



TREASURY WINE ESTATES

22 April 2026

ASX ANNOUNCEMENT

New regional operating model to support future state TWE as depletions momentum improves in 3Q26

Treasury Wine Estates (ASX: TWE) today announces the transition to a new regional operating model as it progresses its global transformation program, TWE Ascent, to position the business for long-term sustainable growth. Additionally, TWE reiterates its outlook for F26 and provides updates on 3Q26 depletions trends and completion of debt refinancing activities.

Key messages

- Effective 1 October 2026, TWE will transition to a regional operating model to strengthen execution effectiveness and improve organisational efficiency, structured across four regions: the Americas; Australia and New Zealand (ANZ) and Europe; Greater China; and Emerging Markets (Rest of Asia, Middle East and Africa).
- TWE is progressing the evolution of its brand portfolio strategy to create a unified, simplified portfolio for increased focus and execution at a market level. Further details will be provided at TWE's Investor Day on 4 June 2026.
- Depletions performance improved in key markets through 3Q26. Penfolds continues to deliver strong depletions growth in China, with depletions up 40% over the Chinese New Year period on a seasonally adjusted basis;¹ overall US market depletions up 9.1% versus the pcp, with depletions returning to growth in California.
- New debt commitments totalling \$300m have been established to refinance future debt maturities and further strengthen TWE's liquidity position, which is expected to exceed \$1bn at the end of F26.
- TWE continues to expect that 2H26 EBITs will be higher than 1H26.

Operating Model and Leadership alignment

Following a detailed review focused on strengthening execution and improving efficiency, TWE will transition to a regional operating model, effective from 1 October 2026.

¹ Captures 3 months of data to Feb 2026 versus 3 months data to Jan 2025 to account for the timing of CNY.





TWE will operate four regional divisions: the Americas; Australia and New Zealand (ANZ) and Europe; Greater China; and Emerging Markets (Rest of Asia, Middle East and Africa). Each region will house front-end core commercial capabilities across Sales, Marketing, Direct to Consumer and Commercial Strategy, supported by Group functions.

The new model is expected to support TWE's focus on depletions-led growth through the following benefits:

- Driving clearer accountability for performance in each market, enabling faster decision-making through proximity to consumers and increasing the speed and effectiveness of in-market execution;
- Establishing a focused portfolio with collective scale and investment to improve customer and distributor experience and increase relevance; and
- Streamlining structure and removing duplication to deliver improved cost of doing business, supplemented by process simplification and enablement through automation and technology.

Key strengths from the current divisional operating model will be retained, including an enhanced focus on luxury brands, in particular for Penfolds, through central control of brand strategy in order to ensure global consistency and optimised international distribution. TWE will also retain specialist luxury sales capabilities in key markets and channels and prioritise and upweight investment in Penfolds and other priority luxury brands.

TWE will realign its Executive Leadership Team ("ELT"), driving the organisation transition to the new operating model, effective 1 October 2026.

TWE's ELT will comprise:

- Reporting to CEO Sam Fischer, **Tom King** (currently Penfolds MD) who will assume the new position, Chief Commercial Officer (CCO). Tom will lead the regional Sales, Marketing, Direct to Consumer and Commercial Strategy activities for ANZ and Europe; Greater China and Emerging Markets (Rest of Asia, Middle East and Africa) regions. In addition, this role will have accountability for Group marketing strategy and innovation. Tom will be based in Melbourne.
- Reporting to Tom King, with accountability for the regional sales and marketing activities in support of TWE's focused brand portfolio will be:
 - o **Angus Lilley** (currently Treasury Collective MD), leading the ANZ and Europe region, based in Melbourne; and
 - o **Jack Wu** (currently General Manager Mainland China – Penfolds) leading the Greater China region, based in Shanghai.
- Reporting to Tom King, **Kristy Keyte** (currently Chief Marketing Officer – Penfolds) will assume the new position of Chief Marketing and Innovation Officer. This role reflects TWE's elevated focus on building distinctive brands, deepening consumer connection and accelerating growth through insight-led innovation. Kristy will be accountable for global marketing and the delivery of global brand strategy, maximising consumer insights and



innovation to prioritise investment, optimise TWE's portfolio and drive long-term growth. Kristy will be based in Melbourne.

