

ASX RELEASE

28 October 2026

Company Presentation and Trading Update

In accordance with Listing Rule 3.13.3, attached is the Company Presentation to be delivered by the CEO at the Company's Annual General Meeting ('AGM') later this morning.

A trading update and outlook contained in the CEO presentation is set out below:

Trading Update (YTD 30th September 2026 v PCP)

- Group revenue grew 10.5% to \$117.6 million for the first quarter, supported by the addition of Johns Building Supplies and continued positive progress in strategic growth categories.
- The Group's growth initiatives are delivering encouraging results, with cladding, bespoke decorative panels and high end plywood on target for the quarter. New decorative panel releases and growing demand for differentiated products are supporting a stronger product mix and margin improvement.
- Gross profit margin continued to improve despite increased international container shipping costs and competitive market pressures, expanding 40 basis points to 26.7%, supported by a positive product mix.
- Improved revenue and margins, together with continued cost discipline, delivered double digit earnings growth in the first quarter.

Outlook

- Residential activity remains soft and variable across regions, with weak market sentiment, affordability pressures and project delays continuing to constrain demand and conversion, albeit with the pipeline of future work at strong levels.
- Western Australia and South Australia are expected to remain stronger markets, while Queensland offers medium term growth potential through commercial and infrastructure investment.
- New Zealand's growing project pipeline and improving market provides opportunities, although underlying market conditions are expected to remain relatively soft over the next six months.
- Commercial activity is expected to remain comparatively resilient. Panels' stronger than expected performance provides an encouraging foundation for further growth in bespoke and value added products.
- Despite the softer market and subdued sentiment, the Group's strategic initiatives and margin growth ambitions are progressing well.
- These initiatives, supported by continued discipline on costs and working capital, underpin our confidence of achieving above market growth.

This announcement has been authorised by the Board of Directors.

For more information, please contact:

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John O'Connor	(CFO & Company Secretary)	joconnor@bigrivergroup.com.au	1300 617 665



BIG RIVER

Big River Industries Limited (ASX:BRI)

2026 AGM CEO Presentation

28 October 2026



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03 Executive Team

2026 AGM



John Lorente

Managing Director & CEO



John O'Connor

CFO



Helen Awali

EGM – Construction



Scott Barclay

EGM – Panels



Damien O'Loughlin

EGM – Technology &
Transformation



Gareth Watson

EGM – Supply Chain &
Manufacturing

Journey 2024-2026

2026 AGM

Strategic actions in recent years delivered strong FY26 earnings, margin, and cash outcomes

FY26 Market Context

- Residential activity has remained subdued, with commercial and formwork markets more resilient.
- Western Australia and South Australia outperformed softer eastern-state markets
- Revenue increased 5.3% to \$426.4m

Stronger Operating Platform

- Continued optimisation of the branch, property, and operating network
- Investment in specialist sales, technical, and category capability
- Scalable platform supports organic and acquisition-led growth

Disciplined FY26 Execution

- Gross Profit Margin expansion of 30bps to 26.5%
- Underlying EBITDA increased 8.4% to \$31.1m
- Cash conversion remained strong at 101.5%

Efficiency & Supply Chain

- Net working capital to revenue improved from 17.7% to 15.9%
- Margin and cash outcomes supported by procurement improvements, supplier alignment, and inventory discipline

