



Integrated report
for the year ended 30 June 2026

Reporting suite

This report

2026 integrated report

Disclosures and audience

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

Assurance

Certain financial information contained within this report has been extracted from the audited consolidated and separate financial statements which were audited by the external auditors (the extracts are not audited). Reasonable assurance is also provided via an independent auditor's report on Pro Forma Financial Information (page 129), labelled as such in the performance at a glance and business segment performance review section of the report (pages 28 and 114).

Frameworks



Materiality

Financial and Impact

Online as PDF

2026 environmental, social and governance report and annexures

Disclosures and audience

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. It is relevant to shareholders, investors, analysts, regulators and broader society.

Assurance

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

Frameworks



Materiality

Financial¹ and Impact

¹ In the ESG annexures.

Online as PDF

2026 audited consolidated and separate annual financial statements

Disclosures and audience

Sets out the audited consolidated and separate annual financial statements (annual financial statements) for the year ended 30 June 2026, including the report of the Audit and Risk Committee (ARC).

Assurance

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

Frameworks



Materiality

Financial

Online as PDF

Shareholder report and notice of the 2026 annual general meeting

Disclosures and audience

The shareholder report provides detailed disclosure on the Group's approach to corporate governance, its full remuneration policy and implementation report, an invitation to shareholders to attend Motus' 2026 annual general meeting (AGM), the notice of the AGM, extracts of the summarised financial information and an analysis of shareholding.

Assurance

Certain financial information contained within the financial information section has been extracted from the annual financial statements which were audited by the external auditors (the extract itself is not audited).

Frameworks



Materiality

Financial and Impact

Online as PDF

Key regulatory and reporting frameworks considered and/or applied:

- International <IR> Framework (2021) as issued by the IFRS[®] Foundation.
- The Listings Requirements of the JSE Limited (JSE Listings Requirements).
- South African Companies Act 71 of 2008, as amended (Companies Act).
- King IV Report on Corporate Governance for South Africa™ (2016)¹ (King IV).
- United Nations Sustainable Development Goals (UN SDGs).
- IFRS Accounting Standards and its interpretations adopted by the International Accounting Standards Board (IASB).
- JSE Sustainability Disclosure Guidance.
- Task Force on Climate-related Financial Disclosures (TCFD).
- United Nations Global Compact.
- 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).
- Broad-based Black Economic Empowerment Act 53 of 2003.

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
Debt code: MTHI
 (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.

- Home to contents
- Back
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- Next page
- 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.

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

¹ 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.

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

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What makes Motus unique

Motus is a leading multi-national provider of automotive mobility solutions and vehicle products and services. With a heritage spanning more than 75 years, the Group has consistently created value and delivered sustainable growth, underpinned by a diversified and integrated business model. We employ more than 20 000 employees globally and are able to adapt to evolving market dynamics.

Motus' strong market leadership in South Africa (SA) is complemented by a select international footprint across the United Kingdom (UK), Australia, Asia, and Southern and East Africa.

Through the Group's diversified operations across the automotive value chain, it serves customers in multiple markets while creating long-term value for all stakeholders.

Theme of our integrated report

Motus has established a strong foundation for sustainable growth and long-term value creation through the successful execution of its strategic priorities. By increasing diversification across vehicle and non-vehicle revenue streams, expanding its international footprint, and materially reducing debt, the Group has strengthened its financial position and enhanced its resilience. These achievements have broadened our earnings base, improved financial flexibility and reinforced its ability to create value across a wide range of market conditions.

Supported by our diversified business model, leading market positions, exceptional people and disciplined approach to capital allocation, Motus is well positioned to deliver sustainable growth, generate attractive returns and continue creating shared value for all stakeholders in an increasingly dynamic and interconnected world.

About this report

The 2026 integrated report provides an overview of how the Group creates and protects value while minimising the risk of value erosion over the short, medium and longer term.

Our purpose, **Mobility for Good**, remains at the heart of our strategy, decision-making and business operations. It shapes the way we allocate capital, manage risks, pursue growth opportunities and deliver sustainable value to our stakeholders.

This report provides a balanced account of Motus' strategic priorities, business performance and value creation outcomes during the financial year, demonstrating how our diversified and resilient business model continues to support sustainable growth and long-term stakeholder value.

Scope and boundary

This report covers the

Material matters

Page 71.

Risks and opportunities

Page 79.

Impacts and outcomes

Page 93.

Arising from our

Operating environment

Page 42.

Business model

Page 93.

Key stakeholder relationships

Page 75.

Strategy

Page 50.

Our strategy incorporates key ESG priorities, and ESG-related risks and opportunities that could impact enterprise value are included in this report.

Financial reporting boundary

Our financial reporting boundary aligns with our annual financial statements. This covers the businesses over which the Group has operational control for the period 1 July 2025 to 30 June 2026. We also report on selected subsidiaries, associates and joint ventures¹. The report also includes material information up to board approval and publication on 30 September 2026.

Audience

The report is primarily aimed at providers of financial capital, but will be of interest to other stakeholders, including our employees, customers, OEMs, suppliers and business partners.

Materiality

The Group applies a double materiality lens to determine the matters for disclosure across our reporting suite. As these matters are dynamic, we update them annually to reflect the evolving context in which we operate.

Our double materiality lens

Financial materiality

- **Lens and focus:** how the economy, society and environment impact Motus' ability to create value over the short, medium and longer term.
- **Reporting:** integrated and shareholder reports and annual financial statements and the suite of ESG materials available online.

Impact materiality

- **Lens and focus:** how Motus impacts the economy, society and environment over the longer term.
- **Reporting:** ESG report, suite of ESG materials available online and in the shareholder report.



Our material matters for the 2026 financial year (FY2026) are largely similar to those reported for 2025 financial year (FY2025). Key changes in our operating context over the course of the year include the impact of global geopolitical tension, accelerating new energy vehicle (NEV) adoption (particularly in the UK and Australia), intensifying competition from emerging brands and evolving legislation.

Time horizons

The Group considers the following time horizons in its strategic planning and operations:



Short term

Within 24 months



Medium term

Within 24 to 60 months



Longer term

60 months and beyond

¹ More information on ESG in our suite of ESG materials available online.

² Materiality determination and resulting matters: page 71.

³ 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.

Reporting structure

The structure of the report is regularly benchmarked to current best practice and streamlined to enhance clarity. Changes to this year's report relate primarily to achieving greater conciseness without forgoing material and useful disclosures. One significant change includes providing an overview of performance drivers in this report, with a detailed account of these available on the corporate website. The Group is currently reviewing governance structures to ensure alignment with the King V™ Report on Corporate Governance for South Africa (2025)¹ (King V), with reporting under the framework commencing in FY2027.

- More information on performance driver-related performance, including non-financial performance.
- Information on how Motus is approaching the International Sustainability Standards Board's IFRS S1 (sustainability-related disclosures) and IFRS S2 (climate-related disclosures) for capital markets is in the ESG report online.
- Definitions of abbreviations, acronyms and initialisms used in this report can be found in the glossary: page 132.

Outlook

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 (see disclaimer: IBC). Outlook information can be found in the sections listed below.

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Assurance

Financial information is extracted from the annual financial statements for the year ended 30 June 2026. The annual financial statements have been prepared in accordance with IFRS and its interpretations adopted by the IASB in issue and effective for the Group at 30 June 2026, the SAICA Financial Reporting Guides as issued by the Accounting Practices Committee, Financial Reporting Pronouncements as issued by the FRSC, the Companies Act and the JSE Listings Requirements. The Group's external assurance providers, PricewaterhouseCoopers Inc. (PwC), have issued an unmodified audit opinion on the annual financial statements.

- Assurance has also been provided on selected non-financial information by Deloitte & Touche, and their independent limited assurance report is included from page 126.

Pro forma financial information

To provide additional disclosure of the Group's performance for the year and to improve comparability of the information between reporting periods, pro forma financial information has been included under the performance at a glance and business segment performance review section in the Motus Integrated Report for the year ended 30 June 2026. This pro forma financial information does not constitute financial information fairly presented in accordance with International Financial Reporting Standards (IFRS®).

The pro forma financial information consists of the Group's segmental performance for Half Year 1 (period 1 July 2025 to 31 December 2025), and for Half Year 2 (period 1 January 2026 to 30 June 2026) and adjusted revenue showing the impact of excluding revenue relating to the Mercedes-Benz Truck and Van division (MTV) that was being disposed of in the previous financial year (Pro Forma Financial Information).

The directors of Motus Holdings Limited are responsible for compiling the Pro Forma Financial Information on the basis applicable to the criteria as detailed in paragraphs 11.08 to 11.18 of the JSE Listings Requirements and the SAICA Guide on Pro Forma Financial Information, revised and issued in September 2014.

The Pro Forma Financial Information has been prepared for illustrative purposes only and, because of its nature, may not fairly present the Group's financial position, results of operations and cash flows. The underlying information used in the preparation of the Pro Forma Financial Information has been prepared using the accounting policies of the Group in place for the year ended 30 June 2026. The information used to prepare the Pro Forma Financial Information was extracted from the audited consolidated annual financial statements of Motus Holdings Limited for the year ended 30 June 2026 or information underlying the financial statements.

The Group's external auditor, PwC, has issued an assurance report on the Pro Forma Financial Information on 30 September 2026, refer to pages 129 and 130. The Pro Forma Financial Information should be read in conjunction with this assurance report.

Preparation and presentation of this report

The board of directors of Motus (the board) acknowledges its responsibility to ensure the integrity of the 2026 integrated report. Executive management is responsible for the preparation and presentation of the report. Information is drawn from discussions with management as well as reports, strategy documents and presentations to the board and the Strategic Executive Committee (ExCo). ARC reviewed the report and recommended it to the board for approval.

In the board's opinion, the report addresses all material matters impacting the Group's ability to create value and provides a balanced and fair view of the Group's strategies and performance. The board is satisfied that the integrated report has been prepared in accordance with the guidelines of the International <IR> Framework (2021), and that the Group has complied with and operates in conformity with the provisions of the Companies Act, the Group's Memorandum of Incorporation (MOI) and any other applicable laws relating to its incorporation.

On behalf of the board

Johnson (JJ) Njeke
Chairperson

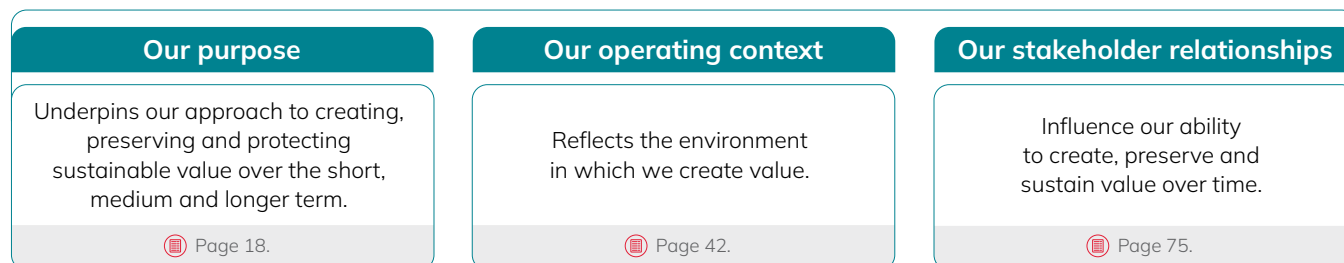
Ockert Janse van Rensburg
Chief Executive Officer

30 September 2026

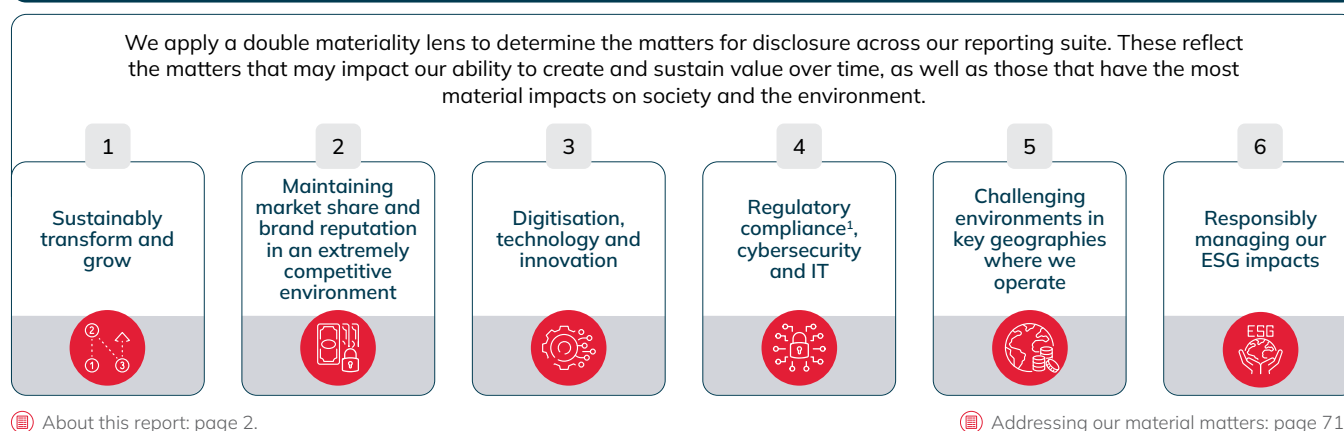
¹ Copyright and trademarks are owned by the Institute of Directors in South Africa NPC.

Integrated thinking at Motus

Integrated thinking drives the Group's approach to value creation and informs our integrated reporting.



How we identify and evaluate our material matters



We make strategic choices that enable sustainable value creation



Our strategic initiatives provide the foundation for delivering on our aspirations, advancing our purpose and creating long-term shareholder value.



Operating within our key strategic parameters supports a platform for enduring growth.



Our strategy: page 50.

¹ Includes all legislative and regulatory requirements.

² Earnings before interest, taxes, depreciation and amortisation (EBITDA).

We create sustainable stakeholder value by actively managing our business activities, impacts and strategic priorities

Our approach considers the impact of our activities on the six capitals, enabling us to enhance value creation, preservation and protection across the short, medium and longer term.

FC Financial capital

Strong cash generation, a resilient balance sheet and disciplined capital allocation support sustainable growth and long-term value creation.

HC Human capital

The talent, diversity and entrepreneurial spirit of our people empower us to meet evolving stakeholder needs and support long-term success.

SRC Social and relationship capital

Strong relationships with key stakeholders enable us to build trust, secure our licence to operate, protecting our reputation, and enabling us to achieve our strategic objectives.

IC Intellectual capital

Our institutional knowledge, IT architecture, and management systems lay the foundations for our competitiveness and agility. Our ability to innovate is central to competitive differentiation and growth.

MC Manufactured capital

Our property, plant, equipment, and strategic right-of-use assets, support our capacity to generate sustainable returns for shareholders.

NC Natural capital

Managing our environmental impacts is central to our commitment to being a responsible corporate citizen.

Creating sustainable value: page 93.

Our key business risks and opportunities have the potential to influence our ability to deliver on our strategic objectives and create sustainable value

We regularly evaluate how our operating context, stakeholder relationships and resource availability impact our business to identify our top risks and opportunities.



Economic and socio-political challenges



Currency volatility



Supply chain resilience and brand diversification



Capital management



Management and retention of talent



Technology and innovation



Regulatory compliance



B-BBEE status of SA-based operations¹



Reputation and brand position



Climate change

Managing our risks and opportunities: page 79.

Strong governance supports our good corporate citizenship

The board sets the tone for ethical leadership, sustainability, stakeholder inclusivity and high standards of governance. It is ultimately responsible for ensuring that these elements are integrated into Motus' strategy and operations, risk management and assessment of opportunities, securing our reputation as a responsible corporate citizen.

Good governance contributes to value creation, prioritising transparency, accountability, fairness and integrity in strategy execution, and ensuring that we conduct our business ethically, responsibly and efficiently.

Governance review: page 100.

Governance report in the shareholder report online.

Our approach to remuneration drives strategy-aligned performance

Remuneration plays a key role in driving a high-performance culture and supporting the Group's ESG commitments.

Linking variable pay to clearly defined financial, strategic and ESG-related key performance indicators (KPI) incentivises the behaviours and outcomes that drive operational excellence, prudent capital allocation and disciplined risk management aligned with the Group's strategic trajectory. This approach strengthens accountability and performance while also ensuring that shareholder value creation is reflected in executive director and senior executive rewards.

Remuneration review: page 106.

Remuneration report in the shareholder report online.

¹ Broad-based black economic empowerment (B-BBEE).

Integrated thinking at Motus (continued)

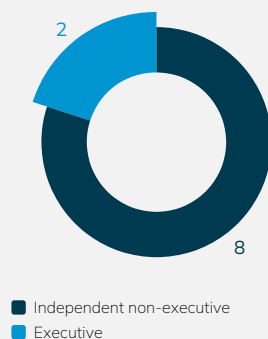
Who leads us

Our diverse board of directors uses their extensive commercial knowledge, experience, and expertise to provide ethical and strategic direction to the Group, ensuring that value is created and protected for stakeholders.

	Johnson (JJ) Njeke Chairperson and independent non-executive director Committees: NOM REM		Sipho Maseko Deputy Chairperson and independent non-executive director Committees: NOM REM
	Saleh Mayet Independent non-executive director Committees: ALCO ARC		Sango Ntsaluba Independent non-executive director Committees: ARC
	Jan Potgieter Independent non-executive director Committees: ALCO ARC		Fundiswa Roji-Nodolo Independent non-executive director Committees: ARC SES

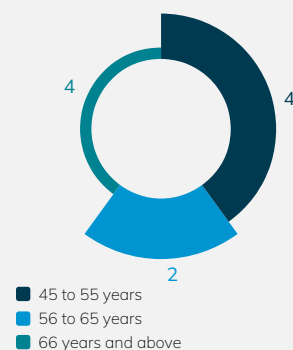
Board composition

Independence



Average completed years of service: 3,6 years

Age



Average age: 59 years



Lesego Sennelo
Independent non-executive
director

Committees:



Ockert Janse van Rensburg

Chief Executive Officer

Committees:



René van Wyk
Independent non-executive
director

Committees:



Brenda Baijnath

Chief Financial Officer

Committees:



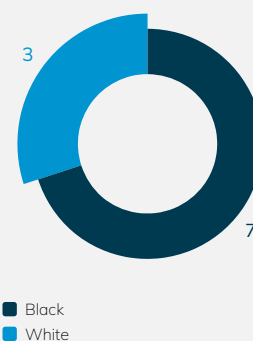
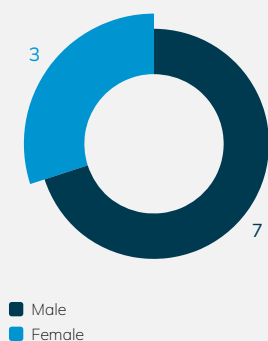
Board committee key

ALCO Assets and Liabilities Committee	ARC Audit and Risk Committee	NOM Nomination Committee	REM Remuneration Committee
SES Social, Ethics and Sustainability Committee	ExCo Strategic Executive Committee	C Chairperson	

Board and Strategic ExCo CVs: page 96.

Note: as at publication date.

Gender and race diversity



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Chairperson's review

“Once again, Motus has navigated a challenging structural transition to secure its long-term relevance. Having aligned to evolving mobility needs, changing customer preferences and expectations in our markets, the Group is positioned to continue creating value for our shareholders, people, partners, and for our communities in the countries in which we operate – despite ongoing economic uncertainty.”



JJ Njeke
Chairperson

Key messages

- Motus' **long-term resilience and scale** underpin its leadership position in SA.
- The Group continues to strengthen its competitive position through **disciplined execution and strategic agility**.
- Strong **governance, ethical leadership and stakeholder trust** remain fundamental to sustainable performance.
- Management is **successfully adapting** the business to a rapidly changing automotive landscape.
- Motus remains **focused on growth opportunities** across the existing automotive value chain and geographies we operate in.
- Strategic **investments in people, technology and digital capability** are enhancing future competitiveness.

Key metrics for FY2026

Revenue up to R113 550 million, on strong sales volumes.

Total dividends per share up 29% to 710 cents per share.

Level 2 B-BBEE rating up from Level 7 in 2018, reflecting our commitment to transformation as a deeply rooted South African company.

Delivered within our key strategic parameters for a diversified automotive portfolio and selective geographical presence.

Motus delivered a resilient performance in FY2026 in a complex and evolving environment. The Group's diversified business model, capital allocation, strong governance framework and ability to adapt to changing customer needs continue to reinforce our market leadership and long-term relevance. While the automotive industry is undergoing significant technological and competitive change, Motus enters the next phase of its journey with confidence, supported by a balanced portfolio, experienced leadership and clear strategic direction.

More than 75 years of value creation for stakeholders

For more than 75 years, Motus has demonstrated an ability to evolve, adapting to changing customer needs, industry dynamics and economic cycles. The Group has traded through economic recessions, political transitions, a global financial crisis and a pandemic, emerging from each as a stronger, more capable business.

From a single dealership, the Group has developed into one of SA's leading integrated automotive businesses with operations spanning the automotive value chain across multiple geographies. The strength of Motus lies not only in its scale, but in the diversity of its earnings streams, the quality of its brands and partnerships, and its ability to generate value throughout the vehicle ownership lifecycle. Today, Motus remains well positioned to benefit from evolving mobility trends through its balanced portfolio of businesses spanning Import and Distribution, Retail and Rental, Mobility Solutions and Aftermarket Parts. These business segments provide resilience during periods of uncertainty while positioning the Group to capitalise on future growth opportunities. In addition, the strategic agility of its leadership team and the strength of its trust-based stakeholder relationships have enabled the Group to grow and achieve unmatched scale and market leadership in SA.

Motus is a proudly South African company. The Group's contribution to and investment in SA is substantial and measurable. We increased employment by 4% to more than 14 000 people in SA, with ~R6 billion paid in salaries and wages in FY2026. We committed ~R222 million to people development. Cumulatively, we have made more than R7,5 million available for bursaries for employees and their children. Central to our commitment to SA is our transformation progress, with Motus retaining its Level 2 B-BBEE contributor status for a further consecutive year.

A highlight during this year was the conclusion of the Group's B-BBEE scheme, Ukhamba. The scheme was successfully managed for more than two decades and carried intact through the Group's separation from Imperial Holdings Limited (Imperial) and listing. Unwound in FY2026, it created total value of ~R2,8 billion for its shareholders throughout the life of the scheme. The board commends the Group's management for the stewardship of the scheme; unlike many broad-based ownership schemes in SA, Ukhamba met its original intention to create value for black employees, and the B-BBEE ownership status it secured for the Group will be protected under the continuing consequences principle.

 More information: Deeply rooted in South Africa: page 16.

 More information: Who we are: page 18.

 More information: Chief Financial Officer's review: page 56.

Maintaining stakeholder trust: the precondition for sustainable value creation

The board believes that sustainable value creation is founded on strong governance, disciplined oversight and effective leadership. Our role is to ensure that management pursues growth opportunities while maintaining appropriate risk management, capital discipline and stakeholder accountability.

Credibility is the standard the board applies to all our commitments. Our licence to operate – and our ability to adapt and compete – rests on stakeholder relationships built on trust: with the OEMs whose brands we represent, with the employees who serve our customers, with the communities in which we trade, and with the funders whose capital we deploy. That trust is earned in the commitments we make and keep, consistently, over the longer term, through good and bad times.

Chairperson's review (continued)

This standard is most visible where our values are tested by commercial necessity. Notably, in restructuring underperforming businesses, or in product stewardship when safety or quality are called into question, the board expects management to act in line with the Group's values over and above the minimum requirements imposed by legislation. Motus' moral compass is a feature of the Group's character, and it binds our leaders in all their decisions, particularly the difficult ones. Where matters of this kind arose during the year, attracting public scrutiny, the board interrogated management's handling of them and satisfied itself that the Group's conduct was consistent with its values.

More information: ESG report online.

Investing in leadership, people and technology: enhancing future competitiveness

The board remains confident in the quality of Motus' leadership team and its ability to navigate a rapidly changing automotive landscape. During the year, management continued to refine the Group's operating model, strengthening strategic co-ordination while empowering divisions to execute effectively within their markets.

Succession planning remains a key area of board focus, which ensured leadership continuity during the year. CY2026 sadly began with the passing of Kerry Cassel, who built the Group's Mobility Solutions business over more than two decades, and also included the retirement of other senior leaders later in the year. That the Group maintained strategic and operational momentum underscored the strength of the organisation, the management depth we have achieved through careful succession planning, and our ability to attract talented executives from outside the Group when this is merited.

Ockert Janse van Rensburg and Brenda Baijnath have demonstrated a collaborative and accomplished CEO-CFO¹ leadership dynamic. During the year, they structured the executive into two tiers – a focused strategic team (Strategic ExCo), with operational leadership teams embedded in the business segments (business unit executives). This refinement is already

achieving its intended outcomes: dedicated capacity to concentrate on growth, executives deployed where they are strongest, and integrated thinking and planning that shares insight and infrastructure across different businesses.

The board's composition is also evolving through an orderly succession process. Following the resignation of our Deputy Chairperson, Oshy Tugendhaft, and the loss of Kerry Cassel in the past year, we appointed two non-executive directors: Siphso Maseko as an independent non-executive director, Deputy Chairperson of the board and a member of the Nomination Committee (NomCo) and the Remuneration Committee (RemCo), and Sango Ntsaluba also as an independent non-executive director and Chairperson of ARC. These appointments were made in line with the relevant board composition principle and nomination practices in line with the MOI and King V.

Technology and data continue to reshape the automotive industry and reset customer experience and expectations. The board supports the Group's investments in digital capability, data analytics and artificial intelligence (AI), recognising the opportunities these technologies present to enhance operational efficiency, customer engagement and decision-making. As the adoption of AI accelerates, the board remains committed to ensuring that technology investments are supported by robust governance, appropriate oversight and strong cyber resilience frameworks.

In this technology-defined era, consistent progress and performance depend as much on the resilience, adaptability and capability of our people, as it does on our investments in technology. The Group is actively driving a human-centred approach, prioritising the health and wellness of our people.

In response to the fuel price shock in SA, the board approved a R10 million relief fund, providing permanent employees with additional support for three months, until July 2026 when the above-inflationary salary increases were granted. These interventions acknowledge that, ultimately, it is our people who carry the Group through the structural change now reshaping our industry.

More information: ESG report online.

¹ Chief Executive Officer (CEO) and Chief Financial Officer (CFO).

Deepening relevance: agility and performance under pressure

With the automotive industry undergoing its most profound structural shift in decades, the board's challenge to management has been to pivot fast enough to remain relevant and competitive, while retaining the reliability that preserves the trust of our stakeholders. That is a demanding expectation of an incumbent of Motus' scale, and the board is satisfied that management has met it.

The Group's capacity to adapt rests on its clarity of purpose. We do not manage brands or businesses in isolation; Motus is in the business of Mobility for Good, and the brands we represent are those that align to that purpose.

We are stewards of our customers' needs and expectations, and meeting these reliably, excellently and innovatively across the vehicle ownership cycle is what preserves the Group's relevance and gives it its staying power.

For our established Importer brands, defending market share against fast-moving, competitively priced entrants (particularly the Chinese OEMs) was among the year's most demanding tasks, and the board regards management's success in doing so as one of its most important achievements. The Group has also demonstrated the strength of its total route-to-market proposition, and the TATA Passenger re-launch is the clearest example. Across the retail network, the brand portfolio has been re-aligned towards more affordable, higher-value offerings, the representation of Chinese and Indian brands has been broadened, and the dealership network has been further optimised by utilising its footprint and scale through multi-franchising. The Group managed to hold its leading position in a very difficult rental market and strengthened its pre-owned business through more disciplined sourcing and pricing.



Chairperson's review (continued)

Our Aftermarket Parts business in the UK continued to deliver quality earnings, exceeding the revenue and cumulative operating profit forecasts made at the time we acquired the underlying businesses, namely MPD and FAI. Our wholesale operation is a strong performer, while improving retail operation's performance is one of the board's focus areas for the year ahead. In SA, the business is holding its own in a competitive market, with the highlight being Klutch, which has grown from an insight about the informal market into a commercially meaningful platform. The board regards Klutch as evidence of something more valuable than the revenue it earns – it demonstrates the capacity of our people to find new avenues for growth through a culture of innovation embedded across the businesses.

Worth noting is that our International operations serve a purpose beyond earnings diversification. The technological and competitive shifts now reshaping the SA market have, in various forms, played out earlier in our international markets. The Group has been able to observe how they unfold, and learn what works, before contending with them in SA. The shift to NEVs is the clearest instance; it is already well advanced in the UK and Australia, driven by emissions regulation and shifting consumer economics. In SA the transition is slower, shaped above all by affordability, and it will develop at its own pace and in its own form. Motus is already well positioned for it, being represented across the relevant brands and well-versed in what the transition will require of servicing and parts supply.

More information: Our strategy: page 50.

More information: Chief Financial Officer's review: page 56.

Delivering long-term value: pursuing growth in a demanding environment

The Group intends to pursue higher growth over the short to medium term, in an operating environment that remains highly uncertain. Our three markets, to differing degrees, are exposed to the economic effects of geopolitical developments, above all the impact of surging oil prices and inflation, and in turn on monetary policy implications.

In SA, interest rates have risen on the inflationary effect of higher oil prices, and a relatively high interest rate environment is likely to persist. The immediate pressure falls on consumers who are already stretched. However, the board expects the recovery in new vehicle sales to continue over the coming year, noting that demand is concentrated at the entry level, with implications for revenue mix and margin. For our International operations, moderate economic growth and a heavier tax burden in the UK continue to constrain sentiment, whereas marginal economic growth is anticipated for Australia.

Beyond the economic pressures, institutional risk in SA remains a concern for the board. Municipal service delivery, particularly in the provision of water, electricity and road infrastructure on which businesses and households depend, is poor. National Treasury's recent move to withhold transfers from the worst-governed municipalities is a sign of consequence management by national government. Furthermore, persistent cost-of-living, unemployment and poverty pressures still require far more concerted, collective action. Through our business forum and industry association memberships and ongoing interaction with government authorities, Motus contributes to addressing the socio-economic and environmental challenges affecting both our industry and our country.

Another concern is regulatory change, which is constant, and the cost of compliance and the uncertainty it creates for planning are both rising. The most consequential is the review of automotive policy now under way. The board supports its purpose: a strong domestic manufacturing industry matters to SA, and the Group has a direct interest in its success. We retail and deploy these locally built vehicles in our rental fleets, employ the technicians who service them, and depend on a healthy vehicle parc and ecosystem. Our concern is that measures that raise the cost of imported vehicles will be borne by customers at the affordable end of the market, where first-time buyers are already stretched. The Group continues to engage constructively through the appropriate industry channels, making the case for our significant contribution to the sector and the country in these deliberations.

The Group believes its structure enhances its ability to create value even as these risks play out. Motus' integrated business model is defensive: when one part of the business softens, others sustain the whole. It is also amplifying, in that every vehicle sold creates opportunities to serve that customer across the vehicle ownership cycle and to earn revenue along the length of the automotive value chain. Besides this, the Group enters FY2027 confidently, with a stronger balance sheet, a portfolio re-aligned to competitive realities, and management capacity directed at growth.

More information: Chief Executive Officer's review: page 34.

More information: How our operating environment impacts value creation: page 42.

More information: Chief Financial Officer's review: page 56.

Upholding responsible corporate citizenship: supporting our communities and the environment

The Group's long-term prospects are inseparable from the society it serves – one whose people are educated, employed and able to share in the economic progress that sustains the demand for mobility. Between FY2004 and FY2026, the DP World and Motus Community Trust sponsored 96 school resource centres, providing daily access to more than 115 000 learners and 135 full-time employees. The Safe Scholars road safety campaign has reached around three million learners. Also notable is that the Group recruited the sixth cohort of young people into its YES4Youth Programme during the year, bringing our cumulative contribution to ~3 300 learners, 43% of which have been employed at Motus. These long-dated commitments to education, health and road safety are a Motus hallmark.

The Group's environmental position is proportionate to what is within our control. The current focus is resource efficiency: less electricity, water and fuel for the same or greater activity, supported by solar investment where returns justify it. Water is emerging as a material risk in its own right, given the deterioration of municipal supply in several of the markets we serve. Beyond efficiency, the work that matters now is measurement. A credible net-zero commitment requires data of a quality the industry does not yet have, particularly across Scope 3 emissions, which for a business of our kind sit largely in the vehicles we sell and the supply chains behind them. The board's position is that the

Group will improve its data first and commit when it can do so credibly.

The Group's ESG performance secures access to sustainability-linked financing at competitive rates, against targets that are also linked to executive remuneration. Those targets cover fuel and electricity consumption, female representation in management in our SA operations, and access to school resource centres. The Group met them during the year, with the exception of vehicle fuel consumption, where higher trading activity rather than the weakening of controls accounts for the shortfall.

More information: ESG report online.

Positioned for the future

While economic conditions across our markets remain uncertain, Motus enters FY2027 from a position of strength. The Group benefits from a healthy balance sheet, a disciplined approach to capital allocation, a diversified earnings base and a portfolio that is increasingly aligned to evolving customer demand.

The board remains confident in management's ability to execute the Group's strategic priorities, pursue attractive growth opportunities and continue delivering sustainable value for shareholders and stakeholders over the longer term.

Appreciation

The board records its gratitude for the life and work of Kerry Cassel, whose contribution to this Group was exceptional and her loss is keenly felt. My deepest thanks to Oshy Tugendhaft for many years of wise counsel as Deputy Chairperson. I thank my fellow directors for their rigour and independence of mind, the CEO and CFO and their teams for delivering on our strategic priorities in a year which presented a demanding trading environment. I also express, on behalf of the board, our gratitude to every employee of Motus for the commitment that produced this progress and these results. To our shareholders, thank you for your confidence, which we do not take for granted.

JJ Njeke
Chairperson

30 September 2026

Deeply rooted in South Africa



SA remains at the core of the Motus value creation story. As a trusted mobility partner, we play a pivotal role in enabling economic participation, creating jobs, investing in critical infrastructure and advancing meaningful transformation. Our extensive footprint and integration across the entire automotive value chain position us to deliver sustainable value to businesses, customers and communities. Through these efforts, we contribute meaningfully to SA's economic growth, development and long-term prosperity.

>14 000

people employed in SA

>R31 billion

total operating assets in SA

~R1,5 billion

capital investment and acquisitions in SA¹

>R3,5 billion

annual taxes paid in SA²

~R6 billion

salaries and wages paid in SA

An extensive South African presence

From a single dealership in Johannesburg to SA's largest automotive group, Motus has built an extensive footprint comprising ~340 retail dealerships, ~134 Vehicle Rental branches and kiosks, and ~465 Aftermarket Parts retail outlets. We have operating assets of over R31 billion and have invested ~R1,5 billion during the year. All of the cash generated in SA is retained in the country and re-invested or distributed to shareholders.

Our SA operations are fully integrated across the automotive value chain, enabling us to provide a comprehensive range of mobility solutions tailored to the diverse needs of South African customers:

- Expanding mobility access through diverse vehicle, rental and brand solutions that give customers greater choice.
- Enhancing vehicle ownership through value-added products and services (VAPS).
- Broadening access to vehicle finance for more South Africans.
- Supporting affordable mobility through quality aftermarket parts.

Motus has also built a portfolio of distinctly South African brands that serve the unique needs of South African customers, including Alert Engine Parts, Auto Pedigree, Beekman Canopies, getWorth, Liquid Capital, M-Sure, Midas, Motus Select and Tempest Car Hire, among others.

We are deeply embedded in SA as our primary market and the main beneficiary of our services and positive impacts.

Our presence across the South African automotive value chain



Imports and distributes vehicles and parts for five OEMs.



Retails 43 brands, including pre-owned vehicles across all vehicle segments. Sells parts and accessories, and services and maintains vehicles. Rents passenger vehicles, including long-term rentals.



Develops, administers, manages and distributes vehicle-related financial products and services.



Distributes, wholesales and retails parts and accessories for out-of-warranty vehicles. Manufacturer and distributor of two local canopy brands.

¹ Includes the investment in property, plant and equipment, intangible assets, vehicles for hire, businesses acquired and preference share arrangements.

² Includes all corporate taxes, employee-related taxes and levies, property-related taxes and value-added taxation.

A meaningful impact for South Africans

We are committed to creating lasting value for SA by expanding access to mobility, advancing socio-economic inclusion and operating responsibly to minimise our environmental footprint.

Our contribution extends beyond the automotive industry. Through the taxes we pay, the capital we invest, the jobs we create and the mobility we enable, Motus supports SA's economic and social development. Today, ~70% of our employees are South African.

Enabling
mobility. 
Empowering
communities.

B-BBEE rating

Level 2

- We remain committed to meaningful transformation.
- Black employees comprise 84% of our SA workforce.
- We remain focused on leadership diversity.
- We continue to invest in developing a diverse pipeline of dealer principals, 64% of whom are black.

Women representation at management level in SA

33%

38% of
SA employees are
women

We invest in long-term, inclusive growth in SA through enterprise and supplier development (ESD) (FY2026: R93 million) and corporate social investment (CSI) (FY2026: R19 million), which is focused on improving literacy, community healthcare and road safety awareness:

- ▶ 96 school resource centres supported by the DP World and Motus Community Trust, providing access to >115 000 learners. The Trust supports 135 full-time employees.
- ▶ 289 Unjani Clinic care facilities, mobile clinics and health pods providing primary healthcare services for lower income areas. 924 people are employed. Clinic consultations average 151 000 each month.
- ▶ >2,9 million learners reached through the Motus Safe Scholar Programme to date.
- ▶ >1 000 apprentices trained through the Motus Training Academy, 55% for the broader automotive industry in FY2026, the balance being Motus apprentices.
- ▶ 193 beneficiaries qualified for bursary support through the Motus Family Bursary Fund since inception.
- ▶ Since FY2021, our participation in the YES4Youth Programme (R121 million invested to date) has created employment opportunities for ~3 300 young South Africans, for which we received a Presidential Award for being the Top Job Contributor at the 2025 ESG awards.

One of our innovation concepts, Klutch, connects informal sector mechanics to Midas stores through a WhatsApp-enabled ordering and rewards system. This has extended the Motus value chain into the largely under-served informal market segment, with active mechanic accounts now exceeding 3 000.

