



Holley®

PERFORMANCE BRANDS

LS Fest Investor Day 2024

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Included in this Presentation are certain financial measures that are not calculated in accordance with U.S. generally accepted accounting principles (“GAAP”) that are designed to supplement, and not substitute Holley’s financial information presented in accordance with GAAP, including, but not limited to, EBITDA, Adjusted EBITDA, Adjusted EDBITDA Margin, Bank-adjusted EBITDA Leverage Ratio, Adjusted Gross Profit, Adjusted Gross Profit Margin, Adjusted Net Income, Adjusted Diluted EPS, and Free Cash Flow. The non-GAAP measures as defined by Holley may not be comparable to similar non-GAAP measures presented by other companies. The presentation of such measures, which may include adjustments to exclude non-recurring items, should not be construed as an inference that Holley’s future results, cash flows, or leverage will be unaffected by other nonrecurring items. Refer to information about the non-GAAP measures contained in this Presentation. This Presentation also includes forward-looking estimates of Adjusted EBITDA and Year-end Bank-adjusted EBITDA Leverage Ratio as part of our financial guidance. We do not reconcile these non-GAAP measures for future periods to their most comparable GAAP measures due to the uncertainty and potential variability of reconciling items. Because such items cannot be reasonably predicted with the level of precision required, we are unable to provide a reconciliation of these non-GAAP measures without unreasonable effort. Forward-looking estimates of Adjusted EBITDA and Year-end Bank Adjusted EBITDA Leverage Ratio are estimated in a manner consistent with the relevant definitions and assumptions noted herein.

Agenda

Presenter:

Matthew Stevenson

Jesse Weaver

Oswaldo Gallegos

Jordon Musser

Nick Hite

Charlie Taylor

Full Panel

■ Progress on our Transformation

■ Financial Review

■ Modern Truck and Off Road

■ Safety & Racing / Euro & Import

■ Domestic Muscle

■ Digital Modernization / Customer Experience / Data

■ Q&A

Holley Story is >120 Years Deep

Over 120 Years of History at **Holley**

1903 FOUNDED

1940's Enter Aviation and Produced Military Carbs to Support US in WWII

1950's Entered Performance Automotive with Famous Modular 4bbl Carb

1968 Purchased by Colt Industries

1969 Dominator Carburetor developed for NASCAR racing

1990's Acquired Weiland, Hooker, Earls and NOS

1998 Management Led Buyout

2003 100 Year Anniversary | Recognized by Ford as 1 of 3 Suppliers still supplying Ford after 100 years

2009 1st DTC Transaction

2010 Refocused Business Towards Performance with R&D Investments

2010 First LS Fest Event

2011 Introduced New Generation of Holley EFI (HP and Dominator)

2011 Purchased by Monomoy Capital Partners

2013 Introduced Terminator EFI - Value Priced Multiport EFI System

2013 Purchased by Lincolnshire Management

2015 Acquired MSD

2016 Introduced Sniper EFI - Value Priced Carburetor Replacement EFI

2018 Sentinel Purchased Holley and Merged with Driven Performance Brands

2019 Acquired Range

2020 Acquired Simpson and Drake

2021 Go Public

2021 Acquired AEM, Brothers, Baer Brakes and ADS

2022 Acquired Racequip

Performance Aftermarket

*The Enthusiast
Category Is a Lifestyle*



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)



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

Holley Performance Brands

*Platform Built by
Enthusiasts for Enthusiasts*



Vision

To be the
undisputed
global leader in
automotive
performance
solutions

Mission

Bring performance,
safety, fun, and
excitement to
automotive
enthusiasts

Values

Teamwork
Respect
Accountability
Integrity
Trust
Speed

Steering Principals Guide our Success



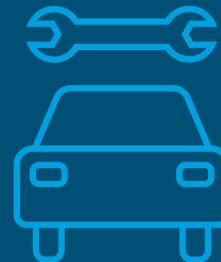
LISTENING TO
OUR TEAMMATES



ENHANCING
OPERATIONS



OPTIMIZING
ACQUISITIONS



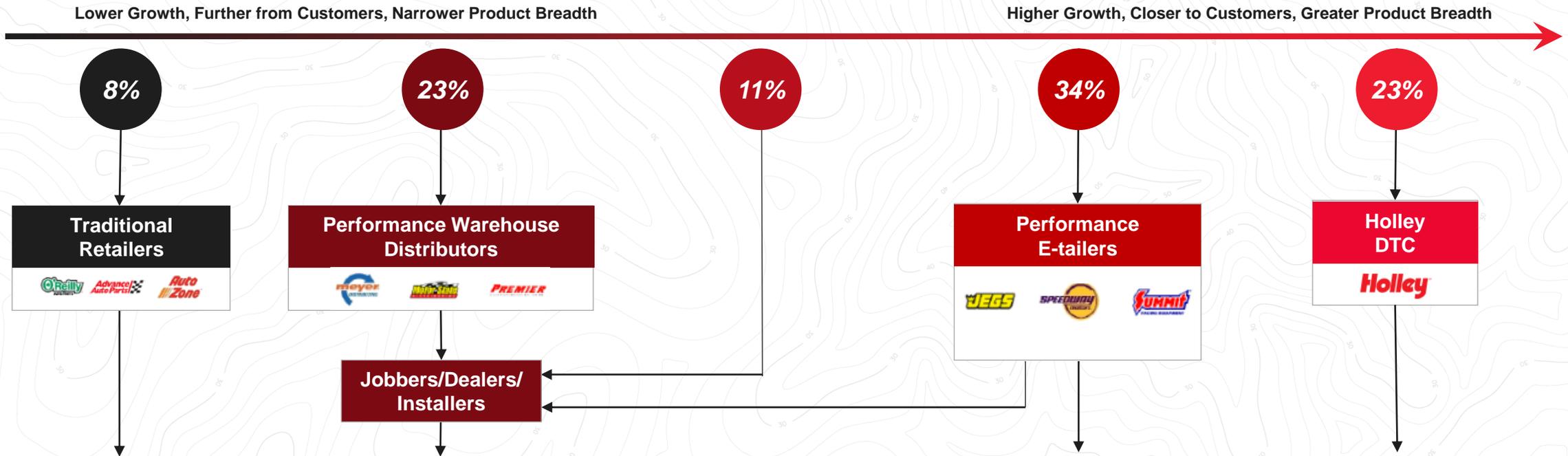
PUTTING ALL
CUSTOMERS FIRST



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

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

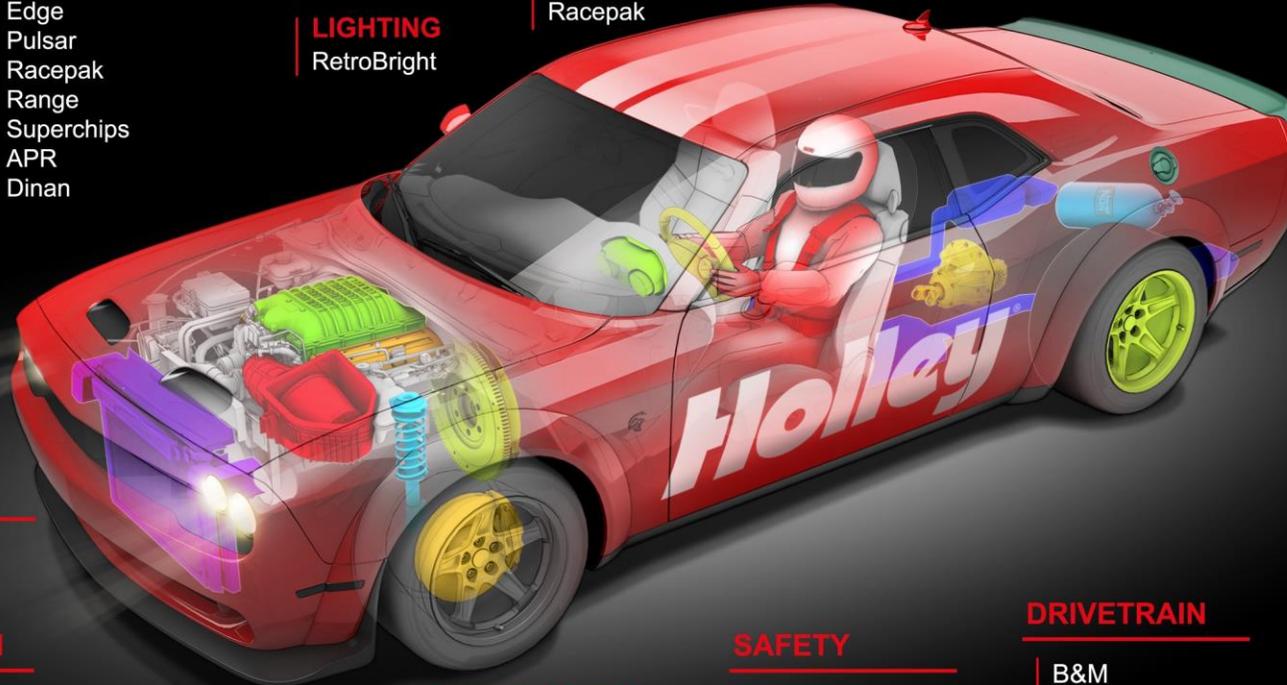
Hans
RaceQuip
Simpson
Stilo

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

Portfolio of Winning Brands Across Categories



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

Brands Organized by How Enthusiasts Shop



Holley is the market leader in Domestic Muscle with an iconic reputation in EFI/tuners, carburetors, exhaust and more. We continue to develop new solutions that combine easy installation with exciting performance.

