6 May 2026

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

Amotiv Limited (ASX: AOV): Investor Presentation – 2026 Macquarie Australia Conference

Please find attached for immediate release to the market the slides for an Investor Presentation to be made by Amotiv's Managing Director and Chief Financial Officer at the Macquarie 2026 Investor Conference to be held on Thursday 7th May in Sydney.

This announcement was approved for release by the Managing Director & CEO.

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Macquarie Conference

Graeme Whickman, CEO & MD and Aaron Canning, CFO

7 May 2026

Amotiv

Amotiv is a leading automotive parts business with a clear growth pathway

RESILIENT BUSINESS

Amotiv is a diversified automotive parts group

- Leading brands across three complementary divisions
- Resilient revenues with structural tailwinds
- Large and growing ANZ and offshore TAMs

~$1bn revenue[1] | 74% ICE-agnostic[1]

DISCIPLINED CAPITAL MANAGEMENT

- Consistent and strong cash generation
- Well capitalised balance sheet
- Disciplined capital allocation funding sustainable growth and shareholder returns

ROCE 13.1%[1] | medium term target ≥15%

GROWTH PATHWAY

- Resilient earnings base
- Accelerating international expansion
- Amotiv Unified delivering efficiency and growth

Non-ANZ revenue 0% → 17% in 5 years[1]

FY26 guidance reiterated — revenue growth expected with underlying EBITA of ~$195m[2]

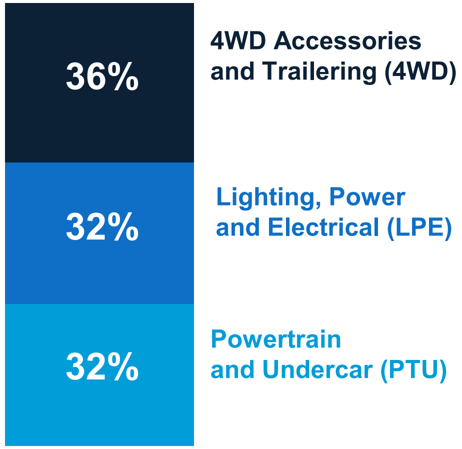
1. FY25 result. 2. Refer to slide 11.

Strategic footprint with increasing offshore contribution

Diversified revenue mix and strategically located footprint supporting resilient earnings, efficiency and growth

