

2024

SUSTAINABILITY
REPORT



Sustainable Together

Our sustainability vision is to be the most admired automotive retailer by delivering sustainable growth through the optimisation of our operations, our people and our environment.

Mission & Goals



People


To attract and retain the best people, deliver superior customer service on a balanced and productive cost base and support sustainable communities through our dealerships and the Eagers Automotive Foundation.

Planet

To reduce our impact on, and where practicable enhance the environment through operational optimisation and collaborative partnerships.

Performance

To build a resilient business that can withstand and adapt through market cycles as well as grow and thrive in the face of change and disruption.

SUSTAINABILITY PILLARS	KEY FOCUS AREAS	2024 KEY ACTIVITIES
People 	Safety Culture Community	<ul style="list-style-type: none"> - Safe Work Month Campaign - "Speak up for safety", HSE due diligence enhancements, operational safety enhancement initiatives - Retention and engagement initiatives including employee onboarding program, DEI training, core policy refresh and leadership support toolkit - Eagers Automotive Foundation and community and charitable support
Planet 	Sustainable Energy Waste Management Climate Change	<ul style="list-style-type: none"> - Solar panel and metering program rollout, ongoing energy reduction initiatives - Management of hazardous chemicals including continued decommissioning of underground petroleum storage tanks, waste minimisation and recycling initiatives - Climate change risk & opportunities assessment, preliminary planning for future reporting obligations
Performance 	Risk Management Good Governance Security	<ul style="list-style-type: none"> - Continued focus on integrating sustainability into existing governance and risk management frameworks - Sustainability Steering Committee to drive sustainable outcomes - Privacy and information management enhancements including training, enhancements to IT security, infrastructure and cyber awareness training

1 Introduction

The Eagers Automotive Group is pleased to present its sustainability report for the 2024 financial year, from 1 January to 31 December.

Over the past year, we have progressed key activities that support our sustainability strategy and align with our five United Nations Sustainable Development Goals (UN SDGs), while also focussing on ensuring that we will have the appropriate and necessary foundations in place to support compliance with the upcoming mandatory Australian Sustainability Reporting Standards¹ and broader community expectations.

Previously our sustainability reporting aligned with the Sustainability Accounting Standards Board's guidance for companies in the multiline and speciality retailers and distributors sector (**SASB Standard**) and considered the Task Force on Climate related Financial Disclosures (**TCFD**) reporting framework. With the introduction of mandatory sustainability reporting for our 2025 reporting year, we have elected for 2024 to report only on the SASB and TCFD disclosure areas of most relevance to Eagers Automotive, supplemented by additional commentary on sustainability matters that are important to us and our stakeholders, and that support our sustainability journey.



These five UN SDGs reflect the areas we believe the Eagers Automotive Group is best placed to contribute given our prominent role in the automotive retail industry.



1. As published by the Australian Accounting Standards Board (AASB). The Eagers Automotive Group is required by the Corporations Act 2001 (Cth) to apply AASB S2 Climate-related Disclosures for annual reporting periods beginning on or after 1 January 2025.

2 About Us

Eagers Automotive is the largest automotive retail group in Australia, with a long and proud history spanning over 110 years. The Group has been listed on the Australian Stock Exchange for more than 60 years, since 1957.

Now with operations in New Zealand, in 2024 the Group represented a diverse portfolio of over 45 automotive brands across every Australian capital city as well as regional Queensland, the Newcastle/ Hunter Valley region of New South Wales, Alice Springs in the Northern Territory, Mornington Region in Victoria, broader Tasmania and Auckland, New Zealand. We also employed 8,588 people, 8,238 in Australia and 350 in New Zealand.¹

As well as the sale of new and used motor vehicles and trucks, our principal activities consist of the distribution and sale of parts, accessories and car care products (including our own range of premium car care products), provision of finance and insurance products, and the repair and servicing of vehicles. Our operations span both owned and leased properties, with the Group's owned property portfolio valued at more than \$840 million at the end of 2024.

1. As at 31 December 2024.





Our people are integral to our long-term success and are at the core of our business and everything that we do.

A. Employee Engagement

We recognise there is a strong link between employee engagement and business performance. To be competitive and provide a superior customer experience, we need to attract and retain the best employees, and maintain a positive and constructive company culture – a highly engaged workforce will help us to achieve sustainable high-performance outcomes.

In 2024 we continued to survey our employees, to gain insights into employment engagement levels throughout the business. This survey was both anonymous and confidential and sought employee insights into themes including safety, training and resources, workplace treatment and reward and recognition across the Eagers Automotive Group. The survey results highlighted that safety remains an area where we are highly engaged in across the Group.

B. Diversity, Equity & Inclusion

We recognise the value in having a workforce that reflects the diversity of the communities within which we operate and the need to provide an inclusive culture where people are valued and respected, regardless of their personal characteristics, circumstances, beliefs and perspectives. This is why 'Inclusiveness' is one of our four Company values.

