

ASX RELEASEOctober 28th, 2025**Chair's Address FY2025 AGM**

It gives me great pleasure to present my second address to you as Chair of Big River Industries.

I would like to begin with a few words about our people. This has been another demanding year across many of our markets, yet the commitment and resilience of our teams has been remarkable. Whether in manufacturing, on site or in our branches, their focus on customers and pride in their work continues to be the foundation of this company, and on behalf of the Board, I thank them all sincerely.

The year just past was challenging. Residential activity slowed sharply in the first half and conditions remained subdued throughout much of the year. What gives me confidence, however, is the way in which the business has responded. The second half showed improvement - margins held up, costs were managed more tightly, and cash generation was excellent. These are clear signs that the business has stabilised and is preparing for the recovery that lies ahead.

Our strategy remains consistent. We continue to focus on trade customers, we are investing in higher-value and more specialised products, and we are benefiting from a footprint that gives us diversity across both geography and sectors. These are strengths that have served us well in the recent softer markets, and that will place us in a strong position when demand improves.

The Board has declared a final dividend of two cents per share, taking the full-year dividend to four cents. I should note here that as a consequence of very low levels of take-up over many years, and the disproportionate associated costs, moving forward the Board has elected to suspend indefinitely the Big River Dividend Reinvestment Plan. There will be no DRP offered in FY26.

While a lower dollar amount than previous years, we believe the dividend reflects a balanced approach that recognises the importance of rewarding shareholders while ensuring the business remains financially strong and able to invest for the future - particularly as we begin to return meaningful focus back to appropriate acquisition opportunities.

Looking ahead, conditions are still soft, but there are some encouraging signs. Approvals are beginning to improve, and commercial activity is steady.

Queensland is showing the greatest momentum, particularly with the investment associated with the Brisbane Olympics on the horizon.

With a more efficient cost base, stronger systems and an experienced leadership team, Big River is well placed to capture these opportunities as they emerge.

Before I finish, I would like to acknowledge some changes to the Board.

Registered Office

Trenayr Road
Junction Hill NSW 2460
Australia

Mailing Address

PO Box 281
Grafton NSW 2460
Australia

Earlier this year we farewelled Brendan York after six years of service. Brendan made a significant contribution as a member of the Audit and Risk Committee, and his intellect and energy added very real value to the business. He will be missed, and we wish him every success in the years ahead.

Today we also recognise the retirement of Vicky Papachristos, who has served as a Director since 2017. Vicky's commitment and perspective have been greatly valued over her many years of service to Big River, and I thank her sincerely for her significant contribution. In recent years Vicky has Chaired the Remuneration and Nominations Committee and in our earlier days was Chair of the Audit and Risk Committee. Like Brendan, Vicky's contribution will be missed, particularly her genuine enthusiasm for our products and her support of the management team and employee group. Vicky's retirement takes effect from the conclusion of today's meeting.

As part of our ongoing Board renewal programme, I am delighted to shortly be welcoming Alexander (Sandy) Beard as a new Director who will formally join the Board on the 3rd of November. Sandy brings with him deep experience as a company director and investor and has a strong track-record of creating shareholder value across ASX-listed companies. His governance expertise and his commercial insight will be a real asset to the Board and to the company.

In closing, I want to thank my fellow Directors for their guidance, our executive team for their leadership, and most importantly, all of our employees for their dedication.

To you, our shareholders, thank you for your continued confidence in Big River.

On a personal note, it is a privilege to serve as your Chair. What stands out most to me is not just the results, but the pride, spirit and character of our people. That gives me great confidence in the future of this company.

This announcement has been authorised for release to the ASX by order of the Board.

Registered Office

Trenayr Road
Junction Hill NSW 2460
Australia

Mailing Address

PO Box 281
Grafton NSW 2460
Australia