

30 September 2026

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

Notice of 2026 Annual General Meeting

In accordance with the ASX Listing Rules, please find attached the following documents in connection with Breville Group Limited's 2026 Annual General Meeting:

- Chair's Letter to Shareholders
- Notice of Meeting
- Sample Proxy Form
- Access Letter

Copies of these documents will be available on the company's website at <https://brevillegroup.com>.

The release of this announcement was authorised by Luxmy Wigneswaran, Joint Company Secretary.

30 September 2026

Dear Shareholder,

2026 Annual General Meeting

On behalf of the Board, I am delighted to invite you to the 28th Annual General Meeting ('AGM') of Breville Group Limited ('BRG Group') which will be held in person at Suite 2, Level 1, 170-180 Bourke Road, Alexandria, New South Wales 2015, at 10:00am AEDT on Thursday 5 November 2026.

Contained in the following pages is our Notice of AGM, which sets out the items of business to be considered, together with explanatory notes and the Board's voting recommendations. The 2026 Annual Report is available on our website at <https://brevillegroup.com>.

Resolutions

Shareholder approval will be sought for the resolutions set out in the table below.

The Board notes that Mr Stephen Mayne, an external candidate who is not endorsed by the Board, has nominated himself for election as a Director. His election is the subject of resolution 4. The Board recommends that shareholders vote **against** resolution 4. Further information is provided in the explanatory notes to the Notice of AGM.

The Board's recommendations in relation to each resolution are set out below. Where the Board does not make a recommendation, this is noted accordingly.

Resolution	Description	Board Recommendation
2	Adoption of Remuneration Report	For
3(a)	Re-election of Timothy Antonie as a Director (Board endorsed)	For
3(b)	Re-election of Tuula Ryttilä as a Director (Board endorsed)	For
3(c)	Election of Rob Perry as a Director (Board endorsed)	For
4	Election of Stephen Mayne as a Director (External, non-Board endorsed)	Against
5	Grant of Rights to Managing Director and Chief Executive Officer	For
6	Increase in Non-Executive Directors' Fee Pool	No recommendation
7	Grant of NED Rights to Non-Executive Directors	No recommendation

Attending and Voting

If you are unable to attend the meeting, a live audio webcast of the proceedings will be provided on the day. Please refer to the Notice of AGM for further details. I would encourage you to appoint a proxy prior to the meeting by visiting <https://boardroomlimited.com.au/meeting/breville26> and following the prompts (you will need your Voting Access Code) or by scanning your personalised QR code with your mobile device. If you have been sent a printed Proxy Form, you can return your completed form to BoardRoom. Please note that all proxy appointments must be lodged by 10:00am AEDT on Tuesday 3 November 2026.

Should you have any questions, please contact BoardRoom on 1300 737 760 (within Australia) or +61 2 9290 9600 (outside Australia), or otherwise at breville@boardroomlimited.com.au.

I, together with my Board colleagues and members of the executive team, look forward to welcoming you to BRG Group's 2026 AGM.

Yours sincerely,



Timothy Antonie
Non-Executive Chair

Notice of Annual General Meeting

The 2026 Annual General Meeting ('AGM') of Breville Group Limited (ASX Code: BRG) will be held as follows:

Date: Thursday, 5 November 2026
Time: 10:00am AEDT. Registration will open at 9:00am AEDT
Location: Suite 2, Level 1, 170-180 Bourke Road, Alexandria, New South Wales 2015
Webcast: For shareholders who are unable to attend the AGM in person, the audio and presentation slides will be webcast live through the following link: <https://streamgate.com.au/brgagm26/>

An Explanatory Memorandum accompanies and forms part of this Notice of AGM and provides additional information on matters to be considered at the AGM. The Notice of AGM and the Explanatory Memorandum should be read in their entirety.

Items of business

1. Annual Report

To receive and consider the Annual Financial Report, Directors' Report, Sustainability Report and Independent Auditor's Reports of Breville Group Limited and its controlled entities ('BRG Group' or 'Company') for the year ended 30 June 2026.

Please note, there is no vote on this item.

2. Remuneration Report

To consider and, if thought fit, pass the following resolution as an ordinary resolution:

"That the Remuneration Report of BRG Group for the year ended 30 June 2026 be adopted."

Please note that the vote on this item is advisory only and is not binding on the Board of Directors ('Board') or the Company.

Voting Exclusion Statement: A voting exclusion applies to this resolution. Please see note 4 of this Notice.

3. Re-election and Election of Board Endorsed Non-Executive Directors

To consider and, if thought fit, pass the following resolutions as ordinary resolutions:

3(a) – Re-election of Timothy Antonie as a Director

"That Timothy Antonie, having retired by rotation in accordance with clause 24 of the Company's Constitution, and being eligible, be re-elected as a Director of the Company."

3(b) – Re-election of Tuula Ryttilä as a Director

"That Tuula Ryttilä, having retired by rotation in accordance with clause 24 of the Company's Constitution, and being eligible, be re-elected as a

Director of the Company."

3(c) – Election of Rob Perry as a Director

"That Rob Perry, having been appointed on 15 September 2026 in accordance with clause 25.3 of the Company's Constitution, and being eligible, be elected as a Director of the Company."

4. Election of External Non-Board Endorsed Nominee as a Non-Executive Director

To consider and, if thought fit, pass the following resolution as an ordinary resolution:

"That Stephen Mayne, who offers himself for election in accordance with clause 22.4 of the Company's Constitution, and being eligible, be elected as a Director of the Company."

5. Grant of Rights to Managing Director and Chief Executive Officer

To consider and, if thought fit, pass the following resolution as an ordinary resolution:

"That, for the purposes of ASX Listing Rule 10.14 and for all other purposes, Shareholders approve the FY27 grant of performance rights and deferred share rights to the Managing Director and Chief Executive Officer ('CEO'), Jim Clayton, under the BRG Group Equity Incentive Plan ('Equity Plan') on the terms set out in the Explanatory Memorandum."

Voting Exclusion Statement: A voting exclusion applies to this resolution. Please see note 5 of this Notice.

6. Increase in Non-Executive Directors' Fee Pool

To consider and, if thought fit, pass the following as an ordinary resolution:

"That, for the purposes of ASX Listing Rule 10.17, the Company's Constitution and for all other purposes, the aggregate maximum amount of fees

that may be paid to Non-Executive Directors be increased from \$1,800,000 to \$2,250,000 per annum."

Voting Exclusion Statement: A voting exclusion applies to this resolution. Please see note 5 of this Notice.

7. Grant of NED Rights to Non-Executive Directors

To consider and, if thought fit, pass the following resolution as an ordinary resolution:

"That, for the purposes of ASX Listing Rule 10.14 and for all other purposes, Shareholders approve the grant of NED rights to Non-Executive Directors under the Equity Plan ('**NED Rights**') for the next three years on the terms set out in the Explanatory Memorandum."

Voting Exclusion Statement: A voting exclusion applies to this resolution. Please see note 5 of this Notice.

