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ASX ANNOUNCEMENT

FY26 Results and Shareholder Update Presentation

27th August 2026

Further to Janus Electric Holdings Limited's (ASX: JNS) ("Janus Electric" or the "Company") announcement to the market on 12 August 2026, please find attached the presentation to be delivered at the FY26 Results and Shareholder Update webinar today at 10:30 am AEST.

Link to register to attend the webinar:

https://zoom.us/webinar/register/WN_1kgCwhgDTVexIk1KMElp0A

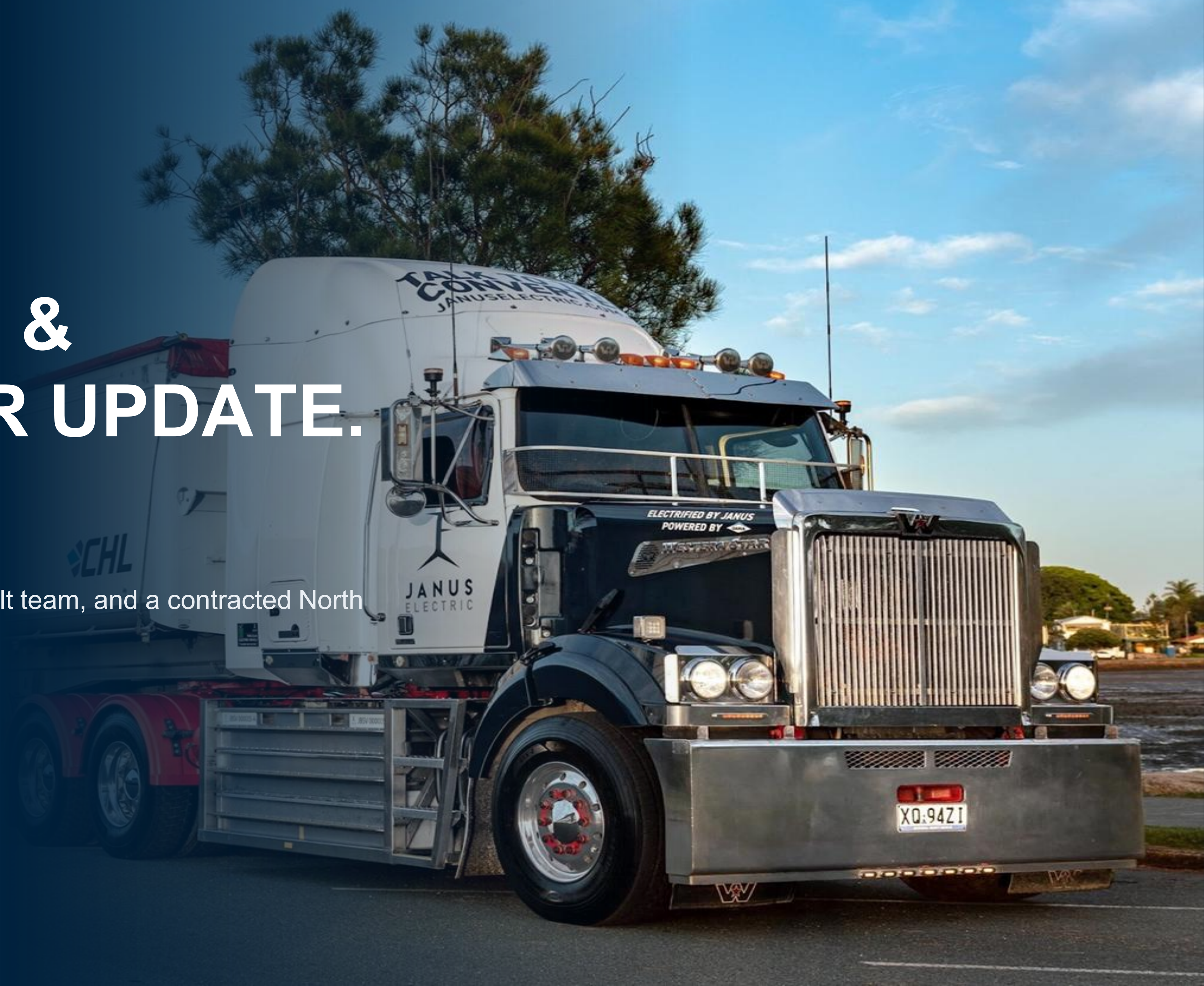
This announcement has been authorised for release to ASX by the Board of Janus Electric Holdings Limited.

