



# TREASURY WINE ESTATES

4 June 2026

**ASX ANNOUNCEMENT**

## **TWE 2026 Investor Day**

Enclosed are the materials to be presented at the Treasury Wine Estates (TWE) 2026 Investor Day. Included within the materials are key updates with respect to the Company's financial outlook, future state brand portfolio, supply chain transformation, and strategic and operational review of the Americas business.

### **Investor Day Webcast**

Treasury Wine Estates will host an investor and analyst webcast commencing at 9:00am AEST on 4 June 2026. A link to register is provided below. A replay of the presentation will also be available on the website [www.tweglobal.com](http://www.tweglobal.com) from approximately 5:00pm AEST.

### **Webcast registration**

<https://edge.media-server.com/mmc/p/f9h93kjs>

For the purposes of ASX Listing Rule 15.5, TWE confirms that this document has been authorised for release to the market by the Board.

### **Contacts:**

#### **Media**

Mel Ward

Tel: +61 3 8533 3915

Mob: +61 437 959 228

#### **Investors**

Bijan Taghian

Tel: +61 3 8533 3568

Mob: +61 433 173 664



# *Treasury Wine Estates*



INVESTOR  
DAY

4 June 2026

# Important information

This presentation is in summary form and is not necessarily complete. It should be read together with the Company's Annual Report for 30 June 2025 including the Appendix 4E, the Appendix 4D and 2026 Interim Results, and other announcements lodged with the Australian Securities Exchange, which are available at [www.asx.com.au](http://www.asx.com.au).

This presentation contains information that is based on projected and/or estimated expectations, assumptions or outcomes. Forward looking statements are subject to a range of risk factors. The Company cautions against reliance on any forward-looking statements, particularly in light of:

- Changing consumer preferences and consumption occasions in the Company's key markets;
- Changes in economic conditions which impact consumer demand;
- The current changes to US distribution arrangements;
- Changes to TWE's production cost base, including impact of inflation and tariffs/charges;
- Foreign exchange rate impacts, given the global nature of the business;
- Vintage variations; and
- The Company's continuing exposure to geopolitical risks, including the impacts of the Middle East conflict.

While the Company has prepared this information with due care based on its current knowledge and understanding and in good faith, there are risks, uncertainties and other factors beyond the Company's control which could cause results to differ from projections. The Company will not be liable for the accuracy of the information, nor any differences between the information provided and actual outcomes, and it reserves the right to change its projections. The Company undertakes no obligation to update any forward-looking statement after the date of this presentation, subject to disclosure obligations.

# Presenting Today



**Sam Fischer**  
Chief Executive  
Officer



**Tom King**  
Chief Commercial  
Officer



**Kristy Keyte**  
Chief Marketing  
& Innovation Officer



**Jack Wu**  
Managing Director  
Greater China



**Ben Dollard**  
President  
Americas



**Angus Lilley**  
Managing Director  
ANZ & Europe



**Kerrin Petty**  
Chief Supply &  
Sustainability Officer



**Justin Pipito**  
Interim Chief Financial  
Officer

# Today's agenda

9:00 - 9:30	The future TWE   Sam Fischer
9:30 - 9:45	Transforming how we operate   Tom King
9:45 - 10:00	Building iconic brands   Kristy Keyte
10:00 - 10:45	Q&A
10:45 - 11:15	Morning tea
11:15 - 12:15	Winning in market   Jack Wu, Ben Dollard, Angus Lilley, Tom King

12:15 - 1:00	Q&A
1:00 - 2:00	Lunch
2:00 - 2:15	Shaping a future-fit supply chain   Kerrin Petty
2:15 - 2:30	Financial outlook   Justin Pipito
2:30 - 2:55	Q&A
2:55 - 3:00	Closing comments   Sam Fischer

# *The Future TWE*

Sam Fischer  
Chief Executive Officer



# ASCENT

We see a bright future for TWE as a more focused, market-centred, simpler and financially strong wine company.

01

Focusing  
where we'll  
win

02

Transforming  
how we  
operate

03

Shaping a  
future-fit  
supply chain

04

Delivering  
consistent,  
high-quality  
financial returns



01

# Focusing where we'll win

# Wine will continue to play a meaningful role in the lives of consumers



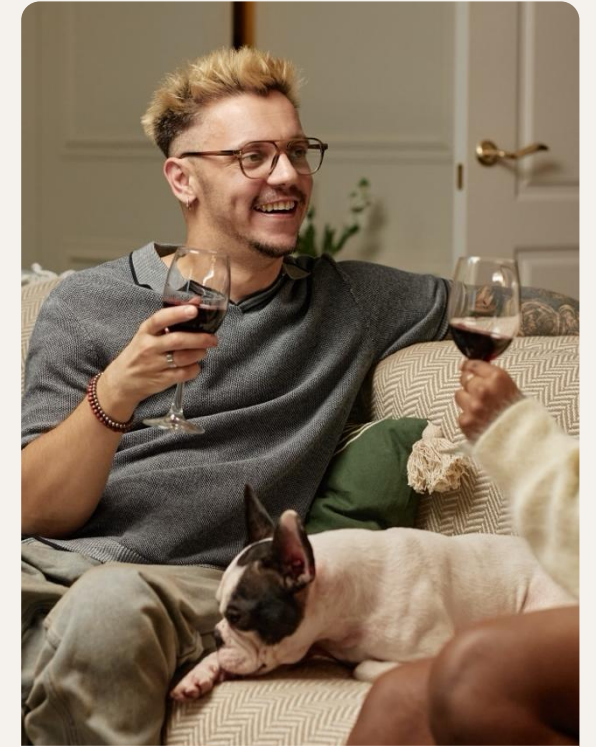
Marking Moments



Human Connection



Food Experiences



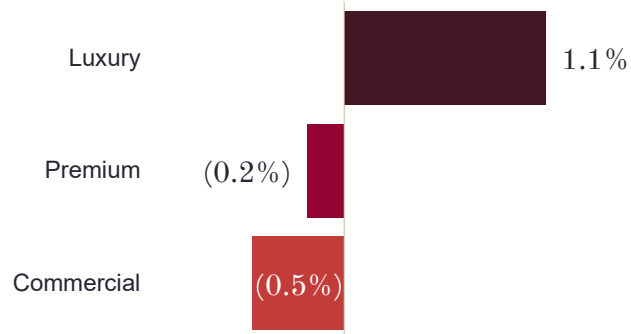
Slowing Down

# And key trends provide growth opportunities

## Luxury Wine

...remains an attractive segment, driven by premiumisation<sup>1</sup>

Global Total Wine Market CAGR by Price Segment, 2025-2030<sup>1</sup>

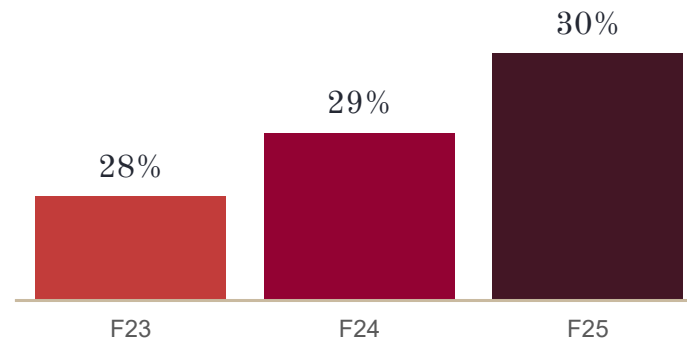


Share of TWE 1H26 NSR: 55%

## Lighter Styles

...are expected to accelerate their share gains within the wine category

Lighter varietals share of category<sup>2</sup>

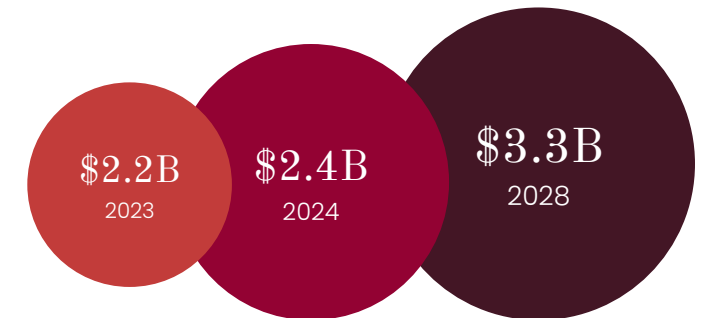


Share of TWE 1H26 NSR: 25%<sup>4</sup>

## Better for You

...and moderation presents a meaningful long term growth platform

Global NoLo market growth (USD)<sup>3</sup>



Share of TWE 1H26 NSR: <1%

# So, we will strengthen our focus on three portfolio pillars



## Luxury Red Wine

---

Strengthen our position in world-class red wines with enduring brand prestige and margin leadership



## Luxury White Wine

---

Grow our position in high-value, high-growth luxury white categories, expanding our luxury relevance beyond red



## Modern Refreshment

---

Grow our platform for lighter, flavour-led wine experiences – enabling moderation, new occasions, and extending our brands

# These styles represent outsized opportunities in our key markets

	Luxury Red	Luxury White	Lighter Styles	Better For You
China	Red blends Cabernet Shiraz	Chardonnay Sauvignon Blanc Champagne	Sauvignon Blanc	
Rest of Asia	Red blends Cabernet Shiraz	Sauvignon Blanc	Sauvignon Blanc	
US	Cabernet Pinot Noir	Chardonnay Sauvignon Blanc	Sauvignon Blanc Pinot Grigio	Low Alcohol
Australia	Cabernet Shiraz Pinot Noir	Chardonnay Sparkling	Sauvignon Blanc Spritz	Low Alcohol
UK	French & Italian COO Varietals	Chardonnay Sauvignon Blanc	Sauvignon Blanc Rose	Low & No Alcohol Rose & Sauvignon Blanc

Modern refreshment

Segment attractiveness (incremental growth)

Very high

High

Low / no

# Each of these brands align to our three portfolio pillars

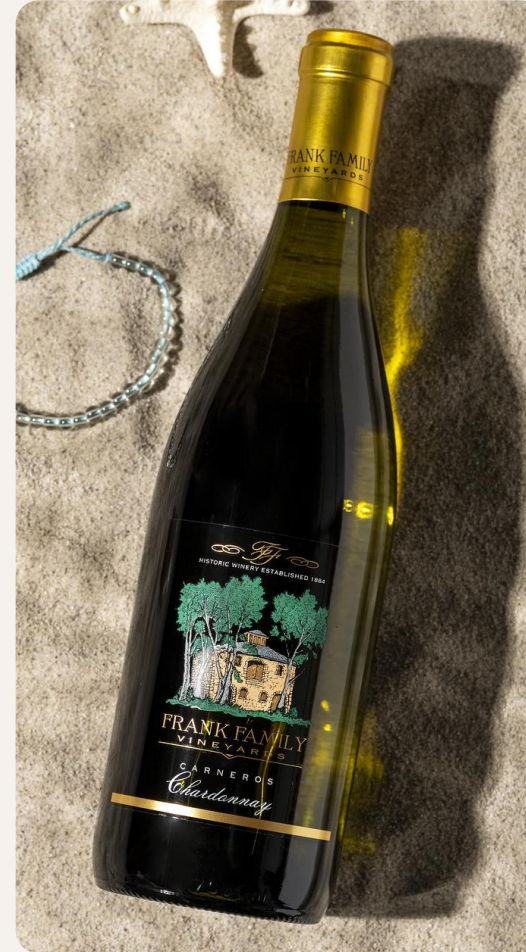


Strengthen  
our Luxury  
Red leadership

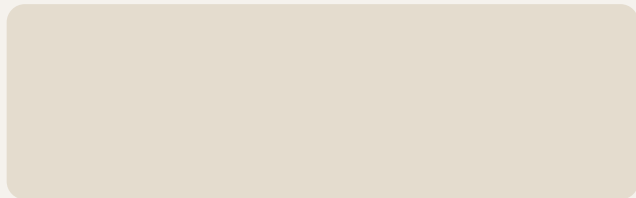
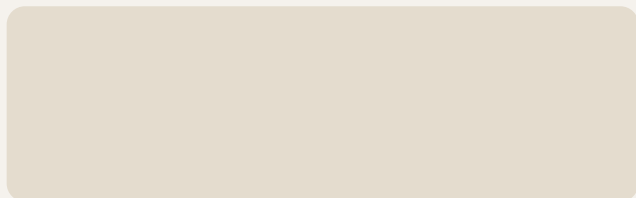


# Each of these brands align to our three portfolio pillars

Build our position in Luxury Whites



# Each of these brands align to our three portfolio pillars




  
 Grow modern refreshment



# The future-state TWE brand portfolio

## Power Brands

*Penfolds*



DAOU



  
MATUA



% GLOBAL PORTFOLIO CONTRIBUTION: VOLUME 25% | NSR 54% | GP 72%

## Regional Heroes

FRANK FAMILY  
VINEYARDS



*Beaulieu Vineyard*  
1900 **BV** 2025



*Stags' Leap*



  
PJT  
EST. 1859



  
squealing pig



WYNNS  
ESTD. 1951



*Coldstream Hills*



% GLOBAL PORTFOLIO CONTRIBUTION: VOLUME 10% | NSR 14% | GP 10%

# The future-state TWE brand portfolio

## Power Brands

- Largest growth opportunities, strong brand equity and scalable in multiple markets
- Consistent global brand approach
- Majority of investment and resource globally, which will be increased

## Regional Heroes

- Complement Power Brands to drive presence in-market and play an important role for customers
- Brand managed locally in alignment with global marketing approach
- Lower investment and resource relative to Power Brands

# We will increase investment and focus behind our Power Brands and Regional Heroes

We will significantly increase our A&P investment rate to ~10% NSR from F28 (up from 8.5% F26e), consistent with global luxury benchmarks

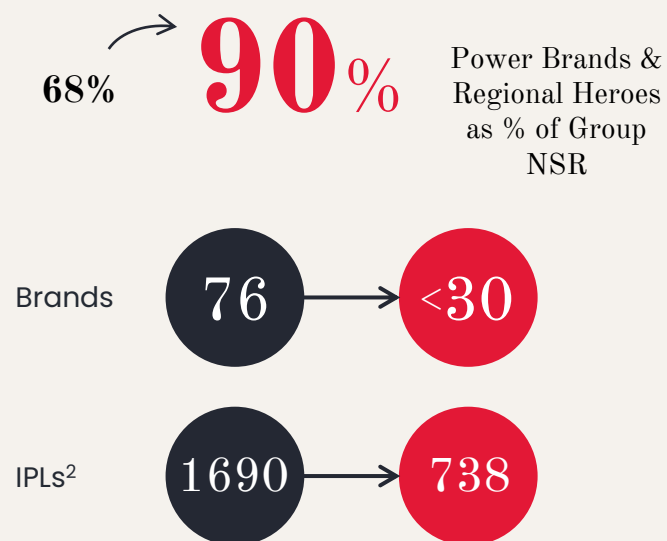
This will be partly funded by progressively reducing investment in non-priority brands

## Our Power Brands will receive the majority of investment

	Target rate (% NSR)	Investment Principles
Power Brands	12%	<ul style="list-style-type: none"> <li>Investment designed to scale growth ambition and portfolio role</li> </ul>
Regional Heroes	8%	<ul style="list-style-type: none"> <li>Investment level commensurate to the role they play within a region</li> <li>Upweighted investment across majority of brands</li> </ul>

# Contribution of remaining brands will be carefully managed to meet customer commitments and maintain production scale

Focus and simplification will shape our five-year portfolio rationalisation targets<sup>1</sup>



Non-priority brands will be managed through four alternative pathways over time, with a strong focus on volume transition



## Transition

Production and sales progressively reduced in conjunction with supply chain transformation, with imperative to minimise dis-synergies (e.g. Australian commercial brands)



## Deploy Tactically

Play a tactical role within a specific market, customer or channel while not detracting from focus (e.g. Rawson's Retreat in China)



## Divest

Brands and supporting assets divested to release capital, support deleveraging and improve return on capital



