Big River Industries Limited
Appendix 4E
Preliminary final report

1. Company details

Name of entity:	Big River Industries Limited
ABN:	72 609 901 377
Reporting period:	For the year ended 30 June 2026
Previous period:	For the year ended 30 June 2025

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2. Results for announcement to the market

				$'000
Revenues from ordinary activities	up	5.3%	to	426,428
Profit from ordinary activities after tax attributable to the owners of Big River Industries Limited	up	133.2%	to	4,901
Profit for the year attributable to the owners of Big River Industries Limited	up	133.2%	to	4,901

	2026 Cents	2025 Cents
Basic earnings/(loss) per share	5.45	(17.28)
Diluted earnings/(loss) per share	5.31	(17.28)

Dividends

	Amount per security Cents	Franked amount per security Cents
Final dividend paid on 7 October 2025	2.00	2.00
Interim dividend paid on 2 April 2026	2.00	2.00

On 25 August 2026, the Directors determined a fully franked dividend of 2 cents per fully paid ordinary share to be paid on 6 October 2026.

Comments
The profit for the Group after providing for income tax amounted to $4,901,000 (30 June 2025: loss of $14,754,000).

Refer to the Annual Report attached to this Appendix 4E for detailed explanation and commentary on the results.

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3. Net tangible assets

	Reporting period Cents	Previous period Cents
Net tangible assets per ordinary security	61.00	66.69

Calculated as follows:

	Group 2026 $'000	Group 2025 $'000
Net assets	113,602	101,376
Intangibles	(56,234)	(44,430)
Net tangible assets	57,368	56,946
Number of ordinary shares (No.)	94,190,636	85,391,326

4. Control gained over entities

Name of entities (or group of entities)	Johns Building Supplies ('JBS')
Date control gained	15 December 2025

5. Dividend reinvestment plans

Not applicable.

6. Audit qualification

Details of audit qualification (if any):

The financial statements have been audited and an unmodified opinion has been issued.

7. Attachments

Details of attachments (if any):

The Annual Report of Big River Industries Limited for the year ended 30 June 2026 is attached.

8. Authorised for release

Authorised for release to the ASX by order of the Board.

25 August 2026

Big River Industries Limited

ABN 72 609 901 377

Annual Report - 30 June 2026

The Directors present their report, together with the financial statements, on the consolidated entity (referred to hereafter as the 'Group') consisting of Big River Industries Limited (referred to hereafter as the 'Company' or 'parent entity') and the entities it controlled at the end of, or during, the year ended 30 June 2026.

Directors

The following persons were Directors of Big River Industries Limited during the whole of the financial year and up to the date of this report, unless otherwise stated:

John Lorente	Managing Director and Chief Executive Officer
Martin Monro	Chair
Martin Kaplan	
Brad Soller	
Alexander Beard	Appointed 3 November 2025
Sacha Leagh-Murray	Appointed 1 January 2026
Vicky Papachristos	Resigned 28 October 2025

Principal activities

During the financial year the principal continuing activities of the Group consisted of the manufacture of veneer, plywood and formply, and the distribution of building supplies, including commercial and formwork product.

Dividends

Dividends paid

Dividends paid during the financial year were as follows:

	Group 2026 $'000	Group 2025 $'000
Final dividend of 2.0 cents per fully paid ordinary share paid on 7 October 2025 (2025: 2.0 cents per fully paid ordinary share paid on 4 October 2024)	1,708	1,707
Interim dividend of 2.0 cents per fully paid ordinary share paid on 2 April 2026 (2025: 2.0 cents per fully paid ordinary share paid on 2 April 2025)	1,884	1,708
	3,592	3,415

Dividend declared

On 25 August 2026, the Directors determined a fully franked dividend of 2 cents per fully paid ordinary share to be paid on 6 October 2026.

Review of operations

The Group revenue of $426,428,000 was up 5.3% on the prior comparative period ('pcp'), reflecting resilient trading across the Group despite subdued residential construction markets, together with the contribution from the acquisition of Johns Building Supplies ('JBS').

Gross profit margin of 26.5% was up 30bps on the pcp, with continued expansion underpinned by disciplined pricing, improved mix, and closer supplier alignment. Margin expansion was again achieved despite soft market conditions and heightened competition.

EBITDA (before significant items) of $31,150,000 was up 8.4% on the pcp, slightly ahead of the earnings guidance provided in June, reflecting disciplined execution across key areas within the Group's control including pricing, product mix, procurement, operating expenses, and working capital. EBITDA margin expanded 21bps on the pcp to 7.3%.

During FY2026, the Group completed the acquisition of JBS with associated acquisition costs of $963,000. The business contributed revenue of $25,220,000 and EBITDA of $3,081,000 (6.5 months since acquisition on 15 December 2025), for the year ended 30 June 2026.

Statutory NPAT of $4,901,000 was a material improvement on the FY25 statutory loss of $14,754,000 (which included a $19,957,000 non-cash impairment). Underlying NPAT of $5,200,000 was up 20.5% on the pcp, highlighting the operating leverage in the business.

Summary results	Group 2026 $'000	Group 2025 $'000
Revenue	426,428	405,093
EBITDA*	31,150	28,694
Depreciation	(15,285)	(14,488)
Amortisation	(2,788)	(2,426)
Earnings before interest and tax ('EBIT') and before significant items	13,077	11,780
Finance costs	(5,267)	(5,524)
Net profit before tax ('NPBT') and before significant items	7,810	6,256
Taxation	(2,610)	(1,971)
Net profit after tax ('NPAT') and before significant items	5,200	4,285
Significant Items, net of tax	(299)	(19,039)
Statutory NPAT	4,901	(14,754)
Significant items, net of tax:		
Acquisition costs	(963)	(11)
Rebranding and restructuring costs	(367)	(1,639)
Fair value gain on contingent consideration	1,351	2,073
Impairment of goodwill	-	(19,957)
HR system upgrade and payroll data review	(698)	-
Total significant items before tax	(677)	(19,534)
Tax benefit	378	495
Total significant items after tax	(299)	(19,039)

* EBITDA is net profit before interest, taxes, depreciation, amortisation, and significant items which are acquisition costs, rebranding costs, restructuring costs, impairment charge, HR system upgrade and payroll data review and fair value gain. EBITDA is a financial measure which is not prescribed by Australian Accounting Standards. The Directors consider EBITDA to represent the core earnings of the Group.

Segment performance	Segment Revenue 2026 $'000	Segment Revenue 2025 $'000	Segment EBITDA 2026 $'000	Segment EBITDA 2025 $'000
Panels	131,421	129,733	12,319	13,534
Construction	295,007	275,360	27,652	23,242
Corporate	-	-	(8,821)	(8,082)
	426,428	405,093	31,150	28,694

Panels division

The Panels division improved revenue performance relative to the prior year. This was driven by continued organic growth in bespoke and value-added product categories across key regions and partly offset by softer trading conditions in New Zealand and continued weakness in the recreational vehicle market.

Construction division

Commercial construction and formwork markets were comparatively resilient. The Formwork and Commercial business continued to perform well, delivering positive organic growth during the year, with particularly strong contributions from the Group's Western Australian and New South Wales operations.

Strong balance sheet

The Group maintained a strong balance sheet through FY26, supported by disciplined cash management and capital allocation. Cash conversion remained above 100% at 101.5%, while Net Working Capital to Revenue improved to 15.9% from 17.7%. Gearing reduced to 17.9% from 20.1%, remaining comfortably within the Group's target range. The Group continues to balance investment in growth with maintaining appropriate financial flexibility and balance sheet capacity.

Net debt	**Group 2026 $'000**	**Group 2025 $'000**
Cash and cash equivalents	24,499	22,817
Bank bills	(46,000)	(46,000)
Bank overdraft and trade/lease finance	(3,340)	(2,295)
Net debt	(24,841)	(25,478)
Contingent consideration*	(1,889)	(1,261)
Net debt including contingent consideration	(26,730)	(26,739)

* Contingent consideration represents estimated fair value of future payments to vendors of previously completed acquisitions. These payments are contingent on the achievement of certain financial targets of those acquired businesses. Refer note 19 'Contingent consideration' for further details.

Material business risks

The Group is subject to general risks as well as risks that are specific to the Group and the Group's business activities. The following is a list of risks which the Directors believe are or potentially will be material to the Group's business, however, this is not a complete list of all risks which the Group is, or may be, subject to.

General economic risks

The Group's operations and financial performance may be adversely affected by broader economic conditions, including changes in interest rates, inflation, exchange rates, housing activity and construction market demand. Increases in interest rates and inflation may result in higher borrowing and operating costs, while fluctuations in foreign exchange rates may impact the cost of imported timber, building products and other inventory sourced from overseas suppliers. Prolonged weakness in residential or commercial construction activity, reduced consumer confidence, or a downturn in economic conditions may also negatively affect customer demand and lower sales.

Processes are in place to be able to respond to changes in conditions and adjust production, delivery and raw materials purchasing requirements as well as manage operating and overhead costs as considered necessary and appropriate. The Group regularly reviews the inputs and methodologies of its forecasting and financial planning systems to improve reaction and response times to abnormal events. Key economic indicators are monitored for data which assist the business in being proactive in its decision making.

Work Health and Safety

The Group is committed to maintaining a safe and healthy workplace for its employees, contractors, customers and visitors across its manufacturing, warehousing and distribution operations. The nature of the Group's activities involves exposure to workplace health and safety risks, including the operation of machinery, handling of timber and building products, vehicle movements and manual handling tasks. Workplace incidents, injuries or failures to comply with health and safety obligations may result in legal liability, regulatory penalties, increased insurance costs, reputational damage and operational disruptions.

The Group mitigates work health and safety risks through a comprehensive WHS management framework that incorporates:
- Formal health and safety policies, procedures and standards that comply with applicable workplace health and safety legislation.
- Regular site inspections, hazard identification programs and risk assessments across manufacturing, warehousing, distribution and retail locations.
- Safe operating procedures for plant, equipment, forklift operations, manual handling and other high-risk activities.
- Preventative maintenance programs and regular inspections of plant and equipment to ensure safe operation including provision and monitoring of appropriate personal protective equipment (PPE).
- Incident, near-miss and hazard reporting systems, supported by investigations and corrective action processes.
- Emergency response, business continuity and injury management programs designed to minimise the impact of workplace incidents.

Key Personnel risks
The Group's success depends on the continued active participation of its key personnel. If the Group were to lose any of its key personnel or if it were unable to employ additional or replacement personnel, its operations and financial results could be adversely affected.

The Group seeks to employ high quality personnel who are remunerated by market competitive arrangements. Succession planning, talent management and organisation design capabilities are a focus of the Board and overseen on its behalf by the Nomination and Remuneration Committee.

IT system failure and cyber security risks
The Group relies on information technology systems and digital infrastructure to support its operations, including procurement, manufacturing, warehousing, logistics, sales, financial reporting and customer service. Disruption through system failure, cyber-attack, unauthorised access or data loss could adversely affect operations, financial performance and reputation.

The Group maintains technology resilience, cyber security and recovery controls including business continuity and disaster recovery arrangements, system redundancy and backups, security monitoring, vulnerability management, access controls, regular testing and employee cyber security training.

Cyber security capability is managed within the Group's Technology function, with designated personnel focused on monitoring, testing, incident preparedness and the ongoing improvement of security controls. External specialist services and technology platforms also support threat detection, vulnerability management and incident response.

Climate related
There may be climate related factors which impact the Group's operations in both the near and longer term. For example, these impacts could be in areas such as availability and cost of materials used in the Group's products or manufacturing processes, transport, and/or occurrence of extreme weather events. Any significant or sustained impacts could adversely affect the Group's financial performance and/or financial position. The Group has begun developing a comprehensive Scopes 1 & 2 Emissions Inventory in line with the Greenhouse Gas Protocol, integrating management and reduction strategies across all sites to meet reporting obligations. Sources of emissions for Scope 3 will also be identified, with ESG reporting to commence in the 2027 Annual Report.

Significant changes in the state of affairs

Acquisition of business

Johns Building Supplies - Perth, Western Australia ('JBS')
On 1 December 2025, the Group acquired 100% of the business and assets of Johns Building Supplies ('JBS'), a business located in Perth, WA. Completion was effective from 15 December 2025 and the maximum purchase price was $17,075,000. This included an upfront consideration of $10,200,000 in cash, $2,000,000 in Big River shares issued at the 10-day VWAP immediately prior to completion ('Consideration Shares') and a further $2,875,000 in cash and a further $2,000,000 in contingent consideration which may be payable on the achievement of defined EBITDA thresholds). The Consideration Shares were issued out of the Company's existing Listing Rule 7.1 placement capacity. Half of the Consideration Shares were subject to a 12-month escrow and the remainder of the Consideration Shares are subject to a 24-month escrow.

Entitlement offer
On 24 December 2025, the Company issued 7,322,160 ordinary shares at an issue price of $1.370 raising a total of $10,031,000 through a shareholder entitlement offer.

Extension of bank facilities

During the financial year, the Group extended its existing banking facility with National Australia Bank. The revised terms include an extension of the maturity date (no bank bills maturing in FY 2026), with all other material terms remaining substantially unchanged.

There were no other significant changes in the state of affairs of the Group during the financial year.

Matters subsequent to the end of the financial year

Apart from the dividend declared, no other matter or circumstance has arisen since 30 June 2026 that has significantly affected, or may significantly affect the Group's operations, the results of those operations, or the Group's state of affairs in future financial years.

Likely developments and expected results of operations

The Group enters FY27 with an improved earnings base, resilient gross margins, a disciplined cost structure, and a strong pipeline of targeted growth initiatives. Subject to market conditions and successful execution against the strategic priorities detailed below, the Group reiterates its expectation for double-digit EBITDA growth in FY27.

Principal drivers are expected to include:

- Full-year contribution from Johns Building Supplies and continued growth in Western Australia.
- Increased market penetration in key higher-value product growth categories where Big River has a competitive advantage.
- Investment in specialist sales, technical, and category management capability.
- Continued Gross Profit improvement through pricing discipline, product mix, supplier consolidation, and procurement initiatives.
- Increased utilisation of the Group’s manufacturing capability.
- Further operational efficiencies across the Group’s branch, warehouse, and supply chain network.
- Continued implementation of standardised processes and systems.
- Increased operating leverage as revenue growth is delivered through the Group’s existing national platform.

Residential markets are expected to remain variable in the near term and as such market growth is expected to be subdued in FY27. Commercial, infrastructure, and formwork activity is expected to remain comparatively resilient. Western Australia and South Australia are expected to continue outperforming the softer eastern-seaboard markets of New South Wales and Victoria, with the Queensland market expected to grow as preparations for the Brisbane 2032 Olympics accelerate.

The Group will continue to maintain a disciplined approach to costs, working capital, and capital investment while progressing initiatives that deliver measurable earnings and cash outcomes.

The Group continues to explore targeted value-accretive acquisition opportunities. As announced on 29 June 2026, the Board's review of the Group's valuation, capital structure and strategic opportunities is progressing, and the Group will update the market once that review has concluded.

Environmental regulation

The Group is not subject to any significant environmental regulation under Australian Commonwealth or State law.

