

9 March 2026

INFORMATION FOR CREDITORS AND SUPPLIERS - NOTICE OF FIRST MEETING OF CREDITORS

A. RAPTIS & SONS PTY LTD ACN 065 021 463 AND THE ENTITIES LISTED IN SCHEDULE A (ALL ADMINISTRATORS APPOINTED) (“THE COMPANIES”)

We refer to our circular to creditors and suppliers dated 6 March 2026 regarding our appointment as Voluntary Administrators to the Companies on 6 March 2026.

The purpose of this document is to provide you with notice of the **first meeting of creditors to be held on 11:00AM AEST on Wednesday, 18 March 2026**, information about the Voluntary Administration of the Companies, and your rights as a creditor.

Appointment of Voluntary Administrators

Ben Campbell, Vaughan Strawbridge and I, Kathryn Evans, were appointed as Joint and Several Administrators (“Administrators”) of the Companies on 6 March 2026 by a resolution of the Companies’ directors.

A copy of our *Declaration of Independence, Relevant Relationships and Indemnities (“DIRRI”)* is **attached**. The DIRRI assists you to understand any relevant relationships that we have, and any indemnities or upfront payments that have been provided to us. I have considered each relationship and it is our opinion that none of the relationships disclosed in the DIRRI result in a conflict of interest or duty or affect our independence.

Voluntary Administration process

Voluntary Administration is a process under the law which allows companies unable to pay their debts, or likely to become unable to pay their debts to appoint an independent, qualified person (called a Voluntary Administrator) to take control of the Companies and their operations. This process allows breathing space to work out the best outcome for all stakeholders. The creditors will determine if the Companies:

- a) Be returned to the directors;

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- b) Be placed into liquidation; or
- c) Enter into a Deed of Company Arrangement (“DOCA”).

The Australian Securities and Investments Commission (“ASIC”) provides further information the Voluntary Administration process. *ASIC Information Sheet 39* which lists their information sheets which can be found here [Insolvency information for directors, employees, creditors and shareholders](#).

According to the Companies’ records, you may be a creditor of one or more of the Companies.

What happens to your debt?

All creditors of **each** of the Companies are now creditors in the Voluntary Administration. As a creditor, you have certain rights, although your debt will be dealt with in the Voluntary Administration. Further information regarding your rights as a creditor is **enclosed** with this circular.

It is important to note that a Voluntary Administration creates restrictions on creditors being able to enforce their rights. You generally cannot enforce your claim, recover your property, enforce your security, commence an action to place the company into liquidation or act on a personal guarantee. Please refer to *Important statements for all creditors and suppliers* **attached**.

If you have leased any of the Companies’ property, have a retention of title claim or hold a Personal Property Security in relation to any of the Companies, please contact my staff as soon as possible. Further information is **enclosed** - please refer to *Requirements for parties with security interests and other claims* **attached**. We will be writing separately to all creditors and suppliers that have a registration on the Personal Property Security Register (“PPSR”).

Operations and trading

We refer to *Administrators’ Trading Procedures* **enclosed** containing guidance to creditors and suppliers regarding ongoing trading with the Companies. We request creditors and suppliers read this information carefully.

The Administrators have taken control of the Companies’ operations and requested the directors to prepare a report on the Companies’ business, property, affairs and financial circumstances.

We are working with the management team and other relevant stakeholders to undertake an urgent assessment of the business and restructuring options. We are continuing to operate the business while this assessment is undertaken. The business has been planning for the northern prawn fishing season which is subject to the availability of funding.

A transaction process for the Companies was undertaken last year and received interest from a range of potential investors.

We intend to explore all available options to facilitate a restructure and/or sale of business and assets in an expedited timeframe with the support of relevant stakeholders.

We thank you in advance for your support during this process.

If you are a supplier or employee, **enclosed** is a separate communication on how this appointment impacts your ongoing dealings with the Companies. Please refer to *Important statements for all creditors and suppliers attached*.

Concurrent meeting of creditors

As Voluntary Administrator, I am required to hold two meetings of creditors.

First meeting of creditors

When Companies enter into Voluntary Administration, the Administrators are required to convene a first meeting of creditors within eight (8) business days after the commencement of the Voluntary Administration.

The First Meeting of the Creditors will be held at **11:00AM AEST on Wednesday, 18 March 2026** via electronic facilities only (Zoom Meeting).

In this regard, please find **enclosed** the following documents:

- a) Notice of First Meeting of Creditors of the Companies under Administration;
- b) Form - Appointment of Proxy; and
- c) Form - Formal Proof of Debt or Claim.

To attend the meeting you **must** first register via the below link:

Registration link: <https://forms.office.com/r/BXEvqAu4sE>

If you intend to appoint another person to act on your behalf at the meeting, or you are a corporate creditor, you are required to complete and return the **enclosed** proxy form appointing your representative to Raptis@fticonsulting.com no later than 3:00pm (AEST) on Tuesday, 17 March 2026.

You can appoint anyone who is attending the meeting as your proxy and direct them how you wish your vote to be cast. If you choose to do this, they must cast your vote as directed.

Creditors are required to lodge proofs of debt (for voting purposes) no later than 3:00pm (AEST) on Tuesday, 17 March 2026, failing which they may be excluded from voting at the meeting. A Proof of Debt or Claim Form is **attached** for this purpose. Proofs of Debt may be sent to FTI Consulting at Raptis@fticonsulting.com.

If you are a creditor of more than one of the Companies, you **must** complete a new proof of debt for the other company/ies. Proofs of debt forms (together with supporting material) may be sent to FTI Consulting via Raptis@fticonsulting.com.

General information regarding the conduct of meetings of creditors and the completion of proxy forms and proof of debt forms is **enclosed** (*Details and Notices for the First Meeting of Creditors*)

If you are an employee and wish to attend the meeting, please refer to the employee section in the enclosed (*Details and Notices for the First Meeting of Creditors*).

Statutory notices and advertisements about the Companies will be published on ASIC's Published Notices website at <https://publishednotices.asic.gov.au/>.

Second meeting of creditors

A second meeting of creditors will be held, at which creditors will vote on the future of each of the Companies. Details of that meeting and a Report to Creditors on the Companies' business, property, affairs and financial circumstances will be sent to you in due course.

The second meeting of creditors would usually take place within 30 business days from the date of the Administrators' appointment, however the date of the meeting is able to be extended by the Administrators with the approval of the court.

