



4X4 ACCESSORIES

FY2025 FINANCIAL RESULT

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

19 August 2025

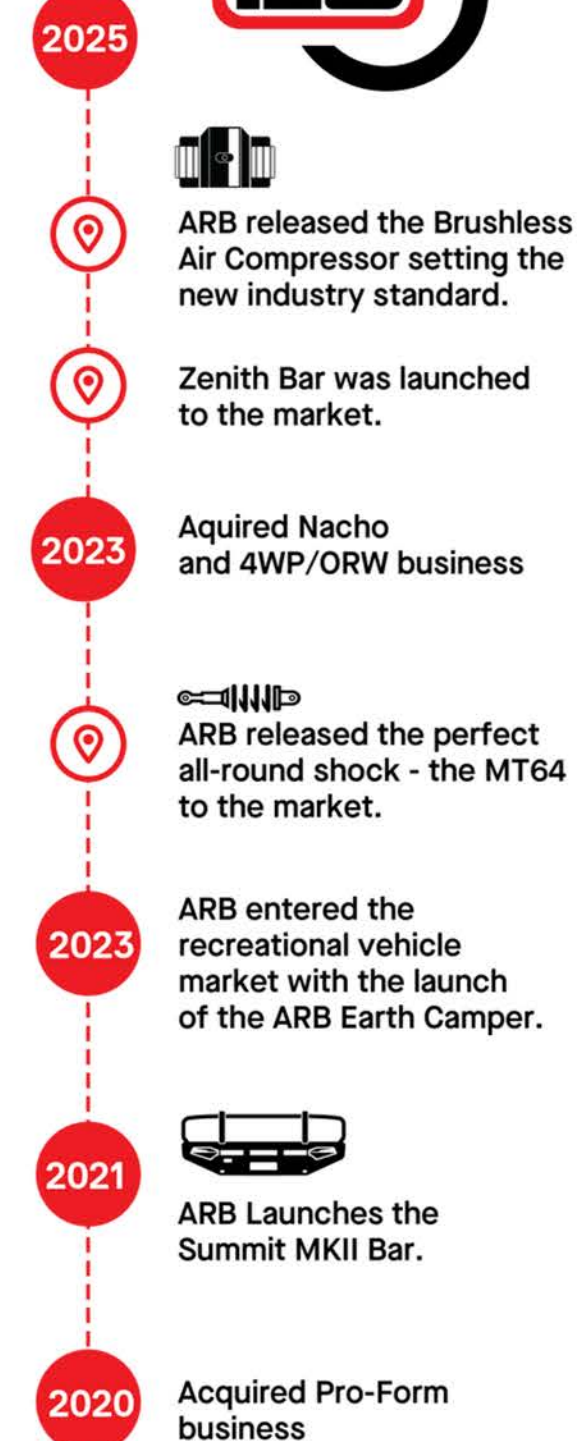
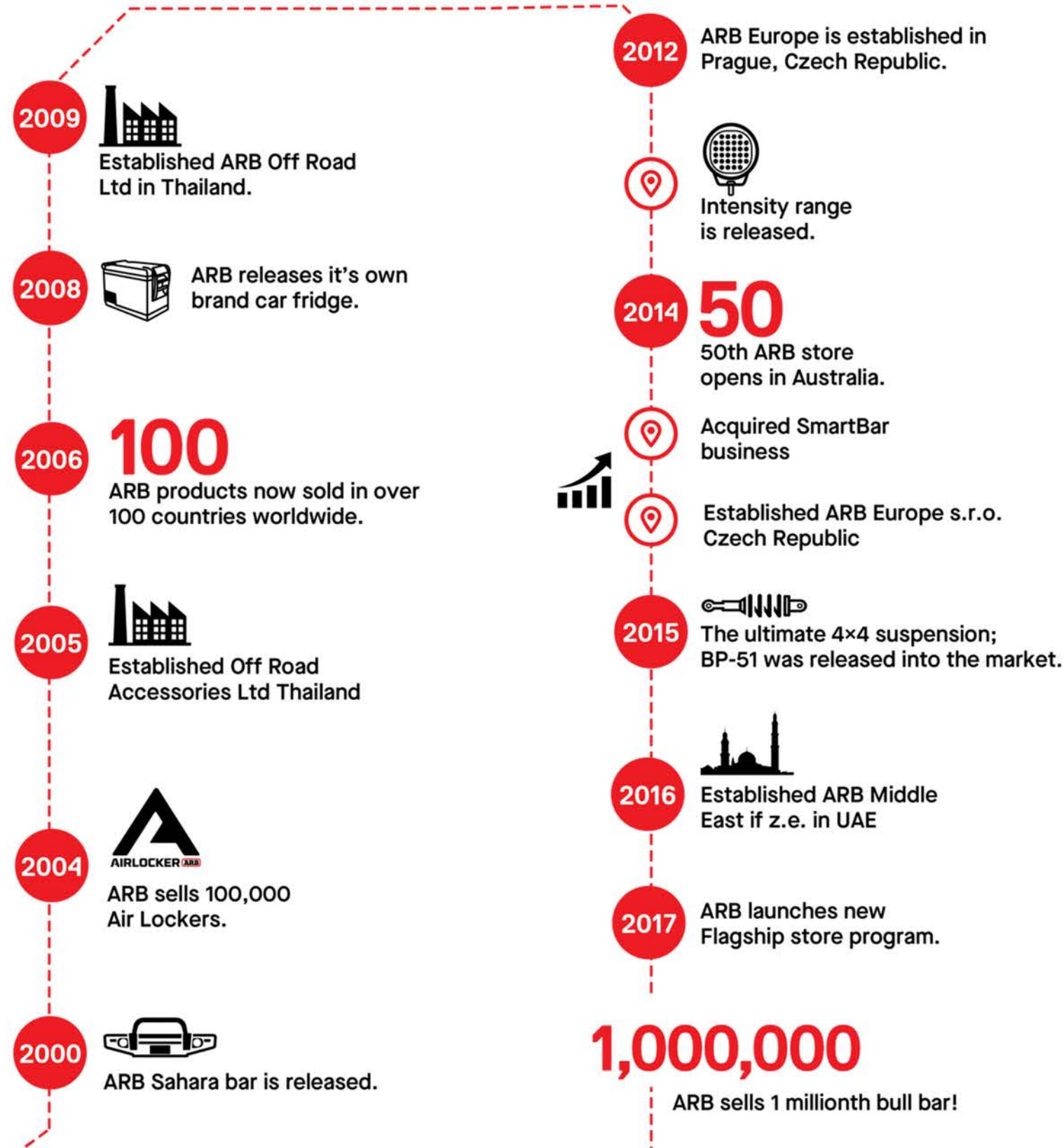
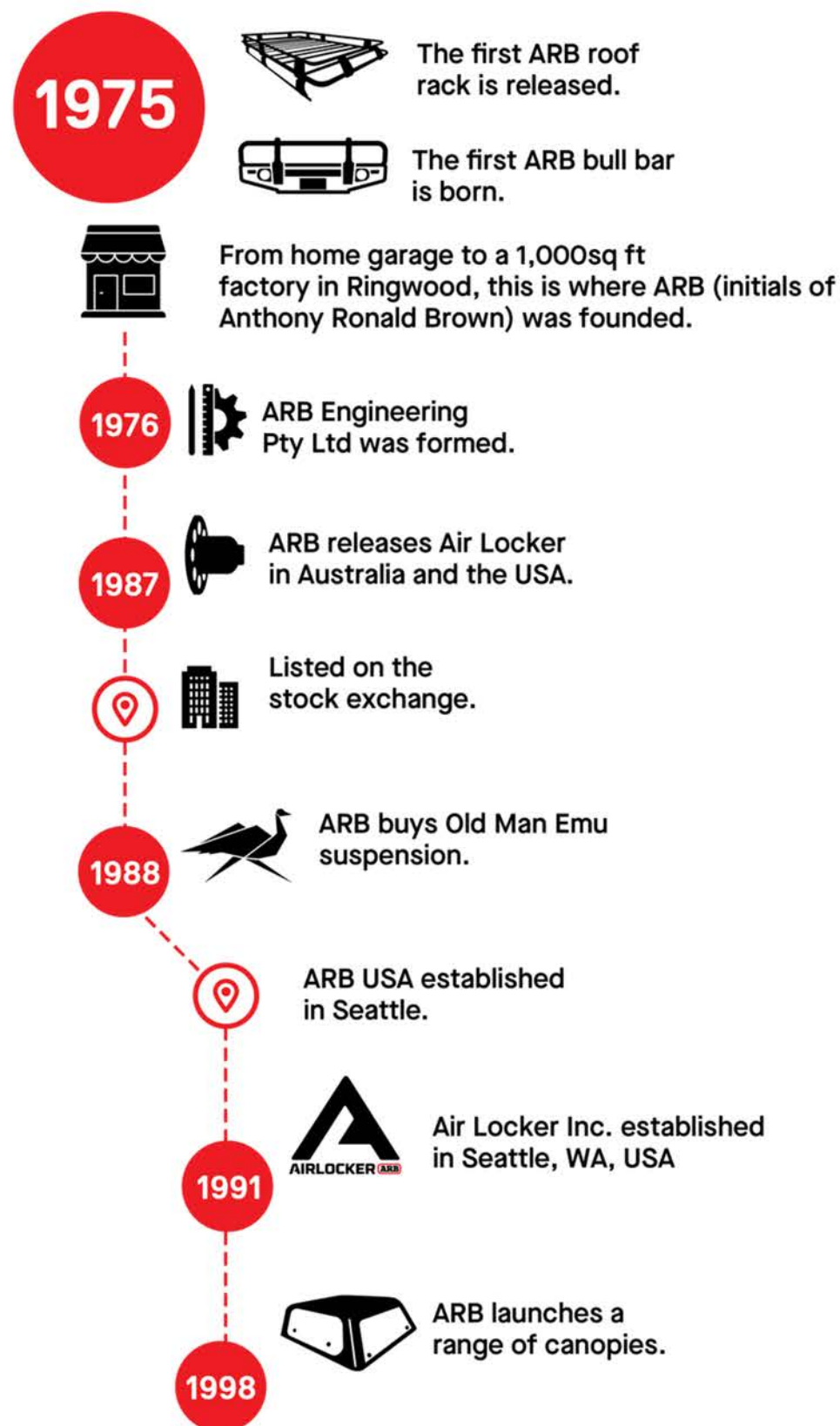


