

COMPANY COMMUNICATION STRATEGIC TRANSITION ROADMAP effective: JUL 2026 - JAN 2027

To our partners, clients and community,

We just want to thank you for your continued support and unwavering loyalty to the Moss Worldwide Brand Collective under whatever capacity you joined us.

A Unified Direction

Over the past several years, Moss Worldwide has established a diverse portfolio of brands and business initiatives through the Moss Worldwide Brand Collective. This structure was created to foster innovation across multiple industries and allow independent ventures to develop under a common strategic vision.

As our organisation has matured, we have undertaken a comprehensive review of our long-term objectives, operational structure and market positioning.

Following this review, it has become evident that the Brand Collective model no longer represents the most effective framework for the organisation's future. While the structure has successfully supported the development of numerous brands, it has also introduced unnecessary complexity, fragmented our identity and diverted strategic focus away from our core strengths.

To better position the organisation for sustainable growth, Moss Worldwide will commence a six-month organisational transition designed to simplify our corporate structure and establish a single advisory-focused enterprise.

Strategic Direction

Between July 2026 and January 2027, the Moss Worldwide Brand Collective will be formally dissolved. Throughout this transition, the individual brands operating within the Collective, together with their associated intellectual property, business rights, strategic assets and commercial interests, will be progressively consolidated into Concordia Advisory Group Pty Ltd, operating publicly as Concordia or Concordia Group.

Upon completion of this process, Concordia will become the organisation's primary operating entity, representing the next evolution of Moss Worldwide's strategic vision.

A New Focus

The transition reflects a deliberate shift in how the organisation creates value.

Rather than operating multiple independent product, technology and consumer-facing brands, Concordia will focus exclusively on providing strategic advisory, consulting and organisational development services to businesses, governments, institutions and emerging enterprises.

Our emphasis will move from developing tangible products toward delivering expertise, strategy, governance, innovation and long-term business transformation.

This direction enables us to concentrate our resources where we believe they create the greatest impact while presenting a clear and cohesive identity to clients, partners and stakeholders.

Transition Principles

Throughout the six-month transition, Moss Worldwide will remain committed to:

- Ensuring continuity across all existing operations and stakeholder relationships.
- Protecting and preserving all intellectual property and organisational assets.
- Providing a seamless transfer of brands, rights and strategic initiatives into Concordia.
- Maintaining transparency throughout each phase of the transition.
- Positioning Concordia as the organisation's central platform for future growth.

Looking Ahead

This transition represents the next chapter in the evolution of our organisation.

It is not a departure from the vision that established Moss Worldwide, but a refinement of it, creating a simpler, more focused and strategically aligned organisation capable of delivering greater long-term value.

By consolidating our capabilities into Concordia, we believe we are building an organisation that is more agile, more recognisable and better equipped to support clients through meaningful organisational transformation for years to come.

Upon completion of the transition, Concordia will serve as the flagship operating company of the organisation, with Moss Worldwide adopting the role of a silent holding company responsible for long-term ownership, governance and strategic oversight. The consolidation will bring together the expertise, intellectual capital and institutional legacy of Talbot Group, Nudle Solutions Group, Moss Group and Astra, establishing a singular advisory practice with a clear market identity and an integrated consulting capability.

Any questions from you, our valued clients, employees and stakeholders may arise, please do not hesitate to contact the Moss Worldwide Brand Collective team or contact the transition team at brandtransition@concordiagroup.com.co

Please note that the transition time frame may change with little notice and all companies will cease to operate under their independent governance while their services continue to be provided to active clients under Concordia Group.

Regards,

Harrison Moss

Managing Director

Moss Worldwide Brand Collective

27 JUL 2026

Talbot Group Transition Team

27 JUL 2026

Nudle Group Transition Team

27 JUL 2026

Concordia Advisory Group Interim Brand Transition Team

27 JUL 2026