

27 October 2026

Manager
Company Announcements
ASX Limited
Level 4, 20 Bridge Street
SYDNEY NSW 2000

Amotiv Limited (ASX:AOV) - 2026 Annual General Meeting - Addresses and Presentation

In accordance with ASX Listing Rule 3.13.3, please find attached the following, which will be presented at the Amotiv Limited 2026 Annual General Meeting today:

- Chair's Address;
- Managing Director & Chief Executive Officer's Address; and
- AGM Presentation slides.

This announcement was approved for release by the Managing Director & Chief Executive Officer.

For inquiries:

Anne Mustow
Company Secretary
companysecretariat@amotiv.com

Amotiv Limited
2026 Annual General Meeting
27 October 2026
CHAIR'S ADDRESS

It's a privilege to address shareholders for the first time as Chair, on behalf of the Amotiv Board.

The 2026 result

The Board regards the 2026 operating result as solid, particularly given the challenging environment.

We have seen a combination of weaker consumer demand, greater global economic and geopolitical uncertainty, and significant change across the automotive industry.

These are different challenges, and they require different responses.

We cannot control consumer confidence, geopolitical developments or disruptions to vehicle production. But we can control how we manage costs, pricing, inventory, customer relationships and our own operating performance.

At the same time, the emergence of new automotive manufacturers and changing vehicle platforms creates opportunities for businesses with strong brands, engineering capability and established customer relationships.

On safety, our Total Recordable Injury Frequency Rate improved by around 30%. Nothing matters more to us than our people going home safely, and that progress reflects the commitment of people right across the business.

Amotiv Unified, our transformation program, has now delivered \$15 million in net annualised benefits, making our manufacturing, supply chain and back office more efficient.

Financially, underlying EBITA was up 1.6% to \$195 million. The balance sheet remains in sound shape, with leverage down to 1.85 times.

Dividends increased by 6%, and in total we returned \$75 million to shareholders through dividends and share buybacks.

Outlook

The 2027 outlook is challenging.

Market conditions have deteriorated since our results announcement in early August, particularly in our 4WD business. In addition to further geopolitical risk

we are also seeing the impact of specific disruptions, including flooding in Thailand that has affected vehicle production at OEM plants and, in turn, the supply of vehicles into our markets.

These evolving conditions are reflected in our updated outlook for 2027, which Graeme will explain shortly.

This is disappointing, and we recognise the impact on shareholders.

But we need to distinguish between the pressures affecting near-term earnings and the underlying strengths of the business.

Our Powertrain and Undercar and Lighting, Power & Electrical businesses continue to demonstrate resilience. We are delivering benefits from Amotiv Unified, improving productivity and securing new international business that will support future growth.

These are tangible developments, not simply expectations of a market recovery.

We remain confident in the business. But we know that confidence must be supported by performance, and that is where our focus is.

The share price and capital allocation

Let me address the share price directly.

It has fallen significantly over the past twelve months, and we share shareholders' disappointment.

But I also want to be clear about the Board's view.

We believe the current share price substantially undervalues Amotiv.

The Board believes that buying back our own shares at current prices represents an attractive investment in Amotiv.

That is why today we are announcing a further on-market buyback of up to 5% of issued capital.

We have considered this decision alongside other opportunities to invest in our businesses and the importance of maintaining a strong balance sheet. We will remain disciplined in executing the buyback and preserving the financial flexibility to support our strategic priorities.

We recognise that the market wants to see stronger earnings performance. Our job is to deliver that performance and demonstrate the value we see in the business.

Why I believe in this business

I joined the Board because the Australian automotive aftermarket is an attractive industry.

We have a large and ageing car parc, requiring maintenance that is largely non-discretionary. Australians travel long distances over demanding roads, and we

have a strong culture of accessorising and upgrading our vehicles.

Our Lighting, Power & Electrical and Powertrain and Undercar businesses are leading suppliers into this market, with world-renowned brands and significant international opportunities.

I have also been part of the Australian culture of weekend towing and holiday caravanning. Our 4WD Accessories & Trailering business is a leading supplier to OEMs serving this market, although its earnings are more cyclical, as we are seeing now.

Over the past twelve months, I've spent considerable time across the Amotiv businesses, talking to customers and suppliers, visiting our manufacturing facilities and meeting our people.

That has reinforced my view of the quality of our businesses, the strength of our brands, our innovation capability and, importantly, our people.

These strengths give us opportunities to grow through new products, customers and markets.

The automotive industry is changing, and we need to change with it. I believe we have the capabilities and relationships to do that successfully.

What the Board is focused on

The Board is focused on two things.

First, managing the risks we face. We understand the pressures on demand, the disruptions to vehicle supply and the impact of rising costs. Management is responding through disciplined cost control, pricing, productivity improvements and careful management of working capital. The Board is closely overseeing these actions and their impact on performance.

Second, continuing to strengthen the business for the future. We are not waiting for markets to recover. We are improving productivity, developing new products and building new customer relationships, including internationally.

These are the things within our control, and they are where the Board expects management to deliver.

We have four priorities.

First, safety for our people.

Second, driving organic growth through innovation and a whole-of-business focus on customers.

That starts with our core business in Australia and increasingly extends offshore, particularly in the US and Europe.

As Graeme will explain shortly, our developing relationship with Holley is an example of the opportunities we are pursuing.

We also see opportunities from new vehicle manufacturers and changing

automotive platforms. Our focus is on ensuring that our brands, products and engineering capabilities remain competitive as these markets develop.

Third, operational excellence across manufacturing, supply chain and the back office.

That includes completing Amotiv Unified.

We have already delivered substantial benefits, and there is more to come. Our focus is on reducing costs, improving productivity and building a more efficient business that performs better in current conditions and benefits as markets recover.

The Board expects these improvements to translate into better operating performance and returns.

Fourth, disciplined capital allocation.

I also want to be clear about our broader approach.

We don't need to reinvent this business. We need to execute well, improve performance and take advantage of the opportunities that are emerging.

The Board is confident in the strategy. Our focus now is on delivery.

Leadership transition

Let me turn to leadership.

