FY26
Results Presentation

27 August 2026

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Acknowledgement of Country

Bapcor would like to acknowledge the Traditional Custodians throughout the countries we operate.

We recognise the continued connection of all First Nations people in Australia, New Zealand and Asia and we embrace building our communities together as multicultural nations.

Contents

Summary of FY26 results

FY26 EBITDA above May 26 guidance.
Initiatives to turnaround business delivered improved H2 momentum

- Statutory Loss of $431.6M includes $442.4M (post-tax) of significant items (99% non-cash)
- Group Revenue of $1.9B down 1.8% on pcp, Underlying NPAT of $10.8M
- Underlying EBITDA of $152.5M, above May 26 guidance
- Turnaround actions implemented in 2H26 are gaining traction, with improved sales momentum[1] in the final 5 mths of FY26
- Results were impacted by higher costs arising from the Middle East conflict, together with softer consumer and business demand from weaker economic conditions
- Delivered $68.5M in H2 working capital initiatives, in-line with Feb26 guidance
- Net debt reduced to $135.0M at 30 June 2026, strengthening balance sheet flexibility
- Leadership, governance and balance sheet foundations have been reset, creating a stronger platform for continued turnaround in FY27

Net Debt
$135.0M
▼ 63.0% vs FY25

Cash Conversion
109.4%
vs 86.5% in FY25

Revenue
$1,924M
▼ 1.8% vs FY25

EBITDA
$152.5M
Above May guidance

NPAT – Statutory
($431.6)M
▼ >100%

NPAT – Underlying
$10.8M
▼ 85% vs FY25

General note: All financial numbers are on a Underlying basis unless stated otherwise. Refer to appendices for the reconciliation of statutory to Underlying numbers. The FY25 financial results have been restated - refer to Note 2 of the Appendix 4E and Financial report – 30 June 2026 for details.
Note 1 – based on LFL sales and local currency versus pcp

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Improving competitiveness

Targeted management actions implemented in 2H to restore performance

Enhance profitability

1

Key challenges

- Stock availability of key product lines in the right location at the right time
- Elevated discounting
- Uncompetitive pricing vs market

2H26 key actions and achievements

- Improved price competitiveness across Burson and Autobarn through targeted repricing initiatives
- Reduced Burson store level discounting from 16% at Dec 25 to 8% at June 26 through greater visibility and control of price overrides enabling re investment in more competitive pricing and profit delivery
- Increased promotional activity across Trade, Retail and New Zealand to drive sales growth

Key FY27 initiatives

- Customer Value and profit performance through data led price management
- Phase 2 of targeted repricing initiatives in Trade segment to increase competitiveness
- Drive operational excellence across the store network including turnaround of underperforming stores
- Improve promotional effectiveness and return on marketing campaigns
- Increase own brand penetration across the Group
- Improving promotional performance customer value revenue and profit growth through data analytics

Optimising the cost base

Targeted management actions implemented in 2H to restore performance

Optimise CODB 2	Key challenges	2H26 key actions and achievements	Key FY27 initiatives
	• Elevated cost environment • Historical imbalance between acquiring businesses and integration • Complexity of processes and systems make it difficult for team and customers to connect and transact seamlessly	• Established an in-house recruitment function, reducing reliance on higher cost external recruitment consultants • Reduced high-cost emergency replenishment orders from the distribution centres to branches from 15.4% of lines ordered in 1H26 to 12.2% in 2H26 • Supply chain labour efficiencies implemented in Q4, delivering annualised savings \$2.8M • Indirect spend review delivering savings	• Decrease labour hire across supply chain to reduce costs • Deliver labour productivity improvements and optimise freight, fleet and logistics networks to improve service while reducing costs • Complete the NZ – North island DC consolidation • Implement initiatives to deliver domestic and international freight cost savings • Review all indirect expenditure to identify opportunities to reduce and eliminate costs • AI Machine learning, automation and simplification of business processes • Rationalise and monetise unutilised space across supply chain network

Strengthening capital efficiency

Targeted management actions implemented in 2H to restore performance

Capital efficiency 3	Key challenges	2H26 key actions and achievements	Key FY27 initiatives
	• Elevated inventory levels • Sub-optimal range management • Supply chain and stock placement	• Reduced overdue debtors by $14.5M to $25.6M via improved collections and credit discipline • Reduced inventory by $22.5M to $524.8M (June 26) through range rationalisation, lower minimum order quantities, reduced excess stock and clearance of deleted lines • Branch in-stock levels at 94% in Burson, 92% JAS and 96% Autobarn in August (from 84%, 53% and 74% respectively in March 26). • Moved high velocity items from distribution centres into branch network improving customer satisfaction • Introduced greater capital allocation discipline to improve return on investment	• Implement business unit Open to Buy (OTB) & planning capability to improve inventory performance • Continue to reduce inventory levels by ongoing range reviews, SKU rationalisation and OTB forecasting process • Imbed new Trade merchandise team to improve ranging, in-stock positions and clear excess & obsolete inventory in partnership with trade partners • Continued debtor management through automation and tighter credit controls • Continue to improve in-stock across the businesses towards 98% • Formalise capital management framework

