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5 November 2026

ASX Market Announcements Office
Australian Securities Exchange
Level 27, 39 Martin Place
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2026 Annual General Meeting Presentation

Please find attached a copy of the Chair's and CEO's addresses to shareholders to be delivered at the Annual General Meeting of Breville Group Limited (BRG Group) at 10:00am AEDT today.

The release of this announcement was authorised by the Board.

Chair’s Address at 2026 AGM

Slide 1

Good morning and welcome to the 2026 Annual General Meeting of Breville Group Limited.

My name is Tim Antonie, and I am the Chair of the Company.

Slide 3

I would like to begin by acknowledging and paying respect to the traditional custodians of the land on which we meet, and to their Elders, past and present. I also extend that respect to all Aboriginal and Torres Strait Islanders present here today.

Slide 6

The 2026 financial year was another very successful year for the BRG Group, despite a continuing uncertain economic backdrop, particularly in the United States, our major market.

FY26 delivered record Revenue of $1.8 billion with Global Product constant currency Revenue growth of 9.7%, and budgeted record EBIT of $207 million.

Full-year Gross Margin was 36.0%, with second-half Gross Margin strengthening to 36.8%. US net tariff exposure was actively managed in close collaboration with our value chain partners and the second half improved margin was a beneficiary of the substantial completion of our manufacturing diversification program.

Revenue, Gross Profit and EBIT have grown every financial year since FY15 – a record that has held through a pandemic, geopolitical conflict, global supply chain disruption, evolving competitive dynamics and, most recently, significant upheaval in US trade policy and global supply chains.

Slide 7

Despite the uncertainty coming into FY26 we made the calculated decision to continue to increase our investment in our strategic growth drivers. Spend on product development, marketing, solutions and technology services represented over 90% of the increase in operating expenses and outpaced sales growth rising to 14.4% of Revenue.

NPAT grew by 1.7% in FY26, and total dividends per share grew by 2.7% to 38.0 cents per share, fully franked, consistent with our target payout ratio of approximately 40% of earnings per share.

FY26 again generated strong underlying cashflows. Together with the IEEPA tariff refunds received close to year end, the Group’s net cash position was $104.4 million at 30 June 2026.

Slide 8

New product development remained a core driver in FY26. Coffee and Cooking both delivered double-digit revenue growth, supported by successful product launches across the portfolio including the Oracle® Dual Boiler, the EyeQ® Toaster, the Baratza® Encore™ ESP Pro and the Lelit® Mara X3. Food Preparation recorded single-digit growth. We also made further progress on our Solutions agenda, including the beanz® platform.

Retail partnerships performed strongly in FY26 including, for example, the strong performance of our 300 store-in-store installations with Best Buy in the United States and exclusive range releases in our key specialty partners.

The Group's newer geographical markets performed exceptionally, with China, Korea, Mexico and the Middle East collectively growing revenue by over 70% in FY26.

Substantial progress was made on the Group's AI transformation, with above 50% of employees now in the top tier for amplification. We see significant potential for AI to further enhance productivity and innovation across the Group in FY27.

The accelerated manufacturing diversification program of 85% of 120-Volt Gross profit dollars sourced outside of China was impressively achieved on time while maintaining our high-quality standards, further strengthening the Group's resilience and optionality.

Slide 9

FY26 was our first year of mandatory reporting under the new Australian Sustainability Reporting Standards, and we published our first Sustainability Report under AASB S2.

This built on continued progress across our sustainability agenda, including the ThermoJet® expansion and Sustainable Brown Box initiatives, as well as ongoing oversight of ethical sourcing and labour standards across our manufacturing partners as our diversification program expanded into new locations.

Slide 10

As previously announced, Dean Howell will retire from the Board at the conclusion of today's AGM. I want to thank Dean for his stewardship, technical know-how and commercial acumen over his term, and wish him well.

We were pleased to recently welcome Rob Perry to the Board. Rob brings significant experience in global risk management, financial accounting and governance, as well as extensive retail sector expertise, further strengthening the Board's collective capabilities.

