

ASX Announcement
21 August 2026

Peter Warren Automotive Holdings Limited

FY26 Results Presentation

Peter Warren Automotive Holdings Limited (ASX: PWR) provides its FY26 Results Presentation relating to Peter Warren's FY26 Results Announcement.

This announcement was authorised for release by the Board of Peter Warren Automotive Holdings Limited.

-ENDS-

About Peter Warren

Peter Warren is an automotive dealership group with a rich heritage that has been operating in Australia for over 65 years. The company operates 80+ franchise operations and represents more than 30 OEMs across the volume, prestige and luxury segments. Peter Warren operates across the eastern seaboard under various banners including Peter Warren Automotive, Frizelle Sunshine Automotive, Sydney North Shore Automotive, Mercedes-Benz North Shore, Macarthur Automotive, Penfold Motor Group, Bathurst Toyota and Volkswagen and Euro Collision Centre.

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FY26 Results Presentation

21 August 2026

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Peter Warren
Automotive
Holdings

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Executive Summary

FY26: Peter Warren building strategic advantage through market disruption

FY26 was challenged with margin pressure, changing customer demand and industry disruption accelerating across the market.

Peter Warren responded by focusing on the levers within our control:

- growing higher-margin earnings streams;
- significantly strengthening the brand portfolio towards customer demand; and
- managing inventory and interest costs and balance sheet flexibility to capitalise on opportunities.

FY26 Automotive Market	Peter Warren Actions	FY27 Benefit Opportunity
New vehicle margin pressure (esp. in H2)	Inventory management, improve mix of business, & brand execution focusing on demand-led opportunity	More resilient margins and higher quality earnings
Consumers shifting to value, and New Energy Vehicles (NEV)	Significant brand portfolio repositioning and expanded growth-brand exposure	Greater exposure to faster-growing brands and customer segments
Industry-wide inflationary cost pressures	Continued investment in key capability roles, business modernisation and strategic dealership commencements	Fully operational teams implementing innovation programmes, creating efficiencies & building operating leverage
Market disruption creating consolidation opportunities	Preserved low net debt and balance sheet flexibility; continued disciplined acquisition review and portfolio optimisation	Balance sheet capacity preserved to execute earnings-accretive growth opportunities

Outcome: We enter FY27 with a stronger portfolio, higher-quality earnings and balance sheet capacity to act on market opportunities

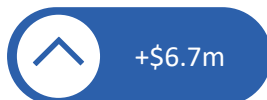
FY26 Results Overview



Revenue and overall gross margin held firm, PBT impacted by new vehicle GPU pressure and operating cost inflation

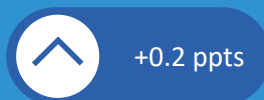
Revenue

\$2,489m



GP %

16.3%



PBT⁽¹⁾

\$14.5m



Final Dividend

0.6c



Average new stock holding FY26⁽²⁾

\$371.3m



Lower interest cost

\$43.8m



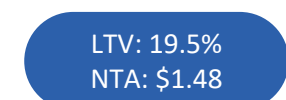
Leverage⁽³⁾

0.83



Owned Property

\$243.7m



(1) PBT, PBT % and Overheads % are underlying and exclude one-off items detailed on page 29.

(2) New car and demo inventory increased from \$351.0m at 30 June 2025 to \$409.8m at 30 June 2026 mainly due to new brands.

(3) Net debt to EBITDA pre AASB16 impact.

Higher-quality growth with record used volumes and service and parts revenue, improved inventory ageing and a stronger order bank

New Units**31,390**

+148 units

Order Bank**6,349**

+1,319 units

Used Units**10,578**

+876 units

Service & Parts Revenue**\$442m**

+\$19.9m

**Inventory Ageing
>120 Days****26.1%**

-3.4 ppts

**Mixed Business
Ratio⁽¹⁾****60.4%**

+1.8 ppts

**New dealerships
on reduced footprint****+9 new**

Leaseholds

**People
Productivity⁽²⁾****\$1.1m**

Stable

(1) Mixed business ratio includes parts, service, F&I, and other GP (back-end revenue) as a percentage of total GP.

(2) Revenue per employee (sales revenue / headcount)

Market Dynamics reinforce the need to consistently deliver the Peter Warren Strategy



Market Dynamics: Economic pressure is accelerating a structural shift in vehicle demand towards value, technology and electrification.



Structural changes in demand favouring value-oriented, technology-led new energy vehicle brands.

