

20 August 2025

ASX Market Announcements Office
Australian Securities Exchange
20 Bridge Street
Sydney NSW 2000

Appendix 4E and Annual Report – Year Ended 30 June 2025

In accordance with the ASX Listing Rules, please find attached copies of the following documents relating to the year ended 30 June 2025:

- Appendix 4E; and
- Annual Report (incorporating the Financial Statements, Directors' Report including the Remuneration Report and Operating and Financial Review, and Corporate Governance Statement).

The release of this announcement was authorised by the Board.

Yours faithfully



Sasha Kitto and Craig Robinson
Joint Company Secretaries

Breville Group Limited

ABN 90 086 933 431

Appendix 4E - Preliminary final report

Note: The numbering marked with [] within this preliminary final report is consistent with the numbering used in the guidelines issued by the Australian Securities Exchange (ASX) under ASX Listing Rule 4.3 A.

Current reporting period [1]: year ended 30 June 2025

Previous corresponding period [1]: year ended 30 June 2024

Results for announcement to the market

	Percentage change Up or Down	%	Amount A\$'000
Total sales revenue [2.1]	Up	10.9%	to 1,696,551
Earnings before interest, tax, depreciation and amortisation (EBITDA)	Up	10.8%	to 271,894
Earnings before interest and tax (EBIT)	Up	10.2%	to 204,566
Net profit after income tax for the year attributable to members [2.2] [2.3]	Up	14.6%	to 135,854
Earnings per share EPS (cents)	Up	14.1%	to 94.4

Dividends [2.4]	Date payable / paid [7]	Amount per security [2.4]	Franked amount per security [2.4]
Interim dividend			
Current reporting period	28 MAR 2025	18.00	18.00
Previous corresponding period	28 MAR 2024	16.00	16.00
Final dividend			
Current reporting period	02 OCT 2025	19.00	19.00
Previous corresponding period	04 OCT 2024	17.00	17.00

Ex-dividend date for the final dividend: 11 September 2025

Record date for determining entitlements to the final dividend [2.5]: 12 September 2025

Dividend reinvestment plan [8]

The Group Dividend Reinvestment Plan ("DRP") is not currently active. No DRP will apply to the final dividend for the year ending 30 June 2025.

Brief explanation of results [2.6]

Please refer to the commentary in the operating and financial review section of the Directors' report.

For further explanation please refer to the ASX report announcement accompanying this preliminary final report.

BRGGROUP

Breville Group Limited

ABN 90 086 933 431

Appendix 4E - Preliminary final report

Total dividends payable / paid [7]

	Current Period A\$'000	Previous corresponding period A\$'000
Interim dividend paid	25,910	22,949
Final dividend payable / paid	27,349	24,469
	53,259	47,418

Net tangible assets [9]

Please refer to the commentary in the operating and financial review section of the Directors' report.

For further explanation please refer to the ASX report announcement accompanying this preliminary final report.

	Current period cents per security	Previous corresponding period cents per security
Net tangible assets per security	363.32	305.32

Control gained or lost over entities [10]

The Group has not lost control, acquired or gained control of any entities during the year ended 30 June 2025.

Associates and joint venture entities [11]

The Group held no interests in associates or joint ventures during the year ended 30 June 2025.

The Group has not lost control of any entities during the year ended 30 June 2025.

Compliance statement [15]

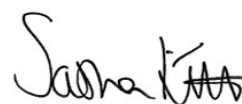
The results for announcement to the market should be read in conjunction with the attached Annual Report for the year ended 30 June 2025.

This report is based on the consolidated financial statements for the year ended 30 June 2025 which have been audited by PricewaterhouseCoopers.

Sign
here:



Craig Robinson
Company secretary



Sasha Kitto
Company secretary

Date:

20 August 2025

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BRG GROUP

Annual Report 2025

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Breville Group Limited

Breville

Sage

LELIT

BARATZA

beanz

ChefSteps

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Acknowledgement of Country

Breville® and Sage® appliances are proudly designed and engineered at the BRG Group headquarters in Alexandria, Sydney. This is Gadigal Country and the area has been used by the Gadigal People as well as the Gamayngal, Bideagal and Gweagal Peoples for millennia.

Evidence of this deep connection can be found with remains of hunted Dugong bones dating back 6,000 years, and a campsite at nearby Wolli Creek which is over 10,000 years old.

We acknowledge and pay respects to the traditional custodians of the land and waters on which we work, the Gadigal People, and we celebrate the continuing contribution of their food culture, connection to, and custodianship of, this country.

BRG GROUP

Breville Group Limited Annual Report 2025

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Annual General Meeting:

Thursday, 6 November 2025 at 10am

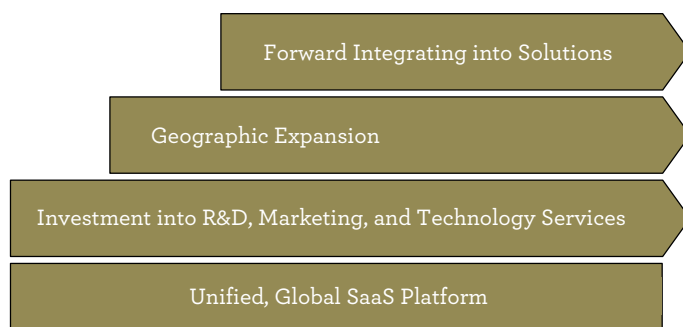
Suite 2, 170-180 Bourke Rd,
Alexandria, NSW 2015

The cover of this year's annual report features the Oracle™ Jet. With leading-edge upgrades in performance, speed, and automation, the Oracle™ Jet sets a new benchmark for achieving professional coffee results at home.

Chair and CEO review

*“Double-digit Global Product revenue growth.
Coffee continues to lead.
Platform leverage is accelerating.”*

On behalf of the Board of Directors of Breville Group Limited (BRG Group), we are pleased to present the Annual Report for the year ended 30 June 2025 (FY25).



After multiple years of macro uncertainty and post-COVID normalisation, in FY25 the BRG Group returned to double-digit revenue growth in Global Product, with all three Theatres (the Americas, EMEA and APAC) delivering double-digit growth in constant currency.

Coffee once again led the charge. Cooking returned to growth. Food Prep stabilised. Importantly, the platforms we continued to invest in during FY25 – new product development (NPD), geographic expansion, and digital platforms – are scaling together.

The FY25 return to double-digit revenue growth cadence in the Global Product segment, led record total revenues of \$1.697bn, Gross Profit of \$620.5m and EBIT of \$204.6m.

Growth in revenues in FY23 and FY24 were impacted by the COVID-driven bullwhip. The first half of FY25 normalised, with all three Theatres posting double-digit revenue growth in the Global Product segment. EMEA and APAC continued their post-normalisation trajectory in the second half. The Americas became much more dynamic with the introduction of the US Administration’s increased global tariff program. This bifurcated reality required rapid, forward-leaning tactical execution for the Americas, while maintaining the steady cadence of progress on multi-year strategic initiatives.

With COVID now behind us, we can look through the peak and trough and report that we were unique among our peers in growing revenue and EBIT every year since FY19.

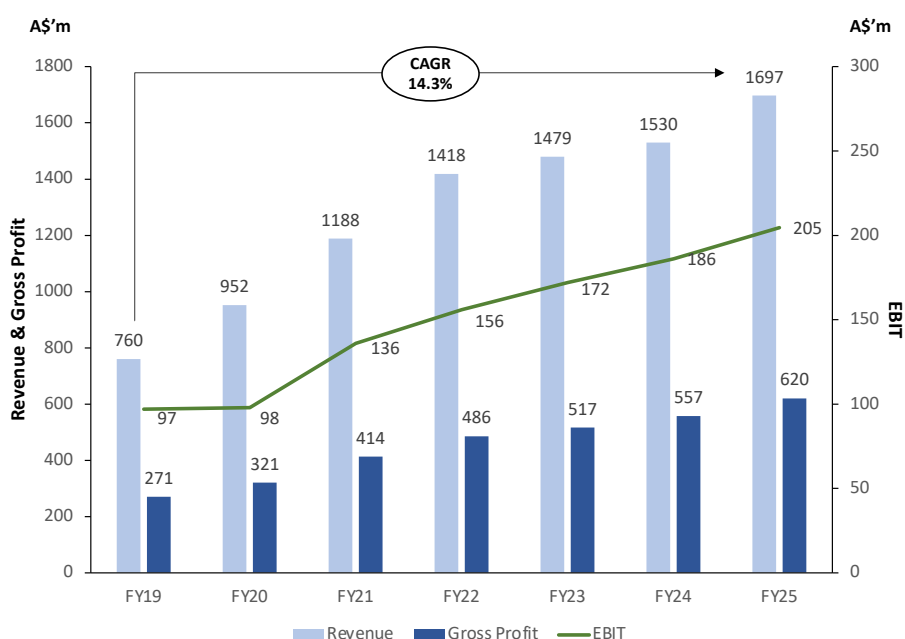
Double-digit CAGRs for revenue and EBIT of 14.3% and 13.2% respectively are in line with our longer-term trajectory. In the same period investment in R&D, marketing, technology services and solutions has increased from 12.7% to 14.2% of revenue.

FY25 was another strong year for NPD. In addition to continued performance from products launched in FY23 and FY24, FY25 saw the rollout of the *Oracle™ Jet*, as well as the launch of premium coffee accessories, the *Luxe Brewer™* and the *Smart Oven™ Air Fryer Compact*, all of which are performing very well.

Globally, Coffee continued as the most significant driver of growth, delivering double-digit growth in all Theatres. Cooking swung back to play a positive contribution role; and Food Prep, still a small net headwind for the year, is finding its post-COVID baseline.

FY25 also saw the continued execution of our geographic expansion program.

The Breville® | Sage® brand continued its geographic expansion program through its direct entry into the Middle East and China, both of which have performed well post-launch. While still early days, customer and partner engagement has been strong, and these markets have meaningful long-term growth potential.



the Craft Collection™

Introducing the Craft Collection™, a refined new accessories range designed to complement BRG Group's espresso collection and elevate the at-home barista experience with professional-grade precision at every step.



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Chair and CEO review continued

Following the rapid geographic expansion of the Lelit® and Baratza® brands – both of which are now operational in the US, UK, EU, and Australia – the results are proving out our direct-model strategy for these brands. Together, they continued to post encouraging growth rates in their new markets. The Specialty Coffee segment is increasingly multi-market, multi-channel, and multi-brand with a shared innovation capability to deliver exciting new products in the medium term.

FY25 was a significant year in the evolution of our Solutions strategy.

In Coffee, our *Powered by beanz™* ecosystem expanded its B2B footprint. In FY25, we welcomed Williams Sonoma, Crate & Barrel, John Lewis Partners, and Aeropress to the platform, further extending the value we can deliver to consumers across equipment, channel, and education. BeanZ.com continues to grow as a valuable component of our solution-based offering for our consumers.

Breville+, our digital culinary platform, expanded further with the addition of Le Creuset as a premium content partner – complementing existing content from ChefSteps®, The Breville Test Kitchen, The New York Times, America's Test Kitchen, Serious Eats, Williams Sonoma, Crate & Barrel, and Sur La Table. The Breville+ experience now includes ovens, food processors, and sous vide, and is live in the US and Canada.

These platforms are not just content hubs, they are retention systems, conversion engines and data loops.

In FY22, we made the decision to geographically diversify our supply chain by moving production of the 120v product variants (sold in the Americas) out of China. The US Administration's new and incremental global tariff regime accelerated the pacing of this program. The program is on track, with new manufacturing locations in Mexico and Southeast Asia continuing to expand production capability.

FY25 delivered strong underlying cashflows, partly invested in tariff-led inventory levels, accelerated manufacturing diversification and normal growth working capital, resulting in a net cash position of \$48.5 million at year end.

The Board declared total full year dividends of 37 cents per share (fully franked) for FY25 in line with the target payout ratio of 40% of EPS and 12.1% above FY24.

BRG Group remains on track to deliver on its sustainability objectives, including our key projects: the Thermojet® expansion program, Brown Box and sustainable packaging initiatives, and enhanced climate related disclosures. We encourage you to read our ESG Report on pages 19 to 35 of this Annual Report.

The BRG Group team's consistent delivery of record annual results over each of the last 10 years exemplifies their outstanding capacity to deal with volatile, extraneous events while continuing to increase investment in our platforms to achieve sustainable growth.

We thank the Board, executive and wider BRG Group team for your continued commitment to excellence and living our values on a daily basis. To our consumers, retailer partners and shareholders we thank you for your continued support.

We look forward to working with you all in FY26 and beyond.

With many thanks,



Timothy Antonie
Non-Executive Chair



Jim Clayton
Managing Director and Chief Executive Officer

the Brass Accents range

The Brass Accents range showcases three signature colourways: Sea Salt, Damson Blue, and Olive Tapenade. Each hue is accented with hand-brushed, polished brass, creating a sophisticated finish that brings style and luxury to kitchen spaces.



Strategy and brands

BRG Group's primary strategy is the design and development of the world's best kitchen solutions, whilst expanding distribution, and supporting this with dynamic marketing, on a global scale.

A History of Innovation

90 years ago, on Melbourne Cup Day in 1932, two Australian entrepreneurs, Bill O'Brien and Harry Norville, combined their surnames together to form the name 'Breville' and founded a company manufacturing radios out of Sydney.

During the 1960's, Bill's son, John, focused the organisation on solving common kitchen problems and founded the Breville small appliance research and development centre, which developed the now iconic Breville toasted sandwich maker.

The toasted sandwich maker kickstarted a long list of award-winning innovative Breville products developed in Australia and distributed throughout the world. From the original Kitchen Wizz® food processor and High-Wall Wok, to the launch of the world's first wide feed chute juicer, Breville has become synonymous with ground-breaking innovation in the kitchen.

In 2000, Breville embarked on a project to expand its design and innovation capabilities, building a much larger internal team that has today become Australia's leading product development team. This investment culminated in the 2003 launch of its premium range of products into the United States and other international markets.

In 2009, Breville combined its design and development capabilities with a more focused marketing, recruitment and cultural initiative entitled "Food Thinking". As part of this strategy, internal teams work closely with professional chefs and consumers to develop insight and an integrated approach to product development including:

- Deeper understanding of food, friction points, and the challenges consumers face
- Innovation to solve these challenges, protectable as IP, marketed as "Simple Moments of Brilliance"
- Superior quality and engaging design

BRG Group's ethos of "Food Thinking" and creativity remains as relevant today as it did then and continues to gain momentum and win over a new generation of consumers, driving accelerated innovation and increased product development.

BRG Group's appreciation of food science and culinary trends naturally fosters relationships with leading food thinkers, including world barista champions and prominent chefs who have directly helped BRG Group's product development.

More recently, BRG Group has innovated in the world of third wave specialty coffee and has created a series of award-winning successes, including the Barista Express®, The Oracle™, and more recently, machines incorporating the new Impress™ Puck System: the Barista Express® Impress and the Barista Touch™ Impress. The Group has also expanded its service offering, most notably with beanz.com, which is a digital marketplace for specialty coffee beans, offering consumers access to the best specialty roasters.

The success of the connected Joule® Oven, supported by the Breville+ ecosystem and app, has expanded BRG Group's presence in the world of the connected kitchen. The extension of its updatable features and experiences to non-connected appliances is another important step towards offering consumers true cooking solutions that deliver amazing food and beverages.

More recently, BRG Group has expanded its access to a wider set of consumers through the acquisition of brands that share the Group's ethos, most notably, specialty coffee brands LELIT® and Baratza®.

The Consumer at the Core of the Business

BRG Group focuses on driving consumer understanding of, and engagement with, the Group's product and proposition. BRG Group believes that consumers should be able to produce and enjoy an amazing result every time, and that they should never have to settle or compromise just because they are making it at home.

Through "Food Thinking", BRG Group provides consumers with "Mastery in a Box" – innovative products and services which simplify and make the process of creation more of a pleasure, and the end result more perfect, each and every time.

Increasingly these amazing results are delivered not just through great hardware, or appliances, but through inspirational recipes, guided content, tips and tricks, master class training, and great ingredients enabled by solution offerings such as Breville+ and beanz.com.

At the heart of this proposition lies a passionately held belief that consumers should feel empowered to share these amazing results with those who are most important to them: their family and friends.

The opportunities to make everyday moments an occasion are innumerable, and BRG Group believes that the use of its products and solution offerings will help consumers enjoy life to the fullest extent.

the Smart Oven™ Air Fryer Compact

The new Smart Oven™ Air Fryer Compact delivers powerful air frying, baking, roasting and toasting all in one sleek, space-saving design.



Strategy and brands continued

Coffee

New Products

In FY25, BRG Group successfully launched the new Oracle™ Jet espresso machine, which is a major update to the venerable Oracle™, first launched in 2015. The new machine has been updated to include the latest innovations and technologies, and sets the new standard in automation, performance and speed. It still features the ability to auto grind, dose and tamp into a professional style 58mm portafilter, but then offers a new feature, Barista Guidance to help you create specialty coffee at home. It includes the new hands-free Auto MilQ™ steam wand that delivers silky micro foam, with settings optimised for a variety of milks, including dairy and alternatives such as soy, almond and oat. A new feature, Auto Queue, then allows the texturing of milk to start automatically once coffee extraction has finished. This is all controlled by a larger, highly responsive touch screen, which features pre-programmed café favorites including new Cold Brew and Cold Espresso. But one of the major changes from the old platform is the use of the proprietary ThermoJet® heating system, which provides much faster heat up and much more energy efficiency than the old dual boiler architecture.

Launched across the world, the product is one of the most impactful and successful introductions in the critical premium priced segment.

FY25 also featured the launch of the new Fast-track Barista Pack, which is the next instalment of delivering solution experiences to our consumers. The pack makes becoming a home barista “as easy as one, two, three” by bundling all of the elements required to become a home barista: 1. The right Breville or Sage machine for you; 2. Specialty coffee from the country’s best roasters; 3. Machine specific tips and tutorials (if needed) to ensure that you become a qualified home barista in no time. The pack also provides consumers with the opportunity to earn cash back on purchases of the specialty beans from beanz.com, which ensures that the home barista is using the same beans as their favourite specialty café, at prices that are approximately 25% less than if they bought the beans direct from their local roaster.

The new service was appreciated by consumers who took advantage of the offer, as well as the featured roasters, and the Group intends to continue and expand this service for the foreseeable future.

BRG Group also launched, across the world, the Craft Collection™, which are next level espresso accessories that offer consumers who want to engage further with their coffee passion ultimate control and performance. The collection currently features the Force Gauge Tamper™ (which ensures the home barista uses the right amount of tamping force), the Distribution Duo™ (which is a 2 in 1 tool that helps break up clumps and ensure even distribution of grinds), the Naked Portafilter™ (which allows aficionados to visually diagnose and troubleshoot their extractions to help them make the adjustments to achieve their perfect pour) and the Pro Control Jug™ (which features a pro spout to deliver more precise latte art). These accessories are offered in both 54mm and 58mm variants (as appropriate) and enable consumers to further hone their craft.

BRG Group also launched the Luxe Precision Brewer™ which builds on the capabilities introduced by the well-regarded Precision Brewer. The new variant simplifies the controls and allows for “one-touch” operation, delivering craft coffee that meets and exceeds SCA standards, while also offering customisation and personalisation to suit the consumer’s preferences.

Cooking

In FY25, BRG Group introduced the Smart Oven™ Air Fryer Compact, which introduces air frying to our compact-sized ovens, and completes our offering in air fryer ovens. Offering five specific air fry presets along with the traditional functions, the product delivers crispier air frying for consumer favourites and represents BRG Group’s most accessible air fryer oven.

The new product is also supported by the Breville+ companion app that features an impressive offering of video-guided recipes and content from world renowned chefs and culinary partners, specifically optimised to the new product.

Breville+ today includes over 1,400 recipes from ChefSteps, the Breville Test Kitchen, the New York Times, Serious Eats, America’s Test Kitchen, Williams Sonoma, Sur la Table and many well-known individual chefs, combined with cooking guides and live and on demand cooking classes. The amount of available content and experiences grows with each passing day and is free to Breville® owners upon registration. All Breville+ experiences are tested and tuned to the specific Breville® device by the brand’s resident experts and enable consumers to deliver amazing food results the first time, every time.

Luxe Collection

BRG Group continues to develop new and extremely desirable colour variants to its range, and in FY25 introduced Olive Tapenade, Luxe Noir and the extremely popular Brass Accents range.

Brands

Breville® | Sage®

The Breville® and Sage® brands are at the core of BRG Group’s strategy, representing the majority of revenues and marketing activities. In line with its global strategy, BRG Group is focused on the design, development, and sale of Breville-branded and Sage-branded products currently supplied to 81 countries in the premium kitchen segment of the market (Global Product).

However, there are now a number of additional company-owned brands and brand partners in different geographies that will accelerate the delivery of the BRG Group business strategy.

Baratza® and LELIT® were acquired in FY22 and FY23 respectively and are complementary to BRG Group’s existing premium coffee business with all four brands having a shared passion for using product innovation to improve the consumer’s coffee experience at home.

beanz.com

beanz.com extends BRG Group's commitment to the specialty coffee experience. By supporting our customers with access to freshly roasted beans from the best independent roasters, we're helping them achieve their best-tasting cup - and setting a new standard for coffee at home.



Strategy and brands continued

Baratza®

In FY22, BRG Group acquired Seattle-based premium coffee grinding company, Baratza. Baratza designs and markets premium coffee grinders for North America and international markets.

The brand shares a passion for innovation and an unwavering commitment to enhancing the consumer experience, most recently through the launch of the Encore™ ESP Pro grinder.

LELIT®

On 1 July 2022, BRG Group completed its acquisition of Italy-based LELIT, which designs, manufactures, and markets premium home coffee equipment throughout the world. The acquisition brought together two of the great coffee cultures of the world: Italy and Australia.

beanz™

beanz.com is an online coffee marketplace, focused on the delivery of fresh specialty coffee beans from a country's best specialty roasters. The service is designed to help coffee enthusiasts discover and experience the same beans used by their local specialty cafes so that they can replicate their favourite beverages at home.

The service offers a quiz to help consumers find coffee beans suited to their taste, roast level and brewing methods, and offers the choice of purchasing one at a time or via subscription. For consumers who can't decide from the wide range of choices, or who want to experience variety, beanz™ also offers a Barista's Choice Subscription where different coffees are selected and sent to consumers based on their preferences as identified by the quiz. As freshness is critical to maximising enjoyment, most coffees are shipped the week they are roasted and shipping is free.

More recently, BRG Group has offered the beanz™ marketplace as a service to its partners, and in that implementation is branded "Powered by beanz". Partners include USA retailers such as Seattle Coffee Gear, Williams Sonoma, Crate & Barrel, and, more recently, John Lewis & Partners in the UK. The service has also been taken up by brands such as Aeropress.

ChefSteps®

In July 2019, BRG Group completed the acquisition of ChefSteps, incorporating the connected IoT Joule® Sous Vide immersion circulator, as well as taking over the ChefSteps.com website. The Joule® Turbo Sous Vide immersion circulator has been fully incorporated into the Breville® brand through the introduction of a new version of the product, and the website has been re-invigorated. The brand is known for being at the forefront of providing highly engaged chefs with the latest knowledge and tools, and is also an integral part of the Breville+ solutions offering.

Kambrook®

Kambrook® has become known for quality, durable products at an affordable price. The ever-expanding product range encompasses appliances for the kitchen, living room, laundry and bedroom.

Commercial Products

Products designed for commercial use are distributed around the world under either the brand Breville® | Commercial or Sage® | Commercial, as locally relevant.

The commercial division manages products such as the HydroPro™ series, which are the world's premier immersion cooking circulators (for sous vide cooking), as well as various specialty cooking accessories such as The Smoking Gun® (for rapid food smoking), the Control Freak™ (for precision cooktop applications), and vacuum sealers, cold plates and vacuum evaporation systems.

Distribution

These are brands and products that are distributed pursuant to a license or distribution agreement, or they are sourced directly from manufacturers. Products in this business unit may be sold under a brand owned by BRG Group (Breville®, Kambrook®, Aquaport™, Cli-mate™), or they may be distributed under a third-party brand (Nespresso®).

Regions

Americas

In the Americas, BRG Group distributes its range of internally designed and developed kitchen products primarily under the Breville®, Baratza® and LELIT® brands, and mainly through premium channels and its own direct-to-consumer e-commerce platform. A range of Breville co-branded Nespresso® coffee machines are also sold in North America where Breville® is one of Nespresso's machine partners.

beanz™ was first launched in the US and continues to connect consumers with freshly roasted specialty coffee and is utilised in our new specialty coffee bundles. More recently, Breville+ was launched in September 2023, and subsequently expanded to Canada in March of 2024 as the next step in the roll-out plan.

Asia Pacific

In Australia and New Zealand, BRG Group primarily trades under its company owned brands, Breville®, Baratza®, LELIT®, Kambrook®, Aquaport™ and Cli-mate™.

In the Asia Pacific region, BRG Group markets its premium designed and developed kitchen products under the Breville®, LELIT® and Baratza® brands as well as selected products under the Kambrook® brand.

beanz™ was most recently launched in Australia in 2024. beanz™ connects consumers with freshly roasted specialty coffee and is utilised in our new specialty coffee bundles.

In Asia, BRG Group began direct retail sales in South Korea in FY23, and began direct sales in China at the end of the current financial year. Distribution in the rest of the region is managed using local third-party distributors.

the Luxe Brewer™ Thermal

The new Luxe Brewer™ Thermal, BRG Group's most advanced drip brewer to date, features customisable flow rate, bloom time and temperature control - bringing precision, personalisation, and design-forward performance to the countertop.

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Strategy and brands continued

Europe, Middle East and Africa

In the United Kingdom and Europe, the Breville® brand is not owned or operated by BRG, so the Group markets and distributes its premium designed and developed global kitchen products under Sage®. Its brand identity and positioning is aligned to the global Breville® brand identity.

Additionally, BRG Group markets and distributes the Baratza® and LELIT® brands across the region.

BRG Group also works with distribution partners who take advantage of its investment in the Sage® brand in their territories.

Countries such as Denmark, Sweden, Norway, Finland, Estonia, Lithuania, Latvia, the Czech Republic and Slovakia, amongst others, were the first to transition.

beanz™ was launched in the UK in 2023 and continues to connect consumers with freshly roasted specialty coffee and is utilised in our specialty coffee bundles.

In January of 2025, BRG Group began direct retail sales in the Middle East.

Innovation and product development

The core driving BRG Group's growth continues to be investment in product development and a focus on design and innovation. BRG Group has further deepened its understanding of food, and how the consumer interacts with it, applying this insight to solving problems in ways that are both valuable to people and differentiated from competitors.

BRG Group actively protects this customer value through increased investment in intellectual property protection and via the development of a portfolio of patented innovative products for future sustainable growth.

People - creative food thinkers

BRG Group enjoys the benefits of highly-experienced talent across all departments and geographies.

Integrated throughout BRG Group's food thinking culture is the passion, creativity and insight of our team, which has helped us to consistently bring world-class innovative products to consumers around the world. The team continues to be awarded both domestically and internationally, with multiple design awards and recognition through mainstream media.

BRG Group invests in the training and education of its team, building strong, collaborative links with world experts in food thinking and technology. BRG is also involved in several consumer-facing and chef liaison activities.

Strongly committed to its core 'CREATE' values of Consumer-focused, Resilient, Excellence, Agile, Team-oriented and Empowered, BRG Group recruits, trains, assesses and rewards employees on this basis. With a team anchored around these common values, the business is able to foster a workplace that stimulates idea generation, a passion for learning, and the continuous search for new and better solutions.

Processes built for the future

With an aligned calendar setting process, within both BRG Group itself and its external manufacturing and retail channel partners, BRG Group seeks to fully leverage an increasing number of new product introductions to continue to drive its business and iconic brands forward.

In FY23, BRG Group began executing against an enhanced process, Launch v2.0, and has continued to refine and adjust it to accommodate a changing marketplace.

This process ensures that the 'go-to-market' launches are aligned functionally, regionally and with our external wholesale and retail partners. Enough inventory is built in market prior to launch, activities are aligned, and materials are prepared well in advance allowing BRG Group to launch new products, with impact across a number of markets simultaneously. This maximises the velocity of launch and the returns on our development investments.

Reconciliation Action Plan

BRG Group's first 'Reflect' Reconciliation Action Plan (RAP) received official endorsement from Reconciliation Australia in March 2022 and the BRG Group RAP Working Group is now working towards our second RAP stage, 'Innovate'.

Aboriginal Culinary Journey

BRG Group is donating 100% of the Company's profits from the sale of the 'Aboriginal Culinary Journey' range to create opportunity for Indigenous Australians.

Funds are used to support the National Indigenous Culinary Institute and the 'Indi-Kindi Program' by the Moriarty Foundation, and to fund three Indigenous scholarships at the University of Technology Sydney to create pathways for employment in engineering, technology, design and business. The first two scholarships were awarded in May 2024 and the recipients are expected to undertake paid internships in their second or third year of study.

More information on these initiatives and our Reconciliation Action Plan can be found on the Breville Group Corporate website <https://brevillegroup.com>.

Brown Box

In 2023, BRG Group developed and launched the Sustainable Brown Box initiative which will see the Company adopt best-in-class sustainable packaging practices across the entire Breville | Sage product range. The goal is to reduce our packaging footprint by moving to a recyclable brown box, the complete removal of expanded polystyrene (EPS), and minimising the use of internal soft plastics.

In addition, the new brown box will carry simplified on-pack communications with the rollout of a new product information and sticker strategy. This will allow BRG Group to streamline its sustainable packaging supply chain for its three theatre, multi-region production.

Directors' report

The Board of BRG Group has pleasure in submitting its report in respect of the Company for the year ended 30 June 2025.

Board of directors

The names and details of the Company's Directors in office during the year and until the date of this report are stated below. Unless indicated otherwise, Directors were in office for this entire period.

Timothy Antonie

Non-Executive Chair: BEcon

Mr Antonie has more than 25 years' experience in investment banking and corporate advisory, and formerly held the positions of Managing Director from 2004 to 2008 and Senior Advisor in 2009 at UBS Investment Banking, with a particular focus on large-scale mergers and acquisitions and capital raisings in the Australian retail, consumer, media and entertainment sectors. Mr Antonie is currently a principal of Stratford Advisory Group providing independent financial advice to Australian and international corporations. He holds a Bachelor of Economics degree from Monash University and qualified as a Chartered Accountant with Price Waterhouse.

Directorships of other listed entities in the last three years: Mr Antonie is currently the Chair of Netwealth Group Limited (director since October 2015) and a director of Premier Investments Limited (since December 2009).

Lawrence Myers

Non-Executive Deputy Chair and Lead Independent Director: B.Acct, CA, CTA

Mr Myers has over 25 years' experience as a practising Chartered Accountant. He is the Managing Director and founder of MBP Advisory Pty Limited, a high-end Sydney firm of Chartered Accountants. He is also the Chief Executive Officer of Consolidated Press Holdings Pty. Limited. Mr Myers sits on numerous public, private company and not-for-profit Boards, and acts as a trusted advisor and mentor on business and financial matters. His specialist areas of practice include business and corporate advisory as well as mergers and acquisitions. Mr Myers is Chair of the Audit and Risk Committee (ARC) and a member of the People, Performance, Remuneration and Nominations Committee (PPRNC).

Directorships of other listed entities in the last three years: Mr Myers is currently a director of Accent Group (since November 2023), the Chair of Regal Asian Investments Limited (since July 2019) and a director of VGI Partners Global Investments Limited (since July 2017).

Jim Clayton

Managing Director and CEO: BBA, JD

Mr Clayton was appointed Managing Director on 18 August 2021 and has been CEO since 1 July 2015. Mr Clayton has extensive international experience in consumer electronics, business transformation and strategy. He joined BRG from LG Electronics Inc., where he held a number of senior roles since 2009, including Executive Vice President, New Business Division for LG's Home Entertainment Company. Prior to this, Mr Clayton worked for Symphony Technology Group, a Silicon Valley based private equity firm focused on midmarket enterprise software and technology enabled service companies, and McKinsey & Company in the US, Germany and Singapore.

Directorships of other listed entities in the last three years: Nil.

Tim Baxter

Non-Executive Director: BS

Mr Baxter is an accomplished senior executive, with over 35 years' experience across the consumer electronics, retail, technology and telecom industries. He was previously Chief Executive Officer of Samsung Electronics North America, having been promoted to the role from Chief Operating Officer, America. Prior to this, he held several senior management positions across sales and marketing at Samsung, Sony Corporation and AT&T Inc. Mr Baxter serves as a non-executive director on a number of public and private company boards.

Directorships of other listed entities in the last three years: Mr Baxter is currently the Chair of SkyWater Technology (director since March 2025) and a director of PAVmed Inc. (since June 2021).

Sally Herman

Non-Executive Director: BA, GAICD

Ms Herman is an experienced non-executive director sitting on public and private Boards in financial services, retailing, property and consumer goods. She had a long career in financial services in both Australia and the United States, including 16 years with the Westpac Group, running business units in most operating divisions of the Group. Ms Herman is actively involved in the community, with a particular interest in education, the arts and social justice. She is also a member of Chief Executive Women. Ms Herman is Chair of the Sustainability Committee (SComm).

Directorships of other listed entities in the last three years: Ms Herman is currently a director of Abacus Storage King (since September 2024), Suncorp Group Limited (since October 2015) and Premier Investments Limited (since December 2011). She was previously a director of Abacus Group (December 2022 to September 2024) and Irongate Funds Management Limited (the responsible entity for Irongate Property Fund I and Irongate Property Fund II) (July 2013 to July 2022).

Dean Howell

Non-Executive Director: FCA, CTA

Mr Howell has had an extensive career in accounting, spanning over 40 years, and accordingly has a wealth of commercial and advisory experience. He was the former senior partner of a Melbourne firm of chartered accountants and also served on that firm's national and international Boards. Mr Howell is a member of the ARC, the PPRNC and the SComm.

Directorships of other listed entities in the last three years: Nil.

Board of directors continued

Tuula Rytälä

Non-Executive Director: MSc

Ms Rytälä is an accomplished senior executive, with over 30 years' experience across the consumer technology and product sector in technologies, digitisation and product management. Ms Rytälä brings an international perspective having worked across Europe, North America, Asia and Africa. Her most recent focus has been on driving global business model change and customer experience optimisation. Ms Rytälä has detailed insight into product roadmaps, product development, consumer insights as well as experience with global go-to-market strategies and e-commerce. Before joining the Board, Ms Rytälä worked for Microsoft for 9 years, with global responsibility for Microsoft Digital Stores. Prior to this, during her 15 years with Nokia, Ms Rytälä rose to the position of global CMO.

Directorships of other listed entities in the last three years: Ms Rytälä is currently a director of Fugro (since April 2025), Kempower Oyj (since August 2023) and Bang & Olufsen A/S (since August 2019).

Kate Wright

Non-Executive Director: BA

Ms Wright has more than 30 years' experience in the consumer industry across Australia, the South Pacific and the USA. Her career has spanned manufacturing operations, sales, marketing, human resources and general management within the consumer sector. Ms Wright has held the positions of Managing Director, Australia and South Pacific region at Philip Morris from 2001 to 2004 and Head of Korn Ferry Australia's Consumer and Retail Practice from 2005 to 2016. Ms Wright holds a Bachelor of Arts degree from the University of New South Wales. Ms Wright is Chair of the PPRNC and a member of both the ARC and the SComm.

Directorships of other listed entities in the last three years: Nil.

Peter Cowan

Former Non-Executive Director (resigned 7 November 2024)

Mr Cowan has more than 30 years' experience in leading and building globally respected organisations and brands in the FMCG sector. He served as both Chairperson of the Board and CEO in key developing markets for Unilever and has held Managing Director roles at Lion Nathan and New Zealand Dairy Board (Fonterra). Mr Cowan also held Regional Vice President positions at Alberto Culver and Johnson & Johnson.

Directorships of other listed entities in the last three years: Nil.

Company secretaries

The names and details of the company secretaries in office during the year and until the date of this report are as below.

Sasha Kitto

LLB, FCA

Ms Kitto is a Chartered Accountant and has over 25 years' experience as a practising Chartered Accountant and in senior finance roles.

Craig Robinson

BA, ACMA

Mr Robinson is a Chartered Management Accountant with over 25 years' commercial finance experience. He has worked in FMCG, medical diagnostics and sales service industries in the UK, Australia, Switzerland and the USA.

Reporting currency and rounding

This Annual Report is presented in Australian dollars and all amounts have been rounded to the nearest thousand dollars (\$'000) unless otherwise stated under the option available to the Company under ASIC Corporations (Rounding in Financial / Directors Reports) Instrument 2016/191. The Company is an entity to which the instrument applies.

Performance indicators

Management and the Board monitor the annual financial performance of the Group by measuring actual results against expectations as developed through an annual business planning and budgeting process and reforecasts refreshed through the year.

Appropriate key performance indicators (KPIs) are used to monitor operating performance and management effectiveness.

Operating and financial review

The operating and financial review has been designed to enhance the periodic financial reporting and provide shareholders and other stakeholders with additional information regarding the Group's operations, financial position, business strategies, risks and prospects. This review complements the financial report and has been prepared in accordance with the guidance set out in ASIC Regulatory Guide 247.

Company overview and principal activities

The Group's principal activities, and underlying strategy, remain the design and development of innovative world-class, small electrical kitchen appliances and the effective marketing and distribution of these products across the globe.

In line with this strategy, and to drive sustainable growth in both revenue and profits the Group has developed:

- a strong, competitive and growing product portfolio with proven international success;
- an innovative, committed and high-quality global team;
- a research and development (R&D) culture that focuses on consumer solutions, sustainability and emerging food and beverage technologies;
- a strategic marketing capability supporting new product launches and building brand awareness;
- unified global IT and SaaS platforms continue to be rolled out globally to bring speed and competitive advantage;
- a proven methodology for successfully expanding into new geographies;
- a track record of successfully integrating acquisitions; and
- a strong balance sheet that provides strategic flexibility to take advantage of future opportunities.

Directors' report continued

Operating and financial review continued

Company overview and principal activities continued

With significant opportunity to grow, the Group's objective is to deliver long-term revenue and EBIT growth against a variety of trading backdrops, while reinvesting in R&D, marketing, technology services, solutions and geographic expansion to drive sustained growth in shareholder value.

During FY25, the Group continued to (i) invest in new product development, (ii) enhance our digital marketing offense and product solutions, (iii) roll out our global IT and SaaS platforms, (iv) add to and continue to grow in our recently entered markets, and (v) invest in diversified manufacturing locations.

The Group operates a global centralised business structure with two business segments and three geographic theatres as described below. The business segments comprise:

- The Global Product segment, which sells premium products designed and developed by BRG Group that may be sold directly or through third parties and may be branded Breville®, Sage®, Baratza®, Lelit® or other Group owned brands.
- The Distribution segment, which sells products that are designed and developed by a third party and are distributed pursuant to a license or distribution agreement or are sourced directly from manufacturers. Products in this business unit may be sold under a brand owned by the Group (e.g., Breville®, Kambrook®) or may be distributed under a third-party brand (e.g., Nespresso®).

The three geographic theatres execute the sales, distribution, and business development functions in each geography. The theatres are supported by centralised functions including product development, marketing, operations, technology services, finance, and HR.

- In Asia Pacific (APAC), the Group principally trades under its owned brands, including Breville®, Baratza®, Kambrook® and Lelit® branded products, and also distributes products under a machine partnership with Nespresso®.
- In the Americas, the Group markets and distributes Breville®, Baratza® and Lelit® branded products and distributes Nespresso® products, under a machine partnership.
- In Europe, Middle East, and Africa (EMEA), the Group markets and distributes BRG Group designed products under the owned brands Sage®, Baratza®, Lelit® and Breville® in select markets.

Group operating results

AUDm ¹	FY25	FY24	% Growth
Revenue	1,696.6	1,530.0	10.9%
Gross Profit	620.5	556.9	11.4%
Gross Margin	36.6%	36.4%	
EBITDA	271.9	245.5	10.8%
EBIT	204.6	185.7	10.2%
NPAT	135.9	118.5	14.6%
Dividend per share - ordinary (cents)	37.0	33.0	12.1%
Franked (%)	100%	100%	
Net (debt) / cash (\$m)	48.5	53.6	
ROE ² (%)	14.9%	14.6%	

¹ Minor differences may arise due to rounding.

² ROE is calculated based on NPAT for the 12 months ended 30 June 2025 (FY24: 12 months ended 30 June 2024) divided by the average of shareholders' equity in June each year and 12 months earlier.

In FY25, the Group delivered top line growth of 10.9% and with double-digit Global Product segment revenue growth, in constant currency, across all three Theatres, led by strong Coffee growth. This top line growth was delivered whilst holding Gross Margin broadly steady at 36.6%, 0.2% pts ahead of the prior year. The potential US tariff impact on COGS in Q4FY25 was largely mitigated by tactically pulling forward US inventory in advance of April '25. This year also saw the entry into two exciting new markets, being the Middle East and China which although small at present, offer strong future growth opportunities.

Group EBIT of \$204.6m, a growth of 10.2%, was at the top end of guidance given in February 2025 and reiterated in April 2025. Gross Profit grew by 11.4% and operating expenses growth was aligned to this level whilst prioritising investment in the growth engines of the business, including growing advertising and marketing spend by 14.5%, as well necessary spend to mitigate the FY25 tariff impact including incremental storage, transportation and engineering costs.

Healthy underlying cashflow resulted in Group net cash of \$48.5m at year end, notwithstanding cash investments in elevated inventory levels in the USA and in capex, mainly tooling, to accelerate our diversifying manufacturing base. ROE% slightly improved to 14.9% compared to 14.6% in FY24.

Overall, another strong result for the Group with double-digit revenue, Gross Profit and EBIT growth, FY25 was the tenth year in a row that all three measures have grown.