Information on Directors

Name:	**John Lorente**
Title:	Managing Director and Chief Executive Officer
Qualifications:	John holds a Bachelor of Science from the University of Sydney, a Masters of Business Administration from Macquarie Graduate School of Management and is a Member of the Australian Institute of Company Directors (MAICD).
Experience and expertise:	John Lorente is a senior executive and company director with extensive experience across strategy, operations, M&A, business transformation and commercial leadership within the building products, manufacturing and distribution sectors. He has held senior executive and Board roles across listed and private organisations, leading businesses through growth, transformation and complex market environments. John is Managing Director and Chief Executive Officer of Big River Industries Limited, having joined the Group in February 2018 and been appointed CEO in March 2023. He has led the development and execution of the Group's strategy, including business transformation, investment in manufacturing capability, portfolio development, strategic acquisitions and the continued development of its national distribution network. Prior to Big River, John spent 12 years with ASX listed GWA Group Limited in senior management roles across Australia and the United States, with responsibility across its building products businesses. Earlier in his career, he held commercial and management roles within the coatings and construction materials sectors.
Other current directorships:	Non Executive Director of Natbuild Group Pty Ltd Non Executive Director of the National Timber & Hardware Association
Former directorships (last 3 years):	None
Special responsibilities:	None
Interests in shares:	251,828 ordinary shares (directly) 39,725 ordinary shares (indirectly)
Interests in rights:	704,037 performance rights (directly)

Name:	**Martin Monro**
Title:	Independent Non-Executive Chair
Qualifications:	Martin has a BA with a double major in Psychology from Flinders University and post-graduate qualifications in Human Resources Management from Charles Sturt University. He is a graduate of the London Business School Accelerated Development Programme, a Fellow of the Australian Institute of Company Directors and a Fellow of the Australian Institute of Building.
Experience and expertise:	Martin was formerly the Chief Executive Officer and Managing Director of Watpac Limited from August 2012 until his retirement in an executive capacity in June 2019. Martin remained on that board as a Non-Executive Director until June 2024. Martin has more than 30 years' experience in the Australian and International construction sectors, with a proven track record in prudent financial management, safety leadership and successful expansion into new markets. Since June 2020, Martin is a Non-Executive Director of Fleetwood Limited and Chair of its Risk Committee, and a Non-Executive Director of Service Stream Limited as a Non-Executive Director where he Chairs the Remuneration and Nomination Committee. In March 2026, Martin joined the board of the non-listed construction group, John Holland as an independent Non-Executive Director.
Other current directorships:	Fleetwood Limited (ASX: FWD) Service Stream Limited (ASX: SSM)
Former directorships (last 3 years):	None
Special responsibilities:	Chair of the Board Member of the Audit and Risk Committee Member of the Nomination and Remuneration Committee
Interests in shares:	55,000 ordinary shares (directly)
Interests in rights:	None

Name:	**Martin Kaplan**
Title:	Non-Executive Director
Qualifications:	Martin holds a Bachelor of Commerce degree from the University of Cape Town and previously qualified as a Chartered Accountant (South Africa & Canada).
Experience and expertise:	Martin has been a Non-Executive Director of the Company since November 2015 and a director of Big River Group Pty Limited since February 2016. Martin is currently an Investment Director of Anacacia Capital Pty Ltd, the management company of the major shareholders Anacacia Pty Ltd as trustee for Anacacia V Fund A and Anacacia B Pty Ltd as trustee for Anacacia V Fund B.
Other current directorships:	Non-Executive Director of Direct Couriers Group Pty Ltd (non-listed) Non-Executive Director of Florabelle Imports Group Pty Ltd (non-listed) Non-Executive Director of Anacacia B Pty Ltd CAN 689 724 310 as trustee for the Anacacia V Fund B.
Former directorships (last 3 years):	None
Special responsibilities:	Member of the Nomination and Remuneration Committee
Interests in shares:	Martin is an Investment Director of Anacacia Capital Pty Ltd which manages the interests of the major shareholders Anacacia Pty Ltd as trustee for Anacacia V Fund A and Anacacia B Pty Ltd as trustee for Anacacia V Fund B. Martin does not have a relevant interest in those shares for the purposes of the Corporations Act 2001.
Interests in rights:	None

Name:	**Brad Soller**
Title:	Independent Non-Executive Director
Qualifications:	Brad is a Chartered Accountant and has a Master of Commerce, a Bachelor of Accounting and a Bachelor of Commerce from the University of Witwatersrand.
Experience and expertise:	Brad is a very experienced senior financial executive and previously held the roles of Chief Financial Officer at Metcash, David Jones and Lendlease Group.
Other current directorships:	Non-Executive Director and Chair of the Audit and Risk Committee at Reliance Worldwide Corporation Limited (ASX: RWC) Advisory Board member of Merlon Capital Partners (non-listed).
Former directorships (last 3 years):	Non-Executive Director and Chair of the Audit and Risk committee at Bapcor Limited (ASX: BAP)
Special responsibilities:	Chair of the Audit and Risk Committee
Interests in shares:	16,462 ordinary shares (directly)
Interests in rights:	None

Name:	**Alexander (Sandy) Beard**
Title:	Independent Non-Executive Director (appointed 3 November 2025)
Qualifications:	Sandy is a Chartered Accountant and has a Bachelor of Commerce degree, and a member of the AICD (Australian Institute of Company Directors)
Experience and expertise:	Sandy has been a Director and Chairman of more than 25 ASX listed companies and many more private companies over the past 30 years. He is a professional investor and has extensive experience with investee businesses, both in providing advice, assisting in acquisitions and divestments, capital raisings and in direct management roles, especially bringing management expertise to small cap companies in driving shareholder returns.
Other current directorships:	Chairman of Schoolblazer Limited (ASX.SBZ) Chairman of Anagenics Limited (ASX:AN1) Chairman of FOS Capital Ltd (ASX:FOS) Chairman of H&G High Conviction Limited (ASX:HCF)
Former directorships (last 3 years):	Director of Centrepoint Alliance Ltd (ASX:CAF) until September 2023
Special responsibilities:	Chair of the Nomination and Remuneration Committee
Interests in shares:	30,000 ordinary shares (directly) 20,000 ordinary shares (indirectly)
Interests in rights:	None

Name:	**Sacha Leagh-Murray**
Title:	Independent Non-Executive Director (appointed 1 January 2026)
Qualifications:	Sacha holds a Bachelor of Business from Queensland University of Technology and has completed executive education programs in digital transformation and operational excellence through institutions including IMD and MIT.
Experience and expertise:	Sacha is a senior Australian business leader with over 30 years of experience in sales, marketing, digital transformation, and executive leadership within the manufacturing, building products, and FMCG sectors. Most recently, she served as Executive General Manager of Laminex Australia and was on the boards of Wespine Industries and Hexion Australia. Sacha notably repositioned Laminex as a design-led innovator, enhancing relationships with architects and driving product innovation and market growth. Since joining Laminex in 2017, she has led significant initiatives, including launching the Laminex ecommerce platform and relaunching the Laminex Colour Collection.
Other current directorships:	None
Former directorships (last 3 years):	Wespine Industries Pty Limited (non-listed) Hexion Australia Pty Limited (non-listed)
Special responsibilities:	None
Interests in shares:	5,000 ordinary shares (directly)
Interests in rights:	None

Name:	**Vicky Papachristos**
Title:	Former independent Non-Executive Director (resigned 28 October 2025)
Qualifications:	Vicky holds an Engineering degree from Monash University, an MBA from the Australian Graduate School of Management and is a member of the Australian Institute of Company Directors.
Experience and expertise:	Vicky is an experienced Non-Executive Director for over 15 years and has served on public, private and not-for-profit Boards including Aussie Broadband, GMHBA, Eftpos, Mt Baw Baw Alpine Resort, Coventry Group and Scale Investors. In her corporate career she has experience in blue chip companies, as well as running her own marketing and customer strategy management consultancy firm. Vicky has been involved across various strategic and business development roles with organisations including Shell, Westpac, and Myer.

'Other current directorships' quoted above are current directorships for listed entities only and excludes directorships of all other types of entities, unless otherwise stated.

'Former directorships (last 3 years)' quoted above are directorships held in the last 3 years for listed entities only and excludes directorships of all other types of entities, unless otherwise stated.

'Interests in shares' and 'interests in rights' are as at the date of this report.

Company Secretary

John O'Connor
John O'Connor was appointed to the position of Company Secretary on 22 August 2022. John has a Bachelor Commerce from University College Dublin, is a Chartered Management Accountant and a Graduate of the Australian Institute of Company Directors. He has over 30 years' experience in senior finance roles.

Meetings of Directors

The number of meetings of the Company's Board of Directors ('the Board') and of each Board committee held during the year ended 30 June 2026, and the number of meetings attended by each Director were:

	Full Board		Nomination and Remuneration Committee		Audit and Risk Committee	
	Attended	Held	Attended	Held	Attended	Held
J Lorente	14	14	-	-	-	-
M Monro	14	14	4	4	4	4
M Kaplan	14	14	4	4	4	4
B Soller	14	14	-	-	4	4
A Beard	10	10	1	2	-	-
S Leagh-Murray	6	6	-	-	-	-
V Papachristos	4	4	2	2	-	-

Held: represents the number of meetings held during the time the Director held office or was a member of the relevant committee.

Remuneration report (audited)

The remuneration report details the key management personnel remuneration arrangements for the Group, in accordance with the requirements of the Corporations Act 2001 and its Regulations and explains how the Group's performance has driven remuneration outcomes.

Key management personnel are those people who have authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including all Directors.

The key management personnel of the Group during FY2026 are detailed in the table below:

Name	Position	Term as KMP
Non-Executive Directors:		
M Monro	Director and Chair of the Board	Full year
M Kaplan	Director	Full year
V Papachristos	Director	To 28 October 2025
B Soller	Director	Full year
A Beard	Director	From 3 November 2025
S Leagh-Murray	Director	From 1 January 2026
Executive KMP:		
J Lorente	Managing Director and Chief Executive Officer	Full year
Other KMP:		
J O'Connor	Chief Financial Officer	Full year

The remuneration report is set out under the following main headings:

- Principles used to determine the nature and amount of remuneration.
- Details of remuneration.
- Service agreements.
- Share-based compensation.
- Additional information.
- Additional disclosures relating to key management personnel.

Principles used to determine the nature and amount of remuneration

The objective of the Group's executive reward framework is to ensure reward for performance is competitive and appropriate for the results delivered. The framework aligns executive reward with the achievement of strategic objectives and the creation of value for shareholders, and it is considered to conform to the market best practice for the delivery of reward. The Board ensures that executive reward satisfies the following key criteria for good reward governance practices:

- competitiveness and reasonableness;
- acceptability to shareholders;
- performance linkage / alignment of executive compensation; and
- transparency.

The Nomination and Remuneration Committee is responsible for:

- determining and reviewing remuneration arrangements for its directors and executives;
- the operation of incentive plans, including equity-based remuneration plans for senior executives;
- reviewing Board and senior executive succession plans; and
- recommending the appointment of any new directors.

The quality of the directors and executives is a major factor in the overall performance of the Group. The remuneration philosophy is to attract, motivate and retain high performance and high quality personnel.

The Nomination and Remuneration Committee has structured an executive remuneration framework that is market competitive and complementary to achievement of the reward strategy of the Group.

The reward framework is designed to align executive reward to shareholders' interests. The Board has considered that it should seek to enhance shareholders' interests by:
- having economic profit as a core component;
- focusing on sustained growth in shareholder value and delivering constant or increasing return on assets as well as focusing the executive on key non-financial drivers of value; and
- attracting and retaining high caliber executives.

Additionally, the reward framework should seek to enhance executives' interests by:
- rewarding capability and experience;
- reflecting competitive reward for contribution to growth in shareholder value; and
- providing a clear structure for earning rewards.

In accordance with best practice corporate governance, the structure of non-executive Director and executive Director remuneration is separate.

Non-executive directors' remuneration
Fees and payments to non-executive directors reflect the demands and responsibilities of their role. Non-executive directors' fees and payments are reviewed annually by the Nomination and Remuneration Committee. The Nomination and Remuneration Committee may, from time to time, receive advice from independent remuneration consultants to ensure non-executive directors' fees and payments are appropriate and in line with the market. The Chair's fees are determined independently to the fees of other non-executive directors based on comparative roles in the external market. The Chair is not present at any discussions relating to the determination of his own remuneration. Non-executive directors do not receive share options, rights or other incentives.

ASX listing rules require the aggregate non-executive directors' remuneration be determined periodically by a general meeting. Unless otherwise determined by a resolution of shareholders, the maximum aggregate remuneration payable by the Company to all non-executive directors of the Company for their services as directors, including their services on a Board Committee or Sub-Committee and including superannuation is limited to $750,000 per annum (in total).

Executive remuneration
The Group aims to reward executives based on their position and responsibility, with a level and mix of remuneration which has both fixed and variable components.

The executive remuneration and reward framework currently has three components:
- fixed base salary, including superannuation and non-monetary benefits;
- short-term performance incentives; and
- long-term performance incentives.

The combination of these comprises the executives' total remuneration.

Fixed remuneration, consisting of base salary, superannuation and non-monetary benefits, are reviewed annually by the Nomination and Remuneration Committee based on individual performance, the overall performance of the Group and comparable market remunerations.

Executives may receive their fixed remuneration in the form of cash or other fringe benefits where it does not create any additional costs to the Group.

The short-term incentive ('STI') program is designed to align the targets of the business with the performance hurdles of executives. STI payments made to executives are at the discretion of the Board and are based on the achievement of financial hurdles, principally relating to EBITDA performance, and key performance indicators ('KPI's') both financial and non-financial being achieved. KPI's include profit contribution, cash management, customer satisfaction, safety performance, leadership contribution and product management.

The STI's are paid in cash following the end of the financial year and approval from the Nomination and Remuneration Committee. The Nomination and Remuneration Committee retains the discretion to withdraw or amend the STI at any time.

The long-term incentive program ('LTI') is designed to create an alignment between shareholders and the remuneration of key executives and senior managers through the issue of Performance Rights. The number of Performance Rights vesting will be determined by reference to the compound annual growth rate ('CAGR') in Earnings Per Share ('EPS') over the vesting period and ranges from nil for less than 3% CAGR in EPS to 100% for greater than 10% CAGR in EPS, subject to an overriding discretion held by the Board. The Board considers CAGR in EPS to be an appropriate performance measure as it aligns with the Group's remuneration policy of creating shareholder value and is within the scope of influence of the selected executives.

Group performance and link to remuneration
Remuneration for the senior executives is directly linked to the performance of the Group. A portion of their STI is dependent on meeting the Board approved Annual Budget for operating EBITDA. The remaining portion of the STI is based on performance against objectives. In the event of a senior executive leaving during a financial year, any STI payable is at the discretion of the Nomination and Remuneration Committee. Refer to the section 'Additional information' below for details of the earnings for the last five years.

Use of remuneration consultants
During the financial year ended 30 June 2026, the Group did not engage remuneration consultants.

Voting and comments made at the Company's 2025 Annual General Meeting ('AGM')
At the 28 October 2025 AGM, 99.79% of the votes received supported the adoption of the remuneration report for the year ended 30 June 2025. The Company did not receive any specific feedback at the AGM regarding its remuneration practices.

Details of remuneration
Details of the remuneration of key management personnel of the Group are set out in the following tables.

	Short-term benefits			Post-employment benefits	Long-term benefits	Share-based payments	
2026	Cash salary and fees $	Cash bonus[5] $	Non-monetary $	Super-annuation $	Leave benefits $	Perform-ance rights $	Total $
Non-Executive Directors:							
M Monro	134,068	-	-	15,932	-	-	150,000
M Kaplan[1]	80,000	-	-	-	-	-	80,000
V Papachristos[2]	32,185	-	-	3,862	-	-	36,047
B Soller	84,874	-	-	10,126	-	-	95,000
A Beard[3]	46,703	-	-	5,604	-	-	52,307
S Leagh-Murray[4]	32,967	-	-	3,956	-	-	36,923
Executive Directors:							
J Lorente	520,344	57,558	-	30,000	21,391	228,968	858,261
Other Key Management Personnel:							
J O'Connor	400,358	25,967	-	30,000	11,206	102,321	569,852
	1,331,499	83,525	-	99,480	32,597	331,289	1,878,390

(1) M Kaplan is entitled to fees as a director which are paid directly to Anacacia Capital Pty Ltd, a substantial shareholder.

(2) Remuneration is from 1 July 2025 to date of resignation as Director, being 28 October 2025.

(3) Remuneration is from 3 November 2025 being the date of appointment as Director.

(4) Remuneration is from 1 January 2026 being the date of appointment as Director.

(5) The Nomination and Remuneration Committee considered the performance of the Group during the year and the senior executives achievement of financial and non-financial objectives. While the senior executives did not achieve the profit hurdle incentive target and therefore did not receive any financial STI, the executives did achieve various non-financial KPI's and as such were awarded 21% of their maximum STI for the year.

'Long-term benefits' represent movements in accrued long service and annual leave.

Total remuneration paid to non-executive Directors for the year ending 30 June 2026 amounted to $450,277 (30 June 2025: $498,815). This amounts to 60.0% (30 June 2025: 66.5%) of the maximum aggregate remuneration payable to all non-executive Directors of $750,000, as approved at the 2023 AGM.

	Short-term benefits			Post-employment benefits	Long-term benefits	Share-based payments	
2025	Cash salary and fees $	Cash bonus[3] $	Non-monetary $	Super-annuation $	Leave benefits $	Perform-ance rights $	Total $
Non-Executive Directors:							
M Monro	134,529	-	-	15,471	-	-	150,000
M Kaplan[1]	80,000	-	-	-	-	-	80,000
V Papachristos	85,202	-	-	9,798	-	-	95,000
B York[2]	70,686	-	-	8,129	-	-	78,815
B Soller	85,202	-	-	9,798	-	-	95,000
Executive Directors:							
J Lorente	504,483	75,000	-	29,932	12,822	79,080	701,317
Other Key Management Personnel:							
J O'Connor	387,991	21,009	-	29,932	(4,045)	35,353	470,240
	1,348,093	96,009	-	103,060	8,777	114,433	1,670,372

(1) M Kaplan is entitled to fees as a Director which are paid directly to Anacacia Capital Pty Ltd, a substantial shareholder.

