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6 November 2026

NZX | ASX | MEDIA RELEASE
TOURISM HOLDINGS LIMITED (*thl*)

2026 ANNUAL MEETING ADDRESS

Chair's Address – Cathy Quinn ONZM

I'd like to provide an update on the recent non-binding proposals received by ***thl***.

As you know, ***thl*** has been progressing a comprehensive due diligence process with both bidders, the BGH consortium and Indie Campers.

I can confirm that the due diligence process has now largely concluded, and ***thl*** has received revised non-binding proposals from both parties. The Board is reviewing those proposals and engaging with both parties regarding their terms.

I recognise that shareholders may want an update, particularly on pricing. However, those discussions remain confidential and, while we are negotiating with two parties in a competitive process, the Board does not believe it's in the best interests of shareholders to publicly discuss those terms at this stage. You can be assured that the Board's focus throughout this process is on what is in the best interests of ***thl***'s shareholders.

Both proposals remain non-binding and subject to conditions. There is no certainty that either will result in a transaction, and shareholders do not need to take any action at this time. The Board will continue to keep the market informed in accordance with its continuous disclosure obligations.

Meanwhile, Grant and his team have continued to run the business for the long term, and we have continued to make investments in our products, people and properties. I want to recognise the extra load this process has placed on the ***thl*** team, alongside running the business and delivering multiple major strategic initiatives.

Today is ***thl***'s 40th Annual Meeting. It is a milestone worth pausing on, and a good vantage point from which to look at where we are today, and the year we've just had.

There is no denying that the world today is in a difficult place. Geopolitics has moved from the background of business to the foreground. Conflict in the Middle East has pushed fuel prices significantly higher and impacted international travel. Interest rates and confidence continue to weigh on large household purchases, including motorhomes. Global shocks are happening faster and more frequently than before, often with little warning.

The Board's view is that this volatility is no longer a passing phase and that it is our responsibility to see that ***thl*** is built to perform through it, rather than waiting for more stable conditions.

Against that backdrop, we see FY26 as a strong year for ***thl*** in which we did what we said we would do.

Twelve months ago, we acknowledged that *thl*'s FY25 performance was simply not good enough. We had just released our growth roadmap, built around four strategic initiatives, and we said we expected *thl* to return to profit growth in FY26. Over the past twelve months, we have decisively executed against all four initiatives. We sold the UK and Ireland business for around $57 million. We closed our Brisbane factory and consolidated manufacturing in Hamilton. We exited two loss-making dealerships in Australia. And across North America, we delivered labour, fleet and procurement synergies. Each of these decisions impacted our crew, and I want to acknowledge both the care with which the team managed those changes and the professionalism of our crew throughout.

The performance for FY26 reflects this decisiveness. On a continuing-operations basis, underlying net profit after tax rose 34% to $46.1 million, while statutory profit was $39.9 million, compared with a loss in the prior year.

Rental revenue reached a record $517.5 million. Operating cash flow increased by 67%, and net debt reduced from $492 million to $436 million.

Shareholders have shared in that growth, with a full-year dividend of 10.5 cents per share, up 62% from the FY25 full-year dividend, and at the mid-point of our payout policy.

These are meaningful steps in the right direction, but *thl* still remains some way from our 15% return on funds employed target, and the Board is focused on seeing continued progress towards it.

North America is the largest strategic priority for the Board and for management. Canada is performing very well, and the US has improved year on year, but it is a long way from where it needs to be.

As a result, the Board is actively exploring alternative strategic options for the North America business. We are clear that the returns on the funds employed in the US need to improve, and any continued capital allocation must be supported by a reasonable outlook for improved returns.

I'd now like to touch on our goal of $100 million in underlying net profit after tax.

The Board continues to see $100 million as the right ambition for *thl*, despite the changes that have taken place in the world.

We believe the building blocks are in place. First, growing our rental fleet in markets where international tourism continues to grow, alongside an improvement in utilisation and rental yields. Second, manufacturing and procurement benefits as lower-cost vehicles progressively rotate through our rental fleet. Third, building on cost savings already achieved, with further initiatives underway. And finally, RV sales. We expect part of the RV sales market to recover over time, although we are not expecting a return to previous market conditions.

We communicated this goal more than 12 months ago. Since then, we have had the conflict in the Middle East arise, driving up fuel prices and disrupting travel. The RV sales market was also expected to be further through its recovery by now. These factors affect the timing and shape of the journey, and some of the growth we had expected in FY27 is now likely to come later. And ultimately the opportunity is reliant on an overall macroeconomic improvement.

But achievement of the goal within our original timeline, being by FY29, is still possible and as an organisation *thl* remains focused on achieving it.

Before I hand over to Grant, I'd like to acknowledge several changes around our Board table today.

