harristechnology
Let's talk technology

Leading Australia's ReCommerce Revolution

Investor Presentation

1 September 2026

Who is HT8?

Four decades of Australian retail — rebuilt for the next era of consumer technology.

Harris Technology Group Limited (ASX: HT8) is an Australian ASX-listed online retailer of IT and consumer technology brands. The **HT** brand has traded for 40+ years and has been pure-play online-only since 2016 - selling through both its own proprietary website and the leading online marketplaces.

The Group's senior leadership is led by **Garrison Huang**, with associated brands and operations that have long-standing supplier relationships, channel infrastructure, and refurbishment capability already in place—the foundation on which the pivot to refurbished technology was built.

HT8 AT A GLANCE

Listed on	**ASX (HT8)**
Trading for	**40+ years**
Online-only since	**2016**
HQ	**Melbourne, AU**

What happened to HT8?

A successful pivot from legacy IT & consumer electronics toward refurbished technology (ReCommerce) - a growth segment of the Australian market.

Rather than compete in declining legacy categories, the Group redirected its existing eCommerce channels, supplier relationships, and refurbishment capability to a new category where demand is being driven by affordability and sustainability, and where the Group already had the operating muscle to lead.

CHANNELS
Existing online & marketplace reach, repurposed

SUPPLY
Existing supplier book, redirected to refurbished

CAPABILITY
In-house refurbishment & QC know-how

OUTCOME
New growth engine, validated in FY26 results

TARGET | To become **Australia's leading trusted refurbished technology seller**

Turnaround delivered: revenue growth, EBITDA positive, cash positive

Twelve months of discipline have moved HT8 from cash-burn to cash-positive, from an EBITDA loss to an EBITDA profit, and from declining legacy IT/CE toward a structurally growing refurbished-technology platform.

FY26 investment highlights

- ✓ **Group Revenue +24.1% to $17.16m** Up from $13.83m in FY25, driven by the refurbished business scaling through existing channels.
- ✓ **Gross Profit +15.5% to $5.75m** Up from $4.97m in FY25, demonstrating the downstream impact of margin optimisation from increased ReCommerce sales
- ✓ **EBITDA positive swing of approx. $0.9m** From −$569k loss in FY25 to +$325k profit in FY26.
- ✓ **Operating cash flow improvement of approx. $1.64m** From −$0.53m in FY25 to +$1.09m in FY26 - a step-change in working-capital discipline.
- ✓ **Refurbished revenue doubled** Refurbished revenue $8.54m (FY25: $4.49m), +90.2% YoY at 38.8% margin.
- ✓ **Strong closing cash position** $1.9m cash at 30 June 2026, with FSP joining the share registry and taking a large position.

FY26

REVENUE
$17.16m
FY25: $13.83m · **+24.1% YoY**

EBITDA
$0.32m
FY25: −$0.57m · **+$0.9m swing**

GROUP GROSS MARGIN
33.5%
FY25: 35.9% · **−2.4pp**

OPERATING CASH FLOW
$1.09m
FY25: −$530,317 · **+$1.64m improvement**

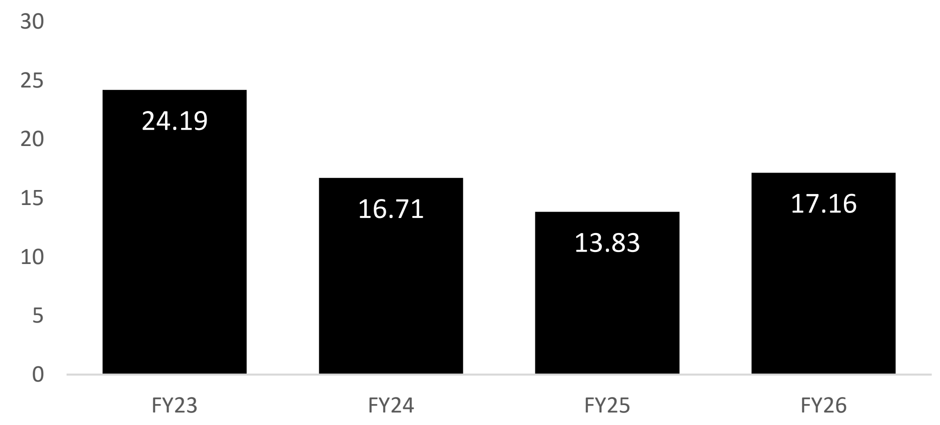
CEO COMMENTARY FY26 represents a defining year for HT8—a reset from legacy IT/CE to refurbished technology, validated by **revenue growth, EBITDA positive, and a return to operating-cash generation.**

Four-year financial trajectory — the inflection point at FY26.

