



Motus

Environmental, social and governance report

for the year ended 30 June 2025



Reporting suite

2025 integrated report

Online as PDF

Provides a holistic and concise evaluation of the Group's ability to create and preserve value and guard against value erosion over time. The report aims to provide a balanced and transparent overview of management strategies, risks and opportunities, and financial, operational and sustainability performance against strategic priorities and material matters. It is relevant to all stakeholders, particularly long-term investors.

Preparation and frameworks

Key reporting frameworks considered and/or applied:

- The Listings Requirements of the JSE Limited (JSE Listings Requirements).
- The South African Companies Act 71 of 2008, as amended (Companies Act).
- King Report on Corporate Governance for South Africa™ (2016)* (King IV).
- The International Financial Reporting Standards (IFRS®) Foundation's International <IR> Framework (2021).
- United Nations Sustainable Development Goals (UN SDGs).

Assurance

Certain financial information contained within the summarised financial information has been extracted from the audited consolidated and separate financial statements which were audited by the external auditors (the extract itself is not audited). Reasonable assurance is also provided via an independent auditor's report on pro forma financial information labelled as such in the business segment performance overview section of the report.

2025 environmental, social and governance report and annexures

Online as PDF

This report

Provides an in-depth assessment of the Group's environmental, social and governance (ESG) performance for the year, including the letter from the Chairperson of the Social, Ethics and Sustainability (SES) Committee. The report is relevant to shareholders, investors, analysts, regulators and broader society.

Preparation and frameworks

Key reporting frameworks considered and/or applied:

- King IV.
- JSE Sustainability Disclosure Guidance.
- UN SDGs.
- Task Force on Climate-related Financial Disclosures (TCFD).
- United Nations Global Compact.

Assurance

Independent limited assurance is provided on select non-financial information contained within this report.

2025 audited consolidated and separate annual financial statements

Online as PDF

Sets out the audited consolidated and separate annual financial statements for the year ended 30 June 2025, including the report of the Audit and Risk Committee (ARC).

Preparation and frameworks

Prepared in accordance with:

- IFRS Accounting Standards and its interpretations adopted by the International Accounting Standards Board (IASB).
- The Financial Reporting Guides issued by the Accounting Practices Committee of the South African Institute of Chartered Accountants (SAICA).
- Financial Reporting Pronouncements issued by the Financial Reporting Standards Council (FRSC).
- Companies Act.
- JSE Listings Requirements.

Assurance

Assurance is provided on the fair presentation of the consolidated and separate annual financial statements in accordance with IFRS Accounting Standards and the requirements of the Companies Act.

Shareholder report and notice of the 2025 annual general meeting

Online as PDF

Provides detailed disclosure on Motus' approach to corporate governance, its full remuneration policy and implementation report, an invitation to shareholders to attend Motus' 2025 annual general meeting (AGM), the notice of AGM, extracts of the summarised financial information and an analysis of shareholding.

Preparation and frameworks

Prepared in accordance with:

- King IV.
- Companies Act.
- JSE Listings Requirements.
- IFRS Accounting Standards.

Key company information

Motus Holdings Limited

Incorporated in the Republic of South Africa
Registration number: 2017/451730/06
ISIN: ZAE000261913

JSE Main Board: Specialty retailers

Listing date: 22 November 2018

Share code: MTH

(Motus or the company or the Group)

Navigating our reporting suite

Hyperlinks are denoted by the following icons that refer readers to additional information.



Information in this report.



Information online (corporate website).



Information in our suite of reports.

This report is an interactive PDF. It is best viewed in Adobe Acrobat for desktop, mobile or tablet.

Icons to navigate this report are located at the top right-hand side of each page.



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Print

Detailed online information

Stakeholders can access the Group's interim and annual financial results announcements and presentations at



<https://www.motus.co.za/investors/> or scan the QR code above to be taken there directly.

Feedback

We value feedback from our stakeholders and use it to ensure that we are reporting appropriately on the issues that are most relevant to them. Please take the time to give us your feedback on this report.
Email: MotusIR@motus.co.za

* King IV Report on Corporate Governance for South Africa, also known as King IV. Copyright and trademarks are owned by the Institute of Directors in South Africa NPC and all of its rights are reserved.

Note: for security purposes, signatures are not included in the Motus reporting suite.



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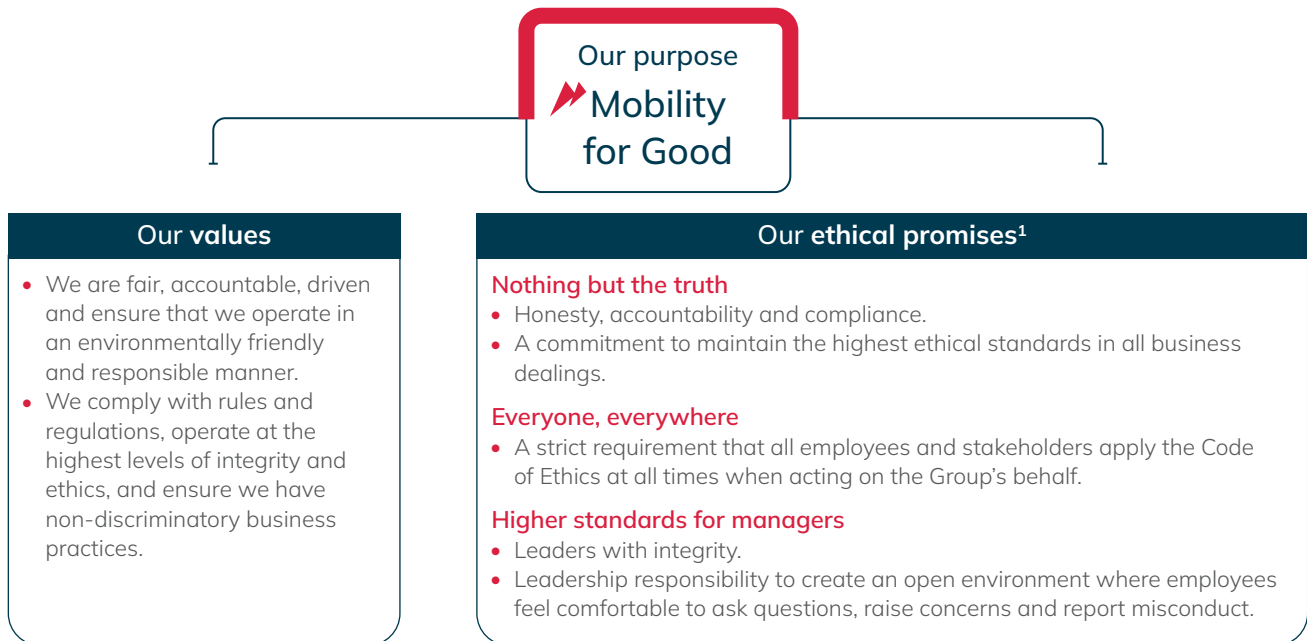


> Additional information online

- Climate management approach
- Human capital management approach
- Social impact management approach
- Business conduct management approach
- ESG indicator report
- Commitments and reporting framework indices (UN SDGs, UN Global Compact and JSE Sustainability Disclosure Guidance)
- Verified B-BBEE scorecard



Overview of our approach to sustainability



📖 Motus at a glance: page 8.

🔄 Business conduct management approach.



Our stakeholders and their expectations, interests and concerns

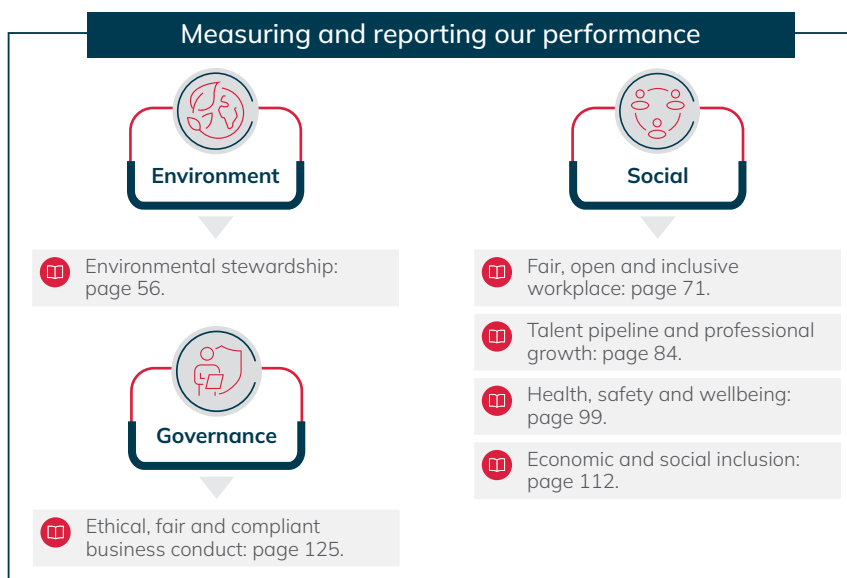
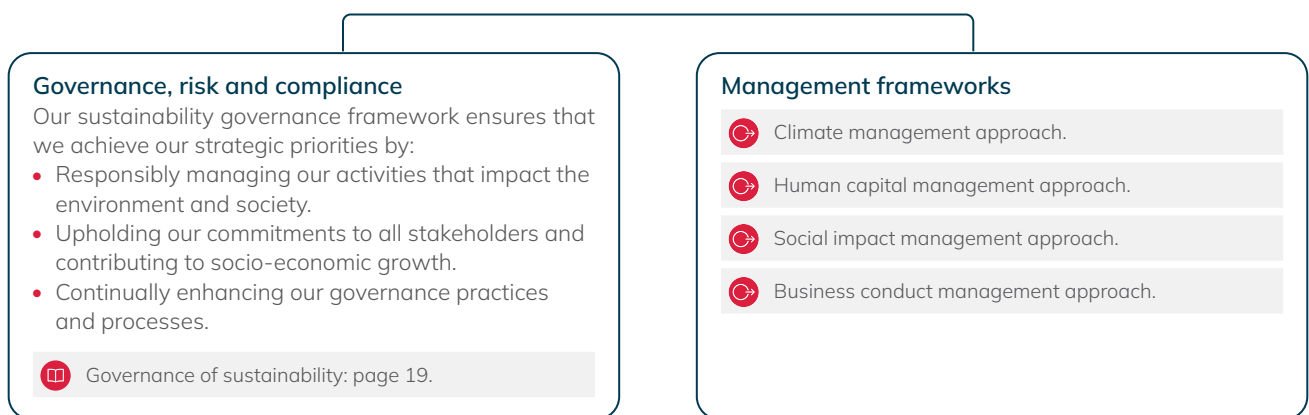
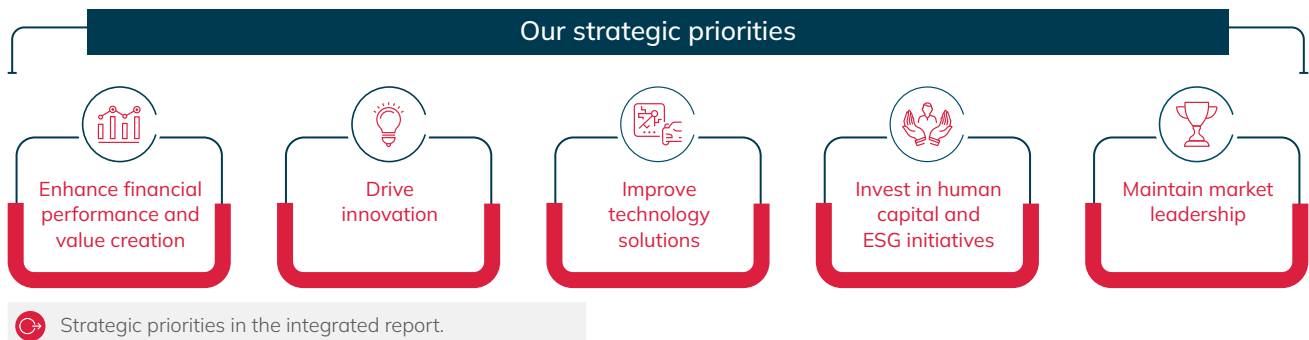


📖 Stakeholder engagement on ESG issues: page 40.



🔄 Performance driver reviews in the integrated report.

¹ Summarised.



Our contribution to the UN SDGs

Below are the nine UN SDGs to which we believe our ESG initiatives deliver a sustainable and meaningful impact. These areas align with our purpose and reflect Motus' unique strengths and capabilities.



📖 Management approaches and outcomes: page 28.

Our desired outcomes

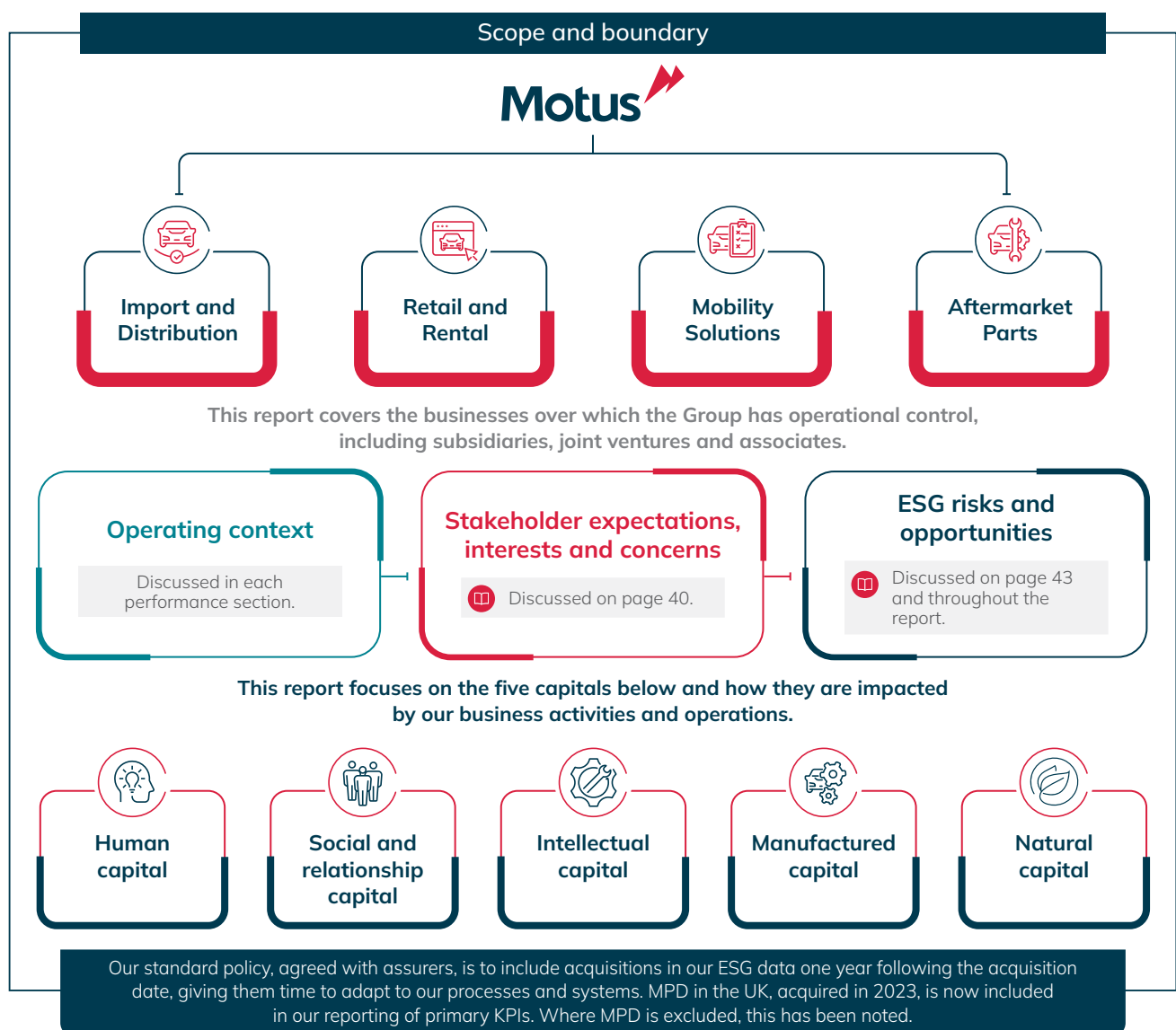
- Relevance in our markets underpinned by a culture of innovation.
- Reputable brands that deliver value and uphold the Group's credibility and responsible corporate citizenship.
- A safe, rewarding, equal and fair working environment for all our employees with attractive career growth opportunities.
- Achievement of our diversity targets for race, gender and disability.
- A business that is run in an environmentally conscious and responsible manner.
- Positioned as a proudly South African market leader that contributes to the growth of the economy.
- A competitive B-BBEE rating in SA.
- Business activities and a company culture that maintain our moral compass.



About this report

Motus' ESG report explains our approach to managing and governing sustainability and provides an overview of our sustainability progress throughout the year. It also provides stakeholders with essential insights to evaluate our ESG-related impacts, risks and opportunities. Our aim is to transparently and objectively showcase how we leverage expertise and governance frameworks to drive positive environmental, social and economic outcomes for people and the planet, while mitigating any adverse impacts of our operations – all in the pursuit of Mobility for Good.

This report covers the period from 1 July 2024 to 30 June 2025 and includes material information up to board approval on 30 September 2025.



For the purposes of this report, Hyundai Automotive South Africa is referred to as Hyundai, KIA South Africa as Kia, Motus Vehicles Distributor as Renault, Brietta Trading as Mitsubishi and Accordian Investments as TATA Passenger.

Our detailed management approaches to climate, human capital, social impact and business conduct can be found on our corporate website, with high-level summaries included in this report (📖 starting on page 28).

Definitions for all acronyms used in this report can be found in the glossary (📖 see page 137).

Refinements to the 2025 ESG report

While this year's report remains largely aligned with our 2024 publication, we have refined the performance section for greater clarity and conciseness. We remain cognisant of expectations around closer alignment with the International Sustainability Standards Board's IFRS S1 (sustainability-related standards) and IFRS S2 (climate change-related standards) for capital markets. However, achieving full alignment across the Group will require adjustments to our internal reporting processes. Given the adoption of the IFRS S1 and S2 standards in Australia, we will report against this framework for the Australian operation in 2026, with inclusions in the Group's ESG reporting suite, where relevant.

Strategic time horizons

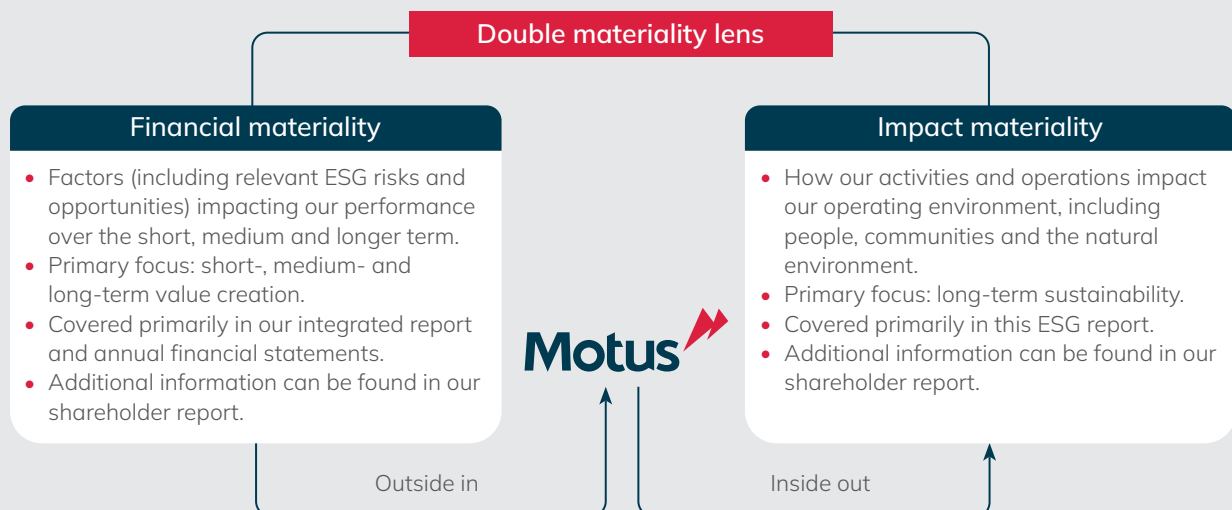
Motus integrates **short-term** (within 24 months), **medium-term** (within 24 to 60 months) and **long-term** (60 months and beyond) horizons into its strategic planning and operations. Certain statements in this report are forward looking and, by their nature, are inherently predictive and speculative. They involve risk and uncertainty as they are dependent on future events and circumstances which may impact our performance and expectations in unanticipated ways.

Disclaimer on forward-looking statements: IBC.

Materiality

We consider material matters to be dynamic and update them annually using a double materiality lens to reflect the evolving context in which we operate. These matters inform our disclosures across the reporting suite.

Our material matters for 2025 are largely similar to those reported for 2024. Key changes in our operating environment over the course of the year include an uncertain economic environment and intensifying competition from emerging brands.



Material matters: page 7.

Detailed disclosure about how our material matters were determined can be found in the integrated report.



About this report (continued)

Report preparation and assurance

The Head of Risk, Sustainability and People oversees the ESG report preparation, ensuring the integrity of processes and controls used to gather information and KPIs. Information is sourced from board and SES Committee reports and presentations, strategy documents and discussions with senior leadership. An ad-hoc sub-committee, chaired by the SES Committee Chairperson, reviewed the ESG report and recommended it to the board for approval.

To ensure credibility, the following independent controls have been applied:

- Limited assurance by Deloitte & Touche over the following indicators:
 - **Environment:** road fuel usage, electricity purchased, water purchased and Scopes 1 and 2 emissions.
 - **Social:** gender diversity across management levels in SA, kilometres travelled, road accidents, road accidents per million kilometres, CSI spend, DP World and Motus Community Trust resource centres and learners reached.
- Verification of the Motus B-BBEE scorecard by AQRate, an accredited rating agency.



Independent limited assurance report: page 140.



B-BEEE certificate.

Statement of responsibility and approval

The SES Committee is of the opinion that this ESG report effectively addresses our material impacts on our people, communities and the natural environment, and offers a balanced representation of our sustainability governance, management and performance for the year. The committee is confident that our internal controls, risk management frameworks and verification processes uphold the integrity of this report.

On behalf of the committee

Fundiswa Roji-Nodolo

Chairperson of the SES Committee

Ockert Janse van Rensburg

Chief Executive Officer

30 September 2025

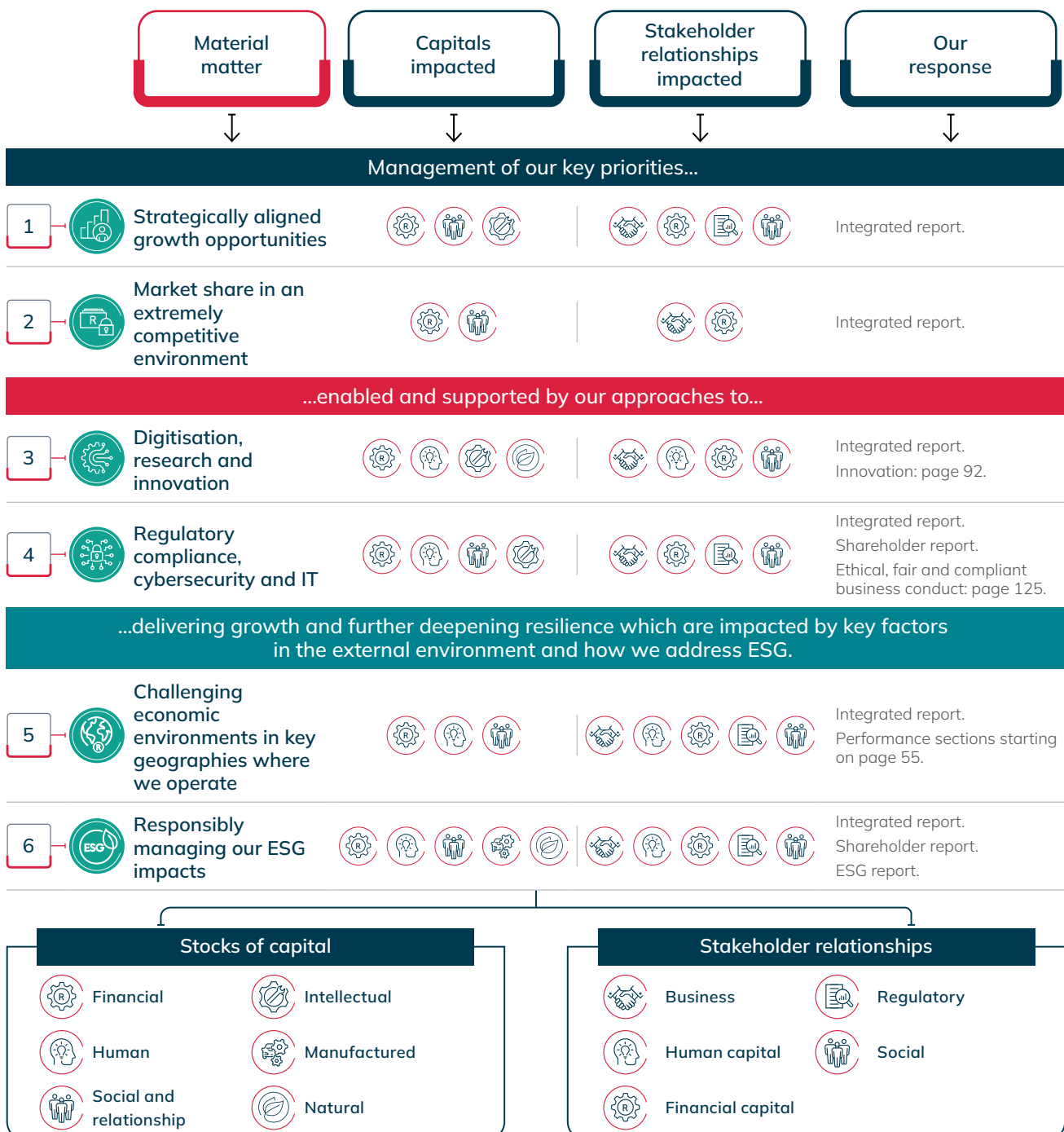


Material matters

Motus' material matters are the issues that impact our ability to create value over time. They include factors both within and outside the control of leadership and inform the Group's strategy and business model over the short, medium and long term.

In determining our material matters we have considered the economic outlook, automotive industry trends and our performance in our key geographies, the key risks and opportunities present in our operating environment, our business model and strategy, our environmental and social impacts, and material stakeholder expectations, interests and concerns.

Material matters in the integrated report (for detailed disclosure on how our material matters were determined).





Motus at a glance

Motus is a leading multi-national provider of automotive mobility solutions

Over 75 years of experience and a consistent track record of growth and reliable value creation.

Unrivalled scale and market leadership in SA, supported by a growing international footprint that enhances our resilience and positions us to capture opportunities in selected markets.

An integrated business model that spans the entire automotive value chain, generating income from multiple revenue streams and enabling us to adapt to changing market dynamics.

Access to multiple customer touchpoints, each providing an opportunity to meet mobility needs and service expectations across the vehicle ownership cycle.

Mobility for Good



Our vision

- We will improve people's lives by envisioning, innovating and creating new access to leading-edge mobility solutions.
- We will rely on strong relationships with suppliers, principals and service providers to offer comprehensive solutions at competitive prices in the geographical areas where we operate.
- We will deliver an employee value proposition that attracts and retains talent, and positions Motus as an employer of choice in the automotive industry.
- We will ensure sustainable value creation for all stakeholders, including suppliers and business partners.



Our mission

- We provide value for customers and build market share through relevant and innovative products, and exceptional service at competitive prices.
- We deliver returns to shareholders through innovative-driven growth and portfolio optimisation that allows us to increase our participation in all aspects of the automotive value chain to enhance our earnings while proactively managing risk and capital allocation.
- We drive a diverse, fair and inclusive working environment and provide development opportunities to ensure our teams are highly competent and experienced to deliver our strategic priorities.



Our values

- We are fair, accountable, driven and ensure that we operate in an environmentally friendly and responsible manner.
- We comply with rules and regulations, operate at the highest levels of integrity and ethics, and ensure we have non-discriminatory business practices.



Business segments



Import and Distribution



Import and Distribution provides a differentiated value proposition to the dealership network. We import, distribute and supply passenger vehicles, LCVs¹ and OEM parts to serve a network of Motus and independent dealerships, vehicle rental companies (including Motus and independent vehicle rental companies), fleets and government institutions in Southern Africa.

Geography SA and neighbouring countries

Contribution

17%	14%	13%
of Group revenue	of Group EBITDA	of Group operating profit



Retail and Rental



Our Vehicle Retail business sells new and pre-owned passenger and commercial vehicles across all segments in SA and the UK, and passenger vehicles in Australia. We also sell parts and accessories, and service and maintain vehicles through our dealership workshops. Our Vehicle Rental business operates through the Europcar and Tempest brands in Southern Africa, offering passenger vehicle and LCV rentals. We maintain strong relationships with customers throughout the vehicle ownership cycle by collaborating with Mobility Solutions and third-party product providers to offer vehicle finance and high-value VAPS².

Geography SA, the UK and Australia

Contribution

69%	46%	41%
of Group revenue	of Group EBITDA	of Group operating profit

Note: the above financial measures exclude head office and eliminations.

Scale

New vehicle sales (units)

- 2025 market: **~549 000**.
Motus 2025: **85 559**.
Market share: **~20,1%** of new passenger vehicle sales.
- 2025 market: **~2,4 million**.
Motus 2025: **17 620**.
- 2025 market: **~1,2 million**.
Motus 2025: **12 731**.

Importer OEM brands

- A vehicle parc of **>600 000** vehicles.

Pre-owned vehicle sales (units)

- 2024* market³: **~1,1 million**.
Motus 2025: **66 730**.
- 2024* market⁴: **~7,6 million**.
Motus 2025: **16 578**.
- 2024* market⁵: **~2,3 million**.
Motus 2025: **6 792**.

Average workshop hours

- 160 000** hours a month.
- 107 000** hours a month⁶.
- 24 000** hours a month.

Vehicle rental

- Average fleet size: **~17 000** vehicles (low of ~14 000 and high of ~21 000).
Average utilisation rate: **~71%**.
Average number of vehicle bookings per month: **~44 000**.
Average kilometres travelled per month: **~2,1 million**.
Average rental duration: **~8,2** days.
Market share: **~23%** of vehicle rentals.

An asterisk denotes calendar year.

¹ Light commercial vehicle.

² Value-added products and services.

³ NaTIS used vehicle registrations 2024. Includes motor vehicles and station wagons only.

⁴ Society of Motor Manufacturers and Traders data for 2024.

⁵ Australian Automotive Dealer Association data for 2024.

⁶ 84 000 commercial and 23 000 passenger hours a month.



Motus at a glance (continued)



Mobility Solutions



Mobility Solutions, a VAPS industry leader, develops, manages, administers and distributes innovative vehicle-related financial products and services, delivered to customers through dealerships and workshops, finance providers, insurers, call centres and digital platforms. Mobility Solutions' market intelligence is integrated into our vehicle businesses, enabling Motus to be a trusted VAPS provider that enhances the vehicle ownership experience. We are a strategic partner to some of SA's largest insurers and finance providers. In addition, we provide comprehensive technology driven fleet management services for corporates, encompassing maintenance, telemetry and other services. Mobility Solutions advances the Group's innovation, fintech and data capabilities to discover future mobility needs and unlock new products and services. It is also the custodian of the Group's data warehouse.

Geography SA

Contribution

2%	17%	22%
of Group revenue	of Group EBITDA ²	of Group operating profit



Aftermarket Parts



Aftermarket Parts distributes, wholesales and retails competitively priced parts and accessories for primarily out-of-warranty vehicles, enabling owners to extend their vehicles' lifespans. We source products from Asia, Europe, Türkiye and SA and supply them through our network of warehouses, distribution points and outlets in SA, Taiwan, China, the UK and Europe. Our retail outlets and agencies are either owned or independently owned franchisees. The franchise base comprises resellers (Midas and Alert Engine Parts) but we also sell aftermarket parts to NAPA¹ members and specialised franchise workshops. For aftermarket parts sales, Midas has one of the largest footprints in SA. This business gives the Group access to the broader vehicle parc, extending well beyond new and pre-owned vehicle sales.

Geography Southern Africa, the UK, Asia and Europe

Contribution

12%	23%	24%
of Group revenue	of Group EBITDA	of Group operating profit

Note: the above financial measures exclude head office and eliminations.

Scale

Value-added products and services

- Policies under administration: **>1,5 million**.
Authorised claim payments per year: **>R1 billion**.
Vehicles covered by our VAPS and third-party products: **>700 000**.
Vehicle records: **>2,8 million**.
Telesales per year: **>135 000**.
In- and outbound calls per month: **>460 000**.
Kilometres travelled by our customers annually: **>6 billion**.

Out-of-warranty parts

- Stock and supply **>135 000** parts³.
A leading aftermarket parts supplier.
>3 500 deliveries per day.
- Stock and supply **>92 000** parts.
A top five aftermarket parts supplier.
>15 000 deliveries per day.



Integrated report sections for further detail include:

- What makes Motus unique.
- Integrated business model across the automotive value chain.
- Performance driver reviews.

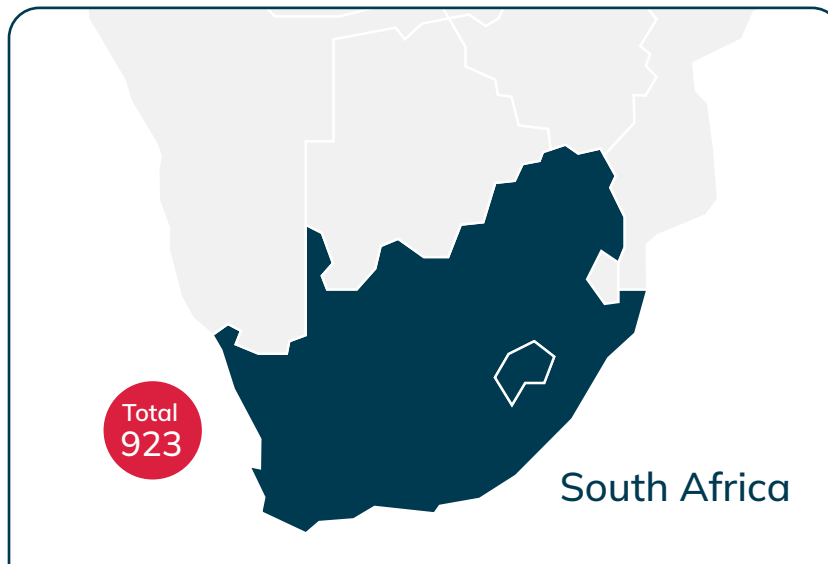
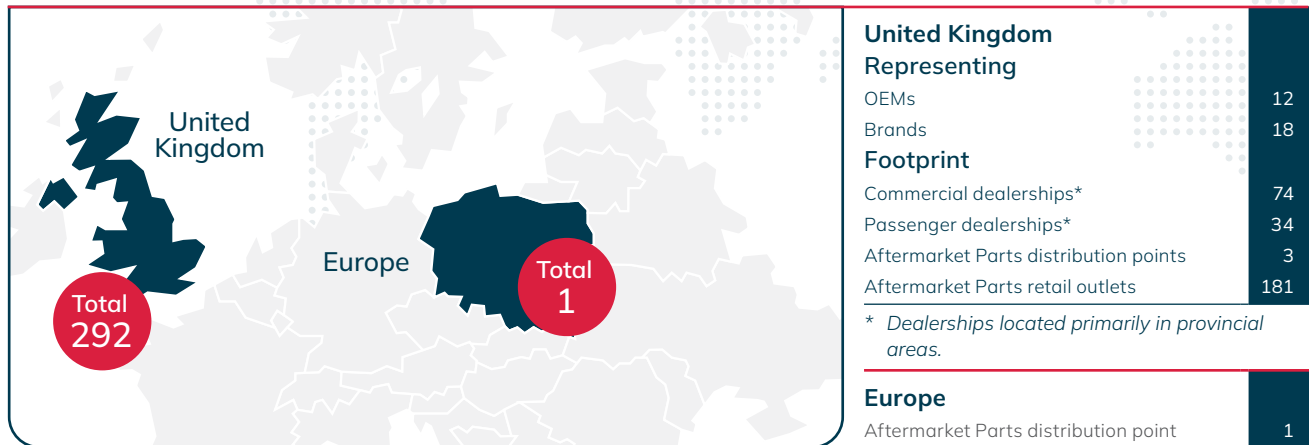
¹ National Automobile Parts Association.

² Earnings before interest, taxes, depreciation and amortisation (EBITDA) and operating profit include profit streams without associated revenue.

³ Refers to the number of stock keeping units in inventory.



Operational footprint

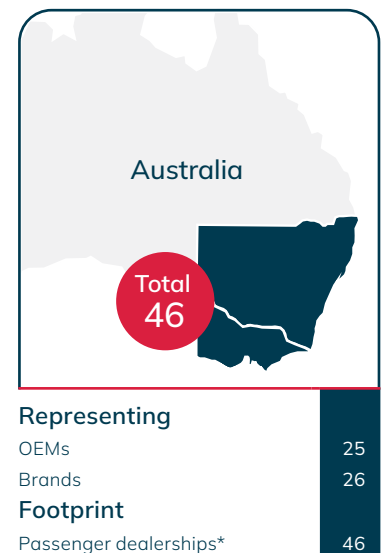
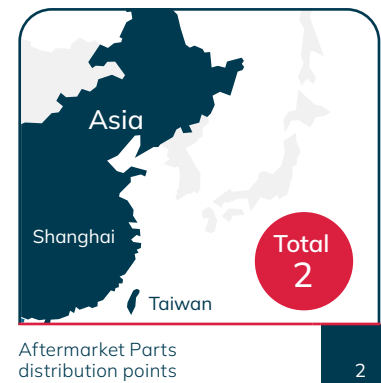


Representing	
OEMs	29
Brands	39
Exclusive South African importer of Hyundai, Renault, Kia, Mitsubishi and TATA Passenger ¹ .	
Footprint	
Commercial dealerships*	22
Passenger dealerships*	205
Auto Pedigree pre-owned dealerships	63
Motus Select pre-owned dealerships	33
Vehicle Rental branches and kiosks	130
Aftermarket Parts	470
Mobility Solutions: innovative vehicle-related financial products and services.	

* Dealerships located primarily in urban areas.

¹ TATA Motors Passenger Vehicles South Africa; passenger vehicles only.

We have a presence in passenger dealerships, Vehicle Rental branches and kiosks and/or Aftermarket Parts retail outlets and agencies in Botswana, Eswatini, Kenya, Lesotho, Madagascar, Malawi, Mozambique, Namibia, Tanzania, Zambia and Zimbabwe.



* Dealerships located in metropolitan areas in New South Wales and provincial areas in Victoria and New South Wales.

Exclusive distribution rights for:

- Hyundai in five African countries.
- Renault and Kia in four African countries.
- Mitsubishi in nine African countries.
- TATA Passenger in eight African countries.
- Nissan in four East African countries.
- Haval and UD Trucks in two East African countries.



Letter from the SES Committee Chairperson



We believe in the Group's ability to grow profitably and sustainably, and to create value for our stakeholders now and into the future. Our confidence is grounded in the Group's demonstration, once again, of its agility in adapting to profound change. This has translated into resilience in the face of economic headwinds and customer-focused relevance in a fast-changing industry and a global paradigm without precedent.

Fundiswa Roji-Nodolo
Chairperson of the SES Committee

Adapting effectively to change

This was a year of change – of leadership succession and management transfers within the Group, of structural shifts in our markets with immediate and long-term implications, and of global economic uncertainty.

In a carefully planned and seamlessly executed leadership transition, the Group's founding CEO, Osman Arbee, was succeeded by our founding CFO, Ockert Janse van Rensburg. Ockert was in turn succeeded by Brenda Baijnath, following a robust board-led recruitment process. Several other management changes at Group and business segment levels were also well supported, without any disruption to operations. The fluency of these transitions underscores Motus' culture of internal promotion and mobility, a feature of our value proposition to talented employees.

These internal changes unfolded as the global economy moved into unknown territory and as new competitive forces and the ongoing transition to a lower carbon world continued to affect the global automotive industry. In this regard, the SES Committee is gratified to note that in this context, Motus bolstered its competitiveness and improved short-term profitability, without losing momentum in its progress toward or retreating from its long-term sustainability commitments.

The committee oversees the Group's embrace of ESG principles and best practices as a precondition of sustainable value creation. It ensures the steady maturation of the skills and systems to manage sustainability-related risks and opportunities that impact Motus' resilience amid economic uncertainty, industry disruption and systemic socio-economic and environmental threats.



Securing sustainable competitiveness in disruptive times

The SES Committee engages systematically with the Group's executive teams to understand their competitive value propositions to our critical stakeholders, in tandem with their ESG initiatives. This gives us a proper understanding of their approaches in respect of sustainable value creation, enabling us to provide meaningful strategic guidance and close oversight.

The committee ensures that across the Group the interests and expectations of our employees, customers, OEMs and shareholders are met, within the parameters set by our regulators and societal expectations. The strong relationships that result are fundamental to the Group's ability to respond decisively both to economic volatility and industry disruption. This agility was evident during the year in the Group's ability to rebalance its portfolio of vehicle brands to meet changing customer needs and preferences. Securing our competitiveness in this way was only possible because of our strong relationships and credibility with OEMs.

With customer-centricity being a crucial competitive advantage, the SES Committee invested considerable focus on branding and reputation during the year. Specific attention was given to the repositioning of the Motus brand from the strong investor brand established since listing, to a consumer-facing brand. The committee also oversaw an assessment of Motus' reputation on social media and ways to improve the Group's profile on digital platforms to support the visibility and accessibility of its various offerings.

Underpinning these initiatives is Motus' promise to be a trusted customer champion and a conduit to established and emerging OEMs and other business partners. Relatedly, the SES Committee considers customer complaints referred to the various industry ombuds, as an independent indicator of customer satisfaction. The data for the year once again shows low ombuds cases relative to the Group's volume of vehicle, parts and VAPS¹ sales.

The SES Committee oversees the Group's strategic commitment to innovation, as another critical underpin of Motus' long-term value creation strategy. Over the last several years, the Group has built a powerful innovation capability focused on systematically identifying, validating, testing and commercialising innovations that address business and customer requirements in ways that contribute additive value to the Group.

Our innovation projects aim to drive new levels of efficiency, create new avenues for growth and ensure our sustainability in highly contested, disruptive markets. Our

ESG commitments also act as a catalyst for innovation, prompting the development of novel solutions that have generated positive socio-economic and environmental outcomes. Our innovation focus will increasingly include the responsible application of AI, which we are testing in areas of operation where it makes sense, while being acutely aware of our data privacy responsibilities.

Investing in our people advantage

In line with the recalibration of our strategies for sustainable growth, effective talent management required close attention during the year. Our strong focus on talent identification, development, promotion and mobility supports meaningful career paths within the Group. This is foundational to our DEI² strategy in general, and specifically our ability to retain our women and African, Coloured and Indian colleagues and meet our three-year employment equity plan targets. In the year, female representation at management level increased to 29% from 27% in 2024.

The board's deliberate effort to identify and appoint a black female CFO will substantively strengthen our retention and recruitment efforts, sending a strong message both within the Group and to the employment market of our commitment to diversity. We value diverse and fresh perspectives that challenge and validate or overturn entrenched ways of doing things.

While we embrace the intention of the amended Employment Equity Act to promote fair and equitable workplace practices throughout the country, we join management in noting our concern about the inappropriate classification of Motus and associated unrealistic targets in the new legislation. We have registered our concern with the regulator through naamsa, in turn a member of BUSA³.

We readily acknowledge our responsibility as a market leader to grow employment, and to contribute to developing the pool of suitable skills in our industry. Our investment in employee training rose by 5% on the prior year, providing employees with access to meaningful opportunities to learn and grow. A consistent source of pride for the committee is the YES4Youth Programme, which provided opportunities to 1 285 unemployed young people during the year, including the fifth cohort. Of the 2 060 young people who have participated in Motus' YES4Youth Programme to date, 42% have secured permanent positions within the Group. We also allocated R1,9 million to the studies of 48 students whose parents are employed at Motus.

Succession planning is a priority, to ensure depth in critical roles not only for leadership but also those pertinent to our key performance drivers. As an industry leader, which invests heavily in upskilling our employees for the future,

¹ Value-added products and services.

² Diversity, equity, and inclusion.

³ Business Unity South Africa.



Letter from the SES Committee Chairperson (continued)

we have seen an increase in our talent being headhunted by competitors, especially new entrants to the market. While the loss of key skills is regrettable and costly, our succession depth has allowed us to fill these positions without undue disruption. Our guiding approach to people management across the entire employee journey, is to ensure that departing employees are strong ambassadors for the Motus brand.

We have placed strong emphasis on employee wellness, recognising the increasing incidence of mental and financial vulnerability among our people. We launched a wellness app to provide easy access to our support programme, Motus Cares, and have focused on broadening awareness and driving up utilisation rates. We continue to assess the effectiveness of these interventions and will focus future initiatives on supporting financial health.

