



ABN: 32 115 131 667

ASX: CBO

ASX Announcement – 30 September 2026

2026 Annual General Meeting

Cobram Estate Olives Limited (“CBO” or “the Company”) will hold its 2026 Annual General Meeting (“Meeting”) in a hybrid format on **Friday, 30 October 2026 commencing at 11:00 am (AEDT)**. Shareholders may attend and participate either in person at CBO’s offices at 151 Broderick Road, Lara, Victoria, or virtually.

The Notice of Annual General Meeting and Explanatory Memorandum (“NOM”) is attached and outlines the business of the Meeting, including resolutions for the election of directors. Also attached is the Virtual Online Meeting Guide, which provides instructions for shareholders participating virtually.

If you plan to attend the Meeting in person, please RSVP by Monday, 26 October 2026 using the following link: [CBO 2026 AGM – RSVP](#). To assist with catering, please provide the names of all attending shareholders and guests, together with any dietary requirements.

For further information about the Meeting, NOM, or resolutions, please contact Company Secretary, Hasaka Martin, at hasaka.martin@singletoncosec.com.au.

We look forward to welcoming shareholders to the Meeting on Friday, 30 October 2026.

Kind regards,

Rob McGavin

Co-founder and Non-Executive Chair

On behalf of the Board of Cobram Estate Olives Limited

=====

About Cobram Estate Olives Limited

CBO is a leading vertically integrated olive farmer and marketer of premium quality extra virgin olive oil. The Company owns a portfolio of premium olive oil brands together with olive farming assets in Australia and the USA. CBO also owns Australia’s largest olive tree nursery, olive mills, bottling and storage facilities, and the Modern Olives® laboratory. With operations in Australia and the USA, and export customers in thirteen 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>.



COBRAM ESTATE OLIVES LIMITED

ACN: 115 131 667

**2026 NOTICE OF ANNUAL GENERAL MEETING
AND EXPLANATORY MEMORANDUM**

Notice is given that the 2026 Annual General Meeting (“**Meeting**” or “**AGM**”) of Cobram Estate Olives Limited (“Cobram Estate Olives” or “the Company”) will be held on Friday, 30 October 2026 at 11:00am (AEDT).

Shareholders can participate in the AGM either:

- at a physical meeting, at which Shareholders may ask questions and vote, which will be held at 151 Broderick Road, Lara, Victoria;
- via our online platform at: <https://meetings.openbriefing.com/CBO26>;
- through the use of direct voting (prior to the Meeting); or
- by the appointment of a proxy (prior to the Meeting).

Further details on how to attend and participate in the AGM are set out in this Notice and the accompanying Virtual Annual General Meeting Online Guide.

This Notice should be read in its entirety. Capitalised terms in this document are defined in the Glossary.

If Shareholders are in doubt as to how they should vote, they should seek advice from their accountant, lawyer, or other professional adviser prior to voting.

Should you wish to discuss any matter please do not hesitate to contact the Company Secretary, Hasaka Martin, via email at hasaka.martin@singletoncosec.com.au.

NOTICE OF ANNUAL GENERAL MEETING

Notice is hereby given that the Annual General Meeting of shareholders of Cobram Estate Olives Limited ACN: 115 131 667 (“**Shareholders**”) will be held as a hybrid meeting on Friday, 30 October 2026 at 11:00am (AEDT). Shareholders will have the option to participate in person at 151 Broderick Road, Lara, Victoria, or online via <https://meetings.openbriefing.com/CBO26>.

The Explanatory Memorandum provides additional information on matters to be considered at the Meeting. The Explanatory Memorandum forms part of this Notice.

AGENDA ITEMS

1. FINANCIAL STATEMENTS AND REPORTS

To receive and consider the Financial Report and the related Directors’ Report and Auditor’s Report for the year ended 30 June 2026.

Note: This item is for discussion only and is not a resolution.

2. ADOPTION OF THE REMUNERATION REPORT

To consider and, if thought fit, to pass the following resolution as a non-binding **ordinary resolution**:

That the Remuneration Report of the Company for the year ended 30 June 2026 be adopted.

*Note: A voting prohibition and voting exclusion applies to this resolution
This resolution is advisory only and does not bind the Company or the Directors. The Directors will consider the outcome of the vote and comments made by Shareholders on the Remuneration Report at the meeting when reviewing the Company’s remuneration policies.*

3. ELECTION AND RE-ELECTION OF DIRECTORS

To consider and, if thought fit, to pass the following resolutions as **ordinary resolutions**:

- a. That Mr Daniel Masters, who was appointed as a Non-Executive Director on 23 April 2026, retires, and being eligible, offers himself for election as a Non-Executive Director of the Company, is elected as a Director of the Company.*
- b. That Mr Craig Ball, who retires, and being eligible, offers himself for re-election as a Non-Executive Director of the Company, is elected as a Director of the Company.*

Note: Each resolution will be voted on separately. The non-candidate Directors unanimously support the election of Mr Daniel Masters and re-election Mr Craig Ball.

4. APPROVAL OF THE EMPLOYEE INCENTIVE PLAN (AUSTRALIA)

To consider and, if thought fit, to pass with or without amendment, as an **ordinary resolution** the following:

That, pursuant to and in accordance with Listing Rule 7.2 exception 13(b) and for all other purposes, Shareholders approve the Employee Incentive Plan on the terms and conditions in the Explanatory Memorandum.

Note: A voting prohibition and voting exclusion applies to this resolution.

5. APPROVAL OF THE U.S. EQUITY INCENTIVE PLAN

To consider and, if thought fit, to pass with or without amendment, as an **ordinary resolution** the following:

That, pursuant to and in accordance with Listing Rule 7.2 exception 13(b) and for all other purposes, Shareholders approve the U.S. Plan on the terms and conditions in the Explanatory Memorandum.

Note: A voting prohibition and voting exclusion applies to this resolution

6. APPROVAL OF THE ISSUE OF OPTIONS TO THE CHIEF EXECUTIVE OFFICERS

To consider and, if thought fit, to pass the following resolutions as **ordinary resolutions**:

- a. *“That, for the purposes of Listing Rule 10.14 and for all other purposes, Shareholders approve the issue of 1,500,000 Options exercisable at \$3.40 each and expiring 30 September 2031 to Mr Sam Beaton under the Employee Incentive Plan, on the terms and conditions set out in the Explanatory Memorandum”*
- b. *“That, subject to and conditional upon the passing of item 6a, for the purposes of Listing Rule 10.14 and for all other purposes, Shareholders approve the issue of 1,500,000 Options exercisable at \$3.40 each and expiring 30 September 2031 to Mr Leandro Ravetti under the Employee Incentive Plan, on the terms and conditions set out in the Explanatory Memorandum”*

Note: A voting prohibition and voting exclusion applies to these resolutions

By order of the Board.

Hasaka Martin

Company Secretary
Cobram Estate Olives Limited
30 September 2026

IMPORTANT INFORMATION

1. VOTING PROHIBITIONS

In accordance with Corporations Act, the following voting prohibitions apply:

Item 2 – Adoption of Remuneration Report	A vote on this resolution must not be cast (in any capacity) by or on behalf of either of the following persons: (a) a member of the Key Management Personnel, details of whose remuneration are included in the Remuneration Report; or (b) a Closely Related Party of such a member. However, a person (the voter) described above may cast a vote on this resolution as a proxy if the vote is not cast on behalf of a person described above and either: (a) the voter is appointed as a proxy by writing that specifies the way the proxy is to vote on this resolution; or (b) the voter is the Chair and the appointment of the Chair as proxy: i. does not specify the way the proxy is to vote on this resolution; and ii. expressly authorises the Chair to exercise the proxy even though this resolution is connected directly or indirectly with the remuneration of a member of the Key Management Personnel.
Items 4, 5 and 6.	A person appointed as a proxy must not vote, on the basis of that appointment, on these resolutions if: (a) the proxy is either: i. a member of the Key Management Personnel; or ii. a Closely Related Party of such a member; and (b) the appointment does not specify the way the proxy is to vote on these resolutions. However, the above prohibition does not apply if: (a) the proxy is the Chair; and (b) the appointment expressly authorises the Chair to exercise the proxy even though these resolutions are connected directly or indirectly with remuneration of a member of the Key Management Personnel.