We are pleased to have welcomed Barbara Chapman earlier this year, who brings significant governance and executive experience to the Board and stands for election today.

Today also marks Sophie Mitchell's final meeting as a *thl* director. Sophie joined the Board in 2022 following the merger with Apollo, having previously chaired Apollo through its global expansion and IPO. Sophie, on behalf of the Board, thank you for your contribution to *thl*'s governance over the past four years and, in particular, for your leadership of the Remuneration Committee.

Lastly, I want to thank our people around the world. FY26 was a demanding year, with significant volatility across the globe, change in our business, and uncertainty and additional work created by the takeover processes.

Throughout that, our crew have continued to focus on looking after our guests so that *thl* continues to be the leader in the RV rentals industry. So on behalf of the Board, thank you for your continued commitment to *thl*.

CEO's Address – Grant Webster

I want to pick up where Cathy left off, with the world we're operating in. I don't think anyone in this room needs convincing that it's a challenging one, but it may well always be that way, or at least for some time. So we will act accordingly.

When I stood here a year ago, the big unknown was the ongoing impact of tariffs. This year, it is war. When the conflict in the Middle East escalated in March, fuel prices spiked, flight networks were disrupted and travellers around the world hit pause.

Last month I joined a forum of business leaders here in Auckland. The message from almost every speaker was the same: volatility isn't just an interruption to the operating environment, it is the operating environment.

I agree. And I think that changes the question shareholders should ask of any management team. It's no longer "did you predict the shock?", because nobody can. The better question is "do you know your business well enough to respond when it arrives?"

That's the test I'd like you to apply to *thl*.

FY26 was a year of decisive execution. We returned to profit growth, grew the dividend, expanded the rental fleet, delivered record rental revenue, executed cost-out initiatives, reduced net debt and improved balance sheet strength. All of that is done, and it's the reason I believe *thl* is a sharper, more focused business than it was twelve months ago.

Our return on funds employed remains below target, and the reasons are clear; our US business, our Australian retail sales business, and vehicle sales more broadly on a global basis.

Understandably, there is a lot of noise around the state of the RV sales industry, and I will touch on our views on the future of this market shortly, however it is important to take a moment to focus on what ***thl*** actually is; we are an RV business with rentals at its engine. Although we have RV sales dealerships and sell new vehicles, the primary reason we are in RV sales is to rotate and sell our RV rental fleet.

Rentals is the biggest contributor to our earnings, and the engine is performing. Not only did we grow the rental fleet by over 11%, we did that while also getting more revenue out of each rental vehicle, despite the disruption late in the year. That's the business achieving its purpose of putting more vehicles on the road and earning more from each one.

The demand for RV rentals is real. Before the conflict in the Middle East escalated, forward rental revenue in New Zealand, Australia and Canada was each running around 20 per cent or more ahead of the year before. Then customers paused and many of them simply waited to see what would happen before committing.

We've always read that as a confidence and travel-cost issue, not a structural change in how people want to travel, and the evidence since has backed that up. When we reported our result in August, the recent booking intake trends we communicated validated that a portion of that demand was deferred, not lost. The disruption has nevertheless had a real impact on what FY27 could've been, particularly the first quarter.

Even with this impact, in August international visitor arrivals to New Zealand were up 8 per cent on a year earlier and back to 99 per cent of pre-COVID levels, with record August arrivals from Australia.

I believe that there is a real reason why, amidst such an uncertain global outlook, tourism has shown particular resilience. In a less certain world, the freedom to go where you want, at your own pace, in your own space, has real appeal, and the countries we operate in are beautiful places to visit.

That's why we keep coming back to RV rentals as the core of the ***thl*** model. It's also why our build, rent and sell model matters. We design and build vehicles for rental, we earn through their rental life, and we earn again when we sell them. When one part of that cycle is under pressure, the others give us options. Even in one of the toughest RV sales markets in decades, our ex-rental vehicles in Australia and New Zealand sold at margins of around 30 per cent. That says a lot about the quality of our fleet and the care our teams put into it.

The tougher part of the story is RV sales. The industry and ourselves expected a recovery to begin in FY26, and it didn't come. Our revenue from the sale of goods, primarily RV sales, fell 22 per cent.

In the US, wholesale RV shipments have been running well below last year and several industry forecasters have cut their outlooks several times across the year. Interest rates, fuel costs and soft consumer confidence are all weighing on people's willingness to make a big discretionary purchase.

Until recently the industry described this as a cyclical downturn that would come back once interest rates fell. However this is likely only part of the market. Over the last five years, cumulative inflation has pushed up the price of a new RV faster than many households' incomes, and for some customers affordability has become a real constraint. Some of that demand should come back if rates and fuel costs ease, but some of it may not. Industry analysts are now saying much the same thing.