“ In a country marked by limited access to alternative means of transportation, Motus not only enables South Africans to get where they need to go, but also supports various industries and the nation at large by enabling mobility and supporting the economy. ”

Who we are

Motus is differentiated by the scale, integration and diversification of its automotive mobility offering. Underpinned by extensive industry experience, a presence across selected international markets and an integrated operating model spanning four business segments, the Group is positioned to unlock revenue streams across the automotive value chain. This supports resilience, relevance and sustainable long-term value creation for stakeholders.

What makes Motus unique

Leading multi-national provider of automotive mobility solutions.

Over 75 years of industry excellence across the automotive value chain.

A proven track record of growth and sustainable value creation.

Unrivalled scale and market leadership in SA.

A diversified total route-to-market solution.

Our purpose is the foundation of who we are and guides how we operate

Mobility for Good



Our vision

- We will improve people's lives by envisioning, innovating and creating 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 a favourable employee value proposition (EVP) 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 innovation-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.

We are committed to creating value through all our stakeholder relationships

Business relationships



Customers, OEMs¹ and suppliers, business partners, business forums and industry associations

Human capital relationships



Employees and organised labour/unions

Financial capital relationships



Shareholders, investment community and financial institutions

Regulatory relationships



Government authorities and regulators

Social relationships



Civil society, communities and media

 Engaging with our stakeholders: page 75.

¹ Original equipment manufacturers (OEM)

Our operations and ESG initiatives have a sustainable and meaningful impact on the following UN SDGs

These areas align with our purpose and reflect Motus' unique strengths and capabilities.



More information on ESG in our suite of ESG materials available online.

Our resilience, relevance and growth are underpinned by our

Diversified automotive portfolio

Diversified revenue generation across vehicle and non-vehicle activities

Our diversified, integrated business model, spanning four business segments, provides multiple revenue streams and customer touchpoints across the vehicle lifecycle. This breadth enables the Group to participate in both vehicle and non-vehicle revenue streams, enhancing resilience and creating opportunities for scalable growth.

Import and Distribution



Retail and Rental



Mobility Solutions



Aftermarket Parts



Business segment performance review: page 114.

Our performance drivers reflect how Motus creates value for the Group and its stakeholders. By leveraging multiple sources of earnings across the automotive value chain, we strengthen our ability to deliver sustainable growth, enhance resilience, and unlock long-term value creation opportunities.

New vehicles



Pre-owned vehicles



Parts



Workshops



Vehicle rental



Other service offerings



How our performance drivers create value: page 64.

Performance driver review online.

Geographical presence

A growing international footprint across the UK, Australia, Asia and Southern and East Africa.

The Group's geographic presence further strengthens its relevance and growth potential. Its footprint across selected markets, including **the UK, Australia, Asia and Southern and East Africa**, positions Motus to capture opportunities through its capabilities and established relationships.



>20 000
employees globally



>10
countries



>500
dealerships worldwide



>80
brands represented

Where we are: page 20.

Innovation is embedded in the Group's culture and supported by dedicated capabilities that enable the Group to anticipate evolving mobility trends, meet changing customer needs and create sustainable long-term value.

Our strategy: page 50.

Where we are

We are the leading automotive company in SA and are well positioned in its economic hubs, with selected international offerings that enhance the Group's performance and prospects.

United Kingdom

Commercial dealerships	74
Passenger dealerships	40
Aftermarket Parts distribution points	2
Aftermarket Parts retail outlets	184

Europe

Aftermarket Parts distribution points	1
---------------------------------------	---

South Africa

Retail dealerships	340
Commercial dealerships	19
Passenger dealerships	233
Auto Pedigree pre-owned dealerships	62
Motus Select pre-owned dealerships	26

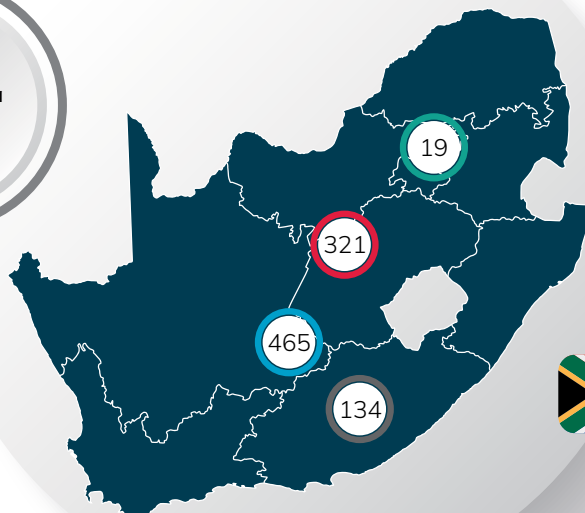
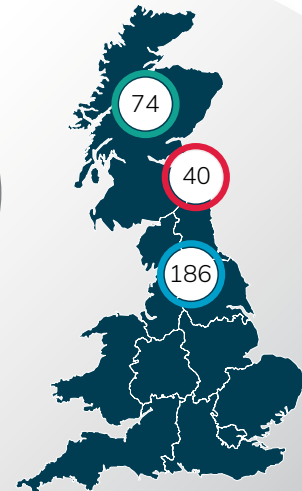
Vehicle Rental branches and kiosks	134
Aftermarket Parts	465

Mobility Solutions

Distributes innovative vehicle-related financial products and services through Importers, dealerships, financial institutions, insurers, call centres and digital channels in SA.

Rest of Africa

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.

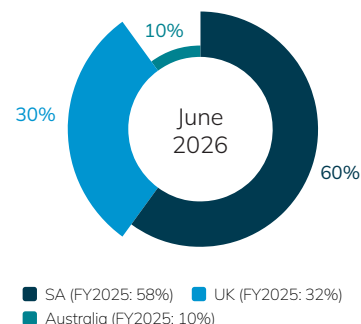


- Commercial dealerships
- Passenger dealerships
- Vehicle Rental branches and kiosks
- Aftermarket Parts

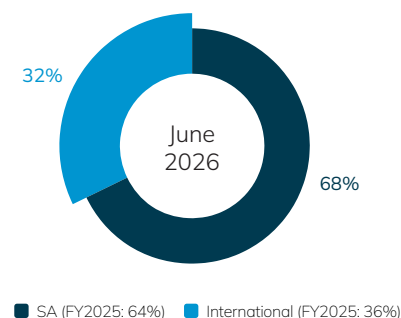




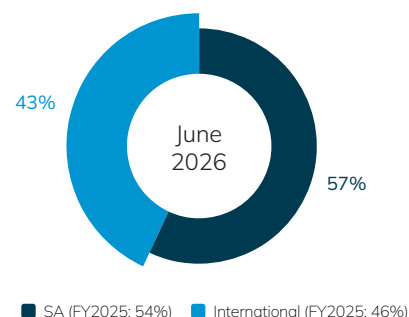
Revenue by regional contribution



Operating profit by regional contribution



Operating assets by regional contribution



Asia

Aftermarket Parts distribution points **2**

Australia

Passenger dealerships **51**

Where we play

Spanning the full automotive value chain, Motus' integrated business model (📄 page 25) forms the backbone of our differentiated value proposition.

This enables the Group to generate value at every stage of the vehicle lifecycle – from the importing of a new vehicle or purchasing from an OEM, to providing parts, servicing and VAPS, right up to the point a vehicle reaches the end of its useful life – while retaining customer relationships at every touchpoint. This diversified model underpins our resilience and growth, forming the foundation of our SA operations, with elements replicated across selected international markets.

New and pre-owned vehicle sales are influenced by consumer confidence, economic growth, OEM brand innovation and model launches, vehicle pricing, consumer spending power and affordability, as well as lending conditions and interest rates.



New vehicle sales

SA	UK	Australia
Total market		
~633 000 new vehicles sold over FY2026	~2,5 million new vehicles sold over FY2026	~1,2 million new vehicles sold over FY2026
Motus sales for FY2026		
96 099 units ~20% new passenger only vehicle market share	19 307 units ~16% of DAF's ~28% new commercial vehicle market share, equating to a ~5% share of the UK commercial vehicle market	12 754 units



Pre-owned vehicle sales

SA	UK	Australia
Total market		
~1,2 million estimated pre-owned vehicles sold over CY2025	~7,8 million estimated pre-owned vehicles sold over CY2025	~2,3 million estimated pre-owned vehicles sold over CY2025
Motus sales for FY2026		
69 832 units	15 783 units	7 175 units

Value creation opportunities

- A differentiated value proposition for established and emerging OEMs.
- Customer service excellence at every touchpoint, driving customer loyalty to Motus and its brands.
- Proactive OEM engagement on model and pricing strategy.
- A total route-to-market advantage.
- Structuring brand representation to meet market demand.
- Continual optimisation of our dealership networks.
- Multi-franchising opportunities for brand representation and efficiencies.
- Diversified dealership-based revenue streams, including OEM parts and workshop income.
- Strong finance and insurance product offerings, and other VAPS.
- A technology-enabled vehicle rental growth strategy.
- Vehicle rental captures alternative mobility demands and supplies the pre-owned market.
- Pre-owned vehicle sales underpinned by optimal pricing, superior service and quality.
- Predicting and delivering on unmet customer needs with innovative mobility solutions.

Vehicle parc-related offerings are resilient in economic downturns, with attractive margins and long-term growth potential.

Providing products and services to the broader vehicle parc opens access to a significantly larger market, extending well beyond new and pre-owned vehicle sales. This enables participation in indirect vehicle-related income streams that are both resilient and scalable, including parts, accessories, workshop services, VAPS and other mobility solutions.

Vehicle parc		
SA	UK	Australia
Total market¹		
~13,7 million total vehicle parc, including	~42,6 million total vehicle parc, including	~22,3 million total vehicle parc, including
~46 000 NEVs ²	~2,7 million NEVs ³	~454 000 NEVs ³

Source: naamsa | The Automotive Business Council, The Society of Motor Manufacturers and Traders (SMMT), Bureau of Infrastructure and Transport Research Economics (BITRE), the Federal Chamber of Automotive Industries (FCAI), Electric Vehicle Council, National Traffic Information System (NaTIS), Australian Automotive Dealer Association (AADA), internal management data.

¹ Includes internal combustion engine (ICE) and NEVs.

² Includes plug-in electric vehicles (EV) and traditional hybrid vehicles (MHEV).

³ Includes plug-in EVs only.

Motus' service offerings extend across all customer touchpoints in the automotive vehicle chain

Motus' integrated presence across the automotive value chain allows the Group to generate diverse revenue streams beyond the initial vehicle sale, including parts, servicing, VAPS and mobility solutions. This model reduces reliance on new vehicle sales by leveraging the growing vehicle parc, strengthens customer relationships through long-term engagement, and enhances resilience in changing market conditions.

Value creation opportunities

- An integrated business model enabling the Group to serve customers' vehicle needs across their entire lifespan.
- Customer service excellence at every touchpoint, driving customer loyalty to Motus and its brands.
- Dedicated parts, workshop and mobility solutions offerings integrated across all business segments and designed to leverage our presence and innovation capabilities.
- Our dealership workshops and Aftermarket Parts business position the Group to serve an ageing vehicle parc.
- Driving sales of our premium aftermarket parts designed for workshops that prioritise quality and reliability.
- VAPS and other innovative mobility solutions developed for, and sold to, owners of all vehicles.

Years	Customer touchpoints	Related business segments	Related performance drivers
0	New vehicle market Import, distribution and first sale of vehicle, and vehicle financing, insurance and VAPS.		
0 – 7	Life of new vehicle Recurring touchpoints after first sale, including customer services, vehicle maintenance and vehicle rental.		
Multiple Across the vehicle lifecycle	Pre-owned vehicle market and trade-in Second sale of vehicles, together with vehicle financing, insurance and VAPS. Servicing and maintenance (including in-warranty, out-of-warranty, and service and maintenance contract vehicles), and the sourcing and supply of parts and accessories (including aftermarket parts) to the vehicle parc throughout the ownership lifecycle.		

For an overview of how the Group defines NEVs, see the glossary: page 132.

Where we play (continued)

Operating environment overview



Stable economic outlook

- Moderate interest rate increases supported by monetary policy.
- Inflation slightly above target range.

Strong growth in automotive sector (↑15%)

- Highest passenger vehicle sales in the last decade.
- Driven by a rapid increase in Chinese brands, attractive offerings and narrowing of the affordability gap for customers.
- Volume aspirations of Chinese brands have intensified competition.

GDP growth rates ¹	CY2025	CY2026	CY2027
	1,1%	1,1%	1,3%
	Actual	Estimated	Estimated



Modest economic outlook

- Business confidence remains subdued.
- Persistent inflationary pressures.
- Increases in National Insurance contributions and minimum wages.

Moderate growth in new vehicle sales (↑5%)

- Growth in new passenger vehicle market due to introduction of Chinese brands.
- Commercial vehicle sales contracted due to lower business confidence.

GDP growth rates ¹	CY2025	CY2026	CY2027
	1,4%	1,0%	1,3%
	Actual	Estimated	Estimated



Resilient economic outlook

- Persistent inflationary pressures.
- Elevated interest rates.

Marginal growth in vehicle sales (↑2%)

- Structural shift towards new energy vehicles (NEV).
- Increased competition from Chinese brands and offerings.

GDP growth rates ¹	CY2025	CY2026	CY2027
	2,0%	1,9%	1,7%
	Actual	Estimated	Estimated

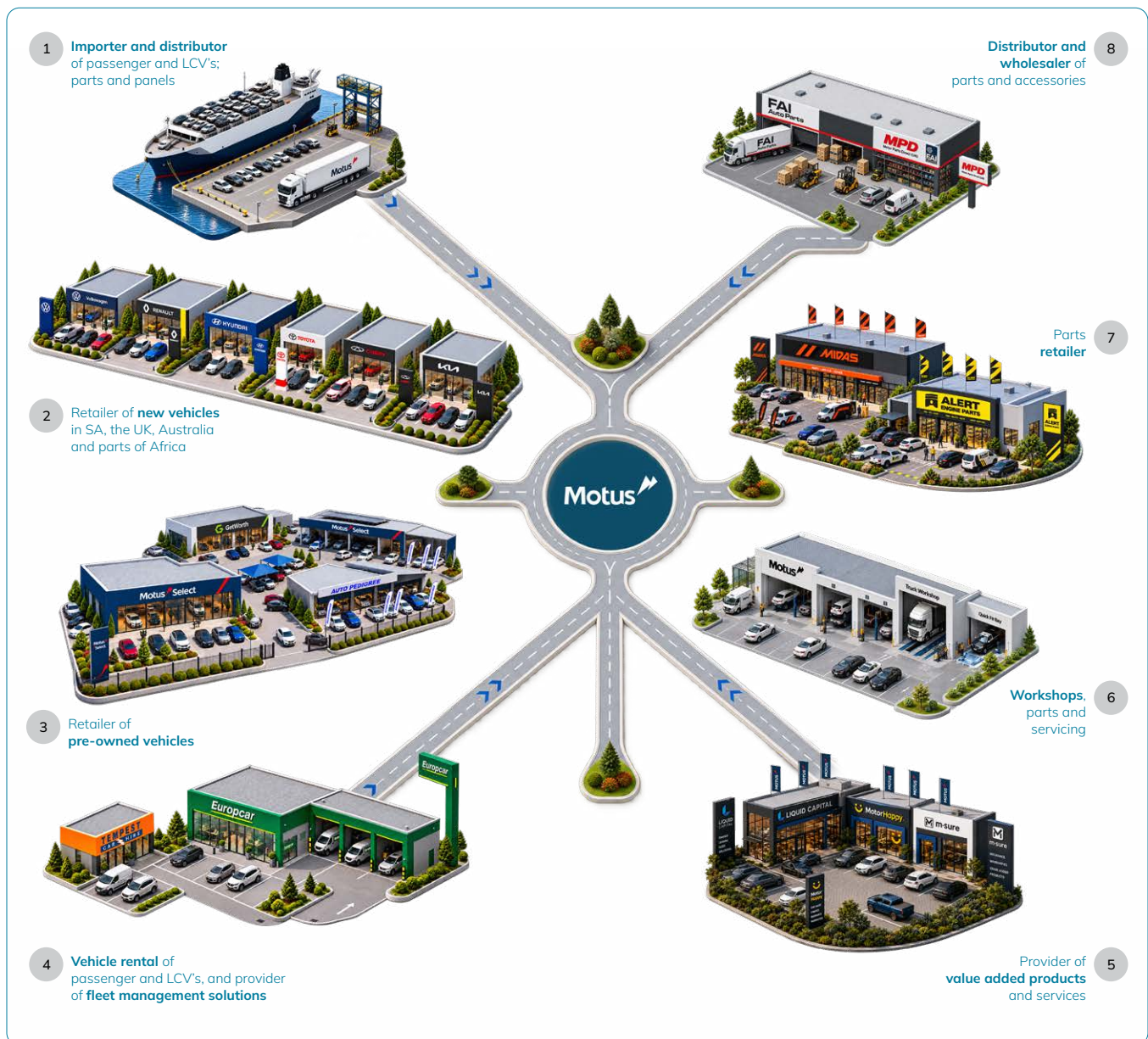


¹ International Monetary Fund | World Economic Outlook July 2026 update.

Our integrated business model

We deliver a distinctive value proposition to OEMs, customers and business partners through our integrated business model comprising four core segments: Import and Distribution, Retail and Rental, Mobility Solutions, and Aftermarket Parts. This integrated business model creates multiple customer touchpoints, enhances business resilience and supports customers' mobility needs throughout the vehicle ownership lifecycle.

We maintain long-standing importer, distribution and retail partnerships with leading global OEMs, representing many of the world's most recognised automotive brands. Motus provides manufacturers with an effective route to market while serving as a critical link between brands and customers, from acquisition through to aftersales support. Complementing these activities, Motus supplies accessories and aftermarket parts for out-of-warranty vehicles and offers a comprehensive range of VAPS through its Mobility Solutions segment. These include insurance and non-insurance products, consumer mobility solutions, fleet management services, and other offerings designed to enhance the ownership experience and support customer mobility needs.



Our integrated business model (continued)

Our business segments

The products and services provided through our four business segments extend across the automotive value chain. Through their business activities, each business segment contributes to one or more of the Group's performance drivers, securing our competitive advantage and our ability to generate sustainable value.

Import and Distribution

Operates in SA and neighbouring countries

19%	16%	9%	4,0%
revenue	operating profit	profit before tax	operating margin

- Importer and distributor of passenger vehicles, light commercial vehicles (LCV) and parts** to serve a network of dealerships, vehicle rental companies, fleets and government institutions in Southern Africa.
- Exclusive South African importer of Hyundai, Kia, Renault, TATA Passenger and Mitsubishi.
- Exclusive distribution rights in South and East African countries for Hyundai, Kia, Renault, TATA Passenger and Mitsubishi.
- Exclusive distribution rights in certain East African countries for Nissan, GWM, UD Trucks, Omoda, Jaecoo, Changan and Dongfeng.
- ~**16,5%** passenger only new vehicle market share in SA.
- Vehicle parc ~**600 000 vehicles**.

Performance drivers:



South Africa



Retail and Rental

Operates in Southern Africa, the UK and Australia

67%	40%	37%	2,8%
revenue	operating profit	profit before tax	operating margin

- Retailer of new and pre-owned passenger and commercial vehicles** across all segments in SA and the UK, and passenger vehicles in Australia.
- Selling of parts and accessories.**
- Servicing and maintenance** of vehicles.
- Rental** of passenger vehicles and LCVs in Southern Africa.
- Agents and on-sellers of VAPS** and vehicle finance for Mobility Solutions and other third-party product providers.

South Africa

- Represent **32 OEMs** and **43 brands**.
- ~**340** dealerships.
- ~**20%** passenger only new vehicle market share.
- Vehicle Rental (Europcar and Tempest): ~**149** branches and kiosks in Southern Africa with ~**21%** rental market share in SA.

United Kingdom

- Represent **14 OEMs** and **22 brands**.
- ~**74** commercial dealerships.
- ~**40** passenger dealerships.
- Largest DAF dealership group in the UK.

Australia

- Represent **24 OEMs** and **24 brands**.
- ~**51** passenger dealerships.

Performance drivers:



South Africa

UK

Australia



Note: the financial measures above are in relation to the consolidated Group results and exclude Head Office and Eliminations.



Mobility Solutions

Operates in SA

2%
revenue¹

22%
operating
profit¹

31%
profit
before tax¹

- **Industry leader in the development, management, administration and distribution of innovative vehicle-related financial products and services.**
- Trusted VAPS provider to **>750 000** vehicle owners in SA.
- **Strategic partner** to leading insurers, finance houses, OEMs and dealership groups.
- Provider of **fleet management, telematics and business process outsourcing solutions** underpinned by advanced technology and customer engagement platforms.
- **Driver of innovation through fintech, digital and data capabilities** to unlock future mobility opportunities.
- **Custodian of the Group's data warehouse**, enabling advanced analytics, customer insights and data-driven decision-making.

Performance drivers:



South Africa



Aftermarket Parts

Operates in Southern Africa, the UK, Asia and Europe

12%
revenue

22%
operating
profit

23%
profit
before tax

9,0%
operating
margin

- **Distributor, wholesaler and retailer of parts and accessories for out-of-warranty vehicles.**
- **Distribution points** in SA, the UK, Asia and Europe.

Southern Africa

- **~518** retail outlets and agencies (113 owned and 405 franchisees), supported by **ten** wholesale distribution points.

United Kingdom

- **~184** retail outlets, supported by **two** wholesale distribution points.

Asia and Europe

- **Three** wholesale distribution points.

Performance drivers:



South Africa



UK



Poland



China



Taiwan

¹ Revenue and other profit streams culminate in the operating profit and profit before tax (PBT) reported.

Performance at a glance

Financial performance

Adjusted revenue
(excluding MTV) ▲ 3%

**R113 550
million**

(FY2025: R110 333 million)¹

Revenue
(including MTV) ▲ 1%

**R113 550
million**

(FY2025: R112 598 million)

Operating profit² ▲ 4%

**R5 714
million**

(FY2025: R5 476 million)

Net finance costs ▼ 19%

**R1 539
million**

(FY2025: R1 908 million)

Profit before tax ▲ 20%

**R4 005
million**

(FY2025: R3 336 million)

Attributable profit
for the year ▲ 19%

**R2 984
million**

(FY2025: R2 500 million)

Earnings
per share ▲ 19%

**1 753 cents
per share**

(FY2025: 1 468 cents per share)

Headline earnings
per share ▲ 15%

**1 777 cents
per share**

(FY2025: 1 548 cents per share)

Total dividend per
ordinary share ▲ 29%

**710 cents
per share**

(FY2025: 550 cents per share)

(Paid interim dividend of 300 cents per share)

Cash generated
from operations³ ▲ 6%

**R7 990
million**

(FY2025: R7 548 million)

Net asset value
per share ▲ 8%

**12 194 cents
per share**

(FY2025: 11 305 cents per share)

Return on invested
capital⁴

12,6%

(FY2025: 10,9%)

(Weighted average cost of capital of 9,4%
(2025: 9,8%))⁴

Return on equity

15,0%

(FY2025: 13,1%)

Equity to net debt structure

69%:31%

(FY2025: 66%:34%)

Net debt to EBITDA⁵

1,3 times

(FY2025: 1,5 times)

¹ Adjusted Revenue is a non-IFRS financial measure that was included in the prior year financial results (R112 598 million) and excludes the revenue relating to the Mercedes-Benz Truck and Van division (MTV) (R2 265 million). No adjustment to revenue was made in respect of the year ended 30 June 2026. Further details on the disposal group's performance is disclosed in note 4.5 – Assets classified as held-for-sale, as included in the annual financial statements for the year ended 30 June 2026, available online.

² Operating profit before capital items and net foreign exchange movements.

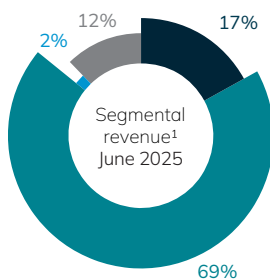
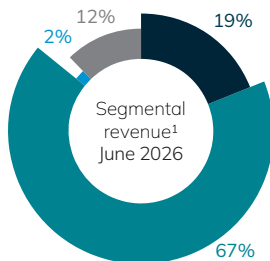
³ Cash generated from operations before movements in net working capital and vehicles for hire.

⁴ The return on invested capital and weighted average cost of capital are prepared on a 12-month rolling basis.

⁵ This debt covenant ratio is calculated using the funders' covenant methodology. Required to be less than 3 times.

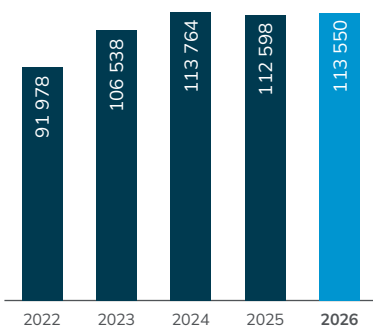
Revenue¹

% contribution



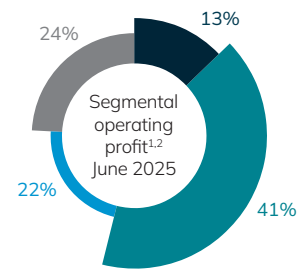
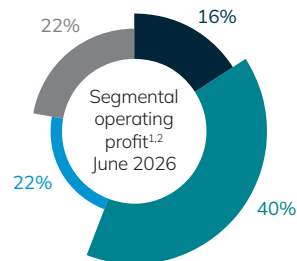
■ Import and Distribution
 ■ Retail and Rental
 ■ Mobility Solutions
 ■ Aftermarket Parts

Rm



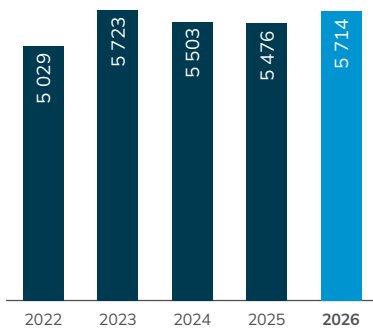
Operating profit^{1,2}

% contribution



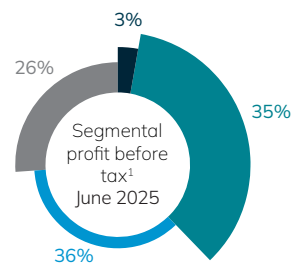
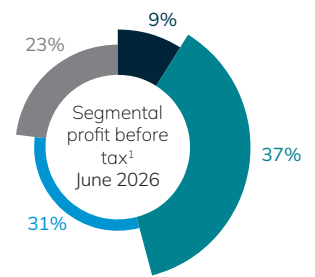
■ Import and Distribution
 ■ Retail and Rental
 ■ Mobility Solutions
 ■ Aftermarket Parts

Rm



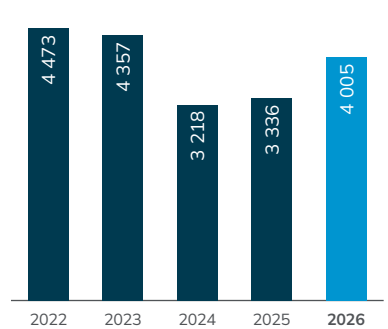
Profit before tax¹

% contribution



■ Import and Distribution
 ■ Retail and Rental
 ■ Mobility Solutions
 ■ Aftermarket Parts

Rm



¹ Excludes Head Office and Eliminations.

² Operating profit before capital items and net foreign exchange movements.

Performance at a glance (continued)

Non-financial performance



Environmental

Carbon footprint

104 348 tCO₂e¹

including 51 312 tCO₂e Scope 1 emissions and 53 036 tCO₂e Scope 2 emissions
(FY2025: 109 142 tCO₂e¹)

Electricity

64 362

megawatt hours purchased
(FY2025: 66 618 megawatt hours purchased)

Water

543 041

kilolitres purchased
(FY2025: 640 460 kilolitres purchased)

Road fuel usage

19 012 kl

vehicle fuel consumed
(FY2025: 19 086 kl)

Environmental incidents

0

(FY2025: 0)



Social

Diversity in South Africa

SA black employee representation

84%

(FY2025: 80%)

SA black dealer principal representation

64%

(FY2025: 61%)

SA women representation

38%

(FY2025: 37%)

SA women representation at management level

33%

(FY2025: 31%)

Group corporate social investment

R23,0 million

(FY2025: R24,9 million)

Education

96 resource centres
reaching over 115 000 learners

(FY2025: 89; >104 000)

Group training spend

R374,0 million

(FY2025: R366,5 million)



Governance

Compliance

Zero instances

of material sanctions, fines or penalties received for non-compliance with regulation

MSCI ESG ratings

AAA

(March 2025: AAA)

Credit rating:
Long-Term Issuer²

AA_(ZA)

(stable outlook)

(FY2025: AA_(ZA), stable outlook)

Credit rating:
Short-Term Issuer²

A1+_(ZA)

(FY2025: A1+_(ZA))



 Read more about our ESG performance and objectives in our ESG report online.

 Read more in the Governance review: page 100.

¹ Tonnes of carbon dioxide equivalent (tCO₂e).

² Rating provided by an independent rating agency, GCR Ratings, subsequent to the release of the annual results.

ESG

in action



How we create value

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Chief Executive Officer's review

“A year ago, I described Motus as a business in deliberate transition, moving from a defensive posture to the pursuit of higher growth. In the year since, Motus has shown what it is capable of as an agile, integrated automotive group aligned to the structural shifts in our markets, executing with focus, discipline and confidence to identify growth opportunities and deliver sustainable value creation.”



Ockert Janse van Rensburg
Chief Executive Officer



Focused execution and growth underpinned FY2026 results

- Motus' integrated business model embeds resilience and drives growth.
- Diversification remains a foundational strategic strength.
- Motus has rapidly and successfully adapted to structural industry shifts.
- Multiple performance drivers are positioned to create future value.
- Motus enters FY2027 with confidence.

Key metrics for FY2026

- **PBT up 20% to R4,0 billion**, supported by higher new vehicle volumes and improved operating performance and margins, specifically in SA, together with significantly lower net finance costs resulting from balance sheet deleveraging.
- **Earnings per share up 19% to 1 753 cents**, supported by higher operating profits, disciplined cost and capital management, lower finance costs and share repurchases, reflecting the amplified earnings power of Motus' integrated business model.
- Achieved a **54% non-vehicle contribution to EBITDA**, surpassing our target of 50%; this reflects our increasing diversification and reduced reliance on vehicle sales.
- **Over 20 000 employees working to make our strategy a reality**, with 84% black employee representation in SA.

Integrated, agile and poised for growth and value

In a demanding operating environment, the focused execution of our growth plans saw the Group's integrated business model deliver higher volumes, improved margins and stronger cash generation in SA. Our International operations, which faced economic pressure, sustained their contribution to earnings diversification. This allowed us to deleverage further and reinforce the foundation for sustainable growth and value creation.

In SA, the country experienced a buoyant market resulting in the highest new vehicle sales in over a decade. We were deliberate in our actions to strengthen the Group's competitiveness, which enabled it to capture a larger share of this growth; new vehicle volumes rose in both our Importer and retail businesses. Amplifying this direct benefit, our integrated business model maximises the income from each new vehicle sold – from the margins earned on distribution, retailing or renting the vehicle, to in-warranty parts supply and workshop servicing, to financial products and mobility solutions embedded at point-of-sale. This downstream income will flow for three to five years after each sale, independently of how the new vehicle and pre-owned markets perform.

Although the economic outlook has dimmed, the convergence of structural and cyclical factors supporting SA's new vehicle market should continue to underpin demand in FY2027: competitively priced Chinese and Indian vehicles, particularly at entry to mid-level; low vehicle price inflation and interest rates that – despite the May 2026 increase – remain below their previous peak; real wage growth for the employed population; and elevated OEM marketing offering high value across the board.

The same integrated model that amplifies a buoyant market underpins Motus' defensive strength when conditions soften. Our rental fleet requires a steady supply of new vehicles, supporting volumes, while its de-fleet cycle replenishes the inventory to service pre-owned demand as it strengthens. For workshops, in-warranty parts and VAPS, increased new vehicle sales in the current year will improve future demand and activity, while a larger and ageing vehicle parc increases demand for out-of-warranty products from our Aftermarket Parts business, while further driving demand for VAPS from Mobility Solutions, generating further non-vehicle income.

This embedded resilience is reflected in the strategic parameters the Group has set for vehicle versus non-vehicle income, and SA versus International contribution to EBITDA. Operating within these parameters reduces the impact of economic volatility on growth and profitability.

In FY2026, non-vehicle income contributed 54% of Group EBITDA, reinforcing future earnings quality. SA operations contributed 68% and International operations 32% of Group EBITDA respectively.

Having consistently remained within parameters over consecutive years, we have shifted our strategic focus to strengthening the robust foundations for long-term resilience and growth laid thus far – transforming our operations to adapt to industry shifts and taking deliberate action to identify new growth opportunities across the automotive value chain. Motus enters FY2027 in a position of financial strength and strategic alignment. With positive growth momentum across many of our performance drivers, and significant value unlocks still to come, we are confident that the Group's integrated business model will continue delivering compelling value in the years ahead.

Our strategic parameters

Diversified automotive portfolio

~50% EBITDA generated from non-vehicle activities, with the remainder generated from vehicle activities.

Geographical presence

~65% EBITDA generated from SA operations, with the remainder generated from International operations.

An agile response to structural transition

In FY2026, Motus again demonstrated its ability to adapt as the competitive structure of our markets change. The trends reshaping our markets are clear across all three of our key geographies, with affordability being the dominant purchase driver. Customers continue to buy down on brands and categories, extend replacement cycles, and choose value over legacy. The entry of emerging brands – predominantly Chinese and Indian OEMs – has accelerated this shift, driving the surge in demand for value-oriented brands and forcing established manufacturers to reconsider their pricing strategies. At the same time, customers are demanding more from their mobility experience: higher specifications at lower price points, seamless omni-channel engagement that meets them where they are whether digitally or physically, and levels of convenience and customer care that match the best of any retail category.

In a market where choice is abundant, we aim to stand out by creating a positive experience at every touchpoint along the automotive value chain, from the first digital search to a workshop visit five years later, from the first insurance claim for bodywork repair to the informal sector mechanic buying parts for a ten-year-old vehicle. Each interaction is an opportunity to earn our customers' loyalty, keeping them within the Motus ecosystem. For OEMs seeking not just distribution reach, but brand stewardship, it is this depth and quality of customer relationships, sustained across the full vehicle ownership cycle, that makes us the partner of choice.

Our route-to-market capability as the leading distribution platform in the SA vehicle market is our strongest response to the evolving competitive landscape. As the TATA Passenger re-launch demonstrated, when an established or emerging OEM needs market access, Motus can provide import, distribution, retail, parts supply and downstream mobility services from day one, at an efficient capital cost. This advantage has allowed us

Chief Executive Officer's review (continued)

to deliberately align our brand portfolio to what customers want, securing representation in line with demand, and adapting our extensive dealership network to the structural dynamics.

The economics of brand transition are more nuanced than they appear; a dealership that shifts from a declining established brand to a growing emerging brand gains new vehicle volume but must build workshop throughput. Motus continues to demonstrate that it has the operational agility and OEM relationships to manage the complexity, sequence and pace of that transition, while sustaining profitability. Our multi-franchising strategy is the lever that allows us to position complementary brands in combinations that provide appropriate presence, prominence and efficiency, while managing brands under pressure. Geographic alignment is another priority: we concentrate our footprint where economic activity is strongest, accumulating dealerships in high-demand areas, maintaining where we are well positioned, and exiting where prospects have structurally weakened.

Our workshops are a key customer touchpoint along the automotive value chain and are a critical competitive advantage in a market where customer loyalty is shifting. The workshop visit is the moment when the experience of the Motus brand is most tangible and most personal. We invest deliberately in the quality and consistency of the workshop experience, in technical training for our people, and in the service standards that build lasting relationships.



South African vehicles and related services: delivering annuity and non-vehicle income for years to come

Our Importer brands – Hyundai, Kia, Renault, TATA Passenger and Mitsubishi – did well to collectively hold market share at ~16.5% for the year. TATA Passenger, re-launched in September 2025, has gained strong market traction, averaging ~600 units per month since its introduction to the market. We targeted 1% market share in year one and achieved it within six months, leveraging our existing dealerships and bond stores with minimal capital commitment.

In our SA Retail business, we continued to align our brand portfolio and secure the right representation ahead of demand. We expanded our exposure to high-growth Chinese and Indian brands, and we now back all top 20 selling brands in the market through our ~340 existing dealerships. At the same time, we continue to support the established brands under pressure by right-sizing cost structures, accelerating multi-franchise transitions where viable, and ensuring that individual dealership economics meet our sustainability thresholds.

In SA, workshop hours were maintained at ~1.8 million hours, despite muted new luxury vehicle sales in recent years. The new vehicle sales volumes achieved this year will support the future performance of these income streams.

Vehicle Rental demonstrated its excellence in a market in which competitors chased volume through aggressive pricing. Our creditable performance was built on service differentiation, not discounting; we held average daily rental rates better than the industry on the strength of our exceptional people, our customer relationships and our innovations in digital convenience that differentiate the rental experience. Our long-term rental offering is gaining momentum as customers increasingly embrace this alternative ownership model.

In pre-owned vehicles, focused execution of a deliberate turnaround plan over the last two years delivered a significantly better result. Motus outperformed a disrupted market, growing volumes while competitors struggled with pricing dislocation caused by the compression of price differentials between affordable new vehicles and younger pre-owned inventory. Our AI-driven pricing engine was deployed across the network during FY2026, transforming the accuracy and speed of our vehicle pricing. Furthermore, our rental vehicle de-fleets and trade-ins are providing a competitive sourcing advantage. We expanded the age range of pre-owned vehicles we retail to ten years and developed targeted retail strategies for vehicles aged two years and under, between three and five years, and between six and ten years. This has allowed us to benefit from stronger margins for vehicles aged up to six years, while retaining more customers in the Motus ecosystem for longer.

Mobility Solutions continued to administer the service, maintenance and warranty contracts and other VAPS for more than 750 000 customers, and to provide vehicle finance solutions through our banking alliances. With these products built into vehicle sales through our Importer and SA Retail channels, the volumes achieved in FY2026 will underpin Mobility Solutions' performance in the coming years.

