12 NOVEMBER 2026 **ASX RELEASE**

2026 AGM Chair's Address and Presentation

Brisbane, Australia – The Calmer Co. International Limited (ASX: CCO) (the 'Company') attaches the Chair's Address and Presentation to be delivered at the Annual General Meeting to held today at 9:30 a.m. AEST.

Authorised for release by the Company Secretary.

ends

For further information

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About The Calmer Co.

The Calmer Co. International Limited (ASX: CCO) is a fast-growing beverage business focused on the global opportunity in kava and other natural products that offer alternatives to alcohol and support relaxation and sleep.

Our products reach consumers globally through e-commerce channels and blue-chip retail distribution partners, supported by a reliable farm-to-shelf supply chain.

The product range includes drinking powders, natural and flavoured kava shots, concentrates and capsules, sold under the brands Fiji Kava®, Taki Mai® and Danodan Hempworks in markets including the USA, Australia, New Zealand, China and the Pacific Islands.

ANNUAL GENERAL MEETING
12 NOVEMBER 2026

THE CALMER CO INTERNATIONAL LIMITED

IMPORTANT NOTICE AND DISCLAIMER

This presentation has been prepared by The Calmer Co. International Limited (ASX: CCO) (the Company) and contains summary information about the Company and its activities current as at the date of this presentation. It should be read in conjunction with the Company's Annual Report for the year ended 30 June 2026 and its other periodic and continuous disclosure announcements lodged with the ASX, available at www.asx.com.au.

Unless otherwise stated, financial information relates to the year ended 30 June 2026 (FY26), with comparatives for the year ended 30 June 2025 (FY25), and is presented in Australian dollars. Some figures are rounded.

This presentation is not a prospectus, disclosure document or offer of securities, and does not constitute financial product or investment advice. It does not take into account the investment objectives, financial situation or needs of any person, who should seek their own professional advice.

This presentation may contain forward-looking statements, which are based on current expectations and are subject to known and unknown risks and uncertainties, many of which are outside the control of the Company. Actual results may differ materially. The Company does not undertake to update any forward-looking statement except as required by law.

AGENDA

01 **Welcome and introductions**
Karl Schlobohm, Chair of the Meeting

02 **Chairman’s address**
Delivered on behalf of the Chairman, James Tonkin

03 **Formal business**
Financial statements and Resolutions 1 to 13

04 **FY26 year in review**
Zane Yoshida, Founder, Managing Director & CEO

05 **Shareholder questions**
General questions on the business and strategy

06 **Voting and close**
Poll voting and closing of the meeting

WELCOME

Karl Schlobohm

Chair of the Meeting, on behalf of the Chairman of the Board

THE CALMER CO.

INTRODUCTIONS

YOUR BOARD

James Tonkin

Non-Executive Chairman

Chairman since 7 November 2025

Zane Yoshida

Founder, Managing Director & CEO

Director since 20 December 2018

Griffon Emose

Non-Executive Director

Director since 30 January 2023

Karl Schlobohm

Independent Non-Executive Director

Appointed 8 April 2026

Company Secretary Natalie Climo

Auditor Hall Chadwick QLD

The Board thanks John Homewood and Dr Anthony Noble, who retired from the Board during FY26, for their contribution.

CHAIRMAN'S ADDRESS

FY26: BUILDING A STRONGER BASE

From kava company to wellness platform

Continued transition into a more diversified, commercially focused wellness and botanical ingredients business.

Capital-efficient growth

Scaling through partnerships and existing infrastructure rather than significant investment in Company-owned manufacturing assets.

The United States opportunity

Building presence across e-commerce, ingredients and regulatory engagement in the world's largest wellness market.

Leadership and governance

A year of Board renewal, with a clear focus on execution, financial discipline and shareholder returns.

> *"Our focus must remain on execution, financial discipline and ensuring that growth ultimately translates into improved returns for shareholders."*
>
> **James Tonkin, Chairman**

FY26 YEAR IN REVIEW

Zane Yoshida

Founder, Managing Director & CEO

THE CALMER CO.

FY26 AT A GLANCE

$8.1m
Record revenue
+1% on FY25

$3.3m
Australian retail
+30% on FY25

$1.6m
Wholesale & ingredients
+178% on FY25

33%
Lower operating cash outflow
$2.94m vs $4.37m in FY25

47%
of revenue from the Americas (FY25: 28%)

