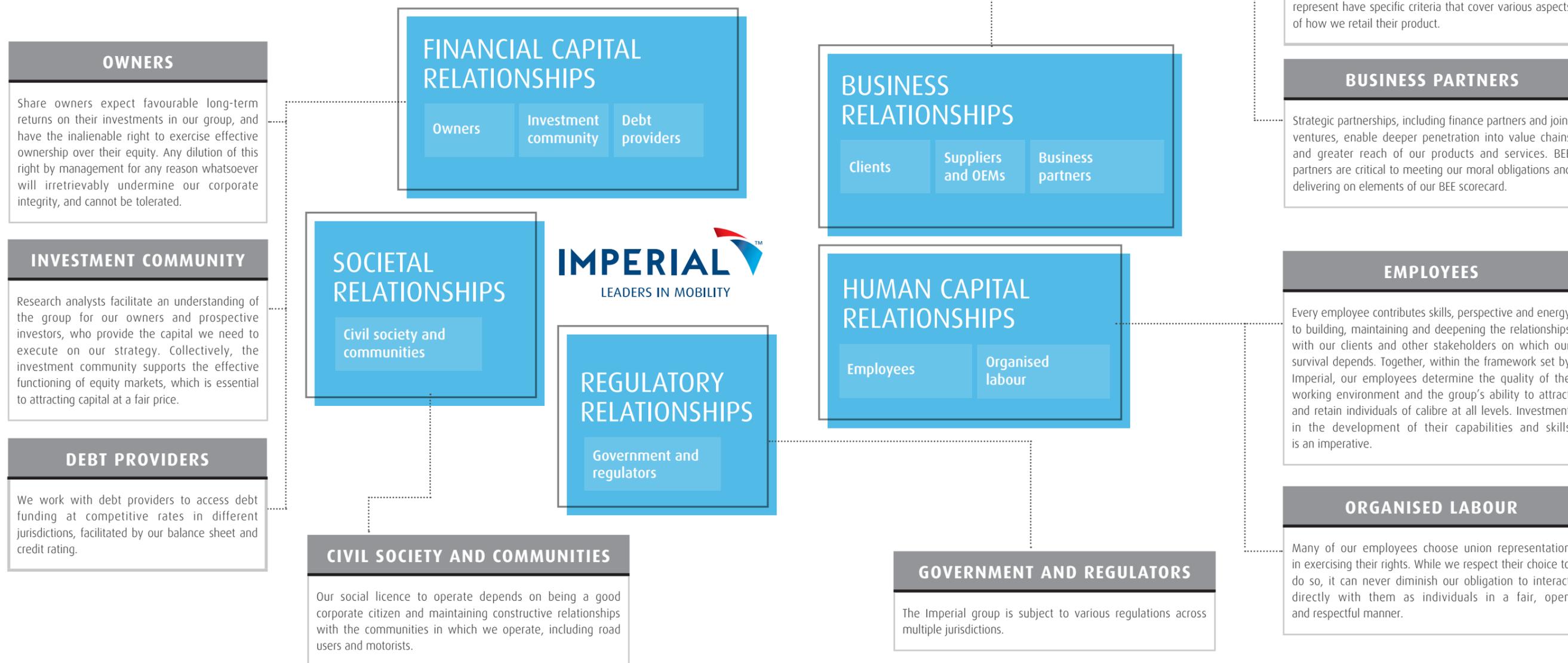


- Our key relationships -

Our stakeholder universe is defined as entities or individuals that may be affected by the organisation's activities, products and/or services, as well as those whose actions can be expected to affect the ability of the group to successfully implement its strategies and achieve its objectives.

Our stakeholders include a wide range of groups and individuals, with varying levels of involvement with the business, and diverse and sometimes conflicting interests and concerns that we need to balance.

The key issues raised by the group's stakeholders were considered in formulating and answering the group's material issues. How the group is responding to each stakeholder issue forms part of the strategic responses and key actions in the our material issues section of the Integrated Annual Report (IAR) starting on page 26. Further detail is referenced throughout the Sustainable Development Report (SDR).