By Order of the Board



Sasha Kitto
Company Secretary



Luxmy Wigneswaran
Company Secretary

30 September 2026

Notice of 2026 Annual General Meeting continued

Notes

1. Material accompanying this Notice

The following material accompanies this Notice:

- (1) Explanatory Memorandum setting out details relevant to the business set out in this Notice; and
- (2) Proxy Form.

The 2026 Annual Report is available on the Company's website at <https://brevillegroup.com/wp-content/uploads/2026/08/Annual-Report-2026.pdf>. Shareholders who have previously elected to receive a hard copy of the 2026 Annual Report will also receive a copy of it in the mail.

2. Terms

Terms used in this Notice, including the resolutions set out in this Notice have, unless otherwise defined, the same meanings set out in the Explanatory Memorandum.

3. Voting

In accordance with section 249HA of the *Corporations Act 2001* (Cth) ('**Corporations Act**'), for each of the resolutions set out in the Notice to be effective, not less than 28 days written notice specifying the intention to propose the resolutions must have been given.

For ordinary resolutions 3(a), 3(b), 3(c), 4, 5, 6 and 7, each resolution must be passed by more than 50% of all the votes cast by Shareholders entitled to vote (whether in person or by proxy, attorney or representative).

For resolution 2, the vote on that resolution will be advisory only and will not bind either the Board or the Company.

Subject to notes 4 and 5 below, on a poll, every Shareholder has one vote for each fully paid ordinary share held in the Company ('**Ordinary Shares**' or '**Shares**').

4. Voting Exclusion Statement (Resolution 2)

In accordance with the Corporations Act, the Company will disregard any votes cast on resolution 2 by or on behalf of a member of the Company's Key Management Personnel ('**KMP**') whose remuneration is included in the Remuneration Report, or their Closely Related Parties, unless the vote is cast:

- (a) as a proxy for a person who is entitled to vote on the resolution in accordance with a direction as to how to vote given in the proxy appointment; or

- (b) by the Chair of the AGM as a proxy for a person who is entitled to vote on the resolution, in accordance with an express authorisation to exercise the proxy even though the resolution is connected with the remuneration of the Company's KMP.

For the purposes of the voting exclusion statements in this Notice: Closely Related Parties of a member of the KMP includes any spouse, children, dependants or other close family members, and any company the member of the KMP controls.

5. Voting Exclusion Statement (Resolutions 5, 6 and 7)

In accordance with the Listing Rules, the Company will disregard any votes cast in favour of resolutions 5, 6 and 7 by or on behalf of a Director of the Company or any of their associates.

However, this does not apply to a vote cast in favour of resolutions 5, 6 and 7 by:

- (a) a person as a proxy or attorney for a person who is entitled to vote on the resolution, in accordance with the directions given to the proxy or attorney to vote on the resolution in that way; or
- (b) the Chair as proxy or attorney for a person who is entitled to vote on the resolution, in accordance with a direction given to the Chair to vote on the resolution as the Chair decides; or
- (c) a Shareholder acting solely in a nominee, trustee, custodial or other fiduciary capacity on behalf of a beneficiary, provided the following conditions are met:
 - (i) the beneficiary provides written confirmation to the Shareholder that the beneficiary is not excluded from voting, and is not an associate of a person excluded from voting, on the resolution; and
 - (ii) the Shareholder votes on the resolution in accordance with directions given by the beneficiary to the holder to vote in that way.

In accordance with the Corporations Act, the Company will disregard any votes cast on resolutions 5, 6 and 7 by a member of the Company's KMP or their Closely Related Parties as a Shareholder Proxy, unless the vote is cast:

- (a) as a proxy for a person entitled to vote on the resolution in accordance with a direction as to how to vote given in the proxy appointment; or
- (b) by the Chair of the AGM as a proxy for a person entitled to vote on the resolution in accordance with an express authorisation to

Notice of 2026 Annual General Meeting continued

exercise the proxy even though the resolution is connected with the remuneration of the Company's KMP.

6. Additional Notes

(1) Pursuant to regulation 7.11.37 of the *Corporations Regulations 2001* the Company has determined that, for the purposes of this Meeting, all Ordinary Shares in the Company will be taken to be held by the persons registered as Shareholders at 7:00pm AEDT on Tuesday, 3 November 2026 ('Effective Time').

(2) All Shareholders as at the Effective Time are entitled to attend and, subject to notes 4 and 5 above, vote at the AGM and may appoint a proxy for that purpose.

(3) A proxy need not be a Shareholder of the Company.

(4) The personalised Proxy Form included with this Notice should be used for the AGM unless you appoint your proxy online as set out in paragraph 12 below. If you require an additional Proxy Form, please contact the Company's Share Registry, Boardroom Pty Limited ('BoardRoom'), on 1300 737 760 (within Australia) or +61 2 9290 9600 (outside Australia), which will supply it on request.

(5) Each Shareholder who is entitled to cast two or more votes at the AGM may appoint up to two proxies and may specify the proportion or number of votes that each proxy may exercise but if no proportion or number is specified, then each proxy will be entitled to exercise half of the votes in which case any fraction of votes will be discarded. An additional Proxy Form will be supplied by the Company on request.

(6) Shareholders wishing to appoint a proxy should read the instructions on the enclosed Proxy Form carefully and then complete and return the Proxy Form to the Company by the due date and time set out in paragraph 11 below and the Proxy Form.

(7) A proxy may decide whether to vote on any motion except where the proxy is required by law or the Company's Constitution to vote, or abstain from voting, in their capacity as a proxy. If a proxy is directed how to vote on an item of business, the proxy may only vote on that item, in accordance with that direction. If a proxy is not directed how to vote on an item of business, a proxy may vote how he/she thinks fit.

(8) Proxies from corporate Shareholders must be executed in accordance with their constitution or signed by a duly authorised attorney.

(9) Any Shareholder may appoint an attorney to act on that Shareholder's behalf. The power of attorney, or a certified copy of it, must be received by the Company as set out in paragraph 11 below.

(10) Any corporation which is a Shareholder of the

Company may appoint an individual representative to attend and vote for that corporation at this Meeting. Appointments of representatives may be provided to the Company prior to the AGM. Any appointment must be received by the Company by **no later than 10:00am AEDT on Tuesday 3 November 2026.**

(11) Proxies and powers of attorney granted by Shareholders must be received by the Company by **no later than 10:00am AEDT on Tuesday 3 November 2026:**

(a) at the Company's Share Registry – Boardroom Pty Limited, GPO Box 3993, Sydney NSW 2001

or

(b) by fax to the Company's Share Registry – Fax number +61 2 9290 9655

or

(c) by hand delivery at the Company's Share Registry at Boardroom Pty Limited, Level 8, 210 George Street, Sydney NSW 2000.

(12) Shareholders can also record their proxy and voting direction online via <https://boardroomlimited.com.au/meeting/breville26>. This must be done before 10:00am AEDT on Tuesday 3 November 2026.

