ARB 4X4 ACCESSORIES

FY26 FINANCIAL RESULT

Lachlan McCann - Chief Executive Officer
Damon Page - Chief Financial Officer & Company Secretary

25 August 2026

FY26 KEY MESSAGES

A TOUGH MARKET

A challenging economic and geopolitical environment. Vehicle supply, and to a lesser extent demand, softened new 4x4 vehicle sales in multiple countries, including Australia, directly impacting our sales

PROFIT PROTECTED

Improved performance in second half brought margins back in line with FY25, delivering a resilient financial result given the headwinds and FX challenges

BRAND STRENGTH

Our brand strength globally, associated product quality are reflected in strong GP, higher accessory attachment rates and revenue per fitment on key vehicles in key markets

EXPORT EXPANSION

Our strategic investments into global engineering and distribution are delivering strong returns, with more expansion planned for the future

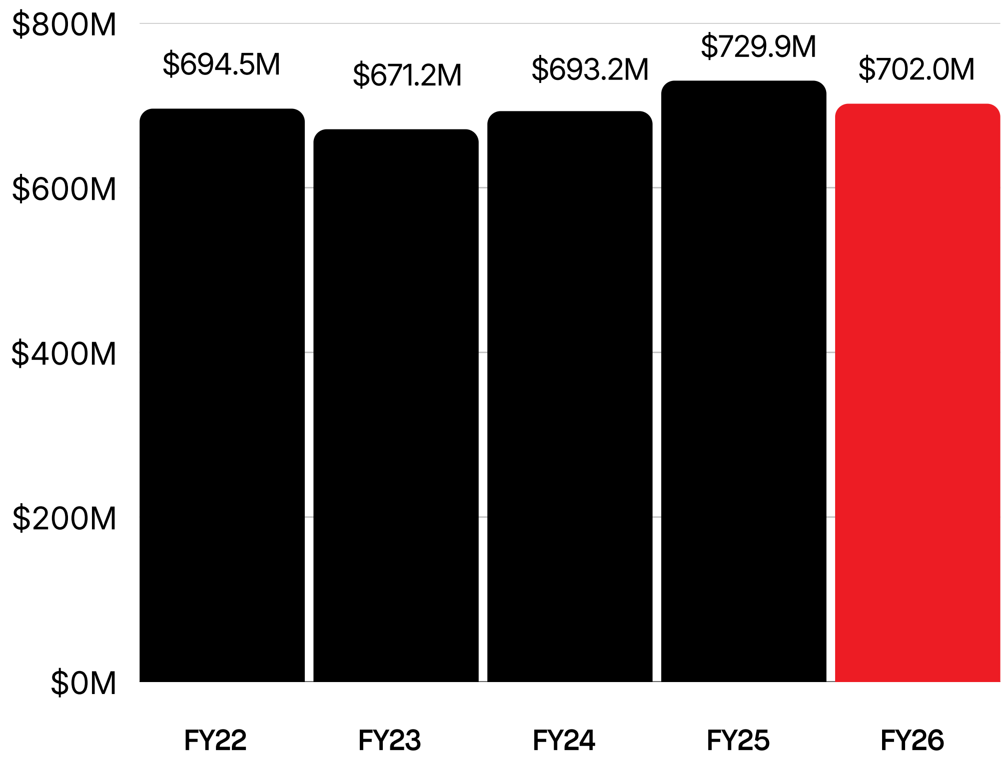
FINANCIAL HIGHLIGHTS

ARB
4X4 ACCESSORIES

FY26 FINANCIAL HIGHLIGHTS

SALES REVENUE V FY25
SALES REVENUE: $702.0M

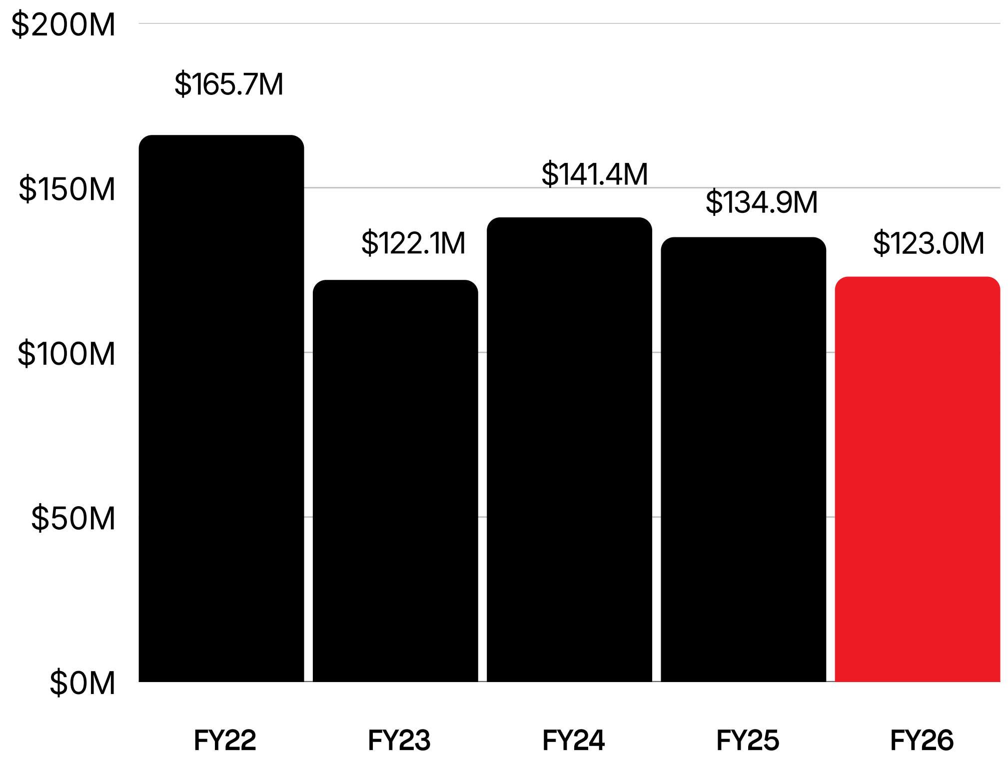
DOWN 3.8%



- Sales 10-year CAGR of +7.0% from FY16.
- Sales revenue declined 3.8% in FY26 in a challenging economic and geopolitical environment.
- Strong sales in USA, Europe and South-East Asia.
- Lower new vehicle sales in Australia and constrained consumer discretionary spending.

NET PROFIT BEFORE TAX V FY25
NET PROFIT BEFORE TAX: $123.0M

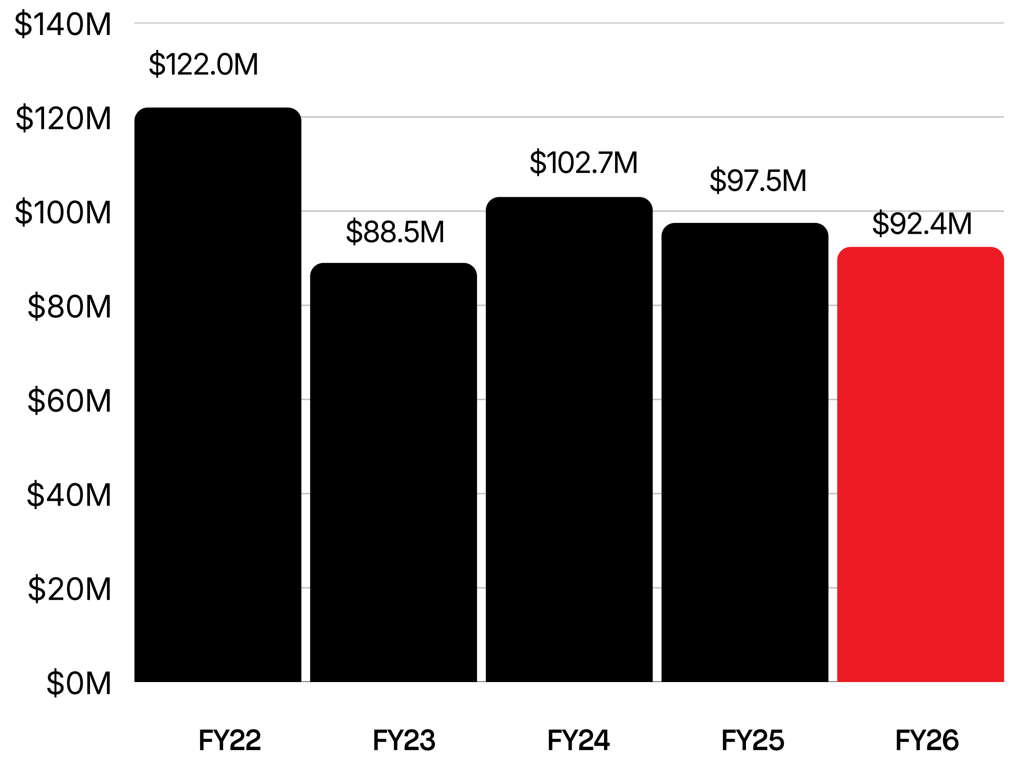
DOWN 8.9%



- Profit before tax 10 year CAGR of +6.7% from FY16.
- Net profit before tax declined 8.9%.
- First half profit before tax declined 18.8% while the second half profit before tax grew 1.9% compared with the previous corresponding periods.
- Profit before tax excluding one-off adjustments declined 10.5%.
- Profits declined as a result of lower sales volumes.
- Gross margins and operating expenses were relatively comparable with the prior year.

