



Motus

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

www.motus.co.za

Motus

**ESG indicator
report 2025**

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The Motus indicator report contains the key metrics we measure as part of assessing our environmental, social and governance (ESG) performance. The content of this report supports our disclosure in the  Motus integrated report,  ESG report and  Climate management approach. The 2025 metrics are reported for the period 1 July 2024 to 30 June 2025.

While we aim to report Group metrics, there are instances where metrics have different boundaries. This is clearly noted in the tables that follow. Differences are either due to an issue being material to a certain operation but less so for the Group as a whole, or because the maturity of our data collection and measurement varies between our operations. Examples include metrics related to broad-based black economic empowerment (B-BBEE), which pertain to our South African operation only.

Key used throughout this report

▲ Year-on-year increase ▼ Year-on-year decrease ■ No change year on year

■ (green) Satisfied with performance ■ (red) Area for improvement ✓ Linked to remuneration

ELA: external limited assurance by Deloitte & Touche on 2025 metrics (see the independent limited assurance report in the IR and ESG reports).

MBO: internal management and board oversight through regular internal reporting.

B-BBEE: externally verified 2025 B-BBEE scorecard by AQ Rate.

Environment

	Boundary	2025		2024	2023	Target and performance against target		Assurance
ENERGY CONSUMPTION								
Vehicle fuel consumed (litres)	Group	19 085 802✓	▲	18 596 962	17 081 771	18 966 032	Behind	ELA
Electricity purchased (megawatt hours)	Group	66 618✓	▼	69 111	64 998	68 563	Ahead	ELA
Renewable energy consumed (megawatt hours)	Group	3 019	▲	1 976	42			
EMISSIONS								
Scope 1 emissions (tCO ₂ e)	Group	51 960	▲	51 034	49 909			ELA
Scope 2 emissions (tCO ₂ e)	Group	57 182	▼	58 013	57 359			ELA
Total emissions (tCO ₂ e)	Group	109 142	▲	109 047	107 268			
Carbon intensity ratio (tCO ₂ e/Rbn)	Group	1,0	■	1,0	1,0			MBO
Vehicle fuel intensity ratio (litres/Rbn)	Group	168,9		Not reported	Not reported			MBO
WATER								
Water purchased from municipalities (kilolitres)	Group	640 460	▼	698 732	672 938	688 707	Ahead	ELA
Water intensity ratio (kilolitres/Rbn)	Group	5,7	▼	6,1	6,3			MBO
Water recycled (kilolitres)	SA	31 360	▲	11 860	12 719			MBO
WASTE								
Batteries recycled/returned to suppliers (kilograms)	Group	247 789	▲	192 721	221 790			MBO
Oil recycled (litres)	Group	2 414 293	▼	2 809 843	3 035 124			MBO
Metal recycled (kilograms)	Group	1 064 111	▼	3 345 583	Not reported			MBO
Paper recycled (kilograms)	Group	606 278	▼	694 500	939 411			MBO
Cardboard recycled (kilograms)	Group	5 269 757	▼	5 440 317	Not reported			MBO
Tyres recycled (tonnes)	Group	56 940	▲	56 100	54 162			MBO
Plastic recycled (kilograms)	Group	449 964	▼	583 770	Not reported			MBO
INCIDENTS								
Environmental incidents	Group	0	■	0	0	Zero	Met	MBO
Fines or penalties for environmental incidents	Group	1 ¹	▲	0	0			MBO

¹ A Motus dealership in KwaZulu-Natal received a fine of less than R10 000 for using a service provider who failed to comply with bylaws relating to the disposal of oil waste.

Environment (continued)

Carbon footprint information

Our carbon footprint is calculated using the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (Revised Edition) operational control approach (all facilities where we have full authority to implement operating policies). Our carbon footprint covers South Africa (SA), the United Kingdom (UK), Australia, South East Asia and Southern and East Africa. The bulk of our operations are in SA with a growing footprint in the UK. We operate 767 sites globally, owning 204. Of our owned and leased sites, 84% and 58% are located in SA, respectively. The Polish and Milton Keynes (UK) distribution points will be included in our carbon footprint from 2026.

