

3 May 2022

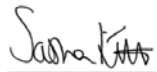
Manager, Company Announcements,
Australian Securities Exchange Limited,
Level 4, 20 Bridge Street,
Sydney NSW 2000

MACQUARIE INVESTOR CONFERENCE 2022 - PRESENTATION

Attached is a copy of the Breville Group Limited's presentation at the Macquarie Investor Conference 2022, held on 3rd May 2022.

The release of this announcement was authorised by the Breville Group Limited Board.

Yours faithfully



Sasha Kitto
Joint Company Secretary
Breville Group Limited

Breville Group Limited (BRG)

Macquarie Investor Conference Presentation

3rd May 2022

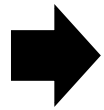


Breville | Sage

Disclaimer

To the extent this Presentation contains any forward-looking statements, such statements are not guarantees of future performance and involve known and unknown risks and uncertainties and other factors, many of which are beyond the control of Breville, its Directors and management, and involve elements of subjective judgement and assumptions as to future events which may or may not be correct. Actual performance may differ materially from these forward-looking statements. A number of important factors could cause actual results or performance to differ materially from the forward-looking statements. The forward-looking statements are based on information available to Breville as at the date of this Presentation. Except as required by law, including the ASX Listing Rules, Breville undertakes no obligation to provide any additional or updated information, whether as a result of new information, future events or results or otherwise.





- Breville Overview
- How did we do it?
- What's next?
- 2H Update and Outlook



Breville|Sage Vision Statement

B R E V I L L E | S A G E

We are a global leader in kitchen experiences, enhancing people's lives through brilliant innovation and service design.

Large, Untapped Revenue Opportunity

Morgan Stanley Research Report, July 13 2020

Global small kitchen appliance - bottom-up model

REVENUE OPPORTUNITY		A&NZ	N. America	EU	Asia	S. America	RoW	Global
Years of operation	#	46	18	7	NA	NA	NA	NA
Population	m	30.8	368.8	831.4	3537.8	652.1	2278.0	7698.9
Households	m	11.2	144.2	341.3	992.7	193.7	508.2	2191.3
GDP per capita	A\$K	70.2	85.6	36.5	11.4	14.8	20.1	56.6
BRG revenue	A\$m	151.2	432.6	89.6	NA	NA	NA	752.3
Revenue per HH	A\$	13.5	16.4	7.0	2.2	2.8	3.8	4.4
Revenue opportunity	A\$bn	0.3	2.4	2.4	2.2	0.5	2.0	9.7
Upside	x	2.0x	5.5x	26.7x				12.9x

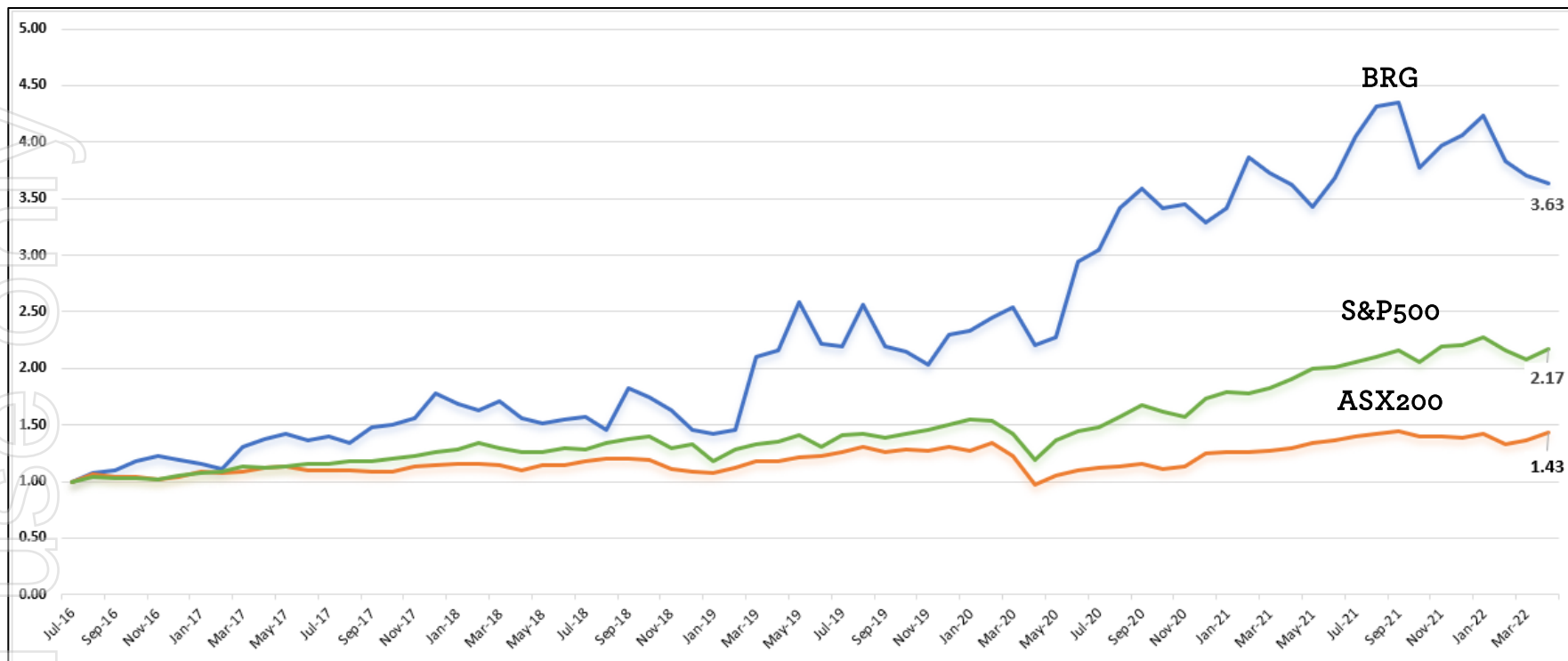
Source: Euromonitor, Morgan Stanley Research estimates.

