BDO

South Africa's automotive aftermarket: navigating disruption, complexity and growth

How changing vehicle technologies, emerging brands, supply-chain pressures and affordability are redefining the future of vehicle servicing, repair and parts.



Elevating **people.**
Elevating **business.**
Elevating **society.**

Executive summary (1/2)

South Africa's automotive aftermarket is entering a period of structural transformation driven by global industry disruption, changing consumer preferences, and rapid shifts in the local vehicle landscape. While the country's vehicle parc grew to 13.7 million vehicles in 2025 and continues to age, creating sustained demand for maintenance and repairs, aftermarket participants face growing complexity from vehicle electrification, digital technologiesadvancements, supply chain volatility, and increased competition.

The expansion of Chinese automotive brands is reshaping the competitive environment. Chinese manufacturers accounted for 19.1% of South Africa's passenger and light commercial vehicle sales in Q1 2026, more than double their 2021 market share. This growing brand diversity is increasing demand for broader parts coverage, technical expertise, and aftermarket support networks. At the same time, established OEMs are facing mounting pressure to defend market share and strengthen customer retention through after-sales services.

Globally, the automotive industry is becoming more technology intensive. The growing adoption of hybrids, electric vehicles, ADAS systems, software-enabled diagnostics, and connected vehicle technologies is increasing repair complexity and raising requirements for specialised skills, tools, and access to technical information. South Africa's aftermarket faces a significant skills challenge, with approximately two-thirds of automotive businesses reporting shortages of specialist technicians and growing capability gaps in advanced vehicle technologies.

Supply chain resilience is emerging as a critical success factor. South Africa imported R107.5bn of automotive parts in 2025, an increase of 57.4% since 2021, exposing the aftermarket to logistics disruptions, freight cost inflation, and extended lead times. Dependence on imported parts, particularly from China and Europe, increases the risk of vehicle downtime and inventory shortages, highlighting the need for diversified sourcing strategies and improved stock management.

At the same time, affordability pressures are influencing consumer behaviour. Rising vehicle ownership costs, higher repair expenses, and constrained household budgets are encouraging motorists to delay non-essential maintenance, seek lower-cost repair alternatives, and prioritise value over brand loyalty. This trend is intensifying price competition and placing sustained pressure on aftermarket margins.

Despite these challenges, significant opportunities exist. Growth in the ageing vehicle parc, increasing demand for affordable mobility solutions, digital workshop innovation, aftermarket financing models, localisation initiatives, and future EV-related services provide avenues for expansion. Organisations that invest in supply chain resilience, workforce development, data-driven decision-making, technology capabilities, and ecosystem partnerships will be best positioned to capture long-term value.

The next phase of growth for South Africa's automotive aftermarket will depend on its ability to adapt to a more complex, technology-enabled, and competitive environment while maintaining affordable, accessible, and high-quality mobility solutions for consumers.

Siyabonga Mthembu

BDO South Africa
Automotive Sector Leader



Key facts

- Global vehicle production reached **96.4 million** units in 2025, with China accounting for **35.8%** of output vs a **17.8%** European share
- South Africa's vehicle parc reached **13.7 million** vehicles in 2025, with the average vehicle age increasing to 11 years
- Chinese brands reached **19.1%** of South Africa's passenger and LCV sales in Q1 2026, more than doubling the share from **9.0%** in 2021
- Talent shortages constrain the aftermarket, with **~2/3** of SA automotive companies reporting specialist shortages and skills gaps
- SA's parts imports grew to **R107.5bn** in 2025 (**+57.4%** vs 2021), increasing exposure to international logistics and supply chain disruptions
- Aftermarket responses should focus on resilient parts supply, skills, and technology development, as well as market access



Executive summary (2/2)

China drives global car output growth but weaker demand and falling margins pressure OEMs and suppliers

In 2025, China accounted for ~88% of the global automotive production growth, while European output remained broadly flat. In 2026, weaker Chinese demand is expected to reduce global sales by 2.7% YoY, as rising exports intensify competition in overseas markets. Financial performance also deteriorated in 2025, with a 1.0% YoY revenue decline among 25 major OEMs[19] accompanied by a sharper contraction in operating earnings. Suppliers face similar pressure, with margins declining despite higher production volumes, driven by OEM pricing demands and rising operating costs.

Key vehicle production figures for 2025

99.8 million
Global vehicle sales
All vehicles
▲ +4.7% YoY

96.4 million
Global vehicle production
All vehicles
▲ +4.0% YoY

34.5 million
China vehicle production
All vehicles
▲ +10.4% YoY

Global OEMs financial performance in H1 2026[2]

3.5%
OEM EBIT margin
25 global OEMs
▼ (-0.9 p.p.) YoY

R20.7k
EBIT per car
25 global OEMs
▼ (-14.4%) YoY

(-16.3) YoY
OEM EBIT change[3]
25 global OEMs
▲ +26.3 p.p. YoY

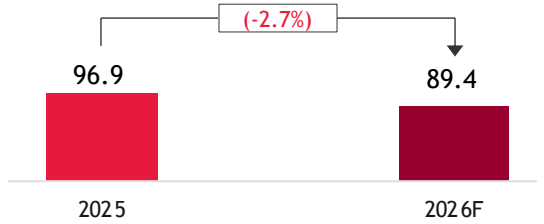
Supplier financial performance in 2025[2]

R21.4tn
Global supplier revenue
Top-100 suppliers
▼(-2.2%) YoY

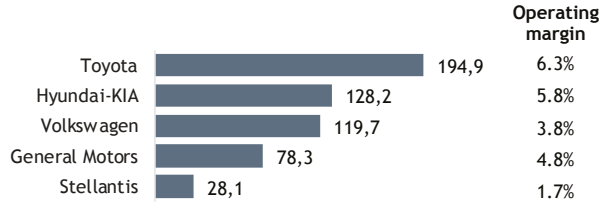
5.2%
Global supplier profit margin
Top 100 suppliers
▼ (-0.6 p.p.) YoY

+21.0% YoY
Chinese supplier revenue growth
Chinese Top 100 suppliers
▲ +11.3 p.p. YoY

Global light vehicle production, million units



Top-5 OEMs operating profit in H1 2026, Rbn[2]



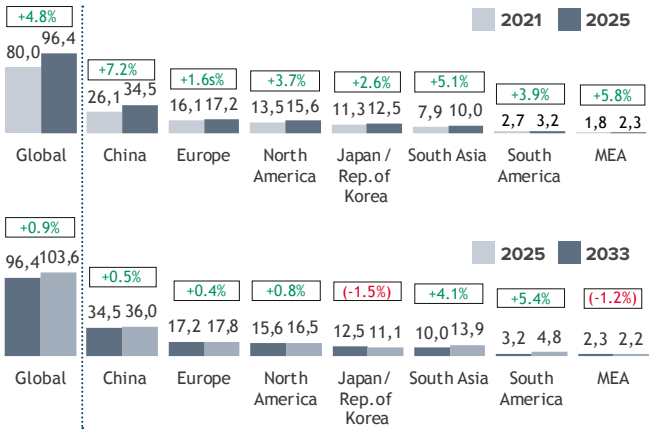
Global profit margins by supplier segment in 2025

24.6%	23.2%	10.2%	4.5%	(-11.3%)
Semi-conductors	Glass	Tyres	Powertrain	Batteries

Global automotive market overview (1/2)

Production growth is shifting towards Asia while tariffs and localisation reshape OEM production and sourcing

Historical and projected global light-vehicle production by region, million units[1,2]



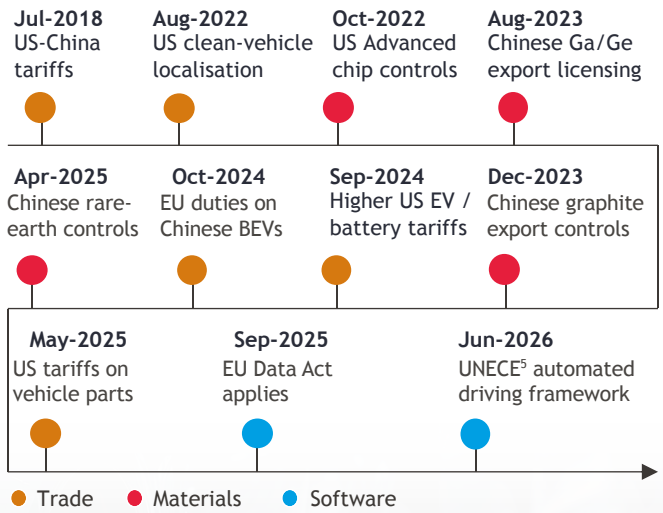
Global vehicle production rose by 3.9% YoY to 96.4 million units in 2025. China represented 35.8% of total output, compared with 17.8% for Europe and 10.6% for the USA. European production remained relatively stable, hindered by persistently high energy costs and the impact of tariffs; however, trade performance in the region faced significant headwinds, as EU exports fell by 6.2%, adding further pressure to the trade surplus.

The global industry is becoming more geographically dispersed as OEMs add capacity in lower-cost export hubs and localise production closer to end markets. India is expanding particularly quickly: Hyundai plans to raise local capacity to 1.07 million vehicles by 2028, while Maruti Suzuki targets 4.0 million by FY 2030/31, with the country also serving as a major export base.

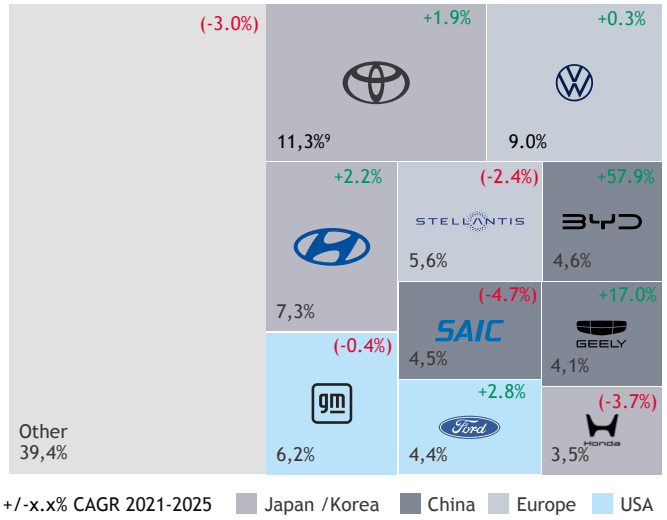
In 2025, China's industry grew by 10.4% YoY amid strong policy support and expanding export volumes. However, as domestic demand softens, excess capacity persists, and trade barriers accelerate, Chinese OEMs' shift towards export-led growth and overseas localisation. For example, BYD's Brazilian plant is expected to scale to 600,000 units annually from 150,000 units in 2026.