Revenue stabilised and is now growing. EBITDA turned positive. Operating cash flow reversed from burn to generation. NPAT returned to breakeven after three years of losses.

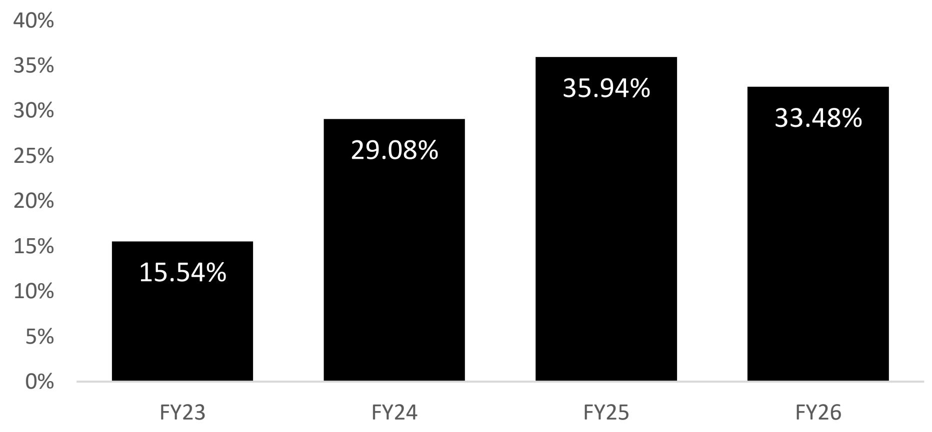
REVENUE

Sales Revenue ($m)



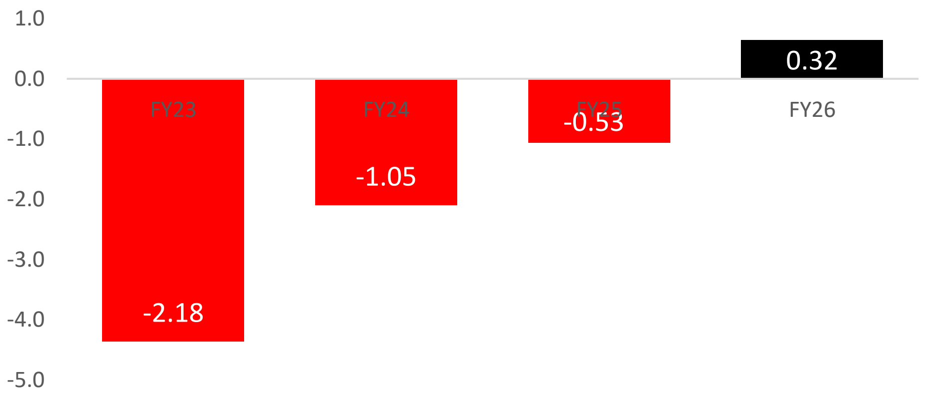
GROUP MARGIN

Group Gross Margin (%)



