

Harvey Norman

HOLDINGS LIMITED | ACN 003 237 545

APPENDIX 4D
HALF YEAR REPORT

DECEMBER 2025

HARVEY NORMAN® PROUDLY SUPPORTING THE NEXT GENERATION OF WINTER PARA-ATHLETES

LYNN MAREE CULLEN
PARA-BIATHLON &
PARA-CROSS
COUNTRY SKIING

TARYN DICKENS
PARA-BIATHLON &
PARA-CROSS
COUNTRY SKIING

SEAN POLLARD
PARA-SNOWBOARD

ETHAN JACKSON
PARA-ALPINE SKIING

GEORGIA GUNEW
PARA-ALPINE SKIING



🇦🇺 Australia
🇳🇿 New Zealand

🇸🇬 Singapore
🇸🇯 Slovenia

🇮🇪 Ireland
🇬🇧 United Kingdom

🇲🇾 Malaysia
🇭🇷 Croatia



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COMPANY INFO

Registered office

A1 Richmond Road,
Homebush West NSW 2140
Ph: 02 9201 6111

Share registry

Boardroom Pty Limited
Level 8, 210 George Street,
Sydney NSW 2000
Ph: 02 9290 9600

Auditors

Ernst & Young (EY)

Securities exchange listing

Shares in Harvey Norman Holdings Limited (HVN) are quoted on the Australian Securities Exchange Limited (ASX)

Solicitors

Brown Wright Stein

Company secretary

Mr. Chris Mentis

KEY DATES

27 February 2026

Announcement of Profit for the Half-Year Ended 31 December 2025 & Announcement of Interim 2026 Dividend

2 April 2026

Record Date for Determining Entitlement to Interim 2026 Dividend

1 May 2026

Payment of Interim 2026 Dividend

28 August 2026

Announcement of Full-Year Profit to 30 June 2026 & Announcement of Final 2026 Dividend

7 October 2026

Record Date for Determining Entitlement to Final 2026 Dividend

5 November 2026

Payment of Final 2026 Dividend

HALF-YEAR DECEMBER 2025 (1H26) RESULTS FOR ANNOUNCEMENT TO THE MARKET

EBITDA

\$667.88m +14.9%

↑ \$86.46m or 14.9% from \$581.42m in 1H25

EBITDA excluding AASB16 net impact and net property revaluations

\$454.52m +16.9%

↑ \$65.80m or 16.9% from \$388.72m in 1H25

EBIT

\$527.53m +14.4%

↑ \$66.27m or 14.4% from \$461.26m in 1H25

EBIT excluding AASB16 net impact and net property revaluations

\$399.94m +17.5%

↑ \$59.49m or 17.5% from \$340.45m in 1H25

REPORTED PBT

\$466.31m +16.5%

↑ \$66.02m or 16.5% from \$400.29m in 1H25

PBT excluding AASB16 net impact and net property revaluations

\$372.79m +20.1%

↑ \$62.33m or 20.1% from \$310.46m in 1H25

REPORTED PROFIT AFTER TAX & NCI

\$321.91m +15.2%

↑ \$42.52m or 15.2% from \$279.39m in 1H25

PAT excluding AASB16 net impact and net property revaluations

\$256.19m +18.5%

↑ \$39.91m or 18.5% from \$216.28m in 1H25

TOTAL SYSTEM SALES REVENUE*

\$5.16bn +6.9%

Aggregated headline franchisee sales revenue **\$3.50bn**
Company-operated sales revenue **\$1.66bn**

* Comprised of Harvey Norman® overseas company-operated sales revenue and aggregated Harvey Norman®, Domayne® and Joyce Mayne® franchisee sales revenue in Australia. Sales made by franchisees in Australia do not form part of the financial results of the consolidated entity.

HNHL CONSOLIDATED REVENUE

\$2.53bn +10.5%

Sales of products to customers **\$1.66bn**
Revenues received from franchisees **\$646.98m**
Revenues and other income items **\$221.60m**

NET ASSETS

\$4.95bn

↑ 4.9% from \$4.72bn in Dec 24

NET TANGIBLE ASSETS PER SHARE**

\$4.36

↑ from \$4.14 in Dec 24

**Net tangible assets per share includes right-of-use assets and lease liabilities

BASIC EARNINGS PER SHARE

25.84c

↑ 15.3% from 22.42c in 1H25

INTERIM DIVIDEND PER SHARE

(FULLY-FRANKED)


14.5c

↑ 20.8% from 12.0c for 1H25


Record date for determining entitlement to the Interim 2026 Dividend: 2 April 2026.
Payment of the Interim 2026 Dividend: 1 May 2026.

1H26 KEY HIGHLIGHTS

1 Solid momentum from Australian Franchisees & overseas company-operated stores drives + 6.9% system sales growth to \$5.16BN


	Aggregated headline franchisee sales revenue up	4.8%	to	\$3.50BN
	Company-operated sales revenue up	11.6%	to	\$1.66BN

2 Strong double-digit earnings & EPS growth


	Profit Before Tax up	16.5%	to	\$466.31M
	Profit Before Tax (excluding AASB 16 net impact & net property revaluations) up	20.1%	to	\$372.79M
	Basic Earnings Per Share (EPS) up	15.3%	to	25.84cps

driven by:

Cost discipline while maintaining brand presence

	Marketing expenses flat while system sales up 6.9%	3.8% 1H26	vs	4.0% 1H25 (Marketing Expenses as a % of System Sales Revenue)
	Operating expenses as a % of system sales reduced	17.8% 1H26	vs	18.0% 1H25 (Operating Expenses as a % of System Sales Revenue)


Strong results from the franchising operations segment

	Franchising operations PBT result up	14.2%	to	\$205.93M
	Improvement in franchising operations margin	5.89% (in 1H26)	vs	5.40% (in 1H25)

Substantial growth from overseas company-operated retail segment


International diversification = major differentiator & competitive advantage, overseas operations comprise 25% of total PBT (excl property revaluations)

A) Standout international performances:


	New Zealand PBT result up	32.3%	to	\$47.06M
	Singapore and Malaysia PBT result up	27.9%	to	\$27.92M
	Ireland PBT result up	40.0%	to	\$25.08M
	Slovenia & Croatia PBT result up	102.6%	to	\$5.44M

B) Continue to invest and expand categories and store network in the UK


3 \$5BN global property portfolio continues to deliver growth and stable earnings

	Property segment PBT results up	7.8%	to	\$178.82M
	Supported by:			
	- net property revaluation adjustments of \$95.80M recognised in the income statement			
	- fair value increase of \$16.29M for NZ properties recorded in the balance sheet			

4 Very strong balance sheet: tangible asset-rich & conservatively geared

	Net Assets up	4.9%	to	\$4.95BN
	Total Assets up	6.3%	to	\$8.77BN
	Low net debt to equity ratio of	13.02%		

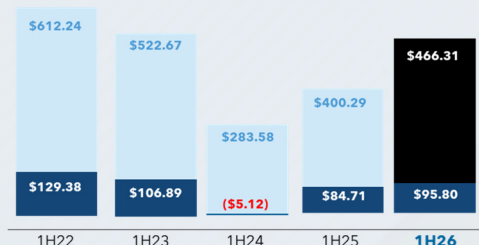
5 Strong operating cash flows

	Ample cash reserves and strong operating cash flows of	\$392.88M
	Cash conversion % of	96.2%

Group Results for the Half-Year Ended 31 December 2025 (1H26)

- Profit before tax (PBT) of \$466.31 million, up \$66.02 million (+16.5%)** compared with 1H25, driven by improved earnings contributions from Australian franchising operations, stronger performance across overseas company-operated retail businesses and stable income from the Group's property portfolio. **PBT excluding net property revaluations and net impact of AASB 16 Leases increased to \$372.79 million, up \$62.33 million (+20.1%),** demonstrating increased profit generation from core retail, franchising and property activities.
- Total system sales revenue increased 6.9% to \$5.16 billion:**
 - Aggregated Australian franchisee sales rose 4.8% to \$3.50 billion,** reflecting the continued strength of franchisees in Home, Lifestyle and Tech, with growth achieved across technology-led categories and core homemaker ranges.
 - Company-operated retail sales increased 11.6% to \$1.66 billion,** supported by a full 6-months trade for stores opened in FY25, 3 new stores in Asia, and improved trading performance across established stores in NZ, Ireland, Slovenia and Croatia.
- Consolidated revenue increased to \$2.53 billion,** reflecting higher retail sales revenue, increased franchisee-derived income in line with franchisee sales growth, and net property revaluation increments of \$96.26 million recognised during the half.
- Operating leverage strengthened, with total operating expenses reduced to 17.8% of total system sales (1H25: 18.0%).** Operating expense growth remained controlled relative to system sales expansion, underpinned by disciplined cost management, supported by global marketing expenses remaining flat, representing 3.8% of system sales in 1H26 vs 4.0% in 1H25.
- Franchising operations delivered a PBT result of \$205.93 million, up 14.2%,** with margins expanding to **5.89%** (1H25: 5.40%). **Overseas company-operated retail PBT was \$92.09 million, up 35.6%,** with strong profit growth across New Zealand, Ireland, Singapore, Malaysia, Slovenia and Croatia, partially offset by expected establishment losses associated with the UK flagship during its scaling phase. **Property segment PBT increased by 7.8% to \$178.82 million,** due to net revaluation increases, rental growth, low vacancy and continued stability across the Australian large-format retail property portfolio.
- The Group's balance sheet continued to strengthen, with total assets increasing to \$8.77 billion as at 31 December 2025,** primarily due to continued growth across the property and retail asset base and solid earnings growth. The asset base remains predominantly comprised of high-quality tangible assets, including a **\$4.67 billion global freehold property portfolio.**
- Net assets increased to \$4.95 billion, up 4.9%** since December 2024, while the **net debt to equity ratio remains low at 13.02%,** reflecting conservative gearing, disciplined capital management and solid operating cash flows.
- Operating cash flows and cash conversion were slightly lower in 1H26, mainly due to higher inventory funding to support sales growth, particularly in the premium technology categories, outweighing stronger cash receipts from company-operated retail sales and franchise fees.

PROFIT BEFORE TAX AS REPORTED (\$M)



HALF-YEAR ENDED 31 DECEMBER (including property revaluations)

■ Denotes the contribution of net property revaluations to total PBT

Profit After Tax & Non-Controlling Interests:

\$321.91m

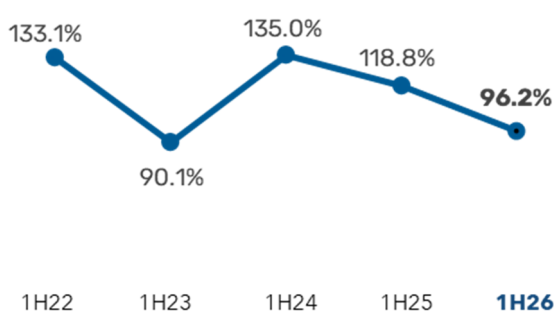
↑ \$42.52m or 15.2% from 1H25

Effective Tax Rate:

29.83%

Cash Conversion %

96.2%

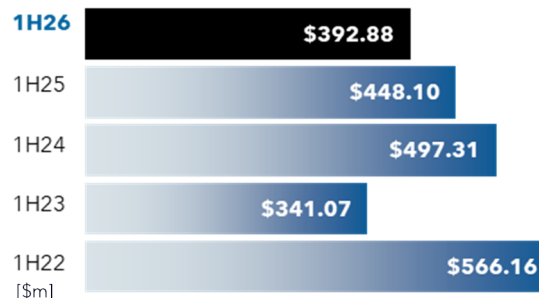


Continued strong cash conversion

[Calculated as: Operating Cash Flows (excluding interest & tax) ÷ EBITDA (excluding AASB 16 & net property revaluations)]

Operating Cash Flows

\$392.88m



Operating cash flows remain strong, supporting growth and balance sheet flexibility

↓ \$55.22m from 1H25

Our Global Footprint

We operate an integrated retail, franchise, property and digital system across 8 countries.



196

Franchised Complexes in Australia



121

Company-Operated Stores in 7 Overseas Countries



Australian Franchising Operations

- 196 franchised complexes in Australia comprising 554 independent franchisees
- 1H26 Aggregated Franchisee Sales Revenue*: \$3.50 billion
- 1H26 Franchising Operations Revenue: \$588.30 million
- 1H26 Franchising Operations PBT: \$205.93 million

Overseas Company – Operated Retail

- 121 company-operated stores in 7 overseas countries
- 1H26 Overseas Company-Operated Revenue: \$1.599 billion
- 1H26 Overseas Retail PBT: \$92.09 million
- Comprises 19.8% Total PBT (24.9% excluding property revaluations)

Strategic ‘Large – format’ Retail Property Portfolio

- 99 franchised complexes owned (50.5% of total)
- 480 diverse third-party tenants (large proportion ASX-listed)
- \$3.98 billion Australian investment property portfolio (largest single owner in Australia)
- 1H26 Property PBT: \$178.82 million (including revaluations)
- 29 international owned retail property assets (24% of total)
- \$671.67 million overseas owner-occupied and investment property portfolio

* Sales made by franchisees in Australia do not form part of the financial results of the consolidated entity.

NEXT GEN AI

AT **Harvey Norman**[®]

Solid foothold in the growing AI PC and devices market

Investment in Technology, Digital Transformation and IT Infrastructure Assets

 Online sales channel	 Click & collect	 Quick reserve
 Store finder	 Trak by Harvey Norman [®]	 LiveChat

Segment Analysis

An Integrated Retail, Franchise, Property and Digital System

The consolidated entity operates an integrated retail, franchise, property and digital system, comprising three main strategic pillars: **1. Franchise – 2. Retail – 3. Property** complemented by a sustained investment in technology, digital transformation and IT infrastructure assets.

Franchising Operations Segment 1	Overseas Company-Operated Retail Segment 2	Property Segment 3
<p>REVENUE \$588.30m</p> <hr style="width: 20%; margin: auto;"/> <p>vs 1H25 ↑ +8.8% up \$47.37m</p>	<p>REVENUE \$1.599bn</p> <hr style="width: 20%; margin: auto;"/> <p>vs 1H25 ↑ +12.9% up \$182.86m</p>	<p>REVENUE \$277.03m</p> <hr style="width: 20%; margin: auto;"/> <p>vs 1H25 ↑ +6.6% up \$17.04m</p>
<p>TOTAL EXPENSES \$382.37m</p> <hr style="width: 20%; margin: auto;"/> <p>vs 1H25 ↑ +6.0% up \$21.72m</p>	<p>TOTAL EXPENSES \$1.507bn</p> <hr style="width: 20%; margin: auto;"/> <p>vs 1H25 ↑ +11.8% up \$158.66m</p>	<p>TOTAL EXPENSES \$98.22m</p> <hr style="width: 20%; margin: auto;"/> <p>vs 1H25 ↑ +4.3% up \$4.03m</p>
<p>PBT RESULT \$205.93m</p> <hr style="width: 20%; margin: auto;"/> <p>vs 1H25 ↑ +14.2% up \$25.65m</p>	<p>PBT RESULT \$92.09m</p> <hr style="width: 20%; margin: auto;"/> <p>vs 1H25 ↑ +35.6% up \$24.20m</p>	<p>PBT RESULT \$178.82m</p> <hr style="width: 20%; margin: auto;"/> <p>vs 1H25 ↑ +7.8% up \$13.00m</p>
<p>196 Franchised Complexes in Australia</p>	<p>121 Company-Operated Stores in 7 Overseas Countries</p>	<p>\$4.67bn Freehold Property Portfolio</p>
<p>FRANCHISING OPERATIONS MARGIN of 5.89% vs 5.40% in 1H25</p> <p>Representing 55.6% of PBT excluding property revaluations [or 44.2% of Total PBT]</p>	<p>Representing 24.9% of PBT excluding property revaluations [or 19.8% of Total PBT]</p>	<p>Representing 22.4% of PBT excluding property revaluations [or 38.3% of Total PBT]</p>

Directors' Report Operating and Financial Review

The Franchising Operations Segment in Australia

The Franchised Operating Model in Australia

Harvey Norman Holdings Limited (HNHL) and subsidiaries of HNHL own valuable intellectual property rights, including the trademarks Harvey Norman®, Domayne® and Joyce Mayne®, software and other confidential information to promote and enhance the brands.

