



Investor Day



Investor Day Agenda

Time	Activity
10:00am – 10:30am	Arrival
10:30am – 11:30am	Formal Presentation
11:30am – 12pm	Q&A
12:00pm – 12:30pm	Light lunch and depart for MCAS Alexandria
12:45pm - 1:15pm	MCAS Alexandria Store Tour and Q&A with the MCAS EGM and Management Team
1:15pm	Travel to Harley-Heaven Tempe
1:30pm – 2:00pm	Harley-Heaven Tempe Store Tour and Q&A with the Harley-Davidson EGM and Management Team
2:00pm	Return Transfer to CBD
2:15pm	Arrival in CBD

Presentation Structure

Section	Presenter
1 Group Strategy	Matthew Wiesner, CEO
2 The Modern Customer	Matthew Wiesner, CEO
3 Wholesale & Retail Operations	Michael Poynton, COO
4 Digital & Data Transformation Journey	Denise Tung, EGM DDT
5 Amazing People	Sarah Marshall, EGM P&C
6 Financial Framework	John Wadley, CFO
7 Closing	Matthew Wiesner, CEO
8 Leadership Q&A	Executive Team

Our Board

Board



Rick Dennis
Chair



Michael Poynton
Executive Director



Nikki Thomas
Non-Executive Director



Rob Cassen
Non-Executive Director



Peter Henley
Non-Executive Director

Our Management Team

Executive Management



Matthew Wiesner
Chief Executive
Officer



Michael Poynton
Chief Operating
Officer



John Wadley
Chief Financial
Officer



Kellie Cordner
EGM Customer
Growth & Marketing



Denise Tung
EGM Digital &
Data Transformation



Sarah Marshall
EGM People &
Culture

Operational Management

Retail



Steve Schilling
EGM
Harley-Davidson



Scott Ryan
EGM
Peter Stevens



Chay Alcock
GM
TeamMoto



Steven Croad
EGM Cassons
& MCAS

Wholesale



John Holding
EGM Forbes &
Davies (NZ)



Josh Carter
GM Mojo
Commercial



Matthew Reilly
GM Mojo



1. Group Strategy

Matthew Wiesner



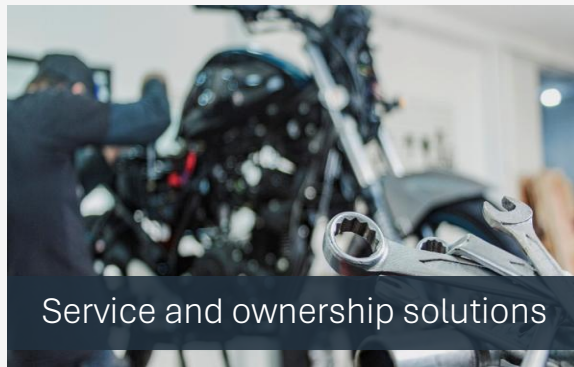
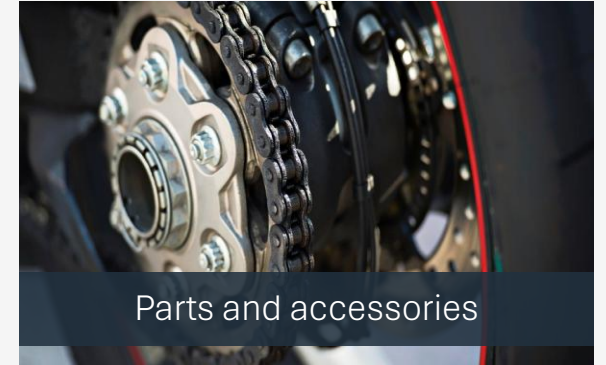
A woman with long brown hair, wearing a black wetsuit and sunglasses, is riding a black and orange jet ski on a blue ocean. The jet ski is moving from left to right, leaving a white wake. The background shows a clear blue sky with some light clouds and a distant horizon line.

We are scaling Australia's
Leading Powersports Platform

MotorCycle
Holdings

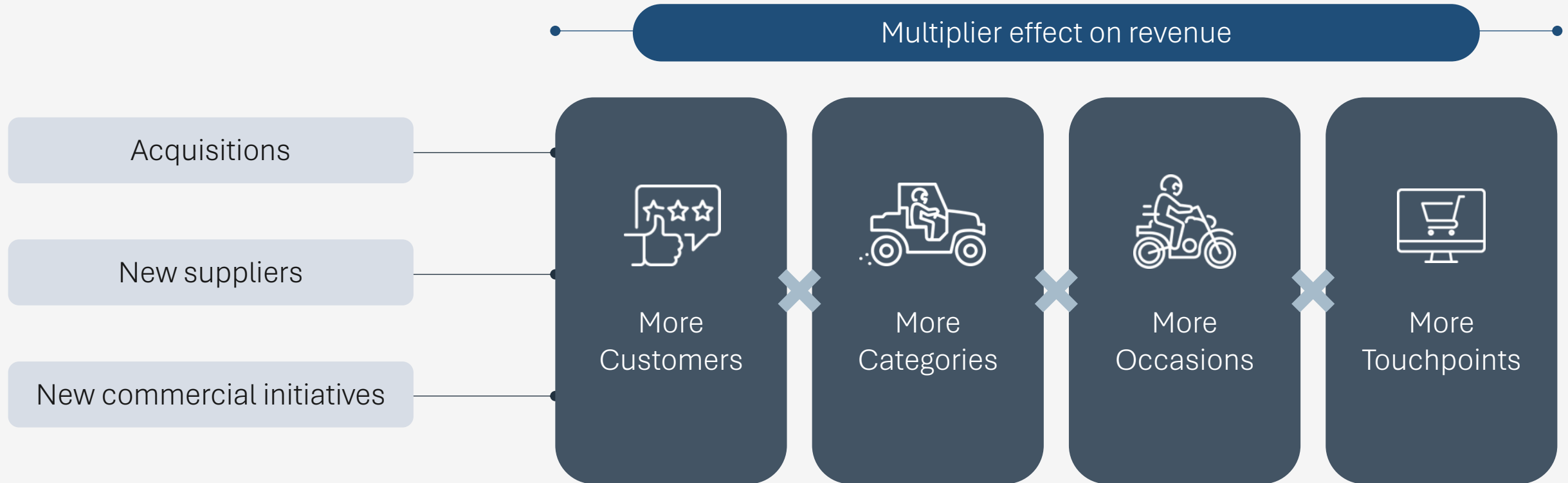
Expansion into Powersports

We are aiming to reach the broader participation economy - every ride, every rider and every moment of their ownership



