Care Productivity Partnership

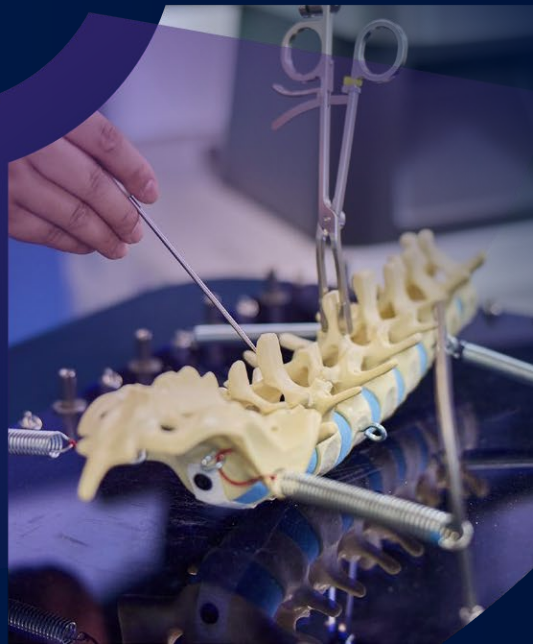
Annual Shareholder Meeting
2026

EBOS GROUP LIMITED









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This presentation contains a number of non-GAAP financial measures, including Gross Operating Revenue, EBITDA, EBIT, NPAT, Underlying Operating Expenditure, Underlying EBITDA, Underlying EBIT, Underlying NPAT, Underlying Earnings per Share, Free Cash Flow, Underlying Cash from Operations, Underlying Free Cash Flow, Cash Conversion Days, Net Working Capital, Net Debt, Leverage, Net Debt : EBITDA and Return on Capital Employed (ROCE). Because they are not defined by GAAP or IFRS, EBOS' calculation of these measures may differ from similarly titled measures presented by other companies and they should not be considered in isolation from, or construed as an alternative to, other financial measures determined in accordance with GAAP. Although EBOS believes they provide useful information in measuring the financial performance and condition of EBOS' business, readers are cautioned not to place undue reliance on these non-GAAP financial measures.

The information contained in this presentation should be considered in conjunction with the audited consolidated financial statements for the full year ended 30 June 2026 and EBOS' other periodic and continuous disclosure announcements released to NZX and ASX, which are available at www.nzx.com and www.asx.com.au.

EBOS and its businesses are subject to known and unknown risks, some of which are beyond the control of EBOS and/or may not be fully mitigated. A summary of key financial and non-financial risks identified by EBOS can be found under 'Risk Management' at https://www.ebosgroup.com/who-we-are/corporate-governance. This should not be considered an exhaustive list.

All currency amounts are in Australian dollars unless stated otherwise.

Underlying earnings for the 30 June 2026 and 30 June 2025 periods exclude M&A transaction costs, non-recurring restructuring and site transition costs and the amortisation (non-cash) expense attributable to purchase price accounting (PPA) of finite life intangible assets.

Underlying earnings to 30 June 2026 also excludes the net gain on acquisition related activities, which includes a gain (non-cash) on step acquisition of ABT Nevada reflecting the remeasurement of the Group's previously held equity-accounted interest to fair value when control was obtained in December 2025.

