



4X4 ACCESSORIES

ANNUAL GENERAL MEETING

COMPANY PRESENTATION

14 OCTOBER 2021

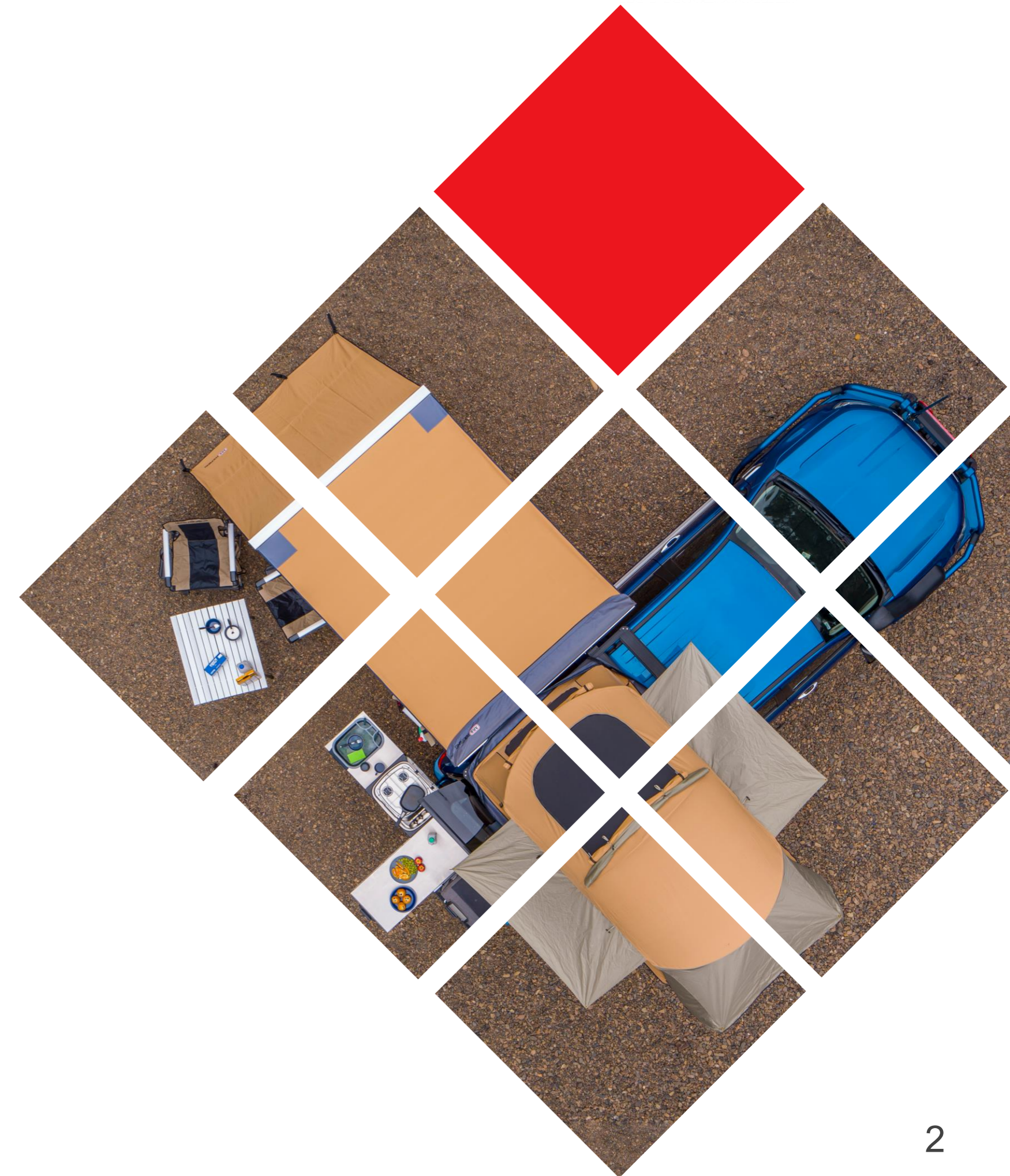




BOARD OF DIRECTORS

Welcome to our shareholders, business partners and guests

Roger Brown	Chairman of the Board
Andrew Brown	Managing Director
Adrian Fitzpatrick	Non-Executive Director
John Forsyth	Non-Executive Director
Robert Fraser	Non-Executive Director
Karen Phin	Non-Executive Director
Andrew Stott	Non-Executive Director



PRESENTERS

Roger Brown

Chairman of the Board

Roger has been the non-executive Chairman of ARB since 2016. He was previously the Executive Chairman of ARB from the time it listed in 1987 through to 2016 and the Managing Director from 1987 to 2012.

Prior to that Roger was the Managing Director of ARB Engineering Pty Ltd, the private company from which ARB Corporation Ltd was formed, for 10 years.

Damon Page

Chief Financial Officer & Company Secretary

Damon joined ARB as the Chief Financial Officer in 2014 and assumed the role of Company Secretary in 2019. He was previously the General Manager Finance Executive for a large public manufacturing and exporting agribusiness with \$2.9 billion turnover. Prior to that he was an Account Director at Deloitte.

Damon has extensive experience dealing with Boards and their committees, shareholders, executive management teams and other key internal and external stakeholders.

Lachlan McCann

Chief Operating Officer

Lachlan commenced at ARB in 2002 in Export Sales & Business Development. He served as Managing Director for ARB's Thailand business for four years and is currently responsible for global sales and marketing, warehousing and distribution, products and services and information technology.

Lachlan has a strong sales and business development background and has overseen the development of all international operations. In June 2019, Lachlan McCann was appointed Chief Operating Officer.



ONLINE ATTENDEES – QUESTION PROCESS

When the question function is available, the messaging tab will appear at the top of the screen



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HOME

MESSAGING

VOTING

Messaging

Ask a question



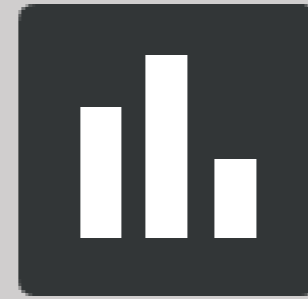
Moderator

Type your question in the box above and then press the send arrow. Please include the number of the resolution at the beginning of your question. Questions may be moderated or amalgamated if there are multiple questions on the same topic

✓ Received

ONLINE ATTENDEES – VOTING PROCESS

When open, the vote will be accessible by selecting the voting tab at the top of the screen



To vote simply select the direction in which you would like to cast your vote. The selected option will change colour

For



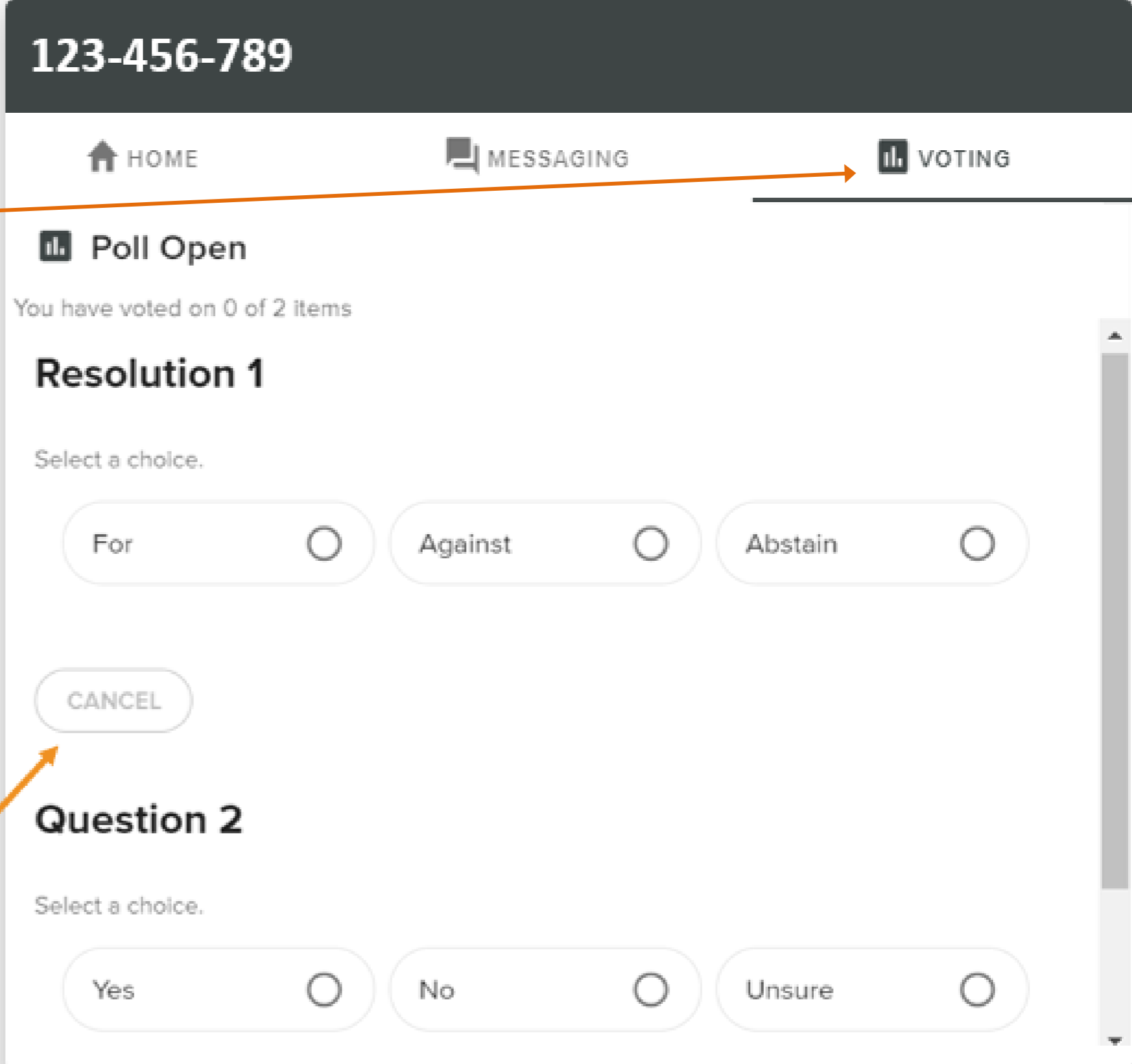
Against



Abstain



There is no submit or send button, your selection is automatically recorded. You can change your mind or cancel your vote any time before the poll is closed



123-456-789

HOME MESSAGING VOTING

Poll Open
You have voted on 0 of 2 items

Resolution 1
Select a choice.