Powersports Opens Multiple Levers for Growth

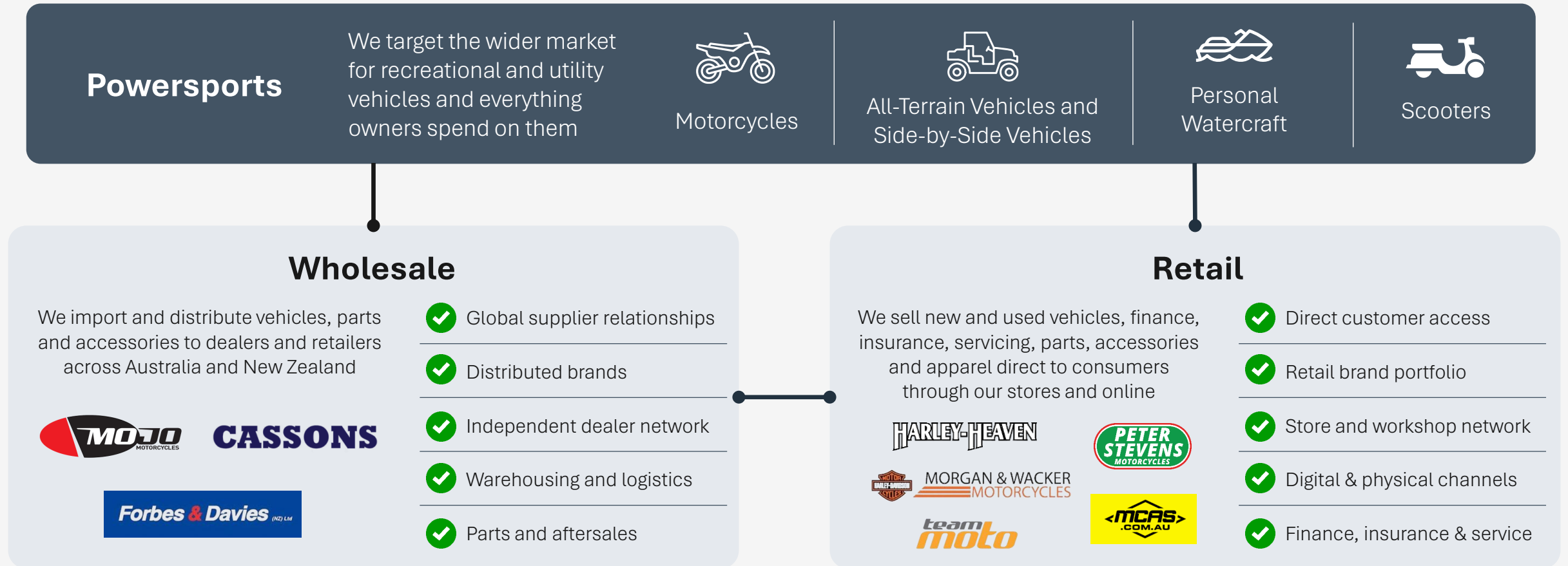
Strategic initiatives that maximise our assets have a multiplier effect on our business



We have market leadership, now it's about capitalising on our foundations

Defining the Engine of our Model

Our ecosystem is made up of three interconnected segments



A House of Brands..... Many Brands!

Motorcycles and Powersports



Parts and Accessories



MTO Transformation Objectives

One Company. One Platform. Four Pillars

Data Foundations

Trusted, accessible data enabled by platforms that power decisions, customer engagement and AI use cases across brands.

Omni-channel Experience

A connected customer journey across showroom, service, digital and partner channels – one MTO wherever the customer chooses to engage.

Amazing People

Support our people with strong leadership, capability uplift through training and building a performance culture to drive growth across motorcycling and adjacent categories.

Property Reform

Disciplined property strategy that maximises return per square metre across distribution and dealership network, formats and locations.

Real-time insights for timely decision making

MTO is easy to do business with

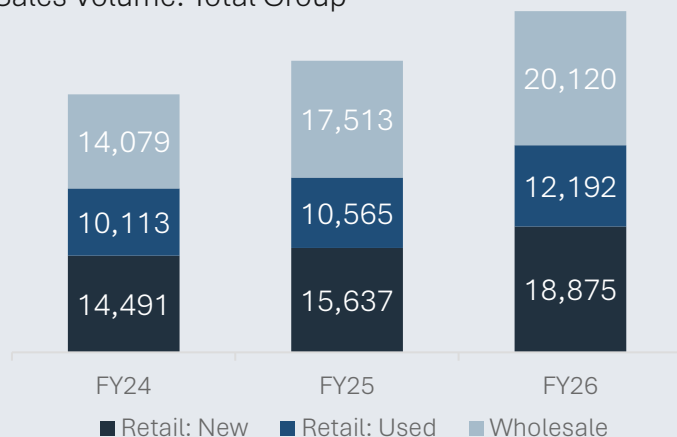
High-performing teams. MTO easy to work for and with

