



Holley[®]
Performance Brands

**CG 44th Annual
Growth Conference**

DISCLAIMER

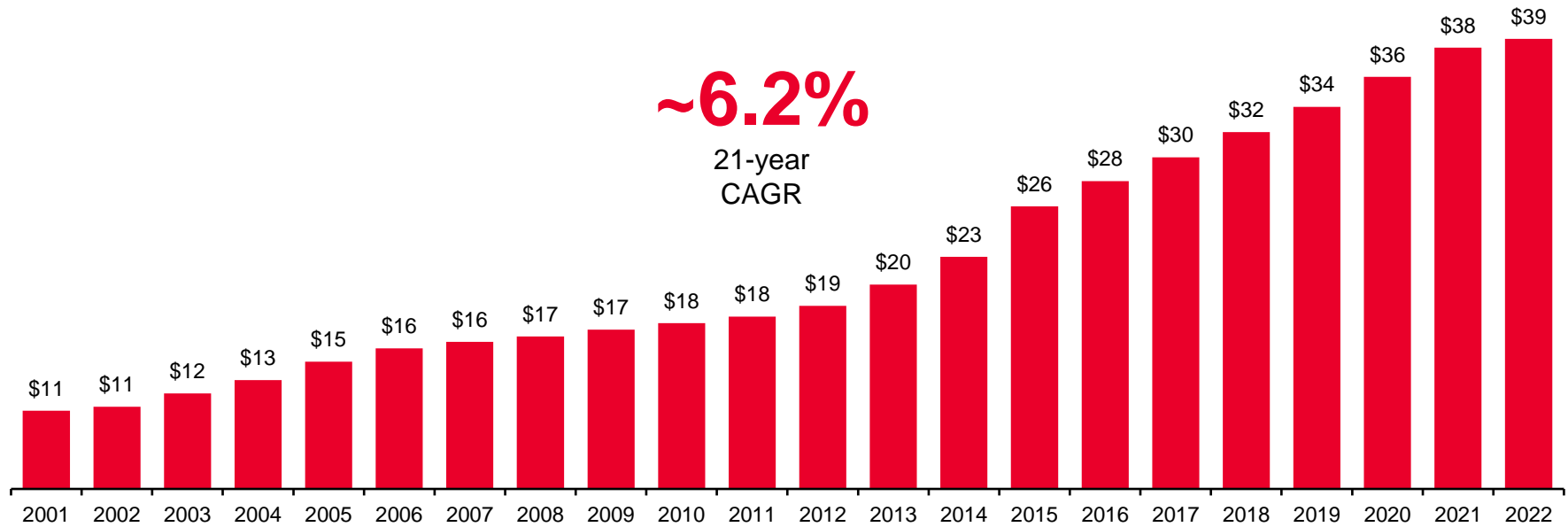
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MARKET WITH PROVEN LONG-TERM GROWTH

The Performance Automotive Aftermarket

(industry revenue in \$ billions)



Representing One of the Largest Enthusiast Markets

(number of U.S. participants)

~3M

Surfing



~9M

Skiing



~24M

Golf



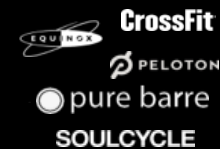
~42M

Outdoor



~60M

Fitness



~69M

Car & Truck



ENTHUSIAST SPENDING IS PART OF A LIFESTYLE

82%

of all enthusiasts consider budgets on parts recurring expenses

Our Consumers Are Passionate About Their Cars, Trucks and Jeeps

64%

of Holley consumers frequently trade-in their cars and trucks to begin new personalized vehicle builds

