Bubs Australia Limited 1H FY26 Results Presentation

27 February 2026

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The Company's results are reported under International Financial Reporting Standards (IFRS). However, this presentation contains non-IFRS financial measures to provide a more comprehensive understanding of the Company's performance. Non-IFRS measures are not subject to audit or review.

All currency referred to in this document is in Australian dollars, unless otherwise stated.

Acknowledgement of Country

Bubs acknowledges the Traditional Custodians of the Lands on which we operate.

We pay our respects to Elders past and present.

Image: Bunurong Marine National Park of Victoria

Presenters

Joe Coote
Chief Executive Officer

Naomi Verloop
Chief Financial Officer

Contents

Result Highlights 6

Update by Market 7

Financial Results 13

Strategy Update 21

On track to exceed FY26 commitments

Results achieved through strategic clarity, focused growth and disciplined execution

1H Revenue growth	Gross profit >than 40%	Positive Underlying EBITDA[1]	Upgraded FY26 outlook driven by performance in strategic markets
$55.5M	**48%**	**$4.4M**	

Highlights

- Deployment of initiatives aligned with 2030 Strategy pillars
- Acceleration of high performance culture
- Progression on USA permanent access

[1] Underlying Earnings before Interest, Tax, Depreciation and Amortisation (Underlying EBITDA) is a non-IFRS measure. Non-IFRS measures have not been subject to audit or review.

Update by Market

We operate in a dynamic global environment

Macro demographic forces

- Mass market impacted by declining birth rates[1]
- Growing demand for premium, natural formula

Regulatory and geopolitical landscape

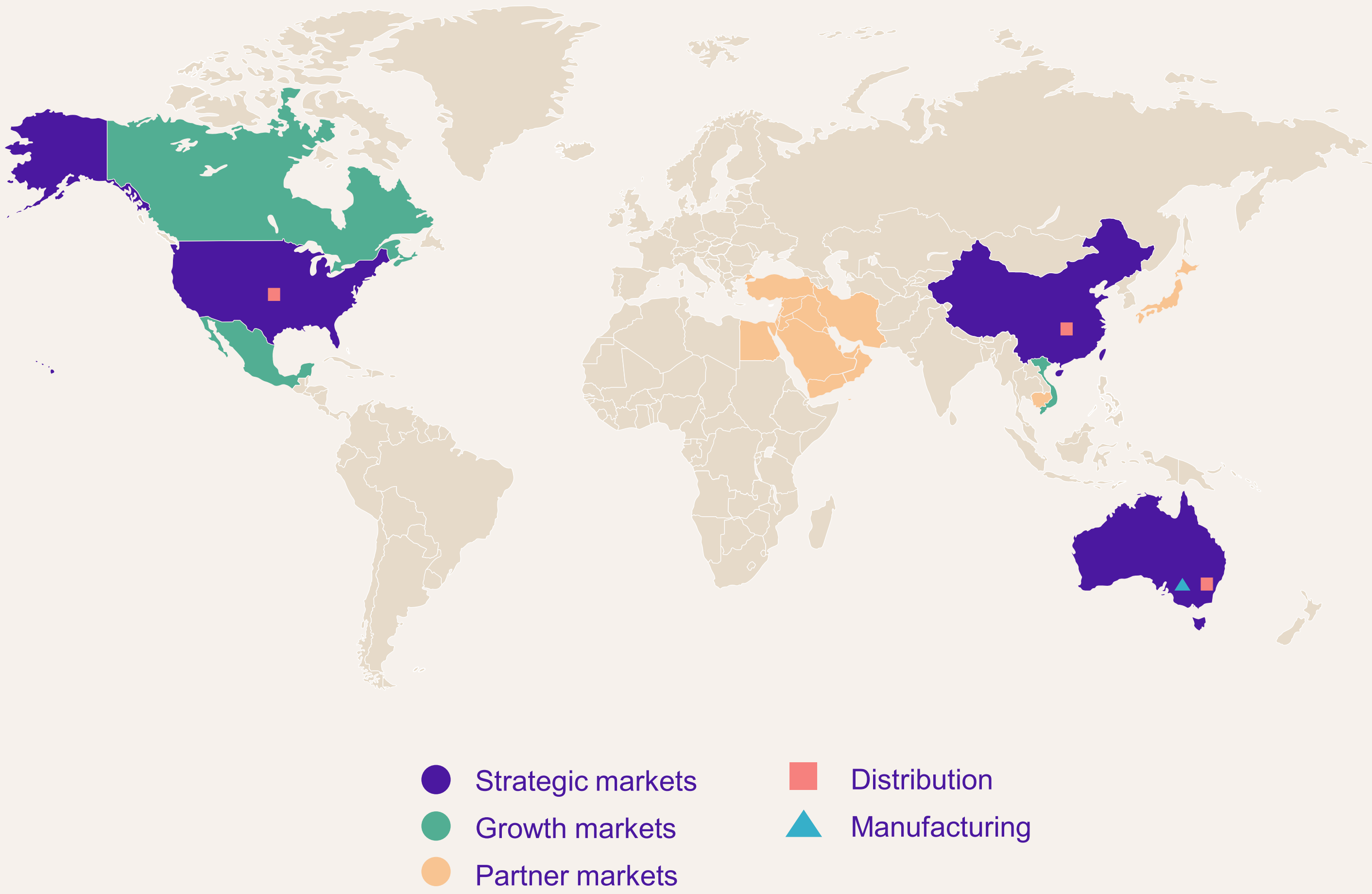
- Volatility in currency and interest rates
- Shifting tariff policies altering global trade dynamics