Beyond this embedded income stream, an important and largely untapped growth opportunity is extending tailored service plans and roadside assistance offerings to new-entrant OEMs and their customers. Mobility Solutions is well positioned to service this market through its partner and independent channel, which includes banking, insurance and retail partners, independent dealerships and OEMs outside the Group's own vehicle businesses. This will progressively reduce Mobility Solutions' dependence on Group vehicle volumes, with several new products approaching commercialisation in FY2027.

International vehicles: delivering diversified earnings

Although the contribution of our International operations was subdued largely due to market conditions, our vehicle businesses in the UK and Australia were profitable for the year. These businesses remain strategically important to the Group's diversified portfolio.

In the UK, the trading environment has remained challenging and performance across vehicle categories was mixed. In passenger vehicles, we grew ahead of a market being reshaped by NEV adoption, with government policy targeting above 30% penetration in CY2026, and customers switching to value brands. Our newly opened emerging-brand dealerships drove strong second-half growth, contributing more than 20% of our UK passenger sales, while our established brands held their own. We will continue to expand emerging brand representation within our existing footprint as these brands scale.

In commercial vehicles, fleet replacement decisions have been deferred, with our DAF business seeing new vehicle volumes under pressure. Critically, more than 80% of this business' profitability derives from regulated servicing and parts income, an annuity stream that keeps it defensible through a weak capital expenditure cycle, while deferred replacement builds pent-up demand and supports overall profitability of the business. DAF remains the UK market leader in heavy commercial vehicles (HCV), and we are pursuing additional DAF servicing centres to extend our servicing base.

In Australia, a rapid shift in consumer behaviour has reshaped the market. The New Vehicle Efficiency Standard, together with rising fuel costs, has accelerated the adoption of hybrid and NEVs dramatically, with nearly half of vehicles sold in recent months carrying some form of electrified drivetrain. Motus was well prepared for this shift – representing all of the top ten selling brands in the Australian market, including BYD, following disciplined brand acquisitions over the past two years. The near-term challenge is managing the inventory mismatch between vehicles ordered several months ago and a market that has moved sharply toward NEVs. However, the medium-term picture is positive: a growing vehicle parc, an expanding aftersales opportunity, improving margin in pre-owned as the market adjusts, and acquisition opportunities as less agile established brand operators face the transition.



Chief Executive Officer's review (continued)

Aftermarket parts: a solid foundation for future growth

Our Aftermarket Parts business spans wholesale and retail operations in SA, the UK, Asia and Europe. Its vertical integration model delivers structural margin advantage: by sourcing directly from high-quality Asian, European and SA manufacturers, distributing through our own infrastructure, and selling under our proprietary brands, we capture both the wholesale and retail margin. Our own brands accounted for a meaningful percentage of volumes with penetration still growing.

Wholesale remains the backbone of the business and delivered on expectations in all markets we operate. In Europe, our Polish warehouse is performing well, and our UK wholesale infrastructure is now bedded down and running efficiently. In SA, we are simplifying our distribution routes to market and growing our proprietary brands across the network. UK retail underperformed relative to wholesale due to consumer pressure constraining discretionary parts spend and cost pressures associated with minimum wage. We are taking a bolder approach to expanding our retail footprint, targeting 10% additional stores in the short to medium term.

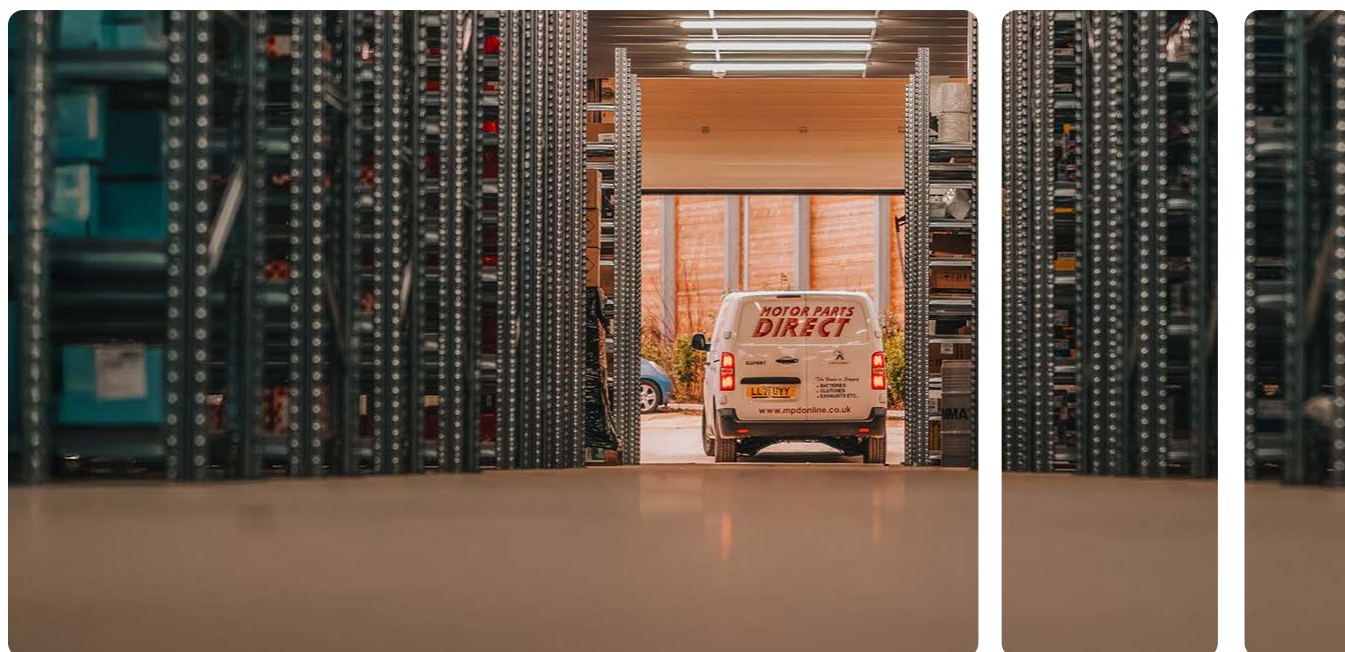
In SA, Klutch was the standout innovation story of the year. What began as an insight that informal sector mechanics were routinely sending their customers to buy parts, representing a significant under-served market, has grown into a commercially meaningful and strategically important platform for growth. Klutch connects informal sector mechanics to owned retail stores through a WhatsApp-enabled ordering and rewards system. The Klutch model is generating data about the informal automotive economy that has strategic value well beyond parts sales and is extending the Motus ecosystem into the largely under-served informal market segment. Active mechanic accounts now exceed 3 000, with a potential rollout to all franchise stores to follow over the next 18 to 24 months.

Building the organisational capability for long-term value creation

Our competitive advantages are underpinned by our critical enablers, which convert strategy into performance, year after year, over the longer term; in particular, our people and culture, and our investment in digitisation, data and innovation.

The automotive industry is changing in ways that require our people to work differently. The informed buyer arrives at a dealership having researched vehicle options, financing terms and competitor pricing online, changing how our sales teams need to engage. Digital marketing and lead generation change the sales process, requiring new skills in data analysis, digital platform management and customer journey design. Omni-channel service means customers' online engagement and dealership or workshop experience must be seamless, consistent and brand-aligned. Multi-franchising means dealer principals manage three or four brand relationships simultaneously, each with different OEM requirements, volume dynamics and aftersales profiles. These changes require more than incremental adaptation. They require systematic upskilling, new tools, and a fundamental shift in how we think about roles and responsibilities.

As competition for talent intensifies, we are sharpening our focus on how we orientate and induct our people, as well as our understanding of what motivates and retains them. Moving people across brands and businesses remains a key attribute of our employee value proposition and builds the breadth of skills that multi-franchising requires. Our response to the skills challenge is similarly deliberate. We invested R374,0 million in skills development across the Group during the year, and our technical training academies in Gauteng, the Western Cape and KwaZulu-Natal trained more than 1 000 people. Specifically, our cadet programmes are improving the quality of onboarding and our ability to retain sales roles. Building digital capability is a parallel priority – our Digital Dexterity Programme, including



newly launched AI mastery workshops, is equipping employees to work confidently with the data tools, platforms and AI now embedded in how we serve our customers.

The experience and expertise of the Motus leadership team – with a combined service greater than 100 years across our Strategic ExCo and an average 11 completed years of service – is a powerful competitive advantage: institutional knowledge, accumulated OEM relationships, and the industry understanding that comes from managing through multiple cycles together. Whereas our long-standing preference is to develop our own talent, moving and mobilising leaders across the Group to match capability with opportunity, we have also proven our ability to attract highly sought-after external talent when required.

Management appointments during the year reflect both these imperatives. Simphiwe Nghona, who joins with close to 30 years of experience across automotive and financial services, leads Mobility Solutions into its next phase of growth. Suraiya Naidoo was appointed Executive: Digital Marketing and Innovation, embedding that capability within the executive leadership team. Matt Lawrenson assumed leadership of our UK Retail business from Rob Truscott, who retired after steering its repositioning over recent years.

As enablers of our people and leaders, digitisation, data and innovation are critical long-term value drivers. Our investment in unified information sources supports predictive analytics across inventory, pricing and customer behaviour, enabling faster, better decisions at every level of fulfilment. AI and digital tools give our people better information rather than replacing them, governed to remain aligned with our ethical standards, our data privacy obligations and our customers' reasonable expectations of how their data is used. Process innovation follows the same logic, with customer convenience at the centre: our Digital Dealer platform connects digital vehicle selection to instant online finance applications with several banking partners, compressing the finance journey and, with it, the sales cycle. Innovation at Motus is embedded in the business, not apart from it. The pipeline that produced commercial successes such as Digital Dealer and Klutch – and is now developing Agentic AI applications to automate complex, multi-step business processes – works to a simple discipline: identify the commercial opportunity, test it against clear metrics, and scale what creates measurable value.

Positioned for higher medium-term growth

Motus enters FY2027 having executed effectively on our short-term priorities: the bulk of the brand representation transition, the pre-owned turnaround and the Aftermarket Parts expansion; and having restored the financial flexibility to pursue the next phase of growth. The task now is to extract the full value of what has been built while also identifying new opportunities for growth; to make the strategic choices that will define our medium-term trajectory, and continue building the capability that will sustain our resilience and competitiveness into the next decade.

The value unlocks described throughout this review – annuity income already embedded in vehicles on the road, platforms proven and now scaling, and structural demand deferred but not lost – are already in motion.

Capital allocation is a key, measured medium-term strategic lever. With the balance sheet significantly stronger, we have the financial flexibility to pursue bolt-on acquisitions in brand representation, dealership footprint and aftermarket parts distribution, where returns meet our hurdles. Deciding where to allocate capital for growth, which adjacencies to pursue, and where to step back and optimise what we have, will be guided by the same principles that have governed our capital discipline to date: return above cost of capital, strategic fit and execution confidence.

Beyond the medium term, the longer-term work has begun: the deliberate choices we make now are what will propel Motus into the next decade as the best choice for customers, partners, leaders, employees and investors.

Appreciation

This year we lost a visionary leader, executive director, and dear colleague with the passing of Kerry Cassel, who also led our Mobility Solutions and Innovation function for more than two decades with extraordinary ability, strategic insight, and remarkable strength of character. Her fearless honesty, sound judgement, and genuine care for those around her shaped not only the businesses she led, but also the culture, values and character of the Group. As one of the architects of the Group, Kerry played a defining role in building Motus into the organisation it is today. She was a respected leader, mentor and trusted voice whose influence extended far beyond her functional responsibilities. She championed what was right for our customers, our people, our industry and our business, earning the respect of colleagues, partners and peers alike. Kerry understood, long before most, that innovation is not a department or a project, but a way of approaching problems that becomes embedded in how an organisation thinks and acts. That mindset, together with her leadership and example, continues to shape how we operate across the Group. The best tribute we can offer her is to continue building on her legacy.

I am grateful to the board for their support, counsel and challenge throughout the year. Thank you to our management teams across our geographies, who have embraced changes in brand representation, ways of working and leadership with energy, professionalism and genuine commitment to our customers and other stakeholders. My acknowledgement and gratitude to each of our more than 20 000 people, whose excellence every day makes Motus the first choice in automotive solutions for a new age.

Ockert Janse van Rensburg
Chief Executive Officer

30 September 2026

Why invest in Motus

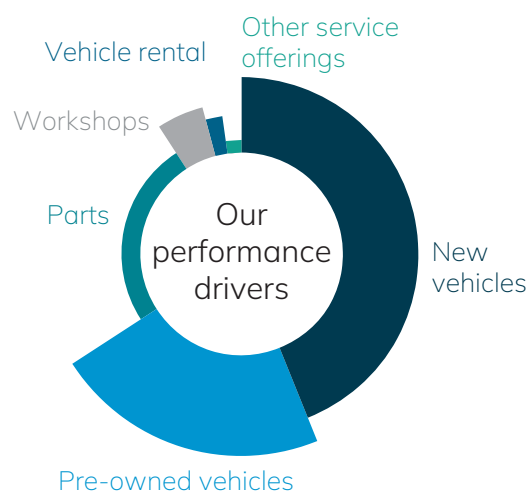
Motus' investment case is anchored in sustainable competitive advantages that strengthen resilience, support cash generation and position the Group for long-term value creation.

The Group's **fully integrated business model**, diversified income streams, enduring OEM and stakeholder relationships, robust entrepreneurial ethos, proven agility, **strong financial position**, broad market reach and innovation capability enable Motus to respond to market shifts while continuing to **capture opportunities across the automotive value chain**.

Together, these advantages provide investors with exposure to a scaled, adaptive and cash-generative business focused on disciplined growth and returns above its cost of capital with a sustainable dividend guideline.

A fully integrated business model

that generates multiple diversified revenue streams



A differentiated value proposition
to OEMs, partners and customers

80+

brands represented, including vehicles, parts, vehicle rental and Mobility Solutions.

➤ **Unrivalled scale,**
operational maturity
and innovation
underpinning our competitiveness

>750 000

vehicles covered by our VAPS and
third-party products



➤ **Experienced**
leadership
and **skilled** workforce
driving sustainable growth
and value creation

>236 cumulative
years of service
of executive
management¹



➤ **Highly cash**
generative business
that supports growth and
delivery of attractive
returns to shareholders

➤ **A comprehensive,**
diversified
product offering
spanning across
all market segments

Commitment to stakeholders
driving continual improvement in ESG performance

96

school resource centres
supported by the DP
World and Motus
Community Trust

289

Unjani Clinic care facilities,
mobile clinics and health
pods providing primary
healthcare services for
lower income areas

~3 300

youths appointed to the
South African YES4Youth
Programme to date

**MOBILITY
FOR GOOD**

¹ Includes the Strategic ExCo and business unit executives at 30 June 2026.

How our operating environment impacts value creation

Our diversified business model, strong financial position and strategic and operational agility ensure the Group remains well positioned to navigate macro-economic uncertainty and intensifying competition across the key geographies where we operate. We remain confident in our ability to execute our strategy by focusing on the factors within our control, proactively managing risk and leveraging scenario planning to anticipate change and respond accordingly.

Macro-economic environment and indicators in key geographies

Over FY2026, the macro-economic environment was mixed, with recovery in global and local markets in the latter half of CY2025 and early CY2026. This was, however, impacted by geopolitical conflicts and related energy and oil price volatility.

Region	Indicator	Year-on-year trend	CY2025	CY2026	CY2027*	
	The global economy continues to evolve, with the effects of geopolitical conflict partly offset by accelerating growth in the AI-driven technology cycle.	GDP growth	▼	3,5	3,0*	3,4
	Inflation	▲	4,1	4,7*	3,9	
Geopolitical conflicts: a challenging macro-economic environment is anticipated across geographies for the second half of CY2026. Inflation is expected to peak in CY2026 due to elevated food and energy costs, but is likely to gradually return to target in several major economies over the short to medium term.						
	In SA, positive momentum from CY2025 carried into early CY2026 and first quarter growth was higher than expected, however, a slower growth trajectory is anticipated for the remainder of CY2026. A restrictive monetary policy cycle characterised by higher interest rates and above-target inflation indicates that affordability will continue to shape purchasing behaviour. The continued strengthening of the Rand against the US Dollar will, however, mitigate some of the negative impacts arising from global market conditions.	GDP growth	◀▶	1,1	1,1*	1,3
		Inflation	▲	3,2	3,9*	3,4
		Unemployment (Q2)	▲	33,2	33,6	–
		Interest rate (Sep)	▲	7,00	7,25	–
Geopolitical conflicts: inflation, interest rates, employment rates and the costs-of-living are likely to be negatively impacted over the short term.						
	The UK economy grew in the first quarter of CY2026 due to the positive momentum of the prior year. However, the economic outlook remains modest with interest rates now in a holding phase and inflation expected to continue to rise over the short term. Business confidence remains subdued, reflecting the impact of geopolitical instability, policy uncertainty, energy and labour costs, and softening demand.	GDP growth	▼	1,4	1,0*	1,3
		Inflation	▼	3,4	3,2*	2,4
		Interest rate (Sep)	▼	4,00	3,75	–
Geopolitical conflicts: growth is expected to be moderated in the short term due to sharply increased energy costs, before recovering in CY2027.						
	The economic environment remained resilient despite elevated interest rates, persistent inflationary pressures and subdued household spending continuing to weigh on consumer demand.	GDP growth	▼	2,0	1,9*	1,7
		Inflation	▲	2,9	4,0*	3,2
		Interest rate (Sep)	▲	3,60	4,60	–
Geopolitical conflicts: the economy faces surging inflation as domestic capacity constraints are exacerbated by the conflict.						

Our unrivalled scale and market leadership in SA and presence in the UK and Australia means that we are exposed to macro-economic trends in these markets. We do not currently report on trends in Asian, European and Southern and East African markets unless distinct events have a material impact on our operations, as our footprint in these geographies remains relatively small at present.

Related material matters	Key strategic initiatives	Principal risks and opportunities

* Metric forecasts.

Source: GDP growth and inflation data sourced from the International Monetary Fund World Economic Outlook (April and July 2026 update). SA unemployment rates sourced from the Statistics South Africa Quarterly Labour Force Survey (2nd Quarter 2026). Interest rate data for respective regions sourced from Monetary Policy Committee statements from the South African Reserve Bank (SARB) (September, 2026), Bank of England (September, 2026) and the Australian Reserve Bank (September, 2026). CY2027 projections for Australian interest rates sourced from the Commonwealth Bank, ANZ and Westpac.

The automotive industry in SA

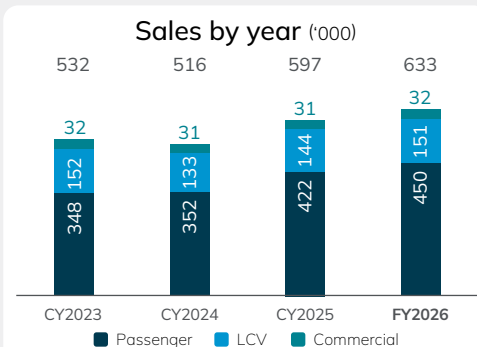


The retail segment of SA's automotive industry contributes around 2% to the national GDP, supporting the country's longer-term economic sustainability by creating jobs, facilitating trade and moving people, goods and services.

Business segments operating in SA:



New vehicles



- New vehicle sales increased by 15,4% between FY2025 and FY2026.
- Passenger vehicle sales increased by 16,7%.
- Improved affordability following interest rate cuts and improved consumer confidence in CY2025 supported market growth, accelerating demand for value-focused Chinese and Indian vehicle brands and driving increased participation from first-time buyers.



Impact on Motus

- ▲ New vehicle volumes
- ◀▶ Passenger only new vehicle market share

Outlook

Management projects new vehicle sales of **630 000** to **650 000** new vehicles over CY2026. The market may be negatively impacted by interest rate and fuel price increases towards the end of CY2026. Chinese and Indian brands are likely to continue to gain traction.



Total cost of ownership remains a key consideration for many customers.

Pre-owned vehicles

- ~1,2 million pre-owned vehicles sold over CY2025, up by 0,7% year on year.
- The market continued to face volume and margin pressure as increasingly affordable new vehicle offerings compete at similar price points.

Parts, workshops and VAPS

- The SA vehicle parc comprises ~13,7 million vehicles, the out-of-warranty parc comprises ~10,3 million vehicles of >11 years on average, and the in-warranty vehicle parc for Motus Importer brands comprises ~600 000 vehicles.
- A diverse vehicle parc, comprising primarily older vehicles drove aftermarket parts and VAPs sales.
- Muted new vehicle sales in CY2024 resulted in tempered in-warranty parts and workshop activity in the current year, with the recent recovery in vehicle sales expected to underpin future growth.

Vehicle rental

- The vehicle rental industry was stable, with competition on average daily rates (ADR) intensifying.
- Growth in the leisure and international segments offset weaker performance in the government, replacement, and corporate segments.
- Demand for flexible mobility solutions, including long-term rentals, continues to support growth and performance in the rental market.

Source: new vehicle and automotive industry data sourced from naamsa press releases with management projections for CY2026 internally calculated. Pre-owned vehicle data sourced from NaTIS used vehicle registrations for the specified periods. Total vehicle parc estimates sourced from naamsa. Out-of-warranty vehicle parc and average vehicle age estimates are calculated by management. Vehicle rental data provided per South African Vehicle Rental and Leasing Association (SAVRALA) reporting companies (April to June 2026 forecast).



Impact on Motus

- ▲ Pre-owned vehicle volumes

Outlook

Volume pressure in the market is likely to intensify over the short to medium term as new vehicle prices and offerings remain attractive. However, increased new vehicle sales over CY2026 will positively impact pre-owned vehicle availability over the medium term.



Impact on Motus

- ▲ Parts volumes
- ◀▶ Workshop activity
- ▲ VAPS sales

Outlook

Parts, workshop and VAPS activity are likely to increase over the short to medium term, driven by elevated new vehicle sales over CY2026. A large older vehicle parc will continue to drive demand for aftermarket parts.



Impact on Motus

- ▲ Vehicle rental activity

Outlook

ADR pressures are likely to intensify over the short to medium term, with revenue increasingly driven by volumes rather than ADR.

How our operating environment impacts value creation (continued)

The automotive industry in SA (continued)

Spotlight on emerging developments: the Automotive Production and Development Programme

The Automotive Production and Development Programme Phase 2 (APDP) is SA's primary automotive industrial policy programme, aimed at advancing the country's automotive industry by increasing local vehicle and component manufacturing, stimulating investment in the automotive industry, enhancing the global competitiveness of SA automotive exports and driving job creation while also ensuring greater transformation and localisation. Key mechanisms in place to do so include a government incentive and customs duty rebate system that rewards automotive businesses for creating local manufacturing value in SA and exporting globally. Businesses benefit via rebates, refunds and duty credits that reduce the import costs of eligible vehicles and/or components.

At present, the Department of Trade, Industry and Competition (dtic) is reviewing the APDP and is consulting on a revised version due to concerns that the SA automotive industry is under threat from:

- Rising imports that are driven by global overcapacity and aggressive export strategies from countries like India and China.
- The SA production portfolio becoming increasingly export-focused over the past two decades, leaving the industry vulnerable to global geopolitical shifts (e.g. US tariffs).
- Plant closures and loss of competitiveness of locally produced vehicles.
- Stagnation in localisation and employment by the industry.

With concerns being escalated by local manufacturing OEMs, the SA President originally set up a special task team to develop short to medium-term policy interventions to protect and stabilise the country's automotive manufacturing base, restore local market competitiveness and scale, and support a transition to NEVs. This process evolved into a dtic-led initiative to develop short to medium-term policy measures, in consultation with industry stakeholders, which would achieve the same goals as the Presidential process.

As of August 2026, recommendations have been made by industry participants, including Motus through our participation in key industry bodies such as naamsa.

As a locally invested distributor, deeply rooted in SA, we support initiatives that strengthen the local automotive industry, stimulate economic growth and create employment opportunities. As a significant customer of local manufacturers, we have a vested interest in the industry's long-term sustainability. Equally important is ensuring that any solution creates sustainable value for all stakeholders, supporting the overall health of the automotive industry.

More information: Deeply rooted in South Africa: page 16.



The automotive industry in the UK



Business segments operating in the UK:



New vehicles

- The new vehicle market grew to ~2,5 million vehicles, up by 5,0% in FY2026.
- The passenger vehicle market grew by 6,4% in FY2026.
- The LCV market contracted by 1,5% in FY2026.
- The HCV market contracted by 8,6% in FY2026.
- Passenger vehicle growth was supported by resilient consumer demand, increasing adoption of NEVs and the continued expansion of Chinese brands offering compelling value propositions.
- Demand in the historically resilient LCV and HCV retail markets moderated, reflecting market conditions weighing on business confidence.



Impact on Motus

▲ New vehicle volumes

Outlook

Passenger vehicle markets will become volatile as customers shift towards NEVs, disrupting brand loyalty and positioning – this presents opportunities for retailers able to manage the disruption and partner with brands with robust emission portfolios.

Pre-owned vehicles

- ~7,8 million pre-owned vehicles were sold over CY2025, up by 2,2% year on year.
- The market remained stable, supported by strong demand, increased vehicle choice and competitive pricing.



Impact on Motus

▼ Pre-owned vehicle volumes

Outlook

Likely to remain stable over the short to medium term.

Parts and workshops

- Currently, the UK vehicle parc comprises ~42,6 million vehicles and the out-of-warranty parc comprises ~35 million vehicles aged >ten years on average.
- Parts and workshop activity remained supported by regulatory servicing requirements and ongoing maintenance demand, particularly within the HCV market.
- High volumes of older vehicles continued to support demand in the aftermarket parts market, which remains sizeable and growing, albeit very competitive.



Impact on Motus

▲ Parts volumes
▼ Workshop activity

Outlook

Aftermarket parts activity is likely to continue to increase over the short to medium term. Increased new vehicle sales over CY2026, are likely to support increased in-warranty parts and workshop activity for passenger vehicles, with the HCV aftersales market remaining resilient due to regulatory requirements.



NEV adoption is changing passenger vehicle markets in the UK and Australia.



Source: new vehicle and pre-owned vehicle and vehicle parc data sourced from SMMT. Out-of-warranty vehicle parc and average vehicle age estimates are calculated by management.

How our operating environment impacts value creation (continued)

The automotive industry in Australia



Business segments operating in Australia:



New vehicles

- The new vehicle market grew to ~1.2 million vehicles, up by 1.6% between FY2025 and FY2026.
- Passenger and LCVs continued to dominate the market, driven largely by the expansion of emerging brands and accelerated adoption of NEV models.
- Accelerated NEV adoption was supported by implementation of the New Vehicle Efficiency Standard and rising fuel prices, with Chinese manufacturers capturing a growing share of volumes through competitively priced and technology-rich offerings, reshaping the competitive landscape.



Impact on Motus

- ◀ New passenger vehicle volumes

Outlook

Rapid adoption of NEVs is likely to disrupt brand loyalty and positioning, presenting opportunities for retailers that can best manage this period of volatility.

Pre-owned vehicles

- ~2.3 million pre-owned vehicles were sold over CY2025, down marginally by 0.4% year on year.
- 51% of vehicles were sold through private sellers and 49% through dealerships.
- The market became increasingly competitive during FY2026, as improved vehicle availability favoured consumers and intensified margin pressure.



Impact on Motus

- ▲ Pre-owned vehicle volumes

Outlook

Likely to remain stable over the short to medium term.

Parts and workshops

- Parts and workshop activity continued to increase, driven by increased demand from a growing vehicle parc and record new vehicle sales volumes in recent years.
- The Australian vehicle parc comprises ~22.3 million vehicles at an average age of ~11.5 years.



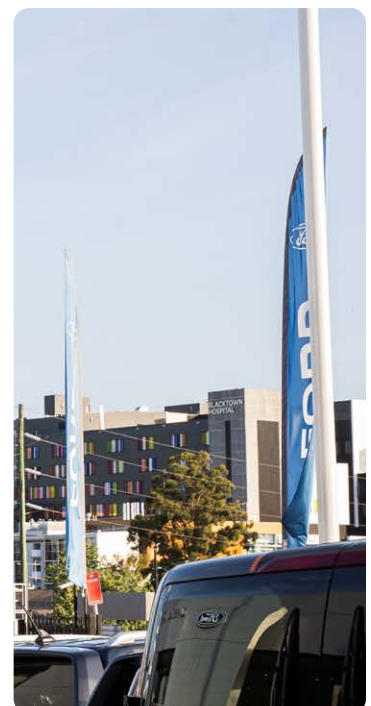
Impact on Motus

- ▼ Parts volumes
- ▲ Workshop activity

Outlook

Likely to continue to increase over the short to medium term, fuelled by record-high new vehicle sales for multiple, consecutive years.

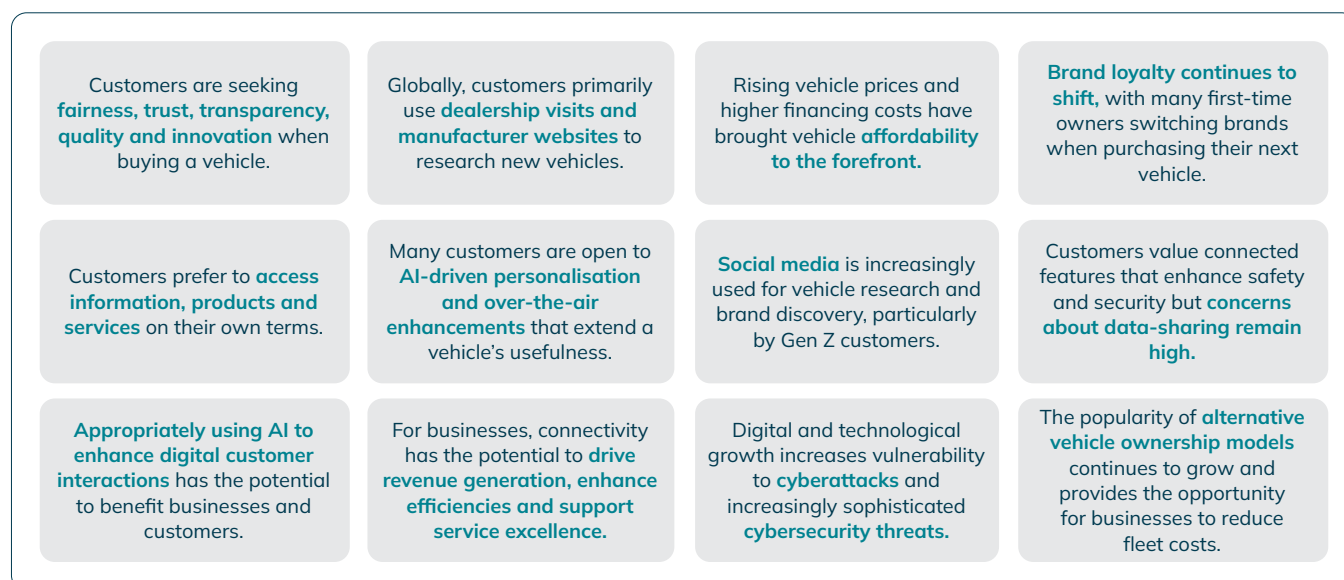
Source: new vehicle data sourced from the FCAI. Pre-owned vehicles sourced from AADA and vehicle parc is sourced from BITRE. Average vehicle age estimates are calculated by management.



Key industry trends

Customer behaviour and technological advances

Technology is reshaping both customer expectations and business models in the automotive industry. Customers now have greater access to information, closer connections with businesses, and more ways to engage across devices, driving higher expectations for products and experiences. At the same time, these advancements are enabling organisations to innovate through new business models, AI, digitisation, and evolving customer engagement approaches.



Impact on Motus

- Increased demand for affordable, feature-rich vehicles.
- Increased focus on Motus' reputation and corporate citizenship.
- Elevated emphasis on processes and practices that support customer experience and data security.
- Availability and experience of omni-channel solutions are increasingly important.
- Innovation continues to be a key growth enabler.
- Adopting appropriate approaches to AI, digital, data, connectivity and technology will support growth and efficiencies.

Outlook

The automotive industry is undergoing a period of extensive transformation. Organisations that can adapt to meet customer expectations and technological advancements will have a competitive edge.

Source: global consumer data from Deloitte, 2026 Global Automotive Consumer Study.

Related material matters



Key strategic initiatives



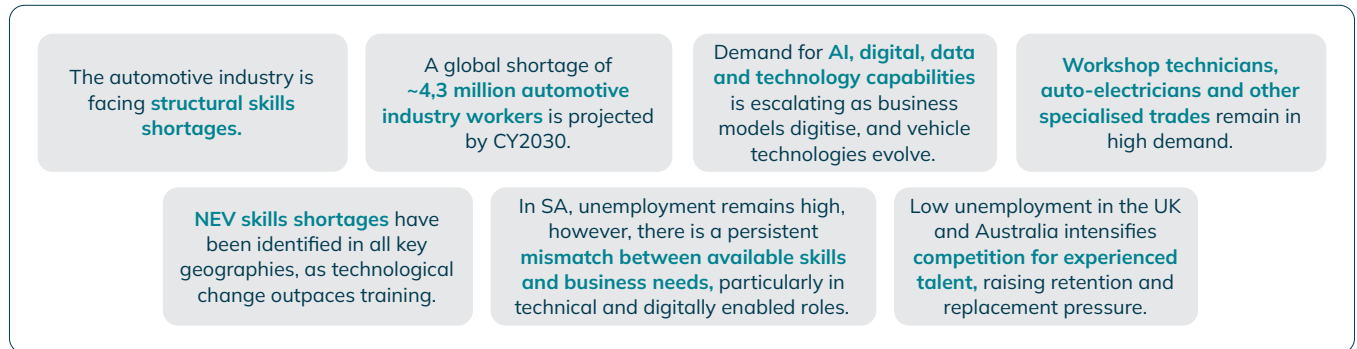
Principal risks and opportunities



How our operating environment impacts value creation (continued)

Skills shortages

The world is experiencing a widespread shortage of skilled talent, with employers struggling to find the skilled talent they need. Key drivers include retirements outpacing new recruits, rapid technological advances, industry-specific training shortfalls and elevated global competition for talent.



Impact on Motus

- Fierce and sustained competition for key talent.
- Proactive workforce planning (including forecasting future skills requirements) and continued investment in training, apprenticeships and retention strategies will be needed.

Outlook

Skills shortages are likely to persist over the short to medium term and may intensify for the automotive industry.

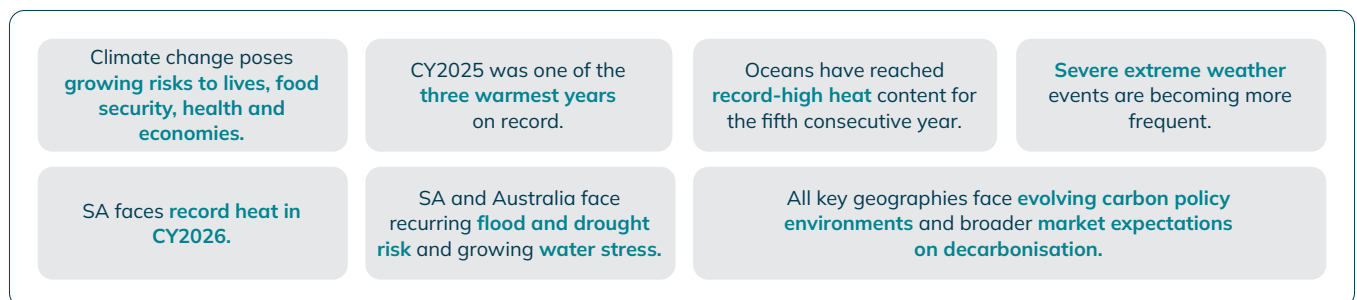
Source: global employer data source from ManpowerGroup. Automotive industry workforce data from Ennis & Co.



More information: Social report online.

Climate change

Environmental risks remain among the most serious long-term global threats and account for half of the top ten risks over a ten-year horizon. Extreme weather is ranked as the top risk, and concern about the impact of climate change on ageing, critical infrastructure is growing.



Impact on Motus

- Increased physical risk to facilities and logistics, and growing insurance costs.
- Intensifying regulatory and carbon policy pressure.
- A need to accelerate emissions reduction and energy-efficiency initiatives.

Outlook

Global progress against climate-related targets remains slow and climate change is likely to accelerate, with its effects intensifying over time.

Source: environmental risk data sourced from the World Economic Forum (2026), The Global Risks Report. Global temperature data sourced from the National Aeronautics and Space Administration, National Oceanic and Atmospheric Administration and World Meteorological Organization. Extreme weather event data sourced from Assessing the Global Temperature and Precipitation Analysis in 2025. Outlook data sourced from climate action tracker.



More information: Climate report online.

Transition to NEVs

The automotive industry remains central to the environmental transition, with OEM strategies and customer preferences increasingly shifting toward lower emission technologies. NEV adoption continues to grow globally, supported by advancements in underlying technologies, expanding charging infrastructure, and the growing availability of range-extended plug-in EVs.

Plug-in EVs could account for **~56%** of global passenger vehicle sales by CY2035 and **~70%** by CY2040.

By CY2040, **~40%** of the global passenger vehicle fleet is expected to be electric.

Global plug-in EV sales reached **21,2 million units** in CY2025 (CY2024: 17,5 million), representing **~25%** of new passenger vehicle sales.

Plug-in EVs would need to exceed **~65%** of global passenger vehicle sales by CY2030 to align with a 1,5°C pathway.

Impact on Motus

- A structural shift in product mix and OEM strategy.
- A need to expand NEV capabilities in line with market demand, primarily in Australia and the UK.
- Opportunity to capture growth in NEV value chain.

Outlook

Globally, the NEV transition will continue to accelerate. This transition will progress at different rates across the Group's key geographies, led by Australia and the UK.

Source: NEV adoption data sourced from BloombergNEF Economic Transition Scenario. 1,5°C pathway alignment and CY2025 global EV sales data sourced from the International Energy Agency.

Related material matters



Key strategic initiatives



Principal risks and opportunities



More information: Climate report online.



Our strategy

Our strategy outlines the key areas of focus and corresponding actions required to meet our short, medium, and longer-term financial and non-financial objectives.

Maintaining resilient foundations

Leveraging our business today to grow.

