

Bega Cheese Limited

1H FY2026 RESULTS PRESENTATION

Barry Irvin – Executive Chairman

Pete Findlay – CEO

Gunther Burghardt – CFO

19 February 2026





Barry Irvin
Executive Chairman



*creating great food
for a better future*

Our transformation

We have built the capability and focus to grow as a leading branded food business.

BUILD 1899–2000

- Dairy co-operative based in Bega Valley
- Primarily cheese production

EXPAND 2001–2016

- Acquisition of Tatura Milk Industries
- Investment in scale and capacity
- Successful ASX listing
- Product expansion into nutritionals, cream cheese, cheese cut and wrap

BALANCE 2017–2020

- New platform with acquisition of grocery brand portfolio including Vegemite
- Grow Branded business while diversifying milk sourcing
- Product expansion into spreads and other non-dairy

STRENGTH 2021–2025

- Increased brand portfolio with iconic dairy brands
- Extensive distribution network with an expanded customer base
- Accelerated investments in innovation and branded growth
- Product expansion into beverages, yoghurts and more

FUTURE 2026–2030

- Product innovation that responds to the functional health benefits of dairy
- Productivity through technology and scale
- Grow international branded presence
- Expand global sourcing





Pete Findlay
CEO



Gunther Burghardt
CFO



*creating great food
for a better future*

Our vision

TO BECOME THE GREAT AUSTRALIAN FOOD COMPANY



Our purpose

CREATING GREAT FOOD FOR A BETTER FUTURE



Our values

**GROW
OUR
PEOPLE**

**PASSION
FOR THE
CUSTOMER
AND
CONSUMER**

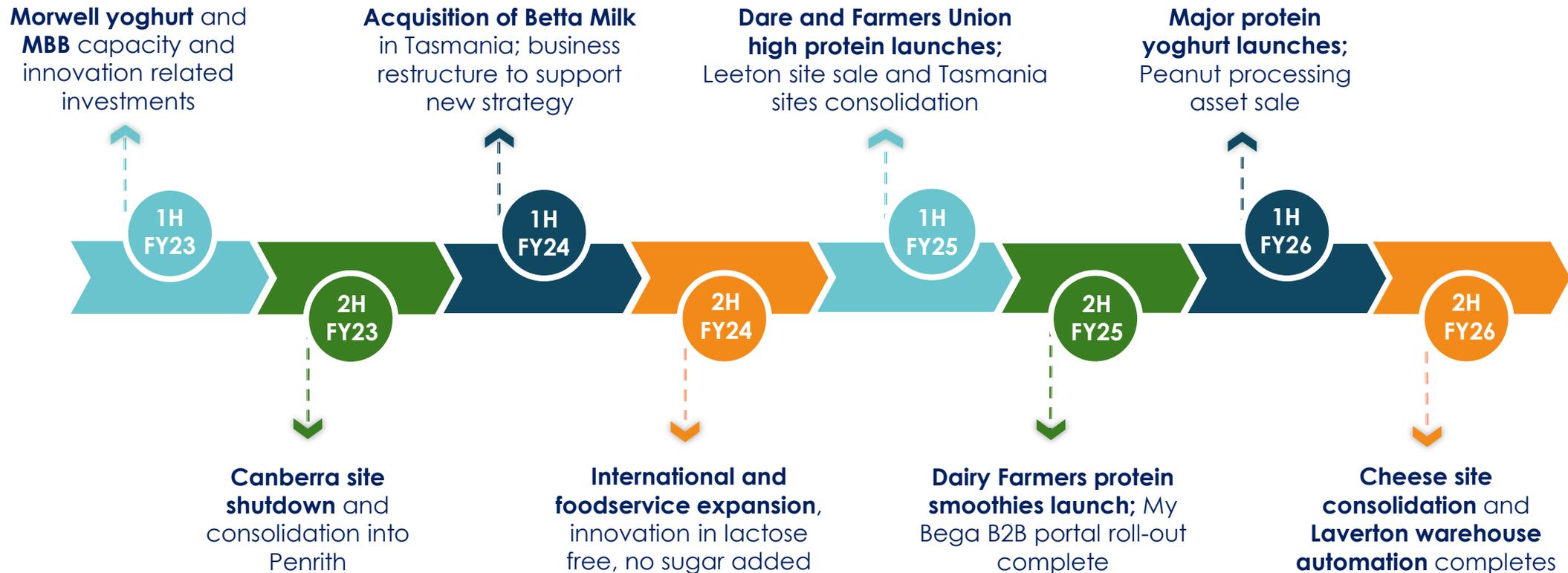
**INVEST
IN OUR
FUTURE**

**SUPPORT
EACH
OTHER**



Transformation Program instrumental in Bega's success

- Half-way through 5-year Strategic Plan initiated in FY2023: clear momentum and ahead of targets
- Major category investments and innovation in protein, lactose free and other 'better for you' products
- Largest ever Bega manufacturing consolidation program: 22 production sites down to 15 by end FY2026
- Over 25% reduction in nationwide warehouse and depot network locations.