Balanced and resilient revenue mix

~$1bn
FY25 revenue



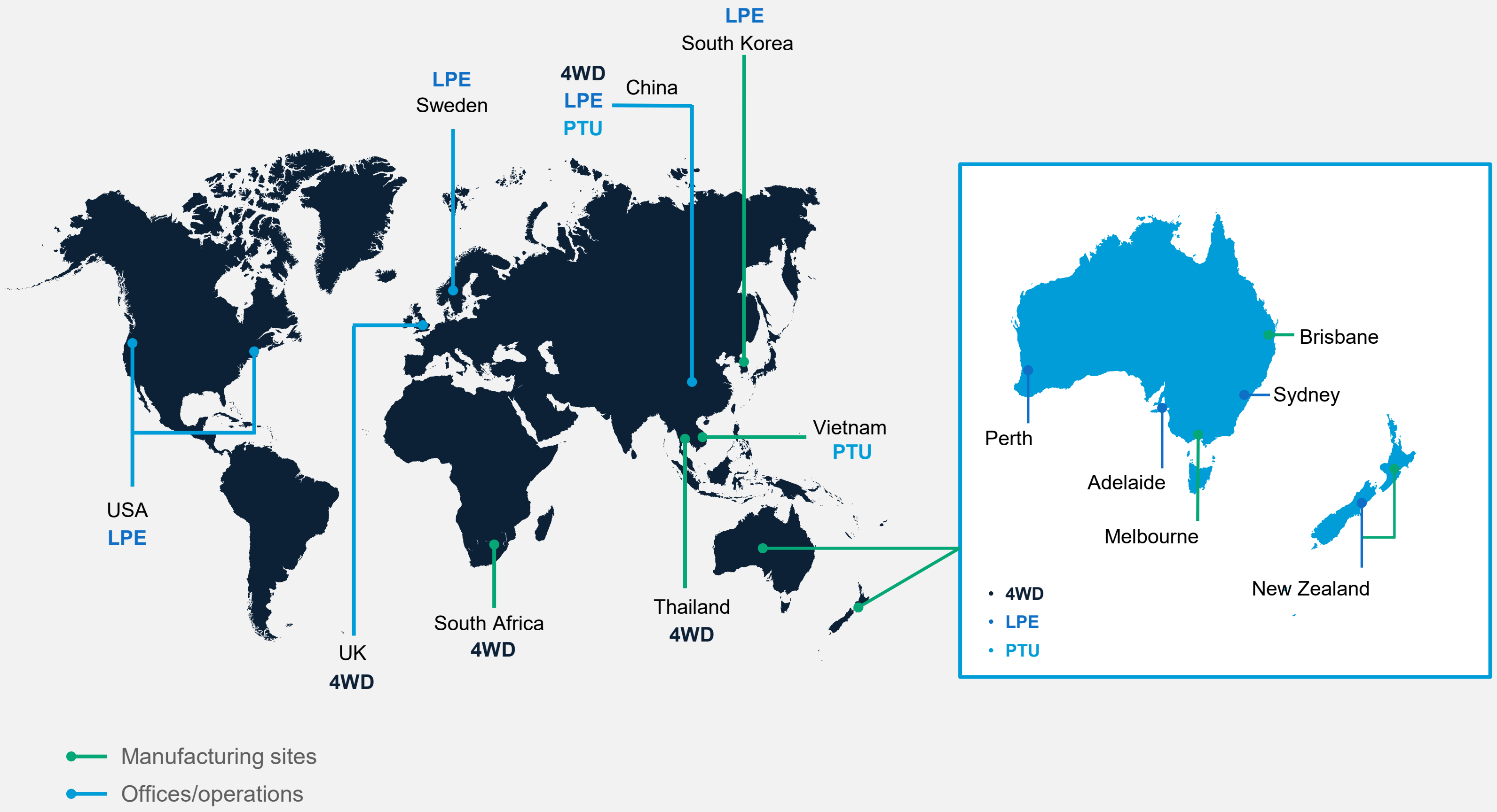
Largely
ICE agnostic
revenue

~74%[1]

Growing
offshore (non-ANZ)
revenue

0% → ~17%[1]
over 5 years

Strategically located regional manufacturing footprint supports competitive advantage



1. FY25 revenue.

Diversified business with resilient revenues and large addressable markets

Three complementary divisions with leading brands, deep SKU range and strong market shares, addressing >$20bn global TAM[1]

	4WD Accessories and Trailering	Lighting, Power and Electrical	Powertrain and Undercar
Categories	• Towing and other functional accessories • Caravan and trailering components • Cargo management	• Lighting • Power management • Electrical accessories • Engineered lighting solutions	• Filters, gaskets, engine components • Drivetrain, braking • EV repair and remanufacturing
Drivers	• NVS (Ute/SUV Med+) • Caravan/RV sales • Attachment rates	• NVS (Ute/SUV Med+) • Caravan/RV/truck sales • Growth, ageing and proliferation of car parc	• Growth, ageing and proliferation of 5-year+ car parc
End market	✓ **Largely OEM + aftermarket**	✓ **Broadly balanced aftermarket/OEM**	✓ **Primarily aftermarket**
Division TAM	**~$7.0bn TAM** ANZ $2.5bn + Offshore $4.5bn[2]	**~$10.0bn TAM** ANZ $2.5bn + Offshore $7.5bn	**~$3.5bn TAM** ANZ only
Leading brands	Hayman Reese, Cruisemaster, Rola	Narva, Projecta, Vision X, Denali	Ryco Filters, Wesfil, dba Disc Brakes Australia, infinitev

~$8.5bn ANZ TAM + **~$12bn** Targeted Offshore TAM

Breakdown of Offshore opportunity

US $7.3bn • **Europe** $4.3bn • **South Africa** $0.3bn

- Niche lighting and power

- 4WD functional accessories

1. Management estimates of TAMs. 2. Non-ANZ 4WD TAM - includes product categories where 4WD has a competitive advantage in international markets (US Trailer & Towing, Racks & Carriers, Europe towbars, South Africa OEM Towing & Functional Accessories).

A unique solutions provider across an increasingly diverse car parc

EV adoption gradual despite recent spike; Chinese OEM growth expanding 4WD's customer base and reinforcing aftermarket moat

Rising brand and model proliferation reinforces the value of our comprehensive aftermarket SKU coverage (>100k SKU count)

- Amotiv depth of range across the car parc creates a powerful natural moat

Chinese OEM growth expands 4WD's customer base

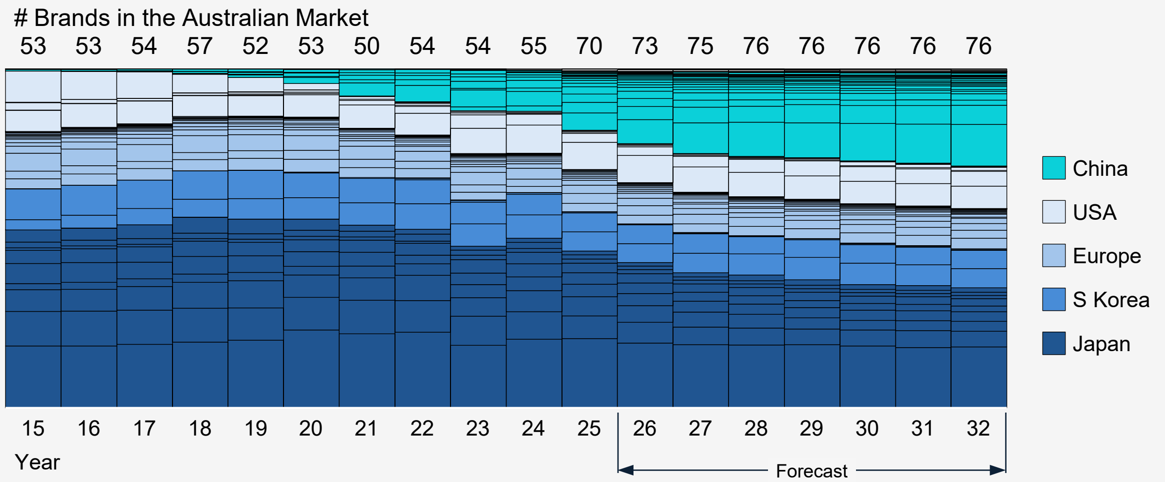
- Customer relationships established with all major current and future Chinese OEMs ex BYD, with direct China supply established
- Strong engagement with BYD China on upcoming 3.5T BYD Shark for towing components

