ASX ANNOUNCEMENT

24 November 2026

SPC Global Holdings Ltd
Annual General Meeting 2026

SPC Global Holdings Limited (ASX:SPG) ("**SPC Global**", "**the Company**" or "**the Group**") provides the attached Chair and Managing Director addresses and presentation slides ahead of SPC Global Holdings Ltd's 2026 Annual General Meeting for shareholders which will be held online today at 2.00pm AEDT.

--ends--

This announcement was authorised by the Board of SPC Global Holdings Limited.

FURTHER INFORMATION:

Investors
investors@spcglobalgroup.com

Media
Angela Maher
Head of Communications and Corporate Affairs
M: +61 400 200 429
mailto:Angela.maher@spcglobalgroup.com.au

ABOUT SPC GLOBAL

SPC Global consists of SPC, The Original Beverage Co, Nature One and Natural Ingredients. The four companies were brought together in December 2024, with the company's listing on the ASX (ASX:SPG). The Group has a portfolio of brands with a focus on providing nourishment and wellness for consumers globally. The Group's products span packaged fruit and tomatoes, baked beans and spaghetti, ready-made meals, beverages, juice and wellness shots, powdered milk products and vegetables and fruit supplies to the food service industry. With a strong agricultural heritage, around 800 employees, and operations in Australia and Asia, the company has ambitions to grow both domestically and internationally. For more information: spcglobalgroup.com

SPC Global Annual General Meeting

CHAIRMAN'S ADDRESS
ANDREW REITZER

Welcome everyone and thank you for joining us this afternoon for SPC Global's 2026 Annual General Meeting.

FY26 was our first full financial year as a combined group. At last year's AGM, I spoke about the opportunity to build a global food and beverage business from an Australian base. Today, we'll point to the progress we've made so far and future growth opportunities for the company both internationally and domestically.

I'm pleased to say we exceeded our FY26 normalised EBITDA growth guidance, and the integration of the four businesses delivered more than $20 million in synergy benefits since the merger.

In May, we raised $100 million in equity to support the growth ambitions of the company, manage working capital, de-leveraging of the company and to pursue other key priorities outlined in our strategy. Thank you to all shareholders who supported the raising.

Right now, the Board's focus remains on disciplined execution of our five-year Mid-Term Plan, including further strengthening of the balance sheet and translating operating improvements into stronger cash flow. While Quarter 1 has been a softer, similar to the experience of many other FMCG companies and it is taking some time to rebuild customer confidence in our business, I have been pleased with the progress I have seen over the last month or so.

Later today, shareholders will also consider a special resolution to change the company's name to Altiva Global Ltd. The proposed name reflects the breadth of the Group we've now built across food, beverages and dairy categories. Robert will explain the name-change rationale in a bit more detail before we move to the formal business of the meeting.

On behalf of the Board, thank you to Robert, the executive team and our people right across the group for their hard work over the past year. While there's plenty still to do, we're moving in the right direction. And to our shareholders, thank you for your continued support.

MANAGING DIRECTOR'S ADDRESS (ROBERT IERVASI)

Thank you, Andrew, and good afternoon everyone.

I'd like to cover four main topics today. First, who we are now and why the Board is proposing a new name. Second, what we delivered in FY26, the foundational reset year for future growth. Third, how we're progressing against our growth pillars, including a look at the domestic trading environment. And finally, our outlook for FY27.

I'll also be direct about the areas where we've got more to do, particularly in relation to debt, because I know that matters to you.

A reset and growth path

It's important to remind ourselves where we started on this journey. Before the merger, SPC had several years of negative operating cash conversion. Inventory was being built ahead of demand, and debt was rising.

In December 2024, we merged and relisted on the ASX, and the new management team introduced a demand-led model. Put simply, we now make what we can sell. We said at the time that a turnaround of this scale would take 18 to 24 months to cycle through historical practices.

FY26 was the reset – setting the fundamentals and foundations for future growth.

We exited loss-making contracts, raised $100 million to strengthen the balance sheet, and met our earnings guidance.

For us, FY27 is about growth and balance sheet management, and that's what we'll be focussing on.

Altiva Global. More than SPC

There's no doubt SPC is one of Australia's most loved brands, and it stays at the heart of what we do. But SPC alone no longer describes the true breadth of this company.

Since December 2024, we've brought together four businesses: SPC, Natural Ingredients, Nature One and The Original Beverage Co. Between them they cover food, beverages and dairy nutrition, and products are sold in 15 different markets around the world.

Altiva Global is the name the Board is proposing for the broader, more diverse company we see today and into the future. It's subject to your vote later in the meeting. If the corporate brand name is approved, SPC will still remain our flagship consumer brand, and you'll continue seeing it on shelf exactly as you do today. Indeed, all of our 4 business divisions will retain their own identity. It's the corporate name that evolves to align with our future ambitions.

Altiva Global. One name for a broader group

Why change the name? There's three key reasons.

One group. We're now four businesses operating as a single diversified group, with shared systems, procurement and leadership. The parent name should reflect the whole portfolio, not just one part of it.

The name itself, Altiva, evokes elevation, vitality, high quality and big growth ambitions – all of which suit a business built on nourishment, wellness and doing things differently.

'Global' reflects where our growth is coming from - around 41% of FY26 Group EBITDA was earned internationally and we see that trend continuing.

As I already mentioned, it's important to note that this change is at the corporate level, for shareholders, partners and employees. Our brands don't change. Consumers will keep buying SPC, Nature One, Natural Ingredients and The Original Beverage Co. products under the names and brands they know and trust.

The proposal is subject to shareholder approval today and so far, I'm pleased to say shareholders have taken to it very well.

Diversified by category, channel and market

This is the three-pronged business which sits behind the name.

Food brings the everyday favourites that anchor family meals: SPC, Ardmona, Goulburn Valley and ProVital. These are pantry staples that tend to hold up, particularly when household budgets are under pressure.

Beverages covers juices, functional drinks and Juice Lab Wellness Shots. It's our fastest-growing domestic category.

Dairy covers specialised nutrition, infant formula and dairy ingredients, led by Nature One. It's a cornerstone of our international business - and our company as a whole – driving almost half of our EBITDA.

Together, that's around 800 people, more than 1,000 products sold in 15 markets around the globe, all backed by sovereign Australian manufacturing.

To reflect how we run the business from here on, we'll move to reporting under these three segments in FY27: Food, Beverages and Dairy. For clarity, FY26 reporting remains on the previous basis.

Fast growing, high-margin global footprint

To underscore the growth in our international footprint, it now spans North Asia, Southeast Asia, the Middle East and North America.

At our FY26 results announcement in August, we set out four expansion milestones. All four have now been delivered. They are:

- The Original Juice Co. Black Label ranged in Costco in Japan.
- In South Korea, we added more Black Label products and launched Juice Lab Wellness Shots in E-mart Traders.
- Juice Lab Wellness Shots are now also on shelf in Cold Storage in Singapore; and
- Nature One's specialised infant formula range has launched in China.

These are high-margin markets, and they are where much of our growth will come from. I'll come back to the progress on repeat international orders shortly.

Building the Foundations

FY26 was about building the foundations for future growth. Let's briefly review the FY26 financials before moving on to progress in FY27.

FY26: Guidance Delivered

As Andrew mentioned earlier, FY26 was our first full year as a combined group - and we did what we said we'd do – we delivered guidance.

Net sales revenue was $331.8 million. That is lower than last year, by design. Normalised EBITDA was $38.5 million, up 27% on the prior year. Inventory finished the year at $129.3 million, slightly better than our $130 million target. That matters because inventory was at

the heart of the cash issues the business had endured in the past. Reducing inventory remains a priority.

We've now delivered more than $20 million in synergy realisation since the merger. And, importantly, net debt fell by $52.8 million to $85.8 million. Lowering this also remains a key priority for us.

These results were delivered in a difficult consumer environment, with cost-of-living pressures weighing heavily on grocery spending across the industry.

Smaller by Choice, Stronger by Design

I mentioned that revenue fell in FY26, and that was a deliberate choice. We walked away from around $30 million of revenue from contracts that were losing money. Low-to-no-margin volume was hiding the value in this business and tying up working capital and factory capacity.

