



Motus 

Capital Markets Day

20 June 2024



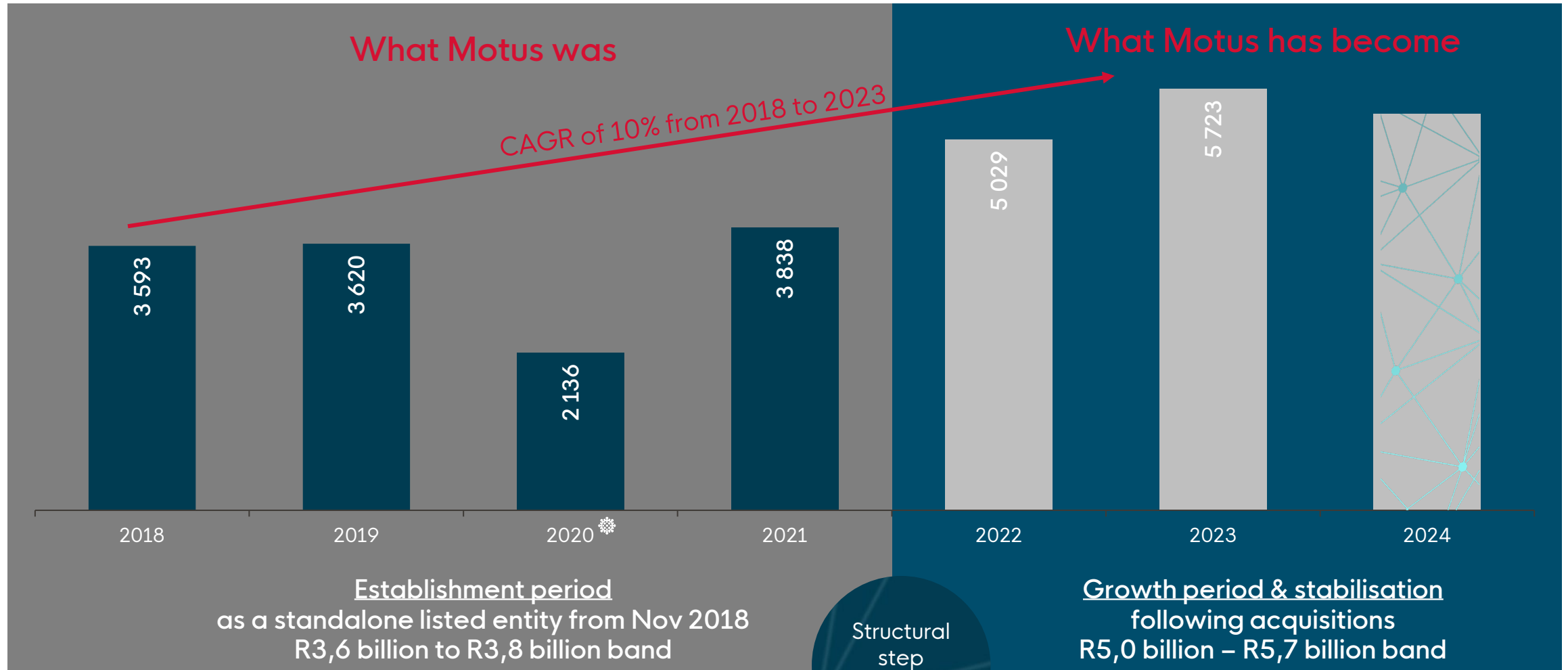
The journey so far
Osman Arbee

What today holds

- I will show you the journey Motus has been on since listing in November 2018.
- Ockert Janse van Rensburg will expand on our strategies, showing Motus' future vision & mission.
- Kerry Cassel will unpack the Mobility Solutions business.
- Kerry Cassel & her innovation team will dive into the innovation & digitisation strategy where we will explain:
 - why we innovate;
 - how we approach innovation; &
 - then showcase certain of our concepts.

Historical operating profit lens

(Rm)

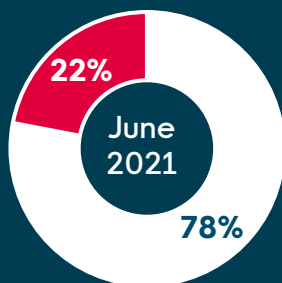


Foundation for growth

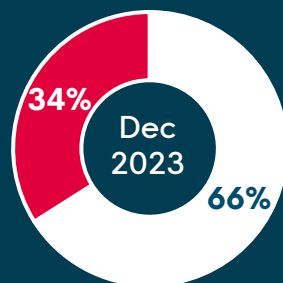
Internationalisation

Aim: Increase contribution from international operations

Target: 65% EBITDA generated in South Africa & 35% EBITDA generated from international operations



■ International

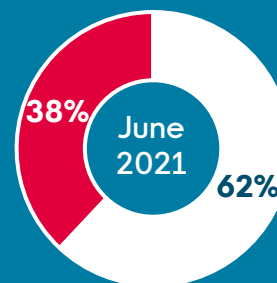


■ South Africa

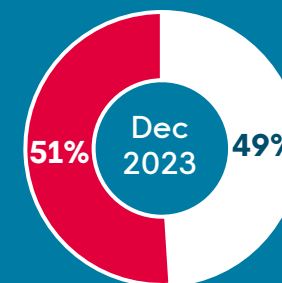
Diversification

Aim: Increase diversification between vehicle & non-vehicles contributions

Target: 50% EBITDA generated from vehicle sales & 50% generated from non-vehicle sales



■ Generated from non-vehicle sales



■ Generated from vehicle sales

Our people

- Development & succession planning
- Entrepreneurial approach to doing business
- Manage talent pool
- Position people in right roles
- Redeploy talent to growth areas

Acquisitions supporting Internationalisation & Diversification

International Aftermarket Parts businesses (UK & Asia)

- Exceeded expectations on financial performance with EBITDA having grown from R70 million in 2019 & projected to grow to in excess of R1 billion for June 2024.
- Generating significant free cash flows with fast-moving inventory.
- ROIC in excess of WACC.
- One global procurement & supply chain management department established.
- Synergies post UK acquisitions of FAI & MPD are beginning to manifest, supported by new distribution centre in Europe.
- Best growth potential for the Group.

Internationalisation

Diversification



Acquisitions supporting Internationalisation

Expansion of UK Retail vehicle business

- Doubled total UK Retail vehicle revenue from 2018, which was supported by acquisitions since unbundling.
- Benefitting from economies of scale.
- Strong aftersales contributions.