FINANCIAL HIGHLIGHTS
NEW VEHICLE SALES
SALES
PRODUCTS & OPERATIONS
OUTLOOK





FY25 OUR JOURNEY



FINANCIAL HIGHLIGHTS

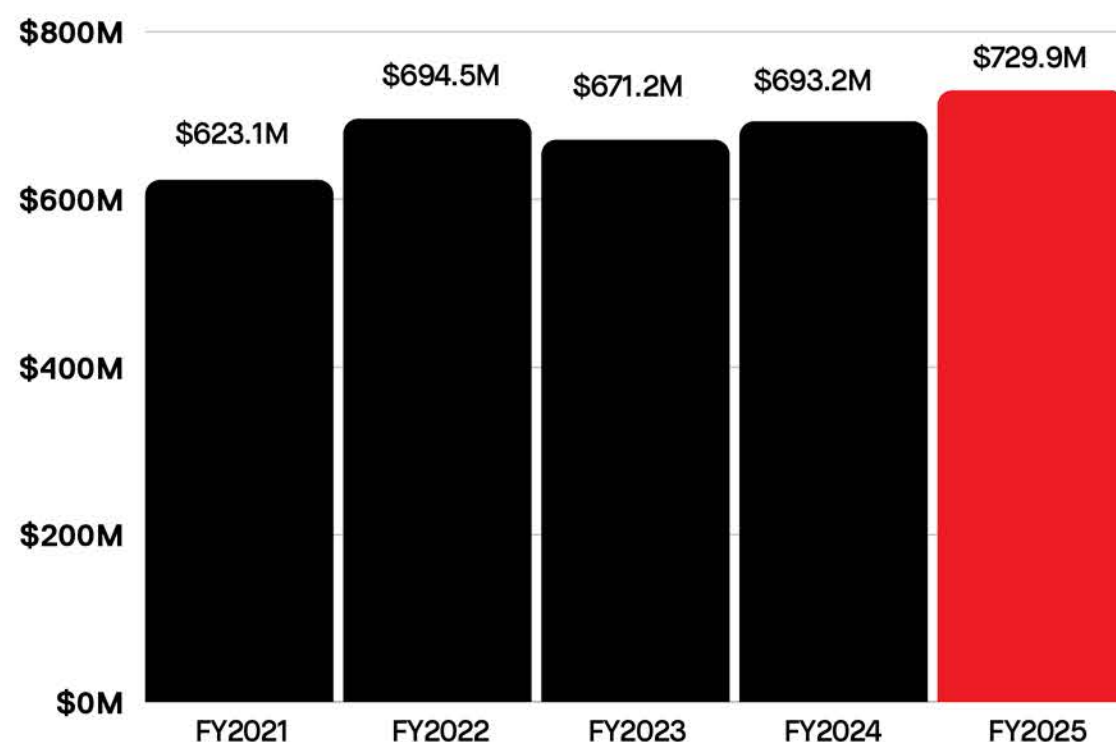


FY25 FINANCIAL HIGHLIGHTS



SALES REVENUE V FY24
SALES REVENUE: \$729.9M

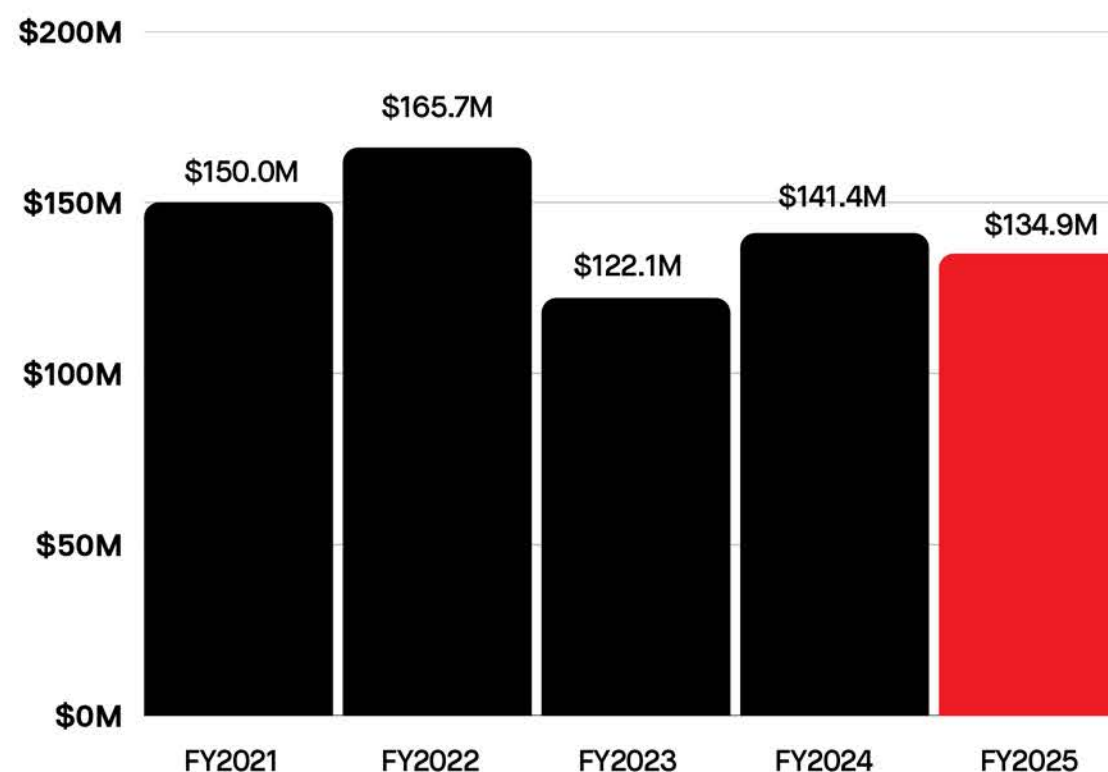
UP 5.3%



- Sales 10 year CAGR of +8.3% from FY2015.
- Sales revenue growth of 5.3% achieved in FY2025 in challenging circumstances.
- Double digit sales growth % achieved in all export regions.
- Lower new vehicle sales in Australia and constrained consumer discretionary spending.

NET PROFIT BEFORE TAX V FY24
NET PROFIT BEFORE TAX: \$134.9M

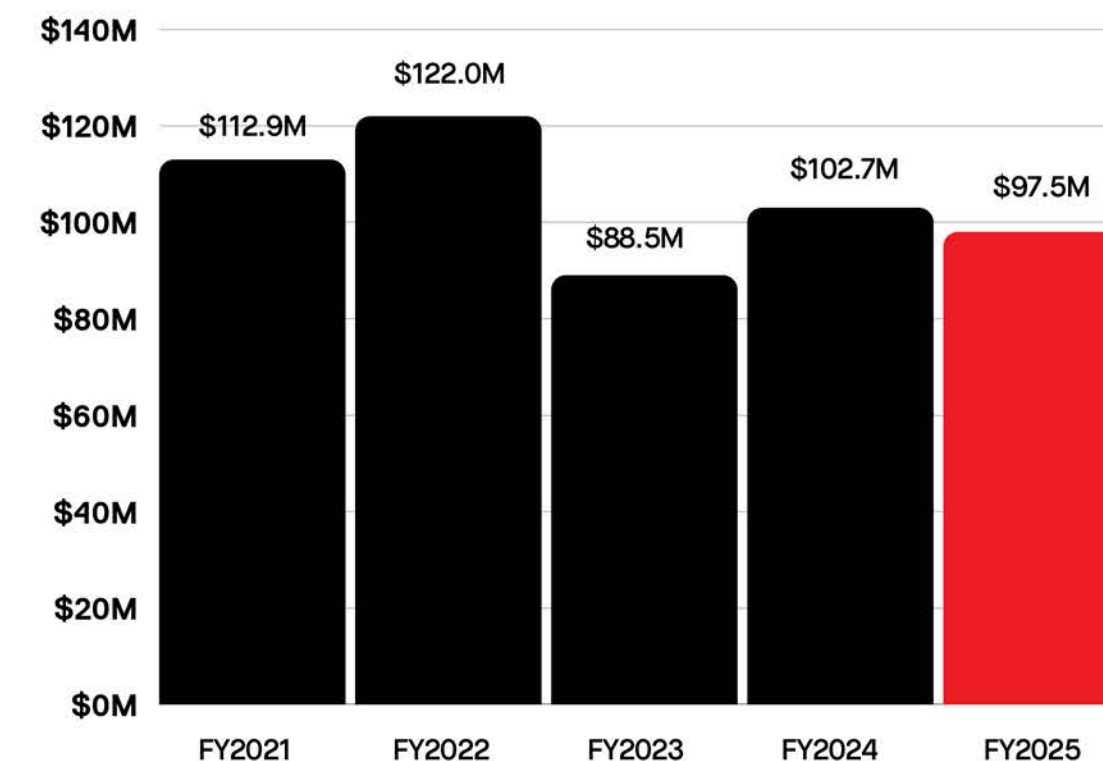
DOWN 4.6%



- Profit before tax 10 year CAGR of +8.4% from FY2015.
- Net profit before tax declined 7.0% excluding capital gains on property sales, transaction costs relating to investment acquisitions and the prior year Truckman acquisition adjustment.
- Profits declined as a result of lower gross margins due to the weaker AUD against THB, the introduction of US import tariffs, initial equity accounted losses and increased investments in people, marketing and distribution for future growth.

NET PROFIT AFTER TAX V FY24
NET PROFIT AFTER TAX: \$97.5M

DOWN 5.0%



- Profit after tax 10 year CAGR of +8.3% from FY2015.
- Net profit after tax declined 7.6% excluding capital gains on property sales, transaction costs relating to investment acquisitions and the prior year Truckman acquisition adjustment.
- Effective tax rate increased to 27.7% from 27.4% in FY2024.
- Basic earnings per share of 117.7 cents, down 5.7%.