I. Equal Opportunity and Treatment

To attract and retain a diverse workforce comprised of the most talented and engaged people we must provide equal opportunity for workforce participation, from recruitment to retention initiatives, performance management and promotional opportunities, and remuneration and succession planning. We work on the principle that all employment decisions must be based on merit and be non-discriminatory. All employees are valued according to how they perform their duties and their ability and enthusiasm for maintaining company expectations and standards.

Our leaders and managers are responsible for ensuring employees are treated fairly and with respect and dignity regardless of background or personal characteristics, in accordance with our Diversity, Equity and Inclusion Policy, Code of Conduct and Appropriate Workplace Behaviours Policy.

II. Diversity Objectives

In accordance with our Diversity, Equity, and Inclusion Policy, the Group's governing Board has set a number of objectives for achieving diversity in the composition of the Board, senior executives and the workforce generally.

a. Board Composition

The Board's gender diversity objective is to achieve at least 30% of Directors of each gender. This was achieved in March 2024, with women currently making up 33.3% of the Board.

b. Diversity & Inclusion Training

To further embed our Company value of 'Inclusiveness' across the Group, the Board set the objective to develop and deliver diversity and inclusion training for managers over a four-year period. Developed as an online training module, the diversity and inclusion training focuses on unconscious bias and harnessing diversity for high performance. Roll out of this training is expected to be completed by the end of 2025.

Other related training provided in 2024 included training in support of the Group's Code of Conduct and Appropriate Workplace Behaviours Policy.

c. Workforce Gender Composition

While the automotive industry is traditionally male dominated, we acknowledge the role that we can play, as Australia's largest automotive retailer, to improve the gender balance of our workforce. Our objective is to better understand relevant gender issues so that we can ensure a supportive environment for all and minimise any barriers to gender equality, including by way of a gender pay gap analysis which commenced later this reporting period.

The following table shows the trends in gender representation across the Group, over the past four reporting years.

Gender	2024 Rate*	2023 Rate*	2022 Rate*	2021 Rate*
Management				
Female	14.56%	13.77%	15.22%	8.16%
Male	85.44%	86.23%	84.78%	91.84%
Not disclosed /Non-specific	0%	N/A	N/A	N/A
All Other Employees				
Female	25.63%	25.78%	25.36%	23.25%
Male	74.27%	74.19%	74.60%	76.75%
Not disclosed /Non-specific	0.10%	0.03%	0.04%	N/A

*Rates are calculated to the nearest two decimal places.

3 People (continued)

B. Diversity, Equity & Inclusion (continued)

d. Cultural Diversity Recognition

Our objective is to better understand the cultural heritage and diversity of our employees. Our employee engagement surveys in previous years have shown that whilst Australia, New Zealand, the United Kingdom and Asia have been the prominent places of origin of our employees, more than 64 other places of origin have also been represented, along with more than 53 different languages. We intend to further our understanding of the cultural heritage and diversity of our workforce, with a view to implementing appropriate initiatives that support achievement of a workforce that is representative of the communities in which we operate.

III. Diversity and Inclusion Awareness

During the reporting year, programs, activities and awareness events to support and promote a diverse and inclusive workplace included:

- Eagers' GROW Program
- Harmony Week
- Matariki Celebrations
- International Women's Day
- National Reconciliation Week
- NAIDOC Week
- Neurodiversity Celebration Week
- R U OK? Day
- MHAW New Zealand

C. Reward and Recognition

Appropriate and adequate rewards and recognition are an important driver of employee engagement and we are proud that many of our employees have chosen to have long careers with us. To celebrate our long tenured employees, we recognise annual service anniversaries that begin after 10 years with us, and every subsequent five-year anniversary. A review and update of our Service Recognition Program commenced this year, with roll out planned for early 2025.

We are committed to meeting and where reasonably practicable, exceeding, all legal and employee payment obligations. We made a commitment to remunerate all Group employees above the minimum wage and in 2024 we continued to honour this commitment.

D. Career Development and Training

With a history of over 100 years in the automotive industry and a NEXT100 strategy guiding the Group through the next 100 years of operations, we continue to invest in the future of the automotive industry and the people that will make it a success into the future.

I. Learning and Development

We value continuous learning that supports role performance, customer service improvements and the achievement of professional goals. In that regard, we provide training in many areas including:

Operational:

- Sales and service development
- Car care
- Finance and insurance
- Manufacturer and product-specific training
- Systems training

Management:

- Leadership – including the development of an industry specific Leadership Toolkit of comprehensive resources and practical tools for strengthening leadership capabilities
- Culture and Engagement
- Duty of Care
- Legislative changes impacting employment arrangements – including amendments to the Fair Work Act under the 'Closing Loopholes' laws

Company-sponsored training and educational opportunities are also available on a case-by-case basis in areas such as executive education, future leadership and sponsored higher education.

II. Apprenticeships

We have various apprenticeship and traineeship opportunities available in Automotive Trades and Services, as well as Administration.

In 2024 the Group employed 855 apprentices, including 306 new apprentices. During the year, 131 apprentices completed their training to become qualified in trades such as Technicians, Service Advisors and Parts Interpreters.

