



# Sustainability Report 2025

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## Acknowledgment of Country

CAR Group acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

Globally, CAR Group recognises the significance of indigenous peoples' communities, consistent with our efforts to build a culture that embraces diversity, equality and inclusion.



# About This Report

At CAR Group, we view sustainability as a core enabler of long-term value creation. By embedding sustainable practices across our global value chain, we ensure resilience, innovation, and relevance in an ever-evolving digital and regulatory landscape.

Sustainability drives our long-term success by integrating responsible practices into every facet of our operations. This approach allows us to navigate challenges and seize opportunities, ensuring that CAR Group remains a leader in our industry.

## Reporting information

This Sustainability Report provides information on the overall sustainability management of CAR Group and its global subsidiaries from 1 July 2024 to 30 June 2025, aligning to the Group's financial reporting period.

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards (2021), the Sustainability Accounting Standards Board (SASB) standard for the Internet Media and Services sub-industry, and the United Nations (UN) Sustainable Development Goals (SDGs). Our disclosures relate to the most material sustainability areas of our businesses, as well as additional areas that are important to us and our stakeholders. These disclosures have been prepared in good faith based on current data, knowledge and assumptions.

This report complements, and is designed to be read in conjunction with, the following CAR Group materials:

- FY25 Annual Report, in particular our Climate Disclosures Report which is housed within the Annual Report: [cargroup.com/financial/accounts-and-reports](https://cargroup.com/financial/accounts-and-reports)
- FY25 Investor Presentation: [cargroup.com/financial/presentations/](https://cargroup.com/financial/presentations/)
- FY25 Sustainability Databook – summarises our FY25 performance across key environmental, social and governance metrics: [cargroup.com/governance](https://cargroup.com/governance)
- FY25 Corporate Governance Statement: [cargroup.com/governance](https://cargroup.com/governance)
- Key governance documents, including our Charters and Corporate Policies: [cargroup.com/charters](https://cargroup.com/charters)

## Materiality and strategy

Our sustainability priorities are shaped by periodic materiality assessments, reflecting both stakeholder expectations and our expanding global footprint. These assessments guide our focus on the most pressing environmental, social, and governance (ESG) issues that impact our business and stakeholders and inform both our sustainability strategy and our disclosure.

This report is structured around the four sustainability pillars of our sustainability strategy:

- Our People – talent attraction, engagement and retention; diversity, equity and inclusion; and health, safety and wellbeing.
- Our Customers – customer experience; cybersecurity and data protection; and innovation and growth.
- Our Impact – climate management; and supply chain engagement.
- Our Business Practices – ethics and integrity; and governance and risk management.

Detailed information regarding our sustainability strategy, stakeholder engagement, and materiality can be found on our shareholder website: [cargroup.com/our-approach](https://cargroup.com/our-approach)

All questions on the Sustainability Report or our sustainability initiatives should be addressed to our Sustainability team:  
[sustainability@cargroup.com](mailto:sustainability@cargroup.com)

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# Message from the Chair of the Sustainability Committee and CEO

We are pleased to welcome you to the FY25 Sustainability Report for CAR Group, reflecting a year of collaboration, innovation, and progress towards our shared sustainability goals.



**Kee Wong**  
Chair of the Sustainability  
Committee

Our market presence spans a diverse range of geographies, including Australia, the United States, Brazil, South Korea, Chile, and beyond. In FY25, we leveraged our global reach to implement solutions that address local opportunities while driving collective global impact.

This year, our sustainability efforts were recognised with an ESG Rating from Morgan Stanley Capital International (MSCI) of AAA, placing us among the top-performing companies in the Interactive Media & Services industry globally. CAR Group also placed in the top five for Best ESG Engagement by an Australasian Company and top 10 for Best ESG and Sustainability Reporting by an Australasian Company at the 2025 Australian Investor Relations Association (AIRA) awards. Although these accolades are not actively pursued, we appreciate the recognition as a reflection of our ongoing efforts to improve our sustainability practices.

## Our People

This year, we launched our Elevate 2028 strategy across the Group. Unifying our people under a shared purpose and vision, this strategy has further strengthened our culture and sharpened our focus.



**Cameron McIntyre**  
Managing Director and CEO

Our employee engagement score reached a record high of 78%, outperforming our external industry benchmark and reflecting the energy and connection within our teams. We were also proud to be recognised as a Great Place to Work® across all our key geographies, testament to our ongoing commitment to creating an inclusive, supportive, and empowering workplace for everyone at CAR Group.

## Our Customers

At the heart of our achievements lies a steadfast commitment to our customers. Recognising their evolving needs, this year we advanced our marketplace platforms with new products, services, and AI-powered features designed to deliver more personalised, secure, and future-ready experiences. Our ongoing investment in next-generation technology ensures we remain at the forefront of innovation. We also continued to invest in our cyber and data protection capabilities, recognising that trust is the foundation upon which all sustainable progress is built. By optimising our platforms, we are creating seamless experiences and driving lasting, positive impact for our customers and communities globally.

## Our Impact

In anticipation of the evolving regulatory landscape, this year we continued our preparations for the upcoming introduction of mandatory climate disclosures. In FY25 we advanced our decarbonisation agenda and enhanced our emissions tracking processes, ensuring that we can meet these disclosure obligations with accuracy and transparency. We invite you to read our Climate Disclosures Report (housed within our 2025 Annual Report) for an understanding of our key physical and transition climate-related risks and opportunities, and how we are managing them.

Equally, we remained steadfast in our commitment to upholding human rights, strengthening our due diligence processes in this space and providing additional training across our teams to raise awareness of modern slavery risks.

## Our Business Practices

We recognise that robust business practices form the backbone of sustainable growth and trusted stakeholder relationships. This year, we completed the global rollout of our Code of Conduct training, ensuring our values and expectations are consistently embedded across the Group. In addition, we launched a refreshed whistleblowing and misconduct reporting policy - *See Something? Say Something!* - to further empower our people to speak up safely and promote a culture of integrity. We also delivered crisis management exercises in all our markets to ensure preparedness and resilience in the face of potential disruptions.

As we look ahead, sustainability remains central to our purpose and strategy. We recognise that continuous improvement is essential in this area and invite your input as we advance our sustainability initiatives.

Thank you for your partnership and continued trust in CAR Group.

**Kee Wong**  
Chair of the  
Sustainability Committee

**Cameron McIntyre**  
Managing Director and CEO



Making buying  
and selling a great  
experience.

## About CAR Group

CAR Group Limited (“CAR Group” or “the Group”) is a global digital marketplace business dedicated to making buying and selling a great experience. With a vision to be the global leader in online vehicle marketplaces, we offer world-leading technology and advertising solutions designed to transform how people buy and sell across the globe.

Employing more than 2,500 people, CAR Group operates across diverse vehicle categories - automotive, commercial, industrial, and leisure - and spans several international markets including Australia (carsales), South Korea (Encar), the United States (Trader Interactive), Chile (chileautos), and Brazil (majority shareholder of webmotors). We also operate RedBook data businesses across Australia, New Zealand and Asia.

CAR Group operates a scalable, data-driven digital marketplace, powered by digital innovation and a strong performance culture. We bring together technology platforms that support listings, transactions, and advertising, alongside data and analytics to enhance customer experience, and customer-centric innovation designed to continuously improve platform functionality and user engagement.

# FY25 Sustainability Highlights

We're proud to be recognised for our strong ESG performance in FY25.



## MSCI ESG Rating: AAA

MSCI ESG Ratings measure a company's management of financially relevant ESG risks and opportunities. MSCI uses a rules-based methodology to identify industry leaders according to their exposure to ESG risks and how well they manage those risks relative to peers.

In 2025, CAR Group received an **AAA rating** (on a scale of AAA-CCC), indicating that MSCI views CAR Group as a leader relative to our peers in the Interactive Media & Services industry.



## Sustainalytics ESG Rating: Low Risk

Morningstar Sustainalytics ESG Risk Ratings provide a multi-dimensional assessment of a company's exposure to industry-specific material ESG risks and its management of those risks.

CAR Group is currently classified at **low risk** of experiencing material financial impacts from ESG factors due to our low exposure to, and strong management of, material ESG issues. CAR Group is placed in the 11th percentile for our industry (Software & Services) and the 5th percentile for our sub-industry (Internet Software & Services).



FTSE4Good

## FTSE4Good Index Series

FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that CAR Group has been independently assessed according to the FTSE4Good criteria, and has **satisfied the requirements to become a constituent of the FTSE4Good Index Series**. Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong ESG practices. The FTSE4Good indices are used by a wide variety of market participants to create and assess responsible investment funds and other products.



AIRA

## AIRA Awards

CAR Group placed in the **top 5 for Best ESG Engagement by an Australasian Company** and **top 10 for Best ESG and Sustainability Reporting by an Australasian Company** at the 2025 Australian Investor Relations Association (AIRA) awards.



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## Sustainability Goals and Progress

Our sustainability strategy focuses on improving practices that align with our key ESG priorities. We have set clear goals to track progress, ensure accountability, and maintain momentum toward achieving these targets. As CAR Group grows, we continue to review and update our metrics and objectives to better measure the impact of our initiatives.



Detailed information regarding our sustainability strategy, stakeholder engagement, and materiality can be found on our shareholder website

[cargroup.com/our-approach](https://cargroup.com/our-approach)



The tables on the following pages provide an overview of our FY25 performance against our key goals across each material topic.