We may make an application to court after the first meeting of creditors to seek an extension of time to hold the second meeting of creditors. This is known as an extension of the convening period.

The purpose of an extension would be to undertake an orderly recapitalisation/sale process. The application is made with the primary aim of looking to yield the best outcome for all creditors and stakeholders of the Companies, so that any return to creditors can be maximised.

In the event an application is made, a copy of the application will be made available to any creditors on request (subject to any confidentiality orders that may be sought).

Costs of the Voluntary Administration process

Attached to this circular is my *Initial Remuneration Notice*, which provides you with information about how I propose to be paid for undertaking the Voluntary Administration.

I will seek approval of my remuneration at the second meeting of creditors. I will provide you with further information regarding my remuneration before that meeting, detailing the tasks that I have attended to will be required to attend to, and the costs of those tasks.

Further information

If you have any information that you think may help with the Administration of the Companies, the going concern sale or help the Administrators with the investigations into the Companies' affairs, please contact us at the contact details enclosed. For queries about the forthcoming meeting or the administration generally, please refer to the attached *Administrators' background and contact details*.

Yours faithfully



Kathryn Evans

Joint and Several Administrator

SCHEDULE A – Companies subject to Voluntary Administration

Company	ACN
A. Raptis & Sons Pty Ltd	ACN 065 021 463
Raptis Fishing Licences Pty Ltd	ACN 105 060 428
Harvest Seafood Australia Pty Ltd	ACN 099 859 122
A.G. Raptis (Karumba) Pty Ltd	ACN 010 020 603
Todreel Pty Ltd	ACN 008 098 468
Raptis Engineering Pty Ltd	ACN 008 131 379
Athanasios Raptis Pty Ltd	ACN 007 689 590

NOTICES AND ATTACHMENTS INCLUDED IN THIS CIRCULAR

The administration will be conducted on the basis of the information contained in the following notices and attachments:

- **Administrators' background and contact details**
- **Important statements for all creditors and suppliers**
- **Requirements for parties with security interests and other claims**
- **Administrators' trading procedures.** This includes the specimen signatures of the Administrators, and persons authorised by the Administrators to incur debts for the Companies.
- **Details and notices for the first meeting of creditors**
 - Guidance notes for completing proxy and proof of debt or claim forms;
 - Guidance notes for employees;
 - Notice of First Meeting of Creditors of the Companies under Administration;
 - Form - Appointment of Proxy;
 - Formal Proof of Debt or Claim Form (for voting purposes);
- **Independence and remuneration disclosures**
 - Initial advice to creditors – basis of remuneration;
 - FTI Consulting Standard Rate schedule; and
 - The Administrators' Declaration of Independence, Relevant Relationships and Indemnities.
- **Information sheets about your rights and the voluntary administration process**
 - Information regarding your rights as a creditor;
 - Information sheet called "*Insolvency information for directors, employees, creditors and shareholders*";
 - Additional information sheets on the administration process can be obtained at www.asic.gov.au (search for "insolvency information sheets") or www.arita.com.au/creditors.

ADMINISTRATORS' BACKGROUND AND CONTACT DETAILS

About us

I, Kathryn Evans, Ben Campbell, and Vaughan Strawbridge are Senior Managing Directors at FTI Consulting (Australia) Pty Ltd. We are all Registered Liquidators and also Professional Members of the Australian Restructuring Insolvency and Turnaround Association (“ARITA”).

FTI Consulting specialises in corporate finance and restructuring and is part of FTI Consulting, Inc. a global business advisory firm dedicated to helping organisations protect and enhance enterprise value. You can find out more at <https://www.fticonsulting.com/australia>.

Creditor enquiries – first meeting of creditors and general matters

For queries about the forthcoming meeting or the administration generally, please contact this office by one of the following methods:

Telephone: (07) 3225 4900

Email: Raptis@fticonsulting.com

Post: GPO Box 3127, Brisbane QLD 4001

IMPORTANT STATEMENTS FOR ALL CREDITORS AND SUPPLIERS

No adoption of any contracts or assumption of liabilities of the Companies by the Administrators

The Administrators are not personally adopting, and will not adopt, any agreement or contract that you may have with any of the Companies. The Administrators will not be personally liable for any liability of the Companies under any agreement or contract with you.

Any payments made by the Administrators for any goods or services does not constitute, nor in any way imply, adoption of any contract or an assumption of any liability of the Companies by the Administrators.

Existing debts and claims cannot be paid by Administrators

The Administrators cannot pay any creditor's debts or claims that arise from circumstances or arrangements that were in place with the Companies before the Administrators' appointment. Payment of these amounts will depend on the outcome of the administration.

No set-off against pre-appointment debts or claims

Any amounts due from you to any of the Companies must not under any circumstances be set-off against amounts due from any of the Companies to you.

Protection of Companies' property and general restrictions on third party rights during the Administration

Without leave of the Court, or the Administrators' written consent:

- A proceeding in a court against any of the Companies or in relation to any of its property cannot be begun or proceeded with;
- Except for perishable property – owners, lessors and creditors with security interests in any of the Companies' property, cannot enforce their security interest, sell any such property they hold, and are not entitled to take possession or otherwise recover such property; and
- No enforcement process in relation to property of any of the Companies can be begun or proceeded with.

See sections 440B to 440F of the Corporations Act 2001 for further details.

REQUIREMENTS FOR PARTIES WITH SECURITY INTERESTS AND OTHER CLAIMS PARTIES WHO ARE REQUIRED TO CONTACT US

Please contact **Pat O'Brien of this office on 02 8247 8022** as soon as possible if you:

- Have supplied any goods or collateral to any of the Companies and you have registered a security interest in such property on the Personal Property Security Register (“PPSR”);
- Are otherwise claiming security or proprietary rights in any asset or property owned by or in possession by any of the Companies;
- Lease or hire goods or property to any of the Companies;
- Are claiming a lien over property owned by any of the Companies; and/or
- Have commenced legal proceedings against any of the Companies.

We will be writing to all parties who have registered a security interest on the PPSR over any of the Companies.

Parties with purchase money security interests (“PMSI”), retention of title and consignment claims over property

Parties with these claims are requested as soon as possible to:

1. Give us details of the items supplied to any of the Companies (including any features by which that property is able to be identified, for example - serial number/s) and which remain unpaid for; and
2. Provide details of your registration on the PPSR with all relevant supporting documents.