(1) Source: GoAuto Market Insight 22 June 2026.
(2) Source: AADA Media Release – 5 January 2026
(3) Source: VFACTS Reporting, July 2026

A disciplined strategy. Executed Today. Positioned for Tomorrow. For Sustainable Growth

Our Vision

To be the most valued automotive group, exceeding the expectations of our customers, employees, brand partners and investors.

Our Strategy



Aquisition

Opportunistic acquisitions and portfolio optimisation



Customer

Together we foster a customer-centric culture



Organic

Best in class business performance



Innovation

Driving productivity and future growth opportunities

Delivering for our Investors

Scale, portfolio optimisation, EPS-accretive growth

Higher retention and service revenue, better lifetime value

Improved mix (used/service/parts), margin resilience

Higher productivity, improved conversion and scalable growth

Underpinned by our core values

Growth

Integrity

Focus

Teamwork

Considered M&A approach to optimise returns and expansion with emerging brands

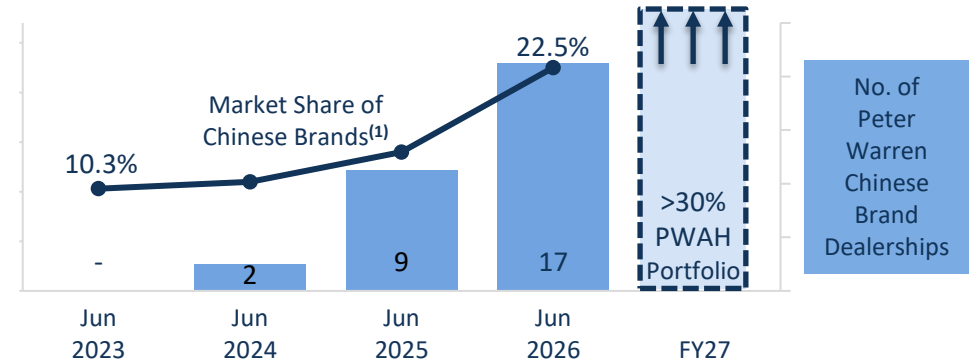
Acquisitions

Flexible use of capital that maximises returns

- Market primed for consolidation
- Opportunistic approach to targets
- Wakeling acquisition pending ACCC approval
- Low net debt
- Property backed balance sheet



Peter Warren Chinese brands to grow to >30% of brand portfolio



+9 new dealerships within existing footprint



(1) Source: VFACTS Reporting, June 2026 on Financial Year Basis

Chinese brand strategy - partnering with OEM groups driving Australia's fastest growing segment of the automotive market



- Since Jan '25, Peter Warren added 1 new Chinese brand dealership to portfolio every 6 weeks (avg).
- An additional ~10 x Chinese brand dealerships are approved for Peter Warren, and in the pipeline.

Chinese brand strategy - Geely, home of China's best-selling vehicle in 2025 across all brands and segments

GEELY GROUP | PETER WARREN GROUP



#1 best-selling car in China

The Geely EX-2 is the best-selling car model across all brands and segments in China, selling more than 460,000 units. It is also the best-selling Small EV in the world⁽¹⁾



#2 best-selling car group in China

Geely Group sold more than 3,000,000 vehicles in China in 2025, and has clear ambitions to be #1 in China, and Australia.



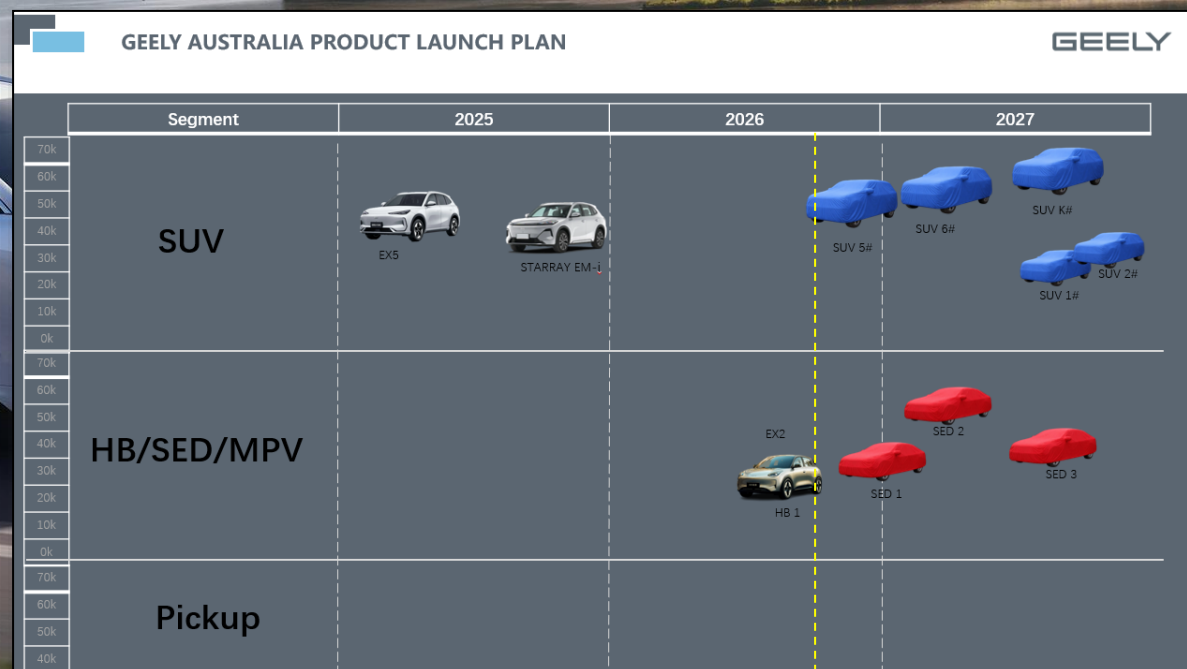
The brand is only just starting in Australia