We provide many benefits to support our apprentices during their training. These vary by region however they include payment of technical fees, free or discounted tools, the opportunity to salary sacrifice some expenses, apprenticeship support program and discounts on vehicles, parts and servicing.

E. Employee Retention

Employee turnover rates in the automotive retail industry are often higher than the national average causing operational disruptions and having financial impacts. The regular monitoring of this metric helps us to identify actual or potential workplace issues and to put in place actions to mitigate or respond to these issues.

In 2024 we saw an improvement in both voluntary and involuntary turnover rates across the Group. Voluntary turnover includes resignations and retirements, while involuntary turnover includes dismissal, redundancy and non-renewal of contracts.

Group-wide Turnover	2024 Rate*	2023 Rate*	2022 Rate*	2021 Rate*
Voluntary	30.2%	33.4%	33.0%	30.2%
Involuntary	2.5%	4.3%	3.2%	3.0%

*Rates are calculated to the nearest one decimal place.



E. Employee Retention (continued)

Improving employee retention strategies and uniting employees through periods of growth continues to be a priority. Launched in 2024, the online New Starter Onboarding Program provides essential information about our operations, values, policies and training, while facilitating connections with key team members. Complementing the refreshed Employee Handbook, the program delivers a consistent, standardised experience to all new employees from the outset of their time with us.

F. Balancing Work Goals with Life Goals

As a large business with diverse operations and roles, we recognise that flexibility presents differently across the Group. We are committed to living our 'Inclusiveness' Company value and to attracting and retaining the best employees, while also meeting our stakeholder expectations and strategic objectives. To do so, our approach is to consider flexibility in all its forms to enable an engaged, inclusive and high performing workplace culture that balances work goals with life goals.

For example, our Parental Leave Policy supports new parents by providing supplementary payments to any payments made under Australian and New Zealand Governments paid parental leave schemes so that eligible employees can maintain their usual average pay for a period of up to 12 weeks during their parental leave.

Employees and immediate family members also have access to our Employee Assistance Program which provides services such as independent, free and confidential counselling and support in areas including mental health, relationships, exercise, sleep and financial counselling, as well as a library of self-serve health and wellbeing resources.

G. Health and Safety

At Eagers, providing a safe workplace and environment for our team members and customers is a top priority. In doing so we are guided by our Workplace Health, Safety and Environment Policy, Risk Management Procedure, integrated HSE software platform and other supporting documents and systems.

I. Health, Safety, and Environment (HSE) Governance

2024 saw a refocusing of our safety and well-being commitments at all levels of the business.

- **Enhancing HSE Due Diligence and Reporting:** We expanded HSE due diligence knowledge and understanding at the Board and Executive levels, better integrating these principles into reporting, strategic planning and compliance activities.
- **Safe Work Month Participation:** We actively participated in Safe Work Month, implementing the "Speak Up for Safety" engagement workshops Group-wide. This campaign, led by executive and operational leaders in a demonstration of leadership visibility and commitment, aligned with the 2024 National Safe Work Month theme - 'Safety is Everyone's Business', and was aimed at empowering employees to raise HSE concerns and suggest improvements.

Further, Eagers Automotive conducts a variety of HSE assurance activities annually for the safety of our people and compliance with external legal requirements and the Group's HSE Management System. These assurance programs assist in verifying that our risks are effectively managed and that key control measures are functioning as intended.

II. Operational HSE Risk Activity Highlights

In 2024 we developed and implemented a digital daily hoist checking process across all sites, eliminating paper-based methods and providing real-time visibility of this critical safety control for our technicians and leaders.

We also completed stage 1 of our EV risk review. Stage 2 will begin in early 2025, involving the development of HSE and operational procedures to simplify effective EV-related compliance and risk management. Where appropriate and necessary we have already adopted additional EV related controls.

H. Modern Slavery

Eagers Automotive Group continues to mature its approach to the identification and understanding of modern slavery risks in its operations and supply chain, and to strengthen its controls to mitigate these risks, in line with its obligations under the Modern Slavery Act 2018 (Cth).

In 2024, roll out of general awareness modern slavery training to employees continued. The Group also onboarded a new third-party modern slavery due diligence platform, Ethixbase360, and commenced surveying (and re-surveying) its tier one suppliers using a risk-based approach (i.e. high spend suppliers in risk industries and/or supplying high risk goods or services).

As well as having a Modern Slavery Policy, Modern Slavery Response Procedure, Complaints Management Policy and Whistleblower Policy, we also strengthened our modern slavery governance through the release of a Supplier Code of Conduct which establishes the minimum standards, behaviours and practices that we expect our suppliers to uphold.

3 People (continued)

Supporting our Community

I. Eagers Automotive Foundation and local charitable initiatives

The Eagers Automotive Foundation's vision is to create a lasting spirit of giving within the Eagers Automotive network for those in need. Employees have the option to donate a portion of their salary to the Foundation through our Workplace Giving Program and as all Foundation administration expenses are paid by Eagers Automotive Limited, we ensure that 100% of donations received are delivered to intended recipients.

This year, the Foundation and our dealerships provided over \$1.5 million in monetary and in-kind contributions to community and charitable causes.