Segment results

AUDm ¹	Revenue			Gross Profit			Gross Margin	
	FY25	FY24	% Growth	FY25	FY24	% Growth	FY25	FY24
Global Product	1,500.6	1,336.0	12.3%	558.9	503.0	11.1%	37.2%	37.7%
% Growth in constant currency			11.4%					
Distribution	196.0	194.0	1.0%	61.6	53.9	14.4%	31.4%	27.8%
TOTAL	1,696.6	1,530.0	10.9%	620.5	556.9	11.4%	36.6%	36.4%

¹ Minor differences may arise due to rounding.

Operating and financial review continued

Segment results continued

Our Global Product segment revenue grew by 12.3% (or 11.4% in constant currency) and Gross Profit grew by 11.1%. Coffee delivered strong double-digit growth, with Cooking in high single-digit growth and Food Preparation improving its Gross Margin but posting a small single-digit revenue decline.

NPD (new product development) launches contributed materially to growth in the year with the premium Oracle™ Jet, the Luxe Brewer™ Thermal, the Smart Oven™ Air Fryer Compact and the premium coffee accessories, all performing strongly. We also entered China and the Middle East as direct markets in the second half of the year.

Global Product segment Gross Margin was slightly dampened by elevated shipping costs into EMEA and the strong USD.

The Distribution segment fulfilled its strategic role by delivering strong Gross Margin growth, driving an increase in Gross Profit of \$7.7m.

Global Product Segment Revenue Growth – reported and constant currency

Global Product Segment Revenue				
AUDm ¹	FY25	FY24	% Growth	% Growth in constant currency
Americas	822.2	735.5	11.8%	11.5%
EMEA	374.4	325.2	15.1%	12.0%
APAC	304.0	275.4	10.4%	10.7%
TOTAL	1,500.6	1,336.0	12.3%	11.4%

FY25 saw all three Theatres delivering double-digit reported and constant currency growth.

In The Americas the US consumer remained encouragingly resilient, whilst Canada rebased as Hudson Bay closed. Revenue grew strongly by 11.5% in constant currency, with both Coffee and Cooking in double-digit growth. Food Preparation grew Gross Profit with a slight revenue decline.

In EMEA a strong Coffee performance led a 12.0% growth in constant currency revenue. Key countries all performed well and our direct entry into the Middle East is off to a solid start, though the transition negatively impacted the 2H25 growth rate.

APAC delivered robust growth of 10.7% with ANZ delivering double-digit growth and South Korea continuing to move from strength to strength. Our China entry shows early promise with the previous distributor change-out acting as an expected temporary drag on 2H25 growth.

EBIT and NPAT

In a year with 10.9% revenue growth, mix slightly improved Gross Margin, growing Gross Profit by 11.4%, or \$63.5m, of which approximately 30% flowed through to EBIT, with 70%, or \$44.6m, invested into operating expenses.

- D&A expenses increased, in line with plan, by \$7.5m, or 12.6%, due to the acceleration in the rate of new product and solutions launches and past investments.
- Employee expenses grew by \$16.1m, or 8.2%, due to annual pay rises, geographic expansion and some headcount growth in key investment functions, as well as increases in variable pay incentive schemes.

- Marketing and advertising investment increased \$7.9m, or 14.5%, driven by key launches and initiatives.
- Premises and Other expenses were up \$13.1m, or 21.8%, driven by temporary storage costs and engineering fees associated with US tariff mitigants, as well as some foreign exchange losses.

NPAT grew 14.6% boosted by reduced finance costs, down \$(5.9)m, or (26.5)%, arising from lower average net borrowings throughout FY25.

Financial Position

In FY25, the Group made a number of manufacturing-related investments as a part of the manufacturing diversification project as well as strategic capital investments focused on driving future business growth.

The pull forward of inventory into the USA, as a hedge against potential tariffs, substantially drove an increase in inventory of \$93.5m to \$426.3m at 30 June 2025 (pcp \$332.8m); within this, inventory outside of the USA and new markets was held broadly flat as a percentage of sales.

Receivables of \$302.3m at 30 June 2025 were 7.2%, or \$20.3m, above pcp (\$282.0m) with a small improvement in days outstanding. Year-end receivables were 38% or \$176.8 lower than the balance at 31 December 2024 (\$479.1m), exhibiting our normal seasonal pattern.

The increase in the Group PPE balances over the pcp of \$29.5m was led by a \$21.4m investment in tooling and fixed assets related to the establishment of diversified manufacturing sites, as well as \$5.1m related to the expansion of the store-in-store (SIS) program with key retailers. Underlying spend on tooling and PPE were both lower than FY24 by \$(4.9)m and \$(2.1)m respectively as investment focus turned to establishing these new manufacturing sites.

Depreciation of PPE remained flat versus prior year. This was higher as a proportion of capex than in FY24 (78% vs. 64%) when excluding the diversified manufacturing and SIS additions, neither of which started to depreciate during FY25. Depreciation on tooling was \$0.6m higher than additions excluding diversified manufacturing sites and represented 107% of additions compared to 55% in FY24. This is in line with our expectations that over time annual capex investment and depreciation will align.

In FY25 the Group capitalised Development Costs and Software of \$42.9m (FY24: \$37.2m) an increase of 15.3% and recognised an amortisation expense of \$27.5m (FY24: \$22.4m) an increase of 22.8%. The total capitalised value of Development Costs and Software increased \$15.4m (up 4.1% on PY) to \$102.7m. This intangible balance is a leading indicator of future growth, with the growing balance signalling that projects are moving toward launch or have recently launched. As more new products and solutions are developed, and launched, capitalisation increases, and with a lag so does amortisation, driven by the length of our development cycle.

In FY25 the Group also completed the \$12.8m acquisition of an exclusive licence for third party developed IP / technology that we plan to use in future product development. As an acquired intangible it is included as part of Goodwill, Brands and Licences. This overall asset category was also subject to a \$11.4m forex translation movement vs prior year.

The general weakening of USD across FY25 led to derivative financial instruments (unrealised hedges for expected inventory purchases) being in a net liability position.

Directors' report continued

Operating and financial review continued

Net Debt and Cash flow

Healthy underlying cashflow delivered a net cash position of \$48.5m (pcp \$53.6m) notwithstanding tariff-led investments in both inventory and fixed assets.

At the beginning of FY26 the Group is unleveraged and has significant cash (\$105.7m) and unused debt facilities (\$388.2m) in place which provides funding flexibility for normal peak season inventory and receivables builds, as well as funds to complete the establishment of our diversified manufacturing base, the growing investment in store-in-store expansion, and to take advantage of opportunities as they arise.

Dividends

A final dividend of 19.0 cents per share (100% franked) has been declared (FY24: 17.0 cents, 100% franked), bringing the total dividends for the year to 37.0 cents per share (FY24: 33.0 cents).

The total dividend reflects the target payout ratio of approximately 40% of EPS on a full year basis.

The final dividend will have a record date of 12 September 2025 and will be paid on 2 October 2025.

Material business risks

The material business risks that may impact the achievement of the Group's strategy and its financial prospects are summarised below, together with key actions intended to mitigate these risks.

Risk	Nature of risk	Key actions to mitigate risk
Supply chain disruption and input cost risk	Concentration of supply from one region and country (China) raises the risk of supply interruption due to geo-political tensions, public health decisions or extreme climate events. This potential puts the Company's ability to adequately supply its market, and thus Group revenue and profitability, at risk. Inflationary pressures on manufacturing and transport costs may arise either from high demand for consumer goods, shipping and labour or from general inflationary pressures and exchange rate movements or additional tariffs. Unless recoverable by pricing this puts the profitability of the Group at risk. The swift imposition of US trade tariffs on imports from these countries, which can significantly increase the cost of goods from this source of supply, further underscores the importance of supply chain diversification to mitigate these risks and maintain cost-effectiveness.	Inventory is held in market to provide a buffer against supply chain interruptions. In a period of heightened risk, inventory holdings may be increased or brought to market early. The establishment of a diversified sourcing footprint across China, SE Asia and Mexico helps mitigate exposure to geo-political led supply disruptions and / or cost increases as well disruption from extreme climate events. Core S&OP process gives long forward visibility to suppliers to help ensure that required components, labour etc. are secured. The Group uses multiple manufacturers where possible to de-risk dependence on single suppliers and establishes long-term partnerships to manage short-term cost fluctuations. Input costs are monitored and negotiated by SKU and supplier in both USD and landed currency. Pricing power of our premium, innovative products is leveraged to protect margins where possible on a market-by-market basis. Contracted shipping and logistics rates are secured where possible. Exchange rates are generally hedged 12 months in advance. Both of these activities provide forward visibility of these costs for 12 months to allow effective management of margins.
Demand pattern risk	There is risk of volatility in the growth trajectory of the Company arising from consumer-based demand pattern changes. This can be exacerbated in the short term by retailer destocking / restocking decisions sometimes effected by global shocks, as well as by the general risk stance of retailers in an uncertain economic environment. This can impact revenue and profits and reputational risk with investors if expectations are not met.	The increasingly diversified global revenue footprint of the Group spreads this risk and mitigates the impact of disruption in a specific region, or country, on the Group results. Weekly sell-out is monitored by SKU and customer. This forward visibility allows informed adjustments in terms of market activity and promotion in a timely, effective manner to optimise revenue and margin. Rolling forecasting of annual gross profit delivery allows contraction, and expansion, of expenses as needed to deliver profit objectives within a specific year. The Group has a strong track record of delivering EBIT growth against a variety of backdrops whilst still enhancing investment for sustainable long-term growth. The premium, innovative nature of the product range historically provides some resilience of demand to short-term economic conditions. Investment in enhanced promotional programs and initiatives may be used to stimulate demand where there is an attractive ROI (return on investment).

Operating and financial review continued

Material business risks continued

Risk	Nature of risk	Key actions to mitigate risk
ESG risk and sustainability	The potential exists for reputational risk with employees, customers, investors, regulators and society, and subsequent financial impact, if the Company fails to act adequately on ESG issues and / or fails to communicate its strategy and approach, including in response to relevant regulations. There is a risk to supply continuity from extreme climate events (see above). Changing consumer trends, preferences or expectations regarding sustainable product design could adversely influence demand for the Group's products if the Group fails to adapt to these.	The Company's approach to ESG issues and risks is detailed in the ESG report section of the Directors report on pages 19 to 35 which cover the Group's approach to climate emissions and ESG responsibilities more generally. The Group's commitment to a sustainable business model is guided by the Board Sustainability Committee.
Product development and innovation risk	Insufficient or ineffective investment in product development and innovation, and inadequate communication of the innovative range to customers and consumers may result in loss of revenues and competitive advantage.	Securing of proven, world class leadership for product development, technology services, marketing and solutions functions helps to mitigate this risk. The Company has a strategic annual target of increasing its investment in product development, technology and solutions as well as marketing and communications. This forms part of the LTI (long term incentive) plan. The prioritisation of investment in these growth drivers is communicated as a core part of Group strategy in investor engagements and results presentations.
Cyber security risk	Breaches of cyber security is a growing global risk as the volume and sophistication of threats has increased. Risks include: • Unauthorised access to data / information leading to reputational damage and / or risk of litigation. • Malicious attacks that result in outages and service and revenue disruption. • Ransom demands with direct financial consequence to the business. • Failure to comply with regulatory standards risks financial fines or restrictions to conduct business. • Business interruption and availability of systems following a breach.	The technology services team has further developed the Group's cyber security and privacy programs in FY25 within an overall security and privacy framework, including: • Continuous improvements to our core IT infrastructure and cloud platforms with modern security defences, proactive monitoring & alerting. • Penetration testing and vulnerability assessments. • Continuous cyber threat monitoring, alerting and incident management process. • PCI Audits and external reviews of our key cloud operating environments. • Continuous improvements & enhancements to our privacy and data mapping platforms. Including operations to support our ongoing global privacy compliance obligations across multiple geographies. • Further alignment to the NIST CSF & Privacy Frameworks. • Employee mandatory multi-factor authentication and annual cyber security and phishing training. • Establishment of guidelines to support safe Generative AI usage across the organisation.

Directors' report continued

Operating and financial review continued

Material business risks continued

Risk	Nature of risk	Key actions to mitigate risk
Health and safety risk	Inadequate Workplace Health and Safety (WHS) and well-being practices can impact the safety, motivation and engagement of employees resulting in an impact on business performance as well as exposing the Group to reputational and financial risk via litigation and fines. Inherent in producing and selling kitchen appliances is also the risk of poor-quality products harming consumers, with a safety and reputational impact as well as financial risk from lost revenue and damages.	The Board receives and reviews WHS statistics and incidents on a monthly basis to ensure top-down ownership of this risk. WHS office ensures accurate monitoring and timely action on any issue. In recognition of the strain that employees can face to their mental and physical wellbeing, a range of wellbeing activities and support programs are available to employees. BRG Group has extensive compliance processes in place to ensure its products are safe and exceed regulatory standards in our various markets. Rigorous safety standards are a critical element in our approach to product development. Post design the Group maintains a zero-tolerance Pre-Shipment Inspection (PSI) program for all products before they leave the factory. Protocols are in place for rapid reaction to any reported in-use consumer event including product recalls. BRG Group has not issued a product recall since 7 November 2016. BRG Group has an outsourced business model for manufacturing and distribution with the exception of Lelit®.
Key employee risk	High turnover of key staff may impact the performance of the Group if there is inadequate succession planning in place. Inadequate career planning and inadequate comparative remuneration may heighten turnover especially given the Group's increasing international footprint and the global "war for talent".	Annual high potential and succession planning identifies successors for key roles and individual development plans for key employees. Key roles remuneration are benchmarked to market domestically and internationally to ensure that they are competitive. Retention is encouraged through the use of LTI plans and deferred remuneration share rights.

Group acceleration strategy update

Throughout FY25, the Group continued to advance its acceleration program, with its initiatives contributing to the year's performance and strengthening the position of the Group for future growth. The 2016 decision to increase investment in the Group's organic growth engines, each and every year, played a significant role in delivering the Group's overall FY25 growth.

Innovative new products, including the *Oracle™ Jet*, the *Luxe Brewer™* and the *Smart Oven™ Air Fryer Compact* as well as the *premium coffee accessories*, all performed strongly. Go-To-Market has honed its new Launch v2.0 process, enabling the entire retail channel of a country to go live contemporaneously. The Technology Services team, in concert with the Go-To-Market team, continued to productise and improve the Group's digital offense, supporting the growth rate in all digital and physical channels.

The Group's geographic expansion program was further enhanced in FY25 with its direct entry into the Middle East and China. Whilst it is early days, both markets represent significant and exciting growth prospects. Lelit and Baratza also pursued direct market expansion, leveraging the Group's global footprint and capabilities. The Specialty Coffee segment continues to evolve into a distinctly multi-market, multi-channel, and multi-brand business, underpinned by a shared innovation capability designed to support the development and launch of compelling new products over the medium term.

The beanz™ platform is now live in Germany and will continue to extend its international footprint. The Powered by beanz™ ecosystem continued to expand its B2B footprint in FY25. Several notable partners were welcomed to the platform, including Williams Sonoma, Crate & Barrel, John Lewis Partners, and AeroPress, further enhancing the value delivered to Coffee consumers across equipment, channel, and education and thus creating significant growth opportunities.

In Cooking and Food Preparation, the highly innovative Breville+, our digital culinary platform, was expanded further in FY25 with the addition of Le Creuset as a premium content partner, complementing an existing lineup that includes ChefSteps®, The Breville Test Kitchen, The New York Times, America's Test Kitchen, Serious Eats, Williams Sonoma, Crate & Barrel, and Sur La Table. The Breville+ experience now spans ovens, food processors, and sous vide, and is currently live in the United States and Canada offering consumers a differentiated digital companion platform, enhancing product engagement and brand affinity across key culinary categories.

Underpinning these growth levers is the strength of the corporate platform, evidenced by the team's continued ability to rapidly deploy new and updated websites, launch solutions such as Breville+, and seamlessly integrate two new geographies, China and the Middle East, into the Group's operations.

In FY25 the total P&L investment in R&D, technology services, marketing and solutions was 14.2% of sales, an increase from 14.0% in the prior year.

Operating and financial review continued

Environmental, Social and Governance (ESG) Report

Our commitment to ESG

BRG Group is committed to ethical, responsible, and sustainable conduct across and throughout its business, reinforced through our culture, values, process, structure, and policies. BRG Group's ESG priorities and strategy are a central part of our overall business strategy and are a fundamental part of the way we work.

BRG Group's ESG strategy – *"to create innovative, attractive and energy efficient kitchen appliances, designed and sourced in a socially and environmentally responsible manner that delights our consumers, meets the expectations of our stakeholders and delivers sustainable value creation"* is embedded in our business operations and risk management process.

As a consumer-facing company that operates in the heart of our consumers' homes, *the kitchen*, our reputation, and ability to meet ethical and behavioural expectations, is core to our sustained sales, business health and value creation. BRG Group's ESG strategy and priorities are shaped by an ongoing engagement and dialogue with consumers and other stakeholders, allied with scientific analysis and measurement to ensure that we prioritise initiatives that empirically have the biggest impact on reducing carbon emissions.

Table: FY25 ESG priority areas comprising Environment, Social and Governance domains

Environmental

1. Sustainability – ASRS Climate update

- 1.1 Governance
- 1.2 Strategy
- 1.3 Risk Management
- 1.4 Metrics & Targets

Social

2. Ethical Sourcing

- 2.1 Human rights & modern slavery

3. Product quality & safety incl. product recall

4. Community relations

- 4.1 Community engagement
- 4.2 Reconciliation action plan

5. Employee wellbeing

- 5.1 Diversity and inclusion
- 5.2 Health, safety & wellbeing

Governance

6. Corporate Governance

- 6.1 Board independence & diversity

7. Corporate behaviour

- 7.1 Anti-bribery & corruption & whistle blowing
- 7.2 Cyber security & data privacy
- 7.3 Policy availability

Environmental

1. Sustainability – ASRS Climate update

About this report

During FY25, BRG Group developed a roadmap and progressed towards timely compliance with both ASRS1 and ASRS2 by adopting several of the upcoming requirements in this year's report. This built on the ASRS (Australian Sustainability Reporting Standards) gap assessment on our climate reporting completed in FY24, supported by Deloitte.

Introduction

BRG Group's climate-related transition and adaption plans are underpinned by competitive business model characteristics, namely: an asset-light advantage; an innovation advantage; materials management; and supply chain resilience. Supported by robust climate-related governance, strategy, risk management, and metrics and targets, BRG Group has positioned itself to act on impactful initiatives alongside its mission to create products its customers love.

Climate transition strategy

BRG Group's transition strategy reflects a commitment to mitigating an emission-sensitive backdrop and heightened risk of technological disruption by leveraging its asset-light business model (hereafter *business model*) and innovation advantage. Three roadmaps are presented in response to those risks, comprising: net zero (Scope 1 and Scope 2) emissions; espresso-centric in-use energy (Scope 3) reduction; and organic waste (Scope 1 and Scope 2) reduction and diversion from landfill.

Climate adaption strategies

BRG Group's adaption strategy reflects a commitment to mitigate the risk of material restrictions and supply disruption by growing materials management capability and a region-sensitive supply network. Three roadmaps are presented in response to those risks, including: packaging waste (Scope 3) reduction; auditable Scope 3 footprint empowering R&D; and diversifying (Scope 3) finished goods manufacturing locations.

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1.1 Governance

Board oversight

BRG Group's Board has ultimate responsibility and oversight of the Company's climate-related strategic objectives and plans, and the material climate-related risks. The Board discharges this responsibility with the support of the Sustainability Committee (SComm), the Audit and Risk Committee (ARC), and the People, Performance, Remuneration, and Nominations Committee (PPRNC), to which it has delegated certain ESG responsibilities.

SComm receives regular briefings and updates by the executive sustainability committee (ESC) and functional leads.

Where required, each Committee Chair reports to the full Board on material matters addressed after each meeting, with all Directors receiving the minutes of Committee meetings. Further information on the role of the Board Committees in BRG Group's climate governance is set out below.

Additional information concerning Board structure is included on page 56 and in the Corporate Governance Statement (pages 58 to 63).

BRG Group's Board Charter sets out the roles and responsibilities of the Board and executive management, and is located in the corporate governance section of the BRG Group website, <https://brevillegroup.com>.

The SComm is responsible for overseeing and monitoring the development and implementation of BRG Group's sustainability strategy, policies, initiatives and climate-related disclosures.

The SComm was chaired by Peter Cowan during 1H FY25 and then chaired by Sally Herman throughout 2H FY25. Kate Wright and Dean Howell also sit on the Committee. The CFO, General Counsel, General Manager Sustainability and all Board members are standing invitees to Committee meetings. The agenda and minutes of triannual Committee meetings are recorded and presented at subsequent Board meetings.

The ARC is briefed on the BRG Group risk register and risk matrix, both of which form part of BRG Group's enterprise-wide risk mapping and mitigation process. Climate risk is included as an enterprise-level risk, as well as an amplifier for several other material business risks. Together with the SComm, the ARC also has responsibility for reviewing, and recommending to the Board for approval, any climate-related financial disclosures.

The PPRNC is responsible for ensuring that the Board maintains an appropriate balance of skills, knowledge, experience, independence and diversity to discharge its duties and responsibilities effectively, including in relation to BRG Group's climate-related risks and opportunities. The PPRNC also oversees proposed performance conditions, including climate-related targets, for the Long-Term Incentive (LTI) Plan. These climate-related targets were introduced by the Board, acting on a recommendation from the PPRNC, in FY24 and were continued in the FY25 Plan. These targets contribute to the performance modifiers for the Strategic Objectives component of the LTI used to calculate remuneration. Additional information on senior executive remuneration is located in the Remuneration Report on pages 37 to 55.

The SComm completed Continuing Professional Development (CPD) training throughout FY25 on sustainability focusing on the IFRS S1 and S2 *Climate-Related Disclosures* issued by the ISSB, the incoming ASRS from FY26 and subsequent assurance roadmap. These sessions were facilitated by leading subject matter experts from Deloitte and PwC and included a

review of findings and insights from Gap Assessment and Gap Response reports.

Climate-related target performance is approved and overseen by the Board. Targets are initially provided in detailed proposals to the SComm by the ESC overseen by the CFO. Metrics relating to various targets are tracked and provided by the ESC to the SComm and are ultimately monitored by the Board.

Management responsibility

The CFO oversees the strategic response to climate change. The ESC, led by the General Manager Sustainability, with oversight from the CFO, supports the SComm. The ESC is accountable for internal initiative prioritisation, funding, monitoring legislative and regulatory developments, and coordinating initiatives led by the various functional teams including from Global Product and Operations.

The ESC manages a sustainability tracker covering progress on key initiatives and metrics and this is reviewed at each SComm meeting and conveyed to BRG Group's Board. Notable climate-related risks and opportunities, mitigants and contingencies, and regulatory and legislative developments are also conveyed to the SComm and subsequently the ARC.

The ESC is responsible for the annual climate-related materiality assessment using climate scenarios detailed in Section 1.3. These were last revisited and completed in FY25. The assessment is completed by a climate-related materiality assessment (CMA) taskforce including members of the ESC and key stakeholders such as the Group Financial Reporting Manager. Further, the ESC is responsible for the annual climate resilience assessment and climate-related scenario analysis, and subsequent transition and adaption planning.

Further, the ESC is responsible for the ASRS compliance roadmap to satisfy domestic obligations from FY26 and onwards. It additionally monitors BRG Group's overseas climate-related regulatory obligations such as the European CSRD.

The ESC and CMA taskforce also participated in the competence and training undertaken by the SComm. In addition, they have attended several conferences in person and remotely, and several in-person upskilling sessions provided by service providers operating in the technical domain.

1.2 Strategy

Climate-scenario analysis

As recommended under ASRS, BRG Group examines its exposure to climate-related risks, and the adequacy of mitigants, under two key scenarios, hereafter referred to as the low and high global warming scenarios. BRG Group seeks to assess how climate change could impact its sustainability through a financial lens, examining:

- How climate risks and opportunities may impact the type of products BRG Group designs and produces.
- How consumer and society expectations may evolve.
- How climate change and events may impact our business operations.

BRG Group considered the potential impact of a low global warming scenario and high global warming scenario, based on the draft guidance in the Supplementary Explanatory Memorandum concerning the Climate Change Act (section 296D(2B)). BRG Group principally relied on the Network for Greening the Financial System (NGFS) to model its analysis. In addition, the CMA taskforce responsible for the analysis has drawn on the Representative Concentration Pathways (RCP) and Shared Socioeconomic Pathways (SSP) from the Intergovernmental Panel on Climate Change (IPCC) to contextualise the impact.

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Table: climate scenario analysis comprising low and high global warming scenarios per Climate Change Act s296D(2B)

Low global warming scenario <1.5°C above pre-industrial levels	High global warming scenario >2.5°C above pre-industrial levels
Defined as an increase of 1.5°C above pre-industrial levels. Arising from the implementation of stringent climate policies and innovation, reaching global net zero emissions around 2050 with the US, EU and Japan also reaching net zero for all greenhouse gases. Physical risks are relatively low, but transition risks are conversely high. - Policy ambition: <1.5°C - Policy Reaction: Immediate and smooth - Technology change: Fast change - Carbon Dioxide Removal (CDR) technologies: Medium-high use - Regional policy variation: Medium variation In practice, world steadily moving towards sustainable trajectory, emphasising greater commitment to fulfilling UN SDGs, comprising: - Rapid and significant reduction in emissions. - State-led transformation. - Swift transition of the energy system to zero emissions through increased use of renewable sources. - Carbon taxes increase to \$250 per tonne. - Uptick in carbon sequestration, fueled by the high carbon prices. - Closure of high-carbon industries. - Decreased overall consumption of non-essential items, incl. luxury products. - Most severe physical effects of climate change are mitigated, considerable alterations to ecosystems still occur.	Defined as an increase of >2.5°C above pre-industrial levels. Arising from moderate and heterogeneous NDCs (Nationally Determined Contributions) pursued from 2021 across 21st century. Result in emissions decline, but nonetheless >2.5°C of warming, and associated moderate to severe physical risks. Transition risks, in contrast, are relatively low. - Policy ambition: >2.5°C - Policy reaction: NDCs - Technology change: Slow change - CDR technologies: Low-medium use - Regional policy variation: Medium variation In practice, world on trajectory where trends remain largely consistent with historical patterns, resulting in uneven development and income growth, comprising: - Significant emissions reductions, peaking around 2030. - Business-led initiatives, supported by state. - A market-focused transition, backed by favorable policies. - High levels of global trade, although resource consumption independent of economic growth. - Emphasis on circular economy. - Rapid advancements (technology), with collaborative research and development. - Decentralised energy framework primarily relying on renewable sources. - Carbon price set at \$100 per tonne. - Uptick in the frequency and severity of extreme weather events, along with shifts in agricultural regions.

In its climate-related scenario analysis, BRG Group has integrated both transition and physical climate risks with its overall risk management matrix, thereby managing the materiality and possible impact of climate risks as an integral part of its overall risk management. BRG Group has, as an example, a relatively geographically concentrated supply chain, which, coupled with increasingly unpredictable, impactful, and frequent climate events, could manifest in a range of transition and physical risks demanding mitigation and contingency. The diversification of this supply chain is driven by the alignment of both sustainability and commercial risk factors. Likewise, changing consumer, employee, and authority expectations will increasingly guide the type of products BRG Group develops, how they are packaged, how energy efficient they are, and how BRG Group communicates this to consumers. This again is driven by the natural alignment of sustainability and commercial drivers.

The materiality report completed by the CMA taskforce containing the climate-scenario analysis is substantive. Therefore, a consolidated representation reflecting key risks and opportunities from that body of work is provided.

BRG Group has selected timeframes of 0-2 years (Short-term), 2-5 years (Mid-term), and 5+ years (Long-term) that reflect the array of product, platform and solution cycles from development through removal from the market.

Table: time horizon timeframes comprising short-term, mid-term and long-term horizons

Time Horizon	Number of years from current financial period
Short-term	0-2 years
Mid-term	2-5 years
Long-term	5+ years

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1. Sustainability – ASRS Climate update continued

Scope of operations used in the analysis

The scope of the analysis considered all material BRG Group sites and manufacturing partners' sites. When calculating emissions arising from the manufacturing process, suppliers of finished goods are taken into consideration.

Key assumptions

Climate-related policies in the jurisdictions in which the entity operates

As a global company, BRG Group regularly monitors policy and regulatory changes that may affect its operations. This includes both environmental regulations and regulatory requirements related to both material usage and reporting and disclosure standards and frameworks.

National or regional level variables

BRG Group has used the scientific findings outlined in the IPCC AR6 report to estimate the impact of potential physical climate-related events in our operations and manufacturing partners.

Climate-related risks and opportunities

The CMA taskforce included transitional and physical risks in its analysis. Notably, fields conveying descriptions for the most noteworthy climate-related risks and opportunities are cited in the below table with risk and opportunity, risk type, business context, time horizon, and impact concentration being disclosed. Several themes arose more than others and are emphasised in the following table and expended upon in the respective Transition and Adaption Plan sections.

Emission-sensitive, transitioning reputational risk carried a high internal assessment of impact across an array of time horizons. Namely, a risk BRG Group may not meet consumer, employee, and investor expectations for sufficiently fast climate-based initiatives and disclosures as both societal expectations and regulatory frameworks evolve. Reduced employee attraction and retention in the short-term, reduced sales arising from consumer preferences mid-term, and reduction in capital availability long-term were cited financial impacts.

Table: Climate-related risks and opportunities comprising risk type(s), time horizon(s) and concentration of impact on BRG Group

Description	Risk / Opportunity	Physical / Transition Risk	Details	Time Horizon	Concentration in Breville's business model & value chain		
					Geographical Areas	Functions	Types of assets
Emission-sensitive	Risk & Opportunity	Transition risk: Policy & legal, technology, market and reputation	The world is increasingly emission-sensitive. BRG Group's business model is inherently low-impact, representing an opportunity to enhance its competitive advantage and comply with climate regulation as the world transitions to a lower emissions economy. This includes meeting stakeholder expectations. BRG Group has the capability to reduce its emissions and take advantage of this opportunity. Failure to meet climate-related targets, regulations and or laws may result in financial loss, legal repercussions or reputational damage. The team is well positioned to deliver and continues to invest in the competency of its team.	Short, mid & long term	All countries that BRG Group operates in	All functions	All assets
Technological disruption	Risk & Opportunity	Physical risk: Policy & legal, technology, market and reputation Transition risk: Legal, technology, market and reputation	From a technology perspective, the transition to a lower emission economy elevates the risk and opportunity that new materials, power sources and designs emerge, that provide advantage to BRG Group or its competitors. Failure to identify and respond to technological disruption may result in reputational damage or financial loss as consumers and authorities gravitate away from legacy technologies. BRG Group's consumer-centric, innovation-led, new product competency positions it well for this opportunity.	Short, mid & long term	All countries that BRG Group operates in	Global Product, Technology & Manufacturing Partners	Product and product-related intellectual property

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Description	Risk / Opportunity	Physical / Transition Risk	Details	Time Horizon	Concentration in Breville's business model & value chain		
					Geographical Areas	Functions	Types of assets
Preferred material restrictions	Risk & Opportunity	Physical risk: Policy & legal, technology, market and reputation Transition risk: Legal, technology, market and reputation	As the world moves to a more sustainable future, many governments are introducing legislation around the use of raw materials. A prime example of this can be seen in the banning of plastic materials in packaging. Failure to comply with these regulations could result in financial loss or legal repercussions or reputational damage. Consumers are also driving this risk, as more and more consumers are expecting manufacturers to be using sustainable materials. Failure to keep up with consumer expectations may result in reputational damage.	Short, mid & long term	All countries that BRG Group operates in	Global Product, GTM, Manufacturing Partners & Operations	Product and product-related intellectual property
Supply chain resilience	Risk & Opportunity	Physical risk: Policy & legal, technology, market and reputation Transition risk: Legal, technology, market and reputation	Climate-related events are increasing in frequency and impact without signs of stabilising. This backdrop increases the risk to inflexible and consolidated supply chains. The consequences range from disruption and delay to indefinitely unavailable. This is compounded by strict seasonal consumer purchasing behaviour demanding product be available during peak periods. This poses a clear opportunity for BRG Group's business model to develop climate-resilient, geographically diversified supply chain capability. Diversifying the capability diversifies the risk, but also grows capability to tailor supply chains and product for unique regional characteristics.	Short, mid & long term	All countries that BRG Group operates in	Global Product, Manufacturing Partners & Operations	Tooling, related-IP incl. know-how for production processes

Assessment of climate resilience

BRG Group's agile business model enhances its resilience against disruptions, including climate-related severe weather as detailed in its internal documentation completed by the CMA taskforce. This ability to react rapidly, combined with an increasingly diversified manufacturing footprint, can help mitigate the length and severity of any supply disruptions, whether from localised flooding or more extensive incidents affecting manufacturing, logistics and service centres.

The shift towards a more diversified supply chain offers the potential for quicker response to disruptions as well as reducing the impact of a disruption in one specific location. By developing manufacturing capabilities in multiple locations in partnership with local suppliers BRG Group adds the potential for crisis-based substitution of production and a permanent cut in transportation emissions as we progressively move to more nearshore options e.g. Mexico for the Americas.

This section has focused on climate resilience through the lens of BRG Group's business model. In the following sections climate resilience will be further unpacked through the lens of emission-sensitivity, technological disruption, material restrictions, and supply chain resilience.

Strategy and decision-making

BRG Group's climate change strategy is underpinned by the following characteristics: asset-light advantage; innovation advantage; materials management; and supply chain resilience. In view of these strengths, BRG Group's Strategy comprises a transition plan and an adaption plan as follows.

- Transition Plan – reflects an emission-sensitive backdrop and risk of technological disruption by leveraging its business model and innovation advantage.
- Adaption Plan – reflects the risk of material restrictions and supply disruption by growing materials management capability and a region-sensitive supply network.

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BRG Group's Climate Transition Plan Targets

BRG Group's business model is inherently low-carbon intensive across Scope 1 and Scope 2 emissions, and supported by its innovation advantage, provides strategic flexibility to reduce Scope 3 in-use consumer energy consumption. The following transition-related targets have been adopted.

1. Emission reduction roadmap (EmRR s1-2) – net zero Scope 1 and Scope 2 emissions in FY25.
2. Energy reduction roadmap (EnRR s3) – 75% of espresso machines launched since 2020 and sold in 2028 to utilise ThermoJet® technology.
3. Waste reduction roadmap (WRR s1-2) – 100% of organic waste produced at BRG Group headquarters be diverted from landfill.

Transition plan pillars expanded

1. Emission reduction roadmap (EmRR – Scope 1-2)

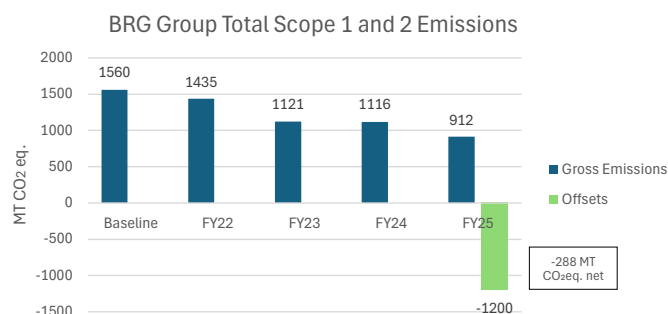
Against an emission-sensitive backdrop, BRG Group's EmRR comprises a commitment to comprehensively measure and reduce its carbon footprint across Scope 1 and Scope 2. In line with ASRS, BRG Group aligns all its metrics with the Greenhouse Gas Protocol (GHGP) and measures all carbon emissions against 100-year time horizon global warming potentials (GWP) relative to CO₂.

BRG Group has implemented IsoMetrix to comprehensively record and model emissions. The platform elevates BRG Group's capability to view data in aggregate to granular, across the complete array of metrics, with an auditable record trail. To date BRG Group has:

- Moved to renewable electricity and solar in key locations.
- Implemented energy efficiency initiatives including optimised lighting and sensors.
- Defined an offset strategy for unavoidable emissions.
- Established EV charging stations at Alexandria headquarters.

BRG Group's global headquarters and R&D facility in Alexandria, Sydney initially accounted for 79% of the baseline (2020) Scope 1 and 2 emissions. By FY25 we achieved a 96% emissions reduction from this key site. FY25 Global Scope 1 and 2 emissions were measured as 912 MT CO₂eq., an 18% reduction from FY24. Following the purchase of 1200 tonnes of carbon credits, our net position for scope 1 and 2 emissions for FY25 is -288 t CO₂ eq.

Graph: YoY BRG Group Scope 1 & Scope 2 emissions captured in MT CO₂eq. Lelit manufacturing facilities added into scope in FY23. Baseline year is FY20.



BRG Group has achieved its net zero emissions target in FY25 by reducing gross emissions and limited use of carbon credits. Regarding its offset program, BRG Group has partnered with Clima to curate a robust portfolio of projects in Australia and overseas which it believes will resonate with BRG Group investors and customers. Its selection reflects the Australian environment where the Company was founded, and cooking, one of the key pillars of this business. A portfolio mix of avoidance and removal projects with reputable certification was achieved, comprising:

- **McLachlan Carbon Project:** This project is a 73.6-hectare mixed farming operation with a land management strategy that incorporates multi-species pastures and planned grazing management. Positive impacts of the project include soil improvement through the implementation of multi-species pastures, an 85% reduction in fertiliser usage with no herbicide applied, and an increase in plant diversity that contributes to higher soil organic carbon levels.
- **APN Cape York:** The project aims at an aggressive reduction in late season fires through zone managed, pre-emptive burning with consideration taken for roads, fences, natural barriers and vegetation types. The Cape York property is broken into zones wherein those with high traffic areas at high risk for late season fires are burnt early every year, whereas other areas will be burnt every 2-3 years as often as fuel loads demand.
- **Improved Cookstoves for Rural Zambia:** TASC's Improved Cookstoves for Rural Zambia project is transforming lives by addressing deforestation, indoor air pollution, and economic hardship. Over 230,000 households have received fuel-efficient cookstoves, reducing wood consumption by an average of 4.67 tonnes per home each year. This not only cuts carbon emissions but also eases pressure on Zambia's forests. By reducing exposure to household air pollution, these stoves help prevent respiratory diseases, a leading cause of premature death in rural communities.

BRG Group will continue to target reductions in gross emissions within our continued commitment to net zero scope 1 and scope 2 emissions.

Contractual instruments – Scope 1 and 2 GHG emissions (i.e. carbon abatement/credits)

Type	Verified by	FY25		FY24	
		tCO ₂ -e	%	tCO ₂ -e	%
Indigenous Savanna Burning	ACCU	120	10%	-	-
Nature Based	ACCU	120	10%	-	-
Technology	Gold Standard	960	80%	-	-
		1200	100%		

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1. Sustainability – ASRS Climate update continued

2. Energy reduction roadmap (EnRR – Scope 3)

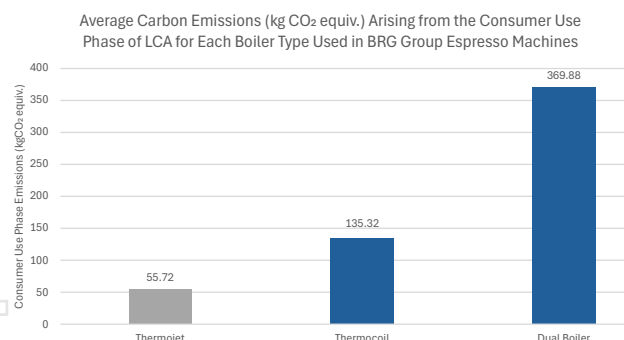
Facing the threat of technological disruption, BRG Group's EnRR leans into its innovation advantage. BRG Group completed exhaustive lifecycle analysis and identified consumer's energy usage as the single largest contribution to Scope 3 emissions. In response it jointly pioneered the ThermoJet® water heating platform comprising a printed thick film element that efficiently delivers precise temperature control using significantly less energy than traditional methods.

Traditional espresso machines are one of the highest energy consuming products in the small kitchen appliances world due to the need to heat up and keep a body of water at temperature, traditionally done using metal boilers. The alternative to boilers, thermocoils, still require the heating of blocks of aluminium to transfer energy, a process that consumes significant amounts of energy.

Breville|Sage espresso machines fitted with a ThermoJet® heater:

- Use approximately 2.5 times less total energy during normal use than a Breville|Sage thermocoil machine, 6.6 times less energy than a Breville|Sage dual boiler machine, and 21.8 times less energy than a traditional boiler machine.
- Save between 49 to 230 (kWh) per Thermojet® machine vs. a thermocoil or dual boiler machine respectively.

Graph: Boiler comparison of consumer use captured in kg CO₂eq for ThermoJet®, Thermocoil and Dual Boiler technology platforms



*Modelled using internal LCA data

We believe that this is one of the most significant climate-friendly innovations in small kitchen appliances in the last decade and it forms a key part of our path to reduce our in-use energy consumption. The technology scores an A rating in Swiss Energy Ratings for energy savings compared to a B or C rating for thermocoils and a D rating for boilers.

Breville|Sage has embraced this informative energy reduction technology:

- Doubling the number of machines sold using a ThermoJet® from FY20 to FY25 reaching over 794,188 in FY25.
- Increasing the percentage of Breville|Sage coffee machines using ThermoJet® from 41.5% in FY20 to 55.5% in FY25.
- Reducing the proportion of coffee machines using Boilers to 2.5% in FY25, down from 5.9% in FY20.
- Ensuring all new Breville|Sage coffee machines launched in FY25 and 71% of new models currently under development use a ThermoJet®.

- Based on units sold in FY20-25 the adoption of the ThermoJet® technology is estimated to have saved approximately 1,424 million kilowatt hours (kWh) of lifetime electricity used against an equivalent range of thermocoil machines, and 5,764 million kilowatt hours (kWh) against a range of dual boiler machines. Both estimates based on assumed annual consumer usage and a 7-year lifecycle.
- Assuming 0.386 kgs of CO₂ was generated per kWh (sourced from US Energy Information Administration) BRG Group's transition to ThermoJet® heaters over FY20-25 is estimated to have saved between 550,220 and 2,227,005 metric tonnes of CO₂ over the lifetime of the machines sold.

