ARB 4X4 ACCESSORIES

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Dear Shareholder

RESULTS

The Directors of ARB Corporation Limited ("**ARB**" or the "**Company**") report that the Company generated sales revenue of $702.0 million for the financial year ended 30 June 2026 ("**FY2026**"), down 3.8% compared with the last financial year.

Reported profit before tax for FY2026 was $123.0 million, representing a decline of 8.9% compared with the previous year. This was an improvement on the 18.8% decline reported in the first half of the financial year ended 31 December 2025.

Reported profit after tax for FY2026 was $92.4 million, representing a decline of 5.2% compared with the previous year. This was an improvement on the 17.2% decline in the first half.

Profit after tax excluding one-off adjustments related to gains on property sales, change in the fair value of contingent consideration and transaction costs related to acquisitions (see notes 1, 2 & 3 below) was $89.0 million, a decline of 7.5% from the previous financial year and an improvement of 5.9% on the first half.

In line with earnings guidance provided in February 2026, profit before tax excluding one-off adjustments in the second half of the financial year was $60.7 million compared with $58.0 million in the first half.

The full year results are summarised below:

Year ended	**30 Jun 26** $'000	**30 Jun 25** $'000	**Change**
Sales revenue	**702,015**	**729,949**	**(3.8%)**
Other revenue	9,521	9,082	
Total revenue	**711,536**	**739,031**	**(3.7%)**
Profit before tax	**122,984**	**134,938**	**(8.9%)**
Tax expense	(30,570)	(37,411)	
Profit after tax	**92,414**	**97,527**	**(5.2%)**
Add back:			
Gain on sale of property after tax [1]	(2,101)	(2,518)	
Change in fair value of contingent consideration [2]	(1,350)		
Acquisition transaction costs [3]	-	1,214	
Profit after tax excluding adjustments [1 2 3]	**88,963**	**96,223**	**(7.5%)**
Basic EPS before adjustments - cents	110.8	117.7	(5.9%)
Basic EPS after adjustments - cents	106.6	116.2	(8.2%)
DPS (cents): Interim	34.0	34.0	
Final	35.0	35.0	
Total ordinary dividends	**69.0**	**69.0**	**0.0%**
Special	-	50.0	
Total dividends	**69.0**	**119.0**	
Franking (at 30% tax rate)	100%	100%	

(1) Represents the after tax profit generated on the sale of two retail properties (profit before tax of $3,001,000). The prior year includes after tax profit generated on the sale of two retail properties (profit before tax of $3,597,000).

(2) The Company recognised a non-operating gain of $1,350,000, reflecting a fair value adjustment of the MITS Alloy contingent consideration (before and after tax).

(3) The prior year adjustment represents ARB's after tax transaction costs relating to the acquisition of two retail stores and its increased investment in its US based associate, ORW USA, Inc., and ARB's equity accounted share of ORW's transaction costs for the acquisition of the 4WP business (transaction costs before tax of $1,281,000).

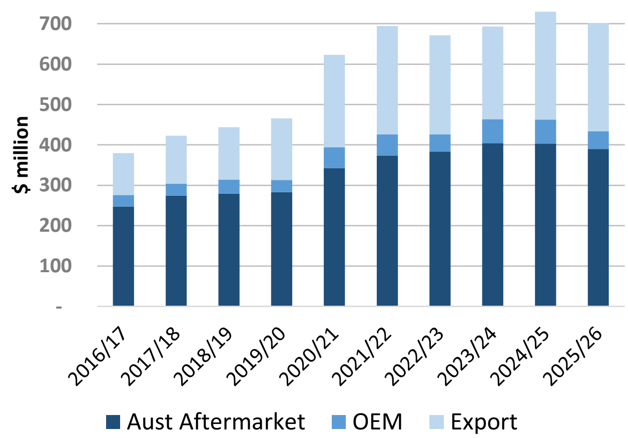
The Company has declared a final dividend of 35.0 cents per share, fully franked at a 30% tax rate. The final dividend will be paid on 23 October 2026 and the Record Date will be 9 October 2026.

Total ordinary dividends of 69.0 cents per share for FY2026 are unchanged from FY2025. The previous year included a 50.0 cents per share special fully franked dividend.