## Retire

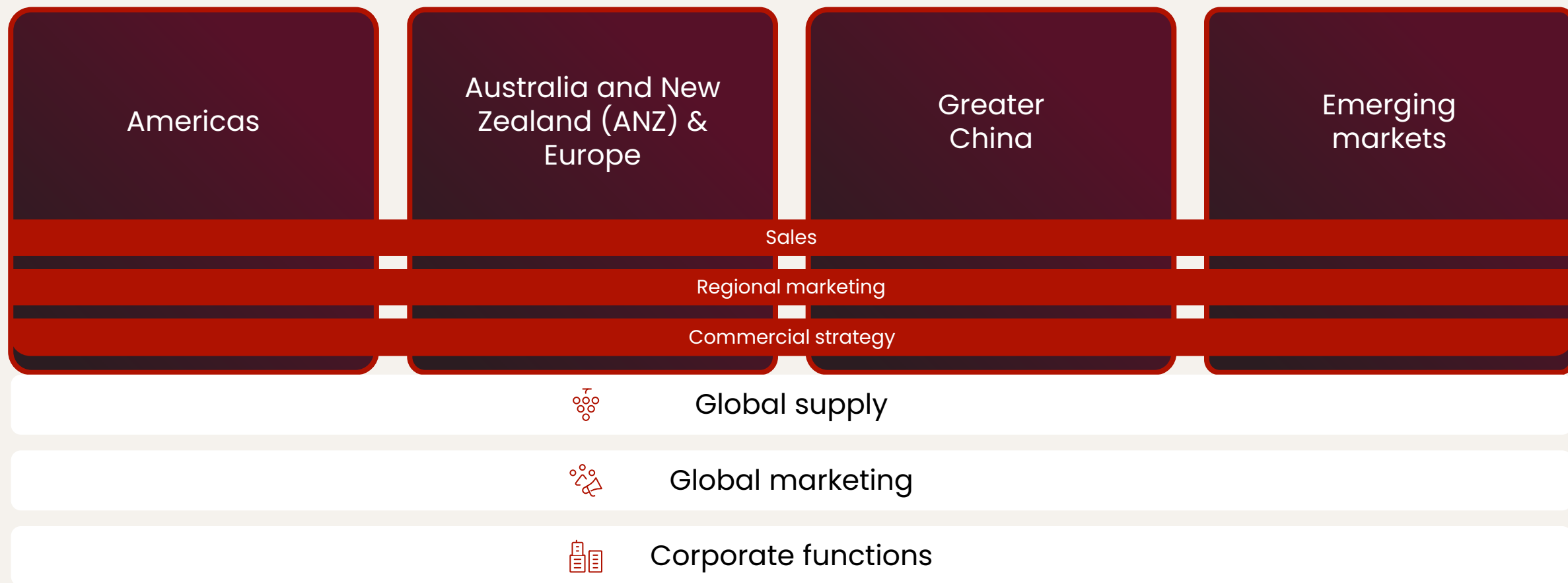
Production ceased near-term, with inventory run down

02

Transforming  
how we  
operate



# We are introducing a regionally-led operating model



## ...enabling stronger execution



Clear  
accountability



Faster  
decision-making



Portfolio shaped  
around customers  
and consumers

**\$100m**

p.a. cost  
reduction<sup>1</sup>



# We are also implementing a sharper, more accountable performance culture



Focus & prioritisation

Faster, more effective decisions



Clear ownership with consequences

Accountability for delivery against clearly defined targets



Data-led performance management

Disciplined execution metrics tracked in real-time; driving greater visibility and faster intervention



Performance-driving incentives

Top performers rewarded; underperformance actively managed



03

# Shaping a future-fit supply chain

# Our supply chain will be transformed to service our future-state portfolio

## Design principles

---

- Drive agility and efficiency
- Align capacity to long-term demand
- Simplify end-to-end
- Increase cost flexibility
- Protect flexible sourcing and luxury supply
- Improve capital efficiency through divestment of surplus vineyards and wineries

Initiatives will be centred on Australia and the US, and carefully phased over time to align with portfolio evolution and minimise dis-synergies





04

Delivering  
consistent,  
high-quality  
financial returns

## We have made significant progress on our key priorities

### Regained growth momentum for key brands in key markets

- Penfolds 3Q26 depletions up in all key markets, including +40% in China through CNY<sup>1</sup>, with momentum continuing in April
- US luxury depletions up 9% in 3Q26, led by key brands; April/May depletions up 4%

### Commenced actions to ensure brand and channel health

- Restricted shipments contributing to parallel import activity in China
- Commenced customer inventory rebalancing in China
- Achieved compensation settlement with RNDC, taking control of California inventory

### Progressed Ascent transformation agenda

- Announced reset of management and operating model
- Finalised plans for future-state portfolio and supply chain transformation
- Delivering \$100m cost improvement target

### Elevated focus on performance-led culture across TWE

- Sharper, more accountable culture with clear ownership of performance
- Data-led performance management

### Decisive action to strengthen balance sheet

- Finalised clear path to returning Leverage to target, below 2.0x, by F28
- Strong support from global lenders, with \$300m new commitments established

### Americas Review

- Pursuing a strategic and operational review in the Americas to improve shareholder returns

# Update on the Americas

## Progress made to date

Depletions returned to growth

---

RNDC settlement resolved, distribution transitions finalised

---

Detailed re-assessment of outlook for long-term market demand

---

Supply chain rationalisation commenced ahead of 2026 vintage

## Review learnings

Americas portfolio contains market-leading luxury brands that are well positioned to drive depletions growth over the long-term

---

Two elements have been identified as challenges to overall operating performance in the region following the softened demand outlook communicated in December:

- Elevated inventory levels from recent vintages, which will be sold over a longer term than previously expected
  - Excess supply chain capacity – vineyards, wineries and packaging
- 

*TWE is accelerating actions to address supply chain challenges, including potentially restricting vintage intakes, while evaluating options—including a strategic review—to improve returns and long-term shareholder value*

# Near-term Outlook

## Earnings Outlook

---

- F26 EBITs expected to be in the range of \$480-490m
- F27 EBITs expected to be at least equivalent to F26, with continued focus on rebalancing China and US customer inventory levels

## Customer Inventory Rebalancing

---

- Penfolds China customer inventory cover reduced by ~150k cases in F26, rebalancing to be completed in F27
- Treasury Americas F26 inventory cover stable, with shipments expected to be in line with depletions, rebalancing to be progressed in F27 and completed in F28

## Capital Structure

---

- Leverage expected to peak at 2.9x in F26 and return to target (below 2.0x) by the end of F28
- Deleveraging will be driven by free cash flow, proceeds from divestments and, from F28, earnings improvement

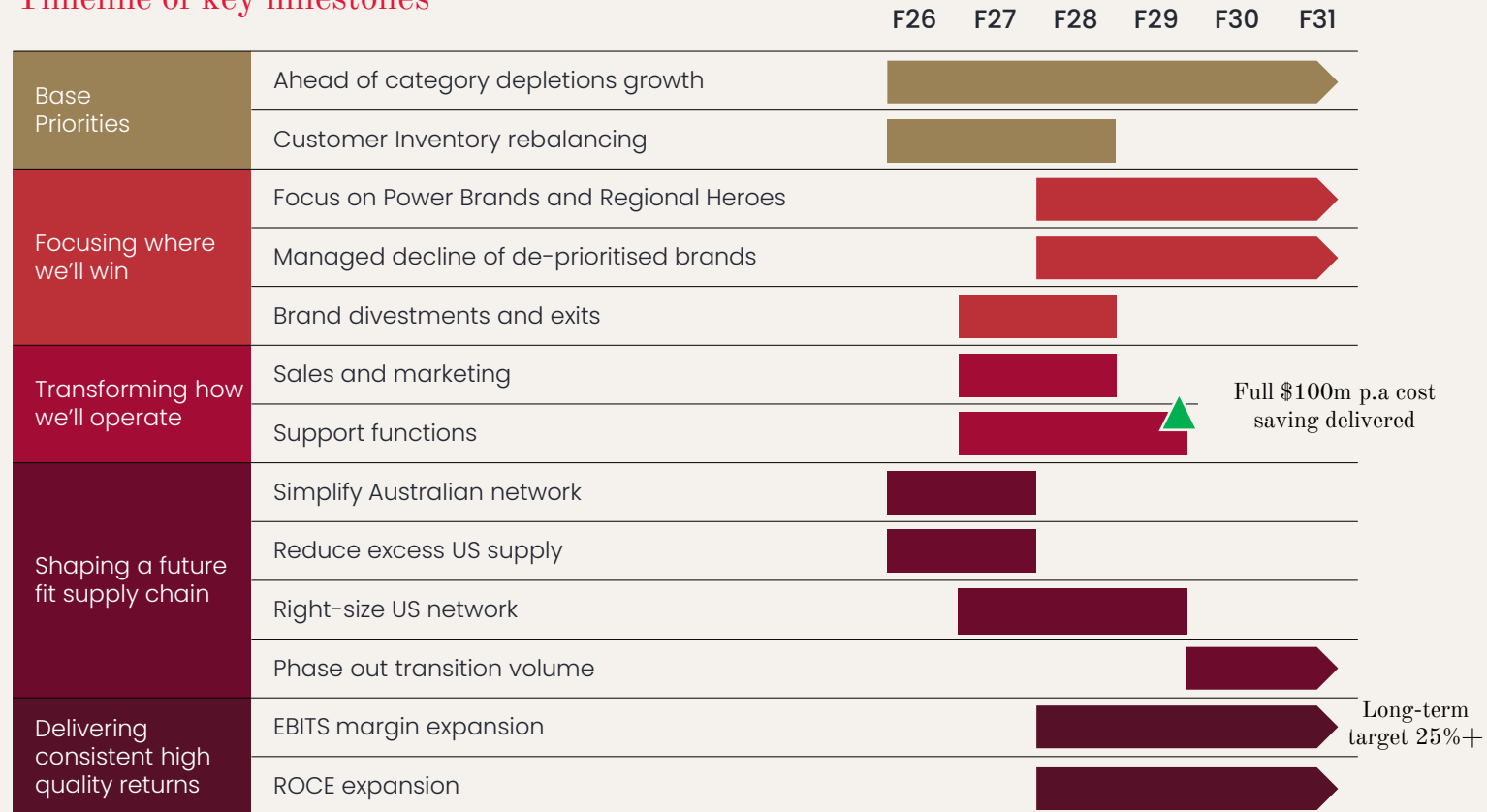


# Ascent will be a multi-year transformation of TWE

## Key financial outcomes of the transformation period

- **Revenue growth** expected from F28, with customer inventory rebalanced
- Reduced contribution of de-prioritised brands to drive progressive, **managed declines in volume**
- Higher NSR/case from **improved mix**
- **Higher COGS/case** from reduced volume, particularly in the US, partially mitigated by supply chain transformation
- **\$100m p.a. cost improvement**<sup>1</sup>
- Strengthened portfolio mix and progressive cost benefits to drive **EBITS margin expansion** to long-term target of 25%+ (F26e ~19%)
- **Significantly improved return on capital**
- One-off **material items**<sup>2</sup> of \$220-\$260m, with Ascent program expected to be cash positive post divestments

## Timeline of key milestones





# ASCENT

We see a bright future for TWE as a more focused, market-centred, simpler and financially strong wine company.

## 01

### Focusing where we'll win

Transitioning to a future state portfolio focused on Power Brands and Regional Heroes in most attractive geographies and segments

Step-changed A&P investment to grow brand equity

## 02

### Transforming how we operate

Simplifying and re-shaping TWE around the needs of customers and consumers

Delivering \$100m p.a. in cost reduction<sup>1</sup>

Execution and data-led performance management

Championing a more accountable culture

## 03

### Shaping a future-fit supply chain

Transforming our supply model in support of portfolio and operating model objectives

Exiting surplus and underperforming assets

## 04

### Delivering consistent, high-quality financial returns

Focused on sustainable, high-quality earnings growth over the long-term, characterised by:

- Depletions-led top-line growth
- Progressive EBITs margin expansion to long-term target of 25%+
- Significantly improved ROCE
- Strengthened capital structure, returning leverage <2.0x by F28



# *Transforming how we operate*

Tom King  
Chief Commercial Officer

# We are driving market centricity whilst step-changing brand building, commercial excellence, tech adoption and performance discipline



## Regional operating model

Decide faster,  
drive clear  
accountability



## Standardised brand building

Invest with  
conviction, build  
brands at scale



## Commercial excellence

Simplify and  
strengthen  
capability and  
execution



## Digital, data and AI

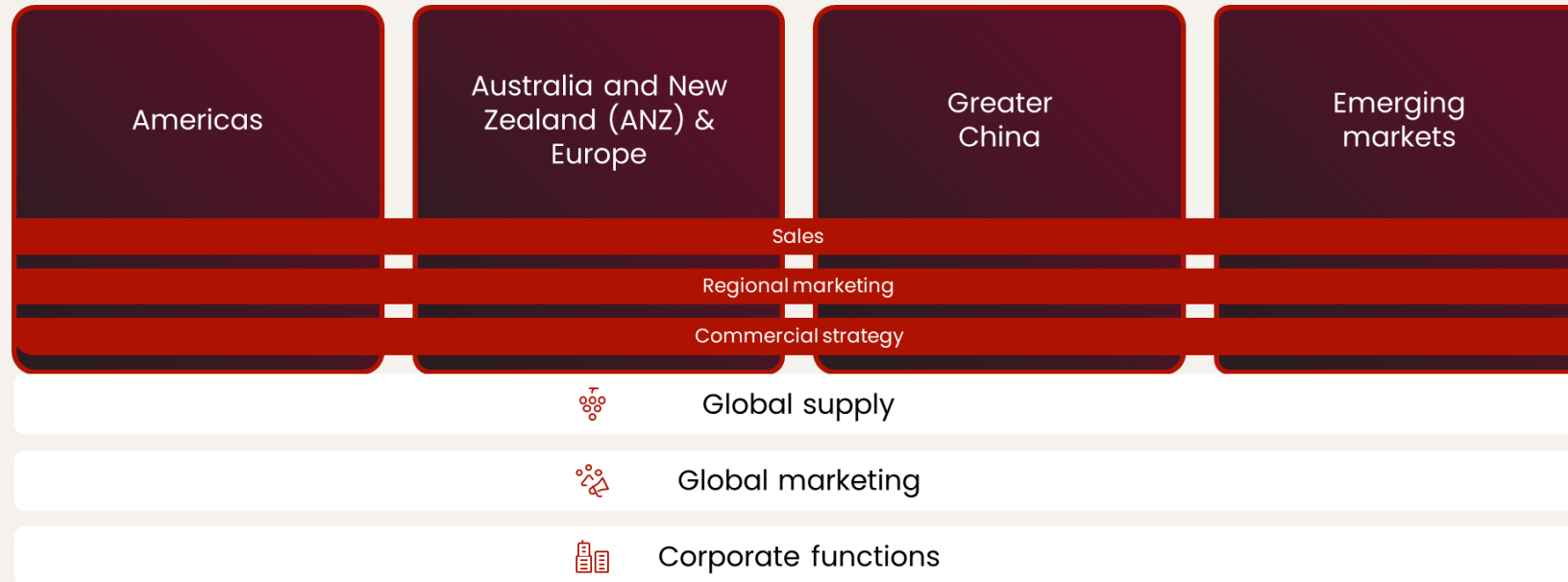
Adopt with a  
focus on Ascent  
priorities



## Performance discipline

Measure success  
with disciplined  
metrics

## Regional operating model: enabling faster decision-making, driving clear accountability



### Principles guiding operating model design

- Enable flawless in-market execution to drive depletions-led growth
- Right-size our cost and capability model through streamlining structure, removing duplication and process simplification
- Modernize and enhance how we work

## Standardised brand building: investing with conviction, building brands at scale



Embedding strategic marketing foundations

Target rate (% NSR)