NET PROFIT AFTER TAX V FY25
NET PROFIT AFTER TAX: $92.4M

DOWN 5.2%



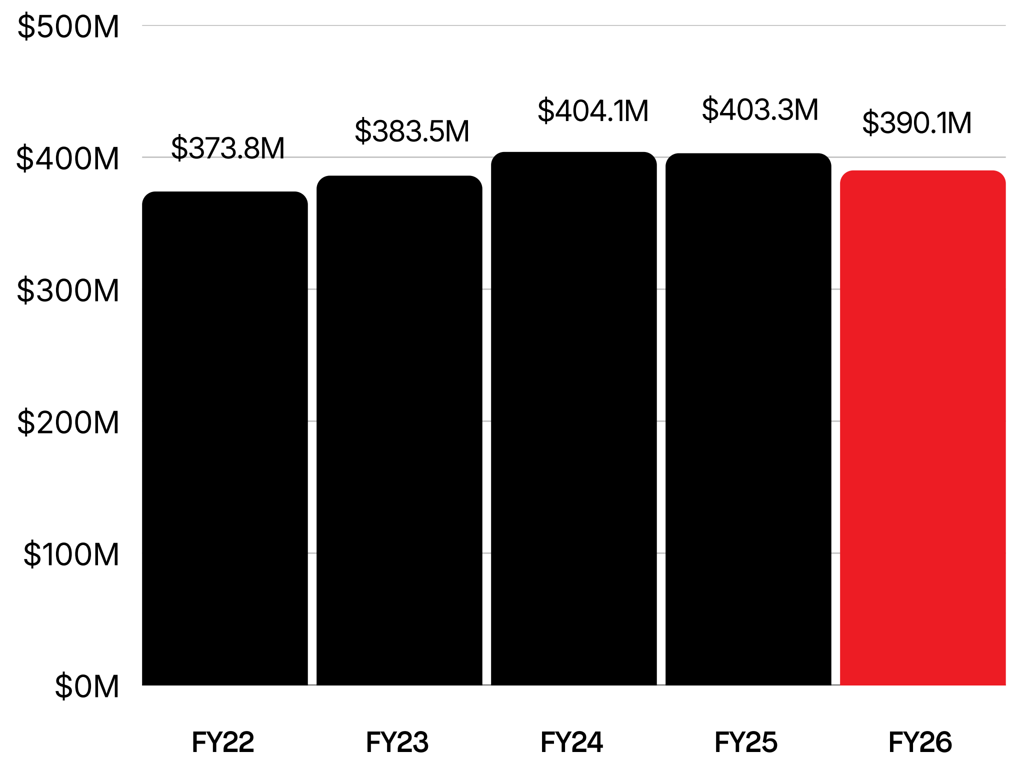
- Profit after tax 10 year CAGR of +6.9% from FY16.
- Net profit after tax declined 5.2%.
- Basic earnings per share of $1.11, down 5.9%.
- The effective tax rate decreased from 27.7% in FY25 to 24.9% attributable to higher profits generated in Thailand.
- Profit before tax excluding one-off adjustments declined 7.5%.

FY26 FINANCIAL HIGHLIGHTS

TOTAL GROUP SALES BY CHANNEL

AU AFTERMARKET V FY25
SALES REVENUE: $390.1M

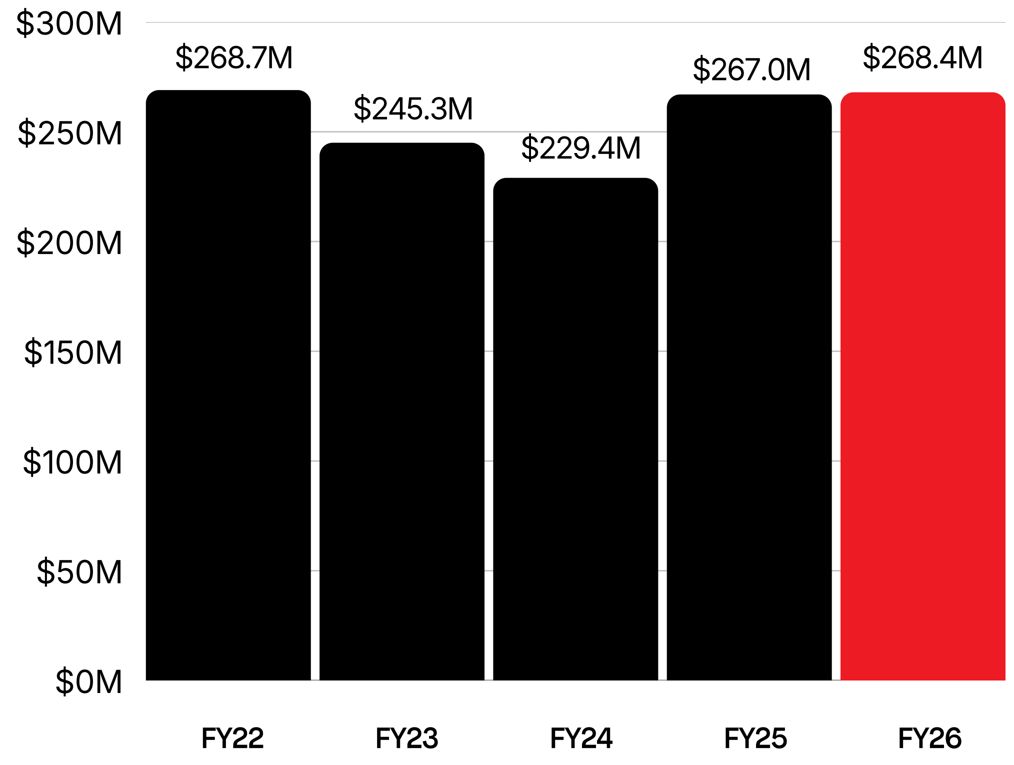
DOWN 3.3%



- Represents 55.6% of total sales (FY25: 55.2%).
- Decline of 3.3% for the full financial year with key Australian vehicle platforms down 4%.
- Mixed results across sales channels with dealer and fleet most significantly impacted by lower new vehicle deliveries.
- Challenging consumer market with constraints on discretionary consumer spending.

EXPORT SALES V FY25
SALES REVENUE: $268.4M

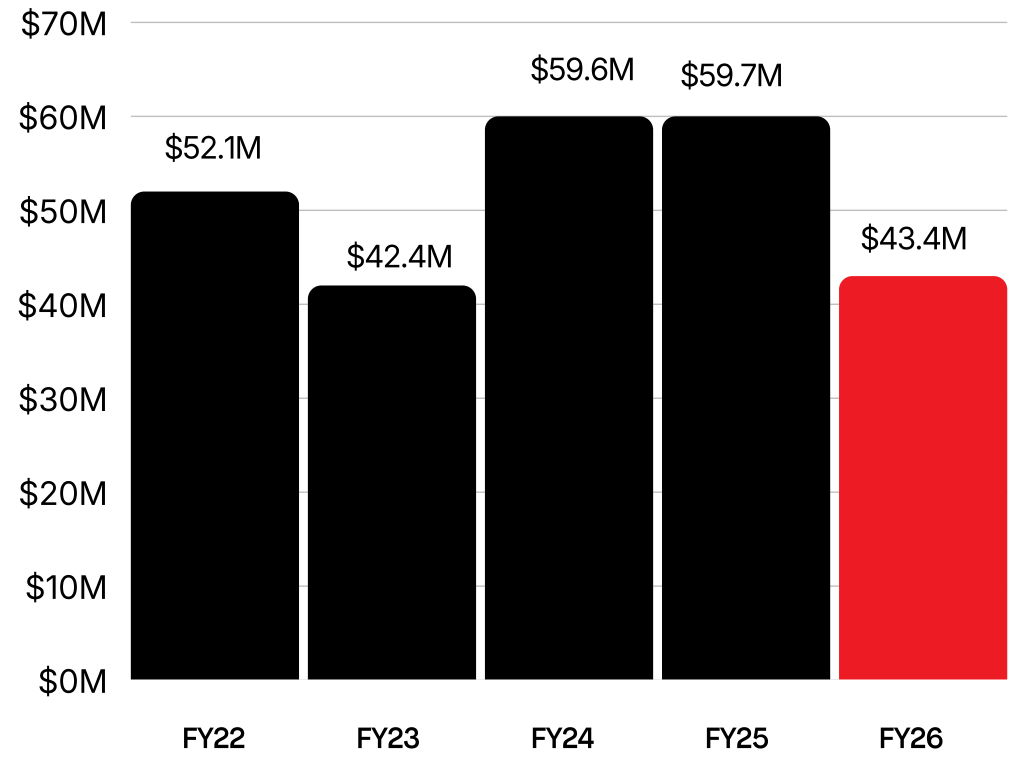
UP 0.5%



- Represents 38.2% of total sales (FY25: 36.6%).
- Export sales growth of 0.5% in FY26.
- The stronger Australian dollar in 2H FY26 resulted in a lower translation of AUD sales.
- The US achieved growth of 10.2% despite difficult trading conditions.
- The UK was materially impacted by lower new vehicle registrations.
- Difficult trading conditions in New Zealand and Middle East.

ORIGINAL EQUIPMENT V FY25
SALES REVENUE: $43.4M

DOWN 27.2%



- Represents 6.2% of total sales (FY25: 8.2%).
- Sales to OEMs declined 27.2% attributable to timing of new contracts with new contracts initiated in FY25.
- Lower new vehicle deliveries in 2H FY25 impacted the reported sales to OEM with increased new vehicle deliveries expected for 1H FY27.