Operationally efficient sites that improve Customer experience

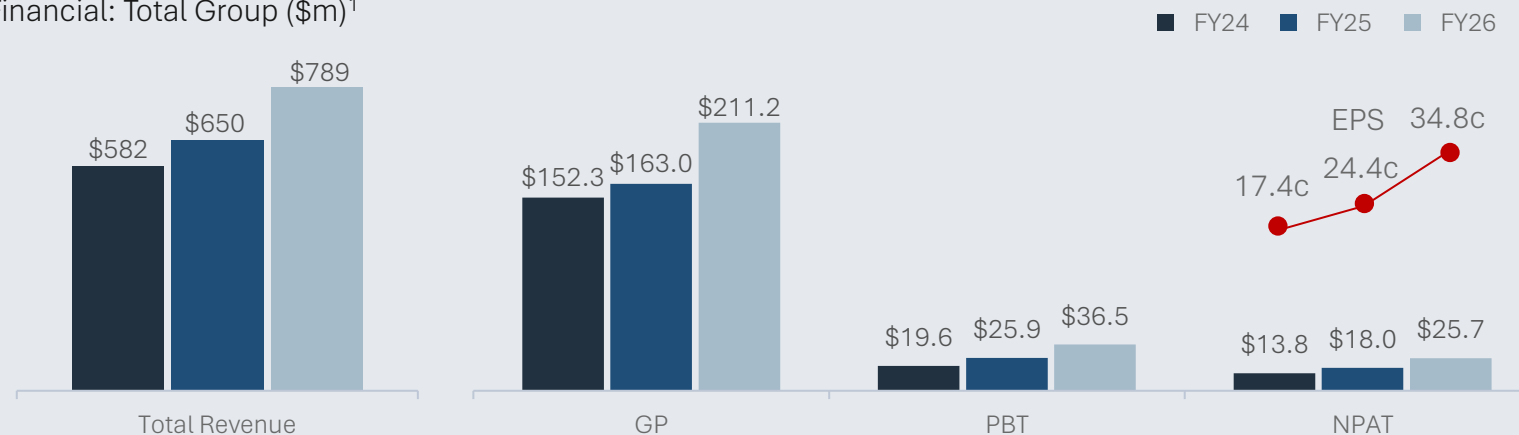
A customer-first approach

Building on our Strong Foundation

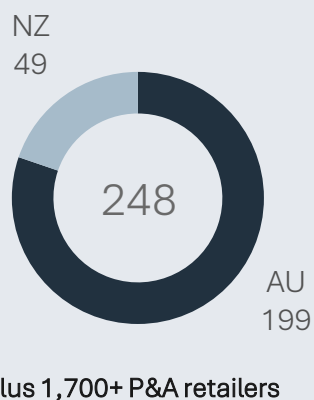
Sales Volume: Total Group



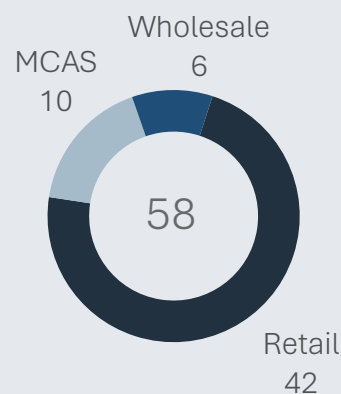
Financial: Total Group (\$m)¹



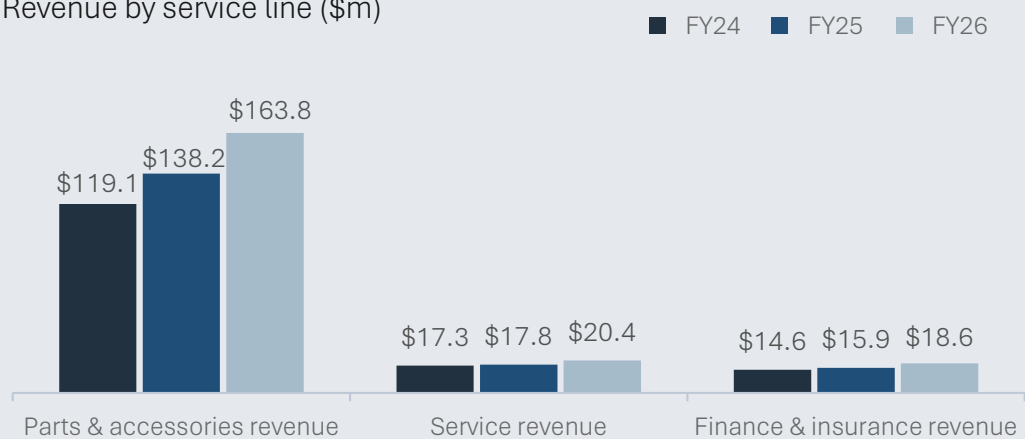
Independent Dealerships



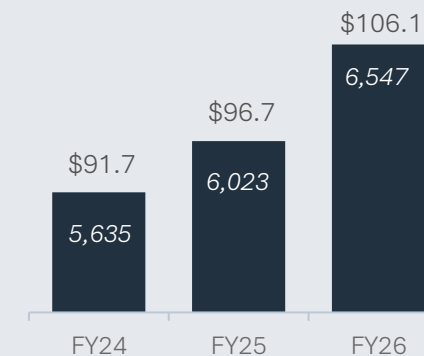
Property



Revenue by service line (\$m)



Net Amount Financed (\$m)
(Finance contracts)



2. The Modern Customer

Matthew Wiesner

Today's Rider Defies the Stereotype

Our Customers are younger, well paid, family-focused and defy the stereotype.
Outdoors, social, lovers of brands & tech savvy

65%

Of buyers are under 50 &
53% of intenders are under 35



44%

have kids at home, 38% more likely
than average



56%

of buyers are professionals
or office staff

\$153k

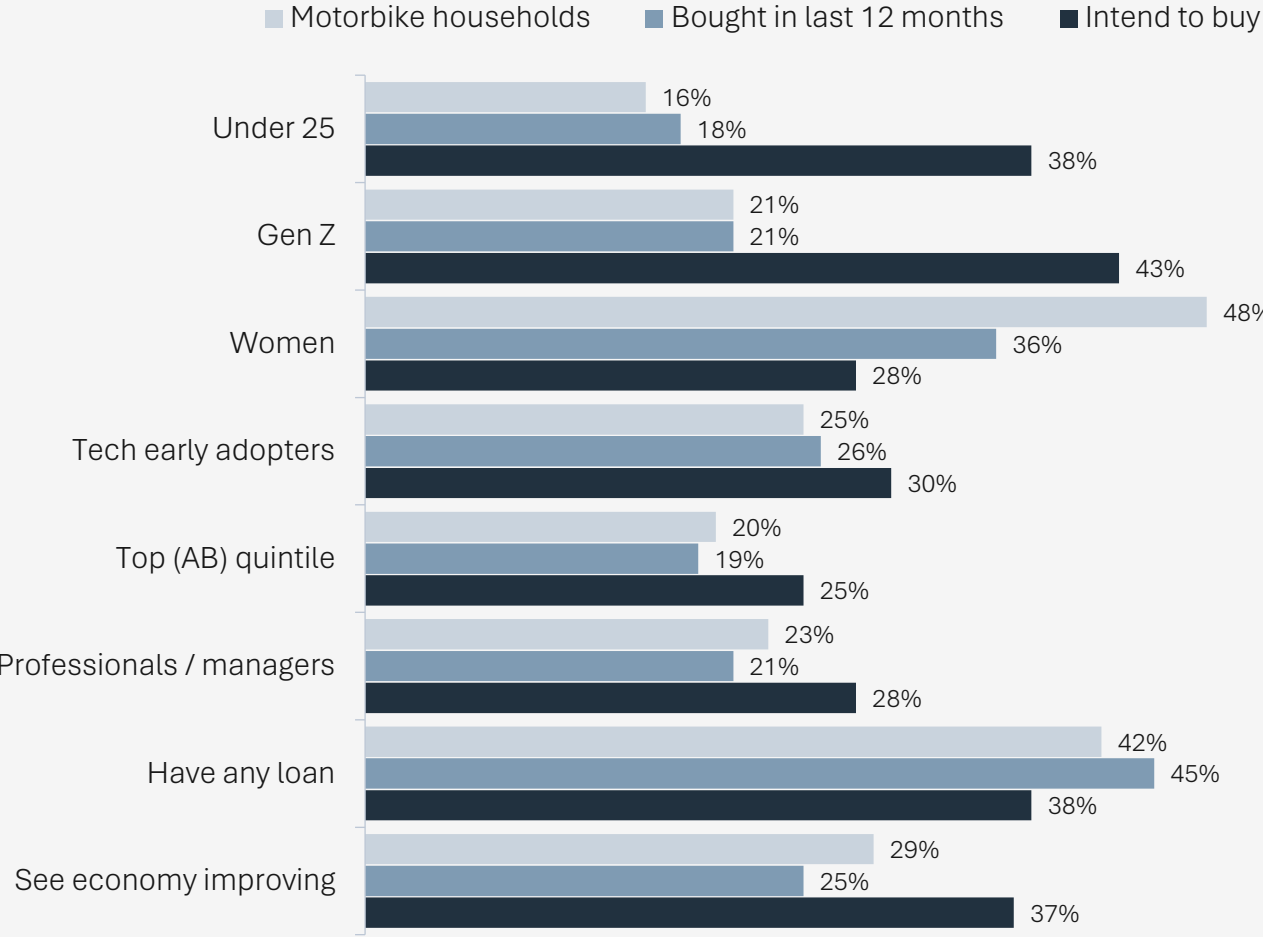
average household income of buyers
(intenders: \$166k) 1 in 4 in top quintile