The result is a higher-quality business. Gross margin rose from 28.8% to 31.9%. Normalised EBITDA margin rose from 8.1% to 11.6%. And branded products grew from 69% to 76% of domestic sales.

We now earn more on every dollar we sell, and that's the foundational base that our FY27 growth will build on.

Net debt is down sharply. More to be done

I want to be direct about our debt because I know it's front of mind for many of you.

The $100 million equity raise in May was a major step. Net debt fell from $138.6 million at December 2025 to $85.8 million at June 2026, and our leverage ratio fell from 3.9 times to 2.2 times EBITDA.

Having said that, 2.2 times is still above where we want to be, and I know many of you feel we've not yet shown the market we've done all of what we said in this area.

Our target was net leverage of approximately 1.0 to 1.2 times EBITDA by June 2027. This has been revised to 1.7 to 1.9 times EBITDA. This is due to:

- Softer trading conditions in Q1 FY27 - driven by the slower than expected return of customer confidence (5 interest rate rises so far in 2026); and
- Prioritisation of available funding towards working capital requirements.

We have a plan to deliver the original target – targeting a net leverage ratio of between 1.0 -1.2 times is expected to be achieved in FY28. We'll continue to report progress on leverage at the FY27 half-year result in February, and at every result after that.

Share Analysis

Following the capital raise, we have a revised share registry. This shareholder analysis from the beginning of October 2026 shows both new substantial shareholders and the top selling investors. We have also updated this for key movements since that time.

As Managing Director, I have increased my holding by 0.05%. Non-executive Director and Audit & Risk Chair, Graham Maloney, has acquired shares post his appointment to the

Board, and Board Chair Andrew Reitzer intends to become a shareholder as part of the equity raise (subject to shareholder approval).

Jeremy Raper / Rangeley Capital LLC is now a substantial shareholder holding 215,519,911 shares or 18.06%.

Regal has ceased to be a substantial shareholder after selling its shares and is no longer a shareholder.

Regal Funds Management has exited and we've seen continuous selling by former Director Hussein Rifai. Hajer Pty Ltd (Hussein Rifai) has reduced its shareholding by a further 21,844,379 shares to 5,144,000 shares or 0.43%.

The Company notes it has recently updated its claim in the legal proceedings in relation to historical conduct of former Directors, Hussen Rifai, Andrew Cohen and related entities.

These proceedings allege breaches of Director's duties and other obligations, and the amended claim quantum is at least $8 million. We will continue to keep shareholders updated via market announcements as we have been doing to date on this matter.

Our Growth Pillars

Now let me turn to how we grow the business from here, guided by our four growth pillars.

The plan we set in August is progressing

These are the same four pillars we presented at our FY26 results announcement in August. The plan has not changed.

The pillars are:

Solid Foundations: an established, diversified portfolio of staples, beverages and specialised nutrition that is defensible and cash-generative.

Efficient Scaling: improving our product mix and lowering our unit costs.

International Growth: a proven export platform, anchored by Nature One, that takes premium Australian brands into Asia and beyond.

Financial Stewardship: a reset balance sheet and the discipline to reduce debt.
In the first quarter of FY27 we've made progress on all of them. I'll take you through each now.

Australian-made, Building Repeat Demand Overseas

International is our highest-margin growth engine. In FY26 it delivered $15.7 million in EBITDA at a margin of 34%, or approximately 41% of the Group.

The test now is converting new ranging into repeat orders, and we're seeing that.

We have a combined 3-year export ambition to deliver $37 million of EBITDA for the company.

In dairy, our Nature One business continues to grow impressively. Ripple Joint Care secured presence in Taiwan with $1.0m in H1. Specialised protein and children's range launched in China, with repeat orders coming in H2.

We're expanding into health and wellness pharmacy chains – with customs approval received in China for nutritional range, launch Q3. We're also building a strategic distribution arrangement in Bangladesh, with estimated sales of $1M in FY27.

In beverages, the Original Juice range has delivered more than $1.2 million in sales at E-mart Traders in South Korea since launch, with a further $1.1 million of orders committed to June 2027. In Singapore, Cold Storage has placed repeat orders since launch.

In Japan, Black Label is now ranged in Costco.

In food, the SPC range is growing in China, Qatar and Korea, and we have signed a memorandum of understanding for distribution across the Gulf states.

Our immediate priorities are execution with these partners, securing repeat orders, and making sure this growth remains highly profitable.

Domestic: Resilient in a Tough Market

As many have seen, the domestic market has been a tough environment for the whole FMCG industry in Australia. Cost-of-living pressures continue to weigh on household budgets and consumer confidence remains very low.

Shoppers are more price-conscious and focused on promotions. In the first quarter of FY27, this showed up in softer sales of canned tomatoes and canned fruit across grocery channels.

Although rebuilding retailer confidence post our capital raise took longer than expected, our response has been to protect value, not chase volume.

We've kept promotional spending disciplined rather than buying unprofitable sales.

That's why domestic EBITDA grew 37% in FY26 to $22.8 million, and why our domestic EBITDA margin rose from 5.1% to 7.9%.

We've also strengthened how we execute. From 1 September, Commercial and Supply Chain have been combined under our Group Chief Operating Officer. This means what we sell, what we plan and what we make are aligned.

We've added dedicated revenue management to sharpen pricing and promotions. And the rest of the domestic portfolio is growing. This includes On-the-Go channels such as Costco, Amazon and Naked Life in Ampol stores, food service formats, and co-manufacturing, including three Woolworths own-brand frozen meals launched in September that put our capacity to work.

Pleasingly we have seen some positive momentum in Quarter 2, and we look forward to sharing more of this with you at our H1 results announcement in February.

Juice and Premium Brands Are Winning Share

Looking at our brands, juice and premium brands are where we're winning share most clearly. In the first quarter of FY27, our chilled juice sales grew 11.5%, and 10.6% on a moving annual basis. The category overall grew 3%, so we're growing more than three times faster than the market and have gained 0.8 points of market share.

We're also launching higher-value products and getting them on shelf more quickly.

SPC ProVital fruit pouches are now in 99% of Woolworths stores and 97% of Coles stores across the country. Goulburn Valley toppings are also in 99% of Woolworths stores.

In September, we launched Casa Coco coconut water in Coles and the Juice Lab Wellness Sleep Shot, further extending our wellness range. Branded products now make up 76% of our domestic sales. That mix is central to protecting margin.

Stronger Team to Deliver the Plan

Delivering this plan depends on having the right people in the right positions. At Board level, Andrew Reitzer, former CEO of Metcash, became our Group Chair, bringing deep grocery and supply chain experience.

Graham Maloney joined as an independent non-executive director and Chair of our Audit and Risk Committee. The Board has approved our Mid-Term Plan for 2026 to 2030.

In management, Moataz Ahmad joined as Group Chief Operating Officer, and Commercial and Supply Chain now report to him.

A new Supply Chain Director starts this month and we've also set up a corporate services centre in Singapore to support the Group as it grows and generate efficiencies in repeatable, high-volume activity, that can be applied across all of our 4 business divisions.

We believe we have the leadership, the structure and the plan to deliver.

FY27 Guidance Sharpened

Let's finally turn to the FY27 outlook, which after a few months of trading we can now sharpen.

Today we reaffirm the majority of our FY27 guidance. We're expecting:

- Net sales revenue growth has been tightened to 10%-15%;
- EBITDA growth tightened to 20%-30%;
- Positive free cash flow maintained; and
- Around $122 million of inventory.

Our net leverage for June 2027 has been updated to 1.7 to 1.9 times EBITDA for the reasons mentioned earlier in this presentation.

We therefore expect to deliver a net leverage outcome of 1.0-1.2 times EBITDA in FY28.

From a macro perspective, we're not assuming that consumer confidence and spending will improve quickly as the cost of living in Australia continues to bite.

Our guidance is more underpinned by actions WE control.

To deliver it, our priorities are clear.

Under our Solid Foundations pillar, we'll scale Casa Coco, ProVital and Goulburn Valley, and keep growing beverages and On-the-Go products.

Under Efficient Scaling, we'll complete Mill Park this quarter and participate further in the growth we are seeing in our juice portfolio

Under International Growth, we'll turn our growing Asian partnerships into repeat orders and take our beverages into new markets.

And with Capital Management, our net debt leverage is revised and we'll prioritise available funding towards working capital requirements.

