

NOTICE OF ANNUAL GENERAL MEETING 2025

The logo for K&S Corporation Limited is a red, stylized four-pointed star or arrow shape pointing outwards. The text "K&S CORPORATION LIMITED" is written in white, uppercase letters across the center of the red shape.

K&S CORPORATION LIMITED

AND EXPLANATORY NOTES TO SHAREHOLDERS

A PROXY FORM IS ALSO ENCLOSED

Please read the Notice and Explanatory Notes carefully

If you are unable to attend the Annual General Meeting of shareholders, please complete and return the enclosed Proxy Form in accordance with the specified directions.

NOTICE OF MEETING

Notice is hereby given that the Annual General Meeting of shareholders of K&S Corporation Limited (the “Company”) will be held at the corporate office of the Company’s freight terminal located at 591 Boundary Road, Truganina, Victoria on Tuesday, 25 November 2025 at 2.00pm (AEDST).

AGENDA

Ordinary Business

1. Financial Statements and Reports

To consider the Financial Statements and the Reports of the Directors and of the Auditors in respect of the year ended 30 June 2025.

🔗 ksgroup.com.au

2. Remuneration Report

To adopt the Remuneration Report for the year ended 30 June 2025.

Note, the resolution is advisory only and does not bind the directors or the Company.

3. Election of Directors

To consider, and if thought fit, to pass the following resolutions as ordinary resolutions:

3.1 Re-election of Mr GD Walters AM

“That Mr Graham Douglas Walters AM, being a director of the Company who retires by rotation pursuant to Rule 85 of the Constitution of the Company, and being eligible, is re-elected as a director of the Company.”

3.2 Re-election of Mr RJ Dalton

“That Mr Robert John Dalton, being a director of the Company who retires by rotation pursuant to Rule 85 of the Constitution of the Company, and being eligible, is re-elected as a director of the Company.”

EXPLANATORY NOTES

Shareholders are referred to the Explanatory Notes accompanying and forming part of this Notice of Meeting.

VOTING EXCLUSION STATEMENT

Resolution 2

In accordance with sections 250BD and 250R of the *Corporations Act 2001* (Cth), the Company will disregard any votes cast on Resolution 2 in any capacity by the persons named in the Remuneration Report (ie, Mr Johnson, Mr Winser, Mr Walters, Mr Dalton, Mrs Emmett, Mr Sarant, Mr Bright, and Mr Parikh) or their closely related parties.

Notwithstanding the foregoing, the Company need not disregard a vote cast on the Resolution by the named person or a closely related party of the named person if the vote is cast by that person as proxy for a person who is entitled to vote on the Resolution, in accordance with the directions on the proxy form.

If you complete a proxy form appointing the chairman of the meeting to vote on your behalf as proxy holder, and you do not mark any of the boxes, you provide express authority to the chairman to cast your votes. The chairman intends to vote undirected proxies in favour of Resolution 2.

PROXY FORMS

A proxy form accompanies this Notice of Meeting and to be effective must be completed in accordance with the Explanatory Notes and lodged online at: 🔗 investorvote.com.au prior to 2.00pm eastern daylight savings time on Sunday, 23 November 2025.

By Order of the Board

Chris Bright
Company Secretary

Dated: 22 October 2025

EXPLANATORY NOTES FORMING PART OF THE NOTICE OF ANNUAL GENERAL MEETING AND THE PROXY FORM

Determination of Entitlement to Attend and Vote

For the purposes of the Annual General Meeting, shares will be taken to be held by the persons who are registered as shareholders as at 2:00pm eastern daylight savings time on Sunday, 23 November 2025.

Proxy Forms

- 1 In the case of joint shareholders, this form must be signed by each of the joint shareholders personally or by attorney.
- 2 A corporate shareholder must execute this form in accordance with its constitution or under the hand of its duly authorised attorney.
- 3 A member entitled to vote is entitled to appoint a maximum of two (2) proxies. Unless a member specifies the specific proportion or number of votes in respect of which each proxy is appointed, under the Constitution of the Company each proxy will be deemed to represent half of the votes that the member is entitled to cast. If the member wishes to appoint two (2) proxies, additional forms are available from the Company's registered office.
- 4 A proxy need not be a member of the Company.
- 5 Completed proxy forms should be lodged online at: investorvote.com.au
or;
by post to:
Computershare Investor Services Pty Limited,
GPO Box 242,
Melbourne VIC 3001
or;
by facsimile on 1800 783 447 (within Australia)
or +61 3 9473 2555 (outside Australia)
- 6 Custodian voting for intermediary online subscribers only at: intermediaryonline.com.

Ordinary Business of the Annual General Meeting

The following notes set out the detail of the ordinary resolutions to be proposed at the Annual General Meeting:

Item 1 - Financial Statements and Reports

This item is self explanatory. It is intended to provide an opportunity for shareholders at the Annual General Meeting to raise questions on the Financial Statements and Reports themselves and on the performance of the Company generally.