As announced in August, after more than eight years in the role, Graeme Whickman will step down as Managing Director and CEO as part of an orderly succession process.

The timing was agreed jointly between Graeme and the Board, reflecting a shared view that the time was right for a change.

Graeme has made a significant contribution to Amotiv.

Over his tenure, the business has been transformed into a focused automotive pure play, with our market presence and manufacturing footprint globalised. Revenue and earnings have grown by approximately 2.5 times.

Graeme leaves a portfolio of quality businesses, run by a highly capable management team.

On behalf of the Board and our people, thank you, Graeme, for your leadership, your commitment and your contribution. We wish you well in your future endeavours.

The search for Graeme's successor is now nearing its final phase.

Working with a global executive search firm, we have assessed a strong field of high-calibre, diverse internal and external candidates.

Our priority is to appoint a leader who can build on the strengths of the business and deliver the next phase of operational performance and growth.

We will update shareholders when the process is complete.

Board renewal

I also want to acknowledge David Robinson, who retired from the Board at the end of September after almost 15 years as a non-executive director.

David made an outstanding contribution to Amotiv. On behalf of the Board and the broader Amotiv team, I want to thank David for his service.

Thanks

I'd also like to thank the Amotiv leadership team.

They have led the Group through a difficult year with focus and resilience, and they will carry the business through the CEO transition and into 2027. The Board is grateful for their commitment.

I also thank my fellow Directors, who have supported me and given the Group the benefit of their considerable skills and experience over the past year.

Finally, I want to thank all Amotiv's people for their hard work and dedication during a challenging 2026.

We have good businesses, strong brands, capable people and opportunities ahead of us.

Our task now is to turn those strengths into stronger performance and better returns for shareholders.

I now invite our Managing Director and Chief Executive Officer, Graeme Whickman, to discuss the operational performance of the Group, the FY26 result, the trading update and the outlook for FY27.



Amotiv Limited

2026 Annual General Meeting

27 October 2026

MANAGING DIRECTOR & CHIEF EXECUTIVE OFFICER'S ADDRESS

Good morning, everybody.

Thank you for the opportunity to address you today.

I'll provide a brief overview of Amotiv's FY26 performance, our progress under Amotiv2030 and Amotiv Unified, our international growth initiatives, and our trading update and outlook for FY27.

FY26 Performance

I'm pleased to report a solid FY26 result in a challenging environment. Revenue increased 2.7% to just over \$1 billion, underlying EBITA increased 1.6% to approximately \$195 million, underlying EPSA increased 4.5% to 89.4 cents per share, cash conversion improved to 93.1%, and leverage improved to 1.85 times.

These results reflect the resilience of our wear and repair categories, sensible pricing actions, the contribution of our international businesses and careful management of costs and working capital.

We have progressed our transformation program, Amotiv Unified, and redeployed capital (more on both these later).

Our FY26 achievements went beyond financial performance. The Group reduced its Total Recordable Injury Frequency Rate to 8.9, achieved employee engagement of 75%, generated approximately 1,531 megawatt hours of on-site solar electricity and invested 3.8% of revenue in product development.

I am particularly proud of our safety performance and our team's safety commitment score of 89%. We also published our inaugural Climate-related Disclosures Report and continued progress towards our net zero target.

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I also congratulate our Ryco team on winning the AFR's Most Innovative Company Gold Award for 2026 for the Syntec high performance filtration for domestic racing car engine performance. This is a terrific recognition of the innovation and capability within Amotiv.

Capital Management

Turning to capital management, the Group performed strongly against most measures in the Framework. Cash conversion and leverage were strong, the full-year dividend increased by 6.2%, and ROCE improved 30 basis points to 13.4%. ROCE remains below our medium-term target of 15%, but we remain focused on closing that gap.

Amotiv2030 Strategy

Amotiv2030, our strategic plan is going well. During FY26, Powertrain and Undercar consolidated Goss and Injectronics, added a new sealants category and continued to leverage the Ryco brand. Lighting, Power & Electrical progressed its customer service and omnichannel initiatives and achieved overseas growth. 4WD Accessories & Trailing secured exciting new international business and expanded its relationships with Chinese OEMs.

Amotiv Unified

Amotiv Unified is creating a more efficient operating platform while funding targeted growth. At the end of FY26, it had delivered approximately \$15 million of net annualised benefits to underlying EBITA. In FY27, we are targeting a further \$10 million of annualised net benefits, announced today, weighted towards the second half.

Of course, Amotiv Unified isn't just about platform efficiency projects; it's also driven by key growth engines, and three of those are listed on the slides. Firstly, accelerating our international business, then expanding our omnichannel routes to market, and enhancing our capability and operating model.

These three engines are supporting our international growth, which reached 18% of Group revenue in FY26. I'm pleased we have increased our 4WD offshore wins, launched the Narva range in US and signed an exciting MOU with Holley, I'll expand a little more on these in a second. I'm also excited with the launch of the Projecta and Narva.com sites and we are expanding our US e-commerce efforts with Amazon Prime enablement, finally we are evolving our broader operating model to ensure we are efficient and fund the offshore growth.

New strategic alliance – Holley, Inc.

Today, I'm pleased to announce that we have formed a strategic collaboration with Holley Performance Brands (NYSE: HLLY). Holley is home to a portfolio of iconic automotive brands serving enthusiasts across the high-performance aftermarket.

The alliance provides an exciting platform to support Amotiv's strategy of broader access to the North American performance aftermarket. We have agreed to collaborate in 4 key workstreams, kicking off with our recently awarded Syntec racing inspired, high performance filters from Ryco, which will be launched as "Flowmaster Engineered by Ryco Performance Oil Filters" in North America.

We're evaluating additional opportunities, for 2027 and beyond, for our dba and XClutch high performance brands and products through Holley's North American channels and finally we will be collaborating across warehousing, distribution, technical resources, supply chain and sourcing.

4WD International wins

Moving onto another international growth story is our 4WD Accessories & Trailing Division, who have recently secured new towbar supply contracts across Europe and the US. Today we are announcing another important win, which benefits us, not just in volume (approx. \$30K), but also it's the first time we are supplying to a Korean based factory line fit. These wins, aggregated over 6 months, will increase our Thailand production by approximately 60,000-70,000 units, or around 18%, from FY28.

