Noumi Limited
8a Williamson Road
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Australia
ABN 41 002 814 235

5 November 2026

ASX Market Announcements Office
ASX Limited
Level 27
39 Martin Place
Sydney NSW 2000

2026 Annual General Meeting Presentation and Addresses

Noumi Limited (**ASX: NOU**) provides the following documents for immediate release:

- Annual General Meeting Presentation
- Chair's Address
- CEO's Address
- CFO's Address

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This announcement was authorised for release by the Chair

About Noumi Ltd

Noumi (**ASX: NOU**) is a leading Australian FMCG company with a mission to create quality, on-trend, responsibly produced dairy and plant-based beverages, nutritional products and ingredients used across the health and fitness industries. The Company operates state-of-the-art manufacturing facilities in Victoria and NSW and produces key brands including the MILKLAB range of shelf-stable dairy and plant-based milks, Australia's Own, So Natural, Vital Strength and PUREnFERRIN lactoferrin. **https://noumi.com.au/**

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Noumi Ltd

2026 Annual General Meeting

Chair, CEO and CFO Addresses

Chair Address

Ladies and gentlemen, good morning.

It is now 10.00 am and I have been informed by the Company Secretary that a quorum is present. I therefore declare the 2026 Annual General Meeting of shareholders of Noumi Limited open.

My name is Genevieve Gregor, and I am the Chair of the Noumi Board.

Thank you for attending our AGM, whether you are here with us in Sydney or joining the meeting online.

I would like to begin by acknowledging the Gadigal people of the Eora Nation, the Traditional Custodians of the land on which we meet today. I pay my respects to their Elders past and present and extend that respect to any Aboriginal and Torres Strait Islander people joining us today.

Before we begin, I have a few brief housekeeping matters.

For those in the room, I would appreciate it if mobile phones could be placed on silent. Please do not use recording devices or cameras during the meeting.

In the event of an emergency, please follow the emergency exit signs and the directions of venue staff.

I would also like to thank MA Moelis Australia for allowing Noumi to hold today's meetings at its offices.

Today's AGM is being conducted as a hybrid meeting. Shareholders have had the opportunity to participate by submitting questions in advance or during the meeting, reviewing the presentation and addresses released to the ASX, and voting directly or appointing a proxyholder on the resolutions to be considered today.

I am joined by my fellow directors, Deputy Chair Tony Perich AM, Jane McKellar, Stuart Black AM and Tim Bryan.

Also attending are Michael Perich, our Chief Executive Officer; Iain Short, Chief Financial Officer; Mark Logan, Operations Director; Denis Phelps, our Chief Customer Officer; Serge Costi, Chief Marketing Officer; Simon Cheetham, Supply Chain & Transformation Director; Justin Coss, Group General Counsel and Company Secretary; David Freedman, Head of Treasury and other members of the Noumi team and our advisers.

Julie Cleary and other representatives of our auditors, KPMG are also in attendance and will be available to answer relevant questions about the audit of the Company's financial statements.

Agenda

Michael, Iain and I will begin with brief addresses covering Noumi's performance during the 2026 financial year and the progress made across the business.

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We will then move to the formal business of the AGM, including consideration of the Company's reports for the year ended 30 June 2026 and the resolutions set out in the Notice of Meeting. You will have the opportunity to ask questions about the resolutions and then vote on those resolutions.

Following the AGM, we will hold the Share Scheme Meeting and the Option Scheme Meeting to consider and vote on Arrovest's proposal to acquire all of the Noumi shares that it does not already own and the cancellation and extinguishment of Noumi's listed options.

Given those meetings are to follow, Michael, Iain and I will keep our AGM remarks shorter than in previous years.

The Notice of Meeting and accompanying Explanatory Statement were sent to shareholders on 5 October 2026. I will take the Notice of Meeting and Explanatory Statement as read.

The first resolution is a non-binding resolution relating to the adoption of the FY26 Remuneration Report.

The second resolution relates to my re-election as a director.