2. VOTING EXCLUSIONS

In accordance with Listing Rule 14.11, the Company will disregard any votes cast in favour of the resolutions set out below by or on behalf of the following persons:

Item 4 – Approval of the Employee Incentive Plan (Australia)	A person who is eligible to participate in the employee incentive scheme or an associate of that person or those persons.
Item 5 - Approval of the U.S. Equity Incentive Plan	A person who is eligible to participate in the U.S. Equity Incentive Plan or an associate of that person or those persons.
Item 6a - Approval of the Issue of Options to Sam Beaton	Mr Sam Beaton and any other person referred to in Listing Rule 10.14.1, 10.14.2 or 10.14.3 who is eligible to participate in the employee incentive scheme in question or an associate of that person or those persons.
Item 6b - Approval of the Issue of Options to Leandro Ravetti	Mr Leandro Ravetti and any other person referred to in Listing Rule 10.14.1, 10.14.2 or 10.14.3 who is eligible to participate in the employee incentive scheme in question or an associate of that person or those persons.

However, this does not apply to a vote cast in favour of the resolution by:

- (a) a person as a proxy or attorney for a person who is entitled to vote on the resolution, in accordance with the directions given to the proxy or attorney to vote on the resolution in that way; or
- (b) the Chair as proxy or attorney for a person who is entitled to vote on the resolution, in accordance with a direction given to the Chair to vote on the resolution as the Chair decides; or
- (c) a holder acting solely in a nominee, trustee, custodial or other fiduciary capacity on behalf of a beneficiary provided the following conditions are met:
 - i. the beneficiary provides written confirmation to the holder that the beneficiary is not excluded from voting, and is not an associate of a person excluded from voting, on the resolution; and
 - ii. the holder votes on the resolution in accordance with directions given by the beneficiary to the holder to vote in that way.

3. ENTITLEMENT TO ATTEND, SPEAK AND VOTE

Eligible Shareholders may attend the Meeting and vote in person or via the online platform (see below for more information). The Directors have determined that for the purposes of voting at the Meeting, eligible Shareholders will be taken to be those persons who are the registered holders of shares in the Company (“**Shares**”) as at 7:00pm (AEDT) on Wednesday, 28 October 2026. Share transfers registered after that time will be disregarded in determining voting entitlements at the AGM. Shareholders of the Company’s Shares may vote on all items of business, subject to the voting restrictions described in this Notice of Meeting. If more than one joint holder of Shares is present at the Meeting (whether personally, by proxy, by attorney or by representative) and tenders a vote online, only the vote of the joint holder whose name appears first on the register will be counted.

The Directors encourage Shareholders to participate in the meeting either in person or via the online meeting platform at: <https://meetings.openbriefing.com/CBO26>.

By participating in the Meeting, Shareholders will be able to:

- a) hear from representatives of the Company and view any Meeting presentations;
- b) submit questions at the appropriate time whilst the Meeting is in progress – the Chair will announce the appropriate time during the Meeting; and
- c) vote during the Meeting.

If you choose to participate in the Meeting in person, registration will open at 10:00am (AEDTA) on Friday, 30 October 2026 at the Company’s offices at 151 Broderick Road, Lara, Victoria. Shareholders will need their Holder Reference Number (SRN or HIN) so that their shareholding may be checked against the share register.

If you choose to participate in the Meeting online, registration will open at 10:00am (AEDT) on Friday, 30 October 2026.

You will need the following information to participate in the Meeting online in real-time:

- a) Shareholders will need their Holder Reference Number (SRN or HIN) if they wish to lodge a vote online. Alternatively, Shareholders can log on as a visitor to view the AGM online.
- b) Proxyholders will need their proxy code, which MUFG Corporate Markets (AU) Limited will provide via email no later than 24 hours prior to the Meeting.

Further information on how to participate virtually is set out in the ‘Virtual Meeting Online Guide’, which is provided with this Notice, and which can be found here - [Cobram Estate Olives | Presentations and Publications](#), or by going to <https://investors.cobramestateolives.com.au> and navigating to *Presentations and Publication* page via the *Announcements and Reports* menu.

4. ALL RESOLUTIONS WILL BE BY POLL

In accordance with rule 10.23 of the Company's constitution, the Chair intends to call a poll on each of the resolutions proposed at the Meeting. Each resolution considered at the Meeting will therefore be conducted by a poll, rather than on a show of hands. The Chair considers voting by poll to be in the interests of the Shareholders as a whole and is a way to ensure the views of as many Shareholders as possible are represented at the Meeting.

5. HOW TO VOTE

5.1 Direct Voting

You may vote directly on resolutions considered at the Meeting without attending the Meeting or appointing a proxy.

To vote by direct vote, go to <https://au.investorcentre.mpms.mufg.com> and follow the instructions. Direct voting will close at 11:00am (AEDT) on Wednesday, 28 October 2026.

You will need to enter your Holder Reference Number (SRN or HIN) to vote by direct vote.

If you cast a direct vote, you are still entitled to attend the Meeting. However, your attendance will cancel your direct vote unless you instruct Cobram Estate Olives or MUFG Corporate Markets (AU) Limited otherwise.

The Direct Voting Regulations governing direct voting are available online and can be found here - [Cobram Estate Olives | Presentations and Publications](#), or by going to <https://investors.cobramestateolives.com.au> and navigating to *Presentations and*

Publication page via the *Announcement and Reports* menu. By submitting a direct vote, you agree to be bound by these regulations.

5.2 Proxy Vote

You can appoint a proxy to attend and vote on your behalf as an alternative to attending the Meeting in person or casting a direct vote.

You can direct your proxy how to vote on the Resolutions by marking “For”, “Against” or “Abstain”.

A proxy does not need to be a Shareholder of Cobram Estate Olives. A proxy may be an individual or a company. You may appoint up to two proxies.

If you appoint a proxy, you may still attend the Meeting. However, your proxy’s rights to speak and vote will be suspended while you are present.

If you appoint the Chair as your proxy and do not direct him how to vote, you are authorising the Chair to cast your undirected vote on all proposed resolutions.

You can appoint a proxy online at <https://au.investorcentre.mpms.mufig.com>. To appoint your proxy via that site you will need to follow the instructions on that site and ensure the appointment is submitted by 11:00am (AEDT) on Wednesday, 28 October 2026.

Completed Voting Forms, including online forms via MUFG Corporate Markets (AU) Limited, (together with any authority under which the Voting Form was signed, or a

certified copy of the authority) must be received by no later than 11:00am (AEDT) on Wednesday, 28 October 2026:

By post:

Cobram Estate Olives Limited
C/- MUFG Corporate Markets (AU) Limited
Locked Bag A14
Sydney South NSW 1235
Australia

Online via:

<https://au.investorcentre.mpms.mufg.com>

All enquiries relating to the return of Voting Forms, direct voting, appointment of proxies or questions to the Company are to be directed to MUFG Corporate Markets (AU) Limited:

Telephone: +61 1300 554 474

MUFG Corporate Markets (AU) Limited will contact proxyholders at least 24 hours prior to the start of the AGM to provide them with the proxyholder login information that they will need to enter the online platform.

5.3 Vote at the Meeting

Physical attendance

Shareholders who plan to attend the Meeting are asked to arrive at the venue by 10:30am (AEDT) if possible (registration opens at 10:00am), so that their shareholding may be checked against the share register and attendance noted. Shareholders attending in person must register their attendance on arrival. Where more than one joint shareholder votes, the vote of the shareholder whose name appears first in Cobram Estate Olives' share register shall be accepted to the exclusion of the others.

Virtual attendance

If you attend the Meeting virtually by logging into the online portal at <https://meetings.openbriefing.com/CBO26> you will be able to vote directly during the Meeting.

When you log into the virtual meeting at <https://meetings.openbriefing.com/CBO26>, you will be required to register as a Shareholder or proxy holder and will be able to vote your shares or the shares you represent as proxy.

If you are a Shareholder, you will need to provide your Holder Reference Number (SRN or HIN) to register to vote once you have logged in.

If you are a proxy, you will need to provide your proxy number issued by MUFG Corporate Markets (AU) Limited to register to vote once you log in. MUFG Corporate Markets (AU) Limited will endeavour to provide confirmation of the proxy code to nominated proxyholders prior to the Meeting. Alternatively, proxyholders can call the

Meeting Support Line on 1800 990 363 on the day of the Meeting to request confirmation of the proxy code.

More detailed information on how to vote during the Meeting is provided in the 'Virtual Meeting Online Guide' which was provided with this Notice and can be found here - [Cobram Estate Olives | Presentations and Publications](#), or by going to <https://investors.cobramestateolives.com.au> and navigating to *Presentations and Publication* page via the *Announcement and Reports* menu.