36%

of bikes in last 12 months were
bought by women

Source: Roy Morgan Single Source, Apr 2024 – Mar 2026. Motorbike households n=7,126; buyers (last 12 months) n=811; intenders (next 12 months) n=573. ± and × vs average.

The Next Wave of Customers Looks Different



Younger and more male

Under-25s rise to 38%;
women fall from 48% to 28%

More aspirational & optimistic

‘Look At Me’ values 2×; buy for the label +49%

Ambitious & informed

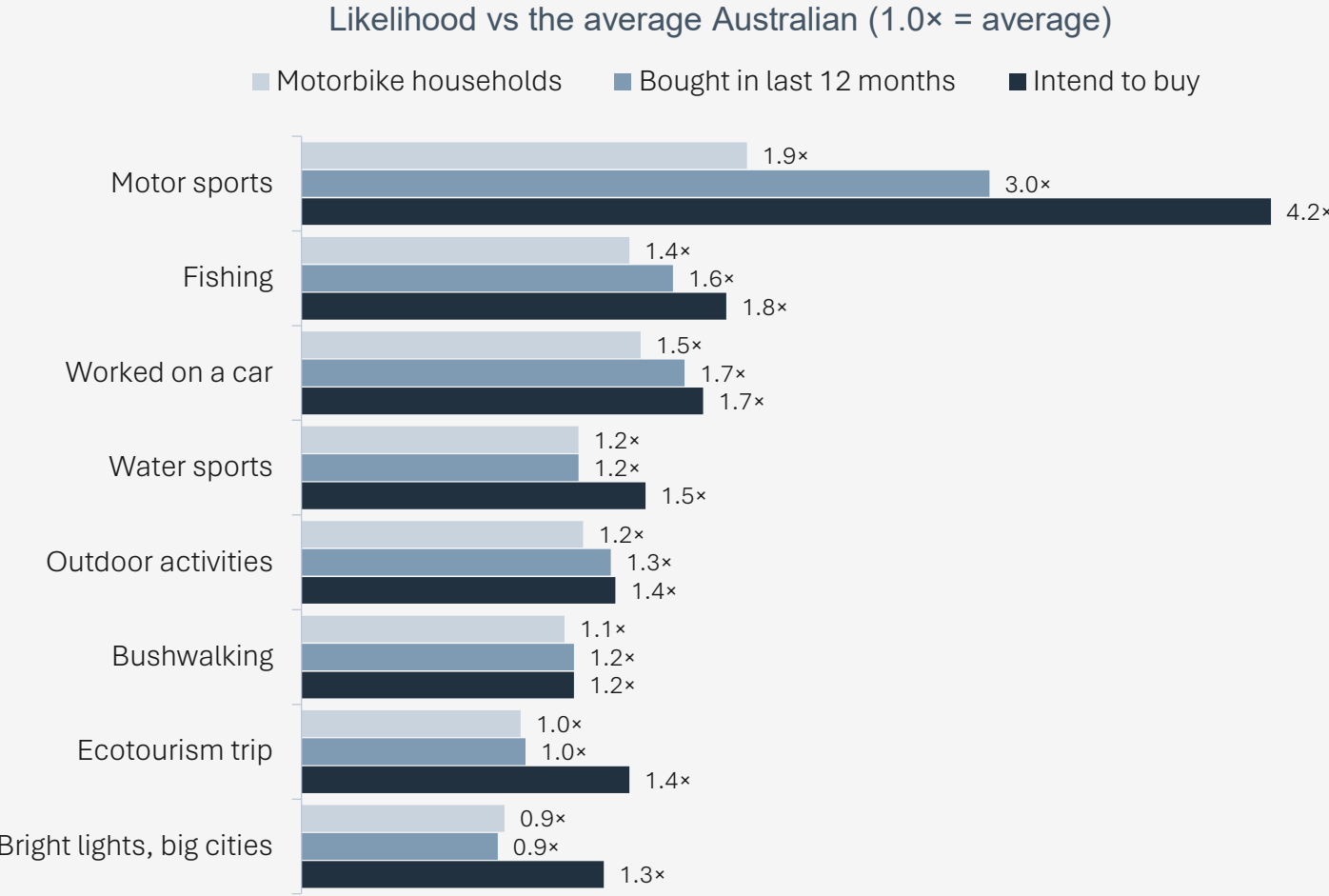
+64% read biz

Online and early tech adopters

52% intenders 24 hrs + a week online

Source: Roy Morgan Single Source, Apr 2024 – Mar 2026. Households n=7,126; buyers n=811; intenders n=573.

Where Our Customers Spend Their Time



On the water
Fishing 1.4–1.8x; water sports 1.2–1.5x
→ **Jet skis and marine**

Off-road and outback
Outdoors 1.2–1.4x; bushwalking ~1.2x
→ **Adventure bikes, ATVs, side-by-sides**

Track and trail
Motor sports 1.9–4.2x the average
→ **Dirt, MX and sport bikes**

Green and city-curious
Intenders: eco trips +42%, cities +31%
→ **Electric and commuter bikes**

Source: Roy Morgan Single Source, Apr 2024 – Mar 2026. Households n=7,126; buyers n=811; intenders n=573.

Multiple Revenue Touchpoints in the Customer Lifecycle

Our customers hobbies, lifestyle and psychographics underpin multi category purchases and follow on expenditure.