A subsidiary of HNHL (a franchisor) grants separate franchises to independent franchisees to use the Harvey Norman®, Domayne® or Joyce Mayne® trade marks in Australia and to conduct the retail business of the franchisee at or from a store within a particular branded complex, pursuant to the terms of a franchise agreement. Each franchisee owns and controls the franchisee business of that franchisee.

Each franchisee has control over the day-to-day operations of the franchisee business and has the discretion and power to make the decisions necessary to drive sales, control floor margins and contain operating costs to maximise the profitability of the franchisee business. Each franchisee pays franchise fees to a franchisor pursuant to a franchise agreement between that franchisee and that franchisor.

The franchising operations segment in Australia captures and records the franchise fees received from franchisees including franchise fees in accordance with franchise agreements, rent

and outgoings for the use of a branded complex and interest on the financial accommodation facility that is made available to each franchisee. The franchising operations segment also includes the costs of operating the franchised system and monitoring and evaluating the performance and compliance of franchisees with their franchise agreements.

1 New Franchised Complex in 1H26

- Harvey Norman® Geelong, VIC: 24 November 2025

2 Franchised Complex Relocations during 1H26

- Harvey Norman® Warragul, VIC: 7 July 2025
- Harvey Norman® Bathurst, NSW: 20 December 2025

175

Harvey Norman®

Franchised Complexes

17

DOMAYNE®

Franchised Complexes

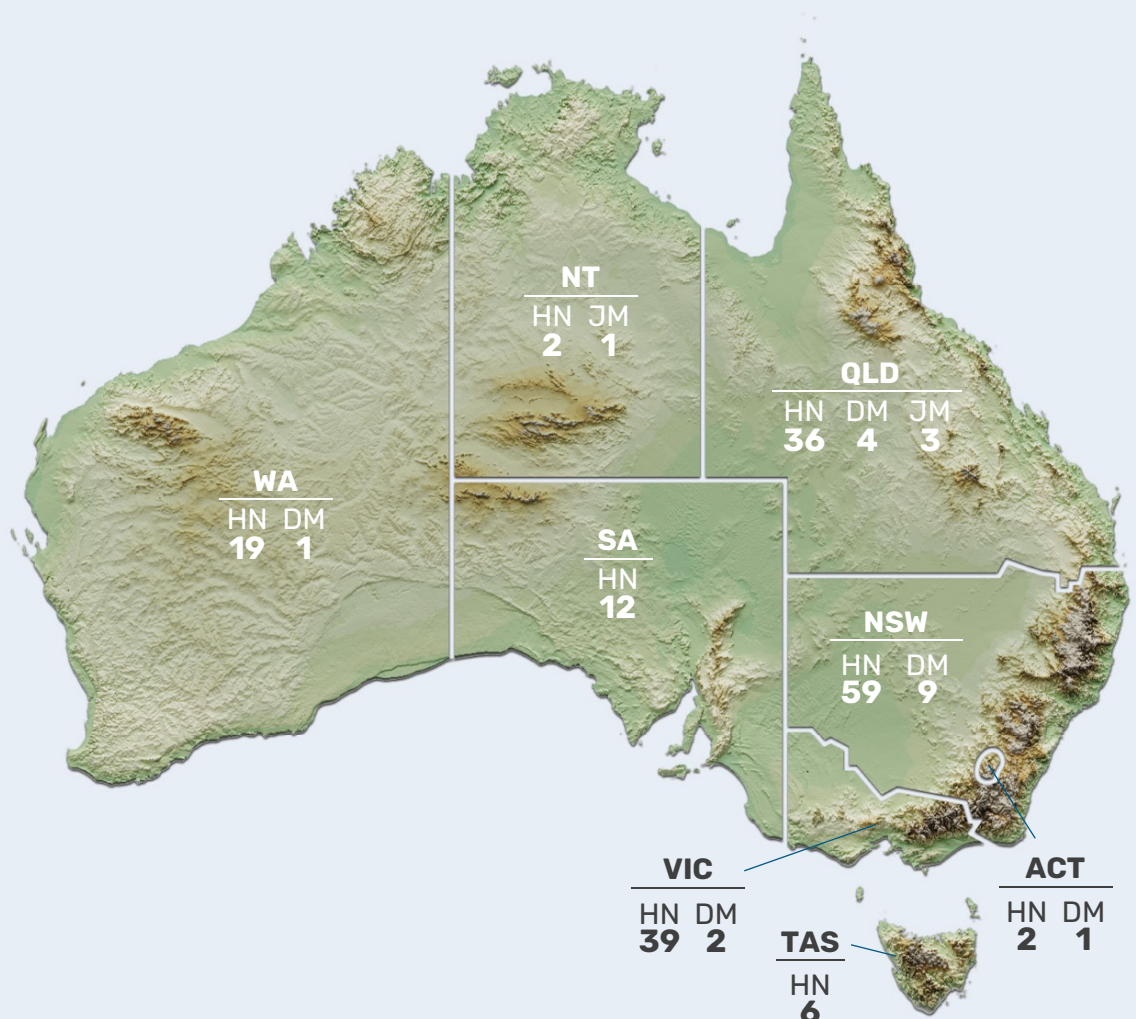
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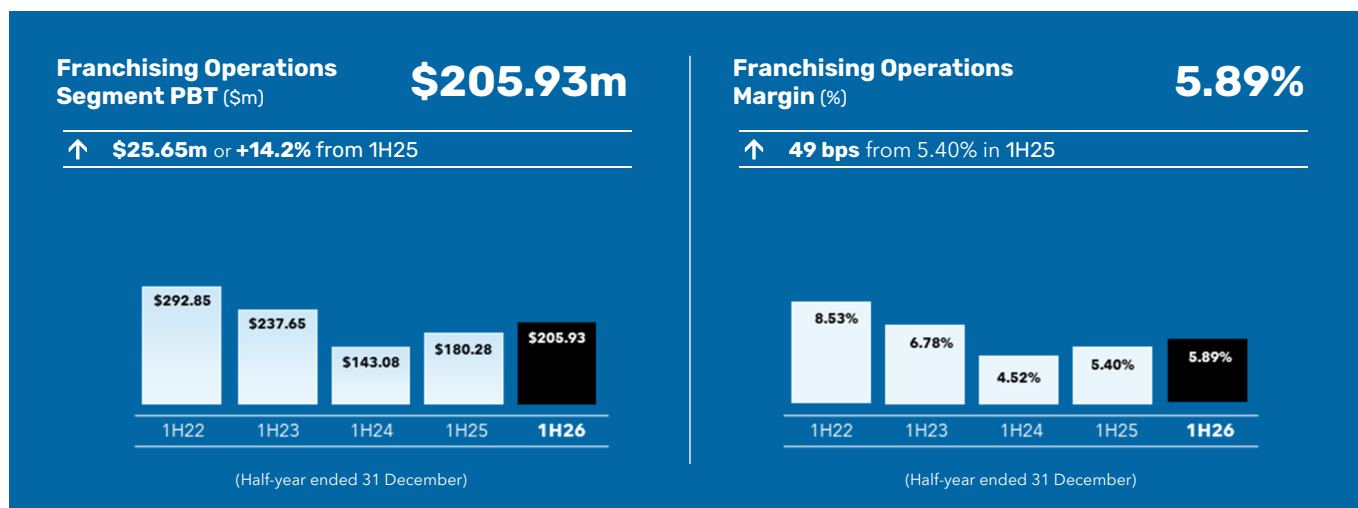
JOYCE MAYNE®

Franchised Complexes

554

Independent franchisees carrying on their business under Harvey Norman®, Domayne® & Joyce Mayne® brands.





The franchising operations segment delivered a PBT result of **\$205.93 million for 1H26, representing an increase of \$25.65 million, or 14.2%**, compared with \$180.28 million in 1H25. This outcome translated into a **solid franchising operations margin of 5.89%**, compared with 5.40% in the prior corresponding period, reflecting a 49 bps improvement for the half.

The improvement in segment profitability was driven primarily by a \$47.37 million increase in franchising operations revenues, rising 8.8% from \$540.94 million in 1H25 to \$588.30 million in 1H26. Revenue from franchise fees increased by \$41.38 million, or 9.6%, to \$471.84 million, underpinned by a 4.8% increase in aggregated franchisee sales revenue to \$3.50 billion for the period. The direct relationship between Australian franchisee sales revenue and franchise fee income remains evident, with growth in franchising profitability continuing to track underlying franchisee sales performance.

Rent and outgoings received from franchisees occupying properties leased by the consolidated entity increased by \$1.22 million, while interest income earned from administering franchisee financial accommodation facilities also increased modestly compared with the prior half.

Costs associated with operating, monitoring and evaluating the franchising operations segment increased by \$21.72 million, or

6.0%, largely impacted by a deterioration in the net impact of AASB 16 Leases compared with 1H25. In the prior period, interest rate expectations were relatively stable, supported by improving macroeconomic conditions. During 1H26, particularly in the December quarter, tighter interest rate expectations resulted in higher discount rates applied in the fair value assessment of right-of-use assets within the leasehold investment property portfolio. This led to a net reduction of \$6.77 million for the half, compared with a net increase of \$5.19 million in 1H25, representing a deterioration of \$11.96 million.

The franchisor continued to invest in promoting and enhancing the Harvey Norman®, Domayne® and Joyce Mayne® brands, including assisting franchisees through targeted customer initiatives. This investment was primarily in the form of bonus gift cards, which increased by \$3.69 million compared with the prior corresponding period.

Our strong balance sheet underpins continued investment across the franchising operations segment, supporting digital capability, in-store infrastructure and the rollout of the Next Gen -AI technology range of franchisees, while reinforcing brand value and earnings quality over the medium to long term.

Franchising operations segment

		1H	2H	FY
Franchising operations segment PBT (\$m)	FY26	\$205.93m	N/A	N/A
	FY25	\$180.28m	\$164.10m	\$344.39m
Aggregated franchisee sales revenue* (\$bn)	FY26	\$3.50bn	N/A	N/A
	FY25	\$3.34bn	\$3.09bn	\$6.43bn
*Sales made by franchisees in Australia do not form part of the financial results of the consolidated entity.				
Franchising operations margin (%)	FY26	5.89%	N/A	N/A
	FY25	5.40%	5.31%	5.36%
[calculated as franchising operations segment PBT ÷ aggregated franchisee sales revenue]				

Australian Franchisee Sales Revenue Underpins the Franchising Operations Segment

Aggregated franchisee sales revenue of \$3.50 billion (up +4.8%) for 1H26 represents a solid outcome in a competitive retail environment for the Home, Lifestyle and Technology offering of the Harvey Norman®, Domayne® and Joyce Mayne® franchisees.

Franchisee sales momentum was strong through the early and mid-stages of the half, with sales up +6.5% to 20 November 2025 on the prior corresponding period (as previously disclosed on 26 November 2025) and remained positive through the December peak trading period. With the Christmas trading period representing a significant proportion of first-half sales, the delivery of growth through this period underscores the resilience of the franchised model.

Performance for the half was led by technology-driven categories, with franchisees sales benefiting from growing consumer adoption of AI-enabled devices, reflecting the increasing integration of artificial intelligence into personal computing and mobile technology. The Next Gen-AI offering of franchisees, supported by a large-format omni channel model with in-store expertise, continues to benefit from the demand for AI-enabled technology.

The Electrical, Furniture and Bedding franchisees delivered growth throughout the half, highlighting underlying demand for core homemaker products.

Overall, Australian franchisees delivered a well-balanced first-half performance, with growth achieved across key categories, and ongoing alignment with emerging technology and AI adoption.

Total franchisee sales*
Half-year ended 31 December 2025

\$3.50bn

↑ 4.8%
increase of \$159.63m vs 1H25

Comparable franchisee sales*
Half-year ended 31 December 2025

\$3.47bn

↑ 4.7%
increase of \$156.31m vs 1H25

* Sales made by Harvey Norman®, Domayne® and Joyce Mayne® franchisees in Australia do not form part of the financial results of the consolidated entity.



Powered by **Snapdragon**



Acer Swift Go 14 Copilot+ PC.**
Snapdragon® X Plus 8-core processor, 16GB RAM, 512GB SSD, 14" IPS 120Hz screen, Wi-Fi 7, Windows 11 Home.
NX1795A.001



Lenovo Yoga Slim 7x Copilot+ PC.**
Snapdragon® X Plus 10-core processor, 16GB RAM, 1TB SSD, 14.5" 3K OLED touchscreen, Wi-Fi 7, Windows 11 Home.
82P00041



Asus Zenbook A14 Copilot+ PC.**
Snapdragon® X Elite 12-core processor, 16GB RAM, 1TB SSD, 14" OLED screen, Wi-Fi 7, Windows 11 Home.
UC407RA-G008W



My Personal AI



Security



Multi-Day Battery*



Productivity



New overseas stores opened in 1H26



**Punggol Way,
Singapore**
Punggol Coast Mall

Opened On
8 August 2025



**Kuala Lumpur,
Malaysia**
The Beat at Kiara Bay

Opened On
1 October 2025



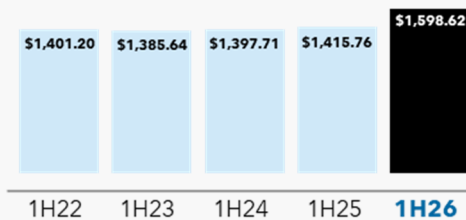
**Penang,
Malaysia**
Gurney Plaza

Opened On
15 December 2025

Overseas company-operated retail segment

Aggregated overseas retail revenue (\$AUD M)

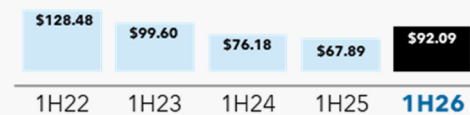
↑ \$182.86M +12.9% from 1H25



(Half-year ended 31 December)

Aggregated overseas retail PBT result (\$AUD M)

↑ \$24.20M +35.6% from 1H25



(Half-year ended 31 December)

**Overseas Retail
Segment Comprises**

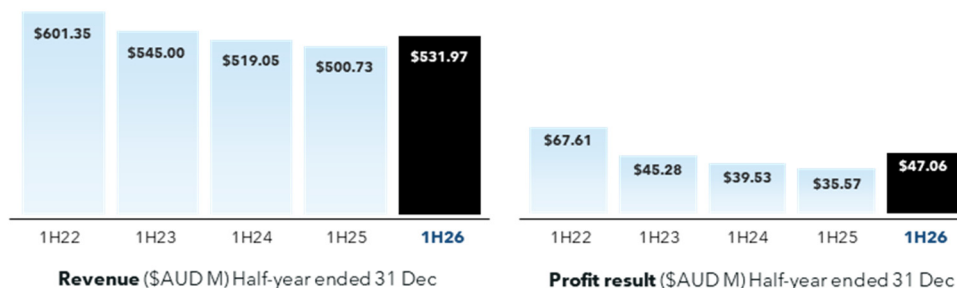
24.9%

of PBT excluding property revaluations
19.8% of Total PBT



New Zealand

New Zealand Flagship 
Wairau Park, Auckland (Launched Jun 2018)



New Zealand

43 Harvey Norman® Company-Operated Stores

In New Zealand, improved retail conditions in 2H25 translated into continued momentum in 1H26, delivering sales and profit growth across our 43 company-operated stores. A supportive interest rate environment, with the Official Cash Rate reduced to 2.25% by 31 December 2025, contributed to improving consumer confidence and discretionary demand. While overall retail spending remained cautious, the strength of the Harvey Norman® brand and sustained demand for AI-enabled technology underpinned solid performance across all key Home, Lifestyle & Tech categories.

Sales for 1H26 increased by **NZ\$43.55 million or 8.1%** to **NZ\$580.16 million** relative to 1H25 sales of NZ\$536.61 million. When translated to Australian dollars, the increase was **\$28.38 million or 5.8%, to \$516.25 million for 1H26**, from \$487.87 million in 1H25, negatively impacted by a 2.1% depreciation in the NZD relative to the AUD this half year.

Sales were assisted by a full 6-month's trade of the two full-format stores opened in the prior year at Papanui (October 2024) and Ravenswood (November 2024). This was partially offset by the 3 closures during 2H25 and the closure of the outlet store at Tower Junction, Christchurch on 20 July 2025.

