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ACTIVITIES REPORT AND CASHFLOW STATEMENT FOR THE QUARTER ENDING 31 MARCH 2026

Nutritional Growth Solutions Limited (ASX: **NGS**) (the "**Company**"), a leading US-based health, nutrition, and wellness company, is pleased to provide its Quarterly Activities Report and Appendix 4C Cash Flow Statement for the Quarter ended 31 March 2026 ("**Q1 FY26**", the "**Quarter**", or the "**Reporting Period**").

HIGHLIGHTS

- **Management restructure completed:** Comprehensive leadership transition executed during the Quarter, with a streamlined management team now in place to drive operational accountability, cost discipline, and sustainable growth.
- **~US$600k annualised cost reduction implemented:** Structural cost reductions across staffing, administration, inventory management and systems took effect from February CY26, delivering a materially lower and more efficient operating model.
- **Normalised operating profitability achieved:** The Company returned to positive monthly operating income in both February and March CY26 on a normalised basis, after excluding non-recurring legal and payroll costs incurred in January.
- **Customer receipts of US$354k:** Supported by full replenishment of inventory following the resolution of prior supply shortage issues and a refocused customer engagement strategy.
- **Debt-free balance sheet:** All legacy financing facilities fully repaid and closed during the Quarter, including Amazon Lending, Shopify Capital, corporate credit cards, and the interim related-party loan — eliminating all ongoing debt-servicing obligations.
- **Inventory fully replenished and new digital platform live:** Historical stock-availability issues resolved, with an upgraded e-commerce website now operational to support an improved customer experience and conversion.
- **Marketing reactivation commencing:** Targeted, low-cost marketing initiatives launching from April CY26 to drive revenue growth across the existing customer base, underpinned by improved fulfilment efficiency.
- **Cash position of US$710k:** Up from US$518k at the prior quarter-end, providing enhanced financial resilience and flexibility to execute growth initiatives.

OPERATIONAL & FINANCIAL RESET

Q1 FY26 represents a decisive turning point for NGS. During the Quarter, the Company completed a comprehensive management restructure, implemented permanent structural cost reductions, resolved longstanding inventory availability constraints, and eliminated all outstanding debt — fundamentally repositioning the business for sustainable, profitable growth.

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Cost Restructure

From February 2026, the Company executed structural cost reductions designed to remove approximately US$600,000 per annum from the operating cost base. These reductions span staffing, administration, inventory management and systems, and are permanent in nature - not temporary deferrals. The result is a fundamentally leaner operating model that significantly lowers the revenue threshold required to achieve cash-flow breakeven.

Reported operating cash outflows of US$426k for the Quarter largely reflect costs incurred in January CY26, prior to the implementation of these reductions. On a normalised basis, the Company achieved positive monthly operating income in both February and March, demonstrating that the restructured cost base can support profitable operations at current revenue levels.

Inventory and Supply Chain

A key constraint on revenue growth in prior periods was the availability of inventory to fulfil customer orders. During the Quarter, the Company fully rectified all historical stock shortage issues, ensuring product availability across all key SKUs. This positions the business to convert existing demand more effectively and supports the reactivation of customer engagement and marketing initiatives from April CY26.

New Website and Digital Platform

The Company launched an upgraded e-commerce platform during the Quarter, designed to improve customer experience, streamline the purchase journey, and provide a more effective foundation for digital marketing and customer acquisition. The new website is now fully operational and forms a key component of the Company's revenue growth strategy.

Revenue and Customer Engagement

Customer receipts of US$354k during the Quarter were supported by improved inventory availability and a refocused customer engagement strategy. With the stock fully replenished and a lower cost base now in place, the Company is commencing targeted, low-cost marketing initiatives from April CY26, directed at existing customers, to drive incremental revenue growth. With the operating leverage now embedded in the business, incremental revenue is expected to translate more directly into margin expansion and cash generation.

OPTIMISED BALANCE SHEET

During the Quarter, the Cash and cash equivalents at Quarter-end were US$710k, up from US$518k at the end of the prior Quarter, reflecting equity proceeds received during the period and disciplined capital management.

