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The Calmer Co. Secures Strategic Manufacturing Partnership to Scale Global Kava, Ginger and Turmeric Extract Production

Long-term partnership with Kaiming Agro Processing combines advanced manufacturing with The Calmer Co.'s brands, innovation and global commercialisation capabilities

Brisbane, Australia – The Calmer Co. International Limited (ASX: CCO), a leading consumer packaged goods company specialising in kava and other natural products that promote relaxation and sleep support, is pleased to announce that it has entered into a Binding Strategic Partnership Heads of Agreement ("HOA") with Kaiming Agro Processing Pte Ltd's Subsidiary Pacific Culture and Heritage Pte. Ltd ("KAPPL").

The HOA establishes the framework for negotiating definitive agreements for a long-term strategic partnership that combines KAPPL's investment in advanced botanical manufacturing capability with The Calmer Co.'s expertise in premium raw material sourcing, internationally recognised brands, proprietary formulations, product innovation and global commercialisation.

The Partnership is intended to support The Calmer Co.'s strategy of expanding its premium botanical ingredients business while continuing to grow its branded consumer products portfolio through a scalable and capital-efficient operating model. The Partnership aligns advanced manufacturing capability with The Calmer Co.'s growing international premium botanical ingredients business, enabling greater value-added processing within Fiji while preserving the Company's existing global manufacturing relationships.

Importantly, the Partnership preserves The Calmer Co.'s core competitive strengths. The Company will continue to control the procurement of premium kava raw materials, proprietary formulations, product specifications, intellectual property, internationally recognised brands and global customer relationships, while KAPPL will provide advanced manufacturing capability for agreed branded consumer products and premium botanical ingredients.

The Board believes the Partnership represents an important strategic milestone in the Company's evolution, strengthening its manufacturing capability, expanding its premium botanical ingredients platform and creating a framework for long-term strategic collaboration.

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Strategic Highlights

- Binding Strategic Partnership Heads of Agreement executed with Kaiming Agro Processing Pte Ltd.
- Establishes a framework to negotiate definitive agreements for long-term strategic manufacturing partnership supporting The Calmer Co.'s premium botanical ingredients and branded consumer products businesses.
- KAPPL to become The Calmer Co.'s preferred manufacturing partner for agreed Fiji-manufactured products, subject to execution of definitive agreements.
- The Calmer Co. appointed exclusive global commercialisation partner for agreed kava, ginger and turmeric CO_2 extract products manufactured by KAPPL, subject to The Calmer Co. continuing to actively develop and commercialise these products internationally.
- The Calmer Co. retains ownership and control of premium raw material procurement, proprietary formulations, intellectual property, Fiji Kava®, Taki Mai® and Authentic Kava® brands, customer relationships and global commercialisation.
- KAPPL is currently constructing an advanced manufacturing facility in Navua, Fiji, incorporating supercritical CO_2 extraction capability, with commissioning expected in December 2026.
- The Partnership expands The Calmer Co.'s manufacturing capability by adding advanced extraction capability within Fiji while complementing the Company's existing specialist extraction partners in Australia and India.
- The Partnership supports continued growth across premium botanical ingredients, branded consumer products, private label manufacturing and contract manufacturing opportunities.
- The HOA establishes a three-phase strategic partnership framework providing a pathway for progressive collaboration as commercial milestones are achieved.

Strategic Rationale

The Partnership has been established at an important point in the development of both organisations.

KAPPL has established itself as one of Fiji's leading producers and exporters of value-added botanical products, supplying customers across Australia, New Zealand, North America, the United Kingdom and Europe. The company is now investing in a new advanced botanical manufacturing facility in Navua, Fiji, incorporating supercritical CO_2 extraction capability together with expanded processing infrastructure. Once commissioned, the facility is expected to become one of Fiji's most advanced botanical processing facilities, capable of manufacturing premium botanical ingredients and value-added consumer products for international markets.

THE CALMER CO.

Over many years, The Calmer Co. has invested significantly in research and development, proprietary formulations, premium raw material supply chains, extraction technologies, regulatory capability, internationally recognised brands and global customer relationships. These investments have already resulted in commercial opportunities across ingredient supply, branded consumer products and international customer partnerships, creating a growing requirement for additional advanced manufacturing capability to support future growth.

Recognising these complementary strengths, the Parties have agreed that a long-term strategic partnership represents the most effective pathway to accelerate future growth.

Independent market research indicates continued global growth in demand for value-added botanical extracts across the categories relevant to the Partnership. Future Market Insights estimates the global turmeric market will grow from approximately US$4.9 billion in 2025 to US$8.4 billion by 2035 (a 5.5% compound annual growth rate), with food and beverage processing representing the largest end-use segment. Market Research Future estimates the global ginger extract market growing from approximately US$1.36 billion in 2025 to US$2.30 billion by 2035 (a 5.4% compound annual growth rate), with food and beverage representing the largest application segment. Fortune Business Insights estimates the global kava root extract market growing from approximately US$1.87 billion in 2025 to US$7.40 billion by 2034 (a 16.58% compound annual growth rate), reflecting increasing global demand for kava-based relaxation and wellness products.[1]

Rather than duplicating manufacturing investment, the Partnership combines KAPPL's advanced processing capability with The Calmer Co.'s established commercial platform, creating a scalable operating model that enables each organisation to focus on its respective core strengths while supporting continued innovation, international expansion and long-term value creation.

