The a2 Milk Company Limited

2026 ANNUAL MEETING

We pioneer the future of Dairy for good

19 November 2026



Disclaimer

This presentation dated 19 November 2026 provides additional commentary on the financial results for the 12 months ended 30 June 2026 of The a2 Milk Company Limited (the "Company" or "a2MC") and accompanying information released to the market on 17 August 2026. As such, it should be read in conjunction with the explanations and views in those documents.

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Welcome
Pip Greenwood



Directors and management attending Annual Meeting



Pip Greenwood
Director
Chair of Board of Directors



Grant Dempsey
Director



Lain Jager
Director



Kate Mitchell
Director
Chair of Audit & Risk Management Committee



Tonet Rivera
Director



Sandra Yu
Director
Chair of People & Remuneration Committee



David Bortolussi
Managing Director and CEO



David Muscat
Chief Financial Officer

Agenda

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Chair speech
Pip Greenwood



Chair speech and key messages

1. **FY26 performance**
   Solid financial performance despite fourth quarter supply chain disruption

2. **Supply chain transformation**
   Acquisition of a2 Pōkeno and commenced insourcing of *a2 Platinum*™ manufacturing

3. **China growth strategy**
   SAMR approval secured and two new China label products launched in FY27

4. **Innovation**
   Continued product innovation across IMF, Other Nutritionals and Liquid Milk

5. **Capital management**
   $453 million returned to shareholders through ordinary and special dividends



MD & CEO address
David Bortolussi



Solid full year results with significant strategic progress

1. **Delivered FY26 results in line with, or slightly ahead of, updated April guidance with double digit revenue growth**
   - Achieved Infant Milk Formula (IMF) growth of 5% in a flat China IMF market
   - Generated high growth in Other Nutritionals of 42%[1] through innovation in kids, seniors, UHT and supplements
   - Maintained strong Liquid Milk growth of 22% through market share gains in ANZ and USA
2. **Managed supply chain disruption**[2] in 4Q26 which had a material impact on China label IMF product availability, performance and supply chain costs, which impacted 2H26 Group sales and earnings, with recovery actions underway
3. **Continued to ramp up innovation** with new products in recent years contributing over 50% of sales growth in FY26 and significant new product launches planned in 1H27 in IMF, Other Nutritionals and Liquid Milk to support future growth
4. **Advanced supply chain transformation** through divestment of MVM and acquisition of a2 Pōkeno earlier in FY26, with capital investment, capability build, product development and transition initiatives all on track or ahead of plan
5. **Declared $300 million special dividend** while retaining a strong balance sheet to support future growth and declared an increase in full year ordinary dividends with improved payout ratio

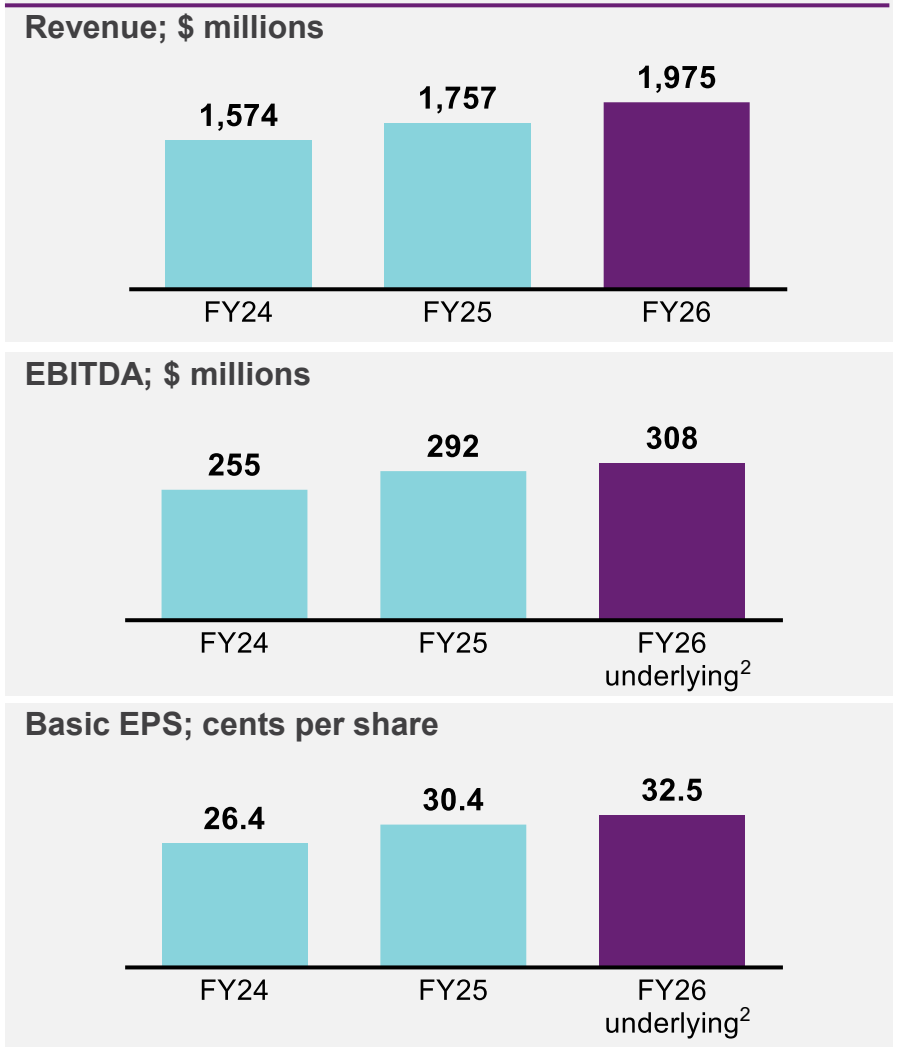
[1] Excludes FY26 a2 Pōkeno external ingredient sales of $23.8 million.
[2] Supply chain disruption refers to the temporary shortfall in a2™ IMF product availability in China in 4Q26, resulting from strong demand in the preceding quarter, air and sea freight constraints, Synlait production backlog, extended product release times due to enhanced testing, and additional customs clearance requirements and testing measures. Refer to separate announcements *Trading, Supply Chain and Outlook Update (13 April 2026)*, *Supply chain and FY26 results update (7 July 2026)* and *FY26 Results Commentary and Outlook (17 August 2026)* for further commentary on 4Q26 supply chain disruption.