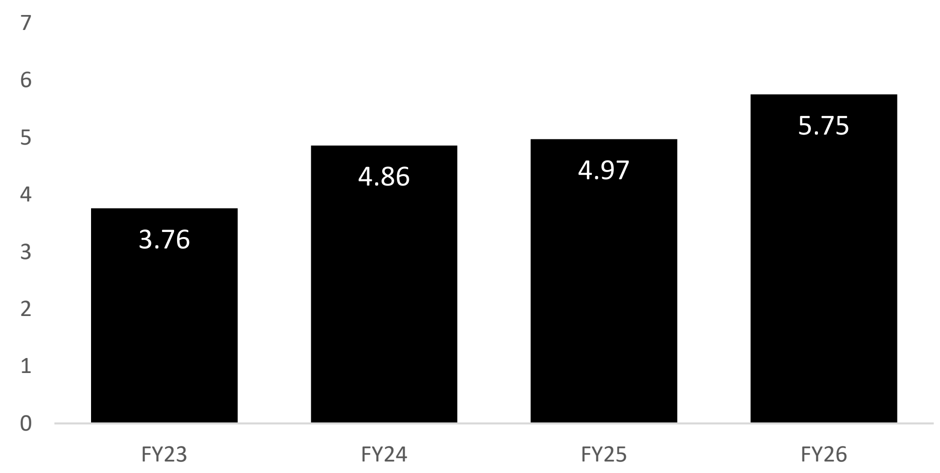
EBITDA

Earnings Before Interest, Tax, Depreciation & Amortisation ($m)



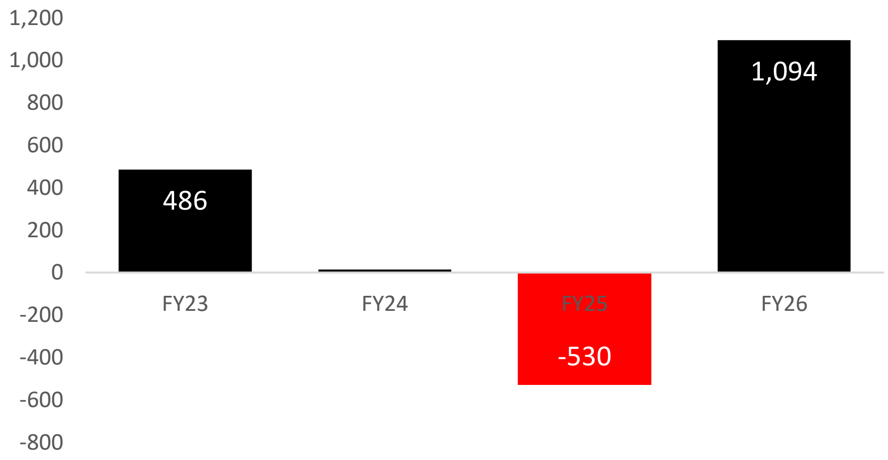
MARGIN OPTIMISATION

Gross Profit ($m)



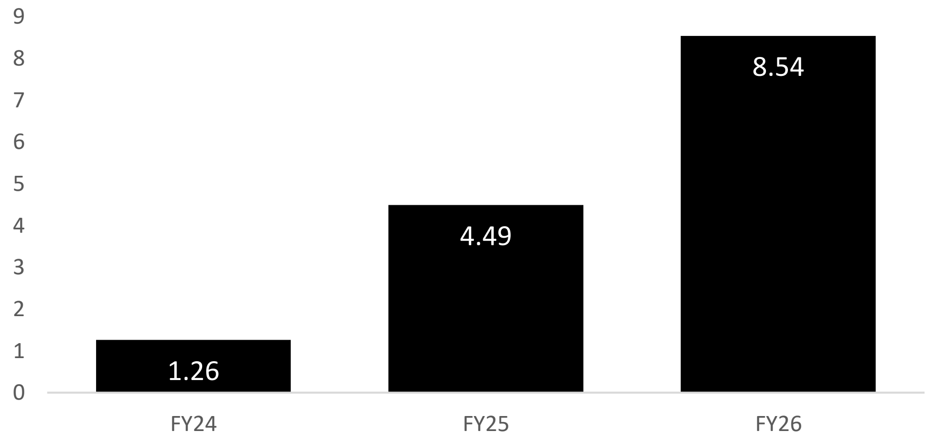
CASH

Operating Cash Flow ($k)



REFURBISHED

Refurbished Revenue ($m)



INFLECTION | After three years of declining revenue and EBITDA losses, **FY26 marked the turning point** - growth restored and cash generation resumed.

ReCommerce is now the core profit engine — month after month.