- Integrated business model.
- Diversified portfolio and offerings, with annuity income streams.
- Geographical presence and scale.
- Market leadership.
- Strong cash generation.
- Experienced and diverse team.
- Investing in and empowering our surrounding communities.

Transforming to adapt to industry shifts

What we need to change as we grow, accommodating shifts in our operating context.

- Empowering our people to adapt to the changing environment.
- Introducing brands and developing new products and services that meet evolving customer needs.
- Repositioning route-to-market offerings.

Unlocking growth opportunities

New opportunities for growth and expansion that we need to capture to drive value creation.

- Creating new revenue streams through organic growth and innovative solutions.
- Disciplined capital allocation for measured expansions.
- Scaling AI and digital tools to accelerate growth.
- Collaborating with strategic partners to unlock synergies.

Supported by detailed growth strategies for each of our key performance drivers

New vehicles



Pre-owned vehicles



Parts



Workshops



Vehicle rental



Other service offerings



How our performance drivers create value: page 64.

Performance driver review online.

Built on the critical enablers of the Group's performance and strategic execution



People and culture



Digitisation, data, innovation and optimisation



ESG



Stakeholder relationships

Operating within our key strategic parameters enables us to absorb the shocks of a volatile economy, establishing a platform for enduring growth

Diversified automotive portfolio

Increase diversification between vehicle and non-vehicle contributions

~50% EBITDA generated from non-vehicle activities, with the remainder generated from vehicle activities.

Geographical presence

Increase diversification of our International operations

~65% EBITDA generated from SA operations, with the remainder generated from International operations.

Chief Executive Officer's review: page 34 and the Chief Financial Officer's review: page 56.

Our strategy and its outcomes are underpinned by our key strategic initiatives, which provide the foundation for delivering on our aspirations, advancing our purpose and creating long-term shareholder value

Enhance financial performance and value creation



Drive innovation



Improve technology solutions



Invest in human capital and ESG initiatives



Maintain market leadership



Strategic initiatives overview: page 51.

Our strategy is fully aligned with our aim and our purpose

Our purpose:

Mobility for Good

Our aim:

Grow and deepen our participation across all aspects of the automotive value chain, offering competitive products and services that maximise our share of a customer's vehicle investment and engender loyalty.

Strategic initiatives overview

Our strategic objectives are foundation, transformation and/or growth-aligned, ensuring we support innovation and expansion while preserving our core strengths.



Enhance financial performance and value creation.		
Achieve our financial targets to deliver long-term sustainable value		
	Short to medium-term objectives	Longer-term outcomes
	Optimise our portfolio of brands, properties, and product and service offerings. Increase contribution from our International operations. Drive and shape growth by leveraging our financial value drivers. Maintain disciplined capital allocation and alignment with our financial framework priorities. Fully leverage our integrated business model, geographical representation, market leadership and scale to deliver value.	A more competitive, optimised business that delivers sustainable growth and stronger financial returns through targeted expansion, innovation and scale, underpinned by disciplined capital allocation and improved cash generation.
		Foundation Transform Grow

Our approach

Enhance financial performance and value creation	Brand optimisation
We create value by focusing on the following financial value drivers: Revenue growth Leveraging market share gains, diversified income streams and improved customer value propositions. Margin optimisation Disciplined pricing and portfolio mix improvements. Cost management Strict cost discipline, optimising overhead structures and creating operational efficiencies. Growing annuity income streams Accelerating scalable, annuity-based income streams through digital platforms, partnerships and fleet optimisation. Capital allocation Deploying capital into value-accretive projects while maintaining balance sheet strength and disciplined investment prioritisation. Guidance targets Realistic, data-driven performance targets that reflect market conditions and support sustainable long-term growth. Post-implementation review Assessing the impact of strategic initiatives to ensure delivery against targets and identify opportunities for continuous improvement.	We continually align brand representation to structural shifts in the automotive market Retail and Rental - Strengthened emerging and growing brand representation across SA, the UK and Australia, supporting customer choice, market relevance and sustainable growth. Import and Distribution - Our new OEM, TATA Passenger, retailed an average of ~600 units per month since its re-launch. Aftermarket Parts - Driving penetration of FAI PRO, our private label brand designed for workshops that prioritise quality and reliability.
	Footprint optimisation
	We adapt our geographic footprint to ensure that we are well positioned to meet customer demand - Multi-franchising. - Reviewing and aligning our dealership footprint with demand shifts to support financial performance.
	Product and services optimisation
	We are focused on identifying and meeting evolving customer needs - Developing mobility solutions that enhance the vehicle ownership experience, create customer loyalty and generate long-term value for the Group via a steady stream of annuity income. - Our approach to innovation:  page 52.

 Chief Financial Officer's review: page 56.

 Performance driver review online.

Our strategy (continued)



Drive innovation

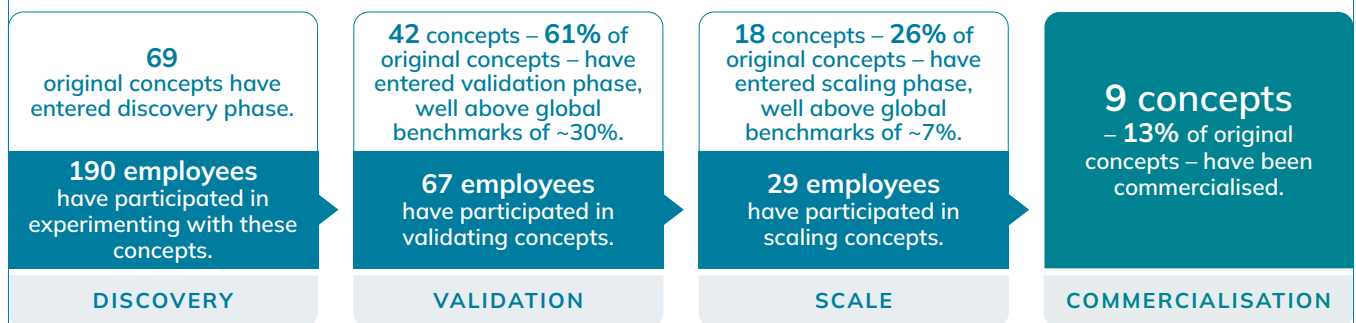
Ensure agility and leverage our entrepreneurial flair to deliver innovative mobility solutions and services

	Short to medium-term objectives	Longer-term outcomes
● ● ● ● ● ● ● ● ● ●	Create measurable business value by driving efficiencies, sustainability and new revenue stream growth. Leverage data assets and AI to support data-driven decision-making and monetise data through new offerings. Identify and develop new products and services to meet evolving customer needs. Develop a frictionless ecosystem that supports business needs and long-term customer engagement.	A relevant, efficient and highly competitive organisation able to seamlessly access new growth opportunities.
		● Foundation ● Transform ● Grow

Our approach

Innovation Accelerator

Our Innovation Accelerator is based on global best practice. Through this, we dedicate attention and invest resources to develop and test innovative concepts for desirability, feasibility and viability with the ultimate aim of commercialising concepts for which the evidence is compelling. Over the past six years:



Innovation portfolio balance



Efficiency innovation

Targeting operational bottlenecks to reduce costs.



Sustaining innovation

Improving existing products to drive retention.



Transformative innovation

Expanding into new segments and channels, targeting new revenue sources.

Key innovation concepts



Klutch



Agentic AI



Digital Dealer

More information: Performance driver review online.

More information on innovation in the ESG report online.

Customer-centric growth framework

We focus on high-value touchpoints in the customer lifecycle, ensuring frictionless customer engagement experiences and that the concepts we develop are desirable to customers, feasible and viable. This is underpinned by key fundamentals, including our people's skills and talent, Motus' data landscape and how coherent our application ecosystem is.



Digital front door

How easily customers discover and engage with Motus.

Expand customer reach and engagement by creating a consistent, predictable and measurable customer experience (e.g. hyper-personalised customer engagement and large language model (LLM) enabled inventory visibility).

Desirability-focused



Operational mastery

How efficiently Motus services our customers' needs.

Optimise internal processes through embedded support mechanisms and automated workflows that create effortless, consistent execution.

Feasibility-focused



Ownership ecosystem

How sustainably Motus solves needs at scale.

Maintain customer relationships and capture value across the full vehicle lifecycle by integrating broader ownership and ecosystems into Motus platforms, making it easier for customers to come back to and stay with us.

Viability-focused



Improve technology solutions

Leverage existing and form new strategic partnerships to deliver innovative mobility solutions and vehicle products and services while enhancing customer experiences

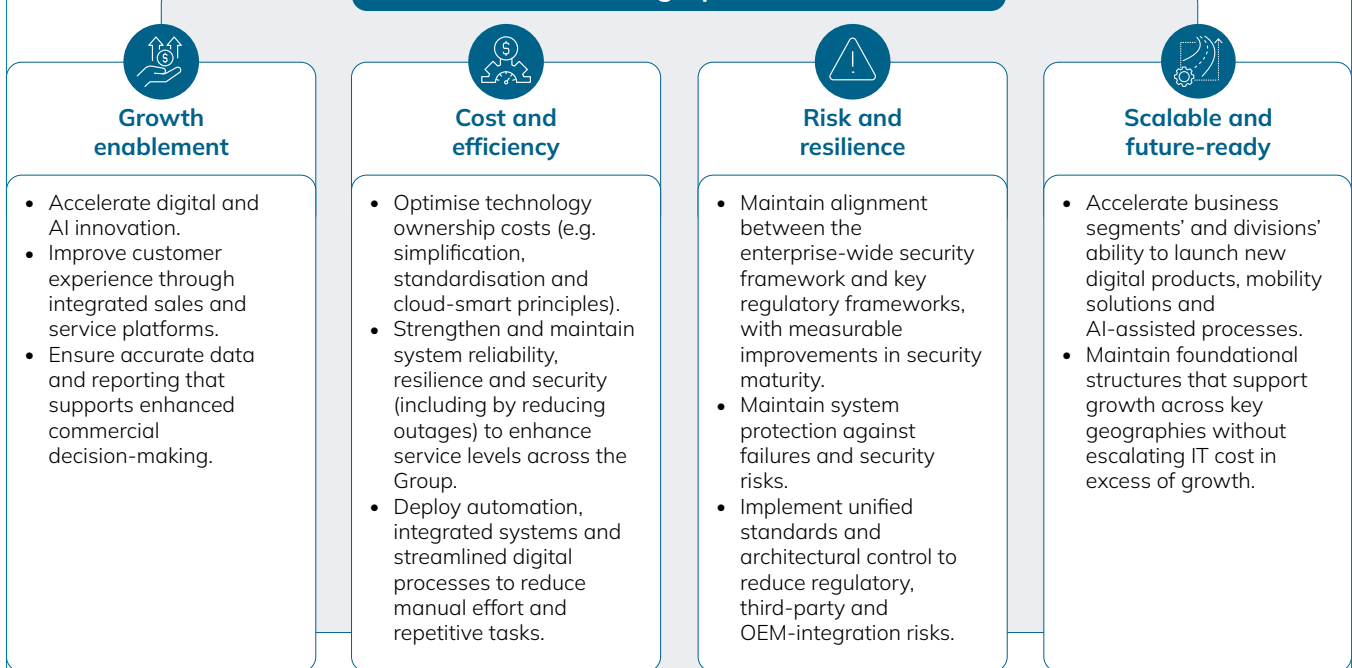
	Short to medium-term objectives	Longer-term outcomes
● ● ● ● ● ● ●	- Deliver and manage platforms, systems and data that enable growth and support scalability of digital solutions. - Rationalise, optimise and simplify IT systems. - Drive robust IT governance systems and processes, including appropriate cybersecurity defences. - Drive IT efficiencies that deliver meaningful operational savings. - Manage business continuity.	A resilient organisation with optimised systems and processes that support business functionality and continuity, as well as highly secure IT systems and data underpinned by robust IT governance. ● Foundation ● Transform ● Grow

Our approach

Group IT strategy

IT creates measurable value for the Group by supporting growth, enhancing cost efficiencies, ensuring system resilience and compliance to support business continuity, and enabling the future-readiness and scalability of digital innovation and AI adoption across the Group.

Strategic pillars



An integrated, secure and data-led IT environment that enables the Group to scale profitably, operate reliably and innovate at speed.

Group IT delivery model

A hybrid model maintains enterprise standards while empowering business segments and divisions to execute and innovate at speed. Within this model, business segments and divisions and their IT leaders own and manage software and applications, with Group IT governing infrastructure, policies, standards, security and shared applications. The Group Chief Information Officer retains oversight and provides input into business segment and divisional IT plans, ensuring agility and entrepreneurial flexibility alongside robust IT governance, cybersecurity and risk management.

More information on cybersecurity and IT governance in the ESG and supplementary reports online.

Our strategy (continued)



Invest in human capital and ESG initiatives

Develop and empower leaders with a strong focus on leadership development, transformation and succession. Manage our environmental and social impacts. Maintain and enhance governance practices and processes

	Short to medium-term objectives	Longer-term outcomes
● ● ● ● ● ● ● ●	- Operate in an environmentally and socially responsible manner. - Continue to drive diversity, equity and inclusion (DEI), transformation and succession. - Equip our people to adapt to a changing landscape through active talent management and development. - Contribute positively to communities in key geographies. - Maintain our firm moral compass as central to governance.	A high-performing, inclusive and sustainable business that is enabled by empowered people, strong leadership and a culture of accountability, alongside environmentally responsible practices that support long-term growth and positive social impact. ● Foundation ● Transform ● Grow

Our approach to identify and manage sustainability-related risks

Sustainability management framework

Our purpose:

➤ Mobility for Good

Mobility solutions that enhance people's lives while safeguarding the long-term health of economies, the environment and society.

Governance

- Manage ESG considerations within risk appetite and tolerance levels.
- Board, management and Group function oversight.
- Assigned responsibility within business segments and regional operations.
- Collaboration between functions and teams.

Strategy

- Engage senior executives.
- Transparent communication.
- Employee training and awareness.
- Monitor stakeholder expectations.
- Projects and initiatives that deliver controlled outcomes.

Risk management

- Identify, assess and mitigate ESG risks.
- Monitor ESG risk exposure and ensure exposure falls within the Group's tolerance levels.
- Report on ESG risks and their mitigation.

Reporting and metrics

- Manage talent to ensure continuity in ESG strategy implementation.
- Implement the right tools and technology.
- Collate and review data monthly.
- Report against targets quarterly.
- Independent assessment.

Underpinning sustainability principles

Stakeholders

- Responsibly manage our business activities to prevent any negative impacts.
- Actively strive to uphold our commitments to all stakeholders.
- Create sustainable value for all stakeholders.

Environmental stewardship

- Ensure we operate in an environmentally friendly and responsible manner.
- Reduce our revenue-based intensity ratios for carbon emissions and water consumption.

Our workforce and social mobility

- Maintain a strong focus on transformation, succession and empowering our employees.
- Develop a skilled, diverse and motivated workforce.
- Remain committed to initiatives that aid the growth of the economies we operate in and address areas of critical need, creating employment and positively contributing to communities.

Business conduct

- Keep abreast of changing regulation and ensure that current and proposed laws are understood and complied with.
- Be fair, accountable and driven and ensure there are no discriminatory practices.
- Undertake enhanced due diligence to limit any potential for greenwashing.
- Continue to deepen the maturity of our governance mechanisms and processes.

Within our sphere of control and influence across the Motus business model and value chain

More information in the ESG report and supplementary reports online.



Maintain market leadership

Maintain market share and competitiveness in local and international markets

	Short to medium-term objectives	Longer-term outcomes
● ● ● ● ● ●	Maintain our differentiation and remain the mobility partner of choice. Strengthen our foundational business, aligning to structural market shifts. Reposition route-to-market offerings through omni-channel solutions.	Market leadership supported by a resilient core business, delivering exceptional customer service, investing in innovation, and expanded offerings that ensure we are consistently the OEM partner of choice.
		● Foundation ● Transform ● Grow

Our approach

Key competitive advantages



Our business model is fully integrated across the automotive value chain, generating diversified income streams.



Our strong relationships with key stakeholders enable us to meet customer needs, maintain our reputation as a good corporate citizen and effectively implement our strategy.



Our unrivalled scale and highly effective route to market underpin a differentiated value proposition for OEMs and customers.



Our diversified product offering spans all market segments.



Innovation and digitisation ensure we create growth today, while securing our relevance for the future.



Our dedicated, diverse and empowered workforce is committed to meeting customer needs.

We are

Employees
Innovators
Promise

Shareholders
Leaders
Purpose

Community
Customer champions
Values

Market leadership positioning



New vehicles

~20%

passenger only new vehicle market share in SA.

~16%

of DAF's ~28% new commercial vehicle market share in the UK.



Pre-owned vehicles

5%

year-on-year increase in SA volumes.

2%¹

year-on-year decrease in UK volumes.

6%

year-on-year increase in Australia volumes.



Parts

A leading

aftermarket parts supplier in SA.

One of the top five

aftermarket parts suppliers in the UK.



Vehicle rental

~21%

vehicle rental market share in SA.



Other service offerings

Leading

innovation, fintech, and data capabilities in SA.

How our performance drivers create value: page 64.

Chief Executive Officer's review: page 34.

Why invest in Motus: page 40.

¹ Excludes the impact of MTV in the prior year.

Chief Financial Officer's review

“In a year marked by economic uncertainty, competitive intensity and currency volatility, Motus delivered a strong financial and operational performance and focused on the execution of its strategic objectives. The Group increased operating profit and margins, generated robust cash flows, significantly reduced net debt, secured a positive ratings outlook and returned R1,9 billion to shareholders which is approximately 10% of the Group's market capitalisation. These outcomes reflect the strength of our diversified and integrated business model, the agility of our management teams and our unwavering focus on disciplined execution, capital allocation and long-term value creation.”



Brenda Baijnath
Chief Financial Officer

Our summarised performance

- Delivered resilient earnings growth, strong cash generation and improved operating margins.
- Significantly strengthened the balance sheet through disciplined working capital management and debt reduction.
- Reduced net debt to its lowest level since FY2022, enhancing financial flexibility.
- Successfully executed strategic priorities while maintaining strict capital allocation and cost discipline.
- Exceptional SA performance offset softer trading conditions in certain international markets.
- UK operations impacted by low business confidence and cost pressures.
- Increased the dividend payout ratio to 40% of headline earnings per share (HEPS), reflecting confidence in the sustainability of earnings and cash flows.
- Returned R1,9 billion to shareholders through dividends and share repurchases.
- Focused on long-term value creation through sustainable growth, operational excellence and prudent capital management.

Delivering on our financial framework

Our financial framework provides the foundation for disciplined decision-making and sustainable value creation. It guides how we allocate capital, manage risk, strengthen the balance sheet and deliver attractive returns to shareholders. Throughout the year, we remained focused on improving free cash flow, reducing net debt, allocating capital with discipline, responding proactively to economic volatility and enhancing shareholder returns.

Strong operational performance supported a 6% increase in cash generated from operations. This enabled the Group to accelerate debt reduction, lower finance costs and strengthen financial flexibility while continuing to invest in small growth opportunities. Net debt declined by R1,3 billion and the Group's net debt to EBITDA ratio improved to 1,3 times, comfortably within covenant levels and our targeted range. This reflects our commitment to maintaining a strong balance sheet that supports resilience through economic cycles while providing flexibility to pursue strategic opportunities.

¹ Before movements in net working capital and vehicles for hire.

Key metrics for FY2026

Operating profit up 4% to R5 714 million.

Net finance costs down 19% to R1 539 million.

PBT up 20% to R4 005 million.

Cash generated from operations¹ up 6% to R7 990 million.

Net debt to EBITDA ratio improved to 1,3 times.

Return on equity increased to 15%.

Our capital allocation philosophy remains unchanged. Capital is deployed where it can generate returns above our cost of capital and create sustainable long-term value. During the year, we continued to invest in our dealership footprint, digital capabilities, operational efficiencies and organisational capacity, while returning surplus capital to shareholders through dividends and share repurchases.

Motus' financial strategy is centred on preserving balance sheet strength, optimising capital allocation and maintaining strategic flexibility to support long-term value creation, underpinned by the priorities set out below.

Financial framework

 Improve free cash flow Improve earnings and operational efficiency.	Why it matters Our integrated business model diversifies our income streams, amplifying and protecting our value creation potential. Converting that income into free cash flow through disciplined cost and working capital management allows us to fund operations, shareholder returns and growth while reducing debt.	How we performed Cash generated from operations increased as our businesses remained closely aligned to market demand. Enhanced operational efficiency, together with disciplined inventory management and cost control, supported margin expansion and delivered strong growth in operating profit.
 Manage net debt Deleverage and optimise net working capital.	Why it matters Working capital efficiency allows us to reduce debt and strengthen our balance sheet. This supports the Group's resilience to volatile conditions and our flexibility in funding the growth strategies of our existing businesses.	How we performed Core interest-bearing debt reduced significantly, supported by strong cash generation and disciplined working capital management. We continue to strengthen and optimise our funding structure through a diversified mix of funding sources, including banking and floorplan facilities, domestic and international sustainability-linked financing arrangements, and our inaugural bond programme Domestic Medium Term Note (DMTN Programme).
 Disciplined capital allocation Capital allocation to grow value.	Why it matters Capital is allocated to opportunities that exceed our cost of capital and create sustainable shareholder value. Our capital allocation priorities are: 1. Net working capital and vehicles for hire. 2. Capital expenditure. 3. Dividends. 4. Strategic acquisitions and disposals. 5. Share repurchases.	How we performed We maintained disciplined working capital management and optimised vehicle-for-hire fleet levels. Capital was deployed in line with strategic priorities, including capital expenditure, bolt-on acquisitions and share repurchases. The prior-year disposal of the MTV business contributed to improved earnings quality and a stronger balance sheet. We continued to invest in organisational capabilities to strengthen our competitiveness and future relevance. Reflecting our confidence in the Group's financial position and cash-generating capacity, we increased the dividend payout ratio to 40% of HEPS.
 Respond to economic volatility Proactive risk management.	Why it matters Managing currency, inventory and interest rate exposure according to our hedging strategy supports predictable financial planning and dependable returns through the cycle. Our oversight structures and risk management processes are well developed and operate effectively.	How we performed Import duty hedging was implemented to reduce exposure to foreign exchange volatility. Reflecting the Group's strong operating performance and the sustained reduction in debt at end FY2026, GCR Ratings upgraded the Long-Term Issuer rating to AA_(ZA) for which the rating outlook was stable, while maintaining the Short-Term Issuer rating at A1+_(ZA).
 Deliver attractive shareholder returns Improve earnings and cash generation.	Why it matters We attract emerging markets investors by delivering attractive returns on their capital. This allows us to build a business that creates long-term, sustainable value for all our stakeholders.	How we performed We delivered strong shareholder value, with returns on invested capital (ROIC) exceeding our weighted average cost of capital (WACC) by 3.2%. HEPS increased by 15%, while our total dividend payout was increased to 40% of HEPS. Supported by robust cash generation, share repurchases continued at value-accretive prices.

 For a detailed account of our financial performance, see the annual financial statements online.

Chief Financial Officer's review (continued)

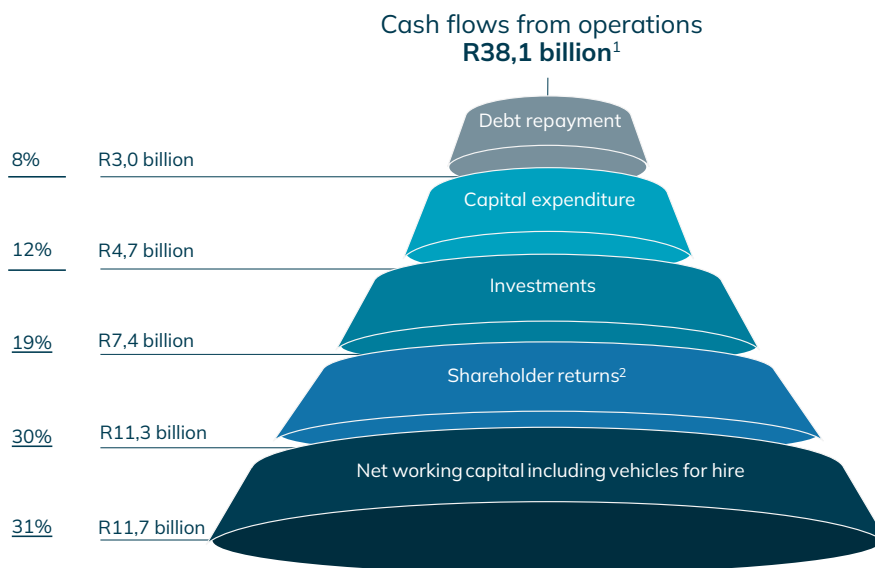
A consistent record of value creation

Motus' business model has proven to be cash generative through the cycle. That dependability rests on its diversified income streams across geography and automotive value chain: from new and pre-owned vehicle sales to workshops, in-warranty and out-of-warranty parts, vehicle rental, and financial, insurance and value-added products sold through our dealership network and other channels to market, as well as the income streams of our International operations. The effect is a blended revenue and margin profile that amplifies value creation when conditions are positive (this year, all segments recorded higher operating profit contributions) and defensive when they are not (SA's particularly strong performance this year absorbed a more subdued, albeit profitable, contribution from our International operations).

Since listing in 2018, these features of the Group's business model have generated R38,1 billion in cash flows from operations, at a cash conversion rate of 95%, with capital allocated to optimisation, growth and sustainability with consistent discipline. FY2026 continued this pattern: cash generated from operations of R8,0 billion increased by 6% as a result of higher operating profit, with the cash conversion rate improving to 98%. The Group returned R1,9 billion to shareholders, including share repurchases of R480 million and the successful unwind of Ukhamba shares of R322 million, together amounting to R802 million; and dividends paid of R1,1 billion.

More information on the value created for shareholders by Ukhamba over the scheme's life: page 62.

Strong cash generation since listing in 2018



Strong operational cash generation strengthened the balance sheet and enhanced shareholder returns.

Returned 10% of market capitalisation to shareholders in FY2026.

A strong performance for the year

The Group delivered a strong operating performance for FY2026, supported by higher passenger vehicle sales volumes in SA, robust cash generation, and disciplined strategy execution. The particularly strong performance from our SA business more than offset the softer contribution from our International operations. SA contributed 60% (FY2025: 58%) to revenue and generated 68% of operating profit (FY2025: 64%), with the International operations generating 40% of revenue (FY2025: 42%) and 32% of Group operating profit (FY2025: 36%).

The global automotive industry continued to evolve rapidly. Chinese and other emerging brands gained further ground across all our markets, offering strong value propositions and pressuring established brands on price and volume. In FY2026, monetary policy diverged across our markets: in SA, the SARB maintained the repo rate at 7,00% (FY2025: 7,25%) as it assessed the impact of higher energy prices on the inflation outlook amid subdued economic activity; in the UK, rates were flat amid persistent inflationary risks; and in Australia the cash rate remained unchanged at 4,35% from May 2026, following

interest rate increases during the year (FY2025: 3,85%). Currency movements also significantly affected this year's results. The Rand's appreciation against major currencies negatively affected reported profitability through unfavourable translation impacts on income statement items but positively impacted net debt. Despite these economic challenges, automotive demand remained resilient in many markets, supported by replacement demand, fleet renewal activity and growing customer adoption of NEVs.

The relevance of our offerings and resilience of our diversified business model enabled the Group to navigate these conditions effectively. Our deliberate focus on optimising our brand portfolio increased the representation of Chinese vehicle brands across our dealership network, with strong results. SA new vehicle sales of Chinese and Indian brands increased by more than 200% compared to the prior year. The momentum was also evident in our International operations, where sales of Chinese brands increased by >300% in the UK and 44% in Australia, reflecting resounding customer acceptance and the successful expansion of our diversified mobility offering.

¹ Cash flows from operating activities before movements in net working capital and vehicles for hire.

² Inclusive of dividends and share purchases ~R7,4 billion and ~R3,9 billion, respectively.

The Group's passenger and commercial vehicle businesses, including the UK and Australia, sold more than 220 000 vehicles, an increase of 7%. New vehicle and pre-owned vehicle units grew by 11% and 3%, respectively, comprising 128 160 new units (FY2025: 115 910) and 92 790 pre-owned units (FY2025: 90 100). The SA businesses delivered an exceptional performance, increasing new vehicles by 12% to 96 099 units (FY2025: 85 559) and pre-owned vehicles by 5% to 69 832 units (FY2025: 66 730).

Through proactive management and a continued focus on commercial and operational excellence, we capitalised on improving new passenger vehicle market activity to deliver growth in both operating profit and margin. The Group's resilient operational performance supported strong cash generation, allowing the accelerated repayment of debt and significantly lower finance costs in line with our deliberate strategy to strengthen the balance sheet. These gains resulted in a very pleasing 20% growth in PBT. Our ongoing focus on portfolio optimisation benefitted the Group's results – last year's disposal of MTV, a working-capital-intensive business, has enhanced the quality and sustainability of Group earnings.

For a detailed account of our financial performance, see the annual financial statements online.

Growing revenue and margin

Revenue increased by 3% to R113,6 billion (excluding MTV), driven by the increased sales volumes in the SA vehicle market, partially offset by lower sales volumes in the UK Retail Commercial division and Australia Retail. Revenue growth was recognised across all major revenue streams, driven primarily by higher new vehicle sales volumes.

Excluding MTV:

- New vehicle sales increased by R2,6 billion (6%) to R49,7 billion.
- Pre-owned vehicle sales increased by R148 million (1%) to R25,4 billion.
- Parts and accessories sales increased by R211 million (1%) to R26,1 billion.
- Revenue from rendering of services increased by R276 million (2%) to R11,9 billion.
- Insurance revenue decreased by R19 million (5%) to R387 million.

Operating profit before capital items and net foreign exchange movements increased by 4% to R5,7 billion, supported by higher vehicle sales volumes, improved profitability in SA, and continued focus on operational excellence and cost management. This was partially offset by lower profitability in the International operations, reflecting challenging trading conditions and above-inflation increases, specifically in UK employment costs.

All our operating segments increased their contributions to operating profit, demonstrating the resilience, diversity and balance of the Group's portfolio, and our strategic focus on operational excellence and capital allocation.

- **Import and Distribution** increased operating profit by 30% to R986 million, with the operating margin improving from 3,4% to 4,0%. The business delivered higher volumes despite intense competitive pressure: our passenger vehicle market share was ~16,5% (FY2025: ~16,7%), with TATA Passenger

achieving ~1,2% market share since its re-launch in September 2025. The business benefitted from higher margins achieved as a result of vehicles being wholesaled through the dealer channel, which was prioritised this year.

- **Retail and Rental** operating profit increased by 1% to R2 455 million, with the operating margin improving from 2,7% to 2,8%. SA Retail and Rental improved its operating margin from 2,8% to 2,9%, with the International operations remaining stable at 2,6%. This result reflected better SA trading conditions and higher rental utilisation, partially offset by the muted international performance: deferrals of commercial vehicle sales offset a strong passenger performance in the UK. In Australia, new vehicle margins remained under pressure as established brands responded to the growth of Chinese competitors.
- **Mobility Solutions** increased operating profit by R67 million (5%), driven by higher transaction volumes and growth in our banking alliance and annuity income streams.
- **Aftermarket Parts** increased operating profit by 1% to R1 397 million. The operating profit margin declined marginally from 9,1% to 9,0%. The SA Aftermarket Parts margin improved from 5,8% to 6,8% due to higher margins achieved on the FAI PRO private label products and improved operational efficiencies. International Aftermarket Parts margin declined from 13,0% to 11,6% mainly due to costs exceeding inflation; however, the wholesale business delivered a pleasing performance. Within the retail business, targeted initiatives are being implemented to drive volume growth through the expansion of the retail network, increased sales across the existing footprint, and the use of digital solutions to enhance efficiency and unlock sustainable cost savings.

PBT increased by R669 million (20%) to R4,0 billion, supported by a strong operational performance and lower finance costs. Net finance costs decreased by R369 million (19%) to R1,5 billion, due to a stronger balance sheet and optimisation of the Group's funding structure with more cost-effective financing. Lower interest rates supported the reduction.

For business segments' contributions to revenue, operating profit and PBT: page 28.

See the consolidated statement of profit or loss provided in the annual financial statements online.

Strengthening the balance sheet

A key focus over recent years has been enhancing the strength and flexibility of the Group's balance sheet. FY2026 marked a significant step forward in this journey. Strong cash generation enabled us to materially reduce debt, lower financing costs and improve gearing metrics.

Net working capital decreased by R264 million (2%) to R11,8 billion. The strengthening of the Rand against the major trading currencies positively affected the reported net working capital balances during the year by R435 million. Inventory decreased mainly due to foreign exchange impacts and the focused efforts to maintain optimal inventory levels to support trading activity. Trade and other receivables, including net derivative financial instruments, decreased mainly as a result of trading activities and mark-to-market movements on hedging instruments and foreign exchange contracts. Trade and other payables, including provisions, decreased mainly due to foreign exchange impacts.

Chief Financial Officer's review (continued)

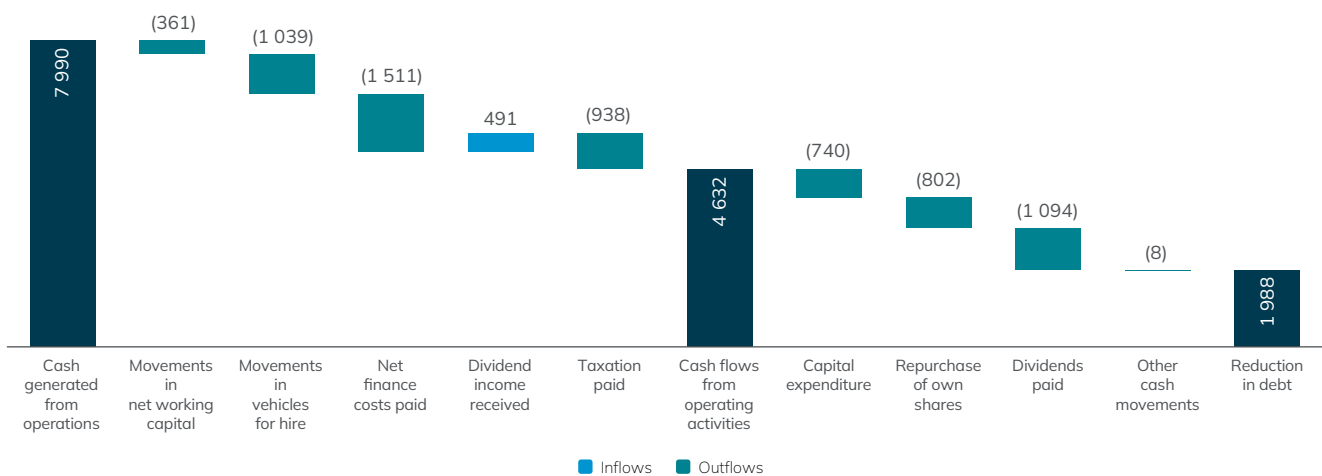
Vehicles for hire decreased by R331 million (8%) to R3817 million, primarily due to lower external fleet volumes as we strategically optimised vehicle allocations to improve utilisation and enhance returns on deployed assets.

Net debt decreased by R1 344 million (13%) indicating the effective conversion of profit into cash. Core interest-bearing debt decreased by R1,2 billion to R7,0 billion, reflecting positive cash generation and effective working capital management across the Group, and the benefit of favourable foreign currency movements. Floorplans from financial institutions decreased by R158 million, reflecting our deliberate shift toward supplier-provided and longer-term funding arrangements.

This strengthened the balance sheet, with equity to net debt of 69%:31% (FY2025: 66%:34%). Net debt to EBITDA was 1,3 times (FY2025: 1,5 times), and EBITDA to net interest was 5,4 times (FY2025: 4,2 times). Both ratios have been calculated by applying the funders' covenant methodology and remain well within the levels set by debt funders of below 3,0 times and above 3,0 times, respectively.

Cash generated by operations before movements in net working capital and vehicles for hire improved to R8,0 billion (FY2025: R7,6 billion), up 6%.

Cash flow breakdown (Rm)



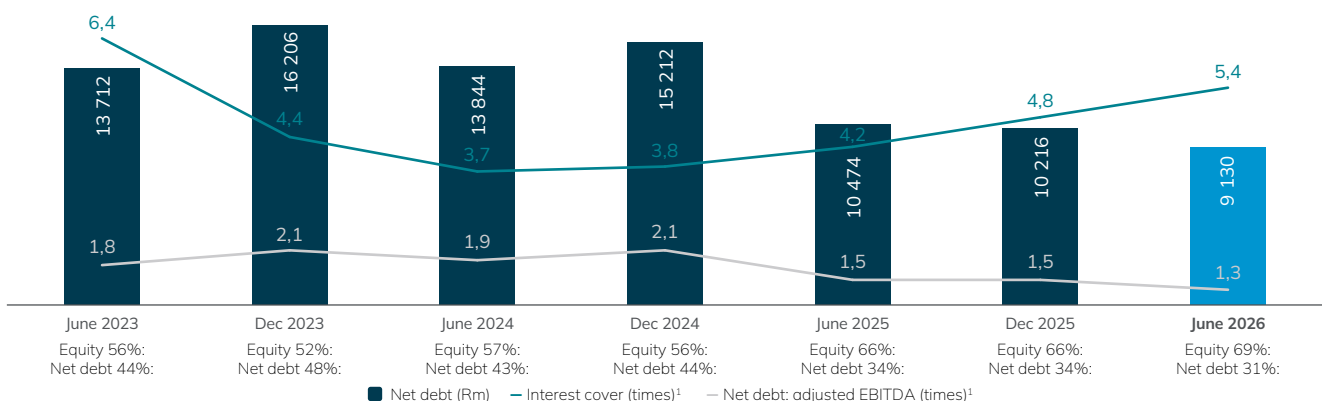
The consolidated statement of cash flows is provided in the annual financial statements online.

The Group's liquidity position is healthy, with unutilised banking and floorplan facilities of R10,7 billion. Our inaugural DMTN Programme will support improved funding optionality, increase market access and enable an optimised long-term funding platform. In addition, our ability to credibly measure ESG outcomes supports access to capital on favourable terms; the Group maintains sustainability-linked financing facilities

comprising a R2 billion term loan, a R5 billion revolving credit facility, and a GBP150 million (~R3.6 billion) revolving credit facility.