Double digit revenue growth, margins impacted by supply chain disruption

Continuing operations[1] (FY26 versus FY25)

- **Revenue** up 12.4% to $1,974.9 million
- **EBITDA** down 2.5% to $284.4 million
  - *Underlying[2] EBITDA up 5.4% to $307.6 million*
- **EBITDA % margin** 14.4% down 2.2ppts
  - *Underlying[2] EBITDA % margin of 15.6%, down 1.0ppts*
- **NPAT** down 5.8% to $207.5 million
  - *Underlying[2] NPAT up 7.0% to $235.8 million*
- Basic **EPS** down -6.0% to 28.6 cents
  - *Underlying[2] basic earnings per share up 6.8% to 32.5 cents*
- **Cash** of $784.5 million with cash conversion of 68%[3]
- Final FY26 **dividend** of 9.5 cents per share declared (~74% full year payout)

Key financials[1]



[1] All references to financials and related metrics are on a continuing operations basis (ie exclude Mataura Valley Milk), unless otherwise stated. Note FY24 continuing operations financials are unaudited.
[2] Underlying results represent the Group's reported results excluding a2 Pōkeno losses which reflect temporarily low production volumes ahead of the *a2 Platinum*™ transition in 1H27 and one-off transformation costs associated with the transaction, separation, integration and transition. a2 Pōkeno's FY26 losses are as follows: EBITDA loss of $23.2 million and NPAT loss of $28.3 million.
[3] Calculated as net cash flow from operating activities before interest and tax divided by EBITDA.

All geographic and product segments in growth

Group performance[1]

Sales up 12.4% with growth from core product portfolio and recent innovation, plus slightly benefiting from FX tailwinds (weakened NZD)