Because that resolution concerns my own re-election, I will hand the chair of the meeting to Jane McKellar, Chair of the People & Culture Committee for that item. I will resume the chair once the resolution has been dealt with.

Again, thank you for joining us today.

The 2026 financial year was another year of solid progress for Noumi. It was also a year of deliberate investment and important decisions about the Company's future.

Michael and Iain will take you through the results in detail.

In summary, Plant-based earnings reflected planned investment, and Dairy benefited from favourable commodity prices. It was a good result in the overall context of the operating environment.

Six years of progress

Our FY26 results should be considered as part of a much longer journey.

Over the past six years, the Board, Michael and the management team have worked through a substantial financial, operational and cultural rebuilding of Noumi.

When that work began, the Company faced significant challenges.

There were major legacy legal and financial matters to address. Operating performance was inconsistent. Systems and processes needed to be strengthened. The business also needed to rebuild trust among its people, customers, suppliers, financiers and shareholders.

Considerable progress has been made.

Major legacy matters affecting the Company have been resolved.

Financial and commercial discipline has improved.

Noumi has invested in its brands, manufacturing capability, systems, product quality and people.

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Milklab has developed into a substantial Australian brand with a growing presence in international markets.

Dairy & Nutritionals has moved from inconsistent performance to four consecutive years of earnings improvement.

Our manufacturing platform is more reliable and safer, our teams have better systems and data, and the Company has a clearer and more focused strategy.

None of this has been easy.

The progress made over this period reflects the resilience and commitment of the leadership team and the more than 500 people who work across Noumi.

On behalf of the Board, I thank all of them.

Noumi is a much better business than it was six years ago.

At the same time, the work is not complete.

Proposed Schemes with Arrovest

As we noted at last year's AGM and prior investor presentations, Noumi's capital structure needed to be addressed including the 2027 maturity of the Convertible Notes. I will not address this point now, save to say that the Scheme Booklet sent to securityholders on 5 October 2026 contains the detailed information relevant to the proposed Share Scheme and the Option Scheme, including the Independent Expert's Report.

I will address the Schemes in more detail at the separate meetings which follow this AGM.

What I do want to acknowledge at this AGM is that, if the Schemes are approved and implemented, Noumi will become a subsidiary of Arrovest moving forward.

Arrovest has indicated that it intends to maintain much of Noumi's existing business structure and strategic direction, while exploring pathways to establish a more sustainable capital structure.

The work undertaken over the past six years has created real value. The work underpins the cash price being offered to shareholders under the Share Scheme, which I will speak to at the Scheme Meeting.

Whoever owns Noumi, the priorities are clear: growing Milklab in Australia and internationally, improving the consistency of Dairy and Nutritionals, and continuing to invest in quality, innovation and people. All of these priorities depend on a sustainable capital structure.

If the Schemes are approved and implemented, Jane, Stuart and I - Noumi's Independent Directors - intend to retire from the Board upon implementation, which is anticipated to occur later in November.

Until that time, and whatever the outcome of today's Scheme Meetings, the responsibility of the Board and management remains unchanged.

I look forward to Noumi continuing to serve its customers and consumers, support its farmers and suppliers, maintain safety and quality, and operate with financial and capital discipline.

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Thank you

On behalf of the Board, I thank Michael, his leadership team and every member of the Noumi team for their commitment during FY26 and throughout the broader transformation of the business.

I also thank our farmers and suppliers, whose long-standing support remains fundamental to Noumi.

Thank you to our customers and consumers, and to our lenders and convertible noteholders.

Finally, I thank you, our shareholders, for your patience and support through what has been a demanding period in Noumi's history.

I now invite Michael to address the meeting.

CEO's address

Thank you Gen, and good morning everyone.

From an operational perspective, FY26 was a year in which the work of the past several years continued to translate into stronger performance across the business, reflecting the strategy is delivering results.

We grew revenue and underlying earnings, improved the consistency of Dairy & Nutritionals, and continued to build Milklab across channels and markets.