Reflecting the Group's strong operating performance and the sustained reduction in debt at end FY2026, GCR Ratings, an independent ratings agency, upgraded the Long-Term Issuer rating to AA_(ZA) for which the rating outlook was stable, while maintaining the Short-Term Issuer rating at A1+_(ZA).

Group debt covenants and gearing



¹ Calculated by applying the funders' covenant methodology.

See the consolidated statement of financial position in the annual financial statements online.

Delivering value to shareholders

Creating sustainable shareholder value remains central to our financial strategy.

Earnings per share increased by 19% compared to the prior year. HEPS increased by 15%, after adjusting for impairments to non-current assets and the loss on disposal of the EZGO golf cart business in the current year and MTV in the prior year. Diluted earnings per share and HEPS outpaced this growth, due to corporate actions undertaken during the year, including the successful unwind of Ukhamba; the only remaining dilutive impact relates to share incentive schemes.

A full reconciliation of the earnings to the headline earnings is provided in the annual financial statements online.

Importantly, our ROIC exceeded our WACC by 3,2%. ROIC benefitted from the improved results and increased to 12,6% (FY2025: 10,9%), exceeding our WACC, which decreased to 9,4% (FY2025: 9,8%), by more than three percentage points. Return on equity rose to 15,0% from 13,1%, and net asset value per share increased by 8% to 12 194 cents per ordinary share (FY2025: 11 305 cents per ordinary share).

The board approved a dividend payout ratio of 40% of HEPS on the total dividend of 710 cents per share, comprising an interim dividend of 300 cents per share and a final dividend of 410 cents per share. The increased dividend payout ratio demonstrates confidence in the sustainability of the Group's earnings and cash generation.

Dividends paid and share repurchases returned a total of R1,9 billion to shareholders during the year: R1,1 billion in dividends paid, and R802 million in share repurchases demonstrating our focus on creating value for shareholders.

Since listing in 2018, Motus has consistently demonstrated its ability to generate cash, invest for growth and return capital to shareholders while maintaining a strong financial position.

Strategic disposal and acquisitions

Acquisitions during the year were confined to the continued alignment of our dealership footprint and brand representation to customer demand, and funded according to our capital allocation priorities. In May 2026, we disposed of the EZGO golf cart business. During the year, we expanded our dealership footprint through the acquisition of three multi-franchise dealerships in Warragul (Australia), George (SA) and Pretoria East (SA), strengthening our presence and enhancing our representation of leading Chinese and Indian automotive brands.

Our stronger balance sheet gives us the capacity for moderate acquisitive growth, but our appetite remains selective and our criteria demanding: whether an opportunity strengthens a core capability or market position in a market with real growth and barriers to entry; whether we can integrate and operate it, given its systems, governance, people, tax, regulatory and cultural environment; and whether it represents the best use of our funding, with earnings quality and currency exposure weighed against the risk of diluting ROIC. Where no opportunity clears these hurdles, we return capital through share repurchases, guided by a repurchase model that determines the price at which they are value accretive.

Outlook

We remain focused on executing our growth and sustainability strategy, which we expect to deliver higher sales, improved margins and strong cash generation. We expect demand in the new vehicle market to remain strong, albeit concentrated at entry level, which will require active management of sales mix and margin across Import and Distribution and Retail and Rental.

While macro-economic and geopolitical uncertainty is expected to persist, Motus enters FY2027 from a position of strength. Our diversified business model, resilient cash generation and strengthened balance sheet provide a solid platform from which to pursue our growth ambitions.

We remain focused on disciplined execution, operational excellence and capital allocation. Our priorities include further enhancing working capital efficiency, maintaining prudent leverage levels, investing in growth opportunities that meet our return criteria and continuing to deliver attractive returns to shareholders.

Our financial framework priorities for FY2027 are unchanged. The Group's resilient cash flow generation will support further deleveraging. The optimal long-term target is to maintain net debt to EBITDA at between 1,5 to 1,7 times. Dividend distributions will be in line with our guideline of 35% to 40% of HEPS, and we will continue to repurchase shares at value-accretive prices.

The Group's resilience rests on the defensive character of our integrated business model, and on the capital and execution discipline that delivered this year's results. We are confident in the Group's ability to compete and grow effectively, and to absorb the impact of volatility. We remain mindful of external factors that may influence performance, including geopolitical tensions, inflationary pressures, currency volatility, interest rate movements and regulatory change beyond our control. However, with a strong balance sheet, continued investment in innovation and digitisation, the capability of our people, and a firm focus on operational excellence, we are well positioned to fund growth, innovation and optimisation while delivering value to shareholders.

Appreciation

I extend my sincere appreciation to our operational management teams and the finance function for the discipline with which they managed costs, working capital and cash flow through a year of challenging trading conditions. Their excellence and attention to detail were again instrumental in delivering not only a strong set of results, but a stronger Group poised for growth.

I am grateful to Ockert Janse van Rensburg for his continued support and counsel. I also want to extend my sincere thanks to the board and executive management for their steadfast support and insightful direction. I am confident that, together, we will continue to build on this strong base as we move forward, delivering sustainable value and advancing operational excellence across the Group.

The results achieved provide strong momentum as we move forward with confidence, reinforcing our commitment to meet and exceed expectations in the periods ahead.

Brenda Baijnath
Chief Financial Officer

30 September 2026

Ukhamba

B-BBEE Scheme

Long-term value creation,
underpinned by financial
discipline



Creating opportunity that endures

Ukhamba was established with a clear intention – to give employees a direct stake in the business, without requiring any capital contribution from them at the outset. At the time of our unbundling from Imperial, the Ukhamba scheme was adapted to allow it to carry that intention forward independently in relation to its investment in Motus.

The scheme had already given shareholders the ability to trade their participation years before Motus existed as an independent company: created in 1998, with shares issued to participants in 2004, and listed on the Equity Express Security Exchange in 2013 where shares could be traded over the counter.

Ukhamba reached its conclusion this year. On 16 February 2026, the final condition of the transaction was met, and the remaining shareholders were paid out in Motus shares, after tax. Over its life, Ukhamba created R2,8 billion in value for those who held it.

The financial mechanics of the unwind reflect the same discipline we apply to all our financial instruments: a known, long-anticipated event, funded from within our existing share repurchase capacity as part of ordinary capital allocation. Motus advanced a loan of R322 million to Ukhamba to provide it with the cash it required to enable it to settle its tax obligations and obviate the need to sell Motus shares for this purpose. This allowed for a limitation of the dilution that occurred through the unwind process.

The continuing consequences principle means we expect the Group's B-BBEE ownership status to be unaffected by the unwind.

Under the dtic's Codes of Good Practice, a qualifying ownership transaction that has run its course and created demonstrable value can continue to be recognised for scorecard purposes for a defined period after the underlying structure ends, without requiring an immediate replacement to preserve ownership points.

The Group has now founded a separate structure, the Hambisa Broad-Based Ownership Scheme Trust, which is an independently chaired broad-based empowerment vehicle. This Trust has and will take up equity ownership in strategic operating companies to enhance their empowerment credentials. Thus far, it has been allocated a 30% interest in Future Automobile Distributors (Pty) Ltd.

As the business grows and returns value to its shareholders, the Trust will share directly in that value, benefitting education, healthcare and road safety organisations.

“ Ukhamba, a pioneering B-BBEE scheme, has delivered R2,8 billion in value ”

financialmail



R2,8 billion
in value delivered
to shareholders



>25 years
of value creation
and impact



**UKHAMBHA
HOLDINGS**

How our performance drivers create value

Our performance drivers demonstrate how Motus creates sustainable value for the Group and its stakeholders. Our integrated presence across the automotive value chain reduces reliance on any single revenue stream, creating a diversified, resilient and scalable earnings base.

By engaging customers throughout the vehicle ownership lifecycle, we are able to capture value across multiple touchpoints and market conditions. This diversified portfolio strengthens our ability to navigate market cyclicality, adapt to evolving customer preferences and drive the Motus brand through differentiated customer experiences and value-added solutions.

Our end-to-end participation in the automotive ecosystem also provides powerful data-driven insights into market trends, customer behaviour and emerging mobility needs. Combined with our data, technology and innovation capabilities, these insights enable us to develop customer-centric solutions, enhance omni-channel engagement and strengthen customer acquisition, retention and long-term value creation.

Our performance drivers and critical enablers

Our performance drivers extend across the automotive value chain and reflect the diverse ways in which Motus creates value through its integrated business model:

New vehicles



Pre-owned vehicles



Parts



Workshops



Vehicle rental



Other service offerings



These are underpinned by the critical enablers of the Group's performance and underpin strategic execution:



People and culture

Our people are the driving force behind our performance. A high-performance, diverse and inclusive culture enables us to deliver exceptional customer experiences at every touchpoint across the automotive value chain, differentiate the Motus brand and attract and retain the specialised talent needed to drive growth, innovation and long-term value creation.



Digitisation, data, innovation and optimisation

Our data, technology and innovation capabilities are key enablers of growth and competitive differentiation. By converting insights into customer-centric solutions and seamless omni-channel experiences, we strengthen customer relationships, unlock new mobility opportunities and enhance competitiveness. Simultaneously, our digitisation initiatives drive efficiency, optimise operations and strengthen long-term value creation.



ESG

A catalyst for sustainable value creation, our approach to governance and our social and environmental impacts is foundational to our resilience and relevance. We continue to make meaningful contributions to our communities, to deliver our environmental strategy (which includes key projects to reduce our environmental impacts), and to maintain ethical business standards, always guided by our moral compass.



Stakeholder relationships

Trusted and enduring relationships with key stakeholders underpin our ability to create value over the short, medium and longer term. Strong partnerships with customers, OEMs, suppliers, business partners, financial institutions and other stakeholders are fundamental to our continued ability to deliver value across all our performance drivers.

Our strategy: page 50.

More information in our suite of ESG materials available online.

Engaging with our stakeholders: page 75.

Managed and overseen by functional business unit executives



Berenice Francis

Executive: Risk, Sustainability and People

Strategic ExCo



Assaad Honein

Chief Information Officer

Business unit executive



Suraiya Naidoo

Executive: Digital Marketing and Innovation

Business unit executive



Ntando Simelane

Company Secretary and Head: Legal Counsel

Strategic ExCo

Stakeholder relationships are managed and overseen by all executives

New vehicles



At 44% (FY2025: 43%) new vehicle sales remain the Group's largest revenue contributor, supported by five Import and Distribution OEM brands in SA and a diversified retail business spanning established and emerging OEMs across SA, the UK, Australia and selected African markets. This broad footprint supports Motus' strategic focus on market share expansion, brand portfolio growth and resilient revenue generation across key geographies. New vehicle sales act as a powerful catalyst for value creation, driving in-warranty parts sales, workshop activity and VAPS revenue. The segment is also well positioned to capitalise on improvements in consumer confidence, responding rapidly as market sentiment shifts.



OEMs represented

32

Brands represented

43

Emerging and growing brand representation

15

Annual new vehicle sales

96 099

▲ 12%

New passenger only vehicle market share

~20%

Motus sells **one in five** new passenger vehicles in SA and represents **all of the top 20** brands



OEMs represented

14

Brands represented

22

Emerging and growing brand representation

5

Annual new vehicle sales

19 307

▲ 15%¹

Commercial vehicle market share

~16%

of DAF's **~28%** new commercial vehicle market share



OEMs represented

24

Brands represented

24

Emerging and growing brand representation

6

Annual new vehicle sales

12 754

◀▶ In line with prior year

Top brand representation

10

top ten brands represented

Served through

~340 dealerships

4 bond stores

22 500 vehicle storage capacity

~74 commercial dealerships

~40 passenger dealerships

~51 passenger dealerships

Related business segments



Page 114.

Represents five established OEM brands.

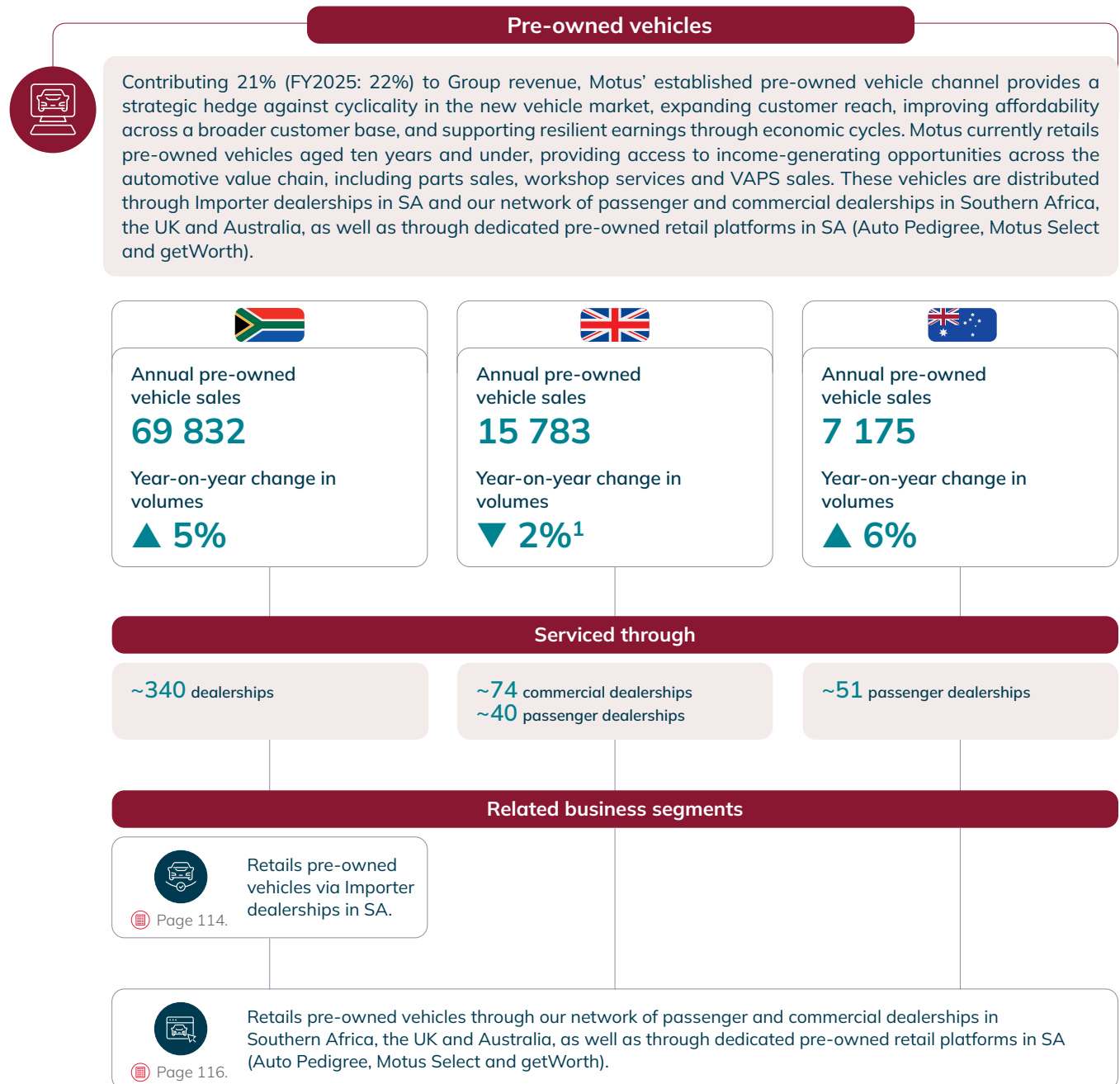


Page 116.

Represents a diverse range of established and emerging OEMs through branded and multi-franchise dealerships in SA, the UK, Australia and selected countries in Africa.

¹ Excludes the impact of MTV in the prior year.

How our performance drivers create value (continued)



¹ Excludes the impact of MTV in the prior year.

Parts



The supply of vehicle parts is a critical component of the automotive value chain, with Motus being a market leader. Through the Aftermarket Parts business, we procure and sell parts primarily for out-of-warranty vehicles in SA, the UK and Europe. We also import and distribute OEM parts in SA through our Import and Distribution business, primarily for in-warranty vehicles¹. Our parts operations are a key driver of performance, generating additional income from every new and pre-owned vehicle sold – an avenue for diversifying growth into non-vehicle sales. Overall, sales related to parts contributed 25% (FY2025: 25%) to Group revenue in FY2026.

Out-of-warranty



Number of product derivatives
>135 000
parts²

Market leadership
A leading
aftermarket parts supplier
in SA



Number of product derivatives
>92 000
parts

Market leadership
One of the top five
aftermarket parts suppliers
in the UK

In-warranty



Importer brand product
derivatives
~75 000
parts

Warehouse space
26 840m²
for Importer brand PDCs³

Serviced through

~518 retail outlets and agencies
(113 owned and 405 franchisees)
in Southern Africa
10 wholesale distribution points

~184 retail outlets
2 wholesale distribution points
supported by **3** wholesale distribution
points in Europe and Asia.

Serviced through

~340 dealerships
4 Importer brand PDCs

Related business segments



Imports and distributes OEM parts, primarily for in-warranty vehicles.
 Page 114.



Our dealerships' workshops service vehicles using predominantly in-warranty parts.
 Page 116.



Page 122.

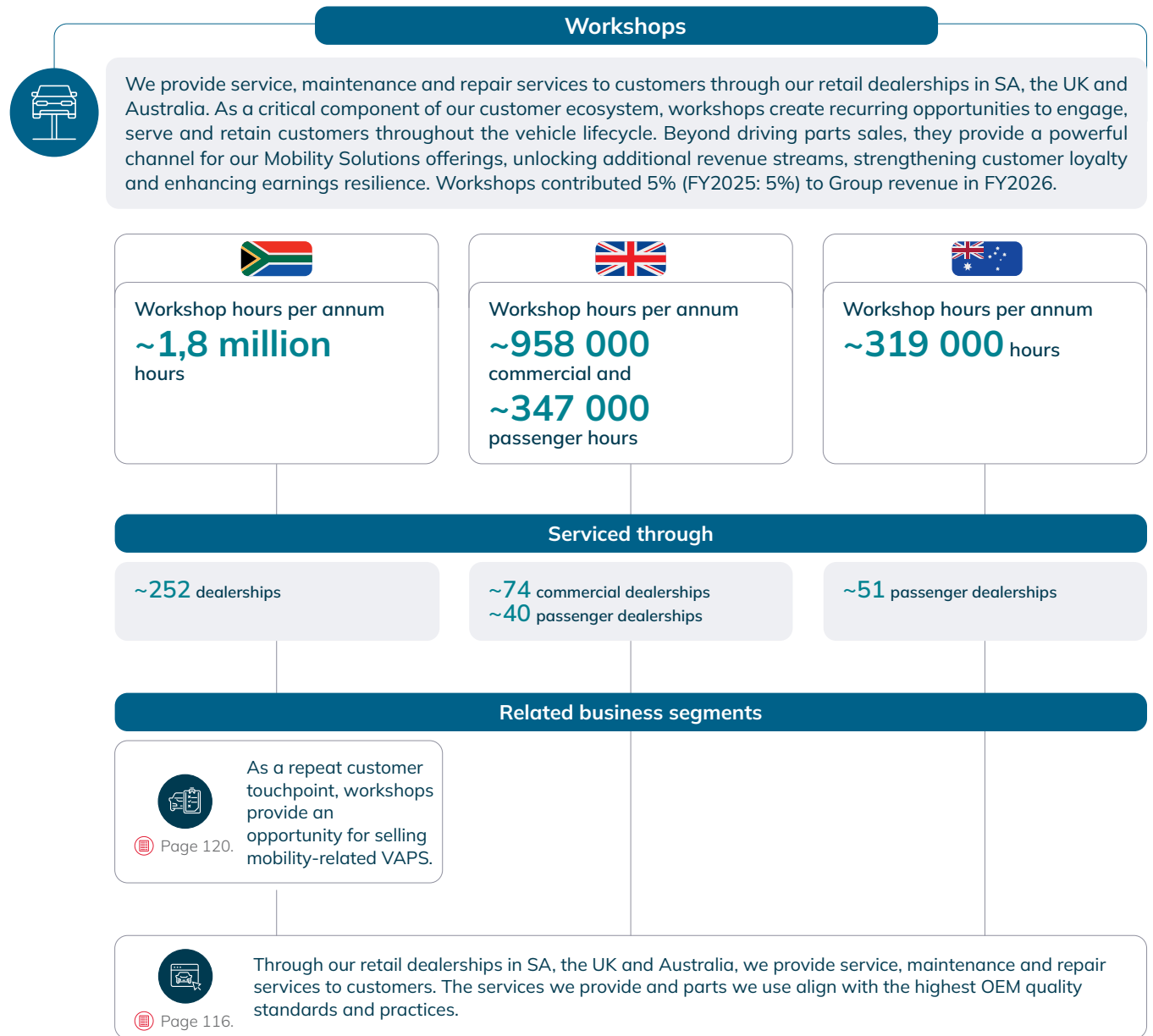
Sources products from Asia, Europe, Türkiye and SA and supplies them through our network of warehouses, distribution points and outlets in SA, Taiwan, China, the UK and Europe.

¹ While Aftermarket Parts does also supply parts for in-warranty vehicles through its retail operations in the UK, it primarily services the parts of out-of-warranty vehicles in SA and the UK. Our Importer business services both in-warranty and out-of-warranty vehicles, but the bulk of their parts sales are for in-warranty vehicles. For ease of reference, we refer to out-of-warranty parts and parts when referring to our Aftermarket Parts operations and to in-warranty parts when referring to our Importer business' parts operations as this characterises the bulk of their sales activities.

² Refers to the number of stock keeping units in inventory.

³ Parts distribution centres (PDC).

How our performance drivers create value (continued)



Vehicle rental



Vehicle rental is an important enabler of value creation across the Group, generating demand for new vehicles through our retail and Importer channels while creating a pipeline of quality pre-owned inventory through de-fleeting. The division also supports recurring parts and workshop revenue through the servicing maintenance and repair of its fleet, strengthening integration across the automotive value chain and enhancing earnings resilience. Through the Vehicle Rental division, we also purchase significant volumes of top brands, including non-Importer brands such as Toyota, VW, Suzuki, BMW, Chery, GWM and other brands, supporting new vehicle sales. Vehicle rental contributed 3% (FY2025: 3%) to Group revenue in FY2026.



Average fleet size

~18 000

(ranging between ~14 000 vehicles and ~21 000 vehicles)

Average utilisation rate

~73%

Kilometres per month

~2,4 million

Average rental duration

~9 days

Average bookings per month

~45 000

Market share

~21%

Served through

~149 branches and kiosks in Southern Africa,
~134 in SA and ~15 in the Rest of Africa.

Related business segments



Page 116.

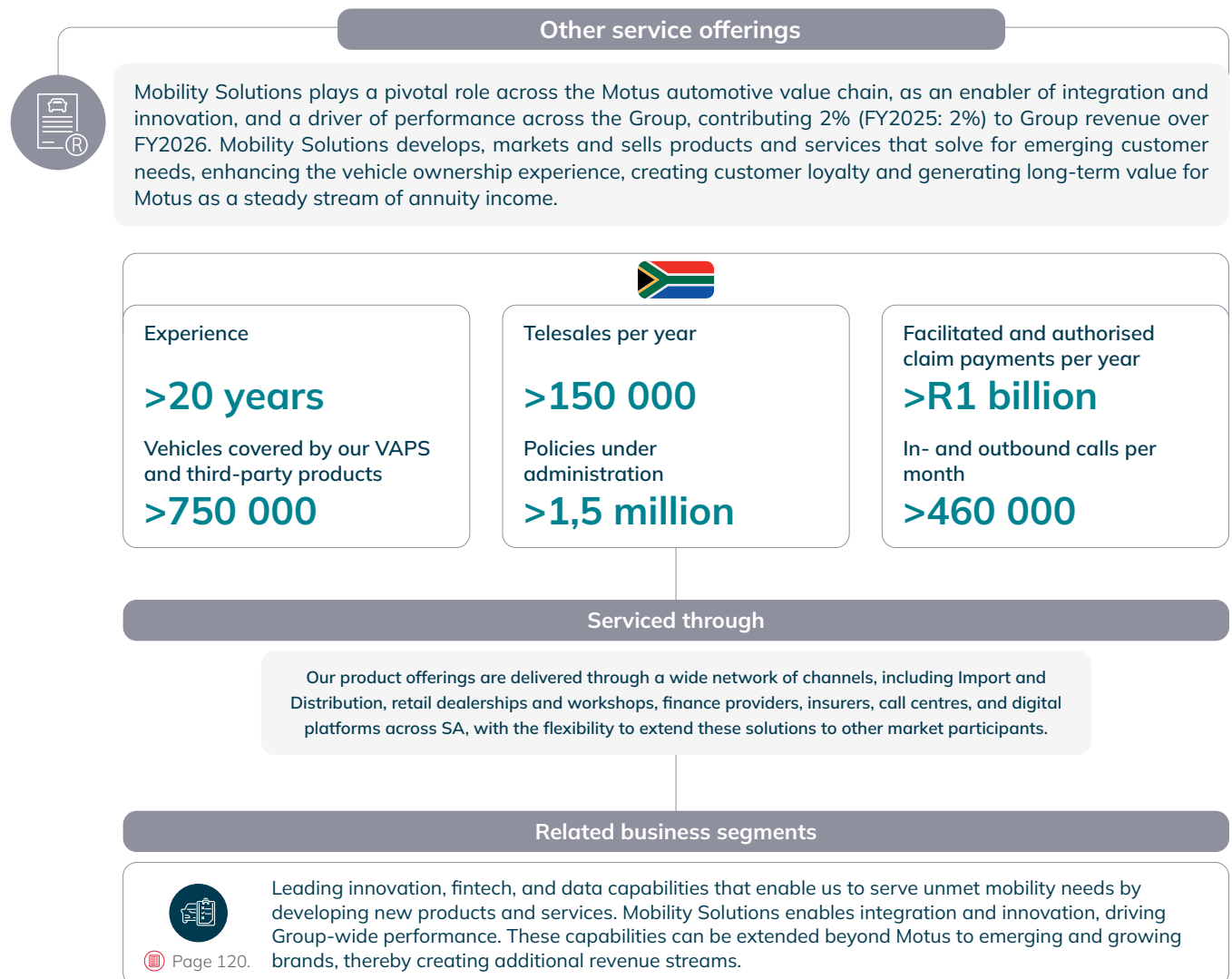
The Vehicle Rental division operates through the Europcar and Tempest brands in Southern Africa. Through de-fleeting, the business provides a source of pre-owned vehicles for our retail dealerships and our pre-owned platforms, Auto Pedigree, Motus Select and getWorth, playing a key role in the automotive value chain. Through the Vehicle Rental division, we also purchase significant volumes of top brands, supporting new vehicle sales.



Page 120.

Mobility Solutions provides end-to-end fleet management services to corporate clients, dealerships and vehicle rental companies including maintenance and service contracts, telematics solutions and other value-added services. When vehicles are de-fleeted, they provide a valuable source of pre-owned inventory for the Group's retail dealerships.

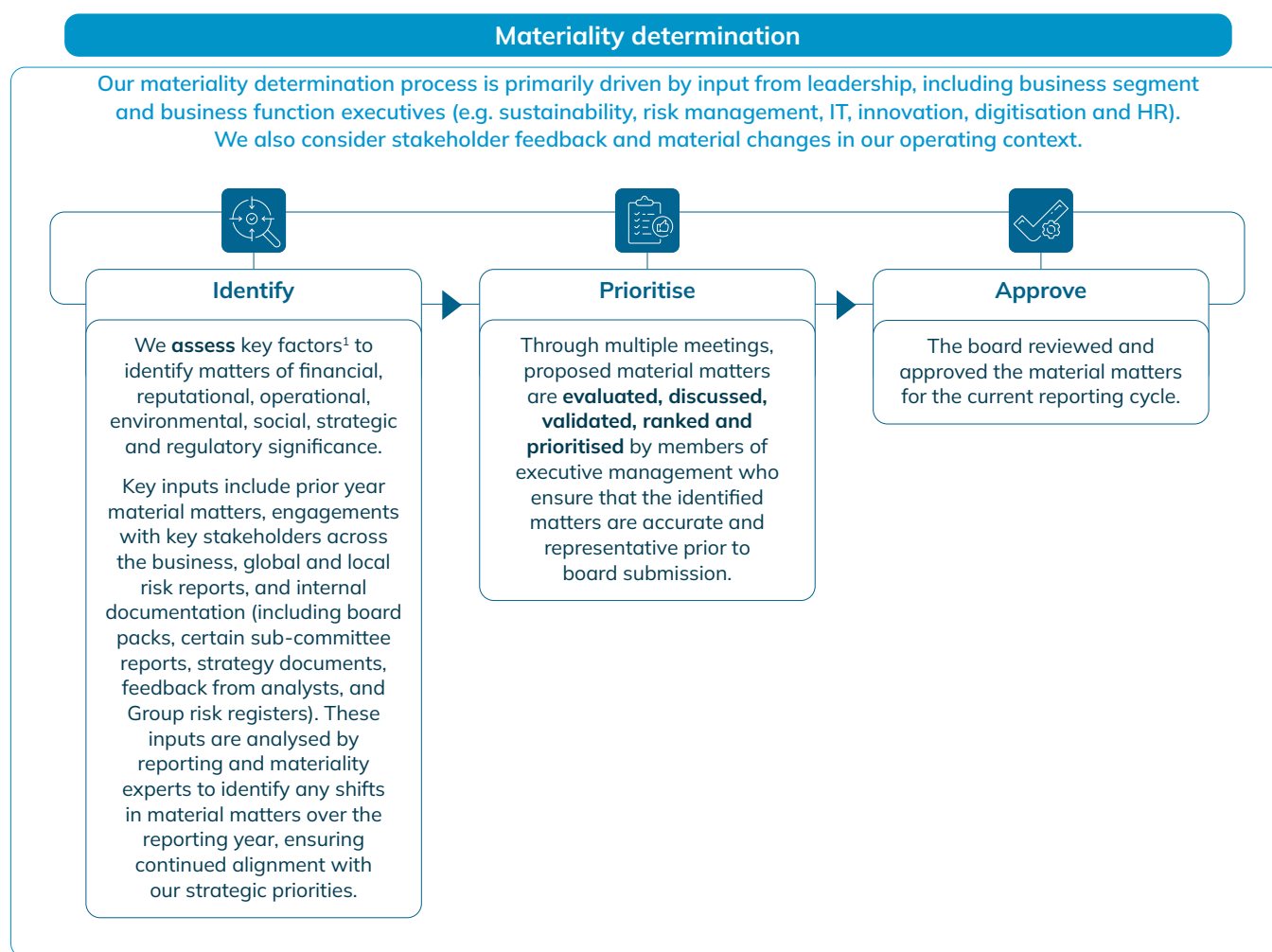
How our performance drivers create value (continued)



Addressing our material matters

Motus applies a double materiality lens (📄 page 2) to identify matters that impact our ability to create and sustain value over time. These include factors both within and outside the control of Motus and inform the Group's strategy and business model over the short, medium and longer term.

We conduct an annual materiality review to account for the dynamic nature of these matters, ensuring we remain responsive to changes in our operating environment.



¹ Economic outlook and our performance in key geographies, automotive industry trends, key risks and opportunities, our business model and strategy, environmental and social impacts, and material stakeholder expectations, interests and concerns.

Addressing our material matters (continued)

1

Sustainably transform and grow

Enabled by:

- The Group's scale, agility and status as a preferred route to market.
- Introducing new products and services to meet evolving customer needs while optimising the portfolio through diversification, enhanced brand representation and a balanced mix of vehicle, aftermarket and mobility-related offerings.
- Leveraging our extensive dealership footprint and ability to partner with various established and emerging brands.
- Strategically scaling and driving penetration of key brands (e.g. emerging and growing, TATA Passenger, FAI PRO) that adhere to regional quality standards.
- Customer-centric innovation that meets emerging mobility needs.
- Leveraging ageing vehicle parcs to drive further growth opportunities across the automotive value chain.
- Continuously strengthened strategic and mutually beneficial partnerships with key players in other sectors (e.g. financial institutions, insurers, retailers).
- Disciplined capital allocation and maintaining appropriate gearing levels.
- Successfully integrating strategic and bolt-on acquisitions.

Key strategic initiatives:



Related risks:



2

Maintaining market share and brand reputation in an extremely competitive environment

Supported by:

- Robust, enduring and collaborative OEM and supplier relationships.
- Responsiveness to structural shifts in vehicle markets (e.g. evolving customer preferences, increasing competition from emerging brands with compelling value propositions), and broader economic volatility.
- A timeous and appropriate response to brand reputation-related matters.
- Optimising brand representation and customer experience to maintain alignment with evolving preferences.
- Long-term customer retention and loyalty, underpinned by our reputation for quality products and services.
- Driving operational excellence across the entire automotive value chain.
- Enhancing profitability through portfolio optimisation, increased participation across the automotive value chain and the continued growth of higher-margin, cash-generative businesses.
- Optimising operational footprint, facility utilisation and costs.
- Selective acquisition of strategically aligned businesses.
- Responsible capital management, maintaining a strong balance sheet and liquidity position while supporting working capital requirements, strategic investments and sustainable shareholder returns.
- Resilient leadership with the collective experience, strength and capacity to drive the Group's strategies.

Key strategic initiatives:



Related risks:



3

Digitisation, technology and innovation



Focused on:

- Leveraging the Group's innovation culture to translate innovative ideas and initiatives into scalable commercial outcomes.
- Driving and scaling innovation concepts that enhance operational efficiencies and customer retention and/or unlock new revenue streams.
- Developing a frictionless digital ecosystem aligned with customer and business needs.
- Responsibly integrating AI into the Group, ensuring that AI is mindfully deployed, and providing AI mastery training to employees so that they can use AI to support their own productivity.
- Building unified data sources that enable data-driven decision-making and predictive analytics capabilities.
- Continuing to develop a future-ready workforce that combines automotive expertise with digital fluency.
- Positioning the Group to respond to potentially disruptive emerging trends (e.g. NEVs).

Key strategic initiatives:



Related risks:



4

Regulatory compliance, cybersecurity and IT



Underpinned by:

- Robust, resilient and agile cybersecurity, risk management and IT governance standards and structures.
- Stringent data and privacy protection standards.
- Governance, risk, legal and operational functions that manage an evolving compliance environment.
- Engaging with business forums, industry associations and regulators on emerging legislation and advocating for more effective policy (e.g. APDP, Procurement Act).
- IT projects that create measurable business value by supporting growth, enhancing cost efficiencies, ensuring system resilience and compliance to support business continuity, and enabling future-readiness and scalability of digital products developed by the Group.
- Strategic partnerships that support the maturation of the Group's overall security environment while mitigating the skill scarcity and expense.

Key strategic initiatives:



Related risks:



Addressing our material matters (continued)

5

Challenging environments in key geographies where we operate



Characterised by:

- Elevated fuel and energy costs and driving NEV adoption in key geographies – the longer the duration, the greater the likelihood and intensity of secondary impacts (e.g. increased food prices, inflation, interest rates).
- A mixed interest rate environment across key geographies, with rates remaining elevated and increasing in certain markets, continues to influence consumer affordability and the cost of financing.
- Cost-conscious consumers with reduced disposable incomes across geographies.
- Foreign currency volatility.

Key strategic initiatives:



Related risks:



6

Responsibly managing our ESG impacts



Including those relating to our ESG focus areas:



Environment

Environmental impact, including the NEV market, the Group's carbon emissions and energy consumption, and water, waste and recycling.



Social

Our workforce and social mobility, including leadership capability, employee engagement, health and safety, wellbeing, DEI, talent management, innovation and road safety as well as inclusive procurement, CSI, education and youth development, and community health and wellbeing.



Governance

Strong governance through board oversight and risk management processes that underpin ethical and responsible business conduct, responsible customer conduct, regulatory compliance, supplier management, and cybersecurity and data protection.

Accountability, transparency, integrity and stakeholder responsiveness underpin our approach to addressing ESG-related matters. Our commitment to operating in an environmentally and socially responsible manner is central to the Group's reputation, credibility and role as a responsible corporate citizen. It also supports the positioning of the Group as a proudly South African market leader, advances the delivery of our vision and strategic priorities, strengthens our investment proposition, enhances our ability to attract and retain investors, and contributes to the achievement and maintenance of a competitive B-BBEE rating.

Elements of our ESG performance are linked to executive remuneration and sustainability-linked financing facilities.

Key strategic initiatives:



Related risks:



Engaging with our stakeholders

The Group's stakeholders play a critical role in shaping our ability to create and preserve value over the short, medium and longer term. Management proactively engages with stakeholders to understand and respond to their legitimate needs, interests and expectations, while balancing these against the Group's strategic priorities. Key concerns are elevated to the board to ensure that leadership remains informed and responsive to material matters that may impact value creation. This approach supports streamlined decision-making, reinforces ethical governance and supports sustainable performance.

Our stakeholder groups

Our stakeholders include a wide range of groups and individuals who may be affected by our business activities, outputs, outcomes and strategy. In turn, their expectations, decisions and actions can reasonably be expected to influence the Group's ability to successfully implement its strategic objectives. Our stakeholder groups have varying levels of involvement in the business as well as diverse, sometimes conflicting interests and concerns that must be carefully balanced over time.

Business relationships



- Our **customers** are core to our business, with their expectations and needs driving the nature and variety of the products and services we offer and how we deliver them.
- Many **OEMs** have specific requirements for how we retail their products and are critical to our customer relationships, given their role in delivering quality products and services, as well as their adherence to high ethical standards and brand reputation.
- Our **suppliers**, including many small and medium enterprises, and their adherence to our ethical standards and regulatory requirements, are critical to our customer relationships as they enable us to deliver quality products and services.
- Our strategic **business partners**, including B-BBEE, franchise and joint venture partners, enable a greater reach for our products and services.
- Our memberships in **business forums and industry associations** enable us to contribute to the discussions and processes that shape our regulatory and operating environment. This allows us to provide our support and expertise to ensure that the Group's and industry's interests remain aligned, and that the industry remains both competitive and collaborative in its approach to growth.