(2) Remuneration is from 1 July 2024 to date of resignation as Director, being 11 June 2025.

(3) The Nomination and Remuneration Committee considered the performance of the Group during the year and the senior executives achievement of financial and non-financial objectives. While the senior executives did not achieve the profit hurdle incentive target and therefore did not receive any financial STI, the executives did achieve various non-financial KPI's and as such were awarded 24% of their maximum STI for the year.

'Long-term benefits' represent payment of accrued leave entitlements on termination, and movements in accrued long service leave and annual leave entitlements.

The proportion of remuneration linked to performance and the fixed proportion are as follows:

	Fixed remuneration		At risk - STI		At risk - LTI	
Name	2026	2025	2026	2025	2026	2025
Executive Directors:						
J Lorente	66%	78%	7%	11%	27%	11%
Other Key Management Personnel:						
J O'Connor	77%	88%	5%	4%	18%	8%

The proportion of the cash bonus paid/payable or forfeited is as follows:

Name	Maximum STI $	Actual STI $	Cash bonus paid/payable 2026	Cash bonus paid/payable 2025	Cash bonus forfeited 2026	Cash bonus forfeited 2025
Executive Directors:						
J Lorente	247,655	57,558	23%	31%	77%	69%
Other Key Management Personnel:						
J O'Connor	154,929	25,967	17%	14%	83%	86%

Service agreements

Remuneration and other terms of employment for key management personnel are formalised in service agreements. Details of these agreements are as follows:

Name:	**John Lorente**
Title:	Managing Director and Chief Executive Officer
Agreement commenced:	1 March 2023
Term of agreement:	No fixed term
Details:	Total fixed employment cost ('TFEC') of $550,344 per annum including statutory superannuation contributions. Either John or the Company may terminate the employment contract by giving six months' written notice to the other party. A Short-Term Incentive ('STI') is payable up to 45% of TFEC subject to the achievement of financial hurdles, principally relating to EBITDA performance, and for the achievement of personal business objectives.

Name:	**John O'Connor**
Title:	Chief Financial Officer and Company Secretary
Agreement commenced:	22 August 2022
Term of agreement:	No fixed term
Details:	Total fixed employment cost ('TFEC') of $430,358 per annum including statutory superannuation contributions. John may terminate his employment contract by giving three months' written notice to the Company and the Company may terminate the employment contract by giving three months' written notice to John. A Short-Term Incentive ('STI') is payable up to 36% of TFEC subject to the achievement of financial hurdles, principally relating to EBITDA performance, and for the achievement of personal business objectives.

As a part of their service agreements, John Lorente and John O'Connor also have the opportunity to participate in the Big River Industries Long Term Incentive Program ('LTI') by invitation, as per the program rules.

Key management personnel have no entitlement to termination payments in the event of removal for misconduct.

Share-based compensation

Issue of shares

There were no shares issued to Directors and other key management personnel as part of compensation during the year ended 30 June 2026.

Performance rights

The terms and conditions of each grant of performance rights over ordinary shares affecting remuneration of Directors and other key management personnel in this financial year or future reporting years are as follows:

Name	Number of rights granted	Grant date	Measurement period(1)	Expiry date(2)	Fair value per right at grant date
J Lorente	155,570	15 November 2023	30 June 2026	15 November 2028	$1.723
	259,354	5 November 2024	30 June 2027	5 November 2029	$1.177
	289,113	3 November 2025	30 June 2028	3 November 2030	$1.320
J O'Connor	69,455	15 November 2023	30 June 2026	15 November 2028	$1.723
	115,911	5 November 2024	30 June 2027	5 November 2029	$1.177
	129,189	3 November 2025	30 June 2028	3 November 2030	$1.320

(1) Measurement period represents the financial year ended date for the measurement of vesting conditions for performance rights. Performance rights vest following confirmation of the achievement of vesting conditions in August following the end of the measurement period.

(2) The expiry date represents the last possible date that vested performance rights can be converted to shares in the Company if not exercised prior.

Performance rights granted carry no dividend or voting rights. On exercise of rights, the Board will determine at its discretion whether to settle the exercised rights in shares, cash, or a combination thereof. Performance rights that are not forfeited on cessation of employment will be retained for testing for vesting at the end of the relevant measurement period.

The number of performance rights over ordinary shares granted to and vested by Directors and other key management personnel as part of compensation during the year ended 30 June 2026 are set out below:

Name	Number of rights granted during the year 2026	Number of rights granted during the year 2025	Number of rights vested during the year 2026	Number of rights vested during the year 2025
J Lorente	289,113	259,354	-	-
J O'Connor	129,189	115,911	-	-

Values of performance rights over ordinary shares granted, vested and lapsed for Directors and other key management personnel as part of compensation during the year ended 30 June 2026 are set out below:

Name	Value of rights granted during the year $	Value of rights vested during the year $	Value of rights lapsed during the year $
J Lorente	381,600	-	119,987
J O'Connor	170,517	-	122,786

Additional information

The earnings of the Group for the five years to 30 June 2026 are summarised below:

	2026 $'000	2025 $'000	2024 $'000	2023 $'000	2022 $'000
Sales revenue	426,428	405,093	414,676	449,451	409,263
EBITDA*	31,150	28,694	32,578	50,958	47,131
Profit after income tax (pre-significant items)	5,200	4,285	8,401	22,602	21,609
(Loss)/profit after income tax (statutory)	4,901	(14,754)	8,034	21,176	21,267

* EBITDA is net profit before interest, taxes, depreciation, amortisation, and significant items which are acquisition costs, rebranding costs, restructuring costs, impairment charge, HR system upgrade, payroll data review and fair value gain. EBITDA is a financial measure which is not prescribed by Australian Accounting Standards. The Directors consider EBITDA to represent the core earnings of the Group.

The factors that are considered to affect total shareholders return ('TSR') are summarised below:

	2026	2025	2024	2023	2022
Earnings per share pre-significant items (cents per share)	5.78	5.02	10.03	27.27	26.44
Earnings per share (statutory) (cents per share)	5.45	(17.28)	9.59	26.76	26.03

The Board considers the achievement of EPS growth as aligned with and a key factor to the creation of shareholder value and this reinforces the remuneration principles set out in this Remuneration report.

Additional disclosures relating to key management personnel

Shareholding

The number of shares in the Company held during the financial year by each Director and other members of key management personnel of the Group, including their personally related parties, is set out below:

	Balance at the start of the year	Exercise of performance rights	Additions	Disposals/ other	Balance at the end of the year
Ordinary shares					
J Lorente	268,534	-	23,019	-	291,553
M Monro	42,500	-	12,500	-	55,000
M Kaplan	-	-	-	-	-
V Papachristos(1)	38,562	-	559	(39,121)	-
B Soller	14,945	-	1,517	-	16,462
A Beard(2)	3,648	-	46,352	-	50,000
S Leagh-Murray(2)	-	-	5,000	-	5,000
J O'Connor	20,000	-	-	-	20,000
	388,189	-	88,947	(39,121)	438,015

(1) Disposals/other represents the key management personnel is no longer a director or key management personnel during the year, not necessarily a disposal of holding.

(2) Holding at start of year represents holding as at date of appointment as a director or key management personnel.

Performance rights holding

The number of performance rights over ordinary shares in the Company held during the financial year by each Director and other members of key management personnel of the Group, including their personally related parties, is set out below:

	Balance at the start of the year	Granted	Exercised	Expired/ forfeited/ other	Balance at the end of the year
Performance rights over ordinary shares					
J Lorente	489,287	289,113	-	(74,363)	704,037
J O'Connor	261,464	129,189	-	(76,098)	314,555
	750,751	418,302	-	(150,461)	1,018,592

This concludes the remuneration report, which has been audited.

Shares under performance rights
Unissued ordinary shares of Big River Industries Limited under performance rights at the date of this report are as follows:

Grant date	Expiry date	Number of rights
15 November 2023	15 November 2028	357,150
5 November 2024	5 November 2029	863,782
3 November 2025	3 November 2030	1,099,593
		2,320,525

No person entitled to exercise the performance rights had or has any right by virtue of the performance right to participate in any share issue of the Company or of any other body corporate.

Shares issued on the exercise of performance rights
There were no ordinary shares of Big River Industries Limited issued on the exercise of performance rights during the year ended 30 June 2026 and up to the date of this report.

Indemnity and insurance of officers
The Company has indemnified the Directors and executives of the Company for costs incurred, in their capacity as a Director or executive, for which they may be held personally liable, except where there is a lack of good faith.

During the financial year, the Company paid a premium in respect of a contract to insure the Directors and executives of the Company against a liability to the extent permitted by the Corporations Act 2001. The contract of insurance prohibits disclosure of the nature of the liability and the amount of the premium.

Indemnity and insurance of auditor
The Company has not, during or since the end of the financial year, indemnified or agreed to indemnify the auditor of the Company or any related entity against a liability incurred by the auditor.

During the financial year, the Company has not paid a premium in respect of a contract to insure the auditor of the Company or any related entity.

Proceedings on behalf of the Company
No person has applied to the Court under section 237 of the Corporations Act 2001 for leave to bring proceedings on behalf of the Company, or to intervene in any proceedings to which the Company is a party for the purpose of taking responsibility on behalf of the Company for all or part of those proceedings.

Non-audit services
No non-audit services were provided by the auditor (or by another person or firm on the auditor's behalf) during the current financial year.

Officers of the Company who are former partners of BDO Audit Pty Ltd
There are no officers of the Company who are former partners of BDO Audit Pty Ltd.

Auditor's independence declaration
A copy of the auditor's independence declaration as required under section 307C of the Corporations Act 2001 is set out immediately after this Directors' report.

Rounding of amounts
The Company is of a kind referred to in Corporations Instrument 2026/183, issued by the Australian Securities and Investments Commission, relating to 'rounding-off'. Amounts in this report have been rounded off in accordance with that Corporations Instrument to the nearest thousand dollars, or in certain cases, the nearest dollar.

This report is made in accordance with a resolution of Directors, pursuant to section 298(2)(a) of the Corporations Act 2001.

On behalf of the Directors

____
Martin Monro
Chair

____
John Lorente
Managing Director and Chief Executive Officer

25 August 2026
Sydney

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www.bdo.com.au

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Level 25, 252 Pitt Street
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Australia

DECLARATION OF INDEPENDENCE BY RYAN POLLETT TO THE DIRECTORS OF BIG RIVER INDUSTRIES LIMITED

As lead auditor of Big River Industries Limited for the year ended 30 June 2026, I declare that, to the best of my knowledge and belief, there have been:

1. No contraventions of the auditor independence requirements of the *Corporations Act 2001* in relation to the audit; and
2. No contraventions of any applicable code of professional conduct in relation to the audit.

This declaration is in respect of Big River Industries Limited and the entities it controlled during the period.

Ryan Pollett

Director

Ryan Pollett

BDO Audit Pty Ltd

Sydney, 25 August 2026

Big River Industries Limited
Consolidated statement of profit or loss and other comprehensive income
For the year ended 30 June 2026

	Note	Group 2026 $'000	Group 2025 $'000
Revenue	5	426,428	405,093
Other income	6	697	846
Fair value gain on contingent consideration	19	1,351	2,073
Expenses			
Raw materials and consumables used	7	(314,038)	(299,714)
Selling and distribution expense		(7,459)	(8,689)
Employee benefits expense	7	(54,666)	(49,696)
Occupancy expense		(6,454)	(5,535)
General and administration expense		(13,170)	(12,635)
Acquisition costs	7	(963)	(11)
Rebranding costs	7	(240)	(106)
Depreciation and amortisation expense	7	(18,073)	(16,914)
Impairment of receivables	9	(537)	(976)
Impairment of goodwill	14	-	(19,957)
Restructuring costs		(127)	(1,533)
Other expenses	7	(349)	-
Finance costs, net	7	(5,267)	(5,524)
Profit/(loss) before income tax expense		7,133	(13,278)
Income tax expense	8	(2,232)	(1,476)
Profit/(loss) after income tax expense for the year attributable to the owners of Big River Industries Limited	23	4,901	(14,754)
Other comprehensive loss			
Items that may be reclassified subsequently to profit or loss			
Net change in the fair value of cash flow hedges taken to equity, net of tax		542	(330)
Foreign currency translation		(2,193)	257
Other comprehensive loss for the year, net of tax		(1,651)	(73)
Total comprehensive income/(loss) for the year attributable to the owners of Big River Industries Limited		3,250	(14,827)
		Cents	Cents
Basic earnings/(loss) per share	36	5.45	(17.28)
Diluted earnings/(loss) per share	36	5.31	(17.28)

The above consolidated statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes

Big River Industries Limited
Consolidated statement of financial position
As at 30 June 2026

	Note	Group 2026 $'000	Group 2025 $'000
Assets			
Current assets			
Cash and cash equivalents		24,499	22,817
Trade and other receivables	9	56,917	53,374
Inventories	10	73,849	72,634
Financial assets	26	286	286
Derivative financial instruments	11	178	-
Income tax refund	8	-	40
Other assets		1,219	878
Total current assets		156,948	150,029
Non-current assets			
Derivative financial instruments	11	85	-
Property, plant and equipment	12	25,267	24,557
Right-of-use assets	13	31,102	25,294
Intangibles	14	56,234	44,430
Deferred tax	8	1,652	1,498
Total non-current assets		114,340	95,779
Total assets		271,288	245,808
Liabilities			
Current liabilities			
Trade and other payables	15	59,793	54,421
Lease liabilities	17	12,048	11,277
Derivative financial instruments	11	-	68
Income tax payable	8	944	636
Provisions	18	8,785	8,234
Contingent consideration	19	961	-
Other liabilities	20	1,704	1,937
Total current liabilities		84,235	76,573
Non-current liabilities			
Borrowings	16	46,000	46,000
Lease liabilities	17	24,545	18,525
Derivative financial instruments	11	-	211
Provisions	18	1,978	1,862
Contingent consideration	19	928	1,261
Total non-current liabilities		73,451	67,859
Total liabilities		157,686	144,432
Net assets		113,602	101,376
Equity			
Issued capital	21	114,628	102,822
Reserves	22	11,324	12,213
Accumulated losses	23	(12,350)	(13,659)
Total equity		113,602	101,376

The above consolidated statement of financial position should be read in conjunction with the accompanying notes

Group	Issued capital $'000	Foreign currency translation reserve $'000	Profit appropria-tion reserve $'000	Hedging reserve - cash flow hedges $'000	Share-based payments reserve $'000	Accumulated losses $'000	Total equity $'000
Balance at 1 July 2024	102,784	(806)	-	51	(1,291)	18,510	119,248
Loss after income tax expense for the year	-	-	-	-	-	(14,754)	(14,754)
Other comprehensive income/(loss) for the year, net of tax	-	257	-	(330)	-	-	(73)
Total comprehensive income/(loss) for the year	-	257	-	(330)	-	(14,754)	(14,827)
Transfer (note 22)	-	-	14,000	-	-	(14,000)	-
Transactions with owners in their capacity as owners:							
Contributions of equity, net of transaction costs (note 21)	38	-	-	-	-	-	38
Share-based payments (note 37)	-	-	-	-	332	-	332
Dividends paid (note 24)	-	-	-	-	-	(3,415)	(3,415)
Balance at 30 June 2025	102,822	(549)	14,000	(279)	(959)	(13,659)	101,376

Group	Issued capital $'000	Foreign currency translation reserve $'000	Profit appropria-tion reserve $'000	Hedging reserve - cash flow hedges $'000	Share-based payments reserve $'000	Accumulated losses $'000	Total equity $'000
Balance at 1 July 2025	102,822	(549)	14,000	(279)	(959)	(13,659)	101,376
Profit after income tax expense for the year	-	-	-	-	-	4,901	4,901
Other comprehensive (loss)/income for the year, net of tax	-	(2,193)	-	542	-	-	(1,651)
Total comprehensive (loss)/income for the year	-	(2,193)	-	542	-	4,901	3,250
Transactions with owners in their capacity as owners:							
Contributions of equity, net of transaction costs (note 21)	11,806	-	-	-	-	-	11,806
Share-based payments (note 37)	-	-	-	-	762	-	762
Dividends paid (note 24)	-	-	-	-	-	(3,592)	(3,592)
Balance at 30 June 2026	114,628	(2,742)	14,000	263	(197)	(12,350)	113,602

The above consolidated statement of changes in equity should be read in conjunction with the accompanying notes

	Note	Group 2026 $'000	Group 2025 $'000
Cash flows from operating activities			
Receipts from customers (inclusive of GST)		466,000	448,302
Payments to suppliers and employees (inclusive of GST)		(434,263)	(419,576)
		31,737	28,726
Interest income	7	463	517
Interest and other finance costs paid	7	(3,703)	(3,849)
Income taxes paid		(3,329)	(2,103)
Net cash from operating activities	35	25,168	23,291
Cash flows from investing activities			
Payment for acquisition of businesses	32	(13,075)	-
Payments for property, plant and equipment, net of lease finance		(2,533)	(2,165)
Payments of deferred consideration	19	-	(2,807)
Proceeds from entitlement offer		9,769	-
Proceeds from disposal of property, plant and equipment		157	339
Net cash used in investing activities		(5,682)	(4,633)
Cash flows from financing activities			
Net lease repayments		(14,110)	(12,971)
Dividends paid, net of reinvestment plan	24	(3,555)	(3,377)
Net cash used in financing activities		(17,665)	(16,348)
Net increase in cash and cash equivalents		1,821	2,310
Cash and cash equivalents at the beginning of the financial year		22,817	20,477
Effects of exchange rate changes on cash and cash equivalents		(139)	30
Cash and cash equivalents at the end of the financial year		24,499	22,817

The above consolidated statement of cash flows should be read in conjunction with the accompanying notes

Note 1. General information

The financial statements cover Big River Industries Limited as a group consisting of Big River Industries Limited ('Company' or 'parent entity') and the entities it controlled at the end of, or during, the year ('Group'). The financial statements are presented in Australian dollars, which is Big River Industries Limited's functional and presentation currency.

