



Motus

Social impact management approach

Supplement of the ESG report
for the year ended 30 June 2025

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

Health and safety

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.

For example, in South Africa (SA), we:

- Maintain an updated database of approved service providers for outsourced occupational health and safety (OHS) work.
- Review the quality of OHS training provided by service providers.
- Work closely with internal audit on certain OHS aspects.
- Conduct quality assurance on our reporting.

OHS compliance and risk assessments

Every business site must comply with the Group's OHS standards, which apply as a minimum, in addition to applicable health and safety legislation – jurisdictional and activity-related. Our regular health and safety assessments monitor the effectiveness of our procedures, and identify any health and safety risks or threats as well as any gaps in compliance with the Group's OHS standards.

New business sites, including acquired businesses, receive assistance from appointed health and safety consultants, to develop and implement the action plans needed to advance their OHS procedures to meet our standards. After one year, new business sites are subject to our health and safety assessment process.

In SA and the Rest of Africa, health and safety performance is measured against OHS checklists tailored to the work undertaken at each business site. These checklists are reviewed, compared and updated on an ongoing basis, and are designed to mitigate the inherent risk of the specific work environment to which they apply.

Our businesses in the United Kingdom (UK) are measured on their alignment with the principles of ISO45001¹ as the minimum standard, and we state annually on our website that we comply with OHS legislation, as required by law. The UK operation, including FAI, uses a combined assessment approach: an administrative desktop audit of compliance and practical implementation factors and an on-site inspection by the Health and Safety Auditor.

In Australia, sites are rated as either compliant or non-compliant. Project Corroboree enhances health and safety awareness and culture in our dealerships and strives to eliminate recurring audit findings. Regular meetings are held between dealer principals to share improvement ideas and projects.

In Asia, where we have a small workforce, 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. When a site falls below target, action plans are developed and implemented, and the site is re-audited within set time periods until compliance is achieved.

¹ ISO45001 – the international standard for an effective occupational health and safety management system.

Employee responsibility

We adopt a zero-tolerance approach to non-compliant health and safety behaviour. Our employees are required to raise health and safety concerns and non-compliance with their line managers and OHS representatives timeously. This includes anything they feel may pose a potential hazard. Deviations from health and safety policies and procedures are sternly dealt with, and managers and employees are held to account where transgressions may result in avoidable injury. For example, some company vehicles are fitted with tracking systems and when a driver is found to be at fault in a road accident, disciplinary measures and financial penalties apply to the driver and the dealership and/or business they work for.

Reporting

Serious accidents and all fatalities are investigated to identify root causes and the controls needed to minimise the likelihood of reoccurrence. Fatalities are reported to the Group Executive Committee and SES Committee.

Health and safety training and awareness

Our employees are appropriately trained, informed and supervised to fulfil their activities in a safe manner, for example, our drivers receive road safety training. Health and safety training is customised for each business site and includes education on OHS regulatory requirements. In the UK and Australia, training is supplemented with method statements, toolbox talks and morning briefings. In Australia, all new employees complete online training on safe working procedures prior to starting work.

In addition to training, awareness initiatives further drive a safety mindset, highlight best safety practices and convey the importance of vigilance and compliance with our OHS standards.

Employee wellbeing

Our wellness programmes support employees, boost employee morale and resilience and enhance our employee value proposition (EVP), setting us apart from our competitors. Our initiatives support preventive care and provide health education and awareness. In SA, our wellness programme is managed by an external service provider, and offers confidential short-term psychosocial counselling, financial guidance, health and wellness information and advice, and legal assistance (excluding labour law issues). We also offer a range of medical aid options, a retirement fund and risk benefits (Group life insurance, disability cover and funeral benefit). A comprehensive three-year retirement and financial wellness strategy will be launched in 2026.

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. An independent occupational health provider oversees health surveillance interventions for the region, including legislated medical examinations, and assists employees who need counselling, wellbeing assistance and rehabilitation from workplace accidents.

In Australia, our employees have access to counselling services on relationship issues, depression, suicide and self-harm tendencies, and domestic violence.

Priorities (continued)

Product safety

Quality control applies at every touchpoint where we are responsible for product safety in the lifecycle of a vehicle. 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. All business segments and regional operations comply with the applicable legislation pertaining to the safety and quality of their products and services in the jurisdiction in which they operate.