For a detailed understanding of CAR Group's FY25 performance across all our ESG metrics, please see our FY25 Sustainability Databook:

[cargroup.com/governance](https://cargroup.com/governance)



## Sustainability Goals and Progress continued

### Our People

#### Material topics:

- Talent attraction, engagement and retention
- Diversity, equity and inclusion
- Health, safety and wellbeing

Goals	Status (FY25)	Status (FY24)
<b>Talent attraction, engagement and retention</b>		
Minimum 75% employee engagement score in the CAR Group employee opinion survey	Achieved (78%)	Achieved (75%)
Voluntary staff turnover remains below 20% globally	Achieved (11%)	Achieved (9%)
<b>Diversity, equity and inclusion</b>		
By 2030 we have achieved a 40:40:20 balance across our Board of Directors, Global Leadership Team and entire global team <sup>1</sup>	Board: Achieved (56 : 44 : 0)	Board: Achieved (56 : 44 : 0)
	GLT: In progress (73 : 27 : 0)	GLT: In progress (73 : 27 : 0)
	All team: In progress (61.2 : 38.7 : 0.1)	All team: In progress (60.9 : 39 : 0.1)
By 2025 we have implemented a global job level framework to better understand our pay gaps and then set a meaningful target that balances pay for performance whilst ensuring no pay gap exists within a market range, and start reporting on this from FY25	Partially achieved <sup>2</sup>	In progress
<b>Health, safety and wellbeing</b>		
Zero notifiable workplace health and safety incidents <sup>3</sup>	Achieved (0)	Achieved (0)
>85% of our team respond favourably to the statement "My manager genuinely cares about my wellbeing" in the CAR Group employee opinion survey	Achieved (89%)	Achieved (87%)

### Our Customers

#### Material topics:

- Customer experience
- Cybersecurity and data protection
- Innovation and growth

Goals	Status (FY25)	Status (FY24)
<b>Customer experience</b>		
By 2025 we have added a consistent customer satisfaction metric to our customer surveys across all marketplaces and start reporting on this from our FY25 report onwards	Achieved <sup>4</sup>	In progress
99% system reliability for our customers <sup>5</sup>	Achieved (>99.9%)	Achieved (>99.9%)
<b>Cybersecurity and data protection</b>		
Zero reportable data breaches <sup>6</sup>	Achieved (0)	Achieved (0)
<b>Innovation and growth</b>		
>75% of our team respond favourably to the statement "We are encouraged to be innovative even though some of our initiatives may not succeed" in the CAR Group employee opinion survey	Achieved (85%)	Achieved (78%)
Each year we share case studies on how we have used innovation to deliver new customer benefits	Achieved <sup>7</sup>	Achieved

1. 40:40:20 indicates 40% men and 40% women, with the remaining 20% flexible to any gender (either women, men, or gender diverse) or those that do not wish to disclose their gender.
2. In FY25 we completed the implementation of our global job level framework. While the framework is now in place, we have not yet completed the data analysis required to determine appropriate pay equity targets. This analysis was originally scheduled for FY25 but has been rescheduled to FY26 to ensure sufficient time for validation and alignment across all markets.
3. As defined by WorkSafe Victoria's criteria for notifiable incidents.
4. Further information can be found in the Customer Experience section of this report on page 20.
5. Proportion of time our websites were fully accessible to customers.
6. Data breaches involving customer data that are considered notifiable as defined by the Office of the Australian Information Commissioner.
7. Further information can be found in the Customer Experience section of this report on pages 21-22. Our innovation case studies are in the Innovation and Growth section of this report on pages 24-25.

## Sustainability Goals and Progress continued

### Our Impact

**Material topics:**

- Climate management
- Supply chain engagement

Goals	Status (FY25)	Status (FY24)
<b>Climate management</b>		
Continued alignment with the recently retired Task Force on Climate-related Financial Disclosures (TCFD) framework through our Climate Disclosures Report and transition to reporting under new mandatory climate-related financial disclosures in relevant markets (Australian Sustainability Reporting Standards)	In progress	In progress
Maintain carbon neutrality across CAR Group business operations	Maintained	Maintained
<b>Supply chain engagement</b>		
Each year we measure the effectiveness of our modern slavery approach	Achieved <sup>1</sup>	Achieved

### Our Business Practices

**Material topics:**

- Ethics and integrity
- Governance and risk management

Goals	Status (FY25)	Status (FY24)
<b>Ethics and integrity<sup>2</sup></b>		
Number of whistleblower disclosures made relating to disclosable matters <sup>3</sup> – reported	Zero (0)	Zero (0)
Number of whistleblower disclosures made relating to disclosable matters <sup>3</sup> – resolved	Zero (0)	Zero (0)
<b>Governance and risk management</b>		
Zero adverse rulings <sup>4</sup> for environmental, social or governance related issues e.g. environmental breaches, discrimination and harassment, anti-competitive behaviour, or corruption	Achieved (0)	Achieved (0)

1. Please refer to the 'Measuring the Effectiveness of our Actions' section in our Modern Slavery Statement, available on our shareholder website.
2. We do not put a numerical target in place (e.g. zero) for whistleblower disclosures because we want to encourage reports of suspected unethical behaviour. However, we have chosen to show reported and resolved disclosures for visibility and to demonstrate whether we have undertaken the important steps of investigating allegations and taking any corrective action that may be required.
3. 'Disclosable matters' as defined in CAR Group's *See Something? Say Something!* Policy.
4. An adverse ruling is defined as an unfavourable ruling by a court, tribunal or similar.

# Our People

At CAR Group, our people are at the heart of our success. We are committed to attracting, retaining, and engaging top talent by fostering a culture that is inclusive, purpose-driven, and globally connected. Our approach is underpinned by a strong focus on equity, wellbeing, and career growth - ensuring that CAR Group remains a destination employer in every market we operate in.

## Material topics

Talent attraction, engagement and retention

Diversity, equity and inclusion

Health, safety and wellbeing

## Highlights

- > Launched our new global Group strategy Elevate 2028
- > Continued external recognition as an employer of choice across all markets
- > Increased Group employee engagement to 78% (up 3% from the previous year and 9% above our external industry benchmark)
- > Undertook gender pay gap analyses in each market
- > Delivered our second Reconciliation Action Plan (Innovate)



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# Talent Attraction, Engagement and Retention

CAR Group's culture is more than a set of values. It's the foundation of how we operate, collaborate, and grow. It reflects who we are, how we show up for each other, and how we deliver on our purpose: to make buying and selling a great experience.

Our Group strategy articulates a clear and unifying cultural identity that supports high performance, innovation, and a sense of belonging. Our culture is defined by five core statements that guide behaviours and decision-making across the Group:



## We think differently

Innovation is at our core, we challenge convention and seek better ways to do things.



## We are passionate about what we do

Our energy and commitment drive us to deliver great outcomes.



## We've got the courage to try new things

We embrace experimentation and learn from failure.



## We collaborate for growth

We believe in the power of teamwork to unlock potential and scale impact.



## We have fun, but we get it done

We balance performance with enjoyment, creating a workplace that's both productive and energising.

These statements are embedded in leadership expectations, employee experiences, and strategic initiatives, ensuring that culture remains a living part of CAR Group's identity as it grows globally.



## Talent Attraction, Engagement and Retention continued

When our people thrive, the Group thrives. We have intentionally designed a culture that creates the right conditions for our teams to do their best work, wherever they are in the world.

We continue to invest in meaningful employee experiences, leadership development, and recognition programs that empower our teams to flourish. Our employer brand, anchored in the promise that everyone can 'be a big part of something big', is brought to life across our marketplaces, careers platforms, and employee experiences.



More information about how we manage talent attraction, engagement and retention at CAR Group can be found on our shareholder website

[cargroup.com/our-people](https://cargroup.com/our-people) >



### Our FY25 performance

#### Talent attraction and retention

- Retained Great Place to Work® certification across carsales, webmotors, Trader Interactive, and chileautos.
- Encar achieved Great Place to Work® certification for the first time.
- carsales was named on Great Place to Work® Australia's Best Workplaces™ and Best Workplaces™ in Technology lists and was again recognised by the Australian Association of Graduate Employers (AAGE) on their Top Graduate Employer and Top Intern Program lists.
- webmotors was named on Great Place to Work® Brazil's Best Workplaces™ in Technology list.

#### Engagement

- Achieved Group engagement of 78% - this is an increase of 3% from the previous year and 9% above our external industry benchmark.
- 87% of our team agreed that they would recommend us as a great place to work in our Employee Opinion Survey, which is an increase of 1% from the previous year.
- Our voluntary employee turnover rate was 11% across all markets globally.



### Elevate 2028

This year saw the launch of our new three-year global Group strategy, Elevate 2028. This strategy marks a significant evolution in how we align our international operations, with the strategy being co-developed with input from all global businesses. This inclusive approach has enabled stronger alignment across markets and a clearer articulation of our shared purpose: to make buying and selling a great experience.

Elevate 2028 is structured around four pillars - Strengthen Our Core, Extend Our Marketplaces, Diversify and Grow, and Operational Excellence - and is underpinned by a refreshed vision: to be the global leader in online vehicle marketplaces.

