BIG RIVER

1HFY26 Results

25 February 2026

BIG RIVER INDUSTRIES LTD (ASX:BRI)

Contents

John Lorente

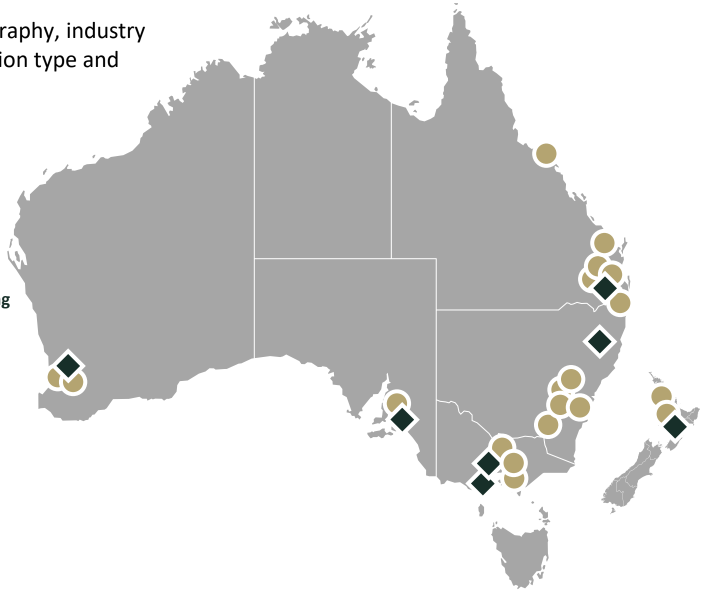
CEO & Managing Director

John O'Connor

CFO

03 Business Overview

Diversified by geography, industry segment, construction type and customer



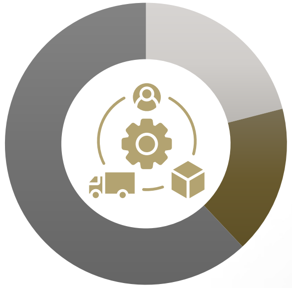
Big River manufacturing facilities

Big River sales / distribution sites

Asset mix

25 Sites across major population centres	**7** Manufacturing sites
4 Plywood / panel manufacturing plants	**3** Frame & Truss Prefabrication Plants

Supply chain diversity

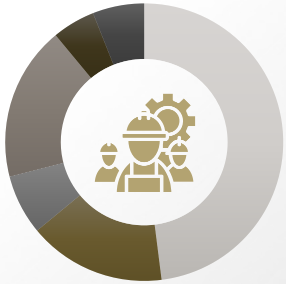


21% of revenue
Manufactured by BRI

17% of revenue
Direct Import by BRI

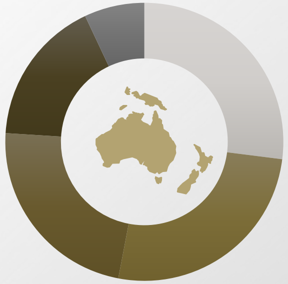
62% of revenue
Sourced from local supply partners

Revenue by construction market



37%	Detached housing
17%	Multi-residential
12%	Alterations & Additions
21%	Commercial
5%	Civil
8%	OEM (re-manufacturing)

Revenue by region



33%	QLD
22%	VIC
21%	NSW/ACT
19%	SA/WA
5%	NZ

04 Divisions

BIG RIVER

	Panels	Construction (Building Trades + Formwork & Commercial)	
	Industry leaders in differentiated decorative and technical panel systems to the trade, supporting architectural, fit-out and bespoke OEM applications.	Leading diversified Formwork & Building products manufacturing & distribution to trade businesses.	
Markets	• Architectural • Residential housing & commercial building • Alterations & additions • Transport & RV • OEM/ engineered/ industrial	**BTC** • General building • Renovations • Fitout • Frame & Truss • Local trade supplier	**F&C** • Concrete placement • Site works • Heavy construction • Bulk products • Distribution centres
Customers	• Cabinet makers & Joiners • Fitout trades • Resellers/ Merchants • Transport authorities • OEM's	• Residential home builders • Multi-res builders • Carpentry trades • Renovators	• Formworkers • Civil contractors • Concreters • Commercial builders • Commercial contractors
Metrics	• 9 sites • c240 FTEs • 1HFY26 revenue $67m • >3,000 customer accounts, largest <2%	• 16 sites – 3 Frame & Truss, 4 Formwork & Commercial • c330 FTEs • 1HFY26 Revenue $139m • >6,000 customer accounts, Top 750 representing ~80%	

Group Execution focus

- Focus on subsegments where BRI has a clear competitive advantage
- Deep trade customer alignment and long term supplier partnerships
- Accelerating growth in higher margin, differentiated categories
- Investing in profitable growth, organically and through targeted acquisitions
- Portfolio optimisation and network efficiency to drive returns
- Positioned to capture operating leverage with growth in volume

05 Investment Highlights

Competitive advantages, operating leverage, tailwinds to drive shareholder value

Sustained Competitive Advantage

- Vertically integrated, with manufacturing and distribution across key construction sectors.
- Market-leading offering in high-growth products, including decorative timber panels and lightweight cladding.
- Scale & supply chain relationships allow Big River to pivot to higher growth and higher margin products, as opportunities arise.