6. CHAIR'S VOTING INTENTIONS

The Chair intends to vote undirected proxies on, and in favour of, all the proposed resolutions. If there is a change to how the Chair intends to vote undirected proxies, the Company will communicate this with Shareholders.

The Chair's decision on the validity of a direct vote, vote cast by a proxy or vote cast in person, is conclusive.

7. POWERS OF ATTORNEY

If you appoint an attorney to attend and vote at the Meeting virtually on your behalf, or your direct voting on the resolutions is carried out by an attorney on your behalf, the power of attorney (or a certified copy) must be received by MUFG Corporate Markets (AU) Limited by 11:00am (AEDT) on Wednesday, 28 October 2026, unless the power of attorney has previously been lodged with the share registry. If you require any assistance to lodge a power of attorney, please contact MUFG Corporate Markets (AU) Limited on 1300 554 474.

8. APPOINTMENT OF CORPORATE REPRESENTATIVES

A body corporate that is a Shareholder and entitled to attend and vote at the Meeting, or that has been appointed as proxy of a Shareholder entitled to attend and vote at the Meeting, may appoint an individual to act as its representative at the Meeting. The appointment must comply with section 250D of the *Corporations Act 2001 (Cth)* (Corporations Act). The representative must provide to the Company adequate evidence of his or her appointment by 11:00am (AEDT) on Wednesday, 28 October 2026, including any authority under which the appointment is signed, unless that evidence has previously been provided to the Company.

9. PROXY VOTE IF APPOINTMENT SPECIFIES WAY TO VOTE

Section 250BB of the Corporations Act provides that an appointment of a proxy may specify the way the proxy is to vote on a particular resolution and, if it does:

- a) the proxy need not vote on a show of hands, but if the proxy does so, the proxy must vote that way;
- b) if the proxy has two or more appointments that specify different ways to vote on a resolution – the proxy must not vote on a show of hands;
- c) if the proxy is the Chair of the meeting at which the resolution is voted on – the proxy must vote on a poll, and must vote that way (i.e. as directed); and

- d) if the proxy is not the Chair of the meeting – the proxy need not vote on the poll, but if the proxy does so, the proxy must vote that way (i.e. as directed).

10. TRANSFER OF NON-CHAIR PROXY TO CHAIR IN CERTAIN CIRCUMSTANCES

Section 250BC of the Corporations Act provides that, if:

- a) an appointment of a proxy specifies the way the proxy is to vote on a particular resolution at a meeting of the Company's Shareholders;
- b) the appointed proxy is not the Chair of the meeting; and
- c) a poll is duly demanded on the resolution, and either of the following applies:
 - (i) the proxy is not recorded as attending the meeting; or
 - (ii) the proxy does not vote on the resolution,

the Chair of the Meeting is taken, before voting on the resolution closes, to have been appointed as the proxy for the purposes of voting on the resolution.

11. TECHNICAL DIFFICULTIES

Technical difficulties may arise during the course of the Meeting. The Chair has discretion as to whether and how the Meeting should proceed in the event that a technical difficulty arises. In exercising this discretion, the Chair will have regard to the number of Shareholders impacted and the extent to which participation in the business of the Meeting is affected.

Where the Chair considers it appropriate, the Chair may continue to hold the Meeting and transact business, noting that the Meeting will be held physically as well as online, including conducting a poll and voting in accordance with valid proxy instructions. For this reason, Shareholders who intend to attend the Meeting virtually are encouraged to lodge a proxy in accordance with the instructions below even if they plan to attend online.

EXPLANATORY MEMORANDUM

OVERVIEW

This Explanatory Memorandum has been prepared for the information of Shareholders in connection with the business to be conducted at the Meeting to be held as a hybrid meeting in person at 151 Broderick Road, Lara, Victoria or via our online meeting platform on Friday, 30 October 2026 at 11:00 am (AEDT).

This Explanatory Memorandum forms part of the Notice which should be read in its entirety. This Explanatory Memorandum contains the terms and conditions on which the proposed resolutions will be voted.

1. FINANCIAL STATEMENTS AND REPORTS

The Corporations Act requires that the financial statements of the Company and its controlled entities for the year ended 30 June 2026, together with the Directors' Report and the Auditor's Report, be laid before the Meeting. Each of these reports are set out in the Company's 2026 Annual Report which can be found here - [Cobram Estate Olives | Annual and Interim Reports](#), or by going to <https://investors.cobramestateolives.com.au> and navigating to *Annual and Interim Reports* page via the *Announcement and Reports* menu.

There is no requirement for Shareholders to approve these reports. However, the Chair will allow a reasonable opportunity for Shareholders to ask questions about, or make comments on, the operations and management of Cobram Estate Olives Limited.

2. ADOPTION OF THE REMUNERATION REPORT

The Company's Remuneration Report for the financial year ended 30 June 2026, which forms part of the 2026 Annual Report, is available at - [Cobram Estate Olives | Annual and Interim Reports](#), or by going to <https://investors.cobramestateolives.com.au> and navigating to *Annual and Interim Reports* page via the *Announcement and Reports* menu.

The Remuneration Report outlines the Company's remuneration strategy and practices, together with details of the specific remuneration arrangements that apply to Directors and to key management personnel whose details are included in the Remuneration Report ("**KMP**") in accordance with the requirements of the Corporations Act.

As required by the Corporations Act, the Board presents the Remuneration Report to Shareholders for consideration and adoption by a non-binding vote. The resolution is advisory only. The Board will consider and take into account the outcome of the vote and feedback from Shareholders on the Remuneration Report when reviewing the Company's remuneration policies.

Shareholders will have the opportunity to remove the whole Board except the managing directors if the Remuneration Report receives a 'no' vote of 25% or more ("**Strike**") at two consecutive annual general meetings.

Where a resolution on the Remuneration Report receives a Strike at two consecutive annual general meetings, the Company will be required to put to Shareholders at the second annual general meeting a resolution on whether another meeting should be held

(within 90 days) at which all Directors (other than the managing directors) who were in office at the date of approval of the applicable Directors' Report must stand for re-election.

The Company's Remuneration Report did not receive a Strike at the 2025 annual general meeting. Please note if the Remuneration Report receives a Strike at this Meeting and if a second Strike is received at the 2027 annual general meeting, this may result in the re-election of the Board.

The Chair will allow reasonable opportunity for Shareholders to ask questions about, or make comments on, the Remuneration Report at the meeting before calling for a vote.

3. ELECTION AND RE-ELECTION OF DIRECTORS

Clause 12.13 of the Company's Constitution requires a director who was appointed by existing Directors as an addition to the Board, to retire at the next annual general meeting following their appointment. Directors so appointed are eligible for election. The Company's agreement to acquire California Olive Ranch, Inc. required that one new director be appointed to the Board of Cobram Estate Olives, Mr Daniel Masters was therefore appointed as a Director on 23 April 2026 and will retire and offer himself for election by Shareholders at the Meeting.

Clause 12.4 of the Company's Constitution provides that no Director (other than a Managing Director) may retain office (without re-election) for more than three years or past the third annual general meeting following the Director's appointment, whichever is longer. Mr Craig Ball was last re-elected as a Director at the Company's 2023 annual general meeting. Mr Craig Ball shall retire at the 2026 annual general meeting and offer himself for re-election at the Meeting.

If re-elected, Mr Ball will not seek re-election at the expiry of the three-year term.

3.1 Recommendation

The Board (other than the Directors who are the subject of the relevant resolutions) recommends that Shareholders vote in favour of the election of Mr Daniel Masters and the re-election of Mr Craig Ball.

3a. Election of Daniel Masters

Daniel Masters Non-Executive Director

Experience: Daniel is a Partner and founding member of AGR Partners LLC ("AGR") and serves on the firm's investment committee and the board of several of AGR's portfolio companies. Prior to AGR, he served as an investment manager at two Australian-based captive private equity funds. Daniel has a Bachelor of Commerce from Adelaide University and has completed the Stanford Executive Program at the Stanford Graduate School of Business.

Daniel is currently a non-executive director of Ridley Corporation (ASX:RIC), SEMO Milling LLC, Rembrandt Foods Inc, Artisan Kitchens LLC, Dairy Technology Services Limited, Staughton Group Pty Ltd.

Daniel commenced as a Non-Executive Director of Cobram Estate Olives on 23 April 2026.