Internationalisation

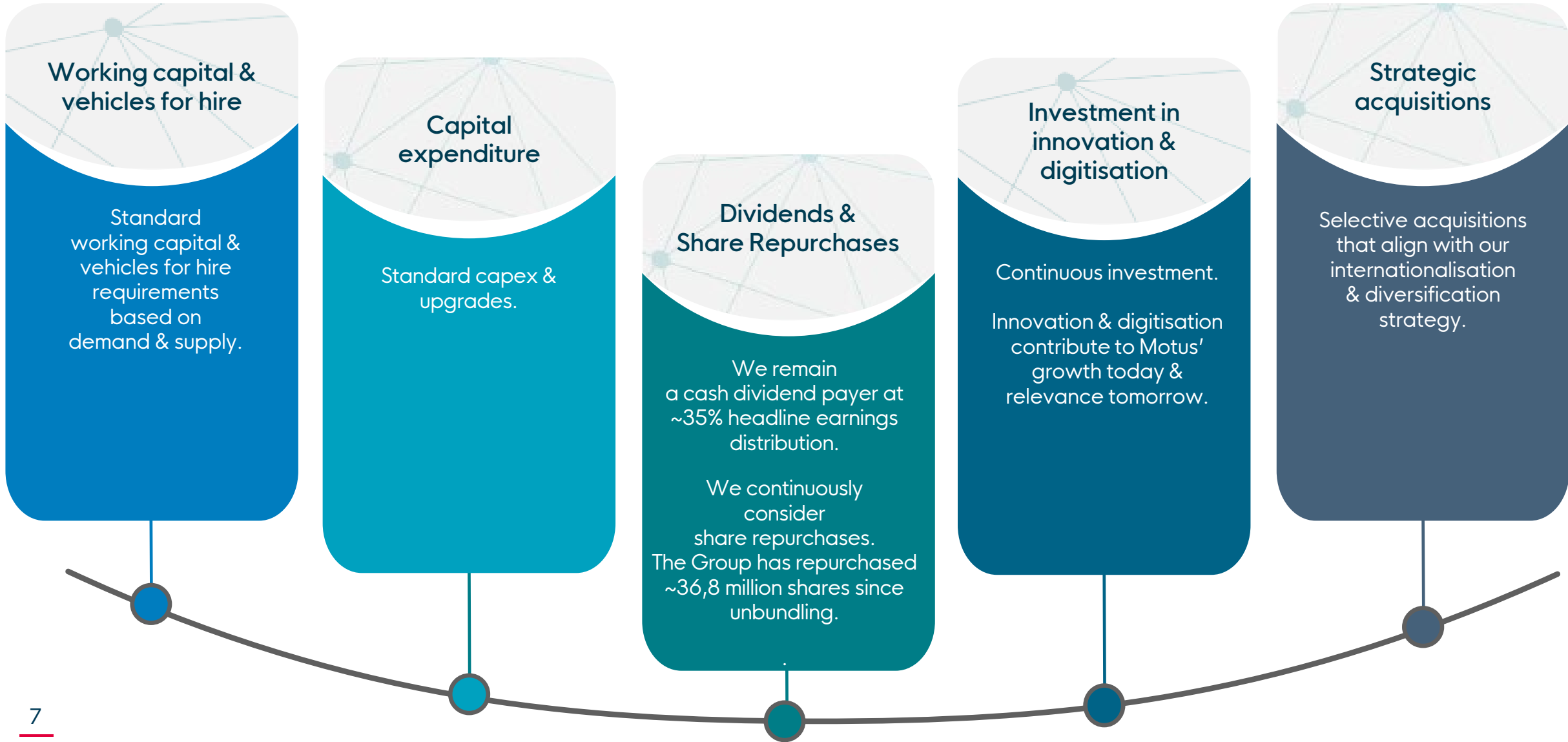
Expansion of Passenger Vehicles in Australia

- Increased passenger dealerships from ~27 in 2018, to ~46 in December 2023.
- Benefitting from economies of scale.
- Strong volume brands.

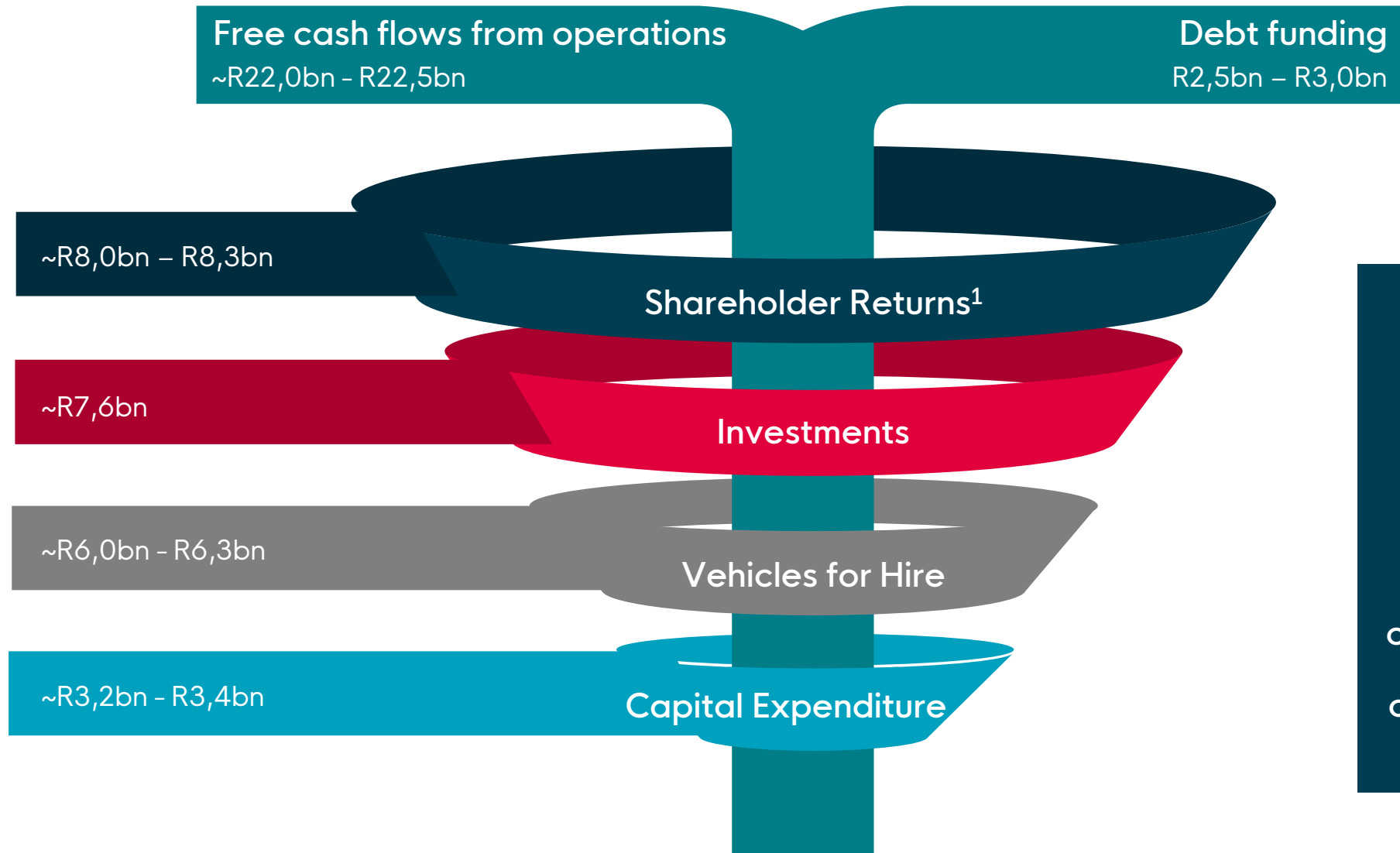


Internationalisation

Capital allocation



Free cash flows since unbundling



R

Significant cash generation & responsible capital allocation!

¹Inclusive of Dividends and Share Repurchases, ~R5,0 billion to ~R5,3 billion, and ~R3 billion, respectively.

What to expect for 2024 full year results

Financial measure	Previous guidance provided ¹	Revised guidance ²
Revenue	Deliver positive revenue growth	Deliver single digit revenue growth
EBITDA	Deliver positive EBITDA growth	Deliver EBITDA in line with prior year

Financial measure	HY1 FY24 achievement ¹	Guidance ²
Earnings per share & Headline earnings per share	EPS & HEPS down 27%	EPS & HEPS will be down between -25% to -35%

- We forecast strong free cash flows generation from operations.
- We remain well within agreed bank covenant levels, with more than sufficient banking facilities.
- Net debt reduction from June 2023 to June 2024, will result in reduced net finance costs for FY2025.

Progress against key initiatives to reduce inventory & vehicles for hire

Initiatives	Progress
Inventory	<p>Following OEM engagements, most reduced orders & provided financial assistance, such as FOB support, marketing support, retail support ("cash on the bonnet").</p> <p>Internal targets were set, with continuous reforecasting & measurement.</p> <p>Operations made strong progress against inventory targets, with the Group forecast to reduce inventory by ~R5 billion to 30 June 2024.</p> <p>This reduction is despite vehicle & parts inflation, weak currency & reduced vehicle demand.</p>
Vehicles for hire	<p>Internal targets were set, with continuous reforecasting & measurement.</p> <p>Operations made strong progress against vehicle for hire targets, with the Group forecast to reduce vehicle for hire by ~R2 billion from 31 December 2023 to 30 June 2024.</p> <p>This reduction is despite vehicle rental companies extending their fleet season, delaying the defleet cycle to July (usually April/May). New vehicles will replace them during the upfleet cycle.</p>

ESG milestones | Our people



Transformation journey

Our strategy is designed to achieve high impact at two levels – individual & organisation.