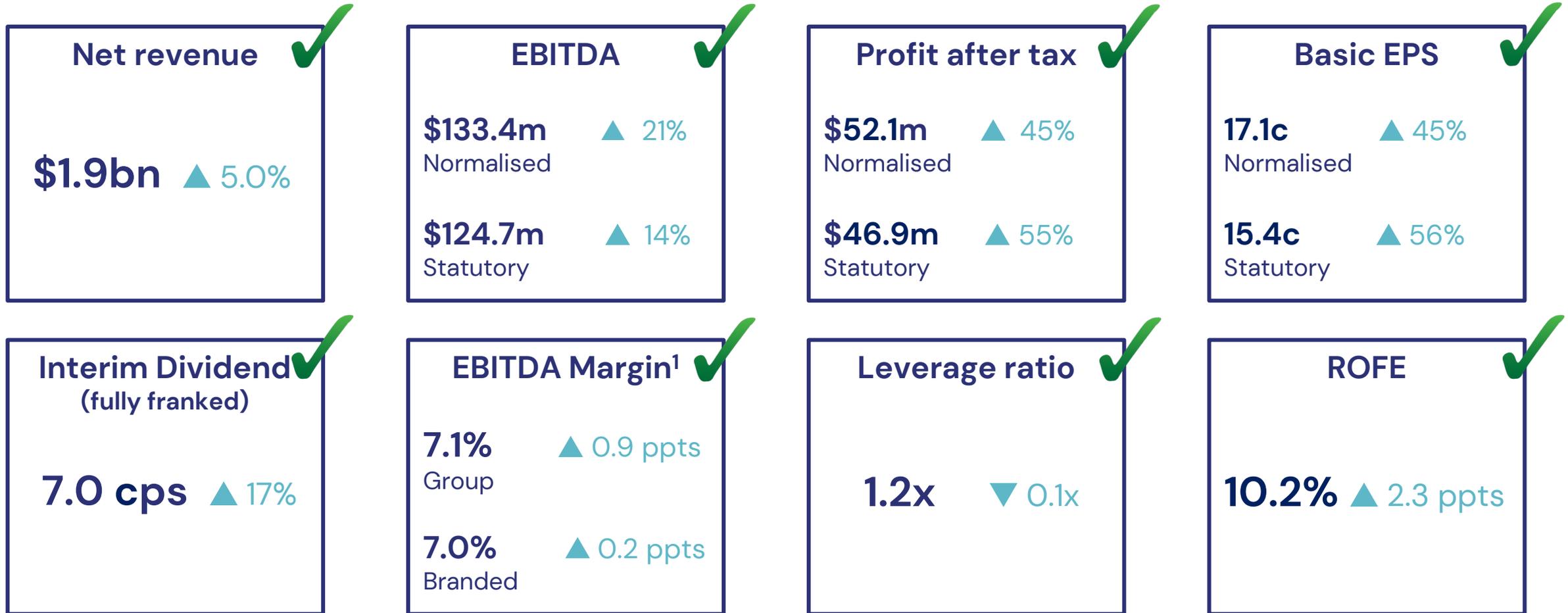
Key messages

- **Strong 1H FY2026 results reflect positive progress at the halfway mark of the 2028 Strategic Plan in both Branded and Bulk**
- **Branded performance driven by a focus on key categories and innovation**
 - Recent yoghurt, MBB and milk category protein and “better for you” launches are amongst our largest ever
 - Recovery in out-of-home consumption, continued foodservice growth
 - Accelerated international Branded growth inline with strategy
- **Bulk business: strong milk intake and continued focus on higher value commodities and nutritionals**
- **Successful implementation of transformational and efficiency programs**
- **Further improvement in staff engagement and safety results**
- **Leverage ratio 1.2x (Dec 2025) compared to 1.3x (Dec 2024)**
- **Bega Group is increasing its FY2026 guidance range to \$222m to \$227m of normalised EBITDA**



Performance highlights

Strong progress on financial metrics in 1H FY2026 when compared to 1H FY2025.



¹ Normalised.

Strategy 2028 priorities



VISION

To become the great Australian food company

PURPOSE

Creating great food for a better future

2023-2028 HORIZON

Focus and simplify

S28

Bega GROUP

Protect and grow the core

Invest behind our 'power brands' to drive marketplace participation and growth.

Win on the street

Improve our competitiveness by leveraging our distribution and product capability.

Streamline our sites

Optimise our manufacturing and distribution footprint.

Sustainability

Deliver Strategy commitments focusing on circularity, community and collaboration.

Secure solids

Grow and diversify the supply of milk solids to support branded growth and plant efficiency.

International opportunity

Focus and grow our international business.

