27 August 2026

Markets Announcements Office
ASX Limited

Half Year 2026 Results Presentation

Attached is the Half Year Results Presentation for Eagers Automotive Ltd (ASX:APE) for the half year ended 30 June 2026.

-ENDS-

For more information:

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Authorised for release by the Board.

HY 2026 Results

27th August 2026

Keith Thornton | Chief Executive Officer
Sophie Moore | Chief Financial Officer

1. Overview
2. Financial Results
3. Business Performance
4. Strategic Initiatives
5. Outlook
6. Q&A

1 Overview

Record performance: positioned for continued growth

Strong revenue growth, preserved margins & EPS growth, with balance sheet capacity for next growth phase

ACHIEVED RECORD REVENUE GROWTH

+24.0% 1H26 turnover growth of $1.6bn, including CanadaOne Auto.

ANZ turnover is up $0.5bn or 8.0% on 1H25.

WHILE MAINTAINING MARGIN PERFORMANCE

3.1% ROS Up from 3.0% in 1H25.

LFL return on sales remains static at 3.0%.

CONTINUE TO HAVE CAPACITY TO GROW

STRONG

Balance sheet and credit metrics provide capacity for future growth.

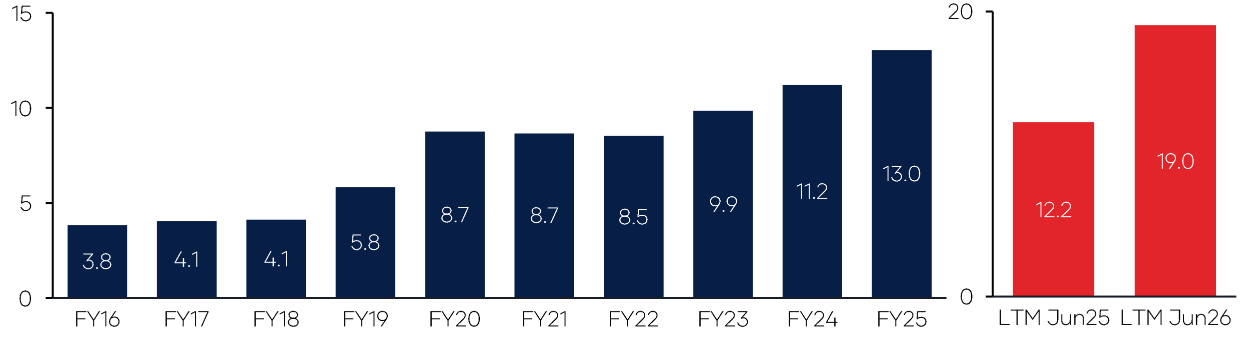
TRACK RECORD OF LONG-TERM EPS GROWTH

+22%

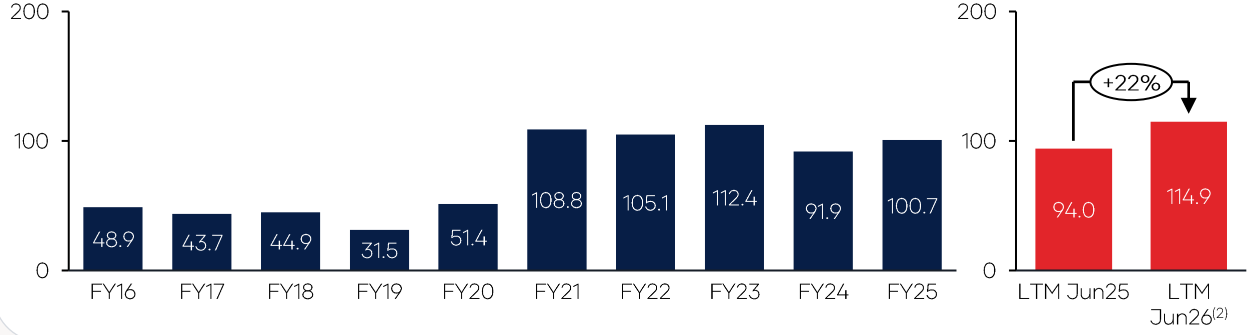
Pro forma[2] EPS growth including 12 months of CanadaOne Auto earnings on LTM Jun25.

A TRACK RECORD OF GROWTH

PROFORMA REVENUE[1] ($BN)



PROFORMA EPS[2] (CENTS)



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GROWTH WITH DISCIPLINE. CAPACITY FOR MORE. Delivering strong results today and building the platform for tomorrow.

(1) Revenue presented on a continuing operations basis. (2) Pro forma EPS includes 12 months of CanadaOne Auto earnings from 1 July 2025 to 30 June 2026 (unaudited).

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Eagers Group delivers strong financial highlights for HY 2026

	Statutory PBT	Underlying[1] Operating PBT	Revenue	Return on Sales (Underlying)	Available Liquidity	Corporate Debt Net of Cash	New Car Deliveries
HY26	ANZ: $202.7m[1] CA: $40.4m **Group: $243.1m**	ANZ: $207.2m CA: $43.2m **Group: $250.4m**	ANZ: $7.0bn CA: $1.0 bn **Group: $8.1bn**	ANZ: 3.0% CA: 4.2% **Group: 3.1%**	ANZ: $1,777.3m CA: $833.6m **Group: $2,610.9m**	ANZ: $95.3m CA: $579.6m **Group: $674.9m**	ANZ: 102.4k CA: 9.5k **Group: 111.9k**
HY25	**$193.4m**	**$197.7m**	**$6.5bn**	**3.0%**	**$1,077.9m**	**$474.2m**	**88.2k**
Movement	**Up $49.7m or 25.7%**	**Up $52.6m or 26.6%**	**Up $1.6bn or 24.0%**	**Up 0.1%**	**Up $1,533.0m or 142.2%**	**Up $200.7m or 42.3%**	**Up 23.7k or 26.8%**

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Our culture enables consistent execution

Our culture turns strategy into action and drives superior long-term performance.

CULTURE DRIVES PERFORMANCE

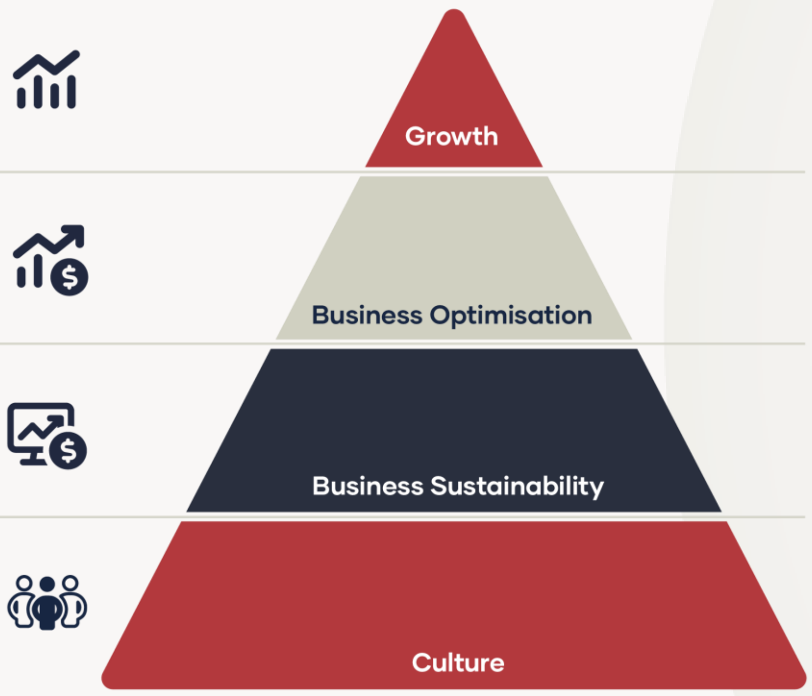
CULTURE
A strong culture of integrity, ownership and agility.

PEOPLE
Attract, develop and retain high-performing teams.

EXECUTION
Disciplined processes and operational excellence.

CUSTOMER OUTCOMES
Better experiences, trust and lifetime value.

SHAREHOLDER RETURNS
Sustainable earnings growth and superior long-term returns.



CULTURE IN ACTION

SUCCESSFUL INTEGRATION
Proven track record of integrating acquisitions and unlocking value.

OPERATIONAL DISCIPLINE
Continuous improvement mindset driving relentless optimisation.

STAKEHOLDER TRUST
Focus on trust, experience and long-term customer value.