Robust Financial Profile

- **1HFY26 Revenue of $206.0m** (-1.4% LFL[1] vs pcp) and Underlying EBITDA of $14.5m (-2.0% LFL).
- **Operating Expenses declined 1.8%** vs the pcp (in LFL terms) in 1HFY26, continuing the improvement reported in 2HFY25, reflecting sustained cost discipline and the benefits of efficiency initiatives implemented over the past 18 months.
- **Continued margin expansion**, with Gross Profit Margin up 20bps vs pcp to 26.6% and EBITDA Margin up 10bps vs pcp to 7.1%.

Significant Operating Leverage

- In recent years, Big River has invested capital and focus on a range of network optimisation initiatives and supply chain improvements.
- This investment is reflected in the Group's margin resilience and highly efficient cost base, which leaves Big River well placed to deliver significant operating leverage as volumes recover.

Established & Growing Footprint

- 25 sites covering all major Australian states and NZ.
- 16 acquisitions since IPO in 2017.
- ~600 FTE staff with long tenure and market experience.
- Johns Building Supplies (JBS) acquisition in December 2025 adds a 4,000sqm warehouse in Welshpool (Perth), delivery fleet, and complementary product range, expanding the Group's WA presence.

Capital Management

- Earnings quality and disciplined working capital management have produced continued strong cash generation, resulting in gearing and net WC/revenue that are both well within the target range.
- This provides Big River with ample flexibility for:
  - further M&A opportunities;
  - disciplined investment in targeted growth initiatives .

Tailwinds Drive Medium-Term Outlook

- While market conditions remain variable heading into 1HFY26, Big River is expected to benefit from several tailwinds, including:
  - Increasing and forecasted population growth and low vacancy rates.
  - Government initiatives to boost housing construction, including the Australian National Housing Accord, which targets 1.2m new homes over the next 5 years.

1. Like-for-like excludes the contribution from Johns Building Supplies (JBS) and adjusts for fewer trading days in 1HFY26 compared to 1HFY25.

06 Performance Highlights 1HFY26

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Group 1HFY26 Revenue

$206.0m

Down 2.6% on 1HFY25 (-1.4% LFL) on challenging market conditions.

Gross Profit Margin

26.6 %

Up 20 bps on 1HFY25. Strong result in challenging market on solid pricing disciplines and margin growth initiatives.

Underlying EBITDA (Before significant items)

$14.5m

EBITDA down 2.0% on 1HFY25 with EBITDA margin of 7.1%.

Working Capital

17.7%

Net working capital to revenue ratio remained unchanged year over year, comfortably in line with Group's target.

Cash Conversion

91.0%

EBITDA to Cash conversion at 91.0% compared to 78.4% in 1HFY25.

Dividends

2.0 cps

Interim dividend of 2.0 cps at 81% pay-out ratio on NPAT before significant items.

07

Investment – Build for the Future

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Safety & People	Growth	Delivering Synergies	Operational Efficiencies	One Big River

Disciplined investment in targeted growth initiatives: **Grow Today – Build for the Future.**

Markets

Customer-focused growth
to drive sales & margin uplift

- Focused business development on key product & market segments
- Margin improvement on price and mix
- Acquisitions & synergies
- Category management
- Marketing – brand alignment

Operational

Team & supplier improvements
to drive synergies & efficiencies

- Investment in operational capability
- Supplier consolidation and key supplier alignment
- Vertical integration
- International supply chain
- Manufacturing efficiency
- Manufacturing synergies; Grafton, SLQ, Campbellfield & F&T sites

Internal

System & process enhancements
to drive scale benefits

- Safety initiatives – zero harm
- HR – key roles
- Team development
- Finance systems – governance
- IT systems & processes
- Cyber

The more efficient cost base allows Big River to focus on customer needs and accelerate investment toward attractive margin opportunities.

Consistent cost improvements, consolidation initiatives, and disciplined investment in targeted growth initiatives leave Big River well placed to return to earnings growth and realise operating leverage as volumes improve.

Divisional Performance

	Revenue			EBITDA			EBITDA Margin	
AUD in Millions	**1HFY26**	**1HFY25**	**% Change**	**1HFY26**	**1HFY25**	**% Change**	**1HFY26**	**1HFY25**
Construction	138.7	140.1	(1.1%)	12.4	10.3	20.4%	8.9%	7.4%
Panels	67.3	71.4	(5.7%)	6.6	8.8	(25.0%)	9.8%	12.3%
Corporate Costs	-	-	-	(4.5)	(4.3)	4.7%	-	-
Total	**206.0**	**211.5**	**(2.6%)**	**14.5**	**14.8**	**(2.0%)**	**7.1%**	**7.0%**

Construction

- While revenue declined 1.1% in 1HFY26 on continued pressure in Frame & Truss operations, this decline moderated from the FY25 decline of 5.4%. Markets were characterised by competitive pricing and subdued volumes.

- Expense improvements more than offset topline weakness, with EBITDA up 20.4% on further improvements in manufacturing efficiency (supported by the amalgamation of Beaufort Frame & Truss and Breakwater), with targeted equipment upgrades at Breakwater and Dry Creek also contributing to improved productivity, service capability, and operational flexibility.

