



**4X4 ACCESSORIES**

# ANNUAL GENERAL MEETING

COMPANY PRESENTATION

28 OCTOBER 2022

For personal use only





# BOARD OF DIRECTORS

Welcome to our shareholders,  
business partners and guests

Robert Fraser Chairman of the Board

Andrew Brown Managing Director

Roger Brown Non-Executive Director

Shona Fitzgerald Non-Executive Director

Adrian Fitzpatrick Non-Executive Director

Karen Phin Non-Executive Director

Andrew Stott Non-Executive Director



For personal use only



# DISCLAIMER

This presentation has been prepared by ARB Corporation Limited (ARB). The information in this presentation is current as at 28 October 2022.

This presentation is not an offer or invitation for subscription or purchase of securities or a recommendation with respect to any security. Information in this presentation should not be considered advice and does not take into account the investment objectives, financial situation and particular needs of an investor. Before making an investment in ARB any investor should consider whether such an investment is appropriate to their needs, objectives and circumstances and consult with an investment adviser if necessary. Past performance is not a reliable indication of future performance.

ARB has prepared this presentation based on information available to it. No representation or warranty, express or implied, is made as to the fairness, accuracy, completeness or correctness of the information, opinions and conclusions contained in this presentation. To the maximum extent permitted by law, none of ARB, its directors, employees or agents, nor any person accepts any liability, including, without limitation, any liability arising from fault or negligence on the part of any of them or any other person, for any loss arising from the use of this presentation or its contents or otherwise arising in connection with it.

This presentation may contain forward looking statements that are subject to a range of risk factors and uncertainties. Whilst the statements are considered to be based on reasonable assumptions, the statements themselves and the assumptions upon which they are based may be affected by a range of circumstances which could cause actual results to differ significantly from the results expressed or implied in these forward-looking statements.



For personal use only



For personal use only

**35 YEARS AS  
CHAIRMAN**  
ROGER BROWN



**40+ YEAR JOURNEY  
& STILL GOING STRONG**  
ROGER BROWN



# PRESENTERS

## Robert Fraser

**CHAIRMAN OF THE BOARD –  
APPOINTED 30 SEPTEMBER 2022**

Robert was initially appointed as the Company's first Non-executive Director in 2004. He was previously Chairman of the Audit and Risk Committee and the Remuneration and Nomination Committee.

Mr. Fraser has over 30 years of investment banking experience, specialising in mergers and takeovers, corporate and financial analysis, capital management, equity capital markets and corporate governance.

## Lachlan McCann

**CHIEF EXECUTIVE OFFICER –  
APPOINTED 5 JULY 2022**

Lachlan commenced at ARB in 2002 in Export Sales and Business Development.

Lachlan has a strong background in sales, business development and operations and oversaw the development of each international ARB operation from 2009. He served as Managing Director for ARB's Thailand business from 2010-2014 and subsequently as Chief Operating Officer until his appointment as Chief Executive Officer.