Consumer and competitive dynamics

- Cost of living pressures
- Evolving product quality expectations

We are well-positioned…

- Strong brand equity
- Diversified markets
- Attractive margin structure



[1] National Bureau of Statistics of China, via CNBC: China's birth rate fell to 5.6 per 1,000 people, the lowest on record 19/01/2026

Strong volume and value growth in the US

Strong retail performance, which has been rewarded by significant ranging increases by retailers

Strong category growth

- Total market growth +3% vs premium natural +44%
- Bubs 1% of total market and 8% of premium natural

Increased ranging with key retailers and service level maintained

- Enhanced retailer relationships as a result of responsiveness to market changes
- Air freight program well executed with service level maintained

Marketing

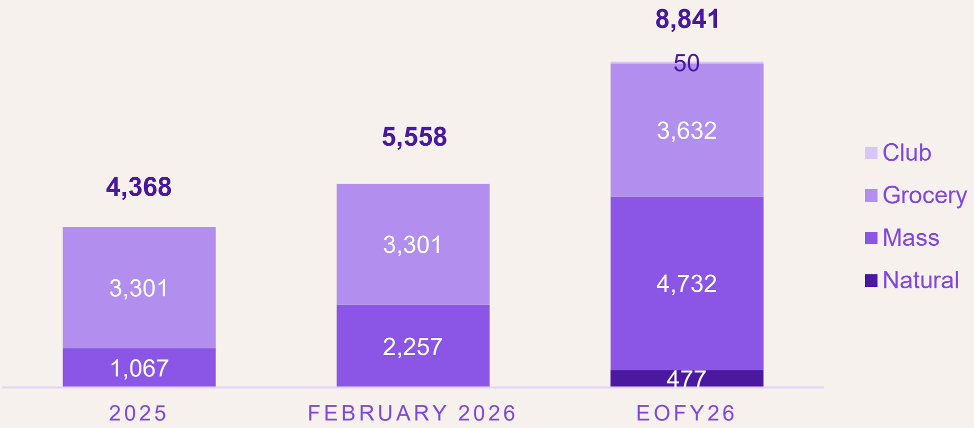
- Re-weighting and increasing spend to TikTok and Reddit
- Hyper geographical focus on target consumer segments via Digital + Traditional + Health Care Professional (HCP) + Retail trade

USA
$34.2M
+48% on pcp

Retail ranging extensions and launches

target · amazon · Walmart · SPROUTS FARMERS MARKET · sam's club

59% projected increase in US Store Count



1 Circana Total Mulo+ Calendar Year ending 28/12/2026
All figures on this slide are in AUD

Encouraging China performance

Growth increasingly concentrated in lower tier cities, with parents shifting to premium products

