Bubs Australia Limited
ACN 060 094 742
23-29 Nina Link, Dandenong South
VIC 3175 Australia

1800 2827 2878 (1800 BUBS AUST)
info@bubsaustralia.com

ASX ANNOUNCEMENT

2026 ANNUAL GENERAL MEETING – CHAIR AND CEO ADDRESS

18 November 2026, Melbourne: Bubs Australia Limited (ASX:BUB) ("**Bubs**" or "**the Company**") attaches the CHAIR and CEO Address to be delivered at this morning's Annual General Meeting.

Authorised for release by the Company Secretary of Bubs Australia Limited.

END

Shareholder enquiries

Adrian Mulcahy

adrian.mulcahy@automicgroup.com.au

+61 438 630 422

Media enquiries

Georgina Freeman

georgina.freeman@automicgroup.com.au

+61 401 684 722

ABOUT BUBS AUSTRALIA LIMITED (ASX: BUB)

Bubs Australia (ASX: BUB) is a leading infant nutrition company committed to providing premium-quality products that support the health and wellbeing of babies worldwide. Founded in 2006, Bubs has built a reputation for innovation and excellence, offering a range of organic and specialty infant formulas, including goat milk and grass-fed options. With a strong presence in Australia, the United States and growing international markets, including China, Bubs is dedicated to delivering trusted nutrition backed by rigorous quality standards. For more information, visit www.bubsaustralia.com or our social media channels.

Consumer Website: **bubsaustralia.com**

Investor Centre: **investor.bubsaustralia.com**

Bubs Australia Limited

Chair's Address — Annual General Meeting

Melbourne | 18 November 2026

Paul Jensen, Chair

Before we move to the formal business of today's meeting, our CEO, Joe Coote, and I would like to address shareholders on the Company's progress in 2026 and our strategic objectives.

I would also like to introduce Pascal De Petrini and Lori Tauber Marcus, who joined the Board during FY26. We are pleased to welcome them to their first Bubs AGM.

At last year's AGM, I spoke about the importance of investing in the business to ensure we had the people, financial resources and operational disciplines to realise Bubs' potential as an international premium infant nutrition company. I also spoke about strengthening our governance, building a high-performance team and culture, and improving the alignment of our strategic, financial and operational planning.

These remain central to our agenda.

Over the past twelve months, we have made important progress. We have substantially strengthened the Board, continued to develop our management capability, refined our strategy and expanded our presence in the United States. Most significantly, we have secured permanent FDA authorisation for our three infant formula products, establishing a long-term platform in our largest market.

However, it has not been a straightforward year. We have managed significant industry disruption, higher costs and pressure on our financial performance. While we should recognise the progress made, we must also be clear about the work still required to translate that progress into sustainable earnings, cash flow and shareholder value.

Reflecting on FY26

For the year ended 30 June 2026, Bubs delivered revenue of $111.9 million, an increase of 9.2%. Our United States business grew revenue by 24% to $65.8 million, reinforcing its importance as the Company's principal growth market.

Our reported financial performance, however, reflected the considerable cost of navigating a difficult operating environment. We recorded a reported EBITDA loss of $1.8 million and a net loss after tax of $4.6 million. Gross margin declined to 39.8%. These outcomes reflected, among other factors, airfreight expenditure, additional US tariff costs and the costs associated with the industry's regulatory reset.

These costs were real. They affected our margins, consumed cash and reduced the financial benefit of our revenue growth.

It is important to look beneath these reported results to the underlying performance of the business. On an underlying basis, Bubs delivered EBITDA of $5.3 million for FY26, a significant improvement on the prior year. The difference between the underlying and reported results reflects the significant costs

incurred during the year, principally airfreight, United States tariffs and the global industry regulatory reset.

The underlying result demonstrates the fundamental strength and earnings capacity of the business, and the improvement on FY25 reflects the progress made as our presence in the United States has expanded.

During the year, we incurred approximately $3.0 million in airfreight expenditure to support product availability in the United States. Keeping retail shelves stocked was important to meeting consumer demand and supporting our retail relationships. Nevertheless, airfreight is an expensive way to service that market and is not a substitute for effective inventory and supply-chain planning.

At last year's AGM, I acknowledged that our earlier underinvestment in inventory had consequences. That experience reinforced the importance of balancing working-capital discipline with the inventory required to reliably supply an international business.