Power Brands **12%**

Regional Heroes **8%**

Evolving how we invest



Future-proofing our portfolio with upweighted innovation

# Commercial excellence: simplifying and strengthening capability and execution

## Execution Discipline

- Protect price, mix and brand equity through consistent long-term focus
- Choose the right RTM and hold partners accountable
- Use data to anticipate and act – not explain after the fact
- Guard execution quality so brands are built, not diluted, in market

## Commercial Capability

- Raise the bar on selling, negotiation and commercial judgement
- Business operation complexity to simplicity and clarity



# Commercial excellence: simplifying and strengthening capability and execution

## New Commercial Operating System

Performance Metrics & Scorecards

Commercial Operating Rhythms

Decision rights and exceptions

Incentives & Rewards

...Powered by DD&T

### Enterprise Accountability

Sets the guardrails, frameworks and non-negotiable standards

#### Strategy

Long term commercial strategic plan orientated in category and consumer insights

#### Global Guardrails

Rules and tools codified globally to drive consistency and optimise outcomes

### Regional Accountability

Execute with full accountability and confidence within those guardrails

#### Regional Choices

Regional strategic and commercial accountability for delivering the plan

#### In-Market Execution

Customer and consumer facing teams deliver best in class in-market execution

## Digital, data and AI: adoption focused on Ascent priorities

Single source of truth for all data, reporting and scorecards

*Performance Metrics – Scorecards – Data Governance – Integrated Business Plan (IBP) Facilitation*



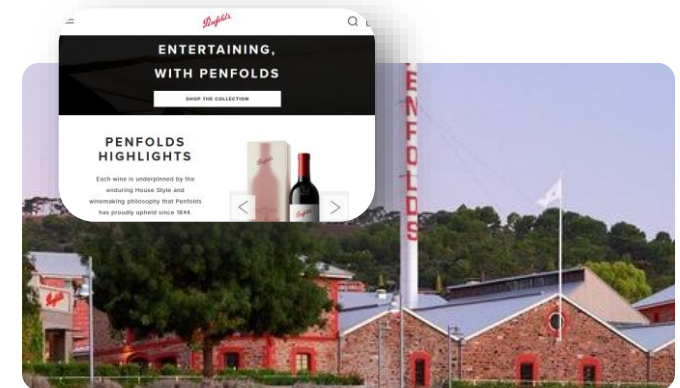
Better sales enablement tools to win with customers and distributors

*Salesforce Automation – Predictive Forecasting – Distributor Traceability – Sales Tools, Hunt Lists*







Optimised connections with consumers; digitally and physically

*Insights – A&P Investment – Content – Omni Channel Capability – Experiences*



# Performance discipline: measuring success through disciplined metrics

## Key Metrics

 <b>Category</b>	Value Share	Demand Power	Pricing Power	Category Driving Innovation
 <b>Execution</b>	Points of Distribution	Pricing Standards	Campaign Activation	Visibility & Share of Shelf
 <b>Customer</b>	Preferred Partner	JBP Execution	Service Levels	Ranging
 <b>Financial</b>	Depletion-led shipments	Inventory	Cash Cycle Reduction	Margin Accretion

# Transforming how we operate



## Regional operating model

- FROM
- Portfolio-aligned Sales & Marketing teams
  - Duplication of resources

- TO
- Regional-aligned Sales & Marketing teams
  - New global operating system enables consistent, efficient and effective execution



## Standardised brand building

- Inconsistent standards and methodologies
- Some successes in innovation but not a focus

- Global marketing foundations
- Investment consistency and prioritisation
- Upweighted innovation focus



## Commercial excellence

- Varied degrees of joint business planning (JBP)
- Execution-oriented sales team

- Raised bar on selling, negotiation and commercial judgement
- Formalised JBPs with all distributors & retailers



## Digital, data and AI

- Beginning AI journey for commercial enablement
- Disjointed data, reporting and scorecards

- Single source of truth for all data and reporting
- Improved commercial enablement and tools leveraging technology and AI capability



## Performance discipline

- Inconsistent execution standards
- Various metrics to measure success

- Global rules and tools
- Disciplined and consistent performance metrics

# *Building iconic brands*

Kristy Keyte

Chief Marketing & Innovation Officer

# Unlocking the full potential of our brand portfolio

We have strong and established brands at TWE.

A clear portfolio strategy has been built around linking these brands to future category growth avenues.

Resulting in a distinct portfolio offering shaped to meet the needs of customers and consumers in key markets around the world.



# Creating a unified and disciplined approach to brand building



## Standardised brand building

Driving clearer choices, sharper positioning and disciplined execution



## Dual innovation system

Driving relevance and growth through a world-class innovation engine



## Disciplined investment

Translating step-changed investment into durable brand equity and margin

# Strategic marketing foundations in a Penfolds context

A distinctive and ownable set of marketing foundations serve as a single reference point for how we shape and activate Penfolds globally

## Brand Blueprints

Our brand fundamentals that guide who we are and how we show up

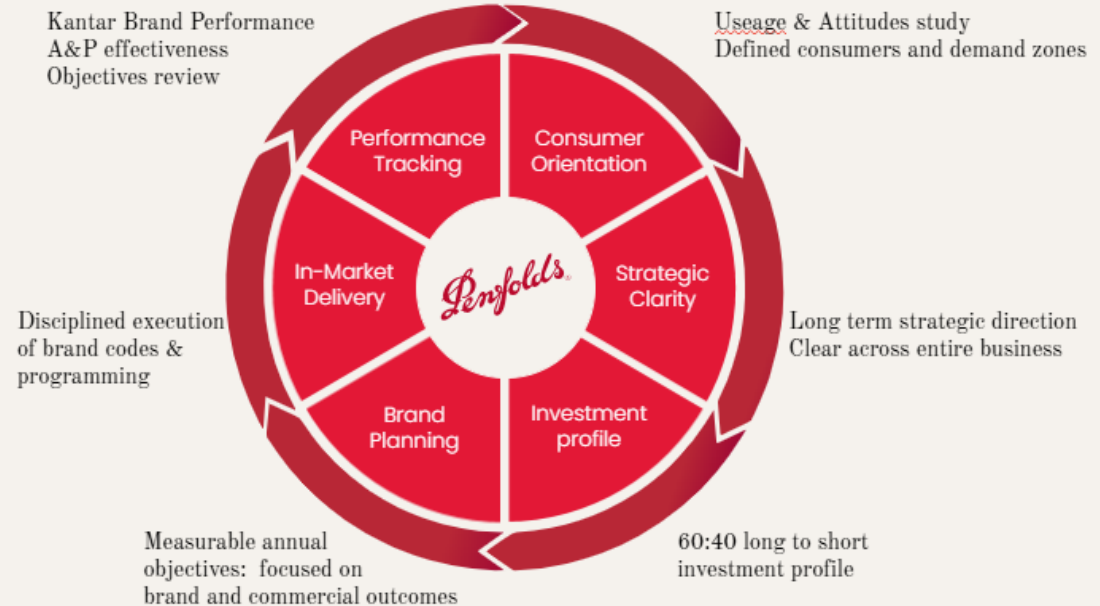
## Rigorous Planning

Strategically aligned to win in market

## Marketing Effectiveness

An integrated approach spanning consumer understanding, strategy, execution and investment

## Beyond tactics: Penfolds marketing effectiveness approach



# From strategy to distinctive market expression

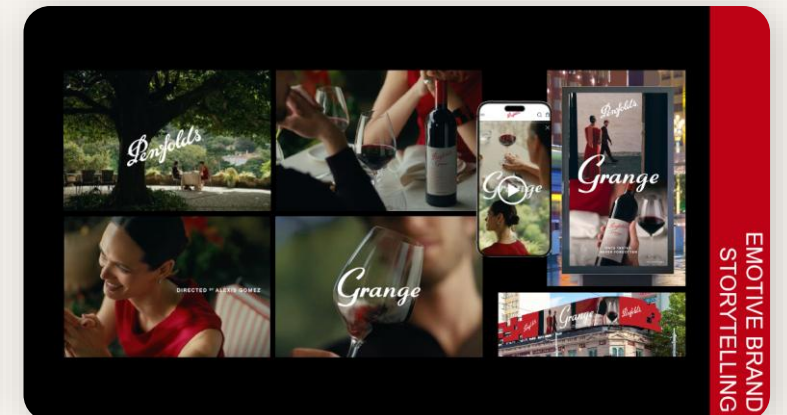
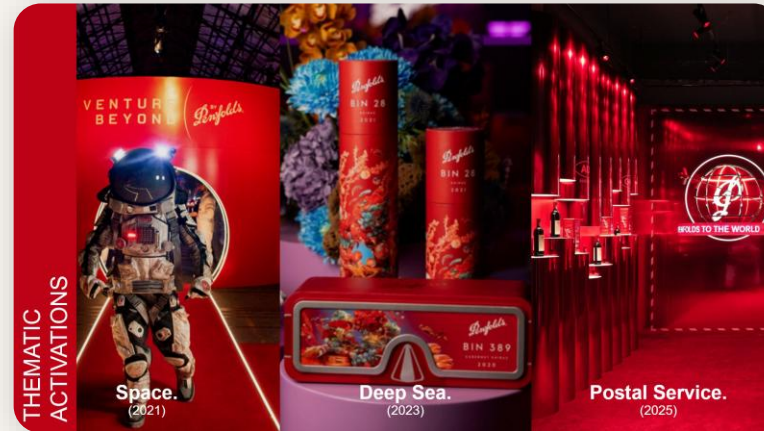
Clear marketing foundations translate into consistent, distinctive brand experiences across markets and touchpoints

DNA & Brand Codes

Cultural Position

Brand Thematic

Creative Approach



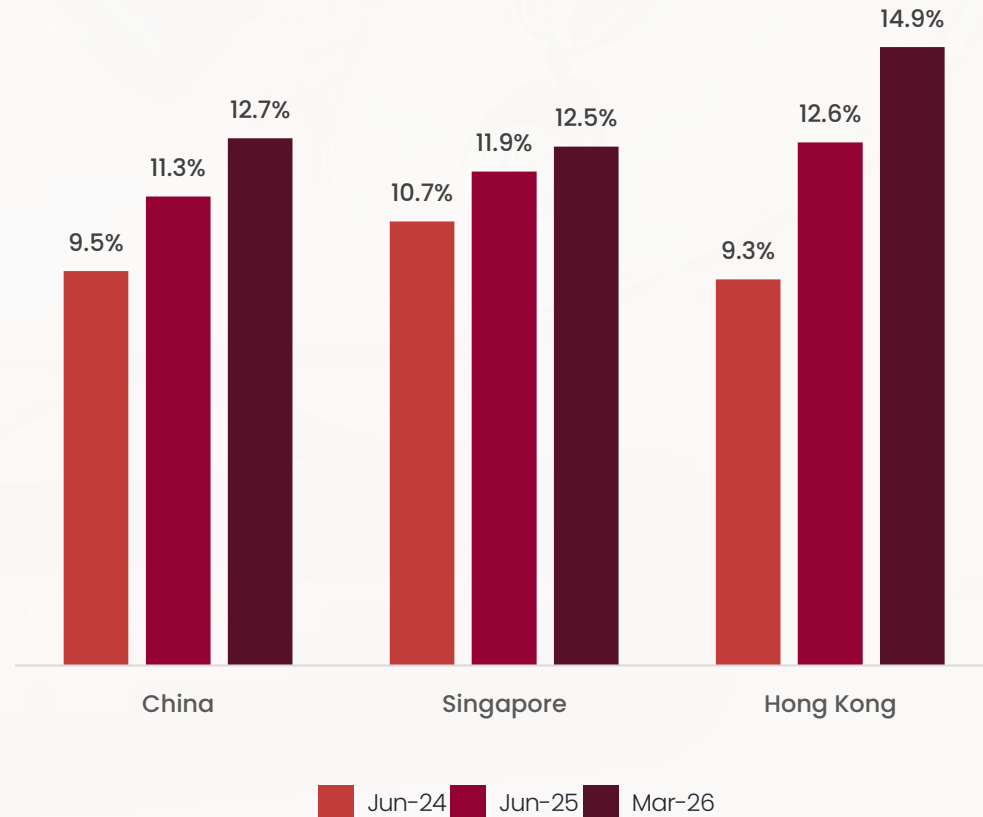
# Growing Penfolds brand equity

Consistent brand execution is strengthening Penfolds Demand Power, as measured by Kantar

Demand Power is a measure of a brand's inherent market strength - how much share it could command if all brands were equally priced and distributed

Penfolds consistent focus on brand building and deepening consumer relevance is reflected in strengthening Demand Power across a number of key growth markets, most notably in Asia.

Penfolds Demand Power<sup>1</sup>



# The role of innovation as a key driver of growth and value creation

## Paint the future, disrupt the category

Get ahead of emerging trends to redefine how and when wine is enjoyed



## Drive cultural & generational relevance

Anchor our brands in meaningful moments of connection, gifting and cultural celebrations – biased to next generation



## Build brand strength

Leverage Brand DNA. Strengthen desirability, distinctiveness and relevance of Power Brands and Regional Heroes



# A dual engine innovation system will build a healthier TWE

## Core Innovation

Drive incremental growth in core & growing wine occasions

Line extensions aligned to strategic portfolio pillars. Existing format and capability for TWE.

Deepen value in core brands, driving profit growth over volume

- Mix shift to higher value SKUs
- Margin accretive

## Breakthrough Innovation

Create new wine occasions & modern propositions

New formats and wine profiles aligned to meet the needs of the next generation of wine drinkers.

Investing into future growth, scaling new demand pools before optimising margin in time.

- New consumers
- Category expansion
- Incremental topline growth
- Future margin optionality

### Limited Release

Boundary pushing drops and collaborations



### Gifting

Expand ways to mark moments



### Experiences & Tech

Interactive and smart packaging



### Formats

Convenience for the modern lifestyle and luxury formats of the future



### Refreshment

Modern taste profiles inc flavours & styles



### No & Lo Alc

New occasions through balanced no and low alcohol options



# Using AI to optimise and accelerate innovation

## Use Cases

Consumer Insight  
and Market Research

Concept testing

Creative & Content

Loyalty & Personalisation

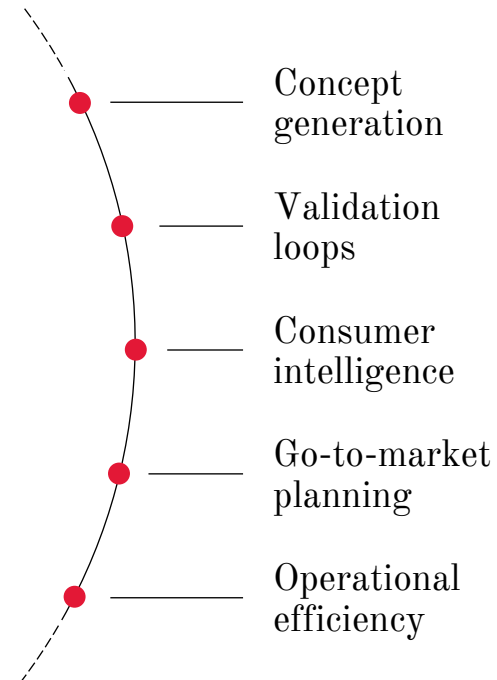
Decision Support

## AI in Action



## AI-powered innovation

Accelerating and optimising NPD



### AI-enabled delivery

Idea to MVP in under 90 days  
AI insights engine identified  
consumer tension, occasion, and  
flavour whitespace early  
AI enabled research sped up  
delivery of final product

### Test, learn, launch

Trial-and-repeat model

### Pipeline

Core flavours consumer-validated

# Upweighted investment, deployed with discipline

## Tiered Investment Architecture (% NSR)

**Power Brands at 12%:** scaled, globally consistent programs building premium status, cultural relevance and demand power.

**Regional Heroes at 8%:** disciplined programs aligned to portfolio role and focused high-potential lines allied to consumer needs.