This progress reflects a significant, and innovative, contribution to our energy reduction targets. Looking forward, BRG remains committed to have at least 75% of our new Breville|Sage coffee machines sold in FY28, and launched since 2020, using ThermoJet® or equivalent technology.

3. Waste reduction roadmap (WRR – Scope 1-2)

As part of our evolving sustainability strategy, BRG Group has updated its Waste Reduction and Resource Recovery (WRR) S1-2 target to focus on diverting 100% of organic waste generated at our Sydney headquarters from landfill. This shift aligns with forthcoming NSW organic waste legislation, set to impact BRG Group from 2028, and ensures we remain ahead of regulatory requirements. This refined target replaces our previously announced goal of diverting 65% of all waste from landfill and reflects a more strategic and operationally aligned approach to waste management—focusing our efforts where we can deliver the greatest environmental impact. To achieve this target, BRG Group has placed organic waste bins in all kitchens in the Sydney headquarters and have begun to construct an organic waste education session which will help employees to understand the importance of separating organic waste and education around which bins should be used for different types of waste.

At our Sydney headquarters and global R&D centre, all recyclable waste streams are actively diverted from landfill. This includes co-mingled recycling, organic waste, paper and cardboard, e-waste, and expanded polystyrene (EPS), all of which are managed through responsible and sustainable disposal practices. Soft plastics remain a challenging waste stream, and we are continuing to explore partnerships with specialised recyclers to identify viable long-term solutions.

In FY26 we will be expanding this initiative to our next largest site, the Torrance office and warehouse in the Americas.

Table: Transition Plan Progress

Plan	Progress	
	Quantitative	Qualitative
Net-Zero scope 1 & 2 emissions in FY25	100%	This includes electricity from renewable sources (43%), along with the use of carbon offsets (1200t CO ₂ eq.).
75% of espresso machines sold in 2028 (launched since 2020) utilise ThermoJet® tech.	70% (EoFY25)	In FY25 70% was achieved, and 100% of espresso machines launched in FY25 utilised a ThermoJet®.
100% of organic waste produced at BRG Group HQ to be diverted from landfill	100%	In FY25 100% of organic waste produced at BRG Group HQ was diverted from landfill.

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BRG Group's Climate Adaption Plan Targets

BRG Group is committed to minimising the impact of climate-related risks through improvements in materials management, robust emissions reporting, and improving resilience by diversifying finished goods locations from China. The following adaption-related targets have been adopted.

1. Waste reduction roadmap (WRR s3) – 100% of ANZ packaging to be reusable, recyclable or compostable by Eo2025.
2. Emission reduction roadmap (EmRR s3) – Auditable Scope 3 measurement methodology supporting ASRS compliance and fact-based prioritisation of reduction initiatives.
3. Supply chain diversification roadmap (SCDR s1-3) – Materially increase the climate-resilience and region sensitivity of the supply of finished goods by EoFY26.

Adaption plan pillars expanded

1. Waste reduction roadmap (WRR - Scope 3)

Packaging materials constitute only an estimated 0.7% of BRG Group emissions impact but are important to our customers and employees, and this is an area where we are making rapid and significant progress.

BRG Group is a decade-long member of the Australian Packaging Covenant Organisation (APCO) and has entered into a voluntary agreement to reduce the impact of packaging on the environment. In FY25 our comprehensive packaging audit was extended to include all new SKUs to support the rapid roll out of key developments in recyclable packaging across all existing as well as new products.

BRG Group's key sustainable packaging commitments are:

- All new packaging to be reusable, recyclable or compostable by end 2025 (aligned to APCO target);
- Removal of expanded polystyrene (EPS) from consumer packaging by July 2025; and
- Removal of non-essential packaging (ongoing target), for example the combination of shipper and inner display box.

In 2023 BRG Group launched the company-wide sustainable Brown Box initiative to achieve best-in-class sustainable packaging including use of a recyclable outer box, the complete removal of EPS and minimal use of soft plastics. In FY25 BRG Group has launched the sustainable Brown Box in the ANZ region. All Breville products sold in these markets are packaged EPS-free, and all new Breville|Sage products are packaged in the new sustainable Brown Box cartons. A minority of legacy Breville|Sage products retain legacy cartons. Global roll-out has begun, with all Breville|Sage products expected to be sold in sustainable Brown Box packaging by FY30.

2. Emission reduction roadmap (EmRR - Scope 3)

The majority of BRG Group emissions are produced from activities not owned, or directly

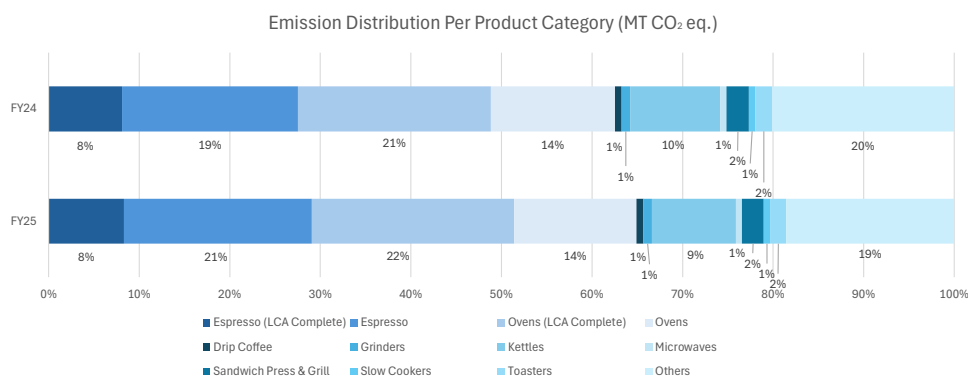
controlled, by BRG Group, such as the impact of third-party manufacturing including power, materials and parts used, third party logistics, the usage of our products in consumers' homes and finally their disposal. To date BRG Group has measured the critical 5 Scope 3 categories for BRG Group of the 15 set out in the Greenhouse Gas Protocol through the completion of life cycle assessments. In FY24 we estimated that these 5 categories would be responsible for over 90% our Scope 3 emissions. In FY25 we have completed the full assessment and measurement of the remaining minor categories and include these in our Scope 3 emissions estimate, which found that products contribute 99% of BRG Group scope 3 emissions. These results will be utilised in the decision-making process for initiatives around emission reduction.

Through the completion of LCAs for key products, we have identified that the largest contributor to BRG Group product emissions is the in-use electricity, making up 82% of total product emissions. This is highest in ovens and lower in juicers. The manufacturing phase, led by material usage, is the second largest contributor. Packaging, transport and end of life disposal have a more minor impact. These findings inform both BRG Group's current focus on energy efficiency (i.e. ThermoJet® initiative) as well as medium term product development strategies focused on alternative production material and reduced usage.

BRG Group's LCAs also highlight an emissions reduction opportunity from reducing key material usage, notably plastics and metals, in our products' manufacturing phase.

In both FY25 and FY24, the Espresso category—including both products with complete and partial life cycle assessments (LCA)—accounted for the largest share of emissions. This category increased slightly in its proportional contribution in FY25, rising from approximately 30% to over 32% of total emissions. The change reflects both increased sales volumes and a broader scope of LCA coverage. Other significant contributors to overall emissions included grinders, which maintained a relatively stable share year-on-year, and ovens, whose combined emissions (complete and partial LCA) remained consistent, with a slight shift toward products with more complete impact data. Categories such as Drip Coffee Machines, Kettles, Sandwich Press & Grill, Slow Cookers, Toasters, and Microwaves represented smaller proportions of emissions individually, but collectively remain material in shaping the overall footprint. The "Others" category consistently contributed just under 20%, representing a diverse set of lower-volume products not disaggregated here but still relevant to our emissions profile. These insights will inform future emissions reduction efforts, with a particular focus on the Espresso, Oven, and Grinder categories where the greatest opportunities for impact have been identified.

Graph: YoY BRG Group Scope 3 product related emission distribution per product category, captured in MT CO₂eq.



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ESG Report continued

1. Sustainability – ASRS Climate update continued

The BRG Group design and engineering teams are continually working to optimise the strength and weight of materials used in our key machines to reduce material consumption whilst maintaining desired quality, using Finite Element Analysis (FEA), Computational Fluid Dynamics (CFD), Design for Manufacturing studies (DFM), as well as Failure Mode and Effect Analysis tools (FMEA).

To complement this approach, the BRG Group R&D team has completed the discovery phase of its Forever Project with the objective of identifying the most impactful design changes BRG Group could undertake to materially reduce the per unit carbon impact (Scope 3 emissions) of the products it designs and engineers. This phase of the project was undertaken by the strategic business unit of Design and Innovation known as 'deep dive', which is responsible for many of the innovations in our award-winning products.

The primary consideration of the Forever Project was to examine how circular economy principles could deliver sustainable outcomes for the environment whilst delivering elevated customer experiences and ongoing strong commercial growth. The Forever Project resulted in several promising avenues that were reviewed for priority, investment and action. An initial project has been placed into the next phase of the innovation funnel, the exploration phase.

Material usage emissions impact can also be reduced by extending the lifecycle of our products. Breville|Sage already sells key spare parts, filters, and cleaners for our most popular appliances to help extend their lifecycle. Baratza grinders are explicitly designed to be user repairable and repairability is a key part of the Lelit brand identity and driver of consumer choice. In core Breville|Sage ranges a 'serviceability index,' has been introduced, to track and encourage repairability as a design criterion in new products.

The impact of Scope 3 emissions far outweighs that of BRG Group Scope 1 and 2 emissions, so whilst we will work towards net zero carbon emissions for Scope 1 and 2 with less reliance on carbon offsets, the largest priority for BRG Group remains Scope 3 targeted reductions.

3. Supply chain diversification roadmap (SCDR Scope 3)

BRG Group tactically holds significant finished goods inventories in its various end consumer markets to mitigate any short-term disruption to its supply chain, be it climate or other factor related.

BRG Group sources most of its products from long-term manufacturing partners, although its Lelit brand is made in-house in Brescia, Italy. Before FY25 BRG Group's manufacturing partners were concentrated in southern China, which although it benefited BRG Group, and partners through manufacturing scale, represented a risk in terms of location concentration to both climate and geo-political factors. In response to rising geopolitical uncertainties, as well as climate vulnerability, BRG Group during FY25 actively, and rapidly, accelerated the diversification of its manufacturing footprint outside of southern China. In partnership with its long-term manufacturing partners, 120V product, or product made for the Americas market, is being moved to locations in Mexico, Indonesia, Vietnam and Cambodia. This relocation will continue through FY26 with an initial target to move 90% of Americas production value, or ~40-45% of total BRG Group production value, to these new locations. The Mexico project has been running for some time, but alongside the new locations, it was significantly accelerated

in FY25. The majority of 240V production, or approximately half of BRG Group production value will remain in Southern China at this time.

The diversification of BRG Group's manufacturing / sourcing locations will increase the Group's resilience to both geopolitical and climate-related shocks as well as in the case of Mexico reducing emissions associated with long-distance freight.

Key manufacturing locations will include:

- **Europe:** Manufacturing capabilities in Italy through the Italian-based Lelit operations, and strategic collaboration with Nespresso in Europe.
- **Mexico:** Development of a broad-based production capability to support the North American market for Breville-branded products.
- **Southeast Asia:** Diversified manufacturing footprint across Indonesia, Cambodia, Vietnam, initially focused on 120V Americas production, but potentially providing backup for 240V China facilities.
- **China:** Retained as key manufacturing base for APAC and EMEA with some ability to provide back up for America's volume

The diversified footprint will not initially include built-in spare capacity, but it adds optionality if any location is impacted by a climate or geopolitical event. A diversified manufacturing footprint diversifies both climate and geopolitical based risks and makes commercial sense now BRG Group has grown in scale over the last few years.

Table: Adaption Plan Progress

Plan	Progress	
	Quantitative	Qualitative
100% of ANZ packaging to be reusable, recyclable or compostable by EoFY25	100%	ANZ EPS-free during FY25. Majority of legacy products moved to Brown Box. All new products launched with Brown Box. Roll out globally by EoFY30.
Robust auditable Scope 3 measurement methodology in place allowing ASRS compliance and fact-based prioritisation of reduction initiatives.	90%	20% of products sold in FY25 have been assessed using a Life Cycle Analysis. Scope 3 product emissions estimated and reported as 3,045,679 MT CO ₂ eq. including biogenic carbon for FY25. Total scope 3 emissions estimated and reported as 3,273,664 MT CO ₂ eq. including biogenic carbon for FY25.
Increase the climate-resilience and region sensitivity of the supply of finished goods	20%	Support region-sensitive supply of finished goods. Investment in Mexico, Indonesia and Cambodia is well underway, and to a lesser extent but developing quickly, Vietnam, for 120V goods.

Directors' report continued

Operating and financial review continued

ESG Report continued

1. Sustainability – ASRS Climate update *continued*

1.3 Risk Management

Processes and policies

BRG Group's operations expose the Company in 101 countries to a variety of climate-related risks among others. Several climate-related processes and policies were cited in Governance 1.1. This section provides an opportunity to expand on the risk management matrix underpinning the climate-related materiality assessment report among others detailed further in Strategy 1.3.

BRG Group has a risk management matrix (RMM) tailored to BRG Group's business which is used to identify, assess, prioritise and monitor risks and opportunities. Like the ARC, the CMA taskforce considers risks and opportunities along a 5 by 5 likelihood to impact axis to support cohesive integration and alignment. The ARC is responsible for the Group-wide RMM and reviews it and its contents at each meeting.

Environment is one of six categories captured and managed by the ARC in consultation where needed with climate-related stakeholders like the SComm, ESC and CMA taskforce. Climate-related stakeholders convey information from their respective channels via the SComm no less frequently than the SComm meeting schedule.

The RMM underpins the climate-related materiality assessment. The assessment report comprises the climate resilience assessment, climate-scenario analysis, and risk and opportunity identification, by the CMA taskforce. This approach improves consistency and alignment with the broader scope of risk and opportunities BRG Group has. It also improves BRG Group's ability to distribute the right level of knowledge and resourcing to current and potential climate-related vulnerabilities as they arise with tailored adaption and transition planning, metrics and targets, and performance management.

Identifying climate-related risks and opportunities

In FY25 the CMA taskforce again completed a risk and opportunity identification exercise in view of incoming ASRS1 and ASRS2 obligations and the outlined low and high global warming scenarios (as detailed in Strategy 1.2). Our approach has evolved year on year but is not a new undertaking. BRG first completed and reported climate risks & opportunities identification in FY21, and then climate resilience assessment and climate-scenario analysis in FY24, both in line with frameworks provided by the Task Force for Climate-related Financial Disclosures (TCFD). This year builds on the TCFD approach as we prepare for ASRS compliance.

1.4 Metrics and targets

The disclosures in this section demonstrate BRG Group's performance in relation to its climate-related risks and opportunities, including progress towards all current climate-related targets.

Climate-related metrics

The climate-related metrics, emission factors and scenario analysis presented in this Annual Report have been prepared in good faith for the purposes of complying with the Australian Sustainability Reporting Standards ASRS 1 *General Requirements for Disclosure of Climate-related Financial Information* and ASRS 2 *Climate-related Disclosures*, as issued

by the Australian Accounting Standards Board in September 2024. All figures rely on internal methodologies, third party lifecycle data sets, grid emissions databases and forward-looking assumptions that are inherently subject to estimation uncertainty, data availability constraints and future changes in technology, policy and market conditions. Consequently, Scope 1 and Scope 2 results should be regarded as best estimate approximations, and Scope 3 as indicative approximations, rather than precise measurements; they are unaudited, may differ materially from actual outcomes and are not necessarily comparable with disclosures made by other entities. Scenario analyses are illustrative in nature and do not constitute forecasts or guarantees of future performance.

Measurement approach

In FY25, BRG Group transitioned to IsoMetrix as our emissions data platform, marking a significant advancement in the accuracy and auditability of our emissions reporting. This new system enables the use of region-specific emissions factors rather than broad global estimates, allowing for a more precise and granular calculation of our greenhouse gas (GHG) emissions across all scopes. While our FY24 methodology relied on global emissions factors and reported Scope 3 emissions solely for product-related categories, our FY25 reporting encompasses all 15 categories of the Greenhouse Gas Protocol (GHGP). Additionally, in FY24, emissions estimates were derived using life cycle assessments (LCAs) conducted on 16 products, extrapolated based on total annual revenue. In contrast, FY25 estimates leverage both internal LCA data and aggregated market data, calculated on a per-unit-sold basis. Although estimations remain part of our approach, the FY25 methodology reflects a more robust and comprehensive framework. To ensure consistency and improve comparability over time, BRG Group has also retrospectively recalculated FY24 emissions using the updated FY25 methodology.

Inputs

Scope 1 and 2 Emission Inputs

Scope 1 and 2 emissions data is collected through vendor reports sent to the BRG Group accounts payable team. Where usage data is included, this is used to calculate accurate emissions. In instances where usage data is not available, an estimate is determined based on the dollar amount spent for the service.

Scope 3 GHG Emission Inputs

- For Scope 3 collation BRG Group uses both direct physical data and spend.
- *Products*: BRG Group use detailed BOMs to complete an LCA for all products. Product emissions are calculated using a cradle to grave model. For those products which do not have a completed LCA, an estimate for the categories of products that BRG Group sell has been used.
- *Goods and Services*: Emissions arising from goods and services relating to products are factored into the product emissions. All other goods and services are calculated using total spend.
- *Capital Goods*: Emissions arising from the purchase of capital goods are calculated using total spend.
- *Upstream Transportation and Distribution*: Emissions determined through LCA.
- *Waste Generated in Operations*: Emissions arising from waste generated in BRG Group offices are calculated using weight data where available, for locations without weight

Operating and financial review continued

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1. Sustainability – ASRS Climate update continued

data emissions are calculated using total spend.

- *Business Travel*: Emissions arising from business travel are calculated using total spend.
- *Employee Commuting*: Emissions arising from employee commuting are calculated using total km per employee.

A survey is sent annually to ensure accurate data.

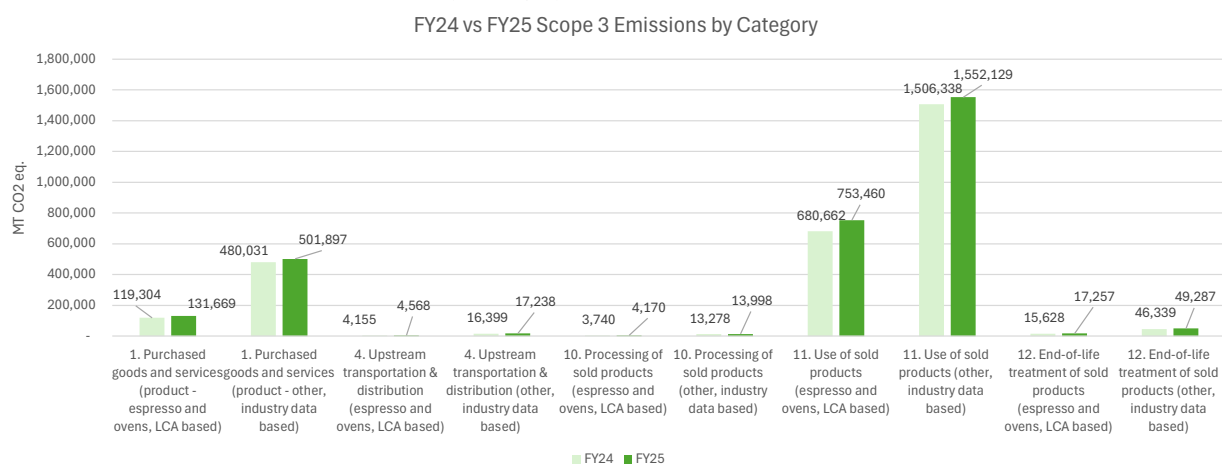
- *Downstream Transportation and Distribution*: Emissions determined through LCA.
- *Processing of Sold Products*: Emissions determined through LCA.
- *Use of Sold Products*: Emissions determined through LCA.
- *End of Life Treatment of Sold Products*: Emissions determined through LCA.

Table: Absolute gross greenhouse gas emissions generated during FY25

Type	FY24	FY25
	MTCO ₂ -e	MTCO ₂ -e
Scope 1 & 2		
Market based method	-	-
Location based method	1,116	912
Scope 3		
1. Purchased goods and services (non-product related)	-	226,042
1. Purchased goods and services (product - espresso and ovens, LCA based)	119,304	131,669
1. Purchased goods and services (product - other, industry data based)	480,031	501,897
2. Capital Goods	-	-
3. Fuel and energy related activities	-	5
4. Upstream transportation & distribution (espresso and ovens, LCA based)	4,155	4,568
4. Upstream transportation & distribution (other, industry data based)	16,399	17,238
5. Waste generated in operations	-	370
6. Business travel	-	811
7. Employee commuting	-	762
8. Upstream leased assets	N/A	N/A
9. Downstream transportation & distribution	*All transportation accounted for in category 4	
10. Processing of sold products (espresso and ovens, LCA based)	3,740	4,170
10. Processing of sold products (other, industry data based)	13,278	13,998
11. Use of sold products (espresso and ovens, LCA based)	680,662	753,460
11. Use of sold products (other, industry data based)	1,506,338	1,552,129
12. End-of-life treatment of sold products (espresso and ovens, LCA based)	15,628	17,257
12. End-of-life treatment of sold products (other, industry data based)	46,339	49,287
13. Downstream leased assets	N/A	N/A
14. Franchises	N/A	N/A
15. Investments	N/A	N/A
Total Scope 1, 2 and 3	2,886,988	3,274,576

Note: BRG Group commenced Scope 3 emission reporting in FY24.

Graph: Comparison of Scope 3 emissions by Category between FY24 and FY25 where comparison available.



Directors' report continued

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ESG Report continued

1. Sustainability – ASRS Climate update *continued*

Climate-related targets

BRG Group has reviewed, adjusted, aligned and committed to the following climate-related targets based on extensive analysis and consideration. The targets may be categorised into five key areas: Decarbonisation, Waste Elimination, Material Restrictions, Emissions Measurement and Climate Resilience (supply chain).

Table: Climate-related targets comprising progress metric, objective, milestones and target type

Target	Metric used to set & monitor process against target	Objective (mitigation, adaption or conformance)	Milestones	Absolute target or Intensity target
Decarbonisation				
BRG Group to be net-zero from 2025 for scope 1 and 2 emissions	% of Scope 1 and 2 emissions not eliminated or offset	Mitigation: Reduce scope 1 and 2 emissions from non-renewable sources. For those emissions that are not yet avoided, purchase carbon offsets to achieve neutrality.	Carbon neutrality by EoFY25	Absolute target
Increase use of Thermojet technology in espresso machines	% of espresso appliance sales which utilise ThermoJet Tech (since 2020)	Mitigation: Reduce scope 3 emissions arising from the consumer use phase by implementing the more energy efficient ThermoJet.	75% of espresso appliance sales utilise ThermoJet Tech by EoFY26	Intensity target
Waste elimination				
All organic waste generated at BRG Group HQ to be diverted from landfill	% organic waste diverted from landfill	Mitigation: Eliminate scope 3 emissions arising from organic waste in landfill.	All organic waste diverted by EoFY28	Absolute target
Expand recyclable waste stream initiative globally	% waste diverted from landfill	Mitigation: Reduce scope 3 emissions arising from recycled waste being sent to landfill.	Torrance, USA office and warehouse to BRG Group HQ benchmark by EoFY26	Intensity target
Material Restrictions				
Eliminate the use of EPS from packaging (Stage 1, ANZ)	% of product packaging with unnecessary plastics	Adaption: No EPS are used in BRG Group product packaging.	All EPS removed from BRG Group packaging by EoFY25	Intensity target
Emissions Measurement				
Robust auditable measurement of all BRG Group emissions	% of GHGP emission categories unmeasured	Adaption: Robust measurement of all emissions will provide the necessary data to make informed decisions regarding project prioritisation.	100% of GHGP categories captured in FY26 annual report	Absolute target
Climate Resilient Supply Chain				
Gain upstream input transparency and control	% of SEDEX assessments	Adaption: Increase transparency and control of upstream actors and inputs contributing to product BOM to support more resilient outcomes.	SEDEX incl. 75% by annual spend on supplier by EoFY26	Intensity target
Diversified, region-sensitive & proximate for regions	% of FOB of finished goods diversified outside China	Adaption: Diversify finished goods locations for major theatres to mitigate climate-related disruption to legacy finished goods location.	40% of FOB of finished goods by EoFY28	Intensity target

Operating and financial review continued

ESG Report continued

1. Sustainability – ASRS Climate update continued

Notes to the Sustainability Report

Approach to measuring GHG emissions

Emissions Factors

The source of an emission factor must be accessible, reasonable, and measurable relative to the reporting needs of BRG Group. Therefore, BRG Group prioritises the use of emissions factors relative to the site location foremost, and then by country, region, theatre, and globally, in that order.

Table: Source of emission factors for FY25 modelling.

Geography	Source of emissions factors
APAC	DEFRA, ANGA
Americas	US EPA, ECCC
EMEA	DEFRA

Assumptions BRG Group uses to measure its GHG emissions

Scope 1 and 2

- BRG Group endeavours to measure scope 1 and 2 emissions using invoices containing usage data wherever possible.
- For those offices that do not receive usage data, BRG Group use a combination of office size, comparing with BRG Group offices of a similar size and researching average usage in each region to estimate the total usage of the site for the various contributors to scope 1 and 2 emissions.

Scope 3

- Life Cycle Analysis assumptions
 - Products are used for 7 years before disposal
 - Emissions impact of electricity consumption matches the average electricity matrix of the theatre in which the product was sold
 - Ovens' usage frequency is explicitly modelled on the patterns we observe from our connected oven data
 - Espresso machines are used to make an average of 10 lattes per week, every week of ownership, for all users
 - Products are transported by road and sea travel from Shenzhen to our in-market warehouses
 - 1,000km of further road transport occurs from warehouse to the consumer's home
 - All paper packaging waste is recycled, and plastic packaging waste is sent to landfill; and
 - At their end of life, all products are sent to landfill, with 150km of road transport (despite recycling options)
- For espresso and oven appliances without an internal LCA, emissions have been estimated using category-level averages derived from internal LCA data. Any internal LCA assumptions apply in kind.

- For product categories that have not yet undergone an internal lifecycle assessment (LCA), we have utilised aggregated market data to estimate environmental impacts. These estimates are based on the same core assumptions applied to our ovens and espresso machines—specifically in relation to product lifespan, transportation, and end-of-life treatment. Data sources include, but are not limited to, the International Energy Agency (IEA), the U.S. Environmental Protection Agency (EPA), and the EcolInvent database, ensuring a robust and credible foundation for our modelling.

2. Ethical sourcing – human rights and modern slavery

Ethical procurement

BRG Group conducts its business in a socially responsible manner. This includes upholding consistently high ethical standards in our procurement decisions and processes. The consumer facing nature of BRG Group, and the importance of this issue to our stakeholders ensures that this is a key focus issue within our operations.

The BRG Group Ethical Sourcing Policy sets out requirements for our manufacturing partners and sub-contractors including compliance with the protection of human rights and all local and international labour and employment laws and generally ensuring a safe and fair work environment. All suppliers are required to sign and are held accountable to adhere to this policy. Ensuring compliance with the policy, and the highest ethical standards, is the responsibility of the BRG Group Chief Operating Officer, who also manages the overall commercial relationship with suppliers, supported by BRG Group General Manager Quality who has frequent interaction with the suppliers via their QA team and procedures.

Human rights and modern slavery

BRG Group respects and upholds the Universal Declaration of Human Rights through its sound business activities. Our suppliers, bound by our Ethical Sourcing Policy, are required to do likewise to partner with us. This includes upholding the following human rights in their operations:

- Freedom from discrimination
- Freedom from slavery or servitude
- Freedom of movement
- Freedom of expression
- Freedom of thought

BRG Group's Code of Conduct for employees is predicated on the same principles. BRG Group is bound by the requirements of the Australian Modern Slavery Act 2018 (Cth), the United Kingdom's Modern Slavery Act (2015), the California Transparency in Supply Chain Act 2010 and Canada's Fighting Against Forced Labour and Child Labour in Supply Chains Act. BRG Group's Modern Slavery Act Statement is published on our website <https://brevillegroup.com/corporate-governance/> and the Australian government platform. The actions BRG Group is taking to identify and address modern slavery and human trafficking risks in our operations and supply chains corroborates our commitment to our Ethical Sourcing Policy.

Directors' report continued

Operating and financial review continued

ESG Report continued

2. Ethical sourcing – human rights and modern slavery *continued*

The nature of BRG Group manufacturing, requiring high end, well trained and skilled assembly, rather than low skilled transitory labour, reduces the likelihood of any zero tolerance violations such as forced or child labour issues. There is, however, no complacency on this risk. Frequent onsite visits provide visible reassurance that standards are being applied in practice, which we then systematically confirm through independent audits conducted by SMETA.

BRG Group's products are largely manufactured in the Shenzhen area of southern China with long-term manufacturing partners, many of whom we have partnered with for well over 20 years. Our long-term relationships with our partners are collaborative in terms of bringing innovation projects to commercialisation. This fosters a close understanding of each other's businesses. BRG Group represents a significant part of several of our manufacturing partners' businesses, giving us influence over adherence to expected standards. The current program of diversification of our manufacturing base out of China is being implemented in partnership with our existing suppliers, who are accustomed to our ethical sourcing standards, and are signatories of our Ethical Sourcing Policy. These standards apply to the new locations in Indonesia, Mexico, Vietnam and Cambodia as much as they do to our existing Chinese locations.

We aim to give BRG Group suppliers reasonable advanced visibility of future volumes and pricing to avoid the types of business pressures that may encourage unethical behaviour. The BRG Group portal allows suppliers to view future purchase orders by SKU for a rolling one-year period, enabling our suppliers to have adequate lead time to scale production up and down, including the scheduling of labour. In addition, fair pricing is continuously monitored throughout the fiscal year by measuring currency, commodities, and capacity utilisation.

BRG Group regularly visits our partners' plants and obtains direct reassurance of how the plants are run. The engineering teams make frequent visits to the plants during the commercialisation phase on innovation projects. BRG Group's Chief Operating Officer and operations teams normally make plant visits 3-4 times per annum to review operational plans and, critically, our quality assurance teams make plant visits on a weekly basis to quality assess and release production batches.

These visits are both frequent, and at times, unscheduled. BRG Group continues to engage with IAST (Investors Against Slavery and Trafficking) on training / awareness materials to help increase the effectiveness of these engineering staff visits in identifying potential human rights issues, even if that is not the primary purpose of the visits.

To support our regular internal observations, BRG Group commissions SMETA Audits (SEDEX Member Ethical Trade Audits) conducted by AACs (Affiliate Audit Companies) which comprehensively cover four pillars: labour standards, health and safety, the environment and business ethics. As BRG Group transitions toward a more geographically diversified manufacturing and supply chain structure, we endeavour to extend our current oversight into our existing manufacturing partners and any new partners moving forward. This includes baseline auditing of partners with auditing at regular intervals.

In FY25, 20 audits were completed, covering a total of 70% of BRG Group's total annual order volume. These audits comprise of both those commissioned by BRG Group, along with those available to us on the SEDEX platform as part of our ongoing membership. Please refer to the table below.

FY2025 SMETA Audit Scorecard	Annual issues reported	
	FY24	FY25
Audits Completed	21	20
Zero Tolerance	0	0
Critical Issues	12	5
Other Issues	96	62
Total Issues Raised	108	67

Detailed audit reports and findings from the SMETA audits are received and reviewed by the General Manager Quality and COO. The severity of any non-compliance, and hence rating of the vendor, is reviewed, and any that do not meet our internal 'baseline' standard are placed into a 'below standard' category and are actively monitored until the non-compliance is addressed. Issues are resolved both through direct engagement with the manufacturing partner and SMETA follow up. Remediation is monitored by the General Manager Quality, with escalation to the COO, if necessary, until satisfactorily remediated. BRG Group continues to work closely with our suppliers to address non-compliances found in the FY25 audits. At the date of this report two of the five critical issues have been resolved, with three more under remediation, and subject to re-audit in September 2025, when we expect them to be closed. Progress on critical issues is part of the Board monthly Safety Report.

A zero-tolerance matter such as modern slavery would result in us severing the relationship. As a matter of policy, BRG Group, and its supplier base, do not source products or components from the Xinjiang region.

All finished goods we are selling under Breville|Sage brands in the European Union, UK, and South Korea also comply with European RoHS legislation banning substances of concern. Furthermore, the Group ensures all parts and materials meet the food contact safety / REACH requirements.

3. Product Quality and Safety including Product Recall

BRG Group's reputation with consumers for innovative, high quality and safe products underpins our sustainable growth. To protect this hard-earned reputation, BRG Group adheres to rigorous quality standards during design and production and has clear consumer focused protocols for product recalls.

BRG Group has a comprehensive quality regime to ensure that its products are safe and compliant with all labelling requirements. In addition to fulfilling all compliance and regulatory standards on product safety in our various markets, we implement additional safety requirements that exceed our legislative obligations. Rigorous safety standards are a critical marker of our approach to product development.

Operating and financial review continued

ESG Report continued

3. Product Quality and Safety including Product Recall continued

In approving all new products, we use the European Union's Rapid Exchange of Information System (RAPEX) analysis to estimate severity of harm and the related probability of occurrence of harm for any failure point of a product. This allows us to better understand the impact of potential product failures on our customer base and how to rectify / design these out of the product before they occur. BRG Group also maintains a rigorous Quality Assurance and Control program for our products that includes Pre-Shipment Inspection (PSI) of products before they leave the factory, as well as System and Process audits. A zero-tolerance approach to quality and safety within the Quality Assurance and Control programs gives us a high degree of confidence that the products shipped and sold to customers are free from safety-related defects. Our quality team is in our partners' factories daily qualifying the manufacturing processes and products before shipment.

The BRG Group General Manager Quality also monitors all returns and warranty claims, as well as any specific customer complaints, to identify and rectify any quality issues and identify any trends in quality. These are reported to the CEO and CFO monthly or immediately in the case of a serious issue.

Customer safety is a non-negotiable core responsibility of BRG Group

For any alleged or actual injury to a consumer sustained through using a BRG Group product, we follow the ACCC guidelines (or relevant regulatory framework in the affected market). If our customer care team receives a claim that a product has caused an injury requiring third party medical treatment, we lodge it with regulators within two days of notification. If later investigations show that treatment did not result from product failure, we contact the regulator, and the report is rescinded.

Product failures caused by the manufacturing process or components are treated on a case-by-case basis. If a pattern is identified, we contact the regulator that issued the approval certificate to discuss the matter where appropriate.

Product recall

If potential for harm, arising from a BRG Group product, is identified, then a recall protocol may be triggered and recall procedures appropriate in each territory are started. These are accompanied by a vigorous all channel consumer communications approach.

The last product recall was on 7 November 2016.

All historic product recalls remain online on key websites and can be viewed at:

- <https://kambrook.com.au/pages/recall>
- <https://www.breville.com/au/en/support/Recall.html>
- <https://www.productsafety.gov.au/recalls>

4. Community relations

4.1 Community engagement

BRG Group recognises that the health and wellbeing of the communities we serve is directly linked to ongoing success of our business. In FY25, we partnered with several not-for-profit organisations on a range of initiatives including:

STEPtember – in support of the Cerebral Palsy Alliance, 278 employees undertook 67,141,444 steps and raised \$25,988.

- *Reconciliation Week* – hosted a morning tea and storytelling session at our head office to share indigenous food culture.
- *Clean Up Australia Day* – employees volunteered their time to clean up the corporate park where our head office is located.
- *Volunteer Day Policy* – employees are encouraged to spend one day per year to support local charities of their choice.

BRG Group refrains from making any political donations and any engagement with its communities explicitly excludes those affiliated to any political cause.

4.2 Reconciliation Action Plan (RAP)

In FY25, we continued our efforts on reconciliation and engagement with the Aboriginal and Torres Strait Islander communities within Australia via our RAP, and the continued roll out of the Aboriginal Culinary Journey (ACJ) collection across the globe. Our charity partners, who receive 100% of our profits from the sale of the ACJ range, include the National Indigenous Culinary Institute, the 'Indi-Kindi Program' by the Moriarty Foundation and University of Technology Sydney (UTS) where we fund three scholarships, creating pathways for employment of Aboriginal Australians and Torres Strait Islanders in engineering, technology, and design. In FY25, we granted another scholarship at UTS in Design and have our two scholarship recipients in Business and Engineering lined up to begin internships at BRG Group in FY26.

Our progress is guided by an Advisory Council of elders and community stakeholders that provides the Breville RAP Working Group with advice and information on equity issues facing Aboriginal and Torres Strait Islander communities. More information on these initiatives can be found on the BRG Group corporate website, <https://brevilegroup.com/corporate-governance>.

5. Employee wellbeing

BRG Group promotes a safe, inclusive and healthy working environment for all employees, which we believe is core to our growth and sustainability as an organisation.

5.1 Diversity and inclusion (D&I)

BRG Group's approach to D&I is informed by its Diversity Policy published on our corporate website in the corporate governance section of the Company's website: <https://brevilegroup.com/corporate-governance>. BRG Group believes that diversity includes differences in perspectives, thoughts, interests, and ideas; and that inclusion means ensuring that all employees are valued, heard, recognised, engaged, and involved at work, and have opportunities to collaborate, contribute, and grow professionally in line with our business objectives. BRG Group works towards gender balance through:

- representation of women on the Board;
- representation of women in Senior Executive roles including succession planning;
- issuance of the BRG Group equal opportunity statement to recruiting agencies;
- explicit requirement of recruiting agencies to provide a gender balance in shortlisted candidates for interview; and
- flexible working arrangements where operationally appropriate.

Directors' report continued

Operating and financial review continued

ESG Report continued

5. Employee wellbeing continued

BRG Group complies with the (Australian) *Workplace Gender Equality Act*, which requires the submission of an annual report on gender diversity practices and metrics. We do not tolerate any form of discrimination across our diverse employee community.

Globally in FY25, the BRG Group Board was 33% female (or 37.5% of Non-Executive Directors) at the beginning of the year, and increased to 37.5% female (or 42.9% of Non-Executive Directors) by the end of the year. The percentage across the whole organisation was 48%, with managerial roles at 35% percent and senior executive roles at 33%.

Our Diversity and Inclusion program provides continual recognition and educational activities including:

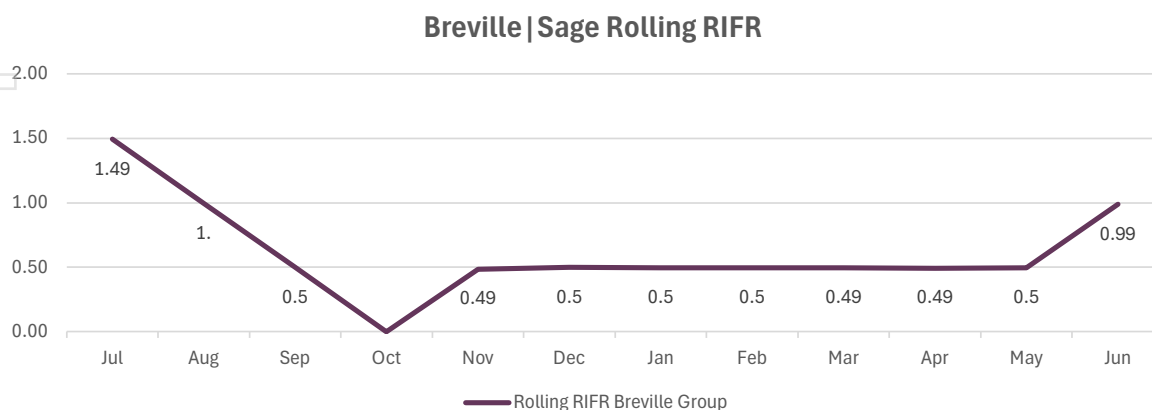
- *International Women's Day* – Video created interviewing inspiring female leaders within BRG Group along with a global collection of employee stories, quotes and reflections on an interactive whiteboard to share inspiring women to them.
- *Diwali, Eid and Lunar New Year* - office celebrations and education opportunities.
- *World Day for Cultural Diversity* – office celebrations with employees bringing in dishes representing their culture.
- *Men's Health Week* – personality Steve Willis delivered a talk on the importance physical and mental health.
- *Nova Employment Services* – BRG Group partners with Nova to help people living with a disability find employment.

While we do not maintain specific quotas for individual facets of diversity, we continue to apply principles of equity and social justice to achieve equal employment opportunities for talented individuals of all backgrounds and cultures. We celebrate achievements and we endeavour to promote continued improvement. Our approach to Board diversity is noted in Section 6.1 below.

5.2 Health, safety and wellbeing

A healthy and safe workplace is critical to our ongoing success as a growing business, and we strive for continuous improvement and consistency in our wellbeing and safety practices. A Group Health, Safety and Environment (HSE) Advisor oversees our global HSE systems, procedures, and compliance. The Workplace Health and Safety Committee (WHSC) is accountable for BRG Group's health and safety standards, rules, and procedures.

Graph: Recordable injuries per million hours worked



In FY25, BRG Group employees worked 2,023,945 hours with 2 recordable injuries, one of which was a lost time accident. The Board receives monthly updates on key incidents and initiatives as well as safety KPIs.

BRG has an internal health and wellbeing program, branded 'Nourish', with FY25 initiatives including the following:

- *RUOK? Day* – presentation from Jazz Thornton - a New Zealand mental health activist, author, speaker, and filmmaker.
- *BRG Group Day* – a day off for all employees globally, to spend time with their friends and family free from work interruption.
- *Mental Health First Aiders* – mental health first aid training delivered through Mental Health First Aid Australia.
- *Flu Vaccinations* – on site free influenza vaccinations for employees.
- *Women's Health Week* – Online Webinar presented by Monash IVF on Fertility for both Women and Men.
- *Men's Health Week* – Fitness Session and talk from Steve Willis - "Commando Steve" who is one of Australia's most recognised and well-respected fitness advocates.
- *Private Health Insurance* – for Australian based employees we have partnered with Medibank Private offering discounts on Private Health Insurance premiums.
- *Employee Assistance Program (EAP)* – all global employees and their families now have access to EAP services.