76%

of Holley consumers are aged 45 or younger vs 46% of the general population

Enthusiasts Feel a Need for Personalization and Performance

30%

of consumers are female

54%

of Holley consumers earn >\$75k annual income vs 43% in the general population

57%

of Holley consumers own a car produced in 2010 or later

Our Consumers Have Highly Compelling Attributes

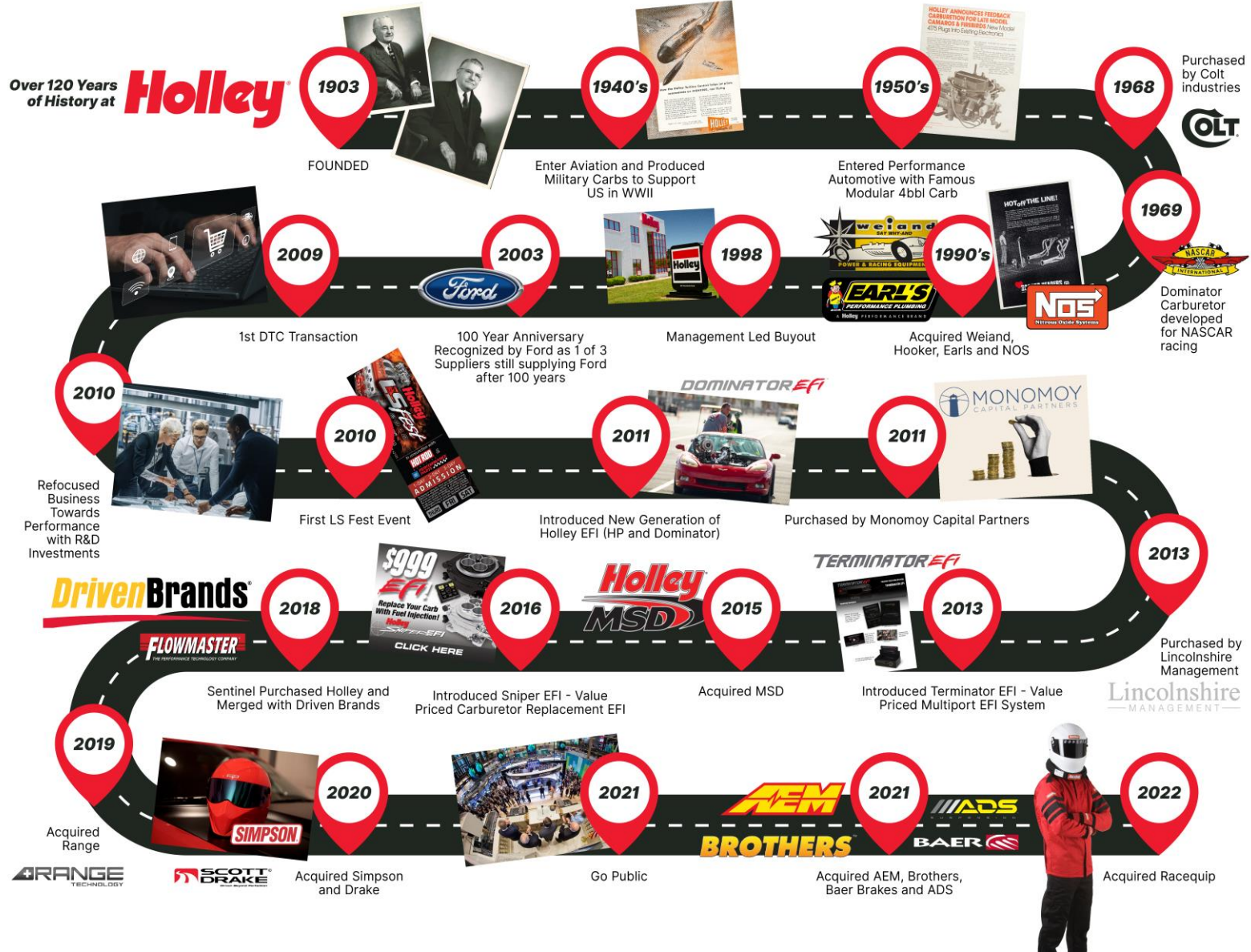
72%

of enthusiasts own more than one car, perpetuating their strong engagement

The Enthusiast Platform

**Built
by Enthusiasts
for Enthusiasts**

HOLLEY STORY IS >120 YEARS DEEP



HOLLEY PRODUCTS COMPETE ACROSS THE VEHICLE...