FY27 and beyond

To close, FY26 saw us reset the foundations of this business.

We delivered guidance, exited loss-making volume, cut net debt by more than $50 million, and built a stronger, more focused group.

In the first quarter of FY27, we've made progress on every growth pillar in a domestic market that remains tough for the whole industry.

We know there's plenty more to do, particularly on reducing debt.

And our proposed new name, Altiva Global, will represent a broader, stronger and more focused company.

FY27 is about turning growth into value for you, our shareholders. We'll update the market again at the half-year result.

SPC®

GLOBAL

Annual General Meeting

24 November 2026



Our Board



CHAIRPERSON

Andrew Reitzer



GROUP MANAGING DIRECTOR

Robert Iervasi



DIRECTOR

Kerry Smith



DIRECTOR

Graham Maloney

DISCLAIMER

The following disclaimer applies to this Presentation.

You are therefore advised to read this disclaimer carefully before reading or making any other use of this Presentation or any information contained in this Presentation.

This Presentation has been prepared by SPC Global Holdings Ltd (SPC Global or the Company).

Not investment advice

The information contained in this Presentation is not investment or financial product advice or any recommendation to acquire Shares. This Presentation does not and will not form part of any contract for the acquisition of Shares. Each recipient of the Presentation should make its own enquiries and investigations regarding all information in this Presentation.

Future Performance

The Presentation contains forward looking statements and comments about future events including SPC Global's expectations about the performance of this business. Forward looking statements can generally be identified by the use of forward-looking words such as "expect", "anticipate", "likely", "intend", "should", "could", "may", "predict", "plan", "propose", "will", "believe", "forecast", "estimate", "target", and other similar expressions. Similarly, statements that describe SPC Global's objectives, plans, goals or expectations are or may be forward-looking statements.

You are cautioned not to place undue reliance on any forward-looking statements. While due care and attention has been used in the preparation of forward-looking statements, opinions and estimates provided in this Presentation such forward-looking statements, opinions and estimates are based on assumptions and contingencies which are subject to change without notice, as are statements about market and industry trends which are based on interpretations of current market conditions. Forward looking statements should not be relied upon as an indication or guarantee of future performance and may involve known and unknown risks, uncertainties and other factors, many of which are outside the control of SPC Global.

A number of important factors could cause the actual conduct, results, performance or achievement of SPC Global to differ materially from the plans, objectives, expectations, estimates and intentions expressed in such forward-looking statements.

DISCLAIMER

You should be aware that such statements are only opinions and are subject to inherent risks and uncertainties. Those risks and uncertainties include factors and risks specific to SPC Global and the industries in which it operates, as well as general economic conditions, prevailing exchange rates and interest rates and conditions in financial markets.

Actual results, performance or achievements may vary materially from any forward-looking statements and the assumptions on which statements are based.

The forward-looking statements are based on information available to SPC Global as at the date of this Presentation. SPC Global will to the extent required by law or regulation, update information as a result of new information, future events or results or otherwise.

Summary information

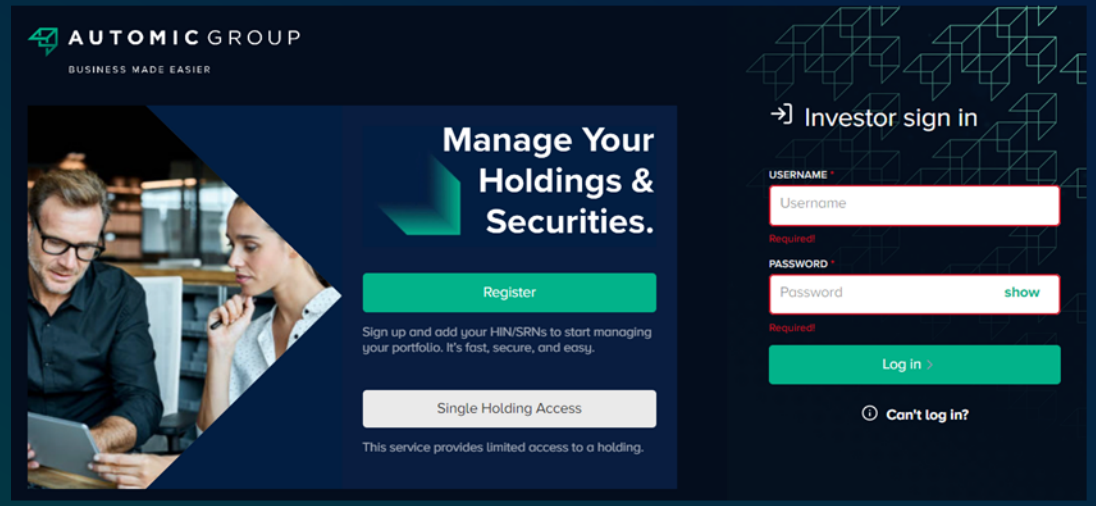
This Presentation contains summary information about SPC Global and its activities which is current only as at the date of this Presentation. The information in this Presentation is of a general nature and does not purport to be complete nor does it contain all the information which a prospective investor may require in evaluating a possible investment in SPC Global or that would be required in a prospectus or other disclosure document prepared in accordance with the requirements of the Corporations Act 2001 (Cth) (Corporations Act).

Certain market and industry data used in connection with this Presentation may have been obtained from research, surveys or studies conducted by third parties, including industry or general publications. Neither SPC Global not its representatives have independently verified any such market or industry data provided by third parties or industry or general publications and no representation or warranty, express or implied, is made as to its fairness, accuracy, correctness, completeness or adequacy.

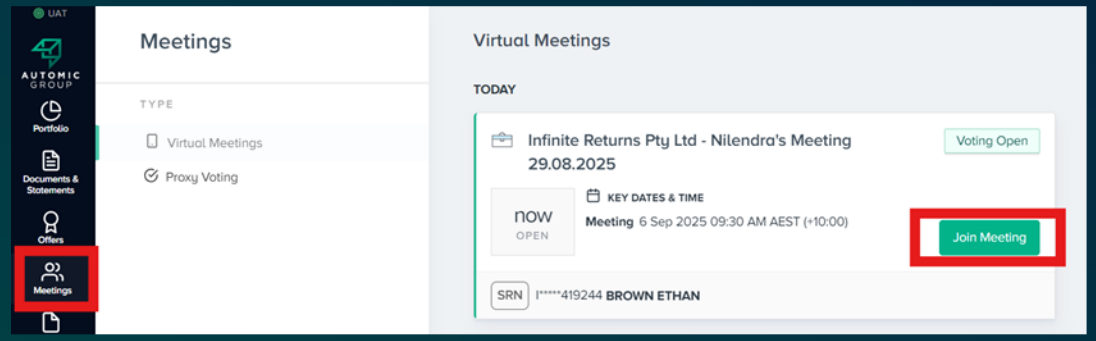
Not an offer

This Presentation is not a prospectus or other disclosure document under the Corporations Act and will not be lodged with the Australian Securities and Investment Commission. This Presentation is for information purposes only and is not an invitation or offer of securities for subscription, purchase or sale in any jurisdiction.