The Geely Brand has been operating with only two models until now and is still the #2 fastest growing Chinese brand in Australia in volume. The launch of the EX-2 this month is generating high levels of interest, and this all-new model precedes an onslaught of eight new models in the next year alone.



Peter Warren is best placed to win

Peter Warren is Geely's largest partner nationally with the highest sales and largest footprint of any dealer group in Australia.



(1) Based on worldwide new deliveries in CY2025 for the Geely EX2. Source: IHS 2025 Sales Data.

Peter Warren Chinese brand strategy | ZEEKR, the fastest growing premium brand in Australia

ZEEKR | PETER WARREN GROUP



The premium sub-brand of Geely

ZEEKR is Geely's premium luxury mobility brand defining luxury mobility through cutting-edge technology, exceptional design and innovation.



Fastest growing premium brand in Australia

The ZEEKR Brand is the fastest growing premium brand in Australia and has already overtaken multiple established premium brands YTD.



The ZEEKR brand is only just starting

The ZEEKR Brand has only been operating in Australia for under two years. With >90% of their YTD volume from one model, the 7X, they are only getting started. The 7GT, 8X, and 9X are coming in early 2027.



Peter Warren | ZEEKR Partnership

The addition of the ZEEKR Brand further strengthens the Peter Warren brand portfolio, expands exposure to the premium market and provides a significant platform for future growth and value creation.

The Peter Warren ZEEKR Gold Coast Grand Opening



Peter Warren staff professional development. Turning customer insight into loyalty and higher retention, recurring revenue and lifetime value

Measure



CX360

Turning live customer feedback into clear actions



OEM Scorecards

Real-time visibility of CSI performance per OEM



Service Level Agreement

Clear & consistent customer service standards at scale

Improve

Training

Attract & develop the best
D.R.I.V.E Apprentice Program



Recognise

Awards

OEM & Peter Warren Awards
Staff GIFT Garage



Scale

National Development

Educate across the network
Management Summits



220+
Apprentices
Developed

OEM Customer
Satisfaction
Index (CSI)

^ 7 ppts⁽¹⁾

Service retention

^ 8 ppts⁽²⁾

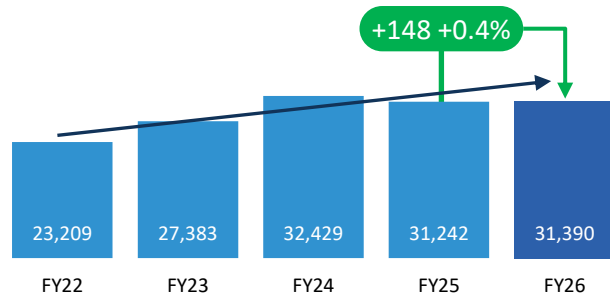
(1) Measured as the number of PWAH Dealerships above OEM Sales and Service Satisfaction target on a rolling 3-month basis - Q4 FY26 vs Q1 FY26

(2) Measured as the number of customers who serviced a vehicle with PWAH over the past 14 months as a percentage of the total number of customers who transacted with PWAH over the past 4 years

Driving sustainable growth and margin resilience through operational excellence and performance culture