As noted by Gen, we also invested in the brands, people, systems and capabilities that will support Noumi's growth.

We achieved these results in a challenging period with a number of external factors impacting the results. I will hand over to Iain to talk through the financial highlights for FY26.

CFO's address

Thank you Michael, and good morning everyone.

Before I begin, in the interests of clarity, when Michael or I refer to EBITDA, we mean adjusted operating EBITDA, which is the measure used by the Board and management to assess the underlying performance of the business.

FY26 Financial Highlights

Despite the pressures that Michael referred to a few moments ago, Group revenue increased 8.8% to $648.4 million, while EBITDA increased 7.6% to $61.8 million.

Our statutory net loss after tax was $67.2m for FY26, with pre-tax earnings before fair value adjustment on Convertible Notes & impairment charges improving by $13.9m year on year to $26.3m.

The important point is that Noumi's underlying operating performance continued to improve.

Over the past several years, we have talked about our Reset, Transform and Grow strategy.

Substantial progress has been made transforming the business, with focus increasing on disciplined, profitable growth. That growth still depends on a sustainable capital structure,

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which Gen referred to in her address and will be dealt with in more detail at the Scheme meetings to take place after the conclusion of the AGM.

There is still more work to do, but we are operating from a stronger base, with better systems, stronger brands and a more resilient business.

Turning first to Plant-based Milks.

The segment delivered another record revenue result, with sales increasing 2.4% to $186.3 million.

EBITDA was $43.1 million, down from $50.3 million last year, largely reflecting our planned investment in the brands, people and capabilities that will support our next phase.

We made that investment because we see significant opportunity to build Milklab further in Australia and internationally.

Milklab remains at the heart of the business and celebrated its tenth anniversary during FY26.

Over that decade, it has grown from an Australian café brand into a product sold across international markets, while maintaining a strong connection with baristas, roasters and the café community.

In FY26, Milklab plant-based revenue grew 4.1%, while retail revenue grew almost 45%.

That diversification was valuable this year. While tougher economic conditions affected the domestic HORECA channel with a fall in revenue of 1.6% for the year, growth in retail and export markets more than offset that decline.

International markets remain an important opportunity, with plant-based export sales growing almost 10% during the year.

Our approach here remains disciplined. Continuing to focus on the growth of Milklab in priority Asian markets through stronger brand execution and distributor partnerships. Our focus is to continue to grow Milklab beyond our shores and build it to be a globally recognised brand.

Turning to Dairy & Nutritionals, the improvement continued.

Revenue increased 11.6% to $462 million, while EBITDA increased from $11.1 million to $21.6 million.

That represents the fourth consecutive year of earnings improvement. We are seeing the rewards of the investment in capability with dairy and nutritionals contributing meaningfully to the overall business on a consistent basis.

The result benefited from favourable commodity pricing, particularly for bulk cream, but it also reflects broader operational progress.

We are getting better at maximising the value of every component of the milk we process. Production has become more reliable, our product mix is more disciplined, and we are increasing our focus on higher-value dairy and nutritional products.

Milklab Lactose Free continued to grow, Nutritional Ingredients benefited from strong demand for protein, and Vital Strength and Uprotein also delivered good underlying sales growth.

Commodity conditions will change from year to year, and we expect returns on cream to moderate from FY26 levels, but Dairy & Nutritionals today is a more consistent and capable business.

Thank you for your time, I will hand back to Michael.

CEO's Address cont.

Our growth strategy

Thanks Iain.

The progress delivered this year has come through disciplined delivery of our growth strategy and its key pillars, as shown on the slide, which many of you will have seen before.

Our focus remains on developing high-quality, innovative dairy and plant products that meet the nutrition and taste needs of consumers.

We continue to champion baristas, roasters and cafés, grow the Milklab range across almond, oat, soy and lactose free, build on Milklab's momentum in retail, and replicate its proven model in priority international markets.

In Dairy and Nutritionals, we are focused on higher-value dairy and nutrition products, supported by investments such as in ultrafiltration capability at Shepparton.

