

A woman with long brown hair, wearing a blue and white floral top and blue jeans, is sitting on a light-colored rug in a bright living room. She is holding a baby who is wearing a green onesie and has its mouth wide open in a playful expression. In the background, there is a white sofa with a green cushion and a wooden shelving unit.

BabyBunting

Strategy delivering, margin at a record high

FY26 Investor Presentation

Mark Teperson Chief Executive Officer

Darin Hoekman Chief Financial Officer

14 August 2026

Important notice and disclaimer

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Pro forma financial information

Pro forma financial results have been calculated to exclude certain items. Details of the adjustments and a reconciliation are contained in the Directors' Reports for the relevant financial years (available at investors.babybunting.com.au/reports-announcements).

Baby Bunting uses certain measures to manage and report on its business that are not recognised under Australian Accounting Standards. These measures are referred to as non-IFRS financial information.

Baby Bunting considers that this non-IFRS financial information is important to assist in evaluating Baby Bunting's performance. The information is presented to assist in making appropriate comparisons with prior periods and to assess the operating performance of the business.

All dollar values are in Australian dollars (A\$), unless otherwise stated, presented in millions and rounded to one decimal place. Accordingly, certain totals and subtotals may not equal the sum of the individual amounts due to rounding.

Our Vision

**The best
start for
the brightest
future**

Our Mission

**To support & inspire
confident parenting,
from newborn
to toddler**

Our extraordinary team

Aligning purpose with performance



Results Summary

FY26 Investor Presentation

Mark Teperson Chief Executive Officer

FY26 results summary

Record sales & gross margin delivering Pro Forma¹ NPAT growth of 33.9%

Total Sales
\$556.0m

up 6.5% vs pcpc
 comp growth up 3.5% vs pcpc

Store of the Future
 Sales growth² **18%** vs pcpc

Target range 15% – 25%
 15 refurbished stores³ open & trading

Gross Margin
41.2%

up 100 bps vs pcpc
 2H margin: 41.4%

EBITDA⁴
\$37.6m

6.8% of sales (2H 8.1% of sales)
 up 140 bps vs pcpc
 Long term target +10%

Pro Forma¹ NPAT
\$16.1m

up 33.9% vs pcpc (up 54% in 2H)
 Statutory NPAT \$11.2m, up 17.5%

Net debt
\$16.2m

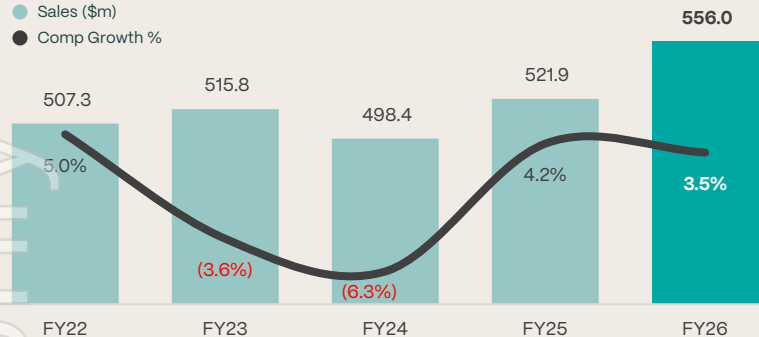
Debt headroom +\$60m
 Cash conversion 96% (FY25: 82%)

1. Pro Forma NPAT excludes certain items as detailed in the Appendices to this presentation and in the Annual Report dated 14 August 2026.
2. Calculated as the average sales growth % during FY26 since re-opening of each of the 11 refurbished stores completed in FY26 to 28 June 2026 and the 3 stores completed in FY25.
3. Our 15th refurbished Store of the Future (Melrose Park, SA) re-opened on 8 August 2026 and is excluded from the Store of the Future sales growth calculation
4. EBITDA calculated excluding impact of AASB 16 lease accounting.

Key financial metrics & trends

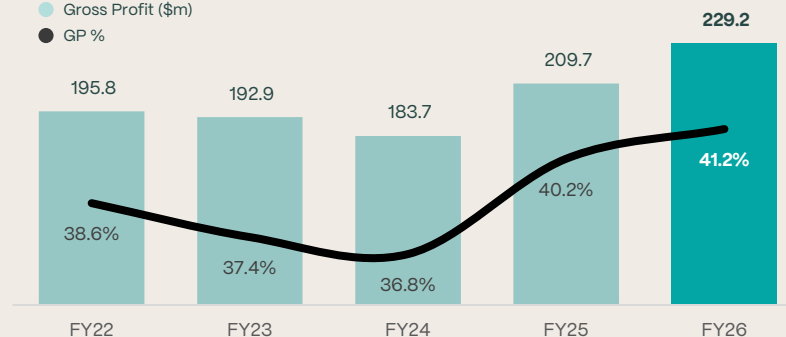
Total Sales

● Sales (\$m)
● Comp Growth %



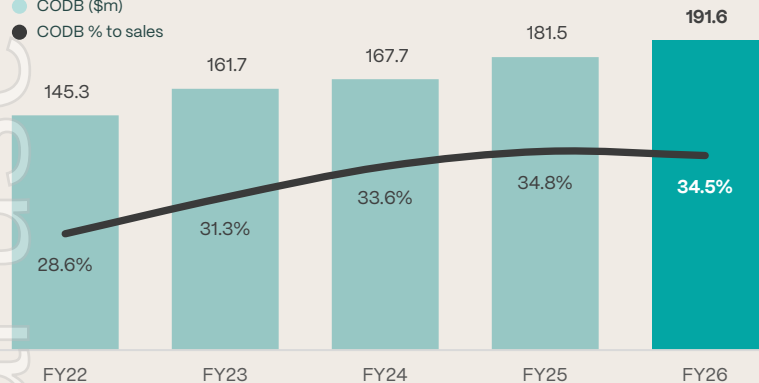
Gross Profit

● Gross Profit (\$m)
● GP %



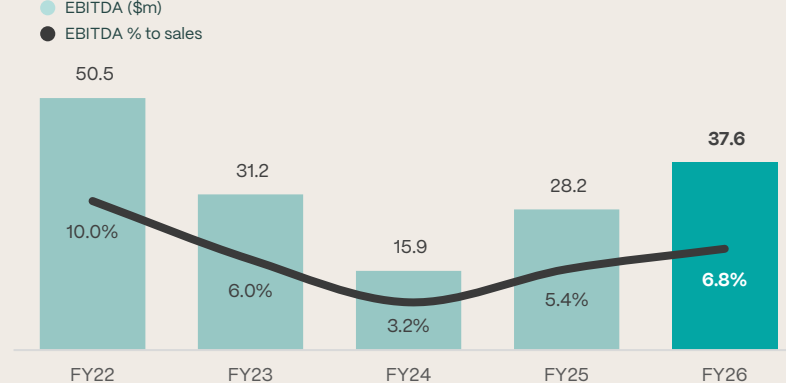
CODB¹

● CODB (\$m)
● CODB % to sales



EBITDA¹

● EBITDA (\$m)
● EBITDA % to sales



1. Cost of doing business (CODB) & Earnings before Interest, Tax, Depreciation & Amortisation (EBITDA) calculated excluding impact of AASB 16 lease accounting.