## Damon Page

**CHIEF FINANCIAL OFFICER  
AND 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.



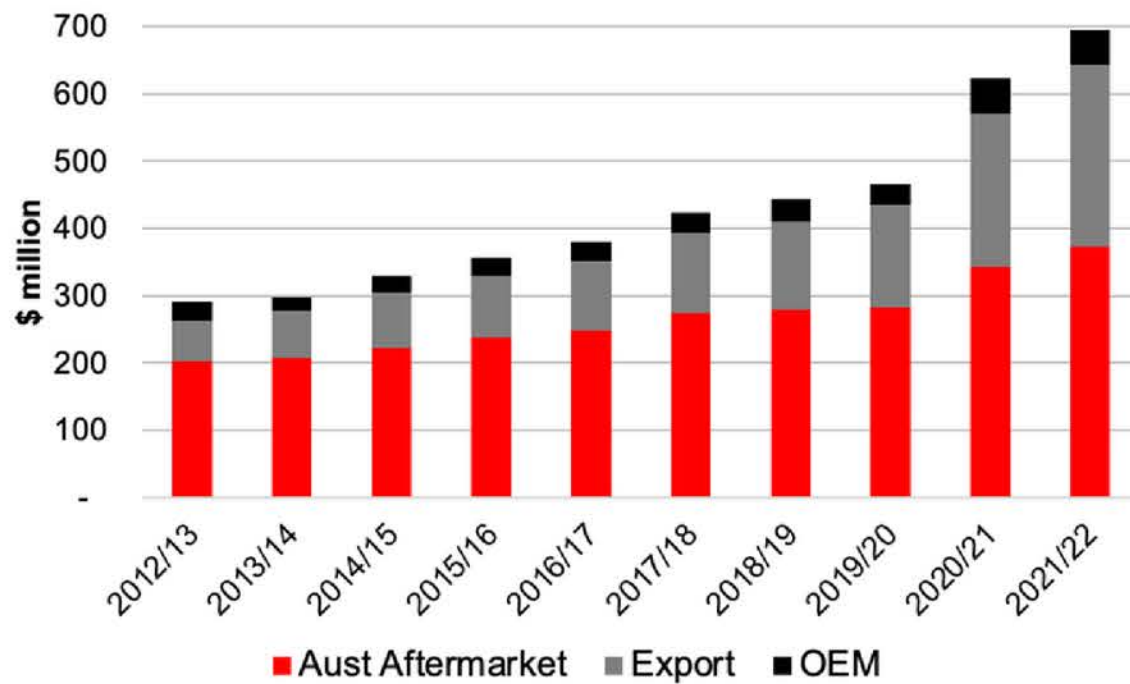
# FY2022

## FINANCIAL HIGHLIGHTS

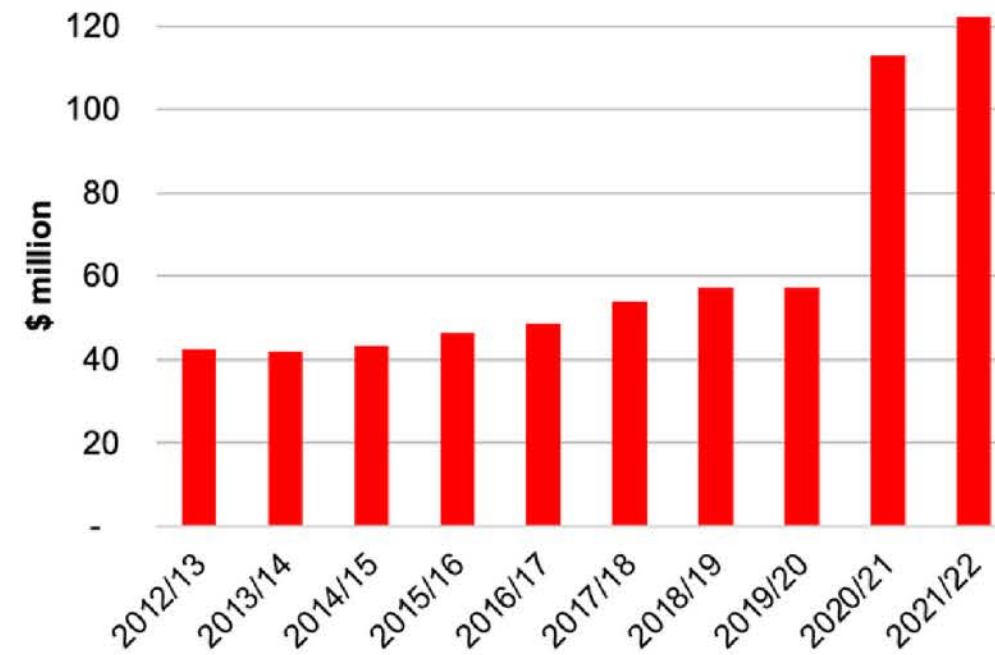
For personal use only



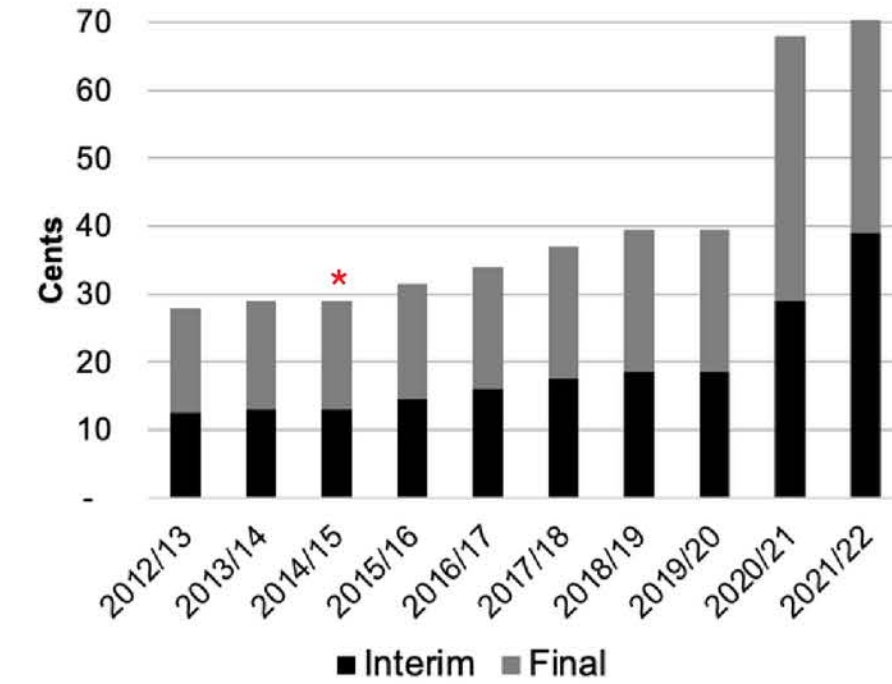
**SALES REVENUE**  
**A\$694.5M**



**PROFIT AFTER TAX**  
**A\$122.0M**



**FULLY FRANKED DIVIDENDS**  
**71 CPS**



\* Excludes special dividend of 100 cps in 2015

\$50.3 million cash dividends in FY2022



# FY2022

## FINANCIAL HIGHLIGHTS

**\$84.6M**

**CASH FLOW FROM OPERATIONS**

↓ Cash flow from operations **\$18.6M**

Conversion to cash

Funded capital expenditure and dividends

↑ **Working capital**

+\$51m Inventories

-\$3m Receivables

-\$10m Payables

**\$58.1M**

**PAYMENTS FOR PROPERTY, PLANT & EQUIPMENT**

Property **\$44.5M**

Plant and equipment **\$13.6M**

**Key property developments**

- 5th site in Thailand

- Purchase of ARB NZ site in Hamilton, NZ

- Engineering centre in Melbourne, AUS

**\$52.7M**

**NET CASH HOLDINGS**

↓ Net cash **\$32.1M**

