Bega GROUP

ASX: BGA

FY2026 FULL YEAR RESULTS

Results Presentation

Bega Cheese Limited · 20 August 2026

Barry Irvin
Executive Chairman

Pete Findlay
Chief Executive Officer

Gunther Burghardt
Chief Financial Officer

PRESENTING

Barry Irvin

Executive Chairman

Bega: 127 years of building a leading Australian branded food company

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
2021–2026

- Increased brand portfolio with iconic dairy brands
- Distribution network with expanded customer base
- Investments in innovation and branded growth
- Product expansion into beverages, yoghurts and more

FUTURE
2027–2031

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

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

FY2026 HIGHLIGHTS AND BUSINESS UPDATE

Pete Findlay

Chief Executive Officer

Key messages

- Strong FY2026, on track to achieve refreshed S31 Strategic Plan, and ahead of previous S28 Strategic Plan
- Branded performance supported by a focus on key categories and 'better for you' innovation
- Continued foodservice growth with increased investment
- International Branded growth continues particularly in Southeast Asia
- Bulk business delivered strong results with growth in nutritional and bio-nutrients, increased integration with our branded segment and higher milk intake
- Successful implementation of transformational and efficiency programs

ROFE 10.0%

Up +1.6 ppts vs prior year, hit this target two years early

0.8x leverage

Flat to prior year despite high transformation cash costs

EBITDA $226m

+12% normalised EBITDA growth, Branded and Bulk both strong

Strong financial metrics in FY2026

NET REVENUE
$3.8bn
▲ 6.7%

EBITDA*
$225.6m
▲ 12%
Stat. $202.3m ▲ 22%

EBITDA MARGIN*
6.0%
▲ 0.3 ppts

PROFIT AFTER TAX*
$69.0m
▲ 36%
Stat. $54.8m vs $(8.5)m loss

EPS*
22.6c
▲ 36%
Stat. 17.9c vs (2.8c) loss

ROFE*
10.0%
▲ 1.6 ppts

LEVERAGE RATIO
0.8x
In line with 0.8x in prior year

TOTAL DIVIDEND
14.5cps
▲ 21% fully franked

* Normalised

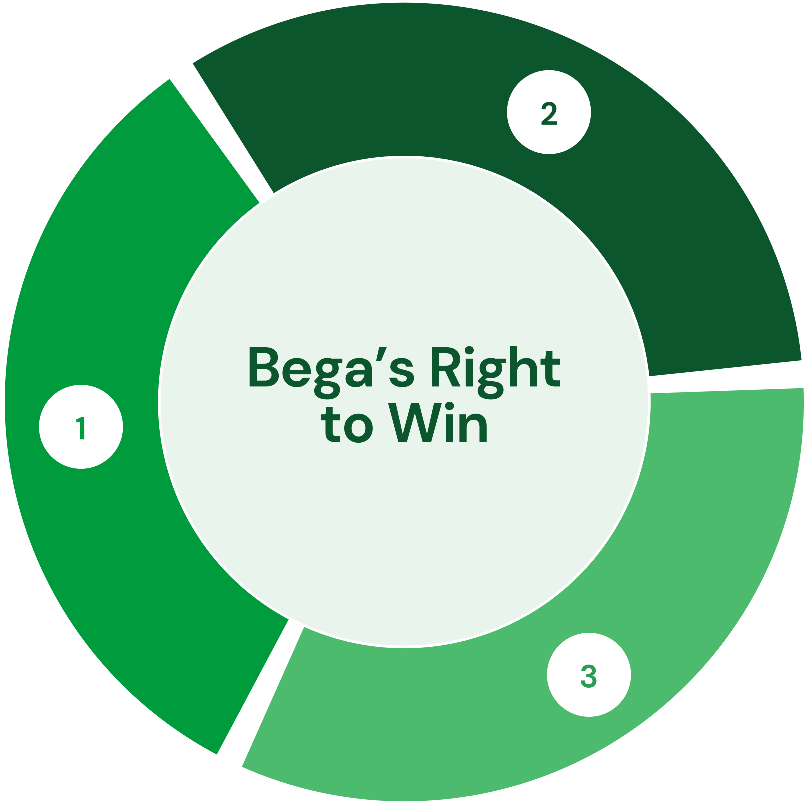
BEGA'S RIGHT TO WIN

Creating long-term competitive advantage

1

Category and brand focus

- High growth categories delivering on consumer needs
- Five power brands deliver #1 and #2 market positions
- Strong marketing and sales capability