General statement

The Administrators will consider the information and details provided to them in support of any claims. Where a claim is valid and not disputed, the Administrators will comply with their obligations at law. This should not be interpreted as, in any way, limiting or restricting the rights of the Administrators or the Companies, whose rights are expressly reserved.

Please note the Administrators may require payment of their reasonable expenses and remuneration incurred in the identification, preservation and distribution of property to secured parties, purchasers and/or other persons that the property belongs to. This also includes circumstances where property (such as inventory, for example) is made available for collection.

Affected parties should seek their own advice as applicable and as they deem appropriate.

ADMINISTRATORS' TRADING PROCEDURES

Purchase orders to be issued to suppliers for goods and services

The Companies will raise a purchase order for goods and services that are required during the period of the Administration. Goods supplied or services rendered to any of the Companies after our appointment will be paid in accordance with these procedures provided that:

1. A purchase order has been issued for the applicable good or service;
2. The purchase order has been signed by the Administrators or our authorised signatories. The specimen signatures of our authorised representatives for this purpose are included with this circular; and
3. The Administrators' liability does not exceed the amount specified on the purchase order.

New accounts and other accounting procedures to be followed

Suppliers must comply with the following procedures:

1. **Close** any existing accounts against the Companies. These accounts will be for goods supplied and services rendered up to and including the date of appointment;
2. **Open** a new account for **each** of the relevant Companies with the words "Administrators Appointed" added after **each** company's name. This new account is to be used for goods supplied and services rendered to the respective Companies during the period of the Administration;
3. Update contact details for the Companies within your systems to also include the Administrators' contact details; and
4. Please ensure your invoices include the Administrators' purchase order number. This will likely be a new number sequence to help demarcate pre-appointment and post-appointment orders.

Payments and acceptance of liability for goods or services

Validly authorised liabilities created after our appointment in accordance with these procedures will be paid in accordance with your/the Companies' usual terms of trade unless otherwise agreed.

All payments made by the Companies or the Administrators must be applied against liabilities incurred by the Administrators. These payments cannot be set-off against any other claims against or liabilities incurred by the Companies prior to the Administrators' appointment.

If you have current orders or bookings with any of the Companies (including goods in transit or pending delivery), you will need a new purchase order to be issued in accordance with these procedures (and before any goods or services are provided) before the Administrators will accept liability.

It is your responsibility to contact us if you require clarification about any of these arrangements.

Administrators' trading procedures – authorized persons

The following persons are authorised to sign purchase orders for the Companies:

Name	Company	Signature	Order Limit (\$)
Kathryn Evans	FTI Consulting		Unlimited
Ben Campbell	FTI Consulting		Unlimited
Vaughan Strawbridge	FTI Consulting		Unlimited
Marco Bozzetto	FTI Consulting		\$100,000
Jeremy Dalais	FTI Consulting		\$100,000
Isabella Jansen	FTI Consulting		\$25,000

DECLARATION OF INDEPENDENCE, RELEVANT RELATIONSHIPS AND INDEMNITIES

A. RAPTIS & SONS PTY. LTD. ACN 065 021 463 AND THE ENTITIES LISTED IN SCHEDULE 1 (ALL ADMINISTRATORS APPOINTED) (TOGETHER “THE COMPANIES” OR “THE GROUP”)

The purpose of this document is to assist creditors with understanding any relevant relationships that we have with parties who are closely connected to the Companies and any indemnities or upfront payments that have been provided to us. None of the relationships disclosed in this document are such that our independence is affected.

This information is provided so you have trust and confidence in our independence and, if not, you can ask for further explanation or information and can act to remove and replace us if you wish.

This declaration is made in respect of ourselves, our fellow Senior Managing Directors/Managing Directors, FTI Consulting (Australia) Pty Ltd (FTI Consulting or Firm) and associated entities, as detailed in **Annexure A**.

We are Professional Members of the Australian Restructuring Insolvency and Turnaround Association (ARITA). We acknowledge that we are bound by the ARITA Code of Professional Practice.

Independence

We have assessed our independence and we are not aware of any reasons that would prevent us from accepting this appointment.

There are no other known relevant relationships, including personal, business and professional relationships that should be disclosed beyond those we have disclosed in this document.

Circumstances of appointment

How we were referred this appointment

This appointment was referred to FTI Consulting by Hamilton Locke, who are the lawyers for the Companies.

We believe that this referral does not result in us having a conflict of interest or duty because:

- Hamilton Locke refers work to FTI Consulting from time to time. Neither the Administrators nor FTI Consulting have any formal or informal referral arrangements with Hamilton Locke, and to our knowledge they do not exclusively refer such work to FTI Consulting.
- FTI Consulting is not reliant upon referrals from Hamilton Locke, who are one of a considerable number of firms, organisations and persons who refer work to, or seek advice from, FTI Consulting. This engagement is not financially significant to FTI Consulting and the receiving or otherwise of other referrals from Hamilton Locke is not material to FTI Consulting.

- Work referrals arising from networks of business professionals, advisors and other persons are normal and accepted arrangements, and do not inherently impact on us discharging our statutory duties and obligations with independence and impartiality.
- There is no expectation, agreement or understanding between the Administrators and the referrer about the conduct of this administration and we are free to act independently and in accordance with the law and the requirements of the ARITA Code of Professional Practice.
- While FTI Consulting has in the past engaged Hamilton Locke to provide legal advice, this has been for separate, non-related insolvency/restructuring engagements. Hamilton Locke is one of many external firms who provide such advice and assistance to FTI Consulting from time to time, which is on a non-exclusive basis and based upon professional service and expertise.

Did we meet with the Companies, the directors and/or their advisers before we were appointed?

Yes No

On 22 July 2025, FTI Consulting signed an engagement letter with the Companies to conduct a review of the short term cash flow forecast and subsequently provide contingency planning services in relation to a potential voluntary administration appointment.

This engagement was conducted in two phases as follows:

- Phase 1: Short term cash flow review from 22 July 2025 to 15 August 2025; and
- Phase 2: Contingency planning for a potential voluntary administration appointment from 2 February 2026 to 5 March 2026.

Our communications with the Companies and their representatives in respect to this engagement are described in **Annexure B**.

We received total remuneration of \$100,000 (excluding GST) for this engagement.