Big River Industries Limited is a listed public company limited by shares, incorporated and domiciled in Australia. Its registered office and principal place of business is:

Trenayr Road
Junction Hill NSW 2460

A description of the nature of the Group's operations and its principal activities are included in the Directors' report, which is not part of the financial statements.

The financial statements were authorised for issue, in accordance with a resolution of Directors, on 25 August 2026. The Directors have the power to amend and reissue the financial statements.

Note 2. Material accounting policy information

The accounting policies that are material to the Group are set out below. The accounting policies adopted are consistent with those of the previous financial year, unless otherwise stated.

New or amended Accounting Standards and Interpretations adopted

The Group has adopted all of the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period. The adoption of these Accounting Standards and Interpretations did not have any significant impact on the financial performance or position of the Group.

Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

Basis of preparation

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Interpretations issued by the AASB and the Corporations Act 2001, as appropriate for for-profit oriented entities. These financial statements also comply with International Financial Reporting Standards Accounting Standards as issued by the International Accounting Standards Board.

Parent entity information

In accordance with the Corporations Act 2001, these financial statements present the results of the Group only. Supplementary information about the parent entity is disclosed in note 31.

Principles of consolidation

The consolidated financial statements incorporate the assets and liabilities of all subsidiaries of Big River Industries Limited as at 30 June 2026 and the results of all subsidiaries for the year then ended.

Subsidiaries are all those entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date that control ceases.

Intercompany transactions, balances and unrealised gains on transactions between entities in the Group are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of the impairment of the asset transferred. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Note 2. Material accounting policy information (continued)

Foreign currency translation

Foreign currency transactions
Foreign currency transactions are translated into the Company's functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at financial year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

Foreign operations
The assets and liabilities of foreign operations are translated into the functional currency using the exchange rates at the reporting date. The revenues and expenses of foreign operations are translated into Australian dollars using the average exchange rates, which approximate the rates at the dates of the transactions, for the period. All resulting foreign exchange differences are recognised in other comprehensive income through the foreign currency reserve in equity.

The foreign currency reserve is recognised in profit or loss if the foreign operation or net investment is disposed of.

Revenue recognition
The Group recognises revenue as follows:

Revenue from contracts with customers
The Group generates revenue primarily from the manufacture, distribution and sale of timber, building products, formwork products, decorative panels, engineered timber products and prefabricated frame and truss systems across Australia and New Zealand. The Group recognises revenue in accordance with AASB 15 by identifying customer contracts and performance obligations, determining and allocating the transaction price, and recognising revenue when control of goods transfers to the customer, generally upon delivery or collection. Variable consideration, such as trade discounts and volume rebates, is estimated based on contractual terms, historical experience and expected purchasing patterns, with amounts reducing revenue accordingly. Revenue is recognised only where it is highly probable that a significant reversal of previously recognised revenue will not occur.

Sale of goods
Sale of goods revenue is recognised at the point in time when the performance obligation has been satisfied, which is when the customer obtains control of the goods. This is generally when:
- products are delivered to the customer's nominated location in accordance with agreed delivery terms; or
- products are collected by the customer from the Group’s warehouses, distribution centres or branches.

Interest
Interest revenue is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

Other revenue
Other revenue is recognised when it is received or when the right to receive payment is established.

Government grant
Grants from the government are recognised at their fair value when there is reasonable assurance that the grant will be received and that the Group will comply with all attached conditions. Government grants relating to costs are deferred and recognised in profit or loss over the periods necessary to match them with the costs that they are intended to compensate.

Income tax
The income tax expense or benefit for the period is the tax payable on that period's taxable income based on the applicable income tax rate for each jurisdiction, adjusted by the changes in deferred tax assets and liabilities attributable to temporary differences, unused tax losses and the adjustment recognised for prior periods, where applicable.

Note 2. Material accounting policy information (continued)

Deferred tax assets and liabilities are recognised for temporary differences at the tax rates expected to be applied when the assets are recovered or liabilities are settled, based on those tax rates that are enacted or substantively enacted, except for:
- When the deferred income tax asset or liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and that, at the time of the transaction, affects neither the accounting nor taxable profits; or
- When the taxable temporary difference is associated with interests in subsidiaries, associates or joint ventures, and the timing of the reversal can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets are recognised for deductible temporary differences and unused tax losses only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

The carrying amount of recognised and unrecognised deferred tax assets are reviewed at each reporting date. Deferred tax assets recognised are reduced to the extent that it is no longer probable that future taxable profits will be available for the carrying amount to be recovered.

Deferred tax assets and liabilities are offset only where there is a legally enforceable right to offset current tax assets against current tax liabilities and deferred tax assets against deferred tax liabilities; and they relate to the same taxable authority on either the same taxable entity or different taxable entities which intend to settle simultaneously.

Tax consolidation
Big River Industries Limited (the 'head entity') and its wholly-owned Australian resident subsidiaries have formed an income tax consolidated group under the tax consolidation regime. The head entity and each subsidiary in the tax consolidated group continue to account for their own current and deferred tax amounts. The tax consolidated group has applied the 'separate taxpayer within group' approach in determining the appropriate amount of taxes to allocate to members of the tax consolidated group.

In addition to its own current and deferred tax amounts, the head entity also recognises the current tax liabilities (or assets) and the deferred tax assets arising from unused tax losses and unused tax credits assumed from each subsidiary in the tax consolidated group.

Trade and other receivables
Trade receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any allowance for expected credit losses. Trade receivables are generally due for settlement within 45 days.

The Group has adopted a lifetime expected loss allowance in estimating expected credit loss to trade receivables through the use of a provisions matrix using fixed rates of credit loss provisioning. These provisions are considered representative across all customers of the Group based on recent sales experience, historical collection rates and forward-looking information that is available.

Inventories
Raw materials, work in progress and finished goods are stated at the lower of cost and net realisable value on a 'weighted average' basis. Cost comprises of direct materials and delivery costs, direct labour, import duties and other taxes, an appropriate proportion of variable and fixed overhead expenditure based on normal operating capacity. Costs of purchased inventory are determined after deducting rebates and discounts received or receivable.

Derivative financial instruments
Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured to their fair value at each reporting date. The accounting for subsequent changes in fair value depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged.

Derivatives are classified as current or non-current depending on the expected period of realisation.

Cash flow hedges
The Group uses derivative financial instruments to manage exposure to fluctuations in future cash flows arising from variable interest rate borrowings and foreign currency denominated purchases associated with its building products, timber and manufacturing operations.

Note 2. Material accounting policy information (continued)

The Group's principal hedging instruments comprise:

- interest rate swap contracts used to hedge exposure to movements in variable interest rates on bank bill facilities; and
- forward foreign exchange contracts used to hedge exposures arising from forecast purchases of imported inventory and raw materials denominated in foreign currencies, primarily United States Dollars (USD) and Euros (EUR).

Where a hedging relationship qualifies for hedge accounting under AASB 9 'Financial Instruments', the effective portion of changes in the fair value of the hedging instrument is recognised in other comprehensive income and accumulated in the cash flow hedges reserve within equity. The ineffective portion of any hedge is recognised immediately in profit or loss within finance costs or other operating expenses, depending on the nature of the underlying exposure.

Property, plant and equipment

Property, plant and equipment is stated at historical cost less accumulated depreciation and impairment. Historical cost includes expenditure that is directly attributable to the acquisition of the items. The cost of fixed assets constructed within the Group includes the cost of materials, direct labour, borrowing costs and an appropriate proportion of fixed and variable overhead.

Depreciation is calculated on a straight-line basis to write off the net cost of each item of property, plant and equipment (excluding land) over their expected useful lives as follows:

Buildings	25 to 40 years
Plant and equipment	3 to 25 years

Leasehold improvements are depreciated over the unexpired period of the lease or the estimated useful life of the improvements, whichever is shorter.

The residual values, useful lives and depreciation methods are reviewed, and adjusted if appropriate, at each reporting date.

An item of property, plant and equipment is derecognised upon disposal or when there is no future economic benefit to the Group. Gains and losses between the carrying amount and the disposal proceeds are taken to profit or loss.

Right-of-use assets

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, except where included in the cost of inventories, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset.

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the Group expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of use assets are subject to impairment or adjusted for any remeasurement of lease liabilities.

The Group has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of 12 months or less and leases of low-value assets. Lease payments on these assets are expensed to profit or loss as incurred.

Intangible assets

Intangible assets acquired as part of a business combination, other than goodwill, are initially measured at their fair value at the date of the acquisition. Intangible assets acquired separately are initially recognised at cost. Finite life intangible assets are subsequently measured at cost less amortisation and any impairment. The gains or losses recognised in profit or loss arising from the derecognition of intangible assets are measured as the difference between net disposal proceeds and the carrying amount of the intangible asset. The method and useful lives of finite life intangible assets are reviewed annually. Changes in the expected pattern of consumption or useful life are accounted for prospectively by changing the amortisation method or period.

Note 2. Material accounting policy information (continued)

Goodwill
Goodwill arises on the acquisition of a business. Goodwill is not amortised. Instead, goodwill is tested annually for impairment, or more frequently if events or changes in circumstances indicate that it might be impaired, and is carried at cost less accumulated impairment losses. Impairment losses on goodwill are taken to profit or loss and are not subsequently reversed.

Customer relationships
Customer relationships acquired in a business combination are amortised on a straight-line basis over the period of their expected benefit, being their finite life of up to 7 years.

Software
Significant costs associated with software are deferred and amortised on a straight-line basis over the period of their expected benefit, being their finite life of up to 7 years.

Product development
Product development has a finite useful life and is carried at cost less accumulated amortisation. Amortisation is calculated using the straight-line method to allocate the cost over the useful life of up to 8 years.

Brands
Brands acquired in a business combination are not amortised on the basis that it has an indefinite life. Management considers that the useful life of brands is indefinite because there is no foreseeable limit to the cash flows this asset can generate. This is reassessed every year. Instead, it is tested annually for impairment, or more frequently if events or changes in circumstances indicate that it might be impaired, and is carried at cost less accumulated impairment losses.

Impairment of non-financial assets
Goodwill and intangible assets with an indefinite life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other non-financial assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

Recoverable amount is the higher of an asset's fair value less costs of disposal and value-in-use. The value-in-use is the present value of the estimated future cash flows relating to the asset using a post-tax discount rate specific to the asset or group of cash-generating unit to which the asset belongs. Assets that do not have independent cash flows are grouped together to form a cash-generating unit.

Lease liabilities
A lease liability is recognised at the commencement date of a lease. The lease liability is initially recognised at the present value of the lease payments to be made over the term of the lease, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group's incremental borrowing rate. Lease payments comprise of fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, amounts expected to be paid under residual value guarantees, exercise price of a purchase option when the exercise of the option is reasonably certain to occur, and any anticipated termination penalties. The variable lease payments that do not depend on an index or a rate are expensed in the period in which they are incurred.

Lease liabilities are measured at amortised cost using the effective interest method. The carrying amounts are remeasured if there is a change in the following: future lease payments arising from a change in an index or a rate used; residual guarantee; lease term; certainty of a purchase option and termination penalties. When a lease liability is remeasured, an adjustment is made to the corresponding right-of use asset, or to profit or loss if the carrying amount of the right-of-use asset is fully written down.

Provisions
Provisions are recognised when the Group has a present (legal or constructive) obligation as a result of a past event, it is probable the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation.

Note 2. Material accounting policy information (continued)

Employee benefits

Short-term employee benefits
Liabilities for wages and salaries, including non-monetary benefits, annual leave and long service leave expected to be settled wholly within 12 months of the reporting date are measured at the amounts expected to be paid when the liabilities are settled.

Other long-term employee benefits
The liability for annual leave and long service leave not expected to be settled within 12 months of the reporting date are measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on high-quality corporate bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

Defined contribution superannuation expense
Contributions to defined contribution superannuation plans are expensed in the period in which they are incurred.

Share-based payments
Equity-settled share-based compensation benefits are provided to employees.

Equity-settled transactions include rights over shares, that are provided to employees in exchange for the rendering of services.

The cost of equity-settled transactions are measured at fair value on grant date. Fair value is determined using the Black-Scholes option pricing model that takes into account the exercise price, the term of the rights, the impact of dilution, the share price at grant date and expected price volatility of the underlying share, the expected dividend yield and the risk free interest rate for the term of the rights, together with non-vesting conditions that do not determine whether the Group receives the services that entitle the employees to receive payment. No account is taken of any other vesting conditions.

The cost of equity-settled transactions are recognised as an expense with a corresponding increase in equity over the vesting period. The cumulative charge to profit or loss is calculated based on the grant date fair value of the award, the best estimate of the number of awards that are likely to vest and the expired portion of the vesting period. The amount recognised in profit or loss for the period is the cumulative amount calculated at each reporting date less amounts already recognised in previous periods.

Market conditions are taken into consideration in determining fair value. Therefore, any awards subject to market conditions are considered to vest irrespective of whether or not that market condition has been met, provided all other conditions are satisfied.

If the non-vesting condition is within the control of the Group or employee, the failure to satisfy the condition is treated as a cancellation. If the condition is not within the control of the Group or employee and is not satisfied during the vesting period, any remaining expense for the award is recognised over the remaining vesting period, unless the award is forfeited.

Fair value measurement
The Group measures certain financial assets and liabilities at fair value at each reporting date, including derivative financial instruments, contingent consideration arising from business combinations and strategic equity investments.

Fair value represents the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date under current market conditions.

In measuring fair value, the Group uses valuation techniques that maximise the use of observable market inputs and minimise the use of unobservable inputs. The valuation technique selected is based on the characteristics of the asset or liability being measured and the availability of reliable market data.

For recurring and non-recurring fair value measurements, external valuers may be used when internal expertise is either not available or when the valuation is deemed to be significant. External valuers are selected based on market knowledge and reputation. Where there is a significant change in fair value of an asset or liability from one period to another, an analysis is undertaken, which includes a verification of the major inputs applied in the latest valuation and a comparison, where applicable, with external sources of data.

Note 2. Material accounting policy information (continued)

The Group's fair value measurements typically comprise:

Derivative financial instruments
Interest rate swap contracts and forward foreign exchange contracts are measured using valuation techniques based on observable market data, including forward interest rates, foreign exchange rates and yield curves. The Group uses services of external valuers to determine the fair value of these instruments at reporting date on an MTM valuation basis, and are classified as Level 2 fair value measurements.

Contingent consideration
Contingent consideration liabilities arising from business combinations are measured at fair value using discounted cash flow models based on forecast future earnings or EBITDA outcomes of the acquired business and the expected future payments under the acquisition agreement.

These valuations incorporate significant unobservable inputs and are therefore classified as Level 3 fair value measurements. Changes in fair value within each reporting date are recognised in profit or loss.

Strategic equity investments
The Group's investment in externally held, unlisted industry-related entities is measured at fair value and is classified as a Level 3 fair value measurement.

Issued capital
Ordinary shares are classified as equity.

Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

Dividends
Dividends are recognised when declared during the financial year and no longer at the discretion of the Company.

Business combinations
The acquisition method of accounting is used to account for business combinations regardless of whether equity instruments or other assets are acquired.

The consideration transferred is the sum of the acquisition-date fair values of the assets transferred, equity instruments issued or liabilities incurred by the Group to former owners of the acquiree. For each business combination, the non-controlling interest in the acquiree is measured at either fair value or at the proportionate share of the acquiree's identifiable net assets. All acquisition costs are expensed as incurred to profit or loss.

