

## CHAIR'S 2025 AGM ADDRESS TO SHAREHOLDERS

**BRISBANE, AUSTRALIA, 26 November 2025:** AnteoTech Ltd (ASX: ADO), (AnteoTech or the Company), is pleased to provide a copy of the Chair's Address to be delivered at today's Annual General Meeting of the Company by Ms Glenda McLoughlin, pursuant to the ASX Listing Rule 3.13.3.

### OPENING REMARKS

This is my first AGM as Chair of AnteoTech, and I'm honoured to address you today.

I joined the Board in 2021 and was appointed Chair in April this year. Over the past 20 years, I have served on listed, private and not-for-profit boards. This followed an executive career in investment banking where I worked in Australia, Asia and the US on debt and equity financings, M&A and advisory transactions.

My focus as Chair over the past six months has been on sharpening our commercial focus, strengthening governance, and repositioning the Company toward near term opportunities.

Merrill Gray joined the AnteoTech Board in January this year before stepping in as Interim Chief Executive Officer at short notice. Over the past six months she has restructured the organisation to deliver greater efficiencies and built a culture of accountability and performance. At the same time, she has tangibly expanded our customer engagement with early green shoots appearing. In August, the Board appointed Merrill as permanent Managing Director and Chief Executive Officer, and we were delighted she accepted. AnteoTech is now more agile, more commercial, and better positioned to convert our growing sales pipeline across both our Advanced Battery Technologies and Life Sciences businesses.

### OUR STRATEGY

I'd like to turn to our Company strategy.

AnteoTech is, in our view, one of the most exciting deep-tech companies listed on the ASX. Our unique, market-leading chemistry platform has a tremendous breadth of applications and enormous potential to create value for shareholders and customers. But I also acknowledge, as some shareholders would agree, that commercialisation has taken longer to secure than expected.

We are currently commercialising our technology across two major growth markets:

- In Life Sciences growth is driven by global demand for point of care diagnostic technologies and the need for chronic disease management.
- In Advanced Battery Technologies, growth is being driven by electrification across mobility, defence, consumer electronics and energy storage.

Both industries are characterised by exacting manufacturing standards, concerns around supply chain security and long sales cycles. This is the result of a number of factors including the necessity to demonstrate the compatibility of AnteoTech's technology with our customer's product and the tangible performance improvement it delivers. Once the benefits of AnteoTech's products are clear to our customer, we are then dependent upon our customers' internal decision-making processes around their technology roadmaps, the launch of new products, investment decisions and often regulatory approvals. This requires an extended period of engagement with a new customer from initial discussions to commercial collaboration, and finally commercialisation.

We are in the business of building long-term relationships with customers based on trust that we will continue to support them and supply our products to them over the next decade or more. Stability as well as technical excellence and transparency are critical to advancing these relationships.

This year we completed a Strategic Review, and these results were advised to shareholders in June. The Company undertook a deep dive into its product value proposition and management of commercial relationships. It also reduced costs and refocused resources on sales and commercialisation. Only four months later, we are seeing meaningful expansion of the sales pipeline and faster progression of customer discussions.

## **LIFE SCIENCES**

Our Life Sciences business has made good progress during FY2025.

The launch of AnteoBind NXT™ marked a major milestone, delivering improved performance and more cost-effective diagnostic test development.

We expanded our long-term relationship with the Serum Institute of India, the world's largest vaccine manufacturer, through a renewed five-year purchase agreement, further validating the relevance and quality of our technology. Our participation in the MOBIUS Research Centre, along with the publication of our AnteoBind NXT™ White Paper generated global exposure, attracting new customers from Canada, Asia, and Europe.

Continued innovation has led to the development of multiple new diagnostic and assay applications for both human and animal health. These efforts translated into results, with Life Sciences revenue increasing by 110% in FY2025 compared to FY2024.

This is strong evidence of growing market acceptance and a clear validation of our technology and commercial strategy.

## **ADVANCED BATTERY TECHNOLOGIES**

Our Advanced Battery Technologies business progressed materially during FY2025.

The team's efforts to develop the cutting edge technology behind our silicon anode were rewarded this month. Our Ultranode™ X formulation, containing 70% silicon, exceeded the industry leading benchmark of 1,000 cycles at 80% capacity. Our technology enables improved energy density and performance for lithium ion batteries and is engineered to serve a broad range of applications. This is a significant achievement confirming the competitiveness of our technology at commercial scale.

During the year we refined our Ultranode™ product strategy, introducing Ultranode™ 75, 90 and X variants and defined clear value propositions for each.

We continue to engage with our EV customers, including Mercedes. At the same time, we acknowledge that it usually takes more than five years to become an accredited supplier into the automotive supply chain. While we continue with discussions with EV manufacturers and their battery suppliers, we have opened up discussions with battery suppliers to the fast-moving markets of drones, military hardware, mobile phones and consumer electronics. This has resulted in a rapid expansion of customer engagement to over 200 counterparties. We now have Material Transfer Agreements (MTAs) with many of them.