Share Buyback

Now turning to capital management matters. More than \$180 million was returned to shareholders through dividends and buybacks over FY25 and FY26, and as James mentioned, today we are announcing a further on-market buyback of up to 5% of issued capital.

Today we announce further portfolio optimisation to support offshore growth and improve returns, we have increased our VAFI investment from 40% to 50.1%, strengthening our position in an important Vietnamese filtration supplier, and we sold our Fully Equipped business for A\$300,000 because it had become loss-making.

Trading Update and Outlook

Turning now to our first quarter FY27 trading update and revised outlook.

Trading for the first quarter of FY27 has been challenging, mostly in the 4WD Accessories & Trailing Division. Like-for-like Group revenue, which excludes the divested ECB business from both periods, was 5% below the prior corresponding period. This was largely due to subdued new vehicle and pick-up sales, combined with supply disruption in Thailand due to flooding impacting OEM plant production days.

Revenue in the Lighting, Power and Electrical Division was broadly flat, with

revenue growing marginally in the Powertrain and Undercar Division.

Gross margins improved on the prior year, with operating costs impacted by one-offs and inflationary increases. Operating costs remain a key area of focus through the balance of the year, through targeted efforts as part of our Amotiv Unified initiatives.

Turning to the outlook. In August, we expected modest revenue and underlying EBITA growth in FY27, assuming a continuation of prevailing economic and trading conditions and no material adverse events.

Conditions have since worsened. Conflict in the Middle East has persisted, keeping fuel prices elevated; interest rates have risen further; consumer sentiment has weakened; and cost of living pressures have increased. The environment remains challenging, and management expects these conditions to persist for the balance of FY27.

As a result, the outlook has been revised. FY27 revenue and underlying EBITA, excluding the VAFI consolidation, is now expected to be up to 5% lower than FY26 continuing operations, which exclude the ECB and Fully Equipped businesses, both divested in FY27. Including the VAFI consolidation, FY27 revenue and underlying EBITA is expected to be broadly in line with FY26 continuing operations.

Turning to the Divisions. In 4WD, growing Chinese OEM presence in ANZ is expected to remain a source of new business. The Thailand flooding impact is expected to normalise into H2, while new vehicle sales, in pick-up and SUV Medium+, are expected to remain subdued.

In LPE, US and Europe growth is expected to continue. EBITA margins are expected to moderate versus FY26, reflecting the absence of a prior-year one-off and ongoing US investment, and ANZ headwinds are expected to persist.

In PTU, wear and repair categories are expected to remain resilient, with further US growth expected in H2 from the Holley alliance. VAFI consolidation is weighted to H2.

Amotiv's business fundamentals remain strong, with the outlook supported by a number of levers.

First, pricing actions have been undertaken across all divisions, with benefits weighted towards H2.

Second, a further \$10m in net annualised benefits is targeted in FY27 from Amotiv Unified, largely weighted to H2, moderating inflationary increases.

Third, international expansion, including VAFI consolidation from 1 October 2026 at 50.1%; the strategic alliance announced today with Holley Performance Brands, providing US growth opportunities from H2 onwards; and continued expansion of US e-commerce, with Amazon Prime enablement.

And fourth, FX management tailwinds, including USD hedging to the end of Q3 at favourable rates versus the prior corresponding period, with the THB tailwind partly offsetting steel cost increases.

We have also announced today further capital management in the form of an on-market buyback of up to 5% of shares on issue, maintaining our commitment to improving shareholder returns. Combined with the Group's strong brands and market positions, resilient wear and repair exposure, and strong balance sheet and cashflows, the Board and management have confidence in Amotiv's future.

Closing remarks

I want to take a moment to thank the entire Amotiv team. Our business is in a period of transformation, combined with a challenging environment. Time and again, I see our people rise to challenges and display their impressive capabilities and dedication to Amotiv. I truly appreciate their extremely hard work, adaptability and loyalty. I commend them to you, our shareholders.

As you know, this will be my last AGM as Managing Director & CEO of Amotiv, as I will be stepping down in December to make way for a new MD & CEO.

As I reflect on the Group today, I look back on the transformation of the former GUD conglomerate and the more than doubling of the business to create Amotiv, an automotive pure play with global operations, a focus on quality products that are agnostic to drivetrain, a strong balance sheet and exciting growth initiatives as detailed earlier – this is all supported by a highly capable team. I thank James for his kind words about my time at Amotiv.

I am proud to leave the wonderful business, which is Amotiv, in good shape, with great people and an exciting future, continuing to bring its world-class brands to customers everywhere.

It is the right time for a new person to take the helm, and I wish my successor, our team and my fellow Directors every success. I also thank you, Amotiv's shareholders, for your support during my time here.

Thank you and I will now hand back to our Chair, James.



Annual General Meeting 2026



27 October 2026

Board of Directors



James Fazzino
Independent Non-Executive Director
& Chair of the Board



Jennifer Douglas
Independent Non-Executive Director



John Pollaers OAM
Independent Non-Executive Director



David Coolidge
Independent Non-Executive Director



Raelene Murphy
Independent Non-Executive Director

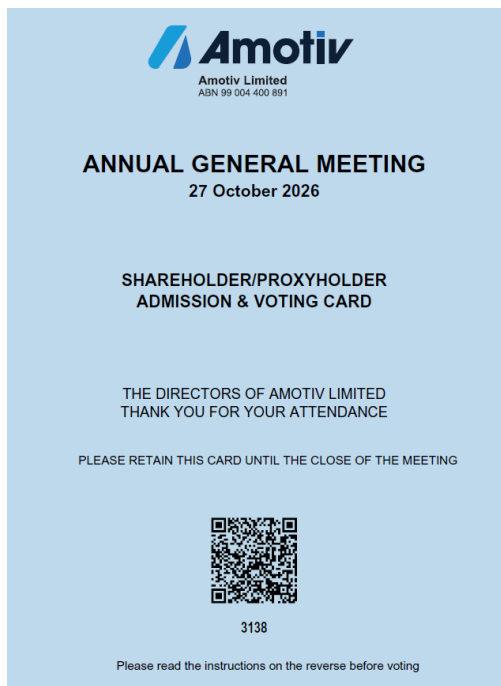


Graeme Whickman
Managing Director &
Chief Executive Officer

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Questions

Attending in person



Please walk up to the microphone to ask your question.