LONG-TERM SHAREHOLDER RETURNS
Delivering sustainable earnings growth and superior long-term returns.

CULTURE › CONSISTENT EXECUTION › SUPERIOR LONG-TERM PERFORMANCE

Culture isn't an end in itself. It's how Eagers consistently delivers **superior long-term performance.**

Canada: our second significant step change

Building on the national scale established in 2019 to create a global automotive services platform.

STEP CHANGE 1: NATIONAL SCALE ESTABLISHED

2019

eagers automotive + AHG Automotive Holdings Group

Australia's leading integrated automotive retail group.

DELIVERED

- Greater scale and capability
- Market leadership
- Platform for future growth

STEP CHANGE 2: GLOBAL PLATFORM ESTABLISHED

TODAY

eagers automotive + canadaone auto

Leading automotive services positions across Australia and Canada.

CREATES

- Geographic diversification
- Larger addressable market
- Enhanced acquisition platform
- International capabilities
- Diversified earnings base

WHY THIS MATTERS

A STRONGER, MORE DIVERSIFIED BUSINESS

A second core market with complementary automotive retail and services operations.

LONG-TERM GROWTH PLATFORM

Creates additional opportunities for organic growth and future acquisitions.

GREATER RESILIENCE

Diversifies earnings, capabilities and exposure across two leading automotive markets.

BUILDING ON A PROVEN STRATEGY

The next step in the successful acquisition-led growth strategy established through the AHG merger.

TWO SIGNIFICANT STEP CHANGES. ONE CLEAR AMBITION.

Building one of the world's leading automotive services groups.

Contribution from CanadaOne in line with our expectations...

HALF YEAR

	Turnover ($'B)			Underlying[1] EBITDA ($'M)			Underlying[1] PBT ($'M)			Underlying[1] ROS (%)			Underlying[1] EPS (CPS)		
	2026	2025	Mvmt	2026	2025	Mvmt	2026	2025	Mvmt	2026	2025	Mvmt	2026	2025	Mvmt
ANZ	7.0	6.5	8.0%	305.7	296.7	3.0%	207.2	197.7	4.8%	3.0%	3.0%	-			
CA	1.0	-	-	58.8	-	-	43.2	-	-	4.2%	-	-			
Eagers Group	**8.1**	**6.5**	**24.0%**	**364.6**	**296.7**	**22.9%**	**250.4**	**197.7**	**26.6%**	**3.1%**	**3.0%**	**0.1%**	**48.3**	**48.0**	**0.5%**

LAST TWELVE MONTHS[2]

	Turnover ($'B)			Underlying[1] EBITDA ($'M)			Underlying[1] PBT ($'M)			Underlying[1] ROS (%)			Underlying[1] EPS (CPS)		
	2026	2025	Mvmt	2026	2025	Mvmt	2026	2025	Mvmt	2026	2025	Mvmt	2026	2025	Mvmt
ANZ	13.6	12.2	11.0%	629.9	581.2	8.4%	433.5	386.3	12.2%	3.2%	3.2%	-			
CA	1.0	-	-	58.8	-	-	43.2	-	-	4.2%	-	-			
Eagers Group	**14.6**	**12.2**	**19.4%**	**688.8**	**581.2**	**18.5%**	**476.8**	**386.3**	**23.4%**	**3.3%**	**3.2%**	**0.1%**	**100.8**	**94.0**	**7.2%**

(1) Underlying operating results refers to continuing operations outlined and reconciled to statutory results on slides 36 (1H26) and 37 (comparative financial information) of this Investor Presentation. Underlying operating figures are non-financial measures and have not been subject to audit by the Company's external auditors. (2) Represents the period 1 July 2024 to 30 June 2025 and 1 July 2025 to 30 June 2026 respectively.

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...underpinning our confidence in our second significant step change

LAST TWELVE MONTHS[2]

	Turnover ($'B)			Underlying[(1)] EBITDA ($'M)			Underlying[(1)] PBT ($'M)			Underlying[(1)] ROS (%)			Underlying[(1)] EPS (CPS)		
	2026	2025	Mvmt	2026	2025	Mvmt	2026	2025	Mvmt	2026	2025	Mvmt	2026	2025	Mvmt
ANZ	13.6	12.2	11.0%	629.9	581.2	8.4%	433.5	386.3	12.2%	3.2%	3.2%	-			
CA	1.0	-	-	58.8	-	-	43.2	-	-	4.2%	-	-			
Eagers Group	**14.6**	**12.2**	**19.4%**	**688.8**	**581.2**	**18.5%**	**476.8**	**386.3**	**23.4%**	**3.3%**	**3.2%**	**0.1%**	**100.8**	**94.0**	**7.2%**

PROFORMA LAST TWELVE MONTHS[3]

	Turnover ($'B)			Underlying[(1)] EBITDA ($'M)			Underlying[(1)] PBT ($'M)			Underlying[(1)] ROS (%)			Underlying[(1)] EPS (CPS)		
	2026	2025	Mvmt	2026	2025	Mvmt	2026	2025	Mvmt	2026	2025	Mvmt	2026	2025	Mvmt
ANZ	13.6	12.2	11.0%	629.9	581.2	8.4%	433.6	386.3	12.2%	3.2%	3.2%	-			
CA	5.5	-	-	308.4	-	-	218.9	-	-	4.0%	-	-			
Eagers Group	**19.0**	**12.2**	**55.8%**	**938.3**	**581.2**	**61.4%**	**652.5**	**386.3**	**68.9%**	**3.4%**	**3.2%**	**0.2%**	**114.9**	**94.0**	**22.2%**

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2 Financial Results

Summary Group P&L HY 2026

$ Million	HY24	HY25	HY26	Mvmnt $ or (%)	Mvmnt (%)
Underlying Operating Results					
Revenue from continuing operations	5,464.2	6,496.7	8,053.5	1,556.8	24.0%
Underlying operating EBITDAI from continuing operations[1]	265.9	296.7	364.6	67.9	22.9%
Underlying operating EBITDAI margin[1]	**4.9%**	**4.6%**	**4.5%**	**(0.1%)**	**(1.6%)**
Underlying operating PBT from continuing operations[1]	182.5	197.7	250.4	52.7	26.6%
Specific items reported below underlying operating PBT[1]	(1.2)	(4.3)	(7.3)	(3.0)	68.9%
Statutory Results					
Revenue from continuing operations	**5,464.2**	**6,496.7**	**8,053.5**	**1,556.8**	**24.0%**
Statutory operating EBITDAI from continuing operations	335.2	366.7	435.1	68.4	18.7%
Statutory profit before tax from continuing operations	181.3	193.4	243.1	49.7	25.7%
Statutory profit after tax from continuing operations	123.4	134.2	165.2	31.0	23.1%

Key Takeaways

Record Turnover
with balanced contribution across organic growth and acquisitions

Resilient Margins
continue to outperform industry averages

Record EBITDAI
benefitting from scale and efficiency on our cost base

Specific items
relate to business acquisition costs and integration activities

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Strong balance sheet enables balanced capital management

$ Million	FY21	FY22	FY23	FY24	FY25	HY26 Consolidated ANZ & CA
Cash	197.6	190.4	222.2	183.7	456.7	**1,165.2**
Net Debt	128.4	253.5	262.7	813.1	100.0	**674.9**
Property [1]	467.0	607.6	597.9	885.4	899.9	**1,623.3**
Available Liquidity	733.1	631.1	620.3	773.9	1,787.9	**2,610.9**
Gearing [2]	0.28	0.54	0.48	1.48	0.18	**0.72**

Capital Allocation Framework

1 Invest in the business
Capex and proprietary technology investment to drive organic growth

2 Value Accretive M&A
Disciplined approach to M&A with clear strategic execution

3 Property
Property backed balance sheet accelerating business transformation

4 Shareholder Returns
Rewarding shareholders with dividends and buybacks

Balance Sheet Strength

$ Million	FY23	FY24	FY25	HY26 Consolidated ANZ & CA
Cash on hand	222.2	183.7	456.7	1,165.2
Syndicated debt	(124.6)	(396.3)	-	(841.3)
Syndicated cash, net of debt	**97.6**	**(212.6)**	**456.7**	**323.9**
Property owned (incl. CWIP) [1]	597.9	885.4	899.9	1,623.3
Property backed debt [3]	(360.4)	(600.5)	(556.7)	(998.8)
Property equity	**237.5**	**284.9**	**343.2**	**624.5**