## Translating a step-change in investment into brand strength



**1. Balance the long and the short.** Invest with discipline with a bias to long term



**2. Build Demand Power.** Strengthen brand equity, desirability and distinctiveness



**3. Strengthen Pricing Power.** Improve value proposition, reduce price sensitivity



**4. Grow consumer base.** Broaden reach and relevance of our brands to new consumers and occasions.



**5. Be visible, consistently.** Excess share of voice over competitors to gain share



**6. Measure it.** Tied to brand objectives, Kantar demand power, A&P effectiveness and depletions

## Each of our Power Brands holds a distinctive position in wine



Penfolds®

### Penfolds is the pinnacle of modern luxury wine

- A brand defined by heritage, craftsmanship, and innovation
- Scale and reach to influence the category globally
- Shaping how luxury wine is understood, experienced and valued



DAOU

### DAOU has redefined luxury Cabernet

- Has put Paso on the map for cabernet sourcing
- Combined world class winemaking with lifestyle led luxury
- Reimagined luxury cabernet perceptions for a new generation



MATUA

### Matua, the first NZ Sauvignon Blanc

- Has strong associations with refreshment, a key category driver
- Expanded occasions and recruited a new generation of drinkers
- Driven growth through cultural relevance and disciplined innovation

# Elevating brand building at TWE



## Standardised brand building

Embedding strategic marketing foundations

- Brand blueprints
- Vigorous planning
- Marketing effectiveness



## Dual innovation system

Differentiated approach to breakthrough and core innovation

AI an opportunity to optimise and accelerate



## Disciplined investment

Upweighting A&P investment with focus on building equity and growing ROI

# *Winning in Market*

Jack Wu

Managing Director  
Greater China

Ben Dollard

President  
Americas

Angus Lilley

Managing Director  
ANZ & Europe

Tom King

Chief Commercial  
Officer

# *Greater China*

Jack Wu

Managing Director | Greater China

## GREATER CHINA

*“Shaping the next era of wine in Greater China; leading the category and winning new occasions”*

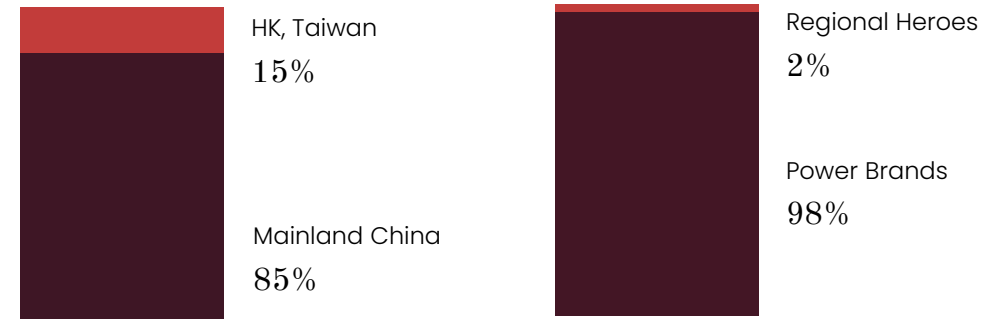


# Regional Overview: TWE in Greater China

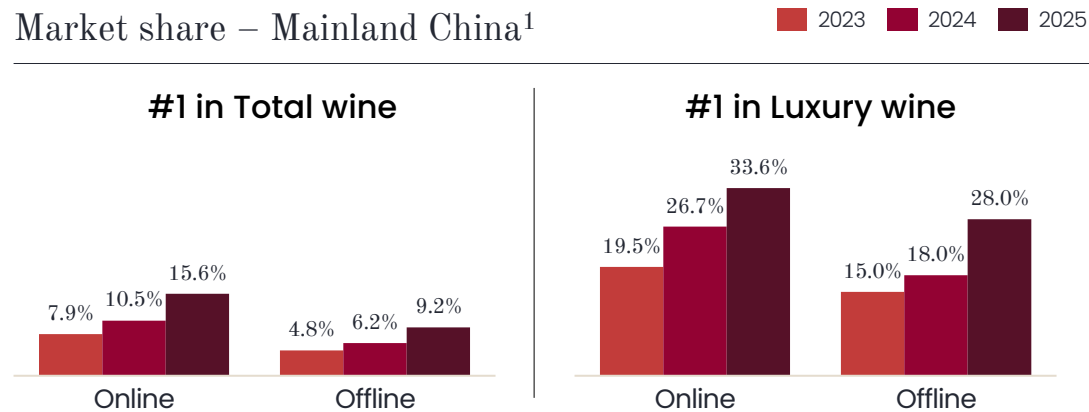
## Key financial metrics – 1H26

Volume	NSR	NSR/case	EBITS	EBITS margin
0.7m 9le	\$249m	\$372	\$106m	43%

## NSR contribution by market and portfolio – 1H26



## Market share – Mainland China<sup>1</sup>

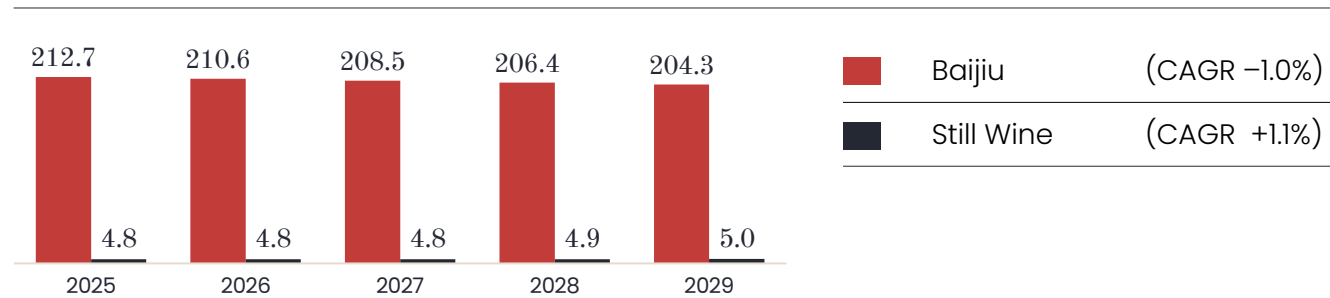


## Key sales channels<sup>1</sup>

Channel	% 1H26 NSR
Wholesale	63%
E-commerce	22%
Bricks & mortar retail	11%
Other	5%

# The opportunity in China extends beyond the luxury wine category to the baijiu consumer

Total Wine & Baijiu (in USD Billions)

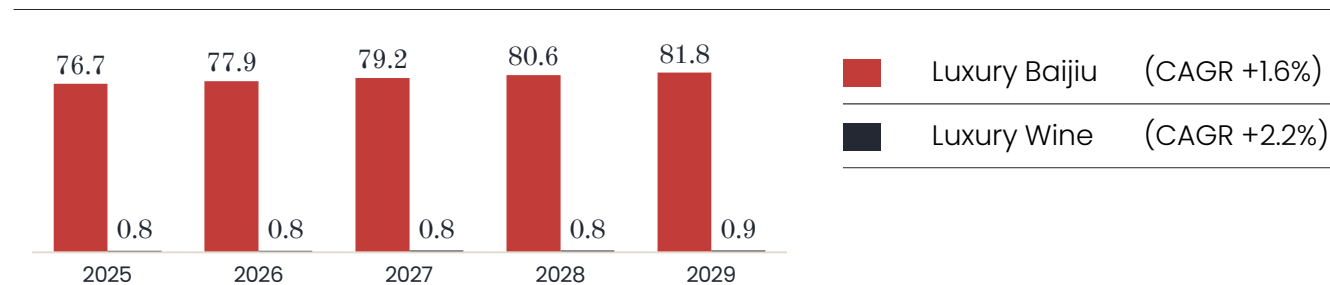


Baijiu holds a unique and dominant position in the Chinese market, both culturally and economically

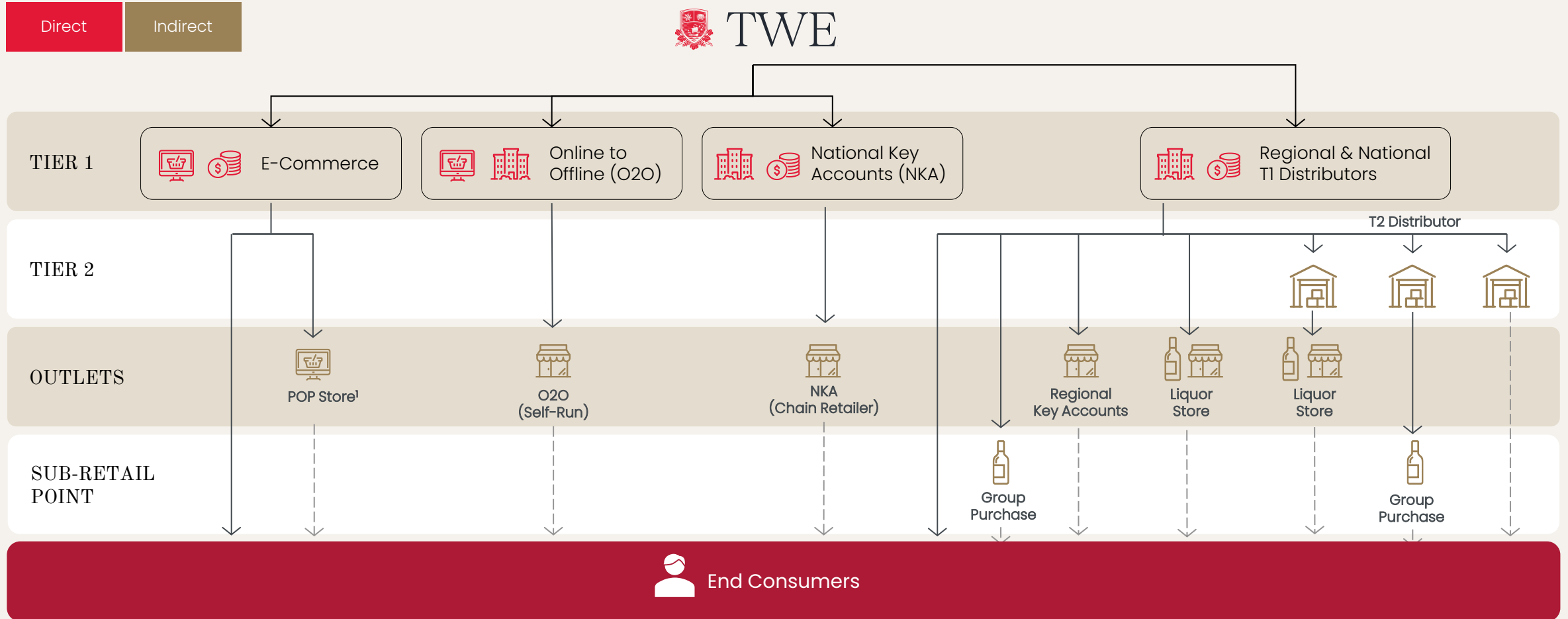
Shifting consumer preferences represent a great opportunity for luxury wine to grow share within the alcohol market:

- Growing consumer preference for moderation
- Accessible taste profile
- Strong brand appeal
- Balanced gender appeal
- Anchored in gifting and business occasions

Luxury Wine<sup>1</sup> & Baijiu (in USD Billions)



# Navigating the tiered route to market system both online and offline



# Greater China Execution Priorities



## Online Distribution

Building a winning online ecosystem to drive sustainable channel ownership and growth



## Offline Distribution

A multi-tier approach to drive depth of coverage and distribution across China



## Commercial Excellence

Drive discipline and best in class execution across customers, consumers and sales teams





# Online Distribution Building a winning online ecosystem to drive sustainable channel ownership and growth

## Cross-Border E-Commerce (CBEC)

Gain greater control on CBEC via direct channel ownership:

- Open and scale owned cross-border Penfolds Brand Stores
- Develop a strong network of Distributor Stores
- Leverage exclusive portfolio to support

Cross-border	Current	Target
Flagship Stores	0	5
Distributor Stores	0	40

## Domestic E-Commerce

Accelerate sales across domestic China online platforms:

- Expand coverage and distribution within T1 and T2
- Maintain a leading category position with exceptional content and execution

Domestic	Current	Target
Flagship Stores	5	5
Distributor Stores	0	60

## O2O (Online to Offline) Instant Retail

Capture new consumers through fast growing instant retail channels:

- Optimised operating model
- Elevate distributor capabilities through training and partnership

Instant Retail	Current	Target
Platform Model - Store	0	100
Self-operated - Authorized Stores	1	2





# Offline Distribution A multi-tier approach to driving depth of coverage and distribution across the market

## Tier 1 Distributors

30+

- ~28 regional distributors providing nationwide coverage
- Four strategic national distributors
- Driving brand visibility and consumer engagement.



- Qualified partner
- Market discipline
- Long-term relationship

## Tier 2 Distributors

200+

- Deepen partnerships with high-quality distributors
- Strengthen execution through stronger contracts, better tools, and tighter governance



- Capture leading chain store (NKA & RKA)
- Develop core traditional T2 customer
- Recruit more qualified T2

## Outlets

13,000

- Target premium baijiu outlets that share luxury wine's consumer and occasion profile
- Expand coverage in line with the city roadmap, prioritising high-growth markets



- Go deeper in core cities
- Focus on premium baijiu outlets



## Offline Distribution Driving breadth of regional coverage with a focus on high investment in core cities & provinces

<p><b>Core Markets</b></p>	<p># Cities &amp; Provinces <b>189</b></p> <p>Population <b>High</b></p> <p>GDP per capita <b>High</b></p> <p>Wine Penetration <b>High</b></p>	<p>Current Coverage <b>~60%</b></p> <p>Target Coverage <b>80%</b></p>	<p>A&amp;P <b>High</b></p> <p>Salesforce <b>High</b></p> <p>Core T2 <b>High</b></p>
<p><b>Growth Markets</b></p>	<p># Cities &amp; Provinces <b>99</b></p> <p>Population <b>High to Low</b></p> <p>GDP per capita <b>Moderate to Low</b></p> <p>Wine Penetration <b>Medium</b></p>	<p>Current Coverage <b>~40%</b></p> <p>Target Coverage <b>60%</b></p>	<p>A&amp;P <b>Medium</b></p> <p>Salesforce <b>Medium</b></p> <p>Core T2 <b>Medium</b></p>
<p><b>Selective Markets</b></p>	<p># Cities &amp; Provinces <b>81</b></p> <p>Population <b>Low</b></p> <p>GDP per capita <b>Moderate to Low</b></p> <p>Wine Penetration <b>Low</b></p>	<p>Current Coverage <b>~15%</b></p> <p>Target Coverage <b>30%</b></p>	<p>A&amp;P <b>Selective</b></p> <p>Salesforce <b>Limited</b></p> <p>Core T2 <b>Limited</b></p>





# Commercial Excellence

Driving discipline and best in class commercial excellence across customer, consumers and sales teams

## Customer

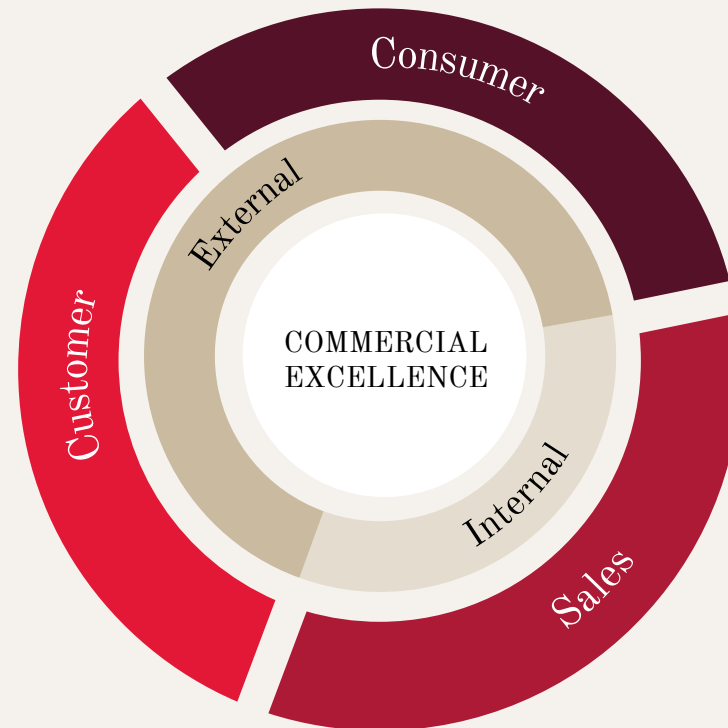
 Contract Enforcement

 Incentive Management

 Market Discipline

 Traceability 

 Joint Business Plan (JBP)