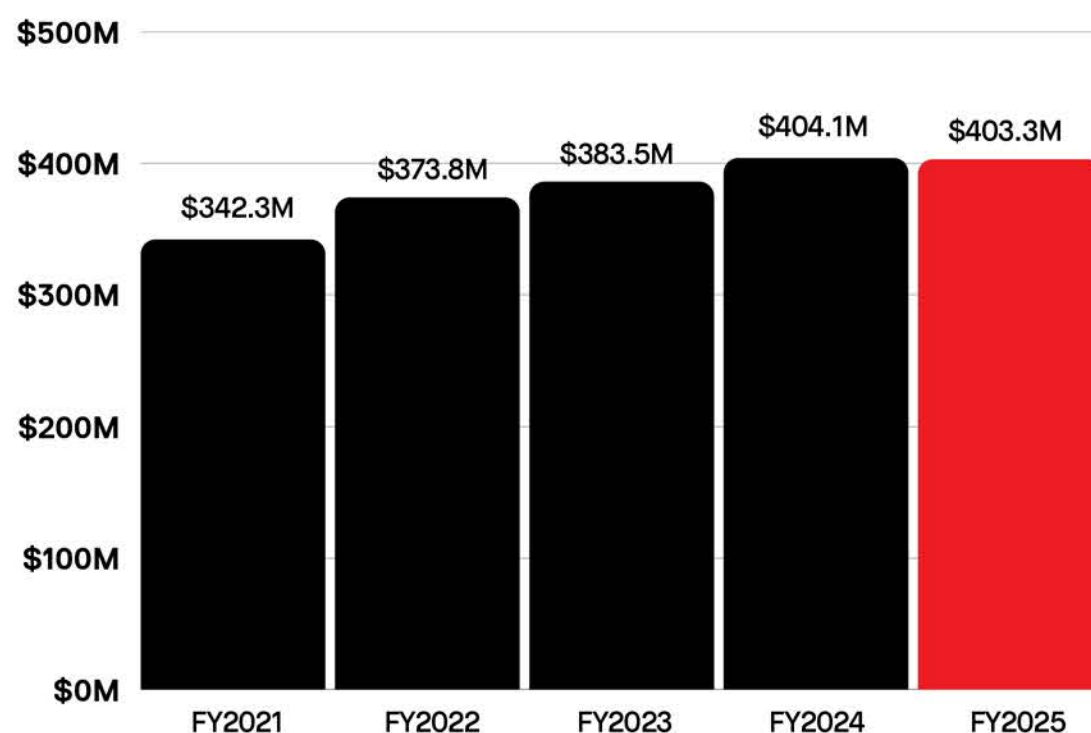
FY25 FINANCIAL HIGHLIGHTS



TOTAL GROUP SALES BY CHANNEL

AUSTRALIAN AFTERMARKET V FY24
SALES REVENUE: \$403.3M

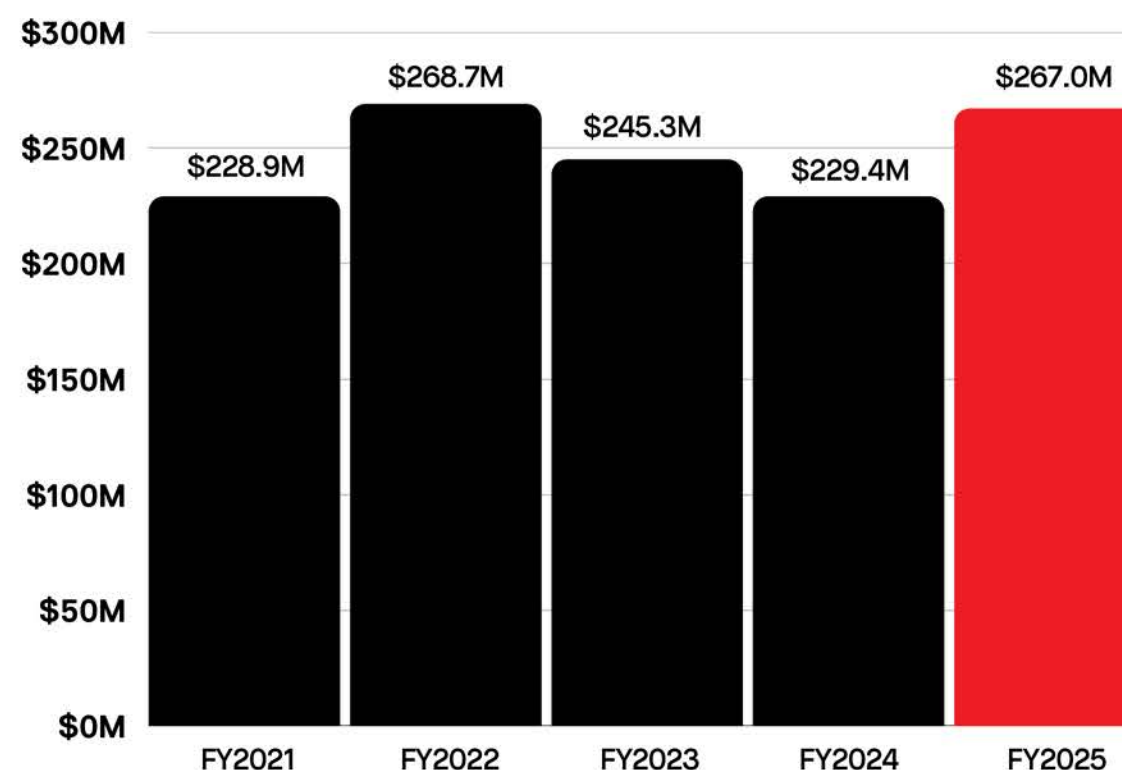
DOWN 0.2%



- Represents 55.2% of total sales (FY2024: 58.3%).
- Decline of 0.2% for the full financial year with key Australian vehicle platforms down 17%.
- Sales momentum grew throughout 2H FY2025 with Q4 FY2025 sales up 2.5% compared with Q4 FY2024.
- Mixed results across sales channels.
- Challenging consumer market with constraints on discretionary consumer spending.

EXPORT SALES V FY24
SALES REVENUE: \$267.0M

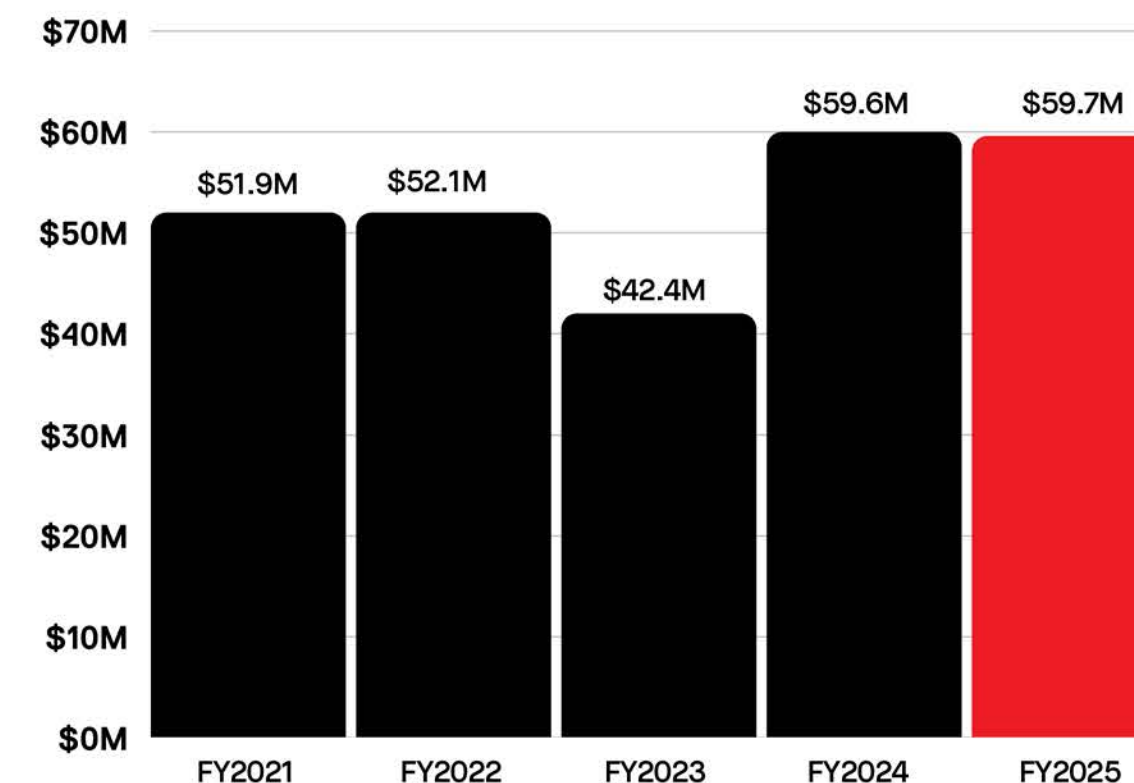
UP 16.4%



- Represents 36.6% of total sales (FY2024: 33.1%).
- Export sales growth of 16.4% is a highlight of FY2025.
- Key initiatives to drive sales in the US are implemented and contributing to growth, eg. investments in ORW and 4WP, access to the ORW and 4WP retail networks, launch of US e-commerce site, establishment of a US based design engineering team.
- Strong sales revenue growth in each of the three export regions albeit the UK was flat due lower vehicle registrations.

ORIGINAL EQUIPMENT V FY24
SALES REVENUE: \$59.7M

UP 0.1%



- Represents 8.2% of total sales (FY24: 8.6%).
- Sales to OEMs held steady after strong sales growth of 40% in FY2024.
- Sales to OEMs were impacted by new model releases to market and the timing of contracts won. ARB anticipates lower sales in 1H FY2026 before returning to growth in 2H FY2026 for overall sales growth.

FY25 PROFIT & LOSS STATEMENT **FINANCIAL HIGHLIGHTS**



4X4 ACCESSORIES

A\$000s	FY25	% SALES	FY24	% SALES	\$ CHANGE	% CHANGE	COMMENTS
Sales	729,949		693,154		36,795	5.3%	
Other revenue (excl gains in property sales)	5,485		4,344		1,141	26.3%	
Total Revenue	735,434		697,498		37,936	5.5%	
Materials & consumables used	(315,721)	43.3%	(296,468)	42.8%	(19,253)	(6.5%)	Margin pressure from weaker AUD and cost inflation
Employee expenses	(176,205)	24%	(159,668)	23%	(16,537)	(10.4%)	Market adjustments, acquisitions and strategic new roles
Depreciation and amortisation expense	(32,509)	4%	(28,434)	4%	(4,075)	(14.3%)	Recent higher property capex, Thai equipment, lease accounting
Advertising expense	(11,361)	2%	(8,487)	1%	(2,874)	(33.9%)	Increased digital advertising presence in AUD, US & UK markets
Distribution expense	(16,579)	2%	(16,728)	2%	149	0.9%	
Finance expense	(2,357)	0%	(1,693)	0%	(664)	(39.2%)	Finance expense relates to lease accounting interest
Occupancy expense	(19,660)	3%	(17,813)	3%	(1,847)	(10.4%)	Increased number of sites, higher power costs
Maintenance expense	(7,649)	1%	(6,681)	1%	(968)	(14.5%)	
Equity accounted share of profit/(loss)	(1,155)	0%	(670)	0%	(485)	(72.4%)	Investments in associates: ORW 50% and Nacho 49%
Other expenses	(19,616)	3%	(18,194)	3%	(1,422)	(7.8%)	IT protection software, compliance costs
Underlying Profit before income tax expense	132,622	18%	142,662	21%	10,040	(7.0%)	
Property sale gains	3,597		1,255				
US Investment transaction costs	(1,281)		-				
Change in fair value of contingent consideration	-		(2,498)				
Reported Profit before income tax	134,938	18%	141,419	20%	(6,481)	(4.6%)	

