BRISCOE
GROUP LIMITED

Half Year Addendum

26 WEEK PERIOD ENDED 26 JULY 2026

Contents

Highlights

Record sales while advancing strategic initiatives.

The business enters the second half with sales momentum, a moderating decline in gross margin and clear opportunities to lift productivity and profitability per square metre.

Sales

- Record Group sales $374.2m, up 0.79%
- Third consecutive quarter of positive sales growth
- Sporting Goods sales up 2.56%

Gross Profit Performance

- Gross margin 40.85%
- Decline moderated to 58 bps despite continued New Zealand dollar weakness
- Ongoing sourcing, inventory and promotional initiatives

Digital Performance

- Online sales $73.4m, up 2.07%
- Online mix increased to 19.60%
- Both brands delivered online growth

NPAT Performance

- NPAT $27.6m
- Strategic investment costs largely absorbed
- Lease accounting benefit booked
- Strong cost control discipline
- Interim dividend 10 cps

Strong Balance Sheet

- Inventory $104.8m, down $1.2m
- Cash $74.4m at period end
- Capex spend $31.9m

Strategic Initiatives Contributing to Profitability

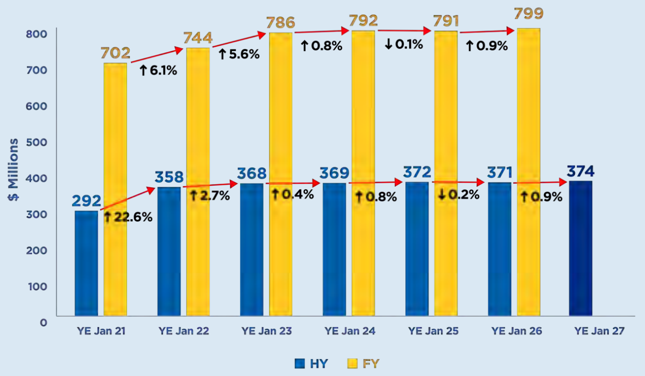
- New North Island DC operational – on time and under budget
- Club Rebel rewards relaunched
- SAP S4HANA upgrade progressing
- Store and property optimisation programme building momentum

Sales

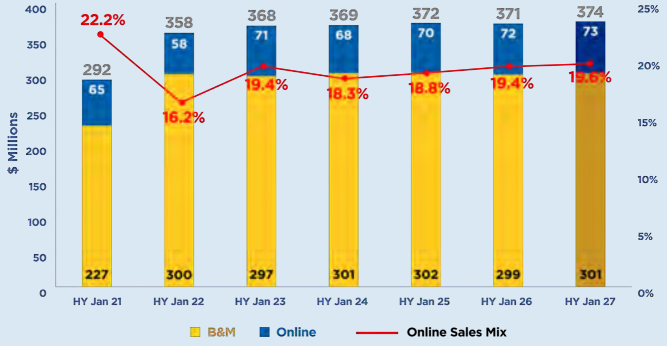
Record sales achieved for the Group despite cautious consumer spending.

- Record Group sales of $374.2 million, +$2.9 million on last year
- Third consecutive quarter of positive Group sales growth
- Online sales growth +2.1% to $73.4 million, 19.6% of Group sales
- Sporting Goods sales capitalised on major sporting events and NZ teams' successes