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Welcome









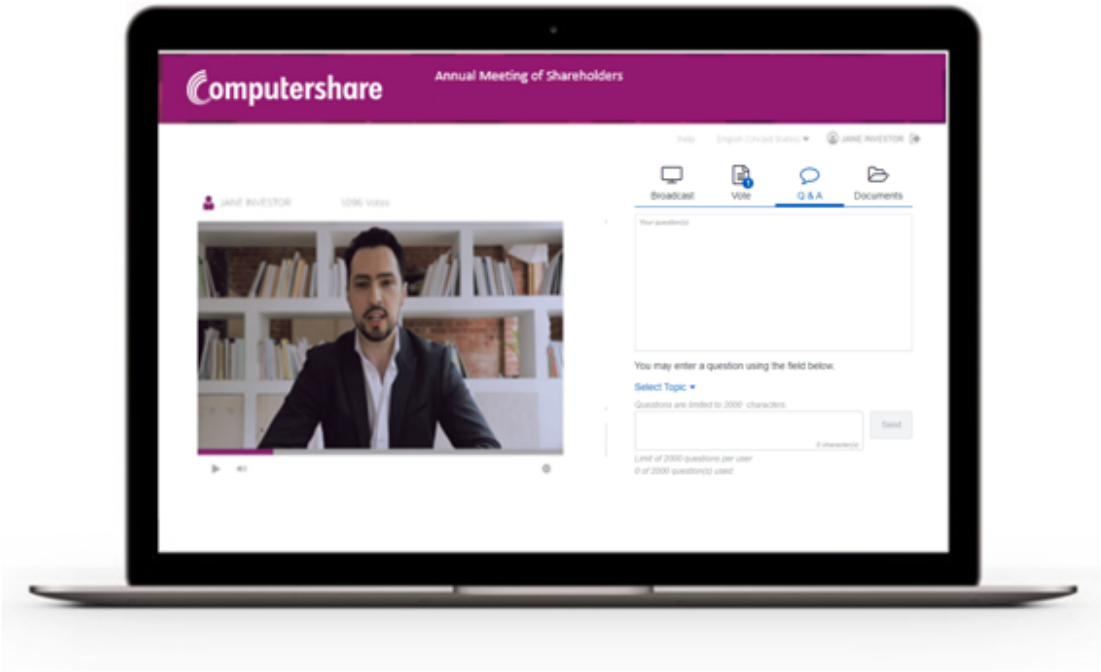
How to participate in virtual/hybrid meetings and ask a question

Online Questions

- If you have a **question** to submit during the live meeting, please select the **Q & A tab on the right half of your screen at anytime.** Type your question into the field and press submit. Your question will be immediately submitted to the moderator.

Help

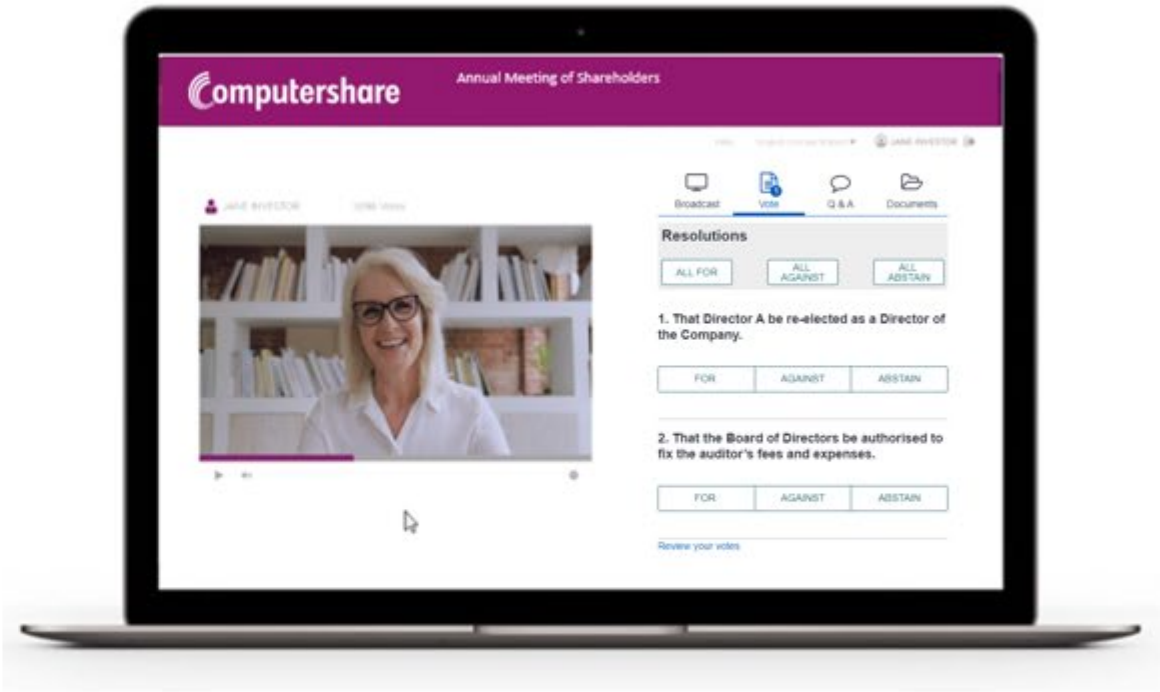
- The **Q & A tab can also be used for immediate help.** If you need assistance, please submit your query in the same manner as typing a question and a Computershare representative will respond directly to you.