The important question is what that means for *thl* and our view is that we're better placed than most in the RV industry to adjust to it.

thl is fundamentally different from traditional RV manufacturers or dealers. Selling RVs is the last step in the life of each vehicle, not the reason we own it, and this gives us flexibility that others don't have. If the retail market will take fewer vehicles each year, we plan around selling fewer, buying and building fewer and keeping vehicles on the fleet longer, and manage the age and mix of our rental fleet, so that what we offer both renters and buyers is what they want and can afford. We're already doing this. Our fleet rotation this year was the lowest in some time, and we did that while growing the rental fleet and reducing debt. Across Australia and New Zealand, we continue to earn margins of around 30% on ex-rental vehicles, because a well-maintained, lower-priced ex-rental vehicle is exactly what we think a cost-conscious buyer is looking for.

So we are not waiting for a quick rebound in the sales market to what it was. We've reshaped our retail business and manufacturing capacity to the market we have today, while keeping the flexibility to step up when some of that demand comes back.

Moving on to the United States: it's the world's largest RV market, and it's also our largest opportunity for improvement. I said that last year, and it's still true. As Cathy mentioned, improving returns in the United States is the largest strategic priority for management and the Board, and this includes exploring alternative strategic options.

We've taken actions in FY26: cut average funds employed there by around $60 million, taken out cost, brought our US and Canadian teams closer together, and shifted fleet to where the demand is. We have also opened up more domestic and non-tourism channels.

It's not all negative in North America - Canada is performing very well and delivered a record rental summer. However the US sits at the other end of the spectrum. International visitation into the US was severely impacted for the entire year, and while our North America division saw an improvement year on year, it is still a long way from where it needs to be.

While we've been tightening up in some areas, we've kept investing where the returns are proven, particularly in New Zealand and Australia.

I'm pleased to show our new Queenstown site, Paeraki, which opened on 17 August. Queenstown is one of the most in-demand destinations in the country, and our previous site was simply too small. We were turning away rental demand, so the new site gives us the capacity to better serve that market. It also includes an expanded RV Super Centre showroom and service centre, allowing us to sell and service vehicles across the lower South Island as well as rent them. The additional

space has allowed us to build greater efficiency into the operation, including an integrated automated wash system. It has a similar look and feel to Waitomokia and represents the kind of modern, efficient facility we want across the network.

Even though we've now been at Waitomokia for around a year, it would be unfair to talk about *thl*'s investment in its sites without mentioning it.

We feel very fortunate to call Waitomokia home, and we're now seeing the benefits come through in greater operational efficiency, easier vehicle movements and less reliance on overflow parking. Importantly, the scale of the site has given us the capacity to take the operation to the next level.

Our biggest day so far saw us process more than 80 customer pick-ups and similar drop-offs. Across our peak pick-up window, that's a vehicle processed and heading out with a customer roughly every three and a half minutes.

We're making similar investments outside of New Zealand. In Australia, we moved our Perth and Sydney operations to new, larger sites. Both previous locations were significantly constrained, and the new sites have given those operations significantly more capacity. We are considering a number of similar property projects as we continue to strengthen our position in these markets and see that our facilities have the capacity to support future growth.

Alongside investment in sites, we are continuing to invest in our products. Nothing demonstrates our RV expertise more clearly than the vehicles we design and build. I'm pleased to have some of those vehicles on display here today and encourage those attending in person to join the site tours and product walkthroughs after the meeting.

This year we relaunched the premium Winnebago range in Australia and New Zealand, with nine new layouts across three chassis platforms, led by the flagship Winnebago Odyssey.

Designed by our Action team and built in Hamilton, the range combines premium design, quality and functionality, representing outstanding value at the premium end of the market. In my view, it's one of the strongest products we've ever developed.

At the other end of the market, we're responding to a more price-conscious customer with a very different proposition. Action Manufacturing has developed new 2-berth Hi Top and 4-berth Voyager vehicles on the LDV platform for our New Zealand and Australian rental fleets. While these are currently a rental product only, they will soon flow through to our sales dealerships in early 2027.

This is a smartly designed vehicle targeted at more adventurous and value-conscious customers. With a fixed internal bed and a pop-top roof tent with internal access, it easily accommodates a young family of four. We see it as a highly competitive product in a segment attracting increasing competition, including from vehicles manufactured in China. Our advantage is that *thl* brings decades of experience designing and building RVs for rental use, so customers can have the confidence that their vehicles have been designed and built with an understanding of durability from intensive use. So at the value end, we've developed a lower-cost, feature-rich product, and at the premium end, we're investing in differentiated flagship products that give customers a compelling reason to buy.