Debt **\$0**

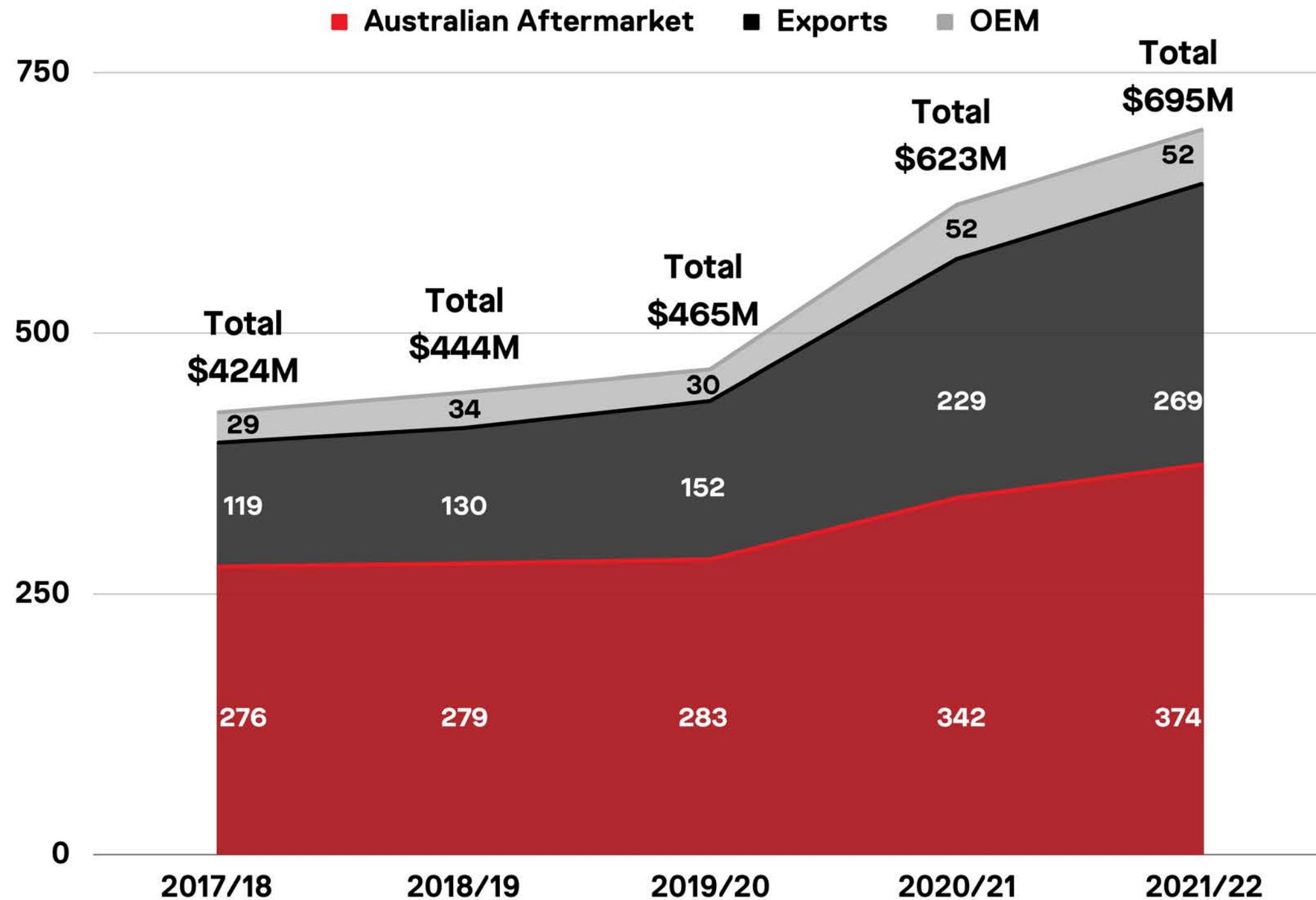
Debt facilities **\$20M**

Strong balance sheet



# SALES REVENUE SUMMARY

ARB GROUP



↑  
**9.2%**  
53.8% of sales  
PY: 54.9%

**AUSTRALIAN  
AFTERMARKET**

↑  
**17.4%**  
38.7% of sales  
PY: 36.7%

**EXPORTS**

↑  
**0.2%**  
7.5% of sales  
PY: 8.3%

**OEM**

For personal use only



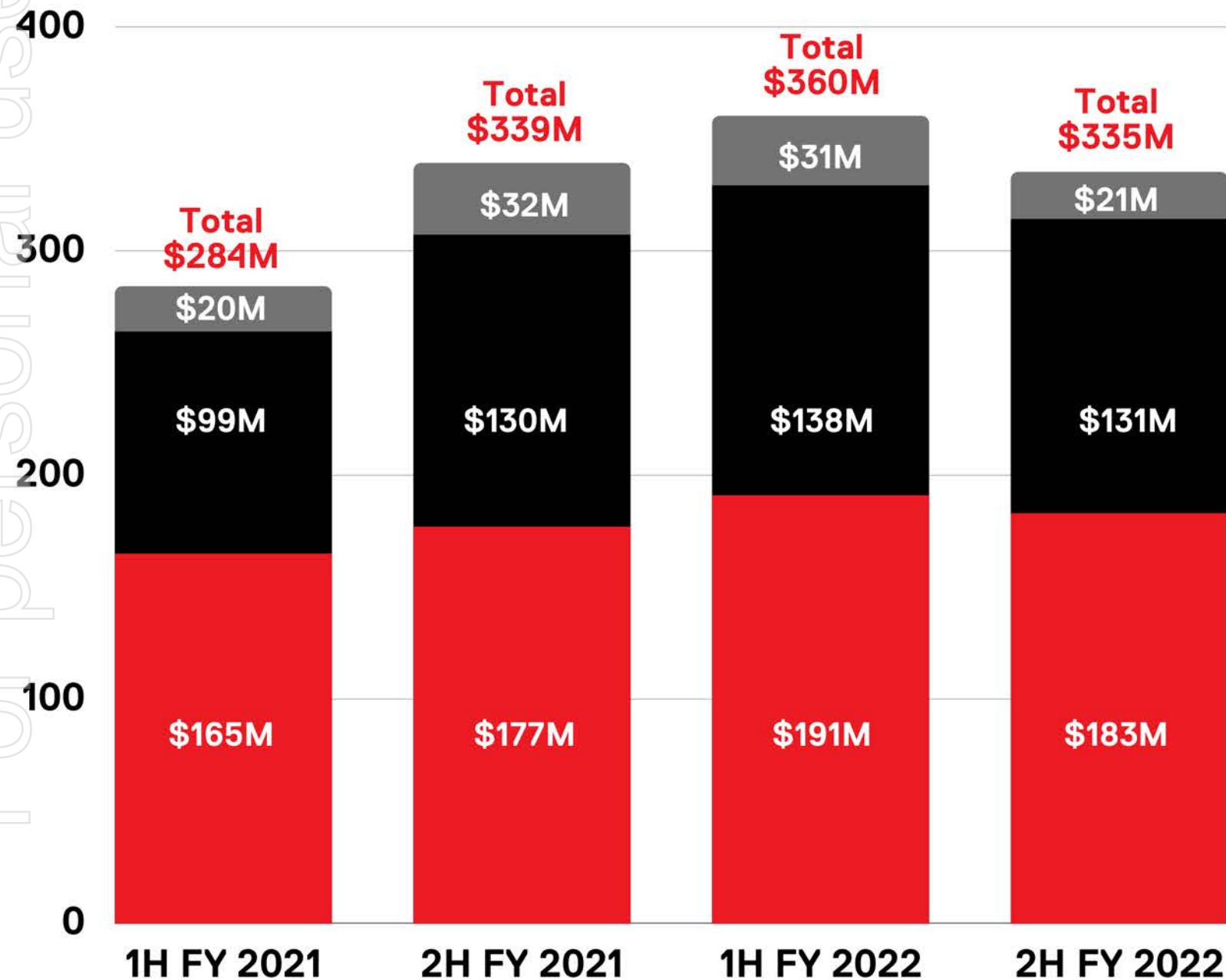
# SALES REVENUE SUMMARY

## ARB GROUP

For personal use only

Sales: FY2021 & FY2022

■ AU Aftermarket ■ Export ■ OE



- Stronger first half
- Second half sales impacted by:
  - High staff shortages with the emergence of COVID Omicron from January 2022
  - New vehicle availability
  - Outbreak of war in Ukraine
  - Timing of contracts with stocking up for new models in the first half



For personal use only

# ARB Australia

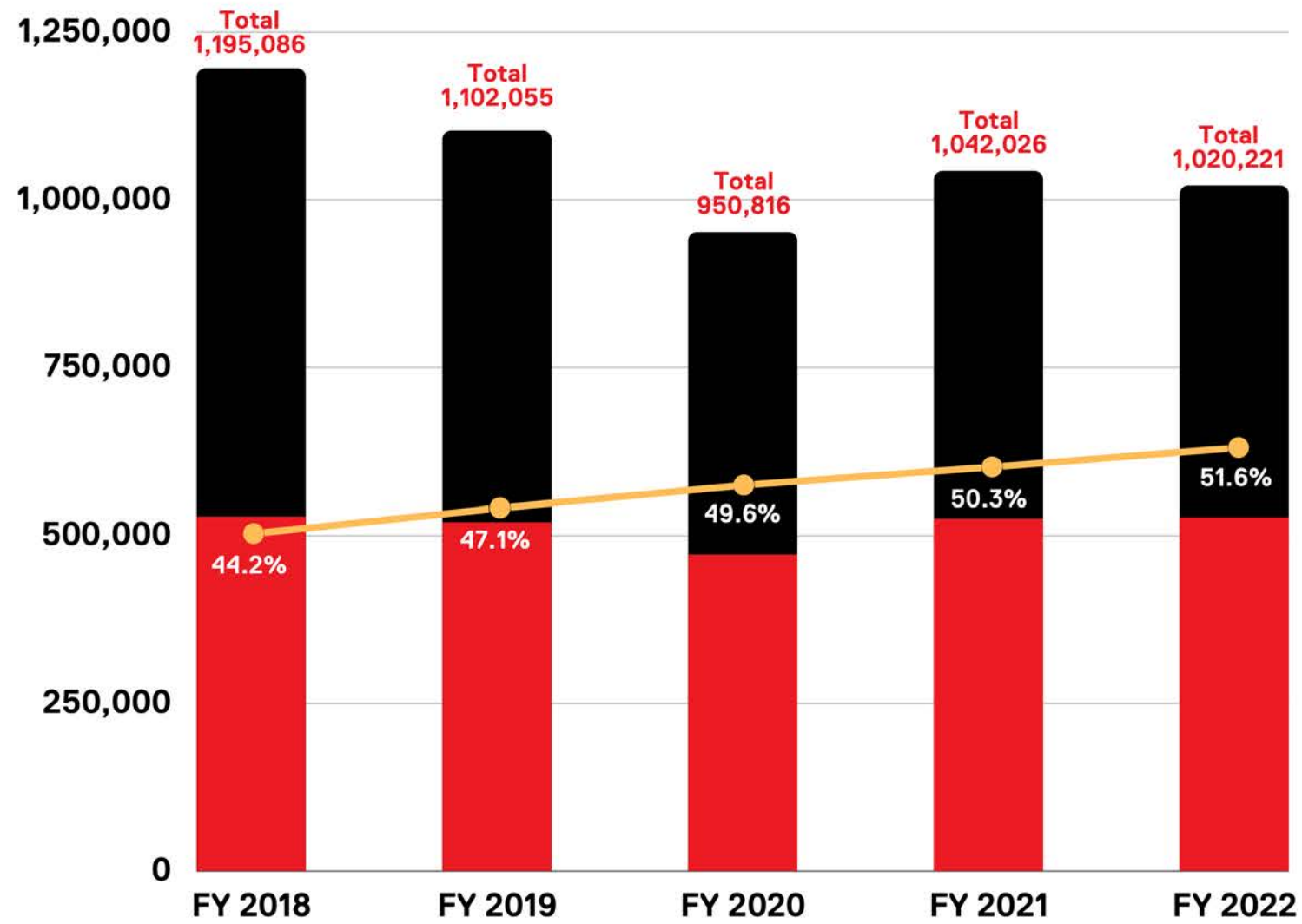




# FY2022

## NEW VEHICLE SALES AUSTRALIA

NUMBER OF NEW VEHICLES SOLD



- Other Vehicles
- Total SUV and 4WD Utility (excl. compact SUVs)
- SUV and 4WD (excl. compact SUVs) % of New Vehicles Sold