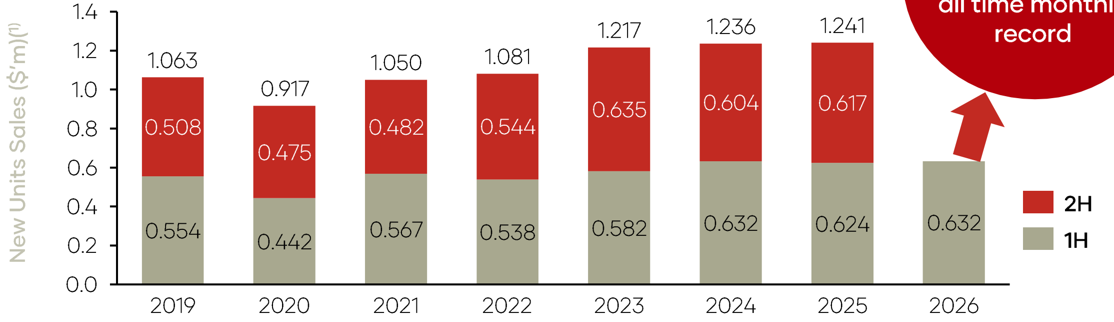
(1) Owned property includes construction in progress – at cost (2) Ratios may vary with bank covenant definitions. HY26 Gearing includes last twelve months worth of EBITDA contributions from CanadaOne. (3) Property backed debt is referred to as Captive Debt.

3 Australia & New Zealand Performance

Resilient new vehicle market in which Eagers is winning the trend…

Australian New Vehicle Market[1]

FY 2019 to June 2026



140k
June 2026 an all time monthly record

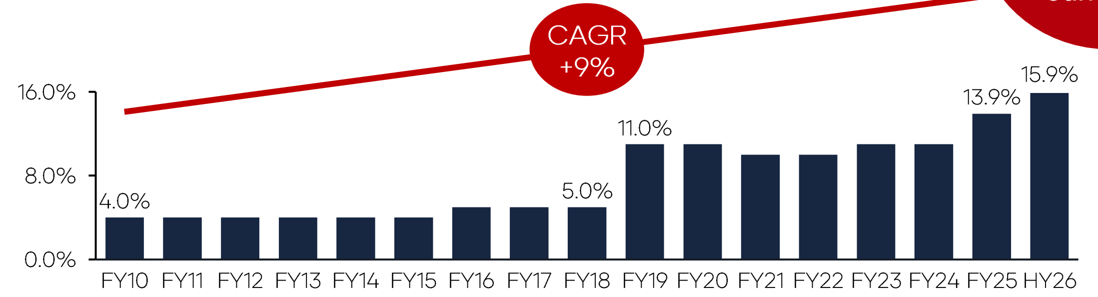
AU Market evolution since 2020[1]

AU VFACTS	FY20	FY24	FY25	HY26
BEV	**0.2%**	**7.3%**	**8.3%**	**16.4%**
PHEV	**0.2%**	**1.9%**	**4.3%**	**8.6%**
NEV	**0.4%**	**8.1%**	**12.6%**	**25.0%**
ICE	93.2%	76.7%	71.3%	58.4%
Hybrid	6.4%	14.1%	16.0%	16.6%
Total	100%	100%	100%	100%

Eagers reported AU new vehicle market share

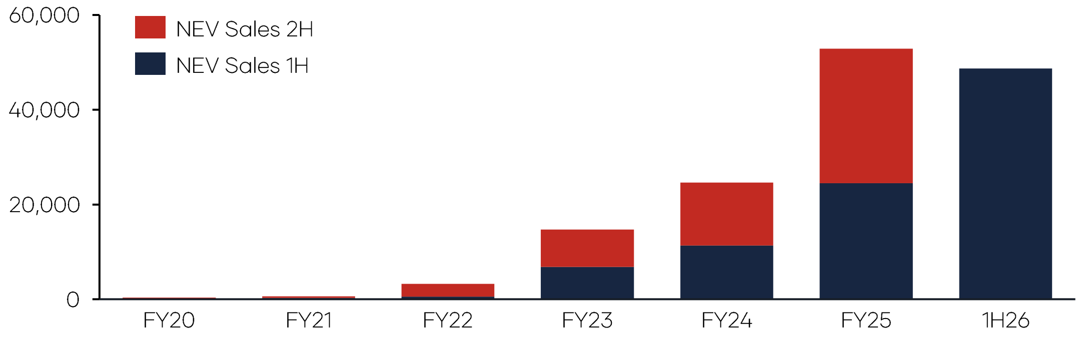
January 2010 to June 2026

17.9%
Market share for the month of June 2026



Eagers reported AU NEV sales

January 2020to June 2026



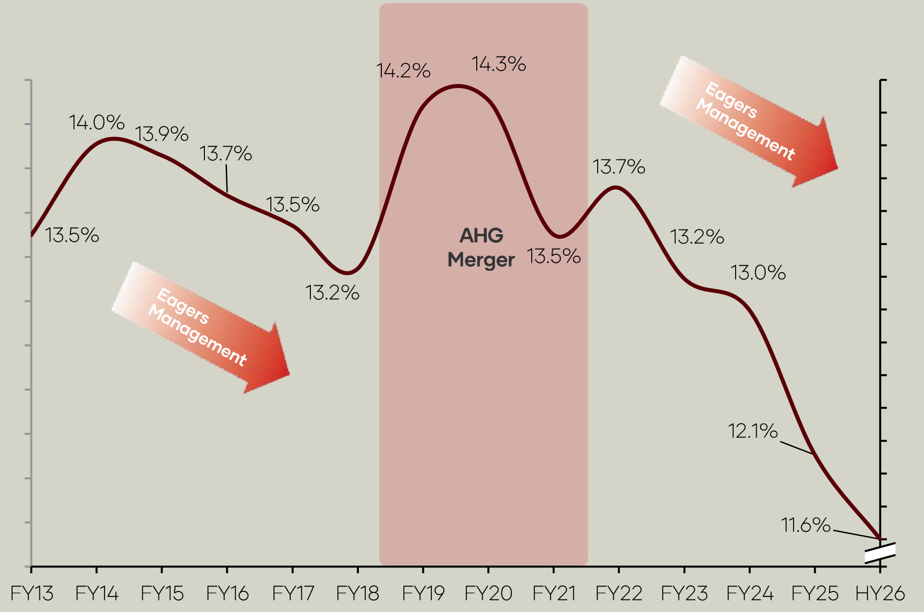
(1) Source: VFACTS and the Electric Vehicle Council.

Whilst optimising our business model....

Growing scale ⊗ **Optimising margin** ⊗ **Executing clear long-term strategy**

	FY19	FY25	HY26	Mvmt vs FY19	Mvmt vs FY25
Owned Property Portfolio ($'m)	267	900	**929**	**+248%**	**+3%**
LFL Leases Exited (#) (1)	–	110	**117**	**+117**	**+7**
LFL Headcount (#) (1)	7,626	6,103	**6,066**	**(20.5%)**	**(0.6%)**
Cost base before interest & depreciation (%)	14.2%	12.1%	**11.6%**	**(19%)**	**(4%)**
Underlying(2) ROS (%)	1.7%	3.3%	**3.0%**	**+1.3%**	**(0.3%)**
Productivity ($'000/ Headcount)	909	1,480	**1,584**	**+74%**	**+7%**

Underlying(2) cost base margin before interest and depreciation



11.6% Record low

Costs before interest & depreciation at historic lows relative to turnover

15

(1) LFL excludes all acquisitions, divestments and greenfield operations since 2019 to represent a like-for-like business model maturation (2) Underlying operating results refers to continuing operations outlined and reconciled to statutory results on slides 36 (1H26) and 37 (comparative financial information) of this Investor Presentation. Underlying operating figures are non-financial measures and have not been subject to audit by the Company's external auditors.

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Resulting in an industry leading return on sales operating model.

How Industry Gross Margin Works

Industry gross margin is a mix between front end and back end.