Telephone questions

Follow the instructions shown beneath the broadcast window on the online platform.

Attending online

- To ask a question, select the Q&A icon
- Select the topic your question relates to from the drop-down list
- Type your question in the chat box and **press** the send icon 
- To ask a verbal question, follow the instructions below the broadcast window

A screenshot of an online platform interface. At the top, there are four tabs: 'Broadcast', 'Vote', 'Q & A' (which is highlighted with a purple underline), and 'Documents'. Below the tabs is a large text area labeled 'Your questions(s)'. Below this, it says 'You may enter a question using the field below.' followed by a dropdown menu showing '3 Adoption of Remuneration Report'. At the bottom, there is a text input field labeled 'Enter your question here' with a character count '24 character(s)' and a purple 'Send' button.

Voting instructions

- For personal use only.
- When the poll is open, select the 'Vote' icon at the top of the screen.
 - To vote, select either For, Against or Abstain for each item.
 - You will see a vote confirmation.
 - To change or cancel your vote, select 'click here to change your vote' at any time until the poll is closed.

Voting is now open

The screenshot displays a web-based voting interface. At the top, there is a navigation bar with four icons: a monitor for 'Broadcast', a document with a checkmark for 'Vote' (which is highlighted with a purple underline), a speech bubble for 'Q & A', and a folder for 'Documents'. Below the navigation bar is a section titled 'Items of Business' in a grey header. The first item is '2A Re-elect Mr John Brown as a Director', followed by three buttons labeled 'FOR', 'AGAINST', and 'ABSTAIN'. The second item is '2B Re-elect Mr Peter Nolan as a Director', also followed by 'FOR', 'AGAINST', and 'ABSTAIN' buttons. The interface is clean and uses a purple accent color for the active 'Vote' button and the item headers.

Example only

Voting

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- Valid votes have been received representing approximately 64% of Amotiv’s issued capital.
- Proxy votes received on each item of business will be shown on the screen.
- Open proxies available to be voted by as Chair of the Meeting, will be cast “For” each of those items on the agenda.
- The Board recommends that you vote in favour of all resolutions.

Broadcast

Vote

Q & A

Documents

Items of Business

2A Re-elect Mr John Brown as a Director

FOR

AGAINST

ABSTAIN

2B Re-elect Mr Peter Nolan as a Director

FOR

AGAINST

ABSTAIN

Example resolutions only



Chair's Address

James Fazzino







Managing Director & Chief Executive Officer's Address

Graeme Whickman



FY26 Group financial performance overview¹

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Revenue

Up 2.7% to

\$1023.9m

Underlying EBITDA

Up 1.6% to

\$230.0m

Cash conversion %

Improved 2.5pps to

93.1%

Full year dividend

Improved 6.2% to

43.0c

Underlying EBITA

Up 1.6% to

\$195.1m

Underlying EPSA

Up 4.5% to

89.4c

Leverage

Improved 0.06x to

1.85x

ROCE %

Improved 0.3pps to

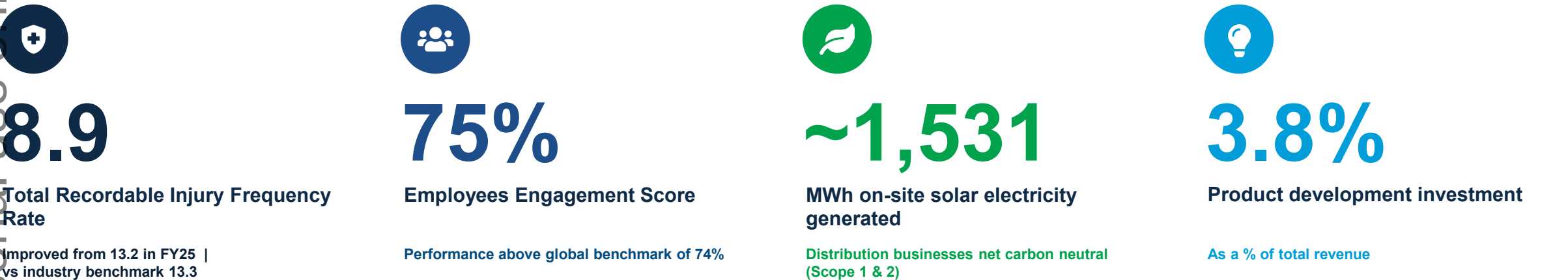
13.4%

1. Refer to the FY26 Investor Presentation for relevant definitions. Movements are relative to the prior corresponding period.

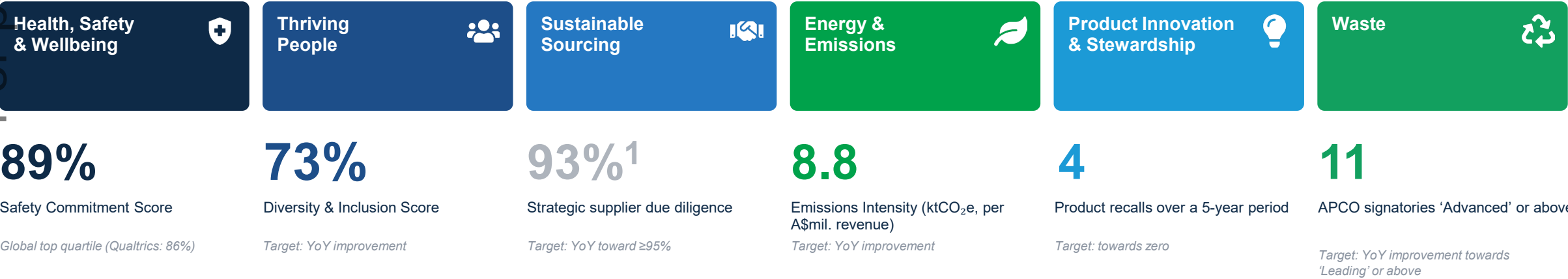
FY26 performance strongly against Amotiv 2030 ESG strategic imperatives

Amotiv's refreshed 2030 ambitions

FY26 PERFORMANCE HIGHLIGHTS



2030 ESG IMPACT AREAS



1. Strategic Suppliers are those suppliers prioritised as Specialised or Priority per the Sustainable Sourcing Framework.