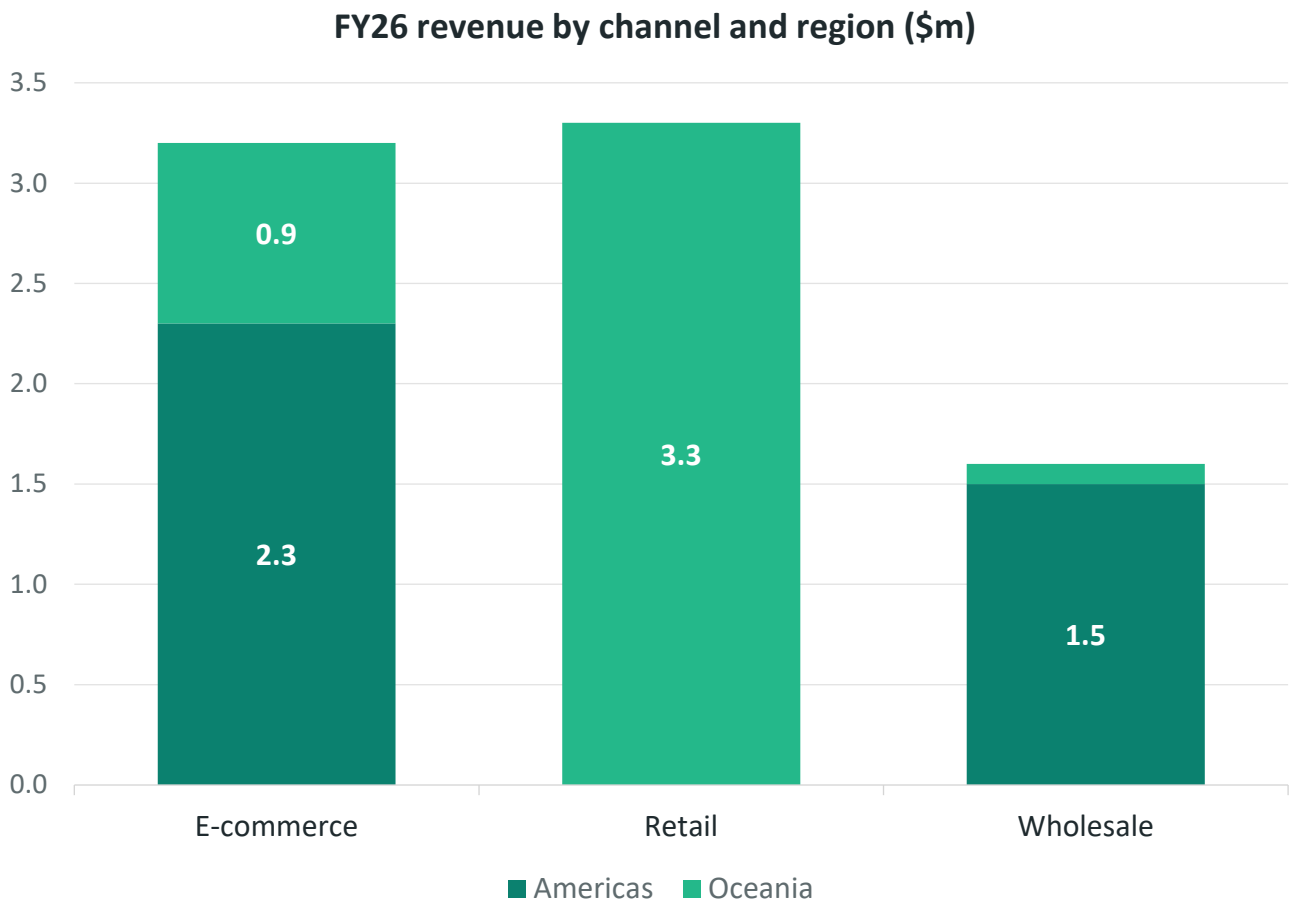
+18%
Amazon revenue growth

3,400+
retail distribution points

#1
Fiji Kava® in the Coles stress category

Net loss improved to $3.81m (FY25: $3.99m) as lower employment and marketing costs more than offset a softer gross margin from the shift in channel mix.

A MORE DIVERSIFIED REVENUE BASE



Americas

$3.8m

+73% on FY25, 47% of Group revenue

Led by US wholesale (CO_2 extracts) and Amazon USA

Oceania

$4.3m

53% of Group revenue

Australian retail up 30%; early-stage New Zealand distribution commenced

FY26 FINANCIAL RESULTS

$m	FY26	FY25	Movement
Revenue	**8.12**	8.03	+0.09
Gross profit	**2.87**	3.41	(0.54)
Gross margin	**35.3%**	42.5%	(7.2 pts)
EBITDA	**(2.99)**	(3.41)	+0.42
Net loss after tax	**(3.81)**	(3.99)	+0.18
Receipts from customers	**8.36**	8.71	(0.35)
Net operating cash outflow	**(2.94)**	(4.37)	+1.43

Movement shown as favourable / (unfavourable). Source: FY26 Annual Report.