Organisational Enablement

Creating a sustainable organisation to achieve our strategy

Values

Grow our people

Passion for customer and consumer

Invest in our future

Support each other

FY2028 Metrics

ROFE >10%

EBITDA >\$250M

Revenue >\$3.9B

Gross margin >23%

Engagement >4.0

CO2 40% reduction by 2030

Safety targets

Gender 40:40:20



1H FY2026 operational highlights

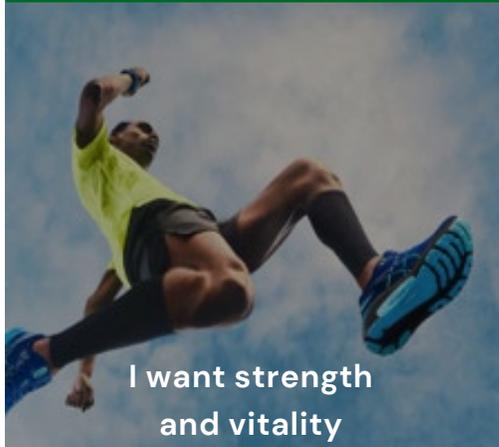
- New product launches meeting evolving consumer needs with particular focus on high protein and 'better for you' products
- Increased marketing investment by \$7.9 million to support power brands innovation
- Double-digit revenue growth for Branded International business in 1H FY2026
- Above market growth in food service as well as some improvements in out-of-home consumption channel growth
- Strong Bulk H1 performance with forward-selling of global dairy commodities, continued focus on higher-value commodity mix and additional toll manufacturing
- Continued refinement of Branded assets and footprint
 - Consolidation of Strathmerton cheese packaging and processing site into Bega Valley on track to complete by June 2026
 - Peanut Company of Australia (PCA) strategic review finalised with the decision to exit QLD manufacturing sites, with benefits being realised in the current fiscal year
 - Acceleration of capital investment planned for remaining key manufacturing sites to support growth
- Optimisation of chilled distribution network
 - Laverton warehouse automation progressing; completion expected 2H FY2026
 - Warehouse consolidation: sale of Frenchs Forest complete in 1H FY2026
- Software investments in revenue management and robotic process automation



Consumer trends

Changing consumer trends continue to shape portfolio and activation priorities

Everyday performance



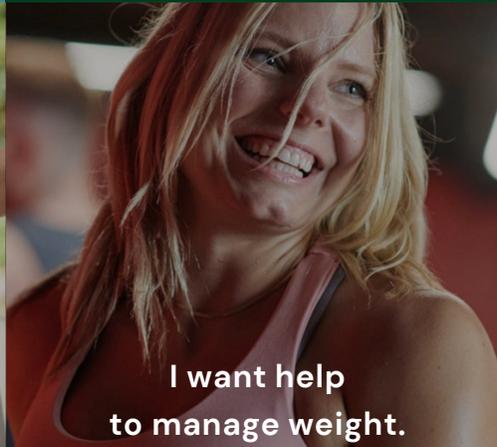
I want strength and vitality

Gut health



I want better overall wellness

Weight wellness



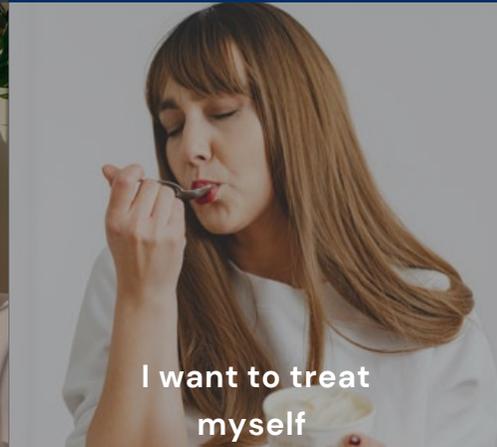
I want help to manage weight.

Healthy mind



I want clearer thinking

Treat & reward



I want to treat myself

Market leading brands in growth categories

Category	Category size \$m	Category annual growth	Bega's share	Market position	Bega Group Brands
Fresh white milk	2,272	1%	15%	2	   
Yoghurt	2,261	13%	24%	2	  
Milk based beverages	1,211	12%	45%	1	    
Spreads	804	6%	27%	1	  
Chilled juice	749	8%	18%	2	  
Creams and custards	683	4%	8%	4	 
Water ice	65	-4%	91%	1	 

Data (retail sales value) sourced from Circana Market Edge 12 months to 28 December 2025 based on data definitions provided by Bega. (Market: AU Grocery Unweighted and Structured Convenience). Excludes Costco, Aldi, local trade and unstructured convenience.

Increased investment to support high growth categories

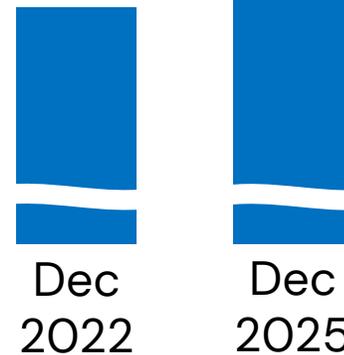
Yoghurt¹ (category in kgs)

'22-25 CAGR
+6%



Milk-based beverages¹ (category in litres)

