2025 AGM Presentation

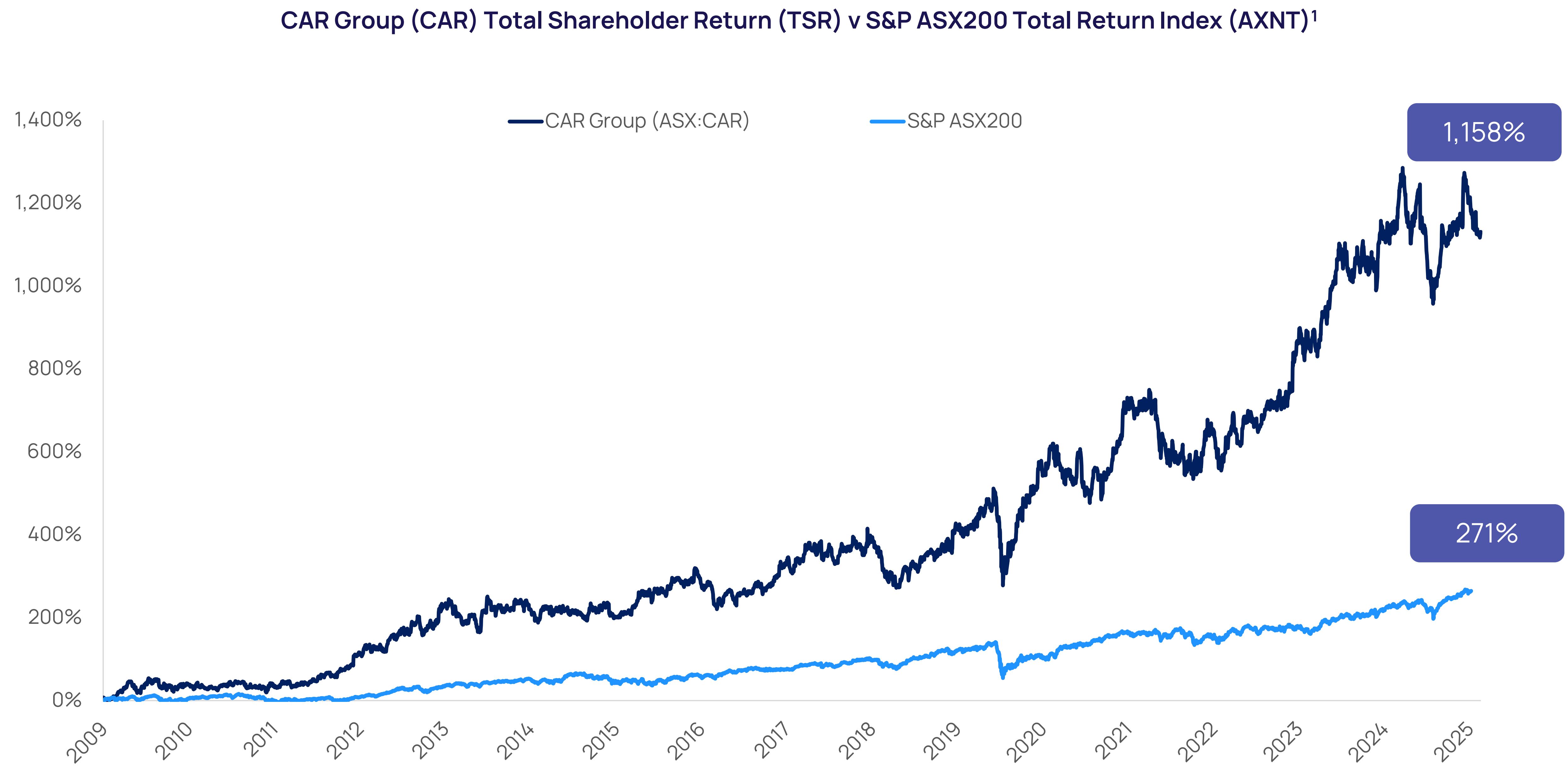
31 October 2025

Agenda

1. FY25 Highlights

CAR Group

Delivering Strong Shareholder Returns



(1) Total Shareholder Returns (TSR) includes dividends paid and share price appreciation from 9 September 2009 to 28 October 2025

Financial Highlights

CAR Group delivers excellent FY25 financial results

Proforma[1] Revenue	Proforma[1] EBITDA	Adjusted[2] NPAT	Reported[3] NPAT
$1,144m	$641m	$377m	$275m
↑ 12% In CC[4]; 10% in AUD	↑ 12% In CC[4]; 10% in AUD	↑ 11% In CC[4]; 10% in AUD	↑ 10% In AUD
$1,184m Reported[3] Revenue	56% Proforma[1] EBITDA margin	99.8cps Adjusted[2] Earnings per share	1.7x Net Debt:EBITDA[5]

All financial information is presented in AUD unless otherwise stated. All comparatives are vs prior corresponding period "pcp", unless otherwise stated.
EBITDA = Earnings Before Interest, Tax, Depreciation & Amortisation. NPAT = Net Profit After Tax attributable to owners of CAR Group Limited.

(1) Proforma financial information excludes the Australian Tyres business unit in both periods and certain non-recurring or non-cash items as in adjusted financials.
(2) Adjusted financial information excludes certain non-recurring or non-cash items. See slide 24 regarding the disclosure of non-IFRS Information and slide 40 of the FY25 results presentation released 11 August 2025 for a reconciliation of Adjusted to Reported Financials.
(3) Reported financial information is in accordance with IFRS.
(4) CC = Constant currency. Constant currency represents the underlying change vs pcp in local currency. This is calculated by restating the prior period results using current period FX rates.
(5) EBITDA = Proforma EBITDA

Operational Highlights

Strong operational metrics reflect the strength of our global marketplaces

2.3 million
↓ Vehicles online[1]

49 thousand
— Subscribed dealers[2]

19 billion
↑ Page views[3]

1.3 billion
↑ Total sessions[4]

49 million
↑ Unique audience per month[5]

22 million
↑ Dealer leads delivered[6]

All arrows show change vs. FY24

(1) Inventory published for websites in Australia, South Korea, United States, Brazil, and Chile as at 30 Jun 25.
(2) Number of active dealers as at 30 Jun 25.
(3) Page views for websites for period 1 Jul 24 – 30 Jun 25.
(4) Sessions for websites for period 1 Jul 24 – 30 Jun 25.
(5) Average monthly unique audience for websites for period 1 Jul 24 – 30 Jun 25.
(6) Dealer leads from websites for period 1 Jul 24 – 30 Jun 25.