(13) Shareholders may appoint the Chair of the AGM as their proxy by nominating the Chair in the Proxy Form. If a Shareholder returns a Proxy Form but does not nominate the identity of their proxy, the Chair will automatically be their proxy. If a Shareholder returns their Proxy Form but their nominated proxy does not attend the Meeting, their proxy will revert to the Chair. If a Shareholder's nominated proxy is either not recorded as attending the AGM or does not vote on the resolution in accordance with the Shareholder's directions, the Chair is taken, before voting on the resolution closes, to have been appointed as the Shareholder's proxy for the purposes of voting on that resolution.

(14) If a Shareholder appoints a member of the Company's KMP (which includes each Director) or any of their Closely Related Parties as their proxy, that person will not be able to cast the Shareholder's vote on resolutions 2, 5, 6 and 7 unless the Shareholder directs that person how to vote or, where the Chair is the Shareholder's proxy, the Chair has been expressly authorised to cast the vote as he decides. If a Shareholder appoints the Chair as their proxy or the Chair is appointed as the Shareholder's proxy by default, but the Shareholder does not mark a voting box for resolutions 2, 5, 6 and 7, then by completing and submitting the Proxy Form, the Shareholder will be expressly authorising the Chair to exercise the proxy as he decides even though these resolutions are connected with the remuneration of the Company's KMP (which includes Directors).

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(15) For the purposes of paragraphs 13 and 14 above, the Chair intends to vote undirected proxies in favour of resolutions 2, 3(a), 3(b), 3(c), 5, 6 and 7, and against resolution 4.

(16) Shareholders entitled to vote at the AGM may submit written questions to the Company and the Auditor prior to the AGM. To submit a question electronically visit <https://boardroomlimited.com.au/meeting/breville26> and select 'Submit a Question'. Questions must be submitted by 5:00pm AEDT on Thursday 29 October 2026. The Company will endeavour to address the key themes of questions submitted prior to the AGM during the meeting.

(17) The AGM is being held as a physical meeting, and Shareholders will not be able to vote or ask questions online during the webcast. Shareholders who are unable to attend the AGM are encouraged to appoint a proxy or submit any questions in accordance with the instructions set out in paragraphs 11, 12 and 16 above.

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Explanatory Memorandum

(1) Item 1: Annual Report

As required by the Corporations Act, the Annual Financial Report, Directors' Report, Sustainability Report and Independent Auditor's Reports of BRG Group for the financial year ended 30 June 2026 will be laid before the AGM.

These reports are also available on the BRG Group website at <https://brevillegroup.com/wp-content/uploads/2026/08/Annual-Report-2026.pdf>.

Neither the Corporations Act, nor the Breville Group Limited Constitution, requires a vote of Shareholders on these reports.

The Chair will allow Shareholders a reasonable opportunity to comment and ask questions on these reports.

Shareholders will also be given a reasonable opportunity to ask questions of BRG Group's Auditor in accordance with the Corporations Act. If a Shareholder wishes to put any written questions to the Auditor, the Shareholder is entitled to submit questions relevant to the content of the Auditor's Report or the conduct of the audit online at <https://boardroomlimited.com.au/meeting/breville26> by 5:00pm AEDT on Thursday 29 October 2026. The Auditor may, but is not obligated to, answer any written or oral questions that are put to it by Shareholders.

(2) Item 2: Remuneration Report

The Remuneration Report (which forms part of the Directors' Report) is required to include discussion on a number of issues relating to remuneration policy and its relationship to the performance of the BRG Group.

As required under the Corporations Act, a resolution will be put to Shareholders to adopt the Remuneration Report for the financial year ended 30 June 2026.

Shareholders should note that the vote on this resolution is advisory only and is not binding on the Board or BRG Group.

If 25% or more of the votes cast on the resolution are against adoption of the Remuneration Report, BRG Group will report to Shareholders, prior to and/or at next year's AGM, on what action has been taken by BRG Group to address matters raised by Shareholders.

As stated in the Notice, each member of the Company's KMP whose remuneration is included in the Remuneration Report, and Closely Related Parties of those KMP, are not eligible to vote on that resolution, except as stated in the voting exclusion statement in note 4 of the Notice.

The Board recommends that Shareholders vote in favour of resolution 2.

(3) Item 3: Re-election and Election of Board Endorsed Non-Executive Directors

Clause 24 of the Company's Constitution provides that a Director may not hold office for more than three years or beyond the third AGM following their appointment (whichever is the longer period), without submitting themselves for re-election.

Timothy Antonie, Tuula Ryttilä and Dean Howell were last elected as Directors at BRG Group's 2023 AGM. Mr Antonie and Ms Ryttilä will accordingly retire by rotation and being eligible, offer themselves for re-election as this AGM. As previously announced, Mr Howell does not intend to seek re-election and will retire from the Board at the conclusion of the AGM.

Clause 25.3 of the Company's Constitution provides that a Director appointed to fill a casual vacancy or as an addition to the Board may hold office only until the next AGM, and shall then be eligible for election.

Rob Perry was appointed as a Director of the Company effective 15 September 2026 and is standing for election at this AGM.

3(a) – Re-election of Timothy Antonie

Timothy Antonie is an experienced non-executive director, having served on the boards of listed companies across the retail, financial services and entertainment industries. He is currently the Lead Independent Director of Premier Investments Limited and was previously a Non-Executive Director and Chair of Netwealth Group Limited.

Mr Antonie has more than 25 years' experience in investment banking and was a Managing Director at UBS Investment Banking from 2004 to 2008. He has significant expertise in large scale mergers, acquisitions and capital raisings, and is currently a principal of Stratford Advisory Group.

Mr Antonie has been a Director of Breville Group since 2013 and was appointed as Chair in August 2021.

The Board reviewed Mr Antonie's independence in accordance with the Company's Policy on the Independence of Directors and reconfirmed that Mr Antonie remains classified as not independent by virtue of his directorship on the board of the Company's major shareholder.

The Board considers that Mr Antonie's extensive board and commercial experience enables him to continue to make a valuable contribution to the Board, including as Chair.

For these reasons, the Board (excluding Mr Antonie because of his interest) unanimously recommends

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that Shareholders vote in favour of resolution 3(a).

3(b) – Re-election of Tuula Ryttilä

Tuula Ryttilä is an accomplished senior executive, with over 30 years' experience in the consumer technology and product sector.

Ms Ryttilä brings an international perspective, having worked across Europe, North America and Asia, with extensive experience in technology, digitisation, financial operations, and sales and marketing strategy.

During her 15 years at Nokia, Ms Ryttilä rose to the position of global Chief Marketing Officer. She subsequently spent nine years at Microsoft, where she ultimately had global responsibility for Microsoft Digital Stores, before retiring in March 2023.

Ms Ryttilä is currently a Director of Fugro N.V., Kempower Oyj and Bang & Olufsen A/S. She has been a Director of BRG Group since 2023.

The Board reviewed Ms Ryttilä's independence in accordance with the Company's Policy on the Independence of Directors and reconfirmed that Ms Ryttilä remains independent.

The Board considers that Ms Ryttilä's extensive international leadership experience, combined with her expertise in technology, digitisation, consumer products and global marketing, enables her to continue to make a valuable contribution to the Board.

