



ARB CORPORATION LTD

Tel: +61 3 9761 6622
Fax: +61 3 9721 9093
arb.com.au

Postal Address:
PO Box 105, Kilsyth,
Victoria 3137 Australia

Street Address:
42-44 Garden Street, Kilsyth,
Victoria 3137 Australia

ASX ANNOUNCEMENT

1 June 2026

SALES AND OPERATIONS OVERVIEW

ARB Corporation Limited provides the following overview of its sales and marketing activities and operations for investor and stakeholder information.

This announcement was approved for release by the Board of Directors.

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**SALES & OPERATIONS
OVERVIEW**



COMPANY OVERVIEW
SALES & MARKETING
U.S. OVERVIEW
ORIGINAL EQUIPMENT
ENGINEERING
MANUFACTURING

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COMPANY OVERVIEW



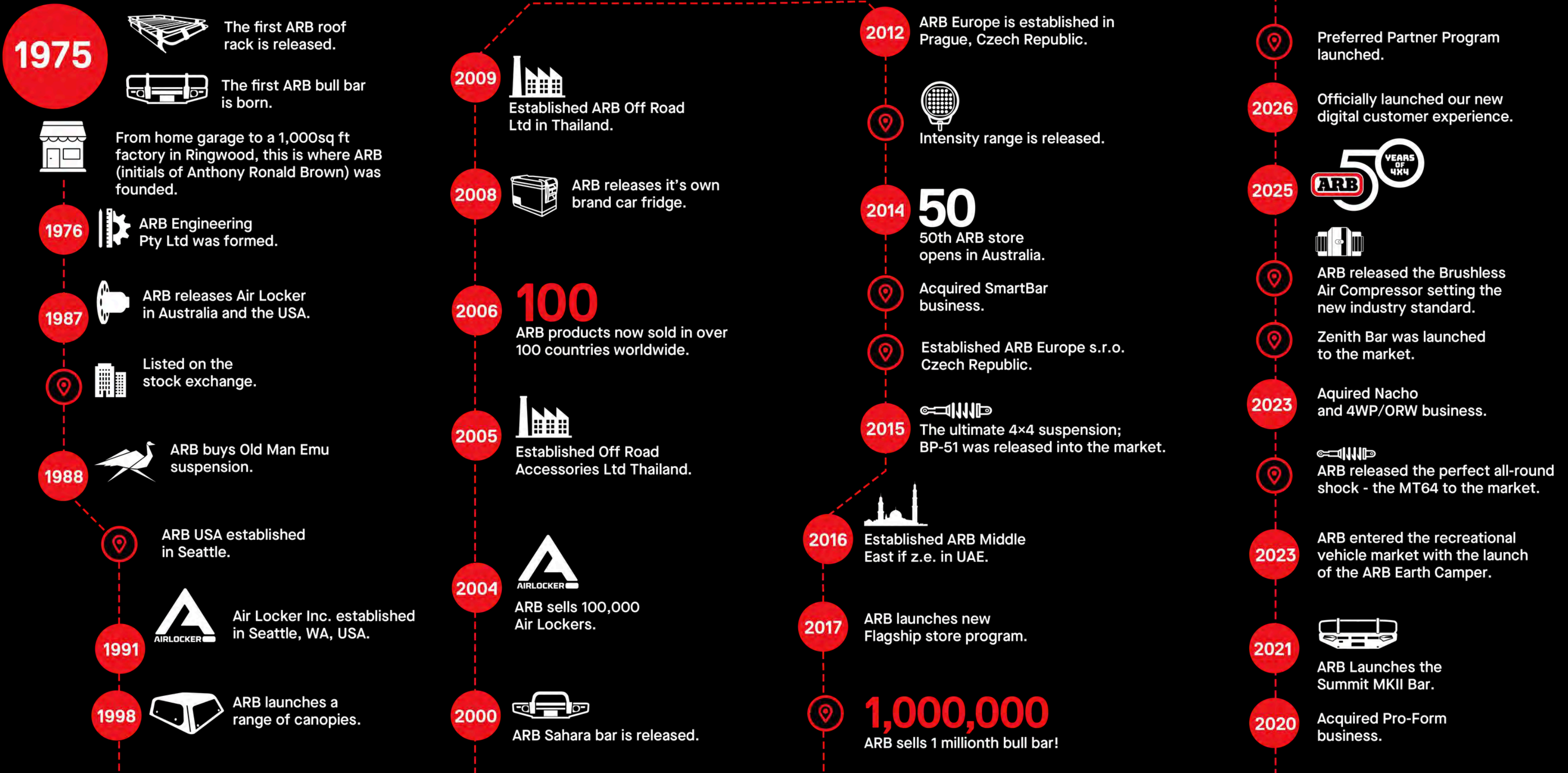
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ARB CORPORATE OVERVIEW OUR JOURNEY