HOLLEY FAMILY OF BRANDS*

ELECTRONIC CONTROLS

EFI & IGNITION

Accel
AEM
Atomic EFI
Hilborn
Holley EFI
Hyperspark
Mallory
MSD
Sniper

PERFORMANCE TUNING

Amp'd
DiabloSport
Edge
Pulsar
Racepak
Range
Superchips
APR
Dinan

AUTOMOTIVE ACCESSORIES

ACCESSORIES

Cataclean
Fender Gripper
Scott Drake

LIGHTING

RetroBright

INSTRUMENTATION

AEM
Classic Instruments
Holley EFI
Racepak

ENGINE & ACCESSORIES

INDUCTION

Flowmaster

ACCESSORIES

Earl's
Mr. Gasket

CARBURETION

Brawler
Demon
Holley
Quickfuel

COOLING

Frostbite

NITROUS

NOS

PERFORMANCE EXHAUST

Flowmaster
Flowtech
Hooker
Blackheart

BRAKING

Baer Brakes

SUSPENSION

ADS Suspension
Detroit Speed
Lakewood
Proforged

EV CONVERSION

AEM EV

RESTORATION

Brothers
Scott Drake

SAFETY

Hans
RaceQuip
Simpson
Stilo

DRIVETRAIN

B&M
GearFX
Hays
Hurst
Quicktime

WHEELS

Carroll Shelby
Wheels
Halibrand
Legendary
REV
Rocket



*Brands listed are representative of Key Holley Brands in each category

Our brands have been built through a rich history of innovation



Our Brands Are:

Loved

#1

In NPS (44 compared to 37 for competitors)

Leaders

#1 or #2

In all major categories

Authentic

~125K

Attend Holley festivals annually

15% YoY Growth

Recognized

~75%

Of consumer enthusiasts are aware of Holley

SAFETY & RACING



Holley is the market leader with an iconic reputation in EFI/tuners, carburetors, exhaust and ignition for Classic Cars/Trucks as well as modern muscle cars. With popular products like Sniper 2 EFI, Diablosport Tuners, Flowmaster exhaust & MSD Ignition, we continue to develop new solutions that combine easy installation with unexpectedly exciting performance.

EURO & IMPORT



We are the brand setting new standards in precision engineering and performance testing for Euro and Import platforms. With brands like APR, Dinan, and AEM we leverage our DNA to tailor solutions specifically to top vehicle platforms, helping enthusiasts find the limits of their vehicle's performance.

TRUCK & OFF-ROAD



In the Modern Truck and Off-Road segments, we are bringing our next-generation product design and technology. Enhancing performance, durability and driver experiences on-road and off, with brands like Flowmaster, ADS, Baer, Edge and more.