In our opinion, this engagement does not affect our independence for the following reasons:

- The Courts and relevant professional bodies recognise the need for practitioners to provide advice on the insolvency process and the options available and do not consider that such advice results in a conflict or is an impediment to accepting the appointment;
- The nature of the work undertaken by us is such that it would not be subject to review and challenge during the voluntary administration of any of the Companies;
- The total fee paid in respect of this engagement is immaterial to both the Companies and FTI Consulting;
- This engagement will not influence our ability to fully comply with the statutory and fiduciary obligations associated with the voluntary administrations of the Companies in an objective and impartial manner; and
- No advice has been given to the directors in their capacity as directors of the Companies, or in relation to their personal circumstances.

We have provided no other information or advice to the Companies, directors and their advisors in the two years prior to our appointment beyond that outlined in this DIRRI.

Declaration of Relationships

Within the previous 2 years we or our firm have had a relationship with:

The Companies	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
The directors	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Any associates of the Companies?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <ul style="list-style-type: none"> ■ Each of the Companies listed in Schedule 1 (with the exception of A. Raptis & Sons Pty Ltd and Raptis Fishing Licences Pty Ltd) are direct subsidiaries of A. Raptis & Sons Pty Ltd. ■ We are aware that there are inter-company transactions between the Companies but at this time are not aware of any potential conflicts of interest arising from our appointments over the Companies. If it becomes apparent that pre-appointment dealings between the Companies may give rise to a conflict which may impact the outcome for creditors of the Companies, we undertake to disclose any such conflicts to the creditors and as appropriate, seek Court directions as to the means of resolving the potential conflict. ■ We have obligations in respect of each of the companies individually (as defined in Section 435A of the Corporations Act 2001 and not to the Companies as a whole. As such, it is acknowledged that potential conflicts could possibly arise in the course of carrying out our duties in respect of each of the Companies. ■ We are of the view that the appointment to the Group will have significant benefits to the conduct of the Voluntary Administrations, particularly as this will offer cost savings and will facilitate a comprehensive and accurate understanding of the activities and financial position of the Companies as a whole.
A former insolvency practitioner appointed to the Companies?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
A secured creditor entitled to enforce a security over the whole or substantially the whole of the Companies' property?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <p>FTI Consulting has a professional relationship with NAB, which has provided loan facilities to the Group, secured by an All Present and After Acquired Property security registration over the Group.</p> <p>We believe that this professional relationship does not result in a conflict of interest or duty because:</p>

- We have not undertaken any work for NAB in respect to the Group;
- Any previous engagements accepted for NAB are unrelated to this engagement; and
- We are not paid any commissions, inducements or benefits by NAB to undertake engagements and are not bound or obligated to deliver a favourable outcome to any party.

Do we have any other relationships that we consider are relevant to creditors assessing our independence?

Yes No

We have not received any up-front payments or indemnities for this appointment. This does not include any indemnities we may be entitled to under the law.

Dated 9 March 2026



Ben Campbell



Kathryn Evans



Vaughan Strawbridge

Notes:

1. *The assessment of independence has been made based on an evaluation of the significance of any threats to independence and in accordance with the requirements of the relevant legislation and professional Standards.*
2. *If circumstances change, or new information is identified, we are required under the Corporations Act 2001 or Bankruptcy Act and ARITA's Code of Professional Practice to update this Declaration and provide a copy to creditors with our next communication as well as table a copy of any replacement declaration at the next meeting of the insolvent's creditors. For creditors' voluntary liquidations and*

voluntary administrations, this document and any updated versions of this document are required to be lodged with ASIC.

Schedule 1

A. Raptis & Sons Pty Ltd ACN 065 021 463

Raptis Fishing Licences Pty Ltd ACN 105 060 428

Harvest Seafood Australia Pty Ltd ACN 099 859 122

A.G. Raptis (Karumba) Pty Ltd ACN 010 020 603

Todreel Pty Ltd ACN 008 098 468

Raptis Engineering Pty Ltd ACN 008 131 379

Athanasios Raptis Pty Ltd ACN 007 689 590

ANNEXURE A

FTI Consulting (Australia) Pty Ltd and associated entities

FTI Consulting Inc (ultimate holding entity)

FTI Consulting – FD Australia Holdings Pty Ltd

FTI Consulting (Australia) Pty Ltd

FTI Technology (Sydney) Pty Ltd

FTI Consulting (Perth) Pty Ltd

FTI Consulting (Sydney) Pty Ltd

FTI Capital Advisors (Australia) Pty Ltd

FTI Consulting Australia Nominees Pty Ltd

ANNEXURE B

Interactions between FTI Consulting staff and company representatives/other third parties during the previous two years

The following is a schedule of meetings/correspondence which took place during the previous two years. All meetings had the duration of approximately one hour or less, and are summarised as follows:

Date	Medium	FTI Consulting attendees	External attendees	Agenda/purpose/discussion
5 June 2025	Microsoft Teams meeting	Ben Campbell Ben Waters	George Shlahtych Ken Hartley Peter Newell Mark Schneider	<ul style="list-style-type: none"> ■ Introductory meeting and general briefing with respect to the Companies and enquiry if FTI Consulting could undertake contingency planning for a potential voluntary administration appointment
5 June 2025 to 15 August 2025	Various emails and telephone calls	Ben Campbell	Ken Hartley	<ul style="list-style-type: none"> ■ Discussion regarding potential scope of engagement ■ Receipt of signed letter of engagement dated 22 July 2025 (“the Engagement”) ■ Request for information, required to undertake scope of work under the Engagement
12 August 2025	Microsoft Teams meeting	Ben Campbell Marco Bozzetto Kevin McCartney	Ken Hartley Peter Newell Stefan Diacos	<ul style="list-style-type: none"> ■ Meeting to discuss information requested for the Engagement ■ Various queries in relation to short term cash flow forecast
15 August 2025	Microsoft Teams meeting	Ben Campbell Marco Bozzetto Kevin McCartney	Ken Hartley Peter Newell	<ul style="list-style-type: none"> ■ Update on progress of the Engagement ■ Various queries in relation to short term cash flow forecast
25 November 2025	In-person and Microsoft Teams meeting	Ben Campbell Vaughan Strawbridge Marco Bozzetto	George Shlahtych Ken Hartley Peter Newell	<ul style="list-style-type: none"> ■ Meeting to receive an update on the Companies’ restructuring plan and discuss potential timing and scope of contingency planning engagement