While RVs are at the core of *thl*, we haven't forgotten where *thl* came from, which is New Zealand tourism. That heritage is still part of *thl* today through our Discover Waitomo and Kiwi Experience businesses. We are proud to be the operators of these important businesses in New Zealand tourism.

thl has been part of the Waitomo tourism landscape, and has owned and operated Kiwi Experience, since the 1990s, and both are household names in New Zealand. On a return on funds employed basis, New Zealand Tourism has been *thl*'s highest-performing division for some time. Both businesses are supported by dedicated teams with a deep knowledge and history of their respective businesses.

From the next financial year, our Waitomo business will take a different structure, as the lease for the main Glowworm Cave expires in June 2027. We are in discussions with the cave's owners about what *thl*'s role in the attraction could look like going forward. These discussions are ongoing. We still operate our other Waitomo attractions, including the Ruakuri and Aranui Cave tours, Black Water Rafting adventures and the Waitomo Homestead, and we intend to continue to operate these regardless of the outcome of current discussions.

As part of our growth roadmap last year, we indicated that the expiry of the main Glowworm Cave lease was expected to result in a 50% reduction in EBIT for that division from FY28 onwards, and we believe that this remains an appropriate assumption at this point in time.

This has been a year of significant change, and change asks a lot of people. Some of the decisions we've made have been difficult and have had a direct impact on some of our long-standing crew, and we have to acknowledge that. But ultimately, these were decisions we needed to make for the long-term strength of *thl*.

The safety and wellbeing of our crew has remained our first priority. We operate in inherently higher-risk environments, and our aim is that every one of our people, guests and community members goes home safe every day. This year we launched our global "10,000 Reasons Why" campaign, encouraging crew to share the personal reasons why getting home safely matters to them.

We had Marlyn in Calgary share that her 'why' is exploring more of Canada with her dog and having new adventures together. Fiona in Brisbane shared that hers is to continue to enjoy her love of theatre.

This campaign has been hugely successful in making health and safety personal and visible across the organisation, by bringing individuality to a subject that can sometimes become focused on policies and processes.

Our multi-year digital transformation is now complete, and the focus has shifted from implementing common systems to extracting value from them through better data and faster decisions. That same focus extends to how customers discover us. As artificial intelligence changes the way travellers research destinations and brands, we are adapting our content and digital channels so *thl* remains the trusted authority in RV travel.

Turning to an update on performance in the first quarter and the rental outlook.

The operating environment remains pretty volatile, and at the moment there is no clear or consistent booking trend across our markets. We can have weeks that are very strong and well ahead of last year, followed by weeks that are flat or behind. The picture also varies considerably by market and by travel month.

The conflict in the Middle East has clearly continued for longer than expected and remains a factor influencing some travel patterns. We are also seeing some softness from Australian consumers, given the current economic environment and consumer confidence in Australia, and that is evident in travel by Australians both within Australia and those travelling to New Zealand.

Within that context though, we are tracking relatively well, with underlying net profit after tax in Q1 broadly flat with last year.

Our forward rental revenue for the Southern Hemisphere is currently up about 10% compared to the same time last year, which, given everything happening in the markets around us, gives us confidence in the underlying demand for RV rentals. Forward rental revenue for the Northern Hemisphere is still early in the booking window and is not meaningful at this stage.

Offsetting this, vehicle sales remain challenging relative to the prior period, particularly in North America, as expected, and in line with broader industry commentary.

Our priorities for the year are clear.

First, grow rentals. We're aiming to efficiently manage fleet, utilisation and yield, and capture deferred demand as confidence returns. Second, we want to lift returns in the US, with clear discipline on capital, while actively exploring alternative strategic options. Third, we want to keep our sales businesses focused, invest in our own products, and be ready when the market turns. Fourth, bank the benefits of what we've already done: manufacturing consolidation, North American integration, our global systems and our cost-out programme. Fifth, keep the balance sheet strong. Return on funds employed remains our measure, and 15 per cent remains our target. Sixth, progress the Waitomo arrangements and confirm *thl*'s position beyond next year. And as always, keep our people safe.

Thank you for your support.

ENDS

Authorised by:

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About ***thl*** (www.thlonline.com)

thl *is a global tourism operator listed on the NZX and ASX (code: THL) and is the largest commercial RV rental operator in the world. In New Zealand/Australia,* ***thl*** *operates rental brands (Maui, Britz, Apollo, Mighty, Hippie, Cheapa Campa), manufacturing (Action Manufacturing), retail brands (Talvor, Kea, Winnebago, Adria, Coromal, Windsor), retail dealerships (RV Super Centre, Apollo RV Sales, George Day, Camperagent), travel technology (Triptech) and tourism attractions (Kiwi Experience and the Discover Waitomo Group, which includes Waitomo Glowworm Caves, Ruakuri Cave, Aranui Cave and The Legendary Black Water Rafting Co.). In North America,* ***thl*** *operates the Road Bear RV, El Monte RV, CanaDream, Britz and Mighty rental brands.*