For more information, please visit www.januselectric.com.au/investors.

About Janus Electric
Janus Electric Holdings Limited (ASX: JNS) is a global electrification company focused on converting Class 6–8 heavy diesel trucks to electric using its proprietary modular battery swap and conversion platform. The Company's integrated solution comprises the Janus Conversion Module (JCM), swappable battery systems, and the Janus Charge & Change Station (JCCS), providing fleet operators with an electrification pathway that delivers near-zero downtime and total cost of ownership savings. Janus operates across Australia, the United States, Canada, and other markets, with commercial deployments underway and a growing pipeline of fleet operator, infrastructure, and government partnerships.

FY26 RESULTS & SHAREHOLDER UPDATE.

A year of reset — proven technology, a rebuilt team, and a contracted North American order book.



ASX: JNS · FSE: E3C · August 2026

IMPORTANT NOTICE & DISCLAIMER

This presentation has been prepared by Janus Electric Holdings Limited (ASX: JNS) for information purposes only and does not constitute an offer, invitation, solicitation or recommendation with respect to the subscription, purchase or sale of any securities in any jurisdiction. This presentation contains forward-looking statements, including in relation to customer orders, pipeline opportunities, incentive-program eligibility, delivery timing and volumes, production scale-up, funding and the Company's strategy. These statements are based on management's current expectations and assumptions and involve known and unknown risks and uncertainties, many of which are beyond the Company's control. Contracted orders may remain subject to conditions (including incentive-program confirmation and due diligence); MoUs, letters of intent, proposals and pipeline opportunities are not binding orders and may not convert to executed contracts or revenue; and targets are not guidance. Actual outcomes may differ materially. The Company undertakes no obligation to update any forward-looking statement except as required by law. Investors should make their own independent assessment and seek their own professional advice before making any investment decision. All figures are in Australian dollars unless otherwise stated. FY26 financial information is drawn from the Company’s Audited FY2026 financial statements.

FY26 AT A GLANCE — THE YEAR OF RESET

The business was reset, strengthened and positioned to move from technology validation towards commercial scale.

Board & team renewed

A substantially rebuilt Board and executive team appointed through the year, with the remuneration framework rebuilt around measurable operational and shareholder outcomes.

Technology proven

28 converted trucks in service, 750,000+ km electrified and 4,000+ battery swaps — real-world operating evidence across an 11-site Charge & Change network.

Commercial traction

A centralised global sales pipeline and a North American order book that grew to 112 conversions, led by five US fleets and the Canadian programme.

Legacy resolved

Historical and legacy matters, commercial settlements and the reverse-takeover / first-year listing costs were addressed — largely non-recurring.

A STRONGER BUSINESS, BUILT TO EXECUTE

An extensive corporate and operational reset through FY26 across leadership, capital, systems, production and legacy matters.

1	**Leadership renewed**	New CEO/MD, CFO, GM Production and COO appointed; new Chairman and NED; senior advisers added. Remuneration rebuilt around measurable operational and shareholder outcomes.
2	**Recapitalised for the next phase**	Fresh capital secured to support production scale-up, battery supply, inventory and conversion-kit manufacturing, and expanded sales capability.
3	**Global sales pipeline built**	A centralised global sales and order pipeline was implemented, giving consolidated visibility of opportunities and orders across all markets.
4	**Production capability strengthened**	Manufacturing systems and processes were reviewed, production capability was strengthened, and conversion-kit manufacturing commenced.
5	**Legacy matters resolved**	Legacy matters and commercial settlements inherited from earlier periods were addressed — the reset that positions FY27 as an execution year.

BOARD, ADVISERS & MANAGEMENT TEAM

A substantially rebuilt leadership group appointed over the last eight months, supported by two senior advisers to the Board.

BOARD

TF
Tony Fay
Non-Executive Chairman

BH
Ben Hutt
CEO & Managing Director

PK
Peter Koller
Non-Executive Director

SENIOR ADVISERS TO THE BOARD

MC
Michael Cummings
North American commercialisation, capital markets & partnerships

ZB
Zorana Bull
Transport, logistics, infrastructure & government; ex-COO / PA Consulting

MANAGEMENT

BH
Ben Hutt
CEO & Managing Director

TvH
Ton van Hoof
Chief Financial Officer

BD
Brooke Ditzler
Chief Operating Officer

SF
Simon Fitzgerald
GM Production & Engineering

LF
Lex Forsyth
Founder — customer & BD

CULTURE & PEOPLE

Four core values embedded in leadership, alongside a first-time People & Culture function and a strengthened safety framework.