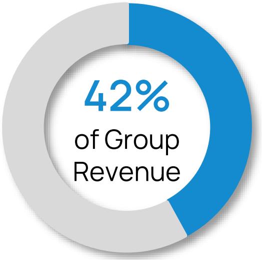
Our Global Portfolio

Key Brands

Revenue Contribution[1]

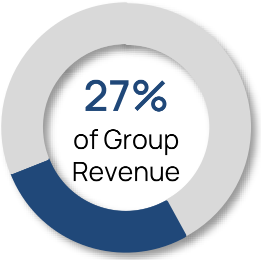
Australia

- carsales
- bikesales
- caravancamping sales
- boatsales
- construction sales
- trucksales
- farmmachinery sales



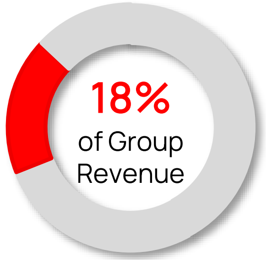
North America

- TRADER INTERACTIVE
- RV Trader
- Commercial Truck Trader
- Cycle Trader
- EQUIPMENT TRADER
- BoatMart



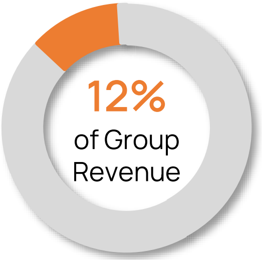
Latin America

- webmotors
- loop
- car10
- chileautos
- autofact



Asia

- Trust Encar
- AUTOBEGINS
- CARMART



International
57% of Group Revenue

(1) Revenue contribution adds to 100% when investments segment is included.

CAR Group Strategy

Purpose	To make buying and selling a great experience
Vision	To be the global leader in online vehicle marketplaces

Strategic priorities

Strengthen our core	Extend our marketplaces	Diversify and grow	Operational excellence
Take what we are doing well today and make it better	Build new experiences that deepen our value proposition	Invest in new markets and sources of innovation to continually evolve	Drive growth through collaboration, high performance and advanced technologies
Strengthen	Extend	Diversify	Excellence

Culture

- We think differently
- We are passionate about what we do
- We've got the courage to try new things
- We collaborate for growth
- We have fun, but we get it done

FY26 Outlook

By executing on our strategic objectives, we expect to deliver excellent growth in FY26

Strengthen our core	Extend our marketplaces	Diversify and grow	Operational excellence
Take what we are doing well today and make it better	Build new experiences that deepen our value proposition	Invest in new markets and sources of innovation to continually evolve	Drive growth through collaboration, high performance and advanced technologies
Strengthen	Extend	Diversify	Excellence

12-14%	10-13%	9-13%
Proforma Revenue growth (in constant currency)	Proforma EBITDA growth (in constant currency)	Adjusted NPAT growth (in constant currency)

These financial outcomes are dependent on a number of factors. These factors include prevailing macroeconomic conditions, geopolitical risk, customer demand, and movements in inflation and FX rates. Growth % represents anticipated growth in constant currency vs FY25. FY26 Outlook is provided in line with the further details provided on slide 10.

FY26 Outlook and Commentary

FY26 Outlook

Proforma Revenue Growth
12-14%
(in constant currency)

Proforma EBITDA Growth
10-13%
(in constant currency)

Adjusted NPAT Growth
9-13%
(in constant currency)

FY26 Commentary

Australia	Expect high single-digit % revenue growth driven by volume, yield and depth penetration in Dealer; volume, yield and Instant Offer in Private; and continued product and advertiser diversification in Media.
North America	Expect double-digit % revenue growth in constant currency supported by higher customer yield, increased penetration of depth products, media expansion, data growth, marine and contribution from minor acquisitions.
Latin America	Expect double-digit % revenue growth in constant currency to be driven by increase in dealer customers, yield and increased penetration of premium dealer products, finance and media revenue.
Asia	Expect double-digit % revenue growth in constant currency supported by continued uplift in Guarantee penetration combined with higher Encar Home and Dealer Direct volumes.

- Continued operating leverage expected in Australia and Latin America.
- North America revenue growth expected to be higher than EBITDA growth due to investment in marine and contribution from minor acquisitions.
- Asia revenue growth expected to be higher than EBITDA growth due to investment in marketing the Dealer Direct product.

- Net finance costs estimated to be ~$60m - $64m.
- D&A expected to grow at ~15-17% in line with capex growth in recent periods.
- Effective tax rate expected to be ~20-21% which is higher than prior year reflecting the depletion of US tax losses.

These financial outcomes are dependent on a number of factors. These factors include prevailing macroeconomic conditions, geopolitical risk, customer demand, and movements in inflation and FX rates. Growth % represents anticipated growth in constant currency vs FY25.

Multiple Marketplace Growth Drivers

	Australia			International		
Segment	Dealer	Private	Media	North America Non-Auto	Latin America Auto	Asia Auto
Traditional Growth Drivers	Volume Yield Depth		Auto diversification Native ads	New customers Yield Product expansion	Dealer penetration Product expansion	Premium ad penetration Yield
Additional Growth Drivers	Digital Retailing Finance Inventory sourcing	Value-based pricing Instant Offer C2C Payments	Customer data platform (CDP) Self-serve environment Programmatic	Private seller volumes Value-based pricing Media Marine Digitising transactions	Regional expansion Media Finance Value-based pricing Adjacent markets Digitising transactions	Dealer Direct Home Delivery Digital Retailing
TAM[1]	$2.6 billion			$9.4 billion	$2.5 billion[2]	$2.0 billion

(1) TAM = Total Addressable Market.
(2) Includes Brazil only.