**↑ 9.2%**  
\$374M

**ARB AFTERMARKET SALES FY2022**

**↓ 2.1%**  
1,020,221

**NEW VEHICLE SALES**

**↑ 0.3%**  
526,440

**ARB'S TARGET VEHICLES**

**51.6%**  
of total vehicles sales

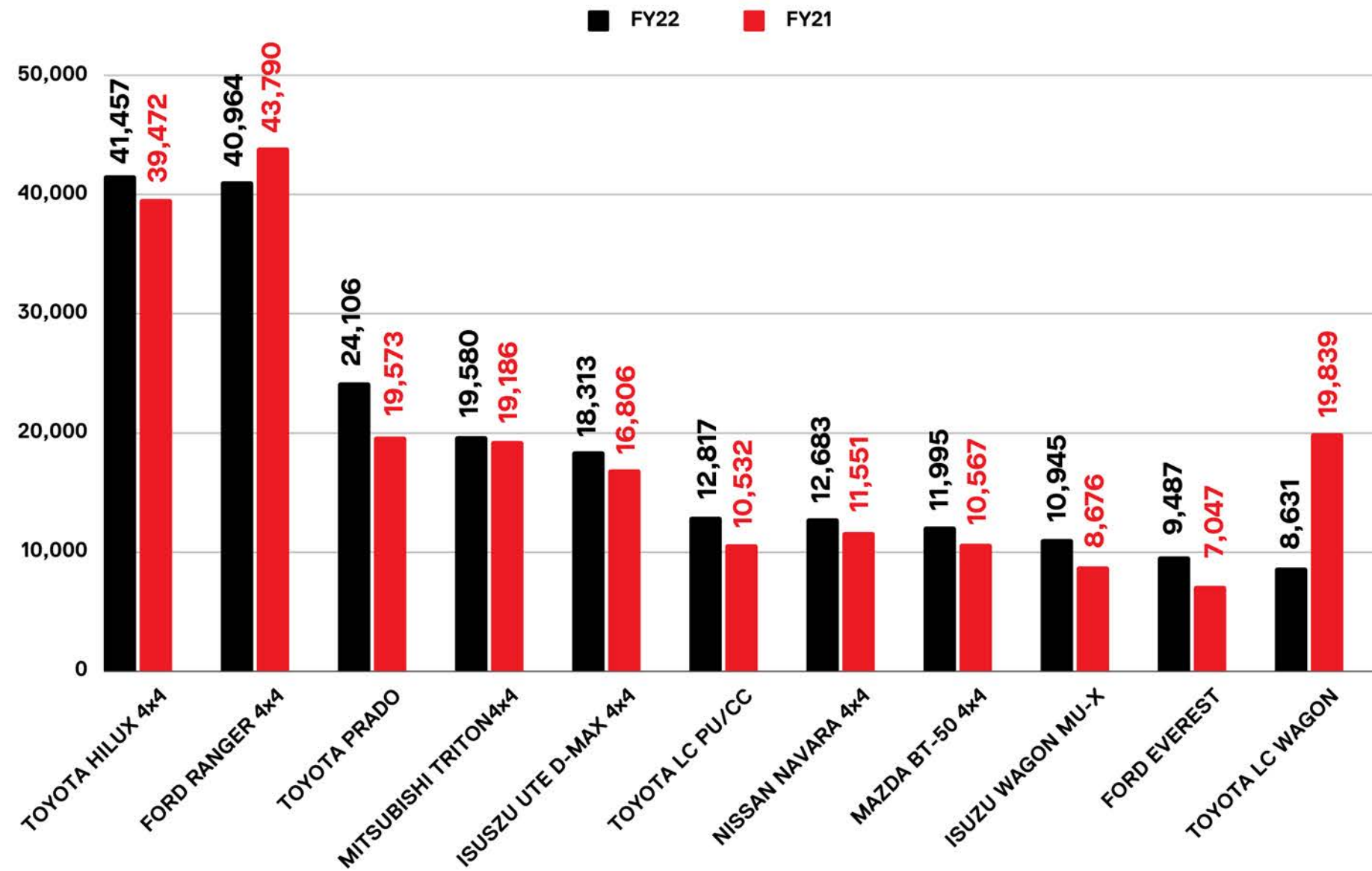
**TARGET VEHICLES V VEHICLES SOLD**



For personal use only

# TARGET VEHICLE SALES AUSTRALIA

Important new model updates have been released to the market.



FORD RANGER



TOYOTA LC300



# ARB RETAIL STORES

## AUSTRALIAN AFTERMARKET

Australian Aftermarket sales grew by 9.2% to \$374 million and represented 53.8% of total sales.

For personal use only



**30**  
ARB Company Owned Stores

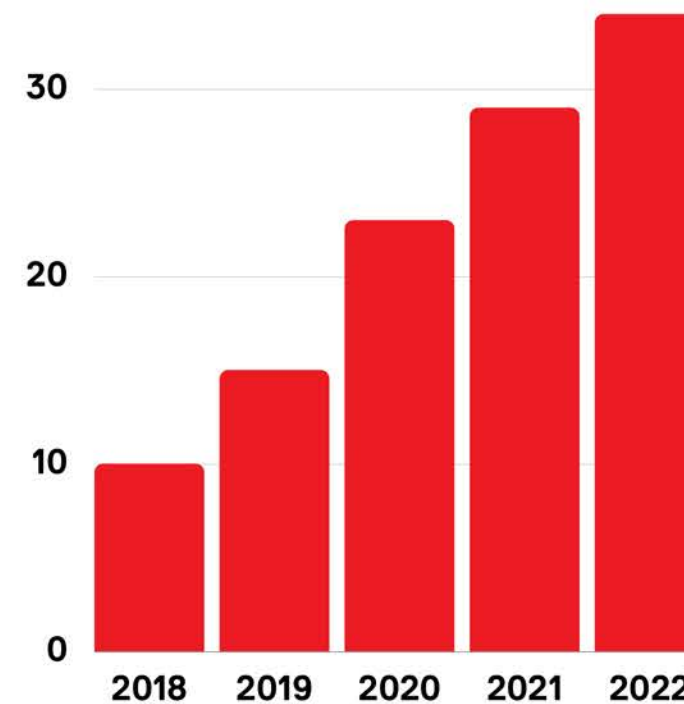
**44**  
ARB Branded Stores

New stores in FY2022

- Melton and Sale, Vic
- Karratha, WA
- Rutherford, NSW

ARB Pakenham was also acquired during the year.