FY26 PROFIT & LOSS FY26 V FY25

A$000s	FY26	% SALES	FY25	% SALES	$ CHANGE	% CHANGE	COMMENTS
Sales	702,015		729,949		(27,834)	(3.8%)	
Other revenue (excl gains in property sales)	6,520		5,485		1,035	18.9%	
Total Revenue	**708,535**		**735,434**		**(26,899)**	**(3.7%)**	
Materials & consumables used	(297,636)	42.4%	(315,721)	43.3%	18,085	5.7%	Reduced sales volumes, THB FX relief in 2H offset by cost inflation
Employee expenses	(179,473)	26%	(176,205)	24%	(3,268)	(1.9%)	Annual wage adjustments, reduced contractors in production
Depreciation and amortisation expense	(35,700)	5%	(32,509)	4%	(3,191)	(9.8%)	Recent property purchases and manufacturing capital expenditure
Advertising expense	(10,834)	2%	(11,361)	2%	527	4.6%	
Distribution expense	(16,341)	2%	(16,579)	2%	238	1.4%	
Finance expense	(2,200)	0%	(2,357)	0%	157	6.7%	Finance expense relating to lease accounting
Occupancy expense	(20,158)	3%	(19,660)	3%	(498)	(2.5%)	Increased number of sites, higher power costs
Maintenance expense	(7,572)	1%	(7,649)	1%	77	1.0%	
Equity accounted share of profit/(loss)	854	0%	(1,155)	0%	2,009	173.9%	Investments in associates: ORW 50% and Nacho 49%
Other expenses	(20,842)	3%	(19,616)	3%	(1,226)	(6.3%)	IT protection software, compliance costs & fleet fuel costs
Underlying Profit before Tax	**118,633**	**17%**	**132,622**	**18%**	**(13,989)**	**(10.5%)**	**Decline attributable to lower gross profit on sales volume decline**
Property sale gains	3,001		3,597				
US investment transaction costs	-		(1,281)				
Change in fair value of contingent consideration	1,350		-				Reduction in contingent consideration re: MITS Alloy acquisition
Reported Profit before Tax	**122,984**	**18%**	**134,938**	**18%**	**(11,954)**	**(8.9%)**	

Materials and consumables used decreased from 43.3% of sales in FY25 to 42.4% in FY26.

The Australian dollar was historically weak against the THB in 1H FY26 and recovered in 2H FY26 reflecting slightly stronger margins across the financial year.

The conflict in the Middle East impacted sales volumes and delivery timings, fuel prices and distribution expenses.

Two sales price increases were processed in FY26.

Increased spend in IT protection software and compliance costs, including sustainability reporting.

FY26 PROFIT & LOSS 1H V 2H

A$000s	1H FY26	1H FY25	% DIFF	2H FY26	2H FY25	% DIFF	FY26	FY25	% DIFF
Sales Revenue	**357,978**	**361,727**	**(1.0%)**	**344,037**	**368,222**	**(6.6%)**	**702,015**	**729,949**	**(3.8%)**
Materials & consumables used	(157,025)	(149,747)	(4.9%)	(140,611)	(165,974)	15.3%	(297,636)	(315,721)	5.7%
Margin	**200,953**	**211,980**	**(5.2%)**	**203,426**	**202,248**	**0.6%**	**404,379**	**414,228**	**(2.4%)**
Net operating expenses	(143,002)	(142,761)	(0.2%)	(142,744)	(138,845)	(2.8%)	(285,746)	(281,606)	(1.5%)
Underlying Profit before Tax	**57,951**	**68,219**	**(16.3%)**	**60,682**	**63,403**	**(4.3%)**	**118,633**	**132,622**	**(10.5%)**
One-off adjustments:									
Property sale gains	1,348	2,374		1,653	1,223		3,001	3,597	
US investment transaction costs	-	(1,281)		-	-		-	(1,281)	
Change in fair value of contingent consideration	-	-		1.350	-		1.350	-	
Thule discontinuation (i)	(2,188)	-		2,188	-		-	-	
Reported Profit before Tax	**57,111**	**70,312**	**(18.8%)**	**65,873**	**64,626**	**1.9%**	**122,984**	**134,938**	**(8.9%)**

2H FY26 improved significantly on 1H FY26

First Half

- **1H FY26 underlying profit before tax of $58.0m declined 16.3%** compared with 1H FY25 due to the weaker Australian dollar against the THB and an over recovery of factory fixed costs in the prior period reflected in higher inventories levels.
- Net operating expenses of $143.0m were broadly in line with the prior comparative period despite a high inflationary environment.

Second Half

- **2H FY26 underlying profit before tax of $60.7m declined 4.3%** compared with 2H FY25 as the Australian dollar returned to levels consistent with the prior period.
- Net operating expenses of $142.7m increased 2.8% reflecting wage growth and the flow on impact of the conflict in the Middle East.

(i) The Thule discontinuation loss recognised in 1H FY26 was predominantly attributable to the write-off of goodwill. The associated charge was reversed in 2H FY26, as the goodwill had been allocated to the Australian Aftermarket cash-generating unit and therefore was no longer separately identified at the original acquisition level.

FY26 CASH FLOW HIGHLIGHTS

ARB 4X4 ACCESSORIES

$103.7M CASH FLOWS FROM OPERATIONS	$36.6M PAYMENTS FOR PROPERTY, PLANT AND EQUIPMENT	$83.6M CASH DIVIDENDS	$47.9M NET CASH HOLDINGS
$92.4M Profit after tax	$24.0M Property	FY25 Special dividend 50.0 cps FY25 Final dividend 35.0 cps FY26 Interim dividend 34.0 cps	$0 Debt
Cash flows from operations broadly equal profit after tax plus depreciation less foreign exchange Trade and other debtors -$7.7m Inventory +$6.1m Trade payables +$2.8m	$12.6M Plant & equipment	All dividends fully franked @ 30% tax rate Announced: FY26 final dividend 35.0 cps	Net cash down $21.3m reflecting 50cps special dividend paid

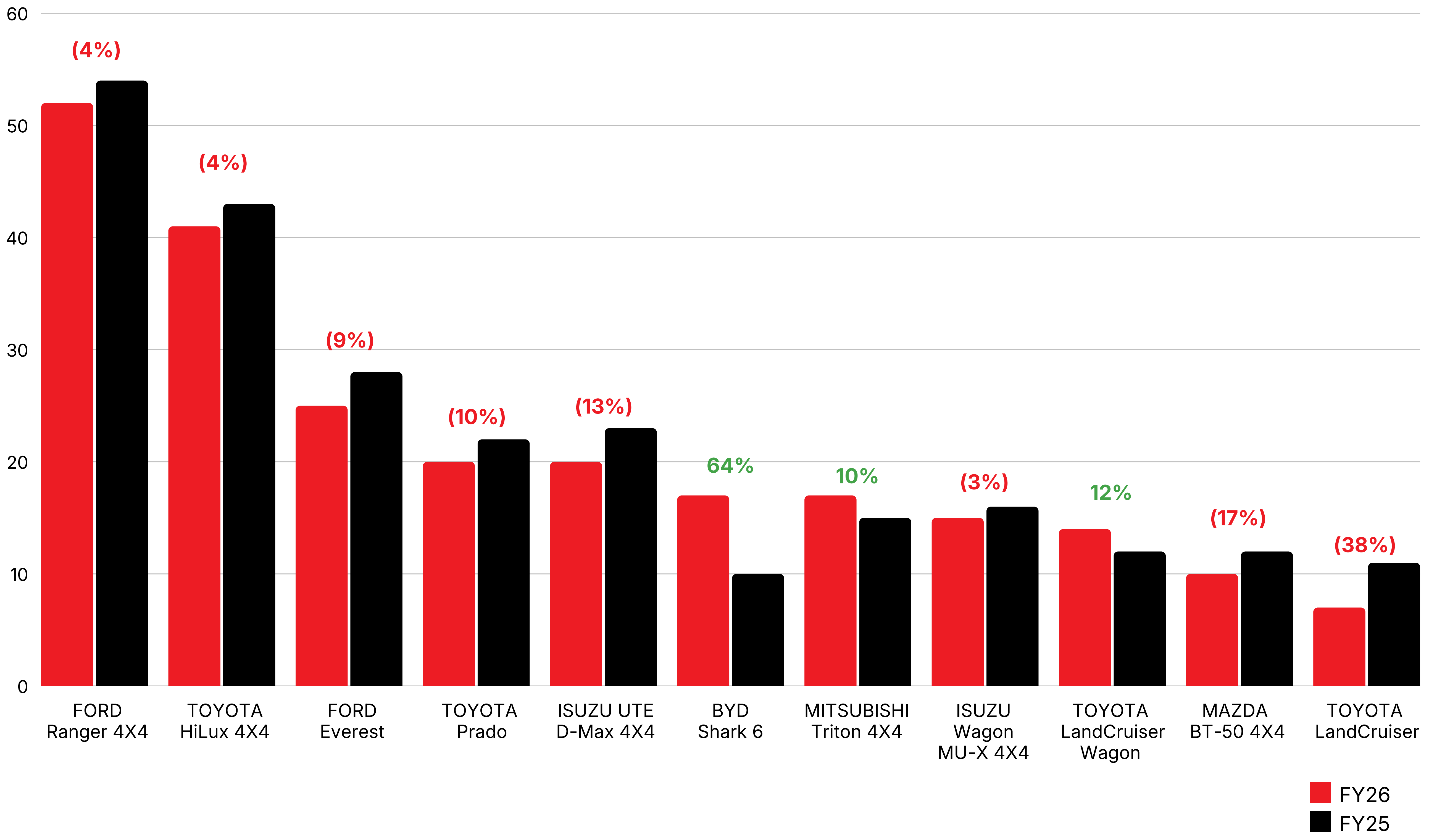
ARB
4X4 ACCESSORIES

NEW VEHICLE SALES

FY26 AUSTRALIAN NEW VEHICLE SALES V FY25

NUMBER OF VEHICLES SOLD ('000)

PERCENTAGE CHANGE



Ranger and HiLux, ARB's stronghold, are still dominant, despite a softening market.

Declining new vehicle sales for core ARB models continued in FY26.

Australia's sales of major 4x4s declined in FY26, most notably the top 3 selling pick-ups (Ford Ranger, Toyota HiLux and Isuzu D-Max) and the top 3 selling SUVs (Ford Everest, Toyota Prado and Isuzu MU-X).