BEV only 2% of the car parc today - long runway until a material shift

- March 2026 BEV sales +14.6%[3] reflecting consumer response to fuel prices and supply concerns
- Pure EV adoption is gradual, not disruptive, protecting aftermarket demand
- PTU's Infinitev business is Australia's leading EV battery re-manufacturer

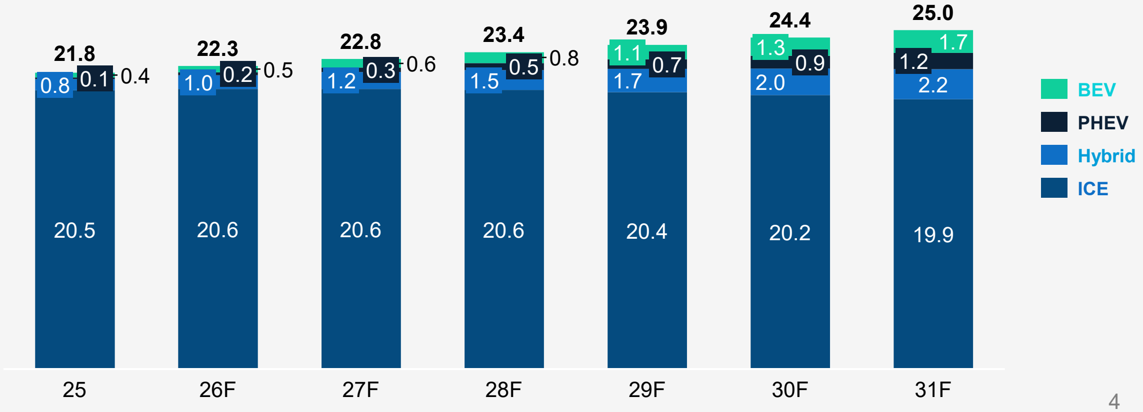
Proliferation of vehicle brands driven by Chinese market entrants

Australia New Vehicle Sales mix by brand and brand region - CY15 to CY32F[1]



ICE (inc. Hybrid & PHEV) **still dominates the car parc through to 2030**

Australia Car Parc: Five-year forecast by powertrain type (millions of vehicles) to CY31F[2]



1. S&P Global light vehicle sales forecast – Australia. 2. Fifth Quadrant Forecast based on VFacts, ABS Motor Vehicle Census, BITRE Road Vehicles Australia and Electric Vehicle Council Sales Report. 3. FCAI Media Release April 2026.

Current and future car parc dynamics underpin long-term, structural demand

Growing, ageing fleet drives aftermarket demand; mix shift to SUVs and LCVs lifts vehicle accessorisation

Growing and ageing fleet drives strong aftermarket demand

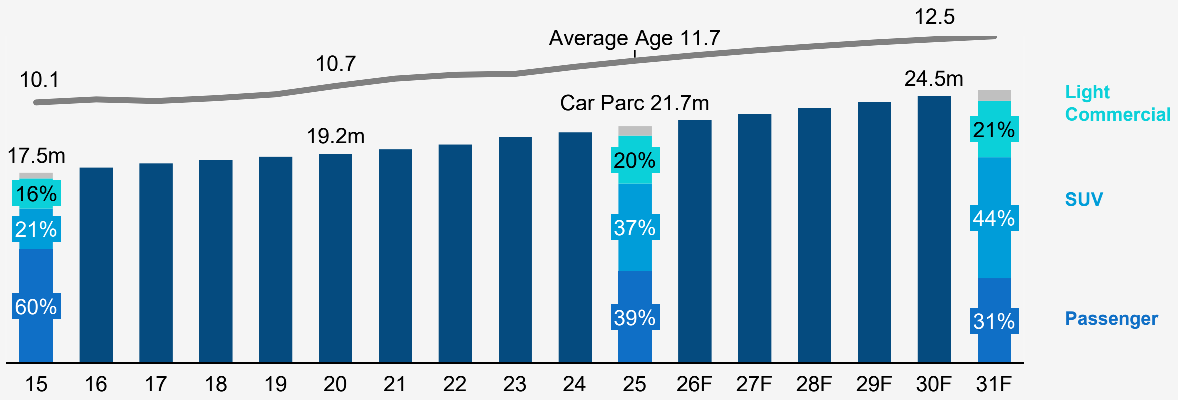
- Average age projected to grow to 12.5 years by 2030
- ~24.5m vehicles forecast by 2030 ⟶ ~40% larger base than 2015
- CY25 car parc segmentation - 20% Light Commercial, 37% SUV, 39% Passenger Vehicle