How to participate in virtual/hybrid meetings and vote

Shareholder & Proxyholder Voting

- Once the **voting** has been opened, the resolutions and voting options will allow voting.
- To vote, simply **click on the Vote tab**, and **select your voting direction from the options shown** on the screen.
- Your vote has been cast when the **tick** appears.
- To **change** your vote, select 'Change Your Vote'.



Board of Directors



Elizabeth Coutts
Independent Chair



Dr Tracey Batten
Independent Director



Mark Bloom
Independent Director



Coline McConville
Independent Director



Stuart McLauchlan
Independent Director



Matt Muscio
Non-executive Director



Julie Tay
Independent Director

Agenda

1	**Presentation:** Elizabeth Coutts, Chair
2	**Presentation:** Adam Hall, CEO
3	**Business of Meeting**
4	**Conclusion**

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Chair presentation

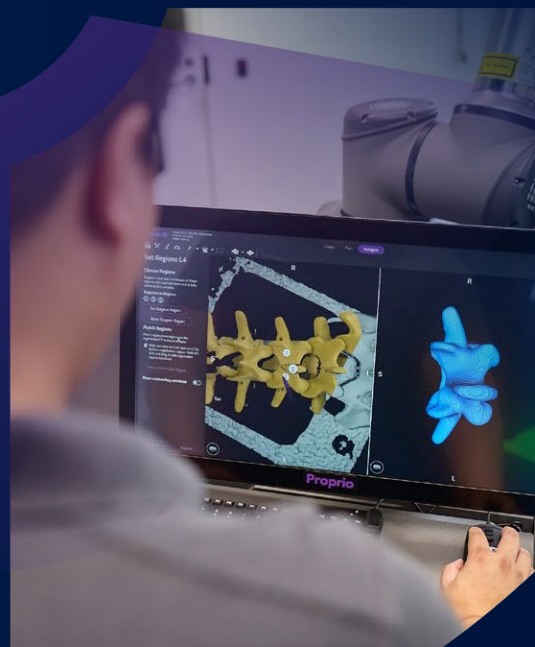


Elizabeth Coutts
Chair





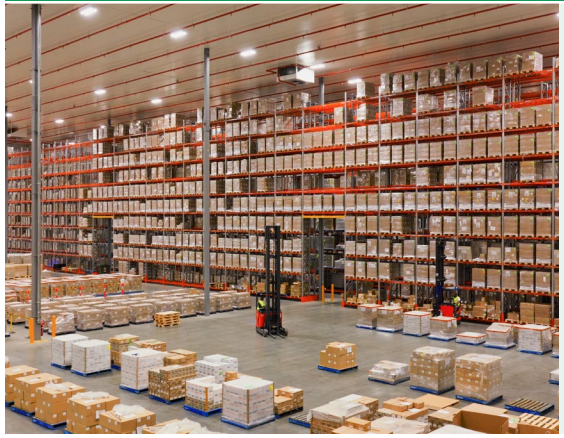




EBOS is a scaled Care portfolio with 4 divisions

Healthcare reporting segment

Symbion & Healthcare Distribution



ANZ's #1 or #2 institutional healthcare distributor, contract logistics provider and pharmaceutical wholesaler

Supplies **medicines, consumables** and **logistics services** to pharmacies, hospitals, government, and healthcare partners across ANZ

Retail Pharmacy Brands



Australia's #1 community pharmacy store network[1], with a focus on health services

Helps independent pharmacies grow through providing **store brands, services, digital tools and retail support** across a large network

Medical Technology



#1 medical technology partner in multiple therapy areas across APAC, leadership in biologics allograft manufacturing

Embedded in hospitals and surgical teams to support specialist **medical technology and biologics solutions**, across ANZ and SEA/HK

