11 August 2026

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

Amotiv Limited (ASX: AOV): Sustainability Review 2026

Please find attached Amotiv's Sustainability Review 2026 for immediate release to the market.

This announcement was approved for release by the Board

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Amotiv

Sustainability Review 2026

Our part, driving tomorrow.

Amotiv Limited
(ABN 99 004 400 891)

Sustainability Review

Message from the Chair of the Risk, Safety and Sustainability Committee, and our Managing Director and Chief Executive Officer

On behalf of the Board of Directors, we are proud to present the Amotiv FY26 Sustainability Review **(Review).**

This Sustainability Review outlines the Group's approach to managing environmental, social and governance (ESG) topics and summarises progress made during FY26 against Amotiv's 2030 ESG ambitions. These ambitions remain embedded within the Group's strategy, business planning and risk management processes, ensuring that sustainability is not just a target but a core element of how Amotiv businesses operate.

Amotiv's 2030 ESG ambitions guide the operations to ensure long-term, sustainable value creation and risk resilience, recognising the broader impacts of our activities on our people, the communities we operate within, and the environment must be balanced with our financial performance and equally, that environmental, social and governance dynamics directly affect the resilience and success of our business.

The health, safety and wellbeing of our people remains our top priority. In 2026, Safety Commitment Score was the highest-rated dimension in the Group's employee engagement survey, at 89%, placing Amotiv in the global top quartile.[1] During the year, Amotiv completed an organisational alignment project under the Amotiv Unified program to support its Thriving People impact area and the delivery of Amotiv's 2030 strategy.

The Group continued to strengthen supplier governance and due diligence across the global supply chain. Strategic Business Units (SBUs) further implemented the enhanced supplier due diligence framework, including targeted on-site assurance activities for higher-risk suppliers. The Asia Sourcing Office coordinated supplier assurance activities across Asia, supported by independent third-party audits in other higher-risk sourcing regions where appropriate.

Product Quality & Stewardship has been introduced as a new ESG impact area of focus during FY26. Across the Group, SBUs maintained and expanded certified quality management systems, enhanced supplier quality assurance processes and continued investment in product development. Product stewardship activities included proactive monitoring of product performance, including the voluntary recall initiated by Cruisemaster following identification of a potential product issue through warranty and safety data analysis.

Across the Group's Australian operations, all 11 APCO-reporting businesses maintained an Advanced APCO Performance rating or higher, with several achieving Beyond Best Practice. During the year, the Group strengthened internal packaging capability through cross-business collaboration and supplier engagement. Amotiv's Lighting, Power & Electrical SBU introduced a Packaging Design Guide for NARVA and Projecta, with the packaging changes expected to prevent approximately 10 tonnes of fibre-based packaging material from being sent to landfill each year.

Amotiv maintained a net carbon neutral status for Scope 1 & Scope 2 emissions for its Australian Distribution businesses during FY26 through a combination of emissions reductions, renewable electricity certificates and carbon credits. During the year, the Board approved the transition plan for the Manufacturing businesses and the installation of an 850 kWp rooftop solar system was completed at the Melbourne manufacturing facility within the 4WD Accessories & Trailering Strategic Business Unit. The system generated more than 1,100 MWh of electricity during the year, reducing grid electricity consumption by approximately 30%.

FY26 also marked the Group's first reporting under the Australian Sustainability Reporting Standards. Amotiv's Climate-related financial disclosures are included from page 23 of the FY26 Annual Report.

This Sustainability Review provides an overview of the Group's performance and activities across each of Amotiv's ESG impact areas during FY26.

David Coolidge
Independent Non-Executive Director and Chair of the Risk, Safety and Sustainability Committee

Graeme Whickman
Managing Director and Chief Executive Officer

1. As measured by the Qualtrics Employee Engagement Survey Global Benchmark

Scope of this Review

This Sustainability Review discusses Amotiv's sustainability strategy, initiatives and performance across our global operations (including Australia, New Zealand, Thailand, South Korea, South Africa, USA, China and Europe) for the year ended 30 June 2026.