These changes reflect our commitment to maintaining a Board with the right mix of skills, experience, tenure, diversity and independence to provide effective oversight of the BRG Group as the business and operating environment continue to evolve.

I would like to thank all our employees around the world, led by Jim Clayton, for their adaptability and ingenuity throughout the year. Their hard work and resilience, despite challenging conditions, was central to the Group's success in FY26 and further strengthens our capability for sustainable growth.

I would also like to thank my fellow Directors for their counsel and contributions.

To our shareholders, consumers, retail partners and suppliers, thank you for your continued support.

I will now hand over to Jim.

END CHAIR'S ADDRESS

CEO’s Address at 2026 AGM

Slide 12

Thank you, Tim, and good morning to everyone.

Today, I will walk through our FY26 results, touch on new products, new geographies performance, and the AI Transformation Program, then give a brief update on 1H27.

Slide 13

Given that we presented these results back in August, I will focus on the highlights.

FY26 was a dynamic year with the backdrop of the evolving US trade policy and our manufacturing diversification program. Against this headwind, Revenue grew nominally at 6.7%, Gross Profit 5%, and EBIT 1.2%.

Underneath these numbers, we could see the core engine is still firing on plan: direct markets delivered double-digit growth, new geographies moved from strength to strength, the coffee segment grew double digit, and we saw margin improvement in the 2H vs 1H.

Slide 14

Looking at revenue growth by geographic theatre in constant currency, the Global Product Segment grew 9.7%, with the coffee category delivering double-digit growth. In EMEA and APAC we experienced some cyclicality in our distributor-led markets, while our direct markets posted double-digit growth.

Slide 15

Now to the balance sheet.

The relevant callouts on the balance sheet are twofold: (i) in a very dynamic year, the business delivered strong underlying cashflows; and (ii) as with prior years, despite the challenging environment of FY26, we continued to invest in the growth drivers of the business. We end the year with meaningful flexibility in our balance sheet to continue investing in the business.

Slide 16

Now to talk through new products launches and new geographies.

Slide 17

In FY26 we launched the mixed metals range and the Mara X3. We also had the geographic rollout of the Oracle® Dual Boiler, the EyeQ® Toasters, and the ESP Pro.

Both the mixed metals range and the Mara X3 are performing at or above expectations, and I will have more to say about the Mara X3 when I report the 1H27.

Slide 18

We’ve also launched our Digital Brand Ambassador program across the entire coffee range in 40 countries. In store, if you tap your phone against the “Tap & Know” tag, you’ll get a digital experience that explains everything you needed to know about the product as well as how it compares to others.

When you unbox the product at home, again, you tap your phone on the NFC tag (either on the machine or an included card) and you have instant access to everything you need during your entire coffee journey, from setting up the machine, to ordering beans, to coffee recipes, to learning how to improve your barista skills, and it’s an accelerated pathway to support in the event you need help.

The fact that we were able to do this across all coffee products in 40 countries, in 17 languages, simultaneously, is a testament to the strength and flexibility of the underlying platform, magnified by our AI program.

Slide 19

Our new geographies (Mexico, China, South Korea, and the Middle East) had a breakout year in FY26, collectively growing revenue 74% period over period. Each local team is doing a fantastic job of systemically building channel and brand. From a forward-looking perspective, it's not just how well they are doing, but how quickly they have achieved this milestone. This is a function of the strength of the teams in market as well as the breadth, depth, and differentiation of our product portfolio and go-to-market offense. A proof point that bodes well for future expansion.

Slide 20

Now a couple of slides on our AI Transformation Program.

Slide 21

I covered this topic in depth at year end reporting, so I'll focus on the macro storyline. When I read the business press, I see investors struggling to understand what AI is and where it fits. The answer for a growth company is AI is an accelerant of the velocity and quality of execution.

In 2018 I presented BRG's flywheel strategy: investing more in NPD will accelerate revenue; take that and invest it in go-to-market and you'll pull forward the revenue curve; take that acceleration and invest it in geographic expansion and you'll expand the TAM, thus increasing revenue. Take that and invest it back into NPD and go around again: it's a reinforcing loop. Through 2025 the feedstock for this flywheel was increasing headcount and spending more money. From 2026 forward, we have an additional lever, which is token spend. It's that simple. In order to maximise the velocity of the flywheel, you need to get the optimal allocation across headcount, tokens, and money. Each company that learns how to harness the power of AI will find the mix that is right for them.