On the acquisition of a business, the Group assesses the financial assets acquired and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic conditions, the Group's operating or accounting policies and other pertinent conditions in existence at the acquisition-date.

Contingent consideration to be transferred by the Group is recognised at the acquisition-date fair value. Subsequent changes in the fair value of the contingent consideration classified as an asset or liability is recognised in profit or loss. Contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity.

The difference between the acquisition-date fair value of assets acquired, liabilities assumed and any non-controlling interest in the acquiree and the fair value of the consideration transferred and the fair value of any pre-existing investment in the acquiree is recognised as goodwill.

Business combinations are initially accounted for on a provisional basis. The Group retrospectively adjusts the provisional amounts recognised and also recognises additional assets or liabilities during the measurement period, based on new information obtained about the facts and circumstances that existed at the acquisition-date. The measurement period ends on either the earlier of (i) 12 months from the date of the acquisition or (ii) when the acquirer receives all the information possible to determine fair value.

Note 2. Material accounting policy information (continued)

Earnings per share

Basic earnings per share
Basic earnings per share is calculated by dividing the profit attributable to the owners of Big River Industries Limited, excluding any costs of servicing equity other than ordinary shares, by the weighted average number of ordinary shares outstanding during the financial year, adjusted for bonus elements in ordinary shares issued during the financial year.

Diluted earnings per share
Diluted earnings per share adjusts the figures used in the determination of basic earnings per share to take into account the after income tax effect of interest and other financing costs associated with dilutive potential ordinary shares and the weighted average number of additional ordinary shares that would have been outstanding assuming conversion of all dilutive potential ordinary shares.

Comparatives
Certain comparatives have been reclassified to align with current year disclosure. There has been no change to net assets, equity or profit for the year of any reclassification.

Rounding of amounts
The Company is of a kind referred to in Corporations Instrument 2026/183, issued by the Australian Securities and Investments Commission, relating to 'rounding-off'. Amounts in this report have been rounded off in accordance with that Corporations Instrument to the nearest thousand dollars, or in certain cases, the nearest dollar.

New Accounting Standards and Interpretations not yet mandatory or early adopted
Australian Accounting Standards and Interpretations that have recently been issued or amended but are not yet mandatory, have not been early adopted by the Group for the annual reporting period ended 30 June 2026. The Group's assessment of the impact of these new or amended Accounting Standards and Interpretations, most relevant to the Group, are set out below.

AASB 18 Presentation and Disclosure in Financial Statements
This standard is applicable to annual reporting periods beginning on or after 1 January 2027, with early adoption permitted. The standard replaces AASB 101 'Presentation of Financial Statements', although many of the requirements have been carried forward unchanged and is accompanied by limited amendments to the requirements in AASB 107 'Statement of Cash Flows'. The standard will affect presentation and disclosure in the financial statements, including introducing five categories in the statement of profit or loss and other comprehensive income: operating, investing, financing, income taxes and discontinued operations. The standard introduces two mandatory sub-totals in the statement: 'Operating profit' and 'Profit before financing and income taxes'. There are also new disclosure requirements for 'management-defined performance measures', such as earnings before interest, taxes, depreciation and amortisation ('EBITDA') or 'adjusted profit'. The standard provides enhanced guidance on grouping of information (aggregation and disaggregation), including whether to present this information in the primary financial statements or in the notes. The Group will adopt this standard from 1 July 2027 and it is expected that there will be a significant change to the layout of the statement of profit or loss and other comprehensive income.

Note 3. Critical accounting judgements, estimates and assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. The resulting accounting judgements and estimates will seldom equal the related actual results. The judgements, estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities (refer to the respective notes) within the next financial year are discussed below.

Allowance for expected credit losses
The allowance for expected credit losses assessment requires a degree of estimation and judgement. It is based on the lifetime expected credit loss through the use of a provision matrix using fixed rate of credit loss provisioning. These provisions are based on recent sales experience, historical collection rate and forward-looking information that is available.

Note 3. Critical accounting judgements, estimates and assumptions (continued)

Goodwill and indefinite life intangible assets
The Group tests annually, or more frequently if events or changes in circumstances indicate impairment, whether goodwill and other indefinite life intangible assets have suffered any impairment, in accordance with the accounting policy stated in note 2. The recoverable amounts of group of cash-generating units have been determined based on value-in-use calculations. As disclosed in note 14, these calculations require the use of assumptions, including estimated discount rates based on the current cost of capital and growth rates of the estimated future cash flows.

Impairment of non-financial assets other than goodwill and indefinite life intangible assets
The Group assesses impairment of non-financial assets other than goodwill and other indefinite life intangible assets at each reporting date by evaluating conditions specific to the Group and to the particular asset that may lead to impairment. If an impairment trigger exists, the recoverable amount of the asset is determined using value-in-use calculations, which incorporate a number of key estimates and assumptions.

Lease term
The lease term is a significant component in the measurement of both the right-of-use asset and lease liability. Judgement is exercised in determining whether there is reasonable certainty that an option to extend the lease or purchase the underlying asset will be exercised, or an option to terminate the lease will not be exercised, when ascertaining the periods to be included in the lease term. In determining the lease term, all facts and circumstances that create an economical incentive to exercise an extension option, or not to exercise a termination option, are considered at the lease commencement date. Factors considered may include the importance of the asset to the Group's operations; comparison of terms and conditions to prevailing market rates; incurrence of significant penalties; existence of significant leasehold improvements; and the costs and disruption to replace the asset. The Group reassesses whether it is reasonably certain to exercise an extension option, or not exercise a termination option, if there is a significant event or significant change in circumstances.

Incremental borrowing rate
Where the interest rate implicit in a lease cannot be readily determined, an incremental borrowing rate is estimated to discount future lease payments to measure the present value of the lease liability at the lease commencement date. Such a rate is based on what the Group estimates it would have to pay a third party to borrow the funds necessary to obtain an asset of a similar value to the right-of-use asset, with similar terms, security and economic environment.

Note 4. Operating segments

Identification of reportable operating segments
Operating segments are presented using the 'management approach', where the information presented is on the same basis as the internal reports provided to the Chief Operating Decision Maker ('CODM'), being the Chief Executive Officer. The CODM is responsible for the allocation of resources to operating segments and assessing their performance.

The information reported to the Chief Executive Officer is aggregated based on product types and nature of the underlying activities which the Group operates. The Group’s reportable segments are as follows:

Panels	Comprised nine distribution sites of timber panel products in Australia and New Zealand, of which four are also manufacturing sites
Construction	Comprised of sixteen sites which sell building, commercial and formwork products in Australia, of which three are also frame and truss prefabrication plants

Sales between segments are based on similar terms and conditions to those in place with third party customers and are eliminated from the results below.

The Directors consider Revenue and EBITDA* as the Group's key segment measures.

EBITDA* is measured pre significant items which are presented separately due to their nature, size and expected infrequent occurrence and therefore do not reflect the underlying trading of the Group.

Note 4. Operating segments (continued)

Operating segment information

Group - 2026	Panels $'000	Construction $'000	Corporate (unallocated) $'000	Total $'000
Revenue				
Sales to external customers	131,421	295,007	-	426,428
EBITDA* (pre significant items)	12,319	27,652	(8,821)	31,150
Depreciation and amortisation				(18,073)
Finance costs				(5,267)
Other significant items				(677)
Profit before income tax expense				7,133
Income tax expense				(2,232)
Profit after income tax expense				**4,901**

Group - 2025	Panels $'000	Construction $'000	Corporate (unallocated) $'000	Total $'000
Revenue				
Sales to external customers	129,733	275,360	-	405,093
EBITDA* (pre significant items)	13,534	23,242	(8,082)	28,694
Depreciation and amortisation				(16,914)
Impairment of goodwill				(19,957)
Finance costs				(5,524)
Other significant items				423
Loss before income tax expense				(13,278)
Income tax expense				(1,476)
Loss after income tax expense				**(14,754)**
Significant items include:				
Impairment of goodwill	(8,057)	(11,900)	-	(19,957)

Geographical information

	Revenue from external customers		Geographical non-current assets	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Australia	405,179	383,008	105,873	85,721
New Zealand	21,249	22,085	6,815	8,560
	426,428	405,093	112,688	94,281

There is no single customer with 10% or more of revenue.

The geographical non-current assets above are exclusive of deferred tax assets.

* EBITDA is net profit before interest, taxes, depreciation, amortisation, and significant items which are acquisition costs, rebranding costs, restructuring costs, impairment charge, HR system upgrade, payroll data review and fair value gain.

Note 5. Revenue

	Group 2026 $'000	Group 2025 $'000
Sale of goods	426,428	405,093

Disaggregation of revenue
Disaggregation of revenue is disclosed in note 4. All of the Group's revenue is recognised at a point in time.

Note 6. Other income

	Group 2026 $'000	Group 2025 $'000
Net gain on disposal of property, plant and equipment	126	285
Other income	571	561
Other income	697	846

Note 7. Expenses

	Group 2026 $'000	Group 2025 $'000
Profit/(loss) before income tax includes the following specific expenses:		
Cost of sales		
Cost of sales	314,038	299,714
Depreciation		
Buildings	187	186
Plant and equipment	3,159	2,973
Plant and equipment under lease	658	628
Buildings right-of-use assets	11,281	10,701
Total depreciation	15,285	14,488
Amortisation		
Customer relationships	2,466	2,104
Software	298	298
Product development	24	24
Total amortisation	2,788	2,426
Total depreciation and amortisation	18,073	16,914

Note 7. Expenses (continued)

	Group 2026 $'000	Group 2025 $'000
Employee benefits expense		
Salaries and wages (including annual leave and long service leave)	48,387	44,200
Superannuation	5,517	5,164
Share-based remuneration	762	332
Total employee benefits expense	54,666	49,696
Other expenses		
HR system upgrade	349	-
Finance costs		
Interest and finance charges paid/payable on borrowings	3,703	3,849
Interest and finance charges paid/payable on lease liabilities	1,874	1,966
Unwind of interest on contingent consideration	153	226
Interest income	(463)	(517)
Finance costs expensed	5,267	5,524
Expenses associated with business combinations		
Acquisition costs	963	11
Expenses associated with rebranding		
Other rebranding costs	240	106

Note 8. Income tax

	Group 2026 $'000	Group 2025 $'000
Income tax expense		
Current tax	3,664	3,096
Deferred tax - origination and reversal of temporary differences	(1,378)	(1,560)
Adjustment recognised for prior periods (current tax)	(54)	(60)
Aggregate income tax expense	2,232	1,476
Numerical reconciliation of income tax expense and tax at the statutory rate		
Profit/(loss) before income tax expense	7,133	(13,278)
Tax at the statutory tax rate of 30%	2,140	(3,983)
Tax effect amounts which are not deductible/(taxable) in calculating taxable income:		
Share-based remuneration	229	100
Impairment of intangibles	-	5,987
Fair value gain	(405)	(622)
Sundry items	342	73
	2,306	1,555
Adjustment recognised for prior periods (current tax)	(54)	(60)
Difference in overseas tax rates	(20)	(19)
Income tax expense	2,232	1,476

The standard rate of corporation tax applied to taxable profit is 30% (30 June 2025: 30%). Taxation for other jurisdictions is calculated at the rates prevailing in the respective jurisdictions.

Note 8. Income tax (continued)

Net deferred tax asset

30 June 2026	Balance at 1 Jul 2025 $'000	Recognised in profit or loss $'000	Additions through business combinations $'000	Recognised in equity $'000	Exchange differences $'000	Balance at 30 Jun 2026 $'000
Deferred tax asset						
Allowance for expected credit losses	899	45	-	-	-	944
Employee benefits	2,616	156	-	-	-	2,772
Leases	8,195	1,746	-	-	-	9,941
Capital raise expenses	15	-	-	104	-	119
Other provisions and accruals	2,312	167	171	-	-	2,650
Deferred tax asset	14,037	2,114	171	104	-	16,426
Deferred tax liability						
Property, plant and equipment	(1,810)	233	-	-	-	(1,577)
Right-of-use assets	(7,540)	(1,709)	-	-	(51)	(9,300)
Customer relationships	(2,409)	740	(1,448)	-	-	(3,117)
Brand	(780)	-	-	-	-	(780)
Deferred tax liability	(12,539)	(736)	(1,448)	-	(51)	(14,774)
Net deferred tax asset/(liability)	1,498	1,378	(1,277)	104	(51)	1,652

30 June 2025	Balance at 1 Jul 2024 $'000	Recognised in profit or loss $'000	Additions through business combinations $'000	Recognised in equity $'000	Exchange differences $'000	Balance at 30 Jun 2025 $'000
Deferred tax asset						
Allowance for expected credit losses	813	86	-	-	-	899
Employee benefits	2,669	(53)	-	-	-	2,616
Leases	9,117	(922)	-	-	-	8,195
Capital raise expenses	101	(86)	-	-	-	15
Other provisions and accruals	1,770	542	-	-	-	2,312
Deferred tax asset	14,470	(433)	-	-	-	14,037
Deferred tax liability						
Property, plant and equipment	(2,032)	222	-	-	-	(1,810)
Right-of-use assets	(8,686)	1,140	-	-	6	(7,540)
Customer relationships	(3,040)	631	-	-	-	(2,409)
Brand	(780)	-	-	-	-	(780)
Deferred tax liability	(14,538)	1,993	-	-	6	(12,539)
Net deferred tax asset/(liability)	(68)	1,560	-	-	6	1,498

Note 9. Trade and other receivables

	Group 2026 $'000	Group 2025 $'000
Current assets		
Trade receivables	57,498	53,737
Less: Allowance for expected credit losses	(3,156)	(3,008)
	54,342	50,729
Other receivables	2,575	2,645
	56,917	53,374

Allowance for expected credit losses

The Group has recognised a loss of $537,000 in profit or loss in respect of the expected credit losses for the year ended 30 June 2026 (30 June 2025: loss of $976,000).

The ageing of the trade receivables and allowance for expected credit losses provided for above are as follows:

	Expected credit loss rate		Carrying amount		Allowance for expected credit losses	
Group	2026 %	2025 %	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Not overdue	1.67%	1.64%	37,864	33,321	631	547
0 to 3 months overdue	4.72%	4.32%	17,522	18,320	827	792
Over 3 months overdue	80.40%	79.63%	2,112	2,096	1,698	1,669
			57,498	53,737	3,156	3,008

Debtors are written off when the cash is no longer considered collectable.

The average credit period on sale of goods is 45 days. No interest is charged on outstanding trade receivables.

The movements in the allowance for expected credit losses in respect of trade receivables during the year was as follows:

	Group 2026 $'000	Group 2025 $'000
Opening balance	3,008	2,717
Additional provisions recognised	537	976
Receivables written off during the year as uncollectable	(389)	(685)
Closing balance	3,156	3,008

Note 10. Inventories

	Group 2026 $'000	Group 2025 $'000
Current assets		
Raw materials and work in progress	2,771	2,822
Finished goods	75,898	73,628
Less: Provision for stock obsolescence	(4,820)	(3,816)
	73,849	72,634

Note 11. Derivative financial instruments

	Group 2026 $'000	Group 2025 $'000
Current assets		
Forward foreign exchange contracts - cash flow hedges	178	-
Non-current assets		
Interest rate swap contracts - cash flow hedges	85	-
Current liabilities		
Forward foreign exchange contracts - cash flow hedges	-	(68)
Non-current liabilities		
Interest rate swap contracts - cash flow hedges	-	(211)
	263	(279)

Refer to note 25 for further information on financial instruments.

Refer to note 26 for further information on fair value measurement.

Note 12. Property, plant and equipment

	Group 2026 $'000	Group 2025 $'000
Non-current assets		
Freehold land - at cost	856	856
Buildings - at cost	5,597	5,597
Less: Accumulated depreciation	(2,165)	(1,978)
	3,432	3,619
Plant and equipment - at cost	53,195	48,988
Less: Accumulated depreciation	(32,216)	(28,906)
	20,979	20,082
	25,267	24,557

Note 12. Property, plant and equipment (continued)

Reconciliations

Reconciliations of the written down values at the beginning and end of the current and previous financial year are set out below:

Group	Freehold land $'000	Buildings $'000	Plant and equipment $'000	Plant and equipment under finance $'000	Total $'000
Balance at 1 July 2024	856	3,805	18,678	1,869	25,208
Additions	-	-	2,282	969	3,251
Disposals	-	-	(54)	-	(54)
Exchange differences	-	-	18	-	18
Write off of assets	-	-	(79)	-	(79)
Transfers in/(out)	-	-	147	(147)	-
Depreciation expense	-	(186)	(2,973)	(628)	(3,787)
Balance at 30 June 2025	856	3,619	18,019	2,063	24,557
Additions	-	-	4,427	-	4,427
Additions through business combinations (note 32)	-	-	443	-	443
Disposals	-	-	(30)	-	(30)
Exchange differences	-	-	(126)	-	(126)
Depreciation expense	-	(187)	(3,159)	(658)	(4,004)
Balance at 30 June 2026	856	3,432	19,574	1,405	25,267

Note 13. Right-of-use assets

	Group 2026 $'000	Group 2025 $'000
Non-current assets		
Buildings - right-of-use	59,455	52,051
Less: Accumulated depreciation	(28,353)	(26,757)
	31,102	25,294

The Group leases land and buildings for its offices, warehouses and retail outlets under agreements of between 2 to 10 years with, in some cases, options to extend. The leases have various escalation clauses. On renewal, the terms of the leases are renegotiated.