During FY26, we invested substantially in rebuilding inventory to an appropriate level for a business of our size. The task now is to convert that investment into sales and cash, while continuing to improve forecasting, stock allocation and supply-chain efficiency.

The second half also saw a significant increase in the impact of United States tariffs. Total tariff costs increased from approximately $0.3 million in the first half to $2.3 million in the second half, placing further pressure on margins.

We cannot control international trade policy. We can, however, control how we respond: through disciplined sourcing, supply-chain planning, pricing decisions and the careful allocation of capital.

In addition to the airfreight and US tariff expense, the cost of the regulatory reset for Bubs was substantial at $3.9 million.

Shareholder value

Before turning to our strategic progress, I want to acknowledge the concerns shareholders have raised about Bubs' share-price performance and our financial position, as well as about governance, remuneration and accountability.

These are matters the Board takes seriously, and I wish to establish the context in which the Board approaches them.

Let me start with the share price.

The performance of Bubs' share price has been disappointing. We understand the frustration of shareholders who have continued to support the Company and have yet to see our strategic progress reflected in our share price.

I wish to reaffirm that our share-price performance is an important area of focus for the Board. We do not regard the achievement of operational or regulatory milestones as sufficient if, over time, they do not translate into sustainable financial performance and, ultimately, shareholder returns.

At a recent share price of approximately [8] cents, Bubs is trading well below the consensus price target of the four brokers covering the Company. The Board believes that the value of the business, if we

execute our strategy successfully, is considerably greater than the broker consensus assessment.

Managing Bubs to maximise its potential value requires a medium-term focus and it also requires investment if we are to capture the market share and the value available in our largest market, the United States.

There is execution risk in achieving this and the risk is mitigated first and foremost by the quality of our executive leadership team, led by Joe, and by the recent strengthening of the Board, which provides experienced oversight of governance practices, the Company's strategy and financial management discipline.

Ultimately, the market will form its own view, and it is our responsibility to demonstrate the value of the business through performance and our communication of this performance to investors.

During the year, we have worked hard to communicate clearly with shareholders and prospective investors through our ASX announcements, results presentations and engagement with the investment community. We have sought specialist investor relations advice to assist us in explaining our strategy, performance and investment proposition, and we continue to work closely with the Automic Group to achieve this.

We are clear that effective communication and consistent delivery against our commitments are both essential for our share price to reflect the underlying value of our business.

The Board's conviction in Bubs rests on the combination of strong governance practices, a clear and articulated strategy, and disciplined financial management. These are standards we are committed to.

Strong governance requires constructive challenge, effective oversight and accountability. A clear strategy requires choices about where we compete and how we allocate resources. Financial discipline requires us to confront constraints early and ensure our ambitions are matched by our capacity to fund them.

In that regard, I wish to be candid about our balance sheet.

We recognise the need to build greater financial capacity to support this momentum, and we are focused on strengthening our financial foundations to match the opportunities before us.

Rebuilding inventory, managing industry disruption and supporting our expanded retail presence have required a substantial investment in working capital. The strong sales growth we are now experiencing also places demands on our financial resources.

The Board continues to assess the full range of financing options available to the Company. Each option is assessed against its purpose, cost, terms and consequences for existing shareholders.

Our focus is on ensuring that the growth we are now achieving is financed responsibly and that it is converted into shareholder value.

Product quality and trust

The global infant formula industry faced significant quality issues and associated regulatory changes during the second half of the year.

Our management team responded by managing additional regulatory requirements, testing and market-access processes. This work affected product availability and trading in some markets and resulted in significant additional costs. Maintaining momentum in the United States was prioritised and, unfortunately, this resulted in product shortages in some of our other markets. The FY26 regulatory reset cost the business approximately $3.9 million, with residual impacts continuing into the September quarter.

I would like to acknowledge the team's commitment in managing these challenges.

For Bubs, the principle remains unchanged: product quality is non-negotiable.

Parents place enormous trust in an infant nutrition company. That trust must be earned through the quality of our products, the strength of our systems and the conduct of our people. It must never be compromised by a sales target, a production deadline or a short-term financial objective.

The Board expects quality and regulatory compliance to remain at the centre of our decision-making as the business grows.

