BRG GROUP

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19 August 2026

ASX Market Announcements Office
Australian Securities Exchange
Level 27, 39 Martin Place
Sydney NSW 2000

Full Year Results Investor Presentation – Year Ended 30 June 2026

Attached is a copy of the Breville Group Limited Full Year Results Investor Presentation for the year ended 30 June 2026.

The release of this announcement was authorised by the Board.

Yours faithfully

Sasha Kitto and Luxmy Wigneswaran
Joint Company Secretaries

BRGGROUP

(ASX : BRG)

FULL YEAR RESULTS

FY26 Investor Presentation

19 August 2026

Breville Sage LELIT BARATZA beanz ChefSteps

Disclaimer

To the extent this Presentation contains any forward-looking statements, such statements are not guarantees of future performance and involve known and unknown risks and uncertainties and other factors, many of which are beyond the control of BRG Group, its Directors and management, and involve elements of subjective judgement and assumptions as to future events which may or may not be correct. Actual performance may differ materially from these forward-looking statements. A number of important factors could cause actual results or performance to differ materially from the forward-looking statements. The forward-looking statements are based on information available to BRG Group as at the date of this Presentation. Except as required by law, including the ASX Listing Rules, BRG Group undertakes no obligation to provide any additional or updated information, whether as a result of new information, future events or results or otherwise.

Acknowledgement of Country

We would like to acknowledge the traditional custodians on whose land we meet today. We would like to pay respect to their Elders: past and present; and further extend that respect to all Aboriginal and Torres Strait Islanders present here today.

We celebrate the continuing contribution of their food culture, connection to, and custodianship of, this country.

Headlines

Record Sales of $1.8bn, strong cashflow and on-budget EBIT delivered in an operationally complex year

Robust operational delivery

Coffee & Cooking double-digit revenue growth

(Global Segment 9.7% Global constant currency growth)

Gross margins strengthening in 2H with diversified manufacturing

Successfully navigated complex year of tariff volatility

EBIT in line with budget and guidance

Balance sheet and cashflow healthy

Group Summary Result

Record $1.8bn sales; manufacturing diversification delivered; EBIT in line with budget and guidance

AUDm	FY26	FY25	% Growth
Revenue	**1,810.9**	1,696.6	**6.7%**
Global cc Rev growth			*9.7%*
Gross Profit	**651.4**	620.5	**5.0%**
Gross Margin (%)	**36.0%**	36.6%	
EBITDA	**284.1**	271.9	**4.5%**
EBIT	**207.0**	204.6	**1.2%**
EBIT Margin (%)	**11.4%**	12.1%	
NPAT	**138.1**	135.9	**1.7%**
Basic EPS (cents)	**95.5**	94.4	**1.2%**
Dividend per share (cents)	**38.0**	37.0	**2.7%**
Franked (%)	**100%**	100%	
ROE[1] (%)	**13.6%**	14.9%	
Net cash / (debt)	**104.4**	48.5	

[1] *ROE is calculated based on NPAT for the 12 months ended 30 June 2026 (FY25: 12 months ended 30 June 2025) divided by the average of shareholders' equity in June each year and 12 months earlier.*

Commentary

- Double-digit Global cc Revenue growth in 2H26 lifting the FY to 9.7%
- Reported revenue suppressed by significantly weaker USD and Euro in 2H26
- FY Gross margin % 60bps below PY
- Manufacturing diversification boosts 2H26 Gross Margins to 36.8% above both pcp (36.4%) and 1H26 (35.4%)
- Sustained investment in growth drivers of business including new markets and store-in-stores
- EBIT in line with budget and guidance
- NPAT growth of 1.7% supported by lower average borrowing cost
- Strong underlying cash flow with net cash position improving over the pcp

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Segment Results

Gross Profit Growth across both segments

AUDm	Revenue			Gross Profit			Gross Margin	
	FY26	FY25	% Growth	**FY26**	FY25	% Growth	**FY26**	FY25
Global Product	**1,611.8**	1,500.6	7.4%	**585.8**	558.9	4.8%	**36.3%**	37.2%
% Change CC[1]			***9.7%***					
Distribution	**199.1**	196.0	1.6%	**65.6**	61.6	6.5%	**32.9%**	31.4%
TOTAL	**1,810.9**	1,696.6	6.7%	**651.4**	620.5	5.0%	**36.0%**	36.6%

