ASX Announcement
25 November 2026

Peter Warren Automotive Holdings Limited

2026 AGM Addresses to Shareholders By Chairman and CEO

Peter Warren Automotive Holdings Limited's (ASX: PWR) 2026 Annual General Meeting (**AGM**) will be held today at 10.30am AEDT at the offices of MUFG Pension & Market Services, Liberty Place, Level 41, 161 Castlereagh Street, Sydney NSW, 2000.

The addresses to shareholders from the Chair and CEO which will be delivered at the AGM are attached for release to the market.

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 heritage spanning more than 65 years. The Company represents more than 30 automotive brands through a network of over 100 franchise operations across the volume, prestige and luxury segments. The Group operates across New South Wales, Queensland and Victoria under a portfolio of established automotive retail banners including Peter Warren Automotive, Peter Warren Automotive Regional, Macarthur Automotive, Wakeling Automotive, Mercedes-Benz North Shore, Frizelle Sunshine Automotive, Penfold Motor Group and Euro Collision Centre.

Further information can be found on the Company's website www.pwah.com.au or by contacting:

Investor and Media Enquiries
Katrina Dang
investors@pwah.com.au
+61 2 9828 8704

Executive Chair's Address – Paul Warren

I have worked in this industry for more than 50 years and I believe the current environment is the most challenging the industry has faced in that time. We are seeing intense competition with new market entrants, significant changes in the product line-up and customers under pressure from inflation, interest rates and fuel prices. All of this has seen margins reduce across the industry.

As outlined in our trading update released on Monday, these conditions are expected to result in the Group reporting a loss before tax in the first half of FY27. We recognise that this is disappointing for our shareholders and so our number one focus is on responding decisively and emerging from this period as a stronger business. Our CEO, Andrew Doyle will discuss the trading environment in his address and provide an update on the actions already taken by him and his team.

Against this backdrop, we remain focused on the Group's growth. On 1 October 2026 we successfully completed the acquisition of Wakeling Automotive. The transaction brings together two businesses with deep roots in South-West Sydney and will yield strategic and operational benefits. We are delighted to welcome the Wakeling Automotive team to the Group as we now bring the two organisations together. The Company will also continue working to satisfy the ACCC's requirements which involve the divestment of eight dealerships.

Our Company originally began as a family-owned business and our operations have been built upon those foundations. On behalf of the Board, I thank Andrew, the leadership team and our 2000 team members, for their dedication and commitment. I'd also like to recognise our customers, brand partners, financiers and suppliers for their ongoing support.

I thank my fellow Directors for their oversight, good governance and support to me as I moved into the Chairman's role. These are challenging times and I look forward to the ongoing benefit of their wisdom and experience.

Finally, to our shareholders, thank you for your investment in Peter Warren and our vision. The Board declared a fully franked final dividend of 0.6 cents per share, bringing total dividends for FY26 to 3.6 cents per share. As FY27 progresses and our strategies are implemented we look forward to your continued involvement.

Our trading review and our outlook are two of the most important elements of today's meeting. I will now hand over to our CEO, Andrew Doyle, who will take us through these items.

Chief Executive's Address – Andrew Doyle

I'll take you through our FY26 results, what we're doing to improve profitability and what we see ahead for FY27.

The automotive market changed quickly in FY26. New brands stepped up competition, and cost-of-living pressures made value more important to customers. They were also looking for better technology, greater fuel efficiency and more choice across hybrid, electric and other new energy vehicles.

We focused on what we could control. We shifted our brand portfolio towards what customers were looking for and stayed disciplined about how much stock we held and where we invested. Those choices were about making our earnings more resilient while building the capability to grow.

FY26 Headline Results

The key point for FY26 is that revenue and overall gross margin improved, but profit before tax was still under pressure.

Revenue rose to $2.489 billion and gross profit rose to $406.0 million. Our overall gross margin improved from 16.1 per cent to 16.3 per cent. Growth in used vehicles, service and parts more than offset the pressure on new vehicle margins.

Underlying profit before tax was $14.5 million, in line with guidance. Three factors weighed on that result: pressure on gross profit per new vehicle, rising operating costs and investment to support new brands.

We improved the age profile of our stock and reduced interest costs by $5.3 million. We achieved that while carrying extra stock to support newly appointed brands and dealerships.

At 30 June 2026, we had net debt of $47.4 million and owned property valued at $243.7 million. We maintained a disciplined approach to managing the balance sheet and retained flexibility.

Strategic Positioning

Our partners, our sites and our brands are central to how we're working to rebuild earnings over the medium term. We've put that strategy in place. Now we're refining it as customer demand changes, and we need to keep moving quickly.

Scale matters in our manufacturer partnerships. It helps us build stronger relationships, secure vehicle allocations and operate each site more efficiently. We've built trusted manufacturer relationships over more than 65 years. This year, we represent 16 of Australia's top 20 selling brands. Those top 20 brands together account for almost 90 per cent of cars sold in Australia.

