JB HI-FI

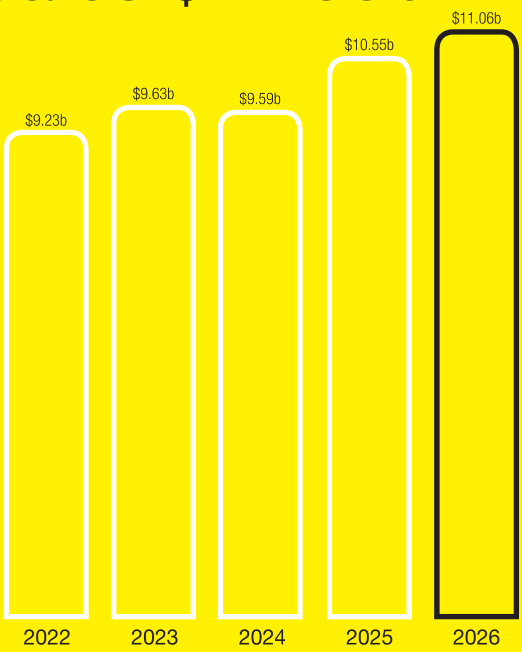
ANNUAL REPORT
2026

Financial Summary

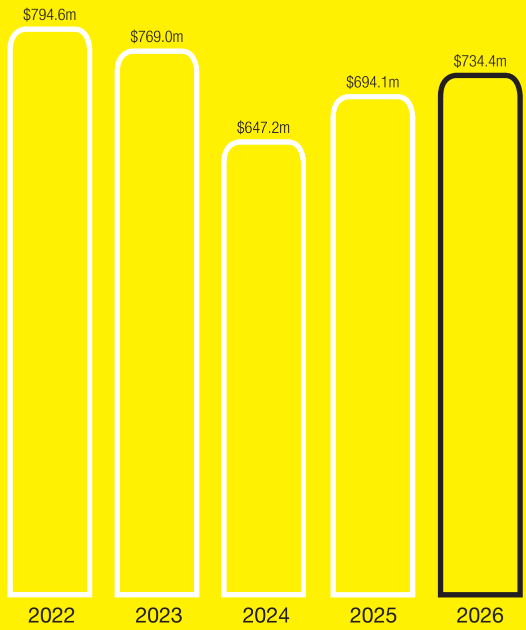
FINANCIAL PERFORMANCE

	2022	2023	2024	2025	2026
Sales	$9.23b	$9.63b	$9.59b	$10.55b	$11.06b
EBIT	$794.6m	$769.0m	$647.2m	$694.1m	$734.4m
NPAT[1]	$544.9m	$524.6m	$438.8m	$462.4m	$489.9m
Earnings per share[1]	479.5cps	479.9cps	401.4cps	423.0cps	448.1cps
Ordinary dividend - fully franked	316cps	312cps	261cps	275cps	337cps
Special dividend - fully franked	–	–	80cps	100cps	–

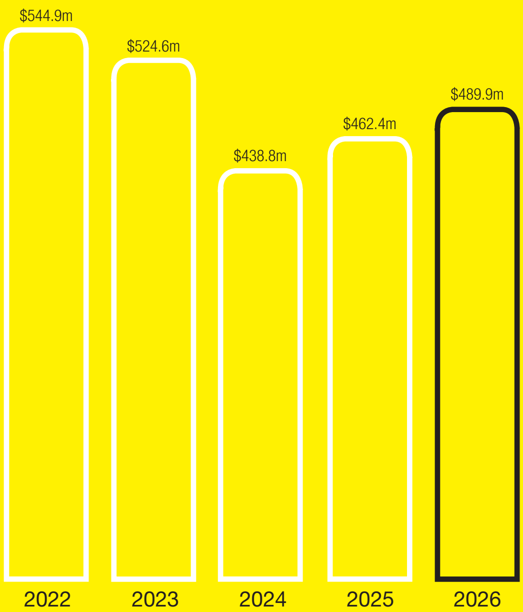
Sales $11.06b



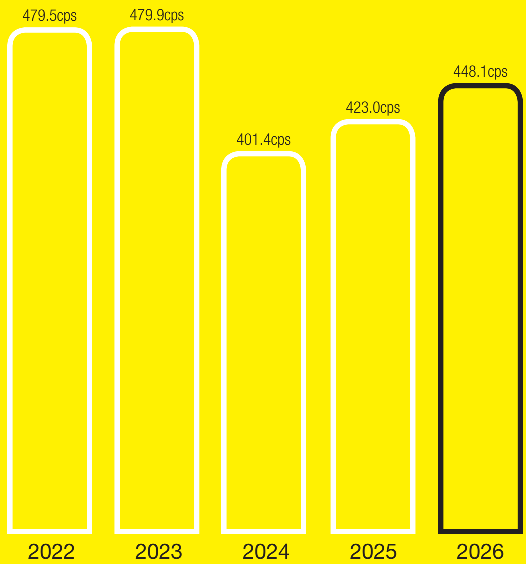
EBIT $734.4m



NPAT[1] $489.9m



Earnings per share[1] 448.1cps



[1] Attributable to the owners of JB Hi-Fi Limited

Chair and Group Chief Executive Officer's Report

Dear fellow shareholder,

FY2026 was a year of record sales and solid earnings for JB Hi-Fi Limited and its subsidiaries (the "Group").

In an uncertain retail environment, the Group stayed focused on its core proposition of driving great value and delivering consistently high levels of customer service which continued to resonate with our customers.

We are grateful to our over 17,000 team members whose support and commitment ensure the ongoing success of the business.

Group Overview

The Group comprises three iconic retail brands: JB Hi-Fi, with a focus on Technology and Consumer Electronics, The Good Guys, with a focus on Home Appliances and Consumer Electronics, and e&s, with a focus on Premium Home Appliances and Bathroom products.

The value proposition for each brand centres around ranging the best brands at low prices supported by exceptional customer service across our 355 store network, online and over the phone channels, and through our commercial business.

The Group model is underpinned by four key competitive advantages being:

- scale and diversification;
- low cost operating model, evidenced by the Group's low cost of doing business ("CODB");
- multichannel capability; and
- people and culture.

It continues to be an integral part of the Group's strategy to innovate and diversify in new products, online, supply chain, merchandising formats, advertising and property locations in a controlled and responsible manner. This approach provides opportunities to increase revenue, margin and productivity.

Generating sustainable long-term growth

The Group's FY2026 Responsible Business Report outlines our commitment to having a positive impact on our people, communities and environment.

The Group is committed to:

- supporting our people and ensuring a safe, inclusive and respectful workplace, whilst always looking for ways to provide our team members with flexibility and opportunities to grow and develop;
- making a positive impact in the communities in which our team members live and work, and working with our supply partners to protect and further human rights; and
- minimising the impact that our operations may have on the natural environment, and pro-actively reducing our waste and emissions.

The Group is pleased with the progress made across these key areas of focus, which in FY2026 included:

- 68% of the Group's energy now coming from renewable sources, and a 58% decrease in the Group's Scope 2 (market-based) emissions from its FY2020 baseline year, as the Group continues to work towards net-zero direct scope 1 and 2 (market-based) carbon emissions by 2030;
- continued investment in our teams, with 617 leaders completing a leadership development course, including 56 managers completing the Women in Leadership training program;
- recycling 12,077 tonnes of e-waste, collected through recycling kiosks in JB Hi-Fi Australia and The Good Guys stores, and scrap metal from appliances collected from customers' homes;
- workplace giving donations totalling $4.8 million in FY2026 and $49 million since inception; and
- achieving a 7% improvement in waste diverted from landfill, from 60% in FY2025 to 67% in FY2026, with the Group working towards achieving 80% waste diversion by 2030.

The FY2026 Responsible Business Report can be found on the Group's investor website (https://investors.jbhifi.com.au/).

Management alignment with Shareholders

The relationship between the Board and management is strong and remains engaging and constructive.

The Board firmly believes that equity participation for management, through the Group's share ownership-based remuneration schemes, creates strong alignment with shareholders and is a critical tool in attracting new management, retaining existing management and rewarding performance.

Further information about the Group's remuneration schemes is included in the Remuneration Report.

FY2026 Trading Performance

The Group reports for the 12 months ending 30 June 2026, total sales up 4.8% to $11.06 billion, earnings before interest and tax (EBIT) up 5.8% to $734.4 million, net profit after tax (NPAT)[1] up 6.0% to $489.9 million and earnings per share (EPS)[1] up 5.9% to 448.1 cps.

On an Underlying[2] basis, EBIT was up 3.8%, NPAT was up 2.9% and EPS was up 2.9%.

A summary of the performance of each of the Group's businesses is set out below.

JB Hi-Fi Australia

Total sales increased by 4.4% to $7.42 billion, with comparable sales up 3.2%. The key growth categories were Computers, Mobile Phones, Fitness, Small Appliances and IT. Online sales increased by 7.0% to $1.28 billion or 17.2% of total sales.

Gross profit increased by 4.2% to $1.63 billion with gross margin down 5 bps to 21.94%, driven by sales mix. CODB was 12.46%, up 4 bps, and in absolute terms grew 4.8%, with continued disciplined cost control and investment in new stores and strategic initiatives. The business's low CODB remains a competitive advantage and is maintained through a continued focus on productivity, minimising unnecessary expenditure and leveraging scale.

EBIT increased by 3.2% to $547.3 million with EBIT margin down 9 bps to 7.38%.

JB Hi-Fi New Zealand

Total sales increased by 26.0% to NZD499.5 million, with comparable sales up 15.3%, as the business continues to resonate with customers and expand its reach. The key growth categories were Mobile Phones, Computers, Audio, Small Appliances and Games Hardware. Online sales increased by 36.7% to NZD86.2 million or 17.3% of total sales.

Gross profit increased by 29.1% to NZD86.9 million with gross margin up 41 bps to 17.41%, driven by improvements in key product and services categories. CODB was 13.66%, down 106 bps, and in absolute terms grew 17.0%, with continued investment in new stores and strategic initiatives.

Operating leverage from sales growth and disciplined cost control resulted in EBIT of NZD4.1 million, up NZD4.3 million, with EBIT margin up 88 bps to 0.82%.

The Good Guys

Total sales increased by 2.7% to $2.94 billion, with comparable sales up 2.7%. The key growth categories were Portable Appliances, Floorcare, Cooking, Refrigeration and Audio. Online sales increased by 13.1% to $481.3 million or 16.4% of total sales.

Gross profit increased by 3.9% to $698.9 million with gross margin up 27 bps to 23.74%, driven by improvements in key product categories. CODB was 14.25%, up 8 bps on FY2025 Underlying CODB, and in absolute terms grew 3.3%, with continued disciplined cost control.

EBIT was $184.0 million, up 6.0% on FY2025 Underlying EBIT, with EBIT margin up 19 bps to 6.25%.

e&s

Total sales for the twelve months to 30 June 2026 were $273.1 million. In FY2025, the Group consolidated ten months' sales and as a result, on a statutory basis, sales were up 21.3%. For comparative purposes for the full twelve months, total sales were down 0.2%, with comparable sales down 3.2%. Sales revenue has been impacted by the migration of wholesale sales to agency sales that, for external reporting purposes, are recognised as a commission. Total sales on a gross basis were up on the prior year.

Gross profit was $81.2 million with gross margin at 29.72%, up 117 bps, driven by sales mix and the migration to agency sales. CODB was 26.15%, up 284 bps, driven by investments in strategic initiatives, including in stores and the Commercial division, which are generating written sales growth that will be delivered and recognised in future periods.

EBIT was -$0.4 million, as the business invests in strategic initiatives.

[1] All references to Net profit after tax (NPAT) and Earnings per share (EPS) disclosed in this Chair and Group Chief Executive Officer's Report represent NPAT and EPS attributable to the owners of JB HI-FI Limited.

[2] All references to Underlying disclosed in this Chair and Group Chief Executive Officer's Report exclude the impact of the one-off $13.7 million expense in FY25 relating to the resolution of the ACCC proceedings against The Good Guys.

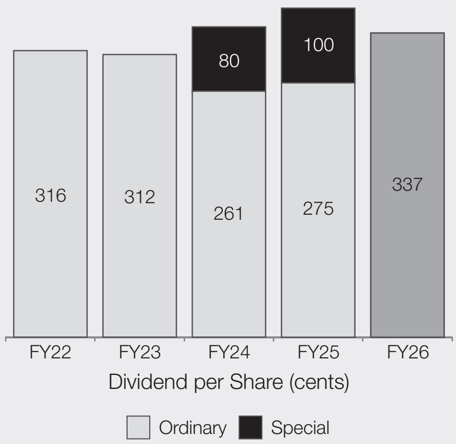
Group Balance Sheet, Capital Management and Dividends

The Group continues to maintain a strong balance sheet, with closing net cash of $206.5 million at 30 June 2026.

As announced in August 2025, from FY2026 the Board increased the dividend payout ratio from 65% to a range of 70-80% of NPAT.

The Board has declared a final dividend of 127 cents per share (cps) fully franked, up 22 cps or 21.0%, bringing the total ordinary dividend for FY2026 to 337 cps, up 62 cps or 22.5% and representing 75% of NPAT.

FY2026 Total Ordinary Dividend of 337 cps



The Board will continue to regularly review the Group's capital structure with a focus on maximising returns to shareholders and maintaining balance sheet strength and flexibility to invest in organic and inorganic opportunities.

Non-Executive Director Changes

On 17 August 2026, the Group announced that Richard Uechtritz will retire from the Board at the conclusion of the Group's Annual General Meeting on 29 October 2026 and that Terry Smart will join the board as a non-executive director with effect from 5 October 2026.

Terry will be appointed to the Board as an additional appointee ahead of the Annual General Meeting in October 2026 and will stand for election at that Meeting.

On behalf of the Board, we would like to thank Richard for his huge contribution to the Group's success over the past 26 years, first during his 10 years as Chief Executive Officer and then as a non-executive director for the past 15 years.

Looking forward, we are delighted to welcome Terry back to the Board. He has a proven track-record as one of Australia's best retailers and has a deep understanding of the Group, its businesses, and the markets in which it operates. The Board very much looks forward to working with him again.

Outlook

In respect of July 2026 sales, we continued to see variability in trading, with customers increasingly looking for value and migrating spend to key promotional events, along with impacts from supplier price rises and stock availability shortages in the technology categories.

As always, we remain focused on driving demand and growing market share through creating great value offers for our customers, leveraging our strong supplier relationships to maximise stock allocations and delivering exceptional customer service.

We look forward to another successful year in FY2027.

Stephen Goddard
Chair

Nick Wells
Group Chief Executive Officer

25 August 2026

Annual Report

for the financial year ended **30 June 2026**

JB Hi-Fi Limited ("the Company" or "JB Hi-Fi") recognises the importance of governance matters and the Board continually reviews and monitors developments in corporate governance which are relevant to the Group (being the consolidated entity consisting of the Company and the entities it controls). The Company's Governance Statement is set out below. The Company also recognises the importance of environmental and social matters to its shareholders, suppliers and customers and, in addition to the mandatory Sustainability Report included in this Report, has released its 2026 Responsible Business Report to the ASX at the same time as this Report.

CORPORATE GOVERNANCE STATEMENT

The directors and management of the Group are committed to ensuring that the Group's business is conducted ethically and in accordance with high standards of corporate governance.

The Board believes that:

- the Group's policies and practices comply in all material respects with the 4th edition of the ASX Corporate Governance Council Principles and Recommendations (the "ASX Recommendations"); and
- during the 2026 financial year, the Company has been compliant with the spirit of the principles contained in the ASX Recommendations.

This Corporate Governance Statement has been approved by the Board and is effective as at 17 August 2026.

THE BOARD

Role

The primary role of the Board is to protect and enhance long-term sustainable shareholder value. The Board is accountable to shareholders for the performance of the Company, and it directs and monitors the business and affairs of the Group on behalf of shareholders.

The Board's responsibilities include: overseeing the business and affairs of the Group and demonstrating leadership of the Group; setting (in consultation with management) the strategic and financial objectives of the Group and overseeing management's implementation of these objectives; overseeing the reliability, adequacy and integrity of the Group's accounting, financial management, financial reporting and disclosure practices and systems; approving the Group's financial statements, Annual Report, Sustainability Report, Responsible Business Report, Modern Slavery Statement and Tax Transparency Report; overseeing disclosures to the ASX; approval of dividends and other capital management initiatives; approving the appointment of the external auditor; ensuring that the Group has an appropriate risk management framework for both financial and non-financial risk (including governance, cybersecurity and artificial intelligence related risks); setting the risk appetite within which management is expected to operate; establishing a procedure for the selection, appointment and performance review of directors; making recommendations to shareholders regarding the election and re-election of directors; approving the adoption of the Group's major corporate governance policies; approving the appointment and replacement of senior executives including the Group Chief Executive Officer; monitoring the performance of management and, where required, challenging management and holding it to account; approving the Group's remuneration framework and satisfying itself that the Group's remuneration policies are aligned with the Group's values, strategic objectives and risk appetite; approving the Group's Statement of Values, Code of Conduct and other relevant documents so as to underpin the desired culture within the Group; establishing measurable objectives with regard to gender diversity within the Group and reviewing progress towards achieving them; oversight of the Group's plans, actions and reporting in relation to environmental and social risks and opportunities (including health & safety, diversity & inclusion, waste management, packaging, climate action, ethical sourcing and community investment); and approving the Group's key sustainability policies.

The Group Chief Executive Officer, who is accountable to the Board, is responsible for managing, directing and promoting the profitable operation and development of the Group.

A copy of the Board Charter can be found on the Company's investor website at https://investors.jbhifi.com.au/constitution-and-charters.

Composition of the Board / Selection and appointment of directors

Details of each of the directors are set out on pages 15 and 16 of this Report.

The Board seeks to ensure that the combination of its members provides an appropriate range of experience, skills, diversity, knowledge and perspectives to enable it to carry out its obligations and responsibilities.

The Board believes that having a range of different skills, backgrounds, experience and genders ensures a diversity of viewpoints which facilitates effective governance and decision making.

The Company believes that skills and experience in the areas listed in the matrix below are desirable for the Board to perform its role effectively. The Board considers that its current composition possesses an effective blend of these skills and experience which enables it and its Committees to effectively govern the business, operate effectively and add value in the context of the Company's strategy.

Skill/Experience	Description	No. of Directors
Executive/Management Experience	Holds or held an executive leadership position in a publicly listed company or large professional services firm.	8/8
Retail	Holds or held an executive leadership position in a publicly listed or large private retail company, has extensive experience in retail consulting/advisory, or has been a non-executive director of a publicly listed or large private retail company for at least 3 years.	8/8
Financial Acumen	Professional accounting qualifications, experience as the CEO, CFO or Chair of the Audit Committee of a publicly listed company or large private company, or membership of the Audit Committee of at least two publicly listed companies.	8/8
Property	Holds or held an executive leadership position with specific, or ultimate, responsibility for property in a large retailer or is/was a non-executive director of a publicly listed or large private property company.	4/8
Online/Digital	Holds or held an executive leadership position in a digital or technology company or having ultimate responsibility for, or specific focus on, online/digital in a publicly listed company or large private retail company, or extensive experience in online/digital consulting/advisory.	7/8
Other Listed Board Experience/Governance	Is, or has been, a director of one or more other publicly listed companies for at least one year (other than JB Hi-Fi Limited).	7/8
Risk Management	Membership of the risk management committees of at least two publicly listed companies, or executive experience anticipating and identifying risks and monitoring the effectiveness of both financial and non-financial risk management frameworks and controls.	7/8
People & Culture	Experience as a Chair, non-executive director, CEO or senior executive in a publicly listed or large private company or a professional services firm in overseeing workplace culture, people management, development and succession planning, setting remuneration frameworks and promoting diversity & inclusion.	8/8
Strategy/Mergers & Acquisitions/Capital Management	Experience in a publicly listed company, large private company or large professional services firm in understanding and defining strategic objectives, assessing business plans, mergers & acquisitions and/or capital management.	8/8
Sustainability, Corporate Social Responsibility and Community Engagement	Understanding and experience in social responsibility and sustainability initiatives, management of workplace health & safety, community relations/workplace giving.	8/8

The Company maintains a majority of non-executive directors on its Board. The Board currently comprises eight directors, being seven non-executive directors, including the Chairman, and one executive director, being the Group Chief Executive Officer. The Company has written agreements with each director setting out the terms of their appointment. Apart from the Group Chief Executive Officer, directors are subject to shareholder re-election by rotation at least every three years. The Company provides shareholders with all material information in its possession relevant to the election or re-election of a director.

A copy of the Company's Board Composition & Succession Policy, which includes the procedure for the selection and appointment of directors, can be found on the Company's investor website at https://investors.jbhifi.com.au/policies. The Board will undertake appropriate checks before appointing any person, or putting forward to shareholders a candidate for election, as a director, including checks to ensure that the candidate has sufficient capacity to perform the role.

Details of the directors as at the date of this Report, including further information about their experience, expertise and term of office, are set out in the Directors' Report.

Independence

The Company considers that each of its directors (including the Chairman) is independent, with the exception of Nick Wells (Group Chief Executive Officer).

The Board regards directors as independent directors if they: do not have a material relationship with the Company other than solely as a result of being a director; are independent of management; and do not have any business or other relationship that could compromise the independent exercise of their judgement and their ability to act in the best interests of the Company. The independence of each director is considered on a case-by-case basis.

Richard Uechtritz was Chief Executive Officer of the Company between July 2000 and May 2010 and a consultant to the Company from May 2010 to November 2013. Given the passage of time, the Board is of the opinion that Richard is an independent director, and that neither these previous roles, nor his relationship with current management, compromises his ability to exercise independent, unfettered judgement or act in the best interests of the Company.

Geoff Roberts was previously a partner at Deloitte from 1992 until 2004 and from 2012 to 2015. Since 2002, Deloitte have been the appointed auditors of the Group, however at no stage during the term of his partnership was Geoff involved in the provision of audit or other services to the Group. The Board is therefore of the opinion that Geoff is an independent director.

Conflict of interest

Directors must keep the Board advised, on an ongoing basis, of any interests that could potentially conflict with those of the Company. Directors are required to promptly disclose to the Board interests in contracts, other directorships or offices held, possible related party transactions and any other material personal interests in a matter relating to the Company's affairs. If a material conflict of interest arises, the director concerned does not receive the relevant Board papers, is not present at the meeting whilst the item is considered and takes no part in decision making in relation to that item.

Board meetings

The Board meets regularly, dependent on business requirements. Prior to any meeting, the directors receive all necessary Board papers. As well as holding regular Board meetings, the Board also meets to comprehensively review business plans and the strategy of the Group.

Access to information and independent advice

Each director has the right of access to all relevant Company information and to the Group's executives. Subject to prior consultation with the Chairman, each director may seek independent professional advice at the Company's expense.

Professional development of directors

The Company recognises the need for its directors to develop and maintain the skills and knowledge needed to perform their roles as directors effectively. The Company periodically reviews the need for directors to undertake professional development to maintain the skills and knowledge necessary to perform their roles. This includes, where necessary, management (including the Group Chief Financial Officer and the Company Secretary & General Counsel) and external advisors providing the directors with briefings and advice on developments in both the law and current practice in areas relevant to the Company and their role as directors (including, for example, corporate governance, accounting, sustainability, cybersecurity, artificial intelligence and remuneration). Individual directors also take advantage of professional development opportunities provided by third parties such as the Australian Institute of Company Directors and major accounting and legal firms.

The Company also has an induction program for new directors.

BOARD COMMITTEES

Details of the Committees established by the Board are set out below.

Audit and Risk Management Committee

The Board has an Audit and Risk Management Committee.

The Audit and Risk Management Committee is charged primarily with assisting the Board in its:

- oversight of the reliability, adequacy and integrity of the Group’s financial management, financial reporting and disclosure, sustainability reporting and its other non-financial reporting and disclosure practices;
- oversight of the independence, performance, appointment and removal of the external auditor;
- review of the Group’s policies on risk oversight and management, including assessing whether management has developed and implemented effective systems to manage the material financial and non-financial risks affecting the Group’s business (including environmental, health & safety, social, governance, cybersecurity and artificial intelligence related risks, and compliance with all material laws); and
- review of the Group’s plans, actions and reporting in relation to sustainability, including its Responsible Business Report.

A copy of the Audit and Risk Management Committee Charter can be found on the Company’s investor website at https://investors.jbhifi.com.au/constitution-and-charters.

During the 2026 financial year, the Audit and Risk Management Committee comprised the following non-executive directors, each of whom are considered by the Company to be independent and all of whom have relevant financial, commercial and risk management experience, including an independent chair who is not the Chair of the Board:

- Geoff Roberts: Ongoing Member of the Committee, and Chair of the Committee since 30 October 2025;
- Christy Boyce: Ongoing Member of the Committee;
- Melanie Wilson: Ongoing Member of the Committee;
- Sheila Lines: Member of the Committee since 15 August 2025; and
- Beth Laughton: Member and Chair of the Committee until 30 October 2025.

Details of the background and experience of each of these non-executive directors are included in the Directors’ Report.

The Audit and Risk Management Committee meets regularly. Details of the meetings held and members’ attendance during the 2026 financial year are listed in the Directors’ Report. Directors who are not members of the Audit and Risk Management Committee may attend any Audit and Risk Management Committee meeting.

Remuneration and Nominations Committee

The Board has a Remuneration and Nominations Committee.

The Remuneration and Nominations Committee is charged primarily with:

- reviewing and making recommendations to the Board regarding the framework, structure and quantum of remuneration of executive officers and non-executive directors; and

- reviewing and making recommendations to the Board regarding Board succession planning, the appointment and re-appointment of non-executive directors, the induction and continuing professional development of non-executive directors, the process for evaluating the performance of the Board, its committees and directors, and the succession of the Group Chief Executive Officer and other senior executives.

A copy of the Remuneration and Nominations Committee Charter can be found on the Company's investor website at https://investors.jbhifi.com.au/constitution-and-charters.

During the 2026 financial year, the Remuneration and Nominations Committee comprised the following directors, each of whom are considered by the Company to be independent:

- Stephen Goddard: Ongoing Member and Chair of the Committee;
- Mark Powell: Ongoing Member of the Committee;
- Geoff Roberts: Ongoing Member of the Committee;
- Melanie Wilson: Member of the Committee since 1 January 2026; and
- Beth Laughton: Member of the Committee until 30 October 2025.

The Remuneration and Nominations Committee meets as required. Details of the meetings held and members' attendance during the 2026 financial year are listed in the Directors' Report. Directors who are not members of the Remuneration and Nominations Committee may attend a Committee meeting at the invitation of the Chair when considered appropriate.

COMPANY SECRETARY

The Company Secretary is accountable directly to the Board, through the Chair, on all matters to do with the proper functioning of the Board.

CODE OF CONDUCT

The Group acknowledges the need for directors, executives and employees to observe the highest ethical standards of corporate behaviour. The Group has adopted a Code of Conduct to provide directors, executives and employees with guidance on what the Group deems to be acceptable behaviour. The Group will ensure that the Board and/or Audit and Risk Management Committee is informed of any material incidents in breach of this Code.

A copy of the Code of Conduct can be found on the Company's investor website at https://investors.jbhifi.com.au/policies.

WHISTLEBLOWER POLICY AND ANTI-BRIBERY, CORRUPTION & FRAUD POLICY

The Group has a Reportable Misconduct and Whistleblower Policy and an Anti-Bribery, Corruption & Fraud Policy. The Group will ensure that the Board and/or Audit and Risk Management Committee is informed of any material incidents reported under or in breach of these policies.

Copies of these policies are available on the Company's investor website at https://investors.jbhifi.com.au/policies.

DIVERSITY

The Group recognises the importance of diversity and values the competitive advantage that is gained from a diverse range of skills, backgrounds, experience and gender at all levels of the organisation. The Group has a Diversity Policy which is available on the Company's investor website at https://investors.jbhifi.com.au/policies.

The Group has a Group Diversity Strategy that applies to each of its businesses. This strategy is focussed on identifying and growing internal talent, underpinned by common and meaningful competency-based criteria. The Group Diversity Strategy and associated program of work is fundamental to enabling diversity by supporting women's progression to leadership roles and is further supported by work to identify and remove potential barriers to this progression.

Details of the Group's diversity initiatives, measurable objectives and performance are set out in the Group's Responsible Business Report which can be found on the Company's investor website at https://investors.jbhifi.com.au/sustainability.

SAFETY

The Group is committed to providing a healthy and safe work environment for all its team members, contractors, customers and visitors. Details of the Group's health and safety policies and performance are set out in the Group's Responsible Business Report which can be found on the Company's investor website at https://investors.jbhifi.com.au/sustainability.

SHAREHOLDINGS OF DIRECTORS AND EMPLOYEES

Directors' current shareholdings in the Company are detailed in the Directors' Report and are updated by notification to the ASX as required. The Board has approved and adopted a Securities Trading Policy setting out the rules and procedures applying to directors, officers and employees dealing in securities.

All Key Management Personnel (being all Non-Executive Directors and the Executive KMP listed on page 36), are subject to the Company's Minimum Shareholding Policies which require:

- Non-Executive Directors to hold the equivalent of 1.0 times base Board fees in Company shares;
- the Group Chief Executive Officer to hold the equivalent of 1.5 times fixed pay in Company shares; and
- other Executive KMP to hold the equivalent of 1.0 times fixed pay in Company shares.

This level of shareholding is required to be built over 5 years from appointment as a Key Management Person.

Subject to certain specific and limited exceptions, directors and "key employees" may only trade in the Company's shares, and any other securities of the Company, during designated Trading Windows. These four-week Trading Windows follow the release of the Company's Final Results (August/September), Interim Results (February/March) and the Annual General Meeting (October/November). Directors and Group executives are required to obtain the Chairman's consent in advance of any such trading and any transaction conducted by directors in shares of the Company is notified to the ASX.

A copy of the Securities Trading Policy can be found on the Company's investor website at https://investors.jbhifi.com.au/policies.

INTEGRITY OF REPORTING

The Company has controls designed to ensure the integrity of its financial reporting and that the Company complies with all regulatory requirements relevant to this reporting.

In accordance with the *Corporations Act 2001* (Cth) (Corporations Act) and the ASX Recommendations, the Group Chief Executive Officer and Group Chief Financial Officer have stated in writing to the Board that, in their opinion:

(a) the financial records of the Group (consisting of the Company and the entities it controlled during the financial year) for the financial year ended 30 June 2026 have been properly maintained in accordance with section 286 of the Corporations Act;

(b) the financial statements for the financial year and the notes required by the accounting standards give a true and fair view of the consolidated entity's financial position and performance, and comply with the accounting standards;

(c) the consolidated entity disclosure statement required by section 295(3A) of the Corporations Act is true and correct;

(d) the statements in (a) and (b) above are founded on a sound system of risk management and internal control which is operating effectively; and

(e) subsequent to 30 June 2026, no changes or other matters have arisen that would have a material effect on the operation of the risk management and internal control systems of the Group.

The Company's full year financial statements and remuneration report are subject to an annual audit by an independent professional auditor who also provides limited assurance in respect of parts of the Company's annual Sustainability Report and reviews the Company's half-yearly financial statements. The Audit and Risk Management Committee oversees this process on behalf of the Board. Deloitte has been the Company's external auditor since 2002. The audit engagement partner is rotated every five years.

Information on procedures for the selection and appointment of the external auditor and for the rotation of external audit engagement partners can be found in the Charter of the Audit and Risk Management Committee on the Company's investor website at https://investors.jbhifi.com.au/constitution-and-charters.

The Company also has a process in place to verify the integrity of any periodic corporate report that it releases to the market that is not audited or reviewed by the independent auditor. Such reports are written by the relevant members of the Company's senior management team and are then independently reviewed by appropriate executives to ensure the information is accurate and stated assumptions or opinions are reasonable. Data is verified by reference to a reliable source of information and information is checked to ensure that it is consistent with any audited reports where relevant. A "third line" check is then completed by an independent internal review team. Finally, the reports are reviewed in detail by the Company's Audit and Risk Management Committee and then by the full Board which must formally authorise the release of any such report to the market.

CONTINUOUS DISCLOSURE

The Company seeks to provide relevant and timely information to its shareholders and is committed to fulfilling its continuous disclosure obligations.

The Board has approved a Continuous Disclosure Policy to ensure that the procedures for identifying and disclosing material price sensitive information in accordance with the Corporations Act and ASX Listing Rules are clearly articulated. This policy sets out the obligations of employees in respect of such information. The Group Chief Executive Officer, in consultation with the Chairman where appropriate, is responsible for communication with the ASX.

A copy of the Continuous Disclosure Policy can be found on the Company's investor website at https://investors.jbhifi.com.au/policies.

The Company ensures that the Board receives copies of all material market announcements before, or promptly after, they have been made.

The Company releases a copy of any substantive investor or analyst presentation to the ASX ahead of the presentation.

SHAREHOLDER COMMUNICATIONS

The Company communicates to shareholders, potential investors and other interested parties in the following ways:

(a) by making information available on its website for investors at https://investors.jbhifi.com.au/, including:

- an overview of its business;
- information about the Company's directors and senior executives;
- the Company's Constitution;
- the Company's Board and Committee Charters;
- the Company's core corporate governance policies;
- the Company's Code of Conduct;
- a calendar of key corporate events;
- a summary of the Company's dividend policy and its dividend payment history;
- details of how investors can contact the Company and its share registry; and
- the information set out in paragraphs (b) and (c) below.

(b) in its disclosures to the ASX (including, amongst other things, its Annual Report (including its Sustainability Report), financial results, trading updates, Responsible Business Report and investor presentations);

(c) at its Annual General Meeting and the associated Notice of AGM;

(d) through its engagement program with institutional investors and analysts, including post-results briefings;

(e) through its engagement with the Australian Shareholders' Association;

(f) through its engagement with proxy advisers and the Australian Council of Superannuation Investors;

(g) where appropriate, by responding to questions submitted via its investor website; and

(h) through its engagement with the financial media.

Shareholders can elect to receive communications from, and send communications to, the Company's share registry electronically. The registry also gives shareholders the opportunity to manage their account details and holdings electronically. Shareholders are also able to send communications to the Company and receive responses to these communications electronically.

The Company has an investor relations program which involves regular meetings with significant current and potential investors, and with analysts and the financial media.

The Company holds an Annual General Meeting to which all shareholders are invited. In 2025, the Company held a "hybrid" Annual General Meeting, allowing shareholders to attend either in person or online, and the Company will hold its AGM in this format in 2026. All resolutions at Annual General Meetings are decided by a poll rather than a show of hands. Shareholders who are unable to attend are able to appoint a proxy to attend and vote or, alternatively, can vote by proxy in advance of the Meeting or online during the meeting. The Company ensures that the external auditor attends its Annual General Meetings and is available to answer shareholder questions about the conduct of the audit and the preparation and content of the auditor's reports.

Further detail is set out in the Company's Shareholder Communication Policy which can be found on the Company's investor website at https://investors.jbhifi.com.au/policies.

RISK IDENTIFICATION AND MANAGEMENT

The Group's policy is to consider the balance of risk and reward, as far as practicable, in order to optimise the returns gained from its business activities, and to meet the expectations of its shareholders, other key stakeholders and the broader community.

The Board has delegated to the Audit and Risk Management Committee responsibility for overseeing the implementation of policies and procedures aimed at ensuring that the Group conducts its operations in a manner that adequately manages risk to protect its people, the environment and the Group's assets and reputation. The Group has an effective risk management framework in line with AS ISO 31000:2018: Risk Management and regulatory guidance issued by the Australian Securities and Investments Commission (ASIC) and the ASX, which enables management to identify and manage risk appropriately. The Committee regularly reviews and revises this framework and the Board reviews the framework at least annually to satisfy itself that it continues to be sound and that the Group is operating with due regard to the risk appetite set by the Board. The risk management framework was last reviewed by the Board in November 2025.

Risk identification and management is also a key focus of the executive and management teams.

The Group does not have a formal internal audit function. Instead, risk identification and management is managed on a day-to-day basis by a dedicated risk management and business assurance team. The risk management and business assurance team evaluate and look to continually improve the effectiveness of the Group's governance, risk management and internal control processes.

A copy of the Group's Risk Management Policy can be found on the Company's investor website at https://investors.jbhifi.com.au/policies.

SUSTAINABILITY, ENVIRONMENTAL AND SOCIAL RISKS

The Group recognises the material sustainability, environmental and social risks that are relevant to its activities and takes action to manage those risks. The risk identification and management process outlined above includes the composition of a Climate Related Risk and Opportunity Register, which is periodically reviewed by the Board and the Audit and Risk Management Committee. A Group Sustainability Plan has been established to provide a foundational framework to integrate sustainability and the management of these risks into the operations and strategic priorities of the Group's businesses. Governance and oversight of the approach and progress is provided by the Audit and Risk Management Committee. Further detail about these environmental and social risks is set out in the Operating and Financial Review.

The Company's Sustainability Report is included in its Annual Report and the Company has also released its 2026 Responsible Business Report to the ASX which, can be found on the Company's investor website at https://investors.jbhifi.com.au/sustainability and provides additional information about the material sustainability, environmental and social issues for the Group's businesses and how the Group plans to prioritise and manage these going forward.

OUR PURPOSE & VALUES

The Group's purpose is to connect customers with the products and services that make life better.

The Group aims to do this through its three iconic and trusted retail brands, JB Hi-Fi (a leading retailer of technology and consumer electronics), The Good Guys (a leading retailer of home appliances and consumer electronics) and e&s (a leading retailer of premium home appliances and bathroom products).

Set out below are the Values which the Group and all of its team members are guided by in their activities.

Passion – We love what we do. We:

- are passionate about our people, our customers and our products
- show enthusiasm and take pride in our work
- strive to exceed our customers' expectations and create amazing experiences

Respect and Empower – We value and respect everyone. We:

- empower, support and trust our people
- treat everyone fairly and without discrimination
- act with humility, listen openly, and value others' opinions

Integrity – We act honestly and do the right thing. We:

- accept responsibility for our actions
- act lawfully, ethically and responsibly
- call out things that aren't right

Innovative – We embrace change and adapt quickly. We:

- never stand still and constantly evolve
- are entrepreneurial and look for opportunities
- are not afraid to fail and we learn from our mistakes

Driven – We are focused and deliberate. We:

- are results oriented and deliver on the things we commit to
- make decisions based on facts and experience
- focus on productivity and efficiency

Social Conscience – We care about our people, our community and our environment. We:

- give back to the communities where we live and work
- ensure our business is safe, inclusive and welcoming for everyone
- strive to minimise our impact on the environment

Authentic – We are diverse and embrace individuality. We:

- are informal and don't take ourselves too seriously
- are energetic and enthusiastic
- have fun, enjoy ourselves and celebrate success

BOARD AND EXECUTIVE PERFORMANCE

The Company monitors and evaluates the performance of its Board, Board Committees, individual directors and executives in order to fairly review and continuously improve Board and management effectiveness.