[1]CC: constant currency

Global Product Segment:

- Full year revenue growth of 9.7% with double-digit growth in the second half
- NPD performing well; Oracle™ Dual Boiler, the EyeQ® Toaster, the Baratza Encore™ ESP Pro and the Lelit MaraX3
- Double-digit revenue growth in Coffee and Cooking; single-digit growth in Food Preparation
- Young direct markets (China, Korea, Mexico, Middle East) growing strongly at over 70%
- Tariff and oil-led inflationary pressures

Distribution Segment:

- Successfully growing Gross Profit by $4m

Global Product Segment by Theatre

Second half double-digit growth

AUDm	GLOBAL PRODUCT SEGMENT REVENUE			
	FY26	FY25	% Growth	**% Growth CC[1]**
Americas	**879.3**	822.2	6.9%	**10.8%**
EMEA	**408.1**	374.4	9.0%	**8.5%**
APAC	**324.4**	304.0	6.7%	**8.3%**
TOTAL	**1,611.8**	1,500.6	7.4%	**9.7%**

[1]CC: constant currency

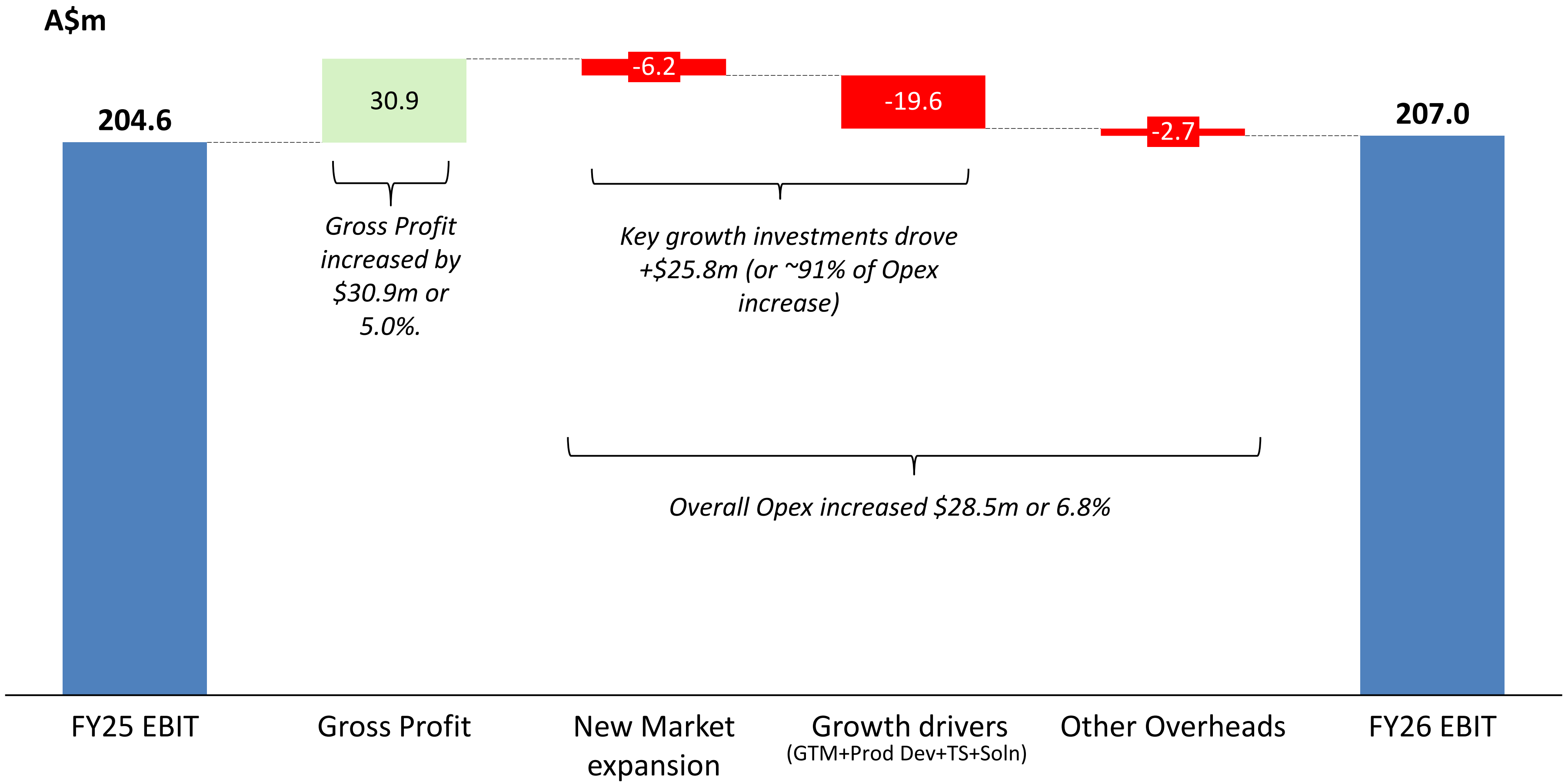
Americas: Double-digit cc revenue growth. Coffee in double-digits led by premium NPD launches and strong Barista Express growth. Cooking in double digits and Food Prep in single digit growth. 300 Best Buy store-in-stores performing well driving sales and up trading.