The strategy has undergone a tiered implementation with each CAR Group business developing a local iteration of the Elevate 2028 strategy, ensuring alignment with market-specific conditions while reinforcing Group-wide objectives. This approach enables more effective execution, strengthens accountability, and ensures the strategy is both globally coherent and locally relevant - meaning that all team members feel connected to the strategy no matter their role or geographical location.

## Talent Attraction, Engagement and Retention continued

### Learning and career development

- Delivered 32,990 hours of training globally.
- Launched the CAR Group Tour, a new, high-impact development initiative designed to deepen cross-market collaboration and accelerate talent growth across our businesses. This program offers five team members the opportunity to participate in a week-long immersive experience hosted by one of the Group's marketplaces. Participants engage in intensive learning, network with peers and local executives, and gain exposure to different customer bases, marketing strategies, and product ecosystems. CAR Group Tour is a streamlined evolution of our previous talent exchange initiative, offering similar benefits in a more accessible format for those unable to commit to an extended period of time away from home.
- carsales launched Lead with Impact, a development program for senior leaders designed to build leadership capability in three core areas: accountability and driving results, feedback and communication, and improvement and performance. Participants create action plans to embed their learnings within their teams, ensuring practical application and ongoing reinforcement. carsales also continued to partner with several internship programs including the Victorian Government's Digital Jobs program, CareerSeekers and Monash University's Industry Based Learning program.



- Trader Interactive rolled out a refreshed product operating model designed to reorient teams around product outcomes and drive customer-centric innovation and cross-functional collaboration. To support this shift, Product and Engineering leaders participated in a Silicon Valley Product Group Masterclass, focused on empowering product teams, outcome-driven decision-making, and lean product development practices.
- webmotors introduced a suite of new programs aimed at strengthening leadership, technical capabilities, and customer-centricity. This includes the Master Drive Leadership Program, designed to enhance teamwork and decision-making skills for managers; executive coaching for senior leaders, focused on self-awareness and performance; a new Commercial Academy via their online learning platform; and the 'O Cliente WM' Leadership Day followed by a Customer-Centric Culture Track content series and immersive experience to deepen understanding of the customer journey.
- In addition to implementing a new learning management system to support continuous learning across the organisation, Encar established a leadership onboarding program to equip recently appointed leaders with the tools and knowledge required to succeed in their roles.

- chileautos implemented a new development program designed to build high-performance teams and promote a culture of excellence. One element of this program, Innowave, is an initiative launched to foster creativity and strategic thinking among employees. chileautos also launched a Leadership Culture Management Program to strengthen leadership capability and alignment across the business.



### Our FY26 ambitions

- Evolve existing management training programs and further build on leadership capabilities. This includes delivering Lead with Impact training to other levels of management within carsales and extending webmotors' executive coaching program to more executives and other leadership levels within the business.
- Strengthen our global talent pipeline by promoting internal mobility and continuing programs like the CAR Group Tour to support career growth across markets.
- Expand on availability of technical and applied learning tools to support continuous learning, upskilling, and career development. This includes plans for the development and delivery of an updated internal role training program within Encar and the expansion of available online learning platforms at Trader Interactive.

# Diversity, Equity and Inclusion

Diversity, equity, and inclusion (DEI) are core to our identity and operations. We recognise that a diverse workforce fuels innovation, improves decision-making, and strengthens our Group to better serve our customers. Because of this, we aim to create inclusive, equitable workplaces where everyone feels valued and empowered. Our global DEI strategy adapts to local contexts, understanding that diversity varies with community.

Gender equality and pay equity are key to our DEI efforts. We focus on proactive, data-driven strategies to increase female representation and reduce gender pay gaps. This includes fair reward practices and regular gender pay analyses.



More information about how we manage DEI and pay equity at CAR Group can be found on our shareholder website

[cargroup.com/our-people](https://cargroup.com/our-people) >

Our DEI Policy is available on our shareholder website

[cargroup.com/charters](https://cargroup.com/charters) >

Information regarding our Australian gender pay gap and the initiatives that we have implemented to address gender imbalance is available in our Gender Pay Gap Employer Statement.

[See statement](#) >

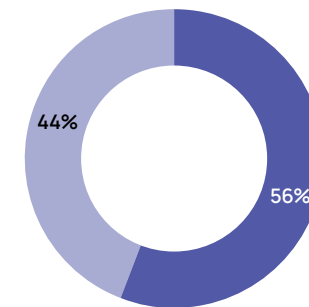
## Our FY25 performance

### External recognition

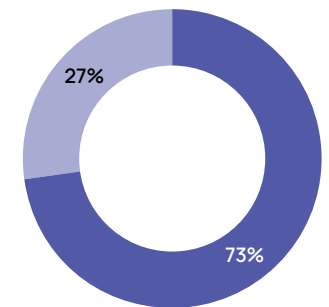
- CAR Group was recognised in the top 100 companies globally for gender equality by Equileap – a leading provider of data on gender equality, diversity and inclusion in the corporate sector – coming in at position #27. This is the fourth time in five years that we have featured in Equileap’s top 100 list.
- carsales was named on Great Place to Work® Australia’s Best Workplaces™ for Women list, retained its certification as a Family Inclusive Workplace through Family Friendly Workplaces and its Endorsed Employer status with WORK180, and was recognised by WORK180 on their 2025 Top 101 Employers for Women list.
- webmotors was named on Great Place to Work® Brazil’s Best Companies to Work For Diversity list, with special distinction in the Ethnic-Racial and Women pillars.
- Encar was recognised as one of Korea’s Best Work-Life Balance Companies by the Republic of Korea’s Ministry of Employment and Labor, and one of the Best Family-Friendly Management Companies by the Republic of Korea’s Ministry of Gender Equality and Family.
- RV Trader, Trader Interactive’s leading online marketplace connecting RV enthusiasts with industry, was named the Champion of Women by the RV Women’s Alliance for its dedication to fostering inclusivity within the RV community.

## Gender diversity performance (as at 30 June 2025)

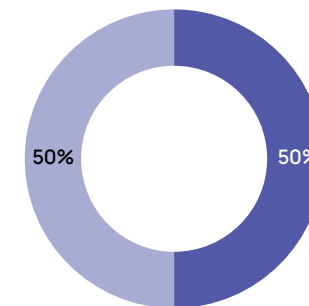
CAR Group Board of Directors



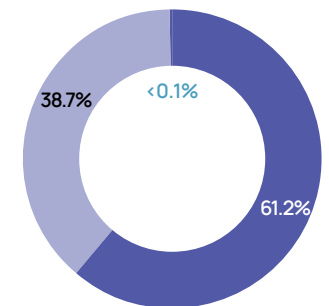
Global Leadership Team



Senior Leaders



All Employees



● Male ● Female ● Gender diverse

## Diversity, Equity and Inclusion continued

### Internal programs

- Diversity remained the highest scoring factor in our Employee Opinion Survey, scoring 92% favourable which is an increase of 2% from the previous year.
- Successfully completed the implementation of our global job level framework, a foundational initiative designed to improve transparency and equity across our global workforce. This framework enables consistent benchmarking and supports our commitment to pay equity within market ranges. With the framework now in place, we are in a position to complete the data analysis required to set appropriate pay equity targets. This analysis was originally scheduled for FY25 but has been rescheduled to FY26 to ensure sufficient time for validation and alignment across all markets.
- Undertook gender pay gap analyses in each market and determined our global gender pay gap to be 16.8% average base salary and 17.5% average total remuneration (excludes CAR Group CEO remuneration). This is an increase of 2% and 1.9% respectively compared to last year, which is attributable to the inclusion of new subsidiaries in our analyses where we have not yet had the opportunity to implement our Group reward strategies and pay equity principles.
- carsales increased its paid primary parental leave from 22 to 24 weeks and renamed its existing Family & Fertility Planning Leave to Reproductive Health & Wellbeing Leave, expanding the offering to include menopause, perimenopause and menstrual related conditions including endometriosis.
- The carsales team focused on internal education and inclusion through a series of employee-led learning and engagement initiatives. The Women in Tech group hosted internal sessions including career story sharing and a knowledge-sharing event following attendance at the Women in Tech Fest 2025. Additionally, the team delivered three LGBTIQ+ allyship training sessions in partnership with Minus18, covering topics such as Mardi Gras, visible trans allyship, and IDAHOBIT. These sessions were supported by e-learning resources to extend learning across the business.



- webmotors launched several internal DEI programs aimed at building awareness, fostering inclusion, and equipping leaders with practical tools. 'On the March of Diversity' was introduced as a two-hour online learning path, covering a wide range of diversity dimensions including race, disability, gender, LGBTIQ+, age, religion, and body diversity. To encourage open dialogue, the team also launched 'Papo de Diversidade' (Diversity Talk), a conversational series designed to break down barriers and explore less commonly discussed topics in an inclusive and approachable format. Additionally, the 'Against Ableism' initiative was rolled out for leaders, focused on raising awareness and building a more inclusive culture for people with disabilities.

## Diversity, Equity and Inclusion *continued*

- In line with South Korea's strategy to promote employment opportunities for people with disabilities, disability employment was a key DEI focus for Encar this year. This initiative contributed to a reduction in Encar's payable disability employment levy as per South Korean law and laid the groundwork for further inclusion efforts.
- Trader Interactive partnered with an external consulting firm to undertake the Blueprint DEI Assessment - a structured evaluation of their DEI policies, practices, and employee experience. This tool was selected to help the team better understand where they are in their DEI journey, identify data-driven next steps, and develop targeted plans to drive DEI more effectively across their business in the year ahead.