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The Product Lifecycle



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01



Product Management

Unparalleled access to retail customers globally. KANO method. Hunt information to make excellent decisions - gaps & Total Addressable Markets

02



Engineering

Innovation led, aesthetically conscious, practically (product) minded engineering excellence. Control IP

03



Manufacturing

Highest quality, speed to market, moat investment conscious, automation capable manufacturing

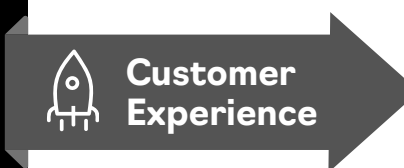
04



Marketing

Product led, globally aware, customer USP focused, exciting marketing that seamlessly ladders product into brand & lifestyle

05



Customer Experience

Leverage excellence in retail presentation & workshop capability to thrill ARB customers with an experience that reflects the effort to bring the product to market

Sustainable Competitive Advantages



1 Brand
A **globally recognised, iconic, product agile, premium** brand. We leverage this to **accelerate** product **sales** across **diverse** categories and markets

2 Engineering
We have a **scaled, highly specialised, global** engineering team with broad, **OEM-level expertise**. We combine this with our manufacturing integration to deliver **exciting, innovative, integrated** solutions

3 Manufacturing
We are in a **unique** position to **invest** in **manufacturing innovation** and **intellectual property**. This allows us to deliver unrivalled **speed, quality** and **flexibility**

4 Global Distribution
We have the **best** and most **extensive** retail and wholesale **network** globally. We leverage this to **drive** the sales of **new and existing** products to **new and existing** customers

5 People
We are known globally as a **leader** in both **products** and **commercial performance**. This **attracts** the **best people** from within the **industry** and also the broader **professional** world

6 Working Capital
Our **profitability** and **cash position** allows strategic deployment of capital to fund **sustainable product growth**



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SALES & MARKETING

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Australian Aftermarket – Structure