CARE FOR OUR COMMUNITY

Safety first. Quality always. No compromise.

FORTITUDE

We own outcomes. We choose integrity. We persevere.

BE THE CATALYST

We step up. We are courageous. We lift others.

ENJOY THE RIDE

We celebrate wins. We learn fast. We stay passionate.

A dedicated People & Culture function

Janus appointed its first People & Culture Manager, introducing a psychosocial-safety framework, return-to-work policy and award / pay discipline as the workforce scales with production.

Mission the culture serves

To scale electric heavy transport globally — through conversion, not replacement; through infrastructure, not just vehicles; and through data, not just hardware.

Safety and workforce discipline

Workplace health and safety was actively managed through the year, including PPE and workplace-respect training and remediation of SafeWork improvement notices — reinforcing the “safety first, quality always” value as the deployed fleet grows.

CORPORATE STRUCTURE

A simple, wholly-owned operating group under the ASX-listed parent, with market entities in the United States and Canada. Legacy entities are dormant.

Janus Electric Holdings Limited

ASX: JNS · FSE: E3C · listed parent

Janus Electric Pty Ltd

Australia · 100%

Core operating company

Janus Energy Pty Ltd

Australia · 100%

Energy & infrastructure

Janus Electric USA, Inc.

United States · 100%

US market entity

Janus Electric Canada Inc.

Canada · 100%

Canadian market entity

100% owned

All operating subsidiaries are wholly owned. Janus Electric USA and Janus Electric Canada carry the North American commercial footprint; the US entity is dual tax-resident in Australia and the USA.

Legacy entities dormant

Entities inherited through the ReNu Energy reverse takeover (including the former Countrywide Hydrogen / Renewable Energy companies and ReNu SP Three) are dormant and being rationalised. World.Net Services is 90% held.

TECHNOLOGY PROVEN IN THE FIELD

Meaningful, audited real-world operating evidence at 30 June 2026 — not a pilot.

28
Converted trucks in service on customer routes

750,000+ km
Electrified across the fleet

4,000+
Battery swaps completed in the year

11
Charge & Change Station sites nationally

Moorebank — a live commercial proof of concept

The Moorebank Charge & Change Station operates as a commercial proof of concept for scalable battery swap, charging and fleet operations — operating without zero taxpayer subsidy.

- ~4-minute battery exchange — less downtime than diesel refuelling
- Depleted packs charged off-peak, easing grid pressure and soaking up renewable surplus
- Real-time visibility across trucks, batteries and stations

It is the blueprint Janus is working to replicate across national freight corridors.

Convert, swap, go — why the model works

Janus converts the Class 6–8 diesel truck an operator already owns, rather than forcing the write-off of a serviceable asset and the ~US$400k cost of a new electric prime mover.

Batteries are swapped in minutes rather than charged over hours, so the truck returns to work immediately with no depot downtime — and each converted truck, battery pack and station carries a contracted recurring subscription that grows the annuity with the installed base.

PRODUCT INNOVATION

Engineering advances through FY26 cut cost, widened the addressable fleet and simplified deployment.

JCM 2.0 Light drivetrain

A ~400kg lighter drivetrain that — with the Electrovaya JBS650 pack — adds up to ~900kg of freight capacity and ~12% more range, and stays within general road-access limits, removing a key practical barrier for fleets.

Improved battery system

The Electrovaya JBS650 swappable pack becomes the standard across markets, supplied under an agreement carrying a six-year / 8,000 cycles warranty and access to next-generation cell technology.

Plug-in charging capability

Trucks can now charge directly as well as swap, so fleets no longer need a Charge & Change Station in place before their first truck enters service — removing infrastructure dependency from the sales cycle.

A standardised, volume-produced platform

A new OEM-grade wiring harness (fitting Volvo, Mack and Kenworth) removes the previous control cabinet, cutting conversion time to a fraction of last year's and simplifying the build. The platform integrates established, volume-produced heavy-vehicle components through Janus's system architecture, reducing supply-chain risk and supporting scale.

COMMERCIAL TRACTION — ORDER BOOK AS AT TODAY

Contracted North American conversions grew to 112 (plus an additional 6), led by five US fleet operators and the Canadian programme. US orders remain conditional on incentive approvals.