Constrained availability of key Toyota models - Prado, LandCruiser Wagon and LandCruiser Pickup - weighed on sales throughout FY26. Toyota is forecasting an improvement in H2 CY26.

FY27 vehicle sales are expected to be broadly in line with FY26, with the upside of improved Toyota supply.

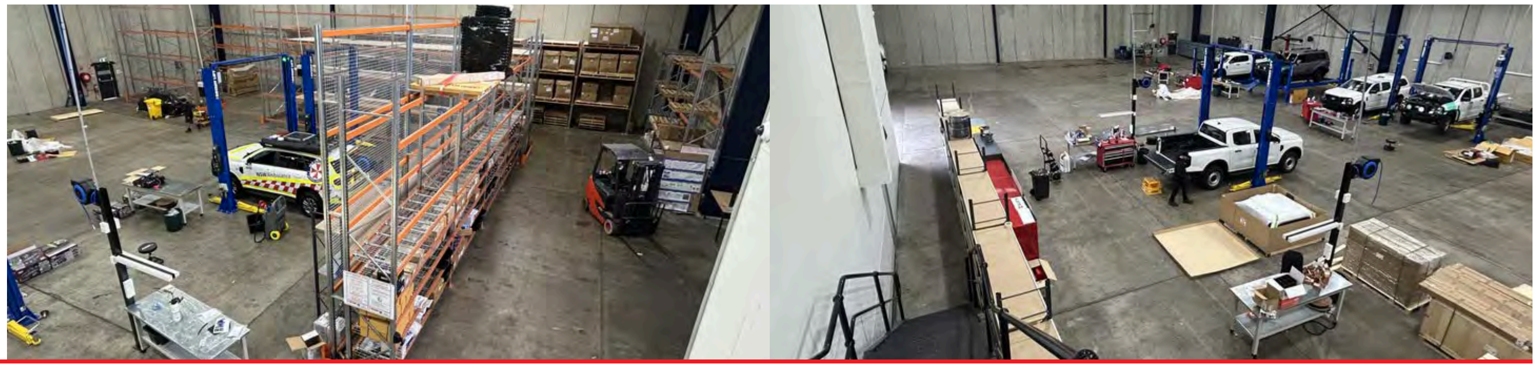
SALES

ARB 4X4 ACCESSORIES

AUSTRALIA'S BIGGEST AND BEST 4X4 SPECIALIST NETWORK

TOWNSVILLE
The biggest ARB store ever at 3,527m^2

AUBURN
Fleet fitment centre



LAUNCESTON
Flagship upgrade

4x4 accessories require specialist knowledge, custom-designed facilities and proven skills to sell and install. ARB customers expect a premium experience curated through a tailored sales and fitting process to consistently delight our customers. ARB has built the best specialised 4x4 aftermarket distribution network in Australia

ARB continues to expand this market-leading network.

ARB is proud to continue investing significantly in company-owned stores, and equally values the substantial investments made by our independent partners. This reflects the strategic importance of the network and our shared confidence in its future.

FY26 saw the establishment of our first dedicated fleet fitment centre in Auburn, NSW, extending our specialist model into the growing fleet channel.

We have a long list of independents wanting to invest in future stores, alongside a strong pipeline of our own new developments.

80 ARB STORES IN TOTAL NATIONWIDE

33 Corporate

47 Independent

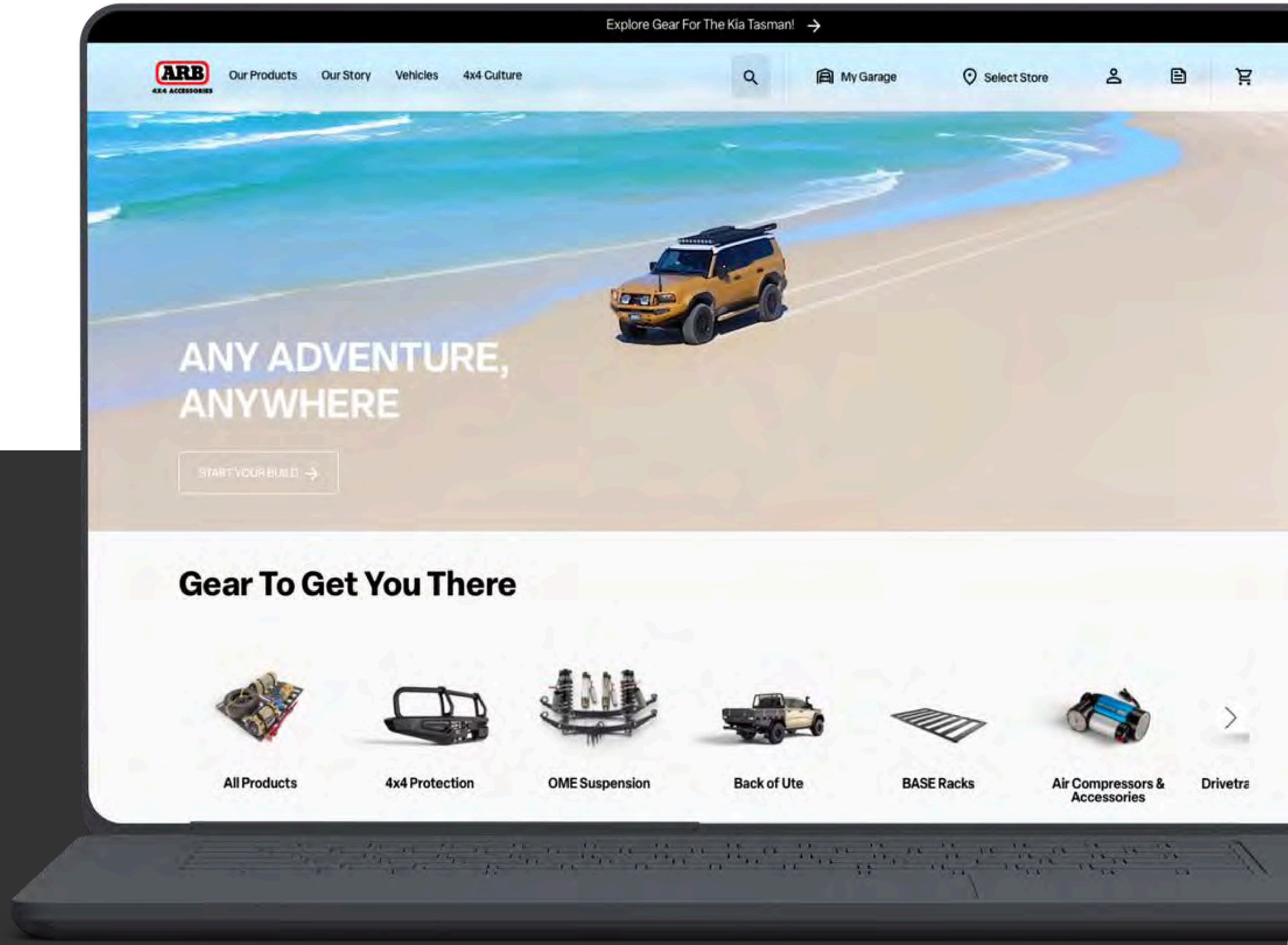
Flagship ARB store developments completed in FY26

2 FLAGSHIP UPGRADES

3 FLAGSHIP NEW SITES

Our specialist network continues to underpin our largest sales channel.

ARB MIGRATED ITS AUSTRALIAN WEBSITE TO A STATE-OF-THE-ART, INTEGRATED E-COMMERCE PLATFORM



Seamless Customer Experience

- Support customer journey by product or vehicle.
- A single source for product information, pricing and purchases.
- Integrated vehicle fitment database to ensure accessory suitability.

Better Customer Insights

- Detailed analytics about our customers and what they are searching for.
- Drive smarter decisions on marketing and product development.

Omni-Channel Transactions

- Direct ship, click-and-collect and online quote requests.
- Directly integrated into private and corporate store inventory management.
- A curated range of products available online for direct purchase, expanding over time.

Integrated and Scalable

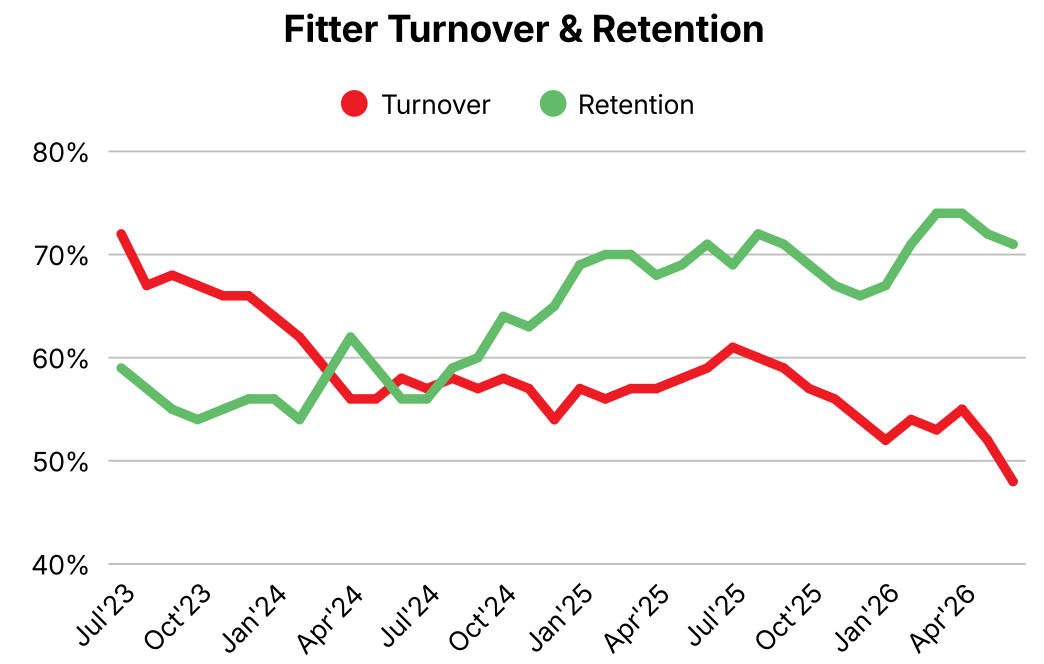
- Designed to complement socials, organic search and online shopping portals.
- Parts catalogue dynamically synced.
- One platform that can scale across geographic, language and brand boundaries.
- Custom process flows and integrations across the business.

