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ABN: 32 115 131 667

ASX: CBO

ASX Announcement – 24 December 2025

Business Update and Acquisition of California Olive Ranch, Inc.

Cobram Estate Olives Limited ("CBO", "Group" or "the Company") has entered into a binding agreement to acquire California Olive Ranch, Inc. ("COR"), the leading producer and marketer of Californian extra virgin olive oil ("EVOO").

COR operates a vertically integrated model spanning olive cultivation, milling, bottling and marketing. The business manages approximately 1,870 hectares of olive groves (261 hectares owned, 1,609 hectares on long-term leases) in California, supplemented by 2,500+ hectares of contracted third-party groves. COR also owns and operates a world-class olive mill, oil storage, bottling, and warehouse facility at Artois, California, located near its olive groves and third-party growers.

COR owns two premium EVOO brands: **California Olive Ranch®,** the #1 selling brand of Californian produced EVOO in the United States of America. COR is forecast to generate approximately US$150 million in net revenue, and earnings before interest tax depreciation and amortisation ("EBITDA") of US$16m (pre-synergies) in FY2026[1].

Synergies of US$12m expected in FY2027F (first full year of CBO ownership), increasing to over US$20m annually by FY2030F, including improved olive oil yields, reduced grove costs, corporate, and other operational synergies.

Total consideration for the transaction is US$173.5 million, comprising cash (US$88.5m), issuance of vendor notes (US$70.0m), and earn-out payment (US$15.0m)[2]. COR had net assets of US$132.6m (cash-free, debt-free) at 30 September 2025 (COR year-end).

Quote from CBO's Chair Rob McGavin

"The acquisition of California Olive Ranch, Inc., delivers a compelling set of strategic and financial benefits for CBO. It immediately expands our Californian olive growing footprint from approximately ~1,422 hectares to around ~3,292 hectares of planted groves, while accelerating sales growth through the addition of well-established, premium household brands. The close geographic proximity of operations, strong cultural alignment, and opportunity to leverage our Oliv.iQ® and Modern Olives® capabilities, create a clear pathway to unlock meaningful synergies.

1 COR has a 30 September year end, Jun-26F has been realigned to CBO's reporting date.
2 See the attached CBO Investor Presentation dated 24 December 2025 for full details on the transaction including details on the vendor notes, warrants, and earn-out.

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Importantly, the transaction is expected to be circa 9% EPS accretive from FY2027, the first full year of integration."

USA Business Update

CBO has successfully completed its FY2026 Californian harvest. The Company secured total olive oil supply of 3.8 million litres for the next 12 months. This represents a 27% increase compared to the olive oil available last year, ensuring strong supply continuity for CBO's brand, customers, and partners.

The FY2026 harvest produced 3.0 million litres of olive oil, in line with FY2025 volumes (FY25: 3.0 million litres), as anticipated, due to lighter crops in some third-party groves. Importantly, production from CBO's own groves accounted for 31% of total production this year, up from 23% in FY2025 and 11% in FY2024, reflecting the ongoing maturation of the Company's groves combined with the superior yields achieved from the use of CBO's industry leading Oliv.iQ® system. In addition, CBO secured an extra 0.8 million litres from other California millers.

Business Outlook

We expect first half Group packaged goods sales to be broadly in line with last year's record results, despite global olive oil supply and prices normalising and promotional discounting in Australian and USA supermarkets returning to historical levels.

Pleasingly, Cobram Estate® in Australia, our highest quality flagship brand, will see revenue growth in 1H FY2026 vs 1H FY2025. This supports our long-held view that our customers understand the value proposition of Cobram Estate®, from a health and highest quality perspective.

1H FY2026 operating cash flows will be materially lower compared with the prior year ($25m - $35m lower), due principally to additional opportunistic spot oil purchases of $11.4m higher vs. 1H FY2025 in Australia and the USA to support future growth, timing of non-EVOO bulk sales ($9.0m lower vs 1H FY2025), combined with above-average water prices (refer below). We expect 1H FY2026 EBITDA to be $7m - $10m lower than 1H FY2025, predominantly due to the higher cost (fair value) of EVOO sold during the 6-month period (compared to 1H FY2025) (1HFY25: $14.5 million).