Amotiv 2030 ESG Strategy

The Board and Executive Team are committed to the responsible and sustainable management of Amotiv's businesses and value chains. ESG considerations are embedded within the Group's corporate strategy, enterprise risk management framework and executive incentive structures, ensuring accountability and alignment with long-term value creation.

We recognise increasing customer, consumer and community expectations for sustainable products, responsible business practices and transparent performance. During FY26, Amotiv refreshed its ESG ambitions for the five-year period to 2030, leveraging the strengths of its businesses to drive positive outcomes across operations and supply chains while proactively responding to evolving stakeholder needs. To focus effort and maximise impact, Amotiv has identified six ESG impact areas that are most important to our businesses, customers and stakeholders: Health, Safety & Wellbeing, Thriving People, Sustainable Sourcing, Energy & Emissions, Product Innovation & Stewardship and Waste. Product Innovation & Stewardship, which reflects Amotiv's commitment to developing safe, high-quality and innovative products, has replaced the previous Electric Vehicle Transition impact area.

These six impact areas guide the Group's ESG strategy and underpin ESG investments, actions and reporting, supporting sustainable business performance and the creation of long-term value for customers, employees, shareholders and the broader community.

Health, Safety & Wellbeing

The health, safety, and wellbeing of our people is our highest priority. We are committed to fostering a safe, inclusive, and supportive workplace that protects our employees and contractors every day

Ambition

Maintain a safe, healthy, and supportive workplace where every person goes home free from harm and wellbeing is embedded in everything we do.

Thriving People

We invest in our people to build a high-performing, engaged, and diverse workforce creating long-term value for our business and uphold fair wages and fundamental labour rights across our operations

Ambition

Maintain a culture of trust, collaboration, and open dialogue that empowers employees to contribute, grow, and feel valued whilst respecting labour rights and paying fair wages

Sustainable Sourcing

We commit to sustainable sourcing practices that protect the environment, respect human rights, and create long-term value across our supply chain.

Ambition

Strategic suppliers meet our sustainable sourcing standards, covering environmental, social, and ethical practices.

Energy and Emissions

We commit to reducing our energy footprint and emissions across our operations and value chain as we work towards a low-carbon future aligned with global climate goals.

Ambition

Reduce energy emissions in our business and value chain.

Product Innovation & Stewardship

We commit to developing innovative products delivering long-term value for our customers and applying quality controls to ensure our products are safe, reliable, and aligned with customer expectations.

Ambition

Drive innovation to create products that meet evolving customer needs, support the transition to a low-carbon future, are safe, reliable, and compliant with standards, protecting our customers and building trust.

Waste

We commit to helping our customers reduce their waste footprint while leading by example in our own operations

Ambition

Strive for circular solutions in packaging, design, and materials, to reduce waste and maximise recyclability

Sustainability Governance

The Amotiv Board is responsible for overseeing the Group's ESG strategy, policies and performance. The Board is supported by the Risk, Safety and Sustainability Committee, which monitors progress against the ESG impact areas, targets and key sustainability initiatives. Our Managing Director places a strong emphasis on the importance of sustainability at Amotiv and in FY26 expanded the role of the Chief Risk Officer to lead the ongoing sustainability journey across the Group.

The Amotiv Group Quality and Supplier Council is responsible for the development and implementation of sustainable sourcing policies and practices. It is supported by the Sustainable Sourcing Working Group, comprising representatives from each Strategic Business Unit. Additional cross-functional working groups support the development, implementation and communication of ESG-related programs, including governance and operational frameworks that advance the Group's Health, Safety and Wellbeing and Thriving People priorities. Strategic Business Unit CEOs are accountable for implementing ESG policies and initiatives within their respective businesses, ensuring alignment between Group priorities and local execution.

To support integration of the ESG strategy with the broader corporate strategy, the Board has incorporated non-financial performance measures into executive incentive arrangements. These measures encourage and reward progress against key ESG priorities and reinforce management accountability for sustainable value creation. Further details are provided in the FY26 Remuneration Report.

Relevant statements and policies can be found in the Corporate Governance section of the Company's website at https://amotiv.com/corporate-governance, including the Corporate Governance Statement, Code of Conduct, Diversity and Inclusion Policy and Sustainable Sourcing Code.