Vehicle quality checks and servicing

Stringent quality and safety controls, policies, systems and training programmes ensure we deliver high-quality workmanship in our service departments. We support original equipment manufacturers (OEMs) in maintaining their safety and brand standards, whether through quality checks of new vehicles before being delivered to dealerships, pre-delivery inspections prior to customer handover, or assisting with OEM recalls so that parts are replaced timeously. In addition, our warranty departments track claims, component failure rates and recurring problems, providing the Importer OEM brands with this data to inform their quality improvement initiatives.

Our OEM dealership service departments use OEM-specified equipment and technology and OEM-certified aftermarket parts and accessories. OEMs provide ongoing product and technical training for customer-facing employees, workshop technicians and quality controllers, which we supplement with our own training programmes. Individual technician training hours and competency levels are tracked. Workshop tools and equipment are maintained in line with OEM standards, using third-party specialists where required.

In the UK, we provide non-OEM affiliated tail-lifts, vehicle conversions and bodybuilding modifications, which are classified as fundamental modifications (i.e. changes to the mass or dimension of a vehicle or that affect its safety systems). These vehicles undergo stringent external inspection as part of the licensing process.

Pre-owned vehicles

Our pre-owned vehicles are sourced in the following three ways:

- **Our rental fleets (SA):** vehicles have up-to-date service histories, and have been serviced and maintained in our own workshops and panel shops or by our franchised dealerships. All Auto Pedigree vehicles undergo 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.
- **Our Importer and retail dealerships (Group):** trade-ins from customers and demo vehicles are reconditioned to their set standards and have balance-of-factory warranties.
- **Reliable business partners and auction houses (SA and UK):** all purchased vehicles from traders are subject to our own quality processes before we take ownership.

Vehicles that do not meet our quality criteria (including age, mileage, condition and service history) are sent to auction or trade centres.

Vehicle rental

All rental vehicles are maintained in line with OEM specifications and undergo a 26-point check, applying the SAVRALA¹ standards, before every hire. A vehicle quality inspection app keeps a digital record of a vehicle's condition before and after a rental to quickly identify any maintenance issues.

¹ SAVRALA (the Southern African Vehicle Rental and Leasing Association) is an independent industry body that sets acceptable industry norms for rental vehicles.

Priorities (continued)

Out-of-warranty parts and accessories

The Aftermarket Parts consolidation and distribution hub in China plays a key role in ensuring product integrity, safety and reliability. It sources and liaises with suppliers, manages rigorous quality assurance and drives continuous improvement across the Aftermarket Parts supply chain. Every part and accessory undergoes a comprehensive verification process before being added to our product portfolio. This includes obtaining all required documentation and certifications to ensure compliance with international and local standards.

Our stringent approach to quality assurance includes partnering with ISO9001 and IATF16949¹ accredited suppliers and positioning our supply chain against global benchmarks. Our suppliers operate under strict service level agreements that reinforce our expectations around product quality, delivery and accountability.

All safety-sensitive products, such as braking components, suspension parts and lighting, must comply with the relevant ISO and SAE International² standards and recommended practices. For the South African market, these products must also be approved by the National Regulator for Compulsory Specifications (NRCS). For locally manufactured non-OEM accessories, we ensure full NRCS certification and supporting test reports are in place before products reach customers.

Beyond compliance, we proactively monitor product performance, focusing on parts return and failure rates to identify potential issues early and engage with suppliers to address root causes. In the unlikely event of a health or safety risk, we initiate immediate recalls in line with global best practices, managing them transparently and with a customer focus. This approach underscores our commitment to customer wellbeing and trust in our brands.

¹ The globally recognised quality management standard for the automotive sector.

² SAE International is an engineering standards organisation.

Transformation in SA

Stakeholder engagement

Through our business forum and industry association memberships, and our engagements with government and regulators, we share our expertise, support broader national strategies, and contribute to progressing the transformation of SA's automotive industry. Our memberships allow us to voice our views on industry challenges and upcoming regulation, gain insight on the perspectives of industry leaders, and identify opportunities to drive our own transformation initiatives and contribution to society. The nature of these engagements is open, transparent and pro-competitive.

Broad-based black economic empowerment

Our contribution to transforming SA's automotive industry is measured against the Department of Trade, Industry and Competition's Broad-based Black Economic Empowerment (B-BBEE) Codes of Good Practice (dtic Codes). A consolidated Group B-BBEE scorecard is published at the end of September every year on the Motus website. Individual businesses also maintain scorecards where a B-BBEE rating is required to participate in their markets.

Engagement with CEOs, managing directors, and human resources and B-BBEE managers across SA ensures that our transformation strategies and projects are effectively implemented to achieve our B-BBEE objectives.