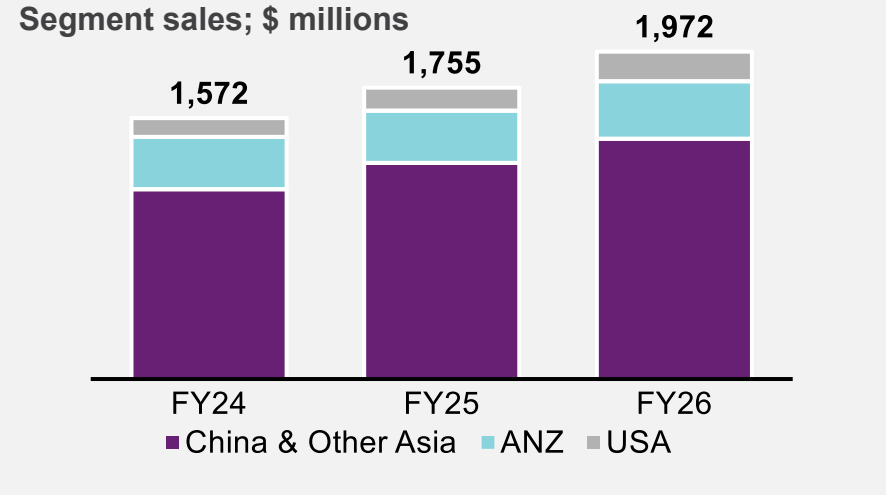
Segment performance

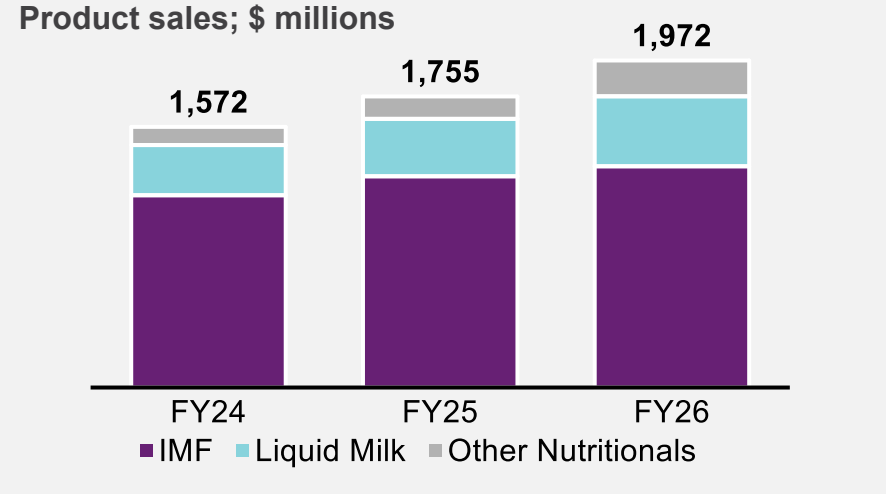
- **China & Other Asia segment** sales up 11.2%, led by English label IMF and Other Nutritionals growth
- **ANZ segment** sales up 10.1% driven by Australian liquid milk growth
- **USA segment** sales up 28.6% due to core and grassfed liquid milk growth

Product performance

- **IMF** sales up 4.7%: English label up 23.2%, China label down 14.0%
- **Liquid Milk** sales in ANZ and USA up 17.2% and 28.9% respectively
- **Other Nutritionals** sales up 59.9% (42.3% excluding a2 Pōkeno)

Segment and product sales[1]





[1] All references to financials and related metrics are on a continuing operations basis (ie exclude Mataura Valley Milk), unless otherwise stated.

Supply chain disruption in 4Q26 resolved but impacted market share

China label IMF supply chain disruption

- *a2 至初*™ in-market product availability during 4Q26 was materially impacted by a number of temporary factors that have been resolved, including:
  - strong demand in the preceding quarter (3Q26)
  - freight challenges (indirectly due to Middle East crisis)
  - Synlait production backlog and extended product release times
  - additional customs clearance requirements and testing measures

a2 至初™ indicative availability in retail channels during 4Q26:

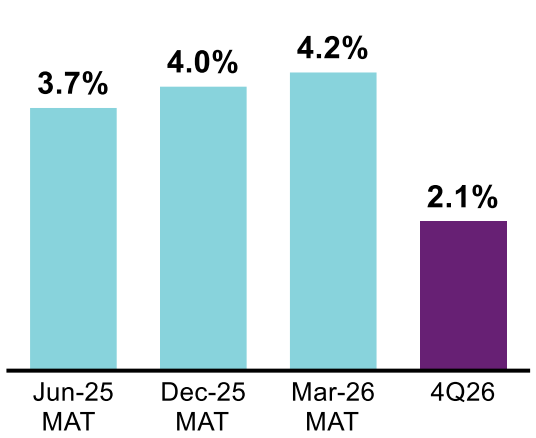
a2 至初™ stages	April 2026	May 2026	June 2026
Stage 1	Largely out of stock		Available from early June
Stage 2	Limited availability		Available from mid June
Stage 3	Limited availability		Available from mid June
Stage 4	Largely out of stock until August		
Kids fortified powder	Available as a substitute to Stages 3 & 4		

a2 至初™ market share impacted in 4Q26

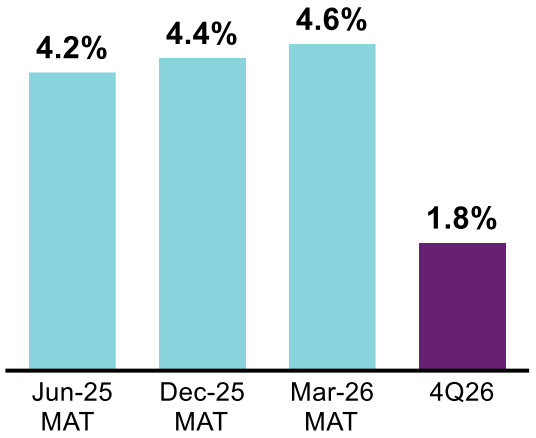
- In-market product availability necessitated a large proportion of existing users to switch to alternative brands as they ran out of pantry stock mainly in June
- China label market share was materially impacted in 4Q26, more than Kantar data indicates (ie Mar-26 MAT 5.6% versus 4Q26 4.3%, refer Nielsen and Smart Path data below which is more indicative)

a2 *至初*™ offline and online market share metrics:

China label share in MBS channel[1]



China label share in DOL channel[2]



[1] Nielsen MBS retail measurement service: mother and baby stores only retail sales (by value).
[2] Smart Path China IMF online market tracking: DOL platform sales (by value).