Capital Allocation Framework – strong performance in FY26 across key metrics



Cash conversion ratio $\geq 75\%$

Sustaining capex (maintenance)

Target annual spend of 90%– 130% of depreciation (~\$10-15m)

Maintain strong balance sheet and leverage position

Target leverage range of 1.5x – 2.25x (absent major growth initiatives)¹

Disciplined growth investments

Core growth projects and value-accretive M&A

Consistent, reliable dividends to shareholders

Dividend payout ratio of greater than or equal to 50% of Underlying NPAT

Strategic investments

Projects and acquisitions in line with strategy and above specified returns

Additional returns to shareholders

Capital returns / share buybacks

Maximising the creation of shareholder value

Deliver a return on capital employed (ROCE) of greater than or equal to 15%²

FY26	Performance	Commentary
93.1%		Strong cash conversion +2.5pps ahead of pcg
91%		Balanced investment with sustaining capex of \$11.7m reflecting 91% of depreciation
1.85x		Leverage improved by 0.06x vs pcg, well within target range
+\$10m Amotiv Unified benefits		Amotiv Unified delivered incremental \$10m in annualised gross benefits on FY26 exit
55%		Full year dividend increased 6.2% (+2.5cps), a 55% underlying NPAT payout ratio
Buyback complete; increased dividend		Buyback completed. Increased interim and full year dividend. Total cash returned to shareholders in FY26 was \$74.8m. Portfolio optimised and recycling capital to support future growth e.g ECB divestment and VAFI acquisition
13.4% ²		ROCE improved +0.3ppt to 13.4% on like for like basis but remains behind medium term 15% target ²

1. Over the medium term for strategic acquisitions. 2. ROCE is presented excluding any benefit from the APG impairment in FY25. Reported ROCE at June 2026 post impairment is 15.8% representing a +0.5pps yoy improvement on the same basis.

Strategic Imperatives



Optimise our **Powertrain & Undercar** portfolio while adding 1-2 adjacent **non-ICE** categories



Solidify and defend our ANZ **Lighting, Power and Electrical** business while growing a **global** niche lighting & power business from our established bases



Build a leading integrated **4WD Accessories and Trailing** business in Australia while leveraging key expertise to carefully launch a **focused global business**



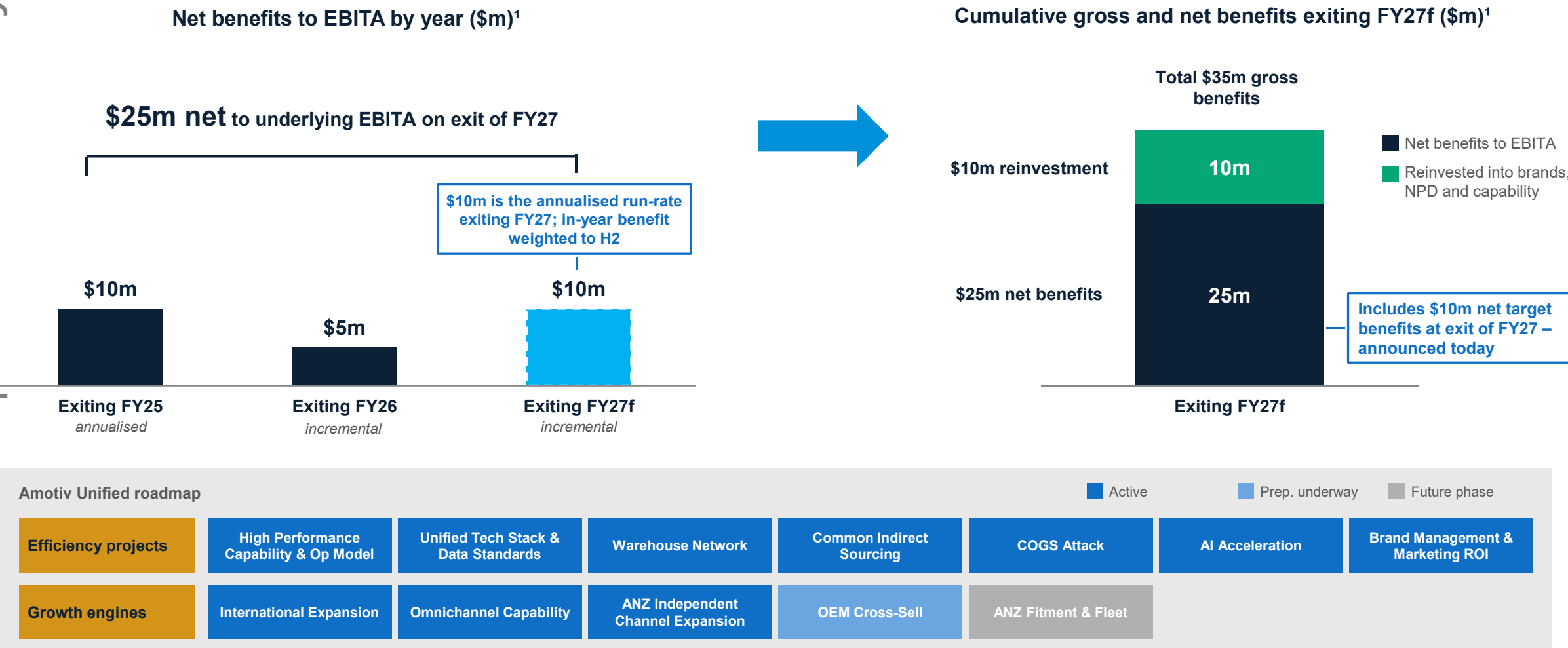
Simplify and improve via **Amotiv Unified** to make us more **efficient & effective**



Amotiv Unified – delivered \$15m net by end FY26 with further \$10m net benefits announced today targeted in FY27

Builds on annualised benefits delivered since FY25; FY27 benefits to support FY27 outlook

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1. Management estimate. Benefits shown on a gross annualised basis unless stated otherwise.