Human capital relationships



- Every **employee** contributes to building, maintaining and deepening relationships with our customers and other stakeholders on whom we depend. In return, we provide a high-quality, fair and safe working environment with career development opportunities. This supports a high-performance culture and our ability to attract and retain talented individuals.
- Some of our employees choose **organised labour/union** representation in exercising their rights. We respect their right to do so and are also committed to interacting directly with them individually and collectively in a fair, open and respectful manner.
- A strong and collaborative relationship with our employees and labour organisations is critical to our business.

Financial capital relationships



- **Shareholders** expect favourable and stable long-term returns on their investments.
- Collectively, the **investment community** supports the effective functioning of the equity markets that are essential to attracting capital at a fair price. Research analysts facilitate an understanding of the Group that benefits our shareholders, prospective investors and financial institutions.
- Our financial position supports our strategic initiatives and growth aspirations. We work with **financial institutions** to access hedging instruments and debt funding at competitive rates in different jurisdictions.

Regulatory relationships



- The Group is subject to a complex range of regulations set by **government authorities and regulators** across our markets that underpin our licence to operate.
- Building and maintaining transparent relationships with governments and regulators is fundamental to effective collaboration.

Social relationships



- The Group builds trust and protects its social licence to operate by being a good corporate citizen and maintaining constructive relationships with **civil society and the communities** in which we operate.
- The **media** provide a channel of communication with our stakeholders and influence their opinions about the credibility of our investment proposition and reputation. **Social media** platforms facilitate real-time engagement and dialogue among stakeholders, creating opportunities for the Group to understand stakeholder perspectives while recognising that discussions and narratives may evolve independently of the Group's direct influence.

More information on stakeholder engagement on ESG issues: ESG report online.

Engaging with our stakeholders (continued)

Our stakeholder needs, expectations and concerns



Business relationships

Customers | OEMs | Suppliers | Business partners | Business forums | Industry associations

What is important to the stakeholders

- A strong customer-centric experience, including convenient and informative omni-channel solutions.
- Affordable, value-for-money products and services that are tailored to customers' needs.
- Assurance of safe and reliable products and services.
- Our mature and established route-to-market capabilities.
- Sustaining strong alignment with OEM quality standards while ensuring excellent customer experience and service delivery.
- Structural shifts in vehicle markets and the impact it may have on the Group and society.
- Emerging brands capturing market share.
- Ongoing support of established brands and maintaining their market share.
- Supportive, strategic and value-generative partnerships.
- Social transformation of the SA automotive industry and the Group's B-BBEE performance.
- The impact, timing and policies related to the shift to NEVs.
- Ethical business conduct and appropriate governance processes.
- Regulatory change and political stability (SA and the UK).

How we engage

- Regular executive engagement with OEMs, suppliers and strategic partners.
- Customer surveys.
- Operational meetings.
- Membership in various business forums and industry associations¹.
- Media releases.
- Digital engagement channels.

Relevant material matters:



Key capitals impacted:



¹ Motus representatives hold a number of office bearing roles, including in naamsa, National Business Initiative (NBI), Institute of Risk Management South Africa (IRMSA), SAVRALA, and the National Automotive Dealers Association (NADA). The Group is also a member of Nexus and the Retail Motor Industry Organisation (RMI).



Human capital relationships

Employees | Organised labour or unions

What is important to the stakeholders

- Job security, competitive and fair remuneration, performance recognition, and career mobility and progression opportunities.
- The impact of disruptive technologies and market changes on employee roles and required skill sets.
- Training initiatives and programmes that support career advancement or, where necessary, upskilling.
- Employee support programmes, including mental and financial wellbeing.
- A strong, united leadership team that communicates effectively and transparently.
- A diverse workplace and inclusive culture.
- Visibility on pay gaps and commitments to transformation.
- Fair labour practices and ethical business conduct.

How we engage

- Employee surveys.
- Regular employee interactions and communications.
- Performance management processes.
- Independent whistle-blowing hotlines.
- Training and development initiatives and programmes.
- Innovation platform and events.
- Digital engagement channels.

Relevant material matters:



Key capitals impacted:



Financial capital relationships

Shareholders | Investment community | Financial institutions

What is important to the stakeholders

- A clear strategy with short and medium-term strategic priorities.
- The Group's financial, strategic and operational performance as well as our longer-term outlook and prospects.
- Gearing levels, capital framework discipline, capital allocation priorities and share repurchases.
- Local and global macro-economic environments.
- Foreign currency volatility and the impact of a strengthening or weakening Rand.
- The impact of NEV adoption.
- Constrained disposable income for consumers and impacts on profitability.
- Deteriorating consumer credit profiles and bank approval rates (SA).
- Regulatory change and political stability (SA and the UK).
- The Group's ESG-related impacts, risks, opportunities and performance.
- Board independence, skill, diversity and succession.
- Executive management succession.
- Executive remuneration and wider workforce compensation.

How we engage

- Interim and year-end reporting.
- The AGM.
- Regular investment communication and engagement (e.g. SENS announcements, stakeholder interviews and conferences).
- Investor roadshows and ad hoc capital market days.
- Regular meetings with shareholders, investment analysts, funders and credit rating agencies.
- Participation in industry specific panel discussions.
- Digital engagement channels.

Relevant material matters:



Key capitals impacted:



Engaging with our stakeholders (continued)



Regulatory relationships

Government authorities | Regulators

What is important to the stakeholders

- SA's competitiveness in automotive manufacturing, particularly relating to impacts from US-SA relations, the EU Carbon Border Adjustment Mechanism and increased imports of Chinese and Indian manufactured brands.
- Social transformation of the automotive industry in SA, including sector-specific employment equity targets.
- Competition Commission Guidelines.
- Quality of customer outcomes and oversight controls on regulated products and services.
- Regulatory compliance.
- Data privacy and cybersecurity risks.
- Tax transparency and compliance.

How we engage

- Business forum and industry association memberships.
- Ongoing interactions with regulators and government authorities.

Relevant material matters:



Key capitals impacted:



Social relationships

Civil society | Communities | Media

What is important to the stakeholders

- Skills development, job creation and security, and meaningful employment.
- Social transformation of the SA automotive industry: B-BBEE and meaningful DEI initiatives.
- Procurement strategies and enterprise development in SA.
- Expansion into under-served and informal markets, supporting inclusive economic participation.
- Tangible social impact from community upliftment initiatives.
- Higher living costs, deteriorating infrastructure and risks to social cohesion in SA.
- Safety and quality of vehicles imported into SA.
- Combatting corruption.
- Managing environmental concerns.

How we engage

- Road safety awareness and CSI programmes.
- Interactions with non-governmental organisations and business associations.
- SA's YES4Youth Programme.
- Media outreach and response.
- Digital engagement channels.

Relevant material matters:



Key capitals impacted:

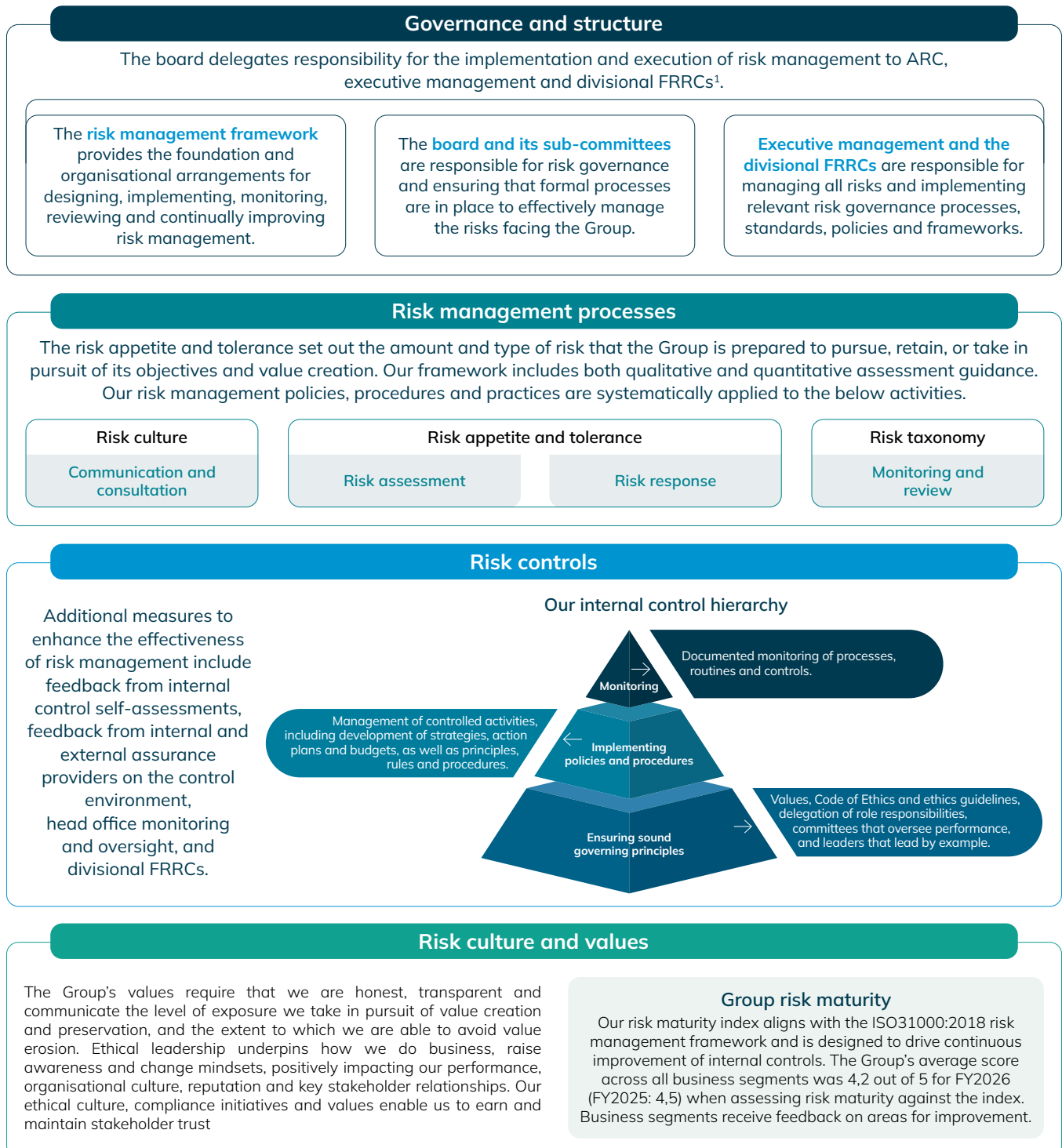


Managing our risks and opportunities

Motus' risk management framework promotes responsible risk-taking by ensuring that actions taken in support of the Group's strategic priorities fall within our risk appetite.

Integrated risk management framework

Embedded in business activities and decision-making processes across the Group, our risk framework articulates how we identify, evaluate and mitigate risks as well as how we realise opportunities. It incorporates considerations of current and emerging risks and opportunities that are associated with our strategy and present in our internal and external operating environments.



¹ Divisional ExCos and the Group risk function review risks, which are then submitted to the relevant Divisional Finance and Risk Review Committees (FRRC) and consolidated into the Group risk register. Board sub-committees receive regular reports and assurance on risks pertaining to their respective areas of oversight. For the SES Committee this includes quarterly climate change-related risk assessments, including their potential impacts, our responses and KPIs.

Managing our risks and opportunities (continued)

Combined assurance framework

Our combined assurance framework provides a co-ordinated and effective Group-wide approach to risk management. All three lines of defence report to the board, either directly or through ARC and the SES Committee.

First line of defence

Management: responsible for the identification and management of risks in line with agreed risk policies, procedures, appetite, tolerance levels, and controls at an operational level.

Second line of defence

Risk management, compliance, legal, governance and quality control functions: responsible for overseeing and monitoring various risks and developing appropriate tools to effectively manage these risks.

Third line of defence

Internal audit, external audit and other independent assurance providers: assurance providers that offer oversight and assurance to the board and management on the adequacy and effectiveness of the controls implemented. Assurance is provided within a specific scope as agreed by management and/or oversight committees and can be governed by regulatory requirements (e.g. JSE Listings Requirements and Companies Act).



Top risks and opportunities

Through our integrated risk management framework, the Group aims to ensure a consistent, value-based, pragmatic and responsible response to uncertainties presented by our operating context. Any risk undertaken is considered within board-approved risk appetite and tolerance levels. These are reviewed and, where appropriate, updated on a quarterly basis. Management monitors emerging risks on an ongoing basis until they are formally assessed and incorporated into the risk profile of the Group. Risks are classified as emerging when their extent, nature and/or timing are uncertain.

Key emerging risks over FY2026 included uncertainty around government initiatives to stimulate the local automotive manufacturing industry, the proposed amendments to the B-BBEE scorecard framework and their effect on our preferred supplier status, and an updated preferential procurement framework, which is likely to impact the Group in CY2027.

Overview of our top risks

2026 rating	Risk	2025 rating	2024 rating	Residual risk exposure movement	Residual risk			Inherent risk		
					2024	2025	2026	2024	2025	2026
1	Economic and socio-political challenges	3	3	▲	High	High	High	High	Critical	Critical
2	Currency volatility	1	1	◄►	High	High	High	Critical	Critical	Critical
3	Supply chain resilience and brand diversification	2	2	◄►	Moderate	High	High	High	High	High
4	Capital management	4	4	▼	High	High	High	High	High	High
5	Management and retention of talent	5	7	▼	Moderate	Moderate	Moderate	High	High	High
6	Technology and innovation	6	5	◄►	Moderate	Moderate	Moderate	High	High	High
7	Regulatory compliance	7	6	◄►	Moderate	Moderate	Moderate	High	High	High
8	B-BBEE status of SA-based operations	8	8	◄►	Moderate	Moderate	Moderate	High	High	High
9	Reputation and brand position	9	9	◄►	Moderate	Moderate	Moderate	High	High	High
10	Climate change	10	10	▲	Low	Low	Low	Moderate	Moderate	High

Residual risk exposure movement key: ▲ Increased ▼ Decreased ◄► Remained stable

Residual and inherent risk key: Critical High Moderate Low

Note: the inherent climate change risk increased due to the growing frequency and severity of extreme weather events, heightened regulatory and reporting requirements, accelerated industry transition toward lower-emission vehicles, increasing climate-related operating costs, and rising stakeholder expectations regarding environmental performance and disclosure.

Managing our risks and opportunities (continued)

1

Economic and socio-political challenges

Description and implications for value creation

Economic risk: the macro-economic over FY2026 was mixed, with recovery in local and global markets in the latter half of CY2025 and early CY2026 being impacted by geopolitical conflict and related rising oil prices from the second quarter of CY2026. The Group operates in markets experiencing differing levels of economic growth and consumer demand. GDP growth forecasts for CY2026 remain modest in SA, the UK and Australia.

A challenging macro-economic environment is anticipated across geographies for the first half of FY2027, the intensity of which is conflict dependent. In the near term, rising inflation, interest rates and fuel prices are likely to place consumers under pressure. Elevated costs-of-living, unemployment rates and poverty levels continue to characterise the SA landscape (📄 page 42).

Response and mitigating actions

- Monitoring, assessing and proactively responding to global and key regional political, social and economic environments.
- Driving resilience by adhering to our strategic parameters for diversification and geographic presence.
- Adapting operations and improving efficiency through digitisation and cost management.
- Adjusting brand representation, dealership footprint, products and services, including the expansion of our FAI PRO premium private-label aftermarket parts offering, to meet evolving customer preferences.
- Meeting the demands of cost-conscious customers through tailored entry-level buyer offerings (e.g. exclusive distribution rights, brand partnerships, data-driven VAPS offerings).
- Leveraging economies of scale, reducing costs and ensuring disciplined capital allocation to achieve targeted operating profit.
- Participating in business forums and industry associations to address risks and identify workable solutions for the automotive industry.

Key opportunities for value creation

- Leverage our omni-channel presence and experience to expand Motus' customer base/coverage.
- 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.
- Demonstrate good corporate citizenship that is invested in the advancement of the economies in which the Group operates by driving economic inclusion and development (e.g. supporting communities in need, identifying opportunities to increase the participation of new entrants and small businesses in our supply chain, and employing and providing work experience and development opportunities for young people).

Outlook: unpredictable over the short term

Mitigation oversight



Affected strategic initiatives



Affected capitals



2

Currency volatility

Description and implications for value creation

Currency volatility directly impacts the costs of imported vehicles and parts, causing changes in the Group's earnings and hedging reserve positions. Unfavourable exchange rates against the Rand can affect the competitiveness and profitability of products as well as the parts components that would be included in service, maintenance and warranty contracts. Currency volatility impacts the foreign currency translation reserve arising from the translation of foreign currency-denominated subsidiaries in the reported results.

Response and mitigating actions

- Actively managing currency exposure through hedging policies (the current Group guideline is to cover ~seven months of forecasted vehicle orders and corresponding duties for Hyundai, Kia and Renault, with Mitsubishi, TATA Passenger and Aftermarket Parts required to be covered for all committed orders), established governance practices and ALCO oversight.
- Assessing currency scenarios and foreign currency needs while ensuring adequate funding for International operations.
- Engaging with various financial institutions on an ongoing basis.

Key opportunities for value creation

- Increase diversification of revenues and geographic portfolio investment.
- Leverage the integrated business model and supply chain optimisation to capitalise on opportunities within the broader automotive value chain.

Outlook: uncertain over the short to medium term

Mitigation oversight



Foreign Exchange Committee¹

Affected strategic initiatives



Affected capitals



¹ This management committee holds regular meetings to assess foreign currency requirements across the Group, especially for committed and forecast vehicle and parts orders, as well as risks relating to our International operations.

Managing our risks and opportunities (continued)

3

Supply chain resilience and brand diversification

Description and implications for value creation

Brand and supplier dependency risks: strong relationships and clear communication with OEMs and suppliers across our business are critical to our business model and our ability to ensure that our brand portfolio meets customer needs in key geographies. Any disruption to key supplier relationships, inventory availability, or distribution networks could impact customer service, workshop efficiency and revenue generation. Effective supplier management and supply chain resilience are therefore essential to maintaining operational continuity and meeting customer demand across our geographies. Non-compliance with OEM agreements or the loss of any significant supplier could disrupt customer service and negatively impact financial and operational performance.

Brand and supplier profile risks: re-aligning our portfolio to brands that strengthen our offering, support market share growth and increase our representation of attractive and sustainable emerging brands.

Inventory management risks: ongoing inventory management is needed to meet customer demand. An imbalance between inventory levels and customer demand may result in excess inventory holdings, obsolescence or lost sales opportunities. Supply chain disruptions, including those resulting from geopolitical tensions and supplier sourcing challenges, may further impact freight costs, inventory availability and working capital requirements, with potential consequences for profitability, customer service, OEM targets and brand reputation.

Response and mitigating actions

- Continuously refining our selection of vehicle products and services to ensure they adequately represent a diversified brand portfolio aligned with evolving customer needs.
- Maintaining collaborative and supportive relationships with OEMs and suppliers through proactive engagement to support optimal, market-aligned inventory levels, efficient supply chain and logistics channels, and competitive vehicle model launches.
- Meeting operational demands and customer service expectations.

Key opportunities for value creation

- Leverage the Group's superior value proposition and total route to market to remain the OEM partner of choice and become the preferred and exclusive distributor of additional brands with strong, sustainable value propositions.
- Explore opportunities to partner with new importer OEMs that can be seamlessly integrated to broaden our Import and Distribution offering.
- Synergies from the Aftermarket Parts global procurement strategy and supply chain opportunities to unlock growth.
- Develop in-house logistics capabilities and expertise (e.g. in and out-of-warranty parts).

Outlook: variable over the short term, improving over the medium term

Mitigation oversight



Affected strategic initiatives



Affected capitals



Capital management

Description and implications for value creation

Capital management risk: the Group's ability to execute its strategy, fund operations, meet financial obligations and pursue growth opportunities is dependent on maintaining adequate access to capital and liquidity. Adverse market conditions, constrained funding availability, or ineffective capital allocation could limit access to debt and other sources of funding. It is imperative for the Group to maintain optimal debt and net working capital levels and to control costs. Appropriate capital management strategies improve the Group's financial health and operational efficiency, enabling us to invest in delivering within our strategic parameters for a diversified automotive portfolio and geographical presence.

Response and mitigating actions

- Responsible cost management, cash utilisation and disciplined capital allocation to extract financial and operational efficiencies.
- Regularly assessing working capital and inventory levels, setting Group-wide inventory targets, reducing inventory and moderating orders from suppliers.
- Collaborating with OEMs to optimise inventory levels.
- Enhancing inventory management capabilities and optimising working capital management.
- Actively managing net debt levels and finance costs.

Key opportunities for value creation

- Invest in innovation and digitisation to meet unmet mobility needs and increase sales.
- Leverage insights into capital allocation and our brand portfolio to enhance our strategic positioning across geographies.
- Our DMTN Programme will support improved funding optionality, increase market access and enable an optimised long-term funding programme.
- Sustainability-linked financing facilities that offer lower interest rates should we meet our agreed targets.
- Maintain or improve independent long and short-term issuer SA credit ratings, which provide opportunities to diversify our funding mix and provide increased funding flexibility.
- Focus on value-accretive investments in operations and projects with higher inventory turnover opportunities and high ROIC.

Outlook: stable over the short to medium term

Mitigation oversight

ALCO ARC

Affected strategic initiatives



Affected capitals

FC MC



Managing our risks and opportunities (continued)

5

Management and retention of talent

Description and implications for value creation

People risk: our competitiveness, customer service excellence, operational effectiveness, succession planning, ability to adapt to industry disruption and innovation, and execution of strategic priorities depend on our ability to attract, develop and retain talent. Shortages of skilled professionals in key roles (e.g. leadership, digital, IT, technical, customer-facing), failing to retain key employees, or not investing in upskilling existing employees may impact our growth, performance and sustainability ([@](#) more information in the Social report online).

Response and mitigating actions

- Maintaining a diverse, capable leadership team, underpinned by resilience, entrepreneurial culture and 'future-fit' capability.
- Updating succession plans for critical roles and introducing a Dealer Principal Programme on managing complex environments (e.g. multi-franchising, people management, handling customer complaints).
- Managing talent effectively through structured approaches aligned to our strategy, operating model and labour market conditions.
- Driving best practice HR processes, procedures and practices.
- Investing in employee wellbeing, DEI and change management to support employee adaptability during periods of volatility and provide benefits that strengthen the EVP (e.g. employee relief fund).
- Promoting a collaborative, innovative and inclusive culture to attract and retain talent.
- Skills development and training initiatives that foster leadership potential, enable career progression and provide learnership opportunities for young South Africans (e.g. YES4Youth).
- Leveraging our global and connected workforce to provide cross-functional learning and growth.

Key opportunities for value creation

- Become an employer of choice in the automotive industry to improve employee attraction, retention and productivity.
- Our innovation platform (Motus Xponential (m^x)) that supports a collaborative, inclusive intrapreneurial culture that turns employee ideas into strategic and commercial value.

Outlook: constrained over the short to medium term

Mitigation oversight



Affected strategic initiatives



Affected capitals



Technology and innovation

Description and implications for value creation

Technology risk: IT system failures, disruptions and/or risks have the potential to impact the Group's financial performance, operational resilience, customer experience and reputation. Reducing system complexity is critical to minimising IT risks, driving cost efficiencies, and improving user (employee and customer) experience and adoption.

Information security risk: cybercrime and unauthorised access to systems and data may result in service disruptions, loss of sensitive information and erosion of stakeholder trust. Failing to protect personal data may also result in significant regulatory action, including fines and penalties.

Innovation risk: innovation is crucial for competitive differentiation, and digital disruption requires adopting and developing new technologies and platforms. Failure to innovate has the potential to negatively influence customers who are accustomed to convenient digital and omni-channel engagement, while also leaving the Group open to disruption by other digital players (e.g. disrupting the current dealership model).

Response and mitigating actions

- Investing in digital and IT capability to enhance resilience.
- Continuing to mature our cybersecurity posture, ensuring that it is suited to responding to escalating cybersecurity threats.
- Investing in innovation and digitisation capabilities as core strategic enablers.
- Developing, sourcing and deploying data-driven capabilities and related digital initiatives that meet the Group's strategic and operational requirements.
- Overseeing the deployment of AI within the Group, driving adoption and usage to benefit our people (by reducing manual and repetitive work processes, improving employee morale and bolstering the Group's EVP) and the business (by enhancing sales conversion, driving continuous improvement, and enabling accurate forecasting of customers' future mobility needs).
- Centralised IT strategy, cybersecurity, risk management and governance standards and structures, augmented by dedicated business unit resources.

Key opportunities for value creation

- Differentiate and grow by becoming a data-driven organisation that continuously finds new ways to meet evolving customer needs and expectations.
- A pipeline of innovative products and services that is continually under development (e.g. agentic AI, VIN passport, VINfinity).
- Grow digital sales channels and selectively diversify across sectors and geographies.
- Maintain stakeholder trust as a responsible corporate citizen that has secure systems able to protect the personal information of its stakeholders.

Outlook: stable over the short to medium term

Mitigation oversight



Affected strategic initiatives



Affected capitals



Managing our risks and opportunities (continued)

7

Regulatory compliance

Description and implications for value creation

Regulatory and compliance risk: operating across multiple jurisdictions exposes the Group to complex and evolving regulatory requirements. Failure to comply with applicable laws, regulations, industry standards and contractual obligations may result in adverse legal consequences, reputational damage and operational disruption. Regulatory changes may also require timely adjustments to business models and processes to sustain performance and growth (🔗 more information in the Business conduct report online).

Response and mitigating actions

- Ensuring compliance through impact assessments, appropriate controls, compliance audits, training and awareness, and monitoring emerging legislation and legislative changes.
- Engaging with business forums, industry associations and regulators on emerging legislation and to advocate for more effective policies with the end customer in mind (e.g. import duties and tariffs – APDP and Procurement Act).
- Ensuring alignment between legal and operational functions.
- Legislative readiness projects.
- Regularly updating our documented compliance universe and related management and control systems, and reviewing accountable functions.
- Quarterly compliance self-assessments relating to key areas of newer legislation.

Key opportunities for value creation

- Keeping abreast of developments in other regions to anticipate changes in legislation, strategy and operations.
- Leverage digital tools that enhance our compliance monitoring capabilities and response times.

Outlook: subject to change over the short to medium term

Mitigation oversight

ALCO ARC SES

Affected strategic initiatives



Affected capitals

FC SRC IC

B-BBEE status of SA-based operations

Description and implications for value creation

Transformation risk: failing to meet transformation expectations in SA, including B-BBEE requirements, black ownership thresholds and sector-specific employment equity targets, could adversely affect the Group's reputation, competitiveness and long-term sustainability ([@](#) more information in the Social report online).

Response and mitigating actions

- Driving a co-ordinated transformation strategy that supports B-BBEE ownership partners, provides work experience and development opportunities for young people, and identifies opportunities for local suppliers and small businesses in our supply chain.
- Supporting projects that drive economic inclusion, uplift vulnerable communities and address social challenges.
- Monitoring and adapting to changing regulations.
- Active stakeholder management.

Key opportunities for value creation

- Achieve a B-BBEE scorecard rating that maintains a preferred supplier and employer status, improving our access to private sector and government business opportunities.
- Leverage our value chain to increase the number of local suppliers in the automotive industry, diversifying concentration risk.

Outlook: fluid over the short to medium term

Mitigation oversight

ARC

SES

Affected strategic initiatives



Affected capitals

FC

HC

SRC



Managing our risks and opportunities (continued)

9

Reputation and brand position

Description and implications for value creation

Reputation risk: stakeholder interactions are based on the Group's values and ethics, which aim to embed a culture that drives good corporate citizenship and delivers a favourable experience for our stakeholders in their interactions with us. Failure to demonstrate good corporate citizenship and ethical business values in our stakeholder interactions has the potential to undermine the Group's reputation as well as that of our OEMs and suppliers.

Response and mitigating actions

- Transparently engaging with stakeholders in a timeous and honest manner, aligned with our values.
- Monitoring customer satisfaction and their perceptions of the OEM brands we represent.
- Maintaining our reputation for quality brands and services (in and out-of-warranty) by investing in reputable brands and ensuring our products and services meet applicable quality, safety and regional compliance requirements.
- Continuing to progress and support our approach and response to ESG-related matters (e.g. sustainability index ratings and CSI and sustainability initiatives).
- Enhancing Motus brand recognition and positioning.
- Re-iterating and refining processes based on customer and employee engagement and feedback.

Key opportunities for value creation

- Leverage the Group's reputation to attract key talent, foster strong partnerships with desirable brands and build long-lasting customer relationships.
- Experienced and respected leadership that enables the Group to meaningfully and impactfully engage through business and industry associations, shaping the automotive industry.
- Professionalism and values that support the Group's positioning as a market leader in SA.
- Compete to attract scarce talent and skills that resonate with our values and positioning in the market.

Outlook: stable in the short term

Mitigation oversight

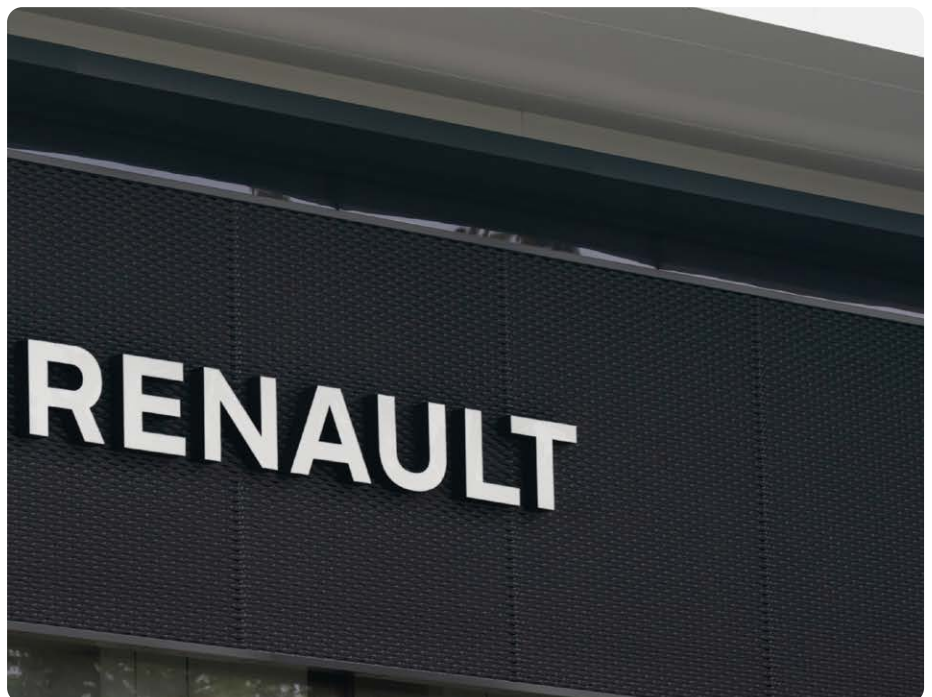
ARC

SES

Affected strategic initiatives



Affected capitals



Description and implications for value creation

Climate change risk: various physical and transition risks have the potential to impact the Group. The increasing frequency and severity of extreme weather events increase Motus' exposure to supply chain and business disruption, asset damage and higher insurance costs. Higher temperatures and water stress may increase the length and severity of droughts, impacting disposable incomes, supply chain resilience, energy consumption and customer service. Higher carbon costs may increase operating costs and future minimum energy-efficiency standards may increase compliance and emissions policy reporting requirements. Changing customer preferences may constrain the supply of ICE vehicles as OEM strategies and regulations increasingly favour lower-emission vehicles. Additionally, insufficient action to curb greenhouse gas emissions and environmental impacts may damage the Group's reputation as stakeholder expectations evolve (@ more information in the Climate report online).

Response and mitigating actions

- Business continuity planning, insurance management and supply chain monitoring.
- Water monitoring, recycling, harvesting and borehole initiatives.
- Allocating investments in new Motus-owned buildings and property upgrades to efficient infrastructure and green solutions.
- Growing our renewable energy footprint and enhancing electricity and fuel efficiency.
- Anticipating and responding to evolving climate-related regulations.
- Increasing the use of digital platforms, automation and process optimisation to reduce paper use, streamline workflows, improve asset utilisation and support waste-reducing processes, lowering emissions.
- Transparent reporting on environmental impacts and mitigation actions supported by complete and accurate data.
- Promoting responsible resource use by driving employee awareness and fostering a culture of conservation.
- Collaborating with OEMs, suppliers and waste management partners to support collective decarbonisation and contribute to carbon reduction policy development through industry and business forum memberships.

Key opportunities for value creation

- Expand NEV offerings through strong OEM partnerships.
- Secure additional financing opportunities based on our environmental performance.
- Leverage knowledge, experience, practices and processes from businesses across the Group to enhance the Group's response to climate-related issues.

Outlook: unfavourable over the medium to longer term
Mitigation oversight

Affected strategic initiatives

Affected capitals


Behind every move is **Motus**

An integrated ecosystem of people, brands and services across the automotive value chain, living our purpose of mobility for good.



Scan the QR code to watch our story.

Creating sustainable value

Core capital inputs

		Key resources and relationships	Constraints and challenges
FC Financial capital Strong cash generation, a resilient balance sheet and disciplined capital allocation support sustainable growth and long-term value creation.		R59,5 billion total assets (FY2025: R62,1 billion). R20,1 billion shareholder equity (FY2025: R20,1 billion). R4 632 million cash flows from operating activities (FY2025: R5 669 million). R10,7 billion unutilised banking and floorplan facilities (FY2025: R15,7 billion). R740 million capital expenditure (FY2025: R544 million). - Focused capital management and disciplined allocation. - Access to sustainability-linked financing.	- A challenging economic outlook. - Balancing profitability against opportunities to invest in growth and innovation.
HC Human capital The talent, diversity and entrepreneurial spirit of our people empower us to meet evolving stakeholder needs and support long-term success.		- An experienced and diverse leadership team, structured in line with our strategic emphasis on growth. - An inclusive high-performance culture. - Our DEI vision, human capital strategy and focus on talent management, employment equity and gender diversity targets and initiatives. 20 592 employees (FY2025: 20 131). R374,0 million Group training spend (FY2025: R366,5 million). R10,3 billion paid in salaries, wages and other benefits (FY2025: R10,2 billion).	- Skills shortages in a competitive market. - Sales employee turnover, in line with industry realities. - Employee wellbeing in a complex socio-economic context. - Ensuring an ethical culture and balanced business conduct. - Employment equity targets, aligned to our SA industries of operation.
SRC Social and relationship capital Strong relationships with key stakeholders enable us to build trust, securing our licence to operate, protecting our reputation, and enabling us to achieve our strategic objectives.		- Long-standing relationships with established OEMs, suppliers and customers, as well as business partners, joint ventures and technology partners. - Building relationships with new and emerging OEMs. - Constructive relationships with regulators, governments and local communities. R93 million ESD spend in SA (FY2025: R94 million). R23,0 million CSI on community-based initiatives focused on improving literacy, community healthcare, and road safety awareness (FY2025: R24,9 million). R121 million invested in the South African YES4Youth Programme to date. - Leadership and membership roles in business forums and industry associations.	- Aligning OEM product mixes and shifting customer demands. - Operating in a highly competitive environment with emerging brands continually enhancing their product offerings at attractive price points. - Balancing stakeholder concerns and interests. - The impact of regulatory change on operations.
IC Intellectual capital Our institutional knowledge, IT architecture, and management systems lay the foundations for our competitiveness and agility. Our ability to innovate is central to competitive differentiation and growth.		- Market leadership and competitive differentiation across various segments. - Consistently optimised operating models, including multi-franchising complementary brands. - Investment in IT and innovation initiatives that create measurable business value by driving efficiencies, enhancing resilience, retaining customers and enabling or driving growth. - A deeply embedded innovation culture and mindset that is actively sustained and continuously developed. - Investment in digitisation and a robust cybersecurity environment. - Registered trademarks and other intellectual property. - Comprehensive data and analytic tools.	- An increasingly competitive market. - Innovation that delivers solutions that meet business and customer needs. - Protecting the business from cyberattacks and securing stakeholder data.
MC Manufactured capital Our property, plant, equipment, and strategic right-of-use leased assets support our capacity to generate sustainable returns for shareholders.		- Extensive footprint in Southern and East Africa, and selected footprint in the UK, Europe, Asia and Australia (📍 page 20). - Continuously optimising our dealership footprint. R7,1 billion in owned real estate (FY2025: R7,1 billion). R2,7 billion in right-of-use leased assets (FY2025: R3,1 billion). - Investment in maintaining assets to ensure they operate safely, reliably and efficiently.	- Structural shifts in the automotive market impacting the footprint required for optimal competitiveness. - Striking the right balance between our physical footprint and omni-channel customer access.
NC Natural capital Managing our environmental impacts is central to our commitment to being a responsible corporate citizen.		- Responsible, credible and intentional environmental practices. - Water and waste recycling and fuel and electricity efficiency initiatives. 543 041 kilolitres (kl) water purchased (FY2025: 640 460 kl). 64 362 megawatt hours (MWh) electricity purchased from municipalities (FY2025: 66 618 MWh). 3 089 MWh renewable energy sourced (FY2025: 3 019 MWh). 19 012 kl vehicle fuel consumed (FY2025: 19 086 kl).	- The capital required to transition to renewable energy sources and other cleaner technologies. - NEV adoption taking place at various rates across geographies. - Cost and availability of electricity and water.

Creating sustainable value (continued)

Business activities

Harnessing diversified and sustainable growth opportunities across the entire automotive value chain

Outputs

Products and services

Motus provides quality automotive mobility solutions and vehicle products and services across the entire automotive value chain, with operations extending across multiple customer touchpoints. This enables the Group to secure new – and retain existing – customers across each stage of the vehicle ownership cycle; an approach that benefits both Motus and our partners.

In doing so, we aim to create value across all capitals while recognising that, despite our best efforts, some capitals may be negatively impacted by our operations. In these cases, we do our best to mitigate or offset negative impacts, supported by a Group-wide commitment to operational efficiency that ensures that we use our resources wisely, preserve value and ensure sustainability.

Waste

- **104 348 tCO₂e** Scopes 1 and 2 emissions (FY2025: 109 142 tCO₂e).
- We consider the following waste streams to be significant and have recycling initiatives in place to address hazardous waste (batteries and used oil) and other waste (paper, tyres, cardboard, metal and plastic).