Date	Medium	FTI Consulting attendees	External attendees	Agenda/purpose/discussion
3 December 2025	In-person Meeting	Ben Campbell	Stefan Diacos Ken Hartley Peter Newell Representatives from the NAB	<ul style="list-style-type: none"> Update on the Companies' sale process and contingency planning including scope of work proposed to be undertaken by FTI
22 January 2026	Microsoft Teams meeting	Ben Campbell Marco Bozzetto	George Shlahtych Ken Hartley Peter Newell Nick Edwards	<ul style="list-style-type: none"> Meeting to receive an update on the Companies' restructuring plan and cash position, and discuss potential timing for a voluntary administration appointment
2 February 2026 to 5 March 2026	Various emails and telephone calls	Ben Campbell Vaughan Strawbridge Marco Bozzetto	George Shlahtych Ken Hartley Peter Newell	<ul style="list-style-type: none"> Requests for information required to undertake contingency planning for potential voluntary administration appointment Discussions regarding timing and plan for potential voluntary administration appointment
10 February 2026	Microsoft Teams meeting	Ben Campbell Vaughan Strawbridge Marco Bozzetto	George Shlahtych Ken Hartley Peter Newell	<ul style="list-style-type: none"> Update on progress of contingency planning engagement Requests for information and queries in relation to the contingency planning engagement
17 February 2026	Microsoft Teams meeting	Ben Campbell Kathryn Evans Marco Bozzetto	Ken Hartley Peter Newell Stefan Diacos	<ul style="list-style-type: none"> Update on progress of contingency planning engagement
26 February 2026	Microsoft Teams meeting	Ben Campbell Kathryn Evans Marco Bozzetto	Ken Hartley Peter Newell Stefan Diacos	<ul style="list-style-type: none"> Meeting to provide an update on the progress of contingency planning and proposed strategy in the event of a voluntary administration appointment

Date	Medium	FTI Consulting attendees	External attendees	Agenda/purpose/discussion
4 March 2026	Various Microsoft Teams meetings	Ben Campbell Vaughan Strawbridge Kathryn Evans Marco Bozzetto	Ken Hartley Peter Newell Stefan Diacos George Shlahtych George Raptis Representatives from NAB	<ul style="list-style-type: none"> ■ Discussion regarding next steps and potential timing for a voluntary administration appointment ■ Discussions with NAB with respect to providing funding to cover trading costs in a Voluntary Administration
5 March 2026	Microsoft Teams meeting	Ben Campbell Kathryn Evans Marco Bozzetto	Ken Hartley Peter Newell Stefan Diacos Cara Kelly	<ul style="list-style-type: none"> ■ Discussion regarding plan for voluntary administration appointment

Non FTI Consulting staff positions held at the date of interactions

Name	Position/title held	Representing
George Shlahtych	Director	Raptis
George Raptis	Director	Raptis
Ken Hartley	Chief Executive Officer	Raptis
Peter Newell	Chief Financial Officer	Raptis
Stefan Diacos	Chief Operating Officer	Raptis
Mark Schneider	Legal Advisor to the Group	Hamilton Locke
Nick Edwards	Legal Advisor to the Group	Hamilton Locke

DETAILS AND NOTICES FOR THE FIRST MEETING OF CREDITORS

NOTICE OF THE FIRST MEETING OF CREDITORS OF COMPANY UNDER ADMINISTRATION

The agenda for the meeting is set out in the notice.

This meeting is being held virtually. Although there is no physical place where creditors are able to attend the meeting, I am required under law to nominate a notional place for the meeting for administrative purposes such as establishing a time for the meeting. The notional place for this meeting is set out in the Notice of First Meeting of Creditors. PLEASE DO NOT ATTEND THIS LOCATION.

Attendance at this meeting is not compulsory.

Video conferencing, including telephone facilities are available for those creditors wishing to attend virtually.

Should you wish to attend the virtual meeting and would like to vote, you must register and complete the relevant forms and provide them by 3:00PM AEST on Tuesday, 17 March 2026 to Raptis@fticonsulting.com.

If you wish to attend by telephone, please contact Raptis@fticonsulting.com by 3:00PM AEST on Tuesday, 17 March 2026.

Meeting registration form

If you wish to attend the first meeting of creditors, you must register via the link below by 3:00PM AEST on Tuesday, 17 March 2026.

Meeting registration link: <https://forms.office.com/r/BXEvqAu4sE>

If you do not register for the meeting, you may be considered an observer of the meeting.

Observers may listen to and observe the meeting but are unable to vote.

Guidance for completing proxy and proof of debt forms

Form – Appointment of Proxy

This form should be completed if:

- You are an individual creditor (for example an employee or a sole trader) and you intend to appoint another person to act on your behalf at the meeting; or
- You will attend the meeting to represent a corporate creditor. If the creditor is a company or a firm, a person needs to be appointed to represent the company at the meeting.

Please note that if you are a creditor of more than one company, you must complete an Appointment of Proxy for each of the Companies you are a creditor of.

This representative needs to be appointed by completing the Form of Proxy in accordance with section 127 of the *Corporations Act 2001* (“the Act”). Alternatively, the appointed person must be authorised to act as a representative for the company per section 250D of the Act.

The Form of Proxy is valid only for the meeting indicated (or any adjournment).

You may appoint either a **general proxy** (a person who may vote at their discretion on motions at the meeting) or a **special proxy** (who must vote according to your directions). If you appoint a special proxy, you should indicate on the form what directions you have given. In many instances, there will be a box or section on the proxy form where you can mark how you want your proxy to vote for you.

If you are unable to attend the meeting and you do not have a representative who can attend on your behalf, you may if you wish appoint the Chairperson of the Meeting as your proxy. The Chairperson can be appointed as a general proxy or a special proxy. This is entirely your choice.

An Appointment of Proxy form is **attached** to this circular.

Form - Formal proof of debt or claim

This form allows you to tell us what you are owed by the Companies.

You must send us a completed proof of debt form if you wish to vote at the meeting.

For employees – the Administrators will work with the Companies’ payroll staff to register your claims on your behalf ahead of the meeting if you wish to and are able to attend.

Please note that if you are a creditor of more than one company, you must complete a new Proof of Debt for each company that owes you money. A Proof of Debt form is **attached** to this circular.