Amotiv Unified \$10m in new benefits driven by international growth, omni-channel and operating model efficiencies

Building on 18% of revenue from international (non-ANZ) markets

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AMOTIV UNIFIED PRIORITIES

1 Accelerating our international business

- 4WD – further international OEM wins
- LPE - Narva product range launched in the US – Q1
- PTU - Holley US strategic alliance – announced today

2 Omni-channel capabilities

- Launched Projecta.com and Narva.com
- Continued expansion of US e-commerce channels – Amazon Prime enabled

3 High performance capability and operating model

- Continued investment in building US capability
- Evolving operating model to generate further efficiencies and fund US and offshore growth

International growth momentum¹

18%

of FY26 revenue from non-ANZ markets



1. International is non-ANZ revenue share as presented in the FY26 results presentation.

New strategic alliance with Holley Performance Brands

Holley Performance Brands (NYSE: HLLY)

Holley Performance Brands is home to a portfolio of iconic brands that serve enthusiasts across the high-performance aftermarket. The company designs, engineers, manufactures and markets category-leading products and solutions for automotive enthusiasts through a focused portfolio spanning four consumer vertical groupings: American Performance, Modern Truck & Off-Road, Euro & Import, and Safety & Racing. For more than a century, Holley has built its reputation through innovation, technical expertise and a deep understanding of enthusiast culture.

Memorandum of Understanding signed - October 2026



Filtration range to be engineered by our RYCO, 2026 AFR Most Innovative Companies Award winner

MOU – Areas of Intended Collaboration

1 Filtration

Licensing & distribution

Co-branded high-performance filtration. Includes air filtration, oil filtration and beyond

Filters available in North America in 2027

2 Brakes and clutch

Distribution

Expanding North America sales and distribution of DBA brake and XClutch products through Holley channels.

Range complementary to Holley's Baer range, rapidly building out to Holley's national customer base

3 Australian distribution

Distribution of select Holley Performance Brands' products in Australia and New Zealand by Amotiv

4 Shared capabilities

North American distribution and logistics, product sourcing and shared technical capabilities, including research & development and vehicle scanning

Further opportunities under evaluation

5 Lighting

6 4WD accessories

1

Accelerating our
international
business

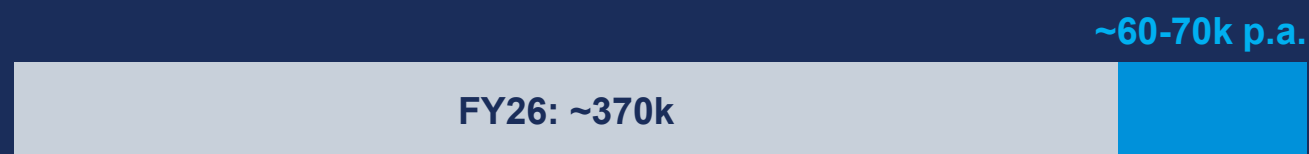
4WD international wins to lift Thailand towbar volume from FY28

Continuing to win offshore OE volume - Korea added as a new supply market

+~18%

Thailand towbar volume from FY28¹

Thailand towbar volume (units p.a.)



New Europe and Korea wins
recently secured, commencing contribution from FY28

KOREA

NEW – ANNOUNCED TODAY

Kia – first OE towbar supply into Korea
[30k+] units p.a.



EUROPE

Kia, Suzuki and Hyundai wins launching
through CY27
[~30k] units p.a.



UNITED STATES

Towbar range launched with U-Haul; broader
range in development²



1. Management estimates at full run-rate. Comprises Europe and Korea OE wins supplied from the Thailand facility; uplift calculated on FY26 Thailand towbar volume. 2. US supplied from Thailand but not included in the unit uplift.

Share buyback announced today to enhance shareholder returns

Ongoing capital management: \$180.2m returned over FY25 and FY26 – a further buyback announced today continues this focus

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Share buyback – up to 5% of shares on issue

- Intention to undertake a further on-market share buyback of up to 5% of shares on issue, announced today
- The next step in ongoing capital management, following completion of the previous 5% buyback
- To be funded from existing cash flows and debt facilities
- Reflects our commitment to capital discipline and improving shareholder returns
- No change to Capital Allocation Framework targets, including dividend payout of ≥50% of Underlying NPAT
- Balance sheet strength and strong cash performance expected to be maintained in FY27

Cash returned to shareholders (\$m)¹

\$180.2m

returned to shareholders
over FY25 and FY26



■ Dividends
■ Share buyback

Completed 5%
buyback

Dividends paid



Next step
Further buyback of up to 5%
of shares on issue –
announced today

FY25 + FY26

1. Total cash returned inclusive of dividends and share buybacks; FY26 comprises the buyback, FY25 final dividend and FY26 interim dividend paid in FY26. FY27 shows the buyback announced today only, at indicative scale, and excludes dividends.