- Information on how our six performance drivers support our business activities and drive our outputs: page 64.
- Information on how our four integrated business segments support our business activities and drive our outputs: page 112.

- 1 Importer and distributor of passenger and LCVs, parts and panels



- 2 Retailer of new vehicles in SA, the UK, Australia and parts of Africa



- 3 Retailer of pre-owned vehicles



- 4 Vehicle rental of passenger and LCVs and provider of fleet management solutions



NC

Natural capital

- Climate change and water CDP scores: **C rating**.
- **Zero** material instances of non-compliance with environmental regulations.
- Renewable energy solar photovoltaic (PV) plants installed at key sites.
- Reduced electricity, water and own vehicle fuel consumption.
- Hazardous waste: recycled **226 830 kg** of batteries and **2.6 million** litres of used oil (FY2025: 247 789 kg and 2.4 million litres).

MC

Manufactured capital

- Our extensive owned and leased, physical footprint across Southern and East Africa, the UK, Australia and Asia, encompassing commercial and passenger vehicle dealerships with workshop operations, Vehicle Rental branches and kiosks, in-warranty PDCs, Aftermarket Parts retail outlets and distribution points, call centres and head office facilities, enables:
 - Flexibility and an ability to optimise and adjust our footprint as needed.
 - A superior route to market and access to multiple sales channels for established and emerging brands.
- Multi-franchising across **>60%** of SA dealerships, **>70%** of UK dealerships and **>80%** of Australian dealerships.

Key value outcomes

FC Financial capital

- Revenue up **1%** to **R113,6 billion** (FY2025: R112,6 billion).
- Operating profit up **4%** to **R5,7 billion** (FY2025: R5,5 billion).
- PBT up **20%** to **R4,0 billion** (FY2025: R3,3 billion).
- Headline earnings up **14%** to **R3,0 billion** (FY2025: R2,6 billion).
- HEPS up **15%** to **1 777 cents** per share (FY2025: 1 548 cents per share).
- Net debt down by **R1,3 billion** and net debt to EBITDA ratio of **1,3** (FY2025: 1,5 times).
- Full year dividend up **29%** to **710 cents per share** (FY2025: 550 cents per share).
- Repurchased shares totalling **R3,9 billion** since listing.
- Independent long (**AA_(ZA)** **stable outlook**) and short-term (**A1+_(ZA)**) issuer credit ratings that demonstrate very high credit quality within the South African context and support our participation in debt capital markets through the inaugural DMTN Programme.
- Improved rates on sustainability-linked funding should we meet our targets.

HC Human capital

- Stable and effective leadership driving strategic execution and organisational performance.
- **33%** female representation at top, senior, middle and junior management in SA (FY2025: 31%).
- Maintained our **Level 2 B-BBEE** rating (SA).
- Created **~R2,8 billion** in value for shareholders through the conclusion of the Ukamba B-BBEE scheme.
- **84%** of SA employees are black (FY2025: 80%).
- **64%** of SA dealer principals are black (FY2025: 61%).
- **34%** of employees are women (FY2025: 33%).
- **87%** of SA training spend invested in developing black employees, **29%** in women and **26%** in black women (FY2025: 86%, 29%, 26%).
- **84%** of SA training spend supports technical training (FY2025: 83%).

SRC Social and relationship capital

- A brand portfolio positioned to meet evolving customer preferences and market dynamics.
- Strengthened new emerging and growing Chinese and Indian brand representation across SA, the UK and Australia, supporting customer preferences, market relevance and sustainable growth.
- Growth of our new OEM (TATA Passenger) to an average of **~600 units per month** since its re-launch, achieving a market share of **~1,2%** for the year.
- **96** school resource centres supported by the DP World and Motus Community Trust, providing access to **>115 000** learners. The Trust supports **135** full-time employees.
- **>2,9 million** learners reached through the Motus Safe Scholar Programme to date.
- **289** Unjani Clinic care facilities, mobile clinics and health pods providing primary healthcare services for lower income areas. **924** people are employed. Clinic consultations average **151 000** each month.
- **~3 300** youths appointed to the South African YES4Youth Programme to date, with **~43%** of YES learners employed at Motus, reflecting our commitment to youth employment, for which we received a Presidential Award for being the Top Job Contributor at the 2025 ESG awards.
- Participation in business forums and industry associations enables us to shape the regulatory and operating environment impacting the Group and its stakeholders.

Distributor and wholesaler of parts and accessories



8



Parts retailer



7



Workshops, parts and servicing



6



Provider of VAPS



5



IC Intellectual capital

- Diversified revenue streams from vehicle and non-vehicle sales supporting sustainable growth and profitability.
- An integrated, secure and data-led IT environment that enables Motus to scale profitably, operate reliably and innovate at speed across our diverse businesses.
- Data monetisation, data-driven product development and pricing, and data-driven decision-making.
- Partnerships secured with leading institutions and innovation thought leaders.

Our leadership

Our diverse board of directors uses their extensive commercial knowledge, experience, and expertise to provide ethical and strategic direction to the Group, ensuring that value is created and protected for stakeholders. The board is supported by seasoned executives with strong capabilities across the automotive value chain.

The Group's Strategic ExCo is responsible for reviewing business performance and for influencing, considering and approving both strategic priorities and operational policies to ensure alignment with the organisation's objectives. Business unit executives perform a similar role, albeit with greater focus on evaluating and approving operational policies and assessing overall business performance.

Independent non-executive directors^{1, 2}



Johnson (JJ) Njeke

(67)

Committees:



Chairperson and independent non-executive director

MCompt, CA(SA), H Dip Tax Law

Appointed: 22 November 2018

Appointed as Chairperson: 22 August 2023

Completed years of service: 7 years

JJ is a Chartered Accountant (SA) with professional experience in the retail, petroleum and telecommunications industries. He has previously served as a non-executive director of Datatec Limited, Delta Property Fund Limited, MTN Holdings Limited and Sasol Limited and as Chairperson of Momentum Metropolitan Limited. He currently serves as Chairperson of Clicks Group Limited.



Siphso Maseko

(58)

Committees:



Deputy Chairperson and independent non-executive director

BA, LLB

Appointed: 1 September 2026

Siphso is a seasoned professional with experience spanning a variety of sectors, including digital transformation, telecommunications, energy, technology, automotive and retail. He has held CEO positions at BP Africa Limited and Telkom SA SOC Limited, was Chief Operating Officer (COO) at Vodacom Group Limited, and previously served as Chairperson of Airlink (Proprietary) Limited. He currently serves as a non-executive director on the boards of Shoprite Holdings Limited and KAP Limited.



Saleh Mayet

(70)

Committees:



Independent non-executive director

BCompt (Hons), CA(SA)

Appointed: 22 November 2018

Completed years of service: 7 years

Saleh is a Chartered Accountant (SA) and a seasoned finance professional with over 30 years' experience in the mining sector within the Anglo American Group in SA. He has held several listed and unlisted board positions and brings extensive experience across the full spectrum of corporate activities. He currently serves as a non-executive director on the boards of Astral Foods Limited, Datatec Limited and Mpat Limited.



Sango Ntsaluba

(66)

Committees:



Independent non-executive director

BCompt (Hons), CA(SA), MCom (Development Finance), H Dip Tax Law

Appointed: 1 September 2026

Sango is a Chartered Accountant (SA) and an accomplished professional with cross-sector experience spanning retail, fast-moving consumer goods, logistics, transport, automotive, mining, healthcare, pharmaceutical, investment and financial services across both the private and public sectors. He is a founding member of the SizweNtsalubaGobodo audit firm. He previously served on various boards, including Ascendis Health Limited, Pioneer Food Group Limited, Basil Read Limited, Barloworld Limited and Kumba Iron Ore Limited. He currently serves as the Chairperson and director of Thungela Resources Limited, and as a non-executive director on the board of Clicks Group Limited.



Jan Potgieter

(57)

Committees:



Independent non-executive director

BCompt (Hons), CA(SA), Management Development Programmes

Appointed: 22 August 2023

Completed years of service: 3 years

Jan is a Chartered Accountant (SA) with professional experience in financial management, retail business operations, supply chain and strategy, including serving as an executive director on the board of MassDiscounters (as part of the Massmart Group) and the CEO of Italtile Limited. He previously served as a non-executive director of Italtile Limited, Fortress Income Fund Limited and Novus Holdings Limited. He currently serves as a non-executive director on the board of The Foschini Group Limited.

¹ As at publication date.

² Completed years of service calculated from appointment date to publication date.



Fundiswa Roji-Nodolo

(50)

Committees:



Independent non-executive director

BCom (Hons), CA(SA), PG Dip Financial Planning

Appointed: 1 September 2021

Completed years of service: 5 years

Fundiswa is a Chartered Accountant (SA) with professional experience in finance, audit, private equity, corporate governance, transformation, investment management, investor relations, and mergers and acquisitions. She has served on boards in multiple sectors, including engineering, logistics, media, automotive, IT and manufacturing. She currently serves as a non-executive director on the boards of Assupol Holdings Limited, GIC Re SA Limited and Yebbo Yethu, and as an executive director of Dlodlobala Capital Proprietary Limited and Life Green Group Proprietary Limited.



Lesego Sennelo

(49)

Committees:

SES

Independent non-executive director

BCom (Hons), CA(SA)

Appointed: 3 June 2024

Completed years of service: 2 years

Lesego is a Chartered Accountant (SA) with professional experience in auditing, financial management, corporate governance, strategy, project development and implementation, and business development. She served as a non-executive director on the board of Redefine Limited, Managing Director of African Women Chartered Accountants Investment Holdings Proprietary Limited, and a partner at Modipane and Associates. She currently serves as a non-executive director on the board of Oceana Group Limited and an executive director on the board of WDB Investment Holdings Proprietary Limited.



René van Wyk

(70)

Committees:

ALCO

NOM

REM

Independent non-executive director

BCompt (Hons), CA(SA)

Appointed: 29 August 2023

Completed years of service: 3 years

René is a Chartered Accountant (SA) with professional experience in banking, audit, and risk management, including senior and executive director roles. He served as the executive director on the board of Imperial Bank, the Registrar of Banks for the SARB, and as a partner at KPMG. He currently serves as Chairperson of the board of ABSA Group Limited.

Executive directors^{1, 2}



Ockert Janse van Rensburg

(53)

Committees:

ExCo

SES

Chief Executive Officer

BCompt (Hons), CA(SA), H Dip Co Law, GCP (Wharton & IESE)

Appointed: 12 October 2017

Appointed as CEO: 1 November 2024

Completed years of service: 8 years

Ockert joined Imperial in January 2015 when he was appointed CFO of Motus Corporation (previously a subsidiary of Imperial). Ockert served as the CFO of Motus Holdings from October 2017 to October 2024, before being appointed CEO. In the 2022/2023 year, Ockert successfully completed the Global CEO Program (GCP) jointly facilitated by Wharton (USA) and IESE (Spain) business schools. Prior to joining Motus, Ockert was CFO of Foodcorp Holdings Limited, a multi-national food manufacturer, and before that, a partner at PwC. Ockert is a director of various Motus Group companies.



Brenda Baijnath

(48)

Committees:

ExCo

Chief Financial Officer

BCom (Hons), CA(SA), MBA

Appointed as CFO: 1 November 2024

Completed years of service: 1 year

Brenda joined Motus in August 2024 as CFO Designate, before being appointed CFO. Prior to joining the Group, she spent 18 years at Sasol Limited, where she held various senior vice president roles in finance and strategy, developing extensive expertise across the energy and fuels value chain. She began her professional career with Deloitte & Touche, building a strong foundation in finance and governance. Brenda also gained valuable international experience through a three-year assignment in the United States (US), which broadened her global business perspective and further strengthened her financial and strategic leadership capabilities. Brenda is a director of various Motus Group companies.

More information on changes made to the board and sub-committee memberships: Shareholder report online.

Board committee key

ALCO

Assets and Liabilities Committee

ARC

Audit and Risk Committee

NOM

Nomination Committee

REM

Remuneration Committee

SES

Social, Ethics and Sustainability Committee

ExCo

Strategic Executive Committee

C

Chairperson

¹ As at publication date.

² Completed years of service calculated from appointment date to publication date.

Our leadership (continued)

Strategic Executive Committee¹



Ntando Simelane

(54)

Company Secretary and Head: Legal Counsel

B. Juris, LLB, Advanced Company Law

Ntando joined Motus in April 2021 as Company Secretary and Head of Legal Counsel. Ntando is a lawyer with over 20 years of corporate law and over 15 years of company secretarial experience. Prior to joining Motus, he served as the Company Secretary and Head of Legal at Adcock Ingram Holdings Limited.



Berenice Francis

(50)

Executive: Risk, Sustainability and People

BCompt (Hons), MBA

Berenice joined Motus from Imperial, where she served on the Executive Committee from June 2009. She is the representative director of Ukhamba Holdings Proprietary Limited (Ukhamba) and related operations and serves as Chairperson of Unjani Clinic. Berenice also serves as the Chairperson of the Education and Technical Committee for IRMSA and is a member of the finance and risk committee of the National Business Initiative (NBI).



Rainer Gottschick

(54)

CEO – Vehicle Rental and Head: New Business Development

BCom (Hons), CA(SA)

Rainer joined Motus in June 2022, fulfilling various positions within the SA Retail and Rental business. In July 2025, he became responsible for the Vehicle Rental division with its associated Pre-owned Retail division and the Retail operations in the Rest of Africa. Rainer currently serves as President of the SAVRALA. Prior to joining Motus, Rainer spent over 20 years in the automotive division of Barloworld Group, including five years as CEO of Avis Car Rental Southern Africa.



Gideon Jansen van Rensburg

(52)

CEO – South Africa Retail

BCom (Acc)

Gideon has been with the Group for 25 years, having fulfilled various positions for Hyundai, culminating in his appointment as CEO of Hyundai in July 2023. In July 2025, he was appointed as the CEO of SA Retail.



Niall Lynch

(50)

Global CEO – Aftermarket Parts

BCom, Master of Business Science

Niall has been with the Group for over 15 years, during which time he has served in various franchise director roles within the Retail and Rental business segment, as the Managing Director of Renault and as CEO of Hyundai for eight years. He was appointed as the Global CEO of the Aftermarket Parts business segment in January 2024, after serving as COO for this business segment from July 2023.



Simphiwe Nghona

(49)

Executive: Mobility Solutions

P Dip Business Management, Advanced Management Programme (INSEAD)

Simphiwe joined Motus in May 2026. With close to three decades of experience in the automotive and financial services sectors, he brings deep expertise in mobility solutions, vehicle and asset finance, OEM engagement and multi-country operations. Prior to joining Motus, Simphiwe held senior executive roles at Volkswagen Group Africa, Standard Bank Group and WesBank.



Jaco Oosthuizen

(54)

CEO – Australia Retail and Head: Import and Distribution

BCompt (Hons)

Jaco has been with the Group for over 20 years, during which time he has held various positions across the Group, including as Managing Director of Renault and Mitsubishi. He serves as CEO of Australia Retail, a position he has held since June 2022, and is also responsible for the Import and Distribution business segment in SA since January 2025.

Business unit executives are listed with reference to their relevant functions: page 64, page 114, page 116, page 120 and page 122.

Full CVs for all executives are available on the Motus website.

¹ As at publication date. The CEO and CFO are members and leaders of the Strategic ExCo.



Leadership in action

Governance review

The board sets the tone for ethical leadership, sustainability, stakeholder inclusivity and high standards of governance. It is ultimately responsible for ensuring that these elements are integrated into Motus' strategy, risk management, assessment of opportunities and operations, in turn, securing the Group's reputation as a responsible corporate citizen and supporting value creation. Accountability, fairness and integrity are guiding principles, underpinned by transparent reporting to shareholders and stakeholders.

Motus' over-arching approach to corporate governance is based on:



- Robust business and financial risk management that is embedded across the Group.
- Providing clear, concise, accurate and timely information about the Group's operations and results.
- Transparent reporting to shareholders and other stakeholders on a financially integrated basis.
- Complying with the Companies Act, JSE Listings Requirements, King IV and the company's MOI among others.
- Ensuring that no director or executive management team member contravenes the JSE Listings Requirements and/or the law by dealing directly or indirectly in Motus shares during the prohibited periods.
- Recognising Motus' social responsibility and remaining responsive to the evolving regulatory environment.

The board strives to achieve the following corporate governance outcomes identified by King IV:



Ethical culture



Good performance



Effective control



Legitimacy

The board's governance practices are founded on the principles and practices and requirements of the Companies Act, MOI, the JSE Listings Requirements, King IV and the Group's internal policies.

Key environmental and social charters and principles:
United Nations Global Compact; Organisation for Economic Co-operation and Development (OECD) recommendations regarding anti-corruption; International Labour Organization Protocol on decent work and working conditions; and in SA, the dtic Codes and other legislation relating to transformation.

Motus currently reports on its compliance with King IV as this is aligned with governance practices followed for the majority of FY2026. However, the Group is in the process of reviewing its governance structures to ensure alignment with King V in preparation for reporting in accordance with King V in FY2027.

More information on the Group's governance practices and their alignment with King IV: Governance report in the shareholder report online.

More information on our approach to ethical conduct: ESG report online and Governance report in the shareholder report online.

Key board activities over FY2026



Regulatory readiness

Received training on and noted the changes required by King V and the Simplified JSE Listings Requirements.



Strategy alignment

Considered and approved the Group's business plan, strategies and budgets at a dedicated strategy and budget meeting.



Financial reporting

Considered and approved the annual financial statements, based on ARC's recommendation.



Funding readiness

Approved the mandate to launch a DMTN Programme.



Solvency discipline

Approved the dividends, being satisfied with the adequacy of the solvency and liquidity test performed, following ARC's recommendation.



Share repurchases

Approved the mandate for the share repurchase programme pursuant to shareholders' approval at the 2025 AGM.



Audit governance

Approved the appointment of PwC as external auditors for FY2026, following ARC's recommendation, subject to shareholder approval.



Board succession

Considered board and executive management succession plans.



Board composition

Through NomCo, considered the composition of the board and its sub-committees, conducted the recruitment of new board members, and made the necessary recommendation to the board where appropriate.



Ethics oversight

Via the SES Committee, monitored compliance with the Code of Ethics and feedback on the Group's anonymous reporting mechanisms, ethics declarations, gifts and declared conflicts of interest.



Sustainability-linked targets

Via the SES Committee, considered targets relating to the international sustainability-linked financing facility.



Brand reputation

Considered the Group's brand reputation and response to the Hyundai Grand i10 safety concerns and the SA Retail division restructuring.



B-BBEE scheme

Reviewed the Ukhamba structure (B-BBEE scheme) that was unwound during the period and confirmed that all appropriate actions were taken.



Remuneration governance

Approved the Group's remuneration policy and implementation thereof, and the prescribed officers following changes made at executive management level.



Committee compliance

No instances of committee non-compliance noted.



8 board meetings

held during FY2026, including four scheduled meetings, three special meetings, and one strategy and budget meeting.

Two new board members

appointed in FY2027. One non-executive director and one executive director resigned during FY2026.

Quarterly

risk appetite and tolerance reviews performed by ARC.

Board member CVs: Our leadership: page 96.

More information on the board's activities in FY2026: Governance report in the shareholder report online.

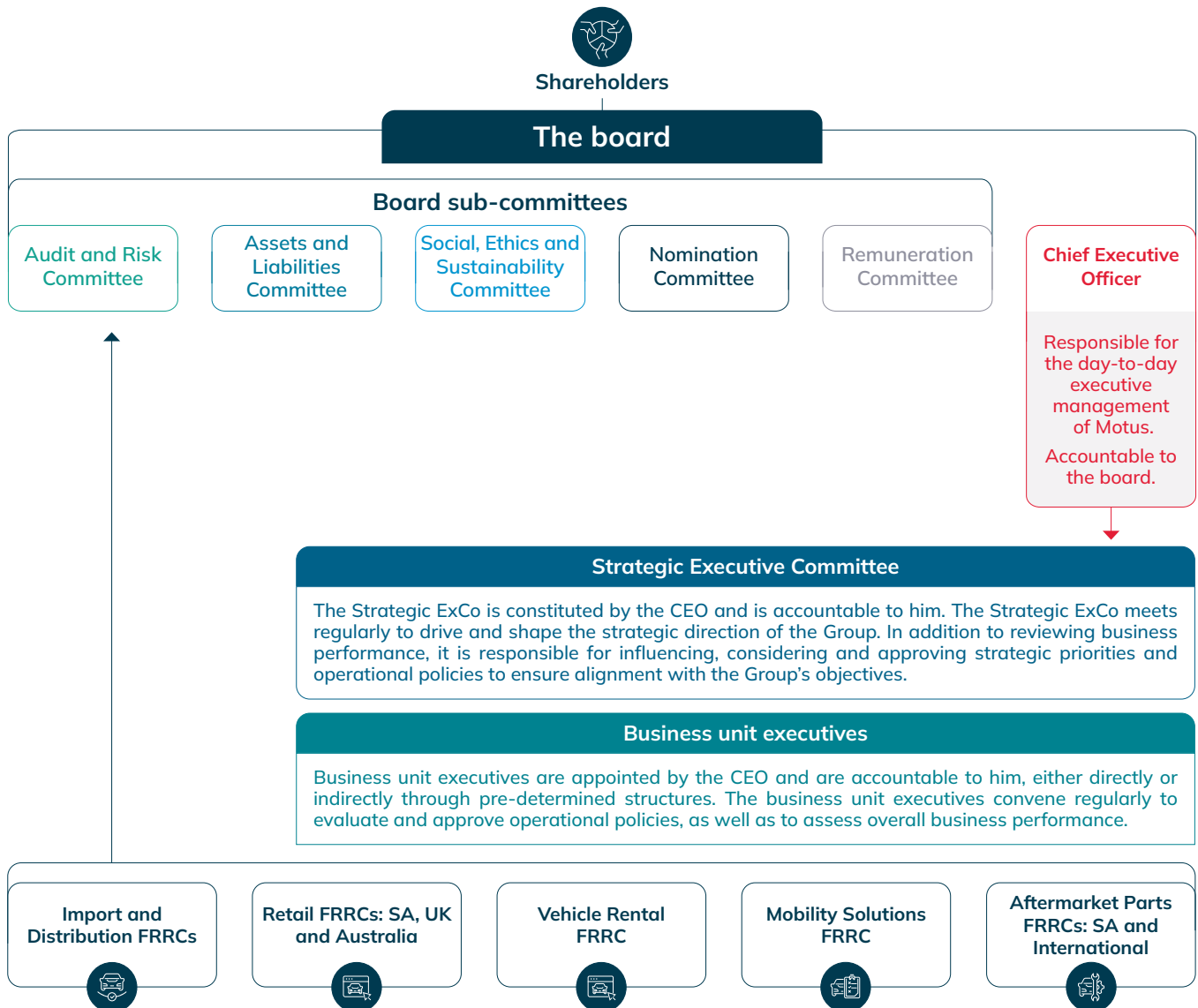
Key: Value preservation

Value creation

Governance review (continued)

Governance structures

The Group has a formally constituted board that manages the business and affairs of the Group and is accountable to the company's shareholders. The Group's business is structured into business segments with their own management structures, the CEOs of which are members of the Strategic ExCo.



More information on the Group's governance structures: Governance report in the shareholder report online.



Board sub-committees¹

Board sub-committees assist the board in discharging its responsibilities. The sub-committees are generally constituted with powers of recommendation, unless specified in a board resolution, board charter or legislation. Each sub-committee has terms of reference, also based on King IV, from which the sub-committee's annual plan is drawn. These are standing items on sub-committee agendas to ensure that each sub-committee adheres to its terms of reference.

Audit and Risk Committee

Focus areas

Oversees the Group's risk management, internal controls, internal and external audit activities, financial and integrated reporting integrity, solvency and liquidity, working capital, risk tolerance levels and appetite recommendation, fraud and misconduct matters (including conflicts of interest), finance function effectiveness, and technology governance, strategy and related IT risks.

Members

S Mayet (Chairperson), JN Potgieter, F Roji-Nodolo, LJ Sennelo.

Recent membership changes: subsequent to year-end, the composition of the ARC changed with effect from 1 September 2026. Mr. SS Ntsaluba was appointed Chairperson of the committee, Mr. S Mayet remained a member for continuity, and Ms. LJ Sennelo stepped down from the committee.

Capitals:

FC

HC

SRC

IC

MC

NC

Members

4

Independent non-executive directors

100%

Assets and Liabilities Committee

Focus areas

Oversees the Group's treasury and financial risk management, including liquidity, funding, debt levels, foreign exchange and interest rate risks, as well as financial assistance to related entities (in accordance with sections 44 and 45 of the Companies Act), levels of authority, adequate insurance, capital expenditure, and the evaluation of potential investments, acquisitions and disposals.

Members

JN Potgieter (Chairperson), S Mayet, R van Wyk.

Capitals:

FC

MC

Members

3

Independent non-executive directors

100%

¹ Membership reported for FY2026.

Governance review (continued)

Board sub-committees¹ (continued)

Social, Ethics and Sustainability Committee

Focus areas

Oversees and monitors ethical and responsible business conduct, including good corporate citizenship, B-BBEE performance and DEI, labour practices and human rights, employee learning and development, health and safety, community-based socio-economic development, environmental impacts, customer relationships and consumer protection compliance, brand reputation, business sustainability (including innovation, strategy, brand and reputation management), legislative compliance and regulatory change, the integrity of the ESG report, and alignment with key frameworks, acts and principles².

Members

F Roji-Nodolo (Chairperson), LJ Sennelo, A Tugendhaft, OJ Janse van Rensburg.

Recent membership changes: Mr. A Tugendhaft resigned on 31 May 2026.

Capitals:



Members

4

Independent
non-executive
directors

50%

Nomination Committee

Focus areas

Oversees board composition, diversity, succession planning, director induction and development, board performance evaluations, and director awareness of emerging risks, legislative changes and developments in the operating environment.

Members

MJN Njeke (Chairperson), A Tugendhaft, R van Wyk.

Recent membership changes: following the resignation of Mr. A Tugendhaft on 31 May 2026, Mr. S Mayet was co-opted to the committee, before the appointment of Mr. SN Maseko as a member with effect from 1 September 2026.

Capitals:



Members

3

Independent
non-executive
directors

67%

Remuneration Committee

Focus areas

Oversees director and executive remuneration, including setting and implementing the remuneration policy, approving the general composition of remuneration packages, approving the criteria for executive short and long-term incentives (LTI), and conducting income differential analyses for the SA operations in accordance with regulatory requirements and good governance principles.

Members

R van Wyk (Chairperson), MJN Njeke, A Tugendhaft.

Recent membership changes: following the resignation of Mr. A Tugendhaft on 31 May 2026, Mr. S Mayet was co-opted to the committee, before the appointment of Mr. SN Maseko as a member with effect from 1 September 2026.

Capitals:



Members

3

Independent
non-executive
directors

67%

¹ Membership reported for FY2026.

² UN Global Compact principles, the OECD recommendations regarding corruption, the Employment Equity Act, the B-BBEE Act and the International Labour Organization Protocol on decent work and working conditions.

FY2026 board and committee attendance

Board and sub-committee meetings, as well as the board strategy and budget meeting, are scheduled annually and in advance. Four board meetings and one annual board strategy and budget meeting were scheduled for FY2026. There were three special board meetings held during the period under review.

Scheduled and special board meetings		Strategy and budget meeting	
Non-executive directors		100% attendance by eligible board members	
Members	Attendance ¹	Members ²	Attendance
7	98%	3	94%

Sub-committee meetings and attendance				
Audit and Risk Committee	Assets and Liabilities Committee	Social, Ethics and Sustainability Committee	Nomination Committee	Remuneration Committee
Meetings	Meetings	Meetings	Meetings	Meetings
4	4	4	5	5
Attendance	Attendance	Attendance ³	Attendance ⁴	Attendance ⁴
100%	100%	94%	100%	100%

¹ More information on board attendance and committee composition: Governance report in the shareholder report online.



¹ Mr. A Tugendhaft attended all meetings prior to his resignation on 31 May 2026 and Ms. Raji-Nodolo did not attend one special board meeting.

² Ms. KA Cassel did not attend one special board meeting.

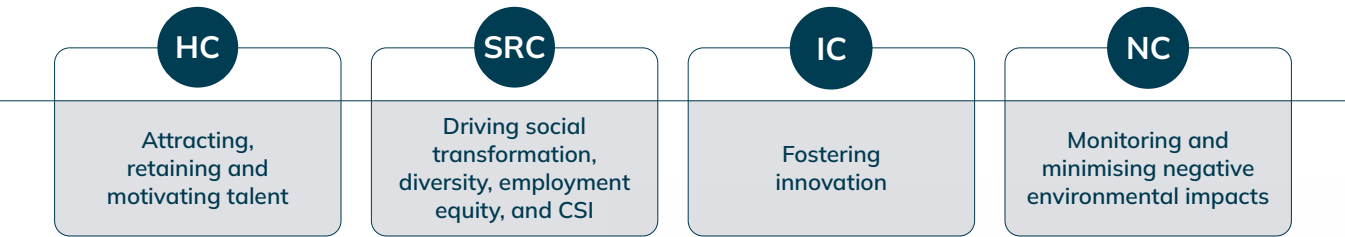
³ Mr. A Tugendhaft attended 3/4 meetings prior to his resignation on 31 May 2026.

⁴ Mr. A Tugendhaft was present for all meetings prior to his resignation, thereafter Mr. S Mayet was co-opted to these sub-committees and served on them until the appointment of Mr. SN Maseko, with effect from 1 September 2026.

Remuneration review

Motus’ approach to remuneration is designed to drive performance, accountability and sustainable value creation. By aligning variable pay with clearly defined financial, strategic and ESG-related KPIs, we incentivise behaviours and decisions that support operational excellence, disciplined capital deployment and proactive risk management. This strengthens alignment between executive rewards, strategic execution and the delivery of long-term value for shareholders and other stakeholders.

Recognising that remuneration drives both financial outcomes and broader value creation, our framework ensures resilience and sustainable growth across the capitals on which the Group depends through links to the following, in addition to financial capital:



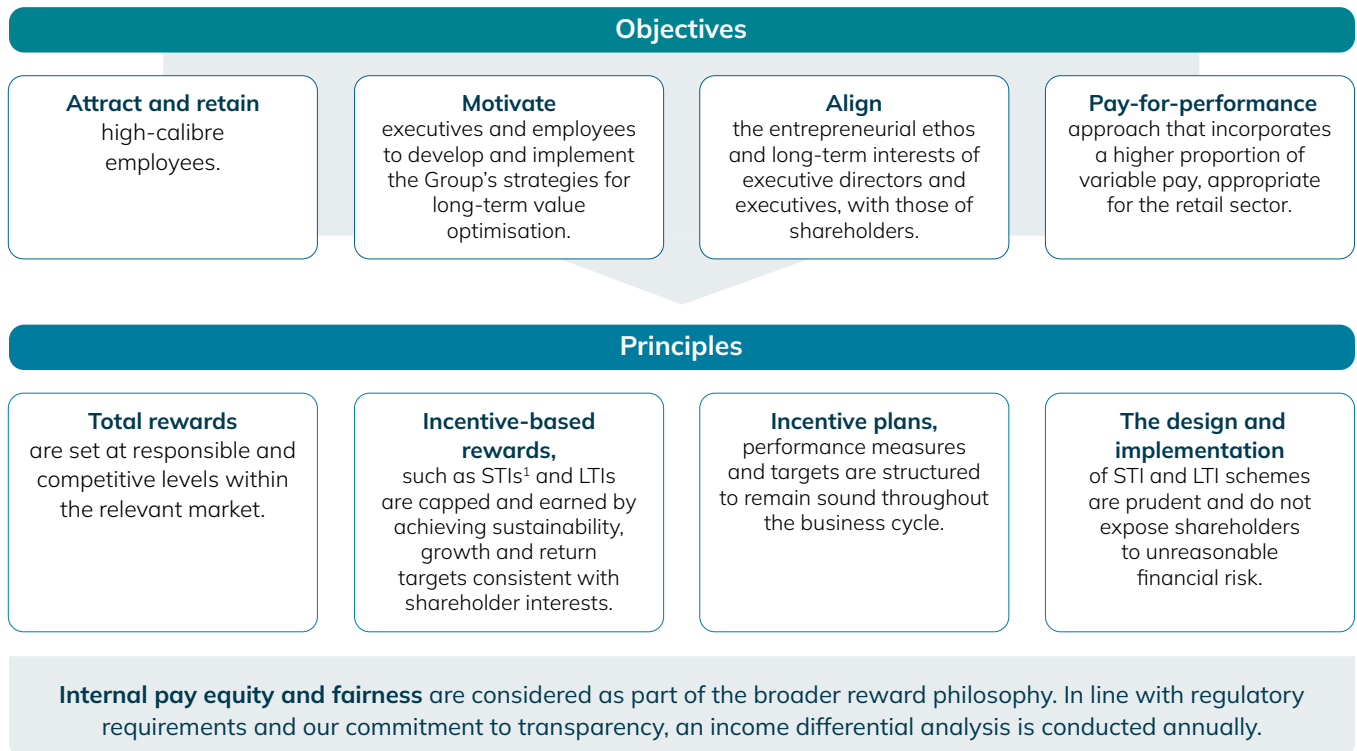
Reward philosophy

We ensure that our disclosures relating to executive remuneration are balanced and transparent and are careful not to depart from expectations set by performance criteria, even when factors outside our control impact performance.



René van Wyk
 Remuneration Committee
 Chairperson

Our remuneration policies are designed to conform to best practices and are structured around the following key objectives and principles:



 More information on strategic initiatives: page 51.

 More information on the Group's remuneration philosophy, principles, policy and implementation: Remuneration report in the shareholder report online.

Key remuneration focus areas and outcomes for FY2026

In addition to annual approvals, RemCo undertook an income differential analysis for the SA operations in accordance with regulatory requirements and good governance principles. The assessment forms part of our ongoing commitment to fair and responsible remuneration.

 More information on the income differential analysis, including its outcomes: Remuneration report in the shareholder report online.



¹ Short-term incentive (STI).

² Total guaranteed pay (TGP).

Remuneration review (continued)

Executive remuneration structures

Total guaranteed pay	Fixed pay
Purpose and link to strategy: to attract and retain the best talent for the role and duties required. Eligibility: all executives are eligible for TGP. Determination: TGP includes benefits but excludes STIs and LTIs. The TGP of each executive is based on roles in similar companies, which are comparable in terms of size, market sector, business complexity and international scope. Divisional performance, individual performance and changes in responsibilities are considered when determining fixed remuneration. Executives are entitled to market-related benefits, including vehicle benefits, retirement fund contributions, medical insurance, and death and disability insurance.	
Short-term incentive	Variable pay
Purpose and link to strategy: to motivate and incentivise the delivery of annual performance achieved against financial and non-financial targets. Eligibility: all executives are eligible for performance-related STIs that are non-contractual and non-pensionable. Determination: RemCo reviews incentives annually and determines the level of each incentive payment based on performance criteria set at the beginning of the performance period. Criteria are adjusted annually or on an ad hoc basis when an individual's responsibilities are amended. RemCo sets the minimum performance targets at which annual STIs become payable and the targets at which the maximum incentive is paid. STIs are capped at maximum levels as a percentage of TGP. RemCo has the discretionary authority to adjust payments in exceptional circumstances.	

FY2027 annual STI criteria

		CEO	CFO	Company Secretary and Head: Legal Counsel ¹
Financial performance	Achieve targeted Group operating profit	40	25	20
	Achieve targeted Group PBT	40	25	20
	Achieve cash targeted average debt to EBITDA	35	20	
Strategic performance	Strategy execution and individual performance	25	20	
	Specific legal and governance projects			30
ESG performance	Achieve ESG stretch targets ²	10	10	10
	• Vehicle fuel consumption			
	• Electricity purchased			
	• Gender representation			
	• CSI			
Maximum STI as a percentage of TGP		150	100	80

Note: other participants are eligible for between 30% and 100% of TGP as a maximum STI.

¹ Included in his capacity as a prescribed officer.

² Aligned with targets agreed (for vehicle fuel consumption, electricity purchased, gender representation and learners reached and/or number of resource centres for the DP World and Motus Community Trust) in the Group's sustainability-linked financing facilities.

Long-term incentive

Variable pay

Purpose and link to strategy: to motivate and incentivise the delivery of long-term sustainable performance.

Eligibility: executive participation in the LTI and retention and reward scheme is based on criteria such as seniority, performance during the year, and other retention drivers. Any senior employee with significant managerial or other responsibility, including any director holding salaried employment or office in the Group, is eligible to participate in the LTI scheme.

Determination: is benchmarked against other JSE-listed companies. It is calculated using a model developed by independent remuneration consultants and is determined using the expected value of an allocation expressed as a percentage of TGP. The individual percentage allocated is determined based on retention considerations and the job grading of the participant.

Conditional share plan (CSP): as of 1 July 2020, the Group only uses the CSP as an LTI scheme. Executives receive grants of conditional awards and vesting is subject to performance conditions (below). The performance conditions for the CSPs are based on performance targets set by RemCo at the time of issue. The extent to which each performance condition has been met is determined on the vesting date.

FY2027 CSP performance targets

Performance criteria	Weighting	Performance conditions evaluated on the vesting date	% of CSP awards
Growth in HEPS relative to the growth in HEPS of a selected peer group of JSE-listed companies¹	30%	If the HEPS growth of the company is below the lower quartile of the peer group.	0
		If the HEPS growth of the company is equal to the lower quartile of the peer group.	30
		If the HEPS growth of the company is equal to or above the upper quartile of the peer group.	100
ROIC in excess of WACC²	30%	If the average ROIC of the company over the performance period is lower than the average WACC plus 1% of the company over the performance period.	0
		If the average ROIC of the company over the performance period is equal to or in excess of the average WACC plus 1% of the company over the performance period.	50
		If the average ROIC of the company over the performance period is equal to or in excess of 3% of WACC.	100
Achieve cash flow target³	30%	If the average net debt: EBITDA of the company over the performance period is in excess of 2,0 times.	0
		If the average net debt: EBITDA of the company over the performance period is below 1,75 times.	50
		If the average net debt: EBITDA of the company over the performance period is below 1,5 times.	100
Achieve ESG stretch targets⁴ Includes criteria for vehicle fuel consumption, electricity purchased and CSI	10%	Achieve below 33% of ESG criteria.	0
		Achieve 33% of ESG criteria.	33
		Achieve 100% of ESG criteria.	100

¹ Linear vesting occurs between the 30% and 100% range.