In local currency, the retail profit for 1H26 was **NZ\$52.89 million**, an **increase of NZ\$13.76 million, or 35.2%**, from NZ\$39.13 million in 1H25. When translated to Australian dollars, the retail result was **\$47.06 million for 1H26, up by \$11.49 million, or 32.3%**, from \$35.57 million in 1H25.

The increase in retail profit for 1H26 was driven by higher sales volumes. The Electrical category delivered market share gains, while the Computers category benefited from strong demand across the Harvey Norman® Next Gen-AI technology range. Operating leverage improved, with disciplined cost control allowing profit growth to exceed sales growth.

The New Zealand balance sheet remains strong, bolstered by a **significant property portfolio valued at NZ\$525.84 million or A\$453.94 million**. During 1H26, the portfolio recorded a net increase in fair value of \$15.83 million, of which \$16.29 million was recognised as an uplift in equity in the balance sheet.

The business continues to benefit from strong cash reserves and disciplined management of cashflow requirements, maintaining a debt-free position as at 31 December 2025.

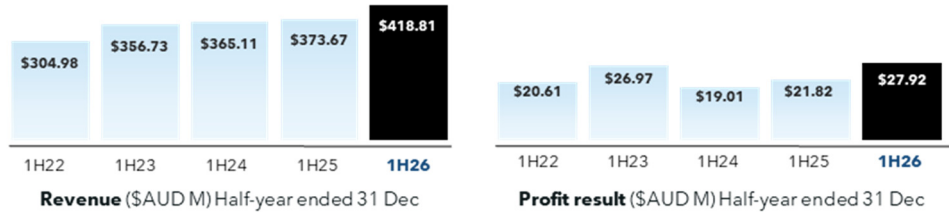




Singapore & Malaysia

Singapore Flagship
Millenia Walk (Launched Dec 2015)

Malaysia Flagship
Mid Valley, Kuala Lumpur (Expanded and Re-launched Oct 2024)



Singapore and Malaysia

This segment is comprised of 12 Harvey Norman® stores in Singapore, 39 Harvey Norman® stores in Malaysia and the Space Furniture® branded lifestyle stores in Singapore and Malaysia.

Malaysia | Sales Revenue

39 Harvey Norman® Company-Operated Stores

In Malaysia, we continued to execute our expansion strategy, opening two new company-operated stores during the half at Kiara Bay, Kuala Lumpur (1 October 2025) and Gurney Plaza, Penang (15 December 2025). The closure of the Gurney Paragon store and relocation into the newly opened Gurney Plaza precinct represented a strategic repositioning to a higher-quality retail location, enhancing the Harvey Norman® brand presence in the Penang market.

Sales for the 39 Harvey Norman® Malaysian stores increased to **\$157.98 million in 1H26, up 11.5%** on 1H25. In Australian dollars, **sales rose 15.8% to \$186.87 million**. Growth was supported by contributions from newly opened stores, a full six-month contribution from stores opened in FY25, and improving like-for-like performance, with comparable store sales increasing by 3.3% in local currency.

Sales momentum was broad-based, led by market share gains in the Electrical category and stronger demand in Computers, reflecting successful execution of the Harvey Norman® Next Gen-AI technology range. The renovated and expanded Mid Valley flagship store, which celebrated its first anniversary during the half, continued to enhance brand visibility and drive customer traffic in one of Malaysia's highest-performing retail locations.

Singapore | Sales Revenue

12 Harvey Norman® Company-Operated Stores

In Singapore, we delivered solid sales growth during 1H26 despite a cautious discretionary retail environment and ongoing cost pressures, supported by improved execution across the existing store network.

Sales increased to **\$178.78 million in 1H26, up 6.3% on 1H25**. In Australian dollars, sales increased by **10.3% to \$211.47 million**. Growth reflected contributions from the new

Punggol Coast Mall store (opened 8 August 2025), the Lot One Shoppers' Mall store (opened in June 2025) and improved underlying performance across the established portfolio, with comparable store sales increasing by 2.6% in local currency. This was partially offset by the closure of the Centrepoint store during the half.

Sales momentum was underpinned by stronger performance across key product categories, led by continued demand for the Harvey Norman® Next Gen-AI technology offering in Computers, alongside improved outcomes across Electrical and Furniture. The flagship Millenia Walk store continued to outperform the broader network and remained the top-performing location in Singapore.

Retail – Singapore and Malaysia

Sales & Segment Result

Aggregated sales revenue for the Harvey Norman® and Space Furniture® brands in Asia totalled **\$344.79 million** in local currency for 1H26, **increasing by \$25.40 million, or 8.0%**, from \$319.40 million in 1H25. On translation to Australian dollars, aggregated sales revenue for Asia was **\$407.87 million, an increase of \$44.24 million or 12.2%** from \$363.63 million in 1H25.

The segment profit result of the Harvey Norman® and Space Furniture® brands in Asia was **\$27.92 million** for 1H26, the highest ever first-half profit result for the retail business in Singapore and Malaysia. This represents an **increase of \$6.10 million, or 27.9%**, from \$21.82 million in 1H25.



Harvey Norman® Mid Valley, Malaysia (1st Anniversary of Flagship)



Ireland

Ireland Flagship 
Tallaght, Dublin (Launched Jul 2017)



Ireland

16 Harvey Norman® Company-Operated Stores

In Ireland, we delivered a strong improvement in sales and profitability during 1H26, supported by disciplined execution across the 16 company-operated stores and improving operating conditions relative to the prior period. Easing inflationary pressures, a resilient labour market and lower borrowing costs provided a more stable backdrop for consumer spending.

Sales in local currency **increased to €258.70 million in 1H26, up 5.9%** on 1H25. In Australian dollars, sales **increased by 15.1% to \$460.40 million**, benefiting from an 8.7% appreciation in the Euro against the Australian dollar during the half.

Sales performance in 1H26 reflected stronger execution across the Irish store network, with improved outcomes across all key categories. Furniture, Bedding and Electrical benefited from improved conversion and product availability, while the Mobile Phone & Computer Technology categories delivered a

standout performance on the back of sustained laptop demand, driven by new product launches and the continued momentum of the Harvey Norman® Next Gen-AI range. This resulted in technology categories delivering record levels of activity, now comprising a materially larger share of the Irish business. The Irish business continues to lead the market in both Computer Technology and Mobile Phone categories.

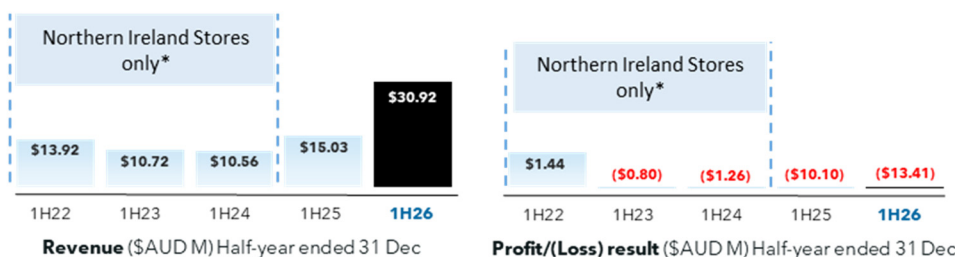
In local currency, **retail profit increased to €14.09 million in 1H26, up 28.8%** compared to €10.95 million in 1H25. In Australian dollars, retail profit **increased by 40.0% to \$25.08 million**, up by \$7.17 million from \$17.92 million last half. Profit growth was driven by higher sales volumes and a stronger category mix and scale of activity, with a higher contribution from premium and technology-led sales more than offsetting increased investment in marketing and labour costs.





United Kingdom

UK Flagship 
Merry Hill, West Midlands (Launched Oct 2024)



*With the opening of the Merry Hill flagship in England during FY25, the two stores in Northern Ireland are now reported under the UK retail segment, rather than the segment that previously combined Ireland & Northern Ireland. The information shown in the above graphs from 1H22 to 1H24 represent the retail stores in Northern Ireland only.

United Kingdom (UK)

3 Harvey Norman® Company-Operated Stores

In England, the flagship Merry Hill store celebrated its first anniversary since opening in October 2024 and continues to build brand presence in the UK market. Following its inaugural year of trading, the store has progressed as expected for a market entry location, supported by its prime position in the West Midlands, a broad multi-category format and a strong focus on customer experience.

Sales in local currency **increased to £6.69 million in 1H26, up £5.03 million** compared to 1H25. In Australian dollars, sales increased by **\$10.44 million to \$13.68 million**. The increase primarily reflects the benefit of a full six-month trading period in 1H26, compared with a partial period in the prior half following the store's opening, together with growing brand awareness in the region.

The rollout of full-format Computer and Electrical departments, including dedicated Next Gen-AI technology displays, has begun to gain early traction, supporting customer engagement and reinforcing the flagship role of Merry Hill as a foundation for future network scale.

In local currency, the Merry Hill store recorded a loss of £5.37 million in 1H26, translating to a loss of \$10.98 million in Australian dollars, compared with a loss of \$6.64 million in 1H25, which reflected a shorter initial trading period. The increase in the loss reflects the transition to a cost base consistent with a full-format flagship operation, while revenue

continues to build as brand awareness and customer traction develop.

We are on track to open a second store in England in April 2026 at the Gracechurch Shopping Centre in Sutton Coldfield, Birmingham, and are in advanced lease negotiations for a third site within the West Midlands region. This clustered expansion is expected to enhance operational efficiency, marketing effectiveness and customer reach as the UK network develops.

In Northern Ireland, sales in local currency increased to **£7.24 million in 1H26, up 23.2%** on the prior corresponding period, while sales in Australian dollars **increased by 29.0% to \$14.80 million**. The improvement primarily reflects the re-introduction of the Computer and Electrical categories, with Holywood trading for a full six-month period and the Boucher Road store re-opening in November 2025.

With both locations now operating a full-format retail offering, the Northern Ireland stores have entered 2H26 with improved trading continuity across categories.


The Northern Ireland business recorded a loss of \$2.43 million in 1H26, compared to a loss of \$3.46 million in 1H25. The reduced loss reflects higher sales contributions from reinstated categories, partially offset by temporary disruption to trading during refurbishment works at the Boucher Road location.




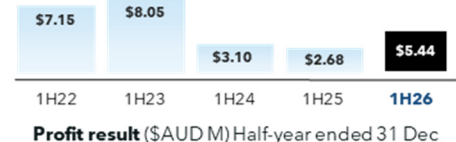
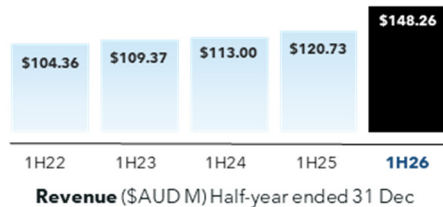
Harvey Norman® Boucher Road, Northern Ireland UK



Slovenia & Croatia

Slovenia Flagship 
Ljubljana (Launched Jun 2017)

Croatia Flagship 
Zagreb (Launched Oct 2018)



Slovenia

5 Harvey Norman® Company-Operated Stores

In Slovenia, trading conditions strengthened during 1H26, supported by resilient domestic demand, continued labour market strength and easing financing conditions. Moderating inflation and slightly lower interest rates improved affordability for discretionary purchases, contributing to a stable and supportive retail environment.

Sales in local currency **increased to €54.19 million in 1H26, up 11.9%** compared to 1H25. In Australian dollars, **sales increased by 21.7% to \$96.44 million**, reflecting both higher sales and currency movements. Growth was led by strong performance across Furniture, Audio Visual, Small Appliances and Computers, with particularly strong momentum in technology categories driven by continued adoption of Next Gen-AI laptops and premium consumer electronics.

Operating expenses increased in line with sales growth, reflecting higher employee-related costs and mandated wage-related increases, offset by improved operating leverage. The Slovenian retail business delivered **a profit of \$6.25 million in 1H26, an increase of \$2.04 million or 48.7%** compared to the prior corresponding period.

Croatia

3 Harvey Norman® Company-Operated Stores

In Croatia, sales in local currency increased to **€27.30 million in 1H26, up 16.9%** on the prior corresponding period. In Australian dollars, **sales increased by 27.1% to \$48.58 million**.

There was a slight increase in operating costs during the period, driven primarily by higher employee-related costs associated with wage increases and sales growth, partially offset by lower energy and financing costs.

The Croatian retail segment incurred a **reduced loss of \$0.81 million in 1H26**, compared with a loss of \$1.52 million in 1H25, representing an improvement of 46.7%.

As disclosed in FY25, we have acquired a strategically located site in East Zagreb, where we plan to develop a two-level 200,000 sq ft retail complex. Harvey Norman® will occupy half of the retail space and the new store is expected to open in 2027.



Harvey Norman® Zagreb, Croatia

Review of the Property Segment – Strategic 'Large-Format' Retail Property Portfolio

Property ownership remains a core pillar of our integrated retail, franchising and property model, providing balance sheet strength, stable income and long-term strategic flexibility. The scale and quality of our large-format retail property portfolio continues to support earnings resilience and capital stability through the cycle.

As at 31 December 2025, our consolidated balance sheet was underpinned by a **freehold property portfolio valued at \$4.67 billion**, comprising freehold investment properties in Australia of \$3.98 billion, New Zealand of \$44.67 million and Ireland of \$31.20 million, together with freehold owner-occupied properties of \$606.91 million across Australia, New Zealand, Singapore, Slovenia, Croatia and Ireland. Property segment assets also include joint venture assets of \$10.43 million. The freehold property portfolio represented 53.2% of total assets of \$8.77 billion at balance date.

Australian Large-Format Retail (LFR) Portfolio

The Australian large-format retail portfolio delivered a solid performance during 1H26, with continued income growth and stable valuations, reinforcing the resilience of the LFR asset class and the underlying quality of our assets. These outcomes were achieved as a result of strong asset positioning, disciplined leasing execution and a well-diversified tenancy mix.

There are 196 franchised complexes across Australia, with 99 complexes (50.5%) owned by the consolidated entity and leased to Harvey Norman®, Domayne® and Joyce Mayne® franchisees and other complementary third-party tenants. The portfolio benefits from broad geographic diversification across metropolitan and major regional locations and is anchored by established homemaker destinations and growth corridors with supportive catchment dynamics.

As at 31 December 2025, the Australian freehold investment property portfolio **increased to \$3.98 billion**, up from \$3.72 billion at 31 December 2024, representing growth of \$260.83 million over the past 12 months. During 1H26, a net revaluation

increment of \$96.26 million was recognised across 33 investment properties, together with capital additions and refurbishments completed during the period.

Drivers of Portfolio Performance in 1H26

The uplift in Australian investment property values during the half was primarily driven by portfolio-level income growth and leasing outcomes, coupled with modest firmer capitalisation rates. Key contributors included higher market rents achieved through positive leasing spreads on renewals and new leases, improved occupancy following the leasing of previously vacant space, and incremental income generated from targeted asset optimisation and repurposing initiatives.

Valuations were further supported by strengthening asset fundamentals, including longer average lease terms and high occupancy levels, together with modest firmer capitalisation rates applied by valuers to assets demonstrating enhanced income profiles and leasing momentum. These factors collectively underpinned the net revaluation increment recognised during the half and contributed to the continued growth in the value of the Australian freehold investment property portfolio.

Our large-format retail assets remain well positioned within established homemaker precincts and growth locations, supported by constrained new supply, disciplined portfolio management and the enduring relevance of the LFR property as an attractive asset class. As at 31 December 2025, the portfolio comprised over 480 third-party tenants across diverse categories including food, lifestyle, hardware, medical, pet and automotive, with a significant proportion being ASX-listed and national retailers. This depth and diversity of tenancy mix, together with longer average lease terms and high occupancy levels, continues to underpin income growth, valuation resilience and the strategic importance of property ownership within our integrated operating model.



Harvey Norman® Bathurst, NSW, Australia

Overseas Property Portfolio

Globally, we have 121 company-operated stores across 7 overseas countries. 29 of the stores located overseas (24% of total) are owned by the consolidated entity. The aggregate value of the overseas owner-occupied and investment property portfolio is \$671.67 million as at 31 December 2025, increasing in value by \$11.54 million over the past 12 months, from \$660.13 million at 31 December 2024.

