




**METAIR**  
INVESTMENTS LIMITED  
automotive | industrial | retail

# WELCOME

## to the Metair Investors Day 2025

### HOUSE KEEPING RULES

- ☐ Please follow the signs for the Ladies & Gents Restrooms
- ☐ In case of an emergency, Emergency Assembly Point 11 is located next to this sign
- ☐  Kindly silence all mobile phones during the presentations





**METAIR**  
INVESTMENTS LIMITED  
automotive | industrial | retail

## AFTERMARKET PARTS & RETAIL INVESTOR PRESENTATION

12 May 2025

# AGENDA

- 1 WELCOME & OVERVIEW – Paul O'Flaherty CEO
- 2 AFTERMARKET PARTS & RETAIL – VISION & STRATEGY
- 3 FIRST BATTERY
- 4 AUTOZONE
- 5 FLEET & WORKSHOP MOBILITY SOLUTIONS
- 6 Q & A



## 1 OVERVIEW

Paul O'Flaherty

# DISCLAIMER

During the site visit, we may share forward-looking statements that relate to Metair's future operations and performance. Such statements are not intended to be interpreted as guarantees of future performance, achievements, financial or other results.

The statements rely on assumptions and future circumstances, some of which are beyond management's control, and the outcomes implied by these statements could potentially be materially different from future results. No assurance can be given that forward-looking statements will prove to be accurate; thus, undue reliance should not be placed on such statements.

Metair does not undertake any obligation to update publicly or release any revisions to these forward-looking statements to reflect events or circumstances after the date of publication of this report or to reflect the occurrence of unanticipated events.



## TO RECAP

The 2024 financial year was used for stabilising and resetting Metair's foundations



### Mutlu exit

- Significantly derisked balance sheet and reduced interest charge

### Debt reduced and restructured

- From almost R6bn in mid-2024 to R4.5bn by year-end
- Capital restructuring plan implemented to reposition Metair for growth

### AutoZone acquisition

- Springboard from which to accelerate aftermarket parts vertical

### Improved production efficiencies

- **Hesto** turned around from R608m EBIT loss to R257m profit
- **First Battery** EBIT up 25% from R179m to R225 million

Despite lower OEM revenues, continuing operations generated net profit of R282 million in FY 2024 (FY2023: R55 million)

# THIS IS A DIFFERENT METAIR

Strengthened management team and new culture

- Clarity of accountability, common values
- Increased efficiency

Hesto to be consolidated from April 2025, improving earnings visibility

De-risked against volatility and OEM exposure

- Mutlu sold (accounted for ~70% of Metair's interest cost and 23% of net debt)
- AutoZone acquired to develop Aftermarket sales channel

Debt sustainably restructured

New structure for improved oversight, aligned with strategic imperatives

- From Holding company to Operating company
- Old verticals: "Automotive Components" and "Energy Storage"
- New verticals: "Automotive Component Manufacturing" and "Aftermarket Parts and Services"

New strategy to diversify markets and regions

- Expand customer base and partners
- African opportunities and expansion

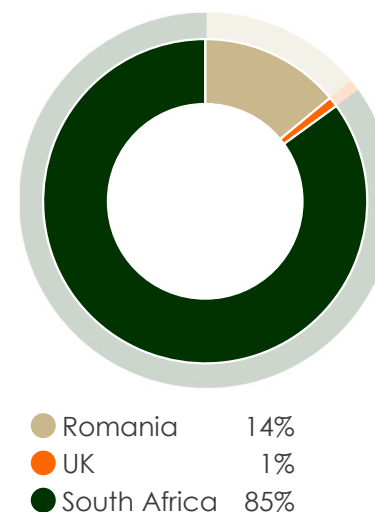
Leading Sustainable African Mobility Player

# THE NEW METAIR AT A GLANCE

## OUR BUSINESSES

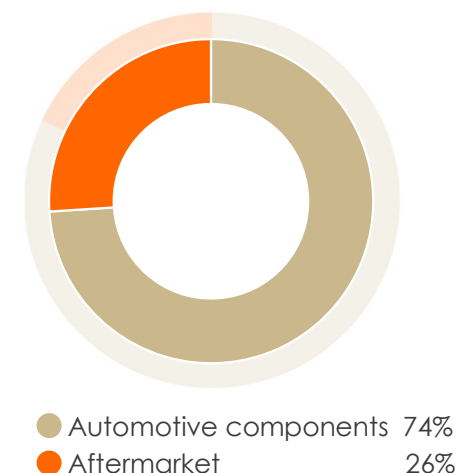


Revenue by country (continuing operations)\*



\* South Africa excludes AutoZone

Revenue by segment (continuing operations)\*



\* Aftermarket excludes AutoZone

## Our core values

The concept of custodianship defines Metair's approach to corporate social responsibility and ESG

It challenges every person working at Metair to be the best caretaker they can be in their roles

This broadens Metair's focus to build a sustainable legacy while recognising the wider responsibilities the group has to its stakeholders

# AUTOZONE ACQUISITION

## Integral to the new growth strategy



- Acquired on 13 December 2024
  - › Acquisition price: R278.5 million
  - › Net Asset Value: R473 million
  - › FY2024 Revenue: R1.8 billion (From 1 January 2024 - 31 December 2024, acquired 13 December 2024)
- AutoZone's path to recovery
  - › Metair's acquisition provides a clean balance sheet
  - › Funding used to increase inventory, sales and market share
  - › Growing online and digital presence
- Part of greater Metair strategy
  - › Synergies with other Metair businesses
  - › African growth opportunities
  - › Represents strategic diversification shift

## THE AFTERMARKET OPPORTUNITY

There are over **13 million** registered vehicles in South Africa\*

...and an estimated **58 million** vehicles in the rest of sub-Saharan Africa\*

The vehicles are aging, requiring more regular replacement of parts

AutoZone has 213 retail branches, stocking a range of over 12 000 parts

AutoZone also has franchises in Namibia, Swaziland and Botswana

It is an ideal retail platform from which to drive Metair's aftermarket aspirations

\* SOURCE: NAAMSA, OICA

# GROUP ORGANOGRAM



## AUTOMOTIVE COMPONENT MANUFACTURING

75%

**HESTO**

100%



100%



100%



100%



49%



25%



75%



## AFTERMARKET PARTS AND SERVICES

100%



100%



100%



100%



25%



99%



# AFTERMARKET PARTS AND SERVICES



**METAIR**  
INVESTMENTS LIMITED  
automotive | industrial | retail

**AUTOZONE**  
(acquired Dec 2024)





**Products**  
Wholesale and retail distributor of automotive replacement components

**Location**  
213 retail stores and 8 QSV wholesale branches across South Africa

**OWNERSHIP**  
**100%**

**GROUP REVENUE CONTRIBUTION**  
**12%**

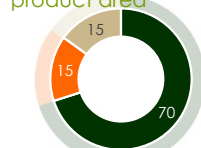
**FIRST BATTERY**



**Products**  
Automotive batteries, solar systems, back-up systems, standby systems, charging systems, Battery Centre franchise

**Location**  
East London, Cape Town, Durban and Benoni

**Revenue split by product area**




● Local automotive 70%  
● Local industrial 15%  
● Exports 15%

**OWNERSHIP**  
**100%**

**GROUP REVENUE CONTRIBUTION**  
**12%**

**ALFRED TEVES BRAKE SYSTEMS**



**Products**  
Brake pads, brake discs, brake shoes, hydraulics and other braking components

**Location**  
Boksburg, Nigel

**Revenue split by product area**



● Local aftermarket 96%  
● Exports 4%

**OWNERSHIP**  
**100%**

**GROUP REVENUE CONTRIBUTION**  
**1%**

**ASSOCIATED BATTERY MANUFACTURERS (ABM)**





**Products**  
Automotive and solar batteries

**Location**  
Kenya

**OWNERSHIP**  
**25%**

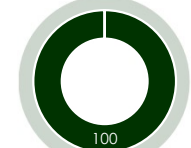
**DYNAMIC BATTERY**



**Products**  
Batteries, battery distribution networks

**Location**  
Lancashire, Wiltshire and Leicestershire, United Kingdom

**Revenue split by product area**





● Local automotive 100%

**OWNERSHIP**  
**100%**

**GROUP REVENUE CONTRIBUTION**  
**1%**

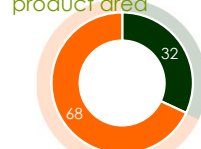
**ROMBAT**  
Member of Metair Group



**Products**  
Automotive batteries, battery distribution networks

**Location**  
Bistrita and Copsa Mica, Romania

**Revenue split by product area**



● Local aftermarket 32%  
● Exports 68%

**OWNERSHIP**  
**99.4%**

**GROUP REVENUE CONTRIBUTION**  
**14%**

## Significant progress to stabilise and reset our businesses on a growth path

- Cost reductions and increased efficiencies
  - › Turnaround at Hesto and closure of non-core operations on track
- Focus on free cash flow generation and EBITDA protection
  - › Further rightsizing to manage volume risk and capital expenditure management
- Bedding down the AutoZone acquisition, while exploring aftermarket synergies
  - › AutoZone will bring higher margin earnings downstream
- Do not expect a strong increase in volumes in the next two years
  - › Resetting Metair to compete effectively in the current market environment
  - › Seeking additional growth opportunities in this market:
    - expanding product offerings, and entering new sales channels
  - › Expand in Sub-Saharan Africa's mobility sectors through "reset and growth" strategy