Actions underway to recover market share progressing

		1Q27	2Q27	3Q27	4Q27
1. Rebuild trust	• Introduce market leading traceability tool with batch-by-batch testing	Completed			
	• Amplify through social media and PR campaigns	Completed			
	• Engage and refine plan with distributors and key retail partners	Completed			
2. Drive recruitment	• Execute past user win back programme supported by gift with purchase				
	• Increase new user recruitment investment and enhance loyalty programme				
3. Support ecosystem	• Maintain stability of distributor ecosystem and trade recommendation				
	• Prioritise and expand distribution in a controlled manner based on productivity				
4. Launch products	• Launch two new China label IMF products	Completed			
	• Collaborate with retail partners to maximise awareness and trial				

Batch-by-batch testing



Xinhua News endorsement



Daddy Lab endorsement



HCP endorsement



Brand investment and careful trade management supporting recovery

Commentary on IMF recovery to date

- Brand sentiment and NPS at prior levels supported by significant investment in integrated marketing
- RED search index for *a2 至初*™ and *a2 Platinum*™ above prior levels in October
- E-commerce search index for *a2*™ brand close to or above prior levels in October
- China label (CL)
  - Estimated total offtake recovered to ~50% of pre-supply disruption levels, up from ~40% in August
  - Increase in RRP widely implemented by the trade, supporting trade ecosystem
  - Stage mix healthy, inventory availability further improved across channels
  - Distribution intentionally constrained to ~2/3 (weighted) of prior levels to support rate of sale at retail
  - MBS recovery strong across national key accounts, particularly in stores with *a2*™ brand ambassadors, with regional and local key account recovery at lower levels. MBS share 2.1% in 1Q27 flat on 4Q26 but up from a Jun-26 low of 1.3%[1]
  - DOL recovery strong across key e-commerce platforms with DOL share 2.5% in 1Q27 up on 4Q26 of 1.8%[2]
  - Two new China label products recently launched at CIIE increasing addressable market at price points in line / above *a2 至初*™
- English label (EL)
  - EL category value down mid single digits in 4Q26 and 1Q27 driven by industry recalls with a shift in early stage users to CL
  - *a2 Platinum*™ sales impacted by category performance, USA label IMF recall in May-26 and in-market transition to new product – sales stabilising with new user recruitment improving
  - Upgraded *a2 Platinum*™ recently launched at CIIE, progressively available in ANZ and China with key marketing campaign in 2H27
  - *a2 Genesis*™ China importation currently requiring parcel shipments from Hong Kong impacting sales

Born to love campaign



[1] Nielsen MBS retail measurement service: mother and baby stores only retail sales (by value).
[2] Smart Path China IMF online market tracking: DOL platform sales (by value).

FY27 Outlook

a2MC's revenue and EBITDA are expected to grow in FY27, supported by increased contribution from product innovation and new markets, continued momentum in Other Nutritionals and Liquid Milk, and a2 Pōkeno profitability improvement, with total IMF sales expected to be broadly similar to FY26.

Whilst a range of outcomes is possible depending on the rate of recovery in IMF, the Company currently expects the following in FY27 compared to FY26 (on a continuing operations basis):

- Revenue growth of mid single digit percent, with 1H27 revenue slightly down on 1H26
- Underlying EBITDA[1] margin percent to be approximately 15%, with 1H27 materially down on 1H26
- Depreciation and amortisation to be approximately $20 million
- Cash conversion to be approximately 70-80%
- Capital expenditure to be approximately $70 million