Management level Black representation	2018	Dec 2023
Top	25%	46%
Senior	33%	53%
Middle	39%	53%
Junior	59%	74%

Black representation 78%

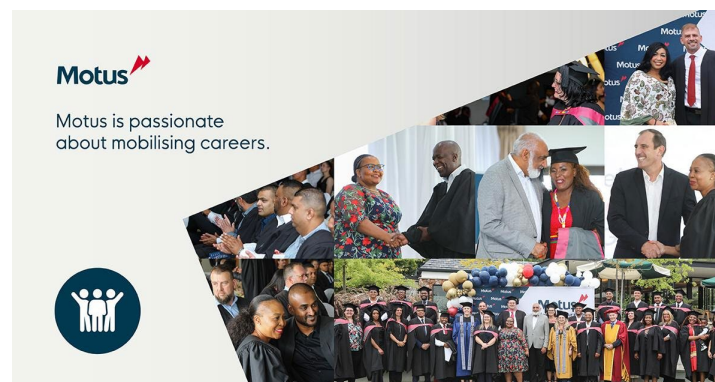
Black DP representation 55%

Female representation 32%



Family Bursaries#

- 94 bursaries approved
- R3,5 million paid to universities



YES journey#

- 1 395 YES learners appointed, with the 4th intake currently being placed
- 44,7% employed

ESG milestones | Social



Education#

- 79 resource centres
- Over 90 000 learners
- 100 librarians employed



Safe scholar programme#

- 2 847 schools
- 2,39 million learners
- 102 400 reflective sashes



Unjani clinic network#

- 197 health facilities
- 663 staff
- 89 000 average monthly consults

Motus
An inclusive society prioritises social upliftment.

20 Years
79 Libraries
100 People employed
Over 90 000 learners impacted

DP WORLD COMMUNITY TRUST

Motus

Renault is helping drive Mobility for Good this Easter by providing six Clios to Bakwena and 10 vehicles (six Capturs and four Clios) to Sanral as safety patrol vehicles along the N1N4 route.

Motus

Motus celebrates a decade of accessible quality healthcare for more South Africans.

#strongertogether

UNJANI CLINIC
QUALITY AFFORDABLE PRIVATE HEALTHCARE

ESG milestones | Environmental



Total Fuel

June 2023 –
17,1 million litres

Reduced by 23%
from 2019



Purchased Electricity

June 2023 –
65k kWh

Reduced by 19%
from 2019



Water

June 2023 –
673 million litres

Increased by 10%
from 2019



What has Motus demonstrated since listing?

- Resilience & agility.
- Positioned ourselves for sustainability & future growth: Diversification & Internationalisation.
- Adapted to changing customer behaviour and environment.
- Strong free cash flows, healthy liquidity ratios & strong debt covenants.
- Responsible capital allocation.
- Invested in innovation, digitisation platforms & technology solutions.
- Optimised portfolio through selective investments & strategic partnerships.
- Maintained market leadership with exceptional customer service
- Expanded financial service offerings.
- Put the right people into the right positions.

In just over five years since listing, we have built a solid foundation positioned for growth.

We look forward to building on this legacy & driving future success!

Thank you!





Positioned for growth
Ockert Janse van Rensburg

Where we play



New vehicle market

Importation, distribution & first sale of vehicle, vehicle financing, insurance & value-added products

Life of new vehicle

Recurring touchpoints after first sale, including customer services & maintaining the vehicle (parts, panel & services), & vehicle rental

Pre-owned vehicle market & Trade-in

Second sale of vehicle together with vehicle financing, insurance & value-added products, & supply of parts & accessories to the car parc

Pre-owned vehicle market & Trade-in

Further vehicle servicing & maintenance, insurance & value-added products & supply of parts & accessories to the car parc

Segments



Drivers for performance

We are not reliant on one aspect of the automotive value chain

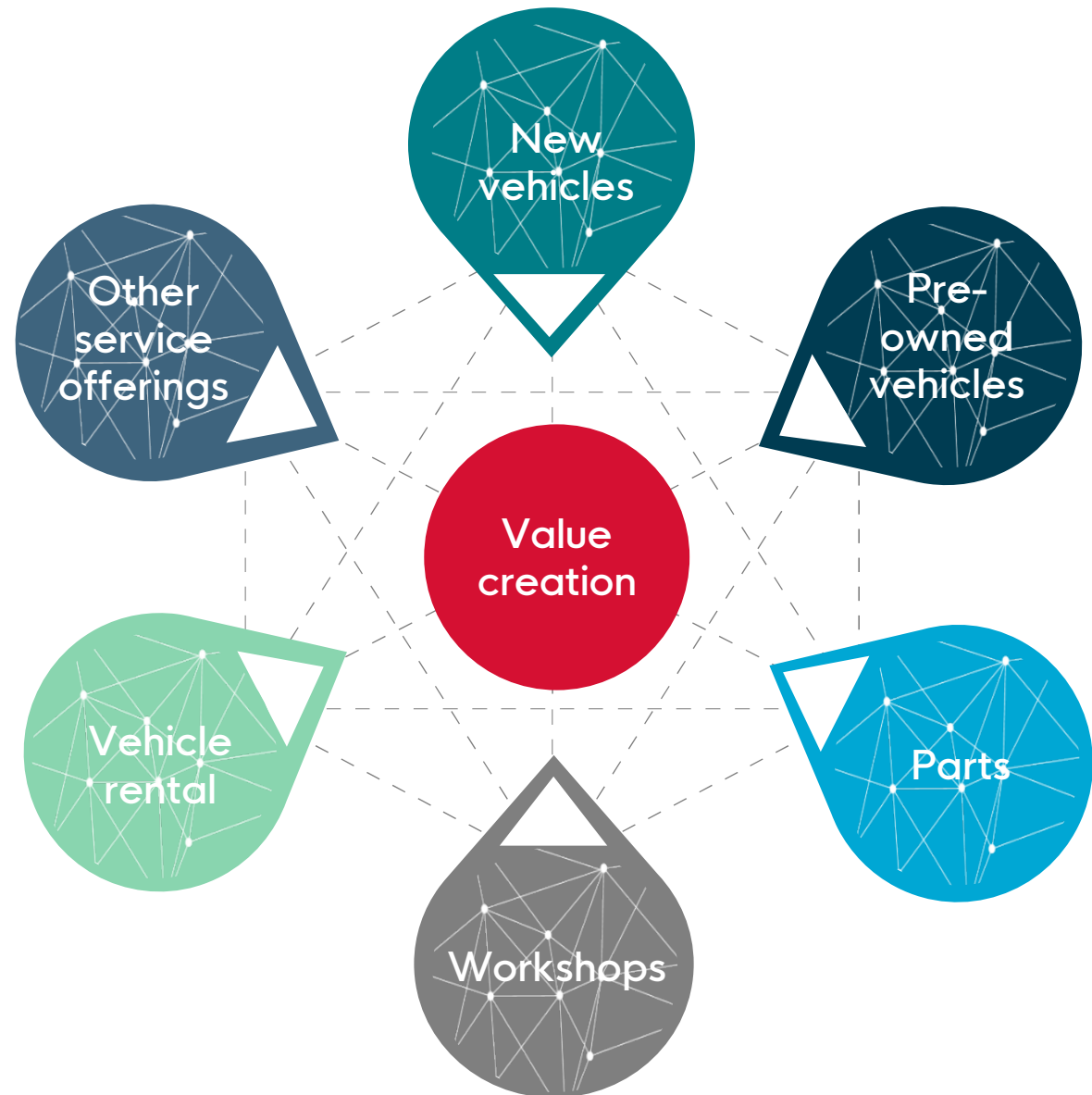
We are the chosen route-to-market for the entire automotive value chain