Returning to growth

Targeted management actions implemented in 2H to restore performance

Return to growth

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	Key challenges	2H26 key actions and achievements	Key FY27 initiatives
Return to growth 4	• Leadership instability, Team building and retaining • Lack of clarity of direction both on immediate priorities and future plans • Decline in unit volumes	• Team member turnover reduced to 35.5% (June 26) from 41.8% (Dec 25) through targeted engagement, incentive and retention initiatives, reductions continue • Delivered Manager Essentials training to ~80 frontline managers strengthening accountability, people leadership and team performance, ongoing sessions • Increased Burson sales representatives from 56 (Dec 25) to 64 (June 26) with recruitment continuing to improve customer connection in the field • Strengthened trade partner strategic partnerships through engagement and collaboration initiatives • Increased promotional activity across the business with new data analytics capability, improving customer value and profit performance	• Enhance Team Value Proposition through company-led and team driven initiatives to increase engagement and reduce turnover • Network expansion in Trade and Networks businesses • Enhance Autobarn store layouts to improve space utilisation, customer experience and return per SQM • Refresh ranges to improve customer experience while Increasing higher margin own brand penetration • Continue to enhance ranging to maximise opportunities from the evolving car parc, improving coverage across EVs, hybrids, emerging Chinese vehicle brands and traditional ICE vehicles • Enhance ecommerce user experience and expand digital engagement across all business units • Strategic partnerships established with key trade partners • Leverage data led pricing to ensure customer value and profit enhancement

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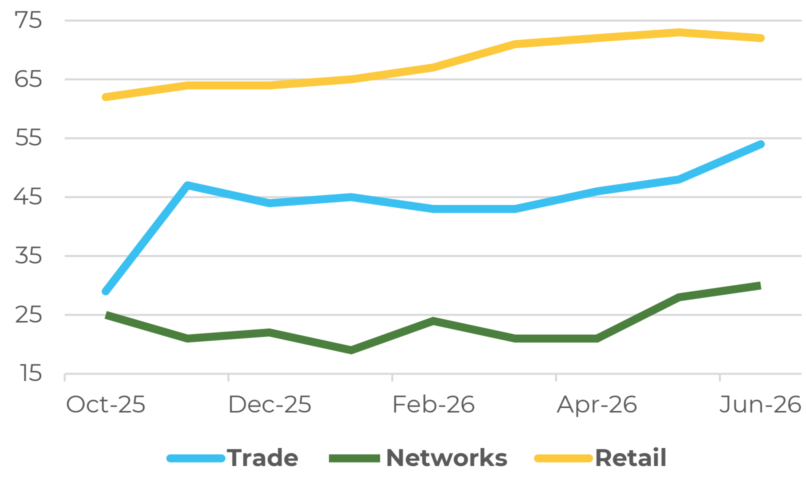
Customer focussed

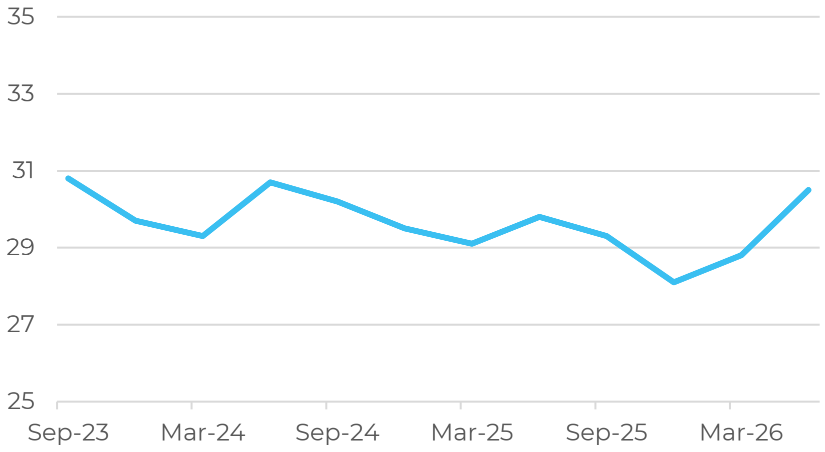
Customer experience improving as operational actions gain traction

NPS[1] feedback informing customer focused actions



- Introduced in October 2025
- More than 22,000 customers have participated
- Actively addressing opportunities identified from customer insights

2H market share gains in Trade – parts



Source: Aggregated industry data

- Turnaround initiatives are gaining traction supporting 2H market share gains
- Initiatives include resetting prices, improved stock availability, investment in frontline capability and lower turnover

Notes:

1. NPS is calculated on a rolling three-month basis. The New Zealand sample size was not statistically representative and has therefore been excluded

Strategy reset

Creating a platform for sustainable earnings growth and long-term shareholder value

Turnaround

Commenced February 2026

- Turnaround program to stabilise the business and improve operational performance are well underway and remain ongoing
- Early progress evidenced by improved 2H momentum

Strategic reset & establishment of a strategic planning cycle

Commenced June 2026

- Comprehensive reset to align with evolving aftermarkets industry trends
- Broad stakeholder engagement including employees and customers
- New purpose and vision to be defined
- Target markets being identified
- Assessing opportunities provided by the car parc evolution
- Initiatives prioritised to ensure focus, deliverability and execution
- Portfolio review underway to reduce complexity

FY27

- Strategy reset complete
- Transition to an annual strategic cycle and execution of key strategic initiatives

FY26 Segment Summaries

Chris Wilesmith
Chief Executive Officer &
Managing Director

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About Bapcor

A leading ANZ provider of aftermarket vehicle parts, accessories, equipment, service and solutions

$1.9B FY26 Total revenue

~900 Locations

Strong brands across segments

Bapcor TRADE

40% of revenue [1]

We sell to independent mechanics, national chains and service centres.

Bapcor NETWORKS

32% of revenue

We have a collection of truck (CVG), electrical (JAS) and specialist brands. These service the truck, auto electrical and parts reseller markets.

Wholesale

Specialist Networks

Bapcor RETAIL

20% of revenue

We sell to consumers through our retail business, including franchise and service elements.