FRONT END
High-value vehicle transactions

NEW	USED	FICC
10%	10%	75%
Gross Margin(1)	Gross Margin (1)	Gross Margin (1)

+

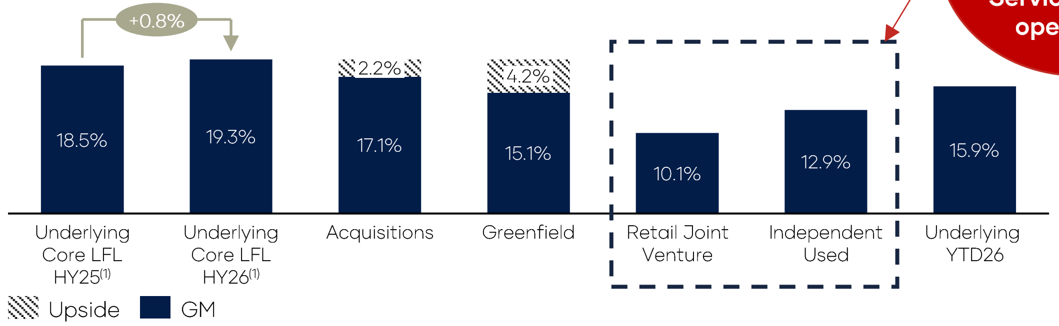
BACK END
Higher-margin aftersales

PARTS	SERVICE	OTHER
22%	65%	75%
Gross Margin (1)	Gross Margin (1)	Gross Margin (1)

= ~16%1 INDUSTRY GROSS MARGIN
Weighted by front-end / back-end mix

Portfolio mix driving movement on ANZ Gross Margin

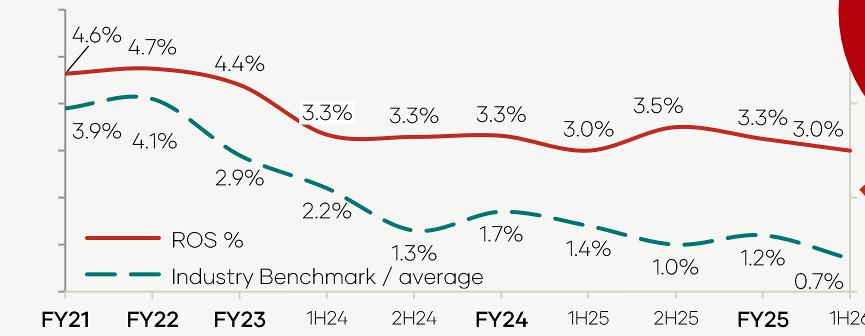
Core LFL GM improved +0.8%, while consolidated GM reflects business mix.



Lower gross margin opportunity due to limited Service & Parts operations

Underlying ROS

Half on half comparison



+2.3%
ROS outperformance vs industry avg
Up from +1.0% pre-COVID

Return on Sales	2021	2022	2023	2024	2025	HY26
APE Delta to Industry Avg	0.7%	0.6%	1.5%	1.6%	2.1%	2.3%

Underlying(1) Return on Sales

Half-on- half comparison

%	1H25	1H26	Mvmt
APE Underlying	3.0%	3.0%	-
APE Underlying Core LFL	3.5%	3.3%	(5.7%)
Industry average	1.4%	0.7%	(50.0%)

(1) Gross Margin benchmark figures are based on indicative industry benchmarks. (2) Underlying operating results refers to continuing operations outlined and reconciled to statutory results on slides 36 (1H26) and 37 (comparative financial information) of this Investor Presentation. Underlying operating figures are non-financial measures and have not been subject to audit by the Company's external auditors. (3) I

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3 Canada Performance

Expanding our growth platform

Contribution to Eagers Group HY26 Results

canadaone auto

Completed 30 April 2026

Underlying Performance[1]

2-months ended 30 June 2026

$1,036.1m	Turnover	9.5k	New Units Sold
$43.2m	Underlying PBT	~2.5%	Market Share
4.2%	Underlying PBT	9.1k	Used Units Sold

Baytowne Hyundai, Barrie, Ontario

Sherwood Part Toyota, Alberta

Key Highlights

- Strong initial contribution following completion, delivering approximately A$1.036.1 million of turnover and A$43 million of underlying PBT during the two-month ownership period – in line with acquisition expectations.
- Outperformed the broader Canadian automotive market, supported by market share gains, a strong OEM portfolio and resilient aftersales performance.
- New and used vehicle sales volumes in June highlight the strength and scalability of the CanadaOne Auto operating platform.
- Positive trading outlook for the second half, including upside in supply from key OEM partners

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Significant runway for growth in North American market

A leading position in Canada provides a scalable platform with significant expansion opportunity across North America.

PROVEN PLATFORM IN CANADA

canadaone auto

48,000
Units retailed (FY2025)

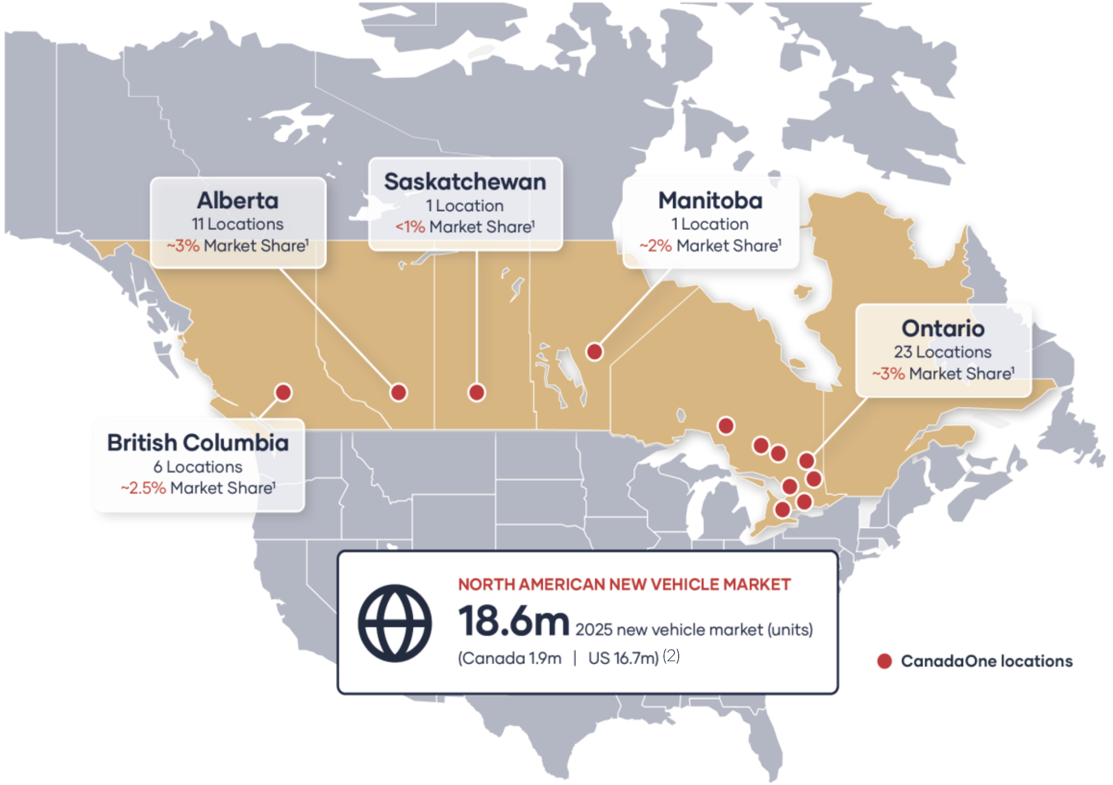
42
Locations

2.5%
National market share(1)

5
Provinces

One of Canada's leading automotive retail platforms with scale, brand recognition and proven capability.

STRATEGIC FOOTPRINT TODAY



WHY THIS MATTERS

LARGER ADDRESSABLE MARKET

Access to the North American new vehicle market of 18.6 million units annually.

PLATFORM FOR EXPANSION

A scalable operating model with the capability to expand beyond Canada.

FUTURE OPTIONALITY

Opportunity to introduce additional Eagers capabilities and consumer brands, including easyauto123, F&I and adjacent services.

A PROVEN CANADIAN PLATFORM. A SCALABLE NORTH AMERICAN OPPORTUNITY.