Holley is combining our next-generation product design and technology into a comprehensive platform solution in the Modern Truck and Off-Road segments. These solutions help enthusiasts enhance the performance, durability and aesthetics of their vehicles.

Holley has a catalog of premier and world-renowned brands in European and Import vehicle tuning. Through precision technology, we offer a comprehensive platform solution to help enthusiasts enhance their driving experience and optimize every aspect of performance.

Holley is recognized as a leader in motorsports safety and is respected by governing bodies around the globe. With proven and iconic brands, we help drivers push the limits of exhilaration with unparalleled protection, confidence and style.



Dedicating Resources Across Each Vertical to Drive Focus and Innovation

Note: Market sizes based off SEMA and Holley data.

Q2 Progress on Keys to Unlocking Transformative Growth

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 investment into 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

**Growing
at or above
market
rates**

People Make the Transformation Possible



Matt Stevenson
CEO



Jesse Weaver
CFO



Osvaldo Gallegos
Modern Truck Division



Jordon Musser
Safety and
Electronics Division



Nick Hite
Domestic Muscle
Division



Charlie Taylor
Digital, CRM and
Data

Recap of Q2 Results

*Transformation Underway
With Strong Free Cash Flow*



Q2 Financial Results & Ongoing Business Highlights



2024 Q2 Results

Net Sales

\$169.5M

(3.3%) vs. PY

Adj. Gross Margin¹

41.0%

170bps vs. PY

Adjusted EBITDA Margin¹

22.1%

50bps vs. PY

Free Cash Flow¹

\$24.4M

(\$4.7M) vs. PY

Business Highlights

New Products Launched in Q2 Across Verticals

30 NEW in HOT



Flowmaster F150 Expansion



Simpson Devil Ray

Elevating Promotional Efforts



LS Fest West Ranked One of the 10 Best Auto Races by USA Today

>1.7B

Media Impressions

+104%

DTC Incremental Sales Lift from Memorial Day Promotion

Operational Excellence

\$4.2M

YTD Cost to Serve Savings

+2.2%

YOY Top Product In-Stock %

+0.3x

YOY Improvement in Inventory Turns

1) Non-GAAP measure. Please see the GAAP to Non-GAAP reconciliation in the Appendix to this presentation

Financial Priorities – Four Pillars



Proactively Leading the Business to Drive Sustainable Results

RESTORE PROFITABILITY

- Identified material cost savings
- Proactively furloughed workers to help cut costs
- Improved operating efficiency with Cost to Serve

IMPROVE FREE CASH FLOW

- Improved free cash flow from operating performance and cash flow management
- Improved forecasting to align inventory levels to demand
- Collar protecting cash flow in rising rate environment

OPTIMIZE WORKING CAPITAL

- Optimizing portfolio by reducing non-performing SKUs
- Improving processes to return Inventory turns back in line with historical pre-COVID levels

DELIVER BALANCE SHEET

- Cash flow generation reducing leverage
- S&P upgrade on Credit and Debt to “B” rating
- Near-term cash flow prioritized for debt paydown

YTD Cost to Serve Savings of \$4.2M

YTD Year-Over-Year FCF Growth of ~\$10M

0.3x Improvement in Inventory Turns YOY from 1.9x to 2.2x

Pre-paid \$10M on Debt and S&P Upgrade

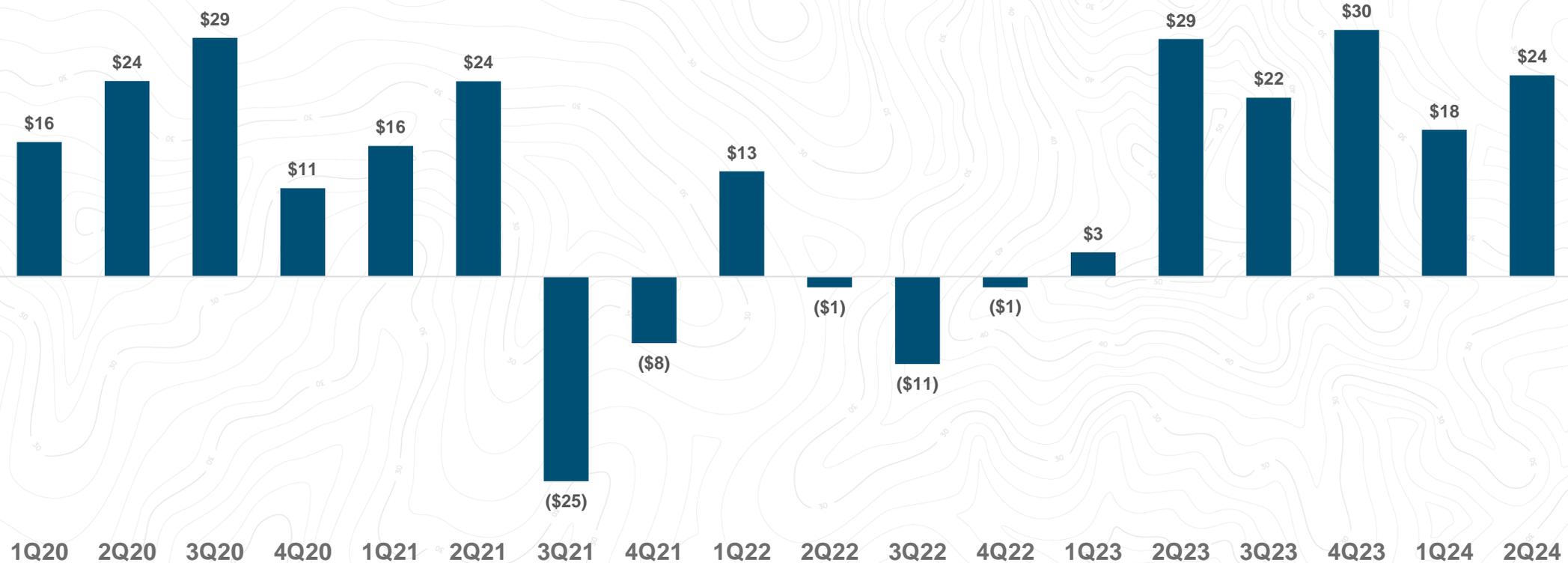


Continuing to Deliver on Key Financial Priorities

Free Cash Flow¹ Generation Improving



Free Cash Flow Pre-M&A (\$MM)

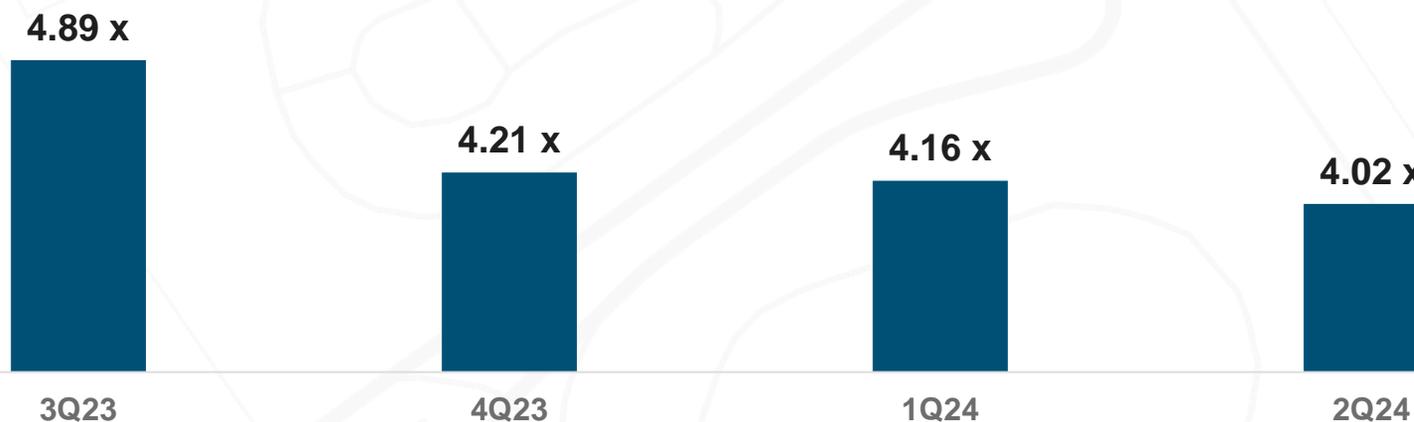


Significant Improvement in 2024 YTD Free Cash Flow Compared to 2023 YTD

1) Non-GAAP measure. Please see the GAAP to Non-GAAP reconciliation in the Appendix to this presentation

Net Debt to EBITDA Leverage Ratio¹

Net Leverage Ratio (Net Debt/TTM Covenant EBITDA)



\$ millions	3Q23	4Q23	1Q24	2Q24
Net Debt	\$584.4	\$553.4	\$536.0	\$515.3
Adj. EBITDA (TTM) ²	116.7	130.1	126.8	126.3
Covenant Add-backs	2.8	1.5	1.9	1.9
Covenant EBITDA (TTM) ¹	\$119.5	\$131.6	\$128.7	\$128.2

After 18 Months, We Successfully Exited the Covenant Relief Period!