Return completed your completed proof of debt and supporting material to either:

Email: Raptis@fticonsulting.com

Post: GPO Box 3127, Brisbane QLD 4001

The proof of debt submitted during an administration is informal in that it does not mean that the Administrators have agreed with your proof for the purpose of making a dividend distribution.

It is used for voting purposes at any meetings of creditors and also to help establish the overall level of creditor claims in the Administrations. In the event that there are monies to be distributed to creditors in the future, you will need to submit a Formal Proof of Debt or Claim form.

You should include a description of how your debt/claim arose, whether you are claiming a security interest in property and if you have any guarantees and indemnities for the debt. If you need more space, you can attach any additional details you wish to include – just make sure that you mention this on the Form, so we know what you've attached and how many pages.

You should provide supporting documents that substantiate what you are owed by the Companies. This may include things like account statements, unpaid invoices and their corresponding purchase orders, PPSR registration, agreements/terms of trade, contracts, lease or hire agreements, court order or judgment, guarantee or loan document, emails/other correspondence with the Companies.

If you need help in completing the forms or if you are uncertain what information you should attach, please email or telephone the nominated FTI Consulting contact person

GUIDANCE FOR EMPLOYEES

The agenda for the meeting is set out in the notice.

This meeting is being held virtually. Although there is no physical place where creditors are able to attend the meeting, I am required under law to nominate a notional place for the meeting for administrative purposes such as establishing a time for the meeting. The notional place for this meeting is set out in the Notice of First Meeting of Creditors.

PLEASE DO NOT ATTEND THIS LOCATION.

Attendance at this meeting is not compulsory, and there are no consequences if you are unable to attend.

Video conferencing, including telephone facilities are available for those creditors wishing to attend virtually.

For employees who wish to attend the virtual meeting and would like to vote, you must register for the meeting via the meeting registration link (below) ahead of the meeting. If you are appointing someone else to attend the meeting for you, then you also need to submit an appointment of proxy form (if you are attending as yourself, then you do not need a proxy form) by 3:00PM AEST on Tuesday, 17 March 2026 to Raptis@fticonsulting.com.

If you wish to attend by telephone, please contact Raptis@fticonsulting.com by 3:00PM AEST on Tuesday, 17 March 2026.

Meeting registration form

If you wish to attend the first meeting of creditors, you must register via the link below by 3:00PM AEST on Tuesday, 17 March 2026.

Meeting registration link: <https://forms.office.com/r/BXEvgAu4sE>

If you do not register for the meeting, you may be considered an observer and you will not be able to vote.

Guidance for completing proxy and proof of debt forms

Form – Appointment of Proxy

Employees who plan to attend this meeting for themselves **do not need to complete this form.**

However, you need to complete this form if you intend to appoint another person to act on your behalf at the meeting.

The Form of Proxy is valid only for the meeting indicated (or any adjournment).

You may appoint either a **general proxy** (a person who may vote at their discretion on motions at the meeting) or a **special proxy** (who must vote according to your directions). If you appoint a special proxy, you should indicate on the form what directions you have given. In many instances, there will be a box or section on the proxy form where you can mark how you want your proxy to vote for you.

If you are unable to attend the meeting and you do not have a representative who can attend on your behalf, you may if you wish appoint the Chairperson of the Meeting as your proxy. The Chairperson can be appointed as a general proxy or a special proxy. This is entirely your choice.

Form - Formal proof of debt or claim

Employees do not need to complete this form before the meeting. The purpose of this form is for creditors to tell us how much the Companies owe them.

For employees, we will obtain this information directly from your payroll department so you do not need to complete a Proof of Debt form. We will write to you individually confirming your entitlements as soon as possible in the administration process.

NOTICE OF FIRST MEETING OF CREDITORS OF THE COMPANIES UNDER ADMINISTRATION

**A. RAPTIS & SONS PTY LTD ACN 065 021 463
AND ITS SUBSIDIARIES AS LISTED IN SCHEDULE A
(TOGETHER “THE COMPANIES”)
(ALL ADMINISTRATORS APPOINTED)**

On 6 March 2026, the Companies, under Section 436A, appointed Ben Campbell, Vaughan Strawbridge and Kathryn Evans of FTI Consulting, as Joint and Several Administrators of the Companies.

1. Notice is now given that a first meeting of the creditors of the Companies will be held concurrently at 11:00AM AEST on Wednesday 18 March 2026 via electronic facilities (Zoom Meeting).

The meeting is being held virtually and all creditors wishing to attend the meeting are required to attend via Zoom. Although there is no physical place where creditors are able to attend the meeting, I am required under law to nominate a notional place for the meeting for administrative purposes such as establishing the time of the meeting. The notional place for this meeting is: at FTI Consulting, Level 20, 345 Queen Street, Brisbane QLD 4000.

PLEASE DO NOT ATTEND AT THIS LOCATION.

Further details regarding the meeting will be provided once a creditor has registered their attendance for the meeting by completing the steps in the *meeting registration link*.

If you wish to attend the meeting, you must register at the below link and return the below forms on or before 3:00PM AEST on Tuesday 17 March 2026 to Raptis@fticonsulting.com.

Required forms/action:

- Register via the meeting registration link: <https://forms.office.com/r/BXEvqAu4sE>
- Form – Appointment of Proxy (if required); and
- Form – Formal Proof of Debt or Claim.

A link to access the meeting will be sent to you by email before 3 hours before the meeting commences.

Please note your name will be visible to other attendees of the meeting and in the meeting documents we prepare and lodge with ASIC. If you attend via phone, your phone number may be visible to other participants.

2. The purpose of the meeting is to determine:
 - a) Whether to appoint a committee of inspection; and

- b) If so, who are to be the committee's members.
3. At the meeting, creditors may also, by resolution:
- a) Remove the administrator(s) from office; and
 - b) Appoint someone else as administrator(s) of the Companies.
4. Discuss any other relevant business which may arise.

Dated 9 March 2026



Kathryn Evans
Joint and Several Administrator

C/- FTI Consulting
Level 20, 345 Queen Street

BRISBANE QLD 4000

FORM - APPOINTMENT OF PROXY

**A. RAPTIS & SONS PTY LTD ACN 065 021 463
AND THE ENTITIES LISTED IN SCHEDULE A (TOGETHER "THE COMPANIES")
(ALL ADMINISTRATORS APPOINTED)**

Note: Please tick only one company that you are a creditor of. If you are a creditor of more than one company, you must complete an Appointment of Proxy for each company you are a creditor of.