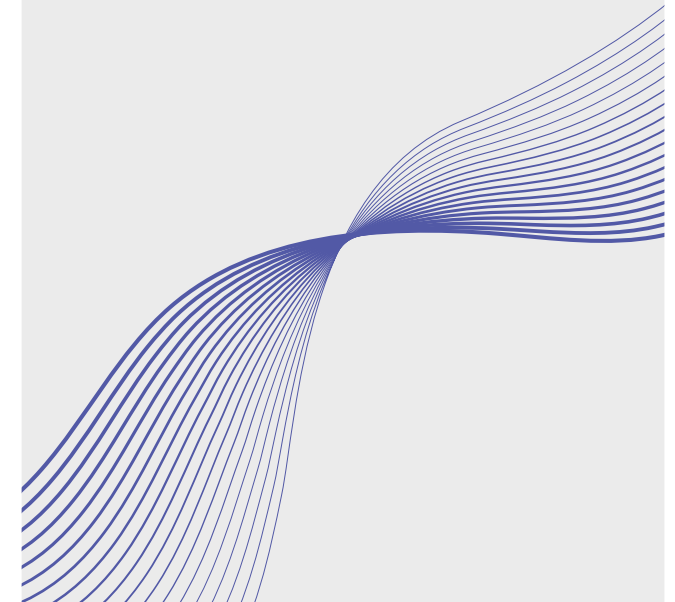


### Community initiatives

- carsales delivered its second Reconciliation Action Plan (Innovate) and continued to sponsor the GO Foundation, participating in their Culture Connect Day and delivering an immersive careers experience for Aboriginal and Torres Strait Islander students.
- Sponsored and partnered with several Australian organisations focused on encouraging a greater pipeline of talent, particularly female, into digital careers - including the Women Leading Tech awards, Grad Girls, STEM Women, Cremorne Digital Hub, Swinburne University of Technology, and Tech Council of Australia.

### Our FY26 ambitions

- Complete the data analysis required to determine appropriate global pay equity targets and commence disclosure of these from FY26.
- Build on existing programs of work designed to support DEI and build female representation across the Group. This includes running a second cohort of the Next Gen training program at carsales - which is designed to develop top and emerging female talent in the business - and implementing recommendations from the Blueprint DEI Assessment at Trader Interactive, including the launch of a new women in leadership program focused on increasing representation, visibility, and support for females in leadership roles.
- Embed and deliver carsales' Innovate Reconciliation Action Plan.



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## Health, Safety and Wellbeing

Health, safety and wellbeing are foundational to how we operate and support our people. We aim to create workplaces that are both physically and psychologically safe, where everyone can meaningfully contribute and thrive.

Our approach is proactive and people centred. We maintain a zero-harm mindset and embed wellbeing into the employee experience through flexible work practices, mental health support, and leadership accountability. Health, safety and wellbeing are more than compliance obligations, they are integral to how we lead, work, and care for one another.



More information about how we manage DEI and pay equity at CAR Group can be found on our shareholder website

[cargroup.com/our-people](https://cargroup.com/our-people) >



### Our FY25 performance

- Introduced a new set of 'safety' questions to our Employee Opinion Survey to better understand and support physical and psychological safety across the Group. These questions explore whether employees feel safe voicing contrary opinions, whether management is approachable and ethical, and whether people feel comfortable reporting inappropriate behaviour or making mistakes without fear of negative consequences. CAR Group scored an 84% favourable response across this dimension of the survey, reflecting a strong culture of trust, openness and integrity across our workplaces.
- Continued to track employee wellbeing sentiment through a series of 'work & life blend' questions posed in our Employee Opinion Survey. We were pleased to see that 86% of our team responded favourably to these statements, which is an increase of 1% from the previous year. These statements ask our people about the reasonableness of their workload, whether they feel supported to access flexible working arrangements, and if they feel able to arrange time out from work when necessary.
- Undertook a review of our Employee Assistance Program across all markets to ensure the current services are fit for purpose and working effectively.



## Health, Safety and Wellbeing *continued*



- Trader Interactive transitioned to a new health benefits provider in the US, offering their people more comprehensive, flexible, and affordable insurance coverage. By expanding from two to four medical plan tiers and significantly reducing employee premiums, team members and their families can now choose coverage that better fits their medical and financial needs, removing cost as a barrier to care. The new plans also offer enhanced access to mental health services, specialists, and prescription support, helping to reduce stress, encourage preventative care, and support long-term wellbeing.
- webmotors launched the 'You On' initiative, designed to promote employee wellbeing and mental health, and to support a more humanised and inclusive work environment by encouraging healthy habits and emotional balance.
- At Encar, where many branch roles involve manual and operational tasks, health and safety risks are inherently higher. In response, a dedicated industrial safety specialist was appointed this year in accordance with Korean legislation, which requires enhanced safety oversight for organisations exceeding 500 employees. This was accompanied by the implementation of revised safety processes and the formation of a safety council. These measures not only ensure compliance but also reflect a proactive approach to protecting the wellbeing of team members in higher-risk environments.
- chileautos strengthened its approach to workplace wellbeing by implementing updates to its Internal Regulations on Order, Hygiene, and Safety in line with the introduction of 'Karin's Law' in Chile. This legislation requires employers to take active steps to address and prevent workplace harassment, sexual harassment, and workplace violence. The team in Chile also expanded their medical insurance coverage, providing their people with access to additional healthcare benefits and a higher reimbursement percentage.

### Our FY26 ambitions

- Monitor year-on-year scores and feedback on the new safety questions in our Employee Opinion Survey and create relevant action plans to address areas of opportunity.
- Prioritise proactive risk management across the Encar branch network, where physical and manual handling roles present a higher risk of accident or injury. The key focus areas will be the completion of risk assessments to proactively identify and mitigate high-risk scenarios before incidents occur, and practical safety training to ensure teams are equipped to manage on-the-ground risks effectively.
- Continue strengthening existing occupational health, safety, and wellbeing policies, training programs, and risk matrices in Chile, in line with legislative and regulatory compliance changes in this space.



## Our Customers

At CAR Group, we place our customers at the core of every decision we make. We define 'customer' broadly to include anyone who interacts with, or transacts across, our marketplaces. This includes private customers and consumers, commercial clients, dealers, agencies, and Original Equipment Manufacturers (OEMs). This inclusive definition reflects the diversity of our global marketplace ecosystem and the importance of delivering value across all areas of our businesses.

Our purpose - to make buying and selling a great experience - drives our focus on customer experience, innovation, and trust. We continuously evolve our products and services to meet the changing needs of our customers, and we actively seek their feedback.

By building trusted, safe, transparent, and user-centric marketplaces, we support better outcomes for individuals, businesses, and the broader mobility ecosystem. This approach underpins our long-term success and reinforces our position as a digital marketplace leader.

### Material topics

Customer experience

Cybersecurity and data protection

Innovation and growth

### Highlights

- > Completed implementation of globally consistent customer satisfaction measure
- > 49m average monthly unique audience across our websites
- > Continued to uplift our cybersecurity resilience and data privacy protections
- > Released our Global AI policy to safely support innovation and productivity
- > Made two new strategic investments through our Early Stage Investment (ESI) program

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# Customer Experience

Our approach to customer experience is grounded in trust, innovation, and continuous improvement. We are passionate about exceeding our customers' expectations and delivering seamless, data-driven, and user-centric digital journeys across all our brands and regions. We achieve this by investing in new products and services, enhancing platform functionality, offering expert advice, remaining focused on trust and safety, and embedding customer feedback into our decision-making processes.



More information about how we manage customer experience at CAR Group can be found on our shareholder website:

[cargroup.com/our-customers](https://cargroup.com/our-customers)



## Our FY25 performance

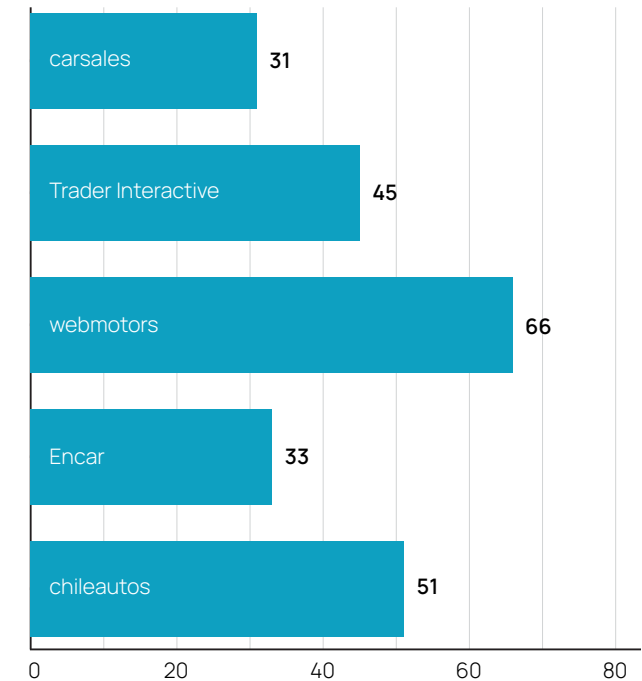
This year, we completed the rollout of a consistent post-enquiry customer satisfaction measurement across all marketplaces within the Group. This unified framework provides critical insights into the performance of our platforms and services, enabling us to benchmark customer experience across regions, identify emerging trends, and share best practices more effectively. These insights are now actively informing targeted improvements such as enhancing user interface clarity, streamlining platform efficiency, and better aligning with customer expectations, ensuring we continue to make buying and selling a great experience.