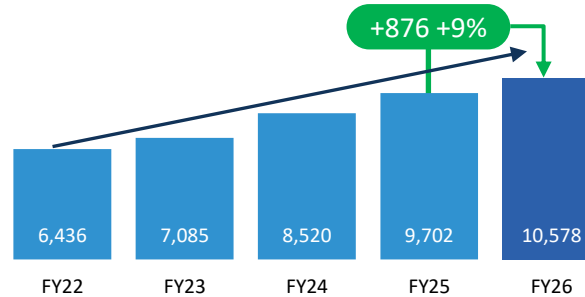
Performance Overview

Stable New Vehicle Units Sold



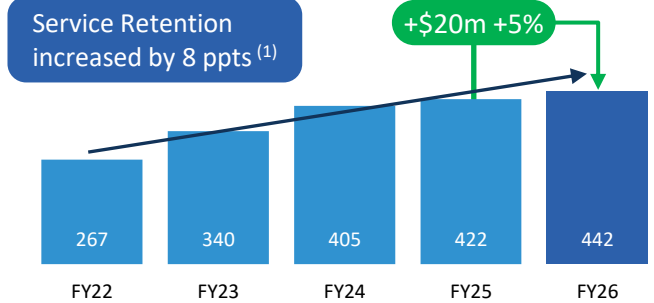
New Vehicle Units Sold

Record Used Vehicle Units Sold



Used Vehicle Units Sold

Record Service and Parts Revenue



Service and Parts Revenue (\$m)

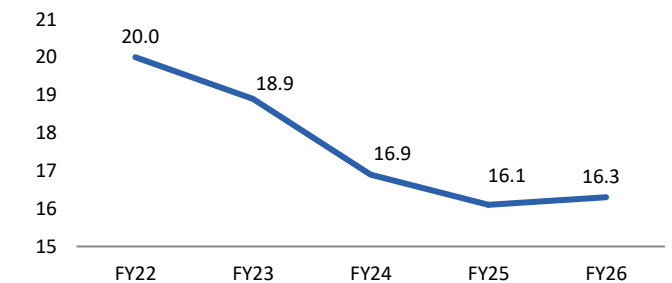
OEM Balanced Scorecards Review



Sweat Own Property/Reduce Leases



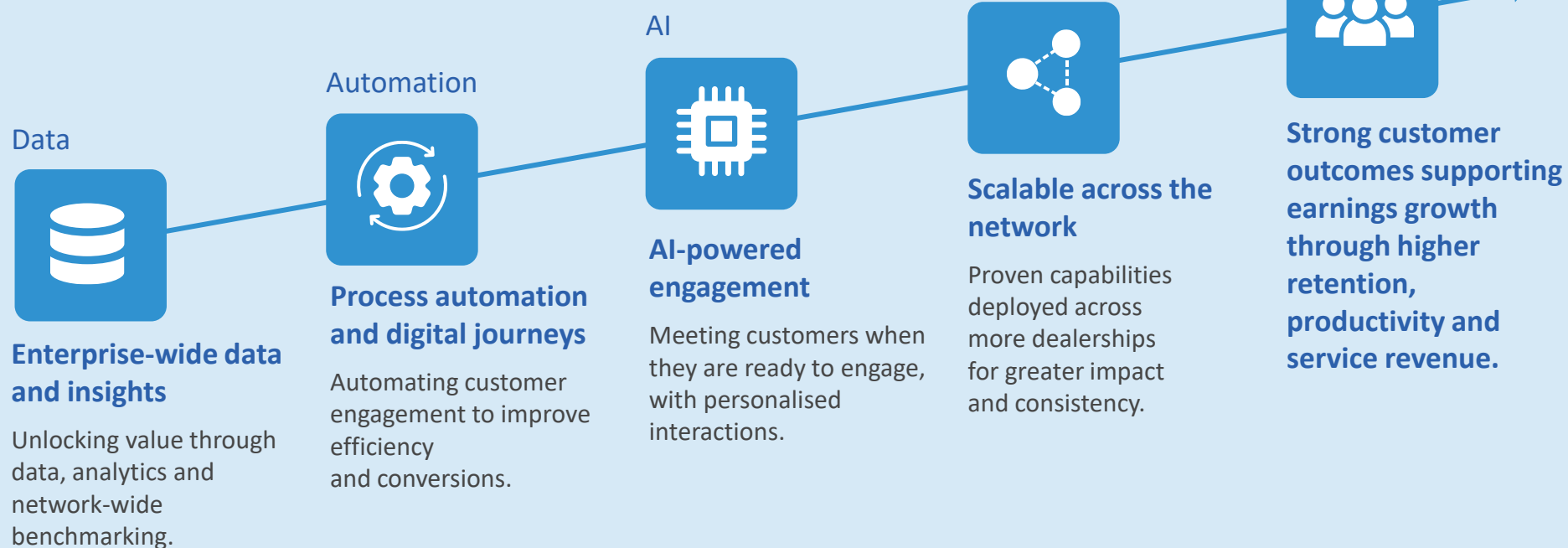
Stabilising Gross Profit Margin (%)



(1) Measured as the number of customers who serviced a vehicle with PWAH over the past 14 months as a percentage of the total number of customers who transacted with PWAH over the past 4 years.