PERCENTAGE GROWTH

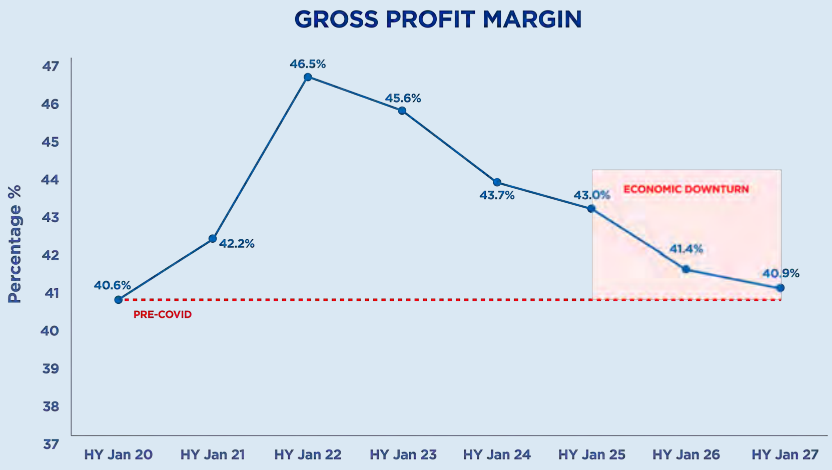


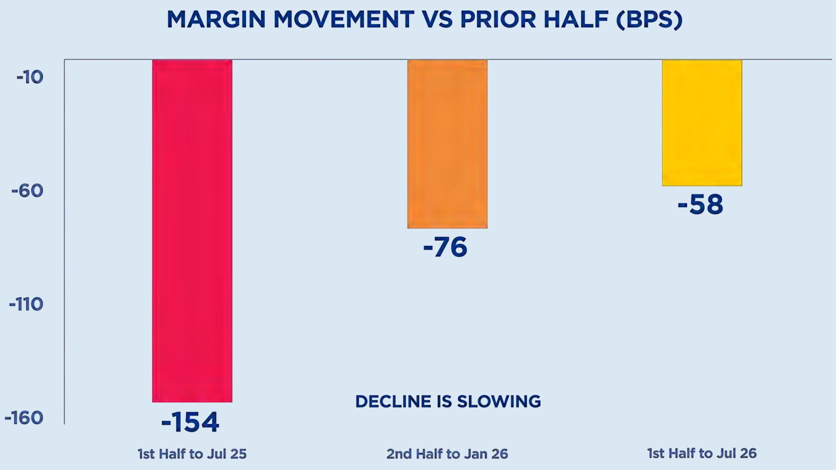
BRICKS & MORTAR VS ONLINE



Gross Profit Margin %

Gross margins remain under pressure from challenging market conditions and a weaker New Zealand dollar, but rate of decline continues to slow.

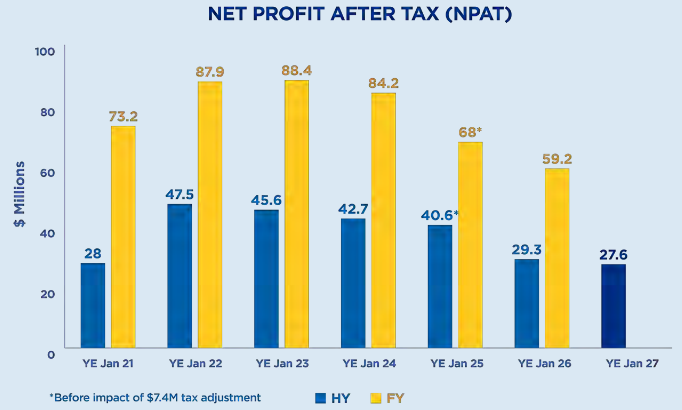


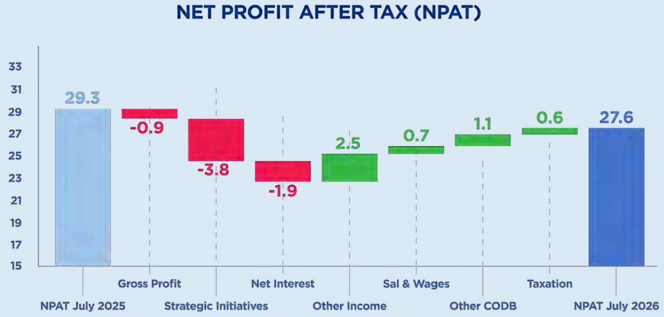


Net Profit After Tax (NPAT)

Solid NPAT performance with continued investment in a challenging retail environment.

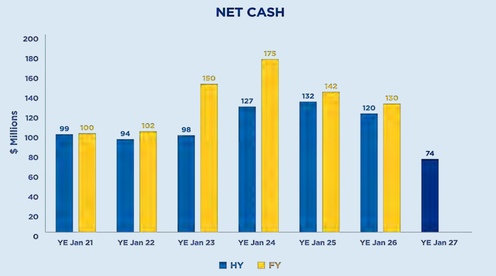
- Costs incurred advancing strategic initiatives impact NPAT
- Lower interest income from lower interest rates and reduced cash balances
- Accounting benefit booked for early surrender of former distribution centre lease
- Strong cost discipline despite ongoing cost pressures across many areas
- Strategic Investments account for year-on-year profit variance