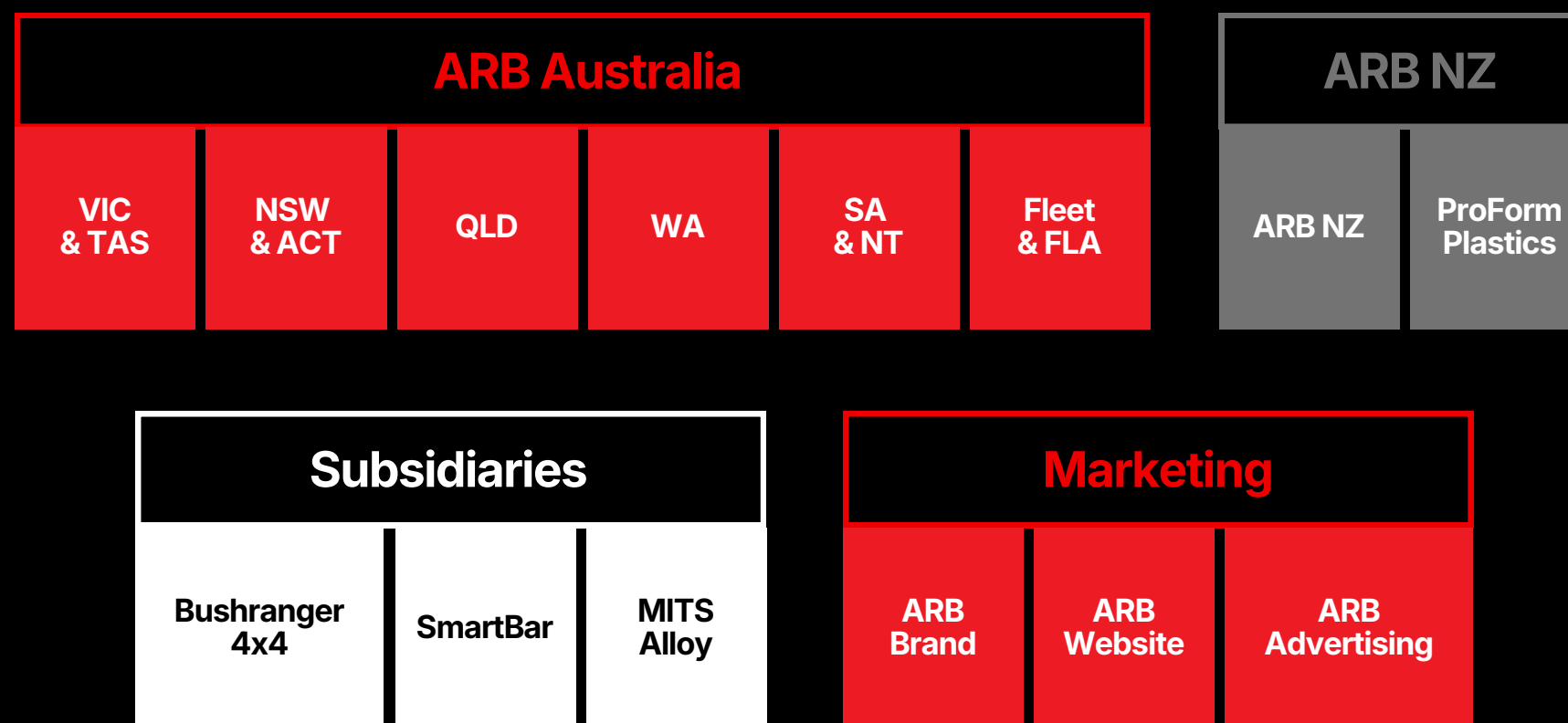


Leading the charge for future growth

AN ALIGNED EXECUTIVE GROUP, STRATEGICALLY POSITIONED TO BREAK NEW GROUND AND DELIVER RESULTS

THE TEAM

- Values aligned leaders
- Focused on delivering great customer experiences
- Every State manager now with 2+ years' tenure
- Driving a culture of continuous improvement



Sales & Marketing

A network focused on our customers, improving every day

OPERATIONAL EXECUTION

- Turning quality into customer loyalty
- Locking in the biggest platforms
- Handling variety at scale

EXPANDING DISTRIBUTION

- Going to the customer
- Right channel, right buyer
- Making a huge range easy to shop

GROWING FLEET

- The ultimate one-stop shop
- Focusing on the long game
- No-fuss business integration

DEVELOPING PEOPLE

- Values-based leadership
- Providing clarity on genuine career opportunities
- Supporting development through comprehensive training



Sales & Marketing

A high-equity brand, uniquely positioned for tomorrow

CLEARLY DEFINING THE ARB BRAND

- The uncompromised standard in premium off-road accessories
- Equipping the adventure, inspiring the journey
- Driving global brand equity in ARB and sub-brands

EFFECTIVE BRAND AND PRODUCT COMMUNICATION

- Marketing that moves the needle
- Leveraging best in class products
- Premium partnerships and collaborations