And through our future growth platforms, we are driving innovation with universities and research organisations.

Our ambition is simple: recognised and loved brands, best-tasting premium products and high-quality manufacturing.

Growing our People, strengthening Noumi

None of this happens without our people.

We have more than 500 team members across Australia and overseas, and I want to recognise their contribution.

More than 100 of our leaders completed Noumi leadership programs during the year, and our employee engagement survey again achieved 90% participation, with engagement improving year-on-year.

We also made strong progress on safety.

Our Total Recordable Injury Frequency Rate reduced from 8.4 to 5.2, and our Ingleburn site passed over 600 days without a lost-time injury.

These outcomes matter because the quality of our business depends on the capability and engagement of our people.

Outlook

Looking ahead, we enter FY27 with a stronger operating base.

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We also remain mindful of the environment around us.

Commodity prices, input costs, currency movements and consumer demand can change quickly. Competition remains intense, and some of the benefits from the investments we made in FY26 will take time to emerge.

So our approach will remain disciplined.

We will keep investing where we see attractive returns, continue improving the efficiency and reliability of the business, and stay focused on our customers, consumers, farmers and suppliers.

Our focus remains on building Milklab, growing higher-value dairy and nutritionals, and maintaining discipline in a competitive environment.

Before I finish, I should briefly address the proposed Schemes.

As a director of Arrovest, I have not participated in the Independent Board Committee's consideration of the Schemes, and it is not appropriate for me to comment on their merits.

Securityholders should have regard to the Scheme Booklet, the Independent Expert's Report and the recommendation of the Independent Board Committee in making their decision.

My responsibility, and that of the entire Noumi team, remains unchanged. It is to continue running this business well and building on the operational progress we have made.

Finally, I would like to thank our people, our farmers and suppliers, our customers and consumers, and all our stakeholders, including you - our shareholders - for your continued support.

We have made considerable progress over the past several years.

There is still more to do, but we are a stronger, more disciplined and more capable business today.

Thank you, and I will now hand back to Gen.

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Noumi Limited

2026 Annual General Meeting

5 November 2026

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Operating Profit, Statutory EBIT, Statutory EBITDA, and adjusted Operating EBITDA are unaudited, non-IFRS financial information.

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OUR MANUFACTURING SITES

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Dairy & Nutritionals
Shepparton, VIC

- Noumi Nutritionals is a leading Australian manufacturer of quality shelf-stable dairy products and premium protein ingredients like PUREnWPI™ and PUREnFERRIN®.
- We source milk from ‘grass & grain’ fed cows from dairy farms across the Goulburn Valley to deliver the best dairy products from the most well-nourished cows to Australian and international consumers.

Noumi Limited in Shepparton is one of the region’s largest employers providing jobs to over 250 local workers at its plant.

Plant-based beverages
Ingleburn, NSW

- Our state-of-the-art facility in Ingleburn specialises in the development and manufacturing of long-life plant-based beverages.
- We are experts in developing and producing a wide range of plant-based beverages, including Almond, Oat, Macadamia, Soy, Coconut and other milk varieties. Our production capabilities also extend to liquid stocks, flavoured beverages, cream and nutritional sports food products.







Our Business Units

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Our Brands

Noumi has a broad portfolio of strong brands that meet differing consumer needs and occasions across multiple markets.



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MILKLAB

ao australia's own

VITAL STRENGTH®

UPROTEIN UNLEASH YOU EVERY DAY

noumi nutritionals

The Healthier Tomorrow Plan

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Imagining a Healthier Tomorrow is Noumi's strategic purpose and our guiding light as we seek to create a positive impact by promoting:

HEALTHIER LIFESTYLE

For our consumers & communities

HEALTHIER PLANET

Through our farmers & production processes

HEALTHIER WORKPLACE

For our people & stakeholders

These Principles are the foundation of our future as we seek to drive continuous positive change