EMEA: Direct markets in double-digit cc revenue growth led by Coffee including NPD. Exceptional start in the Middle East despite challenges. More moderate performance in distributor markets.

APAC: Direct markets (Aus, NZ, China and Korea) in double-digit cc revenue growth. Very encouraging China sales and Korea going from strength to strength. Total Theatre growth of 8.3% included a strengthened 2H of 11.5% as cyclical sales in distributor-led markets normalised.

EBIT drivers: FY25 – FY26

EBIT in line with Budget and Guidance



- Gross Profit growth delivered against headwinds
- Opex growth invested in strategic growth drivers (increasing to 14.4% of revenue) and new market expansion
- Other overheads well controlled

Financial Position at 30 June

Balance sheet strength supports strategic investments

AUDm[1]	June 26	June 25
Inventory	**465.8**	426.3
Receivables	**310.6**	302.3
Trade and other payables	**(321.1)**	(309.9)
WORKING CAPITAL	**455.3**	418.7
PPE	**111.7**	92.3
Development costs & software	**115.2**	102.7
Goodwill, brands and licences	**335.2**	348.0
Other (liabilities) / assets	**(63.5)**	(36.5)
NET ASSETS EMPLOYED	**953.9**	925.2
Net (cash) / debt	**(104.4)**	(48.5)
Shareholders' equity	**1,058.3**	973.7
CAPITAL EMPLOYED	**953.9**	925.2

ROE%[2]	**13.6%**	14.9%

[1] *Minor differences may arise due to rounding*
[2] *ROE is calculated based on NPAT for the 12 months ended 30 June 2026 (FY25: 12 months ended 30 June 2025) divided by the average of shareholders' equity in June each year and 12 months earlier.*

Commentary

- Strong underlying cashflow supporting an improved net cash position
- Earlier build of US inventory from new manufacturing facilities
- Receivables seasonally normal with days outstanding flat on pcp
- Continued capital investment in business growth drivers
  - PPE growth includes BBY store-in-store expansion and diversified manufacturing tooling
  - Growing development costs and software reflects an increased investment in a healthy NPD pipeline
  - Fx driving movement in Goodwill, brands and licences
- Unused debt facilities of $364.4m and cash of $193.4m provides flexibility for normal seasonal inventory build as well as funding growth opportunities

FY27 – Environment

- FY27 net US tariff position remains fluid and the effective tariffs we face will likely continue to evolve
- The risk of oil-based supply chain disruption and inflation remains in play
- Far better placed to withstand volatility than 12 months ago
  - 120-volt manufacturing diversification gives us optionality
  - Battle hardened and collaborating positively with our value chain
  - We plan for volatility and will continue to address challenges on a tactical basis
  - We have built inventory at the beginning of FY27
- Capex investment and earlier inventory build is expected to continue through FY27
- Consistent with past practice, we currently expect to give FY27 guidance with 1H27 results