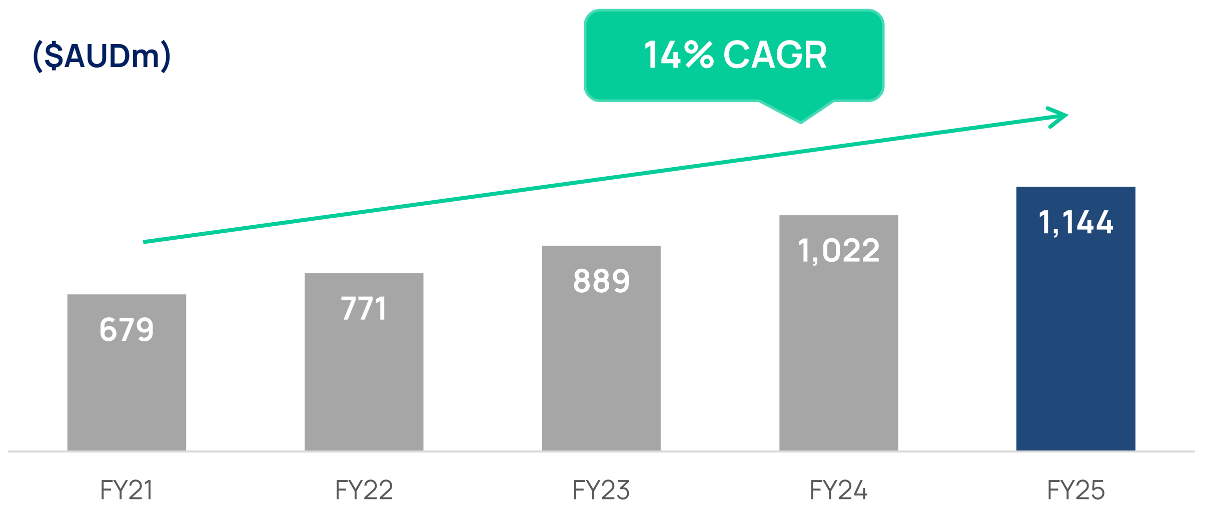
CAR Group

2. Financial Performance

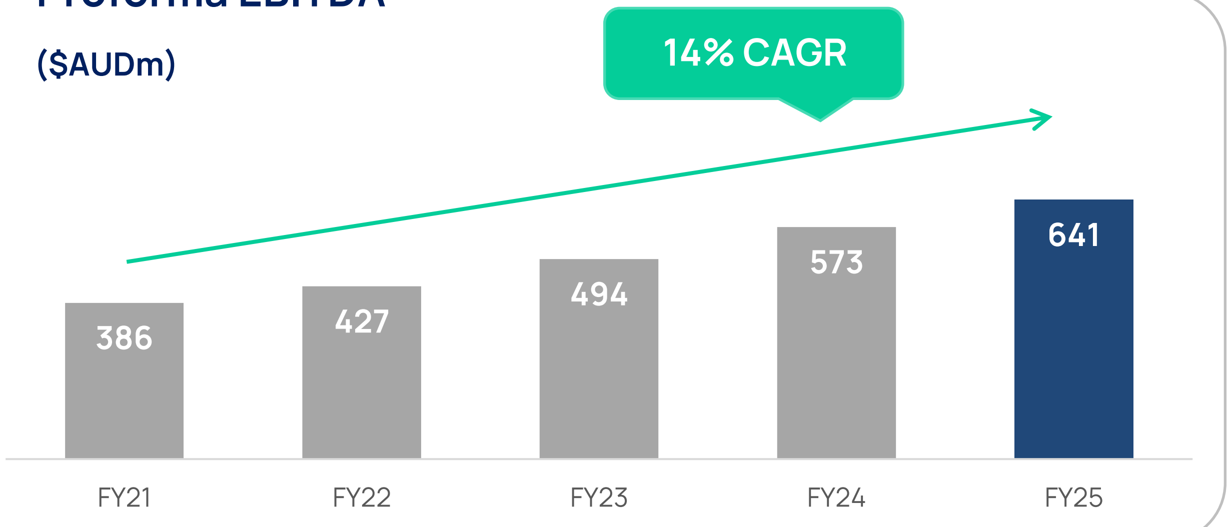
CAR Group

Track Record of Growth

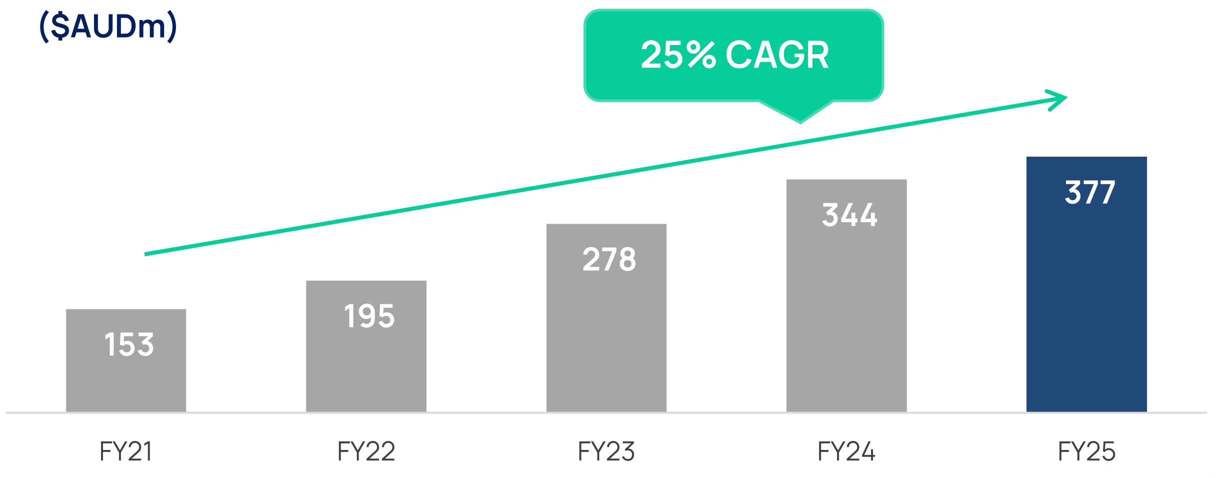
Proforma Revenue[1]