## OUTLOOK (continued)

Repositioning the group has set Metair on a sustainable growth path

Our vision: Generating value for our stakeholders by contributing to a sustainable future of mobility in Africa

### Growth initiatives

#### AUTOMOTIVE COMPONENT MANUFACTURING (PRIMARY SEGMENT)

- Manufacturing excellence
- New vehicle parts
- New partners
- New customers

#### AFTERMARKET PARTS AND SERVICES (PRIMARY SEGMENT)

- Integrate and identify synergies with **AutoZone**
- Reposition ATE as purely aftermarket
- Segment **First Battery** and Rombat between manufacturing and aftermarket
- Capitalise on ABM as a footprint into Africa
- Explore further acquisitions
- Expand partner aftermarket offerings



## 2 AFTERMARKET PARTS & RETAIL

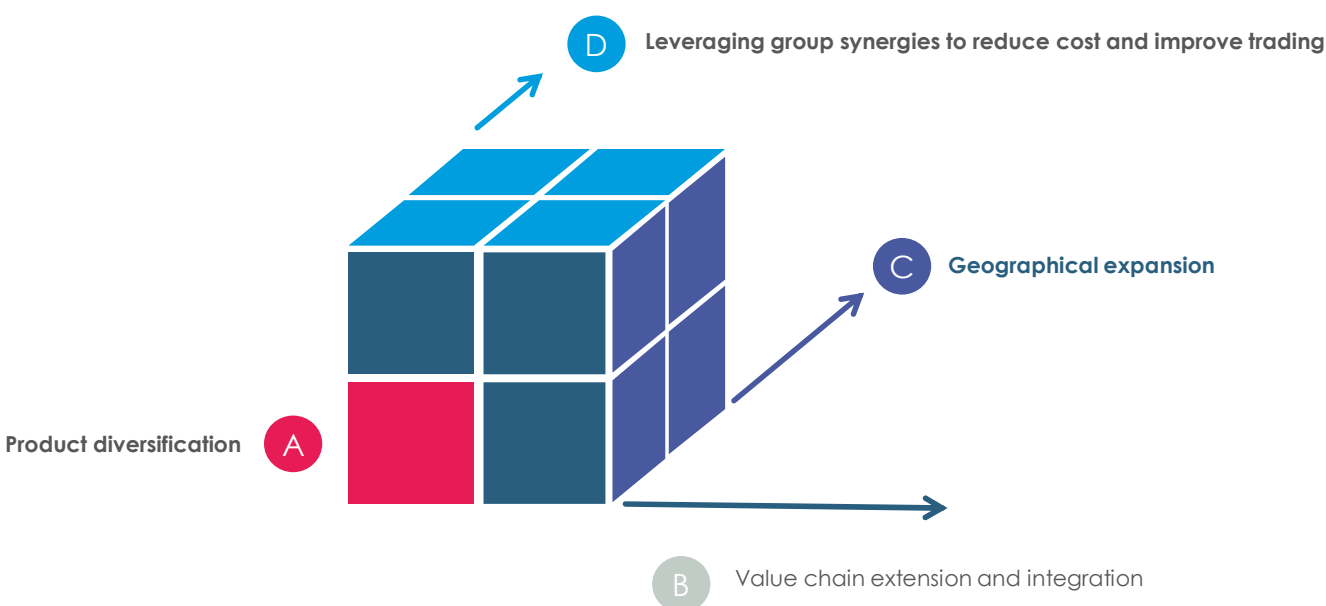
Paul O'Flaherty  
Vision & Strategy

Our vision: To be the one of the largest integrated aftermarket parts and retail solution providers in Africa

### Strategy:

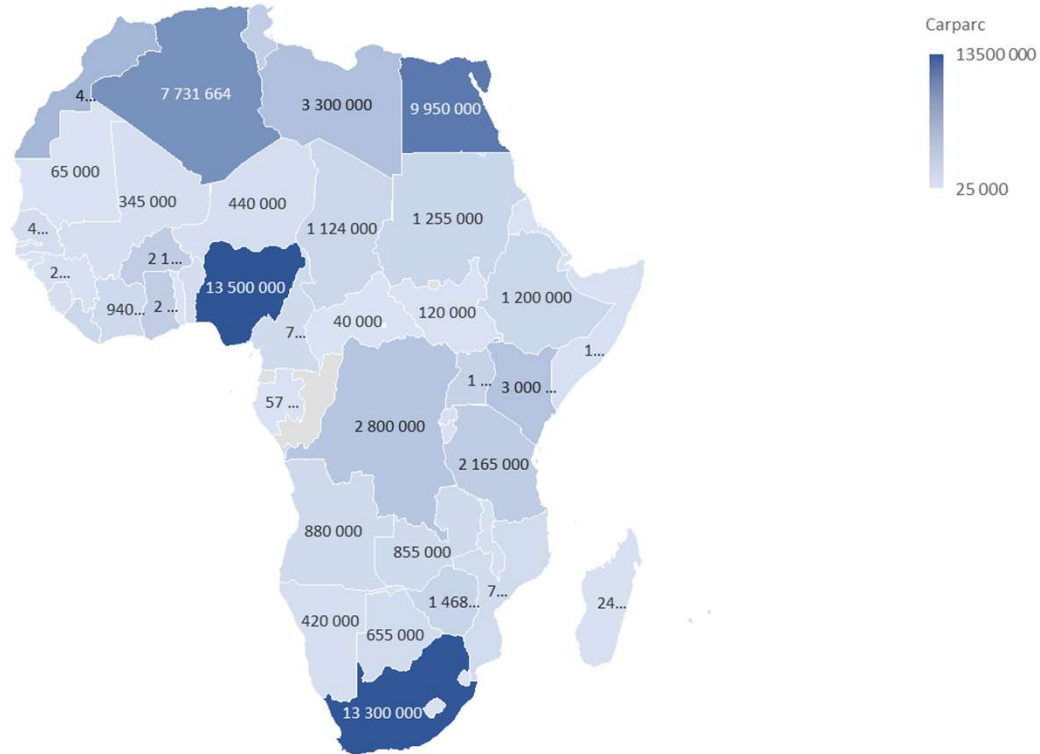
1. Diversified offering to meet the mobility needs of vehicle owners across the aftermarket value chain
  - I. High quality product offering
  - II. Professional service offering
2. Leverage shared services, infrastructure and capability across the group
  - I. Cost
  - II. Quality of offering
  - III. Vehicle owner experience
3. A leader in driving professionalisation and value chain integration across the aftermarket to elevate the vehicle owners experience
4. Deliver class leading returns to shareholders

## KEY GROWTH & OPTIMISATION LEVERS



- Increase our relevance to vehicle owners through expanding our offering
- Create better solutions for the vehicle owners maintenance and mobility needs through integrated solutions across the value chain
- Reach more vehicle owners through expanding our African footprint

## OUR MARKET



- SA car parc 13 m
- Total Africa car parc 86m
- Focus on developing priorities and route to market strategies

**3 FIRST BATTERY**

Russell Bezuidenhout



# INVESTORS PRESENTATION



# BUSINESS STRUCTURE



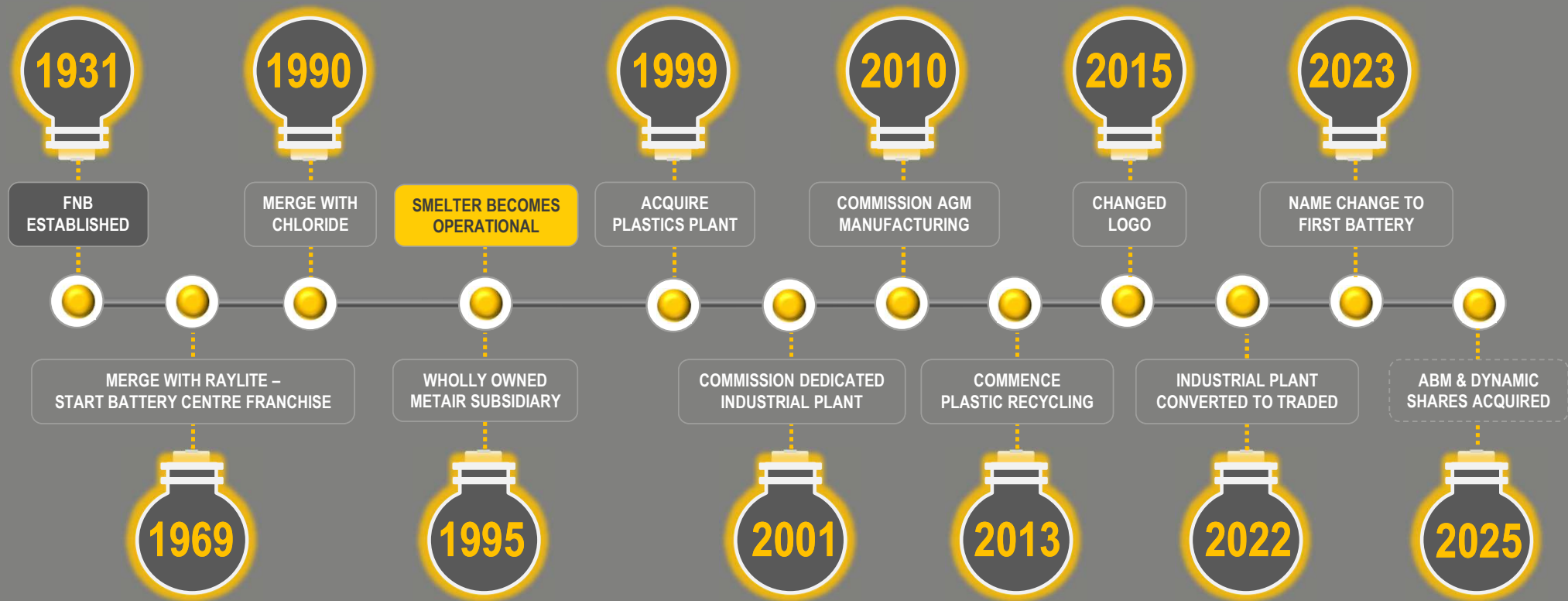
## ASSOCIATED BATTERY MANUFACTURERS 25%

- Manufacturing operation based in Nairobi, Kenya (Eastern Corridor of Africa).
- East African market presence.