112 + 6
North American conversions contracted

~A$61.5m
Gross NA contract value (indicative)

5 + 1
US fleet operators + the Canadian program

175 + 7
Battery sets committed

United States — 87 conversions across five fleets (conditional on incentive approvals)

Customer	Conversions	Gross value
Ability Tri-Modal (repeat, expanded)	20	~A$13m
Tradelink Transport	**21 + 6**	**~A$14m + ~A$3.5**
Golden State Express	20	~A$14m
WEHACO	20	~A$14m
King Fio Trucking	6	~A$3m
Total US book	**87 + 6**	**~A$58m* + ~A$3.5**

Canada - conversions committed

A strategic partnership with a Toronto-based consortium: an initial commercial phase of 5 conversions (delivery by November 2026) plus a staged rollout of 20 in FY27. The Canadian programme is cash-favourable — a 50% deposit is payable on each purchase order.

Disciplined revenue recognition

Only executed contracts are recognised. Several US orders remain conditional on California incentive approvals, funding and delivery scheduling. First North American deliveries are expected from Q4 CY2026.

**Indicative gross contract value, consistent with the July 2026 ASX announcements*

DELIVERY & DEALER NETWORK

Conversion capacity is delivered through dealers rather than Janus-owned workshops — expanding reach without building every facility.

ADELAIDE — LIVE

Archer Heavy Equipment

Authorised dealer delivering conversion and support capacity in South Australia.

CALIFORNIA — LIVE

Electric Vehicle Choice (EVC)

CARB-registered Californian dealer; lodges every incentive application on the operator's behalf and completes the US conversions.

PERTH — IN PROGRESS

Joint Venture progressing

A Western Australian appointment is advancing, extending the network's geographic reach.

A dealer-led, capital-light delivery model

The dealer network extends Janus's commercial reach beyond direct sales and lets the business scale conversion and support capacity without owning every facility. Production and engineering improvements are focused on reducing conversion time, increasing throughput and improving in-service performance — while a growing rent-and-lease offer broadens the ways fleet operators can adopt the platform.

Production priorities into FY27: convert the growing order book into delivered vehicles, expand production capability while maintaining quality and reliability, and secure the battery and component supply required to support growth.

FY26 FINANCIAL PERFORMANCE

THE FINANCIALS

Presented by Ton van Hoof, Chief Financial Officer.

FY2026 RESULTS

EBITDA loss of -$6.8m, materially impacted by non-recurring costs; statutory loss after tax steady at $9.1m

$'000	FY2026	FY2025	VARIANCE
Revenue	2,175	1,703	472
Other income	2,640	1,439	1,201
Expenses*	(11,622)	(7,721)	(3,901)
EBITDA*	**(6,807)**	**(4,579)**	**(2,228)**
Share-based payments	(664)	(1,166)	502
Depreciation and amortisation	(445)	(449)	4
EBIT	**(7,917)**	**(6,194)**	**(1,723)**
Finance costs	(1,190)	(1,781)	591
Fair value loss on convertible notes	–	(1,074)	1,074
Loss before income tax	**(9,106)**	**(9,049)**	**(57)**
Income tax benefit	–	141	(141)
Loss after income tax	**(9,106)**	**(8,908)**	**(198)**
Loss per share (cents)	(8.0)	(15.0)	7.0

REVENUE AND OTHER INCOME

- Trading revenue +28% to $2.2m: expansion into overseas (US) markets largely driving revenue growth.
- Other income $2.6m, principally the $1.9m R&D tax incentive

EXPENSES

- Expenses up $3.9m, of which ~$3.0m is non-recurring and legacy matters.
- Payroll up $1.2m as senior leadership and production capability were added in 2H FY2026.
- Finance costs down $0.6m following primarily due to conversion of the convertible notes in FY2025.

* Expenses and EBITDA are presented consistently with the Operating and Financial Review and exclude share-based payments, depreciation and amortisation, finance costs and fair value movements on convertible notes.