Automotive policy in recent years has placed greater emphasis on trade, localisation, sourcing, and connected-vehicle data. In 2026, the USMCA[3] Joint Review put automotive rules of 75% North American content for qualifying passenger vehicles and light trucks back under scrutiny, with negotiations focused on strengthening regional sourcing and reducing reliance on non-North American inputs, while the EU is supporting battery localisation through R36.4bn[4] funding and a target of more than 50% European value added across the battery value chain by 2030. In the 2025-2026 automotive plan, China combined demand support with measures to strengthen domestic supply chains, expand NEV[5] sales, and accelerate intelligent-connected vehicle deployment. Market access is becoming more closely linked to local production, supplier origin, and control of critical technologies.

Global automotive industry regulatory timeline



Global OEM share by vehicle sales in 2025

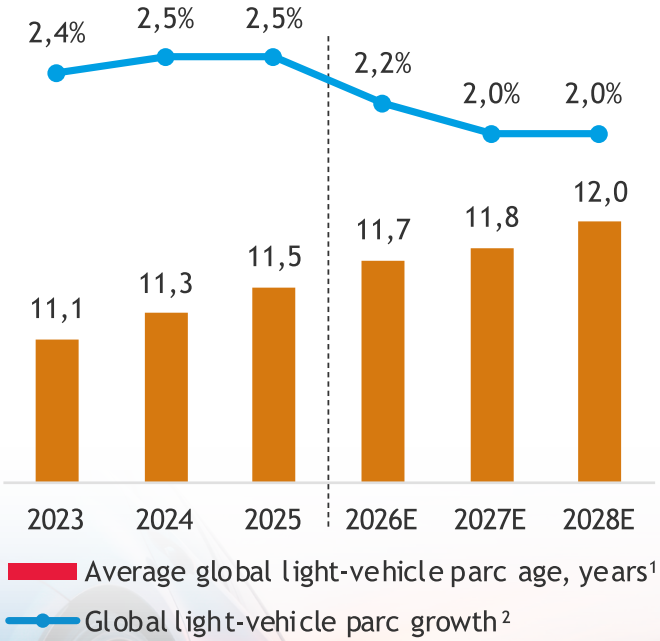


OEM growth is becoming more dependent on how well manufacturers match their products and production footprint to regional demand. Chinese OEMs remain the strongest growth group, combining export expansion with greater overseas localisation, including BYD's European production in Hungary. Toyota and Hyundai maintained comparatively stable volumes through broad hybrid and SUV portfolios, while also expanding US capacity, including Hyundai's R385.0bn[4] investment programme for 2025–2028. Slower growth in mature markets is constraining established OEMs, particularly in Europe, where weaker demand and competitive pressure are driving lower volumes and capacity cuts. Stellantis has faced declining European shipments, while Volkswagen is reducing German capacity by ~734,000 units.

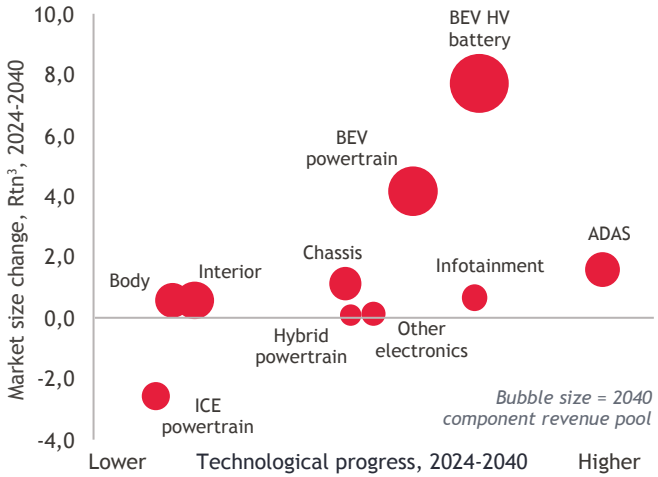
Global automotive market overview (2/2)

A growing, ageing, and technology-intensive global vehicle parc is increasing repair needs and complexity

Global light-vehicle parc average age and growth rates



Global components market development by segment[3]



Global light-vehicle parc is forecast to grow by ~2.0% annually in 2024–2028, while average vehicle age is expected to increase from 11.3 to 12.0 years and the share of vehicles older than ten years rising from 43% to 48%. A global light vehicle parc of up to 1.9 billion vehicles by 2034 creates a broader and older service base, supporting demand for replacement parts and aftermarket repair. At the same time, newer vehicles carry more technology content. Batteries and EV powertrain-related components are expected to grow by ~13% and vehicle software by ~14–16% vs ~3.5% for total component demand over 2025–2035. The greater deployment of ADAS[4] and software-enabled systems adds sensor and control units that require dedicated diagnostics and post-repair calibration. For illustration, in the USA, vehicles requiring multiple sensor calibrations spent an average of 17 days in repair in 2025, compared to 13 days when no calibration was required.

Average OEM warranty claims rates by home region in 2024

Region	OEMs	Claims rate, 2023-2024[5]	2024 claims rate	YoY 2024
Europe			2.8%	+0.4 p.p.
USA			2.6%	0.0 p.p.
South Korea			2.5%	(-0.4 p.p.)
India			1.8%	+0.3 p.p.
Japan			1.6%	+0.5 p.p.
China			0.8%	+0.1 p.p.

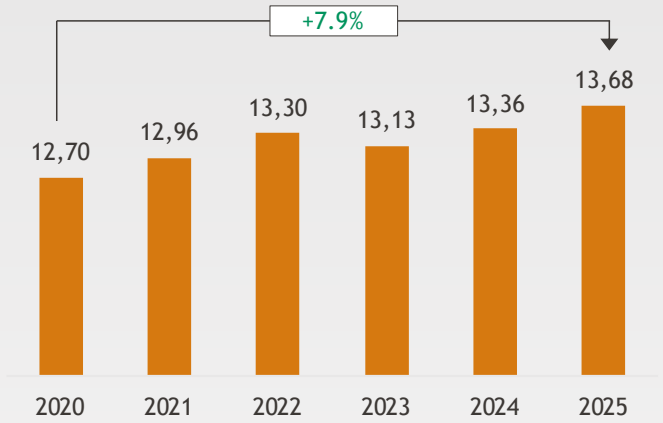
2024 2023

Global vehicle production remains concentrated across six key OEM home regions, which accounted for 81.0 million vehicles in 2025, or 84.0% of global output. European and US OEMs recorded the highest average claims rates at 2.8% and 2.6% in 2024, while warranty pressure also increased among several Japanese manufacturers, including Toyota and Honda. Across the selected OEMs, the average claims rate rose from 1.9% to 2.2%, while total claims increased 18.0% YoY to R1,061.6bn and accruals and reserves rose by 11.0% and 10.0%, respectively. Higher labour and parts costs, together with more software, electronics, and ADAS systems, are making warranty repairs more expensive and operationally complex for established OEMs. Chinese OEMs remain at a lower average claims rate of 0.8%, but their warranty exposure outside China is still developing as exports expand faster than local service coverage. China is already addressing this through policy, with its 2024 guidance supporting overseas aftersales outlets, repair and spare-parts centres. At the same time, rising technical demands of vehicles across established OEMs is increasing claim severity as repairs require more labour, specialised parts, and technological capability.

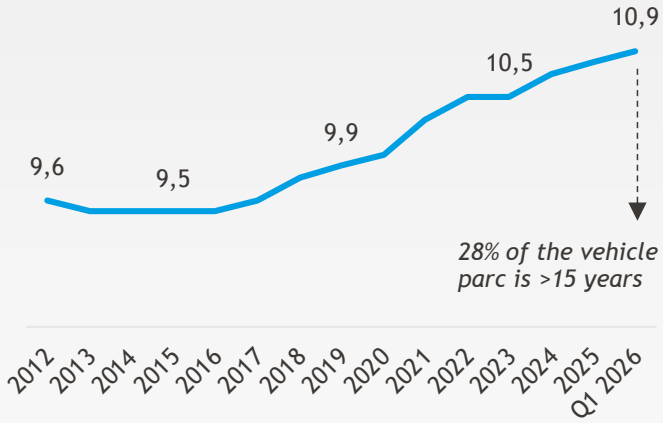
South Africa's automotive aftermarket overview (1/3)

SA aftermarket is entering a new phase as vehicle parc growth, and a changing brand mix reshape demand

South Africa's total registered vehicle parc, million units



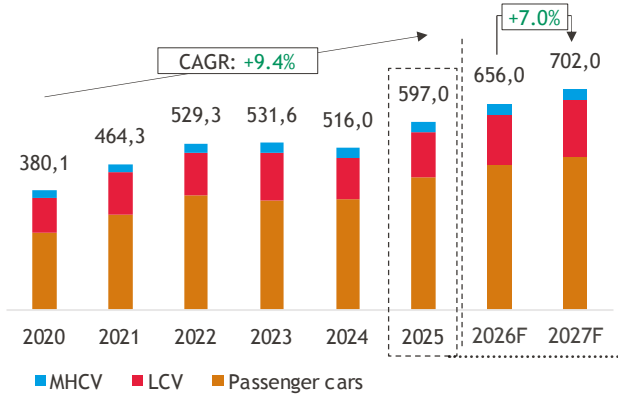
South Africa's vehicle parc average age, years



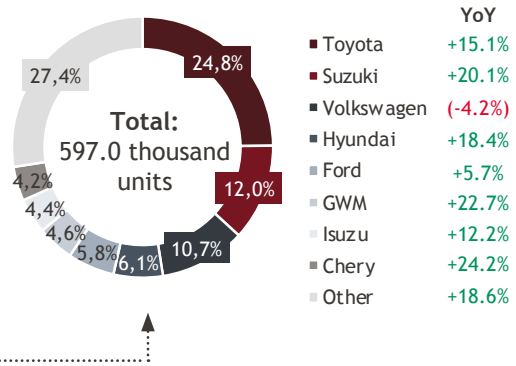
At the end of 2025, South Africa's vehicle parc reached 13.7 million vehicles, up 2.4% YoY and approximately 128% compared with 1995, when the parc stood at around 6.0 million vehicles. Passenger cars remained the dominant category, accounting for 8.2 million vehicles, or 59.8% of the total parc. The long-term expansion reflects the growing importance of private mobility in South Africa, where vehicle ownership is often a practical necessity. Vehicle ownership increased from around 102 vehicles per 1,000 persons in 1995 to 183 in 2025, yet remains relatively modest, suggesting further headroom for motorisation as population, incomes, and economic activity continue to grow.