A Successful Transition

- ARB has maintained its position as the #1 visited 4x4 accessory website in Australia through the transition.
- Nearly twice as many customers now use the site to find their local store / stockist.
- Strong early growth in direct to customer product sales from a standing start.
- A consistently high conversion rate for online quotes.
- A strong pipeline of enhancements being worked on, with international expansion to follow.

MARKET SUMMARY

The Australian Aftermarket had a challenging FY26, with ARB sales (excluding subsidiary businesses) performing marginally better than new 4x4 vehicle sales. Retail sales in corporate stores were resilient, offset by softer sales to wholesale customers, including independent stores and stockists, and fleet sales.

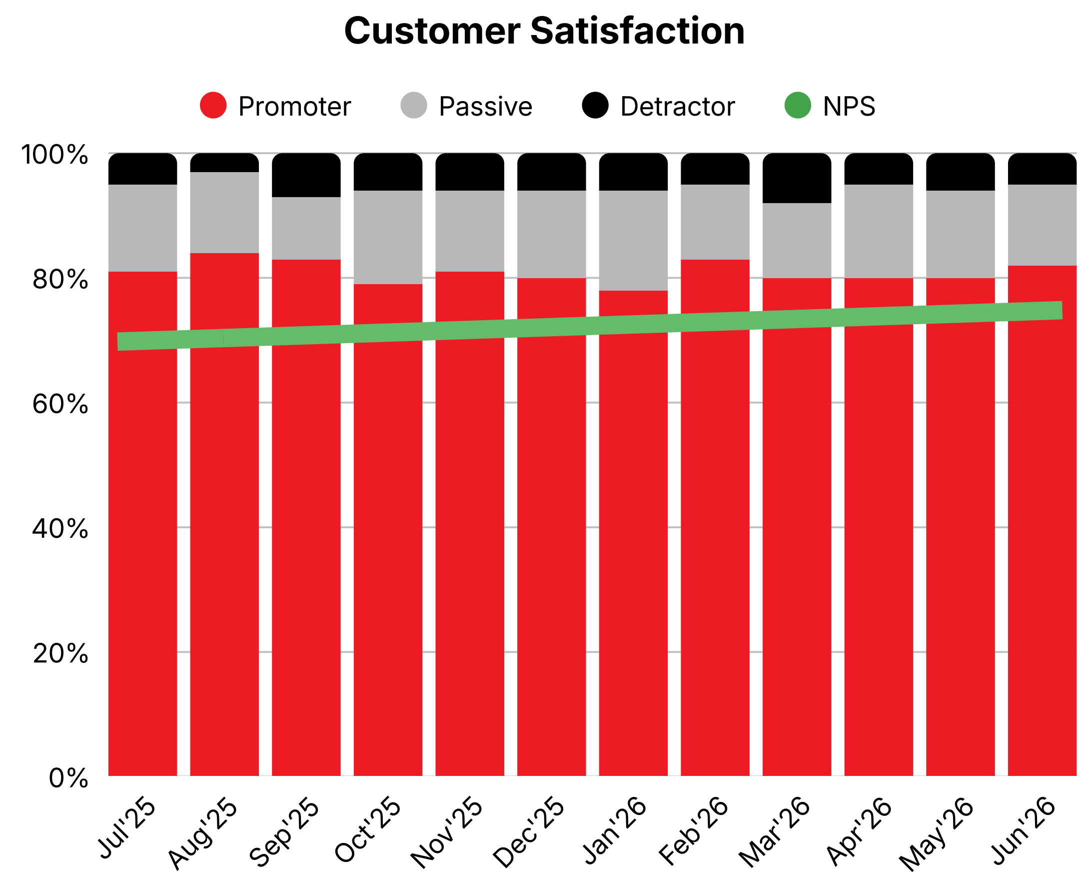


FITTING PERFORMANCE

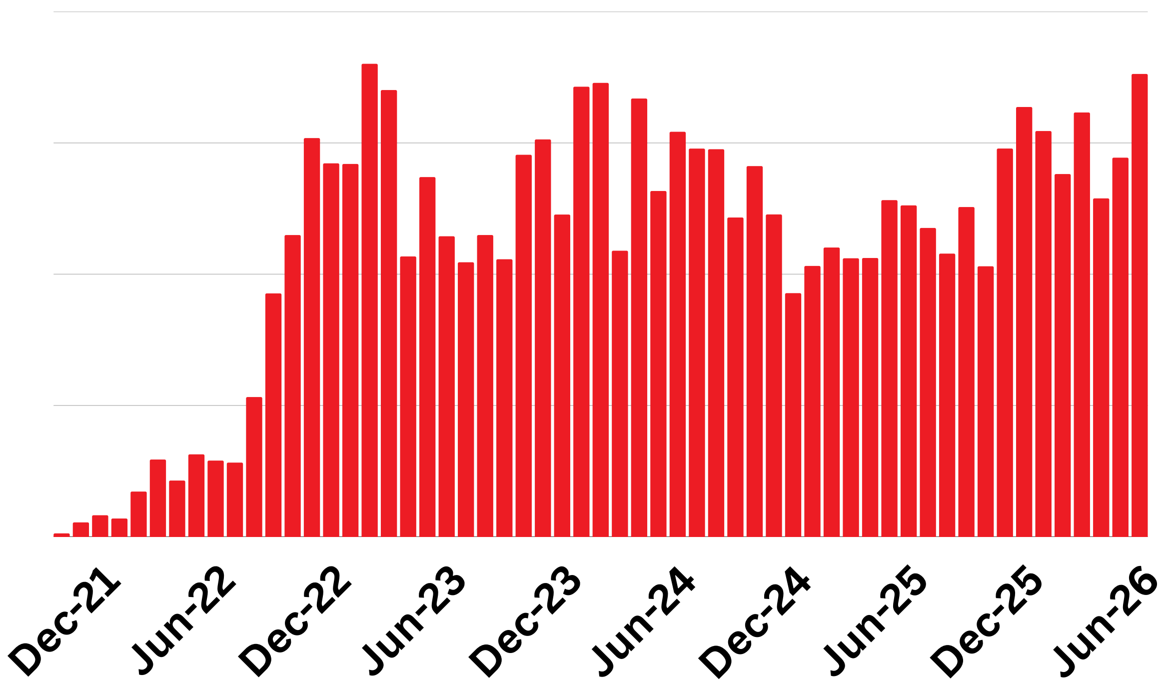
- Fitter performance and team retention continues to be a focus for the business.
- Multiple recruitment and retention activities are delivering a sustained improvement in retention, and reduction in turnover.
- ARB is actively recruiting for fitters in all States.

NPS PERFORMANCE

- Net Promoter Score (NPS) is a metric used to measure customer loyalty and satisfaction.
- Over the last 12 months, ARB's NPS score has increased from an average of 68 to 75, indicating highly, and increasingly satisfied customers.
- Detractor reasoning is closely monitored and used for ongoing improvement programs.



FY26 ARB NATIONAL SALES FLA PARTNERSHIP



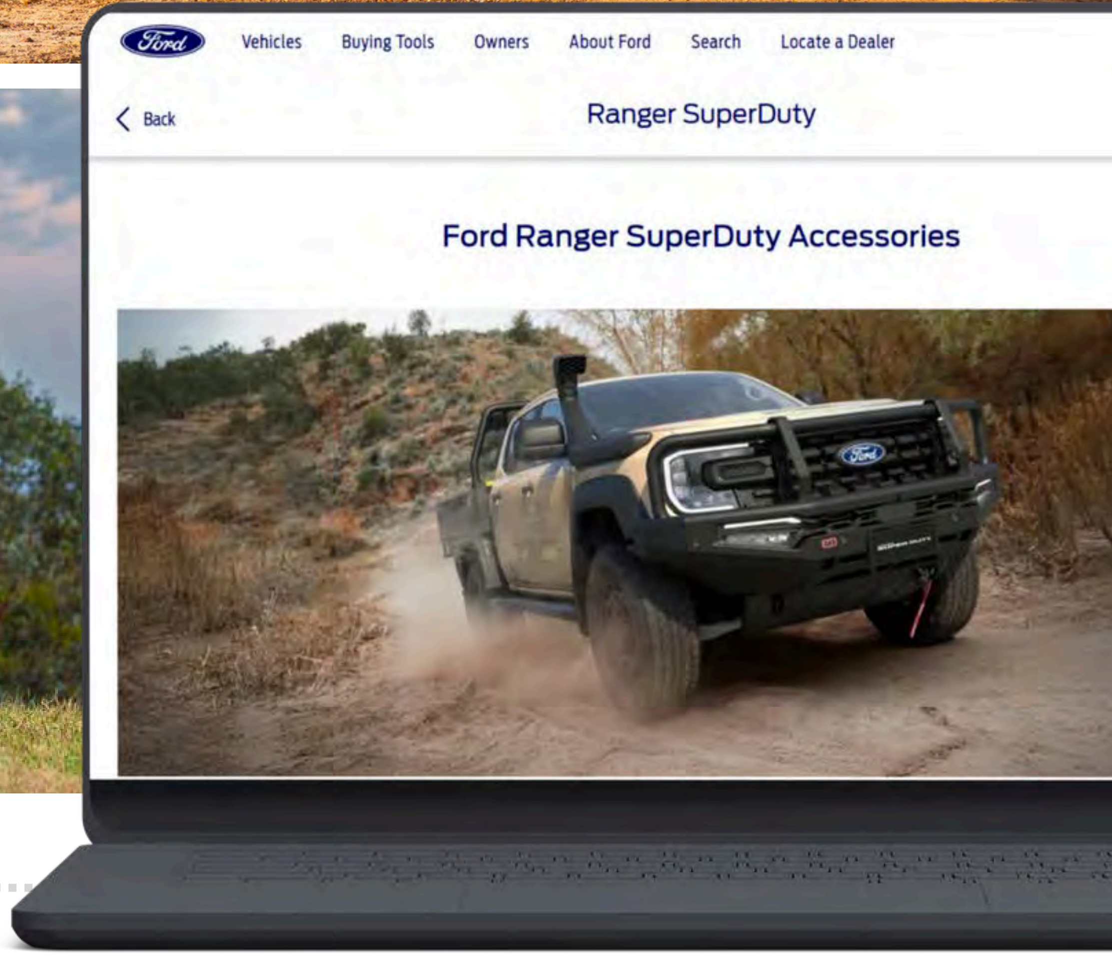
Continued growth despite the market: FLA revenue grew in FY26 even as Ford Ranger sales declined.