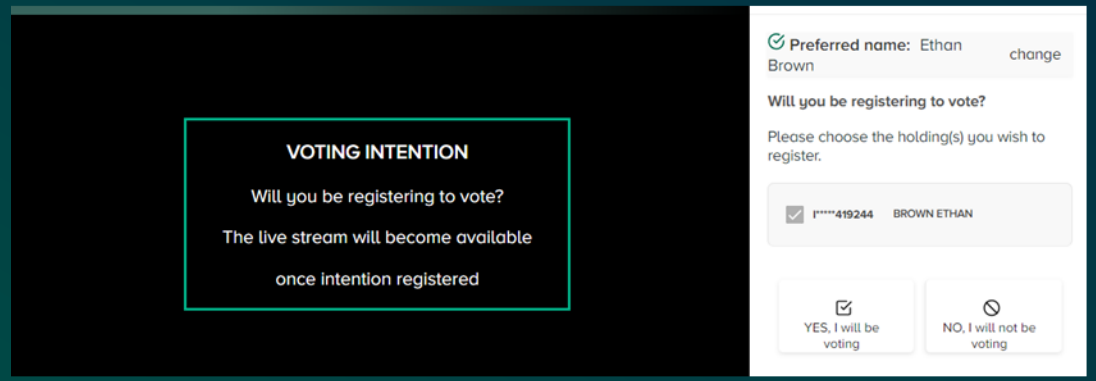
Login & Registration



01 Go to https://investor.automic.com.au/#/home



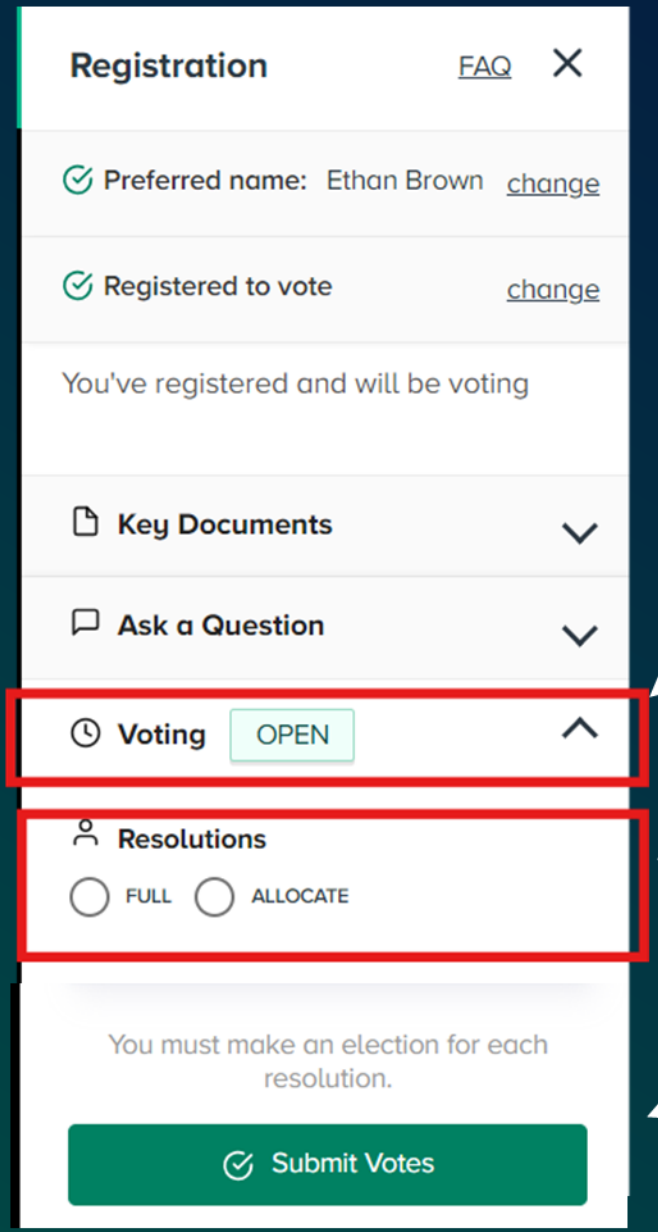
02 Under Meetings menu, click on "Join Meeting"



03 Follow the prompts to register your relevant holding(s)

For support call:

1300 816 159 (within Australia)
+61 2 8072 1479 (overseas)



Voting Instructions

01 Once registered and voting has opened, click on the "Voting" dropdown

02 Select either the "Full" or "Allocate" and then your voting direction for each resolution

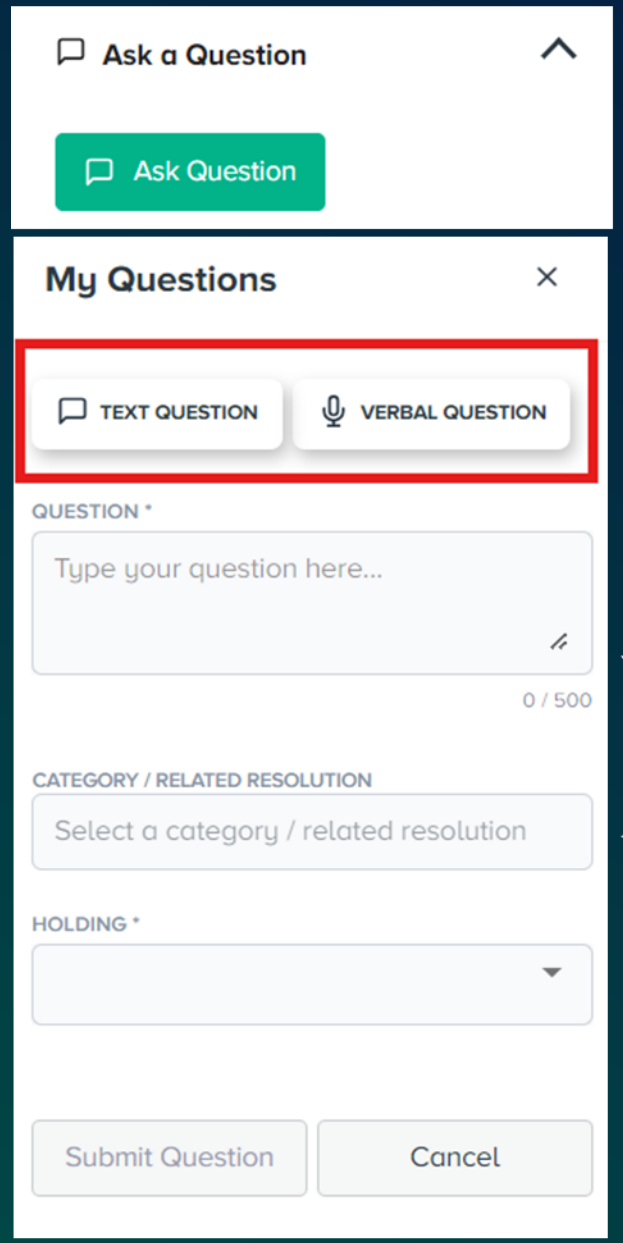
03 Follow the prompts and "Submit Votes" before voting closes

For support call:

1300 816 159 (within Australia)
+61 2 8072 1479 (overseas)

AUTOMIC GROUP™

Ask a Question



01 Click on the "Ask a Question" dropdown, then "Ask Question"

02 Choose Text Question

03 Type your question then select the relevant resolution and holding/capacity. Once done click "Submit Question".

For support call:

1300 816 159 (within Australia)
+61 2 8072 1479 (overseas)

AUTOMIC GROUP™

Agenda

01 Chairman's & Managing Director’s Addresses

02 FY26: Building the Foundations

03 Our Growth Pillars

04 Formal business

05 Voting Close & Questions

Chairman's Address

Andrew Reitzer





Managing Director's Address

Robert Iervasi

A reset and growth path

What we inherited, what we fixed and where we are going



Altiva Global: More than SPC

Four businesses, one diversified group

Altiva GLOBAL

SPC — PART OF Altiva GLOBAL

Natural INGREDIENTS Excellence Naturally — PART OF Altiva GLOBAL

Nature One® — PART OF Altiva GLOBAL

THE Original™ BEVERAGE Co. — PART OF Altiva GLOBAL

Subject to shareholder approval today

Altiva Global: one name for a broader group

A name that reflects who we have become

One group: Four businesses across food, beverages and dairy, now operate as one group.

The name – Altiva Global: Altiva evokes elevation and vitality, and "Global" reflects our reach.

Our brands – Unchanged: SPC, Nature One, Natural Ingredients and The Original Beverage Co. keep the names consumers know.

Subject to shareholder approval today

Diversified by category, channel and market

Balanced across pantry staples, beverages and nutrition

FOOD: Everyday favourites that anchor family meals

BEVERAGES: Juices, functional drinks and Juice Lab Wellness shot

DAIRY: Specialised nutrition, infant formula and dairy ingredients

~800	1,000+	15	Sovereign Australian manufacturing
Employees	Products	Markets	

Fast growing, high-margin global footprint

15 markets, with every August expansion milestone delivered

Australian-made food, beverages and nutrition across North Asia, Southeast Asia, the Middle East and North America – spanning Nature One's nutritional range, The Original Beverage Co.'s premium juices and wellness shots, and SPC's iconic packaged foods.