Agility to serve different areas of the market

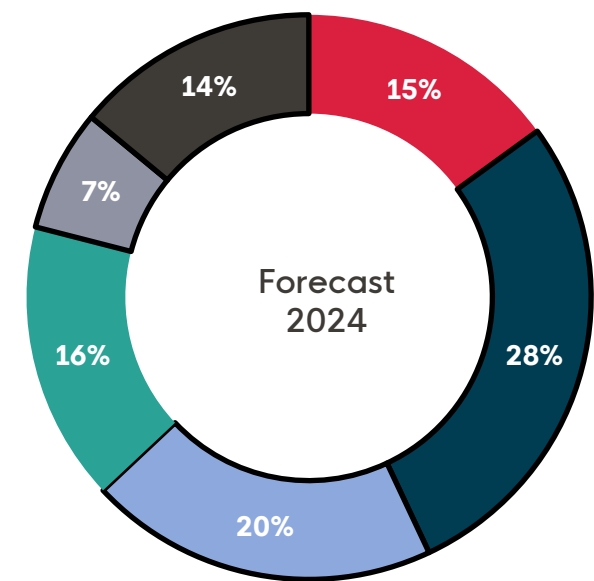
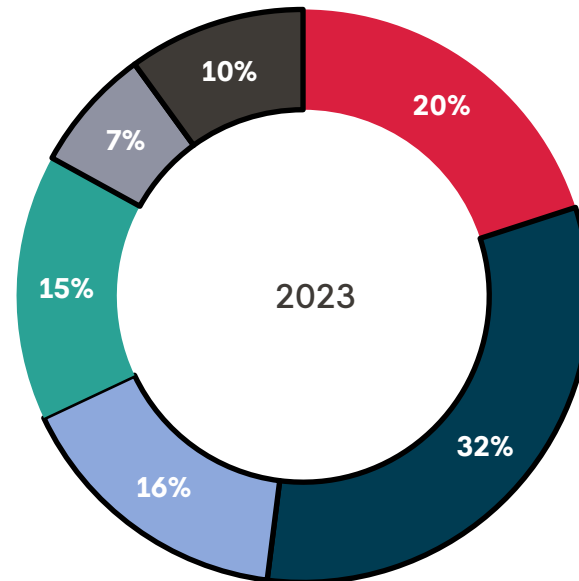
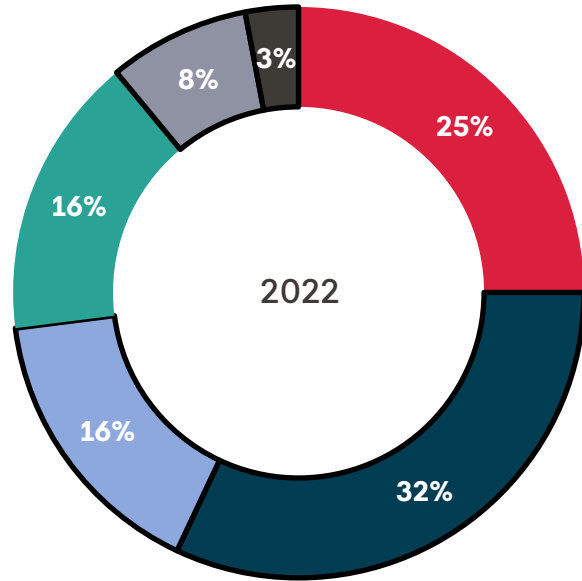
Understand the market, the trends and our evolving customers' needs

Remain relevant with innovative products and services

Position ourselves ahead of our competitors



Segmental EBITDA contribution



- Import and Distribution
- Mobility Solutions
- SA Retail and Rental¹
- SA Aftermarket Parts¹
- International Retail
- International Aftermarket Parts

Not reliant on only one area of the business.

Markets we serve | Vehicles

New vehicles

- South Africa:
 - On average we sell 90k to 100k units per year
 - Market leaders at ~20% (total)
- UK:
 - On average we sell 22k units per year
 - Commercial vehicles market share of ~8%
- Australia:
 - On average we sell 10k units per year

New
vehicles

Pre-owned vehicles

- South Africa:
 - Market size of ~312k vehicles for the 0-5 year category
 - On average we sell 65k units per year
 - Market share ~20% for the 0-5 year category
- UK:
 - On average we sell 16k units per year
- Australia:
 - On average we sell an average 5k units per year

Pre-owned
vehicles

Serviced through below dealerships & four bond stores in SA

South Africa



~342 dealerships

United Kingdom



~84 commercial & ~34 passenger

Australia



~46 passenger



Strategy



New & pre-owned vehicles

- Target a new distributor brand (plug & play).
- Be dealership group of choice to distribute new entrants' vehicles, using mature & established route-to-market infrastructure (dealerships, systems, bond stores).
- Target the 1st and 2nd replacement cycle for pre-owned vehicles.



Strategy

New & pre-owned vehicles



- Reposition our existing footprint to right-size brands (performing & non-performing), including multi-franchising.
- Select OEMs where we believe they have a sustainable future.
- Pursue volume brands where we are under-represented.
- Guide & support distributor OEMs in bringing the right product to market (example: entry-level models).
- Maintain our leading market share in SA of 1 in 5 new vehicles.
- Increase pre-owned vehicle volumes through improved customer penetration utilising innovative technologies, targeting to increase our SA market share.
- Be "top of mind" for customers.
- Digitisation roll-out (example: Moov, Digital Dealer).

Markets we serve | Parts wholesale & retail

Car parcs for in warranty vehicles

- South Africa: ~3 million vehicles
- Importer brands: ~550k vehicles

OEMs represented

- Importer brands: Hyundai, Kia, Renault & Mitsubishi
- Other

SKUs in stock:

- South Africa: ~70k parts

In warranty

Car parcs for out of warranty vehicles

- South Africa: ~9 million vehicles
- UK: ~32 million vehicles

Number of parts in a vehicle

- ~30k parts in a vehicle with ~2k moving parts in a vehicle

SKUs in stock:

- South Africa: ~135k parts
- UK: ~90k parts (non-engine)

Number of deliveries per day

- SA: ~3k deliveries per day
- UK: ~16k deliveries per day (~18 deliveries per van, with ~885 vans)

Out of warranty

Out of warranty serviced through

Southern Africa



~523 retail outlets & agencies (98 owned) & 20 wholesale distribution points (18 owned)

United Kingdom



~ 178 owned retail outlets, supported by two owned wholesale distribution points

Asia & Europe

One owned agency, supported by three owned wholesale distribution points



Strategy

Aftermarket:
In warranty &
Out of
warranty



Aftermarket: In warranty

- Target a new distributor brand (plug & play).
- Be dealership group of choice to distribute new entrants' parts, using mature & established route-to-market infrastructure (dealerships, systems, distribution centres).

Aftermarket: Out of warranty

- One global procurement & supply chain management department to drive synergies.
- Roll-out own brand, *FAI PRO*.
- Unlock new markets in existing geographies and further grow the European business.
- Access under-served informal markets in SA (Klutch) and explore Rest of Africa opportunity.



Strategy

Aftermarket: In warranty & Out of warranty



Aftermarket: In warranty

- Consolidation of procurement supply chain (inbound & outbound logistics).
- Reposition our regional distribution centres to right-size our footprint.

Aftermarket: Out of warranty

- Supply chain optimisation.
- Expand product offering.
- Additional warehouse in the UK to accommodate sourcing from China & JIT distribution to UK wholesale customers.
- Expand footprint by opening additional retail stores in the UK.
- Enhance margins by sourcing quality products from China (bulk-buying).

Markets we serve | Workshop, vehicle rental & other service offerings

Car parcs

- South Africa: 12 million vehicles
- UK: 40 million vehicles
- Australia: 20 million vehicles

Average number of workshop hours per month:

- South Africa: 170k hours
- UK: Commercial 91k hours & Passenger 24k hours
- Australia: 23k hours

Workshops

Average size of fleet

- Lowest average fleet size: ~15k
- Highest average fleet size: ~22k

Average utilisation rate

- ~70%

Average number of vehicle bookings per month

- ~45k bookings

Average number of kilometers travelled per month

- ~1,9 million kilometres

Average rental duration

- 8,5 days

Vehicle Rental

Policies under administration

- ~1,5 million policies

Value-added products & third party products managed

- For ~700k vehicles

Monthly telesales

- Over 11k telesales

Mobility Solutions



Strategy



Workshop, vehicle rental & other service offerings

- Grow out-of-warranty service centres offering.
- Continued recovery of vehicle rental industry to pre-Covid levels.
- Continuous implementation of digital solutions to serve our Vehicle Rental customers (Ready2GO, automated scanning of vehicles, automated key collection).
- Launch new products & services to enhance Mobility Solutions offering.
- Partner with leading insurance & financial service companies.



Strategy


Workshop, vehicle rental & other service offerings



- The extended replacement cycle is increasing the age of the vehicle parc, which will require higher workshop activity.
- Increase workshop productivity through streamlining our aftersales workshop processes & systems.
- Capture out-of-warranty workshop customers.
- Invest in technology to drive digitisation & to support omni-channel customer service & experience (example: service bookings via Whatsapp).
- Reduce accident costs in the Vehicle Rental business by monitoring vehicle driver behaviour utilising telematics data.

Acquisition strategy | Overview

Key to supporting earnings growth and value creation for stakeholders is our on-going strategic initiatives of internationalisation and diversification, together with organic business initiatives and selective bolt-on acquisitions.