3b. Re-Election of Craig Ball

Craig Ball Non-Executive Director

Experience: Craig recently retired from the role of chair of financial services firm Taylor Collison. In this role he was responsible for corporate finance in equity capital markets. He became a director of Taylor Collison in 1992 and has extensive experience in Australian equity capital markets. Craig holds a Bachelor of Economics degree from the University of Adelaide. He worked for a decade with Chartered Accounting firms before joining the stockbroking industry in 1987.

Craig has been involved with Cobram Estate Olives since 1998, assisting with its formation and development, and was appointed as a Non-Executive Director in 2005.

Special Responsibilities: Craig is a member of the Audit and Risk Committee and is chair of the Remuneration and Nomination Committee.

4. EMPLOYEE INCENTIVE PLAN (AUSTRALIA)

4.1 *General*

On 1 October 2022, amendments to the Corporations Act commenced, simplifying the process for incentivising participants under employee share schemes (“**ESS**”). Division 1A was introduced into Part 7.12 of the Corporations Act, providing a new regime for the making of offers in connection with an ESS (“**New Regime**”). This regime will replace the current relief afforded by ASIC *Class Order 14/1000* (“**Class Order**”), which has been in force since 30 October 2014.

To ensure that the Employee Incentive Plan complies with the New Regime, Resolution 4 seeks Shareholder approval, pursuant to Listing Rule 7.2, Exception 13(b), to adopt the Employee Incentive Plan and to enable Performance Rights, Options, and Shares upon exercise or conversion of those Performance Rights and Options to be issued under the Employee Incentive Plan to eligible Directors, employees, and contractors (“**Incentive Securities**”) to be exempted from Listing Rule 7.1 for a period of 3 years from the date on which Resolution 4 is passed.

A summary of the Employee Incentive Plan, to be adopted pursuant to Resolution 4, is set out in Schedule 1.

The Employee Incentive Plan is intended to assist the Company to attract and retain key staff, whether Directors, employees or contractors. The Board believes that grants made to eligible participants under the Employee Incentive Plan will provide a powerful tool to

underpin the Company's employment and engagement strategy, and that the Employee Incentive Plan will:

- a) enable the Company to incentivise and retain existing key management personnel and other eligible employees and contractors needed to achieve the Company's business objectives;
- b) enable the Company to recruit, incentivise and retain additional key management personnel, and other eligible employees and contractors, needed to achieve the Company's business objectives;
- c) link the reward of key staff with the achievement of strategic goals and the long-term performance of the Company;
- d) align the financial interest of participants of the Employee Incentive Plan with those of Shareholders; and
- e) provide incentives to participants under the Employee Incentive Plan to focus on superior performance that creates Shareholder value.

Resolution 4 is an ordinary resolution.

The Chair intends to exercise all available proxies in favour of Resolution 4.

4.2 *Listing Rule 7.1 and Listing Rule 7.2, Exception 13*

Listing Rule 7.1 provides that a company must not (subject to specified exceptions), without the approval of shareholders, issue or agree to issue during any 12 month period any equity securities, or other securities with rights to convert to equity (such as an Option or Performance Right), if the number of those securities exceeds 15% of the number of ordinary securities on issue at the commencement of that 12 month period.

Listing Rule 7.2, Exception 13, provides an exception to Listing Rule 7.1. The effect of Shareholder approval under Listing Rule 7.2, Exception 13, is that any issues of securities under the Employee Incentive Plan are treated as having been made with the approval of shareholders for the purposes of Listing Rule 7.1. Approval under Listing Rule 7.2, Exception 13, lasts for a period of three years.

If Resolution 4 is passed, the Company will be able to issue securities to eligible Directors, employees, and contractors under the Employee Incentive Plan without using up any of the Company's 15% limit on issuing equity securities without Shareholder approval under Listing Rule 7.1.

If Resolution 4 is not passed, the Company may still issue securities to eligible Directors, employees and contractors under the Employee Incentive Plan, but any issue will reduce, to that extent, the Company's capacity to issue equity securities under Listing Rule 7.1 for 12 months following the issue.

4.3 *Specific information required by Listing Rule 7.2*

In accordance with Listing Rule 7.2 Exception 13, information is provided as follows:

- a) The material terms of the Employee Incentive Plan are summarised in Schedule 1.

- b) The Employee Incentive Plan was last approved on 3 November 2023 and 2,822,000 securities have been issued under the Employee Incentive Plan since 3 November 2023.
- c) The maximum number of Incentive Securities that may be issued under the Employee Incentive Plan following Shareholder approval of Resolution 4 is 10,000,000 Incentive Securities.
- d) A voting exclusion statement is included in the Notice for Resolution 4.

4.4 Director Recommendation

As the Directors are excluded from voting on Resolution 4, the Directors decline to make a recommendation to Shareholders on Resolution 4.

5. COBRAM ESTATE OLIVES LIMITED 2023 U.S. INCENTIVE PLAN

5.1 General

During May 2023, the Company adopted the U.S. Equity Incentive Plan. A summary of the U.S. Plan, to be adopted pursuant to Resolution 5, is set out in Schedule 2.

The U.S. Plan enables the Company to issue performance securities (“**Awards**”) to its employees in the USA. The Board believes that the U.S. Plan will enable the company to attract, incentivise and retain personnel involved in the Company’s USA operations.

If Resolution 5 is passed, any options issued under the U.S. Plan may be treated as “incentive stock options” in certain circumstances pursuant to USA law.

Resolution 5 is an ordinary resolution.

The Chair intends to exercise all available proxies in favour of Resolution 5.

5.2 Listing Rule 7.1 and Listing Rule 7.2, Exception 13

Listing Rule 7.1 provides that a company must not (subject to specified exceptions), without the approval of shareholders, issue or agree to issue during any 12-month period any equity securities, or other securities with rights to convert to equity (such as an Award), if the number of those securities exceeds 15% of the number of ordinary securities on issue at the commencement of that 12 month period.

Listing Rule 7.2, Exception 13, provides an exception to Listing Rule 7.1. The effect of Shareholder approval under Listing Rule 7.2, Exception 13, is that any issues of securities under the U.S. Plan are treated as having been made with the approval of shareholders for the purposes of Listing Rule 7.1. Approval under Listing Rule 7.2, Exception 13, lasts for a period of three years.

If Resolution 5 is passed, the Company will be able to issue securities to eligible Directors, employees and contractors under the U.S. Plan without using up any of the Company’s 15% limit on issuing equity securities without Shareholder approval under Listing Rule 7.1.

If Resolution 5 is not passed, the Company may still issue securities to eligible Directors, employees and contractors under the U.S. Plan but any issue will reduce, to that extent,

the Company's capacity to issue equity securities under Listing Rule 7.1 for 12 months following the issue.

5.3 Specific information required by Listing Rule 7.2

In accordance with Listing Rule 7.2, Exception 13, information is provided as follows:

- a) The material terms of the U.S. Plan are summarised in Schedule 2.
- b) This is the U.S. Plan was last approved on 3 November 2023 and 1,250,000 securities have been issued under the Employee Incentive Plans since 3 November 2023.
- c) The maximum number of securities that may be issued under the U.S. Plan following Shareholder approval of Resolution 5 is 10,000,000 securities.
- d) A voting exclusion statement is included in the Notice for Resolution 5.

5.4 Director Recommendation

The Directors recommend that Shareholders vote in favour of Resolution 5.

6. APPROVAL OF THE ISSUE OF OPTIONS TO THE CHIEF EXECUTIVE OFFICERS

Resolutions 6a and 6b seek Shareholder approval, for the purposes of Listing Rule 10.14, for the issue of 1,500,000 Options to each of the joint Chief Executive Officers under the Employee Incentive Plan. The proposed Options are exercisable at \$3.40 each, vest on 1 September 2031 and expire on 30 September 2031.

Background

Listing rule 10.14, provides that an entity must not permit any of the following persons to acquire equity securities under an employee incentive scheme without the approval of the holders of its ordinary securities

- 10.14.1 a director of the entity;
- 10.14.2 an associate of a director of the entity; or
- 10.14.3 a person whose relationship with the entity or a person referred to in Listing Rules 10.14.1 to 10.14.2 is such that, in ASX's opinion, the acquisition should be approved by security holders.

The proposed issue of options to Mr Beaton and Mr Ravetti being Directors of the Company, falls within Listing Rule 10.14.1 and therefore requires the approval of Shareholders under Listing Rule 10.14.

In addition, Chapter 2E of the Corporations Act requires a public company to obtain shareholder approval before giving a financial benefit to a related party, unless the giving of the financial benefit falls within an exception set out in sections 210 to 216 of the Corporations Act.