EXPANSION OVERVIEW

- **Costco Japan –** Original Juice Co. (OJC) Black Label now ranged (September 2026)
- **South Korea –** OJC Black Label launched additional SKUs in Emart Traders in addition to the launch of the Juice Lab Wellness Shots Range (September 2026)
- **Singapore –** Juice Lab Wellness Shots are now available Cold Storage (July 2026)
- **Nature One –** branded hypoallergenic and specialised infant formula range in China from August 2026



FY26: Building the Foundations

FY26: Guidance Delivered

Earnings, inventory and synergy targets met

NET SALES REVENUE

$331.8M

NORMALISED EBITDA

$38.5M

Up 27%

FY26 GUIDANCE

Achieved

INVENTORY MANAGEMENT

$129.3M

Exceeded guidance

SYNERGY REALISATION

>$20M

Synergy benefits since the time of the merger

NET DEBT

$85.8M

Decreased by $52.8M

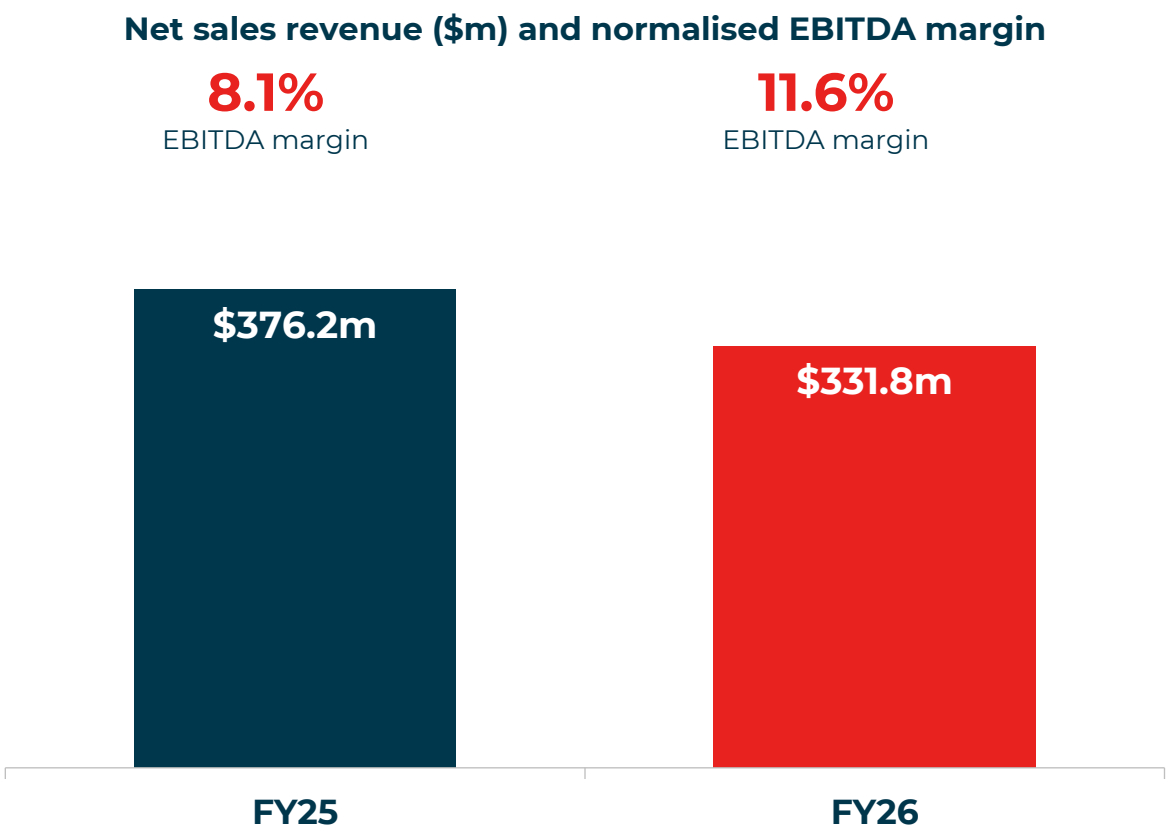
All amounts are Australian dollars unless otherwise stated.

Smaller by Choice, Stronger by Design

Less volume, better margin, higher-quality earnings

- ~$30m of loss-making contracts exited
- Gross margin up from 28.8% to 31.9%
- Branded mix up from 69% to 76% of domestic sales

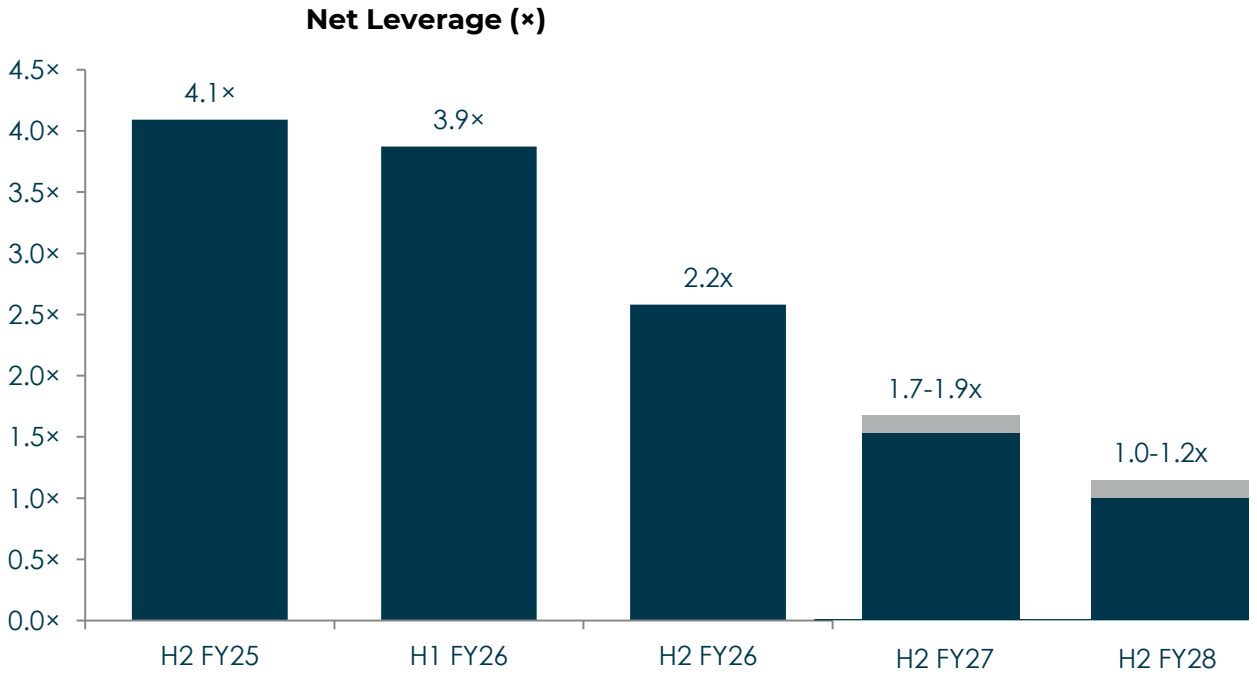
Net sales revenue ($m) and normalised EBITDA margin



Net debt is down sharply. More to be done

Leverage down sharply, focus remains on delivering against leverage targets

- $100m equity raised(May 2026).
- Net debt reduction from $138.6m to $85.8m at end of FY26.
- Softer trading conditions in Q1 driven by the slower than expected return of customer confidence, and prioritisation of available funding towards working capital requirements, has caused a revision to our net leverage ratio at the end of FY27 of 1.7x-1.9x.
- **There is path to deliver the original target:** net leverage ratio of between 1.0x-1.2x is expected to be achieved in FY28.