BALANCE SHEET

Total assets up $1.9m to $16.0m; net assets of $1.7m, Group net debt position of $2.2m

$'000	30 JUN 26	30 JUN 25	VARIANCE
Cash and cash equivalents	2,032	4,047	(2,015)
Trade and other receivables	1,462	1,571	(109)
Inventories	1,277	371	906
Total current assets	**4,771**	**5,988**	**(1,217)**
Plant, equipment and right-of-use	4,486	3,434	1,052
Intangible assets	2,003	61	1,942
Other non-current assets	4,691	4,520	171
Total non-current assets	**11,180**	**8,014**	**3,166**
Total assets	**15,951**	**14,003**	**1,948**
Payables and contract liabilities	6,749	3,265	3,484
Loans and borrowings	4,199	1,384	2,815
Lease liabilities	2,557	2,526	31
Other liabilities	779	1,099	(320)
Total liabilities	**14,285**	**8,274**	**6,011**
Total net assets	**1,666**	**5,729**	**(4,063)**
Net (debt) / cash	**(2,167)**	**2,663**	**(4,830)**

Net (debt) / cash is cash and cash equivalents less loans and borrowings.

ASSETS

- Plant and equipment up $1.1m following change in residual value and useful life on battery packs.
- Intangibles up $1.9m following capitalisation of development from 1 July 2025.

LIABILITIES AND FUNDING

- Payables and contract liabilities up $3.5m, including $1.2m to Electrovaya falling due on delivery milestones and $0.9m due to ATO as part of repayment plan.
- Borrowings up $2.8m to $4.2m; of which $4.0m matures >12 months with $2.9m is secured against the FY2026 R&D claim.

TOTAL ASSETS $16.0M · NET ASSETS $1.7M · NET DEBT $2.2M · $7.68M RAISED AFTER BALANCE DATE

CASH FLOW

Operating outflow of $7.0m, 68% of which was non-recurring cost or inventory build; underlying outflow ~$3.9m

CASHFLOW MOVEMENT ($'000)	FY2026	FY2025	CHANGE
EBITDA	(6,807)	(4,579)	(2,228)
Working capital movements and other	346	(1,590)	1,936
Net interest paid	(511)	(411)	(100)
Net cash flow from operations	**(6,972)**	**(6,580)**	**(392)**
Capex	(1,405)	(8)	(1,397)
Capitalised development	(801)	(61)	(740)
Other investing	224	96	128
Net cash flow from investing	**(1,982)**	**28**	**(2,010)**
Equity raised, net of costs	4,168	7,979	(3,811)
Convertible notes	–	5,653	(5,653)
Debt drawdown / (repayment)	2,860	(2,736)	5,596
Lease and other payments	(89)	(280)	191
Net cash flow from financing	**6,939**	**10,617**	**(3,678)**
Net change in cash position	**(2,015)**	**4,065**	**(6,080)**

Net operating outflow (6,972) less non-recurring and non-core payments 3,000 = underlying ~(3,900)

Non-recurring analysis is management's assessment of actual cash paid and is not an audited measure.

OPERATIONS AND INVESTING

- Operating outflow $7.0m (FY2025: $6.6m), reflecting the loss and , non-recurring cash costs and working capital requirements.
- Customer receipts of $3.3m exceeded trading revenue of $2.2m — deposits taken in advance of delivery when entering US market.
- Capex $1.4m and capitalised development $0.8m.

FUNDING AND UNDERLYING BURN

- Financing cash flow provided $6.9m: $4.2m of equity net of costs and $2.9m of net new borrowings.
- ~$3.0m non-recurring cost and $1.8m of inventory build together account for 68% of the operating outflow.
- Underlying operating cash outflow ~$3.9m; Janus does not expect costs of this nature to recur at this level in FY2027 (rest cost base).

OPERATING OUTFLOW $(7.0)M · UNDERLYING ~$(3.9)M · FINANCING +$6.9M · CLOSING CASH $2.0M

FUNDING THE SCALE-UP

A materially stronger capital base — A$12.2m of equity raised in 2026 with support from leading Australian ASX small cap investors.

May 2026 — A$4.5m placement

Completed at A$0.17 per share to fund growth, North American market development and working capital. Supported by existing and new institutional and sophisticated investors.

July 2026 — A$7.68m placement

32,000,000 shares at A$0.24 — a ~41% premium to the May issue price — fully subscribed and supported by a number of Australia's leading small-cap institutional funds.

Use of the July placement

Supply-chain and working-capital requirements; infrastructure, customer support and delivery for North America; market and product development; joint-venture partnerships; and expansion of sales and corporate support functions.

Funding delivery from here

Additional funding will be required to deliver the order book at pace.