Leveraging Data, automation and AI to enhance customer experience, drive productivity and generate scalable revenue growth

Disciplined AI investments delivering measurable outcomes today through scalable capabilities that can be leveraged across the broad Peter Warren dealership network



44%

After-Hours Appointment Capture⁽¹⁾

Appointments secured by AI when dealerships closed

\$44m

Revenue Generated

56% YoY

From converted service opportunities

2.9x

Customer Win-Back Improvement⁽²⁾

Increase in conversion rates

(1) Based on Peter Warren AI Sales Lead piloted sites.

(2) Based on QLD/VIC call centre sites only, winning back 2.9x more customers than prior, due to automation in place allowing more calls per hour with the same resource count.

FY26 Financial Summary



FY26 Profit and Loss

Growth in turnover and margin, offset by costs associated with business transition and macro economic cost pressures, impacting profit

	FY26 \$m	FY25 \$m	Variance \$m	Variance %
1 Revenue	2,489.3	2,482.6	6.7	0.3%
2 Gross Profit	406.0	399.8	6.2	1.6%
<i>Gross Profit %</i>	16.3%	16.1%		
3 Operating expenses – underlying	(308.4)	(289.7)	(18.7)	(6.5%)
<i>Operating expenses %</i>	(12.4%)	(11.7%)		
EBITDA – underlying	97.6	110.1	(12.5)	(11.4%)
Depreciation and Amortisation	(39.3)	(38.7)	(0.6)	(1.6%)
EBIT – underlying	58.3	71.4	(13.1)	(18.3%)
4 Interest	(43.8)	(49.1)	5.3	10.8%
5 PBT – underlying	14.5	22.3	(7.8)	(35.0%)
Acquisition expenses	(2.2)	(0.5)	(1.7)	
Restructure costs	(0.8)	(2.5)	1.7	
PBT – statutory	11.5	19.3	(7.8)	(40.4%)

- 1** Revenue grew by 0.3% reflecting:
- Lower new vehicle average selling price (ASP), but higher YoY volumes
 - Record used, service and parts revenues

- 2** Gross profit grew 1.6% with margins improving to 16.3% from 16.1% in FY25 (refer page 20).

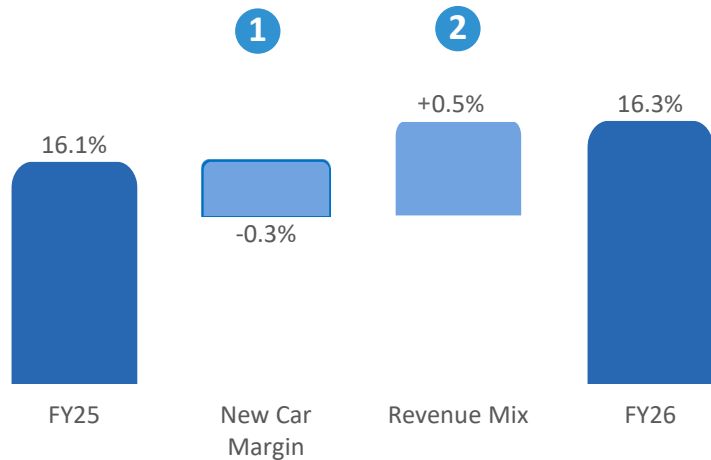
- 3** Opex grew by \$18.7m reflecting costs associated with the business transition to new brands, increased organic performance and inflationary pressures (refer page 21).

- 4** Lower interest costs, down \$5.3m (10.8%) v. FY25, reflecting lower average inventory and improved ageing profile.

- 5** Underlying PBT of \$14.5m impacted by operating cost increases resulting from business transition and inflation.

Gross Profit

Driving back-end performance
during shifting new car market conditions



Gross profit margin increased to 16.3% (FY25: 16.1%):

- -0.3ppts from lower new vehicle margins in H2; and
- +0.5ppts from favourable used, service and parts mix.

- 1** The decline in new car margin in H2 reflects:
- External market challenges; and
 - Legacy brand discounting against new entrants.