Shareholder Analysis

Top Buyers Excluding Entering Shareholders (as of 2 October 2026)

Rank	Investor	No of shares 2 Oct 2026	% of issued capital	Change	No of shares 21 Aug 2026	% of issued capital
18	United Capital Partner	11,989,064	1.00%	9,996,481	1,992,583	0.17%
5	Macquarie Securities	59,500,000	4.99%	5,000,000	54,500,000	4.57%
35	Rahul Goyal	2,312,500	0.19%	812,500	1,500,000	0.13%
3	Viburnum Funds	75,935,000	6.36%	715,000	75,220,000	6.30%
42	Ropan Licencees	295,224	0.02%	283,861	11,363	0.00%
38	Robert Iervasi	646,925	0.05%	200,000	446,925	0.04%

Top Entering Investors (as of 2 October 2026)

Rank	Investor	No of shares 2 Oct 2026	% of issued capital
8	Guanghua Zhu	37,113,335	3.11%
15	Jeremy Raper	19,319,955	1.62%
28	Apex Fund Services	6,843,364	0.57%
36	Gavin Wet	1,210,950	0.10%
37	The Jobema Trust	782,282	0.07%
39	Scott Dent	643,588	0.05%

Top Sellers Excluding Existing Shareholders (as of 2 October 2026)

Rank	Investor	No of shares 2 Oct 2026	% of issued capital	Change	No of shares 21 Aug 2026	% of issued capital
25	Homik Capital Management	7,500.000	0.63%	(11,161,630)	18,661,630	1.56%
35	Anthony Davis	2,000,000	0.17%	(7,996,481)	9.996.481	0.84%
19	UBS Securities – Aust	11,471,899	0.96%	(4,808,706)	16,280,605	1.36%
2	Regal Funds Management	158,031,341	13.24%	(4,093,692)	162,125,033	13.59%
16	Hussein Rifai (Hajer)	17,958,362	1.50%	(3,886,017)	21,844,379	1.83%
6	Wilson Asset Management	43,012,914	3.60%	(995.256)	44,008,170	3.69%

Top Existing Investors (as of 2 October 2026)

Rank	Investor	No of shares 21 Aug 2026	% of issued capital
	Perpetual Investment Management	42,676,587	3.58%
	Coopers Investors	3,036,764	0.25%
	Virtu Financial - Australia	112,330	0.01%

Material Changes Since 2 October 2026

- Jeremy Raper & Rangeley Capital LLC are jointly now a substantial shareholder with **215,519,911 shares**, **18.06%** of issued capital, SPG's largest shareholder
  (as per Form 604 dated 13/11/26).
- Regal Partners Funds Management and its associates ceased to be a substantial shareholder.
  (as per Form 605 dated 5/11/26)
- Hajer (Hussein Rifai) has reduced its shareholding further from **21,844,379** shares to **5,144,000** shares or 0.43% issued capital.
  (21/11/2026)

- We welcome several new significant shareholders to the register including a substantial shareholding interest from Jeremy Raper and Rangeley Capital LLC with whom we are actively engaged.
- Current legal proceedings are progressing against former Chairman, Hussein Rifai (amongst others), who is the beneficial owner of the shareholding of Hajer.

Our Growth Pillars



Our plan is progressing

Four pillars, unchanged from FY26, progressing in FY27

SOLID FOUNDATIONS

An established, diversified portfolio

- Staples plus high-growth, high-margin beverages, wellness and specialised nutrition.
- Defensible. Cash-generative. Built to scale.
- A strong foundation for growth.

EFFICIENT SCALING

Product mix + unit costs

- Mix shift to higher margin beverages, On-the-Go and dairy/nutrition.
- Strengthened by tighter trade spend and supply chain discipline.

INTERNATIONAL GROWTH

Diverse global operations

- A proven export platform anchored by Nature One.
- Scaling premium Australian brands across the Asia–Pacific region and beyond.

FINANCIAL STEWARDSHIP

Capitalised for growth

- Equity raise reset the balance sheet, lowering debt and strengthening liquidity
- Positioned for domestic and international growth.

International - Australian-made, Building Repeat Demand Overseas

Turning new ranging into repeat orders

$15.7M	34.2%	40.7%	~$37M EBITDA
FY26 EBITDA	EBITDA Margin	Of Group EBITDA	combined 3-yr new export ambition

Consolidated portfolio driving international business

Dairy

FY27 Progress:

- Ripple joint care secures presence in Taiwan, with $1.0m in H1.
- Specialised protein and children's range launched in China, with repeat orders coming in H2.
- Expanding into health and wellness pharmacy chains – with customs approval received in China for nutritional range, launch Q3.
- Building strategic distribution arrangement in Bangladesh, with estimated sales of $1M in FY27.

Beverages

FY27 Progress:

- South Korea: more than $1.2m in E-mart Traders sales, plus $1.1m of further orders committed to June 2027
- Costco Japan ranging; Cold Storage Singapore repeat orders

Food

FY27 Progress:

- SPC range growing in China, Qatar and Korea
- MOU Signed for distribution across the Gulf states

Domestic: Resilient in a Tough Market

Protecting margin and share as households tighten budgets

$22.8m

FY26 EBITDA, up 37%

5.1% → 7.9%

EBITDA margin growth

+10.6%

Chilled juice sales MAT (category +3%)

PROTECT: value over volume · disciplined promotion · margin
GROW: juice & wellness · premium launches · new channels

Trading Environment

- Cost-of-living pressure is weighing on grocery spend across the industry
- Rebuilding customer confidence post capital raise has taken longer than expected contributing to a softer Q1
- Shoppers more price- and promotion-sensitive; canned tomatoes and fruit softer in Q1
- Balance of the portfolio grew, led by chilled juice

Our Response

- Value over volume: disciplined promotional investment, not unprofitable sales
- Commercial and Supply Chain combined under the Group COO from 1 September
- Dedicated revenue management for pricing, promotion and customer execution

Where We Are Growing

- On-the-Go: Costco, Amazon and Naked Life in Ampol
- Food service: bag-in-box formats for catering
- Co-manufacturing: three Woolworths own-brand frozen meals launched in September

Juice and Premium Brands Are Winning Share

Premium and wellness launches reaching national distribution

Q1 HIGHLIGHTS

+11.5%

Chilled juice sales in Q1

+0.8pts

Chilled juice share gain (category +3%)

FY26 Foundation

- Domestic EBITDA of $22.8m, ~59% of the Group
- ~30% of domestic EBITDA from beverages
- 76% branded share of domestic sales

Q1 FY27: New Higher Value Products

- ProVital pouches: Ranged in 99% of Woolworths and 97% of Coles Stores
- Goulburn Valley toppings; 99% of Woolworths Stores
- Casa Coco and Juice Lab Sleep Shots launched

Stronger Team to Deliver the Plan

Board renewal and operational leadership in place

Board

- Andrew Reitzer, Group Chair (former Metcash CEO)
- Graham Maloney FAICD, Independent NED and Chair of Audit & Risk (former Group Treasurer of National Australia Bank)
- Kerry Smith, Independent NED, (former PFD Foods CEO)
- Mid-Term Plan 2026–30 approved by the Board

Management

- Moataz Ahmad, Group COO
- Nick Dimopoulos, CEO International
- New Supply Chain Director (November 2026)
- Singapore Corporate Services Centre and central marketing team established

FY27 Guidance – Sharpened

Underpinned by actions we control, not a consumer recovery

10%-15%	20%-30%	Positive	1.7x-1.9x	~$122m
Net sales revenue growth	EBITDA growth	Free cash flow	Net leverage by June 2027	Inventory

SOLID FOUNDATIONS

- Scale Casa Coco, ProVital and Goulburn Valley
- Grow beverages and On-the-Go

EFFICIENT SCALING

- Complete Mill Park operational transition in Q2'27
- Turn savings into earnings and cash

INTERNATIONAL GROWTH

- Turn Asian partnerships into repeat orders
- Add new markets for beverages

CAPITAL MANAGEMENT

- Net debt leverage revised, reflecting softer trading conditions and prioritisation of available funding towards working capital requirements.
- Original target (1.0-1.2x) achieved in FY28

FY27 and beyond...