1)Market share estimated based on provincial new-vehicle sales reported in the Canadian Automobile Dealers Association (CADA) 2024 annual report, with figures extrapolated to reflect 2025 market volumes (2) Data obtained from https://www.marklines.com/en/?rf=pt

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4 Strategic Initiatives

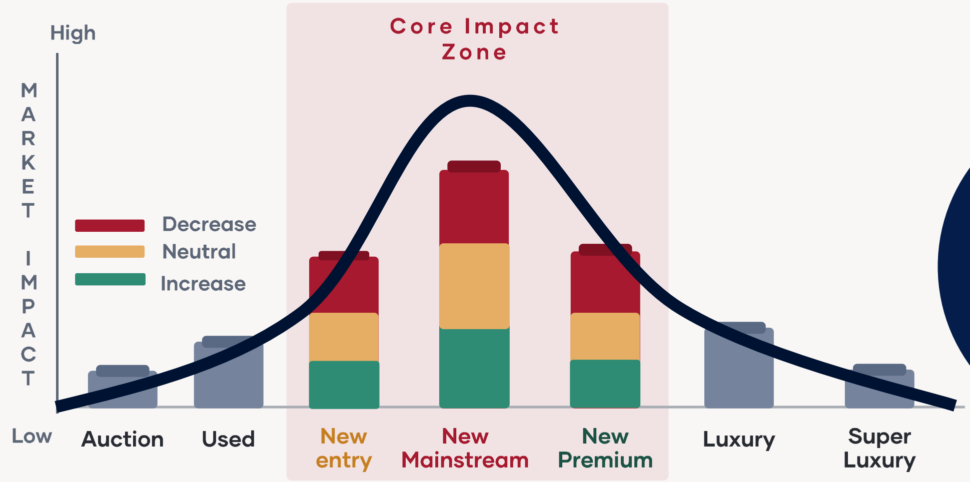
Defining our capital allocation strategy

1 Reshape The Portfolio
Actively Manage In A Changing Market.

2 Capital Follows Returns
Prioritise Capital Toward Higher-return Opportunities.

3 Scale In Canada
Invest In A Market With Structural Growth And Higher Returns.

Industry transition driving disruption within specific segments



OUR FOCUS

CONSOLIDATE
Simplify and improve efficiency.

RATIONALISE
Exit or right-size lower-return areas.

EVOLVE
Invest to lift performance where we compete.

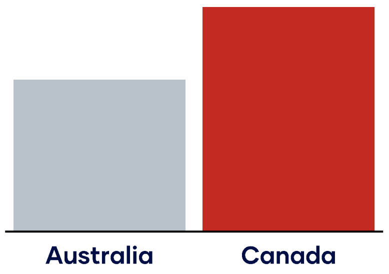
Stronger core. Higher returns. Greater capacity.

CAPITAL DISCIPLINE

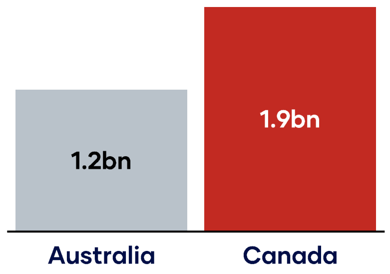
We deploy capital where returns are strongest and value is compounding.

Canada: A Structural Growth Runway

>30%
Higher revenue contribution per new vehicle delivered[1]



+58%
Larger new vehicle market [1]



The Upside Of Closing The Gap To Australian-equivalent Share

2.5% Current market share in Canada → 7.3% Market share opportunity to match Australian turnover

(1) Average revenue contribution per new vehicle retailed per annum based on Eagers Automotive and CanadaOne Auto.

DISCIPLINED TODAY. POSITIONED FOR LONG-TERM VALUE CREATION.

eagers automotive

Joint Venture formation with Grand Motors Group

A 49% strategic partnership investment in a scaled, multi-brand dealership group across Sydney and the Gold Coast.

PLATFORM SCALE

~$490m	~6,100
Estimated annual Turnover[(1)]	New unit sales p.a.
6	**11**
Leading brand partners	Operating locations

BRAND PORTFOLIO Volume + premium

TOYOTA · KIA · BYD · MAZDA · BMW · MINI

A scaled platform with meaningful exposure to premium and volume brands

49% INVESTMENT | 11 LOCATIONS | SYDNEY + GOLD COAST

(1) Based on full year 2025 audited turnover.

Expanding the premium footprint in Melbourne

Acquisition of Audi Centre Melbourne and Audi Richmond

PREMIUM GROWTH

A targeted expansion into two established metropolitan locations

Audi Centre Melbourne | Audi Richmond

~$140m
Estimated annual turnover[1]

~1,100
New vehicle sales p.a.

MELBOURNE CITY

RICHMOND

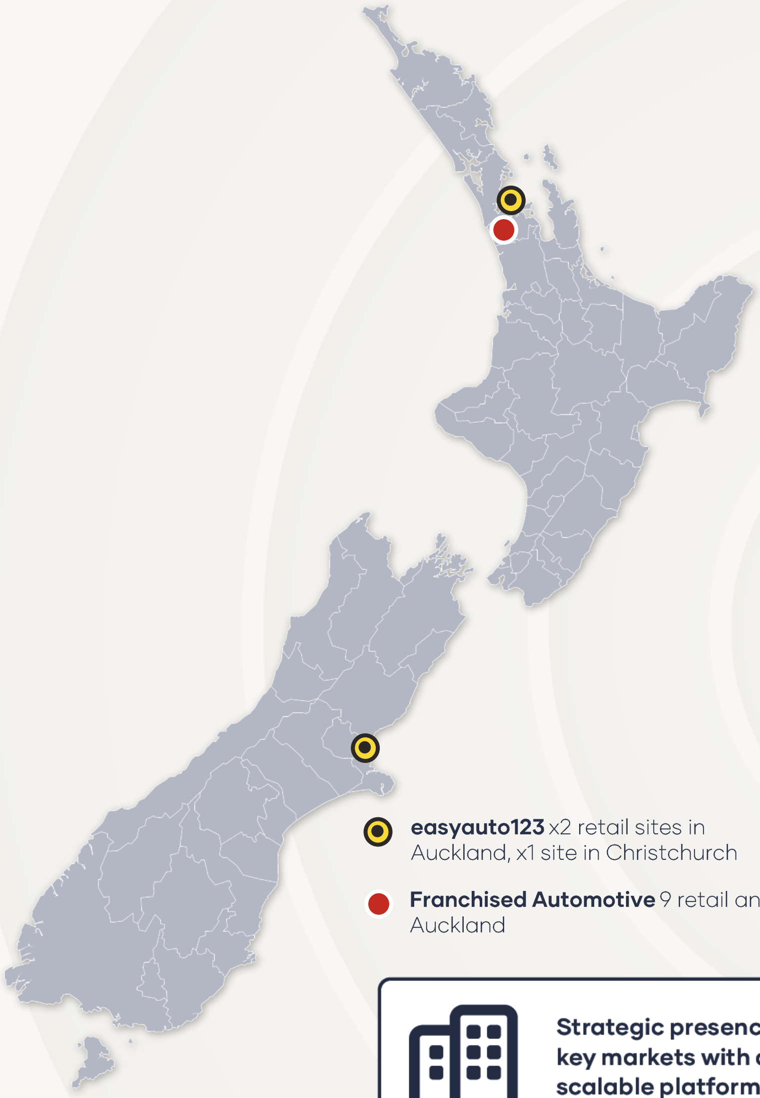
(1) Based on full year 2025 audited turnover.

Capital management discipline

Re-allocation of capital to compelling opportunities

DIVEST	RETAIN & GROW
NZ Franchised Automotive	easyauto123 New Zealand
9 retail and service locations	3 retail sites
7 brands	Auckland + Christchurch
~$325m turnover	Scalable independent used car platform
Expected settlement 4Q 2026	Continued presence in New Zealand
Releases capital and simplifies the portfolio	Preserves strategic growth platform

Simplifies the New Zealand portfolio and reallocates capital to higher-return opportunities.



easyauto123 x2 retail sites in Auckland, x1 site in Christchurch

Franchised Automotive 9 retail and service locations in Auckland

Strategic presence in key markets with a scalable platform.

We continue to invest in the eco-system

karmo

Eagers Automotive to acquire a 17.5% minority stake in Australia's largest vehicle subscription business.