Reconnect Project

The Reconnect Project provides technology repair services and distributes donated IT equipment to Australians in crisis. In 2024, easyauto123 donated 78 devices (laptops, mobile phones and tablets) to the Reconnect Project for refurbishment and donation. The Reconnect Project also facilitates training programs for young people who are neurodivergent, where they are taught how to refurbish the IT equipment and interact with customers.



The Village Community Services Trust

In New Zealand, easyauto123 Community Ambassador, Sir Michael Jones, co-founded The Village Community Services Trust with his wife Maliena. While the Village's focus has been supporting youth through sports, education and mentorship programmes, with tough economic times upon us, the charity has shifted its focus to its foodbank sector.

Through its partnership, easyauto123 launched a food drive with donations delivered to the foodbank by easyauto123's New Zealand mascot the kiwi. easyauto123 staff also take time out every month to volunteer at the foodbank, packing boxes of food and vital supplies to support the vulnerable in the community.



National Tree Day

A number of our Toyota dealerships engaged with local schools and early childhood centres to promote National Tree Day, with the aim of strengthening community relationships, making positive environmental impact at the schools and centres and teaching children the importance of connecting with nature and giving back to the environment. These engagements involved a variety of support including the donation of trees and gardening apparel and gave students an opportunity to plant and care for the seedlings as they grow, while also beautifying the school grounds.



Variety Children's Charity 2024 Christmas Event

For every New or Demo vehicle sold and delivered by City Mazda over the month of December, City Mazda donated a bike and lock valued at \$245 to Variety's Bikes4Kids program so that children don't go without on Christmas Day.



National Breast Cancer Foundation

AMCAP's partnership with the National Breast Cancer Foundation continued throughout 2024. AMCAP aims to not only raise valuable funds, but to also create breast cancer awareness through their Pink NBCF branded cabinets and containers.

The fundraising efforts culminated in a morning tea to support the NBCF during Breast Cancer Awareness month. The support for the cause was on display for all to see with AMCAP staff kitted out in pink shirts, bows, ribbons, pants, lipstick and Hi-Viz.



Adtrans Charity Golf Day

In South Australia, Eagers Automotive dealerships come together for an annual golf day fundraiser. The 2024 event raised over \$360,000 which was then donated to various charitable organisations and causes including Breakthrough Mental Health Research Foundation, Backpacks 4 SA Kids, Kickstart for Kids, See Differently, Youth Opportunities and Living Without Limits.



Dandelions WA

In 2024, AMCAP and Eagers Nissan collectively donated \$13,000 to Dandelions WA. This donation, together with volunteer support, directly helps Dandelions WA to continue the delivery of its "kindness kits" and school bags for remote and vulnerable families and children in WA, including those impacted by fires or droughts, and family and domestic violence.



Lifeline WA

In 2024, AMCAP donated a total of \$33,300 to Lifeline WA. This donation was made up of the prize money AMCAP was awarded as winner of the RAC Environmental Sustainability Excellence category at the AIM WA Pinnacle Awards, an annual donation and money raised by staff through participation in the Push-Up Challenge. In addition to this, employees also volunteered their services for the annual Lights for Lifeline Campaign by gift wrapping at shopping centres during the Christmas period, with donations raised supporting Lifeline's mission.



Sapphire Gala

Established in 2022, the Sapphire Gala raises much needed funds for The Queensland Children's Hospital, funding ground-breaking research, cutting-edge equipment and vital in-hospital support. In 2024, Porsche Centre Brisbane donated \$15,000, in addition to donating a Porsche Drive Voucher, for an experiential fundraising activity.



4 Planet - Climate Change and the Environment

Our business activities can be both impacted by, and have an impact on, the environment in which we operate.

Our efforts have and will continue to focus on incorporating business resilience activities into our strategic and operational planning to help protect our business from the risks posed by climate change, as well as activities that reduce our environmental impact.

A. Environment

I. Hazardous Chemicals

Our operations involve the handling, storage, sale and disposal of hazardous chemicals such as paints, solvents, fuel, degreasers, aerosols and oil. Our WHSE risk management approach aligns with our overarching risk management approach.

While chemical use and management is primarily guided by vehicle manufacturer requirements and those of the third-party products we on-sell, systems, programs and governance processes have been introduced to help further mitigate the environmental and safety implications of certain hazardous chemicals used within our operations.

Our centralised safety management system and use of Chemwatch, an externally run online platform, enables the application of specific control measures for each site, including the development and maintenance of chemicals registers and Safety Data Sheets, chemical composition awareness to aid decision making, signage and employee training in the safe handling and use of chemicals.

Our WHSE governance framework includes our WHSE Policy, Environmental Aspects/Impacts Register, WHSE Risk Management Procedure and site and business-based risk profile registers.

We work with key chemical supply partners to develop products (such as detailing products) with reduced hazardous chemical content and source safer alternatives for use by our employees and contractors.

Annual reviews of our spray-painting activities are completed to mitigate safety and environmental risks, with all new spray-painting plant and operations using water-based paints to further reduce the need for harmful solvents.