For these reasons, the Board (excluding Ms Ryttilä because of her interest) unanimously recommends that Shareholders vote in favour of resolution 3(b).

3(c) – Election of Rob Perry

Rob Perry was appointed as an independent, non-executive Director effective 15 September 2026, following a comprehensive selection process led by the Chair of the People, Performance, Remuneration and Nominations Committee ('PPRNC'). This process included the engagement of an external executive search firm and appropriate background checks.

Mr Perry has extensive experience in audit, risk and governance, with particular expertise across the retail and consumer goods sectors. He spent 36 years with Ernst & Young ('EY'), including 21 years as a Partner, during which time he served as lead engagement Partner for a number of major global companies. He also held several senior leadership roles at EY, including Asia Pacific Leader, Risk and Governance Services, and Managing Partner, Risk Consulting Services in Melbourne, and was a member of EY's Global Risk Management Committee.

Mr Perry is currently a Non-Executive Director of Myer Holdings Limited and Chair of its Finance, Audit and Risk Committee.

Mr Perry has succeeded Dean Howell, who will retire at the conclusion of the AGM, as a member of the Audit and Risk Committee and the PPRNC.

The Board considered Mr Perry's independence in accordance with the Company's Policy on the Independence of Directors and concluded that Mr Perry is independent. In undertaking this assessment, the Board had regard to Mr Perry's current role as a non-executive director of Myer Holdings Limited, a customer of BRG Group that constitutes less than 1% of the Group's sales, and his role up until 2019 as the lead audit partner on EY's independent external audit of Premier Investments Limited, a substantial shareholder of the Company.

In the Board's view, Mr Perry's extensive audit, risk and governance experience, together with his deep industry knowledge, will enable him to make a valuable contribution to the Board.

For these reasons, the Board (excluding Mr Perry because of his interest) unanimously recommends that Shareholders vote in favour of resolution 3(c).

(4) Item 4: Election of External Non-Board Endorsed Nominee Stephen Mayne as a Non-Executive Director

Clause 22.4 of the Company's Constitution provides that a person is eligible for election as a Director at a general meeting if that person, or a Shareholder intending to propose them, has given the Company the requisite notice.

Mr Mayne notified the Company on 13 September 2026 that he wished to nominate himself as a Director and is eligible pursuant to Clause 22.4 of the Company's Constitution.

The Board has considered Mr Mayne's nomination, having regard to the skills and experience of the current composition of the Board and its assessed skills matrix as set out in its 2026 Corporate Governance Statement to support the Company's strategic and governance requirements. With this in mind, the Board unanimously concludes that Mr Mayne should not be elected as a Director of the Company.

The following is an extract of information which Mr Mayne has provided to the Company which the Company has not verified:

Stephen Mayne, 57. BCom (Melb). GAICD. Stephen is a Walkley Award-winning business journalist. He was the founder of www.crikey.com.au, publishes the corporate governance website www.maynereport.com, writes regular columns for The Intelligent Investor and co-hosts The Money Café podcast with Alan Kohler.

His governance experience includes almost 8 years as a City of Manningham councillor in Melbourne's eastern suburbs, a 4-year term (2012-2016) as a

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City of Melbourne councillor where he chaired the Finance and Governance committee, and almost 5 years on the Australian Shareholders' Association board.

The Board recommends that shareholders vote against resolution 4.

(5) Item 5: Grant of Rights to Managing Director and Chief Executive Officer

BRG Group proposes to grant rights to the Managing Director and CEO, Jim Clayton, under the Equity Plan on the terms outlined below.

Under ASX Listing Rule 10.14, Shareholder approval is required for the acquisition of securities by a director under an employee incentive scheme. Approval is sought for Mr Clayton's FY27 grant under the Equity Plan on this basis. If Shareholder approval is not obtained, the Board will consider alternative arrangements to appropriately remunerate and incentivise Mr Clayton, which may include providing to Mr Clayton an equivalent cash amount, subject to the achievement of the performance, service and other conditions specified in this Notice.

Background

The Equity Plan is administered by the Board. The objective of the Equity Plan is to reward, incentivise and retain eligible employees in a manner that aligns with sustainable shareholder value creation.

The terms of awards under the Equity Plan are generally set out in the participant's invitation letter and/or their employment agreement. The Board has broad discretions under the Equity Plan, including in relation to the form of award granted, the treatment of an award on a cessation of employment or change of control, as well to apply malus and clawback provisions where appropriate.

Awards may contain Shares, options, or rights to acquire Shares, or a combination of these. Unless the Board determines otherwise, any Shares allocated under the terms of the Equity Plan (including on vesting and exercise of options or rights) will rank equally in all respects with other Shares already on issue. BRG Group may issue new Shares or acquire Shares on market to satisfy awards under the Equity Plan.

Further details regarding the terms of the Equity Plan are included below.

As Managing Director and CEO, among other things, Mr Clayton is eligible to receive the following awards under the Equity Plan.

- A long-term incentive ('**LTI**') award comprising an annual grant of performance rights that vest and become exercisable in the future reliant on agreed performance criteria and completion of the relevant service period.

- As part of his total fixed remuneration, an annual grant of deferred share rights that vest in 5 years, and become exercisable reliant on completion of the relevant service period.

Participants in the LTI scheme under the Equity Plan are eligible for an annual LTI award of performance rights of between 10% and 125% of their fixed cash remuneration, with the number of rights determined using a volume weighted average price ('**VWAP**') 20 days prior to the end of the previous financial year. Upon the satisfaction of performance hurdles, some or all of the performance rights may vest and convert into Shares.

Participants in the deferred remuneration scheme under the Equity Plan are eligible for an annual award of deferred share rights as part of their total fixed remuneration. The initial number of rights is determined using a VWAP 20 days prior to the end of the previous financial year. The annual grants are granted up to five years in advance at the abovementioned VWAP to align the executive's and Shareholders' interest in share price increases and decreases. The grants ordinarily vest in August of the relevant year.

Mr Clayton's remuneration package

Mr Clayton's remuneration package was last renewed in early FY25, with the details and rationale laid out in the 2024 Annual Report and supported by shareholders at the 2024 AGM.

It is comprised of the following:

- Total fixed remuneration: \$2,700,000 comprising fixed cash remuneration of \$1,850,000 (inclusive of superannuation) and deferred remuneration of \$850,000 in the form of deferred share rights.
- Short-term incentive: A maximum potential of 112.5% of fixed cash remuneration, being \$2,081,250.
- LTI: A maximum potential of 125% of fixed cash remuneration, being \$2,312,500, in the form of performance rights.
- LTPR: A grant of 200,000 long-term performance and retention rights ('**LTPR Rights**') which will vest in August 2027 subject to 3-year performance and service conditions. The LTPR Rights were approved by shareholders and granted in FY25.

The Board considers that this package appropriately recognises Mr Clayton's calibre as a high-performing, global CEO, and the value he is expected to continue to bring to the Group.