LPE and 4WD's key vehicle segments continue to take share from passenger vehicles

- SUVs + LCVs ~89% of new sales by 2030; a global structural trend
- These vehicle segments attract higher accessory revenue per vehicle

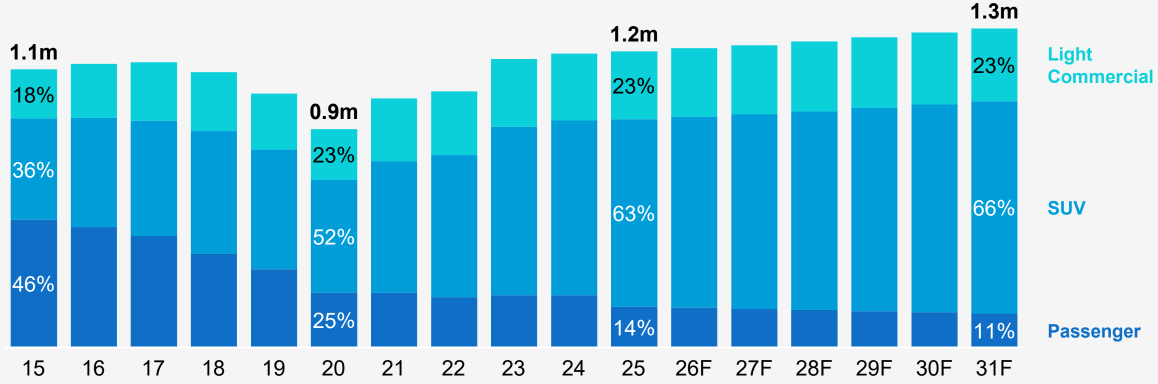
Car parc keeps growing and ageing

Australia Car Parc (millions of vehicles), Average Age (years): Five-year forecast to CY31[1]



Mix shift to SUVs + Pick Ups drives higher accessory attachment

New Vehicle Sales – Light Vehicles Australia: Five-year forecast to CY31[1,2]



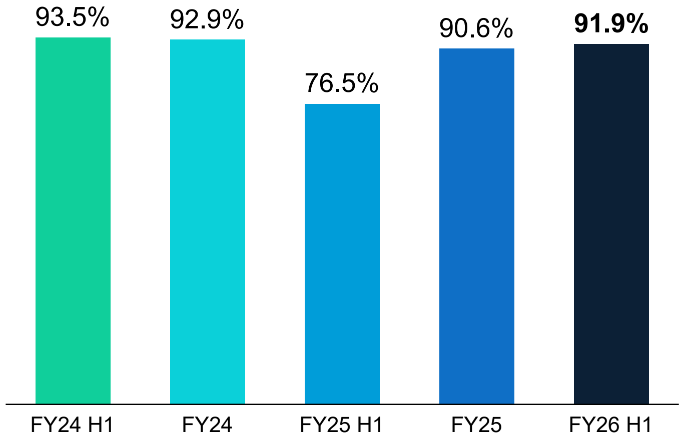
1. Fifth Quadrant Car Parc Forecast - based on VFacts (Australia), ABS Motor Vehicle Census (2014 – 2021) and BITRE Road Vehicles Australia (2021 – 2025) and Electric Vehicle Council Sales Report data sources.
2. Light Vehicle segments only (i.e. excluding Heavy Commercial Vehicles)

Strong cash generation and a flexible balance sheet

Consistent track record of cash generation combined with disciplined capital allocation

Consistent cash conversion delivery…

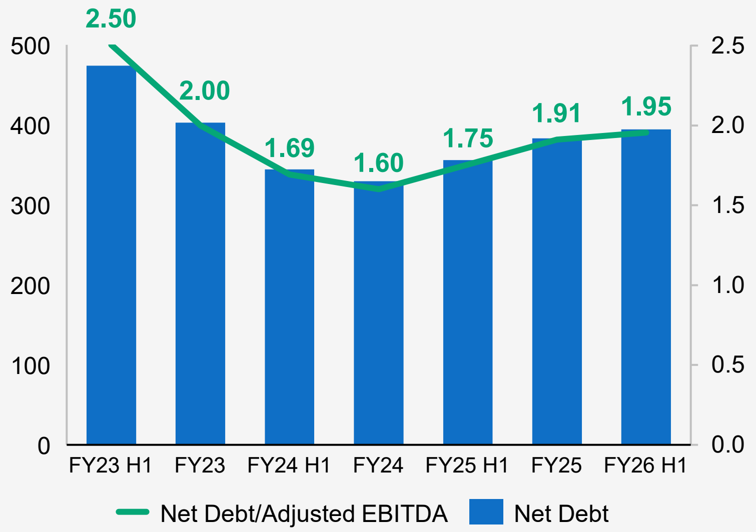
Cash conversion (%)



- Cash conversion consistently above Capital Allocation Framework target of ≥75%
- Strong cash generation supports self-funded organic investment