Panels

- Revenue declined 5.7% in 1HFY26 on competitive pressure across commodity product lines, although this was partly offset by continued growth in higher-margin, differentiated products.

- The installation of a new laminating line at SLQ expanded manufacturing capability and is expected to support further mix improvement over time.

The Group's investment in strong customer engagement, differentiated product offerings, and local manufacturing capability has driven growth in higher-value market segments, in particular cladding and decorative bespoke panel categories. These categories remain core to Big River's longer-term market share strategy.

Profit and Loss

AUD in millions	1HFY26	1HFY25	% Change
Revenue	206.0	211.5	(2.6%)
Raw materials and consumables	(151.2)	(155.8)	(3.0%)
Gross profit	**54.8**	**55.7**	**(1.6%)**
Gross margin %	26.6%	26.4%	20 bps
Operating expenses	(40.3)	(40.9)	(1.5%)
EBITDA	**14.5**	**14.8**	**(2.0%)**
Depreciation and amortisation	(8.5)	(8.4)	(1.2%)
EBIT	**6.0**	**6.4**	**(6.3%)**
Finance costs (net)	(2.5)	(2.8)	10.7%
PBT before significant items	**3.5**	**3.6**	**(2.8%)**
Income tax expense	(1.2)	(1.1)	(9.1%)
NPAT before significant items	**2.3**	**2.5**	**(8.0%)**
Significant items:			
- Acquisition costs	(0.9)	-	-
- Fair value gain	-	0.8	(100%)
- Rebranding costs	-	(0.5)	(100%)
- Impairment		(20.0)	(100%)
- Income tax benefit		0.2	(100%)
NPAT to equity owners	**1.4**	**(17.0)**	**(108.2%)**

Highlights

- Group revenue was down 2.6% on the pcp (-1.4% LFL), reflecting an easing in the rate of contraction and consistent with encouraging signs of market stabilisation.
- Gross profit margin of 26.6% was up 20bps on the pcp, continuing the expansion reported in recent periods on the back of disciplined pricing, improved mix, and closer supplier alignment. This margin expansion was achieved despite soft volumes and heightened competition.
- Operating expenses declined 1.5% vs the pcp (LFL -1.8%), continuing the improvement reported for 2HFY25 and reflecting sustained cost discipline alongside the benefits of efficiency initiatives implemented over the past 18 months.
- In late December 2025 the Group acquired Johns Building Supplies for total consideration of up to $17m. Related acquisition costs of $0.9m were recognised as a significant item in 1HFY26.

Profitability Waterfall

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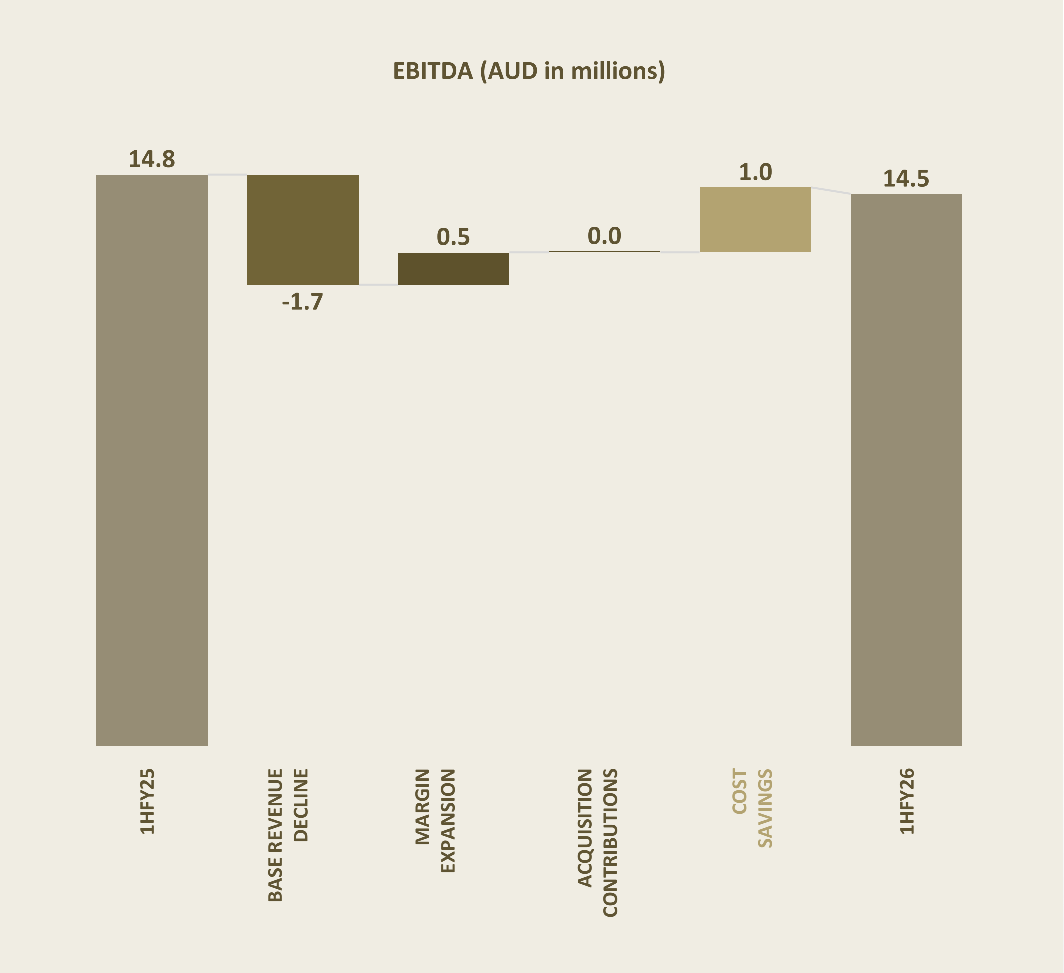