	2025	2024	2023
Full time employees	20 131	20 156	19 817
Floor space (m ²)	4,2 million	4,1 million	3,9 million
Dealerships (m ²)	3,2 million	3,2 million	3,1 million
Parts distribution centres (m ²)	0,8 million	0,8 million	0,7 million
Corporate offices (m ²)	148 000	120 000	98 000
Revenue (Rbn)	113	114	107

Definitions

tCO₂e: tonnes of carbon dioxide equivalent.

Scope 1: all direct emissions from the activities of Motus or under our control, including fuel combustion and on-site oil (fleet vehicles, air-conditioning or generators).

Scope 2: indirect emissions from the electricity Motus purchases and uses.

Social

Employees

	Boundary	2025		2024	2023	Target and performance against target	Assurance
NUMBER OF EMPLOYEES							
South Africa		13 916	▲	13 795	13 865		MBO
United Kingdom		5 036	▼	5 209	4 969		MBO
Australia		731	▲	697	569		MBO
Rest of Africa		382	▼	383	343		MBO
Asia		66	▼	72	71		MBO
Total number of employees	Group	20 131	▼	20 156	19 817		MBO
Non-permanent employees	Group	569	▼	604	Not reported		MBO
EMPLOYEE TURNOVER							
South Africa (%)		28	▲	27	23		MBO
United Kingdom (%)		20	▲	19	17		MBO
Australia (%)		35	▲	31	39		MBO
FEMALE REPRESENTATION							
Overall workforce (%)	Group	33	▲	32	31		MBO
Top management (%)	Group	24	▼	25	25		MBO
Senior management (%)	Group	26	▼	28	27		MBO
Middle management (%)	Group	31	▲	29	40		MBO
Junior management (%)	Group	29	▲	26	21		MBO
Across all management levels (%)	Group	29	▲	27	26		MBO
Across all management levels (%)	SA	31✓	▲	28	27	2025: 30% Ahead	ELA
EMPLOYEES WITH DISABILITIES							
Employees with disabilities	SA	187	▲	167	165		MBO
AVERAGE AGE							
Top management	SA	50		Not reported			MBO
Senior management	SA	48		Not reported			MBO
Middle management	SA	44		Not reported			MBO
Junior management	SA	41		Not reported			MBO

Social (continued)

Learning and development

	Boundary	2025		2024	2023	Target and performance against target	Assurance
LEADERSHIP DEVELOPMENT							
Future Leaders Programme (participants)	SA	25	■	25	Paused ¹		MBO
– Black (%)	SA	68	▲	44	–		MBO
– Women (%)	SA	44	■	44	–		MBO
Women in Leadership Programme (participants)	SA	2026 intake ²		26	Paused ¹		MBO
– Black (%)	SA	2026 intake		73	–		MBO
Managerial programmes (participants)	SA	362	▲	351	292		MBO
– Black (%)	SA	75	▲	70	72		MBO
– Women (%)	SA	49	▼	55	43		MBO
Managerial programmes (participants)	UK	16	▲	15	16		MBO
– Women (%)	UK	31	▲	26	25		MBO
TRAINING SPEND							
South Africa (Rm)		201,3	▼	221,2	179,8		B-BBEE
United Kingdom (Rm)		154,1	▲	118,5	96,8		MBO
Australia (Rm)		11,1	▲	10,1	8,1		MBO
Total training spend (Rm)	Group	366,5	▲	349,8	284,7		MBO
TRAINING METRICS							
Training spend per employee (R)	SA	14 465	▼	16 035	12 967		
Training hours	SA	1 171 809	▲	1 006 535	997 920		
Training hours per employee	SA	84	▲	73	72		

¹ There were no enrolments on these programmes in financial year 2023 as programmes were paused to define the leadership DNA.

² Based on an assessment of current needs and to improve the return on our investment, we have decided to alternate the Future Leaders and Women in Leadership programmes so that only one cohort of leaders will begin a programme per year.