We measure customer sentiment using the Net Promoter Score (NPS), a globally recognised benchmark for customer loyalty and satisfaction.

These scores reflect the consumer buy experience across our marketplace platforms as at 30 June 2025 and includes all surveys completed in FY25. The scores for carsales and Trader Interactive are inclusive of all verticals, providing a comprehensive view of buyer sentiment across their respective marketplaces. The response rate to the buyer NPS survey is robust, helping to almost entirely eliminate any statistical error and ensure confidence in the results.

An NPS above 0 is generally considered good, above 30 is strong, and above 50 is excellent. These results demonstrate a consistently positive experience across our marketplaces, with particularly high advocacy in Brazil (webmotors) and Chile (chileautos), highlighting the effectiveness of our customer engagement strategies in those markets.

Consumer Buy Net Promoter Scores



Customer Experience *continued*

- Launched a transformative consumer-to-consumer (C2C) payment solution, Pay through carsales, that redefines how Australians buy and sell vehicles privately. A case study on Pay through carsales can be found in the Innovation and Growth section of this report.
- Commenced a two-year AutoGate Revolution project - a bold reimagining of carsales' B2B SaaS platform - designed to deliver faster, smarter, and more intuitive tools to help dealers thrive in a digital-first retail environment. The new AutoGate experience will streamline inventory and lead management, integrate AI-powered insights, democratise data and insights across the platform, and support omnichannel retailing by capturing both online and offline buyer interactions. With enhanced features such as automated publishing, personalised customer profiles, and seamless third-party integrations, the AutoGate Revolution will empower dealers to move stock more efficiently and deliver better customer experiences.
- Progressed the rollout of Bello, carsales' next-generation messaging platform, designed to replace legacy tools such as Inbox, CallConnect, and SMSConnect. Bello enables richer, safer, and more seamless conversations between buyers, sellers, and dealers by bringing previously off-network interactions onto the carsales platform.



- Launched Xenara, Trader Interactive's in-house media planning and buying agency. Xenara empowers dealer and OEM clients to connect with high-intent, in-market audiences by leveraging Trader Interactive's exclusive first-party data. Through precision targeting across platforms like Meta, Google, YouTube, Connected TV, and TikTok, Xenara enables smarter, more effective digital campaigns. This initiative expands Trader Interactive's offering beyond traditional marketplaces, giving customers access to new marketing channels through flexible entry points such as retargeting packages, large-scale custom media executions, and full-service agency support. By delivering tailored, data-driven media strategies, Xenara enhances customer engagement and drives measurable outcomes, helping clients to grow in a digital-first world.
- Launched AI Selector, a powerful machine learning model designed to help dealers maximise the impact of listing enhancements such as Premium, Featured, and Premium Select placements. By analysing millions of historical buyer interactions and inventory signals, the AI Selector predicts which vehicles are most likely to benefit from visibility upgrades. It evaluates key attributes like price, mileage, vehicle class, and merchandising quality, then scores and ranks listings based on their potential uplift. The system dynamically adjusts enhancement assignments over time, ensuring that spend is directed to the listings with the greatest potential for engagement. This rollout marks a significant step in delivering smarter, data-driven tools that improve performance and return on investment for our dealer partners.
- Boatmart unveiled a redesigned private marketplace experience that leverages AI optimisation to streamline the boat buying and selling process, delivering faster, more intuitive navigation, personalised listings, and improved lead quality.

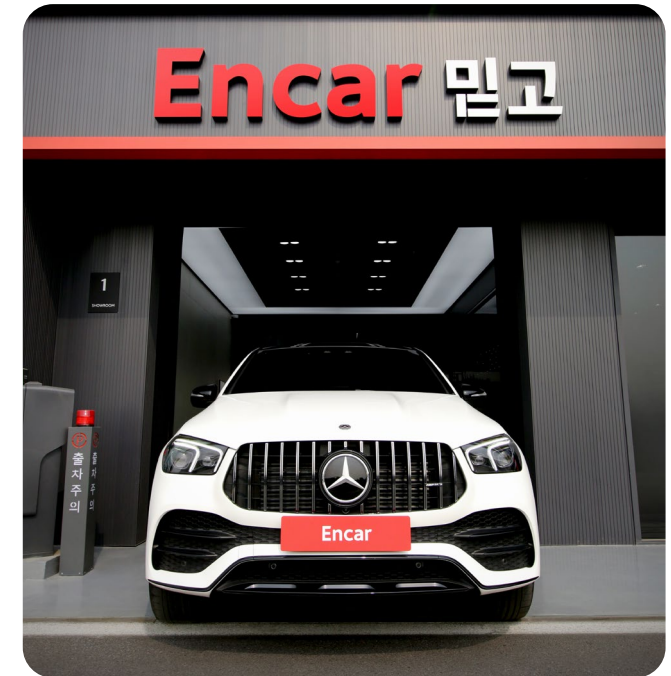


Customer Experience *continued*
 webmotors

- Continued to scale Wallet, webmotors' dealer incentive program, which enables dealers to redeem points earned through the Santander Dealer Loyalty partnership for discounted webmotors products. Launched in May 2024, the Wallet loyalty program is now used by over 9,000 dealers. The program has been met with strong dealer engagement as it transforms their financing activity with Santander into digital credits that can be reinvested to boost visibility and sales. Santander can also allocate credits to encourage dealers to prioritise its financing solutions, supporting both revenue growth and adoption of new value-added products.
- Evolved its online finance simulator, a tool designed to help buyers estimate vehicle financing options with Santander Bank, into a more advanced and seamless experience. By entering basic details such as vehicle price, down payment, and preferred instalment period, users receive a tailored simulation of monthly payments and financing terms. The tool now enables users to compare offers and proceed with pre-approval directly through the platform. These enhancements allow for more personalised credit conditions, stronger fraud prevention, and a faster, more intuitive experience for buyers.
- webmotors also launched an AI lead agent, Alrton, a generative AI solution designed to automate initial buyer interactions with instant, context-rich responses. A case study on Alrton can be found in the Innovation and Growth section of this report.



- Introduced a new version of its vehicle inspection offering, from Guarantee 1.0 - which focused on verifying accident history, vehicle grade, and options - to Guarantee 2.0, a more advanced program that integrates performance-based grading and transaction-linked extended warranties. Vehicles enrolled in Guarantee 2.0 receive verified performance data and detailed listing content, giving buyers greater confidence to purchase sight unseen. High-performing vehicles (rated 'Guarantee ++') are eligible for a free three-month extended warranty, up from one month previously. This not only helps dealers attract more leads and increase transactions through differentiated listings and added trust, but it allows buyers to confidently make purchase decisions without needing to see the vehicle in person, which in turn saves them time.
- Launched Dealer Direct Pro, an innovative online vehicle selling service designed to simplify the process for private sellers who may be unfamiliar with car specifications or short on time. Dealer Direct Pro offers a seamless experience: private sellers first complete a vehicle inspection with an Encar-certified vehicle inspector, after which their vehicle is listed in a 48-hour online auction exclusively for Encar dealers. The highest bid becomes the sale price with no negotiations or deductions required thanks to the trusted vehicle condition report. If the sale price is agreed upon by the private seller, Encar will consign the car from the seller to the buyer. For dealers, the service streamlines sourcing by enabling confident, remote bidding based on verified inspections, freeing them up to focus on inventory management and sales. The result is a faster, more transparent transaction for both parties.



### Our FY26 ambitions

- Make buying and selling easier and more intuitive by reducing friction, improving platform usability, and ensuring a seamless experience across all touchpoints.
- Empower customers with greater control and flexibility through enhanced self-serve tools and simplified digital workflows.
- Build trust and confidence through transparency, clear communication, and a consistently high-quality experience throughout the customer journey.

# Cybersecurity and Data Protection

Cybersecurity and data protection are central to our operational integrity and customer trust. Our approach is business-centric, enterprise-wide, threat-aware, and risk-focused - designed to protect the data of our customers, suppliers, and people while enabling innovation and growth across our platforms.

We operate within a robust information security management framework aligned to globally recognised standards, and are focused on continuously improving our cyber resilience.

We have established a robust data governance framework supported by a dedicated Data Governance Committee and privacy champions embedded across teams. This integrated approach helps manage compliance of data handling practices with regulatory obligations and internal policies.



More information about how we manage cybersecurity and data protection at CAR Group can be found on our shareholder website

[cargroup.com/our-customers](https://cargroup.com/our-customers) >

## Our FY25 performance

### Cybersecurity

- Developed a dedicated identity and access management roadmap, aligned to security best practices, to strengthen identity protection across the entire Group.
- Continued to strengthen our global cybersecurity posture through targeted investments in best-of-breed technologies, managed services, and foundational protective capabilities across malware, web, email, and network security.
- Uplifted our threat intelligence capabilities and continued to roll out enhanced security governance and tooling across all businesses globally, reinforcing our commitment to protecting customer data and brand reputation.
- Maintained a strong focus on building business resilience, beyond risk minimisation, by embedding cybersecurity awareness and compliance across all levels of the Group. Key initiatives included mandatory cyber compliance training, regular phishing simulations, and cyber incident response exercises involving the Board, Global Leadership Team, and senior management. These exercises were facilitated by independent security specialists to ensure objectivity and rigour.
- Internal and external audits were conducted across all markets, with outcomes directly informing the Group's evolving security roadmap.