Operating highlights

Store network transformation continues at pace



Network expansion

- 12 Store of the Future refurbishments completed¹, taking the fleet to 15 stores
- 3 large format stores opened: Dubbo (NSW), Westgate (NZ), Tuggerah (NSW)
- Network optimisation: Hornsby (NSW) exited, Bentleigh (VIC) relocated to Mentone (VIC)
- 3 BabyBunting Junior small format pilots: Marion (SA), Plenty Valley (VIC), Robina (QLD)



Gross margin & new revenue

- First full year of BabyBuntingMedia, generating \$5.8m of revenue
- Exclusive three-year brand partnership agreement signed with Stokke
- In-store endless aisle deployed across all stores, giving customers our full online range from any store
- Online delivery scaled to 100% fulfilment from stores, optimising delivery costs



Operating leverage

- Existing store labour leveraged to service growing online demand
- NZ overhead reduction tracking to plan, with a clear pathway to profitability
- Strengthening the Executive team: GM – Merchandise & Planning, Executive Head of Property, and GM – People & Culture commenced



Financial Summary

FY26 Investor Presentation

Darin Hoekman Chief Financial Officer

Record sales performance

New store formats and more ways to shop driving sales growth

Comparable store sales growth

up **3.5%**

1H: 4.7%, 2H: 2.4%

Store of the Future

up **18%**

15 refurbished stores¹
now open & trading

New Customer Acquisition

up **4.2%**

Total active customers 862k
up 4.2% vs pcp

Online sales % of total sales

now **25.3%**

up from 23.1% last year

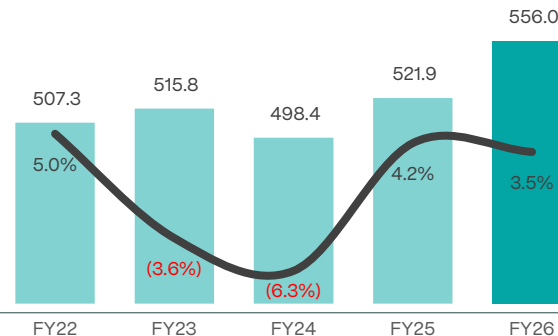
- ✓ **Store of the Future:** 15 stores¹ now open and trading, further validating investment program and market share growth opportunity
~1,000 retail trading days lost whilst full store refurbishments completed
Excluding stores impacted by refurbishment program, comp up 3.9% in FY26
- ✓ Online sales growth driven by full year benefit of same day next day delivery and other website enhancements
- ✓ Marketing execution coupled with range improvements driving new customer acquisition

1.

Our 15th Store of the Future (Melrose Park, SA) re-opened on 8 August 2026 and is excluded from the Store of the Future sales growth calculation

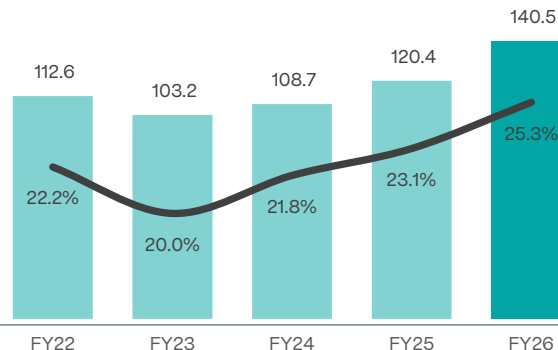
Total Sales

● Sales (\$m)
● Comp growth %



Online Sales

● Online sales (\$m)
● % of total sales



Gross margin expansion

Two consecutive years of record gross margins achieved, up +440 bps vs FY24

Gross margin

41.2%

up 100 bps vs pcip
1H: 41.0%, 2H: 41.4%

Gross profit \$ growth

up 9.3%

1H: up 10.0%,
2H: up 8.7%

Softgoods growth

up 12.9%

Strong growth in higher
margin softgoods

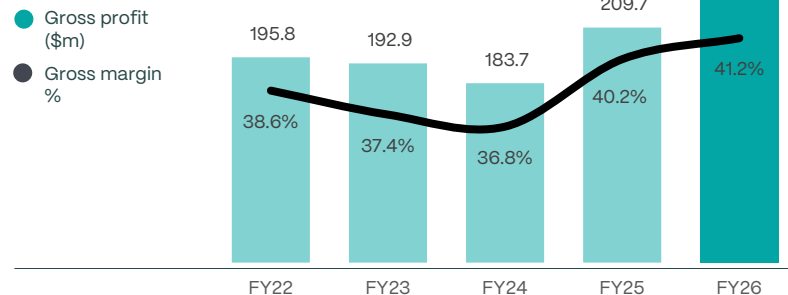
PLEX

50.3%

up 320 bps vs pcip
1H: 48.6% 2H: 52.9%

- ✓ **Exclusive partnership agreement** signed with Stokke effective Q4 FY26, joining our suite of Exclusive Brand partners
- ✓ **BabyBuntingMedia** delivered \$5.8m of revenue (+\$2.5m vs pcip)

Gross Profit



Pathway to 42% GP % in FY27

- ✓ **2H FY26 GP % achieved of 41.4%**
- ✓ FX hedged at ~\$0.71 USD across FY27, cycling 1H FY26: \$0.65; 2H FY26 \$0.68
- ✓ **Offshore consolidation** pilot commencing in Q2 benefit ~\$0.7m in FY27 (annualised benefit \$1.2m)
- ✓ Full year benefit of **Stokke exclusive partnership**
- ✓ Expand **Private Label** range with direct to factory sourcing
- ✓ Continue to scale **BabyBuntingMedia**

Profit & loss

Record sales, gross margin uplift and CODB leverage driving EBITDA margin expansion of 140 bps

\$ million	Pro Forma FY26	Pro Forma FY25	Change
Sales	556.0	521.9	+6.5%
Comp growth %	+3.5%	+4.2%	
Cost of sales	(326.8)	(312.3)	+4.7%
Gross Profit	229.2	209.7	+9.3%
Gross Profit Margin	41.2%	40.2%	
Cost of doing business¹	(191.6)	(181.5)	+5.6%
Cost of doing business %	34.5%	34.8%	
EBITDA¹	37.6	28.2	+33.4%
EBITDA margin %	6.8%	5.4%	
Impact of AASB 16 application			
– Reverse operating leases expenses	38.8	37.3	
– Add ROU Asset Depreciation & Interest	(38.4)	(37.4)	
Depreciation – Plant & Equipment	(12.7)	(9.2)	
Finance costs – Borrowings	(2.7)	(2.0)	
Profit before tax	22.6	17.0	
Income tax expense	(6.5)	(5.0)	
Net profit after tax²	16.1	12.1	+33.9%
Net profit after tax margin %	2.9%	2.3%	