The Board believes the Partnership positions The Calmer Co. to continue expanding its premium botanical ingredients platform while strengthening Fiji's position as a globally recognised producer of value-added botanical products.

Building an Integrated Premium Botanical Ingredients Platform

A key feature of the Partnership is that it combines The Calmer Co.'s established commercial platform with KAPPL's investment in advanced manufacturing capability, enabling each organisation to focus on its respective core strengths.

Under the proposed operating model, The Calmer Co. will continue to control the procurement and ownership of premium kava raw materials through its established grower network and supply chain. The Company will also retain ownership and control of its proprietary formulations, product specifications, internationally recognised brands, customer relationships, intellectual property and global commercialisation activities.

KAPPL will provide advanced manufacturing capability by transforming Company-supplied raw materials into premium botanical ingredients and finished branded consumer products manufactured to The Calmer Co.'s specifications and quality standards.

The Company believes this structure creates a scalable and capital-efficient operating model that combines The Calmer Co.'s expertise in sourcing, innovation, branding and commercialisation with KAPPL's manufacturing capability and investment in advanced processing technology.

Expanding Advanced Manufacturing Capability

A significant strategic benefit of the Partnership is the addition of advanced botanical manufacturing capability within Fiji.

KAPPL's new manufacturing facility, expected to be commissioned in December 2026, will incorporate supercritical CO_2 extraction technology together with expanded manufacturing and processing infrastructure.

The Calmer Co. currently works with specialist extraction partners in Australia and India to support its growing premium botanical ingredients business. The commissioning of KAPPL's facility will provide the Company with additional manufacturing capability within Fiji, complementing its existing specialist manufacturing partners, locating advanced extraction capability closer to the Company's premium raw material supply and increasing production flexibility as international demand continues to grow.

The Company expects the Partnership will:

- expand manufacturing capacity for premium botanical ingredients;
- strengthen supply chain resilience through additional manufacturing capability;
- provide greater production flexibility across multiple manufacturing partners;
- support continued product innovation;
- increase value-added botanical processing within Fiji; and
- support the continued expansion of one of the Company's fastest-growing commercial businesses.

The Company intends to continue working with its existing specialist extraction partners while progressively integrating KAPPL's manufacturing capabilities into its broader manufacturing network as commercial opportunities develop.

Strategic Partnership Roadmap

The HOA establishes a phased framework designed to progressively expand the Partnership as key commercial milestones are achieved.

Phase One – Strategic Manufacturing Partnership

The initial phase of the Partnership will, subject to execution of definitive agreements, focus on establishing the manufacturing relationship and transitioning agreed production activities to KAPPL's new manufacturing facility.

Key initiatives include:

- relocation of agreed manufacturing equipment to KAPPL's facility;
- long-term equipment lease arrangements;
- manufacture of Fiji Kava®, Taki Mai® and Authentic Kava® branded consumer products;
- manufacture of premium botanical ingredients and extracts;
- implementation of quality assurance systems and operational governance; and
- commencement of commercial production following commissioning of KAPPL's advanced manufacturing facility.

Phase Two – Manufacturing Asset Transition

Subject to successful implementation of Phase One and mutual agreement between the Parties, Phase Two provides a framework to evaluate the long-term transition of manufacturing assets and further expansion of manufacturing capability.

This phase may include, to the extent agreed:

- acquisition of leased manufacturing equipment by KAPPL;
- expansion of manufacturing capacity;
- operational optimisation;
- additional value-added processing capability; and
- continued investment in advanced botanical manufacturing.

Phase Three – Strategic Integration

Subject to the successful implementation of the earlier phases, future negotiations, execution of definitive agreements and all required corporate and regulatory approvals, the HOA provides a framework for the Parties to evaluate broader strategic integration opportunities.

These opportunities may include:

- equity participation;
- joint venture arrangements;
- contribution of manufacturing assets;
- integration of agreed Fiji manufacturing operations; and
- other mutually agreed strategic structures that support the long-term objectives of the Partnership.

Progression beyond Phase One is not automatic. Any future implementation will be subject to commercial agreement between the Parties, execution of definitive documentation and all required approvals.

Why the Partnership Matters

The Board believes that the Partnership provides a disciplined and scalable approach to supporting The Calmer Co.'s long-term growth strategy.

Rather than investing substantial additional capital in manufacturing infrastructure, the Partnership enables the Company to leverage KAPPL's investment in advanced processing capability while continuing to focus its capital and management resources on premium raw material sourcing, innovation, product development, brand building, customer relationships and international commercialisation.