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Mr Clayton's FY27 grant

Subject to Shareholder approval, Mr Clayton will receive as part of his FY27 grant:

- 75,547 performance rights, representing the LTI component of his remuneration package.
- 27,769 deferred share rights as part of the fixed remuneration component of his package for FY31.

The rights will be granted as soon as practicable after the AGM, but in any event, within one year of the AGM.

Performance rights

The number of performance rights proposed to be granted to Mr Clayton was calculated as:

$$75,547 \text{ performance rights} = \frac{\$1,850,000 \times 125\%}{\$30.61}$$

Where:

- \$1,850,000 is Mr Clayton's fixed cash remuneration for FY27; and
- 125% is the percentage of fixed cash remuneration for the FY27 award of performance rights to Mr Clayton under the LTI scheme; and
- \$30.61 is the 20-day VWAP of Shares up to and including 30 June 2026.

The key terms of the performance rights are as follows.

Entitlement

Each performance right is a right to acquire one Share for nil consideration, subject to the achievement of certain performance conditions (detailed below).

Performance rights are unquoted and non-transferable. They do not carry any dividend or voting rights prior to vesting.

Issue price

No consideration is payable by Mr Clayton on the granting of the performance rights.

Performance period

The performance period commenced on 1 July 2026 and ends on 30 June 2029.

Vesting conditions

The FY27 LTI scheme uses relative total shareholder return ('TSR') combined with two other targets to capture business performance and the delivery of the Group's strategic priorities.

The Board considers these combined metrics to be best to incentivise management to perform in the interests of long-term shareholder value creation.

Based on this determination, the vesting of FY27 performance rights will be assessed as soon as practicable after 30 June 2029 based on three separate criteria:

- 50% of rights will vest based on relative TSR performance and the achievement of an absolute positive TSR gateway. Half of the rights will vest if the Group TSR is in the top 50% of the peer group, and all of the rights will vest if Group TSR is in the top quartile of the peer group, with a straight-line pro rata between these points. The peer group will comprise of 100 listed companies made up from the ASX200 less miners and banks (94 companies) plus 6 international competitors in the kitchen appliance sector.
- 25% of performance rights will vest based on achievement of 3-year business growth targets with the unifying measure of PBT (profit before tax) chosen as the best measure of performance over a 3-year period. 50% of this tranche will vest based on achieving a minimum PBT target, 100% for reaching a maximum target with a straight-line interpolation between these points. The minimum target will represent reasonable growth over FY26, and the maximum target will represent the Board's view of good growth, judged against the expected and actual economic backdrop. The targets will be amended for any significant impact arising from a change in accounting standards or acquisitions during the measurement period.
- 25% of rights will vest based on the level of progress against key strategic priorities as judged by the Board. 25% of rights will vest for "good progress" judged holistically as material progress on most, if not all priorities. 12.5% of rights will vest on "moderate progress" judged holistically as material progress on some priorities and limited progress on a number of others. 0% of rights will vest for "limited progress" judged holistically as limited or no progress on most, if not all, priorities.

Progress on each strategic priority will be quantitatively measured. The holistic assessment of overall progress will be based on this measurement, taking into account the relative importance of each priority to the Group's long-term strategy having regard to the changing strategic opportunity environment over the performance period.

The key strategic priority areas and the criteria by reference to which progress will be measured are set out below:

- Sustained investment in the growth drivers of the business measured as an increasing

Notice of 2026 Annual General Meeting *continued*

percentage of revenue invested in New Product Development, Go-to-Market, Technology Services and Solutions over the three-year period from a base of 14.4% in FY26;

- Significant progress with AI implementation and effectiveness in driving business acceleration and efficiency;
- Continued geographic diversification measured as an increasing % of Global segment revenue generated outside of UK, USA, Canada, Australia and New Zealand from a base of 24.8% in FY26;
- Acceleration of the solutions agenda largely measured in terms of the success of key initiatives launched; and,
- Progress on the Group's sustainability agenda including reduction in the Group's emissions footprint driven by increasing the energy efficiency of products (measured as percentage of espresso machines using Thermojets or similar technology with a mid-term target of 75% of post-2020 launched products); recyclability of packaging (measured as % of range using fully recyclable packaging); progress on repairability and recyclability of products; and maintaining net zero Scope 1 and 2 emissions from FY26 and making business sustainability led reductions in measured Scope 3 emissions.

The use of three criteria is intended to deliver a balanced view of shareholder value creation and business progress, with the largest weighting linked to TSR.

The number of performance rights vesting on 25 August 2029 will depend upon the extent to which the Company meets or exceeds the abovementioned TSR, business performance and strategic priority targets.

For reasons of commercial confidentiality, the specific targets, associated performance outcomes and resulting vesting, will be disclosed in the FY29 Remuneration Report.

Any performance rights that do not vest following testing of the performance conditions will lapse.

Cessation of employment

Depending on the circumstances of the cessation of employment – termination without cause, termination with cause, resignation, death or permanent incapacity – the treatment of unvested performance rights is governed by Mr Clayton's employment agreement. Further detail is provided in note 5 of the Explanatory Memorandum in the 2024 Notice of AGM dated 1 October 2024.

Change of control

The treatment of performance rights upon a change of control is governed by Mr Clayton's employment agreement. In general, unvested performance rights

will vest and become fully exercisable on a change of control.

Malus

The Board may, in certain circumstances, adjust unvested performance rights if it determines in its absolute discretion that the vesting outcome would result in an unfair advantage being derived by the participant.

Other adjustments

Under the terms of the Equity Plan, the Board may adjust the number of Shares over which the performance rights are exercisable to take account of bonus issues or reorganisations of capital (in each case, in accordance with the ASX Listing Rules).

Trading restrictions

No disposal restrictions apply to Shares received on the vesting of performance rights, other than as may apply by law and subject to the Company's Securities Trading Policy and Minimum Shareholding Policy.

Deferred share rights

The number of deferred share rights proposed to be granted to Mr Clayton under the FY27 grant was calculated as:

$$27,769 \text{ deferred share rights} = \frac{\$850,000}{\$30.61}$$

Where:

- \$850,000 is Mr Clayton's fixed deferred remuneration for FY31; and
- \$30.61 is the 20-day VWAP of Breville Group Shares up to and including 30 June 2026.

The key terms of the deferred share rights are as follows.

Entitlement

Each deferred share right is a right to acquire one Ordinary Share for nil consideration, subject to Mr Clayton delivering employment services for a specified period (detailed below).

Deferred share rights are unquoted and non-transferable. They do not carry any dividend or voting rights prior to vesting.

Vesting condition

The deferred share rights will vest on 25 August 2031, subject to completion of the service period 26 August 2030 to 25 August 2031.

Other than in the limited circumstances described below, the rights lapse if the specific service period is not completed by Mr Clayton.

Notice of 2026 Annual General Meeting continued

Issue price

No consideration is payable by Mr Clayton on the granting of the deferred share rights.