We signed a binding Term Sheet with Black Diamond Structures for a Joint Development Agreement to co-develop a next-generation lithium-ion battery additive for the North American market, a key milestone that aligns us with an established U.S. industry partner and deepens our footprint in global battery supply chains. We also entered an evaluation program with Wyon AG, a Swiss miniature battery manufacturer.

While our focus in recent years has been on European battery markets, this year we have taken steps to enter South Korean and Indian markets, with Asia confirmed as a significant growth market.

## **ORGANISATIONAL AND FINANCIAL STRENGTH**

During the year we restructured the organisation to align to the delivery of the objectives per our Strategic Review. The restructure is anticipated to deliver approximately \$1.6 million in annualised cost savings while strengthening our sales and customer-facing capability.

We delivered \$1.0 million in revenue, a 110% increase on FY2024, and completed a successful \$4.3 million capital raise, strengthening our balance sheet and enabling the next phase of growth.

The Company maintains a strong R&D foundation while embedding a more commercial operating model across the organisation.

## **GOVERNANCE**

On behalf of the Board, I acknowledge and thank our previous Directors who retired during the year for their service to AnteoTech, including Ewen Crouch, Katherine Woodthorpe and our previous Managing Director David Radford.

The Board remains intentionally small, focussed and aligned with our strategy. The Company will consider appointing an additional Director in the future as the Company requires specific skills to support its growth strategy.

I stand for re-election today with the support of the Board.

## **LOOKING AHEAD**

FY2025 has been a year of platform building – strategically, commercially and operationally for a stronger AnteoTech.

With new partnerships, deeper engagement with global customers, and a growing international profile - AnteoTech is well positioned for the future.

We are confident that disciplined execution of our 2025 strategy will continue to strengthen our customer relationships leading to sustainable revenue and continued value creation for shareholders. Supported by the \$2.6 million R&D Tax Incentive and our disciplined approach to spending, we enter 2026 with momentum and focus.

On behalf of the Board, I would like to thank our management team, staff, partners, and shareholders for their commitment and support. FY2025 has been a year of transformation and consolidation, strengthening our foundations, refining our strategy, refreshing our leadership, and positioning the Company for sustained commercial growth.

We look forward to building on the progress we have made as we continue to unlock the potential of AnteoTech's unique technology platform.

Thank you.

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

- ENDS -

**Media and investor enquiries:** on +61 7 3219 0085 or [investors@anteotech.com](mailto:investors@anteotech.com).

**Company and Partnering enquiries:** Merrill Gray, CEO/MD, on + 61 7 3219 0085.

For further information, please check our website [www.anteotech.com](http://www.anteotech.com)

#### About AnteoTech - (ASX: ADO)

AnteoTech is a supplier of advanced material solutions to the battery materials and life sciences markets. We leverage our market leading binding chemistry platform technology to develop and commercialise solutions for our global customer base. From our patented cross linker and binder product Anteo X™ to our next-generation high silicon anode formulations, Ultranode™, our Advanced Battery Technology business is applying its world-leading engineering expertise to address the growing demand for high performance, low cost, sustainable materials within the global battery market. Our Life Sciences business supplies advanced activation materials through our Anteobind™ suite of products to leading developers and manufacturers of vaccines and diagnostic tests. Our products deliver more sensitive and reproducible results and on incorporation in 'point of care' tests, enable faster, more reliable, and accurate test results wherever they are needed.

#### AnteoTech - Social Media Policy

AnteoTech is committed to communicating with the investment community through all available channels. Whilst ASX remains the prime channel for market sensitive news, investors and other interested parties are encouraged to follow AnteoTech on LinkedIn. Subscribe to AnteoTech Latest News emails - visit our website at [www.anteotech.com](http://www.anteotech.com) and subscribe to receive our email alert service.

#### Forward Looking Statements

This announcement may contain forward-looking statements, including estimates, projections and other forward-looking information (estimates and projections). forward-looking statements can generally be identified by the use of forwardlooking words such as "expect", "anticipate", "likely", "intend", "should", "could", "may", "predict", "plan", "propose", "will", "believe", "forecast", "estimate", "target", "outlook", "guidance" and other similar expressions within the meaning of securities laws of applicable jurisdictions and include, but are not limited to, indications of, or guidance or outlook on, future earnings or financial position or performance of AnteoTech. The Estimates and Projections are based on information available to AnteoTech as at the date of the Announcement, are based upon management's current expectations, estimates, projections, assumptions and beliefs in regard to future events in respect to AnteoTech' business and the industry in which it operates which may in time prove to be false, inaccurate or incorrect. The Estimates and Projections are provided as a general guide and should not be relied upon as an indication or guarantee of future performance. The bases for these statements are subject to risk and uncertainties that might be out of control of AnteoTech and may cause actual results to differ from the Announcement. No representation, warranty, or guarantee, whether express or implied, is made or given by AnteoTech in relation to any Estimates and Projections, the accuracy, reliability, or reasonableness of the assumptions on which the Estimates and Projections are based, or the process of formulating any Estimates and Projections, including that any Estimates and Projections contained in this Announcement will be achieved. AnteoTech takes no responsibility to make changes to these statements to reflect change of events or circumstances after the release.