In June/July of each year, each director completes a board review and assessment, and one-on-one interviews take place between the Chair and each director which cover:

- review of Board performance as a whole;
- review of the individual director's performance;
- the director's ongoing capacity to continue to perform their role with the Company; and
- review of the Chair's performance.

The Chair reports back to the Board on the discussions and the Board considers any issues as necessary.

Directors may also discuss the Chair's performance with the Chair of the Company's Audit and Risk Management Committee, who will report back to the Board if necessary.

The Chair provides informal feedback to directors throughout the year as necessary.

Each Board Committee reviews its performance and reports the results of the review to the Board. Where necessary, recommendations will be made to the Board for improving the effectiveness of the relevant Committee.

Review of the Group Chief Executive Officer's performance is evaluated by the Chair, with ultimate oversight by the Board. This involves an assessment against both financial and non-financial performance measures. All other Group executives are evaluated by the Group Chief Executive Officer including assessment against both financial and non-financial performance measures. The Group Chief Executive Officer provides a summary of the evaluation of each executive to the Board and to the Remuneration and Nominations Committee.

Evaluation of the performance of the Board, Board Committees, individual directors and Group executives has been conducted in respect of the 2026 financial year.

DIRECTORS' FEES AND EXECUTIVE REMUNERATION

Directors' fees

The details of remuneration paid to each non-executive director during the financial year and the principles behind the setting of such remuneration are included in the Remuneration Report.

Executive KMP remuneration

The amount of remuneration, both monetary and non-monetary, for the executives who had authority and responsibility for planning, directing and controlling the activities of the Group during the financial year, and the principles behind the setting of such remuneration, are included in the Remuneration Report.

The directors of JB Hi-Fi Limited (the "Company") submit herewith the annual financial report of the consolidated entity consisting of the Company and the entities it controlled (the "Group") for the financial year ended 30 June 2026. In order to comply with the provisions of the *Corporations Act 2001* (Cth) (Corporations Act), the directors report as follows:

The names and particulars of the directors of the Company during or since the end of the financial year are:

Name	*Particulars*
Mr Stephen Goddard Non-Executive Director MSc. BSc (Hons)	Stephen was appointed to the Board in August 2016 and became Chairman on 1 July 2020. Stephen is also Chair of the Company's Remuneration and Nominations Committee and was a member of the Audit and Risk Management Committee until 30 June 2020. Stephen has more than 30 years' retail experience having held senior executive positions with some of Australia's best-known retailers. These include Finance Director and Operations Director for David Jones, founding Managing Director of Officeworks, and various senior management roles with Myer. Stephen was previously a non-executive director and Chair of the Audit and Risk Management Committees of Accent Group Limited, Nick Scali Limited and GWA Group Limited.
Ms Christy Boyce Non-Executive Director B.Ec, GAICD, MBA (Distinction)	Christy joined the Board in September 2023 and is a member of the Company's Audit and Risk Management Committee. Christy has over 25 years' advisory experience in Australia and the United States with extensive involvement in retail, including pricing, online strategy, loyalty programs and sales & marketing. Christy was a director (senior partner) of Port Jackson Partners. Prior to this, she was a partner at McKinsey & Co, working in the firm's Sydney, New York and Chicago offices, and was co-leader of its retail/consumer goods practice. Christy is currently a non-executive director of ALS Limited, BAI Communications Australia, EMM Consulting and The Hunger Project Australia. Her previous experience includes acting as a non-executive director of ASX listed companies CSR Limited, Greencross Limited, Monash IVF Group Limited, OneView Healthcare Plc and of the (not-for-profit) SCEGGS Darlinghurst Trust.
Ms Sheila Lines Non-Executive Director BA (Hons), CA	Sheila was appointed to the Board with effect from 15 August 2025 and is a member of the Company's Audit and Risk Management Committee. Sheila is a Chartered Accountant with over 28 years' experience as a Chief Financial Officer, Chief Executive Officer and director across multiple industries including retail, media, telecoms and technology, with over 20 years of these being in public companies in Australia and overseas. Sheila's experience includes roles as Chief Financial Officer and Company Secretary of Nick Scali Limited, as Chief Financial Officer of oOh!media Limited, Cabcharge Australia and Bpay, and as Chief Executive Officer of Bermuda based KeyTech Limited. Sheila will join the Board of ASX listed Redox Limited as a non-executive director on 1 September 2026. Sheila is a member of Chartered Accountants Australia & New Zealand and holds a Bachelor of Laws (Hons) from University College London.
Mr Mark Powell Non-Executive Director BSc (Hons), MSc, MBA (Distinction), BApp. Theol, MA (Hons)	Mark was appointed to the Board in March 2017, having been an advisor to the board of The Good Guys for 18 months prior to its acquisition by the Company. He is currently a member of the Remuneration and Nominations Committee and was a member of the Audit and Risk Management Committee from 2017 to 2023. Mark has over 30 years' executive experience in retail, logistics and wholesale distribution in the UK, Spain, North America, Australia and New Zealand. This includes being UK Logistics Operations Director for Tesco Plc, running Walmart Canada's logistics operations and as CEO of the Warehouse Stationery retail chain in New Zealand. Mark also spent five years as Group CEO for The Warehouse Group, a NZX listed retail group which includes technology and appliances retailer Noel Leeming. Mark is currently a non-executive director of My Food Bag Group Limited and will become its Chair in November 2026, and a non-executive director of Stihl Pty Limited. Mark was previously a non-executive director of Kiwi Property Group and Chair of its ESG Committee, a non-executive director and member of the Strategy and Audit, Compliance & Risk Committees of 7-Eleven Australia and a non-executive director, member of the Nominations, Remuneration and ESG Committee, and lead independent director of Bapcor Limited.

Mr Geoff Roberts
Non-Executive Director
Exec. MBA, B.Comm, FCA, FAICD

Geoff was appointed to the Board in January 2021 and is Chair of the Audit and Risk Management Committee and a member of the Remuneration and Nominations Committee. Geoff is a non-executive director and honorary treasurer for both the Melbourne Cricket Club and the WEHI Institute of Medical Research, and is a non-executive director of Djerriwarrh Investments Limited. His executive career included 13 years as Group Chief Financial Officer of Seek Limited and AXA Asia Pacific Holdings Limited, and 15 years as a partner with Deloitte, including as Managing Partner Victoria.

Mr Richard Uechtritz
Non-Executive Director

Richard has over 35 years' experience in retailing. He was co-founder of Australia's two leading photo chains, Rabbit Photo and Smiths Kodak Express, and was a director of Kodak (Australasia) Pty Ltd. Richard led the management buy-in of JB Hi-Fi in July 2000 and was CEO and Managing Director until his resignation from these positions in May 2010. Richard re-joined the Board in April 2011 as a non-executive director. Richard was a non-executive director of Seven Group Holdings Limited from 2010 to 2024.

Ms Melanie Wilson
Non-Executive Director
MBA, B.Comm (Hons), GAICD

Melanie was appointed to the Board in June 2020 and is a member of the Audit and Risk Management Committee. Melanie gained extensive experience in senior management roles across global retail brands, including Woolworths (Head of Online, Big W and Manager, Strategy Group), Limited Brands (Victoria's Secret and Bath & Bodyworks, New York), and Diva/Lovisa. Her retail experience includes online/e-commerce, store operations, merchandise systems, marketing, brand development and logistics/fulfilment. Melanie has also held roles with Bain & Company (Boston) and Goldman Sachs (Hong Kong/Sydney) and completed an MBA at Harvard Business School. Melanie is currently also a non-executive director of Web Travel Group Limited, Oroton Group and Skinkandy Limited and was previously a non-executive director and Chair of Baby Bunting Group Limited and a member of its Remuneration & Nominations and Audit & Risk Committees, a non-executive director of Shaver Shop Group Limited, Property Guru Group (Singapore) and EML Payments Limited, and a non-executive director and Chair of the Audit & Risk Committee of iSelect Limited.

Mr Nick Wells
Group Chief Executive Officer and Executive Director
B.Comm, CA

Nick is the Group's Chief Executive Officer and is also an Executive Director. Prior to being appointed as CEO in October 2025, Nick spent 12 months as the Group's Chief Operating Officer. Before that, Nick was the Group Chief Financial Officer for 10 years, overseeing the finance, property, risk, sustainability and M&A functions and implementing significant strategic initiatives, including leading the acquisitions of The Good Guys in 2016 and of e&s in 2024. Nick was appointed to the Board in 2021. Before joining the Group in 2009, Nick was a Manager at Deloitte where he provided audit and assurance services to a broad range of companies, including a number of Australian retail businesses.

Ms Beth Laughton
Non-Executive Director
B.Ec, FAICD, FCA

Beth was appointed to the Board in May 2011 and retired on 30 October 2025. Beth was Chair of the Audit and Risk Management Committee from June 2012 until her retirement and was also a member of the Company's Remuneration and Nominations Committee.

Mr Terry Smart
Group Chief Executive Officer and Executive Director

Terry was Group Chief Executive Officer and an Executive Director from August 2021 to October 2025. He was previously CEO of JB Hi-Fi from May 2010 to June 2014 following ten years as Chief Operating Officer and returned to the JB Hi-Fi Group in April 2017 as Managing Director of The Good Guys.

Each of the aforementioned directors held office for the whole financial year and since the end of the financial year other than Sheila Lines, Beth Laughton and Terry Smart as set out above.

Company Secretary	*Particulars*
Mr Doug Smith BA (Hons). Admitted to legal practice in Victoria & in England and Wales	Doug was appointed Company Secretary in June 2012. Doug joined JB Hi-Fi as General Counsel in September 2010 and has over 30 years' legal and company secretarial experience in-house and in private practice.

Directorships of other listed companies

Directorships of other listed companies held by directors in the 3 years immediately before the end of the financial year, and since the end of the financial year, are as follows:

Name	*Company*	*Period of Directorship*
Stephen Goddard	Accent Group Limited	November 2017 – November 2023
	Nick Scali Limited	March 2018 – December 2023
Christy Boyce	CSR Limited	March 2023 – July 2024
	ALS Limited	Since September 2025
Mark Powell	Bapcor Limited	September 2020 – December 2025
	My Food Bag Group Limited (NZX)	Since November 2022
Geoff Roberts	Djerriwarrh Investments Limited	Since July 2022
Richard Uechtritz	Seven Group Holdings Limited	June 2010 – November 2024
Melanie Wilson	Baby Bunting Group Limited	February 2016 – February 2025
	Web Travel Group Limited	Since June 2025
	Skinkandy Limited	Since May 2026

Principal activity

The Group's principal activity in the course of the financial year was the retailing of home consumer products. The Group offers a wide range of leading brands with particular focus on consumer electronics, software (including music, games and movies), whitegoods and appliances. There have been no significant changes in the nature of the principal activity of the Group during the financial year, other than as set out in this Report.

Operating and Financial Review

The Operating and Financial Review, which forms part of this Directors' Report, is presented separately on pages 20 to 33.

Changes in state of affairs

During the financial year there was no significant change in the state of affairs of the Group.

Subsequent events

As announced to the ASX on 17 August 2026, Richard Uechtritz will retire from the Board at the conclusion of the Company's Annual General Meeting on 29 October 2026 and Terry Smart will join the Board as a non-executive director with effect from 5 October 2026.

There have been no other matters or circumstances occurring subsequent to the end of the financial year that have significantly affected, or may significantly affect, the operations of the Group, the results of those operations, or the state of affairs of the Group in future financial years.

Future developments

Information regarding likely developments in the operations of the Group in future financial years is set out in the Operating and Financial Review and elsewhere in the Annual Report.

Environmental regulations

The Group is subject to certain environmental regulations, including those which require the Group to report its scope 1 and 2 greenhouse gas emissions to The Australian Government Clean Energy Regulator in accordance with Australia's National Greenhouse and Energy Reporting (NGER) scheme and to manage and report on the environmental impact of the Group's used packaging under the Australian Packaging Covenant Organisation (ACPO) and the National Environment Protection (Used Packaging Materials) Measure (NEPM).The Group's Responsible Business Report provides further detail on how the Group is managing its obligations under these regulations. The Group has not incurred any significant liabilities under any environmental legislation during the financial year.

Dividends

In respect of the financial year ended 30 June 2025, as detailed in the Directors' Report for that financial year, an interim dividend of 170.0 cents per share and a final dividend of 105.0 cents per share, each franked to 100% at the 30% corporate income tax rate, were paid to the holders of fully paid ordinary shares on 7 March 2025 and 5 September 2025 respectively. A special dividend of 100.00 cents per share franked to 100% at the 30% corporate income tax rate was also paid to the holders of fully paid ordinary shares on 5 September 2025.

In respect of the financial year ended 30 June 2026, an interim dividend of 210.0 cents per share was paid to the holders of fully paid ordinary shares on 13 March 2026 and the directors have declared the payment of a final dividend of 127.0 cents per share to be paid to the holders of fully paid ordinary shares on 11 September 2026. Both dividends are franked to 100% at the 30% corporate income tax rate. The total ordinary dividend for the financial year of 337.0 cents per share represents a payout ratio of approximately 75% of net profit after tax of $489.9 million.

Indemnification of officers and auditors

The Company indemnifies current and former directors and officers for any loss arising from any claim by reason of any wrongful act committed by them in their capacity as a director or officer (subject to certain exclusions as required by law). During the financial year, the Company has paid premiums in respect of contracts insuring the directors and officers against any liability of this nature. In accordance with normal commercial practices, under the terms of the insurance contracts the nature of the liabilities insured against, and the amount of the premiums paid, are confidential. The Company has not otherwise, during or since the end of the financial year, except to the extent permitted by law, indemnified or agreed to indemnify an officer or auditor of the Company or of any related body corporate against a liability incurred as such by an officer or auditor.

Directors' meetings

The following table sets out the number of directors' meetings (including meetings of Committees of directors) held during the 2026 financial year and the number of meetings attended by the members of the Board or the relevant Committee. During the financial year, 14 Board meetings, 5 Remuneration and Nominations Committee meetings, and 6 Audit and Risk Management Committee meetings were held.

	Board of Directors		**Remuneration and Nominations Committee**		**Audit and Risk Management Committee**	
Directors	*Held*	*Attended*	*Held*	*Attended*	*Held*	*Attended*
S. Goddard	14	14	5	5	–	–
C. Boyce	14	14	–	–	6	6
M. Powell	14	14	5	5	–	–
G. Roberts	14	14	5	5	6	6
R. Uechtritz	14	13	–	–	–	–
M. Wilson	14	14	3	3	6	6
N. Wells	14	14	–	–	–	–
S. Lines (appointed 15/8/2025)	11	11	–	–	5	5
B. Laughton (retired 30/10/2025)	6	6	2	2	2	2
T. Smart (retired 3/10/2025)	4	4	–	–	–	–

Directors' shareholdings

The following table sets out each director's relevant interest in shares, debentures, and rights or options in shares or debentures of the Company, or a related body corporate, as at the date of this Report.

	Fully paid ordinary shares		
Directors	*Direct number*	*Indirect number*	*Total*
S. Goddard	4,500	–	4,500
C. Boyce	–	2,000	2,000
S. Lines (appointed 15/8/2025)	–	1,000	1,000
M. Powell	4,000	–	4,000
G. Roberts	–	4,000	4,000
R. Uechtritz	4,816	–	4,816
M. Wilson	–	3,500	3,500
N. Wells	34,977	30,535	65,512

Remuneration Report

The Remuneration Report, which forms part of this Directors' Report, is presented separately on pages 34 to 51.

Proceedings on behalf of the Company

The directors are not aware of any persons applying for leave under s.237 of the Corporations Act to bring, or intervene in, proceedings on behalf of the Company.

Non-audit services

Given the size and complexity of the Group, it can be in the interests of the Group to engage the services of its auditor to assist in a range of related projects. The directors are aware of the issues relating to auditor independence and have in place policies and procedures to address actual, potential and perceived conflicts in relation to the provision of non-audit related services by the Company's auditor.

The Group did not engage the auditor to provide any non-audit services in the 2026 financial year.

Auditor's independence declaration

The auditor's independence declaration is included on page 52 of the Annual Report.

Rounding off of amounts

The Company is a company of a kind referred to in ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2026/183, and in accordance with that Corporations Instrument, amounts in the Directors' Report and financial report are rounded off to the nearest hundred thousand dollars, unless otherwise indicated.

Signed in accordance with a resolution of the directors made pursuant to s.298(2) of the Corporations Act.

On behalf of the directors

Stephen Goddard
Chairman
17 August 2026

Nick Wells
Group Chief Executive Officer

OVERVIEW OF OPERATIONS

The Group includes three iconic retail brands:

- JB Hi-Fi – a leading retailer of technology and consumer electronics with a strong position with a young tech-savvy demographic;
- The Good Guys – a leading retailer of home appliances and consumer electronics with a strong position with home-making families; and
- e&s – a leading retailer of premium home appliances and bathroom products.

The businesses aim to sell the best brands, providing a big range, at low prices, with exceptional customer service provided by passionate, knowledgeable team members.

The Group sells across a diverse and resilient range of product categories, including:

- consumer electronics and technology products including televisions, audio equipment, computers, fitness, health and wellbeing products, smart home products and cameras;
- telecommunications products and services;
- home appliances including whitegoods, cooking products, heating & cooling products, bathroom products, small appliances and kitchen accessories; and
- software (music, movies and games) and associated collectibles and merchandise.

The Group also provides information technology services.

The Group has multichannel sales capability with sales primarily from its branded retail store networks (209 JB Hi-Fi stores in Australia, 26 JB Hi-Fi stores in New Zealand, 107 The Good Guys stores in Australia and 13 e&s stores in Australia as at 30 June 2026), online operations (JB Hi-Fi, The Good Guys and e&s websites) and over the phone. The JB Hi-Fi Australia website includes JB Hi-Fi "marketplace" which expands JB Hi-Fi's product range and allows customers to purchase a broader selection of products sold by approved third party suppliers.

Sales are also generated from the Group's commercial and education businesses.

The Group Model is underpinned by 4 unique competitive advantages.

Scale and diversification:

Scale

- #1 player in Australian consumer electronics and home appliance market;
- global relevance to suppliers and strong and engaged supplier relationships both locally and globally;
- ability to execute promotions at scale and move significant volume;
- ability to maximise reach of new technology and product launches; and
- high traffic websites provide significant marketing opportunities and reach.

Diversification

- multiple brands with unique and distinct brand personalities providing:
  - differentiation in offer, categories and go-to-market approach (Technology & Consumer Electronics, Home Appliances and Premium);
  - large, diversified customer base with ability to target different customers;
  - reduced reliance on any single category or brand performance; and
- geographic coverage and distribution.

Low Cost Operating Model:

- constant focus on productivity and minimising unnecessary expenditure allows the Group to pass on greater value pricing to customers;
- highly productive floor space with high sales per square metre drives efficiencies;
- low cost base allows the Group to:
    - respond to market price activity and maintain focus on market share;
    - compete effectively with traditional competitors and new market entrants; and
- Group functions enable business to drive efficiencies and spread investment across large cost base.

Multichannel Capability:

- focus on providing the customer with an integrated and frictionless shopping experience regardless of their chosen sales channel;
- customer choice on how to shop with the Group:
    - stores – high quality store locations that provide convenience and easy access;
    - online – high brand awareness and optimised digital experience drives high traffic through websites;
    - phone/chat – convenient and personalised sales experience giving customers ability to negotiate a deal;
    - commercial – national support for corporate, government, construction and education customers;
- fast fulfilment, via in-store shopping, click-and-collect, or delivery from the store network or big and bulky Home Delivery Centres; and
- store base provides confidence with aftersales support regardless of sales channels used when buying.

People & Culture:

- knowledgeable and passionate teams who put customers first and provide exceptional customer service;
- strong, overarching culture that also reflects the individual brand personalities;
- dynamic and flexible environment allows the business to pivot quickly and adapt to any changing market conditions;
- highly engaged teams who have a connection with the brands and their purpose;
- diverse and inclusive workforce; and
- unrelenting focus on health and safety.

GROUP FINANCIAL PERFORMANCE FY2026 – HIGHLIGHTS

	FY2026	FY2025 (Statutory)	Growth		FY2025[ii] (Underlying)	Growth	
Total Sales ($m)	11,064.0	10,554.8	509.2	+4.8%	10,554.8	509.2	+4.8%
Earnings before interest and tax ($m)	734.4	694.1	40.3	+5.8%	707.8	26.6	+3.8%
Net profit after tax[i] ($m)	489.9	462.4	27.5	+6.0%	476.1	13.8	+2.9%
Earnings per share[i] (basic ¢)	448.1	423.0	25 cps	+5.9%	435.5	13 cps	+2.9%
Ordinary dividend per share (¢)	337.0	275.0	62 cps	+22.5%	275.0	62 cps	+22.5%

- Record total sales of $11.06 billion, up 4.8%.
- Earnings per share (EPS)[i] of 448.1 cps, up 5.9% on FY25 Statutory EPS and up 2.9% on FY25 Underlying EPS.
- Final ordinary dividend of 127 cents per share (cps), up 22 cps or 21.0%, bringing the total ordinary dividend for FY26 to 337 cps, up 62 cps or 22.5%, and representing 75% of NPAT.

(i) Attributable to the owners of JB Hi-Fi Limited.
(ii) Underlying results, which exclude the one-off $13.7 million expense in FY2025 relating to the resolution of the ACCC proceedings against The Good Guys.

DIVISIONAL PERFORMANCE

JB Hi-Fi Australia

	FY2026	FY2025	Growth
Sales ($m)	7,416.4	7,103.2	+4.4%
Gross Profit ($m)	1,627.3	1,562.3	+4.2%
Gross Margin (%)	21.94%	21.99%	(5 bps)
Cost of Doing Business (%)	12.46%	12.42%	+4 bps
EBITDA ($m)	703.1	680.2	+3.4%
EBITDA Margin (%)	9.48%	9.58%	(10 bps)
EBIT ($m)	547.3	530.3	+3.2%
EBIT Margin (%)	7.38%	7.47%	(9 bps)

Total sales increased by 4.4% to $7.42 billion with comparable sales growth of 3.2%. The key growth categories during the year were Computers, Mobile Phones, Fitness, Small Appliances and IT. Online sales, which include web chat and over the phone sales, increased by 7.0% to $1.28 billion or 17.2% of total sales (FY2025: 16.8%).

Gross profit increased by 4.2% to $1.63 billion, with gross margin down 5 bps to 21.94%, driven by sales mix. Cost of Doing Business ("CODB") was up 4 bps to 12.46%, and in absolute terms grew 4.8% for the year, with continued disciplined cost control and investment in new stores and strategic initiatives. EBIT increased by 3.2% to $547.3 million, with EBIT margin down 9 bps to 7.38%.

JB Hi-Fi New Zealand[i]

	FY2026	FY2025	Growth
Sales (NZ$m)	499.5	396.3	+26.0%
Gross Profit (NZ$m)	86.9	67.3	+29.1%
Gross Margin (%)	17.41%	16.99%	+41 bps
Cost of Doing Business (%)	13.66%	14.72%	(106 bps)
EBITDA (NZ$m)	18.7	9.0	+107.2%
EBITDA Margin (%)	3.74%	2.28%	+147 bps
EBIT (NZ$m)	4.1	(0.2)	n/m
EBIT Margin (%)	0.82%	(0.06%)	+88 bps

(i) Amounts disclosed for JB Hi-Fi New Zealand are in local currency to remove the impacts of foreign currency translation on trading performance. The Australian dollar performance is presented in Note 2 of the financial statements.

Total sales increased by 26.0% to NZ$499.5 million, with comparable sales up 15.3%, as the business continued to resonate with customers and expand its reach. The key growth categories were Mobile Phones, Computers, Audio, Small Appliances and Games Hardware. Online sales grew by 36.7% to NZ$86.2 million or 17.3% of total sales (FY2025: 15.9%).

Gross profit increased by 29.1% to NZ$86.9 million with gross margin up 41 bps on FY2025 to 17.41%, driven by improvements in key product and services categories. CODB was down 106 bps on FY2025 to 13.66%. In absolute terms CODB grew 17.0% due to continued investment in new stores and strategic initiatives. Operating leverage from sales growth and disciplined cost control resulted in EBIT of NZ$4.1 million, up NZ$4.3 million from negative NZ$0.2 million in FY2025, with EBIT margin up 88 bps to 0.82%.

The Good Guys

	FY2026	*FY2025*[(i)]	*Growth*
Sales ($m)	2,943.8	2,865.0	+2.7%
Gross Profit ($m)	698.9	672.4	+3.9%
Gross Margin (%)	23.74%	23.47%	+27 bps
Cost of Doing Business (%)	14.25%	14.17%	+8 bps
EBITDA ($m)	279.4	266.4	+4.8%
EBITDA Margin (%)	9.49%	9.30%	+19 bps
EBIT ($m)	184.0	173.5	+6.0%
EBIT Margin (%)	6.25%	6.06%	+19 bps

(i) Underlying results, which exclude the one-off $13.7 million expense in FY2025 relating to the resolution of the ACCC proceedings against The Good Guys.

Total sales increased by 2.7% to $2.94 billion with comparable sales up 2.7%. The key growth categories were Portable Appliances, Floorcare, Cooking, Refrigeration and Audio. Online sales, which include web chat and over the phone sales, were up 13.1% to $481.3 million or 16.4% of total sales (FY2025: 14.8%).

Gross profit increased by 3.9% to $698.9 million, with gross margin up 27 bps to 23.74%, driven by improvements in key product categories. CODB for FY2026 was up 8 bps to 14.25%, and in absolute terms grew 3.3%, with continued disciplined cost control.

EBIT increased by 6.0% to $184.0 million, with EBIT margin up 19 bps to 6.25%.

e&s

	FY2026	*FY2025*[(i)]	*Growth*
Sales ($m)	273.1	225.2	+21.3%
Gross Profit ($m)	81.2	64.3	+26.3%
Gross Margin (%)	29.72%	28.56%	+117 bps
Cost of Doing Business (%)	26.15%	23.31%	+284 bps
EBITDA ($m)	9.8	11.8	(17.1%)
EBITDA Margin (%)	3.59%	5.25%	(166 bps)
EBIT ($m)	(0.4)	4.2	n/m
EBIT Margin (%)	(0.15%)	1.85%	(200 bps)

(i) FY2025 e&s results are presented for the period of ownership (2 September 2024 to 30 June 2025).

Total Sales in FY2026 for the 12 months (FY2025: 10 months) to 30 June 2026 were up 21.3% to $273.1 million. For comparative purposes for the full 12 months, total sales were down 0.2%, with comparable sales down 3.2%. Sales revenue has been impacted by the migration of wholesale sales to agency sales that, for external reporting purposes, are recognised as a commission. Total sales on a gross basis were up on the prior year.

Gross profit was $81.2 million with gross margin at 29.72%, up 117 bps from FY2025 driven by sales mix and the migration to agency sales. CODB for FY2026 was up 284 bps to 26.15%, driven by investments in strategic initiatives, including in stores and the Commercial division, which are generating written sales growth that will be delivered and recognised in future periods.

EBIT loss of $0.4 million, as the business invests in strategic initiatives.

GROUP BALANCE SHEET, CAPITAL MANAGEMENT AND DIVIDENDS

The Group's total net assets at the end of the financial year were $1,643.3 million, which was $21.5 million higher than at the end of FY2025.

During the year, the Group's finance facilities remained unchanged from 30 June 2025. The Group has a total of $270.0 million external finance facilities which are comprised as follows, with $270.0 million undrawn at 30 June 2026:

- $200.0 million trade finance facility renewable annually;
- $20.0 million overdraft facilities renewable annually; and
- $50.0 million term debt facility with an expiry date of December 2027.

The financial covenants included in the Group's financing facilities are leverage and fixed charges cover ratios. The Group has complied with each of its financial covenants throughout the period.

At the end of the financial year the Group had no interest-bearing liabilities and cash on hand of $206.5 million, compared to net cash of $284.1 million in the prior year, with continued strong cash generation offset by an increase in working capital and incremental dividends paid, including the FY2025 special dividend of 100 cps or $109.3 million and FY2026 interim dividend representing 75% of NPAT.

As a result of the Group's financial performance and cashflow generation, the Group has maintained a strong balance sheet and a significant franking credit balance at the end of the 2026 financial year. Taking this into account, the Board has declared a final dividend for the 2026 financial year of 127.0 cents per share fully franked, up 22.0 cents per share or 21.0%, bringing the total ordinary dividend for the 2026 financial year to 337.0 cents per share, up 62 cents per share or 22.5% and represents a payout ratio of approximately 75% of net profit after tax.

The final dividend will be paid on 11 September 2026 with a record date of 28 August 2026.

The Board will continue to regularly review the Group's capital structure with a focus on maximising returns to shareholders and maintaining balance sheet strength and flexibility.

INVESTMENTS FOR FUTURE PERFORMANCE

Investments of $87.4 million were made during the financial year in capital expenditure projects, an increase of $5.3 million from $82.1 million during the previous financial year. Capital expenditure increased from FY2025 as the Group continued to invest in the store portfolio, online and strategic initiatives. The Group's investing activities are anticipated to contribute towards future earnings growth.

WORKING CAPITAL

Total inventory on hand increased from the previous financial year by $57.9 million or 4.5% to $1,356.4 million. Inventory turnover was down 24 bps to 6.5 times.

Payables, which ordinarily would move in line with Inventory, were down 5.2% or $46.8 million in FY2026 compared to FY2025, as inventory was purchased earlier to buy ahead of supplier price rises and secure stock leading into the key June promotional period. Net working capital as at 30 June 2026 is $85.2 million higher year on year.

Financial and operating leverage remains low as evidenced by solid fixed charges cover[1] of 3.8 times (FY2025: 3.9 times) and interest cover[1] of 235.7 times (FY2025: 276.2 times). The Company's gearing ratio[1] was low at 0.0 (FY2025: 0.0) as there were no borrowings at 30 June 2026 (FY2025: $0.0 million).

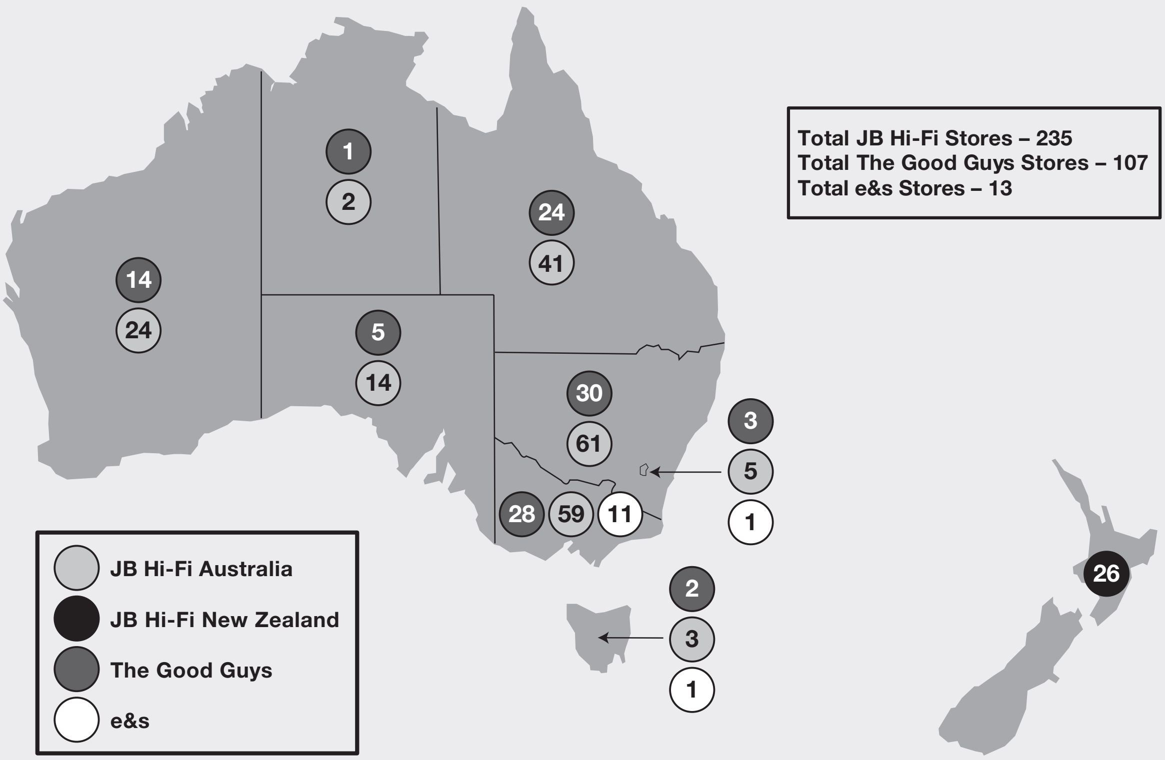
Operating cash flows and operating cash conversion, whilst down year on year due to the increased working capital in June, continue to be strong. The Group had net cash of $206.5 million at 30 June 2026.

[1] Calculated prior to the impact of AASB 16

STORES

The Group's sales are primarily generated from its branded retail store networks, located both in stand-alone destination sites and shopping centre locations.

The store locations as at 30 June 2026 are set out below.



In JB Hi-Fi Australia, 4 new stores were opened and 1 store was closed in FY2026. In JB Hi-Fi New Zealand, 3 new stores were opened and no stores were closed in FY2026. In The Good Guys, no new stores were opened or closed in FY2026. 1 e&s store was opened and no stores were closed in FY2026.

BUSINESS STRATEGIES AND PROSPECTS

The following factors are considered important in understanding the strategy of the Group and the main opportunities and threats that may have a significant effect on its results and its prospects for future years. These factors are listed regardless of whether they were significant in FY2026.

Business risks

There are a number of factors, both specific to the Group and of a general nature, which may threaten both the future operating and financial performance of the Group, and the outcome of an investment in the Group. There can be no guarantee that the Group will achieve its stated objectives or that forward looking statements will be realised. The operating and financial performance of the Group is influenced by a variety of general economic and business conditions, including levels of consumer spending, inflation, interest and exchange rates, access to debt and capital markets, and government fiscal, monetary and regulatory policies. A prolonged deterioration in general economic conditions, including an increase in interest rates or a decrease in consumer and business demand, may have an adverse impact on the Group's business or financial condition.

The specific material business risks faced by the Group, and how the Group manages these risks, are set out below.

- Competition – the markets in which the Group operates remain highly competitive and any increased competition from new and existing competitors may lead to price deflation and a decline in sales and/or profitability. As the #1 player in a fragmented Australian market, the Group's scale allows it to maintain focus on market share and absorb margin pressure during periods of heightened market price activity and consolidation. The Group also believes that its competitive advantages and the plans for growth set out below will allow it to maintain its market leading position.
- A loss or erosion of reputation – the JB Hi-Fi, The Good Guys and the e&s businesses enjoy a high level of loyalty and trust with customers. Any decline in this high level of loyalty and trust could compromise the market leading positions of the businesses and adversely affect the Group's operating and financial performance. This could occur as a result of a wide range of factors or events, including:
    - a loss or erosion of the reputation of the Group's businesses for price leadership. The Group constantly reviews and updates its pricing strategy and takes a proactive approach to responding to the competitive environment, including careful monitoring of its competitors' pricing and strategic and tactical marketing campaigns to maintain its price position. The opportunity for customers to negotiate "a deal" on price, both in store and also via live online chat or on the phone also helps the Group to maintain its reputation in this area;
    - a loss or erosion of the reputation of the Group's businesses for high levels of customer service, and/or the in-store experience provided by the businesses does not meet customer expectations. The Group seeks to mitigate this risk through the use of customer service and engagement analytics, senior management monitoring of customer complaints, targeted capex investment, optimising floor layouts and category space allocation, the trialling of new store formats, a focus on execution of merchandise standards and sales floor leadership, and an ongoing program of work to improve in-store experience and evolve its service model;
    - the online experience provided by the Group's businesses does not meet customer expectations. The Group has demonstrated its ability to capture and manage significant increases in online sales and continues to invest in its digital and online capability creating an integrated cross-channel experience that aims to give customers access to the same experience as in-store. Initiatives in recent years have included upgrading the online platforms, development of the Group's product delivery capability, the development of live-chat, and an artificial intelligence strategy focused on enhancing the online customer experience and ensuring that the Group's websites remain prominent in customers' online search results;
    - a major information security breach of the Group's IT systems. Information security breaches remain a key area of focus for organisations globally to mitigate the risk of financial and/or reputational damage. The Group seeks to pro-actively manage this risk through investment in IT security measures, including incident response planning and testing. Noting the constant evolution of the nature and sophistication of external threats, management conduct regular reviews of, and continuous improvement over, the Group's network security and information security controls (including a continuous program of system updates, patching and vulnerability assessments to ensure core systems are kept secure on an on-going basis), and monitors the external environment for new and emerging risks, including changes in the threat landscape resulting from the advancement of artificial intelligence;

- a major workplace health and safety incident or customer injury. The Group seeks to mitigate this risk through having appropriate occupational health and safety procedures and staff training in place for all of its sites. Particular areas of focus in recent years include mental health and wellbeing of the Group's team members, how to deal with disgruntled or aggressive customers, manual handling risks, and hazard, incident and injury management. Further detail is set out in the Group's Responsible Business Report;
- a significant breach of regulatory or legislative requirements. The Group seeks to mitigate this risk through appropriate staff training on key regulatory and legislative requirements relevant to its business, as well as making legal and regulatory compliance a key focus of the management team. Further detail is set out below (see "Litigation/breach of legal or regulatory requirements"); or
- the Group failing to meet its sustainability or corporate social responsibility objectives, or not operating in accordance with community and stakeholder expectations in these areas and the potential for adverse media coverage should this occur. The Group seeks to mitigate this by embedding sustainability into the broader business strategy, operations and culture, and via its sustainability and corporate social responsibility initiatives under its Group Sustainability Plan, details of which can be found in the Group's annual Responsible Business Reports. Management monitors progress against the Group's Sustainability Plan and engages with suppliers, investors and across industry forums to ensure that changes in stakeholder expectations are understood. In addition, the Group actively monitors both social and traditional media on an ongoing basis and where appropriate responds to issues raised, as well as taking any steps necessary to promptly address valid concerns or underlying issues.