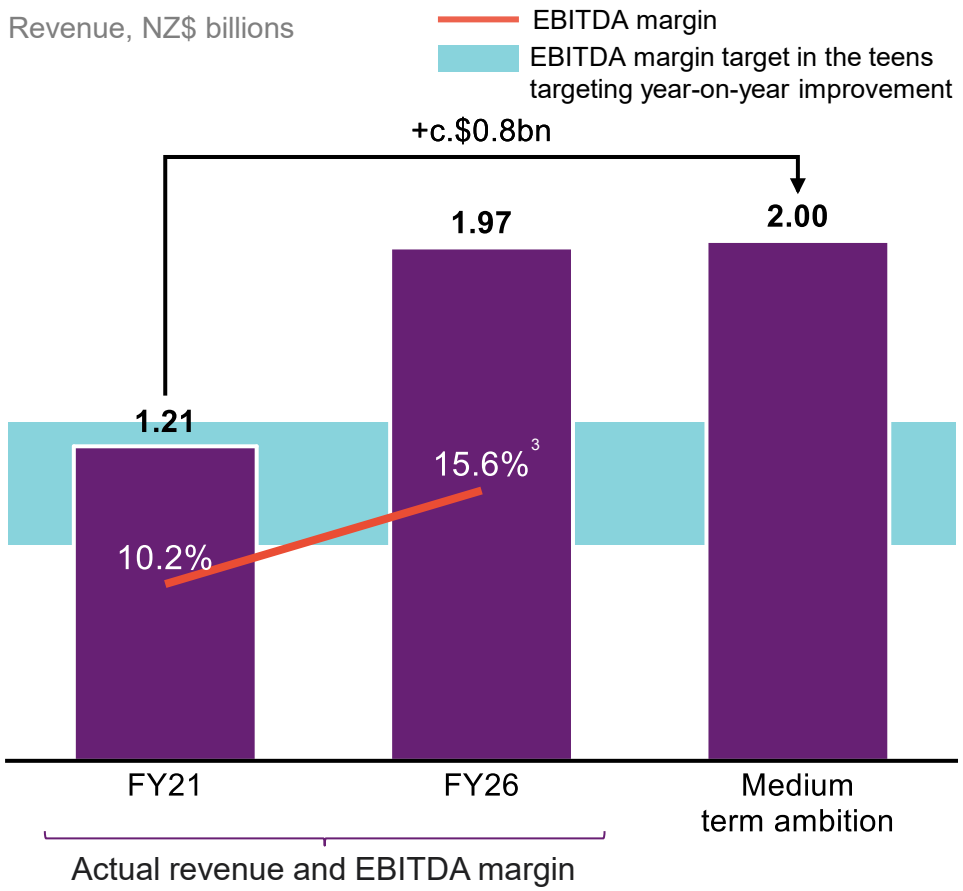
[1] Underlying EBITDA excludes ~$15 million of one-off a2 Pōkeno transformation costs which comprises integration costs (~$5 million) and costs associated with the supply chain and in-market transition of *a2 Platinum*™ (~$10 million).

Strategy remains focused on capturing China IMF potential while ramping up innovation, entering new markets and transforming supply chain

Purpose	**We pioneer the future of Dairy for good**				
Vision	**An A1-free world where Dairy nourishes all people and our planet**				
Goals	**CONSUMERS** Bring the unique benefits of pure and natural *a2 Milk ™* to as many consumers as possible	**PEOPLE** Create a safe, diverse, inclusive and engaging place for our people to thrive, support our farmers and contribute to our communities	**PLANET** Protect our planet and cows, rethink packaging, accelerate our transition to near zero emissions and contribute to nature positive	**SHAREHOLDERS** Create long-term, enduring value for shareholders and maintain a trusted, transparent relationship	
Strategic priorities	**1** **Invest in people and planet leadership** - Invest in our people to enable them to thrive - Take direct action to lead the industry in GHG emissions reduction, farming practices and sustainable packaging	**2** **Capture full potential in China IMF** - Leverage expanded portfolio across more price points - Expand in lower tier cities - Accelerate online growth - Invest in brand strength and leverage across two labels and wider portfolio	**3** **Ramp-up product innovation** - Expand EL and CL IMF product portfolio - Develop Other Nutritionals for kids, adults and seniors - Innovate in liquid milk - Explore other adjacencies	**4** **Enter new markets** - Leverage IMF and other products into new markets - Develop Asia region (esp. SE Asia) plus other markets over time - Adopt in-market distributor / partner model approach	**5** **Transform supply chain** - Execute transformation programme at a2 Pōkeno facility in New Zealand - Develop supply capability and capacity to support innovation and growth, directly and with 3PMs
Enablers	**Quality & Safety**	**Brand strength**	**Science & Innovation**	**Strategic relationships**	
Values	**B** Bold passion	**O** Ownership & agility	**L** Leading constructively	**D** Disruptive thinking	

Expect to achieve $2bn revenue ambition by FY27

Medium-term revenue and EBITDA margin ambition



Areas of planned revenue growth

Market/category	Growth ambition (compared to FY21 to ≥ FY27)[1]	Tracking
China label IMF[2]	$0.4	▲
English label IMF	$0.3	●
China other nutritionals	$0.2	●
Emerging markets	$0.1	●
ANZ	$0.1	●
USA	$0.1	●
Non-specific risk	$(0.4)	
Net growth	**~$0.8bn**	

● On track ▲ Work in progress

Commentary

- The Company expects to achieve its $2 billion revenue ambition by FY27 in line with previously amended plan
- China label IMF impacted by 4Q26 supply chain disruption
- English label IMF on track with high growth over recent years
- Other Nutritionals on track driven by innovation
- Emerging markets growth driven by successful Vietnam roll out, with more new markets to come
- ANZ on track with growth in USA exceeding expectations
- a2 Pōkeno expected to be marginally EBITDA positive in FY27 excluding one off transformation costs