² Linear vesting occurs between the 50% and 100% range.

³ Linear vesting occurs between the 0% and 100% range.

⁴ Linear vesting occurs between the 33% and 100% range.

More information on executive remuneration, including implementation of the FY2026 remuneration policy and the proposed FY2027 remuneration policy: Remuneration report in the shareholder report online.

Remuneration review (continued)

FY2026 prescribed officer remuneration

Prescribed officer remuneration includes TGP, the STI awarded and the LTI vested in FY2026.

Ockert Janse van Rensburg: Chief Executive Officer

	2026 R'000	2025 R'000
Cash component	12 654	10 259
Retirement and medical aid contributions	641	580
Other benefits	183	183
Total guaranteed pay	13 478	11 022
STI bonus	18 144	13 949
Total cash remuneration	31 622	24 971
Gains on exercise of LTI awards	5 742	10 527
Total remuneration realised	37 364	35 498

Year-on-year changes in Ockert's remuneration primarily reflect a full year of remuneration as CEO. In the prior year, Ockert was remunerated for four months as CFO and eight months as CEO.

Brenda Baijnath: Chief Financial Officer

	2026 R'000	2025 R'000
Cash component	5 328	4 658
Retirement and medical aid contributions	592	512
Other benefits	582	332
Total guaranteed pay	6 502	5 502
STI bonus	5 915	4 675
Total cash remuneration	12 417	10 177
Gains on exercise of LTI awards	–	–
Total remuneration realised	12 417	10 177

Year-on-year changes in Brenda's remuneration primarily reflect a full year of remuneration as CFO. In the prior year, Brenda was remunerated for three months as an executive and eight months as CFO.

Ntando Simelane: Company Secretary and Head: Legal Counsel

	2026 R'000	2025 R'000
Cash component	3 508	3 339
Retirement and medical contributions	325	311
Other benefits	2	2
Total guaranteed pay	3 835	3 652
STI bonus	2 721	2 008
Total cash remuneration	6 556	5 660
Gains on exercise of LTI awards	990	1 769
Total remuneration realised	7 546	7 429

STI and LTI performance for FY2026

All prescribed officers' TGP was increased by 5% for inflation. Ockert achieved 90% of STI and 88% of LTI criteria for FY2026, Brenda achieved 91% of STI criteria for FY2026, and Ntando achieved 89% of STI and 88% of LTI criteria for FY2026.

During the year, we met or exceeded all financial targets for STIs as well as most non-financial targets. We did not meet the target for vehicle fuel consumption agreed in the Group's sustainability-linked financing facilities.

LTI performance for the gains realised in FY2026 are based on the LTI criteria for the three-year performance period set during September 2022. The LTI scheme measured performance based on growth in HEPS relative to a selected peer group of JSE-listed companies, the achievement of ROIC in excess of WACC, the attainment of cash flow targets, and individual performance against strategic and operational objectives.

 More information on prescribed officer remuneration, including performance against and computations for STIs: Remuneration report in the shareholder report online.

Fair and responsible employee remuneration

Our employees are crucial to our success and their remuneration, particularly TGP, contributes significantly to our operating costs. Our salaried employees are competitively remunerated to ensure that Motus remains able to attract and retain the skills we need to deliver on our strategy.

For salaried employees, TGP and the mix of fixed and variable pay are designed to meet the industry standards, operational needs and strategic objectives of each business segment, based on stretch targets that are verifiable and relevant.

Compensation is based on the requirements and responsibilities of each role, with a commitment to equal pay and opportunity, ensuring there is no discrimination based on race or gender.

The Group has various formal and informal frameworks for performance management that are directly linked either to increases in TGP and/or annual STIs. Performance management and assessment occur regularly throughout the Group, where company performance, personal achievement of key performance criteria, and delivery of key strategic imperatives are discussed.

 More information on the remuneration breakdown for salaried employees: Remuneration report in the shareholder report online.

Non-executive director remuneration

RemCo reviews and recommends to the board the fees payable to non-executive directors. The board in turn makes recommendations to shareholders after considering the fees paid by comparable companies, responsibilities of the non-executive directors and considerations relating to the retention and attraction of high-calibre individuals. RemCo maintains a structure where directors' fees are not split between membership and attendance fees. We believe that the efforts and contribution of non-executive directors go well beyond their attendance at formal board or sub-committee meetings, and the Group has not had significant instances of non-attendance of meetings.

The proposed fee increase in non-executive directors' fees for the board and all sub-committees is 5% for FY2027 and 4,5% for FY2028. Market trends and additional responsibilities of non-executive directors in terms of increased legal and governance requirements were considered in determining the proposed fee increases. Executive directors receive no directors' or committee fees for their services as directors in addition to their normal remuneration as employees.

 More information on non-executive director remuneration: Remuneration report in the shareholder report online.

Total compensation
R10 293 million paid to
20 592 employees

Salaried employees are eligible for a mix of fixed and variable pay, including TGP and/or STIs, LTIs, and other benefits. We benchmark remuneration on an ongoing basis.

Key focus areas for FY2027

- Benchmarking the remuneration packages of the CEO, CFO and executive management, to ensure these appropriately reflect their roles, responsibility and performance.
- Taking steps towards addressing remuneration differentials by increasing minimum salaries paid to employees in the Group's SA operations.
- Succession planning for executive management.

How we delivered value

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Business segment performance review



Import and Distribution

The Import and Distribution business segment provides a differentiated value proposition to the dealership network, enhancing revenue and profits of the Group. We import, distribute and supply vehicles and parts to the Group, independent dealership networks, government, fleets and vehicle rental companies. Approximately 65% to 70% of vehicle volume sales are generated through Motus-owned dealerships, with the remainder sold by independent dealerships.

Executive leadership



Jaco Oosthuizen
Head: Import and Distribution
and CEO – Australia Retail



Stanley Anderson
CEO – Hyundai



Thato Magasa
CEO – TATA Passenger



Shumani Tshifularo
CEO – Renault



Paul Turnbull
CEO – Kia

Key financial metrics

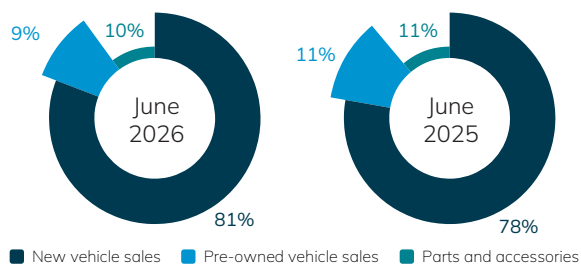
Revenue
R24 855 million
19% of Group revenue

Operating profit
R986 million
16% of Group operating profit

Profit before tax
R385 million
9% of Group PBT

Operating margin
4,0%

Revenue by nature



Key performance drivers



Page 65.



Page 66.



Page 67.

More information on performance driver-related performance online, including non-financial performance.

Brand representation



South Africa

We are the exclusive South African importer of Hyundai, Kia, Renault, TATA Passenger and Mitsubishi.



Other African countries

We are the exclusive distributors of 12 brands to various African countries, excluding SA.



Hyundai

in

Botswana, Eswatini, Lesotho, Namibia and Zimbabwe



Kia

in

Eswatini, Lesotho, Namibia and Zimbabwe



Renault

in

Botswana, Eswatini, Lesotho and Namibia



TATA Passenger

in

Botswana, Eswatini, Lesotho, Malawi, Mozambique, Namibia, Zambia and Zimbabwe



Mitsubishi

in

Botswana, Eswatini, Lesotho, Malawi, Mozambique, Namibia, Tanzania, Zambia and Zimbabwe



Nissan

in

Kenya, Malawi, Tanzania and Zambia



UD Trucks

in

Malawi and Zambia



GWM

in

Kenya and Malawi



Omoda

in

Tanzania and Zambia



Jaecoo

in

Tanzania and Zambia



Changan

in

Malawi and Zambia



Dongfeng

in

Kenya

Financial performance

	HY1 2026 unaudited ¹	HY2 2026 pro forma ²	2026 audited	2025 audited	% change on 2025 audited
Revenue (Rm)	12 943	11 912	24 855	22 063	13
Operating profit (Rm)	519	467	986	759	30
Operating margin (%)	4,0	3,9	4,0	3,4	
Profit before tax (Rm)	165	220	385	113	>100

¹ HY1 numbers are unaudited and were released in the interim published results for the six months ended 31 December 2025.

² HY2 numbers are unaudited and derived from deducting the HY1 results from the annual published results for the year ended 30 June 2026.

Revenue and operating profit increased by 13% and 30%, respectively, mainly due to higher sales volumes and more vehicles being wholesaled through the dealer channel, with reduced sales to external vehicle rental companies on buy-back (revenue not recognised). Higher margins are earned on the vehicles wholesaled to the dealer channel.

We continue to operate in a highly competitive environment as changing consumer preferences and increased competition continues to shape the market. The market is unable to absorb price increases, requiring continued pricing discipline to maintain competitiveness.

The Importers have forward cover for the Euro and US Dollar to March 2027 and April 2027, respectively, at average rates of R19,69 to the Euro and R16,68 to the US Dollar, including forward cover costs. The current guideline is to cover ~seven months of forecasted vehicle orders and corresponding duties, with TATA Passenger and Mitsubishi required to be covered for all committed orders.

Business segment performance review (continued)



Retail and Rental

The Retail and Rental segment retails vehicles through dealerships based primarily in SA, with a selected international presence in the UK and Australia. The Vehicle Rental division operates through the Europcar and Tempest brands in Southern Africa. The Retail and Rental segment's unrivalled scale and footprint in SA of strategically located dealerships in largely urban areas, underpins its leading market share. The business provides a consistent superior route to market through quality marketing, high levels of customer satisfaction and strategically located dealerships in the economic hubs of SA.

Executive leadership



Key financial metrics

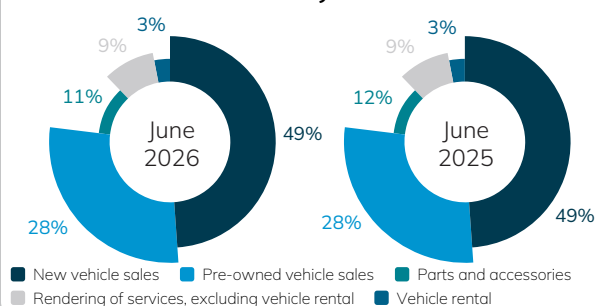
Revenue
R89 226 million
67% of Group revenue

Operating profit
R2 455 million
40% of Group operating profit

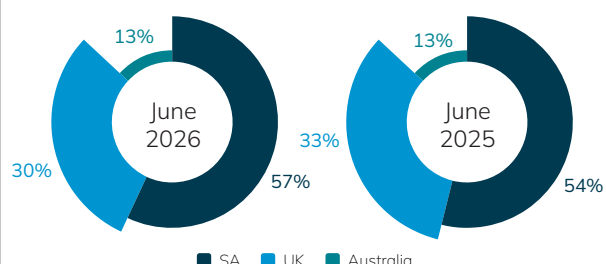
Profit before tax
R1 466 million
37% of Group PBT

Operating margin
2,8%

Revenue by nature



Revenue by regional contribution



Key performance drivers



More information on performance driver-related performance online, including non-financial performance.

Brand representation



South Africa

Our nationwide network retails 43 vehicle brands, including 15 emerging and growing brands. Through three dedicated pre-owned retail platforms and our extensive SA Retail dealership network, we provide South Africans with access to high-quality pre-owned vehicles. Complementing this, our Vehicle Rental operations combine the strength of the globally recognised Europcar brand with Tempest, a trusted value-focused offering that broadens access to mobility for cost-conscious South Africans.

Importer brands



Emerging and growing vehicle brands



Established vehicle brands



Dedicated pre-owned brands



Vehicle Rental brands



United Kingdom

Our retail presence in the UK spans commercial and passenger vehicles. The Pentagon Motor Group retails and services passenger vehicles and LCVs across the UK, representing 21 passenger vehicle brands, including five emerging and growing brands. Motus Commercial retails and services DAF commercial vehicles; it is the largest independent commercial vehicle dealership group and the largest DAF dealer group in the UK.

Established brands



Emerging and growing brands



Business segment performance review (continued)

Brand representation (continued)



Australia

Our retail operations in Australia focus on passenger vehicles, representing 24 vehicle brands, including six emerging and growing brands.

Established brands



Emerging and growing brands



Financial performance

	HY1 2026 unaudited ¹	HY2 2026 pro forma ²	2026 audited	2025 audited	% change on 2025 audited
Revenue (Rm)	45 167	44 059	89 226	88 894	–
Operating profit (Rm)	1 206	1 249	2 455	2 420	1
Operating margin (%)	2,7	2,8	2,8	2,7	
Profit before tax (Rm)	728	738	1 466	1 171	25

¹ HY1 numbers are unaudited and were released in the interim published results for the six months ended 31 December 2025.

² HY2 numbers are unaudited and derived from deducting the HY1 results from the annual published results for the year ended 30 June 2026.

Revenue remained flat when compared to the prior year, while operating profit improved by 1%.

The Retail and Rental segment sold 94 938 new units (FY2025: 82 899), an increase of 15%, and 90 890 pre-owned units (FY2025: 86 893), an increase of 5%, representing 0,96 pre-owned units for every new vehicle unit sold (FY2025: 1,05:1).

In SA, we benefitted from improved market conditions and higher sales volumes. The margins remain under pressure in the highly competitive environment, with some established brands losing market share. The challenging economic environment negatively impacted our International operations, including higher-than-inflation increases in operating costs.



South Africa

SA Retail revenue and operating profit increased by 5% and 8%, respectively, supported by higher vehicle sales volumes, particularly at the Importer dealerships, the introduction of growing volume brands, the expansion of Chinese representation and improved performance resulting from the turnaround strategy implemented in previously loss-making dealerships. Pre-owned vehicles gained good momentum during the year despite challenging market conditions.

Vehicle Rental revenue and operating profit increased by 6% and 8%, respectively. The business benefitted from an improvement in the average vehicle utilisation levels to 73% for the year (FY2025: 71%), increased longer-term rentals and improved fleet cost management.

In SA, we sold 62 877 new units (FY2025: 52 548), an increase of 20%, and 67 932 pre-owned units (FY2025: 63 523), an increase of 7% during the year.



Australia

In Australian Dollars, revenue increased by 1%, and operating profit decreased by 17%. The strengthening of the Rand against the Australian Dollar negatively impacted the translation of the results during the year and accordingly revenue decreased by 2% and operating profit decreased by 19% for the year.

Revenue growth was supported by positive contributions from acquired businesses and improved pre-owned sales volumes and aftersales activity. The decline in operating profit reflected continued pressure on new vehicle margins amid heightened competition and higher-than-inflation increases in operating costs.

Australia Retail sold 12 754 new units (FY2025: 12 731) and 7 175 pre-owned units (FY2025: 6 792) during the year.



United Kingdom

In Pound Sterling, revenue decreased by 4% (increased by 4% excluding MTV), while operating profit increased by 4% (decreased by 1% excluding MTV). The strengthening of the Rand against Pound Sterling negatively impacted the translation of the results during the year and accordingly revenue decreased by 7% for the year, while operating profit remained flat. Excluding the contribution of MTV in the prior year, revenue was flat, and operating profit decreased by 5%.

The UK commercial division's performance was impacted by continued weakness in the HCV market and lower fleet sales volumes, resulting in declines in both revenue and operating profit. Strong aftersales activity partially mitigated the impact of weaker vehicle sales. The aftersales activity has benefitted from regulatory services, which are annuity-based in nature and accounts for ~80% of the UK commercial division's income.

The UK passenger division delivered a strong performance, supported by higher retail vehicle sales volumes and growth from Chinese brands within the portfolio. This contributed to improved revenue and operating profit for the year.

UK Retail sold 19 307 new units (FY2025: 17 620) and 15 783 pre-owned units (FY2025: 16 578) during the year.



Business segment performance review (continued)



Mobility Solutions

Mobility Solutions is a leader in the VAPS industry, delivering consistent stakeholder value through its foundational purpose of “Mobility for Good”. With the customer placed front of mind at all times, Mobility Solutions seeks to find innovative mobility solutions that create customer loyalty and enhance the vehicle ownership experience. They also solve for under-served customer needs and create long term value for the Motus business and its integrated value chain through the creation of a steady stream of annuity income.

Executive leadership



Simphiwe Nghona
Chief Executive:
Mobility Solutions and Services



Manny Lazera
CEO – Mobility Solutions
Products

Key financial metrics

Operating profit

R1 387 million

22% of Group operating profit

Profit before tax

R1 275 million

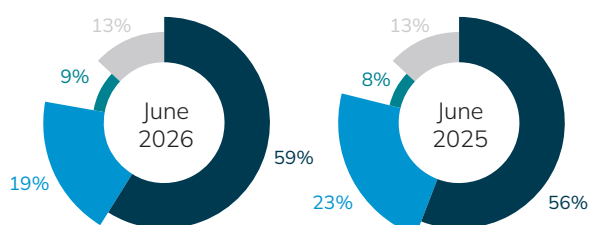
31% of Group PBT

Deferred income related to vehicle service, maintenance and warranty contracts

R2 864 million

annuity revenue stream

Revenue by nature



Earned in addition to other income streams

Over the years, the segment has developed core competencies in innovating, managing, administering, and distributing advanced financial products and services for vehicles. These solutions are delivered to customers through a wide range of channels, including importers, dealerships, finance houses, insurers, call centres, and digital platforms. Additionally, the segment is well-known for providing comprehensive fleet management services to corporate clients, which encompass maintenance, telematics, and other fleet management services.

The segment has five diverse income streams arising from the sale of non-insurance VAPS, the sale of insurance VAPS, the provision of vehicle finance solutions through our bank alliances, the provision of fleet management products and services, as well as the provision of consumer mobility solutions. This provides the broader Group with protection against the volatility and cyclicity of new vehicle sales in the SA market. The performance of the business segment is underpinned by annuity income streams, making Mobility Solutions highly resilient against market fluctuations and contributing significantly to the Group's stability and growth.

Key performance drivers



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More information on performance driver-related performance online, including non-financial performance.

Brand representation

Our products and services are delivered through a number of focused and related brands.

VAPS



Vehicle asset finance



Fleet management



Consumer Mobility Solutions



Financial performance

	HY1 2026 unaudited ¹	HY2 2026 pro forma ²	2026 audited	2025 audited	% change on 2025 audited
Revenue (Rm)	1 310	1 314	2 624	2 650	(1)
Operating profit (Rm) ³	680	707	1 387	1 320	5
Profit before tax (Rm) ³	625	650	1 275	1 214	5

¹ HY1 numbers are unaudited and were released in the interim published results for the six months ended 31 December 2025.

² HY2 numbers are unaudited and derived from deducting the HY1 results from the annual published results for the year ended 30 June 2026.

³ Revenue and other profit streams culminate in operating profit and PBT reported.

Revenue has marginally declined compared to the prior year, and operating profit increased by 5%.

Revenue was impacted by lower sales into the external vehicle rental channel as vehicle supply was prioritised to the dealership network. Operating profit increased primarily due to improved performance from the vehicle maintenance, service and warranty contract funds and positive contributions from associates and joint ventures. More than 70% of the operating profit is annuity-based in nature.

Deferred income related to vehicle service, maintenance and warranty contracts increased by 3%, due to higher volumes during the year.



Business segment performance review (continued)

Aftermarket Parts



The Aftermarket Parts business' large national and growing footprint in Southern Africa, the UK, Asia and Europe enables us to leverage our buying power to source, wholesale and retail competitively priced products to a continually growing vehicle parc of ageing out-of-warranty vehicles.

Executive leadership



Niall Lynch
Global CEO – Aftermarket
Parts



Michelle Raw
CEO – South Africa
Aftermarket Parts

Products are sourced globally and distributed through warehouses and distribution points across SA, the UK, Asia and Europe, enabling the procurement of parts and accessories at competitive prices and supporting efficient distribution to wholesale, retail and workshop customers.

Geographic expansion into other markets provides a growth opportunity for this business. Backward integration into the wholesale supply chain will also increase our participation in this part of the automotive value chain, driving further growth and reducing reliance on intermediaries.

Key financial metrics

Revenue

R15 552 million

12% of Group revenue

Operating profit

R1 397 million

22% of Group
operating profit

Profit before tax

R947 million

23% of Group PBT

Operating margin

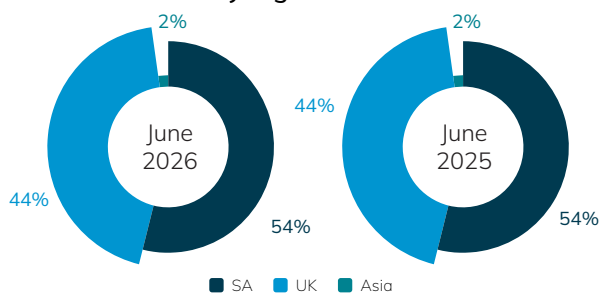
9,0%

Key performance drivers



Page 67.

Revenue by regional contribution¹



¹ FY2025 comparatives have been represented to include the Eliminations within the specific international regions in which they occur.

More information on performance driver-related performance online, including non-financial performance.

Brand representation

Franchises and agencies



Owned retail



Regional distribution



International distribution



Financial performance

	HY1 2026 unaudited ¹	HY2 2026 pro forma ²	2026 audited	2025 audited	% change on 2025 audited
Revenue (Rm)	7 866	7 686	15 552	15 272	2
Operating profit (Rm)	657	740	1 397	1 390	1
Operating margin (%)	8,4	9,6	9,0	9,1	
Profit before tax (Rm)	444	503	947	899	5

¹ HY1 numbers are unaudited and were released in the interim published results for the six months ended 31 December 2025.

² HY2 numbers are unaudited and derived from deducting the HY1 results from the annual published results for the year ended 30 June 2026.

Revenue and operating profit increased by 2% and 1%, respectively.

South Africa

The SA Aftermarket Parts operations revenue and operating profit increased by 2% and 20%, respectively, despite competing in a highly competitive market and consumers' disposable income remaining under pressure.

The strong performance was driven by improved inventory availability, operational excellence, cost optimisations, the execution of the focused sales strategy, the successful expansion into previously under-served customer channels (Klutch), and higher margins realised on FAI PRO private-label parts and accessories sales.

International

In Pound Sterling, revenue increased by 5% and operating profit decreased by 6%. The results were negatively impacted by the strengthening of the Rand against the Pound Sterling, and accordingly, revenue increased by 1% and operating profit decreased by 10%. The results were also negatively impacted by higher employment costs arising from changes in National Insurance rates and minimum wage legislation. The impact of the incremental costs was approximately R60 million.

In Pound Sterling, both the wholesale and retail businesses contributed positively. The wholesale business delivered growth in revenue and operating profit through increased sales volumes with higher margins and a positive contribution from the Poland distribution point. The retail business achieved revenue growth, while operating margin remained under pressure, arising from higher employment costs.

Additional information

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Independent limited assurance report

Independent Assurance Practitioner's Limited Assurance Report on Selected Key Performance Indicators

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 (KPIs), as described below, and presented in the Integrated report of Motus Holdings Limited ("Motus") for the year ended 30 June 2026 (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 on page 30 of the Report. The selected subject matters described below have been prepared in accordance with Motus' internally defined criteria ("reporting criteria"). The reporting criteria is available on the client's website at <https://www.motus.co.za/environmental-social-governance/governance/>.

Environment Key Performance Indicators	Unit of measurement	Boundary
Road fuel usage (includes petrol and diesel)	Kl	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 Key Performance Indicators	Unit of measurement	Boundary
Total group CSI spend	Rm	Group
Community Development Programme: Total number of learners impacted	Number	South Africa
Community Development Programme: Cumulative number of resource centres available to registered learners	Number	South Africa
Diversity and Inclusion: Percentage of female representation in management	Percentage	South Africa

Directors' Responsibilities

The Directors are responsible for the selection, preparation and presentation of the selected KPIs 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 KPIs 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 KPIs 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* and, in respect of greenhouse gas emissions, in accordance with the International Standard on Assurance Engagements (ISAE) 3410, *Assurance Engagements on Greenhouse Gas Statements*, issued by the International Auditing and Assurance Standards Board. These Standards requires that we plan and perform our engagement to obtain limited assurance about whether the selected KPIs are free from material misstatement.

A limited assurance engagement undertaken in accordance with ISAE 3000 (Revised) and ISAE 3410 involves assessing the suitability in the circumstances of Motus's use of its reporting criteria as the basis of preparation for the selected KPIs, assessing the risks of material misstatement of the selected KPIs whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the selected KPIs. 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 KPIs;
- 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 KPIs 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 KPIs have been prepared, in all material respects, in accordance with the accompanying Motus reporting criteria.

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 KPIs as set out in the Subject Matter paragraph above for the year ended 30 June 2026 are not prepared, in all material respects, in accordance with the reporting criteria.

Independent limited assurance report (continued)

Other Matters

The maintenance and integrity of 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 KPIs 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 2026

5 Magwa Crescent
Waterfall City, Waterfall
Private Bag x6, Gallo Manor, 2052
South Africa

Pro forma financial information assurance report

Independent Auditor's Assurance Report on the compilation of pro forma financial information for the year ended 30 June 2026 included in the Motus Integrated Report

To the Directors of Motus Holdings Limited

We have completed our assurance engagement to report on the compilation of the pro forma financial information of Motus Holdings Limited ("Motus" or the "Company") and its subsidiaries (together "the Group") by the directors. The pro forma financial information, as set out in the Performance at a Glance and Business Segment Performance Review sections of the Motus Integrated Report for the year ended 30 June 2026 ("Motus Integrated Report") consists of *non-IFRS financial measures* (the "Pro Forma Financial Information"). The applicable criteria on the basis of which the directors have compiled the Pro Forma Financial Information are specified in the Listings Requirements of the JSE Limited ("the JSE Listings Requirements") and described in the Performance at a Glance and Business Segment Performance Review sections of the Motus Integrated Report (the "Applicable Criteria").

The Pro Forma Financial Information has been compiled by the directors to illustrate the Group's segmental performance for half year 1 (period 1 July 2025 to 31 December 2025), and for half year 2 (period 1 January 2026 to 30 June 2026, derived by deducting the half year 1 results from the full year audited results for the year ended 30 June 2026) and adjusted revenue showing the impact of excluding revenue relating to the Mercedes-Benz Truck and Van division (MTV) that was being disposed of in the previous financial year.

As part of this process, information about the Group's consolidated financial position and financial performance has been extracted by the directors from the Group's financial statements for the year ended 30 June 2026, on which an audit opinion was issued on 1 September 2026.

Directors' responsibility for the Pro Forma Financial Information¹

The directors are responsible for compiling the Pro Forma Financial Information on the basis of the Applicable Criteria.

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)*.

The firm applies International Standard on Quality Management 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, 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.

Auditor's responsibility

Our responsibility is to express an opinion, as required by the JSE Listings Requirements, about whether the Pro Forma Financial Information has been compiled, in all material respects, by the directors, on the basis of the Applicable Criteria, based on our procedures performed.

We conducted our engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3420, *Assurance Engagements to Report on the Compilation of Pro Forma Financial Information Included in a Prospectus* issued by the International Auditing and Assurance Standards Board. This standard requires that we plan and perform our procedures to obtain reasonable assurance about whether the Pro Forma Financial Information has been compiled, in all material respects, on the basis specified in the Applicable Criteria.

¹ The examination of controls over the maintenance and integrity of the Group's website is beyond the scope of the audit of the Pro Forma Financial Information. Accordingly, we accept no responsibility for any changes that may have occurred to the Pro Forma Financial Information since they were initially presented on the website.

Pro forma financial information assurance report (continued)

For purposes of this engagement, we are not responsible for updating or reissuing any reports or opinions on any historical financial information used in compiling the Pro Forma Financial Information, nor have we, in the course of this engagement, performed an audit or review of the financial information used in compiling the Pro Forma Financial Information.

The purpose of the Pro Forma Financial Information included in the Motus Integrated Report is to provide more meaningful assessment of the Group's performance for the year and to improve comparability of the information between reporting periods.

A reasonable assurance engagement to report on whether the Pro Forma Financial Information has been compiled, in all material respects, on the basis of the Applicable Criteria involves performing procedures to assess whether the Applicable Criteria used by the directors in the compilation of the Pro Forma Financial Information provide a reasonable basis for presenting the significant effects directly attributable to the events, and to obtain sufficient appropriate evidence about whether:

- The related pro forma adjustments give appropriate effect to those criteria; and
- The Pro Forma Financial Information reflects the proper application of those adjustments to the unadjusted financial information.

The procedures selected depend on our judgement, having regard to our understanding of the nature of the Group, the events in respect of which the Pro Forma Financial Information has been compiled, and other relevant engagement circumstances.

Our engagement also involves evaluating the overall presentation of the Pro Forma Financial Information.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Opinion

In our opinion, the Pro Forma Financial Information has been compiled, in all material respects, on the basis of the Applicable Criteria.

PricewaterhouseCoopers Inc.

Director: TJ Howatt

Registered Auditor

Johannesburg, South Africa

30 September 2026

Navigating this report

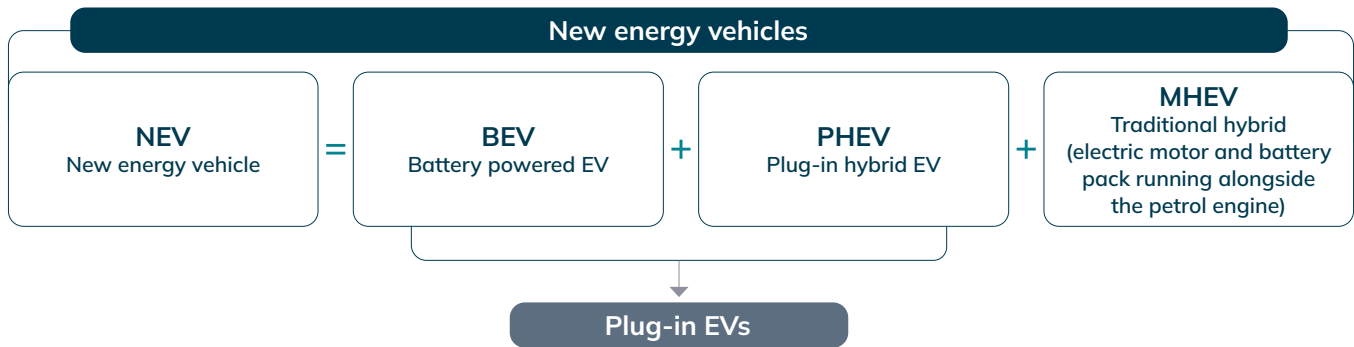
Throughout the report, we use the following icons to indicate the relevant elements of our business model and strategy.

Capitals applied and/or impacted	Business segments	Performance drivers
- Financial - Human - Social and relationship - Intellectual - Manufactured - Natural	- Import and Distribution - Retail and Rental - Mobility Solutions - Aftermarket Parts	- New vehicles - Pre-owned vehicles - Parts - Workshops - Vehicle rental - Other service offerings

Our strategic initiatives	Our stakeholder relationships	Our material matters
- Enhance financial performance and value creation - Drive innovation - Improve technology solutions - Invest in human capital and ESG initiatives - Maintain market leadership	- Business - Human capital - Financial capital - Regulatory - Social	- Sustainably transform and grow - Maintaining market share and brand reputation in an extremely competitive environment - Digitisation, technology and innovation - Regulatory compliance, cybersecurity and IT - Challenging environments in key geographies where we operate - Responsibly managing our ESG impacts

Our top risks	
- Economic and socio-political challenges - Currency volatility - Supply chain resilience and brand diversification - Capital management - Management and retention of talent	- Technology and innovation - Regulatory compliance - B-BBEE status of SA-based operations - Reputation and brand position - Climate change

Glossary



A

AADA	Australian Automotive Dealer Association
ADC	Automotive Distribution Centre Limited
ADR	Average daily rate
AGM	Annual general meeting
AI	Artificial intelligence
ALCO	Assets and Liabilities Committee
Annual financial statements	Audited consolidated and separate annual financial statements
APDP	Automotive Production and Development Programme
ARC	Audit and Risk Committee
ARCO	ARCO Motor Industry Company Limited

B

B-BBEE	Broad-based black economic empowerment
BITRE	Bureau of Infrastructure and Transport Research Economics

C

CDP	Formerly the Carbon Disclosure Project
CEO	Chief Executive Officer
CFO	Chief Financial Officer
Companies Act	The South African Companies Act 71 of 2008, as amended
COO	Chief Operating Officer
CSI	Corporate social investment
CSP	Conditional share plan
CV	Curriculum vitae
CY	Calendar year

D

DEI	Diversity, equity and inclusion
DMTN	Domestic Medium Term Note
dtic	Department of Trade, Industry and Competition

E

EBITDA	Earnings before interest, taxes, depreciation and amortisation
ESD	Enterprise and supplier development
ESG	Environmental, social and governance
EV	Electric vehicle
EVP	Employee value proposition
ExCo	Executive Committee

F

FAI	FAI, a division of ADC
FCAI	Federal Chamber of Automotive Industries
FRRC	Finance and Risk Review Committee
FRSC	Financial Reporting Standards Council
FY	Financial year

G

GBP	Great British Pound
GCP	Global CEO Program
GDP	Gross domestic product

H

HCV	Heavy commercial vehicle
HEPS	Headline earnings per share
HR	Human resources
HY	Half-year
Hyundai	Hyundai Automotive South Africa Proprietary Limited

I

IASB	International Accounting Standards Board
ICE	Internal combustion engine
IFRS	International Financial Reporting Standards
IFRS S1	Sustainability-related standards
IFRS S2	Climate change-related standards
Imperial	Imperial Holdings Limited
IRMSA	Institute of Risk Management South Africa
ISO	International Organization for Standardization
IT	Information technology

J

JSE	Johannesburg Stock Exchange
JSE Listings Requirements	The Listings Requirements of the JSE Limited

K

Kia	KIA South Africa Proprietary Limited
King IV	King Report IV on Corporate Governance for South Africa™
King V	King V Report on Corporate Governance for South Africa™
kl	Kilolitres
KPI	Key performance indicator

L

LCV	Light commercial vehicle
LLM	Large language model
LTI	Long-term incentive

M

MHEV	Traditional hybrid vehicles (mild hybrid vehicles)
Mitsubishi	Brietta Trading Proprietary Limited
MOI	Memorandum of Incorporation
Motus, the company or the Group	Motus Holdings Limited
MPD	Motor Parts Direct Limited
MTS	Motus Trading Shanghai Company Limited.
MTV	Mercedes-Benz Truck and Van, a division of Motus Group (UK) Limited
m^x	Motus Xponential

N

naamsa	naamsa The Automotive Business Council
NADA	National Automotive Dealers Association
NaTIS	National Traffic Information System
NBI	National Business Initiative
NEV	New energy vehicle
NomCo	Nomination Committee

O

OECD	Organisation for Economic Co-operation and Development
OEM	Original equipment manufacturers

P

PBT	Profit before tax
PDC	Parts distribution centre
PDF	Portable document format
PV	Photovoltaic
PwC	PricewaterhouseCoopers Inc.

R

RemCo	Remuneration Committee
Renault	Motus Vehicles Distributor Proprietary Limited
RMI	Retail Motor Industry Organisation
ROIC	Returns on invested capital

Glossary (continued)

S

SA	South Africa
SAICA	South African Institute of Chartered Accountants
SARB	South African Reserve Bank
SAVRALA	Southern African Vehicle Rental and Leasing Association
SENS	Stock Exchange News Service
SES	Social, Ethics and Sustainability
SMMT	The Society of Motor Manufacturers and Traders
STI	Short-term incentive

T

TATA Passenger	Accordian Investments Proprietary Limited
TCFD	Task Force on Climate-related Financial Disclosures
tCO₂e	Tonnes of carbon dioxide equivalent
TGP	Total guaranteed pay
the board	The board of directors of Motus Holdings Limited

U

UK	United Kingdom
Ukhamba	Ukhamba Holdings Proprietary Limited
UN SDGs	United Nations Sustainable Development Goals
US/USA	United States/United States of America

V

VAPS	Value-added products and services
VIN	Vehicle identification number

W

WACC	Weighted average cost of capital
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Y

YES4Youth	SA's private sector led Youth Employment Service
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Corporate information

Motus Holdings Limited

Incorporated in the Republic of South Africa
 Registration number: 2017/451730/06
 ISIN: ZAE000261913
 Share code: MTH
 Debt code: MTHI
 (Motus or the company or the Group)

Directors

MJN Njeke (Chairperson)*
 SN Maseko (Deputy Chairperson)*
 OJ Janse van Rensburg (CEO)#
 B Baijnath (CFO)#
 S Mayet*
 SS Ntsaluba*
 JN Potgieter*
 F Roji-Nodolo*
 LJ Sennelo*
 R van Wyk*

* Independent non-executive

Executive

Company Secretary

NE Simelane
 nsimelane@motus.co.za

Group Investor Relations Manager

C Ferreira
 motusIR@motus.co.za

Debt contact: Group Treasurer

S Pillay
 motusdebtinvestors@motus.co.za

Business address and registered office

79 Boeing Road East
 Jeppe Quondam
 Bedfordview
 2007
 (PO Box 1719, Edenvale, 1610)

Share transfer secretaries

Computershare Investor Services Proprietary Limited
 1st Floor Rosebank Towers
 15 Biermann Avenue, Rosebank, Johannesburg, 2196

Auditor

PricewaterhouseCoopers Inc.
 4 Lisbon Lane
 Waterfall City
 Jukskei View
 2090

Equity and Debt sponsor

Investec Bank Limited
 100 Grayston Drive, Sandown, Sandton, 2196
 (PO Box 78055, Sandton, 2146)

This report is available on the Motus website:



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.



Business address
79 Boeing Road East
Jeppe Quondam
Bedfordview
2007
South Africa

www.motus.co.za