 South Africa	 United Kingdom (and entering Europe)	 Australia
<ul style="list-style-type: none">- Grow Mobility Solutions via increased products and services offerings.- Bolt-on complementary acquisitions in Aftermarket Parts which can supplement existing regions and brands where there is an existing Motus presence and infrastructure.	<ul style="list-style-type: none">- Bolt-on complementary acquisitions in Aftermarket Parts.- Bolt-on complementary commercial vehicles acquisitions for service dealers.- Commercial vehicles expansion with a new brand, in a new region.	<ul style="list-style-type: none">- Bolt-on complementary passenger vehicle acquisitions in dealer channel which can supplement existing regions and brands where there is an existing Motus presence and infrastructure.- Explore avenues of getting aftermarket parts products into the market.

Resources to deliver on strategy

Banking facilities

Motus has sufficient unutilised banking facilities & headroom on bank covenants to deliver on all business strategies.

Total available facilities	Rm
South Africa	14 839
International	7 598
Total	22 437

International debt funding

We have recently re-financed our international debt funding, with a GBP 150 million Revolving Credit Facility.

This will be converted to a sustainability linked facility before the end of the 2024 calendar year once the sustainability targets have been set & approved by the Lender Group.

In addition, this international pool will have **sufficient capacity to service the requirements of our International operations**, as well as future International expansion opportunities (including acquisitions).



Thank you!

The image features a blue-tinted night cityscape. In the foreground, a multi-lane highway is shown with long, white light trails from moving vehicles, curving through the scene. The background is filled with illuminated city buildings and skyscrapers. A white network overlay, consisting of interconnected nodes and lines, is visible in the top-left and bottom-right corners of the image.

Mobility Solutions Overview

Channels and Products



Products



VAPS | Value Added Products
VAF | Vehicle Asset Finance

Products Offering



Service Plan

Regular servicing, per the manufacturer's specification.



Maintenance Plan

Regular servicing, per the manufacturer's specification as well as normal wear and tear.



Extended Warranty

Unexpected mechanical breakdowns and electrical failures outside of normal wear-and-tear.



Scratch and Dent

Common damages, such as windscreen chips, hail damage, scratches and dashboard blemishes.



Vehicle Debt Protector

Debt Protection product developed to protect our bank alliance books from uninsured vehicle losses.

Products Offering



Credit Life

Outstanding debt on the vehicle finance agreement when the owner becomes ill, unable to work or passes away.



Deposit Cover

Up to a maximum of R100 000 deposit when their current vehicle is lost to hijacking, theft or an accident.



Tyre & Rim

Damage to a vehicle's tyres and rims as a result of punctures, blowouts or damage suffered from road hazards.



Credit Shortfall

The shortfall between the comprehensive vehicle insurance payout and the settlement amount owed to the bank if your customer's vehicle is stolen, hijacked or written off.



Roadside Assistance

Roadside Assistance is for those inconvenient moments on the road. Whether you need towing, a rental car, overnight accommodation, tire change assistance, a jump-start, or help with a key lockout.

Introduction: Business in Quantum



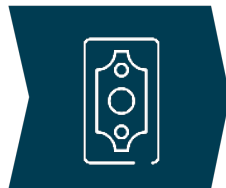
Over **20** years of experience



Over **11 000** telesales every month



2.3 Million vehicle records



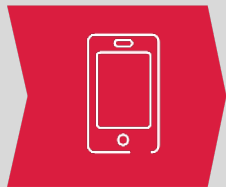
R1 billion authorised claim payments per annum



1.5 million policies under administration



2.5 million customer records



>470 000 in & outbound calls per month



VAPS & Third party products managed on **>700 000** vehicles



30 billion kilometers travelled by our customers in the last 10 years

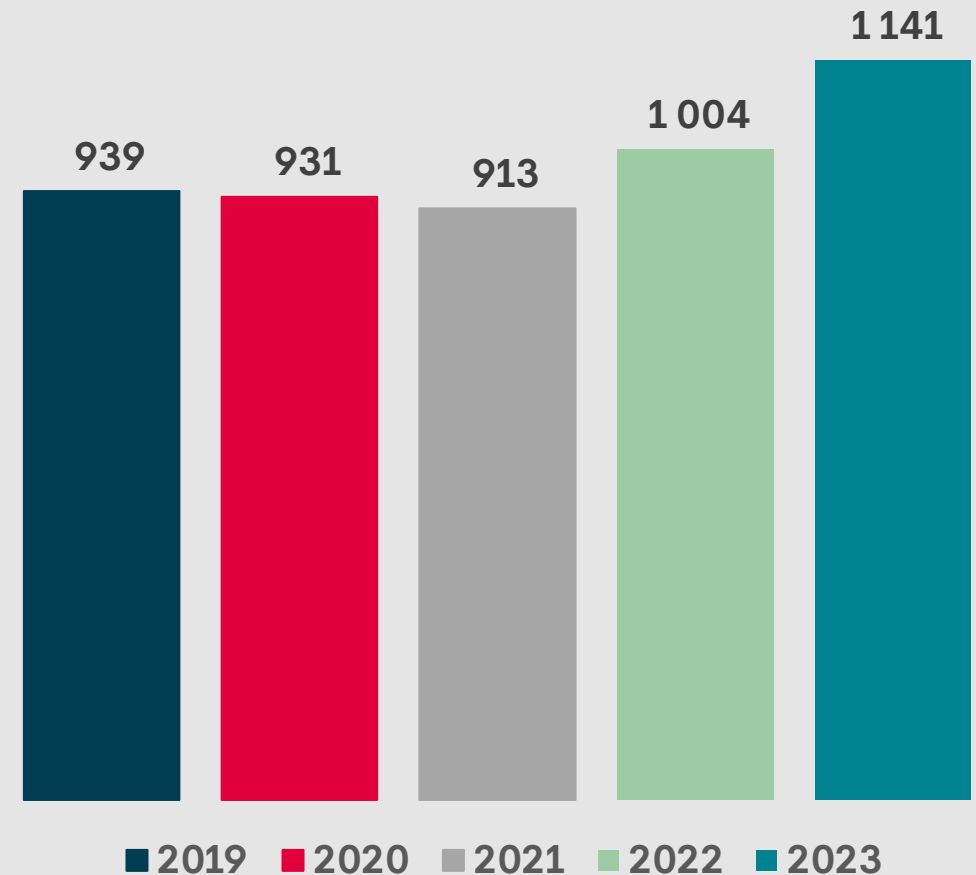
Our Distribution Network



Diversified Operating Profit

- Non-Insurance VAPS
- Insurance VAPS
- Bank Alliances (VAF)
- Consumer Mobility
- Fleet

Total MMS (R'm)