We're growing with established brands as well as newer ones. Mercedes-Benz Australia chose us to expand to five sites across Sydney, making us one of its largest partners nationally. We're also Geely's number one partner nationally, and more than 80 per cent of our Chinese-brand exposure is in multi-site partnerships.

Chief Executive's Address – Andrew Doyle (Continued)

We're getting more out of the sites we already have. Since July 2025, we've added 11 new dealerships at existing sites without the capital cost of new land and buildings. Where we've reconfigured sites to make room for Chinese brands, those sites are delivering around 40 per cent more volume than in the 12 months before they were repositioned.

These are typically newer brands that customers are seeking out, and we expect that growth to continue over the coming periods.

We've moved quickly to respond to customer demand. Since January 2025, we've added one new Chinese-brand dealership every four weeks on average. The Wakeling Automotive acquisition adds 24 operations across six locations in South and South-West Sydney, the Southern Highlands and Wollongong. At least 10 more Chinese-brand dealerships have already been approved and in the pipeline for Peter Warren.

Partnering with Chinese OEM Brands

And on the topic of Chinese automotive brands and Peter Warren, a quick reminder of a slide we put up in our year-end results. This slide shows the range of Chinese automotive groups we work with, including Geely, Chery, SAIC and GWM. These partnerships help us offer more choice in some of Australia's fastest-growing vehicle segments. We'll continue to expand our presence where we see customer demand.

FY27 Update and Outlook

Turning to FY27, customers are looking harder for value. Household budgets remain under pressure from persistent inflation, at least five interest rate increases and high fuel prices.

New brands are entering the Australian market with aggressive pricing, and established brands are fighting to hold their market share. That competition has created a buyer's market and helped lift overall vehicle sales volumes.

Across the industry, stock levels have risen and the mix hasn't kept pace with demand for competitively priced new energy vehicles from newer brands. As dealers adjust how much stock they hold and which vehicles they carry, gross profit per new vehicle is under pressure. Lower-priced new cars are also a real alternative for used-car buyers, putting pressure on both used-car volumes and gross profit per used vehicle.

As a result, for the first half of FY27, we expect to report an underlying loss before tax of between $9.5 million and $11.5 million.

Management has taken decisive action to address these industry dynamics.

Chief Executive's Address – Andrew Doyle (Continued)

We've acted on what we can control: our costs, the sites we operate, the stock we carry and the brands we back.

We started with costs. As trading conditions tightened, we needed to lower our cost base while keeping the business positioned for growth. We made the difficult decision to remove more than 200 roles, around 10 per cent of our workforce. It was the first decision of this scale in our history. We recognise the impact on our colleagues, and we didn't take the decision lightly. We expect it to deliver more than $20 million in annualised savings.

We're also reviewing major costs beyond staffing, including advertising, consumables, supplier contracts, freight and our arrangements with manufacturers and financiers. We're putting contracts back out to tender and renegotiating terms. We're targeting a reduction of around 5 to 10 per cent in the costs under review.

On property, we've added 11 dealerships at existing sites since July 2025, while exiting underused and underperforming sites as leases expired. On inventory, stock rose after 30 June. We're clearing excess stock and taking fewer vehicles from manufacturers. We expect stock levels at 31 December to be around 10 per cent below where they were at 30 June.

We're being selective about where we grow, expanding with new brands where we see customer demand. New partners choose Peter Warren because of our track record operating dealerships and the locations of our showrooms. Chinese brands now account for around 30 per cent of our dealer portfolio.

Across the business, net order intake is up more than 7 per cent for the calendar year to date. Orders for Chinese brands rose by around 5,000 vehicles, or more than 260 per cent. That increase more than offset the decline across other brands. It shows that the changes we've made to our brand mix are tracking with what customers are ordering.

Outlook for remainder of the FY27

Looking ahead, we expect most of the financial benefit from the cost measures we took in the first half to be heavily weighted towards the second half of FY27.

Stock levels overall will continue to be sharpened – in overall quantity, mix and age - in line with consumer demand, which will assist in reducing interest costs, and stabilising gross per unit.

Further new brands will enter the marketplace into early calendar year 2027, and Peter Warren will enjoy the expected consumer activity built around these exciting new launches, within our existing property portfolio.

And finally, a solid balance sheet and low net debt give us the flexibility to act when the right opportunities arise over the coming period.

Closing

Ladies and gentlemen, we know our profit performance has been disappointing for shareholders. My team and I are determined to improve it. We're acting on costs, matching our stock to what customers want and growing the brands they're choosing. We've made some hard decisions. Now we have to make them count.

To our team, thank you for adapting through a difficult period and for the care you've continued to show our customers. To our customers, brand partners and financiers, thank you for your continued support. And to our shareholders, thank you for standing with us and for taking the time to join us today.