1. Pre AASB 16 application (ie. excluding the impact of lease accounting)

2. Refer to Appendices for reconciliation between statutory and pro forma profit

Commentary

Total sales of \$556.0m, up 6.5% vs pcpc, driven by comparable store sales growth of 3.5%, opening of six new stores during the year and annualisation of two new stores in the prior year

Gross margin % of 41.2%, improved by 100 bps vs pcpc driven by:

- Exclusive product sales growth of 8.4% vs pcpc at significantly higher margin
- First year of Retail Media income, contributing an additional ~\$3m of gross margin income

CODB¹ \$191.6m, now 34.5% of sales, **achieving leverage of 30 bps vs pcpc**. See further details on slide 13 for CODB.

2H pro forma financial highlights

- ✓ CODB¹ leverage of 210 bps achieved, driven by store labour productivity initiatives, marketing optimisation & supply chain efficiencies
- ✓ EBITDA¹ grew 62% vs pcpc with EBITDA margin of 8.1% (2H FY25: 5.3%)
- ✓ Pro forma NPAT grew 54% vs pcpc

Cost of doing business leverage¹

% of sales



Commentary

CODB¹ \$191.6m, increased by \$10.1m vs pcp (now 34.5% of sales):

- **Store expenses** up \$7.0m driven by 6 new stores and 2 annualising stores \$4.9m, 3.5% wage inflation partly offset by labour productivity initiatives, \$0.8m store network optimisation costs and refurbishment related re-opening costs ~\$1.0m
- **Marketing expenses** includes investment in a record 18 new and re-opened store launches (vs 6 in FY25). Marketing expenses moderated to 2.1% of sales in 2H (2.7% in 1H)
- **Warehouse expenses** achieved 20 bps leverage in FY26 driven by NZ supply chain cost savings of \$1.0m
- **Administrative expenses** delivered 10 bps leverage in FY26, reflecting disciplined overhead cost management

FY27 Outlook: Productivity initiatives

- ✓ Labour productivity initiatives to significantly defray 4.75% July '26 Fair Work increase
- ✓ Further \$0.8m NZ warehouse savings as we move from 3PL to cross-dock
- ✓ Embedding AI into ways of working, initial focus across supply chain, marketing, merchandise & store development

¹. Cost of doing business calculated excluding impact of AASB 16 lease accounting

Financial position

Well funded to support growth plans

\$ million	Statutory FY26	Statutory FY25
Cash & cash equivalents	13.0	12.4
Inventories	99.2	95.6
Plant and equipment	59.4	28.7
Goodwill & Intangibles	54.9	54.9
Right of Use assets	131.5	127.5
Other assets	29.2	19.7
Total Assets	387.2	338.8
Payables	62.0	50.5
Borrowings	29.2	16.9
Lease liability	152.3	149.5
Provisions	9.3	8.5
Income Tax Payable	4.6	0.6
Total Liabilities	257.4	226.1
Net Assets	129.8	112.7
Net Cash / (Debt)	(16.2)	(4.5)
Return on Funds Employed ¹	15.1%	12.1%

Commentary

Inventory well managed closing at \$99.2m, reflecting six new stores in the network. Ageing and quality of stock continues to improve supporting higher cadence of range innovation

Plant & equipment increases from \$28.7m to \$59.4m on the back of the Store of the Future refurbishment program and 6 new store builds

Net debt balance of \$16.2m with ample banking covenant headroom – **new \$90m facility with NAB out to Sep-29**

Net **Right of Use** liability of \$20.7m, decrease of \$1.3m driven by:

- 7 new leases, including relocation of Bentleigh to Mentone (Vic); and
- 8 leases renewed,

offset by 2 lease exits in Hornsby (NSW) and Bentleigh (Vic)

Bank covenants¹ with significant headroom

- ✓ FCCR ratio must be above 1.5x: **FY26 actual 1.9x**
\$17m EBITDA headroom above covenant threshold
- ✓ Leverage ratio must be below 2.5x: **FY26 actual 0.7x**
+\$60m headroom above covenant threshold
- ✓ Extended banking facility for 3 years to Sept 2029

¹. Refer to glossary for definition of Return on Funds Employed and banking covenants

Cash flow

Operating cash flow of \$36.2m, 19 significant capital growth projects undertaken

\$ million	FY26	FY25
EBITDA¹	37.6	28.2
Movement in working capital	2.3	1.3
Tax Paid	(3.7)	(6.4)
Net cash flow from operating activities	36.2	23.1
<i>Cash conversion ratio</i>	<i>96.4%</i>	<i>81.7%</i>
New store capex (incl. refurbishments)	(39.4)	(7.6)
Capex – other	(5.1)	(5.3)
Capital Expenditure	(44.5)	(12.9)
ERP/POS replacement project	(0.6)	–
Net cash flow from investing activities	(45.1)	(12.9)
Free cash flow	(8.8)	10.1
Dividends paid	–	–
(Repayment) / proceeds from borrowings	12.3	(5.6)
Finance costs – borrowings	(2.7)	(1.6)
Net cash flow	0.7	2.8

Commentary

Cash conversion ratio at 96.4% (including YoY timing benefit of tax payable)

Investment expenditure of \$45.1m includes a record 19 store projects undertaken:

- 12 x Store of the Future refurbishments
 - 1H average build cost \$1.7m, 2H \$1.5m
- 3 x Small Format concept stores
- 3 x new Large Format openings
- 1 x relocation
- \$4.7m design & development costs for the above
- Commencement of ERP/POS replacement project, anticipated to incur ~\$1.5m of opex in FY27 (excluded from FY27 pro forma results)

Disciplined capital management

To support future growth including new store roll out and store refurbishment program, no final dividend will be paid

1. Pre AASB 16 application (ie. excluding the impact of lease accounting)

Strategy Update

FY26 Investor Presentation

Mark Teperson Chief Executive Officer

Growth plan

Baby Bunting is the leading specialist baby retailer in Australia and New Zealand – 80 stores serving a \$6.3bn market where the majority of spend still sits outside the specialist channel.

Our long range plan re-establishes a +10% EBITDA margin business.