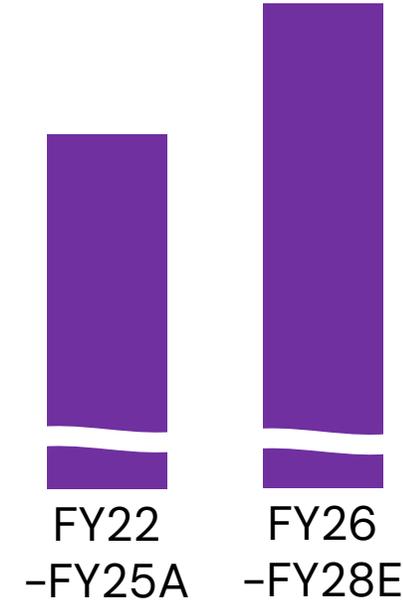
'22-25 CAGR
+5%



Group capital expenditure (annual average)

\$77m

\$90
-\$110m



¹Retail sales volume sourced from Circana Market Edge 12 months to December based on data definitions provided by Bega. (Market: AU Grocery Unweighted). Excludes Costco, Aldi, local trade, structured and unstructured convenience.

Portfolio growth through trend framework

Expanded portfolio in core categories



Evolving the portfolio to deliver to consumer needs

- Expanded our refreshed milk-based beverage portfolio with new Dairy Farmers mango and vanilla protein smoothies and launched Masters 36g protein coffee and chocolate milk in Western Australia.
- Launched high protein milk with 18g protein per serve in Dairy Farmers white milk.
- Launched the #1 yoghurt brand, Farmers Union Greek Yogurt, into high protein yoghurt with 15g and 16g protein per serve.
- Added to the Dare Charged range with strawberry mocha.
- Expanded lactose free white milk across the country through local brands, Masters Milk in WA and Betta Milk in Tasmania.
- Created our thickest and creamiest Dairy Farmers, elevating the range with indulgent Murray River Salted Caramel and Choc Flakes.

Core brand growth

Focused brand investment enabled growth

- Dairy Farmers continued its 'Start with OOMPH' campaign, partnering with Travis Head for the Ashes cricket series to drive the Dairy Farmers range of protein smoothies and white milk.
- Dare partnered with the National Rugby League to drive strong awareness of the new Charged and Protein ranges among core consumers, accelerating Dare Protein to be the number one high protein ice coffee.
- Farmers Union protein 'made delicious' campaign supporting the launch of the best tasting high protein yoghurt, accelerating growth of Farmers Union and putting the number one brand into 39% volume growth in the latest quarter.
- Vegemite partnered with the Wiggles to inspire the next generation of Happy Little Vegemites, talking to the benefits of vitamin B, re-recording the jingle and performing live shows to families around the county.
- Masters support of MIX 94.5 'Milk carton regatta' to launch Masters new range of 36g protein Iced Coffee and chocolate milk cartons and 2ltr protein white milk.