The average age of South Africa's vehicle parc has been steadily increasing since 2015. The average age of the passenger car parc in 2025 stood at 10 years and 8 months. Even though there has been an encouraging increase in the number of new car sales (0–5 years: 21% in 2024 to 24% in 2026), 47% of the total passenger car parc still sits in the 6–10 and 11–15-year age band and 28% in the 15+ band[1]. Economic pressures are keeping South African vehicles on the road for longer, with 75% of passenger cars already more than five years old. As a growing share of the parc moves beyond manufacturer warranties and service plans, consistent maintenance, repairs and quality replacement parts become increasingly important.

New vehicle sales South Africa, thousand units[2]

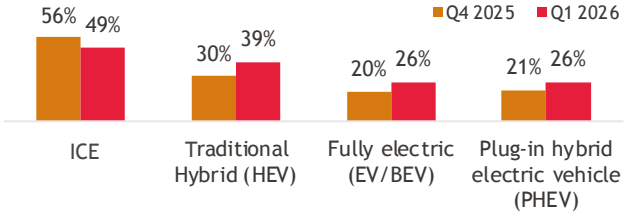


New vehicle sales by brand in 2025



South Africa's new-vehicle sales growth of 9.9% YoY in 2025 was supported by lower interest rates, low vehicle-price inflation, and broader model and price choice. Chinese brands were also shifting purchasing behaviour from badge-driven towards value-based decisions. The passenger vehicle market remained resilient in Q1 2026, although consumers are becoming more selective, weighing fuel, finance, insurance, servicing, and total cost of ownership alongside purchase price. Rising affordability pressures, fuel costs, Chinese-brand growth, and changing powertrain preferences continue to reshape the market. In 2026, new-vehicle sales are expected to reach 656,000 units, up a further 9.9% YoY, supported by lower interest rates, reduced load-shedding, and improved financial conditions.

Consumer preference for the powertrain in Q1 2026[3]



Hybrid vehicles are gaining traction as a practical transition option for South African consumers, combining lower fuel and running costs with less reliance on charging infrastructure. Interest in HEVs rose from 30% in Q4 2025 to 39% in Q1 2026, while BEV and PHEV consideration reached 26% each. ICE vehicles nevertheless remain the most widely considered powertrain (49%).

South Africa's automotive aftermarket overview (2/3)

The SA automotive aftermarket remains a core part of the automotive ecosystem despite subdued growth

The South Africa's automotive aftermarket is a nationwide network of workshops, tyre specialists, testing centres, body repairers, and parts suppliers that not only drives the economy, but also helps keep South Africans mobile, supporting productivity, economic participation, and access to essential services.

South Africa's automotive aftermarket key figures in 2025

R197bn[1] estimated value of South Africa's automotive aftermarket in 2025, covering replacement parts, repair and maintenance services, and related aftermarket activities[2]

2.76% was contributed to South Africa's GDP in 2025 by the broader automotive aftermarket sector, reflecting its critical role in supporting affordable mobility

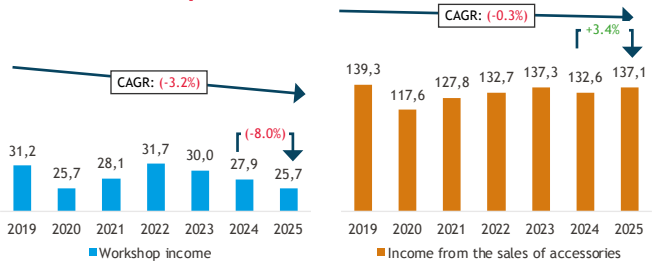
317,000 direct jobs across dealerships, independent workshops, component specialists, body repairers, tyre retailers, fuel retailers, and related activities, representing 2% of total employment in 2025

23,000 employers with ~80% being classified as small, medium, and micro enterprises, making the sector an important contributor to entrepreneurship and local employment

~1,780 dealerships including 1,553 passenger and LCV dealerships and 226 commercial-vehicle dealerships, representing less than 7% of all market players

8 specialist associations operate under the RMI umbrella, including MIWA, NADA, SAMBRA, TEPA, ARA, SAVABA, and SAPRA, collectively covering most major segments of the retail aftermarket[3]

South Africa's automotive aftermarket income in constant actual prices, Rbn[4]



In 2025, retail and aftermarket activities generated over 54% of automotive sector value added, exceeding R200bn, compared with around R170bn from manufacturing. However, despite the aftermarket's significant economic contribution and rise in motor trade, real activity has remained subdued in recent years. Workshop income declined from R31.2bn in 2019 to R25.7bn in 2025, representing a (-3.2%) CAGR, with an 8.0% YoY fall in 2025. Meanwhile, accessory sales have proved more resilient, remaining broadly stable over 2019–2025 and recovering by 3.4% in 2025.

Recent aftermarket regulatory developments

July 2026

The Competition Commission launched a draft inquiry into the franchise sector, including automotive products and services, focusing on competition barriers for SMEs and historically disadvantaged businesses. It will examine issues including franchise agreements, procurement requirements, pricing controls, financing barriers, and information asymmetries.

October 2024

The Competition Commission revised the Automotive Aftermarket Guidelines to strengthen competition between OEM networks and independent providers by improving access to OEM technical information, expanding the definition of spare parts to include accessories, and clarifying rules on value-added products.

South Africa's new-vehicle sales growth of 9.9% YoY in 2025 was supported by lower interest rates, low vehicle-price inflation, and broader model and price choice. Chinese brands were also shifting purchasing behaviour from badge-driven towards value-based decisions. The passenger vehicle market remained resilient in Q1 2026, although consumers are becoming more selective, weighing fuel, finance, insurance, servicing, and total cost of ownership alongside purchase price. Rising affordability pressures, fuel costs, Chinese-brand growth, and changing powertrain preferences continue to reshape the market. In 2026, new-vehicle sales are expected to reach 656,000 units, up a further 9.9% YoY, supported by lower interest rates, reduced load-shedding, and improved financial conditions.

South Africa's automotive aftermarket overview (3/3)

The SA automotive aftermarket remains a core part of the automotive ecosystem despite subdued growth

Scaling dealership networks

New automotive market entrants, especially from China and India, are rapidly expanding local service infrastructure to meet rising after-sales demand as their vehicle base grows. Chinese BYD and Geely, and Indian Tata, announced their targets of around 70, 50, and 60 dealerships in South Africa, respectively, by end-2026, significantly increasing customer reach and repair capacity.

Number of dealer centres in South Africa

BYD	GEELY	TATA
70	50	60
end of 2026	end of 2026	end of 2026
^ 13	^ 33	^ 40
Jun 2025	Aug 2025	May 2026

The shift is further supported by established South African dealer groups diversifying their traditionally European, Japanese, and Korean OEM portfolios through the addition of Chinese brands, typically through franchise agreements. In 2026, Motus acquired Penta Menlyn, which represents Chery, Omoda, Jaecoo, and Suzuki, as well as acquired a third Haval dealership. CFAO, which operates around 120 dealerships nationwide, partnered with Salvador Caetano to launch a JMC dealership at Clearwater in 2026. Geely has also secured partnerships with various dealer groups and independent dealers to expand its footprint, with its network reaching 33 dealerships in mid-2026 and around 50 targeted by year-end.



Global trends impacting South Africa's aftermarket

Shifts in the global automotive market are creating more complex operating environment for SA aftermarket

Global automotive industry trends and developments and their implications for South Africa's aftermarket