Permanent access to the United States

In September 2026, Bubs secured permanent FDA authorisation for Bubs Goat, Bubs 365 Day Grass Fed and Bubs Essential infant formula products, providing permanent access to our largest market. This was a transformational milestone, achieved through a process spanning four years.

At last year's AGM, this remained an important objective. Today, it is an achievement we can recognise with considerable pride.

I would particularly like to acknowledge Richard Paine and the broader team who contributed to this outcome. Their technical expertise, persistence and commitment have established an important strategic asset for the Company.

Permanent authorisation provides the regulatory foundation for Bubs' long-term participation in the United States infant formula market and strengthens our ability to plan, invest and develop the business with confidence. It places Bubs among a limited group of non-US manufacturers authorised to supply this market.

Strengthening governance

Over the past year, we have significantly strengthened the Board's skills and international experience through the appointments of Pascal and Lori.

Pascal brings more than three decades of international food, dairy and infant nutrition experience, including senior leadership roles with Danone and Fonterra. His understanding of the industry extends across supply chains, product quality, regulatory frameworks and the development of businesses in complex international markets. Pascal chairs our Audit and Risk Committee.

Lori brings deep United States consumer-market knowledge and more than thirty years of senior marketing experience across fast-moving consumer goods, retail and consumer businesses. Her career includes senior roles at PepsiCo and Keurig, together with substantial listed-company board experience in the United States. Lori chairs our Nomination and Remuneration Committee.

Their skills are directly relevant to the opportunities and risks before us: operating in international markets, building trusted brands, improving commercial execution, managing a complex dairy supply chain and developing a high-performing organisation.

Good governance means having the right leadership team, making sound decisions, setting clear accountabilities and overseeing performance and risk with discipline.

As Chair, my focus is on ensuring that the Board provides clear strategic direction, tests management's assumptions and maintains appropriate oversight of capital, liquidity, product quality and execution.

Developing our people and culture

Our people remain our greatest resource.

Joe joined Bubs in July 2025, and under his leadership we have continued to strengthen the management team and develop the capability required to operate across international markets.

Our United States team was strengthened by the appointment of Jasmin Manner as President, USA, in September 2025, followed shortly by Annie Chen's appointment as Global Chief Marketing Officer. Both are based in our Los Angeles office.

The appointment of Chris Rowe as Chief Financial Officer in July 2026 added deep financial, operational and international dairy industry experience, particularly in the United States. Chris is currently based in Melbourne and is expected to relocate to the United States in 2027.

However, building a high-performance business is about more than appointing experienced individuals. It requires a team that works to a common plan, understands its responsibilities and is accountable for delivery. It requires transparency when performance falls short, a willingness to address difficult issues early and the discipline to learn from experience.

We want our people to move with purpose, collaborate across markets and take ownership of outcomes, and to understand that sustainable performance includes product quality, customer service, cash management and responsible risk-taking.

During FY26, the new executive leadership team managed a severely constrained opening inventory position, a rapidly expanding United States presence, the imposition of US tariffs and a global infant formula regulatory reset and achieved important strategic milestones. However, the Company did not meet the financial performance threshold for short-term incentives, and no STI awards were made for FY26.

Continuing to build that team and culture will remain a major priority in FY27.

Strategy and the United States opportunity

We have further developed our strategy around three priorities: activating our brands and engaging consumers; building a winning product portfolio; and connecting the business from farm to formula. These priorities are supported by business transformation, investment in product innovation, strategic partnerships and a performance culture.

For the Board, the importance of this framework is that it connects our market opportunity with the capabilities required to deliver it.

The United States remains our principal strategic opportunity. It is a large market with an attractive premium segment, significant barriers to entry and the potential to support attractive margins. Our permanent FDA authorisation established brand and distribution footprint provide a strong foundation from which to compete.

Our products are available through major United States retailers, including Walmart, Target and CVS, as well as online through Amazon and Walmart.com. Our physical distribution footprint now extends to more than 12,000 stores across all 50 states. We will continue to selectively grow our distribution partnerships in FY27.

That distribution represents substantial progress, but the next phase is not simply about adding more stores.

Our immediate focus is on increasing store velocity — in straightforward terms, selling more product through each store in which we are already ranged.

That will require increased investment in consumer marketing, strong retail execution, reliable product availability and a clear proposition that gives parents confidence in choosing Bubs. We anticipate increased advertising and promotional expenditure in FY27.

We are encouraged by the momentum building in the United States and pleased with our performance in FY27 to date.