Slide 22

The second dimension of the investor confusion is where is the ROI going to come from? The answer is a function of magnitude. The first step down the AI path is "individual" amplification. While this is certainly a step in the right direction, the magnitude of improvement is limited to what an individual can accomplish by themselves. But on the business side of the house, everything that matters is a team sport. Without boring you with the details, extending AI to a "team" or "functional" level is a very different hat trick. Once teams and corporate processes start moving at a higher velocity, you'll find another gear. We are on the front edge of this transition, but the early read we are seeing is a step change in the magnitude of benefit. This path results in the complete redesign of the enterprise's core corporate processes.

More to come as we get farther down the path. The relevant metric at this point is that we are progressing up the learning curve and attacking it in anger.

Slide 23

Now a few comments on the front end of the 1H27.

Slide 24

As I have said many times, there are two seasons in this business: Black Friday to Christmas, and not Black

Friday to Christmas. This means the important months are in front of us. The first quarter can't tell you that you've won, but it can tell you that you've lost.

The good news is the first quarter of FY27 was on plan. This suggests that despite the current global complexities, the premium consumer is still performing, and coffee continues to be a growth category.

The only item of note is our operations team has been busy. The global realities are creating operational complexities, primarily in logistics, which the team is managing. I suspect this will continue until the global logistics reality stabilises.

In closing, FY26 was another proof point that this team can execute down multiple paths at the same time: they delivered double-digit growth across the core growth engines of the company while moving the 120v supply chain, executing in an increasingly complex global environment, progressing compelling NPD, and taking a leading position, on a relative basis, in the AI Transformation of the enterprise – all of which sets the table for FY27 and beyond.

I'd like to acknowledge our manufacturing partners, our retail partners and the Board. In yet another year that required flexibility, creativity, and challenging decisions on an ever-changing fact set, each played their role in helping to navigate the complexity.

With that, thank you to everyone for joining us today, and I will now hand back to Tim for the rest of the agenda.

END CEO'S ADDRESS

Disclaimer

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

BRG GROUP

(ASX : BRG)

Annual General Meeting

5 November 2026



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Acknowledgement of Country

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

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

Agenda

1. Chair's Address – Timothy Antonie
2. Managing Director & CEO's Address – Jim Clayton
3. Formal Items of Business
    - Annual Report
    - Remuneration Report
    - Re-election and Election of Board Endorsed Directors
    - Election of Non-Board Endorsed Director
    - Grant of Rights to Managing Director & CEO
    - Increase in Non-Executive Directors' Fee Pool
    - Grant of NED Rights to Non-Executive Directors