2

Low-cost Australian producer

- Significant manufacturing scale in key categories
- Focused supply footprint and distribution network
- Accelerating investment in technology and automation

3

Maximise value from the materials we procure

- Increasing supply of bulk products to our Branded business
- Strong growth in dairy nutritionals
- Growing share of Australian milk pool

TRANSFORMATION

Transformation programs instrumental in Bega Group's success

Transformation programs such as the Strathmerton rationalisation into Ridge Street, the sale of PCA sites, Laverton automation and many more have driven productivity, EBITDA margin growth and strong ROFE/cash flow outcomes

1H FY2023
- Morwell yoghurt & MBB capacity and innovation related investments

2H FY2023
- Canberra site shutdown and consolidation into Penrith

1H FY2024
- Acquisition of Betta Milk in Tasmania
- Business restructure to support new strategy

2H FY2024
- International & foodservice expansion
- Innovation in lactose-free and no-added-sugar products

1H FY2025
- Dare high-protein launch
- Leeton site sale
- Tasmania sites consolidation
- Repurchase dryer at Tatura

2H FY2025
- Dairy Farmers protein smoothies launch
- My Bega B2B portal roll-out
- Infant Formula canning joint venture

1H FY2026
- Major protein yoghurt launches
- Peanut processing asset sale

2H FY2026 NOW
- Cheese consolidation into Ridge St in Bega Valley
- Laverton automation now live

1H FY2027
- Growth capacity investments in yoghurt, protein MBB and cream cheese underway

FY2026 FULL YEAR

Operational highlights

Branded

- New launches focused on high protein and 'better for you' products
- Marketing investment up $9m behind power brands and innovation
- International revenue growth reflects strong demand for dairy
- Above-market foodservice growth with continued investment in resources and portfolio

Bulk

- Increased integration of bulk ingredients into Branded product range
- Higher milk intake driving lower unit conversion costs
- Increased sales of nutritionals and bio-nutrient products and cream cheese
- Toll manufacturing supporting returns

Manufacturing & footprint

- Strathmerton cheese site successfully consolidated into Bega Valley June 2026
- Primary peanut processing sites sold and savings achieved during FY2026
- Accelerated capital investment at key sites
- Chilled distribution optimisation; Frenchs Forest sale complete in 1H FY2026

Technology & automation

- Laverton warehouse automation commissioned in 2H FY2026
- Software investment in AI revenue management
- Increased robotic process automation

s31 Simplify and focus for growth

Bega GROUP

Capabilities

Safety
Focus on safety, health and wellbeing of all our people.

Quality
Trusted products our customers and consumers expect.

People and Capability
Skills, leadership, and culture that enables growth, innovation and exceptional performance.

AI and Technology
Create competitive advantage, reduce business risk and maintain cyber security.

Strategy Pillars

Grow Core Brands and Categories

Evolve our products to meet changing consumer needs and deliver go-to market excellence for all customers.

Win On The Street

Grow foodservice, convenience and independent grocery.

Expand availability, while optimising logistics cost.

Accelerate International

Build scale through stronger, unified brands in Asia and the Middle East and strengthen our in-market supply chain.

Streamline our Sites

Increase capability and capacity in growth categories.

Optimise through scale and automation.

Secure Solids

Grow and diversify the supply of milk solids to enable growth.

Invest in value-add ingredients capability.

Key Measures of Success

ROFE Double digits	EBITDA $310M+	REVENUE $4.3-$4.7B	EPS 37-39 cps
	CO2 REDUCTION 40% by 2030	SAFETY TARGETS	

Licence to Operate – Sustainability

Circularity

Community

Collaboration

Changing consumer trends continue to shape portfolio and activation priorities

Gut health

"I want better overall wellness."

Weight wellness

"I want help to manage weight."

Healthy mind

"I want clearer thinking."

Everyday performance

"I want strength and vitality."

Treat and reward

"I want to treat myself."