## DYNAMIC BATTERY SERVICES 100%

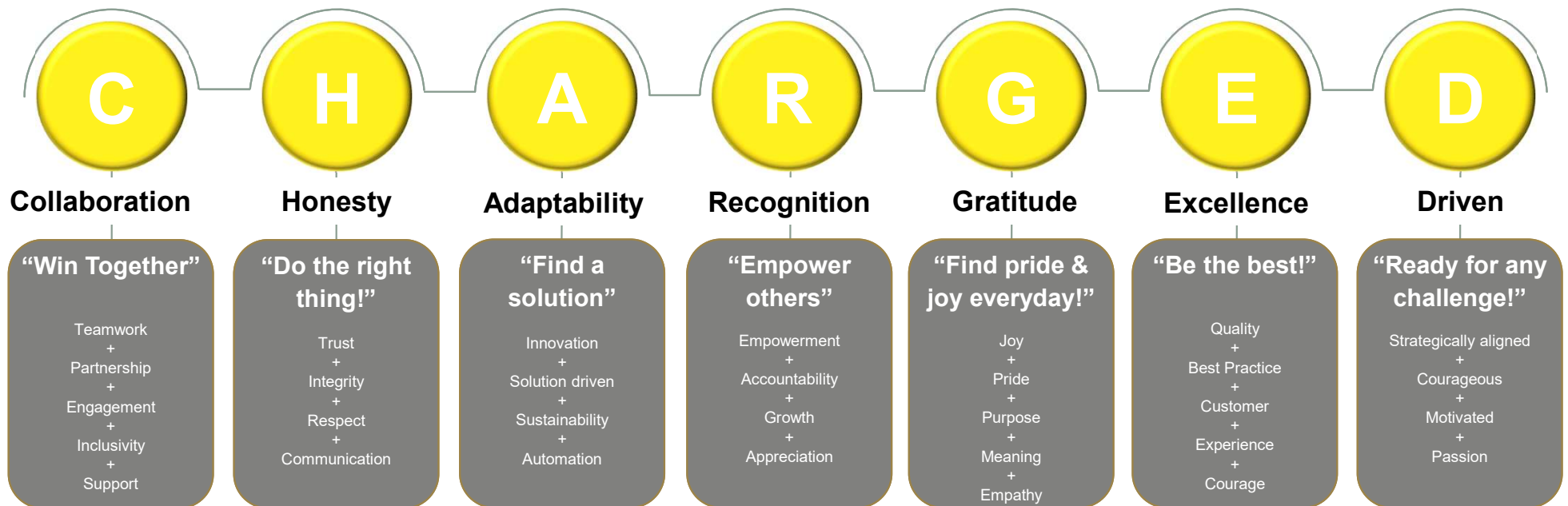
- Automotive battery trading operation based in the United Kingdom.
- Local UK car parc = 38 998 000
- Current sales volumes = ACT24: 66 982
- Sales growth strategy.

# BRIEF HISTORY OF FIRST BATTERY



# CUSTOMER CENTRIC VALUES MODEL

We believe in ...



# MEET OUR TEAM



**RUSSELL BEZUIDENHOUT**  
Chief Executive Officer  
33 years service



**DAKSHA PARBHOO**  
Financial Director  
6 years service



**SHANE PETERSEN**  
Marketing & Sales Director  
1 year service



**ANDREW WEBB**  
OEM & Export Sales Director  
31 years service



**CHARLES VAN ASWEGEN**  
Manufacturing Director  
31 years service



**FANWELL MAKADZANGE**  
Technical Director  
16 years service



**CAIN MAHLANU**  
HR Director  
24 years service

# FIRST BATTERY PRODUCTION FACILITIES



**SETTLER'S WAY**  
Automotive Battery Manufacturing  
Plant

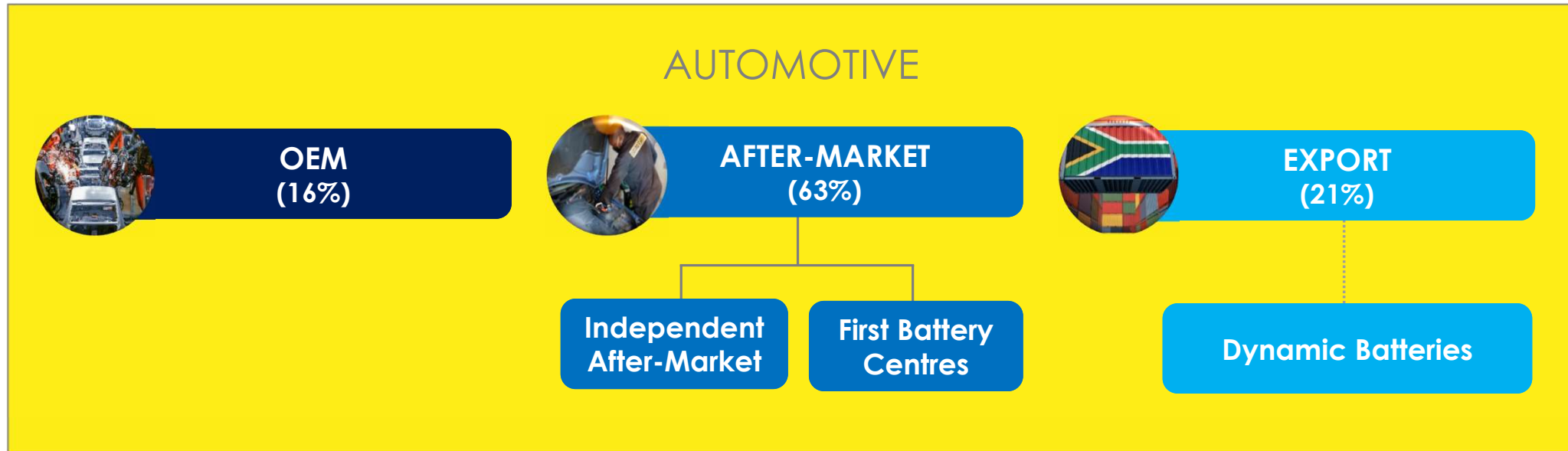


**BUFFALO VIEW ROAD**  
Formation & Moulding Plant



**BENONI**  
Lead Smelter, Marketing, Warehousing  
& Distribution

# MARKET SEGMENTS



# AUTOMOTIVE ORIGINAL EQUIPMENT

MEITR  
INVESTMENT LIMITED  
Automotive, Industrial, Retail

 **FIRST  
BATTERY™**

# AUTOMOTIVE ORIGINAL EQUIPMENT



# AUTOMOTIVE AFTERMARKET

The logo graphic consists of a yellow triangle pointing upwards and to the right, and a black triangle pointing downwards and to the right, meeting at a point.

**FIRST  
BATTERY™**

# AUTOMOTIVE AFTERMARKET



# AUTOMOTIVE FRANCHISE



**FIRST  
BATTERY™**

# AUTOMOTIVE FRANCHISE



- Independently owned
- Complete range of starter, motorcycle and leisure batteries
- Smart Test Battery Analyser
- 150 locations in Southern Africa
- Toll Free: 0800 112 600
- [www.firstbatterycentre.co.za](http://www.firstbatterycentre.co.za)





# AUTOMOTIVE EXPORTS

**FIRST  
BATTERY™**

# AUTOMOTIVE EXPORT



# AUTOMOTIVE TECHNOLOGIES & PRODUCTS

## SILVER CALCIUM

- Minimal water loss
- Factory sealed
- Low self discharge



## EXTRA HEAVY DUTY TRUCK RANGE

- Extremely vibration resistant
- Minimal water loss
- Specially formulated paste



## ENHANCED FLOODED BATTERY

- Suitable for micro hybrids
- Fast charge acceptance
- Minimal water loss



## VALVE REGULATED LEAD ACID (VRLA)

- Spill proof
- Suitable for start/stop applications
- Vibration resistant
- Deep cycle applications