ARB Flagship stores in Australia



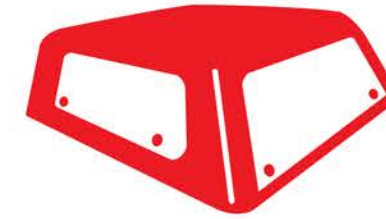


# ARB AUSTRALIAN OPERATIONS

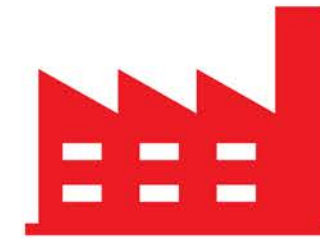


ARB's retail and wholesale businesses are complemented by a dedicated operations team comprised of:

- Canopy assembly
- Manufacturing
- Warehouse and distribution
- Paint for colour matching products



- Speed to market
- Quality control
- Freight optimisation



- Proudly manufacturing in Australia
- Kilsyth head office and SmartBar, SA
- Complementary to Australian engineering
- Drives manufacturing innovation



- Significant investment in company owned distribution facilities nationally
- Healthy national stock
- Freight optimisation



- Bespoke customisation
- Quality control
- Vehicle integration



For personal use only

# ARB International

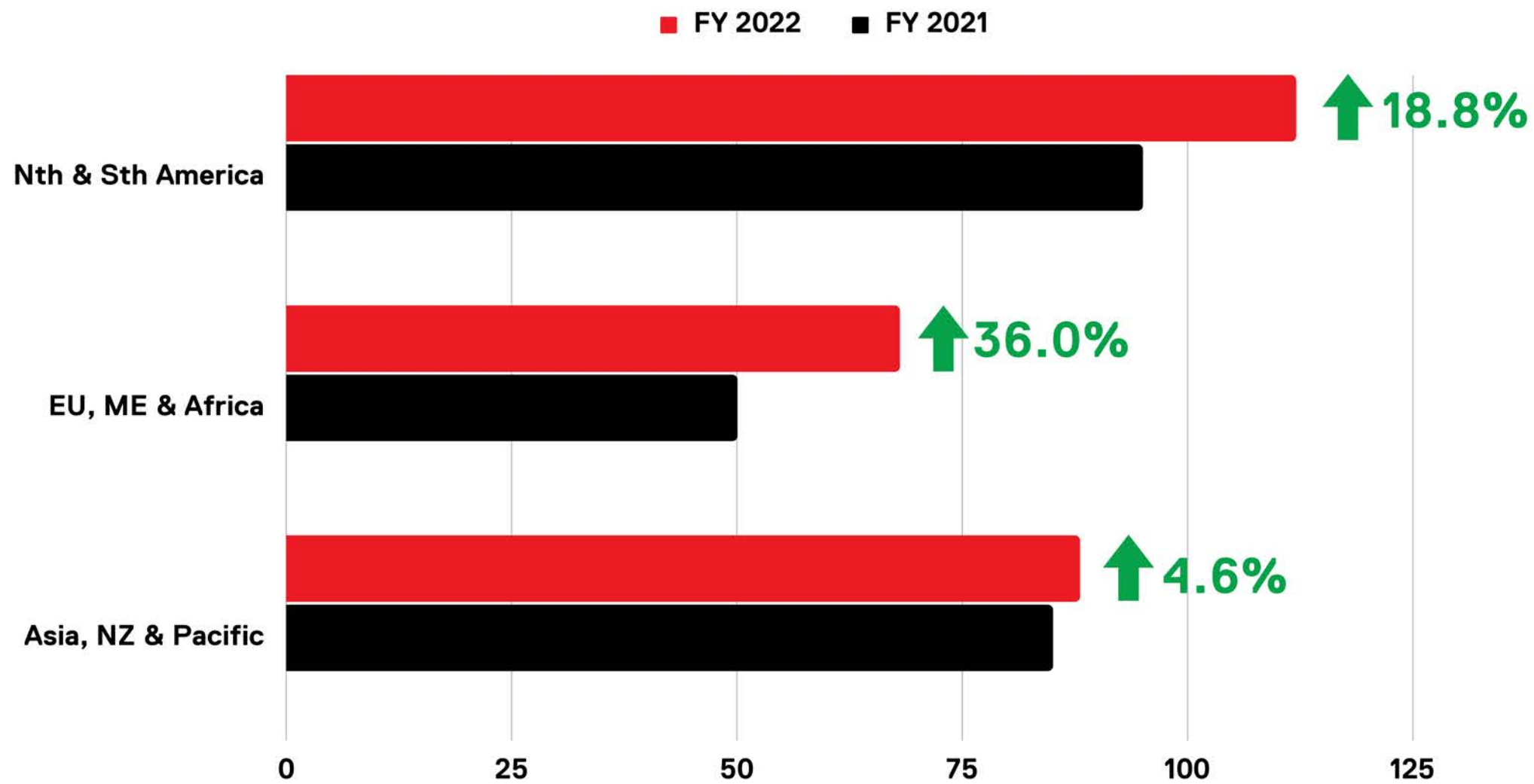




# EXPORTS

Export sales **grew by 17.4%** to \$269 million and represented **38.7%** of total sales.

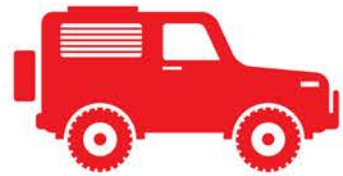
## ARB EXPORT SALES BY REGION (A\$ millions)



For personal use only

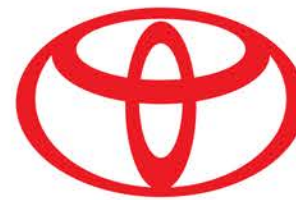


# AMERICAS



## 4 Wheel Parts new ownership

As a significant customer, the change in ownership has been disruptive to ARB's business. Working closely with Wheel Pros, the new owner, to recover sales through 4 Wheel Parts stores.



## Toyota North America

Toyota has launched its Associated Accessory Products (AAP) featuring ARB products. Further details of ARB's collaboration with Toyota to be announced at SEMA 2022.



## Texas Distribution Centre

ARB's 3rd USA distribution centre in Dallas, Texas is now scheduled to open in January 2023. The 4,000sqm warehouse will give ARB USA two day shipping to the majority of the USA and support growth in Mexico and Central America.





# INTERNATIONAL



## International Markets

ARB's sales in South East Asia, Europe, Africa and the Middle East are all trending positively. Challenges continue in China and our business to Russia remains on stop.



## UK

Vehicle supply to the UK remains low making trading conditions challenging. Vehicle supply expected to recover over the next six months. Sales and marketing initiatives for ARB products continue.



## New Zealand

As vehicle supply to the market improves, ARB expects improved sales in New Zealand. Work continues to strengthen distribution and ARB brand presence.



For personal use only

# ADD ADVENTURE ADD ARB





# FORD UPDATE



## Australia

In partnership with Ford, ARB's Ranger and Everest accessories have been extremely well received and demand has been healthy through retail and wholesale channels.



## USA

Sales to Ford of approved products continues to grow. ARB continues to add products to the Ford accessories portfolio in addition to work on future programs.