In local currency terms, the overseas property portfolio recorded solid fair value growth during the period, including valuation increases in New Zealand together with capital additions across selected overseas assets. The net increase of \$11.54 million in Australian dollar terms was moderated by the depreciation of the New Zealand dollar relative to the Australian dollar over the past 12 months, which reduced the translated value of the New Zealand property portfolio for the purposes of this report.

Performance of the Global Property Segment

Property segment revenues have increased to \$277.03 million for 1H26, up by \$17.04 million, or 6.6%, from \$260.00 million in 1H25. This was primarily due to an increase in the net property revaluation adjustments by \$11.56 million, from a net increment of \$84.71 million for 1H25 compared to an increment of \$96.26 million for 1H26. Rent and outgoings received from freehold properties have also increased by \$5.84 million, or 3.9%, due to higher market rentals and lower vacancy rates during 1H26.

Property-related operating costs have increased by \$4.03 million during the half, which is aligned to the growth in property revenues.

The property segment result was \$178.82 million for 1H26, an increase of \$13.00 million, or 7.8%, from \$165.81 million in 1H25. Excluding net property revaluations for both periods, the property segment result would have been \$83.02 million for 1H26 compared to \$81.11 million for 1H25, an increase of \$1.91 million, or 2.4%, mainly due to rental growth this period.

PROPERTY SEGMENT ASSETS

\$4.67bn

at 31 Dec 25

vs Dec-24 ↑ +6.3% (up \$277.88m)

PROPERTY SEGMENT REVENUES

\$277.03m

[Includes a net revaluation increment of \$96.26m in 1H26 compared to a net revaluation increment of \$84.71m in 1H25]

vs 1H25 ↑ +6.6% (up \$17.04m)

PROPERTY SEGMENT PBT

\$178.82m

[Excluding net property revaluations for both periods, the property segment result would have been \$83.02 million for 1H26 compared to \$81.11 million for 1H25, an increase of \$1.91 million or 2.4%]

vs 1H25 ↑ +7.8% (up \$13.00m)

NET PROPERTY REVALUATION ADJUSTMENTS

\$95.80m

Comprised of a net revaluation increment of \$96.26m for the Australian freehold investment property portfolio, offset by a revaluation decrement of (\$0.47m) for an overseas controlled entity.

vs 1H25 ↑ +13.1% (up \$11.09m)



Harvey Norman® Melton, NSW, Australia

Review of the Property Segment

The below table shows the composition of freehold property segment assets as at 31 December 2025, the number of owned property assets and the increase/(decrease) in fair value recognised in each country.

Composition of freehold property segment assets	December 2025	# of owned retail property assets	# of owned other property assets	Net increase/ (decrease) in fair value (income statement)	Net increase/ (decrease) in fair value (equity)
(1) Investment Properties (Freehold)					
– Australia	\$3,978.10m	99	48	\$96.26m	-
– New Zealand	\$44.67m	-	5	(\$0.07m)	-
– Ireland	\$31.20m	-	1	-	-
Total Investment Properties (Freehold)	\$4,053.97m	99	54	\$96.19m	-
(2) Owner-Occupied Land & Buildings					
– Australia	\$11.10m	-	1	-	-
– New Zealand	\$409.27m	22	4	(\$0.39m)	\$16.29m
– Singapore	\$21.02m	-	2	-	-
– Slovenia	\$120.02m	5	1	-	-
– Ireland	\$28.58m	2	-	-	-
– Croatia	\$16.92m	-	1	-	-
Total Owner-Occupied Land & Buildings	\$606.91m	29	9	(\$0.39m)	\$16.29m
(3) Joint Venture Assets	\$10.43m	-	8	-	-
Total Freehold Property Segment Assets	\$4,671.30m	128	71	\$95.80m	\$16.29m

Net Property Revaluation Adjustments in Australia

For the half-year ended 31 December 2025, a net revaluation increment of \$96.26 million was recorded in the income statement in relation to the freehold investment property portfolio in Australia. This net revaluation increment can be attributed to growing investor confidence and market stability, sustained strong demand and attractiveness of large-format retail (LFR) assets due to sustained rental growth and record-low vacancy rates. Growth has been achieved this half primarily driven by portfolio-level income growth and leasing outcomes, coupled with modest firmer capitalisation rates.

At each balance date, the directors make an assessment of the fair value of each freehold investment property.

This assessment is informed by:

- the information and advice contained in the last independent external valuation report for that property prepared by an external, professionally qualified valuer who holds a recognised relevant professional qualification and has specialised expertise in the property being valued (**Independent Valuer**);
- the information and advice contained in the last internal valuation report for that property (which was informed by the immediately preceding independent external valuation report for that property);
- the last management review for that property; and
- other information and professional or expert advice given or prepared by reliable and competent persons in relation to that property.

Each freehold investment property in Australia is independently valued by an Independent Valuer at least once every 2 years on a rotational basis.

For 1H26, there were 32 independent valuations of freehold investment properties in Australia representing a total of approximately 25.9% of the aggregate value of freehold Australian investment properties, and 21.8% in terms of the number of total freehold investment properties in Australia.

Freehold investment properties not independently externally valued as at balance date are subject to an internal valuation or a management review, performed by persons qualified by relevant education, training or experience. Each internal valuation and management review is informed by the last independent external valuation and reliable market evidence. For the current period, 1 freehold investment property had an internal valuation as a result of expanding the asset's lettable area and improving the tenant mix.

Leasehold Property Portfolio | AASB 16 Leases

Right-of-use Assets

Leasehold investment properties (sub-leased or licenced to external parties):

The consolidated entity has a portfolio of property leases primarily for the purposes of being sub-leased, or licenced to, Harvey Norman®, Domayne® and Joyce Mayne® franchisees in Australia. For these properties, the consolidated entity enters into property leasing arrangements with external landlords and then subsequently subleases these sites to franchisees pursuant to a licence, terminable upon reasonable notice. Leasehold investment property: right-of-use asset meets the definition of an investment property and are measured at fair value. As at 31 December 2025, there were 306 leasehold investment properties. 97 leasehold investment properties (32% of total) were sub-leased or licenced to Harvey Norman®, Domayne® and Joyce Mayne® franchisees in Australia for retail purposes, and 209 leasehold investment properties (68% of total) were mainly sub-leased or licenced to Harvey Norman®, Domayne® and Joyce Mayne® franchisees for warehousing.

Right-of-use Assets

Leasehold owner-occupied properties & plant and equipment assets:

Leasehold properties occupied by the consolidated entity primarily include company-operated stores, warehouses and offices that are leased from external landlords. Unlike the leasehold investment properties: right-of-use assets which are measured at fair value, the leasehold owner-occupied properties and plant and equipment assets: right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses.

Composition of the Leasehold Property Portfolio:

The table below shows the composition of right-of-use assets and lease liabilities within our leasehold property portfolio as at balance date, and the number of leased retail properties and other properties leased by the consolidated entity.

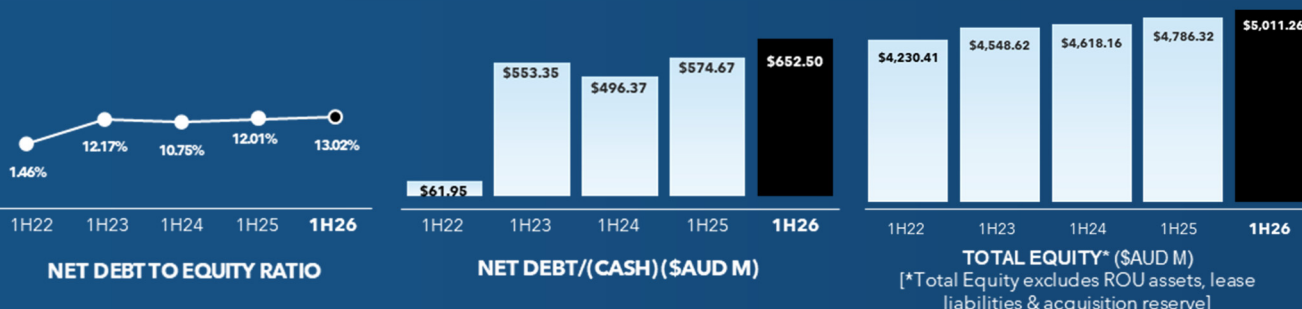
Composition of leasehold property portfolio	Right-of-use assets December 2025	Lease liabilities December 2025	# of leased retail property assets	# of leased other property assets
(1) Leases of Properties Sub-Leased to External Parties				
– Australia	\$786.12m	\$832.49m	97	209
(2) Leases of Owner-Occupied Properties and Plant and Equipment Assets				
– Australia	\$48.68m	\$64.57m	-	18
– New Zealand	\$134.36m	\$150.61m	21	37
– Singapore & Malaysia	\$296.50m	\$229.65m	51	19
– Slovenia & Croatia	\$21.46m	\$24.02m	3	1
– Ireland	\$89.01m	\$115.11m	14	15
– United Kingdom	\$4.25m	\$10.09m	3	2
Total Leases of Owner-Occupied Properties and Plant and Equipment Assets	\$594.27m	\$594.05m	92	92
Total Leasehold Property Portfolio	\$1,380.38m	\$1,426.54m	189	301

Financial Impact of AASB 16 Leases on the Consolidated Income Statement:

The table below shows the financial impact of AASB 16 Leases on the consolidated income statement for the half-year ended 31 December 2025.

Financial impact of AASB 16 leases:	Leases of owner-occupied properties \$000	Leases of properties Sub-leased to external parties \$000	Total leases \$000
Property, plant and equipment: Right-of-use asset - Depreciation expense	\$40,456	-	\$40,456
Investment properties (leasehold): Right-of-use asset - Fair value re-measurement	-	\$45,315	\$45,315
Finance costs: Interest on lease liabilities	\$12,257	\$21,815	\$34,072
Total AASB 16 Expenses Recognised	\$52,713	\$67,130	\$119,843
Less: Lease payments made during 1H26 (excluding variable lease payments and short-term, low-value leases)	(\$52,897)	(\$60,705)	(\$113,602)
Other adjustments	(\$3,964)	-	(\$3,964)
AASB 16 Net (Increase)/Decrease in PBT for 1H26	(\$4,148)	\$6,425	\$2,277

Net Debt: Dec 25 \$652.50m VS Dec 24 \$574.67m



Net Debt to Equity Ratio

Across the consolidated entity, the total available facilities increased to \$1,458.06 million as at 31 December 2025, up from \$1,245.62 million as at 31 December 2024. As at 31 December 2025, \$1,031.93 million of these facilities were utilised (Dec-24: \$884.48 million), leaving \$426.13 million in accessible, undrawn facilities (Dec-24: \$361.14 million). The higher utilisation in 1H26 of \$147.45 million compared to 1H25 resulted in a net debt position of \$652.50 million, up from \$574.67 million in 1H25.

The consolidated entity net debt to equity ratio remains low at 13.02% (Dec-24:12.01%), reflecting prudent capital management and disciplined use of debt. We continue to maintain substantial cash reserves and a conservative gearing profile, supporting a strong balance sheet and providing the flexibility to draw on additional liquidity when required.

Strong Cash Flows

Cash and cash equivalents, net of bank overdraft, as disclosed in the Statement of Cash Flows, increased by \$86.42 million to \$385.28 million as at 31 December 2025, compared to \$298.86 million as at 31 December 2024.

Operating Cash Flows

Cash flows from operating activities reduced by \$55.22 million to \$392.88 million for 1H26, from \$448.10 million in 1H25. Operating cash flows from the company-operated retail segment improved by \$20.49 million, with higher payments to suppliers and employees of \$168.74 million, reflecting new store openings, a full six months of trading from stores opened in FY25 and category expansion in the UK, more than offset by increased cash receipts from customers of \$189.23 million driven by higher sales volumes.

Net receipts from franchisees were \$34.67 million lower in 1H26 despite growth in gross franchisee revenues and franchisee sales, primarily due to increased utilisation of existing financial accommodation arrangements used by franchisees to fund higher inventory purchases and a greater weighting to premium, technology-led product ranges, resulting in a timing impact on cash receipts during the period.

Income taxes paid increased by \$32.71 million in 1H26, consistent with higher taxable earnings generated by the franchising operations and overseas company operated retail segments during the period.

Overall, the reduction in operating cash flows reflects growth-related working capital timing associated with higher sales activity and inventory investment, with cash generation remaining strong.

Investing and Financing Cash Flows

Net outflows from investing activities were broadly stable at \$126.92 million in 1H26, compared with \$125.14 million in 1H25, reflecting a disciplined approach to capital deployment. Payments for the purchase of property, plant and equipment and intangible assets decreased by \$42.49 million, while investment in the construction and refurbishment of freehold investment properties increased by \$23.76 million. Net receipts from the purchase and sale of listed securities were \$21.12 million lower during the half.

Net outflows from financing activities decreased by \$117.28 million in 1H26, primarily reflecting the receipt of \$95 million from the syndicated facility during the period, compared with repayments of \$105 million in 1H25. This half included higher dividend payments by \$31.15 million and lower proceeds from other borrowings of \$48.80 million partially offsetting the period-on-period change.

The debt position of the consolidated entity remains conservative, underpinned by a strong, tangible asset rich balance sheet, low gearing and substantial liquidity to support ongoing investment and shareholder returns.

Operating Cash Flows

\$392.88m

For 1H26

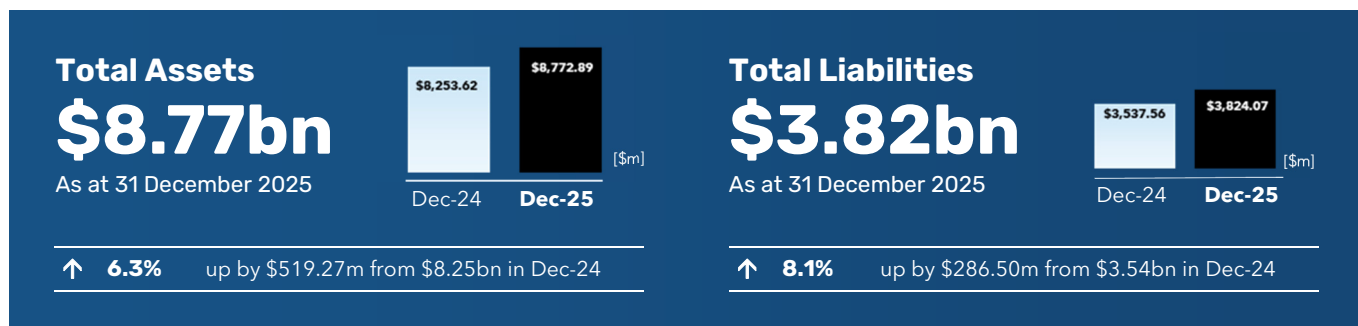
1H26 vs 1H25 ↓ **12.3%** (down \$55.22m)

Cash Conversion %*

1H26 **96.2%**
1H25 **118.8%**

* Calculated as Operating Cash Flows (excluding interest & tax) ÷ EBITDA (excluding AASB 16 and net property revaluations)

Review of the Financial Position of the Consolidated Entity



Total assets increased to \$8.77 billion as at 31 December 2025, up \$519.27 million, or 6.3% from \$8.25 billion at 31 December 2024 and up \$399.66 million, or 4.8% since the end of the previous financial year.

The value of the freehold investment property portfolio increased by \$265.38 million, or 7.0%, to \$4.05 billion as at December 2025. The growth was driven primarily by \$166.16 million of net property revaluation increments over the past 12 months, the acquisition of a new freehold investment property, ongoing refurbishments across Australian freehold assets, the opening of a new freehold franchised complex at Geelong (VIC) in November 2025, and the relocation of 2 franchised complexes from leasehold sites to new freehold sites in 1H26.

Cash and cash equivalents increased by \$71.11 million to \$385.35 million as at 31 December 2025, up from \$314.23 million as at 31 December 2024, reflecting the consolidated entity's continued focus on maintaining strong liquidity and substantial cash reserves.

The total current and non-current trade and other receivables increased by \$45.44 million to \$977.33 million as at December 2025, compared with \$931.89 million at December 2024. This increase was driven primarily by a \$53.53 million rise in receivables from franchisees to \$748.85 million, largely due to higher funding requests from franchisees to support their inventory purchases, despite an increase in gross revenues received from franchisees.

Inventories for company-operated stores increased by \$32.17 million, reflecting stock requirements associated with new store openings during the last 12 months.