- Consumer discretionary spending and changes in consumer demands – the Group is exposed to both the upside and downside of consumer spending cycles and changes in consumer demand. A reduction in consumer spending and demand (for example, due to high inflation and/or interest rates) may lead to a decline in the Group's sales and profitability. The Group maintains its relevance using its strong market position supported by its low price proposition. Many of the products sold by the Group are now considered less "discretionary" than in the past, with products such as mobile phones and computers now being seen as "essential" by many consumers, and the Group has expanded its home appliances business with the acquisition of e&s. The Group's stores, which are both in convenient and high traffic locations, seek to maximise both destination and impulse sales, reflected in the Group's high sales per square metre of floor space. The Group also closely monitors changes in the economic environment, consumer demand and new products, and is able to respond quickly to such changes.
- Online competition taking sales from the Group's stores – the Group seeks to provide customers with a quality online offer (as detailed above), while leveraging the benefits of its physical stores. The Group continues to invest and innovate both in-store and online in order to give customers the choice as to how to transact with its businesses, and is focusing on continuing to integrate the in-store and online experience. The Group's market leadership and scale gives it global relevance with suppliers and drives significant buying power which enables the Group to compete successfully with online players, as does its low cost of doing business. The Group also believes that the existence of its store networks will continue to provide confidence in after-sales service and support to its online customers, whilst also enabling fast online fulfilment via delivery from stores and click-and-collect.
- Digitisation of physical software (music, movies and games) leading to a fall in traditional software sales beyond expectations – the JB Hi-Fi business will maintain a software presence in-store while the category is still providing solid returns, whilst adjusting inventory, range and in-store space allocated to the category as appropriate.
- Ineffective inventory management – a failure to maintain sufficient inventory (or holding excessive inventory) may adversely affect the Group's operating and financial performance. The Group mitigates this risk through its ongoing monitoring of inventory quality, performance and stock levels, by working closely with its suppliers to secure sufficient inventory throughout its network and by continued development of its inbound logistics capability.
- Shortage of inventory due to supply chain disruption or a supplier supply issue – a shortage of inventory due to global or local supply chain disruption (for example as the result of international trade tariffs or war) or a supplier supply issue (for example, suppliers prioritising other markets or an inability to supply enough stock to meet demand) may adversely affect the Group's operating and financial performance. The Group's scale and strong relationships with a large number of different suppliers, who in turn often have geographically dispersed manufacturing and assembly, means that it is in a strong position to obtain inventory even when supply chains are disrupted.

- Failure to maintain key supplier relationships – the Group has strong partnerships with all major suppliers, with its multi-brand retail approach providing ranging and merchandising optionality and facilitating the execution of strategic initiatives at scale. The Group's store locations and high traffic websites provide suppliers with high visibility for their products. The Group has significant supplier management processes to mitigate the risk of failing to maintain key supplier relationships and, whilst at any one time certain products and suppliers are more important than others, the large and diverse range of products stocked by the businesses means that reliance on any one supplier or product is less than for some smaller competitors. In addition, the JB Hi-Fi and The Good Guys businesses have proven records of expansion into new product categories and introducing new brands, rather than solely remaining reliant on those products and brands which were successful in previous years.
- Supply chain capability does not support the Group's growth objectives –The Group continues to develop and improve its supply chain through initiatives such as the Group's Home Delivery Centres, the improvement of inventory planning and ordering processes, and the expansion of delivery options.
- The Group's commercial sales businesses do not deliver the expected growth outcomes for the Group – the Group continues to invest in these businesses, taking advantage of its reputation for range, competitive pricing and value, its multi-channel experience, and its supply chain to support their continued growth and expand their product and service offerings.
- Growth from expansion of the Group's product and services offerings does not deliver the expected growth outcomes for the Group – the Group continues to see strong momentum in these areas and to invest and innovate to support continued growth, including the development of new services offerings.
- Failure to achieve the expected improved results for the JB Hi-Fi New Zealand business may have an adverse impact on the Group's operating and financial performance – the Group is encouraged by the improved performance of the JB Hi-Fi New Zealand business and continues to invest in the business for future growth.
- the e&s business does not deliver expected growth outcomes for the Group – following the acquisition of e&s in September 2024, the Group is in the early stages of implementing its strategy to grow e&s and realise the earnings opportunity presented.
- Increasing cost of doing business and/or cost of goods sold – certain costs of doing business and/or the cost of goods sold passed on from suppliers, are outside of the Group's control. For example, the Group's cost of doing business is impacted by the annual Fair Work Award wage reviews and its cost of goods sold passed on from suppliers can be impacted by product component related cost increases. However, the increasing scale of the Group's operations, strong supplier relationships, product diversification and focus on controlling costs continues to deliver benefits.
- Leasing arrangements – the ability to identify suitable sites and negotiate suitable leasing terms for new and existing stores and warehouses is key to the Group's ongoing growth and profitability. The Group believes that it will continue to be able to do this as it has done successfully to date, and management continually assess the Group's strategy on locations and formats to optimise the store and warehouse network to take account of changes in the market.
- Loss of, or inability to attract and retain, key staff – the Group's ability to attract and retain talented staff is critical to its operating and financial performance. In recognition of this, succession planning and executive/senior management team composition is a key focus for the Board and Group executive team. The Group continues to focus on providing a safe, inclusive and welcoming environment for all of its employees and on developing and improving its programs and strategies relating to diversity & inclusion, the prevention of harassment, discrimination or bullying (including its "Speak Up" initiative and Group Workplace Behaviour Policy), and the development of its team members. Further detail is set out in the Group's Responsible Business Report.
- IT systems – the Group's increasing reliance on IT systems means that outages, disruptions and security breaches could have a detrimental impact on its operating and financial performance, and any failure to maintain and upgrade its IT systems over time has the potential to inhibit the achievement of the Group's business initiatives. To mitigate these risks, the Group has disaster recovery processes (including off-site IT back-up infrastructure), invests in IT security measures and is migrating from legacy IT systems where appropriate. The Group also continues to invest and develop its IT resources and capabilities to support the Group's strategic objectives.
- Artificial intelligence – a failure by the Group to adopt and integrate appropriate artificial intelligence technologies could result in inefficiencies and a loss of competitive advantage. Given the velocity of change in this space, the Group is closely monitoring how the application of artificial intelligence is evolving and changing the retail landscape. The Group believes that, with its current technology environment and capability of its teams, and with an ongoing focus on agentic commerce, software development and internal productivity, it is well positioned to take advantage of the development of artificial intelligence.

- Sustained disruption to operations resulting from external factors – external factors outside of the Group's control, such as war, pandemic, disruption to supply chains, systemic utility failures or extreme weather events could materially impact the Group's businesses. The Group mitigates these risks by contingency planning as far as practicable, and its flexible model allows management to quickly take appropriate action to react to any such risks as they arise.
- Changes in regulatory environment – changes in the regulatory environment in which the Group operates may increase compliance costs, and even (in extreme cases) affect the ability of the Group to sell certain types of products and services or conduct certain activities. Whilst such changes are outside the control of the Group, the Group monitors proposed changes in the regulatory environment so that it can assess the impact of such changes and develop appropriate response strategies where possible.
- Finance – a breach of the Group's debt covenants or inability to access financing facilities could adversely affect the Group's operating and financial performance. The Group has significant headroom in both its debt facilities and covenants. Additionally, cash flow forecasts and debt capacity are closely monitored by management. Details of the Group's financing facilities are set out on page 24.
- Fraud and corruption – the Group has no history of material fraud or corruption and seeks to minimise the risk of loss arising from fraud and corruption through appropriate policies, procedures and controls. Risk identification and management is managed on a day-to-day basis by a dedicated risk management and business assurance team which evaluates, and looks to continually improve, the effectiveness of the Group's governance, risk management and internal control processes.
- Litigation/breach of legal or regulatory requirements – legal proceedings and claims may arise from time to time in the ordinary course of the Group's businesses and may result in high legal costs, adverse monetary judgements and/or damage to the Group's businesses which could have an adverse impact on the Group's financial position and financial performance. Additionally, a significant breach of regulatory requirements or laws could adversely impact the Group's ability to carry on parts of its business or its reputation. The Group makes legal and regulatory compliance a key focus of the management team and seeks to mitigate this risk through its comprehensive compliance program which includes appropriate staff training on key regulatory and legislative requirements relevant to its business. However, in view of the size and nature of the Group's businesses, the various laws that are relevant to the businesses and the regulatory environment, it is possible that, from time to time, the Group may be involved in legal proceedings. In December 2023, the JB Hi-Fi business received a writ and statement of claim from Maurice Blackburn lawyers filed in the Supreme Court of Victoria in relation to a class action. The proceedings make claims under the Australian Consumer Law, among other matters, in relation to the sale of extended warranties to consumers. The proceedings seek compensation for loss or damage of an unquantified amount, interest and costs for the lead plaintiff and group members. The Group denies the allegations made in the proceedings and continues to vigorously defend the proceedings.

Business Strategies

The Group believes that the following strategies/factors will continue to drive growth in sales and earnings:

- Retail Execution – leverage the Group's unique value proposition to grow market share:
    - Drive Value – leverage the Group's low price and discount heritage;
    - Supplier Relationships – utilise supplier relationships to access stock, create best-in-market promotions and "win" at key sales events;
    - Range – use the breadth of the Group's range, brands and price points to give customers choice to trade "up" or "down";
    - Service – differentiate on service and advice through knowledgeable team members;
    - In-store Experience – enhance in-store visual merchandising to ensure an engaging shopping experience;
    - Conversion – improve conversion rates on the Group's strong customer traffic;
    - Productivity – drive operational efficiencies, such as the roll out of electronic shelf labels to 100 JB Hi-Fi Australia stores, to improve productivity and enable re-investment in customer facing roles;
- Multichannel Growth – build on the Group's digital and physical assets, create consistent customer experiences across channels and attract more shoppers to the brands:
    - Digital Channels – grow the online, phone and chat sales channels to meet customers' changing shopping needs;

    - Artificial Intelligence and Agentic Commerce – trial Agentic Commerce experiences online with natural-language product search and agent-based shopping experiences;
    - Marketplace – expand the range and drive awareness of the JB Hi-Fi Marketplace offering;
    - Membership Programs – continue to grow and leverage the JB Perks and The Good Guys membership programs and deliver personalisation at scale;
    - Commercial – grow the Commercial active customer base across corporate, government, and education sectors;
    - Retail Media – expand Retail Media offerings, leveraging significant onsite and in-store traffic to create multichannel advertising experiences that are relevant for customers and suppliers. The Group will expand its in-store Retail Media network, increasing screen numbers from 140 to 250 during FY2027;
- Supply Chain – continue to evolve the Group's fit-for-purpose supply chain to enhance the customer experience:
    - Delivery Options – focus on delivering best-in-class delivery options for customers;
    - Transport Management System – leverage new transport management system to deliver improved customer experiences and operational efficiencies;
    - Home Delivery Centres – expand "Big & Bulky" Home Delivery Centres starting with Melbourne in H2 FY2027 to extend range and maximise in-stock positions;
    - Regional Growth – expand the Home Delivery Centre delivery network to open up big & bulky product range and depth to more regional customers;
    - Peak Fulfilment – for peak period (November/December), expand centralised online fulfilment and roll-out semi-bulky product store replenishment for high volume lines for selected JB Hi-Fi VIC, NSW and WA stores,following a successful trial in NSW in FY2026;
- Store Network Growth – grow the Group's store network with new store openings and expansions:
    - JB Hi-Fi Australia – 4 new stores in FY2027 including continued expansion into regional locations, and 1 store relocation in FY2027;
    - JB Hi-Fi NZ expansion – 2 new stores in FY2027 and 1 store relocation, taking total store numbers to 28 stores, doubling the store network over the past 4 years;
    - The Good Guys – 1 new store in FY2027, 5 store relocations and 2 store extensions to "right size" previously undersized stores;
- e&s Expansion – invest in e&s for future growth:
    - Capability – strengthen capability with the appointment of experienced leaders in key management positions;
    - New Website – migrate website to "Shopify" platform to significantly improve online customer experience;
    - Commercial – expand Commercial team and grow the Commercial business outside of Victoria;
    - Systems – investment in internal systems and tools to support growth;
    - Store Layout – develop new store layout for trial in a new store in Victoria in early FY2028;
    - New Store Opportunities – identify potential new store locations to expand reach nationally;
- continued mitigation of the business risks faced by the Group detailed on pages 26 to 30.

Environmental & Social risks

There are a range of environmental and social risks that could negatively impact the Group in addition to the risks set out above:

- if its activities adversely affect the natural environment or human society; and/or
- if its activities are adversely affected by changes in the natural environment or human society.

In order to understand and prioritise these risks, the Group has undertaken a materiality assessment informed by a globally recognised assessment framework, the views and expectations of the Group's stakeholders and current and emerging areas of focus for the retail industry. The most material environmental and social risks identified and the actions to mitigate those risks are set out below. Additional information can be found in the Group's 2026 Responsible Business Report and in the Sustainability Report on pages 53 to 79:

- Employee safety and wellbeing – the Group creates and maintains a safe and healthy workplace that seeks to prevent fatalities, minimise physical injuries and illness and promote positive mental health and wellbeing. This starts with a strong leadership focus and implementation of a Group safety strategy that is updated annually. The Group safety strategy is supported by policies and practices that provide a safe, inclusive and welcoming environment for customers and employees and supports action to prevent harassment, discrimination or bullying. The Group has embedded a systematic approach to incident management and risk mitigation, that also includes the use of key performance indicators and safety targets to monitor performance. Key health & safety initiatives implemented in FY2026 included: enhanced mental health and wellbeing training with specific measures to mitigate psychosocial risks; monthly team talks to support more regular conversations around physical, mental and emotional wellbeing; enhanced training on the management of threatening situations; continued focus on safe manual handling practices; and action to more closely align e&s with the Group's safety strategy.
- Diversity, Inclusion and Engagement – the Group's commitment to diversity and inclusion helps it to achieve higher levels of innovation, leverage different perspectives, and ensures that it attracts and retains highly engaged, diverse and inclusive teams. Initiatives implemented in FY2026 under the Group's Diversity Strategy include: the continued use of behavioural competencies for roles throughout the Group to identify high potential talent and equalise recruitment & selection practices; promotion of the "Speak Up" initiative to create an environment where team members can raise concerns relating to inclusion, respect, and safety in the workplace; continued investment in its Women in Leadership Program with 56 participants completing the program; annual refresher training and continuing to promote the Group Workplace Behaviour Policy to ensure team members understand behavioural expectations, their obligations, and the process for escalating any concerns. In addition, the Group launched its Reconciliation Plan, which has evolved through ongoing engagement, learning and action, and is centred on three key pillars (build relationships, listen and learn, and show respect) to advance the rights of Aboriginal and Torres Strait Islander People.
- Strong governance, business ethics and compliance – the Group's stakeholders expect the Group to act responsibly and ethically and to comply with all relevant laws and regulations. The Group conducts its business with integrity and transparency and has established a Statement of Values and a Code of Conduct to help guide its behaviours, together with additional policies and procedures including a Reportable Misconduct and Whistleblower Policy, an Anti-Bribery, Corruption & Fraud Policy, and a Securities Trading Policy, which clearly outline the standards of behaviour required and which provide avenues to report wrongdoing. Governance and oversight is also provided by the Group's Board of Directors and Board Committees, including the Audit and Risk Management Committee.
- Ethical sourcing and modern slavery – the Group recognises the importance of sourcing responsibly and the potential social and environmental impacts that its purchasing decisions can have. The Group also recognises the risk of modern slavery and the potential for human rights abuses in its supply chain and is committed to sourcing its products and services in an ethical and responsible manner and, in doing so, ensuring that minimum standards concerning labour, health and safety, environmental management and ethics are maintained across the supply chain. The Group has an Ethical Sourcing Policy outlining the minimum standards expected of its suppliers. Supporting this policy is a risk-based approach to supplier due diligence, which helps the Group assess compliance with the Policy. This includes a combination of risk assessments conducted by the Group, self-assessments completed by suppliers, and social compliance audits carried out by independent parties on selected supplier manufacturing facilities. Initiatives in FY2026 include: the submission of the Group's sixth Modern Slavery Statement; continued membership of, and utilisation of the resources of, the Responsible Business Alliance; participation in industry conferences to build capacity and awareness around best practice; continued engagement with suppliers to enable the Group to assess risk and prioritise further engagement with those that may be at a higher risk of modern slavery; conducting human rights due diligence through the review of factory self-assessments and independent social compliance audits; and working with suppliers to remediate incidents of non-compliance with the Group's Ethical Sourcing Policy.
- Scope 1 and 2 emissions – the majority of greenhouse gas (GHG) emissions resulting from the Group's operations come from the electricity used to power its store and warehouse network. In addition, the Group consumes natural gas for heating, and fuel for company-owned cars. The Group monitors its energy consumption and is working towards achieving net-zero direct scope 1 and scope 2 (market-based) carbon emissions by 2030. The Group's approach to reducing scope 1 emissions includes retiring non-critical vehicles from service and assessing the feasibility to transition to a hybrid or full electric vehicle at the end of a vehicle's lease term. To reduce scope 2 emissions, the Group continues to pursue a number of initiatives including procurement of renewable energy, on-site solar power generation, improving the energy efficiency of the store and warehouse network, reducing energy consumption where possible, and rationalisation of the Group's fleet of vehicles.

- Scope 3 emissions – The Group estimates its scope 3 GHG emissions one year in arrears using the Greenhouse Gas Protocol Framework which is a recognised international standard for companies to estimate scope 3 emissions. Through its Ethical Sourcing Policy, the Group requires its suppliers to measure, monitor and reduce their greenhouse gas emissions over time, giving due consideration to the goals set out by the Paris Agreement. The Group uses its scope 3 information to enhance its understanding of category-specific emission impacts and identify opportunities to work with stakeholders on emission reduction across the value chain, in line with the Group's Ethical Sourcing Policy.
- Climate Related Risks and Opportunities (CRROs) – The Group recognises that climate change and the Group's actions to combat it impacts upon the Group's strategy, operations and supply chain. The Group conducts a bi-annual review of its CRROs and applies climate scenario analysis to evaluate the resilience of the Group's business model under different climate scenarios. Each CRRO is assigned to a member of the Group's executive team to manage on an on-going basis, with progress reported to the Audit and Risk Management Committee and the Board twice a year. Further detail relating to the Group's CRROs can be found in the Group's 2026 mandatory Sustainability Report (on pages 53 to 79), including how the Group's governance, strategy and risk management processes support the oversight and on-going management of CRROs and the Group's 2030 target to reach net-zero direct scope 1 and scope 2 (market-based) emissions.
- Packaging sustainability – the Group's approach to improving packaging sustainability combines packaging compliance (to ensure that the Group meets its regulatory obligations to minimise the impact of packaging waste on the environment) with supplier engagement to ensure product packaging is as sustainable as possible. The Group aims to minimise the environmental impact of packaging used within the following areas of its operations, being areas over which the Group has operational control: JB Hi-Fi private label product; branded shopping bags and gift cards; outbound delivery; and supply chain. The Group is a member of the Australian Packaging Covenant Organisation (APCO) and submits an Annual Report and Action Plan which tracks the progress the Group is making toward sustainable packaging. In FY2026, the Group submitted its FY2025 APCO Annual Report with its overall performance rating increasing from "Advanced" to "Leading", as a result of increased recyclable materials and recycled content in its private label packaging.
- Recycling and the circular economy – the Group has set a target to achieve 80% waste diversion by 2030. A Recycling Optimisation program has been implemented to help the Group work towards this target through the adoption of improved recycling processes and behaviours, and a more consistent approach to waste and recycling across its store and warehouse network. The Group also supports a range of customer recycling and circular economy initiatives, including: collection of customer battery and e-waste recycling at drop-off points in JB Hi-Fi Australia and The Good Guys stores; scrap metal recycling; expansion of the Group's trade-in and second life product offers which help increase the number of products that are given a second life following refurbishment; and through the Group commercial business's technology buy-back program.
- Data security and Privacy – the Group recognises the need to take appropriate action to secure its information systems and reduce the risk of customer, employee or company information being stolen by cyber criminals or otherwise accessed by unauthorised persons. The Group's Technology Director is responsible for co-ordinating the security of these information systems and has a dedicated cybersecurity team which monitors the environment, responds to events, assesses risk, and implements new capabilities. In addition, relevant team members receive regular privacy, cybersecurity and PCI-DSS training. In order for the Group to conduct its business, a number of third parties used by the Group hold personal information of the Group's customers and employees. The Group works with these third parties to ensure that such information is held securely and is only held to the extent absolutely necessary.
- Product design, quality and safety – the Group expects its suppliers to ensure that the products that it sells are safe and seeks commitments in its contracts with suppliers that all products, packaging and documentation supplied to the Group will comply with all relevant laws and standards. The majority of the products sold by the Group are manufactured by large, global brands who are well practised in ensuring compliance with relevant legislation. The Group's private label products are manufactured by a small number of third-party suppliers who work with the Group's buying teams to ensure product design, quality and relevant safety requirements are complied with. The Group also requires JB Hi-Fi Marketplace sellers to meet the same product compliance standards as products sold directly by the Group, with adherence verified through onboarding, seller verification and contractual requirements.

SALES UPDATE AND TRADING OUTLOOK – as at 17 August 2026

July 2026 sales update

The Group provides the following sales update for the period 1 July 2026 to 31 July 2026:

- Total sales growth for JB HI-FI Australia was -0.5% with comparable sales growth of -1.4%;
- Total sales growth for JB HI-FI New Zealand was 20.9% with comparable sales growth of 11.7%;
- Total sales growth for The Good Guys was -1.7% with comparable sales growth of -1.7%; and
- Total sales growth for e&s was -2.7% with comparable sales growth of -4.0%.

The Group continues to see variability in trading, with customers increasingly looking for value and migrating their spend to key promotional events. In the technology categories, sales growth continues to be impacted by supplier price rises and stock availability.

In what is expected to remain an uncertain retail environment in the short term, the Group will continue to focus on driving demand and growing market share through creating great value offers for its customers, leveraging its strong supplier relationships to maximise stock allocations and delivering exceptional customer service.

CONTENTS

SUMMARY

Remuneration overview

The Board recognises that the performance of the Group depends on the quality and motivation of its people, including both the Executive KMP (being those persons listed on page 36) and the more than 17,000 employees of the Group across Australia and New Zealand. The Company's remuneration strategy seeks to appropriately reward, incentivise and retain key employees. The Board aims to achieve this by setting competitive remuneration packages that include a mix of fixed remuneration and incentives under the Company's Variable Reward Plan ("VRP").

Snapshot

Change in Group CEO

As previously reported, in October 2025 Nick Wells took over as Group Chief Executive Officer from Terry Smart. As detailed on page 49, a remuneration recommendation was obtained from the Company's remuneration adviser in relation to the remuneration package for Mr Wells.

A solid year in a challenging retail environment

The 2026 financial year was a solid year for the Group with sales up 4.8%, EBIT up 3.8% on an underlying basis and 5.8% on a statutory basis, and Earnings Per Share (EPS) up 2.9% on an underlying basis and 5.9% on a statutory basis. Trading in the first half of the year was very strong with record sales and strong earnings. The second half of the year saw the onset of challenging macroeconomic and market conditions and, while the Group recorded sales growth year on year from continued market share gains and strong retail execution, earnings in the second half were down on the prior year.

The challenges in the second half of the year have impacted the achievement of FY2026 VRP rewards with the consequence that KMP, whilst continuing to perform strongly in a subdued retail market, have received significantly less remuneration than in recent years.

Executive KMP FY2026 Incentive Achievement

Vesting outcomes in respect of FY2026 VRP incentives resulted in Executive KMP earning between 42% and 54% of rewards available for FY2026.

The VRP scorecard for FY2026 provided that 75% of available rewards were linked to performance against financial measures, primarily FY2026 Group EPS. The Group EPS growth target for the VRP scorecard was set at challenging levels having regard to the Board approved budget, longer term corporate plans and market expectations for FY2026, with a performance range in line with the Company's historical incentive ranges, i.e. commencing rewards when FY2026 earnings exceeded the FY2025 underlying earnings and paying maximum reward at 10% underlying earnings growth with vesting being set on a linear basis within the 0-10% range. Based on the results delivered in FY2026, between 29% and 43% of available rewards for the financial performance component were earned by Executive KMP.

[1] All references to underlying results and performance in the Remuneration Report exclude from FY2025 the one-off expense of $13.7 million relating to the resolution of the ACCC proceedings against The Good Guys as detailed in the 2025 Annual Report. All references to EPS in the Remuneration Report are to EPS attributable to the owners of JB Hi-Fi Limited.

The remaining 25% of available rewards were dependent upon the achievement of various strategic non-financial measures deemed relevant for each individual executive, and between 80% and 89% of available rewards for the strategic non-financial component were earned by Executive KMP. Further detail is set out on pages 40 to 42.

As with recent years, 25% of VRP rewards achieved in relation to FY2026 are paid in cash and the remaining 75% of the VRP rewards are delivered in deferred shares. One third of these shares will be released from dealing restrictions in each of August 2027, August 2028 and August 2029, such that the vast majority of VRP rewards will therefore be subject to share price performance and align Executive KMP with the experience of shareholders over the medium to longer term.

FY2027 Executive Remuneration

The Company will retain the Variable Reward Plan (VRP) structure for FY2027 executive KMP remuneration. However, following a thorough review with the Company's remuneration advisor, including the use of industry benchmarking, the Board has approved a change in the vesting scale for the financial component of the VRP to more directly correlate executive reward with financial performance against target. The EPS growth target that will result in 100% of target opportunity vesting (67% of maximum incentive opportunity) will be set in line with the Board approved budget with a linear vesting range between threshold vesting (50% of target incentive opportunity, 33% of maximum incentive opportunity) and outperformance vesting (150% of target incentive opportunity, 100% of maximum incentive opportunity) set having regard to budget, longer term corporate plans and market expectations.

For FY2027, the vesting range approved by the Board is for threshold vesting at 95% of budgeted FY2027 EPS continuing on a linear basis to outperformance vesting at 105% of budgeted FY2027 EPS. The target EPS, actual EPS achieved and the resulting VRP outcome will be disclosed in the FY2027 Remuneration Report.

EXECUTIVE KMP REMUNERATION

Details of executive key management personnel

The following executive directors and Group executives (**Executive KMP**) are considered members of key management personnel for reporting purposes.

Nick Wells	Group Chief Executive Officer (Group Chief Operating Officer until 3 October 2025) and Executive Director
Cameron Trainor	Managing Director – JB Hi-Fi Australia
Biag Capasso	Managing Director – The Good Guys
David Giansalvo	Group Chief Financial Officer
Terry Smart	Group Chief Executive Officer and Executive Director (until 3 October 2025)

Each of the above Executive KMP was engaged throughout and since the end of the financial year other than Terry Smart as set out above.

Strong Correlation between Group performance and KMP reward

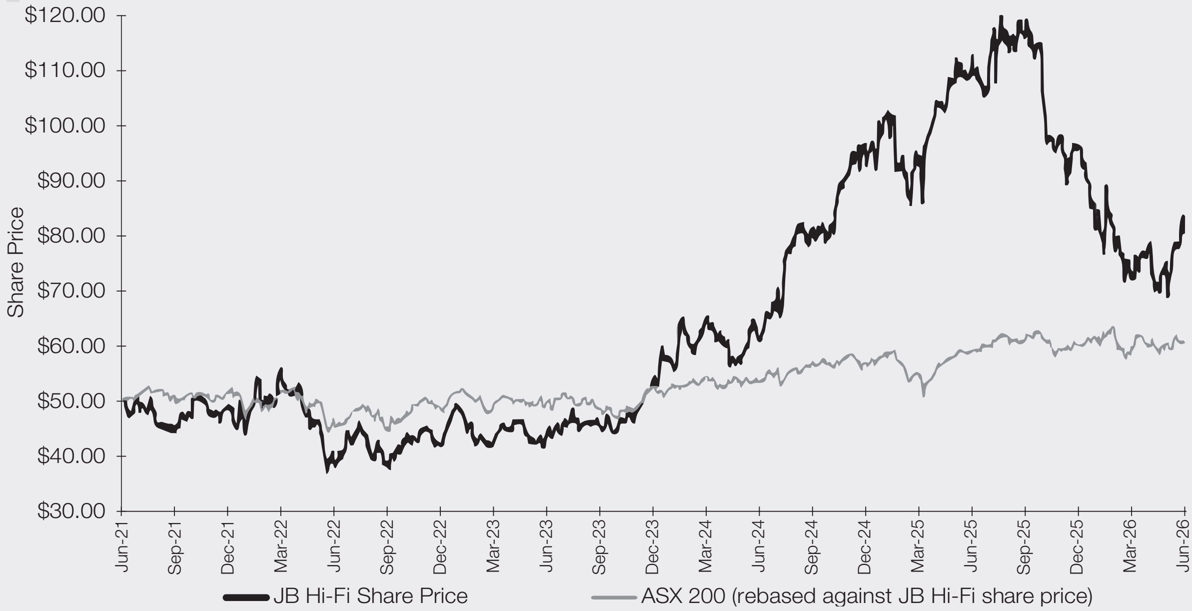
The Board believes that remuneration for Executive KMP should be fair and reasonable, structured effectively to attract, motivate, retain and reward valued executives, and designed to produce value for shareholders.

The financial performance of the Group over the past five years, the significant value created for shareholders over this period and the alignment with Executive KMP remuneration is summarised in the table below.

	FY2022(ii)	*FY2023*	*FY2024*	*FY2025*	*FY2026*
Financial results					
Sales ($m)	9,232.0	9,626.4	9,592.4	10,554.8	11,064.0
EBIT ($m)	794.6	769.0	647.2	694.1	734.4
NPAT ($m)(i)	544.9	524.6	438.8	462.4	489.9
Basic EPS (cents)(i)	479.5	479.9	401.4	423.0	448.1
Ordinary Dividend per share (cents)	316.0	312.0	261.0	275.0	337.0
Special Dividend per share (cents)	–	–	80.0	100.0	–
Company share price at the end of the reporting period ($)	38.46	43.75	61.21	110.35	80.48
CEO VRP Incentive Achievement (%)	95%	95%	96%	90%	42%

(i) Attributable to the owners of JB Hi-Fi Limited.
(ii) FY2022 also included an Off Market Share Buy-back of $250 million.

The effectiveness of the Executive KMPs' performance-related remuneration in driving performance is reflected in the long term growth of the share price of the Company. The following graph plots the JB Hi-Fi Limited closing share price and the ASX 200 on a daily basis over the past five years between 1 July 2021 and 30 June 2026. The JB Hi-Fi Limited closing share price compound annual growth rate between 1 July 2021 and 30 June 2026 was 9.7%, outperforming the ASX 200 compound annual growth rate over the same period of 3.7%.



Executive KMP remuneration packages – FY2026

The Remuneration and Nominations Committee annually reviews the remuneration packages of Executive KMP and makes recommendations to the Board. Remuneration packages are reviewed with due regard to performance and data on remuneration paid by comparable companies. Where appropriate, the Remuneration and Nominations Committee may receive expert independent advice regarding remuneration levels required to attract, retain and compensate Executive KMP given the nature of their work and responsibilities.

In setting the remuneration packages for FY2026, the Board and the Remuneration and Nominations Committee considered a number of factors including Group performance, current market practice, and the skills and experience required for, and complexity and responsibilities of, the roles. The Company benchmarks its remuneration packages for Executive KMP against comparable companies based on size and industry and believes executive reward should approach the top quartile for peers if the challenging targets set under the incentive plans are achieved. As detailed on page 49, a remuneration recommendation was obtained from the Company's remuneration adviser in relation to the remuneration package for the new Group CEO, Nick Wells, who was promoted to this role on 3 October 2025.

The Remuneration and Nominations Committee also considered current market conventions with regard to the splits between fixed remuneration and incentive elements. The remuneration packages for Executive KMP for FY2026 were as follows:

	Remuneration Package			**Pay Mix at Maximum**		
Executive	*Fixed Remuneration $*	*Maximum Incentive Opportunity $*	*Total $*	*Fixed*	*Incentives (at-risk)*	*Total*
N. Wells(i)	1,650,000	3,350,000	5,000,000	33%	67%	100%
C. Trainor	1,233,416	2,122,622	3,356,038	37%	63%	100%
B. Capasso	700,364	1,190,617	1,890,981	37%	63%	100%
D. Giansalvo	605,000	605,000	1,210,000	50%	50%	100%
T. Smart(ii)	1,950,518	4,015,772	5,966,290	33%	67%	100%

(i) Figures for N. Wells is the remuneration package following his appointment as Group Chief Executive Officer on 3 October 2025.

(ii) T. Smart (Group Chief Executive Officer) retired from the Group on 3 October 2025. The amounts disclosed for T. Smart show his FY2026 remuneration package prior to his retirement.

The remuneration of Executive KMP is directly related to the performance of the Group through the linking of the incentives to certain financial and strategic non-financial measures as detailed previously and below.

Further details on each of the key elements of Executive KMP remuneration for the 2026 financial year are set out below.

Fixed remuneration – FY2026

Fixed remuneration is paid by way of base salary, motor vehicle allowances and superannuation. No elements of fixed remuneration are dependent on performance conditions.

In October 2025, N. Wells (formerly Group Chief Operating Officer) became Group Chief Executive Officer following T. Smart's retirement. The remuneration package for Mr Wells was set in accordance with a remuneration recommendation obtained from the Company's remuneration adviser. To recognise that this was his first year in this role, and in accordance with the Company's normal practice, Mr Wells' fixed remuneration was set lower than that of his predecessor (T. Smart) and will be reviewed annually in-line with his performance in his new role.

Executive KMP continuing in their current roles received a 5% increase to fixed remuneration for FY2026, excluding D. Giansalvo who received a 10% increase in fixed remuneration, recognising that his remuneration on becoming Group Chief Financial Officer in October 2024 had been set at a level allowing scope for appropriate increases as he gained experience and performed in the role.

Variable Reward Plan (VRP) Incentive – FY2026

The Group operates a variable reward plan to incentivise, attract and retain valued executives. The VRP allows for flexibility in setting performance targets year by year to take into account changing trading conditions, which is particularly important in a fast moving and volatile retail environment. It therefore provides a more motivating remuneration framework for Executive KMP, as well as greater alignment with shareholders, than traditional structures. Following a review of the Executive KMP remuneration structure for FY2026 and the performance of the Group, the Board remained of the view that the VRP was the most appropriate form of incentive plan.

Under the VRP, performance is assessed at the end of each financial year against a scorecard of robust measures, and awards under the VRP for Executive KMP are delivered:

- 25% in cash at the end of the one-year performance period; and
- 75% in restricted shares, to be released progressively in equal tranches over years 2, 3 and 4.

By granting the majority of the reward as shares that are restricted over the medium to longer term and are subject to long term share price risk and clawback, the VRP provides executive KMP strong alignment with shareholder interests. This, combined with the minimum shareholding requirements as set out on page 46, encourages Executive KMP to think and act like shareholders and to make decisions in the long-term interests of the Group.

During the restricted period, dividends are paid on the restricted shares and the executive may exercise votes attaching to these shares. The market value of a share used to calculate the number of restricted shares granted is the volume weighted average price of shares traded on the ASX in the 5 trading days immediately following the release of the Company's financial results for the year to which the award relates.

All rewards under the VRP are subject to clawback at the Board's discretion in the event of fraud, dishonesty, material misstatement, material breach or negligence by the executive and in certain other circumstances.

Subject to the Board exercising its discretion to the contrary, an executive will not be eligible to receive a VRP award in respect of a particular performance period if, during that period, the executive ceases to be employed, or has given notice of his or her resignation from employment or has been given notice of termination from employment. An executive who ceases to be employed during the restriction period may, subject to the Board's discretion:

- forfeit the restricted shares if they are a "bad leaver" (termination for cause or resignation to work for a competitor); or
- retain the restricted shares, subject to the restrictions, if they are a "good leaver" (retirement, redundancy, disablement, mental/terminal illness or death).

Treatment of restricted shares where an executive leaves in other circumstances is at the Board's discretion.

Further detail on the performance measures for each of the Executive KMP under the FY2026 VRP is set out below.

FY2026 VRP incentive scorecard – performance conditions and outcomes

Under the VRP, performance is assessed at the end of each financial year against a scorecard of robust measures. 75% of the rewards under the plan for each executive are dependent on financial targets and the remaining 25% of the scorecard are based on strategic non-financial measures approved by the Board. The financial targets in the scorecard are predominantly based on Group EPS, with some executives also having targets relating to aspects of the business for which that executive is responsible or where particular focus is required. The strategic non-financial measures are aligned with the Group's long term corporate plans and are designed to drive long term decision making and behaviour.

For FY2026, the Board set a performance range in line with the Company's historical incentive ranges, i.e. commencing rewards when FY2026 earnings exceeded the FY2025 underlying earnings and paying maximum reward at 10% underlying earnings growth[2]. The percentages of incentive payable within the range were set taking account of the Group's FY2026 budgets, longer term corporate plans and market expectations, which resulted in vesting being set on a linear basis within the 0-10% range. FY2026 EPS growth from underlying FY2025 EPS was 2.9%, JB Hi-Fi Australia EBIT growth was 3.2% and The Good Guys EBIT growth from underlying FY2025 EBIT was 6.0%. On a statutory basis, FY2026 EPS growth from FY2025 EPS was 5.9% and The Good Guys EBIT growth from FY2025 EBIT was 15.1%.

As a result of the underlying EPS and EBIT growth above, between 29% and 43% of available rewards for the financial performance component were earned by the Executive KMP.

For strategic non-financial measures, between 80% and 89% of available rewards were earned.

A summary of FY2026 VRP achievement outcomes for each member of Executive KMP, measured against the financial and strategic non-financial measures, is set out in the table below.

Summary of VRP KPI Achievement

		Achievement				Delivered In	
	Maximum VRP Incentive Opportunity $	*Financial Measures*	*Strategic Non-Financial Measures*	*Total*	*Actual VRP Incentive Achieved $*	*Cash(i) (25%) $*	*Restricted Shares(ii) (75%) $*
N. Wells(iii)	3,066,750	29%	80%	42%	1,282,668	320,667	962,001
C. Trainor	2,122,622	30%	89%	45%	954,862	238,716	716,146
B. Capasso	1,190,617	43%	85%	54%	639,421	159,855	479,566
D. Giansalvo	605,000	29%	85%	43%	260,604	65,151	195,453
	6,984,989	32%	84%	45%	3,137,555	784,389	2,353,166

(i) The VRP cash earned in FY2026 will be paid in August 2026.