- One of the few, truly global Australian companies
- We have a long way to go
- With large, untapped opportunity, focus reverts to team's ability to execute



Relative Share Price Appreciation

(July 2016 – March 2022)



Source: Yahoo Finance

Over the last 5+ years, Breville's shareholder returns have materially outperformed the major market indices.



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We Re-Platformed The Company

- Innovation is core differentiator with customers
- Immediately increased investment in NPD and have been increasing ever since

New Product Development

We Re-Platformed The Company

- Restructured into Global organizational structure
- Implemented global operational backbone (S&OP)
- Deployed global technology platform

Global Company Platform

New Product Development

We Re-Platformed The Company

- Brought in global functional experts
- All had proven track record of running global, multi-cultural team
- All came from a vertical where their skillset mattered most

Global Functional Team

Global Company Platform

New Product Development

We Re-Platformed The Company

- Built global Go-To-Market capability
 - Accelerates revenue
 - Builds brand strength

Go To Market Capability

Global Functional Team

Global Company Platform

New Product Development

We Re-Platformed The Company

Expanded Addressable Market

Go To Market Capability

Global Functional Team

Global Company Platform

New Product Development

- Expanded direct offense to new markets:
 - Germany/Austria
 - Benelux
 - Switzerland
 - Spain
 - Portugal
 - France
 - Italy
 - Mexico
- Improved execution in distributor-led markets

- Breville Overview
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Platform Evolution

Go To Market v2.0

Expanded Addressable Market

Go To Market Capability

Global Functional Team

Global Company Platform

New Product Development

- New Product Launch v2.0
- Improving execution through retail partners
- Upgrading customers' digital experience
- Delivering against pre- and post-purchase experience

Platform Evolution

Solutions

Go To Market v2.0

Expanded Addressable Market

Go To Market Capability

Global Functional Team

Global Company Platform

New Product Development

- More sophisticated verticals show one company rarely meets customer need
- Leveraging 3d party products and capabilities to deliver total solution
- Typically involves wrapping software, content, and services around hardware