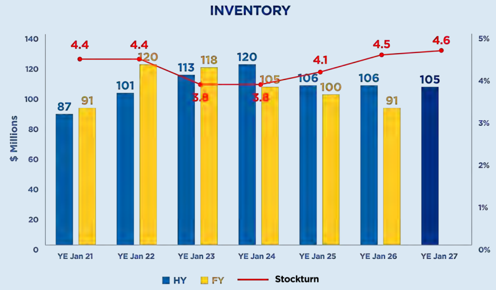


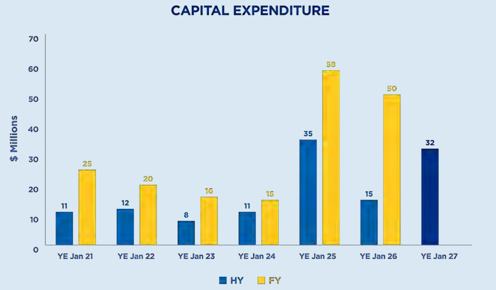


Balance Sheet

- Focused inventory control continues to deliver benefits
- Healthy cash position with minimal use of funding facility expected before year-end to support seasonal inventory build ahead of peak trading
- Capital expenditure dominated by the investment in the new distribution centre project which opened on time and under budget







Our Team

Sustained investment in our people, systems and ways of working is building capability, competence and confidence across the team.

Team Development

Leadership development has stepped up a gear. Three new cohorts commenced our Leadership Programme, redesigned and now delivered fully in-house — faster to complete and rated more highly by participants. New Change 360 surveys will track how leadership growth translates into results long after the programme ends.

Health & Safety

Automation is reshaping work at the Distribution Centre. New operating processes, hands-on training and safety controls are being embedded alongside the technology through 2026 and into early 2027, helping our team transition into the new environment safely and with confidence.

DC Capability

Our North Island Distribution Centre team has grown as the site scales up, and KNAPP automation is creating broader, more enriching roles. Team members are building genuinely new skills alongside automated systems — strengthening both individual careers and our future supply chain.

Retention

Retention remains a standout across the Group. Stable employment, genuine development opportunities and engaging work continue to attract, retain and engage our people. That continuity protects the customer experience across Briscoes Homeware and Rebel Sport and reinforces our position as a great place to work.

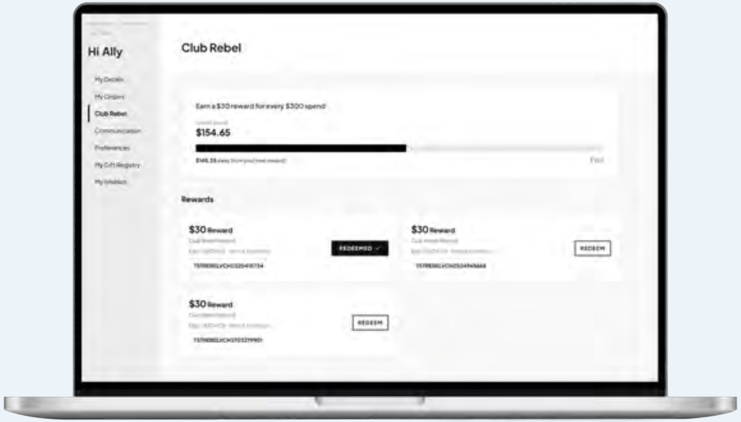
Technology Skill Building

AI is changing how work gets done, and our Support Office teams are proactively embracing the opportunity. Targeted programmes are equipping people to rethink old processes, remove friction and free up capacity for the decisions, ideas and insights that create real value — building a more adaptable, forward-looking culture.

Online Platform Investment

The first half of the year focused on delivering the new Rebel Sport loyalty experience, managed through customers' online accounts. This gives customers greater freedom and flexibility to manage their experience with us. We also introduced basket-building tactics to drive demand, including new promotions and cross-sell initiatives on the site.

Looking ahead, online platform investment is heavily focused on AI enablement. This includes new agentic shopping features, with an AI shopping assistant planned for release later this half, alongside significant work to improve AI-driven discoverability and automate processes. Together, these initiatives will create a significantly better online customer experience.