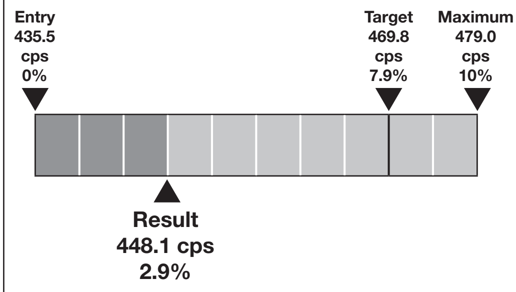
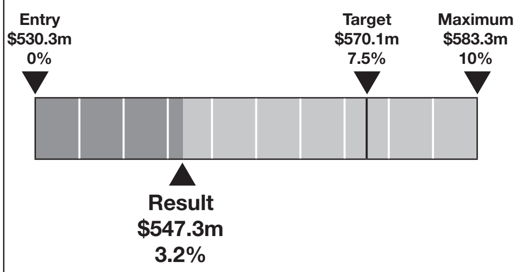
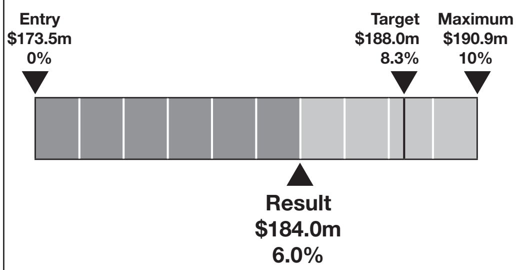
(ii) The VRP Shares earned in FY2026 will be allocated in August 2026. The allocation of VRP shares to the Executive Director, N. Wells, will be subject to shareholder approval at the Company's Annual General Meeting held in October 2026. If shareholder approval by simple majority of those voting is not obtained, the Board will consider alternative remuneration arrangements for N. Wells which are consistent with the Company's remuneration principles and policy.

(iii) Maximum VRP Incentive Opportunity for N. Wells comprises pro rating of $2,250,000 in respect of his role as Chief Operating Officer up to 3 October 2025 and $3,350,000 in respect of his role as Chief Executive Officer for the remainder of FY2026.

Note: T. Smart, the former Group Chief Executive Officer, received no FY2026 incentives due to his retirement on 3 October 2025.

[2] The Board notes that Executive KMP financial incentives in FY2025 were assessed against statutory performance metrics and, as a result, were adversely impacted by the FY2025 $13.7 million one-off expense relating to the resolution of the ACCC proceedings against The Good Guys as detailed in the 2025 Annual Report. However, when setting FY2026 financial targets, the Board elected to use the higher underlying earnings for FY2025 as the base for the 0%-10% growth range. On a statutory basis, the FY2026 EPS vesting range was 3.0% - 13.2% growth.

Detailed Assessment of VRP Scorecard Achievement

<table>
<tr><th>MEASURE</th><th>ASSESSMENT</th><th>ACHIEVEMENT</th></tr>
<tr><td colspan="3">FINANCIAL (75%)</td></tr>
<tr><td>Group EPS
EPS growth from FY2025. Commencing rewards when FY2026 performance exceeds FY2025 underlying earnings performance[1] (435.5 cps) and paying maximum reward at 10% underlying EPS growth (479.0 cps) with a linear vesting scale in between and target of 7.9% underlying EPS growth (469.8 cps).</td><td>
</td><td>Group CEO: Below Target
MD JB HI-FI: Below Target
MD TGG: Below Target
Group CFO: Below Target</td></tr>
<tr><td>JB Hi-Fi Australia EBIT
EBIT growth from FY2025. Commencing rewards when FY2026 performance exceeds FY2025 EBIT ($530.3m) and paying maximum reward at 10% EBIT growth ($583.3m) with a target of 7.5% EBIT growth ($570.1m).</td><td>
</td><td>MD JB HI-FI: Below Target</td></tr>
<tr><td>The Good Guys EBIT
EBIT growth from FY2025 (underlying[1]). Commencing rewards when FY2026 performance exceeds FY2025 underlying EBIT ($173.5m) and paying maximum reward at 10% underlying EBIT growth ($190.9m) with a target of 8.3% underlying EBIT growth ($188.0m).</td><td>
</td><td>MD TGG: Below Target</td></tr>
<tr><td colspan="2" align="right">Financial Measures Achievement</td><td>Group CEO: 29%
MD JB HI-FI: 30%
MD TGG: 43%
Group CFO: 29%</td></tr>
</table>

[1] FY2025 Group EPS and The Good Guys EBIT exclude the one-off expense of $13.7 million relating to the resolution of the ACCC proceedings against The Good Guys as detailed in the 2025 Annual Report.

MEASURE	ASSESSMENT	ACHIEVEMENT
STRATEGIC NON-FINANCIAL (25%)		
OHS The health, safety and wellbeing of the Group's team members and people visiting its stores, warehouse and office locations is its highest priority. The Group aims to create and maintain a safe and healthy workplace, focusing on preventing fatalities, minimising physical injuries and promoting good mental health and wellbeing by driving a culture of safety in the workplace including the implementation of appropriate training, processes and procedures. *For the MD JB Hi-Fi Australia and MD TGG, the individual is only assessed against the OHS performance/initiatives for their division.*	• Reduction in Total Recordable Injury Frequency Rate in JB Hi-Fi Australia and marginal increase in The Good Guys; • Integration of e&s into the Group's safety management systems and processes; • Increased focus on driving awareness of incident and injury reporting in JB Hi-Fi New Zealand; • Enhancement of mental health & wellbeing training including training on the management of aggressive customers & shoplifters. Continued roll-out of 'Back-Up' mental health training, with participants reporting improved confidence in addressing mental health issues in the workplace; and • Focus on safe manual handling, with leaders provided with manual handling training through the Group Safety Team's 'Train the Trainer' Program, which promotes a culture of independent manual handling coaching throughout the store network.	Group CEO: Above Target MD JB HI-FI: At Maximum MD TGG: At Target Group CFO: Above Target
People – Succession, Talent, Diversity & Inclusion The Group is committed to investing in training and developing its leaders so they can lead and support their teams and build teams that are ready for the business today and prepared to lead the business in the future. The Group's team members are an integral part of its success and a key part of its competitive advantage. The Group's brands are defined by their unique cultures, and the Group continues to focus on creating a workplace that its 17,000 plus team members want to be part of and are proud to work for. The Group is committed to creating an environment where its teams feel safe, supported, empowered, and inspired to deliver the knowledgeable, passionate service its customers have come to expect.	• Continued focus on succession planning and talent mapping for all senior management across the Group with an emphasis on identifying and developing diverse talent; • Ongoing provision of tailored development programs that grow leadership capability, build confidence, and support career progression. In FY2026, 617 leaders from across the Group participated in a leadership program, reflecting the Group's commitment to career development and building a pipeline of talented leaders; • JB Hi-Fi Australia: 727,490 online learning modules completed; The Good Guys: 114,550 online learning modules completed; and JB Hi-Fi New Zealand: 11,700 online learning modules completed; • Training given to over 340 newly appointed managers to ensure they understand the important role they play in continuing to create a workplace that is safe, respectful and inclusive; and • Launch of Beny employee benefits program.	Group CEO: At Target MD JB HI-FI: At Target MD TGG: Above Target Group CFO: At Target
Strategic Initiatives Management focusses on strategic initiatives at both Group and individual business level in order to position the Group and its brands for future success.	• 8 new stores opened, and improvements in visual merchandising standards, store layouts and formats; • Launch of the Group's retail media program; • Continued enhancement of JB Hi-Fi Australia Marketplace offer with over 42,000 products now available for sale; • Improvement in supply chain capability, peak period stock flow and customer delivery experience;	Group CEO: At Target MD JB HI-FI: Above Target MD TGG: Above Target Group CFO: At Target

MEASURE	ASSESSMENT	ACHIEVEMENT	
Strategic Initiatives (continued)	• Move of TGG brand website to Shopify platform and implementation of artificial intelligence tools on JB Hi-Fi brand website to enhance customer experience; • Roll-out of electronic shelf labels in JB Hi-Fi NZ and completion of successful trial in JB Hi-Fi Australia; • Continued investment in the e&s business across systems, processes and people; and • Maintained the Company's high standing with the market and investors.		
Sustainability/Responsible Business Initiatives The Group is committed to having a positive impact on its community and its environment. This includes a focus on: • making a positive impact in the communities in which its team members live and work, and working with its supply partners to protect and further human rights; and • minimising the impact that its operations may have on the natural environment and proactively reducing the Group's waste and emissions.	• Continued progress towards the Group's Climate Action target of net- zero direct scope 1 and scope 2 (market-based) emissions by 2030 with 6 new solar installations and 68% of the Group's energy needs being met by renewable sources in FY2026; • Increase in the number of social compliance audits reviewed (FY2026:77) compared to prior year (FY2025: 66); • Continued mapping of the Group's supply chain and execution of its risk-based due diligence process; • Improvement in waste diversion as the Group works towards its target of 80% waste diversion by 2030, with a 7% increase in the Group's waste diversion in FY2026 to 67%; • Support for the Group's workplace giving programs, with over $4.8m raised in FY2026; and • Australian Sustainability Reporting Standard (S2 Climate Disclosures Report) completed in accordance with new legal requirements.	Group CEO: At Target MD JB HI-FI: At Target MD TGG: At Target Group CFO: At Maximum	
Brand Employee Engagement Engagement provides an indication of team members' connection and commitment to the Group's businesses and their goals. By lifting engagement, the Group can impact performance, innovation, retention and attraction of talent.	• Increase in engagement in JB Hi-Fi Australia, with The Good Guys held constant; • 81% of team members would recommend the Group as a great place to work; • Strategies implemented to address areas of opportunity; and • Continued to strengthen the Group's speak up culture through annual "speak up" campaigns, engaging more than 410 managers and senior leaders to help shape its positive duty plan.	MD JB HI-FI: Above Target MD TGG: At Target	
	Strategic Non-Financial Measures Achievement	**Group CEO:**	**80%**
		MD JB HI-FI:	**89%**
		MD TGG:	**85%**
		Group CFO:	**85%**
	FINAL OUTCOME (% of maximum)	**Group CEO:**	**42%**
		MD JB HI-FI:	**45%**
		MD TGG:	**54%**
		Group CFO:	**43%**

Executive KMP Remuneration FY2026 (Statutory Table)

The statutory remuneration for each of the Executive KMP for FY2026 was:

	Short-term employee benefits			***Post-employment benefits***	***Share based payments***			
2026	*Salary, fees & allowances*[vi] $	*VRP Cash*[i][ii] $	*Total short-term employee benefits* $	*Super-annuation* $	*Options*[iii] $	*VRP Shares*[ii][iv] $	*Total share based payments* $	*Total* $
T. Smart[v]	552,209	–	552,209	8,654	–	2,606,012	2,606,012	3,166,875
N. Wells	1,539,000	320,667	1,859,667	30,000	–	1,170,751	1,170,751	3,060,418
C. Trainor	1,225,429	238,716	1,464,145	30,000	–	1,159,382	1,159,382	2,653,527
B. Capasso	669,723	159,855	829,578	30,000	–	658,668	658,668	1,518,246
D. Giansalvo	578,365	65,151	643,516	30,000	50,221	185,649	235,870	909,386
	4,564,726	784,389	5,349,115	128,654	50,221	5,780,462	5,830,683	11,308,452

(i) The VRP Cash earned in FY2026 will be paid in August 2026.

(ii) Performance based.

(iii) In accordance with Accounting Standards, remuneration includes the amortisation of the fair value of options issued in prior years under the Group share option plans that are expected to vest, less any write-back on options lapsed or expected to lapse as a result of actual or expected performance against non-market hurdles. The fair value of options is measured at grant date in accordance with the relevant accounting standard and progressively allocated to profit and loss over the vesting period of the option.

(iv) In accordance with Accounting Standards, remuneration includes the amortisation of the value of VRP that is paid in restricted shares. The value of shares is progressively allocated to profit and loss over the restriction period of the share.

(v) T. Smart (Group Chief Executive Officer) retired from the Group on 3 October 2025. In view of his retirement, T. Smart did not participate in the FY2026 VRP. The VRP expense recognised for T. Smart in FY2026 represents the amortisation of the remaining fair value of VRP restricted shares allocated in prior years.

(vi) FY2026 comprises 53 weekly pay cycles (FY2025:52) for all KMP except B. Capasso. Accordingly, salary, fees & allowances disclosed in the statutory remuneration table include one additional week of remuneration compared with a standard financial year.

The FY2026 Maximum Potential accounting expense and Actual accounting expense recognised in accordance with Accounting Standards for the performance-based elements of Executive KMP remuneration is set out below:

	VRP Cash				**VRP Shares**[i]			
	Maximum Potential		**Actual**		**Maximum Potential**		**Actual**	
2026	*$*	*% of total potential remuneration*	*$*	*% of total actual remuneration*	*$*	*% of total potential remuneration*	*$*	*% of total actual remuneration*
T. Smart[ii]	–	0%	–	0%	2,831,480	85%	2,606,012	82%
N. Wells	766,688	19%	320,667	10%	1,725,375	42%	1,170,751	38%
C. Trainor	530,656	16%	238,716	9%	1,527,694	46%	1,159,382	44%
B. Capasso	297,654	16%	159,855	11%	851,333	46%	658,668	43%
D. Giansalvo	151,250	14%	65,151	7%	292,338	27%	185,649	20%
	1,746,248	13%	784,389	7%	7,228,220	53%	5,780,462	51%

(i) The maximum potential and actual values represent the amortisation of the VRP restricted shares over the restriction period of the share in accordance with Accounting Standards.

(ii) T. Smart (Group Chief Executive Officer) retired from the Group on 3 October 2025. In view of his retirement, T. Smart did not participate in the FY2026 VRP. The VRP expense recognised for T. Smart in FY2026 represents the amortisation of the remaining fair value of VRP restricted shares allocated in prior years.

Executive KMP Remuneration FY2025 (Statutory Table)

The statutory remuneration for each of the Executive KMP for FY2025 was:

	Short-term employee benefits			***Post-employ-ment benefits***	***Share based payments***			
	Salary, fees & allowances	*VRP Cash[i][ii]*	*Total short-term employee benefits*	*Super-annuation*	*Options[iii]*	*VRP Shares[ii][iv]*	*Total share based payments*	*Total*
2025	*$*	*$*	*$*	*$*	*$*	*$*	*$*	*$*
T. Smart	1,826,644	860,523	2,687,167	30,001	–	2,604,360	2,604,360	5,321,528
N. Wells	1,124,630	459,328	1,583,958	30,000	–	1,240,894	1,240,894	2,854,852
C. Trainor	1,144,072	468,089	1,612,161	30,000	–	1,403,819	1,403,819	3,045,980
B. Capasso	636,450	251,776	888,226	30,000	726	746,013	746,739	1,664,965
D. Giansalvo[v]	387,507	91,045	478,552	22,356	55,708	91,753	147,461	648,369
	5,119,303	2,130,761	7,250,064	142,357	56,434	6,086,839	6,143,273	13,535,694

(i) The VRP Cash earned in FY2025 will be paid in August 2025.

(ii) Performance based.

(iii) In accordance with Accounting Standards, remuneration includes the amortisation of the fair value of options issued in prior years under the Group share option plans that are expected to vest, less any write-back on options lapsed or expected to lapse as a result of actual or expected performance against non-market hurdles. The fair value of options is measured at grant date in accordance with the relevant accounting standard and progressively allocated to profit and loss over the vesting period of the option.

(iv) In accordance with Accounting Standards, remuneration includes the amortisation of the value of VRP that is paid in restricted shares. The value of shares is progressively allocated to profit and loss over the restriction period of the share.

(v) D. Giansalvo became a KMP on 2 October 2024 upon his appointment as Group Chief Financial Officer. The amounts disclosed for D. Giansalvo for FY2025 are in respect of his time as a KMP from 2 October 2024.

Fully paid ordinary shares of JB Hi-Fi Limited held by Executive KMP

2026	*Balance at 1 July 2025[ii] No.*	*Granted as compensation[i] No.*	*Received on exercise of options No.*	*Net other change No.*	*Balance at 30 June 2026 No.*	*Balance held nominally No.*
N. Wells	53,500	12,012	–	–	65,512	–
C. Trainor	48,572	12,241	–	(26,164)	34,649	–
B. Capasso	43,643	6,584	–	(11,000)	39,227	–
D. Giansalvo	765	2,620	1,940	(2,343)	2,982	–
	146,480	33,457	1,940	(39,507)	142,370	–

(i) Shares allocated under the Company's Variable Reward Plan.

(ii) Balances for C. Trainor and B. Capasso have been amended from the balances disclosed at 30 June 2025 in the FY2025 Remuneration Report to reflect their actual shareholdings.

Note: T. Smart retired from the Group on 3 October 2025. At 1 July 2025 T. Smart held 186,973 shares in the Company and during the period 1 July 2025 to 3 October 2025, 22,504 shares were granted as compensation to T. Smart and T. Smart disposed of 22,802 shares with the result that, as at 3 October 2025, T. Smart held 186,675 shares.

Share options of JB Hi-Fi Limited held by Executive KMP

Other than share options granted to D. Giansalvo (who became an Executive KMP in October 2024) prior to him becoming a member of Executive KMP, no Executive KMP held any options during FY2026. Some of the options granted to D. Giansalvo prior to him becoming Executive KMP vested in FY2026 and these options were exercised. Further details of the terms of these options are included under the heading “Group Incentive Plans” on page 50.

2026	*Balance at 1 July 2025 No.*	*Granted as compensation No.*	*Exercised No.*	*Net other change No.*	*Balance at 30 June 2026 No.*	*Balance vested at 30 June 2026 No.*	*Options vested during year No.*
D. Giansalvo	5,021	–	(1,940)	–	3,081	–	1,940

Other information regarding share options

Options exercised during the financial year

The following table summarises the value of options exercised during the financial year by Executive KMP. All of these options were zero exercise price options.

	Series[(i)]	*Options exercised and shares received No.*	*Exercise date*	*Exercise price $*	*Share price at exercise date $*	*Value of options exercised – at the exercise date[(ii)] $*
D Giansalvo	185,193,198	1,940	20/08/2025	–	121.00	234,740

(i) Options did not contain a performance condition as they were issued to prior to the employee becoming a KMP.

(ii) The value of options exercised during the year is calculated based on the share price at the exercise date multiplied by the number of options exercised.

Options granted during the financial year

There were no share options granted during FY2026 to Executive KMP (or the five most highly remunerated officers of the Company). Instead, these employees participate in the VRP as set out on page 38.

Options lapsed during the financial year

There were no options issued to the identified key management personnel that lapsed during the financial year.

Options granted, exercised and lapsed since the end of the financial year

Since the end of the financial year, no options have been granted to Executive KMP (or the five most highly remunerated officers of the Company), and no options issued to Executive KMP (or the five most highly remunerated officers of the Company) have been exercised or lapsed.

Key terms of Executive KMP employment agreements

The remuneration and other terms of employment for each of the Executive KMP are set out in individual Company employment agreements. None of these executives are subject to a fixed term of employment.

Name	Notice Periods/Termination Payment/Non-compete
N. Wells	12 months' notice (or payment in lieu) 12 months' post termination non-compete and non-solicitation restriction
C. Trainor	9 months' notice (or payment in lieu) if terminated by the Company 6 months' notice if notice is given by the executive 6 months' post termination non-compete and non-solicitation restriction
B. Capasso	6 months' notice (or payment in lieu) 6 months' post termination non-compete and non-solicitation restriction
D. Giansalvo	6 months' notice (or payment in lieu) 6 months' post termination non-compete and non-solicitation restriction

Each Executive KMP may be terminated immediately for serious misconduct. In no instance would a payment in lieu of notice exceed the termination payments limits set out in the Corporations Act.

Each of the Executive KMP service contracts contains contractual entitlements for the Company to clawback incentive remuneration in the event of fraud, dishonesty, or material misstatements in, or omissions from, the Company's financial statements, or misstatements concerning the satisfaction of a performance condition.

Terry Smart (Group CEO) exit terms

Upon cessation of employment on 3 October 2025, T. Smart was permitted to continue holding restricted shares earned from prior year VRP grants, subject to the applicable restriction periods and Mr Smart not becoming a "bad leaver" as defined in the terms of issue of such restricted shares. T. Smart was not entitled to any award under the FY2026 VRP.

Minimum shareholding requirements

Building Executive KMP shareholdings is a priority of the Board in the context of retention, and to ensure Executive KMP are invested in the long term success of the Group and aligned with shareholder interests.

In conjunction with introducing the VRP, a Minimum Shareholding requirement for Executive KMP was introduced in FY2019, being:

- 1.5 times fixed pay for the Group Chief Executive Officer; and
- 1.0 times fixed pay for the other Executive KMP.

This level of shareholding is required to be built over 5 years from the introduction of the VRP (or appointment, if later).

As at 30 June 2026, all Executive KMP exceeded the Minimum Shareholding requirement other than D. Giansalvo who became an Executive KMP in October 2024 who is building his shareholding in line with the Minimum Shareholding requirement policy.

NON-EXECUTIVE DIRECTOR REMUNERATION

FY2026 Non-Executive Director Remuneration

The following persons acted as non-executive directors of the Company both during and since the end of the financial year (except to the extent specified otherwise below) and are considered members of key management personnel for FY2026:

Stephen Goddard	Non-executive Director, Chair of the Board and of the Remuneration and Nominations Committee
Christy Boyce	Non-executive Director and Member of the Audit and Risk Management Committee
Beth Laughton	Non-executive Director, Chair of the Audit and Risk Management Committee and Member of the Remuneration and Nominations Committee (each until her retirement on 30 October 2025)
Sheila Lines	Non-executive Director and Member of the Audit and Risk Management Committee (both with effect from 15 August 2025)
Mark Powell	Non-executive Director, Member of the Remuneration and Nominations Committee
Geoff Roberts	Non-executive Director, Member of the Remuneration and Nominations Committee and Member of the Audit and Risk Management Committee and (with effect from 30 October 2025) Chair of the Audit and Risk Management Committee
Richard Uechtritz	Non-executive Director
Melanie Wilson	Non-executive Director, Member of the Audit and Risk Management Committee and (with effect from 1 January 2026) Member of the Remuneration and Nominations Committee

The overriding objective of the JB Hi-Fi remuneration policies with regard to non-executive directors is to ensure the Company is able to attract and retain non-executive directors with the skills and experience to enable the Board to discharge its oversight and governance responsibilities in an effective and diligent manner. The Board also believes that remuneration for non-executive directors should reflect the time commitment and responsibilities of the role.

The fees payable to non-executive directors for FY2026 are set out below. Following a review of market benchmarks and noting that fees payable to non-executive directors were not increased from FY2024 to FY2025 (other than in relation to increases in statutory superannuation contributions), Board and Committee fees (including Chair fees) were increased by approximately 3.5% for FY2026.

Role	*Fees 2026 $*	*Fees 2025 $*
Chair of the Board	$344,240	$333,320
Non-executive director	$153,920	$148,667
Additional Committee Fees		
Remuneration and Nominations Committee Chair	$29,120	$28,180
Audit and Risk Management Committee Chair	$36,400	$35,158
Audit and Risk Management Committee member	$18,200	$17,579
Remuneration and Nominations Committee member	$16,120	$15,570

Aggregate non-executive director remuneration for FY2026 was within the amount determined by the Company in its Annual General Meeting on 31 October 2024 being $1,675,000.

Superannuation contributions are made by the Company on behalf of non-executive directors in line with statutory requirements and are included in the fees. It is the policy of the Company not to pay lump sum retirement benefits to non-executive directors.

It is the policy of the Company not to have any elements of non-executive director remuneration at risk. Specifically, non-executive directors do not receive any bonus payments and are not entitled to participate in any Company share option plans or the VRP. Accordingly, in FY2026, there were no share options granted to non-executive directors, and no options were exercised, vested or lapsed.

In order to further align non-executive directors with shareholders of the Company, a Minimum Shareholding requirement for non-executive directors was introduced in October 2018, being 1 times the base Board fees for each non-executive director. This level of shareholding is required to be built over 5 years from the introduction of the policy (or appointment, if later). As at 30 June 2026, all non-executive directors exceeded the Minimum Shareholding requirement other than Sheila Lines who joined the Board in August 2025.

Non-Executive KMP Remuneration (Statutory Tables)

The compensation for each Non-Executive Director is set out below:

	Short-term employee benefits	***Post-employment benefits***	
2026	*Fees* $	*Superannuation* $	*Total* $
S. Goddard	343,360	30,000	373,360
C. Boyce	153,679	18,441	172,120
B. Laughton[(i)]	60,773	7,293	68,066
S. Lines	134,567	16,148	150,715
M. Powell	151,821	18,219	170,040
G. Roberts	179,023	21,483	200,506
R. Uechtritz	137,429	16,491	153,920
M. Wilson	160,875	19,305	180,180
	1,321,527	147,380	1,468,907

(i) Beth Laughton retired from the Board effective 30 October 2025.

	Short-term employee benefits	***Post-employment benefits***	
2025	*Fees* $	*Superannuation* $	*Total* $
S. Goddard	331,601	29,932	361,533
C. Boyce	149,099	17,146	166,245
B. Laughton	178,829	20,565	199,394
M. Powell	147,297	16,939	164,236
G. Roberts	163,063	18,752	181,815
R. Uechtritz	133,333	15,333	148,666
M. Wilson	149,099	17,146	166,245
	1,252,321	135,813	1,388,134

Fully paid ordinary shares of JB Hi-Fi Limited held by Non-Executive Directors

2026	*Balance at 1 July 2025 No.*	*Granted as compensation No.*	*Received on exercise of options No.*	*Net other change No.*	*Balance at 30 June 2026 No.*	*Balance held nominally No.*
S. Goddard	4,500	–	–	–	4,500	–
C. Boyce	400	–	–	1,600	2,000	–
S. Lines	–	–	–	1,000	1,000	–
M. Powell	4,000	–	–	–	4,000	–
G. Roberts	4,000	–	–	–	4,000	–
R. Uechtritz	4,816	–	–	–	4,816	–
M. Wilson	3,500	–	–	–	3,500	–
	21,216	–	–	2,600	23,816	–

Note: B. Laughton retired from the Board effective 30 October 2025. At 1 July 2025 B. Laughton held 5,804 shares in the Company and at 30 October 2025 B. Laughton held 5,804 shares.

TOTAL KEY MANAGEMENT PERSONNEL COMPENSATION (Statutory Table)

Key management personnel for FY2026 include the non-executive directors and the Executive KMP listed on page 36.

The aggregate compensation of the key management personnel of the Group is set out below:

	Consolidated	
	2026 *$*	*2025* *$*
Short-term employee benefits		
Salary, fees & allowances	5,886,253	6,371,624
VRP Cash	784,389	2,130,761
	6,670,642	8,502,385
Post-employment benefits		
Superannuation	276,034	278,170
Share based payments		
Options expense	50,221	56,434
VRP expense	5,780,462	6,086,839
	5,830,683	6,143,273
Total compensation of Key Management Personnel	12,777,359	14,923,828

OTHER INFORMATION

Remuneration Advisors

In FY2026, SW Corporate was engaged to provide a remuneration recommendation for the remuneration package for the new Group Chief Executive Officer, Nick Wells, in accordance with the provisions of the Corporations Act and was paid $10,000 (excluding GST) for such remuneration recommendation. SW Corporate provided a formal declaration confirming that its recommendation was made free from undue influence by the members of the key management personnel to whom the recommendations related and, in view of this declaration and the process adopted in the engagement of SW Corporate and receipt of its recommendations, the Board is satisfied that the recommendation was free of undue influence by such persons.

In addition to the above, during FY2026 SW Corporate acted as the independent remuneration advisor to the Company and provided advice in relation to the Company's KMP remuneration and its incentive schemes, (including in relation to the departure of the previous Group Chief Executive Officer, Terry Smart) and in relation to the Company's FY2025 and FY2026 Remuneration Reports. SW Corporate was paid $43,500 (excluding GST) for this advice.

Board policy with regard to executives limiting their exposure to risk in relation to equity options

The Company's Securities Trading Policy prohibits directors, executives, senior management and other specified employees from altering the economic benefit or risk derived by them in relation to any unvested equity options that they hold. The Policy also requires directors and Group executives to obtain prior written approval from the Chair of the Board before altering the economic benefit or risk derived by them in relation to any shares or vested options in JB Hi-Fi Limited held by them. Each year directors and Executive KMP are required to sign a declaration that they are in compliance with all elements of the JB Hi-Fi Securities Trading Policy. These declarations have been received in relation to FY2026 from all directors and Executive KMP.

SHARE OWNERSHIP-BASED REMUNERATION SCHEMES

Group Incentive Plans

The Group has the following share ownership-based remuneration schemes for Executive KMP, other executives and non-executive management (excluding non-executive directors).

Variable Reward Plan (as detailed on page 38)

Participants are Executive KMP, other executives and selected senior management.

Employee Share Option Plan (as detailed below)

Under the Employee Share Option Plan, participants are granted options to acquire shares in JB Hi-Fi Limited. Participants are executives and management. Executive KMP have not been offered Options under this scheme since FY2018 and, instead, participate in the Variable Reward Plan. Of current Executive KMP, only D. Giansalvo has options outstanding under the plan at the end of FY2026, being options granted to him before he became an Executive KMP in October 2024.

Options under this Plan which are currently "on foot" or which vested, were exercised, or expired in FY2025 or FY2026 have the following features:

- Issue Price – no issue price is payable on the issue of an option;
- Exercise Price – no exercise price is payable on the exercise of an option;
- Service Conditions/Vesting – options vest a third each on the second, third and fourth anniversary of grant date provided that the employee remains employed at that time. None of the relevant options are subject to performance conditions;
- Expiry – options generally expire five years after they are issued. All unvested options generally expire immediately upon termination of employment although, depending upon the terms of issue, the Board may have discretion to allow the options to continue or waive vesting conditions in certain circumstances. Upon termination of employment, vested options either expire upon termination, 30 days after termination, or continue in force depending upon the circumstances of the employee's exit and the terms of issue;
- Valuation – options are valued using the Black-Scholes option pricing model which takes into account the exercise price, term of the option, the expected exercise date based on prior years' experience, the share price at grant date, the expected price volatility of the underlying share, the expected dividend yield and the risk-free interest rate;
- Entitlement to Shares – each option entitles the holder to one ordinary share in JB Hi-Fi Limited;
- Share Issues – holders of options do not have the right, under the options, to dividends or to participate in any share issue or interest issue of JB Hi-Fi Limited or of any other body corporate or registered scheme;
- Change of Control – upon a change of control of the Company all vested and unvested options will automatically lapse unless the Board determines otherwise; and
- Other Conditions – other conditions apply including, amongst other things, treatment of the options in the event of a capital reorganisation.

On-market purchase of shares for purposes of Group incentive plans

During FY2026, 239,685 ordinary shares in the Company were purchased on-market at an average price of $112.13 per share in order to satisfy the entitlements of executives and non-executive management to securities under the Group's Variable Reward Plan and Employee Share Option Plan. Accordingly, there was no dilution of existing shareholdings as a result of these entitlements.

Shares under option

Details of interests under option at the date of this Report are set out below. 151,423 of the outstanding options are vested and exercisable. All options entitle the holder to ordinary shares in JB Hi-Fi Limited.

Option series	Number of shares under option	Grant date (GD)	Share Price at GD $	Expiry date	Exercise price $	Weighted average expected volatility(i)	Dividend yield at GD	Risk-free interest rate at GD	Weighted average fair value at GD(i) $
191	587	3/11/2021	$50.30	2/11/2026	$0.00	32.4%	5.5%	1.3%	$40.31
192 - 194	57,783	16/08/2022	$44.15	15/08/2027	$0.00	32.8%	6.9%	3.0%	$33.64
197	1,005	5/12/2022	$45.26	4/12/2027	$0.00	33.3%	6.8%	3.1%	$34.11
198 - 200	113,396	15/08/2023	$47.79	14/08/2028	$0.00	30.1%	6.4%	3.9%	$37.75
202 - 203	578	4/12/2023	$48.27	3/12/2028	$0.00	29.4%	6.2%	4.0%	$39.16
204 - 206	100,933	13/08/2024	$75.93	13/08/2029	$0.00	26.3%	3.4%	3.6%	$67.82
207 - 209	467	2/12/2024	$91.18	1/12/2029	$0.00	25.5%	2.8%	3.9%	$85.61
210 - 212	72,208	12/08/2025	$113.85	12/08/2030	$0.00	26.1%	2.7%	3.5%	$105.73
213 - 215	426	5/01/2026	$95.73	5/01/2031	$0.00	25.9%	3.3%	4.2%	$84.79
	347,383								

(i) The values shown are the weighted average for the relevant series listed.

The following tables include all share options granted under the Group share option plans that were exercised during the current financial year and during the previous financial year. All shares are ordinary shares in JB Hi-Fi Limited and no amounts remain unpaid.

2026

Option Series	Grant date	Options exercised No.	Shares received No.	Amount paid per share $	Share price at exercise date(i) $
179	14/08/2020	336	336	$0.00	$113.85 to $117.70
182	7/12/2020	416	416	$0.00	$97.65
183-185	17/08/2021	40,908	40,908	$0.00	$76.54 to $121.00
188	29/10/2021	274	274	$0.00	$97.66 to $104.72
190	3/11/2021	587	587	$0.00	$120.00
192-193	16/08/2022	52,642	52,642	$0.00	$76.54 to $121.00
196	5/12/2022	1,003	1,003	$0.00	$78.11 to $89.10
198	15/08/2023	51,769	51,769	$0.00	$76.54 to $121.00
201	4/12/2023	288	288	$0.00	$87.69
		148,223	148,223		

2025

Option Series	Grant date	Options exercised No.	Shares received No.	Amount paid per share $	Share price at exercise date(i) $
176	19/08/2019	597	597	$0.00	$75.93
177	17/08/2020	932	932	$0.00	$76.26 to $101.99
178	16/08/2020	1,455	1,455	$0.00	$76.26 to $101.99
179	14/08/2020	37,376	37,376	$0.00	$75.91 to $101.99
181-182	7/12/2020	706	706	$0.00	$81.81 to $91.68
183-184	17/08/2021	42,861	42,861	$0.00	$75.91 to $101.99
187	29/10/2021	273	273	$0.00	$85.62 to $89.72
192	16/08/2022	53,319	53,319	$0.00	$75.91 to $101.99
195	5/12/2022	1,140	1,140	$0.00	$94.4 to $101.44
		138,659	138,659		

(i) Where a range of prices are shown, options within the series were exercised on various dates throughout the period. The share prices shown are the maximum and minimum share prices on the exercise dates for the relevant series.

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17 August 2026

The Board of Directors
JB Hi-Fi Limited
Podium Level, 60 City Road
Southbank VIC 3006

Dear Board Members

Auditor's Independence Declaration to JB Hi-Fi Limited

In accordance with section 307C of the *Corporations Act 2001*, I am pleased to provide the following declaration of independence to the directors of JB Hi-Fi Limited.

As lead audit partner for the audit of the financial report and review of the Sustainability Report of JB Hi-Fi Limited for the financial year ended 30 June 2026, I declare that to the best of my knowledge and belief, there have been no contraventions of:

- The auditor independence requirements of the *Corporations Act 2001* in relation to the audit of the financial report and review of the Sustainability Report; and
- Any applicable code of professional conduct in relation to the audit or review.

Yours faithfully

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

Suzana Vlahovic
Partner
Chartered Accountants

JB HI-FI LIMITED SUSTAINABILITY REPORT

For the financial year ended 30 June 2026

ABOUT THE SUSTAINABILITY REPORT

The Group's Sustainability Report includes climate-related disclosures for JB Hi-Fi Limited and its controlled entities (the Group) for the financial year ended 30 June 2026 and should be read with reference to the financial statements (including notes) for the financial year ended 30 June 2026.

This Sustainability Report provides information required under the *AASB S2 Climate-related Disclosures* (AASB S2) relating to how the Group is managing Climate Related Risks and Opportunities (CRROs), including information about the Group's governance, strategy and risk management processes which support the identification and ongoing management of CRROs that could reasonably be expected to affect the Group's business model and future prospects.

Basis of preparation

The Group's Sustainability Report has been prepared in accordance with the *Corporations Act 2001* (Cth) (Corporations Act) and AASB S2, mandated under the Australian Sustainability Reporting Standards (ASRS) issued by the Australian Accounting Standards Board (AASB). The presentation currency used for this Sustainability Report is in Australian dollars, which aligns to the presentation currency used within the financial statements. The Group has assessed its own operations and value chain in the preparation of this Report and identification of its CRROs. Further information regarding the structure of the Group's operations and value chain is contained within pages 20 to 21.

Materiality

In preparing this Report, the Group has adopted the materiality guidelines outlined in AASB S2, which requires the disclosure of information relating to its CRROs that could reasonably be expected to affect the Company's prospects, and influence the users of the Group's general purpose financial reports. The following factors are considered by the Group in its assessment of materiality in the context of its climate disclosures:

- quantitative factors such as financial impacts on cashflow, financial performance and financial position;
- qualitative factors such as impacts on the Group's customers, team members, continuity of operations, supply chain, compliance obligations, and reputation; and
- likelihood of the impact occurring.

Time horizons

The Group has adopted the following time horizons in its assessment of CRROs. These time horizons are consistent with the planning horizons used by the Group for its financial budgeting and forecasting, as well as strategic decision-making processes.

Time horizon	Short Term	Medium Term	Long Term
Years	0-2 years	2-10 years	10-20 years
	Typical timeframe for financial budgeting and forecasting	Timeframes typically considered for strategic decisions related to store network and supply chain planning	Lifecycle of a typical store or warehouse location

Forwarding looking statements, judgements and measurement uncertainties

This Sustainability Report includes forward looking statements about the anticipated impacts of CRROs on the Group's business model, future prospects, cashflows, financial position and financial performance.

These statements are based on the Group's current views, judgements, and assumptions, which have been informed by information available to the Group as at 30 June 2026. This includes climate scenario data sourced from the Australian Climate Service (ACS), the Government's national climate hazard dataset, as well as other third-party data sources. Collectively, this information has been used to help the Group form a view about the anticipated impacts of climate change on its operations in the future.

There are inherent uncertainties in being able to predict the exact nature and timing of both the physical and transition risks associated with climate change. Climate scenario data can also change over time as a result of the improved modelling techniques, as well as the actions taken by governments and society in response to climate change. Forward looking statements in the Sustainability Report should be read with these limitations in mind.