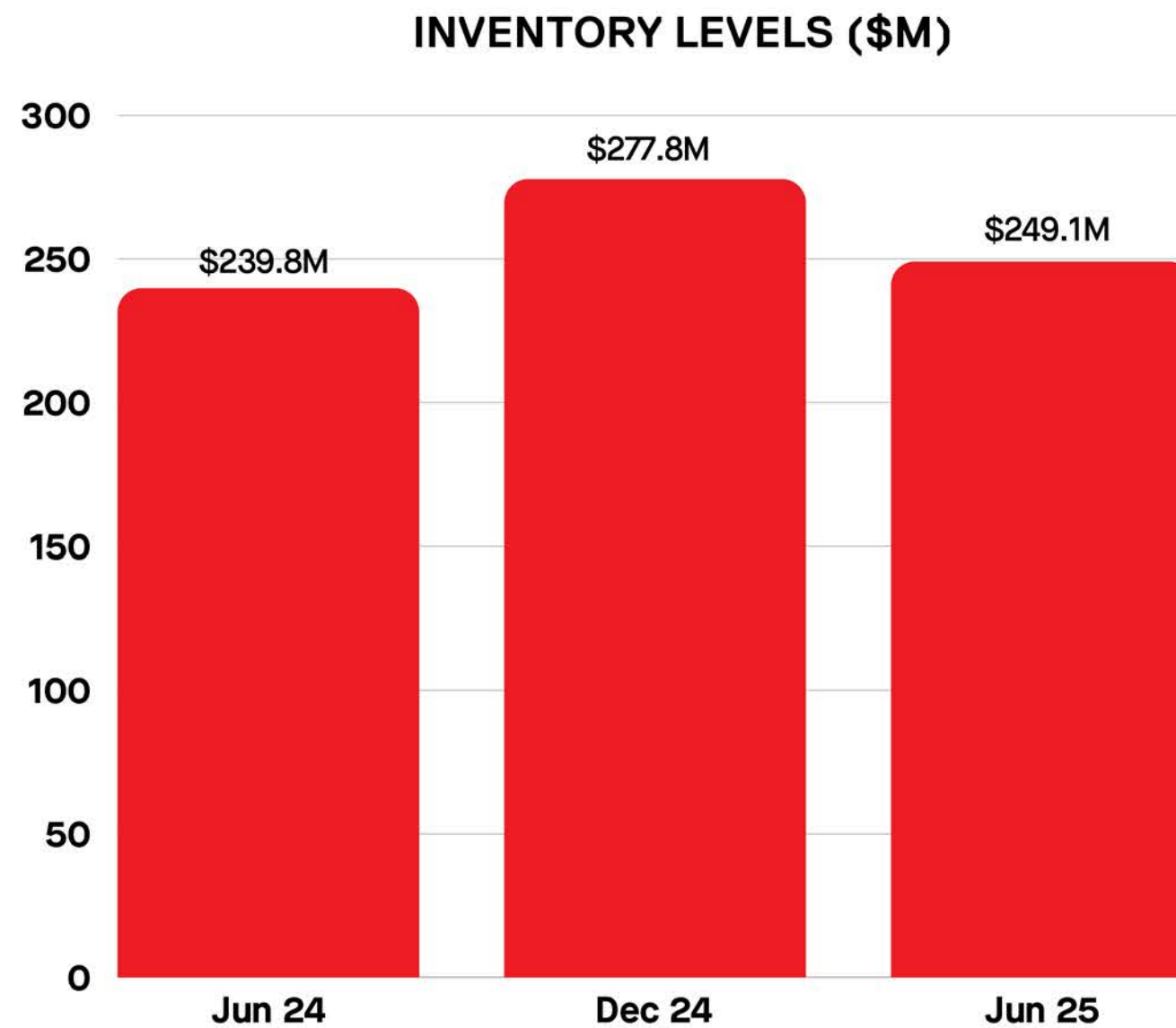
Materials and consumables used increased throughout 2H FY2025 due to the weaker AUD against THB.

Inflationary pressure on the Company's cost base moderated through the financial year.

Only one sales price increase was processed in FY2025. One further sales price increase has been processed in FY2026.

Employee expenses increased 18% in 1H FY2025 and 3% in 2H FY2025. Total head count reduced in response to challenging conditions in 2H. Additional investment in key strategic roles.

Increased digital advertising to drive brand profile and e-commerce sales channels in Australia, the US and the UK.



Inventories

Inventory levels increased 3.9% compared to sales growth of 5.3%

Concerted effort by management to reduce inventories in 2H FY2025 as vehicle sales declined.

The increase in inventories includes:

- retail store acquisitions in Toowoomba, QLD, and Christchurch, New Zealand
- new retail stores established
- acquisition of aluminium canopy manufacturer MITS Alloy, in Newcastle, NSW.

Increase in inventory resulting from weaker AUD.

FY25 CASH FLOW FINANCIAL HIGHLIGHTS



\$128.0M

CASH FLOWS
FROM OPERATIONS

\$46.2M

PAYMENTS FOR PROPERTY,
PLANT AND EQUIPMENT

\$23.5M

CASH DIVIDENDS

\$25.6M

LONG-TERM STRATEGIC
INVESTMENTS MADE IN
ASSOCIATES

\$69.2M

NET CASH
HOLDINGS

\$97.5M

Profit after tax

Cash flows from operations
broadly equal profit after tax plus
depreciation

Trade debtors +\$0.5m
Inventory +\$9.3m
Current payables +\$2.3m

\$23.3M

Property

\$22.9M

Plant & equipment

FY2024 Final dividend 35.0 cps
(underwritten)
FY2025 Interim dividend 34.0 cps
DRP & BSP takeup of 16.5%

All dividends fully franked
@ 30% tax rate

Announced:
FY2025 special dividend 50.0 cps
FY2025 final dividend 35.0 cps

\$13.3m

Business acquisitions in
Australia and New Zealand

Increased interest in ORW
from 30% to 50% to
facilitate the purchase of
4WP, a 4WD business in
the US.

\$0

Debt

Net cash up \$12.7m





4X4 ACCESSORIES

NEW VEHICLE SALES

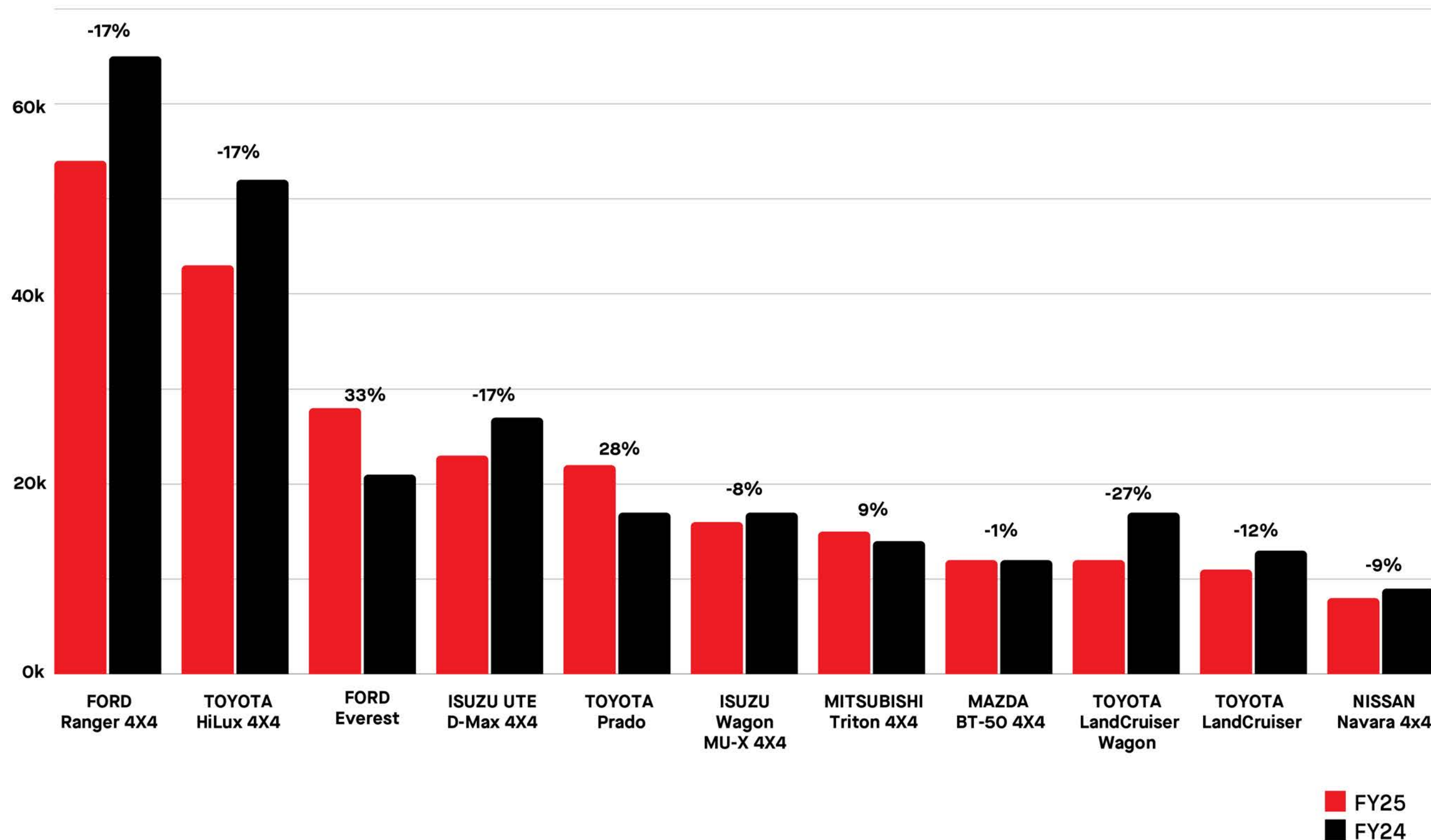


FY25 AUSTRALIAN NEW VEHICLE SALES V FY24



NUMBER OF VEHICLES SOLD ('000)

PERCENTAGE CHANGE FY2025 V FY2024



Declining new vehicle sales for core ARB models in FY2025.

Australia's sales of major 4x4 pick-ups declined in FY2025. Most notably Ford Ranger, Toyota HiLux and Isuzu D-Max all down 17%.

Ford Everest growth coupled with the Ford License Accessory were positives for ARB in FY2025.

Delayed release of the new LandCruiser Prado model, an important platform for ARB, impacted ARB's sales in FY2025.

Forecast new vehicle sales for FY2026 are expected to be similar to sales in FY2025.

SALES



4X4 ACCESSORIES



FY25 RESULTS AFTERMARKET RETAIL STORES

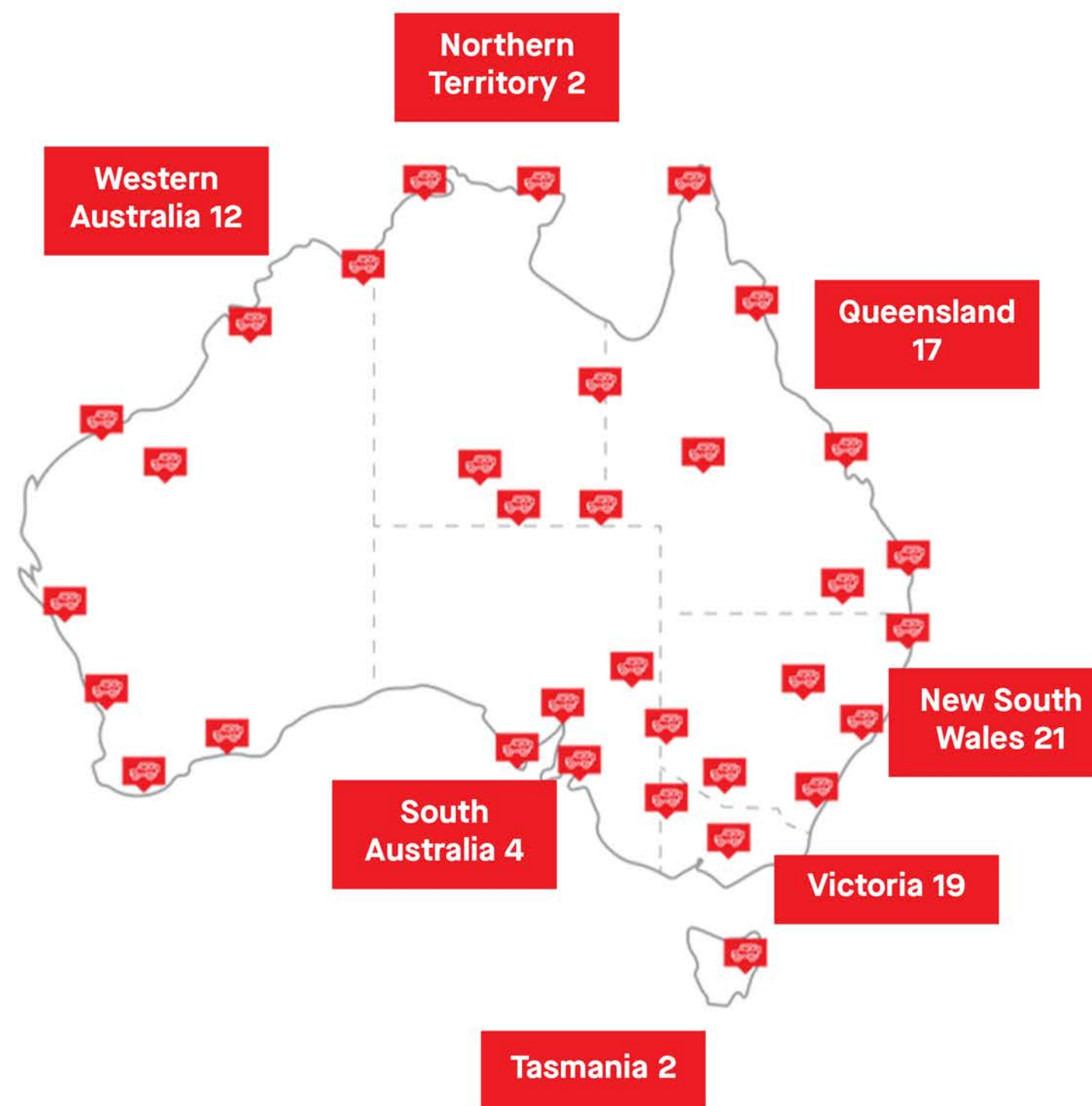


77 ARB STORES
IN TOTAL
NATIONWIDE

FLAGSHIP ARB STORE
DEVELOPMENTS COMPLETE
IN FY2025

4 FLAGSHIP
UPGRADES

5 FLAGSHIP
NEW SITE



The Company's flagship store program continues to develop with deep investments being made by the Company and independent ARB store owners.