The proposed issue of Options constitutes giving a financial benefit, and Mr Beaton and Mr Ravetti are a related parties by virtue of being directors of the Company. The Directors (other than Mr Beaton and Mr Ravetti) consider that Shareholder approval pursuant to Chapter 2E of the Corporations Act is not required in respect of the issue, because the agreement to issue the options, was reached as part of the remuneration package for Mr Beaton and Mr Ravetti, is considered reasonable remuneration in the circumstances and was negotiated on an arm's length basis.

If this Resolution is passed, the Company will be able to proceed with the issue of options, and as approval pursuant to Listing Rule 7.1 is not required for the issue (because approval is being obtained under Listing Rule 10.14), the issue will not use up any of the Company's 15% annual placement capacity.

If this Resolution is not passed, the Company will not be able to proceed with the issue and may seek to remunerate Mr Beaton and Mr Ravetti via alternative means.

6.1 Information required by Listing Rule 10.15

REQUIRED INFORMATION	DETAILS	
Name of the person to whom Securities will be issued	Mr. Sam Beaton	Mr. Leandro Ravetti
Categorisation under Listing Rule 10.14	Mr. Beaton and Mr. Ravetti fall within the category set out in Listing Rule 10.14.1 as they are a related party of the Company by virtue of being a director.	
Number of Securities and class to be issued	1,500,000 Options	1,500,000 Options
Remuneration package	The total remuneration package for Mr. Beaton in the financial year ended 30 June 2026 was \$1,128,574, comprising salary and fees of \$809,615, a bonus payment of 250,000 and superannuation of \$68,959.	The total remuneration package for Mr. Ravetti in the financial year ended 30 June 2026 was \$1,434,873, comprising salary and fees of \$809,615, \$278,175 of non-monetary benefits, a bonus payment of \$250,000 and superannuation of \$ 97,083. The non-monetary benefits comprise relocation expenses and abnormal ongoing living expenses incurred because Mr Ravetti and his spouse are living in the USA.
Securities previously issued to the recipient(s) under the Plan	There have been no securities issued under the current plan. Under the previous plan in April 2021, Mr. Beaton and Mr. Ravetti were each issued 3,000,000 options with an exercise price of \$1.50 expiring on 17 April 2028. These options vest on 17 April 2028.	
Terms of Securities	The Options are exercisable at \$3.40 and will be exercisable any time after vesting date (being 1 September 2031) subject to the recipient remain employed by the Company and will expire on 30	

REQUIRED INFORMATION	DETAILS
	September 2031. The options are to be issued on the terms and conditions set out in Employee Incentive Plan (Schedule 1).
Consideration of type of Security to be issued	The Company has agreed to issue the Options for the following reasons: (a) the issue of the Options has no immediate dilutionary impact on Shareholders; and (b) the issue to Mr. Beaton and Mr. Ravetti will align the interests of the recipients with those of Shareholders.
Valuation	The Company values each Option at \$0.77 each (Black-Scholes calculation based on the closing price of \$2.82 per Share on 21 September 2026 with risk free interest rate of 5.0%, volatility of 35% and a dividend rate of 1.60%).
Date(s) on or by which the Securities will be issued	The Company expects to issue the Securities within 20 Business Days of the Meeting. In any event, the Company will not issue any Securities later than three years after the date of the Meeting.
Issue price of Securities	The Securities will be issued at a nil issue price.
Material terms of the Plan	A summary of the material terms and conditions of the Plan is set out in Schedule 1.
Material terms of any loan	No loan is being made in connection with the acquisition of the Securities.
Additional Information	Details of any Securities issued under the Plan will be published in the annual report of the Company relating to the period in which they were issued, along with a statement that approval for the issue was obtained under Listing Rule 10.14. Any additional persons covered by Listing Rule 10.14 who become entitled to participate in an issue of Securities under the Plan after this Resolution is approved and who were not named in this Notice will not participate until approval is obtained under Listing Rule 10.14.
Voting exclusion statement	A voting exclusion statement applies to this resolution.
Voting prohibition statement.	A voting prohibition statement applies to this resolution.

6.2 *Directors recommendation*

The Directors are satisfied that the proposed issue of options under the Employee Incentive Plan is in line with the Chief Executive Officer's remuneration peer companies and that the incentives align with shareholder interest.

The Directors (excluding Mr. Beaton and Mr. Ravetti) recommend that Shareholders vote in favour of Resolutions 6a and 6b. As noted in the Proxy Form, the Chair intends to cast all undirected proxies in favour of these resolutions.

Glossary

\$ means Australian Dollars.

AEDT means Australian Eastern Daylight time.

Annual Report means the Directors' Report, the Financial Report and the Auditor's Report in respect to the financial year ended 30 June 2026.

ASX means ASX Limited (ACN 008 624 691) and, where the context permits, the Australian Securities Exchange operated by ASX.

Auditor's Report means the auditor's report on the Financial Report.

Board means the board of Directors.

Chair means the person appointed to Chair the Meeting, or any part of the Meeting, convened by the Notice.

Closely Related Party of Key Management Personnel (KMP) means:

- (a) a spouse or child of the KMP; or
- (b) a child of the KMP's spouse; or
- (c) a dependant of the member or of the KMP's spouse; or
- (d) anyone else who is one of the KMP's family and may be expected to influence the member, or be influenced by the member, in the member's dealings with the entity; or
- (e) a company the KMP controls.

Company means Cobram Estate Olives Limited ACN 115 131 667.

Constitution means the constitution of the Company as at the commencement of the Meeting.

Corporations Act means the *Corporations Act 2001* (Cth).

Director means a director of the Company.

Directors' Report means the annual directors' report prepared under chapter 2M of the

Corporations Act for the Company and its controlled entities.

Explanatory Memorandum means the explanatory memorandum which forms part of the Notice.

Fee Pool means the maximum aggregate amount payable as remuneration to Non-Executive Directors.

Financial Report means the annual financial report prepared under chapter 2M of the Corporations Act of the Company and its controlled entities.

Key Management Personnel (KMP) means Directors and the key management personnel whose details are included in the Remuneration Report.

Listing Rules means the listing rules of ASX.

Meeting means the meeting to be convened by the Notice.

Material Person means a related party of the entity, a member of key management personnel, a substantial holder in the entity, an adviser to the entity, or an associate of any of the above.

Notice or **Notice of Meeting** means the notice of meeting which comprises of the notice, agenda, Explanatory Memorandum and Proxy Form.

Proxy Form means the proxy form attached to the Notice.

Resolution means the resolutions set out in the Notice, or any one of them, as the context requires.

Remuneration Report means the remuneration report of the Company contained in the Directors' Report.

Share means a fully paid ordinary share in the capital of the Company.

Shareholder means the registered holder of a Share.

SCHEDULE 1: SUMMARY OF THE EMPLOYEE INCENTIVE PLAN

Key terms	Description
Eligibility	Either: - an 'ESS Participant' as defined in section 1100L(2) of the Corporations Act; or - a person as determined by the Board to be eligible to participate in the Employee Incentive Plan from time to time.
Type of Securities	Employee Incentives, being any Option or Performance Right.
Purpose	The purpose of the Employee Incentive Plan is to: - assist in the reward, retention and motivation of Eligible Employees; - link the reward of Eligible Employees to Shareholder value creation; and - align the interests of Eligible Employees with Shareholders by providing an opportunity to Eligible Employees to earn rewards via an equity interest in the Company based on creating Shareholder value.
Plan Administration	The Employee Incentive Plan will be administered by the Board. The Board may exercise any power or discretion conferred by the Employee Incentive Plan on the Board or the Company in its absolute discretion.
Offers	The Board may from time to time in its sole and absolute discretion determine that an Eligible Employee may participate in the Employee Incentive Plan. The Board may then make an Offer to the Eligible Employee and it must be set out in an Offer Letter delivered to the Eligible Employee and accompanied by an Application.
Vesting and Exercise Conditions	The Board will determine prior to an Offer being made and specify in the Offer any Performance Criteria and/or Vesting Conditions, Performance Period or Expiry Date attaching to the Employee Incentives. Employee Incentives will only vest and be exercisable if the applicable Performance Criteria and/or Vesting Conditions (if any) have been satisfied prior to the end of the Performance Period, waived by the Board, or are deemed to have been satisfied under these Rules. The Board will determine in its sole discretion whether (and, where applicable, to what extent) the Participant has satisfied the Performance Criteria and/or Vesting Conditions (if any) applicable to the Employee Incentives at the end of the Performance Period.
Method of Exercise	The Option is exercisable by the Participant within the Exercise Period specified by the Board in the Offer, subject to the Participant delivering to the registered office of the Company or such other address as determined by the Board of: a signed Notice of Exercise; and