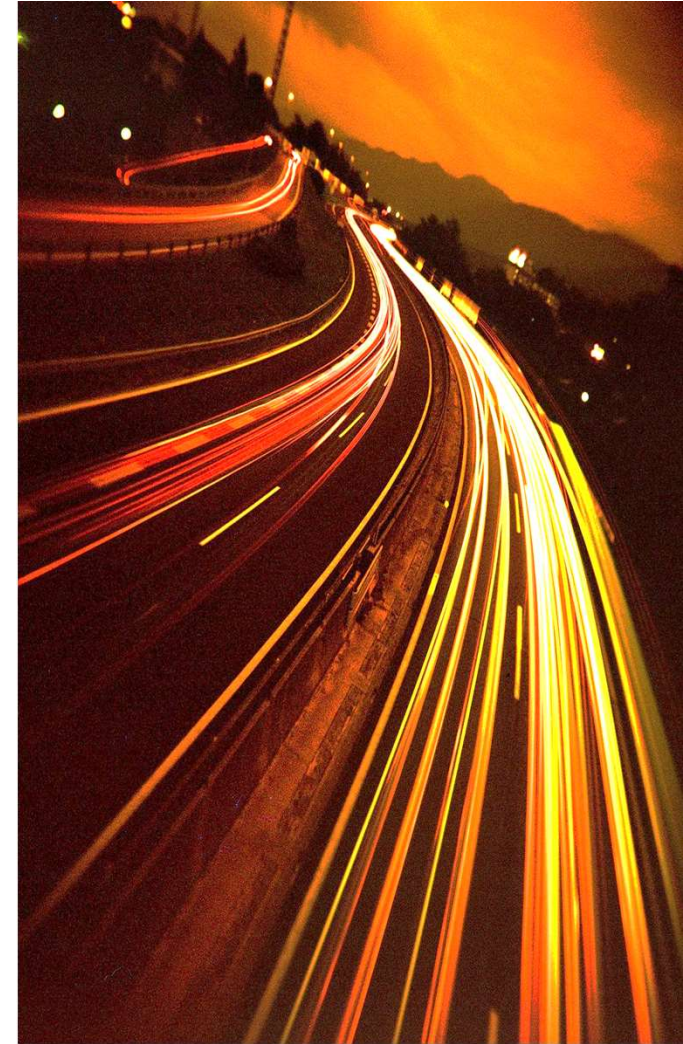
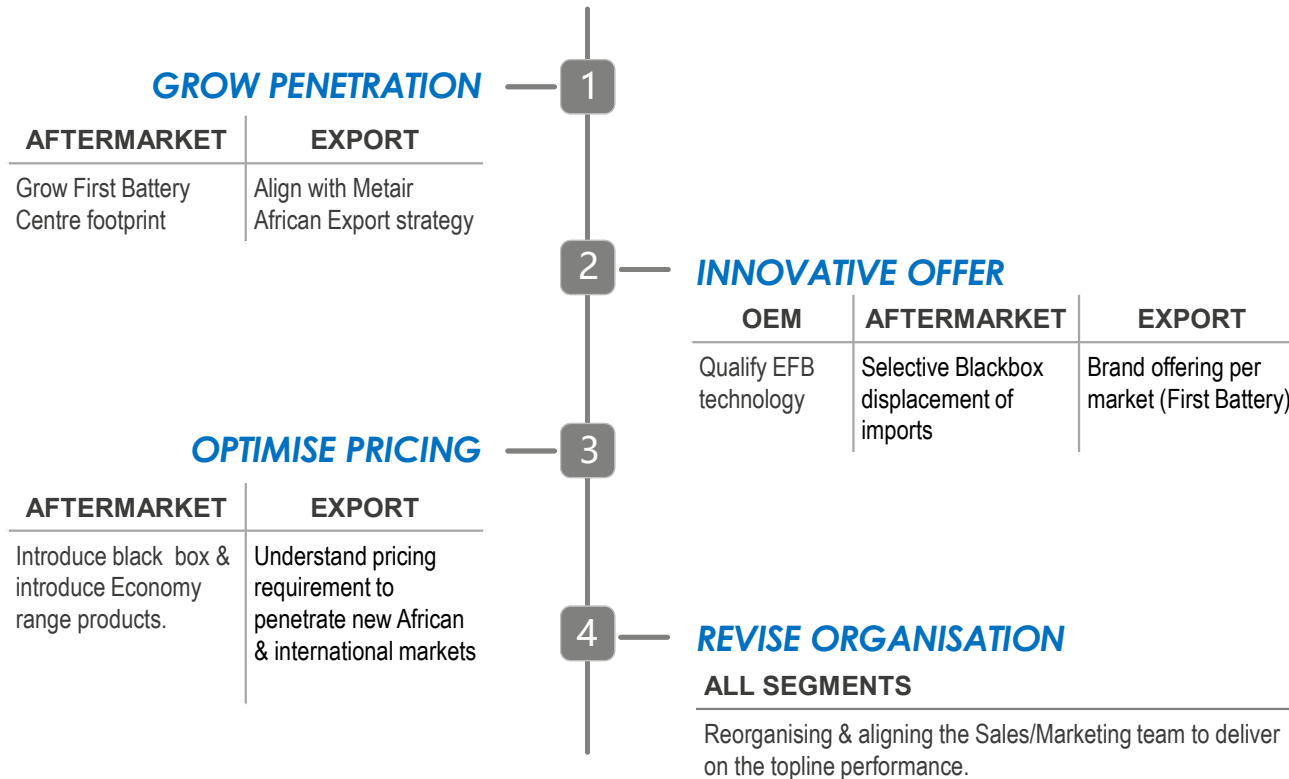


# FINANCIALS

	ACTUAL 2023	ACTUAL 2024
TOTAL VOLUME SOLD	1 665 171	1 536 268
FACTORY CAPACITY	1 800 000	1 800 000
FACTORY PRODUCTION <i>(Formation)</i>	1 708 911	1 638 310
EBIT	R179m	R225m
MARGIN	8.5%	10.5%

	TARGET
TOTAL VOLUME SOLD	1 800 000
FACTORY PRODUCTION	1 800 000
MARGIN	+/- 8%

# RESPONSIBLE VALUE GROWTH STRATEGY



# AFRICAN GROWTH STRATEGY

## MARKET PRESENCE

FIRST BATTERY	ABM
Stronger in the Southern African region	Stronger in East & Central Africa, biggest player in East Africa

## MANUFACTURING & SOURCING

FIRST BATTERY	ABM
Manufactures automotive SLI batteries	Manufactures automotive SLI batteries & Imports from Sebang & Chloride India

## BRAND VALUE & CUSTOMER PERCEPTION

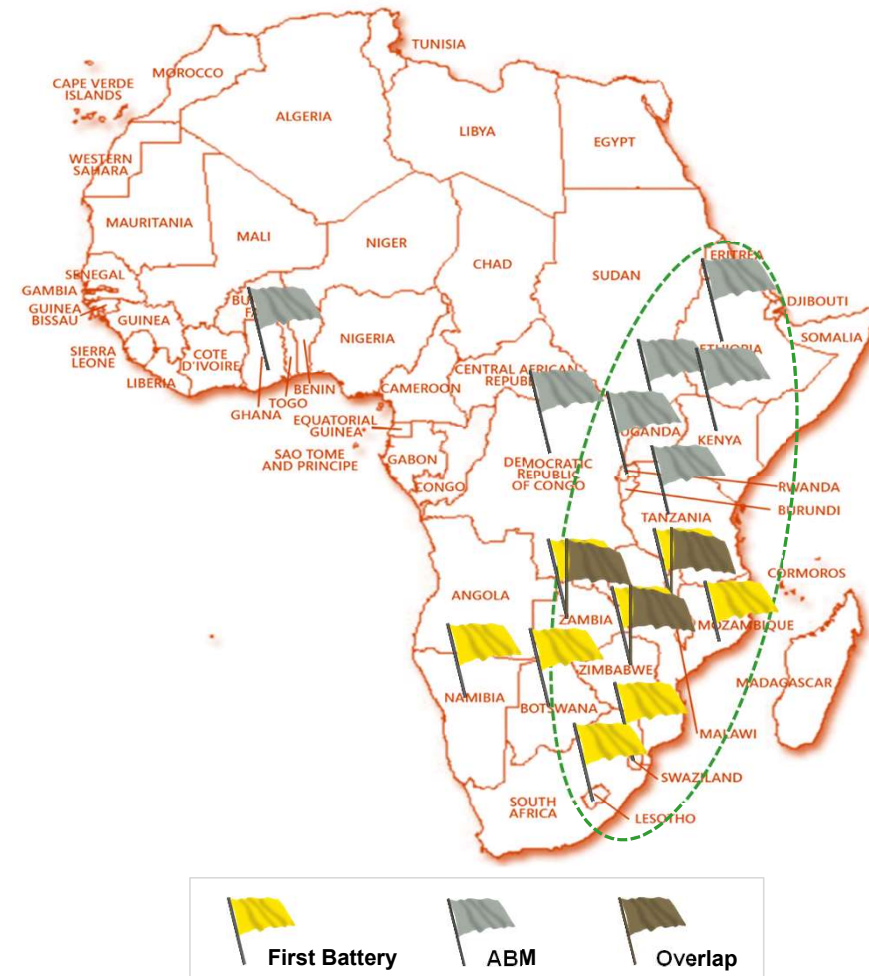
FIRST BATTERY	ABM
OEM standards and perceived high quality	Medium to economy brand perception

## PRODUCT RANGE & PRICING

FIRST BATTERY	ABM
Similar range as ABM – More DIN Types. OEM quality with competitive pricing	Similar range as FB – More JIS Types. Economy quality with mid-range to budget pricing

## DISTRIBUTION & MARKET STRATEGIES

FIRST BATTERY	ABM
Warehouse in South Africa, & supply through independent distributors in country	Warehouses in Kenya, Uganda, Tanzania (staff, salespeople & DC,) Malawi, Zimbabwe & Zambia (Bonded warehouse). Supply through independent distributors in country