The Group's diversification and internationalisation strategies have shifted our workforce composition, with the UK now representing 25% of our headcount from 18% in 2020. Over the next two years, a key focus will be to deepen alignment between people management in the UK with the Group's human capital imperatives, ensuring that we create the best value for this group of employees.

We note the increased reports of ethical breaches reported through the whistle-blowing hotlines. Motus is unambiguously committed to strong ethical values, and we expect all employees and stakeholders acting on the Group's behalf to uphold the highest standards, according to our Code of Ethics. We set even higher expectations for our managers, who must not only lead with integrity, but also ensure that the reporting of ethics contraventions is encouraged and protected.

Making measurable progress in ESG

We continue to integrate ESG principles and practices into our strategy and operations, which not only meet our legal obligations but also our moral responsibilities as a committed corporate citizen. Inspired by our purpose of Mobility for Good, we seek to make methodical, meaningful and increasingly measurable improvements in those imperatives within our sphere of control and influence.

To this end, improving ESG data collection, analysis and assurance, underpinned by our investments in information management systems, remains a priority. This allows us to link remuneration incentives for executives, divisional managers and dealership principals to ESG targets, making these imperatives intrinsic to strategic decision-making and daily operations. With credible data and a maturing data analytics capability, a key focus for the future will be to generate quality insights for better decision-making in relation to our people and sustainability investments and initiatives.

Our ability to credibly measure our ESG outcomes also gives us access to capital at a lower cost and on better terms. A highlight this year was the renewal of our local and international sustainability-linked finance facilities, both tied to targets for reducing vehicle fuel use, lowering electricity consumption, increasing female representation at all levels of management in SA, and expanding school resource centres and learner access in the DP World and Motus Community Trust project.

Key achievements this year include a Level 2 B-BBEE rating for the South African operation – a significant achievement for the Group – and our work with our key CSI partners. These partnerships have delivered 89 school resource





centres to improve the literacy and comprehension of over 104 000 learners in disadvantaged communities, access to essential primary healthcare to around 120 000 people every month and road safety training to over 2,7 million school children.

The SES Committee keeps a watching brief on the evolving regulatory environment, particularly regarding social and environmental regulations. Notable developments during the year include the Employment Equity Amendment Act, No. 4 of 2022 coming into force and the promulgation of the Climate Change Act 22 of 2024 in SA, and Australia's adoption of the IFRS S1 and S2 standards. The required adaption in reporting for our Australian operations will support our preparedness for the likely adoption of these standards in SA and the UK.

We prioritise resource efficiency as a critical aspect of our environmental management strategy. Notably, the Group's electricity and water usage were respectively 4% and 8% lower for the year. Advancing our energy-efficiency and renewable energy projects as part of our intention to develop a net-zero carbon emissions strategy continues. Cognisant of SA's water scarcity and frequent outages due to deterioration in public infrastructure, we manage our usage according to internal targets despite unreliable municipal billing. In waste management, we focus on recycling to minimise landfill waste, and have earmarked this imperative for improvement.

Another key focus in environmental management is staying abreast of the implications for Motus of the energy transition in the automotive industry across our respective markets. This involves continual adaption to changing legislation, varying OEM strategies and customer demand trends, playing out differently in each of our geographies. Irrespective

of these differences, we work closely with our OEMs to anticipate and meet NEV demand and already supply some NEV parts in our Aftermarket Parts business, although they represent a small share of overall demand. Given that we have adequate time to adjust, we do not anticipate any major challenges in keeping up with changes in relation to NEV adoption and service needs.

Well-placed for sustainable value creation

In a year marked by transition, we have done well to secure our market positions against significant disruption by leveraging our strengths and adapting to new realities. Besides this proven agility, the management changes within the Group have created new impetus and headroom for fresh perspectives on operational improvement and optimisation, sustainable competitiveness and higher growth.

Investing in our people, as our most powerful competitive advantage, and making measurable ESG progress within our ambit of control will continue to underpin our commitment to exemplary corporate citizenship. Moreover, with our strategic decisions increasingly informed by data-driven insights, we are confident in the Group's ability to deliver sustainable value to our stakeholders long into the future. On behalf of the committee, I extend our appreciation to the executive team and all employees across the Group, for their focus and dedication in executing the Group's purpose of Mobility for Good, making it a measurable everyday reality. My sincere gratitude to my fellow committee members for their valuable contributions over the past year.

Fundiswa Roji-Nodolo

Chairperson of the SES Committee



Approach to sustainability

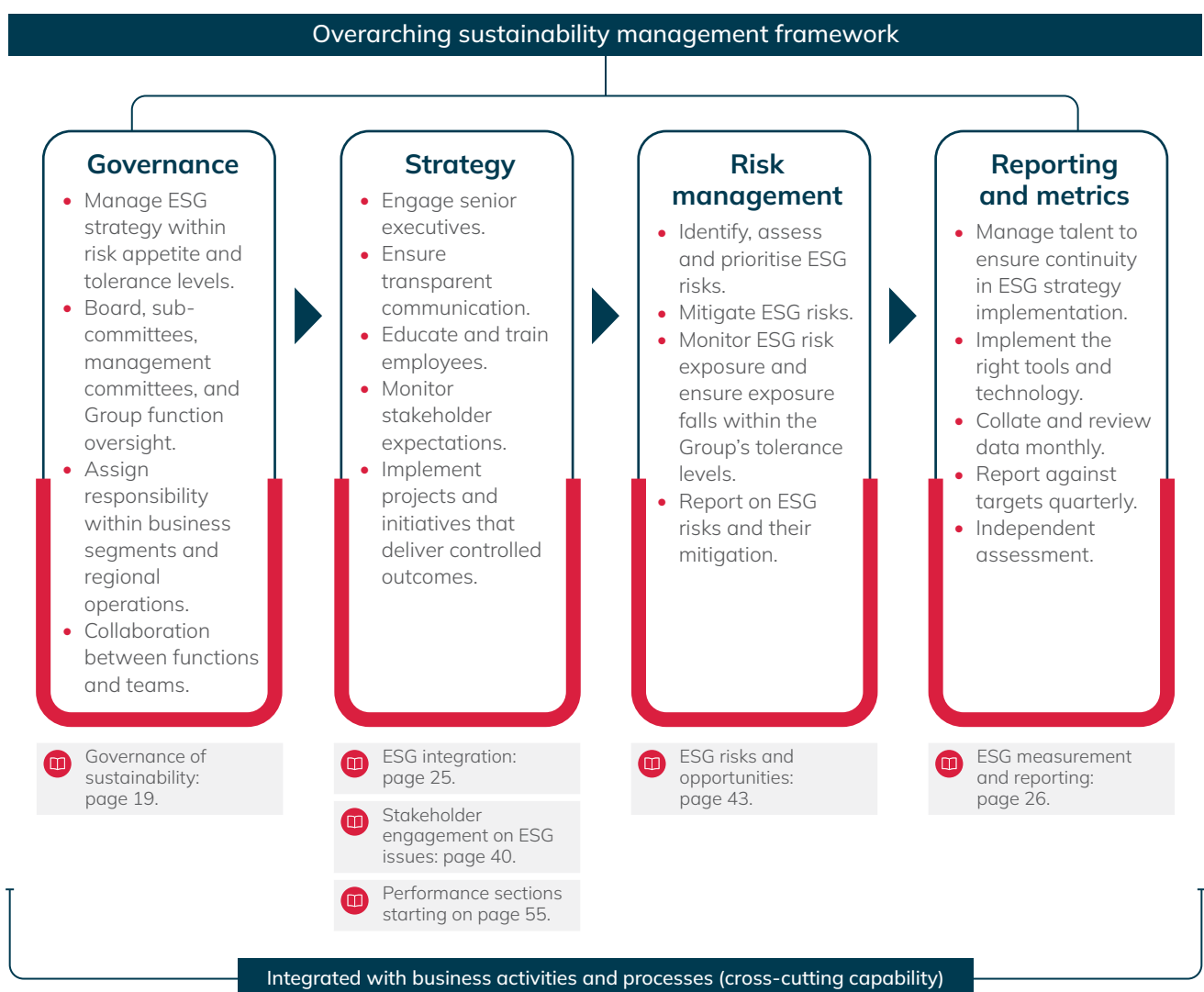
> Sustainability management framework	17
> Governance of sustainability	19
> ESG integration	25
> Management approaches and outcomes	28
> Stakeholder engagement on ESG issues	40
> ESG risks and opportunities	43
> External benchmarking of ESG performance	52





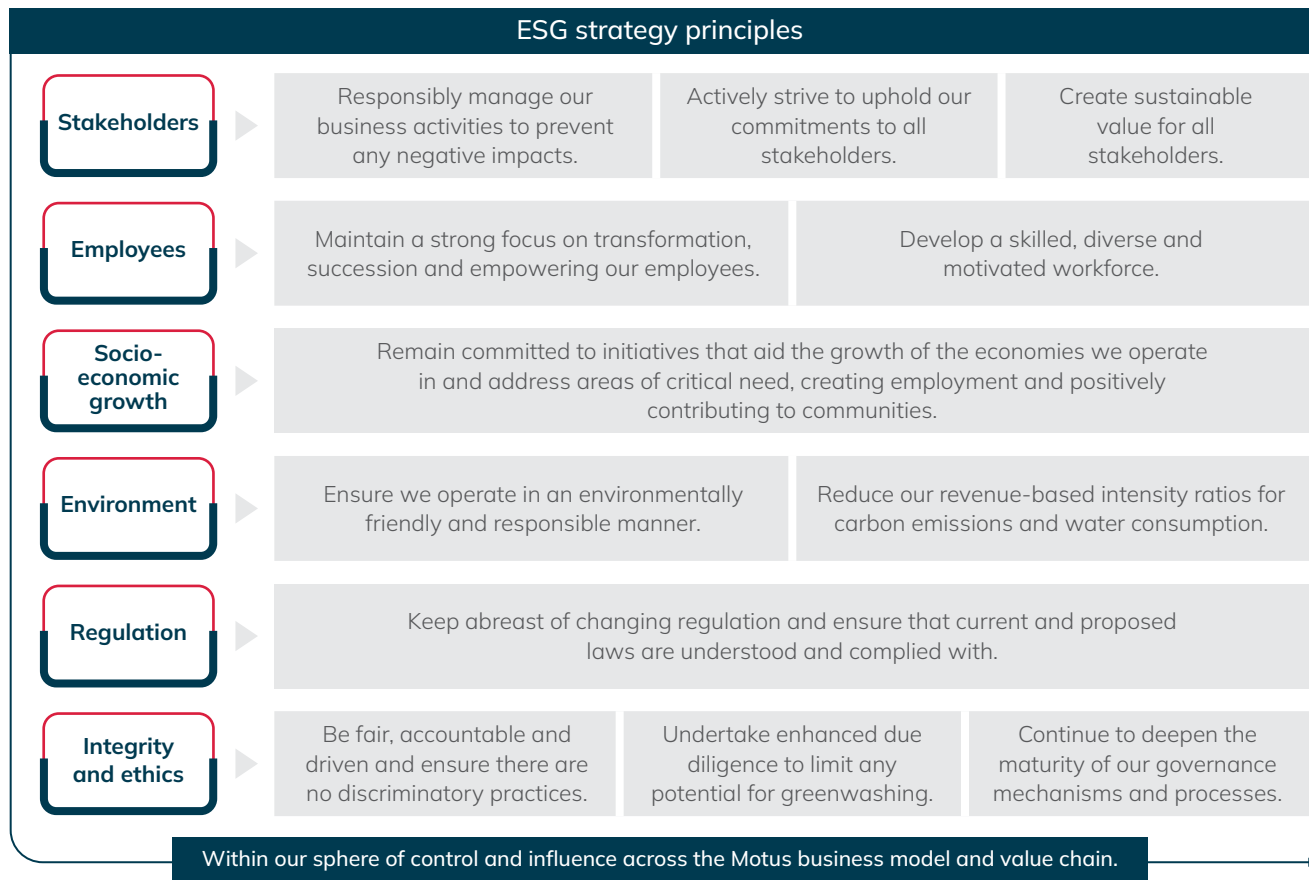
Sustainability management framework

Sustainability is more than a responsibility for Motus; it is an opportunity to live our purpose by providing mobility solutions that enhance people's lives while safeguarding the long-term health of economies, the environment and society. We strive for a simple, flexible approach to sustainability management with consistent underlying principles that guide us in how we respond to evolving challenges and opportunities. We embed sustainability into decision-making by balancing long-term value creation with short-term performance, and by pursuing outcomes that are ethical, inclusive and environmentally sound.

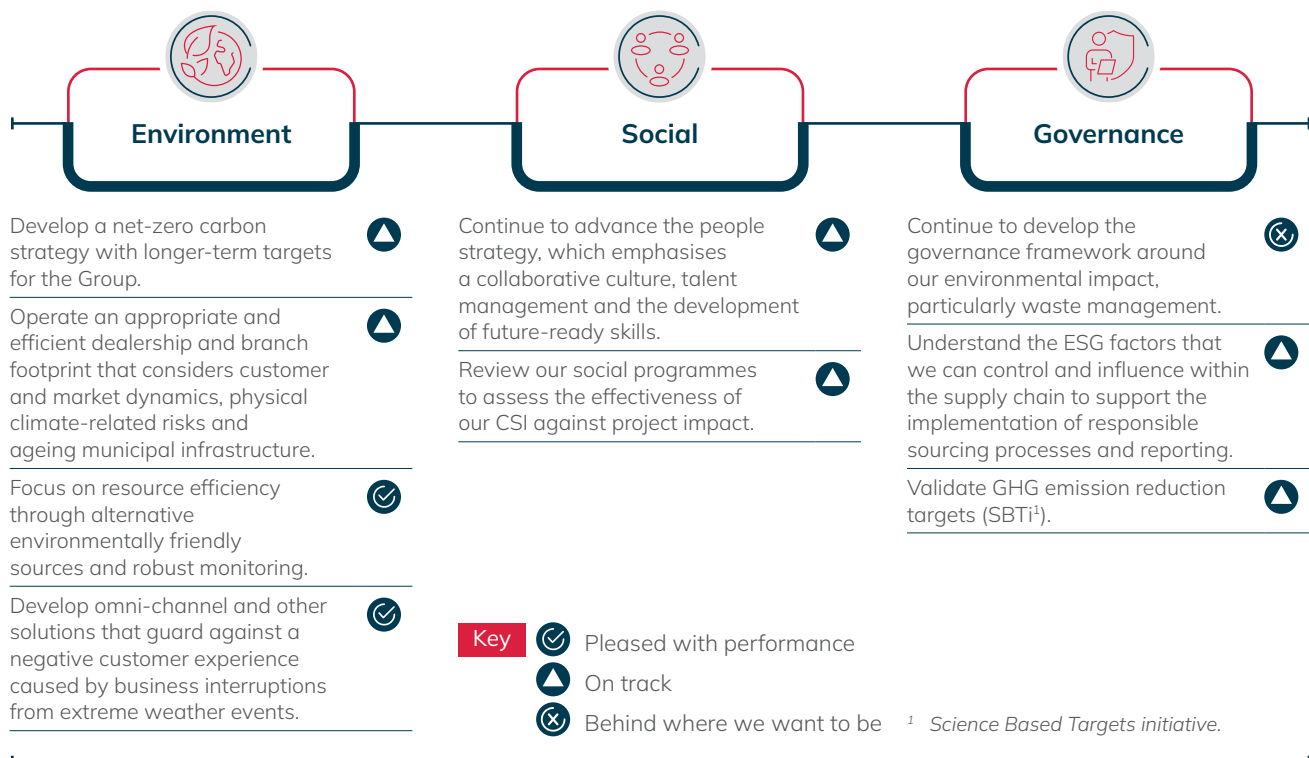




Sustainability management framework (continued)



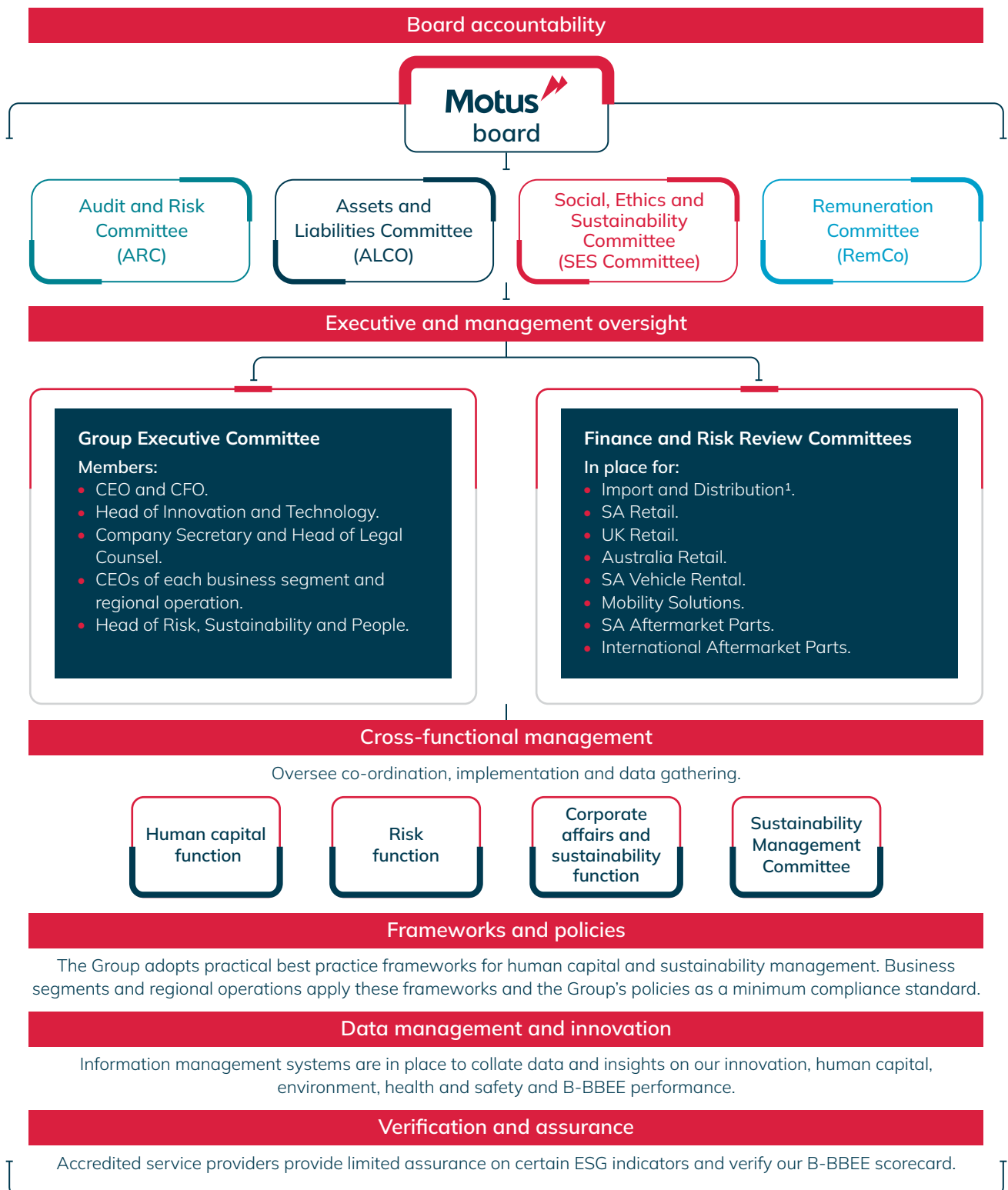
Priorities to address medium-term challenges (2025 to 2028)





Governance of sustainability

Our governance structures ensure that our economic, environmental and social impacts are identified, understood and effectively managed to drive meaningful benefits for our customers, employees and the societies we operate in. Decision-makers are held accountable for our sustainability performance.



¹ Separate FRRC meetings are held for each Import and Distribution business.



Governance of sustainability (continued)

Board accountability

Motus is led by an independent and diverse board, with extensive commercial knowledge, experience and expertise relevant to the Group's strategy and operating context. At the highest level of governance, the board sets the standard for ethical leadership, sustainability, stakeholder inclusivity and strong governance – all essential to building and maintaining credibility, sustainability and trust, and delivering value.

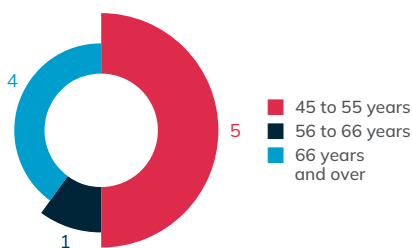
The board pays particular attention to strengthening ESG oversight and ensuring that our policies and processes for managing economic, environmental, social and ethical impacts are fair, equitable and protect stakeholders' interests. It also ensures compliance with relevant regulations and the non-binding codes and standards that

the Group has volunteered to adhere to. Ultimately, the board is responsible for integrating sustainability and ESG considerations into the Group's strategy, risk management, opportunity assessment and daily operations. The SES Committee plays a significant role in shaping the Group's approach to ESG, with ARC and RemCo providing support on key aspects. ALCO oversees and manages our sustainability-linked financing facilities.

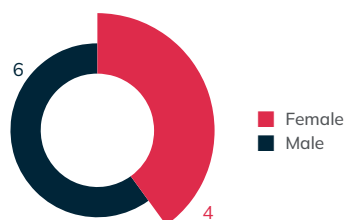
Board composition

At publication, the board comprised ten members: six independent non-executive directors, one non-executive director and three executive directors. The average tenure of non-executive board members is 4.6 years and the average age of all board members is 59.

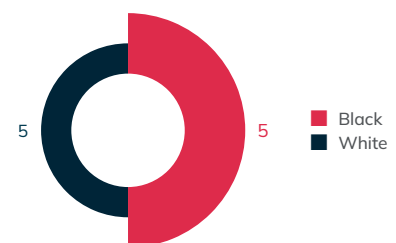
Board age (number)



Board gender diversity (number)




Board race diversity (number)



Board performance

To drive continuous improvement in performance and effectiveness, a dual approach is used to evaluate the board's performance and the performance of its Chairperson, sub-committees and individual members. An external, independent and in-depth evaluation occurs every three years on the performance and conduct of directors, and an internal desktop evaluation conducted by the Company Secretary occurs every two years, predominantly related to King IV compliance.

An independent board evaluation took place during the year. The outcomes show that directors are of the view that the board is functional and the standard of governance is high. Succession planning at board and management levels and strategy were highlighted as areas of future focus.

 Governance report in the shareholder report.

Board sub-committees

The tables that follow from pages 21 to 23 explain the ESG-related responsibilities of the SES Committee, ARC and RemCo. Each sub-committee of the board is chaired by an independent non-executive director and has a minimum of three members to ensure sufficient diversity of skills, capacity and effectiveness.



Social, Ethics and Sustainability Committee

Sustainability mindset and ESG-related strategies | Chairperson: Fundiswa Roji-Nodolo | Met four times in 2025

Members: two independent non-executive directors, one non-executive director and the CEO.

Among the invitees: CFO and Head of Risk, Sustainability and People.

ESG-related responsibilities

- Oversees:
 - **Natural capital:** NEV¹ adoption, climate change risk, environmental strategy, performance against environmental targets and investment in green projects.
 - **Human capital:** DEI², employee engagement, fair labour practices and human rights, employee health, safety and wellness, talent management and training and development.
 - **Social and relationship capital:** public safety, B-BBEE, CSI, broader commercial dynamics such as innovation, brand and reputation management, and Motus' standing in terms of charters and principles (e.g. the UN Global Compact, OECD recommendations regarding corruption, dtic Codes³ in SA etc.).
 - **Business conduct:** ethics, incidents of misconduct, compliance with consumer protection laws, regulatory matters, ombudsman cases, protection of personal information and cybersecurity.
- Ensures:
 - That sufficient resources are allocated to training and development, B-BBEE, CSI initiatives and resource efficiency projects.
 - The quality and integrity of the Group's ESG report.

Key ESG-related deliberations and decisions in 2025

- Requested that the Group:
 - Ensure that its new fuel targets are aspirational but also realistic and consider business growth.
 - Benchmark emission reduction programmes.
 - Improve female representation at management level in the UK and Australian operations and the representation of people with disabilities in SA.
 - Expand compliance reporting for the UK operation.
 - Assess the impact of the revised Competition Commission Guidelines⁴ on demo and pre-owned vehicles.
- Pleased with:
 - The Group's Level 2 B-BBEE rating and improved preferential procurement score.
 - The raised profile of innovation within the Group.
 - The progress of the Group's brand and reputation management, particularly its customer-facing platforms.
 - The quality and management of CSI projects.
 - The roll out of the protection of information programme.
- Reviewed:
 - Business segment presentations on their business operations and key environmental and social initiatives.
 - The new ESG targets and recommended them for board approval.
 - The strength, capability and depth of the Group's HR capacity.
 - The adequacy of insurance coverage for employees injured at work.
 - The approach to collaborating with like-minded organisations to increase CSI project impact.
- Requested clarification on:
 - The impact of tariffs on solar-generated energy in SA.
 - The employee relations cases reported.
 - Employee turnover and its impact on the Group's people strategy.
 - Sector-specific employment equity targets in SA.
 - The external assurance feedback on ESG indicators published in the 2024 ESG report.
- Noted the amendments to the Companies Act and how they relate to the committee (see page 131).
- Considered and recommended the Motus 2025 ESG report to the board for approval.

¹ New energy vehicle (detailed definition in the glossary).

² Diversity, equity and inclusion.

³ Department of Trade, Industry and Competition's Broad-based Black Economic Empowerment Codes of Good Practice.

⁴ The Guidelines for Competition in the South African Automotive Aftermarket.



Governance of sustainability (continued)

Audit and Risk Committee

ESG-related risk management | Chairperson: Saleh Mayet | Met four times in 2025

Members: four independent non-executive directors.

Among the invitees: CEO, CFO and Head of Risk, Sustainability and People.

ESG-related responsibilities

- Ensures that ESG-related risks are integrated into the Group's risk management framework.
- Monitors the Group's top business risks, which include ESG-related risks, to ensure they are managed within the Group's board-approved tolerance levels and risk appetite, and support the achievement of Motus' strategic objectives.
- Ensures frameworks and methodologies are in place to enhance the Group's ability to anticipate and manage unpredictable risks.
- Oversees the funding for non-insurable climate-related events.
- Oversees processes to prevent and detect unethical behaviour and misconduct.
- Monitors compliance with relevant laws and regulations.
- Oversees cybersecurity risks, incidents and projects.
- Monitors the performance of the FRRCs.

Key ESG-related deliberations and decisions in 2025

- Requested that the Group review consequence management for misconduct.
- Kept updated on:
 - The Group's performance against ESG targets and the impact on the sustainability-linked financing facilities.
 - The Group's ownership structure as it pertains to B-BBEE.
 - Risks for SA Vehicle Rental due to AARTO¹ Act uncertainties.
 - New and/or relevant tax-related matters.
- Requested clarification on:
 - The UK's targets to phase out ICE² vehicles.
 - The effectiveness of the Group's whistle-blowing hotlines.
- Reviewed:
 - Initiatives to communicate the Group's Code of Ethics and monitored compliance with the Code.
 - The impact of US trade tariffs on SA's automotive industry.
 - Compliance with internal OHS benchmarks and checklists.
 - The non-compliance of a service provider with waste bylaws.
 - The Group's compliance status against emerging legislation.
 - The Group-wide CSA³ Programme.
 - Material cases of conflicts of interest, fraud, theft and misconduct.
 - Ombudsman cases.
 - Litigation, tax compliance and regulatory developments, with concerns raised about costs related to changing regulations.
 - The Group's management of cybersecurity.

¹ Administrative Adjudication of Road Traffic Offences.

² Internal combustion engine.

³ Compliance self-assessment.



Remuneration Committee

ESG criteria linked to executive remuneration | Chairperson: René van Wyk | Met four times in 2025

Members: two independent non-executive directors and one non-executive director.
Among the invitees: CEO and CFO.

ESG-related responsibilities

- Establishes and implements the remuneration policy to ensure fair and responsible remuneration.
- Approves the criteria for executive bonus and incentive rewards, including criteria related to ESG performance.
- Assesses performance against targets.
- Approves increases for salaried employees as well as medical aid schemes and retirement benefits.


Key ESG-related deliberations and decisions in 2025

- Noted the amendments to the Companies Act and how they relate to the committee. The committee's terms of reference were amended to reflect its responsibility in terms of pay equality in the SA operation.
- Reviewed:
 - The implementation of the Two-Pot Retirement System (SA).
 - The outcomes of a pay differential analysis for SA.
- Approved:
 - The STI criteria for 2026.
 - The 2025 STI payments linked to ESG measures as summarised below.

Role	Maximum STI as % of TGP	Awarded for 2025
CEO and CFO	20%	17%
Executive director	20%	17%
Prescribed officer	20%	17%
Company Secretary	10%	8%

Environment: met certain targets for vehicle fuel consumption and met the target for electricity consumption as agreed in the Group's sustainability-linked financing facilities.

Social: met the CSI target as agreed in the Group's sustainability-linked financing facilities, achieved increased penetration across the Group's flagship CSI programmes and achieved the gender representation target as agreed in the Group's sustainability-linked financing facilities.

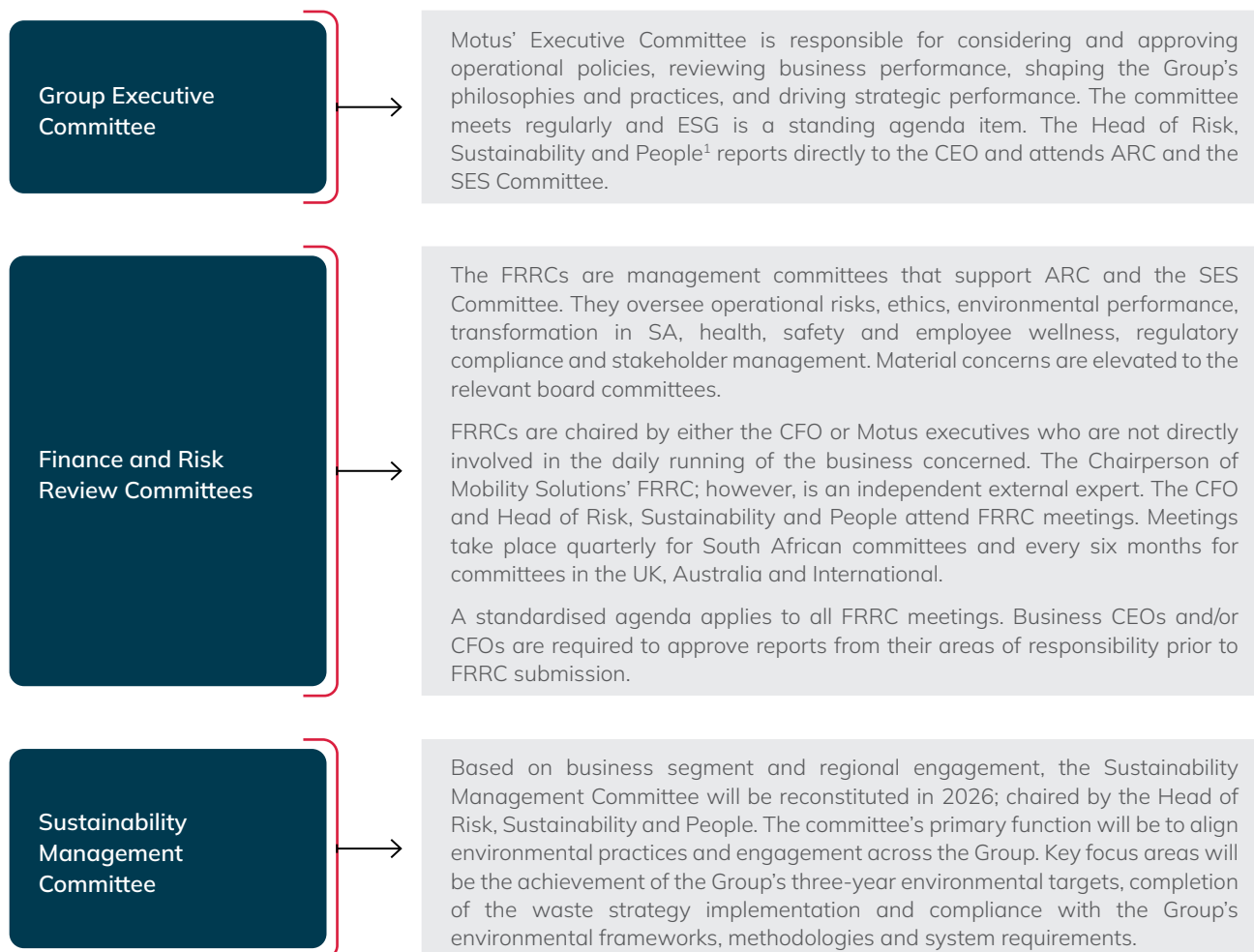
 Remuneration report in the shareholder report.



Governance of sustainability (continued)

Executive and management oversight

The board is supported by a highly experienced, professional and entrepreneurial management team with years of collective experience and expertise, extensive industry knowledge of regional and global markets and a proven track record.



Skill

The members of the board collectively have leadership experience in organisations with established ESG strategies. Where additional sustainability expertise is required, external specialists are engaged to provide board education.

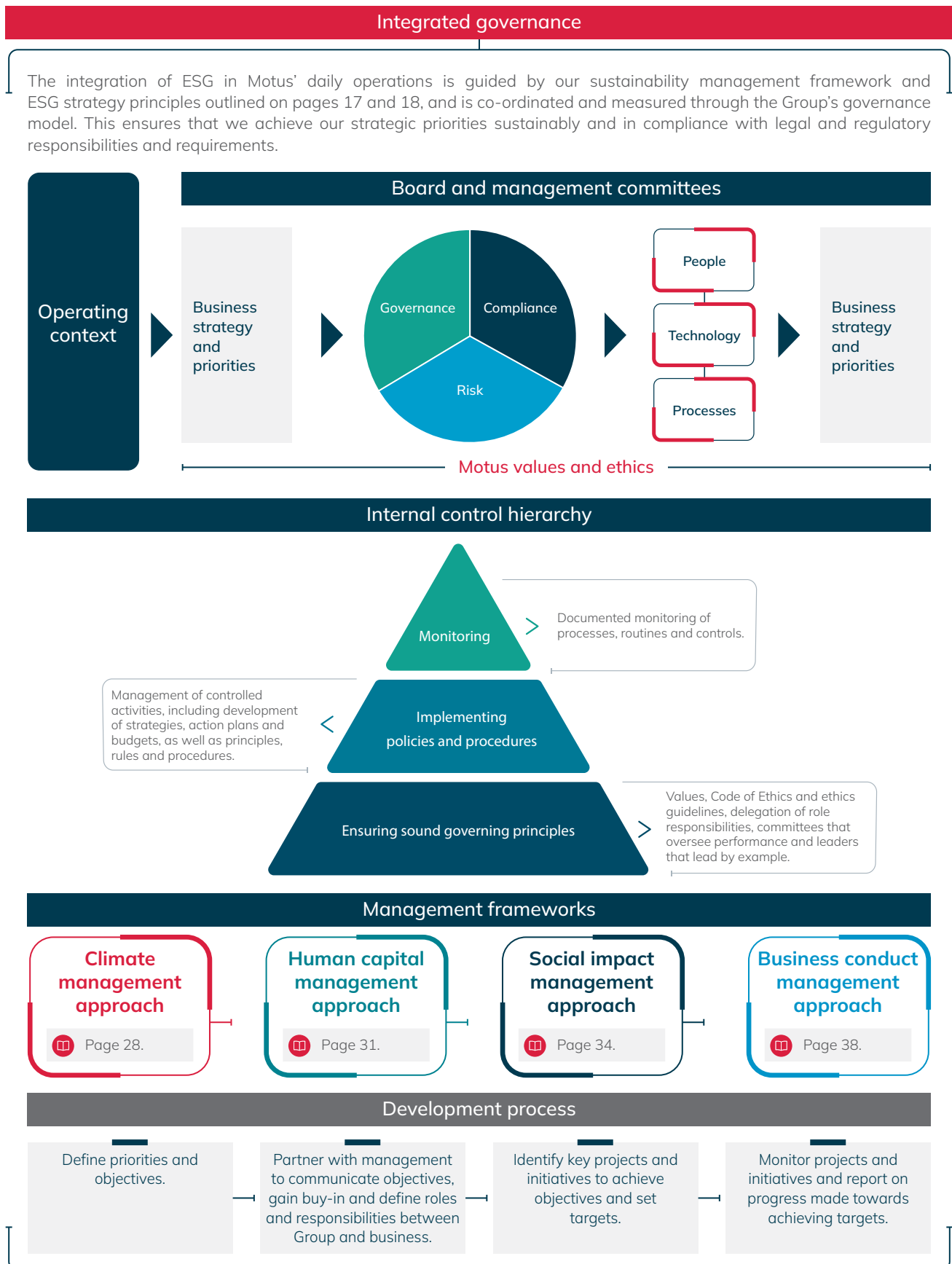
In 2025, training for employees focused on effective reporting, particularly for environmental aspects (see page 26). External training on strategic ESG aspects is planned for key individuals within each business segment, including for the Australian operation in preparation for IFRS² S1 and S2 implementation.

¹ A member of the Group Executive Committee.

² International Financial Reporting Standards.



ESG integration





ESG integration (continued)

The integration of ESG in our daily operations reflects our moral responsibility as a corporate citizen and our commitment to managing our ESG impacts as a driver of sustainable and profitable growth. Integration also helps identify ESG-related risks and opportunities and enhances our stakeholder relationships – important drivers of resilience.

Group-level, divisional and regional risk, sustainability and HR functions collaborate to implement consistent ESG and human capital strategies across the Group. The Group-level functions develop frameworks and practices, which business segments and regional operations implement. Strategies and targets for risk, environment, employment equity, succession and B-BBEE are developed at Group level and monitored for adherence. The Group functions provide guidance, manage our transversal information systems and act as key contacts for strategic partnerships, relating to wellness, medical aid, pension funds, industrial relations,

B-BBEE and our flagship CSI projects. Certain projects, like the YES4Youth Programme, are funded at Group level.

Business segments and regional operations have flexibility in implementing ESG management frameworks and policies, provided the Group's minimum standards are maintained. Variation is allowed based on the maturity of business processes, local legislation and norms, and to maintain competitiveness in individual markets. Regular engagement between Group functions and business segment and regional management ensure effective ESG integration and enhanced reporting.

Standardising and improving Motus' data gathering and assurance of ESG metrics are ongoing priorities that support the steady integration of ESG into our strategy and business planning.

2025 focus

- Simplifying and streamlining the environmental data gathering process.
- Engaging with landlords of leased sites to improve the accuracy of our reporting for electricity and water consumption.
- Assisting the Australian operation with its IFRS S2-aligned climate disclosure requirements. An implementation project is underway to fill gaps, with a particular focus on scenario assessment.
- Preparing for the SBTi process.
- Negotiating the targets for our sustainability-linked financing facilities.
- Achieving complete and accurate waste reporting.
- Ensuring accurate and complete B-BBEE data for scorecard audits.
- Additional training on applying the Group's ESG frameworks and updating ESG guidelines.
- Enhancing our information management systems.

ESG measurement and reporting

We strive for high-quality, complete data sets, not only to respond to ESG-related risks and opportunities but to drive continual improvement and innovation, and provide external stakeholders with data on which to base their decisions about Motus.

Data quality checks are performed by various entities, including head office, operational management, health and safety administrators, internal audit¹ and external assurance providers. Data is reviewed and signed off at a supervisory level prior to Group submission. After every annual reporting cycle, business segments and regional operations analyse the assurance findings on audited metrics to identify improvements in data quality and opportunities to streamline processes.

Sustainability management system

The sustainability management system collates and tracks data on carbon emissions, water usage, waste generation, health and safety incidents and kilometres travelled from all business sites (owned, partially owned and leased sites in Africa, the UK, Australia and Asia). The system is dynamic,

accommodating our constantly changing site footprint and activities.

In 2025, we enhanced the system by building in specific methods and measurements, and an updated module for health and safety in SA and Australia is scheduled for implementation in December 2025. A pilot is also underway to test a 'bot' that uploads municipal accounts, covering around 80% of municipalities in SA. The removal of manual processes to input municipal billings will reduce time, cost and errors.

Online and in-person service provider training was delivered during the year, focusing on how to use the system and correctly input data. In 2026, training on the new implementations will be provided in-person or in one-on-one sessions to improve the quality of learning.

In the UK Retail business, all employees have access to an underlying health, safety and environmental system to report all workplace incidents, including near misses². The system tracks incidents, regulatory compliance, risk assessments, action plans, training, contractor permits and equipment maintenance schedules. The integration of the

¹ Internal audit conducts limited checks on mainly OHS compliance and the CSA Programme.

² Incidents that have the potential to cause harm but do not actually result in an injury.



UK and Group systems will be re-considered once the new health and safety module is implemented.

Electricity and water meters at many sites in SA monitor consumption, identify spikes and savings opportunities, and compare actual consumption to municipal charges. Water consumption from rainwater harvesting tanks is also metered.

Human capital management system

In SA, the human capital data management system implemented last year has modernised our HR capability to better support the evolving business environment and provide an enhanced employee experience. It provides an easy payroll process, a single source of employee data and standardised data points, supporting our aim to streamline HR processes and improve decision-making, risk mitigation and strategic workforce planning now and in the future.

The system was successfully updated during the year to ensure full compliance with new tax legislation and upgrades currently underway include an onboarding and offboarding module. In 2026, the system will be integrated with our learning management systems in SA for more accurate monitoring and reporting of training. A detailed business case and technology roadmap for the next three years guides additional system implementations, including the automation of processes.

The divisions in the UK have their own human capital management systems, with upgrades made to the Aftermarket Parts system during the year.

B-BBEE management system

B-BBEE data from all business segments located in SA is gathered monthly on our B-BBEE reporting system.

Sustainability-linked financing facilities

Accurate ESG measurement supports our ability to access preferential sustainability-linked financing.

Local facility

In March 2025, we refinanced the Rand-denominated sustainability-linked financing facility with a consortium of select financial institutions. The syndication was oversubscribed by 1,5 times, showing strong appetite, and the inclusion of eight financial institutions resulted in competitive interest rates. The R7 billion sustainability-linked financing facility comprises a R2 billion term loan facility and R5 billion revolving credit facility. The financing facility is repayable within the next four years and includes an option allowing Motus to apply for two one-year extensions.

International facility

In November 2024, we converted our international debt funding of GBP150 million (>R3,6 billion), established last year, from a revolving credit facility into a sustainability-linked financing facility. We have the option to renew the three-year facility in 2028 and then again in 2029. The first measurement period was June 2025. We have exercised the option to renew the syndicated facility for an additional year.

Sustainability-linked financing facilities

	Baseline	2025 target	Realised value	Target met	2025 target change from baseline	2026 target
International facility						
2024						
Vehicle fuel consumption (litres) ¹	18 596 962	18 966 032	19 085 802 ^{ELA}	✗	2,0%▲	19 051 833
Learners reached by school resource centres (number)	94 857	97 000	104 379 ^{ELA}	✓	2,3%▲	100 000
Local facility						
2025						
Vehicle fuel intensity (litres/Rbn) ¹	168,9 ²	n/a ³	168,9			
School resource centres (number)	89 ²	n/a ³	89 ^{4 ELA}			
Both facilities						
2024						
Purchased electricity (MWh)	69 111	68 563	66 618 ^{ELA}	✓	0,8%▼	67 665
Women in management in SA (%)	28	30	31 ^{ELA}	✓	7,1%▲	32

¹ Road vehicle fuel consumption used in our company fleet – excludes the customer vehicle rental use. Targets consider future business growth.

² The baselines for the indicators selected for the local sustainability-linked financing facility are being audited in 2025, prior to targets being set. The vehicle fuel intensity metric is calculated using assured metrics.

³ Not applicable: metric will only be measured from 2026.

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

^{ELA} External limited assurance provided by Deloitte on the 2025 realised values.



Management approaches and outcomes

Climate management approach (summarised)



Caring for the environment is encapsulated in the Motus values, which require us to be conscious of our environmental impacts when making business decisions and investments. We responsibly manage the environmental impacts within our control, and implement initiatives to protect the Group from the potential losses and damage associated with climate change. Motus is not a carbon- or water-intensive business.

Priorities	Specific initiatives
Identify and assess climate-related physical and transition risks for our operations, suppliers and the rest of the value chain.	<ul style="list-style-type: none"> • Integrated risk management framework. • Climate change scenario analyses (limited) as part of disaster recovery and business continuity planning for high-value sites and to identify supply chain vulnerabilities. • Improving internal and external reporting of environmental data, particularly for waste. • Increased focus on supplier sourcing and reporting.
Identify and assess climate-related opportunities .	<ul style="list-style-type: none"> • Stakeholder engagement, particularly with OEMs to keep abreast of technology advancements. • Import and sale of NEVs. • Plug-in EV charging infrastructure in dealerships (UK). • Participation in forums and engagements on the development of South African policy on NEVs and SA's just transition to a lower carbon economy.
Sufficient budgets for resource efficiency projects and to mitigate against climate-related risks over the short to long term, particularly where we have control.	<ul style="list-style-type: none"> • 10% to 15% of investment¹ in new building and property upgrade projects allocated to efficient infrastructure and green solutions (SA).
Meet our environmental targets .	<ul style="list-style-type: none"> • Training and awareness to influence employee behaviour and gain support for achieving our environmental targets and objectives. • Plan for a net-zero carbon strategy and longer-term targets.
Invest in resource efficiency projects, renewable energy implementations and waste management initiatives and ensure the responsible management of hazardous waste.	<ul style="list-style-type: none"> • Regular review of standard operating procedures to identify efficiencies. • Solar PV systems (mostly SA). • Energy-efficient technology. • LED replacement programmes. • Boreholes, rainwater harvesting and wastewater recycling systems. • Waste management strategy. • Converting fleets to energy-efficient or less carbon intensive vehicles. • Route optimisation.
Comply with all relevant environment-related legislation in all jurisdictions of operation.	<ul style="list-style-type: none"> • Internal controls. • Employee training and awareness.