1) As calculated per our existing credit agreement

2) Non-GAAP measure. Please see the GAAP to Non-GAAP reconciliation in the Appendix to this presentation

Working Together to Drive Financial Success



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**

MODERN TRUCK AND OFF ROAD

Holley[®]
PERFORMANCE BRANDS





Introduction



Introduction



Osvaldo Gallegos
Modern Truck Division



“I believe in operating swiftly and effectively based on trust in my team and colleagues”

Experience

- Robust foundation in strategic planning, negotiation, partnerships, and customer relationship management, backed by over two decades of experience in the manufacturing and automotive industries.
- With increasing responsibilities from Sr. Director of Global Business Strategy, Product Planning, and Program Management to GM/VP, and CCO,
- My expertise lies in managing multi-disciplinary and multi-geographical teams, leveraging my international experience to appreciate diverse approaches to problem-solving and achieving remarkable business milestones.

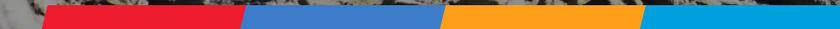


Car Enthusiasm

Mini Cooper - it is the last Mini Special Edition ever made produced in 2000 with 1978 body-style



Overview of Our Addressable Market

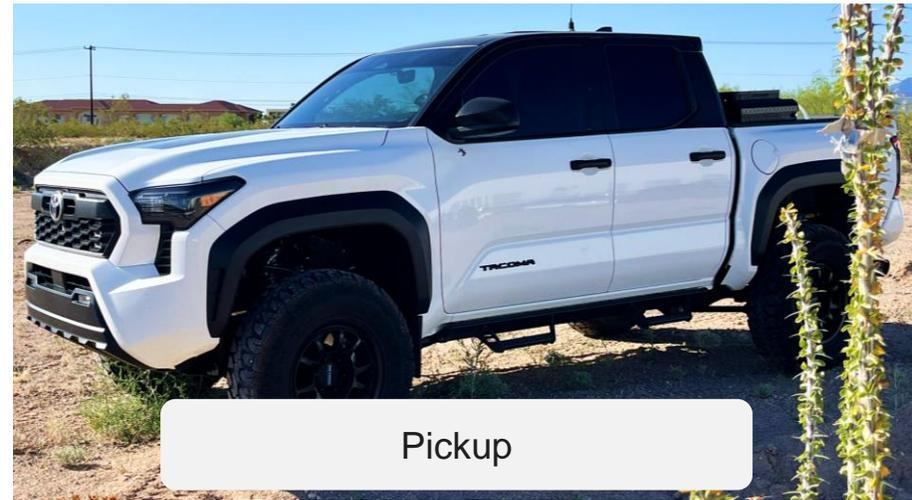


Industry Insights

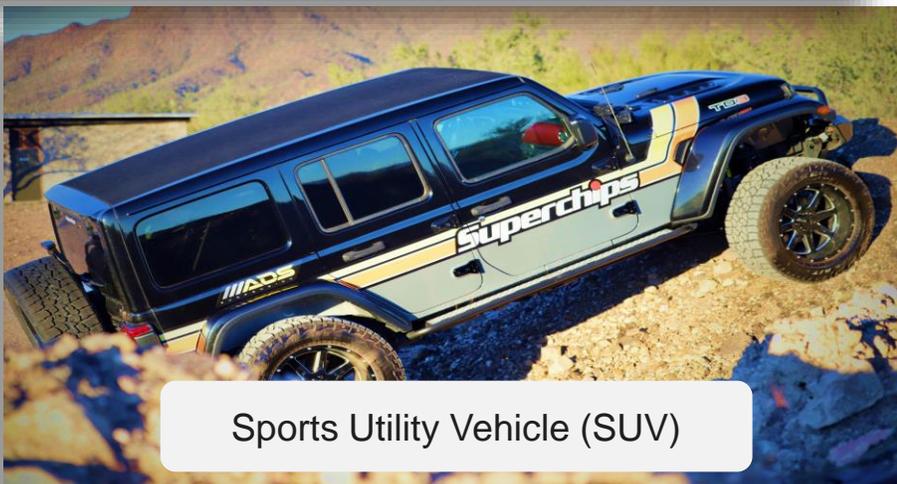
Modern Truck and Off-Road Vertical



Crossover Utility Vehicle (CUV)



Pickup



Sports Utility Vehicle (SUV)



All-Terrain Vehicle (ATV)
Utility Task Vehicle (UTV)

The Modern Truck/Off Road Vertical is Year 2000+ Trucks/SUV's/CUV's and UTV/ATV's/Off Road Recreational /Race Vehicles



Modern Truck and Off-Road

Approximately 29 Million Vehicles Are Just Pick-up Trucks!
Modern Truck (2010+)

\$18 Billion
Specialty Equipment Market Size

\$8 Billion
Specialty Equipment Market Size

Source: SEMA 2023 and Management Estimates

Large Base of Passionate, Highly Engaged Enthusiasts

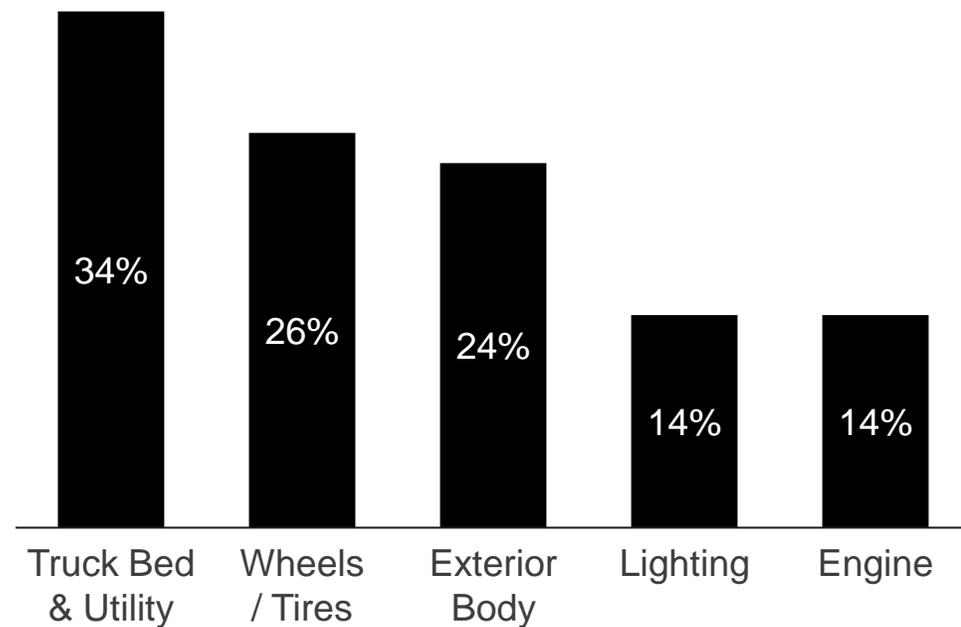
Modern Truck & Off-Road High-Level Overview



Modern Trucks continue to provide significant opportunity in the automotive aftermarket with a large VIO (29M 2010+) and high levels of modification (~50%)