Operational Progress

US Channel Structure

New Countries Performance

Beanz Expansion

AI Transformation Project

US Retail Channel

Structured Channel for Premium Products

Premium

Mass

WILLIAMS SONOMA CALIFORNIA | Sur la table | Crate&Barrel

Collectively 300+ Doors

BEST BUY

1,000+ Doors

1,600+ Doors

Walmart | COSTCO WHOLESALE | sam's club

amazon prime

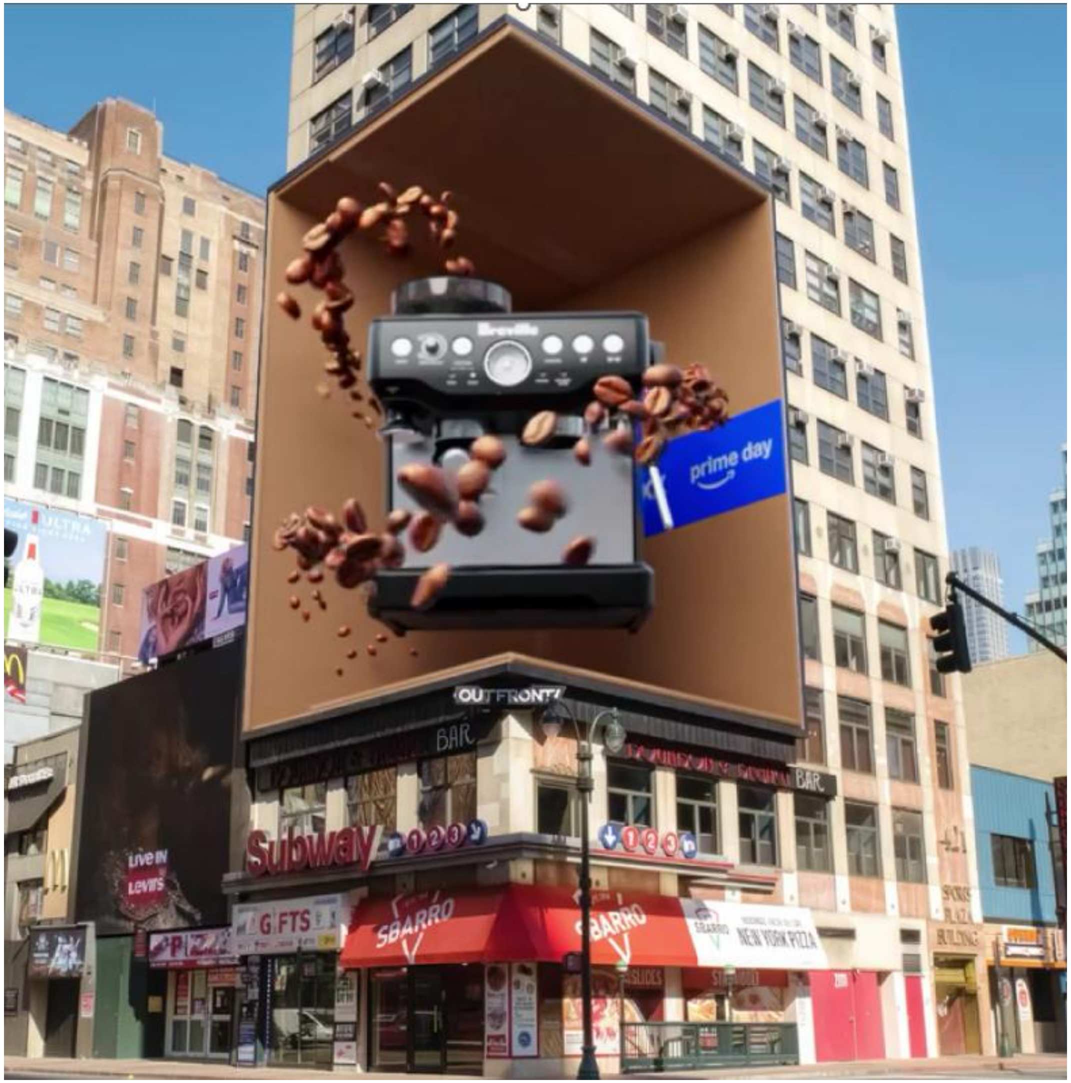
Solid Execution in the Specialty Channel