Transitional relief

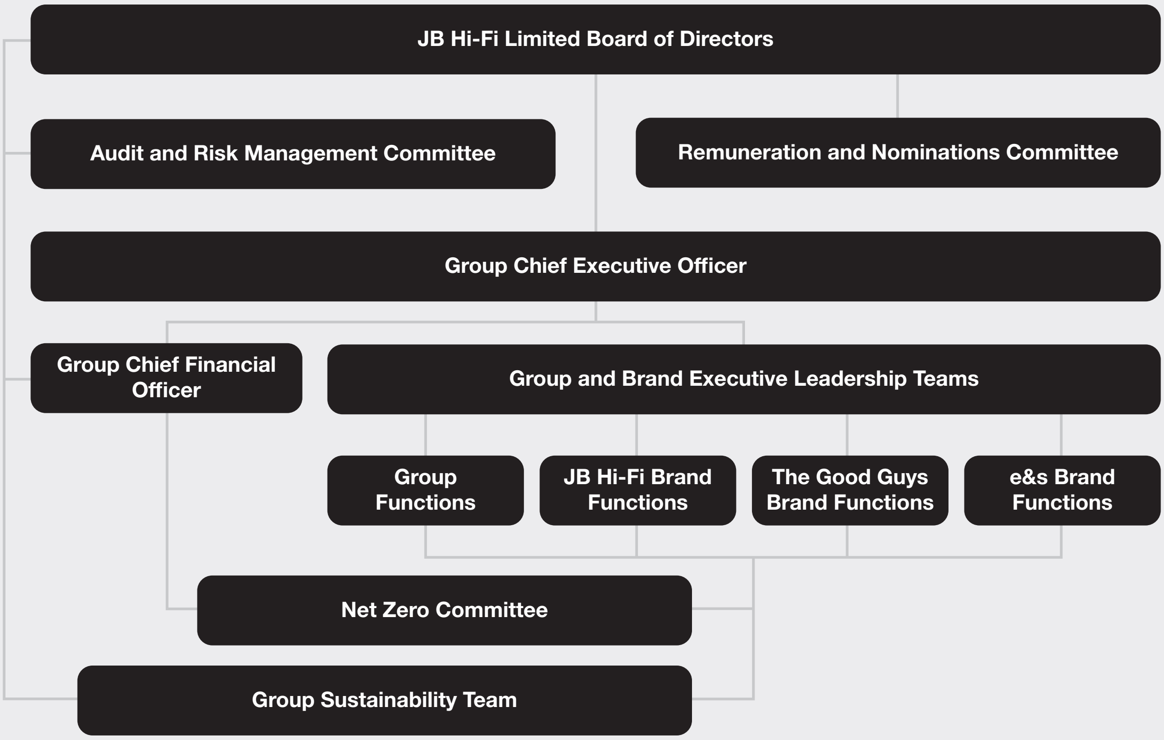
In this first year of reporting under AASB S2, the Group has applied the transitional relief for reporting Scope 3 emissions and comparative figures in this report.

Jurisdictional relief

The Group measures its scope 1 and 2 emissions from its Australian operations using the National Greenhouse and Energy Reporting (NGER) Scheme as a result of its obligations to report its scope 1 and 2 emissions to the Clean Energy Regulator each year. Scope 1 and 2 emissions from the Group's New Zealand operations are not subject to an equivalent jurisdictional requirement and are calculated using the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004).

GOVERNANCE

The following section outlines the role of the Board, Audit and Risk Management Committee, the Group and brand executive teams, and senior management in managing the Group's CRROs.



The Board and the Audit and Risk Management Committee

The Board currently comprises of seven non-executive directors and one executive director, with a diverse range of skills, knowledge and perspectives which facilitate effective governance and decision making.

The Company's Board oversees the business and affairs of the Group and is responsible for providing leadership and stewardship of the Group. The Board Charter outlines the roles and responsibilities of the Board, which includes having ultimate responsibility for governance and oversight over the Group's sustainability strategy, which includes its approach to addressing any CRROs that may impact the Group's business model or strategy, and the actions being undertaken in working towards the Group's 2030 net-zero direct scope 1 and scope 2 (market-based) emissions target.

The Board receives formal reporting of the Group's CRROs twice a year, which details the Group's most material CRROs and the actions being undertaken by management to address them. There are no material trade-offs associated with the CRROs that currently impact the Group's strategy or future prospects.

The Audit and Risk Management Committee (ARMC) is a committee of the Board. The ARMC Charter outlines the responsibilities delegated to the ARMC by the Board including responsibility for assessing the Group's programs, plans and management systems in relation to sustainability. This includes assessing the actions being undertaken by management in addressing CRROs, implementing the reporting requirements of AASB S2, and achieving the Group's 2030 net-zero direct scope 1 and scope 2 (market-based) emissions target.

The ARMC also has responsibility to review, monitor and assess the effectiveness of the Group's risk management, internal control and compliance systems, and in doing so, ensures that the management of the Group's CRROs is in accordance with the Group's Risk Management Framework.

The ARMC met six times during the 2026 financial year and, at two of those meetings, management provided the ARMC with (1) a copy of the Group's CRRO register, (2) updates on the implementation of AASB S2, and (3) updates on the actions being taken to work toward the Group's 2030 net-zero direct scope 1 and scope 2 (market-based) emissions target. The progress being made across each of these areas is then reported to the Board by the ARMC Chair twice a year.

Remuneration and Nominations Committee

The Remuneration and Nominations Committee (a committee of the Board of Directors) is responsible for reviewing the framework for, and the structure and quantum of, executive remuneration. The Committee is also responsible for reviewing the processes used to evaluate the on-going skill and competency of the Board.

How climate considerations are factored into executive remuneration

The Group's executive team are remunerated by a combination of fixed remuneration and incentives. Incentives are earned pursuant to the Group's variable reward plan, under which key executives are assessed against a scorecard of performance measures. Seventy-five percent of the scorecard is assessed against financial performance, with the remaining twenty-five percent based on strategic non-financial measures approved by the Board and aligned with the Group's long term corporate plans. One of these strategic non-financial measures relates to performance against the Group's sustainability initiatives including implementation of initiatives to achieve its 2030 net-zero direct scope 1 and scope 2 (market-based) emissions target.

Further information on the VRP, including the percentage strategic non-financial measure achievement in FY2026, can be found on pages 39 to 42.

Skills and competencies of the Board

The Board determines whether appropriate skills and competencies are available to oversee climate-related matters through its Board Composition & Succession Policy, which outlines the procedure for the selection and appointment of directors.

Board members having a wide variety of expertise across governance, strategy, risk management, operations, financial management, environmental and social topics, and leadership as shown in the Board skills matrix on page 6. The Board has determined that the directors are sufficiently skilled to provide overarching oversight and governance over the strategies designed to respond to the Group's CRROs.

The Company recognises the need for its directors to maintain and develop the skills and knowledge required to effectively perform their roles. All Board members undertake professional development through briefings and advice provided by management and external advisors on developments in the law and current practice relevant to the Company, as well as individual professional development opportunities provided by third parties. During the year, the Board received technical updates on the requirements of AASB S2 from both the Group's sustainability, finance and legal teams and third-party advisors. These updates include information on directors' duties, including governance and risk management responsibilities and requirements to identify and manage CRROs, undertake scenario analysis and to understand disclosures relating to targets and metrics, and also on the roadmap for the phasing in of limited and reasonable assurance.

The role of the Group and brand executive teams in managing climate risk and opportunities

The Group Chief Executive Officer (CEO) has ultimate responsibility for delivery of the Group's strategy, which includes ensuring the Group is resilient to the impacts of climate change and responds effectively to the most material CRROs.

The Group CEO is supported by the Group Chief Financial Officer (CFO), who is responsible for integrating consideration of CRROs into the Group's strategic planning and risk management processes, directing the Group's actions in setting and working towards its target to reach net-zero direct scope 1 and scope 2 (market-based) emissions by 2030, and ensuring the Group's climate disclosures comply with AASB S2.

The Group and brand executive leadership teams are responsible for developing and implementing the appropriate controls, plans and actions to pro-actively manage CRROs within the daily operations of the business.

Group sustainability team

A Group sustainability team exists to ensure that material environmental and social topics, including climate risk, are identified and managed in line with the Group's overarching Sustainability Plan.

The Group sustainability team keeps the Group and brand executive teams informed of climate-related issues and emerging regulation and supports these teams in the identification of material CRROs. The Group sustainability team consists of six sustainability professionals with broad experience across the Group's material environmental and social topics and is led by a Group General Manager of Sustainability.

Where necessary, the Group sustainability team will engage third-party experts on specific areas of climate risk to better understand the nature of specific risks and potential mitigations. The Group sustainability team works closely with the Group's Business Improvement and Risk Management Function to integrate the consideration of climate risk into the Group's Risk Management Framework.

The Group sustainability team is responsible for the Group's sustainability disclosures included in its public reporting, compliance with AASB S2, as well as other related environmental reporting to Government and investors (such as the CDP climate reporting and the National Greenhouse and Energy Reporting Scheme).

The Group General Manager of Sustainability provides bi-annual sustainability updates to the ARMC which includes a report containing: (1) a copy of the Group's CRRO register outlining the actions being undertaken by management in addressing the Group's material CRROs, (2) the actions being taken to work toward the Group's 2030 net-zero direct scope 1 and scope 2 (market-based) emissions target, and (3) the progress being made to implement the reporting requirements of AASB S2.

Net-Zero Steering Committee

A Net-Zero Steering Committee has been established to specifically oversee the Group's progress towards achieving its target of net-zero direct scope 1 and scope 2 (market-based) emissions by 2030. The Committee meets quarterly, is chaired by the Group CFO, and comprises members of senior management across various functions including Business Operations and Treasury, Finance, Property, Store Development, Store Operations, and Sustainability.

The Committee is responsible for monitoring progress against the target, determining if any revisions to the target are necessary, overseeing the implementation of decarbonisation initiatives, reviewing emissions performance, assessing the effectiveness of actions being undertaken, and identifying risks and opportunities associated with working toward the Group's target of achieving net-zero direct scope 1 and scope 2 (market-based) emission by 2030. The Committee provides regular updates and recommendations to executive management, with progress reported to the ARMC on a bi-annual basis.

RISK MANAGEMENT

The following section outlines the Group's overall approach to risk management and how CRROs are identified, assessed and managed within the guidelines established under the Group's Risk Management Framework.

The Group's Risk Management Policy and Framework

The Group's approach to risk management is articulated within JB Hi-Fi Limited's Risk Management Policy, which outlines the Group's commitment to managing risk to ensure achievement of the Group's business objectives whilst meeting the expectation of its stakeholders. Risk management is an organisation-wide priority, integrated into the Group's culture, and the responsibility of all officers and employees.

The Group has developed and implemented a Risk Management Framework, consistent with the Australian Standard (AS ISO 31000:2018: Risk Management), and regulatory guidance issued by the Australian Securities and Investments Commission (ASIC) and the ASX. The framework outlines the Group's approach to risk oversight and management and sets out the methodologies adopted by the Group for the ongoing:

- identification, monitoring and assessment of risks;
- development and implementation of the process to manage risks; and
- reporting of risks and mitigating controls.

The Group is exposed to a range or risks and opportunities arising from both the internal and external environment, inclusive of (but not limited to) business strategy, operational risks, the competitive, regulatory and economic environment, and climate risk and opportunities.

The Group's objectives in adopting its Risk Management Framework are to:

- ensure all major risks are identified, understood and appropriately managed;
- ensure the Group's planning, management and operational processes focus and prioritise the areas where risk management is needed; and
- create an environment and culture where there is a high level of risk awareness, where management take responsibility for identifying and managing risks and opportunities proactively.

Identification and management of climate-related risks and opportunities

The Group applies its Risk Management Framework when identifying and managing its CRROs. The Group engaged a third-party independent environmental and sustainability advisor to facilitate an inaugural CRRO assessment workshop involving all members of the Group and brand executive teams. The purpose of the workshop was to develop an initial list of the most significant CRROs and assist the Group to apply climate-scenario analysis to assess the impact of each of those risks and opportunities across the Group's operations and value chain using the Group's Risk Management Framework.

The CRROs are identified through consideration of (1) physical climate hazards and how these have (or may) impact the Group's operations and supply chain, (2) current and emerging climate regulations, (3) stakeholder feedback from suppliers, investors and industry experts, (4) latest industry trends and developments and (5) competitor and retail peer analysis.

The Group maintains a CRRO register where each risk and opportunity is assigned to a relevant member of the Group or brand executive for ongoing review and management, in line with the Group's Risk Management Framework. Both the likelihood of occurrence and potential impact of each CRRO is considered within the parameters of the Group's Risk Management Framework when determining the actions to address each CRRO.

The Group sustainability team assists the Group and brand executives in formally reviewing the CRRO register every 6 months, to ensure that it continues to reflect the climate-risks and opportunities that are most relevant to the business and ensure these are being managed in accordance with the Group's Risk Management Framework. The review of the CRROs is integrated into the Group's comprehensive review of its overall business risks.

STRATEGY

Climate risk has been identified as one of the issues facing the retail industry sector and has the potential to impact the Group, as well as creating new opportunities for the Group. This section describes the Group's strategy and business model and outlines the CRROs that could reasonably be expected to affect the Company's prospects.

The Group's operating model

The Group includes three iconic brands – JB Hi-Fi, The Good Guys and e&s. The businesses aim to sell the best brands, providing a big range, at low prices, with exceptional customer service provided by passionate, knowledgeable team members.

The Group sells a diverse range of product categories, including:

- consumer electronics and technology products including televisions, audio equipment, computers, fitness, health and wellbeing products, smart home products and cameras;
- telecommunications products and services;
- home appliances including whitegoods, cooking products, heating and cooling products, bathroom products, small appliances and kitchen accessories; and
- software (music, movies and games) and associated collectibles and merchandise.

The Group also provides information technology services.

The Group's business model is underpinned by 4 unique competitive advantages:

- Scale and diversification across a large supplier base encompassing a wide range of categories and brands and a geographically diverse store network;
- Low-cost operating model with a focus on productivity and minimising any unnecessary expenditure, that allows it to compete in a dynamic market;
- Multichannel capability providing customers with integrated and frictionless shopping experience regardless of their chosen sales channel with fast fulfilment and store base providing confidence with aftersales support; and
- People and culture with a focus on delivery of exceptional customer service by a highly engaged diverse and inclusive workforce in a dynamic and flexible environment allowing the business to adapt to changing market conditions and ensuring the Group's brands remain great places to work and shop.

The Group's climate-related risks and opportunities

The Group has identified 5 CRROs that it considers relevant to demonstrate the impacts of climate change on the Group's business model and future prospects.

1. severe weather impacts the Group's operations;
2. severe weather impacts the Group's supply chain;
3. increased carbon regulation;
4. increased demand for goods and services resulting from severe weather; and
5. increased demand for energy efficient products.

Whilst the Group does not expect any of its CRROs to have a material impact on its financial position, financial performance or cash flow over the short, medium or long term, it has determined its CRROs to be qualitatively material in demonstrating how the group is monitoring and managing the impacts of climate change on its operations and value chain. The Group's CRROs are subject to review on at least an annual basis, and any updates to this position will be disclosed in future reports.

Climate scenario analysis

The Group has used climate scenario analysis to evaluate the impact of the most significant physical and transition risks on the Group's business model. Its approach to climate scenario analysis has been informed by the National Climate Scenario Guidance 2026, issued by The Department of Climate Change, Energy, Environment and Water (DCCEEW).

The Group has used the latest Climate Shared Socioeconomic Pathways (SSPs), published and endorsed by the Intergovernmental Panel on Climate Change (IPCC) to inform the potential impacts of physical risk, and the Network for Greening the Financial System (NGFS) Scenarios to inform the potential impacts of transition risk such as increased carbon regulation.

	Scenario 1 (Low Warming)	**Scenario 2 (Middle-of-the-road)**	**Scenario 3 (High Warming)**
Shared Socioeconomic Pathway (SSP)	**SSP1-2.6** **Global temperatures increase between 1.3-2.4 degrees**	**SSP2-4.5** **Global temperatures increase between 2.1-3.5 degrees**	**SSP3-7.0** **Global temperatures increase between 2.8-4.6 degrees**
Network for Greening the Financial System (NGFS)	**NGFS 2050 Net zero scenario**	**NGFS Delayed transition scenario**	**NGFS Current policies scenario**
Description of scenario	Transition to a low carbon economy through aggressive climate targets, supported by significant market and regulatory reform. Markets undergo significant reallocation of capital towards the low carbon economy, creating market risks for companies that fail to adapt, and opportunities for companies that innovate to meet significant changes in consumer demand.	Continued increased frequency and severity of severe weather impacts. While global emissions will increase, this will be slower than historical year-on-year trends as recent mitigation efforts and legislated policies come into action. These efforts however will not be enough to meet global climate goals and prevent adverse climate impacts in some regions. As such, this middle-of-the-road scenario results in transition risks associated with recent policy and regulatory developments in progressive markets, and physical risks associated with more frequent and severe climate impacts in vulnerable regions.	High reliance on fossil fuels lead to climate change impacts that are severe and far-reaching, including widespread displacement, food and water insecurity, and loss of biodiversity. Impacts will be unequally distributed affecting emerging economies more severely and creating political instability, conflict, and migration which impact global supply chains.
Regulatory change	Aggressive acceleration of climate-related policies to further investment in the circular economy, renewable energy, and electrification of businesses and households. Carbon pricing and tariffs on imported products are increased early and become progressively stricter over time as economies shift away from reliance on fossil fuels.	Climate-related policies to further investment in the circular economy, renewable energy, electrification of businesses and households are implemented at a steady rate. The application of carbon pricing and tariffs to encourage movement away from fossil fuels is delayed until after 2030.	Limited to no changes in climate-related policies with limited investment in the circular economy, renewable energy, electrification of businesses and households. The application of carbon pricing and tariffs to encourage movement away from fossil fuels is ineffective.
Consumer demand	Significant shift in consumer demand toward more sustainable products and services, and energy efficiency, with consumption patterns that address climate and environmental concerns.	Modest increase in demand for more sustainable products and services, energy and water efficiency, with steady changes in consumption patterns that address climate and environmental concerns.	No material changes in consumer demand toward more sustainable products and services, and energy efficiency, with no observable differences in consumption patterns that address climate and environmental concerns.

Judgements and assumptions used to assess CRROs

The following quantitative and qualitative judgements and assumptions regarding anticipated physical risks, transitional risks and opportunities, and value chain decarbonisation have been used in the Group's assessment of anticipated impacts.

Physical risks

Each of the Group's store, warehouse and support office locations has been assessed against 5 physical risks (tropical cyclone, flood, extreme rain, bushfire and extreme heat). Disruption related to floods and tropical cyclones are treated as priority risks, being likely to cause disruption to the store and warehouse network.

In order to estimate anticipated impacts from these risks, the Group has used a combination of (1) publicly available climate datasets (such as the Australian Climate Service ACS National Climate Hazard Dataset), (2) The Bureau of Meteorology historical cyclone records, (3) flood risk assessments provided by the Group's insurer, and (4) internal records on the level of disruption experienced across the store network in FY2026 as a result of physical risks. An analysis of these inputs has resulted in the Group identifying 38 stores which it believes are most likely to be at risk of disruption as a result of severe weather. Further information on the anticipated impacts and mitigations relating to these 38 stores, and the broader store network, has been included on pages 63 to 64.

Transitional risks and opportunities

The Group notes the Australian Federal Government's plan to achieve 62%-70% emissions reduction below 2005 levels by 2035 through increased investment in renewable energy infrastructure and continued electrification of households, businesses and transport, enabled through increased government regulation and incentives. The Group anticipates climate-related policy and regulation to progress steadily in both domestic and international settings. The nature, scope, and timing of climate-related policy have the potential to create additional risks for business, such as increased cost of doing business.

The Group also anticipates opportunities associated with continued innovation within the consumer electronics and home appliances sector, resulting in new technology and the emergence of new products and services that help households minimise energy consumption and costs and to live more sustainably. With generational change, there is also expected to be greater focus on sustainable living, which may influence consumer spending habits and provide further opportunities for the Group to engage customers on topics such as energy efficiency.

Grid and value chain decarbonisation

The Group anticipates continued grid decarbonisation and increased integration of renewable energy assets across states and territories. The Group's pathway towards reaching its target of net-zero direct scope 1 and scope 2 (market-based) emissions by 2030 includes renewable energy procurement, use of on-site solar power and reducing reliance on fuel powered fleet vehicles where feasible. The Group also expects many of its large multinational suppliers to continue to strive for higher levels of emissions reduction within their operations and supply chain, with small to medium sized suppliers also undertaking emissions reduction, albeit at a slower rate than the Group's large multinational suppliers.

CRRO summary tables

The following CRRO summary tables describe each of the CRROs faced by the Group, the time horizon in which each risk or opportunity is expected to have the greatest impact, and the relevant financial statement line that may be impacted.

Where possible, quantification of these impacts to the Group's financial position, performance and cashflows has been provided, with further information included to describe the business activities most exposed to the CRRO, and how the Group is proactively managing the CRRO through implementation of mitigation measures.

CRRO 1: Severe weather impacts the Group's operations

Description	Severe weather events such as cyclone, flood, extreme rain, bushfire or extreme heat have the potential to cause disruption and/or damage to the Group's store, warehouse and delivery network, restricting customers' ability to shop at their preferred channel and potentially impacting store, warehouse and last-mile delivery operations.
Risk type	Acute physical.
Climate scenario	Anticipated impacts of this CRRO has been assessed using a 'middle of the road' climate scenario (SSP2-4.5), given this scenario is most aligned to current market dynamics, regulatory settings, and the latest assessment from the United Nations Environment Programme (UNEP) on the trajectory of global warming. Implications of this CRRO on the Group's business model under a high warming scenario has been included on pages 70 to 71.
Time horizon	This risk is present under each time horizon, with the potential for severe weather events becoming more frequent in the medium to long term.
Financial statement line impacts	Financial performance: • sales revenue • other expenses Cashflows from operating activities: • receipts from customers • payments to suppliers
FY2026 financial impacts	No material impacts to financial position, performance or cashflow.
Anticipated financial impacts	Anticipated financial impacts on the Group's financial position, performance or cashflows in relation to this risk are not expected to be material in any given year.
Current impacts on the Group's business	During FY2026, a small number of stores and home delivery centre sites experienced temporary closures as a result of severe weather including cyclone, flood, extreme rain, and smoke impacts from nearby bushfires. During the year, less than 0.02% of the Group's total trading hours were disrupted due to severe weather. The resulting financial impacts were not material and, where applicable, losses were covered through the Group's insurance arrangement.
Anticipated impacts on the Group's business	• An increase in the frequency and severity of cyclone, flood, extreme rain, bushfire, or extreme heat has the potential to cause more regular and prolonged disruption to the Group's store and warehouse network and last-mile delivery. • Whilst the risk of damage as a result of severe weather does exist at a store or warehouse level; the Group does not expect impacts to be pervasive across its business, due to the level of diversification across all states of Australia and New Zealand. • Increase in severe weather could impact staff availability and rostering. • The Group maintains insurance cover for business interruption, property and stock damage. The availability, cost and level of insurance cover may fluctuate over time depending on claims experience, the nature and frequency of severe weather events, and broader insurance market conditions.
Amount and percentage of assets or business activities vulnerable to climate-related physical risk	The Group has determined 38 locations (that represent 5.4% of total assets) to be predisposed to higher levels of risk related to disruption or damage from severe weather. Exposure is concentrated on the eastern seaboard, in flood-prone coastal locations across Queensland and New South Wales, and in the cyclone-exposed far north of Australia.

Mitigation measures (current and anticipated)	• Geographic diversification and disbursement of the Group's store network across Australia and New Zealand provides the ability for customers to shop at neighbouring stores if access to their preferred store is restricted. • The Group's omni-channel strategy provides its customers with optionality to shop online or over the telephone in the event they cannot access their preferred store, and a significant proportion of online fulfilment is distributed across the Group's store network. • Integration of flood risk assessments into store network planning and new store selection criteria. • Short Weighted Average Lease Expiry (WALE) of less than 3 years across the Group's store network provides flexibility to move location if necessary. • Improved weather resilience of stores and warehouses such as water deluge kits are being implemented across all HDC sites to assist with water management from storms, and industrial-sized fans are being installed to improve airflow and lessen the impact of heat on warehouse teams. • All stores and warehouse locations hold insurance coverage for business interruption, property and stock damage relating to severe weather. The Group reviews the adequacy of its coverage on a regular basis. • Proactive management of customer expectations through order tracking and keeping customers updated if weather-related events cause delays in last mile delivery. • Business continuity and disaster recovery response plans are maintained to ensure continuity of business operations in the event of a disruption. • Regular updating of the Group's health and safety policies, procedures and training to mitigate risks associated with severe weather.

CRRO 2: Severe weather impacts the Group's supply chain

Description	Severe weather events have the potential to cause disruption and/or damage to upstream manufacturing, freight and logistics, which could adversely affect the Group's ability to access stock in a timely manner, resulting in the loss of sales.
Risk type	Acute physical.
Climate scenario	Anticipated impacts of this CRRO has been assessed using a 'middle of the road' climate scenario (SSP2-4.5), given this scenario is most aligned to current market dynamics, regulatory settings, and the latest assessment from the United Nations Environment Programme (UNEP) on the trajectory of global warming. Implications of this CRRO on the Group's business model under a high warming scenario have been included on page 71.
Time horizon	This risk is present under each time horizon, with the potential for severe weather events becoming more frequent in the medium to long term.
Financial statement line impacts	Financial performance: • sales revenue Cashflows from operating activities: • receipts from customers
FY2026 financial impacts	No material impacts to financial position, performance or cashflow.
Anticipated financial impacts	The anticipated financial impact has not yet been quantified due to measurement uncertainty. The Group's goods for resale are sourced from over 35 countries around the world, with supply chains dependent on both rail, road and port infrastructure across those countries. A high degree of measurement uncertainty exists as to effect of severe weather on key ports and upstream logistics, with a range of potential outcomes dependent on how long the disruption occurs and the ability of the Group to draw down on existing inventory levels at the time of any given event. The Group buys its inventory "in-country" which means the Group's suppliers bear the risks (and associated costs) of bringing inventory into Australia and New Zealand and delivering to the Group's store and warehouse locations.

Current impacts on the Group's business and value chain	There were no impacts on the Group's supply chain or inventory availability as a result of severe weather in the current financial year.
Anticipated impacts on the Group's business and value chain	An increase in the frequency and severity of severe weather such as floods, storms, typhoons and heatwaves in countries where the Group sources its products may have the potential to cause disruptions in manufacturing and upstream freight and logistics, which in turn may impact stock availability and sales.
Amount and percentage of assets or business activities vulnerable to climate-related physical risk	The geographic distribution of the Group's trade supply is approximately as follows: • 42% China, Hong Kong, and Taiwan • 25% Southeast Asia • 17% Europe • 4% North America • 3% Japan & South Korea • 3% Australia & New Zealand • 2% Turkey & Middle East • 1% United Kingdom • 1% India & Central Asia • <1% Central America • <1% Africa The occurrence of typhoons in China, Hong Kong, Taiwan, and Southeast Asia have the potential to disrupt manufacturing, logistics and shipping across these regions, which could cause port blockages and delays in the replenishment of inventory. Whilst the Group acknowledges that the risk exists, it has not experienced any significant or ongoing disruptions of this nature to date.
Mitigation measures (current and anticipated)	• The Group holds sufficient inventory cover across all key categories, which it can draw down on in the event of supply chain disruptions. Suppliers also hold inventory buffers in-country in the event of unexpected changes to demand and supply dynamics. • The Group maintains an appropriate level of supplier and product-level diversification across all key categories which provides alternative options for customers, should one particular brand or product be out of stock. • The Group's scale, and on-going focus on maintaining strong relationships with its suppliers both locally and globally, helps enable its brands to access stock in a competitive market. • In the event of stock-shortages impacting categories where there are no alternative options for customers (e.g. iPhone, gaming), consumer demand is generally deferred until inventory becomes available again. • Key suppliers are required to maintain business continuity and disaster recovery planning as part of their terms of trade with the Group.

CRRO 3: Increased carbon regulation

Description	Governments around the world utilise carbon regulation as a tool to limit greenhouse gas emissions through placing a financial cost or limit on the level of emissions a company can emit. Increases in carbon regulation have the potential to increase the operating costs of the Group's suppliers, which in turn may lead to increase cost of goods.
Risk type	Transition (regulatory).
Climate scenario	Anticipated impacts of this CRRO have been assessed using a 'middle of the road' climate scenario (NGFS delayed transition), given this scenario is most aligned to current market dynamics, regulatory settings, and the latest assessment from the United Nations Environment Programme (UNEP) on the trajectory of global warming. Implications of this CRRO on the Group's business model under a low warming scenario have been included on pages 71 to 72.
Time horizon	The Group anticipates changes relating to carbon regulation to occur over a medium to long term time horizon, but recognises that the nature, timing and extent of such regulation could be highly influenced by prevailing economic and political factors.
Financial statement line impacts	Financial performance: • cost of sales Cashflows from operating activities: • payments to suppliers
FY2026 financial impacts	No material impacts to financial position, performance or cashflow.
Anticipated financial impacts	Changes in the nature, timing and extent of future climate-related regulation are in part dependent on prevailing political and economic conditions. Given the high level of measurement uncertainty around the nature, timing and extent of future climate regulation, the Group has not provided any estimates of anticipated financial impacts.
Current impacts on the Group's business and value chain	The costs associated with carbon regulation and carbon taxes on the Group's suppliers are included in the invoice cost of goods paid to suppliers. To date, the Group has not experienced any increase in cost of goods as a direct result of pass through of increased carbon regulation or carbon taxes by its suppliers.
Anticipated impacts on the Group's business and value chain	Various forms of carbon regulation exist across the Group's key sourcing regions including China, Southeast Asia, USA, UK and the European Union (EU). These regulations include emissions trading schemes and carbon pricing mechanisms in China, the EU and the UK, and are generally focused on emission intensive industries such as steel and aluminium manufacturing, which may contribute to higher raw material costs for the Group's suppliers. In Taiwan, carbon pricing directly applies to large manufacturing facilities, which may directly impact parts of the Group's supply chain. As climate regulation continues to evolve in nature and scope, there is a risk that more of the Group's supply chain could be directly impacted, which may increase costs and reporting requirements for suppliers.
Amount and percentage of assets or business activities vulnerable to climate-related transition risk	Suppliers that are proactive in reducing their emissions may be less vulnerable to potential increases in global carbon regulation. The Group's Ethical Sourcing Policy requires its suppliers to measure, monitor and reduce their greenhouse gas emissions. In FY2026, the Group required an additional 18 new suppliers to complete the Group's Ethical Sourcing Questionnaire. Since implementing this questionnaire, the Group has required 321 suppliers to complete the Questionnaire and received 254 responses. Of these 254 responses, 108 suppliers confirmed that they had a target in place or were in the process of developing targets to reduce their scope 1, 2 or 3 emissions. 86 (of the 321 suppliers) have also been asked whether they had a target in place to reduce emissions from the manufacture of their products. 52 suppliers indicated that they had an existing target or were in the process of developing a target to reduce emissions from product manufacturing. The Group continues to refine its understanding of the level of ambition and progress toward decarbonisation of its supply chain, in order to determine a more accurate percentage of suppliers that may be vulnerable to changes in carbon regulation in the future, and influence them, where possible, to take actions to mitigate the potential transition risk.

Mitigation measures (current and anticipated)	• Through the Group's Ethical Sourcing Policy, the Group requires all suppliers to report their emissions in line with local laws, and to measure, monitor and reduce their greenhouse gas emissions over time, with consideration given to the targets and goals set out in the Paris Agreement and by the IPCC. • Proactive engagement with all key suppliers with the aim of ensuring compliance with the Group's Ethical Sourcing Policy and improve the Group's understanding of the level of decarbonisation being achieved across the supply chain. • Ensure supplier base is sufficiently diversified by region and type of supplier. • Regular engagement with supplier and industry partners to understand potential increased costs for goods and services as a result of evolving carbon and environmental regulations. • The Group's competitors buy from the same suppliers, so any increase in cost of goods resulting from increased carbon regulation would affect all market participants.

CRRO 4: Increased demand for goods and services resulting from severe weather

Description	Severe weather such as cyclone, flood, extreme rain, bushfire, or extreme heat can result in damage being incurred by households and loss in connectivity to essential services (such as electricity and water). These events typically generate increased demand for home appliances and technology products within the Group's retail businesses that support household recovery, resilience and adaption. General insurance claims can also increase following severe weather events, which create opportunities for the Group's insurance replacement business.
Opportunity type	Market opportunity.
Climate scenario	Anticipated impacts of this CRRO has been assessed using a 'middle of the road' climate scenario (SSP2-4.5), given this scenario is most aligned to current market dynamics, regulatory settings, and the latest assessment from the United Nations Environment Programme (UNEP) on the trajectory of global warming. Implications of this CRRO on the Group's business model under a high warming scenario has been included on page 72.
Time horizon	This opportunity exists under each time horizon, however, may become more significant in the medium to long term as the frequency and impact of severe weather events increases.
Financial statement line impacts	Financial performance: • sales revenue Cashflows from operating activities: • receipts from customers
FY2026 financial impacts	FY2026 financial impacts have not been disclosed given the commercial sensitivity of the information.
Anticipated financial impacts	The Group has not disclosed anticipated financial impacts related to this opportunity given the commercial sensitivity of the information.
Current impacts on the Group's business and value chain	Flooding events, storms, extreme rain, and cyclones that result in damage being incurred by households can generate increased demand for home appliances within the Group's retail businesses. These events may also contribute to an increase in general insurance claims, creating opportunities for the Group's insurance replacement business. Bushfires and heatwaves generate increased demand for air conditioning, cooling and air purification products. Severe weather events can also generate increased demand for technology products needed to maintain communication such as mobile phones and portable power.
Anticipated impacts on the Group's business and value chain	The Group anticipates the frequency and impact of these types of severe weather events to increase in the future, presenting additional sales opportunities for specific product categories. Taking advantage of these opportunities requires the Group's buying and inventory planning teams to work closely with key suppliers to ensure inventory levels are optimised to meet increased demand as a result of these events.

Amount and percentage of business activities that are aligned to the potential opportunity	The Group has not disclosed amounts and percentages of products aligned to this opportunity given the commercial sensitivity of the information.
Actions to capitalise on opportunity (current and anticipated)	• Buying and inventory planning teams work closely with key suppliers to ensure inventory levels are optimised to meet increased demand resulting from severe weather. • Integration of weather forecasting into forward inventory planning. • Additional inventory cover held by the Group for product categories (such as heating, cooling and laundry) that are sensitive to seasonal demand and changes in weather. • Inventory buffers held onshore by key suppliers to cater for unforeseen spikes in demand resulting from weather events. • Supply chain planning, including strategic increases in warehouse capacity to accommodate increased inventory and last mile delivery capability to fulfill additional orders.

CRRO 5: Increased demand for energy efficient products

Description	The E3 Energy Efficiency Program (E3 Program) is a key initiative supporting the Australian and New Zealand Government's emission reduction plans, by helping to lower energy consumption and reduce greenhouse gas emissions from electrical appliances and providing retailers and consumers with educational materials on the benefits of energy efficient products. Energy efficiency is also seen by suppliers as a point of differentiation and competitive advantage in the market. With continued innovation by suppliers and focus from the government to encourage improved energy efficiency in the home, there is an opportunity for the Group to increase customer engagement and awareness on the benefits of switching to more energy efficient products.
Opportunity type	Market opportunity.
Climate scenario	Anticipated impacts of this CRRO has been assessed using a 'middle of the road' climate scenario (SSP2-4.5), given this scenario is most aligned to current market dynamics, regulatory settings, and the latest assessment from the United Nations Environment Programme (UNEP) on the trajectory of global warming. Implications of this CRRO on the Group's business model under a low warming scenario has been included on pages 72 to 73.
Time horizon	This opportunity exists under each time horizon, however, may become more significant in the medium term as regulatory, market and technological changes accelerate the adoption of energy efficient products.
Financial statement line impacts	Financial performance: • sales revenue Cashflows from operating activities: • receipts from customers
FY2026 financial impacts	Sales revenue generated as a direct result of consumers choosing energy efficiency is not separately identifiable and therefore cannot be disclosed.
Anticipated financial impacts	Anticipated financial impacts to the Group's financial performance and cashflows as a direct result of consumers choosing energy efficiency is not separately identifiable and therefore cannot be disclosed.

Current impacts on the Group's business and value chain	The E3 Program is a joint initiative between the Federal, State and Territory Governments and the New Zealand Government which is designed to (1) increase the efficiency of key products used by households and business (2) empower and encourage consumers to make more informed purchasing decisions based on energy consumption and efficiency, and (3) support the effective operation of energy markets through the increased use of smart technology to better manage peak demand. The E3 Program is underpinned by legislation in both Australia (The Greenhouse and Energy Minimum Standards 2012) and New Zealand (The Energy Efficiency and Conservation Act 2000) and supported by regulatory mechanisms such as Minimum Energy Performance Standards (MEPS) and Mandatory Energy Performance Labelling (MEPL) for key products that consume energy. It is also a key initiative supporting the Australian Government's emissions reduction plans, by helping to lower energy consumption and reduce greenhouse gas emissions from electrical appliances. Many of the products sold by the Group currently fall within the scope of the E3 Program. Both the Group and its suppliers have a responsibility to comply with the regulatory frameworks in bringing energy efficient products to market and educating consumers on energy efficiency. Consumer demand to upgrade existing appliances to more energy efficient alternatives is driven by personal preferences for investing in energy efficient products, understanding of the potential benefits in upgrading to more energy efficient products, consumer price sensitivity, and the availability of supplier and/or government funded incentives to upgrade. From time to time, the Group has tendered for and been awarded government contracts to supply, deliver and install energy-efficient products to consumers and/or businesses that have opted to upgrade through an incentive program. Energy efficiency is seen by suppliers as a point of differentiation and competitive advantage in the market. The Group continues to see innovation in this regard, with many of its supplier's products achieving higher levels of energy efficiency through continued investment in research and development. Consumer awareness and understanding of energy efficiency is one of several factors which can drive a purchase decision. The Group continues to invest in training and awareness to ensure its sales teams build capability to explain the benefits to customers considering upgrading to more energy efficient appliances.
Anticipated impacts on the Group's business and value chain	The Group anticipates continued focus by governments to evolve climate-related policy as a tool to stimulate investment in renewable energy, further incentivise electrification by households and businesses, and promote energy efficiency upgrades. This presents opportunities for the Group's retail brands, particularly within existing categories such as heating, cooling, refrigeration, visual, laundry, and induction cooking where energy consumption and efficiency of products is a key consideration for customers. The Group sees an alignment between the strategic objectives of the E3 Program and the purpose of its retail brands in helping customers connect with the products that will make their lives better. It also anticipates increased focus from stakeholders on the Group's scope 3 emissions, a key factor in which will be the adoption of more energy efficient products to drive down household energy consumption from the use of product sold by the Group. The overarching regulatory environment and strategic direction of the E3 Program provides the opportunity for the Group to engage and educate its teams and customers on energy efficiency, and work with suppliers to be the first to bring new energy efficient technologies to market.
Amount and percentage of business activities that are aligned to the potential opportunity	The Group has not disclosed amounts and percentages of products aligned to this opportunity given the commercial sensitivity of the information.