The ARB Dividend Reinvestment Plan and Bonus Share Plan (the "**Plans**") will be in operation for the final dividend. Information about the Plans, can be found on the Company's website at https://www.arb.com.au/about/investor-relations/. Investors wishing to make or change an election to participate in either of the Plans can do so online via the Computershare Investor Centre website at www.computershare.com.au/easyupdate/arb or by phoning Computershare on 1300 850 505.

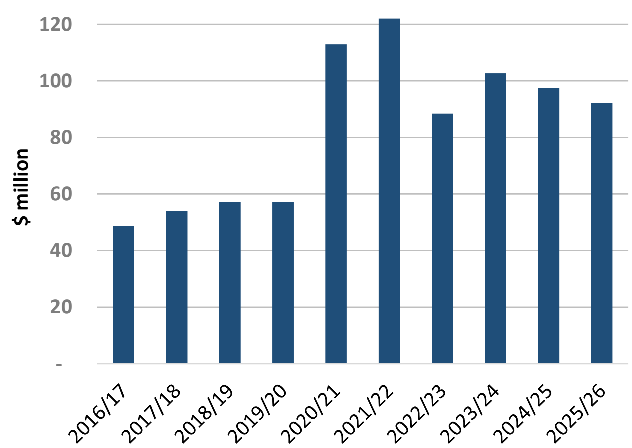
10 YEAR HISTORICAL PERFORMANCE

The sales, profits and dividends per share performance of the Company over the past 10 years are illustrated in the graphs below:



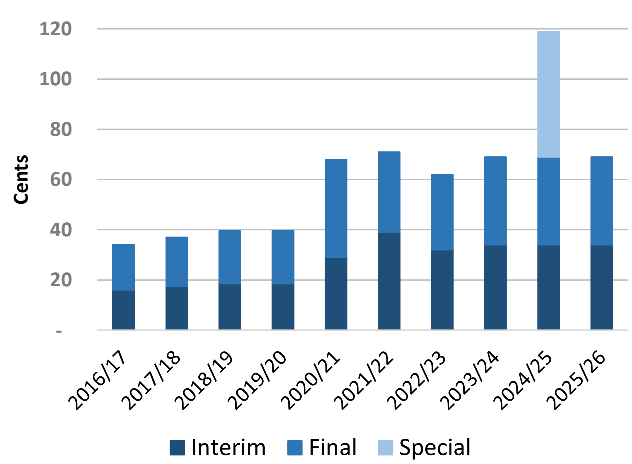
SALES REVENUE

Annual sales revenue has grown at an average compound rate of 7.0% over the past 10 years.



NET PROFIT AFTER TAX

Net profit after tax has grown at an average compound rate of 6.9% over the past 10 years.



DIVIDENDS PER SHARE

Total fully franked dividends of $6.08 per share in respect of the last 10 years.

HIGHLIGHTS OF THE 2025/26 YEAR

Sales and Distribution

The Company’s sales revenue declined by 3.8% in FY2026 compared with the previous year.

A summary of sales category performance for the financial year is as follows:

Customer Category	Percentage of Sales		Sales Growth
	12 months to Jun 2026	12 months to Jun 2025	
Australian Aftermarket	55.6%	55.2%	(3.3%)
Exports	38.2%	36.6%	0.5%
Original Equipment	6.2%	8.2%	(27.2%)
Total	100.0%	100.0%	(3.8%)

Sales to the Australian Aftermarket were impacted by lower new 4x4 vehicle sales, a key driver of ARB's sales to this category. New vehicle sales were affected by vehicle availability, together with ongoing inflationary pressures constraining consumer discretionary spending. Notwithstanding these conditions, ARB's sales were less impacted than the industry-wide decline in new 4x4 vehicle sales, reflecting the success of the Company's new vehicle application program and its ability to bring accessories to market quickly for the vehicles that matter most to ARB’s customers. New vehicle sales of Australia’s two most popular 4x4 vehicles, the Ford Ranger and Toyota HiLux, both fell by 4%. However, ARB's early access to, and rapid development of accessories for the new HiLux and Ranger Super Duty saw improved fitment rates across the range of these vehicles and demonstrated that when the right products are delivered, market uptake is rapid. Other vehicles popular with ARB customers were down by even larger numbers, such as Toyota Prado (down 10%) and Toyota LandCruiser 70 Series (down 38%), both of which are expected to recover in H1 FY2027.