Debt, supply-chain and asset-finance discussions have materially progressed, in addition Canadian orders carry a 50% deposit, part-funding the working-capital cycle for this market.

Capital allocation discipline

The Company will continue to manage its capital base with discipline, focusing expenditure on the activities with the most direct impact on revenue growth and path to profitability.

GO-FORWARD, STRATEGY & OUTLOOK

THE YEAR AHEAD

FY26 established the platform. FY27 is about execution — converting the order book into deliveries, revenue and, ultimately, profitability.

MOMENTUM SINCE 30 JUNE

Positive developments have continued after balance date — the story has moved on from the FY26 accounts.

North American book to 112 + 6

In July the Company announced further orders, lifting the North American order book to 112 conversions across five US fleets and the Canadian programme. Since then an additional 6 trucks in California have been added

A$7.68m placement settled

The fully-subscribed July placement (at a ~41% premium to May) settled on 29 July, strengthening the balance sheet for the delivery ramp.

ARENA — advanced to next phase

Janus has progressed to the next phase of the ARENA “Driving the Nation” assessment, positioning each Charge & Change Station as both a community battery and a freight-charging asset.

Canada — moving to binding orders

Binding purchase orders and deposit expected within ~2 weeks. First 10 conversions — with associated charge stations and batteries — to deliver in November and December (5 each), with the balance of the order due in Q1.

Further North American progress update to follow (see next slide).

NORTH AMERICA — COMMERCIAL MOMENTUM

The US programme has moved from relationship-building into active commercial execution across California and Texas — items below are conditional or in progress.

~US$8.5k
Best-case net cost per truck after the California grant stack

80%
Texas SPRY grant coverage of vehicle, battery & charging cost

~1 yr
Post-grant payback under SPRY (vs ~5 years ungranted)

~9,000/day
Trucks moving through the Port of Houston alone

California — commercial execution

Our most mature market, anchored by the Los Angeles / Long Beach and Oakland drayage corridors and run day-to-day by a dedicated California commercial and CARB-compliance lead. Advances this quarter include:

- the contracted US order book growing from 4 to 93 conversions across five fleet operators, including Ability Tri-Modal's repeat 16-truck order and Tradelink's subsequent expansion from 21 to 27 trucks
- further multi-truck fleet conversations in progress

Texas — grant-led market entry

A fast-developing new market built on the TCEQ / TERP grant architecture rather than California's model.

The SPRY programme funds vehicles, batteries and charging infrastructure at 80% for Houston drayage and rail-yard operations, compressing payback to roughly one year. We are in active discussions with three major Houston operators, working on closing first orders — and have proposed a grant structure that would also anchor a new manufacturing facility in North Texas.

The commercial unlock

Grant stacking — HVIP (US$112,500) plus the Port of Los Angeles Plus-Up (US$54,000) — can cut the net cost of a California conversion to roughly US$8,500 for qualifying operators; the Dallas–Houston–San Antonio freight triangle moves well over 100 million loads a year.

BUILDING THE NORTH AMERICAN PLATFORM

Beyond orders, the pieces of a scalable platform — service, manufacturing, supply chain, certification and new revenue — are being put in place.

National service & dealer network

In advanced discussions with a major North American automotive services and logistics group on a national field-service and dealer partnership — and a parallel potential strategic investment — to support a rapidly growing installed base.

USA Conversion Partners

Local conversion and truck delivery and support partners have been identified, commercial discussions underway

Onshore US supply chain

A charge-station electrical contractor appointed and battery-frame production established in California, with a second onshore production point being set up in Texas — two US production points for a key component.

New revenue: carbon / EAC offtake

A carbon-credit (EAC) offtake structure in diligence to monetise verified emissions reductions from the US Class 8 programme to a confidential Fortune 500 buyer — a potential new recurring revenue stream.

CARB certification advancing

The JCM-540 CARB certification application is in final technical review, with all but one item resolved in writing; the HVIP vehicle matrix now covers roughly 90% of the Class 8 market by volume.

Canada widening

Additional customer opportunities are presenting themselves. These will be pursued alongside the existing Canadian programme progressing to vehicle confirmation. Site visits late August.

US commercial team scaling: first authorised US sales agent live, a dedicated California commercial lead commenced, and further California and Texas hires progressing. All partnerships and investment discussions described are non-binding and remain subject to documentation; counterparty names are withheld.

WHY NOW — MARKET TAILWINDS

Policy and incentive settings across all three operating markets are converting demand into orders.