**Grow
Market
share**

**Lead the
category**

- **Extend category leadership** – grow hard goods (~23% share) and win share in a \$3.4bn soft goods market
- **Grow the network** – towards +120 large format stores, across Australia & New Zealand
- **Own the parenting journey** – acquire earlier, retain longer, grow lifetime value



**Grow
EBITDA**

**Turn scale
into margin**

- **Expand gross margin beyond 43%** – led by mix, retail media and offshore consolidation
- **Build differentiated ranges** – PLEX to ~60% of sales, private label to 20%
- **Leverage the cost base** – CODB towards ~31.6% as the fleet and systems scale



**Grow
Return on
invested
capital**

**Make capital
work harder**

- **Complete the fleet transformation** – Store of the Future across the network, 10–12 a year
- **Back the highest-returning opportunities first** – rigorous project-level assessment before capital is committed
- **Fund growth from operating cash flow** – conservative leverage, headroom preserved

How the strategy compounds

Margin & leverage improve the economics, refurbishments and new stores grow the sales base

Improve the economics



Grow the sales base



Clear pathway to +10% EBITDA⁴ margin

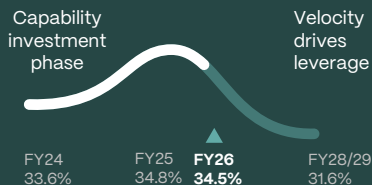
Gross margin¹

+600 bps



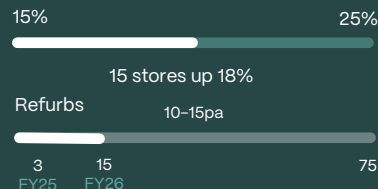
Operating leverage⁴

+200 bps



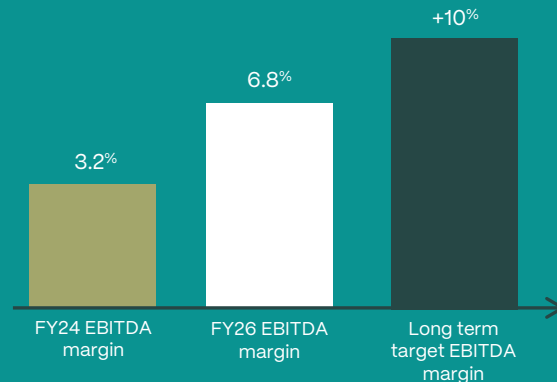
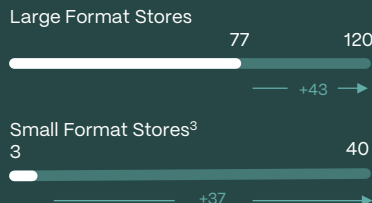
Growth from refurb²

15-25%



Network growth

~80 stores



1. Increase from FY24 Gross Margin.

2. Average sales growth % since re-opening up until 28 June 2026 for the 14 refurbished stores (3 stores in FY25 and 11 stores in FY26). Our 15th refurbished Store of the Future (Melrose Park, SA) re-opened on 8 August 2026 & is excluded from the Store of the Future sales growth calculation

3. Dependent on strategic review of FY26 pilot stores.

4. On a pre-AASB 16 basis.

Targets for future periods shown. Achievement subject to performance. Refer to the Important Notice on slide 2 for information about forward-looking statements.

Focus areas for FY27

Growth objectives



**Grow
Market
share**

**Customer
Experience**

\$585m - \$600m

FY27 Targets¹
Total Sales

Comp Sales

3%-5%

FY27 Deliverables

Grow active customers

Build PLEX portfolio

Lead product innovation and availability



**Grow
EBITDA**

**Platform
Leverage**

Gross Margin

42%

Expand gross margin

Move New Zealand to break-even

Improve operating leverage



**Grow
Return on
invested
capital**

**Capital
Discipline**

CAPEX

\$33m-\$37m

Refurbish the store network

Deploy growth capital

Enhance working capital

1. Targets for future periods shown. Achievement subject to performance.
Refer to the Important Notice on slide 2 for information about forward-looking statements.

Grow active customers

Continue to drive customer acquisition in a large addressable market opportunity

New store formats, exclusive ranges and expanded online delivery options driving new customer acquisition and increasing lifetime value through increased repeat purchasing



862k

FY26 active customers
up 4.2% vs pcp

Customer momentum underpins FY27 growth targets

3%–5% Targeting FY27 total comp growth %

10–12 refurbishments to be completed in FY27

10–12 week closure periods
70%–80% sales retention

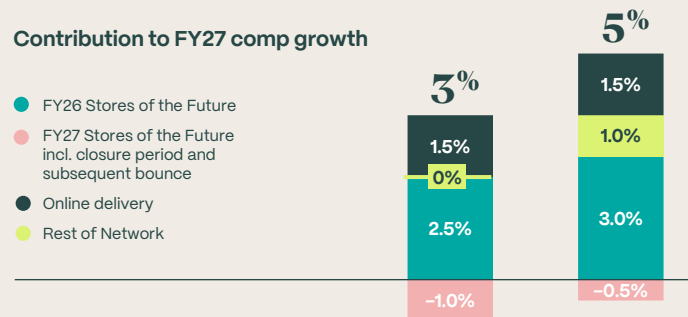
Store of the Future post refurbishment sales growth

15%–25%

+10% Online delivery growth

0%–2% Rest of network comp

Contribution to FY27 comp growth



Build the PLEX portfolio

Underpins product differentiation and drives margin expansion

Exclusive Brands

Joie™
nuna®

EDWARDS & CO

New in FY26

STOKKE®

bump rider

bugaboo®

JOOLZ®

More
brands under
consideration

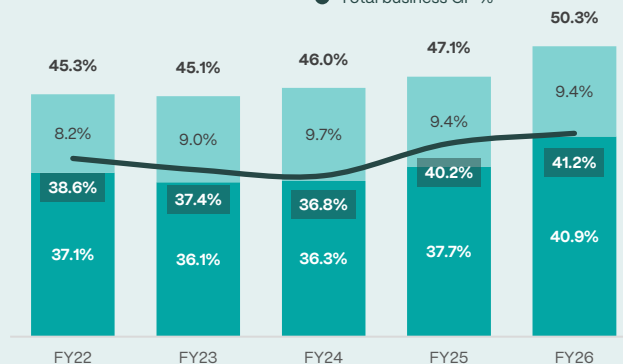
New Zealand only

Deepening our Exclusive Brand partnerships & Private Label

- ✓ Superior gross margin on PLEX
- ✓ Commitment on retail media spend from brand partners
- ✓ Investment in brand development & team training
- ✓ **FY26:** commencement of a Commercial Manager – Exclusive Brands
- ✓ **FY27:** established a dedicated Private Label team