Animal Care



ANZ's #1 supplier of specialty dry dog food by volume, and #1 vet wholesale supplier

Makes and markets **pet food,** markets and distributes **vet products and animal health brands** through retail and wholesale channels

1. By number of branded pharmacies

Investment cycle complete; EBOS to continue its growth momentum

Solid growth; investment cycle complete

All FY26 guidance metrics met





Ongoing opportunities to build further value

Balance sheet flexibility to invest in growth





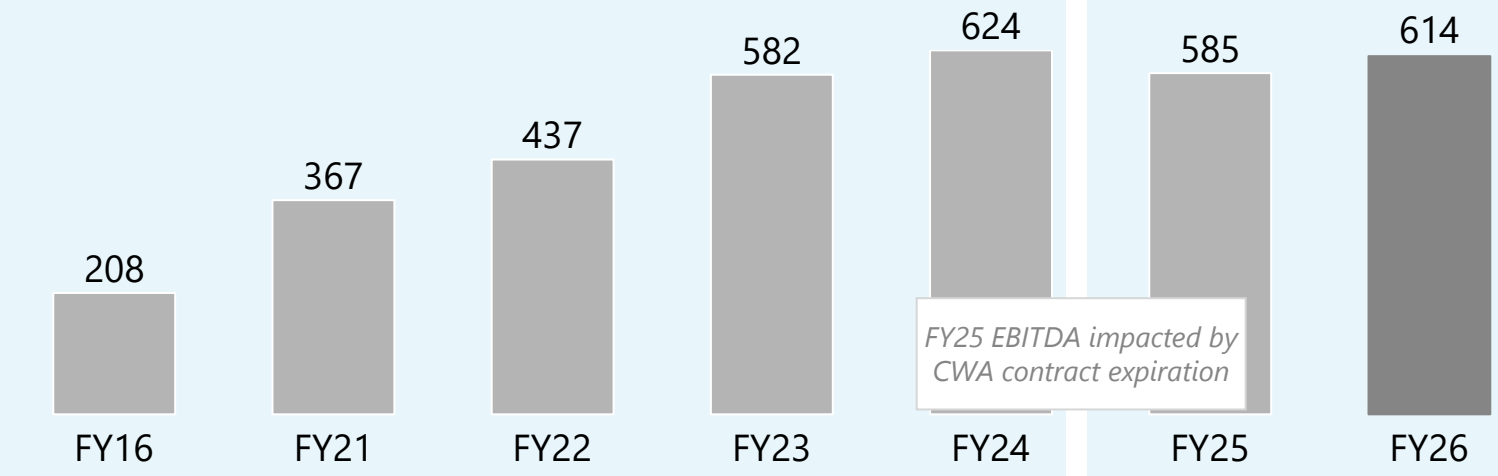
EBOS has actively evolved into a higher-quality portfolio through disciplined investment, ramping up in the past six years

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Underlying EBITDA (A$m)

Accelerated growth and portfolio rebalancing | **Complete DC renewal**

~10% long-term CAGR
Similar parts organic and inorganic



Inorganic Strategic M&A

LifeHealthcare an EBOS MedTech company
transmedic an EBOS MedTech company
Sentry MEDICAL
Superior pet food co
SVS
pet foods
PARINGA PET FOODS

Organic Major investments

Pet Care Kitchen (Animal Care)

DC Renewal Program (S&HD)

DC renewal delivering better Care to our customers and driving improved performance

HCL Perth



Symbion Kemps Creek



Onelink NZ



Sustainability, community and a safe and inclusive workplace

Our sustainability pillars



Sustainability highlights

- Third Climate Statement published, with refreshed climate-related risks and opportunities assessment
- More rooftop solar
- NZ electricity matched with renewable energy certificates
- Greenfleet support since 2007 now >$2.9 million
- ~98,000 native trees and shrubs planted in country Victoria
- Refreshed DE&I Policy and new Respect at Work training

Safety highlights

- Warehouse engineering improvements and critical risk investment, continuing into FY27
- EBOS Life Savers: a Group-wide framework for high-risk activities
- Board and ELT safety leadership walks with our people
- Safety Matters: 'work safe to get home safe'