Schedule A

Company name	ACN	Tick only ONE
A. Raptis & Sons Pty. Ltd	ACN 065 021 463	<input type="checkbox"/>
Raptis Fishing Licences Pty Ltd	ACN 105 060 428	<input type="checkbox"/>
Harvest Seafood Australia Pty Ltd	ACN 099 859 122	<input type="checkbox"/>
A.G. Raptis (Karumba) Pty Ltd	ACN 010 020 603	<input type="checkbox"/>
Todreel Pty Ltd	ACN 008 098 468	<input type="checkbox"/>
Raptis Engineering Pty Ltd	ACN 008 131 379	<input type="checkbox"/>
Athanasios Raptis Pty Ltd	ACN 007 689 590	<input type="checkbox"/>

I/We _____ (name of signatory)
of _____ (creditor name)
a creditor of the Company, appoint _____ (name of proxy)
of _____ (address of proxy)
or in his/her absence _____ (details of alternate proxy)

as my/our general proxy or special proxy to vote at the meeting of creditors to be held at
11:00AM AEST on Wednesday 18 March 2026 or at any adjournment of that meeting.

Voting instructions - for special proxy only	For	Against	Abstain
Resolution			
1. To appoint a committee of inspection.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. That members of the Committee of Inspection and related parties of members are entitled to enter into arms-length transactions or dealings in the ordinary course with the Administrators, the above company or any creditors of the above company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. To remove the Administrators and appoint someone else as administrator(s) of the above company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

~~*/~~We authorise ~~my/~~our proxy to vote as a general proxy on resolutions other than those specified above
(delete if not required)

Dated:

.....
Name and signature of authorised person

.....
Name and signature of authorised person

CERTIFICATE OF WITNESS – only complete if the person given the proxy is blind or incapable of writing.

I, of
certify that the above instrument appointing a proxy was completed by me in the presence of and at the
request of the person appointing the proxy and read to him before he attached his signature or mark to the
instrument.

Dated:

Signature of witness:

Description:

Place of residence:

FORM 535 – FORMAL PROOF OF DEBT OR CLAIM

**A. RAPTIS & SONS PTY LTD ACN 065 021 463
AND THE ENTITIES LISTED IN SCHEDULE A
(TOGETHER “THE COMPANIES”)
(ALL ADMINISTRATORS APPOINTED)**

To the Administrators of A. Raptis & Sons Pty Ltd ACN 065 021 463 and its subsidiaries as listed in Schedule A (together, “the Companies”) (All Administrators Appointed):

Note: Please tick only **one** Company that you are a creditor of (if you are a creditor of more than one Company, you must complete a new Formal Proof of Debt for the other Company/s).

Schedule A

Company name	ACN	Tick only ONE
A. Raptis & Sons Pty. Ltd	ACN 065 021 463	<input type="checkbox"/>
Raptis Fishing Licences Pty Ltd	ACN 105 060 428	<input type="checkbox"/>
Harvest Seafood Australia Pty Ltd	ACN 099 859 122	<input type="checkbox"/>
A.G. Raptis (Karumba) Pty Ltd	ACN 010 020 603	<input type="checkbox"/>
Todreel Pty Ltd	ACN 008 098 468	<input type="checkbox"/>
Raptis Engineering Pty Ltd	ACN 008 131 379	<input type="checkbox"/>
Athanasios Raptis Pty Ltd	ACN 007 689 590	<input type="checkbox"/>

This is to state that the Company was on 6 March 2026, and still is, justly and truly indebted to:.....

.....
.....
(full name, ABN and address of the creditor and, if applicable, the creditor's partners)

for \$ *(dollars and cents)*

Particulars of the debt are:

Date	Consideration	Amount (\$/c)	Remarks
	<i>(state how the debt arose)</i>		<i>(include details of voucher substantiating payment)</i>

To my knowledge or belief the creditor has not, nor has any person by the creditor's order, had or received any satisfaction or security for the sum or any part of it except for the following:

(insert particulars of all securities held. If the securities are on the property of the company, assess the value of those securities. If any bills or other negotiable securities are held, show them in a schedule in the following form).

Date	Drawer	Acceptor	Amount (\$/c)	Due Date

Signed by (*select correct option*):

- I am the creditor personally
- I am employed by the creditor and authorised in writing by the creditor to make this statement. I know that the debt was incurred for the consideration stated and that the debt, to the best of my knowledge and belief, remains unpaid and unsatisfied
- I am the creditor's agent authorised in writing to make this statement in writing. I know the debt was incurred for the consideration stated and that the debt, to the best of my knowledge and belief, remains unpaid and unsatisfied.

Signature: Dated:

Name: Occupation:

Address:

** If prepared by an employee or agent of the creditor, also insert a description of the occupation of the creditor*

RECEIVE REPORTS BY EMAIL	YES	NO
Do you wish to receive all future reports and correspondence from our office via email?	<input type="checkbox"/>	<input type="checkbox"/>
Email:		

If being used for the purpose of voting at a meeting:

- a) Is the debt you are claiming assigned to you? Yes No
- b) If yes, attach written evidence of the debt, the assignment and consideration given. Attached
- c) If yes, what value of consideration did you give for the assignment (eg, what amount did you pay for the debt?) \$
- d) If yes, are you a related party creditor of the Company? Yes No
(If you are unsure contact the Administrator)

INITIAL ADVICE TO CREDITORS – BASIS OF ADMINISTRATORS' REMUNERATION

Remuneration methods

There are four basic methods that can be used to calculate the remuneration charged by an insolvency practitioner. They are:

Time based / hourly rates

This is the most common method. The total fee charged is based on the hourly rate charged for each person who carried out the work multiplied by the number of hours spent by each person on each of the tasks performed.

Fixed fee

The total fee charged is normally quoted at the commencement of the Voluntary Administration and is the total cost for the Voluntary Administration. Sometimes a practitioner will finalise a Voluntary Administration for a fixed fee.

Percentage

The total fee charged is based on a percentage of a particular variable, such as the gross proceeds of assets realisations.

Contingency

The practitioner's fee is structured to be contingent on a particular outcome being achieved.