While the United States is our priority, we will continue to manage our other markets carefully, allocating resources according to their strategic role, performance and potential returns.

Refreshed brand for the next phase of growth

Since her arrival, Annie Chen has led a significant investment in a global brand refresh.

We expect to launch the refreshed brand in the quarter ending June 2027. It will give us a contemporary and distinctive brand that is relevant to young mothers and will support the next phase of our development in the United States and our other markets.

Priorities for FY27

As we look ahead, our priorities are clear:

- Governance: strengthen risk oversight as the scale and international complexity of the business increase.
- People: build a high-performance management team and culture with clear accountability for delivery.
- Execution: increase United States store velocity and convert our expanded retail presence into profitable growth.
- Financial discipline: manage liquidity and working capital carefully, improve cash conversion and ensure the pace of investment is matched by our financing capacity.
- Quality: protect the product quality and consumer trust on which the business depends.

We have made substantial progress in establishing the platform for Bubs' next stage of growth. Our task now is execution.

Closing

I would like to thank my fellow directors for their contribution and constructive engagement throughout the year.

I also thank Joe, the leadership team and all our employees for their commitment through a demanding period, and acknowledge our farmers, suppliers, retail partners and other business partners.

To our shareholders, thank you for your continued support. We recognise your disappointment with the share-price performance, and we are committed to maintaining strong governance practices, having a clear and articulated strategy and maintaining financial discipline.

We believe the business has substantially greater value than is reflected in the current market price, and we are committed to substantiating that belief through disciplined execution of our strategy.

Our focus is now to deliver consistently on that foundation.

Thank you.

Joe Coote – CEO Address

CEO Address

Thank you, Paul, and good morning, everyone. It's a pleasure to be with you, whether you're here in the room or joining online.

FY26 was a year of two halves. We continued to grow through some significant headwinds and made deliberate investments to set Bubs up for its next phase of growth.

I'll take you through our strategic progress and FY26 results, before turning to the USA opportunity and what we expect for FY27.

Growth strategy coming to life

I want to start with our purpose, because it shaped both how we grew in FY26 and where we chose to invest when the year became more challenging.

When a family chooses Bubs, they place enormous trust in us. For some babies, our formula is their sole source of nutrition. That's a responsibility our team takes seriously. It guides how we work with our farmers, engage with regulators like the FDA, and support our retail partners to make sure our formula is on shelf when families need it.

You can see that purpose reflected in two parts of our FY26 result.

Firstly, growth. From our Australian beginnings, we've built a business that generated almost $112 million in revenue in FY26. Our USA business is now more than three times the size of our Australian business.

Secondly, the investment decisions we made. In the first half, we incurred additional costs to keep our products on shelf and maintain supply for families who rely on us. In the second half, we invested further as regulatory expectations shifted across the industry. Those decisions affected our FY26 result, but they also helped protect the trust that underpins our growth.

Our strategic pillars give us a clear way to deliver that purpose.

The first, Activate Brand and Consumer, is about making sure families know us, trust us and can find our products where they shop.

The second, Build a Winning Portfolio, is about having the right range, innovation and partners to meet families' needs in each market we serve.

The third, Connect Farm to Formula, is about the integrity of our supply chain, from our Australian farmers through to manufacturing and the shelf.

Supporting these pillars are four enablers and our values. They guide how we work and make decisions, particularly in a challenging year when we had to make some hard choices.

I'll provide updates on our strategic initiatives later in this presentation, including what we have delivered and what is still in progress.

FY26 financial performance

Turning to the FY26 numbers, we delivered revenue of $111.9 million, up 9%, with the USA growing 24%. Gross margin was 39.8%, underlying EBITDA was $5.3 million, and we reported an EBITDA loss of $1.8 million.

That growth came despite significant disruptions. We managed tariffs, which cost $0.3 million in the first half and $2.3 million in the second. The regulatory reset added a further $3.9 million in costs in the second half. We worked through those regulatory changes while making some difficult decisions about how we allocated supply across our markets. We prioritised the USA as our key growth market.

We also invested to support future growth. Inventory increased from $20.1 million to $36.3 million. To protect service, we used air freight. That cost $1.9 million in the first half and $1.1 million in the second. We also strengthened our capability, adding about $1 million in costs year on year, and increased marketing investment by 21%.