Note 13. Right-of-use assets (continued)

Reconciliations

Reconciliations of the written down values at the beginning and end of the current and previous financial year are set out below:

Group	Buildings - right-of-use $'000
Balance at 1 July 2024	29,180
Additions	3,476
Lease reassessment	3,726
Exchange differences	31
Write off of assets	(418)
Depreciation expense	(10,701)
Balance at 30 June 2025	25,294
Additions	13,001
Additions through business combinations (note 32)	3,548
Lease reassessment	999
Exchange differences	(88)
Write off of assets	(371)
Depreciation expense	(11,281)
Balance at 30 June 2026	31,102

For other AASB 16 and lease related disclosures, refer to the following:
- note 7 for details of interest on lease liabilities;
- note 12 for plant and equipment under lease;
- note 17 for lease liabilities and maturity analysis at 30 June 2026; and
- consolidated statement of cash flows for repayment of lease liabilities.

Note 14. Intangibles

	Group 2026 $'000	Group 2025 $'000
Non-current assets		
Goodwill	62,255	53,266
Less: Accumulated Impairment	(19,304)	(20,079)
	42,951	33,187
Customer relationships	19,560	14,732
Less: Accumulated amortisation	(9,169)	(6,703)
	10,391	8,029
Software - at cost	2,082	2,082
Less: Accumulated amortisation	(1,791)	(1,493)
	291	589
Product development - at cost	191	191
Less: Accumulated amortisation	(190)	(166)
	1	25
Brand name - at cost	2,600	2,600
	56,234	44,430

Reconciliations
Reconciliations of the written down values at the beginning and end of the current and previous financial year are set out below:

Group	Goodwill $'000	Customer relationships $'000	Software $'000	Product development $'000	Brand name $'000	Total $'000
Balance at 1 July 2024	53,095	10,133	887	49	2,600	66,764
Exchange differences	49	-	-	-	-	49
Impairment losses	(19,957)	-	-	-	-	(19,957)
Amortisation expense	-	(2,104)	(298)	(24)	-	(2,426)
Balance at 30 June 2025	33,187	8,029	589	25	2,600	44,430
Additions through business combinations (note 32)	10,340	4,828	-	-	-	15,168
Exchange differences	(576)	-	-	-	-	(576)
Amortisation expense	-	(2,466)	(298)	(24)	-	(2,788)
Balance at 30 June 2026	42,951	10,391	291	1	2,600	56,234

Impairment testing
For the purpose of impairment testing, goodwill, brands and other intangible assets are allocated to a group of cash generating units ('CGUs'), which are expected to benefit from the synergies of the business combinations.

Goodwill acquired through business combinations is allocated to the lowest level within the entity at which the goodwill is monitored, being the two groups of CGU's – Panels and Construction Divisions.

Note 14. Intangibles (continued)

Allocation to CGU's

The carrying amount of goodwill and intangible assets are allocated to the Group's CGUs as follows:

	Goodwill	Goodwill	Customer relationships			Brand name
	2026	2025	2026	2025	2026	2025
	$'000	$'000	$'000	$'000	$'000	$'000
Group of CGUs						
Panels	14,611	15,187	4,002	5,397	2,600	2,600
Construction	28,340	18,000	6,389	2,632	-	-
	42,951	33,187	10,391	8,029	2,600	2,600

The recoverable amount of the Group's goodwill has been determined by a value-in-use calculation of the two groups of CGUs, using a discounted cash flow model based on a single year detailed FY2027 budget as reviewed by management and extrapolated for a further four years using a steady rate, together with a terminal value.

The value-in-use calculations have been prepared using a compound growth rate of 6.0% for Panels group of CGU's and 3.5% for Construction group of CGU's (30 June 2025: 6.0% for Panels group of CGU's and 3.5% for Construction group of CGU's) and terminal growth rate of 2.5% (30 June 2025: 2.5%) across both groups of CGU's.

The discount rate applied to cashflow projections which are derived from the Group's weighted average cost of capital, adjusted for varying risk profiles were:
- Pre-tax discount rate 14.1% (30 June 2025: 14.1%)
- Post-tax discount rate 10.3% (30 June 2025: 10.3%)

The two groups of CGU's have been assessed with the same weighted average cost of capital as they have similar economic and risk profiles.

The key assumptions used in the value-in-use calculation are based on past experience and the Group's forecast operating and financial performance for the groups of CGUs taking into account the current market and economic conditions, risks, uncertainties and opportunities for improvements.

Sensitivity analysis

Whilst it is management's view that the assumptions used for discount rate, short-term growth rate and terminal growth rate are reasonable, a sensitivity analysis was performed for each CGU group. The results of this sensitivity analysis were such that any reasonably possible changes to the assumptions applied to the Construction group of CGU's would not cause the carrying amount to exceed the recoverable amount.

The Panels group of CGU's had a headroom of $9,600,000 at 30 June 2026. Management has identified that reasonably possible changes in the key assumptions applied to the Panels group of CGU's could cause the carrying amount to exceed the recoverable amount as at 30 June 2026.

Note 14. Intangibles (continued)

The key assumptions to which the Panels division is most sensitive and the potential impacts on the carrying amount of the related goodwill is shown in the table below:

Panels	Change in key assumption %	Carrying amount to exceed the recoverable amount by $'000
Post-tax discount rate	1.3%	326
Short-term growth rate (CAGR)	(2.6%)	96

Note 15. Trade and other payables

	Group 2026 $'000	Group 2025 $'000
Current liabilities		
Trade payables	44,050	42,314
Goods and services tax payable	960	937
Other payables and accrued expenses	14,783	11,170
	59,793	54,421

Refer to note 25 for further information on financial instruments.

Note 16. Borrowings

	Group 2026 $'000	Group 2025 $'000
Non-current liabilities		
Bank bills	46,000	46,000

Refer to note 25 for further information on financial instruments.

Assets pledged as security
Borrowings are secured by a first registered mortgage over assets of the Group.

Note 16. Borrowings (continued)

Financing arrangements

Unrestricted access was available at the reporting date to the following lines of credit:

	Group 2026 $'000	Group 2025 $'000
Total facilities		
Bank overdraft and trade finance	12,671	13,018
Bank bills	62,000	62,000
Lease facility	5,900	5,900
	80,571	80,918
Used at the reporting date		
Bank overdraft and trade finance	-	-
Bank bills	46,000	46,000
Lease facility	3,340	2,295
	49,340	48,295
Unused at the reporting date		
Bank overdraft and trade finance	12,671	13,018
Bank bills	16,000	16,000
Lease facility	2,560	3,605
	31,231	32,623

Refer to note 25 for further information on extension of bank bills maturities.

Loan covenants

The bank bills are subject to certain financial covenants and these are assessed at the end of each quarter. The loans will be repayable immediately if the covenants are breached. The Group is not aware of any facts or circumstances that indicate that it may have difficulty complying with the covenants within 12 months after the reporting period.

Note 17. Lease liabilities

	Group 2026 $'000	Group 2025 $'000
Current liabilities		
Lease liability - plant and equipment under lease	825	725
Lease liability - right-of-use lease	11,223	10,552
	12,048	11,277
Non-current liabilities		
Lease liability - plant and equipment under lease	2,515	1,570
Lease liability - right-of-use lease	22,030	16,955
	24,545	18,525

Note 17. Lease liabilities (continued)

The following table details the Group's remaining contractual maturity, both current and non-current, for its lease liabilities:

	1 year or less $'000	Between 1 and 2 years $'000	Between 2 and 3 years $'000	Between 3 and 4 years $'000	Between 4 and 5 years $'000	Over 5 years $'000	Remaining contractual maturities $'000
Group - 2026							
Lease liability - plant and equipment under lease	1,034	959	768	696	409	-	3,866
Lease liability - right-of-use lease	13,227	9,673	7,014	4,804	3,161	-	37,879
	14,261	10,632	7,782	5,500	3,570	-	41,745
Group - 2025							
Lease liability - plant and equipment under lease	857	647	578	372	137	-	2,591
Lease liability - right-of-use lease	11,988	8,936	5,709	3,115	623	-	30,371
	12,845	9,583	6,287	3,487	760	-	32,962

The cash flows in the maturity analysis above include interest and are not expected to occur significantly earlier than contractually disclosed.

Note 18. Provisions

	Group 2026 $'000	Group 2025 $'000
Current liabilities		
Annual leave	4,468	4,151
Long service leave	4,317	4,083
	8,785	8,234
Non-current liabilities		
Long service leave	468	502
Lease make good	1,510	1,360
	1,978	1,862

Lease make good
The provision represents the present value of the estimated costs to make good the premises leased by the Group at the end of the respective lease terms.

Note 18. Provisions (continued)

Movements in provisions

Movements in each class of provision during the current financial year, other than employee benefits, are set out below:

Group - 2026	Lease make good $'000
Carrying amount at the start of the year	1,360
Additions through business combinations (note 32)	150
Carrying amount at the end of the year	1,510

Note 19. Contingent consideration

	Group 2026 $'000	Group 2025 $'000
Current liabilities		
Contingent consideration	961	-
Non-current liabilities		
Contingent consideration	928	1,261

Reconciliation

Reconciliation of the fair values at the beginning and end of the current and previous financial year are set out below:

	Group 2026 $'000	Group 2025 $'000
Opening balance	1,261	5,915
Additions through business combinations	1,826	-
Unwind of present value interest	153	226
Payments made during the year	-	(2,807)
Fair value gain on re-assessment of liability	(1,351)	(2,073)
Closing balance	1,889	1,261

The provision represents the obligation to pay contingent consideration following the acquisition of a business or assets. It is measured at the fair value of the estimated liability.

Fair value measurement

The below table gives information about how the level 3 fair value measurement of the contingent considerations that are disclosed above and are determined (in particular, the valuation technique and inputs used).

Type	Valuation technique	Significant unobservable inputs	Relationship and sensitivity of unobservable inputs to value
Contingent consideration through business combinations	The valuation model considers the present value of the expected payments which are determined considering the possible scenarios of forecast EBITDA.	Forecast EBITDA Risk adjusted discount rate	The higher the discount rate, the lower the fair value The higher the amount of EBITDA, the higher the fair value

Note 20. Other liabilities

	Group 2026 $'000	Group 2025 $'000
Current liabilities		
Deferred revenue	1,704	1,937

Deferred revenue related to the portion of government grant that will be recognised over the life of the associated assets to be acquired. The majority of the assets were commissioned in June 2023, with project completed and fully operational in November 2023.

Note 21. Issued capital

	Group 2026 Shares	Group 2025 Shares	Group 2026 $'000	Group 2025 $'000
Ordinary shares - fully paid	94,190,636	85,391,326	114,628	102,822

Movements in ordinary share capital

Details	Date	Shares	Issue price	$'000
Balance	1 July 2024	85,362,772		102,784
Issue of shares in relation to dividend reinvestment plan	4 October 2024	13,669	$1.4200	19
Issue of shares in relation to dividend reinvestment plan	2 April 2025	14,885	$1.2700	19
Balance	30 June 2025	85,391,326		102,822
Issue of shares in relation to dividend reinvestment plan	7 October 2025	26,828	$1.3800	37
Issue of shares as part consideration of the acquisition of Johns Building Supplies (note 32)	16 December 2025	1,450,322	$1.3790	2,000
Issue of shares on entitlement offer	24 December 2025	7,322,160	$1.3700	10,031
Transaction costs arising on share issue, net of tax				(262)
Balance	30 June 2026	94,190,636		114,628

Ordinary shares

Ordinary shares entitle the holder to participate in any dividends declared and any proceeds attributable to shareholders should the Company be wound up, in proportions that consider both the number of shares held and the extent to which those shares are paid up. The fully paid ordinary shares have no par value and the Company does not have a limited amount of authorised capital.

On a show of hands every member present at a meeting in person or by proxy shall have one vote and upon a poll each share shall have one vote.

Capital risk management

The Group's objectives when managing capital is to safeguard its ability to continue as a going concern, so that it can provide returns for shareholders and benefits for other stakeholders and to maintain an optimum capital structure to reduce the cost of capital.

Capital is regarded as total equity, as recognised in the statement of financial position, plus net debt. Net debt is calculated as total borrowings less cash and cash equivalents.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

Note 21. Issued capital (continued)

The Group would look to raise capital when an opportunity to invest in a business or company was seen as value adding relative to the current Company's share price at the time of the investment.

The Group is subject to certain covenants under its financing arrangements and meeting these is given priority in all capital risk management decisions. There have been no events of default on the financing arrangements during the financial year.

The capital risk management policy remains unchanged from the 30 June 2025 Annual Report.

Note 22. Reserves

	Group 2026 $'000	Group 2025 $'000
Foreign currency translation reserve	(2,742)	(549)
Profit appropriation reserve	14,000	14,000
Hedging reserve - cash flow hedges	263	(279)
Share-based payments reserve	(197)	(959)
	11,324	12,213

Foreign currency translation reserve
The reserve is used to recognise exchange differences arising from the translation of the financial statements of foreign operations to Australian dollars.

Profit appropriation reserve
The reserve comprises profits appropriated by the parent entity, to be used for payment of future franked dividends to the shareholders of the parent entity.

Hedging reserve - cash flow hedges
The reserve is used to recognise the effective portion of the gain or loss of cash flow hedge instruments that is determined to be an effective hedge.

Share-based payments reserve
The reserve is used to recognise the value of equity benefits provided to employees and Directors as part of their remuneration, and other parties as part of their compensation for services.

Note 23. Accumulated losses

	Group 2026 $'000	Group 2025 $'000
(Accumulated losses)/retained profits at the beginning of the financial year	(13,659)	18,510
Profit/(loss) after income tax expense for the year	4,901	(14,754)
Dividends paid (note 24)	(3,592)	(3,415)
Transfer to profit appropriation reserve	-	(14,000)
Accumulated losses at the end of the financial year	(12,350)	(13,659)

Note 24. Dividends

Dividends paid

Dividends paid during the financial year were as follows:

	Group 2026 $'000	Group 2025 $'000
Final dividend of 2.0 cents per fully paid ordinary share paid on 7 October 2025 (2025: 2.0 cents per fully paid ordinary share paid on 4 October 2024)	1,708	1,707
Interim dividend of 2.0 cents per fully paid ordinary share paid on 2 April 2026 (2025: 2.0 cents per fully paid ordinary share paid on 2 April 2025)	1,884	1,708
	3,592	3,415

Dividend declared

On 25 August 2026, the Directors determined a fully franked dividend of 2 cents per fully paid ordinary share to be paid on 6 October 2026.

Franking credits

	Group 2026 $'000	Group 2025 $'000
Franking credits available at the reporting date based on a tax rate of 30%	25,966	24,445
Franking credits that will arise from the (refund)/payment of the amount of the provision for income tax at the reporting date based on a tax rate of 30%	933	636
Franking credits available for subsequent financial years based on a tax rate of 30%	26,899	25,081

Note 25. Financial instruments

Financial risk management objectives

The Group's activities expose it to a variety of financial risks: market risk (including foreign currency risk and interest rate risk), credit risk and liquidity risk. The Group's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group. The Group uses derivative financial instruments such as forward foreign exchange contracts to hedge certain risk exposures which are not significant. Derivatives are exclusively used for hedging purposes, i.e. not as trading or other speculative instruments. The Group uses different methods to measure different types of risk to which it is exposed. These methods include sensitivity analysis in the case of interest rate risk and ageing analysis for credit risk.

Risk management is carried out by senior finance executives ('finance') under policies approved by the Board of Directors ('the Board'). These policies include identification and analysis of the risk exposure of the Group and appropriate procedures, controls and risk limits. Finance identifies, evaluates and hedges financial risks within the Group's operating units. Finance reports to the Board on a monthly basis.

Market risk

Foreign currency risk

The Group's operations in NZ give rise to exposure to changes in foreign currency rates, primarily the NZD. The Group's currency risk exposure is limited predominantly to consolidated Australian dollar translation risk as the majority of transactions by the New Zealand operations are transacted by the same functional currency of the relevant transaction.

