

**HARVEY NORMAN
HOLDINGS LIMITED**

A.C.N 003 237 545

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26 November 2025

Company Announcements
Australian Stock Exchange Limited
Exchange Centre
20 Bridge Street
SYDNEY NSW 2000

Dear Sir / Madam,

**Harvey Norman Holdings Limited (Company)
Presentation to Attendees of the Annual General Meeting of the Company**

At the Annual General Meeting of the Company, which is due to be held today at 11am (AEDT) at Novotel Sydney Olympic Park, a video presentation will be shown.

The video presentation can be viewed at www.harveynormanholdings.com.au/2025agmvideo

The video presentation provides an overview of the current Harvey Norman international store operation and current expansion strategy across the eight trading countries. The presentation is delivered by Katie Page (Chief Executive Officer), John Slack Smith (Chief Operating Officer) with commentary from the Managing Directors in each of the respective international regions. The video presentation does not contain any price sensitive or material financial information.

A copy of the voiceover script is attached.

This document was authorised to be provided to the ASX by the Board of Directors of the Company.

Yours faithfully,



Chris Mentis
Company Secretary

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(Katie Page)

With 195 franchised complexes and 121 company-operated stores in eight countries, Harvey Norman now reaches a population of 90 million. Our 10 year flagship retail expansion has positioned Harvey Norman as Australia's most successful omni-channel retailing export in home, lifestyle and tech – success that is measured in duration, sustained growth and total physical, international footprint.

The combination of Home, Lifestyle and Tech is a huge retail offering, with Harvey Norman representing over 5,000 brands and more than 300,000 products. Our franchisees and staff are informed and experienced with strong commercial relationships with manufacturers and suppliers.

AI-enabled tech continues to transform the Harvey Norman product offering. First launched in all Harvey Norman complexes in June last year. We provide an ever-increasing choice for our customers and our team remain at the forefront of product knowledge in how our customers can benefit from AI-enabled tech in daily life.

The most significant physical store expansion over the past year is the opening of Macgregor Homemaker in Queensland. 257,000 sq ft in the heart of Brisbane and the 5th most valuable site in the Harvey Norman property portfolio – valued at \$105 million Australian dollars. Macgregor reflects the company's ability to identify, expand and deliver large format retail in high value metropolitan growth centres, whether it is Australia or the seven countries offshore.

(John Slack Smith)

New Zealand's South Island was another focus for growth over the past 12 months, with Harvey Norman opening new stores in Ravenswood and Papanui. Both locations are under 30 minutes drive from the centre of Christchurch, a city where economic growth is being driven by population increases and infrastructure development.

The new South Island stores take the New Zealand network of company-owned stores to 43 and complements the North Island presence including Auckland's Harvey Norman flagship – 72,000 sq.ft in Wairau Park. With the introduction of the new stores, 73% of the New Zealand population live within 10km of a Harvey Norman store.

(Katie Page)

Underpinning Harvey Norman's Home, Lifestyle and Tech prowess is the leadership of our Managing Directors and their expert teams. Each brings deep market insight and operational excellence to ensure that Harvey Norman stores achieve both commercial and strategic objectives in their respective regions.

In the coming days, we will mark the 10th Anniversary of the opening of the first Harvey Norman flagship – Singapore's Millenia Walk.

(Bernice Kwok)

The Millenia Walk shopping complex, home to the 100,000 sq ft Harvey Norman flagship, attracts over 700,000 visitors monthly. Its enduring success is a testament to the original blueprint to deliver the best in-store Home and Lifestyle customer shopping experience.

Harvey Norman Singapore won the Singapore Retailers' Associations, "Electronics & Hardware Retailer of the year" and continue to build its store network, opening in Lot 1 Shoppers mall and a new store in Punggol Coast Mall.

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(Katie Page)

Harvey Norman Malaysia opened four new stores over the past 12 months with another store set to open in December. All the new stores are strategically located within high foot traffic shopping malls in Sarawak's Bintulu; Penang, Selangor and Kiara Bay just northwest of Kuala Lumpur's city centre. Gurney Plaza in Penang will open next month.

(Bernice Kwok)

Mid Valley MegaMall has an estimated 17 million visitors per annum. Remarkable from a national population of 34.3 million people. The new Malaysian Flagship has expanded its footprint to 61,000 sq.ft.

(Melissa Wilson)

The EU Flagships – Ljubljana in Slovenia and Zagreb in Croatia continue to grow in foot traffic due to both countries' strategic location within the European Union. The Ljubljana flagship is within a two hour drive of the Austrian, Hungarian and Northern Italian borders.

With a population of nearly 2.2 Million in Slovenia, the Harvey Norman 110,000 sq.ft flagship, centrally located in the capital, Ljubljana, has experienced a 10% increase in footfall in financial year 25.

Harvey Norman's 97,000sq.ft flagship in Zagreb is Croatia's best shopping centre. Stage 1 of a major re-design was completed in December last year, with Stage 2 on track to complete next month. The renovation has already delivered significant benefits to enhance customer experience, attract new anchor tenants and offer customers upgraded parking and improved accessibility.

(Katie Page)

The demographics and population size of Zagreb offers unique growth potential. To capitalise on this opportunity Harvey Norman purchased a strategically located block in East Zagreb. The company is building a new two-level, 200,000 sq ft complex on the site which is on track to open in 2027. Harvey Norman intends to occupy half the retail space with the remaining area leased to other parties.

(Tim Hannon)

Our Irish flagship is in Tallaght, home to the 60,000 sq.ft flagship, and is only 20 minute's drive from the centre of Dublin. Approximately 2.3 million people in Ireland live within 20kms of one of the 16 Irish stores.

(Katie Page)

Our continued expansion in the UK's West Midlands remains a key market to establish and scale.

Home to five million people, it's a region with strong economic growth and our strategy is focused on capturing those benefits to drive long-term performance.

Just over a year ago, we launched Phase One of this strategy with the opening of our flagship store at Merry Hill Shopping Centre. The store has outperformed expectations for footfall in the first year and continues to set the benchmark for customer experience and design.

Phase Two of the expansion is on schedule, and we can confirm our second West Midlands store at the Gracechurch Shopping Centre in Sutton Coldfield will open in 2026.

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This new location will strengthen brand awareness across the region and bring Harvey Norman closer to customers north of Birmingham, driving further growth and engagement.

(Lachlan Roach)

In Northern Ireland, momentum continues off the back of new Computer and Electrical departments opening in our Hollywood Exchange store just over a year ago. The expansion of our Boucher Road site has also recently been completed and welcomes brand new Computers and Electrical departments to the store.

These developments mark an exciting evolution for our Northern Ireland business, allowing us to leverage economies of scale across all departments in the UK.

(Katie Page)

Large-format home, lifestyle and tech stores thrive in communities with supportive economies, strategic regional planning, and efficient transport and logistics systems. Rather than replacing physical shopping, online retailing complements our stores, providing customers the flexibility to browse, order, and pick up where and when they choose.

Across our eight countries, Harvey Norman's omni-channel model—integrating both physical stores and online services, remains a proven blueprint for sustainable retail growth, adapting to meet customer needs in a dynamic AI-enabled retail landscape.

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