REFURBISHED REVENUE

$8.54 M

FY26 ReCommerce sales — up 90.2% from FY25

SHARE OF GROUP REVENUE

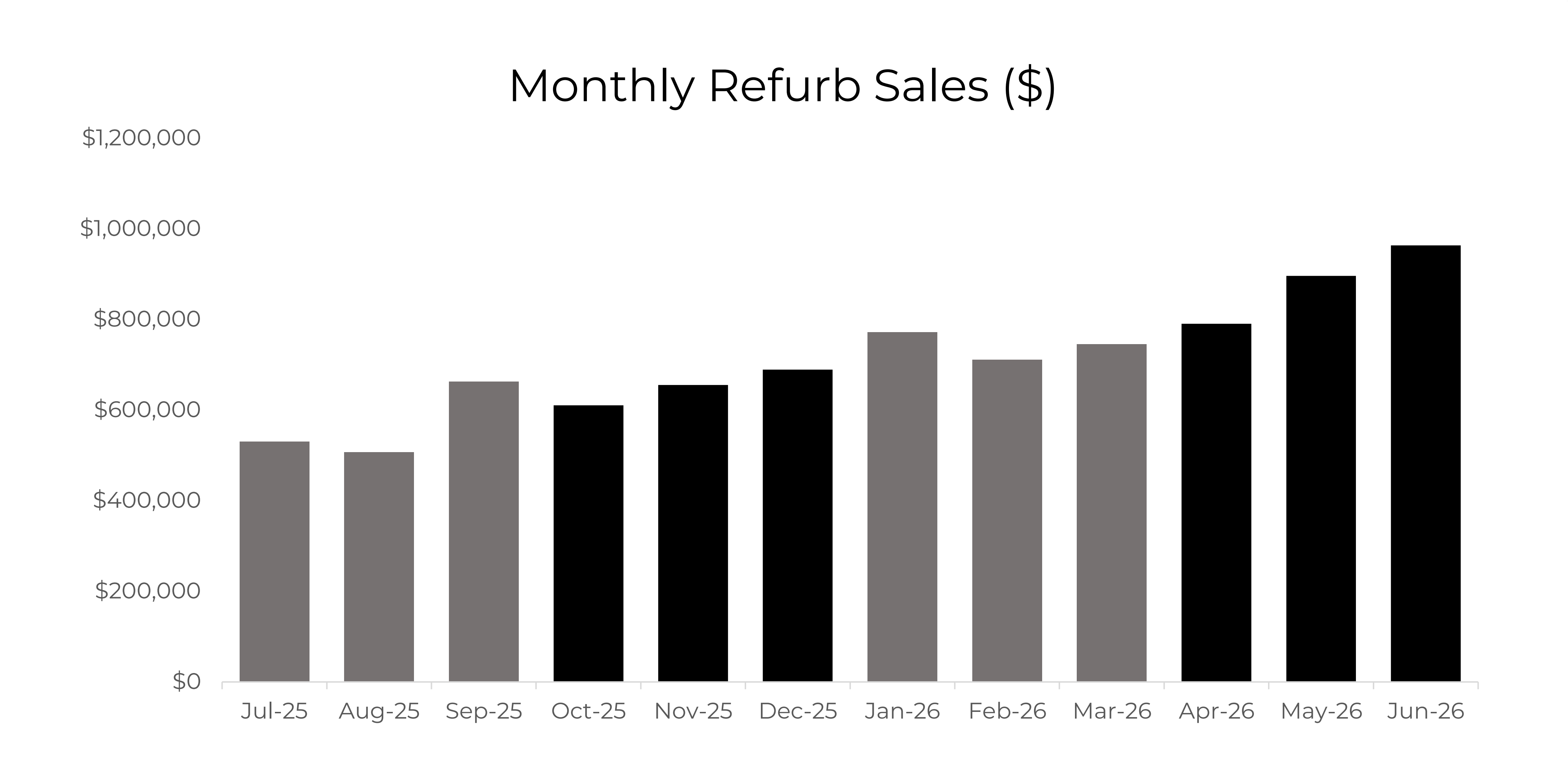
50 %

Up from 33% of Group revenue in FY25

$1M Milestone

July 2026

Monthly Refurb sales surpassed $1M for the first time in July 2026



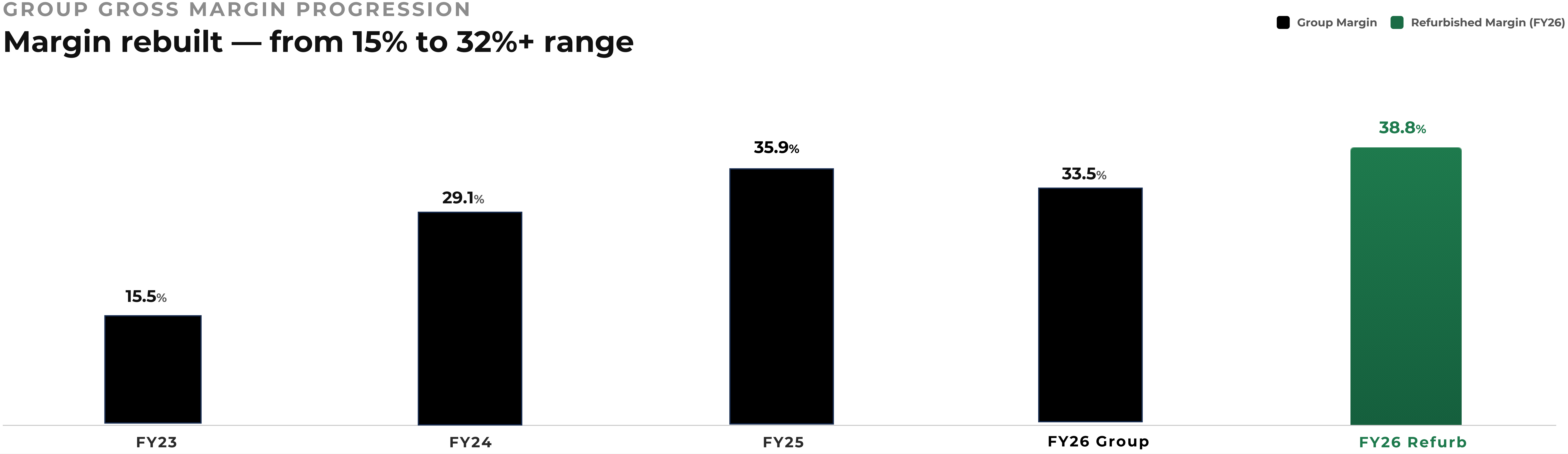
PROFIT ENGINE

In two years the refurbished ReCommerce division has grown from 36% to 61% of Group gross profit — becoming Harris Technology's primary driver of profitability, while the broader IT category is deliberately curated for margin, not volume.

Group Gross Margin, Driven by Refurbished

GROUP GROSS MARGIN PROGRESSION

Margin rebuilt — from 15% to 32%+ range



FY26 GROUP MARGIN

33.5%

from FY23: ***+17.1pp*** *· FY25: −2.4pp*

The pivot rebuilt gross margin from sub-16% (legacy CE mix) toward the low-30s as refurbished technology took share within the portfolio.

FY26 SEGMENT MARGIN (REFURBISHED)

38.8%

~5.3pp ***above group***

The refurbished segment earns a structurally higher margin than the group average, lifting consolidated margin as its share of mix grows.

THE PIVOT THESIS

The Group's target is to become one of Australia's **leading trusted refurbished technology sellers**. As refurbished mix grows within Group revenue, consolidated margin is positioned to lift, holding FY25/FY26 margin levels as the division scales.

The Problem: Cost of Living Crisis

Consumer behaviour shift — Australians are trading down towards value.

84 %

Prioritise Price

Of Australian shoppers say price is their top priority when making purchasing decisions.

65 %

Seek Discounts

Actively look for discounts or promotions before buying non-essential items.

46 %

Shopping Less

Have reduced their overall shopping frequency to manage household budgets.

72 %

Spend Outlook

Expect to spend the same or less in 2025, reinforcing persistent value-seeking behaviour.

CONSUMER BEHAVIOUR SHIFT

KPMG's 2025 Retail Outlook confirms a structural shift towards value.

Australians are trading down from premium new products to cheaper alternatives — opening the door for professionally refurbished technology.

CONSUMER RESPONSE STRATEGY

Focus on Essentials   Switch to Refurbished / Private Label

STRATEGIC IMPLICATION

Refurbished electronics directly address this price sensitivity — offering consumers premium functionality at a fraction of the new price point without sacrificing quality.