		OEMs	Component & technology suppliers	Aftermarket	South Africa's aftermarket challenges
Cross-regional expansion	OEM expansion through exports, localisation, and wider retail networks is increasing brand and model diversity across markets	▶ China exported 7.1 million vehicles in 2025, growing 21.1% YoY ▶ Europe- and USA-headquartered OEMs' combined global sales share fell from 57% in 2000 to 35% in 2024	▶ Local content in SA-assembled vehicles was 38.1% in Q3 2025, far below the 60% SAAM 2035 target[1] ▶ Chinese groups have invested in >130 European parts makers, reshaping ownership across the supplier base	▶ South Africa had 1,995 passenger-car derivatives in 2025, widening parts coverage needs ▶ Delphi, a global replacement-parts supplier, added >1,200 parts in 2025, with 450 for Chinese vehicles	A broader brand and model mix increases parts and technical coverage requirements, while intensifying competition across SA aftermarket channels
Electrification & vehicle digitalisation	EV adoption, ADAS, and software-defined architectures are shifting value towards batteries, electronics, and data, raising complexity across the value chain	▶ Global EV sales exceeded 20 million in 2025, reaching 25% of car sales ▶ 31 automotive companies launched a 2026 software initiative targeting to decrease the time to market for vehicles	▶ China accounted for >80% of global battery-cell production in 2025 ▶ Bosch and Qualcomm delivered >10 million vehicle computers by April 2026 for cockpit and ADAS systems	▶ A 2024 RMI/HWK[2] study found that ~2/3 of SA automotive companies reported shortages of specialist skills and qualified technicians[3]	Growing EV, hybrid, and ADAS adoption increases repair complexity, raising requirements for technical skills, calibration, diagnostics, and software capabilities in SA workshops
Supply-chain disruptions	Concentrated sourcing, trade restrictions, and logistics disruption are increasing parts costs, lead times and availability risk	▶ China's 2025 export restrictions on Nexperia chips left European OEMs with only weeks of inventory, while alternative sourcing would take months to establish	▶ Trade barriers widened across major markets in 2025, with the USA imposing 25% tariffs on certain imported auto parts and China restricting exports of seven rare earths, limiting suppliers' export access and sourcing flexibility	▶ With >80% of South Africa's trade moving by sea and foreign aftermarket parts generally tied to imported vehicle models, shipping disruptions can extend routes by ~12 days, increasing pressure on parts sourcing	Reliance on imported parts increases exposure to supply disruptions, raising lead-time risk, safety-stock requirements, and pressure to diversify sourcing
Affordability pressure	Higher vehicle purchase, financing, and repair costs are increasing price sensitivity and shifting consumer demand towards more affordable options	▶ Super Group's[4] South African dealerships reported Asian-brand volumes up 20.8% YoY, while luxury-brand volumes fell 2.5% YoY in 2025	▶ BYD reportedly asked its component suppliers to cut prices by 10% from 1 January 2025, anticipating tougher NEV pricing competition for budget models	▶ In 2026, 53% of global aftermarket professionals reported higher demand for lower-cost parts and services, while 31% cited competitive pricing as a top challenge[5]	More price-sensitive demand increases preference for affordable parts and services, intensifying price competition and margin pressure among suppliers and workshops

Degree of impact: Direct | Partial | Indirect

South Africa's automotive aftermarket challenges (1/5)

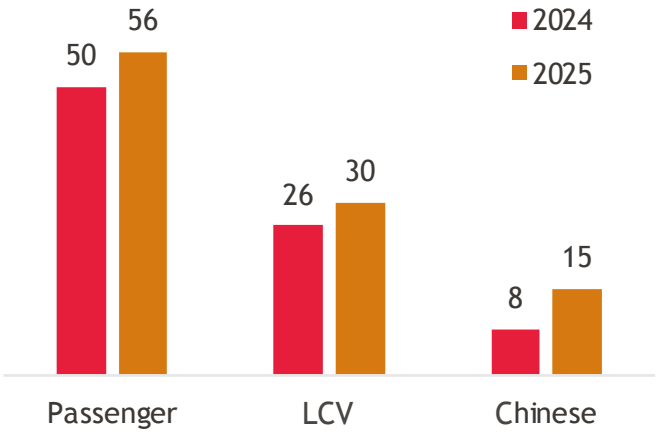
Chinese-brand expansion and the shift towards SUVs and crossovers are reshaping the competitive dynamics

Rapid Chinese brand proliferation and growing pressure on established OEMs

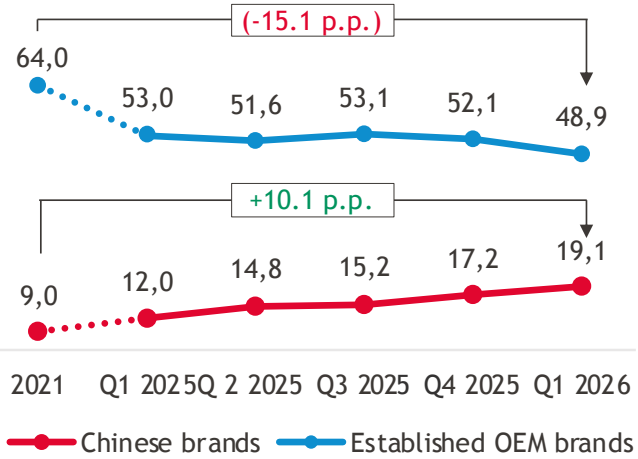
Chinese manufacturers are accelerating market fragmentation in South Africa, with the number of represented brands nearly doubling from 8 in 2024 to 15 in 2025 (+87.5% YoY). This expansion is widening the range of vehicles, models, and parts that the industry needs to support, while requiring broader technical expertise.

Chinese brands have more than doubled their share of South African new passenger car and LCV sales, from 9.0% in 2021 to 19.1% in Q1 2026 (nearly 1 in 5 vehicles sold is now Chinese). Over the same period, established OEMs lost 15.1 p.p. in share, increasing pressure on the aftermarket to adapt to the changing brand mix.

Number of registered vehicle brands in South Africa



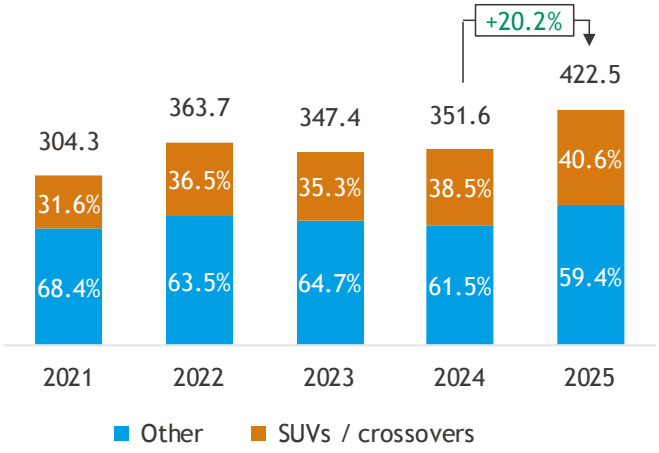
South Africa's sales of new passenger cars and LCV by producer, %[1]



Shift towards SUVs and crossovers

SUVs and crossovers are increasingly driving South Africa's passenger car segment, with sales rising +26.9% YoY in 2025 vs +20.2% for the overall market. Chinese brands are reinforcing this growth with competitively priced SUV offerings, further reshaping the vehicle mix requiring aftermarket support.

South Africa's passenger vehicle sales by body type, thousand units



Chinese brands capitalise on challenges faced by OEMs

As part of its global restructuring, Nissan ended ~60 years of vehicle production at Rosslyn, Gauteng, and sold the plant to Chery in July 2026. Chery took over the facility, shifting from an importer to a local manufacturer, with manufacturing planned from mid-2027 and annual production capacity of up to 50,000 vehicles per shift. The company plans to develop Rosslyn into an African hub for manufacturing, exports, R&D, and regional operations.

Chinese expansion intensifies pressure on established brands

In February 2026, Motus, a major South African vehicle and parts retailer, reported growing pressure on established brands. Chinese manufacturers increased their share from 2.1% in 2019 to 15.2% in 2025, while Volkswagen, Audi, Nissan, and Ford faced shrinking shares, making Motus' brand portfolio increasingly challenging to manage profitably. The group cut costs at some VW dealerships, shifted Nissan and Ford outlets to multi-franchise formats, and retrenched 67 employees.



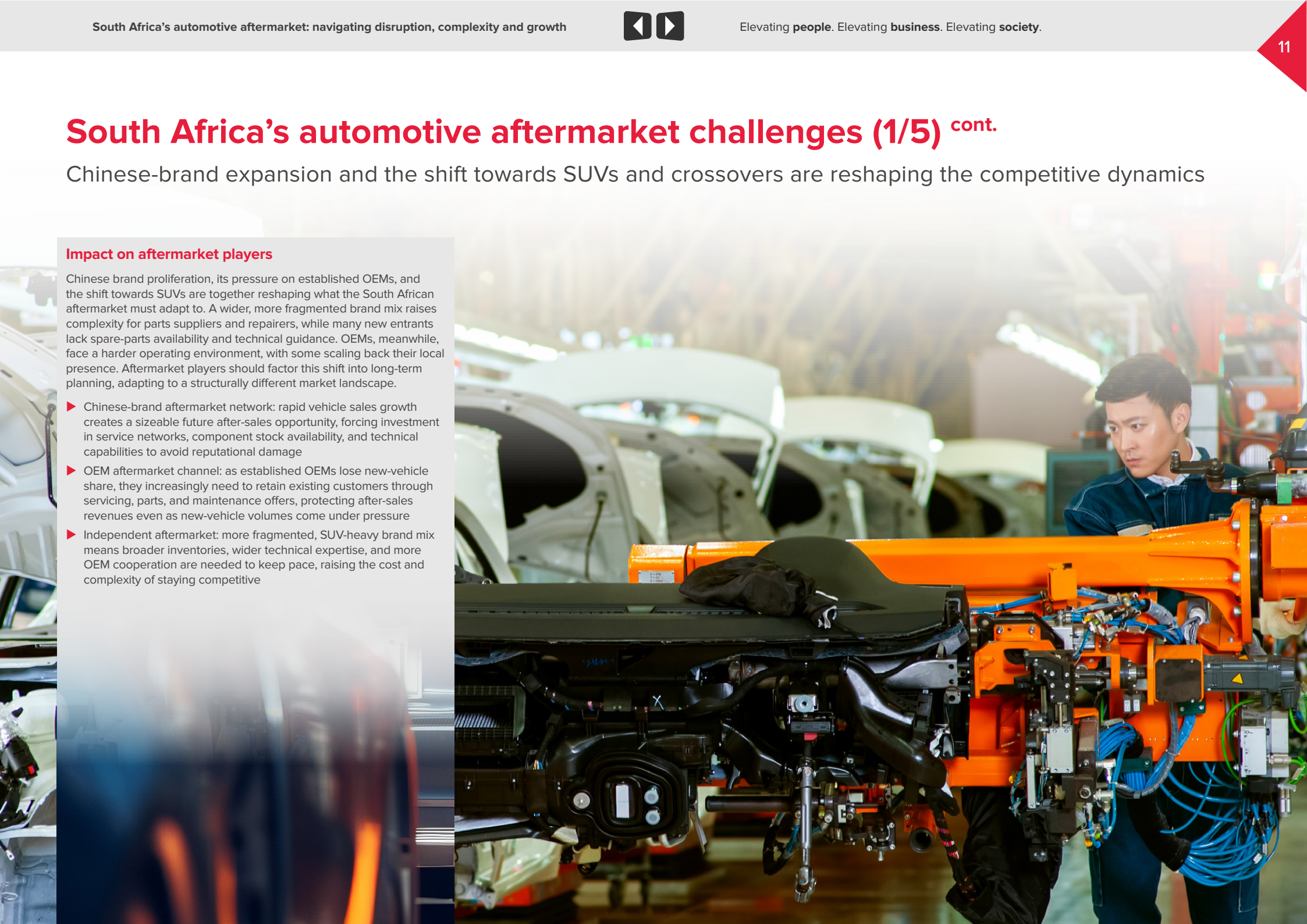
South Africa's automotive aftermarket challenges (1/5) cont.