Revenue

Like for like revenue decline, on soft market dynamics, remains largest contributor to EBITDA movement.

Gross Margin

Continued Gross Margin expansion of 20 bps on disciplined pricing, improved mix, and closer supplier alignment.

Operating Expenses

Like-for-like cost savings of 1.8%, continuing the improvement reported for 2HFY25 and reflecting sustained cost discipline alongside the benefits of efficiency initiatives implemented over the past 18 months.

EBITDA

EBITDA (before significant items) down 2% on 1HFY25 with EBITDA margin of 7.1%. EBITDA contribution from Johns Building Supplies was negligible in the period.

Balance Sheet

AUD in millions	31 Dec 2025	30 June 2025
Cash	21.7	22.8
Trade and other receivables	45.3	53.4
Inventories	79.4	72.6
Fixed assets	24.9	24.6
Right-of-use assets	24.8	25.3
Intangibles	56.8	44.4
Other assets	5.2	2.7
Total assets	**258.1**	**245.8**
Trade and other payables	52.2	54.4
Borrowings	48.2	48.3
Lease liabilities (right-of-use)	26.8	27.5
Current tax payable	0.1	0.6
Contingent consideration	6.2	1.3
Provisions and other liabilities	12.4	12.3
Total liabilities	**145.9**	**144.4**
Net assets	**112.2**	**101.4**

Highlights

- Balance sheet remains strong, with Gearing of 19.1% (June 2025: 20.1%), reflecting the cash consideration portion of the JBS acquisition ($13.0m; pre-earnout) and related equity entitlement offer (~$10.0m). The improvement over the period reflects solid cash generation across the business. Gearing remains well within the Group's target range, providing ongoing investment flexibility.
- Net Working Capital to Revenue of 17.7% was unchanged vs the pcp and is comfortably within the target range, with inventory and receivables well managed.
- The increase in intangibles and contingent consideration is largely due to the Johns Building Supplies acquisition.

Cash Flow

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AUD in millions	1HFY26	1HFY25
Receipt from customers	234.9	244.1
Payment to suppliers and employees	(221.7)	(232.5)
Operating cash flow before interest and tax	**13.2**	**11.6**
Interest paid (net)	(1.6)	(1.7)
Income tax paid	(2.2)	(0.8)
Cash generated from operating activities	**9.4**	**9.1**
Business acquisitions	(10.2)	-
Contingent consideration paid	-	(2.8)
Capital expenditure (net)	(1.6)	(0.3)
Net proceeds from issues of shares	9.8	-
Cash used in investing activities	**(2.0)**	**(3.1)**
Lease payment	(6.7)	(5.9)
Dividends paid	(1.7)	(1.7)
Cash used in financing activities	**(8.4)**	**(7.6)**
Net (decrease)/increase in cash and cash equivalent [2]	**(1.0)**	**(1.6)**

1. Gross capital expenditure (before lease funding and proceeds from disposal) is $1.9m (1HFY25: $1.3m).
2. Cash and cash equivalents = Cash – Bank Overdraft.

Highlights

- Operating Cashflow of $13.2m equates to cash conversion of 91.0%, up from 78.4% in the pcp, due to the quality of earnings and disciplined working capital management.
- Capital expenditure funded through a combination of asset finance facilities and cash generation.
- $~10m renounceable entitlement offer successfully completed.

Capital Management

AUD in millions	31 Dec 2025	30 June 2025
Total borrowing facility[1]	80.9	80.9
Facility drawn	**48.2**	**48.3**
Utilisation ratio %	59.6%	59.7%
Cash	21.7	22.8
Net debt (Facility drawn – Cash)	**26.5**	**25.5**
Share capital	114.6	102.8
Reserves	(2.4)	(1.4)
Equity	**112.2**	**101.4**
Funds employed (Net debt + Equity)	**138.7**	**126.9**
Gearing ratio % (Net debt over Funds employed)	**19.1%**	**20.1%**
Working capital to revenue ratio %	**17.7%**	**17.7%**
Cents Per Share	**1HFY26**	**1HFY25**
Dividend declared	2.0 cps	2.0 cps
Basic earnings per share	1.6 cps	(19.9) cps
Dividend pay-out ratio %	**81.4%**	**nm**