Capability & Integration

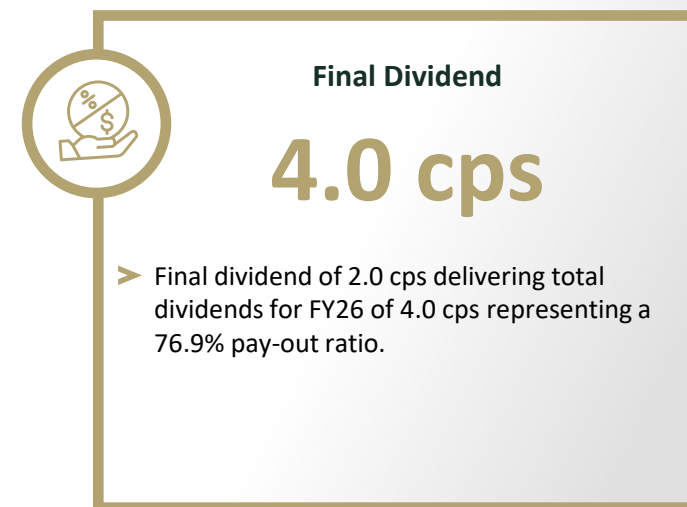
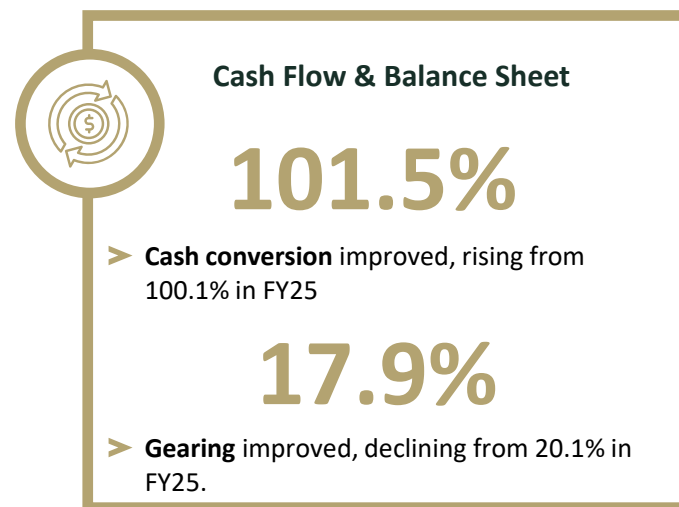
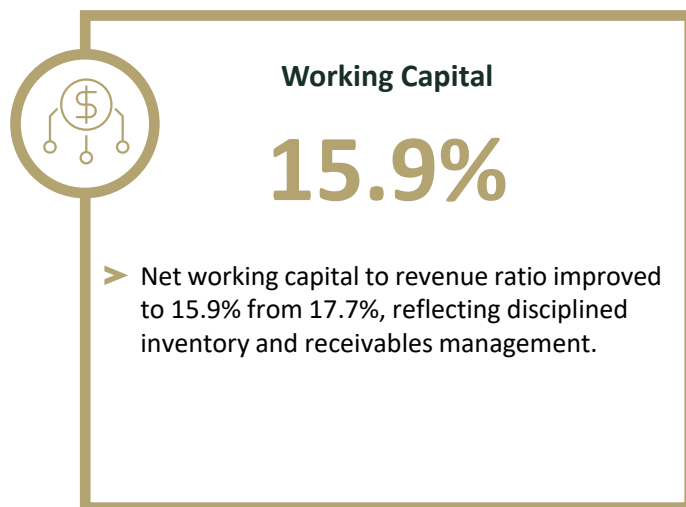
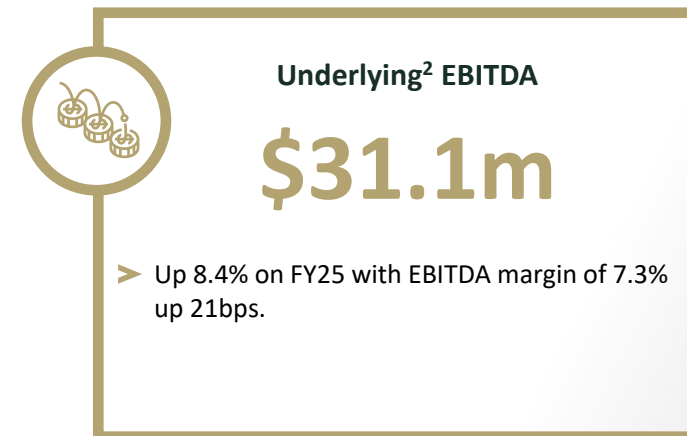
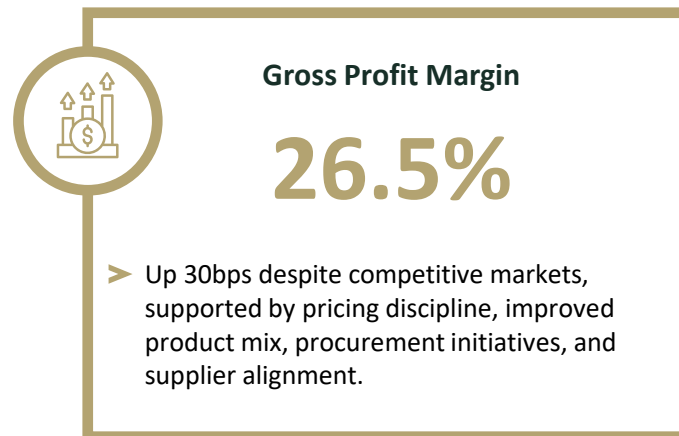
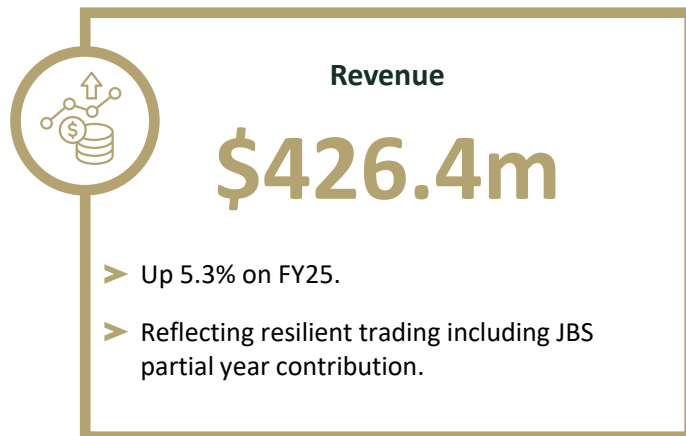
- JBS successfully integrated and performing ahead of initial expectations
- JBS contributed \$25.2m revenue and \$3.1m EBITDA in FY26
- LTIFR reduced from 5.8 to 4.2 and TRIFR reduced from 38.6 to 14.4
- Leadership and governance capability in place to support growth