Initial purchase

New motorcycle

Used motorcycle

ATV or side-by-side

Personal watercraft

Value or premium model

Follow-on expenditure

- Servicing and repairs
- Parts and tyres
- Accessories and equipment
- Apparel and safety gear
- Finance and insurance
- Customisation and upgrades



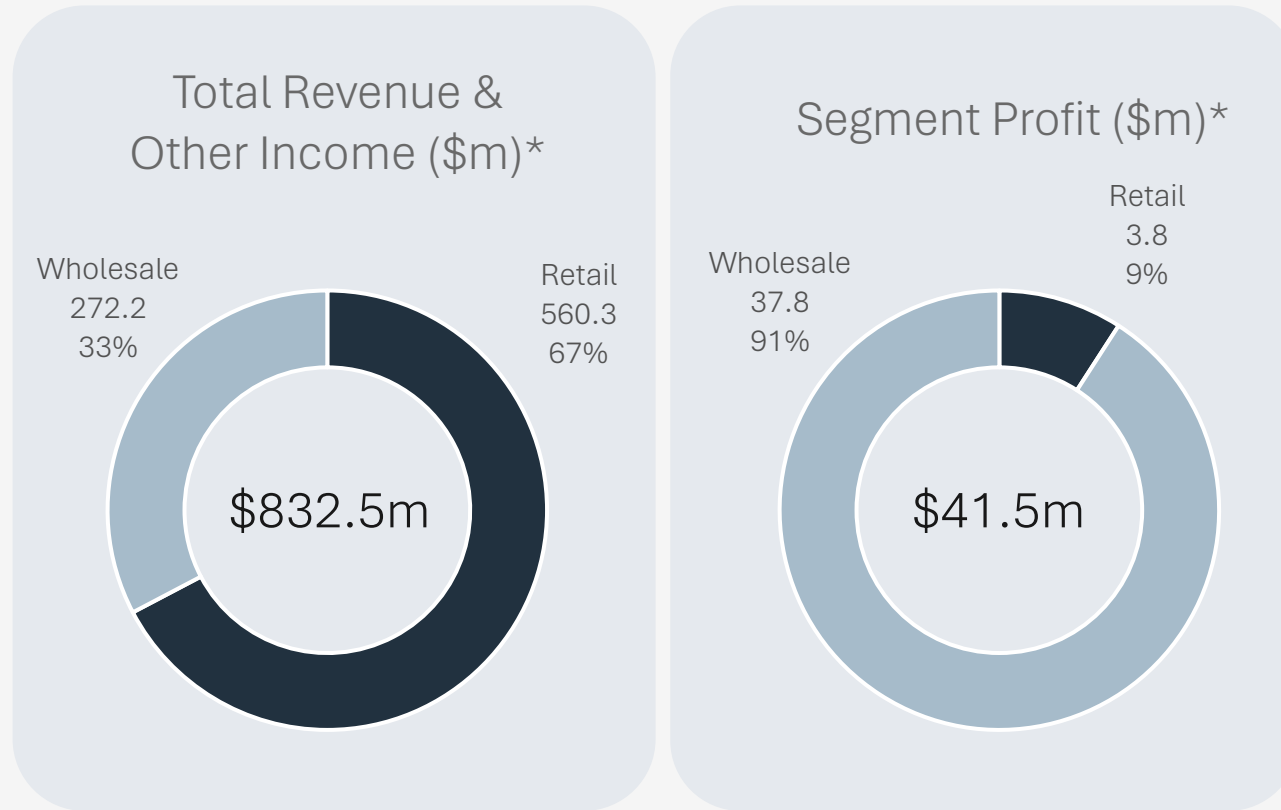
3. Wholesale and Retail Operations

Michael Poynton



Wholesale is a Core Strength

A significant wholesaler: 33% of revenue, 91% of segment profit



*FY26 actual – non-consolidated

- Our business has evolved over the last decade: we are no longer a retail roll-up story
- Three distribution businesses (Vehicles and Parts/Accessories) operating across AU/NZ
- Vehicle distribution is underpinned by exclusive AU/NZ CFMOTO rights, reaching 20 years in 2027
- Approx. 65% of vehicle distribution revenue comes from the ORV (4W) range, which is agriculture-focused rather than consumer discretionary

Improving our retail operations makes our wholesale operations even stronger. This is the opportunity

Our Wholesale Platform is Difficult to Recreate

Over 20 years we have built the brands, relationships and infrastructure that make wholesale an enduring profit centre



Build the Brand

- Brand identification and market entry
- Proven brand-building track record
- Regulatory and technical expertise



Build the Network

- Long-standing supplier credibility
- Large high quality independent dealer base
- Dealer recruitment and support



Deliver and Support

- Warehousing, logistics and inventory
- Physical & digital infrastructure, ANZ
- Industry leading parts, service and aftersales support

★ UNIQUE ADVANTAGE

Direct access to Australia's largest, highest-quality dealer network: our own stores

CFMOTO Case Study

CFMOTO growth demonstrates a repeatable process of taking a brand to market leadership