Ranger Super Duty: Standout result, from being first to market, to strong take-up across the new range.

Engineering works commenced: Products for the next all-new Ford Ranger and Everest models.

Speed-to-market edge: Factory-backed accessories on Ford's key platforms, ahead of competitors.

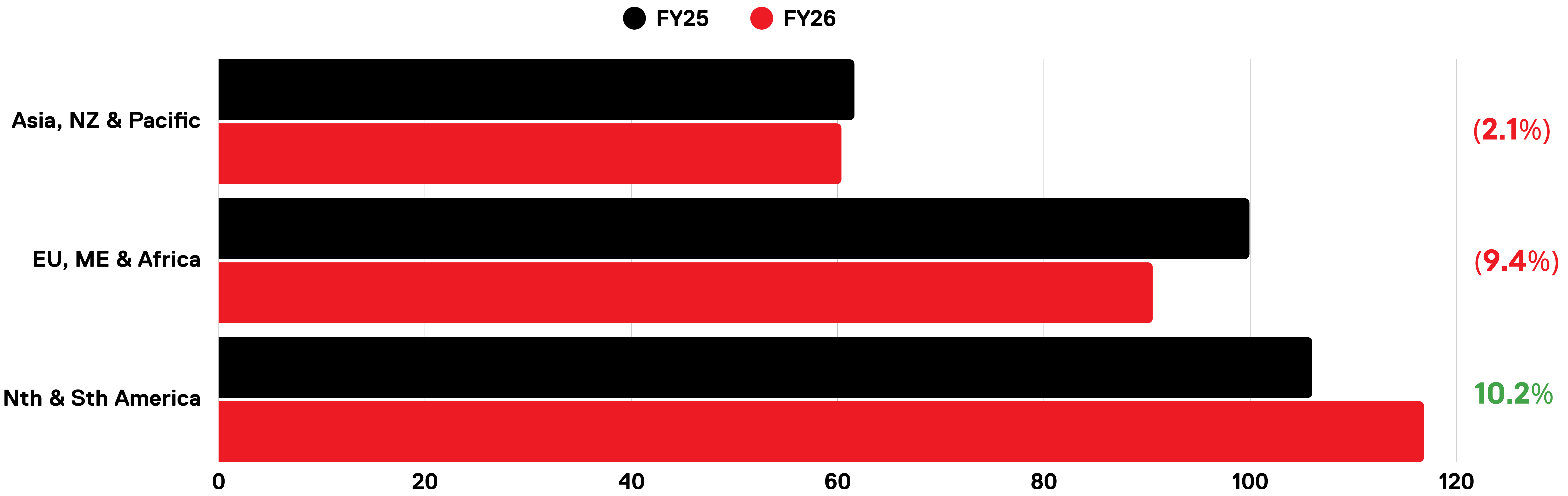
Future expansion: Ongoing discussions with Ford about extending the program with other products and into other markets.



Licensed Accessory program continues to perform strongly.

ARB 4X4 ACCESSORIES

ARB EXPORT SALES BY REGION (A$M)



Export sales of $268.4M recorded a net increase of 0.5% in FY26 in a challenging international environment.

The US was the major growth region with sales through wholesale, 4WP/ORW and other channels delivering strong growth despite economic and tariff headwinds.

Asia was the other strong contributor to the financial year, partially offsetting declines in the UK, Middle East and New Zealand.

Export sales represented 38.2% of ARB sales.

EUROPE

- European sales were broadly stable during FY26, with local sales increasing despite ongoing pressure in parts of the light commercial vehicle market.
- ARB's European business through the aid and relief sector has been impacted due to reduced funding.
- The use in Defence of mid-sized 4x4 vehicles is increasing and we expect an uplift in defence business to offset aid and relief declines.
- The overall regional result was impacted by weaker trading conditions in Eastern Europe.
- Revenue in mainland Europe grew in FY26.

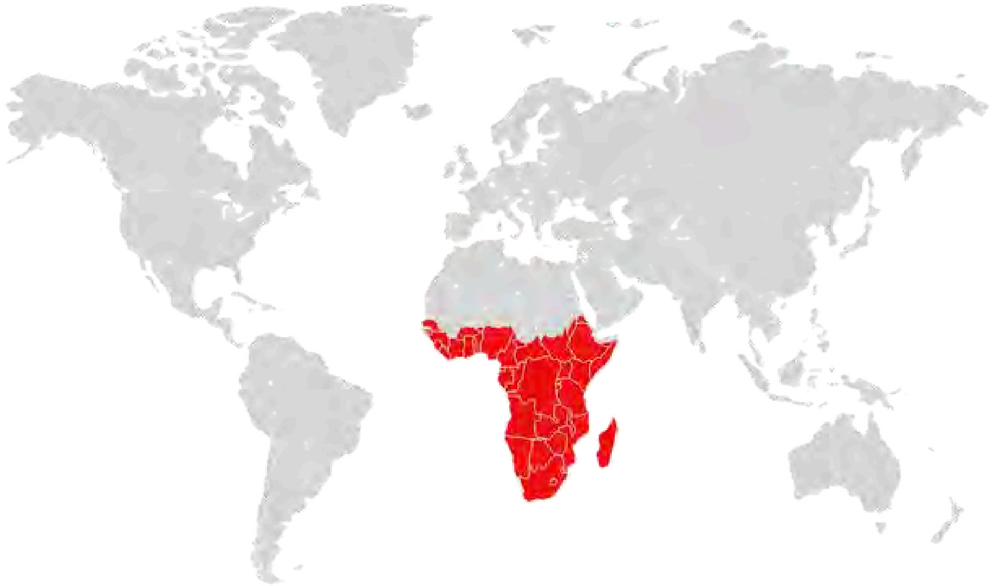
UK

- The UK pickup market contracted sharply following tax changes affecting double-cab vehicles, with registrations down by more than 50% in the second half of FY26.
- This contributed to lower sales in the UK. However, conditions are anticipated to improve later in CY26 as new pickup models arrive, including Chinese models for which Truckman has been awarded contracts.
- Despite this tough environment, sales of ARB products into the UK more than doubled year-on-year.

MIDDLE EAST

- ARB's capital investment in the Middle East reflects our long-term vision for the region.
- The Middle East was impacted by regional conflict, which disrupted shipping routes and demand, especially during 2H FY26.
- Much of this decline was offset by servicing regional customers directly from our global distribution centres.
- This demonstrates the resilience and flexibility of our distribution model and keeps us well positioned to benefit as conditions in the region stabilise.

The Europe and Middle East region has been impacted by multiple economic and political challenges.



CHINA

- ARB China Co., Ltd, a wholly owned subsidiary, commenced operations late in FY26, with local and Australian dignitaries attending the official opening in May.
- Setting up a local presence is a major step in re-establishing China as a key market for ARB, and initial demand has been strong.
- It also provides a foundation for further strengthening relationships with local OEMs, given both the market and its manufacturers are important to ARB's future.

AFRICA

- Africa is a similar opportunity to Australia, with higher overall 4x4 vehicle sales and a lower fitment rate, but ARB's sales lag behind Europe and Latin America.
- ARB has a 30+ year heritage as a premium brand in Africa, with a loyal following and established distribution partners.
- The terrain, distances and dominant platforms (LandCruiser, HiLux, Ranger) mirror Australia, so our products suit the market with little adaptation.

- ARB is establishing a direct, in-market wholesale operation in South Africa, beginning in FY27.
- ARB will continue to work with its distribution partners in the region, while building on positive engagement with a number of local OEMs.
- A local presence will enable ARB to increase product availability, optimise pricing, and build an even stronger brand, targeting a step-change in African sales over the medium term.

The strength of the ARB brand continues to support future growth opportunities.

FY26 US BUSINESS

SALES

- Despite ongoing economic and political challenges facing the US market, ARB recorded USD growth of 13.5%.
- All channels performed well including the wholesale business buoyed by the 4 Wheel Parts joint venture, Latin America, e-Commerce and the OEM business through Toyota USA.
- Poison Spyder has performed well in its first year after relaunch, with demand outstripping supply. A strong inventory pipeline has positioned the brand for ongoing growth.
- This sustainable growth across all channels continues to validate the ongoing investment into the US market.

CANOPY

- ARB USA has commenced sales of the Ascent canopy (“truck caps”) into the local US market, starting with the Toyota Tacoma.
- The ARB Ascent canopy offers a unique pre-painted, ready-to-install solution that provides a competitive edge.
- In early 2026, ARB announced an exclusive distribution partnership with Meyer, one of the nation’s leading accessories distributors, with a strong reputation for speed and service.
- ARB is planning to expand the canopy range to additional vehicle platforms over the coming year; the USA Ranger is complete and the Ford F150 will make its debut at SEMA ‘27.