To promote work-life balance, BRG Group offers:

- *Flexible Work Policy* – allowing greater choice around work locations and hours and part-time employment.
- *Technology* – allowing greater flexibility of work locations, supporting work efficiency without compromising personal time.
- *Paid Parental Leave* – 12 week paid parental leave in countries where this is not already provided by the state.
- *Summertime Hours* – allowing extended hours during the week and an earlier finish on a Friday.

Operating and financial review continued

ESG Report continued

6. Corporate Governance

BRG Group is committed to high standards of corporate governance and delivers this through culture, demonstrated behaviours, effective risk management systems and policy.

BRG Group's governance framework is supported by its constitution, Board and committee charters and a suite of group governance policies, statements and guidelines which are available in the corporate governance section of the BRG Group website <https://brevillegroup.com> and are listed in the Corporate Governance Statement on page 58.

All documents within the Group governance framework are reviewed and refreshed periodically, having regard to legal and regulatory requirements, BRG Group's operating environment and best practice governance standards.

6.1 Board independence and diversity

BRG Group maintains a majority independent Board and is steadily evolving its composition to benefit from diversity in all its forms.

The percentage of women on the Board at the beginning of FY25 was 33%, or 37.5% of Non-Executive Directors, and increased to 37.5%, or 42.9% of Non-Executive Directors, in November 2024 following the retirement of Peter Cowan. For an outline of the relevant skills, experience and expertise held by each Director in office at the time of writing, please refer to pages 12 and 13 of the Directors' report.

The Board regularly assesses the independence of each of its Non-Executive Directors in accordance with its 'Policy on the Independence of Directors'. Timothy Antonie, the Chair of the Board, and Sally Herman, are not independent due to their affiliation with a major shareholder. Lawrence Myers, Deputy Chair, is the Lead Independent Director. The members of the PPRNC and the ARC are all considered to be independent. The SComm has a majority of independent Directors.

More detailed information regarding the Board's structure and composition, including Director independence, is included on pages 58 to 63 in the Corporate Governance Statement.

7. Corporate Behaviour

The BRG Board encourages a positive corporate culture across the Group valuing honesty, openness and integrity. This is reinforced through visible leadership, policies, and a demonstrated risk appetite including zero tolerance issues.

The Company's published values are represented in the acronym, **CREATE** which can be seen in the "About" section of the corporate website <https://brevillegroup.com/our-values/>. They are also detailed in the Corporate Governance Statement on page 61.

7.1 Anti-bribery and corruption, and whistleblowing

The high standards of ethical behaviour expected across the Group are laid out in the Code of Conduct, available at <https://brevillegroup.com/corporate-governance>.

Bribery and corruption is a 'zero tolerance' issue and unacceptable under all circumstances. The Anti-bribery and Corruption Policy and Code of Conduct prohibit all BRG Group personnel from engaging in any activity that constitutes bribery or corruption or involves improper inducements or payments.

In addition, BRG Group has a Whistleblower Protection Policy, which seeks to ensure the safety and appropriate protection from recrimination of any eligible person reporting a breach of the abovementioned corporate conduct policies.

7.2 Cyber security and data privacy

The cyber security and data privacy threat environment is dynamic. Cyber-crime-for-profit appears to escalate every year.

In response our Technology Services (TS) team continues to work to strengthen our cybersecurity and privacy programs globally, including alignment with the NIST Cybersecurity and Privacy frameworks. We have established cross-country governance bodies for both Cybersecurity and Privacy to support and guide the technical services team in this challenge.

All BRG Group staff are required to complete an annual cybersecurity awareness training with specific security training for our software development teams globally. The TS team continue to test overall security awareness via planned phishing campaigns identifying weaknesses and opportunities for further training.

In FY25 we completed several rounds of penetration testing, vulnerability assessments, PCI audits and external reviews of some of our key environments to assess their ongoing security readiness.

With respect to personal data, our privacy platform (OneTrust) is used to map data relationships across our systems and to meet the ongoing compliance obligations around the world. This platform allows us to track and respond to privacy queries from consumers and partners and act accordingly.

Cyber security and data privacy remain areas of continual vigilance for BRG Group.

7.3 Policy availability

Group policies, including those referred to in this ESG Report, are publicly available in the corporate governance section of the BRG Group website (www.brevillegroup.com) and listed on page 58 in the Company's Corporate Governance Statement.

Directors' report continued

Operating and financial review continued

Risk management

The company's risk management approach is discussed in the Corporate Governance Statement on pages 62 and 63.

Dividends

The following dividends have been paid, declared, or recommended since the end of the preceding year.

	Cents per ordinary share	\$'000
Final FY25 dividend declared:	19.0	27,349
Dividends paid in the year:		
Interim FY25 dividend paid	18.0	25,910
Final FY24 dividend paid	17.0	24,469

Significant changes in the state of affairs

There were no significant changes in the state of affairs of the consolidated entity that occurred during the year that have not otherwise been disclosed in this report or the consolidated financial statements.

Annual General Meeting (AGM) and Director nominations

The Group currently plans to hold its Annual General Meeting (AGM) in person on 6 November 2025.

In accordance with the Company's constitution and ASX requirements, the closing date for the receipt of Director nominations from persons wishing to be considered for election is 17 September 2025.

Should the nomination of a person for election be made by a Director, the closing date for the receipt of nominations is 23 October 2025 (10 business days prior to the AGM).

Directors' interests

As at the date of this report, the interests of the Directors in the shares or other instruments of BRG Group were:

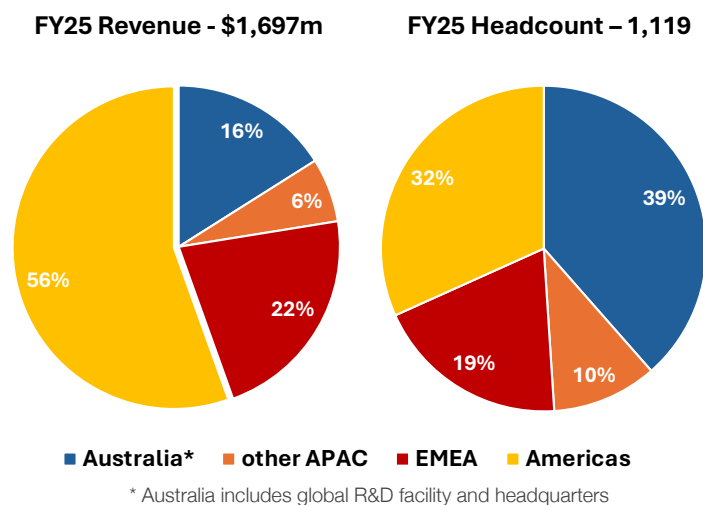
	Ordinary shares	Unvested rights
T. Antonie	43,791	-
L. Myers	63,000	-
T. Baxter	6,856	2,721
J. Clayton	277,903	692,912
S. Herman	50,629	1,360
D. Howell	50,000	-
T. Ryttilä	8,000	-
K. Wright	21,859	-

Remuneration report (audited)

The Directors are pleased to present the Group's Remuneration Report for the financial year ended 30 June 2025, which has been prepared in accordance with section 300A of the *Corporations Act 2001* and has been audited by PwC as required by section 308(3C) of the *Corporations Act 2001*.

1. Remuneration Framework

BRG Group is one of a small number of ASX 200 listed companies that derives the majority of its revenue overseas. In FY25, 84% of BRG Group's revenues were generated overseas. This percentage has increased significantly over the last ten years and the Directors expect this trend to continue given the significant international expansion opportunities in existing, and new, geographies. The Americas is by far BRG Group's largest market with 56% of total sales in FY25. As at 30 June 2025, 61% of BRG Group's employees were based overseas. This is again expected to increase as new market entries are expanded.



The People, Performance, Remuneration and Nominations Committee (PPRNC) reviews and recommends executive and employee remuneration arrangements to the Board each year. Our remuneration framework is designed to support the achievement of strategic goals and the sustained growth in shareholder value by adhering to our core philosophy of linking remuneration to performance.

To ensure sustainable growth over the medium to long term, BRG Group must continue to attract, retain and motivate high performing leaders and employees globally. A critical part of achieving this is ensuring our remuneration practices are locally competitive in each of our key markets – particularly in the United States, our largest revenue market where remuneration practices differ meaningfully from those in Australia, with a greater emphasis on variable and at-risk components including long-term incentives and substantial equity grants. To remain competitive in these markets, our reward strategies must align with local expectations and prevailing market norms.

From time to time, the PPRNC may engage external remuneration consultants to support this process

Key principles that guide the remuneration framework include:

Fair and competitive	Provide appropriate reward and package structures to attract and retain high calibre employees for an international and growing business. Market benchmarks are used, and include domestic and international peers, depending on the role being evaluated.
Simple	Clear, visible, and calculable reward linked to sustained Group performance and shareholder value creation. Wherever possible Executives will be aware of the status of their incentive achievement mid-period.
Aligned to strategy	Reward linked to achievement of strategic goals and sustainable performance of the Group.
Shareholder aligned	Reward explicitly linked to short and long-term shareholder value creation.
Sustained delivery	Reward balanced to optimise long, medium, and short-term performance.

In implementing its remuneration framework and ensuring proper oversight, the PPRNC:

- sets compensation to motivate and retain a high performing global team in line with shareholder interests;
- has regard to the remuneration structures within the geographic regions in which it is competing for talent;
- encourages an increasing level of Executive shareholdings, in excess of minimum shareholding guidelines;
- aligns interest of shareholders and Executives via increasing use of share-based payments;
- retrospectively discloses all performance hurdles and calculation of award and payments made to ensure transparency;
- encourages increased variability of pay linked to short and long-term performance;
- rewards sustained long-term performance; not just single year peak performance;
- utilises measurable and shareholder relevant targets; and
- retains Board discretion over the level of any award.

In establishing the remuneration arrangements each year, the Board and PPRNC specifically reviews the proportion of the fixed compensation and variable at-risk compensation (potential short-term and long-term incentives) and the percentage of share-based payments that the Executives are receiving.

The Board aims to steadily increase variable and at-risk remuneration, including share-based and longer-term performance-related remuneration.

Directors' report continued

Remuneration report (audited) continued

2. Linking pay to performance

The Group's remuneration principles and framework aims to align Executive remuneration to the Group's strategic and business objectives, sustained business performance and the creation of sustainable shareholder value.

The key measures that are used in Executive KMP incentive plans are measurable, verifiable, and well aligned to shareholder value creation.

- **Group Revenue** – A measure of the Group's success at growing the scale and scope of our operations. An auditable IFRS measure of marketplace success.
- **EBIT** – Earnings before interest and tax is a well-recognised measure of the Group's performance and ability to generate cash to fund growth and distribute dividends. It is well defined and measurable. EBIT is preferred to EBITDA given the strategic importance of investment in new product development and associated amortisation costs.
- **PBT** – Profit before tax is EBIT after accounting for the financing costs of the business and is also a well-recognised measure of the Group's performance and ability to generate cash to fund growth and distribute dividends. It is well defined and measurable, and in a period where the Group has a level of debt, it is an alternative to EBIT.
- **TSR** – Total Shareholder Return is a measure of share price appreciation, and dividends paid, expressed as a % of the opening share price. The Group measures both its own absolute TSR and its relative TSR, which compares BRG Group against a defined group of peers.
- **Strategic Priorities** – Objective measurement of the Group's success against Board approved pre-determined strategic priorities to generate long term sustainable growth.

Table 1 below shows the Group's revenue, profit, share price and TSR performance over the last 6 years since FY19.

Over these 6 years revenue has grown by 14.3% compound annual growth rate (CAGR) per annum and EBIT by 13.2% (CAGR), more than doubling across the 6 years.

STI has varied year by year with short term performance, but LTI has consistently been earned at high levels, showing a strong alignment between Executive reward and these strong long-term shareholder returns.

Table 1: Six Year Group Performance (\$m)

Year ended	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025
Group Revenue	760.0	952.2	1,187.7	1,418.4	1,478.6	1,530.0	1,696.6
Revenue Growth	17.5%	25.3%	24.7%	19.4%	4.2%	3.5%	10.9%
Revenue CAGR (6 Year)							14.3%
Group EBIT	97.3	97.7	136.4	156.4	172.0	185.7	204.6
EBIT Growth	12.0%	0.4%	39.6%	14.6%	10.0%	8.0%	10.2%
EBIT Growth CAGR (6 Year)							13.2%
NPAT	67.4	63.9	91.0	105.7	110.2	118.5	135.9
Earnings per share (cents)	51.8	48.8	65.8	75.9	77.2	82.7	94.4
EPS Growth	15.1%	(5.8)%	34.8%	15.4%	1.7%	7.1%	14.1%
EPS Growth CAGR (6 Year)							10.5%
Total dividends per share (cents)	37.0	41.0	26.5	30.0	30.5	33.0	37.0
Share price at 30 June (\$)	16.36	22.76	29.87	17.99	19.94	27.14	29.49
Share Price Change	40.8%	39.3%	31.2%	(39.8)%	10.8%	36.1%	8.7%
6 Year share price change							80.3%
1 Year TSR	44.0%	41.5%	32.6%	(38.8)%	12.4%	37.7%	10.0%
6 Year TSR							94.6%
Average STI as % Maximum Opportunity	76%	0%	100%	100%	58.2%	100%	100%
Percentage of Executive LTI performance rights that vested/will vest related to schemes maturing in the year	100%	100%	100%	91.9%	92.5%	100%	94%

Remuneration report (audited) continued

2. Linking pay to performance continued

FY25 Incentive Outcomes

STI award: 100%

STI for FY25 will be awarded at 100% of potential (pcp 100%). Under the Group scheme, STI is only funded after the target EBIT has been delivered in full. The design of the scheme ensures that shareholders are rewarded first. In FY25 target EBIT was set at \$203.5m representing 9.6% growth over the pcp. This was broadly in line with the top end of guidance given in February 2025 of 10% growth. A pre-STI EBIT of \$227.1m was achieved, or \$204.6m, post the 100% STI award of \$22.5m.

LTI vesting: 94%

A single tranche of LTI performance rights (FY23) were tested at 30 June 2025 and will vest at 94% in August 2025.

The targets for this tranche of rights were set in July 2022, when in response to the continuing uncertainty over relative asset values during the Covid pandemic the Board moved LTI targets for the FY22 and FY23 LTI grants to internal performance measures, in this case continued EBIT growth, to be delivered against an uncertain post-Covid demand environment.

Targets set for this tranche (FY23) were EBIT growth targets of 10% CAGR for maximum vesting and 5% CAGR for minimum vesting. 0% of rights to vest below minimum growth, 50% of right to vest on meeting minimum growth, and then a straight line pro rata up to 100% vesting for hitting maximum growth.

- FY25 EBIT was \$204.6m, representing a 3-year CAGR EBIT growth of 9.4%, with 94% vesting earned on a prorated basis.

Across the three-year performance period, a positive, but low revenue growth was achieved in FY23 and FY24 (when many of BRG Group's peers went backwards), followed by a stronger year in FY25. In this lower growth environment, operating expenses were carefully controlled whilst investment in the longer-term growth drivers of the business was maintained. A below maximum EBIT growth of 8% was delivered in FY24. In FY25 EBIT growth recovered to over 10%, but the costs of mitigating the US tariff impact, inhibited any over delivery and recovery to a 3 year 10% CAGR.

FY26 Incentive targets

STI FY26

- FY26 STI award will be 100% based on achievement of a pre-STI EBIT target with any STI funded from the over achievement of this target.

EBIT targets have been set with reference to the budget for FY26 for the Group. Given the uncertainty surrounding the impact of US tariffs, the budget and these STI targets, are set with an estimation of the most likely net tariff impact after taking into account the level of successful mitigation. Consistent with past practice, given the commercial sensitivity of the budget, and STI EBIT target, the targets will be fully disclosed on measurement, and testing, in the FY26 Remuneration report.

LTI FY26

- In line with the prior year, the LTI scheme will use the Board's preferred LTI measure of relative TSR, combined with two other targets, to capture business performance and delivery of the Group's strategic priorities.

The vesting of FY26 LTI performance rights will be assessed in June 2028 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 108 listed companies made up from the ASX200 less miners and banks (102 companies) plus 6 international competitors in the kitchen appliance sector.
- 30% of performance rights will vest based on achievement of 3-year business performance 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 FY25, 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. For reasons of commercial confidentiality, the PBT targets will be disclosed in arrears in the FY28 Remuneration Report. The Board has a track record of setting stretching profit targets as part of the Group's financial plan.

Directors' report continued

Remuneration report (audited) continued

2. Linking pay to performance continued

FY26 Incentive targets continued

- iii. 20% of rights will vest based on the level of progress against key strategic priorities as judged by the Board. Zero rights will vest for limited progress, 20% for good progress and a sliding scale between these two. Evaluation of the progress achieved will be based on both quantitative and qualitative measures in the following strategic priority areas:
- a. Sustained investment in the growth drivers of the business measured as an increasing percentage of revenue invested in New Product Development, Go-to-Market, Technology Services and Solutions over the three-year period from a base of 14.2% in FY25;
 - b. Progress with alternative sourcing to China measured as the volume of products sourced outside of China (e.g., Mexico, Asia, Europe) from a base of 16% in FY25;
 - c. 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% in FY25;
 - d. Acceleration of the solutions agenda measured as the success of key initiatives including beanz.com and Breville+; and,
 - e. 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 by 2028);
 - recyclability of packaging (measured as % of range using fully recyclable packaging);
 - marked progress on repairability and recyclability of products; and
 - maintaining net zero Scope 1 and 2 emissions from FY25 and making business sustainability led reductions in measured Scope 3 emissions.

The use of these 3 criteria is intended to deliver a balanced view of business progress, with the largest weighting linked to TSR.

Measurement – The PPRNC is responsible for assessing performance against KPIs and recommending the STI and LTI to be awarded each year to the Board. To assist in this assessment, the Committee receives detailed reports on performance from management that are based on independently verifiable, and in most cases, audited data. An external specialist is used to calculate and report on actual and relative TSR performance for use in LTI evaluation. In the event of fraudulent or dishonest misconduct, the Board reserves the right to deem any unvested rights to have lapsed.

3. FY25 CEO Remuneration Package

Jim Clayton joined Breville as CEO in July 2015 and joined the Board as Managing Director on 18th August 2021.

Mr Clayton has made an outstanding contribution to both business growth and shareholder value during his 10 years as CEO growing revenue, gross profit and EBIT every single year and the market capitalisation of the Group by over \$3bn (June 30, 2015 - June 30, 2025) as it has successfully geographically expanded, with international revenue growing from 61% of Group revenue in FY15 to 84% in FY25.

A new remuneration package was implemented for Mr Clayton in early FY25 with the details, and rationale, laid out in the FY24 Annual Report (see pages 34 to 36) and in the notice of meeting for the AGM held in November 2024. Following extensive shareholder conversations, good support was received for the Board's recommended position at the previous AGM. Resolutions recommending the adoption of the Remuneration report, the granting of share rights to the CEO and the approval of potential termination benefits for the CEO were all passed.

The Board is pleased to have received support from BRG Group's shareholders for an employment agreement that it considers appropriate to retain, reward and motivate a high performing global CEO.

Remuneration report (audited) continued

4. FY25 NED and KMP remuneration

Following a review of Board packages during FY25, and effective 1 July 2024, a number of incremental changes were made to the Director fees paid to the Group's Non-Executive Directors to ensure the Group remains market competitive.

The Director fees paid to the Board Chair were increased by \$35,000 to \$385,000 per annum.

The Directors fees paid to the two overseas Directors were increased by \$15,000 to \$190,000 per annum

The Director fees paid to the Chair of the Audit Committee and the Chair of the PPRNC were increased by \$10,000 to \$40,000 per annum. The fee paid to the Chair of the Sustainability Committee remained unchanged at \$30,000 per annum.

The Director fees paid to all other Board members were increased by \$15,000 to \$160,000 per annum.

No change was made to KMP Executive packages during FY25, but a review is being undertaken in FY26 to ensure appropriate retention and reward for the high performing Executive team.

5. Key management personnel (KMP)

KMP are the persons with authority and responsibility for planning, directing, and controlling the activities of the whole Group and comprise the Directors of the Group and certain Group Executive roles. As outlined in the FY24 Remuneration report (page 37 of the Annual Report) the roles designated as KMP were re-assessed in FY25 in tandem with the decision to implement some organisational leadership changes.

The Group CEO and Group CFO have long held Group wide responsibility for the performance and management of the Group and delivery of agreed plans. They are supported by an Executive team of functional and geographic leads with responsibility for specific business areas. In FY25 a new role of Chief Strategy Officer (CSO) was added to join the CEO and CFO in developing medium and long term plans to drive growth and shareholder value creation. These three have overall planning, directing and controlling responsibility for the Group, as opposed to leadership of a specific function or geography, and are considered KMPs. The functional roles of Global Product Officer and Global Go-to-Market Officer have been grouped with other functional leads and from 1 July 2024 onwards are no longer classified as KMPs.

Scott Brady (previously the Chief Product Officer) started in the new role as CSO from February 2025 and his remuneration, in this role, and not in his previous role, is included in KMP remuneration for FY25 from that date onwards.

Table 2: Key management personnel (KMP)

Name	Position	Term as KMP
Non-Executive Directors		
Timothy Antonie	Non-Executive Chair	Full Year
Lawrence Myers	Non-Executive Deputy Chair / Lead Independent Director ^{(a),(d)}	Full Year
Tim Baxter	Non-Executive Director	Full Year
Peter Cowan	Non-Executive Director ^(e)	Until 7 th November 2024
Sally Herman	Non-Executive Director ^{(f),(e)}	Full Year
Dean Howell	Non-Executive Director ^{(b),(d),(f)}	Full Year
Tuula Ryttilä	Non-Executive Director	Full Year
Kate Wright	Non-Executive Director ^{(c),(b),(f)}	Full Year
Executive Directors		
Jim Clayton	Managing Director and Group Chief Executive Officer	Full Year
Executives		
Martin Nicholas	Group Chief Financial Officer	Full Year
Scott Brady	Chief Strategy Officer	From 24 th February 2025

^(a) Chair of Audit and Risk Committee

^(b) Member of Audit and Risk Committee

^(c) Chair, People Performance Remuneration and Nominations Committee (PPRNC)

^(d) Member of PPRNC

^(e) Chair of Sustainability Committee (Peter Cowan until retirement on 7th November 24 and Sally Herman thereafter)

^(f) Member of Sustainability Committee

Directors' report continued

Remuneration report (audited) continued

6. Executive remuneration - detailed elements

There are five key components in BRG Group's Executive remuneration:

- i) Fixed Cash Remuneration
- ii) Fixed Deferred Remuneration Rights
- iii) Short Term Performance Incentive (STI)
- iv) Long Term Performance Incentive (LTI) Rights
- v) Long Term Performance and Retention (LTPR) Rights

i) Fixed Cash Remuneration

Executives receive their fixed cash remuneration in the form of cash, car allowance, health insurance, annual leave benefits, long service leave benefits and superannuation. Fixed cash remuneration is reviewed annually by the PPRNC, and in the case of the CEO, the Board. The Committee considers Group and individual performance, relevant comparative market compensation and internal relativities. BRG Group competes in a global market for talent and employs both Australian and international executives. The Group regularly benchmarks both domestically, and internationally, when reviewing suitability of remuneration.

Details of fixed cash remuneration by KMP are shown in the remuneration Tables 6 and 7.

Remuneration component	Purpose and execution	FY25 outcomes
Fixed Cash remuneration	Aims to provide competitive salary, including superannuation and non-monetary benefits, to attract and retain a high performing team. Fixed cash remuneration is reviewed annually, with outside assistance where needed, and set with reference to: • Size and complexity of role • Market benchmarks (domestic and international) • Experience, skills and competencies	• CEO fixed cash remuneration increased to \$1.85m as detailed in the explanatory memorandum in the November 2024 AGM • No other Executive KMPs were awarded increases in base salary in FY25.

Annual leave and long service leave benefits shown in Tables 6 and 7 reflect the movement in the accrued benefit owing to the individual in accordance with accounting standards. If leave balances increase, or if base salary increases are implemented, then accrued benefits increase.

Remuneration report (audited) continued

6. Executive remuneration - detailed elements continued

ii) Fixed Deferred Remuneration Rights

Fixed deferred remuneration rights are a core part of fixed base remuneration delivered in the form of share rights as opposed to cash. As with cash, fixed pay remuneration is only earned, and vests into shares, when the relevant period of service is completed.

The number of rights granted is calculated as the deferred base salary amount for a year divided by the relevant value of shares in Breville Group Limited using a 20-trading day trailing volume weighted average price (VWAP) to the end of the previous financial year that the grant is agreed. The rights only vest if the service period is completed. Because the number of rights issued is calculated at the VWAP on the date of issue, any appreciation or depreciation of share price during the service period is to the effective benefit, or detriment, of the Executive versus taking a fixed cash base pay amount. This aligns shareholder and management interests in achieving sustained share price appreciation.

The accounting value of fixed deferred remuneration rights grants for which compensation is included in the remuneration tables 4, 6 and 7 is shown in table 11. Under AASB 2 accounting, although the rights relate to future periods of employment service, part of the cost is recognised in the current period.

Remuneration component	Purpose and execution	FY25 outcomes
Fixed Deferred remuneration rights	Delivers fixed remuneration to the Executive in the form of an annual grant of deferred rights supporting the retention of high performing international executives especially in times of increased share price volatility. <i>Conditions</i> - Upon completion of a specific period of employment service (the service condition) the rights will vest and convert into fully paid ordinary shares in Breville Group Limited. - No consideration is payable by the Executive on granting of or exercise of the share rights as the rights satisfy part of the Executive's base remuneration. - The rights automatically lapse if the Executive resigns before the vesting date, or is terminated with cause, and vest, on a pro-rata basis, if the Executive is terminated without cause. - No disposal restrictions apply to the shares received when the rights have vested. The number of rights granted in each tranche is calculated as a deferred remuneration amount divided by the VWAP for the 20 days prior to the end of the previous financial year.	<i>CEO Fixed Deferred Remuneration</i> - A single new tranche of CEO rights was issued after approval by shareholders at the AGM in November 2024 equivalent to \$850,000 vesting on completion of service through to 25 August 2029. - In FY25 42,017 of fixed deferred remuneration rights vested and 30,988 of fixed deferred remuneration rights were granted to the CEO. <i>KMP Fixed Deferred Remuneration</i> - In FY25 no new fixed deferred remuneration rights were issued to Executive KMP. 26,090 rights vested. For accounting purposes, a fair value is determined for these rights and is expensed over the full vesting period so that part of the costs for future periods are recognised in the current period.

Directors' report continued

Remuneration report (audited) continued

6. Executive remuneration - detailed elements continued

Table 3: Fixed Deferred Remuneration included in Remuneration Tables 6 and 7

Year of issue	Conditions	Fair value right at Grant date \$	Number outstanding 30 June 2025	Number outstanding 30 June 2024
FY20	- Issued for nil consideration - Exercise price is \$0 - Issue price of \$16.70 - Participant (Jim Clayton) must complete the service period between: 26 August 2019 – 25 August 2020 26 August 2020 – 25 August 2021 26 August 2021 – 25 August 2022 26 August 2022 – 25 August 2023 26 August 2023 – 25 August 2024 100% vested as of 30 June 2025	\$16.70 \$16.70 \$16.70 \$16.70 \$16.70	- - - - -	- - - - 29,940
FY21	- Issued for nil consideration - Exercise price is \$0 - Issue price of \$22.41 - Participant (Jim Clayton) must complete the service period between: 25 August 2024 – 25 August 2025 0% vested at 30 June 2024	\$19.60	22,311	22,311
FY22	- Issued for nil consideration - Exercise price is \$0 - Issue price of \$28.98 - Jim Clayton must complete the service period between: 26 August 2022 – 25 August 2023 26 August 2023 – 25 August 2024 26 August 2024 – 25 August 2025 26 August 2025 – 25 August 2026 37% vested as at 30 June 2025 - Executive KMPs must complete the service period between: 26 August 2021 – 25 August 2022 26 August 2022 – 25 August 2023 26 August 2023 – 25 August 2024 26 August 2024 – 25 August 2025 26 August 2025 – 25 August 2026 31% vested as of 30 June 2025	\$29.28 \$28.91 \$28.54 \$28.17	- - 12,077 29,330	- 12,077 12,077 29,330
FY23	- Issued for nil consideration - Exercise price is \$0 - Issue price of \$18.36 - Jim Clayton must complete the service period between: 26 August 2026 – 25 August 2027 0% vested as at 30 June 2025 - Executive KMPs must complete the service period between: 26 August 2022 – 25 August 2023 26 August 2023 – 25 August 2024 26 August 2024 – 25 August 2025 26 August 2025 – 25 August 2026 50% vested as of 30 June 2025	\$18.57 \$17.97 \$17.66 \$17.44 \$17.18	46,296 - - 12,255 12,255	46,296 - 17,702 17,702 17,702
FY24	- Issued for nil consideration - Exercise price is \$0 - Issue price of \$19.59 - Jim Clayton must complete the service period between: 26 August 2027 – 25 August 2028 0% vested as of 30 June 2025	\$22.11	43,389	43,389
FY25	- Issued for nil consideration - Exercise price is \$0 - Issue price of \$27.43 - Jim Clayton must complete the service period between: 26 August 2028 – 25 August 2029 0% vested as of 30 June 2025	\$29.60	30,988	-

Remuneration report (audited) continued

6. Executive remuneration - detailed elements continued

iii. Short term performance incentives (STI)

The Group operates an annual STI program for its Executives and other eligible employees and awards a cash bonus subject to the attainment of clearly defined business targets.

Remuneration component	Purpose and execution	FY25 outcomes
Short term incentives (STI)	Aims to reward and incentivise Executives and employees for achieving in-year Group targets and is paid in cash. A pre-STI EBIT target is set by the Board. Until this pre-STI EBIT is exceeded no STI is awarded. If pre-STI EBIT exceeds the pre-STI target, the STI pool is funded until the maximum STI pool is reached. This ensures shareholders are rewarded before any STI is awarded. The maximum pool is calculated as the sum of maximum STI dollar opportunities for each eligible participant. The CEO has a maximum STI opportunity of 112.5% of Fixed cash remuneration, other KMP 35% and other staff are in a range of 5-35%. Once a pool is awarded it is distributed based on each individual's achievement of their individual targets. - The CEO and other KMP are targeted on Group EBIT - Regional Presidents and teams have Group EBIT and Regional EBIT targets. - Product Development teams have Group EBIT and Gross Profit from new-to-market product targets. - Functional Teams have Group EBIT and specific deliverables. Following finalisation of the annual audit, the PPRNC recommends the amount of STI to be paid to the Group CEO for Board approval. The PPRNC seeks and approves recommendations on other individual pay outs from the Group CEO. The level of STI pay out always remains at the discretion of the Board. In FY21 the Board opted to withhold STI during the COVID Pandemic.	- In July 2024 a FY25 pre-STI EBIT target of \$203.5m was set with the STI pool only to be filled when this target was exceeded - The Group achieved EBIT of \$204.6 having funded \$22.5m or 100% of the potential STI pool. - STI at 100% of potential was awarded.

iv. Long term performance incentives (LTI)

The Group operates an annual LTI program available to Executives and other eligible employees that grants performance rights that fully, or partially, vest into shares on the achievement of clearly defined medium-term targets.

LTI grants to participants (excluding the CEO) are recommended by the CEO to the PPRNC. This recommendation, together with a recommendation by the PPRNC of an LTI grant to the CEO, is then put to the Board for approval. Performance conditions for the 3 years ahead are agreed at the same time, taking into account what the Board considers to be the most effective means of incentivising management to deliver sustained enhancement of shareholder value in the context of the existing environment.

Vesting and targets are always subject to Board review and sign off.

Under AASB 2 accounting, although the share rights relate to future specific periods of employment, part of the cost is recognised in the current period.

v. Long Term Performance and Retention (LTPR) Rights

To encourage retention of a high performing CEO, and to align reward with shareholder interests, 200,000 LTPR (Long Term Performance and Retention) rights potentially vesting into Breville Group Limited shares on 31 August 2027 were issued to Mr Clayton in FY25 and approved by shareholders at the November 2024 AGM. Up to 100,000 rights will vest subject to performance against a 3-year PBT growth hurdle and completion of a 3-year service term. A further 100,000 rights will vest subject to the completion of the service term.

Directors' report continued

Remuneration report (audited) continued

6. Executive remuneration - detailed elements continued

vi. Long term performance incentives (LTI) and Long Term Performance and Retention (LTPR) Rights

Remuneration component	Purpose and execution	FY25 outcomes
Long term incentives (LTI)	Aims to reward and incentivise Executives to deliver sustained shareholder value over multiple periods. Annual performance LTI right grants are made to the CEO, KMP and other managers based on a percentage of their fixed cash remuneration, ranging from 10% for employees to 65% for KMP and 125% for the CEO. The number of LTI rights issued is based on the value of shares in Breville Group Limited using a 20-trading day trailing volume weighted average price (VWAP) up to date of financial year end. In FY25 a grant of LTPR rights was made to the CEO (as described above) with half the rights vesting subject to performance against a 3-year PBT growth hurdle and completion of a 3-year service term and half vesting subject to the completion of the service term. The number of rights vesting in favour of the individual depends on the delivery of set performance metrics agreed each year as well as completion of the service criteria. <i>Conditions</i> - Upon satisfaction of the performance hurdles, the performance rights will vest into fully paid ordinary shares in the Company. - All unvested performance rights automatically lapse upon a participant ceasing employment unless otherwise determined by the Board. - Participants do not receive distributions or dividends on unvested performance rights. - The number of rights vesting is guided by the achievement of performance metrics, but the Board retains absolute discretion on the number of rights that vest. - To make the scheme globally tax efficient (reflecting different timing of taxation) there are no disposal restrictions after vesting, notwithstanding that any trading in shares is, at all times, subject to BRG Group's securities trading policy. - In the event of a takeover bid where the bidder and its associates become entitled to at least 50% of the voting shares of the Company, any performance rights granted will vest where the Board, in its absolute discretion, is satisfied that performance is in line with any performance condition applicable to those performance rights. Any performance rights which do not vest will immediately lapse, unless otherwise determined by the Board. - Performance metrics are agreed and set each year to govern the potential vesting of the performance rights.	<i>In-Year grants</i> - In FY25 the CEO received an LTI performance rights grant of 125% of Fixed Cash Remuneration or equivalent to 84,306 performance rights. The issue of these rights was approved by shareholders at the AGM in November 2024. - Other KMP's received a grant of up to 65% of fixed cash remuneration or equivalent to 18,260 performance rights. - The CEO also received a grant of 200,000 LTPR rights. The issue of these rights was approved at the AGM in November 2024. <i>In-Year LTI Vesting</i> - During FY25 73,326 LTI rights vested in the CEO's favour under the FY22 scheme and 26,355 rights vested in favour of the other KMP. <i>FY26 Vesting</i> In FY26 it is expected that in August 2025: 94% of the single tranche of FY23 performance rights will vest based on the EBIT growth metrics detailed on page 39.

Remuneration report (audited) continued

6. Executive remuneration - detailed elements continued

vi. Long term performance incentives (LTI) and Long Term Performance and Retention (LTPR) Rights continued

Table 4: LTI and LTPR plans for which compensation is included in the remuneration tables 6 and 7

LTI / LTPR Plan for the year ended	Performance hurdles/conditions	Fair value per performance right at grant date \$ (i)	Number outstanding 30 June 2025	Number outstanding 30 June 2024
FY22 Performance based LTI rights	Issued for nil consideration. - Exercise price is \$0. - Term of three years with vesting based on meeting a minimum EBIT CAGR growth target and Sales CAGR. - If threshold EBIT CAGR is met then 50% vesting is achieved. - To achieve higher than 50% vesting a Sales 3-year CAGR must exceed a minimum target. - To achieve 100% vesting a maximum target must be achieved - Sliding scale set between these 2 points. 100% vested as of 30 June 2025 (nil lapsed). Refer to section 2 of this remuneration report for vesting outcomes.	\$25.96 \$28.91	-	112,129
FY23 Performance based LTI rights	Issued for nil consideration. - Exercise price is \$0. - Term of three years with vesting based on EBIT growth delivery. - If threshold positive EBIT growth is met then 50% vesting is achieved. - If target EBIT growth is met then 100% vesting is achieved. - Sliding scale set between these 2 points. 0% vested as of 30 June 2025 (nil lapsed).	\$17.44 \$19.13	157,340	176,989
FY24 Performance based LTI rights	Issued for nil consideration. - Exercise price is \$0. - Term of three years with vesting percentage based on 3 individual targets as described in the FY24 Annual Report. 0% vested as of 30 June 2025 (nil lapsed).	\$12.95 \$20.71 \$15.36 \$22.23	147,464	165,880
FY25 Performance based LTI rights	Issued for nil consideration. - Exercise price is \$0. - Term of three years with vesting percentage based on 3 individual targets described on page 39. 0% vested as of 30 June 2025 (nil lapsed).	\$14.48 \$25.41 \$19.56 \$30.02	102,566	-
FY25 Performance based LTPR rights	Issued for nil consideration. - Exercise price is \$0. - Term of three years with 50% vesting based on individual performance targets and 50% vesting based on service period, as described on page 45. 0% vested as of 30 June 2025 (nil lapsed).	\$30.02 \$30.32	200,000	-

(i). Range of fair values shown reflects tranches based on both market and non-market based performance criteria as well as the timing of CEO rights which are granted later in the year, post shareholder approval.

The PPRNC aims to increasingly skew Executives reward towards at-risk pay and specifically share based payments as seen in the shape of the new CEO package for FY25.

The actual remuneration mix for FY25 and FY24, based on statutory remuneration Tables 6 and 7, is shown in Table 5 below.

The change in FY25 vs FY24 largely reflects the new package in place for the CEO approved by shareholders at the AGM in November 2024.

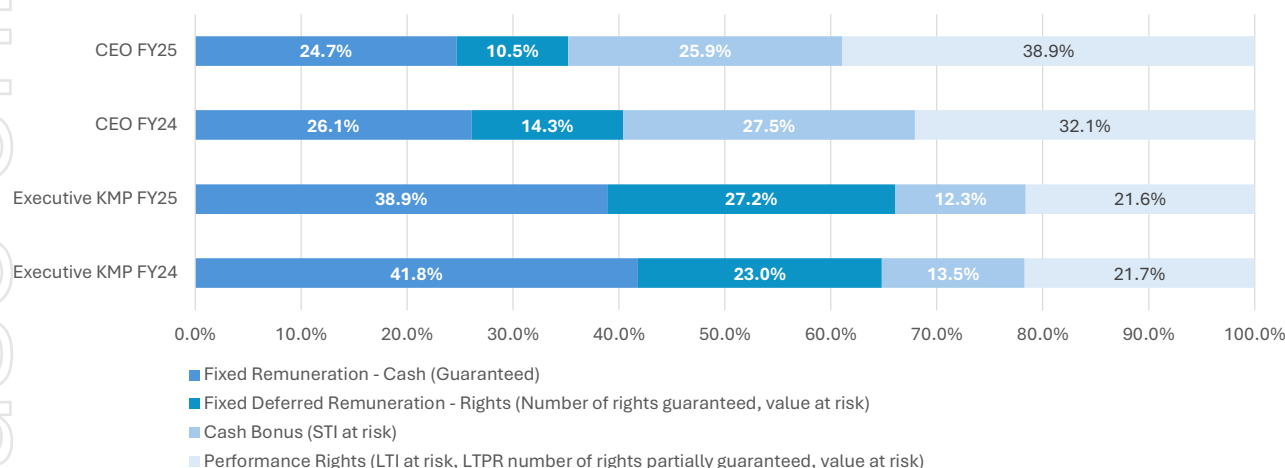
Directors' report continued

Remuneration report (audited) continued

6. Executive remuneration - detailed elements continued

vi. Long term performance incentives (LTI) and Long Term Performance and Retention (LTPR) Rights continued

Table 5: Actual Remuneration Mix of CEO and other Executive KMP for FY25 compared to FY24



Contracts – Employment contracts are entered with Executives designed to attract and retain the employees whilst safeguarding the Group's interests. None of the KMP have fixed-term contracts.

Termination Provisions – Executive contracts include notice periods of 18 months for the CEO (until Feb 2026 and 12 months thereafter) and 6 months for other KMP. Amounts payable on termination vary from statutory entitlements to 12 months of fixed pay plus accrued leave balances. Any LTI performance rights not vested at the date of termination are forfeited and will lapse unless otherwise determined by the Board. Rights under the fixed, deferred remuneration scheme will lapse on resignation but will be pro-rated for time served in the case of termination without cause. Specific termination arrangements, as part of the CEO's package, were proposed and approved by shareholders at the November 2024 AGM.

Hedging prohibited – The Group has a policy that prohibits KMP, Executives, and their closely related parties from entering into an arrangement that has the effect of limiting the exposure to risk relating to an element of that member's compensation. The policy complies with the requirements of s.206J of the *Corporations Act 2001*.

Remuneration report (audited) continued

7. Non-Executive Director remuneration

In accordance with best practice corporate governance, the structure of Non-Executive Director and Executive remuneration is separate and distinct. The Board seeks to set Non-Executive Director remuneration at a suitable level to attract and retain high calibre Directors, both Australian and internationally based, whilst being commensurate with growing international companies of a similar size and type.

The remuneration of Non-Executive Directors is reviewed annually. Each Director receives a fee for being a Director of the Company. An additional fee is also paid to each Director who also acts as Chair of a Board committee, recognising the additional time commitment required by the Director to facilitate the running of the committee.

The Group's constitution and the ASX Listing Rules specify that the aggregate remuneration of Non-Executive Directors shall be determined from time to time by general meeting. The aggregate remuneration of \$1,800,000 per year was approved by shareholders at the annual general meeting held in November 2021.

