

Lookers House
3 Etchells Road
West Timperley
Altrincham
WA14 5XS

T: 0161 291 0043
www.lookersplc.co.uk

This letter is important and requires your immediate attention. This letter should not be forwarded or transmitted, in whole or in part, in or into any jurisdiction where to do so would constitute a violation of the relevant laws or regulations of that jurisdiction.

To: Employees of Lookers plc and its group companies

12 August 2023

Dear all,

Notification of publication of important documentation in relation to the recommended cash offer for the entire issued and to be issued ordinary share capital of Lookers Plc ("Lookers" or the "Company") by Global Auto Holding Limited ("Bidco"), which is a related party to, by having the same ultimate beneficial owner as, Alpha Auto Group Holdings LP (the "Offer")

On 20 June 2023, the board of directors of each of Bidco and Lookers announced that they had reached agreement on the terms of the Offer, which was to be effected by way of a scheme of arrangement under Part 26 of the Companies Act 2006 (the "**First Scheme**"). On 29 June 2023, we requested that Lookers Shareholders vote on the First Scheme and, accordingly, certain documents relating to the First Scheme (and voting in respect thereof) were sent or made available to Lookers Shareholders.

On 27 July 2023, the board of directors of each of Bidco and Lookers announced that they had reached agreement on the terms of an increased recommended cash offer by Bidco for the entire issued and to be issued share capital of Lookers at a price of 130 pence per Lookers Share (with such increased offer to be implemented by way of a recommended takeover offer (as defined in section 974 of the Companies Act 2006)).

On 4 August 2023, the board of directors of each of Bidco and Lookers announced that they had reached agreement that the increased cash offer would be implemented by way of a scheme of arrangement under Part 26 of the Companies Act 2006 (the "**Second Scheme**"). On 12 August 2023, Lookers released an announcement to the London Stock Exchange regarding the publication of a second circular (the "**Second Scheme Document**") in relation to the Second Scheme (the "**Second Scheme Document Publication Announcement**").

Save where otherwise defined in this letter, capitalised terms and expressions used in this letter shall have the meanings given to them in the Second Scheme Document.

Website Notification

Please accept this letter as notification that the Second Scheme Document Publication Announcement is now available for inspection on Lookers' website (<https://www.lookersplc.com/investors/recommended-proposed-offer/>).

Please note that this letter is not a summary of the information and proposals set out in the Second Scheme Document Publication Announcement and should not be regarded as a substitute for reading the Second Scheme Document.

If you have any questions about this letter or the Second Scheme Document Publication Announcement, please contact Link Group on +44 (0) 371 664 0321. Calls are charged at the standard geographic rate and will vary by provider. Calls outside the United Kingdom

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will be charged at the applicable international rate. Different charges may apply to calls from mobile telephones and calls may be recorded and randomly monitored for security and training purposes. Lines are open between 9.00 a.m. to 5.30 p.m., Monday to Friday excluding public holidays in England and Wales. The helpline cannot provide advice on the merits of the Acquisition nor give any financial, legal or tax advice.

Yours faithfully,

Paul Van der Burgh
Chair

IMPORTANT NOTICES

The Directors of Lookers accept responsibility for the information contained in this letter and, to the best of their knowledge and belief (having taken all reasonable care to ensure that such is the case), the information contained in this letter is in accordance with the facts and does not omit anything likely to affect the import of the information.

This letter is for information purposes only. It does not constitute an offer or form part of any offer or an invitation to purchase, subscribe for, sell or issue any securities or a solicitation of any offer to purchase, subscribe for, sell or issue any securities pursuant to this letter or otherwise in any jurisdiction in which such offer or solicitation is unlawful (a "Restricted Jurisdiction"). The distribution of this letter in jurisdictions outside the United Kingdom may be restricted by law and therefore persons into whose possession this letter comes should inform themselves about, and observe such restrictions. Any failure to comply with the restrictions may constitute a violation of the securities law of any such jurisdiction.

This letter constitutes a "website notification" for the purposes of the Code.

Electronic communications

Please be aware that addresses, electronic addresses and certain other information provided by you for the receipt of communications from Lookers may be provided to Bidco during the offer period as required under Section 4 of Appendix 4 of the Code.

