



Announcement Summary

Entity name

THE A2 MILK COMPANY LIMITED

Announcement Type

New announcement

Date of this announcement

Thursday August 20, 2026

The +securities to be quoted are:

+Securities issued, transferred or re-classified as a result of options being exercised or other +convertible securities being converted

Total number of +securities to be quoted

ASX +security code	Security description	Number of +securities to be quoted	Issue date
A2M	ORDINARY FULLY PAID	2,629,656	20/08/2026

Refer to next page for full details of the announcement



Part 1 - Entity and announcement details

1.1 Name of entity

THE A2 MILK COMPANY LIMITED

We (the entity named above) apply for +quotation of the following +securities and agree to the matters set out in Appendix 2A of the ASX Listing Rules.

1.2 Registered number type

ARBN

Registration number

158331965

1.3 ASX issuer code

A2M

1.4 The announcement is

New announcement

1.5 Date of this announcement

20/8/2026



Part 2 - Type of Issue

2.1 The +securities to be quoted are:

+Securities issued, transferred or re-classified as a result of options being exercised or other +convertible securities being converted

2.2 The +class of +securities to be quoted is:

Additional +securities in a class that is already quoted on ASX ("existing class")



Part 3B - number and type of +securities to be quoted (existing class) where issue has not previously been notified to ASX in an Appendix 3B

Existing +securities converting into additional +securities in an existing class**FROM (Existing Class)****ASX +security code and description**

A2MAD : PERFORMANCE RIGHT

TO (Existing Class)**ASX +security code and description**

A2M : ORDINARY FULLY PAID

Please state the number of options that were exercised or other +convertible securities that were converted

2,629,656

The first date the options were exercised or other +convertible securities were converted

20/8/2026

The last date the options were exercised or other +convertible securities were converted

20/8/2026

Is this all of the options or other +convertible securities on issue of that type (ie have all of those options now been exercised or have all of those convertible securities now been converted)?

No

The right of the holder of the options or other +convertible securities to receive the +underlying securities is being satisfied by:

An issue of new +securities

The underlying +securities being received by the holder are:

Intended to be, but are not yet, quoted by ASX

Were the options being exercised or other +convertible securities being converted issued under an +employee incentive scheme?

Yes

Are any of the options being exercised or other +convertible securities being converted held by +key management personnel (KMP) or an +associate?

Yes

Provide details of the KMP or +associates who are exercising options or converting convertible securities

Name of KMP	Name of registered holder	Number of options being exercised or other +convertible securities being converted
David Landt Bortolussi	DMZSK Super Pty Ltd	690,066
Xiao Li	Pacific Custodians Pty Limited	362,741
David Muscat	David Muscat	172,605

Issue date

20/8/2026

Will the +securities to be quoted rank equally in all respects from their issue date with the existing issued +securities in that class?

Yes



Issue details

Number of +securities to be quoted

2,629,656

Are the +securities being issued for a cash consideration?

Yes

In what currency is the cash consideration being paid? What is the issue price per +security?

NZD - New Zealand Dollar

NZD 8.28000000

Any other information the entity wishes to provide about the +securities to be quoted

The cash consideration was paid by the trustee of a2MC Group Employee Share Trust from contributions made by The a2 Milk Company Limited and one of its Australian subsidiaries.

An additional 50,513 performance rights have been exercised through the transfer of 50,513 fully paid ordinary shares previously acquired on-market, as reflected in an Appendix 3G to be lodged after this Appendix 2A.

Part 4 - Issued capital following quotation

Following the quotation of the +securities the subject of this application, the issued capital of the entity will comprise:

The figures in parts 4.1 and 4.2 below are automatically generated and may not reflect the entity's current issued capital if other Appendix 2A, Appendix 3G or Appendix 3H forms are currently with ASX for processing.

4.1 Quoted +securities (total number of each +class of +securities quoted on ASX following the +quotation of the +securities subject of this application)

ASX +security code and description	Total number of +securities on issue
A2M : ORDINARY FULLY PAID	728,055,850

4.2 Unquoted +securities (total number of each +class of +securities issued but not quoted on ASX)

ASX +security code and description	Total number of +securities on issue
A2MAD : PERFORMANCE RIGHT	3,576,884