The Partnership is also expected to strengthen Fiji's position as a producer of premium value-added botanical products by increasing advanced manufacturing capability within the country and supporting greater local processing of agricultural products destined for international markets.

CEO Commentary

Zane Yoshida, Chief Executive Officer of The Calmer Co., commented:

"This Partnership represents one of the most significant strategic initiatives undertaken by The Calmer Co. in recent years and marks an important milestone in the evolution of our business.

Over many years, we have invested in building premium brands, securing high-quality raw material supply, developing proprietary formulations, advancing product innovation and establishing long-term customer relationships across international markets. Those investments have created a strong commercial platform and a growing pipeline of opportunities for premium botanical ingredients and branded consumer products.

At the same time, Kaiming Agro Processing is making a significant investment in advanced manufacturing capability, including supercritical CO_2 extraction technology, which aligns strongly with our long-term strategy.

This Partnership brings together two highly complementary businesses. The Calmer Co. will continue to control our premium raw material supply, internationally recognised brands, intellectual property and global customer relationships, while leveraging KAPPL's advanced manufacturing capability to transform those raw materials into premium botanical ingredients and finished consumer products. It also allows us to remain focused on the areas where we create the greatest value - innovation, premium raw material sourcing, brand development and global commercialisation.

Importantly, this Partnership complements, rather than replaces, our existing specialist manufacturing relationships and provides additional capability and flexibility as international demand for premium botanical ingredients continues to grow.

We believe this creates a stronger, more scalable business model that positions The Calmer Co. for sustainable long-term growth while supporting Fiji's ambition to become a globally recognised producer of premium botanical ingredients."

KAPPL Commentary

Calvin Qiu, Managing Director of Kaiming Agro Processing Pte Ltd, commented:

"Since establishing Kaiming Agro Processing in 2005, our vision has been to build one of the South Pacific's leading botanical processing businesses by combining Fiji's exceptional agricultural resources with world-class manufacturing capability.

Our investment in advanced manufacturing infrastructure represents the next stage of that vision.

We see The Calmer Co. as the ideal strategic partner. Their internationally recognised brands, product innovation and established global customer relationships complement our manufacturing expertise and create significant opportunities for both organisations.

Together, we believe we can strengthen Fiji's reputation as a producer of premium value-added botanical products while building a partnership capable of supporting long-term international growth."

Next Steps

Following execution of the HOA, the Parties will commence negotiation of the definitive agreements required to implement Phase One of the Partnership.

These agreements are expected to include:

- Equipment Lease Agreement;
- Contract Manufacturing Agreement;
- Quality Agreement;
- Minimum Performance Targets;
- Product Specifications;
- Manufacturing Transition Plan; and
- Implementation Governance Framework.

Implementation of Phase One will remain subject to:

- execution of definitive agreements;
- commissioning of KAPPL's advanced manufacturing facility;
- satisfaction of agreed conditions precedent; and
- completion of operational readiness activities.

The Company will continue to update shareholders as material milestones are achieved.

About Kaiming Agro Processing

Kaiming Agro Processing Pte Ltd ("KAPPL") is one of Fiji's leading producers and exporters of value-added botanical products.

Founded in 2005 by Managing Director Calvin Qiu, the company has established a strong international reputation for processing and exporting premium ginger and turmeric products to customers across Australia, New Zealand, North America, the United Kingdom and Europe.

KAPPL sources raw materials from a network of more than 700 smallholder farmers across Fiji, supporting rural agricultural communities while producing high-quality export-grade botanical products. The company manufactures under its own brands and through strategic international partnerships, including a long-standing franchise arrangement with The Ginger People, one of the world's leading ginger brands.

KAPPL is currently investing in a new advanced manufacturing facility in Navua, Fiji, incorporating supercritical CO_2 extraction capability together with expanded processing infrastructure. Once commissioned, the facility is expected to significantly enhance Fiji's capability to manufacture premium botanical ingredients and value-added consumer products for international markets.

This announcement has been authorised for release by the Board of Directors.

ends

For further information

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About The Calmer Co.

The Calmer Co. International Limited (ASX:CCO) is a fast growing beverage business leveraging a global opportunity in kava and other natural products that replace alcohol and support relaxation and sleep.

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

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

Forward looking statements

This ASX release includes certain forward-looking statements that are based on information and assumptions known to date and are subject to various risks and uncertainties. Actual results, performance or achievements could be significantly different from those expressed in, or implied by, these forward-looking statements. Such forward-looking statements are not guarantees of future performance and involve known and unknown risks, uncertainties and other factors, many of which are beyond the control of the Company. These factors may cause actual results to differ materially from those expressed in the statements contained in this announcement.

[1] *Source: Future Market Insights, Turmeric Market report; Grand View Research, Ginger Extract Market report; Fortune Business Insights, Kava Root Extract Market report. This information has been sourced from independent third-party market research reports and has not been independently verified by the Company. It does not constitute a forecast, projection, estimate or guarantee of future performance by the Company and should not be relied upon as such.*

THE CALMER CO.