Ukhamba Holdings

Ukhamba is an investment holding company in which B-BBEE shareholders hold 53,1% of Ukhamba's 12,86% shareholding in Motus. The Ukhamba Holdings scheme came to a close in June 2025, with Ukhamba shareholders scheduled to receive their Motus shares by February 2026.

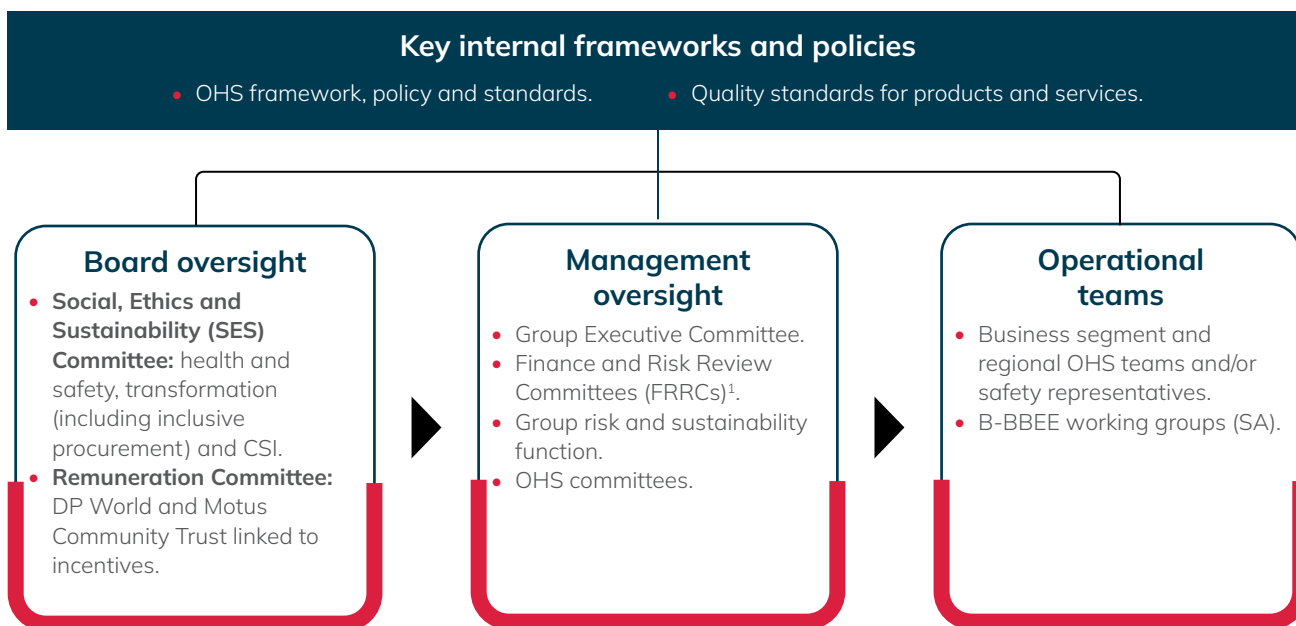
Inclusive procurement

Where we can, we enhance our procurement processes to direct more of our controllable spend (outside of our franchise and OEM procurement) to B-BBEE compliant businesses, including exempt micro enterprises (EMEs) and qualifying small enterprises (QSEs). We regularly review our supply chain and controllable procurement spend to identify where we can increase our procurement with small- and medium-sized enterprises (SMEs), and/or provide them with enterprise and supplier development (ESD) support, particularly black-owned enterprises. 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.

Corporate social investment

Our corporate social investment (CSI) targets education and youth development, primary healthcare and road safety – areas we believe deliver meaningful and positive impact and address community needs. We allocate approximately 70% of our annual CSI to Group projects that address these challenges. Not only does this improve our governance over material spend but it also ensures we have a meaningful positive impact. The balance of our CSI is made up of projects that meet the specific needs of the local communities in which our individual businesses operate.

Some of our CSI projects are monitored against service level agreements.



¹ FRRCs are in place for all Import and Distribution businesses, SA Retail, UK Retail, Australia Retail, SA Vehicle Rental, Mobility Solutions, SA Aftermarket Parts and International Aftermarket Parts.

Health and safety

The Group's CEO and the CEOs of each regional operation are ultimately responsible for health and safety, and are supported by various functions or roles. In SA, the Group risk and sustainability function develops and monitors the implementation of our health and safety policy and practices, and collaborates with businesses and internal audit to ensure that health and safety practices are effective and correctly implemented.