VAPS | Value Added Products
VAF | Vehicle Asset Finance

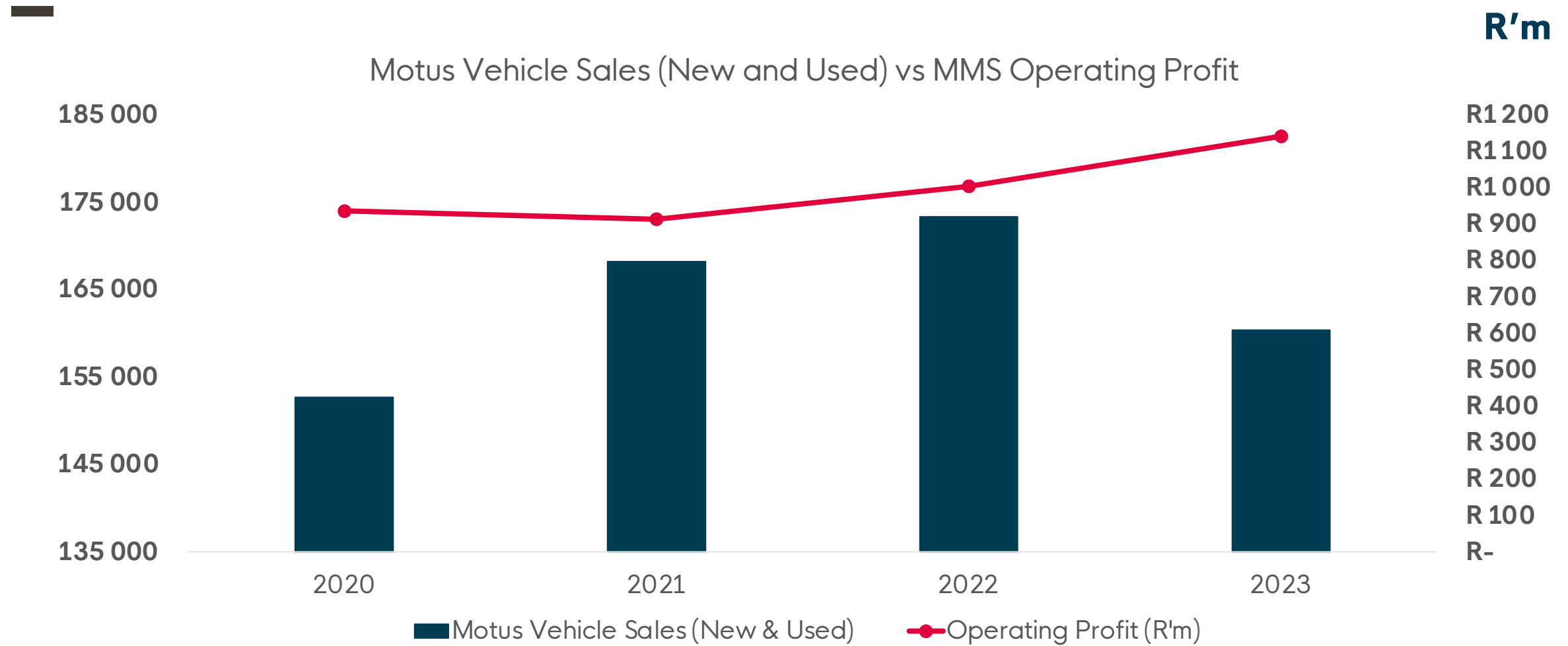
Drivers of Operating Profit

Income Streams



Drivers

Correlation between Operating Profit and Vehicle Sales



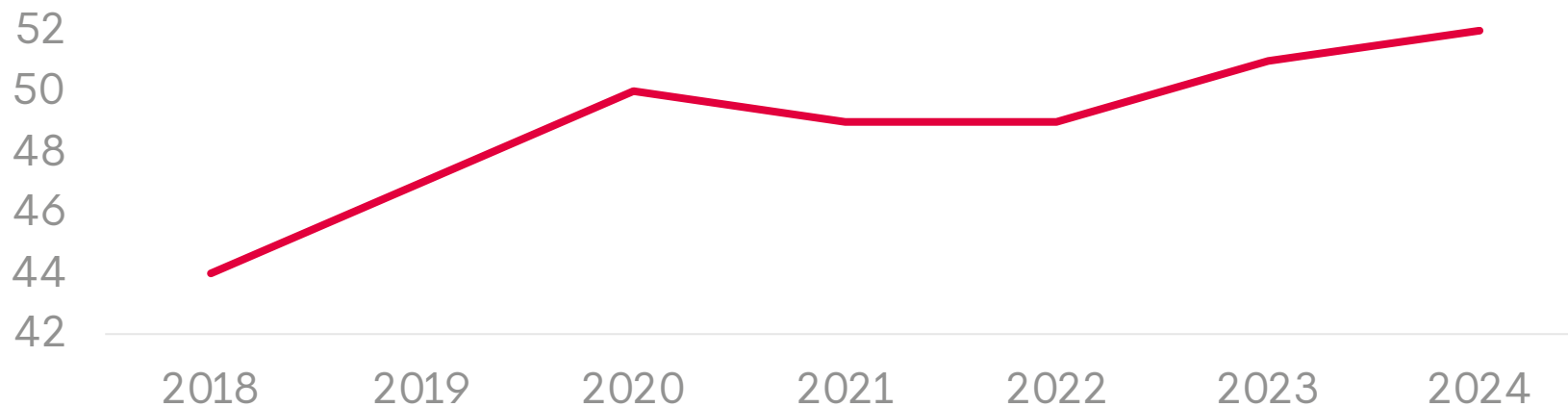
MMS annuity income streams have a low correlation to vehicle sales

The South African car parc – A Structural shift

- The South African Vehicle Car parc is currently **12 million vehicles**.
- Owners are keeping their vehicles for longer periods which create **increased demand** for **value added products** and **services** (VAPS).
- MMS Currently administer more than **1,5 million** active policies on more than **700 000** vehicles, representing **6%** of the car parc under cover.



Average Finance Term (Months) *



* Source: Liquid Vehicle Finance Book

How we drive our strategy for growth

- The business is essentially a matrix of products and channels
- Growth will be delivered through:
 - Product Development
 - Channel Development
 - Market Development
 - Data Assets



Product Development



- Strategic stake in telemetry company.
- Unique offering in Scratch and Dent.
- Development of tech enabled services which enhance vehicle ownership.
- White labelled floorplan offerings.



Need roadside assistance? We are here to help.

*T&C's apply. Consult your plan documentation for more info.



Channel development

- Coin-It is a workshop leads generation platform for VAPS developed in 2016.
- Coin-It 2.0 was launched in March 2024.
- Performance (Life to Date)
 - Leads Generated: 349 553
 - Sales Made: 93 317
 - Sales Conversion: 27%
 - Funds Received: R 368 million
- Coin-It 2.0 features exciting gamification elements.
- Next Phase: Additional channels and products.



Market Development

- **Strategic Partner** to some of South Africa's leading Insurers:
 - Discovery
 - Santam
 - MiWay
 - Old Mutual Insure
- Continue penetration of **new industries**:
 - Our new focus is on Retail. We are in discussions with two of the largest retailers in South Africa.
 - Our next objective will be to focus on other industries.



Data Assets

- Leveraging **proprietary data** sets & **analytics capabilities** to enable the business to **manage risk** and **develop** innovative **products** and **services** (e.g. Discovery Warranty).
- Developing **usage-based** products using telemetry.
- Ongoing investment in **cloud storage** capabilities
- Better capabilities to gather data from more than **1.5 million customer interactions** per annum.
- Integrated value chain leaves Motus uniquely positioned to build view of the **mobility needs** of the South African Motorist.



DataVerse Pro is our data analytics platform

We utilise the power of data to further improve our business, expand revenue streams, and deliver innovative products and services to our valued customers.

We manage risk by continuously working on



Preventative maintenance predictors



Leveraging proprietary data sets and analytics



Innovative new products and services

We prospect existing data for monetisation opportunities:

Increasing strategic partnerships

X3

added in 2023

Increasing active customers

10%

more customers from 2022 - 2023

Increasing client retention

5%

growth from 2022 - 2023

Our People

“Everything we do centres on our promise of **‘Mobility for Good’** for you, your customer and our communities.”

Diversity, Equity & Inclusion

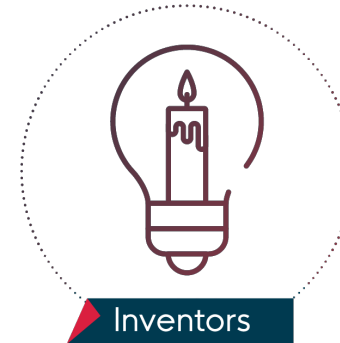
- **Gender:** 58%
- **ACI:** 76%
- **Disability:** 4%
- **Diverse skill sets**

Our Values



Forerunners

We get there first.



Inventors

We stay future-proof.



Gurus

We know our customers' journey.



Chiefs

We lead, we drive...
we deliver.