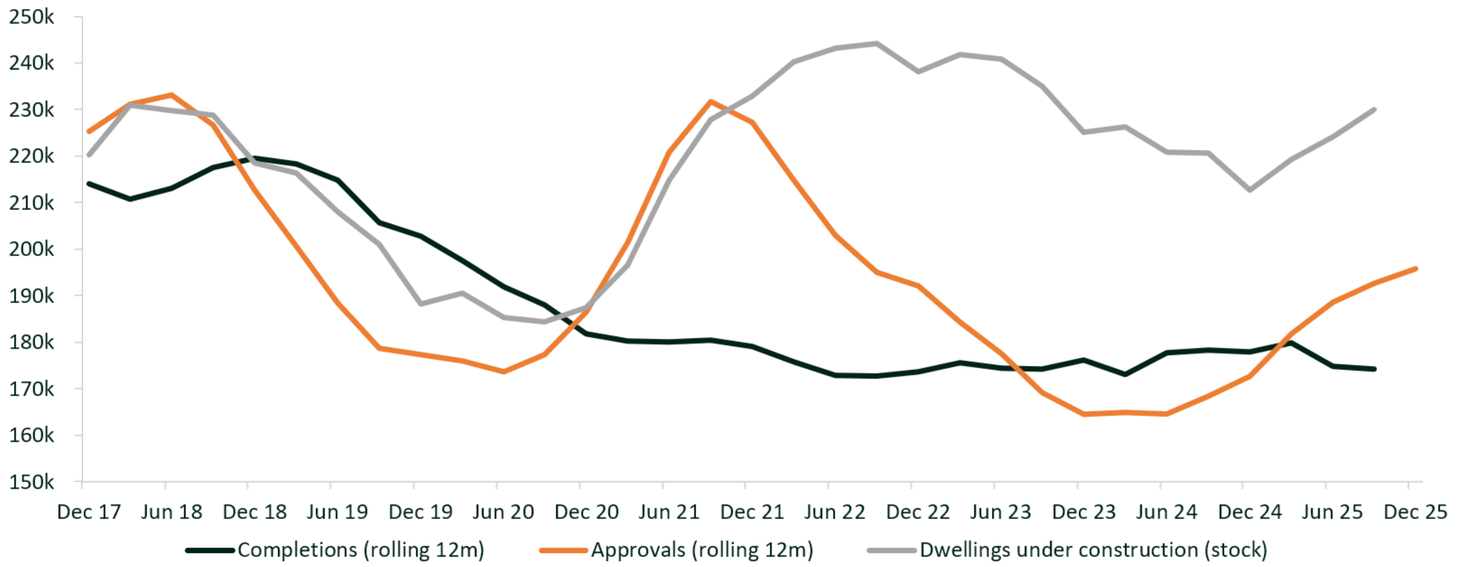
1. Total borrowing facilities are a mix between corporate loans and working capital facilities. At period end there was $16m unused corporate loan.

Highlights

- Extension of existing banking facility negotiated with NAB in August 2025.
- The Group remains in a strong balance sheet position with a gearing ratio of 19.1%.
- Net Working Capital to Revenue of 17.7% remains comfortably in the Group's target range.
- Interim year dividend of 2.0 cps.

Macroeconomic Drivers

Dwellings: Approved, Under Construction, and Completed



Source: Latest ABS Data

Actual housing completions have remained comparatively subdued, with persistent delays and bottlenecks seeing the number of dwellings under construction remain elevated for the past three years. This trend was compounded by the peak in housing approvals in late 2021.

There was some improvement in this dynamic in the first half of CY 2025, however over the subsequent six months dwellings under construction have trended higher while completions remain subdued.

Approvals are rising, and the interest rate outlook has shifted materially over the past six months, from expectations of rate cuts to rate hikes.

Against this mixed macroeconomic backdrop, Big River has invested in network optimisation, supply chain improvements, and targeted growth initiatives that position the Group to deliver significant operating leverage as volumes recover.

The medium-term demand outlook across Big River's end markets remains underpinned by population growth, low vacancy rates, and government initiatives to increase housing construction.

Financial Ambition & Growth

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Long Term Financial Ambitions

Big River is tracking well against its long-term financial targets, despite revenue contraction in soft residential market conditions with continued growth in GP and EBITDA margins solid cash management and consistent payment of fully franked dividends.

- Revenue Growth Above Market
- Gross Profit Margin Expansion
- EBITDA Margin Through Cycle > 10%
- Working Capital / Revenue < 20%
- Fully Franked Dividends

Capital Management

Big River's earnings quality and disciplined working capital management have resulted in strong cash generation and a solid balance sheet, leaving the Group with ample flexibility to pursue capital management initiatives.

Pursue Further M&A

- 16 acquisitions since IPO.
- Latest acquisition JBS in December 2025.
- Key gaps/prospects/focus areas for M&A.

Invest for Future Growth

- Invested in network optimisation, supply chain improvements, and targeted growth initiatives to drive revenue and position for significant operating leverage as volumes recover.