O2O distribution continues to scale

- O2O Mother & Baby store expansion, store count +77% pcp (1783 stores)
- Sell-through +50% pcp

CBEC volume growth

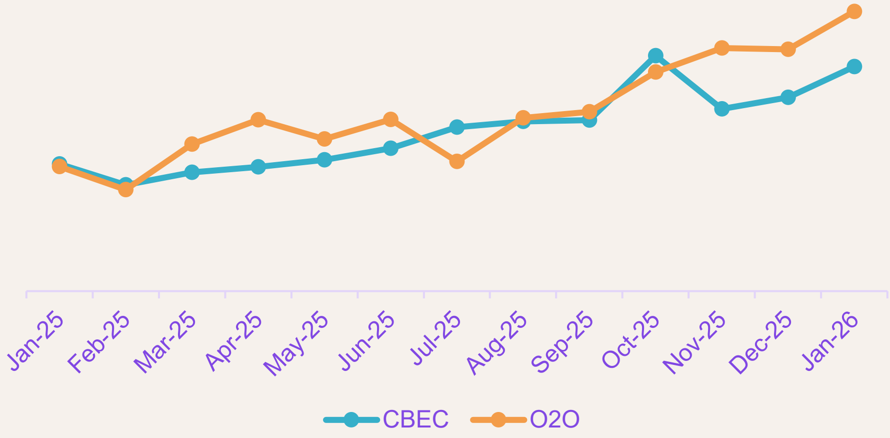
- CBEC IMF sales +30% pcp vs category average 13%
- Tmall Global Flagship Store ranked #1 in the CBEC Goat IMF category[1]
- Launched Douyin (TikTok) Flagship Store

Marketing and Portfolio enhancements

- New product extension in growing-up kids and China-label CapriLac for adults
- Stock rationing complete and sell-in / sell-out inventory re-balanced
- Increased investment in TikTok to drive brand equity and customer acquisition.

China
$7.5M
-27% on pcp

Strong channel growth
O2O +50% pcp; CBEC +30% pcp



1 Source: Metrico.com, Tmall & JD.com Goat IMF GMV (CBEC) as at 31/12/2026
All figures on this slide are in AUD

Investing to re-establish growth in Australia

Maintained #1 goat infant formula position in Australia[1]

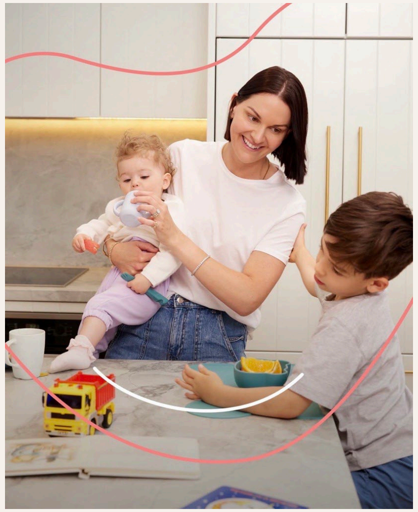
Actions taken to reinvigorate growth

- Increased marketing investment from 8% of net sales in Q1 to 12%
- Focused activations aligned with brand DNA of clean label, gentle tummies and Proudly Australian
    - Invested in price with positive consumer and retailer response
    - Commenced Health Care professional engagement
- Investment in commercial and marketing leadership
- Improved on-shelf availability through stock prioritisation