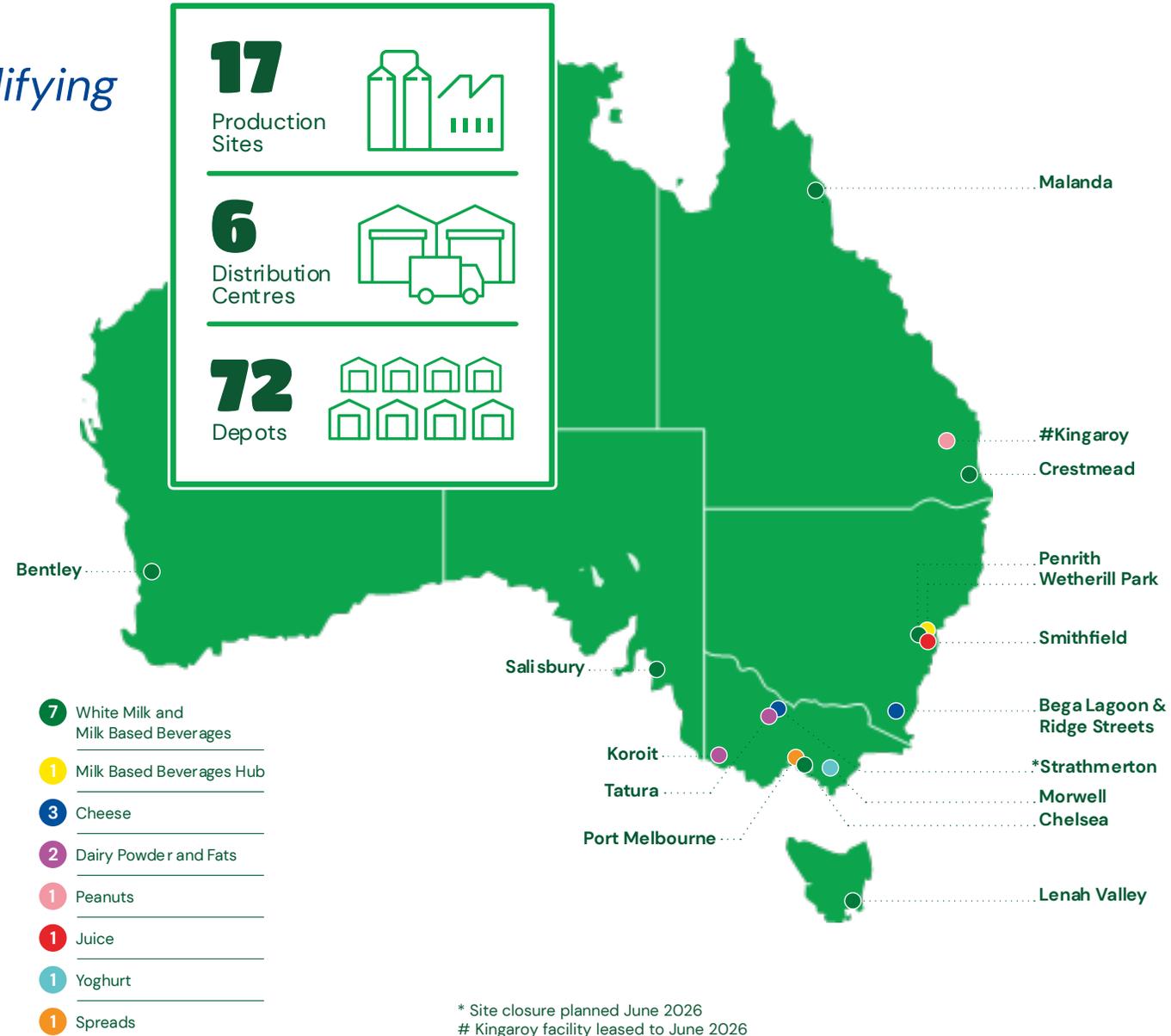
PROTEIN YOGURT MADE DELICIOUS

Manufacturing network

Continuous focus on streamlining and simplifying

Key 1H FY2026 Initiatives:

- Completed sale of Kingaroy and Tolga peanut processing sites in December; Bega Group continue to operate Kingaroy facility until June.
- Previously announced consolidation of Strathmerton cheese site into Ridge Street in the Bega Valley on-track to be completed in late FY2026.
- Currently commissioning significant automation of Laverton distribution centre.
- Warehouse consolidation and sale of property in Frenchs Forest NSW in December.



Farm gate milk price and commodity returns

Victorian milk price and commodity value \$A/kg milk solids



Key themes:

- Decline in national milk pool, -1.6% in 1H FY2026 versus prior year mostly from drought impacted South Australia and Victoria.¹
- Modest single digit growth in the Group's milk intake in 1H FY2026.
- Better initial alignment of dairy commodity prices achieved and focus on higher value dairy commodities and strong performance in nutritionals in 1H FY2026.
- Majority of full year Bulk segment profit expectations delivered in 1H FY2026 due to milk seasonality and commodity price trends.
- Limited exposure to global commodity prices for the remainder of FY2026.

Source: Ever.Ag Insights

¹Source: Dairy Australia

Sustainability: Great food for a better future

The sustainability strategy focuses on three pillars

- Informed by our most material sustainability impacts.
- Aligns with our vision of an enduring legacy of our business
- Demonstrates our commitment to the United Nations Sustainable Development Goals.



CIRCULARITY

Leading in circularity through our practices, industry partnerships and effective use, reuse and recycling of our resources.



COMMUNITY

Making a positive and lasting impact by supporting our people, their families and our communities.



COLLABORATION

Working together with our producers and communities to enable sustainable practices, grow domestic economies and deliver great Australian products that people love and trust.

RESOURCE EFFICIENCY

- Measuring and improving how circular we are.
- Minimising waste and maximising diversion by designing for recovery.
- Working with our customers and brands to align with national packaging targets.
- Cutting water use by 30% by 2030*.

EMISSIONS REDUCTION

- Net Zero Carbon by 2050.
- 40% reduction in scope 1 and 2 emissions by 2030*.
- Collaborating to mitigate scope 3 emissions.



*From FY2021

EMPLOYEE HEALTH AND WELLBEING

- Safety is our first priority. We provide a healthy and safe workplace for all.
- Supporting the health and well-being of our people and their families.
- Promoting diversity, inclusion and gender equality.

POSITIVE NUTRITION OUTCOMES

- Providing great-tasting nutritious products for all life stages.
- Clearly communicating nutrition information for informed, healthy choices.

COMMUNITY ENGAGEMENT AND AWARENESS

- Supporting our communities to create meaningful and lasting impacts.

NATURAL RESOURCE MANAGEMENT

- Supporting healthy ecosystems and a sustainable dairy industry.
- Promoting on-farm biodiversity and ecological protection.
- Integrating mitigation, adaptation and resilience strategies to effectively manage and report on climate risk.

RESPONSIBLE AND ETHICAL PROCUREMENT

- Sourcing ingredients from suppliers that share our ethical procurement values and use accredited sources.

QUALITY SUSTAINABLE PRODUCTS

- Delivering value to our consumers through high quality products and sustainable practices across our value chain.