Where the Group purchases raw materials and consumables in foreign currencies such as USD or Euro, the Group will use forward rate foreign exchange contracts to hedge exposure.

Note 25. Financial instruments (continued)

Interest rate risk
The Group's main interest rate risk arises from long-term borrowings. Borrowings obtained at variable rates expose the Group to interest rate risk. Borrowings obtained at fixed rates expose the Group to fair value interest rate risk. The policy is to regularly monitor interest rates and utilise fixed rates for a portion of long-term borrowings when deemed appropriate by the Board.

Cash flow hedges were used to cover the Group's exposure to variability in cash flow relating to interest rates. The effective portion of interest rate swap is recognised in other comprehensive income and accumulated under cash flow hedge reserve at year end.

As at the reporting date, the Group had the following variable rate borrowings outstanding:

		2026		2025
Group	Weighted average interest rate %	Balance $'000	Weighted average interest rate %	Balance $'000
Bank bills	7.29%	46,000	6.82%	46,000
Net exposure to cash flow interest rate risk		46,000		46,000

An analysis by remaining contractual maturities is shown in 'liquidity and interest rate risk management' below.

An official increase/decrease in interest rates of 100bps (30 June 2025: 100bps) would have an adverse/favourable effect on profit before tax of the following:

		Basis points increase			Basis points decrease	
Group - 2026	Basis points change	Effect on profit before tax $'000	Effect on equity $'000	Basis points change $'000	Effect on profit before tax $'000	Effect on equity $'000
Variable rate borrowings	(100)	(460)	(322)	100	460	322

		Basis points increase			Basis points decrease	
Group - 2025	Basis points change	Effect on profit before tax $'000	Effect on equity $'000	Basis points change $'000	Effect on profit before tax $'000	Effect on equity $'000
Variable rate borrowings	(100)	(460)	(322)	100	460	322

The percentage change is based on the expected volatility of interest rates using market data and analysts' forecasts. No principal repayments are due during the year ending 30 June 2026 or 30 June 2025.

Credit risk
Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group has a strict code of credit, including obtaining agency credit information, confirming references and setting appropriate credit limits. The Group obtains guarantees where appropriate to mitigate credit risk. The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the statement of financial position and notes to the financial statements. The Group does not hold any collateral.

The Group has adopted a lifetime expected loss allowance in estimating expected credit losses to trade receivables through the use of a provisions matrix using fixed rates of credit loss provisioning. These provisions are considered representative across all customers of the Group based on recent sales experience, historical collection rates and forward-looking information that is available. The allowance for expected credit losses, as disclosed in note 9, is calculated based on the information available at the time of preparation. The actual credit losses in future years may be higher or lower.

Note 25. Financial instruments (continued)

Generally, trade receivables are written off when there is no reasonable expectation of recovery. Indicators of this include the failure of a debtor to engage in a repayment plan, no active enforcement activity and a failure to make contractual payments for a period greater than one year.

The Group has no significant credit risk to any individual customer.

Liquidity risk

Vigilant liquidity risk management requires the Group to maintain sufficient liquid assets (mainly cash and cash equivalents) and available borrowing facilities to be able to pay debts as and when they become due and payable.

The Group manages liquidity risk by maintaining adequate cash reserves and available borrowing facilities by continuously monitoring actual and forecast cash flows and matching the maturity profiles of financial assets and liabilities.

Remaining contractual maturities

The following tables detail the Group's remaining contractual maturity for its financial instrument liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the financial liabilities are required to be paid. The tables include both interest and principal cash flows disclosed as remaining contractual maturities and therefore these totals may differ from their carrying amount in the statement of financial position.

Group - 2026	Weighted average interest rate %	1 year or less $'000	Between 1 and 2 years $'000	Between 2 and 5 years $'000	Over 5 years $'000	Remaining contractual maturities $'000
Non-derivatives						
Non-interest bearing						
Trade payables	-	44,050	-	-	-	44,050
Other payables and accrued expenses	-	14,783	-	-	-	14,783
Contingent consideration	-	961	928	-	-	1,889
Interest-bearing - fixed rate						
Bank bills	7.29%	3,354	47,972	-	-	51,326
Total non-derivatives		63,148	48,900	-	-	112,048

During the financial year, the Group successfully negotiated an extension of its existing banking facility with National Australia Bank. The revised terms include an extension of the maturity date, with all other material terms remaining substantially unchanged. This event does not affect the amounts recognised or remaining contractual maturities of Bank bills in the above table.

Group - 2025	Weighted average interest rate %	1 year or less $'000	Between 1 and 2 years $'000	Between 2 and 5 years $'000	Over 5 years $'000	Remaining contractual maturities $'000
Non-derivatives						
Non-interest bearing						
Trade payables	-	42,314	-	-	-	42,314
Other payables and accrued expenses	-	11,170	-	-	-	11,170
Contingent consideration	-	-	1,447	-	-	1,447
Interest-bearing - variable						
Bank bills	6.82%	3,136	47,343	-	-	50,479
Total non-derivatives		56,620	48,790	-	-	105,410

Note 25. Financial instruments (continued)

The cash flows in the maturity analysis above are not expected to occur significantly earlier than contractually disclosed above.

Remaining contractual maturities for leases in the current year are now disclosed in non-current liabilities - lease liabilities (refer to note 17).

Note 26. Fair value measurement

Fair value hierarchy
The following tables detail the Group's assets and liabilities, measured or disclosed at fair value, using a three level hierarchy, based on the lowest level of input that is significant to the entire fair value measurement, being:
Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date
Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly
Level 3: Unobservable inputs for the asset or liability

Group - 2026	Level 1 $'000	Level 2 $'000	Level 3 $'000	Total $'000
Assets				
Shares in TradeNet Solutions Ltd	-	-	286	286
Derivatives	-	263	-	263
Total assets	-	263	286	549
Liabilities				
Contingent consideration	-	-	1,889	1,889
Total liabilities	-	-	1,889	1,889

Group - 2025	Level 1 $'000	Level 2 $'000	Level 3 $'000	Total $'000
Assets				
Shares in TradeNet Solutions Ltd	-	-	286	286
Total assets	-	-	286	286
Liabilities				
Contingent consideration	-	-	1,261	1,261
Derivatives	-	279	-	279
Total liabilities	-	279	1,261	1,540

There were no transfers between levels during the financial year.

The carrying amounts of trade and other receivables and trade and other payables are assumed to approximate their fair values due to their short-term nature.

The fair value of financial liabilities is estimated by discounting the remaining contractual maturities at the current market interest rate that is available for similar financial liabilities.

Valuation techniques for fair value measurements categorised within level 2 and level 3
Unquoted investments have been valued using a discounted cash flow model.

Derivative financial instruments have been valued using quoted market rates. This valuation technique maximises the use of observable market data where it is available and relies as little as possible on entity specific estimates.

Refer to note 19 for further information on the fair value measurement of contingent consideration.

Note 27. Key management personnel disclosures

Compensation
The aggregate compensation made to Directors and other members of key management personnel of the Group is set out below:

	Group 2026 $	Group 2025 $
Short-term employee benefits	1,415,024	1,444,102
Post-employment benefits	99,480	103,060
Long-term benefits	32,597	8,777
Share-based payments	331,289	114,433
	1,878,390	1,670,372

Note 28. Remuneration of auditors

During the financial year the following fees were paid or payable for services provided by BDO Audit Pty Ltd, the auditor of the Company:

	Group 2026 $	Group 2025 $
Audit services - BDO Audit Pty Ltd		
Audit or review of the financial statements	394,500	371,000

Note 29. Contingent liabilities

The Group has given bank guarantees as at 30 June 2026 of $4,049,000 (30 June 2025: $4,233,000) to various landlords.

Note 30. Related party transactions

Parent entity
Big River Industries Limited is the parent entity.

Subsidiaries
Interests in subsidiaries are set out in note 33.

Key management personnel
Disclosures relating to key management personnel are set out in note 27 and the remuneration report included in the Directors' report.

Transactions with related parties
There were no transactions with related parties during the current and previous financial year.

Receivable from and payable to related parties
There were no trade receivables from or trade payables to related parties at the current and previous reporting date.

Loans to/from related parties
There were no loans to or from related parties at the current and previous reporting date.

Note 31. Parent entity information

Set out below is the supplementary information about the parent entity.

Statement of profit or loss and other comprehensive income

	Parent 2026 $'000	Parent 2025 $'000
Profit after income tax	3,825	16,077
Other comprehensive income for the year, net of tax	-	-
Total comprehensive income	3,825	16,077

Statement of financial position

	Parent 2026 $'000	Parent 2025 $'000
Total current assets	127,118	114,251
Total non-current assets	48,205	48,205
Total assets	175,323	162,456
Total current liabilities	113	47
Total non-current liabilities	46,000	46,000
Total liabilities	46,113	46,047
Net assets	129,210	116,409
Equity		
Issued capital	114,628	102,822
Profit appropriation reserve	14,000	14,000
Share-based payments reserve	(197)	(959)
Retained profits	779	546
Total equity	129,210	116,409

Guarantees entered into by the parent entity in relation to the debts of its subsidiaries
The parent entity is a party to a deed of cross guarantee (refer note 34) under which it guarantees the debts of its subsidiaries as at 30 June 2026 and 30 June 2025.

Contingent liabilities
The parent entity had no significant contingent liabilities as at 30 June 2026 and 30 June 2025.

Capital commitments - Property, plant and equipment
The parent entity had no capital commitments for property, plant and equipment as at 30 June 2026.

Note 31. Parent entity information (continued)

Significant accounting policies

The accounting policies of the parent entity are consistent with those of the Group, as disclosed in note 2, except for investments in subsidiaries are accounted for at cost, less any impairment, in the parent entity.

Note 32. Business combinations

Johns Building Supplies - Perth, Western Australia ('JBS')

On 1 December 2025, the Group acquired 100% of the business and assets of Johns Building Supplies ('JBS'), a business located in Perth, WA. Completion was effective from 15 December 2025 and the maximum purchase price was $17,075,000. This included an upfront consideration of $10,200,000 in cash, $2,000,000 in Big River shares issued at the 10-day VWAP immediately prior to completion ('Consideration Shares') and a further $2,875,000 in cash and a further $2,000,000 in contingent consideration which may be payable on the achievement of defined EBITDA thresholds). The Consideration Shares were issued out of the Company's existing Listing Rule 7.1 placement capacity. Half of the Consideration Shares were subject to a 12-month escrow and the remainder of the Consideration Shares are subject to a 24-month escrow. The acquisition contributed $25,220,000 to revenue and $1,430,000 to net profit after tax to the Group from the date of acquisition to 30 June 2026.

The values identified in relation to the acquisition are final as at 30 June 2026.

Details of the acquisition are as follows:

	Fair value $'000
Inventories	3,200
Plant and equipment	443
Right-of-use assets	3,548
Customer relationships	4,828
Deferred tax asset	171
Deferred tax liability	(1,448)
Employee benefits	(570)
Lease liability	(3,548)
Net assets acquired	6,624
Goodwill	10,340
Acquisition-date fair value of the total consideration transferred	16,964
Representing:	
Cash paid or payable to vendor	13,075
Big River Industries Limited shares issued to vendor	2,000
Contingent consideration	1,889
	16,964
Acquisition costs expensed to profit or loss	963
Cash used to acquire business, net of cash acquired:	
Acquisition-date fair value of the total consideration transferred	16,964
Less: contingent consideration	(1,889)
Less: shares issued by Company as part of consideration	(2,000)
Net cash used	13,075

Note 33. Interests in subsidiaries

The consolidated financial statements incorporate the assets, liabilities and results of the following subsidiaries in accordance with the accounting policy described in note 2:

		Ownership interest	
	Principal place of business /	2026	2025
Name	Country of incorporation	%	%
Big River Group Pty Ltd	Australia	100%	100%
Big River Group (NZ) Limited	New Zealand	100%	100%
Plytech International Limited	New Zealand	100%	100%
Decortech Limited	New Zealand	100%	100%

Note 34. Deed of cross guarantee

The following entities are party to a deed of cross guarantee under which each company guarantees the debts of the others:

Big River Industries Limited
Big River Group Pty Ltd

By entering into the deed, the wholly-owned entities have been relieved from the requirement to prepare financial statements and Directors' report under Corporations Instrument 2016/785 issued by the Australian Securities and Investments Commission.

The above companies represent a 'Closed Group' for the purposes of the Corporations Instrument, and as there are no other parties to the deed of cross guarantee that are controlled by Big River Industries Limited, they also represent the 'Extended Closed Group'.

Note 34. Deed of cross guarantee (continued)

Set out below is a consolidated statement of profit or loss and other comprehensive income and statement of financial position of the 'Closed Group'.

Statement of profit or loss and other comprehensive income	2026 $'000	2025 $'000
Revenue	405,179	383,008
Other income	1,025	804
Fair value gain on contingent consideration	1,351	2,073
Expenses		
Raw materials and consumables used	(299,772)	(285,085)
Selling and distribution expense	(7,132)	(8,416)
Employee benefits expense	(51,483)	(46,522)
Occupancy expense	(6,066)	(5,163)
General and administration expense	(12,444)	(11,817)
Acquisition costs	(963)	(11)
Rebranding costs	(240)	(106)
Depreciation and amortisation expense	(16,807)	(15,608)
Impairment of receivables	(451)	(926)
Impairment of goodwill	-	(13,336)
Restructuring costs	(127)	(1,447)
Other expenses	(698)	-
Finance costs, net	(5,189)	(4,831)
Profit/(loss) before income tax expense	6,183	(7,383)
Income tax expense	(1,971)	(1,268)
Profit/(loss) after income tax expense	4,212	(8,651)
Other comprehensive income		
Net change in the fair value of cash flow hedges taken to equity, net of tax	542	(330)
Foreign currency translation	-	424
Other comprehensive income for the year, net of tax	542	94
Total comprehensive income/(loss) for the year	4,754	(8,557)

Equity - accumulated losses	2026 $'000	2025 $'000
(Accumulated losses)/retained profits at the beginning of the financial year	(19,506)	6,560
Profit/(loss) after income tax expense	4,212	(8,651)
Dividends paid	(3,592)	(3,415)
Transfer to profit appropriation reserve	-	(14,000)
Accumulated losses at the end of the financial year	(18,886)	(19,506)

Note 34. Deed of cross guarantee (continued)

Statement of financial position	2026 $'000	2025 $'000
Current assets		
Cash and cash equivalents	23,469	20,675
Trade and other receivables	54,999	51,431
Inventories	63,939	61,714
Financial assets	286	286
Derivative financial instruments	178	-
Other assets	1,085	772
	143,956	134,878
Non-current assets		
Derivative financial instruments	85	-
Investment in subsidiaries	7,335	6,955
Property, plant and equipment	24,388	23,395
Right-of-use assets	29,596	22,904
Intangibles	51,803	39,422
Deferred tax	1,251	1,071
Loan to subsidiaries	6,301	7,058
	120,759	100,805
Total assets	264,715	235,683
Current liabilities		
Trade and other payables	59,089	53,345
Lease liabilities	10,817	9,974
Derivative financial instruments	-	68
Income tax payable	934	636
Provisions	8,564	8,003
Contingent consideration	961	-
Other liabilities	1,704	1,937
	82,069	73,963
Non-current liabilities		
Borrowings	46,000	46,000
Lease liabilities	24,012	16,964
Derivative financial instruments	-	211
Provisions	1,978	1,862
Contingent consideration	929	1,261
	72,919	66,298
Total liabilities	154,988	140,261
Net assets	109,727	95,422
Equity		
Issued capital	114,628	102,822
Reserves	13,985	12,106
Accumulated losses	(18,886)	(19,506)
Total equity	109,727	95,422

Note 35. Cash flow information

Reconciliation of profit/(loss) after income tax to net cash from operating activities

	Group 2026 $'000	Group 2025 $'000
Profit/(loss) after income tax expense for the year	4,901	(14,754)
Adjustments for:		
Depreciation and amortisation	18,073	16,914
Impairment of goodwill	-	19,957
Write off of assets	371	527
Net gain on disposal of property, plant and equipment	(126)	(285)
Share-based payments	762	332
Interest on contingent consideration	153	226
Reassessment of contingent consideration	(1,351)	(2,073)
Interest on property leases	1,874	1,966
Other non-cash items	(198)	-
Change in operating assets and liabilities:		
(Increase)/decrease in trade and other receivables	(3,543)	2,673
Decrease/(increase) in inventories	1,985	(112)
Increase in deferred tax assets	(1,431)	(1,566)
(Increase)/decrease in prepayments	(341)	265
Increase/(decrease) in trade and other payables	5,372	(1,684)
Increase in provision for income tax	348	931
(Decrease)/increase in other provisions	(54)	40
Decrease in other operating liabilities	(1,627)	(66)
Net cash from operating activities	25,168	23,291

Non-cash investing and financing activities

	Group 2026 $'000	Group 2025 $'000
Additions to the right-of-use assets	13,001	3,476
Shares issued under dividend reinvestment plan	37	38
Lease reassessment	999	3,726
	14,037	7,240

Note 35. Cash flow information (continued)

Changes in liabilities arising from financing activities

Group	Bank bills $'000	Lease liability $'000	Total $'000
Balance at 1 July 2024	46,000	32,731	78,731
Net cash used in financing activities	-	(12,971)	(12,971)
Lease reassessment	-	3,726	3,726
Acquisition of leases	-	3,476	3,476
Other changes	-	2,840	2,840
Balance at 30 June 2025	46,000	29,802	75,802
Net cash used in financing activities	-	(14,110)	(14,110)
Lease reassessment	-	999	999
Acquisition of leases	-	13,001	13,001
Changes through business combinations (note 32)	-	3,548	3,548
Other changes	-	3,353	3,353
Balance at 30 June 2026	46,000	36,593	82,593

Note 36. Earnings per share

	Group 2026 $'000	Group 2025 $'000
Profit/(loss) after income tax attributable to the owners of Big River Industries Limited	4,901	(14,754)

	Number	Number
Weighted average number of ordinary shares used in calculating basic earnings per share	89,985,203	85,376,553
Adjustments for calculation of diluted earnings per share:		
Performance rights	2,285,735	-
Weighted average number of ordinary shares used in calculating diluted earnings per share	92,270,938	85,376,553

	Cents	Cents
Basic earnings/(loss) per share	5.45	(17.28)
Diluted earnings/(loss) per share	5.31	(17.28)

As at 30 June 2025, the Group is in a loss position and as such, the performance rights issued under employee share plans have not been included as their inclusion would be anti-dilutive.