Sharpening portfolio execution

- Food portfolio discontinued to streamline operations

Australia
$9.5M
-9% on pcp



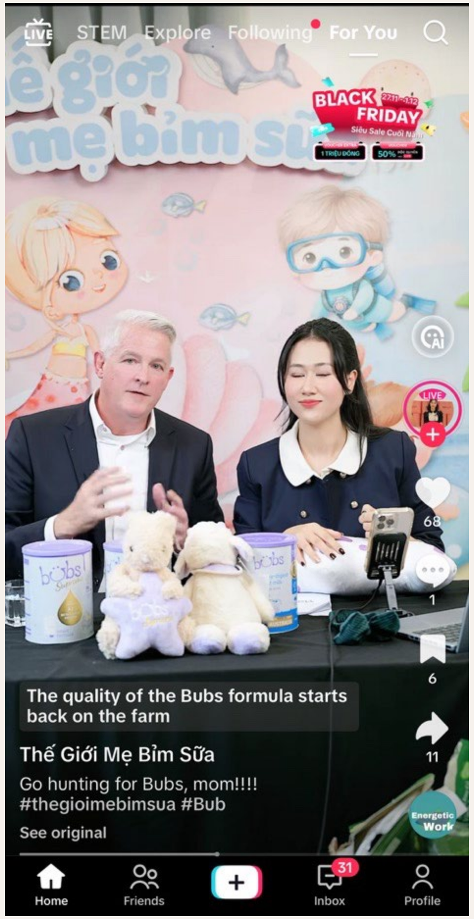
1 Circana Scan Dollars ($000's), Coles, Woolworths and AU My Chemist Group only – Goat IMF Only. Combined to MAT 1/2/2026

Resilient ROW performance

Strong distributor partnerships across key markets, driving stability and sell-through growth

Japan	• Optimising route-to-market across all three available sale channels • Introducing first-purchase incentive
Vietnam	• Signed sole distributor with extensive experience including Health Care Professional network • Maintained supply during regulatory challenges and stock rationing
Malaysia	• Increased brand awareness amongst HCP • Doubled distribution points in the past 12 months

ROW
$4.2M
-8% on pcp



All figures on this slide are in AUD

Financial Results

Strong momentum driving double-digit revenue growth

Uplift in revenue with positive underlying EBITDA

Revenue

Up 14% overall $55.5 million, driven by a 48% increase in USA revenue versus prior corresponding period (pcp).

Gross Profit

Increased 9% to $26.6 million, reflecting stronger product mix from higher margin US revenues, despite additional airfreight and tariffs incurred on non-AU sourced goat milk solids.

Operating Expenses

Down 3%, primarily due to the completion of FDA growth studies

Underlying EBITDA

Increased to $4.4 million, representing a significant uplift to underlying earnings as revenue growth outpaces operating costs.

Income statement $'M	1HY26	1HY25
Revenue	**55.5**	**48.5**
Gross Profit	**26.6**	**24.4**
Gross profit (%)	*48%*	*50%*
Other income / (expense)	0.8	1.3
Operating expenses		
Distribution	(3.7)	(3.8)
Marketing	(7.7)	(7.6)
Administrative and other costs[2]	(13.1)	(13.8)
Total Operating expenses	(24.5)	(25.2)
EBITDA[2] (loss) / profit	**3.0**	**0.6**
Depreciation & amortisation	(0.6)	(0.4)
Net finance income/expense	(0.6)	3.4
Net profit / (loss) after tax	**1.8**	**3.6**
Underlying EBITDA[3] profit / (loss)	**4.4**	**(0.7)**

[1] Administration and other costs do not include depreciation & amortisation costs.
[2] EBITDA is a non-IFRS term and refers to Earnings before Interest, Tax, Depreciation and Amortisation. Non-IFRS measures have not been subject to audit or review.
[3] Underlying Earnings before Interest, Tax, Depreciation and Amortisation (Underlying EBITDA) is a non-IFRS measure. Non-IFRS measures have not been subject to audit or review. Excludes proceeds from insurance claims $1.3m (1H FY25), proceeds from Alice & Willis settlement $0.8m (1H FY26), Air freight costs & Non-AU tariff $2.2m (1H FY26)
Figures in above table may differ to financial statements due to rounding

Strong operating result and working capital management foundations

Inventory rebuild drove increase in Net Assets to $45.5M

Cash and cash equivalents of $9.9M at Dec-25 reflecting inventory investment in 1H to support sales growth.

Trade and other receivables increased by $3.7M due to strong revenue growth.

Inventories increased by $8.0M due to inventory build required to meet growing sales in the USA and ensure supply continuity across all markets.

Right of use assets increased by $5.3M reflecting the accounting treatment for the new leasing contracts of the Dandenong South manufacturing, warehousing and office facilities.