PORTFOLIO

Market-leading brands in growth categories

Category	Category size ($m)	Category annual growth	Bega's share	Market position
Yoghurt	2,445	+16%	24%	2
Fresh white milk	2,361	+6%	15%	2
Milk-based beverages	1,355	+14%	43%	1
Spreads	827	+7%	26%	1
Chilled juice	767	+4%	17%	2
Creams & custards	711	+7%	7%	4
Water ice	63	-5%	92%	1

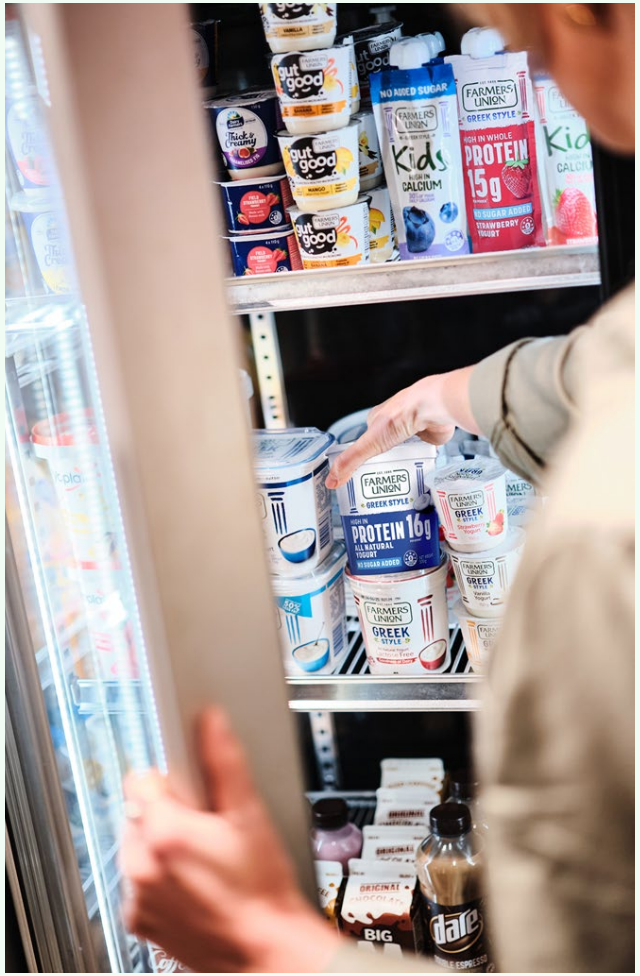
Data (retail sales value) sourced from Circana Market Edge, 12 months to 28 June 2026, based on data definitions provided by Bega (Market: AU Grocery Unweighted and Structured Convenience). Excludes Costco, Aldi, local trade and unstructured convenience.

INNOVATION

Portfolio transformation accelerating into protein and functional nutrition

Everyday performance **Gut health**

- Innovation aligned to long-term consumer health and wellness trends and a scaled protein platform across Dairy Farmers, Farmers Union and Dare
- Launched Farmers Union Protein Yoghurt range across pouches, cups and tubs
- Accelerated growth in functional milk beverages expanding Dairy Farmers Protein Smoothies nationally
- Extended Dare Protein to Mocha, broadening participation in high-protein iced coffee
- High-protein innovation brought to Dairy Farmers milk segment
- Expanded lactose-free white milk nationally increasing participation in the growing digestive wellness segment



BRANDS

Top 5 brand investment driving penetration & category growth

Dairy Farmers

Strengthened leadership through the 'Start with OOMPH' and Travis Head marketing campaigns, accelerating growth across protein milk and smoothie ranges

Dare

Extended category leadership through the National Rugby League and Brad Jones Racing partnerships, driving growth in Charged and establishing Dare Protein as the leading high-protein iced coffee brand

Farmers Union Greek Yogurt

Successfully scaled the Farmers Union Protein launch through the 'Protein Made Delicious' marketing campaign, capturing growth in one of dairy's fastest-growing segments

Vegemite

Strengthened Vegemite's connection with the next generation of Australians through partnerships with Gout Gout and The Wiggles, bringing the 'Makes 'Em Mitey' campaign to life and reinforcing the brand's role in supporting active lifestyles, growing families and the benefits of naturally occurring B vitamins

Bega

Accelerated international growth investing behind the Bega brand, expanding cream cheese and cheese slices across Southeast Asia and the Middle East