Platform Evolution

Customer-Driven Development

Solutions

Go To Market v2.0

Expanded Addressable Market

Go To Market Capability

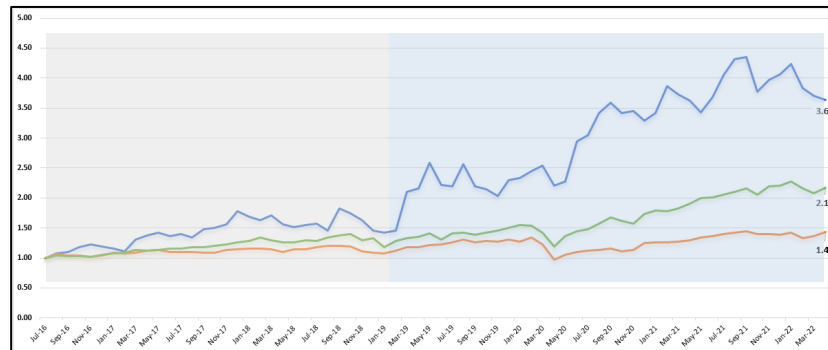
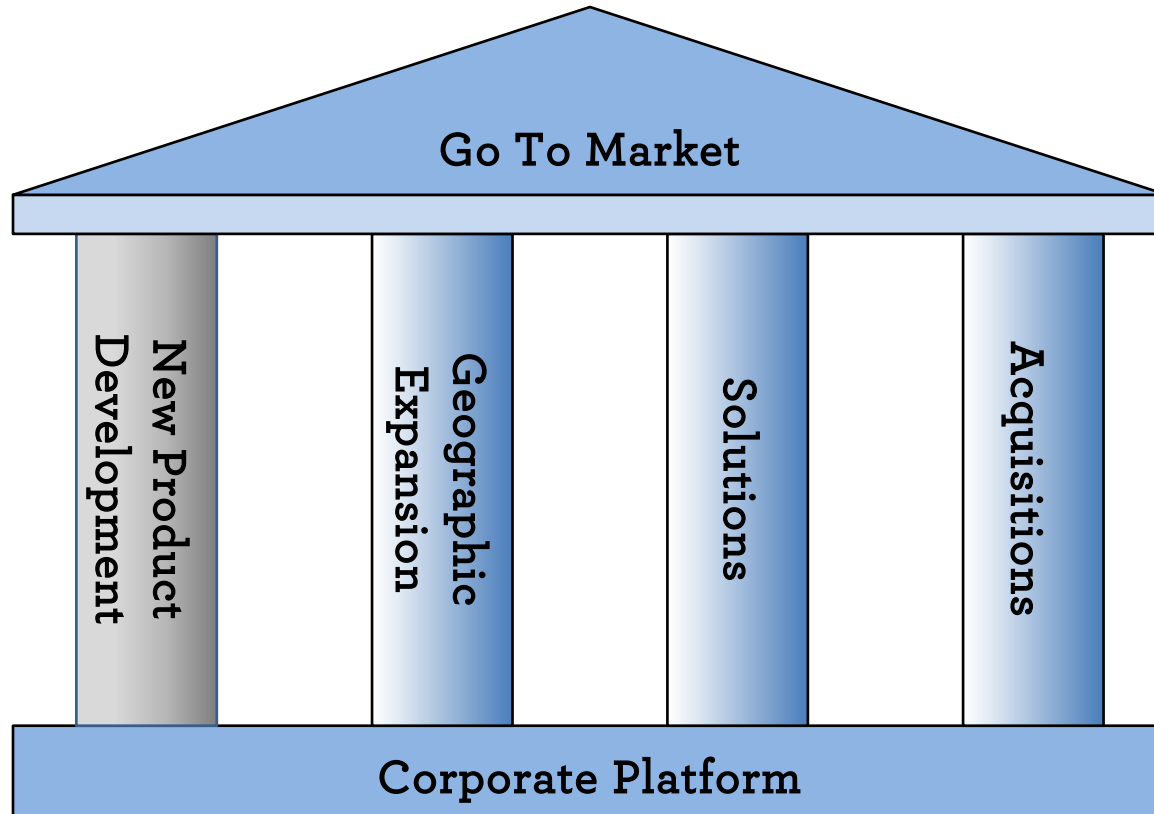
Global Functional Team

Global Company Platform

New Product Development

- To date NPD successful intuiting customer need
- Solutions directly connecting us with customers
- NPD with customer-driven development improves ROI

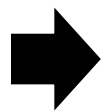
BRG Long-Term Growth Drivers



- Breville Overview

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2H FY22 Snapshot

Corporate Platform

- Australia is live—all countries now on the new Corporate Platform
- Rolling out new Digital Experience platform (US and UK live)

Americas

- Channel inventory (and Breville inventory) in much better shape
- Sell In/Sell Out healthy

EMEA

- Ukraine situation driving a headwind across Europe (volatility)
- Stopped orders from Russian partner in March

APAC

- Sell In/Sell Out healthy
- Beginning geographic expansion

Inventory

- Deliberately accelerating 1HFY23 pull in
- So far, executing well (not materially affected by lockdowns)

New Products

- New product launches performing well

BONUS BEANS™

with the purchase of selected espresso machines. *TGCs apply.

beanz.com
by Sage

the Barista Express™ Impress

BES876



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Specialty Coffee Association Awards

Barista Pro™



WINNER

BEST ALL-ROUND HOME
COFFEE MACHINE

Barista Express™
Impress



— AMERICA'S —
TEST KITCHEN

Breville | Sage

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FY22 Geographic Expansion

Nordics
Live



South Korea (*June*)



Poland (*July*)

Reconfirming FY22 Guidance

We expect EBIT for the full year of FY22 to be consistent with the markets' consensus forecast of ~\$156m assuming:

- No significant change in economic conditions in the Group's major trading markets;
- No material supply chain interruptions beyond what we experienced in the 1H FY22; and,
- Taking into account our expected 2H investment levels into R&D, GTM, and Technology