ASX Announcement
Bapcor Limited (ASX: BAP)

27 August 2026

FY26 Financial results: operational momentum improves in 2H26[1], EBITDA guidance exceeded and working capital initiatives delivered

Bapcor Limited ("Bapcor" or the "Company"), today announces its audited financial results for the year ended 30 June 2026 ("FY26").

FY26 Overview[2,3]

- FY26 was a reset and turnaround year, with a new CEO, new Chair, renewed Board, and strengthened leadership team
- Turnaround initiatives implemented in 2H26 delivered improved operating momentum
- Working capital initiatives delivered $68.5M of cash flow in 2H26, in line with guidance of $60-$75M guidance range, lifting cash conversion to 109.4%
- Balance sheet materially strengthened, with net bank debt reduced by $229.8m to $135.0M, supported by the February 2026 equity raising and improved cash generation
- Statutory loss of $431.6M included $442.4M post-tax significant items, primarily non-cash impairments
- Underlying EBITDA of $152.5M exceeded top end of the May 2026 guidance range
- No dividend declared as cash is being prioritised to support the turnaround

Chief Executive Officer and Managing Director, Mr. Chris Wilesmith said: "Since joining Bapcor in January, our priority has been restoring the fundamentals of the business. The actions implemented during the second half improved performance across the Group. Sales momentum improved across the Group[1] through the final 5 months of the year, Networks returned to growth, Retail delivering positive like-for-like sales growth, and our working capital initiatives are delivering real value."

"Bapcor has renewed its Board and strengthened leadership in key business units. It has improved governance and accountability, recapitalised the balance sheet and is implementing operational improvement initiatives across the Company. The actions implemented in 2H26 delivered measurable improvement across the Group including improved price competitiveness, increased stock availability, strengthened customer and trade partner engagement, enhanced operational execution and tightened working capital discipline. Despite a more challenging external environment following the equity raising, including geopolitical disruption associated with the Middle East conflict, higher fuel prices, softer economic conditions and higher interest rates, the Group improved trading momentum."

"Our focus in FY27 is to build on this momentum by improving profitability and sustainable earnings growth. With a strengthened leadership team and clear operational priorities, we are well positioned to deliver long-term value for shareholders."

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1 Based on Like-for-Like sales and in local currency

2 All comparisons relate to FY25, unless stated otherwise.

3 FY25 financial results have been restated, refer to Note 2 of the Appendix 4E and Financial report.

Financial Performance[4]

$M	FY26	Restated FY25	YoY %
Statutory NPAT/(loss)	(431.6)	19.1	n/m[5]
Underlying Revenue	1,924.1	1,959.2	(1.8%)
Underlying EBITDA	152.5	233.1	(34.6%)
Underlying NPAT	10.8	71.7	(85.0%)
Net Debt	135.0	364.8	(63.0%)

The FY26 statutory result includes significant items of $442.4M post-tax which primarily relate to non-cash impairment charges. The impairment charges reflect impairment testing assumptions that place a greater weight on recent trading performance and current market conditions over the benefits expected from future turnaround initiatives or improvement plans. Further details are provided in Note 2 of the Appendix 4E and Financial Report and the Directors' Report.

FY25 comparative financial information has been restated for prior period adjustments identified during FY26 as well as the previously announced segment reporting changes. The prior period adjustments were largely announced in the 1H26 financial results and have reduced opening retained earnings at 1 July 2025 by $18.2M post -tax. Further details are provided in Note 2 & 3 of the Appendix 4E and Financial Report and in the Director's Report.

Cash management initiatives, debt and financing

The $200M equity raising completed during the second half strengthened the balance sheet, with proceeds used to reduce debt, with net debt at 30 June 2026 of $135.0M. The Net Leverage Ratio[6] of 1.72 times adjusted EBITDA was within the debt covenant of 3.5 times. Bapcor remained compliant with all debt covenants throughout the year.

During FY26, Bapcor repaid the maturing $100M MetLife facility and further reduced available debt facilities by $135M to better align with business needs.

Working capital initiatives implemented in 2H26 reduced inventory and overdue debtors, delivering $68.5M cash flow, within guidance range of $60-$75M, and improving cash conversion to 109.4% (FY25: 86.5%).

As previously announced, Bapcor has secured covenant amendments that provide additional financial flexibility to support the operational turnaround. Details of the revised covenants are set out in the Directors' Report and in the FY26 results presentation.

No final dividend has been declared, preserving cash to support the turnaround.

4 FY25 numbers have been restated refer to note 2 of the Appendix 4E and Financial report.

5 Percentage movement is not meaningful where the result moves from profit to loss

6 Leverage ratio is calculated by dividing net debt by the last 12 months' adjusted Underlying EBITDA pre AASB 16 basis refer to slide 30 of the FY26 Investor Presentation

Strategy Update

Bapcor commenced a turnaround program to stabilise the business and improve operational performance. The turnaround initiatives are well underway and remain ongoing, with early progress supporting an improved platform for future performance. Alongside the turnaround program, Bapcor is progressing a broader strategy reset to clarify the Group's long-term strategic direction. This work includes clarifying the Company's strategic priorities, where Bapcor will play, how it will win and where it can generate the highest returns.

A portfolio review is underway, with an initial focus on simplifying the Group through the potential divestment of smaller non-core assets. This will enable a more focused allocation of capital and management resources towards businesses that are central to Bapcor's future strategy and offer the greatest potential to create long-term shareholder value.

FY27 Trading Update and Outlook

Sales for the first six weeks of FY27 are slightly ahead of the prior comparative period ("PCP"). Trade parts and Networks continued to deliver sales growth versus the pcp, while performance in the Retail, New Zealand and Trade equipment businesses remained challenging.

Underlying NPAT is expected to be materially weighted to the 2H27. Modest revenue growth is expected in FY27, with the Middle East conflict related pressures moderating the benefits of the turnaround initiatives. Benefits will be largely reinvested in technology and people.

Capital expenditure and depreciation and amortisation are expected to be in line with FY26 levels.

Results Webcast

Bapcor will host a results briefing today at 9:30am which participants can join via the following webcast link: https://loghic.eventsair.com/951224/851448/Site/Register

– Ends –

Issued by: Bapcor Limited ("Bapcor" or "the Company"), ASX:BAP, www.bapcor.com.au

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