DOMESTIC MUSCLE

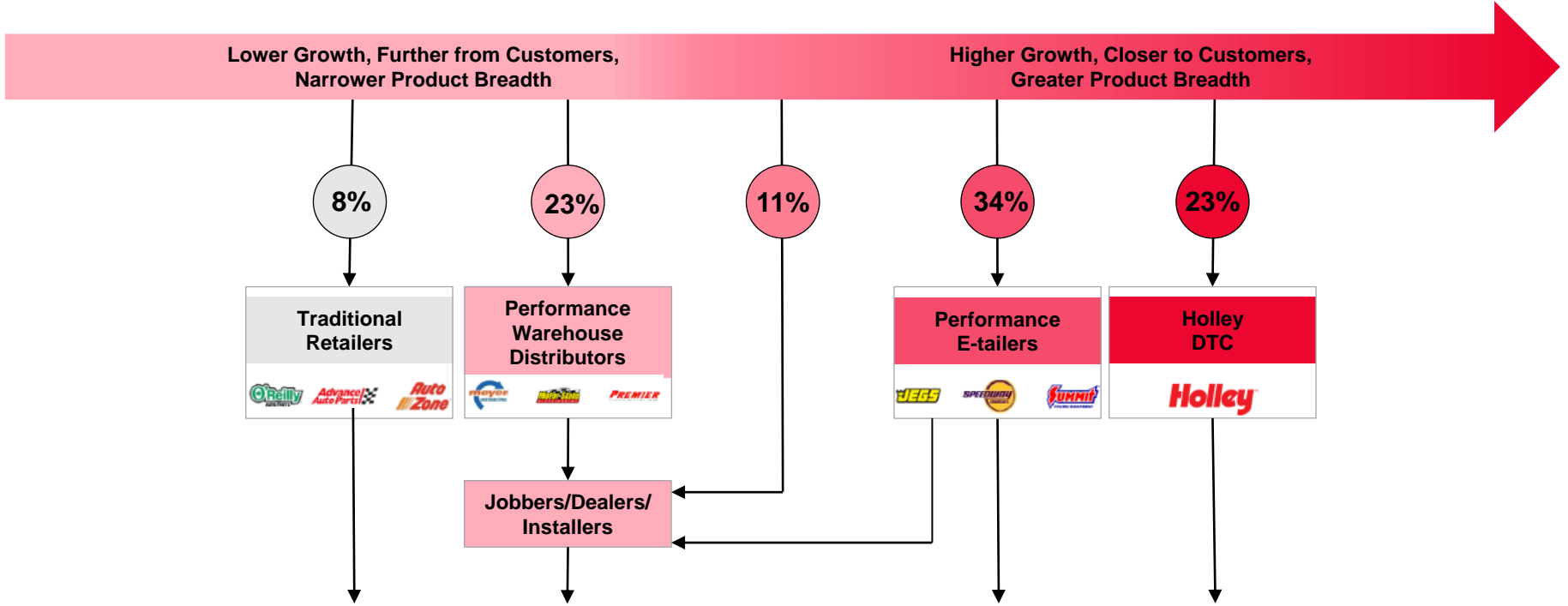


As the trusted name in motorsport safety, Holley is recognized by respected governing bodies around the globe. With proven brands like Stilo, Simpson, HANS, & RaceQuip we help drivers push the limits of exhilaration with unparalleled protection and confidence.

Dedicating Resources Across Each Vertical to Drive Focus and Innovation

MEETING CONSUMERS ACROSS MULTIPLE CHANNELS

- ✓ We reach out consumers where they chose to shop
- ✓ Consumer demand pulls our product through each channel
- ✓ Strong pull through affords our brands must-carry status
- ✓ Leadership position in all channels, including higher margin DTC channel



Reaching the Enthusiast Base of over 69M Consumers



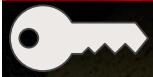
Develop a High Performing Team

- Completed filling final key leadership positions for transformation
- SVP of Ops & Supply Chain to drive operational excellence & cost savings
- Director of Pricing Strategy focused on delivering profitable growth



Digital Modernization & CXM Optimization

- Dramatic improvements in data quality through company-wide initiative
- Driving growth with new digital tools and brand websites
- Memorial Day promotion success up >100% with DTC
- 1st Class B2B launch support



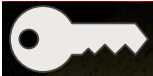
B2B Sales Capabilities

- Comprehensive up-leveling occurring in the team
- Rolled out partnership growth and incentive program
- Strengthening relationships
- Partnering on Tier 1 launches
- Driving growth with new customers & markets



Product Management & Innovation

- Increasing revenue per product launch, up over 25%+ in the first half of '24
- Focused product launch groups, creating better adoption
- Comprehensive B2B jump start program on launches
- Consumer insights driving focused innovations & line extensions



Strategic Pricing

- New leader with extensive price realization expertise
- 80/20 methodology to garner price realization
- Revised drop ship program
- Comprehensive revaluation of MAP and enforcement
- Strategically adjusting category pricing to gain share

Systematically Making Progress Across All Keys to Unlock Growth

Large base of passionate and highly engaged enthusiast consumers with attractive demographics

Massive \$39B U.S. market with decades of uninterrupted growth¹

Powerhouse of product innovation with iconic brands

Proven acquisition platform with robust integration and growth potential

Transformational digital and DTC opportunity with omni-channel distribution

Flexible operating model with attractive growth, margins, and free cash flow

Experienced team with a track record of execution

**6-7% Organic
Top Line Growth**

**~40% Gross
Margin Target**

**>20% Adj.
EBITDA Margin
Target**

**Sustainable
Free Cash Flow**

**Strategic
Acquisitions**

1) Based on SEMA data; Performance aftermarket based on performance engines, wheels, tires, brakes, and suspension categories.