Best Buy Store-In-Store Partnership

300 In-Store Executions

- Material step-change in sellout performance in stores with store-in-store execution
- Higher ASP in stores with store-in-store execution
- 4 Year commitment – structural change to US retail channel

Target & Amazon



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Operational Progress

US Channel Structure

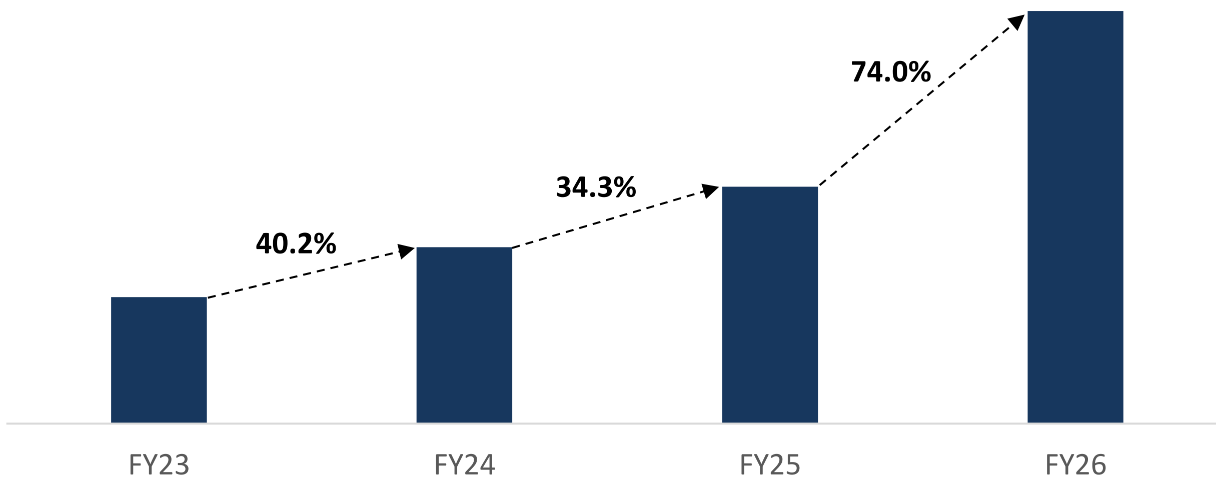
New Countries Performance

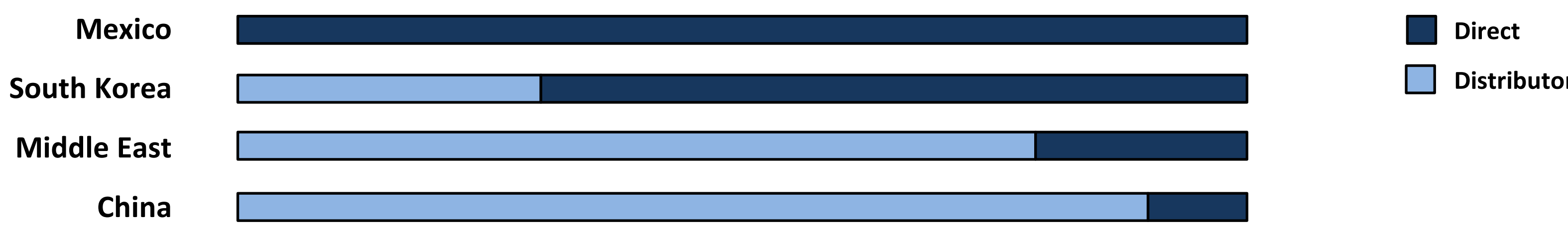
Beanz Expansion

AI Transformation Project

Mexico, Middle East, Korea & China

Breville|Sage Net Sales Performance, Constant Currency





- FY26 is the first year without a distributor-to-direct transition cost
- China completed its first full financial year, a **7.1x** increase over the average distributor revenue for FY24 & FY25
- The Middle East delivered a **6.6x** revenue increase relative to the average distributor revenue for FY23 & FY24*

* The Middle East went direct in January 2025, making FY24 the last clean year of Distributor revenue.