### Data protection

- Continued our work on a multiyear project to map and label our data, ensuring full visibility of our data sets.
- Commenced the implementation of a new privacy management platform and privacy tool, which will further build upon our consent and preference management capabilities.

- carsales established a Data Governance Working Group - an internal committee which lends a responsible and ethical voice to how carsales uses data to drive growth in the business. The Working Group is primarily concerned with customer, prospect, supplier, and partner data, and provides recommendations on what and how data can be used for new products and opportunities, in addition to reviewing new and existing work deliverables against the existing project roadmap.
- carsales and webmotors celebrated Privacy Week, reinforcing their commitment to data protection and responsible information handling. The businesses ran awareness campaigns, shared practical tips with team members, and highlighted the importance of privacy in everything we do.

## Our FY26 ambitions

- Continue strengthening cyber resilience across the Group, with a focus on identity protection, cloud security, and cyber governance. This will be supported by regular training, phishing simulations, and incident response exercises involving senior leadership.
- Continue to monitor legislative developments to support our ongoing compliance with privacy laws.
- Advance data protection and privacy maturity by progressing our multiyear data mapping and labelling project, and embedding privacy-by-design principles through the rollout of a new privacy management platform.

## Innovation and Growth

Innovation is a core driver of our long-term growth and leadership position in digital marketplaces. We view innovation not as a standalone function, but as a mindset embedded across our businesses - fuelled by data, enabled by technology, and guided by customer needs.

Our approach is grounded in continuous improvement, with a focus on delivering scalable solutions that enhance the buying and selling experience across all our markets.

We invest in innovation to stay ahead of industry trends, respond to evolving customer expectations, and unlock new sources of value. This includes developing and deploying advanced digital tools and AI-powered features to enhance platform performance and user experience; exploring new business models and adjacent growth opportunities that align with our purpose; and leveraging our global footprint to share insights, capabilities and best practices across regions, while tailoring innovation to local market dynamics.



More information about how we manage innovation and growth at CAR Group can be found on our shareholder website

[cargroup.com/our-customers](https://cargroup.com/our-customers) >



### CASE STUDY

#### Alrton at webmotors – improving business-to-consumer (B2C) engagement with generative AI

webmotors identified an area for opportunity in its B2C experience: lead response time. Data showed that a buyer's interest in a vehicle listing dropped by 35% if the response from a dealer was delayed by four hours, and by 52% after 24 hours. For dealers managing multiple leads simultaneously, this created a barrier to conversion and customer satisfaction.

#### AI-powered solution

To address this, webmotors deployed a generative AI solution powered by Amazon Bedrock. This initiative, named Alrton, was designed to automate initial buyer interactions, providing instant, context-rich responses based on vehicle listings, seller data, and financing options. The system was enhanced with tools and agents that simulate dealer interactions and enrich conversations with relevant data. This ensures that the system responds accurately and empathetically, while also supporting dealers with lead management.

#### Key features and benefits

- Instant AI responses: Buyers receive immediate, relevant replies, improving engagement and satisfaction.
- Conversation summaries: Dealers receive concise summaries of each interaction, reducing the need to review full chat histories.
- Lead scoring: Alrton scores leads based on engagement, helping dealers prioritise follow-ups.
- Operational efficiency: Dealers can manage more leads with less effort, improving productivity and conversion rates.

#### Results and impact

Since implementation, webmotors has seen an 8.5x increase in customer engagement (January–April 2025) and high buyer satisfaction, with an average rating of 9.5 out of 10.

Alrton exemplifies CAR Group's strategic focus on innovation, customer experience, and scalable technology. It also reflects the Group's broader ambition to embed AI responsibly across its global marketplaces, with governance oversight and ethical safeguards in place.

## Innovation and Growth continued

### CASE STUDY

#### Pay through carsales - transforming private vehicle transactions

This year, carsales launched an industry leading payment solution that makes it safer, simpler and more efficient to buy and sell vehicles online. Pay through carsales was designed to address long-standing pain points in C2C vehicle transactions, including stranger uncertainty, fraud risk, payment delays, and trust barriers.

#### A safer, simpler way to pay

Historically, private sellers on carsales managed payments independently, often relying on cash or bank transfers which can be inconvenient, slow, and risky. Recognising the need for a safer and more seamless experience, Pay through carsales addresses these challenges by enabling secure, real-time digital transactions directly through the carsales platform.

#### Key features and benefits

Given that vehicle transactions often involve large sums of money and time-sensitive decisions, carsales chose to partner with payments platform Monoova to power the backend of these transactions. Monoova possesses a deep understanding of both the technical and regulatory dimensions of digital payments, offers secure handling of funds through virtual accounts, and can provide real-time support for any challenges experienced by customers.

#### Key features of Pay through carsales include:

- Verified IDs to increase protection for both buyers and sellers, providing greater peace of mind about who they're dealing with.
- A guided, step-by-step transaction process to help keep both parties informed and confident throughout the sale.
- Secured funds which are only released once both parties confirm the transaction - buyers can release funds immediately and sellers typically receive payments within seconds, offering reassurance that the deal is finalised quickly.
- No additional fees for buyers or sellers.

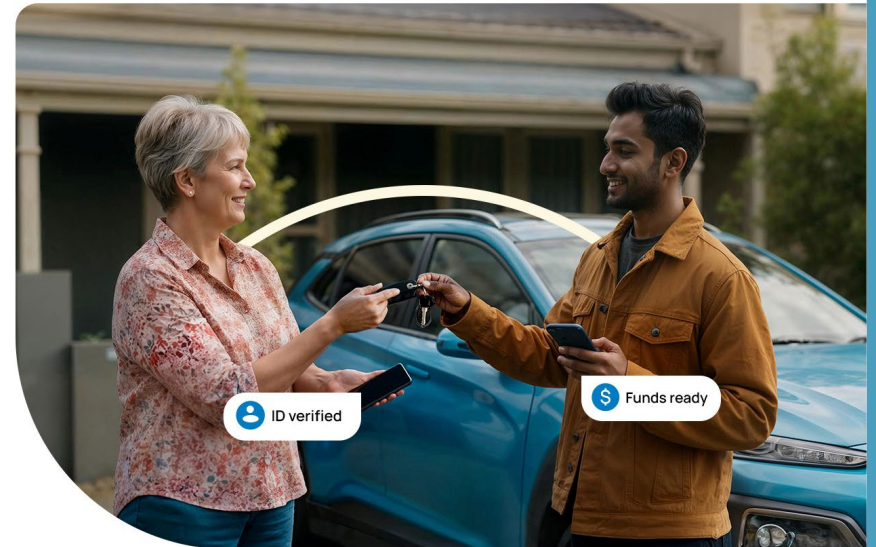
Pay through carsales eliminates the need for risky bank transfers, cheques, or cash exchanges and gives both parties confidence in the transaction process.

#### Results and impact

With growing concerns surrounding scams, Pay through carsales has been embraced by private sellers for its simplicity and security, giving them greater transparency and peace of mind. Since its launch in October 2024, the Pay through carsales platform has processed in excess of \$130 million in transactions.

## You can now pay through carsales

Buy and sell safer.



safer with carsales

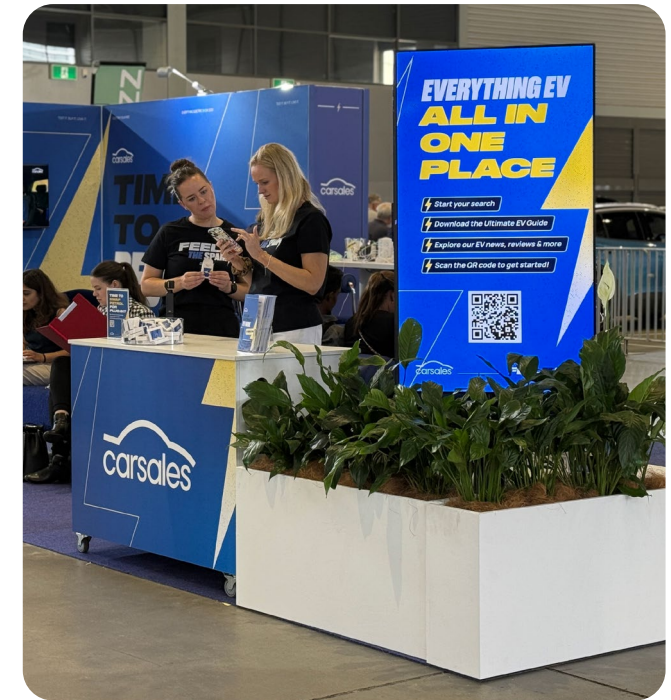
carsales

## Innovation and Growth *continued*

### Our FY25 performance

- Established a global AI Policy to support the responsible, ethical, and secure use of AI technologies across our Group operations. This reflects our recognition of AI's growing role in innovation, productivity, and customer experience, and the need to balance these benefits with appropriate governance and risk management. Importantly, the policy states that AI systems must comply with CAR Group's data control and retention policies, and that all AI tools must be reviewed and approved through designated channels before use or implementation.
- Developed a curated register of AI tools that have been reviewed and approved for use within CAR Group. The list is intended to give team members clarity and confidence about which tools are safe and compliant to use and plays a critical role in reducing risk, supporting compliance, and promoting transparency.
- carsales introduced a suite of AI-powered tools aimed at enhancing the vehicle selling experience for dealers by streamlining administrative tasks and improving customer interactions. This includes automated call transcriptions and summaries - utilising Google's Gemini AI, the system will automatically transcribe and summarise dealer-buyer phone conversations. These transcripts are timestamped, searchable, and highlight key buyer signals such as vehicle preferences and next steps, reducing the need to replay entire conversations and minimising the risk of overlooking important details.