Private Label & Exclusive % of sales

- Exclusive brands % of sales
- Private Label % of sales
- Total business GP %

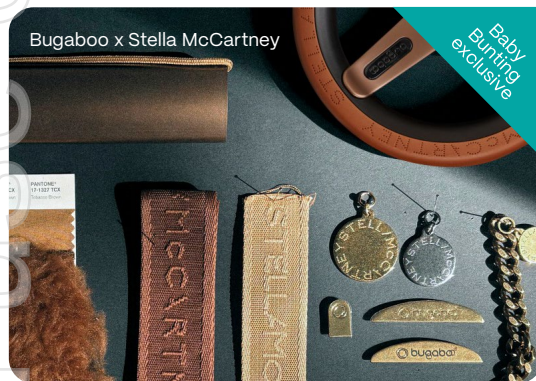
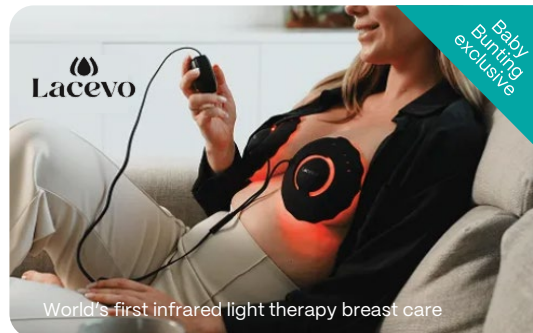


Lead product innovation and availability

Range differentiation and availability underpinning market share growth

Lead core & growth categories

- New & exclusive product ranges driving customer acquisition
- **New & exclusive product pipeline:** first to market for **rotating car seats** in Australia, **Lacevo infrared light therapy** breast care (just launched), **Bugaboo x Stella McCartney** collaboration (coming soon)



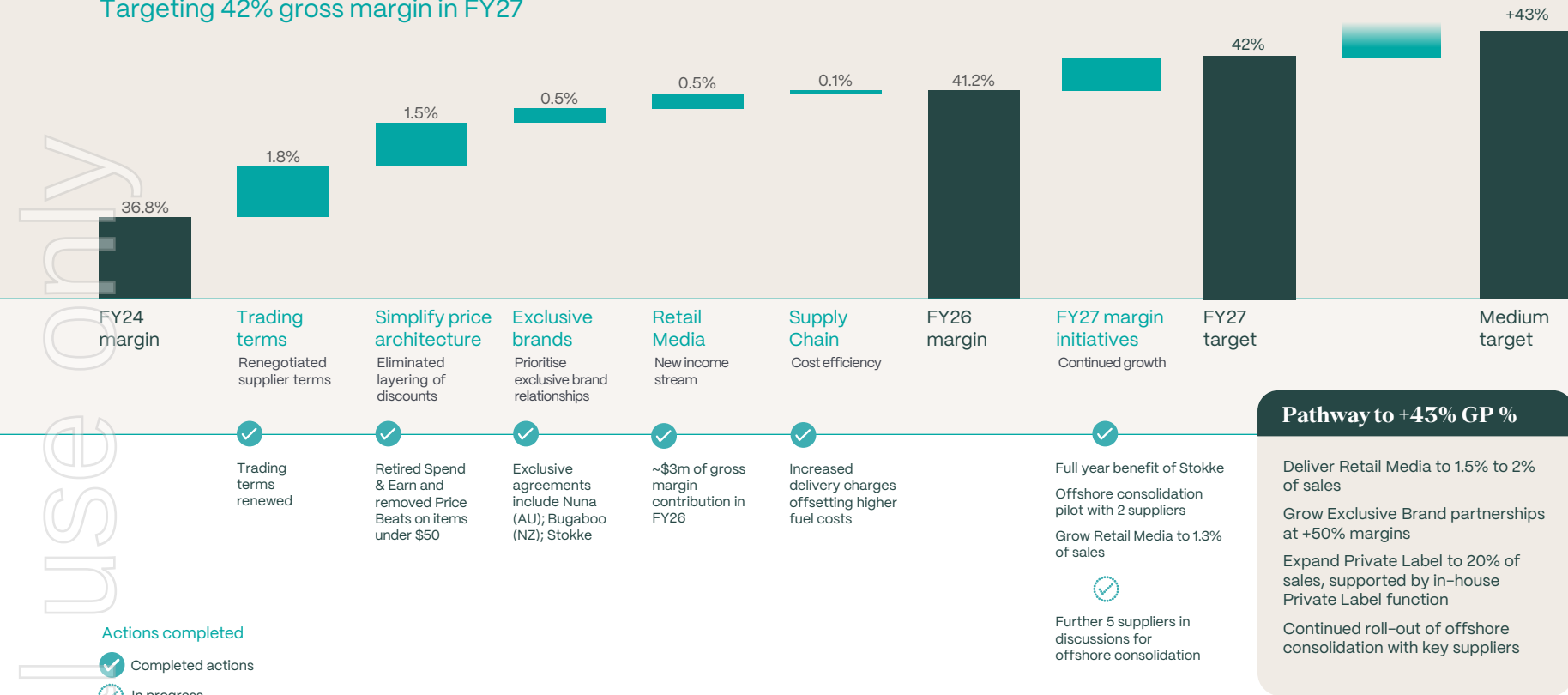
Systems & process to drive availability

- **Always Available** program ensuring our top selling products are always in-stock across the network
- Uplifting **forecasting and replenishment planning** system capabilities driving improved in-stock rates across core lines



Expand gross margin

Targeting 42% gross margin in FY27

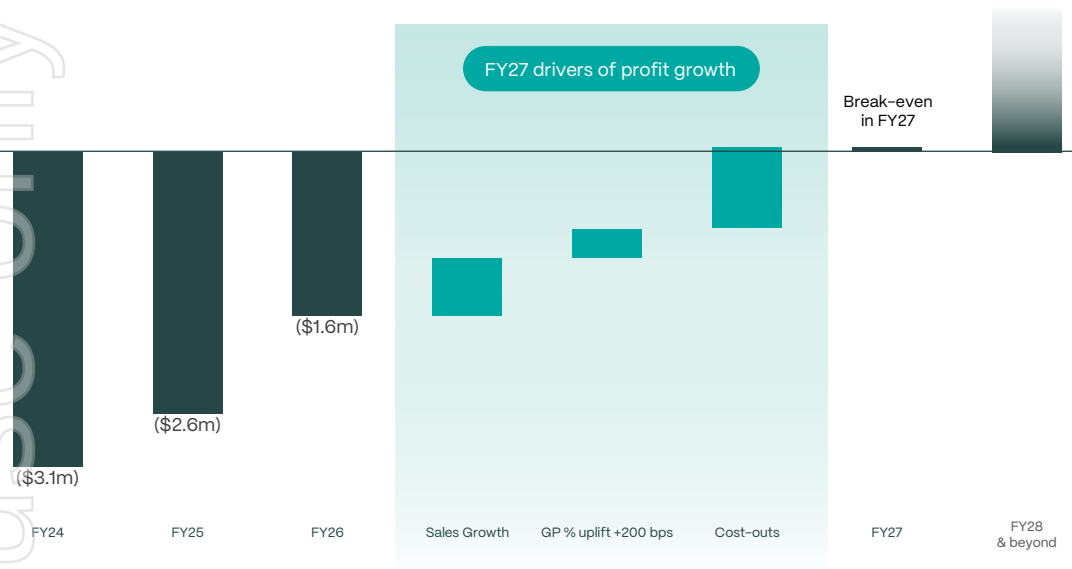


Move New Zealand to break-even

\$1.1bn market opportunity with break-even anticipated in FY27 and the network still to scale