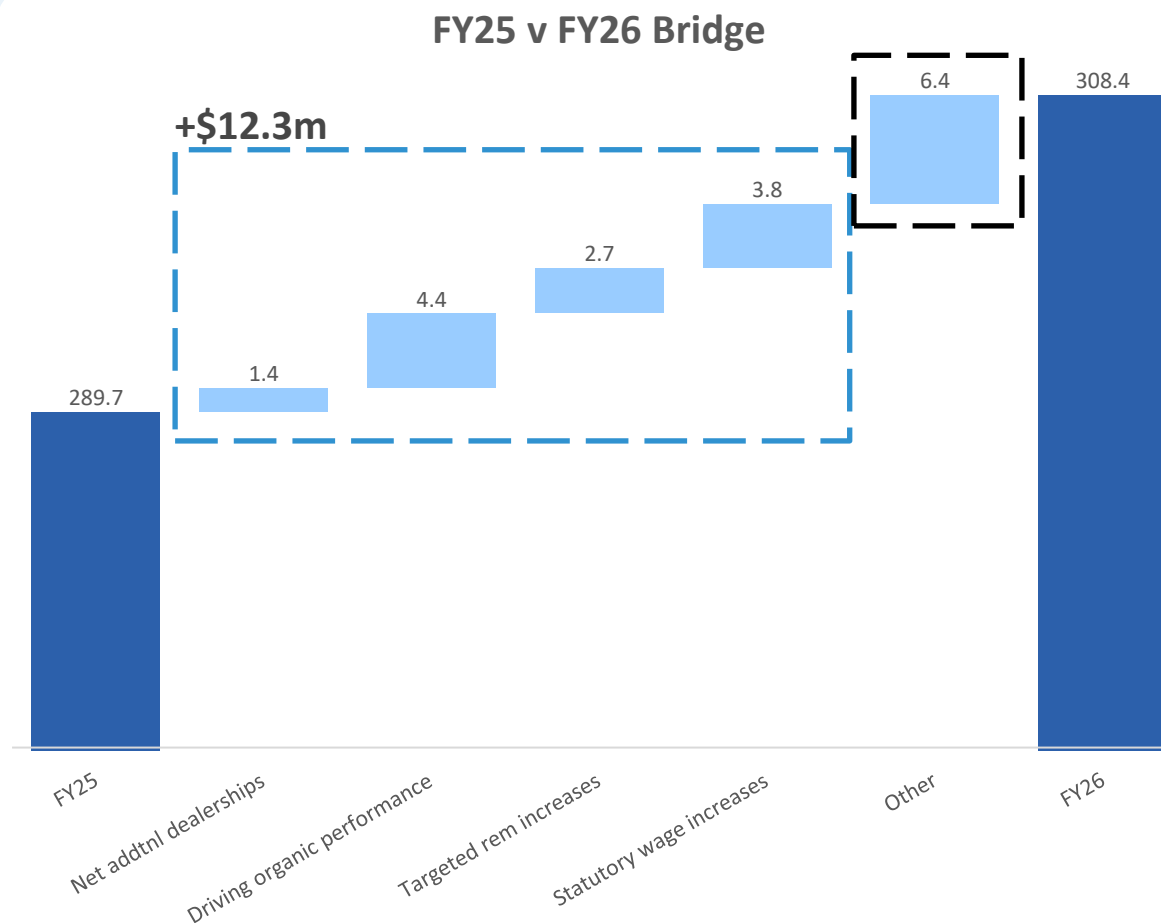
- 2** Margins are favourable in other service lines which are growing in terms of contribution:
- Service optimisation and productivity efficiencies
 - Parts efficiencies and benefits of scale

Pressure on new car margin and contribution will remain as the market dynamics continue to shift, therefore management is focused on:

- Rationalisation of underperforming dealerships to improve new car GPUs
- Further service and parts optimisation
- F&I and Car Care maximisation



Operating Cost Bridge (\$m)



FY26 operating cost⁽¹⁾ increased by \$18.7m

+\$12.3m: Intentional spend focused on transitioning the business to support future growth

- Cost uplift associated with new brands/dealerships (net of closures)
- Driving organic performance in new, used, service and parts
- Targeted key appointments and remuneration increases to drive retention and performance
- Statutory award and superannuation increases

→ **Some benefits in FY27 from efficiencies**

+\$6.4m: Navigating an inflationary macro environment with cost optimisation initiatives:

- Use of technology to drive productivity
- Optimisation of support functions
- Leverage of scale with suppliers
- Further leasehold consolidation
- Rationalisation of underperforming dealerships

→ **Neutralise impact in FY27**

(1) Opex is Underlying Opex and excludes one-off costs of \$3.0m in FY26 and \$3.0m in FY25.