- Reporting to CEO Sam Fischer, **Ben Dollard** (currently President Treasury Americas), will lead TWE's Americas region with accountability for Sales, Marketing, Direct to Consumer and Commercial Strategy activities. The direct CEO reporting line reflects heightened focus on TWE's Americas business, providing direct line of sight into in-market execution in the Americas. A dotted reporting line into the CCO ensures a consistent and disciplined execution framework across all regions including the Americas. Ben will be based in Napa Valley.
- Reporting to CEO Sam Fischer, **Kerrin Petty** remains Chief Supply & Sustainability Officer, with an expanded Global Supply remit, including Americas Supply. Kerrin will be based in Adelaide.

Group functions reporting to CEO Sam Fischer include the Chief Financial and Strategy Officer, Chief Legal and Corporate Relations Officer (incorporating the Legal, Corporate Affairs and Company Secretariat functions), Chief People Officer and Chief Digital and Technology Officer.

TWE Ascent's transformation agenda is progressing, with immediate focus including:

- Detailed design of the new regional operating model;
- Finalisation of brand portfolio strategy, which will be focused on a future-state portfolio of brands that individually and collectively are positioned to outperform the market; and
- Conclusion of work related to optimisation of operating costs, targeting \$100m per annum, with full realisation over a two-to-three-year period, and initial benefits commencing in F27.²

Full details of plans and targets will be provided at TWE's Investor Day on 4 June 2026.

3Q26 depletions update

TWE has seen improved depletions performance in 3Q26, with growth delivered in several key markets:

- Penfolds continues to deliver strong depletions growth in China driven by the ongoing demand for Bin 389 and Bin 407. Also contributing to the performance was the transitioning of volumes previously being parallel imported into the market, to TWE's authorised distribution channels. Performance through the Chinese New Year period was a highlight, with depletions up 40% in China on a seasonally adjusted basis³ and momentum continuing to the end of 3Q26. In ANZ, 3Q26 depletions grew 11% and in Asia ex-China, depletions grew 14% on a seasonally adjusted basis³.

² Cost benefits to be reinvested in growth, mitigate impacts of portfolio rationalisation or drive margin.

³ Captures 3 months of data to Feb 2026 versus 3 months data to Jan 2025 to account for the timing of CNY.



- Treasury Americas overall US market depletions grew 9.1% in 3Q26 versus the pcp, reflecting improved momentum (versus 1H26 where depletions had declined -2.6%). Pleasingly, depletions returned to growth in California, in line with TWE's expectations for improved momentum in the state following the completion of distributor transition in 1H26. Depletions growth continued across a number of key brands in the quarter, led by DAOU (+10.3%), Frank Family Vineyards (+5.9%) and Stags' Leap (+10.1%).
- The positive depletions momentum is expected to support TWE's focus on reducing customer inventory levels in China and the US.

With respect to F26, TWE continues to expect that 2H26 EBITs will be higher than 1H26. In relation to the Middle East conflict, TWE does not expect increased costs to have a material impact in F26 and will continue to monitor the situation for possible impacts in F27 and beyond.

Funding update

As part of its ongoing funding program, TWE has established new debt commitments totaling \$300m from a number of lenders within its global banking group. These commitments, which were established on terms consistent with existing debt arrangements, will be used to refinance F27 debt maturities and further increase TWE's liquidity position, which is expected to exceed \$1bn at the end of F26. TWE retains significant headroom to the financial covenants under its borrowing arrangements and remains confident in its ability to return Leverage to the target 1.5-2.0x range.

On today's announcement, TWE's Chief Executive Officer, Sam Fischer commented:

"We are reshaping TWE to drive clearer accountability for performance and to enable faster, more market-connected decision-making as a foundation for consistent depletions growth.

"Combining the deep local insight of our in-market teams with the scale and expertise of our global functions will step change in-market execution, whilst retaining our enhanced focus on Penfolds and other priority luxury brands.

"I am pleased with the progress we are making on elevating our focus on depletions performance across our key markets, and we remain focused on continuing the improved momentum," concluded Mr Fischer.

Important information

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

This announcement 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 being undergone by US wine distributor RNDC;
- 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 reserves the right to change its projections. The Company undertakes no obligation to update any forward-looking statement after the date of this announcement, subject to disclosure obligations.

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

Melinda George
Tel: +61 3 8533 3189
Mob: +61 417 918 599