Changes to Director fees for FY25 were detailed on page 41 above. No increases are proposed for FY26.

Remuneration component	Purpose and execution	FY25 outcomes
Non-executive Director fees	Aims to attract, reward, and retain high calibre Directors suitable for a fast-growing international business. Each Director receives a fee or base remuneration as a Director of the Group with an additional fee for acting as Chair of a Board committee recognising the additional time commitment required. Non-Executive Director remuneration is reviewed annually within the aggregate remuneration pool of \$1,800,000 approved by shareholders at the AGM held in November 2021. Directors are entitled to defer a cash salary in lieu of Breville share rights to encourage Board share ownership. Participation is voluntary. A participant can elect how much of their salary they would like to exchange for share rights. The election must be performed by the 1st of December ahead of the calendar year vesting period of 1st of January to the 31st of December. Rights this year were issued determined by the VWAP for the 20 day period commencing on the 12th February 2025. Rights vest following the completion of the service period and are issued on a pro-rata basis based on service period.	• Main Board Chair Fee: equivalent to \$385,000 p.a. inclusive of superannuation. • Main Board Member Fee: equivalent to \$160,000 p.a. inclusive of superannuation for Australian based Directors and \$190,000 p.a. for international Directors. • Lawrence Myers receives an additional \$40,000 p.a. for his role as Deputy Chair. • Board Committee Chair Fee: equivalent to \$40,000 p.a. inclusive of superannuation for the Audit and Risk Committee (ARC) and the People Performance Remuneration and Nominations Committee (PPRNC) Board subcommittees and \$30,000 p.a. inclusive of superannuation for the Sustainability Committee. • Lawrence Myers chairs the ARC; Kate Wright chairs the PPRNC; Peter Cowan chaired the Sustainability committee, succeeded by Sally Herman. • The total fees paid in FY25 of \$1,654,326, represent 92% of the shareholder approved aggregate remuneration of \$1,800,000. • Two Directors elected to defer a portion of their salary in exchange for rights for the period 1st January 2025 – 31st December 2025. The issued number of rights was determined based on VWAP of \$34.91 for the period 12th February 2025 – 11th March 2025.

Directors' report continued

Remuneration report (audited) continued

8. Statutory Remuneration Tables

Table 6: KMP remuneration for the year ended 30 June 2025

The following tables 6 and 7 set out the statutory KMP remuneration disclosures, prepared in accordance with the Corporations Act 2001 and Australian Accounting Standards. No termination benefits were paid in FY25.

	Salary & fees \$	Other \$	Super-annuation \$	Leave entitlements \$	Fixed deferred remuneration rights \$	Subtotal \$	Cash bonuses (STI) \$	Performance rights (LTI / LTTPR) \$	Total remuneration \$	Fixed remuneration %	STI %	LTI %
Non-Executive Directors												
T. Antonie - Chairperson	355,000	-	30,000	-	-	385,000	-	-	385,000	100%	0%	0%
L. Myers - Deputy Chairperson	245,000	-	-	-	-	245,000	-	-	245,000	100%	0%	0%
T. Baxter (i)	109,546	-	-	-	93,700	203,246	-	-	203,246	100%	0%	0%
P. Cowan (ii)	61,607	-	7,085	-	-	68,692	-	-	68,692	100%	0%	0%
S. Herman (ii)	118,074	-	19,027	-	45,549	182,650	-	-	182,650	100%	0%	0%
D. Howell	143,498	-	16,502	-	-	160,000	-	-	160,000	100%	0%	0%
K. Wright	179,372	-	20,628	-	-	200,000	-	-	200,000	100%	0%	0%
T. Rytliä (i)	209,738	-	-	-	-	209,738	-	-	209,738	100%	0%	0%
Subtotal Non-Executive Directors	1,421,835	-	93,242	-	139,249	1,654,326	-	-	1,654,326	100%	0%	0%
J. Clayton (iv) - Managing Director	1,820,000	-	30,000	135,881	845,439	2,831,320	2,081,250	3,119,948	8,032,518	35%	26%	39%
Other key management personnel												
S. Brady (v)(vi)	65,769	-	10,385	9,590	77,116	162,860	6,577	83,627	253,064	64%	3%	33%
M. Nicholas	545,000	-	30,000	(4,089)	382,639	953,550	201,250	281,057	1,435,857	66%	14%	20%
Subtotal Executives	2,430,769	-	70,385	141,382	1,305,194	3,947,730	2,289,077	3,484,632	9,721,439	41%	23%	36%
Totals	3,852,604	-	163,627	141,382	1,444,443	5,602,056	2,289,077	3,484,632	11,375,765	49%	20%	31%

(i). Foreign exchange volatility is included in the amounts above, which are based on the cash payments made to these Directors translated into AUD

(ii). Includes SComm Chairperson fees effective 1 December 2024

(iii). P. Cowan retired from office effective 7 November 2024

(iv). J. Clayton's remuneration for FY25 differs from the \$8.9m available remuneration package disclosed in the FY24 Remuneration Report due to accounting treatment of fixed deferred remuneration rights and performance rights (LTI / LTTPR)

(v). S. Brady and C. Torng KMP roles in FY24 were those of Chief Product Officer and Go To Market Officer. These roles are not deemed to be KMP from 1 July 2024 and therefore excluded from the FY25 table

(vi). S. Brady's KMP role shown in FY25 is that of Chief Strategy Officer (CSO) effective 24 February 2025

Remuneration report (audited) continued

8. Statutory Remuneration Tables continued

Table 7: KMP Remuneration for the year ended 30 June 2024

	Salary & fees		Other	Super-annuation	Leave entitlements		Fixed deferred remuneration rights		Cash bonuses (STI)		Performance rights (LTI)		Fixed remuneration		STI	LTI
	\$	\$			\$	\$	\$	\$	\$	\$	\$	\$	%	%		
Non-Executive Directors																
T. Antonie - Chairperson	322,500		-	27,500	-	-	-	-	350,000	-	-	-	350,000	100%	0%	0%
L. Myers - Deputy Chairperson	210,083		-	4,917	-	-	-	-	215,000	-	-	-	215,000	100%	0%	0%
T. Baxter	104,143		-	-	-	-	87,500	-	191,643	-	-	-	191,643	100%	0%	0%
P. Cowan	157,658		-	17,342	-	-	-	-	175,000	-	-	-	175,000	100%	0%	0%
S. Herman	97,973		-	14,369	-	-	36,250	-	148,592	-	-	-	148,592	100%	0%	0%
D. Howell	130,631		-	14,369	-	-	-	-	145,000	-	-	-	145,000	100%	0%	0%
K. Wright	157,658		-	17,342	-	-	-	-	175,000	-	-	-	175,000	100%	0%	0%
T. Ryttilä	191,832		-	-	-	-	-	-	191,832	-	-	-	191,832	100%	0%	0%
Subtotal Non-Executive Directors																
	1,372,478		-	95,839	-	-	123,750	-	1,592,067	-	-	-	1,592,067	100%	0%	0%
J. Clayton - Managing Director	1,672,500		-	27,500	(92,751)	883,173	2,490,422	1,700,000		1,982,210			6,172,632	40%	28%	32%
Other key management personnel																
S. Brady ^(v)	697,500		-	27,500	(63,178)	232,338	904,160	210,000		337,321			1,451,481	62%	15%	23%
M. Nicholas	547,500		-	27,500	32,505	474,319	1,081,824	201,250		323,246			1,606,320	67%	13%	20%
C. Torng ^(v)	577,500		-	27,500	(11,715)	326,768	920,053	194,251		312,005			1,426,309	64%	14%	22%
Subtotal Executives																
	3,495,000		-	110,000	(125,139)	1,916,598	5,396,459	2,305,501		2,954,782			10,656,742	51%	21%	28%
Totals																
	4,867,478		-	205,839	(125,139)	2,040,348	6,988,526	2,305,501		2,954,782			12,248,809	57%	19%	24%

(v) S. Brady and C. Torng KMP roles in FY24 were those of Chief Product Officer and Go To Market Officer. These roles are not deemed to be KMP in FY25 and therefore excluded from the FY25 table, but are included in FY24

Directors' report continued

Remuneration report (audited) continued

8. Statutory Remuneration Tables continued

Table 8: KMP STI cash bonuses awards in FY25 and FY24 and LTI performance rights vesting in FY25

Name	STI Cash bonuses			Share-based LTI performance base compensation vesting in FY25		
	Financial Year	% Earned	% Forfeited	Financial Year Granted	% Vested	% Forfeited
J. Clayton	2025	100.0%	0.0%	2022	100%	0.0%
	2024	100.0%	0.0%			
S. Brady	2025	100.0%	0.0%	2022	100%	0.0%
	2024	100.0%	0.0%			
M. Nicholas	2025	100.0%	0.0%	2022	100%	0.0%
	2024	100.0%	0.0%			
C. Torng	2025	n/a	n/a	n/a	n/a	n/a
	2024	100.0%	0.0%			

Table 9: KMP shareholdings

Ordinary shares held* in Breville Group Limited (number)

30 June 2025	Balance at 1 July 2024	On exercise of rights	Net change other	Balance at 30 June 2025
Directors				
T. Antonie	43,791	-	-	43,791
T. Baxter	3,562	3,294	-	6,856
L. Myers	163,000	-	(100,000)	63,000
P. Cowan	11,055	-	(11,055)	-
S. Herman	49,265	1,364	-	50,629
D. Howell	100,000	-	(50,000)	50,000
K. Wright	21,859	-	-	21,859
T. Rytilä	8,000	-	-	8,000
Executive Director				
J. Clayton	277,903	115,343	(115,343)	277,903
Other KMP				
S. Brady	60,000	20,523	(20,523)	60,000
M. Nicholas	50,632	31,922	(39,094)	43,460
Total (a)	789,067	172,446	(336,015)	625,498

* Held directly, indirectly or beneficially.

(a) ~0.4% of total share capital is owned by KMP (~0.6% in FY24).

Remuneration report (audited) continued

8. Statutory Remuneration Tables continued

Table 10: KMP Performance rights granted

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

	Grant Date*	Expiry Date	Exercise price	Fair value per performance right at grant date (\$)	Vested and exercised 30 June 2025	Number of Rights
FY22 Performance based	6 Oct 21 (a)	1-Oct-24	0.00	25.96	Yes	26,355
FY22 Performance based	11 Nov 21 (a)	1-Oct-24	0.00	28.91	Yes	73,326
FY23 Performance based	21 Oct 22 (b)	1-Oct-25	0.00	17.44	-	41,599
FY23 Performance based	10 Nov 22 (b)	1-Oct-25	0.00	19.13	-	115,741
FY24 Performance based	25 Jul 23 (c)	1-Oct-26	0.00	12.95	-	19,495
FY24 Performance based	25 Jul 23 (c)	1-Oct-26	0.00	20.71	-	19,495
FY24 Performance based	8 Nov 23 (c)	1-Oct-26	0.00	15.36	-	54,237
FY24 Performance based	8 Nov 23 (c)	1-Oct-26	0.00	22.23	-	54,237
FY25 Performance based	1 July 24 (c)	1-Oct-27	0.00	14.48	-	9,130
FY25 Performance based	1 July 24 (c)	1-Oct-27	0.00	25.41	-	9,130
FY25 Performance based	7 Nov 24 (c)	1-Oct-27	0.00	19.56	-	42,153
FY25 Performance based	7 Nov 24 (c)	1-Oct-27	0.00	30.02	-	42,153
FY25 Performance based	7 Nov 24 (d)	1-Oct-27	0.00	30.02	-	100,000
FY25 Service based	7 Nov 24 (d)	1-Oct-27	0.00	30.32	-	100,000

* In addition to the relevant performance hurdle, the participant must be employed by the Group on the vesting date.

(a) One tranche with an EBIT CAGR gateway and max and min revenue CAGR target.

(b) One tranche with a target EBIT growth %.

(c) Two equal tranches based on TSR hurdle and the other on PBT / Key Strategic priorities (Refer Section 6 above).

(d) Two equal tranches based on Performance condition and the other Service condition (Refer Section 6 above).

Table 11: Fixed deferred remuneration share rights holding of KMPs

The terms and conditions of each grant of rights issued as deferred remuneration affecting remuneration of KMP in this financial year or future reporting years are as follows:

	Grant Date	Expiry Date	Exercise price	Fair value per performance right at grant date (\$) (Note 19)	Vested and exercised 30 June 2025	Number of Rights
Jim Clayton	29-Jan-20	1-Oct-24	0.00	16.7	Yes	29,940
Jim Clayton	7-Sep-20	3-Oct-25	0.00	19.6	-	22,311
Jim Clayton	11-Nov-21	2-Oct-24	0.00	28.91	Yes	12,077
Jim Clayton	11-Nov-21	1-Oct-25	0.00	28.54	-	12,077
Jim Clayton	11-Nov-21	3-Oct-26	0.00	28.17	-	29,330
Jim Clayton	10-Nov-22	1-Oct-27	0.00	18.57	-	46,296
Jim Clayton	8-Nov-23	1-Oct-28	0.00	22.11	-	43,389
Jim Clayton	7 Nov 24	1-Oct-29	0.00	29.6	-	30,988
Other KMP	5-Oct-21	1-Oct-24	0.00	26.52	Yes	13,835
Other KMP	5-Oct-21	3-Oct-25	0.00	26.18	-	20,753
Other KMP	5-Oct-21	3-Oct-26	0.00	25.85	-	31,130
Other KMP	21-Oct-22	1-Oct-24	0.00	17.66	Yes	12,255
Other KMP	21-Oct-22	1-Oct-25	0.00	17.44	-	12,255
Other KMP	21-Oct-22	1-Oct-26	0.00	17.18	-	12,255
NED	22-Nov-23	28-Feb-25	0.00	23.5	Yes	4,658
NED	22-Nov-24	28-Feb-26	0.00	34.92	-	4,081

Directors' report continued

Remuneration report (audited) continued

8. Statutory Remuneration Tables continued

Table 12: Unvested Performance and Fixed Deferred Remuneration Rights holdings of KMP

30 June 2025	Balance 30 June 2024	Granted as remuneration (a)	Vested and exercised	Other (b)	Balance 30 June 2025
T. Baxter	3,294	2,721	(3,294)	-	2,721
S. Herman	1,364	1,360	(1,364)	-	1,360
J. Clayton	492,961	315,294	(115,343)	-	692,912
Other KMP					
S. Brady	88,169	4,634	(20,523)	-	72,280
M. Nicholas	121,258	13,626	(31,922)	-	102,962
	707,046	337,635	(172,446)	-	872,235

(a) Performance rights granted during the year are subject to performance hurdles and remaining in employment until date of vesting.

(b) Includes forfeitures and lapses.

9. LTI Relative TSR Peer group appendix

Table 13: Bloomberg ASX200 Consumer Staples, Consumer Discretionary, Communication Services, Health Care, Industrials and Real Estate Peer Group along with comparable international competitors used for Relative TSR Measurement

Code	Company	Sector	Code	Company	Sector
A2M	The a2 Milk Company Limited	Consumer Staples	CLW	Charter Hall Long Wale REIT	Real Estate
AIA	Auckland International Airport Limited	Industrials	CNI	Centuria Capital Group	Real Estate
ALL	Aristocrat Leisure Limited	Consumer Discretionary	CNU	Chorus Limited	Communication Services
ALQ	ALS Limited	Industrials	COH	Cochlear Limited	Health Care
ALX	Atlas Arteria	Industrials	COL	Coles Group Limited	Consumer Staples
ANN	Ansell Limited	Health Care	CPU	Computershare Limited	Industrials
AOV	Amotiv Ltd	Consumer Discretionary	CQE	Charter Hall Social Infrastructure REIT	Real Estate
APE	Eagers Automotive Limited	Consumer Discretionary	CQR	Charter Hall Retail REIT	Real Estate
ARB	ARB Corporation Limited	Consumer Discretionary	CSL	CSL Limited	Health Care
ARF	Arena REIT	Real Estate	CTD	Corporate Travel Management Limited	Consumer Discretionary
AZJ	Aurizon Holdings Limited	Industrials	CWY	Cleanaway Waste Management Limited	Industrials
BAP	Bapcor Limited	Consumer Discretionary	DHG	Domain Holdings Australia Limited	Communication Services
BGA	Bega Cheese Limited	Consumer Staples	DMP	Domino's Pizza Enterprises Limited	Consumer Discretionary
BWP	BWP Trust	Real Estate	DOW	Downer EDI Limited	Industrials
BXB	Brambles Limited	Industrials	DXS	Dexus	Real Estate
CAR	Car Group Limited	Communication Services	EDV	Endeavour Group Limited	Consumer Staples
CHC	Charter Hall Group	Real Estate	ELD	Elders Limited	Consumer Staples
CIP	Centuria Industrial REIT	Real Estate	EVT	EVT Limited	Communication Services
CKF	Collins Foods Limited	Consumer Discretionary	FBU	Fletcher Building Limited	Industrials
			FLT	Flight Centre Travel Group Limited	Consumer Discretionary
			FPH	Fisher & Paykel Healthcare Corporation Limited	Health Care
			GMG	Goodman Group	Real Estate
			GNC	GrainCorp Limited	Consumer Staples

Remuneration report (audited) continued

9. LTI Relative TSR Peer group appendix continued

Table 13: Bloomberg ASX200 Consumer Staples, Consumer Discretionary, Communication Services, Health Care, Industrials and Real Estate Peer Group along with comparable international competitors used for Relative TSR Measurement continued

Code	Company	Sector
GPT	GPT Group	Real Estate
HDN	HomeCo Daily Needs REIT	Real Estate
HLS	Healius Limited	Health Care
HVN	Harvey Norman Holdings Limited	Consumer Discretionary
IEL	IDP Education Limited	Consumer Discretionary
INA	Ingenia Communities Group	Real Estate
ING	Inghams Group Limited	Consumer Staples
IPH	IPH Limited	Industrials
JBH	JB Hi-Fi Limited	Consumer Discretionary
JLG	Johns Lyng Group Limited	Industrials
KLS	Kelsian Group Limited	Industrials
LIC	Lifestyle Communities Limited	Real Estate
LLC	Lendlease Group	Real Estate
LNW	Light & Wonder Inc	Consumer Discretionary
LOV	Lovisa holdings Limited	Consumer Discretionary
MGR	Mirvac Group	Real Estate
MND	Monadelphous Group Limited	Industrials
MTS	Metcash Limited	Consumer Staples
NAN	Nanosonics Limited	Health Care
NEC	Nine Entertainment Co. Holdings Limited	Communication Services
NEU	Neuren Pharmaceuticals Ltd	Health Care
NSR	National Storage REIT	Real Estate
NWH	NRW Holdings Limited	Industrials
NWS	News Corporation	Communication Services
PME	Pro Medicus Limited	Health Care
PMV	Premier Investments Limited	Consumer Discretionary
PNV	PolyNovo Limited	Health Care
PXA	PEXA Group Limited	Real Estate
QAN	Qantas Airways Limited	Industrials
QUB	Qube Holdings Limited	Industrials
REA	REA Group Ltd	Communication Services
REH	Reece Limited	Industrials
RGN	Region RE Ltd	Real Estate

Code	Company	Sector
RHC	Ramsay Health Care Limited	Health Care
RMD	ResMed Inc	Health Care
RWC	Reliance Worldwide Corporation Limited	Industrials
SCG	Scentre Group	Real Estate
SEK	Seek Limited	Communication Services
SGH	SGH Ltd	Industrials
SGP	Stockland	Real Estate
SGR	The Star Entertainment Group Limited	Consumer Discretionary
SHL	Sonic Healthcare Limited	Health Care
SIG	Sigma Healthcare Limited	Health Care
SIQ	SmartGroup Corp Ltd	Industrials
SPK	Spark New Zealand Limited	Communication Services
SUL	Super Retail Group Limited	Consumer Discretionary
TAH	Tabcorp Holdings Limited	Consumer Discretionary
TCL	Transurban Group	Industrials
TLC	The Lottery Corporation Limited	Consumer Discretionary
TLS	Telstra Group Limited	Communication Services
TLX	Telix Pharmaceuticals Limited	Health Care
TPG	TPG Telecom Limited	Communication Services
TWE	Treasury Wine Estates Limited	Consumer Staples
VCX	Vicinity Centres	Real Estate
VNT	Ventia Services Group Pty Ltd	Industrials
WEB	WEB Travel Group Limited	Consumer Discretionary
WES	Wesfarmers Limited	Consumer Discretionary
WOR	Worley Limited	Industrials
WOW	Woolworths Group Limited	Consumer Staples
WPR	Waypoint REIT	Real Estate
DLG	De'Longhi	International competitor
HBB	Hamilton Beach Brands	International competitor
NWL	Newell Brands	International competitor
SK	Groupe SEB	International competitor
SN	Shark Ninja, Inc.	International competitor
WHR	Whirlpool	International competitor

Directors' report continued

Directors' meetings

The number of Board and Board committee meetings held and attended by Directors during the year is summarised below:

	Full board	Audit & Risk (A&RC)	People, Performance, Remuneration & Nominations (PPRNC)	Sustainability Committee (SCom)
Number of meetings	14 (c)	5	4	3
T. Antonie	14 (b)	5	4	3
L. Myers	13	5 (b)	4 (a)	N/A
J. Clayton	14	5	3	N/A
T. Baxter	13	N/A	N/A	N/A
P. Cowan	4	N/A	N/A	2
S. Herman	14	N/A	N/A	3 (b)
D. Howell	14	5 (a)	4 (a)	3 (a)
K. Wright	14	5 (a)	4 (b)	3 (a)
T. Ryttilä	13	N/A	N/A	N/A

(a) A member of the relevant committee. All Board members are invited to attend the committee meetings.

(b) Designates the current Chair of the Board or committee.

(c) In addition to these meetings, the Board held two special purpose subcommittee meetings.

Committee membership

As of the date of this report, the Company has three standing Board committees: the ARC, the PPRNC and the SComm. Details of the function and membership of these committees are included in the Corporate Governance Statement.

The current members of each committee, as at the date of this report, are as follows:

- The ARC: Lawrence Myers (Chair), Dean Howell and Kate Wright.
- The PPRNC: Kate Wright (Chair), Dean Howell and Lawrence Myers.
- The SComm: Sally Herman (Chair), Kate Wright and Dean Howell.

The Chairs and members of the ARC and PPRNC are all independent Directors, and the majority of the members of the SComm are independent Directors.

Indemnification of Directors and Officers

The Directors and officers of the Company are indemnified by the Company against losses or liabilities that they may sustain or incur as a Director or an officer of the Company in the proper performance of their duties. During the financial year, the Company paid premiums in respect of contracts to insure the Directors and officers of the Company against a liability to the extent permitted by the *Corporations Act 2001*. The contract of insurance prohibits disclosure of the nature of liability and the amount of the premiums.

Likely future developments and expected results

Disclosure of information as to likely future developments in the operations of the consolidated entity and expected results of those operations would be prejudicial to the interests of the consolidated entity. Accordingly, such information has not been included in this report.

Environmental regulations and performance

The consolidated entity is not involved in any activities that have a marked influence on the environment within its area of operation. The Group's commitment to sustainability including environmental initiatives is outlined in pages 19 to 35 of the Directors' Report.

Corporate governance

In recognising the need for the highest standards of corporate behaviour and accountability, the Directors support the principles of good corporate governance. The Company's Corporate Governance Statement is on pages 58 to 63.

Performance rights

Unissued shares

As of the date of this report there were 3,111,496 potential unissued shares under the performance rights, fixed deferred remuneration share rights and NED schemes (2024: 2,589,741). Refer to note 19 of the financial report for further details of the performance rights and fixed deferred remuneration share rights outstanding. Neither performance right holders, nor fixed deferred remuneration share rights holders, have any right by virtue of the rights to participate in any share issue of the Company.

Lapse of unvested performance rights

During the year 73,870 unvested performance rights lapsed following the cessation of employment of employees or Executives and Nil unvested performance rights lapsed as a result of performance hurdles not being met (2024: 43,445 unvested performance rights lapsed following the cessation of employment of employees or Executives and 27,189 unvested performance rights lapsed as a result of performance hurdles not being met).

Auditor's declaration of independence

Attached on page 111 is a copy of the auditor's declaration provided under section 307C of the *Corporations Act 2001* in relation to the audit for the year ended 30 June 2025. This auditor's declaration forms part of this Directors' report.

Non-audit services

During the financial year ended 30 June 2025 the Group's auditor, PwC, provided non-audit services to BRG Group entities. Details of the amounts paid to the auditor for the provision of non-audit services during the year ended 30 June 2025 are set out in note 21 on page 106. These services primarily relate to tax compliance and advisory services.

For FY25, the ratio between audit and non-audit fees is 1.0 to 0.8.

A significant amount of the non-audit fees associated with taxation and accounting advisory services in FY25 are of a project based non-recurring nature.

In accordance with the recommendation from the ARC, the Directors are satisfied that the provision of the non-audit services during the year is compatible with the general standard of independence imposed by the *Corporations Act 2001*. Also, in accordance with the recommendation from the ARC, the Directors are satisfied that the nature and scope of each type of non-audit service provided means that auditor independence was not compromised. The auditors have also provided the ARC with a report confirming that, in their professional judgement, they have maintained their independence in accordance with the firm's requirements, the provisions of APES 110 Code of Ethics for Professional Accountants and the applicable provisions of the *Corporations Act 2001*.

Significant events after year end

No matters or circumstances have arisen since the end of the year that significantly affected or may affect the operations of the consolidated entity.

Signed in accordance with a resolution of Directors.



Timothy Antonie
Chair
Sydney
20 August 2025

Corporate governance statement

The Board of Directors is committed to high standards of corporate governance, including adhering to the 'Corporate Governance Principles and Recommendations (4th Edition)' of the ASX Corporate Governance Council (Council).

This statement sets out the corporate governance practices and policies that BRG Group had in place during the financial year ended 30 June 2025. BRG Group followed the Council's recommendations throughout the period, except for those differences disclosed and explained in this statement.

The following documents are available in the corporate governance section of the BRG Group website at <https://brevillegroup.com>.

- Board Charter
- Audit and Risk Committee Charter
- People, Performance, Remuneration and Nominations Committee Charter
- Sustainability Committee Charter

- Code of Conduct
- Anti-bribery and Corruption Policy
- Whistleblower Protection Policy
- Ethical Sourcing Policy
- Modern Slavery Statement
- Diversity Policy
- Securities Trading Policy
- Continuous Disclosure and Shareholder Communications Policy
- Selection and Appointment of Non-Executive Directors Policy
- Policy on the Independence of Directors
- Minimum Shareholding Policy
- Workplace Gender Equality Agency Report
- Reconciliation Action Plan

The current Directors as of the date of this report are as follows:

Director	Appointed	Term in office	Qualifications	Non-executive	Independent	Last elected
Timothy Antonie (Chair)	2013	12 years	BEcon	Yes	No	2023
Lawrence Myers (Dep. Chair and Lead Ind Dir.)	2013	12 years	B.Acct, CA, CTA	Yes	Yes	2024
Tim Baxter	2022	3 years	BS	Yes	Yes	2022
Jim Clayton	2021	4 years	BBA, Finance, JD	No	No	N/A
Sally Herman	2013	12 years	BA, GAICD	Yes	No	2022
Dean Howell	2008	17 years	FCA, CTA	Yes	Yes	2023
Kate Wright	2016	9 years	BA	Yes	Yes	2022
Tuula Rytälä	2023	2 years	MSc	Yes	Yes	2023

Further information as to the experience and background of each Director is included in the Directors' Report on pages 12 and 13. BRG Group maintains a majority independent Board and has been steadily evolving its Board composition to benefit from diversity in all its forms including gender, skill set, experience and geography.

Principle 1: Lay solid foundations for management and oversight

Role of the Board and management

The role of the Board includes ensuring that BRG Group has an appropriate corporate governance structure to create and protect long-term shareholder value, and providing leadership and strategic guidance to management in accordance with BRG Group's objectives and values.

The Board has delegated responsibility for the day-to-day management of BRG Group and its businesses to the Managing Director and Chief Executive Officer (Group CEO).

The Board has a charter which sets out its structure, composition and procedures, as well as the allocation of responsibilities among the Board, the Board committees and management. The Board Charter is available on the corporate governance page of the BRG Group website: <https://brevillegroup.com/corporate-governance>.

Board committees

The Board has established three standing committees to assist in the execution of its duties and to allow detailed consideration of complex issues within or relevant to BRG Group's businesses. These committees are as follows:

- Audit and Risk Committee (ARC), which reviews and makes recommendations to the Board regarding BRG Group's financial reporting, external audit, risk management framework and tax management.
- People Performance Remuneration and Nominations Committee (PPRNC), which reviews and makes recommendations to the Board regarding employee health and safety, diversity and inclusion, human rights and modern slavery, community relations and Director and executive nomination and remuneration matters.
- Sustainability Committee (SComm), which reviews and makes recommendations to the Board regarding BRG Group's environmental sustainability policies, strategies, programs and disclosures. Further information regarding these committees, including details of their respective compositions, is provided in the sections below.

Appointment of Directors and Board renewal

A detailed process is undertaken for the appointment of new Directors, including appropriate checks as to the candidate's background, character, education, skills and experience, as well as any potential conflicts of interest.

Principle 1: Lay solid foundations for management and oversight *continued*

Other than the Managing Director, Directors must not retain office without re-election for more than three years or past the third Annual General Meeting (AGM) following their last election, whichever is longer. In addition, a Director appointed to fill a casual vacancy must retire and seek election at the next AGM. Prior to a Director seeking election or re-election at an AGM, BRG Group provides shareholders with all material information in its possession relevant to a decision on whether or not to elect or re-elect the Director in the notice of meeting.

All Directors have a written agreement outlining the terms of their appointment.

Company Secretaries

BRG Group has two Joint Company Secretaries, appointed by the Board. The Company Secretaries are accountable directly to the Board, through the Chair of the Board, on all matters relating to the proper functioning of the Board.

Diversity Policy

BRG Group is an equal opportunity employer and values differences such as gender, age, sexuality, culture, disability and ethnicity. BRG Group's Diversity Policy aims to ensure a corporate culture that supports workplace diversity, while providing access to equal opportunities at work based on merit. This policy is available in the corporate governance section of BRG Group's website: <https://brevillegroup.com/corporate-governance>.

Diversity Policy objectives

The objectives and actions set by the Board in accordance with the Diversity Policy, and progress towards achieving them, are as follows:

- a target gender balance of at least 40% of each gender in managerial and executive roles and across the broader workforce, and 30% for the Board. Please see the table below. BRG Group is constantly striving to improve its gender balance and has and will continue to look at initiatives to do so, particularly for managerial and senior executive roles;
- promoting a safe workplace free from harassment or discrimination of any kind;
- training and education programs: modules on topics such as unconscious bias, harassment, bullying, victimisation and discrimination were offered during the year;
- an explicit requirement for recruiting agencies to provide a gender balance of suitable, qualified, shortlisted candidates for interview: this continued during the year. In addition, BRG Group has taken an active approach to engaging women in science, technology, engineering and mathematics (STEM) fields via internships, work-experience placements, graduate recruitment and development opportunities, particularly within the Global Product team;
- representation of women trained in recruitment and on selection panels: the process to train additional women in these skills continued during the year;
- enhancing the gender balance in career development in senior and managerial roles: BRG Group continues to nurture professional women through leadership support programs, seminars and focus groups. Over the past year, 54% of new manager appointments were female; and
- continued flexible working arrangements where operationally appropriate: BRG Group's policies on Flexible Work and Paid Parental Leave support the choice of work locations and timing of work.

The proportion of women employees in BRG Group at 30 June 2025 is shown in the table below.

	30 June 2025	30 June 2024
Women on the Board ¹	38%	33%
Women in senior executive roles ²	33%	34%
Women in managerial roles ³	35%	36%
Women in Company	48%	46%

¹ The number of women on the Board is 3 and represents 42.9% of Non-Executive Directors.

² The senior and executive role measure is comprised of all executive staff reporting to the Group CEO and their direct reports.

³ Managerial roles include all executive, senior and management roles.

To assist the Board in fulfilling its responsibilities in relation to diversity, the implementation of these objectives is overseen by the PPRNC. The committee:

- reports to the Board, at least annually, on BRG Group's progress in achieving the objectives set for achieving diversity;
- regularly oversees a monthly review of the relative proportion of women across BRG Group and their relative positions; and
- champions initiatives to promote diversity in the workplace.

Workplace equality

In accordance with the requirements of the *Workplace Gender Equality Act 2012* (Act), Breville Pty Limited lodged its annual compliance report with the Workplace Gender Equality Agency. This report is available on the corporate governance section of BRG Group's website: <https://brevillegroup.com/corporate-governance>.

Evaluating the performance of the Board

The Lead Independent Director is responsible for evaluating the Board's performance by way of an annual internal assessment. This process involves a structured questionnaire, through which each Director provides feedback in relation to the performance of the Board, the Board committees, the Chair and other Board members. This feedback is reported by the Lead Independent Director to the Board following the assessment and a plan for improvements is implemented.

The Board conducted an internal evaluation of its performance during FY25.

Evaluating the performance of senior executives

The performance of BRG Group's senior executives is reviewed against specific and measurable qualitative and quantitative performance criteria, which includes:

- financial measures of BRG Group's performance;
- development and achievement of BRG Group's strategic objectives;
- development of management and staff;
- compliance with legislative and BRG Group policy requirements; and
- achievement of key performance indicators.

All senior executives were subject to an annual performance review with their direct manager during the reporting period.

Corporate governance statement continued

Principle 2: Structure the Board to be effective and add value

Board composition

BRG Group's constitution states that there must be a minimum of three Directors and contains detailed provisions concerning their tenure. The Board currently comprises seven Non-Executive Directors and one Executive Director.

Board skills and experience

The Board has developed a skills matrix to assess the skills, knowledge and experience of the Directors, comprising those it considers necessary for the effective governance of the business. Key skills and experience assessed include:

- **Strategy and leadership:** The ability to define and lead the implementation of strategic objectives in a large, complex organisation.
- **Product development:** Experience in product design, development and engineering.
- **Marketing:** Senior executive experience in sales, marketing, customer experience and/or business development.
- **Consumer-orientated digital technology:** Experience developing and applying digital and emerging technologies to consumer products and business processes, as well as knowledge of cyber-security and information-security frameworks.
- **Multinational businesses and global markets:** Senior executive experience in international business, with exposure to diverse political, cultural and regulatory operating environments.
- **Retail and consumer goods:** Experience in, and knowledge of, the retail and consumer goods sector, including brand, inventory and supply chain management.
- **Risk management:** Experience anticipating, identifying and managing financial, non-financial and emerging risks, and overseeing the implementation and effectiveness of risk management strategies, frameworks and controls.
- **Corporate governance:** Experience in corporate governance, particularly the legal and regulatory frameworks relevant to listed companies.
- **Financial acumen:** Expertise in financial accounting and reporting, tax, the assessment of internal controls and/or corporate finance.
- **Mergers, acquisitions, and capital raisings:** Experience in the development and implementation of mergers and acquisitions, and other corporate transactions.
- **Human resources and remuneration:** Experience in human resources matters, including culture, workplace health and safety, diversity and inclusion, learning and development, executive remuneration and incentivisation and succession planning.
- **Sustainability:** A sound understanding of sustainability best practice in managing the risks and opportunities arising from environmental and social matters, such as climate change, biodiversity, human rights and modern slavery.
- **Stakeholder relations:** Experience in the development and maintenance of relationships with stakeholders, including investors, regulators, suppliers and customers.

The Board considers that, collectively, it has the skills and experience to discharge its obligations effectively.

Director independence

The Board regularly reviews the independence of each Director with reference to BRG Group's 'Policy on the Independence of Directors'. Consistent with the Council's recommendations, independent Directors of BRG Group are those who are not involved in the day-to-day management of the Company and are free of any interest, position or relationship that might influence, or reasonably be perceived to influence, in a material respect their capacity to bring an independent judgement to bear on matters before the Board and to act in the best interests of BRG Group as a whole, rather than those of an individual shareholder or other party.

In accordance with this definition of independence, and the materiality thresholds outlined in the abovementioned policy, it is the Board's view that Tim Baxter, Dean Howell, Lawrence Myers, Tuula Rytälä and Kate Wright are independent Directors. The Board therefore has a majority of independent directors.

The independence of both Mr Myers and Mr Howell is reconfirmed in light of their tenure with BRG Group, given their demonstrated professional integrity, diversity of thought and willingness to constructively challenge management. The Board also considers that a combination of longer-serving Directors, who provide continuity and a deep knowledge of BRG Group, and newer Directors, who bring fresh perspectives, best serves the interests of BRG Group and its shareholders.

The following Directors are not considered to be independent for the reasons outlined:

- Timothy Antonie (Non-Executive Chair) is a Non-Executive Director of Premier Investments Ltd, a substantial shareholder of BRG Group;
- Sally Herman (Non-Executive Director) is a Non-Executive Director of Premier Investments Ltd, a substantial shareholder of BRG Group; and,
- Jim Clayton (Managing Director), in his dual role as Managing Director and Group CEO, is not considered independent.

Regardless of whether Directors are classified as independent, all Directors are expected to bring independent views and judgement to Board deliberations. In addition, Board members with a material personal interest in a matter before the Board are not permitted to be present during discussions or to vote on the matter, unless otherwise agreed by the Board.

In accordance with good corporate governance practice, where the Chair of the Board is not an independent Director, the Board considers it appropriate to designate an independent Director to serve in a lead capacity to coordinate the activities of the other independent Directors, including acting as principal liaison between the independent Directors and the Chair, and representing the Board as the Lead Independent Director when the Chair is unable to do so because of their non-independent status. As the current Chair, Mr Antonie, is not an independent Director, the Board has appointed Mr Myers as its Lead Independent Director and Deputy Chair.

People Performance Remuneration and Nominations Committee

The PPRNC's responsibilities include overseeing the nomination and succession of both key executive roles and Non-Executive Board roles. These are in addition to its responsibilities relating to people and remuneration matters outlined on pages 58 and 63.

Principle 2: Structure the Board to be effective and add value *continued*

Further details regarding the PPRNC's operation and responsibilities are set out in its charter, available at <https://brevillegroup.com/corporate-governance>.

The PPRNC is currently structured such that:

- it is comprised solely of Non-Executive Directors;
- it is chaired by an independent Director; and
- has three members all of whom are independent.

The members of the PPRNC as at the date of this report are:

- Kate Wright (Chair)
- Dean Howell
- Lawrence Myers

All other Non-Executive Directors have an open invitation to attend PPRNC meetings. For details of the number of meetings of the PPRNC held during the year and Directors' attendance at those meetings, refer to the Directors' Report on page 56.

Access to independent advice

There are procedures in place to enable Directors, in connection with their duties and responsibilities as Directors, to seek independent professional advice, the costs of which are met by BRG Group. Prior written approval of the Chair is required, which will not be unreasonably withheld.

Induction and continuing professional development

Newly appointed Directors participate in an extensive induction program. This includes the provision of information relevant to their role as a listed company Director, and briefings with other Directors and key members of management on BRG Group's strategy, operations, structure and material risks.

The Board annually assesses whether there is a need for Directors to undertake professional development to maintain the skills and knowledge required to perform their role effectively. It does this with reference to the Board skills matrix, the Board's annual performance review, as well as new and emerging business, governance or compliance issues relevant to BRG Group.

More generally, the Board keeps up to date with industry and regulatory developments through regular briefings from senior management and external subject-matter experts at its Board and committee meetings. For example, during the year, the Board received educational sessions and briefings on auditing standards, employment law changes, cyber security, and sustainability reporting and assurance requirements.

Principle 3: Instil a culture of acting lawfully, ethically, and responsibly

Values

The culture and values of BRG Group, led by the Board and supported by policy and procedure, underpin the ethical and responsible behaviour expected of all Directors and employees of BRG Group. Relevant policies include the Code of Conduct, Anti-bribery and Corruption Policy and Whistleblower Protection Policy, as detailed further below.

BRG Group's 'CREATE' values capture the spirit of the Group and its employees, and serve as a compass to guide actions, decisions and day-to-day operations at BRG Group. These values are:

- **Consumer-focused:** We pride ourselves on understanding our consumers better than anyone. We do the hard work to simplify their lives, creating great products and services that they will love to use every day.
- **Resilient:** Setbacks don't define us, instead we embrace challenges. Every obstacle is a chance to learn, improve and try again to achieve a better outcome.
- **Excellence:** We don't settle for good, instead we strive to surpass even the highest expectations. When we reach "good", we don't stop, we turn up the dial and push for a bit more.
- **Agile:** We are proactive and forward-thinking, pushing to stay ahead of the curve. If we find a better way, things change or if everything breaks down, we pivot quickly to adapt to new circumstances.
- **Team-oriented:** We collaborate across borders, companies and disciplines to achieve our shared goals. We work to support each other and draw strength from our diversity. We are ONE team.
- **Empowered:** Your voice matters. Every single member of BRG Group should feel empowered to voice their ideas to make a positive difference to their team, our consumers and our Company.

Code of Conduct

The Board has formally adopted a Code of Conduct for all Directors and employees. The Code aims at maintaining the highest ethical standards, corporate behaviour and accountability across BRG Group. These obligations are also consistent with the duties imposed on Directors by the Corporations Act. New employees are required to read and agree to the Code of Conduct as part of the onboarding process. Any breaches of the Code of Conduct are reported to the Board.

A copy of the Code of Conduct is available on BRG Group's website: <https://brevillegroup.com/corporate-governance>.

Anti-bribery and Corruption Policy

BRG Group has an Anti-Bribery and Corruption Policy which prohibits Directors and employees from engaging in any activity that constitutes bribery or corruption and from accepting other improper inducements or payments.

Any material incidents of bribery or corruption are reported to the Board.

A copy of the Anti-bribery and Corruption Policy is available on BRG Group's website: <https://brevillegroup.com/corporate-governance>.

Whistleblower Protection Policy

BRG Group has a Whistleblower Protection Policy that sets out clear processes for employees and other parties to make protected disclosures regarding improper conduct. The Board is informed of material incidents reported under this policy.