OPERATIONS

Manufacturing network

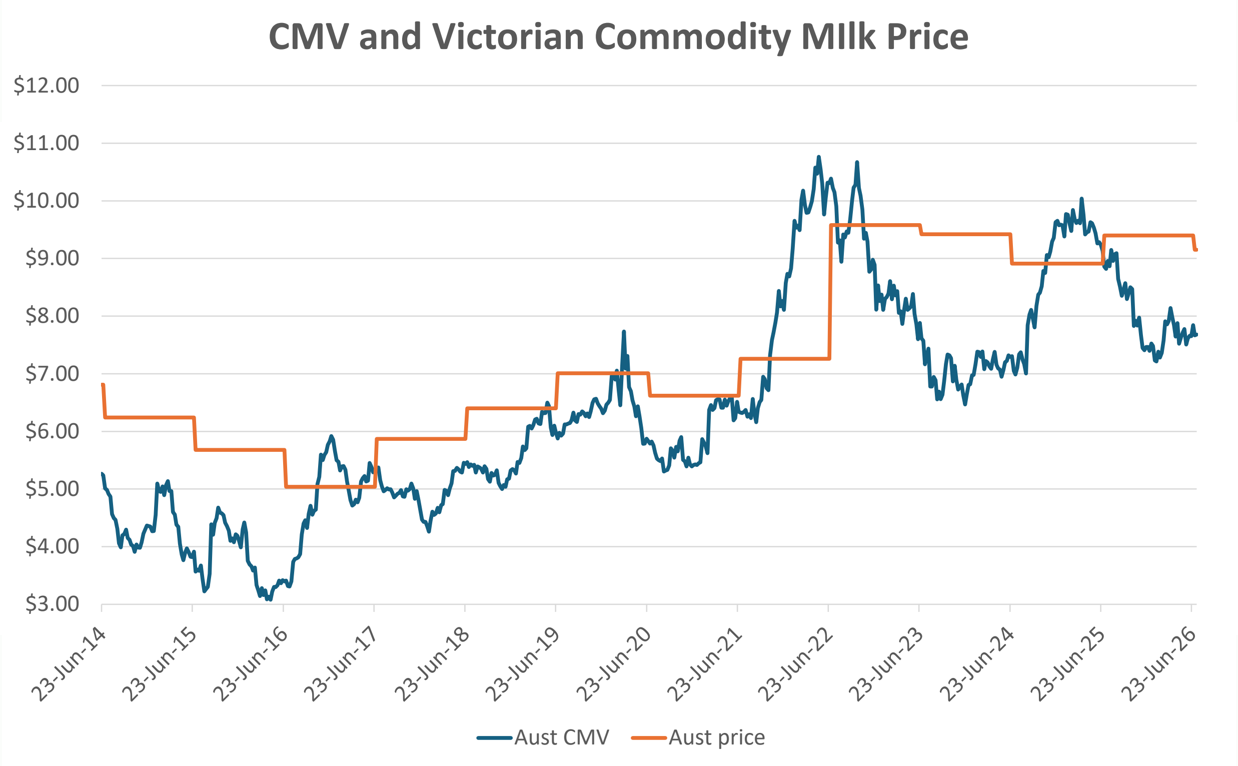
Continuous focus on streamlining and simplifying

KEY FY2026 INITIATIVES

- Increased yoghurt pouch capacity with new line
- Completed sale of Kingaroy and Tolga peanut processing sites in December, with savings recognised earlier than expected during 2H FY2026
- Previously announced consolidation of the Strathmerton cheese site into Ridge Street in the Bega Valley completed in June 2026
- Automation of the Group's largest distribution centre in Laverton during 2H FY2026
- 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)



- Milk production in Australia was stable compared to the prior year
- Bega grew its milk intake by 7%, increasing its share of the milk pool
- Improved alignment of dairy commodities and farm gate milk prices, particularly in the first half
- Higher value dairy ingredients product mix
- Increased integration of bulk ingredients into Bega Group's Branded product range

Source: Ever.Ag Insights; Dairy Australia.