Early entry into Australia

Overcome Chinese-brand perceptions

Build a credible dealer network

Expand the model and category range

Establish parts and aftersales support

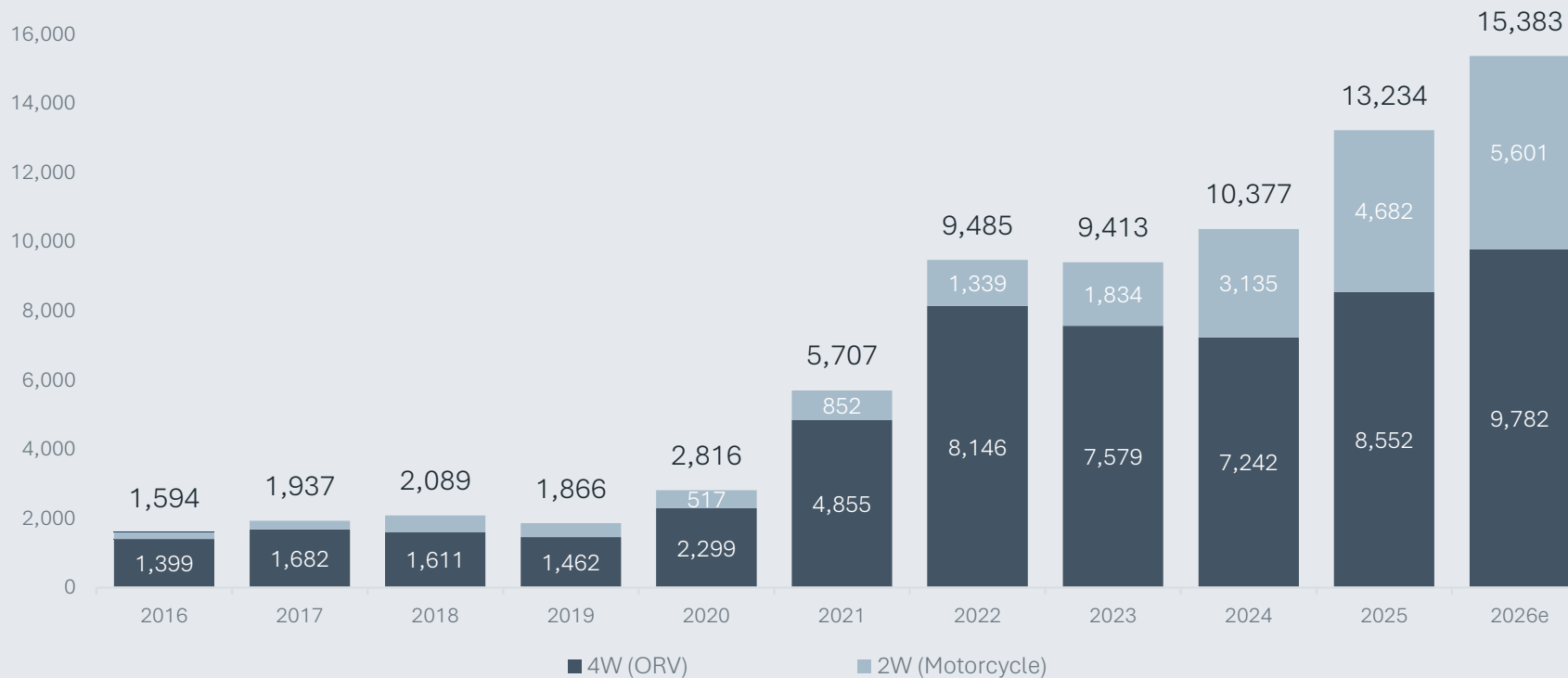
Grow to a leading market position

Extend across broader powersports

Long-term Growth Plan for CFMOTO for Australia

We have spent a decade building up market leadership, and now we are aiming to turn our customers into repeat buyers for the next level of growth

Retail units by segment and brand, actual 2016–2026e (Australia only)



25.4%

CAGR 2016–2026e
(actual, Australia)



13.1%

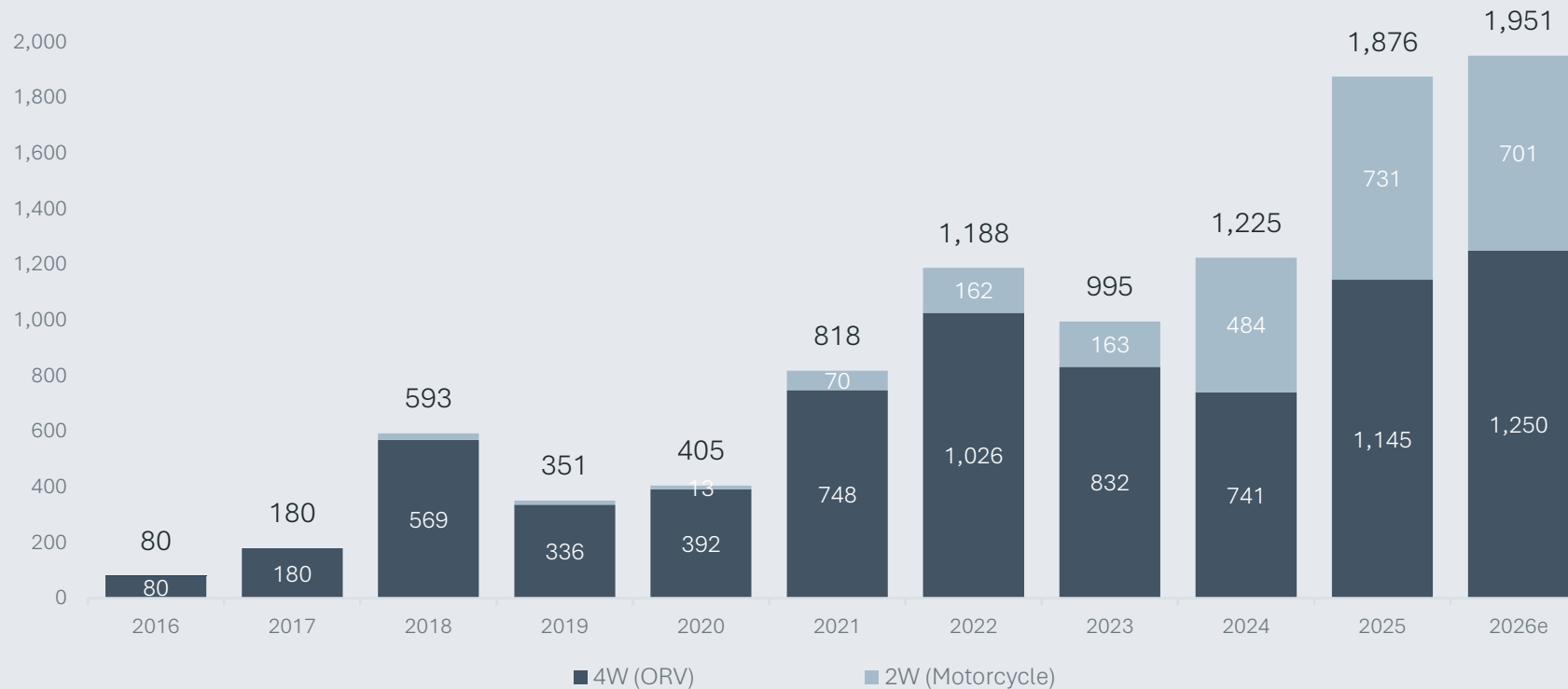
CAGR targeted for
the next 5 years

On this trajectory CFMOTO
passes the largest brand in
the market in 2033 – or 2032
including GOES.

Long-term Growth Plan for CFMOTO for New Zealand

CFMOTO New Zealand has grown from a low base, with CFMOTO Road driving rapid recent growth, up 10x since 2021 to almost 40% of retail units

Retail units by segment and brand, actual 2016–2026e (New Zealand only)



37.6%

CAGR 2016–2026e
(actual, NZ)



20.6%

CAGR targeted for
the next 5 years

Targets take NZ from 1,951
units in 2026e to 4,986 in
2031 (2.6x).

Delivering on our Plan

The targets assume the product pipeline and support below are in place

2026+ **GOES: build a second ORV brand**

Two ATVs at launch, range and dealer expansion from 2027

2026+ **Dealer: dealer profitability focus**

Quality over quantity: lifting dealer standards to drive higher throughput per dealer as CFMOTO brand grows

2027+ **ORV: defend number one**

Ongoing new model releases with strong value proposition to defend and extend our share

2027+ **Road: step-change in range**

Building on recent road success, with new models opening new segments, including premium superbikes in 2027

2027+ **Scooter: expanded offer**

A wider scooter line-up to be introduced to support our number one in segment ambition

2028+ **Off-Road: range introduction**

Entering largest segment (~44% in 2025) from 2028 with off road range to be introduced, building on our road success



Retail Complementing Wholesale
Complementing Retail.....