Improvements in online fulfilment

3,300+ same-day deliveries made across the country

We've dispatched **1,730,000 units!**

NEW OVERSIZED-DELIVERY PARTNER LAUNCHED (FLIWAY) | **TOTAL DISPATCHED SALES UP 2%** | **LABOUR SPEND DOWN 12%** | **630k TOTAL ONLINE ORDERS**

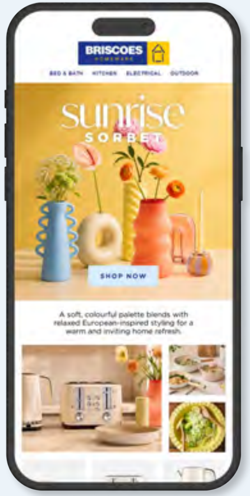
VIP Clubs

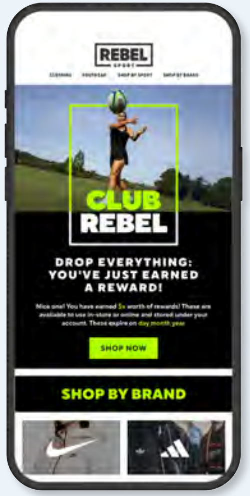
Our clubs are a long-term strategic and competitive advantage, providing significant reach across New Zealand and a highly engaged customer base. We will continue to invest in them to increase customer frequency, engagement and lifetime value.

Club Rebel Rewards has made a strong start since launching in May, with positive early member engagement and strong commercial growth from the club.

We are now focused on enhancing the programme's value and relevance through an even stronger member experience.

In parallel, we are progressing the next evolution of Briscoes Club, with more personalised and rewarding experiences for customers.





HY27

TOTAL DATABASE
1.19m +5.0%

MEMBER FREQUENCY
3.8 vs 3.7 non-members

MEMBER SHARE OF SALES
+2.3% YOY

HY27

TOTAL DATABASE
1.13m +8.1%

MEMBER FREQUENCY
3.3 vs 2.0 non-members

MEMBER SHARE OF SALES
+6.8% YOY

Supply Chain Transformation

We've achieved a significant milestone with the opening of our new Drury Distribution Centre. Manual operations are live, and our automation remains on track for go-live in September. Importantly, this major programme remains on track and under budget.

What we have completed

- The Drury DC started operations in May.
- Our stock and staff moved from the old site to the new site during April.
- Stock flow to stores is now planned on target weeks of cover to improve availability and reduce overstocking.
- The automation build has been completed, and commissioning and testing are in the final stages to support our go-live as planned in September.
- The ramp-up plan for our key supplier stocks to arrive during Q4 is in place.
- Overall the transformation continues to progress on schedule and within budget.

In progress 2026

- Our automation vendor mechanical and electrical teams have completed the construction phase.
- Our Warehouse Management System, Warehouse Control System and Order Management Systems are now integrated allowing store replenishment and online orders to be fulfilled from the DC.
- Our software vendors and Briscoe Group supply chain teams are busy testing all automation process flows.
- We begin a staged ramp-up of Rebel Sport product in September.

Benefits for our Team & Customers

- State-of-the-art facility and equipment.
- Reduced stock level in stores by holding more in the DC and regularly replenishing our stores in line with demand.
- Improved on-shelf availability and shorter online fulfilment times.
- Stronger full-price sales and corresponding reduction in lower-margin clearance sales.
- An improved product range and potential for new product categories in stores.

Sustainability

Our Steps to a Better Tomorrow

> *We've made solid progress in the first half against our sustainability targets. Performance is being tracked consistently through social and environmental metrics, enabling clearer oversight of progress, more informed decision-making, and a stronger focus on the sustainability issues most material to the Group.*

Signed agreement with 100% certified renewable electricity provider for our entire store network, marking a key milestone in our Scope 2 emissions reduction roadmap.

The emissions reduction and financial benefits of the new contract are expected to begin in Q4 when the contract commences.

Our new distribution centre commenced operations with a fully electric forklift fleet, marking the complete phase-out of LPG forklifts as outlined in our Scope 1 emissions reduction roadmap.

Other progress against our strategy includes:

- Nespresso capsule recycling programme performing ahead of target, with 7,353 kg collected and monthly collection volumes increasing by 246% since January 2026.
- 10,000 blankets donated to communities in need through our Briscoes Give a Blanket campaign.
- 23 community and sporting groups supported through Rebel Sport Grants, helping more Kiwis get involved in sport.
- More than 10,200 balls delivered to community and sporting groups through the Pass it Forward Buy a Ball, Give a Ball programme.
- Steps taken to strengthen our human rights approach ahead of incoming Modern Slavery Reporting requirements.