Financial key messages

Group normalised EBITDA \$133.4 million, higher by \$23.1 million (+21%) compared to 1H FY2025

Branded EBITDA \$112.5 million, higher by \$8.3 million (+8%) compared to 1H FY2025

- Strong sales growth in yoghurt, juice, milk-based beverages and white milk. Spreads in slight decline due to deletion of retail honey
- Solid growth in grocery and foodservice. Branded international revenue growth 13% to \$150m in 1H FY2026
- Higher brand marketing by \$7.9 million behind key brands and innovation

Bulk segment EBITDA returns improve to \$41.1 million in 1H FY2026, higher by \$16.7 million compared to 1H FY2025

- A well-positioned product mix particularly from cream cheese, milk protein concentrate and lactoferrin, increased milk supply and additional toll manufacturing.

Manufacturing rationalisation and warehouse automation

- Sale of primary peanut processing assets at Tolga and Kingaroy, Queensland
- On track to consolidate cheese processing from Strathmerton to Bega by end FY2026
- Laverton automation underway in 1H FY2026 and will complete in 2H FY2026

Net debt at \$219.8 million, slightly up (\$12.6 million) on 1H FY2025 from higher working capital (cost of inventory) and lower utilisation of the Trade Receivable Facility (TRF) by \$15m

Leverage ratio of 1.2x, below 1H FY2025 from increased earnings in 1H FY2026

Profit and loss

Normalised \$ millions	1H FY2026	1H FY2025	+/- %
Net revenue	1,871.3	1,782.1	5.0%
EBITDA	133.4	110.3	20.9%
D&A*	(45.9)	(46.0)	(0.2)%
EBIT	87.5	64.3	36.1%
Net finance costs	(15.5)	(16.7)	(7.2)%
Profit before tax	72.0	47.6	51.3%
Tax	(19.9)	(11.7)	70.1%
Profit after tax	52.1	35.9	45.1%
Basic EPS (cents per share)	17.1	11.8	45.2%

* includes impairment

Statutory \$ millions	1H FY2026	1H FY2025	+/- %
Net revenue	1,871.3	1,782.1	5.0%
EBITDA	124.7	109.3	14.1%
D&A*	(46.6)	(52.7)	(11.6)%
EBIT	78.1	56.6	38.0%
Net finance costs	(15.5)	(16.7)	(7.2)%
Profit before tax	62.6	39.9	56.9%
Tax	(15.7)	(9.7)	61.9%
Profit after tax	46.9	30.2	55.3%
Basic EPS (cents per share)	15.4	9.9	55.6%

Key points

- 1H FY2026 net revenue +5.0% with growth of 4.8% in Branded and 5.9% in Bulk.
- Normalised EBITDA +21% with Bulk and Branded contributing an incremental \$16.7m and \$8.3m respectively.
- Lower finance costs reflect interest rate reduction.
- Normalised profit after tax (PAT) +45% and normalised EPS higher by 45% to 17.1 cents per share for the first half.

Key performance measures

\$ millions unless otherwise stated (Normalised)	1H FY2026	1H FY2025	Change
Net revenue growth vs prior year	5.0%	3.1%	1.9 ppts
Gross margin (% of net revenue)	22.4%	21.8%	0.6 ppts
EBITDA	133.4	110.3	20.9%
Depreciation and amortisation	(45.9)	(46.0)	(0.2)%
Net finance costs	(15.5)	(16.7)	(7.2)%
Profit after tax	52.1	35.9	45.1%
Basic EPS (cents per share)	17.1	11.8	45.2%
Dividends per share (cents per share)	7.0	6.0	16.7%
Net debt	219.8	207.2	6.1%
Leverage ratio (times)	1.2	1.3	(0.1) times
Return on funds employed (%)*	10.2%	7.9%	2.3 ppts