FINANCIAL CAPITAL RELATIONSHIPS – OWNERS INVESTMENT COMMUNITY DEBT PROVIDERS

KEY ISSUES	STRATEGIC RESPONSE AND KEY ACTIONS
<i>The group's response to a significantly weaker domestic outlook.</i>	<p>➤ Driving focused growth</p> <ul style="list-style-type: none"> > Simplifying the group to reduce complexity and cost (IAR page 27) > Rebalancing the portfolio (IAR page 26) > Optimal asset utilisation (IAR page 27) <p>📄 CEO's report on page 40.</p>
<i>How the group is positioning itself for growth outside South Africa.</i>	<p>➤ Driving focused growth</p> <ul style="list-style-type: none"> > Rebalancing the portfolio (IAR page 26) <p>Managing capital effectively</p> <ul style="list-style-type: none"> > Achieving appropriate returns (IAR page 28) <p>📄 Divisional reviews starting on page 54.</p>
<i>The group's ability to fund its growth strategy.</i>	<p>➤ Managing capital effectively</p> <ul style="list-style-type: none"> > Accessing capital (IAR page 28) <p>📄 CFO's report starting on page 44.</p>
<i>The impact of slower new vehicle sales on the group's vehicles businesses.</i>	<p>➤ Driving focused growth</p> <ul style="list-style-type: none"> > Maintaining and growing market share (IAR page 27) <p>📄 Vehicles review starting on page 62.</p>

BUSINESS RELATIONSHIPS – CLIENTS SUPPLIERS OEMS BUSINESS PARTNERS

<i>The impact of foreign currency movements, and currency shortages in some Africa countries, on the group's margins and volumes.</i>	<p>➤ Managing capital effectively</p> <ul style="list-style-type: none"> > Reducing exposure to currency risk (IAR page 28) <p>📄 Divisional reviews starting on page 54.</p>
<i>Providing the highest levels of customer experience, service delivery and product quality.</i>	<p>➤ Driving focused growth</p> <ul style="list-style-type: none"> > Maintaining and growing market share (IAR page 27)
<i>Maintaining volumes and improving customer satisfaction.</i>	<p>➤ Divisional reviews starting on page 54. Divisional reviews in the SDR.</p>

<i>Broad-based black economic empowerment.</i>	<p>➤ Strengthening legitimacy among all stakeholders</p> <ul style="list-style-type: none"> > Accelerating transformation progress in South Africa (SDR page 5 of the demonstrating social value section)
<i>Long-term strategic intent of the group and the role of partnerships in the group's strategic plans.</i>	<p>➤ Driving focused growth</p> <ul style="list-style-type: none"> > Simplifying the group to reduce complexity and cost (IAR page 27) > Rebalancing the portfolio (IAR page 26)

HUMAN CAPITAL RELATIONSHIPS – EMPLOYEES ORGANISED LABOUR

<i>The need to improve strategic workforce and succession planning.</i>	<p>➤ Developing effective leadership and empowered people</p> <ul style="list-style-type: none"> > Ensure strong leadership (IAR page 29) > Managing organisational effectiveness (SDR page 4 of the our people section)
<i>Slow transformation at senior management levels.</i>	<p>➤ Developing effective leadership and empowered people</p> <ul style="list-style-type: none"> > Promoting workforce diversity (SDR page 6 of the our people section) <p>Strengthening legitimacy among all stakeholders</p> <ul style="list-style-type: none"> > Accelerating transformation progress in South Africa (SDR page 5 of the demonstrating social value section)
<i>Investment in targeted leadership development programmes.</i>	<p>➤ Developing effective leadership and empowered people</p> <ul style="list-style-type: none"> > Managing organisational effectiveness (SDR page 4 of the our people section)
<i>A lack of people-related data and analytics.</i>	<p>➤ Developing effective leadership and empowered people</p> <ul style="list-style-type: none"> > Managing organisational effectiveness (SDR page 4 of the our people section)
<i>Inconsistent approach to performance management across the group.</i>	<p>➤ Improving systems and driving innovation</p> <ul style="list-style-type: none"> > Accelerating investment in IT (IAR page 31)

Sustainable Development Report: Our people.

REGULATORY RELATIONSHIPS – GOVERNMENT REGULATORS

<i>General compliance with legal and regulatory requirements, with a particular focus on consumer protection, cybersecurity and the protection of intangible assets.</i>	<p>➤ Strengthening legitimacy among all stakeholders</p> <ul style="list-style-type: none"> > Regulatory compliance (SDR page 4 of the demonstrating social value section) <p>📄 Divisional reviews in the IAR starting on page 54.</p>
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SOCIETAL RELATIONSHIPS – CIVIL SOCIETY COMMUNITIES

<i>Skills development, education, job creation, healthcare and socioeconomic development.</i>	<p>➤ Strengthening legitimacy among all stakeholders</p> <ul style="list-style-type: none"> > Demonstrating social value section in the SDR.
<i>Promoting road safety.</i>	