The store development program includes both refurbishment of existing locations and development of all new locations, including the conversion of ARB stockists to Flagship partner stores.

ARB is actively seeking new development sites in focused metropolitan and regional areas nationally.

The resources to increase the pipeline of new store developments beyond FY26 remain a focus.

Australian Aftermarket remains strong representing 55.2% of ARB sales.

FY25 ARB NATIONAL SALES **NEW STORE UPDATES**

KILSYTH, VIC

- Head office retail site upgrade makes a statement for customers and employees alike about our brand and business.
- The Kilsyth development included an all-new retail store with 475sqm floor space.
- The site is strategically important as beyond retail customers, ARB can immerse Corporate customers in the ARB brand experience as well as allow the marketing team to trial concepts and enhancements to visual merchandising.



ROCKINGHAM WA

Long-term stockist customer Make Tracks has invested in a 513sqm all new ARB showroom and has now been renamed ARB Rockingham.



NEWCASTLE NSW

The Black family has been a partner of ARB's for the best part of ARB's 50 year journey and has upgraded ARB Newcastle to flagship.



PENRITH NSW

Nick Manell has been an ARB store owner for the past 20+ years and in FY25 completed the upgrade to Flagship of his Penrith ARB store.



FY25 ARB NATIONAL SALES PERFORMANCE



MARKET SUMMARY

The Australian Aftermarket had a challenging FY25 with ARB sales, excluding subsidiary businesses, achieving low single digit growth. Retail sales in corporate stores performed well, off-set by declines in sales to wholesale customers including independent stores and stockists which managed their inventory and cash more conservatively in a weak economy. ARB's National fleet business had a strong year as new customers in this channel continue to be added.



FITTING PERFORMANCE

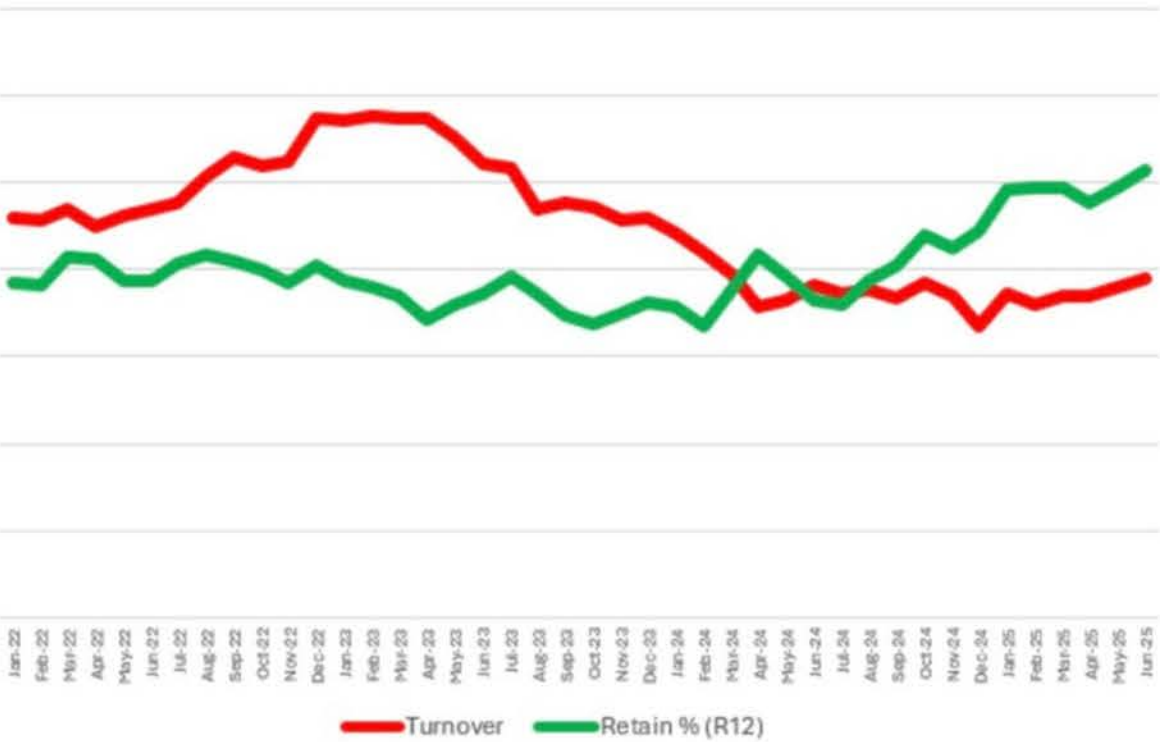
- Fitter performance and team retention continues to be a focus for the business.
- ARB is actively recruiting for fitters in all States, and the Company's program to employ skilled migrants continues.
- ARB has 12 team members on skilled migration visas, a further 10 team members are due in country imminently with a further 12 team members due in about 8 - 12 months.



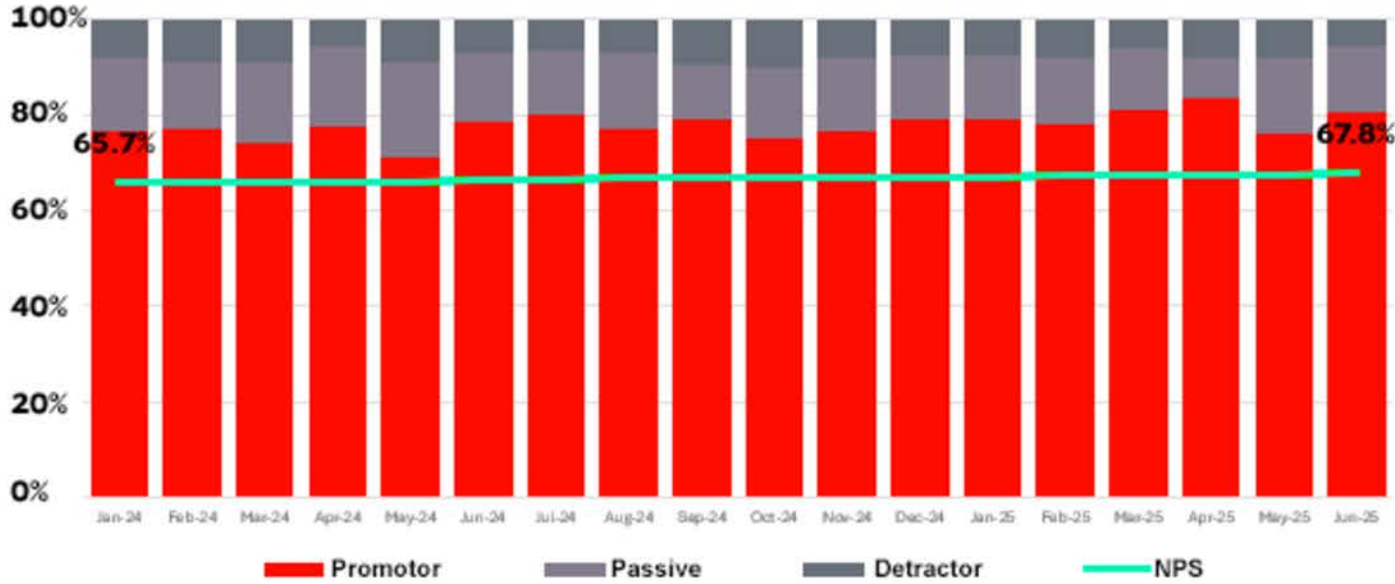
NPS PERFORMANCE

- Net Promoter Score (NPS) is a metric used to measure customer loyalty and satisfaction.
- ARB's NPS score averages 68 which indicates highly satisfied customers.
- The information is based on over 8,000 responses, largely by email, with a 24% response rate.
- Detractor reasoning is closely monitored and used for continual improvement programs.