## Rest of the World

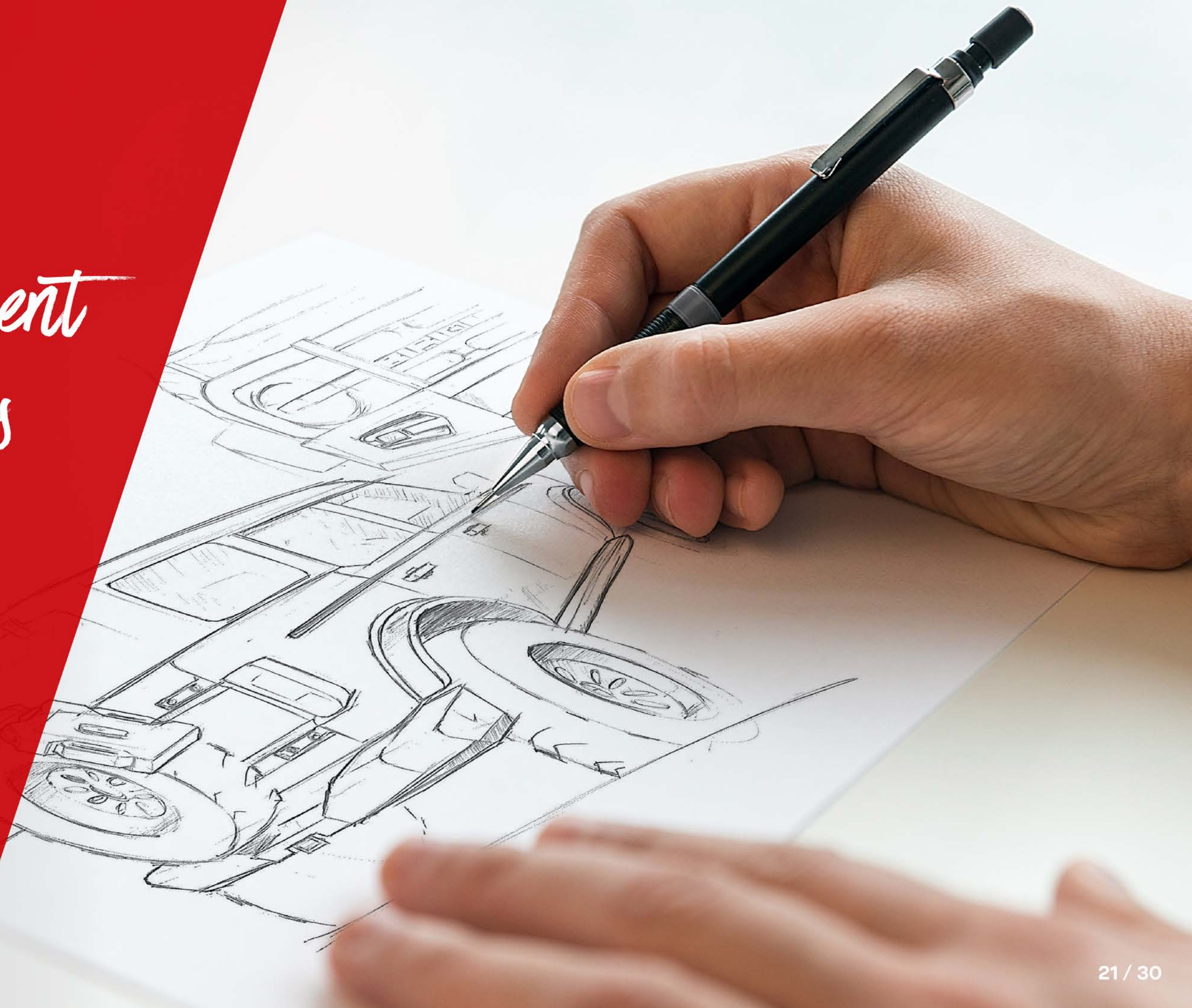
ARB's collaboration with Ford has commenced in New Zealand and South East Asia with early positive results. Programs are being developed for Europe, South Africa and South America.



For personal use only

# ARB

*Original Equipment  
Manufacturers*





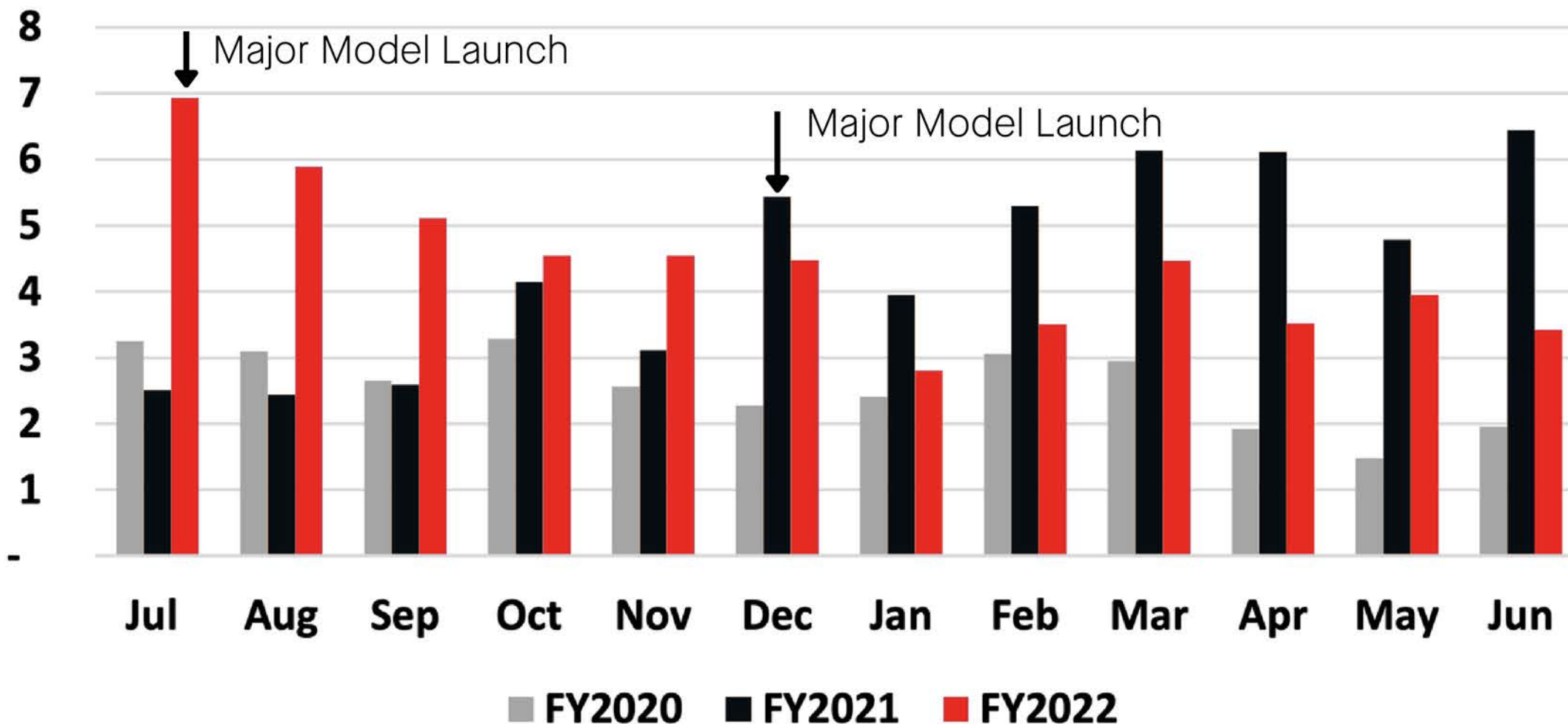
# ORIGINAL EQUIPMENT MANUFACTURERS



**TOYOTA**



**Sales to OEM (A\$ millions)**



- Overall OEM sales **growth of 0.2%** in FY2022 was achieved after a record 73.9% sales increase in the prior year.
- OEM sales represented **7.5%** of total sales.
- OEMs stocked up for new models during:
  - 2H FY2021
  - 1H FY2022
- OEM business forecast to be down in FY2023 due to higher inventories at OEMs in H1 and timing of new contracts scheduled for FY2024.
- Sales to Ford through the Licensed Accessory program are considered aftermarket as they are proprietary products .