Further portfolio optimisation announced today to support offshore growth and improve returns

Building on FY26 actions

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INVESTMENT

VAFI Filter Manufacturer (Vietnam)

ANNOUNCED AT FY26 RESULT (AUGUST 2026)

19.99%
at 30 June 2026

40.0%
from 1 September 2026

- **What it is:** Vietnam based filtration manufacturer - a leading supplier to US aftermarket and OE brands. Ownership structure related to existing Ryco/Wesfil supplier
- **Rationale:** Production expanding via investment in an additional greenfield site, providing a platform for future US growth
- **Consideration:** ~A\$15.0m subject to customary completion adjustments

DIVESTMENT

- **ECB:** sub-scale manufacturing; \$11.3m¹ proceeds
- **Twisted Throttle:** non-core US e-commerce; \$0.3m proceeds

ANNOUNCED TODAY

50.1%
from 1 October 2026

- **Consideration:** Further 10.1% for \$10.2m¹, reflecting control premium. Payment deferred to January 2027
- **P&L impact:** Consolidated from 1 October 2026, supporting FY27 outlook
- **Group ROCE impact:** Investment return >20% significantly above 15% hurdle
- Exclusive optionality regarding increasing future share ownership is maintained.
- **Fully Equipped:** loss-making NZ pick up canopy manufacturer; \$0.3m proceeds; \$8.8m non-cash impairment, FY26 revenue ~\$24m, EBITA loss \$1m; completion Sept 2026
- **Rationale:** limited growth and productivity improvement opportunities. No discernible path to met ROCE hurdles

1. Final proceeds subject to customary completion adjustments.

Q1 FY27 trading update

Subdued ANZ NVS and Thailand flooding weighed on 4WD revenue; gross margins % ahead of prior year for the group with operating costs impacted by one offs and inflationary increases

Group

–5%

Q1 YTD Group revenue vs pcp¹

Gross margins %

Ahead of prior year

Operating costs

Impacted by one-off costs² and inflationary increases – remains an area of focus through Amotiv Unified initiatives

4WD

- New vehicle sales and pick up sales remains subdued
- Revenue lower due to Thailand Q1 supply disruption due to flooding impacting OEM plant production days
- OE out-of-cycle pricing progressing through Q2

LPE

- Revenue broadly flat
- ANZ reseller channels stabilising
- Caravan, RV and truck remains subdued
- US growth continues

PTU

- Revenue grew marginally
- Wear and repair sell-out remains resilient
- Forward booking lead times remain consistent with prior quarter

1. One off costs due to a legal dispute with a US customer, Hi Viz lighting, heightened Caravan/RV sector risks and warehousing and logistics costs. Hi Viz revenue contribution is not considered material to the Group.

FY27 trading update and revised outlook

FY27 revised outlook

Revenue and underlying EBITA excluding VAFI consolidation is now expected to be up to 5% lower than FY26 continuing operations¹

Revenue and underlying EBITA including VAFI consolidation is expected to be broadly in line with FY26 continuing operations¹

Divisional outlook

- **4WD:** Growing Chinese OEM presence in ANZ expected to remain a source of new business. Thailand flooding impact expected to normalise into H2. New vehicle sales (pick-up and SUV Medium+) expected to remain subdued
- **LPE:** US and Europe growth expected to continue. EBITA margins to moderate vs FY26, reflecting the absence of a prior-year one-off and ongoing US investment. ANZ headwinds expected to persist
- **PTU:** Wear and repair categories expected to remain resilient. Further US growth expected in H2 from the Holley alliance. VAFI consolidation weighted to H2

FY27 levers supporting outlook

Pricing

H2-weighted

- Group: benefits weighted to H2
- 4WD: FY26 OE pricing annualising; further pricing in H1 FY27
- LPE changes to be enacted in H2
- PTU pricing implemented H1 with benefits skewed to H2

Amotiv Unified

H2-weighted

- Further \$10m net annualised benefits targeted in FY27, largely weighted to H2 moderating inflationary increases

International expansion

H2-weighted

- VAFI consolidated into PTU. Effective control from 1 October 2026 (50.1%)
- Holley US alliance contributing from H2
- Continued expansion of US e-commerce channels – Amazon Prime enablement

FX management

Hedging favourable

- USD hedged to end of Q3 at favourable rates vs pcp. THB tailwind partly offsetting steel cost increases

Capital management

- On-market buyback of up to 5% of shares on issue
- Capital Allocation Framework targets unchanged

1. FY26 continuing operations revenue of \$986.2m and underlying EBITA of \$191.6m exclude the ECB and Fully Equipped businesses, both divested in FY27 (FY26 reported revenue \$1,023.9m and underlying EBITA \$195.1m). VAFI 100% consolidated from 1 October 2026 at EBITA (49.9% eliminated at NPAT attributable to AOV shareholders) in line with accounting standards. The outlook is qualified by the Disclaimer on page 31 and assumes a continuation of prevailing economic, geopolitical and trading conditions (including consumer sentiment and demand, interest rates, foreign exchange and new vehicle supply), no material adverse events and delivery of further Amotiv Unified benefits.



Managing Director & Chief Executive Officer's Address

Graeme Whickman





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03

Business of Meeting

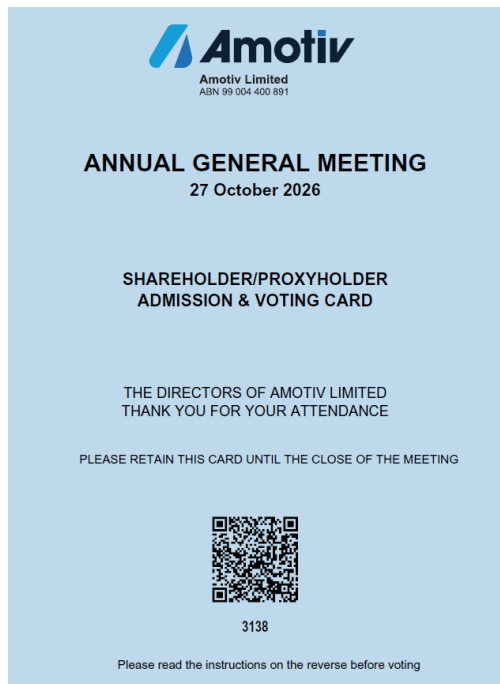
Business of Meeting

- Item 1:** Financial Statements and Reports
- Item 2:** Re-election of Jennifer Douglas
- Item 3:** Remuneration Report
- Item 4:** Appointment of Auditor
- Item 5:** Renewal of the Proportional Takeover Provisions

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Reminder – asking Questions

Attending in person



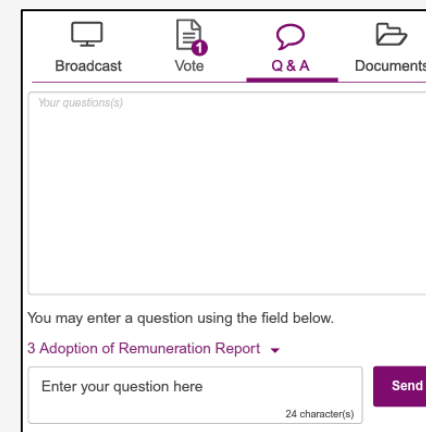
Please walk up to the microphone to ask your question.