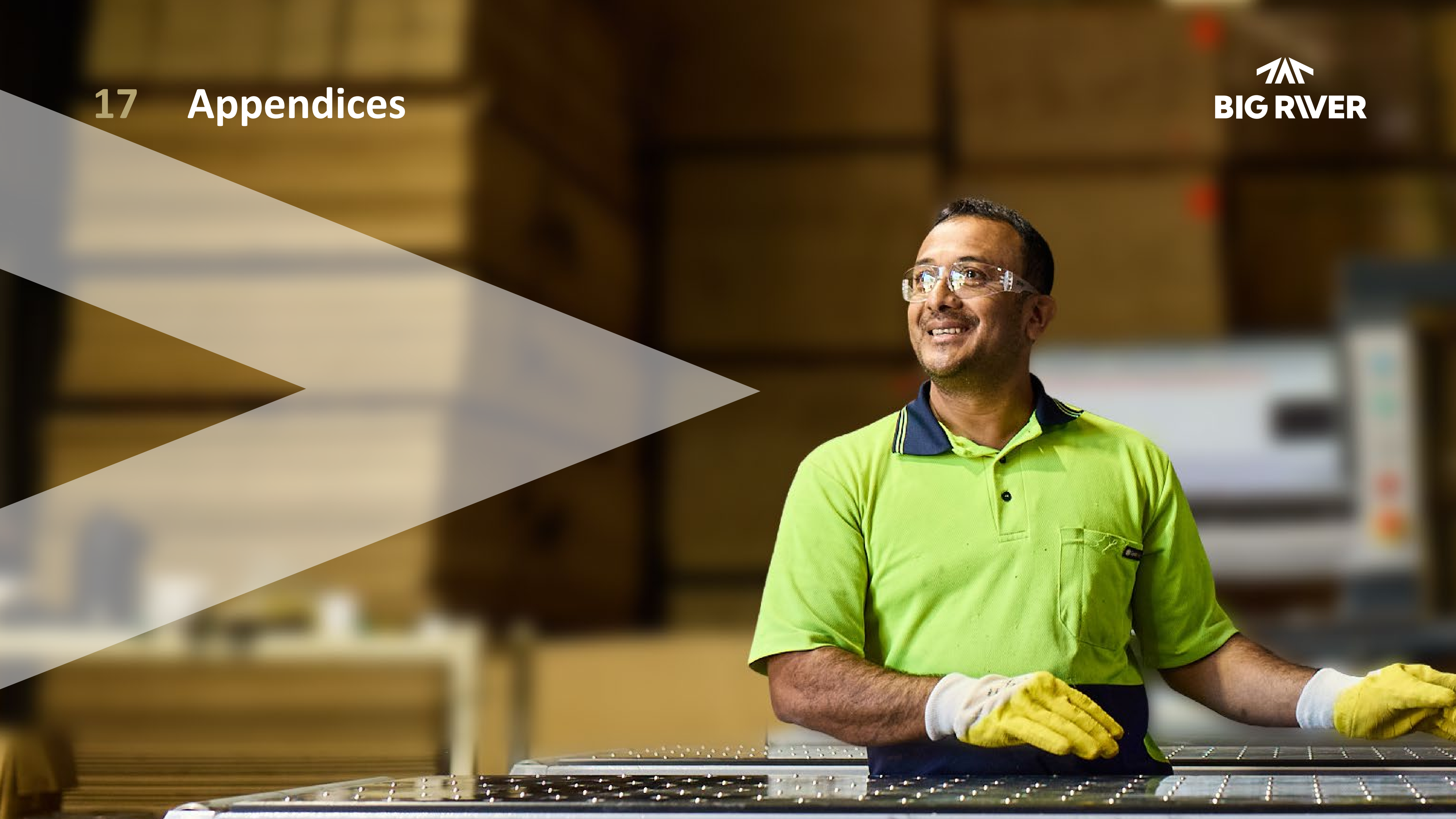
Return Capital to Shareholders

- Big River remains focused on maximising shareholder value, by balancing the growth investment above with sustainable dividend payments.

Group Outlook

- Market conditions remain variable entering 2HFY26, with residential housing expected to remain uneven over the next 12 months and differing materially by geography and segment. While affordability and project timing continue to impact parts of the residential market, the Group is seeing improving momentum in selected regions and is increasingly benefiting from its diversified exposure and targeted market focus.
- Commercial and formwork activity continues to demonstrate solid resilience, supported by strong and growing pipelines across key regions. The Group is delivering good outcomes from its formwork and commercial operations, reflecting the strength of its customer relationships, capability depth and improving project flow.
- Western Australia continues to perform strongly from both a market and earnings perspective and remains the Group's standout region. The recent acquisition of Johns Building Supplies has been well timed, materially strengthening the Group's position and providing a clear platform for continued growth while conditions remain supportive. South Australia also presents a positive outlook, underpinned by population growth and healthy project pipelines, with competitive pressures and timing variability expected to moderate over time.
- Queensland continues to offer an attractive medium-term outlook, supported by structural population growth and infrastructure investment. While competitive intensity has been elevated in the near term, Queensland remains the Group's largest market and is well positioned to deliver growth as activity strengthens. In New South Wales, regional markets are expected to perform well, with Sydney activity supported by the Group's formwork and commercial operations. The ACT market is expected to remain soft in the near term, particularly across residential housing. Victoria is expected to remain softer near term, however consolidation actions, margin discipline and a more focused sales approach are expected to support improved performance. In New Zealand, market conditions remain subdued, though the Group expects stronger relative performance from its bespoke and higher value product offerings, particularly in external cladding.
- Against this backdrop, Big River enters 2HFY26 with a more efficient and scalable operating platform, resilient margins, strong cash generation and a solid balance sheet. The Group is well positioned to continue executing its strategy and will maintain disciplined investment in targeted growth initiatives across select categories and market verticals where Big River has a clear competitive advantage and can drive improved volumes and profitability. The business remains well placed to capture operating leverage as volumes recover and to deliver sustainable earnings growth through focused execution, targeted investment and continued emphasis on higher value segments.
- The Group will continue to actively assess its portfolio to ensure alignment with strategic priorities and growth opportunities, including pursuing selective, strategy aligned and value accretive acquisitions that strengthen capability, enhance market position and support long term returns.