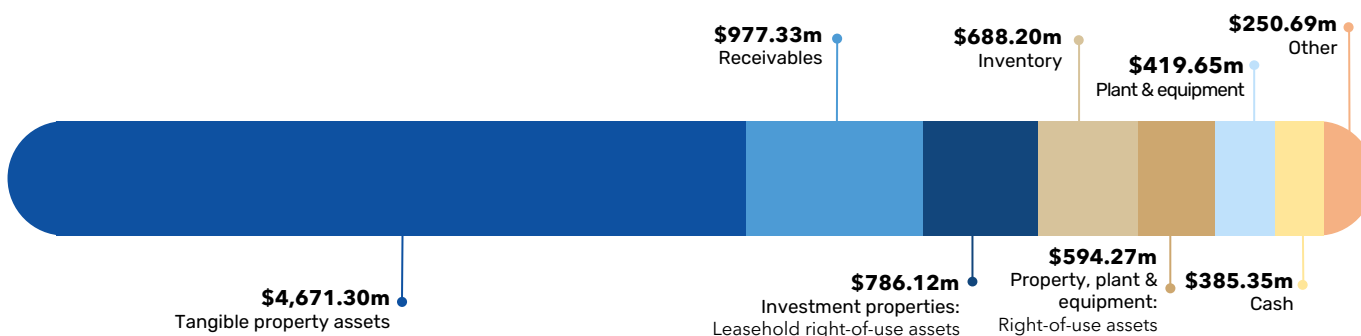
Property, plant and equipment assets increased by \$18.54 million mainly due to the fit-out of new company-operated stores that opened during 1H26 and 2H25, including: Punggol Coast Mall (opened 8 August 2025) and Lot One Shoppers' Mall, Choa Chu Kang (opened 27 June 2025) in Singapore. The Beat at Kiara Bay (opened 1 October 2025), Gurney Plaza, Penang (opened 15 December 2025) and The Spring Shopping Mall in Bintulu (opened 4 June 2025) in Malaysia. The additional growth was also due to the fit-outs of three new franchised complexes located at Geelong (VIC), Bathurst (NSW), and Warragul (VIC) as well as refit completions during the current half.

Total liabilities increased by \$286.50 million to \$3.82 billion as at December 2025, compared with \$3.54 billion at December 2024. The increase was mainly attributable to higher utilisation of the Syndicated Facility by \$145 million, from \$740 million as at 31 December 2024 to \$885 million as at 31 December 2025. Deferred tax liabilities increased by \$62.94 million primarily due to the \$166.16 million increase in the fair value of freehold investment properties over the past 12 months.

These movements resulted in net assets increasing by \$232.76 million, or 4.9% to \$4.95 billion as at December 2025 from \$4.72 billion in December 2024.



Composition of Total Assets of \$8.77bn



Outlook:

Retail Trading Update:

Aggregated System Sales **↑ 4.6%** for January 2026 vs January 2025.
 Comparable System Sales **↑ 4.3%**.

In Australian Dollars (**\$AUD**), aggregated system sales revenue from Harvey Norman® wholly-owned company-operated stores in New Zealand, Slovenia, Croatia, Ireland and the United Kingdom, majority-owned controlled company-operated stores in Singapore and Malaysia, and from independent Harvey Norman®, Domayne® and Joyce Mayne® branded franchised complexes in Australia (**Aggregated System Sales**) **increased by 4.6% for the period 1 January 2026 to 31 January 2026 when compared to Aggregated System Sales for the period 1 January 2025 to 31 January 2025. Comparable Aggregated System Sales increased by 4.3%.**

The growth reported for aggregated franchisee sales and sales of overseas company-operated stores for 1H26 has continued into January 2026. Australian franchisees and each overseas retail business delivered increases in headline sales for January 2026 relative to January 2025, both in \$AUD and in their respective local currencies.

Aggregated system sales increase/(decrease) in \$AUD from 1 January 2026 to 31 January 2026 vs 1 January 2025 to 31 January 2025:

Country	1 Jan 2026 to 31 Jan 2026 vs 1 Jan 2025 to 31 Jan 2025		% increase / (decrease) calculated in \$AUD	
			Total %	Comparable %
Australian Franchisees	\$ AUD		3.5	3.6
New Zealand	\$ AUD		2.3	4.1
Slovenia & Croatia	\$ AUD		12.5	12.5
Ireland	\$ AUD		12.0	12.0
United Kingdom	\$ AUD		35.1	15.9
Singapore	\$ AUD		6.4	1.7
Malaysia	\$ AUD		3.8	(-0.7)
TOTAL INCREASE IN \$AUD			4.6	4.3

Aggregated system sales increase/(decrease) in local currencies from 1 January 2026 to 31 January 2026 vs 1 January 2025 to 31 January 2025:

Country	1 Jan 2026 to 31 Jan 2026 vs 1 Jan 2025 to 31 Jan 2025		% increase / (decrease) calculated in local currencies	
			Total %	Comparable %
Australian Franchisees	\$ AUD		3.5	3.6
New Zealand	\$ NZD		7.6	9.3
Slovenia & Croatia	€ EUR		8.3	8.3
Ireland	€ EUR		8.0	8.0
United Kingdom	£ GBP		34.6	14.8
Singapore	\$ SGD		8.7	4.0
Malaysia	MYR		1.9	(-2.5)

In Australia, we intend to relocate 1 franchised complex to a new freehold site in 2H26 and intend to complete 3 further franchised complex relocations in FY27. We intend to open 1 new franchised complex in FY27.

During 1H26, the refit program has continued, with 3 refits currently in progress. Over the next 12 months, we intend to commence a further 5 refits.

In the United Kingdom, our second store in West Midlands, located at the Gracechurch Shopping Centre in Sutton Coldfield, is scheduled to open in April 2026. We are currently in advanced lease negotiations for a third site within the West Midlands region, which we anticipate opening in FY27.

In Croatia, we have acquired land in East Zagreb to develop a new Harvey Norman® Flagship store which is expected to open in 2027.

In Malaysia, we have signed 6 new store leases. We expect to open 1 new store in 2H26 and 2 new stores are expected to open during FY27.

Directors

A core philosophy we have maintained throughout the years is the significance and focus on the longevity of the Board of Directors with 'skin in the game', the experience and skill-set of our various business leaders and their deep understanding and expert-execution of the complex franchised operating model in Australia and the company-operated stores across seven overseas countries.

The successful strategies implemented within our integrated retail, franchise, property and digital system could have only been achieved with formidable leadership with the intimate knowledge of the intricacies of our business, leaders that can be trusted to protect our Harvey Norman®, Domayne® and Joyce Mayne® brands and navigate us through the current macroeconomic challenges.

Our Board

Unless otherwise indicated, all directors (collectively termed 'the Board'), held their position as director throughout the entire half-year and up to the date of this report.

- **Gerald Harvey**
Executive Chairman
- **Kay Lesley Page**
Executive Director and CEO
- **Chris Mentis**
Executive Director, CFO & Company Secretary
- **John Eryn Slack-Smith**
Executive Director and COO
- **Michael John Harvey**
Non-Executive Director
- **Christopher Herbert Brown (OAM)**
Non-Executive Director
- **Kenneth William Gunderson-Briggs**
Non-Executive Director (Independent)
- **Maurice John Craven**
Non-Executive Director (Independent)
- **Luisa Catanzaro**
Non-Executive Director (Independent)

Dividends

The directors recommend a fully franked interim dividend of 14.5 cents per share to be paid on 1 May 2026 to shareholders registered on 2 April 2026 (total dividend, fully franked - \$180,670,965). No provision has been made in the Statement of Financial Position for this recommended interim dividend. The Dividend Policy of the Company is to pay such dividends as do not compromise the capability of the Company to execute strategic objectives.

Signed in accordance with a resolution of the directors.



G. HARVEY
Chairman

Sydney
27 February 2026



K.L. PAGE
Chief Executive Officer

Sydney
27 February 2026



**Shape the future
with confidence**

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Auditor's Independence Declaration to the Directors of Harvey Norman Holdings Limited

As lead auditor for the review of the half-year financial report of Harvey Norman Holdings Limited for the half-year ended 31 December 2025, I declare to the best of my knowledge and belief, there have been:

- a) No contraventions of the auditor independence requirements of the *Corporations Act 2001* in relation to the review;
- b) No contraventions of any applicable code of professional conduct in relation to the review; and
- c) No non-audit services provided that contravene any applicable code of professional conduct in relation to the review.

This declaration is in respect of Harvey Norman Holdings Limited and the entities it controlled during the financial period.

Ernst & Young

James Karekinian
Partner
Sydney
27 February 2026

	Note	CONSOLIDATED		
		December 2025 \$000	June 2025 \$000	December 2024 \$000
Current assets				
– Cash and cash equivalents	24(a)	385,345	279,688	314,233
– Trade and other receivables	7	913,679	928,352	882,429
– Other financial assets	8	397	15	954
– Inventories	9	688,195	627,591	656,026
– Other assets		88,170	52,076	77,663
– Intangible assets	10	347	355	582
Total current assets		2,076,133	1,888,077	1,931,887
Non-current assets				
– Trade and other receivables	7	63,653	69,171	49,462
– Investments accounted for using the equity method	25	10,428	7,219	4,834
– Other financial assets	8	61,070	61,727	57,729
– Property, plant and equipment	11	1,026,558	1,049,683	1,008,019
– Property, plant and equipment: Right-of-use assets	12	594,266	553,861	557,136
– Investment properties: Freehold	13	4,053,965	3,895,106	3,788,591
– Investment properties: Leasehold Right-of-use assets	14	786,116	759,553	774,252
– Intangible assets	10	97,666	85,458	77,461
– Deferred tax assets		3,036	3,372	4,253
Total non-current assets		6,696,758	6,485,150	6,321,737
Total Assets		8,772,891	8,373,227	8,253,624
Current liabilities				
– Trade and other payables	15	483,268	399,703	466,712
– Interest-bearing loans and borrowings	16	388,272	580,006	577,157
– Lease liabilities	18	158,073	163,844	160,933
– Income tax payable		57,609	59,564	44,304
– Other liabilities		133,523	124,601	131,891
– Provisions	19	41,412	44,152	41,776
Total current liabilities		1,262,157	1,371,870	1,422,773
Non-current liabilities				
– Interest-bearing loans and borrowings	16	649,571	358,201	311,743
– Lease liabilities	18	1,268,469	1,193,815	1,224,438
– Provisions	19	10,221	6,975	8,242
– Deferred tax liabilities		631,946	596,709	569,011
– Other liabilities		1,702	1,212	1,355
Total non-current liabilities		2,561,909	2,156,912	2,114,789
Total Liabilities		3,824,066	3,528,782	3,537,562
Net Assets		4,948,825	4,844,445	4,716,062
Equity				
– Contributed equity	20	717,925	717,925	717,925
– Reserves	23	335,695	373,288	332,047
– Retained profits	21	3,852,969	3,711,729	3,622,628
Parent entity interests		4,906,589	4,802,942	4,672,600
– Non-controlling interests	22	42,236	41,503	43,462
Total Equity		4,948,825	4,844,445	4,716,062

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

	Note	CONSOLIDATED	
		December 2025 \$000	December 2024 \$000
Sales of products to customers	3	1,663,526	1,490,112
Cost of sales		(1,154,826)	(1,033,033)
Gross profit		508,700	457,079
– Revenues received from franchisees	3	646,978	598,507
– Revenues and other income items	3	221,602	203,100
– Distribution expenses		(38,933)	(34,667)
– Marketing expenses		(193,777)	(193,326)
– Occupancy expenses	4,12,14	(163,719)	(150,972)
– Administrative expenses	4	(382,280)	(352,296)
– Other expenses		(81,192)	(74,668)
– Finance costs	4,18	(61,228)	(60,974)
– Share of net profit of joint venture entities	25	10,154	8,507
Profit before income tax		466,305	400,290
– Income tax expense	5	(139,081)	(116,883)
Profit after tax		327,224	283,407
Attributable to:			
– Owners of the parent		321,911	279,394
– Non-controlling interests		5,313	4,013
		327,224	283,407
Earnings per share			
– Basic earnings per share (cents per share)	6	25.84 cents	22.42 cents
– Diluted earnings per share (cents per share)	6	25.81 cents	22.38 cents
Dividends per share (cents per share)	21	14.5 cents	12.0 cents

The above Income Statement should be read in conjunction with the accompanying notes.

	Note	CONSOLIDATED	
		December 2025 \$000	December 2024 \$000
Profit for the period		327,224	283,407
Items that may be reclassified subsequently to profit or loss:			
– Foreign currency translation		(52,281)	23,063
– Net movement on cash flow hedges		1,693	(1,987)
– Income tax effect on net movement on cash flow hedges		(508)	596
Items that will not be reclassified subsequently to profit or loss:			
– Fair value revaluation of land and buildings		16,285	17,665
– Income tax effect on fair value revaluation of land and buildings		(2,522)	1,983
– Net fair value (loss) / gain on financial assets at fair value through other comprehensive income		(952)	5,514
Other comprehensive income for the period (net of tax)		(38,285)	46,834
Total comprehensive income for the period (net of tax)		288,939	330,241
Total comprehensive income attributable to:			
– Owners of the parent		283,719	322,467
– Non-controlling interests		5,220	7,774
		288,939	330,241

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

CONSOLIDATED \$000	Attributable to equity holders of the parent									
	Contributed equity	Retained profits	Asset revaluation reserve	Foreign currency reserve	FVOCI reserve	Cash flow hedge reserve	Employee equity benefits reserve	Acquisition reserve	Non - controlling interests	Total
At 1 July 2025	717,925	3,711,729	258,278	102,572	20,813	(965)	8,864	(16,274)	41,503	4,844,445
Revaluation of land and buildings	-	-	13,763	-	-	-	-	-	-	13,763
Currency translation differences	-	-	-	(52,188)	-	-	-	-	(93)	(52,281)
Reverse expired or realised cash flow hedge reserves	-	-	-	-	-	(11)	-	-	-	(11)
Fair value of forward foreign exchange contracts	-	-	-	-	-	(56)	-	-	-	(56)
Fair value of interest rate swap contract	-	-	-	-	-	1,252	-	-	-	1,252
Fair value of financial assets at fair value through other comprehensive income	-	-	-	-	(952)	-	-	-	-	(952)
Other comprehensive income	-	-	13,763	(52,188)	(952)	1,185	-	-	(93)	(38,285)
Profit for the period	-	321,911	-	-	-	-	-	-	5,313	327,224
Total comprehensive income for the period	-	321,911	13,763	(52,188)	(952)	1,185	-	-	5,220	288,939
Cost of share based payments	-	-	-	-	-	-	599	-	-	599
Dividends paid	-	(180,671)	-	-	-	-	-	-	(4,487)	(185,158)
At 31 December 2025	717,925	3,852,969	272,041	50,384	19,861	220	9,463	(16,274)	42,236	4,948,825

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

CONSOLIDATED \$000	Attributable to equity holders of the parent									Total
	Contributed equity	Retained profits	Asset revaluation reserve	Foreign currency reserve	FVOCI reserve	Cash flow hedge reserve	Employee equity benefits reserve	Acquisition reserve	Non - controlling interests	
At 1 July 2024	717,925	3,492,755	229,111	51,365	13,597	1,918	10,807	(16,274)	35,726	4,536,930
Revaluation of land and buildings	-	-	19,648	-	-	-	-	-	-	19,648
Currency translation differences	-	-	-	19,302	-	-	-	-	3,761	23,063
Reverse expired or realised cash flow hedge reserves	-	-	-	-	-	35	-	-	-	35
Fair value of forward foreign exchange contracts	-	-	-	-	-	23	-	-	-	23
Fair value of interest rate swap contract	-	-	-	-	-	(1,449)	-	-	-	(1,449)
Fair value of financial assets at fair value through other comprehensive income	-	-	-	-	5,514	-	-	-	-	5,514
Other comprehensive income	-	-	19,648	19,302	5,514	(1,391)	-	-	3,761	46,834
Profit for the period	-	279,394	-	-	-	-	-	-	4,013	283,407
Total comprehensive income for the period	-	279,394	19,648	19,302	5,514	(1,391)	-	-	7,774	330,241
Cost of share based payments	-	-	-	-	-	-	1,201	-	-	1,201
Utilisation of employee equity benefits reserve	-	-	-	-	-	-	(2,751)	-	-	(2,751)
Dividends paid	-	(149,521)	-	-	-	-	-	-	(38)	(149,559)
At 31 December 2024	717,925	3,622,628	248,759	70,667	19,111	527	9,257	(16,274)	43,462	4,716,062

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

		CONSOLIDATED	
		December 2025	December 2024
		\$000	\$000
		Note	
Operating activities	Cash flows from operating activities		
	Net receipts from franchisees		679,791
	Receipts from customers		1,766,550
	Payments to suppliers and employees		(1,851,925)
	Distributions received from joint ventures		7,420
	GST paid		(51,583)
	Interest received		6,870
	Interest and other costs of finance paid		(27,811)
	Interest paid on lease liabilities		(34,072)
	Income taxes paid		(103,112)
Dividends received		756	
	Net cash flows from operating activities	24(b)	392,884
			448,100
Investing activities	Cash Flows from investing activities		
	Payments for purchases of property, plant and equipment and intangible assets		(66,973)
	Payments for purchase and refurbishments of freehold investment properties		(70,370)
	Proceeds from sale of property, plant and equipment		1,526
	Payments for purchase of units in unit trusts and other investments		(38)
	Payments for purchase of equity accounted investments		(1,189)
	Proceeds from sale of listed securities		4,649
	Payments for purchase of listed securities		(3,084)
	Proceeds from insurance claims		477
Loans repaid by joint venture entities, joint venture partners, related and unrelated entities		8,083	
	Net cash flows used in investing activities		(126,919)
			(125,135)
Financing activities	Cash flows from financing activities		
	Lease payments (principal component)		(79,838)
	Proceeds from / (repayments of) syndicated facility		95,000
	Dividends paid		(180,671)
	Proceeds from other borrowings		5,526
		Net cash flows used in financing activities	
			(277,263)
	Net increase in cash and cash equivalents		105,982
	Cash and cash equivalents at beginning of the period		279,300
	Cash and cash equivalents at end of the period	24(a)	385,282
			298,858

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

NOTES TO THE FINANCIAL STATEMENTS



01 Statement of Material Accounting Policies

(a) Corporate Information

Harvey Norman Holdings Limited (the "Company") is a for profit company limited by shares incorporated in Australia and operating in Australia, New Zealand, Ireland, United Kingdom, Singapore, Malaysia, Slovenia and Croatia whose shares are publicly traded on the Australian Securities Exchange ("ASX") trading under the ASX code HVN.