Bapcor NEW ZEALAND

8% of revenue

We sell to independent mechanics, national chains and service centres as well as businesses through a wholesale model.

Our customers

- Generalist mechanics
- Truck & Commercial mechanics
- DIYers, car enthusiasts, car carers
- Specialist auto trade
- Parts resellers

1. All revenue percentages exclude unallocated and head office revenue

Improved sales momentum

2H26 turnaround actions gained traction, with improved sales momentum in the final 5mths of FY26

	LFL sales growth [1,2]			Total Sales growth		
	First 7mths versus pcp	Final 5 mths versus pcp	Movement	First 7 mths versus pcp	Final 5 mths versus pcp	Movement
Trade [1]	-2.5%	Flat	+2.5%	-2.6%	1.3%	+3.9%
Networks [2]	-1.9%	+1.4%	+3.3%	-2.8%	2.7%	+5.5%
Retail [1]	-1.2%	+1.6%	+2.8%	-2.2%	-2.5%	-0.3%
New Zealand (NZD) [2]	-1.4%	-1.1%	+0.3%	-3.8%	0.7%	4.5%
Total	**-2.7%**	**0.4%**	**+3.1%**	**-2.9%**	**-0.2%**	**+2.7%**

- **Trade** – Improvement actions implemented in 2H drove Parts category sales growth in Feb – June 26, following a decline in July 25 – Jan 26
- **Networks** – JAS Auto Electrical and Wholesale delivered positive LFL sales growth in Feb – June 26, following declines in July 25 – Jan 26; CVG remained challenged
- **Retail** - Positive LFL sales growth in Feb – June 26, led by improved Autobarn performance and targeted promotional activity. Closure of 5 underperforming stores
- **New Zealand** – Positive LFL sales growth in Q3 was more than offset by declines in Q4, impacted by the NZ economy and the currency erosion between NZD & AUD

Notes:
1. Like-for-Like ("LFL") numbers have been adjusted for same store sales
2. Based on revenue per day which is considered a proxy for LFL

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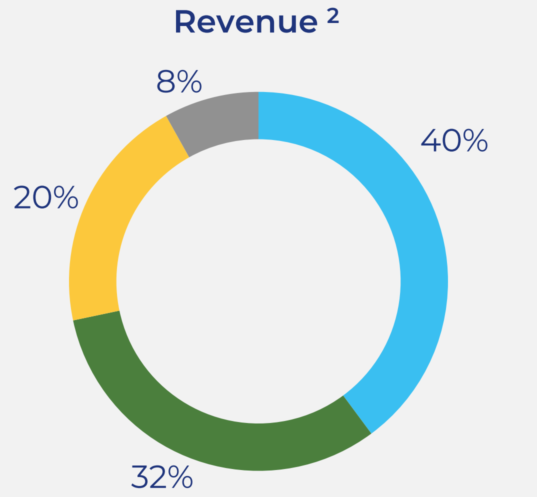
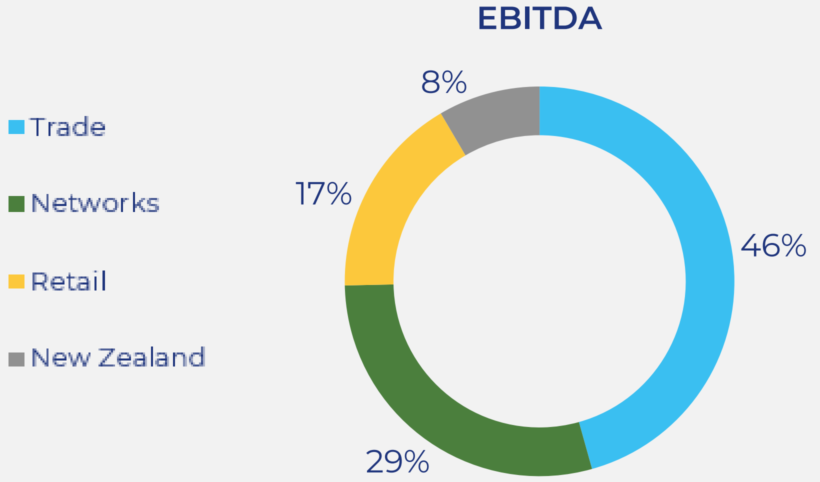
FY26 segment overview

Initiatives underway to address performance

Segment ($M)	Revenue [1] FY26	Revenue [1] FY25	FY26 V FY25 %	EBITDA [1] FY26	EBITDA [1] FY25	FY26 V FY25 %
Trade	776.9	784.7	(1.0%)	105.2	151.7	(30.7%)
Networks	620.9	624.6	(0.6%)	67.7	63.1	7.3%
Retail	393.8	403.0	(2.3%)	38.7	42.8	(9.6%)
New Zealand	158.1	170.5	(7.3%)	19.4	27.9	(30.5%)
Eliminations & Group	(25.6)	(23.6)	(8.5%)	(78.5)	(52.4)	(49.8%)
Total	**1,924.1**	**1,959.2**	**(1.8%)**	**152.5**	**233.1**	**(34.6%)**





Notes:
1. FY25 numbers have been restated to reflect operating model changes, correction of prior period errors and the inclusion of a business previously classified as held for sale in the Retail segment. Refer to Note 2 & 3 of the Appendix 4E and Financial Statements – 30 June 2026
2. Percentage calculations exclude unallocated and head office revenue