Supporting health and wellbeing in our communities

SELECT EXAMPLES

Symbion & Healthcare Distribution



Supporting FightMND for over 10 years, with money raised through fundraising donated to help the fight against motor neurone disease

symbion

PROUDLY SUPPORTING FIGHT MND. IT TAKES PEOPLE

Retail Pharmacy Brands



For 20+ years, TerryWhite Chemmart has partnered with Ovarian Cancer Australia, supporting awareness, fundraising and education

TerryWhite Chemmart

OVARIAN CANCER AUSTRALIA

Medical Technology



Orthopeadic Outreach Australasia – delivering specialist surgical care underserved communities across Southeast Asia and the Pacific

LifeHealthcare

orthopaedic outreach AUSTRALASIA

Animal Care



Donating Black Hawk kibble, supporting the nutritional needs of over 900 dogs across the Guide Dogs program

BlackHawk Every ingredient matters

Proudly supporting Guide Dogs.

Dividends

Final dividend

EBOS' Directors announced a final FY26 dividend of NZ 61.5 cents per share

The final dividend was fully franked for Australian taxation purposes and imputed to 20% for New Zealand taxation purposes

The full-year dividend was NZ 118.5 cents per share, maintaining a stable dividend since FY24

Dividend remains supported by:

Strong cash flow generation

Accretive returns from bolt-on investments

Robust balance sheet with capacity for reinvestment

Positive long-term industry growth outlook

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CEO presentation

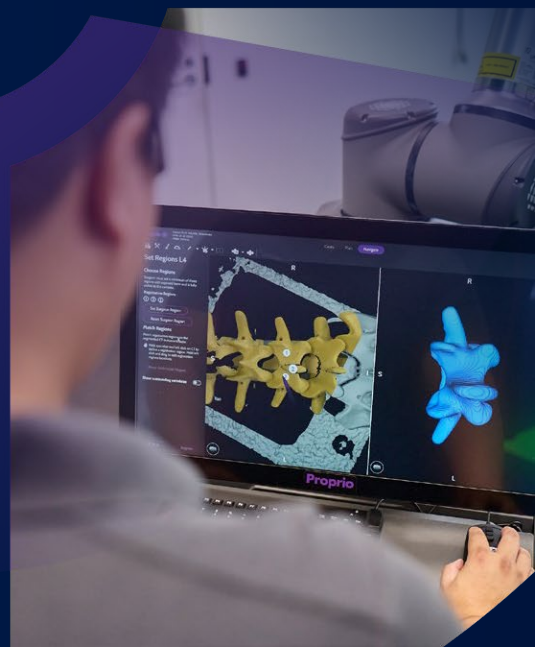


Adam Hall
Chief Executive Officer









FY26 delivered: revenue +9.9%, Underlying EBITDA +5.0%[1]

Guidance
delivered within range

EBITDA[2]	$614m
Capex	$145m
D&A	$148m
Net finance costs	$119m
Leverage	2.1x

Revenue

$13,487m

9.9% growth

EBITDA

$599m

7.8% growth

Underlying EBITDA[2] **$614m**
(+5.0% growth)

NPAT

$225m

4.7% growth

Underlying NPAT **$250m**
(3.1% decrease)

EPS

109.8cps

0.1% growth

Underlying EPS **121.7cps**
(7.3% decrease)

Leverage[3]

2.1x

Remains within target range
of 1.7x to 2.3x

Dividend

NZ 61.5 cps[4]

Maintained

Payout ratio of 84.5%
Underlying NPAT

ROCE

12.8%

20bps change vs prior period, reflecting higher capital base

1. Growth is FY26 Underlying compared to FY25 Underlying **2.** FY26 Underlying EBITDA guidance updated on 22 April 2026 to reflect impact of elevated fuel price and broader energy cost pressures **3.** Calculated in accordance with banking covenants and excludes IFRS 16 lease impacts **4.** The final dividend was imputed to 20% and fully franked to 100% for New Zealand and Australian tax resident shareholders respectively

Delivered against all FY26 financial guidance metrics and Investor Day growth priorities

All FY26 guidance metrics delivered within range[1]

Delivered on every financial guidance metric

EBITDA	Capex	D&A	Net finance costs	Leverage
$614m	$145m	$148m	$119m	2.1x

FY26 delivered growth in line with expectations[2]