Health, Safety & Wellbeing

Ambition
Maintain a safe, healthy, and supportive workplace where every person goes home free from harm and wellbeing is embedded in everything we do.

8.9 Total Recordable Injury Frequency Rate

Safe Work industry benchmark 21.0

FY26	**8.9**

This metric was introduced in FY26 under Amotiv's 2030 ESG strategy. As it has not been publicly reported previously, comparative figures have not been presented.

89% Safety Commitment Score

Qualtrics benchmark: 86%
Amotiv target: Maintain ≥ Global Average

FY26	**89%**
FY25	88%
FY24	89%
FY23	86%
FY22	93%

74% Employee Wellbeing Score

Amotiv target: YoY improvement

FY26	**74%**
FY25	71%
FY24	72%
FY23	68%
FY22	76%

The health, safety and wellbeing of our people is a top priority in everything we do

Amotiv's safety culture has further evolved in FY26 with the introduction of the Amotiv Cultural Maturity program[1], and is driven by a strong level of engagement, ownership and accountability for health, safety, and wellbeing (HSW). Our Group HSW management system is aligned with ISO 45001 and ISO 45003, and accessible via our Amotiv online 'Garage' to all Group jurisdictions. Employees are encouraged to participate in HSW decision-making processes through consultation in regular forums, health and safety committees, and tool box meetings. HSW across the Group continues to be underpinned by safety leadership, employee engagement, robust HSW plans and initiatives, focus on critical risks, and regular Board safety walks.

Amotiv's commitment to safety is rated very highly by employees. In FY26, commitment to safety was the highest-rated element by employees in the annual employee survey at 89%, up 1ppt from the year prior and is in the global top quartile[2]. Employee wellbeing continues to score highly at 74%, with 79% of employees reporting they felt they could talk to their manager, and 77% feeling mentally well. Pleasingly, 71% of employees stated their work has a positive impact on their wellbeing, up from 67% last year. Continuing on last year's uplift (49% to 76%), this year 81% of employees reported knowing how to access support through Amotiv's employee assistance program.

During FY26, Amotiv expanded our Care of Mental Wellbeing program to include a psychosocial risk assessment. All SBUs completed the assessments, reporting their psychosocial risk as low or medium, with existing controls being robust and some further continual improvement opportunities and mitigating actions identified for actioning via the annual HSW Plans.

Amotiv's safety metrics and performance

In FY26, Amotiv brought focus to the measurement of the Total Recordable Injury Frequency Rate (TRIFR) with the intent of driving a reduction of Medical Treatment Injuries (MTI) in the same way in which Lost Time Injuries (LTI)[3] have been reduced in previous years. Reduction initiatives have been successful with a decline in TRIFR from 13.2 in FY25 to 8.9 in FY26. The safety performance of each of our businesses is benchmarked against relevant Safe Work Australia published benchmarks. The Group's overall Lost Time Injury Frequency Rate (LTIFR) reduced from 6.6 in FY24 to 4.8 in FY25 and is now 5.0, favourable to Safe Work Australia's industry benchmark[4] of 13.3.

Critical Risk Control

Critical risk control management was further strengthened during the year with the introduction of a critical risk control verification program. Verifications have enabled deeper conversations about critical controls with employees at the business units, employing 'acts and objects' and focusing on higher-end controls.

Case study

Simple initiatives reflect high safety values and showcase a strong commitment to safety

Following the acquisition of Hall Towbars in Adelaide, a policy was introduced prohibiting use of an older mezzanine floor. Initial policy mitigations offered only low-level controls, and the branch took decisive action to eliminate the risk entirely by removing the ladder rungs, a simple yet effective initiative preventing unauthorised access.

The team also saw an opportunity to improve job control and flexibility for the sales team and redesigned their workspace, switched desktop PCs to laptops, and introduced a rotating roster enabling each team member to have time away from the shop floor to manage tasks without interruption, offering greater autonomy and flexibility, best practice health and safety, and reducing risk of psychosocial harm.