Social (continued)

Employee representation

	Boundary	2025	2024	2023	Target and performance against target	Assurance
EMPLOYEE REPRESENTATION						
Employees covered by collective bargaining agreements (%)	SA	59	59	60		MBO

Employment equity

							Black representation (%)					
Occupational level	Boundary	Black men (number)	White men (number)	Black women (number)	White women (number)	Foreign nationals (number)	2025 actual		2024 actual	2025 target	Performance against target	Assurance
Top management	SA	4	7	2	2	0	40	▼	50	50	Behind	B-BBEE
Senior management	SA	29	35	32	14	0	55	▲	54	55	Ahead	B-BBEE
Middle management	SA	704	572	378	276	13	56	▲	53	54	Ahead	B-BBEE
Junior management	SA	3 038	743	1 242	345	37	79	▲	76	76	Ahead	B-BBEE
Semi-skilled	SA	2 414	173	1 865	423	29	87	▲	86	86	Ahead	B-BBEE
Unskilled	SA	790	21	431	10	6	97	■	97	97	Met	B-BBEE
Total permanent employees	SA	6 979	1 551	3 950	1 070	85	80	▲	79	79	Ahead	B-BBEE
Non-permanent	SA	94	14	166	5	2	93	■	93	3% of SA workforce	Met	B-BBEE
Employees living with disabilities	SA	63	27	72	24	1	72	▲	66		Behind	B-BBEE
Dealer principals	SA						61	▲	58			

Social (continued)

Health and safety

Boundary		2025		2024	2023	Target and performance against target	Assurance
OHS COMPLIANCE							
South Africa sites (number)		478	▼	486	478		
– Sites audited (%)		98	▲	92	95		MBO
– Average score (%)		94	▼	95	93	86% and above Ahead	MBO
United Kingdom sites¹ (number)		62	▼	83	83		
– Sites audited ¹ (%)		98	▲	87	74		MBO
– Average score (%)		92	▼	95	95	90% and above Ahead	MBO
Australia sites² (number)		17	▲	16	15		
– Sites audited (%)		94	▲	88	100		MBO
– Compliant sites (%)		100	■	100	100		MBO
Rest of Africa sites (number)		4	▼	5	5		
– Sites audited (%)		100	■	100	100		MBO
– Average score (%)		95	■	95	84		MBO
ROAD³							
Road kilometres travelled (million)	Group	252	▲	248	192		ELA
Road accidents (includes any fatalities)	Group	34	▲	17	43		ELA
Road accidents per million kilometres	Group	0,135	▲	0,069	0,224		ELA
Road injuries	Group	33	▲	19	46		MBO
Road injuries per million kilometres	Group	0,131	▲	0,077	0,240		MBO
Road fatalities	Group	2	▼	3	4	Zero Behind	MBO
Road fatalities per million kilometres	Group	0,008	▼	0,012	0,021	Zero Behind	MBO

Note: 100% of MPD's 180 sites were assessed by an external service provider.

¹ Percentage of physical on-site audits. Administration audits (desktop) totalled 100% of UK Retail and FAI sites. Excludes MPD.

² Australia's OHS framework scores a site as either compliant or non-compliant.

³ OHS metrics include employees and third parties.

Social (continued)

Health and safety (continued)

	Boundary	2025		2024	2023	Target and performance against target	Assurance
WORKPLACE¹							
Workplace incidents	Group	241	▼	539	509		MBO
Workplace accidents (includes any fatalities)	Group	393	▲	294	301		MBO
Workplace fatalities	Group	0	▼	2	0	Zero Behind	MBO
WORKPLACE ACCIDENTS¹							
South Africa		96	▲	56	28		MBO
United Kingdom ²		281	▲	202	259		MBO
Australia		16	▼	36	14		MBO
Total workplace accidents	Group	393	▲	294	301		MBO

¹ OHS metrics include employees and third parties.

² The nature of most injuries are fractured fingers or cuts. The UK reports a higher number of on-site injuries as a result of far more stringent regulatory reporting requirements.

Definitions

Incident: is an unsafe occurrence where damage to property is incurred but there were no fatal or occupational injuries to employees or third parties.

Accident: is an occurrence which results in a fatality or an occupational injury to either employees or third parties.

Injury: is any personal injury or disease resulting from an occupational accident to either employees or third parties.

