

28 November 2025

2025 AGM - CHAIR'S ADDRESS

MCS Services Ltd (**MCS** or the **Company**) (ASX: MSG) is pleased to provide the Chair's address for the Company's 2025 Annual General Meeting being held today, Friday, 28 November 2025.

Address of the Non-Executive Chair of the Board of Directors, The Hon. RC (Bob) Kucera, APM JP:

On behalf of the Board and my fellow directors Paul Simmons and Geoff Martin, I welcome you all to the 2025 Annual General Meeting of MCS Services.

Firstly, can I acknowledge the sad loss of our previous Company Secretary, Jonathan Asquith, who succumbed to cancer at the start of the year. Not only was he our secretary but he was a dear friend who will be sadly missed.

Secondly, we welcome Dennis as our new secretary from DW Corporate and thank him and his team for their service since joining us.

Special thanks must go to our CFO Mark Englebert for his unstinting loyalty to MCS and the enormous effort he has put in helping steer us through what has been a year of change and consolidation for the Company.

I welcome a representative from the Company's share registry Automic, who has been appointed as Returning Officer for today's poll, as well as a representative from the Company's auditors.

Before we commence today's formal meeting proceedings, I would like to provide a brief overview of the Company's activities for the last year. Following my address, we will attend to all the items outlined in the Notice of Meeting.

The Chair and directors have not drawn fees throughout 2025 to help maintain cash flow and viability and divested the Company of unprofitable contracts entered into by the vendor of Highways Traffic (HWT) prior to handover.

Accordingly, the traffic division has traded profitably throughout the financial period and continues to perform as expected.

During the year, we canvassed the traffic management industry and appointed a broker to gauge the interest in selling HWT. Accordingly, as recently announced, the Company has now agreed to sell the business to Altus Traffic Pty Ltd, subject to shareholder approval to be sought at an extraordinary general meeting (refer ASX announcement dated 25 November 2025).

Should this be successful, MCS will be able to consolidate and quit all outstanding debts and retain a healthy balance sheet going forward.



ASX has been kept apprised of our intentions as we are aware that from the time of actual sale, the Company has a 6-month moratorium to either undertake the purchase of or merger with like businesses. Already we have had several inquiries regarding these possibilities.

The Board has not yet decided on its strategic direction, but whichever way, it will be underpinned by the intention to maximise returns to shareholders.

Should this not be possible during the 6-month moratorium period, then ASX has indicated that our securities will be suspended. If that is the case, the Board has a further opportunity to wind up and distribute remaining funds to our loyal shareholders.

All these options can and will be considered if the sale of HWT is successful. In the meantime, it trades profitably and will simply continue to be the operating arm of MCS.

Can I thank all shareholders for their continued loyalty and ask for their forbearance and support to effect the proposed sale of HWT. I can assure them that we will continue to maximise, wherever possible, a fair return on their investment.

Finally, my thanks to the entire staff of MCS Services and my fellow directors as we look forward to the possibilities I have outlined.

This announcement is authorised for release to ASX by Dennis Wilkins, Company Secretary of MCS Services Ltd.

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ABOUT MCS SERVICES LIMITED

MCS Services Limited is a Company listed on the Australian Securities Exchange (ASX: MSG). Following the sale of its Security business in June 2024, MCS Services now solely specialises in traffic management for large infrastructure projects.

See the Company's latest announcements at:
<https://www.asx.com.au/markets/company/MSG>.

FORWARD LOOKING STATEMENTS

This document includes forward-looking statements. Forward-looking statements include, but are not limited to, statements concerning MCS Services Limited's planned activities, operations, expectations and other statements that are not historical facts. When used in this announcement, the words such as "could," "plan," "estimate," "expect," "intend," "may", "potential," "should," and any other similar expressions are forward-looking statements. Although MCS Services Limited believes that its expectations reflected in these forward-looking statements are reasonable, such statements involve risks and uncertainties and no assurance can be given that actual results will be consistent with these forward-looking statements. All figures presented in this document are unaudited and this document does not contain any forecasts of profitability or loss.