Trade and other payables increased by $5.4M, largely due to increased purchases of raw materials to support the inventory rebuild

Balance Sheet $'M	Dec-25	Jun-25
Cash and cash equivalents	9.9	17.4
Trade and other receivables	14.3	10.6
Inventories	28.1	20.1
Other current assets	4.5	2.8
Current assets	**56.8**	**50.9**
Plant and equipment	3.9	3.7
Right of use assets	6.1	0.8
Intangible assets	1.9	1.2
Other non-current assets	0.6	0.6
Non-current assets	**12.4**	**6.3**
Trade and other payables	15.7	10.3
Other current liabilities	2.2	3.0
Lease liabilities	0.9	0.7
Current labilities	**18.8**	**13.9**
Lease liabilities	5.4	0.3
Other non-current liabilities	0.5	0.5
Non-current liabilities	**6.0**	**0.8**
Net assets	**44.5**	**42.5**

Figures in above table may differ to financial statements due to rounding

Increased payments to suppliers to build inventory position

Reinvesting operating cash to secure inventory for growth markets

Net cash used in operating activities decreased by $5.2M, a reflection of the working capital investment required to support higher inventory levels to fund growth

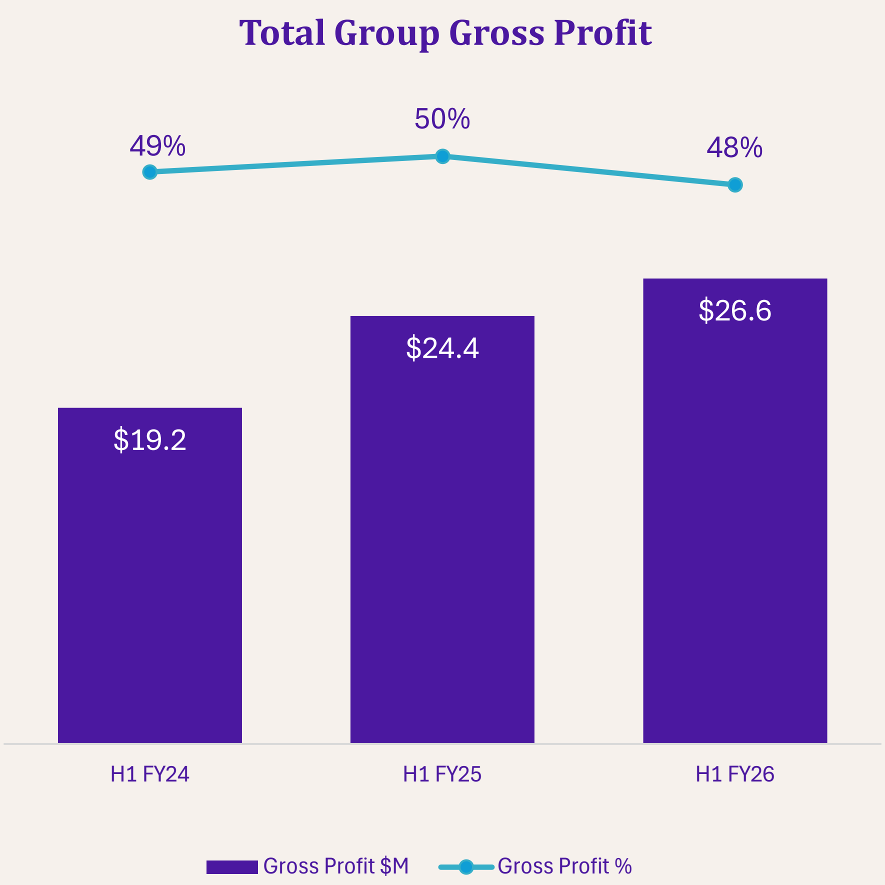
Overall cash position has decreased by $7.5m since June 2025 due to inventory rebuild and investments in ensuring continued supply.