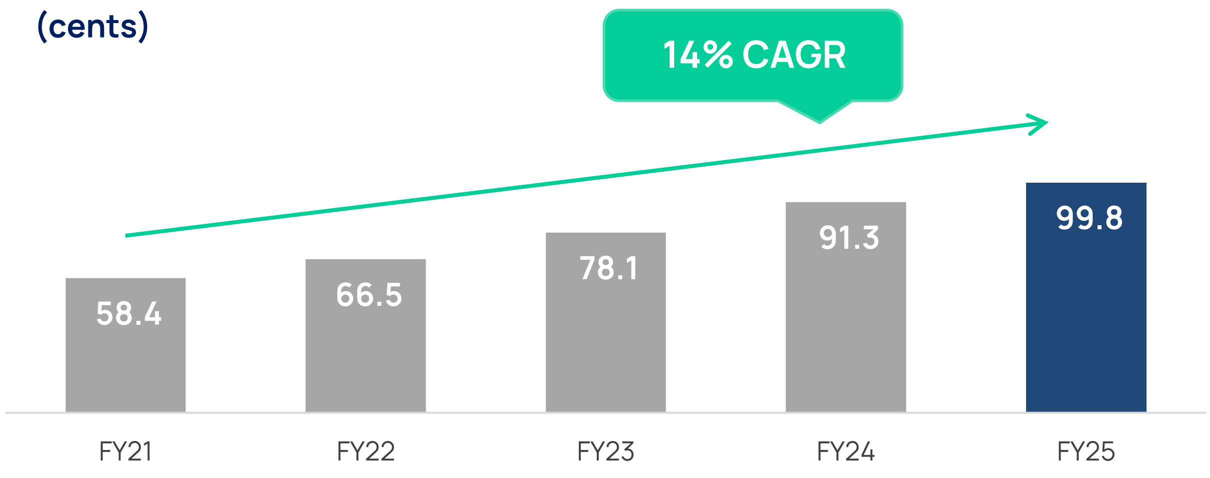
Proforma EBITDA[1]



Adjusted NPAT[2]



Adjusted EPS[3]



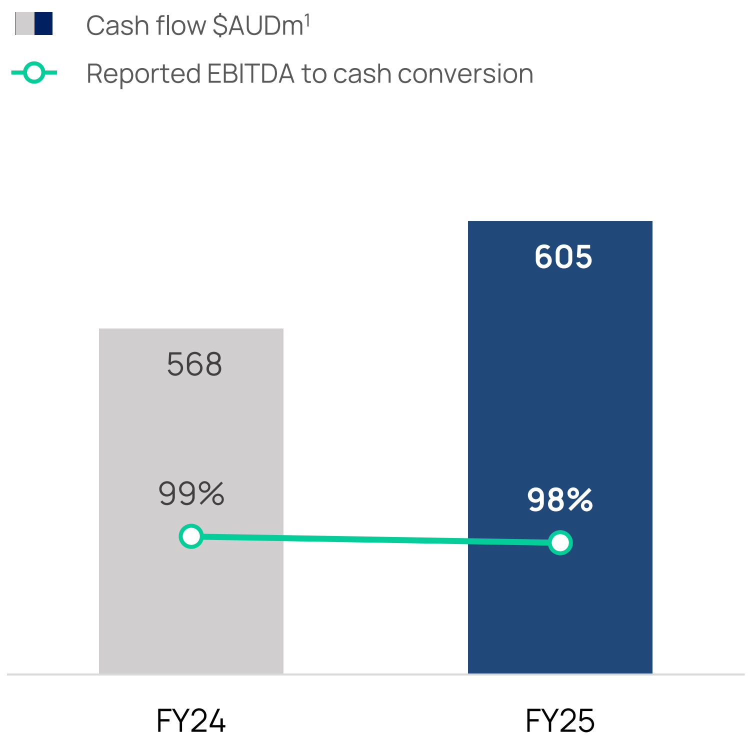
(1) Refer to footnote 1 and 2 on slide 5 for proforma and adjusted financial definitions. Proforma Revenue and Proforma EBITDA are presented on a constant currency basis.
(2) Adjusted financial information excludes certain non-recurring or non-cash items. See slide 24 regarding the disclosure of non-IFRS Information and slide 40 of the FY25 results presentation released 11 August 2025 for a reconciliation of Adjusted to Reported Financials.
(3) In accordance with AASB133, historical EPS has been restated based on an adjustment factor to take into account the new shares issued in connection with the Trader Interactive and webmotors acquisitions, where applicable.

Strong Cash Flow and Robust Balance Sheet

Cashflow conversion

98% EBITDA to cash conversion reflects the attractive working capital profile of marketplace business models and good cash collections.

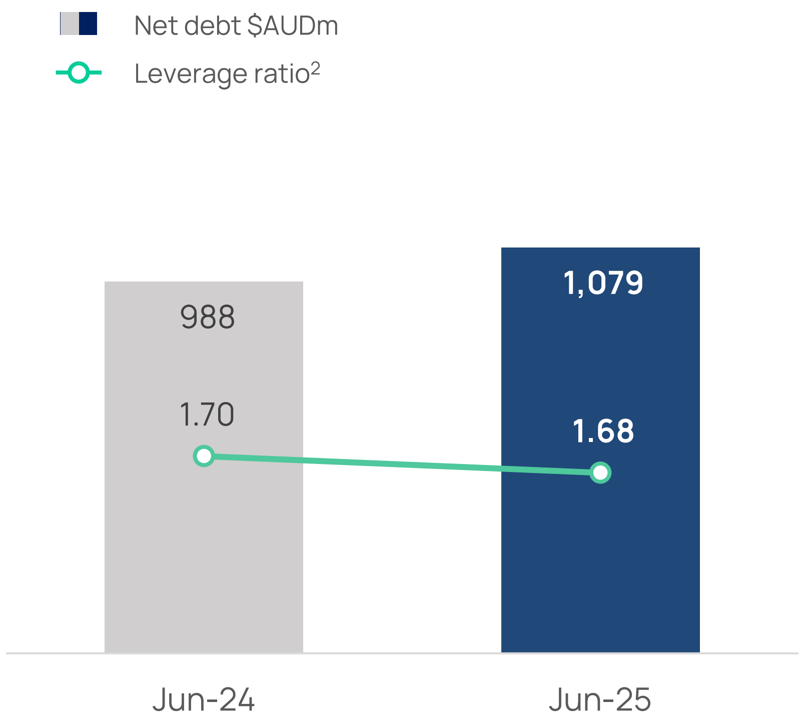
EBITDA to Cash flow



Leverage, net debt

Leverage ratio remains prudent at 1.7x.