….and disciplined capital allocation underpinning the balance sheet

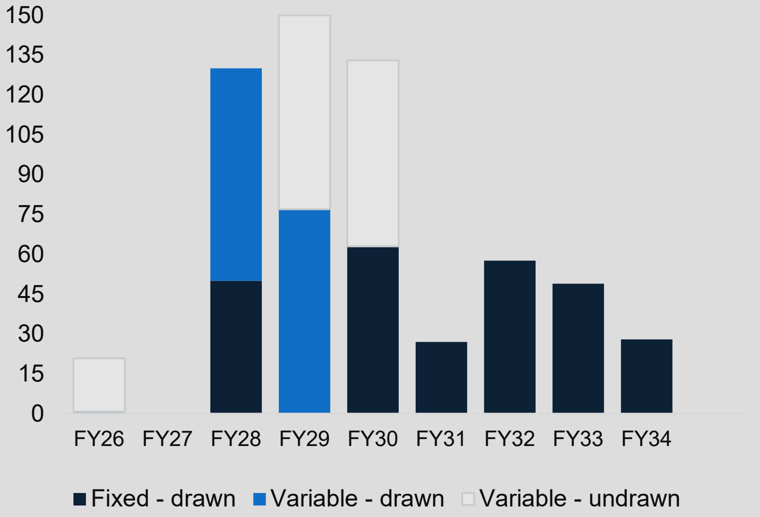
Net Debt vs Net Debt/Adjusted EBITDA[1]



- Conservative leverage within Capital Allocation Framework range of 1.5-2.25x
- Priority to organic growth, product development and value accretive bolt-ons
- Supports reliable dividends and opportunistic buybacks

…with long dated and mostly fixed debt providing funding flexibility

Maturity profile ($m)



- Largely long-term fixed debt drawn at attractive rates (63% fixed and 5% hedged)
- Current facilities supportive of continued investment in strategic growth opportunities
- Strong relationships with existing lender group with appetite for further support

1. Refer to FY26 H1 investor presentation for leverage calculation.

Amotiv 2030

Strategic imperatives to deliver our 2030 ambition

With progress highlights on each imperative since FY26 H1

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

PROGRESS SINCE FY26 H1

- **Infinitev site expansion** - relocated to larger facility with capacity for further growth
- **ACS warehouse rationalisation** - distribution centre exited and consolidated into existing Truganina site

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

PROGRESS SINCE FY26 H1

- **New 48v Caravan Power Management system** - launched Feb 2026 as new-to-market innovation, now clear market leader
- **Omnichannel Expansion** - launched Projecta.com and Narva.com

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

PROGRESS SINCE FY26 H1

- **European OEM wins ex-Thailand** - Hyundai (2 models) late CY27 and Suzuki from mid CY28 supply
- **Cruisemaster manufacturing consolidation** - Brisbane site closing, transitioning to Keysborough

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

PROGRESS SINCE FY26 H1

- **Prioritised efficiency projects and growth platforms**
- **US 'One Amotiv' approach** - unifying US operations
- **AI Investment** – proof of concept customer service and 24/7 product support platform to be established by end June 2026

Translating the 2030 strategy into financial aspirations

ROCE of 15%[1] aspiration by FY28 outlined as part of Amotiv's existing Capital Allocation Framework

PATH TO ≥15% ROCE[1]

13.1%	→	≥15%	→	>16% aspiration
ROCE at FY26 H1		ROCE by FY28[2]		ROCE by FY30[2]

HOW WE GET THERE

Sustained organic EPSA growth

Mid to high single digit growth[2]

Product and geographic diversification

Capital-lite growth

Increasingly capital-light operating footprint

Portfolio optimisation

Acquisitions and divestments aligned to 2030 imperatives and return thresholds

Amotiv Unified

Prioritised efficiency projects and growth platforms

UNDERPINNED BY AMOTIV'S CAPITAL ALLOCATION FRAMEWORK[3]

Cash conversion **>75%** • Leverage **1.5x – 2.25x** • Sustaining capex **90–130% of depreciation** • Dividend payout **≥50%**

1. ROCE presented excluding any benefit from the APG impairment in FY25. Reported ROCE at December 2025 post-impairment is 15.3%, in line with June 2025 on the same basis. 2. Does not represent guidance. Reflects the underlying EPSA CAGR vesting scale in the FY25–FY27 Long Term Incentive Plan, as disclosed in the FY25 Remuneration Report. 3. Refer to slide 15 in the Appendix.

Amotiv Unified - funding efficiency and growth

Three wave program commenced January 2025; now evolving to fund growth engines into FY27 and beyond

AMOTIV UNIFIED ROADMAP

Prioritised Efficiency Projects

Efficiency benefits to fund the growth engines

- Warehouse Network
- Unified Tech Stack & Data Standards
- High Performance Culture & Capability
- Common Indirect Sourcing
- COGS Attack
- AI Acceleration
- Brand Management & Marketing ROI