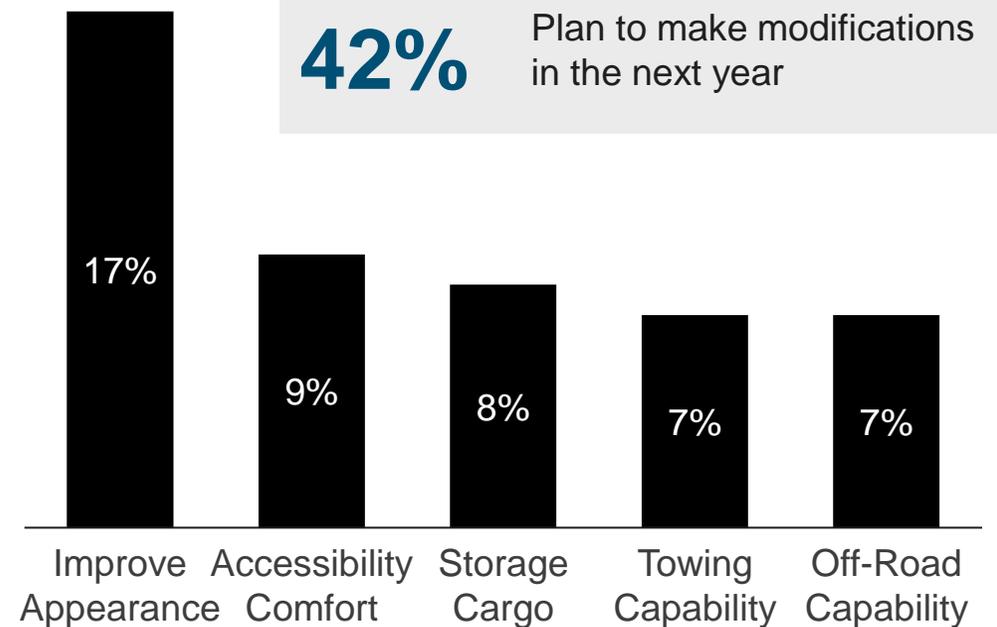
Types of modifications already made

[Share of All Late-Model Pick-Ups]



Modifications Planned for Pickup

[Share of All Late-Model Pickups]



Trucks will continue to be an important area of opportunity/growth for new product development



Our Leading Portfolio of Brands & Products



**We don't make vehicles.
We make vehicles faster,
louder, safer, stronger,
smarter...more fun.**

TRUCK & OFF-ROAD



In the Modern Truck and Off-Road segments, we are combining our next-generation product design and technology into a comprehensive platform solution, designed to help enthusiast enhance the performance, durability and aesthetics of their vehicles. Our solutions in this segment include iconic brands like Flowmaster, ADS, Baer, Edge and more.



Near Term Objectives / Priorities for Driving Growth in Division



Near Term Focus

Modern Truck & Off-Road



Extreme Focus



CUSTOMER CENTRICITY



OPERATIONAL EXCELLENCE



PRODUCT INNOVATION

2024 New Product Launches

Modern Truck & Off-Road



Q3



Baer Big Claw Brakes

Q3



My Garage

Tunes >

Parameters >

Vehicle Options >

PredatorX Bluetooth Tuner

Q4



Flowmaster Signature Series

Q4



/// DIRECT REPLACEMENT 2.5" SHOCKS

/// UNRIVALED CONTROL FOR ON & OFF-ROAD

NOW FOR JEEP WRANGLER JL



Arizona Desert Shocks Mesa Series

Safety & Racing



Holley[®]
PERFORMANCE BRANDS



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Introduction



Holley
PERFORMANCE BRANDS



Introduction



Jordon Musser

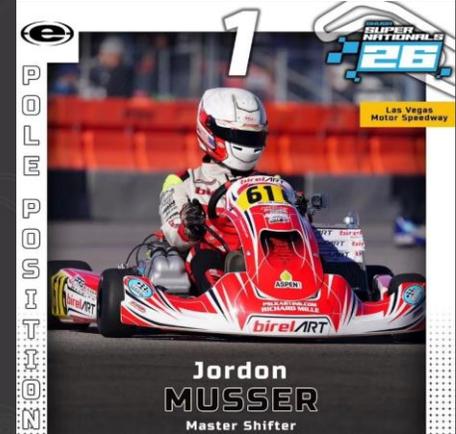
Senior Vice President Safety and Electronics



Experience

- Defense & Aerospace
- Motorsport team Managing Partner
- Over a decade of experience in electronics businesses with increasing responsibility from Engineering Director, BU Leader (P&L), COO. Focus on lighting and advanced wireless connectivity (IoT)

- **Former professional race car driver**
 - Earned GM their first professional victory with the then new 2010 Camaro
 - Still race and coach for “fun”
 - Factory driver in Shifter Kart racing
- **Deep auto enthusiast**
 - Built ~2000hp Porsche Cayman in my garage.





Overview of Our Addressable Market





Automotive

\$1.5B

Addressable Global Safety Market



Motorcycle

\$8.4B

Addressable Global Safety Market

Large base of passionate, highly engaged enthusiasts. From pavement to dirt, we do it all.

Industry Insights

Safety Products



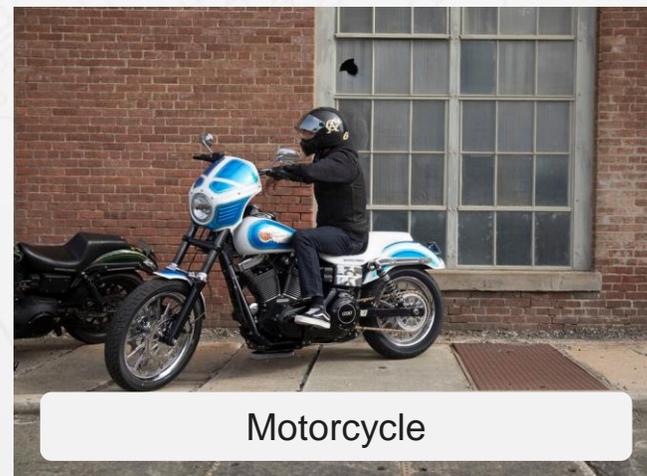
IMSA & SRO



F1 & IndyCar



NASCAR & NHRA



Motorcycle

Any motorsport, anywhere; we make racers safer.



Our Leading Portfolio of Brands & Products



Safety Product – Brand Detail

Main Brands



Main Product



Location



New Braunfels, TX
Simpson Mfg
68,500 sqft Mfg/Warehouse
7,300 sqft Office & R&D
500 sqft Retail



Hawthorne, CA
Suit Manufacturing
(Shares building with EV)
20,000 sqft Mfg/Warehouse
4,000 sqft Office & R&D



Cenate Sotto, Italy
Stilo Mfg - Inhouse autoclave
Simpson EU distributor
44,100 sqft Mfg/Warehouse
7,600 sqft Office & R&D



Mooresville, NC
Custom Belts - Hybrid Assy
4,100 sqft Mfg/Warehouse
1,500 sqft Offices
3100 sqft Retail

Global engineering with leading brands covering nearly all motorsport activities.