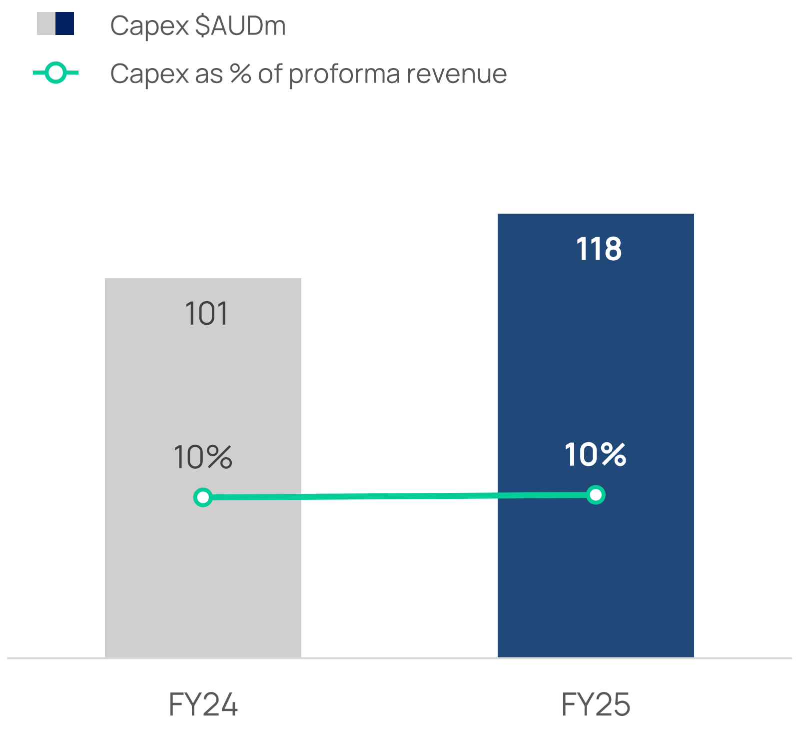
Net debt



Capex

Capex investment continues to support growth. Key investments include C2C payments, Wallet, value-based pricing, media strategy, site simplification, marine and leasehold improvements in South Korea branches.

Capex[3]



Refer to footnote 1 on slide 5 for proforma financial definitions.

(1) Operating cash flow excluding tax.

(2) Jun-24 and Jun-25 - leverage ratio has been calculated based on net debt / adjusted EBITDA. Jun-23 - proforma to include the impact of Trader Interactive & webmotors. Ratios may vary with bank covenant definitions.

(3) All periods exclude the Australian Tyres business unit for revenue & capex. All figures are calculated on a constant currency basis.

Australia

carsales

$AUDm	vs pcp%
Revenue 485m	↑ 8%
Adjusted EBITDA 320m	↑ 9%

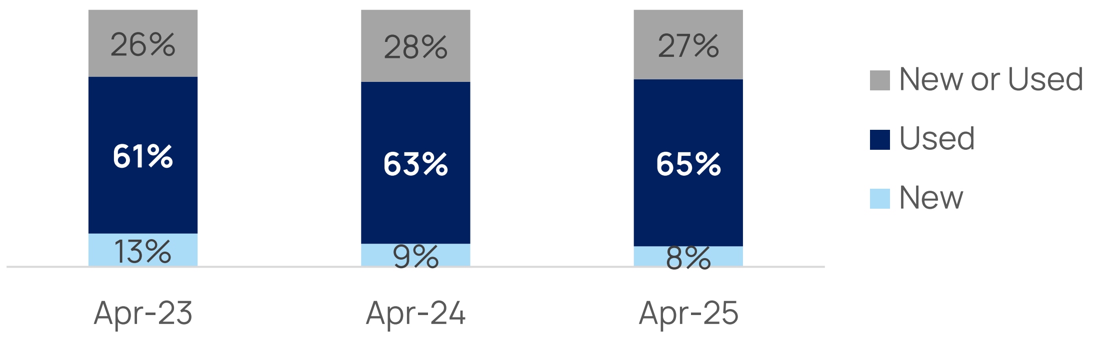
Revenue Breakdown

Dealer	249m	↑ 10%
Private	103m	↑ 5%
Media	80m	↑ 10%
DR&S	52m	↑ 3%

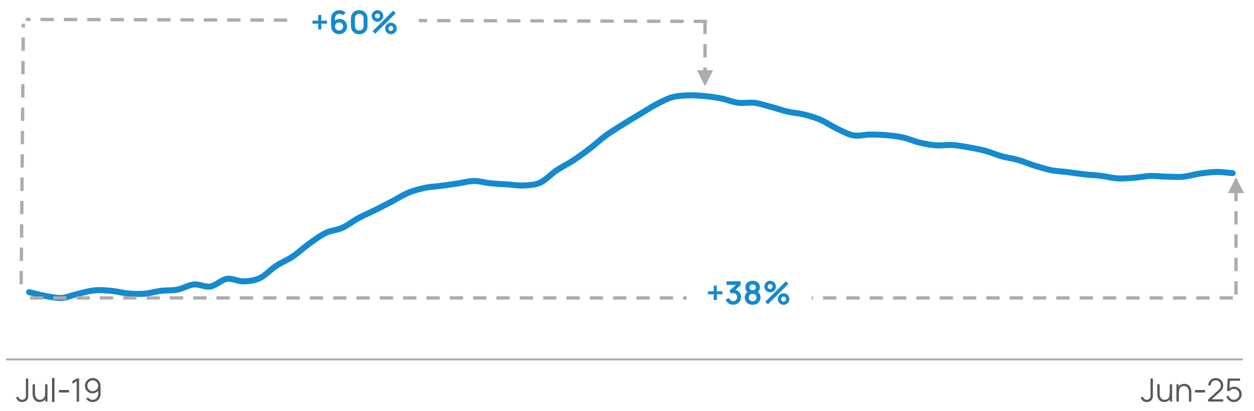
Australia Highlights

- **Dealer:** Lead volumes, yield, and depth penetration were key growth drivers.
- **Private:** Value-based pricing and Instant Offer supported private results despite a soft private ad market.
- **Media:** Revenue grew due to product diversification and a competitive new car market.
- **Data, Research & Services:** Redbook customer acquisition drove growth.