Actions to capitalise on opportunity (current and anticipated)	• The Group will continue to invest in building capability to educate its customers on how to minimise energy consumption and costs through more energy efficient products and solutions. • The Group and its suppliers will work together to ensure ongoing compliance with the MEPS and MEPL regulatory instruments. • Maintain a supplier base that is sufficiently diversified to ensure the continued supply and optionality of energy efficient products. • Work with suppliers to be the first to bring new energy efficient technologies to market. • Continue to develop and refine product and service offers to ensure energy efficient products and solutions that bring value to customers are optimised. • Continue to understand trends in new product innovation which may be applicable in the Australian and New Zealand market. • Monitor emerging government policy, rebates and incentives that may benefit the Group's customers and business.

Assessment of the Group's climate resilience as at 30 June 2026 using climate scenario analysis

The following section describes the resilience of the Group in being able to effectively manage its most significant CRROs under high and low warming scenarios. It outlines implications for the Group's business model, areas of uncertainty and how the Group will adapt under each scenario.

The Group anticipates the frequency of severe weather events to increase over time and is taking steps to mitigate this risk across each of its time horizons. Implications on the Group's business model as a result of physical risks have been assessed using the SSP 'high warming' climate scenario (SSP3-7.0).

Transitional risks, such as speed and impact of regulatory change, and market opportunities are more likely to occur under a low warming scenario in which governments choose to expand the nature and scope of current carbon regulations. Implications on the Group's business model and value chain as a result of transitional risks have been assessed utilising the Network for Greening the Financial System (NGFS) 2050 Net zero scenario.

CRRO 1: Severe weather impacts the Group's operations

Risk type	Acute physical.
Climate scenario	High Warming Scenario SSP3-7.0
Significant areas of uncertainty	Climate modelling of potential physical hazards on the Group's store and warehouse locations under a high warming scenario has been undertaken by a third-party consultant utilising the ACS National Climate Hazard Dataset and other relevant third-party databases. Through this work, the Group has identified 38 stores which it believes are most likely to be at risk of disruption as a result of severe weather. Whilst climate modelling can provide an indication of the potential increase in severe weather under a high warming scenario, a significant level of uncertainty exists as to the nature, timing and extent of the impact on the Group's store and warehouse network, as well as the extent to which weather-related risks under this scenario would be underwritten by insurers.
Implications on the Group's business model	The Group anticipates the frequency of severe weather events to increase over time, with global warming levels not expected to reach 2°C until 2046 under a high-warming scenario. Given the geographic diversification of the Group's store and warehouse network and its multi-channel approach to sales and fulfilment, the Group believes appropriate mitigations (as outlined below) are in place to support the resiliency of its business model. The Group will continue to review the effectiveness of these mitigations as the impacts of climate change evolve.

How the Group would adapt and respond	The Group would respond to this scenario through the mitigation measures noted on page 64, which includes considering relocating stores away from high-risk geographies over time if deemed necessary, maintaining appropriate stock protection measures (such as storing inventory at height), working with landlords to improve the resilience of stores and warehouses to extreme weather events, redirecting customers to adjacent stores and alternative sales channels (such as online and telephone), and working with insurers to ensure risks are appropriately understood and underwritten to the extent possible.

CRRO 2: Severe weather impacts the Group's supply chain

Risk type	Acute physical.
Climate scenario	High Warming Scenario SSP3-7.0
Significant areas of uncertainty	A significant level of uncertainty exists as to the nature, timing and extent of the impact of severe weather on the Group's supply chain.
Implications on the Group's business model	The Group anticipates the frequency of severe weather events to increase over time, with global warming levels not expected to reach 2°C until 2046 under a high-warming scenario. This could see ports around the world being exposed to increased frequency and severity of severe weather events (such as flooding, storm surge and typhoon activity), which may have the potential to cause increased disruption to trading routes and the ability for the Group to access and replenish stock in a timely manner. Given the high level of supplier and category diversification across many sourcing countries, the Group believes appropriate mitigations, as outlined below, are in place to support the resiliency of its business model. The Group will continue to review the effectiveness of these mitigations as the impacts of climate change evolve.
How the Group would adapt and respond	The Group would respond in this scenario through the mitigation measures noted on page 65, which includes maintaining an appropriate level of supplier and category diversification across a large number of different sourcing countries, holding sufficient levels of stock domestically across the Group's store and warehouse network and working closely with its key suppliers on inventory and business continuity plans.

CRRO 3: Increased carbon regulation

Risk type	Transition Risk (Regulatory).
Climate scenario	Low Warming Scenario NGFS 2050 Net zero scenario
Significant areas of uncertainty	Carbon targets and associated regulation exist to varying degrees across many of the countries within the Group's key sourcing regions including China, Southeast Asia, UK and EU. Whilst the Group anticipates governments will continue developing and evolving their carbon regulations to support country-specific decarbonisation goals over the medium to long term, the nature, extent, applicability and potential impacts of such changes on the Group's suppliers is not known.
Implications on the Group's business model	A key pillar of the Group's business model and competitive advantage is its ability to offer the best brands at low prices. Under a low warming scenario where more aggressive increases in carbon regulation or taxes are adopted by governments, this could impact cost of goods and affect the Group's value proposition. Given the scale of the Group, its strong supplier relationships, level of supplier and category diversification, and low cost of doing business, the Group believes appropriate mitigations (as outlined below) are in place to support the resilience of its business model. The Group will continue to review the effectiveness of these mitigations as the transitional impacts of climate change evolve.

How the Group would adapt and respond	The Group would respond in this scenario through the mitigation measures noted on page 67, which includes maintaining an appropriate level of supplier and category diversification across a large number of different sourcing countries, maintaining strong supplier relationships, and encouraging and monitoring continued decarbonisation of the Group's supply chain through its Ethical Sourcing Policy.

CRRO 4: Increased demand for goods and services as a result of severe weather

Opportunity type	Market opportunities.
Climate scenario	High Warming Scenario SSP3-7.0
Significant areas of uncertainty	Climate modelling of potential physical hazards under a high warming scenario has been undertaken by a third-party consultant utilising the ACS National Climate Hazard Dataset and other relevant third-party databases. Whilst climate modelling can provide an indication of the potential increase in severe weather under a high warming scenario, a significant level of uncertainty exists as to the nature, timing and extent severe weather, and the subsequent impact it may have on the consumer demand.
Implications on the Group's business model	Increased impacts of severe weather (such as cyclones, flooding and heatwaves) will generate increased consumer demand for the Group's products, in order to support household recovery, resilience and adaption, within geographic areas more exposed to severe weather events. In order to capitalise on these opportunities, the Group will need to work with its suppliers to maximise stock levels and optimise fulfilment and delivery to meet demand when (and where) severe weather events occur, as well as continue to provide optionality to consumers in how they are able to shop with us.
How the Group would adapt and respond	The Group would seek to capitalise on this opportunity through the measures noted on page 68, which includes continuing to integrate weather forecasting with forward planning of inventory, working with suppliers to access additional stock to meet elevated levels of demand when opportunities arise, leveraging the Group's store and warehouse network to transfer stock and optimise fulfilment across the Group, and optimise warehouse space to accommodate increased stock holdings where necessary.

CRRO 5: Increased demand for energy efficient products

Opportunity type	Market opportunities.
Climate scenario	Low Warming Scenario NGFS 2050 Net zero scenario
Significant areas of uncertainty	Under a low warming scenario, an increase in climate policy has the potential to accelerate the adoption of more energy efficient products, increase levels of consumer awareness around energy consumption and cost savings from energy efficiency, and encourage further innovation around smart technology to enable demand flexibility. Whilst there is an opportunity for the Group to help customers understand and realise the potential benefits of upgrading to more energy efficient product, ultimately the decision to upgrade is based on factors such as personal preferences for investing in energy efficient products, understanding of the potential benefits in upgrading to more energy efficient products, consumer price sensitivity, and the availability of supplier and/or government funded incentives to upgrade. The Group also anticipates artificial intelligence and continued innovation in smart technology will play a role in better regulating energy consumption by home appliances; however, there is uncertainty as to the exact timing and rate of adoption of this type of technology.
Implications on the Group's business model	An increasing focus on energy efficiency and continued innovation in smart technology to help regulate energy consumption will require the Group's team members to undertake continuous learning and development to educate consumers on the benefits of these technologies.

How the Group would adapt and respond	The Group will capitalise on this opportunity through the measures noted on page 70, which includes continuing to train and develop team members to be able to educate customers on how to reduce energy consumption through the use of technology, maintaining strong and diversified supplier relationships to provide optionality and bring new product innovation to customers, ensuring continued compliance with the regulatory framework supporting the E3 Program, and continuing to participate in government tenders to supply product and services under energy efficiency incentive schemes.

Planned sources of funding and resource allocation to address climate risks and opportunities

The Group maintains strong fiscal discipline through annual budgeting processes overseen by the Group CFO to ensure efficient allocation of resources to attain the businesses' strategic objectives.

The Group maintains a Group Sustainability team consisting of 6 team members to support the identification and ongoing management of the Group's most significant CRROs.

All other funding and resource allocation to address the Group's CRROs is not separately identifiable or has already been integrated into budgeted operating expenditures used to run the operations of the business. As at 30 June 2026, there are no planned capital or operational expenditures that are financially material in nature, which are required to address the Group's CRROs.

Carbon Pricing

The Group does not currently utilise internal carbon pricing to integrate the cost of greenhouse gas emissions into business decision making.

TARGETS AND METRICS

The following section outlines information relating to the Group's scope 1 and 2 emissions calculations, the Group's emissions reduction targets, and other relevant metrics used in the management of the Group's CRROs.

Decarbonising the Group's operations (scope 1 and 2 emissions reduction)

The majority (circa 99%) of the Group's direct (scope 1 and 2 combined) greenhouse gas emissions come from the electricity used to power its stores, warehouses and support offices (scope 2), with the remainder (circa 1%) associated with fuel to run the Company-owned fleet of vehicles and LPG forklifts and a limited amount of natural gas to power stores (scope 1).

The Group has established a plan to decarbonise its operations and is working toward achieving net-zero direct scope 1 and scope 2 (market-based) emissions by 2030 through a combination of initiatives including procurement of renewable energy, on-site solar power generation, improving the energy efficiency of the store and warehouse network, reducing energy consumption where possible, and rationalisation of the Group's fleet of vehicles.

Whilst the Group is actively working toward reducing all of its direct emissions, it recognises there will be a residual level of emissions (estimated at less than 2% of its combined scope 1 and 2 emissions) that will need to be offset in order to achieve net-zero direct scope 1 and scope 2 (market-based) emissions by 2030. Examples include residual scope 1 emissions from the Company-owned and operated car fleet where electric or hybrid alternatives are not viable. In these circumstances, the Group plans to utilise Australian Carbon Credit Units (ACCUs) as a last resort to offset these residual emissions.

Basis of preparation for calculating the Group's scope 1 and 2 emissions

For operations in Australia, the Group applies measurement methodologies and emission factors prescribed under the National Greenhouse and Energy Reporting Scheme (NGER) scheme. These factors are prescribed by Australian legislation and expressed in carbon-dioxide equivalent using the global warming potential (GWP) values mandated for NGER Reporting. The Group follows this methodology in accordance with Australian Government regulation. Approximately 99% of the Group's total FY2026 scope 1 and 2 emissions have been calculated using the measurement methodologies and emission factors prescribed by NGERs.

For operations in New Zealand, no jurisdictionally mandated methodology applies and so the Group applies measurement methodologies of the GHG Protocol and utilises emission factors contained within the New Zealand Ministry for the Environment's "Measuring emissions: A guide for organisations 2026". Approximately 1% of the Group's total FY2026 scope 1 and 2 emissions have been calculated using the measurement methodologies of the GHG protocol.

The Group defines the organisational boundary for the purposes of reporting its scope 1 and 2 emissions based on the operational control test prescribed under NGER Legislation (for its Australian operations) and the GHG Protocol (for its New Zealand operations).

The Group has chosen the operational control approach to emissions measurement because it believes it best reflects the Group's ability to influence and allocate responsibility for emissions reduction throughout its property portfolio and fleet of vehicles.

Both location-based and market-based calculations are undertaken to calculate the Group's scope 2 emissions.

Location-based scope 2 emissions are calculated by multiplying energy consumption by the average emissions intensity of the electricity grid within each state and territory that the Group operates in. The emission factors utilised by the Group in determining scope 2 location-based emissions are derived from the Australian Government's National Greenhouse Accounts Factors, published annually by the Department of Climate Change, Energy, the Environment and Water, and The Ministry of the Environment (New Zealand) – Measuring Emissions Catalogue 2026.

Market-based scope 2 emissions are calculated to recognise the Group's efforts to reduce its scope 2 emissions through the procurement of renewable energy large generation certificates (LGCs) and New Zealand Energy Certificates (NZEC) through contractual agreements with its energy providers. The inputs used by the Group in determining scope 2 market-based emissions are derived from the National Greenhouse Accounts Factors, published annually by the Department of Climate Change, Energy, the Environment and Water, the Renewable Power Percentage (RPP) published by the Clean Energy Regulator and Residual Supply Factor (RSF) published by Bravetrace – New Zealand's independent provider of renewable energy certification services which operates the New Zealand Energy Certificate System (NZEC).

Estimated electricity consumption

The Group's scope 2 emissions are calculated using invoices received from its energy providers, which provide the amount of electricity used during a given billing period. Due to the timing of this billing, some invoices relating to the final months of FY2026 may not have been received by the time the Group is required to complete its emissions reporting. Where this occurs, the Group estimates the missing electricity consumption using historical usage data. 8% of the Group's total electricity consumption used to calculate its FY2026 scope 2 emissions has been estimated.

Further detail regarding the methodology and assumptions that the Group applies to calculating its scope 1 and 2 emissions is included in the appendices to this Sustainability Report.

Summary of scope 1 and 2 emissions (FY2026 vs FY2020 'Base Year[3]') in t-CO2-e

	FY2026	Base Year (FY2020)	Change (t-CO2-e)	Change (%)
Scope 1	834	281	553	197%
Scope 2 (Location-based)	60,342	66,570	(6,228)	(9%)
Scope 2 (Market-based)	26,702	63,354	(36,652)	(58%)

Scope 1 results

The Group's scope 1 emissions for FY2026 were 834 t-CO2-e (FY2020 Base Year: 281 t-Co2-e). The increase in scope 1 emission of 553 t-CO2-e (197%) since the FY2020 base year is largely due to the acquisition of the e&s business in FY2025 which saw an additional 95 vehicles added to the Group's fleet of company operated vehicles. The Good Guys business did not own or operate any fleet vehicles.

The Group plans to reduce its reliance on fleet vehicles which run on fossil fuels over coming years by either: (1) phasing out vehicles which are not deemed business critical at the expiry of their lease or operating life, or (2) transitioning some vehicles to electric or hybrid alternatives at the lease or operating life expiry date. It is expected that there will be a residual level of scope 1 emissions which will need to be offset, where either of these two options is not viable.

Scope 2 results

The Group's scope 2 emissions for FY2026 were 26,702[4] t-CO2-e (FY2020 Base Year: 63,354t-CO2-e) using the market-based method and 60,342 t-CO2-e (FY2020 Based Year: 66,570 t-CO2-e) using the location-based method of emissions accounting. In FY2026, emissions under the market-based method have decreased by 58% or 36,652 t-CO2-e, compared to the Group's FY2020 base year as a result of the Group's increased procurement of renewable electricity and use of on-site solar power generation. Emissions under the location-based method have decreased since FY2020 due to the gradual decarbonisation of the electricity grid, resulting in the lowering of state-based emission factors over time.

Renewable Electricity

Transitioning to renewable electricity is a key initiative in reducing the Group's scope 2 emissions. Management continues to actively increase the proportion of renewable energy used across the Group's operations. This is being achieved through the purchase of renewable electricity backed by Large-scale Generation Certificates (LGCs), New Zealand Energy Certificates (NZECs), accredited GreenPower products and on-site solar power generation. These measures support the Group's broader decarbonisation strategy and contribute to a cleaner, more sustainable, energy mix.

The Group progressively increased its procurement of renewable electricity throughout the year, which resulted in 68%[5] of the Group's energy needs being sourced from renewable energy in FY2026. In the month of June 2026, this increased to 82% of the Group's energy needs. The Group will continue to work proactively to increase the use of renewables as the Group works towards its net-zero direct scope 1 and scope 2 (market-based) emissions target by 2030.

[3] The Group's FY2020 'Base year' emissions are unaudited.
[4] 8% of the Group's total electricity consumption used to calculate its FY2026's scope 2 emissions has been estimated.
[5] The percentage of the Group's energy needs that comes from renewables includes the surrender of voluntary large-scale generation certificates (LGCs), New Zealand Energy Certificates (NZECs), accredited GreenPower products, onsite solar power generation, the renewable power percentage (RRP) and jurisdictional renewable power percentage (JRPP). The RRP is provided by the Clean Energy Regulator and is used to represent the renewable energy content of the grid. The JRPP is a regional metric that represents the voluntary surrender of LGCs by a state or territory government and is currently only applicable to Group stores located in the Australian Capital Territory (ACT).

Solar Power Generation

Investing in on-site solar generation has been pursued by the Group over recent years to reduce its scope 2 emissions. While the Group does not own any property, it has actively collaborated with its landlords to identify opportunities and invest in solar power generation across the store network where possible.

In FY2026 the Group completed 6 new solar installations which takes the total number of sites to 42 (FY2025: 36).

Whilst the Group will continue to engage both existing and prospective landlords to identify additional opportunities for on-site solar power generation across its store network, it does not anticipate a material level of capital expenditure relating to new solar projects going forward, with the primary driver of emissions reductions anticipated to come from increasing the procurement of renewable energy through the contractual arrangements with its energy providers.

For new store locations, the feasibility of on-site solar will continue to be assessed during the lease negotiation process and considered as part of the Group's broader sustainability requirements.

The Group's target to reach net-zero direct scope 1 and scope 2 (market-based) emissions by 2030

Metric	Tonnes CO2-e defined as carbon dioxide (CO2), methane (CH4) and nitrous oxide (N2O).
Objective	Reduce direct scope 1 and scope 2 (market-based) emissions to net-zero by 2030.
Scope	Applies to all locations and facilities within the Group's operational control.
Executive sponsor of target	Group Chief Financial Officer.
Period	2025-2030.
Base period	FY2020.
Milestones and interim targets	The Group does not have any additional interim milestones or targets.
Target type (absolute/intensity)	Absolute quantitative target.
Net or gross target	Net target. The Group expects a residual level of emissions will need to be offset using carbon credits, in order to reach its net-zero direct scope 1 and scope 2 (market-based) emissions target by 2030.
Assumptions	The ability for the Group to reach its net zero scope 1 and scope 2 (market-based) target by 2030 is based on the assumption that it will have the continued optionality to procure renewable energy through the energy contracts it enters into with its energy providers.
Carbon credits	Carbon credits will only be utilised as a last resort (e.g. fleet vehicles where EV options are not deemed feasible). Where the Group requires the use of carbon credits to offset residual emissions, it will likely use Australian Carbon Credit Units (ACCUs).
Details of carbon credits to be utilised	The Group will likely use Australian Carbon Credit Units (ACCU's) to offset any residual emissions. The exact category of ACCU to be utilised (i.e. nature based or technological carbon removals) will be determined closer to the time that the offset may be required to meet the Group's target.
Alignment with jurisdictional commitment	The Group's scope 1 and scope 2 (market-based) target is informed by the Paris Agreement, which establishes a goal to limit global average temperature increase to well below 2°C above pre-industrial levels, and pursue efforts to limit it to 1.5°C.
Validation and limited assurance over the Group's scope 1 and 2 emissions	The Group's target and methodology was established and verified with the assistance of an external environmental advisor. The Group's FY2026 scope 1 and 2 emissions has been subjected to limited assurance by the Group's auditors in accordance with ASSA 5000 General Requirements for Sustainability Assurance Engagements.
Review process	The target and progress is reviewed by the Net-Zero Steering Committee comprising members of the senior management team, with further oversight and governance by the Company's Audit and Risk Management Committee.
Metrics for monitoring progress	Reduction in scope 1 and scope 2 (market-based) emissions, as compared with the Group's base year (FY2020).
Revisions	No revisions were made to the target in the current financial year.
Sectoral decarbonisation approach	Not applicable.

Target setting process

The Group has set a target to reach net-zero direct scope 1 and scope 2 (market-based) emissions by 2030, through the procurement of renewable energy, energy efficiency and reduction initiatives, and fleet rationalisation over the coming years. The Group's strategy and approach was established and validated with the help of a third-party environmental advisor in 2019, and involved three key steps:

Step 1: Carbon Strategy

The Group's strategic goal to work toward net-zero direct scope 1 and scope 2 (market-based) emissions by 2030 is informed by its values, stakeholder expectations, the current climate landscape, developments in technology and the regulatory environment. This includes understanding the competitive and supplier landscape that the Group operates within, potential risks and opportunities associated with climate change that are relevant to its business, and how these risks and opportunities may impact the target to reach net-zero direct scope 1 and scope 2 (market-based) emissions by 2030.

The science-based targets initiative (SBTi) target setting tool (version 2.4) has been used as a reference to determine if the Group's ambition in reducing its direct scope 1 and scope 2 (market-based) emissions is in line with the level of decarbonisation required to limit global temperature increases to within 1.5 degrees above pre-industrial levels. Whilst the Group believes its ambition to reduce its scope 1 and scope 2 (market-based) emissions by 2030 is aligned to SBTi's requirements relating to scope 1 and 2 emissions, this has not been separately validated by the SBTi.

Step 2: Greenhouse Gas baseline and inventory development

The Group reviewed its emissions from scope 1 sources (direct emissions from company-owned vehicles and use of natural gas), and scope 2 sources (purchased electricity to power stores). The target for net-zero direct scope 1 and scope 2 (market-based) emissions by 2030 relates to the Group's scope 1 and 2 (market-based) emissions only, with the majority of reductions to occur against scope 2 emissions which represent 99% of the emissions under the Group's direct control.

Step 3: Emission reduction analysis and opportunity identification

The Group developed a list of emission reduction initiatives that are aligned to the Group's primary emission sources (i.e. scope 2 purchased electricity to power stores). These initiatives include a combination of energy reduction and energy efficiency initiatives (such as LED lighting) as well as investments in renewable energy sources (such as solar power generation) and procurement of LGCs and NZECs. These initiatives are prioritised based on a strict assessment criterion in order to ensure they assist the Group in working towards its target to reach net-zero direct scope 1 and scope 2 (market-based) emissions by 2030.

Approach to reviewing the Group's Target

A Net-Zero Steering Committee comprising members of the Group's senior management team has been established to review performance against the target on a quarterly basis, as well as to determine if any revisions to the target are necessary. Potential revisions to the Group's target and base year will be considered if and when there are structural changes to the Group's operations (e.g. acquisitions) or changes to the Group's calculation methodology. Performance against the Group's target is measured by the amount of scope 1 and scope 2 (market-based) emissions reduction being achieved against its base year.

Further oversight and governance over the Group's target and the progress being made towards it is provided to the Audit and Risk Management Committee on a bi-annual basis. To date, no revisions to the Group's target have been deemed necessary.

APPENDICES

The tables below provide a summary of the Group's scope 1 and 2 emissions calculation approach, key inputs and assumptions.

Emission scope	Measurement approach	Input and source data	Reason for methodology chosen
Scope 1	Scope 1 Emissions are measured in accordance with the GHG Protocol and the National Greenhouse and Energy Reporting (Measurement) (NGER) for Australia. Scope 1 emissions include direct emissions from the consumption of: • Liquid fuels used by fleet vehicles; • Liquefied Petroleum Gas (LPG) used by forklifts; and • Natural gas used by stores. The Group does not report any emissions of hydrofluorocarbons (HFCs) as the relevant assets do not meet the NGER reporting thresholds for refrigerant charge (> 100kg per unit) and global warming potential (>1000 GWP). Operations in New Zealand have been assessed and do not generate any material scope 1 emissions.	*Liquid fuel and LPG*: Actual amount of fuel (in litres) and LPG (in kilograms) consumed, with data provided by the Group's motor vehicle lease and fleet car providers. *Natural Gas*: Actual quantity of gas consumed, with consumption data provided through gas energy provider invoices. Any invoices for the financial year that have not been received by year end are estimated based on: • the average value of gas consumption in prior and subsequent months for the applicable site, or • value of consumption for the same month of prior year for the applicable site, or • last known value within prior 3 months for the applicable site, or • average value from past 4 months for the applicable site. Emission factors are sourced from: • Australian Government National Greenhouse Account Factors.	This approach aligns with jurisdictional reporting requirements, emission factors, and guidance provided by the Australian Government. Global Warming Potential (GWP) values reflected are contained in the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report (AR5).
Scope 2 (location-based)	Scope 2 (location-based) emissions from Australian operations are measured in accordance with the GHG Protocol and the National Greenhouse and Energy Reporting (Measurement). New Zealand scope 2 (location-based) emissions are measured in accordance with the GHG Protocol and the New Zealand Ministry for the Environment. Scope 2 emissions cover electricity purchased from the grid and are calculated using state-based emission factors based on the location of consumption.	*Electricity*: Actual quantity of electricity consumed, with data provided by the applicable energy provider or landlord. Any invoices for the financial year that have not been received by year end are estimated based on: • the average value of electricity consumption in prior and subsequent months for the applicable site, or • value of consumption for the same month of prior year for the applicable site, or • last known value within prior 3 months for the applicable site, or • average value from past 4 months for the applicable site. Emission factors are sourced from: • Australian Government National Greenhouse Accounts Factors. • Ministry of the Environment (New Zealand) – Measuring Emissions Catalogue 2026.	The measurement approach of Australian operations aligns with the jurisdictional reporting requirements, emission factors, and guidance provided by the Australian Government. New Zealand emissions are not subject to jurisdictional reporting. The measurement approach aligns with the GHG Protocol, with guidance and emission factors provided by the New Zealand Ministry for the Environment.

Scope 2 (market-based)	Scope 2 (market-based) emissions are voluntarily reported to provide additional information relating to the Group's progress towards its net-zero direct scope 1 and scope 2 (market-based) emissions target as a result of its procurement of renewable energy. Market-based emissions from Australian operations are measured in accordance with the GHG Protocol and the National Greenhouse and Energy Reporting (Measurement). New Zealand scope 2 (market-based) emissions are measured in accordance with the GHG Protocol, with guidance provided by the New Zealand Ministry of the Environment and Bravetrace.co.nz. Renewable energy is either generated through on-site solar power or purchased via contractual arrangements the Group has with its energy providers. Renewable electricity claims are accounted through: • The Renewable Power Percentage for Australia; • The Jurisdictional Renewable Power Percentage (ACT only); • The surrender of energy attribute certificates such as Large-Scale Generation Certificates and New Zealand Energy Certificates; and • Generation and consumption of onsite solar energy.	*Electricity*: Total quantity of electricity consumed and any purchased LGCs and/or GreenPower, procured from the applicable energy provider or landlord. Any invoices for the financial year that have not been received by year end are estimated based on: • the average value of electricity consumption in prior and subsequent months for the applicable site, or • value of consumption for the same month of prior year for the applicable site, or • last known value within prior 3 months for the applicable site, or • average value from past 4 months for the applicable site. The Renewable Power Percentage rate for Australia is published by the Clean Energy Regulator. The Jurisdictional Renewable Power Percentage and Residual Mix Factor are sourced from the Australian National Greenhouse Accounts Factors 2025. For New Zealand, the Residual Supply Factor is provided by Bravetrace.co.nz Emission factors are sourced from: • Australian Government National Greenhouse Accounts Factors. • Ministry of the Environment (New Zealand) – Measuring Emissions Catalogue 2026.	The market-based method accounts for the impact of electricity purchasing decisions, such as the procurement of renewable energy.

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Independent Auditor's Review Report to the Members of JB Hi-Fi Limited

Review Conclusion

We have conducted a review of the following specified Sustainability Disclosures in the Sustainability Report of JB Hi-Fi Limited (the "Company") and its subsidiaries (the "Group") for the year ended 30 June 2026 as required by Australian Standard on Sustainability Assurance ASSA 5010 *Timeline for Audits and Reviews of Information in Sustainability Reports under the Corporations Act 2001* ("ASSA 5010") issued by the Auditing and Assurance Standards Board ("AUASB"):

Sustainability Disclosures	Reporting requirement of Australian Sustainability Reporting Standard AASB S2 *Climate-related Disclosures* ("AASB S2") (including related general disclosures required by Appendix D)	Location in the Sustainability Report
Governance	Paragraph 6	Pages 56 to 58
Strategy (risk and opportunities)	Subparagraphs 9(a), 10(a) and 10(b)	Description and type of risk or opportunity as included in the tables on pages 63 to 69
Scope 1 and 2 emissions	Subparagraphs 29(a)(i)(1) to (2) and 29(a)(ii) to (v)	FY2026 Scope 1 and Scope 2 Emissions (Location-based and Market-based) included in table *Summary of scope 1 and 2 emissions* on page 75

The requirements of AASB S2 identified in the table above form the criteria relevant to the specified Sustainability Disclosures and apply under Division 1 of Part 2M.3 of the *Corporations Act 2001* (the "Act").

We have not become aware of any matter in the course of our review that makes us believe that the Sustainability Disclosures specified in the table above do not comply with Division 1 of Part 2M.3 of the *Corporations Act 2001*.

Basis for Conclusion

Our review has been conducted in accordance with Australian Standard on Sustainability Assurance ASSA 5000 *General Requirements for Sustainability Assurance Engagements* ("ASSA 5000") issued by the AUASB. Our review includes obtaining limited assurance about whether the specified Sustainability Disclosures are free from material misstatement.

In applying the relevant criteria, we note that subsection 296C(1) of the Act includes a requirement to comply with AASB S2.

Our conclusion is based on the procedures we have performed and the evidence we have obtained in accordance with ASSA 5000. The procedures in a review vary in nature and timing from, and are less in extent than for, an audit. Consequently, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an audit been performed. See the *'Summary of the Work Performed'* section of our report below.

Our responsibilities under ASSA 5000 are further described in the *'Auditor's Responsibilities'* section of this report.

We are independent of the Group in accordance with the applicable ethical requirements of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Accounting Professional & Ethical Standards Board Limited (November 2018 incorporating all amendments to June 2024 (the "Code"), together with the ethical requirements in the Act, that are relevant to our review of the specified Sustainability Disclosures and public interest entities in Australia. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the Code.

We confirm that the independence declaration required by the Act, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

Our firm applies Australian Standard on Quality Management ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information*, or *Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management, including policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other information

The directors of the Group are responsible for the other information. The other information comprises the information included in the Group's annual report for the year ended 30 June 2026 but does not include the specified Sustainability Disclosures and our auditor's report thereon.

Our conclusion on the specified Sustainability Disclosures does not cover the other information and we do not express any form of assurance conclusion thereon. The other information includes the financial report upon which we have performed an audit and issued a separate auditor's report.

In connection with our review of the specified Sustainability Disclosures, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the specified Sustainability Disclosures, or our knowledge obtained when conducting the review, or otherwise appears to be materially misstated. If, based on the work we have performed, 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.

Responsibilities for the Specified Sustainability Disclosures

The Directors of the Group are responsible for:

a) The preparation of the specified Sustainability Disclosures in accordance with the Act; and

b) Designing, implementing and maintaining such internal control necessary to enable the preparation of the specified Sustainability Disclosures, in accordance with the Act that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibilities

Our objectives are to plan and perform the review to obtain limited assurance about whether the specified Sustainability Disclosures are free from material misstatement, whether due to fraud or error, and to issue a review report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the specified Sustainability Disclosures.

As part of a review in accordance with ASSA 5000, we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify and assess the risks of material misstatements, whether due to fraud or error, at the disclosure level but not for the purpose of providing a conclusion on the effectiveness of the entity's internal control.
- Design and perform procedures responsive to assessed risks of material misstatement at the disclosure level. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Summary of the Work Performed

A review is a limited assurance engagement and involves performing procedures to obtain evidence about the specified Sustainability Disclosures. The nature, timing and extent of procedures selected depend on professional judgement, including the assessed risks of material misstatement at the disclosure level, whether due to fraud or error. In conducting our review, we:

- Performed inquiries and walkthroughs to obtain an understanding of the reporting process for preparing the specified Sustainability Disclosures, including the identification of individuals involved and an understanding of key systems used.
- With respect to Governance disclosures:
  - Inquired with management and personnel responsible for the oversight of climate-related risk and opportunities to obtain an understanding of the Group's processes, controls and procedures to monitor, manage and oversee its climate-related risks and opportunities; and
  - Performed walkthroughs and inspected the Group's internal information (e.g. Board meeting minutes, terms of reference, committee charters and internal policies).
- With respect to Strategy (risk and opportunities) disclosures:
  - Obtained an understanding of the Group's process for identifying and assessing its climate-related risks and opportunities across its reporting boundary, including management's materiality assessment process, by performing inquiries to understand the sources of the information used by management (e.g. value chain mapping, strategy documents, stakeholder engagement, peer benchmarking) and inspecting the Group's internal documentation of this process; and
  - Assessed whether the climate-related risks and opportunities disclosed are appropriate and complete, based on management's process and judgements, and whether they have been accurately described and classified.
- With respect to Scope 1 and 2 emissions disclosures:
  - Obtained an understanding of the measurement approach, inputs and assumptions used to measure the Group's greenhouse gas emissions through inquiries, walkthroughs and inspection of process flow documentation, calculations and underlying support;
  - Performed analytical procedures (e.g. trend analysis or ratio analysis or independent expectations);
  - Agreed a sample of the underlying emissions data to supporting documentation and checked the mathematical accuracy of management's calculations;
  - Assessed the relevance and reliability of emissions factors used by management; and
  - Evaluated whether management has appropriately applied the requirements of AASB S2 and the NGER Scheme legislation in developing estimates used to report emissions, and whether the methods for developing such estimates are appropriate and have been applied consistently.
- Reconciled the specified Sustainability disclosures in the Sustainability Report to underlying supporting calculations and/or testing.
- Evaluated the overall presentation of the specified Sustainability Disclosures in the Sustainability Report and considered whether the specified Sustainability Disclosures as a whole are disclosed in accordance with the relevant requirements of AASB S2.

Our procedures did not include assessing the adequacy of design or operating effectiveness of controls, assessing the adequacy of the Group's governance framework and processes or separately developing our own estimate to compare with the Group's estimates.

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

Suzana Vlahovic
Partner
Chartered Accountants
Melbourne, 17 August 2026

DIRECTORS' DECLARATION UNDER S.296A

The directors declare that in the directors' opinion, the Company has taken reasonable steps to ensure that the substantive provisions of the Sustainability Report as set out on pages 53 to 79 are in accordance with the *Corporations Act 2001* (Cth), including:

(a) complying with applicable sustainability standards being the Australian Sustainability Reporting Standard *AASB S2 Climate-related Disclosures*; and

(b) the climate statement disclosures as required under s296D of the *Corporations Act 2001* (Cth).

Signed in accordance with a resolution of the directors made pursuant to s.296A(7) of the *Corporations Act 2001* (Cth).

On behalf of the Directors

Stephen Goddard
Chairman
17 August 2026

Nick Wells
Group Chief Executive Officer

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Independent Auditor's Report to the Members of JB Hi-Fi Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of JB Hi-Fi Limited (the "Company") and its subsidiaries (the "Group") which comprises the consolidated balance sheet as at 30 June 2026, the consolidated statement of profit or loss, the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information, the consolidated entity disclosure statement and the directors' declaration.

In our opinion, the accompanying financial report of the Group is in accordance with the *Corporations Act 2001*, including:

- Giving a true and fair view of the Group's financial position as at 30 June 2026 and of its financial performance for the year then ended; and
- Complying with Australian Accounting Standards and the *Corporations Regulations 2001.*

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 are independent of the Group in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Accounting Professional & Ethical Standards Board Limited (the Code) that are relevant to audits of the financial report of public interest entities in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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. These 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.

Key Audit Matter	How the scope of our audit responded to the Key Audit Matter

Inventory existence and valuation
 	
Refer to Note 8 Inventories
 	
As at 30 June 2026, the carrying value of the Group's inventories was $1,356.4 million, representing 35% of the Group's total assets.
 	
Inventories are primarily held at 355 retail stores, 6 home delivery centres and 2 warehouses in Australia and New Zealand. Given the quantum of the inventory balance and its nature, there is a greater susceptibility to loss and shrinkage, which results in an increased risk in relation to existence.
 	
As detailed in Note 8 of the financial statements, inventories are measured at the lower of cost and net realisable value on a weighted average basis. The cost of inventory represents its purchase price, net of associated rebates and discounts. Net realisable value represents the estimated selling price of inventories less estimated selling costs.
 	
Provisions are recognised against the cost of inventory for items where the net realisable value is estimated to be lower than cost.
 	
There is judgment inherent in:
 	
• Identifying obsolete, discontinued and slow-moving inventory, taking into consideration the nature and condition of the inventory and historical inventory turnover compared to current inventory on hand.
 	
• The estimation of net realisable value, taking into account recent sales history, expected future mark downs, expected future sales and estimated selling costs.
	Our audit procedures included the following:
	
	• Understanding the Group's processes and controls for inventory costing, stocktakes and the measurement of inventory provisions.
	
	• Evaluating the existence of inventory by:
	
	    • Attending stocktakes at a sample of store and warehouse locations to observe the stocktake process and the condition of inventory.
	
	    • Testing the recording of stocktake results to the general ledger and testing inventory movements from count date to year end.
	
	• Assessing the valuation of inventory by:
	
	    • Assessing the application of inventory costing methodologies for compliance with Australian Accounting Standards, including the recalculation of weighted average cost, on a sample basis, with reference to supplier invoices and associated supplier terms.
	
	    • Testing the accuracy and completeness of the report used by the Group to identify obsolete, discontinued and slow-moving inventory.
	
	    • Examining and challenging the Group's estimate of net realisable value with reference to recent sales history, expected future mark downs, expected future sales and estimated selling costs.
	
	• Evaluating the adequacy of the disclosures included in Note 8 to the financial statements.

Other Information

The directors are responsible for the other information.

The other information comprises:

- The Governance Statement, Directors' Report, Operating and Financial Review and additional securities exchange information, which we obtained prior to the date of this auditor's report, and are included in the Group's Preliminary Final Report;
- The Chairman's and Group Chief Executive Officer's Report, which will be included in the Group's annual report, which is expected to be made available to us after the date of this auditor's report; and
- The Sustainability Report upon which we have performed a review of specified sustainability disclosures and issued a separate auditor's review report.

Our opinion on the financial report does not cover the other information and we do not express any form of assurance conclusion thereon. The other information includes the Sustainability Report upon which we have performed a review of specified sustainability disclosures and issued a separate auditor's review 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 reports or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, 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.

Responsibilities of the Directors for the Financial Report

The directors are responsible:

- For the preparation of the financial report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Group in accordance with Australian Accounting Standards; and
- For such internal control as the directors determine is necessary to enable the preparation of the financial report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Group, and 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 has 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 this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the Group financial report. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on the Remuneration Report

Opinion on the Remuneration Report

We have audited the Remuneration Report included in pages 34 to 51 of the Directors' Report for the year ended 30 June 2026.