Near Term Objectives / Priorities for Driving Growth in Division



Extreme Focus

Implement the latest technologies

Seamless customer engagement

Expanding into adjacencies

Holley is a market leader in Safety, and the runway is still long

Holley[®]
PERFORMANCE BRANDS



DINAN

APR
DINAN
APR
DINAN

GOAPR.COM

APR

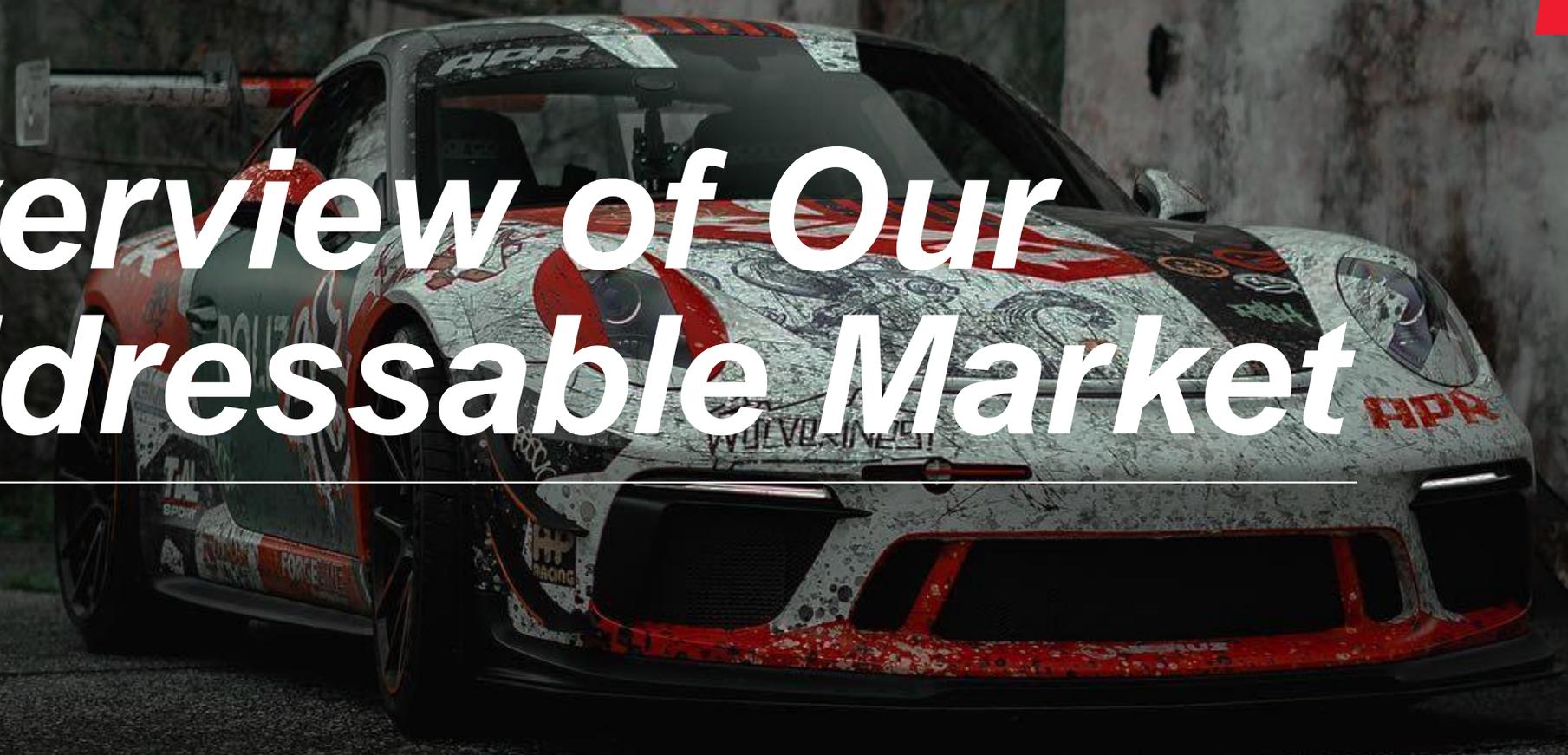
APR

WE ENCOURAGE SPEEDING

APR



Overview of Our Addressable Market



Industry Insights

Euro & Import



Euro

\$7B

Addressable U.S. Market Aftermarket Components



Import

\$7B

Addressable U.S. Market Aftermarket Components

Euro & Import are key growth verticals with significant upside potential for Holley Performance Brands



Industry Insights

Euro & Import



183k VIO Civic Si



200k VIO - GTI



23k VIO – Civic Type R



25k VIO – Golf R

Euro / Import has seen a much smaller shift to CUV/SUV/Truck than Domestic.

FI

Our Leading Portfolio of Brands & Products



Holley
PERFORMANCE BRANDS



Euro & Import – Brand Detail

Main Brands



Main Products



Locations



Opelika, AL
Euro Tuning
78,000 sqft R&D/Mfg/Warehouse



Hawthorne, CA
AEM R&D
(Shares building with Safety)
4,000 sqft Office & R&D

Focused engineering with leading brands covering attractive OEMs with growing platform approach

Industry Insights

Euro & Import Platform Approach



APR STAGE 3

2022+



POWERMAX GT2563S TURBO

VW GOLF R (MK8) / VW ARTEON / AUDI S3 (8Y)

543 HP & 435 FT-LBS DEPENDENT ON OCTANE LEVEL



Using the most recognized brands in their respective segments has enabled quick customer adoption of the whole car approach increasing the size of wallet Holley earns.



Near Term Objectives / Priorities for Driving Growth in Division



Extreme Focus

Platform innovation

Revive and expand unique go to market

Use brand equity to control growing import market

Holley is a market leader in Euro & Import, but there are still multiple levers to drive growth



DOMESTIC MUSCLE

Holley[®]
PERFORMANCE BRANDS



FI

Introduction

Holley
PERFORMANCE BRANDS



Introduction



Nicholas P Hite
Domestic Muscle Division



Experience

- Automotive & Consumer Services
- Product & Program Management Expert
- Cross-functional Experience in Sales, Marketing, Engineering, Quality, Operations and Supply Chain
- Family of 5, Kate, Ellie (13), Austin (9) and Christian (3)



Overview of Our Addressable Market



Industry Insights

Domestic Muscle Vertical



Classic Muscle Cars



Hot Rods/Race Cars



Classic Trucks



Modern Domestic Muscle

The Domestic Muscle Vertical is Pre-2000 Cars / Trucks and 2000+ Modern Muscle Cars

Industry Insights

Domestic Muscle Vertical



Classic Cars / Trucks

Approx 15 Million
Pre-1999 Classics in the United States

\$2.71 Billion
Specialty Equipment Market Size



Modern Muscle

5.5 Million
Modern Muscle Cars in the United States

\$1.89 Billion
Specialty Equipment Market Size

Source: SEMA 2023 and Management Estimates

Large Base of Passionate, Highly Engaged Enthusiasts



Our Leading Portfolio of Brands & Products



Our Iconic Brands Resonate with Our Domestic Muscle Customers

Core Category	Our Brands	Our Market Position	Representative Products
Electronic Fuel Injection		#1	
Carburetors		#1	
Fuel Systems		#1	
Ignition Systems		#1	
Powertrain Conversions		#1	
Safety		#1	
Exhaust		#2	
Induction		#2	
Brakes		#2	



Near-Term Objectives / Priorities for Driving Growth in Division



Near-Term Focus

Domestic Muscle



Extreme Focus



CUSTOMER INTIMACY



OPERATIONAL ENHANCEMENTS



PRODUCT INNOVATION

2024 New Product Launches

Domestic Muscle



Sniper 2 Expansion

- Complete System Bundles
- Bluetooth Capability
- Power Distribution Module (PDM)
- Sniper 2 Compatible Dashes
- Sniper 2 Transmission Control
- Sniper 2 Upgrade Kit
- Kitting on Demand Manufacturing System Implemented



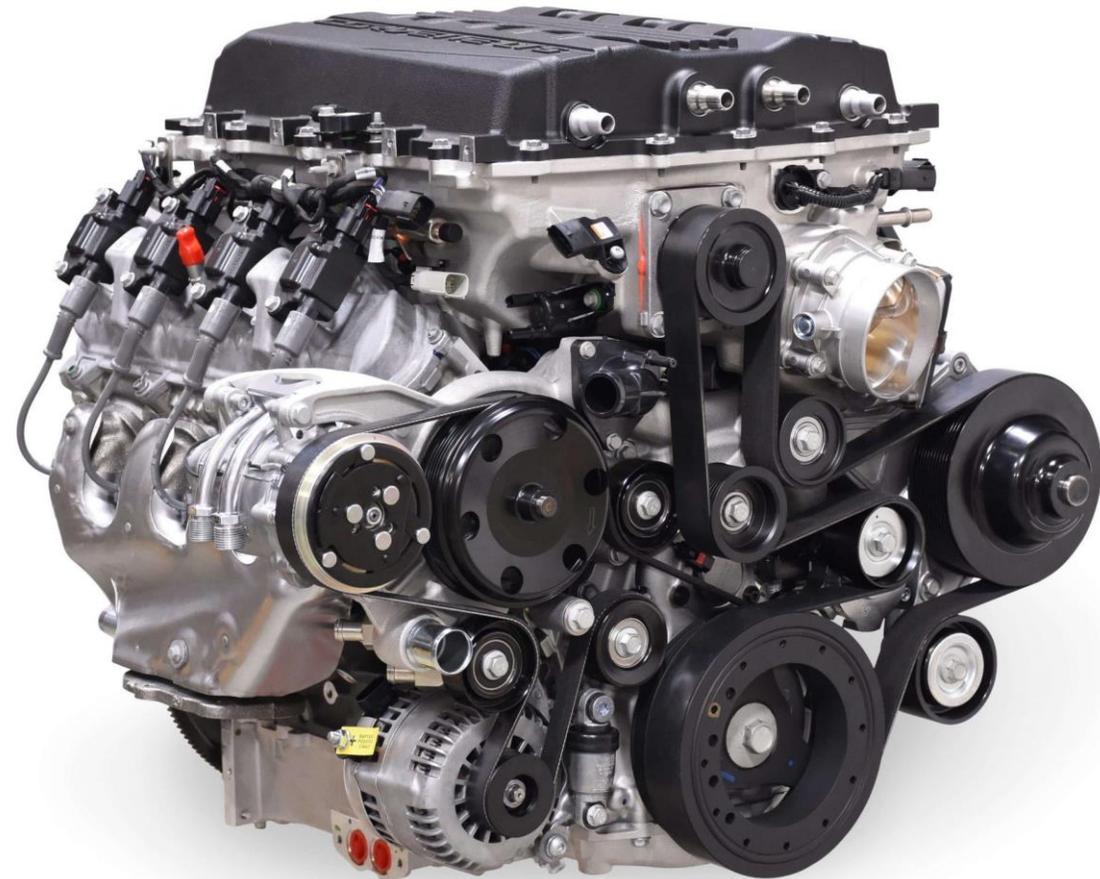
2024 New Product Launches

Domestic Muscle



Terminator X EFI Expansion

- Chevrolet LT4 Engine Coverage
- Ford Godzilla Engines Coverage
- Terminator Kits with GM 6L80/90 6 Speed Transmission Control