Method proposed

We propose that our remuneration is calculated on a time basis. We believe this method is appropriate as it ensures that only the actual work performed is charged for. There are also various tasks required to be completed which do not involve the realisation of assets, such as reporting to ASIC, undertaking investigations, corresponding with creditors and answering their queries, and completing other statutory tasks required by law.

Estimate of remuneration for the Voluntary Administrations

We estimate our remuneration for undertaking the a will be approximately \$1,500,000 (exclusive of GST), subject to the following variables which may have a significant effect on this estimate and that we are unable to determine until the Voluntary Administration has commenced:

- The full scope and extent of necessary work (from experience, unforeseen matters typically arise and may require us to perform additional work beyond that currently anticipated).
- The length of time the business is traded and the extent of any sale process.
- The actual length of the administration itself (including whether or not timing for the second meeting of creditors is extended or adjourned)

- The extent of work to assess any deed of company arrangement that may be proposed.

Explanation of hourly rates

The rates for our remuneration calculation are attached together with a general guide showing the qualifications and experience of staff that will be engaged in the Voluntary Administration and the role they take in the Voluntary Administration.

The hourly rates charged encompass the total cost of providing professional services and should not be compared to an hourly wage.

Disbursements

Disbursements are divided into three types:

- Externally provided professional services - these are recovered at cost. An example of an externally provided professional service disbursement is legal fees.
- Externally provided non-professional costs such as travel, accommodation and search fees - these are recovered at cost.
- Internal disbursements such as photocopying, printing and postage. These disbursements, if charged to the administration, would generally be charged at cost; though some expenses such as telephone calls, photocopying and printing may be charged at a rate which recoups both variable and fixed costs.

We are not required to seek creditor approval for disbursements paid to third parties, but must account to creditors. However, we must be satisfied that these disbursements are appropriate, justified and reasonable.

We are required to obtain creditors' approval for the payment of internal disbursements which were not charged at cost (and which may therefore have a profit or advantage attached to them), prior to these disbursements being paid from the Administration. These disbursements typically would include internal photocopying, printing and facsimile costs. However, as we do not charge our external administrations for internally-generated FTI disbursements where they have not been charged at cost (such as photocopying and printing charges for the use of internal photocopiers, printers, etc.), creditor approval is not required.

Details of the basis of recovering internal and external disbursements in this Administration are provided in the table below. Full details of any actual costs incurred will be provided with future reporting.

FTI Disbursements Schedule

Disbursement type	Charge Type	Charge Rate (excl GST)
Advertising	External, non-professional	At cost
ASIC Industry Funding Model Levy – metric events	External, non-professional	At cost (at prescribed ASIC rates)
Couriers and deliveries	External, non-professional	At cost
Data Room Charges	External, professional	At cost
Facsimile	Internal (FTI)	Not charged
Legal Fees	External, professional	At cost
Bulk email communications	Internal (FTI)	20 cents per email
Postage	External, non-professional	At cost
Photocopying – internal	Internal (FTI)	Not charged
Photocopying – outsourced	External, non-professional	At cost
Printing – internal	Internal (FTI)	Not charged
Printing – outsourced	External, non-professional	At cost
Records costs – storage, destruction, boxes	External, non-professional	At cost
Search fees	External, non-professional	At cost
Staff motor vehicle use - mileage	Cents per km	At prescribed ATO rates
Staff travel - accommodation, meals etc	External, non-professional	At cost
Stationery and other incidental disbursements	External, non-professional	At cost
Telephone	Internal (FTI)	Not charged
Valuation Fees	External, professional	At cost
Other externally provided professional services		At Cost
Other externally provided non-professional services		At Cost

FTI Consulting CF&R Standard Rates effective 1 July 2025 (excluding GST)

Typical classification	Standard Rates \$/hour	General guide to classifications
Senior Managing Director 2	980	Registered Liquidator and/or Trustee or corporate advisory professional, with extensive specialist skills, experience in all forms of insolvency engagements, turnaround scenarios or restructures over many years. A market leader with proven leadership experience in business or industry, bringing recognised specialist expertise and knowledge to the engagement.
Senior Managing Director 1	900	Registered Liquidator and/or Trustee or corporate advisory professional, with specialist skills and experience in all forms of insolvency engagements, turnaround scenarios and restructures. Proven leadership experience in business or industry, bringing specialist expertise and knowledge to the engagement.
Managing Director	840	Broad specialist skills brought to the engagement. Extensive experience in managing large, complex engagements at a senior level over many years. May also be a Registered Liquidator and/or Trustee or has extensive leadership/senior management experience in business or industry.
Senior Director	760	Strong technical and commercial skill with significant experience in managing all types of large, complex engagements. Alternatively, has significant senior management experience in business or industry, with specialist skills and/or qualifications.
Director	700	Significant experience across all types of engagements. Strong technical and commercial skills. Has primary conduct of small to medium engagements, managing a team of professionals. Alternatively, has senior management experience in business or industry, with specialist skills and/or qualifications.
Senior Consultant	620	Typically studying to become or qualified to be a professional member of the Australian Restructuring Insolvency & Turnaround Association. Well developed technical and commercial skills. Has experience in large and complex engagements and may have primary conduct of small engagements, supervising a small team of professionals.
Consultant	500	Typically qualified chartered accountant and member of Chartered Accountants Australia & New Zealand (or similar). Required to control the tasks on small engagements or responsible for select aspects on medium to large-sized engagements under supervision of senior staff.
Associate	420	Typically a degree qualified accountant, who assists with day-to-day tasks under the supervision of senior staff.
Treasury	360	Typically, qualified accountant and/or bookkeeper. Undertakes treasury activities and is skilled in bookkeeping and funds handling activities.
Junior Associate	300	Undergraduate in the latter stage of their university degree.
Administration 2	300	Well developed administrative skills with significant experience supporting professional staff, including superior knowledge of software packages, personal assistance work and/or office management.
Administration 1	250	Has appropriate skills and experience to support professional staff in an administrative capacity.

The FTI Consulting Standard Rates above apply to the Corporate Finance & Restructuring practice and are subject to periodical review.

FTI Consulting Strategic Communications Standard Rates effective 1 January 2026 (excluding GST)

Billing Title	Standard Rates \$/hour
Senior Managing Director	835
Managing Director	770
Senior Advisor	770
Senior Director	680
Director	515
Senior Consultant	445
Consultant	390