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Introduction

Chair: Genevieve Gregor

Agenda

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01 Introduction

02 Chair’s address

03 CEO’s address

04 CFO’s address

05 Formal business

06 Close of AGM



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Chair’s address

Genevieve Gregor

Six years of progress

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- Major legacy legal and financial matters resolved
- Stronger financial and commercial discipline
- Investment in brands, manufacturing, systems, product quality and people
- Milklab grown into a substantial Australian brand with a growing international presence
- Dairy & Nutritionals: consecutive years of earnings improvement
- Safer, more reliable manufacturing, and a clearer, more focused strategy

Proposed Schemes with Arrovest

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- Noumi's capital structure needed to be addressed, including the May 2027 maturity of the Convertible Notes
- Comprehensive, year-long strategic review explored a sale, recapitalisation, refinancing or amendment and extension of the Convertible Notes
- 21 July 2026: Scheme Implementation Deed entered into with Arrovest
- 5 October 2026: Scheme Booklet, including the Independent Expert's Report, sent to securityholders
- If the Schemes are approved and implemented, Noumi will become a subsidiary of Arrovest
- The Share Scheme Meeting and Option Scheme Meeting follow this AGM

Thank you

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- The Noumi team for their commitment during FY26 and throughout the transformation
- Our farmers and suppliers whose long-standing support remains fundamental to Noumi
- Our customers, trade partners and consumers
- Our lenders and convertible noteholders
- Our shareholders for your patience and support through a demanding period

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CEO’s address

Michael Perich

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CFO’s address

Iain Short

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FINANCIAL HIGHLIGHTS

$61.8m
ADJ OP EBITDA [1,2]
▲ $4.4m

$21.6m
DAIRY & NUTRITIONALS ADJ OP EBITDA [1]
▲ $10.5m

$43.1m
PLANT-BASED MILKS ADJ OP EBITDA [1]
▼ $7.2m

$648.4m
NET REVENUE
▲ $52.5m

$462.0m
DAIRY & NUTRITIONALS NET REVENUE
▲ $48.2m

$186.3m
PLANT-BASED MILKS NET REVENUE
▲ $4.3m

$67.2m
STATUTORY NET LOSS AFTER TAX
Improved $82.8m

[1] Adjusted for non-trading and non-recurring items (including recapitalisation costs, litigation costs and unrealised foreign exchange).

[2] Group adjusted operating EBITDA includes Unallocated Shared Services costs of $2.9m.

Milklab, Australia's Own, Vital Strength, Uprotein, PUREnFERRIN, PUREnWPC, PUREnMCC and Noumi Nutritionals are registered trademarks ® of Noumi Limited.

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OUR GROWTH STRATEGY

Developing high quality innovative dairy and plant products to meet the nutrition and taste needs of consumers.

Delivering a Healthier Tomorrow — Healthier Planet, Healthier Lifestyles, Healthier Workplace

Strategic Pillars	BARISTA'S CHOICE	RETAIL CHANNEL	INTERNATIONAL MARKETS	DAIRY AND NUTRITIONALS	FUTURE GROWTH PLATFORMS
Strategic Priorities	Champion the barista, roasters and be the 'voice of the latte lover'	Harness Milklab's momentum, sales velocity and amplify its proven #1 leadership position	Accelerate strategic markets partnering with distributors, cafés and baristas	Deliver high-quality dairy products and nutritional ingredients	Deliver breakthrough nutritional products through science and innovation
	Leverage leadership in Milklab Almond to grow our portfolio Oat, Soy and Lactose Free	Innovate in adjacencies delivering new flavours, formats and occasions	Grow markets with developing café cultures, crafting products to suit local tastes	Deliver innovative value-added dairy and nutrition solutions	Leverage PUREnFERRIN Lactoferrin to accelerate sales growth in new markets
	Invest in our brands, sales team excellence and new product development	Invest in brands with targeted marketing, activation and promotions	Replicate Milklab's proven model by investing in brand, sales team and activations	Execute manufacturing and operational excellence, and customer service	Drive innovation through partnerships with universities and research organisations
Ambition	Recognised and loved brands + best-tasting premium products + high-quality manufacturing				

Growing our people, strengthening Noumi

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- Over 500 team members in Australia and globally powering Noumi's success.
- Stop for Safety and Safe Together programs contribute to improved safety outcomes across both production sites.
- Under our Safe Together safety program Ingleburn site has surpassed 600 days without a lost-time injury
- Employee engagement survey achieved 90% participation and overall engagement improved year-on-year.
- More than 100 leaders completed Noumi Leader and Senior Leader programs.