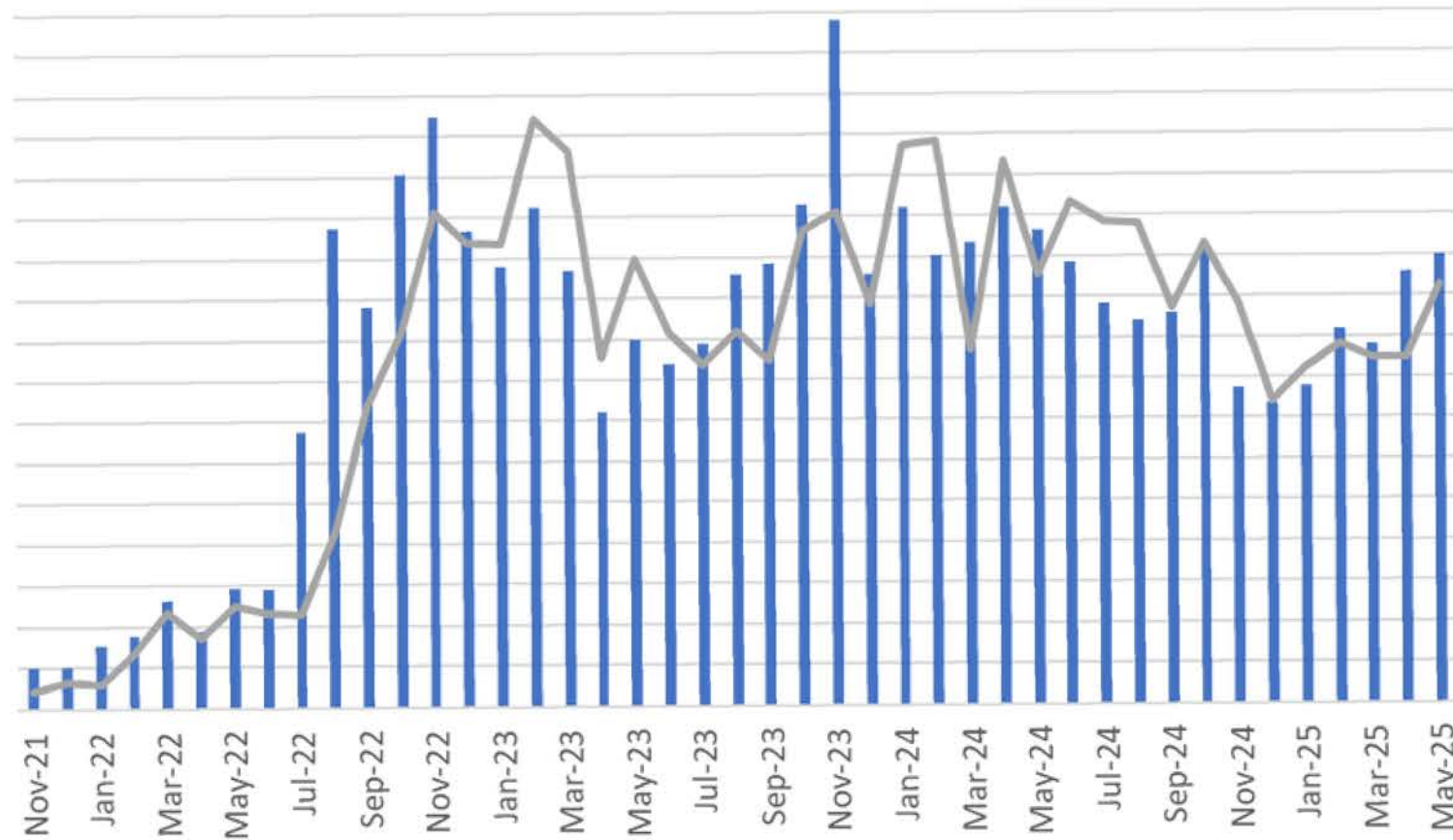
TURNOVER & RETENTION



CUSTOMER SURVEY RESULTS



FY25 ARB DISTRIBUTION TO MARKET **FLA PARTNERSHIP**



- Ford Licensed Accessory program grew on a dollars per vehicle basis in FY2025, however impacted by slower vehicles sales (Ranger 4x4 down 17%) in FY25.
- Ordering system used by Ford dealers is being streamlined to ARB systems which is expected to increase FLA activity.
- New products approved for introduction into the program Q3 2025.
- Ford Ranger PHEV and Superduty accessories added to the FLA program available from launch.
- Ford and ARB working together to improve FLA sales activities in markets including NZ, Thailand and Middle East.
- Ford and ARB in final stages of negotiation to extend the current FLA contract for a further 5-years.

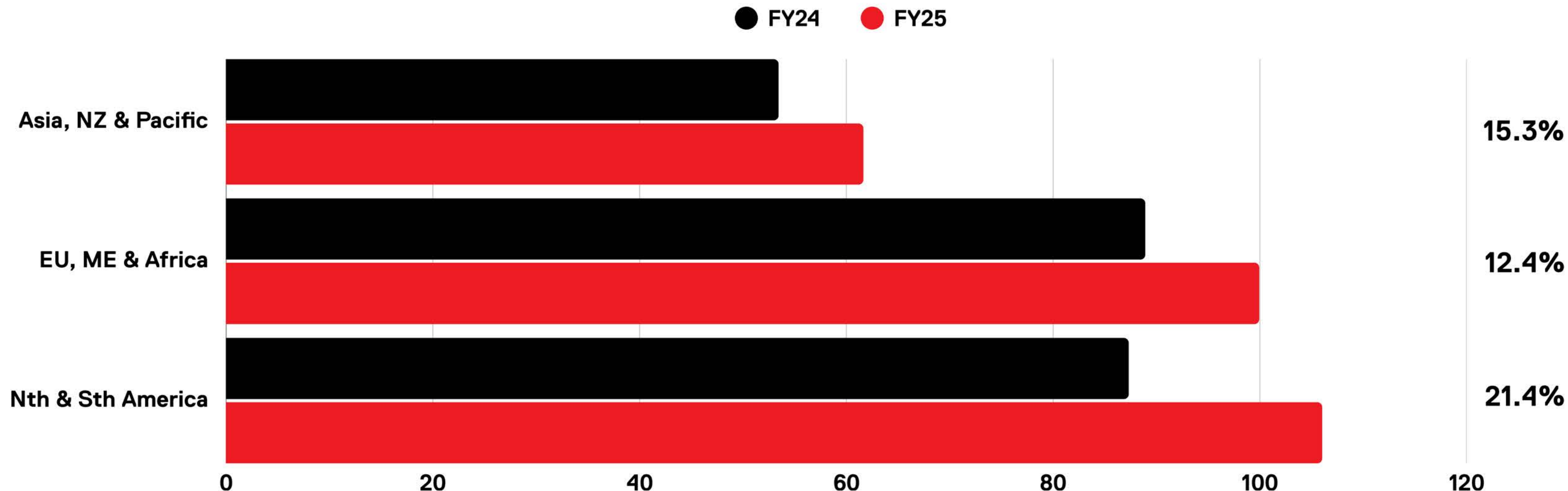


Ford In-dealer display program for key parts such as bull-bar and canopy in development.



Ford Licensed Accessory program continues to perform strongly with key future opportunities emerging.

ARB EXPORT SALES BY REGION (A\$M)



Export business recorded a net increase of 16.4% in FY25. Sales growth was achieved across all international regions.

The US was the major growth region with sales through wholesale, 4WP/ORW channels and Toyota North America providing 21.4% growth.

New Zealand, the Middle East and Europe were strong contributors to the financial year with China remaining a drag on the export business.

Export sales represents 36.6% of ARB sales.

NEW ZEALAND



- New Zealand aftermarket business outperformed with 22.5% growth for the full year.
- Investments in the ARB brand presence, acquisition of Peter Munro Commercials in Christchurch and the output of the flagship showroom in Hamilton all contributed to this strong result.
- Continued efforts to upgrade ARB's brand presence, strengthen distribution and localise the product offering to the NZ market gives ARB confidence in future growth in this market.

MIDDLE EAST



- ARB's commitment to export growth is best demonstrated by the investment in the 5,000sqm distribution centre in Jebel Ali Free Zone in Dubai.
- ARB first opened its Corporate office in Dubai in 2016.
- On-going efforts in brand development and the quality of ARB's distribution saw revenues from the Middle East distribution centre grow 45% in FY25.
- ARB is committed to business in the Middle East and remains confident in future growth.

CHINA



- ARB has seen progressive erosion of sales revenue in China over consecutive years which has been a drag to our export business.
- The ARB brand remains very strong in China with a passionate 4x4 community seeking ARB designed and manufactured products.
- To improve our influence over the ARB brand and distribution in China, ARB has established a Wholly Foreign-Owned Enterprise (WFOE) in China to import, market and distribute product in China.

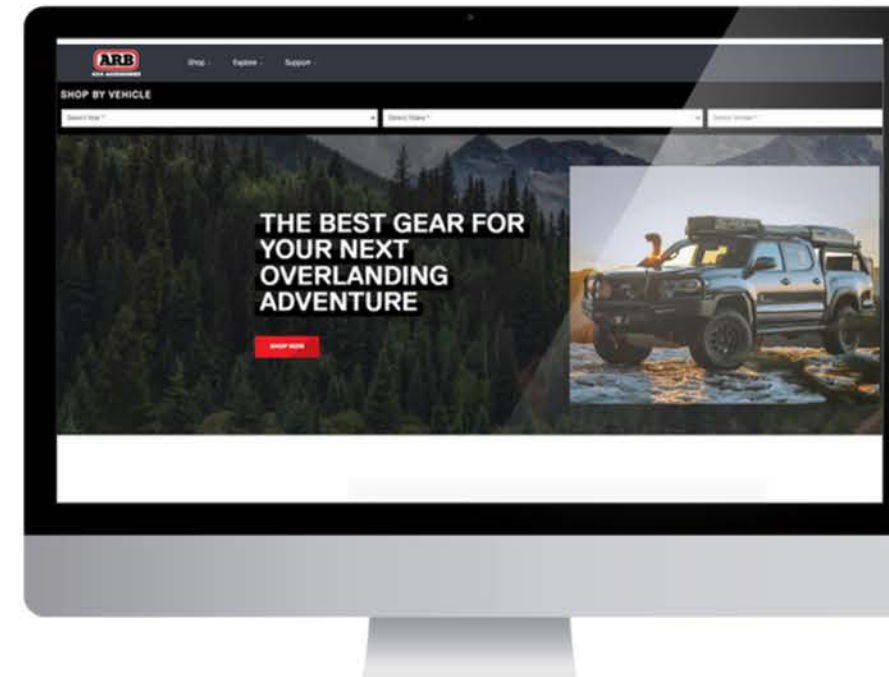
Export sales outside the Americas grew by 11.9%

SALES



- ARB has been evolving the strategic foundations of the US business in recent years to drive long-term growth.
- Despite the diverse economic and political challenges facing the US market, ARB recorded growth of 21.4%.
- All channels performed well including the wholesale business buoyed by the ORW partnership, Latin America, eCommerce and the OEM business through Toyota USA.
- The ARB brand in the US is growing with investment in marketing through both aftermarket and dealership channels.

ECOMMERCE



- ARB USA's eCommerce business (www.arbusa.com) completed its first full year of trading with exceptional results from a low base.
- All key eCommerce metrics are trending up as ARB continues to sharpen the performance of the site.
- Due to the requirement of a fitting service for ARB products, and with the intent of an omni-channel experience, ARB has integrated a digital solution called 'Locally' to connect digital customers with brick & mortar resellers in the USA.

ENGINEERING



- The US engineering centre is now up and running in the Los Angeles region and the team is busy bringing new products to market.
- Toyota platforms including the new Tacoma, 4Runner and Land Cruiser 250 are the current focus for suspension and bumper solutions.
- The team has also been busy supporting product validation for the imminent Poison Spyder relaunch.
- Early sell through of the ARB products evolved by US engineering for the local market indicates strong market acceptance.

USA sales recovered in H2 FY2024 with a positive outlook for FY2025.

FY2025 USA 4WP AND ORW LOCATIONS



Combined 48 retail stores
Combined 500+ employees
50% ownership

IN THE EIGHT MONTHS OF TRADING ORW HAS SUCCESSFULLY:

- Integrated 500+ 4WP employees to the business.
- Transitioned ERP systems.
- Closed a total of five stores. Three of which were geographically close to another store and two were underperforming. The business now has a total of 48 stores.
- Restructured a loss making eCommerce business back to profitability.
- The business achieved small operating profits in five of the last six months and is significantly outperforming the original business case.
- At 30 June 2025 ORW had a positive cash balance of USD\$7.7M.
- ORW Board considering expansion opportunities.



State	Off Road Warehouse	4 Wheels Parts	Total
Arizona	2		2
California	5	15	20
Colorado	1	4	5
Florida		8	8
Georgia	1		1
Hawaii		1	1
Nevada	2	1	3
Oklahoma		1	1
Texas		7	7
Total	11	37	48

FY25 ARB OFF ROAD WAREHOUSE & 4 WHEEL PARTS



Off Road Warehouse is a joint venture that originally had 11 4WD accessory retail stores in California, and acquired a further 42 stores (4WP) in October 2024 across 9 US States for a total of 53 stores. The 4WP business was acquired out of Chapter 11 bankruptcy.