2024 New Product Launches

Domestic Muscle



Ford Godzilla Engine Swap System

- Terminator X EFI Compatibility
- Accessory Drive and Pan Kit –
 - Ford Godzilla into Fox Mustang
 - Ford Godzilla into Ford F-100 Trucks (Q4 release)





Coffee Break

Customer Experience Marketing

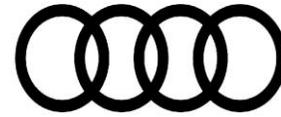
Holley[®]
PERFORMANCE BRANDS

Introduction



Charlie Taylor

VP, CXM Digital, CRM and Data



Experience

- 25 years digital marketing in San Francisco, London, Washington DC, Nashville
- Last 15 years has been focused in automotive.
- Family of 5 - Tiffany, Lauren (22), Camille (20) and Porter (17)
- Euro car enthusiast, Golf, Hiking and Travel

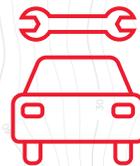


CXM = Customer (B2B and DTC) Experience Marketing



Great Brands

We have strong brand assets, starting with Holley Performance Brands. Our focus on brand strategy and associated improvements is an important part of our transformation.



Great Products

The CXM (Customer Experience Marketing) team is focused on support the development and launch of best-in-class products aligned with our 4 consumer vertical groupings.



Great Partnerships

Our team is focused on support for our sales teams as they work closely with our B2B customers ... we see a path to win in both B2B and DTC

Strong Technical Platforms

The ability to develop, deploy and maintain effective technical platforms is now essential to success. These systems and platforms ensure our B2B and B2C customers can easily shop, review and buy our products offerings and solutions.

■ ERP systems

■ Digital platforms

■ Data platforms

■ CRM platforms

Platform development and deployment is essential in supporting our marketing efforts and broader go to market focus

Holley Performance Brands: Umbrella Brand Identity



WHO WE ARE

We are Holley Performance Brands. A portfolio of best-in-class brands focused on serving and leading in the auto performance aftermarket and helping accelerate the motor life.

WHAT WE DO

While we don't make vehicles... we make vehicles faster, stronger, safer, louder, smarter... more fun and exciting! For over 100 years, we've equipped enthusiasts with the brands, products and support to get the most out of their vehicles.

HOW WE DO IT

We fuel enthusiasts' passion with our innovation, expertise, answers and advice. We know how, because we've been there, and done that.



And established the essence of Holley Performance 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

Scott Drake

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



Holley®

PERFORMANCE BRANDS

Not just parts. Always part of something more powerful.

Brands Organized by How Enthusiasts Shop



Holley is the market leader in Domestic Muscle with an iconic reputation in EFI/tuners, carburetors, exhaust and more. We continue to develop new solutions that combine easy installation with exciting performance.

Holley is combining our next-generation product design and technology into a comprehensive platform solution in the Modern Truck and Off-Road segments. These solutions help enthusiasts enhance the performance, durability and aesthetics of their vehicles.

Holley has a catalog of premier and world-renowned brands in European and Import vehicle tuning. Through precision technology, we offer a comprehensive platform solution to help enthusiasts enhance their driving experience and optimize every aspect of performance.

Holley is recognized as a leader in motorsports safety and is respected by governing bodies around the globe. With proven and iconic brands, we help drivers push the limits of exhilaration with unparalleled protection, confidence and style.



Dedicating Resources Across Each Vertical to Drive Focus and Innovation

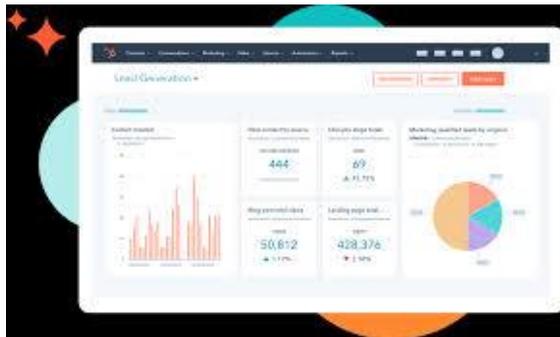
Note: Market sizes based off SEMA and Holley data.

CRM - Data – Digital all work together to help Holley generate revenue and deliver the best possible customer experiences



*This is a PLATFORM focus, not a project focus.
We are building entirely new capabilities that will provide sustained demand and loyalty.*

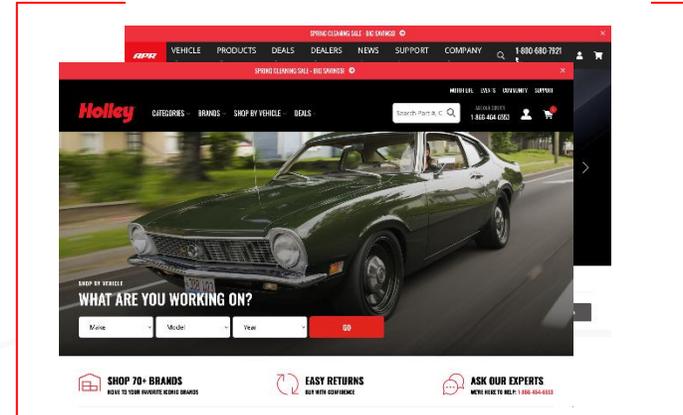
Customer Data Platform



Product Data Platform

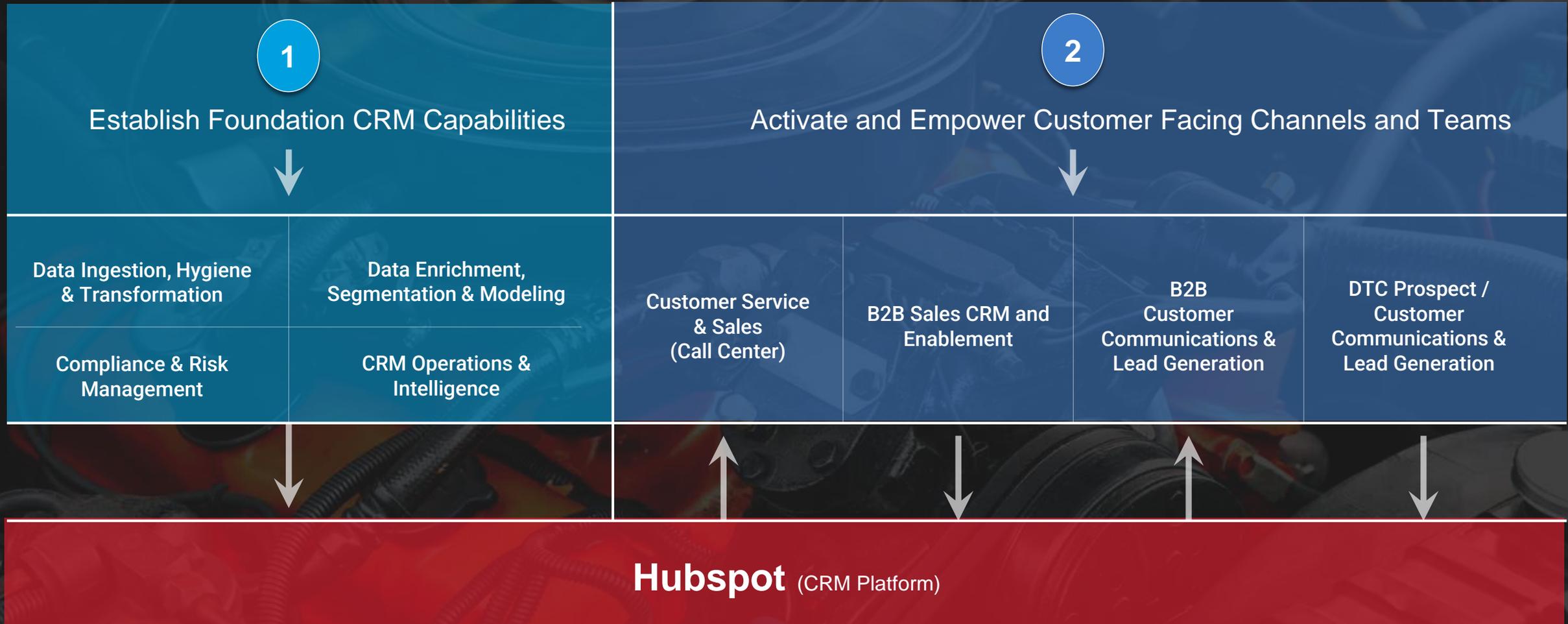


eCommerce Platform



Sophisticated and inter-connected platforms can set us apart from the competition and help us with both B2B and B2C... These platforms will be key growth drivers in '25 and beyond

CRM: Leveraging 3M customer records, we are cross-selling in all channels with the right message in the right place at the right time.