IMPORTANT NOTE REGARDING CBO's HALF-YEAR ACCOUNTS - CBO's annual Australian olive harvest takes place from April through June each year, with the harvest normally completed prior to 30 June. At 30 June each year, as required under Australian Accounting Standards, the estimated market value of the olive oil produced is calculated. This is referred to as the 'fair value'. The difference between the fair value less selling costs and the actual cost of production is then taken to the Company's profit and loss in the year of harvest as a fair value gain/(loss). Once valued, the olive oil is reported on CBO's balance sheet at that fair value until it is sold, when it is then expensed as a cost of sale. This means that when sold, CBO's cost of sale is generally higher than the actual cost of production. At 31 December 2025, the FY2026 Australian olive crop will not be revalued to forecast its fair value at the time of harvest, and as such no fair value gain/(loss) will be recognised in CBO's half-year accounts due to little biological transformation

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at reporting date. The Company expects a fair value gain to be recognised for the FY2026 Australian Olive crop in the FY2026 full year financial report.

Grove input costs (excluding Australian water) and overall general operating costs remain relatively stable.

Water prices in Australia remain above CBO's long-term average. The current temporary water price is ~$370-$375/ML on the Goulburn system and ~$380-$385/ML on the Murray system (CBO's long-term WAP is $197/ML). In FY2026 YTD, CBO has purchased c. 47% of it's full-year water needs, and paid an average price of $304/ML. For every additional $100/ML paid for water, CBO incurs ~$4m in cost at current volume requirements.

FY2026 Australian Olive Crop - Flowering

Flowering for the FY2026 Australian crop was completed in November, with full bloom at our Boundary Bend grove occurring during the last week of October and first week of November and during the first and second week of November at the Company's Boort grove.

FY2026 is a lower yielding crop year on many of our Australian groves, although, given the good condition of the groves, favourable seasonal conditions to date and their increasing maturity, the crop is forecast to be only moderately lower than FY2025, subject to the normal risks associated with agricultural production.

For the purpose of ASX Listing Rule 15.5, CBO confirms that this document has been authorised for release to the market by CBO's Board of Directors. CBO was advised by DLA Piper on the COR acquisition.

Kind regards

Sam Beaton and Leandro Ravetti

Joint-CEOs and Executive Directors

On behalf of the Board of Cobram Estate Olives Limited

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For further information regarding this announcement and for media enquiries please contact:

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About Cobram Estate Olives Limited (post COR acquisition)

CBO is a leading vertically integrated olive farmer and marketer of premium quality extra virgin olive oil in Australia and the USA. The Company owns a portfolio of premium olive oil brands including Cobram Estate®, Red Island®, California Olive Ranch®, and Lucini® Italia. CBO's olive farming assets include over 2.6 million olive trees planted on 7,000 hectares of farmland in central and north-west Victoria and ~3.9 million olive trees planted on ~3,292 hectares of long-

term leased and freehold properties in California, USA. The Company also owns Australia's largest olive tree nursery, four olive mills, three olive oil bottling and storage facilities, and the Modern Olives® laboratory. With operations in Australia and the USA, and export customers in twelve countries, CBO has established itself as the leading player in the Australian olive industry and a global leader in sustainable olive farming. For further information, please visit https://cobramestateolives.com.au.

Forward looking statements

This announcement contains forward-looking statements, which address a variety of subjects including, development plans and potential acquisitions. Statements that are not historical facts, including statements about the Company's beliefs, plans and expectations, are forward-looking statements. Such statements are based on our current expectations and information currently available to management and are subject to a number of factors and uncertainties, which could cause actual results to differ materially from those described in the forward-looking statements. The Company's management believes that these forward-looking statements are reasonable as and when made. However, you should not place undue reliance on any such forward-looking statements because such statements speak only as of the date when made. The Company does not undertake any obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law or the ASX Listing Rules. In addition, forward-looking statements are subject to certain risks and uncertainties that could cause actual results, events, and developments to differ materially from our historical experience and our present expectations.

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