Growth Engines

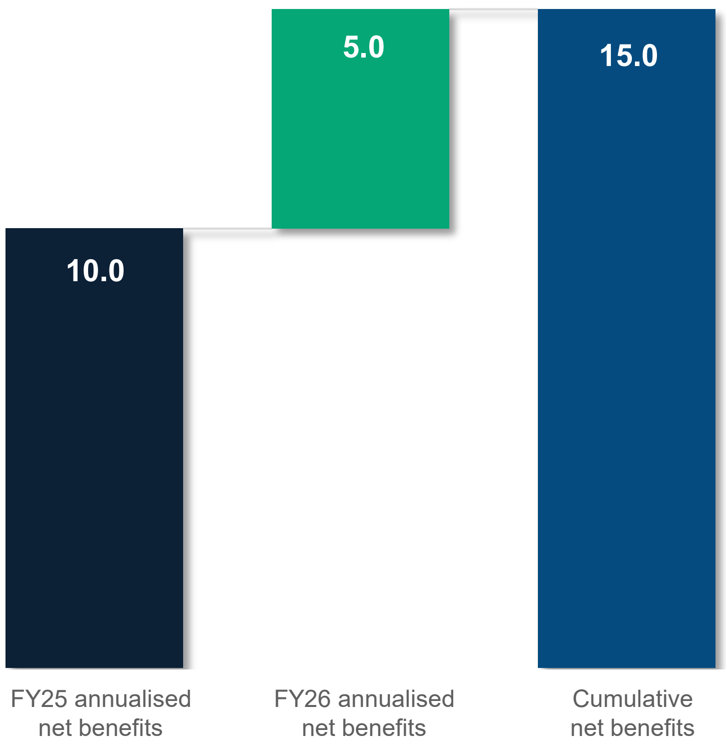
Revenue generating initiatives to accelerate growth

- Omnichannel Capability
- International Expansion
- ANZ Independent Channel Expansion
- OEM Cross-Sell
- ANZ Fitment & Fleet

Active | Prep. underway | Future phase

AMOTIV UNIFIED

Cumulative net benefits exiting FY26 ($m)[1]



1. Management estimate $25m cumulative annualised gross benefits from Amotiv Unified by end FY26.

Trading Update – resilient performance in softer environment

Trading – FY26 Q3

Group revenue: +3.6% Financial YTD to 31 March 2026[1]

4WD

- NVS (PU/SUV Med+) remain soft with Q3 weaker than H1
- Leading AU models Ranger (-4%) and Hilux (-1%) down on prior FYTD

LPE

- Domestic resellers subdued with some showing signs of yoy normalisation
- US and Europe growth continued, with record sales through H2

PTU

- Wear and repair remained resilient although some workshops reporting softening in forward bookings; too early to form a definitive view

1. Reflects unaudited results

Operating environment

Foreign Exchange

- USD 100% hedged for H2. FY27 H1 ~70% hedged providing certainty
- THB weakening with ~50% covered for FY27 H1

US tariffs

- Limited exposure to Section 232 tariffs changes

Freight

- Sea Freight subject to Middle East conflict premiums impacting contracted rates
- Recent domestic freight RFP cushioning the impact of higher fuel surcharges reflecting elevated prices and supply constraints

Raw materials

- Single digit steel price increases, mostly Thai sourced, with FY27 impact
- Early indication of upward price pressure on petroleum linked raw materials due to ongoing Middle East conflict

Middle East impacts

- To date the impacts from the Middle East conflict have been largely manageable

FY26 guidance reiterated

~$195m[1]

underlying EBITA expected in FY26

- **Group revenue growth is expected in FY26 with underlying EBITA of ~$195m[1], in a challenging environment**
  - **4WD:** NVS (PU/SUV Med+) softer. H2 margins improving due to H1 pricing actions
  - **LPE:** ANZ headwinds persisting. H2 underlying EBITA margins to soften versus H1
  - **PTU:** Wear and repair categories remaining resilient
  - Revised modest price increases implemented across LPE/PTU
  - Incremental Amotiv Unified FY26 net benefit (~$1m)
  - H1/H2 underlying EBITA expected to be broadly balanced
- FY26 cash conversion to be in line with the Capital Allocation Framework targets
- Balance sheet strength maintained – deleveraging expected in H2
- Incremental $10m Amotiv Unified annualised gross benefits on FY26 exit
- Closely monitoring any further deterioration in the Middle East conflict and resulting impacts on end user demand; focus remains on factors within our control
  - FY27 impacts dependent upon the duration and outcome of the conflict

1. Includes Amotiv Unified net benefits and reflects the current operating environment as known to management, including current impacts from the Middle East conflict. Assumes no further material deterioration in prevailing conditions over the remainder of FY26.

Appendix

Supplementary information

FY26 H1Group performance[1]