In our opinion, the Remuneration Report of JB Hi-Fi Limited, for the year ended 30 June 2026, 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.

DELOITTE TOUCHE TOHMATSU

Suzana Vlahovic
Partner
Chartered Accountants
Melbourne, 17 August 2026

Directors' declaration under s.295 of the Corporations Act

The directors declare that:

(a) in the directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable;

(b) the attached financial statements are in compliance with International Financial Reporting Standards, as stated in note 1 to the financial statements;

(c) in the directors' opinion, the attached financial statements and notes thereto are in accordance with the *Corporations Act 2001* (Cth), including compliance with accounting standards and giving a true and fair view of the financial position and performance of the consolidated entity;

(d) in the directors' opinion, the attached consolidated entity disclosure statement required by s.295(3A) of the *Corporations Act 2001* (Cth) is true and correct; and

(e) the directors have been given the declarations required by s.295A of the *Corporations Act 2001*.

At the date of this declaration, the Company is within the class of companies affected by ASIC Corporations (Wholly-owned Companies) Instrument 2016/785. The nature of the deed of cross guarantee is such that each company which is party to the deed guarantees to each creditor payment in full of any debt in accordance with the deed of cross guarantee.

In the directors' opinion, there are reasonable grounds to believe that the Company and the companies to which the ASIC Class Order applies, as detailed in note 22 to the financial statements will, as a group, be able to meet any obligations or liabilities to which they are, or may become, subject by virtue of the deed of cross guarantee.

Signed in accordance with a resolution of the directors made pursuant to s.295(5) of the *Corporations Act 2001* (Cth).

On behalf of the Directors

Stephen Goddard
Chairman
17 August 2026

Nick Wells
Group Chief Executive Officer

	Notes	Consolidated 2026 $m	2025 $m
Revenue	5	11,064.0	10,554.8
Cost of sales		(8,581.6)	(8,194.4)
Gross profit		2,482.4	2,360.4
Other income		11.9	12.6
Sales and marketing expenses		(1,229.0)	(1,167.0)
Occupancy expenses		(371.7)	(349.6)
Administration expenses		(53.4)	(52.7)
Other expenses		(98.7)	(98.0)
Finance costs	6	(41.6)	(37.7)
Profit before tax		699.9	668.0
Income tax expense	7	(210.4)	(205.2)
Profit for the year		489.5	462.8
Profit for the year attributable to:			
Owners of the Company		489.9	462.4
Non-controlling interests		(0.4)	0.4
		489.5	462.8
		Cents	*Cents*
Earnings per share attributable to owners of the Company			
Basic (cents per share)	3	448.14	422.98
Diluted (cents per share)	3	446.71	421.37

The above statement of profit or loss for the financial year ended 30 June 2026 should be read in conjunction with the accompanying notes.

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
for the financial year ended 30 June 2026

	Consolidated	
	2026 $m	*2025 $m*
Profit for the year	489.5	462.8
Other comprehensive income		
Items that may be reclassified subsequently to profit or loss		
Exchange differences on translation of foreign operations	(5.5)	0.8
Other comprehensive (loss)/income for the year (net of tax)	(5.5)	0.8
Total comprehensive income for the year	484.0	463.6
Total comprehensive income is attributable to:		
Owners of the Company	484.4	463.2
Non-controlling interests	(0.4)	0.4
	484.0	463.6

The above statement of profit or loss and other comprehensive income for the financial year ended 30 June 2026 should be read in conjunction with the accompanying notes.

		Consolidated	
	Notes	*2026* *$m*	*2025* *$m*
ASSETS			
Current assets			
Cash and cash equivalents	17	206.5	284.1
Trade and other receivables	9	184.6	186.5
Inventories	8	1,356.4	1,298.5
Other current assets	10	48.6	46.5
Total current assets		1,796.1	1,815.6
Non-current assets			
Plant and equipment	11	241.9	224.8
Deferred tax assets	7	64.8	65.7
Intangible assets	12	1,080.7	1,080.7
Right-of-use assets	16	630.8	638.7
Other non-current assets	10	57.4	57.2
Total non-current assets		2,075.6	2,067.1
Total assets		3,871.7	3,882.7
LIABILITIES			
Current liabilities			
Trade and other payables	13	846.6	893.4
Deferred revenue	14	325.9	305.1
Provisions	15	137.3	137.0
Lease liabilities	16	208.6	201.2
Current tax liabilities		18.5	15.4
Total current liabilities		1,536.9	1,552.1
Non-current liabilities			
Deferred revenue	14	127.5	130.9
Provisions	15	49.1	46.8
Lease liabilities	16	496.4	513.2
Other financial liabilities	21	18.5	17.9
Total non-current liabilities		691.5	708.8
Total liabilities		2,228.4	2,260.9
Net assets		1,643.3	1,621.8
EQUITY			
Contributed equity	19	264.5	291.4
Reserves	20	9.6	14.9
Retained earnings		1,364.4	1,310.3
Equity attributable to owners of the Company		1,638.5	1,616.6
Non-controlling interests		4.8	5.2
Total equity		1,643.3	1,621.8

The above balance sheet as at 30 June 2026 should be read in conjunction with the accompanying notes.

STATEMENT OF CHANGES IN EQUITY
for the financial year ended 30 June 2026

Consolidated	Notes	Attributable to owners of the Company								
		Contributed equity $m	*Equity-settled benefits reserve $m*	*Foreign currency translation reserve $m*	*Hedging reserves $m*	*Control reserve $m*	*Retained earnings $m*	*Total $m*	*Non-controlling interests $m*	*Total equity $m*
Balance at 1 July 2024		312.3	29.5	4.3	0.8	(6.1)	1,218.3	1,559.1	–	1,559.1
Profit for the year		–	–	–	–	–	462.4	462.4	0.4	462.8
Exchange difference on translation of foreign operations		–	–	0.8	–	–	–	0.8	–	0.8
Total comprehensive income for the year		–	–	0.8	–	–	462.4	463.2	0.4	463.6
Recognition of non-controlling interest from acquisition of subsidiary	25	–	–	–	–	–	–	–	4.8	4.8
Recognition of put option liability over non-controlling interest		–	–	–	–	(17.0)	–	(17.0)	–	(17.0)
Dividends paid	4	–	–	–	–	–	(385.9)	(385.9)	–	(385.9)
Acquisition of shares by employee share trust	19	(20.9)	–	–	–	–	–	(20.9)	–	(20.9)
Transfer of vested equity settled benefits[i]		–	(15.5)	–	–	–	15.5	–	–	–
Share-based payments - expense	6	–	16.6	–	–	–	–	16.6	–	16.6
Share-based payments - income tax	7	–	1.5	–	–	–	–	1.5	–	1.5
Balance at 30 June 2025		291.4	32.1	5.1	0.8	(23.1)	1,310.3	1,616.6	5.2	1,621.8
Balance at 1 July 2025		291.4	32.1	5.1	0.8	(23.1)	1,310.3	1,616.6	5.2	1,621.8
Profit for the year		–	–	–	–	–	489.9	489.9	(0.4)	489.5
Exchange difference on translation of foreign operations		–	–	(5.5)	–	–	–	(5.5)	–	(5.5)
Total comprehensive income for the year		–	–	(5.5)	–	–	489.9	484.4	(0.4)	484.0
Dividends paid	4	–	–	–	–	–	(453.7)	(453.7)	–	(453.7)
Acquisition of shares by employee share trust	19	(26.9)	–	–	–	–	–	(26.9)	–	(26.9)
Transfer of vested equity settled benefits		–	(17.9)	–	–	–	17.9	–	–	–
Share-based payments - expense	6	–	15.0	–	–	–	–	15.0	–	15.0
Share-based payments - income tax	7	–	3.1	–	–	–	–	3.1	–	3.1
Balance at 30 June 2026		264.5	32.3	(0.4)	0.8	(23.1)	1,364.4	1,638.5	4.8	1,643.3

(i) Upon vesting of equity-settled benefits, the expense recognised in the equity-settled benefits reserve is transferred to retained earnings. Refer to note 28 for further details on share-based payments.

The above statement of changes in equity for the financial year ended 30 June 2026 should be read in conjunction with the accompanying notes.

		Consolidated	
	Notes	2026 $m	2025 $m
Cash flows from operating activities			
Receipts from customers		12,221.8	11,626.4
Payments to suppliers and employees		(11,283.7)	(10,664.6)
Interest received		7.1	11.5
Interest and other finance costs paid on borrowings		(1.8)	(1.7)
Interest on lease liabilities	16	(38.7)	(35.3)
Income taxes paid		(203.5)	(224.7)
Net cash inflow from operating activities	17	701.2	711.6
Cash flows from investing activities			
Payment for business combination, net of cash acquired	25	–	(40.8)
Payments for plant and equipment	11	(87.5)	(82.3)
Proceeds from sale of plant and equipment		0.1	0.2
Net cash (outflow) from investing activities		(87.4)	(122.9)
Cash flows from financing activities			
Payments for shares acquired by the employee share trust	19	(26.9)	(20.9)
Net repayment of borrowings	18	–	(16.4)
Dividends paid to owners of the Company	4	(453.7)	(385.9)
Payment of lease liabilities	16	(210.4)	(199.2)
Net cash (outflow) from financing activities		(691.0)	(622.4)
Net decrease in cash and cash equivalents		(77.2)	(33.7)
Cash and cash equivalents at the beginning of the financial year		284.1	317.7
Effects of exchange rate changes on cash and cash equivalents		(0.4)	0.1
Cash and cash equivalents at end of year		206.5	284.1

The above statement of cash flows for the financial year ended 30 June 2026 should be read in conjunction with the accompanying notes.

Contents of the notes to the consolidated financial statements

1 ABOUT THIS REPORT

These are the consolidated financial statements of JB Hi-Fi Limited (Company or parent entity) and its controlled entities. JB Hi-Fi Limited and its controlled entities together are referred to in this financial report as the Group. For the purposes of preparing the consolidated financial statements the Company is a for-profit entity.

(a) Basis of preparation

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and interpretations issued by the Australian Accounting Standards Board and the *Corporations Act 2001*. Comparative figures have been adjusted for immaterial items post the finalisation of the provisional accounting for the acquisition of e&s. Refer to Note 25.

(i) Compliance with IFRS

The financial statements of JB Hi-Fi Limited comply with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB).

(ii) Historical cost convention

These financial statements have been prepared under the historical cost convention.

(iii) Corporate information

JB Hi-Fi Limited is a company limited by shares, incorporated and domiciled in Australia. Its registered office and principal place of business is Podium Level, 60 City Road, Southbank, Victoria.

The financial statements were authorised for issue by the directors on 17 August 2026.

(b) Rounding off of amounts

The Company is of a kind referred to in ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2026/183 and in accordance with that Corporations Instrument, amounts in the financial report are rounded off to the nearest hundred thousand dollars, unless otherwise stated.

(c) Sections

The notes in these financial statements have been organised into the following sections to help users find and understand the information they need to know:

(i) **Group Performance:** focuses on the results and performance of the Group;

(ii) **Operating Assets and Liabilities:** provides information on the assets and liabilities used to generate the Group's performance;

(iii) **Capital Structure and Risk Management:** outlines how the Group manages its capital and various financial risks;

(iv) **Group Structure:** explains aspects of the group structure and how any changes have affected the financial position and performance of the Group; and

(v) **Other Disclosures:** provides information on items which require disclosure to comply with Australian Accounting Standards and other regulatory pronouncements.

(d) Critical accounting estimates and assumptions

Estimates and judgements used in the preparation of these financial statements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Group and that are believed to be reasonable under the circumstances.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are included in the following notes:

Areas of judgement and estimate	Note
Inventory net realisable value	8
Impairment of goodwill and other intangible assets	12
Right-of-use assets and lease liabilities	16

GROUP PERFORMANCE

2 SEGMENT INFORMATION

(a) Description of segments

Management has determined the Group's operating segments based on the reports reviewed by the Group Chief Executive Officer that are used to make strategic and operating decisions.

The Group Chief Executive Officer considers the business primarily from a brand and geographic perspective. On this basis, management has identified four reportable segments, JB Hi-Fi Australia (JB Aust), JB Hi-Fi New Zealand (JB NZ), The Good Guys (TGG) and e&s. The Group Chief Executive Officer monitors the performance of these four segments separately. The Group does not operate any other brand or in any other geographic segment.

(b) Segment information provided to the Group Chief Executive Officer

The segment information provided to the Group Chief Executive Officer for the reportable segments for the year ended 30 June 2026 is as follows:

2026	*JB Aust $m*	*JB NZ $m*	*TGG $m*	*e&s $m*	*Total $m*
Revenue from external customers	7,416.4	430.7	2,943.8	273.1	11,064.0
EBITDA	703.1	16.1	279.4	9.8	1,008.4
Depreciation and impairment	(155.8)	(12.6)	(95.4)	(10.2)	(274.0)
EBIT	547.3	3.5	184.0	(0.4)	734.4
Interest on leases	(19.2)	(1.7)	(15.9)	(1.9)	(38.7)
Interest revenue					7.1
Other finance costs					(2.9)
Profit before income tax	528.1	1.8	168.1	(2.3)	699.9
Other segment information					
Segment Assets	1,860.5	126.0	1,709.4	175.8	3,871.7
Segment Liabilities	1,252.8	79.7	771.2	124.7	2,228.4

2025	*JB Aust $m*	*JB NZ $m*	*TGG[(i)] $m*	*e&s $m*	*Total[(i)] $m*
Revenue from external customers	7,103.2	361.4	2,865.0	225.2	10,554.8
EBITDA	680.2	8.2	252.7	11.8	952.9
Depreciation and impairment	(149.9)	(8.4)	(92.9)	(7.6)	(258.8)
EBIT	530.3	(0.2)	159.8	4.2	694.1
Interest on leases	(19.2)	(1.4)	(13.1)	(1.6)	(35.3)
Interest revenue					11.5
Other finance costs					(2.3)
Profit before income tax	511.1	(1.6)	146.7	2.6	668.0
Other segment information					
Segment Assets	1,875.7	121.0	1,706.6	179.4	3,882.7
Segment Liabilities	1,253.8	71.5	803.0	132.6	2,260.9

(i) Excluding the one-off expense of $13.7 million relating to the resolution of the ACCC proceedings against The Good Guys, The Good Guys profit before income tax was $160.4 million and the Group profit before tax was $681.7 million.

EBIT and EBITDA

The Group Chief Executive Officer assesses the performance of the Group's operating segments based on EBIT and EBITDA. EBIT excludes the effects of interest revenue, finance costs and income tax. EBITDA further excludes depreciation, amortisation and impairment charges.

	Consolidated 2026 Cents	Consolidated 2025 Cents
3 EARNINGS PER SHARE		
Basic (cents per share)	448.14	422.98
Diluted (cents per share)	446.71	421.37

	Consolidated 2026 $m	Consolidated 2025 $m
(a) Reconciliation of earnings used in calculating earnings per share		
Basic earnings per share		
Profit for the year attributable to owners of the Company	489.9	462.4
Diluted earnings per share		
Profit for the year attributable to owners of the Company	489.9	462.4

	Consolidated 2026 Number m	Consolidated 2025 Number m
(b) Weighted average number of shares used as the denominator		
Weighted average number of ordinary shares used as the denominator in calculating basic earnings per share	109.3	109.3
Adjustments for calculation of diluted earnings per share:		
Options	0.3	0.4
Weighted average number of ordinary and potential ordinary shares used as the denominator in calculating diluted earnings per share	109.6	109.7

(c) Information concerning the classification of securities

Options

Options granted under the Company's share option plans are considered to be potential ordinary shares and have been included in the determination of diluted earnings per share to the extent to which they are dilutive (349,255 options are considered dilutive (2025: 418,267), zero are considered anti-dilutive (2025: zero)). The options have not been included in the determination of basic earnings per share. Details relating to the options are set out in note 28.

	2026 Cents per share	2026 $m	2025 Cents per share	2025 $m
4 DIVIDENDS				
Recognised amounts				
Final dividend - previous financial year	105.00	114.8	103.00	112.6
Special dividend - previous financial year	100.00	109.3	80.00	87.5
Interim dividend - current financial year	210.00	229.6	170.00	185.8
	415.00	453.7	353.00	385.9
Unrecognised amounts				
Final dividend - current financial year	127.00	138.9	105.00	114.8
Special dividend - current financial year	–	–	100.00	109.3
Total	127.00	138.9	205.00	224.1

In respect of the financial year ended 30 June 2026, the directors have recommended the payment of a final dividend of 127 cents per share. The record date is 28 August 2026.

All dividends declared and subsequently paid by the Company are franked to 100% at the 30% corporate income tax rate.

4 DIVIDENDS (continued)

	Consolidated 2026 $m	Consolidated 2025 $m
(a) Franking account balance		
Franking credits available for subsequent reporting periods based on a tax rate of 30.0% (2025: 30.0%)	650.2	634.8

The above amounts represent the balance of the franking account as at the end of the financial year, adjusted for franking credits that will arise from the payment of the amount of the provision for income tax.

The impact on the franking account of the dividend recommended by the directors since year end, but not recognised as a liability at year end, will be a reduction in the franking account of $59.5 million (2025: $96.1 million).

	Consolidated 2026 $m	Consolidated 2025 $m
5 REVENUE		
Sale of goods and services - Stores and other channels	9,215.8	8,862.4
Sale of goods and services - Online and over the phone	1,848.2	1,692.4
Total Revenue	11,064.0	10,554.8

(a) Revenue recognition

The Group generates revenue from the sale of products and services, both as a principal and as an agent, to retail and commercial customers. Revenue is recognised in accordance with the principles set out below, in an amount that reflects the consideration expected to be received in exchange for those goods or services. Revenue excludes goods and services tax and is recognised net of discounts and sales returns.

Where payment for the goods or services is received in advance, the amount is recognised as deferred revenue in the balance sheet until the goods or services have been delivered to, or collected by, the customer.

Gift cards are considered a prepayment for goods or services to be delivered in the future. The Group recognises deferred revenue in the balance sheet relating to the gift cards and recognises revenue when the customer redeems the gift card and the Group fulfils the performance obligation related to the transaction. Revenue is also recognised where the likelihood of the gift card being redeemed by the customer is deemed remote.

(i) Product revenue

The Group generates product revenue from the sale of consumer electronics, home appliances and bathroom products.

Product revenue is recognised on a “point in time” basis when control of the goods transfers to the customer. Control of the goods transfers to the customer either at the point of sale or when the goods are delivered to, or collected by, the customer. Any fees charged to the customer for delivery are recognised as revenue when the delivery has been completed.

In most cases, the Group is the principal in product revenue transactions, recognising revenue on a gross basis. For certain transactions, the Group acts as a sales agent and recognises commission, which represents the consideration received from the customer net of amounts payable to third parties responsible for fulfilling the performance obligation for the customer. The Group typically recognises commission arising from such transactions when the goods are delivered to the customer by the third party.

5 REVENUE (continued)

(a) Revenue recognition (continued)

(ii) Services revenue

The Group generates revenue from installation, IT services, extended care and customer support services.

The Group recognises revenue for services, such as installation and IT services once the service is completed, as this is when the customer has the ability to direct the use of and obtain benefits from the service.

For extended care and customer support services where the Group is the principal, revenue is recognised on an "over time basis" from the date the service commences until the date the service is completed. Such contracts typically contain multiple performance obligations with service terms ranging up to 7 years. The Group recognises revenue for these services on a usage basis, an input method of measuring progress over the related contract term, which is generally time based.

For extended care and customer support services where the Group acts as an agent, the Group recognises commission, which represents the consideration received from the customer net of amounts payable to third parties responsible for fulfilling the performance obligation for the customer. The Group typically recognises commission arising from such transactions at the point of sale to the customer, which is when the Group completes arranging the sale on behalf of the third party.

The Group generated 0.4% of its total revenue on an over time basis in the current year (2025: 0.4%).

	Consolidated	
	2026 *$m*	*2025* *$m*
6 EXPENSES		
Profit before income tax includes the following specific expenses:		
Finance costs		
Interest and other finance costs on borrowings	1.8	1.4
Interest on leases	38.7	35.3
Other interest expense	1.1	0.9
	41.6	37.6
Employee benefits expenses		
Share-based payments - expense	15.0	16.6
Defined contribution superannuation expense	111.6	101.7
Other employee benefits	1,025.8	979.3
	1,152.4	1,097.6
Depreciation and impairment		
Depreciation - Plant and equipment	65.7	58.2
Impairment - Plant and equipment	0.2	3.3
Depreciation - Right-of-use assets	208.1	197.3
	274.0	258.8

	Consolidated 2026 $m	Consolidated 2025 $m
7 TAXATION		
(a) Income tax expense		
Current tax	209.5	217.9
Deferred tax	0.9	(12.7)
	210.4	205.2
(b) Numerical reconciliation of income tax expense to prima facie tax payable		
Profit from continuing operations before income tax	699.9	668.0
Tax at the Australian tax rate of 30.0% (2025: 30.0%)	210.0	200.4
Effect of expenses that are not deductible in determining taxable profit	5.6	9.7
Effect of different tax rates of subsidiaries operating in other jurisdictions	–	0.1
Effect of other deductibles in determining taxable profit	(5.4)	(4.8)
Unrecognised New Zealand timing differences	0.2	(0.2)
Tax expense	210.4	205.2
(c) Amounts recognised directly in equity		
The following current and deferred amounts were charged directly to equity during the period:		
Current tax		
Tax effect of employee share options in reserves	3.1	1.5
(d) Deferred tax		
The balance comprises temporary differences attributable to:		
Deferred tax assets		
Provisions	50.3	48.3
Inventories	15.6	15.0
Deferred revenue	52.7	52.1
Plant and equipment	34.2	30.3
Lease liabilities	200.9	204.6
Other	5.7	12.7
	359.4	363.0
Deferred tax liabilities		
Brand names	(90.1)	(90.1)
Prepayments	(24.3)	(23.9)
Right-of-use asset	(180.2)	(183.3)
	(294.6)	(297.3)
Net deferred tax assets	64.8	65.7

All movements in the above temporary differences have been charged to income.

7 TAXATION (continued)

(e) Recognition and measurement

Current tax

Current tax represents the amount expected to be paid to taxation authorities on taxable income for the period, using tax rates enacted or substantively enacted at the reporting date and any adjustment to tax payable in respect of previous years. Current tax for current and prior periods is recognised as a liability (or asset) to the extent that it is unpaid (or refundable).

Deferred tax

Deferred tax is accounted for using the balance sheet liability method, providing for temporary differences between the carrying amounts of assets and liabilities under financial reporting and taxation purposes. Deferred tax is measured at the rates that are expected to apply in the period in which the liability is settled or asset realised, based on tax rates enacted or substantively enacted at the reporting date.

(f) Tax consolidation legislation

The Company and its wholly owned Australian resident entities are part of a tax consolidated group and are therefore taxed as a single entity. The head entity within the tax consolidated group is JB Hi-Fi Limited. The members of the tax consolidated group are identified at note 22.

Tax expense/income, deferred tax liabilities and deferred tax assets arising from temporary differences of the members of the tax consolidated group are recognised in the separate financial statements of the members of the tax consolidated group using the 'separate taxpayer within group' approach by reference to the carrying amounts in the separate financial statements of each entity and the tax values applying under tax consolidation. Current tax liabilities and assets and deferred tax assets arising from unused tax losses and relevant tax credits of the members of the tax consolidated group are recognised by the Company (as head entity in the tax consolidated group).

Where the tax contribution amount recognised by each member of the tax consolidated group for a particular period is different to the aggregate of the current tax liability or asset and any deferred tax asset arising from unused tax losses and tax credits in respect of that period, the difference is recognised as a contribution from (or distribution to) equity participants.

(g) Nature of tax funding and tax sharing agreements

Entities within the tax consolidated group have entered into a tax funding arrangement and a tax sharing agreement with the head entity. Under the terms of the tax funding arrangement, JB Hi-Fi Limited and each of the entities in the tax consolidated group have agreed to pay a tax equivalent payment to or from the head entity, based on the current tax liability or current tax asset of the entity. Such amounts are reflected in amounts receivable from or payable to other entities in the tax consolidated group.

The tax sharing agreement entered into between members of the tax consolidated group provides for the determination of the allocation of income tax liabilities between the entities should the head entity default on its tax payment obligations or if an entity should leave the tax consolidated group. The effect of the tax sharing agreement is that each member's liability for tax payable by the tax consolidated group is limited to the amount payable to the head entity under the tax funding agreement.

(h) Pillar Two legislation

The Group has applied the mandatory exception under AASB 112 *Income Taxes* to the recognition and disclosure of deferred taxes arising from Pillar Two income taxes. The Group's current tax expense related to Pillar Two income taxes is nil (2025: nil).

OPERATING ASSETS AND LIABILITIES

	Consolidated 2026 $m	Consolidated 2025 $m
8 INVENTORIES		
Finished goods	1,356.4	1,298.5

(a) Recognition and measurement

Inventories are valued at the lower of cost and net realisable value. Cost is calculated on a weighted average basis, comprising the purchase price, less supplier rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs necessary to make the sale. Inventory provisions are recognised where the net realisable value of inventory is estimated to be lower than its carrying value as well as to allow for estimated inventory losses associated with shrinkage.

When determining the net realisable value of inventories (which is most applicable to obsolete, end of life and slow moving inventory), the Group uses its judgement to determine the expected selling price and the estimated costs necessary to make the sale. These assumptions are reviewed at least annually.

	Consolidated 2026 $m	Consolidated 2025 $m
9 TRADE AND OTHER RECEIVABLES		
Trade receivables	102.2	97.9
Allowance for expected credit losses	(1.6)	(2.1)
	100.6	95.8
Other receivables	84.0	90.7
	184.6	186.5

(a) Terms and conditions

Trade and other receivables

Trade receivables relate to amounts due from commercial customers. Other receivables primarily relate to supplier rebates that are expected to be received on a gross basis from suppliers. Supplier rebates which are net settled are presented on a net basis with the related trade payables balance (note 13).

Trade and other receivables are recognised initially at their transaction price and are subsequently measured at amortised cost using the effective interest method, less an allowance for expected credit losses. The average credit period for trade and other receivables is 30 days. There are no material trade and other receivables past due.

Allowance for expected credit losses

The Group assesses the expected credit losses associated with its trade and other receivables on a forward-looking basis. The Group applies the simplified approach to measuring expected credit losses, which requires expected lifetime losses to be recognised from initial recognition of the receivables. Credit insurance is carried for most amounts due from commercial customers. Individual debts which are known to be uncollectable are written off when identified.

	Consolidated 2026 $m	Consolidated 2025 $m
10 OTHER ASSETS		
Current		
Prepayments	48.6	46.5
	48.6	46.5
Non-current		
Prepayments	57.4	57.2
	57.4	57.2

Prepayments includes premiums in relation to extended warranty component of The Good Guys Gold Service Extras program and general prepaid expenses. Gold Service Extras is an extended care program operated by The Good Guys, which encompasses a range of features including extended warranty. The prepaid premiums are amortised to profit or loss over time, concurrent with the recognition of revenue from the extended warranty service.

	Plant and equipment $m	*Leasehold improvements $m*	*Total $m*
11 PLANT AND EQUIPMENT			
At 1 July 2024			
Cost	378.3	293.5	671.8
Accumulated depreciation and impairment	(262.5)	(212.4)	(474.9)
Net book amount	115.8	81.1	196.9
Year ended 30 June 2025			
Opening net book amount	115.8	81.1	196.9
Exchange differences	0.2	0.1	0.3
Acquisition of subsidiary	8.6	0.8	9.4
Additions	45.1	37.2	82.3
Disposals	(1.9)	(0.7)	(2.6)
Depreciation charge	(31.1)	(27.1)	(58.2)
Impairment loss	(2.3)	(1.0)	(3.3)
Closing net book amount	134.4	90.4	224.8
At 30 June 2025			
Cost	417.0	320.9	737.9
Accumulated depreciation and impairment	(282.6)	(230.5)	(513.1)
Net book amount	134.4	90.4	224.8
Year ended 30 June 2026			
Opening net book amount	134.4	90.4	224.8
Exchange differences	(1.5)	(0.7)	(2.2)
Additions	50.0	37.5	87.5
Disposals	(1.4)	(0.9)	(2.3)
Depreciation charge	(33.8)	(31.9)	(65.7)
Impairment loss	(0.2)	–	(0.2)
Closing net book amount	147.5	94.4	241.9
At 30 June 2026			
Cost	448.4	346.5	794.9
Accumulated depreciation and impairment	(300.9)	(252.1)	(553.0)
Net book amount	147.5	94.4	241.9

(a) Recognition and measurement

Plant and equipment and leasehold improvements are stated at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the item.

11 PLANT AND EQUIPMENT (continued)

(a) Recognition and measurement (continued)

Depreciation is calculated on a straight line basis so as to write off the net cost of each asset over its expected useful life to its estimated residual value. The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period taking into consideration physical, economic and environmental factors, which includes, but is not limited to, asset condition, expected use, wear-and-tear, technology changes, and climate-related risks. The effect of any changes are recognised on a prospective basis.

The following estimated useful lives are used in the calculation of depreciation:

- Leasehold improvements 1 to 15 years
- Plant and equipment 1.5 to 15 years

	Goodwill $m	*Brand names $m*	*Total $m*
12 INTANGIBLE ASSETS			
Year ended 30 June 2025			
Opening net book amount	747.0	284.4	1,031.4
Acquisition of subsidiary (note 25)	33.2	16.1	49.3
Closing net book amount	780.2	300.5	1,080.7
Year ended 30 June 2026			
Opening net book amount	780.2	300.5	1,080.7
Closing net book amount	780.2	300.5	1,080.7

(a) Recognition and measurement

Goodwill

Goodwill represents the excess of the cost of an acquisition over the fair value of the Group's share of the net identifiable assets of the acquired subsidiary or business at the date of the acquisition.

Brand names

Brand names that are acquired as part of a business combination are recognised separately from goodwill. These assets are measured at their fair value at the date of acquisition using the relief from royalty method. Brand names are subsequently carried at cost less accumulated impairment losses.

Brand names have indefinite useful lives and therefore do not attract amortisation. As at 30 June 2026, management has concluded that an indefinite useful life remains appropriate as the Group expect to continue using the brand names for the foreseeable future and there are no legal, technical or commercial factors indicating that the brand names have a limited life.

(b) Impairment testing

The carrying amount of goodwill and brand names is allocated to the following groups of Cash Generating Units (CGUs) for impairment testing purposes:

	Consolidated	
	2026 $m	*2025 $m*
Goodwill		
The Good Guys	577.9	577.9
JB Hi-Fi Australia	176.4	176.4
e&s	25.9	25.9
	780.2	780.2
Brand names		
The Good Guys	241.3	241.3
JB Hi-Fi Australia	43.1	43.1
e&s	16.1	16.1
	300.5	300.5

12 INTANGIBLE ASSETS (continued)

(b) Impairment testing (continued)

The recoverable amount of each CGU has been determined based on value in use calculations.

The key assumptions used in the value in use calculations include the FY2027 financial budget, sales growth, gross margin, cost of doing business (CODB) and the discount rate. These assumptions are based on past experience and the Company's forecast operating and financial performance for each CGU taking into account current market and economic conditions, risks, uncertainties and opportunities for improvement for each CGU.

The value in use calculations use cash flow projections over a 5 year period, extrapolated into perpetuity using a long-term growth rate. The cash flows projections in Year 1 are based on financial budgets for the 2027 financial year, as approved by the Board. The cash flow projections into perpetuity assume a steady growth rate of 2.5% (2025: 2.5%), which is consistent with the mid-point of long-term inflation forecasts by recognised bodies.

A post-tax discount rate of 9.5% (2025: 9.5%) has been used for JB Hi-Fi Australia and The Good Guys CGUs while a post-tax discount rate of 10% has been used for the e&s CGU.

The Group has conducted sensitivity analysis taking into consideration the current uncertain macro-economic conditions, which indicated that no reasonably possible change in key assumptions would result in an impairment loss. Accordingly, the Group has concluded that no impairment is required based on current market and economic conditions and expected future performance.

	Consolidated	
	2026 *$m*	*2025* *$m*
13 TRADE AND OTHER PAYABLES		
Trade payables	750.7	787.3
Goods and services tax (GST) payable	60.5	55.1
Other creditors and accruals	35.4	51.0
	846.6	893.4

Trade payables and other creditors and accruals represent liabilities for goods and services provided to the Group prior to the end of financial year which are unpaid. In 2025, Other creditors and accruals include liabilities relating to the resolution of the ACCC proceedings against The Good Guys. Trade and other payables are stated at amortised cost. The amounts are unsecured and are usually settled within 45 days of recognition. Supplier rebates that are expected to be settled on a net basis are presented on a net basis with the related trade payables balance.

	Consolidated	
	2026 *$m*	*2025* *$m*
14 DEFERRED REVENUE		
Current		
Deferred revenue	325.9	305.1
	325.9	305.1
Non-current		
Deferred revenue	127.5	130.9
	127.5	130.9

Deferred revenue relates to unfulfilled services to be performed under The Good Guys Gold Service Extras program, unredeemed gift cards and customer deposits. Gold Service Extras is an extended care program operated by The Good Guys, which encompasses a range of features including extended warranty. Refer to note 5(a) for the Group's revenue recognition accounting policy.

It is expected that 74% (2025: 72%) of Non-current Deferred revenue will be recognised in the next 3 financial years and the remaining 26% (2025: 28%) recognised in the following 3 years.

	Consolidated 2026 $m	Consolidated 2025 $m
15 PROVISIONS		
Current		
Employee benefits	137.0	136.4
Lease make good provision	0.3	0.6
	137.3	137.0
Non-current		
Employee benefits	10.6	9.3
Lease make good provision	38.5	37.5
	49.1	46.8

(a) Recognition and measurement

(i) Employee benefits

Liabilities for wages and salaries, including non-monetary benefits, are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and unpaid bonuses are recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

Contributions to defined contribution superannuation plans are expensed when employees have rendered services entitling them to the contributions.

The liability for long service leave is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees, up to the end of the reporting period. Expected future payments are discounted using the Australian corporate bond discount rate curve as published by Milliman with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

Management judgement is applied in determining the following key assumptions used in the calculation of long service leave at balance date:

- future increases in wages and salaries;
- future on cost rates; and
- experience of employee departures and period of service.

(ii) Lease make good provision

The lease make good provision includes the Group's best estimate of the amount required to return the Group's leased premises to their original condition at the end of the lease term in accordance with the terms of the lease.

16 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

The Group leases various properties including retail stores, warehouses and offices and equipment in Australia and New Zealand. Lease agreements are typically entered into for fixed periods ranging from 1 to 10 years, have varying terms and commonly include extension options and annual increase clauses. Certain store leases contain variable lease payment terms that are linked to store sales.

Retail store leases can enter 'hold-over' from time to time, where the Group continues to occupy and use a property on a rolling basis beyond the contractual lease term. This typically occurs when a lease renewal process extends beyond the expiry of the lease, with both the Group and lessor having an economic incentive for the lease arrangement to continue in expectation of reaching an agreement on renewal terms. Refer to note 16(e) for the Group's key judgements in accounting for leases in hold-over.

The carrying value of right-of-use assets and lease liabilities is presented below:

	Properties $m	*Equipment $m*	*Total $m*
(a) Right-of-use assets			
At 1 July 2024			
Cost	1,140.0	13.0	1,153.0
Accumulated depreciation and impairment	(576.0)	(8.7)	(584.7)
Carrying value	564.0	4.3	568.3
Year ended 30 June 2025			
Opening carrying value	564.0	4.3	568.3
Acquisition of subsidiary	30.6	1.2	31.8
Additions, modifications and other reassessments of leases	232.3	3.4	235.7
Depreciation	(194.2)	(3.1)	(197.3)
Foreign exchange translation	0.2	–	0.2
Closing carrying value	632.9	5.8	638.7
At 30 June 2025			
Cost	1,341.9	15.9	1,357.8
Accumulated depreciation and impairment	(709.0)	(10.1)	(719.1)
Closing carrying value	632.9	5.8	638.7
Year ended 30 June 2026			
Opening carrying value	632.9	5.8	638.7
Additions, modifications and other reassessments of leases	194.0	8.5	202.5
Depreciation	(205.3)	(2.8)	(208.1)
Foreign exchange translation	(2.3)	–	(2.3)
Closing carrying value	619.3	11.5	630.8
At 30 June 2026			
Cost	1,392.1	22.1	1,414.2
Accumulated depreciation and impairment	(772.8)	(10.6)	(783.4)
Closing carrying value	619.3	11.5	630.8

16 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (continued)

	Properties $m	*Equipment $m*	*Total $m*
(b) Lease liabilities			
Year ended 30 June 2025			
Opening carrying value	638.0	4.4	642.4
Acquisition of subsidiary	30.6	1.2	31.8
New and modified leases	235.7	3.5	239.2
Payment of lease liabilities	(196.1)	(3.1)	(199.2)
Payment of interest on lease liabilities	(35.0)	(0.3)	(35.3)
Interest expense	35.0	0.3	35.3
Foreign exchange translation	0.2	–	0.2
Closing carrying value	708.4	6.0	714.4
At 30 June 2025			
Current	199.1	2.1	201.2
Non-current	509.3	3.9	513.2
Total	708.4	6.0	714.4
Year ended 30 June 2026			
Opening carrying value	708.4	6.0	714.4
New and modified leases	195.3	8.6	203.9
Payment of lease liabilities	(207.7)	(2.7)	(210.4)
Payment of interest on lease liabilities	(38.2)	(0.5)	(38.7)
Interest expense	38.2	0.5	38.7
Foreign exchange translation	(2.9)	–	(2.9)
Closing carrying value	693.1	11.9	705.0
At 30 June 2026			
Current	205.7	2.9	208.6
Non-current	487.4	9.0	496.4
Total	693.1	11.9	705.0

	2026 $m	*2025 $m*
(c) Amounts recognised in the Statement of Profit or Loss		
Depreciation expense on right-of-use assets	208.1	197.3
Interest expense on lease liabilities	38.7	35.3
Property lease expense[(i)]	18.1	14.9

(i) The property lease expense includes short-term, low value and variable rent expenses which are included within occupancy expenses.

(d) Recognition and Measurement

A right-of-use asset and corresponding lease liability are recognised at commencement of the lease.

Lease liabilities are initially measured at the present value of the lease payments, discounted at the rate implicit in the lease, or if that cannot be readily determined, at the Group's incremental borrowing rate. The weighted average incremental borrowing rate used during the year was 5.70% (2025: 5.51%).