&

was supported by **disciplined capital allocation** across the portfolio, focused on achieving…

Healthcare segment

Symbion & Healthcare Distribution	Retail Pharmacy Brands	Medical Technology
In-line with industry	**Mid-high single-digit**	**High single-digit**
Completed DC renewal program	Expanded network and healthcare services	Expanded therapy and product portfolio

Animal Care segment

Animal Care
Mid-high single-digit
Expanded manufacturing and innovation capability

1. FY26 Underlying EBITDA guidance updated on 22 April 2026 to reflect impact of elevated fuel price and broader energy cost pressures **2**. Excluding the fuel impacts arising as a result of the Middle East Conflict, FX Translation impacts and FX impacts on purchases

Positive growth building through Q1 FY27

FY26 saw solid growth; investment cycle complete

- **Major DC renewal program now complete**, with capex of ~$145 million in FY26, expected to step down to ~$100 million per annum in FY27 which remains on track
- **Lower capital intensity driving stronger free cash flow** and increasing balance sheet capacity for further growth investment
- **FY27 guidance re-affirmed,** while noting that growth remains weighted to the second half, with FX & fuel headwinds continuing to persist

Divisional growth momentum continues across Q1 FY27

- **Symbion & Healthcare Distribution:** ***"Put capacity to work",*** Kemps Creek ramp-up and CWNZ[2] contract extended
- **Retail Pharmacy Brands:** ***"Drive store dollars",*** Network store growth and growing private label brands
- **Medical Technology:** ***"Expand scope & reach",*** Supply partnerships expanding, recent acquisitions performing
- **Animal Care:** ***"New product & customer momentum",*** BlackHawk & Vitapet sales performing strongly, promising entry into US market with Kiwi Kitchens

Shared purpose unlocks cross-divisional synergies and organisational opportunities

- **Combined support function costs across divisions,** already started across finance and IT
- **Scaled negotiation benefits** by coordinating groupwide procurement
- **Supply chain consolidation opportunities** leveraging footprint to serve multiple divisions
- **Financial benefits expected to start in FY28,** with further detail to be shared at the H1 FY27 results. Focus is on **optimising costs across divisions**

Step down in capex unlocks ~$150m bolt-on acquisition capital availability[1]

FY27 guidance re-affirmed

Additional financial benefits from FY28

1. Based on Net Debt / EBITDA ratio of 2.30x vs June 2026 ratio of 2.1x and conservative target EBITDA multiple paid **2.** Chemist Warehouse New Zealand

Symbion & Healthcare Distribution: Put capacity to work

New CSO regime and Kemp's Creek productivity gains on track; HCL Perth now serving customers

Community Pharmacy:

- **Step-up in CSO funding pool** from 1 July 2026, with CSO earnings tracking in line with expectations
- Strong industry demand for GLP-1s, **growing at ~49% CAGR (FY22-FY25) versus ~11% for high value medicines overall**
- **Kemps Creek DC Q1 FY27 productivity gains** remain on track

Hospital medicines, consumables & others:

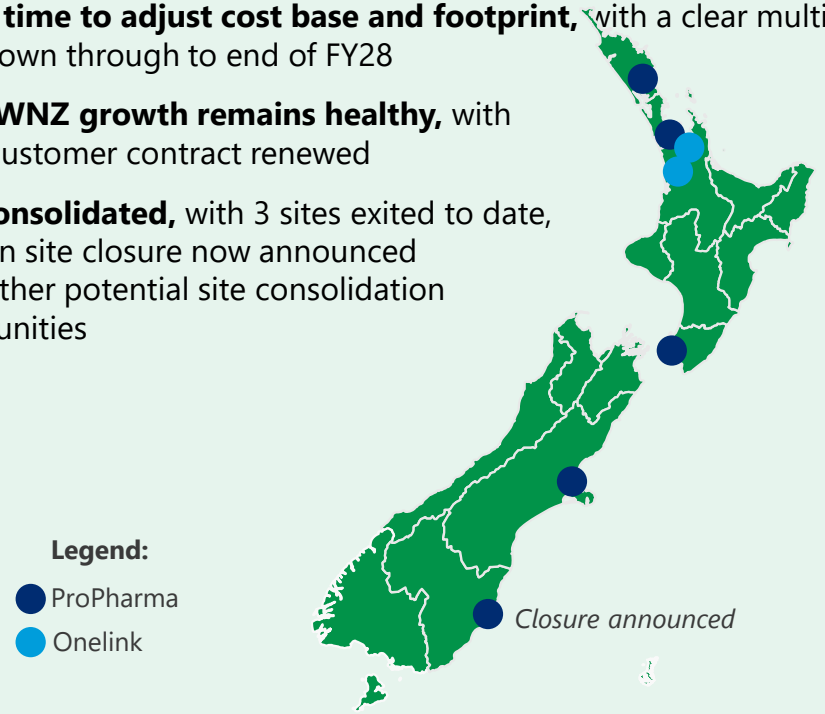
- **Major hospital player** successfully onboarded
- **Consolidated Sentry's Sydney DC** into EBOS Healthcare's network
- **Continued growth in aged care agreements**, including corporate customers and independents

Contract Logistics:

- **Successfully won 20 new principals in FY26**
- **Go-live of Perth DC** supporting existing and new principals

CWNZ contract renewed and ramps down through FY28

- **Contract extended,** providing near-term earnings visibility for ProPharma
- **CWNZ is a modest component of Group earnings**, contributing approximately mid-single digit annual EBITDA
- **Ample time to adjust cost base and footprint,** with a clear multi-year ramp down through to end of FY28
- **Non-CWNZ growth remains healthy,** with major customer contract renewed
- **Sites consolidated,** with 3 sites exited to date, Dunedin site closure now announced and further potential site consolidation opportunities



1. Warehouse productivity index (indexed to FY25) **2.** Management forecasts

Retail Pharmacy Brands: Drive store dollars

Q1 FY27 trading performance[1]

Growing the store network



~790 stores

~10 net new added[2]

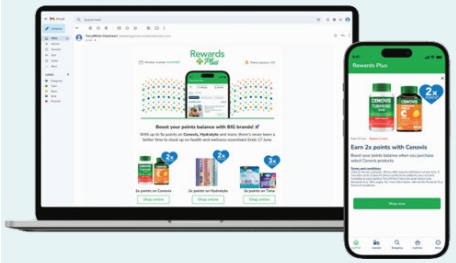
Leading in pharmacy vaccinations



24%

TerryWhite Chemmart flu vaccination market share[3]

Accelerating online sales



+25%

growth in units sold via TWC online channels[1]

Monetising retail media



+35%

unit uplift from retail media screen campaigns[4]

Growing owned brands



Low double digit

growth in owned brands retail sales[1]

Multiple pathways driving store dollars across the network

1. Comparison is based on YoY, unless otherwise noted **2**. Store counts include TWC, MediAdvice (majority acquisition in FY26), Cincotta branded pharmacies, and unbranded pharmacies supported by the group as at October 2026 **3**. FY26 flu season **4**. Moving annual total

Medical Technology: Expand scope and reach

CUSTOMERS

2,000 healthcare practitioners engaged in our professional education initiatives per annum

>4,500 hospitals and clinics served

Access to world class technology

LifeHealthcare
an EBOS MedTech company
#1 independent distributor in ANZ[1]

transmedic
an EBOS MedTech company
#1 independent distributor in SEA[1]

Australian Biotechnologies
an EBOS MedTech company
Largest biologics provider in Australia[1]

FY26 acquisitions

Precision Surgical
Spine and orthopaedic distributor

AlphaXRT
Radiation Oncology solutions

K-Talyst
Aesthetics and reconstruction

Origin[2]
US biologics

Reliable, trusted channel to market

OEMs

Donor networks

>400 supply partnerships

SUPPLIERS

1. Management estimates **2.** Consolidated in H1 FY26

Animal Care: New product and customer momentum

Branded portfolio excelling in challenging market



Mid-high single digit revenue growth[1]

Across Black Hawk & VitaPet

Outpacing the category through continued share gains and recent price increases (Black Hawk)