For Against Abstain

CANCEL

Question 2
Select a choice.

Yes No Unsure

ARB'S VALUES

DRIVE

WE COLLABORATE | We work together to achieve better results

WE ARE DETERMINED | We push through challenges to find practical solutions

WE THINK AHEAD | We make decisions to ensure a sustainable future for our business

EXCELLENCE

WE ARE INNOVATIVE | We are committed to creating the world's best 4WD products

WE ARE FLEXIBLE | We adapt to the changing needs of our global customers

WE KEEP TRYING | We strive to give our customers the best possible experience

PASSION

SAFETY MATTERS | Ensuring everyone stays safe is a priority in all we do

WE ARE LOYAL | We are welcoming, respectful and care for our ARB family

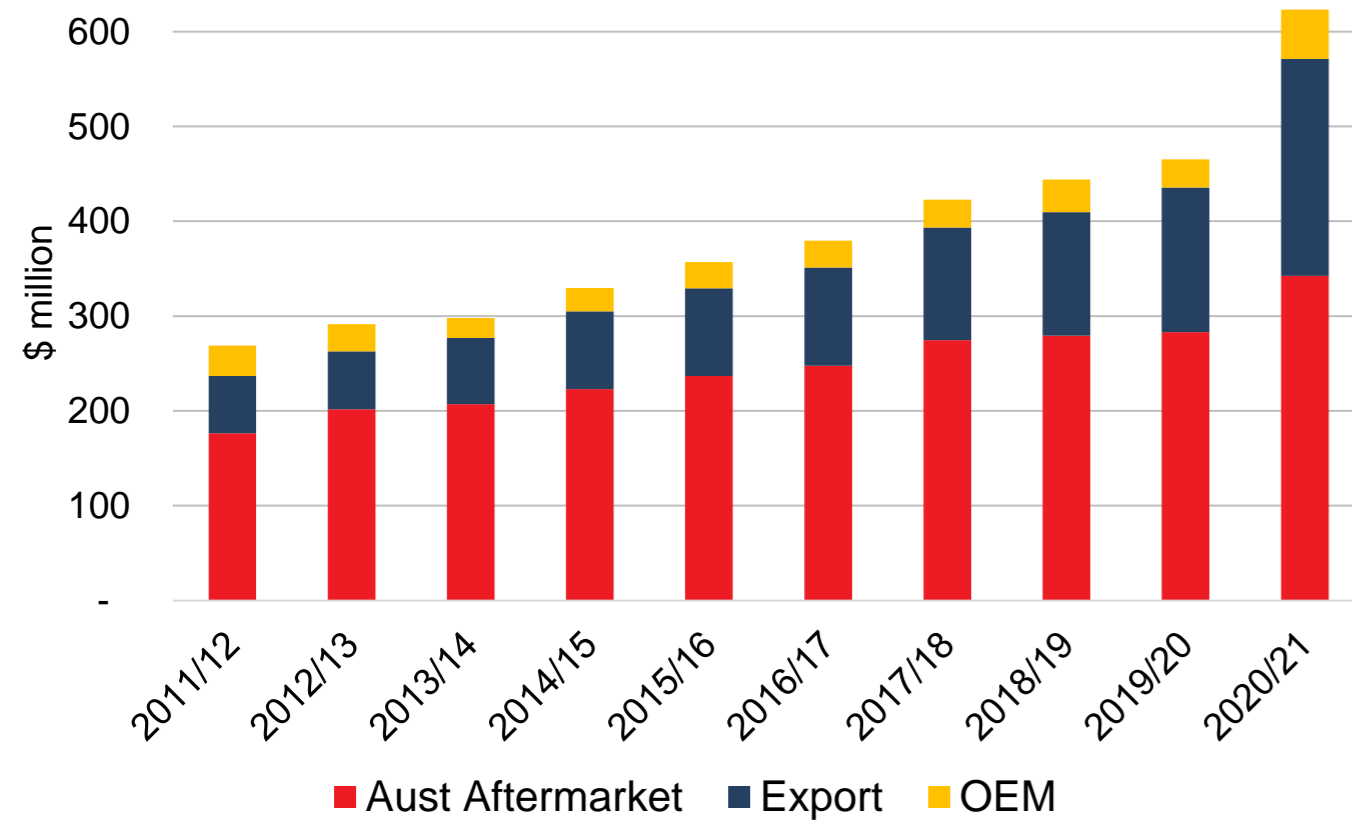
WE ARE PROUD | We have built a world-leading brand that we grow and protect