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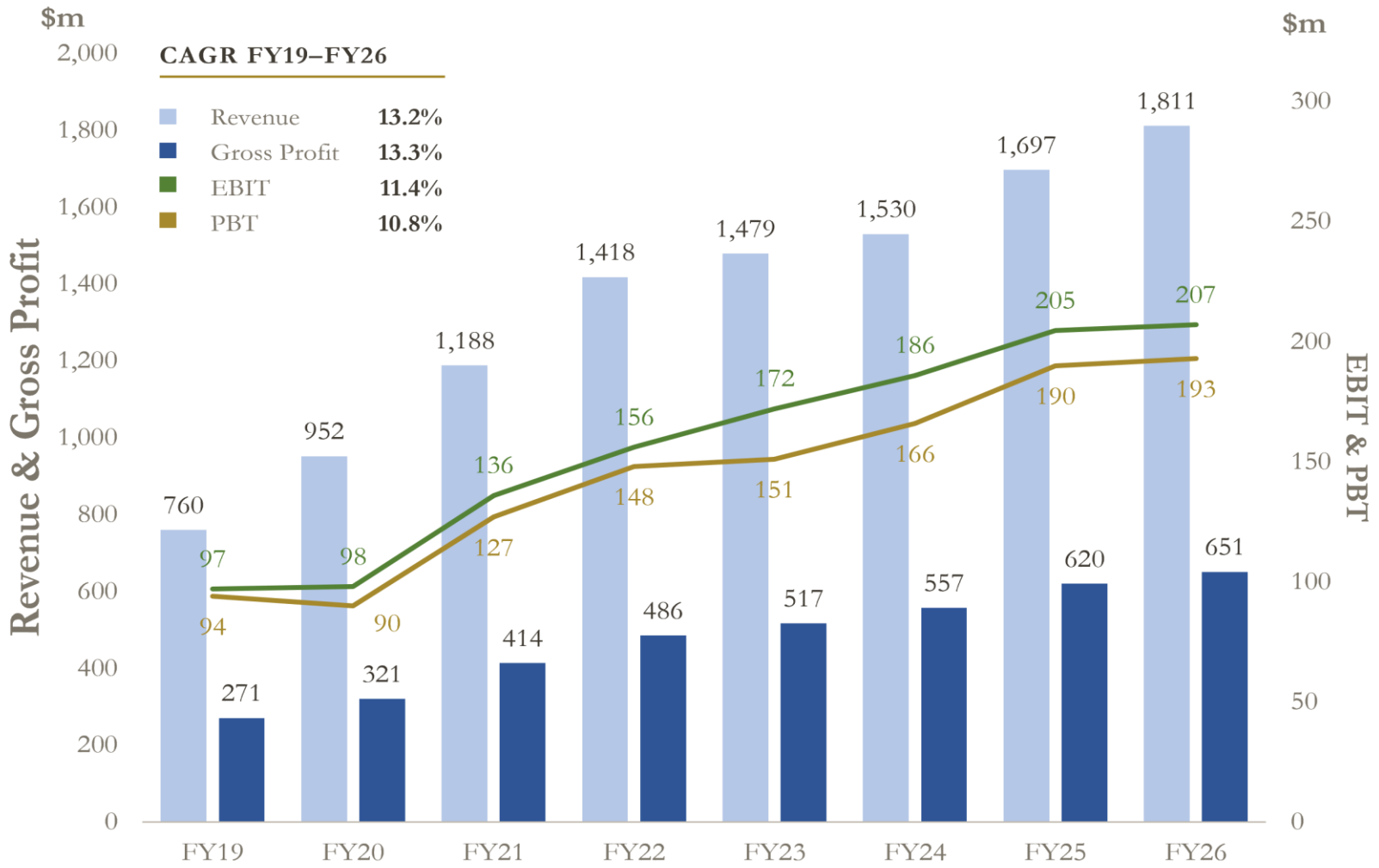
Chair's Address

Timothy Antonie



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Strong FY26 and Sustained Multi-Year Growth



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FY26 Financial Highlights

REVENUE
A$1.8bn
+6.7% vs FY25 | 13.2% 7-year CAGR

MARKETING / R&D / TECH SPEND
A$261.6m
14.4% of sales | 15.2% 7-year CAGR

EBIT
A$207m
+1.2% vs FY25 | 11.4% 7-year CAGR

NET CASH
A$104.4m
+115% vs FY25

EPS
95.5c
+1.2% vs FY25

DIVIDENDS
38cps
+2.7% vs FY25



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Operational Headlines

Robust delivery across key strategic and operational initiatives

NPD releases drive Coffee & Cooking double-digit revenue growth

Manufacturing diversification delivered on time and quality standards achieved

US tariff impact substantially managed

Sustained investment in strategic platforms continued

Newer geographies deliver over 70% year-on-year revenue growth



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Business Sustainability

01

Sustainability reporting

Mandatory climate-related disclosures

02

Ethical sourcing

Responsible sourcing across our supply chain

03

Governance

Board renewal, skills and independent oversight



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Thank You

- BRG Global Team
- Shareholders
- Suppliers, Retail Partners and Consumers



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CEO's Address

Jim Clayton



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CEO's Address – Agenda

- The Numbers
- New Products and New Countries Performance
- AI Transformation
- 1HFY27 Update



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Group Summary Result

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

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

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

Commentary

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



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Global Product Segment by Theatre