17 Appendices



Appendix - Profitability

AUD in millions	1HFY22	1HFY23	1HFY24	1HFY25	1HFY26
Revenue	**193.8**	**232.4**	**218.8**	**211.5**	**206.0**
EBITDA					
- Construction	13.1	20.7	14.6	10.3	12.4
- Panels	10.9	10.6	9.3	8.8	6.6
- Corporate costs	(2.8)	(3.4)	(3.9)	(4.3)	(4.5)
Total EBITDA	**21.2**	**27.9**	**20.0**	**14.8**	**14.5**
Depreciation	(5.3)	(5.6)	(6.2)	(7.2)	(7.3)
Amortisation	(0.6)	(1.3)	(1.1)	(1.2)	(1.2)
EBIT	**15.3**	**21.0**	**12.7**	**6.4**	**6.0**
Finance costs (net)	(1.5)	(2.2)	(2.7)	(2.8)	(2.5)
Income tax expense	(4.2)	(5.7)	(3.1)	(1.1)	(1.2)
NPAT before significant items	**9.6**	**13.1**	**6.9**	**2.5**	**2.3**
Significant items:					
- Acquisition costs	(0.8)	(0.3)	(0.1)	-	(0.9)
- Fair value gain	-	-	0.3	0.8	-
- Restructure & rebranding costs	-	-	-	(0.3)	-
- Impairment charge	-	-	-	(20.0)	-
NPAT to equity owners	**8.8**	**12.8**	**7.1**	**(17.0)**	**1.4**
Earnings per share (basic)	10.9 cps	15.6 cps	8.5 cps	(19.9) cps	1.6 cps
Dividend per share	5.5 cps	8.6 cps	5.5 cps	2.0 cps	2.0 cps
Dividend pay-out ratio %	50.0%	55.0%	64.5%	nm	81.4%
Net Profit After Tax and Before Amortisation (NPATA)					
NPAT before significant items	**9.6**	**13.1**	**6.9**	**2.5**	**2.3**
Add: Amortisation	0.6	1.3	1.1	1.2	1.2
NPATA before significant items	**10.2**	**14.4**	**8.0**	**3.7**	**3.5**

Appendix – Cash Flow

AUD in millions	1HFY22	1HFY23	1HFY24	1HFY25	1HFY26
EBITDA	**21.2**	**27.9**	**20.0**	**14.8**	**14.5**
Working capital changes & other items	(6.4)	(7.0)	(0.4)	(3.2)	(1.3)
Operating cash flow before interest and tax (OCFBIT)	**14.8**	**20.9**	**19.6**	**11.6**	**13.2**
Interest paid (net)	(1.5)	(1.4)	(1.7)	(1.7)	(1.6)
Income tax paid	(1.8)	(6.7)	(8.5)	(0.8)	(2.2)
Cash generated from operating activities	**11.5**	**12.8**	**9.4**	**9.1**	**9.4**
Capital expenditure (net)[2]	(2.9)	1.1	(1.2)	(0.3)	(1.6)
Payment for intangibles	(0.1)	-	-	-	-
Investment in financial assets	-	-	(0.1)	-	-
Free cash flow	**8.5**	**13.9**	**8.1**	**8.8**	**7.8**
Business acquisitions	(13.5)	(5.6)	-	-	(10.2)
Contingent consideration paid	(1.8)	(3.6)	(3.2)	(2.8)	-
Net proceeds from issue of shares	-	-	-	-	9.8
Proceeds from borrowings	10.0	5.0	-	-	-
Lease repayments	(3.6)	(4.7)	(5.3)	(5.9)	(6.7)
Dividends paid	(2.3)	(8.1)	(7.0)	(1.7)	(1.7)
Increase/(decrease) in cash and cash equivalent[1]	**(2.7)**	**(3.1)**	**(7.4)**	**(1.6)**	**(1.0)**

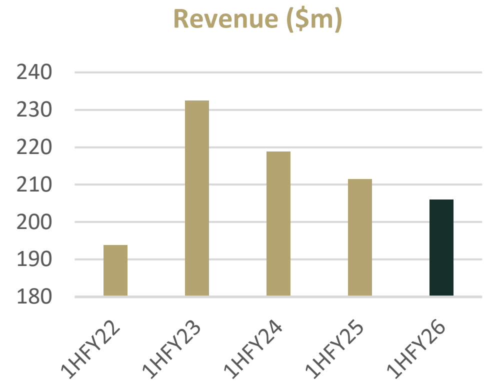
1. Cash and cash equivalents = Cash – Bank Overdraft.
2. Net Capital Expenditure for 1HFY23 is net of proceed from sale of land $2.7m.