Consumer intent – Are you looking to buy?[1]



Dealer & Private used car prices[2]



(1) Source: carsales Consumer Sentiment Report April 2025, n=1,634.
(2) Based on the daily average used car price on carsales.

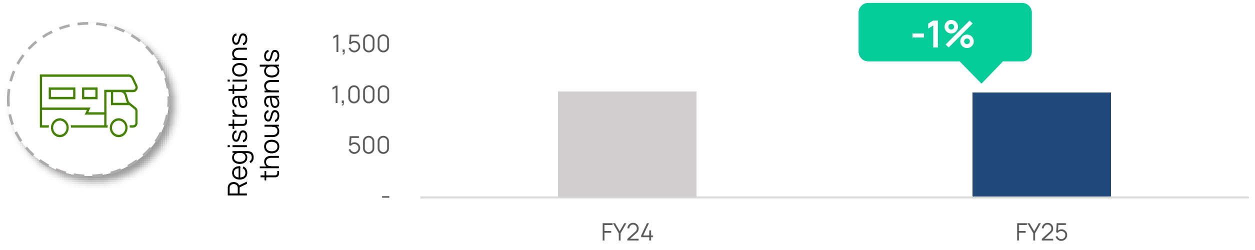
North America

$AUDm	vs pcp%	$USDm	vs pcp%
Revenue 308m	↑ 11%	Revenue 199m	↑ 10%
Adjusted EBITDA 186m	↑ 12%	Adjusted EBITDA 120m	↑ 11%

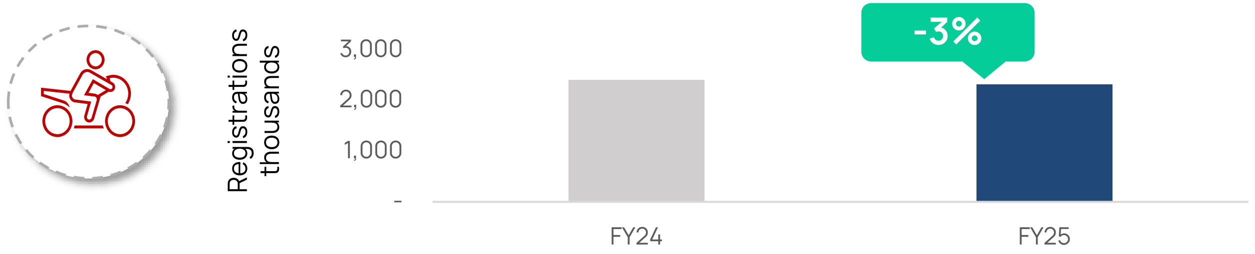
North America Highlights

- Despite challenging market conditions in recreational sectors, commercial markets remain strong.
- Dealer value proposition proved resilient, with increased yields from premium select, upsells, and price increases; customer numbers remained similar.
- Macroeconomic effects on Private listing volumes were offset by value-based pricing and product enhancements.
- Media segment saw strong growth, boosted by CAR Group's advertising technology and an expanded media team.
- Marine initiative is advancing well.

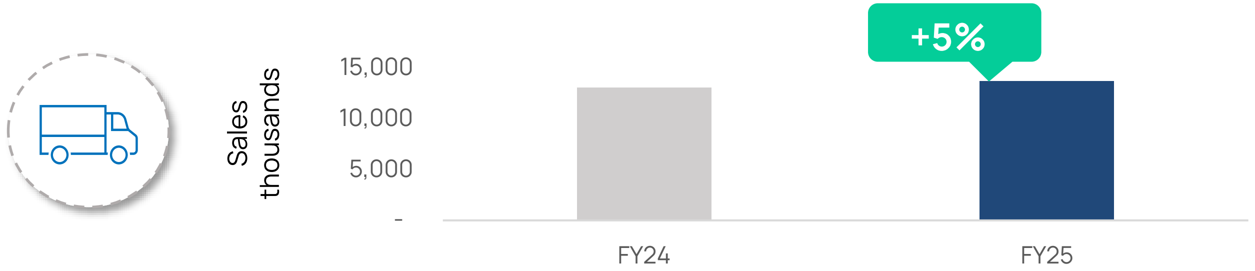
RV[1]



Powersports[1]



Truck[2]



(1) Source: Statistical Surveys Inc. - RV and Powersports Registrations to May-25 annualised and adjusted for seasonality.
(2) Light & Heavy Truck Sales data – US Bureau of U.S. Bureau of Economic Analysis (BEA), including domestic and foreign truck sales.
Refer to footnote 2 on slide 5 for adjusted financial definition.