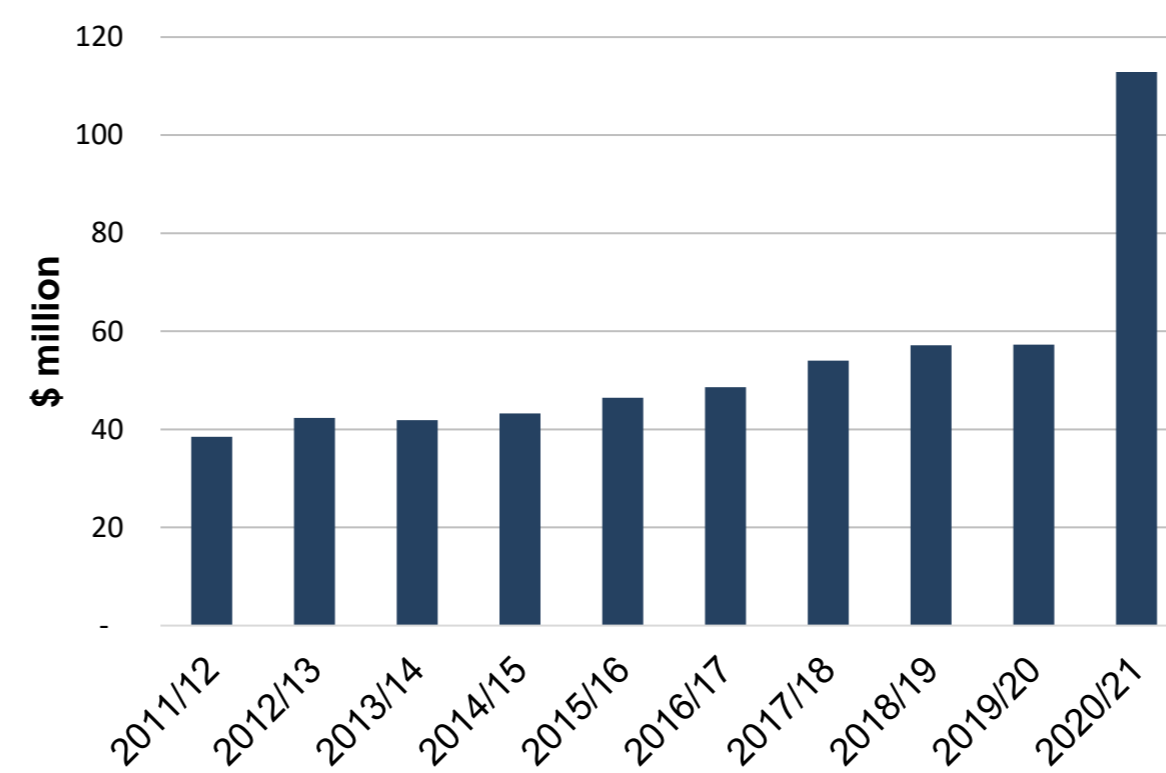
FY2021 FINANCIAL HIGHLIGHTS



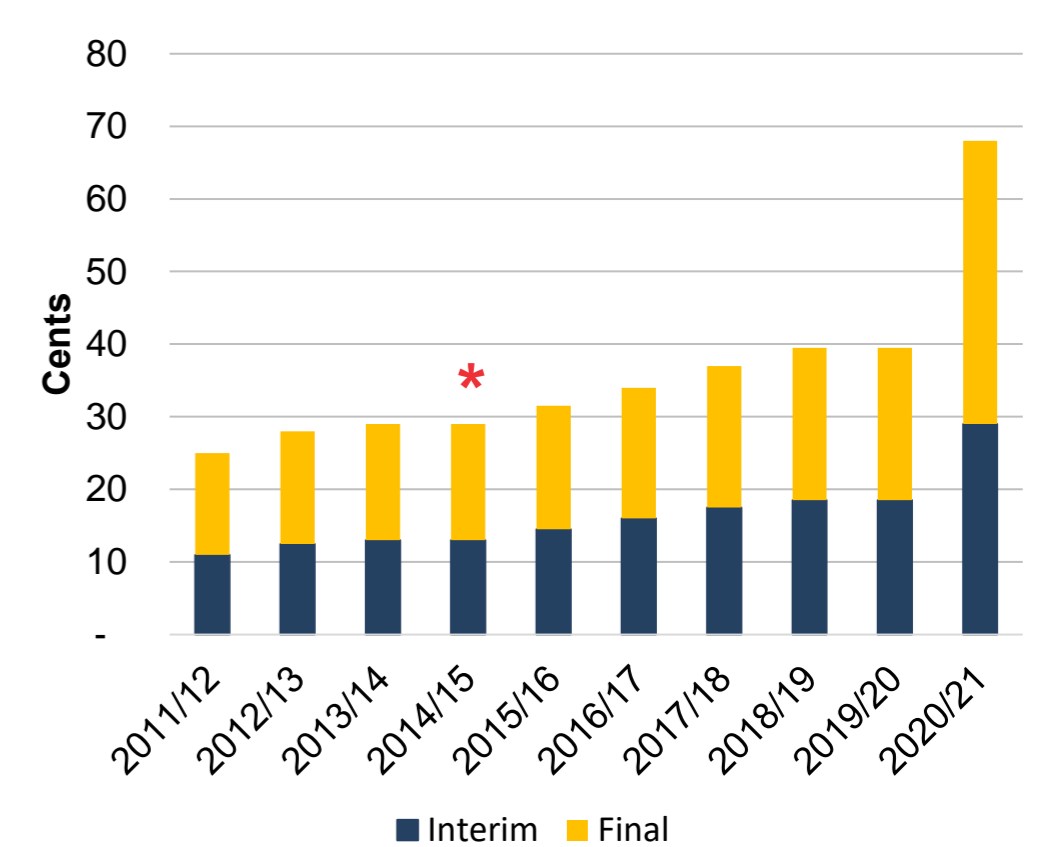
Sales Revenue: \$623.1M



Net Profit After Tax: \$112.9M



Fully Franked Dividends: 68 cps



* Excludes special dividend of 100 cps in 2015

Sales Revenue

↑ 33.9%

10 yr CAGR
9.4%

Net Profit
After Tax

↑ 97.0%

10 yr CAGR
11.5%

Fully Franked
Dividends

↑ 72.2%

Interim dividend
underwritten

FY2021 FINANCIAL HIGHLIGHTS



\$103.2M

Cash flows from operations

Cash flow from operations
↑ \$11.9M

↑ Working capital:
 +\$54m Inventories
 +\$20m Receivables
 +\$38m Payables

Profits converting to cash

Funded Capital Expenditure and Truckman acquisition

\$33.1M

Payments for property, plant and equipment

\$15.2M

Payments for business acquisitions

Property
\$20.1M

Plant & Equipment
\$13.0M