No formal vote is required in relation to item 1.

Item 2 - Resolution - Remuneration Report

During this item, there will be a reasonable opportunity for shareholders at the Annual General Meeting to comment on and ask questions about the Remuneration Report which commences on page 24 of the Company's 2025 Annual Report.

The vote on the proposed resolution in item 2 is advisory only and will not bind the directors or the Company. However, the directors will take the outcome of the vote into consideration when reviewing remuneration practices and policies.

Voting Exclusion Statement

A voting exclusion statement in respect of the resolution in item 2 is set out in the Notice of Meeting. As disclosed in the Notice of Meeting and the proxy form, if you complete a proxy form that authorises the chairman to vote on your behalf as proxy holder, and you do not mark any of the boxes so as to give him directions about how your votes should be cast, then your proxy will automatically become a directed proxy in favour of the resolution to adopt the Remuneration Report, and the chairman will vote accordingly. If you wish to appoint the chairman as your proxy holder but you do not want to put him in a position to cast your votes in favour of the Remuneration Report, you should complete the appropriate box on the proxy form, directing him to vote against or abstain from voting on this resolution.

The directors recommend that shareholders vote in favour of the resolution in item 2.

EXPLANATORY NOTES FORMING PART OF THE NOTICE OF ANNUAL GENERAL MEETING AND THE PROXY FORM (CONTINUED)

Ordinary Business of the Annual General Meeting (continued)

Item 3.1 – Resolution – Re-election of Mr GD Walters AM

Mr Walters AM FCA was appointed as a non-executive director in May 2018. Mr Walters is Chairman of the Audit Committee and is also Chairman of the Nomination & Remuneration Committee.

Mr Walters is an experienced chartered accountant and director of successful public and private companies and associations, with extensive experience in accounting, finance, audit, risk management and corporate governance. Mr Walters is a former Chairman of Partners South Australia of KPMG and a former Chairman of Westpac South Australia.

Mr Walters is a director of Adelaide Community Healthcare Alliance.

Mr Walters has a beneficial interest in 5,252 shares in the Company.

Mr Walters is considered by the board of directors to be independent.

Mr Walters retires by rotation in accordance with the Constitution of the Company and the ASX Listing Rules and, being eligible, offers himself for re-election.

The directors (excluding Mr Walters) recommend that shareholders vote in favour of the resolution in item 3.1.

Item 3.2 – Resolution – Re-election of Mr RJ Dalton

Mr Dalton BA CA GAICD was appointed as a non-executive director with effect from 24 August 2021. Mr Dalton is a member of the Audit Committee.

Mr Dalton has been a registered company auditor for over twenty-five years and is a former Managing Partner of the Ernst & Young Melbourne Accounting and Assurance Practice. Mr Dalton also has a wealth of entrepreneurial knowledge and experience having previously run Ernst & Young's entrepreneurship initiatives across the Oceania region, as well as being a Regional Director of Ernst & Young's Asia Pacific Entrepreneur management team. Mr Dalton is also the former Acting CEO of the Australian Sports Commission.

Mr Dalton has worked with a variety of public, private, and start up organisations advising on strategy, commercialisation and global expansion, as well as providing audit and assurance services. Mr Dalton has also held many volunteer director roles in the not for profit sector.

Mr Dalton is a non-executive director of ASX listed Helloworld Travel Limited and EQT Holdings Limited. Mr Dalton is also a director of several private companies.

Mr Dalton does not have a direct or indirect interest in any shares in the Company.

Mr Dalton is considered by the board to be independent.

Mr Dalton retires by rotation in accordance with the Constitution of the Company and the ASX Listing Rules and, being eligible, offers himself for re-election.

The directors (excluding Mr Dalton) recommend that shareholders vote in favour of the resolution in item 3.2.



K&S Corporation Limited

ABN 67 007 561 837

KSC

MR SAM SAMPLE
FLAT 123
123 SAMPLE STREET
THE SAMPLE HILL
SAMPLE ESTATE
SAMPLEVILLE VIC 3030

Need assistance?



Phone:
1300 556 161 (within Australia)
+61 3 9415 4000 (outside Australia)



Online:
www.investorcentre.com/contact



YOUR VOTE IS IMPORTANT

For your proxy appointment to be effective it must be received by **2:00pm (AEDT) on Sunday, 23 November 2025.**

Proxy Form

How to Vote on Items of Business

All your securities will be voted in accordance with your directions.

APPOINTMENT OF PROXY

Voting 100% of your holding: Direct your proxy how to vote by marking one of the boxes opposite each item of business. If you do not mark a box your proxy may vote or abstain as they choose (to the extent permitted by law). If you mark more than one box on an item your vote will be invalid on that item.

Voting a portion of your holding: Indicate a portion of your voting rights by inserting the percentage or number of securities you wish to vote in the For, Against or Abstain box or boxes. The sum of the votes cast must not exceed your voting entitlement or 100%.