Note 37. Share-based payments

Performance rights

At the 2018 Annual General Meeting, shareholders approved the Big River Industries Limited Rights Plan ('BRIRP') to be able to grant performance rights to certain key executive management personnel.

The number of performance rights vesting is determined by reference to the compound annual growth rate ('CAGR') in earnings per share ('EPS') over the vesting period and ranges from nil for less than 3% CAGR in EPS to 100% for greater than 10% CAGR in EPS, subject to overriding discretion held by the Board.

Note 37. Share-based payments (continued)

Set out below are summaries of performance rights granted under the plan:

2026

Grant date	Expiry date	Balance at the start of the year	Granted	Exercised	Expired/ forfeited/ other	Balance at the end of the year
14/10/2022	14/10/2027	187,787	-	-	(187,787)	-
24/02/2023	14/10/2027	76,098	-	-	(76,098)	-
15/11/2023	15/11/2028	457,454	-	-	(100,304)	357,150
05/11/2024	05/11/2029	1,016,335	-	-	(152,553)	863,782
03/11/2025	03/11/2030	-	1,099,593	-	-	1,099,593
		1,737,674	1,099,593	-	(516,742)	2,320,525

2025

Grant date	Expiry date	Balance at the start of the year	Granted	Exercised	Expired/ forfeited/ other *	Balance at the end of the year
17/12/2021	17/12/2026	336,081	-	-	(336,081)	-
14/10/2022	14/10/2027	187,787	-	-	-	187,787
24/02/2023	14/10/2027	76,098	-	-	-	76,098
15/11/2023	15/11/2028	457,454	-	-	-	457,454
05/11/2024	05/11/2029	-	1,016,335	-	-	1,016,335
		1,057,420	1,016,335	-	(336,081)	1,737,674

* Rights granted in December 2021 forfeited during the current period as performance condition (EPS Growth) attached to those rights was not achieved.

The weighted average remaining contractual life of performance rights outstanding at the end of the financial year was 3.67 years (30 June 2025: 3.8 years).

Valuation model inputs

For the performance rights granted during the current financial year, the valuation model inputs used to determine the fair value at the grant date, are as follows:

Grant date	Expiry date	Share price at grant date	Dividend yield	Risk-free interest rate	Fair value at grant date
03/11/2025	03/11/2030	$1.4300	2.79%	2.90%	$1.320

Expenses arising from share-based payment transactions

	Group 2026 $	Group 2025 $
Performance rights	761,885	331,743

Note 38. Events after the reporting period

Apart from the dividend declared as disclosed in note 24, no other matter or circumstance has arisen since 30 June 2026 that has significantly affected, or may significantly affect the Group's operations, the results of those operations, or the Group's state of affairs in future financial years.

Entity name	Entity type	Place formed / Country of incorporation	Ownership interest %	Australian resident	Foreign residency*
Big River Group Pty Ltd	Body corporate	Australia	100.00%	Yes	N/A
Big River Group (NZ) Limited**	Body corporate	New Zealand	100.00%	Yes	New Zealand
Plytech International Limited**	Body corporate	New Zealand	100.00%	Yes	New Zealand
Decortech Limited**	Body corporate	New Zealand	100.00%	Yes	New Zealand

* Foreign jurisdictions in which the entity is resident for tax purposes according to the law of the foreign jurisdiction.

** These entities are classified as an Australian tax resident under the Income Tax Assessment Act ('ITAA') 1997, but are tax resident of New Zealand under the laws of New Zealand. The central management and control of these entities is in Australia. Hence, these entities are considered dual resident for tax purposes, being a resident of both Australia and New Zealand.

In the Directors' opinion:

- the attached financial statements and notes comply with the Corporations Act 2001, the Accounting Standards, the Corporations Regulations 2001 and other mandatory professional reporting requirements;

- the attached financial statements and notes comply with International Financial Reporting Standards Accounting Standards as issued by the International Accounting Standards Board as described in note 2 to the financial statements;

- the attached financial statements and notes give a true and fair view of the Group's financial position as at 30 June 2026 and of its performance for the financial year ended on that date;

- there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable;

- at the date of this declaration, there are reasonable grounds to believe that the members of the Extended Closed Group will be able to meet any obligations or liabilities to which they are, or may become, subject by virtue of the deed of cross guarantee described in note 34 to the financial statements; and

- the information disclosed in the attached consolidated entity disclosure statement is true and correct.

The Directors have been given the declarations required by section 295A of the Corporations Act 2001.

Signed in accordance with a resolution of Directors made pursuant to section 295(5)(a) of the Corporations Act 2001.

On behalf of the Directors

Martin Monro	John Lorente
Chair	Managing Director and Chief Executive Officer

25 August 2026
Sydney

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INDEPENDENT AUDITOR'S REPORT

To the members of Big River Industries Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Big River Industries Limited (the Company) and its subsidiaries (the Group), which comprises the consolidated statement of financial position as at 30 June 2026, the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the financial report, including material accounting policy information, the consolidated entity disclosure statement and the directors' declaration.

In our opinion the accompanying financial report of the Group, is in accordance with the *Corporations Act 2001*, including:

(i) Giving a true and fair view of the Group's financial position as at 30 June 2026 and of its financial performance for the year ended on that date; and

(ii) Complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report. We are independent of the Group in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to audits of the financial report of public interest entities in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial report of the current period. These matters were addressed in the context of our audit of the financial report as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter	How the matter was addressed in our audit

Business Combination Accounting - John's Building Supplies
 	
As disclosed in Note 32 of the financial report, the Group completed the acquisition of John's Building Supplies ('JBS') during the year ended 30 June 2026.
 	
The accounting for this transaction is considered a key audit matter due to the inherent complexity of business combination accounting and due to the significant judgements and estimates undertaken by management, including:
 	
▪ Determination of the fair value of the consideration transferred, including elements of contingent consideration relating to an earn-out mechanism; and
 	
▪ Determination of the fair value of the assets and liabilities acquired, including identifiable intangible assets and goodwill.
	Our audit procedures to address this key audit matter included, but were not limited to:
	
	▪ Reviewing the key elements of the transaction, including the acquisition date, consideration paid and the assets and liabilities acquired, to understand the substance and nature of the transaction and that it meets the definition of a 'Business Combination' under AASB 3.
	
	▪ Obtaining management's purchase price allocation and reviewing the key inputs of the calculations to transaction documentation, including executed agreements and supporting financial information. Specifically, this included;
	
	    ▪ Agreeing elements such as acquisition date and consideration paid to the executed purchase agreements.
	
	    ▪ Reviewing the completion date balance sheet and performing substantive procedures over the fair value of the assets and any liabilities acquired.
	
	▪ Performing procedures to test the valuation of the consideration paid and net acquired tangible and intangible assets. This included engaging our internal valuation experts to undertake a review of the internally prepared purchase price allocation, including the key assumptions and methodology applied.
	
	▪ Reviewing the accounting entries posted on the transaction, ensuring the transaction has been appropriately recognised in the financial statements.
	
	▪ Reviewing the disclosures included in the annual report, ensuring these are complete and adequate in accordance with the requirements of AASB 3 *Business Combinations*.

Key audit matter	How the matter was addressed in our audit
Impairment of intangible assets As disclosed in Note 14 of the financial report, the Group carries material balances of goodwill and other intangible assets, with a total carrying value of $56.2m at 30 June 2026. AASB 136 Impairment of Assets requires the performance of impairment testing at least annually to support the carrying value of these assets. In accordance with AASB 136, impairment testing was performed for the year-ended 30 June 2026. As a result of the impairment testing performed, no impairment has been recognised in the financial report for the year. This was determined to be a key audit matter as the determination of the value-in-use of each group of cash-generating units ('CGUs') involved the application of significant estimates and judgements by management regarding forecast future cash flow for each group of CGUs, the discount rates applied to those cash flows and other key assumptions required in the determination of the value-in-use.	Our audit procedures to address this key audit matter included, but were not limited to: ▪ Assessing the appropriateness of management's identification of CGUs and the allocation of goodwill to groups of CGUs for the purposes of impairment testing in accordance with AASB 136 *Impairment of Assets*. ▪ Obtaining the Group's value-in-use models performing tests over the arithmetic accuracy of the models and the underlying calculations. ▪ Evaluating the reasonableness of the key assumptions in the model, including revenue & EBITDA forecasts and growth rates, discount rates and other key assumptions. We challenged the key assumptions through comparison to historical information and available market & industry information. ▪ Performing sensitivity analysis on the models to review the potential impact of changes to the key assumptions and assess any potential impacts on the conclusions of the impairment testing performed. ▪ Ensuring the conclusions in management's impairment testing are appropriate and accurately reflected in the financial statements. ▪ Assessing the adequacy of disclosures included in the financial report, in relation to the impairment testing performed and the key assumptions and sensitivities required to be disclosed.

Other information

The directors are responsible for the other information. The other information comprises the information contained in the Director's report, Corporate Directory and Shareholder Information for the year ended 30 June 2026, but does not include the financial report and our auditor's report thereon, which we obtained prior to the date of this auditor's report, and the Chairman and Managing Director's report and Corporate Details, which is expected to be made available to us after that date.

Our opinion on the financial report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the Chairman and Managing Director's report and Corporate Details, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the directors and will request that it is corrected. If it is not corrected, we will seek to have the matter appropriately brought to the attention of users for whom our report is prepared.

Responsibilities of the directors for the Financial Report

The directors of the Company are responsible for the preparation of:

a) the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the Corporations Act 2001 and

b) the consolidated entity disclosure statement that is true and correct in accordance with the Corporations Act 2001, and

for such internal control as the directors determine is necessary to enable the preparation of:

i) the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error; and

ii) the consolidated entity disclosure statement that is true and correct and is free of misstatement, whether due to fraud or error. In preparing the financial report, the directors are responsible for assessing the ability of the group to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website (http://www.auasb.gov.au/Home.aspx) at:

https://www.auasb.gov.au/media/bwvjcgre/ar1_2024.pdf

This description forms part of our auditor's report.

Report on the Remuneration Report

Opinion on the Remuneration Report

We have audited the Remuneration Report included in pages 11 to 18 of the directors' report for the year ended 30 June 2026.

In our opinion, the Remuneration Report of Big River Industries Limited, for the year ended 30 June 2026, complies with section 300A of the *Corporations Act 2001*.

Responsibilities

The directors of the Company are responsible for the preparation and presentation of the Remuneration Report in accordance with section 300A of the *Corporations Act 2001*. Our responsibility is to express an opinion on the Remuneration Report, based on our audit conducted in accordance with Australian Auditing Standards.

BDO Audit Pty Ltd

BDO
Ryan Pollett

Ryan Pollett
Director

Sydney, 25 August 2026

The shareholder information set out below was applicable as at 6 August 2026.

Distribution of equitable securities

Analysis of number of equitable security holders by size of holding:

	Number of holders	Ordinary shares % of total shares issued
1 to 1,000	375	0.19
1,001 to 5,000	373	1.08
5,001 to 10,000	138	1.12
10,001 to 100,000	222	6.79
100,001 and over	31	90.82
	1,139	100.00
Holding less than a marketable parcel	138	0.03

Equity security holders

Twenty largest quoted equity security holders

The names of the twenty largest security holders of quoted equity securities are listed below:

	Number held	Ordinary shares % of total shares issued
J P MORGAN NOMINEES AUSTRALIA PTY LIMITED	28,912,440	30.70
ANACACIA PTY LTD (ANACACIA V FUND A)	17,529,742	18.61
CTL (AUST) PTY LTD	18,712,342	19.87
ANACACIA B PTY LTD (ANACACIA V FUND B)	9,642,058	10.24
GRANJE PTY LTD (PARSONSON FAMILY A/C)	1,643,784	1.75
LINDWEST PTY LTD	1,450,322	1.54
HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	1,156,917	1.23
PAUL HARVEY WEBBER & SUSAN MARGARET WEBBER (CADENZA)	901,632	0.96
IAIN OWUSU ANASH AGYEMAN (AGYEMAN FAMILY)	740,741	0.79
HEATHMOND PTY LTD (ATF RAY EDWARDS FAMILY)	595,238	0.63
GROZN PTY LTD (NICK GROZDANOV INVEST A/C)	496,992	0.53
DENIS WILLIAM JAGGAR & CHRISTINE PAULA JAGGAR (NIKAU POINT)	458,431	0.49
BNP PARIBAS NOMINEES PTY LTD (HUB24 CUSTODIAL SERV LTD)	306,119	0.32
MADEFORD PTY LTD	297,619	0.32
010 047 506 PTY LTD (ATF JOHN CLOSTER FAMILY)	297,619	0.32
VESKAY PTY LTD (VESKAY SUPER FUND A/C)	294,435	0.31
JOHN LORENTE	291,553	0.31
GROZS PTY LTD (STEVE GROZDANOV INVEST A/C)	269,405	0.29
RUBENSAM PTY LTD (THE RUBENSHAM FAMILY)	248,033	0.26
SANDFISH PTE LTD	200,000	0.21
	84,445,422	89.68

Unquoted equity securities

	Number on issue	Number of holders
Performance rights	2,320,525	12

Substantial holders

Substantial holders in the Company are set out below:

	Number held	Ordinary shares % of total shares issued
NAOS ASSET MANAGEMENT	28,494,367	30.25
ANACACIA PARTNERSHIP II LP	27,171,800	28.85
CTL (AUST) PTY LTD	18,712,342	19.87

Voting rights

The voting rights attached to ordinary shares are set out below:

Ordinary shares

On a show of hands every member present at a meeting in person or by proxy shall have one vote and upon a poll each share shall have one vote.

There are no other classes of equity securities.

On-market buy-backs

There is no current on-market buy-back in relation to the Company's securities.

Directors	John Lorente Martin Monro Martin Kaplan Brad Soller Alexander Beard Sacha Leagh-Murray
Company secretary	John O'Connor
Registered office	Trenayr Road Junction Hill NSW 2460 Tel: 02 6644 0900
Share register	MUFG Corporate Markets (AU) Limited (A division of MUFG Pension & Market Services) Level 12 680 George Street Sydney NSW 2000 Tel: 1300 554 474
Auditor	BDO Audit Pty Ltd Level 25 252 Pitt Street Sydney NSW 2000
Solicitors	Thomson Geer Level 14 60 Martin Place Sydney NSW 2000
Stock exchange listing	Big River Industries Limited shares are listed on the Australian Securities Exchange (ASX code: BRI)
Website	bigrivergroup.com.au
Corporate Governance Statement	The Directors and management are committed to conducting the business of Big River Industries Limited in an ethical manner and in accordance with the highest standards of corporate governance. Big River Industries Limited has adopted and has substantially complied with the ASX Corporate Governance Principles and Recommendations (Fourth Edition) ('Recommendations') to the extent appropriate to the size and nature of its operations. The Corporate Governance Statement, which sets out the corporate governance practices that were in operation during the financial year and identifies and explains any Recommendations that have not been followed, which is approved at the same time as the Annual Report can be found at: bigriverindustries.com.au/Investors/?page=Corporate-Governance