ARB PRODUCTS HAVE ACHIEVED EXCELLENT GROWTH THROUGH ORW AND 4WP STORES.

- ARB product exposure and education through both retail and eCommerce sites have significantly improved.
- On a like for like store basis, ARB product sales through ORW / 4WP are growing very well, in some months up to double the prior corresponding period.
- Store-in-store ARB displays as first trials are now in two stores. After a thorough review of the pilot program ARB will roll out its displays to all remaining stores.

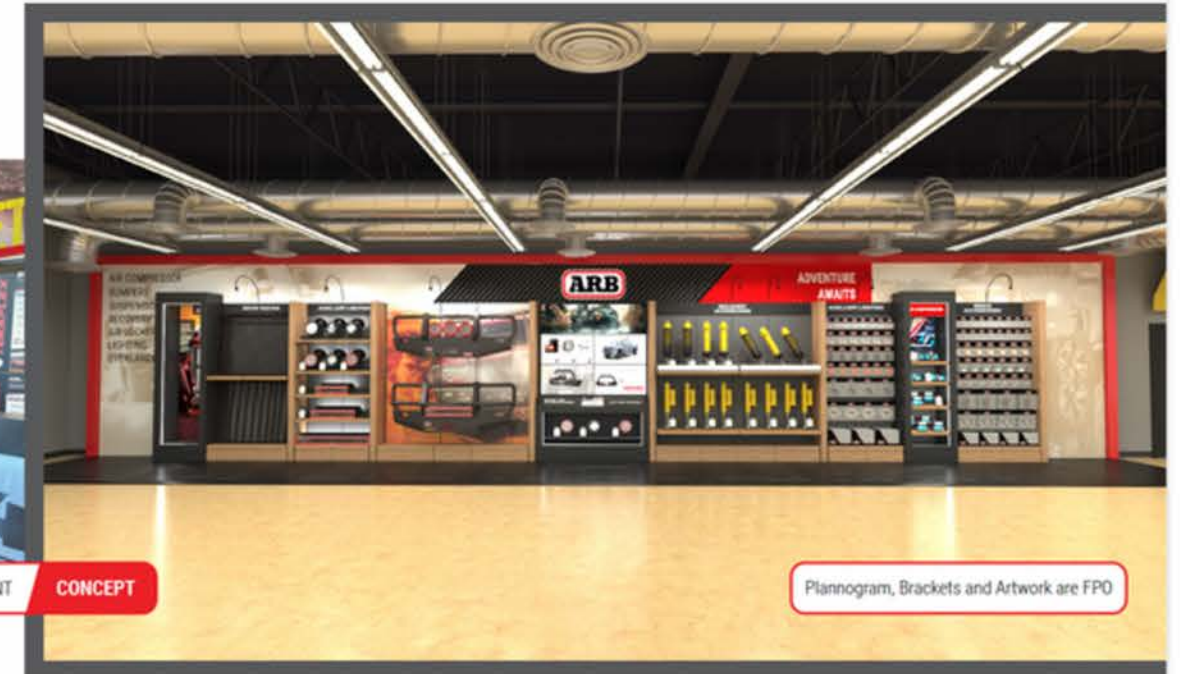
ARB X 4WP PILOT MOCK UP

PILOT 1: RIVERSIDE, CA



CURRENT

CONCEPT



PILOT 1: GARDENA, CA



CURRENT

CONCEPT





4X4 ACCESSORIES

ADVENTURE
AWAITS

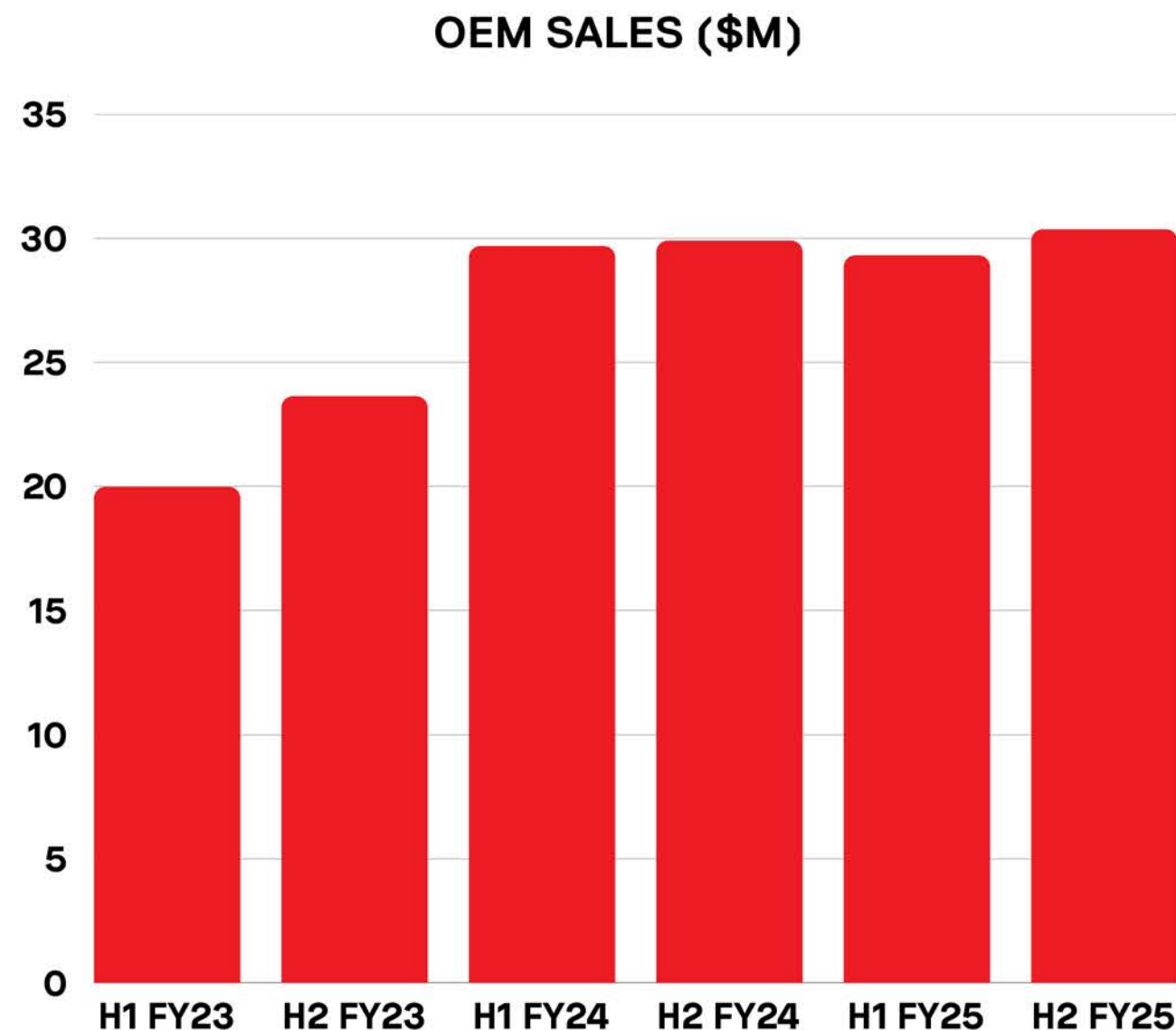


BUMPER

@4WPGARDENA

f - 93' II Infinity (Instrume

FY25 ORIGINAL EQUIPMENT MANUFACTURERS



Overall OEM sales kept pace on a bumper FY24, up 0.1% on a YOY basis.

OEM sales represented 8.2% of total FY25 sales which excludes Toyota USA business.

New projects typically have a 2-year to 4-year development cycle. ARB has a number of projects underway for OEMs in Australia and overseas, expected to sell in H2 of FY26.

Sales to OEMs are forecast to decline in H1 FY26, but expected to recover in H2 FY26 to a small increase in revenue for the full year.

New contracts with Toyota USA will be announced during FY2026.



FY2025 **TRAILHUNTER**

TOYOTA TRAILHUNTER

**TOYOTA TACOMA AND
4RUNNER TRAILHUNTER
MODELS ARE SELLING
WELL AND RECEIVING
EXCEPTIONAL MARKET
REVIEWS.**

**VEHICLE SALES
PERFORMANCE IS PUSHING
ARB BRAND IN USA.**

WWW.TOYOTA.COM/4RUNNER



PRODUCTS & OPERATIONS





BRUSHLESS COMPRESSOR



PRADO



MITTS ALLOY



TUNDRA



ZENITH



SLIMLINE BATTERY



FY25 MARKETING KIA TASMAN

SOCIAL MEDIA POST

ARB's social media platforms posted a carousel of different rendered images of the Kia Tasman with possibilities of how customers could accessorise their Tasman.

RESULTS

- ARB gained a tremendous amount of earned media from posting about the Tasman, showing that more than a dozen media outlets wrote on ARB's post.
- The ARB community and the consumer sentiment from them relevant to both vehicles and the accessory programs provides great strategic insight for the business.



264.1K

COMBINED INSTAGRAM
AND FACEBOOK VIEWS



201+

COMMENTS

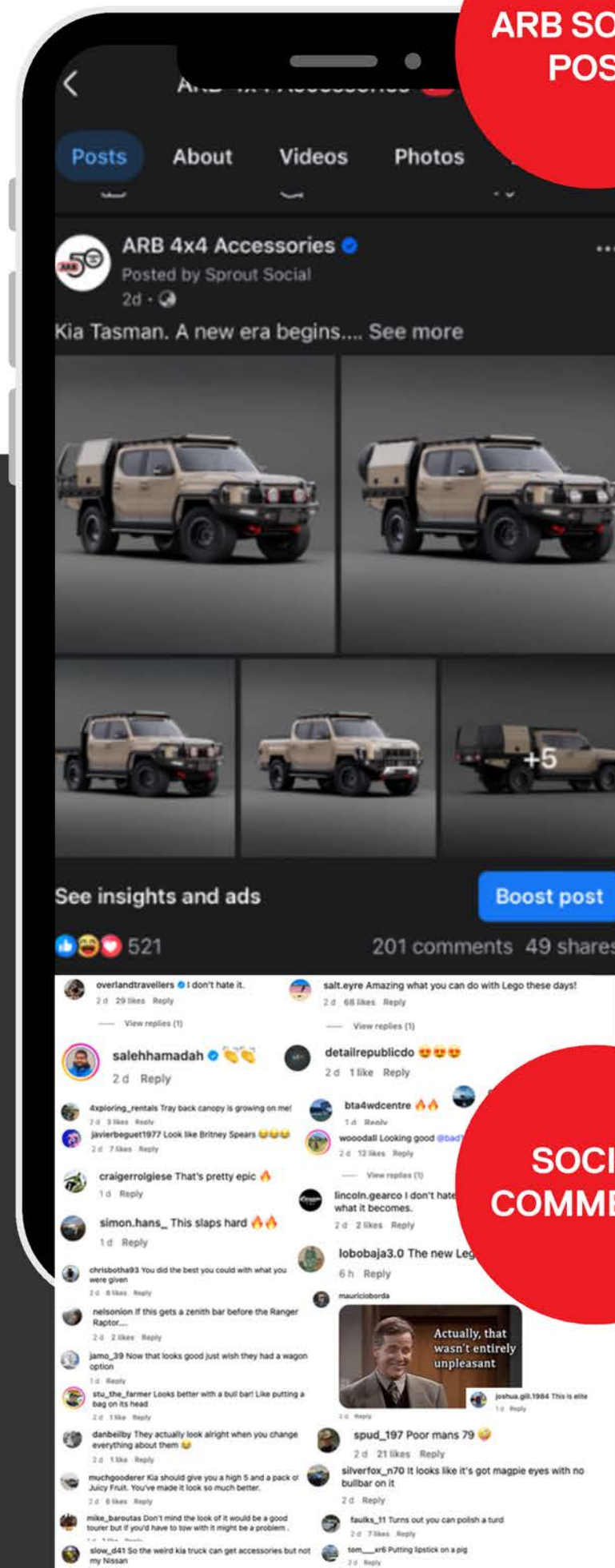


EARNED MEDIA

HEADLINE MEDIA ACROSS INDUSTRY LEADING
MOTORING JOURNALS;