1. The Amotiv Safety Culture Framework is founded on the Bradley Curve & HSE UK Safety Maturity Model
2. As measured by the Qualtrics Employee Engagement Survey Global Benchmark
3. Medical Treatment Injury (MTI) refers to a work-related injury or illness that results in medical treatment by a medical practitioner, and which is beyond the scope of normal first aid treatment. Lost Time Injury (LTI) refers to a work-related injury or illness that results in the inability to work for at least one full day, or shift, any time after the day or shift in which the injury occurred.
4. Wholesale Trade – Motor Vehicle & Motor Vehicle Parts Wholesale Industry Benchmark

Thriving People

Ambition
Maintain a culture of trust, collaboration, and open dialogue that empowers employees to contribute, grow, and feel valued whilst respecting labour rights and paying fair wages.

75% Employee Engagement Score

Qualtrics benchmark 74% Avg.,
Amotiv Target: ≥ Global average (FY26 74%)

FY26	**75%**
FY25	71%
FY24	76%
FY23	72%
FY22	76%

73% Diversity & Inclusion Score

Amotiv Target: YoY improvement

FY26	**73%**
FY25	72%

High Performance Culture

In FY26 as part of Amotiv Unified, a strategic project was completed to align the organisation's culture and capabilities with the Amotiv 2030 strategy. This project serves as a critical enabler for the Group's next phase of growth by identifying the core behaviours and technical accountabilities required to deliver on our long-term ambitions, drive sustained performance and deliver competitive returns for our shareholders.

To ensure the presence of a high-performance culture, Amotiv has defined a results-oriented "House Wins" mindset characterised by commerciality, connection, and care. This culture is underpinned by shared values and reinforced through leadership behaviours that create clarity, set standards, and foster a safe environment for feedback. This approach ensures that while our diverse brands maintain their unique identities, all employees experience a consistent commitment to performance, safety, innovation and accountability.

Simultaneously, the project established two distinct but interconnected capability frameworks to define the accountabilities necessary for success:

- **Enterprise Capability Framework:** Defines the organisational strengths and development roadmaps applicable to all employees, regardless of role, and informs our redesigned leadership programs.
- **Functional Capability Framework:** Identifies the specific technical expertise and "future skills" - such as engineering, demand planning, and digital commerce—required within each function to execute the Amotiv2030 strategy.

Employee Engagement

Employee engagement remains a key measure of organisational health and an important indicator of our ability to execute strategy successfully. In FY26, Amotiv achieved a strong employee survey participation rate of 78%, reflecting the willingness of employees across the Group to share their experiences and contribute to the continuous improvement of our workplace.

Overall employee engagement increased 3ppt to 75%, exceeding the global benchmark of 74%, while all survey dimensions either improved or remained stable compared with the prior year.

Inclusion, Diversity & Equity

Amotiv's commitment to providing safe, inclusive, and diverse workplaces is a cornerstone of our High-Performance Culture and a key component of the "Thriving People" pillar within our ESG Strategy.

During FY26, Amotiv reduced its WGEA-measured average total remuneration gender pay gap to 17%, performing favourably against the Australian national average of 21.1%. Female representation in senior leadership roles increased to 23%, up from 17% two years ago, supported by proactive role-based gender pay gap analyses, equitable recruitment practices and a continued focus on developing diverse leadership pipelines.

Building on this foundation, Amotiv's Inclusion, Diversity & Equity Strategy 2026–2030 focuses on three strategic pillars: Flexibility, Greater Diversity, and Inclusive Environments. A lead priority within our Inclusion, Diversity & Equity Strategy 2026–2030 is transitioning from Amotiv's current 30% Non-Executive Director (NED) gender balance to a 40:40:20 representation for the Amotiv Board.

Case study

Amotiv Supporting Women in Automotive

Amotiv's Chief People Officer, Barbara Harrison, is a founding participant in AAAA Women, an industry-wide partnership with the goal of increasing the participation, development and visibility of women across the automotive aftermarket. Its flagship International Women's Day Breakfast has grown over three years into a major industry event, bringing together more than 120 people in 2026 for connection, reflection and practical action. Supported by networking events and monthly Connection Circles, the partnership creates enduring peer networks and career opportunities. The work advances Amotiv's Thriving People ESG agenda while helping build a more inclusive, connected and sustainable industry talent pipeline.

Sustainable Sourcing

Ambition
Strategic suppliers meet our sustainable sourcing standards, covering environmental, social, and ethical practices.