Strategy Investment on Track

GROUP STRATEGY 2024 – 2026

		LONG TERM GROWTH ACCELERATION	RETAIL EXPERIENCE EVOLUTION	SUPPLY CHAIN TRANSFORMATION	BUILDING BLOCKS
		Online platform upgrade. Optimisation of profit returns on store space. Multi-year accelerated store refurbishment plan being built.	Flagship store concepts. Electronic Shelf Labels (ESL). Rebel Sport & Briscoes Homeware product range refinement. Stronger cross-sell & up-sell focus. Loyalty evolution.	New North Island Distribution Centre (DC). Improved inventory allocation and replenishment. Enhanced Rebel Sport inventory efficiency.	Scalable technology architecture. Strengthened people capability and capacity. Automation and use of AI to simplify processes. Increase positive impact through sustainability.
GOAL Deliver the best retail experience in New Zealand	**Delivered in First-Half to July 2026:**	• Online platform optimisation continues to improve the online customer experience. • Store network review completed to identify opportunities.	• REBEL X flagship store at Panmure performing well ahead of the wider store network. • Rebel Sport loyalty programme launched at the start of May. • Initial customer response has exceeded expectations.	• Building construction completed and the manual pick operation for Briscoes now operating at levels above old distribution centre. • Automation ramp-up commenced.	• ERP upgrade to SAP S/4HANA under way. • Over 40 team members completed Leadership Development Programme. • Increasing use of AI technology across super-user groups in the business.
	Key Deliverables for Year-End January 2027:	• Panmure Briscoes-Chemist Warehouse sublease agreed. Opening planned for end of 2026. • Briscoes Upper Hutt store footprint to be reconfigured to introduce a new Rebel Sport store.	• Briscoes flagship store design to be completed by end of Q3. • Monitoring changes in customer behaviour from new Club Rebel loyalty scheme.	• Automation volume ramp-up completed by end of Q4. • New replenishment modules for local replenishment to go live in Q4.	• New GM People joining the business. • Completion of SAP S/4HANA upgrade.

Strategic Investment Moving into Value Delivery

As the period of elevated strategic investment nears completion, our focus is shifting to realising the operational, customer and financial returns from the capabilities we have built.

CAPABILITY BUILT

Economic backdrop
The economy has yet to show consistent signs of a sustained recovery.

Strong business health
Customer promoter scores are at record levels, team engagement is in the top quartile, and inventory is well controlled and of high quality.

Capabilities in place
As the three-year strategic cycle nears completion, the focus is moving from delivering capability to realising returns.

LOOKING FORWARD: UNLOCKING VALUE

People and Technology
Improve organisational productivity through stronger team capability, technology, automation and simplified processes.

Customer Value
Build on the response to Club Rebel to increase frequency, engagement and lifetime value, while assessing the opportunity for Briscoes.

Supply Chain Returns
Realise productivity, stock availability and inventory efficiency benefits from the new Drury DC and replenishment capability.

Store Space Returns
Increase sales productivity and profitability through refurbishments, footprint optimisation and new space opportunities.

Our proven business model and world-class team continue to deliver trading and strategic progress in parallel. As the investment phase matures, the capabilities we have built are expected to support stronger productivity, profitability and sustainable long-term growth.

