Making
big ideas



SOCO Corporation Ltd (ASX:SOC)

Annual General Meeting

2026 Annual General Meeting Presentation

18 November 2026

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Agenda

An overview of SOCO's FY26 performance, operational progress and strategic priorities, followed by the formal business of the 2026 Annual General Meeting.



01 **Chair's address**

Opening remarks, the Board's perspective and governance update.

02 **CEO's presentation**

FY26 results, second-half improvement and our strategic priorities.

03 **Formal business**

Consideration of the resolutions set out in the Notice of Meeting.

04 **Poll**

Shareholder voting on the meeting resolutions.

05 **General questions & discussion**

Questions and discussion on SOCO's performance and priorities.

SOCO.

Don Pasquariello
Non-Executive Chairperson

01

Chair’s Address

Opening remarks, the Board’s perspective and governance update.



Sebastian Rizzo
Chief Executive Officer

02

CEO Presentation

FY26 results, second-half improvement and our strategic priorities.



FY26: Full-year performance

A difficult full year, with improved gross margin but a disappointing earnings outcome.

Financial summary

- **Revenue:** $20.6m, down 3.1%.
- **Gross profit:** $5.28m, up 2.6%.
- **Gross margin:** 25.6%, up from 24.2%.
- No dividend declared for FY26.

Statutory loss after tax

$(6.35)m

Non-cash Axsym impairment

$5.12m

Underlying EBITDA[2]

$(0.43)m

Operating Cashflow

$(0.34)m

Despite a challenging year, the second-half improvement provides a stronger foundation for growth.

1. Underlying EBITDA is underlying EBIT before depreciation and amortisation.
2. Underlying EBIT is a non-IFRS metric calculated as net loss before interest, impairment, fair value of contingent consideration, restructuring and taxes.

A tale of two halves

H2 improved across revenue, margin, underlying earnings and operating cash flow.

Revenue

H1 **$9.7m** ▸ H2 **$10.9m**

▲ up 12.5%

Gross margin

H1 **20.1%** ▸ H2 **30.5%**

▲ up 10.4pp

Underlying EBITDA

H1 **$(0.64)m** ▸ H2 **$0.22m**

▲ $0.86m improvement

Operating cash flow

H1 **$(0.74)m** ▸ H2 **$0.40m**

▲ $1.14m improvement

The second half provided tangible evidence of operational improvement. The task now is to make that improvement repeatable.

1. Underlying EBITDA is underlying EBIT before depreciation and amortisation.
2. Underlying EBIT is a non-IFRS metric calculated as net loss before interest, impairment, fair value of contingent consideration, restructuring and taxes.

What changed in the second half

Sales strategy execution, project mobilisation and operating actions supported the recovery.

Sales strategy execution

- Investment in sales leadership supported targeted new-customer acquisition.
- Stronger account planning and client engagement.

Contracted work moved into delivery

- Delayed engagements commenced.
- A major multi-year Defence and National Security programme ramped up from February 2026.

Delivery and cost discipline

- Utilisation improved, with continued focus on delivery economics.
- H2 cost of revenue reduced 2% and operating expenses reduced 8% against H1.

The improvement reflected both project timing and deliberate operating actions.

Strengthening the underlying business

Winning work creates opportunity. Profitable delivery and cash conversion create value.

Group half-year revenue (A$m)



Core business momentum

Three consecutive halves of revenue growth in the core SOCO consulting business.