93% Strategic supplier ethical due diligence completed in past 24 months

Amotiv Target: YoY improvement towards ≥ 95%

FY26	**93%**
FY25	87%

67% On-site audits completed for Strategic Suppliers within past 24 months

Amotiv Target: YoY improvement towards ≥ 95%

FY26	**67%**
FY25	62%

The Supplier Risk Framework strengthens Sustainable Sourcing Oversight

During FY26, Amotiv continued to enhance its Sustainable Sourcing Program and oversight of ESG risks across its supplier base. Building on the risk-based framework introduced in FY25, the Group increased engagement with suppliers representing higher procurement spend and elevated risk exposure, streamlining due diligence assessments and tools to improve the consistency and efficiency of supplier assessments. Suppliers are assessed against key sustainability risks, including labour standards, workplace health and safety, environmental management and business ethics, with consideration of jurisdictional risk.

Collaborative supplier partnerships support responsible sourcing outcomes

Amotiv continues to strengthen collaborative partnerships with suppliers to support responsible sourcing outcomes and improve transparency across its global supply chain. The Group sources raw materials, components, finished goods and operational services from more than 1,470 suppliers across 38 countries. During FY26, the Group expanded due diligence activities across service providers under the Amotiv Unified program, extending governance beyond traditional goods procurement categories. Amotiv also adopted a more action-oriented support approach across its businesses to enable earlier identification of supplier-related issues and practice execution challenges, strengthen escalation processes and support timely corrective actions and continuous improvement initiatives.

Internationally aligned standards guide supplier due diligence

Amotiv's Sustainable Sourcing Code and supplier assessment framework remain aligned with internationally recognised standards, including the Sedex SMETA methodology, supporting a consistent and risk-based approach to supplier due diligence. Supplier assessments consider a range of labour and human rights indicators, including working hours, wages compliance, worker welfare, grievance mechanisms and broader employment conditions that may indicate elevated modern slavery risk. During FY26, Amotiv commenced a review of emerging Automotive OEM forced labour due diligence requirements, mapping these expectations against existing policies, processes and controls. This work is intended to identify potential gaps, assess business exposure across relevant operating divisions and support ongoing enhancement of the Group's Sustainable Sourcing Program.

Expanded supplier engagement and on-site audits improve supply chain assurance

Supplier participation in the Sustainable Sourcing Program continued to expand during FY26, with more than 1,274 suppliers engaged across the Group. Based on their risk classification, suppliers complete the Amotiv Self-Assessment Questionnaire (SAQ), Shortened SAQ or recognised equivalent third-party assessments, including Sedex, EcoVadis and Amfori BSCI.

Supplier coverage under second-and third-party audit programs expanded across key sourcing regions, supported by the Asia Sourcing Office (ASO) and independent assurance providers. These activities enhance oversight of labour practices, workplace health and safety, environmental management and business ethics risks. Across FY25 and FY26, Amotiv completed 78 supplier on-site audits, representing approximately 39% of the Group's goods procurement spend.

Digital platforms enable cross-business collaboration

Amotiv launched the Group Quality & Supplier Council intranet to improve information sharing and provide a centralised repository for sustainable sourcing policies, supplier governance materials, risk management resources and Program updates.

Case study

Supplier workshop upgraded with temperature-controlled airflow.

Improving Workshop Conditions for People and Performance

When product quality and employee wellbeing improve together, the results are powerful. A key supplier for AutoPacific Group upgraded the cold air supply system within their assembly and testing workshop, creating a stable temperature-controlled environment that delivered immediate operational and workplace benefits. The initiative created a safer and more comfortable workspace for employees while improving testing accuracy and product consistency. Improved airflow and reduced heat exposure helped minimise fatigue and discomfort, supporting productivity and daily wellbeing across the workshop. The project demonstrates how targeted investments in employee health can also strengthen long-term business value.

Energy & Emissions

Ambition
Reduce energy emissions in our business and value chain.