In the UK, our health and safety team comprises the Head of Health and Safety, the Health and Safety Auditor and a network of regional health and safety officers. The Head of Health and Safety is a chartered member of the Institute of Occupational Safety and Health and Motus is a member of the British Safety Council.

In Australia, all company officers are responsible for ensuring healthy and safe working environments, and dealer principals must ensure the effective implementation of workplace health and safety measures. Oversight is provided by a small health and safety team at the Australian head office. We are a member of the Victorian Automotive Chamber of Commerce and the Motor Traders' Association of New South Wales; memberships that allow us to access up-to-date health and safety guidance and advice.

The FRRCs monitor compliance with Motus' OHS standards and country specific OHS regulatory requirements.

OHS teams and/or safety representatives across businesses implement the business segment-specific and/or region-specific OHS plans, and manage day-to-day health and safety matters. For our smaller sites in the UK, and our sites in Australia and Asia, safety concerns are dealt with directly between managers and employees.

Product safety

Each OEM has its own framework and structures that govern controls, policies and systems relating to product and service quality. Franchise standards are clearly defined in OEM dealership and dealership franchise agreements and supporting policies. Significant deviances can result in the termination of an agreement. In the UK, quality and safety are key performance indicators in site manager personal development reviews.

B-BBEE

The Group Executive Committee and FRRCs play a key management oversight role for our transformation initiatives in SA. B-BBEE working groups have been established in certain business segments and divisions to advance our B-BBEE performance, particularly the businesses that maintain an individual scorecard. Quarterly and monthly B-BBEE reports and scorecards are compiled for operational executives.

How we measure our performance

Reporting systems

The sustainability management system collates and tracks health and safety data monthly from all business sites, covering owned, partially owned and leased sites in Africa, the UK, Australia and Asia. Health and safety administrators, internal audit and external assurance providers perform data quality checks. The system is dynamic, accommodating our constantly changing site footprint and activities.

Users receive training on the system and to reinforce the importance of accurate and timely reporting. Further assistance is provided through guidance materials, technical support and the Group sustainability function. In SA, quarterly reconciliations against insurance claims are helping to improve the completeness of our data.

In the UK Retail business, all employees have access to an underlying health, safety and environmental system to report all workplace incidents, including near misses¹. The system tracks incidents, regulatory compliance, risk assessments, action plans, training, contractor permits and equipment maintenance schedules.

B-BBEE data from all business segments located in SA is gathered monthly on our B-BBEE reporting system, including procurement spend. We also keep track of the B-BBEE status of our suppliers located in SA. Training is provided at operational and business segment level to reinforce the importance of accurate and timely reporting

	Key metrics and aspects	Highest level of oversight	Frequency
Health, safety and wellbeing			
Group	<ul style="list-style-type: none"> Road and workplace incidents, accidents and fatalities with limited assurance on road accidents 	Board	Quarterly
	<ul style="list-style-type: none"> OHS compliance audits (internal and external) and self-assessments 	External auditor	Annually
	Targets: a minimum OHS compliance rating applies to all business sites in SA, the UK and Rest of Africa.	Board	Quarterly
	<ul style="list-style-type: none"> High-risk site reviews 	Insurance service providers	Random
	<ul style="list-style-type: none"> Usage of employee assistance programme 	Board	Quarterly
SA			
Product safety			
Group	<ul style="list-style-type: none"> Quality standards, performance against OEM targets and agreed training 	OEMs	Quarterly
	<ul style="list-style-type: none"> Dealer franchise agreements 	Internal review	Quarterly
Aftermarket Parts	<ul style="list-style-type: none"> Parts quality and safety assessments 	Internal review	Every time a part is approved for inclusion in our product portfolio
UK	<ul style="list-style-type: none"> ISO9001² certification (Motus Commercials) 	Independent ISO body	Every two years
	<ul style="list-style-type: none"> Quality inspections 	Vehicle Certification Agency	Every six months
Transformation and community upliftment			
Group	<ul style="list-style-type: none"> CSI spend (limited assurance) 	External auditor	Annually
SA	<ul style="list-style-type: none"> All B-BBEE scorecards 	Independent verification	Annually
	Targets: targets for all five pillars of the scorecard are set at Group level and cascaded to business segments.		
	<ul style="list-style-type: none"> Key metrics relating to flagship Group CSI projects 	Board	Quarterly

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

² ISO9001 – the international standard for an effective quality management system.

Review of 2025 social performance

- 2025 ESG report.
- 2025 Integrated report.