Key terms	Description
	subject to the cashless exercise option, a cheque or cash or such other form of payment determined by the Board in its sole and absolute discretion as satisfactory for the amount of the Exercise Price (if any).
Cashless Exercise of Options	A Participant may elect to pay the Exercise Price for any number of Option by setting off the total Exercise Price against the number of Employee Incentive Plan Shares which they are entitled to receive upon exercise (Cashless Exercise Facility). By using the Cashless Exercise Facility, the holder will receive Employee Incentive Plan Shares to the value of the surplus after the Exercise Price has been set off. If the Participant elects to use the Cashless Exercise Facility, the Participant will only be issued that number of Employee Incentive Plan Shares (rounded down to the nearest whole number) as is equal in value to the difference between the total Exercise Price otherwise payable for the Options on the Options being exercised and the then market value of the Employee Incentive Plan Shares at the time of exercise. If the difference between the total Exercise Price otherwise payable for the Options on the Options being exercised and the then market value of the Employee Incentive Plan Shares at the time of exercise is zero or negative, then a Participant will not be entitled to use the Cashless Exercise Facility.
Timing of Issue of Plan Shares	The Company must, allot and issue the Employee Incentive Plan Shares, give ASX the relevant notice (or lodge a prospectus) and apply for official quotation on ASX of Employee Incentive Plan Shares issued, within 20 business days after the later of the following: - receipt of a Notice of Exercise given in accordance with these terms and conditions and payment of the Exercise Price for each Option being exercised; or - satisfaction of the Performance Criteria and/or Vesting Conditions (if any) applicable to the Performance Rights; and when excluded information in respect of the Company (as defined in section 708A(7) of the Corporations Act) (if any) ceases to be excluded information. If there is no such information, the relevant date will be the date of receipt of a Notice of Exercise or relevant Performance Criteria and/or Vesting Conditions are satisfied.
Quotation	The Company will not seek official quotation of any Employee Incentives. The Company must use all reasonable endeavours to obtain the grant of quotation of Employee Incentive Plan Shares issued under this Employee Incentive Plan and Employee Incentive Plan Shares issued on exercise or conversion of any Employee Incentive under this Plan on the ASX and, subject to Listing Rules, on any other exchange on which Employee Incentive Plan Shares are quoted.
Transfers	Employee Incentives granted under this Employee Incentive Plan may not be assigned, transferred, encumbered with a Security Interest in or over them, or otherwise disposed of by a Participant, unless:

Key terms	Description
	- the prior consent of the Board is obtained, which consent may impose such terms and conditions on such assignment, transfer, encumbrance with a Security Interest or disposal as the Board sees fit; or - such assignment or transfer occurs by force of law upon the death or total and permanent disablement of a Participant to the Participant's legal personal representative.
Change of Control	Where a Change of Control Event has: - occurred; or - been announced by the Company and, in the opinion of the Board, will or is likely to occur: then: - a Participant may exercise any or all of their Options, regardless of whether the Vesting Conditions have been satisfied, provided that no Option will be capable of exercise later than the Expiry Date; - if the Board has procured an offer for all holders of Options on like terms (having regard to the nature and value of the Options) to the terms proposed under the Change in Control Event and the Board has specified (in its absolute discretion) a period during which the holders of Options may elect to accept the offer and, if the holder has not so elected at the end of that offer period, the Options, if not exercised within ten days of the end of that offer period, shall expire; and - all granted Performance Rights which have not yet vested or lapsed shall automatically and immediately vest, regardless of whether any Performance Criteria or Vesting Conditions have been satisfied.
Forfeiture	Where, in the reasonable opinion of the Board, a Participant or Former Participant satisfies one of the forfeiture conditions then the Board may (in its absolute discretion) deem all Employee Incentives held by the Participant or Former Participant will automatically be forfeited
Plan Shares	Unless the Board determines otherwise (in its absolute discretion), all Employee Incentive Plan Shares issued under this Plan will be issued on the issuer sponsored sub-register maintained by the Company. Any Employee Incentive Plan Shares allotted, issued or transferred by the Company to a Participant under the Employee Incentive Plan will rank equally with all existing Shares. A Participant will have a vested and indefeasible entitlement to any dividends declared and distributed by the Company on any Employee Incentive Plan Shares and may participate in any dividend reinvestment plan operated by the Company in respect of Employee Incentive Plan Shares (provided the Employee Loan has been fully repaid). A Participant may exercise any voting rights attaching to Employee Incentive Plan Shares registered in the Participant's name.
Disposal Restrictions	The Board, in its sole and absolute discretion, may determine, prior to an Offer being made, whether there will be any restrictions on the disposal of, the granting (or purporting to grant) of any Security Interest in or over, or otherwise on dealing

Key terms	Description
	with (or purporting to dispose or deal with), Employee Incentive Plan Shares held by any Participants.
Amendment of Plan	Subject to the following paragraph and the Constitution, the Board may at any time amend these Rules or the terms and conditions upon which any Employee Incentives have been issued under the Employee Incentive Plan. No amendment to these Rules or to Employee Incentives granted under the Employee Incentive Plan may be made if the amendment, in the opinion of the Board, materially reduces the rights of any Participant in respect of Employee Incentives other than an amendment introduced primarily for the purpose of complying with legislation or to correct manifest error or mistake, amongst other things, or is agreed to in writing by all Participants
Termination and suspension of Plan	Subject to the following paragraph, the Board may at any time terminate or amend the Employee Incentive Plan or suspend the operation of the Employee Incentive Plan for such period or periods as it thinks fit. In passing a resolution to terminate, amend or suspend the operation of the Employee Incentive Plan, the Board must consider and endeavour to ensure that there is fair and equitable treatment of all Participants.

SCHEDULE 2: SUMMARY OF THE U.S. PLAN

Key terms	Description
Purpose	The Company has an established and expanding business in the USA. The purpose of the U.S. Plan is to advance the interests of the participating Company group and its shareholders by providing an incentive to attract, retain and reward persons in the USA performing services for the participating Company group. The U.S. Plan does not replace, and is intended to operate in parallel with, any existing equity incentive plan established by the Company.
Term	Unless earlier terminated by the Board in accordance with the U.S. Plan, the U.S. Plan will continue in effect for ten (10) years from the later of (a) the effective date or (b) the earlier of the most recent Board or stockholder approval of an increase in the maximum aggregate number of shares of Stock issuable under the U.S. Plan.
Type of Securities	Awards, being an option, restricted stock purchase right, restricted stock bonus or restricted stock unit award and incentive stock options.
Plan Administration	The U.S. Plan will be administered by the Board. The Board may exercise any power or discretion conferred by the U.S. Plan on the Board or the Company in its absolute discretion.
Eligibility	Awards may be granted only to employees, consultants or directors.
Stock Options	The Board will establish, in its discretion, the exercise price for each option; provided, however, that (a) the exercise price per share for an option may not be less than 100% of the fair market value of a share of stock on the effective date of grant of the option and (b) no incentive stock option granted to a 'ten percent stockholder' may have an exercise price per share less than 110% of the fair market value of a share of stock on the effective date of grant of the option. Options will be exercisable at such time or times, or upon such event or events, and subject to such terms, conditions, performance criteria and restrictions as determined by the Board and set forth in the award agreement evidencing such option; provided, however, that (a) no option will be exercisable after the expiration of 10 years after the effective date of grant of such option, (b) no incentive stock option granted to a 'ten percent stockholder' will be exercisable after the expiration of five (5) years after the effective date of grant of such option, and (c) no option granted to an employee who is a non-exempt employee for purposes of the Fair Labor Standards Act of 1938, as amended, will be first exercisable until at least six (6) months following the date of grant of such option (except in the event of such Employee's death, Disability or retirement, upon a Change in Control, or as otherwise permitted by the Worker Economic Opportunity Act). Subject to the foregoing, unless otherwise specified by the Board in the grant of an option, each option will terminate 10 years after the effective date of grant of the option, unless earlier terminated in accordance with its provisions. Except as otherwise provided below, payment of the exercise price for the number of shares of stock being purchased pursuant to any option must be made (i) in cash, by check or in cash equivalent, (ii) if permitted by the Board and subject to the limitations contained in the U.S. Plan, by means of (1) a stock tender exercise, (2) a cashless exercise or (3) a net exercise; (iii) by such other consideration as may be approved by the Board from time to time to the