Our underground petroleum storage systems (UPSSs) management program continued in 2024, aimed at removing or decommissioning UPSSs on our owned sites to mitigate safety and environmental risks should they deteriorate over time. To date a total of 75 UPSSs have fallen within the program, 51 of which have been decommissioned, handed back (if within a leased site) or divested (if subject to a property sale), 5 of these during the 2024 reporting period.

II. Waste Management

Improving waste management practices under a reduce, reuse and recycle approach continues to be an area of focus to address specific site and operational impacts and requirements.

During 2024 the Group continued to leverage technology to improve customer and employee experience and also to reduce paper usage, increase information security, and reduce physical storage and document destruction expenses. This was enabled through initiatives such as the roll out of electronic contracts and repair orders, implementation of a new Information Management Policy, HR management system, and electronic document management system, all of which promote a move away from the use, storage and handling of hardcopy documents.

While waste management initiatives have traditionally been site specific, the Company is currently working with a supply partner to consolidate waste management practices across the group with the aim of increasing visibility of practices and improving environmental outcomes, leveraging volume to create economic efficiencies and enabling better data gathering and reporting processes to track progress.

Current initiatives deployed at various sites include:

- Reducing the use of single-use products,
- Substituting non-biodegradable packaging products with biodegradable equivalents,
- Reusing packaging for repackaged goods where appropriate (dependant on size, shape and weight considerations); and
- The recycling of:
 - plastics (such as pallet wrapping, bumpers and mouldings)
 - paper, cardboard and timber pallets
 - metal (predominantly manufacturer's transport frames, damaged panels, and doors)
 - e-waste (redundant IT equipment)
 - lead acid batteries and tyres.





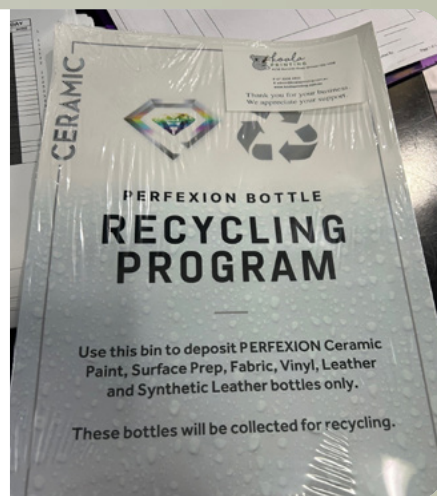
People

Precision Automotive Technology (PAT)

PAT and its supply partner have been working closely to trial and implement sustainability initiatives, commencing in Queensland. These include:

- 20L drum recycling program at Eagers' Brisbane Parts Distribution Centre
- Small bottle recycling trial across four (4) Queensland sites
- Bulk supply program
- Use of recycled Perfexion Paint pack packaging

These trials have realised environmental and economical benefits including a reduction in waste production, increased waste diversion from landfill to recycling, reduction in use of virgin cardboard packaging, reduced waste disposal and labour costs, and reduced freight and administrative and compliance costs.



AMCAP

AMCAP's core business is parts distribution and logistics for the Automotive and Industrial industries. Over the past three years AMCAP has implemented waste management strategies by introducing new technology, working with new waste management providers, collaborating with parts manufacturers and customers, increasing employee training, and redesigning processes and operations at the work front, that have vastly reduced the volume of waste it has sent to landfill.

In 2023, AMCAP produced a total of 618 tonnes of waste, of which 86.5% was sent to landfill and only 13.5% was diverted from landfill. In 2024 AMCAP produced a total of 624.9 tonnes of waste, of which 25.55% was sent to landfill and 74.45% was diverted from landfill.

For its commitment to environmental sustainability and waste minimisation, in 2024 AMCAP:

- Was awarded winner of the RAC Environmental Sustainability Excellence category at the AIM WA Pinnacle Awards in November 2024, and
- Received a rating of 100% in the annual Green Stamp Environmental Accreditation Assessment for the Motor Trade Association of WA's Green Stamp.



Minimising waste by designing reusable skids and cages to remove the need for pallets and incorporating drawers to eliminate the need for secondary packaging.

4 Planet (continued)

B. Climate Change

As a group of companies operating across Australia and New Zealand, we recognise the social and environmental impacts of climate change and our responsibility in minimising our environmental footprint to mitigate these impacts.

I. Climate Change Oversight and Governance

The Audit and Risk Committee (ARC) provides oversight of the adequacy and effectiveness of Eagers risk management system, including sustainability and climate-related risks and opportunities. More information about our governance and risk management framework is set out in section 5 – Performance – Sustainable Growth.

II. Climate Change Risks and Opportunities

As a retailer of new and used vehicles, we believe regulatory demands and consumer expectations are a driving force behind our original equipment manufacturers (OEMs) transitioning to lower emission vehicles and this, as well as the physical impacts of extreme weather events, will continue to impact our business, presenting both risks and opportunities.

Climate related risks and opportunities can be categorised into two broad topics:

- Transition risks and opportunities that arise from the shift toward a lower-carbon economy, such as changes in regulations, technology, or market preferences, and
- Physical risks and opportunities, which can be acute (like extreme weather events) or chronic (such as long-term shifts in climate patterns).