During the Quarter, the Company fully repaid and permanently closed all outstanding legacy financing facilities, including Amazon Lending, Shopify Capital, all corporate credit card facilities, and the interim unsecured related-party loan facility provided by A22 Pty Ltd. This eliminates all ongoing debt-servicing requirements and simplifies the capital structure, providing a clean platform for qgrowth.

The Company also received A$25k pursuant to a confidential settlement deed with a former director, representing a full and final settlement of matters relating to the former director's tenure.

The amount shown in item 6.1 of the Appendix 4C comprises director and management fees

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paid to director-related entities, including fees paid to Israel-based non-executive directors, primarily for prior-period services.

FINANCING ACTIVITIES

During the Quarter, the Company received US$799k in proceeds from the issue of equity securities (net of US$16k in transaction costs) and repaid borrowings of US$191k.

As at 31 March 2026, the Company had no outstanding loan facilities, credit standby arrangements, or other financing facilities. NGS now operates with a completely debt-free balance sheet.

OUTLOOK

The Company exits Q1 FY26 in a fundamentally stronger position than at any point in its recent history. With a restructured management team, a permanently lower cost base, a debt-free balance sheet, fully replenished inventory, and an upgraded digital platform, the Company has systematically addressed each of the key operational and financial constraints that previously limited its ability to scale.

The focus for the coming Quarters is clear: execute targeted customer growth initiatives, leverage the operating model to convert incremental revenue into margin expansion, and continue progressing toward sustainable operating cash flow positivity.

The Company also continues to evaluate selective, value-accretive acquisition opportunities that are complementary to its existing children's nutrition business and aligned with its shared services operating model.

The Board believes the Company is now well-positioned to deliver sustainable value for shareholders.

MANAGEMENT COMMENTARY

Interim Chief Executive Officer, Mr Manik Pujara, said:

"This Quarter marks a clear inflection point for NGS. During the Quarter, we completed a comprehensive management restructure, implemented permanent structural cost reductions, resolved longstanding inventory constraints, and eliminated all debt from the balance sheet. These are not incremental changes – they represent a fundamental reset of how the business operates.

"The results are already showing. On a normalised basis, we achieved positive operating income in both February and March — demonstrating that the restructured model works at current revenue levels. With targeted marketing initiatives now launching and inventory fully replenished, we expect this trajectory to continue.

"The balance sheet is clean, the cost base is right-sized, and the team is focused on execution. We remain committed to delivering sustainable value for shareholders and will continue to assess strategic and value-accretive opportunities that align with this objective."

— ENDS —

This announcement was authorised for release by the Board.

For further information, please contact:

Manik Pujara | Interim CEO & CFO | manik@ngsolutions.co

About Nutritional Growth Solutions

Nutritional Growth Solutions is a U.S.-based health, nutrition, and wellness company. NGS develops, produces and sells clinically tested nutritional formulas for children following 20 years of medical research into paediatric nutrition. The nutritional supplements market has experienced tremendous growth in recent years, but most attention has been focused on adult users and children under the age of three. Children aged three to twelve years represent a significant market opportunity and NGS is highly differentiated from its competitors with clinically tested products and an expanding product portfolio to capture this market opportunity.

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Appendix 4C

Quarterly cash flow report for entities subject to Listing Rule 4.7B

Name of entity

Nutritional Growth Solutions Ltd.

ARBN	**Quarter ended ("current Quarter")**
642 861 774	On 31/03/2026

Consolidated statement of cash flows		**Current Quarter $US'000**	**Year to date (3 months) $US'000**
1.	**Cash flows from operating activities**		
1.1	Receipts from customers	354	354
1.2	Payments for		
	(a) research and development	(100)	(100)
	(b) product manufacturing and operating costs	(382)	(382)
	(c) advertising and marketing	(8)	(8)
	(d) leased assets	-	-
	(e) staff costs	(42)	(42)
	(f) administration and corporate costs	(265)	(265)
1.3	Dividends received (see note 3)	-	-
1.4	Interest received	-	-
1.5	Interest and other costs of finance paid	-	-
1.6	Income taxes paid	-	-
1.7	Government grants and tax incentives	-	-
1.8	Other (provide details if material)	17	17
1.9	**Net cash from / (used in) operating activities**	**(426)**	**(426)**

1.8: During the Quarter, the Company received A$25,000 (inclusive of GST) pursuant to a confidential settlement deed with a former director, representing a full and final settlement of matters relating to the former director's tenure.