Trade

2H momentum improved with recovery actions underway

$M	FY26	FY25 [1, 2]	
Revenue	776.9	784.7	-1.0%
Parts	685.6	683.4	0.3%
Tools & Equipment	91.3	101.3	-9.9%
EBITDA	105.2	151.7	-30.7%
EBITDA margin	13.5%	19.3%	-579bps
Same store sales	-1.5%	+1.1%	-260bps
# of branches	247	240	+7

Notes:
1. FY25 numbers have been restated to a) reflect the changes in the operating model to eliminate intercompany sales and margin between the segments. Trade now includes the wholesale margin and associated costs previously included in the Networks segment. Refer to Note 3 of the Appendix 4E and Financial Statements – 30 June 2026 and b) correct prior period errors, with a reduction in opening retained earnings at 1 July 2025 refer to Note 2 of the Appendix 4E and Financial Statements – 30 June 2026
2. The prior year revenue classification between Parts and Tools & Equipment has changed to reflect the current allocation of discounts and customer rebates

- New leadership team appointed mid-year, with strong after-market expertise including returned senior leader and store managers
- Investment in merchandising capability now completed enabling focus on business improvement in FY27
- Delivered market share gains in the general parts category in Q3 & Q4
- 2H sales momentum improving:
  - Parts revenue up 0.3% YOY (1H down 0.6% and 2H up 1.2% on pcp) driven by pricing reset, improved in-stock positions and customer reengagement.
  - Tools & Equipment revenue down -9.9%, restructuring underway to improve service delivery and sales growth
- EBITDA and margin decline was the result of poor historical pricing practices, lower gross margin during the transition to more competitive pricing and broader cost inflation
- Equipment earnings impacted by lower sales and margin as capability is rebuilt
- Refer to slide 6 - 9 for initiatives underway
- Strategic network expansion continued with 5 new branches across Australia and plans in place to deliver growth in FY27

Networks [1]

Performance rebuilding, with 2H revenue and earnings returning to growth

$M	FY26	FY25 [2, 3]	
Revenue [3]	620.9	624.6	-0.6%
Specialist Networks	455.9	464.1	-1.8%
Wholesale	165.0	160.5	+2.9%
EBITDA [3]	67.7	63.1	+7.3%
EBITDA margin	10.9%	10.1%	+80bps
# of branches	111	112	-1

- Revenue slightly down YOY, with momentum improving through the year and 2H returning to growth (up 1.3%):
  - Specialist Networks revenue declined, with the FY25 restructure of JAS causing disruption to 1H, with 2H returning to growth. CVG impacted by softer trading conditions
  - Wholesale revenue grew (2H up 6.8% on pcp) supported by the recovery following FY25 warehouse consolidation and realignment of channel strategy
- EBITDA growth reflecting the CODB benefits from prior year operating model changes partially offset by softer margins in Wholesale, due to revenue mix and competitive markets
- Appointed new leadership for Networks and CVG with extensive automotive aftermarket experience
- JAS and Wholesale recovery actions focused on rebuilding customer service, stock availability and strengthening execution
- Refer to slide 6 - 9 for initiatives underway

WHOLESALE

ROADSAFE · Toperformance · PAT · Bearing Wholesalers · AAD · Diesel Distributors

SPECIALIST NETWORKS

Truckline · JAS · WANO

Notes:
1. Segment previously called Specialist Wholesale
2. FY25 numbers have been restated to reflect the changes in the operating model to eliminate intercompany sales and margin between the segments. The wholesale margin and associated costs are recorded in the Trade and Retail segments to align with the segment which sells externally. Refer to Note 3 of the Appendix 4E and Financial Statements – 30 June 2026
3. FY25 excludes MTQ revenue and EBITDA as the business was sold on 28 November 2024

Retail

2H earnings momentum improved as actions gained traction

$M	FY26	FY25 [3, 4]	
Revenue [1]	393.8	403.0	-2.3%
EBITDA	38.7	42.8	-9.6%
EBITDA margin	9.8%	10.6%	-80bps
Same store sales [2]	-0.1%	-3.8%	+370bps
# of company owned stores	119	123	-4
# of franchise stores	213	223	-10
Total Stores	332	346	-14

- Revenue declined YOY, however 2H LFL sales returned to growth, up 1.4% led by Autobarn, supported by targeted promotional activity and the Hyperdrive operational improvement program. Category performance remained mixed, with growth in non-discretionary categories offset by continued softness in discretionary categories
- EBITDA declined YOY, however earnings momentum improved in 2H26 up 14.2% versus pcp, driven by operational improvement initiatives, network optimisation and disciplined cost management
- Accelerate loyalty program continued to grow, reaching 2.1M members, with active members up 5.8% to 984k, supporting continued growth in Autobarn online and loyalty sales
- Autobarn network optimised including closure of 5 underperforming stores, one franchise conversion and continued store refurbishment
- Significant work undertaken to rebuild ranging in Autobarn. These improvements will be rolled out early FY27, enhancing customer experience, sales and profit
- Promotional activity and performance enhanced through new data led pricing, delivering improved outcomes in FY27
- Refer to slide 6 - 9 for additional initiatives underway

Notes:
1. Revenue includes company store revenue and franchisee fees
2. Same store sales relate to like-for-like company owned stores only
3. FY25 numbers have been restated to reflect the changes in the operating model to eliminate intercompany sales and margin between the segments. The wholesale margin and associated costs are recorded in the Trade and Retail segments to align with the segment which sells externally. Refer to Note 3 of the Appendix 4E and Financial Statements – 30 June 2026
4. FY25 revenue & EBITDA has been adjusted to include a business previously classified as held for sale which is to be retained, refer to Note 3 of the Appendix 4E and Financial Statements – 30 June 2026

