Thrive Tribe

ASX MEDIA RELEASE
31 July 2026

Quarterly Activities Report & Appendix 4C

Thrive Tribe Technologies Limited (ASX: 1TT) (**1TT** or the **Company**) provides its Quarterly Activities Report and Appendix 4C for the quarter ended 30 June 2026 (Q4 FY26). The quarter marked a strategic shift for the Company, with the Board moving to reactivate and commercialise the legacy WooBoard and REFFIND platforms for enterprise, government and defence-related workforces.

Quarterly Highlights

- **Strategic reset:** On 28 May 2026, the Company announced the accelerated revival of WooBoard and REFFIND as a modern workforce software suite for large, distributed and operationally complex workforces.
- **Enterprise, government and defence focus:** The proposed product roadmap prioritises workforce engagement, secure communications, wellbeing, training and responsible analytics for enterprise employers, government agencies, critical-service workforces and defence-related organisations.
- **A$3.0 million placement completed:** The Company issued 3,000,000,000 ordinary shares at A$0.001 per share, raising A$3.0 million before costs to support working capital and the commercialisation and redeployment of WooBoard and REFFIND.
- **Increased revenue from operating activities:** Revenue for the quarter from operations was A$229,000 and expected to continue to rise significantly in the next quarter due to the strategic shift and new businesses going live and revenue producing, including the Tribe Headquarters.

Operational and Strategic Update

Reactivating WooBoard and REFFIND

The Company's 28 May 2026 strategy reset expands WooBoard and REFFIND beyond their historical employee-recognition and remote-work proposition. The Board intends to reposition the assets as an AI-enabled workforce engagement, communications and intelligence suite for employers managing personnel across offices, homes, hospitals, schools, field locations, bases, depots and deployment environments.

The renewed strategy is intended to leverage the platforms' established strengths in recognition, rewards, engagement, wellbeing check-ins and employee referrals while introducing functionality relevant to modern enterprise and government customers. The Company is assessing the existing code base, priority modules, integrations, security requirements and the development work required for commercial re-entry.

Priority product and customer use cases

- **Engagement and recognition:** workforce pulse tools, peer and manager recognition, morale initiatives and engagement reporting across dispersed teams.
- **Role-based communications and compliance:** targeted notices, policy acknowledgements, training prompts, escalation workflows, audit trails and permissioned reporting.
- **Wellbeing, fatigue and resilience:** non-clinical check-ins, fatigue and burnout awareness, critical-incident follow-up prompts and navigation to employer-approved support pathways.
- **Deployment and reintegration support:** pre-deployment readiness journeys, welfare touchpoints, training and communications, and structured post-deployment return-to-work and support pathways.
- **Responsible workforce analytics:** aggregated engagement, sentiment, training and wellbeing indicators, supported by role-based access, data minimisation and human oversight.

The proposed software is enterprise workforce technology. It is not intended to diagnose or treat clinical conditions or to replace qualified health professionals. Any wellbeing, monitoring or AI-enabled functionality would be subject to technical feasibility, customer requirements and appropriate privacy, cyber security, consent, data-protection, procurement and governance safeguards.

Accelerated commercialisation approach

The Company intends to progress technical review, product prioritisation, customer discovery, sector-specific demonstrations, pilot discussions and channel opportunities in parallel. This approach is designed to obtain commercial feedback while product modernisation is underway, rather than delaying market engagement until completion of a full rebuild.

During the June quarter, the Company focused on product scope, target markets, development requirements and potential commercial pathways. Development timing and commercial rollout remain subject to funding, staffing, product readiness, procurement, security, privacy, legal and customer requirements. No revenue guidance is provided at this stage.

Corporate and Capital Management

Initial placement and attaching options

Following shareholder approval at the 25 May 2026 extraordinary general meeting, the Company issued 3,000,000,000 ordinary shares on 3 June 2026 at A$0.001 per share, raising A$3.0 million before costs. On 15 June 2026, the Company issued 1,500,000,000 free attaching listed options on the basis of one option for every two placement shares. The options are exercisable at A$0.003 and expire on 15 June 2029.

The funds are intended to support working capital, the costs of the raise and commercialisation and redeployment initiatives for the WooBoard and REFFIND workforce software suite.

The Company issued 116,869,517 loyalty options to eligible shareholders for nil consideration. The loyalty options are exercisable at A$0.003 and expire on 15 June 2029.

On 24 June 2026, the Company issued 32,000,000 unlisted options to the lead manager of the March 2026 placement in part consideration for services. The options are exercisable at A$0.003 and expire on 26 March 2029.

At quarter end, the proposed issue of up to 1,500,000,000 broker options in connection with the initial placement, together with an additional 1,000,000,000 placement shares and 500,000,000 attaching options, remained subject to shareholder approval.

Corporate and Financial Summary

The Appendix 4C reports customer receipts of A$229,000 and net operating cash outflows of A$1.350 million. Operating payments included approximately A$480,000 for product manufacturing and operating costs, A$46,000 for advertising and marketing, A$388,000 for staff costs and A$665,000 for administration and corporate costs.

Net investing cash outflows were A$816,000. Financing activities included A$3.0 million of gross equity proceeds and A$187,000 of transaction costs. Closing cash was approximately A$524,000 at 30 June 2026, compared with approximately A$62,000 at 31 March 2026.

Payments to related parties of the entity and their associates during the quarter totalled A$4,000 and comprised accounting services and directors’ fees.

Subsequent Events

Defence workforce commercialisation and exclusive distribution

Following the strategic reset announced during the June quarter, the Company sharpened its near-term commercial focus toward military HR and defence workforce technology. Subsequent to quarter end, 1TT entered into a three-year exclusive distribution agreement with Effective Acceleration Ventures Ltd. (EAV) for the marketing and distribution of the modernised WooBoard and REFFIND software to armed forces, military organisations, troops and personnel across NATO member markets.