Detailed climate management approach.


¹ Applies to our owned buildings.



Performance metrics and guiding mechanisms

Focus area

Environmental stewardship

 Page 56.

Key metrics

- NEV sales (UK).

- Purchased electricity*.

- Vehicle fuel consumption*.

- Carbon footprint.

- Water consumption.

- Hazardous waste recycled.

- Environmental incidents.


TARGET



External standards and frameworks adopted

- TCFD.
- ISO14001: environmental management systems (Motus Commercials UK).
- UN Global Compact.

Key internal frameworks and policies




- Environmental guidelines and frameworks.
- Group waste policy.
- Energy and waste recycling policies (UK).
-  Supply chain code of conduct.

* Linked to executive remuneration.





Management approaches and outcomes (continued)

Performance in terms of the UN SDGs			
Goal	Performance		
 Affordable and clean energy Targets: 7.2 and 7.3	54 sites use energy from solar PV systems (Group). 2024: 52 2023: 42	3 019 MWh of renewable energy sourced (Group). 2024: 1 975 2023: 42	66 618 MWh purchased electricity, a 4% decrease (Group). 2024: 69 111 2023: 64 998
	19 086 kl vehicle fuel consumed, a 3% increase (Group). 2024: 18 597 2023: 17 082		
 Responsible consumption and production Targets: 12.4, 12.5 and 12.6	2,4 million litres used oil recycled (Group). 2024: 2,8 million 2023: 3,0 million	247 789 kg batteries recycled (Group). 2024: 192 721 2023: 221 790	0 environmental incidents (Group). 2024: 0 2023: 0
	640 460 kl water purchased, an 8% decrease (Group). 2024: 698 732 2023: 672 938	31 360 kl water recycled (SA). 2024: 11 860 2023: 12 719	3,4 out of 5 in the FTSE4Good Index Series. 2024: not assessed 2023: 3,4
 Climate action Targets: 13.1 and 13.2	109 142 tCO₂e Scopes 1 and 2 emissions, remaining stable year on year (Group). 2024: 109 047 2023: 107 268	18,2% of new vehicles sold by Motus in the UK were NEVs. 2024: 21,1% 2023: 15,2%	C CDP ranking for climate change. 2023: C 2022: D
			B- CDP ranking for water. 2023: C (first year of submission)



Human capital management approach (summarised)



Our people are the link between strategy and execution. It is therefore critical that we shape a culture where talent thrives, and all employees can perform to their full potential while feeling safe, supported and fairly treated. We manage our human capital in a way that supports Motus' growth and transition to a customer-centric and innovative organisation.

Our human capital management imperatives for 2025 and 2026

United adaptability

Create a change-resilient culture that leverages our collective intelligence for better business results.

Fast-tracking excellence

Enhance the talent acquisition strategy to streamline the transition from hire to peak performance.

Spotlight on talent

Increase the visibility of key talent and foster internal workforce mobility.

Skill up for tomorrow

Evolve employees' current skill sets to ensure that the Group is prepared for the future.

Underpin: commitment to diversity, equity and inclusion

Underpin: HR systems and enablement

Priorities	Specific initiatives
Engage with employees to understand and address their concerns, while supporting and empowering them through change and periods of volatility.	<ul style="list-style-type: none"> Maintain and communicate the Motus EVP¹. Employee engagement surveys. Employee wellness programmes. Employee benefits.
Champion DEI through awareness raising and training, inclusive leadership behaviours and the intentional recruitment, development and promotion of designated groups.	<ul style="list-style-type: none"> DEI strategy. Employment equity plan to meet diversity targets (SA). Improve gender representation at all management levels. YES4Youth Programme (SA). Develop black people, women and those living with disabilities. Training programmes on DEI and unconscious bias.
Embed a strategic talent management approach that includes workforce planning, employee development and performance and succession management, with executive succession plans and cross-Group talent rotation to foster growth and identify, attract and retain top talent.	<ul style="list-style-type: none"> Maintain and communicate the Motus EVP. Develop data around talent and critical roles. Invest in junior managers to create a credible and diverse leadership pipeline of future leaders. m^x programmes. Advanced technology and strategic partnerships to optimise the innovation framework and m^x platform.
Provide learning and development opportunities to drive strategy, digitisation and innovation, DEI and succession plans.	<ul style="list-style-type: none"> Motus-led leadership development programmes. Learnerships and apprenticeships. Skills development programmes at all employment levels.
Ensure fair labour practices : equal and fair opportunities for all employees, collective bargaining and fair dispute and grievance management.	<ul style="list-style-type: none"> Salary benchmarking. Gender pay equity. Pay differential analyses.
Comply with all relevant labour-related legislation in all jurisdictions of operation.	<ul style="list-style-type: none"> Internal controls. Employee training and awareness.






Detailed human capital management approach.

¹ Employee value proposition.



Management approaches and outcomes (continued)


Performance metrics and guiding mechanisms

Focus areas	Key metrics	TARGET	Key external standards and frameworks adopted <ul style="list-style-type: none"> Labour standards of the International Labour Organization. UN Global Compact. Key internal frameworks and policies <ul style="list-style-type: none"> DEI framework. Board diversity policy. Employment equity plan in SA. Talent mobility framework. Policy to accommodate the needs of people living with disabilities. Policy to guard against harassment (SA)¹. Policies on learning and development.
Fair, open and inclusive workplace  Page 71.	<ul style="list-style-type: none"> Overall female representation. 		
	<ul style="list-style-type: none"> Female representation at top, senior, middle and junior management* (SA). 		
	<ul style="list-style-type: none"> Overall black representation (SA). 		
	<ul style="list-style-type: none"> Black representation at top, senior, middle and junior management (SA). 		
	<ul style="list-style-type: none"> Black representation among dealer principals (SA). 		
Talent pipeline and professional growth  Page 84.	<ul style="list-style-type: none"> Training spend. 		
	<ul style="list-style-type: none"> Training hours per employee (SA). 		
	<ul style="list-style-type: none"> Managers developed (SA and UK). 		
	<ul style="list-style-type: none"> Employee turnover (SA and UK). 		

* Linked to executive remuneration.

¹ Aligns to SA's Code of Good Practice on the Prevention and Elimination of Harassment in the Workplace.

Performance in terms of the UN SDGs

Goal	Performance		
 Quality education Targets: 4.3, 4.4 and 4.5	362 managers developed in SA – 75% black and 49% women.	16 managers developed in the UK – 31% women.	620 YES4Youth learners recruited in our fifth cohort (SA).
	2024: 351	2024: 15	2024: 2 060 (cumulative from first to fourth cohorts)
	2023: 292	2023: 16	
	86% of SA training spend benefitted black employees.	29% of SA training spend benefitted women.	
	2024: 84%	2024: 29%	
	2023: 79%	2023: 28%	



Performance in terms of the UN SDGs continued

Goal



Decent work and economic growth

Targets:

8.2, 8.3, and 8.8

See UN SDGs 4, 7, 10 and 12

Performance

R367 million

training spend (Group).

2024: R350 million

2023: R285 million

22

concepts in various stages of the experimentation process (SA).

84%

of employees surveyed think that the Motus culture supports innovation (SA).

2024: 76%¹

2023: 81%¹

59%

of employees in SA covered by collective bargaining agreements.

2024: 59%

2023: 60%

30

employee grievances lodged (SA).

2024: 22

2023: 13



Reduced inequalities

Targets:

10.2 and 10.4

33%

female representation in the workforce (Group).

2024: 32%

2023: 31%

29%

female representation at management level (Group).

2024: 27%

2023: 26%

44%

of leaders developed through the Future Leaders Programme were women (SA).

80%

black representation in the workforce (SA).

2024: 79%

2023: 76%

73%

black representation at management level (SA).

2024: 69%

2023: 68%

61%

black representation among dealer principals (SA).

2024: 58%

2023: 46%

187

employees living with disabilities (SA).

2024: 167

2023: 165

50%

black members of the board.

2024: 50%

2023: 56%

40%

women on the board.

2024: 30%

2023: 33%

¹ Previously reported for calendar year. Restated to reflect financial year



Management approaches and outcomes (continued)

Social impact management approach (summarised)



Motus promotes physical and social mobility, making a positive difference in societies and the lives of our customers, employees and other stakeholders. The health and safety of our employees, customers and anyone else visiting our sites is a top priority and never compromised. Just as important is the health, wellbeing and prosperity of our communities and the economies in which we operate. We use Mobility for Good to strengthen our relationships with our stakeholders, create inclusive opportunities for community upliftment and support employment.

Priorities	Specific initiatives
Support all business sites to meet our OHS standards and applicable OHS legislation.	<ul style="list-style-type: none"> • OHS audits and re-audits until compliance targets are met. • Investigations for serious accidents and all fatalities to identify root causes and the controls needed to minimise the likelihood of reoccurrence. • Employee training and awareness to drive a safety mindset. • Project Corrobooree – an OHS initiative (Australia).
Provide wellness programmes that support employees and boost their morale and resilience.	<ul style="list-style-type: none"> • Motus Cares (SADC¹). • The Life Solutions app (SA). • Mental wellbeing initiatives (UK and Australia). • Early access to wages (SA).
Deliver high-quality products and services .	<ul style="list-style-type: none"> • Quality control at every touchpoint where we are responsible for product safety in the lifecycle of a vehicle. • Policies, systems and training programmes.
Maintain a B-BBEE² level rating that gives us preferred supplier and employer status (SA).	<ul style="list-style-type: none"> • B-BBEE strategy. • Motus black ownership structure. • Employment equity plan. • Skills development programmes. • Initiatives that support employment creation and meaningful community upliftment.
Find ways to direct more of our controllable spend (outside franchise and OEM procurement) to B-BBEE compliant businesses (SA).	<ul style="list-style-type: none"> • Inclusive procurement. • Increased procurement spend with SMEs. • ESD³ programmes, including business development support.
Invest in education and youth development, primary healthcare and road safety to address community needs in a meaningful and positive way.	<ul style="list-style-type: none"> • Motus Technical Academy (SA). • Learnerships and apprenticeships. • Motus Family Bursary Fund (SA). • DP World and Motus Community Trust (SA). • Unjani Clinics (SA). • End GBV⁴ Alliance (SA). • Road Safety – Powered by Motus (SA). • Business forum and industry association memberships.



Detailed social impact management approach.

¹ Southern African Development Community.







² The Group B-BBEE scorecard is published at the end of September every year on the Motus website.

³ Enterprise and supplier development.

⁴ Gender-based violence.



Performance metrics and guiding mechanisms


Focus areas	Key metrics	TARGET	Key external standards and frameworks adopted
Health, safety and wellbeing  Page 99.	<ul style="list-style-type: none"> Average OHS audit score. 		<ul style="list-style-type: none"> ISO45001: occupational health and safety management systems (UK). ISO9001: quality management systems (Motus Commercials UK). SAVRALA¹ standards. Relevant ISO and SAE International² standards and recommended practices. ISO9001 and/or IATF16949 accredited suppliers. B-BBEE (SA). UN Global Compact.
	<ul style="list-style-type: none"> Workplace accidents. 		
	<ul style="list-style-type: none"> Employee wellness (SADC). 		
	<ul style="list-style-type: none"> Road accidents. 		
	<ul style="list-style-type: none"> Fatalities. 		
Economic and social inclusion  Page 112.	<ul style="list-style-type: none"> Employment. 		
	<ul style="list-style-type: none"> B-BBEE score (SA). 		
	<ul style="list-style-type: none"> Preferential procurement spend with >51% black-owned businesses (SA). 		
	<ul style="list-style-type: none"> ESD spend (SA). 		
	<ul style="list-style-type: none"> Corporate social investment*. 		
			Key internal frameworks and policies <ul style="list-style-type: none"> OHS framework, policy and standards. Quality standards for products and services.

* Aspects of CSI linked to executive remuneration.

¹ The Southern African Vehicle Rental and Leasing Association, an independent industry body that sets acceptable industry norms.

² SAE International, an engineering standards organisation.



Performance in terms of the UN SDGs

Goal	Performance	
 <p>No poverty</p> <p>Targets: 1.4 and 1.5</p>	<p>Level 2</p> <p>B-BBEE scorecard rating (SA).</p> <p>2024: Level 3</p> <p>2023: Level 3</p>	<p>R24,9 million</p> <p>CSI (Group).</p> <p>2024: R24,7 million</p> <p>2023: R26,5 million</p>



Management approaches and outcomes (continued)

Performance in terms of the UN SDGs continued

Goal	Performance		
 Good health and wellbeing Targets: 3.3, 3.4, 3.6, 3.7 and 3.8	941 wellness assistance cases logged by employees (SADC). 2024: 1 025 ¹ 2023: 426	7% annual utilisation rate compared to the automotive industry benchmark of 8%.	Initiatives implemented to offer employees access to free financial education and advice (Group).
	261 Unjani Clinics care facilities offering affordable healthcare (SA). 2024: 215 2023: 164	1,45 million patients served by the Unjani Clinics network (SA). 2024: 1,13 million 2023: 1,04 million	>2,7 million learners have received road safety education since 2011 (SA). 2024: >2,4 million 2023: >2,3 million
 Quality education Targets: 4.1, 4.3, 4.4 and 4.5	48 beneficiaries qualified for bursary support in the Motus Family Bursary Fund – 65% women and 92% black students (SA). 2024: 41 2023: 30	958 apprentices trained by the Motus Technical Academy (SA) ² . 2024: 1 360 2023: 1 167	
	89³ resource centres reaching over 104 000 learners (SA). 2024: 81; >94 000 learners 2023: 71; >79 300 learners	R42,6 million supported education and youth development initiatives (Group). 2024: R31,6 million 2023: not reported	

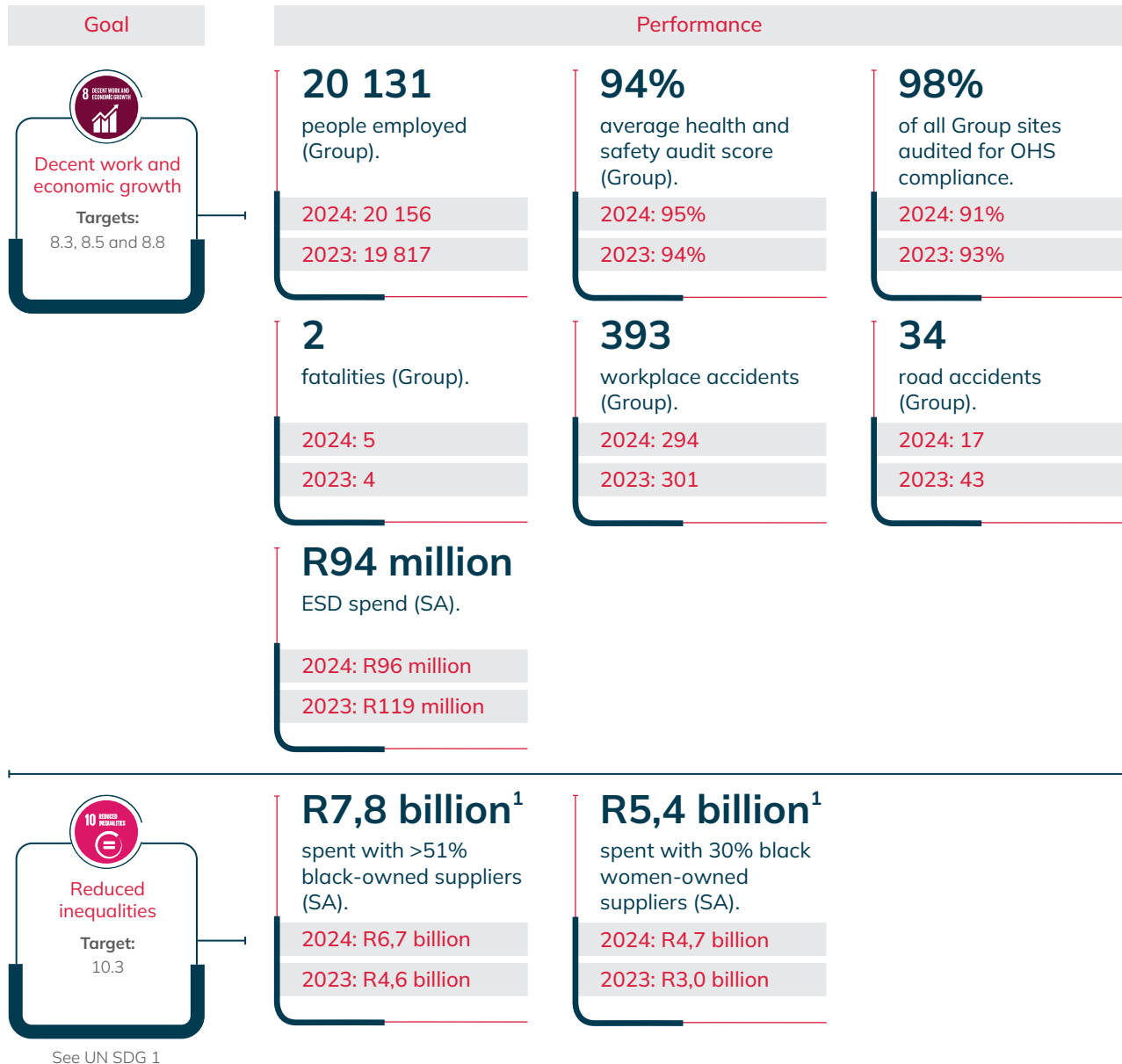
¹ Corrected from 1 023 reported in 2024 (data supplied by service provider).

² Fewer apprenticeships trained in 2025 due to operational efficiencies implemented: consolidation of Gauteng centres into one training facility and relocation of the Cape Town centre.

³ One school is currently under review regarding inclusion in the Trust's network.



Performance in terms of the UN SDGs continued



¹ We exceeded the required procurement spend needed to be verified for >51% black owned suppliers and 30% black women-owned suppliers of R5,4 billion and, R4,0 billion, respectively.



Management approaches and outcomes (continued)


Business conduct management approach (summarised)



For Motus, integrity means always acting with honesty, fairness and transparency; conducting our business with diligence; and respecting each other, our customers, OEMs, suppliers and other stakeholders as well as the communities in which we operate. Our board-approved Code of Ethics, leaders, standard operating systems and Group values guide employees on how to exercise good judgement and obtain advice on appropriate business conduct.

Unethical and fraudulent behaviour is not tolerated.

Priorities	Specific initiatives
Ensure ethical business conduct, including declaring conflicts of interest for board members and select employees, and in SA, confirming compliance with key policies and ethical standards for select employees.	<ul style="list-style-type: none"> • Annual review and confirmation of the Motus values and Code of Ethics. • Ethics Self Declaration Programme (SA). • Online Gifts and Conflicts of Interest Register (SA). • Anti-bribery and -corruption policy. • Employee training and awareness on ethics and fraud prevention.
Investigate all reports of alleged misconduct and non-compliance, taking decisive action when misconduct is brought to our attention and reporting all confirmed incidents of fraud to the relevant authorities.	<ul style="list-style-type: none"> • Independently managed, anonymous whistle-blowing hotlines (Africa, the UK and Australia).
Ensure that there are no contraventions of human rights , either in our business or supply chain.	<ul style="list-style-type: none"> • Operational risk assessments. • Supplier reviews.
Ensure transparency, ethical and fair treatment, and responsible ESG practices within the supply chain .	<ul style="list-style-type: none"> • Limited assessment of suppliers on their compliance with our supply chain code of conduct, regulatory compliance and ESG performance.
Ensure compliance in an increasingly complex regulatory environment, including robust customer due diligence processes, and policies and processes that ensure all regulated products and services comply with applicable legislation and adhere to 'fit and proper' requirements.	<ul style="list-style-type: none"> • Regulatory CSAs (SA). • Employee training and awareness. • Dedicated working groups and projects for key legislation (e.g. FICA¹ and POPIA²). • Stakeholder engagement. • Business forum and industry association memberships. • Monitoring new legislative developments.
Embed the most relevant security controls for our systems, critical infrastructure and end user devices to mitigate risks associated with data compromise, IT system abuse and fraud and/or cyber-extortion.	<ul style="list-style-type: none"> • Group-wide Information Security Management System. • Collaboration with cybersecurity specialists. • Best data privacy and protection practices that extend to our suppliers and third parties. • Employee training and awareness on protection of personal information, cyber resilience and information security.

 Detailed business conduct management approach.

¹ Financial Intelligence Centre Act.

² Protection of Personal Information Act.



Performance metrics and guiding mechanisms

Focus area

Ethical, fair and compliant business conduct

Page 125.

Key metrics

TARGET

- Regulatory compliance score (SA).

- Compliance.

- Valid concerns of misconduct identified through whistle blowing.



Key external standards and frameworks adopted

- Universal Declaration of Human Rights.
- International Labour Organization's Declaration on Fundamental Principles and Rights at Work.
- UN Global Compact.
- National Institute of Standards and Technology Cybersecurity Framework.
- Global FX Code.
- General Code of Conduct for Financial Service Providers.

Key internal frameworks and policies

- Ethics and fraud prevention framework.
- Code of Ethics.
- Group anti-bribery and -corruption policy.
- Conflict of interest policy.
- Supply chain code of conduct.
- Artificial intelligence policy.
- Policies relating to modern day slavery (UK and Australia).
- Data protection framework.

Performance in terms of the UN SDGs

Goal

Performance



Peace, justice and strong institutions

Targets:

16.3, 16.4, and 16.5

See UN SDG 10

0

material sanctions, fines or penalties received for non-compliance with regulation (Group).

2024: 0

2023: 0

53

valid concerns raised through whistle blowing (Group).

2024: 33

2023: 25

94%¹

completions in the Ethics Self Declaration Programme (SA).

2024: 67%

2023: 91%

98%

overall compliance in the CSA Programme (Group).

2024: 98%

2023: 97%

94%

overall compliance in the regulatory CSAs (SA).

2024: 93%

2023: not in place

3

incidents reported to an information regulator (Group).

2024: 2


2023: 1

¹ 5 233 employees completed the self declaration (2024: 4 389). Programme rollout to encompass a wider Group of employees (from 3 390 in 2023 to 6 580 in 2024) took longer than expected accounting for the lower comparative. In absolute numbers, the number of people who completed the programme in 2024 was higher than in 2023.



Stakeholder engagement on ESG issues

Motus thrives on the strength of our enduring stakeholder¹ relationships – built over decades and resilient through market challenges. The unrivalled sturdiness and stability of these relationships serve as a sustainable competitive advantage, shielding the Group from volatility while supporting growth. Rooted in our Code of Ethics, we are committed to addressing legitimate and reasonable stakeholder needs, interests and expectations, ensuring alignment with the Group's objectives. Through this approach we demonstrate our role in society and our sustainability into the future. Key stakeholder concerns are escalated to the board for consideration.


 Engaging with stakeholders in the integrated report.



Business relationships

Customers, OEMs, suppliers, business partners², business forums and industry associations

Motus maintains strong and open partnerships with OEMs, suppliers and strategic business partners to ensure high-quality mobility solutions that meet evolving customer needs and to gain broader market reach. These relationships help to identify supply chain risks that may impact our customers and our brand, uphold ethical and regulatory standards, and protect OEM brand reputation through superior route-to-market infrastructure and customer service standards. Engagement with OEMs for the year focused on the current South African market and the need for affordable entry-level vehicles. Participation in business forums and industry associations allows us to foster a competitive yet collaborative industry and contribute to the shaping of regulatory frameworks and our operating environment.

How we engage	What is important to them and where to find our response	PG
<ul style="list-style-type: none"> Regular executive management engagement with OEMs, suppliers and strategic partners. Customer surveys. Operational meetings. Membership in business forums and industry associations. Media releases. Digital engagement channels (e.g. social media and online platforms). 	<ul style="list-style-type: none"> The shift to NEVs and NEV policy development in key geographies. 	58
	<ul style="list-style-type: none"> Affordable and value-for-money vehicles, parts and service offerings that meet customer needs supported by convenient customer access to information. 	IR ³
	<ul style="list-style-type: none"> Customer service excellence. 	IR ³
	<ul style="list-style-type: none"> Meeting OEM quality targets. 	106
	<ul style="list-style-type: none"> Supportive and strategic partnerships that generate value. 	112
	<ul style="list-style-type: none"> Transformation of the automotive industry (SA): B-BBEE rating, black ownership, sector-specific employment equity targets and opportunities for black businesses in the supply chain. 	75 & 112
	<ul style="list-style-type: none"> The impact of the Competition Commission Guidelines on OEMs. 	131
	<ul style="list-style-type: none"> Ethical business conduct and appropriate corporate governance processes. 	19 & 125
	<ul style="list-style-type: none"> Protection of personal data. 	134
	<ul style="list-style-type: none"> Political stability and policy uncertainty in SA. 	114
	 Performance driver reviews in the integrated report.	

¹ Our key stakeholders include a wide range of groups and individuals who may be affected by our business activities, outputs, outcomes and strategy.

² Our strategic business partners include B-BBEE, franchise and joint venture partners.


³ Information can be found in the integrated report.



Human capital relationships

Employees and organised labour

Motus values every employee for their contribution and their role in building and deepening our customer and stakeholder relationships. In return, we provide a fair, safe and inclusive work environment with career growth opportunities, fostering a high-performance culture that attracts and retains talented people. We respect employees' rights to union affiliation, and through fair, open and respectful engagement with employees and their representatives, we continually seek ways to enhance the work experience.

How we engage	What is important to them and where to find our response	PG
<ul style="list-style-type: none"> Employee surveys. Regular employee interactions and communications. Employee evaluations, appraisals and other performance management processes. Independent whistle-blowing hotlines. Training and development initiatives and programmes. Innovation platform and events. Digital engagement channels (e.g. social media and online platforms). 	<ul style="list-style-type: none"> Support for employee health and wellbeing. A diverse workplace and inclusive culture. Training that supports career development. Competitive remuneration, performance recognition and career mobility. Two-Pot Retirement System. Transparent communication and leadership visibility. Fair labour practices and ethical conduct. Innovation. Job security in a tough economic environment. The impact of disruptive technologies on job roles and skills. 	<p>104</p> <p>75</p> <p>86</p> <p>80 & 86</p> <p>81</p> <p>73</p> <p>80</p> <p>92</p> <p>81</p> <p>87</p>
	 Human capital management approach.	



Financial capital relationships

Shareholders, the investment community and financial institutions

The investment community plays a vital role in ensuring well-functioning equity markets, enabling Motus to attract capital at fair prices for sustainable growth and value creation. Research analysts enhance understanding of the Group for shareholders, investors and financial institutions. We collaborate with financial institutions to secure hedging instruments and competitive debt funding across jurisdictions. Through transparent engagement with this stakeholder group, we build trust and align our objectives with their value creation expectations.

How we engage	What is important to them and where to find our response	PG
<ul style="list-style-type: none"> Interim and year-end reporting. AGM. Regular investment communication and engagement (e.g. SENS announcements, interviews and conferences). Investor days. Regular meetings with shareholders, investment analysts, funders and credit rating agencies. Participation in industry specific panel discussions. Digital engagement channels (e.g. social media and online platforms). 	<ul style="list-style-type: none"> The Group's ESG-related risks and performance against ESG targets. The impact of EV-related regulation and targets on vehicle sales in the UK. The impact of macro-economic factors on the automotive industry (e.g. US trade tariffs). Distribution of Motus shares to B-BBEE shareholders when Ukhamba unwinds. Independence and skill of the board. Board and executive management succession. Executive management remuneration and wider workforce compensation. Diversity and inclusion at all levels of the Group, including the board. Impact of regulatory change on the business. 	<p>27 & 43</p> <p>61</p> <p>114</p> <p>116</p> <p>20</p> <p>86</p> <p>23 & 80</p> <p>75</p> <p>131</p>



Stakeholder engagement on ESG issues (continued)



Regulatory relationships

Government authorities and regulators

The Group operates within a complex regulatory landscape shaped by governments and regulators across our markets. Through robust engagement with policymakers, we ensure we maintain our operating licences and comply with legislation and industry standards. It also allows us to work with authorities in addressing socio-economic and environmental challenges affecting both our industry and the countries in which we operate.

How we engage	What is important to them and where to find our response	PG
<ul style="list-style-type: none"> • Business forum and industry association memberships. • Ongoing interactions with regulators and government authorities. 	<ul style="list-style-type: none"> • The impact of the transition to NEVs on SA's competitiveness in automotive manufacturing. 	60 & 114
	<ul style="list-style-type: none"> • Investment in environmental improvement and green solutions. 	56
	<ul style="list-style-type: none"> • Transformation of the automotive industry (SA): sector-specific employment equity targets. 	79
	<ul style="list-style-type: none"> • Competition Commission Guidelines. 	131
	<ul style="list-style-type: none"> • Quality of customer outcomes. 	131
	<ul style="list-style-type: none"> • Oversight controls on regulated products and services. 	129
	<ul style="list-style-type: none"> • Legal and regulatory compliance. 	131
	<ul style="list-style-type: none"> • Data privacy and IT security risks. 	134
	<ul style="list-style-type: none"> • Road safety education and awareness (SA). 	109
	<ul style="list-style-type: none"> • Business conduct management approach. 	



Social relationships

Civil society, communities and the media

The Group earns trust and safeguards its social licence to operate by acting as a responsible corporate citizen and fostering strong relationships with civil society and local communities. Through long-standing CSI and NGO partnerships, we create meaningful, lasting positive impact. The media serve as a communication channel, shaping stakeholder perceptions of our sustainability performance and reputation.

How we engage	What is important to them and where to find our response	PG
<ul style="list-style-type: none"> • Road safety awareness and CSI programmes. • Interactions with NGOs and business associations. • SA's YES4Youth Programme. • Media outreach and response (e.g. radio, print media and online interviews). • Digital engagement channels (e.g. social media and online platforms). 	<ul style="list-style-type: none"> • Managing environmental concerns. 	56
	<ul style="list-style-type: none"> • Skills development, job creation and meaningful employment. 	76 & 121
	<ul style="list-style-type: none"> • Procurement strategies and enterprise development (SA). 	117
	<ul style="list-style-type: none"> • Transformation of the automotive industry (SA): B-BBEE and meaningful DEI initiatives. 	75 & 112
	<ul style="list-style-type: none"> • Impactful and sustainable community development support. 	120
	<ul style="list-style-type: none"> • CSI governance and decision-making framework. 	120
	<ul style="list-style-type: none"> • Assisting social partners to expand their critical work in vulnerable communities. 	120
	<ul style="list-style-type: none"> • Deteriorating infrastructure in SA. 	48
	<ul style="list-style-type: none"> • Managing legislative concerns. 	131
	<ul style="list-style-type: none"> • Combatting corruption. 	125
	<ul style="list-style-type: none"> • Risks to social cohesion in SA. 	48
	<ul style="list-style-type: none"> • Social impact management approach. 	



ESG risks and opportunities

ESG risks are integrated in the Motus enterprise risk management framework, which promotes responsible risk-taking by ensuring that the Group achieves its strategic objectives within the board-approved risk appetite and tolerance levels. Our approach is both about understanding what risks we should take to leverage our opportunities, and having the competencies to ensure that our decisions are responsible and balance the risk/reward ratio. Risk mitigation strategies and projects are overseen by various board sub-committees.

Managing risks and opportunities in the integrated report.

Climate management approach.

Our risk maturity index is aligned to the risk management framework defined by ISO31000:2018 and drives the continuous improvement of our internal controls. Based on business area self-assessments, the Group's overall average score for risk maturity was 4,5 out of five for 2025. Divisions have received feedback on where improvements can be made.

Measures that enhance the effectiveness of our management of risk include feedback from internal control assessments, control self-assessments, the FRRCs and head office monitoring and oversight. During the year, focus was given to awareness training for relevant employees and the alignment of risk appetite to division budgets, operational plans and past experiences.

Control Self-assessment Programme

Over 2 460 employees across divisions and Group functions are involved in the monthly CSA – a management tool that assesses and improves the control environment. The tool enables us to identify and implement actions to remedy any deviations from documented risk, financial and operational business processes and Group directives and frameworks. The tool is updated based on feedback from internal audits that assess how well our controls are working. Cash management and tax were prioritised in 2025.

There were no material compliance breakdowns with our internal controls during the year.

Overall completeness
95%

Target: over 90%

2024: 93%

2023: 96%

Overall compliance
98%

Target: over 95%

2024: 98%

2023: 97%

Divisions (%)

	2025	2024	2023
Rest of Africa	98	95	97
SA Aftermarket Parts	98	97	97
SA Vehicle Rental	98	99	98
Import and Distribution	98	98	98
Mobility Solutions	96	96	94
SA Retail	98	97	97
UK Retail	96	98	93

Note 1: Australia Retail uses a different monitoring and reporting system which does not provide the same measurement outcomes.

Note 2: excludes MPD in the UK.



ESG risks and opportunities (continued)

ESG risk themes

During 2025, the Group's exposure to people-related risks and extreme weather patterns increased compared to the prior year. Changes in senior and dealership management, along with staff movements, placed additional pressure on employees and increased the risk of vacancies in critical skills roles and deviations from Group procedures. Our succession plans, formal handovers, revised incentive schemes and the prioritisation of employee wellness mitigated some of this risk. We continue to implement resource efficiency projects to address the decay of SA's water reticulation system and power grid infrastructure. While the extent of load shedding reduced during the year, load reduction remains an issue. The reliability of water supply is a heightened risk for the next 12 months. Key emerging risks in 2025 included the uncertainty created by escalating trade tensions and US trade tariffs and the increases in UK employer taxes.

Below are our key ESG risk themes per region mapped against those of the WEF and IRMSA.

ESG risk themes	Motus			IRMSA risk report ¹	WEF risk report ²
	South Africa	United Kingdom	Australia		
Economic downturn (national and global)	■	■	■	■	Top 10
Inequality	■			■	Top 10
Lack of economic opportunity or unemployment	■			■	Top 10
Talent and/or labour shortages	■	■	■	■	■
Disruptions to supply chains	■	■	■		■
Energy supply shortage	■			■	■
Water supply shortage	■			■	■
Cybersecurity	■	■	■	■	■
Rule of law (crime, corruption, governance failures)	■	■	■	■	■
Climate change and extreme weather events	■		■	■	Top 10

¹ Institute of Risk Management of South Africa Risk report for 2025.

² World Economic Forum Risk Report January 2025: current risks.





Climate change

Extreme weather events pose significant risks, including harm to people; disruption of economies, business operations and supply chains; and damage to assets and infrastructure. **Prolonged droughts** could adversely affect South African tourism, resource availability and supply chains, particularly in regions like India from which we import approximately 70% of our vehicles. In addition, climate change and extreme weather events **increase costs**: higher building maintenance costs (already observed in SA and Australia), the need for asset insurance, rising prices of goods and services, emissions tax and costs to achieve minimum energy-efficiency standards.

Changing customer preferences toward environmentally friendly products may reduce demand for certain vehicle-related offerings, requiring adjustments to our product portfolio as OEM supply and country regulations evolve toward lower emission vehicles. Furthermore, the Group's **reputation** could be tarnished if stakeholders perceive a lack of commitment or failure to adequately report emission reduction strategies. This could also constrain our ability to **access funding** as lenders increasingly factor climate-related risks into their financing criteria.

Mitigation oversight	Link to the Group's Top 10 risks	Residual exposure ¹ and outlook
ARC and SES Committee	10 Climate change	Low: negative outlook for the medium to long term

What we can control

- Operating in an environmentally conscious and responsible manner supported by:
 - Robust environmental targets.
 - Resource efficiency projects.
- Transparent reporting on our environmental impacts and mitigation actions supported by complete and accurate data.
- Understanding, monitoring and planning for the availability of NEVs from OEMs in each country of operation.
- Incorporating carbon tax management in our tax compliance function.
- Ongoing reviews of insurance options for physical risks.

Not in our control but we can have an influence

- The availability and supply of lower carbon emitting automotive products from OEMs.
- National policy and the infrastructure needed to support plug-in EVs.
- Capital to invest in solutions that optimise resource consumption in a low growth environment.
- Environmental performance and climate-related risk mitigation in the supply chain.

Opportunities

- Considering environmental aspects in our decision-making.
- Anticipating environmental compliance obligations in all countries of operation.
- Securing additional financing opportunities based on our environmental performance.
- Procuring lower emission vehicles for our fleets.
- Providing battery charging infrastructure at dealerships as part of our customer value proposition.

- Growing our renewable energy footprint and reducing our reliance on scarce and costly resources.
- Automating to deliver efficient, waste-reducing processes that align with customer preferences.
- Leveraging knowledge, experience, practices and processes from businesses across the Group to enhance our response to climate-related issues, particularly for SA.

2025 performance

Environmental stewardship: page 56.

Detailed information

Climate management approach.

¹ Refers to the level of risk that remains after our mitigation strategies have been implemented.



ESG risk and opportunities (continued)



People

Our competitiveness, customer service excellence and ability to achieve our strategic priorities depend on our ability to attract, develop and retain talent. However, the **scarcity of skilled** professionals in leadership, managerial, digital, IT, specialised technical and customer-facing roles can limit our ability to fill **critical vacancies**. These skills shortages could constrain our ability to achieve our strategic priorities and adapt to industry disruptions and innovations, and can weaken **succession planning**, ultimately adversely impacting our performance, growth and long-term sustainability. Additionally, the rising demand for certain skills drives up costs. Over the next two years, the Group will renew several of its information management systems, requiring expertise in IT and business intelligence.

Low morale or disengagement among employees negatively impacts performance and collaboration, leading to **high turnover rates**, loss of institutional knowledge and increased recruitment costs. In addition, a mismatch between employee skills and evolving business needs, along with inadequate training and development programmes, can limit **innovation** and productivity and result in a lack of readiness for leadership transitions.

Mitigation oversight	Link to the Group's Top 10 risks	Residual exposure and outlook
Nomination Committee, ARC, SES Committee and RemCo	<div>5</div> Succession and talent management <div>6</div> Technology and innovation	Moderate: constrained outlook for the short to medium term Moderate: stable outlook for the short to medium term

What we can control

- Developing and maintaining a diverse and effective leadership team able to enrich the Group's entrepreneurial and resilient culture.
- Managing talent effectively:
 - Acquiring and developing talent.
 - Internal mobility and career progression.
 - Identifying current and future critical skills needs.
 - Formal succession planning.
- An attractive EVP that motivates, engages and retains current employees, and attracts the talent the Group needs.
- Best practice HR processes, procedures and practices.
- Supporting employee wellbeing in challenging macro-economic environments.
- Relevant skills development and training initiatives across all employee levels.
- Driving the innovation strategy and embedding an innovation culture.
- Change management to drive adoption of new processes, platforms and initiatives.

Not in our control but we can have an influence

- The emigration of highly skilled, key employees from SA to stronger economic environments.
- Increase in remote working opportunities for specialised skills, including from global companies.
- Understanding the skills that will be needed in the next 20 years given the pace of change.

Opportunities

- Be an employer of choice in the automotive industry.
- A highly competent, engaged and innovative workforce that drives competitive advantage and strategy, operates efficiently and fosters lasting stakeholder relationships.
- A diverse and 'future-fit' talent pipeline that secures leadership continuity.

- A collaborative and inclusive approach to innovation that supports our ability to attract and retain top talent.
- Leveraging our global and connected workforce to provide cross-function learning and growth.
- Reducing manual and repetitive work processes using robotic process automation and AI.

2025 performance

Fair, open and inclusive workplace: page 71.

Talent pipeline and professional growth: page 84.

Health, safety and wellbeing: page 99.



Supply chain

Non-compliance with OEM agreements or the **loss of any significant supplier** could disrupt customer service, result in a brand portfolio that does not meet customer needs and negatively impact financial and operational performance. **Supply chain disruptions** due to geopolitical conflict, scarce resources, trade tensions and extreme weather events, among others, could result in shortages of or delays in receiving vehicles and/or parts stock, in turn, negatively impacting customer service, sales, the achievement of OEM targets, market growth and brand reputation. Operating costs may also increase due to the need to hold more inventory and higher freight and insurance costs. Additionally, **environmental or social issues** within the supply chain may generate negative sentiment toward the Group and/or may force the Group to end key supplier partnerships, potentially leading to financial and operational losses.

Mitigation oversight	Link to the Group's Top 10 risks	Residual exposure and outlook
ARC and SES Committee	2 Supply chain resilience and brand diversification	High: variable outlook for the short term
<div> <div> <h3>What we can control</h3> <ul style="list-style-type: none"> Maintaining collaborative and supportive relationships with OEMs and suppliers to maintain optimal inventory levels. Providing OEMs with a superior value proposition, maintaining their standards, and meeting their customer service, quality and safety expectations. Monitoring supply chains to mitigate potential disruptions. Ensuring compliance with the Motus supply chain code of conduct. </div> <div> <h3>Not in our control but we can have an influence</h3> <ul style="list-style-type: none"> Shipping delays as a result of freight ships having to traverse longer distances to avoid war-torn routes. Port delays in SA (poor infrastructure, strike action etc.). Best practice labour standards in the supply chain and the ESG performance of suppliers. </div> </div>		
Opportunities		
<div> <ul style="list-style-type: none"> Be the OEM partner of choice. Access to a wide selection of high-quality and attractive products and recognisable brands. </div> <div> <ul style="list-style-type: none"> Developing in-house logistics capabilities and expertise, Support from OEMs and suppliers to manage supply chain disruptions. </div>		
Detailed information <ul style="list-style-type: none"> Business conduct management approach. 		



ESG risk and opportunities (continued)



Socio-economic development

Rising food and energy prices, coupled with **subdued economic growth** in SA, have exacerbated poverty and high unemployment, particularly among the youth. This, along with **unequal access** to essential services, increases the risk of civil unrest and threatens social cohesion. **Poorly maintained public infrastructure** and inconsistent delivery of energy and water services further hinder economic progress and can disrupt business operations. Additionally, failure to meet **transformation expectations** in SA, including the sub-minimum requirements of the B-BBEE scorecard pillars, black ownership and newly implemented sector-specific employment equity targets, could adversely affect our reputation, competitiveness and long-term sustainability.

Mitigation oversight	Link to the Group's Top 10 risks	Residual exposure and outlook
ARC and SES Committee	<div>3</div> Economic and socio-political challenges <div>8</div> B-BBEE status of SA-based operations	High: unpredictable outlook for the short term Moderate: fluid outlook for the short to medium term

What we can control

- Participating in business forums and industry associations to address social risks and identify solutions to grow and transform SA's automotive industry.
- A co-ordinated transformation strategy.
- Active stakeholder management.
- Supporting B-BBEE ownership partners.
- Providing work experience and development opportunities for youth.
- Targeted interventions to develop and grow people from designated groups.
- Identifying opportunities to increase the participation of local suppliers and small businesses in our supply chain.
- Supporting projects that drive economic inclusion, uplift vulnerable communities and address social challenges.
- Investing in alternative sources of energy and water supply.

Not in our control but we can have an influence

- The impact of utility disruptions on our SME suppliers.
- The increased cost of living on our customers and suppliers.
- The pace and scope of SA's economic, structural and policy reform.
- Achieving preferential procurement targets given that the bulk of our procurement is linked to franchise agreements and OEMs.

Opportunities

- Innovative mobility solutions that reduce reliance on public transportation, improve people's lives, provide informal markets with access to our offerings and solve social challenges.

- Achieving a B-BBEE scorecard rating that maintains a preferred supplier and employer status, improving our access to business opportunities.
- Increasing the number of black-owned dealerships.
- Positioning Motus as a corporate citizen that is invested in the advancement of the economies in which it operates.

2025 performance

Fair, open and inclusive workplace: page 71.

Economic and social inclusion: page 112.

Environmental stewardship: page 56.



Regulatory compliance

The Group's exposure to a wide range of legislation heightens the risk of **non-compliance**, potentially impacting our reputation and leading to penalties and/or fines. Material **legislative changes** can also impact our business model and core market dynamics, requiring adaptability to maintain stability and growth. Additionally, regulatory shifts can create uncertainty and drive up **administration costs** as we remain vigilant in implementing the necessary controls and procedures to ensure compliance. Of key focus in SA is the AARTO Act, FICA and the amended Employment Equity Act, among others. In the UK, stricter oversight of discretionary commission arrangements may impact dealerships, and ZEV¹ targets in the UK and New Vehicle Efficiency Standards in Australia are likely to introduce structural changes to these markets.

Mitigation oversight	Link to the Group's Top 10 risks	Residual exposure and outlook
ARC, ALCO and SES Committee	7 Regulatory compliance	Moderate: outlook subject to change for the short to medium term

What we can control

- Ensuring compliance through impact and compliance assessments, appropriate controls, compliance audits, training and awareness, and monitoring emerging legislation and legislative changes.
- A documented compliance universe.
- Close co-operation between legal and operational functions.
- Engaging with business forums, industry associations and regulators on emerging legislation and regulatory changes, and to advocate for more effective policies.
- Legislative readiness projects.