Retail: Direct Access to the Customer

Retail is where brands meet the customer – close to a million relationships started



Direct Customer Access

- Close to a million relationships
- Customer data and insight
- Ongoing opportunities to transact

Early Market Insight

- Identifies market trends early
- Shapes ranges with wholesale
- Product adapted to demand

Builds Our Brands

- Supports our wholesale brands
- Market power to build brands fast
- Physical reach, brand presence

Diversified Revenue

- New and used vehicle sales
- Parts, accessories and service
- Finance and insurance income

FY27 Retail Structure



Dealerships/Stores	12	18	7	10
Locations	National	NSW/QLD	VIC/SA/WA/ACT	QLD/NSW/ACT/VIC
Brands	1	15	11	30+
New Volume	2,500+	8,000+	7,000+	-
Used Volume	3,000+	5,500+	3,000+	-
Share of total market (circa)	3%	9%	8%	-
Group Revenue	\$200m+	\$200m+	\$150m+	\$50m+

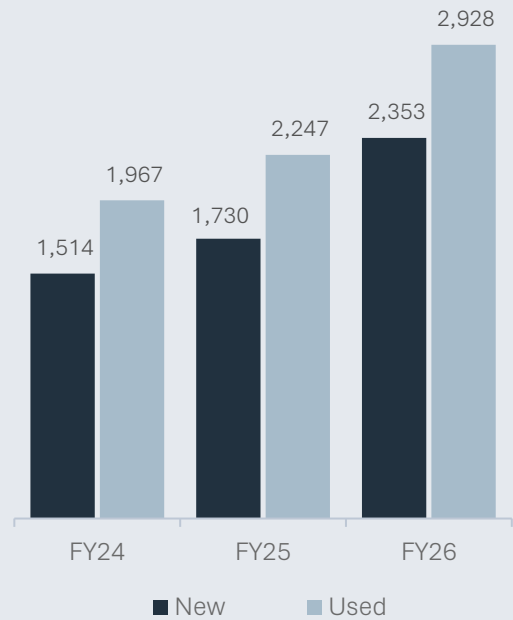
Harley-Davidson Case Study



We have approximately 50% of the premium Harley-Davidson market from 12 dealerships – Morgan & Wacker and Harley-Heaven being the core brands



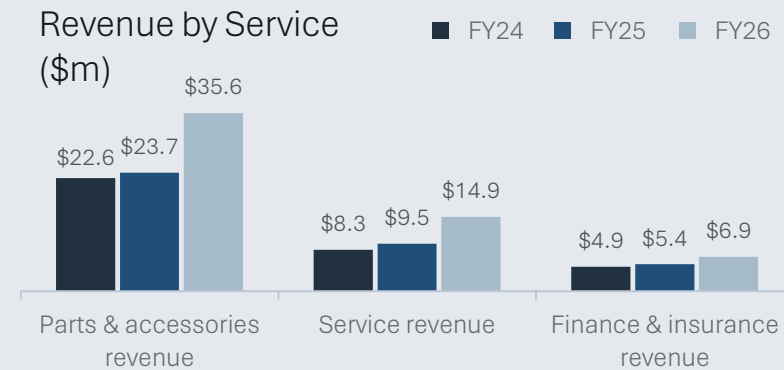
Harley-Davidson retail sales volumes



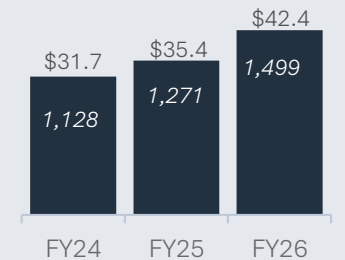
Financial: Harley-Davidson (\$m)



Revenue by Service (\$m)



NAF (\$m)
(Finance contracts)



Retail: Focus on Excellence

Less is more: driving operational excellence to lift our retail PBT margin

★ OUR GOAL

Not only the best, but the easiest for our customers to do business with



Simplify the Portfolio

- More with our strong brand partners
- Less with fringe brands
- Leverage our market position



Control Costs

- Disciplined expense control
- Consolidation lowers our cost base
- Lift retail PBT margin



Optimise Property

- Consolidate the property portfolio
- Get more from existing sites
- Better customer experience

Property Review: Every Site Earning Its Place

All retail and warehouse properties are under review to get more from our footprint and reduce group rental cost

Retail sites: all under review

Optimise

Lift returns from the sites we keep

Get more from existing sites

Add brands to existing sites

Exit

Release cost tied up in weaker sites

Close underperforming sites

Focus on core brands only

Grow

Expand where the economics work

New sites suited to multi-brand retail

Only where returns stack up

Warehouses: under review



6 warehouses operated across the group today

Fewer, better-located warehouses

Shared between our businesses

Lower group rental cost



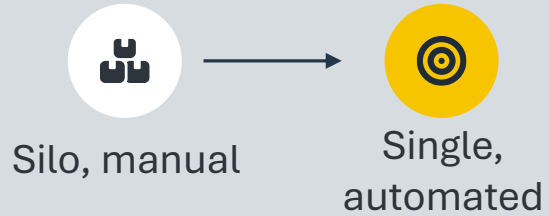
4. Digital & Data Transformation Journey

Denise Tung



The Road to Simplification

The **Data** Shift

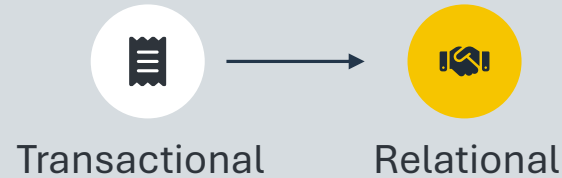


 Improve data quality and ownership

 Single sources of truth

 Near real time reporting and insights

The **Experience** Shift

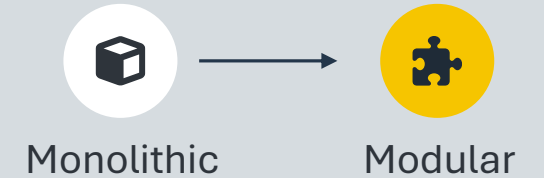


 Omni-channel customer experience

 Single View of Customer

 Relevant, contextual interactions

The **Technology** Shift



 One Company architecture

 Systems are scaled across MTO

 Strong governance and implementation

Data Foundations: Making Scale Visible and Actionable

From scattered data to decision-ready foundations across the customer, finance and operations



- Personalisation
- Customer Insights
- Financial Performance
- Product information
- Real-time Inventory and Stock
- Trusted measures and definitions
- AI and automation foundations



Faster decisions



Improved product range



Stronger retention



Reduced waste

Omni-Channel Experience: Reaching More Customers Everywhere

Increase conversion, customer retention and efficiencies in stock and inventory drives both top line and bottom-line growth



5. Amazing People

Sarah Marshall



Amazing People: A Deliberate Cultural Evolution

Moving from under-investment and high turnover to an employee experience that attracts, grows and retains the best people in our industry

Current State

“Last choice”

Low investment in people, workplaces, systems and tools

Pay and conditions are not market-leading

Poor employee experience makes work harder than it should be

Leadership capability is inconsistent

High turnover drains knowledge, productivity & customer consistency

THE ‘AMAZING PEOPLE’ JOURNEY

01

FOUNDATIONS

Make Work Easier

HRIS, self-service, clear roles and reliable tools

02

PERFORMANCE

Create Clarity

Goals, KPIs, feedback and fair reward

03

CAPABILITY

Build Confidence

Leadership and role-based development

04

CAREERS

Grow Our Own

Talent reviews, succession and visible pathways

Culture changes when many practical actions are sustained together over time.