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USA OVERVIEW



35 years of leadership experience in the light truck and Jeep off road segments

THE TEAM

A high-performing leadership team combining industry depth and external expertise, united by a results-driven, one-team mindset

- President - 40 years industry
- VP Sales - 10 years ARB
- VP OE- 30 years industry
- VP Supply Chain & Operations- 2 years ARB
- Marketing Manager- 10 years ARB
- Engineering Manager- 25 years industry
- R & D Manager- 25 years industry
- Key Accounts Manager- 25 years industry
- 4WP Account Manager - 25 years industry
- GM Distribution- 20 years industry

US OVERVIEW

Deep expertise in business development, operational leadership, team building and strategic positioning for growth

- Multi store retail & service
- Brand and product management- Smittybilt, Pro Comp, Poison Spyder, Rubicon Express, G2 Gear
- Distribution & operations
- Research & development and manufacturing
- Wholesale and eCommerce channel management
- End-to-end supply chain management
- Marketing

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U.S. Infrastructure Optimisation



Transforming ARB USA into a localised, multi-channel powerhouse

LEGACY OPERATING MODEL

WHOLESALE TRADER STRUCTURE

- Import-focused distribution business
- Primarily wholesale and dealer relationships
- Centralised overseas product development
- Limited localisation for U.S. consumers and vehicle applications
- Longer product development and launch cycles



NEW INTEGRATED U.S. PLATFORM

LOCALISED & VERTICALLY INTEGRATED GROWTH MODEL

- Multi-channel commercial strategy
- Expanded U.S.-based operational reach
- Localised and integrated engineering & product development
- Localised and targeted marketing
- Enhanced inventory positioning and fulfillment capabilities
- Improved responsiveness - voice of customer

STRATEGIC INFRASTRUCTURE INVESTMENTS

- 4WP - retail and installer network
- Expanded warehousing and distribution network
- U.S.-based engineering and product development
- Product management & marketing resources
- U.S.-based OE quality & assembly



RESULTING IN

- Significantly improved consumer proximity
- Improved product relevance for U.S. consumers
- Faster speed-to-market
- Vehicle platform and range expansion
- Enhanced customer experience across channels
- Scalable foundation for long-term North American growth

Channel Expansion & Localized Product Development



Scaling a leading, premium and integrated Aftermarket platform

MULTI-CHANNEL GROWTH STRATEGY

eCommerce

- Direct-to-consumer engagement

4 Wheel Parts Retail Network

- Increased brand visibility and conversion opportunities

Wholesale / Dealer Network

- Expanded installer and dealer coverage

OE Partnerships

- Vehicle-specific accessory integration programs

Dealer Services (new car)

- Upstream & increased exposure during vehicle purchase cycle

LOCALISED ENGINEERING & PRODUCT EXPANSION

Investing in U.S.-Based Innovation

- Designing products specifically for U.S. consumers
- Solution-based engineering for North American vehicle platforms
- Accelerating Go To Market initiatives
- Range expansion and vehicle coverage

Strategic Benefits

- Improved product-market fit
- Faster response to market trends
- Broader addressable market
- Expanded innovation pipeline
- Competitor differentiation

OBJECTIVE

Creating a fully integrated & scalable U.S. platform, combining localised product development & marketing, multi-channel distribution and premium brand leadership to accelerate profitable growth in North America

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ORIGINAL EQUIPMENT



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Original Equipment

Genuine branded partners - globally

THE TEAM

OE TEAM CONSISTS OF

- Tier 1 OE experience
- Program and commercial management
- Design engineering
- Business development

THE FOCUS

PROCESS

- Genuine OE brand or co-branded
- Co-developed between OE & ARB for simultaneous vehicle release

CONTRIBUTION

- Strong profits generated
- Contribute to overhead recovery across ARB's manufacturing facilities
- Applying OEM best practices across the organisation to improve operational execution