(b) Basis of Preparation

The half-year financial report has been prepared using the same accounting policies as used in the Annual Financial Report for the year ended 30 June 2025. The consolidated entity has applied the required amendments to standards and interpretations that are relevant to its operations and effective for annual reporting periods beginning on or after 1 July 2025. These amendments do not have a material impact on the half-year financial report of the Group.

The half-year financial report is presented in Australian dollars and all values are rounded to the nearest thousand dollars (\$000) unless otherwise stated under the option available to the Company under Australian Securities and Investments Commission Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191. The Company is an entity to which this legislative instrument applies.

The financial report of the Company for the half-year ended 31 December 2025 was authorised for issue in accordance with a resolution of the directors on 27 February 2026.

(c) Statement of Compliance

The half-year consolidated financial report is a general purpose financial report, which has been prepared in accordance with the requirements of the Corporations Act 2001 and Accounting Standard AASB 134 Interim Financial Reporting.

The half-year financial report does not include all notes of the type normally included within the Annual Financial Report and therefore cannot be expected to provide as full an understanding of the financial performance, financial position and the operating, financing and investing activities of the consolidated entity as the Annual Financial Report. The half-year financial report should be read in conjunction with the Annual Financial Report of Harvey Norman Holdings Limited as at 30 June 2025.

It is also recommended that the half-year financial report be considered together with any public announcements made by Harvey Norman Holdings Limited and its controlled entities during the half-year ended 31 December 2025 in accordance with the continuous disclosure obligations arising under the Corporations Act 2001.

02 Operating Segments

1H26 Segment Revenue	CONSOLIDATED (\$'000)		
Operating segment 31 December 2025	Sales of products to customers	Revenues received from franchisees and other income items	Total revenue by segment
Franchising operations	-	588,303	588,303
– New Zealand (retail)	516,248	15,718	531,966
– Singapore & Malaysia (retail)	407,869	10,938	418,807
– Slovenia & Croatia (retail)	145,013	3,244	148,257
– Ireland (retail)	460,405	8,258	468,663
– United Kingdom (retail)	28,473	2,449	30,922
– Other non-franchised retail	111,384	2,261	113,645
Total retail	1,669,392	42,868	1,712,260
– Retail property	-	277,032	277,032
Total property	-	277,032	277,032
Equity investments	-	4,625	4,625
Other	1,393	8,331	9,724
Intercompany eliminations	(7,259)	(52,579)	(59,838)
Total segment revenue	1,663,526	868,580	2,532,106

1H25 Segment Revenue	CONSOLIDATED (\$'000)		
Operating segment 31 December 2024	Sales of products to customers	Revenues received from franchisees and other income items	Total revenue by segment
Franchising operations	-	540,938	540,938
– New Zealand (retail)	487,871	12,855	500,726
– Singapore & Malaysia (retail)	363,630	10,043	373,673
– Slovenia & Croatia (retail)	117,468	3,259	120,727
– Ireland (retail)	399,968	5,635	405,603
– United Kingdom (retail)	14,708	321	15,029
– Other non-franchised retail	111,530	2,863	114,393
Total retail	1,495,175	34,976	1,530,151
– Retail property	-	259,997	259,997
Total property	-	259,997	259,997
Equity investments	-	977	977
Other	-	9,286	9,286
Intercompany eliminations	(5,063)	(44,567)	(49,630)
Total segment revenue	1,490,112	801,607	2,291,719

02 Operating Segments (continued)

1H26 Segment Result	CONSOLIDATED (\$'000)					
Operating segment 31 December 2025	Segment result before interest, tax, depreciation & amortisation	Interest expense	Depreciation expense (excl ROU Assets)	Depreciation & fair value remeasurement of ROU Assets	Amortisation expense	Segment result before Tax
Franchising operations	303,143	(24,880)	(17,431)	(47,497)	(7,405)	205,930
– New Zealand (retail)	62,151	(3,472)	(5,275)	(6,139)	(204)	47,061
– Singapore & Malaysia (retail)	56,015	(3,938)	(3,805)	(20,277)	(77)	27,918
– Slovenia & Croatia (retail)	11,312	(1,540)	(2,196)	(1,930)	(209)	5,437
– Ireland (retail)	41,556	(3,968)	(3,991)	(8,226)	(290)	25,081
– United Kingdom (retail)	(9,650)	(1,772)	(1,444)	(528)	(11)	(13,405)
– Non-franchised retail	(6,684)	(1,451)	(1,321)	(1,174)	(558)	(11,188)
Total retail	154,700	(16,141)	(18,032)	(38,274)	(1,349)	80,904
– Retail property	205,666	(18,583)	(6,899)	-	-	180,184
– Retail property under construction	(1,029)	(339)	-	-	-	(1,368)
– Property development for resale	(1)	-	-	-	-	(1)
Total property	204,636	(18,922)	(6,899)	-	-	178,815
Equity investments	4,605	(139)	-	-	-	4,466
Other	863	(1,217)	(3,456)	-	-	(3,810)
Intercompany eliminations	(71)	71	-	-	-	-
Total segment result before tax	667,876	(61,228)	(45,818)	(85,771)	(8,754)	466,305

1H25 Segment Result	CONSOLIDATED (\$'000)					
Operating segment 31 December 2024	Segment result before interest, tax, depreciation & amortisation	Interest expense	Depreciation expense (excl ROU Assets)	Depreciation & fair value remeasurement of ROU assets	Amortisation expense	Segment result before Tax
Franchising operations	262,905	(24,045)	(13,422)	(36,250)	(8,905)	180,283
– New Zealand (retail)	49,973	(2,754)	(5,086)	(6,449)	(111)	35,573
– Singapore & Malaysia (retail)	47,961	(3,662)	(3,925)	(18,521)	(33)	21,820
– Slovenia & Croatia (retail)	8,288	(1,805)	(1,892)	(1,772)	(135)	2,684
– Ireland (retail)	33,934	(4,441)	(3,936)	(7,457)	(185)	17,915
– United Kingdom (retail)	(7,578)	(1,724)	(248)	(550)	-	(10,100)
– Non-franchised retail	(5,359)	(1,500)	(1,240)	(892)	(167)	(9,158)
Total retail	127,219	(15,886)	(16,327)	(35,641)	(631)	58,734
– Retail property	191,681	(19,288)	(5,845)	-	-	166,548
– Retail property under construction	(391)	(341)	-	-	-	(732)
– Property development for resale	(3)	(1)	-	-	-	(4)
Total property	191,287	(19,630)	(5,845)	-	-	165,812
Equity investments	(1,917)	(135)	-	-	-	(2,052)
Other	1,925	(1,278)	(3,134)	-	-	(2,487)
Intercompany eliminations	-	-	-	-	-	-
Total segment result before tax	581,419	(60,974)	(38,728)	(71,891)	(9,536)	400,290

02 Operating Segments (continued)

The consolidated entity operates predominantly in twelve (12) operating segments:

Operating segment	Description of segment
Franchising operations	Consists of the franchisor operations of the consolidated entity, but does not include the results, assets, liabilities or operations of any Harvey Norman®, Domayne® and Joyce Mayne® franchisees. This segment includes any Brand Licence Fees charged by a subsidiary of Harvey Norman Holdings Limited for access to, and use of, the Harvey Norman®, Domayne® and Joyce Mayne® brand names.
New Zealand (retail)	Consists of the wholly-owned operations of the consolidated entity in the retail trading operations in New Zealand under the Harvey Norman® brand name.
Singapore & Malaysia (retail)	Consists of the controlling interest of the consolidated entity in the retail trading operations in Singapore and Malaysia under the Harvey Norman® and Space Furniture® brand names.
Slovenia & Croatia (retail)	Consists of the wholly-owned operations of the consolidated entity in the retail trading operations in Slovenia and Croatia under the Harvey Norman® brand name.
Ireland (retail)	Consists of the wholly-owned operations of the consolidated entity in the retail trading operations in Ireland under the Harvey Norman® brand name.
United Kingdom (retail)	Consists of the wholly-owned operations of the consolidated entity in the retail trading operations in the United Kingdom under the Harvey Norman® brand name.
Other non-franchised retail	Consists of the retail and wholesale trading operations in Australia which are wholly-owned or controlled by the consolidated entity, and does not include the operations of any Harvey Norman®, Domayne® and Joyce Mayne® franchisees.
Retail property	Consists of freehold land and buildings that are owned by the consolidated entity for each site that are fully operational or are ready for operations. The revenue and results of this segment consists of rental income, outgoings recovered and the net property revaluation increments and/or decrements recognised in the Income Statement. This segment includes the mining camp accommodation joint ventures.
Retail property under construction	Consists of freehold sites that are currently undergoing construction at balance date intended for retail leasing. It also includes vacant land that has been purchased for the purposes of generating future investment income.
Property developments for resale	Consists of freehold land and buildings acquired by the consolidated entity, to be developed, or currently under development, for the sole purpose of resale at a profit.
Equity investments	This segment refers to the investment in, and trading of, equity investments.
Other	This segment primarily relates to credit facilities provided to related and unrelated parties and other unallocated income and expense items.

03 Revenues

	CONSOLIDATED	
	December 2025 \$000	December 2024 \$000
Revenue from contracts with customers and franchisees:		
– Sales of products to customers (a)	1,663,526	1,490,112
– Services to customers (c)	24,520	20,659
– Franchise fees in accordance with franchise agreements (b)	471,835	430,457
Total revenue from contracts with customers and franchisees	2,159,881	1,941,228
Other revenue from franchisees:		
– Rent and outgoings received from franchisees	159,605	153,771
– Interest to implement and administer the financial accommodation facilities	15,538	14,279
Total other revenue received from franchisees (b)	175,143	168,050
Gross revenue from other unrelated parties:		
– Rent and outgoings received from external tenants	72,222	68,822
– Interest received from financial institutions and other parties	6,870	9,210
– Dividends received	757	977
Total other revenue received from unrelated parties (c)	79,849	79,009
Other income items:		
– Net property revaluation increment on Australian freehold investment properties	96,264	88,408
– Net revaluation increment of equity investments to fair value	3,868	-
– Other income	17,101	15,024
Total other income items (c)	117,233	103,432
Disclosed in the income statement as follows:		
(a) Sale of products to customers	1,663,526	1,490,112
(b) Revenue received from franchisees	646,978	598,507
(c) Revenue and other income items	221,602	203,100

04 Expenses and Losses

	CONSOLIDATED	
	December 2025 \$000	December 2024 \$000
Employee benefits expense:		
– Wages and salaries	226,984	210,290
– Workers compensation	1,622	1,610
– Superannuation contributions	12,792	11,750
– Payroll tax	10,688	9,116
– Share-based payments	546	1,153
– Other employee benefits	7,078	6,764
Total employee benefits expense	259,710	240,683
Finance costs:		
– Interest on lease liabilities	34,072	30,979
– Bank interest paid to financial institutions	26,372	29,211
– Other	784	784
Total finance costs	61,228	60,974
Occupancy expenses:		
– Variable lease payments (including short-term and low-value leases)	15,682	20,462
– Property, plant and equipment: Right-of-use assets - Depreciation expense	40,456	37,646
– Property, plant and equipment: Right-of-use assets - Impairment expense	1,575	77
– Investment properties (leasehold): Right-of-use assets - Fair value re-measurement	45,315	34,245
– Property revaluation decrement for overseas controlled entity	468	3,701
– Other occupancy expenses	60,223	54,841
Total occupancy expenses	163,719	150,972
Depreciation, amortisation and impairment:		
Depreciation of (excluding AASB16 depreciation in occupancy expenses above):		
– Buildings	6,619	6,038
– Plant and equipment	39,199	32,690
Amortisation of:		
– Computer software	7,869	9,168
– Net licence property and other intangible assets	885	368
Total depreciation, amortisation and impairment	54,572	48,264

05 Income Tax

	CONSOLIDATED	
	December 2025 \$000	December 2024 \$000
Income tax recognised in the Income Statement:		
Current income tax:		
– Current income tax charge	102,734	86,088
– Adjustments in respect of current income tax of previous years	489	2,069
Deferred income tax:		
– Relating to the origination and reversal of temporary differences	35,858	28,726
Total income tax expense reported in the income statement	139,081	116,883

06 Earnings Per Share

	CONSOLIDATED	
	December 2025 \$000	December 2024 \$000
Basic earnings per share (cents per share)	25.84c	22.42c
Diluted earnings per share (cents per share)	25.81c	22.38c
	December 2025 \$000	December 2024 \$000
The following reflects the income and number of HVN shares used in the calculation of basic and diluted earnings per share:		
– Profit after tax	327,224	283,407
– Less: Profit after tax attributable to non-controlling interests	(5,313)	(4,013)
Profit after tax attributable to owners of the parent	321,911	279,394
	NUMBER OF SHARES	
	December 2025 Number	December 2024 Number
Weighted average number of ordinary shares used in calculating basic earnings per share	1,246,006,654	1,246,006,654
Effect of dilutive securities	1,354,069	2,128,003
Adjusted weighted average number of ordinary shares used in calculating diluted earnings per share	1,247,360,723	1,248,134,657

07 Trade and Other Receivables

	CONSOLIDATED		
	December 2025 \$000	June 2025 \$000	December 2024 \$000
Current			
Receivables from franchisees (a)	748,845	785,206	695,319
– Trade receivables	134,516	115,200	131,902
– Consumer finance loans	4,300	3,222	4,443
– Allowance for expected credit loss	(1,274)	(1,278)	(1,508)
Trade receivables, net	137,542	117,144	134,837
Amounts receivable in respect of finance leases	3,244	3,176	3,233
Non-trade debts receivable from:			
– Related parties (including joint ventures and joint venture partners)	2,610	404	669
– Unrelated parties	21,438	22,422	48,371
Non-trade debts receivable, net	24,048	22,826	49,040
Total trade and other receivables (current)	913,679	928,352	882,429

(a) Receivables from franchisees

Derni Pty Limited (**Derni**), a wholly-owned subsidiary of Harvey Norman Holdings Limited (**HNHL**), may, at the request of a franchisee, provide financial accommodation in the form of a revolving line of credit, to that franchisee. The repayment of the indebtedness of that franchisee to Derni is secured by a security interest over all present and after-acquired property of that franchisee, pursuant to a General Security Deed (**GSD**).