The lack of, or a deficient CRM platform puts us at a disadvantage – a strong platform will create value and drive competitive advantage and growth

Better product data will create better adoption of existing and new products



Coverage

Centralize all product data

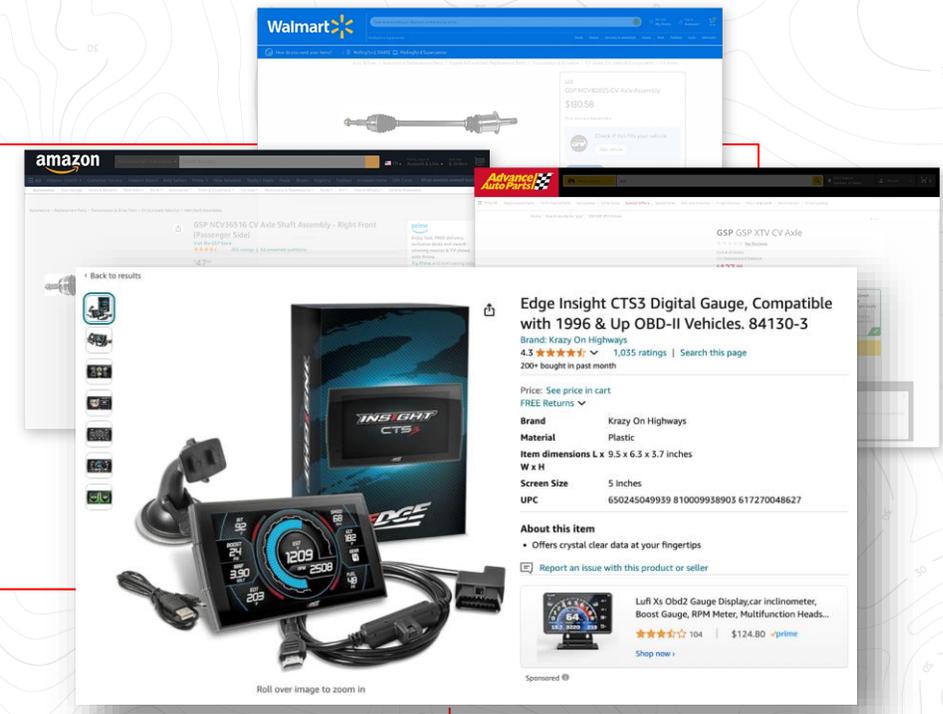
Quality

Clean, enhance and maintain

Adoption

Channel specific syndication

Data Platform



Automate

Delivering data coverage, quality and adoption requires connection and automation across our tech platforms

We can grow our eCom business at or above market. To achieve this, requires focus on growth drivers.



		Current Benchmarks	OPPORTUNITY
ACQUIRE	ACQUIRE/GROW VISITORS TO SITES	Traffic Volume	<ul style="list-style-type: none"> Organic Search Paid Search Traffic Mid-funnel media Category/Brand strategy optimization
CONVERT	DRIVE ONLINE PURCHASES ACROSS SITES	Conversion Rate	<ul style="list-style-type: none"> Conversion Rate Optimization on Site Rapid Test/Learn/Scale Site Personalization
EXTEND	GROW BASKET + REPEAT TRIPS	Average order volume Average visits per customer	<ul style="list-style-type: none"> Optimized CRM Program Cross-sell/Up-sell Recommendations Repeat Purchase Drivers Loyalty

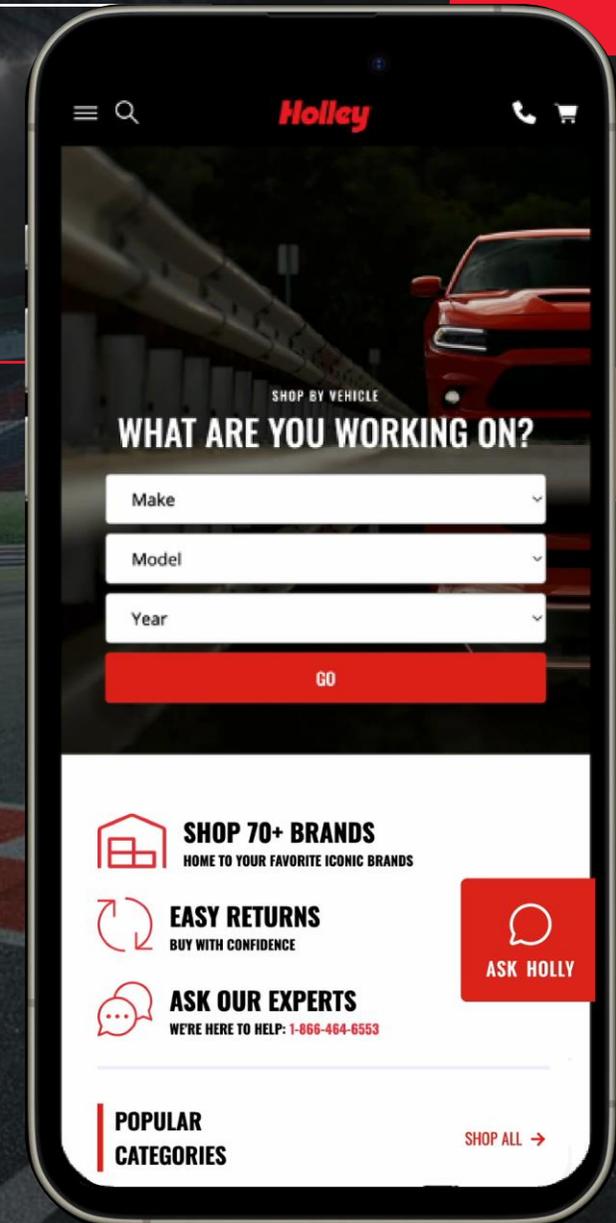
eCom needs to be a growth driver. There are no “silver bullets” but significant detailed work required to maintain and then accelerate performance

Generative AI

Holley Co-Pilot is a conversational AI assistant to deliver prompt and accurate responses using Holley's extensive in-house knowledge base.

Benefits

1. Improve Customer Care Efficiency
2. Reduced Wait Time
3. Increased Sales (Revenue)
4. Agent Empowerment
5. Brand Uplift
6. Increased Data Collection/Analysis





Questions?

A Celebration Of Anything Powered by GM's Incredible LS Engine

Mission

Bring performance, safety, fun, and excitement to automotive enthusiasts

Holley
LS Fest
EAST

- Drag racing
- Off road
- Drifting
- Autocross
- Burn out contest
- Show-n-shine
- Dyno
- Road course
- ... and more!



A Celebration Of Anything Powered by GM's Incredible LS Engine

Holley
LS Fest
EAST

Holley Created & Owned Consumer Event

- Self-funding marketing activity
- Key driver in Holley's success with domestic muscle/LS community
- Drives massive content & connections with influencers and media
 - 6M social media impressions (191K engagements)
 - 11M influencer reach
- 2,752 participating vehicles
 - Domestic Muscle, Modern Truck & Off Road, Euro & Import, and Safety & Racing verticals
- ~45,000 attendance in 2024
- Formula we will apply to other verticals





Vehicles on Display

VEHICLES

- 6th Gen Bronco
- APR MK8 Golf R
- C10 Truck
- F-Body Race Car

PRESENTERS

- Bryan Grigsby
- Arin Ahnell
- Shane Weckerly
- Jordon Musser



Display Products



Domestic Muscle

- Sniper2 Bluetooth
- Terminator X
- Godzilla Accessory Drive
- MSD Ultra 6A
- Diablosport Tuner

Modern Truck

- Arizona Desert Shocks
(DFR & Mesa)
- Baer Claw/Big Claw
- Flowmaster Signature
Series
- Edge CTS3

Euro & Import

- APR Ultralink
- APR Ignition Coil
- APR Carbon Fiber Intake
- Dinan Exhaust
- Dinan Engine Brace
- AEM EV Conversion
System

Safety & Racing

- HANS IV
- Prima Suit
- Stilo Helmet
- Simpson Helmet
- RaceQuip Helmet
- RaceQuip Belt
- Dominator EFI ECU
- MSD Pro Mag
- RacePak 12.3" Dash