All Four Driving Operational Success

A Mix of Channel Expansion and Brand Building

Operational Progress

US Channel Structure

New Countries Performance

Beanz Expansion

AI Transformation Project

Beanz is Live in The Netherlands

Delivering a Cross-Border Coffee Service

- Beanz is now live in The Netherlands with 12 Specialty Roasters
- The Beanz service now supports cross-border shipping (VAT), giving German and Dutch consumers choice across 26 roasters
- Fast Track Barista Pack Program will go live in The Netherlands in September.

Operational Progress

US Channel Structure

New Countries Performance

Beanz Expansion

AI Transformation Project

What's the Point: Velocity & Quality

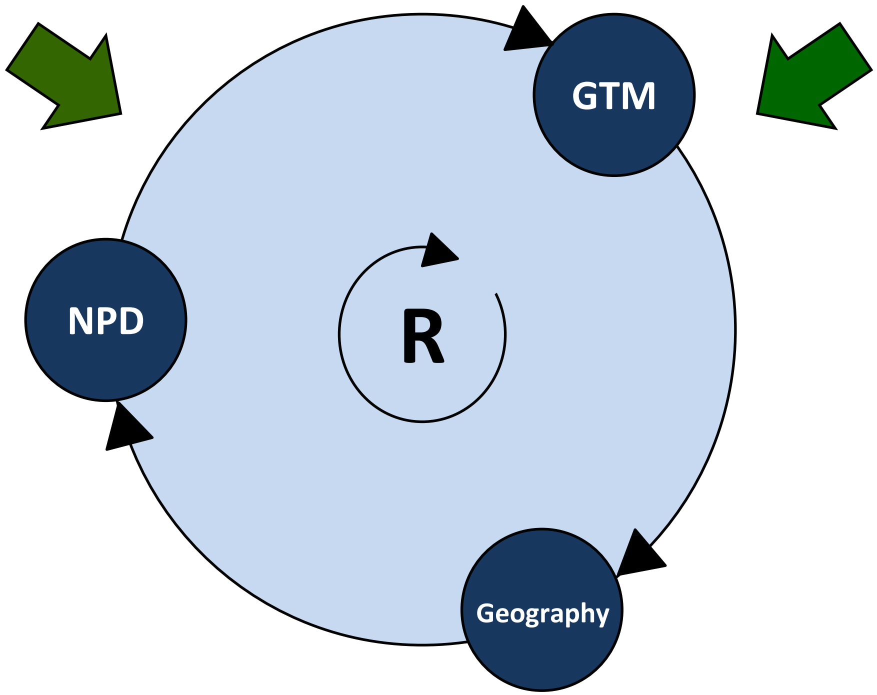
Innovation-Driven Growth Flywheel

2016-2025

- **Headcount**
- **Money**

2026+

- **Headcount**
- **Tokens**
- **Money**



- The unlock of AI is it adds "tokens" as a velocity input
- Amplifying the employee base, both at the individual and team level, drives flywheel acceleration—everything happens faster, covering more ground with the same level of effort
- It shortens time to value, delivers a better end product, and pulls forward operating leverage

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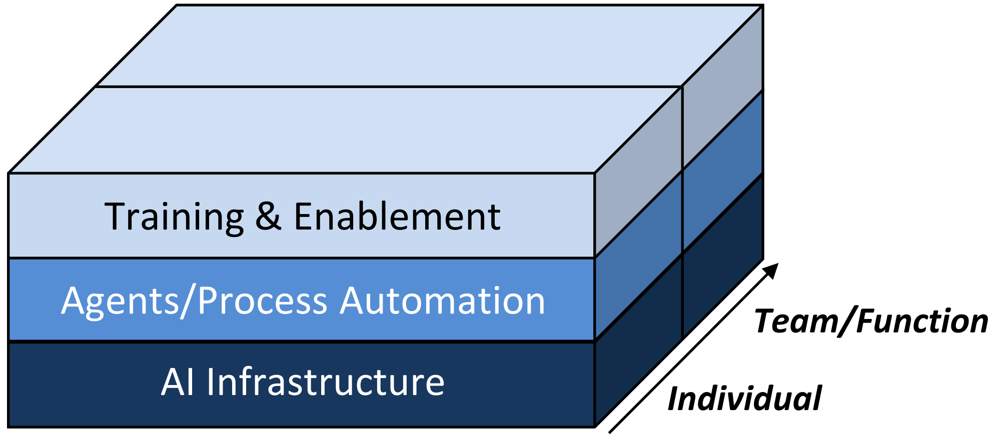
AI Program Moving to Phase II