Not in our control but we can have an influence

- Consumer awareness of regulatory changes.
- Timeous supplier adoption of relevant regulatory changes.

Opportunities

- A reputation as a compliant and agile organisation that is well-versed in quickly implementing effective, new controls.
- Leveraging our experience in other regions to prepare the domestic operation for anticipated changes in legislation.
- Developing innovative and compliant transaction methods that provide convenience and an enhanced customer experience.

2025 performance

- Ethical, fair and compliant business conduct: page 125.

¹ Zero-emission vehicle.



ESG risk and opportunities (continued)



Ethics

Failure to demonstrate good corporate citizenship and ethical business values in stakeholder interactions has the potential to undermine the Group's reputation as well as that of our OEMs and suppliers. In addition, a difficult economic climate can increase incidents of **theft, fraud, corruption and misconduct**, both internally among employees and externally within the supply chain.

Mitigation oversight

ARC and SES Committee

Link to the Group's Top 10 risks

9 Reputation and brand position

Residual exposure and outlook

Moderate: stable outlook for the short term

What we can control

- Enforcing ethical behaviour.
- Engaging with stakeholders honestly, transparently and timeously in line with our values.
- Effectively responding to customer complaints.
- Maintaining a reputation for quality brands and services that meet high safety standards.
- Continuing to progress our ESG performance aligned with stakeholder expectations.

Not in our control but we can have an influence


- Diverse and sometimes conflicting stakeholder interests and concerns.

Opportunities

- Be a market leader that demonstrates high levels of professionalism and values.
- Deepening relationships with CSI partners and NGOs to drive meaningful positive impact.

- Attracting talented individuals who resonate with our values.
- Re-iterating and refining processes based on customer and employee feedback.

2025 performance

 Ethical, fair and compliant business conduct: page 125.



Information security and data protection

Cybercrime and **unauthorised access** to systems and data pose significant risks, including service disruptions, erosion of customer and market trust, and substantial reputational and financial losses. As the automotive industry accelerates its digitisation, these risks will intensify. Additionally, negligence in failing to **protect personal data** can incur large financial penalties.

Mitigation oversight	Link to the Group's Top 10 risks	Residual exposure and outlook
ARC and SES Committee	6 Technology and innovation 7 Regulatory compliance	Moderate: stable outlook for the short to medium term Moderate: outlook subject to change for the short to medium term

What we can control

- Information management systems that meet international cybersecurity standards.
- Robust incident response, risk assessments and audits (internal and external) and threat monitoring.
- Working with cyber specialists.
- Keeping abreast of new cyber threats.
- Ensuring that key third parties apply high standards of cybersecurity.
- External benchmarking.
- Employee training and awareness.

Not in our control but we can have an influence

- Increasing frequency and sophistication of cyberattacks.
- Wholesale vendor disruption due to a cyberattack leading to service interruption.

Opportunities

- Maintaining stakeholder trust as a responsible corporate citizen that has secure systems able to protect the personal information of its stakeholders.

2025 performance

- Ethical, fair and compliant business conduct: page 125.



External benchmarking of ESG performance

Motus

RATING

3,4 out of 5

2024: not assessed

2023: 3,4

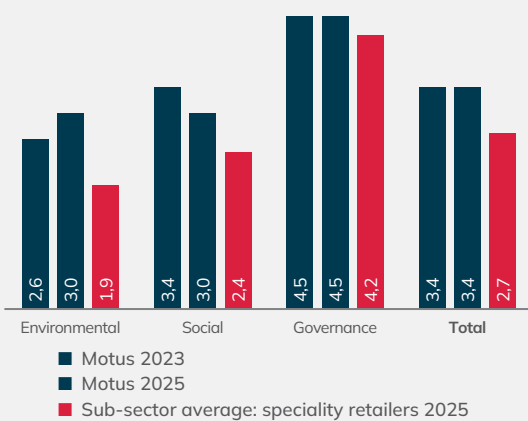


FTSE4Good

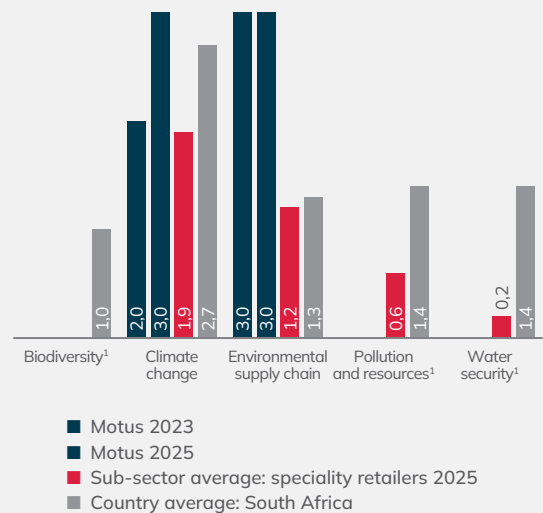
Developed by the global index provider FTSE Russell, the FTSE4Good index series measures ESG practices. It is used by a variety of market participants.

Latest rating date: June 2025

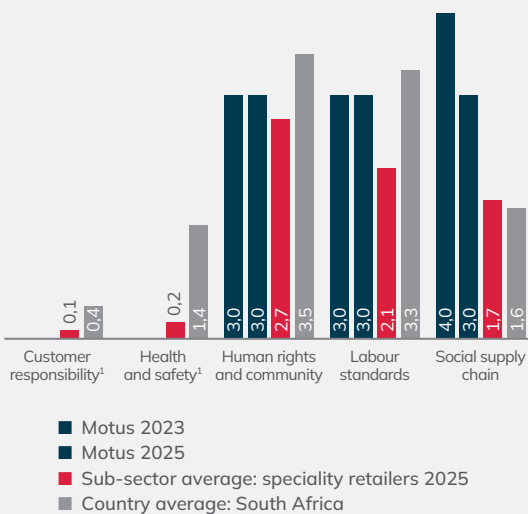
Overall



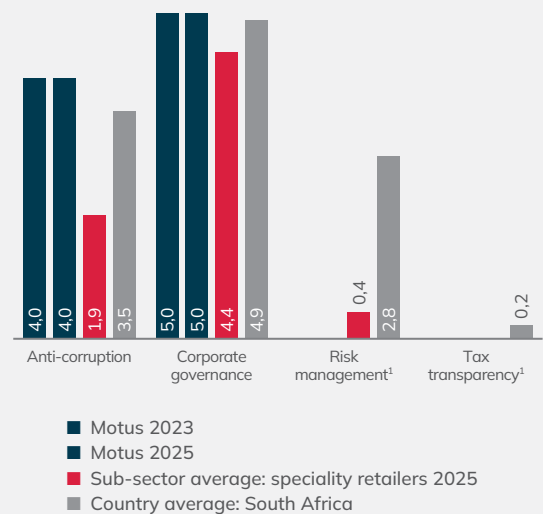
Environment themes



Social themes



Governance themes



¹ Category not assessed for Motus in 2025 but will be assessed from 2026.

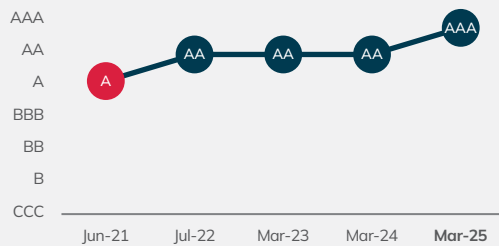


MSCI ESG RATINGS

MSCI measures a company's management of financially relevant ESG risks and opportunities using a rules-based methodology. The MSCI rates companies according to their exposure to ESG risks and how well they manage those risks relative to their peers. Ranking is from AAA (leader) to CCC (laggard).

Latest rating date: March 2025

Motus ESG rating history



Key scores

	Weight	Score	Industry average
Industry-adjusted score		9,3	
Weighted-average key issue score		6,5	
Environment	22%	3,3	4,9
Social	39%	6,9	5,3
Governance	39%	7,9	6,0

Motus

RATING

AAA

March 2024: AA

March 2023: AA

Recognition

naamsa¹ Accelerator Awards

Hyundai, Kia, Renault and Mitsubishi won the Most Improved B-BBEE Scorecard Importer Award at the naamsa Accelerator Awards. Hyundai also won the Youth Empowering Importing OEM Award, the Women Empowering Importing OEM Award and the Job Creator – Importers Employment Award, and received a certificate for its contribution to the advancement of local communities.



¹ naamsa | The Automotive Business Council.



External benchmarking of ESG performance (continued)

Motus



The CDP is a not-for-profit organisation that runs the global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts. It assesses climate change and water reporting, including governance and risk management aspects. Submission is voluntary. The CDP enables companies to progress towards environmental stewardship through benchmarking and comparison against peers. Ranking is from A (best) to D- (worst).

Latest rating date: June 2024

Motus ranking for climate change

C

2023: C

2022: D

Average performance

Trading, wholesale, distribution, rental and leasing: **C**

Africa: **C**

Global: **C**

Motus ranking for water

B-

2023: C (first year of submission)

Average performance

Trading, wholesale, distribution, rental and leasing: **C**

Africa: **B-**

Global: **C**



CDP score report.

Recognition

ACT¹ Diversity and Sustainability Awards 2024

The inaugural ACT awards recognise treasury departments and professionals who have championed positive change in diversity and sustainability. The awards encouraged finance functions to drive DEI and sustainable finance initiatives in their organisations and find creative and innovative solutions that make a difference. Motus

won the Diversity in a Small and Medium Corporate Team Award.



¹ Association of Corporate Treasurers.

EMEA Finance Award

Motus won an EMEA² Finance Award in EMEA's 17th Annual Achievement Awards for our diligent and innovative work on the international £150 million (>R3,6 billion) sustainability-linked financing facility (see page 27).

² Europe, Middle East and Africa.



Performance

> Environmental stewardship	56
> Fair, open and inclusive workplace	71
> Talent pipeline and professional growth	84
> Health, safety and wellbeing	99
> Economic and social inclusion	112
> Ethical, fair and compliant business conduct	125





Environmental stewardship

Why this is material

Stakeholder investment decisions increasingly require comprehensive information on how organisational business models and strategies are impacted by climate change, the resilience strategies adopted by organisations, and plans to achieve a net-zero carbon footprint.

Environmental stewardship is encapsulated in the Motus values, requiring us to be mindful of the environmental impacts associated with our business decisions and investments. Enhancing the efficiency of our natural resource usage remains a priority and our participation in the circular economy continues to gain momentum, although not at the pace we would like. Recycling offers numerous benefits, including reducing raw material and energy consumption, and minimising the amount of waste sent to landfills.



In this section

New energy vehicles	58
Energy efficiency and carbon footprint	64
Water	68
Waste and recycling	69

Key performance indicators (year on year)

NEV¹ sales (UK)

3% ▼

18,2%

of new vehicle sales.



Water purchased (Group)

640 460 kl

2025 target: 688 707 kl



Purchased electricity (Group)

66 618 MWh

2025 target: 68 563 MWh



Hazardous waste recycled (Group)

Batteries

29% ▲

247 789 kg

Used oil

14% ▼

2,4 million litres



Vehicle fuel consumption (Group)

19 085 802 litres

2025 target: 18 966 032 litres



Environmental incidents (Group)

0

Target: 0



Carbon footprint (Group)

No material change

109 142 tCO₂e

for Scopes 1 and 2 emissions.



Key



Pleased with performance

Room for improvement

Behind where we want to be

Linked to remuneration

¹ New energy vehicles comprising plug-in EVs and MHEVs (detailed definition can be found in the glossary).



Highlights

- Supported OEMs in the UK as they extend their product lines to include NEVs in our dealerships.
- Introduced the Toyota Corolla Cross hybrid as a rental option in SA.
- Set two environmental targets in the renewal of our sustainability-linked financing facilities (📄 see page 27).
- Continued to roll out our solar PV installation plans in SA.
- Rolled out an AI solution to collect municipal data (📄 see page 26).

Lowlights and challenges

- **Group:** achieving targets in a business where site footprint and use of buildings regularly changes in a dynamic business environment.
- **Group:** the correct segregation of waste at source.
- **SA:** inaccurate municipal utility readings hinder the accurate assessment of our resource efficiency projects.
- **SA:** insuring assets in KwaZulu-Natal due to unpredictable weather patterns.

Objectives

Once our energy-efficiency and renewable energy projects mature, we will prepare the Group for a net-zero carbon emissions plan with targets for the South African operation. Our UK and Australian operations will align to national targets and OEM product guidelines.

Specifically:

- **Group:** set targets for waste management (2026).
- **Group:** validate GHG emission targets by the SBTi¹ (medium term).
- **SA:** improve our procurement of vehicles to better manage fuel intensity.
- **SA:** mitigate for ageing water infrastructure.

Context

According to leading climate science organisations², 2024* was the **hottest year on record**, driven by human-induced climate change and a strong El Niño, intensifying extreme weather patterns worldwide. The WEF's 2025 risk report³ shows an alarming outlook for environmental risks over the next ten years, with extreme weather events, biodiversity loss, critical change to Earth systems and natural resource shortages being the top four risks.

At COP29⁴, global leaders focused on mobilising **climate finance**, aiming to triple financing to developing countries to USD300 billion per year. To achieve this, the target is to secure USD1,3 trillion annually from COP participants, using both public and private sources⁵. SA's JET⁶ Investment Plan aims to build a fair zero-carbon economy that promotes sustainable economic growth. However, the withdrawal of US funding from the pledged USD8,5 billion for SA threatens progress towards achieving the JET Plan.

The **automotive industry** contributes nearly 10% of global CO₂ emissions⁷, with passenger vehicles making up 45% of total transport emissions⁸. Around 80 million vehicles are produced annually, consuming 112 million tonnes of materials, and over 50 million vehicles reach end-of-life each year, often ending up in poorly managed scrapyards, posing environmental and health risks⁹. To meet the 1,5°C climate goal, ZEV⁹ production must increase 80% by 2030¹⁰. Governments are responding with carbon taxes, fuel efficiency standards and ZEV mandates.

Motus targets areas where it can make a meaningful environmental impact. In 2025, our investment in **resource efficiency** projects was approximately R7 million (2024: R25 million; 2023: R39 million). When setting targets for each business site, we consider the key drivers of consumption, past performance and the impact of resource efficiency projects. Site-level targets are consolidated into Group targets, with annual baseline adjustments to reflect operational changes.

🔄 Climate management approach.

📄 Measurement and reporting: page 26.

An **asterisk** denotes calendar year.

¹ Science Based Targets initiative.

² NASA, NOAA and the World Meteorological Organization.

³ World Economic Forum | The Global Risks Report 2025 | 20th Edition.

⁴ The 29th Conference of the Parties UN Framework Convention on Climate Change.

⁵ 4 key takeaways from COP29, from climate finance to carbon markets | World Economic Forum.

⁶ Just Energy Transition.

⁷ How to navigate sustainability in the automotive industry | World Economic Forum.

⁸ Green Paths for the Automotive and Transportation Industries and Their Challenges – Sustainable Review.

⁹ Zero-emission vehicle.

¹⁰ InfluenceMap The Automotive Sector and Climate Change.



Environmental stewardship (continued)

New energy vehicles

BloombergNEF forecasts nearly 22 million global passenger plug-in EV sales (BEV and PHEV) in 2025*, a 25% increase from 2024*, driven by falling battery costs and more affordable models. Plug-in EVs are expected to make up one in four vehicles sold in 2025*¹. The IEA's² 2025 Outlook report shows that sales of plug-in EVs were up 35% year on year in the first three months of 2025*, with record first-quarter sales in all major markets³. Over the longer term, BloombergNEF has lowered its plug-in EV adoption outlook for the first time, mainly due to policy shifts in the US. Other factors include rising public charging costs, affordability concerns and limited charging infrastructure. By 2035, plug-in EVs are projected to reach 56% of global passenger vehicle sales and 70% by 2040, down from a

previous 73% forecast. By 2040, 40% of the global passenger vehicle fleet is expected to be electric, insufficient for net-zero goals by 2050¹.

Over 2024*, spending on electrified transport grew 20% to USD757 billion⁴. Over 20 major OEMs, representing over 90% of 2023* global vehicle sales, have set electrification targets, potentially leading to more than 40 million plug-in EV sales by 2030. A growing pre-owned plug-in EV market will also help close the affordability gaps with ICE⁵ equivalents⁶.

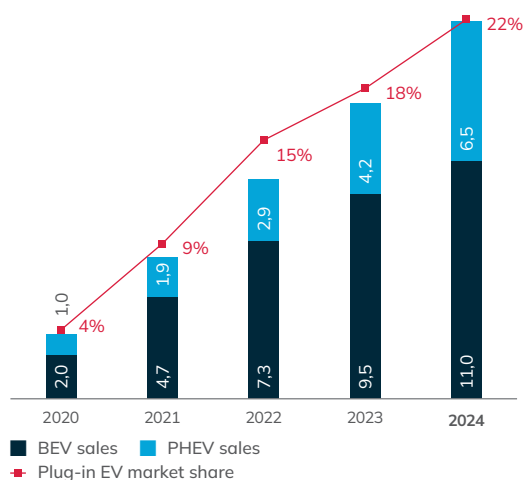
Mass plug-in EV adoption depends on widespread, affordable public charging, which must grow sixfold by 2035, according to the IEA⁶.



Global

Plug-in EV sales

Global plug-in EV sales (millions)



Source: International Energy Agency.

Global plug-in EV sales reached 17.5 million units in 2024*, up from 13.7 million in 2023*. PHEVs grew faster than BEVs, with sales up 55% year on year, compared to 16% for BEVs. PHEVs made up 37% of plug-in EV sales, up from 31% in 2023⁷.

China leads in vehicle electrification, being the only country where plug-in EVs are on average cheaper than ICE vehicles¹. China accounted for 65% of global BEV registrations in 2024*⁸.

BYD led China's plug-in EV sales, selling over one-third of all plug-in EVs with more than 40 models across four brands⁹. According to BloombergNEF, 69% of plug-in EVs sold globally in 2024* were manufactured in China¹.

¹ Global Electric Vehicle Sales Set for Record-Breaking Year, Even as US Market Slows Sharply, BloombergNEF Finds | BloombergNEF.

² International Energy Agency.

³ Executive summary – Global EV Outlook 2025 – Analysis – IEA.

⁴ BloombergNEF | Energy Transition Investment Trends 2025.

⁵ Internal combustion engine.

⁶ Executive summary – Global EV Outlook 2024 – Analysis – IEA.

⁷ IEA: <https://www.iea.org/data-and-statistics/data-tools/global-ev-data-explorer>.

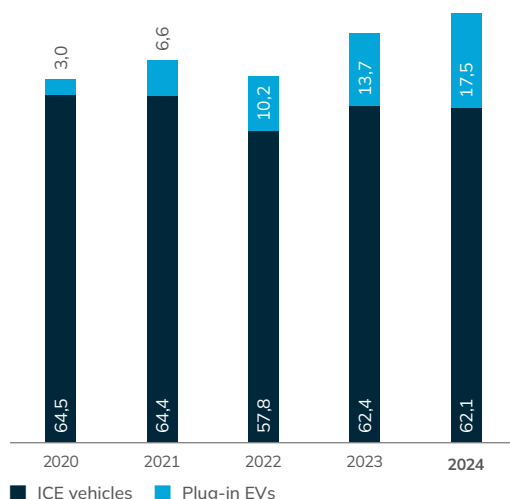
⁸ Electric Vehicle Sales Review Q4-2024 | PwC and Strategy&.

⁹ Over 17 million EVs sold in 2024 – Record Year – Rho Motion.



Plug-in EV sales continued

Global plug-in EV sales continued (millions)



Source: Our World in Data.

Plug-in EVs made up over 20% of all vehicle sales globally, up from 18% in 2023*, while ICE vehicle sales declined marginally¹. China sold over 11 million plug-in EVs – a 40% increase from 2023*². Growth was fuelled by government incentives and strong demand for REEVs³, pushing PHEV sales up 81%. The EU saw a 3% decline, largely due to the removal of subsidies in Germany, and the US and Canada experienced 9% growth, supported by federal incentives in the US². The rest of the world (excluding China, EU and US) saw 27% growth², with emerging markets like Thailand and Brazil expanding rapidly, driven by Chinese automakers⁴.

While NEV production emits more carbon upfront, this is offset quickly once vehicles are on the road. According to the International Council on Clean Transportation, plug-in EVs emit up to 70% fewer GHG emissions over their lifetime than ICE vehicles, especially in regions with cleaner electricity⁵. These savings will grow as grids decarbonise. However, current technology may not be the long-term solution to climate change due to raw material scarcity and the environmental impact of damaged batteries. Hydrogen fuel cell vehicles, emitting only water vapor and offering quick refuelling times, are a viable alternative but require special fuelling stations with high-pressure equipment, resulting in higher refuelling costs compared to plug-in EVs. The JET Investment Plan supports green hydrogen vehicles as part of SA's transition to a zero-carbon economy.

NEVs present a number of opportunities for Motus in aftersales, particularly as there are few ISPs⁶ that service and maintain these vehicles currently. Hybrids increase our

workshop activity as they require the servicing of both the ICE and electric engine. NEVs are also heavier than ICE vehicles due to the battery weight, requiring more frequent replacement of braking and suspension parts. In the longer term, we anticipate a shift in parts sales, as NEVs gain momentum, especially as these vehicles start exiting their warranty periods.

2025 focus

- Monitoring the impact of emission strategies on the vehicle market in our countries of operation.
- Monitoring the shifts in OEM manufacturing to lower output ICE vehicles and NEVs.
- Finding opportunities to introduce NEV products in our markets.

¹ Executive summary – Global EV Outlook 2025 – Analysis – IEA.

² Over 17 million EVs sold in 2024 – Record Year – Rho Motion.

³ Range-extender EV. REEV technology is yet to come into Western markets in mass.

⁴ Global Electric Vehicle Sales Set for Record-Breaking Year, Even as US Market Slows Sharply, BloombergNEF Finds | BloombergNEF.

⁵ ICE Sales Decline as Electrified Cars Gain Market Share | Happy Eco News.

⁶ Independent service provider.



Environmental stewardship (continued)



South Africa

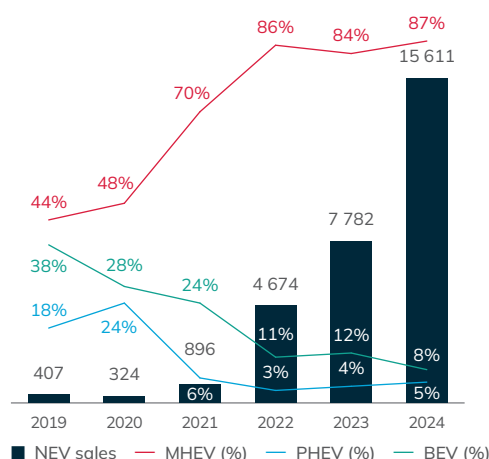
	2024*	2023*	2022*
ICE vehicle parc	~13,1 million	13,1 million	12,6 million
NEV vehicle parc	~29 000	~14 000	~11 000
NEVs as % of new vehicle sales	3,00%	1,45%	0,88%

Source: naamsa Q1 review of business conditions 2025.

Note: calendar year 2023 is measured from 2019 to end 2023 for the NEV parc.

NEV sales (SA)

NEV sales (number and %)



The uptake of NEVs in SA is still low. The growth in the number of Chinese brands offering NEVs in SA, combined with more accessible pricing, will support higher volumes of NEVs being sold over time.

naamsa's data shows that 15 611 NEVs were sold in SA in 2024*, compared to 7 782 in 2023* (up 101%). The highest jump in sales was for MHEVs, with an 110% increase year on year. Compared to 2023*, BEV sales increased 35% and PHEV sales increased 101%. In the first quarter of 2024*, NEV sales equalled almost 40% of all NEV sales for the whole of 2023*².

13 616
MHEVs

2023: 6 485¹

2022: 4 050

1 257
BEVs

2023: 929

2022: 502

738
PHEVs

2023: 368¹

2022: 122

Source: naamsa Q1 review of business conditions 2025.

Financial constraints at both government and consumer levels are major barriers to plug-in EV uptake in SA. While National Treasury has allocated R964 million to support the transition to NEVs, the required investment averages around R5 billion annually³.

To be competitive in the EU, SA-based OEMs will need to adapt their strategies and export plug-in EVs, increasing local production and availability of these vehicles for South Africans. However, for widespread adoption of plug-in EVs, investment is needed in charging infrastructure to reduce range anxiety and the integration of renewable energy for a truly low-carbon transition. Also required are policy and consumer incentives to encourage adoption and improved collaboration between private companies, government and

international investors to fund infrastructure projects and develop a long-term plug-in EV growth strategy.

Investment in charging infrastructure is on the rise. Mercedes-Benz is investing R40 million to expand its charging network in SA⁴. The Free State provincial government aims to establish 120 charging stations throughout the province by September 2025⁵, and the North West province has opened SA's first off-grid, solar-powered NEV charging station in Wolmaransstad⁶. Cape Town has launched an R8,5 billion project as part of its JET Implementation Plan, including the electrification of the Golden Arrow Bus Service and pilot projects for the taxi industry⁴.

¹ naamsa update from 6 484 MHEVs and 333 PHEVs reported in 2024.

² naamsa | South Africa's electric car sales surge.

³ South Africa Charges Ahead with EV Transformation.

⁴ South Africa Electric Vehicle and Charging Infrastructure.

⁵ South Africa's Free State Pioneers Solar-Powered EV Revolution with \$234 Million Investment.

⁶ South Africa's EV Charging Infrastructure: Progress and Challenges | Mobility | VUKA Group.

**2025 performance****Motus NEV sales (SA)**

We stand ready to add plug-in EVs to our product offerings, supported by our strong OEM partnerships and the valuable insights gained from NEV adoption in the UK. Motus already represents some of the leading global NEV OEMs. Within our Importer OEMs, Hyundai and Kia will introduce new NEV models into SA in the near future. By 2030, all five Importer OEMs will have launched NEVs, including PHEVs and BEVs. In adding NEVs to our product mix, our focus will be on lower-priced NEVs that are more accessible to local customers.

614

NEVs out of >85 000 new vehicles sold.

2024: 439 NEVs out of >79 000 new vehicle sales**2023: 153 NEVs out of >38 000 new vehicle sales****40%**

increase in NEV sales compared to prior year.

2024: 187% increase**2023: not reported****United Kingdom**

	2024*	2023*	2022*
ICE vehicle parc	~39,8 million	~39,8 million	~39,6 million
Plug-in EV vehicle parc	2,2 million	1,6 million	1,1 million
Plug-in EVs as % of new vehicle sales	28%	24%	19%

Source: SMMT Motorparc reports 2024, 2023 and 2022.

The UK led major markets (outside of China) in plug-in EV adoption in 2024*¹, with around 549 000 units sold². BEVs made up close to 382 000 units, up 21% from 2023* and accounting for 20% of all new vehicle sales. December 2024 alone saw a 57% year-on-year surge in BEV sales³. This growth was boosted by the ZEV mandate, which pushed OEMs to accelerate passenger BEV production. However, the 2024* BEV share still fell short of the 22% ZEV target, raising concerns about future targets (28% in 2025 and 80% by 2030). OEMs offered over GBP4,5 billion in discounts to stimulate BEV demand – an unsustainable strategy in the long term³. To date, there are no electrification targets for commercial trucks.

Business fleet sales dominated adoption, making up 60% of all new plug-in EV registrations and showing particular enthusiasm for BEVs. Lack of incentives however saw around 60% of private buyers opting for petrol vehicles,

resulting in a 9% decline in BEV purchases for this group. Diesel and petrol vehicle registrations fell by 14% and 4%, respectively².

The UK now has over 73 000 public chargers with major investments underway in both public and private charging networks².

In April 2025, the government relaxed the ZEV mandate, allowing OEMs more flexibility in achieving annual BEV sales targets and easing penalties for missing these targets. Furthermore, hybrid vehicles (PHEVs and MHEVs) can be sold until 2035. ICE vehicle sales will still end by 2030. In addition, the government is offering tax breaks and funding support for NEV manufacturing and infrastructure⁴.

BEV sales are expected to rise 21% in 2025* to around 462 000 units (24% market share) and in 2026* the projected market share is 28% (~557 000 units)⁵.

¹ Global Electric Vehicle Sales Set for Record-Breaking Year, Even as US Market Slows Sharply, BloombergNEF Finds | BloombergNEF.

² UK Accelerates Into the Electric Era: 2024 EV Sales Hit New Records | EV.com.

³ Record EV market share but weak private demand frustrates ambition – SMMT.

⁴ UK government relaxes ZEV mandate – electrive.com.

⁵ EV share rises despite contracting market but tax hikes threaten targets – SMMT.



Environmental stewardship (continued)

2025 performance

Motus NEV sales (UK)

Most of our passenger and LCV¹ businesses in the UK are selling NEVs, and most sites have dedicated plug-in EV bays with OEM-trained technicians. DAF are at the cutting edge of NEV technology and intend to remain a UK market leader across all engine technologies, boding well for Motus Commercials.

Chinese brands are gaining market share by providing affordable NEVs in the UK. As of July 2025, we operate

five BYD dealerships in the UK, with two dealerships added in the year. We also added one Omoda dealership and one Jaecoo dealership and operate two Maxus dealerships, a Chinese automaker, particularly known for its electric LCVs. The transition of our passenger vehicle dealership footprint to a multi-franchise model in the UK, will also support a smoother transition to NEV sales as these can be sold alongside ICE vehicles.

Motus new vehicle sales

18,2%

were plug-in EVs
(4 841 vehicles).

2024: 21,1%; 6 289 vehicles

2023: 15,2%; 3 891 vehicles

Motus plug-in EV market share

0,73%

2024: 1,23%

2023: 0,60%

Motus charging points

110

with 36 points having been with
Mercedes Truck and Van
(now sold).

2024: 143²

2023: 121

Note: our passenger vehicle business, where plug-in EV sales are more prominent, is a smaller component of the UK operation.



Australia

	2024*	2023*	2022*
ICE vehicle parc	~21,4 million	19,1 million	18,8 million
Plug-in EV vehicle parc	~294 000	~180 000	~100 000
Plug-in EVs as % of new vehicle sales	10%	12%	4%

Source: management estimate based on available info (parc).

Australia recorded 114 000 plug-in EV sales in 2024*, up 16% on 2023*, and setting a new record. The market share of plug-in EVs was 10% of all new vehicle sales³. A total of 91 292 were BEV sales, comprising passenger vehicles, SUVs and LCVs, a 5% increase from 2023*. Including heavy commercial BEVs, sales reached 91 495 from 87 430 vehicles in 2023*⁴. However, the growth in BEV sales is down compared to 161% growth in 2023* and 94% in 2022⁵.

A total of 36 brands sold BEVs in 2024*, including ten new entrants to the Australian NEV market (contributing 2% of plug-in EV sales)⁵. Some 77% of plug-in EVs sold were imported from China, with BYD emerging as a significant player. The majority of BEVs sold were luxury brands. For the first time, electric medium-sized passenger vehicles (sedans, hatches and wagons) outsold petrol equivalents – of the 46 146 vehicles sold in 2024*, 59% were BEVs⁵.

¹ Light commercial vehicle.

² Updated from 171 reported in the 2024 ESG Report.

³ 2024 sets new record for EV sales in Australia – Electric Vehicle Council.

⁴ RESULTS: Here are Australia's top-selling EVs of 2024.

⁵ 2024 EV sales in Australia: A deep dive into the electric car market that saw Tesla drop, BYD grow – and 10 new brands enter the market – EV Central.



In January 2025, the federal government's New Vehicle Efficiency Standards became effective, requiring OEMs to reduce average emissions per kilometre. The standards aim to reduce emissions from new passenger vehicles by more than 60% by 2030. PHEV and MHEV sales are likely to grow on the back of tax incentives and OEMs pushing these type of vehicles to comply with the new efficiency standards.

Australia however still has a way to go to achieve its NEV targets and requires increased investment in infrastructure, more incentives, updated regulations and nationally consistent policies. Mainstream consumers remain reluctant to adopt NEVs with range anxiety, cost sensitivity and limited access to home charging being key concerns.





Environmental stewardship (continued)

Energy efficiency and carbon footprint

Fuel and energy prices continue to escalate in SA, the UK and Australia. In SA alone, the electricity tariff increased 12.7% from April 2025, approximately three times the current CPI¹ rate. Using these resources efficiently not only reduces our carbon footprint but also has a positive impact on our cost base.

60% (2024: 63%; 2023: 61%) of our sites in SA, including all key sites, have access to alternative energy sources, most being petrol or diesel generators, to maintain customer experience and keep our fibre, data and communication lines operational during power outages. Generators are the Group's biggest consumer of fuel.

Key efforts to curb our purchased electricity and diesel usage include the installation of solar PV systems, LED replacement programmes (particularly in leased facilities where solar PV systems are not an option), energy-efficient air-conditioning systems, sensors or timers to switch off appliances not in use, and replacing redundant equipment with energy-efficient alternatives. Auto Worx introduced a new initiative in 2025, using infrared lights to air dry paint, reducing the length of time and energy required during the paint curing process.

In SA, our focus for the next three years will be on solar and BESS² implementations and LED replacements. In the UK, Pentagon Motor Group and Motus Commercials have formal energy management programmes, and in Australia we intend to implement solar PV systems across all owned sites by 2026.

SA Vehicle Rental introduced the Toyota Corolla Cross hybrid for customers who prefer a lower carbon emitting rental option.

2025 focus

- Finalising new three-year targets for vehicle fuel and electricity consumption aligned to revenue growth targets but requiring a reduction in resources.
- Assessing our solar capacity in SA.
- Monitoring the potential implementation of tariffs and new legislative requirements on solar installations.

Renewable energy

We ensure that our solar PV installations in SA meet operational and capital expenditure requirements and provide commercial benefits. This includes assessments of site energy needs, energy-efficiency improvements and suitable energy solutions as well as understanding key dependencies to achieve forecasted savings.

Reduced levels of load shedding in SA have negated the immediate need for solar PV installations, and given the tough operating environment and cost of these systems, our investment in renewable energy has slowed. As such, our objectives mentioned in last year's ESG report to develop a standardised procurement process for alternative energy solutions and draft a solar policy have been paused.

At year end, 54 (2024: 52; 2023: 42) sites used energy from solar PV systems; 49 (2024: 49; 2023: 38) systems are owned by Motus and the balance belong to landlords. Installations in the UK decreased to one (2024: 2; 2023: 1) following the sale of Mercedes Truck and Van and Australia operates two solar PV systems (2024: 3; 2023: 2).

The Importer division has approved solar PV installations at 35 of its sites, with 31 installations already completed including all four PDCs and one head office. One installation occurred in 2025. Mobility Solutions is installing a solar PV system at one of its campus buildings, scheduled for completion in 2026. The realignment and consolidation of SA Retail's dealership footprint to respond to a prolonged economic downturn has paused the division's solar PV installation plans. A solar PV system has been approved for Motus Commercials in Derby (UK) and a solar PV system was installed at a multi-franchise dealership in Ballarat (Australia).

¹ Consumer price index.

² Battery energy storage systems.



Logistics

Shortening transportation routes lowers our carbon footprint and optimises costs. The Aftermarket Parts' distribution point in Poland has shortened our routes-to-market taking products directly to our customers in Europe without having to first import them into the UK.

Aftermarket Parts operates a large delivery fleet; ~1 200 vans in SA and ~1 000 in the UK. Route optimisation is used by both operations; in SA to deliver parts and in the UK for interbranch stock transfers only (MPD's delivery of parts is managed according to its delivery commitments to customers). MPD reviews the feasibility of expanding its use of plug-in EVs annually when it assesses its fleet requirements and currently operates a small fleet of 38 plug-in EVs. Until plug-in EVs become a more viable option that supports MPD's service delivery standards, it will continue to procure low-carbon emission vehicles in line with the UK's energy guidelines.

Logistics planning for the import, distribution and supply of in-warranty OEM parts in SA is gaining focus. Opportunities exist to optimise inbound freight such as combining products shipped from a common source, consolidating all five Importer brands to one clearing and transporter agent, and better utilisation of space in shipping containers and air shipments to reduce the number of containers and shipments needed over time. As some OEMs prefer to maintain control of freight and pricing, implementing these measures will require negotiation with key Importer OEMs.



Innovation

Initiated through the m^x platform and commercialised in 2024, EmptyBays is a smart logistics solution that monetises unused capacity on vehicle carriers. Functioning as a live marketplace, this technology-driven solution alerts dealerships in real time whenever bays are available on leading national carriers, and enables transport operators to fill empty vehicle bays. By reducing idle transport capacity and streamlining vehicle movement across the Motus network, EmptyBays drives operational efficiency and contributes meaningfully to Motus' environmental stewardship and circular economy goals, minimising unnecessary trips, driving better utilisation of existing infrastructure and reducing emissions.



Physical footprint

The key factors that impacted our physical footprint in 2025 included the acquisition of a Toyota dealership in Australia and Aftercare Response in the UK, the opening of Aftermarket Parts' Milton Keynes warehouse in the UK, and the closure of the Aftermarket Parts' distribution point in Polokwane (SA) as part of our distribution centre rationalisation. Mercedes Truck and Van, sold in 2025, has been included in our footprint for the seven months to 1 January 2025. Aftermarket Parts' growth strategy is likely to expand our physical footprint in the coming years. For the most part, TATA Passenger will be retailed through our multi-franchise network in SA, with little impact on our physical footprint.

When reviewing our physical footprint, we consider our strategy, climate change impacts, and in SA, the state of municipal infrastructure. When required, reviews are undertaken together with our insurance providers.

The bulk of our operations remain 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.

	2025	2024	2023
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
PDCs ¹ (m ²)	0,8 million	0,8 million	0,7 million
Corporate offices (m ²)	148 000	120 000	98 000

¹ Parts distribution centres.



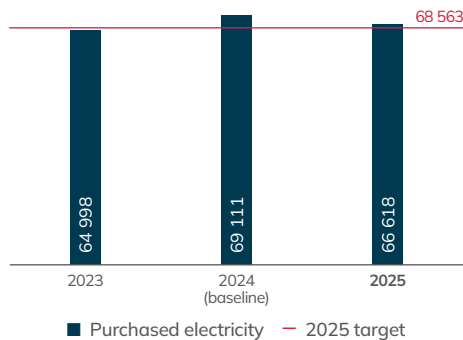


Environmental stewardship (continued)

2025 performance

Energy consumption (Group)

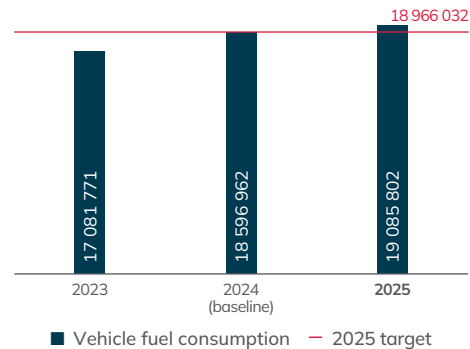
Purchased electricity (MWh)



Our electricity usage for the year decreased by 4% compared to 2024, achieving our target of 68 563 MWh. The SA operation accounted for 76% of consumption for 2025. The year-on-year decrease is mostly due to the roll out of smart meters and more consistent readings from municipalities, which has allowed us to better manage, monitor and control electricity usage across our operations in SA.

Across the Group, our measured renewable energy consumption amounted to 3 019 031 kWh for 2025 (2024: 1 975 739 kWh). The 53% increase year on year is due to better reporting from sites that have solar PV systems.

Vehicle fuel consumption (litres)



Vehicle fuel consumption across the Group increased by 3% compared to 2024. SA accounted for 75% of the Group's total vehicle fuel usage. The increase in usage was primarily driven by a 16% rise in consumption within SA Vehicle Rental and a 6% increase in Aftermarket Parts, both due to heightened business activity. As a result, the Group did not meet its target of 18 966 032 litres of vehicle fuel consumed. Import and Distribution, the UK and Australia maintained their fuel consumption levels year on year, attributed to improved fleet management. Additionally, SA Retail, Mobility Solutions and head office achieved reductions in vehicle fuel usage.

Gas

18 494 113 kWh

natural gas, with 100% of consumption being in the UK.

2024: 18 103 906¹

2023: 16 777 104

Generator fuel

227 176² litres

to run 285 generators, with 100% of consumption being in SA.

2024: 622 220

2023: 1 129 756

Carbon tax paid

R370 237²

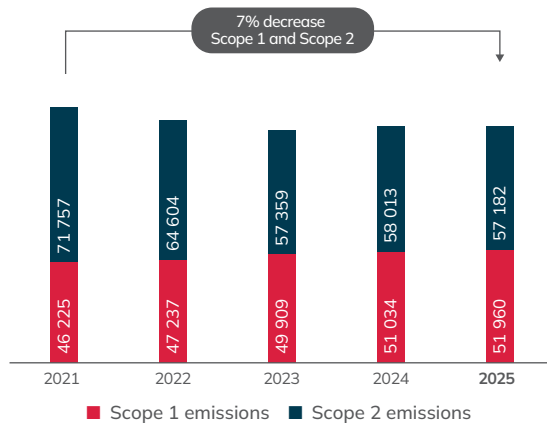
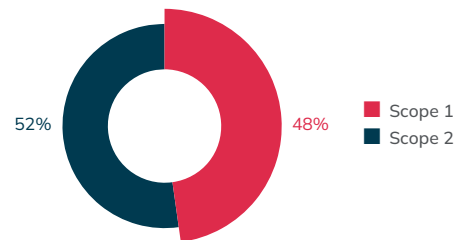
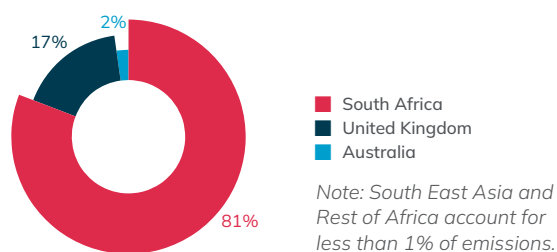
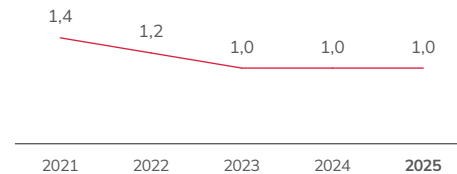
carbon emission tax paid on stationary combustion (generator) fuel.

2024: R1 098 699

2023: R2 068 051

¹ Updated from 16 237 359 kWh reported in 2024 to include MPD.

² Reductions are due to lower levels of load shedding in SA in 2025.

**2025 performance** continued**Carbon footprint (Group)****Carbon footprint trend over five years (tCO₂e)****Carbon footprint breakdown****Carbon footprint per region****Carbon emissions intensity (tCO₂e per Rbn)**

The Group's Scope 1 and Scope 2 emissions increased less than 1% compared to 2024. Scope 1 emissions increased 2%, impacted by our higher fuel usage in SA Vehicle Rental and Aftermarket Parts, both due to heightened business activity. Our solar PV systems continued to support a lower Scope 2 emission profile.

To advance our goal to set GHG emission targets, we have commenced with a project to enhance the completeness of our Scope 3 emissions, including a review of our data and the inclusion of supplier data. In the interim, our goal is to maintain a carbon intensity ratio of between 1,0 and 1,2 tCO₂e per R1 billion with long-term objectives to meet regional net-zero commitments.

Note: our carbon footprint is calculated using the operational control approach (all facilities where we have full authority to implement operating policies), covering SA, the UK, Australia, South East Asia and Southern and East Africa. The Polish and Milton Keynes (UK) distribution points will be included in our carbon footprint from 2026.



Environmental stewardship (continued)

Water

Motus needs water to maintain healthy and hygienic workplaces and to clean vehicles, which enhances the customer experience both in our retail and rental businesses. SA and the vast bulk of Australia are water scarce, and exposed to the threat of drought and water restrictions, increasing the need for water saving and recycling initiatives. Rainwater harvesting tanks and boreholes are used to secure water supply, with boreholes prioritised for sites with high water consumption. Wastewater recycling systems are installed in dealership and vehicle rental wash bays of certain sites located in SA. Tap aerators are also installed at certain sites in SA, the UK and Australia.

Based on their size and business activity, specific sites in SA are used as benchmarks to compare water consumption across our footprint. This helps to identify drivers of water consumption and opportunities to lower our reliance on municipal water sources, reduce operational costs, understand when we deviate from targets and identify ways to secure water during drought conditions.

In Australia, regular dealership walkthroughs are conducted to detect water leaks, and water recycling solutions are prioritised for building upgrades or when a new dealership is being constructed.

At year end, the Group operated five (2024 and 2023: five) wash bay water recycling systems, all located in SA, and 452 (2024: 422; 2023: 417) rainwater harvesting tanks across 126 (2024: 109; 2023: 107) business sites, with nine

tanks located at two international sites. At year end, we had ten (2024: 10; 2023: eight) boreholes across the South African footprint; all drilled responsibly and in compliance with regulation. A further four boreholes are planned and awaiting regulatory approval.

An automated wash bay with a wastewater recycling plant has been commissioned at the Jetpark depot in the East Rand (Gauteng), which will provide a water saving of up to 80% on the current usage of 711 800 litres per annum, equating to a cost saving of around R331 000 a year. Project completion is expected around October 2025, following which a similar installation, albeit on a smaller scale, will be commissioned in Durban (KwaZulu-Natal). The installation of a wastewater recycling plant at the East London rental branch, reported in the 2024 ESG report, has been halted due to the uncertainty created by the US trade tariffs and their impact on the region's economy given its dependence on automotive manufacturing. This could negate the feasibility of such an investment.