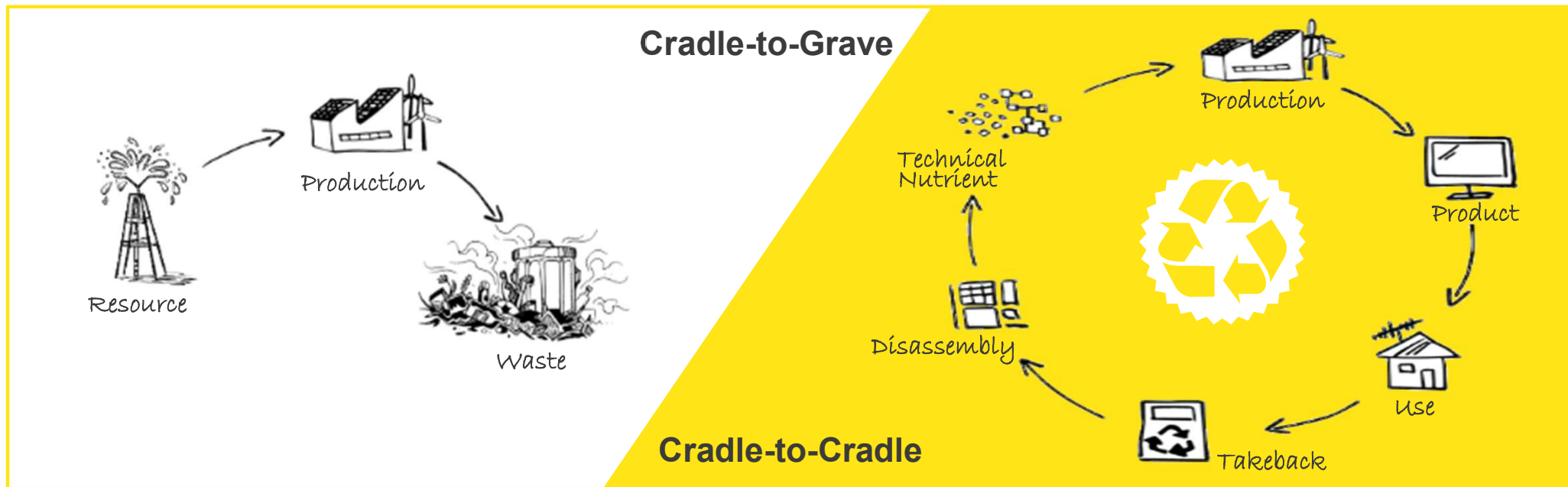


# Recycling



# CRADLE-TO-CRADLE PRINCIPLE

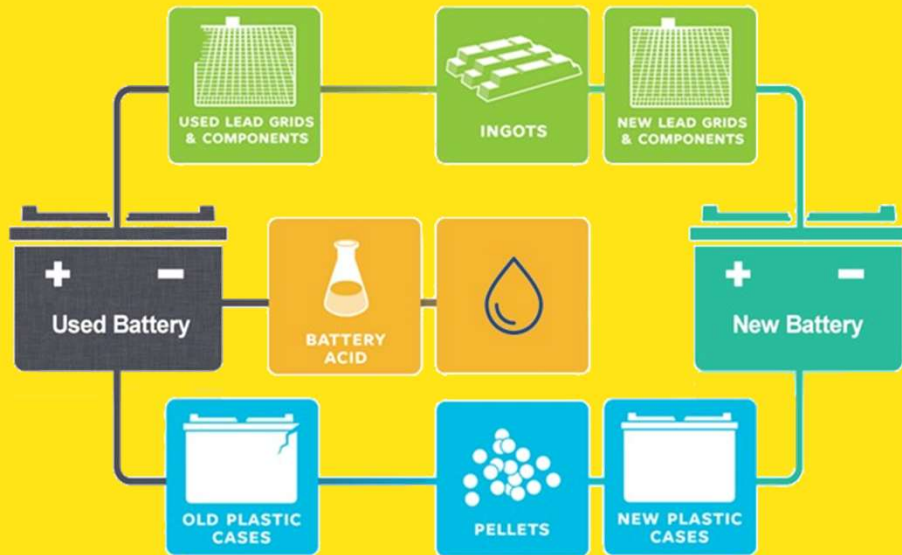
*We ensure that for every Lead Acid Battery we supply into the market, one is recycled*



## **Sustainability & the protection of our environmental & natural resources is important:**

- We recycle, rework our used lead acid batteries and production waste for reuse into new lead acid battery products.
- We responsibly reduce our impact on landfill sites.

# RESPONSIBLE RECYCLING REQUIRES CAPITAL INVESTMENT



## Smelter investment over the last 5 years:

### R21.2m Plant Equipment:

- Blending Kettles
- Battery Breaker Replacement Parts
- Rotary Furnaces

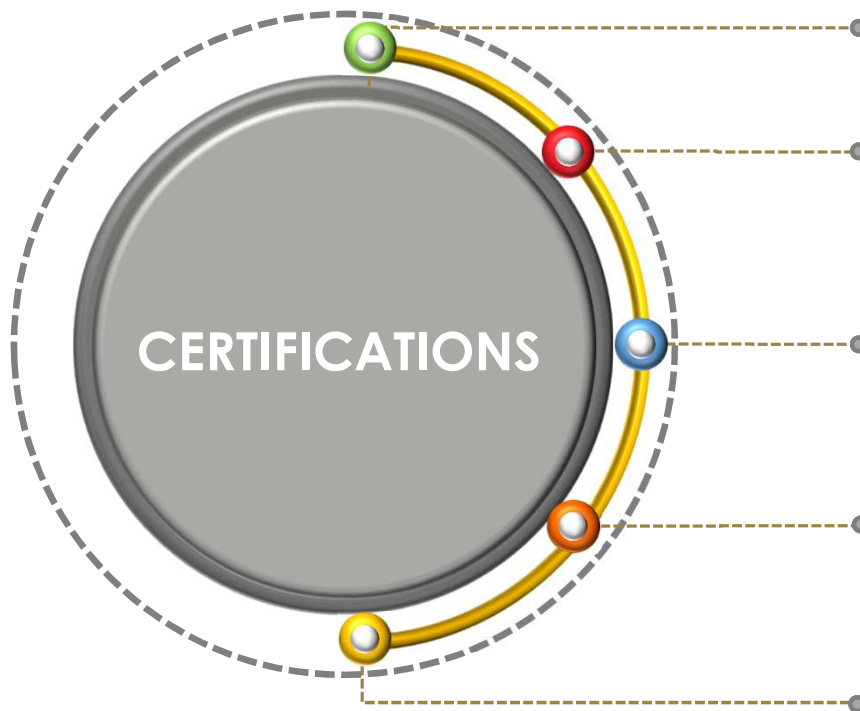
### R14.3m Efficient Abatement Equipment:

- New Abatement Equipment
- Stack Replacement
- Auxiliary Equipment

## Recycling efficiencies sustain our future & protects our natural resources:

- Applying best available technologies to achieve >90% recycling of our used lead acid batteries
- We are constantly improving on our lead recycling efficiencies
- We improved 5% on Alloy efficiency & 2% on Bullion Efficiency in the last 5 years

# QUALITY CERTIFICATIONS



## **IATF 16949:2016**

Listing for all Manufacturing facilities

## **ISO 9001: 2015**

Listing for all Manufacturing facilities

## **ISO 14001: 2015**

Listing for all Manufacturing facilities

## **ISO 50001: 2011**

Listing for all Manufacturing facilities

## **ISO 45001: 2018**

Listing for all Manufacturing facilities



# FIRST BATTERY SAFETY BRIEFING

All visitors are required to wear the PPE equipment provided

- Closed footwear
- Safety reflector vest
- Hard hat
- Hearing protection  
(Only if Plastic Plant is in operation)
- White dust mask

The Smelter is a lead environment & lead regulations must be adhered to.

- Correct PPE must be worn
- Visitors with specific medical conditions i.e. pacemakers, pregnancy etc. are not permitted in the zoned area
- Do not touch lead products without suitable gloves
- Visitors are to remain on the designated walkways provided

Local onsite safety precautions/ restrictions include:

- Be aware of ANY moving equipment e.g. forklifts
- If fumes are released during production, the area is to be vacated. Follow the leader of the group
- In case of an alarm, follow the leader to the evacuation areas
- Do not separate from the group
- No photography or videos of the area are permitted