Strong policy catalyst

California's major ports target a 100% zero-emission drayage fleet by 2035; Canada's Clean Fuel Regulations reward lower-carbon transport and the displacement of diesel.

Technology-neutral incentives

California HVIP vouchers plus Port of Los Angeles Plus-Up support total approximately US$166,000 per truck — recognising diesel-to-electric conversions alongside new zero-emission vehicles.

Reduced net cost to the operator

Combined incentives can cut the net cost of a Janus conversion to near zero for qualifying operators, with 40+ US funding mechanisms identified across vouchers, rebates, grants, tax credits and clean-fuel credits.

Supportive at home

Australia's Productivity Commission has recommended addressing payload limits, curfews and charging infrastructure, framing heavy-vehicle electrification as a productivity and energy-security issue — directionally supportive for the market.

AUSTRALIA — HOME MARKET

Moorebank runs as a commercial proof of concept with no taxpayer subsidy, and the home-market pipeline is widening.

ARENA — Driving the Nation

Discussions continue to progress positively and have advanced to the next phase of assessment. Each Charge & Change Station is positioned as a dual-purpose asset — a community battery as well as a freight-charging facility — broadening the public-benefit case.

A widening dealer-led network

Conversion capacity delivered through dealers rather than Janus-owned workshops, with growing fleet-operator adoption across multiple states and an expanding rent-and-lease offer.

Mining & off-highway

Engineering work is adapting the Janus Conversion Module and Charge & Change Station platform for heavy mining and off-highway use, extending the addressable market beyond on-road freight — under an MOU covering eight mining road-train conversions.

The WA road-train JV

A Western Australian joint venture is co-developing dealer capacity and an electric road-train trailer potentially coupled with Diesel Electric Hybrid prime movers for the resources sector.

INTERNATIONAL GROWTH — SELECTION OF LIVE OPPORTUNITIES

Beyond the three operating markets, a global pipeline is being developed — early-stage and non-binding; Horizon 2 optionality, not FY27 revenue.

New Zealand

Warm inbound forestry lead; off-highway battery-swap fit

South Africa

Market-entry consortium; multiple contenders in evaluation

Indonesia

Commercial model with a market-entry partner; fleet operator identified

Papua New Guinea

Mining-haulage pilot proposal in preparation

Kenya

Draft proposal for a steel-logistics corridor operator

Japan

Two opportunities via Austrade; larger truck class now confirmed to fit

The platform is broader than truck conversion

The integrated, recurring-revenue model spans conversion, charging infrastructure, battery and energy services, and software — which is what makes each of these markets addressable. All international opportunities shown are pipeline: non-binding, subject to product fit, partner selection and funding, and excluded from current forecasts.

THREE-HORIZON GROWTH STRATEGY

Adopted by the Board in April 2026 — taking Janus from proven technology to a scaled international platform. Horizon 1 is tracking to plan.

HORIZON 1
FY26–27 · Build demand & deploy

- 50–75 trucks on road by Dec 2026
- 500+ conversion-kit pipeline
- 50 kits/month capacity by Dec 2026
- 3+ markets operating (AU, US, CA)
- Equity funding secured for scale-up, debt / supply chain financing discussions underway

Tracking to plan

HORIZON 2
FY27–28 · Expand internationally

- Physical operations in 3+ countries
- 650+ trucks on the road
- Capital-light AssetCo / OpCo model
- Infrastructure funded by partners

Next

HORIZON 3
FY29+ · Scale the platform globally

- 1,600+ truck fleet
- Adjacent heavy-vehicle applications
- Integrated platform: fleet ops, energy, software, leasing & recurring services

Ambition

Targets reflect the Company's strategic objectives and are not financial or operational guidance.

FY27 EXECUTION PRIORITIES

FY26 was about establishing the platform. FY27 is about converting that progress into deliveries, revenue and — ultimately — profitability.

1	**Convert the order book**	Turn the growing, contracted order book into delivered vehicles and recognised revenue, with first North American deliveries from Q4 CY2026.
2	**Expand production capability**	Increase throughput at the Central Coast facility while maintaining quality and reliability as volume scales.
3	**Secure supply**	Lock in the battery and component supply required to support growth, working with key partners including Electrovaya.
4	**Build the network**	Continue building the dealer, service and infrastructure network needed for a larger deployed fleet.
5	**Fund with discipline**	Manage working capital and supply commitments with financial and operational discipline as production scales.