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Outlook

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- Noumi now has a stronger operating platform, deeper capability and clear priorities for disciplined improvement.
- However, commodity prices, input costs, currency and consumer demand can change quickly.
- Competition remains intense, and some benefits of FY26 investment will take time to emerge.
- Noumi continues its practice of not providing financial guidance, having regard to the nature of our markets
- Focus remains unchanged; running the business well and building on the operational progress made

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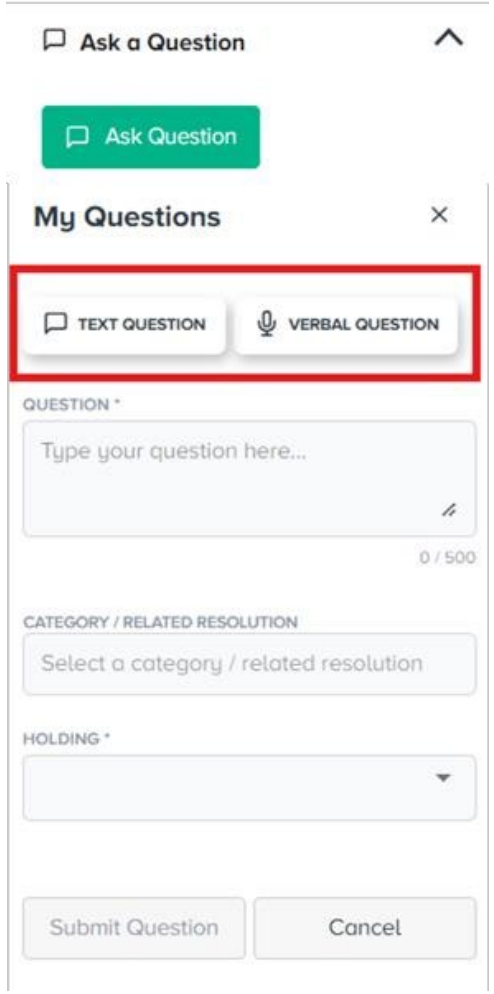
Formal business

Ask a Question

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1. Click on the “Ask a Question” dropdown, then “Ask Question”
2. Choose Text Question or Verbal Question
3. Type your question then select the relevant resolution and holding. Once done, click “Submit Question”.