## Consumer

 Authenticity 

 Digital Excellence 

## Sales

 Salesforce Automation 

 CRM 

# We are making meaningful progress towards strengthening channel health in China

## Market Dynamics

- Historical parallel trade
- Increased E-commerce competition
- Alcohol sector softness

Lower than desired pricing in market

Consumer confusion / brand perception

Customer confidence

## TWE Strategic Actions

Restricting shipments contributing to parallel imports to China

Creating formal Penfolds cross-border channels to anchor online pricing

Expanding domestic distribution and coverage online and offline

Reducing allocations of Grange and Bin 707

Increasing T1 & T2 traceability and governance

## Progress to date

- ✓ Significant reduction to parallel volume in market
- ✓ Recapture of previous parallel through domestic authorised channels
- ✓ Stabilisation in market pricing ensuring value chain profitability
- ✓ Returned to strong depletions growth

# *Americas*

Ben Dollard  
President | Americas

## AMERICAS

*“World-class wines  
and powerful  
consumer experiences  
in the world’s largest  
wine market”*

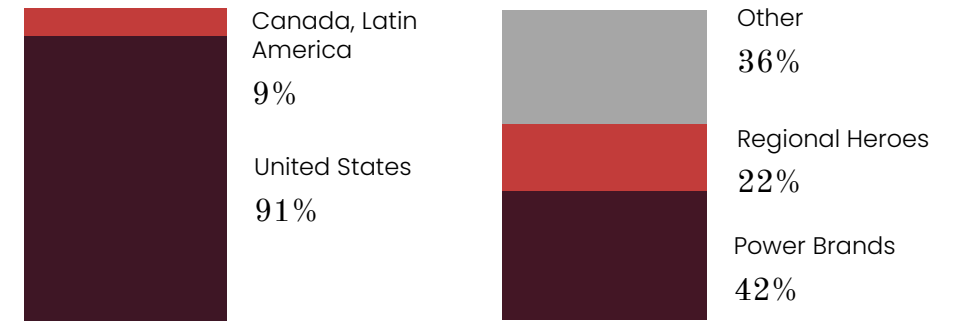


## Regional Overview: TWE in the Americas

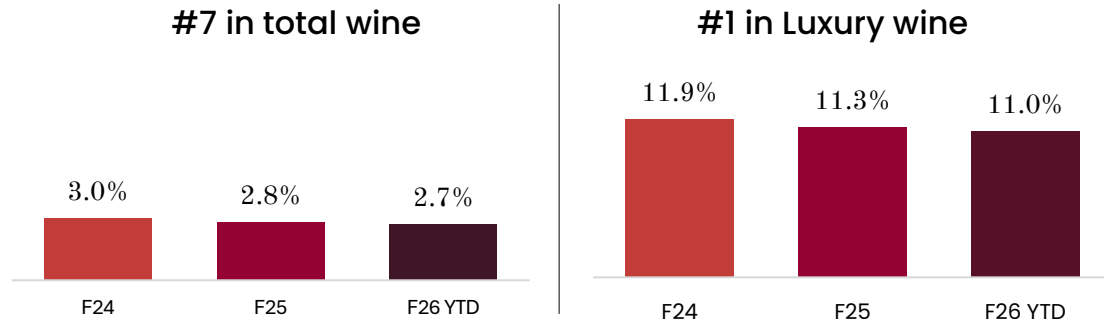
### Key financial metrics – 1H26

Volume	NSR	NSR/case	EBITS	EBITS margin
2.9m 9le	\$477m	\$167	\$50m	10%

### NSR contribution by market and portfolio – 1H26



### Market share – United States<sup>1</sup>



### Key sales channels

Channel	% 1H26 NSR
Bricks and mortar retail	56%
Direct to consumer	20%
On-premise	15%
E-commerce	9%



# Americas Execution Priorities



## Brand-building

---

Leverage market leading position to drive continued depletions growth for Power Brands & Regional Heroes



## Execution Excellence

---

Drive distribution expansion for key brands



## Direct to Consumer

---

Scale brand-led direct to consumer performance through excellence in end-to-end consumer experience



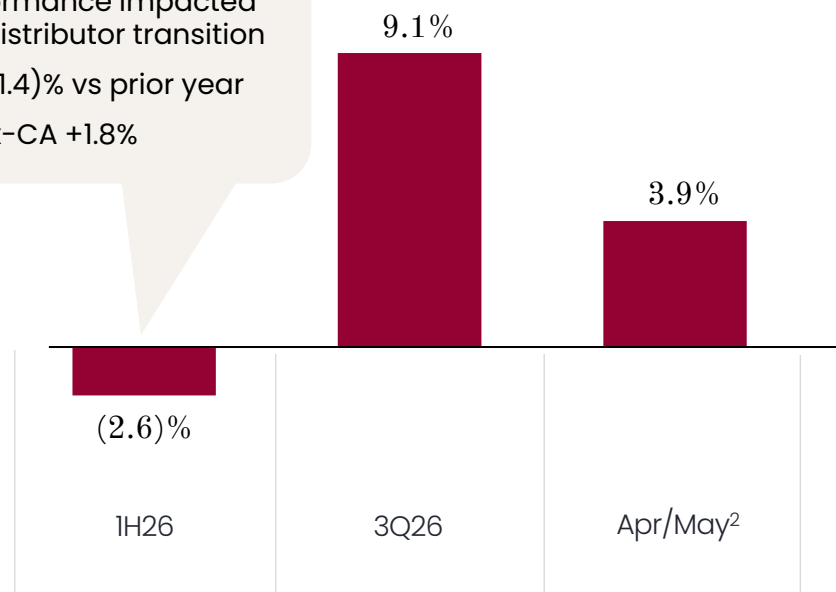


## Brand-building: Luxury depletions return to growth in 2H26

US luxury portfolio (TAM) wholesale depletions growth/(decline) vs pcp<sup>1</sup>

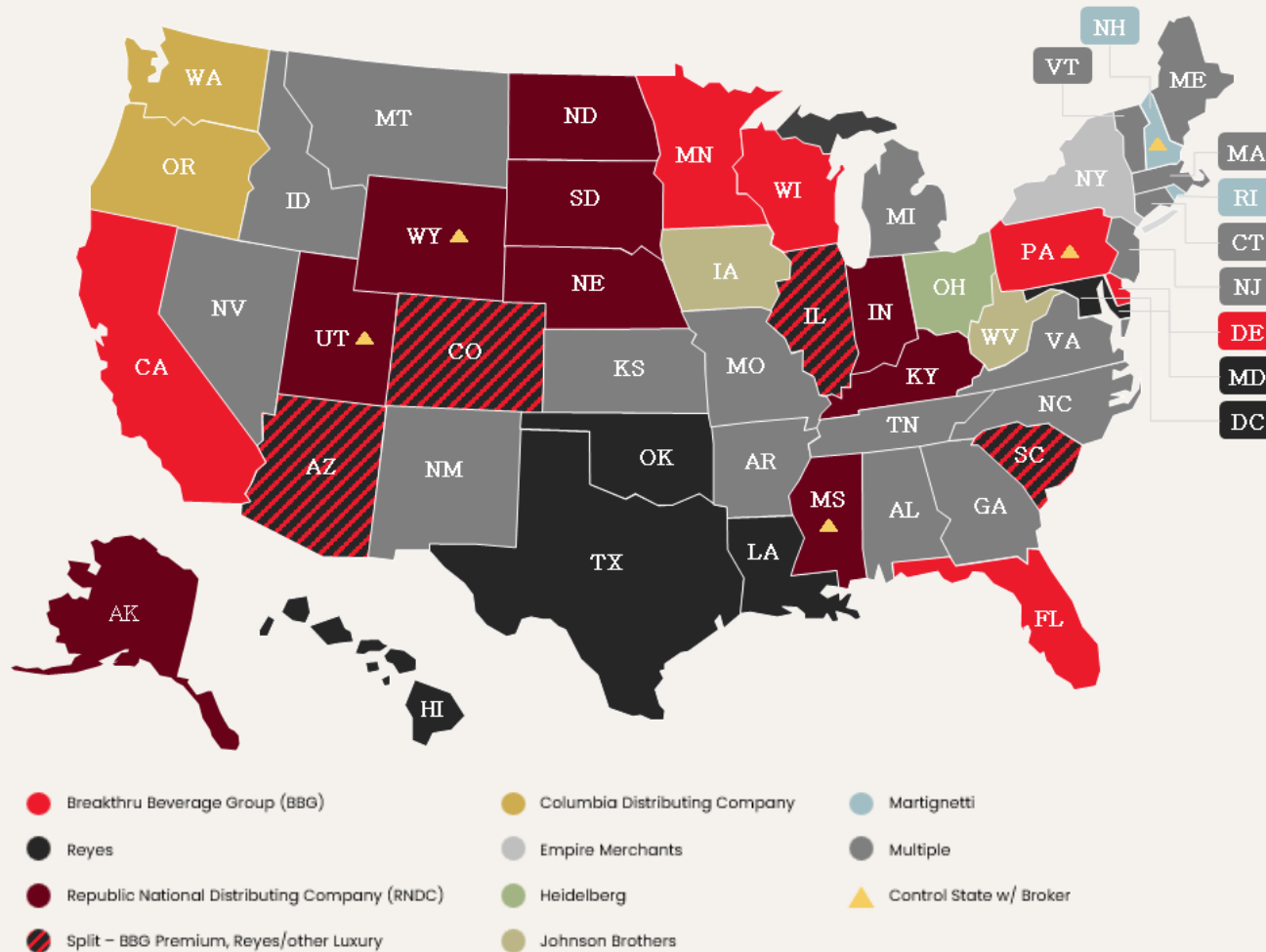
1H performance impacted by CA distributor transition

- CA (11.4)% vs prior year
- US ex-CA +1.8%





## Execution Excellence: Diversified US route to market



### Evolved footprint reflects recent changes to the US distribution landscape

- TWE has consented to the transition of ten markets<sup>1</sup> to Reyes Beverage Group (Reyes), effective 29 May, representing ~20% of Americas NSR<sup>2</sup>
- Remaining RNDC markets represent <10% of Americas NSR, with transition to new ownership expected in coming months
- Transition risk will be minimised given Reyes is acquiring RNDC's full operations in these markets, with comprehensive transition plans in place and no disruption expected to our F26 shipments



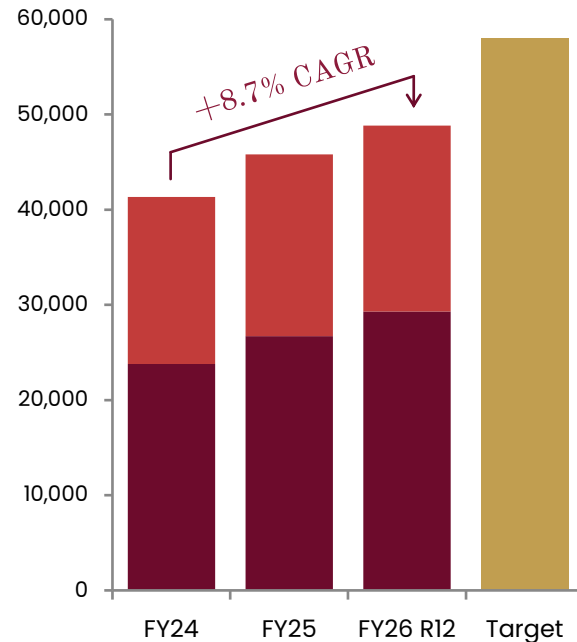


# Execution Excellence: Expanding distribution will remain a key focus

## DAOU

Total Accounts Sold

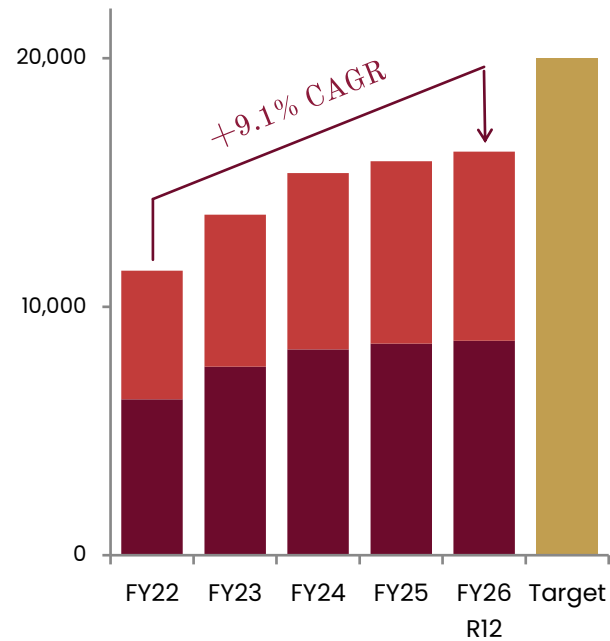
Off-Premise CAGR : **11.0%** | On-Premise CAGR : **5.5%**



## FRANK FAMILY VINEYARDS

Total Accounts Sold

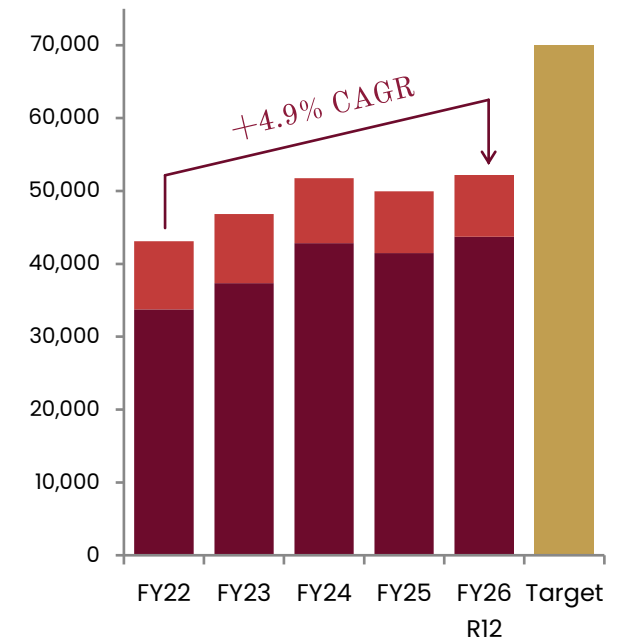
Off-Premise CAGR : **8.3%** | On-Premise CAGR : **10.1%**



## MATUA

Total Accounts Sold

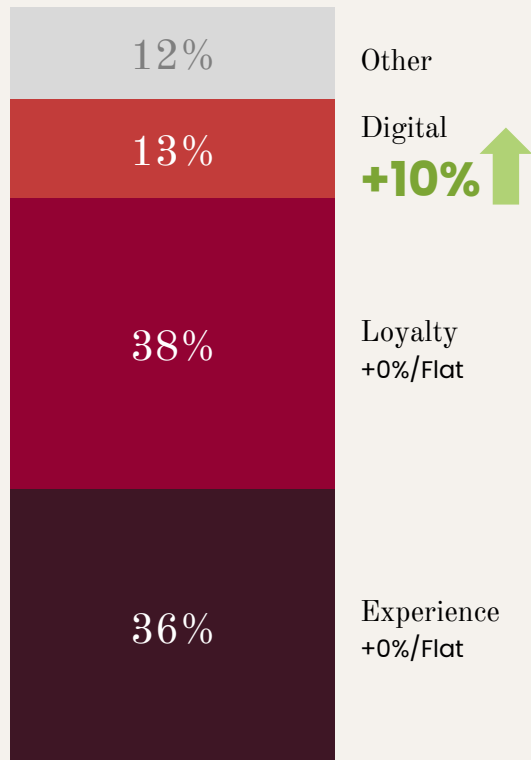
Off-Premise CAGR : **6.7%** | On-Premise CAGR : **-2.4%**