A copy of the Whistleblower Protection Policy is available on BRG Group's website: <https://brevillegroup.com/corporate-governance>.

Corporate governance statement continued

Principle 4: Safeguard integrity of corporate reports

Audit and Risk Committee

The Board has a combined audit and risk committee in the form of the ARC. The audit-related responsibilities of the ARC include reviewing and assessing the adequacy of BRG Group's corporate reporting process, reviewing and approving the scope of the audit plan of the external auditor, and overseeing BRG Group's approach to internal risk management and tax management. The ARC also has other risk-related responsibilities, as outlined on page 63.

Details of the ARC's operation and responsibilities are set out in its charter, available at <https://brevillegroup.com/corporate-governance>.

The ARC is currently structured such that:

- it is comprised solely of Non-Executive Directors;
- it is chaired by an independent Director, who is not chair of the Board; and
- it has three members all of whom are independent Directors.

The members of the ARC as at the date of this report are:

- Mr Lawrence Myers (Chair)
- Mr Dean Howell
- Ms Kate Wright

All other Non-Executive Directors have an open invitation to attend ARC meetings.

The Directors' Report, on page 56, outlines the number of ARC meetings held during the year and Directors' attendance at those meetings. It also outlines the qualifications of the ARC members on pages 12 and 13.

CEO and CFO Declaration

Before the Board approves BRG Group's half-year and full-year financial statements, it receives from the Group CEO and Group CFO a written declaration that, in their opinion, the financial records of BRG Group have been properly maintained and that the financial statements comply with all applicable accounting standards and give a true and fair view of the financial position and performance of BRG Group, and that their opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.

Periodic disclosures that are not subject to external audit are reviewed and presented to the Board for approval and are subject to rigorous internal review prior to publication.

Principle 5: Make timely and balanced disclosure

Continuous disclosure

The Board has adopted a Continuous Disclosure and Shareholder Communications Policy that outlines how BRG Group seeks to comply with its continuous disclosure obligations under the ASX Listing Rules. This policy is available on BRG Group's website: <https://brevillegroup.com/corporate-governance>.

The Board approves all material market announcements before release to the ASX and is promptly notified once an announcement has been released.

If a substantive presentation is to be given to investors or analysts at a briefing, a copy is released to the ASX prior to the commencement of the briefing.

Principle 6: Respect the rights of security holders

Communications policy

BRG Group is committed to providing all shareholders with comprehensive, timely and equal access to information about its activities to enable them to make informed investment decisions. BRG Group's Continuous Disclosure and Shareholder Communications Policy is available on BRG Group's website, together with relevant information regarding BRG Group's governance: <https://brevillegroup.com/corporate-governance>.

BRG Group aims to facilitate effective communication with shareholders in numerous ways, including through:

- announcements released to the ASX, including annual and half year results;
- the Annual General Meeting (AGM), which shareholders are encouraged to attend and in which shareholders are encouraged to participate, including by exercising their voting rights and asking questions of the Chair and the Board and the external auditor;
- a requirement that all substantive resolutions at the AGM, or any other meeting of shareholders, are decided by a poll rather than a show of hands;
- an investor relations program, which includes scheduled and ad-hoc briefing sessions with investors, analysts and other stakeholders;
- maintenance of the BRG Group website which provides up-to-date information about BRG Group, its governance framework and recent ASX announcements;
- lodging with the ASX any presentations to be provided at investor conferences before they are presented; and
- notifications from BRG Group's share registry.

Electronic communication

Shareholders may send and elect to receive communications from BRG Group's share registry electronically. Shareholders are also able to send communications to BRG Group and receive responses to these communications electronically.

Principle 7: Recognise and manage risk

Risk management

BRG Group is committed to the identification, monitoring and management of risks associated with its business activities including financial, operational, compliance, climate, ethical conduct, brand, technology, employee welfare and product quality risks. BRG Group has embedded in its management and reporting systems a number of risk management controls.

These include:

- a presentation delivered at least bi-annually to the ARC and Board of the risk register and risk matrix identifying key risks, mitigants and the residual risk relative to Board risk appetite;
- an extensive controls mapping and testing self-assessment process covering all units and key controls;

Principle 7: Recognise and manage risk continued

- policies and procedures for the management of financial risk and treasury operations including exposures to foreign currencies and movements in interest rates;
- annual strategic planning sessions at the executive and Board level, with monitoring at each Board meeting;
- annual budgeting and monthly reporting systems for all business units that enable the monitoring of progress against performance targets and the evaluation of trends;
- policies and procedures that facilitate management of BRG Group's material business risks; and
- guidelines and limits for approval, including capital expenditure, significant contracts, acquisitions and disposals, actual or contingent liabilities, borrowings and legal matters.

Management reports to the Board on BRG Group's risk identification and management, internal control and governance systems, and the effectiveness of the underlying processes in managing BRG Group's material business risks.

As outlined above, BRG Group conducts an extensive annual self-assessment process, a twice-yearly enterprise-wide risk register review and bi-annual external audits. Given this robust control framework, and its relatively outsourced and simple business model, BRG Group does not currently operate with a dedicated internal audit function, a position that is reviewed periodically.

Audit and Risk Committee

As previously set out, BRG Group has a combined audit and risk committee in the form of the ARC. In addition to the audit-related responsibilities set out on page 62, the ARC is responsible for monitoring the adequacy of and management's performance against BRG Group's risk management framework, considering the effectiveness of BRG Group's internal controls relating to both financial and non-financial risks, reviewing material incidents involving fraud or a breakdown of BRG Group's risk controls and receiving reports from management on new and emerging sources of risk.

Each year, including in FY25, the ARC reviews BRG Group's risk management framework to satisfy itself that it continues to be sound and that BRG Group is operating with due regard to the risk appetite set by the Board.

Further details regarding the ARC, including its composition, are included on page 62.

Sustainability Committee

The SComm has oversight responsibilities in relation to the BRG Group's environmental sustainability strategy, risks and opportunities, and the integrity of BRG Group's sustainability reporting.

BRG Group's exposure to economic, environmental and social sustainability risks, together with how these risks are managed, is detailed in the Operating and Financial Review section of the Directors' Report.

Details of the SComm's operation and responsibilities are set out in its charter, available at <https://brevillegroup.com/corporate-governance>.

The SComm is currently structured such that:

- it is comprised of only Non-Executive Directors; and
- it has three members, a majority of whom are independent.

The members of the SComm as of the date of this report are:

- Ms Sally Herman (Chair)
- Ms Kate Wright
- Mr Dean Howell

All other Non-Executive Directors have an open invitation to attend SComm meetings.

For details on the number of meetings of the Sustainability Committee held during the year and Directors' attendance at those meetings, refer to the Directors' Report on page 56.

Principle 8: Remunerate fairly and responsibly

People, Performance, Remuneration and Nominations Committee

In addition to its people and nomination related responsibilities outlined on pages 58 and 60, the PPRNC is responsible for overseeing the remuneration of both key executive roles and Non-Executive Director roles, as well as the remuneration strategy for BRG Group. This includes reviewing and making recommendations to the Board in relation to short-term and long-term incentives, employee incentive plan terms and compliance with all applicable regulatory requirements.

Further details regarding the PPRNC, including its composition, are included on pages 60 and 61.

Remuneration disclosure

For details of BRG's remuneration philosophy and framework, and the remuneration received by Key Management Personnel (KMP) in the current period, please refer to the Remuneration Report contained in the Directors' report on pages 37 to 55.

Equity-based remuneration schemes and share trading

BRG Group currently operates an equity-based remuneration scheme, the details of which are disclosed in the Remuneration Report, as well as in any notice of meeting seeking shareholder approval for a Director to participate in a particular scheme.

BRG Group has established a Minimum Shareholding Policy, through which it encourages all senior executives and Non-Executive Directors to maintain a minimum holding of BRG Group shares in order to strengthen alignment between their interests and the interests of shareholders.

BRG Group also has a Securities Trading Policy, available in the corporate governance section of the BRG Group's website <https://brevillegroup.com/corporate-governance>. This policy assists Directors and employees to understand and comply with insider trading laws and outlines the procedures that must be followed when dealing in BRG Group securities, including those received under an equity-based remuneration scheme.

Pursuant to the Securities Trading Policy, participants in BRG Group's equity-based remuneration schemes are not permitted to enter into any agreement or arrangement (including options and derivatives) which limits the economic risk of participating in the scheme.

Consolidated income statement

for the year ended 30 June 2025

	Note	Consolidated	
		30 June 2025 \$'000	30 June 2024 \$'000
Revenue	3(a)	1,696,551	1,529,993
Cost of sales	3(b)	(1,076,074)	(973,055)
Gross profit		620,477	556,938
Other income		218	228
Employee benefits expenses	3(e)	(212,585)	(196,526)
Premises and utilities expenses		(15,324)	(13,486)
Advertising and marketing expenses		(62,840)	(54,905)
Other expenses	3(d)	(58,052)	(46,751)
Earnings before interest, tax, depreciation & amortisation (EBITDA)		271,894	245,498
Depreciation and amortisation expense	3(c)	(67,328)	(59,785)
Earnings before interest & tax (EBIT)		204,566	185,713
Finance costs	3(f)	(16,513)	(22,457)
Finance income	3(f)	1,845	2,431
Profit before income tax		189,898	165,687
Income tax expense	4	(54,044)	(47,180)
Net profit after income tax for the year attributable to members of Breville Group Limited		135,854	118,507
		Cents	Cents
Earnings per share for profit attributable to the ordinary equity holders of the Company:			
Basic earnings per share	13	94.4	82.7
Diluted earnings per share	13	93.0	81.8

The accompanying notes form an integral part of this consolidated income statement.

Consolidated statement of comprehensive income

for the year ended 30 June 2025

		Consolidated	
	Note	30 June 2025 \$'000	30 June 2024 \$'000
Net profit after income tax for the year		135,854	118,507
Other comprehensive income			
<i>Items that may be reclassified to profit or loss</i>			
Foreign currency translation differences		29,359	(7,988)
Net change in fair value of cash flow hedges		(17,206)	(9,036)
Income tax on other comprehensive income	4	9,212	7,318
Other comprehensive income for the year, net of income tax		21,365	(9,706)
Total comprehensive income for the year attributable to: Owners of Breville Group Limited		157,219	108,801
Total comprehensive income for the year attributable to owners of Breville Group Limited arises from: Continuing operations		157,219	108,801

The accompanying notes form an integral part of this consolidated statement of comprehensive income.

Consolidated statement of financial position

as at 30 June 2025

	Note	Consolidated	
		30 June 2025 \$'000	30 June 2024 \$'000
Current assets			
Cash and cash equivalents	5	105,740	137,772
Trade and other receivables	6	302,333	282,017
Inventories	7	426,309	332,790
Current tax receivables	4	6,196	6,930
Derivative financial instruments	16	764	3,942
Other financial assets	16	-	559
Total current assets		841,342	764,010
Non-current assets			
Property, plant and equipment	8	92,319	62,858
Deferred tax assets	4	37,556	29,241
Right-of-use assets	10	55,435	65,431
Intangible assets	9	450,741	410,288
Other financial assets	16	3,816	9,243
Total non-current assets		639,867	577,061
Total assets		1,481,209	1,341,071
Current liabilities			
Trade and other payables	6	309,918	273,269
Lease liabilities	10	24,246	22,020
Current tax liabilities	4	5,312	9,376
Borrowings	15	1,049	2,735
Provisions	6	31,826	30,337
Derivative financial instruments	16	14,236	207
Total current liabilities		386,587	337,944
Non-current liabilities			
Borrowings	15	56,234	81,431
Lease liabilities	10	36,935	49,797
Deferred tax liabilities	4	23,037	19,413
Provisions	6	4,707	4,272
Total non-current liabilities		120,913	154,913
Total liabilities		507,500	492,857
Net assets		973,709	848,214
Equity			
Equity attributable to equity holders of Breville Group Limited			
Issued capital	14	418,449	401,129
Reserves	14	51,677	28,977
Retained earnings		503,583	418,108
Total equity		973,709	848,214

The accompanying notes form an integral part of this consolidated statement of financial position.

Consolidated statement of changes in equity

for the year ended 30 June 2025

Consolidated	Note	Issued capital \$'000	Foreign currency translation \$'000	Employee equity benefits reserve \$'000	Cash flow hedges \$'000	Retained earnings \$'000	Total \$'000
2025							
At 1 July 2024		401,129	26,538	(175)	2,614	418,108	848,214
Foreign currency translation reserve		-	29,359	-	-	-	29,359
Cash flow hedges		-	-	-	(17,206)	-	(17,206)
Income tax on items taken directly to equity	4	-	-	4,050	5,162	-	9,212
Total other comprehensive income for the year		-	29,359	4,050	(12,044)	-	21,365
Profit for the year		-	-	-	-	135,854	135,854
Total comprehensive income for the year		-	29,359	4,050	(12,044)	135,854	157,219
Transactions with owners in their capacity as owners:							
Dividends paid	12	-	-	-	-	(50,379)	(50,379)
Ordinary shares issued for Performance Rights Plan (LTI) and Fixed Deferred Remuneration Plan, net of transaction costs and tax	14(a)	17,320	-	(17,353)	-	-	(33)
Ordinary shares acquired by the Trustee of the Breville Group Performance Share Plan	14(b)	(16,603)	-	-	-	-	(16,603)
Transferred to participants of the Performance Rights Plan (LTI) and Fixed Deferred Remuneration Plan	14(b)	16,603	-	-	-	-	16,603
Share-based payments	3(e)	-	-	18,688	-	-	18,688
At 30 June 2025		418,449	55,897	5,210	(9,430)	503,583	973,709
2024							
At 1 July 2023		385,541	34,526	(4,128)	8,939	344,781	769,659
Foreign currency translation reserve		-	(7,988)	-	-	-	(7,988)
Cash flow hedges		-	-	-	(9,036)	-	(9,036)
Income tax on items taken directly to equity	4	-	-	4,607	2,711	-	7,318
Total other comprehensive income for the year		-	(7,988)	4,607	(6,325)	-	(9,706)
Profit for the year		-	-	-	-	118,507	118,507
Total comprehensive income for the year		-	(7,988)	4,607	(6,325)	118,507	108,801
Transactions with owners in their capacity as owners:							
Dividends paid	12	-	-	-	-	(45,180)	(45,180)
Ordinary shares issued for Performance Rights Plan (LTI) and Fixed Deferred Remuneration Plan, net of transaction costs and tax	14(a)	15,588	-	(15,620)	-	-	(32)
Ordinary shares acquired by the Trustee of the Breville Group Performance Share Plan	14(b)	(14,940)	-	-	-	-	(14,940)
Transferred to participants of the Performance Rights Plan (LTI) and Fixed Deferred Remuneration Plan	14(b)	14,940	-	-	-	-	14,940
Share-based payments	3(e)	-	-	14,966	-	-	14,966
At 30 June 2024		401,129	26,538	(175)	2,614	418,108	848,214

The accompanying notes form an integral part of this consolidated statement of changes in equity.

Consolidated statement of cash flows

for the year ended 30 June 2025

		Consolidated	
	Note	30 June 2025 \$'000	30 June 2024 \$'000
Cash flows from operating activities			
Receipts from customers		1,859,762	1,617,072
Payments to suppliers and employees		(1,619,659)	(1,253,165)
Finance income received	3(f)	1,845	2,431
Finance costs paid	3(f)	(16,513)	(22,457)
Income tax paid		(53,961)	(41,266)
Net cash flows from operating activities	5(c)	171,474	302,615
Cash flows from investing activities			
Purchase of property, plant and equipment	8	(44,676)	(24,925)
Proceeds from sale of property, plant and equipment		197	257
Development of intangible assets	9	(42,880)	(37,194)
Purchase of intangible assets	9	(12,848)	-
Net cash (used in) investing activities		(100,207)	(61,862)
Cash flows from financing activities			
Proceeds from borrowings	5(b)	291,427	202,036
Repayment of borrowings	5(b)	(324,555)	(322,722)
Equity dividends paid	12(b)	(50,379)	(45,180)
Principal elements of lease payments	10	(22,802)	(20,547)
Net cash (used in) financing activities		(106,309)	(186,413)
Net (decrease) / increase in cash and cash equivalents		(35,042)	54,340
Cash and cash equivalents at the beginning of the financial year		137,772	84,155
Net foreign exchange difference		3,010	(723)
Cash and cash equivalents at end of year	5	105,740	137,772

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

Notes to the financial statements for the year ended 30 June 2025

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Notes to the financial statements for the year ended 30 June 2025

Key numbers

Note 1. Summary of material accounting policies

Breville Group Limited is a for profit company limited by shares incorporated in Australia. Breville Group Limited shares are quoted on the Australian Securities Exchange.

This financial report covers the consolidated entity comprising Breville Group Limited and its subsidiaries (Company or Group).

A description of the Group's operations and of its principal activities is included in the operating and financial review in the Directors' Report on pages 13 to 18. The Directors' Report is unaudited (except for the Remuneration Report) and does not form part of the financial report.

(a) Basis of preparation

The financial report is a general-purpose financial report, which has been prepared in accordance with the requirements of the *Corporations Act 2001* and Australian Accounting Standards.

The financial report has also been prepared on a historical cost basis, except for derivative financial instruments which have been measured at fair value.

The financial report is presented in Australian dollars and all values are rounded to the nearest thousand dollars (\$'000) unless otherwise stated under the option available to the company under ASIC Corporations (Rounding in Financial / Directors Reports) Instrument 2016 / 191. The Company is an entity to which the class order applies.

Where necessary, comparatives have been reclassified and repositioned for consistency with current year disclosures.

(b) Compliance with IFRS

The financial report complies with Australian Accounting Standards as issued by the Australian Accounting Standards Board and International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board.

(c) Basis of consolidation

The consolidated financial statements comprise the financial statements of Breville Group Limited and its subsidiaries as at 30 June each year.

Subsidiaries are all those entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the Group controls another entity.

The financial statements of subsidiaries are prepared for the same reporting period, using consistent accounting policies. In preparing the consolidated financial statements, all inter-Group balances and transactions, income and expenses and profit and loss resulting from intra-Group transactions have been eliminated in full.

Subsidiaries are fully consolidated from the date on which control is obtained by the Group and cease to be consolidated from the date on which control is transferred out of the Group.

The acquisition of subsidiaries is accounted for using the purchase method of accounting. The purchase method of accounting involves allocating the cost of the business combination to the fair value of assets acquired and the liabilities and contingent liabilities assumed at the date of acquisition.

(d) Foreign currency translation

(i) Functional and presentation currency

Items included in the consolidated financial statements of each of the Group's entities are presented in Australian dollars (\$), which is Breville Group Limited's functional and presentation currency.

(ii) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at year end exchange rates are generally recognised in profit or loss. They are deferred in equity if they relate to qualifying cash flow hedges and qualifying net investment hedges or are attributable to part of the net investment in a foreign operation.

(e) Significant accounting judgements, estimates and assumptions

The carrying amounts of certain assets and liabilities are often determined based on estimates and assumptions of future events. The key estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of certain assets and liabilities within the next annual reporting period are:

Impairment of goodwill and intangibles with indefinite useful lives

The Group determines whether goodwill and intangibles with indefinite useful lives are impaired at least on an annual basis. This requires an estimation of the recoverable amount of the cash generating units to which the goodwill and intangibles with indefinite useful lives are allocated. The assumptions used in this estimation of recoverable amount and the carrying amount of goodwill and intangibles with indefinite useful lives are discussed in note 11.

Share-based payment transactions

The Group measures the cost of equity-settled transactions with employees by reference to the fair value of the equity instruments at the date at which they are granted. The fair value of the equity-settled performance rights granted is estimated as of the date of grant using a Monte-Carlo simulation model or Black Scholes option-pricing model, taking into account the terms and conditions upon which the performance rights were granted. These assumptions are detailed in note 19.

Note 1. Summary of material accounting policies *continued*

Taxes

Uncertainties exist with respect to the interpretation of complex tax regulations, changes in tax laws, and the amount and timing of future taxable income. Given the wide range of international business relationships and the long-term nature and complexity of existing contractual agreements, differences arising between the actual results and the assumptions made, or future changes to such assumptions, could necessitate future adjustments to tax income and expense already recorded.

The Group establishes provisions, based on reasonable estimates, for possible consequences of audits by the tax authorities of the respective countries in which it operates. The amount of such provisions is based on various factors, such as experience of previous tax audits and differing interpretations of tax regulations by the taxable entity and the responsible tax authority. Such differences of interpretation may arise on a wide variety of issues depending on the conditions prevailing in the respective Group Company's domicile. As the Company assesses the probability for litigation and subsequent cash outflow with respect to taxes as remote, no contingent liability has been recognised.

The Organisation for Economic Co-operation and Development (OECD) / G20 Inclusive Framework on Base Erosion and Profit Shifting (BEPS) published the Pillar Two model rules. These are aimed at ensuring that large corporate groups are subject to a minimum taxation at a 15 percent rate in each jurisdiction where they operate. The Group is in the scope of the Pillar Two Model Rules and has applied the mandatory temporary exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes, as provided in the amendments to IAS 12 issued in 2023.

Warranty and faulty goods

Provision for warranty and faulty goods is recognised at the date of sale of the relevant products, at the Group's best estimate of the expenditure required to settle the Group's liability. Factors that could impact the estimated claim information include the success of the Group's quality initiatives, and allowable returns in agreed terms with retailers, as well as parts and labour costs. The related carrying amounts are disclosed in note 6.

Allowance for uncollectible receivables

Estimation is required to assess the risk of probability weighted outcomes in determining an adequate level of provisions for uncollectible receivables. As required by accounting standards the Group considers past, current and future economic conditions. The Group uses a matrix based approach and groups its customers into different risk portfolios when measuring its expected credit losses.

(f) Notes to the financial statements

Notes relating to individual line items in the financial statements include accounting policy information where it is considered relevant to an understanding of these items. Details of the impact of new accounting policies and all other accounting policy information are disclosed in note 24 of the financial report.

Note 2. Operating segments

The Group has identified its operating segments in line with AASB 8 Operating Segments based on the internal reports that are reviewed by the chief operating decision makers (Chief Executive Officer and Board of Directors) in assessing performance and in determining the allocation of resources. The Group's external reporting segments are 'Global Product' and 'Distribution'.

'Global Product' sells premium products designed and developed by BRG Group, which are sold globally. Products may be sold directly or through third parties, and may be branded Breville®, Sage®, Baratza®, Lelit® or carry a third party brand. 'Distribution' sells products that are designed and developed by a third party. BRG Group distributes these products pursuant to a license or distribution agreement, or they are sourced directly from manufacturers. Products in this business unit may be sold under a brand owned by the Group (e.g. Breville®, Kambrook®), or they may be distributed under a third party brand.

Notes to the financial statements for the year ended 30 June 2025

Note 2. Operating segments continued

(a) Segment results

Consolidated 2025	Consolidated					
	30 June 2025			30 June 2024		
	Global Product \$'000	Distribution \$'000	Total \$'000	Global Product \$'000	Distribution \$'000	Total \$'000
Segment revenue	1,500,554	195,997	1,696,551	1,336,031	193,962	1,529,993
Cost of sales	(941,688)	(134,386)	(1,076,074)	(832,966)	(140,089)	(973,055)
Gross Profit	558,866	61,611	620,477	503,065	53,873	556,938
GM%	37.2%	31.4%	36.6%	37.7%	27.8%	36.4%
Total Overhead expenses	-	-	(415,911)	-	-	(371,225)
EBIT			204,566			185,713
Finance costs			(16,513)			(22,457)
Finance income			1,845			2,431
Profit before income tax			189,898			165,687

Total overhead expenses are not reported at the individual reportable segment level as these costs are incurred by centralised functions within BRG Group and therefore not allocated to specific operating segments.

(b) Segment revenue

	Consolidated	
	30 June 2025 \$'000	30 June 2024 \$'000
Global Product		
Americas	822,232	735,454
EMEA	374,350	325,219
APAC	303,972	275,358
Total Global Product revenue	1,500,554	1,336,031

Distribution: Revenue generated from USA, Canada, Australia and New Zealand.

Note 3. Revenue and expenses

	Consolidated	
	30 June 2025 \$'000	30 June 2024 \$'000
(a) Revenue		
Sale of goods	1,696,551	1,529,993
Total revenue	1,696,551	1,529,993
(b) Cost of sales		
Costs of inventories recognised as an expense	960,630	866,831
Costs of delivering goods to customers	58,855	56,550
Warranty expense	56,589	49,674
Total cost of sales	1,076,074	973,055

Note 3. Revenue and expenses continued

	Consolidated	
	30 June 2025 \$'000	30 June 2024 \$'000
(c) Depreciation and amortisation expense		
Depreciation - right-of-use assets	22,921	21,915
Depreciation - property, plant and equipment (excl. production tools)	7,175	7,151
Depreciation - production tools	9,411	7,578
Amortisation - computer software	3,870	2,453
Amortisation - development costs	23,636	19,970
Amortisation - customer relationships	315	718
Total depreciation and amortisation expense	67,328	59,785
(d) Other expenses		
Net foreign exchange loss / (gain)	3,116	(2,087)
Other product related costs	14,475	8,835
Information technology costs	18,956	19,778
Professional and administration costs	9,982	8,455
Other	11,523	11,770
Total other expenses	58,052	46,751
(e) Employee benefits expenses		
Wages and salaries, leave and other employee related benefits	160,578	151,610
Short term incentives	22,485	20,049
Defined contribution plan expense	10,834	9,901
Share-based payments expense	18,688	14,966
Total employee benefits expenses	212,585	196,526
(f) Finance costs / income		
Finance costs paid or payable on borrowings and bank overdrafts:		
Interest and borrowing costs	12,327	17,927
Interest on lease liabilities	4,186	4,530
Finance costs	16,513	22,457
Finance income	(1,845)	(2,431)
Total net finance costs	14,668	20,026

Recognition and measurement**Sale of goods**

Revenue is recognised when control of the goods has been transferred. Control is considered to be transferred at the point in time when the products have been delivered to, or collected by, the buyer. Revenue is measured at the fair value of the consideration received or receivable, net of returns, allowances, trade discounts and volume rebates.

Finance costs / income

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

Notes to the financial statements for the year ended 30 June 2025

Note 4. Income tax

	Consolidated	
	30 June 2025 \$'000	30 June 2024 \$'000
The major components of income tax expense are:		
Income statement		
Current income tax		
Current income tax charge	50,995	46,402
Adjustments in respect of current income tax of previous years	482	(3,788)
Deferred income tax		
Relating to the origination and reversal of temporary differences	4,276	1,828
Adjustments in respect of deferred income tax of previous years	(1,709)	2,738
Total income tax expense reported in the income statement	54,044	47,180
Deferred income tax related to items charged or credited directly to other comprehensive income		
Employee equity benefits reserve	(4,050)	(4,607)
Net (loss) / gain on revaluation of cash flow hedges	(5,162)	(2,711)
Income tax (benefit) / expense reported in other comprehensive income	(9,212)	(7,318)

A reconciliation between tax expense and the product of accounting profit before income tax multiplied by the parent entity's applicable income tax rate is as follows:

	Consolidated	
	30 June 2025 \$'000	30 June 2024 \$'000
Profit before income tax	189,898	165,687
Tax at the Australian tax rate of 30.0% (2024 - 30.0%)	56,969	49,706
Adjustments in respect of income tax of previous years	(1,227)	(1,050)
Effect of different rates of tax on overseas income	(1,652)	(1,657)
Expenditure not allowable for income tax purposes	3,088	2,711
Share Based Payments	(5,895)	(4,455)
Other	2,761	1,925
Income tax expense reported in the income statement	54,044	47,180

Note 4. Income tax continued

	Consolidated	
	Statement of financial position	
	30 June 2025 \$'000	30 June 2024 \$'000
Deferred income tax		
Deferred income tax at 30 June relates to the following:		
Deferred tax assets		
Losses available for offset against future taxable income	961	2,016
Provisions and accruals	33,280	26,995
Employee benefits	11,861	10,755
Inventory	1,329	1,129
Employee equity benefits reserve	17,385	12,439
Cash flow hedge reserve	4,111	-
Leases	1,561	1,514
Other	2,016	1,909
Gross deferred income tax assets	72,504	56,757
Set-off of deferred tax assets pursuant to set-off provisions	(34,948)	(27,516)
Deferred tax assets	37,556	29,241
Deferred tax liabilities		
Brand names	13,724	11,335
Development costs	19,887	18,419
Other intangibles	10,976	8,449
Cash flow hedge reserve	-	1,051
Accelerated depreciation for tax purposes (including production tools)	13,398	6,425
Other	-	1,250
Gross deferred income tax liabilities	57,985	46,929
Set-off of deferred tax liabilities pursuant to set-off provisions	(34,948)	(27,516)
Deferred tax liabilities	23,037	19,413
Net deferred income tax assets	14,519	9,828
Movement		
Opening Balance	9,828	6,957
Credit / (Debit) to income statement	(2,567)	(4,566)
Credit / (Debit) to equity	9,212	7,318
Net exchange differences	(1,954)	119
Closing Balance	14,519	9,828
Current income tax		
Current tax receivables	6,196	6,930
Current tax liabilities	5,312	9,376

Notes to the financial statements for the year ended 30 June 2025

Note 4. Income tax continued

At 30 June 2025, there is no recognised or unrecognised deferred income tax liability (2024: \$nil) for taxes that would be payable on the unremitted earnings of certain of the Group's subsidiaries, as the Group has no current intention of distributing existing retained earnings in jurisdictions where liability for additional taxation exists should such amounts be remitted.

Pillar Two legislation has been enacted or substantively enacted in certain jurisdictions the Group operates and is effective for the Group's financial year beginning 1 July 2024. The Group is in scope of the enacted or substantively enacted legislation and under the legislation, the Group is liable to pay a top-up tax for any difference between its GloBE effective tax rate in each jurisdiction and the 15% minimum rate.

The Group has performed an assessment of its potential exposure to Pillar Two income taxes based on the most recent financial statements, country-by-country reporting data and tax filings for the constituent entities in the Group. Based on the assessment, the Group estimates that Pillar Two will not have a material impact on the current tax expense of the Group for the year ended 30 June 2025.

Recognition and measurement

Current tax

Current tax assets and liabilities for the current and prior periods are measured at the amounts expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the balance sheet date.

Deferred tax

Deferred income tax is provided on all temporary differences between the tax bases of assets / liabilities and their carrying amounts at balance sheet date for financial reporting purposes.

Deferred income tax liabilities are recognised for all taxable temporary differences except:

- when the deferred income tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and that, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; or
- when the taxable temporary difference is associated with investments in subsidiaries and the timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred income tax assets are recognised for all deductible temporary differences, carry-forward of unused tax assets and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences and the carry-forward of unused tax assets and unused tax losses can be utilised, except:

- when the deferred income tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting nor taxable profit or loss; or
- when the deductible temporary difference is associated with investments in subsidiaries in which case a deferred tax asset is only recognised to the extent that it is probable that the temporary difference will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred income tax assets is reviewed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax asset to be utilised.

Unrecognised deferred income tax assets are reassessed at each balance sheet date and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax asset to be recovered.

Deferred income tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the balance sheet date.

Income taxes in relation to items recognised directly in equity are recognised in equity and not in the income statement.

Deferred tax assets and deferred tax liabilities are offset only if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred tax assets and liabilities relate to the same taxable entity and the same taxation authority.

Tax consolidation legislation

Breville Group Limited and its wholly-owned Australian resident controlled entities (excluding the Breville Group Performance Share Plan Trust) have implemented the tax consolidated legislation as of 1 July 2003.

Breville Group Limited is the head entity of the tax consolidated Group. For further information, refer to note 18.

Note 5. Cash and cash equivalents

	Consolidated	
	30 June 2025 \$'000	30 June 2024 \$'000
Cash at bank and on hand	105,740	137,772

Notes:

- At 30 June 2025, the Group had available \$55,647,000 (2024: \$34,200,000) of undrawn committed borrowing and overdraft facilities and \$325,000,000 (2024: \$150,000,000) of undrawn uncommitted borrowing and overdraft facilities in respect of which all conditions precedent had been met (see note 15).
- The fair value of cash and cash equivalents is \$105,740,000 (2024: \$137,772,000).

Cash and cash equivalents	105,740	137,772
Borrowings - Current	(1,049)	(2,735)
Borrowings - Non-current	(56,234)	(81,431)
Net cash / (debt)	48,457	53,606

(a) Disclosure of financing facilities

Refer to note 15.

Recognition and measurement

Cash and cash equivalents in the balance sheet comprise cash at bank and on hand and short-term deposits with an original maturity of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

For the purposes of the consolidated cash flow statement, cash and cash equivalents consist of cash and cash equivalents as defined above, net of outstanding bank overdrafts.

(b) Net debt reconciliation

This section sets out an analysis of net debt and the movements in net debt for each of the years presented.

Consolidated	Cash \$'000	Borrowings \$'000	Total \$'000
Net debt as at 1 July 2023	84,155	(205,445)	(121,290)
Cash flows	55,060	120,686	175,746
Foreign exchange adjustments	(1,443)	593	(850)
Net (debt) / cash as at 30 June 2024	137,772	(84,166)	53,606
Cash flows	(35,042)	33,128	(1,914)
Foreign exchange adjustments	3,010	(6,245)	(3,235)
Net (debt) / cash as at 30 June 2025	105,740	(57,283)	48,457

Notes to the financial statements for the year ended 30 June 2025

Note 5. Cash and cash equivalents continued

(c) Reconciliation of net profit after tax for the year to net cash flows from operating activities

	Consolidated	
	30 June 2025 \$'000	30 June 2024 \$'000
Profit for the year	135,854	118,507
Non-cash adjustments:		
Depreciation and amortisation	67,328	59,785
Share-based payments	18,688	14,966
Other	(185)	23
Net exchange differences	(85)	(922)
Changes in assets and liabilities:		
Decrease / (increase) in:		
Trade receivables, prepayments and other receivables	609	132
Inventories	(75,781)	102,879
Other current assets	1,225	(2,765)
Non-current assets	(2,722)	2,296
(Decrease) / increase in:		
Current liabilities	17,347	10,425
Non-current liabilities	9,196	(2,711)
Net cash from operating activities	171,474	302,615

Note 6. Receivables, payables and provisions

Trade and other receivables

	Consolidated	
	30 June 2025 \$'000	30 June 2024 \$'000
Current assets		
Trade receivables from contracts with customers	285,083	255,810
Allowance for uncollectible receivables	(9,689)	(9,709)
Trade receivables, net	275,394	246,101
Prepayments and Other receivables	26,939	35,916
Total current trade receivables, prepayments and other receivables	302,333	282,017

Notes:

(a) Trade receivables are non-interest bearing and are generally on 30-60 day terms.

Note 6. Receivables, payables and provisions continued

Trade and other receivables continued

	Consolidated
	30 June 2025 \$'000
Allowance for uncollectible receivables	
Carrying amount at the beginning of the year:	9,709
Provision	(531)
Utilised	(81)
Net exchange differences	592
Carrying amount at the end of the year:	9,689

At 30 June 2025 an ageing analysis of those trade receivables (net of allowance for uncollected receivables) are as follows:

	Consolidated	
	30 June 2025 \$'000	30 June 2024 \$'000
Current	270,785	241,857
31 – 60 days overdue	3,580	2,606
61+ days overdue	1,029	1,638
Trade receivables, net	275,394	246,101

Trade receivables (net) past due, but not impaired, amount to \$4,609,000 (2024: \$4,244,000). In all instances each operating unit has been in contact with the relevant debtor and is satisfied that payment will be received in full or has been provided for.

Recognition and measurement

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost. Bad debts are written off when incurred. An allowance for uncollectible, or doubtful, receivables is calculated on a probability weighted measure of expected credit losses using historic, present and future economic conditions. The carrying value and estimated net fair values of the trade and other receivables is assumed to approximate their fair value, being the amount at which the asset could be exchanged between willing parties.

Details regarding the effective interest rate and credit risk of current receivables are disclosed in note 16.

Trade and other payables

	Consolidated	
	30 June 2025 \$'000	30 June 2024 \$'000
Current		
Trade and other payables – unsecured	309,918	273,269
Total current trade and other payables	309,918	273,269

Recognition and measurement

Current trade and other payables are carried at amortised cost. Trade payables represent liabilities for goods and services provided to the Group prior to the end of the year, including customer rebates, that are unpaid and arise when the Group becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, non-interest bearing and are usually settled on 30 day terms. The carrying value and estimated net fair values of the trade and other payables is assumed to approximate their fair value, being the amount at which the liability could be settled in a current transaction between willing parties. Details regarding interest rate, foreign exchange and liquidity risk exposure are disclosed in note 16.

Notes to the financial statements for the year ended 30 June 2025

Note 6. Receivables, payables and provisions continued

	Consolidated	
	30 June 2025 \$'000	30 June 2024 \$'000
Provisions		
Current		
Warranty and faulty goods	16,081	15,238
Employee benefits – annual leave	11,276	11,304
Employee benefits – long service leave	4,469	3,795
Total current provisions	31,826	30,337
Non-current		
Employee benefits – long service leave	4,707	4,272
Total non-current provisions	4,707	4,272

(a) Movement in provisions

Consolidated	Warranty and faulty goods \$'000	Employee benefits - annual leave \$'000	Employee benefits - long service \$'000	Total \$'000
Carrying amount at the beginning of the year:				
Current	15,238	11,304	3,795	30,337
Non-current	-	-	4,272	4,272
Total	15,238	11,304	8,067	34,609
Movement in provisions during the year:				
Amounts utilised during the year	(56,214)	(8,746)	(671)	(65,631)
Additional provisions made in the year	56,589	8,522	1,606	66,717
Net exchange differences	468	196	174	838
Net movement	843	(28)	1,109	1,924
Carrying amount at the end of the year:				
Current	16,081	11,276	4,469	31,826
Non-current	-	-	4,707	4,707
Total	16,081	11,276	9,176	36,533

Recognition and measurement

Provisions are recognised when the Group has a present legal or constructive obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Where the Group expects some or all of a provision to be reimbursed, for example under an insurance contract, the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain. The expense relating to any provision is presented in the income statement net of any reimbursement.

Provisions are measured as the present value of management's best estimate of the expenditure required to settle the present obligation at the balance sheet date. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

Note 6. Receivables, payables and provisions continued**Provisions continued****(a) Movement in provisions continued***Warranties and faulty goods*

Provisions for warranty and faulty goods are recognised at the date of sale of the relevant products. A provision for warranty and faulty goods represents the present value of the best estimate of the future sacrifice of economic benefits expected that will be required for warranty and faulty goods claims on products sold. This estimate is based on the historical trends experienced on the level of repairs and returns. Assumptions used to calculate the provision for warranty and faulty goods were based on the level of warranty and faulty goods claims experienced during the last year.

Employee benefits - annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulating sick leave expected to be settled within 12 months of the reporting date are recognised in respect of employees' services up to the reporting date. They are measured at the amounts expected to be paid when the liabilities are settled. Liabilities for non-accumulating sick leave are recognised when the leave is taken and are measured at the rates paid or payable.

Contributions to the defined contribution fund are recognised as an expense as they become payable.

Employee benefits - long service

The provision for employee benefits represents the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. Consideration is given to the expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using appropriate market yields at the reporting date to estimate the future cash outflows.

Note 7. Inventories

	Consolidated	
	30 June 2025 \$'000	30 June 2024 \$'000
Current assets		
Finished goods and materials	375,541	291,367
Stock in transit	50,768	41,423
Total inventories	426,309	332,790

Recognition and measurement

Inventories are valued at the lower of cost and net realisable value. The cost of inventories comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. This includes the transfer from equity of gains and losses on cash flow hedges of purchases of finished goods. Costs are assigned to individual items of inventory on a weighted average cost basis.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs necessary to make the sale.

Notes to the financial statements for the year ended 30 June 2025

Note 8. Property, plant and equipment (PPE)

Consolidated 2025

At the beginning of the year

Notes	PPE (excl. Production tools \$'000	Production tools \$'000	Total \$'000
Cost or fair value	73,700	70,474	144,174
Accumulated depreciation	(50,541)	(30,775)	(81,316)
Net carrying amount	23,159	39,699	62,858

Reconciliation of the carrying amount:

Carrying amount at the beginning of year	23,159	39,699	62,858
Additions	23,335	21,341	44,676
Disposals	(166)	-	(166)
Depreciation charge	3(c) (7,175)	(9,411)	(16,586)
Net exchange difference	1,524	13	1,537
Carrying amount at the end of year	40,677	51,642	92,319

At the end of the year

Cost or fair value	99,639	91,834	191,473
Accumulated depreciation and impairment	(58,962)	(40,192)	(99,154)
Net carrying amount	40,677	51,642	92,319

Consolidated 2024

At the beginning of the year

Notes	PPE (excl. Production tools \$'000	Production tools \$'000	Total \$'000
Cost or fair value	64,179	56,810	120,989
Accumulated depreciation	(44,012)	(23,211)	(67,223)
Net carrying amount	20,167	33,599	53,766

Reconciliation of the carrying amount:

Carrying amount at the beginning of year	20,167	33,599	53,766
Additions	11,226	13,699	24,925
Disposals	(259)	(21)	(280)
Depreciation charge	3(c) (7,151)	(7,578)	(14,729)
Net exchange difference	(824)	-	(824)
Carrying amount at the end of year	23,159	39,699	62,858

At the end of the year

Cost or fair value	73,700	70,474	144,174
Accumulated depreciation and impairment	(50,541)	(30,775)	(81,316)
Net carrying amount	23,159	39,699	62,858

Note 8. Property, plant and equipment (PPE) continued

A summary of the policies applied to the Group's property, plant and equipment is as follows:

(a) PPE (excl. Production tools)

Internally generated / Acquired	Acquired
Recognition	PPE (excl. Production tools) includes buildings, leasehold improvements, engineering equipment, store-in-store, plant and equipment, computer equipment and office furniture and fittings. PPE (excl. Production tools) is stated at cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items. The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted if appropriate, at each year end. An item of PPE (excl. Production tools) is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset at the time of derecognition) is included in the income statement in the year in which they arise.
Useful lives	Finite
Depreciation method	Depreciation on plant and equipment (excl. production tools) is calculated on a straight-line basis over the estimated useful life of between 2 and 10 years. Computer equipment is depreciated over a shorter estimated useful life, whereas engineering equipment is deemed to have a longer estimated useful life. Depreciation on property is calculated on a straight-line basis over the estimated useful life or in line with local tax regulations. The depreciation method is reviewed at each year end.
Impairment test	When an indication of impairment exists, an impairment loss is recognised to the extent that the recoverable amount is lower than the carrying amount.