Latin America

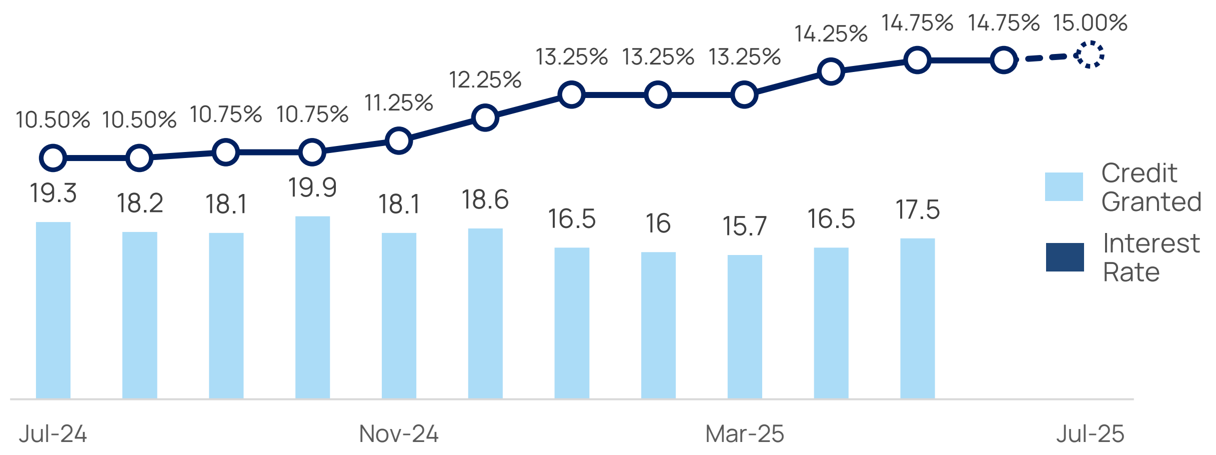
webmotors chileautos

$AUDm	vs pcp%	CC %
Revenue 205m	↑ 13%	↑ 26%
Adjusted EBITDA 76m	↑ 14%	↑ 28%

Latin America Highlights

- Strong financial results driven by audience growth and expanded market leadership.
- Increased leads supported by marketing investment and national expansion.
- Higher average revenue per dealer from premium product launches and the new 'Wallet' loyalty program.
- Finance revenue up 20% due to better credit access and improved loan processes.
- Car10 and Loop delivered strong growth.
- Chile achieved excellent revenue growth with the adoption of the leads model.

Brazil Central Bank interest rate[1] and credit granted to individuals for vehicle acquisition[2]



Fenabrave sales of new and used cars[2]

(1) Source: BCB, Banco Central do Brasil.
(2) Source: Fenabrave; Brazil National Federation of Automotive Vehicle Distribution.

Asia

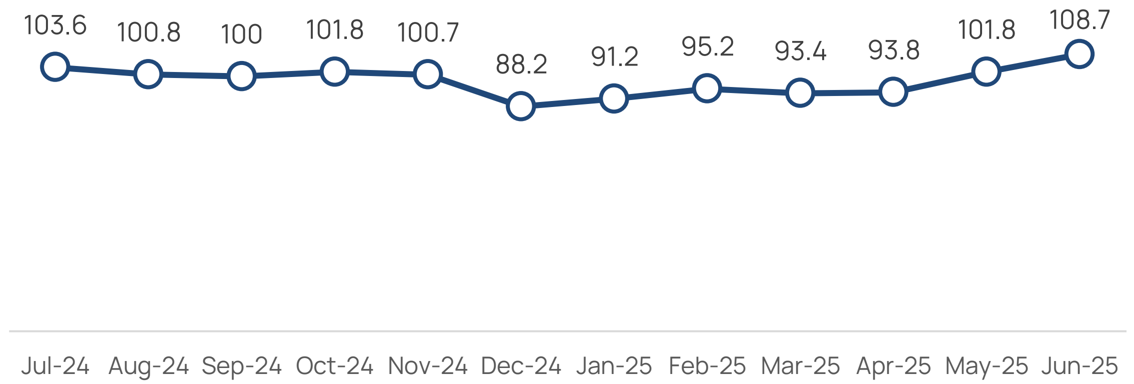
Trust Encar

$AUDm	vs pcp%	CC %
Revenue 136m	↑ 12%	↑ 16%
Adjusted EBITDA 63m	↑ 6%	↑ 11%

Asia Highlights

- Revenue and EBITDA grew due to premium product sales, higher yields, and an increase in Home delivery transactions.
- Guarantee inspections were 59% of new listings, supported by opening of new centres, extended operating hours, and a 10% price increase.
- Encar Home delivery transactions rose 24% due to increased inventory and use of AI to streamline processes.
- Dealer Direct is improving with new marketing investment.

Consumer Confidence Index[1]



MOLIT sales of new and used cars[2]

(1) Source: Korean Statistical Information Service
(2) Source: Korean Ministry of Land, Infrastructure and Transport. FY25 data to May-25, Jun-25 estimate.

3. FY26 Focus

FY26 Focus

carsales Australia

Strengthen

Autogate Revolution

Autogate is undergoing a transformation evolving from a publishing only tool to become an **omnichannel SaaS platform**. Powered by insights, we're helping dealers buy, manage and sell inventory.

autogate

Find Opportunities

A marketplace scouting tool in Autogate allowing dealers to proactively identify high-value vehicles for acquisition across the marketplace.

AI Assistant for LiveMarket

A natural language interface for LiveMarket that provides dealers with actionable insights on pricing, stock levels, and competitive positioning.

AI powered Time to sell insights

Integrated into LiveMarket, this tool predicts the likely time to sell a vehicle based on 100+ marketplace signals, helping dealers optimise pricing and turn inventory faster.

AI call transcription

Automatically transcribes dealer-buyer conversations, surfacing critical buyer intent signals such as budget, trade-in interest, and finance eligibility.

FY26 Focus

North America

Strengthen

Dealer

Bolstering our **Dealer value proposition** to deliver for our Dealer customers.