# Direct to consumer: Building a scalable relationship platform

DTC NSR share by channel<sup>1</sup>



## DIGITAL & ECOMMERCE



Meet the consumer where they are:

• 'Easy to find, easy to buy, easy to enjoy'

Drive a full-funnel consumer journey:

- Guide consumers from awareness through to a direct relationship
- Grow our direct consumer audiences (email & social databases)

## EXPERIENCE



Deliver differentiated consumer experiences to **maximize visitation** and **average order value**

## LOYALTY



Increase membership **conversion, retention & loyalty**

## DIRECT TO COLLECTOR



Develop **best in class** approach to direct collector sales, expanding **Penfolds** and **DAOU** private client best practices to other brands

# *ANZ & Europe*

Angus Lilley

Managing Director | ANZ & Europe

## ANZ &amp; EUROPE

*“From icon to innovation - powering growth with a portfolio that leads, scales, and energises the category while recruiting new consumers”*



this little pig went to market  
danced through Canal Street

here's to  
the summer  
of love



**squealing pig**

## Regional Overview: TWE in ANZ and Europe

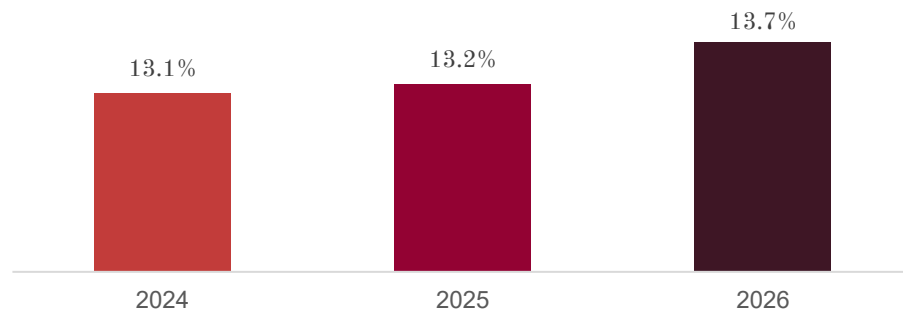
### Key financial metrics – 1H26

Volume	NSR	NSR/case	EBITS	EBITS margin
5.7m 9le	\$428m	\$75	\$52m	12%

### NSR contribution by market and portfolio – 1H26



### Market share – Australia<sup>1</sup>



### Key sales channels – Australia & Europe

Channel	ANZ % 1H26 NSR	Europe % 1H26 NSR
Bricks & Mortar Retail	72%	84%
On-premise	6%	7%
E-commerce	14%	5%
Other	8%	4%

# ANZ & Europe Execution Priorities



## Drive the Core

Leverage our leading brands of scale to drive growth in partnership with our key retailers



## Expand reach

Expand presence in Independent and On-premise to drive further brand engagement



## Unlock Growth

Utilise direct to consumer channels and expand presence in Fine Wine to unlock future luxury growth



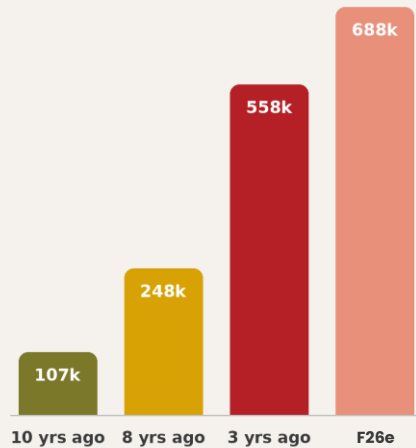
# Driving the Core: Squealing Pig case study

## UNPARALLELED GROWTH

# 6x

volume growth  
over the past  
decade

Volume (9le) - AUS



## CATEGORY LEADERSHIP

# #1

Wine brand in  
Coles Liquor Group  
& Rose in Australia



## RECRUITING YOUNGER

# 25-39yo

over-indexing with  
younger  
consumers



## INNOVATION ENGINE

# 11%

of brand GP from  
Squealini in <18  
months



## EXCELLENCE IN-STORE

# 86%

Conversion from  
awareness to  
consideration





# Driving the Core: Pepperjack case study

## CONSISTENT GROWTH

# +44%

Volume growth since F18

## CATEGORY LEADERSHIP

# #1

Shiraz in Australia  
+47% ahead of next shiraz  
SKU in Coles

## RECRUITING NEW CONSUMERS

# 2x faster

Lighter & refreshing varietals are now  
recruiting 2x faster than Shiraz. 50K new  
shoppers to brand

## PREMIUM EQUITY

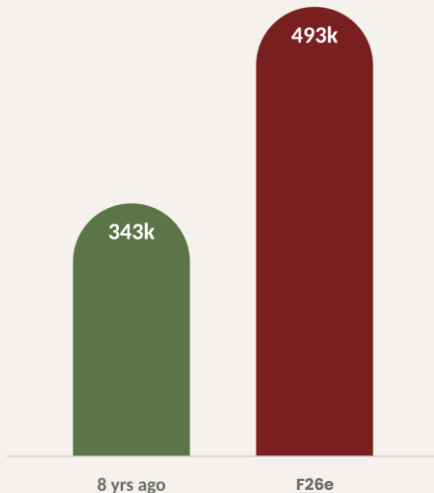
# 47%

Associate Pepperjack with 'good  
quality' – driving sharp lifts in gift and  
special occasion associations

## EXECUTIONAL EXCELLENCE

# 45%

Associate Pepperjack with 'great with  
food' – #1 brand tracked, reinforced by  
47% quality association.



*Coles Shiraz dominance*

**Pepperjack**

**Brand index 100**

Next Shiraz brand

60

Pepperjack leads the next Shiraz  
brand by ~66% and the next  
Shiraz SKU by ~47% in Coles



Name a more  
iconic pairing.  
We'll wait...





## Expand Reach: Increasing on-premise and independent trade penetration

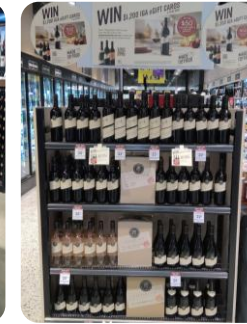
### On Premise

- Address under-penetration
- Focus investment in growth & luxury sub segments
- Expand brand presence in core wine occasions
- Leverage role of on-premise as a driver of trial and off-premise adoption



### Independent Retail

- Increase field presence leveraging united portfolio strength
- Drive conversion at point of purchase through enhanced brand visibility
- Embrace occasion-based shopping opportunity





# Expand Reach: Driving Penfolds presence and demand power in European fine wine

## La Place de Bordeaux

- Distribution via negociant networks unlocking deeper consumer and retail reach



Grand Théâtre de Bordeaux

## Fine Wine Retail

- Upweighted focus on fine wine retailers and merchants to drive positioning & availability



Selfridges, London

## High Net Wealth Events

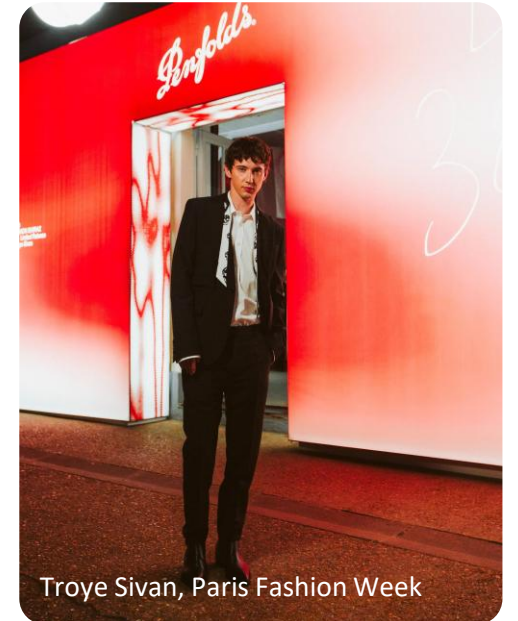
- Curated experiences to build emotional connection and relevance for the brand



Legends Lounge, Netherlands

## Brand Activation

- Iconic partners, locations and cultural moments to drive global luxury credentials



Troye Sivan, Paris Fashion Week

# *Emerging Markets*

Tom King

Chief Commercial Officer

## EMERGING MARKETS

*“Building a growth engine in Emerging Markets; scaling luxury demand and expanding with discipline”*

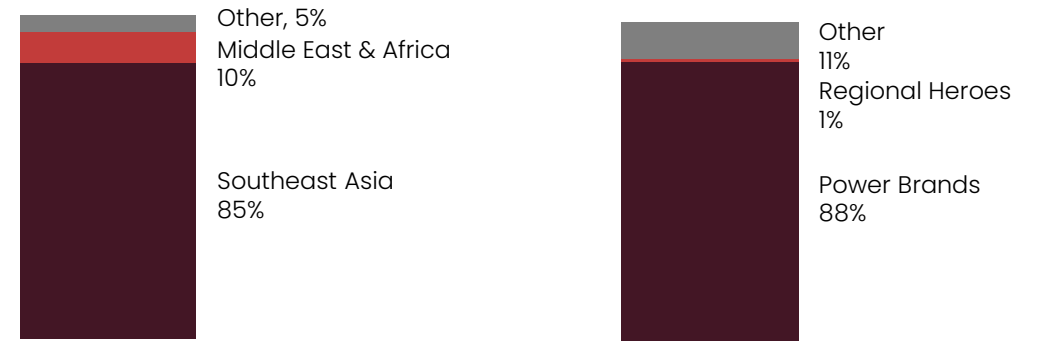


## Regional Overview: TWE in Emerging Markets

### Key financial metrics – 1H26

Volume	NSR	NSR/case	EBITS	EBITS margin
0.7m 9le	\$145m	\$206	\$64m	44%

### NSR contribution by market and portfolio – 1H26



### Market share<sup>1</sup>

*TWE has the number one market position in Singapore, Malaysia and Thailand, led by Penfolds*



### Key sales channels

Channel	% 1H26 NSR
Wholesale	51%
Bricks & mortar, travel retail	38%
On-premise	9%
Other	2%

# Emerging Markets Execution Priorities



## Driving Core Markets

*Singapore - Thailand - Malaysia*

Engines of premium and luxury growth – lead the category and scale luxury demand through sharper execution



## Seeding the New Frontier

*Indonesia - India - UAE*

Early-stage markets where we invest ahead of the curve to shape the category and unlock long-term growth



## Expanding with Discipline

*All*

Disciplined distributor management and rigorous execution to convert presence into growth



## Driving core markets: Scaling luxury demand through sharper execution in Asia

### Thailand

- Accelerating demand power 13.9% (+0.4ppts vs YA)
- Expand distribution beyond Bangkok through structured tier 2 wholesaler model
- Continued best in class execution in fine wine retail, on-premise and direct to collector channels

#### Penfolds Distribution

Current	6,240
Target	7,540

### Malaysia

- Accelerating demand power 11.3% (+2.9ppts vs YA)
- Formalisation and optimisation of RTM to tap into fine wine retail and high net worth consumers
- Focus cities: Kuala Lumpur, Kota Kinabalu, Kucing, Johor Bahru, Penang, Ipoh

#### Penfolds Distribution

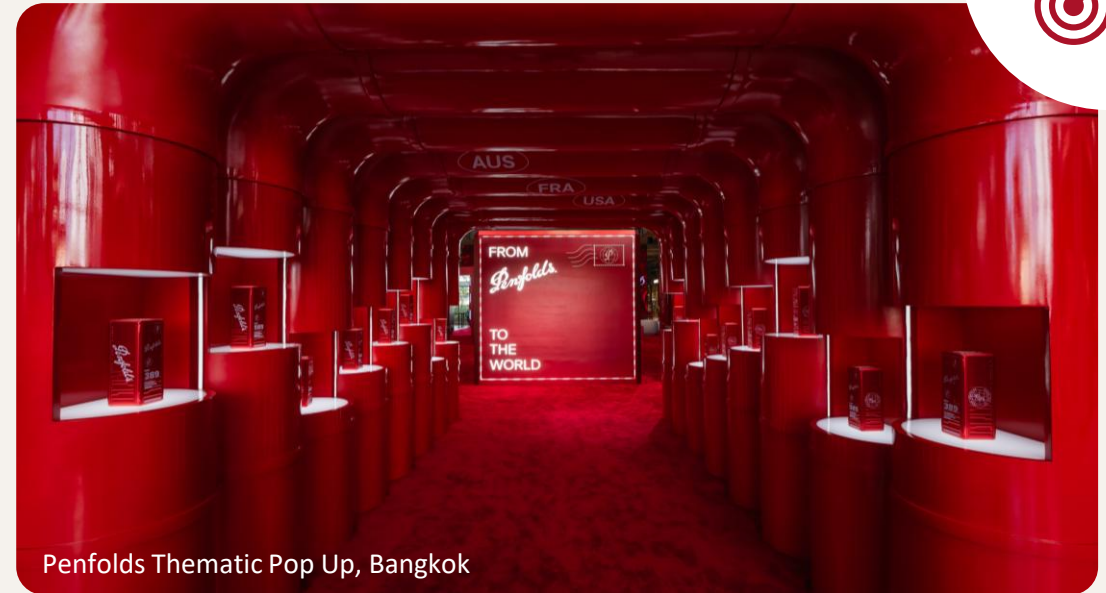
Current	936
Target	1,426

### Singapore

- Accelerating demand power 12.5% (+2.2ppts vs YA)
- Re-design route to market to access under-represented fine wine retail and dining channels
- Unlocking corporates, high net worth and private member clubs

#### Penfolds Distribution

Current	839
Target	987



Penfolds Thematic Pop Up, Bangkok



High Net Worth Dinner, Malaysia



Chinese New Year, Singapore



## Scaling the new frontier: investing ahead of the curve to reach new markets

### India

- Build early distribution across priority cities (Mumbai, Delhi, Bangalore, Haryana)
- Deepening relevance via gifting and occasion-led consumption
- Accelerate category development through education & brand building

### Indonesia

- High-quality distribution Jakarta, Surabaya, Bali, Medan, Bandung, Semarang
- Capture High Net Worth and Chinese community through targeted partnerships and activations
- Accelerate luxury demand through visibility, education and high-impact festive activations

### UAE

- Prioritise high value channels in Dubai including upweighted investment into premium hotels, fine dining restaurants and High Net Worth consumers
- Expand distribution and visibility across Northern Emirates through direct retail partnerships



Penfolds Diwali Gifting 2026 (concept only)



Penfolds Display, Jakarta



Penfolds On Premise, Dubai



## Expanding with discipline: Converting presence into growth with distributor management accountability and execution excellence

### 01 Joint Business Plan

- Annual depletion & shipment targets
- Agreed priority distribution targets

Commit to shared measurable goals

### 02 Transparent Data Sharing

- Depletion & inventory positions
- Distribution coverage against targets
- Market intelligence and insights

One source of truth for critical data

### 03 In-market Execution

- Shared resources and aligned investment
- Adherence to brand standards
- Execute priorities with pace and consistency

Translate plans into outcomes



Penfolds Masterclass, Kuala Lumpur

# *Shaping a future-fit supply chain*

Kerrin Petty

Chief Supply & Sustainability Officer



# ASCENT



Align production  
to long-term  
demand

Reshape our  
supply chain to  
our future-state  
portfolio and  
demand  
forecasts.