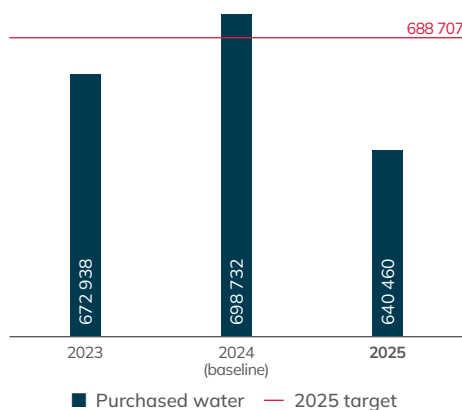
2025 focus

- Finalising a new three-year target for water consumption.
- Analysing the accuracy and consistent measurement of water sourced from rainwater harvesting systems and boreholes.

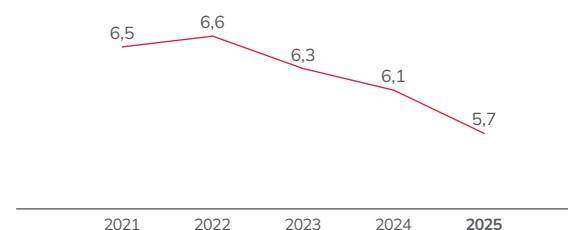
2025 performance

Water purchased (Group)

Water purchased from municipalities (kl)



Water intensity (kl per Rbn)



Water purchased across the Group decreased by 8% compared to 2024, with SA accounting for 82% of total consumption. A key contributor to this reduction was the decline in waterpipe leaks in SA relative to those recorded in 2024. Water purchased in SA and Australia amounted to 51 096 and 2 265 kilolitres, respectively. Overall, consumption was 7% below our water purchased target of 688 707 kilolitres, meaning that we exceeded our reduction goal.

**2025 performance** continued

Additional water consumption metrics (SA)

Water consumed from alternative sources**63 570 kl**

sourced from boreholes and rainwater harvesting tanks.

2024: 48 942

2023: 3 293

Water recycled**31 360 kl**

2024: 11 860

2023: 12 719

Bottled water**70 819 kl**

2024: 44 223

2023: not reported

Waste and recycling

Our waste management strategy comprises three pillars: environmental protection, compliance and certificates, and monitoring and reporting. The strategy aims to reduce waste before it is produced and treat waste that is generated as a resource, preserving it for reuse. Achieving consistent waste management monitoring and reporting across the Group remains a priority.

We responsibly dispose of hazardous waste oil from vehicle and equipment servicing in our workshops. Oil spill kits and leakage tests ensure accurate reporting and responsible clean-up. Filter and oil separator systems in certain workshops and larger wash bays trap silt, sludge and hydrocarbons. As part of the Klutch concept (see page 117), we introduced an initiative in partnership with Shell in 2025 to encourage Kasi mechanics in informal areas to recycle used oil.

Group IT disposes of e-waste in SA as part of the Group's protection of personal information compliance processes. e-Waste collected by Group IT is recycled.

Increased focus was placed on plastics this year, with some areas of the businesses having replaced plastic bottles with water coolers in their workspaces.

2025 focus

- Conducting in-depth analyses of business segment waste management strategies as part of the 2026 target setting process for SA (this follows the review of business segment strategies conducted in 2024).

Waste targets

During 2025, we investigated specific sites to understand their contribution to our recycling efforts. We identified business sites for each business segment which are required to report on standard waste items, being paper, tyres and used oil, with completeness reviews undertaken in December 2024. As flagship sites, they will serve as benchmarks for each business segment's remaining sites and lay the foundation for developing aspirational or 'soft' targets for waste, encouraging progress as an initial step.

Digitisation

Automation and digitisation have enabled the electronic storage of documents, digital signatures, online communication and electronic vehicle valuations and stock takes, allowing Motus to transition away from traditional paper-based methods. For instance, systems like Digital Dealer in SA (an online customer-facing finance application portal) and DocuSmart in Australia (an electronic filing system) have streamlined the vehicle purchasing and document management processes, leading to enhanced efficiency, reduced costs (printing and storage), decreased reliance on paper and a positive impact on our carbon footprint.

Already implemented in Kia dealerships, digital deal files (a paperless process) are now being rolled out to Hyundai dealerships. Certain Importer and retail service workshops are using tablets to note vehicle health checks when vehicles are brought into the workshop, and electronic job cards are being tested as a proof of concept for workshops in SA. In the UK, paperless solutions in the vehicle service administration process were introduced for certain Motus Commercials sites in 2025.



Environmental stewardship (continued)

SA Vehicle Rental continues to progress its journey to automated, paperless processes. In the second phase of Europcar's Ready2GO self-service customer portal, we are piloting key dispensing units at two branches integrated with digital sign out to speed up the rental checkout service by eliminating queues and paperwork, enhancing the customer experience. During 2025, Tempest introduced FLASH 'n GO, an express vehicle rental checkout service similar to Ready2GO. SA Vehicle Rental has also digitised rental agreements, improving compliance with regulatory requirements relating to the storage and dissemination of customer data in addition to reducing paper usage.



2025 performance

Recycled waste (Group)

Paper

606 278 kg

2024: 694 500

2023: 939 411

Tyres

56 940 tonnes

2024: 56 100

2023: 54 162

Cardboard

5,3 million kg

2024: 5,4 million

2023: not reported

Metal

1,1 million kg

2024: 3,3 million

2023: not reported

Plastic

449 964 kg

2024: 583 770

2023: not reported

Recycled hazardous waste (Group)

Batteries

247 789 kg

either recycled or returned to suppliers.

2024: 192 721

2023: 221 790

Used oil

2,4 million litres

2024: 2,8 million

2023: 3,0 million

Note: waste data excludes MPD in the UK.



Fair, open and inclusive workplace

Why this is material

Motus' success is built on the skills, energy and dedication of our employees. In return, they seek strong leadership and a workplace where they feel valued, supported and treated with fairness. Guided by the Motus equation – **Diversity + Equity + Inclusion = Belonging** – we are committed to building a fair, open and inclusive environment where every individual, with their unique perspectives and experiences, feels valued, respected and empowered to do their best.

Diverse teams, when supported by an inclusive culture, bring a wealth of perspectives that boost innovation, decision-making and creative problem-solving, ultimately strengthening stakeholder relationships and improving corporate performance to drive growth. By harnessing our collective intelligence, we foster a dynamic environment that embraces change, is forward thinking and promotes employee engagement and wellbeing.



In this section

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Key performance indicators (year on year)

Overall female representation (Group)

1% ▲

33%

Female representation at top, senior, middle and junior management (SA)

31%

2025 target: 30%

Overall black representation (SA)

80%

2025 target: 79%

Black representation at top management (SA)

40%

2025 target: 50%

Black representation at senior management (SA)

55%

2025 target: 55%

Black representation at middle management (SA)

56%

2025 target: 54%

Black representation at junior management (SA)

79%

2025 target: 76%

Black representation among dealer principals (SA)

3% ▲

61%

Key



Pleased with performance



Room for improvement



Behind where we want to be



Linked to remuneration



Fair, open and inclusive workplace (continued)

Highlights

- Raised DEI¹ awareness in several business areas.
- Motus' participation in the YES4Youth Programme has cumulatively created 2 680 opportunities for unemployed youth in SA since 2021.
- Of the learners who have successfully completed their YES learnership to date, 42% were offered permanent positions at Motus.
- A new three-year wage agreement was signed for the SA operation.

Lowlights and challenges

- **Group:** the low representation of women in leadership roles in the automotive industry.
- **SA:** achieving our employment equity targets, particularly when turnover for certain critical skills is high due to fierce competition for talent.

Objectives

Ensure that our employee engagement is effective at providing insight on employee concerns and expectations so that we can bring about positive change, and embed a culture of belonging across all Group operations.

Specifically:

- **Group:** implement standardised reporting to ensure consistent and complete disclosure on key HR issues (effective 2026).
- **Group:** leverage the career growth opportunities that Motus provides as a unique value proposition for employees.
- **Group:** improve the representation of women.
- **SA:** improve the standardisation of employee benefits, including disability options (2026).

Context

In the traditionally male-dominated automotive industry, advancing **gender diversity**, particularly in technical and leadership roles, requires a multi-faceted approach. Empowerment initiatives, training programmes, apprenticeships, flexible workplace policies and industry partnerships are needed – a notable example being the UK's Automotive 30% Club, which aims to have 30% of the industry's leadership roles filled by women by 2030².

In SA, **youth unemployment** remains a critical challenge, reflecting deep-rooted structural issues in the labour market. Barriers include limited access to quality education, lack of work experience, and a mismatch between skills and market needs. For those aged 15 to 24 – around 10,3 million young people – unemployment reached 62,2% in the second quarter of 2025³. This segment of the labour force also faces entrenched gender inequalities, with young women experiencing greater barriers to employment⁴. Experiential learning, apprenticeships and other forms of workplace exposure are desperately needed in SA to address youth unemployment.

Our **human capital imperatives** to 2026 aim to unlock the potential of diverse talent and foster a high-performance culture aligned with our growth ambitions. During the year, we reviewed our HR capabilities, strategies and teams across the Group's operations, including the central Group-level human capital function. Following an audit of key HR processes in SA, we are implementing improvements to enhance effectiveness and alignment across the Group's largest operation. Combined with the ongoing integration of our new human capital information management system, these changes will improve efficiency and allow HR practitioners to focus more on strategic areas such as recruitment, talent management and workforce planning.

Group **staff costs** increased 4% compared to 2024 due to bolt-on acquisitions, increased trading and an expanded footprint, primarily in vehicle retail and rental businesses. This was compounded by inflationary salary increases in SA and increases in the UK's national insurance tax and minimum wage from April 2025.



Our approach to human capital management.



Human capital imperatives: page 31.



Measurement and reporting: page 26.

¹ Diversity, equity and inclusion.

² The UK's inspiring automotive women of 2025.

³ Quarterly Labour Force Survey Quarter 2: 2025

⁴ Statistics South Africa.

Connecting with employees

Our investments in human capital aim to create an exemplary employee experience, reinforcing our commitment to being the preferred employer in the automotive industry. In 2025, we reviewed the Motus EVP¹ to ensure we continue to attract and retain exceptional people. Our unique value offerings to employees include a dynamic, innovative and entrepreneurial culture, diverse work experiences and career growth, competitive compensation and a supportive work environment. Over the last two years, we have expanded access to the Motus Cares employee wellness programme (see page 104), introduced a funeral policy for employees in SA and launched a recognition programme to celebrate our intrapreneurs (see page 98). Additionally, as part of our innovation strategy, we explore how AI and other digital tools can enhance productivity and remove repetitive work and mundane tasks to make jobs more interesting, improving employee job satisfaction.

This year, in SA, our primary focus has been to ensure we have the right human capital service providers to deliver the best outcomes for our employees. Given the Group's strategy to grow our parts businesses, the headcount in the UK is expected to continue increasing. In 2020, 18% of our employees were located in the UK; today they make

up 25% of the workforce. To sustain this growth from both leadership and people perspectives, we need to deepen the alignment of how human capital is managed in the UK with the Group's human capital imperatives, ensuring that we create the best value for this group of employees. This will be a key focus for the Group over the next two years.

Inclusivity requires an environment where employees feel safe to give their honest feedback. Providing this environment enables us to gain the insights to identify and assess our human capital risks, and where we may not be meeting employee expectations. We use a number of mechanisms to elicit this information, key among them being: the performance development approach, employee engagement surveys undertaken at either a business segment or regional level and exit interviews.

2025 focus

- Reviewing the Group's employee engagement strategy.
- Sharing stories about employee activities and achievements across the Group.

¹ Employee value proposition.





Fair, open and inclusive workplace (continued)

2025 performance

Employee engagement survey (SA)

Last year, we reported that we would conduct a region-wide employee engagement survey in SA. The review of the Group's employee engagement strategy will determine the extent to which the business segments are conducting engagement surveys. This will determine whether a region-wide survey in 2027 is necessary.

SA Retail engaged with our dealer principals in 2025 to gather their honest insights on their connection with their work, teams and the broader Group, and the key factors that influence their engagement and work experience. Through open and constructive discussions, short-term wins and longer-term initiatives were identified. The business segment's leadership and HR team provided transparent feedback, acknowledging what could realistically be actioned and what might not be feasible at this stage. A comprehensive action plan has been agreed, and to ensure accountability and responsiveness, bi-annual 'check-ins' will monitor progress, adapt plans as needed and celebrate successes.

Innovation survey (SA)

Our culture of innovation and intrapreneurship is driven through Motus Exponential (m^x), a platform that encourages highly collaborative and inclusive engagement on innovation, new business ideas and transformative models, allowing all employees to participate (see page 92). The annual employee innovation survey gauges the strength of our innovation culture and collects feedback on how we can make our innovation strategy clearer and better. The results (reported below) reflect improvement across four of five dimensions with one dimension remaining stable year on year.

87%

agree that focus is placed on the generation of business opportunities and appropriate strategies rather than random ideas.

2024: 77%¹

2023: 85%¹

85%

think that we have increased our focus on innovation in the last year.

2024: 80%¹

2023: 84%¹

76%

of employees know what the m^x platform is.

2024: 76%

2023: 76%

87%

regard Motus as increasingly innovative.

2024: 80%¹

2023: 89%¹

84%

think that the Motus culture supports innovation.

2024: 76%¹

2023: 81%¹

¹ For comparability, prior year numbers have been updated to reflect the financial year (previously reported for calendar year).



Inclusion and belonging

Our DEI strategy aims to embed the strengths of a diverse and multi-generational workforce into our culture, business processes and talent management practices. Business segment and regional DEI action plans, while based on the Group framework, are tailored to cater for the nuanced differences of their operating environments.

A number of initiatives strengthened DEI sensitivity among leaders and employees in 2025. SA Retail's managers and dealer principals attended DEI awareness sessions, tailored DEI frameworks were rolled out for Hyundai and Kia, including leadership learning curricula, and anti-harassment

training was delivered in some businesses. Employment equity committees in SA received DoEL¹ handbooks, communicating the requirements of the amended Employment Equity Act, accompanied with training for SA Retail, SA Vehicle Rental and Shared Services.



Employment Equity Act: page 132.

In the UK, the completion rate for DEI and unconscious bias training in 2025 was 98% (2024: 97%) and 96% (2024: 88%) for training on harassment and discrimination.

2025 focus

- Increasing the recruitment and retention of women across all levels of the Group, and particularly in leadership and critical roles.
- Increasing the diversity of our succession pools.
- Creating a more equitable workforce in SA that reflects the country's diverse demographics.
- Creating opportunities for individuals living with disabilities.
- Positioning Motus as an employer of choice for younger talent.

Gender

Attracting more women leaders is a strategic imperative for Motus as it directly contributes to improving overall gender diversity across the workforce. As such, we have replaced our overall gender target reported in 2024 with the target to improve gender diversity at management levels in SA. Initiatives to improve the progression of women include mentorship and development programmes, encouraging our women leaders to share their experiences and perspectives and a gender target in our sustainability-linked financing facilities. In SA, Mobility for Her² encourages women's networking and promotes their success and empowerment. 120 women attended this year's event.

In the UK, the 'Steering the Future' Diversity Committee sets gender diversity targets and tracks female representation in succession planning across the UK divisions. Gender targets have been set for recruitment, particularly female technicians, and leadership development. To date, we have successfully onboarded four female apprentices with an additional intake scheduled for September 2025. Our goal is to onboard 13 female apprentices in total. Notable appointments at senior management level include a new female Regional Director and a new female HR Director for Motus Commercials.

Disability

In SA, the Motus Unstoppable campaign raises disability and reasonable accommodation awareness, and aims to support the employment and advancement of people with disabilities. A working group drives our disability inclusion initiatives, including targeted recruitment, development and reasonable accommodation strategies and a safe space that encourages employees to declare their disabilities. Employment equity committees reviewed the effectiveness of the campaign in 2025, and in 2026/27 the campaign will be strengthened with leadership endorsement.

Employment equity in SA

Most of our progress to transform the South African workforce, a journey that started in 2018, has been achieved through internal promotions, creating loyalty among our employees and a solid pipeline for future diverse talent. Our targeted interventions aim to maintain our momentum in increasing black representation across all occupational levels and achieve our skills development objectives. We are proud of our achievements to date and remain committed to our ambitious targets.

A new three-year employment equity plan for 2025 to 2027 was submitted to the DoEL in December 2024. In addition, we have outlined our employment equity targets and initiatives to August 2030, as required by the Employment Equity Act, including business segment projections, risk analyses and strategies to address representation gaps.

¹ Department of Employment and Labour.

² Formerly the EmpowerHER Affinity initiative.



Fair, open and inclusive workplace (continued)



YES4YOUTH

In 2025, we enrolled our fourth cohort of YES learners (graduates and non-graduates), giving unemployed young people relevant work experience, and preparing them for future employment.

Our participation in the YES4Youth Programme plays a key role in engendering a multi-generational workforce and rebalancing the representation of women in critical frontline roles. Learners receive a one-year fixed-term contract, a mobile device for ongoing support and training, access to our learning programmes and access to driving lessons. Where opportunities are available, candidates with the right fit for Motus are hired into permanent roles.

Investment
R85 million
invested in the
YES4Youth Programme
to date.

Partnership: a joint initiative
between business, labour
and government.

Supported since: 2021.

558 learners
have received support in
obtaining their learner's
licence and **201**
have received support
in obtaining their
driver's licence (cumulative
since inception).

620 learners
recruited in our
fifth cohort starting
June 2025.




CSI projects

In the fourth cohort,
40 learners worked as
resource centre assistants for the
DP World and Motus Community
Trust and **50** as clinic
administrators for the Unjani Clinics
network – two of our flagship
CSI programmes.

Impact

	Unemployed job seekers recruited	Successful completions in June	Hired into permanent positions
Cohort 4	665	587	322
Cohort 3	505	448	188
Cohort 2	455	402	166
Cohort 1	435	408	196
Total	2 060	1 845	872

 YES4Youth.



Employee-led initiatives

Our inclusion and belonging initiatives extend to employee volunteering, ranging from Mandela Day activities in SA, to blood donation drives organised by Mobility Solutions and fundraising events by our UK and Australian operations in support of various charities.

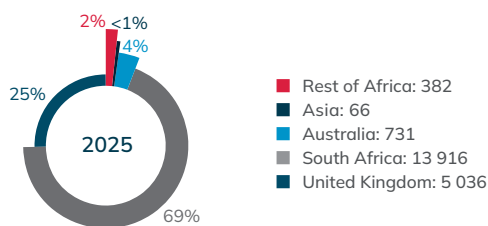
We also celebrate important calendar events such as International Women's Day, Human Rights Day and Heritage Day in SA etc.



2025 performance

Workforce composition (Group)

Geographic breakdown



Number of employees

20 131

2024: 20 156

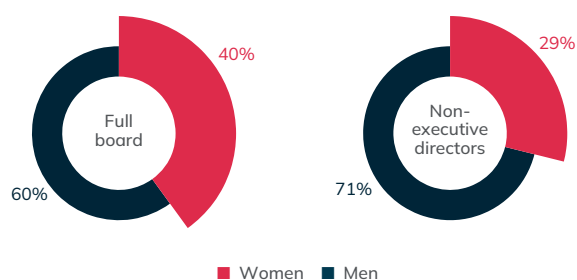
2023: 19 817

There was no material change in overall headcount compared to 2024. In Australia, headcount increased by 5% with the bolt-on acquisition of a Toyota dealership and the standardisation of reporting to Group measures, which include apprentices in overall headcount. Our headcount in the UK decreased by 3%, due to the sale of the Mercedes Truck and Van business. This decrease was despite the acquisition of the Aftercare Response Group and additional temporary staff employed for Aftermarket Parts. In SA, headcount increased slightly compared to 2024 (1%), remained consistent for the Rest of Africa and reduced by 8% for Asia. 3% of the workforce are non-permanent employees, with 281 based in SA, 266 in the UK and 22 in Australia and Asia.

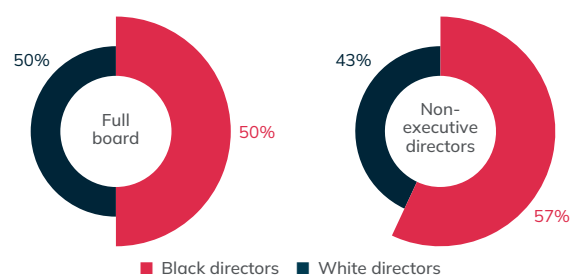
Board composition (Group)

The graphs below show board diversity at the B-BBEE verification date (30 June 2025).

Board gender diversity



Board race diversity





Fair, open and inclusive workplace (continued)

2025 performance continued

Gender (Group)

The Asian operation continues to have the highest representation of women, maintained at 65%. The female complement for SA remained at 37%¹, and for the UK and Australia at 22% and 21%, respectively. At June 2025, there were 54 female dealer principals in our employ – one being the dealer principal of the newly acquired Toyota dealership in Australia.

Overall workforce

33%

are women.

2024: 32%

2023: 31%

Executive Committee²

24%

are women.

2024: 31%

2023: 25%

Top, senior, middle and junior management

29%

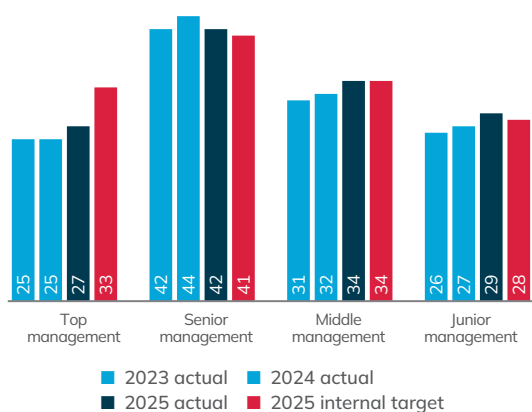
are women.

2024: 27%

2023: 26%

Additional gender metrics (SA)

Women in management roles (%)



Note: graph excludes foreign nationals.



Women hires

37%

of employees hired are women.

2024: 37%

2023: 36%

Women promotions

37%

of employees promoted are women.

2024: 43%

2023: 35%

Women exits

34%

of employee exits were women.

2024: 33%

2023: 31%

Training and development

29%
(R59 million)

of SA training spend used to train and develop women.

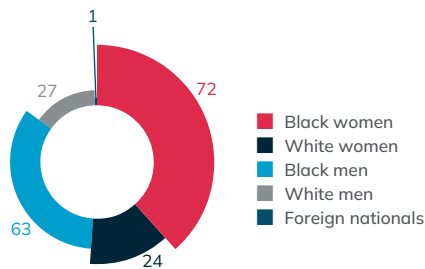
2024: 29%; R65 million

2023: 28%; R51 million

Note: metrics include foreign nationals.

¹ Including female foreign nationals.

² At publication date.

**2025 performance** continued**Disability (SA)****Breakdown of employees living with disabilities (number)****Employees living with disabilities****187**

2024: 167

2023: 165

The representation of people living with disabilities is 1% (excluding foreign nationals) of the South African workforce and requires focused effort to meet the gazetted target of 3%. 84 people living with disabilities were hired during the year, 40 left our employ and 73 were accepted onto a learnership programme.

Employment equity (SA)

Of the 3 973 people hired in SA in 2025, 85% are black (2024: 85%; 2023: 82%). Of the 1 064 employees promoted in 2025, 84% are black (2024: 87%; 2023: 77%). 79% of exits were black employees (2024: 77%; 2023: 76%).

Overall black representation**80%**

of the workforce.

2024: 79%

2023: 76%

Black women representation**30%**

of the workforce.

2024: 28%

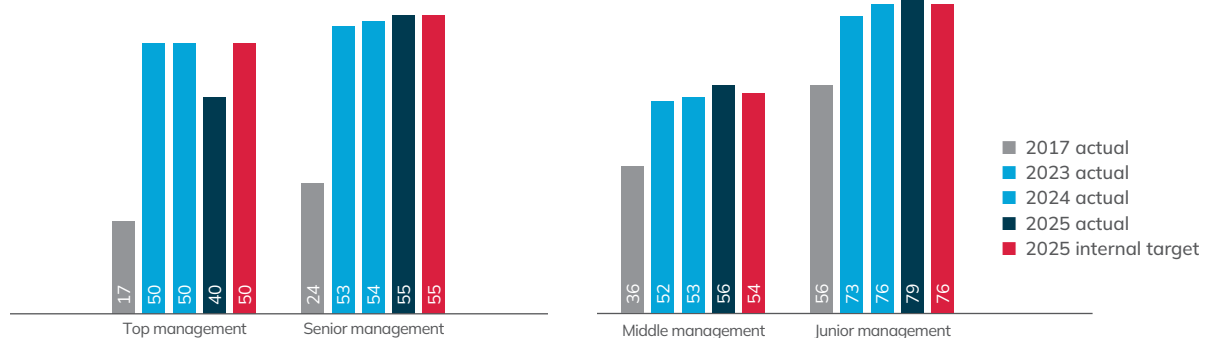
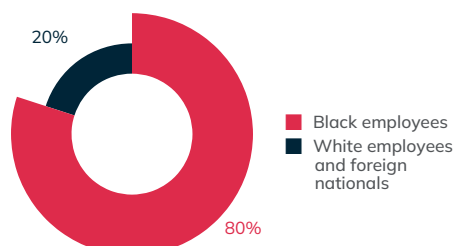
2023: 26%

Black dealer principals**61%**

of dealer principals.

2024: 58%

2023: 46%

Black managers (%)**Training of black employees****R173 million**

(86% of SA spend) invested in developing black people against a B-BBEE scorecard target of R186 million.

2024: R186 million (84%)

2023: R152 million (79%)

R53 million

(26% of SA spend) invested in developing black women.

2024: R56 million (25%)

2023: R42 million (27%)



Fair, open and inclusive workplace (continued)

Fair human resources practices

We are committed to fair labour practices, including fair remuneration, recruitment and working hours and adherence to minimum wage requirements.

Remuneration

When necessary, adjustments are made to remuneration to demonstrate the value of roles in relation to one another, regardless of the incumbent, and to defend our pay philosophy. To guard against discrimination, the remuneration gap between the highest paid and lowest paid employees, and equal pay and opportunity within occupational levels in terms of race and gender, are assessed annually as part of our employment equity reporting in SA.

In the UK, equality of pay is closely monitored and corrected when issues are identified. In Australia, pay differential analyses are a legislative requirement. The Workplace Gender Equality Agency's first public report on the gender representation and payroll equality statistics for large companies in Australia (published in 2024), showed that Motus' female employees are paid equitably and we perform better than the industry average.



Remuneration report in the shareholder report.

A new three-year wage agreement was signed between organised labour in SA and the Motor Industry Bargaining Council in August 2025. The agreed increases from 1 September 2025 to 31 August 2028 are 5% per year.

Employee relations

Our employees are free to choose which union, if any, they wish to be affiliated with. Non-unionised employees are always represented in major discussions. All interactions with employees, including disciplinary actions and negotiations on terms of employment, are managed with the utmost responsibility and privacy, and in a fair, open and respectful manner.

2025 focus

- Fostering positive interactions between employees and management.
- Ensuring we employ responsible business practices that align with our DEI strategy.
- Reviewing our employee relations offering in SA to ensure it is fit-for-purpose, cost effective and aligned with the Group's needs.





2025 performance

Two-Pot Retirement System (SA)

Since the implementation of the Two-Pot Retirement System in September 2024, 43% of Motus Retirement Fund members submitted claims to withdraw money from their pension savings. The majority of claims were from employees aged 31 to 40 at 34%. The average claim value was R12 320 with the total value of claims paid out being R43 million. The fund's administrators engaged with our HR practitioners and employees to ensure that processes and the consequences of such withdrawals were clearly communicated and understood.

Restructure of operations (SA)

SA's prolonged economic downturn has led to growth stalling in the vehicle retail divisions, requiring the realignment and consolidation of our dealership footprint, and resulting in retrenchments in the first half of 2025. After the uptake of voluntary severance packages, resignations and, where possible, the transfer of affected employees into different roles within Motus, 100 employees were retrenched. All retrenchments met legal and collective bargaining requirements.

Employee relations (SA)

200 (2024: 300; 2023: 218) employees received training on industrial relations covering effective communication, conflict resolution and fostering a positive work environment. 991 (2024: 1 074; 2023: 1 131) employee relations matters were heard, comprising disciplinary hearings, formal grievances and cases referred for arbitration or dispute resolution. The highest number of cases were within the junior management level (42%) and related to poor work performance followed by the semi-skilled employment category at 34%.

Union membership

8 192

employees covered by collective bargaining agreements, equating to 59% of the workforce in SA. 91% of union membership is with the Motor Industry Staff Association.

2024: 8 065; 59% of workforce

2023: 8 254; 60% of workforce

Disciplinary

467

disciplinary hearings, of which 72 (2024: 75; 2023: 60) related to poor work performance and 395 (2024: 331; 2023: 361) resulted in dismissals.

2024: 442

2023: 526

26% (2024: 25%; 2023: 23%) of dismissals related to not following Motus' work standards, 15% (2024: 16%; 2023: 14%) for insubordination and 27% (2024: 27%; 2023: 29%) for dishonesty.

Disputes and grievances

30

grievances lodged.

2024: 22

2023: 13

49

new cases referred to the Dispute Resolution Centre or CCMA¹. At year end, the cumulative number of cases that were still open was 15. Of the cases closed during the year, 58% were ruled in Motus' favour.

2024: 26

2023: 78

2

of the arbitration awards found in our favour were referred to the Labour Court (an average of two to three years to finalise).

2024: 3

2023: 7

¹ Commission for Conciliation, Mediation and Arbitration.



Fair, open and inclusive workplace (continued)

Mobility for Good

Promoting DEI and belonging

Our sales learnerships are a great opportunity to expose learners to Motus' culture and provide them with a clear career pathway to sales executive roles.

From the first cohort of women who participated in SA Retail's sales trainee programme, 18 out of 20 completed the programme in 2025 and were offered permanent roles. In February 2025, SA Retail onboarded 23 youth with disabilities on learnership programmes across its dealerships and hosted two workshops to ensure that our managers are equipped to support the needs of these learners.

During the reporting year, Kia promoted its first female dealer principal and in its first cohort of the Sales Cadet Programme, 58% of participants were women. An additional 20 female learners started the programme in July 2025. Kia also supports 11 female apprentices. In celebration of Women's Month, Kia highlighted the contributions of 12 women in its Women Who Inspire campaign.

Hyundai has adopted a recruitment strategy where 30% of hires for certain roles must be women. This supports Hyundai's aim to increase gender diversity in sales leadership positions.



Food bank collection (UK)

In the UK, our employees and customers collected funds and food for communities over the Christmas period.



Heritage Day (SA)



On Heritage Day, employees were encouraged to wear traditional attire and engage with each other on their traditional food and customs.

Santa Shoebox project (SA)

Our human capital, risk and sustainability teams from head office delivered 20 shoeboxes packed with hygiene products, toys, outfits and sweets for underprivileged boys and girls.



Roll-A-Thon (Australia)

Employees from Ford dealerships in Sydney, and their families and friends, participated in a four-hour Roll-A-Thon Corporate Challenge.



Sydney

The event raised approximately R1,2 million for Wheelchair Sports NSW/ACT, supporting their mission to improve the lives of people with disabilities through their participation in sport.



DAY (SA)

Mobility Solutions donated school supplies to an orphanage caring for 120 children affected by HIV/Aids.



Women in motoring

In SA, six Motus women were recognised for their contribution to the motoring world in the Motoring Women of the Year awards by MFC, a division of Nedbank.

Additional awards received by Motus Women include the F&I¹ Industry Leadership Award at the F&I Industry Awards sponsored by ABSA in SA, and the Triumph Award at the Association of Accounting Technicians Impact Awards in the UK. Also in the UK, a general manager of Roco Truck Bodies was nominated as one of the Automotive 30% Club Inspiring Automotive Women initiative.



STEPtember (Australia)

In Australia, we participated in the STEPtember challenge. With over **7,8 million** steps taken, the challenge raised around **R38 000** for cerebral palsy research and support programmes.

Women on Wheels (Australia)



In Australia, our Women on Wheels event educates and empowers women on understanding vehicle servicing, how to check critical items such as brakes, tyre wear and battery connection etc. and tips on defensive driving. This community-based event is advertised on social media and also extends to our female customers.

Reward and recognition (SA)



Mobility Solutions' annual recognition event honours its star performers. Of the 11 finalists, three received awards.



Morwell Neighbourhood House (Australia)

Employees in Australia volunteered to help in the People's Kitchen of Morwell Neighbourhood House, which provides food support and addresses the health and wellbeing of underprivileged families.

¹ Finance and insurance.



Talent pipeline and professional growth

Why this is material

Talent management is a strategic balance, integrating fresh skills while preserving experience and institutional knowledge. Attracting and retaining specialised talent goes beyond competitive compensation. It requires meeting employee expectations, a deep alignment with organisational purpose and values, a culture of recognition, and ensuring that those who drive results feel genuinely appreciated. In addition, investing in both current and emerging leaders secures the future of Motus, fuelling competitive advantage and the delivery of the Group's strategic priorities.

Employee retention ensures stability, operational efficiency and a cohesive company culture while minimising vacancies and hiring costs.

Innovation empowers Motus to respond to evolving customer expectations, unlock efficiencies and pioneer new business models that drive growth, while securing our future relevance and long-term sustainability. Our people are the true force behind our innovation; therefore, it is imperative that we cultivate an innovation culture where intrapreneurs can experiment, take risks and bring ideas to life.



In this section

Talent management	86
Talent attraction and retention	90
Innovation	92

Key performance indicators (year on year)

Training spend (Group)



5% ▲

R367 million

Management Development Programme (UK)



7% ▲

16

Training hours per employee (SA)



15% ▲

84 hours

Employee turnover (SA)



1% ▲

28%

Managers developed (SA)



3% ▲

362

Employee turnover (UK)



1% ▲

20%

Note: excludes the sale of Mercedes Truck and Van.

Key



Pleased with performance

Room for improvement

Behind where we want to be



Highlights

- Identified the critical and priority skills required for each business performance driver.
- Promoted 1 308 employees across SA, the UK and Australia.
- Introduced Motus Exponential (m*) programmes that mentor employees through the innovation process.
- Held the second Futuremakers Awards.

Lowlights and challenges

- **Group:** high turnover in critical revenue generating roles, particularly sales, in line with industry realities.
- **Group:** the training required to manage the impact of fast-paced digitisation and transformative technologies on job roles.
- **Group:** shortage of workshop technicians, truck bodybuilders and auto-electricians.
- **UK and Australia:** low unemployment, making it easier for people to move between jobs, placing pressure on employee retention and replacement.

Objectives

Ensure that critical and priority roles are filled with talented individuals with the skills to deliver high tangible value and business growth.

Specifically:

- **Group:** continuously update our succession planning.
- **Group:** develop strategic workforce planning capabilities to address future skills needs (medium term).
- **Group:** improve engagement with job applicants.
- **Group:** ensure that learning and development programmes build the skills that augment our business performance drivers.
- **Group:** promote AI adoption.
- **SA:** explore opportunities to host more hackathons with leading South African universities.

An **asterisk** denotes calendar year.

Context

The world is experiencing a **widespread shortage of skilled talent**. The gap between talent supply and demand is growing, with up to 75% of employers worldwide reporting difficulty in sourcing talent¹. For the automotive industry, which is undergoing rapid technological transformation, the estimated global shortage of workers is 4,3 million by 2030².

Key drivers behind the global skills shortage include retirements outpacing new recruits, rapid technological advances, industry-specific training shortfalls and heightened global competition for talent. At the same time, emerging technologies (from AI to green energy) are creating **new roles and skills requirements**; this change is happening faster than talent can be acquired or developed. For the automotive industry, shortages include digital and data experts, engineers and skilled tradesmen and technicians. In addition, the push toward vehicle electrification and connectivity has created intense competition for software engineers, battery specialists and cybersecurity experts; roles that were not as prominent in the industry ten years ago. The fierce competition for technology and digital skills not only impacts Motus' competitiveness and ability to meet the expectations of tech-savvy customers; it also affects our service providers who provide networking, application support and application development services.

According to McKinsey³, 65% of organisations in 2024* regularly used generative AI. AI adoption jumped to 72% in 2024*, up from around 50% in previous years. Companies need to take proactive action now to be **ready for the future**. This includes actively forecasting what skills will be needed in the next five to ten years and cultivating these skills internally. Providing employees with the opportunity to continuously update their skills has the added benefit of improving retention.



Our approach to human capital management.

¹ *MPG_TS_2024_GLOBAL_Infographic.pdf*.

² *Business leaders warn of acute skills shortage across automotive and mobility sector | Ennis & Co.*

³ *The state of AI in early 2024 | McKinsey.*



Talent pipeline and professional growth (continued)

Talent management

Our skilled and highly experienced leaders are well respected within the industry and understand regional and global markets, trends and evolving customer needs across the automotive value chain. Their collective experience drives strategy forward, ensuring operational efficiency, cost-effectiveness and strong stakeholder relationships while effectively empowering and motivating high-performing teams that support sustainable growth.

Maintaining this leadership continuity is vital for the Group's long-term sustainability and success. In tandem, we must understand and cultivate the type of workplace environment that allows people to thrive. Our talent management strategy aims to strengthen our leadership pipelines, foster a culture of continuous growth and attract and retain the right people who are inspired by our purpose and meet the Group's evolving needs.

Each business segment and regional operation has its own talent management strategy that covers the components below. In SA, where 69% of the workforce is located, workforce planning and targets are incorporated in our three-year operational plans.

We lean towards attracting external candidates at lower employment levels and grooming and training them to create a pipeline for core, junior management and leadership positions. Employees from junior management upwards are encouraged to take on diverse or cross-functional

responsibilities to grow and prepare for future opportunities. We adopt a 70:20:10 leadership development principle with 70% being on-the-job learning, 20% informal learning and 10% formal training.

We ensure that our leaders understand the importance of developing successors and how this supports their own growth within the Group. Our succession plans for executive positions cover emergency placement and successors for the long term. Roles are assessed on their importance for Motus and the scarcity of the skill within the market. The criticality assessment is performed annually and the list of successors for executive positions is updated every six months or when changes occur. These assessments provide a view of the diversity profile of successors and allow us to manage potential retention risks. This succession planning process will be expanded to cover senior and middle management by 2027.

2025 focus

- Building strong, effective leaders.
- Identifying high-potential employees across business segments and regional operations and developing their capabilities.
- Ensuring a pipeline for roles that require critical and priority skills.
- Achieving our skills development plans and targets.



Leadership capability and development

Our succession pipeline at executive level supported the following internal promotions and restructured executive mandates during the year – Ockert Janse van Rensburg as the Group's CEO, a new Head of Import and Distribution, a new CEO for Hyundai, the separation of the SA Retail and SA Vehicle Rental divisional responsibilities with a new CEO for SA Retail, and a CEO of Mobility Solutions Products (separating responsibilities between operations and strategic alignment for the business segment). The Chief Information Officer was appointed to the Group Executive Committee. Executive changes were also made at Kia, SA Aftermarket Parts and Mobility Solutions. These changes to executive teams aim to allow the space and time for integrated thinking about strategy and new ways of doing things.

The depth of leadership successors across the Group was presented to the Nomination Committee in February 2025. The average ages of our executive and senior management in SA are 50 and 48, respectively, and their average tenure is 13 and 11 years, respectively.



Development programmes

The Motus-led leadership development programmes in SA are designed to develop the skill sets, qualities and behaviours to navigate and lead in a complex and evolving business landscape. The Future Leaders and Women in Leadership programmes enhance the 'future-fitness', adaptability and resilience of our leaders and their successors. The balance of our management development programmes prepare a pipeline for supervisory and management positions. All programmes allow participants to meet colleagues from across the South African operation.

In the UK, the Motus-designed Management Development Programme targets future leaders identified in the succession planning process as having high potential.

Critical and priority skills

Our talent management strategy helps align our investment in learning and development with our medium- to long-term strategic objectives, highlighting where we may have gaps or where we need to evolve employee skill sets to be future-ready. The restructuring of our performance lens has highlighted where we need to improve the attraction and development of critical¹ and priority² skills per performance driver. For example, to improve employee retention in our workshops, we are formally structuring a career path with development support for service advisors, who play an important role in the customer experience.

¹ Essential for immediate operational performance.

² Aligned with strategic goals and growth plans.

³ National Qualifications Framework.

Our apprenticeships bring new talent into the Group to strengthen our pipeline for junior management and to help fill entry-level roles that are prone to high attrition. In SA, we also offer employees access to NQF³-aligned courses and the Bachelor of Business Administration. Business segments deliver their own specific product, technical and academic training through programmes like the 2IC Programme, dealer management programmes and Sales Cadet programmes. In the UK and Australia, we offer online bespoke programmes across a number of subjects.

There is a broad range of apprenticeship opportunities across all businesses in the UK. As around one third of our workforce in the UK comprises technicians, the operation's board regularly reviews the apprentice pipeline to ensure it adequately meets our needs.

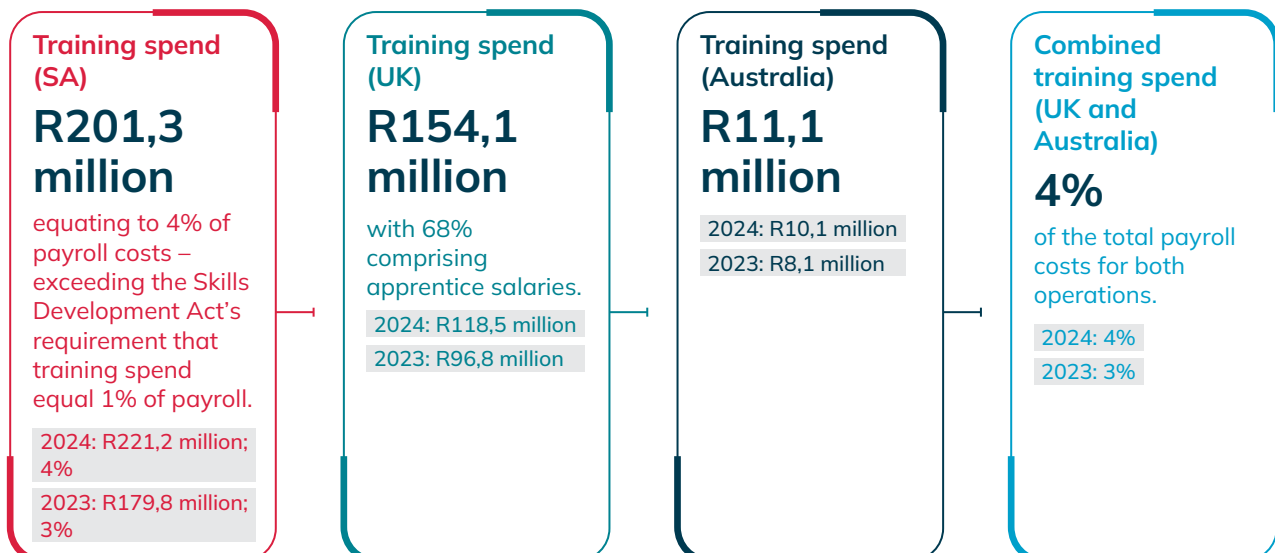
Digital dexterity

In our fast-changing industry and increasingly digital world, we are mindful of the need to enhance the digital dexterity of our employees as they are increasingly expected to engage with (and through) various forms of devices, platforms and applications. This training supports employee growth and ability to secure quality jobs in the future. In SA, we provide cybersecurity training (see page 135), AI has been incorporated in our leadership development programmes and Mobility Solutions leverages AI and digital playgrounds to create a safe space for its employees to learn new skills with confidence. A project is also underway to roll out Microsoft Co-Pilot across the Group.

2025 performance

Training spend (Group)

The Group's training spend increased 5% year on year to R367 million. Training spend in SA reduced 9% year on year, primarily due to an increase in cost effective online learning and on-the-job learning and a decrease in external service provider training.





Talent pipeline and professional growth (continued)

2025 performance continued

Leadership development (Group)

362 employees

received managerial development training in SA – 75% black and 49% women.

2024: 351

2023: 292

16 employees

received managerial development training in the UK – 31% women.

2024: 15

2023: 16

Leadership enrolments in SA

	2025	Black (%)	Women (%)	2024	2023		
Senior and middle management programmes (SA)							
Future Leaders	25	68	44	25	Paused ¹	GIBS partnership: equips high-potential employees to think at a higher strategic level and to effectively respond to change, preparing them for future executive roles.	
Women in Leadership	Deferred to 2026 ²			26	Paused ¹		GIBS partnership: empowers women to effectively lead in a male-dominated environment.
BBA	78	81	58	94	93		Regenesys partnership: develops employees who are or will be responsible for managing people and/or projects.
Middle and junior management programmes (SA)							
Dealer Manager (NQF5)	15	50	50	16	21	These merSETA quality assured national certificates teach newly appointed dealer principals as well as sales, parts and workshop managers how to work with individuals and teams, and focus on customer service excellence as well as risk, change, project, financial and asset management.	
Portfolio Management (NQF4)	13	75	33	9	25		
Junior management and semi-skilled programmes (SA)							
Manager 101	33	64	73	29	52	Programmes for new leaders and team leaders, teaching them how to lead others, achieve efficiency and build emotional and social intelligence.	
Manager 201	10	90	60	27	23		

¹ No enrolments in 2023 as programmes were paused to define the leadership characteristics we want to cultivate.