The receivables from franchisees balance of \$748.85 million as at 31 December 2025 comprises the aggregate of the balances due from each franchisee to Derni, and is net of any uncollectible amounts. The indebtedness of each franchisee to Derni is reduced on a daily basis by an electronic funds transfer process. Each franchisee directs the financial institution of that franchisee to transfer the net cash receipts in the bank account of the franchisee to Derni, in reduction of outstanding indebtedness.

Receivables from franchisees have been measured at amortised cost. The consolidated entity has performed an assessment of the franchisee receivables and has calculated the expected credit loss by applying the general approach for provisioning for expected credit losses prescribed by AASB 9. The expected credit loss assessment was conducted on the carrying value of franchisee receivables as at 31 December 2025 totalling \$748.85 million (December 2024: \$695.32 million). Based on the assessment, receivables from franchisees are current and neither past due nor impaired as at 31 December 2025.

	CONSOLIDATED		
	December 2025 \$000	June 2025 \$000	December 2024 \$000
Non-current			
– Trade receivables	15,840	13,364	7,476
– Consumer finance loans	919	689	950
– Allowance for expected credit loss	(9)	(7)	(9)
Trade receivables, net	16,750	14,046	8,417
Amounts receivable in respect of finance leases	501	652	653
Non-trade debts receivable from:			
– Related parties (including joint ventures and joint venture partners)	22,455	30,253	35,389
– Unrelated parties	41,025	41,298	22,081
– Allowance for expected credit loss	(17,078)	(17,078)	(17,078)
Non-trade debts receivable, net	46,402	54,473	40,392
Total trade and other receivables (non-current)	63,653	69,171	49,462

08 Other Financial Assets

	CONSOLIDATED		
	December 2025 \$000	June 2025 \$000	December 2024 \$000
Current			
Derivatives receivable	397	15	954
Total other financial assets (current)	397	15	954
Non-current			
Equity investments at fair value through profit or loss	29,136	26,832	25,239
Equity investments at fair value through other comprehensive income	23,295	26,084	23,909
Units in unit trusts	204	414	414
Other non-current financial assets	8,435	8,397	8,167
Total other financial assets (non-current)	61,070	61,727	57,729

09 Inventories

	CONSOLIDATED		
	December 2025 \$000	June 2025 \$000	December 2024 \$000
Current			
Finished goods at cost	699,644	639,502	669,707
Provision for obsolescence	(11,449)	(11,911)	(13,681)
Total inventories (current)	688,195	627,591	656,026

10 Intangible Assets

	CONSOLIDATED		
	December 2025 \$000	June 2025 \$000	December 2024 \$000
Current			
Net licence property (current)	347	355	582
Non-current			
Net licence property	737	901	931
Other intangible assets	58	60	59
Computer software:			
– At cost	308,960	289,267	271,123
– Accumulated amortisation and impairment	(212,089)	(204,770)	(194,652)
Net computer software	96,871	84,497	76,471
Total net intangible assets (non-current)	97,666	85,458	77,461

11 Property, Plant and Equipment

	CONSOLIDATED		
	December 2025 \$000	June 2025 \$000	December 2024 \$000
Land at fair value	269,270	276,016	262,073
Buildings at fair value	337,637	353,736	337,924
Land and buildings at fair value	606,907	629,752	599,997
Plant and equipment:			
– At cost	1,028,254	1,014,397	972,119
– Accumulated depreciation	(608,603)	(594,466)	(564,097)
Net plant and equipment	419,651	419,931	408,022
Total property, plant and equipment:			
– Land and buildings at fair value	606,907	629,752	599,997
– Plant and equipment at cost	1,028,254	1,014,397	972,119
Total property, plant and equipment	1,635,161	1,644,149	1,572,116
Accumulated depreciation	(608,603)	(594,466)	(564,097)
Total written down amount of property, plant and equipment	1,026,558	1,049,683	1,008,019

12 Property, Plant and Equipment: Right-Of-Use Assets (ROUA)

	CONSOLIDATED		
	Leasehold properties: (a) ROUA \$000	Plant & equipment: ROUA \$000	Total: ROUA \$000
As at 1 July 2025	551,091	2,770	553,861
New, modified leases	130,173	1,516	131,689
Leases exited	(40,284)	(70)	(40,354)
Depreciation	(39,640)	(816)	(40,456)
Other adjustments	3,961	3	3,964
Net foreign currency differences	(14,423)	(15)	(14,438)
As at 31 December 2025	590,878	3,388	594,266

	CONSOLIDATED		
	Leasehold properties: (a) ROUA \$000	Plant & equipment: ROUA \$000	Total: ROUA \$000
As at 1 July 2024	508,459	3,469	511,928
New, modified leases	64,424	234	64,658
Leases exited	(1,397)	(8)	(1,405)
Depreciation	(36,874)	(772)	(37,646)
Other adjustments	(2,369)	-	(2,369)
Net foreign currency differences	21,930	40	21,970
As at 31 December 2024	554,173	2,963	557,136

(a) The leasehold properties relate to leases of owner-occupied properties.

Property, Plant and Equipment: Right-of-Use Assets

The consolidated entity recognises right-of-use assets in respect of leases of property, plant and equipment at the commencement date of the lease (i.e. the date the underlying asset is available for use). The initial measurement of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date, less any lease incentives received.

Right-of-use assets are subsequently measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any re-measurement of lease liabilities. The right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life or the lease term. Right-of-use assets are subject to an impairment assessment under AASB 136 *Impairment of Assets* at each reporting date.

13 Investment Properties: Freehold

	CONSOLIDATED		
	December 2025 \$000	June 2025 \$000	December 2024 \$000
Opening balance at beginning of the period, at fair value	3,895,106	3,650,611	3,650,611
Net additions, disposals and transfers	62,665	86,122	49,572
Net increase from fair value adjustments	96,194	158,373	88,408
Closing balance at end of the period, at fair value	4,053,965	3,895,106	3,788,591

Valuation Approach

The directors make an assessment of the fair value of each freehold investment property as at balance date.

This assessment is informed by:

- the information and advice contained in the last independent external valuation report for that property prepared by an external, professionally qualified valuer who holds a recognised relevant professional qualification and has specialised expertise in the property being valued (Independent Valuer);
- the information and advice contained in the last internal valuation report for that property (which was informed by the immediately preceding independent external valuation report for that property);
- the last management review for that property; and
- other information and professional or expert advice given or prepared by reliable and competent persons in relation to that property.

Independent External Valuations

The freehold investment property portfolio is valued by an Independent Valuer at least once every two (2) years on a rotational basis.

For the current period, thirty-two (32) independent valuations of freehold investment properties were performed by an Independent Valuer. This represents a total of 21.8% of the number of freehold investment properties independently externally valued this half, and approximately 25.9% in terms of the fair value of the freehold investment property portfolio in Australia subject to independent external valuation.

Internal Valuations and Reviews

Freehold investment properties not independently externally valued as at balance date are subject to an internal valuation or a management review, performed by persons qualified by relevant education, training or experience. Each internal valuation and management review is informed by the last independent external valuation and reliable market evidence. For the current period, one (1) freehold investment property had been affected by the same factors as the properties which had been independently externally valued. As a consequence, internal valuations for this one (1) property was undertaken to determine the effect of these factors.

Valuation Methodologies

The fair value in respect of each freehold investment property has been calculated primarily using the income capitalisation method of valuation, based on the current market rental value, and having regard to, in respect of each property:

- the highest and best use of the property
- the quality of construction
- the age and condition of improvements
- recent market sales data in respect of comparable properties
- current market rental value, being the amount that could be exchanged between knowledgeable, willing parties in an arm's length transaction
- the tenure of franchisees and external tenants
- adaptive reuse of buildings
- non-reliance on turnover rent
- other specific circumstances of the property

As a secondary method, a discounted cash flow valuation or a direct sale comparison valuation is undertaken as a check method.

The fair value of a freehold investment property under construction is determined using the income capitalisation method by estimating the fair value of the property as at the relevant completion date less the remaining costs to complete and allowances for associated risk. As a secondary method, a discounted cash flow valuation is undertaken. An internal valuation or management review is performed for any property less than 75% complete where there is an indication of a substantial change in the risks or benefits to warrant an earlier assessment. Normally, the direct sale comparison method of valuation is used for properties held for future development.

14 Investment Properties (Leasehold): Right-Of-Use Assets

	CONSOLIDATED		
	December 2025 \$000	June 2025 \$000	December 2024 \$000
Opening balance at beginning of the period, at fair value	759,553	744,639	744,639
New and modified leases	72,207	97,246	64,836
Leases exited	(329)	(10,455)	(978)
Net decrease from fair value re-measurements	(45,315)	(71,877)	(34,245)
Closing balance at end of the period, at fair value	786,116	759,553	774,252

Valuation of Investment Properties (Leasehold): Right-Of-Use Assets

The directors make an assessment of the fair value of each Investment Property (Leasehold): Right of Use Asset (**IP (Leasehold) ROU Asset**) as at balance date. Each IP (Leasehold) ROU Asset is reviewed at least every 6 months. This review is undertaken by persons qualified by relevant education, training or experience, with the assistance of qualified management. As part of the review, an independent, professionally qualified valuer who holds a recognised relevant professional qualification and has relevant specialised expertise (**Leasehold Independent Valuer**) is engaged to provide independent verification of key observable inputs.

The re-measurement of an IP Leasehold ROU Asset to fair value comprises the following:

- 1) A reduction in the IP Leasehold ROU Asset to reflect the decrease in its future value due to the usage of the asset during the period, reflecting the passage of time and a reduction in remaining lease tenure. This is recognised as a fair value decrement in the Income Statement.
- 2) Re-measurement of the IP Leasehold ROU Asset at the prevailing discount rate as at the reporting date. If the discount rate at the end of the period is higher than the discount rate at the beginning of the period, there will be a decrease in the value of the IP Leasehold ROU Asset and a corresponding fair value decrement is recognised in the Income Statement. If the discount rate at the end of the period is lower than the discount rate at the beginning of the period, there will be an increase in the value of the IP Leasehold ROU Asset and a corresponding fair value increment is recognised in the Income Statement. The discount rate used is determined based on market data, information on margins available to the consolidated entity, and other adjustments appropriate as at the reporting date.
- 3) The Leasehold Independent Valuer provides independent verification of key observable inputs including the current market rent ranges, being the amount that could be exchanged between knowledgeable, willing parties in an arm's length transaction, at each reporting date. If the current market rent range increases, there may be an increase in the value of the IP Leasehold ROU Asset and a corresponding fair value increment may be recognised in the Income Statement. If the current market rent range decreases, there may be a decrease in the value of the IP Leasehold ROU Asset and a corresponding fair value decrement may be recognised in the Income Statement. The results and recommendations of the review and the information and professional advice provided by the Leasehold Independent Valuer are used to inform the assessment of the fair value of each IP Leasehold ROU Asset at balance date.

Discount Rate

IP Leasehold ROU Assets are re-measured to fair value by using the prevailing discount rate as at the reporting date which is determined by taking into account the following:

- External market based rates for a range of maturities as at the reporting date;
- The lending margins available to the consolidated entity; and
- Other adjustments that may be made by market participants over the lease term.

Market Rent Ranges

As at each balance date, the Leasehold Independent Valuer provides market rent ranges for each leasehold investment property, being the amount that could be exchanged between knowledgeable, willing parties in an arm's length transaction at each reporting date. The market rent ranges are used to assess whether future lease payments are representative of what market participants would pay for a particular asset over a similar term.

15 Trade and Other Payables

	CONSOLIDATED		
	December 2025 \$000	June 2025 \$000	December 2024 \$000
Trade and other creditors	358,970	290,951	359,303
Accruals	124,298	108,752	107,409
Total trade and other payables (current)	483,268	399,703	466,712

16 Interest-Bearing Loans and Borrowings

	CONSOLIDATED		
	December 2025 \$000	June 2025 \$000	December 2024 \$000
Current secured:			
Bank overdraft (a)	63	388	15,375
Syndicated facility agreement (b)	245,000	440,000	440,000
Other short-term borrowings (c)	142,850	133,163	117,357
Current unsecured:			
Derivatives payable	130	2,014	-
Non-trade amounts owing to:			
– Related parties	-	4,238	4,238
– Unrelated parties	229	203	187
Total interest-bearing loans and borrowings (current)	388,272	580,006	577,157
Non-current:			
Syndicated facility agreement (b)	640,000	350,000	300,000
Other borrowings (c)	4,016	8,201	11,743
Non-trade amounts owing to related parties	5,555	-	-
Total interest-bearing loans and borrowings (non-current)	649,571	358,201	311,743

(a) Bank Overdraft

A total of \$0.06 million as at 31 December 2025 (31 December 2024: nil) relates to a bank overdraft facility with AmBank (M) Berhad in Malaysia which is subject to periodic review. The company has granted a guarantee to AmBank (M) Berhad in Malaysia in respect of the obligations of Space Furniture Collection Sdn Bhd.

(b) Syndicated Facility Agreement

On 2 December 2009, the Company, a subsidiary of the Company (**Borrower**) and certain other subsidiaries of the Company (**Guarantors**) entered into a Syndicated Facility Agreement (the **Facility** or **SFA**) with certain banks (**Financiers** and each a **Financier**). This facility has been amended from time to time. As at 31 December 2025, the SFA comprised of five (5) Tranches totalling \$1,210 million.

Under the terms of the Syndicated Facility Agreement, the Facility is repayable:

- in respect of Tranche A1 totalling \$170 million, on 4 December 2026 (\$45 million utilised at 31 December 2025)
- in respect of Tranche A2 totalling \$200 million, on 30 November 2026 (\$200 million utilised at 31 December 2025)
- in respect of Tranche B totalling \$340 million, on 20 November 2029 (\$340 million utilised at 31 December 2025)
- in respect of Tranche C totalling \$300 million, on 20 November 2030 (\$300 million utilised at 31 December 2025)
- in respect of Tranche D totalling \$200 million, on 10 November 2027 (unutilised at 31 December 2025)

16 Interest-Bearing Loans and Borrowings (continued)

(b) Syndicated Facility Agreement (continued)

- otherwise on demand by or on behalf of the Financiers upon the occurrence of any one of a number of events (each a “Relevant Event”), including events which are not within the control of the Company, the Borrower or the Guarantors. Each of the following is a Relevant Event:
 - i. an event occurs which has or is reasonably likely to have a material adverse effect on the business, operation, property, condition (financial or otherwise) or prospects of the Borrower or the Company and the subsidiaries of the Company;
 - ii. if any change in law or other event makes it illegal or impractical for a Financier to perform its obligations under the Syndicated Facility Agreement or fund or maintain the amount committed by that Financier to the provision of the Facility, the Financier may by notice to the Borrower, require the Borrower to repay the secured moneys in respect of the commitment of that Financier, in full on the date which is forty (40) business days after the date of that notice.

This Facility is secured by:

- a fixed and floating charge granted by the Company and each of the Guarantors in favour of a security trustee for the Financiers; and
- real estate mortgages granted by certain Guarantors in favour of the security trustee for the Financiers over various real properties owned by those Guarantors.

(c) Other Short-Term Borrowings

The consolidated entity has the following short-term borrowings as at 31 December 2025:

- a total facility with a limit of \$80.65 million in Slovenia and Croatia is secured by the securities pursuant to the SFA. \$63.30 million was utilised as at 31 December 2025 (Dec-24: \$67.13 million).
- a short-term facility of \$90.49 million in England secured by the securities pursuant to the SFA – \$64.35 million was utilised as at 31 December 2025 (Dec-24: \$36.32 million).
- a total facility with a limit of \$12.30 million in Ireland secured by fixed and floating charges over property. This facility was fully utilised as at 31 December 2025, with \$8.28 million classified as current borrowings (Dec-24: \$8.04 million) and \$4.02 million classified as non-current borrowings (Dec-24: \$11.74 million).
- a total facility with a limit of \$5.82 million relates to a revolving credit facility with ANZ in Singapore. This facility was fully utilised as at 31 December 2025 (Dec-24: \$4.97 million).
- a short term facility with a limit of \$1.10 million in Malaysia secured by a corporate guarantee. This facility was fully utilised as at 31 December 2025 (Dec-24: \$0.90 million).
- a short-term facility with a limit of \$11.64 million in Singapore secured by a corporate guarantee – unutilised as at 31 December 2025 (Dec-24: nil).
- a loan facility with a limit of \$10 million with ANZ in Australia to facilitate short term corporate funding requirements - unutilised as at 31 December 2025.