Social (continued)

Economic and social inclusion

	Boundary	2025		2024	2023	Target and performance against target		Assurance
B-BBEE SCORECARD								
Score (out of 120 points)	SA	91,43	▲	88,33	85,19	90,00	Ahead	B-BBEE
Level (out of 8 levels) ¹	SA	Level 2	▲	Level 3	Level 3			B-BBEE
BLACK OWNERSHIP								
Ownership points on B-BBEE scorecard (out of 25 points)	SA	25,00	▲	24,34	24,00			B-BBEE
Black-owned dealerships (%)	SA	27	▲	26	26			MBO
PREFERENTIAL PROCUREMENT ²								
Spend with >51% black-owned business (Rbn)	SA	7,8	▲	6,7	4,6	2025: R6,5 billion	Ahead	MBO
Spend with 30% black women-owned business (Rbn)	SA	5,4	▲	4,7	3,0	2025: R5,0 billion	Ahead	MBO
Spent with EME ³ and QSE ⁴ (Rbn)	SA	5,2	▲	3,1	2,5	2025: R4,0 billion	Ahead	MBO
ENTERPRISE AND SUPPLIER DEVELOPMENT								
Qualifying ESD ⁵ spend on B-BBEE scorecard (Rm)	SA	67	▼	68	79	3% of NPAT ⁶	Ahead (5%)	BBBEE
Total ESD development spend (Rm) ⁷	SA	94	▼	96	119			MBO
SOCIO-ECONOMIC DEVELOPMENT								
Qualifying socio-economic development spend on B-BBEE scorecard (Rm)	SA	19,9	▲	16,4	21,6	1% of NPAT ⁶	Met (1%)	B-BBEE

¹ Level 1 is considered the highest level and Level 8 the lowest.

² We exceeded the required procurement spend needed to be verified for >51% black owned suppliers, 30% black women-owned suppliers and EME and QSE suppliers of R5,4 billion, R4,0 billion and R4,2 billion, respectively.

³ Exempt micro enterprises.

⁴ Qualifying small enterprises.

⁵ Enterprise and supplier development.

⁶ South African net profit after tax.

⁷ Includes qualifying ESD spend.

Social (continued)

Economic and social inclusion (continued)

	Boundary	2025		2024	2023	Target and performance against target		Assurance
CORPORATE SOCIAL INVESTMENT								
Education and youth development (Rm)	Group	12,3	▲	11,3	14,8			
Road safety (Rm)	Group	1,7	▼	1,8	1,3			
Health and social (Rm)	Group	6,7	▲	5,9	4,8			
Business specific initiatives (Rm)	Group	4,2	▼	5,7	5,6			
Total CSI¹ spend (Rm)²	Group	24,9	▲	24,7	26,5			ELA
MOTUS TECHNICAL ACADEMY								
Artisans trained for Motus	SA	400	▼	735	423			
– Black (%)	SA	41	▼	88	70			
Artisans trained for the broader industry	SA	558	▼	625	744			
Total artisans trained (number)	SA	958	▼	1 360	1 167			
Apprentices who qualified as technicians	SA	217	▼	286	188			
DP WORLD AND MOTUS COMMUNITY TRUST								
Spend (Rm)³	SA	10,6	▲	9,4	13,0			MBO
Number of resource centres (cumulative since 2004)	SA	89⁴	▲	81	71			ELA
Learners reached	SA	104 379✓	▲	>94 000	>79 300	2025: 97 000	Ahead	ELA
Teachers reached	SA	~3 160	▲	~2 800	~2 400			MBO
Full-time jobs created at 30 June	SA	127	▲	110	76			MBO

¹ Corporate social investment.

² Includes the qualifying socio-economic development spend reported in the B-BBEE scorecard.

³ Includes operating costs and specific projects relating to the resource centres, Grade R classroom upgrades and special events. Individual business contributions are also included.

⁴ One school is currently under review regarding inclusion in the Trust's network.

Social (continued)

Economic and social inclusion (continued)

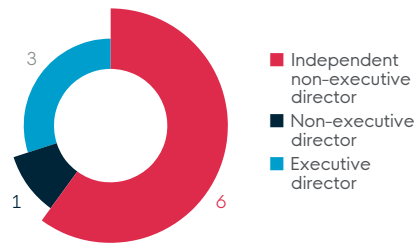
	Boundary	2025		2024	2023	Target and performance against target	Assurance
SAFE SCHOLARS PROGRAMME							
Spend (Rm)	SA	1,7	■	1,7	1,3		MBO
Schools reached (cumulative since 2011)	SA	>3 180	▲	>2 900	>2 600		MBO
Learners reached (cumulative since 2011 in millions)	SA	>2,7	▲	>2,4	>2,3		MBO
UNJANI CLINICS							
Direct investment (Rm)	SA	2,1	▲	0,5	2,2		MBO
Number of care facilities	SA	261	▲	215	164		MBO
Consultations (cumulative since 2010 in millions)	SA	>6,9	▲	>5,4	>3,9		MBO
Jobs sustained at June 30	SA	815	▲	705	649		MBO