Chinese-brand expansion and the shift towards SUVs and crossovers are reshaping the competitive dynamics

Impact on aftermarket players

Chinese brand proliferation, its pressure on established OEMs, and the shift towards SUVs are together reshaping what the South African aftermarket must adapt to. A wider, more fragmented brand mix raises complexity for parts suppliers and repairers, while many new entrants lack spare-parts availability and technical guidance. OEMs, meanwhile, face a harder operating environment, with some scaling back their local presence. Aftermarket players should factor this shift into long-term planning, adapting to a structurally different market landscape.

- Chinese-brand aftermarket network: rapid vehicle sales growth creates a sizeable future after-sales opportunity, forcing investment in service networks, component stock availability, and technical capabilities to avoid reputational damage
- OEM aftermarket channel: as established OEMs lose new-vehicle share, they increasingly need to retain existing customers through servicing, parts, and maintenance offers, protecting after-sales revenues even as new-vehicle volumes come under pressure
- Independent aftermarket: more fragmented, SUV-heavy brand mix means broader inventories, wider technical expertise, and more OEM cooperation are needed to keep pace, raising the cost and complexity of staying competitive



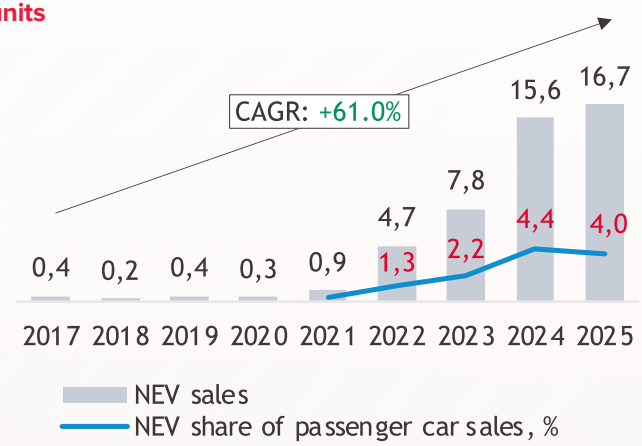
South Africa's automotive aftermarket challenges (2/5)

Growing vehicle complexity is raising repair capability requirements and the demand for specialised skills

Expansion of electrified vehicle parc

South Africa's transition towards electrified mobility is accelerating, with NEV sales reaching 16,700 units in 2025, up 7.1% YoY and more than 3x since 2022. While their market share remains relatively low, the expanding parc is steadily introducing more technologically complex powertrains into the local market.

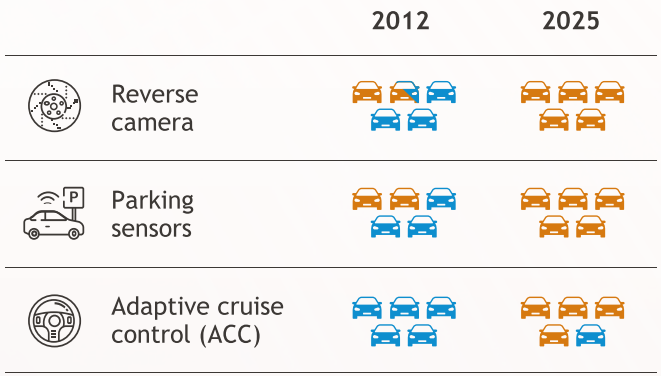
South Africa NEV (new energy vehicle) sales, thousand units



Growing adoption of ADAS technologies

Driver-assistance features are becoming more prevalent in the South African car parc, reflecting a broader rise in vehicle technology content. Among five comparable mainstream brands assessed, adaptive cruise control went from being unavailable in 2012 to being offered in four by 2025.

Driver-assistance feature adoption in South Africa, five mainstream vehicle brands



Rising need for technician upskilling

Rapid growth of vehicle complexity is exposing skills gaps across South Africa's automotive industry. Shortages of competent specialists, limited e-mobility coverage in TVET[1], and shortfalls in practical training highlight the need for stronger technician upskilling and industry–education cooperation.

Automotive employers' assessment of e-mobility skills gaps in South Africa[2]

~2/3	stated shortage of competent specialists and skills gaps among existing staff
>80%	indicated insufficient hybrid and e-mobility coverage in TVET
>1/3	reported the need for improvement in practice-oriented training from vendors
~2/3	called for the need for stronger industry–education cooperation on curricula

Limited availability of high-voltage trained technicians

In July 2026, a GWM Ora 03 owner in KuGompo faced delays after minor front-bumper damage, as the insurer-approved panel beater could not start repairs until the vehicle's high-voltage system was safely disconnected. After contacting GWM, the service provider was told that trained EV technicians were available only in Johannesburg, prolonging the process before repairs could even begin.

Gaps in repairer expertise in advanced vehicle technologies

In 2024, an insurance-approved service provider in Bela-Bela installed an incorrect windscreen on a vehicle under repair, which was incompatible with its ADAS. The fitter then glued the existing ADAS sensor onto the replacement glass, triggering system warnings. The car had to be taken to a dealership for recalibration, highlighting gaps in ADAS repair capabilities among service providers.

Increasing importance of Right to Repair[3]

As vehicles become more complex, independent repairers increasingly depend on OEM data, software, and technical know-how. South Africa's Right to Repair guidelines[4] (amended in 2024) seek to support competition by improving their access to these capabilities:

- Access to technical data: OEMs must provide independent repairers with repair information, diagnostic data, and part numbers on reasonable terms
- Access to training & tools: independent repairers can request OEM-specific training and specialised tools
- Greater freedom to compete: independent servicing and matching-quality parts do not automatically void manufacturer or extended warranties

However, access remains challenging in practice as an implementation gap persists.

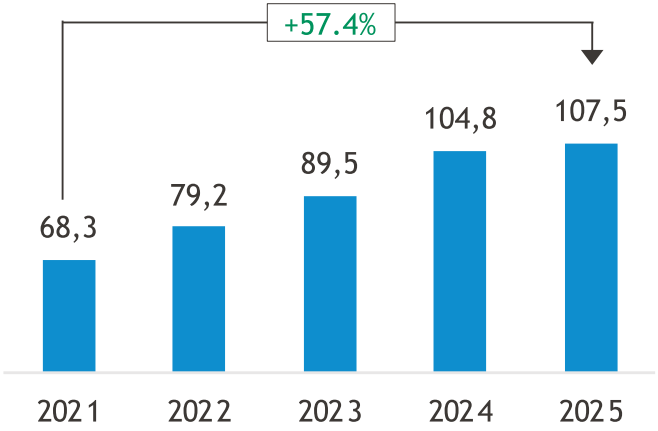
Gunther Schmitz, Director and Chairman at Right to Repair South Africa[5]:

Today's vehicles are more complex than ever — with advanced electronics, networks of systems, and embedded software. You need the right data to diagnose and repair correctly. But for most independents, that data isn't easily available. So, what happens? We waste time. We send vehicles back to dealerships for something that could've been resolved in-house. The customer pays the price — in delays, frustration, and higher costs."

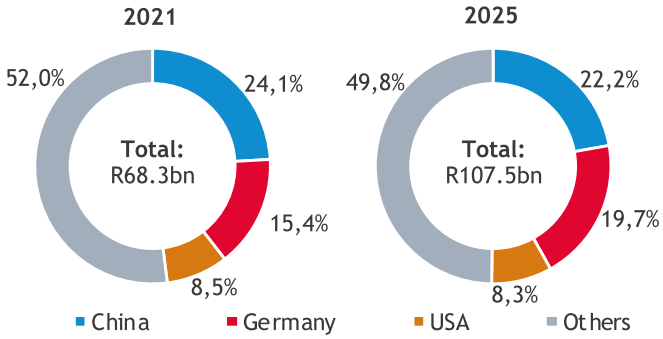
South Africa's automotive aftermarket challenges (3/5)

Concentrated sourcing and growing logistics disruptions are increasing the pressure on parts availability

Replacement parts import to South Africa, Rbn



Share of replacement parts by country of origin imported to South Africa



South African automotive aftermarket logistics indicators

Durban port rank 2025[1]:

398 out of 400

Weekly average[2] vessel waiting time, number of days

Durban	3.25
Port Klang	1.37
Busan	1.11
Nhava Sheva	1.06

Heavily disrupted · Slightly disrupted

Freight rates increase for African importers[3]

+107%

August 2026, YoY

A significant volume of new and used vehicle replacement parts supplied to South Africa comes from overseas. Imports reached R107.5bn in 2025, up 57.4% from R68.3bn in 2021. Sourcing remains relatively concentrated, with China and Germany accounting for 41.9% of component imports and the top three countries for 50.2% in 2025. The reliance on international supply exposes South African distributors and workshops to freight disruptions, port and logistics delays, and longer replenishment times. This raises the risk of stock-outs and vehicle downtime, increasing the need for larger safety buffers, diversified sourcing, and inventory optimisation for aftermarket players.