What drove the result

- Revenue held at a record level while the mix shifted toward retail and wholesale
- Gross margin reflects channel mix, higher raw material costs and wider Coles and Woolworths ranging
- Staff costs down to $1.65m (FY25: $2.36m) and marketing down to $2.11m (FY25: $2.53m)
- Inventory reduced to $1.34m (FY25: $1.56m)

SUPPLY CHAIN & MANUFACTURING

3 nations

Pacific sourcing across Fiji, Papua New Guinea and Vanuatu

CO_2

Extract capability advanced alongside water extracts

FJ$548k

Fiji Government capital grant anticipated for Navua

Diversified Pacific supply network

Greater supply resilience, quality and traceability to support branded products and ingredients.

Higher-value extraction

Commercial development of water-extracted and CO_2 kava formats for food, beverage and nutraceutical customers.

Quality and consistency

Enhanced quality control and testing across Fiji Kava® and Taki Mai® as volumes scale.

Navua facility upgrades

Grant to support ready-to-drink bottling, farm-gate sourcing infrastructure and processing equipment.

PROFITABLE & SCALABLE RETAIL

$3.3m
Australian retail revenue, up 30%

3,400+
Retail distribution points

#1
Fiji Kava® in the Coles stress category

Pricing implemented at Coles and Woolworths
Improved margin profile across the retail portfolio, implemented toward the end of FY26.

Broader distribution
Woolworths expanded Fiji Kava® Instant nationally; retail was 45% of Q4 revenue.

Fiji Kava® FZZR™ accepted by Coles
A new complementary medicine format and a platform for flavour and product innovation.

Foundations for growth
VDriven appointed for U.S. natural retail; fulfilment consolidated with a specialist 3PL.

DIRECT-TO-CONSUMER & AMAZON

$3.2m
Total e-commerce revenue (FY25: $4.9m)

+18%
Amazon revenue growth

$2.3m
U.S. e-commerce revenue

Amazon USA: growth with better margins
Pricing discipline and more efficient promotion improved margins through the second half.

Owned DTC below expectations
Owned DTC revenue of $0.9m under an externally managed digital operating model.

Operating model reset
Since year end, DTC brought back in-house and FijiKava.com and TakiMai.com moved to Shopify.

Insight for U.S. retail
Amazon provides consumer insight, subscriptions and brand validation for mainstream U.S. retail.

WHOLESALE & BULK INGREDIENTS

$1.6m
Wholesale revenue, up 178%

$1.5m
U.S. wholesale revenue, up 927%

CO_2
Premium kava extract range commercialised

Premium extracts
CO_2 extracts complement water-extracted and traditional bulk kava formats.

Master Supply Agreement
Multi-year agreement with a U.S. functional beverage company for premium CO_2 kava extracts.

Distribution partnerships
Stronger relationships with international ingredient customers and distribution partners.

A global ingredients platform
Combining Pacific sourcing and extraction capability with direct B2B and partner routes to market.

DISCIPLINE ON COSTS AND CAPITAL

$0.7m

Lower staff costs

$1.65m vs $2.36m in FY25

$0.4m

Lower marketing spend

$2.11m vs $2.53m in FY25

$1.4m

Lower operating cash outflow

$2.94m vs $4.37m in FY25

$1.6m placement Completed during FY26 to support inventory, U.S. wholesale growth, retail expansion and working capital. Ratification is sought under Resolutions 10A to 13.

Entitlement offer completed Pro-rata entitlement offer completed after year end to support commercial growth, working capital and repayment of convertible notes.

Simpler, leaner business Resources directed to the channels capable of generating sustainable returns, with greater operating leverage as revenue scales.

SINCE YEAR END

JUL 2026

DTC back in-house

Owned DTC returned in-house; FijiKava.com and TakiMai.com moved to Shopify

JUL 2026

Kaiming Agro HOA

Binding Heads of Agreement for commercial-scale supercritical CO_2 extraction in Fiji

AUG 2026

Strategic Supply Agreement

Dedicated supply capacity of premium noble kava from PNG and Vanuatu

AUG 2026

Exclusive Distribution Agreement

Multinational ingredients company: Australia, NZ, North America and ASEAN

AUG 2026

Entitlement offer

Pro-rata entitlement offer completed, strengthening the capital position

OCT 2026

Coles orders FZZR™

Coles placed orders for the Fiji Kava® FZZR™ range

The Exclusive Distribution Agreement includes minimum performance requirements of approximately $25 million over the initial three-year term to maintain exclusivity.

FY27: A YEAR OF EXECUTION

Supply & manufacturing

Expand the integrated Pacific supply chain and manufacturing capability through strategic partnerships

Ingredients

Accelerate commercialisation of premium water-extracted and CO_2 kava ingredients through global distribution

Retail

Grow the Australian retail footprint, support the FZZR™ rollout and progress mainstream U.S. retail entry

Direct-to-consumer

Rebuild owned DTC under the in-house model while leveraging Amazon USA as a growth platform

Discipline

Continue disciplined cost management and efficient capital allocation on the pathway to sustainable profitability

Our objective remains clear: to build a profitable, globally recognised wellness company while delivering sustainable long-term value for our shareholders.

THANK YOU

THE CALMER CO.