Stronger commercial execution

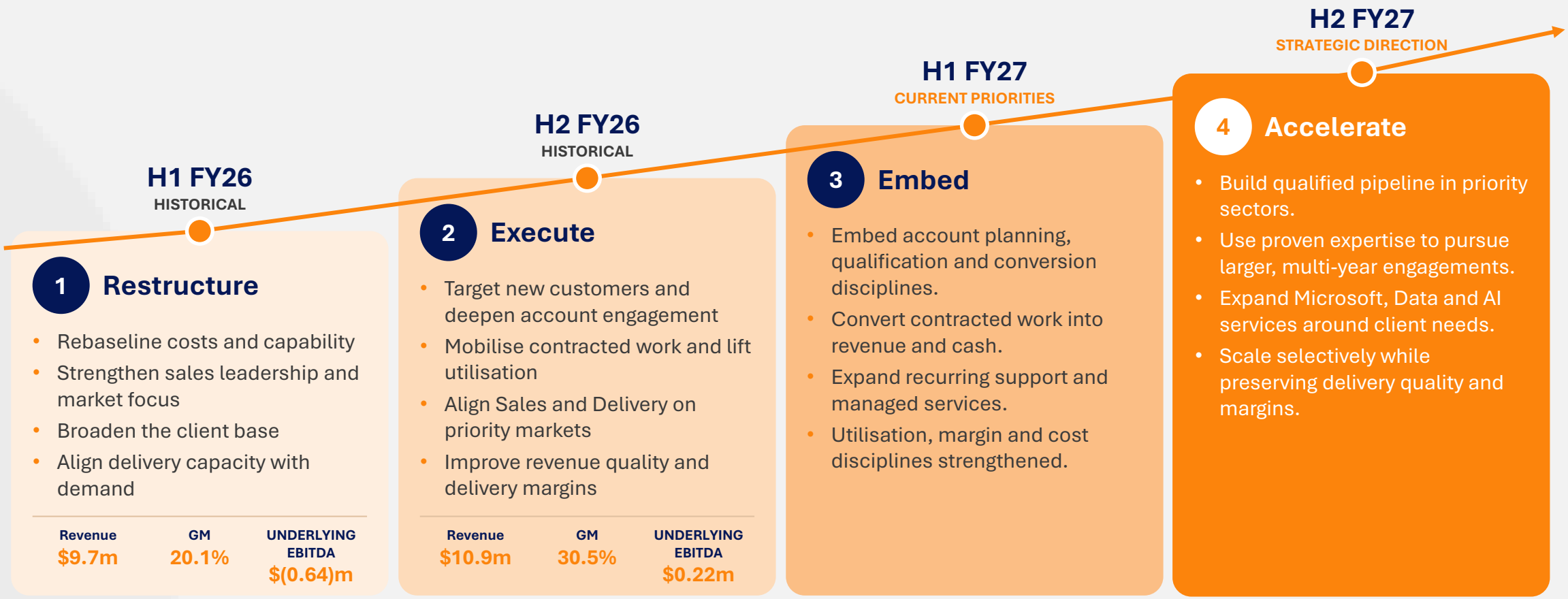
Record FY26 contracted sales exceeding $24m, with H2 more than 40% above H1.

More ongoing client relationships

Support and recurring revenue increased 25% from H1 to H2.

Contracted sales are not recognised revenue. Recognition depends on mobilisation and delivery.

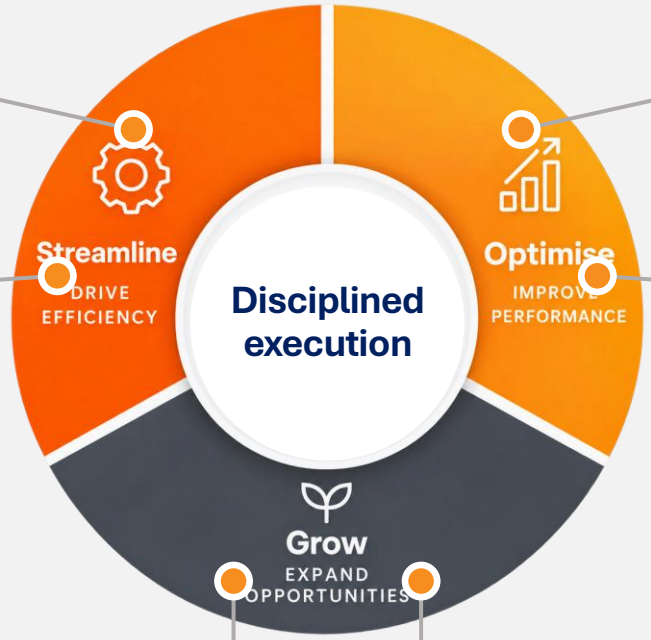
The staircase: building six months by six months



BUILDING REPEATABLE PERFORMANCE Commercial discipline ▸ Profitable delivery ▸ Recurring relationships ▸ Cash conversion

Streamline, Optimise, Grow

Three connected priorities for a stronger operating business.