For personal use only



For personal use only

**AT ARB, NO MATTER YOUR JOURNEY**

**WE GET IT**



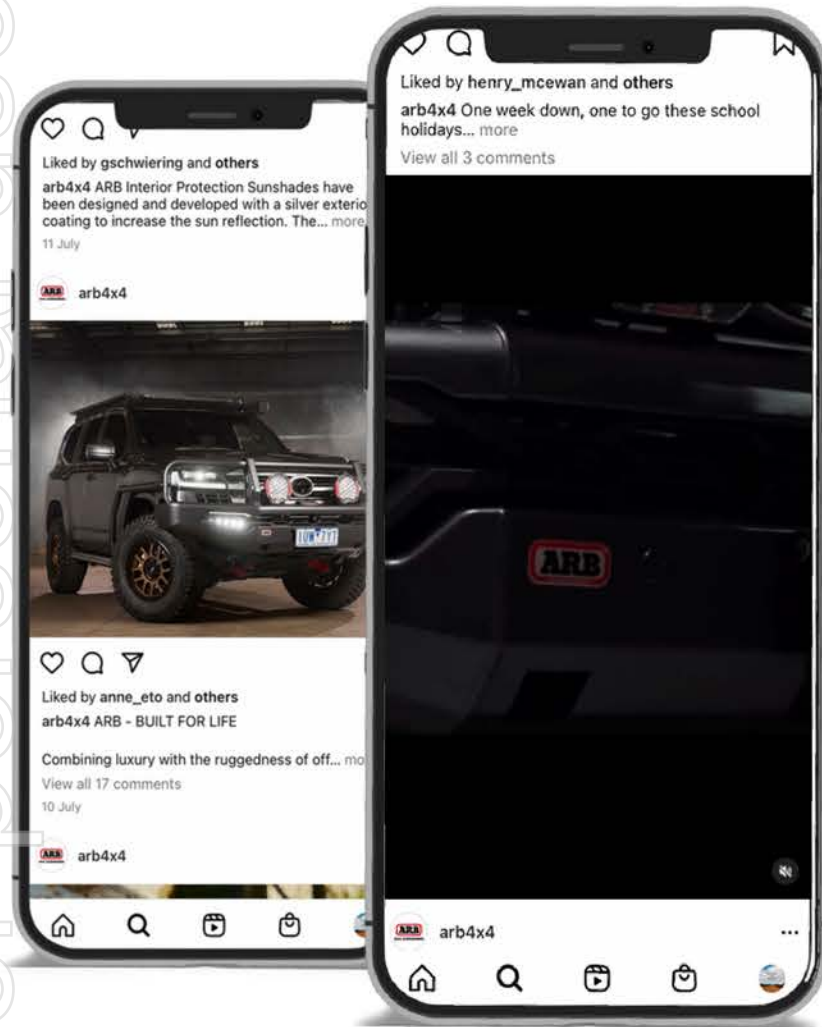


# MARKETING

## GLOBAL SOCIAL MEDIA ENGAGEMENT

A focus on creating the right content for our audience has seen significant increase in engagement across our dedicated social media platforms – Facebook and Instagram.

With content moving towards video, we have focused on education and entertainment, while showcasing our large range of products to enable an adventurous lifestyle around the world.



The ARB Community is growing daily with

**1.9M**

Facebook fans globally and

**600K**

global Instagram followers

Audience engagement increased in the last 6 months nationally by

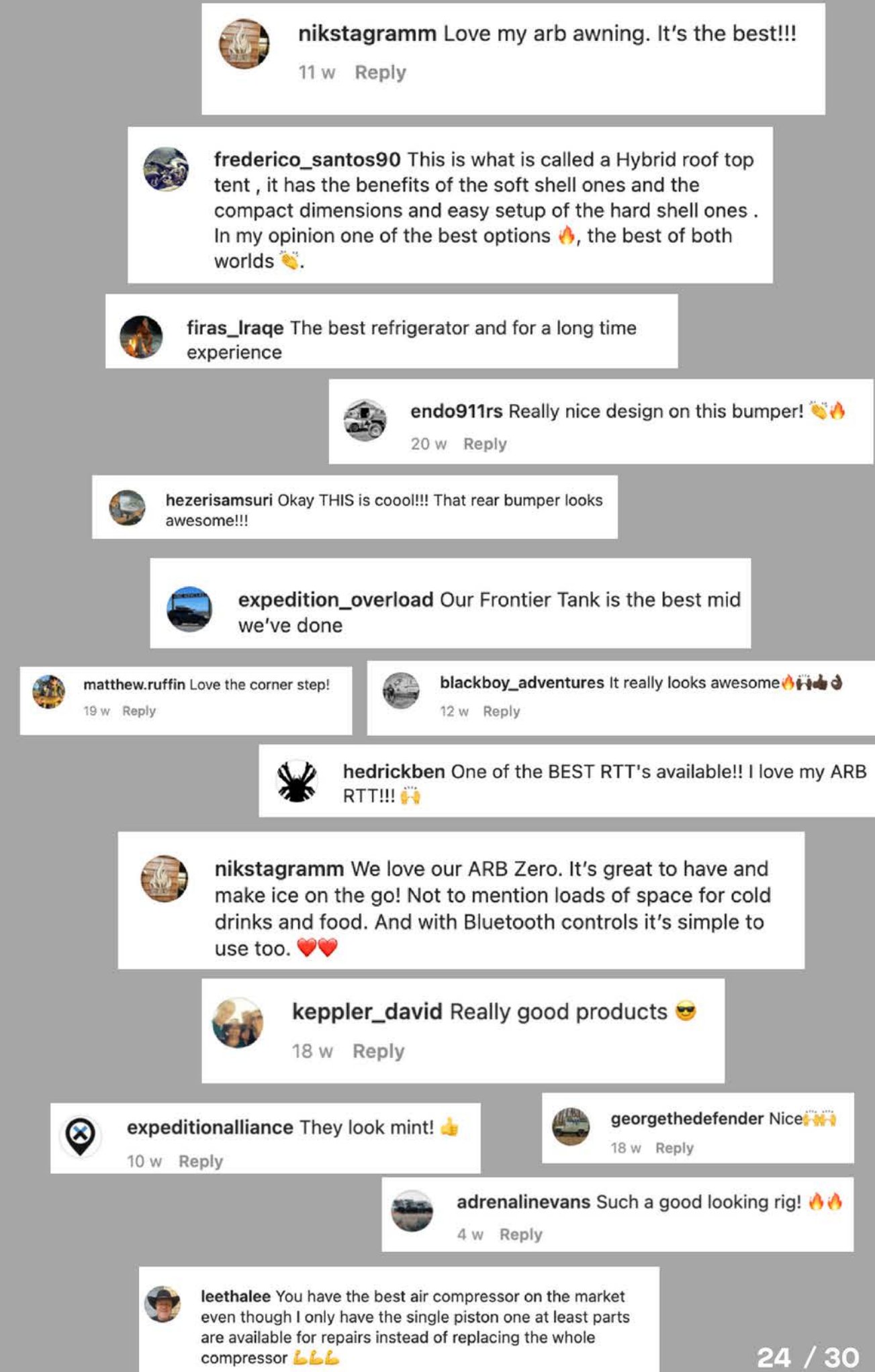
**14.7% 23%**



**FOCUS ON LIFESTYLE & ENTERTAINMENT**



**FOCUS ON PRODUCT & EDUCATION**





# MARKETING

## INTERNATIONAL ENGAGEMENT

ARB's marketing reach is worldwide with some great consumer facing shows managed and supported by our local ARB teams returning post COVID, e.g. ADIHEX, 4x4 camping shows and more. ARB's international offices are strong in communicating the ARB brand message far and wide and showcasing the Company's large product range.

All markets are supported with campaign assets to represent the ARB brand and support point of sale.



**ARB Malaysia – OME**  
OME display stand for ARB's Malaysian distributor for Ford Ranger Raptor launch event



**ARB Emirates – ARB**  
The ARB Emirates team won first place at ADIHEX and received an award for the best stand design



**ARB Africa – LC300**  
Vehicle builds around the world are tailored to different market needs





# PRODUCT DEVELOPMENT

Product **development** and **innovation** remain key to ARB's competitive advantage.