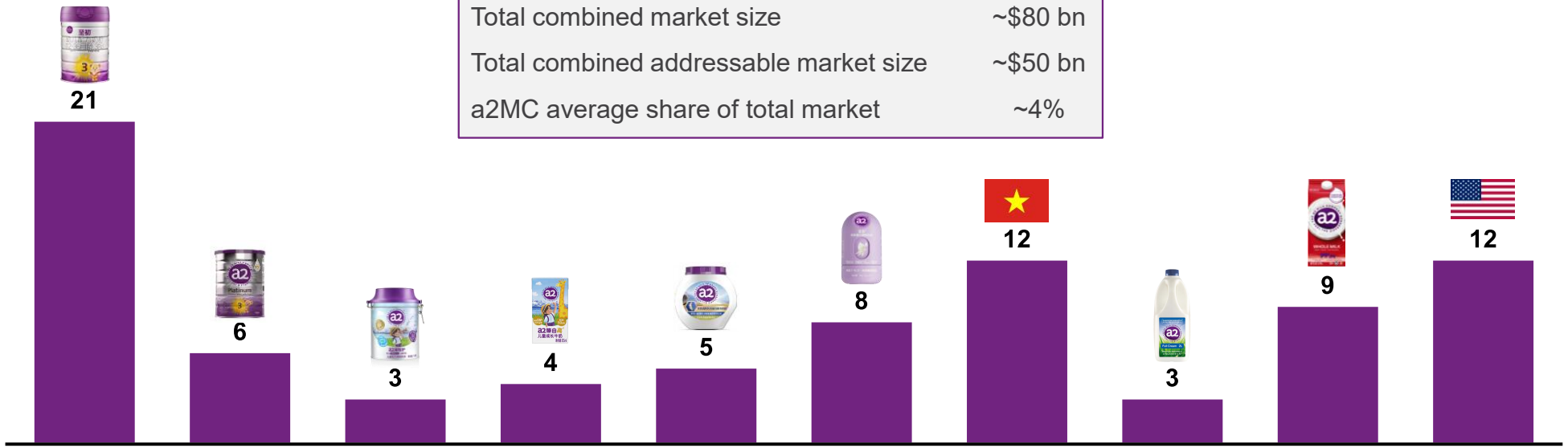
Refer to Investor Day materials communicated to the market on 27 October 2021 for further information on medium-term ambition, strategy, risks and opportunities

[1] Incremental revenue ambition growth bridge from $1.21 billion in FY21 to ~$2.0 billion in ≥ FY27.
[2] Prior to supply disruption, China label IMF LTM to 1H26 was $652 million compared to FY21 of $390 million.
[3] Underlying EBITDA % margin - underlying results represent the Group's reported results excluding a2 Pōkeno losses which reflect temporarily low production volumes ahead of the *a2 Platinum*™ transition in 1H27 and one-off transformation costs associated with the transaction, separation, integration and transition.

Substantial long-term growth opportunities in core business, adjacent categories and new markets beyond FY27

Market/category size; Retail sales value; FY26; $ billions[1]

Total combined market size	~$80 bn
Total combined addressable market size	~$50 bn
a2MC average share of total market	~4%



	China IMF		China Other Nutritionals[2]				EM[3]	ANZ	USA	
Estimated addressable market	75%	100%	30%	45%	20%	60%	30%	60%	100%	60%
a2MC share of total market	~5%	~20%	<3%	~1%	<1%	<1%	<1%	~12%	~3%	0%
a2MC year of launch / entry	FY14	FY14	FY20 (EL) FY25 (CL)	FY20 (Plain) FY26 (Fortified)	FY25	FY26	FY19 (KR) FY24 (VN)	FY07	FY15	FY23
No. of products/markets in FY21	1	1	1	1	0	0	1	1	2	0
No. of products/markets in FY27[4]	3	3	5	3	3	7	4	2	6	Pending[5]

[1] Estimates based on various market data sources and management estimates; subject to rounding.
[2] Not including Adult Milk Powder and Nutrition for Mothers.
[3] IMF categories in Korea, Vietnam, other South East Asia and Middle East.
[4] Including new products expected to be launched in FY27.
[5] New product subject to FDA approval.

Accelerated innovation driving sales growth opportunities

IMF portfolio expansion to ramp up from FY27

Innovation and portfolio expansion has been enabled by internal product development team and investment in a2 Pōkeno and subsequent capital upgrades

FY27 initiatives

- Two new China label products launched in 1H27, targeting lower tier cities and Organic segment
- Significant update to *a2 Platinum*™ formulation and packaging plus an update to *a2 Genesis*™ to improve benefit proposition and competitiveness

Opportunities beyond FY27

- Work is progressing on further enhancing and expanding the IMF portfolio, with upgrades planned for existing China label products, an additional registration at Pōkeno and further expansion of English label range over time

Other Nutritionals innovation expanding growth beyond IMF

Supported by internal capability and a growing network of manufacturing partners, increasing product development capability, speed to market and market share opportunities

FY27 initiatives

- Accelerating growth of recently launched fortified kids and seniors milk powders, and fortified kids UHT
- Expanding highly successful kids milk powder range with new formulations
- Establishing a paediatric supplements platform with China and English label ranges in a large and fast growing market segment