FY31 Ambition

“Employer of choice”

Great people choose MTO and build careers here

Leaders create clarity and lift performance

Employees can grow, learn, be recognised and rewarded

Simpler systems create agility and more time for customers

Consistent capability delivers a consistent customer experience

Amazing People: Making Great Performance Repeatable

Amazing People brings connected, sustained investment across the complete employee experience so people can perform, develop and stay

01 People systems

- HRIS & manager/employee self-service
- One source of people data and records
- Simpler, faster employee processes

02 Performance culture

- Annual goals and KPIs
- Regular performance conversations
- Recognition and reward linked to contribution

03 Fair, competitive reward

- Remuneration and benchmarking foundations
- Market comparison & pay governance
- Reward for attraction & retention

04 Leadership capability

- Clear leadership expectations
- Development at every level
- Leaders equipped to lead change

EASIER TO DO GREAT WORK

Simpler systems and clearer expectations



STRONGER CAPABILITY

Better leaders and confident employees



BETTER CUSTOMER EXPERIENCES

Consistent interactions across MTO



AGILITY & GROWTH

People ready to adapt as MTO transforms

05 Learning pathways

- L&D leadership & competency frameworks
- Role-based & customer-facing training
- Visible, supported development pathways

06 Talent & succession

- Annual talent review and succession planning
- Critical-role pipelines
- Internal mobility & career opportunities

07 Employee experience

- Better tools, systems and workplaces
- Consistent onboarding and support
- Work made easier across the employee lifecycle

08 Recognition & retention

- Growth, learning and contribution recognised
- Employees see a future with us
- Lower regrettable turnover

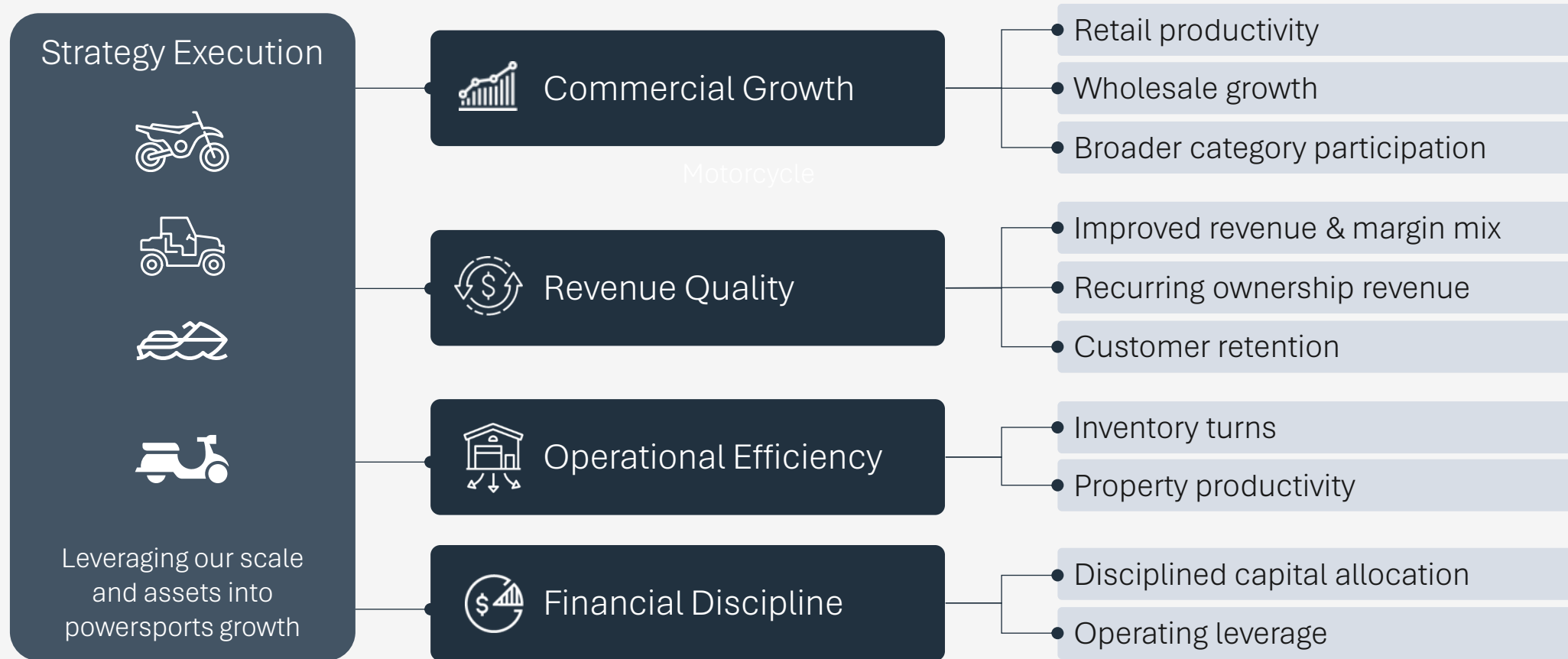
6. Financial Framework

John Wadley



Strategy Execution to Value Creation

Our ecosystem is made up of three interconnected segments



5 Year Ambitions

	Wholesale	Retail
	  	   
Financial Ambition (FY31)	Revenue: *\$400m+ PBT Margin 12.5 -13.5%	Revenue: *\$800m+ PBT Margin 2-3%
Operational Ambition	- Margin maintenance - Inventory turns and ageing	- Margin improvement - Digital conversion & cross-channel activity
Transformation Ambition	- Property productivity - Data Foundations (Product catalogue)	- Amazing people – Staff retention - Omni-Channel Experience

Investment: Incremental opex spend (mainly DDT and HR headcount) commenced in FY26 and annualised impact in FY27. Approximately \$2m of non-underlying spend anticipated in FY27 related to implementation of HRIS system and Data initiatives.

*Pre-consolidation

7. Closing

Matthew Wiesner



Positioned to Execute on our Group Strategy

- MTO combines an established wholesale and distribution platform with Australia's largest motorcycle retail network
- Our strategy is to strengthen both engines, expand further into powersports
- Our four pillars of transformation – Amazing People, Omni-channel Reach, Data Foundations and Property Reform – converts our scale into stronger and more sustainable returns



Scale already established



Wholesale already strong



Retail access already extensive



Customer base broader than perceived



Powersports opportunity expanding



Transformation underway



Financial discipline guiding execution



8. Leadership Q&A

Executive Team