Media & OEM

- In-house agency to manage a dealer's entire digital spend:
  - search engine marketing
  - off-network retargeting
  - social media
  - location-based advertising
- Deepening integrations with our dealers
- Optimising their digital investment
- Driving audience back to the TI network

Software

- Strengthening our lead and inventory management systems:
  - CAR Group telephony system
  - AI spam and fraud lead blocking technology
  - New CRM product

Data & Insight

- Optimising our data and insights:
  - Zip code matching
  - Post-enquiry consumer surveys
  - Improving our search algorithm

FY26 Focus

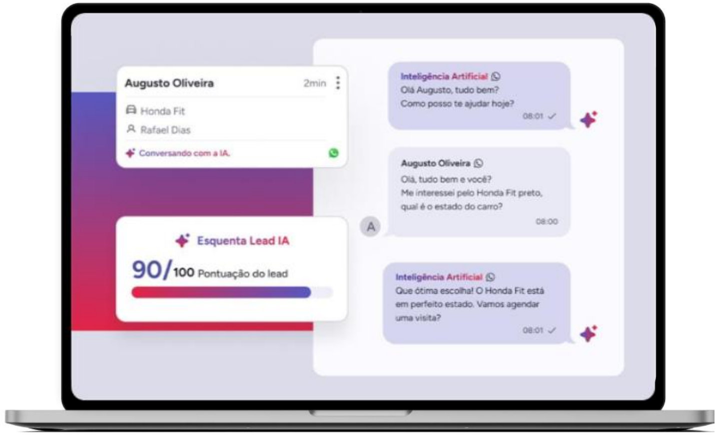
webmotors **Latin America**

Extend

Lead Nurturing

“Esquenta Lead” is an **AI-driven initiative** designed to transform the interaction between consumers and sales representatives, and between sales teams and the CRM on Cockpit.

- Automatically nurtures leads before dealer engagement
- Optimises sales team time
- Increases conversion rates



8 times
more likely to continue the conversation with a dealer

4 times
more exchanged messages

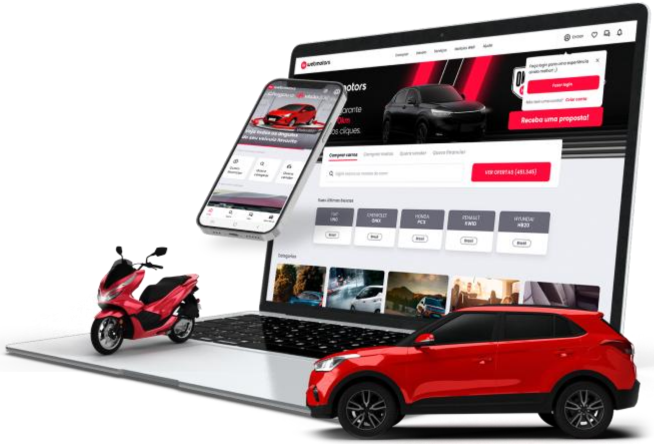
Diversify

Media

Increased focus and **investment in media segment** leveraging carsales’ sophisticated suite of media products.

$1.5billion
Total Addressable Market

- Grow Direct Sales Team
- Diversify Customer Base
- Expand Media Product Set
- Explore Key Technologies



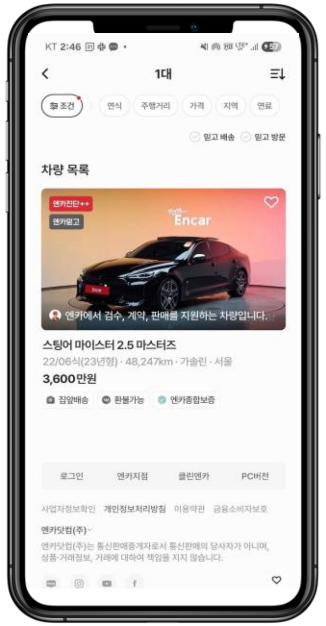
FY26 Focus

Encar Asia

Extend

Guarantee 2.0

Guarantee 2.0 is an evolution of the Guarantee Inspection to offer a more detailed, mechanical, inspection complete with additional listing features to showcase a vehicle.

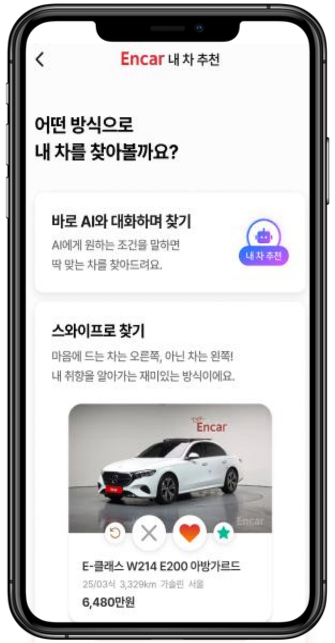


- Differentiated background colour & Guarantee++ badge
- High-performance Encar certification with car undercarriage photos
- Safe zones for in-person vehicle checks

Extend

Home

Utilisation of AI to expand our Home Service Offering and offer personalisation and choice to consumers.



- 24/7 AI powered Agents for early touchpoints and conversion
- Personalised AI powered vehicle recommendations
- Enhanced connection with adjacent services (e.g., finance, insurance)

Diversify

Dealer Direct

Online trade ins to dealers in Korea is a large addressable market which we are aiming to grow market share of our **Dealer Direct** offering by increasing spend on advertising and marketing.

- Upgrade “My Garage” feature to collect user vehicle information
- AI adoption to automate vehicle registration
- Introduce “Instant offer”, providing sellers with competitive offers compared to the competitor’s bid price

Disclaimer and Non-IFRS Information

Disclaimer

The material in this presentation has been prepared by CAR Group Limited (ASX: CAR) ABN 91 074 444 018 (“CAR Group") and is general background information about CAR Group’s activities current as at the date of this presentation. The information is given in summary form and does not purport to be complete. In particular, you are cautioned not to place undue reliance on any forward-looking statements regarding our belief, intent or expectations with respect to CAR Group’s businesses, market conditions and/or results of operations, as although due care has been used in the preparation of such statements, actual results may vary in a material manner. Information in this presentation, including forecast financial information, should not be considered advice or a recommendation to investors or potential investors in relation to holding, purchasing or selling securities. Before acting on any information you should consider the appropriateness of the information having regard to these matters, any relevant offer document and in particular, you should seek independent financial advice.

Non-IFRS Financial Information

CAR Group results are reported under International Financial Reporting Standards (IFRS). This presentation also includes certain non-IFRS measures including “adjusted” and “proforma”. These measures are used internally by management to assess the performance of our business and our associates, make decisions on the allocation of resources and assess operational management. Non-IFRS measures have not been subject to audit or review. All numbers listed as reported comply with IFRS.


Thank you
CAR Group