Opportunities beyond FY27

- Maximising growth of existing product ranges with opportunities to further innovate across categories and consumer life stages



Innovation supported by scientific leadership in A1 protein free dairy

More than 25 years of research in A1 protein free dairy underpins a2MC's pioneering category leadership

- Ongoing investment in science and research supports future product innovation, category expansion and long-term competitive differentiation
- More than a dozen clinical studies relating to A1 protein free proposition published in last two years, including independent research undertaken in US, China, Korea and Switzerland, contributing additional insights into gastrointestinal health, microbiome composition and immune response pathways
- Continued to advance beta-casein testing and quality assurance capabilities, supporting product integrity and a2MC's role as category steward

USA Growth Monitoring Study (GMS) completed with significant outcomes



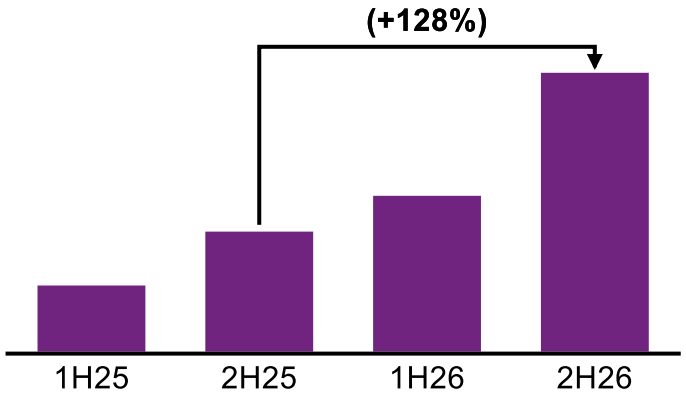
- Key clinical requirement for FDA's New Infant Formula Notification (NIFN) process
- Randomised, double-blind, controlled trial involving **156 healthy full-term infants**
- Formula made with *a2 Milk*™ achieved the primary endpoint, demonstrating **appropriate growth and safety** through 16 weeks
- Secondary analyses showed **6.6% greater length gain** and **6.0% greater weight gain**[1] versus a commercially available conventional infant formula made from milk containing both A1 and A2-type beta casein proteins
- a2MC's formula demonstrated **11% greater weight gain efficiency per gram of protein consumed** compared to the comparator product
- Results presented at the **American Society for Nutrition Annual Meeting, Washington DC** in Jul-26

[1] Length 12.88 vs 12.08 cm, one-sided p-value < 0.05; Weight 3,577.78 vs 3,376.50 grams, one-sided p-value < 0.05.

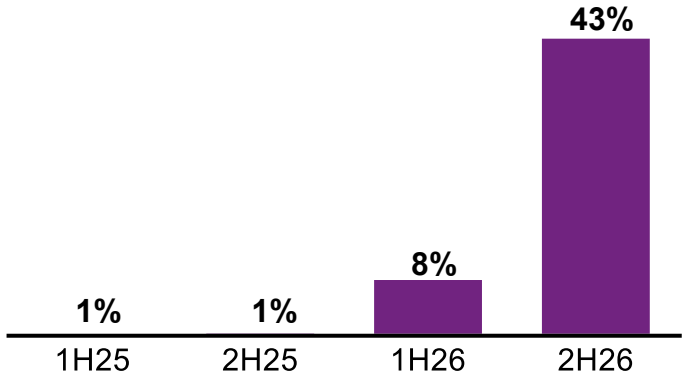
Continuing growth in new markets with Vietnam starting to scale

Strong Vietnam performance

Vietnam net sales revenue



Infant formula weighted distribution[1]



Growing awareness and distribution

- Strengthened *a2*™ brand awareness through digital campaigns, science seminars and exhibitions
- Expanded distribution to >3,500 MBS stores, including broader *a2 Platinum*™ distribution in major retailer Concung and *a2 Gentle Gold*™ expansion into lower tier cities









Emerging markets future potential

Vietnam

- Further distribution expansion of *a2 Platinum*™ in major retailers and of *a2 Gentle Gold*™ in lower tier cities
- Launch *a2 Genesis*™ in ultra premium segment through major retailers in top tier cities in 1H27

South-East Asia

- Launch *a2 Genesis*™ in Singapore retail / online channels in 1H27
- Launch IMF in Indonesia in 2H27 (subject to registration)
- Expand Other Nutritionals portfolio in Philippines and Malaysia (commenced Philippines UHT sales in FY26)

Middle East

- Progressing work on formulation for infant formula launch in Saudi Arabia and UAE

[1] Nielsen MBS retail measurement service: mother and baby stores only retail sales (by value) and Weighted Distribution % (MAT basis).