The Company has not received notice of the occurrence of any Relevant Event from any financier. During 1H26 and 1H25, there were no defaults or breaches on any of the interest-bearing loans and borrowings referred to in this note.

17 Financing Facilities Available

At balance date, the following financing facilities had been negotiated and were available.

	CONSOLIDATED		
	December 2025 \$000	June 2025 \$000	December 2024 \$000
Total facilities available at reporting date:			
– Bank overdraft	36,071	36,166	51,463
– Other borrowings	211,989	199,308	184,152
– Syndicated Facility	1,210,000	1,010,000	1,010,000
Total Available Facilities	1,458,060	1,245,474	1,245,615
Facilities used at reporting date:			
– Bank overdraft	63	388	15,375
– Other borrowings (current)	142,850	133,163	117,357
– Other borrowings (non-current)	4,016	8,201	11,743
– Syndicated Facility (current)	245,000	440,000	440,000
– Syndicated Facility (non-current)	640,000	350,000	300,000
Total Used Facilities	1,031,929	931,752	884,475
Facilities unused at reporting date:			
– Bank overdraft	36,008	35,778	36,088
– Other borrowings	65,123	57,944	55,052
– Syndicated Facility	325,000	220,000	270,000
Total Unused Facilities	426,131	313,722	361,140

Refer to Note 16. Interest-Bearing Loans and Borrowings for details regarding the security provided by the consolidated entity over each of the financing facilities disclosed above.

18 Lease Liabilities

	CONSOLIDATED		
	December 2025 \$000	June 2025 \$000	December 2024 \$000
Lease liabilities at beginning of the period	1,357,659	1,335,050	1,335,050
New, modified and exited leases	162,967	146,364	107,238
Interest on lease liabilities	34,072	62,741	30,979
Lease payments	(113,909)	(220,919)	(108,042)
Net foreign currency differences	(14,247)	34,423	20,146
Lease liabilities at the end of the period	1,426,542	1,357,659	1,385,371
Disclosed as:			
– Lease liabilities (current)	158,073	163,844	160,933
– Lease liabilities (non-current)	1,268,469	1,193,815	1,224,438
Total lease liabilities	1,426,542	1,357,659	1,385,371

19 Provisions

	CONSOLIDATED		
	December 2025 \$000	June 2025 \$000	December 2024 \$000
Employee entitlements	39,303	38,677	37,787
Lease make good	2,109	5,475	3,989
Total provisions (current)	41,412	44,152	41,776
Employee entitlements	3,131	3,016	2,940
Lease make good	7,090	3,959	5,302
Total provisions (non-current)	10,221	6,975	8,242

20 Contributed Equity

	CONSOLIDATED		
	December 2025 \$000	June 2025 \$000	December 2024 \$000
Ordinary shares	717,925	717,925	717,925
Total contributed equity	717,925	717,925	717,925

Full paid ordinary shares carry one vote per share and carry the right to dividends.

	December 2025 Number of shares	December 2025 \$000
Movements in ordinary shares on issue:		
– Balance at 1 July 2025	1,246,006,654	717,925
– Issue of shares	-	-
Balance at end of the period	1,246,006,654	717,925

Number of ordinary shares issued and fully paid as at 31 December 2025 was 1,246,006,654 (Dec-24: 1,246,006,654)

21 Retained Profits and Dividends

	CONSOLIDATED		
	December 2025 \$000	June 2025 \$000	December 2024 \$000
Movements in retained profits were as follows:			
– Balance at beginning of the period	3,711,729	3,492,755	3,492,755
– Profit for the period	321,911	518,016	279,394
– Dividends paid	(180,671)	(299,042)	(149,521)
Balance at end of the period	3,852,969	3,711,729	3,622,628
Dividends declared and paid on ordinary shares:			
– Final fully-franked dividend for 2025: 14.5 cents (2024: 12.0 cents)	180,671	149,521	149,521
– Interim fully-franked dividend for 2025: 12.0 cents	-	149,521	-
Total dividends paid	180,671	299,042	149,521

The final dividend of \$180.67 million, fully franked, for the year ended 30 June 2025 was paid on 3 November 2025. The interim dividend of 14.5 cents per share, totalling \$180.67 million fully franked, for the year ended 30 June 2026 will be paid on 1 May 2026 to the shareholders registered at the close of business on 2 April 2026.

Franking account balance:			
The amount of franking credits available for subsequent financial periods are:			
– Franking account balance as at the end of the financial period at 30%	535,009	532,822	536,939
– Franking credits that will arise from the payment of income tax payable as at the end of the financial period	43,567	42,997	35,563
– Franking credits that will be utilised in the payment of the proposed interim dividend	(77,430)	(77,430)	(64,080)
Amount of franking credits available for future reporting periods	501,146	498,389	508,422

22 Non-Controlling Interests

	CONSOLIDATED		
	December 2025 \$000	June 2025 \$000	December 2024 \$000
Interest in:			
– Ordinary shares	1,091	1,091	1,091
– Reserves	19,893	19,986	19,682
– Retained earnings	21,252	20,426	22,689
Total non-controlling interests	42,236	41,503	43,462

23 Reserves

CONSOLIDATED (\$000)	Asset revaluation reserve	Foreign currency translation reserve	FVOCI reserve	Cash flow hedge reserve	Employee equity benefits reserve	Acquisition reserve	Total
At 1 July 2025	258,278	102,572	20,813	(965)	8,864	(16,274)	373,288
Revaluation of land & buildings	16,285	-	-	-	-	-	16,285
Tax effect of revaluation of land and buildings	(2,522)	-	-	-	-	-	(2,522)
Currency translation differences	-	(52,188)	-	-	-	-	(52,188)
Unrealised loss on financial assets at fair value through other comprehensive income	-	-	(952)	-	-	-	(952)
Reverse expired or realised cash flow hedge reserves	-	-	-	(11)	-	-	(11)
Net loss on forward foreign exchange contracts	-	-	-	(80)	-	-	(80)
Tax effect of net loss on forward foreign exchange contracts	-	-	-	24	-	-	24
Reclassified to income statement	-	-	-	28	-	-	28
Gain on interest rate swap contracts	-	-	-	1,760	-	-	1,760
Tax effect of net gain on interest rate swap contracts	-	-	-	(536)	-	-	(536)
Cost of share based payments	-	-	-	-	599	-	599
At 31 December 2025	272,041	50,384	19,861	220	9,463	(16,274)	335,695
At 31 December 2024	248,759	70,667	19,111	527	9,257	(16,274)	332,047

24 Cash and Cash Equivalents

	CONSOLIDATED		
	December 2025 \$000	June 2025 \$000	December 2024 \$000
(a) Reconciliation to the Statement of Cash Flows			
Cash and cash equivalents comprise the following:			
– Cash at bank and on hand	276,344	187,182	217,761
– Short-term money market deposits	109,001	92,506	96,472
	385,345	279,688	314,233
– Bank overdraft (refer to Note 16)	(63)	(388)	(15,375)
Cash and cash equivalents	385,282	279,300	298,858

(b) Reconciliation of profit after income tax to net operating cash flows

	CONSOLIDATED		
	December 2025 \$000	June 2025 \$000	December 2024 \$000
Profit after tax	327,224	525,580	283,407
Adjustments for non-cash items:			
Net foreign exchange gain	(238)	(210)	(268)
Allowance for expected credit loss	237	1,207	(2,041)
Share of net profit from joint venture entities	(10,154)	(17,373)	(8,507)
Depreciation of property, plant and equipment	45,818	86,634	38,728
Depreciation of right-of-use assets	40,456	77,679	37,646
Fair value re-measurement of investment properties (leasehold): right-of-use assets	45,315	71,877	34,245
Amortisation	8,754	18,143	9,536
Impairment of ROU assets	1,575	171	77
Gain on disposal of leasehold ROU assets and lease liabilities	(5,539)	(389)	(281)
Net revaluation increment of freehold properties	(95,796)	(154,377)	(84,707)
Executive remuneration expenses	1,525	3,153	2,160
(Profit) / loss on disposal and sale of property, plant and equipment and the revaluation of listed securities	(2,365)	4,869	3,584
Changes in assets and liabilities:			
(Increase) / decrease in assets:			
– Receivables	13,134	9,067	88,085
– Inventories	(60,142)	(71,226)	(101,430)
– Other assets	(34,905)	7,214	(18,996)
Increase / (decrease) in liabilities:			
– Payables and other current liabilities	119,898	97,103	142,658
– Income tax payable	(1,955)	34,907	19,646
– Provisions	42	273	4,558
Net cash flows from operating activities	392,884	694,302	448,100

25 Investments Accounted for Using the Equity Method

		CONSOLIDATED		
		December 2025 \$000	June 2025 \$000	December 2024 \$000
Total investments accounted for using the equity method		10,428	7,219	4,834

		Ownership Interest		Contribution to Profit/Loss before tax	
		December 2025 %	December 2024 %	December 2025 \$000	December 2024 \$000
Noarlunga	Shopping complex	50%	50%	985	980
Perth City West	Shopping complex	50%	50%	892	1,118
Warrawong King St	Shopping complex (a)	62.5%	62.5%	568	548
Dubbo	Shopping complex	50%	50%	303	326
Gepps Cross	Shopping complex	50%	50%	1,788	1,821
Bundaberg	Land held for investment	50%	50%	(8)	-
QCV	Miners residential complex	50%	50%	4,280	2,325
Westgate	Shopping complex in New Zealand	50%	50%	1,346	1,389
				10,154	8,507

- (a) This joint venture has not been consolidated as the consolidated entity does not have control over operating and financing decisions and all joint venture parties participate equally in decision making.

26 Fair Value of Financial Instruments

The fair value of financial assets and financial liabilities are determined as follows:

- The fair value of financial assets and financial liabilities with standard terms and conditions and traded on active liquid markets are determined with reference to quoted market prices.
- The fair value of other financial assets and financial liabilities (excluding derivative instruments) are determined in accordance with generally accepted pricing models based on discounted cash flow analysis using prices from observable current market transactions.
- The fair value of current trade receivables and payables is assessed to equal carrying value due to the short-term nature of the assets. The fair value of interest-bearing loans and borrowings approximates their carrying amounts.
- The fair value of derivative instruments are calculated using quoted prices. Where such prices are not available, use is made of discounted cash flow analysis using the applicable yield curve for the duration of the instruments for non-option derivatives and option pricing models for option derivatives.

All financial instruments for which fair value is recognised or disclosed are categories within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- **Level 1** – Quoted market prices in an active market (that are unadjusted) for identical assets or liabilities
- **Level 2** – Valuation techniques (for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable)
- **Level 3** – Valuation techniques (for which the lowest level input that is significant to the fair value measurement is unobservable)

For financial instruments that are recognised at fair value on a recurring basis, the consolidated entity determines whether transfers have occurred between Levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

As at 31 December 2025, the consolidated entity held the following classes of financial instruments measured at fair value:

	Level 1 \$000	Level 2 \$000	Level 3 \$000	Total \$000
Financial Assets:				
– Listed investments	52,431	-	-	52,431
– Other investments	-	-	8,639	8,639
– Interest rate swap contracts	-	394	-	394
– Foreign exchange contracts	-	3	-	3
Total Financial Assets	52,431	397	8,639	61,467
Financial Liabilities:				
– Foreign exchange contracts	-	130	-	130
Total Financial Liabilities	-	130	-	130

Non-Cash Financing and Investing Activities

Details of financing and investing transactions which have had a material effect on the consolidated assets and liabilities but did not involve cash flows are: NIL

	CONSOLIDATED	
	December 2025	December 2024
Net Tangible Assets Per Security		
Net tangible asset backing per ordinary security	\$4.36	\$4.14
The NTA as at 31 December 2025 includes the right-of-use assets in respect of property, plant and equipment leases of \$594.27 million and investment properties (leasehold) of \$786.12 million, and the lease liabilities recognised under AASB 16 <i>Leases</i> of \$1,426.54 million. If the right-of-use assets were excluded as at 31 December 2025, the NTA calculation would have been \$3.26 per ordinary security (31 December 2024: \$3.07).		
Business Combination Having Material Effect		
Name of business combination	N/A	N/A
Consolidated profit / (loss) after tax of the business combination since the date in the current period on which control was acquired	N/A	N/A
Date from which such profit has been calculated	N/A	N/A
Profit / (loss) after tax of the controlled business combination for the whole of the previous corresponding period	N/A	N/A
Loss Of Control Of Entities Having Material Effect		
Name of entity (or group of entities)	N/A	N/A
Consolidated profit/(loss) from discontinued operations after tax of the controlled entity (or group of entities) for the current period to the date of loss of control	N/A	N/A
Date from which such profit/(loss) has been calculated	N/A	N/A
Profit / (loss) from discontinued operations after tax of the controlled entity (or group of entities) while controlled during the whole of the previous corresponding period	N/A	N/A

Directors' Declaration

In accordance with a resolution of the directors of Harvey Norman Holdings Limited, we state that:

In the opinion of the directors:

- (a) the financial statements, notes and the additional disclosures included in the Directors' Report of the consolidated entity for the half-year ended 31 December 2025 are in accordance with the Corporations Act 2001, including:
 - (i) giving a true and fair view of the consolidated entity's financial position as at 31 December 2025 and of its performance for the half-year ended on that date; and
 - (ii) complying with Accounting Standard AASB 134 Interim Financial Reporting and the Corporations Regulations 2001; and
- (b) there are reasonable grounds to believe that the consolidated entity will be able to pay its debts as and when they become due and payable

This declaration has been made after receiving the declarations required to be made to the directors in accordance with Section 295A of the Corporations Act 2001 for the half-year ended 31 December 2025.

On behalf of the Board.



G. HARVEY
Chairman
Sydney
27 February 2026



K.L. PAGE
Chief Executive Officer
Sydney
27 February 2026



**Shape the future
with confidence**

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Independent auditor's review report to the members of Harvey Norman Holdings Limited

Conclusion

We have reviewed the accompanying half-year financial report of Harvey Norman Holdings Limited (the Company) and its subsidiaries (collectively the Group), which comprises the statement of financial position as at 31 December 2025, income statement, statement of comprehensive income, statement of changes in equity and statement of cash flows for the half-year ended on that date, explanatory notes, and the directors' declaration.

Based on our review, which is not an audit, we have not become aware of any matter that makes us believe that the half-year financial report of the Group does not comply with the *Corporations Act 2001*, including:

- a. Giving a true and fair view of the consolidated financial position of the Group as at 31 December 2025 and of its consolidated financial performance for the half-year ended on that date; and
- b. Complying with Accounting Standard AASB 134 *Interim Financial Reporting* and the *Corporations Regulations 2001*.

Basis for conclusion

We conducted our review in accordance with ASRE 2410 *Review of a Financial Report Performed by the Independent Auditor of the Entity* (ASRE 2410). Our responsibilities are further described in the *Auditor's responsibilities for the review of the half-year financial report* section of our report. We are independent of the Group in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the annual financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

Directors' responsibilities for the half-year financial report

The directors of the Company are responsible for the preparation of the half-year financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations Act 2001* and for such internal control as the directors determine is necessary to enable the preparation of the half-year financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the review of the half-year financial report

Our responsibility is to express a conclusion on the half-year financial report based on our review. ASRE 2410 requires us to conclude whether we have become aware of any matter that makes us believe that the half-year financial report is not in accordance with the *Corporations Act 2001* including giving a true and fair view of the Group's financial position as at 31 December 2025 and its performance for the half-year ended on that date, and complying with Accounting Standard AASB 134 *Interim Financial Reporting* and the *Corporations Regulations 2001*.



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A review of a half-year financial report consists of making enquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Australian Auditing Standards and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

Ernst & Young

Ernst & Young

A handwritten signature in black ink, appearing to read 'James Karekinian', written over a horizontal line.

James Karekinian
Partner
Sydney
27 February 2026