- Introduced a new generative AI-powered search experience on the carsales and webmotors websites. Smart Filter allows users to search for vehicles using natural language, such as "CX-9 in VIC under \$40k with CarPlay" or "car for a family of 5 below 100k." By interpreting everyday queries, the system intelligently applies relevant filters - including those that are typically hard to find, such as safety features or infotainment options. This innovation not only makes the search process faster and more intuitive, but also improves the discoverability of underused filters.
- Made two new strategic investments through our Early Stage Investment (ESI) program, reinforcing our commitment to innovation and future-focused growth. The first was in an Australian mobility services provider that enables consumers to access vehicles flexibly, without the long-term commitment of ownership. This move allows us to monitor the evolving subscription model and gain insights from an active player in this space, aligning with our innovation theme of ownership and usage experiences. The second was in a digital identity and authentication technology company, directly supporting our ongoing focus on enhancing trust and safety across our platforms. Together, these investments reflect our broader strategy to engage with emerging technologies and business models that align with CAR Group's long-term vision for sustainable, customer-centric innovation.



### Our FY26 ambitions

- Accelerate innovation through AI and emerging technologies to build smarter and faster, helping our teams and customers achieve more with less effort.
- Invest in scalable, future-ready capabilities that support long-term growth and can adapt to evolving customer and market needs.
- Continue to explore new ideas that open fresh opportunities beyond our core business, while staying true to what our customers value most.



# Our Impact

At CAR Group, we understand that managing our environmental and social impact is not only a responsibility but a strategic imperative. Climate change and supply chain resilience are two material issues facing our business, and our stakeholders rightly expect us to lead with integrity and foresight.

With more than 75% of our emissions sitting in Scope 3, we have a supply chain with whom we have the capacity and opportunity to engage with and influence. Similarly, we recognise the positive social impact that can be gained from closely managing and maintaining high levels of governance in our supply chains.

## Material topics

Climate management

Supply chain engagement

## Highlights

- Continued preparation for mandatory climate disclosures
- Developed our first Group-wide decarbonisation strategy
- Implemented a carbon accounting platform, streamlining emissions data collection
- Uplifted our modern slavery due diligence and risk assessment approach
- Continued to embed our Supplier Code of Conduct across the supply chain

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# Climate Management

Climate management remains an important consideration in future proofing our business model.



More information about how we manage climate at CAR Group can be found on our shareholder website:

[cargroup.com/our-impact](https://cargroup.com/our-impact) >

We also invite you to read our Climate Disclosures Report (housed within our FY25 Annual Report) which discusses our key physical and transition climate-related risks and opportunities, and how we are managing them.

A full breakdown of our emissions data can be found in our FY25 Sustainability Databook:

[cargroup.com/governance](https://cargroup.com/governance) >

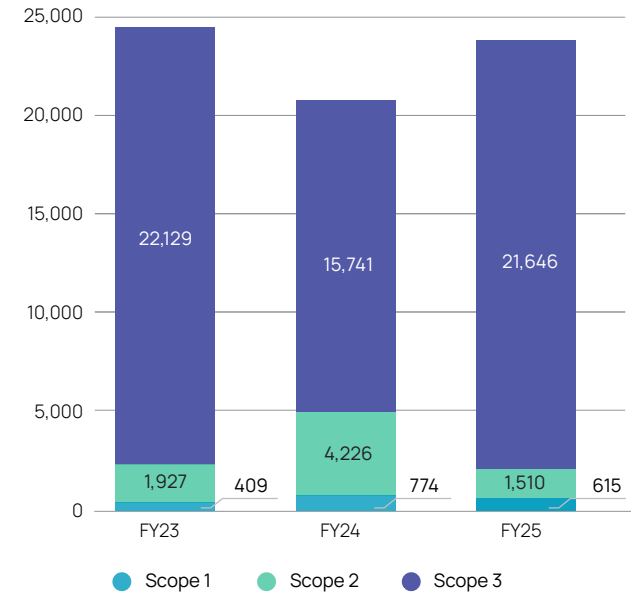
Climate risk assessment and scenario analysis increases our resilience as it affords us the opportunity to understand and mitigate risks, determine our opportunities for competitive advantage and make informed strategic, financial and operational business decisions based on the outcomes. This means that we are well positioned to maintain and grow investment in CAR Group, adapt to the changing regulatory environment, and meet the expectations of our shareholders and the wider business community.

## Our FY25 performance

### Climate reporting requirements, risks and opportunities

- Continued to prepare for the introduction of the new mandatory climate reporting requirements under the Australian Sustainability Reporting Standards (ASRS) which we will be reporting against from FY26. More information about this can be found in our Climate Disclosures Report, available within our FY25 Annual Report.
- Conducted a materiality review to ensure our disclosures continue to reflect the most relevant and significant climate-related risks and opportunities facing our business. More information about this process and our climate-related risks and opportunities can be found in our Climate Disclosures Report, housed within our FY25 Annual Report.

## Total emissions – global business operations (tCO<sub>2</sub>e)



In FY25, CAR Group recorded total emissions of 23,771.30 tCO<sub>2</sub>e, marking a 14.6% increase compared to FY24 and a 2.8% reduction compared to FY23.

Pleasingly, we have seen a 20.5% and 64.3% reduction in Scope 1 and Scope 2 emissions respectively compared to last year. Scope 3 emissions have increased 37.5% compared to FY24, although they remain 2.2% below FY23 levels.

Our FY25 emissions performance is discussed in further detail on the following page.

## Climate Management continued

### Emissions profile

- The changes in our FY25 emissions profile are mainly attributable to:
  - The growth of our Group and inclusion of several new marketplace subsidiaries in our boundary for the first time.
  - Scope 1 & 2: Filling pre-existing data gaps across our operations. This is particularly relevant in South Korea where we previously needed to make several significant assumptions in relation to the size of many branch sites and utility usage such as electricity. Access to more robust and accurate data in FY25 has enabled us to utilise actual data rather than estimations which has improved the accuracy of our footprint. Our electricity emissions have also reduced due to the transition of all our remaining tenancy-controlled electricity in Australia to 100% certified GreenPower.
  - Scope 3: Increased spend across some categories including advertising services, data services, computer and technical services, and food and beverage.

### Initiatives

- Focused on building a future-ready decarbonisation strategy. We conducted a deep dive into historical emissions data, addressed key data gaps, and developed a detailed, data-informed emissions profile across our marketplaces and countries of operation. This foundation enables us to identify targeted opportunities for improvement and tailor initiatives to specific regions. We also began modelling emissions savings from industry best practices against our business-as-usual baseline to inform future action.

- Implemented a carbon accounting platform and started collecting spend and activity data from all marketplaces at increasingly regular intervals. This has provided us with greater and more granular visibility of how our emissions are tracking over the course of the year and has meant that we are now able to calculate our carbon footprint in-house.
- Developed our first Group-wide decarbonisation strategy, supported by data-informed insights that pinpoint our greatest areas of emissions reduction opportunity. Through analysing our historical emissions, we have been able to build a clearer picture of our footprint and where we can drive meaningful change. Our strategy is structured around four key pillars - People, Supply Chain, Energy, and Optimisation - and prioritises initiatives that are both impactful and achievable, tailored to the emissions profiles and operational realities of each region. We will start implementing these initiatives in FY26.
- Transitioned all our remaining tenancy-controlled electricity in Australia from standard electricity to 100% certified GreenPower.
- Vacated our Perth office tenancy and replaced this with flexible co-working space for Perth-based team members through Hub Australia, reducing our overall office footprint and utility usage.



### Our FY26 ambitions

- Undertake qualitative and quantitative climate scenario analysis to assess the anticipated impacts of our climate-related risks and opportunities across a selection of future scenarios, and evaluate our resilience to these risks.
- Commence reporting against ASRS, enhancing transparency and aligning our disclosures with emerging national and global expectations.
- Activate targeted decarbonisation initiatives across our marketplaces, tailored to local operational contexts and emissions profiles. These efforts will focus on four key pillars—People, Supply Chain, Energy, and Optimisation.

# Supply Chain Engagement

We take a principled and proactive approach to managing social and ethical risks in our supply chain. All supply chains carry the potential for social harm, including risks related to human rights, labour practices, and modern slavery. Our approach is grounded in transparency, accountability, and alignment with our values.