International presence continues to scale



Kiwi Kitchens now ranged in California

with more regions to come

1. Vs July/August prior year

Based on a shared purpose, three programs of cross divisional synergy in motion

Purpose and strategy
set at Investor Day for the Group

Support office optimisation

- Reshaping teams to uplift capability and align capacity
- Standardise, centralise, automate and partner
- Small run-rate benefits by end of FY27

Underway
From FY27

Scaled negotiation benefits

- Group-wide spend visibility unlocks buying leverage
- Quick wins across high-spend categories
- Benefits build as legacy contracts renew

Launching
FY27–28

Supply chain efficiency

- Group-wide network optimisation
- Leverages DC renewal and automation investment
- Continuation of service levels

Proof of concept
FY27

Incremental financial benefits from FY28
Further detail at the H1 FY27 results

FY27 guidance re-affirmed, with growth weighted to the second half

Execution of divisional priorities underway….

Symbion & Healthcare Distribution:
"Put capacity to work"

Retail Pharmacy Brands:
"Drive store dollars"

Medical Technology:
"Expand scope and reach"

Animal Care:
"New product & customer momentum"

FY28 earnings growth supported by Group wide synergies

…supporting existing FY27 guidance

EBITDA[1]	**$635-655m** mid-single-digit organic EBITDA growth
Capex	**~$100m** investment program complete
D&A	**$152-162m** impact of prior investment, growth H1 weighted
Net finance	**$138-148m** impact of prior investment, growth H1 weighted

Unchanged vs prior guidance | EBITDA & NPAT growth weighted to H2 FY27

1. Based on Underlying EBITDA

The EBOS value story





Strong positions with structural advantages

EBOS has leading positions in essential care markets, leveraged to favourable structural tailwinds, underpinned by scale-driven productivity and advantaged partnerships

Care portfolio focused on higher-growth, higher-return businesses

EBOS has redeployed ~$2B of capital in the last 5 years to high-growth businesses, including Medical Technology and Animal Care

Investment cycle complete; divisional growth initiatives & synergies now driving the next phase of value creation

Clear growth initiatives across all divisions supporting continued EBITDA growth, despite cost pressures and competitive dynamics

Disciplined value creation

Together, the EBOS Group creates value through a focus on returns, disciplined capital allocation, and repeatable M&A

Our proof points

~85% of our Group EBITDA is from businesses in #1 or #2 positions

Higher-growth businesses, including Animal Care, MedTech and RPB now >70% of Group EBITDA[1]

Guiding to **mid single digit EBITDA growth** in FY27

~$150m capital available[2] for future growth investments

1. Also includes high-growth businesses, e.g. in Contract Logistics and Medical Consumables
2. Based on Net Debt / EBITDA ratio of 2.30x vs June 2026 ratio of 2.1x and conservative target EBITDA multiple paid

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Business of meeting









Item 1: Annual Report and Financial Statements

To consider and receive the annual report and the financial statements for the year ended 30 June 2026 and the audit report thereon



Item 2

Resolution 1 – Re-election of Director: Julie Tay

Ms Julie Tay was appointed to the EBOS Group Limited Board in May 2023.

Julie is currently a director of Sonova, a global hearing care solutions company, headquartered in Switzerland and listed on the Swiss stock exchange.

She has over 30 years' experience in international leadership roles across consumer healthcare, medical devices and digital healthcare. Julie was most recently Senior Vice President and Managing Director, Asia Pacific and member of the global Executive Management Committee for Align Technology.

Prior to this time, she was regional head of Bayer Healthcare (Diabetes Care) in Asia Pacific and also previously held senior executive roles in Asia at Johnson Diversey and Johnson & Johnson.

She has also completed the International Directors Program at INSEAD, and is a member of the Young President's Organization (YPO).



Item 3

Resolution 2 – Auditor's remuneration

It is resolved that the directors of the Company be authorised to fix the fees and expenses of Deloitte as auditor of the Company.

Deloitte is automatically reappointed as the auditor of the Company under section 207T of the Companies Act 1993. Pursuant to section 207S of the Companies Act 1993, this resolution authorises the directors to fix the fees and expenses of the auditor.

Item 4

To consider any other business that can be properly brought before the meeting

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Conclusion



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