A broader company, a clearer path, a commitment to deliver



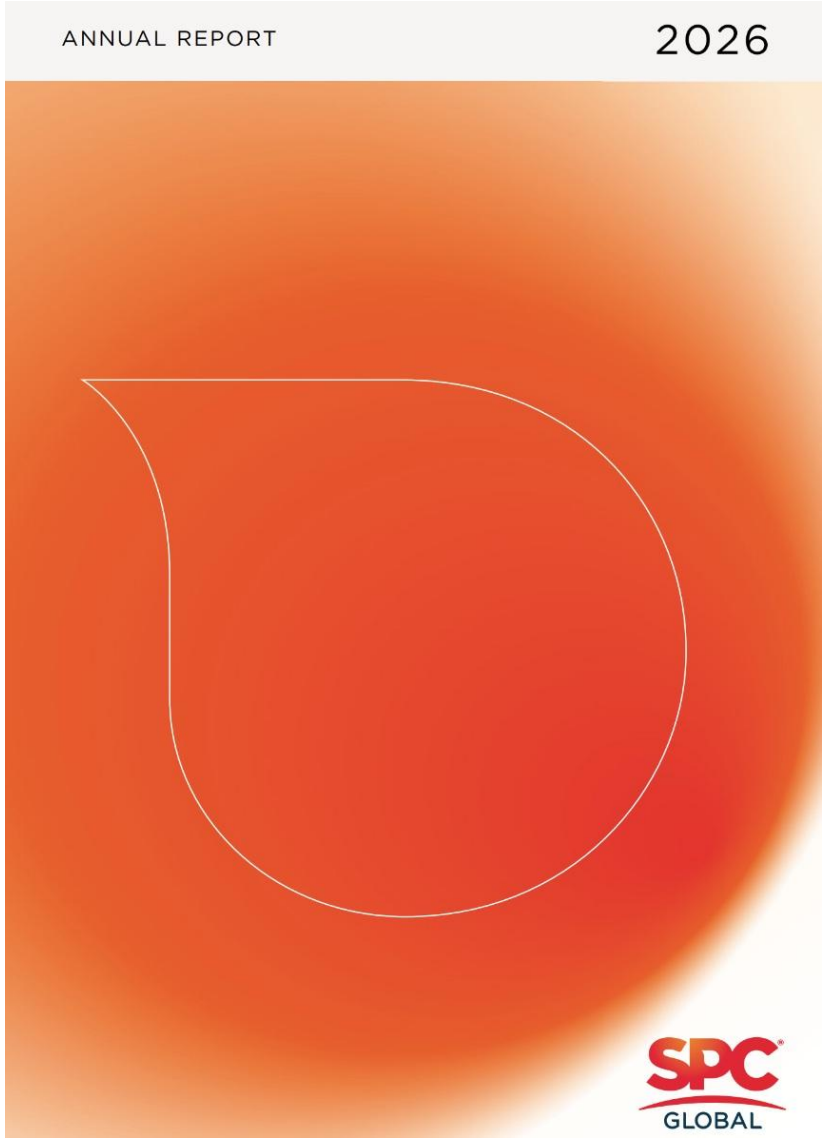
Next update: H1 FY27 results, February 2027



Formal business

Financial Reports

To receive and consider the financial report of the Company for the year ended 30 June 2026, together with the Directors' Report and the Auditor's Report as set out in the Annual Report.



Adoption of remuneration report

Resolution 1

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

"That the Remuneration Report for the year ended 30 June 2026 as set out in the Annual Report be adopted."

Adoption of remuneration report
Proxy results

Resolution 1

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

"That the Remuneration Report for the year ended 30 June 2026 as set out in the Annual Report be adopted."

FOR	566,060,776
AGAINST	15,733,080
DISCRETIONARY	602,354
ABSTAINED	1,001,535

Re-election of Mr Nick Dimopoulos as a Director
WITHDRAWN

Resolution 2

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

"That, Mr Nick Dimopoulos, who retires in accordance with clause 13.4 of the Constitution and Listing Rules 14.4 and 14.5, and, being eligible for re-election, be re-elected as a Director."

Re-election of Mr Graham Maloney as a Director

Resolution 3

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

"That, Mr Graham Maloney, who retires in accordance with clause 13.4 of the Constitution and Listing Rules 14.4 and 14.5, and, being eligible for re-election, be re-elected as a Director."



Appointed 1 August 2026
Independent

- Experienced Australian company director, strategist and finance executive with more than four decades of leadership experience across banking, insurance, capital markets, risk management and corporate governance.
- Senior roles with NAB, UBS, Macquarie Bank, AIG and AXA.
- Served as Group Treasurer of National Australia Bank and Director of Capital Management at Macquarie Bank.
- Held board positions with Connective Group, SG Fleet, Shadforth Financial Group, Circus Oz, Epilepsy Australia and Retail Apparel Group.
- Currently Chairman of Connective Group, one of Australia's leading mortgage aggregation businesses.

Re-election of Mr Graham Maloney as a Director

Proxy Results

Resolution 3

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

"That, Mr Graham Maloney, who retires in accordance with clause 13.4 of the Constitution and Listing Rules 14.4 and 14.5, and, being eligible for re-election, be re-elected as a Director."

FOR	680,292,853
AGAINST	7,774,152
DISCRETIONARY	602,266
ABSTAINED	131,173

Re-election of Mr Andrew Reitzer as a Director

Resolution 4

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

"That, Mr Andrew Reitzer, who retires in accordance with clause 13.4 of the Constitution and Listing Rule 14.4, and, being eligible for re-election, be re-elected as a Director."



Appointed 12 Mar 2025
Independent

- Four decades of global experience in the retail and wholesale industry.
- Recognised for strategic vision, strong financial acumen, and ability to drive growth and profitability in complex business environments.
- Led Metcash as Chief Executive Officer from 1998 to 2013.
- Significantly increased the company's market capitalisation and sales
- Currently Chair of SG Fleet Ltd
- Previously Chair of amaysim Australia Ltd and ARQ Group Ltd.
- Holds a Bachelor of Commerce degree and a Master of Business Leadership (MBL) from the University of South Africa.

Re-election of Mr Andrew Reitzer as a Director
Proxy results

Resolution 4

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

"That, Mr Andrew Reitzer, who retires in accordance with clause 13.4 of the Constitution and Listing Rule 14.4, and, being eligible for re-election, be re-elected as a Director."

FOR	680,256,746
AGAINST	7,876,926
DISCRETIONARY	602,266
ABSTAINED	64,506

Re-election of Ms Kerry Smith as a Director

Resolution 5

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

"That, Ms Kerry Smith, who retires in accordance with clause 13.2 of the Constitution, and, being eligible for re-election, be re-elected as a Director."



Appointed 30 Nov 2023
Independent

- Previously CEO of PFD Foods (Australia's largest, family-owned food service distributor) for over 15 years.
- Significant experience in food and distribution.
- Former director of Victorian Chamber of Commerce and LUCRF industry superannuation fund.
- Currently on the boards of Melbourne Victory FC, Bowens Timber & Hardware, Premier Fresh Australia and Stacked Farm.

Re-election of Ms Kerry Smith as a Director
Proxy results

Resolution 5

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

"That, Ms Kerry Smith, who retires in accordance with clause 13.2 of the Constitution, and, being eligible for re-election, be re-elected as a Director."

FOR	680,295,853
AGAINST	7,837,819
DISCRETIONARY	602,266
ABSTAINED	64,506

Ratification of Shares

Resolution 6

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

"That, for the purpose of Listing Rule 7.4, and for all other purposes, Shareholders ratify and approve the issue of 29,022,280 Shares at $0.10 each to certain unrelated sophisticated, professional and/or other investors on the terms and conditions set out in the Explanatory Memorandum."

Ratification of Shares
Proxy Results

Resolution 6

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

"That, for the purpose of Listing Rule 7.4, and for all other purposes, Shareholders ratify and approve the issue of 29,022,280 Shares at $0.10 each to certain unrelated sophisticated, professional and/or other investors on the terms and conditions set out in the Explanatory Memorandum."

FOR	569,705,293
AGAINST	8,068,369
DISCRETIONARY	632,692
ABSTAINED	8,644,453

Issue of Shares to Mr Andrew Reitzer (Chairman) and/or his nominee(s)

Resolution 7

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

"That, for the purpose of Listing Rule 10.11, and for all other purposes, Shareholders approve the issue of up to 1,000,000 Shares at $0.10 each to Mr Andrew Reitzer (and/or his nominee(s)) on the terms and conditions set out in the Explanatory Memorandum."

Issue of Shares to Mr Andrew Reitzer (Chairman) and/or his nominee(s)

Proxy Results

Resolution 7

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

"That, for the purpose of Listing Rule 10.11, and for all other purposes, Shareholders approve the issue of up to 1,000,000 Shares at $0.10 each to Mr Andrew Reitzer (and/or his nominee(s)) on the terms and conditions set out in the Explanatory Memorandum."