Positioned for Growth

- Improved earnings base, resilient gross margins, and disciplined cost structure
- Gearing reduced from 20.1% to 17.9% retaining investment flexibility
- Medium term housing fundamentals remain supportive
- Growth remains focused on cladding, plywood, bespoke & decorative panels, and commercial projects

05 Performance Highlights FY26

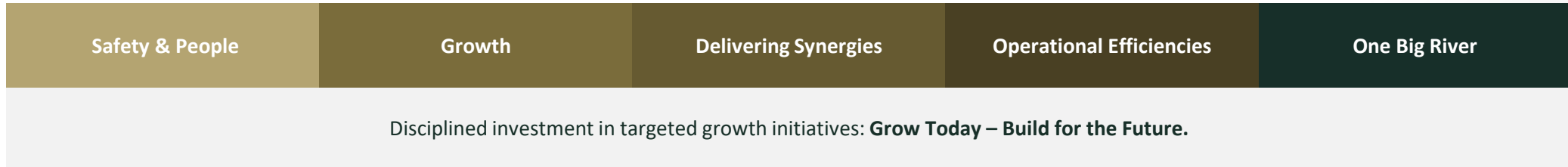
2026 AGM



06 Investment – Build for the Future

2026 AGM

Building a more efficient, scalable, and higher-margin business



07 Strategic Review Update

- Big River has a strong national platform, established customer relationships and clear opportunities for growth.
- Since engaging Greenstone Partners, the Board and management are comprehensively assessing strategic options to enhance shareholder value.
- The strategic review reflects the Board's commitment to assessing all avenues to enhance and realise shareholder value, recognising its view that the share price does not reflect the long-term value of the business. The review remains ongoing, with no certainty of a transaction or other specific outcome. The Board will keep shareholders updated in accordance with its continuous disclosure obligations.
- Management remains focused on executing growth initiatives already in place in order to build on recent operational improvements and deliver continued earnings growth.



2026 AGM

BIG RIVER INDUSTRIES LTD (ASX:BRI)

Group Trading Update & Outlook

2026 AGM

Business improvements and strategic initiatives delivering continued earnings growth despite variable markets

Trading Update

YTD 30 Sep
2026 vs PCP

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- These initiatives, supported by continued discipline on costs and working capital, underpin our confidence of achieving growth above market.

- This presentation is dated 28th October 2026.
- Big River Industries Limited (the "Company") advises that the information contained in this presentation is intended to be general background information about the Company's activities as at the date of this presentation. It is information given in summary form and is therefore not necessarily complete.
- It is not intended that it be relied upon as advice to investors or potential investors, who should seek independent professional advice depending upon their specific investment objectives, financial situation or particular needs. The material contained in the presentation may include information derived from publicly available sources that has not been independently verified.
- The information in the presentation contains forward looking statements, which include statements regarding the Company's intent, belief or current expectations with respect to the business and operations, market conditions, results of operations and financial condition, which may be subject to uncertainties outside the Company's control and therefore no representation or warranty, express or implied, is made or given as to the

accuracy, reliability or completeness of the information, opinions or conclusions expressed in this presentation. There can be no assurance that future developments will be in accordance with the Company's expectations or that the effect of future developments on the Company will be those anticipated. Actual results could differ materially from those which the Company expects, depending on the outcome of various factors.

- The Company is under no obligation to disseminate updates or revisions to any forward-looking statements in this presentation to reflect any change in expectations in relation to any forward-looking statements or any change in events, conditions or circumstances on which any such statement is based.
- This presentation should not be relied upon as a recommendation or forecast by the Company.
- This presentation should be read in conjunction with the FY26 Results Announcement and FY26 Appendix 4E.

Thank you

2026 AGM

BIG RIVER INDUSTRIES LTD (ASX:BRI)