South Africa's automotive supply chain remains exposed to logistics constraints, including port delays and road congestion, which can extend component lead times and raise costs. The Port of Durban and the N3 corridor are critical to component sourcing and after-sales support. Yet both face persistent congestion and infrastructure bottlenecks, while Durban continues to rank poorly in global container-port performance due to ageing equipment and outdated infrastructure. At the same time, shipping lines are reallocating capacity away from some African routes, pushing ocean freight rates to more than double year-on-year and increasing the cost and complexity of sourcing imported replacement parts.

Imported parts dependence translated into months-long repair delays

As reported in May 2026, a Gauteng owner of a Chery Tiggo 7 plug-in hybrid faced prolonged delays after a minor cosmetic accident. The customer experienced parts shortages and incorrect items being supplied, with the correct replacements eventually carrying a 10-week lead time for delivery. As the required components had to come from overseas, the owner had few options to speed up the process, leaving the vehicle off the road for several months awaiting completion.

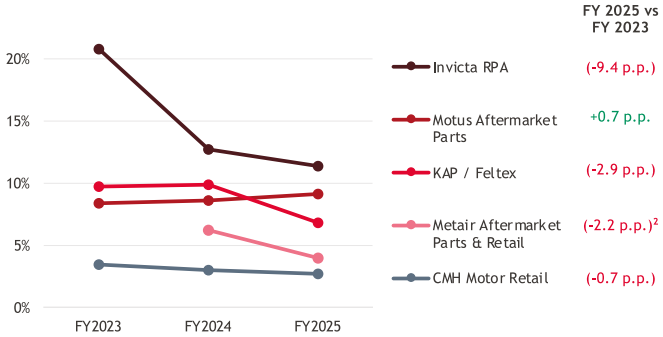
Overseas sourcing extends parts lead times and vehicle downtime

As reported in mid-2026, a Pinetown customer's BYD Sealion 5 suffered a drive motor controller failure just six weeks after purchase. The required part was not available in South Africa and had to be shipped from China, taking nearly two weeks to arrive and delaying the repair. After the part arrived, further configuration problems prevented the repair from being completed, leaving the vehicle off the road for around one month before BYD replaced the car.

South Africa's automotive aftermarket challenges (4/5)

Affordability pressures, reflected in weaker demand for minor repairs, are squeezing aftermarket margins

Profit margins of selected South African aftermarket-exposed companies in FY 2023-FY 2025[1]



Companies' key profitability challenges

METAIR

Metair's Aftermarket Parts & Retail margin fell from 6.2% to 4.0% in FY 2025, as an unfavourable product mix, subdued retail demand, and higher operating costs weakened profitability

Invicta

Invicta RPAs operating margin fell by 9.4 p.p. to 11.4% in FY 2025, as higher operating costs and competitive pressure in imported replacement parts weighed on profitability

Motus

Motus SA Aftermarket Parts remained exposed to price and cost pressure in FY 2025, but improved inventory availability and supplier rebates supported its margin

Consumer affordability and repair economics in 2025-2026

+40% increase in global average repair cost per claim, 2021–2025	**12%** of personal loans were used for vehicle repair in 2026 in South Africa[3]	Maintenance rates and small repairs ↓ **Reduced**
35% repair-to-vehicle value could trigger a write-off in South Africa in 2026	**21%** of emergency Two-Pot[4] withdrawals were used for vehicle repairs in 2026[5]	The average amount of time per repair ↑ **Increased**
		Workshop throughput ↓ **Decreased**

Key aftermarket companies' profitability pressures in 2025

Margin pressure is becoming structural as the spread of lower-cost brands and a more fragmented vehicle parc increase inventory complexity. At the same time, older vehicles, which still make up a significant share of South Africa's fleet, are becoming more complex as aftermarket telematics, insurance-linked tracking, and retrofitted safety technologies add digital systems to legacy mechanical platforms. The resulting increase in cost-to-serve and working-capital needs is compounded by constrained household budgets, which make repair spending more selective and limit the demand for high-cost repairs. The resulting gap between cost-to-serve and revenue recovery leaves profitability increasingly reliant on stock availability, supplier terms, and network efficiency.

Indicates whether each pressure was evident across five selected companies' annual reports in FY 2025


Changing vehicle and parts mix


Rising operating and distribution costs


Shift towards lower-cost vehicles, parts, and repairs


Intensifying price competition

As of 2026, South African vehicle repair sector was under pressure, particularly as repair costs rose faster than household incomes. Servicing, tyre, and battery costs rose by more than 80% since 2016 versus 57.4% cumulative CPI, while nominal net salaries grew only 0.5% YoY in June 2026 compared to 26.0% vehicle running-cost inflation over the same period. SAMBRA members reported fewer minor repairs and an increase in vehicles being written off rather than repaired, while MIWA pointed to motorists postponing non-urgent repairs and preventative maintenance. The remaining work is more likely to be higher-value and more time-intensive, which may lift revenue per job but does not offset lower repair volumes and workshop throughput.

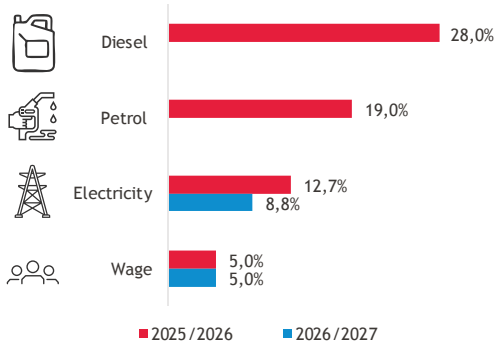


South Africa's automotive aftermarket challenges (5/5)

Structural SA aftermarket constraints such as rising costs and skills shortages intensify global pressures

South Africa's automotive aftermarket is exposed not only to shifts in the global automotive landscape, but also to a range of domestic structural challenges. Four out of five selected market players cite rising operating costs as a key pressure, while skills shortages and slower NEV policy and infrastructure development further increase operating complexity. Together, these factors are putting pressure on margins and requiring aftermarket players to strengthen resilience, improve productivity, and invest selectively in future-ready capabilities.

Actual and expected prices YoY increase for key workshop cost categories in South Africa[1]

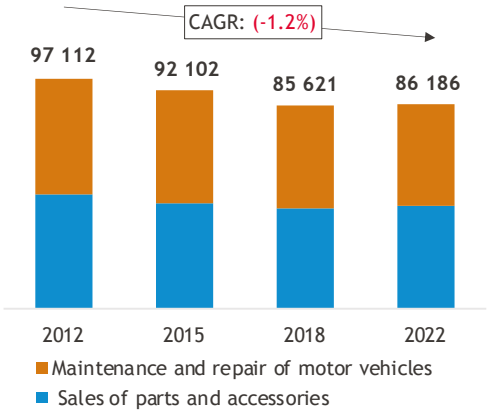


Fuel and electricity costs intensified pressure on repairers in 2026. Inland 93 petrol prices rose 25.7% between January and July, while inland diesel increased 34.6%, amid heightened Middle East tensions. Eskom[2] tariffs for direct customers also rose a further 8.76% in 2026/2027, following a 12.74% increase in 2025/2026.

At the same time, repair-pricing frameworks used across the aftermarket repair industry, including Audatex, do not always adjust quickly enough to reflect sharp input-cost movements.

Combined with minimum motor-industry wages increasing by 5% annually through 2027/28 under the MIBCO[3] wage agreement, this is putting further pressure on workshop margins, particularly where price-sensitive customers limit the ability to pass higher costs through.

Employment in South Africa's selected aftermarket segments[4]



Despite remaining the largest employer in the automotive sector, with employment growing at a 0.98% CAGR over 2020–2024, aftermarket job growth was driven primarily by dealerships-related roles, while employment in vehicle repair, maintenance, and parts sales has declined since 2012.

As of 2026, artisan numbers have fallen by 31% over the past decade, despite a 125% rise in apprentices. Qualified artisans are ageing out faster than new ones are qualifying, with the average skilled artisan now aged around 50+. Automotive mechanic (1st), automotive salesperson (11th), and diesel mechanic (18th) rank among the Top-20 most in-demand occupations in the MER sector[5].

This threatens repair quality, delays service delivery, and compromises road safety, as well as restricts transformation, particularly in township economies where automotive trades offer accessible pathways into employment and entrepreneurship.

Policy and infrastructure lag for NEVs

For the aftermarket, policy and infrastructure lag creates an investment-timing challenge. The slow and uneven pace of NEV adoption limits near-term demand for EV-specific servicing, parts, and charging-related capabilities, restricting the ability of workshops and distributors to justify investment in specialised equipment, training, and inventory. At the same time, players could be caught off guard if adoption speeds up.

EV White Paper, November 2023

South Africa's Electric Vehicles White Paper, approved by the Cabinet in November 2023, sets out the government's roadmap for transitioning the automotive industry from an ICE-focused model towards EV and other zero-emission technologies. The White Paper sets out 10 policy goals and 16 policy actions for 2023–2035 improving their access to the following capabilities: EV manufacturing, battery value chain, localisation, production competitiveness, skills and R&D, SMME participation, consumer incentives, charging infrastructure, grid readiness, and fleet demand.

State of implementation as of 2026

Supply-side measures have progressed only in 2026: EVs and components were incorporated into APDP2[6], while a 150% tax deduction for qualifying EV production investment took effect in March 2026. Demand-side support is lagging as no consumer EV purchase incentive was introduced by mid-2026.

Aftermarket players' responses (1/2)

Broader product ranges, local supply, and digital systems improve parts availability and repair capacity

South African automotive aftermarket players' responses to market challenges (1/2)

1 Aligning product portfolios with evolving demand

Description: Parts manufacturers, importers, distributors, and retailers are increasingly realigning their portfolios as South Africa's vehicle parc becomes more diverse and affordability pressures reshape demand. Responses include expanding catalogue coverage for fast-growing brands and newer powertrains, introducing cost-effective private-label ranges, and strengthening vehicle identification and fitment data.

Selected cases

Player: Mandarin Parts Distributors

Response: Mandarin Parts Distributors, now part of the Combined Motor Holdings, focused on Indian and Chinese vehicle parts before these brands gained significant scale in South Africa. As more of the vehicles entered the local parc and began moving beyond service plans and warranties, the business reported 65% profit growth in FY 2025.