Cash Flow $'M	Dec-25	Dec-24
Cash flows from operating activities		
Receipts from customers	55.3	46.7
Payments to suppliers ,employees and government	(60.8)	(47.1)
Interest received	0.1	0.2
Interest paid	(0.2)	(0.3)
Net cash from/(used in) operating activities	**(5.7)**	**(0.5)**
Cash flows from investing Activities		
Purchases of property, plant and equipment	(0.3)	-
Purchases of intangible assets	(0.7)	-
Net cash from/(used in) investing activities	**(1.0)**	**-**
Cash flows from financing activities		
Repayment of lease liabilities	(0.8)	(0.4)
Net cash from/(used in) financing activities	**(0.8)**	**(0.4)**
Net increase/(decrease) in cash and cash equivalents	**(7.5)**	**(0.8)**
Cash and cash equivalents at beginning of financial year	17.4	17.5
Effects of exchange rates on cash held	0.0	0.6
Total cash and cash equivalents at the end of the period	**9.9**	**17.2**

Figures in above table may differ to financial statements due to rounding

Strategic margin and inventory management

High margin growth in core markets



Margin Resilience

High-margin US sales as well as a lower level of non-AU milk solids defended Gross Profit % against impacts of tariffs and airfreight

Resource Allocation

Prioritised high-margin US growth by rationing raw materials from secondary regions; recovery in these markets is forecasted for 2H as supply normalises.

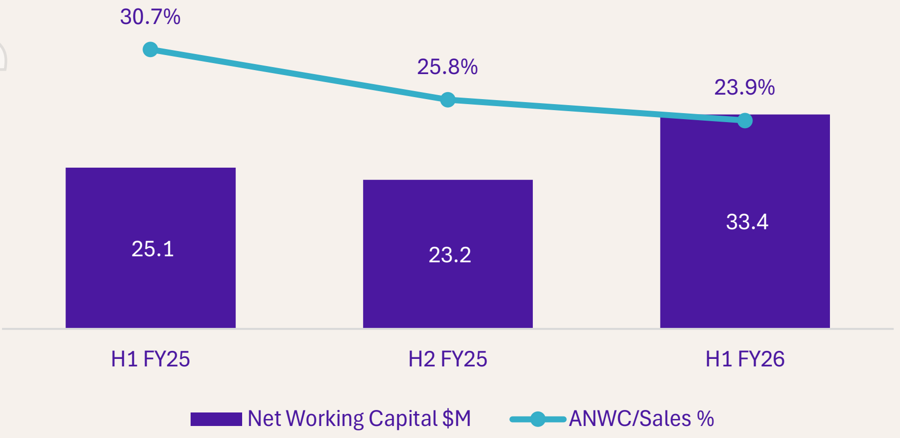
Demand Fulfillment & Market Capture

Expedited air freight in 1H to manage goat solid constraints and meet unprecedented demand without losing shelf continuity.

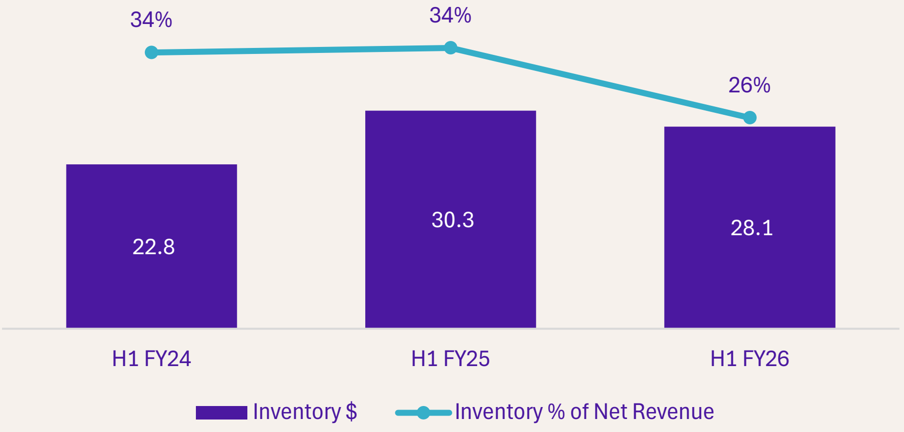
Disciplined approach to working capital

Working capital positioned for inventory expansion for sustainable growth

Average Net Working Capital[1]