9.0 Scope 1 & 2 Emissions (ktCO_2e market-based[1])

Amotiv Target: YoY reduction
Carbon Neutral by 2028

FY26	**9.0**
FY25	8.8
FY24	9.1
FY23	11.7
FY22	9.0

● Scope 2 ● Scope 1

8.8 Emissions Intensity (ktCO_2e per A$mil. revenue[1])

Amotiv Target: YoY improvement

FY26	**8.8**
FY25	8.8
FY24	9.2
FY23	11.2
FY22	10.7

~1531 MWh of solar generated and consumed (On-site solar)

Amotiv Target: YoY improvement

FY26	**~1531**

Amotiv is acting to reduce electricity GHG emissions

In FY26, Amotiv's net Scope 1 & 2 market-based emissions were 9.0 ktCO_2e with the vast majority (70%) linked to purchased electricity, and smaller contributions from natural gas and transport fuel. The year-on-year increase primarily reflected business growth and higher manufacturing activity. The Group's emissions intensity remained stable at 8.8 (tCO_2-e/$m revenue).

The Group is focused on three main decarbonisation efforts: 1) Procuring renewable electricity, 2) Implementing on-site solar generation where suitable, and 3) Improving energy efficiency.

These efforts are intended to be supplemented by the voluntary purchase of carbon credits in support of Amotiv's net carbon-neutral ambition[2] in particular, for hard-to-abate emissions sources which include natural gas-powered manufacturing processes where current electrification options are challenging and/or expensive due to technology limitations.

Amotiv publishes its first Climate-related financial disclosures report

In FY26, Amotiv prepared its first Climate-related financial disclosures report, marking an important step in the maturity of the Group's climate governance, risk management and emissions reporting.[3] The report sets out Amotiv's approach to climate-related governance, strategy, risk management, metrics and targets, including how climate-related risks and opportunities are being considered across the Group's operations and value chain.

Scope 1 & Scope 2 emissions reporting forms a key part of this disclosure process. During FY26, Amotiv continued to strengthen its emissions data processes, including the consolidation of electricity consumption and emissions data for Australian sites into a centralised reporting approach supported by retailer invoices, meter data and business-level fuel records.

Progressing carbon neutrality across the Group's operational footprint

In FY26, Amotiv's Distribution businesses maintained a net carbon-neutral position for Scope 1 & Scope 2 emissions through renewable electricity procurement and the retirement of carbon credits for residual emissions. The Board approved Amotiv's 2028 Carbon Neutral Transition Plan, with work progressing to commence the next phase of the Group's carbon neutrality pathway, focused on expanding this approach beyond Distribution and across the broader Group operational footprint.

The pathway prioritises direct emissions reduction first, including on-site solar where suitable, renewable electricity procurement, and energy efficiency, with residual emissions, particularly from natural gas, LPG and transport fuels, expected to be addressed through carbon credits.

Amotiv's approach to renewable electricity procurement is being developed with a focus on jurisdictional alignment, cost-effectiveness and transparency. This includes assessing the use of Large-scale Generation Certificates in Australia and equivalent instruments in other operating regions where appropriate.

Building readiness for Scope 3 reporting

Amotiv commenced preparations for Scope 3 emissions reporting, with work focused on identifying material value chain emissions categories and engaging suppliers to understand available data sources across relevant upstream and downstream activities to support the inclusion of Scope 3 emissions in the Group's FY27 climate-related disclosures.

Case study

APG's rooftop solar delivers a ~700 tCO_2-e reduction in Scope 2 emissions

The strategic installation of an 850 kWp rooftop solar system at the Group's 4WD towbar manufacturing facility in Keysborough generated ~1,100 MWh of renewable electricity in FY26, reducing grid electricity consumption at the site by approximately 30%. This delivered an emissions reduction of approximately ~700 tCO_2-e and complements existing solar installations across the Group's portfolio.

1. Net Scope 1 & Scope 2 emissions using the market-based methodology (net of surrendered Large-scale Generation Certificates and retired carbon credits). This differs from the location-based Scope 1 & Scope 2 emissions reported in Amotiv's Climate-related Financial Disclosures, which are calculated using the location-based methodology.
2. Carbon neutral refers to a position where residual emissions are balanced through the retirement of carbon credits, resulting in a net emissions balance of zero. Amotiv's carbon neutrality ambition relates to Scope 1 & Scope 2 emissions.
3. Amotiv's climated-related financial disclosures can be found within the FY26 Annual Report at: https://amotiv.com/annual-reports

Product Innovation & Stewardship

Ambition
Drive innovation to create products that meet evolving customer needs, support the transition to a low-carbon future, are safe, reliable, and compliant with standards, protecting our customers and building trust.