Player: Motus Aftermarket Parts

Response: In FY 2025, Motus Aftermarket Parts[1] expanded its South African offer with the FAI PRO, upper-mid-tier private-label range of cost-effective premium replacement parts and made the assortment exclusive to Midas-branded[1] stores and NAPA[2] members. Motus positioned the range as a cost-effective alternative to higher-priced OEM parts.

2 Localising parts supply and optimising inventory

Description: OEMs, parts importers, and distributors continue to prioritise localising stock to reduce exposure to import delays and fragmented supply. Measures include establishing local parts hubs, stocking critical components ahead of vehicle launches, and using demand data to improve inventory allocation. Meanwhile, workshops can pool purchasing volumes and use digital procurement platforms to access parts more efficiently.

Selected cases

Player: Jetour South Africa

Response: Before launching in South Africa in September 2024, Jetour established a 5,000 sqm Midrand parts hub, which initially held more than 4,000 unique product codes and was designed to support over 40 dealers. By April 2026, the warehouse stocked over 158,000 individual parts across four model ranges, achieving a 99% service-parts pick rate.

Player: Motor Spares Collective[3]

Response: In June 2025, independent township mechanics reported losing three to four productive hours sourcing parts and still risked stockouts. Established in 2025, Motor Spares Collective pools independent mechanics' purchasing power, enables remote parts ordering via WhatsApp, and arranges delivery of authentic parts, typically within 24 hours.

3 Digitising workshop operations and equipment

Description: Workshops add diagnostic, calibration, and repair equipment as vehicles become more complex, while moving bookings, estimates, job allocation, parts ordering, quality checks, invoicing, and payment onto connected systems. Digital infrastructure in workshop equipment, repair information, and administration reduces manual work, improves control over each job, and allows a wider range of repairs to be completed in-house.

Selected cases

Player: Ferris Cars

Response: In April 2026, Ferris Cars expanded its workshop to complete more complex repairs on high-class vehicles in-house. The firm installed new hoists and compressors alongside advanced computer diagnostics and specialist tools. Bringing these capabilities together allowed the upgraded facility to complete approximately 90% of work in-house.

Player: Brilliant Shine Panel Beaters

Response: In 2026, Brilliant Shine Panel Beaters moved quoting, customer follow-ups, and invoicing to PanelDesk's cloud-based system, bringing the main administrative steps into one platform. This enabled quoting from different locations, simplified customer follow-up, and reduced administration time.

Selected case studies by player type: OEM & Supplier; Parts retailer and distributor; Dealership; Independent repairer; Industry association; Public institution; Insurer

Aftermarket players' responses (2/2)

SA players are beginning to strengthen skills, service models and regulation to improve repair access

South African automotive aftermarket players' responses to market challenges (2/2)

4 Strengthening technical capabilities and workforce readiness

Description: Both businesses and public authorities are beginning to strengthen workforce capabilities, which include updating technical courses, expanding apprenticeships and practical workshop training, and building closer links between all actors.

Selected cases

Player: BB Auto Body Rebuilds

Response: As of August 2026, BB Auto Body Rebuilds trained female spray painters through supervised paint-shop work and occupational assessments, including progression from a car-wash role into the paint shop. Four women had already qualified, with two further apprentices continuing their training.

Player: RMI[1] and HWK Erfurt[2]

Response: In February 2026, RMI and HWK Erfurt launched a three-year programme linking three TVET[3] colleges with workshops to prepare South Africa's aftermarket sector for hybrid and EV repairs. The programme covers lecturer upskilling, a high-voltage safety course, and QCTO[4] curriculum updates.

5 Redesigning repair processes and workshop operating models

Description: Repairers change how jobs are booked, assessed, and assigned across workshop networks. Additionally, insurer-led cost-alignment, including per-job contributions and revised settlement terms, help repairers recover rising operating costs.

Selected cases

Player: Michanic

Response: Michanic sends mechanics to customers' homes and workplaces and uses fixed pricing for suitable servicing and repair jobs. After growing by more than 40% YoY for the past few years, the company secured ASISA ESD[5] funding in October 2025 to extend its mobile repair model beyond five provinces.

Player: Several South African insurers

Response: In 2026, several South African motor insurers introduced fuel-related concessions, including per-job contributions, to help motor body repairers recover rising costs associated with vehicle collection and delivery, parts logistics, and mobile assessments following sharp diesel-price increases.

6 Improving repair affordability by payment flexibility

Description: Workshops start to offer instalment plans, service bundles, phased repairs, and a choice of parts across different price tiers. Faster credit approval reduces the amount customers pay upfront, while agreed settlement terms shorten payment cycles for workshops.

Selected cases

Player: Move Workshops

Response: As of 2026, Move Easy Pay enabled customers to finance vehicle servicing and repairs, while participating workshops received payment within seven days. The application provided a provisional credit decision within 15 minutes, and approved customers could spread the cost for up to 18 months.

Player: Car Service City

Response: As of 2026, Car Service City offered customers three external payment options for vehicle servicing and repairs, including digital credit, third-party settlement of approved workshop quotes, and interest-free instalment plans with partial upfront payment.

7 Strengthening market access, standards, and enforcement

Description: Regulators and industry bodies set rules on competition, data access, parts quality, and repair standards. Enforcement addresses unsafe products and unfair practices, while complaint procedures and traceability reduce barriers for independent workshops.

Selected cases

Player: Competition Commission

Response: In July 2026, the Competition Commission referred Audatex South Africa to the Competition Tribunal over alleged discriminatory pricing of vehicle-repair estimating software. Smaller assessors and repairers allegedly paid higher per-quote fees, which limited SME access to a core workshop software system.

Player: Competition Commission

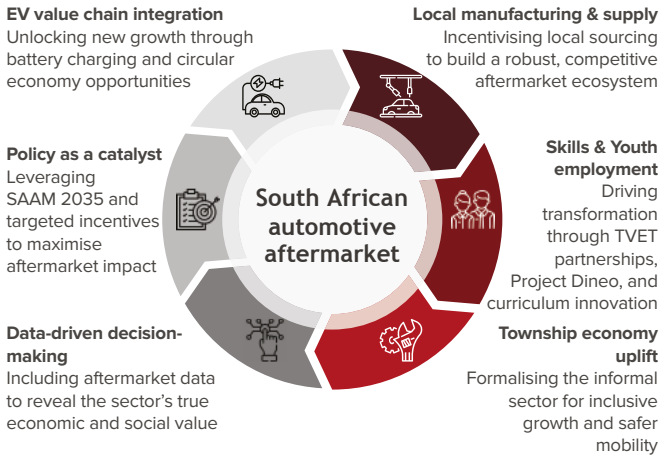
Response: In February 2026, the Competition Commission referred PG Glass and Glasfit to the Competition Tribunal over alleged automotive-glass price fixing. The firms allegedly applied matching annual price increases to glass supplied to consumers and insurers. The Tribunal is now expected to adjudicate the case.

Selected case studies by player type: OEM & Supplier; Parts retailer and distributor; Dealership; Independent repairer; Industry association; Public institution; Insurer

Implications

Aftermarket growth will require supply-chain resilience, future-ready capabilities, and deeper collaboration

South African automotive aftermarket opportunities



The next wave of growth in South Africa's automotive aftermarket will depend on how effectively the sector localises supply, closes skills gaps, formalises smaller operators, and uses data and new technologies to capture emerging demand. Stronger policy support and collaboration with industry players can help turn these opportunities into sustainable growth, where customers' needs are satisfied, and industry standards are maintained.

Strategic implications for South African automotive aftermarket players

Implications		Short term (2026-2028)	Medium term (2029-2031)	Long term (2032-2035)
Build resilience into sourcing and inventory	Move beyond lowest-cost sourcing towards dual sourcing, strategic safety stock, improved demand planning, and selective localisation, particularly for critical and long-lead-time parts	→		
Redesign operating models around affordability and productivity	Use value-oriented parts ranges, alternative payment models, process automation, express servicing, and improved workshop utilisation	→		
Use data to anticipate the changing aftermarket	Use vehicle parc, brand, age, powertrain, and repair data to determine which SKUs, services, and capabilities to invest in, rather than expanding ranges uniformly		→	
Collaborate across the ecosystem to unlock new growth	Build stronger partnerships across workshops, distributors, OEMs, suppliers, insurers, associations, and training institutions to share technical knowledge, strengthen skills, and improve access to parts and data		→	
Accelerate skills development and future-ready capabilities	Combine long-term artisan development with shorter, job-focused upskilling to address immediate capability gaps, through practical training in diagnostics, ADAS, electronics, software, and electrified powertrains	→		
Use a stronger collective voice to shape the enabling environment	Industry associations and larger players should engage government to ensure the aftermarket is more explicitly reflected in SAAM 2035, localisation incentives, standards, and SME support	→		

Next steps

To capture aftermarket opportunities, SA players must address operational gaps before scaling investment

Next steps for South Africa's automotive aftermarket players

Step 1 DIAGNOSE

Proposed actions

- Analyse the vehicle parc, repair demand, and customer affordability to identify priority parts and services
- Assess supplier concentration, critical parts availability, stock levels, and localisation potential
- Review workshop utilisation, data quality and skills gaps in diagnostics, ADAS, electronics, and hybrid/EV servicing

Key deliverable

Commercial and operational baseline with prioritised risks and opportunities

Step 2 PRIORITISE

Proposed actions

- Rank initiatives by commercial value, feasibility, and investment needs
- Select opportunities in dual sourcing, safety stock, value-oriented parts ranges, local procurement, affordable service packages, and workshop automation
- Prioritise training and equipment investment according to local demand and identify suitable partners

Key deliverable

Agreed initiatives with business cases, owners, funding, and capability requirements

Step 3 MOBILISE

Proposed actions

- Launch selected sourcing, inventory and service pilots, including improved demand planning, express servicing and customer communication
- Engage suppliers, workshops, fleet operators, and training institutions to improve access to parts, technical knowledge, and practical training
- Establish delivery responsibilities and KPIs