2019 established	>3,400 Active Subscriptions
250+ Vehicle Models	35+ OEM's

- **Exposure to a growing segment** in the mobility sector for customers seeking flexible, low-commitment access to new vehicles
- Opportunity for **Point of Sale subscription to new & used vehicles** leveraging Karmo's digital-first platform
- **Key enabler for Eagers' Franchised Automotive new vehicle sales volumes** via on-subscription new vehicles
- **Key accelerator of easyauto123** volume via off-subscription used cars
- Channel for OEMs to managing product mix to balance **NVES obligations**

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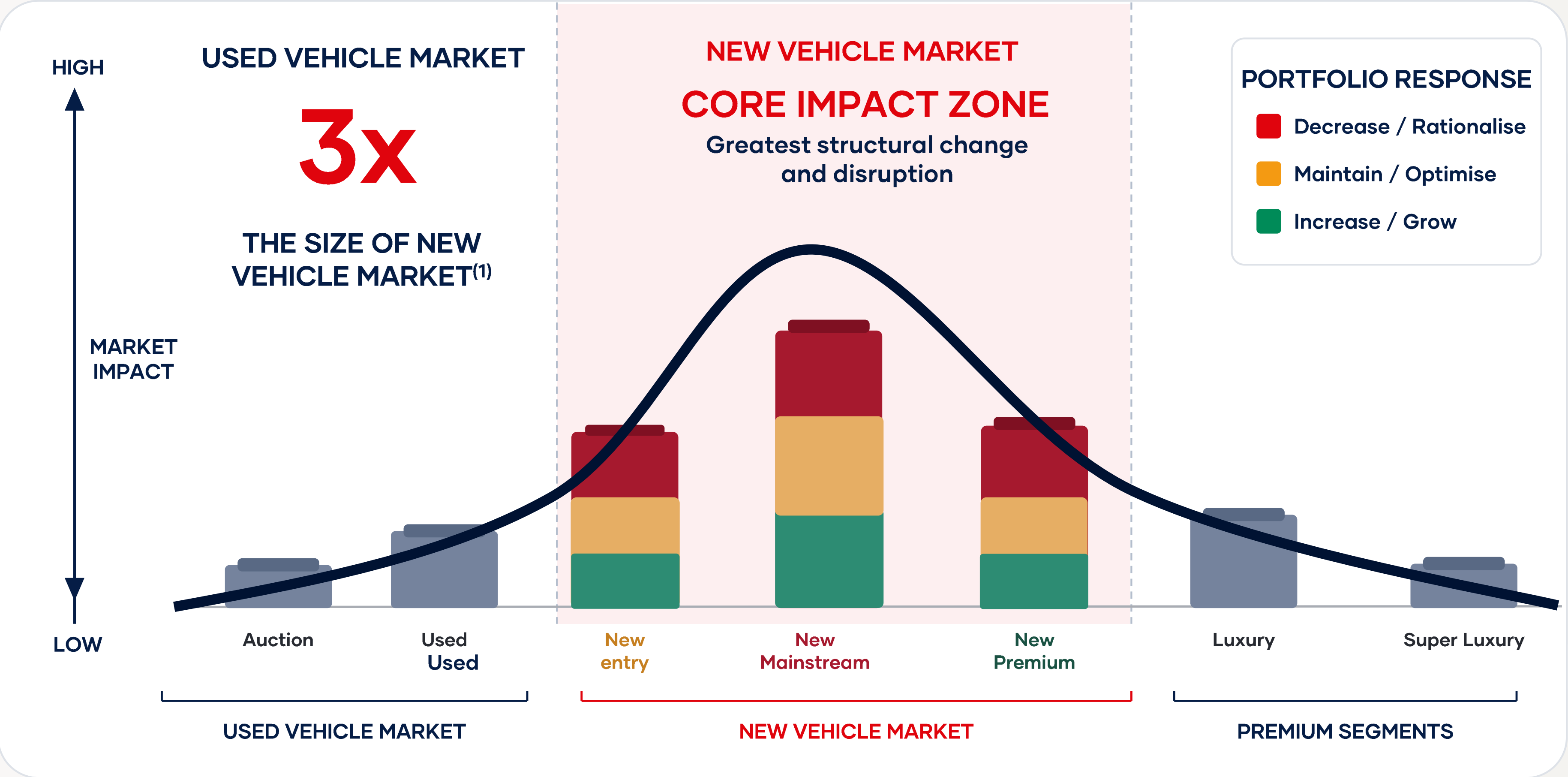
Independent Used

Defining our capital allocation strategy



Responding where value is moving.

CONSOLIDATION
Build scale in markets where we can create greater value.

RATIONALISATION
Actively manage portfolio exposure as market dynamics change.

EVOLUTION
Position the portfolio for emerging growth opportunities.

Focused on stronger long-term returns.

Portfolio breadth provides the flexibility to actively manage exposure and allocate capital toward stronger long-term returns.

(1) Total used vehicle market in FY24 is estimated at approximately 2.3 million used vehicle sales as reported by the AADA Annual Industry Report (https://www.aada.asn.au/wp-content/uploads/2025/02/2025.02.13-Annual-AIR-2024.pdf) and a management-estimated 1.4 million wholesale transactions.

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Record independent used result

easyauto123

EASYAUTO123 PERFORMANCE

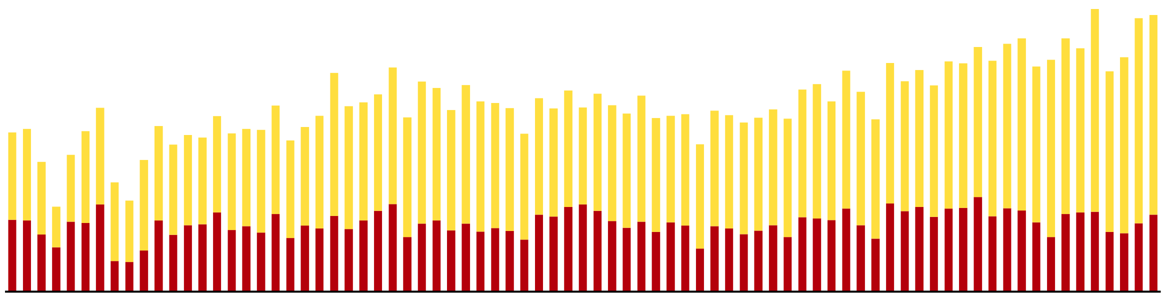
VOLUME	REVENUE	UNDERLYING(1) PBT
+30.4%	+39.9%	+42.9%
vs 1H25	vs 1H25	vs 1H25

Earnings growth is outpacing volume growth.

INDEPENDENT USED PERFORMANCE

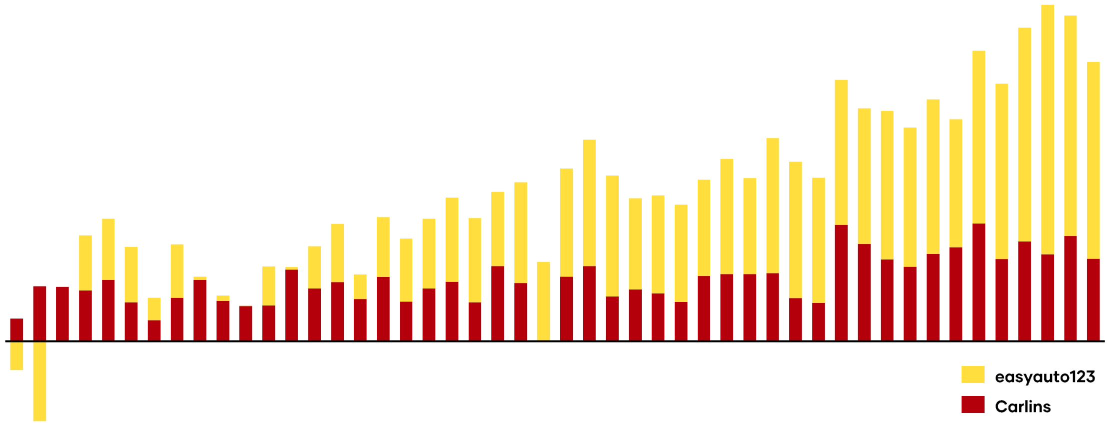
easyauto123 + Carlins

VOLUME



Independent Used includes easyauto123 and Carlins.

UNDERLYING(1) PROFIT



Profit growth continues to outpace volume growth.

(1) Underlying operating results refers to continuing operations outlined and reconciled to statutory results on slides 36 (1H26) and 37 (comparative financial information) of this Investor Presentation. Underlying operating figures are non-financial measures and have not been subject to audit by the Company's external auditors.