Appointing a second proxy: You are entitled to appoint up to two proxies to attend the meeting and vote on a poll. If you appoint two proxies you must specify the percentage of votes or number of securities for each proxy, otherwise each proxy may exercise half of the votes. When appointing a second proxy write both names and the percentage of votes or number of securities for each in Step 1 overleaf.

A proxy need not be a securityholder of the Company.

SIGNING INSTRUCTIONS FOR POSTAL FORMS

Individual: Where the holding is in one name, the securityholder must sign.

Joint Holding: Where the holding is in more than one name, all of the securityholders should sign.

Power of Attorney: If you have not already lodged the Power of Attorney with the registry, please attach a certified photocopy of the Power of Attorney to this form when you return it.

Companies: Where the company has a Sole Director who is also the Sole Company Secretary, this form must be signed by that person. If the company (pursuant to section 204A of the Corporations Act 2001) does not have a Company Secretary, a Sole Director can also sign alone. Otherwise this form must be signed by a Director jointly with either another Director or a Company Secretary. Please sign in the appropriate place to indicate the office held. Delete titles as applicable.

PARTICIPATING IN THE MEETING

Corporate Representative

If a representative of a corporate securityholder or proxy is to participate in the meeting you will need to provide the appropriate "Appointment of Corporate Representative". A form may be obtained from Computershare or online at www.investorcentre.com/au and select "Printable Forms".

Lodge your Proxy Form:

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Online:

Lodge your vote online at www.investorvote.com.au using your secure access information or use your mobile device to scan the personalised QR code.

Your secure access information is



Control Number: 999999

SRN/HIN: I999999999

PIN: 99999

For Intermediary Online subscribers (custodians) go to www.intermediaryonline.com

By Mail:

Computershare Investor Services Pty Limited
GPO Box 242
Melbourne VIC 3001
Australia

By Fax:

1800 783 447 within Australia or
+61 3 9473 2555 outside Australia



PLEASE NOTE: For security reasons it is important that you keep your SRN/HIN confidential.

You may elect to receive meeting-related documents, or request a particular one, in electronic or physical form and may elect not to receive annual reports. To do so, contact Computershare.

MR SAM SAMPLE
FLAT 123
123 SAMPLE STREET
THE SAMPLE HILL
SAMPLE ESTATE
SAMPLEVILLE VIC 3030

Change of address. If incorrect, mark this box and make the correction in the space to the left. Securityholders sponsored by a broker (reference number commences with 'X') should advise your broker of any changes.



I 9999999999

I ND

Proxy Form

Please mark to indicate your directions

Step 1 Appoint a Proxy to Vote on Your Behalf

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I/We being a member/s of K&S Corporation Limited hereby appoint

the Chairman of the Meeting **OR**

PLEASE NOTE: Leave this box blank if you have selected the Chairman of the Meeting. Do not insert your own name(s).

or failing the individual or body corporate named, or if no individual or body corporate is named, the Chairman of the Meeting, as my/our proxy to act generally at the meeting on my/our behalf and to vote in accordance with the following directions (or if no directions have been given, and to the extent permitted by law, as the proxy sees fit) at the Annual General Meeting of K&S Corporation Limited to be held at the corporate office of the Company's freight terminal located at 591 Boundary Road, Truganina, VIC 3029 on Tuesday, 25 November 2025 at 2:00pm (AEDT) and at any adjournment or postponement of that meeting.

Chairman authorised to exercise undirected proxies on remuneration related resolutions: Where I/we have appointed the Chairman of the Meeting as my/our proxy (or the Chairman becomes my/our proxy by default), I/we expressly authorise the Chairman to exercise my/our proxy on Resolution 2 (except where I/we have indicated a different voting intention in step 2) even though Resolution 2 is connected directly or indirectly with the remuneration of a member of key management personnel, which includes the Chairman.

Important Note: If the Chairman of the Meeting is (or becomes) your proxy you can direct the Chairman to vote for or against or abstain from voting on Resolution 2 by marking the appropriate box in step 2.

Step 2 Items of Business

PLEASE NOTE: If you mark the **Abstain** box for an item, you are directing your proxy not to vote on your behalf on a show of hands or a poll and your votes will not be counted in computing the required majority.

		For	Against	Abstain
Resolution 2	Remuneration Report	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resolution 3.1	Re-election of Mr GD Walters AM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resolution 3.2	Re-election of Mr RJ Dalton	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The Chairman of the Meeting intends to vote undirected proxies in favour of each item of business. In exceptional circumstances, the Chairman of the Meeting may change his/her voting intention on any resolution, in which case an ASX announcement will be made.

Step 3 Signature of Securityholder(s) *This section must be completed.*

Individual or Securityholder 1 Securityholder 2 Securityholder 3 / /

Sole Director & Sole Company Secretary Director Director/Company Secretary Date

Update your communication details (Optional)

Mobile Number Email Address

By providing your email address, you consent to receive future Notice of Meeting & Proxy communications electronically