NORCO MIGRATION

- In June, ARB USA successfully completed migration from the distribution centre in Auburn, Washington to its new home in Norco, California.
- This migration brings inventory closer to ARB’s largest customers, particularly 4 Wheel Parts in California, while providing a long-term home for the engineering team.
- In early FY27, ARB will migrate one of 4 Wheel Parts smaller distribution centres into the Norco location, as done previously with theTexas and Florida sites.

ARB USA has continued to deliver double-digit growth in FY26, with further growth expected in FY27.

ENGINEERING: WORKING LOCALLY IN THE WORLD'S LARGEST 4X4 MARKET

- US engineering centre now fully operational and scaling, with more engineers, and new equipment for local prototyping and product development through FY27, bringing development closer to the market.
- Building a full range for full- and mid-sized trucks across both suspension and fabricated protection, targeting the largest, most valuable segments of the US market.
- Completed the first fully US-led development - suspension for the latest 4Runner - putting ARB first to market and marking a major capability milestone.
- Collaborated with the Australian team to jointly develop solutions for key platforms such as the Tacoma and LandCruiser 250.
- New products are already contributing to sales growth.
- **Next:** Expanding suspension and protection across more platforms and broadening the canopy range for local vehicles.

FY26 OFF ROAD WAREHOUSE & 4 WHEEL PARTS

ARB 4X4 ACCESSORIES

ORW OFF ROAD WAREHOUSE

4WP 4WHEELPARTS

FY26 HIGHLIGHTS

- **Strong ARB sell-through growth.** High double-digit growth, driven primarily by increased sell-through of ARB accessories, including expanded range from engineering.
- **Profitable growth.** ORW/4WP continues to operate profitably, contributing successfully to the overall business.
- **ARB store-in-store rollout progressing well:**
  - 8 stores completed to date.
  - A further 22 due by the end of CY26.
  - On track for full rollout across all 47 stores in 9 states.

WHAT'S NEXT

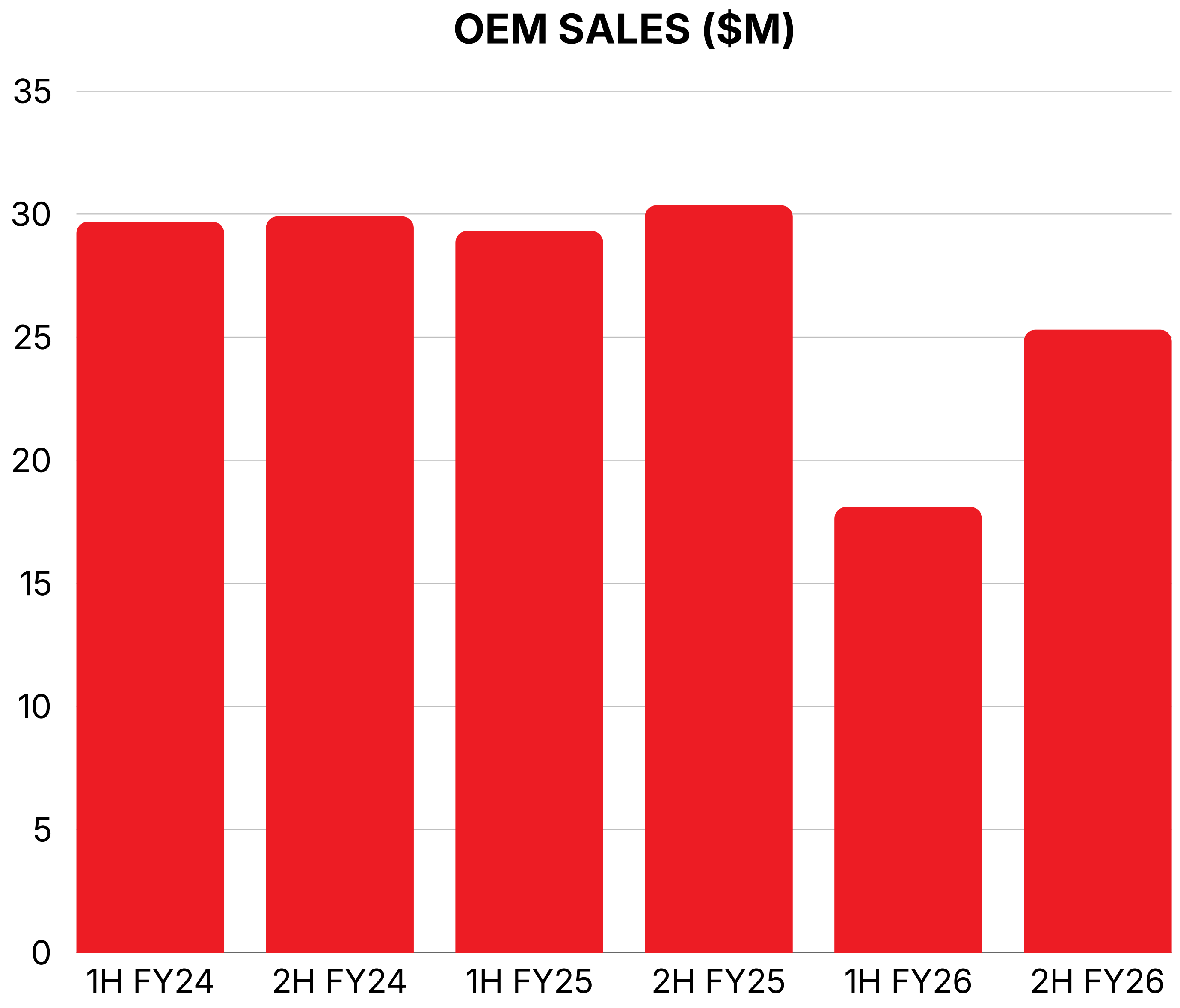
- **Renewed e-Commerce platform.** Launches in H1 FY27, expanding reach and driving further ARB product sell-through.
- **Premium retailer repositioning.** 4WP is planning to transition to a focused premium retailer, aligning with the ARB brand experience and higher margins. Rollout planned for FY28.
- **Continued ARB range expansion.** Growing ARB product availability across the network through ongoing US and Australian engineering.

4WP Riverside, California

4WP Dallas, Texas

Premium Store Concept

FY26 ORIGINAL EQUIPMENT MANUFACTURERS



OE sales were $43.4M in FY26, down 27% on FY25.

OE sales represented 6.2% of total FY26 sales which excludes the OE business outside of Australia.

The decline was temporary, driven by a lull between major vehicle programs and constrained supply of key vehicles, rather than any change in ARB's competitive position.

A partial recovery emerged in the second half. Toyota has announced materially improved vehicle supply in the first half of FY2027 of models core to ARB's OEM business, which will drive further recovery.

ARB has recently secured contracts for two future platforms with new US OEMs. New projects typically have a 2-year to 4-year development cycle.

TOYOTA LANDCRUISER FJ

ARB has worked with Toyota to develop and launch a set of accessories for its newly launched LandCruiser FJ for multiple international markets.

The release of this vehicle using ARB branded accessories is a very meaningful reflection of the ARB brand strength in markets through Asia, Latin America and Africa where the volume of these vehicle will be sold.

Sales of the vehicle and its accessories have exceeded expectations.

ARB and Toyota are in discussions about extending this brand partnership to other models.

[TOYOTA.JP/LANDCRUISERFJ/](https://toyota.jp/landcruiserfj/)

PRODUCTS & OPERATIONS

FY26 MORE ENGINEERING, MORE PRODUCTS

Products are our foundation
Our success is built on innovative, high-quality products and we are reinvigorating our focus on product development to keep it that way.

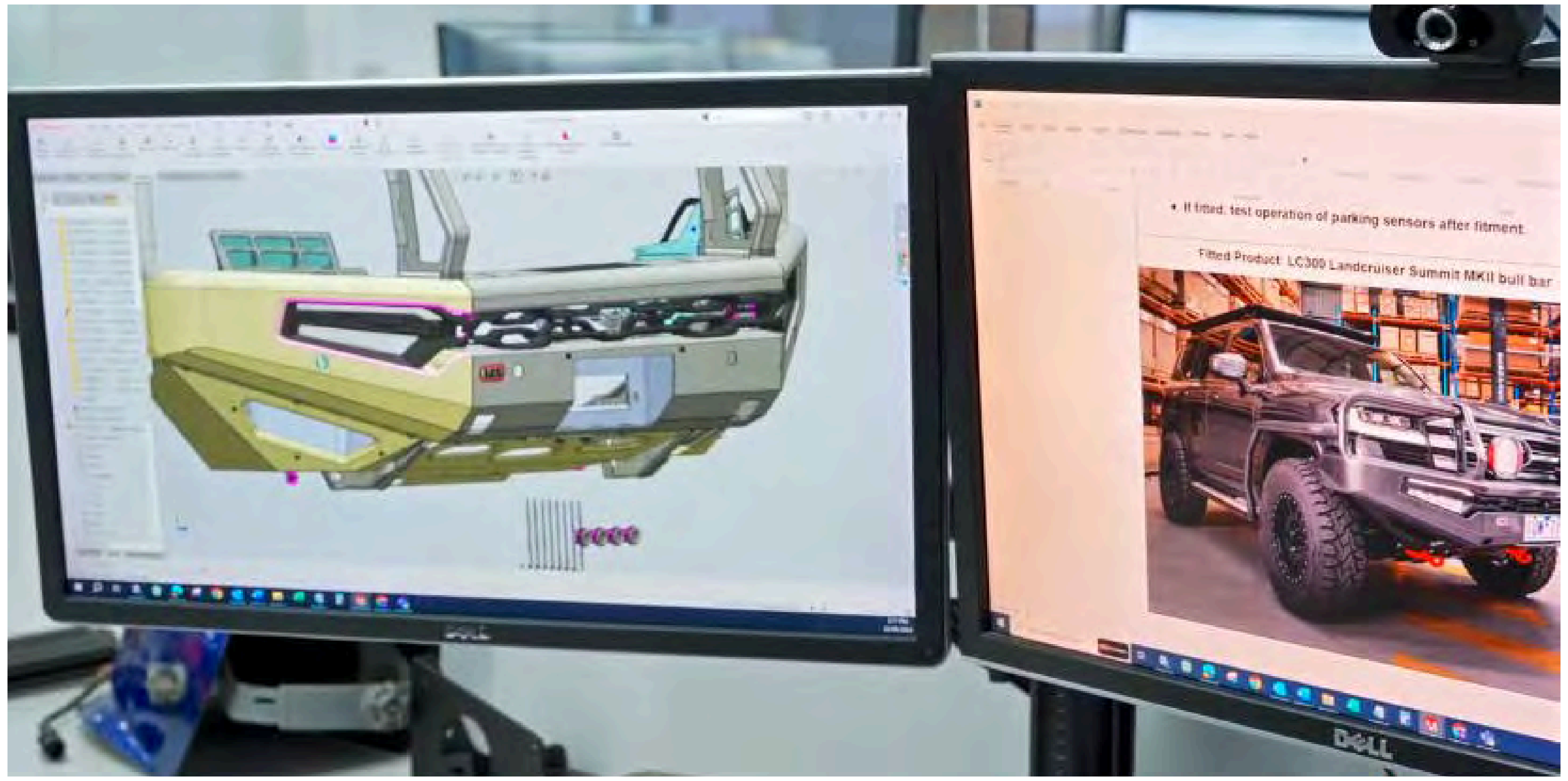
Refocused engineering
We have done the work to get engineering refocused, revamping the function to deliver at the pace and standard the business demands.