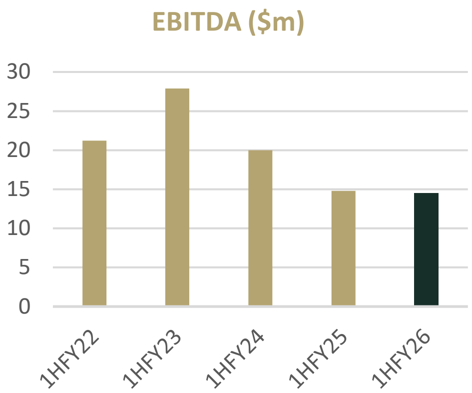
Appendix – Capital Management

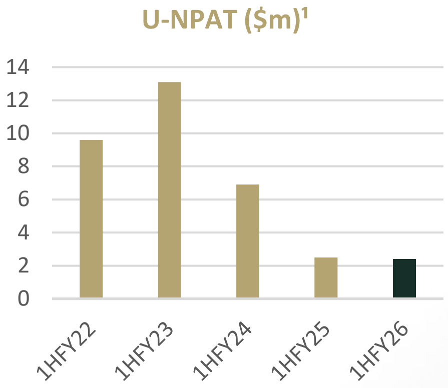
AUD in millions	31-Dec-21	31-Dec-22	31-Dec-23	31-Dec-24	31-Dec-25
Overdraft and trade finance	2.8	2.7	-	-	-
Bank bills	36.0	41.0	41.0	46.0	46.0
Equipment finance liability	2.4	2.3	2.3	2.4	2.2
Less: Cash	(6.5)	(16.9)	(24.3)	(18.8)	(21.7)
Net debt	**34.7**	**29.1**	**19.0**	**29.6**	**26.5**
Equity	105.0	118.3	120.5	100.4	112.2
Funds employed (Net debt + Equity)	**139.7**	**147.4**	**139.5**	**130.0**	**138.7**
Gearing ratio[1]	**24.8%**	**19.7%**	**13.6%**	**22.8%**	**19.1%**
EBIT before significant items (LTM)	22.4	40.6	28.8	11.0	11.4
Return on funds employed (ROFE)[2]	**16.0%**	**27.5%**	**20.6%**	**8.5%**	**8.2%**

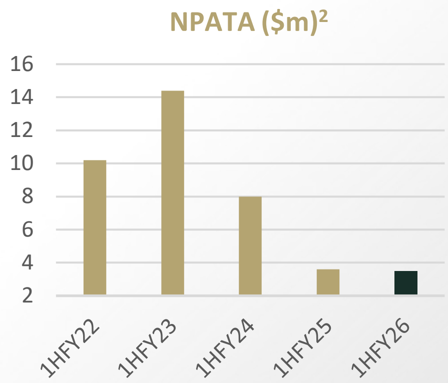
1. Gearing ratio = Net debt over Funds employed.
2. ROFE = EBIT before significant items over Funds employed.

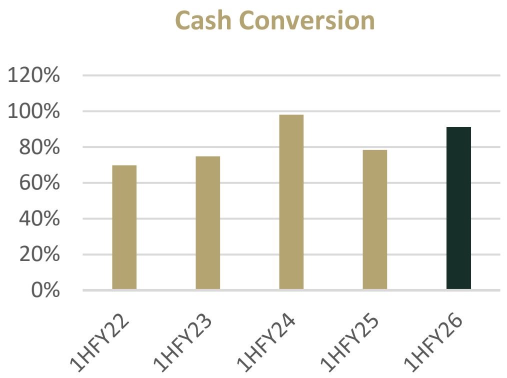
Appendix – Historical Performance

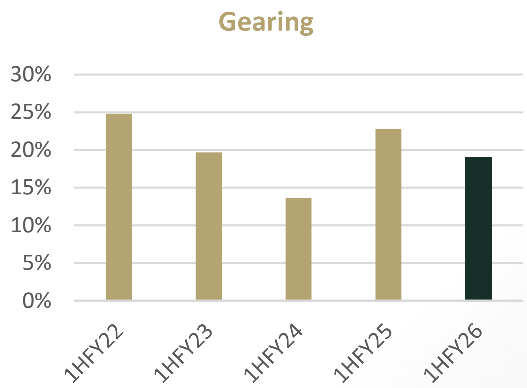


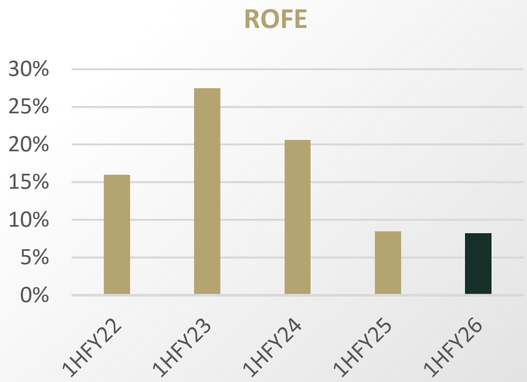












1. U-NPAT is NPAT before significant items.
2. NPATA is NPAT, adjusted for amortisation of intangible assets.

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