Minimise dis-  
synergy

Mitigate negative  
scale through  
optimised global  
supply model



Release  
capital

Deliver  
meaningful  
capital release  
from non-core,  
low value-add  
assets

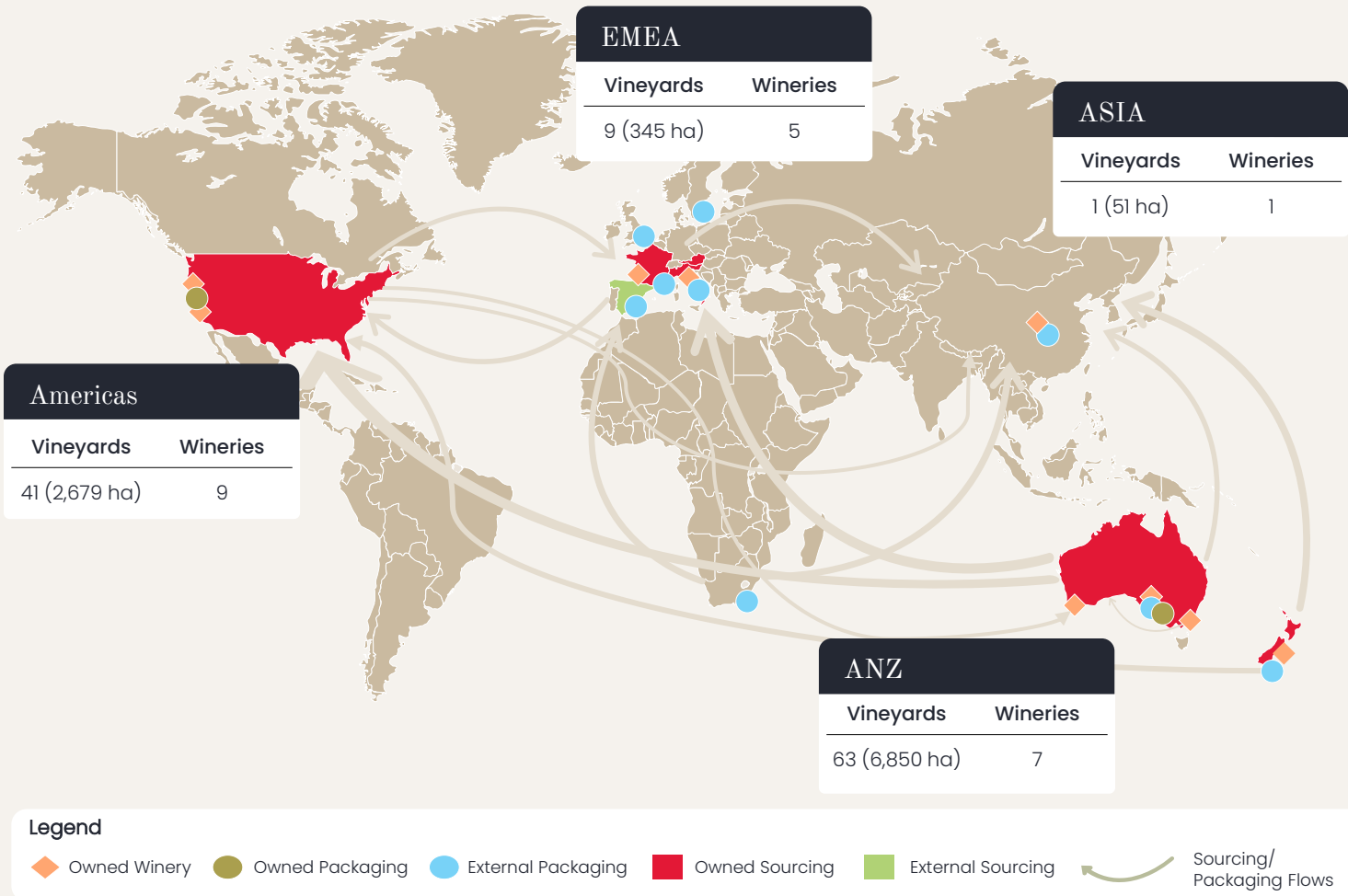


Future-  
Proofing supply  
chain

Invest in  
innovation,  
technology and  
sustainability.

# Aligning to Ascent: reshaping our supply chain

Current global supply chain model



We are aligning our supply chain to support our Power Brands and Regional Heroes and working hard to address:

- Excess winery and packaging capacity
- Variable asset quality
- Inflexible long-term lease arrangements

# Aligning to Ascent: Strong track record of driving efficiencies and investing in luxury wine production

## Supply chain optimisation program (2021-23)

- Global program, ~\$90m p.a saving through strategic sourcing, optimisation of resourcing and product strategy

## Divestment of production assets (2020-23)

- Divested 36 non-core vineyards in Australia and the US
- Sold the Karadoc winery, TWE's largest global winery at the time

## Uplifting Australian luxury cabernet sourcing (2024)

- Significant growth in production for Penfolds Bin 389/407 from V24 onwards

## Australian wine production and cost (CAGR V20-25)<sup>1</sup>

Segment	Production Volume	Cost Per Litre
Luxury	16%	2%
Premium	(2)%	(7)%
Commercial	(5)%	(5)%

# Aligning to Ascent: Geographic Deep Dive

## Priorities by geography

### California

- Pursue structural overhaul of end-to-end supply chain
- Rebalance long-term supply and demand

### Australia

- Drive efficiency and variabilisation of cost
- Retain key strengths, including flexible sourcing mix and luxury supply

### Other Geographies

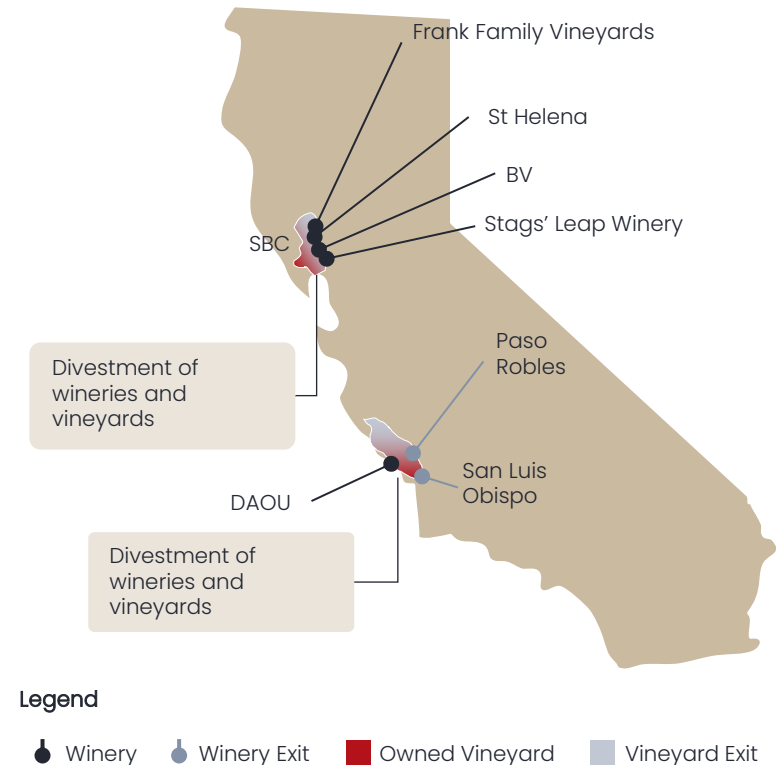
- Uplifting output and quality from France and China

# Aligning to Ascent: California supply transformation priorities

## Key Transformation Priorities

Initiative		Implementation
<b>Rationalise grower network</b>	<ul style="list-style-type: none"> <li>Non-renewal of expiring contracts with some accelerated exits</li> </ul>	F27-29
<b>Reduce vineyard footprint</b>	<ul style="list-style-type: none"> <li>Divestment and exit of leases in Napa Valley, Sonoma and the Central Coast, representing a substantial reduction in planted hectares</li> </ul>	F27-30
<b>Winery transformation</b>	<ul style="list-style-type: none"> <li>St Helena Winery to be transformed as main US luxury production hub, with utilisation significantly increased</li> <li>Frank Family Vineyards and Stags' Leap Winery production consolidated into St Helena, with DTC volume retained for permit adherence</li> <li>Paso Robles and San Luis Obispo wineries divested</li> </ul>	F27-30
<b>Packaging transformation</b>	<ul style="list-style-type: none"> <li>Sonoma Bottling Centre (SBC) downsized with consideration of insource v outsource model as appropriate long-term model</li> </ul>	F27-30

## California Vineyard & Winery Footprint

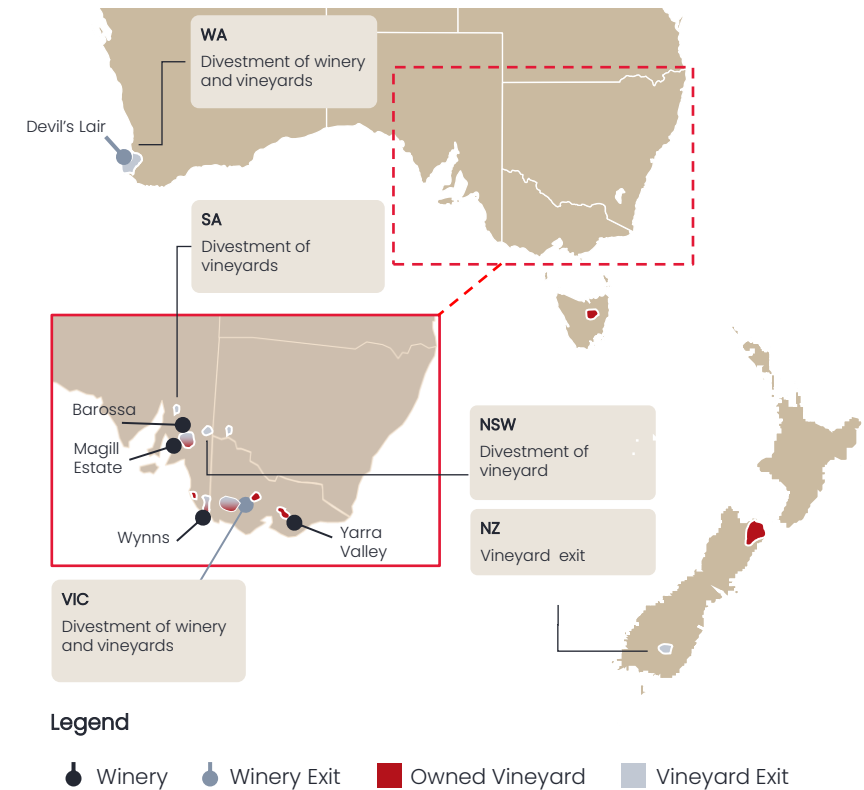


# Aligning to Ascent: ANZ supply chain transformation priorities

## Key Transformation Priorities

Initiative	Implementation
<b>Reduce vineyard footprint</b> <ul style="list-style-type: none"> <li>Divestment and exit of leases, with reduction in planted hectares of approximately 30%</li> </ul>	F27-28
<b>Winery transformation</b> <ul style="list-style-type: none"> <li>TWE Barossa Winery (South Australia) to be transformed into a luxury-focused facility configured around future-state portfolio</li> <li>Remaining winery assets optimised</li> </ul>	F27+
<b>Packaging transformation</b> <ul style="list-style-type: none"> <li>Optimisation of Barossa Packaging Centre facility to include reduction in fill capacity, outsourcing of non-priority brand volume and automation of gift packing</li> </ul>	F27-28
<b>Warehousing and logistics</b> <ul style="list-style-type: none"> <li>Consolidation of majority of external maturation warehouse network with in-house storage at Barossa Packaging Centre</li> </ul>	F27-30

## ANZ Vineyard & Winery Footprint



# Aligning to Ascent: transformation outcomes

Supply chain transformation initiatives will minimise per unit COGS increases and support our EBITs margin ambition

- Reduced production volumes and strengthened portfolio mix will impact overall network production efficiency, particularly in the US
- COGS per case expected to increase gradually in coming years, net of key supply chain transformation initiatives which will deliver meaningful benefits
- These impacts will be recognised in the P&L based on portfolio age of release
- Combined with benefits from the simplified operating model, supply chain transformation will support our ambition for sustainable EBITs margin expansion

## Key transformation initiatives and expected P&L benefit recognition

Region	Initiatives	F27	F28	F29	F30	F31		P&L offset (years)
ANZ	Vineyard exits	Solid red	Diagonal red				+	2-3
	Winery transformation	Diagonal red	Solid red	Diagonal red			+	2-3
	Packaging transformation	Diagonal red	Solid red				+	1-2
	Overhead reductions	Solid red	Diagonal red				+	~1
US	Vineyard exits	Diagonal red	Solid red	Solid red	Diagonal red		+	3-4
	Winery transformation	Solid red	Solid red	Diagonal red			+	3-4
	Packaging transformation	Diagonal red	Diagonal red	Diagonal red	Solid red		+	1-2
	Overhead reductions	Solid red	Diagonal red				+	~1

Solid red shade reflects key transformation period

# Future proofing supply chain: through innovation, technology and sustainability initiatives

INNOVATION &  
TECHNOLOGY

## NoLo Innovation



\$15m invested in industry-leading process and FlavourLock™ technology

## Advanced optimisation tools



Benefits from intake planning to winemaking to labour optimisation

## AI enablement



Scaling AI to drive productivity, risk reduction and decision support

## Automation and robotics



Driving efficiency across vineyard, winery and packaging

SUSTAINABILITY

## Ensuring climate resilience



Future proofing vineyard footprint and investment in adaptation

## Reducing emissions



Accelerating decarbonisation and investing in renewables

## Sustainable certification



Production practices that meet key certification standards

## Investing in biodiversity



Ecology-based investments to strengthen the business

## Future proofing supply chain: climate resilience is core to our footprint and vicultural practice



Mature climate  
analysis



Multi-regional  
sourcing



Adaptation-informed  
practice



AI and agtech  
innovation

Reducing cost,  
risk and  
emissions



# Future proofing supply chain: Investing in NoLo production capability

## Proprietary in-house capability

Through investment in the world-first FlavourLock™ technology at the TWE Barossa winery

## Gentle and efficient essence capture process

Protects flavour and mouthfeel, producing superior lower-in-alcohol wines with high throughput rates

## In-house experimentation by specialist winemakers

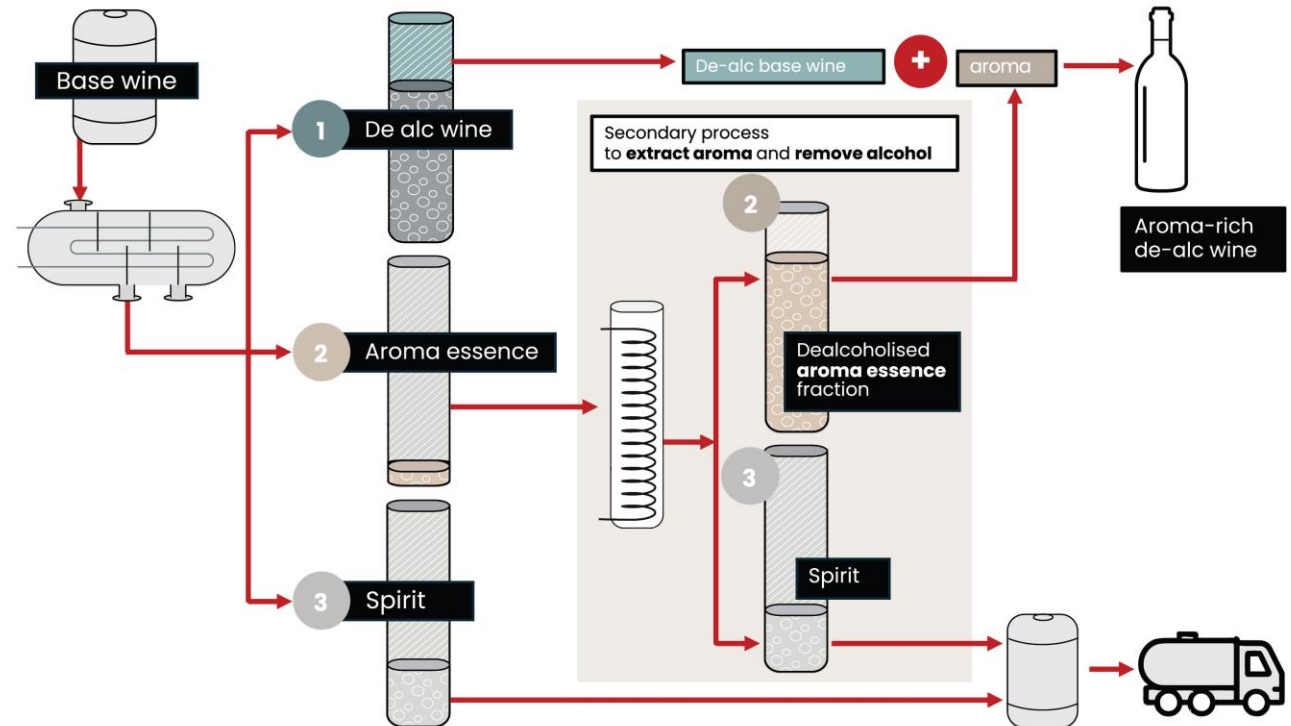
Enabling incremental flavour improvements, supporting key brand innovation priorities

## The technology is supporting pleasing growth trends

In key better for you portfolio wine, including Squealing Pig and Sorbet

## NoLo vacuum distillation

Customised technology and proprietary process developed by TWE





## ASCENT



Align production  
to long-term  
demand

Reshape our  
supply chain to  
our future-state  
portfolio and  
demand  
forecasts.