The agreement provides a defined channel for non-tactical workforce technology intended to support authorised HR, workforce, welfare and training leaders managing personnel before, during and after deployment. The proposed suite is focused on engagement, recognition, role-based communications, recruitment and mobilisation, training and compliance prompts, wellbeing and fatigue awareness, responsible people analytics and post-deployment reintegration pathways.

EAV will receive 20% of revenue generated under the agreement. To maintain exclusivity, EAV must generate at least US$5 million in turnover by the end of Year 1 and at least US$15 million by the end of Year 2. These amounts are contractual performance thresholds for continued exclusivity; they are not revenue forecasts, purchase commitments or guarantees of customer contracts.

The agreement is a private commercial arrangement between 1TT and EAV and does not constitute endorsement or appointment by NATO, a NATO agency or any NATO member government. Any customer deployment remains subject to customer demand, procurement, budget, security, accreditation, technical, privacy, data-sovereignty and implementation requirements.

Outlook

During the September quarter, the Company intends to advance the defence workforce pathway with EAV, progress product requirements mapping and sector-specific demonstrations, and continue the technical and commercial modernisation of WooBoard and REFFIND. The immediate product focus will remain on practical workforce and personnel-support applications for military, government and other large, dispersed workforces.

The Board will continue to manage expenditure and funding requirements as the product and commercialisation program advances. The Company will update shareholders as material product, pilot, partnership, customer or funding milestones occur.

-ENDS-

This ASX announcement has been authorised by Thrive Tribe Technologies Limited's Board of Directors.

Thrive Tribe Technologies Limited
Wes Culley, Executive Director
info@thrivetribetech.com
P: +61 2 9236 7229

About us

Thrive Tribe Technologies Limited (ASX: 1TT) is an enterprise workforce technology company progressing the modernisation and commercial redeployment of its legacy REFFIND and WooBoard platforms. The Company is developing AI-enabled workforce engagement, communications, wellbeing, training, compliance and workforce-intelligence solutions for large and dispersed workforces, with a near-term focus on enterprise, government and defence-related markets.

Appendix 4C
Quarterly cash flow report for entities subject to Listing Rule 4.7B

Name of entity

THRIVE TRIBE TECHNOLOGIES LIMITED

ABN	**Quarter ended ("current quarter")**
64 600 717 539	30 JUNE 2026

	Consolidated statement of cash flows	**Current quarter $A'000**	**Year (12 months) $A'000**
1	**Cash flows from operating activities**		
1.1	Receipts from customers	229	285
1.2	Payments for		
	(a) research and development	-	-
	(b) product manufacturing and operating costs	(480)	(714)
	(c) advertising and marketing	(46)	(92)
	(d) leased assets	-	-
	(e) staff costs	(388)	(599)
	(f) administration and corporate costs	(665)	(1,373)
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 (Profit on sale of shares)	-	-
1.9	**Net cash from / (used in) operating activities**	**(1,350)**	**(2,493)**
2	**Cash flows from investing activities**		
2.1	Payments to acquire:		
	(a) entities	-	-
	(b) businesses	-	-
	(c) property, plant and equipment	(816)	(2,100)
	(d) investments	-	
	(e) intellectual property	-	-
	(f) other	-	-

	Consolidated statement of cash flows	Current quarter $A'000	Year (12 months) $A'000
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**	**(816)**	**(2,100)**

3	**Cash flows from financing activities**		
3.1	Proceeds from issues of equity securities (excluding convertible debt securities)	3,000	5,365
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	(188)	(238)
3.5	Proceeds from borrowings	-	180
3.6	Repayment of borrowings	(184)	(330)
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**	**2,628**	**4,977**

4	**Net increase / (decrease) in cash and cash equivalents for the period**		
4.1	Cash and cash equivalents at beginning of period	62	140
4.2	Net cash from / (used in) operating activities	(1,350)	(2,493)
4.3	Net cash from / (used in) investing activities	(816)	(2,100)

	Consolidated statement of cash flows	**Current quarter $A'000**	**Year (12 months) $A'000**
4.4	Net cash from / (used in) financing activities (item 3.10 above)	2,628	4,977
4.5	Effect of movement in exchange rates on cash held	-	-
4.6	**Cash and cash equivalents at end of period**	**524**	**524**

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 $A'000**	**Previous quarter $A'000**
5.1	Bank balances	524	62
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)**	**524**	**62**

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6	**Payments to related parties of the entity and their associates**	**Current quarter $A'000**
6.1	Aggregate amount of payments to related parties and their associates included in item 1	4
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.

7	**Financing facilities**	**Total facility amount at quarter end $A'000**	**Amount drawn at quarter end $A'000**
	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.		
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.		

8	**Estimated cash available for future operating activities**	**$A'000**
8.1	Net cash from / (used in) operating activities (Item 1.9)	(1,350)
8.2	Cash and cash equivalents at quarter end (Item 4.6)	524
8.3	Unused finance facilities available at quarter end (Item 7.5)	-
8.4	Total available funding (Item 8.2 + Item 8.3)	524
8.5	**Estimated quarters of funding available (Item 8.4 divided by Item 8.1)**	0.4
	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.	
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?	
	Yes, however the entity does expect to significantly increaase revenue from operations over the period.	
	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?	
	The entity conducted a capital raise and continues to have the ability to raise from existing investors if required. Further, the entity expects increased revenue in the upcoming quarter.	
	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?	
	Yes, due to strong support from existing investors if a capital raise is required and the fact the company expects increased revenue in upcoming quarters from operations.	
	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: **31 JULY 2026**

Authorised **By the board**

(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 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 – eg 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.