Backed with investment
We are increasing our engineering investment by 10–15% per year, backing our focus with real capability.

More new products, faster
We will deliver a higher cadence of all-new products, and an increased pace and scope of new vehicle applications.

The opportunity isn’t the constraint
Our problem has never been the list of opportunities, and we are building the capacity to pursue them.

A strong and growing global footprint
A truly international engineering team, going from strength to strength. Thinking global, acting local.



FY26 PLAYING THE LONG GAME IN AN EVOLVING MARKET

OUR CONSIDERED, STRATEGIC APPROACH TO EMERGING BRANDS AND EVS

Deliberate

There are too many opportunities to pursue them all, so we invest intentionally in those where we can create the most value for the customers who value ARB most.

Considered

We prioritise proven, higher-return platforms while carefully testing developing ones (including BYD), evolving as real market data emerges.

Invested in China, not just Chinese brands

We have established ARB in China and are in direct dialogue with every major manufacturer.

The ARB brand travels

Our brand is as strong in China as anywhere in the world, which is why the major brands want to work with us.

Drivetrain-agnostic

EV, ICE or hybrid is irrelevant; owners of great vehicles who take pride in their vehicles will always want great accessories.

OEM contract opportunities

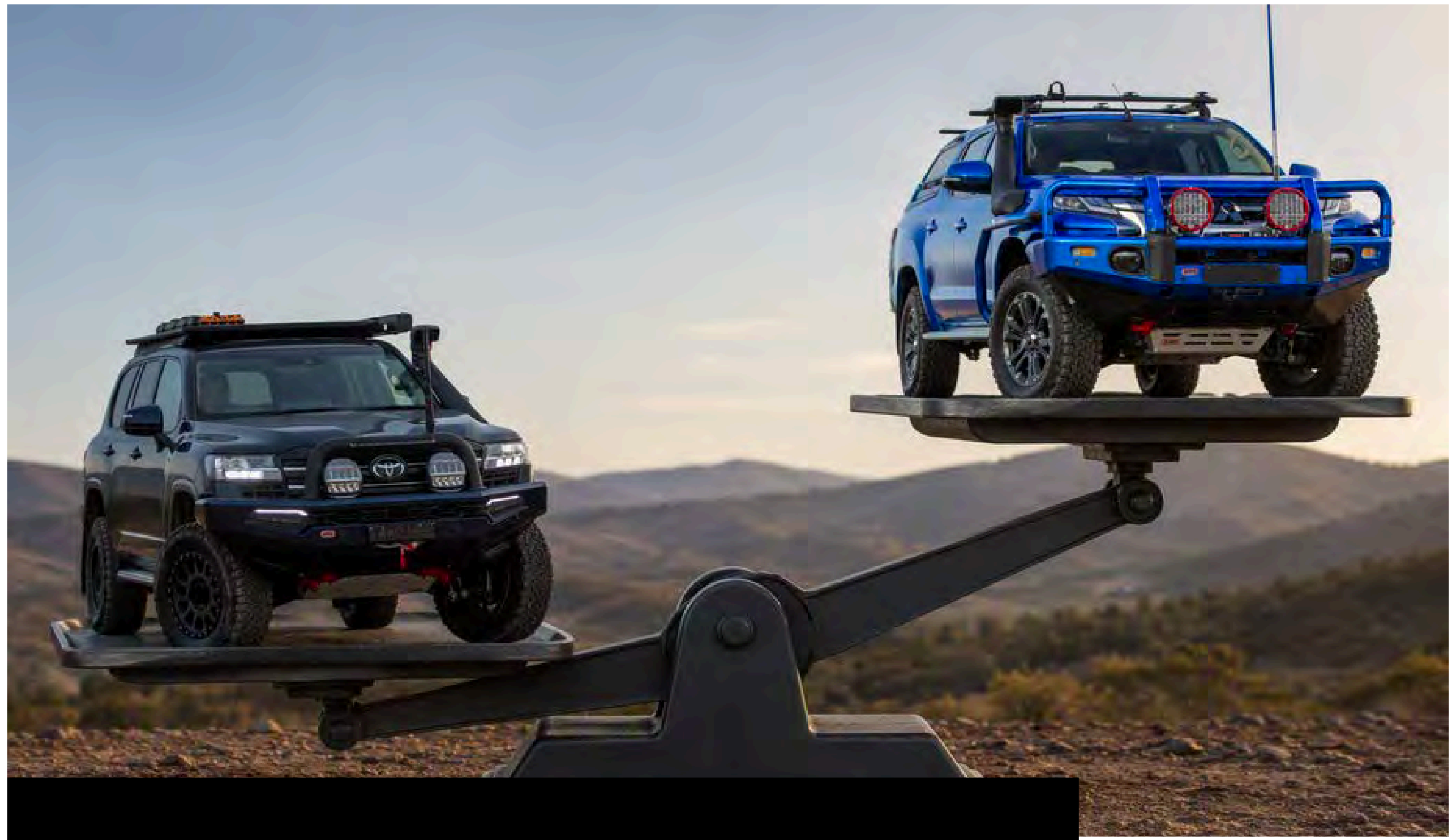
We have already secured and started delivering on Chinese OEM and other EV contracts, with more in negotiation.

ARB 4X4 ACCESSORIES

SPEED MATTERS

Being first to market for the right vehicles matters

- We were **first to market** with accessories for the new Ford Ranger Super Duty and new Toyota HiLux.
- Even in a softer 4x4 new vehicle market, these are still **Australia's top selling vehicles**.
- Fitment rate for accessories on the Ranger Super Duty has been **higher than we have ever seen** on a vehicle.
- We have also seen an **associated increase** in fitment rate on Ranger over the same period.
- Concurrently, we have seen an **increase in fitment rate** since the launches of the new HiLux and our accessories.
- **Only ARB** has the local manufacturing presence and capacity to deliver such outcomes.



... AND SO DOES FOCUS

Focusing on the right vehicles makes a difference

- We know that the **price** of a vehicle **often correlates** to a customer's appetite for the quantity and price of accessories.
- For example, the average LandCruiser 300 Series customer **spends around twice as much** on ARB accessories as the average Mitsubishi Triton customer.
- We know that it's **not just about the volume of vehicle sales**; it's also about the **type of customer** who buys that vehicle.
- This is why we **prioritise** the established, **high-value platforms** which account for the majority of accessory demand, rather than **chasing volume** alone.

FY26 OUTLOOK

- ARB's Aftermarket business showed resilience through a challenging FY26, finishing with a stronger second half and a solid order book and daily order intake.
- **Improving supply of key 4x4 vehicles in Australia, including the reintroduction of the Toyota LandCruiser 70 Series. Also the much improved availability of the Toyota HiLux, Prado and Land Cruiser 300 Series. This will provide ARB with great opportunities in FY27.**
- ARB's Export business continues to trend positively, with UK registrations expected to recover and Europe performing well, although the Middle East remains impacted by regional conflict.
- **The US outlook remains positive, with the strategic foundations laid in prior years continuing to materialise into sustainable growth.**
- Growth in South-East Asia is expected to continue, while the newly established presences in China and South Africa position ARB for growth in these markets over the coming years.
- **Sales to OEMs are expected to improve in FY27 following a temporary decline, subject to OEM supply chains and future platform release timing.**
- ARB will increase its investment in engineering over the coming years, supporting a higher cadence of new product releases and faster application development.
- **Further details on ARB's product strategy, engineering investment and international expansion, including China and South Africa, will be provided at the AGM.**

The Board believes that the Company is well-positioned to achieve long-term success through:

Continued expansion of the Australian and NZ Aftermarket with new and upgraded retail stores.

Strategic partnerships with key OE customers in Australia and internationally.

A growing export business supported by ARB's own distribution channels in the United States.

A strong balance sheet with $47.9m cash and no debt.

A deep engineering capability and a pipeline of new product developments, backed by increased investment in product development, enabling ARB to capitalise on an evolving car parc.

A well balanced management team with a blend of long-term ARB and experienced external executives.

Q&A

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THANK YOU

ARB
4X4 ACCESSORIES