Appendix

TTM EBITDA and Adjusted EBITDA Reconciliation



HOLLEY INC.
USE AND RECONCILIATION OF NON-GAAP FINANCIAL MEASURES
(In millions)
(Unaudited)

	TTM			
	3Q23	4Q23	1Q24	2Q24
Net Income	\$ 2.8	\$ 19.2	\$ 18.7	\$ 22.8
Adjustments:				
Interest Expense, Net	55.4	60.7	53.5	56.7
Income Tax Expense	3.4	8.4	5.9	3.9
Depreciation	10.3	10.3	10.3	10.5
Amortization	14.7	14.6	14.3	14.1
EBITDA	86.6	113.2	102.7	108.0
Restructuring Costs	3.4	2.6	1.9	1.6
Change in Fair Value of Warrant Liability	(0.4)	4.1	(0.5)	(5.9)
Change in Fair Value of Earn-Out Liability	0.7	2.3	1.2	(0.8)
Equity-Based Compensation Expense	20.0	7.3	8.0	7.9
Inventory Charges	3.7	(0.8)	8.9	8.8
Gain on Early Extinguishment of Debt	-	(0.7)	(0.6)	(0.6)
Notable Items	1.3	1.3	4.4	7.0
Other Expense	1.4	0.8	0.7	0.3
Adjusted EBITDA	\$ 116.7	\$ 130.1	\$ 126.8	\$ 126.3

EBITDA and Adjusted EBITDA are not measures of financial performance under U.S. GAAP and should not be considered as an alternative to net income in accordance with U.S. GAAP. Management believes that EBITDA and Adjusted EBITDA facilitate useful period-to-period comparisons of financial results, and the information is used by management in evaluating the Company's performance.

Other Expense includes gains or losses from disposal of fixed assets, franchise taxes, and gains or losses from foreign currency transactions.

EBITDA, Adjusted EBITDA and Adjusted EBITDA Margin Reconciliation



HOLLEY INC.
USE AND RECONCILIATION OF NON-GAAP FINANCIAL MEASURES
(In millions)
(Unaudited)

	For the thirteen weeks ended		For the twenty-six weeks	
	June 30, 2024	July 2, 2023	June 30, 2024	July 2, 2023
Net Income	\$ 17.1	\$ 13.0	\$ 20.8	\$ 17.2
Adjustments:				
Interest Expense, Net	13.2	9.9	24.2	28.2
Income Tax Expense	2.1	4.1	1.2	5.7
Depreciation	2.7	2.5	5.1	5.0
Amortization	3.4	3.7	6.9	7.4
EBITDA	38.4	33.1	58.2	63.4
Restructuring Costs	(0.0)	0.4	0.6	1.7
Change in Fair Value of Warrant Liability	(3.4)	2.0	(6.5)	3.5
Change in Fair Value of Earn-Out Liability	(1.1)	1.0	(1.7)	1.4
Equity-Based Compensation Expense	1.6	1.8	2.8	2.2
Inventory Charges	(0.9)	(0.8)	8.8	(0.8)
Loss on Early Extinguishment of Debt	-	-	0.1	-
Notable Items	2.6	(0.0)	5.7	0.0
Other Expense (Income)	0.1	0.5	0.1	0.5
Adjusted EBITDA	\$ 37.4	\$ 37.9	\$ 68.1	\$ 71.9
Net Sales	\$ 169.5	\$ 175.3	\$ 328.1	\$ 347.5
Net Income Margin	10.1%	7.4%	6.3%	5.0%
Adjusted EBITDA Margin	22.1%	21.6%	20.7%	20.7%

EBITDA, Adjusted EBITDA, and Adjusted EBITDA Margin are not measures of financial performance under U.S. GAAP and should not be considered as an alternative to net income or net income margin in accordance with U.S. GAAP. Management believes that EBITDA, Adjusted EBITDA, and Adjusted EBITDA Margin facilitate useful period-to-period comparisons of financial results, and the information is used by management in evaluating the Company's performance.

Adjusted Gross Profit and Adjusted Gross Margin Reconciliation



USE AND RECONCILIATION OF NON-GAAP FINANCIAL MEASURES

(In millions)

(Unaudited)

	For the thirteen weeks ended		For the twenty-six weeks	
	June 30, 2024	July 2, 2023	June 30, 2024	July 2, 2023
Gross Profit	\$ 70.3	\$ 69.7	\$ 122.4	\$ 137.5
Adjust for: Inventory Charges (Gains)	(0.9)	(0.8)	8.8	(0.8)
Adjusted Gross Profit	\$ 69.4	\$ 68.9	\$ 131.2	\$ 136.7
Net Sales	\$ 169.5	\$ 175.3	\$ 328.1	\$ 347.5
Gross Margin	41.5%	39.8%	37.3%	39.6%
Adjusted Gross Margin	41.0%	39.3%	40.0%	39.3%

Adjusted Gross Profit and Adjusted Gross Margin are not measures of financial performance under U.S. GAAP and should not be considered as alternatives to gross profit or gross margin in accordance with U.S. GAAP. Management believes that Adjusted Gross Profit and Adjusted Gross Margin facilitate useful period-to-period comparisons of financial results, and the information is used by management in evaluating the Company's performance.

Quarterly Free Cash Flow Reconciliation



HOLLEY INC. and SUBSIDIARIES USE AND RECONCILIATION OF NON-GAAP FINANCIAL MEASURES

(In millions)

(Unaudited)

	1Q20	2Q20	3Q20	4Q20	1Q21	2Q21	3Q21	4Q21	1Q22	2Q22	3Q22	4Q22	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24
Net Cash Provided by Operating Activities	\$ 17	\$ 26	\$ 32	\$ 13	\$ 19	\$ 28	\$ (22)	\$ (3)	\$ 19	\$ 3	\$ (9)	\$ -	\$ 4	\$ 31	\$ 23	\$ 31	\$ 19	\$ 26
Capital Expenditures, Net of Dispositions	(1)	(2)	(3)	(2)	(3)	(4)	(3)	(5)	(6)	(4)	(2)	(1)	(1)	(2)	(1)	(1)	(1)	(1)
Free Cash Flow	\$ 16	\$ 24	\$ 29	\$ 11	\$ 16	\$ 24	\$ (25)	\$ (8)	\$ 13	\$ (1)	\$ (11)	\$ (1)	\$ 3	\$ 29	\$ 22	\$ 30	\$ 18	\$ 24

Free cash flow is not a measure of financial performance under U.S. GAAP and should not be considered as an alternative to net cash provided by (used in) operating activities in accordance with U.S. GAAP. Management believes that free cash flow is useful for investors to understand our performance and results of cash generation after making capital investments required to support ongoing business operations.

	For the thirteen weeks ended		For the twenty-six weeks	
	June 30, 2024	July 2, 2023	June 30, 2024	July 2, 2023
Net Cash Provided by Operating Activities	\$ 25.7	\$ 30.7	\$ 44.5	\$ 34.4
Capital Expenditures, Net of Dispositions	(1.3)	(1.7)	(2.4)	(2.4)
Free Cash Flow	\$ 24.4	\$ 29.0	\$ 42.1	\$ 32.0

Adjusted Net income and Adjusted diluted EPS Reconciliation



HOLLEY INC.
USE AND RECONCILIATION OF NON-GAAP FINANCIAL MEASURES
(In millions)
(Unaudited)

	For the thirteen weeks ended		For the twenty-six weeks	
	June 30, 2024	July 2, 2023	June 30, 2024	July 2, 2023
Net Income	\$ 17.1	\$ 13.0	\$ 20.8	\$ 17.2
Special items:				
Adjust for: Change in Fair Value of Warrant Liability	(3.4)	2.0	(6.5)	3.5
Adjust for: Change in Fair Value of Earn-Out Liability	(1.1)	1.0	(1.7)	1.4
Adjust for: Loss on Early Extinguishment of Debt	-	-	0.1	-
Adjusted Net Income	\$ 12.6	\$ 16.0	\$ 12.7	\$ 22.1
Weighted Average Common Shares Outstanding - Diluted	119.3	117.9	119.4	117.6
Adjusted Weighted Average Common Shares Outstanding - Diluted	119.3	117.9	119.4	117.6
Adjusted Diluted EPS	\$ 0.10	\$ 0.14	\$ 0.11	\$ 0.19

Adjusted net income and adjusted diluted earnings per share ("EPS") are not measures of financial performance under U.S. GAAP and should not be considered as an alternative to net income and diluted EPS in accordance with U.S. GAAP. Management believes that adjusted net income and adjusted diluted EPS facilitate useful period-to-period comparisons of financial results, and the information is used by management in evaluating the Company's performance.