Cessation of employment

Depending on the circumstances of the cessation of employment – termination without cause, termination with cause, resignation, death, or permanent incapacity – the treatment of unvested deferred share rights is governed by Mr Clayton's employment agreement, with the overriding principle that rights will vest in line with employment service periods completed as deferred remuneration forms part of Mr Clayton's fixed remuneration. Further detail is provided in note 5 of the Explanatory Memorandum in the 2024 Notice of AGM dated 1 October 2024.

Change of control

The treatment of deferred share rights upon a change of control is governed by Mr Clayton's employment agreement. In general, unvested deferred share rights will vest and become fully exercisable on a change of control.

Other adjustments

Under the terms of the Equity Plan, the Board may adjust the number of Shares over which the deferred share rights are exercisable to take account of bonus issues or reorganisations of capital (in each case, in accordance with the ASX Listing Rules).

Trading restrictions

No disposal restrictions apply to Shares received on the vesting of deferred share rights, other than as may apply by law, and subject to the Company's Securities Trading Policy and Minimum Shareholding Policy.

Other information required under the ASX Listing Rules

As outlined above, the value of the performance rights to be granted to Mr Clayton is \$2,312,500.

Similarly, the value of the deferred share rights to be granted is \$850,000.

The value that Mr Clayton may eventually realise from the rights depends on a number of factors, including the extent to which the vesting conditions (as applicable) are achieved and the price of the Company's Shares at the relevant time.

The Board has determined that the FY27 grant of performance and deferred share rights is appropriate, having regard to the objectives of the BRG Group Equity Incentive Plan, Mr Clayton's position and performance, his agreed remuneration package and comparable domestic and international market practice.

As Managing Director and CEO of the Company, Mr Clayton has previously received for nil consideration a total of 461,781 performance rights, 215,615 deferred share rights and 200,000 LTPR Rights under the Equity Plan. The associated grants were approved by shareholders at the 2021 to 2025 AGMs.

Prior to becoming Managing Director in August 2021, Mr Clayton in his capacity as CEO, received for nil consideration, 536,879 performance rights and 218,538 deferred share rights under the equity incentive plan administered by the Company.

There is no loan in relation to the rights to be granted to Mr Clayton.

Details of any securities issued under the Equity Plan will be published in the Company's 2027 Annual Report, along with a statement that approval for the issue was obtained under ASX Listing Rule 10.14. Any additional persons covered by Listing Rule 10.14 who become entitled to participate in an issue of securities under the Equity Plan after this resolution is approved and who are not named in this Notice of AGM will not participate until approval is obtained under that rule.

The Board (excluding Mr Clayton because of his interest) recommends that Shareholders vote in favour of resolution 5.

(6) Item 6: Increase in Non-Executive Directors' Fee Pool

In accordance with ASX Listing Rule 10.17 and the Company's Constitution, Shareholder approval is required to increase the total aggregate amount of directors' fees payable to the Company's Non-Executive Directors ('NEDs').

The current fee pool of \$1,800,000 per annum was approved by Shareholders at the 2021 Annual General Meeting (AGM) and has not been increased since.

It is now proposed to increase the fee pool by \$450,000 to \$2,250,000 per annum. The fee pool is inclusive of statutory entitlements, including superannuation payments.

The 25% increase is intended to provide the Board with flexibility to attract and retain high-calibre Directors, having regard to the Company's growth and increasing global operations, and the associated regulatory and governance demands on the Board and its committees.

The proposal is designed to give the Board scope to increase fees over time, as circumstances warrant.

The actual level of NED remuneration will continue to be set with reference to external advice, market practice, Board performance and other relevant factors.

Notice of 2026 Annual General Meeting continued

If the resolution is not approved, the fee pool will remain at \$1,800,000 per annum, which may constrain the Board's ability to make future appointments or adjust NED remuneration within the current limit.

In accordance with the Listing Rules, the only securities issued to NEDs with Shareholder approval under Listing Rule 10.11 or 10.14 in the three years preceding this Notice were NED Rights issued under the Non-Executive Director Fee Sacrifice Scheme ('NED Scheme').

Under the NED Scheme, Directors may elect to sacrifice a portion of their fees into NED Rights rather than receiving that portion in cash. NED Rights issued under the NED Scheme are therefore captured within the approved fee pool and do not represent remuneration in addition to fees.

NED Rights are issued at the 20-day volume weighted average price of BRG Shares following the release of the Group's half year results for the relevant year, and convert into an equivalent number of ordinary shares following the fee sacrifice period. Shareholder approval for the issue of NED Rights under the NED Scheme was last obtained at the 2024 AGM.

Details of NED Rights issued under the NED Scheme during the three years preceding this Notice are set out below.

Sally Herman

2024: 1,364 NED Rights at \$26.5621 per Right
2025: 1,360 NED Rights at \$34.9127 per Right
2026: 1,535 NED Rights at \$30.9432 per Right

Tim Baxter

2024: 3,294 NED Rights at \$26.5621 per Right
2025: 2,721 NED Rights at \$34.9127 per Right
2026: 3,070 NED Rights at \$30.9432 per Right

Further detail on the Board's approach to NED remuneration is set out in the Remuneration Report in the 2026 Annual Report.

As the NEDs have an interest in this item, the Board has refrained from making a recommendation in relation to the resolution.

(7) Item 7: Grant of NED Rights to Non-Executive Directors

The Company operates the NED Scheme to allow Non-Executive Directors to sacrifice a percentage of their Director fees into NED Rights (the terms of which are detailed below). The NED Scheme operates under the general rules of the Equity Plan.

Under ASX Listing Rule 10.14, shareholder approval is required for the acquisition of equity securities by a director under an employee incentive scheme. Grants of NED Rights under the NED Scheme were last approved by shareholders at the 2024 AGM. While that approval was for a three-year period, approval is being sought this year so that all NEDs

in office can participate in the NED Scheme, should they elect to do so.

Approval is therefore sought for the acquisition by NEDs of NED Rights under the terms of the Equity Plan for the next three years.

If Shareholder approval is not obtained, the Company will not proceed with the grant of the NED Rights, and NEDs who intended to participate in the NED Scheme will receive their Director fees in cash in the usual way.

Background

The Company established the NED Scheme to assist NEDs in building their share ownership in the Company, including for the purpose of meeting the Minimum Shareholding Policy.

Under the NED Scheme, NEDs may voluntarily elect to sacrifice 25%, 50%, 75% or 100% of their total pre-tax Director fees (excluding superannuation) for the forthcoming calendar year into NED Rights. Elections will be made annually by 1 December and will be binding for the calendar year.

NED Rights are allocated once a year in or around March (following the VWAP Period), based on the amount of fees to be sacrificed in the relevant calendar year. They vest on 1 January the following year and are automatically exercised into unrestricted Shares during the next trading window (generally in February, after release of the Company's half year results). These Shares may be issued as new Shares or acquired on market.

For example, for NEDs who elect to sacrifice fees in calendar year 2027, it is intended that elections will be made by 1 December 2026, NED Rights will be allocated in March 2027, the NED Rights will vest on 1 January 2028 and Shares will be allocated on exercise of the NED Rights in February 2028.