2.	**Cash flows from investing activities**		
2.1	Payments to acquire or for:		
	(a) entities	-	-
	(b) businesses	-	-
	(c) property, plant and equipment	-	-

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Consolidated statement of cash flows		Current Quarter $US'000	Year to date (3 months) $US'000
	(d) investments	-	-
	(e) intellectual property	-	-
	(f) other non-current assets	-	-
2.2	Proceeds from disposal of:		
	(a) entities	-	-
	(b) businesses	-	-
	(c) property, plant and equipment	-	-
	(d) investments	-	-
	(e) intellectual property	-	-
	(f) other non-current assets	-	-
2.3	Cash flows from loans to other entities	-	-
2.4	Dividends received (see note 3)	-	-
2.5	Other (provide details if material)	-	-
2.6	**Net cash from / (used in) investing activities**	**0**	**0**

3.	**Cash flows from financing activities**		
3.1	Proceeds from issues of equity securities (excluding convertible debt securities)	799	799
3.2	Proceeds from issue of convertible debt securities	-	-
3.3	Proceeds from exercise of options	-	-
3.4	Transaction costs related to issues of equity securities or convertible debt securities	(16)	(16)
3.5	Proceeds from borrowings	-	-
3.6	Repayment of borrowings	(191)	(191)
3.7	Transaction costs related to loans and borrowings	-	-
3.8	Dividends paid	-	-
3.9	Other (provide details if material)	-	-
3.10	**Net cash from / (used in) financing activities**	**592**	**592**

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Consolidated statement of cash flows		Current Quarter $US'000	Year to date (3 months) $US'000
4.	**Net increase / (decrease) in cash and cash equivalents for the period**		
4.1	Cash and cash equivalents at beginning of period	518	518
4.2	Net cash from / (used in) operating activities (item 1.9 above)	(426)	(426)
4.3	Net cash from / (used in) investing activities (item 2.6 above)	-	-
4.4	Net cash from / (used in) financing activities (item 3.10 above)	592	592
4.5	Effect of movement in exchange rates on cash held	26	26
4.6	**Cash and cash equivalents at end of period**	**710**	**710**

5.	**Reconciliation of cash and cash equivalents** at the end of the Quarter (as shown in the consolidated statement of cash flows) to the related items in the accounts	**Current Quarter $US'000**	**Previous Quarter $US'000**
5.1	Bank balances	710	518
5.2	Call deposits	-	-
5.3	Bank overdrafts	-	-
5.4	Other (provide details)	-	-
5.5	**Cash and cash equivalents at end of Quarter (should equal item 4.6 above)**	**710**	**518**

6.	**Payments to related parties of the entity and their associates**	**Current Quarter $US'000**
6.1	Aggregate amount of payments to related parties and their associates included in item 1	18
6.2	Aggregate amount of payments to related parties and their associates included in item 2	-

Note: if any amounts are shown in items 6.1 or 6.2, your Quarterly activity report must include a description of, and an explanation for, such payments.

The amount at item 6.1 comprises director fees and management fees paid to director related entities, including fees paid to Israel based non executive directors, primarily relating to prior period services.

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7.	**Financing facilities** *Note: the term "facility' includes all forms of financing arrangements available to the entity.* *Add notes as necessary for an understanding of the sources of finance available to the entity.*	**Total facility amount at Quarter end $US'000**	**Amount drawn at Quarter end $US'000**
7.1	Loan facilities	-	-
7.2	Credit standby arrangements	-	-
7.3	Other (please specify)	-	-
7.4	**Total financing facilities**	-	-
7.5	**Unused financing facilities available at Quarter end**		-

7.6 Include in the box below a description of each facility above, including the lender, interest rate, maturity date and whether it is secured or unsecured. If any additional financing facilities have been entered into or are proposed to be entered into after Quarter end, include a note providing details of those facilities as well.

During the Quarter, the Company fully repaid its pre-existing short-term loan facilities with Amazon Lending and Shopify Capital, totaling US$62k.

The Company also settled all outstanding corporate credit card balances totaling US$62k and permanently closed all corporate credit card facilities.