Despite significant change in the composition of the Australian car parc, there has been little movement in the vehicles that underpin the segment, with the top 10 4x4 vehicles continuing to account for more than 70% of the market. ARB deliberately prioritises established, high-volume platforms while monitoring and strategically expanding its range for the growing tail of new entrants both in Australia and internationally.

ARB's distribution network across the wider Australian Aftermarket remains a key competitive strength, incorporating sales through its Company owned and licensed ARB branded store network and sales to ARB stockists, to new vehicle dealers and to fleet operators. ARB also distributes to niche Australian Aftermarket segments through its SmartBar, Kingsley Enterprises and MITS Alloy businesses. As previously advised, the GoActive Outdoors business ceased during the year, but the loss of this sales channel was more than offset by growth across the Company's other subsidiary businesses.

The Company's daily order intake and order book remain strong, continuing to display resilience in a tough market by maintaining similar levels as FY2025. Whilst shortages of fitters continue to impact the industry, the Company has made positive progress in its retention through various employee engagement activities.

Branded ARB stores are an integral part of the Company’s distribution network throughout Australia. The total number of ARB stores has grown to 80, of which 33 are Company owned. The Company expects to open three additional ARB stores (one Company owned) and upgrade five existing stores to the ARB flagship store format in FY2027.

During the year, the Company completed the migration of its Australian website to a new, integrated e-Commerce platform, bringing product information, pricing and online purchasing together in a single environment. The new platform has delivered exciting early revenue in direct-to-customer cash and carry products, high conversion rates on online quotes for fitted products, and richer insight into customer demand, supporting smarter marketing and product development decisions. This investment also provides ARB with a scalable foundation to support its continued international expansion.

ARB's partnership with Ford via the successful Ford Licence Accessory ("FLA") programme continues with engineering commenced on products for the release of the next all-new Ranger and Everest models.

ARB's international sales offices delivered a mixed result across varied market conditions. Sales in the USA continued their positive momentum, validating ARB's investment in local engineering capability and reinforcing the strategic rationale for expanding its direct distribution footprint. During the year, ARB’s US operations completed the migration of its west coast distribution centre from Washington to California, bringing distribution closer to its larger customers, including its own ORW / Four Wheel Parts ("4WP") network. The United Kingdom was impacted by new vehicle supply, resulting in materially lower pick-up vehicle registrations. Pleasingly, however, recovery is expected in the current half. The Middle East was significantly affected by regional conflict, while Europe performed well. In South-East Asia, ARB achieved strong growth through deeper relationships with its distribution network and regional partners.

Reflecting its focus on long-term international growth, the Company officially commenced operations of its wholly owned enterprise in China late in the year, confirming ARB's commitment to one of the world's most important vehicle markets and positioning the Company to pursue future growth opportunities. ARB also registered a wholly owned subsidiary in South Africa with its own warehouse and distribution facility, which will be operational in H1 FY2027.

Accessory sales to OEMs declined in FY2026, reflecting a temporary lull between major vehicle programs and constrained supply of key vehicles during the financial year. This decline was essentially cyclical and reflects the timing of new OEM platform releases rather than any change in ARB's competitive position.

Products and Engineering

Product development remains at the heart of ARB's competitive advantage and in FY2026, the Company both broadened its product range and moved to strengthen its engineering capability for the years ahead.

During the year the Company delivered a large range of accessories for the new Toyota HiLux and Ford Ranger Super Duty, the new ARB Winch in international markets, along with the next generation of its Ascent and Classic canopies, which offer updated designs, improved styling and quicker installation. The Company also continued to expand the application of its existing products to new vehicle models, consistently delivering quality and feature-packed products to market.

Recognising the opportunity to strengthen this advantage further, the Board has approved an increase in investment in engineering over the coming years. This initiative is intended to lift both the scale and the speed of ARB's product development, enabling a higher cadence of new product releases and faster application development across existing and emerging vehicle platforms.