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Original Equipment

Brands strengthened for excellence

GROWTH

BUILDING ON EXTENSIVE RELATIONSHIPS

- Continuing to introduce new customers locally and internationally
- Interest growing from new OEs to leverage ARB brand for halo vehicles - Australia, USA and rest of world
- Growing as leading supplier for factory fit 4x4 accessories

RIVIAN



TOYOTA



ISUZU



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Genuine branded partner



40 YEAR RELATIONSHIP WITH TOYOTA



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ENGINEERING



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Engineering

Innovative engineering with global reach

THE TEAM

DEDICATED STAFF

- Global team of ~150 multi-disciplinary engineers, with average tenure of 6 years
- Engineering leadership team with global experiences in automotive OEMs and highly engineered products
- Investment in engineering throughout the value chain:
 - Product design for new innovations & increased vehicle applications
 - Specialist roles for integration & support across global regions and subsidiaries
 - Manufacturing engineering for increased factory automation & efficiencies
- Focus on leadership & future proofing our capabilities

ELECTRIC VEHICLES (EVs)

NO MATTER THE DRIVETRAIN

- EVs an increasing contribution to our car park
- Incorporated into product roadmaps
 - Products designed to fit across all vehicle variants, including EVs
- OE access gives us a unique understanding of future roadmaps

RIVIAN



ISUZU



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Engineering

Investing heavily in engineering

THE FUTURE

EXPANDING CAR PARK

- Utilisation of global distribution network to canvas global vehicle launches
- Investing more in engineering than ever
 - Capacity for further vehicle application development
 - USA engineering expansion for regional-specific vehicles
 - Dedicated resource for product innovation
- Initiatives in physical and digital infrastructure to improve time to market, product quality and cost optimisation



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MANUFACTURING



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Manufacturing



A global approach

ARB MANUFACTURING TODAY

120,000
square metres of
manufacturing

1,150
manufacturing business
employees worldwide

12
manufacturing
locations

8
dedicated
factories

MANUFACTURING STRENGTHS

- High quality standards
- Skilled and experienced workforce
- Low volume
- Flexibility
- Efficiency
- High complexity
- New process adoption

MANUFACTURE VS OUTSOURCE?

- Control over market leading quality standards
- Fast response to changing requirements
- Control over capacity and prioritisation
- Optimise economic order quantities
- Control inventory and supply chain
- Maximimise margin potential
- Lead time control
- Speed to market - proximity to engineering

CAPACITY AVAILABLE

- Kilsyth capacity flex available
- Thailand capacity flex available and space to grow
- ProForm capacity flex available
- SmartBar space to grow
 - Equipment to expand capacity 50% on order
- MITS Alloy capacity flex available
 - Sourcing from ARBT underway