3.8% R&D investment in product development (as % of total revenue)

Amotiv Target: YoY Improvement

FY26	**3.8%**
FY25	3.6%
FY24	3.6%

4 Number of product recalls over a 5-year period

Amotiv Target: YoY improvement towards 0.

FY26	4

This metric was introduced in FY26 under Amotiv's 2030 ESG strategy. As it has not been publicly reported previously, comparative figures have not been presented.

Investing in product development and innovation

Investment in product development remained a focus during FY26. At the 2026 Australian Auto Aftermarket Expo, Brown & Watson International's Projecta Intelli-IQ Smart Relay received a 4x4 Product Innovation Award. The innovative Intelli-IQ was developed to simplify and modernise 12V power and accessory management for 4WD, touring and work vehicles, bringing control, monitoring and configuration into one connected ecosystem. Narva and Projecta were also recognised as finalists across four additional innovation award categories.

In the Australian Financial Review's Most Innovative Companies Awards, Ryco was recognised as a finalist for the seventh consecutive year in the Manufacturing and Consumer Goods category.

Maintaining consistent product quality

Amotiv maintains quality management systems, supplier oversight and product testing processes to support the delivery of products that meet customer, regulatory and industry requirements. During FY26, Ryco achieved ISO 9001:2015 recertification, while Australian and New Zealand operations within the Lighting, Power and Electrical Strategic Business Unit successfully completed ISO 9001:2015 surveillance audits with no non-conformances identified.

Operations in Sweden and South Korea also achieved internationally recognised ISO certifications during the year, further embedding consistent quality, safety and environmental management practices across the Group.

Within 4WD Accessories & Trailering, the Group's Melbourne and Thailand operations maintained certification to ISO 9001:2015 and IATF 16949:2016 following successful external surveillance audits. The Melbourne testing facility also retained NATA accreditation to ISO/IEC 17025, supporting independent product testing and verification.

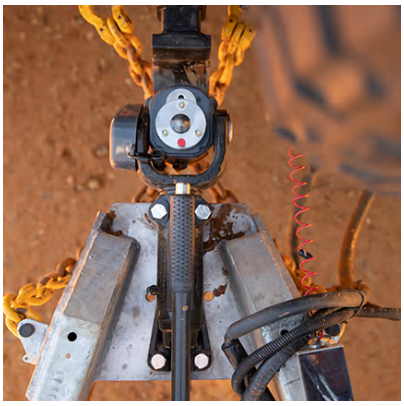
Strengthening supplier quality and long-term product performance

Across the Group, FY26 activities focused on maintaining certified quality management systems, enhancing supplier quality oversight, investing in product development, and supporting product stewardship through monitoring, testing and corrective action where required. In FY26, Ryco expanded its supplier quality conformance program to cover approximately 97% of imported products, enhancing quality verification, product traceability and specification management.

Monitoring product performance throughout the lifecycle

Product stewardship includes monitoring product performance after products enter the market and responding where improvements or corrective actions are required. In late 2025, Cruisemaster identified a potential wheel fitment issue through analysis of warranty and product safety data. Following an engineering investigation, the business initiated a voluntary recall in consultation with customers and regulators to inspect and rectify affected vehicles. Approximately 45% of affected vehicles had been inspected and rectified within six months of the recall commencing, with customer engagement continuing.

Case study



Cruisemaster DO35 V3Plus

Cruisemaster wins Product Innovation Award

Cruisemaster was recognised with the 2026 Product Innovation Award at GPC Asia Pacific's Annual Partners Awarded and Celebrated for Excellence (PACE) Awards for its DO35 V3Plus coupling, a leading off-road towing solution known for its strength, articulation and reliability. The award celebrates Cruisemaster's focus on practical engineering, product quality and customer-led innovation. This recognition highlights the team's ability to develop market-leading solutions that respond to real-world towing conditions and support Amotiv's broader commitment to innovation across its product portfolio.