TRUCKMAN Acquisition

Total net consideration of \$35.2m

\$13.2m consideration contingent on 3 years' prospective earnings

Earnings per share accretive

\$84.8M

Net Cash Holdings

Net Cash
↑ \$43.2M

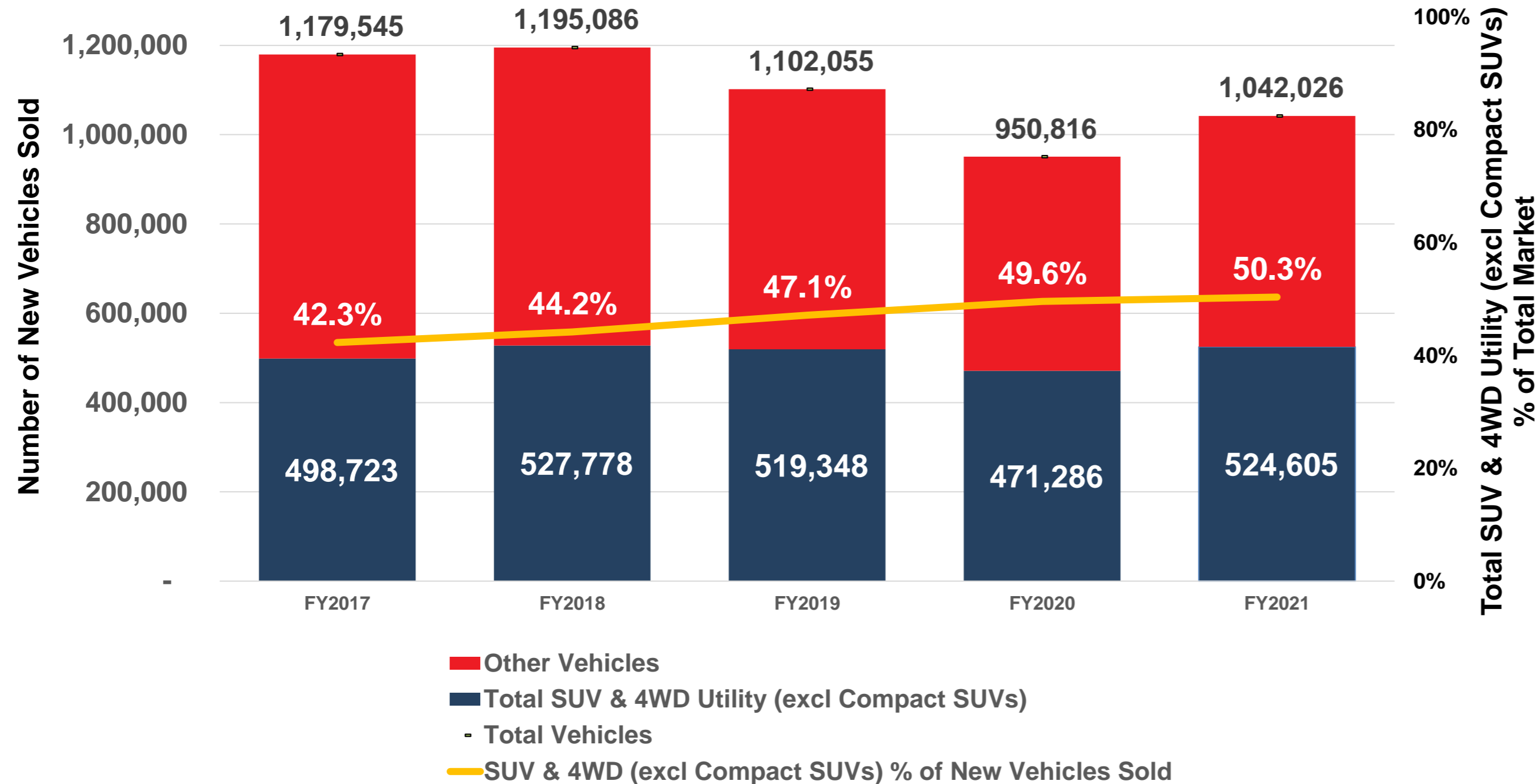
Debt
\$0

Debt Facilities
\$20M

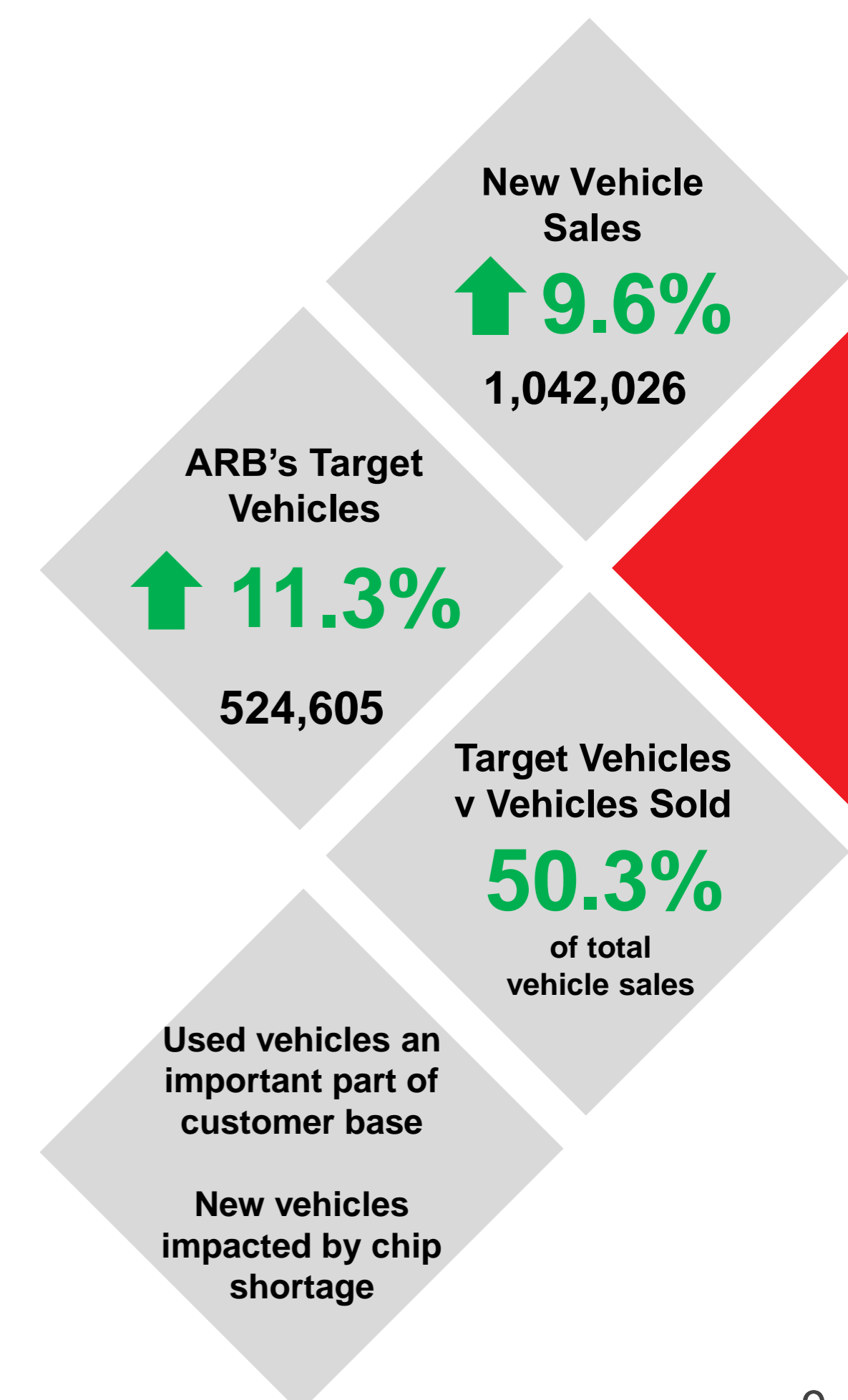
Strong Balance Sheet

AUSTRALIAN

NEW VEHICLE SALES



Total SUV & 4WD Utility (excl Compact SUVs) % of Total Market



AUSTRALIAN TARGET VEHICLE SALES



Important new model updates are due for release this financial year



BT-50

D-MAX

PRADO

HILUX



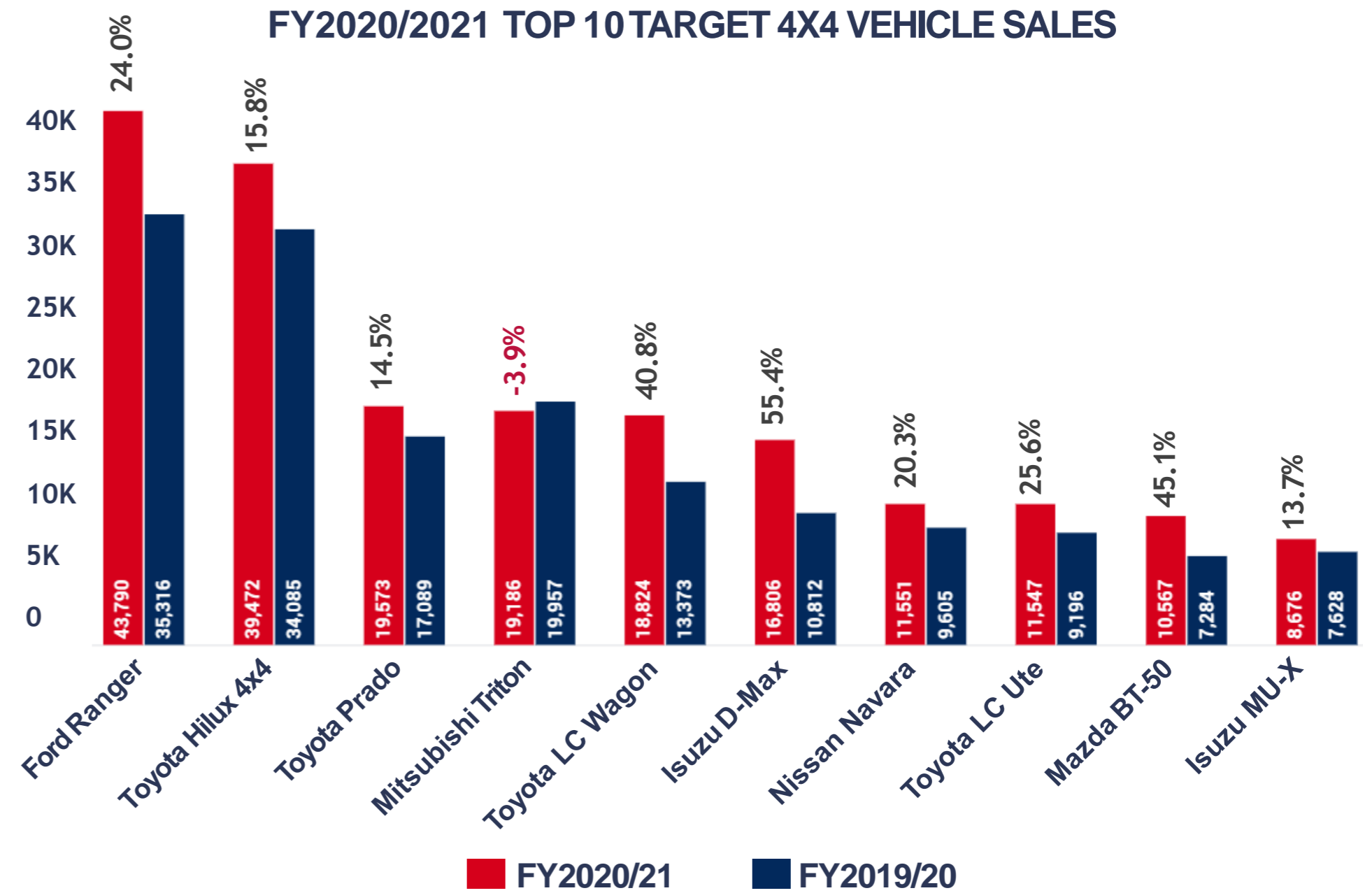
RANGER



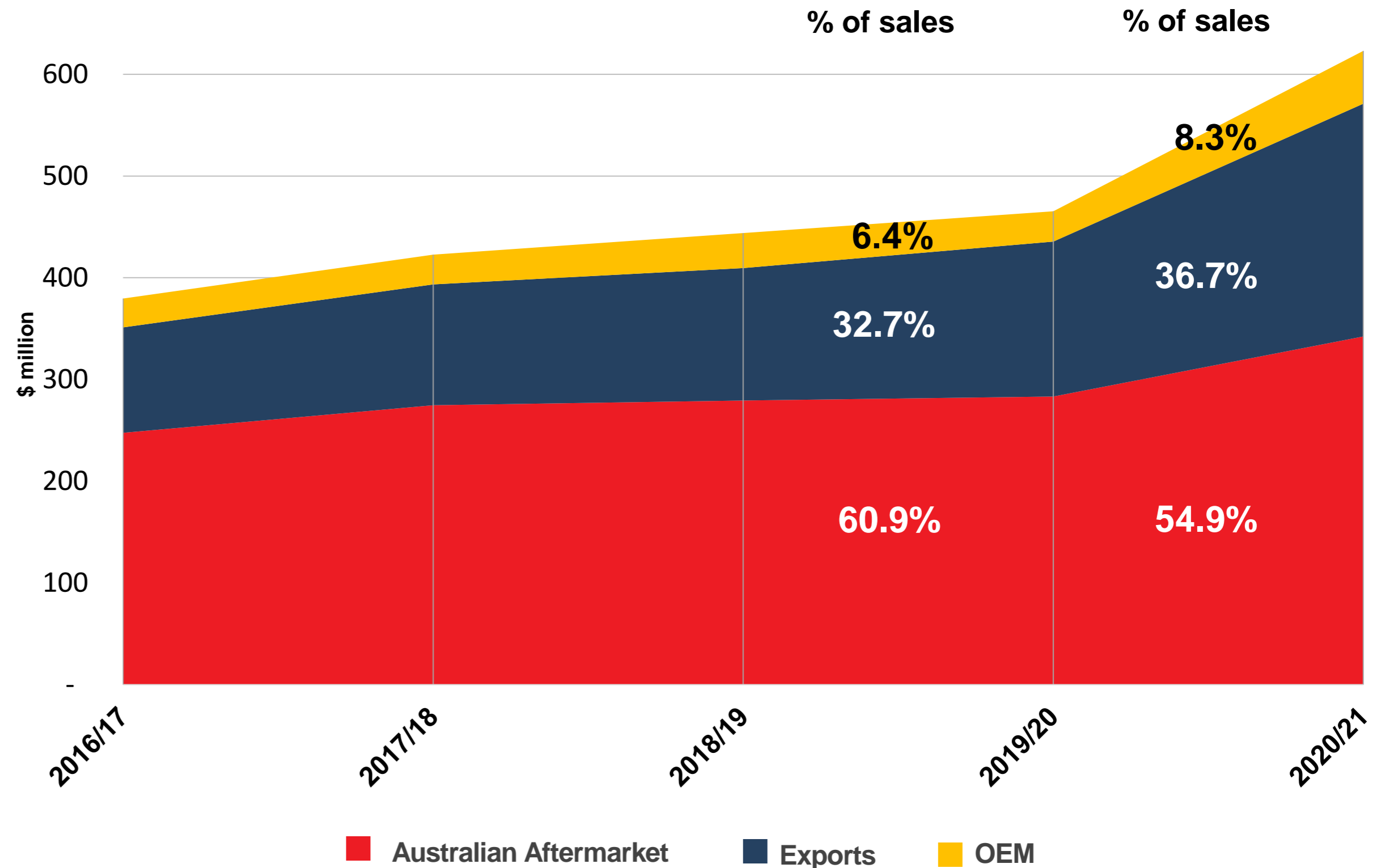
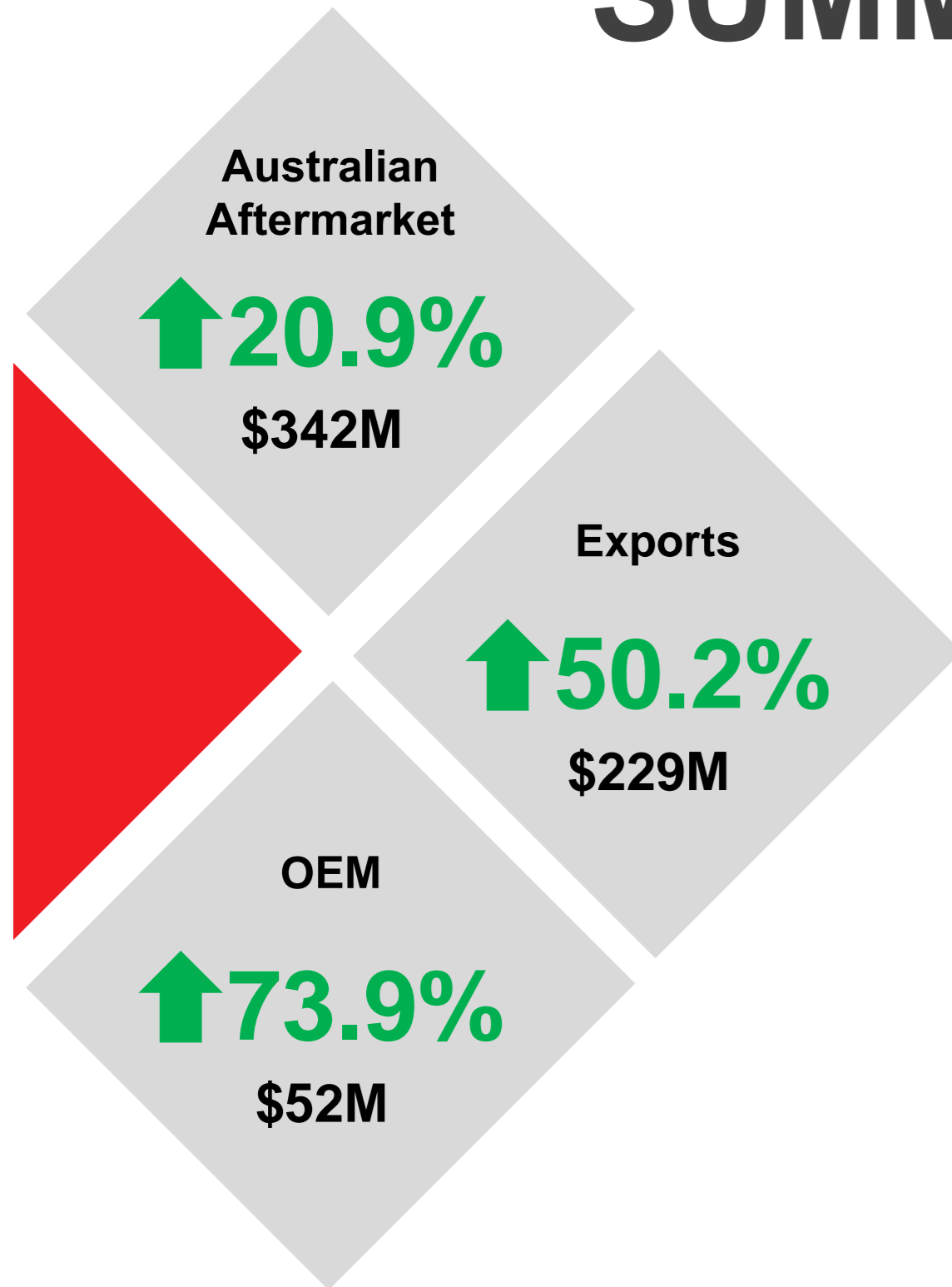
NAVARA



LC300

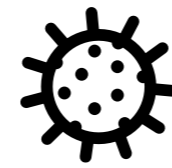


SALES REVENUE SUMMARY



AUSTRALIAN AFTERMARKET