As always, the Company has a number of exciting new products in the pipeline for release over the coming year. Shareholders can learn more about ARB's new product releases via the Company's website at: https://www.arb.com.au/latest/news-and-releases/.

Financial

Reported profit before and after tax for the financial year ended 30 June 2026 was $123.0 million and $92.4 million respectively, representing a decrease of 8.9% and 5.2% respectively compared with the previous financial year. The Company’s before and after tax operating profit, excluding the one-off adjustments detailed in notes 1 to 3 on page 1, declined by 10.5% and 7.5% respectively.

Encouragingly, the full-year result includes a stronger second half performance with before and after tax operating profit in that period, excluding one-off adjustments, up by 4.7% (from $58.0 million to $60.7 million) and 5.9% (from $43.2 million to $45.7 million) respectively on the first half result. Gross margins came under pressure in the first half of the year due to a relatively stronger Thai Baht, and lower factory overhead recoveries. Gross margins have since recovered to be in line with FY2025 as foreign exchange conditions normalised and the benefit of disciplined cost control took effect.

Cash flows generated from operations of $103.7 million declined $24.3 million or 19%, compared with the previous year, reflecting increased working capital and higher payments for foreign denominated operating expenses. Cash generated by operations was used to invest in property and equipment of $36.6 million, and to distribute cash dividends of $83.6 million.

ARB’s cash reserves of $47.9 million and no debt as at 30 June 2026 along with continuing positive cash flows ensure the Company is well placed to continue to invest in future growth initiatives.

THE FUTURE

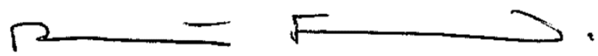
The Company's outlook remains positive, underpinned by ongoing healthy demand for ARB's products, an improving supply of key vehicle platforms, a strong product pipeline and expanding engineering capacity. The Company's order book remains healthy and daily sales order intake remains high despite the macroeconomic factors and softer 4x4 new vehicle sales.

The large US market opportunity continues to be positive. The strategic foundations already in place, plus sales generated by the new products developed in the new engineering centre, and the strategic investment in 4WP, will continue to drive sustainable growth into the future. Improving supply of new vehicles into other export markets, including into the United Kingdom and New Zealand, are also expected to be positive factors in the short and medium term, further supported by strategic investments in China and South Africa.

ARB's biggest challenge in FY2026 was the decline in Australian OEM sales caused by a lack of vehicle supply. This materially impacted OE sales and also flowed through to broader aftermarket demand. Toyota has publicly indicated significantly improved vehicle availability in FY2027 across key 4x4 platforms, including the HiLux, LandCruiser Prado and LandCruiser 300 Series, together with the reintroduction of the LandCruiser 70 Series. This is expected to support improved demand across both OE and aftermarket channels in FY2027, although the timing and scale of any recovery remain dependent on OEM production and supply chain conditions.

ARB is deliberate in responding to a changing car parc. The Company recognises the rise of Chinese and electric vehicles and takes a considered, strategic approach to where it competes in the long term. Four-wheel drive vehicles will continue to require the accessories ARB makes, regardless of where they come from or how they are powered, and the Company is focused on ensuring it has the best accessories for the best vehicles. This is demonstrated by ARB's establishment in China, its direct engagement with major OEMs, and the securing of contracts with two new US OEMs during the year, including one for an electric platform. As a result, ARB is confident it is well positioned to capitalise on the evolving market through its engineering capability, global network and deep understanding of its customers' needs.

Against a challenging backdrop, the FY2026 result demonstrated the resilience of ARB's business and the discipline of its management, with a stronger second half providing momentum into FY2027. The result was delivered in a genuinely challenging economic environment, with softer 4x4 vehicle sales and supply, ongoing US import tariffs, geopolitical uncertainty and elevated shipping costs all weighing on the year. The Board is confident that ARB's trusted brands, loyal customer base, expanding international footprint, deep engineering capability and strong balance sheet position the Company to convert improving conditions into renewed growth.



Robert Fraser
Chairman
25 August 2026