The DO35 V3Plus is supported by a combination of patents, registered designs, trademarks and proprietary engineering know-how, including protection relating to its coupling geometry, low-profile design and Checklock safety feature. This reflects Cruisemaster's continued investment in product development and helps maintain the DO35 V3Plus's strong position in the off-road towing market.

Waste

Ambition
Strive for circular solutions in packaging, design, and materials to reduce waste and maximise recyclability.

11 APCO Signatories at 'Advanced' or above

Amotiv Target: YoY improvement towards 'Leading' or above

FY26	**11**
FY25	8
FY24	7
FY23	5
FY22	2

7.2 Tonnes of problematic material (LDPE Black/PVC/PS/EPS placed on market)

Amotiv Target: YoY improvement towards 0

FY26	**7.2**

50% Average % post-consumer recycled content in packaging materials

Amotiv Target: YoY improvement towards 100%

FY26	**50%**

These metrics were introduced in FY26 under Amotiv's 2030 ESG strategy. As it has not been publicly reported previously, comparative figures have not been presented.

Amotiv maintains Advanced APCO Performance across Australian businesses

Amotiv's Australian businesses continued to progress sustainable packaging outcomes through the Australian Packaging Covenant Organisation (APCO) reporting program, with 11 businesses maintaining an APCO 'Advanced' rating or above in FY26.

This sustained performance reflects the Group's continued focus on improving packaging outcomes across the value chain, including early progress on clearer disposal communication to help customers and end users recover packaging materials correctly. Several businesses also continued to perform at the top-tier 'Beyond Best Practice' level, demonstrating measurable progress in packaging design, material recovery and recycled content. The sustainable packaging annual reports and action plans for each APCO member business are available at https://apco.org.au/

Scaling packaging improvement through shared capability

In FY26, Amotiv brought together sustainable packaging leads from across its APCO-reporting businesses through a Group-wide Sustainable Packaging Workshop. The workshop was designed to share practical examples of packaging improvements operationalised across businesses to strengthen internal capability and support consistent progress against APCO-aligned action plans.

The session supported collaboration between Amotiv's SBUs and external packaging and waste management expertise, reflecting Amotiv's focus on strengthening on-site waste coordination and improving data capture across its Australian sites.

Asia Sourcing Office leads supplier engagement on sustainable packaging improvements

Amotiv's Asia Sourcing Office is working with suppliers to improve packaging design and material selection in line with APCO guidelines. This includes helping vendors identify non-compliant or less recyclable packaging materials, recommending suitable alternatives, and supporting packaging redesign where required.

By engaging suppliers earlier in the design and sourcing process, Amotiv is working to improve packaging outcomes before products enter the market, reducing downstream waste risks and supporting more consistent application of sustainable packaging principles across the Group.

Design-Led Packaging Improvements

Across Amotiv, packaging redesign is delivering measurable waste, cost and efficiency benefits. Brown & Watson International introduced a Packaging Design Guide for NARVA and Projecta to embed sustainability into new product development. By removing double-sided laminate from selected fibre-based packaging and shifting to single-sided, recyclable alternatives, the business is expected to prevent 10 tonnes of fibre-based packaging material from going to landfill each year.

AutoPacific Group Keysborough progressed improvements in material efficiency by redesigning skid pallets used for dealer-direct towbar deliveries. Introducing two additional pallet sizes to better match product dimensions is expected to save approximately 15,300 kilograms of timber, while reducing plastic film wrap, improving handling efficiency and increasing truck load capacity.

Case study

RYCO Filter Service Kits

Redesigning Packaging to Reduce Waste and Improve Efficiency

Ryco improved the sustainability and efficiency of its fast-growing Service Kits range by redesigning packaging from the ground up. Custom-fit cartons removed unnecessary inner packaging and plastic, reducing average kit mass by 15% and eliminating 1.2 tonnes of cardboard waste and 160 kilograms of plastic waste annually. The more compact design increased pallet density, reduced freight requirements by the equivalent of 2.5 20-foot containers each year, and avoided approximatley 2 tCO_2e across the supply chain. The initiative also improved retail presentation, storage efficiency and customer experience, creating a scalable model for packaging innovation across Amotiv.