Details of the proposed grant of NED Rights

The number of NED Rights that a NED will receive will be calculated as:

Number of NED Rights = $\frac{\text{Fees sacrificed by NED}}{\text{Value per NED Right}}$

Where:

- Fees sacrificed by NED = dollar value of the NED's pre-tax Director fees (excluding superannuation) sacrificed for the relevant calendar year
- Value per NED Right = the volume weighted average price of Breville Group's Shares over the 20 trading days commencing the day after the announcement of the Company's half year results ('VWAP Period')

Shares to be allocated on vesting will be issued or acquired on market.

Notice of 2026 Annual General Meeting continued

The key terms of the NED Rights are as follows.

Entitlement

Each NED Right is a right to acquire one Share for nil consideration, subject to the NED remaining a Director of the Company until the vesting date.

NED Rights are not subject to any performance conditions.

NED Rights are unquoted and non-transferable. They do not carry any dividend or voting rights prior to vesting.

Issue price

No consideration is payable by a NED on the granting of the NED Rights.

Cessation of Directorship

If a NED ceases to be a Director of the Company prior to the vesting date, they will be entitled to retain a pro-rata amount of their unvested NED Rights based on the proportion of time they have remained a Director during the vesting period (being the calendar year in which fees are sacrificed). Any retained NED Rights will vest on the vesting date. Any remaining unvested NED Rights will lapse.

Change of control

If a change of control event occurs prior to the vesting date, a pro-rata amount of a NED's unvested NED Rights will vest based on the proportion of the vesting period that has elapsed at the time of the change of control event. Any remaining unvested NED Rights will lapse.

Other circumstances in which NED Rights may lapse

Unless the Board determines otherwise, NED Rights will also lapse if a NED purports to deal in the NED Rights in breach of any disposal or hedging restrictions in respect of the NED Rights.

Other adjustments

Under the terms of the Equity Plan, the Board may adjust the number of Shares over which the NED Rights are exercisable to take account of bonus issues or reorganisations of capital (in each case, in accordance with the ASX Listing Rules).

Trading restrictions

No disposal restrictions apply to Shares received on the vesting of NED Rights, other than as may apply by law and subject to the Company's Securities Trading Policy and Minimum Shareholding Policy.

Other information required by the ASX Listing Rules

Only NEDs are entitled to participate to in the NED

Scheme. Currently, the Company's NEDs are Timothy Antonie, Lawrence Myers, Tim Baxter, Sally Herman, Dean Howell, Kate Wright, Tuula Ryttilä and Rob Perry. However, as previously announced, Mr Howell will retire as a non-executive Director by rotation at the conclusion of the AGM and will not seek re-election.

Details of each relevant NED's current annual fees (inclusive of superannuation where applicable) are set out below.

Director	Board fee	Committee fee(s)	Total
Timothy Antonie	\$416,000		\$416,000
Lawrence Myers	\$221,000*	\$48,000	\$269,000
Tim Baxter	\$206,000		\$206,000
Sally Herman	\$173,000	\$38,000	\$211,000
Kate Wright	\$173,000	\$53,000	\$226,000
Tuula Ryttilä	\$206,000		\$206,000
Rob Perry	\$173,000	\$10,000	\$183,000
			\$1,717,000

*Includes Deputy Chairperson fee

The number of NED Rights proposed to be granted to the NEDs in the next three years cannot be calculated at present, as it is subject to individual elections as well as the future BRG Group share price.

The maximum potential value that could be calculated in any calendar year is currently equal to \$1,800,000, being the aggregate NED fee cap approved by Shareholders at the 2021 AGM, less Directors' superannuation contributions. This will increase to \$2,250,000 less superannuation if resolution 6 is approved at this AGM. The actual value of NED Rights granted on an annual basis will be lower than this, as not all NEDs may necessarily elect to participate in the NED Scheme, and those who do may elect to sacrifice less than 100% of their Director fees.

No loans will be provided in connection with grants of NED Rights under the NED Scheme.

The NED Rights will be granted no later than three years after the date of the meeting.

Since the introduction of the NED Scheme, 18,687 NED Rights have been allocated to directors as follows:

- 12,647 to Tim Baxter at an average acquisition price of \$27.67
- 6,040 to Sally Herman at an average acquisition price of \$27.73

Details of any NED Rights granted in any given financial year will be published in the Annual Report for that year, along with a statement that approval for the issue was obtained under ASX Listing Rule 10.14.

Notice of 2026 Annual General Meeting

continued

Any additional persons covered by ASX Listing Rule 10.14 who become entitled to participate in an issue of securities under the NED Scheme after the resolution is approved and who were not named in the notice of meeting will not participate until approval is obtained under that rule.

As the NEDs have an interest in this item, the Board has refrained from making a recommendation in relation to resolution 7.

All Correspondence to:

✉ **By Mail** Boardroom Pty Limited
GPO Box 3993
Sydney NSW 2001 Australia

📠 **By Fax:** +61 2 9290 9655

💻 **Online:** www.boardroomlimited.com.au

☎ **By Phone:** (within Australia) 1300 737 760
(outside Australia) +61 2 9290 9600

YOUR VOTE IS IMPORTANT

For your vote to be effective it must be recorded **before 10:00am (AEDT) on Tuesday 3 November 2026.**

🖥 TO APPOINT A PROXY ONLINE

- STEP 1:** VISIT <https://www.votingonline.com.au/brg2026agm>
- STEP 2:** Enter your Postcode OR Country of Residence (if outside Australia)
- STEP 3:** Enter your Voting Access Code (VAC):

📱 BY SMARTPHONE



Scan QR Code using smartphone
QR Reader App

TO VOTE BY COMPLETING THE PROXY FORM

STEP 1: APPOINTMENT OF PROXY

Indicate who you want to appoint as your Proxy.

If you wish to appoint the Chair of the Meeting as your proxy, mark the box. If you wish to appoint someone other than the Chair of the Meeting as your proxy, please write the full name of that individual or body corporate. If you leave this section blank, or your named proxy does not attend the meeting, the Chair of the Meeting will be your proxy. A proxy need not be a securityholder of the company. Do not write the name of the issuer company or the registered securityholder in the space.

Appointment of a Second Proxy

You are entitled to appoint up to two proxies to attend the meeting and vote. If you wish to appoint a second proxy, an additional Proxy Form may be obtained by contacting the company's securities registry or you may copy this form.

To appoint a second proxy, you must:

- (a) complete two Proxy Forms. On each Proxy Form state the percentage of your voting rights or the number of securities applicable to that form. If the appointments do not specify the percentage or number of votes that each proxy may exercise, each proxy may exercise half your votes. Fractions of votes will be disregarded.
- (b) return both forms together in the same envelope.

STEP 2: VOTING DIRECTIONS TO YOUR PROXY

To direct your proxy how to vote, mark one of the boxes opposite each item of business. All your securities will be voted in accordance with such a direction unless you indicate only a portion of securities are to be voted on any item by inserting the percentage or number that you wish to vote in the appropriate box or boxes. If you do not mark any of the boxes on a given item, your proxy may vote as he or she chooses. If you mark more than one box on an item for all your securities your vote on that item will be invalid.