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Voting Instructions

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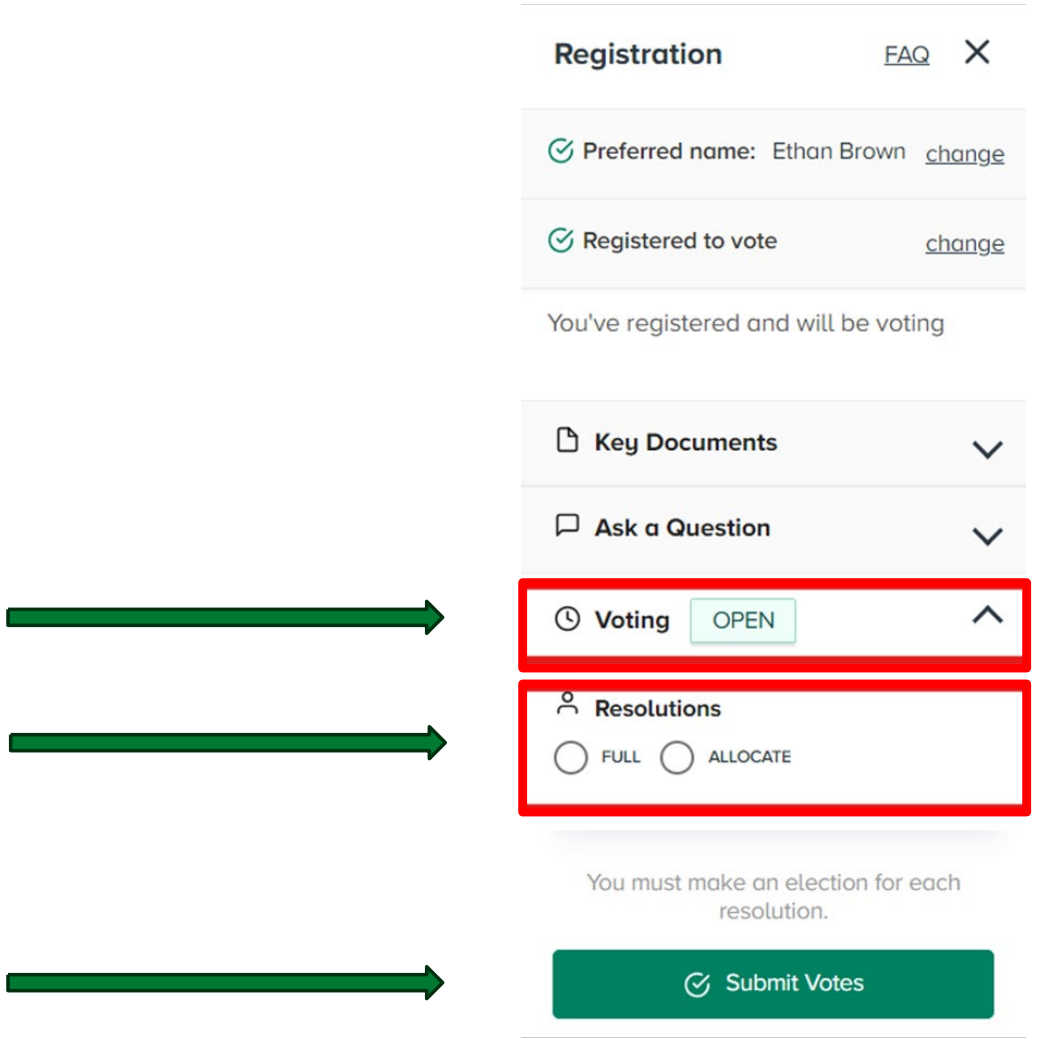
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1. Once registered and voting has opened, click the “Voting” dropdown
2. Select either the “Full” or “Allocate” and then your voting direction for each resolution
3. Follow the prompts and “Submit Votes” before voting closes

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Q&A

Resolution 1

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Non-Binding Resolution to adopt Remuneration Report

"That the Company's Remuneration Report as set out in the Directors' Report for the financial year ended 30 June 2026 be adopted."

Resolution 1

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Non-Binding Resolution to adopt Remuneration Report

"That the Company's Remuneration Report as set out in the Directors' Report for the financial year ended 30 June 2026 be adopted."

	For	Proxy Discretion	Against	Abstain
Votes by Proxy	39,414,135	231,024	5,195,758	637,062
	87.90%	0.52%	11.59%	

Resolution 2

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Re-election of Genevieve Gregor as a Director

"That, Genevieve Gregor, who retires in accordance with clause 25.11 of the Company's Constitution and having offered herself for re-election and being eligible, be re-elected as a Director of the Company."

Resolution 2

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Re-election of Genevieve Gregor as a Director

"That, Genevieve Gregor, who retires in accordance with clause 25.11 of the Company's Constitution and having offered herself for re-election and being eligible, be re-elected as a Director of the Company."

	For	Proxy Discretion	Against	Abstain
Votes by Proxy	185,425,219	260,204	5,019,658	328,898
	97.23%	0.14%	2.63%	

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Closing of poll & AGM

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