## Next Generation Summit Bull Bar

ARB launched its facelift of the flagship Summit Bull Bar in January 2022. Product styling and design features have been well received and sales have been strong.

## SEMA launch

The first in a series of new ARB products will be launched in Las Vegas at the SEMA show next week.

## Designed for success

ARB's recent design innovations, product releases and platform developments have been well received in global markets.

- BASE roof rack
- Kitchen Slide
- Solis Driving Lights
- Esperance Roof Top Tent
- SmartBar Polymer Under Vehicle Protection

Platform developments including:

- Toyota LC300
- Ford Ranger
- Ford Everest
- Ford Bronco
- Mazda BT-50



For personal use only



# OPERATIONS

## ORA 4 (THAILAND)

On schedule and close to completion, Thailand's 4th factory (5th site) will be ready for operation from December 2022. This state-of-the-art facility provides an additional 33,250 sqm, effectively doubling the manufacturing footprint in Thailand.

**ORA 4 LAND AREA** 60,000 SQM.

**MANUFACTURING** 33,250 SQM.



For personal use only



## ENGINEERING CENTRE

ARB's newly completed Engineering / R&D Centre will house up to 100 engineers on the Corporate Head Office site located in Melbourne, Australia. The Centre provides state of the art facilities to advance ARB's ongoing product development.

**BUILDING** 1,000 sqm



# Q1 FY2023 UPDATE

The first quarter of FY2023 highlights a challenging environment.

- Sales revenue for Q1 FY2023 is 10% lower than Q1 FY2022 (22% higher than the corresponding quarter in FY2021)

Australian Aftermarket sales are 4% higher than Q1 FY2022

- Total sales of new ARB target vehicles are up 14% in Q1 FY2023
- ARB sales orders are up 22% in the first quarter

Export sales are 19% lower than Q1 FY2022

- Sales with the major US customer have declined significantly due to its current business restructure

Original Equipment sales are 43% lower than Q1 FY2022 as previously foreshadowed

- Fitting capacity persists below demand due to ongoing industry recruitment challenges.
- ARB increased its sales prices four times during FY2022 to offset continuing cost inflation which continue to flow through to sales.
- Business costs and third-party sourced inventories have increased in a higher-than-normal inflationary environment.
- Unaudited profit for Q1 FY2023 has declined at a greater rate than the decline in sales revenue due to cost pressures on gross margins and the operational cost base.

For personal use only





# OUTLOOK

- Sales have started well in Q2 FY2023 and longer term initiatives should support stronger sales in 2H FY2023 and into FY2024.

ARB's Australian Aftermarket order book remains strong and the Company is continuing with its product development work and store development programme.

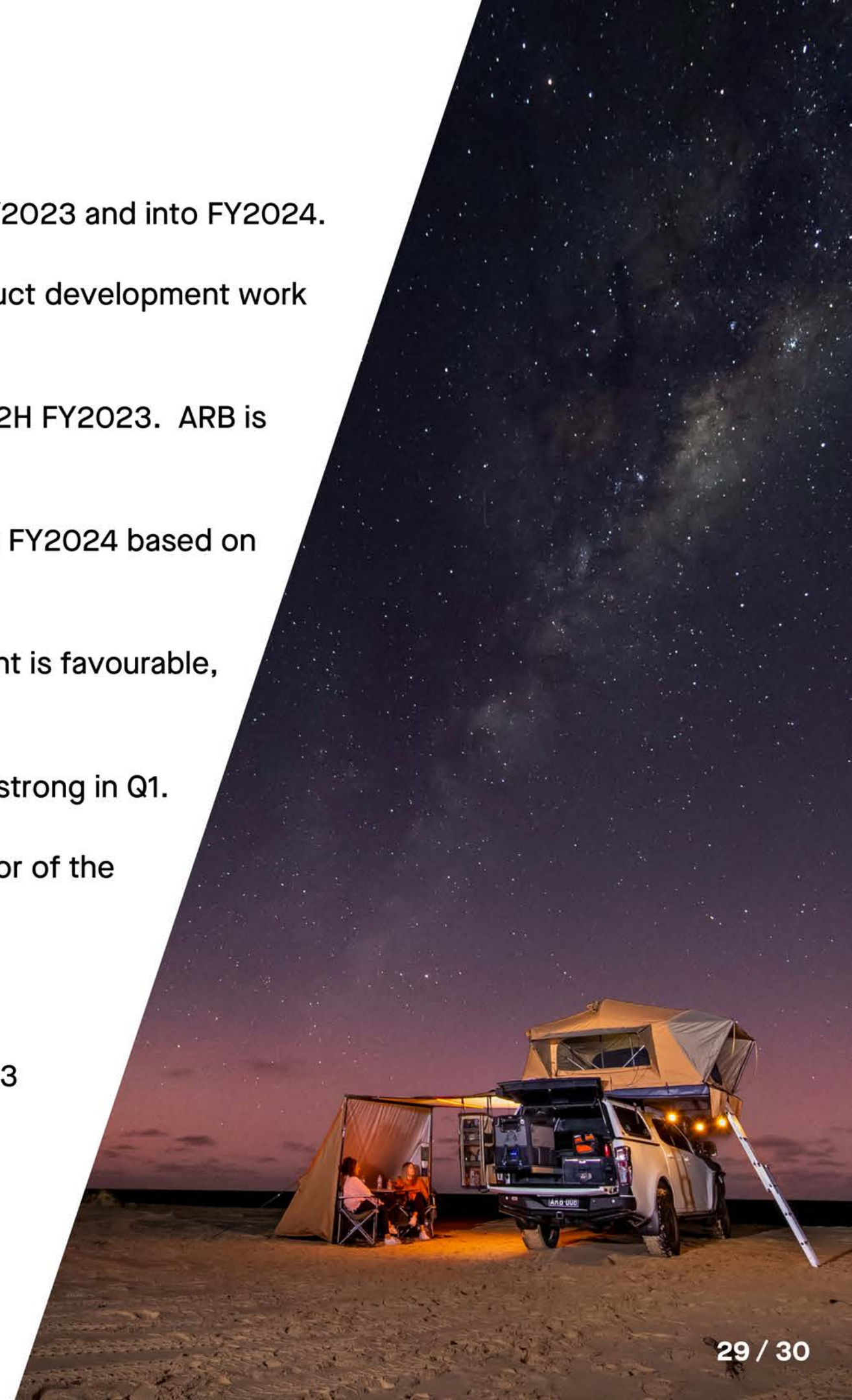
ARB's Export order book is holding at recent levels and stronger sales are expected in the USA from 2H FY2023. ARB is beginning to see improved supply of new vehicles worldwide.

Sales to OEMs will decline in FY2023 as previously disclosed and are expected to return to growth in FY2024 based on contracts already in place.

- Input costs to the business have stabilised. The medium term outlook for some raw materials and freight is favourable, with cost inputs well off their COVID peaks.
- New vehicle lead times are improving globally. Notably Ford Ranger and Toyota HiLux sales have been strong in Q1.
- The Board does not believe that the Company's first quarter performance should be used as an indicator of the likely full year result which remain too uncertain to predict.

## **The Board believes that the Company is well positioned to achieve long term success through:**

- Strategic partnerships with key OE customers in Australia and internationally
- New product development with a number of new and innovative products to be released during FY2023
- Expansion of the Australian Aftermarket with new and upgraded retail stores and stockists
- Increased distribution and manufacturing capacity to accommodate future growth
- A well balanced management team with a blend of long-term ARB and experienced external executives



For personal use only



For personal use only



**THANK YOU**  
*have a great day*

**ARB** 4X4 ACCESSORIES