We funded the inventory rebuild through cash and our bank facilities. At the end of June, we had $10 million drawn under our $20 million bank facilities and a cash balance of $9.4 million. Net working capital represented 31.7% of sales, reflecting the investment in inventory.

We now have the stock and capability to support growth. The priority is to convert that investment into sales, while managing cash and the balance sheet carefully.

Performance by market

The USA led the year with $65.8 million in revenue, up 24%. During FY26, we expanded our national distribution to more than 10,000 stores across 50 states, increased our digital and in-store marketing, and launched at Sam's Club.

China delivered $21.4 million in revenue, flat on the prior year. Consumer demand remained healthy and inventory normalised. We expanded our online-to-offline distribution to more than 1,800 stores, including entry into KidsWant. The regulatory reset is nearing completion, and product flows are normalising.

Australia delivered $18.3 million in revenue, down 7%. Spending pressures and supply constraints affected performance. We increased marketing in the second half and added 120 Woolworths stores to support recovery. Those are important steps, but we need to see further improvement.

Rest of world revenue was $6.4 million, down 25%. Regulatory changes disrupted trading in Vietnam and Singapore, while prioritising inventory for other markets limited supply in Japan.

These results largely reflect supply constraints and timing, rather than underlying consumer demand. Our focus is on improving product availability, supporting recovery and building on the growth in the USA.

Five years into the USA growth strategy

Five years ago, we made a clear decision to back the USA. The chart shows how far we have come: sales grew from $8.1 million in FY22 to $65.8 million in FY26. That is a 4-year CAGR of 52%.

That growth has been driven by expanding national distribution and strong demand for premium

infant formula. We now have more than 12,000 distribution points across more than 20 major retailers.

American parents choose Bubs for our gentle formulations for sensitive tummies, clean-label ingredients they can trust and Australian provenance and quality. Our national footprint means more families can find our products where they shop.

The milestone I'm proudest of came in September 2026, when we secured permanent FDA authorisation. It gives us long-term access to the USA, one of the world's largest infant formula markets.

USA positioned for the next phase

Four points explain why we're confident about the USA.

First, the inflection point. Permanent FDA authorisation for three infant formula products secures long-term access and gives us a platform to expand our portfolio.

Second, we have a scaled platform. We've built a national distribution and grown USA revenue by 24% in FY26 to $65.8 million. There is significant room to lift sales per store.

Third, a premium right to win. Our goat and clean-label formulations, together with our Australian provenance, resonate with parents. We also have spare supply capacity to support branded growth and private-label opportunities.

Fourth, a clear value-creation plan. We're investing behind consumer demand and retail execution, refreshing the brand and core range, and pursuing growth through innovation, new markets and private label.

The platform is built. Our job now is to turn scarce FDA access, USA scale and global brand strength into profitable growth and long-term shareholder value.

Transformation momentum with disciplined focus

This slide tracks our progress against the strategy. It shows what we've delivered and what is still in progress.

On Activate Brand and Consumer, digital investment is lifting brand awareness and our global brand refresh is under way.

On Build a Winning Portfolio, we've broadened our channel partnerships and confirmed our innovation pipeline priorities. USA private label is in progress.

On Connect Farm to Formula, we've delivered $1.15 million in logistics and manufacturing savings. These are practical changes, including how we pack export containers and reducing steps in manufacturing. We also extended our goat herds by more than 70% year on year, supporting future supply. We're also evaluating options to expand production capacity across our global network.

Our enablers are stronger operating platforms, integrated business planning, and AI adoption to drive efficiencies.

We are being disciplined about where we invest, focusing on the priorities that will contribute most to growth.

USA momentum and outlook

Turning to current trading, USA momentum has carried into FY27. Circana scan sales, which show what consumers are buying at the register, increased 46.5% on the prior corresponding period. It was a record first quarter, with scan sales also up 10.6% on the fourth quarter of FY26.

Our USA footprint now extends to more than 12,000 stores, over 300% more than a year ago. The focus is on growing sales through that footprint, particularly while premium natural infant formula is scaling.

For FY27, we expect accelerating USA sales growth, with group sales weighted to the second half and improving gross margins.

We'll make targeted investment in USA advertising and promotion to capture consumer demand and support growth over the medium to longer term.

I want to thank our team, our partners and you, our shareholders, for your support. I look forward to your questions later in the meeting.