FY2026 FINANCIAL RESULTS

Gunther Burghardt

Chief Financial Officer

FINANCIALS

Profit and loss

Net revenue +6.7% · Normalised EBITDA +12% · Normalised PAT & EPS +36%

	Normalised		
($ million)	**FY2026**	**FY2025**	**+/- %**
Net revenue	3,774.6	3,539.0	6.7%
EBITDA	225.6	202.0	11.7%
D&A*	(94.7)	(91.2)	3.8%
EBIT	130.9	110.8	18.1%
Net finance costs	(32.2)	(33.8)	(4.7%)
Profit before tax	98.7	77.0	28.2%
Tax	(29.7)	(26.2)	13.4%
Profit after tax	69.0	50.8	35.8%
Basic EPS (cents per share)	22.6	16.6	36.1%

	Statutory		
($ million)	**FY2026**	**FY2025**	**+/- %**
Net revenue	3,774.6	3,539.0	6.7%
EBITDA	202.3	165.5	22.2%
D&A*	(95.4)	(138.4)	(31.1%)
EBIT	106.9	27.1	294.5%
Net finance costs	(32.2)	(33.8)	(4.7%)
Profit/(Loss) before tax	74.7	(6.7)	++%
Tax	(19.9)	(1.8)	++%
Profit/(Loss) after tax	54.8	(8.5)	++%
Basic EPS (cents per share)	17.9	(2.8)	++%

* includes impairment

FINANCIALS

Key performance measures (normalised)

$ million unless otherwise stated	FY2026	FY2025	Change
Net revenue growth vs prior year	6.7%	0.5%	6.2 ppts
Gross margin (% of net revenue)	21.3%	21.5%	(0.2) ppts
EBITDA	225.6	202.0	12%
Depreciation and amortisation	(94.7)	(91.2)	4%
Net finance costs	(32.2)	(33.8)	(5)%
Profit after tax	69.0	50.8	36%
Basic EPS (cents per share)	22.6	16.6	36%
Dividends per share (cents per share)	14.5	12.0	21%
Net debt	151.6	126.1	20%
Leverage ratio (times)	0.8	0.8	-
Return on funds employed (%)*	10.0%	8.4%	1.6 ppts

* calculated on 12 month rolling basis

21.3%

Margin strong in yoghurt offset by cheese, butter and higher Bulk sales growth

10.0%

ROFE, up 1.6 ppts

0.8x

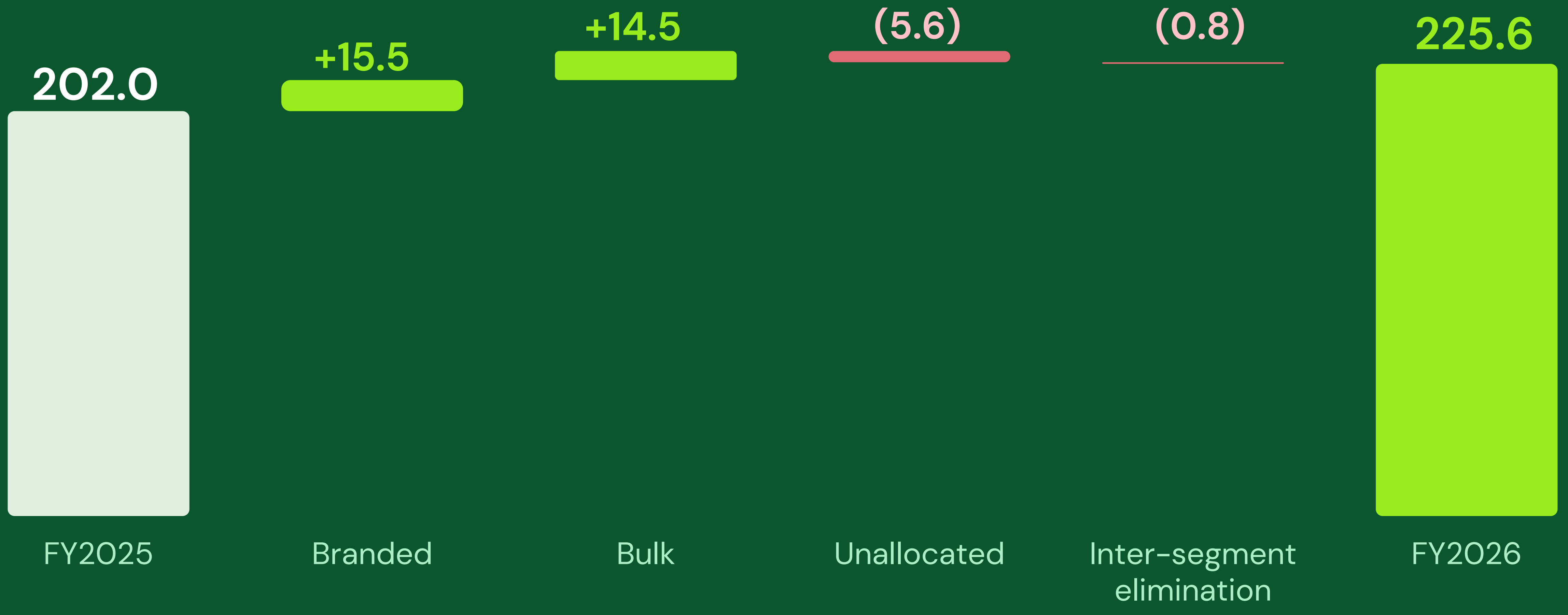
Leverage ratio in line with prior year notwithstanding higher milk and cash restructuring costs