Telephone questions

Follow the instructions shown beneath the broadcast window on the online platform.

Attending online

- To ask a question, select the Q&A icon
- Select the topic your question relates to from the drop-down list
- Type your question in the chat box and press the send button
- To ask a verbal question, follow the instructions below the broadcast window



The screenshot shows the Amotiv online platform interface. At the top, there are four tabs: Broadcast, Vote, Q & A (which is highlighted), and Documents. Below the tabs is a large text area labeled 'Your questions(s)'. Below this, there is a message: 'You may enter a question using the field below.' followed by a dropdown menu showing '3 Adoption of Remuneration Report'. Below the dropdown is a text input field labeled 'Enter your question here' with a character count '24 character(s)' and a 'Send' button.

Item 1 – Financial Statements and Reports

Financial Statements and Reports

"To receive and consider the Financial Report of the Company and its controlled entities and the Reports of the Directors and Auditor for the year ended 30 June 2026."

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Item 2 – Re-election of Jennifer Douglas

Re-election of Jennifer Douglas as a non-executive director

"That Jennifer Douglas, who retires by rotation in accordance with Rule 34(c) of the Company's Constitution, and, being eligible, be re-elected as a Director of the Company."

Proxy Votes Received on this Resolution:

For	Open	Against
83,496,847	616,004	1,896,022
97.08	0.72	2.20

Item 3 – Remuneration Report

Remuneration Report

"That the Remuneration Report for the year ended 30 June 2026 be adopted."

Proxy Votes Received on this Resolution:

For	Open	Against
81,687,308	633,196	3,652,918
95.01	0.74	4.25

Item 4 – Appointment of Auditor

Appointment of Auditor

"That, for the purposes of Section 327B of the Corporations Act and for all other purposes, and subject to the Chair confirming at the meeting that the Australian Securities & Investments Commission (ASIC) has consented to KPMG's resignation, approval is given for the appointment of Deloitte Touche Tohmatsu as auditor of the Company."*

Proxy Votes Received on this Resolution:

For	Open	Against
85,123,843	592,824	269,709
99.00	0.69	0.31

* ASIC has provided its consent to KPMG's resignation

Item 5* – Renewal of the proportional takeover provisions

Renewal of the proportional takeover provisions

"That, for the purposes of section 648G of the Corporations Act 2001 (Cth) and for all other purposes, the proportional takeover approval provisions in Rule 73 of the Company's Constitution be renewed for a period of three years commencing on 1 December 2026."

Proxy Votes Received on this Resolution:

For	Open	Against
85,150,930	600,216	172,814
99.09	0.70	0.21

* This resolution is put as a special resolution which, to pass, requires 75% of votes cast on the resolution to be in favour of it

Close of Voting

Please finalise your votes now

Voting is now closed

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Disclaimer

Important notices

This Presentation has been prepared by Amotiv Limited (ABN 99 004 400 891) ("Amotiv" or "Company").

Summary information

This Presentation contains summary information about Amotiv and its activities as at 27 October 2026. The information in the Presentation is of a general nature and does not purport to be complete or to comprise all information which a shareholder or potential investor may require in order to determine whether to deal in Amotiv shares. It should be read in conjunction with Amotiv's other periodic and continuous disclosure announcements lodged with the Australian Securities Exchange, which are available at www.asx.com.au.

Not financial advice

This Presentation is for information purposes only and is not a prospectus, disclosure document, product disclosure statement or other offering document under Australian law (and will not be lodged with the Australian Securities and Investments Commission) or under any other law. This Presentation does not constitute financial, investment, legal, taxation or other advice nor a recommendation to acquire Amotiv shares and it has been prepared without taking into account the objectives, financial situation or needs of individuals. Before making an investment decision, prospective investors should consider the appropriateness of the information in this Presentation having regard to their own objectives, financial situation and needs and should seek financial, legal and taxation advice as appropriate to their jurisdiction. The Company is not licensed to provide financial advice in respect of its shares. Cooling off rights do not apply to the acquisition of Amotiv shares.

Currency

All dollar values are in Australian dollars (\$) unless stated otherwise.

Non-IFRS financial information

Amotiv's results are reported under International Financial Reporting Standards (IFRS). This Presentation also includes certain non-IFRS measures including "underlying", "adjusted", "organic", "pro-forma" and other measures that are used internally by management to assess the operational performance of the Group and its businesses. Non-IFRS measures have not been subjected to audit or external review. All numbers designated as "statutory" comply with IFRS and have been reviewed or audited.

Past performance

Past performance information (including past share price performance) referred to in this Presentation is given for illustrative purposes only and should not be relied upon as an indication of future performance.

Future performance

This Presentation contains certain "forward-looking statements" including statements regarding our intent, belief or current expectations with respect to the Company's businesses and operations, market conditions, results of operations, financial condition and risk management practices. The words "likely", "expect", "aim", "should", "could", "may", "anticipate", "predict", "believe", "plan" and other similar expressions are intended to identify forward-looking statements. Indications of, and guidance on, future earnings and financial position and performance are also forward-looking statements. Forward-looking statements, opinions and estimates provided in this Presentation are based on assumptions and contingencies which are subject to change without notice, and may not eventuate, as are statements about market and industry trends, which are based on interpretations of current market conditions. Forward-looking statements including projections, guidance on future earnings and estimates are provided as a general guide only and should not be relied upon as an indication of, prediction of, or guarantee of future performance. This Presentation contains statements that are subject to risk factors associated with an investment in Amotiv. Amotiv believes that the expectations reflected in these statements are reasonable, but they may be affected by a range of variables which could cause actual results or trends to materially differ.



Annual General Meeting 2026

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