Manufacturing

Continued investment for growth

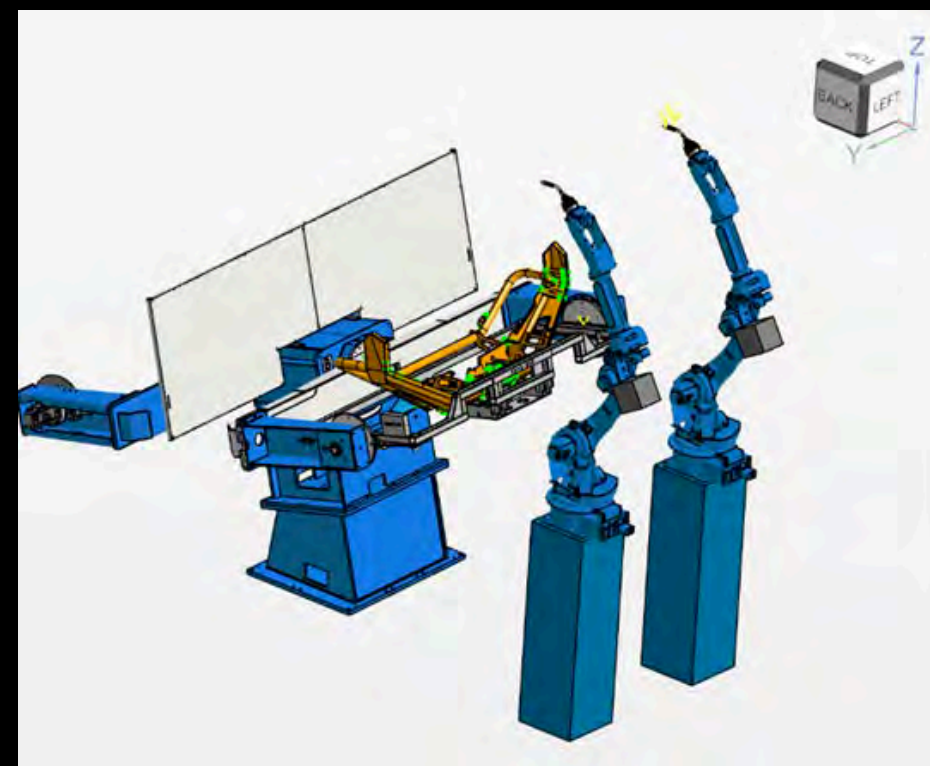
MANUFACTURING OPPORTUNITIES

- Automation
- Advanced technologies
- Competitive barriers
- Manufacturing in-market
- Recycled and recyclable
- Solar powered factories
- Vertical integration

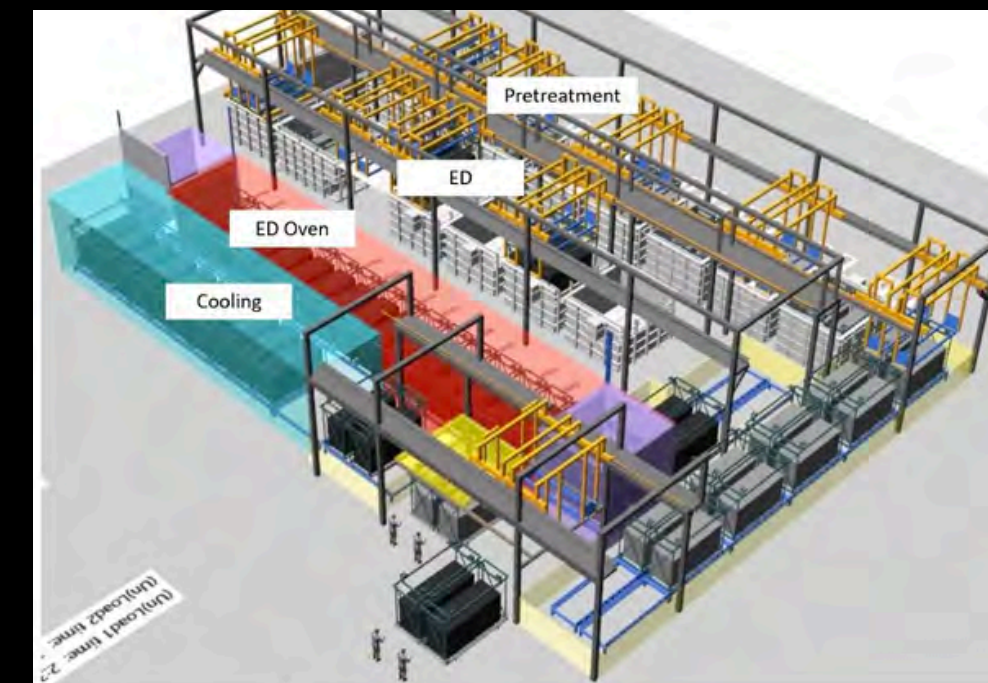
INVESTMENT

- \$ 12,000,000 p.a. investment 5-year average
- Next 5-year average increasing
- Investment in powder coat line
- Plant & equipment
- Automation & mechanisation
- Machine and process monitoring
- AI & vision systems
- People development
- Target 50% recoveries from automated processes

DUAL ROBOT WELDING CELLS - KILSYTH



AUTOMATED COATING LINE - THAILAND



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THANK YOU