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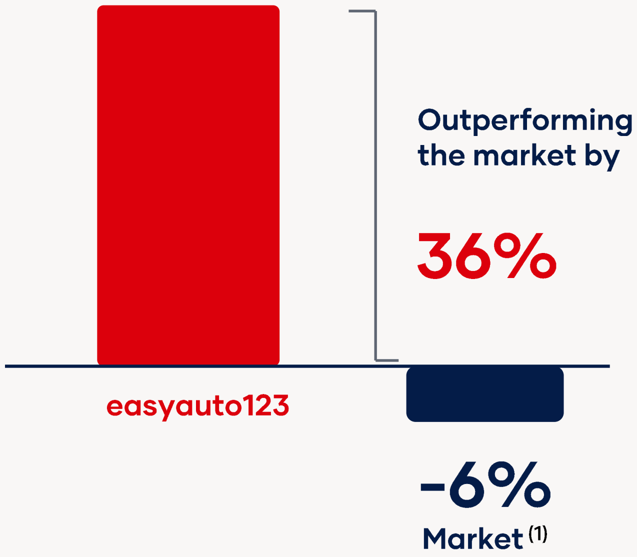
easyauto123 continues to outperform the market

Growing faster while improving unit economics and stock velocity.

1 GROWING FASTER

Volume growth (YoY)

+30%



Outperforming the market by

36%

2 EARNING MORE

Vehicle GPU growth (YoY)

VEHICLE MARKET (1) VALUES

↓ 7%

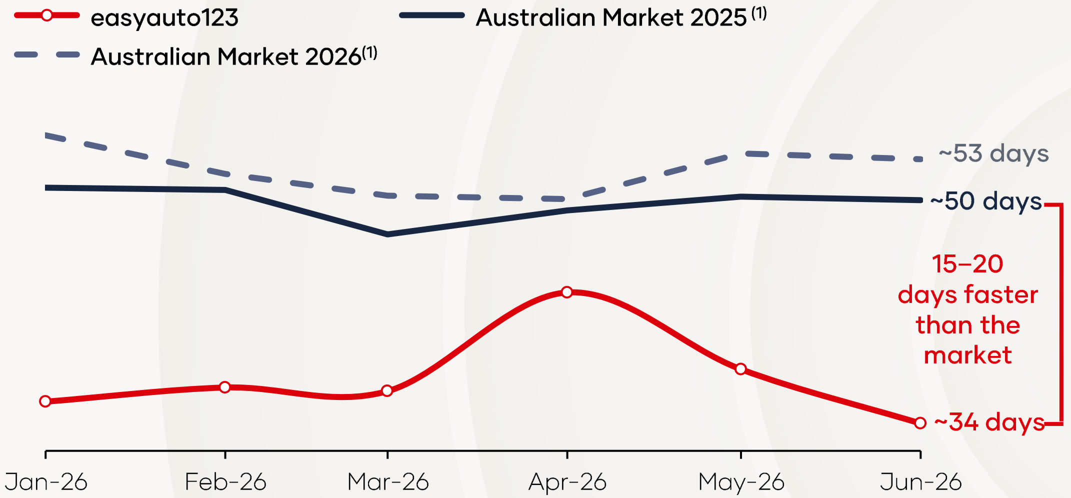
WHILE

EASYAUTO123 VEHICLE GPU

↑ 11%

3 SELLING FASTER

Average days to sell used vehicles



easyauto123 is consistently
15–20 days faster than the market.

MORE VOLUME
Growing faster than the market.

\+

MORE PROFIT PER VEHICLE
Higher GPU despite falling values.

\+

FASTER INVENTORY TURNS
Structural velocity advantage.

=

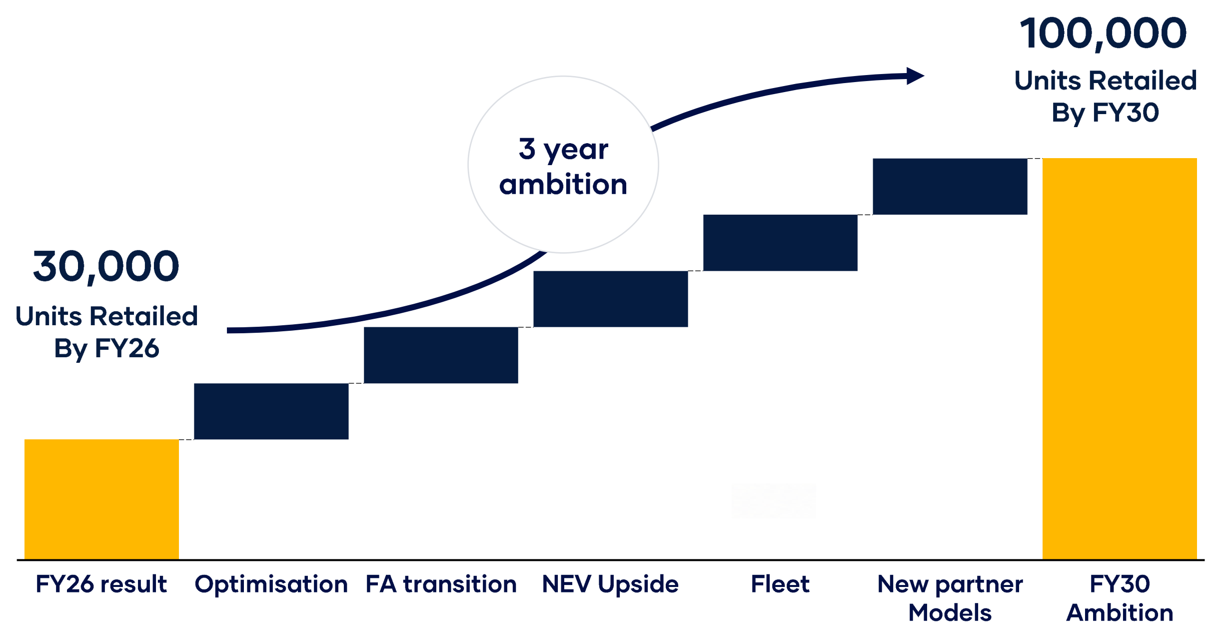
STRONGER RETURNS

(1) Market represents overall Australian used vehicle market. Source: Market data – Cox Automotive.

Record performance. Clear path to a scaled category killer

Building on a record FY26 result to deliver 100,000 units retailed by FY30.

Our Growth Journey



Consistent execution of our strategic priorities will drive momentum and deliver our 3-year ambition.

Strategic Initiatives To Achieve Our Goal

1. **Grow Customer Demand**
Build Australia's most trusted pre-owned automotive brand through market-leading customer experiences and digital capability.

2. **Optimise Our Platform**
Improve efficiency, performance and scalability across our existing network and operations.

3. **Expand Supply & Partnerships**
Strengthen sourcing capability and strategic partnerships to increase access to high-quality inventory.

4. **Unlock New Growth Opportunities**
Pursue new channels, business models and partnerships to accelerate long-term growth.

The Market Opportunity

Used Vehicle Market

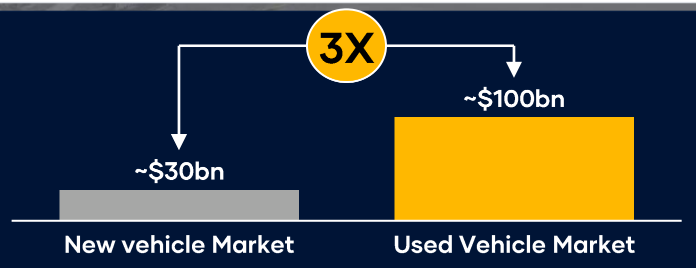
~$100bn

Australia's used vehicle market

Our Opportunity

3X

The Size Of The New Vehicle Market

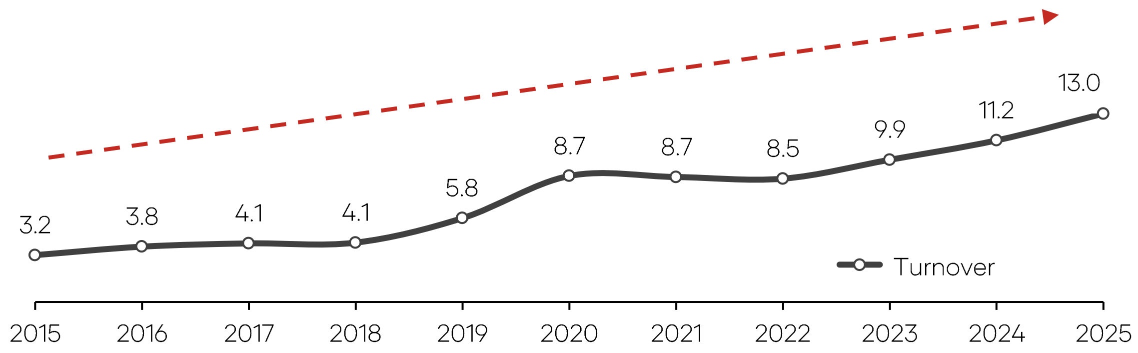


(1) Total used vehicle market in FY24 is estimated at approximately 2.3 million used vehicle sales as reported by the AADA Annual Industry Report (https://www.aada.asn.au/wp-content/uploads/2025/02/2025.02.13-Annual-AIR-2024.pdf) and a management-estimated 1.4 million wholesale transactions.