Solid Australian Aftermarket sales growth of 20.9%
representing 54.9% of total sales



Impact of COVID on Sales

NSW and VIC performed well despite COVID disruptions. Highest revenue growth was achieved in QLD and WA.



Invoicing

Invoicing lag in the first half of the financial year due to supply chain and workshop capacity constraints. Higher invoicing in the second half of the financial year.



Subsidiaries

ARB domestic subsidiaries, Kingsley, Smartbar and GoActive Outdoors, all experienced pleasing sales growth.

**AUSTRALIAN AFTERMARKET
ARB FLAGSHIP
STORES**



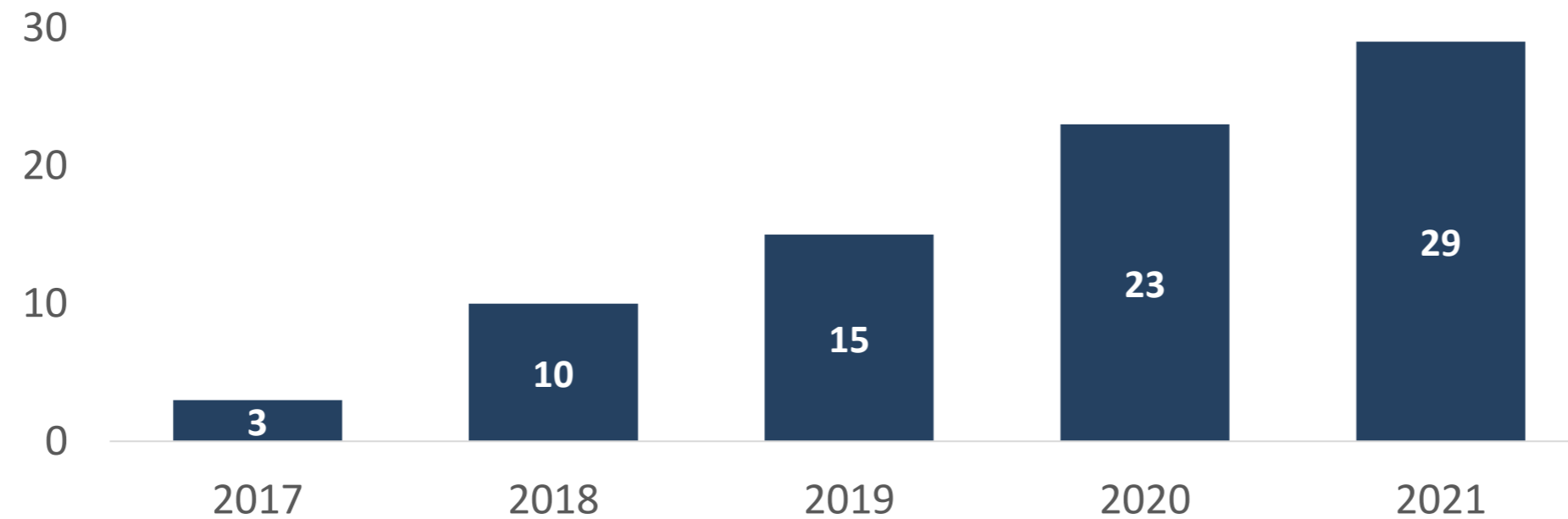
70
ARB Stores in
Total Nationwide

29
ARB Company
Owned Stores

41
ARB Branded
Stores



29
ARB FLAGSHIP
STORES IN TOTAL
NATIONWIDE



■ Number of Flagship Stores (includes Company owned and ARB branded stores)