Source: KPMG Australian Retail Outlook 2025.

Established eCommerce Infrastructure Built Over 40+ Years

Four pillars already in place — the foundation that made the pivot possible.

HT8 did not start from zero. Existing channels, supplier relationships, technology, and operating model were already in place before the refurbished pivot — shortening time-to-scale.

PILLAR 01

Established eCommerce Channels

Proprietary **website + online marketplaces** live since going online-only in 2016. Marketing, checkout, and customer-acquisition machinery repurposed for the refurbished category.

- ▶ Multi-channel presence (Amazon, eBay, Kogan, Temu & more)
- ▶ eCommerce infrastructure with fulfilment automation
- ▶ Unified inventory management system

PILLAR 02

Deep Supplier & Partner Network

Long-established relationships across the APAC supply chain — trade-in partners, refurbishment feed, lease returns, and OEM channels providing consistent upstream flow of second-life inventory.

- ▶ Expanded refurbished partner ecosystem
- ▶ Preferential procurement terms from long-standing vendor relationships
- ▶ Broad range of tech access across IT and networking categories

PILLAR 03

Technology & AI Edge

Reuse of proven back-office systems — pricing engines, listings tooling, QC tracking — plus augmentation with AI-assisted grading and diagnostics that lift refurbishment consistency.

- ▶ Odoo 19 ERP natively integrated with eCommerce & marketplace channels
- ▶ Positioned at the forefront of AI-enabled retail automation
- ▶ Expected to lift direct traffic and conversion on ht.com.au

PILLAR 04

Capital-light Growth Model

Online-only since 2016 — no shopfront or fit-out capital. Inventory turned through existing marketplaces. Scales without the balance-sheet drag of big-box retail.

- ▶ Leverages existing IT & warehouse automation
- ▶ Positive cash flow enables steady growth without major investment
- ▶ Agile pivot to high-margin categories

Trust, scale, and channels — the three edges peers can't match.

ReCommerce demand is rising as consumers seek value; buyers prefer trusted, scalable platforms over peer-to-peer marketplaces. HT8 wins on every attribute that matters.

Key Attribute	Harris Technology (ASX: HT8)	Small Operators (incl. P2P marketplaces)
Trust & Safety	✓ Pure-play online retailer, marketplace seller ratings, authorised reseller status	✕ Varies by seller; scam concerns reported
Channel Reach	✓ No.1 on Amazon AU + multi-marketplace (eBay, Kogan)	≈ Typically local or single-platform presence
Supply & Sourcing	✓ Large international supplier network + strong relationships	✕ Often limited, inconsistent supply
Quality Control / Grading	✓ Systematic refurbishment processes + certified quality standards	✕ Varies widely by seller
Warranty / Returns	✓ Structured return policies + customer support infrastructure	✕ Typically limited or no warranty
Range & Availability	✓ Broad product range + efficient inventory management	✕ Usually narrow selection + variable stock
Fulfilment & Logistics	✓ Integrated online fulfilment + reliable IT systems	✕ Often manual, meet-in-person transactions
Price / Value	✓ Competitive pricing + value positioning	≈ Can be lower, but risk premium
Scalability	✓ Capital-light model + proven infrastructure to scale	✕ Constrained by individual capacity

A multi-billion-dollar addressable market — Australia ready for scale.

GLOBAL MARKET · REFURBISHED ELECTRONICS

USD $93.7B → **USD $169.5B**

2024 → 2030

▲ CAGR ~10%

AUSTRALIA REFURB MARKET

AUD $867M → **AUD $1.52B**

2024 → 2033

▲ CAGR 6.35%

Supply Tailwind: Australia E-Waste Generation

+~30% growth in e-waste by 2030 · supports circular supply + stewardship policies

+30% by 2030

DCCEEW · Australia e-waste generation

AUSTRALIAN CONTEXT

20kg

eWaste per person per year

3× the global average of 7kg · Ranked #5 globally

~50% of e-waste not formally recycled — unlocking device recirculation

VERTICAL INTEGRATION OPPORTUNITIES

- Rising ESG requirements have created a market where corporations engage waste management businesses to responsibly dispose of eWaste
- Many eWaste products are suitable for refurbishment.
- HT8 currently engages multiple partner providers to supply products for refurbishment, increasing buying volumes over the past 12 months.
- Margin growth opportunities exist via integration of these channels into the HT8 operating model

Source: DCCEEW (e-waste); Australia ReCommerce Intelligence Report 2025; Deep Market Insights; Coherent Market Insights.
Conversion of USD to AUD based on $1.40 spot price

Channel Economics

Reaching the consumer through the right channels — at the right price point.