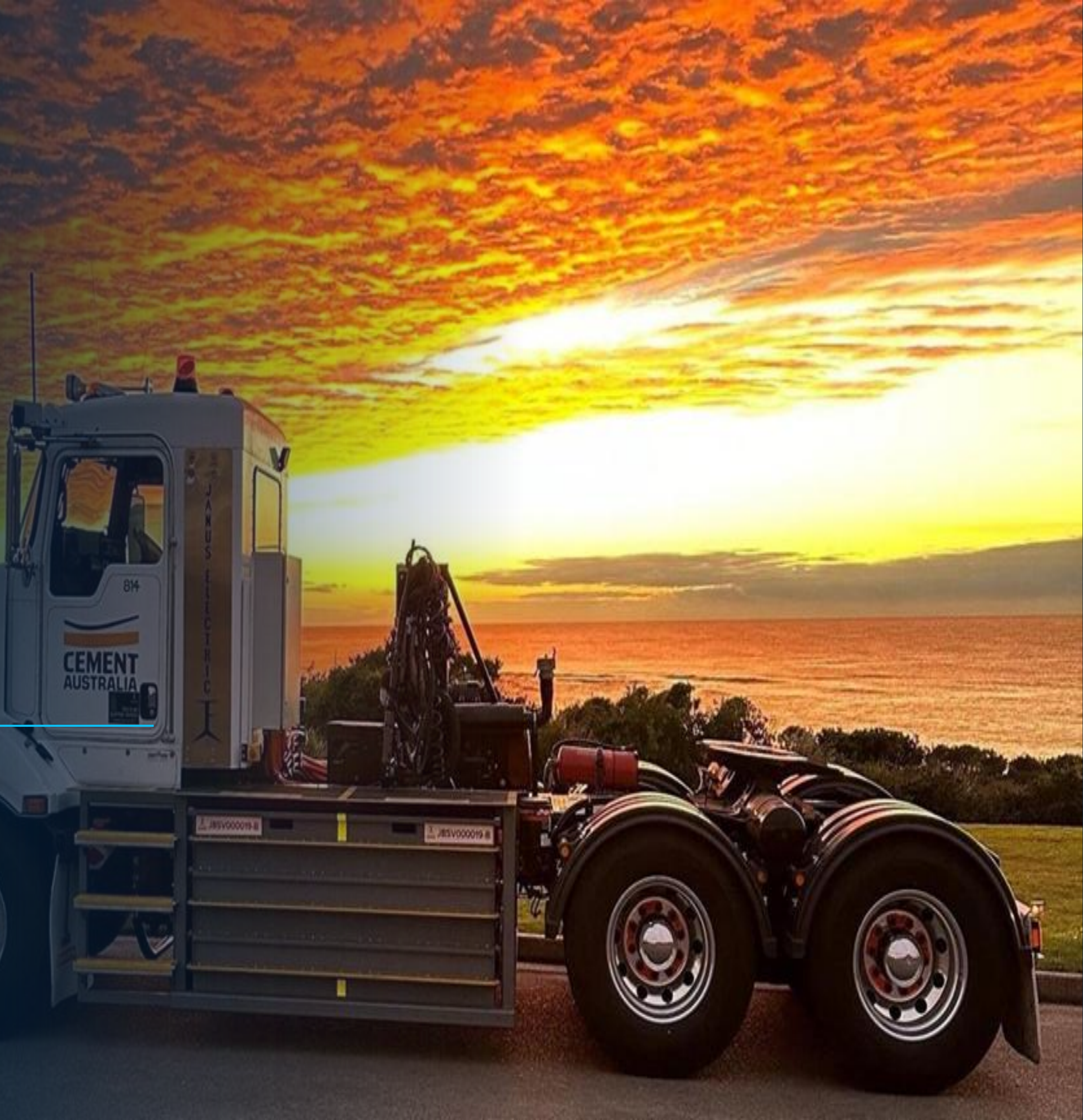
IN SUMMARY

Technology proven. Business reset. Demand growing. Now delivering.

FY26 gave us proof the technology works, our first meaningful commercial foothold offshore, and the team, strategy, product and operating platform required to scale. **FY27 is about converting that progress into deliveries, revenue and profitability.**

Delivering an electrified future, today.

DELIVERING AN ELECTRIFIED FUTURE TODAY.



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