(b) Production tools

Internally generated / Acquired	Acquired
Recognition	Production tools are manufacturing components including moulds, dies, jigs, gauges, cutting equipment and patterns that are used in conjunction with manufacturing equipment. The tools are specified, purchased and owned by BRG Group, although they are deployed in our manufacturing partners' plants. Production tools are stated at cost less accumulated depreciation and any accumulated impairment losses. The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted if appropriate, at each year end. An item of production tooling is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset at the time of derecognition) is included in the income statement in the year in which they arise.
Useful lives	Finite
Depreciation method	Depreciation on production tools is calculated on a straight-line basis over the estimated useful life, currently estimated at 5 years. The depreciation method is reviewed at each year end.
Impairment test	When an indication of impairment exists, an impairment loss is recognised to the extent that the recoverable amount is lower than the carrying amount.

Notes to the financial statements for the year ended 30 June 2025

Note 9. Non-current assets - intangible assets

	Consolidated	
	30 June 2025 \$'000	30 June 2024 \$'000
Development costs	93,539	79,077
Computer software	9,208	7,205
Customer relationships	51	331
Goodwill, brand names & licences	347,943	323,675
Total intangible assets (net carrying amount)	450,741	410,288

Goodwill, brand names and licences includes goodwill and brand names of \$335,095,000 and acquired licences of \$12,848,000. Refer to Note 11 - Impairment testing of goodwill and intangibles with indefinite lives in relation to goodwill and brand names.

Consolidated 2025		Development costs	Computer software	Customer relationships	Goodwill, brand names and licences	
	Notes	\$'000	\$'000	\$'000	\$'000	Total \$'000
At the beginning of the year						
At cost (gross carrying amount)		210,337	11,181	3,715	323,675	548,908
Accumulated amortisation and impairment		(131,260)	(3,976)	(3,384)	-	(138,620)
Net carrying amount		79,077	7,205	331	323,675	410,288
Reconciliation of the carrying amount:						
Carrying amount at the beginning of year		79,077	7,205	331	323,675	410,288
Additions		37,021	5,859	-	12,848	55,728
Amortisation	3(c)	(23,636)	(3,870)	(315)	-	(27,821)
Net exchange difference		1,077	14	35	11,420	12,546
Carrying amount at the end of year		93,539	9,208	51	347,943	450,741
At the end of the year						
At cost (gross carrying amount)		248,306	17,017	3,748	347,943	617,014
Accumulated amortisation and impairment		(154,767)	(7,809)	(3,697)	-	(166,273)
Net carrying amount		93,539	9,208	51	347,943	450,741

Consolidated 2024		Development costs \$'000	Computer software \$'000	Customer relationships \$'000	Goodwill, brand names and licences \$'000	Total \$'000
	Notes					
At the beginning of the year						
At cost (gross carrying amount)		178,253	6,798	3,784	325,948	514,783
Accumulated amortisation and impairment		(111,533)	(1,739)	(2,483)	-	(115,755)
Net carrying amount		66,720	5,059	1,301	325,948	399,028
Reconciliation of the carrying amount:						
Carrying amount at the beginning of year		66,720	5,059	1,301	325,948	399,028
Additions		32,553	4,641	-	-	37,194
Amortisation	3(c)	(19,970)	(2,453)	(718)	-	(23,141)
Net exchange difference		(226)	(42)	(252)	(2,273)	(2,793)
Carrying amount at the end of year		79,077	7,205	331	323,675	410,288
At the end of the year						
At cost (gross carrying amount)		210,337	11,181	3,715	323,675	548,908
Accumulated amortisation and impairment		(131,260)	(3,976)	(3,384)	-	(138,620)
Net carrying amount		79,077	7,205	331	323,675	410,288

Note 9. Non-current assets - intangible assets continued

A summary of the policies applied to the Group's intangible assets is as follows:

(a) Development costs

Internally generated / Acquired	Internally generated and acquired products and product platforms
Recognition	Capitalised at cost and recognised only after the Group can demonstrate the technical feasibility and commercial viability of the intangible asset so that it will be available for use or sale, its intention to complete and its ability to use or sell the asset, how the asset will generate future economic benefits, the availability of resources to complete the development and the ability to measure reliably the expenditure attributable to the intangible asset during its development. Following the initial recognition of the development expenditure, the cost model is applied requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses. Research costs are expensed as incurred. Therefore in practice a project is only capitalised when it becomes feasible and meets the development phase recognition criteria. All costs before this are expensed as incurred as deemed to be in the research phase.
Useful lives	Finite
Amortisation method	Amortised straight-line over the period of expected future sales, 5 years, from the related launch date on a straight-line basis. The amortisation method is reviewed at each year end.
Impairment test	Annually and more frequently when an indication of impairment exists. An impairment loss is recognised to the extent that the recoverable amount is lower than the carrying amount.

(b) Computer software

Internally generated / Acquired	Internally generated and acquired software
Recognition	Capitalised at cost
Useful lives	Finite
Amortisation method	Amortised over the useful life, not exceeding 7 years, on a straight-line basis. The amortisation method is reviewed at each year end.
Impairment test	Annually and more frequently when an indication of impairment exists.

(c) Customer relationships

Internally generated / Acquired	Acquired customer relationships
Recognition	Capitalised at cost or if acquired as part of a business combination at fair value at the date of acquisition
Useful lives	Finite
Amortisation method	Amortised over the useful life, not exceeding 10 years, on a straight-line basis. The amortisation method is reviewed at each year end.
Impairment test	Annually and more frequently when an indication of impairment exists.

(d) Goodwill, brand names and licences

Internally generated / Acquired	Acquired goodwill, brand names and licences
Recognition	Goodwill is initially capitalised at cost, being the excess of the cost of the business combination over the Group's interest in the net fair value of the acquiree's identifiable assets, liabilities and contingent liabilities. Brand names are capitalised at cost or if acquired as part of a business combination at fair value at the date of acquisition. Following initial recognition, goodwill and brand names are measured at cost less any accumulated impairment losses. Acquired licences are capitalised at cost.
Useful lives	Indefinite for goodwill and brand names, finite for licences
Amortisation method	Licences are amortised over the expected useful life on a straight-line basis. No amortisation on goodwill and brand names. The amortisation method is reviewed at each year end.
Impairment test	Annually and more frequently when an indication of impairment exists.

The amortisation expense on intangible assets with finite lives is recognised in the consolidated income statement in the expense category consistent with the function of the intangible asset.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the consolidated income statement when the asset is derecognised.

Notes to the financial statements for the year ended 30 June 2025

Note 10. Leases

This note provides information for leases where the Group is a lessee. The Group does not act as a lessor. BRG Group leases offices, vehicles and several of its warehouses. While the warehouses are operated by third parties, in some instances BRG Group has the right to control use and therefore accounts for these contracts as leases.

a) Amounts recognised in the consolidated statement of financial position

	Note	Consolidated	
		30 June 2025 \$'000	30 June 2024 \$'000
Right-of-use assets			
Buildings		55,134	65,076
Vehicles		301	355
Total	10(a)(i)	55,435	65,431
Lease liabilities			
Current		24,246	22,020
Non-current		36,935	49,797
Total		61,181	71,817

(i) Additions to the right-of-use assets during FY25 were \$1,280,000 (FY24: \$13,374,000). Other movements of \$11,645,000 (FY24: \$4,004,000) includes lease renewals and foreign exchange differences.

b) Amounts recognised in the consolidated income statement

	Note	Consolidated	
		30 June 2025 \$'000	30 June 2024 \$'000
Depreciation charge of right-of-use assets			
Buildings		22,746	21,719
Vehicles		175	196
Total	3(c)	22,921	21,915
Finance expenses			
Interest expense on lease liabilities (included in finance cost)	3(f)	4,186	4,530

The total cash outflow in the consolidated statement of cash flows for leases during FY25 was \$26,988,000 (FY24: \$25,077,000). This amount includes principal lease repayments of \$22,802,000 plus interest expense on lease liabilities of \$4,186,000 (FY24 principal lease repayments of \$20,547,000 plus interest expense on lease liabilities of \$4,530,000).

c) The Group's leasing activities and how these are accounted for

The Group leases various office buildings, third party warehouses and motor vehicles, with rental contracts typically spanning fixed periods of 1 to 8 years, with some having options to extend.

Contracts may contain both lease and non-lease components. The Group allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices.

Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

Note 10. Leases continued**c) The Group's leasing activities and how these are accounted for continued**

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payments that are based on an index or a rate, initially measured using the index or rate as at the commencement date
- amounts expected to be payable by the Group under residual value guarantees
- the exercise price of a purchase option if the Group is reasonably certain to exercise that option, and
- payments of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Group, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

To determine the incremental borrowing rate, the Group:

- where possible, uses recent third-party financing received by the individual lessee as a starting point, adjusted to reflect changes in financing conditions since third-party financing was received
- uses a build-up approach that starts with a risk-free interest rate adjusted for credit risk for leases held by Breville Group Limited, which does not have recent third-party financing, and
- makes adjustments specific to the lease, e.g. term, country, currency and security.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability
- any lease payments made at or before the commencement date less any lease incentives received
- any initial direct costs, and restoration costs.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Group is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life.

Payments associated with short-term leases of equipment and vehicles and all leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less without a purchase option. Low-value assets comprise IT equipment and small items of office furniture.

Notes to the financial statements for the year ended 30 June 2025

Note 11. Impairment testing of goodwill and intangibles with indefinite lives

	Consolidated	
	30 June 2025 \$'000	30 June 2024 \$'000
Global Product APAC		
- Goodwill	74,790	70,715
- Brand names with indefinite useful lives	13,800	13,800
Global Product Americas		
- Goodwill	179,911	173,707
Global Product EMEA		
- Goodwill	11,555	10,649
- Brand names with indefinite useful lives	29,155	28,920
Distribution		
- Goodwill	8,109	8,109
- Brand names with indefinite useful lives	17,775	17,775
	335,095	323,675
All cash generating units		
- Goodwill	274,365	263,180
- Brand names with indefinite useful lives	60,730	60,495
Total carrying amount of goodwill and brand names	335,095	323,675

On a consistent basis, goodwill and brand names acquired through business combinations have been allocated to these CGU's (cash generating units) or groups of CGU's for impairment testing as follows:

- Global Product APAC
- Global Product Americas
- Global Product EMEA
- Distribution

In all cases the recoverable amount of the individual CGU has been determined based on a value in use calculation using cash flow projections based on financial budgets approved by the Board.

The pre-tax discount rates applied to cash flow projections are in the range of 10.7% to 12.7% (2024: of 10.6% to 12.1%), depending on the CGU. This discount rate has been determined using the weighted average cost of capital which incorporates both the cost of debt and the cost of capital. Cash flows are modelled upon budget year 2026. The next four years' growth rate is modelled on growth rates consistent with prior year in the range of 2.0% to 15.0% (2024: 2.0% to 15.0%) depending on the CGU. Thereafter using a terminal growth rate of 2% to 3% (2024: 1% to 3%) depending on the CGU.

Management has performed sensitivity testing by CGU, based on assessing the effect of changes in revenue growth rates as well as discount rates. Management considers any reasonable likely combination of changes in these key assumptions would not result in the carrying value of the goodwill or brand names exceeding the recoverable amount.

Key assumptions used in value in use calculations for the cash generating units for 30 June 2025 and 30 June 2024

The key assumptions on which management has based its cash flow projections when determining the value in use of the cash generating units are budgeted revenue and Gross Margin. The basis used to determine the value assigned to the budgeted revenue and Gross Margin are based on past performance and expectations for the future.

Recognition and measurement

Intangible assets – goodwill

The useful life of an intangible asset with an indefinite life is reviewed each reporting period to determine whether indefinite life assessment continues to be supportable.

For the purpose of impairment testing, goodwill acquired in a business combination shall, from the acquisition date, be allocated to each of the Group's cash generating units, or groups of cash generating units, that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the Group are assigned to those units or groups of units. Each unit or group of units to which the goodwill is so allocated represents the lowest level within the Group at which the goodwill is monitored for internal management purposes.

Note 11. Impairment testing of goodwill and intangibles with indefinite lives continued

Impairment is determined by assessing the recoverable amount of the cash generating unit to which the goodwill relates. When the recoverable amount of a cash generating unit is less than the carrying amount, an impairment loss is recognised. When goodwill forms part of a cash generating unit and an operation within that unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed of in this manner is measured based on the relative values of the operation disposed of and the portion of the cash generating unit retained.

Impairment losses recognised for goodwill are not subsequently reversed.

Impairment of non-financial assets other than goodwill

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

Recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash generating units). Non-financial assets other than goodwill that suffered impairment are tested for possible reversal of the impairment whenever events or changes in circumstances indicate that the impairment may have reversed.

Capital management**Note 12. Dividends**

	Consolidated	
	30 June 2025 \$'000	30 June 2024 \$'000
(a) Dividends on ordinary shares declared and paid during the year:		
Final dividend for the year ended 30 June 2024 of 17.0 cents per share, 100% franked (2024: final dividend for 2023 of 15.5 cents per share, 100% franked)		
Final fully franked dividend	24,469	22,231
Interim dividend for the year ending 30 June 2025 of 18.0 cents per share, 100% franked (2024: interim dividend for 2024 of 16.0 cents per share, 100% franked)		
Interim fully franked dividend	25,910	22,949
Total dividends declared and paid during the year of 35.0 cents per share, 100% franked (2024: Total dividends of 31.5 cents per share, 100% franked)	50,379	45,180
(b) Dividends on ordinary shares proposed and not recognised as a liability:		
Final dividend for 2025 of 19.0 cents per share, 100% franked (2024: final dividend of 17.0 cents per share, 100% franked)	27,349	24,383
(c) Franking credit balance		
The amount of franking credits in the parent available for the subsequent year are:		
Franking credits available for subsequent reporting periods based on a tax rate of 30.0% (2024 30.0%)	43,786	36,499
Franking (debits) / credits that will arise from the payment of income tax (receivable) / payable as at the end of the year	170	6,445
Franking debits that will be used on the payment of dividends subsequent to the end of the financial year	(11,721)	(10,450)
Total franking credit balance	32,235	32,494

The tax rate at which dividends are franked is 30.0% (2024: 30.0%).

Notes to the financial statements for the year ended 30 June 2025

Note 13. Earnings per share

The following reflects the income and share data used in the basic and diluted earnings per share computations:

Earnings used in calculating basic and diluted earnings per share:

	Consolidated	
	30 June 2025 \$'000	30 June 2024 \$'000
Net profit attributable to ordinary equity holders of Breville Group Limited	135,854	118,507

Weighted average number of shares used as the denominator

	2025 Number '000's	2024 Number '000's
Weighted average number of ordinary shares for basic and diluted earnings per share	143,840	143,309
Weighted average number of potential ordinary shares included in diluted earnings per share	146,019	144,890

	Consolidated	
	30 June 2025 Cents	30 June 2024 Cents
(a) Basic earnings per share		
From continuing operations attributable to the ordinary equity holders of the company	94.40	82.70
(b) Diluted earnings per share		
From continuing operations attributable to the ordinary equity holders of the company	93.00	81.80

Recognition and measurement

Basic earnings per share is calculated as net profit attributable to members of the parent, adjusted to exclude any costs of servicing equity (other than dividends), divided by the weighted average number of ordinary shares. Diluted earnings per share is calculated as net profit or loss attributable to members of the parent, adjusted for:

- cost of servicing equity (other than dividends);
- the after tax effect of dividends and interest associated with dilutive potential ordinary shares that have been recognised as expenses;
- other non-discretionary changes in revenue or expenses during the period that would result from the dilution of potential ordinary shares; and divided by the weighted average number of ordinary shares and dilutive potential ordinary shares.

Note 14. Issued capital and reserves

Issued capital

	Consolidated	
	30 June 2025 \$'000	30 June 2024 \$'000
Ordinary shares – authorised, issued and fully paid	418,449	401,129
Ordinary shares – held by the Breville Group Employee Share Trust	-	-
Total contributed equity	418,449	401,129

Note 14. Issued capital and reserves continued

Issued capital continued

Ordinary shares held by the Breville Group Employee Share Trust

Ordinary shares held by the Breville Group Employee Share Trust to fulfil its obligations under the Breville Group Limited Share Plan are deducted from equity. No gain or loss is recognised in the consolidated income statement on the purchase of the Group's equity instruments by the Breville Group Employee Share Trust.

The ordinary shares held by the Breville Group Employee Share Trust, if any, are yet to be allocated to LTI or fixed deferred remuneration participants. They will be allocated to participants once performance rights vest and they are exercised. The ordinary shares held by the Breville Group Employee Share Trust, if any, have the right to receive dividends as declared and, in the event of winding up the company, to participate in the proceeds from the sale of all surplus assets in proportion to the number of and amounts paid up on shares held. The ordinary shares held by the Breville Group Employee Share Trust, if any, entitle their holder to one vote, either in person or by proxy, at a meeting of the company. Details are provided in note 17(b) and note 19.

(a) Movements in ordinary shares:

	Consolidated		Consolidated	
	30 June 2025		30 June 2024	
	Number of shares	\$'000	Number of shares	\$'000
Beginning of the year	143,430,691	401,129	142,781,365	385,541
Movements during the year				
Ordinary shares issued during the year for Performance Rights Plan (LTI) and Fixed Deferred Remuneration Plan (net of transaction costs) (i)	507,132	17,153	643,983	15,450
Ordinary shares issued during the year for non-executive directors (NED) (ii)	4,658	167	5,343	138
End of the year	143,942,481	418,449	143,430,691	401,129

- (i) During the year the group issued 507,132 fully paid ordinary shares (2024: 643,983) of Breville Group Limited as a result of the vesting of performance and fixed deferred remuneration rights issued under the Breville Group Limited Share Plan. The average value attributable to these issued shares was \$33.91 (2024: \$24.06), as of the date of issue.
- (ii) During the year the group issued 4,658 fully paid ordinary shares (2024: 5,343) of Breville Group Limited to Non-Executive Directors as a result of the vesting of rights issued under the NED Plan. The average value attributable to these issued shares was \$35.85 (2024: \$25.91) as of the date of issue.

(b) Movements in ordinary shares held by the Breville Group Employee Share Trust:

	30 June 2025		30 June 2024	
	Number of shares	\$'000	Number of shares	\$'000
Beginning of the year	-	-	-	-
Movements during the year				
Ordinary shares transferred to participants of the Breville Group Share Plan (i)	489,627	16,603	621,056	14,940
Ordinary shares subscribed to / acquired by the Breville Group Employee Share Trust during the year - cash (ii)	(489,627)	(16,603)	(621,056)	(14,940)
End of the year	-	-	-	-

- (i) During the year the Trustee of the Breville Group Employee Share Trust transferred 489,627 ordinary company shares (2024: 621,056) to participants to fulfill its obligations under the Breville Group Limited Share Plan.
- (ii) During the year the Trustee of the Breville Group Employee Share Trust subscribed to 489,627 ordinary shares of Breville Group Limited (2024: 621,056) in order to fulfill its obligations under the Breville Group Limited Share Plan. The average value placed on these subscriptions was \$33.91 (2024: \$24.06). Details are provided in note 17(b) and note 19.

Notes to the financial statements for the year ended 30 June 2025

Note 14. Issued capital and reserves continued

Issued capital continued

(c) Rights over ordinary shares:

The Company has a share-based payment rights scheme under which rights to subscribe for the Company's shares have been granted to certain executives and other employees (refer note 19). At the end of the year there were 3,111,496 (2024: 2,589,741) potential unissued ordinary shares in respect of rights that were outstanding.

Ordinary shares

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

	Consolidated	
	30 June 2025 \$'000	30 June 2024 \$'000
Reserves		
Foreign currency translation	55,897	26,538
Employee equity benefits reserve	5,210	(175)
Cash flow hedges	(9,430)	2,614
Total reserves	51,677	28,977

Nature and purpose of reserves

Foreign currency translation reserve - This reserve is used to record exchange differences arising from the translation of the financial statements of foreign subsidiaries.

Employee equity benefits reserve - This reserve is used to record the value of equity benefits provided to employees as part of their remuneration. Refer to note for further details of these plans.

Cash flow hedge reserve - This reserve records the portion of the gain or loss on a hedging instrument in a cash flow hedge that is determined to be an effective hedge.

Note 15. Borrowings

	Consolidated	
	30 June 2025 \$'000	30 June 2024 \$'000
Current		
Borrowings	(1,049)	(2,735)
Total current borrowings	(1,049)	(2,735)
Non-current		
Borrowings	(56,234)	(81,431)
Total non-current borrowings	(56,234)	(81,431)

Terms and conditions

The Group operates under one primary facility with Australia and New Zealand Banking Group Limited (ANZ) enabling all jurisdictions to borrow under one global facility. The facility agreement has a number of financial covenants all of which have been fully complied with as at the years ended 30 June 2025 and 30 June 2024.

Breville Group Limited has issued corporate guarantees in favour of the local bank (HSBC) in Canada and Mexico. HSBC also provides the day to day US, Canadian, UK, French, Mexican, German, United Arab Emirates (UAE) and China transactional banking facilities. Intesa Sanpaolo SpA, BCC Brescia and UniCredit SpA provide the day to day Italian transactional banking facilities.

Borrowings may include Australian dollar, US dollar, Canadian dollar, British pounds and Euro denominated amounts.

Note 15. Borrowings continued

Fair value

The carrying value and estimated net fair values of the borrowings held with banks (determined under Level 2, as described in note 16) approximates their fair value. Fair values of the company's interest-bearing loans are determined by using an effective interest rate method. The non-performance risk as at 30 June 2025 was assessed to be insignificant (2024: insignificant). Details regarding interest rate, foreign exchange and liquidity risk are disclosed in note 16.

	Consolidated	
	30 June 2025 \$'000	30 June 2024 \$'000
At reporting date, the following financial facilities have been negotiated and were available to the Group:		
Facilities used at the reporting date	66,769	93,506
Facilities unused at the reporting date	388,226	190,834
Total facilities	454,995	284,340
(a) Facilities used at the reporting date:		
Non-current cash advance facilities – committed	57,283	84,166
Non-current cash advance facilities – uncommitted	-	-
Overdraft facilities	2,356	1,822
Business transactions facilities	1,307	1,157
Indemnity / guarantee facilities	5,776	6,298
Documentary credit facilities	47	63
Facilities used as at reporting date	66,769	93,506
(b) Facilities unused at the reporting date:		
Non-current cash advance facilities – committed	45,768	23,831
Non-current cash advance facilities – uncommitted	325,000	150,000
Overdraft facilities	9,879	10,369
Business transactions facilities	3,035	3,077
Indemnity / guarantee facilities	3,828	2,871
Documentary credit facilities	716	686
Facilities unused as at reporting date	388,226	190,834
(c) Total facilities:		
Non-current cash advance facilities – committed	103,051	107,997
Bank loans	325,000	150,000
Overdraft facilities	12,235	12,191
Business transactions facilities	4,342	4,234
Indemnity / guarantee facilities	9,604	9,169
Documentary credit facilities	763	749
Total facilities	454,995	284,340

Financing facilities available

Group facilities

At 30 June 2025, the Group had debt facilities with ANZ bank including;

- \$100,000,000 committed multicurrency facilities with tenures between 2.2 and 3.2 years.
- \$325,000,000 one year uncommitted facility.

Recognition and measurement

All borrowings, including cash advance facilities, are initially recognised at the fair value of the consideration received less directly attributable transaction costs. After initial recognition, borrowings, including cash advance facilities, are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in the income statement when the liabilities are derecognised.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

Notes to the financial statements for the year ended 30 June 2025

Note 16. Financial risk management

The Group's principal financial instruments, other than derivatives, comprises cash advances, bank overdrafts, cash at bank and short-term deposits.

The main purpose of these financial instruments is to raise finance for the Group's operations. The Group has various other financial assets and liabilities such as trade receivables and trade payables, which arise directly from its operations. The Group also enters into derivative transactions, primarily forward exchange contracts. The purpose is to manage the currency risks arising from the Group's business operations and its sources of finance. It is the Group's policy that no speculative trading in derivatives shall be undertaken. The main risks arising from the Group's financial instruments are foreign currency risk and credit risk. The Board reviews and agrees policies for managing each of these risks and they are summarised below.

Recognition and measurement

Derivative financial instruments and hedging

The Group may use derivative financial instruments such as forward exchange contracts to hedge its risks associated with foreign currency fluctuations. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured to fair value. The fair value of the forward exchange contracts is estimated using market observable inputs. Derivatives are carried as assets when their fair value is positive and as liabilities when their fair value is negative.

Any gains or losses arising from changes in the fair value of derivatives, except for those that qualify for hedge accounting, are taken directly to the income statement for the year.

The fair value of forward exchange contracts is calculated by reference to current forward exchange rates for contracts with similar maturity profiles and where applicable, exercise prices.

For the purposes of hedge accounting, hedges are classified as cash flow hedges when they hedge exposure to variability in cash flows that is attributable either to a particular risk associated with a recognised asset or liability or to a forecast transaction.

At the inception of a hedge relationship, the Group formally designates and documents the hedge relationship to which the Group wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge. The documentation includes identification of the hedging instrument, the hedged item or transaction, the nature of the risk being hedged and how the entity will assess the hedging instrument's effectiveness in offsetting the exposure to changes in the hedged item's cash flows attributable to the hedged risk. Such hedges are expected to be highly effective in achieving offsetting changes in cash flows and are assessed on an ongoing basis to determine that they actually have been highly effective throughout the financial reporting periods for which they were designated.

Hedges that meet the strict criteria for hedge accounting are accounted for as follows:

Cash flow hedges

Cash flow hedges are hedges of the Group's exposure to variability in cash flows that are attributable to a particular risk associated with a recognised asset or liability or a highly probable forecast transaction and that could affect profit or loss. The effective portion of the gain or loss on the hedging instrument is recognised directly in equity, while the ineffective portion is recognised in income statement.

Cash flow hedges

Forward exchange contracts - Assets

Forward exchange contracts - Liabilities

Consolidated	
30 June 2025 \$'000	30 June 2024 \$'000
764	3,942
(14,236)	(207)
(13,472)	3,735

Amounts taken to equity are transferred to the income statement when the hedged transaction affects profit or loss, such as when hedged income or expenses are recognised or when a forecast purchase occurs. When the hedged item is the cost of a non-financial asset or liability, the amounts taken to equity are transferred to the initial carrying amount of the non-financial asset or liability.

If the forecast transaction is no longer expected to occur, amounts previously recognised in equity are transferred to the income statement. If the hedging instrument expires or is sold, terminated or exercised without replacement or rollover, or if its designation as a hedge is revoked, amounts previously recognised in equity remain in equity until the forecast transaction occurs. If the related transaction is not expected to occur, the amount is taken to the income statement.

A hedge of the foreign currency risk of a firm commitment is accounted for as a cash flow hedge.

Other Financial assets at amortised cost

These amounts generally arise outside of the usual operating activities of the Group. Interest may be charged at commercial rates and collateral may be obtained over the balance. Non-current loans to suppliers are expected to be repaid within three years of the reporting period.

Note 16. Financial risk management continued**Recognition and measurement** continued*Other financial assets*

	Consolidated	
	30 June 2025 \$'000	30 June 2024 \$'000
Current		
Loans to suppliers	-	559
Total	-	559
Non-current		
Other financial assets	3,816	3,747
Loans to suppliers	-	5,496
Total	3,816	9,243

Interest rate risk

The Group is exposed to interest rate risk on its borrowings, cash balances and derivative financial instruments. The Group's policy is to manage its interest rate risk using a mix of fixed and variable rate debt where appropriate. Cash advance facilities have short term fixed interest rates with maturities ranging between 1 and 3 months, therefore within the financial year they are exposed to interest rate risk.

At 30 June 2025, the Group has the following exposure to interest rate risk:

	Consolidated	
	30 June 2025 \$'000	30 June 2024 \$'000
Cash at bank	105,740	137,772
Borrowings	(57,283)	(84,166)
Net exposure	48,457	53,606

At 30 June 2025, 100% of the Groups borrowings are exposed to floating rates. On a principal net cash of \$48,457,000 (2024: \$53,606,000), an increment / reduction of 0.5% in the market rates would result in a decrease / increase in finance costs of \$242,000 (2024: \$268,000).

Foreign currency risk

The Group undertakes certain transactions denominated in foreign currency and is exposed to foreign exchange rate fluctuations. Such exposure arises primarily from purchases of inventory by a business unit in currencies other than the unit's functional currency (purchases are predominately US dollar denominated) or certain foreign currency inflows denominated in a currency that is not the entity's functional currency. Other foreign exchange risk only arises when future commercial transactions and recognised assets and liabilities are denominated in a currency that is not the entity's functional currency.

To hedge exposure arising from the purchase of inventories, or payments and receipts, in currencies other than the business unit's functional currency, forward exchange contracts may be utilised. At inception these hedge contracts are designated as cash flow hedges to hedge the exposure to the variability in cash flows arising as a result of movements in exchange rates below contracted exchange rates for options and for movements above or below a contracted exchange rate for forward exchange contracts.

Also, as a result of the Group's investment in its overseas operations, the Group's balance sheet can be affected significantly by movements in the exchange rates of the jurisdictions it operates within.

Notes to the financial statements for the year ended 30 June 2025

Note 16. Financial risk management continued

Foreign currency risk continued

At 30 June 2025, the Group has the following financial assets and liabilities exposed to foreign currency risk:

	Consolidated	
	30 June 2025 \$'000	30 June 2024 \$'000
Cash at bank	4,835	4,487
Trade and other receivables	5,397	5,629
Trade and other payables	(19,146)	(6,965)
Other financial assets – derivative assets – forward exchange contracts	764	3,942
Other financial liabilities – derivative liabilities – forward exchange contracts	(14,236)	(207)
Loans to suppliers	-	6,055
Net exposure	(22,386)	12,941

Instruments used by the group

Derivative financial instruments are used by the Group in the normal course of business in order to hedge exposures to fluctuations in interest and foreign exchange rates.

The Group uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:

Level 1: quoted (unadjusted) prices in active markets for identical assets or liabilities.

Level 2: other techniques for which all inputs that have a significant effect on the recorded fair value are observable, either directly or indirectly.

Level 3: techniques that use inputs that have a significant effect on the recorded fair value that are not based on observable market data.

The fair value of all derivative assets and liabilities has been determined under Level 2.

(i) Forward exchange contracts – cash flow hedges

The majority of the Group's inventory purchases from suppliers are denominated in US dollars (USD). In order to manage exchange rate movements and to manage the inventory costing process, the Group has entered into forward exchange contracts to purchase USD. These contracts are hedging highly probable forecast purchases and highly probable forecast payments and they are timed to mature when settlement of purchases or the payments are scheduled to be made. All forward exchange contracts have 0-12 months maturity (2024: 0-12 months).

The cash flows are expected to occur between 0-12 months from 1 July 2025 (2024: 0-12 months) and the cost of sales and where applicable the sale of goods within the income statement will be affected in the next financial year as the inventory is sold or the payments are made. At balance date, the details of these outstanding contracts are included in the table below.

The Group hedges certain foreign currency inflows received in currencies other than the functional currency of the entity with forward exchange contracts to purchase AUD. These contracts are hedging highly probable forecasted income. The cash flows are expected to occur between 0-12 months from 1 July 2025. At balance date, the details of these outstanding contracts are also included in the table below.

	Consolidated	
	30 June 2025 \$'000	30 June 2024 \$'000
Buy USD	188,565	113,469
Buy CHF	-	917
Buy AUD	104,285	-

The cash flow hedges of the forecast purchases, forecast payments and forecast foreign currency inflows are considered to be highly effective and any gain or loss on the contracts is taken directly to equity. Where the contracts are hedging highly probable forecasted inventory purchases, when the inventory is received or the risk is assumed, the amount recognised in equity is adjusted to the inventory account in the balance sheet. During the year \$2,270,000 was credited to inventory (2024: \$7,750,000) and \$14,936,000 was debited (2024: \$1,286,000) to equity in respect of the Group.

At 30 June 2025, the Group had hedged 82% (2024: 83%) of its forecast foreign currency purchases extending to June 2026 (2024: June 2025) via foreign exchange contracts or by using the natural hedge that exists within the Group, and therefore is not fully exposed to foreign exchange risk.

In respect of net derivative assets and liabilities above, being the fair value of forward exchange contracts designated as cash flow hedges, a decrease of 10% in the US dollar exchange rate against contracted currencies, all other variables held constant, would result in an increase in equity of \$20,952,000 (2024: \$12,506,000). Conversely, an increase of 10% in the US dollar exchange rate against local currencies, all other variables held constant, would result in a decrease in equity of \$17,143,000 (2024: \$10,232,000).

Note 16. Financial risk management continued

Capital management

The Board's policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business.

The Board seeks to maintain a balance between the higher returns that might be possible with higher levels of borrowings and the advantages and security afforded by a sound capital position. The Board monitors the Group's gearing ratio and compliance with debt covenants on a regular basis. The Group was in a net cash position at 30 June 2025 and at 30 June 2024.

Credit risk

Credit risk represents the loss that would be recognised if counterparties failed to perform as contracted. The credit risk on financial assets (including trade receivables), excluding investments, of the Group that has been recognised on the balance sheet is the carrying value amount, net of any uncollectible receivables (measured on a collective basis).

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due. The Group appropriately provides for expected credit losses on a timely basis, and in calculating the expected credit loss rates, the Group considers historic loss rates for each category of customers, adjusting for forward looking macroeconomic data.

The Group trades only with recognised, creditworthy third parties. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In certain instances, where deemed appropriate, receivables insurance is acquired to offset the Group's exposure to credit risk. The Group also uses other measures such as obtaining letters of credit.

In addition, receivable balances are monitored on an ongoing basis with the result that the Group's exposure to bad debts is appropriately provided for.

With respect to credit risk arising from the other financial assets of the Group, which comprise cash and cash equivalents and certain derivative instruments, the Group's exposure to credit risk arises from default of the counter party with a maximum exposure equal to the carrying amount of these instruments. These counter parties are large multi-national banks.

Liquidity risk

The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of borrowing facilities and bank overdrafts.

Group financial liabilities

Management monitors rolling forecasts of the Group's liquidity reserve on the basis of expected cash flows. See note 15 for details of available facilities.

At 30 June 2025, the remaining contractual maturities of the Group's financial liabilities are:

	Consolidated	
	30 June 2025 \$'000	30 June 2024 \$'000
Less than 1 year	349,449	298,231
Between 1 and 5 years	93,169	131,228
	442,618	429,459

The table below analyses the Group's remaining contractual maturities by the type of financial liability. The amounts disclosed are the contractual undiscounted cash flows.

	Consolidated			Consolidated		
	30 June 2025			30 June 2024		
	Less than 1 year \$'000	Between 1 and 5 years \$'000	Total \$'000	Less than 1 year \$'000	Between 1 and 5 years \$'000	Total \$'000
Trade and other payables	309,918	-	309,918	273,269	-	273,269
Borrowings	1,049	56,234	57,283	2,735	81,431	84,166
Lease liabilities	24,246	36,935	61,181	22,020	49,797	71,817
Derivative financial instruments	14,236	-	14,236	207	-	207
	349,449	93,169	442,618	298,231	131,228	429,459

Notes to the financial statements for the year ended 30 June 2025

Note 17. Interests in other entities

(a) Entities subject to reporting relief

Pursuant to ASIC Corporations (Wholly-owned Companies) Instrument 2016 / 785, relief has been granted to Thebe International Pty Limited, Breville Pty Limited and Breville Holdings Pty Limited from the Corporations Act 2001 requirements for preparation, audit and lodgement of their financial reports.

As a condition of the instrument, Breville Group Limited and Thebe International Pty Limited entered into a Deed of Cross Guarantee on 4 November 1999. This deed was subsequently assumed by Breville Pty Limited and Breville Holdings Pty Limited under an assumption deed dated 19 December 2001. The effect of the deed is that Breville Group Limited has guaranteed to pay any deficiency in the event of winding up of either controlled entity or if they do not meet their obligations under the terms of overdrafts, loans, leases or other liabilities subject to the guarantee. The controlled entities have also given a similar guarantee in the event that Breville Group Limited is wound up or if it does not meet its obligation under the terms of overdrafts, loans, leases or other liabilities subject to the guarantee.

The entities comprising the "closed group" are Breville Group Limited, Thebe International Pty Limited, Breville Pty Limited and Breville Holdings Pty Limited. The Consolidated statement of financial position and income statement of the entities that are members of the "closed group" are detailed in note 20.

(b) Breville Group Employee Share Trust

A trust has been established with the appointment of an independent Trustee. The trust is funded by cash irretrievably contributed to it by the company and the Trustee uses these funds to either subscribe for a new issue of shares in the company or purchase shares on the ASX in order to fulfil its obligations under the Breville Group Limited Share Plan.

The trust does not form part of the Breville Group Limited Australian tax consolidation group.

During the year the Trustee of the Breville Group Employee Share Trust subscribed to 489,627 ordinary shares of Breville Group Limited (2024: 621,056 shares) in order to fulfil its obligations under the Breville Group Employee Share Trust. The average value placed on these subscriptions was \$33.91 per share (2024: \$24.06 per share). Details are provided in note 19.

The consolidated financial statements include the financial statements of Breville Group Limited and the subsidiaries listed in the following table.

Legal entity	Country of incorporation	Note	Equity interest	
			30 June 2025 %	30 June 2024 %
Thebe International Pty Limited	Australia	17(a)	100	100
<i>Investments not held directly by Breville Group Limited:</i>				
Breville Holdings Pty Limited	Australia	17(a)	100	100
Breville Pty Limited	Australia	17(a)	100	100
Breville R&D Pty Limited	Australia		100	100
Breville Group Employee Share Trust	Australia	17(b)	-	-
Breville New Zealand Limited	New Zealand		100	100
HWI International Limited	Hong Kong		100	100
Breville Trading (Shenzhen) Company Limited	China		100	100
Breville Holdings USA, Inc.	USA		100	100
Breville USA, Inc.	USA		100	100
Baratza LLC	USA		100	100
Holding HWI Canada, Inc.	Canada		100	100
HWI Canada, Inc.	Canada		100	100
Breville Canada, L.P.	Canada		100	100
1591114 Ontario Inc.	Canada		100	100
BRG Appliances Limited	UK		100	100
Sage Appliances GmbH	Germany		100	100
Sage Appliances France SaS	France		100	100
Breville Mexico, S.A. de C.V.	Mexico		100	100
Breville Korea Limited	Korea		100	100
Lelit Srl	Italy		100	100
Seriveneta Srl	Italy		100	100
Lelit Italy Srl	Italy		100	100
BRG Middle East Appliances LLC	UAE		100	100
BRG Middle East Appliances DWC - LLC	UAE		100	-

Breville Group Limited, a company incorporated in Australia is the ultimate parent of the Group.

Note 18. Parent entity information

(a) Summary financial information

As at and throughout the financial year ended 30 June 2025 the parent company of the Group was Breville Group Limited.

	30 June 2025 \$'000	30 June 2024 \$'000
Results of the parent entity		
Profit of the parent entity	66,804	58,688
Total comprehensive income of the parent entity	66,804	58,688
Financial position of the parent entity		
Current assets	152,521	136,981
Total assets	487,715	448,615
Current liabilities	-	-
Total liabilities	-	-
Net assets	487,715	448,615
Equity attributable to the equity holders of the parent		
Issued capital	418,449	401,129
Employee equity benefits reserve	5,210	(175)
Retained earnings	64,086	47,661
Total shareholders' equity	487,745	448,615

Tax consolidation

Breville Group Limited and its 100% owned Australian resident subsidiaries (excluding the Breville Group Performance Share Plan Trust) have formed a tax consolidated Group with effect from 1 July 2003.

The head entity, Breville Group Limited and each subsidiary in the tax consolidated Group are required to account for their own current and deferred tax amounts. These tax amounts are measured as if each entity in the tax consolidated Group continues to be a standalone taxpayer in its own right.

In addition to its own current and deferred tax amounts, Breville Group Limited also recognises:

- (a) the current tax liabilities (or assets) and the deferred tax assets arising from unused tax losses and unused tax credits assumed from controlled entities in the tax consolidated Group; and
- (b) assets or liabilities arising for Group under the tax funding agreement as amounts receivable from or payable to other entities in the Group.

Members of the tax consolidated Group have entered into a tax funding agreement. The tax funding agreement supports the calculation of current tax liabilities (and assets) and deferred tax assets / liabilities on a stand-alone basis. Calculation is performed in accordance with AASB 112 Income Tax. The allocation of taxes under the tax funding agreement is recognised as an increase / decrease in the subsidiaries' intercompany accounts with the tax consolidated Group head company, Breville Group Limited.

No amounts have been recognised in the financial statements in respect of the tax sharing agreement should the head entity default on its tax payment obligations on the basis that the possibility of default is remote.

Contingencies

The parent company has guaranteed under the terms of an ASIC class order any deficiency of funds if Thebe International Pty Limited, Breville Pty Limited and Breville Holdings Pty Limited are wound up. No such deficiency currently exists.

The parent company has issued corporate guarantees in favour of HSBC local banks in Canada and Mexico. HSBC provides the day to day US, Canadian, Mexican, UK, French and German transactional banking facilities.

Notes to the financial statements for the year ended 30 June 2025

Further details

Note 19. Share-based payments

Performance rights plan and fixed deferred remuneration rights plan

Under the performance rights plan (LTI / LTPR) and fixed deferred remuneration rights plan participants are issued with rights over the ordinary shares of Breville Group Limited issued in accordance with the Breville Group Limited Share Plan. See pages 42 to 48 of the Remuneration report for details of the two plans.