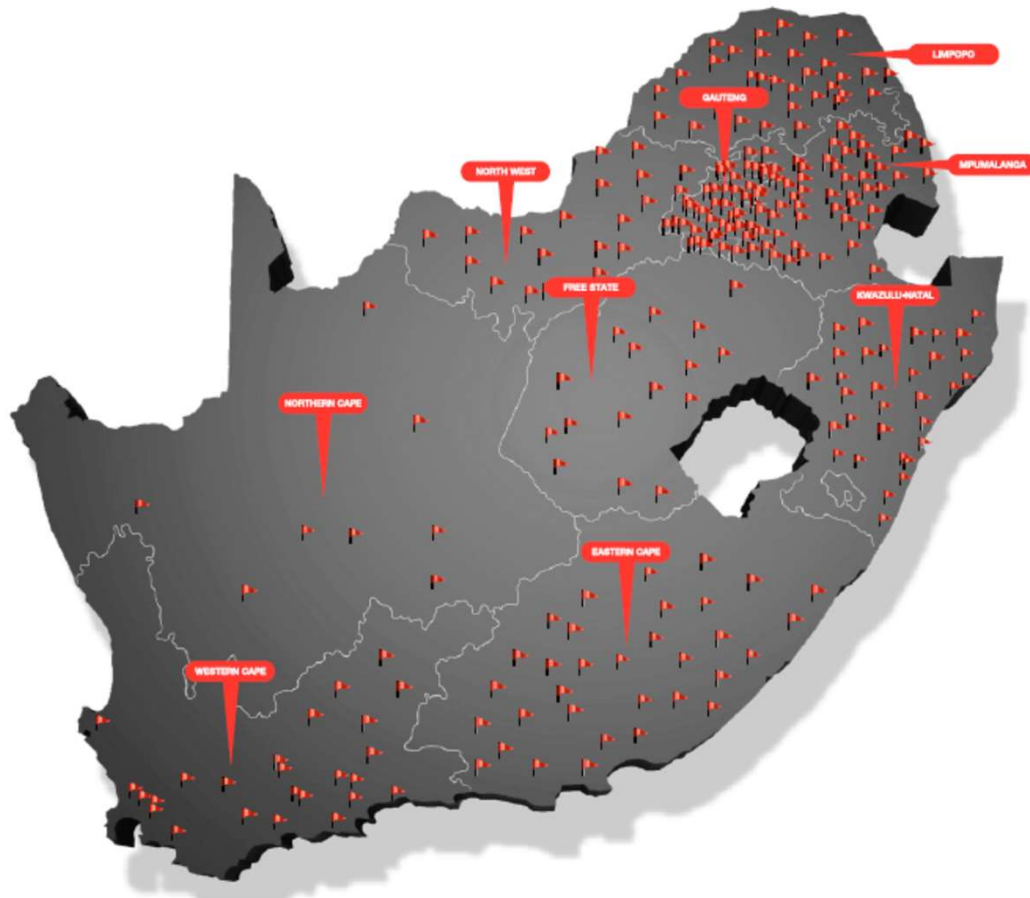


4

## AUTOZONE

Dion de Graaff

## 53 YEARS OF AUTOMOTIVE EXPERIENCE IN SOUTHERN AFRICA



Turnover circa R2 billion

Operate primarily in the Republic of South Africa, but also have a presence in Namibia, Swaziland and Botswana

A wholesale and retail business consisting of more than 200 stores with ~1400 employees:

- 169 are wholly-owned branches, including 8 wholesalers; and
- 31 are member (voluntary buying) stores.

Stock a wide range of original equipment quality automotive parts

Proficient in procurement, warehousing and distribution, merchandising

Parts sourced from more than 500 suppliers (both local and international)

Largest wholly owned footprint in SA

# TIMELINE

• 1988 •

National Bolts Ltd., a subsidiary of FSI Corporation, purchased Federal-Mogul's South African operations, including Femo and Huck.



Ownership passed from FSI Corporation to W&A Investments, including the following companies:

Hi-Speed Auto (Worcester and Carletonville)  
V&R Group | Autorite | Parts Centre  
Spareco (Southspares) | Northspares  
Elpar Marjon | Germax

• 1993 •

• 1995 •

W&A Investments sold to Federal Mogul, which included 3 Autorite stores and 33 Femo stores.



Federal Mogul collapsed the following entities under one brand, and AutoZone was launched:

Elpar Marjon | Eddies  
Fast Parts | Femo  
QSV | Spares Link

• 1996 •

• 1997 •

Federal Mogul sold AutoZone to Chariot Holdings Limited, a division of Super Group Limited, and consisted of the following:

10 wholesale stores under the Femo Auto Parts banner  
32 retail stores under the AutoZone banner



Super Group Limited sold AutoZone to a consortium consisting of RMB Corvest, Zico Capital and Hilton Mer, which by then had grown to:

11 "Big Box" wholesale / retail stores under the AutoZone Hyper banner  
82 retail stores under the AutoZone banner  
50 franchise / member stores carrying the AutoZone brand

• 2010 •

• 2014 •

The RMB Corvest / Zico Capital / Hilton Mer consortium sold AutoZone to Ethos Private Equity, and consisted of:

151 Wholesale and retail stores  
37 Member stores



AutoZone acquired a 26% share in MOVE Investments.

• 2020 •

• 2021 •

8 wholesales stores were rebranded QSV, leaving the retail side of the business to continue trading under the AutoZone banner.



AutoZone acquired a further 26% share in MOVE Investments, becoming majority Shareholder.

• 2022 •

• 2024 •

Ethos Private Equity disposed of AutoZone to Metair Investments Limited. At this time, the company consisted of:  
180 retail stores, including 10 satellite stores under the AutoZone banner

8 wholesale stores under the QSV banner  
31 franchise / member stores carrying the AutoZone brand



AutoZone acquired the remaining 49% share in MOVE Investments, which is now a wholly-owned subsidiary of AutoZone Holdings Pty Ltd.

• 2025 •

## RECOVERY TARGETS

### 2025

- Stabilisation period
- Recover to R2bn
- Return to profitability



### 2026 & 2027

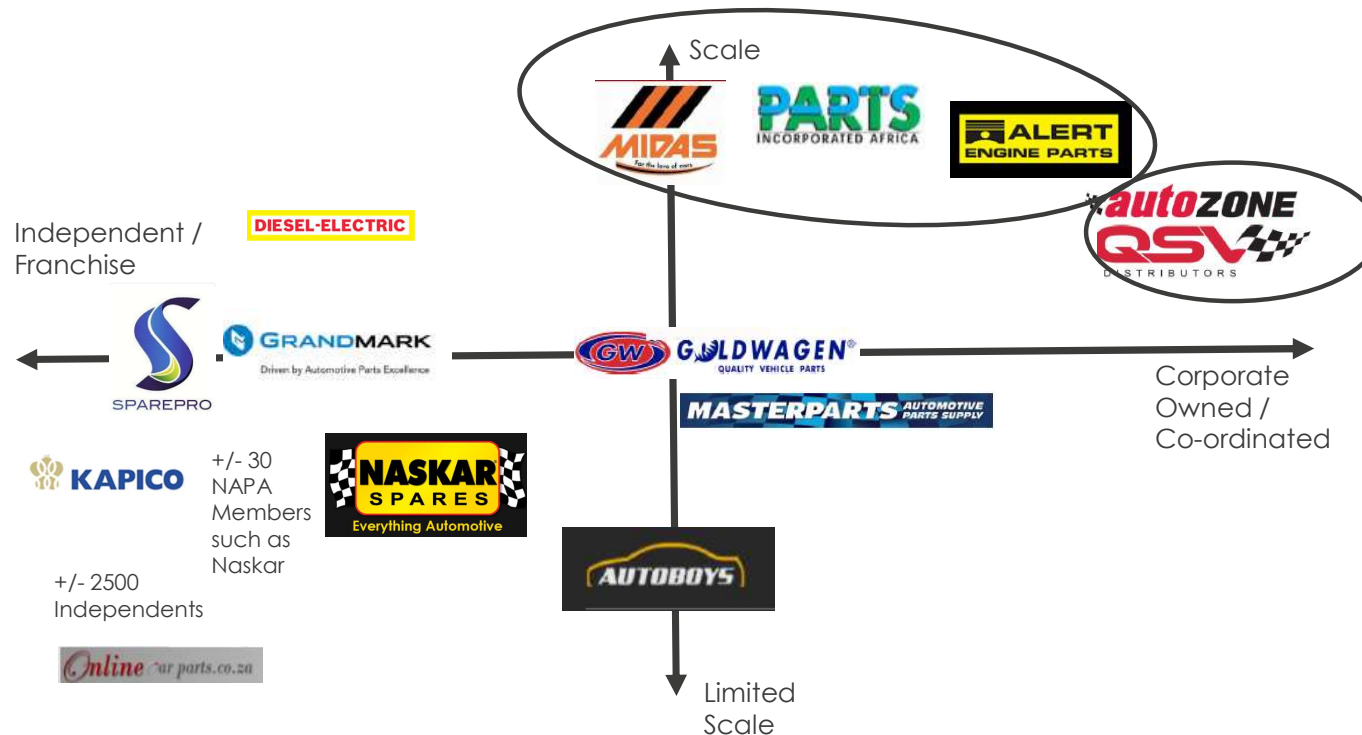
- Recovery period
- Return to R2.4bn
- Deliver returns in line with major peers



### Forward

- Leverage our unique positioning to deliver sustainable growth with class leading returns

# AUTOZONE'S UNIQUE POSITIONING



- Creates opportunity for efficiency and industry leading returns
- Ease of doing business for suppliers
- Nation wide customer solutions for national / larger customers
- Some competitors are however increasing their corporate ownership and co-ordination
- A number of emerging players are developing scale