Second half double-digit growth

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

[1]CC: constant currency

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

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

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



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Financial Position at 30 June

Balance sheet strength supports strategic investments

AUDm[1]	June 26	June 25
Inventory	**465.8**	426.3
Receivables	**310.6**	302.3
Trade and other payables	**(321.1)**	(309.9)
WORKING CAPITAL	**455.3**	418.7
PPE	**111.7**	92.3
Development costs & software	**115.2**	102.7
Goodwill, brands and licences	**335.2**	348.0
Other (liabilities) / assets	**(63.5)**	(36.5)
NET ASSETS EMPLOYED	**953.9**	925.2
Net (cash) / debt	**(104.4)**	(48.5)
Shareholders' equity	**1,058.3**	973.7
CAPITAL EMPLOYED	**953.9**	925.2
ROE%[2]	**13.6%**	14.9%

[1] *Minor differences may arise due to rounding*

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

Commentary

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

CEO's Address – Agenda

- The Numbers
- New Products and New Countries Performance
- AI Transformation
- 1HFY27 Update



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New Product Launches





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Breville

Introducing

Tap & Know™

Digital Brand Ambassador

Powered by

NFC



New Geographies Performing Well

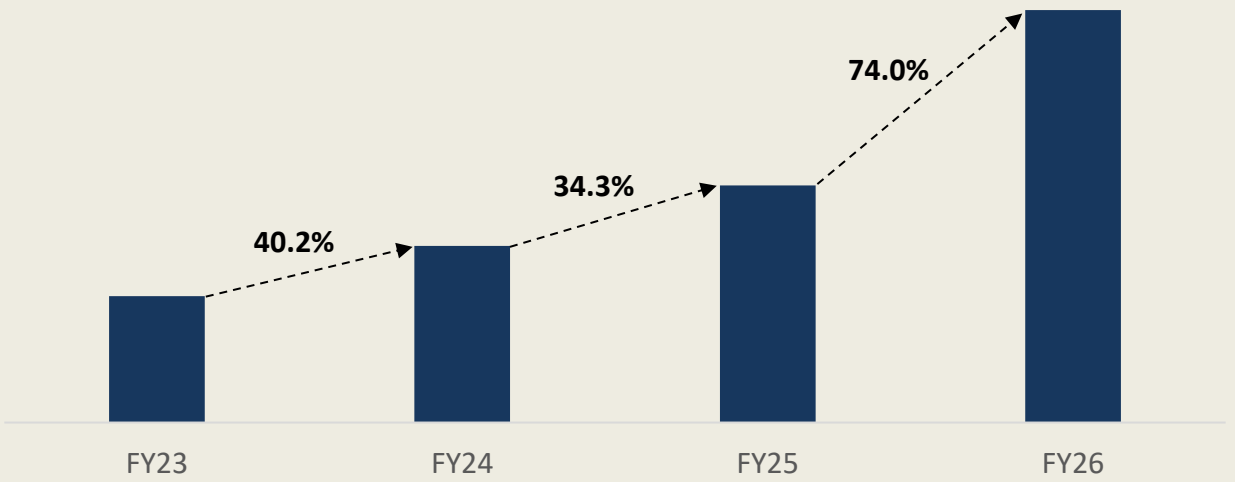
Breville|Sage Net Sales Performance, Constant Currency