FOR	679,751,991
AGAINST	8,319,388
DISCRETIONARY	632,442
ABSTAINED	96,623

Issue of Options to Mr Robert Iervasi (Managing Director) and/or his nominee(s) under the SPC Global Employee Incentive Securities Plan

Resolution 8

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

"That, for the purpose of Listing Rule 10.14, and for all other purposes, the Directors are authorised to issue Options under the SPC Global Employee Incentive Securities Plan for no cash consideration to Mr Robert Iervasi (and/or his nominee(s)) on the terms and conditions set out in the Explanatory Memorandum (including Annexures A and B to the Explanatory Memorandum)."

Issue of Options to Mr Robert Iervasi (Managing Director) and/or his nominee(s) under the SPC Global Employee Incentive Securities Plan

Proxy Results

Resolution 8

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

"That, for the purpose of Listing Rule 10.14, and for all other purposes, the Directors are authorised to issue Options under the SPC Global Employee Incentive Securities Plan for no cash consideration to Mr Robert Iervasi (and/or his nominee(s)) on the terms and conditions set out in the Explanatory Memorandum (including Annexures A and B to the Explanatory Memorandum)."

FOR	569,562,934
AGAINST	16,825,475
DISCRETIONARY	632,442
ABSTAINED	29,956

Approval of potential benefits to Mr Robert Iervasi (and/or his nominee(s)) in relation to Options (conditional item)

Resolution 9

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

"Subject to and conditional on the passing of resolution 8, that, for the purposes of sections 200B, 200C and 200E of the Corporations Act and Listing Rule 10.19, and for all other purposes, the potential benefits in relation to the Options described in the Explanatory Memorandum which may become payable to Mr Robert Iervasi (and/or his nominee(s)) be approved."

Approval of potential benefits to Mr Robert Iervasi (and/or his nominee(s)) in relation to Options (conditional item)

Proxy Results

Resolution 9

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

"Subject to and conditional on the passing of resolution 8, that, for the purposes of sections 200B, 200C and 200E of the Corporations Act and Listing Rule 10.19, and for all other purposes, the potential benefits in relation to the Options described in the Explanatory Memorandum which may become payable to Mr Robert Iervasi (and/or his nominee(s)) be approved."

FOR	569,542,484
AGAINST	16,830,475
DISCRETIONARY	632,692
ABSTAINED	45,156

Issue of Options to Mr Nick Dimopoulos (and/or his nominee(s)) under the SPC Global Employee Incentive Securities Plan

Resolution 10

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

"That, for the purpose of Listing Rule 10.14, and for all other purposes, the Directors are authorised to issue Options under the SPC Global Employee Incentive Securities Plan for no cash consideration to Mr Nick Dimopoulos (and/or his nominee(s)) on the terms and conditions set out in the Explanatory Memorandum (including Annexures A and B to the Explanatory Memorandum)."

Issue of Options to Mr Nick Dimopoulos (and/or his nominee(s)) under the SPC Global Employee Incentive Securities Plan

Proxy Results

Resolution 10

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

"That, for the purpose of Listing Rule 10.14, and for all other purposes, the Directors are authorised to issue Options under the SPC Global Employee Incentive Securities Plan for no cash consideration to Mr Nick Dimopoulos (and/or his nominee(s)) on the terms and conditions set out in the Explanatory Memorandum (including Annexures A and B to the Explanatory Memorandum)."

FOR	565,909,622
AGAINST	16,825,475
DISCRETIONARY	632,692
ABSTAINED	29,956

Approval of potential benefits to Mr Nick Dimopoulos (and/or his nominee(s)) in relation to Options (conditional item)

Resolution 11

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

"Subject to and conditional on the passing of resolution 10, that, for the purposes of sections 200B, 200C and 200E of the Corporations Act and Listing Rule 10.19, and for all other purposes, the potential benefits in relation to the Options described in the Explanatory Memorandum which may become payable to Mr Nick Dimopoulos (and/or his nominee(s)) be approved."

Approval of potential benefits to Mr Nick Dimopoulos (and/or his nominee(s)) in relation to Options (conditional item)

Proxy Results

Resolution 11

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

"Subject to and conditional on the passing of resolution 10, that, for the purposes of sections 200B, 200C and 200E of the Corporations Act and Listing Rule 10.19, and for all other purposes, the potential benefits in relation to the Options described in the Explanatory Memorandum which may become payable to Mr Nick Dimopoulos (and/or his nominee(s)) be approved."

FOR	565,889,672
AGAINST	16,830,475
DISCRETIONARY	632,442
ABSTAINED	45,156

Issue of Options to Ms Masie Ng-Dimopoulos (and/or her nominee(s)) under the SPC Global Employee Incentive Securities Plan

Resolution 12

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

"That, for the purpose of Listing Rule 10.14, and for all other purposes, the Directors are authorised to issue Options under the SPC Global Employee Incentive Securities Plan for no cash consideration to Ms Masie Ng-Dimopoulos (and/or her nominee(s)) on the terms and conditions set out in the Explanatory Memorandum (including Annexures A and B to the Explanatory Memorandum)."

Issue of Options to Ms Masie Ng-Dimopoulos (and/or her nominee(s)) under the SPC Global Employee Incentive Securities Plan

Proxy Results

Resolution 12

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

"That, for the purpose of Listing Rule 10.14, and for all other purposes, the Directors are authorised to issue Options under the SPC Global Employee Incentive Securities Plan for no cash consideration to Ms Masie Ng-Dimopoulos (and/or her nominee(s)) on the terms and conditions set out in the Explanatory Memorandum (including Annexures A and B to the Explanatory Memorandum)."

FOR	566,134,872
AGAINST	16,600,475
DISCRETIONARY	632,442
ABSTAINED	29,956

Approval of potential benefits to Ms Masie Ng-Dimopoulos (and/or her nominee(s)) in relation to Options (conditional item)

Resolution 13

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

"Subject to and conditional on the passing of resolution 12, that, for the purposes of sections 200B, 200C and 200E of the Corporations Act and Listing Rule 10.19, and for all other purposes, the potential benefits in relation to the Options described in the Explanatory Memorandum which may become payable to Ms Masie Ng-Dimopoulos (and/or her nominee(s)) be approved."

Approval of potential benefits to Ms Masie Ng-Dimopoulos (and/or her nominee(s)) in relation to Options (conditional item)

Proxy Results

Resolution 13

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

"Subject to and conditional on the passing of resolution 12, that, for the purposes of sections 200B, 200C and 200E of the Corporations Act and Listing Rule 10.19, and for all other purposes, the potential benefits in relation to the Options described in the Explanatory Memorandum which may become payable to Ms Masie Ng-Dimopoulos (and/or her nominee(s)) be approved."

FOR	565,889,672
AGAINST	16,830,475
DISCRETIONARY	632,442
ABSTAINED	45,156

Approval of additional 10% placement capacity
WITHDRAWN

Resolution 14

To consider and, if thought fit, to pass the following resolution as a **special resolution**:

"That, for the purpose of Listing Rule 7.1A, and all other purposes, Shareholders approve the issue of Equity Securities up to 10% of the issued capital of the Company (at the time of the issue) calculated in accordance with Listing Rule 7.1A.2 and on the terms and conditions set out in the Explanatory Memorandum."

Change of Company name

Resolution 15

To consider and, if thought fit, to pass the following resolution as a **special resolution**:

"That, for the purpose of section 157(1) of the Corporations Act, and for all other purposes, the name of the Company be changed from "SPC Global Holdings Ltd" to "Altiva Global Ltd" and that, for the purpose of section 136(2) of the Corporations Act, and for all other purposes, all references to the Company's name in the Constitution be amended to reflect the Company's new name with effect from the date of registration of the new name by ASIC."

Change of Company name
Proxy Results

Resolution 15

To consider and, if thought fit, to pass the following resolution as a **special resolution**:

"That, for the purpose of section 157(1) of the Corporations Act, and for all other purposes, the name of the Company be changed from "SPC Global Holdings Ltd" to "Altiva Global Ltd" and that, for the purpose of section 136(2) of the Corporations Act, and for all other purposes, all references to the Company's name in the Constitution be amended to reflect the Company's new name with effect from the date of registration of the new name by ASIC."

FOR	680,288,495
AGAINST	7,831,924
DISCRETIONARY	625,455
ABSTAINED	54,580

VOTING CLOSE AND QUESTIONS



SPC GLOBAL

Thank you