**STORES UPGRADED TO ARB FLAGSHIP
STORES NATIONWIDE IN FY2021**

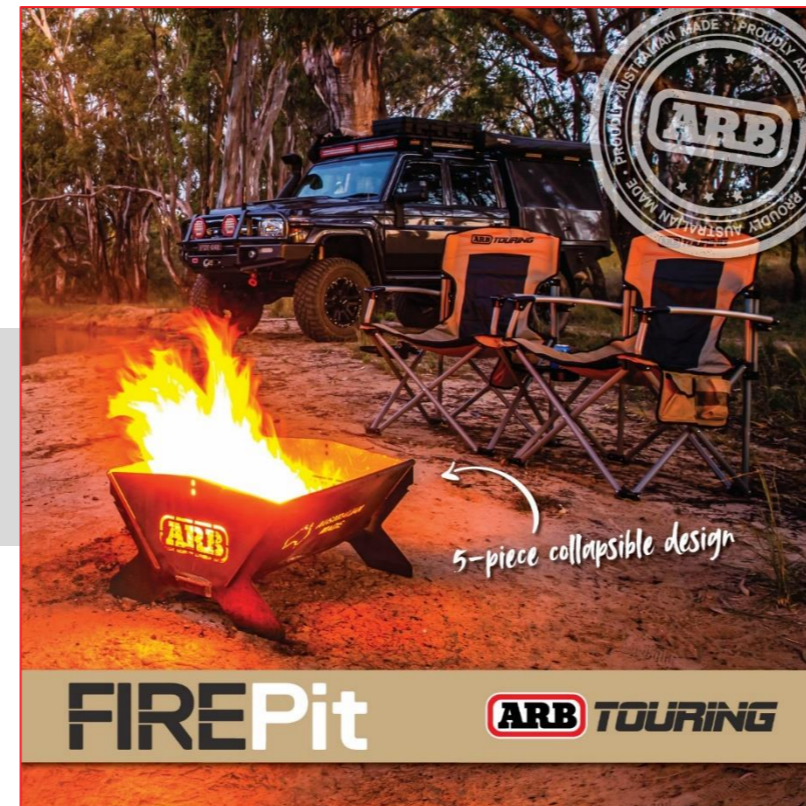
- ♦ ALICE SPRINGS
- ♦ COCKBURN
- ♦ EDWARDSTOWN
- ♦ GOSFORD
- ♦ SEVEN HILLS
- ♦ WANGARA

AUSTRALIAN AFTERMARKET MARKETING



BEYOND BLUE

ARB partners with local and global charities, using social media and locally-based advertising platforms to raise awareness and much needed funds for worthy causes that impact our customers.



FIRE PIT

Made alongside bull bars, lockers and many other 4x4 accessories in our state-of-the-art manufacturing facility, every Fire Pit is constructed from iconic Australian steel producer, BlueScope's, REDCOR® steel and made right here in Australia.



REAL CONNECTIONS

ARB's "Real Connections" campaign expresses the importance of putting devices away and connecting with loved ones in the great outdoors.

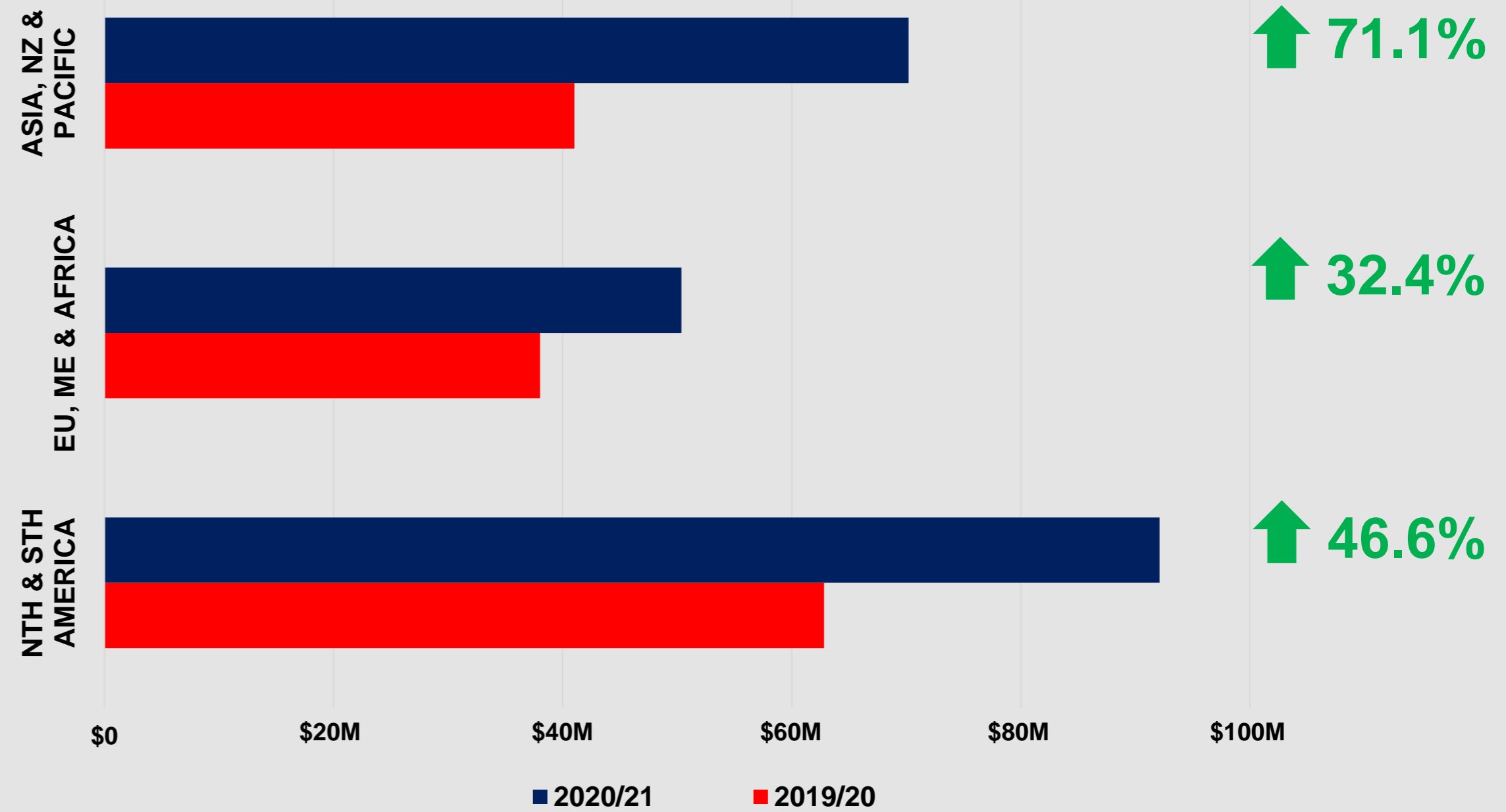
EXPORTS

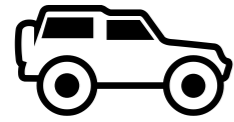


Export sales grew by 50.2% and now represent 36.7% of the business



ARB EXPORT SALES BY REGION





USA Product Development

Greater focus on designing and developing accessories for US platforms, such as the Ford Bronco.



Ford Bronco

Strategic collaboration with Ford on Bronco permits ARB to sell some products through Ford channels.



A focus on Overlanding

All-time high demand for outdoor equipment with customers in North, Central and South America flocking to vehicle-based travel.



EXPORTS

THE AMERICAS

PRO-FORM



**beaut
utes**
UTILITY ACCESSORIES



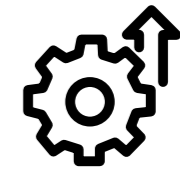
Sales & Marketing

Improved all aspects of sales, marketing and distribution of ARB products in the New Zealand market.



Improved Distribution

Beaut Utes has improved all aspects of sales, marketing and distribution of ARB products in the New Zealand market.



Increased Capacity

Demand for Proform Plastic products in FY2021 exceeded supply. The factory has increased capacity to meet current demand.

EXPORTS

NEW ZEALAND





Warehousing & Operations

Covers key activities such as canopy manufacturing, warehousing & distribution, sales and marketing.



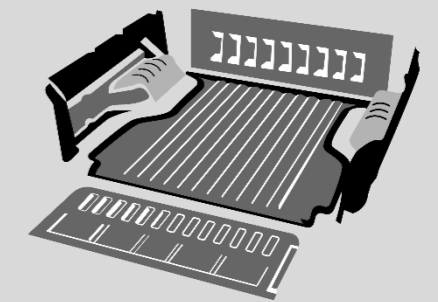
Manufacturing Capabilities

ARB will leverage its R&D investments and manufacturing capabilities to grow Truckman.



OEM Contracts

Truckman actively sells to all key OEMs in the UK as well as dozens of local wholesale fleet and trade accounts.