Mexico



China





South Korea



Middle East

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CEO's Address – Agenda

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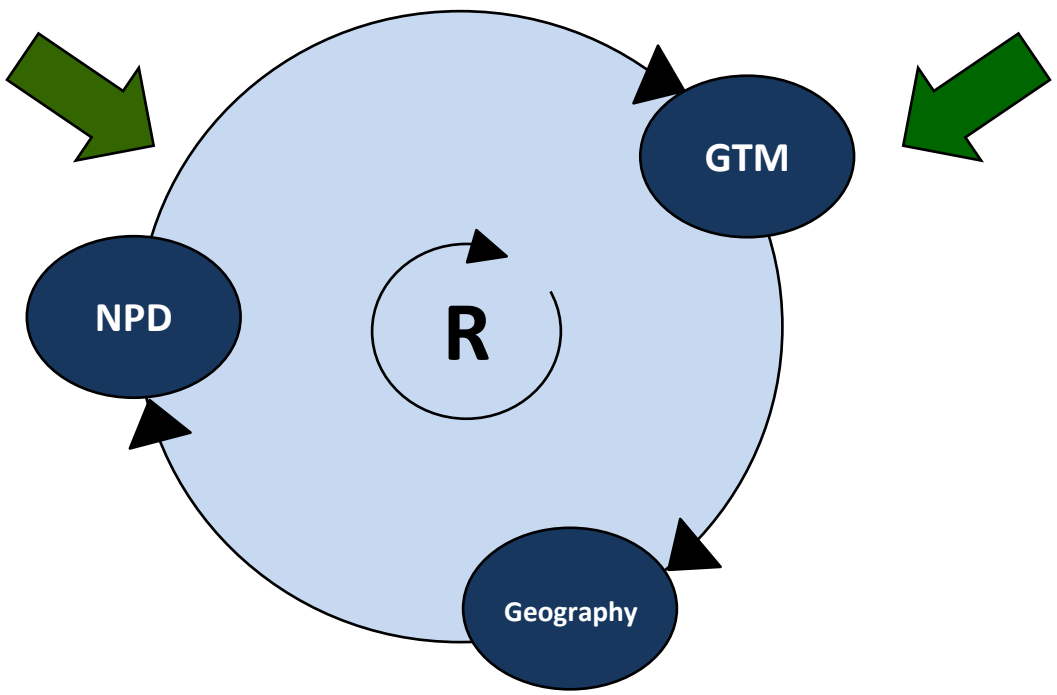
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What's the Point: Velocity & Quality

Innovation-Driven Growth Flywheel

2016-2025

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



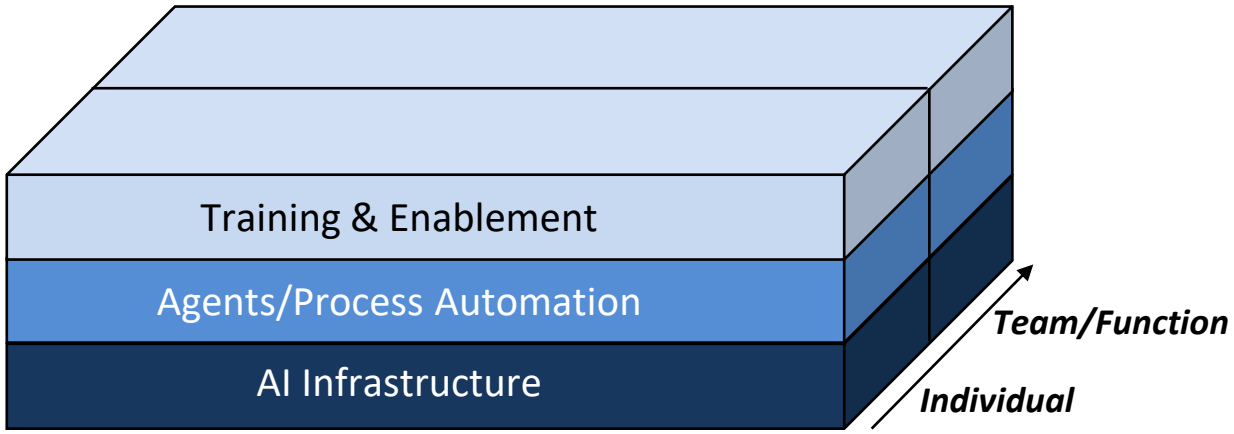
2026+

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

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

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AI Program Moving to Phase II



Phase I
Individual Amplification

"Me"

Phase II
Team/Function Amplification

"We"

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CEO's Address – Agenda

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1HFY27 Update

- New products and new geographies continuing to perform well.
- While the environment is dynamic, period-to-date, the overall business is performing within the planning parameters.
- The global environment is creating some operational complexities, which our operations team is managing.
- Consistent with prior years, we expect to give FY guidance with our half year results.



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Annual General Meeting

5 November 2026