The Group has taken steps to identify and assess the climate related risks and opportunities that the Group faces, which will be subject to ongoing review and assessment. These were identified through a combination of internal and external risk and opportunity assessments with the support of an independent climate sustainability advisor.

By understanding our material climate-related risks and opportunities we can build business resilience by ensuring appropriate risk mitigations are in place, leverage any opportunities for competitive advantage and make more informed strategic, financial and operational decisions.

While risk specific mitigation activities are continually under review and assessment, overall, we are well placed to respond to climate related risks and opportunities due to:

- Our diversified vehicle brand approach which places us in a strong competitive position to adapt to shifting consumer preferences,
- Our diversified business model which enables us to balance risks and leverage new opportunities, and
- Our broad geographic base which enables us to maintain operations in the face of isolated extreme weather events.

Together these factors serve to improve business resilience and financial stability.

III. Greenhouse Gas (GHG) Emissions

Although our businesses, as retailers, generate a relatively modest level of GHG emissions, we are committed to playing our part in the broader emission reduction response and supporting our OEM partners in their emissions reductions journey.

The Group continues to focus on energy efficiency and renewable initiatives as well as site consolidations, which serves to minimise energy consumption and emission increases, despite business growth. An annual review of the emissions and energy consumption of the Group's Australian operations is undertaken as part of our compliance with Australia's national greenhouse and energy reporting requirements (NGERS).

In 2024 we enlisted third party assistance in conducting an audit of the Group's compliance with NGERS, in line with a continuous improvement approach. This audit also ensured continued confidence in our facility-based reporting data in light of our property acquisition and consolidation strategy.

a. Scope 1 and Scope 2 emissions

Our total Scope 1 (direct) and Scope 2 (indirect) emissions for the NGERS reporting year 2023 – 2024, in comparison to previous years were:

T CO2-e	2023-2024	2022-2023	2021-2022	2020-2021
Scope 1	33,110	31,670	29,067	33,009
Scope 2	25,545	24,762	26,104	29,561
TOTAL	58,655	56,432	55,171	62,570

These emissions have been calculated in accordance with the NGERS methodology including relevant emissions factors and should be viewed in light of business growth. The NGERS methodology requires that the operational control approach be used.

The majority of the Group's Scope 1 emissions are from transport fuel used in motor vehicles, determined through fuel purchasing data from fuel cards and bulk fuel delivery to sites with in-ground fuel tanks.

The Group's Scope 2 emissions are mostly from energy purchased from the grid. Emissions from electricity consumption are collated from electricity providers' invoices by operating location.



III. Greenhouse Gas (GHG) Emissions (continued)

b. Emission reduction initiatives

We have continued to roll out our solar replacement and installation program with an additional 6 Solar Photovoltaic (PV) systems installed in 2024, each providing between 75kW and 450kW of electricity. This amounts to an additional 800 kW of solar PV capacity, which combined with existing systems of approximately 7.7GWh, can generate approximately 8.5GWh of electricity annually. For the 2024 reporting period, the solar energy produced accounted for approximately 15%¹ of the Group's total electricity consumption.

In conjunction with our solar roll out project, this year the Group also commenced a solar metering project. This project involves retrofitting meters on existing solar PV systems so we can more accurately measure energy produced by our systems and obtain insights into system performance for maintenance purposes. In 2024, 33 of 65 solar PV systems were retrofitted with meters, with the remaining systems to be retrofitted with meters in 2025.

The Group continued to pro-actively manage the commercial installation of energy efficient lighting (i.e. LEDs) and more efficient and environmentally friendly air conditioning systems. The rollout of light sensor and timer devices also continued, which together support localised reduction strategies in energy consumption, as well as cost management in the face of increasing electricity pricing.