New Zealand Profit After Tax¹ (AUD)

Earnings accretive from FY28 & beyond as network scales



Commentary

5 stores and online delivering sales of \$19.1m (AUD)

- ✓ **First Store of the Future open** in Westgate
- ✓ **Network plan of +10 stores**, growing our share in a \$1.1bn market opportunity and leverage existing cost base

Clear pathway to profitability in 2H FY27

- ✓ Annualisation of Westgate opened in Dec '25
- ✓ Sales growth from existing stores and online
- ✓ Target GP % expansion of 200 bps through establishing BabyBuntingMedia in market and realising further supply chain efficiencies
- ✓ Full exit of 3PL facility in 1H FY27
- ✓ Annualisation of NZ Support Office cost-outs in FY26

¹ Pro Forma NPAT, adjusted based on NZ corporate tax rate of 28%; excludes transfer pricing adjustments between Australia and New Zealand

Improve operating leverage

Driving leverage through labour productivity, offshore consolidation & embedding AI



Labour productivity

Fair Work wage increase of 4.75% effective 1 July 2026 offset by:

- ✓ Annualisation of FY26 store labour productivity initiatives ~\$1.0m in FY27
- ✓ Further \$1.2m net saving in FY27 delivered through administrative streamlining in stores
 - ~\$2.0m of labour savings from Q2
 - ~\$0.8m one-off costs to implement in 1H
- ✓ Targeting 10% reduction in Customer Care cost to serve



Offshore consolidation

Transition to offshore consolidation model where big & bulky items are shipped directly to our 3PL providers outside of Victoria then transferred to stores; removing road linehaul leg between DC & stores

- ✓ 2 key suppliers on-boarded for pilot; with 1 now live; \$0.7m benefit in FY27 (\$1.2m annualised)
- ✓ In discussion with 5 additional suppliers



Artificial intelligence

***Two frontiers:** leverage inside the business, advantage in front of the customer*

- **Enterprise leverage**
AI at work across supply chain, marketing, merchandise & store development
- **Customer experience**
Agentic search, faster customer care, richer product content
- Targeting **30bps – 80bps** of CODB leverage over the medium term

Structured governance and staged rollout – value proven before scale

Refurbishing the store network

Plans in place for further build cost reductions in FY27

\$1.7m

per store

actual average
build cost

1H FY26

\$1.5m

per store

Value engineering
& execution
efficiencies

2H FY26

\$1.4m
for A&B grade stores

~\$1.0m C & D grade
scope matched to
store grade

+18%

sales growth

Maintaining
capital payback
of less than

3 years

Returns improve as costs fall

- Refurbished stores delivered an **18% sales uplift in FY26**
- Gross margin ahead of peer stores
- Payback maintained at under three years

FY27: C and D grade redesign

- Program extends to C and D grade stores with a purpose-built redesign
- Each project must clear the <3 year payback hurdle before capital is committed

Small format rollout paused as we continue to refine the pilots

FY27 Refurbishment program

10-12

store refurbishments

Targeting 10-12 refurbishments in FY27, with 5-6 to be completed in 1H

Deploy growth capital

Disciplined investment in new stores, digital and core systems

New store pipeline

Brandon Park (Vic)

Ballina (NSW)

Mackay (Qld)

Baringa (Qld)

relocation of Kawana

Australia

Network
plan LFS

110+

Average Return on Invested Capital from stores

+90% Mature AU metro

+70% Mature AU regional

NZ not yet mature

Current LFS

72

New Zealand

Current LFS

5

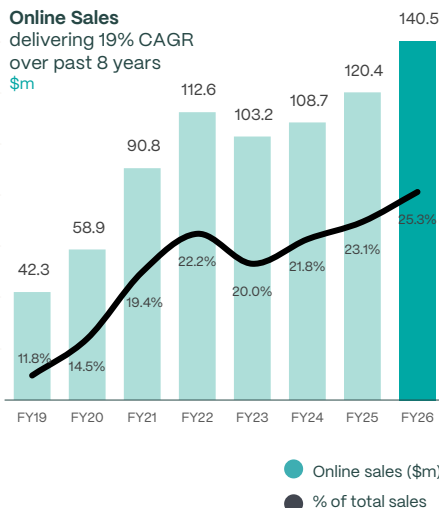
Network
plan LFS

10+

Digital investment

Online Sales

delivering 19% CAGR over past 8 years
\$m



Digital capex

\$1.5m - \$2m pa

+20% EBITDA margin for digital sales

Core systems

ERP/POS

\$1.5m investment in FY27

- ✓ Completed assessment of our core ERP and in-store systems
- ✓ Committed to initial phase of replacement of general ledger and data platform upgrade in FY27

Future phases of ERP/POS rollout to be defined

Well-funded to support growth plans

Operating cash flow continues to improve, with FY27 capex guided lower at \$33m–\$37m

\$36.2m

FY26 net operating cash flow

Continues to grow in line with improving business profitability

96.4%

FY26 Cash conversion ratio

FY25: 81.7%, historic average ~80%

\$8–\$12m

FY27 capex reduction

Value engineering refurbishments

+\$60m

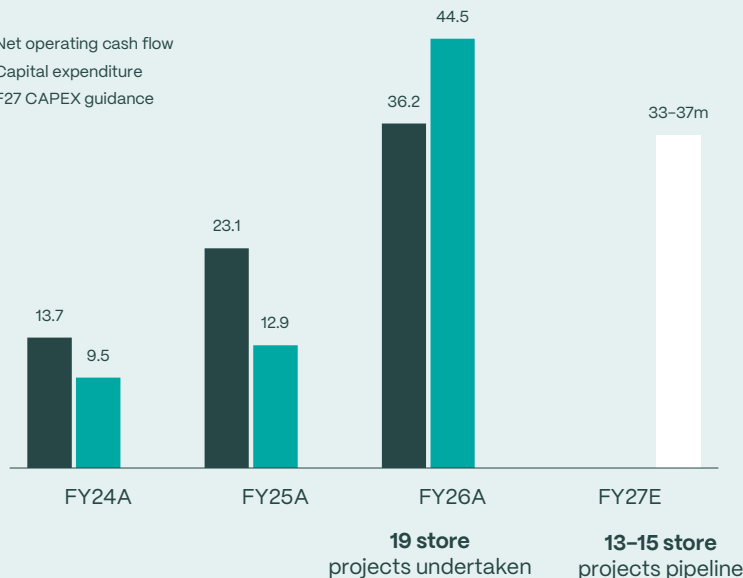
Undrawn facility headroom

\$90m NAB facility, \$29.2m drawn

Operating cash flow vs capital expenditure

\$m, pre AASB 16

- Net operating cash flow
- Capital expenditure
- FY27 CAPEX guidance



FY26 capital expenditure of \$44.5m was funded from \$36.2m of operating cash flow plus remainder drawn under existing facilities