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 begin a programme per year.

**2025 performance** continued

Additional training metrics (SA)

Number of employees trained**8 180**

equating to 59% of the South African workforce.

2024: 5 950

2023: 8 008

Hours of training**84**

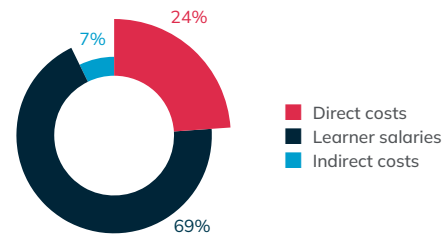
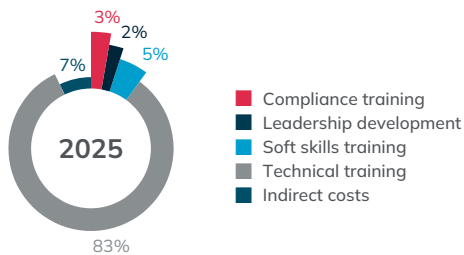
hours per employee.

2024: 73

2023: 72

Of our total training spend in SA, the highest allocation went to developing junior managers at 39%, followed by semi-skilled workers at 35% as part of our commitment to uplift employees. At the semi-skilled level, 56% of employees received training (2024: 43%; 2023: 57%).

Training spend breakdown



Additional training metrics (UK)

Apprenticeships**176**

apprentices enrolled with 93 recruited during the year.

2024: 233; 81 recruited

2023: 200; 87 recruited

Online courses completed**20 087**

2024: 28 002

2023: 24 914

Completion rate**89%**

across all enrolled courses at year end.

2024: 98%



Talent pipeline and professional growth (continued)

Talent attraction and retention

For current roles, we prefer to promote from within the Group. For new roles, we recruit externally to enhance and strengthen the internal pool but only if all potential internal candidates have been considered. Our goal is to support talented individuals to succeed quickly from the time they are hired to when they are able to meaningfully contribute to the Group. To enhance how new recruits first experience Motus, the Group human capital function is working with business segments to provide a consistent onboarding experience for new employees. This will include orientation and training for less experienced entrants.

2025 focus

- Retaining and recruiting top talent with the right level of skills.
- Rotating talent within the Group to gain experience and create opportunities.
- Developing a talent mobility framework (policy and guidelines).

Employee turnover

The new human capital data management system for SA (see page 26) is providing deeper insights on critical and priority skills and employee turnover in these roles, enabling a more proactive approach to workforce planning within business segments.

Talent sourcing

In SA and the UK, we participate in school, college and university career days and festivals to enhance our profile as an employer and attract young talented people to pursue a career with Motus. In the UK and Australia, we also run technician recruitment projects to attract technical skills from other regions.

In SA, the Motus Careers platform supports our ability to attract the best candidates and provides our employees with a broad view of potential opportunities within the Group that they may be interested in. The effectiveness of the platform was reviewed in 2025, with a new service provider appointed from 2026. The next step to improve our sourcing of employees is to review the total cost of talent acquisition and to benchmark our vacancy and recruitment rates. For 2025, 56% (2024: 44%; 2023: 45%) of job applications received on Motus SA Careers were from women and 98% (2024: 98%; 2023: 97%) of applicants were black, positively contributing towards our employment equity targets. Going forward, applicant feedback will be tracked.



Motus Careers.

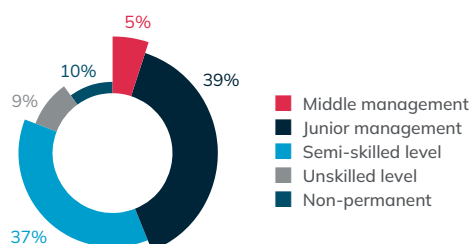
Talent mobility

Talent mobility allows employees to gain experience in a number of areas and unlocks organisational value by placing talent where it can make the most impact. As we become more proficient in gathering the data to enhance our visibility of talent, we will be able to clearly define career progression pathways, and strategically move employees across different roles and areas of the Group. Mobility opportunities include seconding experienced managers to emerging importer brands to guide and help structure new businesses, and the rotation of personnel to introduce innovative concepts across more areas of the Group. In 2025, 332 employees were transferred within the Group, 45% being women and 81% being black employees.

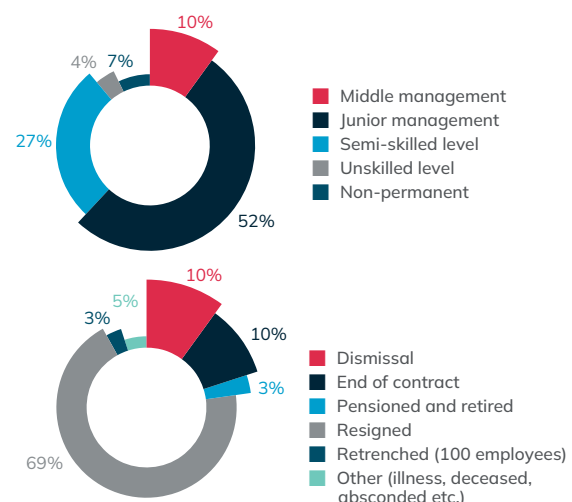
**2025 performance****Employee turnover (Group)**

 South Africa	Employee turnover 28% 2024: 27% 2023: 23%	Employee hires 3 973 2024: 3 607 2023: 3 876	Employee exits 3 852 2024: 3 791 2023: 3 507	Promotions 1 064 2024: 569 2023: 482
 United Kingdom	Employee turnover¹ 20% 2024: 19% 2023: 17%	Employee hires 665 2024: 832 2023: 838	Employee exits¹ 593 2024: 594 2023: 869	Promotions 218 2024: 473 2023: 392
 Australia	Employee turnover 35% 2024: 31% 2023: 39%	Employee hires 226 2024: 232 2023: 245	Employee exits 240 2024: 195 2023: 217	Promotions 26 2024: 17 2023: 1

¹ Excludes Mercedes Truck and Van. 484 employees transferred to a new employer with the sale of the business.

Additional employee turnover metrics (SA)**Employee hires**

In SA, there were 20 hires at top and senior management (2024: 24; 2023: 10). The majority of new hires for the year were at junior management and the semi-skilled levels. 63% of engagements were men (2024: 63%; 2023: 64%). The majority of appointments were general workers and the average age of those appointed was 34.

Employee exits

There were 20 exits at top and senior management (2024: 12; 2023: 10) in SA. Exits were the highest at junior management level followed by semi-skilled workers. The majority of exits were in the administration, sales and driver roles. 66% of exits were men (2024: 67%; 2023: 68%), 69% were voluntary (2024: 71%; 2023: 70%) and 3% were retrenchments (2024: 2%). The average age of those who left our employ was 37 and their average tenure was four years.



Talent pipeline and professional growth (continued)

Innovation

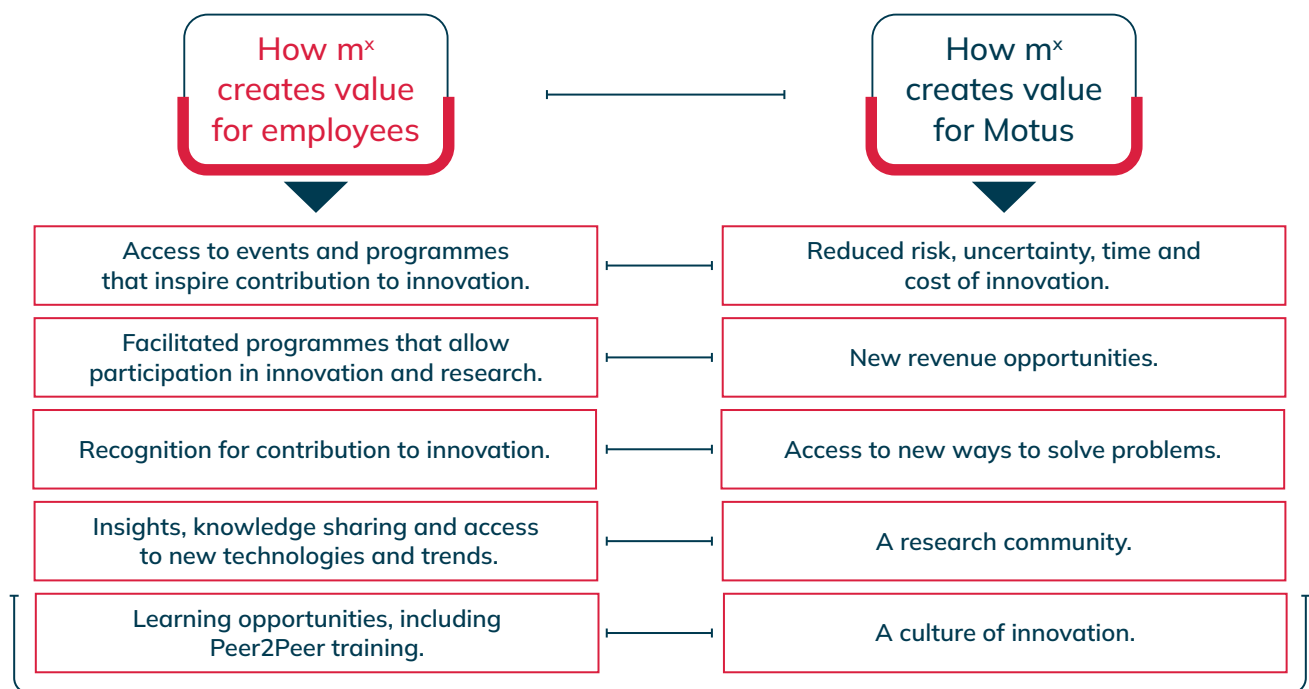
We have built a powerful innovation capability that fosters continuous learning, testing and experimentation, enhancing our ability to deliver relevant products and services efficiently. The innovation framework, which applies global best practices, has proven effective in taking new products and services to market. It provides solutions that allow Motus to adapt to changing customer needs and behaviours. By continuously exploring new and better ways to operate, we stay agile, relevant and at the forefront of developments in the automotive industry.

Our culture of innovation is based on the principle of intrapreneurship – a system that allows an employee to act like an entrepreneur. Our innovation platform, m^x, empowers employees at all levels and across our different businesses to propose and develop innovations based on their daily

experiences and participate in the development of market-leading solutions.

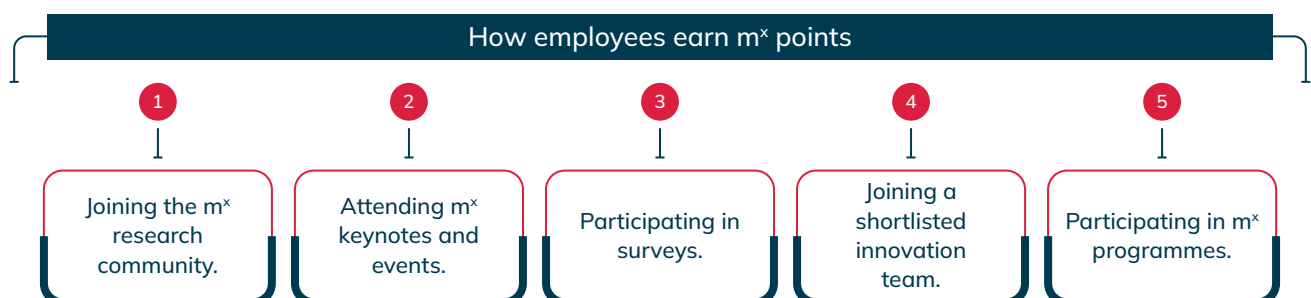
The central m^x team comprises highly skilled and experienced intrapreneurs; their sole KPI being to drive innovation. The team supports our businesses in validating innovation opportunities and collaborates closely with mandated employees to solve problems and develop commercially relevant solutions.

Through m^x we create tangible value for employees and measurable commercial impact for the Group. Employee participation is broad based, enabling them to contribute ideas, collaborate on concepts, and join teams to bring workable concepts to life. Importantly, m^x helps identify talented individuals for development, and sets Motus apart in attracting top talent with scarce skill sets.



See what m^x is about.

An employee's participation in innovation earns points – the more points an employee accumulates, the greater their chance of being recognised as a Motus Futuremaker (see page 98).





In the UK, m^x webinars are made available to the teams that benefit the most from the topic discussed. Some employees have also participated in m^x innovation drives customised for the UK business.

2025 focus

- Developing tools that assist employees to test their ideas without assistance from the m^x team.
- Implementing a new m^x platform built in-house, customised for Motus and which centralises all m^x activity and provides an improved user experience.

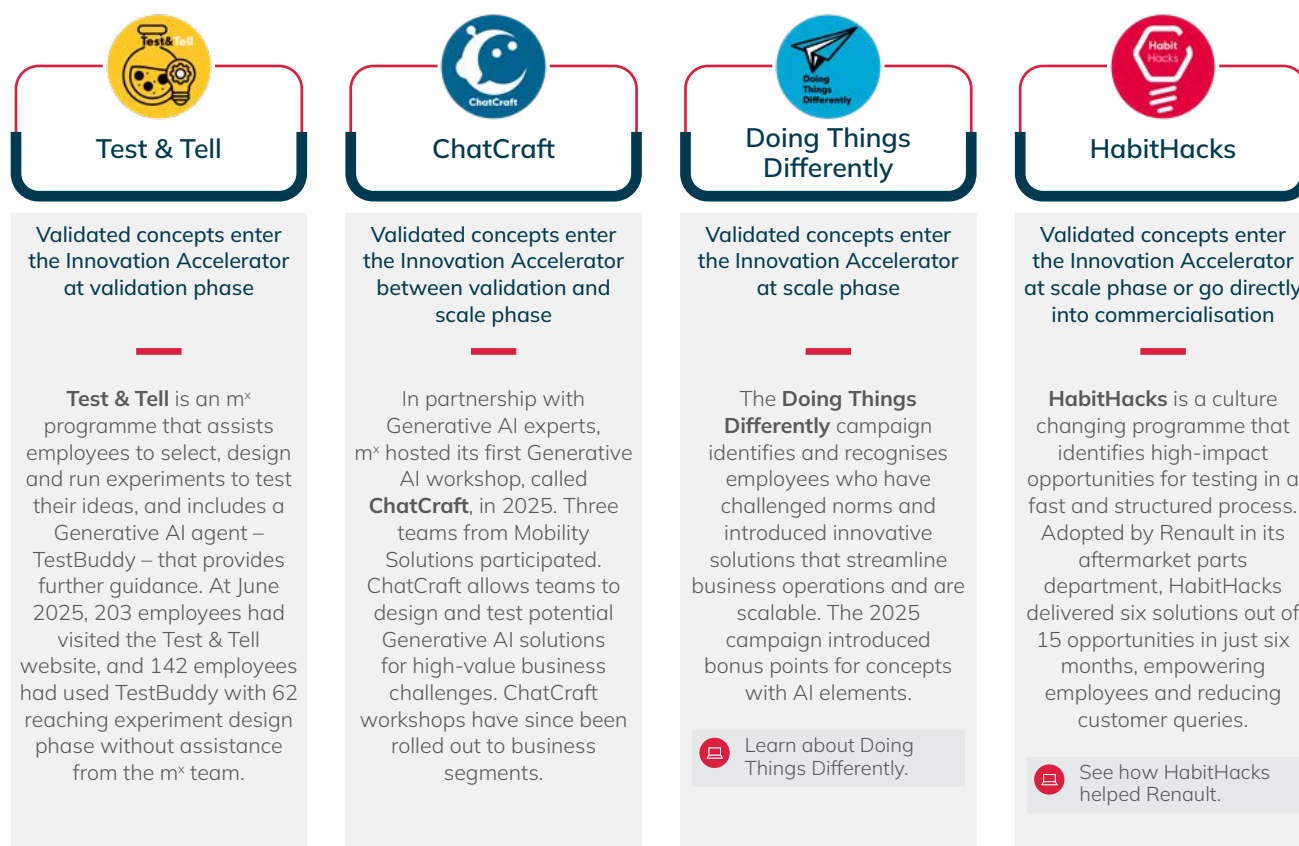
m^x programmes

Our innovation programmes create a conducive environment for new ideas and drive momentum in developing practical solutions. We regularly evaluate and refine the programmes to identify those that deliver the best outcomes for Motus, and remove or amend those that are less effective. Programmes are evaluated based on the number of innovation concepts in the portfolio, number of new ideas

generated, success rate of implemented concepts and programme participation rates.

Concepts initially originated from our innovation sprints and progressed linearly through the m^x Innovation Accelerator from the discovery phase (see page 96). This year, we evolved the model, introducing new programmes that empower employees and businesses to independently test and experiment their ideas to solve real-world business challenges. Custom chatbots mentor employees through the innovation process and provide different 'on-ramps' to the appropriate phases of the m^x Innovation Accelerator. Currently, 22 concepts are in various stages of the experimentation process.

Projects for next year include the development of an m^x knowledge hub that provides teams with easy access to historical concepts and insights (preserving institutional knowledge), the improvement of cross-divisional collaboration by sharing findings with teams working on similar problems, and the launch of a dedicated space for employees to engage in research activities like surveys, focus groups and prototype testing.





Talent pipeline and professional growth (continued)



Validated concepts enter the Innovation Accelerator between validation and scale phase

Standard Bank AI Blitz

In November 2024, the m* team together with industry experts, customers and colleagues gathered for an AI Opportunities Blitz hosted by Standard Bank. The blitz was designed to explore solutions together that typically would not be conceived of on their own. Teams explored the potential of AI to address challenges, with ten concepts pitched on the day.



Standard Bank and Stellenbosch University

Together with Standard Bank and the School of Data Science and Computational Thinking at Stellenbosch University, we hosted a hackathon in August 2024 focused on road safety and the pothole crisis in SA. Students were challenged to use AI to calculate how much asphalt is needed to fill potholes and to consider how their proposed solutions could be commercialised. Over 180 students signed up for the challenge, with a number of creative ideas presented.



University of Johannesburg

In June 2025, we launched a hackathon in partnership with the University of Johannesburg, in which students were challenged to predict, from the thousands of leads received by Motus, the likelihood that prospective buyers would purchase a vehicle. Prizes were sponsored by Renault with first place receiving R20 000. Students benefitted from real-world experience and visibility to potential employers. In 2026, the predictive models will be developed into proofs of concept for testing within the business.



Keynote events

Several m* keynote events were hosted during the year to guide the development of concepts and encourage employees to submit their ideas through the m* programmes. Discussions covered the importance of protecting the economic value of oceans, trees and animals, transitioning the world's current approach to mobility to avoid the effects of climate change and the trends, opportunities and pain points experienced by informal vehicle traders, mechanics, panel beaters and fitment centres. Other workshops explored how cutting-edge technology and AI can be harnessed to solve every day work challenges, how lean start-up principles, design thinking and innovative business models can support growth, the opportunities that WhatsApp and Conversational UX may offer business and how to systematically reduce risk and uncertainty when testing new ideas. These events were hosted by local and global innovation leaders. Following from these events, we have some Generative AI projects in various stages of development and testing across the Group.



2025 performance

Employee participation (SA)

We have evolved our focus from measuring the number of employees registered on the m* platform to tracking active engagement and meaningful participation in innovation initiatives. This enables us to measure the effectiveness of our custom tools and m* programmes.

1 062

employees participated in **inspiration** activities, mostly Test & Tell website registrations.

2024: 362

286

employees participated in **ideation** activities, mostly research community registrations.

2024: 190

287

employees participated in **implementation: discovery, validation and scale** activities (Test & Tell, HabitHacks and ChatCraft) and concepts transitioning from validation phase to scale phase.

2024: 100

Additional innovation metrics (SA)

Doing Things Differently:
concepts shortlisted
(number)



2024: 9 business areas; 16 concepts

2023: 9 business areas; 21 concepts

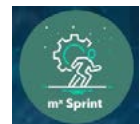
10
concepts
shortlisted

7

m* Sprints; focused problem-solving for internal business challenges.

2024: 4

2023: 11

**7**

keynote events with an average of 103 attendees per event.

2024: 6; 122 attendees (average)

2023: 10; 115 attendees (average)



Annual innovation survey results: page 74.



Talent pipeline and professional growth (continued)

2025 performance continued

m^x Innovation Accelerator (SA)

The m^x Innovation Accelerator is a dynamic portfolio of strategically meaningful and carefully validated concepts. Our businesses dedicate attention and invest resources to develop and test concepts for desirability, feasibility and viability and, in cases where the evidence is compelling, to commercialise these concepts. Since its launch, the m^x Innovation Accelerator has supported 58 concepts through structured phases – discovery, validation, scale and commercialisation. Of these, 37 concepts have been retired, 11 remain in progress and ten have been commercialised.

We test our innovation concepts for:

Desirability

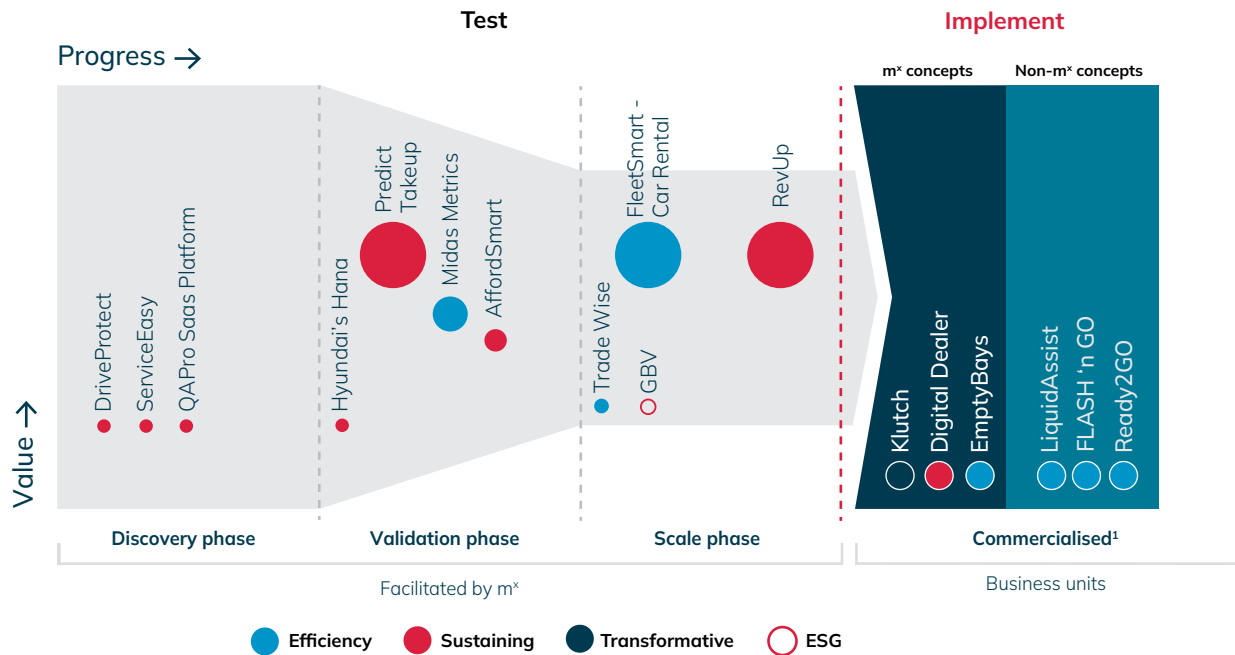
– do customers want it?

Viability

– can we build it?

Feasibility

– can we make it profitable?



¹ Concepts that were commercialised in the last two years.

Note: each innovation that moves through the innovation funnel transitions from hypothesis to pilot to scale implementation. This approach ensures that commercialised concepts are relevant to the business. Concepts enter the funnel through m^x sprints as well as validated opportunities arising out of our m^x programmes.



See how our innovation funnel works.



EmptyBays: page 65.



Klutch: page 117.



Gender-based violence: page 120.



QA Pro: page 129.



Detailed information on the innovation process: innovation and digitisation review in the integrated report.



Mobility for Good



Attracting young talent

SA Retail's apprenticeships create opportunities for young people to start technical careers; at June 2025, SA Retail had 203 apprentices.

In one initiative, the division partnered with the Motus Technical Academy and the Katlehong Engineering School of Specialisation to develop a pipeline of technicians. Ten students, eight of whom are women, were accepted onto a three-year apprenticeship. Where possible, placements are offered with SA Retail or within the broader Motus Group on the successful completion of programme.

In the UK, Motus Commercials' Service and Maintenance Technician Trainee Programme develops technicians to a level 2 repair diagnostic technician. The programme received a Princess Royal Training Award in November 2024. At the British Training Awards, Motus Commercials' training and development team was nominated as a finalist in the Training Initiative of the Year and the Learning and Development Experience of the Year categories, and won a Highly Recommended Award in the Early Careers Initiative category. The team also placed in the 'Rate My Apprenticeship' Top 100 Apprentice Employers list for 2024 (based on independent apprentice reviews).

In October 2024, Motus Commercials celebrated its 26 apprentices at the Annual DAF Technical Graduation ceremony. Seven of Motus' apprentices were award finalists.



Recognition (SA)



Leadership programmes (SA)

Graduates of the Motus' leadership development

programmes – the Future Leaders and Women in Leadership programmes. These programmes are designed to empower participants to refine their leadership skills, tackle carefully selected organisational challenges and provide practical and innovative solutions through business improvement projects.



National Skills Olympics (SA)

Hyundai hosted its annual National Skills Olympics, in which technicians and apprentices go through a series of elimination activities to identify the Top 10 candidates for the finals. The Top 3 winners then compete globally with the winners from other countries.

SAICA-accredited learning programme (SA)

SA Retail enrolled 67 of its finance team members on SAICA¹-accredited learnerships aligned with various NQF levels and funded directly through merSETA.



SA Aftermarket Parts won an award for Skills Development and Retention of Learners and Graduates from the Wholesale and Retail SETA².

¹ South African Institute of Chartered Accountants.

² Sector Education and Training Authority (SA).



Talent pipeline and professional growth (continued)

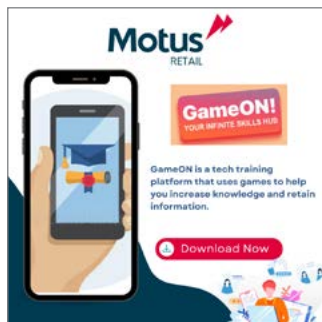
Mobility for Good

One Motus Graduation (SA)

In March 2025, the One Motus Graduation celebrated the achievements of 81 graduates from two flagship programmes: the Bachelor of Business Administration and the Portfolio Management Programme.



Gamified sales training (SA)



gameON, launched across the dealership network, is a gamified app that offers a fresh, fun and competitive edge to learning, empowering salespeople with the skills and tools to boost closing rates. Accessible on mobile phones, the app supports self-paced learning.

Nedbank CIB Innovative Disruption Conference (SA)



Motus presented its innovation strategy at the Nedbank CIB Innovative Disruption Conference, which included panel discussions on innovation and business development, navigating disruption, and AI and cutting-edge systems to enhance efficiency and competitiveness.

Motus Futuremakers Awards

In February 2025, we held the Motus Futuremakers Awards to recognise the Top 10 contributors to Motus' innovation; employees who have demonstrated exceptional resilience and dedication. Awards are also given to the best concepts according to five outcome categories. The Futuremakers recognition event is held every two years.



Award		Concept	Division
Grit	Most progress made	QA Pro	Mobility Solutions
Apex	Best scale achieved	Digital Dealer	SA Retail
Halo	Most valuable learnings	Trade-Ins	Kia
Pinnacle	Best commercial value	Ready2GO	Europcar
Fuel	Most engaged division	Overall	Renault



Recognition (SA)

At the Discovery Annual Partner Awards, Motus and WeeLee were joint winners of the Leaders in Innovation Award for a solution that allows customers to improve the trade-in value of their vehicles (see page 107).



Health, safety and wellbeing

Why this is material

At Motus, the health and safety of people is a top priority. We are committed to fostering a workplace free from threats to employee wellbeing, recognising that a safe and supportive environment enhances performance and productivity, boosts morale, and reduces absenteeism and associated costs.

This commitment extends beyond our workforce to our customers and the broader public. Our high-quality products help owners maintain safe vehicles, and we ensure that our vehicle rental fleet is in optimal condition to support the secure travel of drivers and passengers.

Road safety falls within the ambit of our purpose – Mobility for Good. Through our initiatives, we provide assistance on busy roads during peak holiday periods and educate the next generation of drivers and road users, equipping them with knowledge on responsible and safe driving practices.



In this section

Healthy and safe work environments	101
Employee wellbeing	104
Product safety	106
Road safety	109

Key performance indicators (year on year)

Average OHS audit score (Group)

1% ▼

94%



Road accidents (Group)*

100% ▲

34



Workplace accidents (Group)*

34% ▲

393



Fatalities (Group)*

60% ▼

2



Employee wellness (SADC¹)

8% ▼

941

cases registered on Motus Cares.



Key



Pleased with performance



Room for improvement



Behind where we want to be



OHS metrics cover employees and third parties

¹ Southern African Development Community.



Health, safety and wellbeing (continued)

Highlights

- Developed an initiative to help employees in SA plan for their retirement.
- Launched FAI PRO in SA, an upper mid-tier private label parts brand.
- Renewed our sponsorship of the K53 Learners' and Drivers' Manual.

Lowlights and challenges


- **Group:** an increase in health and safety incidents reported.
- **Group:** managing customer expectations when Importer OEMs recall a vehicle model.
- **SA:** increased mental fatigue and financial vulnerability among employees due to the current economic climate and retrenchments in certain business segments.
- **Africa:** grey automotive parts that often bypass quality checks and safety standards, making them prone to failure and increasing the risk of accidents.

Objectives

Ensure the optimal management of OHS and compliance to health and safety regulations across all regions, and guarantee that our products and services do not pose any risk to the health and safety of people and communities.

Specifically:

- **SA:** track the impact of wellness activities to determine whether further enhancements are needed to the employee wellness programme.
- **SA:** ensure pre-owned vehicles retailed through dedicated pre-owned dealerships have embedded service plans.
- **SA:** continue to provide road safety awareness and education among current and future road users.

 Our approach to social impact management.

An **asterisk** denotes calendar year.

Context

Each year, 374 million workers globally suffer from non-fatal **occupational accidents**¹, leading to extended work absences. In SA, the DoEL² reports 198 000 workplace accidents and 22 000 occupational diseases annually³, highlighting the need for robust OHS systems. Motus' main safety risks are in service workshops where technicians work with machinery and in pits under vehicles. In parts workshops and warehouses, key safety risks include the stacking of inventory (sometimes with high-reach cherry pickers); working with parts, equipment and tools; and the carrying of items such as batteries. Road accidents are the primary causes of fatalities and injuries.

Workforce **mental health** is a critical global concern, with an estimated 12 billion working days lost annually due to depression and anxiety, costing the global economy about USD1 trillion each year⁴. A 2024* study by the Boston Consulting Group found that 48% of workers from eight countries are grappling with burnout⁵. This indicates that employers must prioritise employee wellbeing for a healthy and productive workforce.

In 2024*, SA recorded over 10 000 **road fatalities**⁶. Between January and March 2024 alone⁷, there were 2 818 fatalities from 2 327 fatal crashes, a 12,8% rise in deaths and a 9,2% increase in fatal crashes compared to the same period in 2023*. Pleasingly, Easter 2025, saw the lowest road fatalities for this period in three years, reporting a 45,6% decrease in deaths and a 32,5% reduction in crashes⁸.

Amid reduced disposable income and affordability challenges, many consumers are opting for **pre-owned vehicles or keeping their vehicles longer**. In SA, over 42% of vehicles were between 11 and 20 years old in 2022⁹. The average age of passenger vehicles was 10,5 years, up from 9,3 years in 2014* and 2015*¹⁰. Access to quality parts addresses the risk of older, poorly maintained vehicles contributing to road accidents.

¹ Occupational Safety and Health | UN Global Compact.

² Department of Labour and Employment.

³ Compensation for Occupational Injuries and Diseases: Half of SA businesses non-compliant.

⁴ Mental health at work.

⁵ Half of Workers Around the World Are Struggling with Burnout.

⁶ Over 10,000 people killed on SA's roads in 2024 – Creecy reveals.

⁷ RTMC January to March 2024 report.

⁸ South Africa sees lowest Easter road fatalities in three years.

⁹ Declining new vehicle sales: Lightstone.

¹⁰ High cost of car ownership keeps 1.9 million car finance holders stagnant – Eighty20.



Healthy and safe work environments

We invest in initiatives to embed best safety practices and continually improve our safety frameworks and workplace-specific programmes designed to reduce inherent risk, especially in high-risk environments. This includes initiatives to improve safety awareness and behaviours among employees to protect them and our contractors and customers from harm.

The migration of business segments in SA to the central health and safety reporting system is assisting to align OHS practices across similar business sites and the region in general. Quarterly reconciliations against insurance claims are helping us better understand root causes of accidents and near misses¹ as well as the completeness of our data.

In 2025, we experienced material increases in the number of workplace and road accidents and incidents. This will inform our OHS and road safety action plans for 2026; however, it is fair to note that increases are also due to our OHS training and improved awareness among employees of their duty to report accidents and incidents for investigation.

2025 focus

- Reviewing and updating OHS checklists to ensure they meet business requirements, comply with legislative requirements and guidelines, and address inherent risks.
- Conducting random quality assurance checks on high-risk areas.
- External training to update our OHS risk assessment procedures in SA to ensure work-related accidents are adequately reported and claimed.
- Project Corroboree in Australia to enhance health and safety awareness and culture in our dealerships, and eliminate recurring audit findings.

¹ Incidents that have the potential to cause harm but do not actually result in an injury.

Health and safety compliance

All business sites in SA and the Rest of Africa are required to maintain gold status as a minimum OHS rating; a compliance score of 86% or above with their customised OHS checklist. In the UK, business sites are required to achieve a minimum OHS target of 90% measured across 17 key OHS areas. In Australia, sites are rated as either compliant or non-compliant. In Asia, where we have a small workforce of 66 employees, health and safety is a priority but not a material risk, as such this is not currently included in our reporting; however, a high level assessment has been completed.

OHS compliance audits are either self-assessments or conducted by external service providers. The number of renovations and constructions undertaken in 2025 meant that eight independent audits were deferred for the year. However, internal reviews on OHS compliance and contractor OHS processes were conducted. Non-compliance mostly related to inadequate documentation and other administrative matters as a result of safety officer attrition. The majority of issues identified were rectified by year end. Based on the internal reviews, we are satisfied that our health and safety culture and OHS standards are appropriate and robust.

New energy vehicles

Specialised training and investment in dedicated workshop space is required for the servicing of NEVs. Workshop technicians face risks around working with high-voltage electrical systems and the safe handling of batteries, for which workshops need to be specially equipped to handle fires. Motus works closely with brands to provide the technical training required to maintain NEVs, and through the Motus Training Academy, has the capability to train technicians (both inside and outside of Motus) on safely and expertly working on NEVs. The transition and required training are already well-underway in the UK, and we will transfer learnings from this market to SA and Australia.



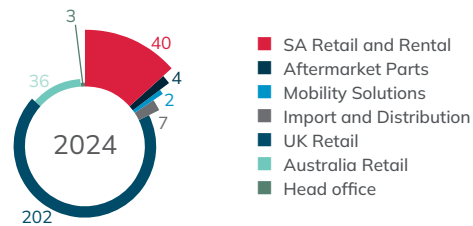
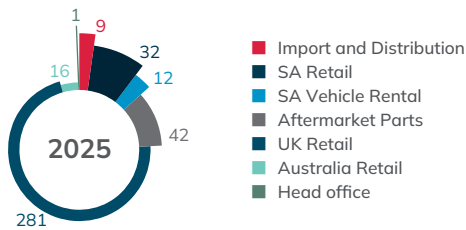


Health, safety and wellbeing (continued)

2025 performance

Workplace incidents (Group)

Workplace accidents (number)



Workplace accidents increased from 294 in 2024 to 393 and 241 workplace incidents were reported. One serious accident occurred in SA Aftermarket Parts, resulting in the hospitalisation of an employee. In line with our zero-tolerance approach to non-compliant health and safety behaviour, disciplinary hearings were held for employees who acted negligently and improved controls were implemented.

Stringent regulatory reporting requirements in the UK mean that this operation reports a higher number of workplace injuries. The majority of injuries reported were slips, trips and falls at 26% (2024: 39%; 2023: 29%) and operator error at 11% (2024 and 2023: 14%). Of the accidents in the UK, 13 (2024: 8; 2023: 11) were reportable with most root causes being employee error.

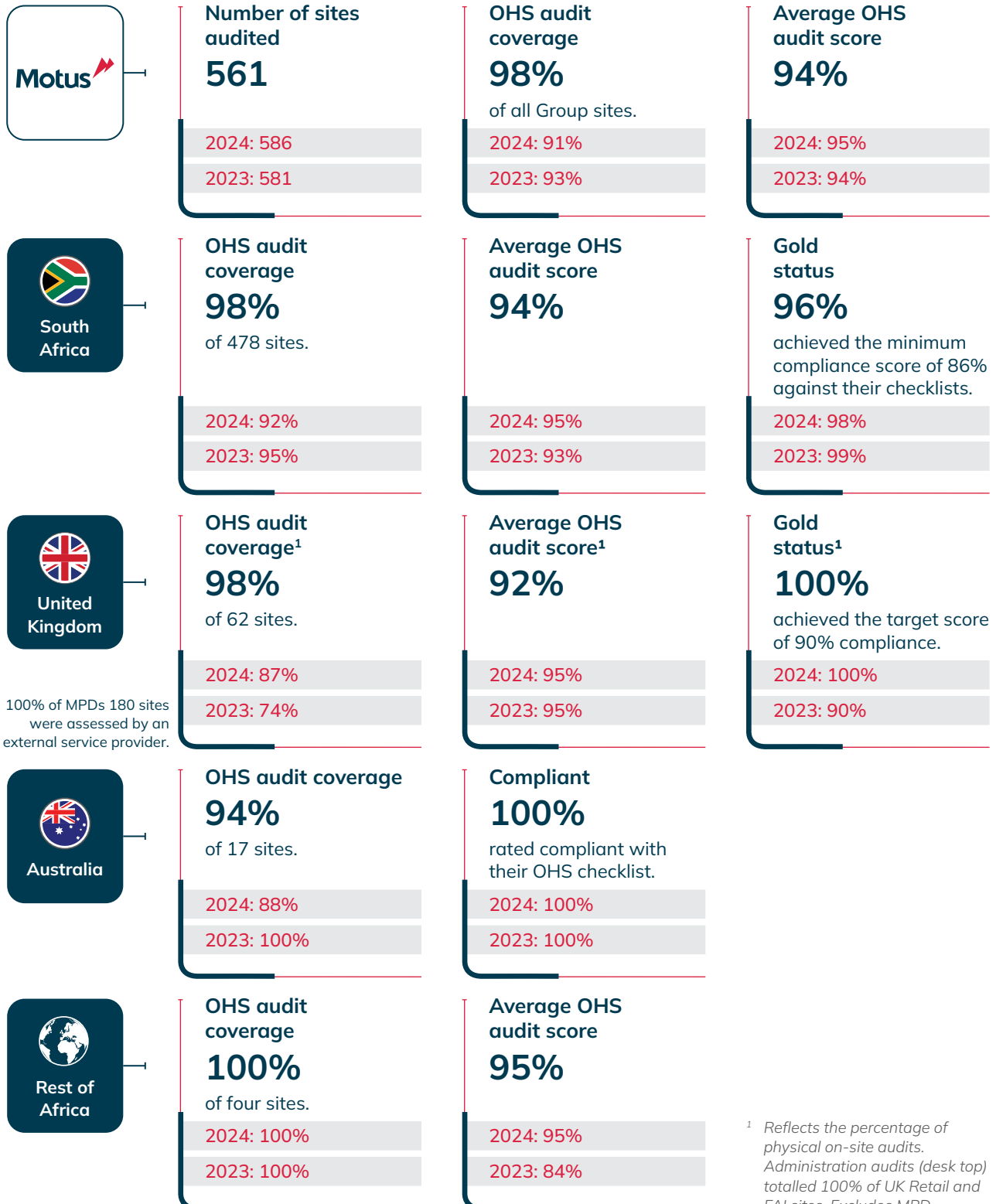
Note 1: an incident is an unsafe occurrence where damage to property is incurred but there were no fatal or occupational injuries. An accident is when a fatality or an occupational injury to either an employee or third party has occurred.
Note 2: our health and safety metrics include FAI and exclude MPD.





2025 performance continued

OHS compliance audits (Group)



100% of MPDs 180 sites were assessed by an external service provider.



Health, safety and wellbeing (continued)

Employee wellbeing

Motus Cares reaches all business segments in the SADC. The programme provides employees and their immediate family members with access to short-term psychosocial counselling, financial guidance, health and wellness information and advice, and legal assistance (excluding labour law issues). Awareness communication is sustained across various channels to remind employees of the support available to them.

Businesses also host wellness days, which typically provide employees with access to free eye tests, health screens and advice from various healthcare practitioners, dieticians, physical trainers and financial advisors.

In SA, our range of medical aid options, the retirement fund and risk benefits (Group life insurance, disability cover and funeral benefit) are key components of our employee retention strategy and commitment to employee welfare, with risk benefits providing financial support during difficult times.

The UK employee assistance programme provides employees and their immediate family members with 24/7 access to a doctor, confidential counselling services, mental health support and professional financial advice. Advantageous savings and credit interest rates are available to those earning lower incomes. Motus Commercial has a network of trained mental health first aiders, who help employees or direct them for professional support.

In Australia, our employees have access to counselling services on relationship issues, depression, suicide and self-harm tendencies and domestic violence. We are also a participant in the government-led AED¹ register, making defibrillators at some of our sites publicly available to communities, workplaces, schools and clubs to help people survive cardiac arrest.

2025 focus

- Providing access to initiatives that support employee resilience, health and wellbeing.
- Finalising the new three-year contract with the service provider of the employee wellness programme in the SADC.
- Developing solutions for employees who need further wellbeing support after they have exhausted their prescribed number of in-person consultations.

¹ Automated External Defibrillator.

Retirement

We are launching a comprehensive three-year retirement and financial wellness strategy to 2028 that extends beyond regulatory retirement counselling requirements. This initiative aims to empower employees with practical financial knowledge and support during critical life and career transitions, including onboarding, exit, retirement and bereavement. Personalised retirement support will guide behavioural change in budgeting, debt management and long-term financial planning, with key interventions starting in 2026.

Life Solutions app (SA)

We are working with our service provider in SA to better understand the root causes of the wellbeing issues facing employees, from which we can then ensure that our support programmes are adequate and effective.

As part of this objective, we launched the enhanced Life Solutions app in SA during the year – a digital extension of the employee wellbeing self-service offering.





2025 performance

Wellness initiatives (SADC)

Motus Cares

941

cases registered.

2024: 1 025¹

2023: 426

7%annual utilisation rate
compared to the
automotive industry
benchmark of 8%.

Problem categories (number)

¹ Corrected from 1 023 reported in 2024 (data supplied by service provider).

44% (2024 and 2023: 41%) of cases registered in 2025 related to mental wellbeing, the highest problem category, primarily driven by stress, bereavement and adjustment to difficulties. Couple and family-related and legal issues followed at 17% and 11%, respectively. Of all cases registered, 62% requested face-to-face counselling compared to the automotive industry benchmark of 41%. The majority of cases were reported in Gauteng at 79%, which aligns to our geographic headcount split. 85% of users were employees and 15% were their dependants.

Wellness initiatives (UK)

A number of mental wellbeing initiatives were rolled out in the UK, including training and support for mental health first aiders, podcasts featuring interviews with employees who shared their mental health challenges, and raising awareness on suicide prevention.





Health, safety and wellbeing (continued)

Product safety

OEMs are accountable for the safety aspects of the vehicles they manufacture. We support OEMs during vehicle recalls by ensuring that every affected customer is notified about the recall and the necessary parts replacement. Our sales personnel are well-versed in the active and passive safety features of vehicle models, enabling them to educate customers on maintenance requirements and how to keep manufacturer warranties valid. In addition, new vehicles undergo quality checks before being delivered to dealerships and pre-delivery inspections prior to customer handover.

Product safety is a key focus for Motus in the later stages of a vehicle's lifecycle – when it is serviced and maintained, sold as a pre-owned vehicle, supplied as a rental, and when it requires parts and accessories. We also provide customers with market-leading VAPS¹, ensuring peace-of-mind mobility throughout their vehicle ownership cycle.

Motus has a substantive impact on customer, vehicle and road safety. In SA alone, we sold around 66 730 pre-owned vehicles in 2025, hold an estimated 23% share of the vehicle

rental market, and maintain an aftermarket parts portfolio of over 135 000 product derivatives². In our workshops, we are dedicated to resolving issues correctly on the first attempt.

In the UK, our national workshop footprint makes us a key service provider for truck operators who must maintain stringent inspection and maintenance regimes for vehicle roadworthiness.

2025 focus

- Developing strategies for the workshop and pre-owned performance drivers.
- Driving FAI PRO sales in the UK and launching the product range in SA.