Cash Flow and Dividends

		FY26 Statutory \$m	FY25 Statutory \$m	
Cash Generated	EBITDA	94.6	108.5	
	Movement in working capital	(2.8)	13.1	
	Floorplan Interest	(24.5)	(27.9)	
	Operating cash flow after floor plan interest	67.3	93.7	1
	Lease payments	(37.6)	(36.4)	
	Interest on capital loans	(6.1)	(7.1)	
	Tax paid	(6.7)	(4.6)	
	Other	0.8	0.8	
	Net Cash Generated	17.7	46.4	2
Use of Cash	Net repayment of borrowings	(4.3)	(11.7)	
	Capital expenditure	(5.5)	(10.6)	3
	Dividends paid	(12.9)	(14.7)	
M&A	Payments for acquisitions	0.0	(7.1)	
	Proceeds from borrowings	0.0	10.5	
Net movement in cash		(5.0)	12.8	
Net debt		(47.4)	(46.7)	4

1 Operating cash flow after floorplan interest: \$67.3m (71.1% cash conversion)

2 Net cash generated was \$17.7m after lease payments, loan interest and tax.

3 Cash used as follows:

- Investment in dealership capex
- Return to shareholders through regular dividends
- Repayment of loans reduced net debt to \$47.4m

4 Net Debt / EBITDA after floorplan interest is 0.7x

Final dividend declared of 0.6c per share (fully franked), with the total dividend for the year of 3.6c, at the upper end of the typical dividend payout ratio

Outlook for Peter Warren



FY27 Focus: convert strategic positioning into earnings recovery

Outlook

FY26 was a year of strategic repositioning. Peter Warren strengthened earnings mix, expanded exposure to growth brands, invested in future operating capability and preserved balance sheet flexibility.

In **FY27**, Peter Warren expects these actions to support:

- improved earnings quality
- growth from portfolio expansion
- disciplined capital deployment
- capitalising on industry consolidation opportunities

FY26: Foundations Delivered

Record results

- Delivered in service, parts and used vehicles, delivering improved gross margin.

Brand portfolio review

- Firm review and rebalance of brand portfolio, towards customer-demand growth brands.

Manage transition phase

- Leverage scale and maximise property footprint, whilst optimising costs during transition.

FY27: Earnings Recovery Drivers

#1

Higher quality earnings

- Move mix to higher-margin service, parts & used vehicle performance.
- Margin resilience with improved mix.
- Ongoing inventory & cost optimisation.

#2

Brand portfolio-led growth

- Expansion with high-growth brands.
- Increased penetration in growth segments.
- Customer demand aligned portfolio.

#3

Disciplined capital deployment

- Balance sheet flexibility maintained.
- Pursue EPS-accretive opportunities.
- Positioned for ongoing consolidation.

Building a stronger Peter Warren today, to deliver higher-quality earnings growth tomorrow

Questions



Disclaimer

Important notice

The material in this presentation has been prepared by Peter Warren Automotive Holdings Limited (ASX: PWR) ABN 57 615 674 185 ("Peter Warren" or the "Company") and is general background information about Peter Warren's activities current as at the date of this presentation, 21 August 2026.

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Any additional financial information in this presentation which is not included in the Company's FY26 Financial Report was not subject to independent audit or review by KPMG.

Appendices



Adjustments to Statutory Income Statement

June year end (\$m)	Statutory	
	FY26	FY25
Revenue	2,489.3	2,482.6
Cost of sales	(2,083.3)	(2,082.8)
Gross profit	406.0	399.8
Gross profit margin	16.3%	16.1%
Employee benefits expense ⁽¹⁾	(214.0)	(203.9)
Advertising expenses	(14.4)	(11.2)
Vehicle expenses	(7.6)	(8.3)
Other expenses ⁽¹⁾	(75.4)	(67.9)
Operating expenses	(311.4)	(291.3)
EBITDA	94.6	108.5
Depreciation and amortisation expense	(39.3)	(40.1)
EBIT	55.3	68.4
Floorplan interest	(24.5)	(27.9)
Net finance expense	(19.3)	(21.2)
Profit before tax	11.5	19.3
Income tax expense	(4.0)	(5.9)
NPAT⁽³⁾	7.5	13.4

Underlying ^{(1) (2)}	
FY26	FY25
2,489.3	2,482.6
(2,083.3)	(2,082.8)
406.0	399.8
16.3%	16.1%
(213.2)	(202.8)
(14.4)	(11.2)
(7.6)	(8.3)
(73.2)	(67.4)
(308.4)	(289.7)
97.6	110.1
(39.3)	(38.7)
58.3	71.4
(24.5)	(27.9)
(19.3)	(21.2)
14.5	22.3
(4.4)	(6.7)
10.1	15.6

(1) Underlying result for FY26 excludes financial impact of acquisition related expenses (\$2.2m) and restructure costs (\$0.8m).