New Zealand

Challenging market conditions, actions underway to strengthen performance

$M	FY26	FY25	
Revenue - NZD	183.2	186.9	-2.0%
- AUD	158.1	170.5	-7.3%
EBITDA - NZD	22.5	30.6	-26.4%
- AUD	19.4	27.9	-30.5%
EBITDA margin - AUD	12.3%	16.4%	-409bps
Same store sales [1]	-1.3%	-2.8%	-150bps
# of company stores [2]	72	76	-4
# of Licensee stores [3]	120	120	-
Total Stores	192	196	-4

Notes:

1. Company-owned stores only and in local currency
2. Company stores represent physical locations.
3. Licensee stores are independent businesses operating the Bapcor owned brands of Battery Town and/or Shock Shop

- AUD revenue decline primarily due to the weaker NZD which accounted for 73% of the decline
- NZD revenue decline with softer market conditions, increased competition and Q4 Middle East disruption partly offset by positive LFL sales growth in Q2 & Q3
- EBITDA declined reflecting lower revenue, margin pressure from competitive pricing, mix shift into lower margin products and cost inflation
- Strategic actions implemented in FY26 include:
  - Enhanced customer contact centre capability
  - Implemented branch performance dashboard to improve branch profitability
  - Established a South Island distribution centre to improve supply resiliency and delivery times; consolidation of the two Auckland distribution centres to be completed in 1H27
  - Opened the Dunedin supersite, consolidating 4 brands into a single site and closing 3 sites
- Refer to slide 6 - 9 for additional initiatives underway

FY26 Financial Summary

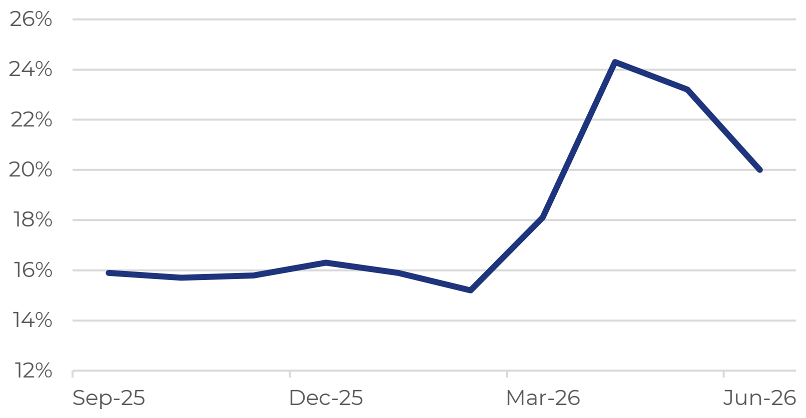
Kim Kerr

Chief Financial Officer

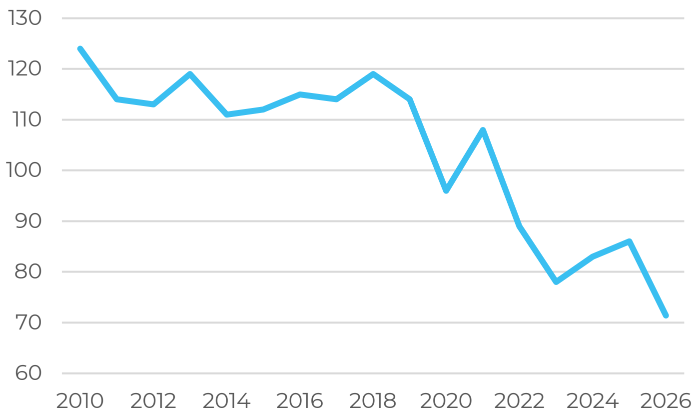
External factors

Macro-economic pressures impacted operating costs and consumer demand; management actions implemented

Domestic fuel surcharge impacted due to Middle East crisis



Consumer confidence across Australia



Source: ANZ Roy Morgan Consumer Confidence

Significant weakness in NZD against AUD

Management response

- Implementing fuel and freight optimisation plans
- Negotiations with freight providers to minimise cost increases
- Passing on fuel surcharge in some businesses

Management response

- Price roll back initiative in Trade and Retail segments and targeted promotional activity
- Turnaround program to ensure readiness on rebound

Management response

- Continue to actively manage FX exposures in line with Group hedging policy
- Translation currency hedge implemented to protect New Zealand segment Q4 FY26 EBITDA

Income Statement

$M[1, 2]	FY26	FY25 Restated [2]	% change
Revenue	**1,924.1**	**1,959.2**	**-1.8%**
Cost of Goods Sold (COGS)	(1052.0)	(1057.0)	-0.5%
Gross Margin	**872.1**	**902.2**	**-3.3%**
Cost of Doing Business (CODB)	(719.6)	(669.1)	7.6%
EBITDA	**152.5**	**233.1**	**-34.6%**
Depreciation and amortisation	(101.1)	(94.2)	7.4%
EBIT	**51.4**	**138.9**	**-63.0%**
Finance costs	(35.6)	(37.3)	-4.4%
Profit before tax	**15.8**	**101.6**	**-84.5%**
Income tax expense	(4.7)	(29.8)	-84.5%
Non-controlling interest	(0.3)	(0.1)	
NPAT – underlying	**10.8**	**71.7**	**-85.0%**
Significant items	**(442.4)**	**(52.6)**	**>100%**
Significant items	(464.1)	(73.8)	
Tax on significant items	21.7	21.2	
NPAT - Statutory	**(431.6)**	**19.1**	**<100%**
Key performance indicators			
Gross Margin %	45.3%	46.1%	-72bps
CODB %	37.4%	34.2%	+325bps
EBITDA margin %	7.9%	11.9%	-397bps