Revenue
+3.3% to
$520.5m

Gross margin
-1.6pps to
42.4%

Underlying EBITA
+1.3% to
$98.3m

Underlying EPSA
+5.3% to
44.1c

Cash conversion
+15.4pps to
91.9%

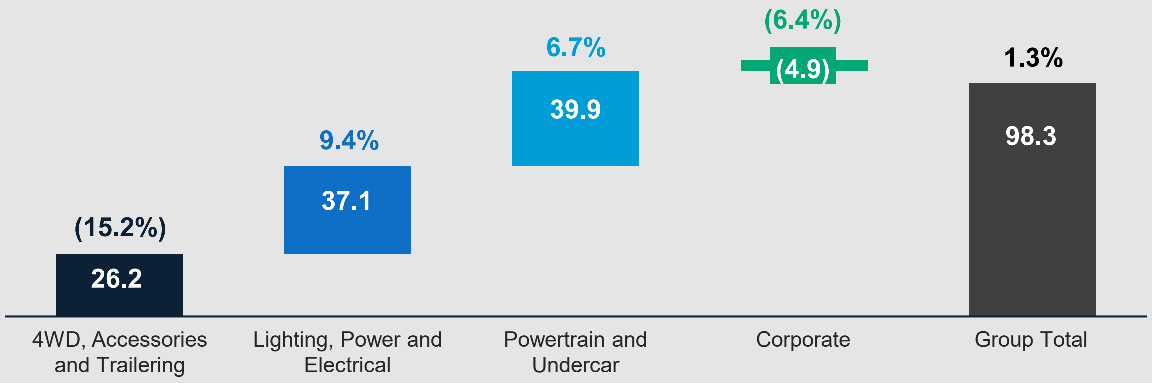
Leverage
+0.20x to
1.95x

Interim dividend
+8.1% to
20.0c

Safety (TRIFR)
-1.39 to
9.75

- Revenue growth driven by new business wins, ongoing investment in product development and geographical diversification despite headwinds in 4WD and LPE
- Underlying EBITA growth primarily impacted by lower 4WD margins due to domestic inflationary pressures and mix. Pricing increases executed in period to support H2 margins
- Amotiv Unified partially mitigated margin pressure from domestic cost inflation. Further incremental benefits identified on exit of FY26
- Strong cashflow and capital management drove EPSA, dividend growth, maintained leverage within target range whilst returning ~$48m to shareholders (inclusive of dividends/buyback)
- Strong safety performance and progress on emissions reduction

Underlying EBITA by segment[1]
($m)



1. Refer to FY26 H1 investor presentation.

FY26 H1 Amotiv Unified – enterprise optimisation driving efficiency and growth

Consolidation into three category-aligned divisions created the platform – Amotiv Unified captures the value

Three year program already delivering – with more to come

- Group-wide transformation program commenced January 2025
- $15m gross annualised benefits delivered exiting FY25; $10m net after reinvestment in brands, NPD and capability
- Further $10m gross annualised benefits targeted on FY26 exit, with $5m reinvested in IT simplification and logistics consolidation
- Timing of FY26 initiatives results in $1m net benefit in-year
- Total FY26 net benefits of ~$11m included in FY26 underlying EBITA guidance[1]

Amotiv Unified – incremental annualised benefits on FY26 exit ($m)[1]

Amotiv Unified – incremental FY26 benefits phasing ($m)[1]

$m	FY26 H1	FY26 H2	FY26
Gross benefits	1.0	5.0	6.0
Reinvestment	-	(5.0)	(5.0)
Net benefits	**1.0**	**-**	**1.0**

1. Management estimates.

FY26 H1 Capital Allocation Framework – strong results against most metrics

Amotiv

Framework	FY26 H1	Performance	Commentary
Cash conversion ratio >= 75%	91.9%	Achieved	Strong cash conversion +15.4ppts ahead of pcp
Sustaining capex (maintenance) Target annual spend of 90%– 130% of depreciation (~$10-15m)	103%	Achieved	Balanced CAPEX investment with Sustaining CAPEX of $6.4m reflecting 103% of depreciation
Maintain strong balance sheet and leverage position Target leverage range of 1.5x – 2.25x (absent major growth initiatives)	1.95x	Achieved	Leverage remains within target range post the completion of the share buyback program
Disciplined growth investments Core growth projects and value-accretive M&A	+$10m Amotiv Unified benefits	Achieved	Execution of Amotiv Unified programs supported H1 with an incremental $10m in annualised gross benefits on FY26 exit
Consistent, reliable dividends to shareholders Dividend payout ratio of greater than or equal to 50% of Underlying NPAT	52%	Achieved	Interim Dividend payment increased 8% to 20 cps +1.5cps on pcp reflecting 52% payout ratio
Strategic investments Projects and acquisitions in line with strategy and above specified returns / **Additional returns to shareholders** Capital returns / share buybacks	**Buyback completed. Dividend +1.5cps**	Achieved	5% buyback completed in H1. Returned ~$48m to shareholders inclusive of dividends and buybacks
Maximising the creation of shareholder value Deliver a return on capital employed (ROCE) of greater than or equal to 15%[1]	13.1% [2]	WIP	ROCE remains broadly flat vs June 2025 at 13.1% on like for like basis[2]

Achieved | Substantially met | WIP

1. Over the medium term for strategic acquisitions. 2. ROCE is presented excluding any benefit from the APG impairment in FY25. Reported ROCE at December 2025 post impairment is 15.3% in line with June 2025 on the same basis. Refer to the FY26 H1 investor presentation.