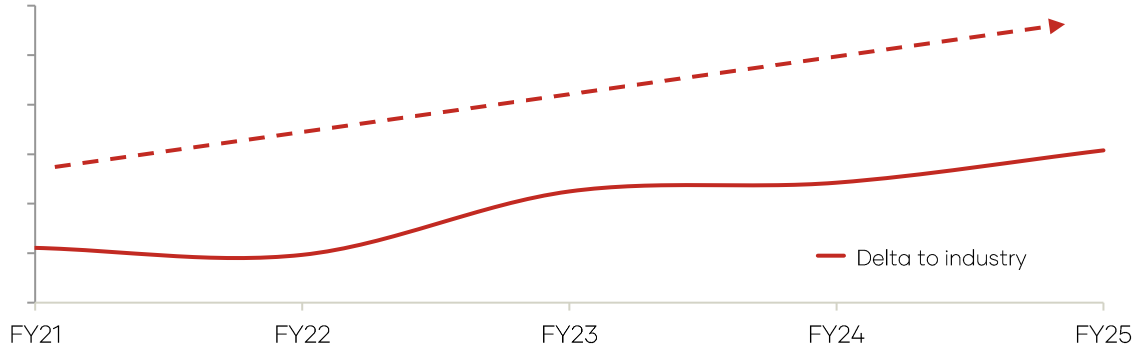
5 Outlook

Short and medium term outlook

Turnover Growth



Margin Optimisation



Incremental Growth Engines

Optimisation — Continued portfolio optimisation.

Outperformance — Our Tier 1 scale partnerships will drive outperformance.

CanadaOne — Canada performing strong with a positive outlook.

Used — easyauto123 scaling to continue.

Acquisitions — Completed in first half combined with well advanced strategic partnerships.


Thank you
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Q&A

6 Appendices

Statutory to Underlying EBITDAI & PBT – HY 2026

$ MILLION HY 2026	EBITDAI	Depn & Amort	Interest Expense	Interest Income	Impairment	PBT	Tax Expense	NPAT
Underlying Operating	**364.6**	**(28.6)**	**(85.6)**	**-**	**-**	**250.4**	**(73.0)**	**177.4**
Impairment	–	–	–	–	–	–	–	–
AASB16 Lease Standard	78.0	(55.5)	(23.8)	1.5	–	0.2	–	0.2
Business Acquisition, Restructure & Integration Costs	(11.0)	–	–	–	–	(11.0)	0.3	(10.7)
Sale of Assets / Shares	(0.9)	–	–	–	–	(0.9)	(3.1)	(4.0)
Miscellaneous	4.5	–	–	–	–	4.5	(2.1)	2.3
Total Significant Items	**70.5**	**(55.5)**	**(23.8)**	**1.5**	**-**	**(7.3)**	**(4.9)**	**(12.2)**
Statutory	**435.1**	**(84.1)**	**(109.4)**	**1.5**	**-**	**243.1**	**(77.9)**	**165.2**

Statutory to Underlying EBITDAI & PBT – HY 2025

$ MILLION HY 2025	EBITDAI	Depn & Amort	Interest Expense	Interest Income	Impairment	PBT	Tax Expense	NPAT
Underlying Operating	**296.7**	**(21.8)**	**(77.2)**	**-**	**-**	**197.7**	**(59.3)**	**138.4**
Impairment	-					-		-
AASB16 Lease Standard	74.8	(54.3)	(21.6)	1.6		0.5		0.5
Business Acquisition, Divestment & Integration Costs	(3.0)					(3.0)	0.2	(2.9)
Sale of Assets/ Shares	-					-		-
Miscellaneous	(1.8)					(1.8)		(1.8)
Total Significant Items	**70.0**	**(54.3)**	**(21.6)**	**1.6**	**-**	**(4.3)**	**0.2**	**(4.2)**
Statutory	**366.7**	**(76.1)**	**(98.8)**	**1.6**		**193.4**	**(59.2)**	**134.2**

Disclaimer

The information in this document (information) does not contain all information necessary for investment decisions, is not intended to be an offer, invitation or recommendation with respect to shares, is not financial product advice, and is intended to be general background information on Eagers Automotive Limited (EA).

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Non-IFRS information

EA's results are reported under International Financial Reporting Standards (IFRS). However, EA also uses certain measures to manage and report on its business that are not recognised under Australian Accounting Standards or IFRS. These measures are collectively referred to in this presentation as 'non-IFRS financial measures' under Regulatory Guide 230 'Disclosing non-IFRS financial information' published by Australian Securities and Investments Commission (ASIC). Management uses these non-IFRS financial measures to evaluate the performance and profitability of the overall business for internal management reporting as it better reflects what EA considers to be its underlying performance and EA believes that they are useful for investors to understand EA's financial condition and results of operations. The principal non-IFRS financial measure that is referred to in this presentation are Underlying Operating financial results. Management uses these and other measures to evaluate the underlying performance of EA. Unless otherwise specified, non-IFRS financial measures have not been subject to audit or review in accordance with Australian Accounting Standards. A reconciliation of Underlying Operating financial results to IFRS financial information is included in slides 36 (1H26) and 37 (comparative financial information) of this Investor Presentation.

Definitions

Non-IFRS Financial Information

Amort	is defined as amortisation
BEV	is defined as a battery electric vehicle
CAGR	is defined as compound annual growth rate
Core LFL	excludes all acquisitions, divestments and greenfield operations to represent core underlying business. Excludes key business acquisitions, related property and funding costs of Norris Motor Group, Alice Springs Toyota & NGP Victoria Dealership Group
CPS	is defined as cents per share
CSI	is defined as customer satisfaction index
CX	is defined as customer experience
Depn	is defined as depreciation expense
EA	is defined as Eagers Automotive Limited (formerly AP Eagers Limited)
EBIT	is defined as earnings before interest and tax
EBITDA	is defined as earnings before interest, tax, depreciation and amortisation
EBITDA margin	is defined as earnings before interest, tax, depreciation and amortization as a percentage of revenue
EBITDAI	is defined as earnings before interest, tax, depreciation, amortisation and impairment

Definitions

Non-IFRS Financial Information

EBITDAI margin	is calculated as EBITDAI before significant items as a percentage of revenue
EPS	is defined as earnings per share
EV	is defined as electric vehicle
FA	is defined as Franchised Automotive
F&I	is defined as Finance & Insurance
FICC	is defined as finance, insurance and car care
Hybrid	is defined as a combination of a traditional internal combustion engine (petrol or diesel) with an electric motor and battery
Independent Used	is defined as the combined easyauto123 and Carlins auction businesses
ICE	is defined as an internal combustion engine vehicle
LFL	excludes businesses acquired (CanadaOne Auto Group), non-significant greenfield sites, and businesses divested in 2026 and 2025 respectively
LTM	is last twelve months
Mvmnt	is defined as movement
NEV	is defined as new energy vehicle which includes hybrid, electric, hydrogen powered vehicles

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Definitions

Non-IFRS Financial Information

NPAT	is defined as net profit after tax
PAT	is defined as profit after tax
PBT	is defined as profit before tax
PBT margin	is calculated as profit before tax before significant items as a percentage of revenue
PCP	is defined as prior corresponding period
PHEV	is defined as a plug-in hybrid electric vehicle
PVR	is defined as per vehicle retail
ROS	is defined as Return on Sales which is defined as Underlying Operating Profit Before Tax divided by Revenue from Continuing Operations
Significant items	are items that are non-recurring in nature, individually material or do not relate to the operations of the existing business. Refer to slides 36 (1H26) and 37 (comparative financial information) of this Investor Presentation for a breakdown of these items
Underlying Operating Profit	is defined as statutory profit adjusted for significant items
USP	is defined as unique selling proposition
VFACTS	is published by the Federal Chamber of Automotive Industries (FCAI) and provides a breakdown of monthly new motor vehicle sales statistics, outlining the number of new cars sold by brand by model
YoY	is defined as the movement year on year

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