	Boundary	Easter 2025		Easter 2024	Dec 24/Jan 25		Dec 23/Jan 24	Assurance
HIGHWAY PATROL PROGRAMME (N1/N4 TOLL ROUTES)								
Distance travelled	SA	26 263	▼	27 551	34 336	▲	28 100	Data supplied by the Highway Patrol Programme
Crashes attended	SA	66	▲	10	100	▲	68	
Motorists assisted	SA	77	▲	26	125	▲	70	
Vehicles inspected	SA	14 240	▲	2 101	16 715	▲	7 528	
Fines issued	SA	1 632	▼	3 375	2 911	▲	5	
Fatalities	SA	2	▲	0	4	▼	5	

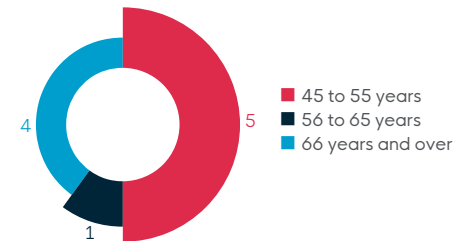
Governance

Board composition at publication (30 September 2025)

Board independence



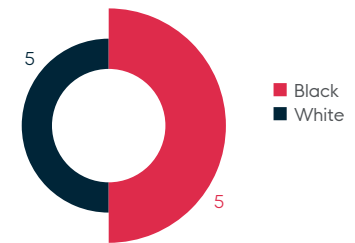
Board age



Board gender representation



Board race diversity



Ethics, data protection and compliance

	Boundary	2025		2024	2023	Target and performance against target	Assurance
WHISTLE-BLOWING REPORTS							
Fraud and theft	Group	12	▲	6	14		MBO
Governance	Group	3	▼	9	5		MBO
Human resources ¹	Group	101	▲	67	64		MBO
Enquiry	Group	11	▲	7	4		MBO
Procurement and other	Group	3	▲	1	3		MBO
Corruption	Group	1	▼	9	1		MBO
Total number of tip-offs registered	Group	131	▲ ²	99	91		MBO
Valid concerns	Group	53	▲	33	25		MBO
DATA SECURITY							
Incidents reported to an information regulator	Group	3	▲	2	1		MBO
Number of data breaches	Group	0	■	0	0	Zero Met	MBO
REGULATORY COMPLIANCE							
Fines or penalties for non-compliance	Group	0	■	0	0	Zero Met	MBO

¹ Includes incidents of alleged discrimination and racism.

² Reflects the trust our employees have in our approach to whistle blowing.

Value-added statement

for the year ended 30 June 2025	Note	2025		2024	
		Rm	%	Rm	%
Revenue		112 598		113 764	
Paid to suppliers for materials and services		(94 253)		(95 690)	
Total wealth created		18 345		18 074	
Wealth distribution					
Salaries, wages and other benefits	1	10 054	55	9 669	53
Providers of capital		2 950	16	3 320	18
– Net finance costs		1 908	11	2 189	12
– Dividends paid to equity holders of Motus		911	5	1 096	6
– Dividends paid to non-controlling interest		41	–	35	–
– Share repurchases and cancellations		90	–	–	–
Central and local government	2	1 291	7	1 263	7
Reinvested in the Group to maintain and expand operations		4 050	22	3 822	22
– Depreciation, amortisation, impairment and recoupments		2 789		2 879	
– Future expansion (including vehicles for hire)		1 261		943	
		18 345	100	18 074	100
Value-added ratios					
Number of employees		20 131		20 156	
Revenue per employee (R'000)		5 593		5 644	
Wealth created per employee (R'000)		911		897	

Value-added statement (continued)

Notes to the value-added statement		2025	2024
1. Salaries, wages and other benefits			
Salaries, wages, overtime, commissions, bonuses and allowances		9 256	8 912
Employer contributions		897	852
Less: Unemployment Insurance Fund and Skills Development Levy (included in note 2)		(99)	(95)
		10 054	9 669
2. Central and local government			
Income tax expense		836	828
Withholding and secondary tax on companies		8	12
Rates and taxes		348	328
Skills Development Levy		59	59
Unemployment Insurance Fund		40	36
		1 291	1 263