Key deliverable

Active pilots, partner commitments, and an implementation roadmap

Step 4 OPTIMISE

Proposed actions

- Use pilot results to refine stock policies, supplier arrangements, pricing, and service packages
- Improve process automation and workshop utilisation
- Combine targeted technical upskilling with longer-term artisan development suitable
- Refine data-sharing arrangements to support forecasting and service delivery

Key deliverable

Validated initiatives, improved operating processes, and a phased skills development plan

Step 5 ACCELERATE

Proposed actions

- Scale successful initiatives across suitable locations, channels and customer segments
- Expand maintenance plans, fleet agreements, and remanufacturing offers where commercially viable
- Deepen supplier and training partnerships
- Track benefits and redirect resources towards initiatives demonstrating value

Key deliverable

Scaled improvement programme, tracked benefits, and an agreed industry agenda

Explore our thought leadership

1. SA Automotive sector facing competitive and survival headwinds to achieve sustainable growth - BDO
2. **BDO South Africa:** Transport Month 2025 — Driving a Sustainable and Connected Future for South Africa - BDO
3. SA's automotive sector at a crossroads - BDO
4. OPINION | Is South Africa's auto market at a turning point? - BDO
5. **De-industrialisation:** The choices we make today can make or break South Africa's automotive sector - BDO
6. Part of South Africa's automotive sector no one talks about and challenges they face - BDO

References

Page 3: Source: OICA website; S&P Global Mobility website; ECB website; OEMs' websites; CAM — AutomotivePERFORMANCE Report 2026 — [Sep 2026]; Berylls / AlixPartners — Top 100 Supplier Study — [2026]; The German Autopreneur — Supplier Profitability Analysis — [Jun 2026]; Media overview

Notes: (1) Hereinafter, OEM stands for Original Equipment Manufacturer; (2) The numbers are converted from original currencies to ZAR due to the average exchange rates by the ECB and FRED; (3) OEM EBIT YoY changes are based on different samples, with fewer manufacturers included in H1 2025 than in H1 2026

Page 4: Source: OICA website; ACEA website; IEA website; UN DESA website; Companies' websites; UNECE website; S&P Global Mobility – Global Light Vehicle Production Forecast – [June 2026]; IEA – Global EV Outlook 2026 – [2026]; OICA – Car statistics – [2021–2025]; Media overview

Notes: (1) Middle East, Africa (MEA) 2025 figure combines African and Iranian motor vehicle production, excluding Iranian commercial vehicles. Global totals may differ from the sum of displayed regions due to differences in geographical coverage; (2) 2033 production derived by applying S&P Global Mobility's light vehicle sales CAGRs to OICA's 2025 all-vehicle production volumes; (3) United States-Mexico-Canada Agreement, in force since July 2020; (4) The numbers are converted from USD and Euro to ZAR due to the average exchange rate by the ECB and FRED; (5) Hereinafter, NEV refers to New Energy Vehicle; (6) United Nations Economic Commission for Europe

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Page 5: Source: CAAM website; EC website; OICA website; S&P mobility website; IEA — Global EV Outlook 2026 — [2025-2026]; BCG — The 2026 Global Automotive Supplier Study — [2026]; Schaeffler — Earnings presentations and Factbook — [Q1 2024–Q2 2026]; Warranty Week — Worldwide Auto Warranty Report — [2025]; CCC Intelligent Solutions — Crash Course — [Q3 2025]; Roland Berger — Automotive 2040, Suppliers — [2024]; Media overview

Notes: (1) The data for 2027 was unavailable, so it was taken by interpolation between 2026E and 2028E rates; (2) Data for 2027 and 2028 were taken as CAGRs for 2024-2028; (3) The numbers are converted from USD and Euro to ZAR due to the average exchange rate by the ECB and FRED; (4) Hereinafter, ADAS refers to Advanced Driver-Assistance System; (5) Calculated as the ratio of claims paid to automotive sales revenue

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Page 6: Source: VehicleSA website; naamsa — Automotive Trade Manual — [2026]; Lightstone — Auto Insights Newsletter — [April 2022]; naamsa — Industry vehicle sales data 2017-2027 — [February 2026]; TransUnion — Q1 2026 Mobility Insights Report — [2026]; Media overview

Notes: (1) According to the Motor Industry Workshop Association (MIWA); (2) MHCV refers to Medium and Heavy Commercial Vehicles, while LCV refers to Light Commercial Vehicles; (3) According to TransUnion's survey of South African consumers aged 18 and over, n=n/a

Page 7: Source: Focus on Transport and Logistics website; ECB website; RMI website; Statistics South Africa website; Reuters website; Competition Commission website; RMI – Annual Report – [2024/25]; Media overview

Notes: (1) The numbers are converted from USD to ZAR due to the average exchange rate by the FRED; (2) 2025 market size was extrapolated by applying the projected 2023-2030 CAGR to 2023 value reported by Focus on Transport; (3) RMI associations include the Motor Industry Workshop Association (MIWA), National Automobile Dealers' Association (NADA), South African Motor Body Repairers' Association (SAMBRA), Tyre, Equipment, Parts Association (TEPA), Automotive Remanufacturers' Association (ARA), South African Vehicle and Bodybuilders' Association (SAVABA), and South African Petroleum Retailers' Association (SAPRA); (4) According to Stats SA monthly Motor Trade Sales survey covering a sample of around 900 enterprises from a population of approximately 9,300 businesses whose predominant activity is motor trade in 2025

Page 9: Source: CNEVPost website; InvestSA website; FT website; Delphi website; VDA website; Qualcomm website; RMI website; ECEA website; McKinsey & Company — NA automotive industry — [2026]; naamsa — Automotive Trade Manual — [2026]; IEA — Global EV Outlook — [2026]; Super Group — Annual Results — [2025]; BCG — Automotive Supplier Study — [2026]; AAPEX — Automotive Aftermarket Survey — [2026]; BDO analysis; Media overview

Notes: (1) SAAM 2035 targets 60% local value addition in South African vehicles by 2035; (2) Retail Motor Industry Organisation / Handwerkskammer Erfurt; (3) According to a survey of SA automotive companies by RMI/HWK, from July 2024, n=58; (4) South African group operating vehicle dealerships, fleet, and supply-chain businesses; (5) According to a survey of aftermarket professionals by AAPEX, from March 2026, n=448; (6) South African Motor Body Repairers' Association

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Page 10: Source: Lightstone website; naamsa — Automotive Trade Manual — [2026]; TransUnion — Q1 2026 Mobility Insights Report — [2026]; BDO analysis; Media overview

Notes: (1) Chinese brands include Omoda, Jaecoo, Chery, GWM, MG, Changan, and BYD, while established OEM brands include Toyota, Mercedes-Benz, Isuzu, BMW, Nissan, VW, and Ford

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Page 12: Source: SAMBRA website; RMI website; TransUnion — Q4 2025 Mobility Insights Report — [2026]; Media overview

Notes: (1) Technical and Vocational Education and Training; (2) RMI/HWK Erfurt readiness survey of automotive businesses conducted during July 2023–July 2024, n=58; (3) Independent Aftermarket; (4) Refers to the Guidelines for Competition in the South African Automotive Aftermarket, issued by the Competition Commission; (5) According to "From Right to Repair South Africa" LinkedIn post dated October 2025

Page 13: Source: Kuehne+Nagel website; naamsa — Automotive Trade Manual — [2026]; World Bank Group — The Container Port Performance Index — [2025]; Media overview

Notes: (1) According to World Bank and S&P Container Port Performance Index 2025; (2) Kuehne+Nagel port operational updates, 5-11 August 2026; (3) DHL Global Forwarding, Ocean Freight Market Update, August 2026

Page 14: Source: SAMBRA website; RMI website; MIWA website; Santam website; Companies' reports; PayInc website; CCC Intelligent Solutions — Crash Course: Complexity Compounds — [2026]; Solera — Tariffs, Total Losses, and Tech: What's Reshaping the Global Auto Insurance Market — [2025]; Old Mutual — Old Mutual Savings & Investment Monitor — [2026]; BDO analysis; Media overview

Notes: (1) Invicta RPA also operates in agriculture parts and international operations; KAP/Feltex OEM in components; CMH in vehicle dealership sales; (2) Metair's segment was introduced in 2025; FY 2024 was restated, with no FY 2023 comparatives available; (3) According to the Old Mutual Savings & Investment Monitor 2026 survey of working South Africans, n=1,519; (4) South Africa's retirement system; (5) According to the Old Mutual Corporate Two-Pot survey of retirement-fund members, n=35,350

Page 15: Source: RMI website; Statistics South Africa website; Reuters website; Media overview

Notes: (1) Petrol: 93-octane unleaded petrol (ULP), inland retail price; diesel: 0.05% sulphur diesel, inland wholesale price; (2) A government-owned public utility that generates and supplies most of the electricity in South Africa; (3) The Motor Industry Bargaining Council; (4) Latest available data; (5) Manufacturing, Engineering, and Related Services sector of South Africa; (6) Automotive Production and Development Programme Phase 2

Page 16: Source: Companies' websites and reports; SAMBRA website; RMI website; BDO analysis; Media overviewNotes: (1) Motus Aftermarket Parts' owned and franchised automotive parts retail network; (2) National Automobile Parts Association, a co-operative buying and marketing organisation for independent automotive parts and accessory outlets; (3) Although the Motor Spares Collective is a co-operative initiative, this case was classified under the broader category of independent workshops;

Page 17: Source: Companies' websites and Annual reports; SAMBRA website; RMI website; BDO analysis; Media overviewNotes: (1) Retail Motor Industry Organisation; (2) German Chamber of Crafts Erfurt; (3) Technical and Vocational Education and Training; (4) Quality Council for Trades and Occupations; (5) Association for Savings and Investment South Africa Enterprise and Supplier Development Fund, managed by Edge Growth

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Page 18: Source: RMI — Annual Report — [2024/25]; BDO analysis

Page 19: Source: BDO analysis

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