Lease liabilities are subsequently measured at amortised cost using the effective interest rate method. Lease liabilities are remeasured, with a corresponding adjustment to the right-of-use asset, when there is a change in future lease payments resulting from a rent review, change in an index or rate such as inflation, or change in the Group's assessment of whether it is reasonably certain to exercise an extension option.

16 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (continued)

(d) Recognition and Measurement (continued)

AASB 16 permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement. The Group has applied this practical expedient.

The right-of-use asset is initially measured at cost, comprising: the initial lease liability; any lease payments already made less any lease incentives received; initial direct costs; and any make good costs. The right-of-use asset is subsequently depreciated on a straight line basis over the shorter of the lease term or the useful life of the underlying asset.

Leases of low value assets and short-term leases of 12 months or less are expensed to profit or loss on a straight line basis. Low value assets primarily comprise office equipment such as printers and photocopiers.

(e) Key judgements

Lease term

The lease term is determined at lease commencement or at the effective date of a lease modification. The lease term represents the non-cancellable term, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised.

Extension options are a common feature within the Group's property leases, providing the Group with operational flexibility should a property perform below expectations, a relocation opportunity arises or the economic outlook adversely changes. Hence, at lease commencement, extension options are not typically considered reasonably certain to be exercised, unless there is a clear economic incentive for extension.

Extension options held are exercisable only by the Group and not by the lessors. The Group does not have any options to purchase leased assets.

After lease commencement, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise (or not exercise) an extension option.

In assessing whether the Group is reasonably certain to extend or renew a lease in hold-over, the Group considers all relevant facts and circumstances that create an economic incentive for the Group to remain in the leased premises and whether a right-of-use asset and lease liability should be recognised, or whether the lease should be accounted for as a short-term lease. When an economic incentive exists, the Group estimates the expected lease term, lease liability and related right-of-use asset based on information available at the date the lease enters hold-over. When a new lease agreement is subsequently entered into, the Group accounts for any change in terms in accordance with the principles that apply to lease modifications.

CAPITAL STRUCTURE AND RISK MANAGEMENT

17 NOTES TO THE CASH FLOW STATEMENT

For the purposes of the cash flow statement, cash and cash equivalents includes cash on hand and in banks, net of outstanding bank overdrafts.

(a) Reconciliation of cash and cash equivalents

Cash and cash equivalents at the end of the financial year as shown in the cash flow statement is reconciled as follows:

	Consolidated	
	2026 $m	*2025 $m*
Cash	206.5	284.1
Bank overdrafts	–	–
Cash and cash equivalents	206.5	284.1
(b) Reconciliation of net cash inflow from operating activities to profit		
Profit for the year	489.5	462.8
Depreciation and amortisation	273.8	255.4
Impairment charges	0.2	3.3
Share-based payments - expense	15.0	16.6
Share-based payments - income tax	3.1	1.5
Net loss on disposal of non-current assets	2.2	2.4
Change in operating assets and liabilities:		
(Increase) decrease in inventories	(65.4)	(143.6)
(Increase) decrease in current receivables	(0.1)	(39.6)
(Increase) decrease in other current assets	(1.9)	(4.9)
(Increase) decrease in deferred tax assets	0.8	(7.8)
(Increase) decrease in other non-current assets	(0.1)	(3.7)
(Decrease) increase in current payables	(41.2)	139.7
(Decrease) increase in current provisions	0.7	10.4
(Decrease) increase in current deferred revenue	21.1	18.6
(Decrease) increase in non-current provisions	2.7	3.1
(Decrease) increase in non-current deferred revenue	(3.3)	9.4
(Decrease) increase in other non-current liabilities	1.2	1.3
(Decrease) increase in current tax liabilities	2.9	(13.3)
Net cash inflow from operating activities	701.2	711.6

	Consolidated	
	2026 $m	*2025 $m*
18 BORROWINGS		
Reconciliation of liabilities arising from financing activities		
Opening borrowings	–	15.0
Acquisition of subsidiary	–	1.4
Net (repayment)/drawdown of borrowings	–	(16.4)
Effects of exchange rate changes	–	0.1
Debt issue costs paid	–	(0.2)
Amortisation of debt issue costs	–	0.1
	–	–

The Group's trade finance facility of $200.0 million, term debt facilities of $50.0 million and bank overdraft facilities of $20.0 million remain unchanged from 30 June 2025. The Group has total unused borrowing facilities of $270.0 million at 30 June 2026 in addition to cash on hand of $206.5 million. Refer to note 21(a) for further details on the Group's financing facilities.

18 BORROWINGS (continued)

(a) Recognition and measurement

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost.

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 reporting date, and intends to do so.

The Group monitors compliance with its financial covenants on a monthly basis and reports compliance on a semi-annual basis to the banks. The Group has complied with all such requirements during the current and previous year.

	Parent entity		Parent entity	
	2026 Shares	*2025 Shares*	*2026 $m*	*2025 $m*
19 CONTRIBUTED EQUITY				
(a) Share capital				
Ordinary shares - fully paid	109,333,981	109,333,981	264.5	291.4

Ordinary shares issued are classified as equity and are fully paid, have no par value and carry one vote per share and the right to dividends. Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction, net of tax, from the proceeds.

If the entity reacquires its own equity instruments, for example, as the result of a share buy-back, those instruments are deducted from equity and the associated shares are cancelled. No gain or loss is recognised in the profit or loss and the consideration paid, including any directly attributable incremental costs (net of income taxes), is recognised directly in equity.

(b) Movements in ordinary share capital

Date	*Details*	*Number of shares*	*$m*
1 July 2024	Opening balance	109,333,981	312.3
	Unallocated shares held by employee share trust	(5,591)	–
	Balance excluding shares held by employee share trust	109,328,390	312.3
	Shares acquired by employee share trust	(274,501)	(20.9)
	Allocation of shares under share option and variable reward plan	269,542	–
	Balance excluding shares held by employee share trust	109,323,431	291.4
	Unallocated shares held by employee share trust	10,550	–
30 June 2025	Closing balance	109,333,981	291.4
1 July 2025	Opening balance	109,333,981	291.4
	Unallocated shares held by employee share trust	(10,550)	–
	Balance excluding shares held by employee share trust	109,323,431	291.4
	Shares acquired by employee share trust	(239,685)	(26.9)
	Allocation of shares under share option and variable reward plan	238,190	–
	Balance excluding shares held by employee share trust	109,321,936	264.5
	Unallocated shares held by employee share trust	12,045	–
30 June 2026	Closing balance	109,333,981	264.5

19 CONTRIBUTED EQUITY (continued)

(c) Share options

In accordance with the provisions of the Company's share option plans, as at 30 June 2026, executives and non-executive management have options over 349,255 ordinary shares (of which 12,045 were vested), in aggregate, with various expiry dates. Refer to note 28 for further details on the Group's share option plans.

As at 30 June 2025, executives and non-executive management had options over 430,969 ordinary shares (of which 6,870 were vested), in aggregate, with various expiry dates.

Share options granted under the Company's share option plans carry no rights to dividends and no voting rights.

(d) Capital management

The Board reviews the capital structure on an ongoing basis. The Group's objective is to maintain an optimal capital structure which seeks to reduce the cost of capital and to ensure the Group has access to adequate capital to sustain the future development of the business.

As part of its capital management program, the Group monitors the return on invested capital and the gearing ratio. The Group defines return on invested capital as earnings before interest and tax (EBIT) divided by the sum of total equity plus net debt/(net cash) and the gearing ratio as term debt excluding capitalised borrowing costs, divided by earnings before interest, taxation, depreciation, amortisation and impairment (EBITDA).

The Board regularly reviews the capital structure and seeks to strike a balance between shareholder returns and ensuring adequate capital is retained for the growth of the business so as to maximise long-term shareholder returns.

As announced in August 2025, from FY2026 the Board reviewed the Group's capital structure and increased the dividend payout ratio from 65% to a range of 70-80% of NPAT. The FY2026 total ordinary dividend of 337.0 cents per share represents 75% of FY2026 NPAT. The capital management initiatives announced reflect the Board's commitment to maximising returns to all shareholders, whilst maintaining an optimal capital structure that provides the Group with balance sheet capacity to invest in organic and inorganic opportunities.

The Group's return on invested capital and gearing ratios as at 30 June 2026 and 30 June 2025 were as follows:

	Consolidated	
	2026 $m	*2025 $m*
Return on invested capital		
Profit before tax	699.9	668.0
Net finance costs	34.5	26.1
EBIT	734.4	694.1
Cash and cash equivalents	(206.5)	(284.1)
Net cash	(206.5)	(284.1)
Total equity	1,643.3	1,621.8
Invested capital	1,436.8	1,337.7
Return on invested capital	51.1%	51.9%
Gearing ratio		
Borrowings	–	–
EBIT	734.4	694.1
Depreciation and impairment	274.0	258.8
EBITDA	1,008.4	952.9
Gearing ratio	0.00	0.00

	Consolidated	
	2026 *$m*	*2025* *$m*
20 RESERVES		
Equity-settled benefits	32.3	32.1
Control reserve	(23.1)	(23.1)
Hedging reserves	0.8	0.8
Foreign currency translation reserve	(0.4)	5.1
	9.6	14.9

(a) Nature and purpose of reserves

(i) Equity-settled benefits

The equity-settled benefits reserve arises as the share options and restricted shares granted to executives and non-executive management under the Company's share option plans and variable reward plan are expensed. Further information about share-based payments is in note 28 to the financial statements.

(ii) Control reserve

The control reserve is used in the recognition of put option liabilities over the balance of non-controlling interests. The control reserve is also used to represent the excess of the purchase consideration over the balance of a non-controlling interest at the date a change in ownership of a subsidiary occurs.

(iii) Hedging reserves

Hedging reserves include gains and losses recognised on the effective portion of foreign currency loans in previous periods designated as net investment hedges. The gains and losses deferred due to the net investment hedge are recognised in the profit or loss when the foreign operation is disposed.

(iv) Foreign currency translation reserve

Exchange differences relating to the translation of the Group's foreign controlled entities from their functional currencies into Australian dollars are brought to account directly to the foreign currency translation reserve.

21 FINANCIAL RISK MANAGEMENT

The Group's activities expose it to a variety of financial risks, including market risk (foreign currency and interest rate risk), liquidity risk and credit risk.

The Group seeks to minimise the effects of these risks, by using various financial instruments, including derivative financial instruments. The Group does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes. The use of financial derivatives is governed by the Group's policies approved by the Board of directors, which provide written principles on the use of financial derivatives.

The Group holds the following financial assets and liabilities at reporting date:

	Consolidated	
	2026 *$m*	*2025* *$m*
Financial assets		
Cash and cash equivalents	206.5	284.1
Trade and other receivables	184.6	186.5
	391.1	470.6
Financial liabilities		
Trade and other payables	846.6	893.4
Lease liabilities	705.0	714.4
Other financial liabilities	18.5	17.9
	1,570.1	1,625.7

Other financial liabilities relate to the present value of the redemption amount of the put option on e&s.

21 FINANCIAL RISK MANAGEMENT (continued)

(a) Liquidity risk

Ultimate responsibility for liquidity risk management rests with the Board of directors, who assess the Group's short, medium and long-term funding and liquidity management requirements. The Group manages liquidity risk by maintaining adequate reserves, banking facilities and reserve borrowing facilities and by continuously monitoring forecast and actual cash flows.

Financing arrangements

The Group had access to the following borrowing facilities at the end of the reporting period:

	Consolidated	
	2026 $m	*2025 $m*
Unsecured bank overdraft facility (renewable annually):		
amount used	–	–
amount unused	20.0	20.0
	20.0	20.0
Unsecured trade finance facility (renewable annually):		
amount used	–	–
amount unused	200.0	200.0
	200.0	200.0
Unsecured indemnity guarantees:		
amount used	8.0	4.4
amount unused	6.5	8.5
	14.5	12.9
Unsecured bank loan facilities (term debt expiring December 2027):		
amount used	–	–
amount unused	50.0	50.0
	50.0	50.0
Headroom in total borrowing facilities (excluding security indemnity guarantees)	270.0	270.0

21 FINANCIAL RISK MANAGEMENT (continued)

(a) Liquidity risk (continued)

Maturities of financial liabilities

The following tables detail the Group's remaining contractual maturity for its financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group can be required to pay. The table includes both principal and estimated interest cash flows.

The weighted average interest rate disclosed for lease liabilities represents the incremental borrowing rates over the lease term at the time the leases were entered into or modified. The weighted average interest rate disclosed for bank loans represents the interest rates that applied during the financial year to bank loans and does not represent the interest rates that may apply in the future.

Cash flows for financial liabilities without fixed amount or timing are based on the conditions existing at the reporting date.

2025	*Less than 6 months $m*	*6 - 12 months $m*	*Between 1 and 2 years $m*	*Between 2 and 5 years $m*	*Over 5 years $m*	*Total $m*	*Weighted average effective interest rate %*
Financial liabilities							
Trade and other payables	893.4	–	–	–	–	893.4	–
Lease liabilities	119.3	113.8	203.1	311.9	50.4	798.5	5.51%
Other financial liabilities	–	–	–	22.1	–	22.1	5.40%
	1,012.7	113.8	203.1	334.0	50.4	1,714.0	

2026	*Less than 6 months $m*	*6 - 12 months $m*	*Between 1 and 2 years $m*	*Between 2 and 5 years $m*	*Over 5 years $m*	*Total $m*	*Weighted average effective interest rate %*
Financial liabilities							
Trade and other payables	846.6	–	–	–	–	846.6	–
Lease liabilities	128.2	120.1	193.6	319.3	61.9	823.1	5.70%
Other financial liabilities	–	–	–	22.1	–	22.1	5.40%
	974.8	120.1	193.6	341.4	61.9	1,691.8	

(b) Credit risk management

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group has endeavoured to minimise its credit risk by dealing with creditworthy counterparties. The Group's exposure and the credit ratings of its counterparties are continuously monitored and the aggregate value of transactions concluded is spread amongst approved counterparties.

The Group does not have any significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristics.

The carrying amount of financial assets recorded in the financial statements, net of any allowance for impairment, represents the Group's maximum exposure to credit risk.

(c) Interest rate risk

The Group is exposed to interest rate risk as it borrows funds at floating interest rates. The risk has historically been managed by the Group by maintaining an appropriate mix between fixed and floating rate borrowings through the use of interest rate swap and cap contracts. Hedging activities are evaluated regularly to align with interest rate views and defined risk appetite, ensuring optimal hedging strategies are applied, by either positioning the balance sheet or protecting interest expense through different interest rate cycles.

As at 30 June 2026, the Group has no interest rate swaps or cap contracts in place.

GROUP STRUCTURE

22 SUBSIDIARIES

The consolidated financial statements incorporate the assets, liabilities and results of the following principal subsidiaries in accordance with the accounting policy described below:

		Ownership interest	
Name of entity	*Country of incorporation*	*2026 %*	*2025 %*
Parent entity			
JB Hi-Fi Limited ^	Australia		-
Subsidiaries			
JB Hi-Fi Group Pty Ltd ^	Australia	100	100
JB Hi-Fi (A) Pty Ltd ^	Australia	100	100
JB Hi-Fi Education Solutions Pty Ltd ^	Australia	100	100
JB Hi-Fi Group (NZ) Limited	New Zealand	100	100
JB Hi-Fi NZ Limited	New Zealand	100	100
JB Hi-Fi (B) Pty Ltd ^	Australia	100	100
The Muir Electrical Company Proprietary Limited ^	Australia	100	100
The Muir Electrical Service Co Pty Ltd ^	Australia	100	100
The Good Guys Discount Warehouses (Australia) Pty Ltd ^	Australia	100	100
Muir Group Employee Share Plan Pty Ltd ^	Australia	100	100
The Muir Finance Company Pty Ltd ^	Australia	100	100
M.E.W. (Australia) Pty Ltd ^	Australia	100	100
The Muir Electrical Company Proprietary Limited as Trustee of the Muir Investment Unit Trust ^	Australia	100	100
The Good Guys Discount Warehouses (Australia) Pty Ltd as Trustee of the various store Trusts	Australia	100	100
Home Services Network Pty Ltd ^	Australia	100	100
E. & S. Trading Co. (Discounts) Pty Ltd	Australia	75	75
Elite Appliances (Victoria) Pty Ltd	Australia	75	75

Notes:

(i) JB Hi-Fi Limited is the head entity within the tax consolidated group.

(ii) All 100% owned Australian entities are members of the tax consolidated group.

(iii) Entities identified with '^' are party to a deed of cross guarantee.

(iv) The Company also has a trust to administer the Company's share options plans and variable reward plan. This trust is consolidated, as the substance of the relationship is that the trust is controlled by the Company.

23 DEED OF CROSS GUARANTEE

The subsidiaries identified with a '^' in note 22 are parties to a deed of cross guarantee under which each Company guarantees to each creditor payment in full of any debt in accordance with the deed of cross guarantee. By entering into the deed, the subsidiaries who are party to the deed have been relieved from the requirement to prepare and lodge an audited financial report under ASIC Corporations (Wholly-owned Companies) Instrument 2016/785.

The consolidated statement of profit or loss, statement of profit or loss and other comprehensive income and balance sheet of the entities party to the deed of cross guarantee are provided as follows:

	2026 $m	*2025 $m*
(a) Consolidated statement of profit or loss, statement of profit or loss and other comprehensive income		
Statement of profit or loss for the financial year ended 30 June 2026		
Revenue	7,536.0	7,220.4
Cost of sales	(5,876.0)	(5,629.7)
Gross profit	1,660.0	1,590.7
Other income	306.5	298.7
Sales and marketing expenses	(887.2)	(851.1)
Occupancy expenses	(231.2)	(220.8)
Administration expenses	(40.2)	(41.9)
Finance costs	(24.1)	(23.1)
Other expenses	(83.6)	(85.3)
Profit before income tax	700.2	667.2
Income tax expense	(210.2)	(204.8)
Profit for the year	490.0	462.4
Statement of profit or loss and other comprehensive income for the financial year ended 30 June 2026		
Profit for the year	490.0	462.4
Other comprehensive income		
Items that may be reclassified to profit or loss		
Other comprehensive income for the year (net of tax)	–	–
Total comprehensive income for the year	490.0	462.4

23 DEED OF CROSS GUARANTEE (continued)

(b) Balance sheet as at 30 June 2026

	2026 $m	2025 $m
Current assets		
Cash and cash equivalents	185.8	269.8
Trade and other receivables	158.4	151.9
Inventories	923.7	859.0
Other current assets	44.9	44.2
Total current assets	1,312.8	1,324.9
Non-current assets		
Plant and equipment	148.2	133.2
Right-of-use assets	572.2	581.3
Deferred tax assets	133.5	130.7
Intangible assets	77.9	77.9
Investments in subsidiaries	986.6	986.6
Other non-current assets	349.1	356.8
Total non-current assets	2,267.5	2,266.5
Total assets	3,580.3	3,591.4
Current liabilities		
Trade and other payables	794.1	835.7
Deferred revenue	163.2	152.6
Lease liabilities	192.6	185.6
Current tax liabilities	20.9	15.4
Provisions	128.9	129.0
Total current liabilities	1,299.7	1,318.3
Non-current liabilities		
Deferred revenue	120.1	123.7
Lease liabilities	445.8	465.4
Provisions	34.6	32.2
Other financial liabilities	18.5	17.9
Total non-current liabilities	619.0	639.2
Total liabilities	1,918.7	1,957.5
Net assets	1,661.6	1,633.9
Equity		
Contributed equity	277.5	304.3
Reserves	15.6	15.4
Retained earnings	1,368.5	1,314.2
Total equity	1,661.6	1,633.9

		Parent Entity	
		2026 *$m*	*2025* *$m*
24	**PARENT ENTITY**		
	Assets		
	Current assets	317.7	302.9
	Non-current assets	93.6	93.7
	Total assets	411.3	396.6
	Liabilities		
	Current liabilities	27.9	22.4
	Non-current liabilities	18.5	17.9
	Total liabilities	46.4	40.3
	Shareholders' equity		
	Contributed equity	264.5	291.4
	Reserves	15.3	15.1
	Retained earnings	85.1	49.8
		364.9	356.3
	Profit for the year	471.1	352.5
	Total comprehensive income	471.1	352.5

25 BUSINESS COMBINATION

(a) Summary of acquisition

There were no acquisitions during the year ended 30 June 2026.

During the year ended 30 June 2026, the provisional accounting for the acquisition of e&s was finalised. The finalisation resulted in adjustments which were not material to the Group's financial statements.

Details of the purchase consideration, and finalised fair values of the net assets acquired and goodwill at the date of acquisition are as follows:

(i) The assets and liabilities recognised at the date of the acquisition were as follows:

	Fair value $m
Current assets	
Cash and cash equivalents	6.8
Trade and other receivables	11.4
Inventories	60.9
Other current assets	1.5
Non-current assets	
Plant and equipment	9.4
Deferred tax asset	2.8
Brand name	16.1
Right of use assets	31.8
Current liabilities	
Trade and other payables	(34.3)
Deferred revenue	(39.3)
Lease liabilities	(6.0)
Borrowings	(0.3)
Provisions	(6.3)
Non-current liabilities	
Provisions	(1.8)
Deferred revenue	(6.6)
Lease liabilities	(25.8)
Borrowings	(1.1)
Net identifiable assets acquired	19.2

(ii) The goodwill arising on the acquisition was as follows:

	$m
Purchase consideration	47.6
Plus: non-controlling interests	4.8
Less: value of net identifiable assets acquired	(19.2)
Goodwill arising on acquisition	33.2

(iii) Non-controlling interests

The Group elected to recognise the non-controlling interest in e&s at the non-controlling interests proportionate share of the recognised amounts of e&s' identifiable net assets.

26 RELATED PARTY TRANSACTIONS

(a) Parent entity and equity interests in related parties

The parent entity of the Group is JB Hi-Fi Limited, a listed public company, incorporated in Australia.

(b) Equity interests in related parties

Details of the percentage of ordinary shares held in subsidiaries are disclosed in note 22.

(c) Key management personnel

Disclosures relating to key management personnel are set out in the Directors' report.

(d) Transactions within the Group

During the reporting period and previous reporting periods, entities within the Group advanced amounts to, received and repaid amounts from, and provided treasury, accounting, legal, taxation, and administrative services to other entities within the Group. Entities within the Group also exchanged goods and services in sale and purchase transactions.

All transactions occurred on the basis of normal commercial terms and conditions. Balances and transactions between entities within the Group have been eliminated on consolidation and are not disclosed in this note.

OTHER DISCLOSURES

	Consolidated 2026 $'000	Consolidated 2025 $'000
27 KEY MANAGEMENT PERSONNEL DISCLOSURES		
The aggregate compensation of the key management personnel of the Group is set out below:		
Short-term employee benefits	6,670	8,502
Post-employment benefits	276	278
Share-based payments expense	5,831	6,143
	12,777	14,923

Detailed remuneration disclosures are provided in the remuneration report on pages 34 to 51.

28 SHARE-BASED PAYMENTS

(a) Group share option plans

The Group has ownership-based remuneration schemes for executives and non-executive management (excluding non-executive directors). In accordance with the provisions of these schemes, executives and non-executive managers within the Group are granted options to purchase parcels of ordinary shares at zero exercise price.

Details of the features of outstanding share options are provided in the remuneration report on pages 34 to 51.

The following reconciles the outstanding share options granted under the Group's share option plans at the beginning and end of the financial year:

	Balance at start of the year Number	*Granted during the year Number*	*Exercised/ lapsed during the year Number*	*Balance at end of the year Number*	*Vested and exercisable at end of the year Number*
2026					
Outstanding Zero Exercise Price Options	430,969	74,619	(156,333)	349,255	12,045

	Balance at start of the year Number	*Granted during the year Number*	*Exercised/ lapsed during the year Number*	*Balance at end of the year Number*	*Vested and exercisable at end of the year Number*
2025					
Outstanding Zero Exercise Price Options	484,518	106,887	(160,436)	430,969	6,870

The weighted average remaining contractual life of share options outstanding at the end of the period was 967 days (2025: 1,058 days).

Fair value of options granted

The expected life used in the model has been adjusted, based on management's best estimate, for the effects of non-transferability, exercise restrictions and behavioural considerations.

The expected price volatility for options granted during the year ended 30 June 2026 is based on the daily closing share price for the number of years preceding the issue of the series, that matches the years to vesting as all of these options are expected to be exercised as soon as they vest.

Detailed share option disclosures for all options series granted and exercised during the year are provided in the remuneration report on pages 34 to 51.

Equity settled share-based payments with employees are measured at the fair value of the equity instrument at grant date.
The weighted average fair value of options granted during the year ended 30 June 2026 was $105.60 (2025: $67.89). The fair value at grant date is determined using a Black-Scholes option pricing model that takes into account the exercise price, the term of the option, the expected exercise date based on prior years' experience, the share price at grant date, the expected price volatility of the underlying share, the expected dividend yield and the risk-free interest rate.

28 SHARE-BASED PAYMENTS (continued)

(a) Group share option plans (continued)

Share-based payments expense

The fair value determined at the grant date of the equity-settled share-based payments is expensed on a straight line basis over the vesting period, based on the Group's estimate of shares that will eventually vest, with a corresponding increase in the equity-settled benefits reserve. Upon vesting of equity-settled benefits, the expense recognised in the equity-settled benefits reserve is transferred to retained earnings.

At each reporting date the Group estimates the number of equity instruments expected to vest. The number of equity instruments that are expected to vest is based on management's assessment of the likelihood of the vesting conditions attached to the equity instruments being satisfied. The key vesting condition that is assessed is the required service periods. The impact of any revision in the number of equity instruments that are expected to vest is recognised as an adjustment to the share-based payments expense with the corresponding adjustment to the equity-settled benefits reserve in the reporting period that the revision is made.

(b) Variable reward plan

In the 2019 financial year, the Group introduced a Variable Reward Plan (VRP) for executives which replaced their previous short-term and long-term incentives. Under the VRP, performance is assessed at the end of each financial year against a scorecard of robust measures, and awards under the VRP are generally delivered:

- 25% in cash at the end of the one-year performance period; and
- 75% in restricted shares, to be released progressively in equal tranches over years 2, 3 and 4.

There are also certain non-executive management who participate in the VRP in addition to their existing short-term and long-term incentives, however the whole amount is delivered in restricted shares that are released progressively in equal tranches over years 2, 3 and 4. Further details on the VRP are set out in the remuneration report on pages 34 to 51.

The component of the VRP that is paid in cash is treated as a bonus and is expensed to the profit and loss in the period the bonus is earned. The component of the VRP that is delivered in shares is expensed on a straight line basis over the restriction period of each tranche, with the expense recorded as part of the share-based payments expense and a corresponding increase in the equity-settled benefits reserve. Upon vesting of the equity-settled benefits, the expense recognised in the equity-settled benefits reserve is transferred to retained earnings.

29 CONTINGENT LIABILITIES AND ASSETS

The Group is currently party to the following proceedings:

- Class Action – On 11 December 2023, the Group received a Writ and Statement of Claim filed in the Supreme Court of Victoria by Maurice Blackburn Lawyers in relation to a class action relating to the sale of extended warranties in its JB Hi-Fi Australia business. The proceedings make claims under the Australian Consumer Law, among other matters, in relation to the sale of extended warranties to consumers. The proceedings seek compensation for loss or damage of an unquantified amount, interest and costs for the lead plaintiff and group members.

  The Group is defending the Class Action proceedings and the potential outcome cannot be determined at this stage.

- Tax Matter – On 23 December 2025, JB Hi-Fi Limited lodged an appeal with the Federal Court of Australia in relation to a technical tax matter in respect of the Group's ability to make tax deductions for which the Group has not previously claimed. No amounts have been recognised in respect of this matter, as the potential outcome cannot be determined at this stage.

	Consolidated 2026 $'000	Consolidated 2025 $'000
30 REMUNERATION OF AUDITORS		
Audit or review of financial statements		
Audit and review of Group financial statements	775	801
Audit and review of subsidiary financial statements	123	120
Total audit or review of financial statements	898	921
Statutory assurance services required by legislation to be provided by the auditor	80	10
Total remuneration for audit and other services	978	931

The auditor of the Group is Deloitte Touche Tohmatsu.

31 NEW ACCOUNTING STANDARDS AND INTERPRETATIONS

The Group has adopted all relevant new and amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board which are effective for annual reporting periods beginning on or after 1 July 2025. None of the new standards or amendments to standards that are mandatory for the first time materially affected any of the amounts recognised in the current period or any prior period.

The effects of Standards that are issued but not yet effective:

(i) AASB 2024-2 *Amendments to Australian Accounting Standards - Classification and Measurement of Financial Instruments* (effective 1 January 2026)

These amendments impact the timing of derecognition of financial assets and financial liabilities that are settled through Electronic Funds Transfer (EFT).

The Group will be impacted through a change in the classification of amounts receivable from credit card merchants for credit card and debit card point of sale transactions processed in store and online. Currently the Group recognises all funds that have been transacted in store and online within cash and cash equivalents when the payment is transacted.

Under the amendments to AASB 9 and AASB 7, funds that have not yet been deposited into a Group bank account at the end of a reporting period (as a result of the timing difference between when the payment is transacted and funds are settled into the Group's bank accounts), will be required to be recognised within trade and other receivables.

These amendments will first apply to the Group for the financial year ending 30 June 2027. It is expected the changes will have a material impact on the classification of amounts between cash and cash equivalents and trade and other receivables from 30 June 2027 onwards.

(ii) AASB *18 Presentation and Disclosure in Financial Statements* (effective 1 January 2027)

This standard replaces AASB 101 *Presentation of Financial Statements*, introducing enhanced requirements for the presentation of financial statements. The implementation of this standard will introduce new categories in the statement of profit or loss and require additional disclosures about management-defined performance measures (MPMs). The full impact of this standard is still being considered and will first apply to the Group for the financial year ending 30 June 2028.

31 NEW ACCOUNTING STANDARDS AND INTERPRETATIONS (continued)

The effects of the following Standards and Interpretations that are issued but not yet effective are not expected to be material:

(i) AASB 2024-3 *Amendments to Australian Accounting Standards - Annual Improvements Volume 11* (effective 1 January 2026)

(ii) AASB 2025-1 *Amendments to Australian Accounting Standards - Contracts Referencing Nature dependent Electricity* (effective 1 January 2026)

(iii) AASB 2025-4 *Transition to a hyperinflationary presentation currency* (effective 1 January 2027)

(iv) AASB 2014-10 *Amendments to Australian Accounting Standards: Sale or Contribution of Assets Between an Investor and its Associate or Joint Venture (as amended)* (effective 1 January 2028)

32 EVENTS OCCURRING AFTER THE REPORTING PERIOD

On 17 August 2026, the Group announced to the ASX that Richard Uechtritz will retire from the Board at the conclusion of the Company's Annual General Meeting on 29 October 2026 and Terry Smart will join the Board as a non-executive director with effect from 5 October 2026.

There have been no other matters or circumstances occurring subsequent to the end of the financial year, that have significantly affected, or may significantly affect, the operations of the Group, the results of those operations, or the state of affairs of the Group in future financial years.

Entity Name	*Entity Type*	*Place formed or incorporated*	*% of share capital held*
JB Hi-Fi Limited	Body Corporate	Australia	N/A
JB Hi-Fi Group Pty Ltd	Body Corporate	Australia	100
JB Hi-Fi (A) Pty Ltd	Body Corporate	Australia	100
JB Hi-Fi Education Solutions Pty Ltd	Body Corporate	Australia	100
JB Hi-Fi Group (NZ) Limited	Body Corporate	New Zealand	100
JB Hi-Fi NZ Limited	Body Corporate	New Zealand	100
JB Hi-Fi (B) Pty Ltd	Body Corporate	Australia	100
The Muir Electrical Company Proprietary Limited	Body Corporate	Australia	100
The Muir Electrical Service Co Pty Ltd	Body Corporate	Australia	100
The Good Guys Discount Warehouses (Australia) Pty Ltd	Body Corporate	Australia	100
Muir Group Employee Share Plan Pty Ltd	Body Corporate	Australia	100
The Muir Finance Company Pty Ltd	Body Corporate	Australia	100
M.E.W. (Australia) Pty Ltd	Body Corporate	Australia	100
Home Services Network Pty Ltd	Body Corporate	Australia	100
E. & S. Trading Co. (Discounts) Pty Ltd	Body Corporate	Australia	75
Elite Appliances (Victoria) Pty Ltd	Body Corporate	Australia	75
JB Hi-Fi Employee Share Trust	Trust	Australia	N/A

The Muir Electrical Company Proprietary Limited as Trustee of the Muir Investment Unit Trust formed in Australia and consolidated in the consolidated financial statements.

The Good Guys Discount Warehouses (Australia) Pty Ltd as Trustee for the following trusts formed in Australia and consolidated in the consolidated financial statements:

The Alexandria Muir's Unit Trust
The Daniels Muir's Unit Trust
The Mitrovski Muir's Unit Trust
The Rako Muir's Unit Trust
Clapp Muirs Unit Trust
Burgess Muir's Unit Trust
The Russ Daniels Muir's Unit Trust
The Good Guys Belconnen Unit Trust
The Good Guys Bundaberg Unit Trust
The Good Guys Bundall Unit Trust
The Aw Muirs Unit Trust
The Quinn Muir's Unit Trust
The Anfield Muir's Unit Trust
The Brockhurst Muir's Unit Trust
The Good Guys Caringbah Unit Trust
The Good Guys Carseldine Unit Trust
The Patel Muir's Unit Trust
The Sampson Muir's Unit Trust
The Good Guys Cockburn Unit Trust
The Garb Muir's Unit Trust
The Barcroft Muir's Unit Trust
The Good Guys Discount Warehouses (Australia) Trust
The Good Guys Erina Unit Trust
The Feldgen Muirs Unit Trust
The Good Guys Fyshwick Unit Trust
The Parke Muir's Unit Trust
The Good Guys Hectorville Unit Trust
The Good Guys Helensvale Unit Trust
The Good Guys Hervey Bay Unit Trust
The De Cesaris Muir's Unit Trust
The Timms Muirs Unit Trust
Lanario Muirs Unit Trust
The Roche Muir's Unit Trust
The Geary Muir's Unit Trust
The Youhanna Muir's Unit Trust
The Alf Said Muir's Unit Trust
The Donnelly Muirs Unit Trust
The Vicars Muir's Unit Trust
Clarke Muir Unit Trust
The Good Guys Marion Unit Trust
The Silvestri Muir's Unit Trust
The Brooks Muir's Unit Trust
The Curtis Muir's Unit Trust
The Good Guys Kawana Waters Unit Trust
The Vincent Muir's Unit Trust
The Sheedy Muir's (Berwick) Unit Trust
The Peters Muir's Unit Trust
The Rebola Muirs Unit Trust
The Robinson Muir's Unit Trust
The Mason Muir's Unit Trust
The Good Guys Pakenham Unit Trust
Firn Muir's Unit Trust
The Favero Muir's Unit Trust
The Goodguys Rockhampton Unit Trust
The Cafini Muir's Unit Trust
Wilby Muir's Unit Trust
Chwasta Muir's Unit Trust
The Mackay Muirs Unit Trust
The Williams Muir's Unit Trust
Parekh Muir's Unit Trust
The Barrington-Smith Muirs Unit Trust
The Good Guys Warrawong Unit Trust
The Good Guys Robina Unit Trust
The Good Guys Bunbury Unit Trust

Each entity is a tax resident only in the jurisdiction it was formed or incorporated.

The shareholder information set out below was applicable as at 10 August 2026.

A. Distribution of equity securities

Analysis of numbers of equity security holders by size of holding:

	Ordinary shares		
Holding	*Total Holders*	*Units*	*% Issued Capital*
1 - 1,000	37,372	8,865,964	8.11
1,001 - 5,000	4,531	9,151,361	8.37
5,001 - 10,000	313	2,143,199	1.96
10,001 - 100,000	152	3,862,684	3.53
100,001 and over	21	85,310,773	78.03
	42,389	109,333,981	100.00

All shares above are fully paid ordinary shares. Each fully paid ordinary share carries one voting right. There was 613 holders of less than a marketable parcel of ordinary shares.

B. Equity security holders

Twenty largest quoted equity security holders

The names of the twenty largest holders of quoted equity securities are listed below:

		Ordinary shares	
	Name	*Number held*	*% of issued shares*
1.	J P MORGAN NOMINEES AUSTRALIA PTY LIMITED	30,048,587	27.48
2.	HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	29,071,004	26.59
3.	CITICORP NOMINEES PTY LIMITED	13,771,380	12.60
4.	BNP PARIBAS NOMS PTY LTD	3,287,647	3.01
5.	BNP PARIBAS NOMINEES PTY LTD <AGENCY LENDING A/C>	2,708,360	2.48
6.	AUSTRALIAN FOUNDATION INVESTMENT COMPANY LIMITED	1,573,341	1.44
7.	BNP PARIBAS NOMINEES PTY LTD <HUB24 CUSTODIAL SERV LTD>	766,280	0.70
8.	HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED <NT-COMNWLTH SUPER CORP A/C>	675,457	0.62
9.	NETWEALTH INVESTMENTS LIMITED <WRAP SERVICES A/C>	514,420	0.47
10.	3RD WAVE INVESTORS PTY LTD	500,000	0.46
11.	BNP PARIBAS NOMS PTY LTD <GLOBAL MARKETS>	448,533	0.41
12.	DJERRIWARRH INVESTMENTS LIMITED	383,942	0.35
13.	BNP PARIBAS NOMS (NZ) LTD	355,639	0.32
14.	UBS NOMINEES PTY LTD	266,710	0.24
15.	CPU SHARE PLANS PTY LIMITED	250,182	0.23
16.	NETWEALTH INVESTMENTS LIMITED <SUPER SERVICES A/C>	230,231	0.21
17.	CITICORP NOMINEES PTY LIMITED <143212 NMMT LTD A/C>	178,848	0.16
18.	RE-GROW FUTURES PTY LTD	175,400	0.16
19.	BNP PARIBAS NOMINEES PTY LTD <IB AU NOMS RETAILCLIENT>	104,812	0.10
20.	FULLFIELD PTY LTD <D L RODD FAMILY A/C>	100,000	0.09
		85,410,773	78.12

C. Substantial holders

Substantial holders in the Company are set out below:

	Ordinary shares	
	Number held	*Voting Power %*
AustralianSuper Pty Ltd	15,952,471	14.59
Vanguard IM	7,662,414	7.01
State Street Corporation	7,643,811	6.99
Blackrock	6,590,172	6.03

	Number on issue	*Number of holders*
D. Unquoted equity securities		
Employee share options issued under the Company's share option plans	347,383	208

COMPANY SECRETARY

Doug Smith

PRINCIPAL REGISTERED OFFICE IN AUSTRALIA

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SHARE REGISTRY

Computershare Investor Services Pty Limited
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