- CAR SALES
- DRIVE
- CAR EXPERT
- 4X4 AUSTRALIA
- CARS GUIDE
- AUTO BLOG AND MORE

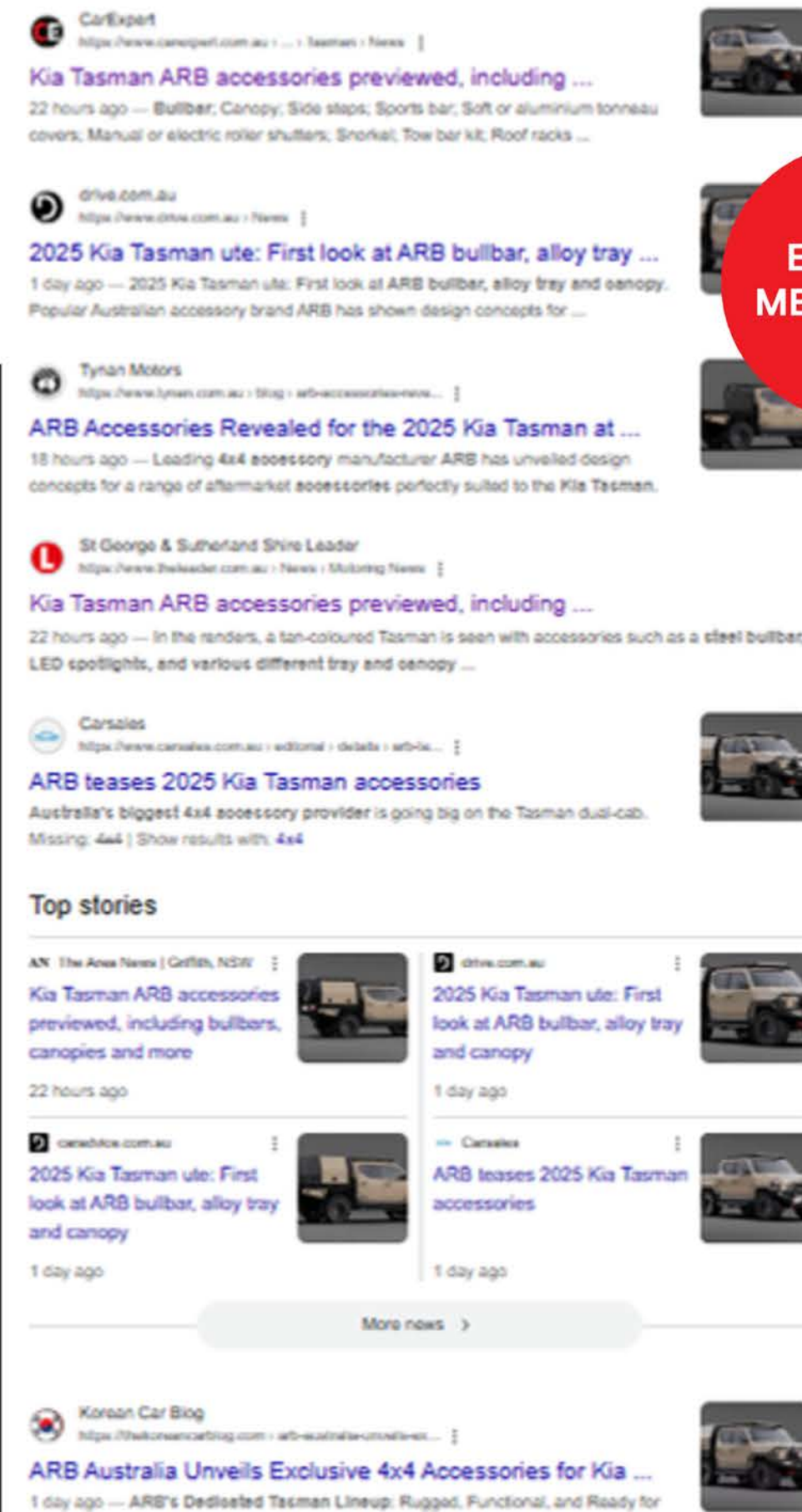
ARB SOCIAL
POST



SOCIAL
COMMENTS

ARB

4X4 ACCESSORIES



EARNED
MEDIA: ARB

FY25 MARKETING 50TH YEAR ACTIVITY UPDATES

UPDATES

By end of July, six trips are complete with three to go globally

- VHC, Flinders Ranges, Cape York and Africa have been released.

Social Media, email marketing and paid activity are all live and will continue to support all anniversary content.

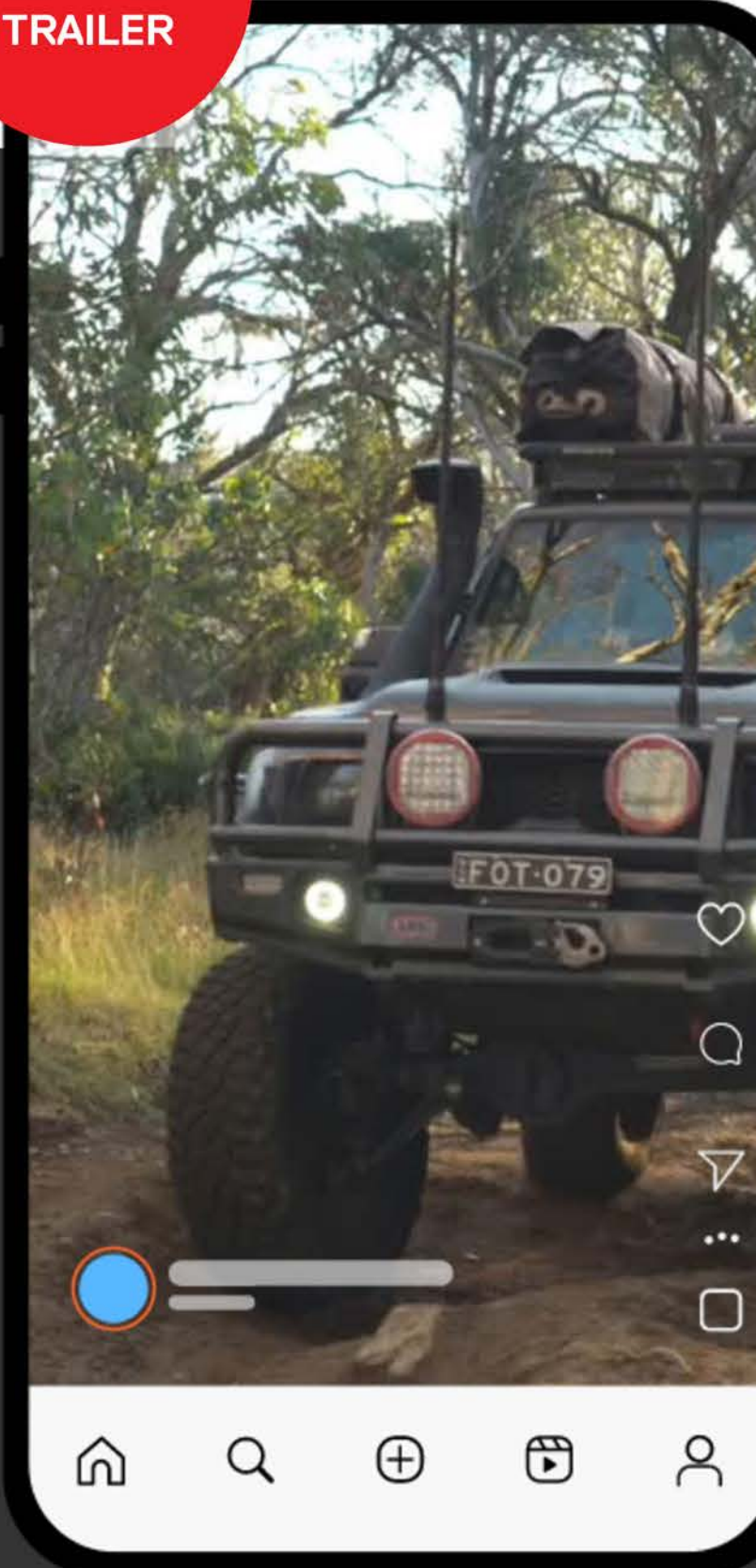
PROPOSED SCHEDULE FOR 50 YEAR VIDEOS

These will be live across all Social platforms with a focus on YouTube.

Paid media will support the launch to maximise views, reach and engagement across the trips

TRIP	YOUTUBE RELEASE DATE
VIC HIGH COUNTRY	27TH JUNE
FLINDERS RANGES	11TH JULY
CAPE YORK	25TH JULY
AFRICA	8TH AUGUST
KIMBERLEY	29TH AUGUST
SIMPSON DESERT	19TH SEPTEMBER
MONGOLIA	10TH OCTOBER
EUROPE	31ST OCTOBER
USA	21ST NOVEMBER

VHC
TEASER
TRAILER



ARB

4X4 ACCESSORIES



EARTH CAMPER GIVEAWAY

Earth Camper giveaway live July in Australia and New Zealand.

The Offer:

Sign up to our mailing list to go in the draw to win an ARB Earth Camper!



FY25 RESULTS **OUTLOOK**

- ARB's Aftermarket business performed well in Q4 FY2025 despite challenging market conditions. The order book and order intake remains healthy despite weaker sales of key models to ARB
- ARB's Export business continues to trend positively. Growth markets such as New Zealand, the Middle East and Europe are performing well which we expect to continue in FY26. The business is putting the structure in place to return to growth in China.
- The US market outlook is positive. The strategic foundations laid in prior years to grow the USA business are now materialising and are sustainable.
- The ORW / 4WP business is outperforming expectations and is anticipated to provide a stable growth platform for ARB product sales in FY26.
- Sales to OEMs are forecast to be down in the first half of H1 FY26 but return to growth in H2 FY26 for overall growth.
- Progressive development of OEM pipeline with both new customers and new products for future growth.
- At this year's AGM, updates will be provided on key initiatives including Australian eCommerce launch, new Toyota USA product, Poison Spyder relaunch, and ORW/4WP growth strategy.

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

Expansion of the Australian and NZ Aftermarket with new and upgraded retail stores and stockists.

Strategic partnerships with key OE customers in Australia and the USA.

Continued growth of ARB's export business, in particular through owned channels in the USA.

A strong balance sheet with \$69.2m cash.

A pipeline of new product developments and releases.

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





4X4 ACCESSORIES

Q&A

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