Our governance framework includes oversight by the Board and Risk Management Committee, with operational support from a Modern Slavery Working Group. This ensures that supply chain risks are actively managed and integrated into broader risk and compliance processes.

By maintaining high standards and embedding responsible business practices across the supplier lifecycle, we aim to protect people, uphold human rights, and meet the expectations of our customers, team members, and communities in which we operate. This approach reduces legal and reputational risk, while strengthening the resilience and integrity of our business model.



More information about how we manage supply chain engagement at CAR Group can be found on our shareholder website:

[cargroup.com/our-impact](https://cargroup.com/our-impact) >

We are committed to preventing slavery and human trafficking in both our own operations and our supply chain. CAR Group complies with the Australian Modern Slavery Act 2018 (Cth) and our most recent Modern Slavery Statement can be found on our shareholder website:

[cargroup.com/governance](https://cargroup.com/governance) >

## Our FY25 performance

- Engaged an external consultant to undertake an independent risk assessment across our global supply chain to identify areas of elevated modern slavery risk. This involved a review of our FY24/25 procurement spend, categorising expenditure by product and service type. This approach provided insight into the scale and concentration of our purchasing across business areas. Each procurement category was assessed against multiple global risk indicators and data sources.
- Undertook a review of our Supplier Code of Conduct to ensure it aligns with current best industry practice, such as reflecting the requirements of the most recent Responsible Business Alliance Code of Conduct.
- Progressed efforts to standardise supplier governance across global operations by implementing our Group Supplier Code of Conduct within our Korean business, Encar, for the first time. Previously, Encar used a localised supplier onboarding process, which created inconsistencies in how ethical sourcing expectations, particularly around modern slavery and labour rights, were communicated and enforced.
- Expanded our modern slavery awareness program, delivering training to all Australian team members for the first time. Previously, training was only offered to team members who were known to be directly involved in procurement decisions. This training has been created specifically for CAR Group with a focus on our operating context and includes quiz-based learning scenarios to test understanding. This training is now mandatory for all Australian team members at induction and must be refreshed annually thereafter.

## Our FY26 ambitions

- Apply learnings from our risk assessment to refine supplier engagement strategies, with a focus on high-risk categories such as ICT, car maintenance, and marketing services.
- Roll out modern slavery training to CAR Group businesses operating outside of Australia to build global awareness and capability.
- Strengthen supplier collaboration by expanding consultation efforts and embedding modern slavery risk management into procurement processes across all regions.



## Our Business Practices

At CAR Group, our business practices are built on a foundation of integrity, transparency, and accountability. We have a strong ethical foundation and are committed to complying with both the letter and spirit of the law. This approach allows us to ensure alignment with both regulatory standards and societal expectations, foster stakeholder trust, and protect our reputation. In a dynamic regulatory and social environment, our commitment to ethics, governance, and risk management enables us to act with confidence, resilience, and responsibility.

### Material topics

Ethics and integrity

Governance and risk management

### Highlights

- Completed global roll out of Code of Conduct and Anti-Bribery and Corruption training
- Launched refreshed whistleblowing and misconduct policy *See Something? Say Something!*
- Launched Anti-Money Laundering and Counter-Terrorism Financing (AML/CTF) Program
- Delivered crisis management exercises in all markets
- Uplifted AI to be more prominently considered in our risk management approach



# Ethics and Integrity

Ethics and integrity are foundational to how we operate, make decisions, and engage with stakeholders. We are a company committed to upholding the highest standards of ethical conduct across all levels of our global operations. Our social license to operate is intrinsically tied to maintaining our reputation and good corporate standing.

Our Code of Conduct, supported by our culture of compliance and zero tolerance approach to discrimination, harassment and bullying, ensures that every team member is empowered to act lawfully, responsibly, and in alignment with our values. From anti-bribery and corruption compliance to fostering a culture where people feel safe to speak up, we embed ethical principles into our business practices to protect our reputation, earn stakeholder trust, and sustain long-term value creation.



More information about how we manage ethics and integrity at CAR Group can be found on our shareholder website:

[cargroup.com/our-business-practices](https://cargroup.com/our-business-practices) >



## Our FY25 performance

- Launched our new *See Something? Say Something!* Policy, a rebranded and expanded approach to whistleblowing and misconduct reporting. Replacing our former Whistleblower Policy, the policy is designed to make it easier for team members (past and present), contractors, suppliers, and other stakeholders to raise concerns about behaviour that breaches global or local workplace policies, or that feels unsafe, unfair, unethical, or simply 'not right'. *See Something? Say Something!* clearly outlines all available avenues for speaking up, including confidential and anonymous options. To ensure visibility and reinforcement, a *See Something? Say Something!* clause has also been embedded into key global policies - including our Code of Conduct, Anti-Bribery and Corruption Policy, Diversity, Equity and Inclusion Policy, and Human Rights Policy. This marks an important step in strengthening our culture of integrity, transparency, ethical conduct, and psychological safety across our global operations.
- Successfully completed the rollout of the Code of Conduct and Anti-Bribery and Corruption training across all markets outside of Australia, reinforcing our global commitment to ethical standards and compliance.

- carsales launched a formal Anti-Money Laundering and Counter-Terrorism Financing (AML/CTF) Program in preparation for the launch of their C2C Payments service, which is classified as a remittance service under Australian law. This program has involved developing processes for Know Your Customer (KYC) checks, transaction monitoring, mechanisms for reporting suspicious matters to the Australian regulator AUSTRAC, and mandatory AML training for relevant team members and the CAR Group Board. carsales also appointed a dedicated AML/CTF Compliance Officer and implemented governance processes to ensure they continue to take a risk-based approach to risk mitigation as the service evolves.

## Our FY26 ambitions

- Continue to embed a speak-up culture through ongoing promotion of our *See Something? Say Something!* policy, ensuring all team members and stakeholders feel safe and supported to raise concerns.
- Strengthen governance and compliance by maintaining clear, accessible policies and regularly reviewing them to reflect evolving legal, ethical, and operational standards.
- Continue to evolve carsales' AML/CTF Program as the C2C product evolves to mitigate the risks of money laundering and terrorism financing.

# Governance and Risk Management

At CAR Group, strong governance and effective risk management are foundational to sustainable value creation. Our governance framework is designed to ensure that strategic, operational, reputational, and financial risks are identified, assessed, and managed in a way that supports innovation without compromising integrity.

We maintain robust policies, systems, and leadership structures across our global operations, with clear accountability embedded at every level - from the Board and Global Leadership Team to subsidiary boards and business units. This approach enables us to make informed decisions, respond proactively to emerging risks and geopolitical uncertainty, and uphold the trust of our stakeholders in an increasingly complex and regulated environment.



More information about how we manage governance and risk at CAR Group can be found on our shareholder website

[cargroup.com/our-business-practices](https://cargroup.com/our-business-practices) >



## Our FY25 performance

- Completed crisis management exercises across all markets. These exercises directly informed updates to the Group Crisis Management Plan.
- Reviewed our approach to Risk Appetite Statements and expanded the categories to include AI.
- Implemented a standardised approach to in-country risk registers, key risk indicators, and management action monitoring.
- Reviewed and updated the Group Risk Management Framework, which was expanded to include incident management principles and management of emerging risks.
- Provided one-on-one risk management training and awareness for leadership team members as part of their responsibilities in updating and monitoring business risk registers.
- Continued to strengthen Internal Audit capabilities across the Group, delivering targeted reviews that address key risks in each of our operating geographies.
- Advanced the use of data analytics and automated controls to support continuous monitoring and enhance the internal control environment.
- Made progress on our multi-year project to assess, implement and operationalise systems and processes to enable CAR Group to comply with anticipated additional tax reporting requirements that will apply to us in the future.

## Our FY26 ambitions

- Conduct an annual assessment of emerging risks to inform the strategic business planning cycle. This process will look to identify the key risk themes, enabling targeted deep dives during governance forums and structured reporting to the Board, Risk Committee and Global Leadership Team.
- Expand our risk registers to include subsidiaries within each in-country marketplace, and perform additional crisis management exercises.
- Conduct jurisdiction-specific reviews to assess how current processes are managing emerging tax risks.
- Advance our multi-year efforts to operationalise systems for real-time and enhanced tax reporting compliance.
- Evaluate the Group's access to government incentives and grants across the jurisdictions in which we operate, in light of ongoing investments in technology and platform innovation.

# Corporate Directory

## Directors

**Pat O'Sullivan**  
Non-Executive Chair

**Cameron McIntyre**  
Managing Director and CEO

**Wal Pisciotta OAM**  
Non-Executive Director

**Kim Anderson**  
Non-Executive Director

**Edwina Gilbert**  
Non-Executive Director

**Kee Wong**  
Non-Executive Director

**David Wiadrowski**  
Non-Executive Director

**Susan Massasso**  
Non-Executive Director

**Pip Marlow**  
Non-Executive Director

## Company Secretary

Nicole Birman

## Registered Office

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Australia

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## Share Registry

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Abbotsford VIC 3067  
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F +61 3 9473 2500

computershare.com

## External Auditor

**PricewaterhouseCoopers**  
2 Riverside Quay,  
Southbank VIC 3006  
Australia

## Stock Exchange

**CAR Group Limited** is a public company listed with the Australian Securities Exchange Limited

ASX: CAR





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All questions on the Sustainability Report or our sustainability initiatives should be addressed to our Sustainability team:  
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