c. Transition towards lower emission vehicles

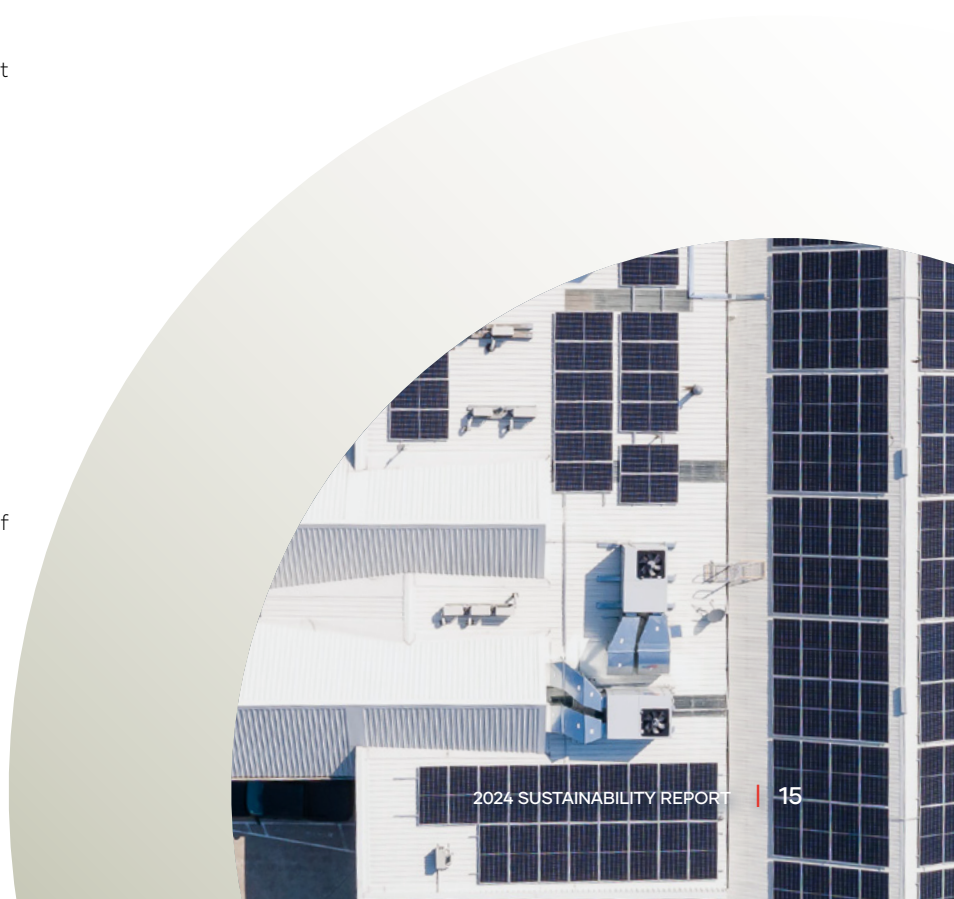
The evolution from largely internal combustion engines (ICE) to lower emission technologies is a significant change to the automotive industry, driven by evolving consumer preferences, emerging technologies and regulatory pressures and incentives. Eagers Automotive continues to support this transition and the visions of our OEM partners by:

- Providing OEMs with local market insights impacting customer preferences for more informed decision making,
- Diversifying into the electric truck segment, and
- Investing in infrastructure across its network to support adoption of lower emission vehicles.

d. Supporting OEM partners with their sustainability and emission reduction journeys

We partner with each of our OEMs to help support their sustainability ambitions including any aspirations for reducing emissions across their operations and value chains. In 2024 this included a number of our dealerships partnering with OEMs to undertake ESG related audits and develop appropriate action plans to support the OEMs in their sustainability and emission reduction journeys.

1. Estimated solar generation, based on system size and using the Clean Energy Council's published location factors per kWh for the 23/24 financial year.



5 Performance - Sustainable Growth

We recognise that having strong leadership and robust policies and systems in place is key to building business resilience and sustainable growth.

Our pragmatic approach and inbuilt flexibility also encourage and facilitate innovation and strategic decision making.

A. Governance

I. Board oversight

Sustainability and climate related risks and opportunities are considered by the Board as relevant, for example, when reviewing and guiding strategy, overseeing major transactions and setting performance objectives and policies.

The Audit & Risk Committee (**ARC**) and Remuneration & Nomination Committee (**RNC**) are committees of the Board and are appointed and authorised by the Board to assist in fulfilling the Board's responsibilities. The ARC Charter and RNC Charter address each Committee's role in considering sustainability related matters when undertaking its responsibilities.

The ARC also provides oversight of the adequacy and effectiveness of the Company's risk management and internal control systems, including review of material risks at least every six months. This review includes sustainability and climate related risks and opportunities where appropriate.

II. Management oversight

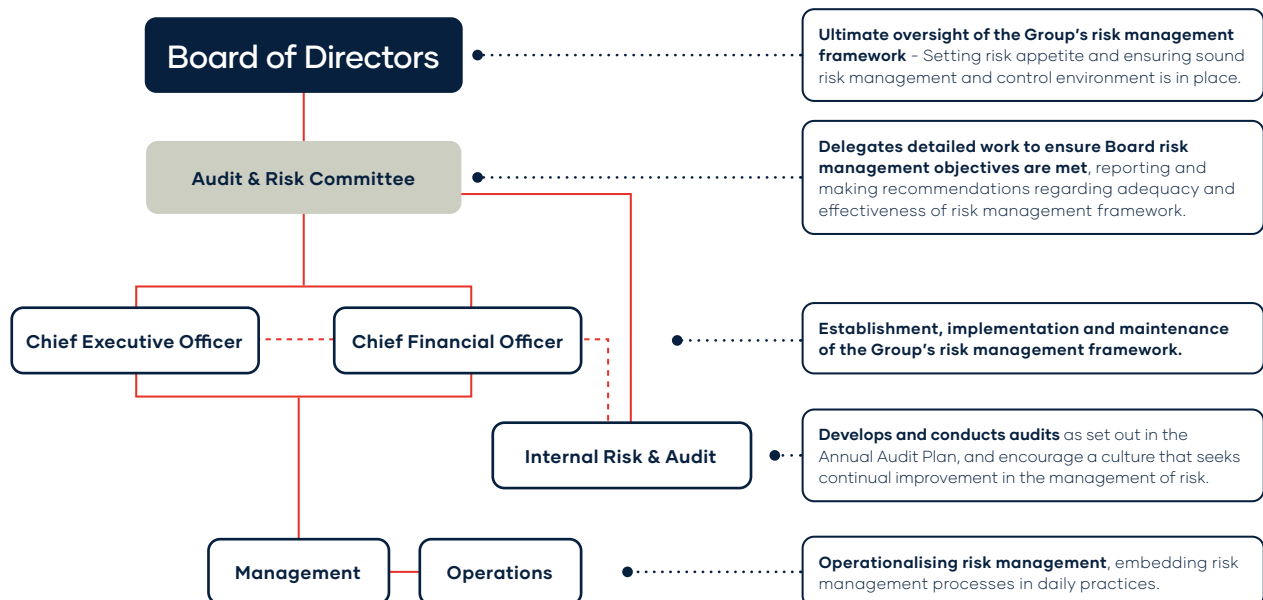
We have integrated sustainability into our existing governance processes and sought to embed responsibility for the risks associated with sustainability throughout our business.