- AutoZone is the only player with scale and central control & co-ordination

## EXPERIENCED MANAGEMENT TEAM



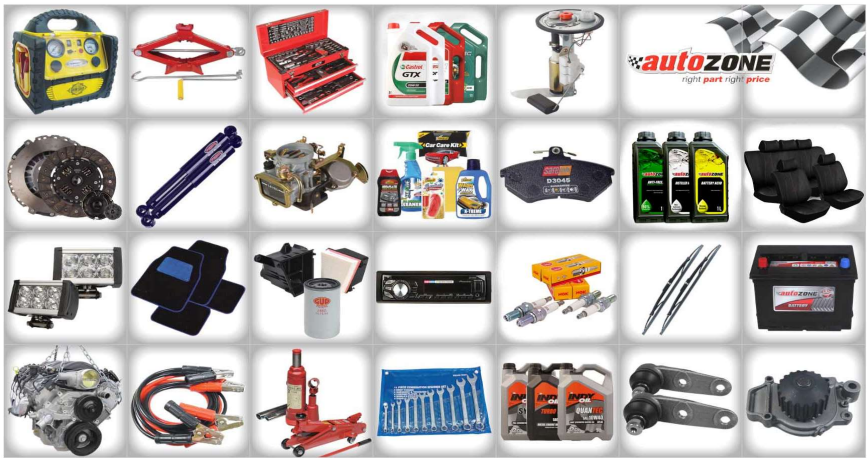
	Dion de Graaf	Christo Roos	Michael Da Paixao	Matthew Earle-Robertson	Glen Slow	Etienne Seneka I	Sekhwela Mokgala
<b>Current Role</b>	Chief Executive Officer	Chief Financial Officer and Supply Chain Executive	Merchandise and Marketing Executive	Retail Operations & Store Development Executive	Chief Information Officer	Human Resource Executive	Data and Digitalisation Executive
<b>Experience</b>	32 y: 7 in Auto/Retail	32 y: 10 in Auto/Retail	35 y: 35 in Auto/Retail	36 y: 36 in Auto/Retail	36 y: 33 in Auto/Retail	36 y: 29 in Auto/Retail	18 y: 10 in Auto/Retail
<b>Areas of Expertise</b>	<ul style="list-style-type: none"> <li>Business Leadership</li> <li>Strategy &amp; Finance</li> <li>Supply Chain</li> <li>People management</li> <li>Stakeholder management</li> </ul>	<ul style="list-style-type: none"> <li>Business leadership</li> <li>Strategy finance</li> <li>Financial reporting</li> <li>Capital structure management</li> <li>Treasury</li> <li>M&amp;A</li> </ul>	<ul style="list-style-type: none"> <li>Strategy</li> <li>Buying and planning</li> <li>Assortment planning</li> <li>Range building</li> <li>CI &amp; Brand equity</li> <li>Marketing</li> </ul>	<ul style="list-style-type: none"> <li>Retail operations</li> <li>Budget management</li> <li>Leadership</li> <li>Coaching</li> <li>Sales expertise</li> <li>Team management</li> <li>Strategy</li> </ul>	<ul style="list-style-type: none"> <li>ERP Systems Management</li> <li>Data networking</li> <li>Business Analytics &amp; Reporting</li> <li>Forecasting &amp; planning systems</li> <li>Pricing</li> </ul>	<ul style="list-style-type: none"> <li>Generalist HR Practitioner</li> <li>Culture management</li> <li>Union engagement</li> <li>CCMA matters</li> <li>Recruitment</li> </ul>	<ul style="list-style-type: none"> <li>Enterprise Systems Design and Implementation</li> <li>Enterprise ICT Governance</li> <li>Modernisation and Digital Transformation</li> <li>Industrial and Systems Engineering</li> </ul>
<b>Prior Work Experience</b>	<ul style="list-style-type: none"> <li>Twinsaver (COO)</li> <li>Stanley Black &amp; Decker (MD)</li> <li>Kimberly Clark (GM West, East &amp; Central Africa)</li> </ul>	<ul style="list-style-type: none"> <li>Ethos Partner</li> </ul>	<ul style="list-style-type: none"> <li>Edcon</li> <li>AVI, Spitz Group</li> <li>JD Group</li> </ul>	<ul style="list-style-type: none"> <li>ARB</li> <li>Home Africa Retail</li> <li>Massmart / Walmart</li> <li>Cashbuild</li> <li>JD Group</li> </ul>	<ul style="list-style-type: none"> <li>Super Group</li> <li>Unibase solutions</li> <li>Sappi</li> <li>SA Eagle - IT</li> </ul>	<ul style="list-style-type: none"> <li>Super Group Eskom</li> </ul>	<ul style="list-style-type: none"> <li>Axiz</li> <li>DHL Global Forwarding</li> <li>Massmart</li> <li>BMW</li> <li>Anglo</li> </ul>
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>Executive Leadership Programme – Insead University</li> <li>MBA - Wits Business School</li> <li>CIMA - Chartered Institute of Management Accountants</li> <li>CIS - Chartered Company Secretary</li> </ul>	<ul style="list-style-type: none"> <li>CA(SA)</li> <li>CFA</li> <li>MCom Tax</li> </ul>	<ul style="list-style-type: none"> <li>In-house retail courses such as: Strategy &amp; execution, leadership, financial planning and budgeting</li> <li>Interior Design Course from Inscape College</li> </ul>	<ul style="list-style-type: none"> <li>Franchise management from Wits Business School and training with diploma awards in levels NQF 5 to NQF 7</li> <li>Diploma with distinction in advanced leadership coaching</li> </ul>	<ul style="list-style-type: none"> <li>BCom (Information Systems &amp; Accounts) – UNISA</li> <li>Various certifications in programming, operating systems, networking and software</li> </ul>	<ul style="list-style-type: none"> <li>BCom Industria Psychology</li> <li>BCom (Hons) Industrial Psychology</li> <li>MCom Business Management</li> </ul>	<ul style="list-style-type: none"> <li>CGEIT - Certified in the Governance of Enterprise Information &amp; Technology - ISACA</li> <li>Advanced Management Development Program - Services SETA</li> <li>MScEng Engineering - University of the Witwatersrand</li> <li>BEng Industrial - University of Pretoria</li> </ul>

- 160 years experience in Auto/Retail
- A diverse set of backgrounds, experience and skill sets

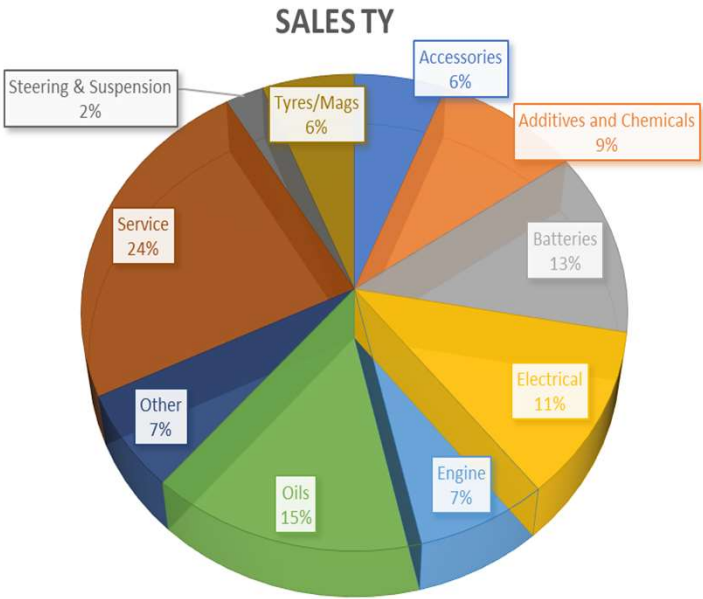
# AUTOZONE OPERATING MODEL



CLEAR FOCUS ON AUTOMOTIVE

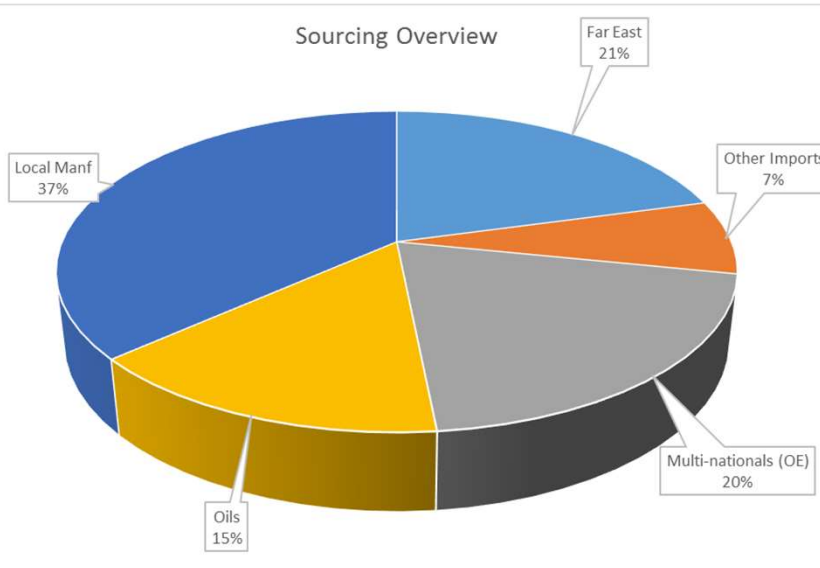


79 Automotive Categories  
11 500 sku's



# STRATEGIC APPROACH TO SOURCING

## Key Suppliers



## House Brands (28%)



## A Partnership Approach to a Multi Brand Offering



## OUR INFRASTRUCTURE & CAPABILITY



Real estate of c.115,000m<sup>2</sup> across 177 leased sites, including Johannesburg based Central Distribution Centre of c.15,000m<sup>2</sup> and Head Office of c.3,000m<sup>2</sup>