At 30 June 2025 there were 3,111,496 (2024: 2,589,741) total rights outstanding under both plans, 2,325,073 (2024: 1,889,840) under the performance rights plan (LTI / LTPR) and 786,423 (2024: 699,901) under the fixed deferred remuneration rights plan, also including non-executive director remuneration rights. The expense recognised in the income statement in relation to share-based payments is disclosed in note 3(e).

Recognition and measurement

Performance rights issued to employees (including key management personnel) are accounted for as share-based payments, whereby employees render services in exchange for shares or rights over shares (equity-settled transactions). The cost of these equity-settled transactions with employees is measured by reference to the fair value of the equity instruments at the date at which they are granted. The fair value has been determined as of the date of grant using a Monte-Carlo simulation model or Black Scholes option-pricing model, taking into account the terms and conditions upon which the performance rights were granted (further details of which are given below).

Market based performance conditions are reflected within the fair value at grant date. Service and non-market performance conditions are not taken into account when determining the grant date fair value of the awards. The likelihood of the conditions being met is assessed as part of the Group's best estimate of the number of equity instruments that will ultimately vest.

The cost of equity-settled transactions is recognised, together with a corresponding increase in equity, over the period in which the performance and / or service conditions are fulfilled (the vesting period), ending on the date on which the relevant employees become fully entitled to the award (the vesting date). At each subsequent reporting date until vesting, the cumulative charge to the income statement is the product of (i) the grant date fair value of the award; (ii) the current best estimate of the number of awards that will vest, taking into account such factors as the likelihood of employee turnover during the vesting period and the likelihood of non-market performance conditions being met; and (iii) the expired portion of the vesting period. The charge to the income statement for the period is the cumulative amount as calculated above less the amounts already charged in previous periods. There is a corresponding entry to equity.

No expense is recognised for awards that do not ultimately vest because non-market performance and / or service conditions have not been met. Where awards include a market or non-vesting condition, the transactions are treated as vested irrespective of whether the market or non-vesting condition is satisfied, provided that all other performance and / or service conditions are satisfied.

Rights granted and outstanding under the performance rights plan (LTI / LTPR)

The following table illustrates the number and weighted average exercise prices ("WAEP") of and movements in performance rights issued during the year:

	30 June 2025		30 June 2024	
	Number of performance rights	WAEP	Number of performance rights	WAEP
Outstanding at the beginning of the year	1,889,840	0.00	1,618,067	0.00
Performance rights granted during the year	831,410	0.00	822,745	0.00
Performance rights exercised during the year	(322,307)	0.00	(480,338)	0.00
Performance rights lapsed during the year	(73,870)	0.00	(70,634)	0.00
Outstanding at the end of the year (a)	2,325,073	-	1,889,840	-
Exercisable at the end of the year	-	-	-	-

Note 19. Share-based payments continued

Rights outstanding under the performance rights plan (LTI / LTPR)

(a) The outstanding balance as at 30 June 2025 is represented by:

Number of performance rights	Measure	Period start	Period End	Grant date	Vesting date	Expiry date	WAEP \$	Fair value at grant date (\$)
610,944	EBIT CAGR	30-Jun-22	30-Jun-25	24-Oct-22	25-Aug-25	1-Oct-25	0.00	17.44
115,741	EBIT CAGR	30-Jun-22	30-Jun-25	10-Nov-22	25-Aug-25	1-Oct-25	0.00	19.13
7,605	EBIT CAGR	30-Jun-23	30-Jun-25	25-Jul-23	25-Aug-25	1-Oct-25	0.00	20.71
332,774	Relative TSR	30-Jun-23	30-Jun-26	25-Jul-23	25-Aug-26	1-Oct-26	0.00	12.95
54,237	Relative TSR	30-Jun-23	30-Jun-26	8-Nov-23	25-Aug-26	1-Oct-26	0.00	15.36
332,773	PBT & Key Strategic Priorities	30-Jun-23	30-Jun-26	25-Jul-23	25-Aug-26	1-Oct-26	0.00	20.71
54,237	PBT & Key Strategic Priorities	30-Jun-23	30-Jun-26	8-Nov-23	25-Aug-26	1-Oct-26	0.00	22.23
264,337	PBT & Key Strategic Priorities	30-Jun-24	30-Jun-27	1-Jul-24	25-Aug-27	1-Oct-27	0.00	25.41
42,153	PBT & Key Strategic Priorities (CEO)	30-Jun-24	30-Jun-27	7-Nov-24	25-Aug-27	1-Oct-27	0.00	30.02
264,337	Relative TSR	30-Jun-24	30-Jun-27	1-Jul-24	25-Aug-27	1-Oct-27	0.00	14.48
42,153	Relative TSR (CEO)	30-Jun-24	30-Jun-27	7-Nov-24	25-Aug-27	1-Oct-27	0.00	19.56
100,000	PBT & Key Strategic Priorities (CEO)	30-Jun-24	30-Jun-27	7-Nov-24	25-Aug-27	1-Oct-27	0.00	30.02
100,000	Service period (CEO)	30-Jun-24	30-Jun-27	7-Nov-24	25-Aug-27	1-Oct-27	0.00	30.32
1,891	Service period	30-Jun-24	30-Jun-25	10-Sep-24	25-Sep-25	1-Oct-25	0.00	29.67
1,891	Service period	30-Jun-24	30-Jun-26	10-Sep-24	25-Sep-26	1-Oct-26	0.00	29.31
2,325,073							0.00	

Rights granted and outstanding under the fixed deferred remuneration plan

The following table illustrates the number and weighted average exercise prices ("WAEP") of and movements in fixed deferred remuneration rights and non-executive director remuneration rights issued during the year:

	30 June 2025		30 June 2024	
	Number of performance rights	WAEP	Number of performance rights	WAEP
Outstanding at the beginning of the year	699,901	0.00	790,606	0.00
Rights granted during the year	276,005	0.00	78,283	0.00
Rights exercised during the year	(189,483)	0.00	(168,988)	0.00
Rights lapsed during the year	-	0.00	-	0.00
Outstanding at the end of the year (b)	786,423	-	699,901	-
Exercisable at the end of the year	-	-	-	-

Notes to the financial statements for the year ended 30 June 2025

Note 19. Share-based payments continued

Rights outstanding under the fixed deferred remuneration plan

Notes

(b) The outstanding balance as at 30 June 2025 is represented by:

Number of performance rights	Note	Grant date	Vesting date	Expiry date	WAEP \$	Fair value at grant date (\$)
22,311	(i)	7-Sep-20	25-Aug-25	3-Oct-25	0.00	19.60
81,991	(i)	5-Oct-21	25-Aug-25	3-Oct-25	0.00	26.18
122,989	(ii)	5-Oct-21	25-Aug-26	3-Oct-26	0.00	25.85
12,077	(i)	11-Nov-21	25-Aug-25	1-Oct-25	0.00	28.54
29,330	(ii)	11-Nov-21	25-Aug-26	3-Oct-26	0.00	28.17
64,679	(i)	21-Oct-22	25-Aug-25	3-Oct-25	0.00	17.44
64,679	(ii)	21-Oct-22	25-Aug-26	3-Oct-26	0.00	17.18
46,296	(iii)	10-Nov-22	25-Aug-27	3-Oct-27	0.00	18.57
7,559	(i)	25-Jul-23	25-Aug-25	3-Oct-25	0.00	21.15
7,559	(ii)	25-Jul-23	25-Aug-26	3-Oct-26	0.00	20.92
7,559	(iii)	25-Jul-23	25-Aug-27	1-Oct-27	0.00	20.69
43,389	(iv)	8-Nov-23	25-Aug-28	1-Oct-28	0.00	22.11
13,751	(i)	1-Jul-24	25-Aug-25	1-Oct-25	0.00	26.31
19,965	(ii)	1-Jul-24	25-Aug-26	1-Oct-26	0.00	26.00
46,415	(iii)	1-Jul-24	25-Aug-27	1-Oct-27	0.00	25.69
58,993	(iv)	1-Jul-24	25-Aug-28	1-Oct-28	0.00	25.38
45,734	(v)	1-Jul-24	25-Aug-29	1-Oct-29	0.00	25.08
30,988	(v)	7-Nov-24	25-Aug-29	1-Oct-29	0.00	29.60
56,078	(vi)	1-Jul-24	25-Aug-30	1-Oct-30	0.00	24.78
4,081	(vii)	22-Nov-24	1-Jan-26	28-Feb-26	0.00	34.92
786,423					0.00	

(i) Rights granted as fixed deferred remuneration with vesting condition that the participants must complete the service period between 26 August 2024 - 25 August 2025.

(ii) Rights granted as fixed deferred remuneration with vesting condition that the participant must complete the service period between 26 August 2025 - 25 August 2026.

(iii) Rights granted as fixed deferred remuneration with vesting condition that the participant must complete the service period between 26 August 2026 - 25 August 2027.

(iv) Rights granted as fixed deferred remuneration with vesting condition that the participant must complete the service period between 26 August 2027 - 25 August 2028.

(v) Rights granted as fixed deferred remuneration with vesting condition that the participant must complete the service period between 26 August 2028 - 25 August 2029.

(vi) Rights granted as fixed deferred remuneration with vesting condition that the participant must complete the service period between 26 August 2029 - 25 August 2030.

(vii) Rights granted as non-executive director remuneration with vesting condition that the participant must complete the service period between 01 January 2025 - 31 December 2025.

Note 19. Share-based payments continued

Rights granted under the performance rights plan and fixed deferred remuneration plan

The remaining contractual life for the performance and the fixed deferred remuneration rights outstanding at 30 June 2025 is between 0 and 4 years (2024: 0 and 4 years).

The exercise price for performance rights and the fixed deferred remuneration rights outstanding at the end of the year was \$nil (2024: \$nil).

The weighted average fair value of performance rights granted under the performance rights plan during the year was \$22.94 (2024: \$17.09).

The fair value of the equity-settled performance rights granted under the performance rights plan is estimated as of the date of grant using a Monte-Carlo simulation model or Black Scholes option-pricing model, taking into account the terms and conditions upon which the performance rights were granted.

The following table lists the inputs to the model used for the grants during the year ended 30 June 2025 and 30 June 2024:

	30 June 2025			
	Fixed Deferred Remuneration (NED)	Performance rights	Fixed Deferred Remuneration	Performance rights and Fixed Deferred Remuneration (Jim Clayton)
Grant date	22 Nov 24	1 Jul 24	1 Jul 24	7 Nov 24
Vesting Date - Performance Rights		25 Aug 27		25 Aug 27
Vesting Date - Fixed Deferred Remuneration Rights	1 Jan 26		25 Aug 25 25 Aug 26 25 Aug 27 25 Aug 28 25 Aug 29 25 Aug 30	25 Aug 29
Share price at the grant date	32.51	26.68	26.68	31.35
Dividend Yield	1.2%	1.2%	1.2%	1.2%
Right exercise price	0.00	0.00	0.00	0.00
	30 June 2024			
	Fixed Deferred Remuneration (NED)	Performance rights	Fixed Deferred Remuneration	Performance rights and Fixed Deferred Remuneration (Jim Clayton)
Grant date	22 Nov 23	25 Jul 23	25 Jul 23	8 Nov 23
Vesting Date - Performance Rights		25 Aug 26	-	25 Aug 26
Vesting Date - Fixed Deferred Remuneration Rights	1 Jan 25		25 Aug 24 25 Aug 25 25 Aug 26 25 Aug 27 25 Aug 28	25 Aug 28
Share price at the grant date	23.98	21.64	21.64	23.13
Dividend Yield	1.1%	1.1%	1.1%	1.1%
Right exercise price	0.00	0.00	0.00	0.00

The weighted average fair value of share rights granted under the fixed deferred remuneration plan during the year was \$25.83 (2024: \$21.96).

Notes to the financial statements for the year ended 30 June 2025

Note 20. Related party transactions

	30 June 2025 \$'000	30 June 2024 \$'000
(i) Consolidated statement of financial position for class order closed group		
Current assets		
Cash and cash equivalents	30,800	21,174
Trade and other receivables	74,783	65,043
Inventories	54,123	47,131
Other financial assets	764	4,501
Total current assets	160,470	137,849
Non-current assets		
Investments	562,989	487,141
Right-of-use-assets	15,119	10,034
Plant and equipment	65,678	43,649
Intangible assets	173,838	149,111
Deferred tax assets	16,600	16,821
Other financial assets	-	5,496
Total non-current assets	834,224	712,252
Total assets	994,694	850,101
Current liabilities		
Trade and other payables	131,474	110,815
Current tax liabilities	170	6,445
Provisions	15,069	15,253
Lease liabilities	3,287	3,472
Other financial liabilities	14,236	207
Total current liabilities	164,236	136,192
Non-current liabilities		
Lease liabilities	12,767	8,179
Provisions	3,474	2,695
Total non-current liabilities	16,241	10,874
Total liabilities	180,477	147,066
Net assets	814,217	703,035
Equity		
Issued capital	418,449	401,129
Reserves	(4,221)	2,439
Retained earnings	399,989	299,467
Total equity	814,217	703,035

Note 20. Related party transactions continued

	30 June 2025 \$'000	30 June 2024 \$'000
(ii) Consolidated income statement for class order closed group		
Profit from ordinary activities before income tax expense	194,104	140,448
Income tax expense relating to ordinary activities	(43,203)	(40,515)
Net profit	150,901	99,933
Accumulated profits at the beginning of the year	299,467	244,714
Dividends paid or reinvested	(50,379)	(45,180)
Accumulated profits at the end of the year	399,989	299,467

(a) Ultimate controlling entity

The ultimate controlling entity of the Group in Australia is Breville Group Limited.

(b) Key management personnel

	Consolidated	
	30 June 2025 \$	30 June 2024 \$
Compensation by category: key management personnel		
Short-term	7,586,124	9,213,327
Defined contribution plans expense	163,627	205,839
Other long-term	141,382	(125,139)
LTI Share-based payment	3,484,632	2,954,782
Total	11,375,765	12,248,809

(c) Wholly owned Group transactions

During the financial period, loans were advanced and repayments received on inter-Group accounts with subsidiaries in the wholly owned Group. These transactions were undertaken on commercial terms and conditions.

Notes to the financial statements for the year ended 30 June 2025

Note 21. Auditor's remuneration

	Consolidated	
	30 June 2025 \$	30 June 2024 \$
Amounts received or due and receivable from the entity and any other entity in the consolidated entity:		
PricewaterhouseCoopers Australia – primary auditors		
Parent entity		
Audit or review services - Parent	572,040	618,850
Taxation and accounting advisory services - Parent	189,145	183,269
Network Firms of PricewaterhouseCoopers Australia		
Controlled entities		
Audit or review services - Controlled entities	303,459	294,150
Taxation and accounting advisory services - Controlled entities	478,108	672,279
Total services provided by PricewaterhouseCoopers	1,542,752	1,768,548

Note 22. Contingencies

Indemnity agreements have been entered into with certain officers of the Group in respect of expenses and liabilities they incur in their official capacities. No monetary limit applies to these agreements and no known obligations have emerged as a result of these agreements.

Cross guarantees given by Breville Group Limited, Thebe International Pty Limited, Breville Holdings Pty Limited and Breville Pty Limited are described in note 17(a).

Breville Group Limited has issued corporate guarantees in favour of the local bank (HSBC) in Canada and Mexico.

Note 23. Events occurring after the reporting period

Other than the events disclosed elsewhere in this report, no other matters or circumstances have arisen since the end of the year which significantly affected or may affect the operations of the consolidated entity.

The financial report of Breville Group Limited for the year ended 30 June 2025 was authorised for issue in accordance with a resolution of the directors on 20 August 2025.

Note 24. Other accounting policies

a) Foreign currency translation

(i) Functional and presentation currency

Both the functional and presentation currency of Breville Group Limited and its Australian subsidiaries are Australian dollars (AUD or A\$). Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency.

(ii) Transactions and balances

Transactions in foreign currencies are initially recorded in the functional currency at the exchange rates ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated at the rate of exchange ruling at the balance sheet date.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate as at the date of the initial transaction. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined.

The functional currencies of the foreign subsidiaries are:

- USD - United States dollar (Breville Holdings USA, Inc. and Breville USA, Inc.);
- HKD - Hong Kong dollar (HWI International Limited);
- CAD - Canadian dollar (HWI Canada, Inc., Holding HWI Canada, Inc. and Breville Canada, L.P., 1591114 Ontario Inc.);
- NZD - New Zealand dollar (Breville New Zealand Limited);
- GBP - British pound (BRG Appliances Limited);
- RMB - Chinese Renminbi (Breville Trading (Shenzhen) Company Limited);
- EUR - Euro (Sage Appliances GmbH, Sage Appliances France SaS, Lelit Srl, Lelit Italy Srl and Seriveneta Srl);
- MXN - Mexican Peso (Breville Mexico, S.A. de C.V.);
- KRW - South Korean Won (Breville Korea Limited); and
- AED - United Arab Emirates Dirham (BRG Middle East Appliances LLC and BRG Middle East Appliances DWC - LLC).

As of the reporting date the assets and liabilities of these foreign subsidiaries are translated into the presentation currency of Breville Group Limited. They are translated at the rate of exchange ruling at the balance sheet date and the income statements are translated at the weighted average exchange rates for the year.

The exchange differences arising on the retranslation of the financial statements of foreign subsidiaries are taken directly to a separate component of equity. On disposal of a foreign entity, the deferred cumulative amount recognised in equity relating to that particular foreign operation is recognised in the income statement.

(iii) Disposal of foreign operations

In some instances companies in the Breville Group provide intra-Group funding to other Group entities by way of permanent equity loans. In these instances any foreign exchange movements are recognised in equity (foreign currency translation reserve) as these equity loans are considered to form part of the net investment in the subsidiary.

b) Investments and other financial assets

The group classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income (OCI) or through profit or loss), and
- those to be measured at amortised cost.

The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows. For assets measured at fair value, gains and losses will either be recorded either in profit or loss or in OCI. For investments in equity instruments that are not held for trading, this will depend on whether the group has made an irrevocable election at the time of initial recognition present subsequent changes in fair value in other comprehensive income. The group reclassifies debt instruments when and only when its business model for managing those assets changes.

(i) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date, being the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the group has transferred substantially all of the risks and rewards of ownership.

Notes to the financial statements for the year ended 30 June 2025

Note 24. Other accounting policies continued

b) Investments and other financial assets continued

(ii) Measurement

At initial recognition, the group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss (FVTPL), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVTPL are expensed in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payments of principal and interest.

Debt instruments

Subsequent measurement of debt instruments depends on the group's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the group classifies its debt instruments:

- **Amortised cost:** assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in finance income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in other gains/(losses) together with foreign exchange gains and losses. Impairment losses are presented a separate line item in the statement of profit or loss.
- **FVOCI:** assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other gains/(losses). Interest income from these financial assets is included in finance income using the effective interest rate method. Foreign exchange gains and losses are presented in other gains/(losses) and impairment expenses are presented a separate line item in the statement of profit or loss.
- **FVTPL:** assets that do not meet the criteria for amortised cost or FVOCI are measured at FVTPL. A gain or loss on a debt instrument that is subsequently measured at FVTPL is recognised in profit or loss and presented net within other gains/(losses) in the period in which it arises.

Equity instruments

The group subsequently measures all equity investments at fair value. Where the group's management has elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as other income when the group's right to receive payments is established. Changes in the fair value of financial assets at FVTPL are recognised in other gains / (losses) in the statement of profit or loss as applicable.

c) Other Taxes

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST) or value added tax (VAT) except:

- where the GST / VAT incurred on the purchase of goods and services is not recoverable from the taxation authority, in which case the GST / VAT is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- receivables and payables, which are stated with the applicable amount of GST / VAT included.

The net amount of GST / VAT recoverable / payable is included in receivables / payables in the statement of financial position.

Cash flows are included in the cash flow statement on a gross basis and the GST / VAT component of cash flows arising from investing and financing activities are classified as operating cash flows.

Commitments and contingencies are disclosed net of recoverable / payable GST / VAT.

d) New accounting standards and interpretations

(i) Changes to accounting policy and disclosures

The accounting policies of the Group are consistent with those of the previous financial year.

The Group adopted all other new and amended Australian Accounting Standards and Interpretations that became applicable during the current financial year.

The adoption of other Standards and Interpretations did not have a significant impact on the Group's financial results or statement of financial position.

Consolidated entity disclosure statement

BRGGROUP

The ultimate controlling entity of the Breville Group is Breville Group Limited. Outlined below is the Group's consolidated entity disclosure statement as at 30 June 2025 prepared in accordance with the Corporations Act 2001 (Cth). Unless indicated, no entities are trustees, partners or participants in joint ventures.

As at 30 June 2025						
Name of entity	Type of entity	% of share capital held	Place of business/ country of incorporation	Australian resident or foreign resident	Foreign jurisdiction(s) of foreign residents	
Breville Group Limited	Body corporate	n/a	Australia	Australian	n/a	
Thebe International Pty Ltd	Body corporate	100	Australia	Australian	n/a	
Breville Holdings Pty Ltd	Body corporate	100	Australia	Australian	n/a	
Breville Pty Limited	Body corporate	100	Australia	Australian	n/a	
Breville R&D Pty Ltd	Body corporate	100	Australia	Australian	n/a	
Breville Group Employee Share Trust	Trust	n/a	Australia	Australian**	n/a	
Breville New Zealand Limited	Body corporate	100	New Zealand	Foreign	New Zealand	
HWI International Limited	Body corporate	100	Hong Kong	Foreign	Hong Kong	
Breville Trading (Shenzhen) Company Limited	Body Corporate	100	China	Foreign	China	
Breville Holdings USA, Inc.	Body Corporate	100	United States	Foreign	United States	
Breville USA, Inc.	Body Corporate	100	United States	Foreign	United States	
Baratza LLC	Body Corporate	100	United States	Foreign	United States	
Holding HWI Canada Inc.	Body Corporate	100	Canada	Foreign	Canada	
HWI Canada Inc.	Body Corporate*	100	Canada	Foreign	Canada	
1591114 Ontario Inc.	Body Corporate*	100	Canada	Foreign	Canada	
Breville Canada, L.P.	Partnership*	n/a	Canada	Foreign	Canada	
BRG Appliances Limited	Body Corporate	100	United Kingdom	Foreign	United Kingdom	
Sage Appliances GmbH	Body corporate	100	Germany	Foreign	Germany, Switzerland, Czech Republic, Poland	
Sage Appliances France SaS	Body Corporate	100	France	Foreign	France	
Breville Mexico, S.A. de C.V.	Body Corporate	100	Mexico	Foreign	Mexico	
Breville Korea Limited	Body Corporate	100	Republic of Korea	Foreign	Republic of Korea	
Lelit Srl	Body Corporate	100	Italy	Foreign	Italy	
Lelit Italy Srl	Body Corporate	100	Italy	Foreign	Italy	
Seriveneta Srl	Body Corporate	100	Italy	Foreign	Italy	
BRG Middle East Appliances LLC	Body Corporate	100	United Arab Emirates	Foreign	United Arab Emirates	
BRG Middle East Appliances DWC - LLC	Body Corporate	100	United Arab Emirates	Foreign	United Arab Emirates	

* Breville Canada, L.P. is a partnership between HWI Canada Inc. and 1591114 Ontario Inc. and is therefore consolidated by Breville Group Limited.

** For the purpose of this CEDS, Breville Group Employee Share Trust is determined to be an Australian resident as it is a resident trust estate within the meaning of Division 6 of Part III of the *Income Tax Assessment Act 1936*.

Directors' declaration

In accordance with a resolution of the Directors of Breville Group Limited, I state that:

1. In the Directors' opinion:

- (a) the financial statements and notes set out on pages 64 to 108 are in accordance with the *Corporations Act 2001*, including:
 - (i) giving a true and fair view of the consolidated entity's financial position as at 30 June 2025 and of its performance for the financial year ended on that date, and
 - (ii) complying with Accounting Standards and the *Corporations Regulations 2001*;
- (b) the financial statements and notes also comply with International Financial Reporting Standards as issued by the International Accounting Standards Board as disclosed in note 1;
- (c) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable, and
- (d) the consolidated entity disclosure statement on page 109 is true and correct;
- (e) at the date of this declaration, there are reasonable grounds to believe that the members of the extended Closed Group will be able to meet any obligations or liabilities to which they are or may become subject, by virtue of the Deed of Cross Guarantee.

2. This declaration is made after receiving the declarations by the Chief Executive Officer and Chief Financial Officer required to be made to the Directors in accordance with section 295A of the *Corporations Act 2001* for the financial year ended 30 June 2025.

On behalf of the Board



Timothy Antonie
Non-Executive Chair
Sydney
20 August 2025

Auditor's independence declaration



Auditor's Independence Declaration

As lead auditor for the audit of Breville Group Limited for the year ended 30 June 2025, I declare that to the best of my knowledge and belief, there have been:

- a. no contraventions of the auditor independence requirements of the *Corporations Act 2001* in relation to the audit; and
- b. no contraventions of any applicable code of professional conduct in relation to the audit.

This declaration is in respect of Breville Group Limited and the entities it controlled during the period.

A handwritten signature in black ink, appearing to read 'Aishwarya Chandran'.

Aishwarya Chandran
Partner
PricewaterhouseCoopers

Sydney
20 August 2025

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Independent auditor's report



Independent auditor's report

To the members of Breville Group Limited

Report on the audit of the financial report

Our opinion

In our opinion:

The accompanying financial report of Breville Group Limited (the Company) and its controlled entities (together the Group) is in accordance with the *Corporations Act 2001*, including:

- a. giving a true and fair view of the Group's financial position as at 30 June 2025 and of its financial performance for the year then ended
- b. complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

What we have audited

The financial report comprises:

- the consolidated statement of financial position as at 30 June 2025
- the consolidated statement of comprehensive income for the year then ended
- the consolidated statement of changes in equity for the year then ended
- the consolidated statement of cash flows for the year then ended
- the consolidated income statement for the year then ended
- the notes to the consolidated financial statements, including material accounting policy information and other explanatory information
- the consolidated entity disclosure statement as at 30 June 2025
- the directors' declaration.

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Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of our report.

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

Independence

We are independent of the Group in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

Our audit approach

An audit is designed to provide reasonable assurance about whether the financial report is free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

We tailored the scope of our audit to ensure that we performed enough work to be able to give an opinion on the financial report as a whole, taking into account the geographic and management structure of the Group, its accounting processes and controls and the industry in which it operates.

Audit Scope

Our audit focused on where the Group made subjective judgements; for example, significant accounting estimates involving assumptions and inherently uncertain future events.

The audit comprised of the Group auditor and a component auditor. Where audit work was performed by a component auditor, we determined the level of involvement we needed to have in their audit work to be able to conclude whether sufficient appropriate audit evidence has been obtained as a basis for our opinion.

Independent auditor's report continued



Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial report for the current period.

The key audit matters were addressed in the context of our audit of the financial report as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. Further, any commentary on the outcomes of a particular audit procedure is made in that context. We communicated the key audit matters to the Audit and Risk Committee.

Key audit matter	How our audit addressed the key audit matter
<i>Estimated recoverable amount of goodwill and intangible assets with indefinite lives</i> <i>(Refer to note 11)</i> Under Australian Accounting Standards, the Group is required to test goodwill and intangible assets with indefinite lives annually for impairment. This assessment is inherently complex and requires judgement in forecasting the operational cash flows of the cash generating units ("CGU") and determining pre-tax discount rates and terminal growth rates used in the discounted cash flow models used to assess impairment (the 'models'). The recoverable amount of goodwill and intangible assets with indefinite lives was a key audit matter given the: • financial significance of goodwill and intangible assets with indefinite lives to the consolidated statement of financial position; and • judgement applied by the Group in performing the impairment assessments.	Assisted by PwC valuation experts in aspects of our work, our audit procedures included, amongst others: • assessing the identification of CGUs and the allocation of carrying value of assets and liabilities and cash flows to those CGUs for consistency with our knowledge of the Group; • assessing whether the models applied by the Group for impairment testing were prepared in accordance with the requirements of Australian Accounting Standards; • assessing the appropriateness of cash flow forecasts included in the models with reference to historical earnings and budget accuracy, Board and/or management approved budgets and forecasts, future strategic plans, and other market information • testing the mathematical accuracy, on a sample basis, within the models; • assessing the appropriateness of the pre-tax discount rates and terminal growth rates applied in the models; • performing sensitivity analyses over the key assumptions used in the models to understand the impact of reasonably possible changes to key assumptions; and • assessing reasonableness of the related financial statement disclosures in light of the requirements of Australian Accounting Standards requirements.



Key audit matter

Revenue from contracts with customers

(Refer to note 3)

The Group's accounting policy is to recognise revenue when the performance obligation of transferring goods to the customer has been satisfied and the transaction price can be measured.

Revenue was a key audit matter given the financial significance of revenue to the financial report and the significant audit effort required to gather sufficient appropriate audit evidence for revenue recognition.

How our audit addressed the key audit matter

Our procedures over the recognition of revenue included, amongst others:

- considering the Group's accounting policy in line with Australian Accounting Standard requirements;
- developing an understanding, and evaluating the design and implementation of key controls over the revenue to receivables business process;
- for a sample of revenue transactions, testing back to source documentation, including identifying performance obligations, assessing whether the transactions occurred and were recognised in the correct period; and
- assessing reasonableness of the related financial statement disclosures in light of the requirements of Australian Accounting Standards requirements.

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report for the year ended 30 June 2025, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon through our opinion on the financial report. We have issued a separate opinion on the remuneration report.

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

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

Independent auditor's report continued



Responsibilities of the directors for the financial report

The directors of the Company are responsible for the preparation of the financial report in accordance with Australian Accounting Standards and the *Corporations Act 2001*, including giving a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Group to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial report

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

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: https://auasb.gov.au/media/bwvjcgre/ar1_2024.pdf. This description forms part of our auditor's report.

Report on the remuneration report

Our opinion on the remuneration report

We have audited the remuneration report included in the directors' report for the year ended 30 June 2025.

In our opinion, the remuneration report of Breville Group Limited for the year ended 30 June 2025 complies with section 300A of the *Corporations Act 2001*.



Responsibilities

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

A stylized, handwritten signature of 'PricewaterhouseCoopers' in black ink.

PricewaterhouseCoopers

A handwritten signature of 'Aishwarya Chandran' in black ink, written over a horizontal line.

Aishwarya Chandran
Partner

Sydney
20 August 2025

Shareholder information

Substantial shareholders as at 13 August 2025

Source: ASX Notices lodged

Name	% of issued ordinary shares	Number of ordinary shares
Century Plaza Investments Pty Ltd and its associated entities (Lew Group) ^(a)	30.32%	43,638,384
Bennelong Funds Management Group Pty Ltd (and its subsidiaries and affiliates)	8.32%	11,975,331
Greencape Capital Pty Ltd ^(b)	6.93%	9,977,421
First Sentier Group Limited (and its related bodies corporate or associates) ^(c)	6.53%	9,404,690
State Street Corporation (and its subsidiaries)	5.44%	7,833,575

^(a) The interests of the Lew Group include a deemed relevant interest in the 36,499,538 shares held by Premier Investments (Premier Investments Limited is the registered holder of 35,761,415 of these shares, and Premier Investments Ltd is the registered holder of the remaining 738,123 shares) as well as shares held by other related parties of the group.

^(b) Challenger Limited lodged a substantial shareholder notice on 24 July 2025. Greencape Capital Pty Ltd is an associated entity of Fidante Partners, a member of the Challenger Limited group of companies. The Challenger Limited substantial shareholder notice declared a total interest of 12,267,451 shares (8.52%), which includes the shares held by Greencape Capital Pty Ltd.

^(c) The interests of First Sentier Group Limited (First Sentier) comprise 5,042,537 shares (3.50%) in which First Sentier and its subsidiaries have voting power and 4,362,153 shares (3.03%) in which First Sentier's ultimate parent, Mitsubishi UFJ Financial Group, Inc., has voting power. On 13 August 2025, Mitsubishi UFJ Financial Group, Inc. lodged a substantial shareholder notice for the same shares noted above.

Distribution of shareholdings as at 13 August 2025

Size of holding	Number of shareholders	% of issued capital
1-1,000	5,862	1.140
1,001-5,000	1,592	2.560
5,001-10,000	227	1.160
10,001-100,000	206	3.190
100,001 and over	35	91.950
Totals	7,922	100.000

There were 183 shareholders holding less than a marketable parcel of shares.

Voting rights

At a general meeting, every shareholder present in person or by proxy has one vote on a show of hands and, on a poll, one vote for each share held.

Shareholder information continued

Twenty largest shareholders by registered holder as at 13 August 2025

Name	Number of shares	% of issued capital
Premier Investments Limited	35,761,415	24.844%
Citicorp Nominees Pty Limited	28,426,837	19.749%
HSBC Custody Nominees (Australia) Limited	27,712,177	19.252%
J P Morgan Nominees Australia Pty Limited	14,950,968	10.387%
BNP Paribas Noms Pty Ltd	3,375,769	2.345%
HSBC Custody Nominees (Australia) Limited-GSCO ECA	3,141,629	2.183%
SL Superannuation No1 Pty Ltd <SL Superannuation Fund No 1 A/C>	3,000,000	2.084%
HSBC Custody Nominees (Australia) Limited <Nt-Comnwlth Super Corp A/C>	1,932,124	1.342%
Lew Family Investments Pty Ltd	1,891,461	1.314%
Woodross Nominees Pty Ltd	1,588,008	1.103%
Lew Family Investments Ltd	1,535,718	1.067%
National Nominees Limited	1,255,420	0.872%
BNP Paribas Nominees Pty Ltd <Agency Lending A/C>	914,676	0.635%
Premier Investments Ltd	738,123	0.513%
S L Nominees Pty Ltd	711,667	0.494%
Australian Foundation Investment Company Limited	702,494	0.488%
BNP Paribas Nominees Pty Ltd <Hub24 Custodial Serv Ltd>	647,741	0.450%
Netwealth Investments Limited <Wrap Services A/C>	522,257	0.363%
Mirrabooka Investments Limited	493,500	0.343%
BNP Paribas Noms (NZ) Ltd	395,598	0.275%
Total	129,697,582	90.103%

Unquoted equity securities as at 13 August 2025

	Number on issue	Number of holders
Rights issued under the Breville Group Equity Incentive Plan to take up ordinary shares	3,111,496	283

Company information

Directors

Timothy Antonie
Non-Executive Chair

Lawrence Myers
Non-Executive Deputy Chair and
Lead Independent Director

Jim Clayton
Managing Director and CEO

Tim Baxter
Non-Executive Director

Peter Cowan
Non-Executive Director
(resigned 7 November 2024)

Sally Herman
Non-Executive Director

Dean Howell
Non-Executive Director

Tuula Ryttilä
Non-Executive Director

Kate Wright
Non-Executive Director

Company secretaries

Sasha Kitto
Craig Robinson

ABN

Breville Group Limited ABN 90 086 933 431

Registered office and principal place of business

Ground Floor, Suite 2
170-180 Bourke Road
Alexandria NSW 2015
(+61 2) 9384 8100

Share registry

Boardroom Pty Limited
Level 8, 210 George St
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Enquiries within Australia: 1300 737 760
Enquiries outside Australia: (+61 2) 9290 9600
Website: www.boardroomlimited.com.au

Auditors

PricewaterhouseCoopers
One International Towers Sydney
Watermans Quay
Barangaroo NSW 2000

Bankers

Australia and New Zealand Banking Group Limited
242 Pitt Street
Sydney NSW 2000

Company websites

brevillegroup.com
breville.com
kambrook.com.au
sageappliances.com
chefsteps.com
baratza.com
beanz.com
lelit.com

the Noir Collection (rear cover)

The Noir Collection blends performance and
presence in a bold matte-black finish.



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Design: **Design United** and **Buzzsaw**. Print: **Hogan Print**

Selected Accolades



GOOD DESIGN AWARD WINNER

- 2022 BES876 Barista Express™ Impress
- 2022 BOV950 the Joule Oven Air Fryer
- 2021 CSV750/700 Hydro Pro Immersion Circulator
- 2021 BMO870/8503 in 1 Combi Wave/Smooth Wave
- 2021 BNE900 the Creatista™ Pro
- 2019 BES878 The Barista Pro
- 2019 BES500 The Bambino Plus
- 2019 BPZ800 The Smart Oven Pizzaiolo
- 2018 BJE830 The Juice Fountain Cold XL
- 2018 BNE500 Creatista Uno
- 2018 BDC450 The Precision Brewer Thermal
- 2017 BOV900 The Smart Oven Air
- 2017 BTA735 The Toast Select Luxe
- 2017 BNE800 Creatista Plus
- 2016 BPB620 Boss To Go Personal Blender
- 2014 BBL910 The Boss Superblender
- 2013 BRC600 The Multi Chef
- 2013 BEF100 The Thermal Pro Grill

BEST IN CATEGORY - Domestic Appliances

- 2022 An Aboriginal Culinary Journey
- 2017 BSM600 the Smoking Gun

GOLD WINNER

- 2021 BJB815 the 3x Bluiicer Pro
- 2019 BBL920 the Super Q
- 2019 BTM700 the Tea Maker Compact
- 2018 BES880 The Barista Touch
- 2017 BFS800 The Steam Zone
- 2017 BES990 The Oracle Touch
- 2016 CMC800 Control Freak Cooker
- 2016 BEM825 The Bakery Boss
- 2015 BMO700 Quick Touch Microwave
- 2015 BCP600 Citrus Press
- 2015 BBL405 The Kinetix Twist
- 2014 BES980 The Oracle Espresso Machine
- 2013 BSG1974 the Original '74



- 2023 BES881 - the Barista Touch™ Impress
- 2022 BES876 Barista Express™ Impress



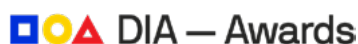
reddot design award

Red Dot Design Award - Best of the Best

- 2022 BES876 Barista Express™ Impress
- 2017 BNE800 Creatista Plus

Red Dot Design Award

- 2023 BES881 the Barista Touch™ Impress
- 2023 BVE850 Vertuo Creatista
- 2022 BOV950 The Joule Oven Air Fryer
- 2020 BJB815 the 3x Bluiicer Pro
- 2020 BNE900 the Creatista Pro
- 2020 CSV750/700 Hydro Pro Immersion Circulator
- 2020 BMO870/850 3 in 1 Combi Wave/Smooth Wave
- 2019 BES500 the Bambino Plus
- 2019 BES878 the Barista Pro
- 2019 BTM700 the Tea Maker Compact
- 2019 BBL920 the Super Q
- 2019 BPZ800 the Smart Oven Pizzaiolo
- 2018 BES880 the Barista Touch
- 2018 BDC450 the Precision Brewer Thermal
- 2018 BJE830 the Juice Fountain Cold XL
- 2018 BFP820 the Kitchen Wizz Peel and Dice
- 2017 BES990 the Oracle Touch
- 2017 BSG600 the Perfect Press
- 2017 BFS800 the Steam Zone
- 2017 BSM600 the Smoking Gun
- 2017 BOV900 the Smart Oven Air
- 2017 BTA735 the Toast Select Luxe
- 2017 BKE735 the Soft Top Luxe
- 2016 CMC800 Control Freak Cooker
- 2016 BEM825 the Bakery Boss
- 2016 Thermal Pro Cookware
- 2016 BPB620 Boss To Go Personal Blender
- 2015 BMO700 Quick Touch Microwave
- 2015 BCP600 Citrus Press
- 2014 BES980 the Oracle Espresso
- 2014 BMO734 the Quick Touch
- 2014 BTA720/730 the Lift and Look Pro
- 2014 BWM640 the Smart Waffle
- 2013 BEF100 the Thermal Grill Pro
- 2013 BRC600 the Multi Chef



- 2022 An Aboriginal Culinary Journey



IDSA Design Award – USA IDEA International Design Excellence Awards

Silver Award

- 2019 BES878 the Barista Pro
- 2017 BES990 the Oracle Touch

Bronze Award

- 2019 BTM700 the Tea Maker Compact
- 2019 BOV860 the Smart Oven Air Fryer
- 2017 BES990 the Oracle Touch
- 2017 BNE800 Creatista Plus
- 2017 BSM600 the Smoking Gun
- 2014 BES980 the Oracle Espresso

Finalists

- 2021 BJB815 the 3x Bluiicer Pro
- 2021 CSV750/700 Hydro Pro Immersion Circulator
- 2021 BMO870/850 3 in 1 Combi Wave/Smooth Wave
- 2019 BPZ800 the Smart Oven Pizzaiolo
- 2019 BES500 the Bambino Plus
- 2018 BES880 the Barista Touch
- 2018 BDC450 the Precision Brewer Thermal
- 2018 BJE830 the Juice Fountain Cold XL
- 2018 BFP820 the Kitchen Wizz Peel and Dice
- 2017 BOV900 the Smart Oven Air
- 2014 BWM640 the Smart Waffle
- 2014 BTA720/730 the Lift and Look Pro
- 2013 BFP800 Kitchen Wizz Food Processor
- 2013 BBL605 Kinetix Control Blender
- 2013 BDC600 You-Brew Drip Coffee Machine



Good Design Award Chicago Athenaeum

- 2022 An Aboriginal Culinary Journey
- 2022 BES876 Barista Express™ Impress
- 2021 BMO870/8503 in 1 Combi Wave/Smooth Wave
- 2021 BNE900 the Creatista Pro
- 2019 BOV860 the Smart Oven Air Fryer
- 2019 BES878 the Barista Pro
- 2019 BTM700 the Tea Maker Compact
- 2019 BBL920 the Super Q Blender
- 2019 BPZ800 the Smart Oven Pizzaiolo
- 2018 BDC450 The Precision Brewer
- 2018 BMC800 The Control Freak
- 2018 BES990 The Oracle Touch
- 2018 BSM600 The Smoking Gun
- 2018 BOV900 The Smart Oven Air
- 2018 BKE735 The Soft Top Luxe
- 2018 BTA735 Toast Select Luxe

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