(2) Underlying result for FY25 excludes financial impact of acquisition related expenses (\$0.5m) and restructure costs (\$2.5m).

(3) NPAT includes minority interest share of \$1.1m (FY25: \$1.3m).

Balance Sheet

\$m	30-Jun-26	30-Jun-25	Variance
	Actual	Actual	
Cash and cash equivalents	43.0	48.0	(5.0)
Trade and other receivables	90.0	98.7	(8.7)
Inventories	528.5	461.4	67.1
Property, plant & equipment	290.7	279.4	11.3
Other assets	27.6	25.7	1.9
Right-of-use assets	171.1	192.8	(21.7)
Intangibles	324.2	325.6	(1.4)
Deferred tax assets	5.7	9.4	(3.7)
Income tax refund due	2.8	1.7	1.1
Total assets	1,483.6	1,442.7	40.9
Trade and other payables	(115.9)	(111.4)	(4.5)
Employee benefits	(26.8)	(27.9)	1.1
Borrowings - floorplan finance	(498.6)	(444.2)	(54.4)
Borrowings	(90.4)	(94.7)	4.3
Contract and other liabilities	(1.5)	(1.8)	0.3
Lease liabilities	(218.2)	(237.7)	19.5
Total liabilities	(951.4)	(917.7)	(33.7)
Net Assets	532.2	525.0	7.2

AASB 16 Reconciliation

\$m	Statutory Result	AASB 16 Impact	Ex-AASB 16 Result
FY26			
EBITDA	94.6	(37.6)	57.0
Depreciation expense	(39.3)	26.6	(12.7)
EBIT	55.3	(11.0)	44.3
Interest expense	(43.8)	13.2	(30.6)
PBT	11.5	2.2	13.7
FY25			
EBITDA	108.5	(36.4)	72.1
Depreciation expense	(40.1)	26.6	(13.5)
EBIT	68.4	(9.8)	58.6
Interest expense	(49.1)	14.1	(35.0)
PBT	19.3	4.3	23.6

Definitions

AASB	Australian Accounting Standards Board
ACCC	Australian Competition and Consumer Commission
Accounting Standards	Accounting standards, principles and practices applying by law or otherwise generally accepted and consistently applied in Australia
Aftermarket	Non-OEM products for sale by automotive dealers
AI	Artificial intelligence
ASP	Average selling price
BEV	Battery electric vehicle
CSI	Customer satisfaction index
EBIT	Earnings before interest and tax
EBITDA	Earnings before interest, tax, depreciation and amortisation
EBITDA margin	Calculated as EBITDA as a percentage of revenue
Employee costs	Presented as all personnel and employee-related costs (including salaries, wages, share based payments, payroll tax, superannuation, leave entitlements and other related on-costs)
EPS	Earnings per share
EV	Electric vehicle
EVC	Electric Vehicle Council
F&I	Finance and insurance
GIFT	Company Values of Growth, Integrity, Focus and Teamwork
Gross Profit	Revenue less costs of goods sold

Gross margin	Calculated as gross profit as a percentage of revenue
GPU	Refers to the gross margin per unit sold
LTV	Loan to Value
MPV	Multi-purpose vehicle
NEV	New Energy Vehicle (Including hybrid, plug-in hybrid, electric, hydrogen powered vehicles)
NPAT	Net profit after tax
NTA	Net tangible assets
OEM	Original equipment manufacturer
Operating cash flow conversion	The ratio of operating cash flow after floor plan interest as a percentage of EBITDA
PBT	Profit before tax
PBT margin	Calculated as profit before tax as a percentage of revenue
PHEV	Plug-in hybrid electric vehicle
PWR or PWAH	Refers to Peter Warren Automotive Holdings Limited
Significant items	Items that are non-recurring in nature, individually material or do not relate to the operations of the existing business
SUV	Sports utility vehicle
Underlying PBT	Profit before tax adjusted for significant items
VFACTS	Published by the Federal Chamber of Automotive Industries (FCAI) and provides a breakdown of monthly new motor vehicles sales statistics, outlining the number of new cars sold by brand and by model

Enquiries

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