The Company also fully repaid the drawn balance of US$67k under the interim unsecured loan facility of up to A$250k provided by A22 Pty Ltd, a related entity of Director Mr. Andrew Grover, and the facility has been closed.

As at the end of the Quarter, the Company has no outstanding loan facilities, credit standby arrangements, or other financing facilities drawn. The Company now operates with a debt-free balance sheet and no outstanding financing facilities.

8.	**Estimated cash available for future operating activities**	**$US'000**
8.1	Net cash from / (used in) operating activities (item 1.9)	(426)
8.2	Cash and cash equivalents at Quarter end (item 4.6)	710
8.3	Unused finance facilities available at Quarter end (item 7.5)	-
8.4	Total available funding (item 8.2 + item 8.3)	710
8.5	**Estimated Quarters of funding available (item 8.4 divided by item 8.1)**	1.67

Note: if the entity has reported positive net operating cash flows in item 1.9, answer item 8.5 as "N/A". Otherwise, a figure for the estimated Quarters of funding available must be included in item 8.5.

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8.6 If item 8.5 is less than 2 Quarters, please provide answers to the following questions:

8.6.1 Does the entity expect that it will continue to have the current level of net operating cash flows for the time being and, if not, why not?

Answer: No. The current Quarter included a cost base that is not expected to continue at the same level. Structural cost reductions of approximately US$600k per annum were implemented from February FY26, and all outstanding debt was repaid during the Quarter. As a result, the Company expects net operating cash outflows to reduce materially in future quarters.

8.6.2 Has the entity taken any steps, or does it propose to take any steps, to raise further cash to fund its operations and, if so, what are those steps and how likely does it believe that they will be successful?

Answer: The Company continues to assess selective, value-accretive growth opportunities consistent with its stated strategy. Should any such opportunity proceed, the Company may undertake additional capital raising activity to support execution and integration. The Company has received strong investor interest in connection with its growth strategy and believes it is well positioned to access capital if and when required.

8.6.3 Does the entity expect to be able to continue its operations and to meet its business objectives and, if so, on what basis?

Answer: Yes. The Company has US$710k in cash reserves, a debt-free balance sheet, and expects improving operating cash flows from ongoing revenue growth and cost optimisation. The Company also continues to evaluate strategic growth opportunities that may further strengthen its market position and financial profile.

Note: where item 8.5 is less than 2 Quarters, all of questions 8.6.1, 8.6.2 and 8.6.3 above must be answered.

Compliance statement

1 This statement has been prepared in accordance with accounting standards and policies which comply with Listing Rule 19.11A.

2 This statement gives a true and fair view of the matters disclosed.

Date: ....20 April 2026.....

Authorised by: ....Board of Directors.....

(Name of body or officer authorising release – see note 4)

Notes

1. This Quarterly cash flow report and the accompanying activity report provide a basis for informing the market about the entity's activities for the past Quarter, how they have been financed and the effect this has had on its cash position. An entity that wishes to disclose additional information over and above the minimum required under the Listing Rules is encouraged to do so.

2. If this Quarterly cash flow report has been prepared in accordance with Australian Accounting Standards, the definitions in, and provisions of, *AASB 107: Statement of Cash Flows* apply to this report. If this Quarterly cash flow report has been prepared in

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accordance with other accounting standards agreed by ASX pursuant to Listing Rule 19.11A, the corresponding equivalent standard applies to this report.

3. Dividends received may be classified either as cash flows from operating activities or cash flows from investing activities, depending on the accounting policy of the entity.

4. If this report has been authorised for release to the market by your board of directors, you can insert here: "By the board". If it has been authorised for release to the market by a committee of your board of directors, you can insert here: "By the [*name of board committee – e.g. Audit and Risk Committee*]". If it has been authorised for release to the market by a disclosure committee, you can insert here: "By the Disclosure Committee".

5. If this report has been authorised for release to the market by your board of directors and you wish to hold yourself out as complying with recommendation 4.2 of the ASX Corporate Governance Council's *Corporate Governance Principles and Recommendations*, the board should have received a declaration from its CEO and CFO that, in their opinion, the financial records of the entity have been properly maintained, that this report complies with the appropriate accounting standards and gives a true and fair view of the cash flows of the entity, and that their opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.