Key points

- Statutory loss of $431.6M includes $442.4M post-tax significant items largely related to non-cash impairments . Details contained on slide 31
- Revenue declined 1.8%, though positive signs evident in final 5 months
- Gross margin percentage improved in 2H26 as turnaround initiatives gained traction and EBITDA margin stabilised
- CODB increased reflecting continued investment in information technology and supply chain initiatives, together with higher employee costs and other expenses
- Finance costs reduced due to lower debt levels following balance sheet actions undertaken during 2H26, pressure remains on property lease costs

Notes (also see reconciliations in appendix):

1. All P&L KPIs on Underlying basis unless indicated otherwise. Refer to appendices for the reconciliation of statutory to Underlying numbers
2. FY25 numbers have been restated refer to Note 2 of the Appendix 4E and Financial Statements – 30 June 2026

Cash Flow

$M[1]	FY26	FY25
EBITDA – Underlying	**152.5**	**233.1**
Operating Cash Flow	**166.9**	**201.7**
Cash conversion %	***109.4%***	***86.5%***
Interest (bank & lease)	(35.6)	(37.3)
Principal Finance lease payments	(70.9)	(62.1)
Transformation/ restructuring	-	(18.6)
Tax	21.0	(12.2)
Operating Cash Flow after Interest, Transaction & Tax	**81.4**	**71.6**
New distribution centres and stores	(6.1)	(9.7)
Other capital expenditure	(23.1)	(51.8)
Capital Expenditure	**(29.2)**	**(61.6)**
Proceeds from sale of assets	3.0	10.9
Free Cash Flow	**55.2**	**20.9**
Other	(1.5)	(1.6)
Dividends paid	(18.7)	(45.8)
Net Cash Movement	**35.0**	**(26.5)**
Opening net debt	(364.8)	(337.1)
Net cash movement	35.0	(26.5)
Net proceeds of equity raising	192.3	-
FX / Derivatives	2.5	(1.2)
Closing net debt	**(135.0)**	**(364.8)**

Key points

- 2H26 working capital initiatives delivered $68.5M in cashflow, driven by inventory, overdue debtor and other cash improvement initiatives, inline with guidance if $60M-$75M
- Significant improvement in 2H26 cash conversion to 125.8% (1H26 93.4%) driven by stronger working capital discipline
- Free cash flow increased to $55.2M reflecting lower capex, improved working capital management, tax refunds and finalisation of network consolidation projects in FY25
- Net cash movement was positive $35M compared with an outflow of $26.5M in FY25
- Closing net debt reduced to $135M supported by positive free cash flow and the $200M equity raising undertaken to reduce debt and strengthen balance sheet flexibility

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Notes (also see reconciliations in appendix):

1. All P&L KPIs on Underlying basis unless indicated otherwise

Balance Sheet

$M	30 Jun 26	30 Jun 25 Restated
Cash	67.2	58.6
Trade and other receivables	162.0	170.3
Inventories	524.8	545.2
Income tax receivable & Other	7.5	42.8
Assets held for sale	-	5.1
Total current assets	*757.5*	*822.0*
PP&E	91.7	109.9
Right-of-use assets	155.4	182.9
Intangible assets	221.2	635.9
Other assets	86.2	56.7
Total non-current assets	*554.5*	*985.4*
Total assets	**1,312.0**	**1,807.4**
Trade and other payables	247.4	257.8
Provisions and other	48.4	48.8
Lease liabilities	51.3	55.3
Borrowings	-	-
Liabilities held for sale	-	2.9
Total current liabilities	*347.1*	*364.7*
Lease liabilities	177.7	168.4
Borrowings	202.8	418.5
Provisions	19.1	18.1
Total non-current liabilities	*399.7*	*605.0*
Total liabilities	**746.8**	**969.7**
Net assets	**565.2**	**837.7**
Key performance indicators[1]		
Average net working capital / revenue	23.1%	22.2%
Average inventory / revenue	27.8%	27.4%

Notes:
1. All P&L KPIs on Underlying basis unless indicated otherwise
2. Net working capital (NWC) / revenue % = (Average of current year and prior year NWC) / preceding 12 months revenue
3. Inventory/ revenue % = (Average of current year and prior year net closing inventory) / preceding 12 months revenue
4. FY25 numbers have been restated refer to Note 2 of the Appendix 4E and Financial Statements

Key points

- Improved quality of trade receivables with reduction in overdue debtors by $14.5M in 2H26
- Inventory reduction in 2H26 driven by targeted actions to optimise ranges, lower minimum order quantities and reduce excess stock, program continues
- Reduction in intangible assets and right of use assets due to impairment outcomes
- MetLife facility was repaid in FY26, eliminating current borrowings. Non-current debt reduced following the application of equity raising proceeds and positive cashflow
- Assets and liabilities previously classified as held for sale have been reclassified into existing assets and liabilities