Financial Summary

Metrics	HY Jul 21	HY Jul 22	HY Jul 23	HY Jul 24	HY Jul 25	**HY Jul 26**	FY Jan 20[1]	FY Jan 21	FY Jan 22	FY Jan 23	FY Jan 24	FY Jan 25	**FY Jan 26**
Homeware Revenue - $000	222,628	228,739	229,391	230,027	229,780	**229,088**	410,908	439,234	460,887	487,501	490,116	489,810	**496,773**
Sporting Goods Revenue - $000	135,793	139,207	139,846	142,051	141,489	**145,118**	242,109	262,563	283,563	298,353	301,837	301,659	**302,058**
Group Total Revenue - $000	358,421	367,946	369,237	372,078	371,269	**374,206**	653,017	701,797	744,450	785,854	791,953	791,469	**798,831**
Online Mix of Sales - %	16.2%	19.4%	18.3%	18.8%	19.4%	**19.6%**	11.3%	18.8%	21.5%	19.0%	18.7%	19.7%	**20.0%**
Group Gross Margin - $000	166,663	167,937	161,464	159,865	153,803	**152,865**	257,502	307,116	340,642	345,922	335,762	319,541	**313,355**
Group Gross Margin - %	46.5%	45.6%	43.7%	43.0%	41.4%	**40.9%**	39.4%	43.8%	45.8%	44.0%	42.4%	40.4%	**39.2%**
Group EBIT - $000	73,040	70,016	64,217	60,497	46,948	**46,466**	97,223	115,886	136,468	135,494	126,296	104,401	**95,776**
Group EBIT - % to Sales	20.4%	19.0%	17.4%	16.3%	12.6%	**12.4%**	14.9%	16.5%	18.3%	17.2%	15.9%	13.2%	**12.0%**
Group NPAT - $000	47,461	45,620	42,750	40,584[8]	29,305	**27,567**	62,583	73,199	87,909	88,437	84,221	68,008[8]	**59,217**
Group NPAT - % to Sales	13.2%	12.4%	11.6%	10.9%	7.9%	**7.4%**	9.6%	10.4%	11.8%	11.3%	10.6%	8.6%	**7.4%**
Free Cash Flow -$m (Operating Cash Flow less Capex)	33.2	38.9	22.2	3.0	9.8	**(23.9)**	60.3	81.1	76.6	128.0	108.3	51.6	**52.0**
Dividends Per Share - cps	11.5	12.0	12.5	12.5	10.0	**10.0**	8.5[2]	28.5[3]	27.0	28.0	29.0	22.5	**20.0**
Earnings Per Share - cps	21.3	20.5	19.2	18.2[8]	13.2	**12.4**	28.2	32.9	39.5	39.7	37.8	30.5[8]	**26.6**
Net Debt /Cash Position - $m	93.9	97.6	126.9[5]	131.8[7]	119.8[10]	**74.4[12]**	67.4	100.4	102.5	149.9[4]	175.4[6]	142.4[9]	**130.3[11]**
Inventory Turnover - X p.a. (COGS divided by average inventory)							4.7	4.4	3.8	3.7	4.1	4.6	**5.1**

1. NZ IFRS 16 Leases first year of adoption.
2. Final dividend of 12.5cps cancelled as a result of Covid-19 pandemic.
3. Includes special dividends of 6cps.
4. Includes $26 million of creditor payments made on 31 January 2023.
5. Includes $18 million of creditor payments made on 31 July 2023.
6. Includes $20 million of creditor payments made on 31 January 2024.
7. Includes $23 million of creditor payments made by 31 July 2024.
8. Excludes $7.4 million one-off non-cash tax expense adjustment.
9. Includes $30 million of creditor payments made by 31 January 2025.
10. Includes $22 million of creditor payments made by 31 July 2025.
11. Includes $32 million of creditor payments made by 31 January 2026.
12. Includes $26 million of creditor payments made by 31 July 2026.

Positive Impact on Local Communities

PASS IT FORWARD

SILVER FERN

"We would like to extend our sincere thanks once again for your generous sponsorship of our Kaupapa, and for supporting our future rangatahi events through the Pass It Forward balls."

cure kids

"We are extremely grateful for the phenomenal support of Briscoe Group staff, suppliers and customers who both fundraise as well as raise awareness for Cure Kids and the vital research we fund."

"My name's Sheana. I'm a Tania Dalton Foundation Scholarship recipient, supported by Rebel Sport. The scholarship has taken a lot of financial stress off my family, and I think it is so cool that Rebel Sport is able to provide that (support)."

"Thank you so much for your generous support of the "Buy a Blanket, Give a Blanket" campaign. Through our partnership with Briscoes, something truly meaningful has been made possible. These blankets have not only provided much-needed warmth during the colder months, but have also offered comfort, kindness, and a sense of being cared for, reminding people that they are seen, valued, and not alone." - Salvation Army.

ALL HEART NZ

"Our partnership with Briscoes has been a powerful example of how (product) returns can be transformed into meaningful community impact. This collaboration has not only supported waste reduction, but it has also created positive social outcomes by resourcing schools, charities, and community initiatives."