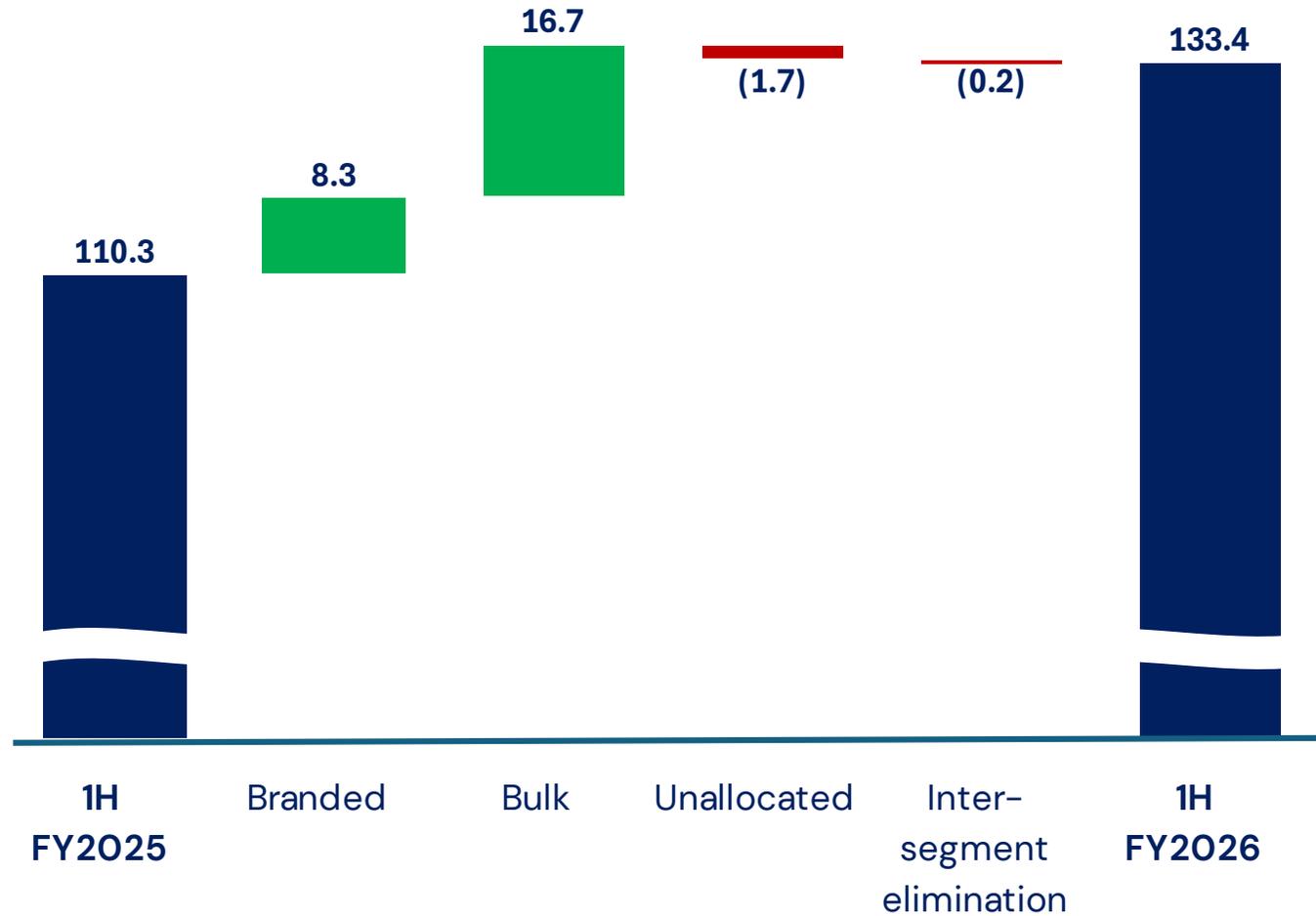
* calculated on 12 month rolling basis

Key points

- Gross margin at 22.4% and ahead of prior year.
- Leverage ratio improvement to 1.2x from increased earnings. Modest increase in net debt mostly from higher working capital and lower utilisation of the TRF.
- ROFE up by +2.3 percentage points and now double digit at 10.2%.
- 17% increase in 1H FY2026 fully franked interim dividend declared to 7.0 cents.

Both Branded and Bulk profitability improved in 1H FY2026

Normalised EBITDA (\$ millions) 1H FY2025 to 1H FY2026



Segment performance

(\$ million)	Branded	Bulk	Unallocated overheads	Inter-segment elimination	Group total
External revenue*	1,596.0	275.3	-	-	1,871.3
Growth vs 1H FY2025 %	4.8%	5.9%	-	-	5.0%
Normalised EBITDA	112.5	41.1	(18.2)	(2.0)	133.4
Increase/(decrease) vs 1H FY2025	8.3	16.7	(1.7)	(0.2)	23.1

* excludes inter-segment sales from Bulk to Branded

Branded

- Strong growth in volume and net revenue, particularly in yoghurt, milk and culinary. Above average growth in discounters and across wholesalers as well as improved trading conditions in foodservice. International revenue growth double digit.
- Manufacturing rationalisation on processed cheese and primary peanut processing on track.

Bulk

- Positive product mix, increased milk supply and additional toll manufacturing.
- Forward selling of dairy commodities and product mix achieved strong returns in 1H FY2026.

Unallocated overheads

- Payroll inflation, software SaaS costs and M&A activity.

Reconciliation of normalised result

Consolidated period ended 28 December 2025 (\$ million)	Per Financial Statements	Manufacturing footprint rationalisation*	Normalised outcome
Revenue	1,871.3	-	1,871.3
Cost of sales	(1,456.4)	4.5	(1,451.9)
Gross profit	414.9	4.5	419.4
EBITDA	124.7	8.7	133.4
Depreciation, amortisation and impairment	(46.6)	0.7	(45.9)
EBIT	78.1	9.4	87.5
Net finance costs	(15.5)	-	(15.5)
Profit before income tax	62.6	9.4	72.0
Income tax expense	(15.7)	(4.2)	(19.9)
Profit for the period	46.9	5.2	52.1
Basic earnings per share – cents	15.4		17.1

* includes planned closure and relocation of Strathmerton Victoria to Ridge St. Bega NSW and sale of primary peanut processing assets at Kingaroy and Tolga in Queensland.