Inventory



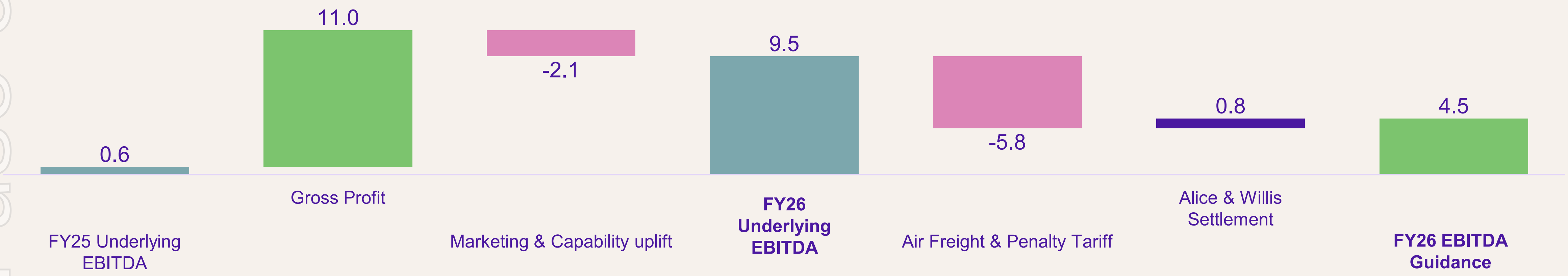
- Disciplined approach to working capital to ensure sufficient funds available to meet short term business obligations
- Average net working capital increasing to $33.4m to fund inventory re-build, however strong revenue growth leading to improved efficiency on ANWC as % of sales
- Inventory balances increasing to fund growing demand across key markets, whilst maintaining healthy levels as a proportion of revenue

[1] Net Working Capital = Current Assets (excluding cash and cash equivalents), less Trade and other payables. This is a Non-IFRS measure. Non-IFRS measures have not been subject to audit or review.

FY26 EBITDA guidance

Strong underlying EBITDA result despite supply constraints impacting FY26 performance

FY25 Underlying EBITDA to FY26 EBITDA guidance[1] ($AUD Millions)



[1] Subject to tariff review

FY26 outlook upgraded

	1H FY26 performance	Full Year FY26 guidance
Revenue[1]	$55.5M	$120.0M – $125.0M, reflecting 22-27% growth on prior year
Gross profit %	48%	40 – 45%
EBITDA[2]	$3.0M	$4.0M – 6.0M
Underlying EBITDA[3]	$4.4M	$9.0M – 11.0M

[1] Revenue represents the revenue recognised after trading terms, trade spend and promotional support.
[2] Earnings before interest, tax, depreciation and amortisation.
[3] Underlying Earnings before Interest, Tax, Depreciation and Amortisation (Underlying EBITDA) is a non-IFRS measure. Non-IFRS measures have not been subject to audit or review.

Strategy Update

Deploying our 2030 strategy

Purpose	To craft clean nutrition products that provide peace of mind for parents and life-long wellbeing for bubs
Strategic pillars	Brand & Consumer · Portfolio Optimisation · Supply Chain
Enablers	Performance culture · Digital marketing · Innovation · Operational excellence · Environment
Values	Transparency | Courage | Collaboration | Inspiration

Increasing pace and progress of our strategy deployment

bubs

Brand & Consumer

Build consumer intimacy and connection with our target audience

- ✓ Consumer research to test target consumer behaviours
- ✓ Upweighted digital activations across Meta, Google and introduced TikTok and Reddit
- ▲ Global brand and product re-fresh

Portfolio optimisation

Deep channel partnerships to optimize margin and scale efficiencies

- ✓ New channel partnerships (Sam's Club, Sprouts, Ole (China) and extended ranging (Target, Walmart USA)
- ▲ New product development for key target consumers in priority markets
- ▲ Canada market entry FY27

Supply Chain

Strategic supply partnerships, capacity expansion and technology deployment

- ✓ Warehouse capacity extension and export container packing savings of ~400k p.a.
- ▲ US ingredient sourcing and supply network
- ▲ Extending quality assurance and track and trace capability

Enablers

Performance Culture, Safety, Innovation, Operational Excellence

- ✓ Further investments in high performing team and inaugural employee engagement survey
- ▲ AI procurement partnership, accelerated Operations Excellence and Integrated Business Planning

✓ Delivered ▲ In progress

Questions & Answers