Publication on website and availability of hard copies

Pursuant to Rule 26 of the Code, a copy of the Second Scheme Document and other documents in connection with the Second Scheme will be available free of charge, subject to certain restrictions relating to persons resident in Restricted Jurisdictions, at Lookers' website at (<https://www.lookersplc.com/investors/recommended-proposed-offer/>) promptly after their publication and in any event by no later than 12 noon on the following business day until the end of the offer period. For the avoidance of doubt, the content of the website referred to above is not incorporated into and does not form part of this letter.

You may request hard copy of any document, announcement or other information (including any information incorporated therein by reference) free of charge, by contacting the Registrar, Link Group, at shareholderenquiries@linkgroup.co.uk or during business hours on 0371 664 0300. You may also request that all future documents, announcements and information (including any information incorporated therein by reference) to be sent to you in connection with the Second Scheme should be in hard copy form. You will not receive hard copies of such documents, announcements and information (including any information incorporated therein by reference) unless they so request.

Queries regarding administrative matters

If you would like to contact the Registrar regarding administrative matters in view of this letter, the Second Scheme Document Publication Announcement or the Second Scheme, please contact Link Group, at shareholderenquiries@linkgroup.co.uk or by calling 0371 664 0300 during normal business hours. No financial, legal or tax advice on the merits of the Second Scheme will be given.

Disclosure requirements of the Code

Under Rule 8.3(a) of the Code, any person who is interested in one per cent. or more of any class of relevant securities of an offeree company or of any securities exchange offeror (being any offeror other than an offeror in respect of which it has been announced that its offer is, or is likely to be, solely in cash) must make an Opening Position Disclosure following the commencement of the offer period and, if later, following the announcement in which any securities exchange offeror is first identified.

An Opening Position Disclosure must contain details of the person's interests and short positions in, and rights to subscribe for, any relevant securities of each of: (i) the offeree company; and (ii) any securities exchange offeror(s). An Opening Position Disclosure by a person to whom Rule 8.3(a) of the Code applies must be made by no later than 3.30 p.m. (London time) on the 10th Business Day following the commencement of the offer period and, if appropriate, by no later than 3.30 p.m.

(London time) on the 10th Business Day following the announcement in which any securities exchange offeror is first identified. Relevant persons who deal in the relevant securities of the offeree company or of a securities exchange offeror prior to the deadline for making an Opening Position Disclosure must instead make a Dealing Disclosure.

Under Rule 8.3(b) of the Code, any person who is, or becomes, interested in one per cent. or more of any class of relevant securities of the offeree company or of any securities exchange offeror must make a Dealing Disclosure if the person deals in any relevant securities of the offeree company or of any securities exchange offeror. A Dealing Disclosure must contain details of the dealing concerned and of the person's interests and short positions in, and rights to subscribe for, any relevant securities of each of: (i) the offeree company; and (ii) any securities exchange offeror(s), except to the extent that these details have previously been disclosed under Rule 8 of the Code. A Dealing Disclosure by a person to whom Rule 8.3(b) of the Code applies must be made by no later than 3.30 p.m. (London time) on the Business Day following the date of the relevant dealing.

If two or more persons act together pursuant to an agreement or understanding, whether formal or informal, to acquire or control an interest in relevant securities of an offeree company or a securities exchange offeror, they will be deemed to be a single person for the purpose of Rule 8.3 of the Code.

Opening Position Disclosures must also be made by the offeree company and by any offeror and Dealing Disclosures must also be made by the offeree company, by any offeror and by any persons acting in concert with any of them (see Rules 8.1, 8.2 and 8.4).

Details of the offeree and offeror companies in respect of whose relevant securities Opening Position Disclosures and Dealing Disclosures must be made can be found in the Disclosure Table on the Panel's website at www.thetakeoverpanel.org.uk, including details of the number of relevant securities in issue, when the offer period commenced and when any offeror was first identified. You should contact the Panel's Market Surveillance Unit on +44 (0) 20 7638 0129 if you are in any doubt as to whether you are required to make an Opening Position Disclosure or a Dealing Disclosure.