Minimise dis-  
synergy

Mitigate negative  
scale through  
optimised global  
supply model



Release  
capital

Deliver  
meaningful  
capital release  
from non-core,  
low value-add  
assets



Future-  
Proofing supply  
chain

Invest in  
innovation,  
technology and  
sustainability.

# *Financial outlook*

Justin Pipito

Interim Chief Financial Officer



# ASCENT

We see a bright future for TWE as a more focused, market-centred, simpler and financially strong wine company.

## 01

### Focusing where we'll win

Transitioning to a future state portfolio focused on power brands and regional heroes in most attractive geographies and segments

Step-changed A&P investment to grow brand equity

## 02

### Transforming how we operate

Simplifying and re-shaping TWE around the needs of customers and consumers

Delivering \$100m p.a. in cost reduction<sup>1</sup>

Execution and data-led performance management

Championing a more accountable culture

## 03

### Shaping a future-fit supply chain

Transforming our supply model in support of portfolio and operating model objectives

Exiting surplus and underperforming assets

## 04

### Delivering consistent, high-quality financial returns

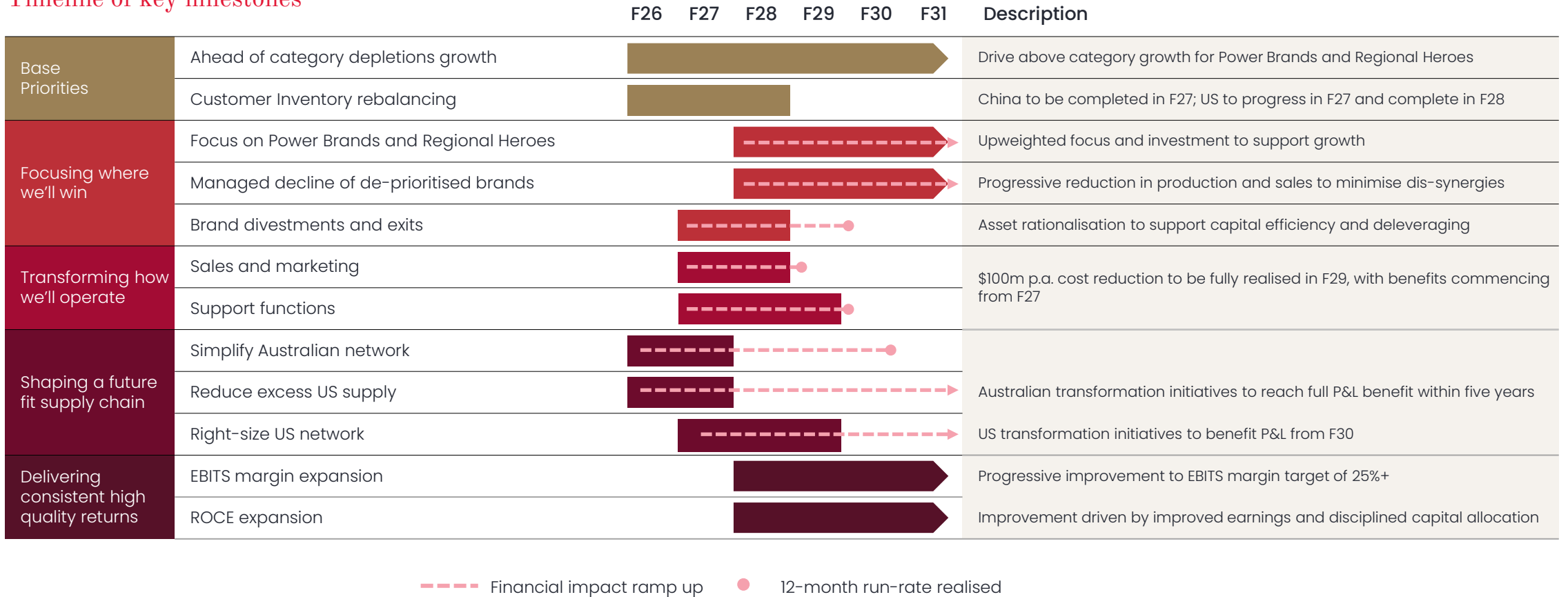
Focused on sustainable, high-quality earnings growth over the long-term, characterised by:

- Depletions-led top-line growth
- Progressive EBITs margin expansion to long-term target of 25%+
- Significantly improved ROCE
- Strengthened capital structure, returning leverage <2.0x by F28



# Transformation and financial benefits will occur over a number of years

## Timeline of key milestones



# Ascent will give rise to a number of one-off, material items

## Ascent material items (\$m) (excluding brand and asset divestments)

Item	Timing	P&L	Cash
Program implementation, including operating model change	F26-30	\$(85-100)m	\$(85-100)m
Australian supply chain transformation	F26-27	\$(35-40)m	\$(30-35)m
US supply chain transformation	F26-31	\$(100-120)m	\$(45-60)m
<b>Estimated Ascent costs</b>		<b>\$(220-260)m</b>	<b>\$(160-195)m</b>

## Ascent program costs

Will be incurred progressively over time, with the majority of P&L and cash impacts expected to be recognised by F28

## Implementation costs

Relate primarily to overheads, transformation office and technology

## Supply chain transformation costs

Include network optimisation initiatives and overheads

Excludes any future costs associated with acceleration of US supply chain optimisation initiatives, e.g. potential restriction of future vintage intakes

## Brand and asset divestments

Not included – update on progress and material divestments will be provided as the divestment program progresses

**Ascent is expected to be cash positive post divestments**

# Long-term perspectives by division

	Penfolds	Treasury Americas	Treasury Collective
Depletions	Focused on sustaining depletions growth ahead of peer set across key markets, led by China	Maintaining positive momentum in luxury depletions a priority	Declines expected to continue, driven by non-priority brands and partly offset by Matua and Regional Heroes
Customer inventory rebalancing	To be completed in F27, with P&L to reflect depletions from F28	To be progressed in F27 and completed in F28	Not applicable
A&P investment rate	Upweighted to 12% NSR to drive future growth and brand equity	Constant, with upweighting for DAOU offset by reduction on other brands	Reduced, led by de-prioritised brands
Cost of goods	Minimal impact	Higher COGS per case driven by dis-synergies and 5+ year timeframe for realisation of transformation benefits	Moderately higher COGS per case driven by dis-synergies, partially offset by transformation benefits
Overheads	Lower	Lower	Lower
Relevance to new operating model	<div style="display: flex; justify-content: space-around;"> <div style="background-color: #92d050; padding: 5px;">Greater China</div> <div style="background-color: #92d050; padding: 5px;">Emerging Markets</div> </div> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="background-color: #92d050; padding: 5px;">Americas</div> <div style="background-color: #92d050; padding: 5px;">ANZ &amp; Europe</div> </div>	<div style="display: flex; justify-content: space-around;"> <div style="background-color: #d9d9d9; padding: 5px;">Greater China</div> <div style="background-color: #d9d9d9; padding: 5px;">Emerging Markets</div> </div> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="background-color: #92d050; padding: 5px;">Americas</div> <div style="background-color: #d9d9d9; padding: 5px;">ANZ &amp; Europe</div> </div>	<div style="display: flex; justify-content: space-around;"> <div style="background-color: #d9d9d9; padding: 5px;">Greater China</div> <div style="background-color: #d9d9d9; padding: 5px;">Emerging Markets</div> </div> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="background-color: #92d050; padding: 5px;">Americas</div> <div style="background-color: #92d050; padding: 5px;">ANZ &amp; Europe</div> </div>

# We are focused on strengthening our balance sheet, with a clear path to reduce leverage to our target of below 2.0x by the end of F28

## Leverage is expected to peak in F26....

As disclosed in February, leverage (Net Debt / EBITDAS) at F26 is expected to increase from the 2.4x reported for 1H26

- Leverage expected to peak in F26 at approximately 2.9x
- We remain confident of returning leverage to below 2.0x by the end of F28, driven by earnings recovery and a range of cash generation levers

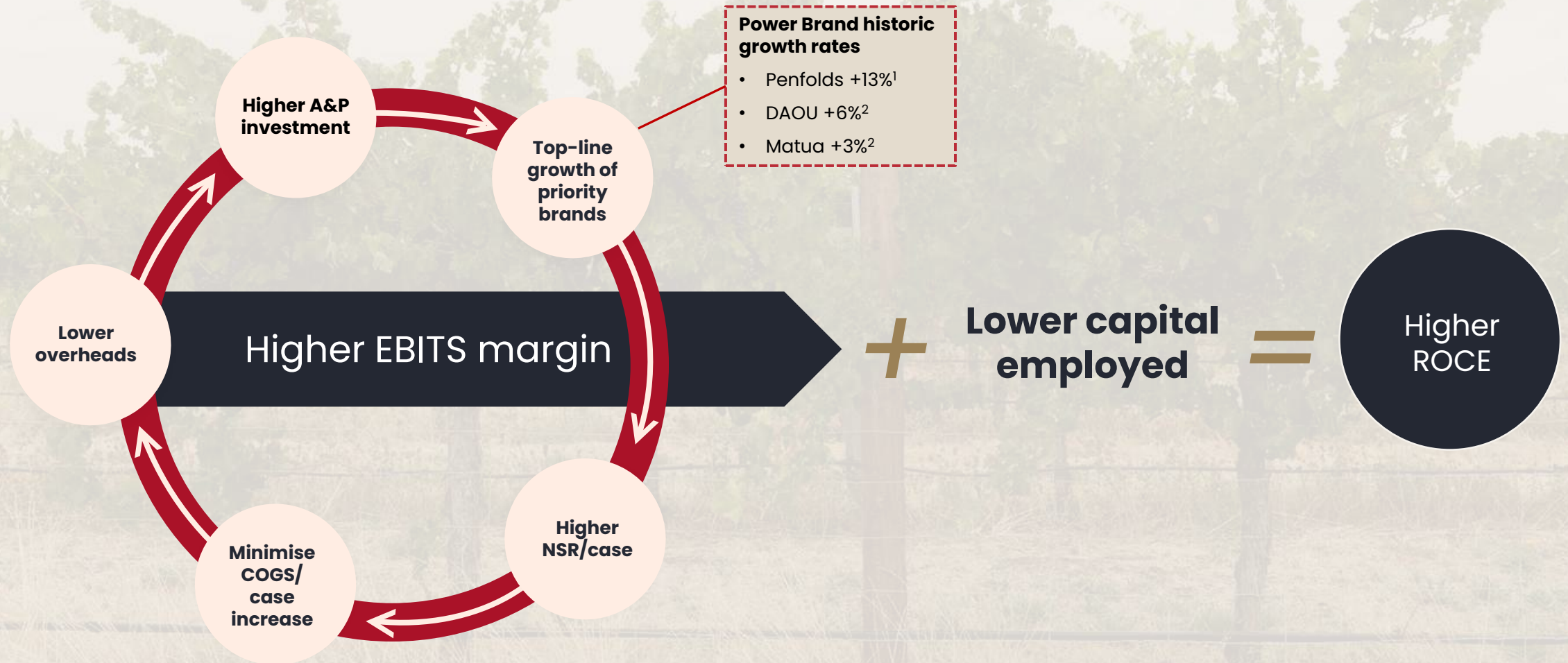
## We enjoy strong support from our global lenders...

- Recent \$300m increase in commitments to refinance F27 maturities
- Liquidity expected to exceed \$1bn at the end of F26
- Weighted average duration of debt commitments 3.3 years
- Significant headroom to financial covenants retained

## ....and we are taking disciplined deleveraging action.

- Earnings improvement from F28 upon completion of customer inventory rebalancing in addition to Ascent transformation benefits
- Cash proceeds from asset rationalisation, namely brands and supply assets
- Right-sized future capex, supported by a well-invested asset base and reduced future footprint
- Continued suspension of dividends, with the Board to consider resumption as leverage trends towards the target level

# Targeting higher ROCE from improved earnings and disciplined capital allocation



# *Closing*

Sam Fischer  
Chief Executive Officer



# ASCENT

We see a bright future for TWE as a more focused, market-centred, simpler and financially strong wine company.



# *Supplementary Information*

# Definitions

<b>9Le</b>	9 litre equivalent case
<b>Cash conversion*</b>	Net operating cash flows before financing costs, tax and material items divided by EBITDAS
<b>COO</b>	Country of origin
<b>CODB*</b>	Cost of doing business. Gross profit less EBITs. Excludes non-cash items as well as tax, the cost of the Group's capital structure and non-operating transactions as a measure of underlying operational costs
<b>COGS*</b>	Cost of goods sold
<b>Commercial wine</b>	Wine that is sold at a retail shelf price below A\$10 (or equivalent) per bottle
<b>Depletion</b>	Depletions refer to volume movements from a TWE customer (wholesaler, distributor, retailer) to their customers
<b>EBITDAS*</b>	Earnings before interest, tax, depreciation, amortisation, material items and SGARA
<b>EBITS*</b>	Earnings before interest, tax, material items and SGARA
<b>EBITS margin*</b>	EBITS divided by Net sales revenue
<b>LDA</b>	Legal drinking age
<b>Luxury wine</b>	Wine that is sold at a retail shelf price above A\$30 (or equivalent) per bottle
<b>Material items*</b>	Items of income or expense which have been determined as being sufficiently significant by their size, nature or incidence and are disclosed separately to assist in understanding the Group's financial performance
<b>Net Debt to EBITDAS*</b>	Ratio of Net Debt to EBITDAS, includes capitalised leases per <i>AASB 16 Leases</i>
<b>Net Operating Cashflow*</b>	Operating cash flow before finance costs, tax and material items
<b>NPAT</b>	Net profit after tax
<b>NSR</b>	Net sales revenue
<b>Premium wine</b>	Wine that is sold at a retail shelf price between A\$10 and A\$30 (or equivalent) per bottle
<b>ROCE*</b>	Return on Capital Employed. EBITs divided by Capital Employed (at constant currency). Capital Employed is the sum of average net assets (adjusted for SGARA) and average net debt
<b>SGARA</b>	Self-generating and re-generating assets. SGARA represents the difference between the fair value of harvested grapes (as determined under AASB 141 Agriculture) and the cost of harvest. The fair value gain or loss is excluded from Management EBITs so that earnings can be assessed based on the cost of harvested grapes, rather than their fair value. This approach results in a better reflection of the true nature of TWE's consumer branded and FMCG business and improved comparability with domestic and global peers.
<b>Shipment</b>	Shipments refer to sales volume from TWE to a third-party customer