Key terms	Description
	extent permitted by Applicable Law, or (iv) by any combination thereof. The Board may grant options which do not permit all of the foregoing forms of consideration to be used in payment of the exercise price or which otherwise restrict one or more forms of consideration. A “Stock Tender Exercise” means the delivery of a properly executed exercise notice accompanied by a participant’s tender to the Company, or attestation to the ownership, in a form acceptable to the Company of whole shares of stock owned by the participant having a fair market value that does not exceed the aggregate exercise price for the shares of stock with respect to which the option is exercised. A “Cashless Exercise” means the delivery of a properly executed exercise notice together with irrevocable instructions to a broker providing for the assignment to the Company of the proceeds of a sale or loan with respect to some or all of the shares of stock being acquired upon the exercise of the option (including, without limitation, through an exercise complying with the provisions of Regulation T as promulgated from time to time by the Board of Governors of the Federal Reserve System). A “Net Exercise” means the delivery of a properly executed exercise notice followed by a procedure pursuant to which (1) the Company will reduce the number of shares of stock otherwise issuable to a participant upon the exercise of an option by the largest whole number of shares having a fair market value that does not exceed the aggregate exercise price for the shares with respect to which the option is exercised, and (2) the participant will pay to the Company in cash the remaining balance of such aggregate exercise price not satisfied by such reduction in the number of whole shares to be issued. If the participant’s service terminates for any reason, except disability, death or cause, the option, to the extent unexercised and exercisable for vested shares on the date on which the participant’s service terminated, may be exercised by the participant at any time prior to the expiration of three (3) months after the date on which the participant’s service terminated. During the lifetime of the participant, an option is exercisable only by the participant or the participant’s guardian or legal representative. An option is not subject in any manner to anticipation, alienation, sale, exchange, transfer, assignment, pledge, encumbrance, or garnishment by creditors of the participant or the participant’s beneficiary, except (a) transfer by will or by the laws of descent and distribution or (b) to the extent permitted by the Board, in its discretion, subject to the applicable limitations, if any, described in Rule 701 under the Securities Act and the General Instructions to Form S-8 Registration Statement under the Securities Act or, in the case of an incentive stock option, only as permitted by applicable regulations under Section 421 of the Code in a manner that does not disqualify such option as an incentive stock option.
Restricted Stock Awards	Restricted stock awards may be granted in the form of either a restricted stock bonus or a restricted stock purchase right. restricted stock awards may be granted upon such conditions as the Board determines, including the attainment of one or more performance goals. The purchase price for shares of stock issuable under each restricted stock purchase right will be established by the Board in its discretion. No monetary payment (other than applicable tax withholding) is required as a condition of

Key terms	Description
	receiving shares of stock pursuant to a restricted stock bonus, the consideration for which is services actually rendered to a participating company or for its benefit. However, if required by applicable state corporate law, the participant must furnish consideration in the form of cash or past services rendered to a participating company or for its benefit having a value not less than the par value of the shares of stock subject to a restricted stock award. A restricted stock purchase right is exercisable within a period established by the board not exceeding 30 days from the effective date of the grant of the restricted stock purchase right. Shares issued pursuant to any restricted stock award may (but need not) be made subject to vesting conditions based upon the satisfaction of such service requirements, conditions, restrictions or performance criteria established by the Board and set forth in the award agreement. During any period in which shares acquired pursuant to a restricted stock award remain subject to vesting conditions, such shares may not be sold, exchanged, transferred, pledged, assigned or otherwise disposed of other than pursuant to an ownership change event or as provided in the U.S. Plan. Unless otherwise provided by the Board in the award agreement evidencing a restricted stock award, if a participant's service terminates for any reason, whether voluntary or involuntary (including the participant's death or disability), then (a) the company will have the option to repurchase for the lower of the then current fair market value or the purchase price paid by the participant any shares acquired by the participant pursuant to a restricted stock purchase right that remain subject to vesting conditions as of the date of the participant's termination of service and (b) the participant will forfeit to the company for no consideration any shares acquired by the participant pursuant to a restricted stock bonus which remain subject to vesting conditions as of the date of the participant's termination of service. the company will have the right to assign at any time any repurchase right it may have, whether or not such right is then exercisable, to one or more persons as may be selected by the company. Rights to acquire shares of stock pursuant to a restricted stock award will not be subject in any manner to anticipation, alienation, sale, exchange, transfer, assignment, pledge, encumbrance or garnishment by creditors of the participant or the participant's beneficiary, except transfer by will or the laws of descent and distribution.
Restricted Stock Units	Restricted stock unit awards may be granted upon such conditions as the Board determines, including the attainment of one or more performance goals. Restricted stock unit awards may (but need not) be made subject to vesting conditions based upon the satisfaction of such service requirements, conditions, restrictions or performance criteria established by the Board and set forth in the award agreement. Unless otherwise provided by the Board and set forth in the award agreement evidencing a restricted stock unit award, if a participant's service terminates for any reason, whether voluntary or involuntary (including the participant's death or disability), then the participant will forfeit to the Company any restricted stock units pursuant to the award which remain subject to vesting conditions as of the date of the participant's termination of service.

Key terms	Description
	The right to receive shares pursuant to a restricted stock unit award will not be subject in any manner to anticipation, alienation, sale, exchange, transfer, assignment, pledge, encumbrance, or garnishment by creditors of the participant or the participant's beneficiary, except transfer by will or by the laws of descent and distribution. All rights with respect to a restricted stock unit award granted to a participant hereunder will be exercisable during his or her lifetime only by such participant or the participant's guardian or legal representative.
Change of Control	In the event of a change in control, outstanding Awards will be subject to the definitive agreement entered into by the Company in connection with the change in control or as otherwise determined by the Board, including any requirement thereunder that the participant sign a letter of transmittal, cancellation agreement, release of claims or other similar acknowledgement or agreement. Subject to the requirements and limitations of Section 409A, if applicable, the following provisions will apply to Awards in the event of a change in control unless otherwise provided in the award agreement or any other written agreement between the Company or any affiliate and the participant or unless otherwise expressly provided by the Board at the time of grant of an Award. In the event of a change in control, then, notwithstanding any other provision of the U.S. Plan, the Board may take one or more of the following actions with respect to Awards, contingent upon the closing or completion of the change in control. The Board need not take the same action or actions with respect to all Awards or portions thereof or with respect to all participants and in each case may make such determination in its discretion and without the consent of any participant (unless otherwise provided in the award agreement or any other written agreement between the Company or any affiliate and the participant or unless otherwise expressly provided by the Board at the time of grant of an Award).
Amendment of Plan	The Board may amend, suspend or terminate the U.S. Plan at any time. However, without the approval of the Company's stockholders, there must be (a) no increase in the maximum aggregate number of shares of stock that may be issued under the U.S. Plan (except by operation of the provisions of Sections 4.2 and 4.3 of the U.S. Plan), (b) no change in the class of persons eligible to receive incentive stock options, and (c) no other amendment of the U.S. Plan that would require approval of the Company's stockholders under any applicable law, regulation or rule, including the rules of any stock exchange or quotation system upon which the Stock may then be listed or quoted.

LODGE YOUR VOTE



ONLINE

<https://au.investorcentre.mpms.mufg.com>



BY MAIL

Cobram Estate Olives Limited
C/- MUFG Corporate Markets (AU) Limited
Locked Bag A14
Sydney South NSW 1235 Australia



BY FAX

+61 2 9287 0309



BY HAND

MUFG Corporate Markets (AU) Limited
Parramatta Square, Level 22, Tower 6,
10 Darcy Street, Parramatta NSW 2150



ALL ENQUIRIES TO

Telephone: 1300 554 474

Overseas: +61 1300 554 474



X99999999999

VOTING/PROXY FORM

I/We being a member(s) of Cobram Estate Olives Limited ("the **Company**") and entitled to attend and vote hereby appoint:

STEP 1 Please mark either A or B

A

VOTE DIRECTLY

elect to lodge my/our
vote(s) directly (mark box)



in relation to the Annual General Meeting of the Company to be held at **11:00am (AEDT) on Friday, 30 October 2026** (the "**Meeting**"), and at any adjournment or postponement of the Meeting.

You should mark either "For", "Against" or "Abstain" for each Item below.