The executive leadership team (**ELT**) has responsibility for assessing, monitoring, managing and overseeing risks and opportunities. For sustainability risks and opportunities, the ELT is supported by a cross-functional Sustainability Steering Committee.

The Sustainability Steering Committee is tasked with assisting management to drive a sustainability culture throughout the group by planning and prioritising sustainability and climate related initiatives, maintaining oversight of the performance of these initiatives, and providing updates to the ELT on progress.

B. Risk Management

Robust risk management processes and practices integrated into our work culture are important for the resilience and long-term sustainability of our business. The process and related policies the Group uses to identify, assess, prioritise and monitor risks (including sustainability and climate related risks) are reflected in the Risk Management Framework, which has been developed in accordance with the Group's Risk Management Policy and is approved by the Board.



B. Risk Management (continued)

When identifying risks, changes in external and internal context and indicators of emerging risks are considered. The risk analysis examines consequences and likelihood to determine a risk rating that supports the priority of actions for managing risks. The risk matrix provides parameters for risk analysis to ensure a consistent approach. Following assessment, risk management plans and controls for individual risks are developed and implemented by management. Risks are assessed on a bi-annual basis.

The diagram on page 16 sets out the roles and responsibilities of key risk functions within the Group.

C. Privacy and Cyber Security

The Group's Chief Information Officer and Chief Information Security Officer oversee the Group's cyber security and response framework and report to the Eagers Board on this topic. The Group's Privacy Officer supports the Group in protecting the personal information of its customers and employees and responding to any privacy-related complaints or incidents.

Throughout 2024 and in line with a continuous improvement approach, the Group continued to deploy strategies to help protect, detect, monitor, assess and strengthen business resilience to cyber threats and privacy breaches. This included:

- Improvements to cyber security operations, vulnerability scanning and monitoring, and identity security management tools,
- Employee privacy and cyber security education and training, including phishing exercises, and
- Internal and external cyber security audits.

The Group also responded to the cyber incident identified in late December 2023 by promptly launching an investigation into the incident and undertaking containment, privacy notification and remediation activities, which have now concluded.

D. Ethics and Integrity

Our commitment to a culture of honesty, accountability and ethical behaviour is reflected in our adoption of 'Integrity' as one of our four corporate values. Ethical behaviours are promoted through a suite of Group-wide policies and procedures, including our Anti-bribery and Corruption Policy, employee and supplier Codes of Conduct, Diversity, Equity and Inclusion Policy, Whistleblower Policy, Appropriate Workplace Behaviours Policy and our Employee Manual.

We encourage and support our employees, customers and stakeholders to speak up about unethical behaviour and our integrity reporting framework provides a safe avenue through which concerns (including eligible whistleblower disclosures) can be raised. Anyone can confidentially and anonymously raise a concern via YourCall, an external and independently operated complaints avenue. Employees can also choose to report issues directly to their managers or other senior personnel in accordance with our Complaints Management Policy.

Disclaimer and Disclosures

This report contains forward-looking statements in relation to Eagers Automotive Limited and its controlled entities (collectively the Eagers Automotive Group or Group), including statements setting out the Group's intent, goals, objectives, initiatives, commitments and current expectations in relation to the Group's business and operations, external conditions and risk management practices.

This report also includes forward-looking statements regarding climate change and other environmental and social considerations. While all forward-looking statements are based on the Group's good faith assumptions as to the risks and opportunities likely to affect the Group's business and operations in the future, the Group does not give any assurance that any assumptions will eventuate or prove correct or accurate, as there are many intervening factors which are outside the control of the Group. As such, no undue reliance should be placed on these statements.

The Eagers Automotive Group also advises that due to its decentralised business structure and maturing approach to sustainability reporting, data and information gathered and reported may be incomplete or inaccurate, despite the Group's best efforts. The continued development, implementation and improvement of appropriate data gathering tools and systems is a key focus for the Group going forward.