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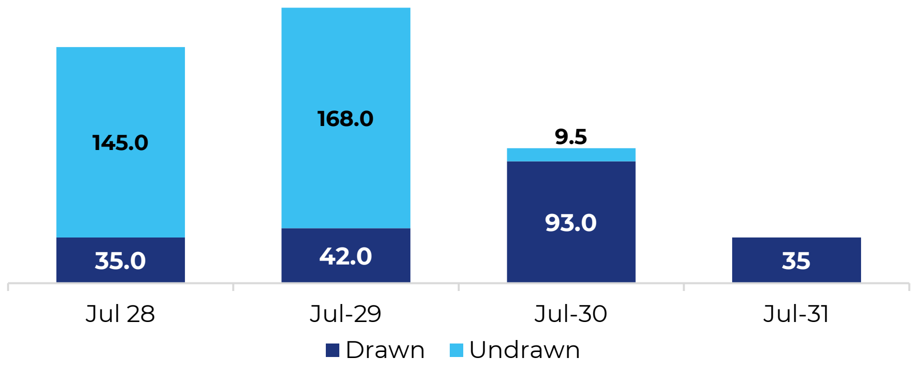
Net Debt and capital management

$135.0M	>$322M	~3 years	1.72x
NET DEBT	UNDRAWN COMMITTED FACILITIES	AVERAGE REMAINING TENOR	NET LEVERAGE RATIO [2]

- Net debt decreased by $229.8 million from June 2025 ($252.3M from Dec 25), driven by $200 million equity raising and cash flow improvement initiatives.
- All debt covenants complied with throughout the year, outcomes at 30 June 2026 were:
  - Net Leverage ratio[2] 1.72x (covenant < 3.5 times)
  - FCCR[4] 1.62x (covenant > 1.40 times)
  - Interest cover[3] 6.01x
- The maturing $100 million MetLife facility repaid and debt facilities further reduced by $135 million. The total facilities are now $585M.
- Covenants for FY27 are:
  - Net Leverage covenant [2] of less than 3.5 times adjusted EBITDA up to the 31 December 2026 testing date, before returning to 3.00 times from 30 June 2027.
  - Fixed Charge Cover Ratio [4] ("FCCR") covenant of at least 1.30 times for 31 December 2026 and 30 June 2027 testing dates, before returning to at least 1.75 times at 31 December 2027.

DEBT MATURITY PROFILE ($'M)



	As at 30 Jun 2026		
Maturity	**Facility amount**	**Drawn**	**Undrawn**
Jul-2028	180	35	145
Jul-2029	210	42	168
Jul-2030	102.5	93	9.5
Jul-2031	35	35	-
	527.5	**205.0**	**322.5**

Notes:
1. Total facilities at 30 June 2026 was $585M, whereas the amount presented as available above excludes parts of the facility which relate to bank overdraft, credit cards and bank guarantees
2. Net leverage ratio = pre-AASB 16 net debt / pre-AASB 16 Underlying adjusted EBITDA (see reconciliation in appendix), existing covenant is < 3.5 times
3. Interest cover = pre-AASB 16 EBITDA / Interest, not a debt covenant
4. FCCR (fixed cover charge ratio) = pre-AASB 16 EBITDA plus rent / interest plus rent

Bapcor

Summary & Outlook

Chris Wilesmith
Chief Executive Officer &
Managing Director

FY27 trading update & outlook

FY27 first 6 weeks sales are slightly ahead of the prior comparative period

FY27 - year to date performance	• FY27 first 6 weeks sales are slightly ahead of the prior comparative period • Trade parts and Networks continue to deliver sales growth versus pcp • Performance in the Retail, New Zealand and the Trade equipment businesses remains challenging

FY27 Outlook	• Underlying NPAT is expected to be materially weighted to the 2H27
	    • Modest revenue growth expected in FY27, with the Middle East conflict related pressures moderating the benefits of 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

Strategy	• Turnaround program is stabilising the business and improving operational performance • Comprehensive strategic reset process is well advanced • Portfolio review underway focussed on smaller non-core assets to drive business simplification

Summary

FY26 laid the right foundations for FY27 and beyond

- Enhanced leadership capability through the appointment of highly credentialled automotive aftermarket executives
- Decisive actions implemented in 2H26 to turnaround the business
- Financial flexibility improved
- Clear priorities in place for FY27
- Performance improvement building momentum
- Bapcor's strategy reset underway to deliver sustainable long-term value creation

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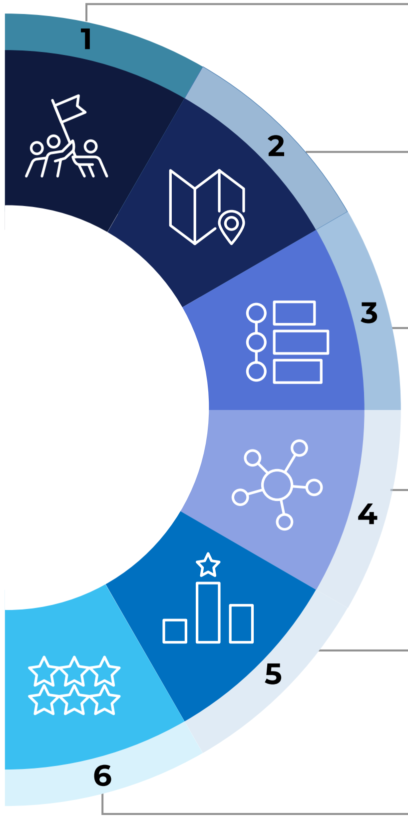
Appendices

The Bapcor investment proposition

Bapcor is a leading player in the Australian automotive aftermarket sector, with a unique ecosystem, strong brand reputation, customer relationships and a significant footprint in ANZ



A market leader, with significant benefits from scale
- A market leading position across Australia and New Zealand
- Significant advantages from leveraging scale and strong distribution capabilities

A leading ANZ footprint of branches
- Hard to replicate network of ~900 locations across ANZ and Thailand, with a proven, long term profitable rollout capability
- Strong brands across key categories