ANZ Pick Ups softer in Q3 down 2%, broadly flat FYTD[4] net of BYD

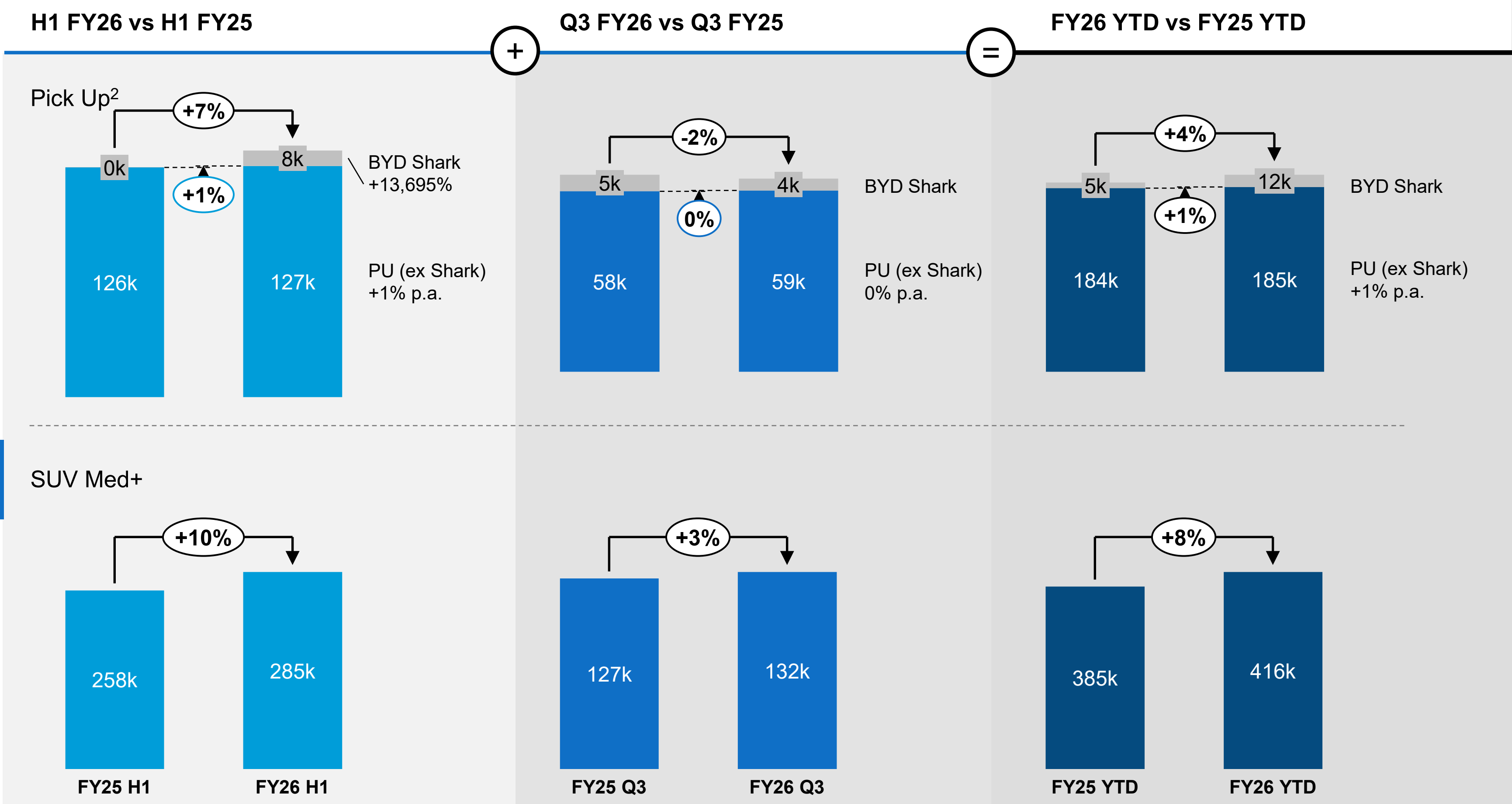
ANZ Pick Up: Q3 down 2%

- **H1 +7% on pcp, broadly flat net of BYD Shark[2]**
- **Q3 impacted by slowdown in March sales**
  - Q3 sales down -2% (0% net of BYD Shark[2])
  - Q3 impacted by March down 10% downturn
- **FYTD +4% on pcp, +1% net of BYD Shark**
  - BYD Shark launch FY25 H2, sales have moderated since launch and pending future model upgrade
  - New pick up models (incl. Kia, GWM, MG, JAC) winning share
  - Leading models Ranger (-4%) and Hilux (-1%) down on prior financial year to date[4]

ANZ SUV Med+: Q3 up 3%

- **H1 +10% on pcp**
- Growth moderated to 3% in Q3
- **FYTD +8% on pcp**
  - Category supported by multiple new/refreshed models including BYD Sealion, Tesla Model Y, Chery Tiggo, Geely EX5, and Jaecoo J7
  - Market leader RAV4 impacted by stock run-down pending new model release

ANZ New Vehicle Sales in Key Segments: FY26 vs FY25[1,3] (not to same scale)



1. FCAI Vfacts, Electric Vehicle Council, MIA NZ and NZ Transport Agency. 2. 4WD segment currently does not provide towbars to the BYD Shark
3. Figures may not sum to total due to rounding. 4. Represents Australia only sales.

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 07 May 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.

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Currency
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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.