Phase I
Individual Amplification

Phase II
Team/Function Amplification

"Me"

"We"

Prerequisite: Infrastructure Has to be in Place

Enterprise must be AI Addressable

SaaS Application Deployment Platform

Governance Platform

Structured Data | **Unstructured Data**

- Enterprise data, both structured and unstructured, is now available for query by an AI chat session, an agent, or an application
- Business users can now deploy their own SaaS applications and access the data needed to drive those applications
- Architecture is model independent

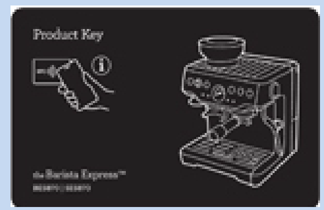
Solution Offense: NFC Coffee Experience

Consideration	Getting Started	Discovery (coffee, recipes), Leveling Up, Care & Cleaning, Support

Retail Experience

- Core Features
- Why consumers choose this one
- How compare to others
- FAQs

At Home Experience



- Onboarding (registration)
- First Use: step by step
- How to, the basics
- How to level up
- Coffee recipes
- Beanz – right coffee for you
- Care & Cleaning, Accessories
- Troubleshooting & Support

- Frictionless and engaging support of the entire customer journey—what you need, when you need it from a single tap of your phone
- Breville|Sage coffee products going live in 40 countries in September

AI SaaS Applications Enabling NFC Experience

NFC Coffee Experience

- **UI/UX Design Application** — Design and consumer-validate both Retail and At Home experience
- **Recipe Production Application** — Produce 660 coffee recipes across the coffee machine range
- **Translation Application** — Translate copy (including recipes) into 17 languages
- **Customer Support Application** — Give consumers self-service AI-enabled support

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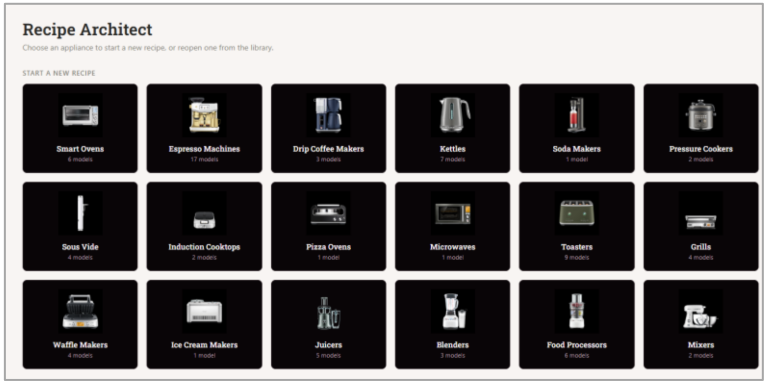
- Project Go January 2026 with a September Go-Live for 40 countries across entire Breville coffee range. Not possible without AI. Comparable pre-AI program (Fast Track Barista Pack): 14 months to reach 8 markets.
- UX Design, Recipe Production and Translation Applications built by Business Users with no coding background. Self-deployed onto BRG platform.
- For this work, team members are not learning to use AI. They are learning how to use the application to get the real work done—Productization of AI.
- Benefit compounds. This is how all future work is done across UX Design, Recipe Production and Translation

Magnitude of Gain: 6.3x and Compounding

Recipe Production Application



Total output across 120 recipes

Espresso variants	600 docs
Drip variants	60 docs
Total recipe documents	660 docs
Manual writing time	425 hrs
With Architect	67 hrs
Hours saved	358 hrs

6.3×
84% faster
EFFICIENCY GAIN

UI/UX Design Application

Design Responsibilities
- Product UX design (touch screen)
- Application UX design (Breville+)
- Website UX design (Breville.com)
- Breville, Sage, Baratza, Lelit, Beanz
- Global (17 languages)

Application Benefits
- Developing prototypes for consumer testing 5x faster
- Handing off to product firmware team 2-3 months earlier—shortens time to market
- Delivering higher quality, consumer tested designs

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FULL YEAR RESULTS
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