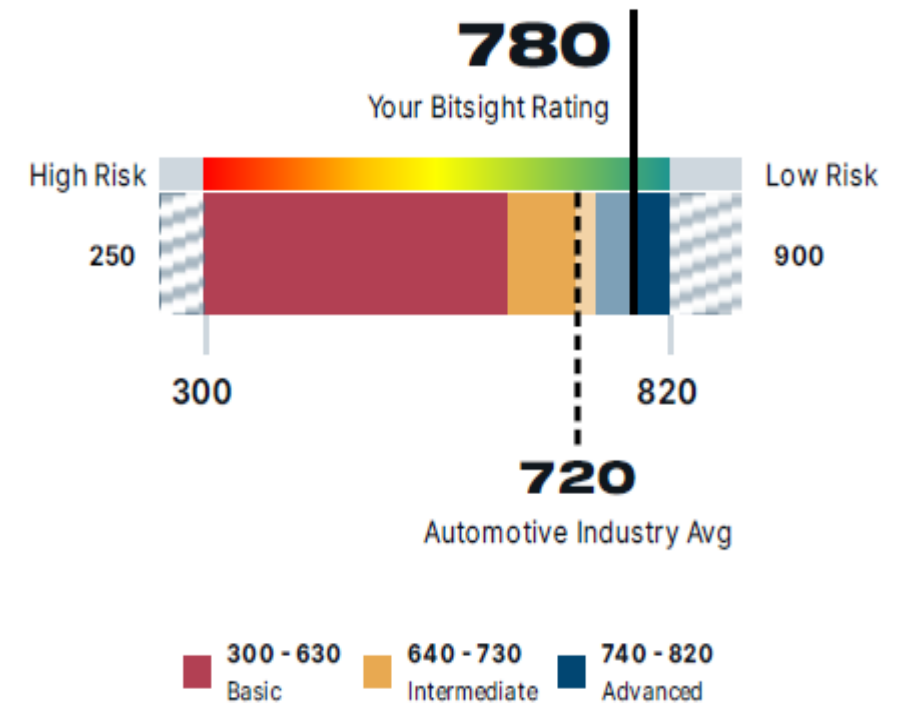
Nurturers

We are our people.

Technology

- **Market Development Strategy:** Ability to **integrate** with all **third parties** with ease (key to tie back to partner strategy).
- **Governance, Risk and Compliance:** Significant improvement in overall security have been made over the past view years. The Strategy is to remain up to date and maintain GRC score at **100%**.
- **Advanced Cyber Security Posture:** Implementation of **BitSight**.
- **Artificial Intelligence:** Collaborating with **AI** and **machine learning** experts to conduct **data experiments** that:
 - Enhance sales conversion.
 - Drive continuous improvement, and
 - Enhance our understanding of the future mobility needs of our customers.

Bitsight Security Rating



Harnessing Artificial Intelligence

Collaborating with AI and machine learning experts, we conduct data experiments to enhance sales conversion, drive continuous improvement as well as understand the future mobility needs of our customers.

Understanding our financials

- **Operating profit** includes profit without associated revenues
- **3rd Party Alliances** in quantum
 - Banks R 50,0bn
 - Insurance Cell Captives R 0,5bn
- **Annuity income** streams flow from books of business on **actuarial curves**
 - Insurance 3 to 7 years
 - Non-Insurance 3 to 4 years
 - VAF 4 to 7 years
- Economies of scale present an **opportunity for growth** and enhanced profitability.
- Significant **cash generative business** with low levels of invested capital and **high ROIC**.
- Provides a **natural hedge** against the **volatility** of the market and interest rates.

It's not about what we do – it's about why we do it

- **Why** are service & maintenance plans so important to us?
- **Why** do we have a roadside assistance business?
- **Why** do we have a motor comprehensive insurance brokerage?
- **We package Motus' products and services in innovative ways for South African motorists.**
 - Creating value for our customers
 - Creating value for Motus
 - Creating Mobility for Good





Thank you!

Motus Xponential

How we Innovate at Motus

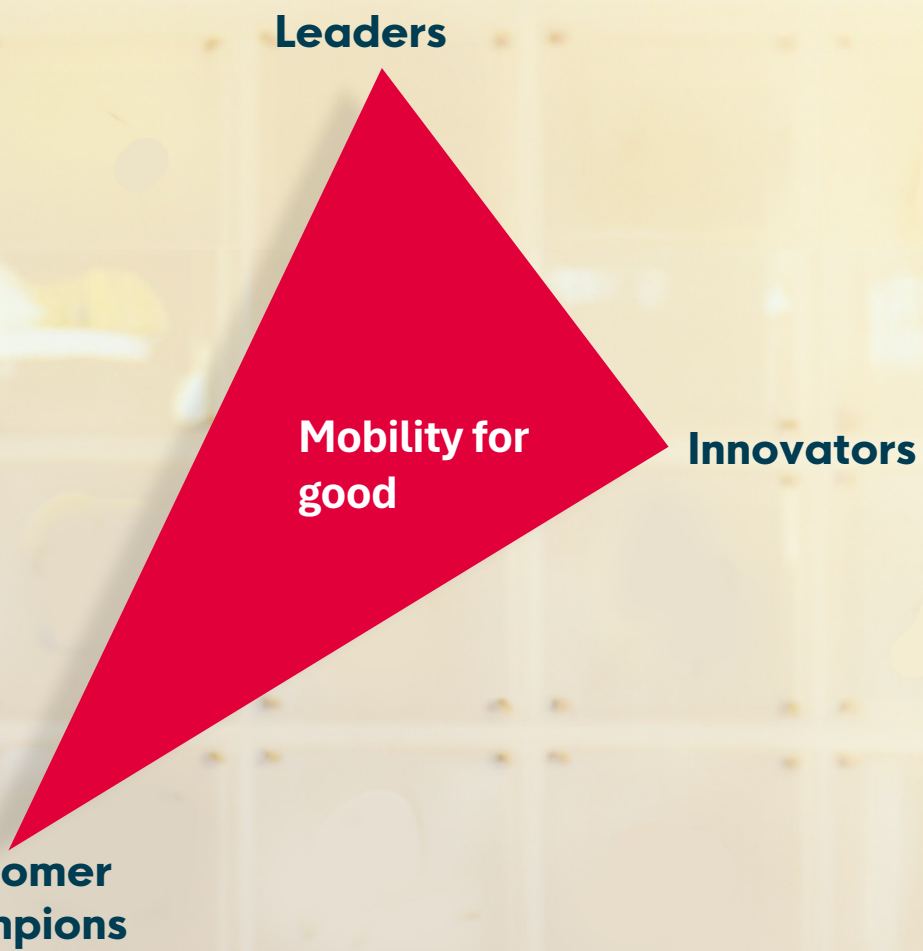




**2018 ... A lot going
on for Motus!!!**

Our Future Strategy

"We have to build tomorrow's products and services today."



Our Research



Digital
Marketing

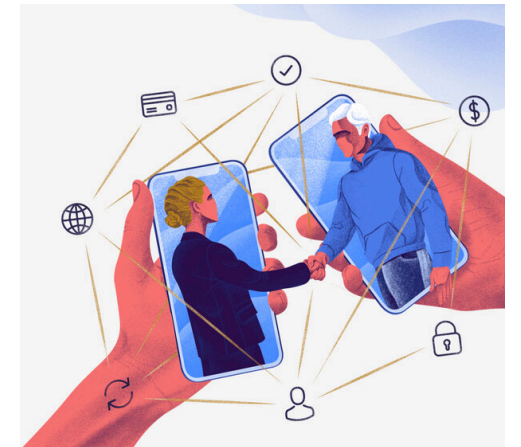


New
Energy
Vehicles

Dealer Platforms



PLUGANDPLAY
FINTECH



A Snapshot of the Global Silicon Valley

Meet the Pioneers that have shared our stage



Silicon Valley



XU Berlin

Intrapreneurship

What is it?



"A system that allows an employee to act like an entrepreneur within a company or other organisation."

What is awesome about it?

- Fosters a **culture** of innovation.
- Inclusive.
- Empowers employees to take **calculated risks**.
- Attracts **top talent** .
- Enables the organisation to **challenge** the **status quo**.
- Enables the organisation to take **new products** and **services** to market.

Barriers to Intrapreneurship (*)

1. We are trapped.
2. Our understanding of Innovation.
 - It must be mind blowing.
3. The belief that someone risked it all.

Whereas in **actual fact** the best innovation comes from here.