Vertically integrated business model
- Vertically integrated business model across the automotive ecosystem
- Trusted white and private label brands, providing additional margin upside
- Visibility and supply into retail end-markets through Autobarn and Midas networks

Supply chain and distribution capability
- Bapcor's centralised distribution centres are now in a position to be optimised
- Supply chain capability is a key competitive advantage mitigating any risks to the supply chain

Strong sector thematics
- Australia's automotive aftermarket sector is leveraged to strong tailwinds, particularly driven by an ageing car parc, ongoing maintenance requirements and the continued adoption of EVs

Team product knowledge, local relationships, credibility and customer service
- Passionate automotive-focused team with a customer centric culture
- Renewed focus on culture and team empowerment

FY26 significant items breakdown

99% is non-cash, primarily the impairment of goodwill and trademarks

$M	1H26	2H26	FY26	Commentary
Segment impairment	99.9	345.4	445.3	Impairment of intangible and right of use assets
Store impairment	3.9	1.3	5.2	Property, plant, equipment and lease impairment of stores
Stocktake losses	3.0	-	3.0	Stock losses identified as part of stocktakes undertaken across Precision branches, as previously announced
Restructuring costs	2.6	-	2.6	Redundancy costs associated with the Q2 cost saving initiatives
Provision releases	(1.1)	1.0	(0.1)	Following the completion of the warehouse consolidation program during the first half
Inventory valuation	4.0	-	4.0	Change in estimates for inventory valuation identified by reviews undertaken in the Retail and Trade segments
Employee entitlements	2.5	-	2.5	Provision increase following detailed examination
Other items	-	1.6	1.6	Predominately relates to the termination payment to the former CEO
Total (pre-tax)	**114.8**	**349.3**	**464.1**	
Total (post-tax)	**110.3**	**332.1**	**442.4**	

Statutory to Underlying reconciliation

	FY26 Consolidated		
$M	**Statutory**	**Significant Items [1]**	**Underlying**
Revenue	1,924.1	-	1,924.1
EBITDA	138.8	13.7	152.5
D&A	(101.1)	0.0	(101.1)
EBIT	**37.7**	**13.7**	**51.4**
Finance Cost	(35.6)	-	(35.6)
Impairment	(450.4)	450.8	-
Profit before tax	**(448.3)**	**464.1**	**15.8**
Income tax expense	17.0	(21.7)	(4.7)
Non-controlling interest	(0.3)	-	(0.3)
NPAT	**(431.6)**	**442.4**	**10.8**

	FY25 Consolidated – Restated [3, 4]		
$M	**Statutory**	**Significant Items [2]**	**Underlying**
Revenue	1,975.8	(16.6)	1,959.2
EBITDA	173.6	59.4	233.1
D&A	(94.8)	0.7	(94.1)
EBIT	**78.8**	**60.1**	**139.0**
Finance Cost	(37.3)	-	(37.3)
Impairment	(13.7)	13.7	-
Profit before tax	**27.8**	**73.8**	**101.7**
Income tax expense	(8.6)	(21.2)	(29.8)
Non-controlling interest	(0.1)	-	0.1
NPAT	**19.1**	**52.6**	**71.7**

Notes:

1. FY26 significant items are detailed on slide 31
2. FY25 significant items primarily related to inventory valuation, accounting estimate revisions, asst writ-offs and store impairments
3. FY25 numbers have been restated for prior period adjustments identified during FY26, with a reduction in opening retained earnings at 1 July 2025 refer to Note 2 of the Appendix 4E and Financial Statements – 30 June 2026
4. FY25 results restated to include a business previously classified as held for sale which is to be retained

Leverage calculation reconciliation

The following tables reconcile statutory to net debt, statutory EBITDA to pre-AASB16 EBITDA and the Net Leverage calculation.

$M	Consolidated 30 June 26	30 June 25
Cash and cash equivalents	67.2	58.6
Lease liabilities	(229.0)	(223.7)
Borrowings excl. unamortised transaction costs capitalised	(205.0)	(421.5)
Statutory net debt	**(366.8)**	**(586.6)**
Lease liabilities	229.0	223.7
Net derivative financial instruments	2.7	(1.9)
Net debt	**(135.0)**	**(364.8)**

$M (last 12 months)	Consolidated 30 June 26	Restated 30 June 25
Statutory EBITDA	**138.8**	**173.7**
Underlying EBITDA adjustments	13.7	59.4
Underlying EBITDA	**152.5**	**233.1**
AASB-16 adjustment	(85.7)	(77.2)
Significant items for Net Leverage Ratio [3]	11.0	-
Share-based payment expense adjustment	0.7	1.2
Underlying EBITDA pre-AASB 16	**78.5**	**157.6**

$M	Consolidated 30 June 26	30 June 25 [3]
Net Debt (A)	135.0	364.8
Underlying adjusted EBITDA pre-AASB 16 (B)	78.5	157.6
Net Leverage (A) / (B)	**1.72x**	**2.32x**

Notes

1. Underlying net debt is calculated as statutory net debt excluding the impact of lease liabilities and adjusting for the net derivative financial instruments position. This approach is consistent with banking covenant requirements.
2. Net leverage ratio is calculated by dividing net bank debt by pre-AASB16 underlying EBITDA adjusted for share based payment expense, significant and other items allowed to be excluded within covenant calculations
3. Significant items relate to non-recurring expenditure on IT projects – BMW, HRIS, payroll simplification and finance improvement projects.

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Bapcor TRADE

Bapcor RETAIL

Bapcor NETWORKS

Bapcor NEW ZEALAND

A leading ANZ aftermarket provider of vehicle parts, accessories, equipment, service and solutions