Parts for cost conscious customers (UK and SA)

In 2024, we introduced FAI PRO, our upper mid-tier brand, for customers seeking premium quality at a more affordable price. Manufactured to OEM or higher standards to ensure safety and durability, and backed by a three-year warranty, FAI PRO supports both professional technicians and vehicle owners who are keeping their vehicles longer. The range includes essential components such as steering, braking, filtration and suspension parts; components required for both ICE³ vehicles and NEVs. Exclusive to MPD in the UK, FAI PRO has been well received by customers and shops in that market. FAI PRO was subsequently launched in SA in 2025 where it will be exclusively available from Midas branded stores and members of NAPA⁴, making it easier for South Africans to maintain their vehicles with trusted parts.

Integrated QR tracking technology enables customers to verify product authenticity, access warranty information and receive precise fitment guidance. This enhances customer confidence and supports the growing demand for durable, affordable alternatives to proprietary brands.



¹ Value-added products and services.

² Refers to the number of unique parts in our inventory and available for sale.

³ Internal combustion engine.

⁴ National Automobile Parts Association.

Customer and vehicle safety

How we impact customer and vehicle safety

Vehicle servicing, maintenance, repair and modification

- High-quality workmanship that meets OEM standards: OEM-specified equipment and technology and OEM-certified aftermarket parts and accessories.
- Stringent quality and safety controls, policies, systems and training programmes.
- Service campaigns that communicate the importance of regular vehicle maintenance and servicing and the use of good quality parts.
- Special offers (discounted prices on service kits, beneficial labour rates and vouchers) for vehicles not under service, maintenance or warranty plans (collectively referred to as plans).
- Seven Auto Pedigree Service Centres in SA that provide affordable, top quality vehicle service and maintenance for older vehicles, using either OEM parts or approved Motus aftermarket parts.
- Five Midas Quick Service workshops in Kenya that provide professional servicing, maintenance, diagnostics and repairs. Expansion into two additional countries is planned within the next two years.
- Stringent external inspections when vehicles are fundamentally modified¹, for example, commercial vehicle tail lifts, conversions and bodybuilding (UK business only).



Innovation

Hyundai's WhatsApp workshop chat and online booking concept, developed in a Doing Things Differently campaign three years ago, has experienced a significant increase in utilisation – from 2 986 customer online booking requests in 2022 to ~18 000 in 2025. The solution has also positively impacted Hyundai's customer satisfaction index scores.

In 2024, Renault submitted a concept in the Doing Things Differently campaign that awards vouchers to attract customers with not under plan vehicles. Some 75% of the vouchers issued in 2023* were already redeemed in the first quarter of 2024*, with 90% of vouchers used to service aged vehicles.



Workshops performance driver in the integrated report.

Pre-owned vehicles

- Quality pre-owned vehicles sourced from Motus' vehicle stock or known and reliable traders.
- Up-to-date service histories and/or quality assurance for all pre-owned vehicles. Vehicles that do not meet our quality criteria are sent to auction or trade centres.
- Five Auto Pedigree reconditioning centres that subject all Auto Pedigree vehicles to an extensive 116-point inspection, including mechanical components, steering, braking and electrical systems, to ensure they meet manufacturer standards and are of a high quality.



Pre-owned performance driver in the integrated report.

Discovery Insure Vitality Rating (SA)

Discovery Insure in partnership with Mobility Solutions and SA Retail, launched a five-star rating system in 2025 that uses telematics and claims data to evaluate how a vehicle has been handled over the course of ownership, including driver behaviour and accidents. Vehicles with a five-star rating can receive up to a 15% resale value boost from Motus Select. The initiative contributes to our stock of high-quality pre-owned vehicles.

¹ Changes to the mass or dimension of a vehicle or that affect its safety systems.



Health, safety and wellbeing (continued)

How we impact customer and vehicle safety

Vehicle rental (SA)

- Rental vehicles that are maintained in line with OEM specifications.
- 26-point checks that apply the SAVRALA¹ standards before every hire.
- Digital records of a vehicle's condition to quickly identify any maintenance issues.
- The use of telematics to monitor driving speed. SMS notifications are sent when speed limits are exceeded; frequency of notification depends on risk factors and customer experience.



Rental performance driver in the integrated report.

Out-of-warranty parts and accessories

- A product range including premium genuine OEM products and private label and entry-level products that are fit-for-purpose for older vehicles.
- A consolidation and distribution hub in China that plays a key role in ensuring product integrity, safety and reliability. It liaises with suppliers, manages rigorous quality assurance and drives continuous improvement across the parts supply chain.
- Comprehensive verification of parts and accessories prior to being added to our product portfolio.
- Strict service level agreements with suppliers that reinforce our expectations around product quality.
- Proactive monitoring of product performance.



Parts performance driver in the integrated report.

Value-added products and services (SA)

- Relevant and competitively priced products for new and pre-owned vehicles based on our vast store of data and millions of customer interactions every year, including:
 - Vehicle plans that help customers plan for service and maintenance costs.
 - Products that cover the costs when unexpected events occur, for example, mechanical breakdown, electrical failure and damage to tyres and rims.

Roadside assistance (SA and UK)

- The LiquidAssist app that operates 24/7/365, providing access to accredited roadside assistance service providers in all major metropolitan hubs and provinces in SA. It contacts the closest available service provider, reducing callout time, and customers can track the recovery vehicle in real time. Additional services include accident logging and emergency assistance (jump start, key lockout, tyre change etc.).

Aftercare Response Group (UK)

During the year, we acquired the Aftercare Response Group in the UK, which provides fleet maintenance services, on-site commercial vehicle body repairs, roadside assistance and specialised services such as tail lift and winch maintenance through its network of mobile teams across the country.



2025 performance

Non-compliance (Group)

There were no material incidents of non-compliance with regulations and/or voluntary codes concerning the quality, health and/or safety impacts of our products and services. There have been no further developments on the class action lodged against Toyota SA for the conversion of

panel vans into taxis. The class action mentions our dealerships; however, the broad nature of the case makes it uncertain what risk this poses for Motus.

OEM recalls (Group)

There were no material OEM recalls during the year.

¹ The Southern African Vehicle Rental and Leasing Association, an independent industry body that sets acceptable industry norms for rental vehicles.

Road safety

During the year, we began incorporating insurance data with our own data on road accidents involving our vehicle fleets. Based on our first year of review, we plan to:

- Update how we classify road accidents and incidents.
- Improve how we communicate and report these incidents.
- Migrate road incident reporting to a new system to improve user friendliness and information gathering.

2025 focus

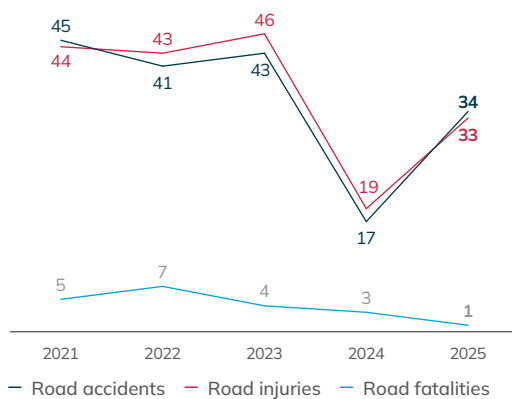
- Identifying best road safety practices within our businesses that we can share Group-wide.
- Preparing our drivers for AARTO¹ (see page 132).

¹ Administrative Adjudication of Road Traffic Offences.

2025 performance

Road incidents (Group)

Road incidents (number)



Accidents per million kilometres increased from 0,069 in 2024 to 0,135. Of the 34 road accidents, 22 occurred in SA (2024: 16; 2023: 34) and 12 in the UK (2024: 1; 2023: 9; 2022: 13). Regrettably, one third-party fatality was reported for SA, where the driver of a vehicle carrier fell off the trailer during the loading process and one of our drivers was involved in a road accident in which the passenger, a third party, succumbed to his injuries.

Road incidents increased to 1 030 (2024: 780; 2023: 785) as a result of the addition of insurance claims data, which includes incidents that occurred outside of working hours; not reported previously. We believe that this methodology is a fair account of road incidents and will enhance our reporting to reflect working hours and after hours incidents to improve our road safety strategy and initiatives.

Note: an incident is an unsafe occurrence where damage to property is incurred but there were no fatal or occupational injuries. An accident is when a fatality or an occupational injury to either an employee or third party has occurred.



K53 Learners' and Drivers' Manual

Motus sponsors the K53 Learners' and Drivers' Manual, empowering young people to obtain their driver's licence. Over 120 000 manuals are sold a year, reaching over 700 000 readers. Digitally, the manual reaches two million Facebook and Instagram followers and has over 1,6 million YouTube views. All 28 of the K53 training videos are available for free. During October 2024, the Safe Scholars Programme delivered K53 manuals to various schools.



Innovation

In 2025, we concluded the Patch Mzansi project, which proved that it is possible for small teams of trained unemployed community members to fix potholes. Despite filling over 4 700 potholes, Patch Mzansi was not extended as we were unable to find a funding partner. The pilot however did provide a library of images and data, which was shared with students in an m^x hackathon (see page 94). Students were asked to develop a working prototype that uses AI to estimate the volume of asphalt required for a pothole repair.



Health, safety and wellbeing (continued)



Road safety – Powered by Motus

Investment

R1,7 million

invested during the year.

2024: R1,7 million

2023: R1,3 million

**12 patrol
vehicles**

sponsored during the
December and Easter
periods (six in each period).

2024: 12

2023: 12

The **Road Safety – Powered by Motus** initiative is our flagship road safety CSI project that allows Motus to make a meaningful and positive impact in SA. It comprises the three initiatives (mentioned below) that drive road safety education and awareness among school children, teachers, parents and holidaymakers in SA.

Partnership: the Safe Scholars Programme is a partnership with the Department of Basic Education, the Department of Transport and leading road safety advocates.

Supported since: 2011.

1

Safe Scholars Programme

Provides life-saving road safety education for primary school children and their teachers, and supplies reflective sashes for scholar patrol guards.

2

Highway Patrol Programme

Provides patrol vehicles for 24-hour visible policing, and faster response times to crashes and breakdowns along the N1/N4 toll route during peak holiday seasons.

3

Wheel Well

Provides drop-off points at Renault dealerships for donated infant car seats, which are refurbished and given to parents in need.

Impact

>2,7 million learners

reached in over 3 180 schools since 2011.
In 2025, school visits averaged 22 a month
(2024: 22; 2023: 23).

2024: >2,4 million learners; >2 900 schools

2023: >2,3 million learners; >2 600 schools

125 motorists

assisted during the December holidays.

2024: 70

2023: 130

16 715 vehicles

inspected during the December holidays.

2024: 7 528

2023: 8 544

22 infant car seats

collected for Wheel Well.

2024: 51

2023: 21

Pleasingly, Bakwena¹ reported a 20% reduction of fatalities along its N1/N4 route over the December 2024 holiday period, attributed to the increased visibility of law enforcement. This included checks for roadworthiness, overloading, valid driver's licences, seatbelts etc. Four fatalities (two of which were pedestrians) were recorded in December 2024/January 2025 compared to five in the prior year. Unfortunately, fatalities increased to two along this route over the Easter 2025 holidays from none in the prior year.

¹ The Bakwena Platinum Corridor Concessionaire.



Mobility for Good

Wellness days

SA Vehicle Rental hosted its first wellness day, providing employees with access to a range of health-related tests, financial advice and information on the Two-Pot Retirement System.



Hyundai hosted wellness days for its East Region and head office employees, paying particular attention to mental health and stress management.

Kia embarked on a wellness month in October 2024, with each week of the month focused on a specific topic. Employees were engaged through webinars, infographics, videos or physical experiences. A highlight was a cooking class webinar presented by Discovery Vitality.

Mobility Solutions' wellness day educated employees on financial management, investment strategies and the Two-Pot Retirement System. Employees were also able to have health checks and screenings, gaining valuable insights into their personal health.

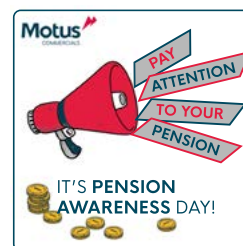
In the UK, men's health issues were promoted throughout November 2024, with a variety of social media posts, a podcast and activities to highlight issues such as prostate cancer, male suicide and male violence. Free prostate screening was also available.



Sports Day (SA)

In September 2024, 112 Mobility Solutions employees competed in soccer and netball tournaments, with the winning teams awarded an afternoon off work.

Financial wellbeing (UK)



In the UK, financial wellbeing seminars – focusing on different life stages – provided employees with information on how to manage their personal finances.

Mental wellness masterclasses (SA)

SA Retail and SA Vehicle Rental hosted online mental wellness masterclasses, where employees were able to engage directly with the professional mental wellness facilitator. Many employees shared their personal journeys with mental health challenges.



R U Okay? (Australia)

In Australia, we participated in the R U Okay? National Day of Action, which encourages everyone to connect with family, friends and colleagues to enquire about their wellbeing. Approximately R23 000 was raised for the R U Okay Charity.



Bakwena Highway Patrol (SA)



Renault – as part of the brand's global Human First Programme – provided 12 vehicles during peak holiday seasons to Bakwena to assist with managing route surveillance, crash assistance and patrol support.

Consumer education (SA)

In an interview for You and Huisgenoot magazines, Kerry Cassel, CEO of Mobility Solutions, explained the difference between service, maintenance and warranty plans.





Economic and social inclusion

Why this is material

Motus drives positive change with purpose, fostering physical and social mobility while building strong stakeholder relationships, creating meaningful impact for our customers, employees and society. In SA, our socio-economic initiatives are designed to support the transformation of the automotive industry while maintaining a competitive B-BBEE rating. In the UK and Australia – countries where social challenges differ from those in SA – our community efforts focus on supporting local charities and enhancing community wellbeing. Across all regions, our initiatives ensure we have a positive impact on the key drivers for economic growth, particularly education and safer and healthier communities.



In this section

Automotive industry contribution to socio-economic development ¹	114
Transformation strategy ¹	116
Inclusive procurement ¹	117
Community upliftment	120

¹ Reported for SA only.

Key performance indicators (year on year)

Employment (Group)

No material change

20 131 employees,
with 69% employed in SA.

B-BBEE score (SA)

91,43 (Level 2)

Target: over 90 points

Preferential procurement spend with >51% black-owned businesses (SA)

R7,8 billion

Target: R6,5 billion

Enterprise and supplier development spend (SA)

2% ▼

R94 million

Corporate social investment (Group)

1% ▲

R24,9 million

Key

- ☑ Pleased with performance
- ▲ Room for improvement
- ⊗ Behind where we want to be
- ☆ Aspects of CSI linked to remuneration

² B-BBEE scorecard targets met.



Highlights

- Achieved a Level 2 B-BBEE rating for 2025.
- Started the rollout of the Klutch ordering solution for mechanics operating in informal markets.
- Maintained support for our flagship CSI projects.
- The Motus Technical Academy held its first Top Apprentice Competition to elevate the profile of skilled trades.
- Unjani Clinics reached the milestone of six million consultations since inception.

Lowlights and challenges

- **SA:** balancing supply chain localisation against franchise and OEM agreements.
- **SA:** providing the right support to help small suppliers remain sustainable and meet our product specifications and accreditation requirements.
- **SA:** the increasing need for immediate social assistance against investing to establish sustainable and far-reaching positive social impact.

Objectives

Continue to find opportunities to support socio-economic development and uplift marginalised communities and those in need.

Specifically:

- **SA:** distribute Motus shares to Ukhamba Holdings shareholders.
- **SA:** provide more opportunities for suppliers to participate in the Motus and automotive value chains.
- **SA:** complete the Klutch rollout.
- **SA:** assess the effectiveness and impact of our road safety initiatives.

 Our approach to social impact management.

An *asterisk* denotes calendar year.

Context

Despite easing interest rates and inflationary pressures, economic growth in SA remains subdued. The official **unemployment** rate was 33,2% in the second quarter of 2025*, fuelled by a reducing demand for unskilled labour, a mismatch between the skills required by organisations and the skills possessed by workers, slow economic growth, and poor educational outcomes. Compared to the first quarter of 2025*, employment gains were observed in the formal sector and private households (up by ~62 000) but decreased in the agricultural sector and the informal sector by approximately 43 000¹.

SA's **education** system faces significant challenges, including poor infrastructure, overcrowded classrooms and inadequate resources, which are more pronounced in poorer communities. Consequently, many scholars fail to achieve expected levels of proficiency. Similarly, SA's healthcare system is marked by inequality, with about 84% of South Africans relying on the underfunded and overburdened public **healthcare** system². In addition, gender-based violence is severe and pervasive, requiring legal reform, better support for survivors and enhanced psychological and social services.

The World Bank estimates that 63,5% of South Africans are living in poverty, a significant increase from pre-COVID levels. With a Gini index of 63, **inequality** in SA remains among the highest in the world³ (anything above 50 is considered very high inequality). Inequality and societal polarisation are among the top ten risks identified by the WEF Global Risks Report⁴. These risks diminish collective sense of shared values and can lead to social instability and domestic volatility.

The SARB's⁵ interest rate cuts from September 2024 to date and controlled inflation are positive, but revised US trade tariffs raise inflation risks. SA's growth requires structural reforms, especially in electricity, transport and governance. The IMF's **GDP growth** rates for 2025* and 2026* are projected at 1,0% and 1,3%, respectively⁶. The SARB's forecast is growth of 1,2% in 2025 down from earlier forecasts of 1,5%, largely due to global trade tensions and domestic constraints.

¹ Publication | Statistics South Africa.

² NHI-Frequently-asked-questions-ALL.pdf.

³ SOUTH AFRICA MPO.

⁴ World Economic Forum | The Global Risks Report 2025 | 20th Edition.

⁵ South African Reserve Bank.

⁶ International Monetary Fund | World Economic Outlook July 2025 update (calendar year data points).



Economic and social inclusion (continued)

Automotive industry contribution to socio-economic development

The automotive industry contributes 5,2% to SA's GDP (3,2% manufacturing and 2,0% retail) and, applying the multiplier effect, supports around 498 000 jobs¹. Beyond its economic impact, the industry plays an instrumental role in supporting SA's longer-term economic sustainability – creating jobs, facilitating trade and moving people and goods in an environment where alternative transport options are either limited or under strain. It also serves as a catalyst for reducing inequality as mobility provides individuals with greater access to job opportunities, education, healthcare and essential services, and enables entrepreneurs to build and expand their businesses more effectively. A key opportunity for Motus is to stimulate out-of-the-box solutions that make mobility more affordable for more South Africans and reduces their dependency on public transport.

However, the industry faces challenges. Two out of every three vehicles manufactured in SA are exported², with the EU being SA's largest trading partner followed by the US. In 2024*, vehicle exports declined for the first time since COVID due to reduced demand from the EU, stricter EU emission rules and competition from cheaper Chinese plug-in EVs. As part of the new US trade tariff regime, in April 2025, a 25% tariff on automotive vehicle and parts imports was introduced. In addition, SA's reciprocal country specific tariff on general imports, confirmed at 30%, became effective on 7 August 2025. These US tariffs place SA's automotive exports at a competitive disadvantage compared to peer countries that have retained or negotiated lower rates. These immediate cost escalations could impact the competitiveness and profitability of local manufacturing OEMs³. Reduced export volumes and an increasing need for cost-saving measures could diminish incentives for re-investment in the industry, heighten the risk of job losses and result in underutilised (and therefore inefficient) logistics infrastructure in automotive manufacturing.

As an importer and reseller of automotive goods, the tariffs are unlikely to have any material direct impact for Motus. Our only export operation is the Aftermarket Parts wholesale business in Taiwan, which has limited sales to the US. However, global economic slowdown, currency uncertainty and disrupted shipping trade routes are some of the factors that could indirectly affect our operations as well as the uncertainty around how local OEMs will respond to the tariffs.

Information sharing

It is important to Motus that our leaders share their insights and knowledge with the wider vehicle industry. During the year, executives participated in government's consultations on NEVs and the necessary policy changes and infrastructure requirements, the amendments to the Employment Equity Act and the operational and cost impacts of AARTO⁴ legislation. We also participated in discussions at naamsa's 'Future of Auto Retailing in SA' event, discussing innovation and what today's customers expect when buying a vehicle, and in naamsa's 2025 SA Auto Week on the future of mobility in SA. In addition, we presented at the Nedbank Innovative Disruption Conference 2024.

The dtic's Automotive Executive Oversight Committee guides and monitors the implementation of the **South African Automotive Masterplan (SAAM 2035)**, aimed at growing and transforming SA's automotive industry by increasing local production and exports. Working groups oversee each pillar of the masterplan. Motus executive, Thato Magasa, chairs the Local Market Optimisation workstream.

¹ naamsa | The Automotive Business Council | Press releases (June 2025).

² naamsa | The Automotive Business Council | Press releases (Dec 2024).

³ naamsa press releases.

⁴ Administrative Adjudication of Road Traffic Offences.



Memberships

Our memberships in business forums and industry associations allow us to contribute to the shaping of a sustainable development path for our industry and a more inclusive and prosperous SA. These memberships also provide us with access to information, visibility of key industry issues, business exposure and the opportunity to voice our concerns and communicate our views. We participate in business forums such as Business Unity South Africa, the Banking Association South Africa and Arrive Alive South Africa, among others.

Motus representatives hold formal positions on the industry bodies disclosed below.

Our key memberships

naamsa The Automotive Business Council (SA)	Represents the interests of the automotive industry and fosters collaboration between government, business and labour to drive growth, competitiveness and transformation through innovation, strategic partnership and policy advocacy.	CEO – Emerging Brands <ul style="list-style-type: none"> Vice President of Retailing OEMs. Chairperson of the Projects Oversight Committee. CEO – Renault SA <ul style="list-style-type: none"> Remuneration and Transformation Committee.
Retail Motor Industry Organisation and its constituent – the National Automobile Dealers Association (SA)	Represents the interests of owned, operated and managed new passenger and commercial vehicle dealerships and pre-owned vehicle outlets.	Chief Specialist of Governance and Compliance <ul style="list-style-type: none"> National Chairperson of NADA. RMI board. RMI President's Committee.
Southern African Vehicle Rental and Leasing Association (SA)	Represents SA's vehicle rental, leasing and fleet management industries, advocating for business vehicle owners and the millions of people who rent vehicles every year.	CEO – SA Vehicle Rental <ul style="list-style-type: none"> President of SAVRALA.
Nexus Automotive International	The world's largest automotive parts buying group, spanning over 145 countries and partnerships with over 90 leading automotive aftermarket manufacturers and suppliers.	SA Aftermarket Parts UK Aftermarket Parts
National Business Initiative (SA)	Voluntary coalition of companies committed to promoting sustainable, inclusive economic growth and social transformation.	Head of Risk, Sustainability and People <ul style="list-style-type: none"> Finance and Risk Committee.
Institute of Risk Management South Africa	The professional body for risk management in SA, officially recognised by the South African Qualifications Authority.	Head of Risk, Sustainability and People <ul style="list-style-type: none"> Chairperson of the Education and Technical Committee. Professionalisation Committee.



Economic and social inclusion (continued)

Transformation strategy

Black ownership is a key consideration for organisations in SA; purchasing from suppliers that are at least 30% black women-owned or 51% black-owned contributes positively to an organisation's overall B-BBEE rating. Our B-BBEE ownership up to June 2025 comprised Ukhamba Holdings – an investment holding company, working models for black-owned and managed dealerships and non-OEM branded workshops.

Ukhamba Holdings

The unwinding of Ukhamba Holdings will not adversely impact the Motus B-BBEE scorecard. An independent audit firm has provided a 'fairness opinion', confirming that the unwind methodology does not result in unfair treatment of B-BBEE shareholders. In addition, another independent audit firm is reviewing the transaction's accounting treatment. B-BBEE shareholders will receive their Motus shares by February 2026 – delayed from the prelim date of October 2025 as reported last year due to additional processes required. Dividends paid to Ukhamba in the reporting year totalled R105 million (2024: R124 million; 2023: R135 million).

2025 focus

- Overseeing business segment skills development initiatives.
- Working with business segments that prepare separate B-BBEE scorecards.
- Planning for the fifth YES4Youth Programme intake (see page 76).
- Unwinding of Ukhamba Holdings.
- Considering various structures to enhance the B-BBEE ownership of certain of Motus operations, with a transaction completed for a majority black and women-owned business within commercial fleets.

Hambisa Trust

Hambisa Trust is a broad-based empowerment investment scheme founded by Motus to support community initiatives. It is independently chaired and managed. The Trust will benefit organisations involved with education and childhood development, healthcare and road safety, including the development of skills to support the advancement of education, healthcare and road safety. Starting in 2026, the Trust will receive dividends from Motus.

2025 performance

Broad-based black economic empowerment (SA)

B-BBEE score

Level 2 B-BBEE rating

valid to 30 September 2026.

91,43

out of 120 points.

2024: 88,33

2023: 85,19

Black-owned dealerships

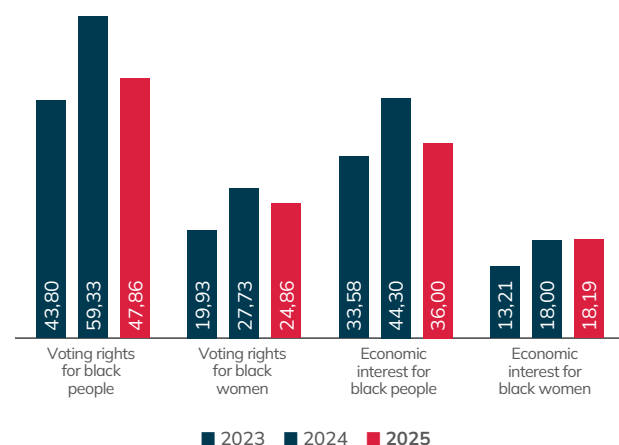
27%

of Hyundai, Kia, Renault and Mitsubishi dealerships are black owned (53 out of 193 dealerships).

2024: 26% (50 out of 194 dealerships)

2023: 26% (52 out of 203 dealerships)

Ownership pillar (points)



The black ownership structure decreased for 2025 due to the changes in the Ukhamba Holdings structure but had no impact on our B-BBEE score for the ownership pillar, and we achieved 25 out of an available 25 points.

B-BBEE certificate.



Inclusive procurement

Our brands are supplied by multi-national organisations with access to global supply chains that are required to meet global safety, production and corporate identity standards. Generally, between 60% and 70% of the products Motus sells are sourced directly from these organisations, with whom we have stringent distribution and franchise agreements, with the balance of our procurement spend available for B-BBEE compliant suppliers or EMEs¹ and QSEs². Regular reviews of our supply chain help identify opportunities to increase the participation of EMEs and QSEs, which play a critical role in creating desperately needed jobs in SA.

2025 focus

- Identifying viable opportunities for QSEs and EMEs in our value chain.
- Monitoring the effectiveness of our supplier development programmes and the impact on the sustainability and growth of participating businesses.

¹ Exempt micro enterprises.

² Qualifying small enterprises.

Supplier and enterprise development

We provide training, mentoring and financial assistance to SMEs, particularly black-owned enterprises, in our supply chain to help them build sustainable businesses. Financial assistance varies from interest-free loans and operating on our premises rent and utility free, to the provision of funding to gain the capability required to meet brand-approved repairer standards. When providing ESD loans, we monitor our procurement spending with the SME concerned, and review the sustainability of the business and its ability to repay the loan. These businesses are typically wash bays; food, cleaning and recycling service providers; and small panel beaters, scratch repairers and spray painters. We also support a towing business, a skills training business and a logistics business, among others. In addition, Europcar supports a business incubator for small businesses, driving economic empowerment, innovation and a more inclusive tourism sector (see below).

A key priority for our aftermarket parts business in SA is to expand access to our affordable, high-quality parts to under-served informal markets. The Makaya project, where we provided business development support to a non-OEM branded workshop in an informal community, ended in 2025 and was migrated to Klutch (see below).

Mobility for Good

Tourism incubator (SA)

Europcar, as a founding sponsor of the SATSA³ Tourism Business Incubator, has contributed to the success of 21 emerging tourism businesses over the past three years. These businesses range from shuttle services and experiential travel to cultural heritage destinations. The incubator has provided these enterprises with tailored business development interventions, including tools, equipment, supplier development grants, digital marketing support and access to major tourism trade shows. This investment has not only enhanced operational capacity and visibility but also fostered job creation, improved digital readiness and embedded a stronger ESG ethos into business models. One business has benefitted from new market linkages and participation in otherwise inaccessible tourism showcases. Europcar's investment of approximately R1 million in 2025 has enabled the completion of 191 business support interventions.

³ Southern Africa Tourism Services Association.



KLUTCH
"You're Klutch - Be a Thud, Be a Bullet"

Innovation

Klutch is an innovative offering that allows mechanics in the informal sector to register for cash-on-delivery accounts, quickly check vehicle parts availability with their local Midas branch, and place orders. The service simplifies parts ordering, saving mechanics time. A loyalty programme supports mechanics to grow their businesses with exclusive benefits such as parts discounts, customer referrals and an interest-free layby facility to support cash flow. Motus benefits from increased parts sales and repeat business, access to the informal market, an enhanced Midas customer experience and data-driven insights on buying patterns, enabling enhanced inventory management and tailored offerings that meet mechanics' needs. Incorporating feedback from the pilot phase, a new version of Klutch with user-friendly functionality has been successfully launched at Soshanguve Midas, Midas Atteridgeville and Midas Elukwatini, with a six-month rollout plan in development. We believe that this platform has strong volume growth potential.



Economic and social inclusion (continued)

Unjani Clinics

The Unjani Clinics NPC empowers black professional women nurses, enabling them to operate, and ultimately own, care facilities in their communities. The care facilities (clinics, mobile clinics and health pods) provide affordable quality primary healthcare and medicines to lower-income communities; those who are uninsured and under-served but employed and able to pay a small fee towards their healthcare needs. Strict criteria guide the selection of nurses who must comply with a five-year enterprise development agreement, which also covers patient confidentiality, regulatory compliance and responsible product use. Compliance is monitored.

We have made two funding tranches available to the Unjani Clinics network as interest-free enterprise development loans. The clinics can apply for loans to extend consulting rooms, purchase equipment to enhance their service offering, relocate to more favourable sites and/or install solar PV solutions.

Interest-free funding

R7 million

in interest-free funding made available – R2 million up to 2026 and R5 million up to 2027. At June 2025, a total of R9 million had been disbursed to clinics across both tranches with R5 million repaid and R4 million re-advanced.

Clinics supported

8

additional clinics received interest-free loans in 2025 with the average value being R314 400. To date, 43 clinics have received loans.

2024: 35 clinics (cumulative)

2023: 22 clinics (cumulative)

Loans accessed

R2,5 million

was accessed in 2025 and is payable between nine to 46 months, depending on the loan.

2024: R2,3 million

2023: R2,0 million

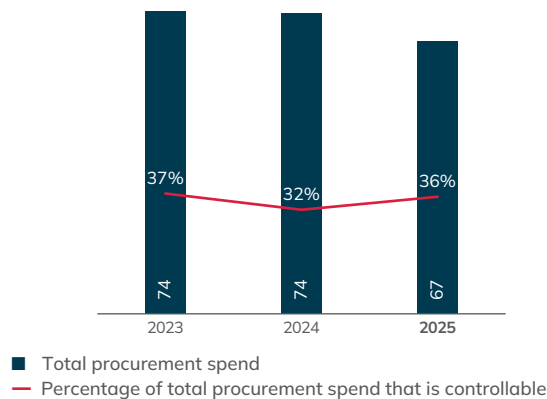




2025 performance

Preferential procurement (SA)

Preferential procurement spend (Rbn)



R24 billion of our R67 billion total procurement spend for the year was categorised as controllable spend¹.

Excluding imports from OEMs and intragroup spend, R39 billion qualified for B-BBEE verification. Of this amount, R23 billion (59%) was with preferential suppliers, below the target of 70% (2024: 73%; 2023: 76%).

¹ Outside of our franchise and OEM procurement.

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.

>51% black-owned suppliers
R7,8 billion²
spend against a target of R6,5 billion.

2024: R6,7 billion

2023: R4,6 billion

30% black women-owned suppliers
R5,4 billion²
spend against a target of R5,0 billion.

2024: R4,7 billion

2023: R3,0 billion

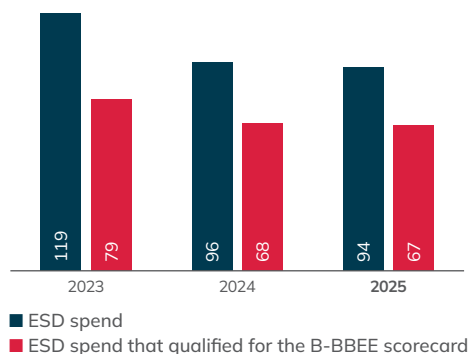
EME and QSE suppliers
R5,2 billion²
spend against a target of R4,0 billion.

2024: R3,1 billion

2023: R2,5 billion

Enterprise and supplier development (SA)

ESD spend (Rm)



Enterprise development spend totalled R34,2 million (2024: R34,1 million; 2023: R38,6 million) and supplier development spend totalled R59,9 million (2024: R61,4 million; 2023: R80,8 million).

We distributed R21 million (2024: R20 million; 2023: R22 million) to outsourced wash bay facilities, R1,8 million (2024 and 2023: R2 million) to canteen and food services and R4,4 million (2024: R3 million; 2023: R2 million) to the transportation of vehicles. Early payments totalling R1 million (2024: R2 million; 2023: R9 million) were made to assist the cash flow of qualifying beneficiaries across all sectors.

71% (R66,5 million) of our ESD spend qualified for the 2025 B-BBEE scorecard, equating to 5% of South African NPAT, exceeding the dtic Codes' target of 3% of NPAT. We achieved all 15 points for the ESD pillar (2024: 15; 2023: 14,9).

2024: 4,7% of NPAT

2023: 3,0% of NPAT



Economic and social inclusion (continued)

Community upliftment

Approximately 70% of the Group's annual CSI is directed to our chosen pillars – education and youth development, primary healthcare and road safety – ensuring that we make a meaningful, positive impact in these areas of critical need in SA. We have built strong relationships around our flagship CSI projects to achieve predetermined objectives, deliverables and expectations. This is most evident in our work with the DP World and Motus Community Trust, the Unjani Clinics NPC and Road Safety – Powered by Motus.

2025 focus

- Identifying opportunities to partner with like-minded organisations.
- Finding ways to integrate our CSI programmes for greater impact; Unjani Clinics once again provided primary healthcare services to secondary school learners in the DP World and Motus Community Trust resource centre network.
- Reviewing our flagship CSI programmes to evaluate their effectiveness and impact; a general manager has been appointed for the DP World and Motus Community Trust to manage stakeholders and ensure consistent monitoring and reporting of impact.

Partnerships

Partnering with other like-minded organisations allows us to combine our capabilities and resources to amplify our ability to solve socio-economic challenges. Through our partnerships, good progress was made in the year to expand the reach of our programmes, particularly those targeting education and youth development.

The partnership between DP World and Motus Community Trust and Danone, started last year, has now delivered two resource centres built out of bricks made from recycled plastic yoghurt tubs to under-resourced schools. The Trust works with Danone to ensure the resource centres are functional and stocked correctly. The Trust continued to partner with Marketplace Academy in a school upliftment programme, delivering resource centres to three schools supported by the Academy. The Motus Technical Academy assisted Katlehong Engineering School of Specialisation with NQF¹ curriculum development for its Grade 10, 11 and 12 learners and Motus funded ten of the school's matriculants to become Motus apprentices enrolled at the Academy.

Mobility for Good



Innovation

Initiated through an m^x innovation blitz, Standard Bank, Spar, KPMG, ENS (Africa's largest law firm) and Motus are collaborating to create a support ecosystem for survivors of GBV² to regain their independence. The End GBV Alliance aims to become a corporate network with NPO affiliates. The alliance drafted a Constitution and voluntary association agreements in 2025, established founding principles, set up the NPO to manage the initiative and prepared a due diligence process for alliance membership. The alliance engaged with government entities like the National Prosecuting Authority and developed financial frameworks for fundraising and resource distribution. In March 2025, a CEO breakfast was held in partnership with Shared Value Africa to discuss the importance of corporate SA taking a stand against GBV.



Anti-GBV Bursary Fund (SA)

In a landmark collaboration, the National Prosecuting Authority and Mobility Solutions have launched an anti-GBV Bursary Fund, providing survivors of GBV with access to education and support that helps them rebuild their lives and pursue brighter futures. The partnership combines justice and corporate social responsibility to drive meaningful change.

¹ National Qualifications Framework (SA).

² Gender-based violence.

**2025 performance****Economic and social impact (Group)****Education and youth development****R42,6 million**

- Motus Family Bursary Fund.
- DP World and Motus Community Trust.
- YES4Youth Programme.

**Health****R2,1 million**

- Unjani Clinics network.
- Combatting GBV (time and set-up costs).

**Road safety****R1,7 million**

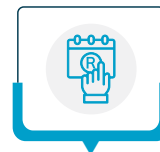
- Safe Scholars Programme.
- Highway Patrol Programme.
- Wheel Well.

**Business-specific initiatives****R4,2 million**

Individual businesses support projects that meet the specific needs of the local communities in which they operate.

**Tax contribution****R0,8 billion**

paid to governments.

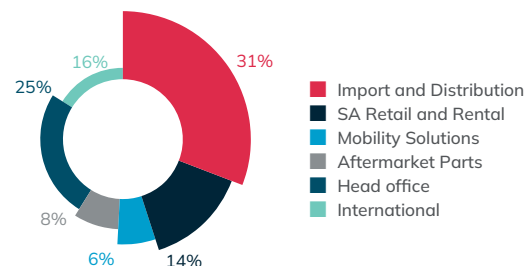
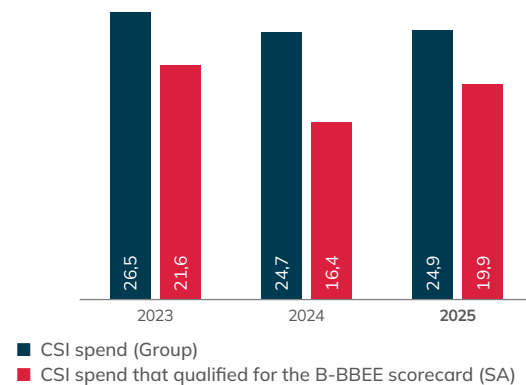
2024: R0,8 billion**2023: R0,9 billion****Subscriptions****R6,1 million**

paid for subscriptions in NGOs and industry bodies.

2024: R5,2 million**2023: R3,6 million**

YES4Youth Programme: page 76.

Road safety: page 110.

Corporate social investment (Group)**CSI breakdown (Rm)**

49% of our CSI supported education followed by 27% towards healthcare and social services. 80% (R19,9 million) of our total CSI qualified for the 2025 B-BBEE scorecard, equating to 1% of South African NPAT, meeting the dtic Codes' target of 1% of NPAT (2024 and 2023: 1%). We achieved all five points for the scorecard's socio-economic development pillar.



Economic and social inclusion (continued)

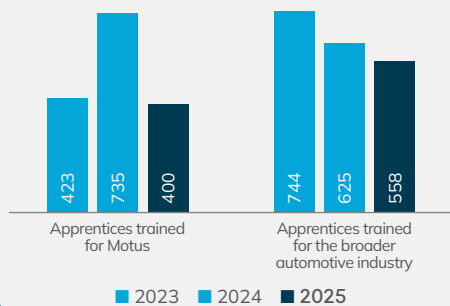
Motus

Technical Academy

The **Motus Technical Academy**¹ offers four qualifications: petrol, diesel and motorcycle technicians and auto-electricians for Motus and the broader automotive industry in SA, using the latest training methods, materials and systems that align to innovative technologies, including NEVs. The Academy provides practical and theoretical training as well as on-the-job experience. It has facilities in Cape Town and Johannesburg with a new centre opening soon in KwaZulu-Natal. Various short practical courses (e.g. air brakes, aircon systems etc.) are now available to technical and non-technical employees, supporting cross-functional inclusion and collaboration. This year, the Academy hosted mentor capacity-building sessions to equip workplace coaches to better support learners, strengthening learning environments and improving the apprentice qualification success rate. To achieve operational efficiencies, the Academy consolidated its Gauteng centres into one training facility and relocated its Cape Town centre, which resulted in fewer apprentices trained in 2025 compared to prior year.

Apprentices trained (number)

Of the 400 apprentices trained for Motus, 41% (2024: 88%; 2023: 70%) are black.



Qualifications

217

apprentices qualified (2024: 286; 2023: 188) with 71% (2024: 52%; 2023: 63%) being from outside Motus.

35 (2024: 46; 2023: 48) of the apprentices who qualified were hired by Motus and are part of our feeder pipeline for critical workshop positions.

Jobs sustained

12

trainers employed by the Academy.

2024: 12

2023: 10

 Motus Technical Academy.

Motus

Family Bursary Fund

Investment

R1,9 million

disbursed through the fund.

2024: R1,6 million

2022 and 2023: R1,9 million over two years

Beneficiaries

48

beneficiaries qualified for bursary support in the 2025 calendar year across a broad spectrum of fields – 65% women and 92% black students. 89 applications were received. Students receive a maximum of R45 000.

2024: 41

2023: 30

The **Motus Family Bursary Fund** assists qualifying employees in SA with tertiary education funding for their children studying at select South African institutions from the second year of study onwards. This year, SA Vehicle Rental extended the programme to its operations in Namibia.

¹ The premier training academy for motor artisans in SA. Programmes are accredited by the merSETA, the Quality Council for Trades and Occupations and the National Artisan Moderation Body. Hyundai manages the Academy.



The **DP World and Motus Community Trust** builds and maintains resource centres¹ at under-resourced public schools in Gauteng, SA, providing easy access to education materials, thousands of books and media as well as computers connected to the internet. We have exceeded our commitment made in 2022 to invest a minimum of R5,5 million in the Trust each year to 2025. Motus brands provide funding over and above this amount. Learners are assessed prior to the resource centre being introduced at a school, and then every second year thereafter. Assessments are conducted by the University of Pretoria.

During the year, the Trust launched Reading Eggs, an online learning platform that supports resource centre assistants and helps children learn to read through interactive lessons, phonics games, songs and digital books. The platform has been introduced in eight schools, reaching around 8 600 learners. The impact on literacy and comprehension is being monitored. The Trust is investigating the feasibility of extending the programme to more school learners.



Partnership: National Department of Basic Education.

Supported since: 2004.

Board members: Motus has two representatives.

Impact

89²

resource centres reaching over 104 000 learners.

2024: 81 resource centres;
>94 000 learners

2023: 71 resource centres;
>79 300 learners

127

full-time jobs supported, many being unemployed people from the local community who have received training.

2024: 110

2023: 76

~3 160

school teachers assisted.

2024: ~2 800

2023: ~2 400

20

Motus YES learners from the fifth cohort, funded by Motus, are gaining workplace experience with the Trust. The Trust has offered permanent placement to 46 learners from previous YES4Youth cohorts.

Investment

R11 million

invested during the year.

2024: R9 million

2023: R13 million

Trust objective


100


resource centres and/or

100 000

learners reached by 2025
in primary and
secondary schools.



 DP World and Motus Community Trust.

 Motus LinkedIn.

¹ The modern, expanded version of traditional school libraries.

² One school is currently under review regarding inclusion in the Trust's network.



Economic and social inclusion (continued)



Supported since: 2014.

Board members: Motus has one representative.

Unjani Clinics.

Investment
R2,1 million
invested during the year.

2024: R0,5 million

2023: R2,2 million

Network

232

clinics located across SA.

2024: 193

2023: 154

29

mobile clinics and health pods.

2024: 22

2023: 10

NPC objective

255

care facilities by June 2025.

The initiative continues to achieve milestones, reaching six million consultations since inception.

Developed out of the need for urgent transformation in SA's healthcare system, the **Unjani Clinics network** provides affordable high-quality primary healthcare in areas where it is needed most. Unjani Clinics is both an ESD and CSI beneficiary of the Group (see page 118).

Impact

1,4 million

patients served, with an average of 120 581 people provided with primary healthcare a month.

2024: 1,1 million

2023: 1,0 million

58

professional nurses now own their clinics.

815

jobs supported and people upskilled, including 258 professional nurses and 17 enrolled nurses.