Supply chain transformation substantially progressed at a2 Pōkeno

a2 Pōkeno to unlock significant value, with progress on track

The Company successfully completed the acquisition of a2 Pōkeno, a world class nutritional facility, and divestment of MVM, as announced in August 2025[1]. The acquisition significantly increases control over a2MC's supply chain, increases capacity and capability, and delivers strong financial returns over time

Post acquisition progress

- Secured experienced manufacturing talent, more than doubling the a2 Pōkeno team since acquisition
- Delivered against capital investment programme, on time and on budget, optimising the site's world class IMF capabilities. Building production capability and ensuring future regulatory compliance with $51.6 million spent in FY26 out of ~$100 million multi-year capital investment programme
- Secured registration amendments for two new China label products

FY27 progress

- Two new China label products launched recently, expanding the current product portfolio from a single product
- *a2 Platinum*™ insourcing from Synlait during 1H27 well advanced with Synlait production expected to cease in December
- Expected to be marginally EBITDA positive in FY27 excluding one off transformation costs





[1] Refer to a2MC's market announcements on 18 August 2025.

Continued investment in making planet positive progress

- Commenced work to **convert gas-fired boiler at a2 Pōkeno** to an electrode boiler, advancing progress towards the Company's Scope 1 & 2 net zero target by 2030
- Established **on farm data collection approaches** across New Zealand, Australian and USA farms to increase the accuracy of Scope 3 emissions reporting and start to track reductions over time
- Awarded 27 new projects through the ***a2*™ Farm Sustainability Fund** totaling more than NZ$800,000 in FY26, extending funding to farms supplying A1 protein free milk to the a2 Pōkeno site
- **Methane reduction strategy** developed, incorporating consumer and farmer insights
- Commenced development of an **Environmental Management System** for use across the Company's manufacturing facilities to track environmental impacts
- Continued to invest in and engage in potential on-farm emissions reductions solutions through shareholding in **AgriZero^{NZ}**, a partnership between the New Zealand Government and major agribusiness companies to reduce on farm biogenic methane and nitrous oxide emissions
- **Updated climate scenario analysis and transition plan** to inform business strategy and resilience



a2™ FARM SUSTAINABILITY FUND

AgriZero^{NZ}
Powering zero emissions agriculture

Formal business
Pip Greenwood



Notice of Meeting and voting instructions



BUSINESS

A. Welcome

B. Chair speech

C. Managing Director and Chief Executive Officer address

D. Resolutions

To consider and, if thought fit, to pass the following resolutions as ordinary resolutions of the Company.

1. **Auditor's fees and expenses**: That the Directors of the Company be authorised to fix the fees and expenses of the Company's auditor, Ernst & Young, for the ensuing year.

(See Explanatory Note 1)

2. **Re-election of Director**: That Kate Mitchell (Chair of the Audit and Risk Management Committee) be re-elected as a Director of the Company.

(See Explanatory Note 2)

3. **Grant of performance rights (Rights) to David Bortolussi, Managing Director and Chief Executive Officer**: That on an advisory basis and for the purpose of ASX Listing Rule 10.14 and all other purposes, the acquisition of 466,855 Rights by the Company's Managing Director and Chief Executive Officer, David Bortolussi, or an associate named in the Notice of Meeting, by grant under the Company's Long-Term Incentive (**LTI**) Plan be approved.

(See Explanatory Note 3)

Note: A voting exclusion applies to this resolution.

The resolutions above are ordinary resolutions and, to be passed, require the approval of more than 50% of the votes of those shareholders entitled to vote and voting (in person, virtually, by postal vote or by proxy) on the resolutions.

For more information on the resolutions, please see the Explanatory Notes section of this notice.

E. Questions

To consider any shareholder questions raised prior to or during the Annual Meeting.

By order of the Board of Directors of The a2 Milk Company Limited

Pip Greenwood
Chair

21 October 2026

Resolution 1

Auditor’s fees and expenses



Resolution 2

Re-election of Director Kate Mitchell



Resolution 3

Grant of Rights to David Bortolussi, Managing Director & CEO



Polls



Questions



Close
Pip Greenwood



Appendix



a2MC glossary of terms

Acronym	Meaning
3PMs	Third party manufacturers
a2MC	The a2 Milk Company Limited
ANZ	Australia and New Zealand
CL	China label
DOL	Domestic online channel
EBITDA	Earnings before interest, taxes, depreciation and amortisation
EL	English label
EPS	Earnings per share
FDA	Food & Drug Administration
FX	Foreign exchange
FY	Financial year
GHG	Greenhouse gas
IMF	Infant milk formula (Stage 1-4)
LTM	Last twelve months

Acronym	Meaning
MAT	Moving annual total
MBS	Mother & baby stores
MVM	Mataura Valley Milk Limited
NPAT	Net profit after tax
NPS	Net promoter score
NZD / NZ$	New Zealand Dollar
O2O	Offline to online
PR	Public relations
RED	Little Red Book
RRP	Recommended retail price
UAE	United Arab Emirates
UHT	Ultra high temperature treated milk
USA	United States of America





www.thea2milkcompany.com