BIRMINGHAM,
ENGLAND

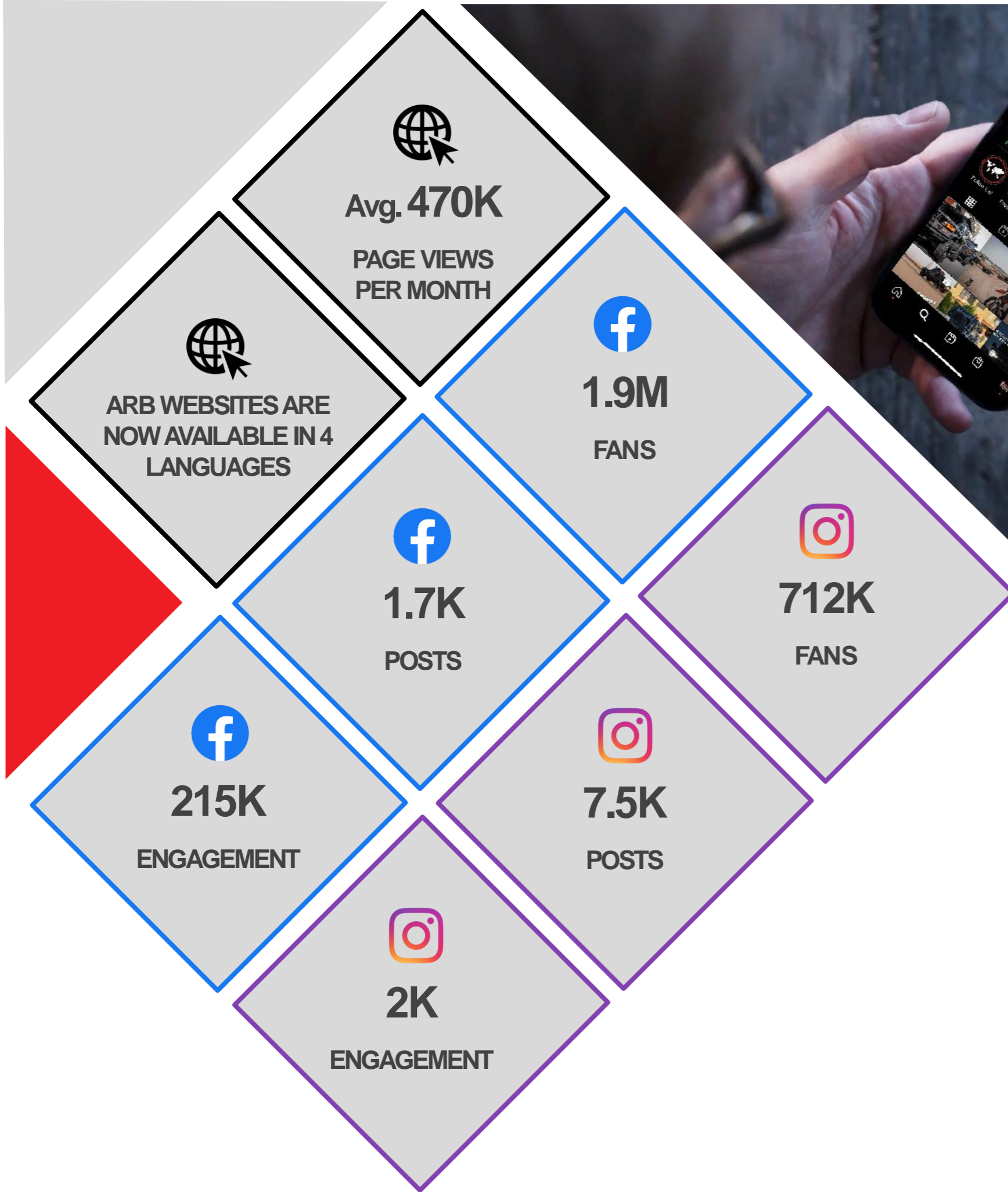
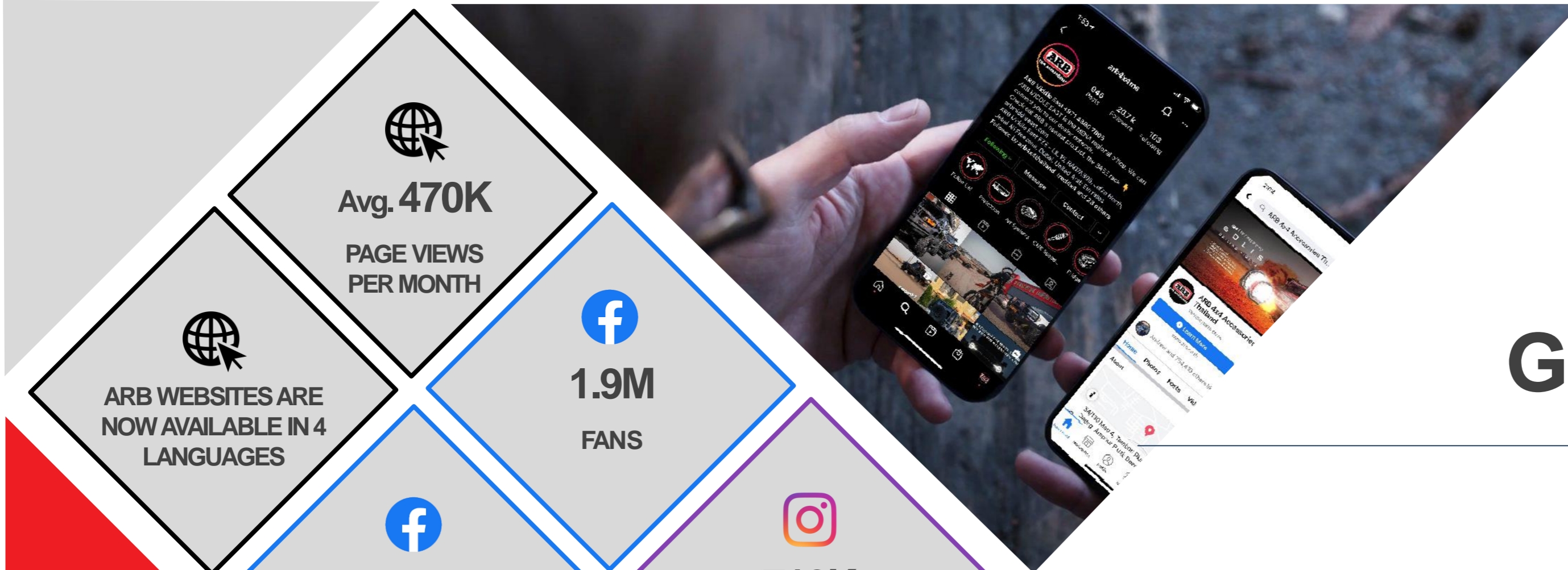
TRUCKMAN



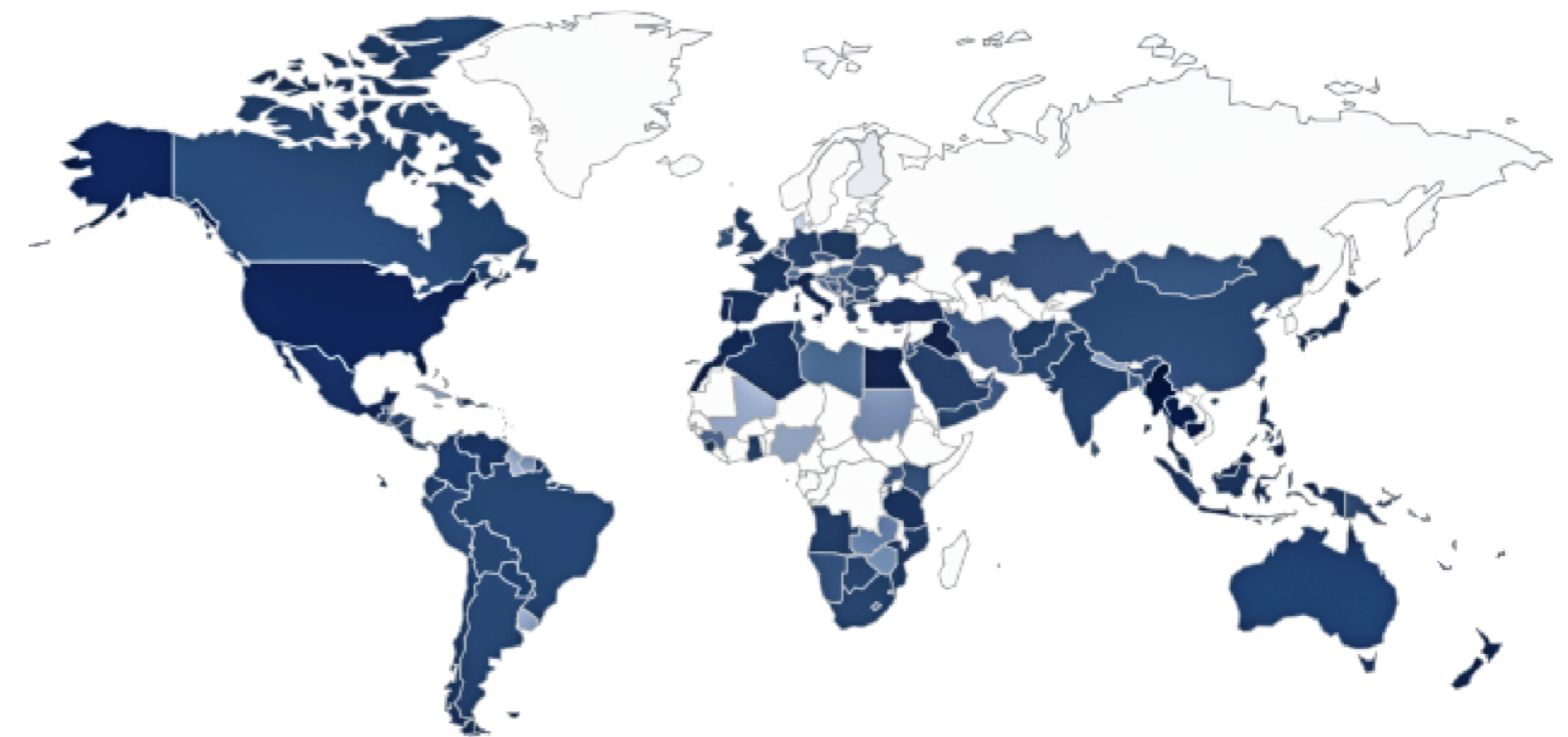
EXPORTS

ACQUISITION OF TRUCKMAN IN THE UK

INTERNATIONAL MARKETING
GROWING A GLOBAL BRAND



Fans > Country



INTERNATIONAL MARKETING
OUR ONLINE COMMUNITY

What our customers are saying



Javier Gallardo Modinger

“Thank you ARB for this brutal bumper!”
“Gracias ARB por este bumper brutal!”