14.5c

Total dividends, up 21% and fully franked

NORMALISED EBITDA BRIDGE · $ MILLION

Both Branded and Bulk profitability improved in FY2026



Segment performance

($ million)	Branded	Bulk	Unallocated overheads	Inter-segment elimination	Group total
External revenue *	**3,222.6**	**552.0**	**-**	**-**	**3,774.6**
Growth vs FY2025 %	5.7%	12.5%	-	-	6.7%
Normalised EBITDA	**220.7**	**53.2**	**(46.3)**	**(2.0)**	**225.6**
Increase/(decrease) vs FY2025	15.5	14.5	(5.6)	(0.8)	23.6

* excludes inter-segment sales from Bulk to Branded

Branded

- Strong growth in volume and net revenue, particularly yoghurt, milk and culinary
- Double-digit International Branded net revenue growth
- Manufacturing rationalisation on processed cheese and primary peanut processing delivered

Bulk

- Increased integration of bulk ingredients into Branded product range
- Positive product mix, increased milk supply and additional toll manufacturing led to profit increases
- Global ‘better for you’ food trends are creating robust demand for high-protein ingredients such as milk protein concentrate (MPC) and lactoferrin

Unallocated overheads

- Payroll inflation
- Investments in software-as-a-service
- Implementation costs associated with a back-office efficiency program which will benefit FY2027 and beyond

Reconciliation of normalised result

($ million)	Per financial statements	Manufacturing footprint rationalisation*	Acquisition related activities	Normalised outcome
Revenue	3,774.6	–	–	3,774.6
Cost of sales	(2,989.1)	16.9	–	(2,972.2)
Gross profit	785.5	16.9	–	802.4
EBITDA	202.3	21.3	2.0	225.6
Depreciation, amortisation and impairment	(95.4)	0.7	–	(94.7)
EBIT	106.9	22.0	2.0	130.9
Net finance costs	(32.2)	–	–	(32.2)
Profit before income tax	74.7	22.0	2.0	98.7
Income tax expense	(19.9)	(9.2)	(0.6)	(29.7)
Profit for the year	54.8	12.8	1.4	69.0
Basic earnings per share – cents	17.9			22.6

* includes closure and relocation of Strathmerton to Ridge St. Bega and the wind down of peanut processing operations at Kingaroy and Tolga.

Balance sheet

($ million)	FY2026	FY2025
Cash	133.4	120.9
Trade and other receivables	239.9	196.8
Inventories	437.2	366.3
Property, plant and equipment	690.8	657.8
Right-of-use assets	136.0	148.5
Intangible assets	464.5	472.4
Total Assets*	**2,157.6**	**2,040.7**
Trade and other payables	561.1	455.0
Borrowings (net of costs)	283.3	246.0
Lease liabilities	184.2	193.6
Provisions	116.9	148.1
Total Liabilities*	**1,160.8**	**1,060.5**
Net Assets	**996.8**	**980.2**
Net Debt	**(151.6)**	**(126.1)**