Last mile fleet of 278 owned vehicles

c.11,500 part numbers in assortment that is stocked

Real-time company wide ERP system

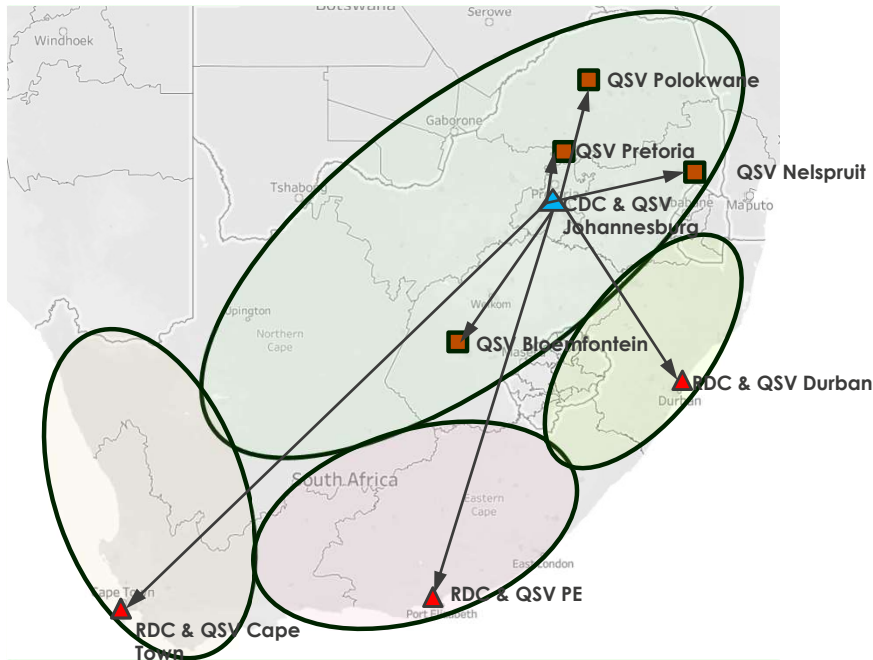
In-house Technical Support Department

Centralised Support Functions

Algorithmic enabled control of selling price per part

Focus on rural and urban markets

# REGIONALISED HUB & SPOKE SUPPLY CHAIN



## Operating Model

- ▲ Johannesburg CDC
- ▲ RDCs (3)
- QSV Wholesale Branches

## Customer service

Strong relationships with countrywide network of couriers enabling next day delivery to c.80% and within 48 hours to the remaining c.20% of stores

Own fleet enables responsive last mile delivery from stores to non walk-in customers

## Optimised costs

Optimised primary freight costs

Flexible & responsive secondary freight

Import destuffing distributed via Centralised Distribution Centre

## Inventory Optimisation

Improved inventory mix with slower moving stock held in RDC's and more capacity for high demand stock in branches

Result is higher inventory levels held closer to end customers

## RETAIL STORES



- 169 locations nationwide
- 7 Key store demographics
  - CBD
  - City Emerging
  - Metro auto retail (hubs)
  - Metro CBD
  - Metro Emerging
  - Rural
  - Town
- Our customer base
  - Informal Mechanic
  - Formal workshops
  - Fitment centres
  - DIY & car enthusiasts
- 75% cash and 25% Debtor base
- Retail contributes approx. 65% to the AutoZone unit

## QSV WHOLESALE

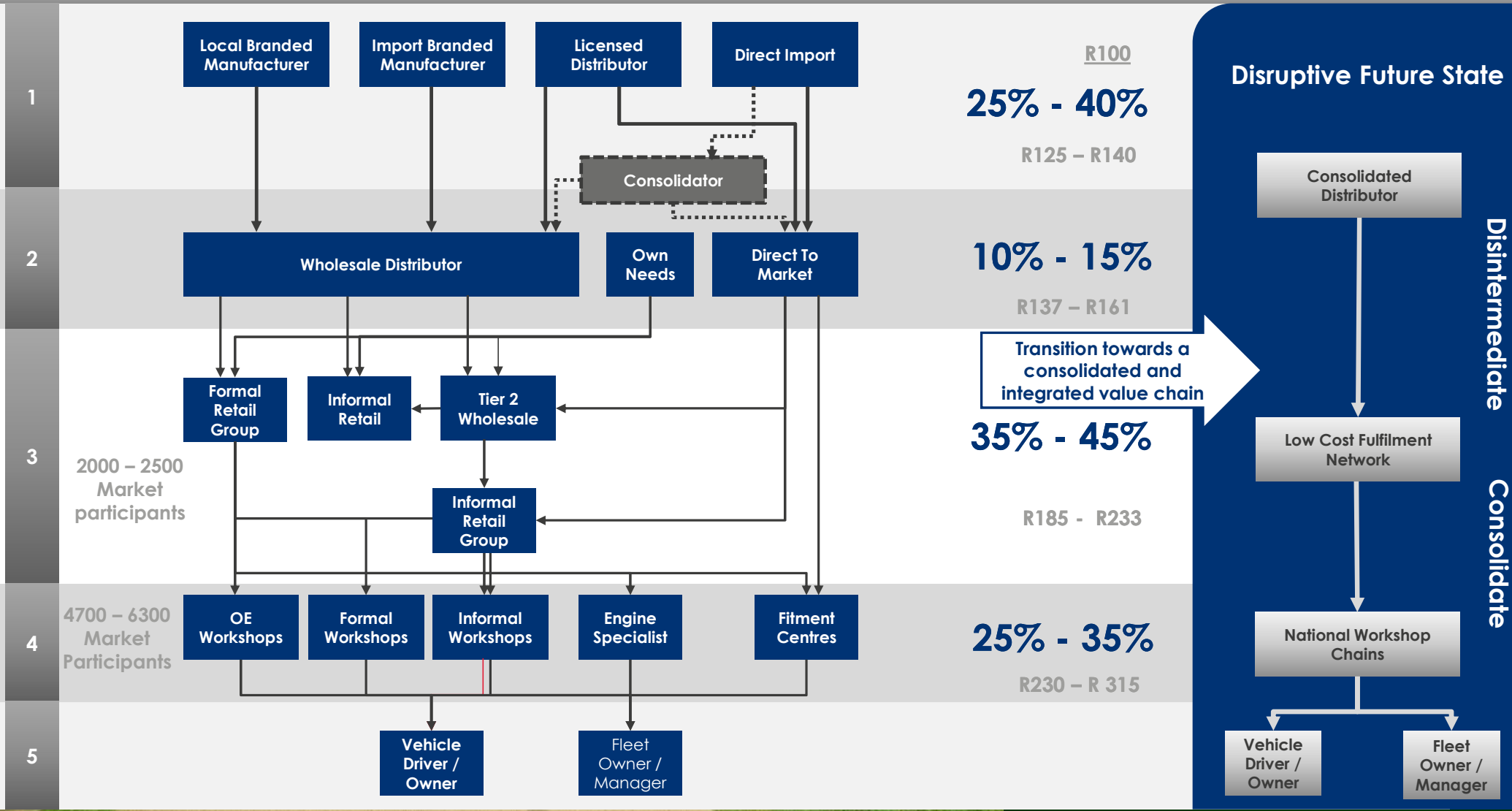


- 8 Wholesale branches
  - Pretoria
  - JHB
  - Nelspruit
  - Bloemfontein
  - Cape Town
  - Polokwane
  - Durban
  - Port Elizabeth
- Tele sales and outbound Reps with delivery to customers
- Our customer base
  - Independent Spare shops
  - AutoZone members stores
- 85% Credit sales
- Approx 35% contribution to AutoZone business

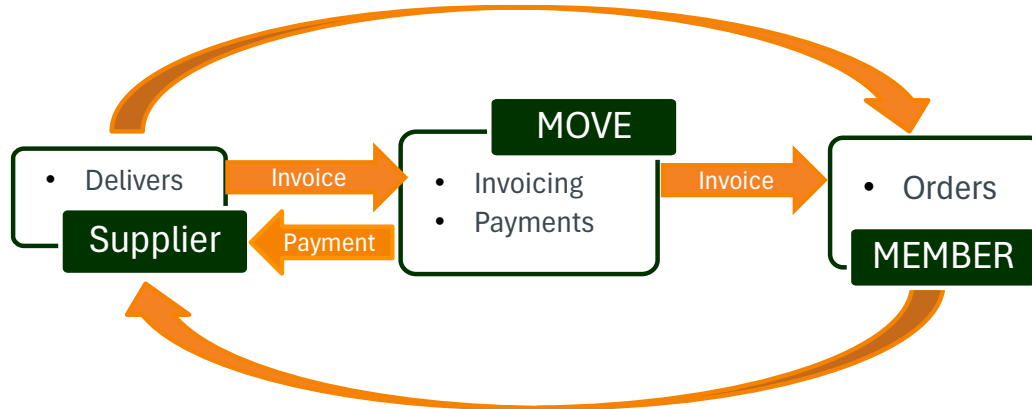
## 5 FLEET & WORKSHOP MOBILITY SOLUTIONS

Dion de Graaff

# Passenger and Light Commercial Vehicle Aftermarket Value Chain



# MOVE WORKSHOPS



- Move is a buying group
- It connects independent workshops with AM & OE suppliers
- Simplifies admin processes
- Offers payment terms & competitive pricing
- Over 200 workshop members & over 200 suppliers

# Metair Mobility Solutions

Digital Workshop Solution