Net debt of \$16.2m (FY25: \$4.5m) after \$44.5m of capital invested during the year

Bank covenants¹ with significant headroom

- ✓ FCCR ratio must be above 1.5x: **FY26 actual 1.9x, \$17m EBITDA headroom above covenant threshold**
- ✓ Leverage ratio must be below 2.5x: **FY26 actual 0.7x, +\$60m headroom above covenant threshold**
- ✓ Extended banking facility for 3 years to Sept 2029

1. Refer to glossary for definition of banking covenants

Trading update & outlook

FY26 Investor Presentation

Mark Teperson Chief Executive Officer

FY27 Outlook

FY27 trade update

First 6 weeks of trade to 9 August is **+6.1% total sales growth** and **+4.3% comparable sales growth¹**

- AU comparable sales growth of +3.9%, cycling +3.7%
 - excluding 3 stores closed for refurbishment during the period, underlying comp growth is +5.5%
- NZ comparable sales growth¹ of +15.0%, cycling +13.9%

FY27 store roll out program

- **Store of the Future** refurbishments: 10–12 refurbishments in FY27; with 5–6 to be completed in 1H
- Risks related to the refurbishments include duration of closure period (targeting 10–12 weeks per store) and level of sales redirection
- Plans to open 3 new **large format stores** (1H: 1 committed; 2H (late Q4): 2 committed)
- **Relocation** of Kawana (Qld) to Baringa (Qld) in 1H FY27
- **Small format pilot stores** continue to be monitored

Outlook

The next scheduled trading update will be at the AGM (13 October 2026). We expect comparable store sales growth to moderate as we ramp-up the first half refurbishment program. This trend is expected to normalise once those stores re-open.

FY27 pro forma NPAT expected to be in the range of **\$19.0m to \$21.0m** (with an approximate one-third / two-thirds split across the year consistent with historical earnings profile), assuming²:

- total sales of \$585m to \$600m
- comparable store sales growth of 3% to 5%
- gross margin to be 42%
- capital expenditure of \$33m to \$37m fully funded through operating cash flow

Outlook assumes no significant changes in economic and retail trading conditions, and no significant increases in sea freight expense.

1. Calculated on a constant currency basis

2. Targets for a future period shown. Achievement subject to performance.

Refer to the Important Notice on slide 2 for information about forward-looking statements.

Appendices

FY26 Investor Presentation

Statutory to Pro Forma Income Statement Reconciliation

\$ million	FY26			FY25		
	Statutory FY26	Add Pro Forma Adj ⁱ	Pro Forma FY26	Statutory FY25	Add Pro Forma Adj ⁱ	Pro Forma FY25
Sales	556.0		556.0	521.9		521.9
Cost of sales	(326.8)		(326.8)	(312.3)		(312.3)
Gross Profit	229.2		229.2	209.7		209.7
Other income	0.0		0.0	0.8		0.8
Store expenses	(93.7)		(93.7)	(88.4)		(88.4)
Marketing expenses	(13.3)		(13.3)	(11.3)		(11.3)
Warehouse expenses	(9.2)		(9.2)	(9.2)		(9.2)
Administrative expenses	(41.8)	6.1 (a)	(35.7)	(38.3)	2.7	(35.6)
Transformation project expenses	(0.6)	0.6 (b)	0.0	–		–
Restructuring costs	(0.9)		(0.9)	(0.4)		(0.4)
EBITDA	69.7	6.7	76.4	62.8	2.7	65.5
Depreciation and amortisation	(44.2)		(44.2)	(39.8)		(39.8)
EBIT	25.5	6.7	32.2	23.0	2.7	25.7
Net finance costs	(9.6)		(9.6)	(8.7)		(8.7)
Profit before tax	15.9	6.7	22.6	14.3	2.7	17.0
Income tax expense	(4.7)	(1.8) (c)	(6.5)	(4.8)	(0.2)	(5.0)
Net profit after tax	11.2	4.9	16.1	9.5	2.5	12.1

Pro forma financial results have been calculated to exclude the following items (refer Directors' Report dated 14 August 2026 for further detail):

- a. Employee equity incentive expenses represent the cost amortisation of performance rights (long term incentive plan and deferred short term incentive) on issue and the associated payroll tax costs
- b. Transformation project expenses represent non-capital expenditure incurred to enable the future technology platform upgrade of the Group's ERP and POS environments
- c. Tax impact from pro forma adjustments

Pro Forma Income Statement

AASB 16 Transition Impact

\$ million	FY26				FY25			
	Pro Forma FY26	Reversal of AASB 16 Depreciation and Interest	Add Operating Lease Expenses	Pre-AASB 16 FY26	Pro Forma FY25	Reversal of AASB 16 Depreciation and Interest	Add Operating Lease Expenses	Pre-AASB 16 FY25
Sales	556.0			556.0	521.9			521.9
Cost of sales	(326.8)			(326.8)	(312.3)			(312.3)
Gross Profit	229.2			229.2	209.7			209.7
Other income	0.0			0.0	0.8			0.8
Store expenses	(93.7)		(35.1)	(128.8)	(88.4)		(33.4)	(121.8)
Marketing expenses	(13.3)			(13.3)	(11.3)			(11.3)
Warehouse expenses	(9.2)		(3.3)	(12.5)	(9.2)		(3.6)	(12.8)
Administrative expenses	(35.7)		(0.4)	(36.1)	(35.6)		(0.3)	(35.9)
Transformation project expenses	0.0			0.0	–			–
Restructuring costs	(0.9)			(0.9)	(0.4)			(0.4)
EBITDA	76.4		(38.8)	37.6	65.5		(37.3)	28.2
Depreciation and amortisation	(44.2)	31.4		(12.7)	(39.8)	30.6		(9.2)
EBIT	32.2	31.4	(38.8)	24.9	25.7	30.6	(37.3)	19.1
Net finance costs	(9.6)	6.9		(2.7)	(8.7)	6.7		(2.0)
Profit before tax	22.6	38.4	(38.8)	22.2	17.0	37.4	(37.3)	17.1
Income tax expense	(6.5)	(11.5)	11.6	(6.4)	(5.0)	(11.2)	11.2	(5.0)
Net profit after tax	16.1	26.9	(27.1)	15.9	12.1	26.2	(26.1)	12.1

Market opportunity

\$6.3bn ANZ market with significant growth runway

Total market size
By region

\$**5.2**_{Bn}
Australia

\$**1.1**_{Bn}
New Zealand

Our core competency

\$**1.8**_{Bn}
Hard goods
Australia

~23%

Continue to build market
leading position

The opportunity in soft goods

\$**3.4**_{Bn}
Soft goods
Australia

~3%

Strategy to accelerate market share growth; incremental 1% gain equates to ~\$34m revenue.