* Key balances represented only

KEY POINTS

- Net debt $151.6m, up $25.5m mostly from cash payment of restructuring costs of $37.1m
- Leverage ratio 0.8x, in line with 0.8x in FY2025
- Working capital increase of $7.9m reflects higher inventory and payables from higher unit costs and key supplier payment terms extensions
- PP&E of $690.8m, up $33.0m, with capital investment partially offset by depreciation and the Kingaroy and Tolga site sales

FINANCIALS

Cash flow

($ million)	FY2026	FY2025
Receipts from customers	4,010.8	3,839.5
Payments to suppliers and employees	(3,836.3)	(3,613.8)
Net proceeds from Trade Receivables Facility	(7.0)	(5.7)
Net interest and other costs of financing paid	(32.2)	(33.8)
Income tax paid	(6.0)	(21.2)
Operating activities	**129.3**	**165.0**
Investments in new PP&E and intangibles	(109.8)	(94.4)
Net proceeds from sale of PP&E and intangibles	19.0	21.3
Investments in joint ventures and acquisitions	(4.9)	(3.2)
Investing activities	**(95.7)**	**(76.3)**
Net proceeds of borrowings	38.0	19.0
Principal elements of lease payments	(20.2)	(24.0)
Dividends paid to shareholders	(37.3)	(28.4)
Financing activities*	**(21.1)**	**(33.4)**
Net increase in cash and cash equivalents	**12.5**	**55.3**

* Key balances represented only

KEY POINTS

- Operating cash flow $129.3m, down $35.7m on FY2025, reflecting $37.1m in cash redundancy payments to achieve supply footprint and efficiency programs
- Capital and intangible expenditure of $109.8m, up from $94.4m, driven by manufacturing consolidation, yoghurt capacity investment, and Laverton warehouse automation which will all benefit results in FY2027 and beyond
- Net proceeds from asset sales of $19.0m, including the PCA sites and Frenchs Forest
- Dividends paid of $37.3m (FY2025: $28.4m); total FY2026 dividends paid of 13.0cps, fully franked

FY2027 OUTLOOK

Pete Findlay

Chief Executive Officer

Outlook

- Strong Branded new product development pipeline and continued benefits from the roll-out and marketing support of recent innovation
- Cost management programs in supply chain, logistics and procurement supporting profit growth, with Laverton warehouse automation completed and delivering benefits in 1Q FY2027
- Strathmerton closure completed by June 2026 with benefits in FY2027, benefits of the Kingaroy and Tolga exits recognised earlier than expected during FY2026
- Capital expenditure of $110m focused on investments in low-cost manufacturing and to support growth in core categories
- FY2027 guidance $240-$245m normalised EBITDA
- On track to deliver $310m+ normalised EBITDA by FY2031
- Well positioned for future corporate and footprint opportunities.

FY2027 GUIDANCE

$240–245m

Normalised EBITDA guidance range*.

On track to deliver **$310m+ normalised EBITDA target by FY2031***.

*Subject to normal trading conditions

Thank you
& questions

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Bega GROUP

APPENDIX

Glossary

1H, 2H	1H is the first half of the Australian financial year (July–December); 2H is the second half (January–June).
Basic EPS	Net profit after tax divided by the weighted average number of ordinary shares outstanding during the period.
CMV	Commodity Milk Value — a weighted basket of spot prices for cheese, butter, skim and whole milk powder, converted to an AUD value of milk.
D&A	Depreciation and amortisation (including impairment).
Dairy solids	The non-water portion of a dairy product — proteins, fat, lactose and minerals; describes dairy ingredient inputs in manufacturing.
EBIT	Earnings before interest and tax.
EBITDA	Earnings before interest, tax, depreciation and amortisation (including impairment).
EBITDA margin	EBITDA divided by net revenue.
Funds employed	Sum of net assets and net debt.
Leverage ratio	Net debt divided by normalised EBITDA, after adjusting for AASB16 leases in both the numerator and denominator.
Material items	Income or expense items significant by size, nature or incidence, disclosed separately to aid understanding of financial performance.
MBB	Milk-based beverages.
Net debt	Total cash and cash equivalents subtracted from total short-term and long-term debt.
Normalised	Result excluding one-off material items that do not reflect underlying performance.
P&C	Petrol and convenience stores.
ROFE	Return on funds employed — EBIT as a percentage of average funds employed.
YOY	Year on year.