Balance sheet

Balance Sheet*	1H FY2026 \$m	2H FY2025 \$m
Cash	75.2	120.9
Trade and other receivables	343.2	196.8
Inventories	447.5	366.3
Property, plant and equipment	654.8	657.8
Right-of-use assets	142.7	148.5
Intangible assets	467.1	472.4
Total Assets	2,186.8	2,040.7
Trade and other payables	529.2	455.0
Borrowing (net of costs)	294.1	246.0
Lease liabilities	189.7	193.6
Provisions	147.7	148.1
Total Liabilities	1,177.7	1,060.5
Net Assets	1,009.1	980.2
Net Debt	(219.8)	(126.1)

* Key balances represented only

Key points

- Net debt of \$220m, an increase of \$94m from June and reflects a seasonal increase in working capital of \$153m.
- Leverage ratio of 1.2x improved compared to 1.3x in 1H FY2025 driven by increased earnings.
- Receivables higher \$146m with seasonal sales peak in Q4 and lower TRF utilisation of \$45m.
- Inventory higher \$81m from both seasonal factors and higher value of inventory.
- Payables higher by \$74m due to seasonal suppliers and timing of purchases.
- PP&E reduction to \$655m reflects sales of Kingaroy, Tolga, depreciation, partially offset by capex.

Cash flow

Cashflow	1H FY2026 \$m	1H FY2025 \$m
Receipts from customers	1,903.1	1,879.0
Payments to suppliers and employees	(1,879.4)	(1,825.9)
Net proceeds from Trade Receivables Facility	(45.0)	(35.2)
Net interest and other costs of financing paid	(15.5)	(16.7)
Income tax paid	(3.7)	(12.3)
Operating activities	(40.5)	(11.1)
Investments in new PP&E and intangibles	(40.4)	(30.4)
Net proceeds from sale of PP&E and intangibles	20.3	18.9
Investing activities	(24.6)	(11.5)
Net proceeds of borrowings	48.0	37.0
Principal elements of lease payments	(9.9)	(11.0)
Dividends paid to shareholders	(17.1)	(11.2)
Financing activities	19.4	14.8
Net increase/(decrease) in cash and cash equivalents	(45.7)	(7.8)

* Key balances represented only

Key points

- Operating cashflow \$5m excluding the reduction in the use of TRF facility by \$45m and despite seasonal inventory build.
- While capital & intangible expenditure increased versus 1H FY2025, a larger increase is expected in 2H due to manufacturing consolidation and yoghurt capacity initiatives.
- Sale of Frenchs Forest and PCA assets occurred in 1H FY2026. Sale of Leeton site occurred in 1H FY2025.
- Dividends paid increased to 6.0 cps (+2 cps on 1H FY2025).

Outlook

- Strong Branded new product development pipeline and continued benefits from roll-out and marketing support of recent innovation.
- Cost management programs in supply chain / logistics and procurement supporting profit growth with Laverton warehouse automation to complete in 2H FY2026.
- Strathmerton closure on track for June 2026, and benefits of Kingaroy and Tolga exits being recognised earlier than expected.
- An increase in capital expenditure planned for 2H FY2026 to unlock the next phase of growth.
- Majority of full year Bulk segment profit expectations delivered in 1H FY2026 due to milk seasonality and commodity price trends.
- Bega Group are increasing its FY2026 guidance range to \$222m to \$227m of normalised EBITDA.
- On track to exceed EBITDA target of \$250 million by FY2028.





Barry Irvin
Executive Chairman



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for a better future*

**THANK YOU
&
QUESTIONS**



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Appendix – glossary

Term	Definition
Basic EPS	Basic earnings per share calculated by dividing net profit (or loss) after tax by the weighted average number of ordinary shares outstanding during the period
CMV	Commodity Milk Value, an indicator that is based on a weighted basket of spot prices of major commodities such as cheese, butter, skim milk powder and whole milk powder converted to an Australian dollar-denominated value of milk
D&A	Depreciation and amortisation (including impairment)
Dairy solids	Dairy solids are the non-water portion of a dairy product and is a term commonly used to describe dairy ingredient inputs in manufacturing. These solids include components such as proteins, fat, lactose and minerals
EBIT	Earnings before interest and tax
EBITDA	Earnings before interest, tax, depreciation and amortization (including impairment)
EBITDA margin	EBITDA divided by net revenue
Funds employed	Sum of net assets and net debt
1H, 2H	1H refers to the first half of the Australian financial year – July to December, 2H refers to the second half of the Australian financial year – January to June
Leverage ratio	Net debt divided by EBITDA after adjusting for leases in both the numerator and the denominator
Material items	Items of income or expense which have been determined as being sufficiently significant by their size, nature or incidence and are disclosed separately to assist in understanding the Group's financial performance
MBB	Milk based beverages
Net debt	Net debt is calculated by subtracting total cash and cash equivalents from total short-term and long-term debt
Normalised	Result excluding one-off material items that do not reflect the underlying performance
P&C	Petrol and convenience stores
Return on funds employed (ROFE)	EBIT as a percentage of average funds employed
YOY	Year on year

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