- Leverage market leadership in hard goods
- Focused private label expansion
- Improved category presentation driving basket growth
- Enhanced digital and omnichannel capability to encourage discovery
- Small format stores focused on higher margin, high-frequency consumables

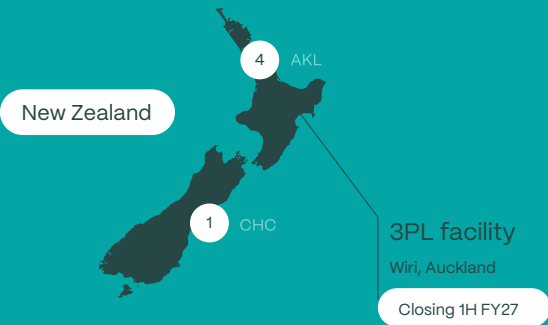
Optimise and grow store network

Expanding the store network into new catchments and meeting more needs of parents through new store formats

- Network plan developed with assistance of third-party demographer. Inputs include ABS spend, market share data, opportunities and cannibalisation
- Network growth is key to building omni-channel customers and growing customer lifetime value
- Critical assessment of opportunities in existing and targeted catchments
- Property lease negotiations: renegotiate leases due to expire with a whole of network lens, exit stores which do not meet benchmark ROIC
- 3 x small format pilots in market, rollout paused as we continue to refine the pilots



Store Support
Centre & National
Distribution Centre
Dandenong South, Victoria



Large format stores deliver great returns

Store of the Future format delivering superior returns

Historical returns from our AU store network

Metro Australia	Mature Metro Stores (>4 yr)					Stores of the Future ²
	FY20	FY22	FY24	FY25	FY26 ¹	
Revenue per store (\$m)	7.8	8.5	7.2	7.7	7.7	10.9
EBITDA per store (\$m)	1.3	1.7	1.0	1.3	1.3	2.4
Store EBITDA margin	17%	20%	14%	17%	17%	22%
Return on Invested Capital	90%	119%	75%	90%	97%	110%

Year 1 sales of \$5m (average)

Regional Australia	Mature Regional Stores (>4 yr)				
	FY20	FY22	FY24	FY25	FY26
Revenue per store (\$m)	4.5	5.6	5.2	5.4	5.5
EBITDA per store (\$m)	0.5	1.0	0.7	0.9	1.0
Store EBITDA margin	12%	18%	13%	16%	17%
Return on Invested Capital	50%	91%	61%	72%	79%

Year 1 sales of \$3.5m (average)

1. Excludes stores closed for refurbishment during the period, as well as permanently closed stores (Bentleigh (Vic) & Hornsby (NSW))

2. Includes the 3 stores opened in FY25 which have now completed a full financial year trade in the Store of the Future format

Table above shows average data for all stores open for 4 or more years.

First New Zealand store opened in August 2022.

- Mature store cohort of 50 metro stores of a total metro network of 61 and regional store cohort of 6 regional stores of a total regional network of 12
- Excluded from FY26 are the 12 metro stores closed for refurbishment as these stores have abnormal sales and costs during the year of closure
- **Our first 3 x Stores of the Future** delivering significantly higher sales, EBITDA, EBITDA margins and returns on invested capital; noting that these are now 3 of our top trading stores

Future new large format store roll out:

- 5 year growth profile to maturity
- AU: 24 large format metro stores targeted to deliver +\$7m in sales (on average) at maturity. Net capital investment of \$1.2m – \$1.8m including PPE and working capital
- AU: 13 large format regional stores targeted to deliver +\$5m in sales (on average) at maturity. Net capital investment of \$0.8m – \$1.2m
- NZ: further +5 large format metro stores in NZ targeted to deliver +\$5m in sales (on average) at maturity

Glossary

Comparable Store Sales Growth	Calculated as a percentage change of the total sales generated from stores (including the online store) in a relevant period, compared to the total sales from the same set of opened stores in the prior financial year, provided the stores were open at the beginning of the prior financial year. Stores that were permanently closed during the year are excluded from the calculation from the date of closure
Cost of Doing Business (CODB)	Includes store, administrative, marketing and warehousing expenses (excluding the impact of AASB 16 depreciation and amortisation) and other income
PLEX	Private Label & Exclusive Products
Exclusive Products	Products sourced by Baby Bunting for sale on an exclusive basis (so that those products can only be purchased in Australia from Baby Bunting stores)
Private Label	Products sold by Baby Bunting under its own brand (Baby Bunting currently markets its private label products under the "4baby", "Bilbi" and "JENGO" brand names)
Return on Funds Employed (ROFE)	ROFE is measured as Net Operating Profit Before Tax (NOPBT) divided by Funds Employed. NOPBT is calculated as statutory profit before tax, after adding back interest on borrowings, deducting interest income and adding back any significant items before tax. Lease related depreciation and interest costs are included in the net operating profit amount. Funds Employed is the sum of the opening balance of shareholders' equity, net debt and significant items after tax that have been excluded from NOPBT. Any final dividend declared in respect of the year prior to the final year of the performance period (but which is paid in that final year), is also excluded from Funds Employed. Opening Funds Employed (rather than closing or average) is used; as returns from any capital deployed during the performance period are mostly delivered in subsequent periods. For example, investments in new store openings and refurbishments materially occur after the first year as the store's sales performance matures after the initial year of opening. However, all of the capital for the new store is deployed in advance of the store commencing trading
Return on Invested Capital (ROIC)	Return on Invested Capital is calculated as store EBITDA (pre AASB 16) divided by end-of-period cumulative store capital expenditure plus end-of-period store net inventory and an allocation of warehouse net inventory based on the number of stores open. Year 1 and Year 2 Return on Invested Capital is based on the first and second full twelve month trading periods that the store has been open
Cash Conversion from Operations	Cash Conversion from Operations (or cash conversion ratio) is calculated as Net Cash Flow from Operating Activities divided by EBITDA (pre AASB 16)
FCCR (fixed charge cover ratio)	pre-AASB 16 normalised EBITDA plus rent / bank interest plus rent. Normalised EBITDA references allowable exclusions from EBITDA that are one-off business simplification costs
Leverage ratio	gross debt / pre-AASB 16 normalised EBITDA