Proxy which is a Body Corporate

Where a body corporate is appointed as your proxy, the representative of that body corporate attending the meeting must have provided an "Appointment of Corporate Representative" prior to admission. An Appointment of Corporate Representative form can be obtained from the company's securities registry.

STEP 3: SIGN THE FORM

The form **must** be signed as follows:

Individual: This form is to be signed by the securityholder.

Joint Holding: where the holding is in more than one name, all the securityholders should sign.

Power of Attorney: to sign under a Power of Attorney, you must have already lodged it with the registry. Alternatively, attach a certified photocopy of the Power of Attorney to this form when you return it.

Companies: this form must be signed by a Director jointly with either another Director or a Company Secretary. Where the company has a Sole Director who is also the Sole Company Secretary, this form should be signed by that person. **Please indicate the office held by signing in the appropriate place.**

STEP 4: LODGEMENT

Proxy forms (and any Power of Attorney under which it is signed) must be received no later than 48 hours before the commencement of the meeting, therefore by **10:00am (AEDT) on Tuesday 3 November 2026.** Any Proxy Form received after that time will not be valid for the scheduled meeting.

Proxy forms may be lodged using the enclosed Reply-Paid Envelope or:

- 🖥 Online <https://www.votingonline.com.au/brg2026agm>
- 📠 By Fax + 61 2 9290 9655
- ✉ By Mail Boardroom Pty Limited
GPO Box 3993,
Sydney NSW 2001 Australia
- 👤 In Person Boardroom Pty Limited
Level 8, 210 George Street
Sydney NSW 2000 Australia

Attending the Meeting

If you wish to attend the meeting, please bring this form with you to assist registration.

☐

Your Address

This is your address as it appears on the company's share register. If this is incorrect, please mark the box with an "X" and make the correction in the space to the left. Securityholders sponsored by a broker should advise their broker of any changes.

Please note, you cannot change ownership of your securities using this form.

PROXY FORM

STEP 1 APPOINT A PROXY

I/We being a member/s of **Breville Group Limited** (Company) and entitled to attend and vote hereby appoint:

☐

the **Chair of the Meeting** (mark box)

OR if you are **NOT** appointing the Chair of the Meeting as your proxy, please write the name of the person or body corporate (excluding the registered securityholder) you are appointing as your proxy below

or failing the individual or body corporate named, or if no individual or body corporate is named, the Chair of the Meeting as my/our proxy at the Annual General Meeting of the Company to be held at **Suite 2, Level 1, 170-180 Bourke Road, Alexandria, New South Wales 2015 at 10:00am (AEDT) on Thursday 5 November 2026** and at any adjournment of that meeting, to act on my/our behalf and to vote in accordance with the following directions or if no directions have been given, as the proxy sees fit.

Chair of the Meeting authorised to exercise undirected proxies on remuneration related matters: If I/we have appointed the Chair of the Meeting as my/our proxy or the Chair of the Meeting becomes my/our proxy by default and I/we have not directed my/our proxy how to vote in respect of **Resolutions 2, 5, 6 and 7**, I/we expressly authorise the Chair of the Meeting to exercise my/our proxy in respect of these Resolutions even though **Resolutions 2, 5, 6 and 7** are connected with the remuneration of a member of the key management personnel of the Company.

The Chair of the Meeting will vote undirected proxies **in favour of Resolutions 2 to 3(c) inclusive, 5, 6 & 7 and against Resolution 4**. If you wish to appoint the Chair of the Meeting as your proxy with a direction to vote against, or to abstain from voting on an item, you must provide a direction by marking the 'Against' or 'Abstain' box opposite that resolution.

STEP 2 VOTING DIRECTIONS

* If you mark the Abstain box for a particular item, you are directing your proxy not to vote on your behalf on a show of hands or on a poll and your vote will not be counted in calculating the required majority if a poll is called.

	Board Recommendation	FOR	AGAINST	ABSTAIN
Resolution 2. Adoption of Remuneration Report	FOR	☐	☐	☐
Resolution 3(a). Re-election of Timothy Antonie as a Director	FOR	☐	☐	☐
Resolution 3(b). Re-election of Tuula Ryttilä as a Director	FOR	☐	☐	☐
Resolution 3(c). Election of Rob Perry as a Director	FOR	☐	☐	☐
Resolution 4. Election of Stephen Mayne as a Director	AGAINST	☐	☐	☐
Resolution 5. Grant of Rights to Managing Director and Chief Executive Officer	FOR	☐	☐	☐
Resolution 6. Increase in Non-Executive Directors' Fee Pool	NO RECOMMENDATION	☐	☐	☐
Resolution 7. Grant of NED Rights to Non-Executive Directors	NO RECOMMENDATION	☐	☐	☐

STEP 3 SIGNATURE OF SECURITYHOLDERS

This form must be signed to enable your directions to be implemented.

Individual or Securityholder 1

Sole Director and Sole Company Secretary

Securityholder 2

Director

Securityholder 3

Director / Company Secretary

Contact Name.....

Contact Daytime Telephone.....

Date / / 2026

30 September 2026

Dear Shareholder,

Breville Group Limited (ASX Code: BRG) – Notice of 2026 Annual General Meeting

You are receiving this letter by mail as our share registry, Boardroom Pty Limited ('BoardRoom'), does not currently hold an email address for you.

The Breville Group Limited ('BRG Group') Annual General Meeting ('AGM') will be held at 10:00am (AEDT) on Thursday 5 November 2026 at Suite 2, Level 1, 170-180 Bourke Road, Alexandria, New South Wales 2015.

The Notice of AGM and the 2026 Annual Report are available at <https://boardroomlimited.com.au/meeting/breville26> or on the BRG Group website at <https://brevillegroup.com>. A hard copy of the Notice of AGM can be requested by contacting BoardRoom on the details below.

If you are unable to attend the AGM, you will have the opportunity to follow the proceedings via a live audio webcast: <https://streamgate.com.au/brgagm26/>. You may appoint a proxy online prior to the meeting by visiting <https://www.votingonline.com.au/brg2026agm> and following the prompts, or by scanning your personalised QR code (included in the enclosed Proxy Form) with your mobile device. Alternatively, you may complete and return a copy of the enclosed Proxy Form. All proxy appointments must be lodged with BoardRoom by 10:00am (AEDT) on Tuesday 3 November 2026.

Finally, we encourage you to elect to receive all your shareholder communications via email. Electronic communications enable us to keep you informed in a timely and efficient manner, while also reducing paper use and associated printing and postage costs. You can provide your email address and update your communication preferences via BoardRoom's InvestorServe website at <https://www.investorserve.com.au>. Should you have any questions about this, please contact BoardRoom on 1300 737 760 (within Australia) or +61 2 9290 9600 (outside Australia).

Thank you for your attention to the above.

Yours faithfully,



Sasha Kitto
Company Secretary



Luxmy Wigneswaran
Company Secretary