OR

B

APPOINT A PROXY

the Chair of
the Meeting
(mark box)

OR if you are **NOT**
appointing the Chair of the
Meeting as your proxy,
please write the name and
email of the person or
body corporate you are
appointing as your proxy

Name

Email

or failing the person or body corporate named, or if no person or body corporate is named, the Chair of the Meeting, as my/our proxy to act on my/our behalf (including to vote in accordance with the following directions or, if no directions have been given and to the extent permitted by the law, as the proxy sees fit) at the Annual General Meeting of the Company to be held at **11:00am (AEDT) on Friday, 30 October 2026** and at any postponement or adjournment of the Meeting.

The Meeting will be conducted as a hybrid event. You can participate by attending in person at **151 Broderick Road, Lara, Victoria** or logging in online at <https://meetings.openbriefing.com/CB026> (refer to details in the Virtual Annual General Meeting Online Guide). To access the **2026 Notice of Annual General Meeting and Explanatory Memorandum** this can be viewed and downloaded at the Company's website at <https://investors.cobramestateolives.com.au/investor-centre/>.

Important for Resolution 2: If the Chair of the Meeting is your proxy, either by appointment or by default, and you have not indicated your voting intention below, you expressly authorise the Chair of the Meeting to exercise the proxy in respect of Resolution 2, even though the Resolution is connected directly or indirectly with the remuneration of a member of the Company's Key Management Personnel ("**KMP**").

The Chair of the Meeting intends to vote undirected proxies in favour of each item of business.

VOTING DIRECTIONS

Proxies will only be valid and accepted by the Company if they are signed and received no later than 48 hours before the Meeting.

Please read the voting instructions overleaf before marking any boxes with an ☒.

Items

For Against Abstain*

2 Adoption of the Remuneration Report

☐	☐	☐
--------------------------	--------------------------	--------------------------

3a Election of Daniel Masters as a Director

☐	☐	☐
--------------------------	--------------------------	--------------------------

3b Re-Election of Craig Ball as a Director

☐	☐	☐
--------------------------	--------------------------	--------------------------

4 Approval of the Employee Incentive Plan (Australia)

☐	☐	☐
--------------------------	--------------------------	--------------------------

5 Approval of the U.S. Equity Incentive Plan

☐	☐	☐
--------------------------	--------------------------	--------------------------

6a Approval of the Issue of Options to Sam Beaton

☐	☐	☐
--------------------------	--------------------------	--------------------------

6b Approval of the Issue of Options to Leandro Ravetti

☐	☐	☐
--------------------------	--------------------------	--------------------------



* If you mark the Abstain box for a particular Item, you are directing your proxy not to vote on your behalf and your votes will not be counted in computing the required majority.

SIGNATURE OF SHAREHOLDERS – THIS MUST BE COMPLETED

Shareholder 1 (Individual)

Joint Shareholder 2 (Individual)

Joint Shareholder 3 (Individual)

Sole Director and Sole Company Secretary

Director/Company Secretary (Delete one)

Director

This form should be signed by the shareholder. If a joint holding, either shareholder may sign. If signed by the shareholder's attorney, the power of attorney must have been previously noted by the registry or a certified copy attached to this form. If executed by a company, the form must be executed in accordance with the company's constitution and the *Corporations Act 2001* (Cth).

CBO PRX2601N

HOW TO COMPLETE THIS SHAREHOLDER VOTING/PROXY FORM

YOUR NAME AND ADDRESS

This is your name and address as it appears on the Company's share register. If this information is incorrect, please make the correction on the form. Shareholders sponsored by a broker should advise their broker of any changes. **Please note: you cannot change ownership of your shares using this form.**

VOTING UNDER BOX A

If you ticked the box under Box A you are indicating that you wish to vote directly. You should mark either **"For"**, **"Against"** or **"Abstain"** for each item below

If no direction is given on all of the items, or if you complete both Box A and Box B, your vote may be passed to the Chair of the Meeting as your proxy.

Custodians and nominees may, with the Share Registrar's consent, identify on the Voting/Proxy Form the total number of votes in each of the categories **"for"** and **"against"** and their votes will be valid.

If you have lodged a direct vote, and then you attend the Meeting, your attendance will cancel your direct vote.

The Chair's decision as to whether a direct vote is valid is conclusive.

VOTING UNDER BOX B – APPOINTMENT OF PROXY

If you wish to appoint the Chair of the Meeting as your proxy, mark the box in Step 1. If you wish to appoint someone other than the Chair of the Meeting as your proxy, please write the name and email of that individual or body corporate in Step 1. A proxy need not be a shareholder of the Company.

DEFAULT TO CHAIR OF THE MEETING

Any directed proxies that are not voted on a poll at the Meeting will default to the Chairman of the Meeting, who is required to vote those proxies as directed. Any undirected proxies that default to the Chairman of the Meeting will be voted according to the instructions set out in this Proxy Form, including where the Resolution is connected directly or indirectly with the remuneration of KMP.

VOTES ON ITEMS OF BUSINESS – PROXY APPOINTMENT

You may direct your proxy how to vote by placing a mark in one of the boxes opposite each item of business. All your shares will be voted in accordance with such a direction unless you indicate only a portion of voting rights are to be voted on any item by inserting the percentage or number of shares you wish to vote in the appropriate box or boxes. If you do not mark any of the boxes on the items of business, your proxy may vote as they choose. If you mark more than one box on an item your vote on that item will be invalid.

APPOINTMENT OF A SECOND PROXY

You are entitled to appoint up to two persons as proxies to attend the Meeting and vote on a poll. If you wish to appoint a second proxy, an additional Voting/Proxy Form may be obtained by telephoning the Company's share registry or you may copy this form and return them both together.

To appoint a second proxy you must:

- on each of the first Voting/Proxy Form and the second Voting/Proxy Form state the percentage of your voting rights or number of shares applicable to that form. If the appointments do not specify the percentage or number of votes that each proxy may exercise, each proxy may exercise half your votes. Fractions of votes will be disregarded; and
- return both forms together.

SIGNING INSTRUCTIONS

You must sign this form as follows in the spaces provided:

Individual: where the holding is in one name, the holder must sign.

Joint Holding: where the holding is in more than one name, either shareholder may sign.

Power of Attorney: to sign under Power of Attorney, you must lodge the Power of Attorney with the registry. If you have not previously lodged this document for notation, please attach a certified photocopy of the Power of Attorney to this form when you return it.

Companies: where the company has a Sole Director who is also the Sole Company Secretary, this form must be signed by that person. If the company (pursuant to section 204A of the *Corporations Act 2001*) does not have a Company Secretary, a Sole Director can also sign alone. Otherwise this form must be signed by a Director jointly with either another Director or a Company Secretary. Please indicate the office held by signing in the appropriate place.

CORPORATE REPRESENTATIVES

If a representative of the corporation is to attend the Meeting virtually the appropriate "Certificate of Appointment of Corporate Representative" must be received at support@cm.mpms.mufg.com prior to admission in accordance with the Notice of Annual General Meeting. A form of the certificate may be obtained from the Company's share registry or online at www.mpms.mufg.com/en/mufg-corporate-markets.

LODGEMENT OF A VOTING/PROXY FORM

This Voting/Proxy Form (and any Power of Attorney under which it is signed) must be received at an address given below by **11:00am (AEDT) on Wednesday, 28 October 2026**, being not later than 48 hours before the commencement of the Meeting. Any Voting/Proxy Form received after that time will not be valid for the scheduled Meeting.

Voting/Proxy Forms may be lodged using the reply paid envelope or:



ONLINE

<https://au.investorcentre.mpms.mufg.com>

Login to the Investor Centre using the holding details as shown on the Voting/Proxy Form. Select 'Voting' and follow the prompts to lodge your vote. To use the online lodgement facility, shareholders will need their "Holder Identifier" - Securityholder Reference Number (SRN) or Holder Identification Number (HIN).



BY MOBILE DEVICE

Our voting website is designed specifically for voting online. You can now lodge your vote by scanning the QR code adjacent or enter the voting link

<https://au.investorcentre.mpms.mufg.com> into your mobile device. Log in using the Holder Identifier and postcode for your shareholding.

QR Code



To scan the code you will need a QR code reader application which can be downloaded for free on your mobile device.



BY MAIL

Cobram Estate Olives Limited
C/- MUFG Corporate Markets (AU) Limited
Locked Bag A14
Sydney South NSW 1235
Australia



BY FAX

+61 2 9287 0309



BY HAND

delivering it to MUFG Corporate Markets (AU) Limited*
Parramatta Square
Level 22, Tower 6
10 Darcy Street
Parramatta NSW 2150

* in business hours (Monday to Friday, 9:00am–5:00pm)