Mahdy Alamin

“Adding adventure to our life. Thanks ARB”



Jean-François Pasqueralt

“ARB is top équipement 👍”



Warchief Annunaki

“I have tried many suspension brands. I give ARB full 10 score”

“ฉันได้ลองใช้ระบบกันสะเทือนหลายยี่ห้อแล้ว ฉันให้คะแนน ARB เต็ม 10 คะแนน”



Michael Jullion

“Magnificent”
“Magnifique”



Najo Znaiti

“❤️ The Dream!”
“❤️ الحلم”



@benjaminarrellaga

“Very Good team. Hug everyone!!! 🤝”
“Muy buen equipo. Abrazo a todos!!! 🤝”



@alnowayef

“Thank you all for your great job 🙏❤️”
“شكرا لكم جميعا 🙏❤️ لعملكم الرائع”



@v4aan

“Quality gear! Thanks for the share 🙏”



@przem.wk

“Thanks a lot 👍 brilliant staff! So easy to setup 😊”



@mahadi_alamin

“The best compressor in the world 🙏🙏🙏”

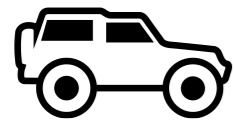


@grand_rover

“Thank you for sorting it out, really impressed with your company, product and customer services”



Excellent OEM sales increase of 73.9% now representing 8.3% of total sales



New Vehicle Sales

OEM business in Australia trended positively in FY2021 in line with strong new vehicle sales.



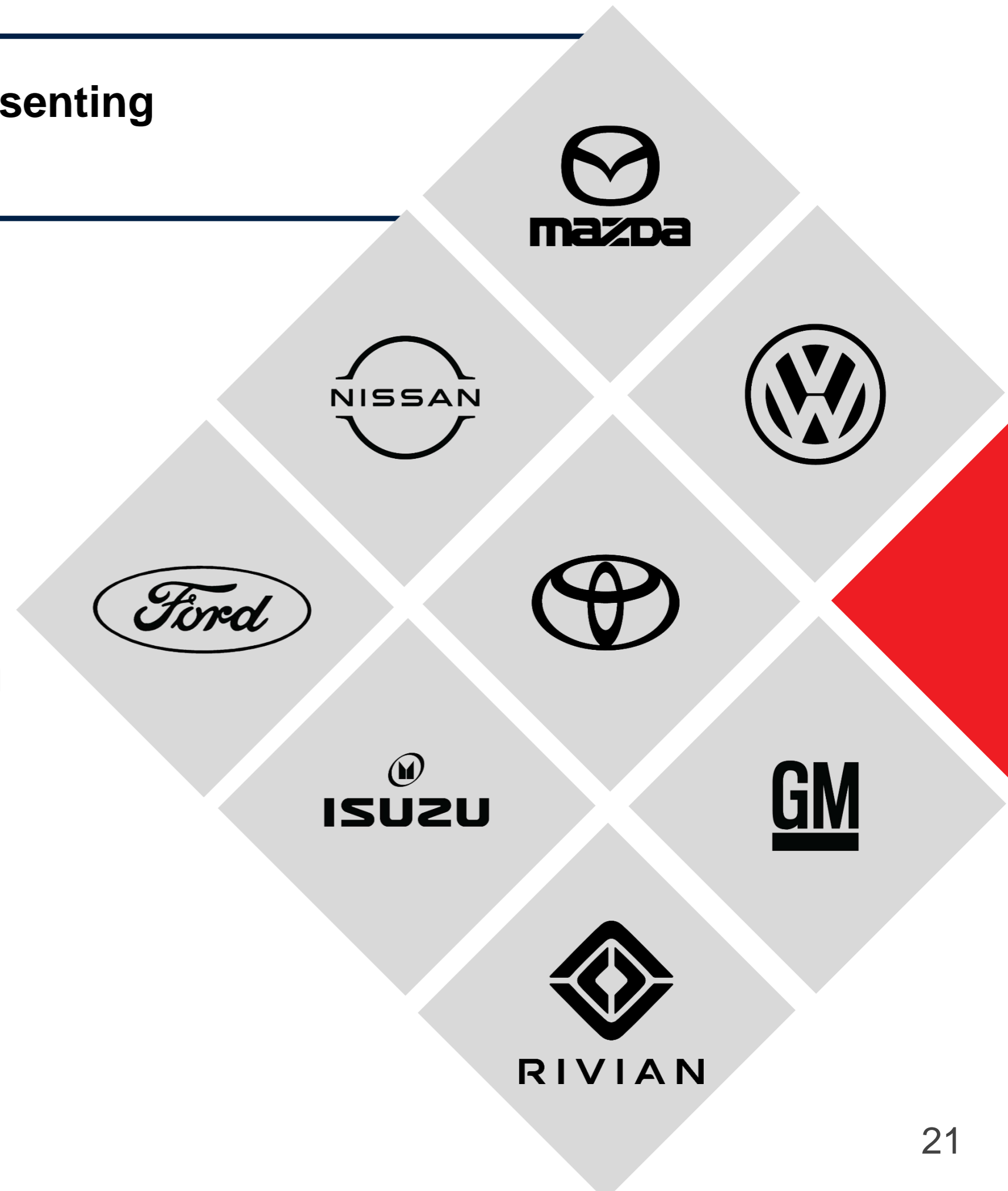
New Products

Sales to new customers and new products assisted in this year's growth.

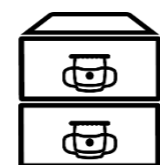


Future Opportunities

Exciting opportunities with new OEM contract secured with US-based electric vehicle manufacturer, Rivian.



ORIGINAL EQUIPMENT MANUFACTURERS



Slide Kitchen

The Slide Kitchen is an innovative solution for the 4WD camper providing a vehicle-based kitchen solution, minutes after arrival at the campsite.



LandCruiser 300 Series

ARB has now scanned the vehicle front and back to allow our engineering team in Australia to commence design work.



Global Engineering

Design & Development capabilities in the USA, Thailand, New Zealand and the United Kingdom.



Engineering R&D Centre

New 3,000 sqm Engineering R&D Centre to commence construction at the corporate head office site in Kilsyth, Victoria, in FY2022.



ARB Slide Kitchen

Product development and innovation remains key to ARB's competitive advantage

PRODUCT DEVELOPMENT

PRODUCTION EXPANSION



ORA 4 (THAILAND)

Projected to be completed and operating by December 2022, ORA 4 is a state-of-the-art manufacturing facility covering 33,250 sqm. ORA 4 has been designed with sustainability and environmental performance in mind, minimising waste.

- ORA 4 land area - 60,000 sqm.
- Manufacturing - 33,250 sqm.



ORA 5 (THAILAND)

ORA 5 also located in the same manufacturing estate was acquired in July 2021 and is a 4,200 sqm site to accommodate short-term expansion needs.

- ORA 5 land area - 12,200 sqm.
- Manufacturing - 4,200 sqm.

BUSINESS CHALLENGES



Commodity Prices & Availability



Global Logistics & Pricing



Global Shortages of New Vehicles



Labour Supply & Skills Shortages



Exchange Rate Volatility



COVID-19

ARB continues to meet the challenges of the COVID-19 environment

OUTLOOK

Pandemic induced restrictions during the first quarter of FY2022 impacted ARB in a number of its markets, including significant lockdowns in Victoria and New South Wales.

Despite these restrictions, trading performance remained strong during the quarter with pleasing sales and profit growth.

Management continues to meet the challenges and uncertainties in the current trading environment, including foreshadowed vehicle supply interruptions, COVID-19 related impacts and the cost and reliability of freight services.

ARB's order book remains strong, both domestically and internationally, and the Company is continuing with its product development work, store development program in Australia and the expansion of its manufacturing capability.

The Board is pleased to report that, in the absence of unforeseen circumstances, sales and profit growth is expected to continue for the first half.

The Board believes that the Company is well positioned to achieve long term success with strong brands around the world, increasing manufacturing and distribution capacity, capable senior management to meet any challenges and a strong balance sheet to take advantage of opportunities as they arise.



RETIREMENT OF MR JOHN FORSYTH

- On behalf of the Board, shareholders, senior management team and the staff of ARB, I extend appreciation to John for his leadership and significant contribution to the Company.
- John has been involved with ARB for over 34 years, since before the Company listed on ASX.
- John has served in various leadership capacities over this time including as Executive Director, Company Secretary, member of Board committees and, more recently, as a Non-executive Director.
- The Company has grown significantly and achieved great success during John's tenure as a Director, from a start-up company to its present state.
- Thank you John, we wish you the very best for the future.



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