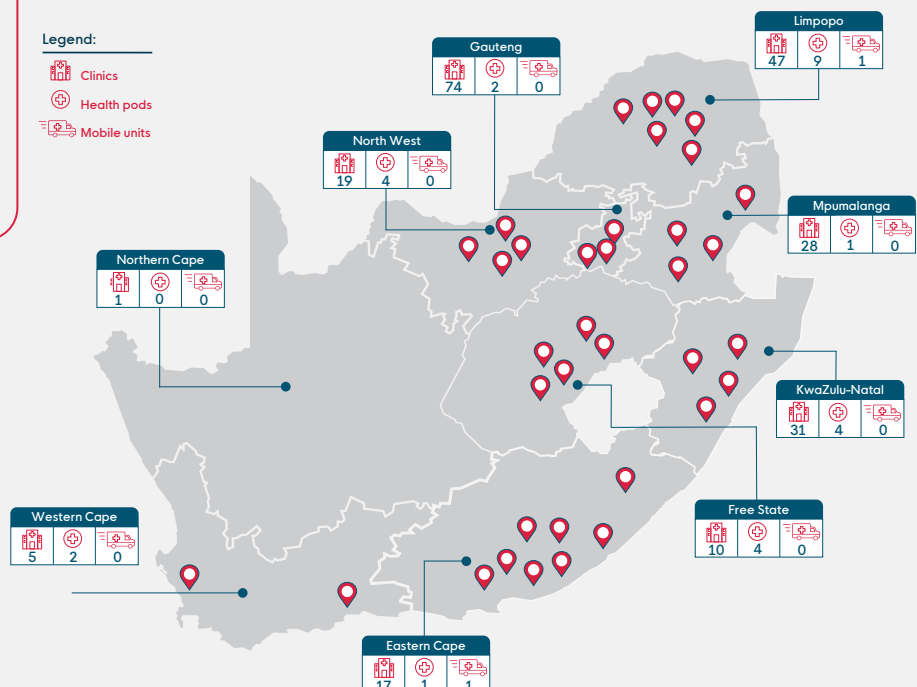
2024: 705 jobs; 227 professional nurses

2023: 649 jobs; 199 professional nurses

40

Motus YES learners from the fifth cohort are gaining workplace experience with the network. 65 learners from previous YES4Youth cohorts have to date been offered permanent positions with Unjani Clinics.

Geographic split of facilities





Ethical, fair and compliant business conduct

Why this is material

Ethical, fair and compliant business conduct is the cornerstone of responsible corporate citizenship. A strong moral compass is deeply embedded in our culture, guiding us to make decisions that consider our people, deliver fair customer treatment and protect the planet. This commitment strengthens our reputation and builds lasting trust with stakeholders.

As we accelerate the digitisation of the Group, the value of our data and the insights it generates becomes increasingly vital to our strategic success and competitiveness. Safeguarding our systems and data – including the personal information of employees, customers and suppliers – is essential to ensuring operational resilience, regulatory compliance and the integrity of our brand.



In this section

Ethics and responsible conduct	127
Compliant financial products and services	129
Regulation	131
Systems and data security	134

Key performance indicators (year on year)

Regulatory compliance score (SA)



1% ▲

94%

overall compliance achieved in the regulatory compliance self-assessments.

Whistle blowing (Group)



61% ▲

53

valid concerns of misconduct reported, indicating the trust our employees have in our approach to whistle blowing.

Compliance (Group)



0

material sanctions, fines or penalties received for non-compliance with regulation. This covers regulations pertaining to the natural environment, labour, OHS and our products and services.

Target: 0 sanctions, fines or penalties

Key



Pleased with performance



Room for improvement



Behind where we want to be



Ethical, fair and compliant business conduct (continued)

Highlights

- Rolled out the updated Code of Ethics across the Group and updated our conflicts of interest policy.
- Rolled out online business ethics and cybersecurity training in SA.
- Launched a quality assurance assessment tool for our VAPS¹ call centres.
- Launched a dynamic system to FICA² companies.

Lowlights and challenges


- **Group:** monitoring the compliance of suppliers to our supply chain code of conduct.
- **Group:** the time and resources needed to manage new and changing regulations.
- **Group:** additional preventative measures and costs, both technical intervention and user awareness, to prevent security breaches.
- **Group:** cybersecurity skills are diverse, scarce and expensive.
- **Group:** vetting and continuous management of service provider cybersecurity practices.

Objectives

Maintain our moral compass, continually enhance our cybersecurity processes, and influence the mitigation of negative environmental and social impacts in the supply chain.

Specifically:

- **SA:** expand mandatory business ethics training to those who do not have electronic access (2026).
- **SA:** advance our assessment of suppliers for contractual compliance and ESG awareness.
- **SA:** prepare for new regulatory requirements (AARTO³ Act and amended Employment Equity Act).
- **SA:** roll out additional cybersecurity training modules.

 Our approach to business conduct management, including human rights.

An *asterisk* denotes calendar year.

Context

Poor socio-economic conditions in SA push people towards **crime** due to fewer legitimate opportunities. According to PwC's 2024 Global Economic Crime Survey⁴, procurement fraud is among the top three disruptive economic crimes, alongside cybercrime and corruption. SA recorded its worst ranking in Transparency International's 2024 Corruption Perceptions Index, scoring 41 (zero being highly corrupt and 100 clean)⁵. Corruption Watch received 2 110 reports in 2023*, with maladministration (34%), fraud (21%) and bribery/extortion (15%) among the most reported corruption types⁶. Guarding against corruption in business is essential to protect reputation, support sustainable growth and prevent internal conflict.

SA is facing numerous **regulatory changes**, including in the automotive industry, with heightened scrutiny and evolving compliance demands. Between 1994 and 2015, 1 252 pieces of legislation were passed in SA⁷. Regulation impacts our relationships with stakeholders, including financial institutions, OEMs, suppliers, regulators and the public. In addition, our FSPs⁸ in SA, UK businesses operating as authorised credit brokers and insurance intermediaries, and Australian operations governed by the Point-of-Sale exemption⁹, must manage a complex range of financial services legislation.

Cybercrime is surging globally. In 2025*, it is projected to cost the global economy about USD10,5 trillion, up from around USD8 trillion in 2023*. Over 2 200 cyberattacks are estimated to occur daily worldwide. In 2023*, the average cost of a data breach reached USD4,45 million per incident¹⁰. Phishing remains the most common form of cybercrime, while ransomware attacks continue to grow in sophistication and impact. In 2023*, 50% of UK businesses reported experiencing a cyberattack¹¹, and SA ranks among the top five countries globally in terms of cybercrime density, with an estimated annual financial loss of R2,2 billion¹².

¹ Value-added products and services.

² Financial Intelligence Centre Act.

³ Administrative Adjudication of Road Traffic Offences.

⁴ Global Economic Crime Survey 2024 | PwC.

⁵ CPI2024_Report_Eng1.pdf.

⁶ Corruption-watch-annual-report-2023-spreads-out-20240402.

⁷ Bills passed by Parliament and assented to (1994-2015).

⁸ Financial service provider.

⁹ Point-of-Sale exemption: while our Australian finance and insurance teams do not fall under the direct licensing or scope of the regulator, they must be trained and accredited by the financial institutions to whom the dealer is contracted.

¹⁰ The Top 37 Cyber Crime Statistics You Need To Know In 2025.

¹¹ The Latest Cyber Crime Statistics (updated June 2025) | AAG IT Support.

¹² Cybercrime in South Africa is rising; here's why.



Ethics and responsible conduct

Our board-approved Code of Ethics and governance structures set the standard of ethical conduct that we expect from our board members, employees, suppliers and service providers. These frameworks support our commitment to making decisions, conducting our business and interacting with stakeholders honestly, transparently, fairly and in line with our values – the foundation for our ethical culture. Our good governance practices protect the Group against various risks and ensure that decision-makers are held accountable. We regularly review our internal controls and policies to ensure they remain relevant, well-established and effectively enforced. Various mechanisms ensure we identify dishonest behaviour, leaving little room for misconduct within our businesses.

In 2024, we reported that we had updated our Code of Ethics to ensure its relevance. This year, we rolled out the updated Code across all our geographies of operation. The introduction of the online Gifts and Conflicts of Interest Register in 2023 highlighted the need to update our gifts and the conflicts of interest policy to include our values and to align with industry standards, particularly for Mobility Solutions. This was completed in 2025.

2025 focus

- Ensuring our businesses operate at the highest levels of integrity through heightened vigilance.
- Educating employees and new recruits on the meaning of ethics, how to act ethically and to apply professional scepticism.

Training and awareness

We rolled out an online business ethics training programme in SA this year, which covers the whistle-blowing hotline and applicable policies and codes of conduct, and includes case studies. Ethics training is mandatory for all employees in SA who have access to a computer. Of the 10 569 employees registered to complete the programme, 83% had done so by year end against a target of at least 80%.


Whistle blowing

Our employees and stakeholders have access to various mechanisms to report suspected misconduct and non-compliance. These include an independently managed, anonymous whistle-blowing hotline (Tip-Offs Anonymous) for all stakeholders across our African operations, and for employees, Safecall in the UK and the Speeki app and website in Australia. Regular reminders ensure that our employees are made aware of, and understand the rationale for, these important fraud detection channels.

Supply chain

Our OEMs, suppliers and service providers are required to adhere to our Code of Ethics, supply chain code of conduct and all applicable laws and regulations that apply to them. The supply chain code of conduct outlines our requirements for procedural compliance, social and environmental stewardship, guarding against bribery and corruption, conflicts of interest and fair business practices. We reserve the right to audit suppliers, whether by an internal team or a third party, to verify conformance to the supply chain code of conduct.


In 2025, we began assessing non-OEM parts manufacturers in SA on their contractual liabilities and responsibilities and their maturity in terms of managing their ESG-related risks. The initial assessments have highlighted certain challenges. For the short term, our focus will be to address these challenges and improve our assessment of our South African supplier base to advance our long-term objective to implement responsible sourcing processes.

 Supply chain code of conduct.

Political contributions

The Group does not make contributions to political parties.

Artificial intelligence

Our innovation framework promotes the exploration and adoption of AI technologies. We currently use AI and robotic process automation (software robots or 'bots') to create more intelligent, efficient and scalable end-to-end automation solutions. Notable success has been achieved in the automation of finance back-office processes. Working with AI and machine learning specialists, we will continue to conduct data-driven experiments to enhance sales conversion, foster continuous improvement and deepen our understanding of evolving mobility needs. Throughout this journey, we remain committed to safeguarding the data of our customers, employees and partners through a combination of governance, risk management and employee awareness ( see page 134).

Our policy on the acceptable use and governance of AI covers ethical aspects, including confidentiality, copyright, regulatory compliance and security risks. It requires our IT security and legal and compliance functions to review all AI-enabled systems prior to utilisation.



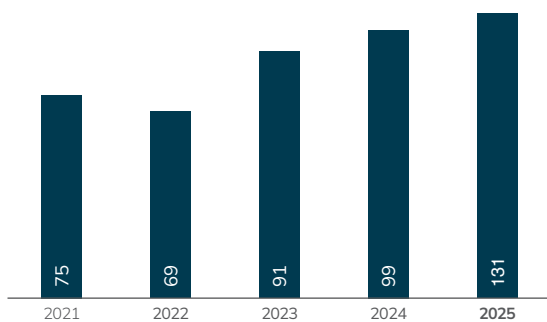
Ethical, fair and compliant business conduct (continued)

2025 performance

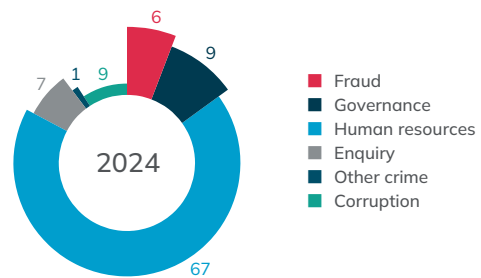
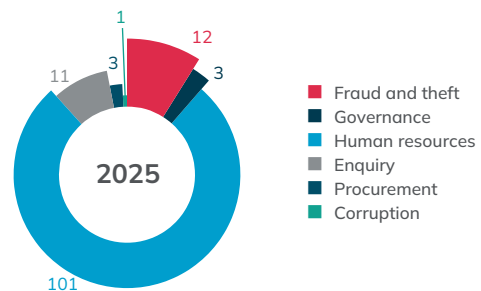
Internal audits did not identify any material concerns relating to bribery and corruption or human rights risks, and no public legal cases regarding corruption were brought against Motus, any of its operations or its employees.

Reports of misconduct (Group)

Whistle-blowing reports (number)



At year end, all 131 reports to whistle-blowing reporting mechanisms had been investigated and closed. 53 (2024: 33; 2023: 25) reports were valid concerns where disciplinary or remedial action was taken. 77% (2024: 68%; 2023: 70%) of reports related to HR matters, being either grievances and/or reports of harassment. Of the 19 reports concerning fraud and theft, corruption and/or governance and procurement irregularities, eight were found to be valid. Where applicable, all confirmed incidents of fraud were reported to the relevant authorities.



Disciplinary cases: page 81.

Ethics Self Declaration Programme (SA)

The Ethics Self Declaration Programme is an online mechanism for select employees in SA¹ to annually self-declare conflicts of interest and their compliance with key policies and ethical standards, raise matters of non-compliance and ask for policy training for themselves. In 2025, SA Retail limited the programme to senior management, accounting for the reduction in number of employees covered.

Number of employees covered

5 572

2024: 6 580

2023: 3 390

Completed declarations

94%² 100%

2024: 67% of executives, senior managers at head office and FSP employees.
2023: 91%

2024: 100%

2023: 100%

Letters of non-compliance

0

letters were sent to employees for not having completed their self-declarations for two consecutive years.

2024: 40

2023: programme not in place

¹ Applies to all Group Executive Committee members and their direct reports (business segment and regional executives), and employees in certain roles, for example, all employees working in our FSPs.

² 5 233 employees completed the self declaration (2024: 4 389). Where the completion rate of the programme falls below 90% for an employee group, additional awareness and training is conducted. Programme rollout to encompass a wider Group of employees (from 3 390 in 2023 to 6 580 in 2024) took longer than expected accounting for the lower comparative. In absolute numbers, the number of people who completed the programme in 2024 was higher than in 2023.

Compliant financial products and services

We are committed to offering the right products at the right price in the right way to protect the financial standing of our customers from foreseeable harm. This includes engaging with, and marketing to, customers in compliance with legislative requirements. Our sales personnel are well-trained, and our F&I¹ employees receive training and continuous professional development to maintain their accreditation to advise on and offer intermediary services. We also employ robust due diligence processes, including regular compliance audits of our F&I business managers and deal files and quality assurance assessments of our

call centres, to ensure that our controls are adequate and effective. Our FSPs have been audited by regulatory authorities.

2025 focus

- Testing our compliance controls, particularly those relating to FICA and POPIA².

¹ Finance and insurance.

² Protection of Personal Information Act.



Innovation

Much of the current regulatory change impacting Motus in SA requires more transparent communication between businesses and their customers. During the year, we launched QA Pro, an in-house AI tool that automates some of the quality assurance processes applied in our call centres. In the past, quality assurance agents spent up to 20 minutes listening to entire customer calls to manually score them against predefined scorecards. QA Pro reads, transcribes and scores calls, removing the need for agents to listen to the whole call. It handles increased call volumes and has boosted the assurance coverage of our call centres by over 50% in its first year, without increasing costs. Most importantly, the tool has reduced the risk of error as well as inconsistency in the quality assurance evaluations, ultimately improving customer outcomes.

During the year, we also introduced a new system to improve the FICA process for companies. The system utilises a company registration number to retrieve necessary information for due diligence, for example, Companies and Intellectual Property Commission data, address and director records. The system then uses this data to conduct sanction screening and generates a report, which is integrated into our F&I platform.





Ethical, fair and compliant business conduct (continued)

2025 performance

Incidents of non-compliance (Group)

There were no serious or reportable incidents of non-compliance with regulated products and services in 2025, and our compliance audits in SA, the UK and Australia did not identify any material concerns.

Compliance scores (SA and UK)

Average compliance scores in SA (%)

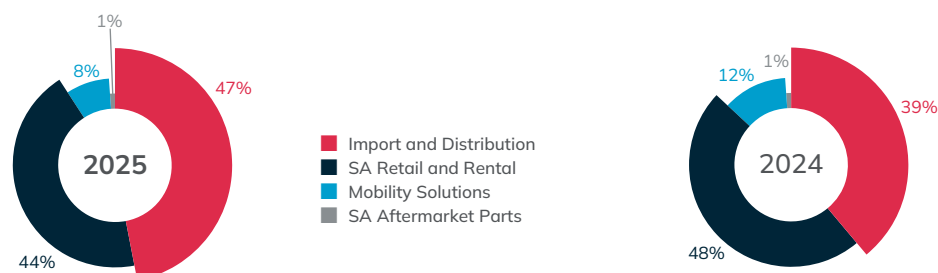
	2025	2024	2023		2025	2024	2023
Audits conducted by FAIMS				Audits conducted by Mobility Solutions			
OEM ¹	97	–	–	LiquidCapital	97	95	95
Importer brands	96	96	96	MotorHappy	95	93	94
Dealership network	93	91	95	M-Sure	94	99	94

Average compliance scores in the UK (%)

	2025 ²	2023
Self-assessments		
Motus Commercials	95	92
Motus Vehicle Solutions	95	92
Pentagon	95	97

Cases reported to ombudsmen (Group)

Ombuds cases in SA



In SA, out of over 152 200 new and pre-owned vehicle sales, over 700 000 vehicles covered by our VAPS and third-party products, and countless parts and workshop interactions, 636 (2024: 541; 2023: 476) cases involving Motus were referred to the Motor Industry Ombudsman of South Africa and other applicable ombuds in 2025. Overall, 97% (2024: 98%; 2023: 96%) of the cases were resolved in Motus' favour or resolved between parties to the customer's satisfaction, and 3% (2024: 2%; 2023: 4%) were ruled against Motus. Of the 803 (2024: 202; 2023: 89) cases still open at year end, none posed a material reputational risk for Motus. We abide by ombuds rulings when it is found that we are at fault.

There were no material complaints raised with the Financial Ombudsman Service in the UK nor with similar bodies in Australia.

¹ From 2025, OEM passenger and OEM commercial will be reported together and not separately like in prior years.

² The 2024 audited scores were not published as the compliance self-assessment methodology had been updated and divisions were amending their practices and processes to support the new methodology. However, all divisions passed their compliance audits for 2024.



Regulation

Motus operates in a highly regulated and complex environment. We support regulatory change that enhances consumer safety, improves our transparency and disclosure with our customers, and ensures a competitive yet collaborative automotive industry. We invest in focused readiness initiatives that ensure the Group is well prepared for new, and changes to existing, regulation. When making acquisitions, regulatory compliance is a key part of the due diligence process.

We update the Group's compliance universe on an ongoing basis, ensuring that we have a complete view of the key legislation that impacts each business segment and regional

operation, and that responsibility for compliance has been assigned without creating duplication of effort.

Our international presence helps us anticipate changes by considering how the legal frameworks in the UK and Australia may impact our operations in SA. This allows us to prepare for such eventualities rather than reacting to them as they occur. For example, should the FSICA¹ in SA decide to follow regulatory developments in either the UK or Australia that affect the sale of VAPS by dealerships, we will already have some understanding of the impact.

Key regulations with the potential to affect the Group's business operations are outlined below.

2025 focus

- Implementing the processes needed to comply with new legislation while ensuring that how we respond is responsible and supports Motus' sustainability in the future. Particular attention was given to preparing the South African operation for the COFI Bill², AARTO and its regulations, and the changes to FICA, as part of the process to remove SA from the Financial Action Task Force greylisting.
- Participating in industry regulatory consultations.

Recent regulatory changes

Competition in the automotive aftermarket (SA)

The amendments to the Competition Commission Guidelines,³ effective 27 March 2025, aim to enhance consumer choice, increase transparency, protect sensitive information and promote fair competition through greater participation by ISPs⁴ in the repair of vehicles.

Changes that materially impact Motus include:

- The rules about unbundling, selling and cancelling service and maintenance plans – previously only applicable to new vehicles – now also apply to demo and pre-owned vehicles.
- The obligation to train employees on competitively sensitive information.
- The requirement that all service and maintenance plans clearly communicate the transferability of plans in the event of a write-off or accident.
- The requirement that all OEM parts and vehicle accessory numbers appear on quotes and invoices⁵.

Import and Distribution, SA Retail and Mobility Solutions collaborated on introducing new and updating current processes to comply with the amendments, and we engaged with our OEM partners to resolve queries. Three online

training courses were launched, educating the affected Importer and retail dealership employees about the revised guidelines and the exchange of commercially sensitive information.

Amendments to the Companies Act (SA)

The amendments to the Companies Act, partially effective from December 2024, addresses societal concerns, focusing on social and ethics committees and remuneration reporting. Key provisions include qualifications, experience and composition of social and ethics committee members, with at least three members and a majority being independent, and the annual appointment of committee members by shareholders. Committees must fill vacancies within 40 days and prepare an annual report for shareholders on how they have fulfilled their duties. The SES Committee meets all of these requirements.

The Act also mandates enhanced remuneration reporting, focusing on pay equality. Once these provisions come into effect, companies will be required to disclose the total remuneration (including salary and benefits) of the highest-paid and lowest-paid employee, the average and median remuneration of all employees and the remuneration gap between the top 5% highest-paid and the bottom 5% lowest-paid employees.

¹ Financial Sector Conduct Authority.

² Conduct of Financial Institutions.

³ The Guidelines for Competition in the South African Automotive Aftermarket.

⁴ Independent service provider.

⁵ This provision does not apply to businesses or individuals who are not affiliated with OEMs or their authorised dealership networks.



Ethical, fair and compliant business conduct (continued)



Labour (SA)

The Employment Equity Amendment Act aims to accelerate workplace transformation and address persistent racial and gender disparities. The finalised sector-specific targets for designated groups were released in April 2025 and reporting against these targets is required from 1 September 2025 to 31 August 2030. We are engaging with business segments and conducting workshops for HR teams and members of our employment equity committees on the new requirements. The Act may trigger changes to the B-BBEE Act to ensure consistency and legal alignment.

Climate change (SA)

The Climate Change Act, effective from March 2025, establishes a legal framework for a just transition to a low-carbon, climate-resilient economy. While not all provisions commenced immediately, the Act sets a clear mandate for climate action, aligning with global net-zero goals and enforcing accountability through reporting and compliance. Key regulatory mechanisms include: a national GHG emissions pathway (to be reviewed every five years), emission targets for high-emitting sectors, carbon budgets for major emitters, climate adaptation plans across all levels of government, and policy alignment to support climate objectives.

The Act requires companies to submit GHG mitigation plans, comply with sector emission targets and report their emissions and progress annually. Penalties apply for non-compliance. The full impact on Motus will become clearer once sectoral targets and carbon budgets are published; however, we do not expect a material impact as we are not a large emitter of emissions.

Upcoming legislation

Our business forum and industry association memberships play a critical role in understanding and preparing for new regulations, and inform our commercial impact assessments. Our participation in various working groups and committees allow us to comment on, and contribute to, the shaping of automotive policy and proposed regulatory changes, and to explore possible solutions where uncertainties exist.

Administrative Adjudication of Road Traffic Offences Act (SA)

AARTO is a system of enforcement aimed at improving road safety and driver behaviour. On 1 August 2025, President Ramaphosa proclaimed the following effective dates relating to AARTO legislation: the onboarding of initial metropolitan municipalities to commence 1 December 2025 (Phase II), the onboarding of remaining municipalities to commence 1 April 2026 (Phase III) and the demerit system to commence 1 September 2026 (Phase IV).



SA Vehicle Rental, as a large vehicle fleet operator, will be the most materially impacted by this legislation. Import and Distribution, SA Retail, SA Vehicle Rental and Mobility Solutions have assessed their readiness across ten key deliverables. The AARTO working group has conducted an impact analysis, and is updating our policies and implementing solutions to ensure AARTO readiness across the business segments. We are working with the RTMC¹ to integrate our systems with the RTMC platform, and we are revising our employment contracts and customer-facing documents, where applicable, to cater for AARTO changes. Going forward, our drivers will be required to annually declare their adherence to AARTO.

When enacted, demerits will only apply to driver behaviour and safety matters, and not to a vehicle's condition. Vehicles will only receive demerits in cases where a driver cannot be identified.

Salient risks relating to AARTO implementation include the driver nomination process for foreign drivers and restricted access to demerit information due to data privacy concerns.

Conduct of Financial Institutions Bill (SA)

Forming the foundation for all market conduct, including customer treatment, the COFI Bill aims to strengthen financial sector regulation. The FSCA's three-year plan targets informal consultation on themed frameworks from March 2024 to June 2025, followed by further technical work and consultation until at least April 2027. Our compliance approach for Mobility Solutions and impacted Motus FSPs will ensure that we are ready to conduct an in-depth analysis of the new standards when they are published.

Discretionary commission arrangements (UK)

The FCA² banned interest rate flexing from January 2021 to protect consumers from unfair practices in which brokers could increase their commission by raising the interest rates on vehicle finance deals without a customer's knowledge. Due to a high number of complaints from customers claiming compensation for DCAs³ prior to the ban, the FCA launched a review into the historic use of DCAs in the UK motor finance market.

In October 2024, the UK High Court ruled that financial institutions and dealerships acting as brokers owe a fiduciary duty of loyalty to customers⁴, including the obligation to disclose commissions and obtain customer consent. Commission disclosures have since been implemented and at Motus, we have improved our documents to provide further visibility and transparency. In August 2025, the UK Supreme Court clarified the position of dealerships in the three-way dealer-customer-financial institution relationship, declaring that dealerships do not owe a fiduciary duty to customers.

Following this ruling, the FCA is expected to recommence its examination of historic DCAs and the need for a redress scheme for incidents where customers are treated unfairly. The outcome is expected to bring about changes to the UK Financial Ombudsman Service and the Consumer Credit Act to deliver a more consistent and predictable regulatory environment for the vehicle finance market.

2025 performance

Litigation (Group)

The Group is not currently involved in any significant litigation which could have a material impact on its ability to operate as a going concern.

Incidents of non-compliance (Group)

A Motus dealership in KwaZulu-Natal received a fine⁵ from its local municipality for using a service provider who failed to comply with bylaws relating to the disposal of oil waste. The incident highlighted the need to strengthen our assessment of supplier compliance and this has now been added to the annual OHS checklist.

Regulatory compliance self-assessments (SA)

In SA, the RCSA⁶ gauges the level of knowledge and understanding of, and compliance with, key legal and regulatory requirements associated with newer legislation, in particular FICA⁷, the Consumer Protection Act, POPIA, the Second-Hand Goods Act, the Competition Commission Guidelines and AARTO. Each business segment responds to a bespoke question-set on the laws that are applicable to it, and targeted training and awareness is developed for the business segment based on the feedback received.

Overall compliance

94%

2024: 93%

2023: not in place

Overall completion

88%

2024: 71%

2023: not in place

¹ Road Traffic Management Corporation.

² Financial Conduct Authority.

³ Discretionary commission arrangement.

⁴ A standard that exceeds the 'treating customers fairly' framework.

⁵ The fine amounted to less than R10 000.

⁶ Regulatory compliance self-assessment.

⁷ The recent designation of dealerships as accountable institutions under FICA is the largest change to our business landscape in several years.



Ethical, fair and compliant business conduct (continued)

Systems and data security

Our IT strategy supports and enables our strategic business objectives, innovation culture and data management strategies – all encompassed by a comprehensive IT control¹ and cybersecurity approach. We adopt the NIST² Cybersecurity Framework, an internationally recognised standard that supports ethical, transparent and effective management of cyber risks and data protection. This ensures that we invest in the most relevant security controls for our systems, critical infrastructure and end user devices and comply with regulatory, audit and customer data protection requirements.

Our cybersecurity and data protection processes are aligned with the Group's integrated risk management framework and business continuity planning. Our governance structures are designed to ensure sustained visibility of and accountability for cyber and data-related risks. We prioritise realistic, business-relevant safeguards based on risk likelihood and impact. We protect our data and systems against the risks associated with data compromise, IT system abuse and fraud and/or cyber-extortion.

Employees play a vital role in protecting our systems and data, we therefore work to promote a culture of security and shared responsibility across the Group.



Business conduct management approach: sets out in detail our governance of cybersecurity and data risks.

2025 focus

- Enforcing robust controls over access to core systems.
- Optimising system controls to ensure consistent cybersecurity management across the Group.

¹ Governance, risk and compliance.

² National Institute of Standards and Technology.

³ Information Security Management System.

Cybersecurity

Cybersecurity risk management is embedded across our entire digital footprint – from frontline dealership processes and endpoint devices to our enterprise network and core infrastructure. Our multi-faceted cybersecurity framework supports our commitment to responsible business conduct and encompasses people, processes and technology. We invest in advanced cybersecurity applications and our alignment with the NIST Cybersecurity Framework provides a practical reference for identifying, protecting, detecting, responding to and recovering from cyber threats.

The Group-wide ISMS³ ensures that we implement, monitor and continually improve our cybersecurity controls to limit the impact of potential threats. It encompasses independent reviews, ongoing risk assessments, adherence to established guidelines, robust monitoring and regular testing of our incident response capabilities as well as targeted initiatives in high-risk areas such as dealerships and customer-facing platforms. Our incident response process focuses on clear escalation paths, rapid containment and cross-team co-ordination. While we follow NIST guidance, we have adapted our response process to suit operational realities.

We also use BitSight cyber risk assessment tools to identify potential exposures, prioritise investments and communicate transparently with stakeholders, thereby strengthening accountability and protecting our expanding digital ecosystem. Our current BitSight rating is in line with industry standards.

Additional measures to safeguard the Group include quickly integrating acquisitions into our high standards of information security, strictly enforcing the separation of work and personal devices, and rigorous IT security screening of potential service providers to ensure that they share our commitment to strong cybersecurity practices.

We work closely with cybersecurity specialists to remain vigilant against evolving threats, enhance our expertise and reinforce our security posture.





Data protection

Our data is one of our most valuable assets, enabling us to personalise and enhance customer experiences. Our NIST-aligned data protection policies ensure that we maintain strict compliance with data privacy regulations and that the personal information entrusted to us is secure and responsibly used. Best privacy practices are embedded in the design specifications of systems and business processes. This includes conducting privacy impact assessments before launching new systems or enhancing existing ones.

Employees are bound by confidentiality to the extent permitted by law. We ensure that they have the right level of access to the information needed to do their work and meet customer expectations.

Data privacy and protection clauses along with security assessment criteria, are incorporated into our service provider contracts, covering their connection and access to our systems and their compliance with POPIA. We ensure that agreements with IT vendors are well-defined and our expectations are well-understood.

¹ Promotion of Access to Information Act.

All operations in SA reported their PAIA¹ compliance to the Information Regulator on time, entailing the updating of all PAIA manuals and uploading them to the regulator's reporting platform.

Employee awareness and training

Regular campaigns and education initiatives heighten cybersecurity and data protection awareness among employees. As part of our objective to enhance the digital dexterity of our employees, mandatory refreshed cybersecurity training was launched in 2025 for employees in SA, with three of the seven modules rolled out at the time of reporting. We achieved a learning completion rate of 93% for these modules, achieving our target of 90%. In addition, we monitor employee activity to identify high-risk users for targeted training.

New online POPIA training was rolled out in September 2025.

2025 performance

Data incidents (Group)

All 82 of the devices stolen in 2025, mostly as a result of dealership or business site break-ins or stolen from vehicles, were encrypted; therefore, no disclosure to the Information Regulator in SA was required (2024: 0,8%).

The Information Regulator notified Motus that it had received a customer complaint about the fraudulent use of personal information. Upon investigation, it was found that our internal rules had been breached. We have responded to the Information Regulator with no fine issued to date. In another incident, a unauthorised third party attempted to

gain access to employee information. Our systems detected and blocked the breach without data being accessed. All affected employees were informed. In both incidents, corrective action was implemented, disciplinary action taken, where required, and training rolled out to the teams concerned.

In total, three incidents were reported to information regulators (2024: 2; 2023: 1) in 2025 and there were no material data and/or system breaches (2024: 0; 2023: 0).





Additional information

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Glossary

A

AARTO	Administrative Adjudication of Road Traffic Offences (SA)
AGM	annual general meeting
AI	artificial intelligence
ARC	Audit and Risk Committee (sub-committee of the board)

B

BBA	Bachelor of Business Administration
B-BBEE	broad-based black economic empowerment
BESS	battery energy storage systems
black	African, Coloured and Indian people (SA)
bot (short for robot)	a software app that automates tasks or simulates human activity

C

CEO	Chief Executive Officer
CFO	Chief Financial Officer
CO₂	carbon dioxide
COFI	Conduct of Financial Institutions
Competition Commission Guidelines	Guidelines for Competition in the South African Automotive Aftermarket
COP	Conference of the Parties
CSA	compliance self-assessment
CSI	corporate social investment

D

DCA	discretionary commission arrangements
DEI	diversity, equity and inclusion
DoEL	Department of Employment and Labour (SA)
dtic	Department of Trade, Industry and Competition (SA)
dtic Codes	dtic's Broad-based Black Economic Empowerment Codes of Good Practice (SA)

E

EME	exempt micro enterprise
ESD	enterprise and supplier development
ESG	environmental, social and governance
EU	European Union
EV	electric vehicle
EVP	employee value proposition

F

F&I	finance and insurance
FAIMS	F&I Management Solutions
FCA	Financial Conduct Authority (UK)
FICA	Financial Intelligence Centre Act (SA)
FRRRC	Finance and Risk Review Committee
FSCA	Financial Sector Conduct Authority (SA)
FSP	financial service provider

G

GBV	gender-based violence
GDP	gross domestic product
GHG	greenhouse gas
GIBS	Gordon Institute of Business Science (SA)

H

HR	human resources
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I

ICE	internal combustion engine
IEA	International Energy Agency
IFRS	International Financial Reporting Standards
IMF	International Monetary Fund
intrapreneur	employees who develop innovative ideas or projects within a company
IRMSA	Institute of Risk Management of South Africa
ISMS	Information Security Management System



Glossary (continued)

ISO	International Organization for Standardization
ISP	independent service provider
IT	information technology
J	
JET	Just Energy Transition
K	
kg	kilogram
kl	kilolitre
km	kilometre
KPI	key performance indicator
kW	kilowatt
kWh	kilowatt hour
L	
LCV	light commercial vehicle
LED	light emitting diode
M	
merSETA	Manufacturing, Engineering and Related Services Sector Education and Training Authority (SA)
MPD	Motor Parts Direct
MWh	megawatt hour
m^x	Motus Exponential
N	
naamsa	naamsa The Automotive Business Council (SA)
NADA	National Automobile Dealers Association (SA)
NAPA	National Automobile Parts Association
NGO	non-governmental organisation
NIST	National Institute of Standards and Technology
NPAT	net profit after tax
NPC	non-profit company
NPO	non-profit organisation
NQF	National Qualifications Framework (SA)

O

OECD	Organisation for Economic Co-operation and Development
OEM	original equipment manufacturer
OHS	occupational health and safety

P

PDC	parts distribution centre
POPIA	Protection of Personal Information Act (SA)
PV	photovoltaic

Q

QSE	qualifying small enterprise
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R

RCSA	regulatory compliance self-assessment
RemCo	Remuneration Committee (sub-committee of the board)
RMI	Retail Motor Industry Organisation (SA)

S

SA	South Africa
SADC	Southern African Development Community
SAE International	an engineering standards organisation
SAICA	South African Institute of Chartered Accountants
SARB	South African Reserve Bank
SAVRALA	Southern African Vehicle Rental and Leasing Association
SBTi	Science Based Targets initiative
SENS	Stock Exchange News Service
SES Committee	Social, Ethics and Sustainability Committee (sub-committee of the board)
SETA	Sector Education and Training Authority (SA)
SME	small- and medium-sized enterprise
SMMT	Society of Motor Manufacturers and Traders (UK)
STI	short-term incentive

**T**

TATA Passenger	Refers to TATA Motors Passenger Vehicles Limited when referencing our distribution agreement, and to TATA Motors Passenger Vehicles South Africa in all other instances
TCFD	Task Force on Climate-related Financial Disclosure
tCO₂e	tonnes of carbon dioxide equivalent
TGP	total guaranteed pay
Two-Pot Retirement System	A pension reform in South Africa that aims to balance long-term retirement savings with short-term financial flexibility by allowing fund members to withdraw money from their pension savings.

U

UK	United Kingdom
UN	United Nations
UN SDGs	UN Sustainable Development Goals
US	United States
USD	US Dollar

V

VAPS	value-added products and services
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W

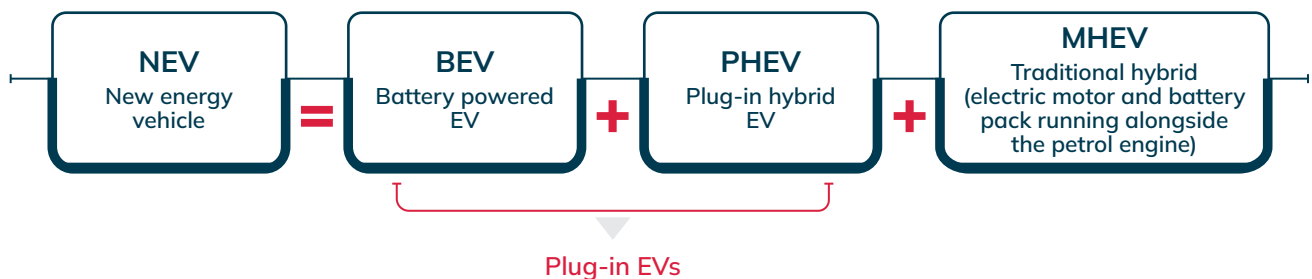
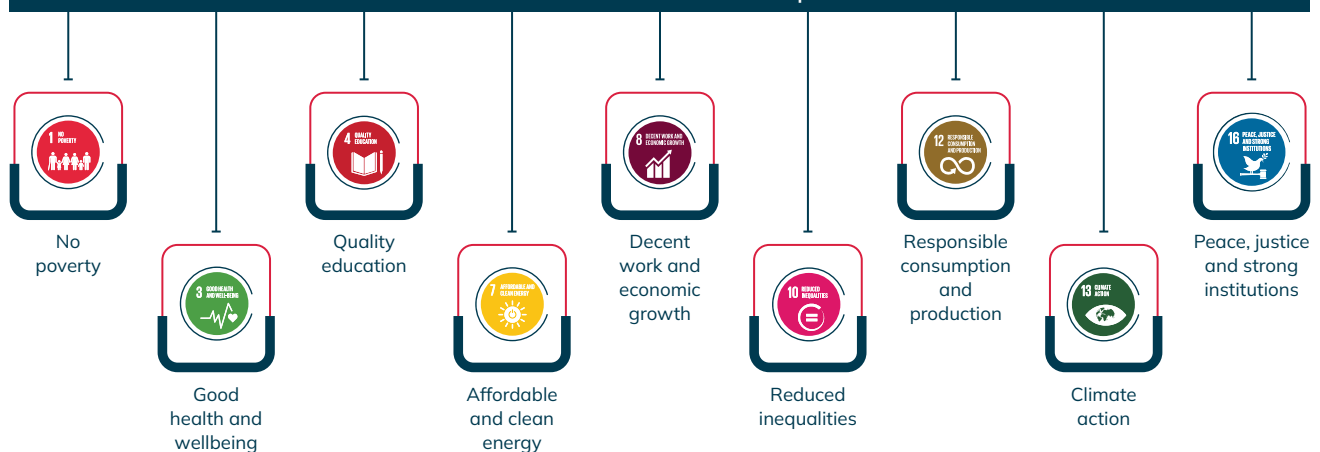
WEF	World Economic Forum
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Y

YES	Youth Employment Service
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X

ZEV	zero-emission vehicle
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New energy vehicles**United Nations Sustainable Development Goals**



Independent limited assurance report

Independent Assurance Practitioner's Limited Assurance Report on Selected Subject Matter

To the Directors of Motus Holdings Limited

Report on Selected Key Performance Indicators

We have undertaken a limited assurance engagement on selected key performance indicators (subject matters), as described below, and presented in the Environmental, Social, Governance (ESG) Reports of Motus Holdings Limited ("Motus") for the year ended 30 June 2025 (the Report). This engagement was conducted by a multidisciplinary team including environmental and assurance specialists with relevant experience in sustainability reporting.

Subject Matter

We have been engaged to provide a limited assurance conclusion in our report on the following selected subject matters, as disclosed in the ESG Indicator Report. The selected subject matters described below have been prepared in accordance with Motus' internally defined criteria, supported by the Global Reporting Initiatives (GRI) Standards ("reporting criteria"). The reporting criteria is available on the client's website <https://www.motus.co.za/environmental-social-governance/governance/>.



Safety Selected Subject Matter

Road kilometres travelled (million)	Km	Group
Road accidents per million kilometres	Ratio	Group
Road accidents (includes any fatalities)	Number	Group



Environmental Selected Subject Matter

Road fuel usage (includes petrol and diesel)	litres	Group
Electricity purchased	MWh	Group
Water purchased from municipalities	Kl	Group
Scope 1 emissions	tCO ₂ e	Group
Scope 2 emissions	tCO ₂ e	Group



Social Selected Subject Matter

Total Group CSI spend	Rm	Group
Community Development Programme: Cumulative number of resource centres available to registered learners	Number	SA
Community Development Programme: Total number of learners impacted	Number	SA
Diversity and Inclusion: Percentage of female representation in management	Percentage	SA

Directors' Responsibilities

The Directors are responsible for the selection, preparation and presentation of the selected subject matters in accordance with Motus' reporting criteria. This responsibility includes the identification of stakeholders and stakeholder requirements, material issues, commitments with respect to sustainability performance and design, implementation and maintenance of internal control relevant to the preparation of the Report that is free from material misstatement, whether due to fraud or error. The Directors are also responsible for determining the appropriateness of the measurement and reporting criteria in view of the intended users of the selected subject matters and for ensuring that those criteria are publicly available to the Report users.

Inherent Limitations

The Greenhouse Gas (GHG) emission quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.



Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the *Code of Professional Conduct for Registered Auditors* issued by the Independent Regulatory Board for Auditors (IRBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)*.

Deloitte applies the International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Assurance Practitioner's Responsibility

Our responsibility is to express a limited assurance conclusion on the selected subject matters based on the procedures we have performed and the evidence we have obtained. We conducted our assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance Engagements other than Audits or Reviews of Historical Financial Information*, issued by the International Auditing and Assurance Standards Board. This Standards requires that we plan and perform our engagement to obtain limited assurance about whether the selected subject matters are free from material misstatement.

A limited assurance engagement undertaken in accordance with ISAE 3000 (Revised) involves assessing the suitability in the circumstances of Motus's use of its reporting criteria as the basis of preparation for the selected subject matters, assessing the risks of material misstatement of the selected subject matters whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the selected subject matters. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks. The procedures we performed were based on our professional judgement and included inquiries, observation of processes followed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above we:

- Interviewed management and senior executives to obtain an understanding of the internal control environment, risk assessment process and information systems relevant to the sustainability reporting process;
- Inspected documentation to corroborate the statements of management and senior executives in our interviews;
- Performed a walkthrough processes and systems to generate, collate, aggregate, monitor and report the selected subject matters;
- Inspected supporting documentation on a sample basis and performed analytical procedures to evaluate the data generation and reporting processes against the reporting criteria; and
- Evaluated whether the selected subject matters presented in the Report are consistent with our overall knowledge and experience of sustainability management and performance at Motus.

The procedures performed in a limited assurance engagement vary in nature and timing and are less in extent than for a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether Motus' selected subject matters have been prepared, in all material respects, in accordance with the accompanying Motus' reporting criteria.



Independent limited assurance report (continued)

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the selected subject matters as set out in the subject matter paragraph above for the year ended 30 June 2025 are not prepared, in all material respects, in accordance with the reporting criteria.

Other Matters

The maintenance and integrity of the Motus' website is the responsibility of Motus' management. Our procedures did not involve consideration of these matters and, accordingly, we accept no responsibility for any changes to either the information in the Report or our independent limited assurance report that may have occurred since the initial date of its presentation on Motus' website.

Restriction of Liability

Our work has been undertaken to enable us to express a limited assurance conclusion on the selected subject matters to the Directors of Motus in accordance with the terms of our engagement, and for no other purpose. We do not accept or assume liability to any party other than Motus, for our work, for this report, or for the conclusion we have reached.



Deloitte & Touche

Registered Auditors

Per Jyoti Vallabh
Chartered Accountant (SA)
Registered Auditor
Partner

30 September 2025

5 Magwa Crescent
Waterfall City, Waterfall
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South Africa



Corporate information

Motus Holdings Limited

Incorporated in the Republic of South Africa
Registration number: 2017/451730/06
ISIN: ZAE000261913
Share code: MTH
("Motus" or "the company" or "the Group")

Directors

MJN Njeke (Chairperson)*
A Tugendhaft (Deputy Chairperson)**
OJ Janse van Rensburg (CEO)#
B Baijnath (CFO)#
KA Cassel#
S Mayet*
JN Potgieter*
F Roji-Nodolo*
LJ Sennelo*
R van Wyk*

* Independent non-executive

** Non-executive

Executive

Company Secretary

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nsimelane@motus.co.za

Group Investor Relations Manager

J Oosthuizen
motusIR@motus.co.za

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This report is available on the Motus website at: www.motus.co.za

Disclaimer

This document contains certain statements that are forward looking with respect to certain of the Group's plans, goals and expectations relating to its future performance, results, strategies and objectives. These forward-looking statements are not statements of fact or guarantees of future performance, results, strategies and objectives, and by their nature involve risk and uncertainty because they relate to future events and circumstances which are difficult to predict and are beyond the Group's control, including but not limited to domestic and global economic conditions, market-related risks such as fluctuations in interest rates and exchange rates, the policies and actions of regulatory authorities, the impact of competition, inflation, deflation, the timing impact and other uncertainties of future acquisitions, as well as the impact of changes in domestic and global legislation and regulations in the jurisdictions in which the Group operates. The forward-looking statements in this document are not reviewed and reported on by the Group's external assurance providers. Forward-looking statements apply only as of the date on which they are made, and the Group does not undertake any obligation to update or revise any of them, whether as a result of new information, future events or otherwise, and does not assume responsibility for any loss or damage arising as a result of the reliance by any party thereon.



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