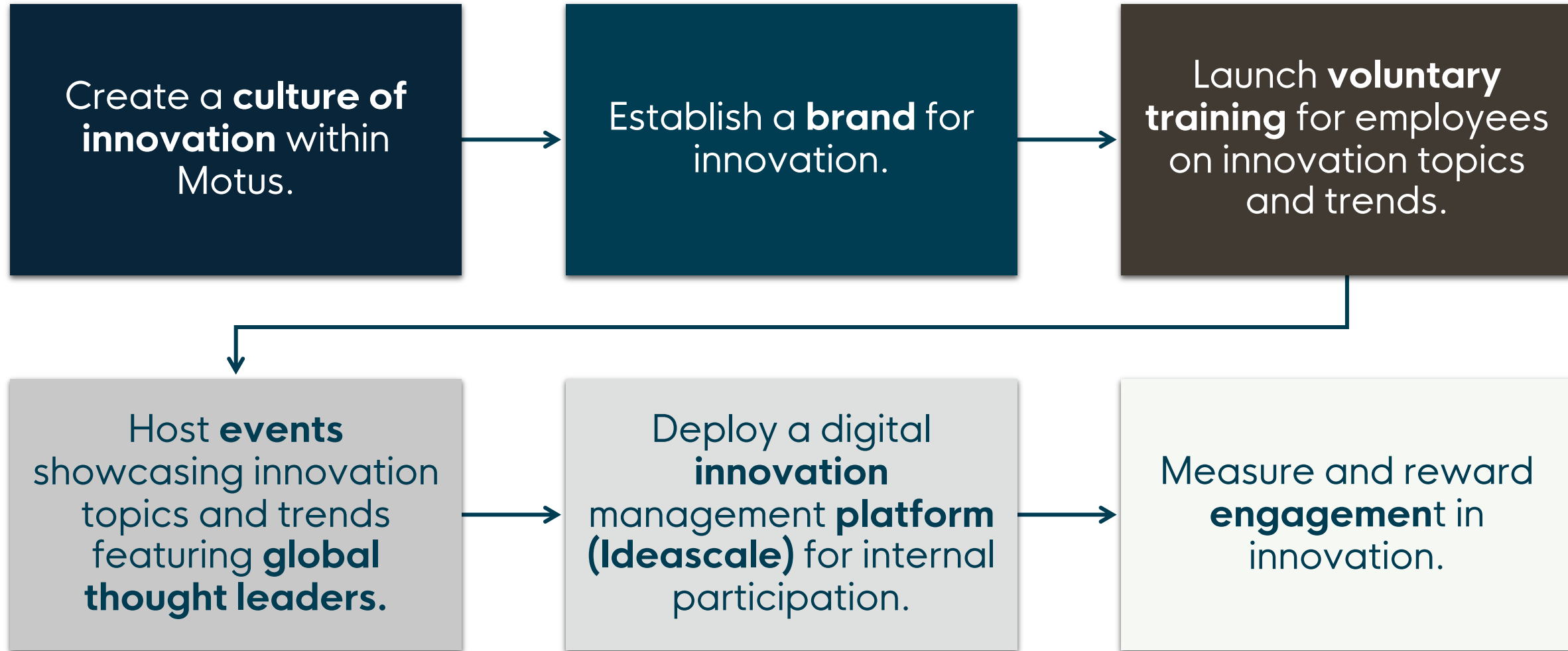


(*) Melissa Kennedy, TEDx Lizard Creek, October 2017

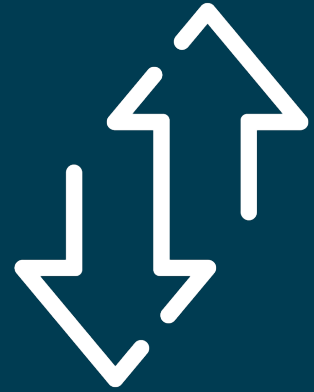
INNOVATION = CHANGE THAT MATTERS

m^x

Our solution - m^x



What makes m^x unique?



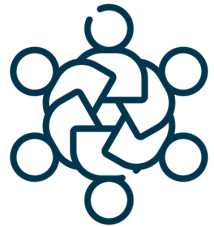
It is a top-down approach to innovating as well as a bottom-up approach.

m^x

Innovation is fostered and driven **within** the different **businesses** within Motus but is supported by the m^x team at the centre (**centralised** as well as **decentralised** approach).

- Highly skilled and stand-alone experienced team (**5 Intrapreneurs**).
- Sole KPI is to **drive innovation** in Motus.

What makes m^x unique?



Allows all employees to contribute to innovation, ensuring a **diverse** range of ideas.



Encourages a culture of **experimentation** and **employee empowerment**.



Popular ideas rise to the top and are developed into prototypes and solutions through **Design Thinking** (Evidence-based approach to identify valuable and feasible concepts).

Wins

4 000 m^x Members



Wins

PHILIPS
LIEBHERR

Motus

#Innovators

Congratulations to Motus for winning third place in the prestigious JTBD Summit Europe.

JTBD AWARD
EUROPE

JTBD AWARD
JTBD INSTITUTE
CERTIFICATE
Motus Corporation
3rd

How has "mar..." impacted your ability to s... wation?

LEARN HOW TO RECOGNIZE WHAT YOUR CUSTOMERS REALLY WANT & CREATE GREAT EXPERIENCES

Do you think motus has **increased** its **focus** on **innovation** in the last year?

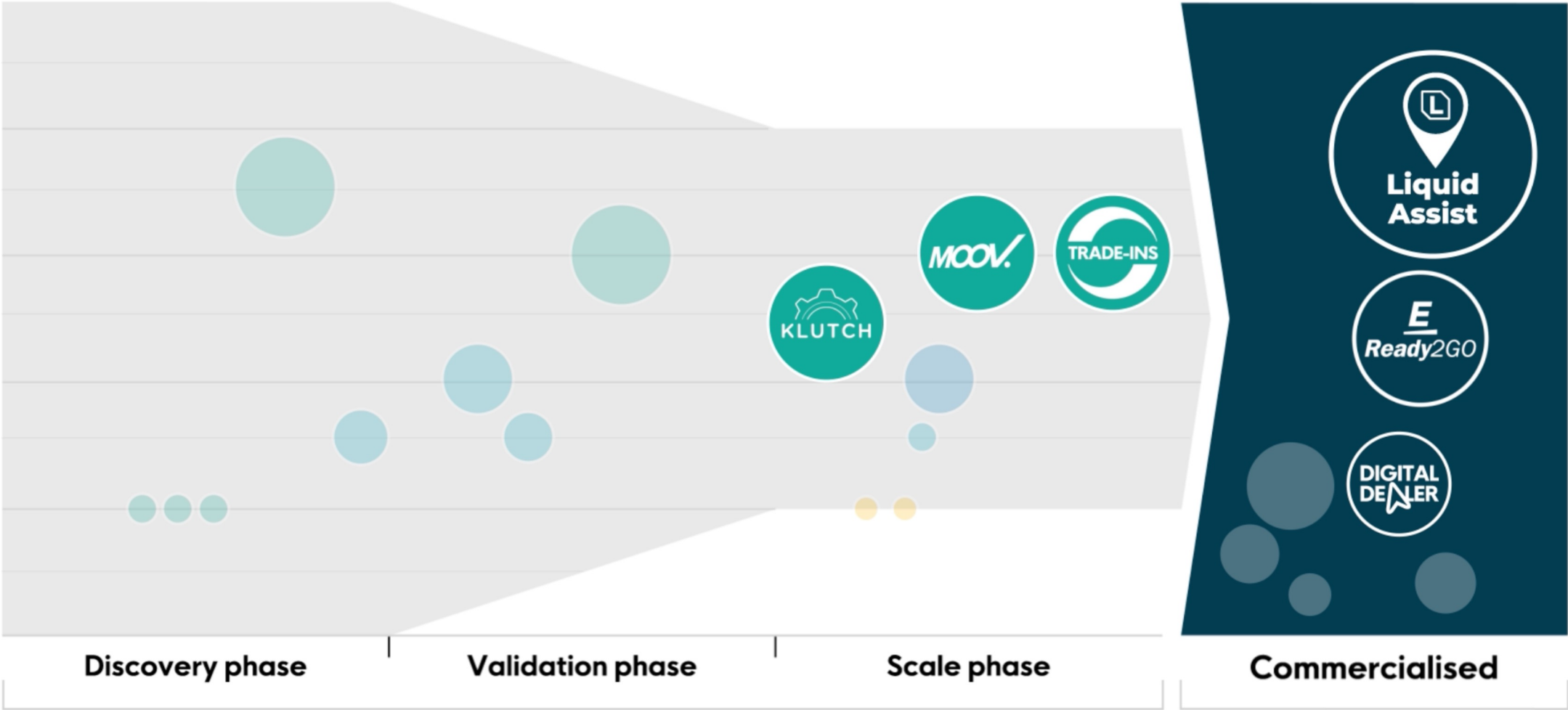
2022
75%



2023 /
2024
84%

m^x

Innovation Accelerator



Motus Xponential

Thank you!