Refurbished tech converts most efficiently when buyers can find it on the platforms they're already using. HT8's strategy combines a brand-led direct site with broad marketplace coverage to maximise reach.

Direct site

https://ht.com.au

Own-domain direct sales channel supporting the Harris Technology brand. Customers searching by brand name or specific SKU find the catalogue under the Group's identity.

Marketplaces

Major third-party platforms

Australia's leading online marketplaces — reaches buyers browsing refurbished listings and benefits from existing platform trust and logistics.

Category leadership

Refurbished tech category

HT8 is the **#1 seller on Amazon Australia for refurbished tech,** the primary online marketplace among Australian consumers that can couple refurb purchases with other HT8 products.

THE CHANNEL MATH

+

Multi-channel reach compounds distribution

Direct site captures brand-aware, repeat-look shoppers; marketplaces extend to price-sensitive discovery shoppers; category leadership on one anchor platform creates visible presence in the refurbished section. Together, the channels compound reach **without multiplying fulfilment overhead**.

CAVEAT

A broad refurb portfolio — serving the buyer at every price point of second-life tech.

HT8's renewed catalogue spans the major consumer-technology categories where demand for refurbished is strongest — giving buyers choice and giving the Group diversified demand.

Laptops & PCs

Business & consumer notebooks, desktops — the core refurbished category.

Networking

Refurbished servers, routers & networking — small-ticket, high-margin.

Tablets

iPad and Android tablets — education and consumer segment.

Monitors & displays

Refurbished desktop monitors — the home-office workhorse category.

Accessories

Peripherals, keyboards, mice, headphones, AI assistants — attach-rate lift to core devices.

→

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Mobile

Largest **future opportunity** for Harris Technology to expand into with >23 million people in Australia owning a smartphone.

WHY BREADTH MATTERS

Coverage, conversion and basket size

A multi-category catalogue means HT8 captures the buyer who enters intent on any single category. It also enables attachment — a buyer shopping a refurbished laptop often adds a refurbished monitor or accessory. This lifts average basket size and conversion compared with a single-category retailer.

Supplier flow

Deep relationships with diverse suppliers ensure consistent inventory flow of high-demand SKUs.

Five execution priorities — focus capital where the margin is.

Scale Refurbished Division

Increase sourcing & QA protocols to reach >$1m monthly run-rate growth.

#1 Priority

Expand Partner Network

Broaden supplier base to increase buying power and secure consistent high-grade inventory.

Supply Chain

Channel Efficiency

Leverage existing eCommerce infrastructure to reduce transaction expenses, with more listings on HT-owned channels.

Operations

Working Capital Discipline

Focus on inventory turnover and cash conversion to maintain positive operating cash flow.

Financial

Capital Allocation

Not exiting IT — concentrating it on higher-margin lines, while capital growth is directed to refurbished ReCommerce.

Pivot Strategy

Australia's emerging ReCommerce leader

Clear Category Tailwind

Cost-of-living pressures are driving Australian consumers to "trade down" to high-quality refurbished tech. A structural shift towards value and sustainability is accelerating demand.

Turnaround Delivered

Strategic pivot has yielded tangible results: +24.1% Revenue growth, +15.5% Gross Profit, positive EBITDA inflection, and positive Operating Cash Flow in FY26.

Scalable Operations

Capital-light growth model leveraging years of investment in eCommerce infrastructure and partner networks. Market leadership will accelerate horizontal and vertical growth opportunities, both organically and via M&A.

Catalysts & Targets

Grow refurbished sales run-rate (>$1 million per month).

Already #1 on Amazon Australia for refurbished tech; positioned to extend that lead across all channels.

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