- Preserve margin and cost discipline.
- Convert contracted work into delivered revenue, gross profit and cash.
- Strengthen working-capital performance.
- Increase support and managed-services revenue.
- Build a high-quality pipeline in target verticals.
- Develop Microsoft-aligned and AI capabilities that address practical client needs.

Entering FY27: Conversion and consistency

Contracted visibility into FY27, disciplined execution.

Forward book into FY27*



- Contracted project value rolled into FY27
- New contracted sales, Q1 FY27
- Pipeline weighted to regulated sectors, Government and Defence

GROW

- Target verticals, including a multi-year Defence engagement ramping up
- Managed services and support growth
- Microsoft-aligned and AI capability

CONTINUED FOCUS Project timing ▸ Pipeline conversion ▸ Utilisation ▸ Working capital ▸ Grow to scale

Contracted project value is a point-in-time measure, not recognised revenue or financial guidance.
* The above figures are not a forward projection of revenue but a directional drive as to how the business is trending.

Three shareholder takeaways

1. A difficult full-year result

FY26 was difficult. The statutory loss and underlying operating performance require a clear-eyed response.

2. Tangible second-half improvement

Revenue, gross margin, underlying EBITDA and operating cash flow improved in H2.

3. Disciplined execution and growth

Develop our pipeline, deepen client relationships and expand relevant services, while converting won work into profitable delivery and cash.

Thank you for your continued support.

Underlying EBITDA is underlying EBIT before depreciation and amortisation. Underlying EBIT is a non-IFRS metric calculated as net loss before interest, impairment, fair value of contingent consideration, restructuring and taxes.

Don Pasquariello
Non-Executive Chairperson

03

Formal Business

Consideration of the resolutions set out in the Notice of Meeting.



FINANCIAL STATEMENTS AND REPORTS

There will be no vote on this item and is a discussion item only.

RESOLUTION 1: ADOPTION OF REMUNERATION REPORT

To consider and, if thought fit, to pass, the following resolution, as an **Ordinary Resolution**:

"That, for the purpose of Section 250R(2) of the Corporations Act and for all other purposes, approval is given for the adoption of the Remuneration Report as contained in the Company's Annual Financial Report for the financial year ended 30 June 2026."

Summary of proxies received

Resolution	For	Against	Discretion	Exclusions	Abstain
Resolution 1 Adoption of Remuneration Report	14,121,219	767,923	6,000	41,510,510	0
	94.80%	5.16%	0.04%		

RESOLUTION 2: RE-ELECTION OF MR SEBASTIAN RIZZO AS DIRECTOR

To consider and, if thought fit, to pass, the following resolution, as an **Ordinary Resolution**:

"That Mr Sebastian Rizzo, a Director who retires by rotation in accordance with the Company's Constitution and ASX Listing Rule 14.4, and being eligible, be re-elected as a Director of the Company with effect from the conclusion of the Meeting."

Summary of proxies received

Resolution	For	Against	Discretion	Exclusions	Abstain
Resolution 2 Re-election of Mr Sebastian Rizzo as Director	34,685,974	8,425	0	0	21,711,253
	99.98%	0.02%	0.00%		

RESOLUTION 3: ELECTION OF MS KIRSTY GARRETT AS DIRECTOR

To consider and, if thought fit, to pass, the following resolution, as an **Ordinary Resolution**:

"That Ms Kirsty Garrett, a Director appointed as an additional Director on 2 February 2026 and holding office until the conclusion of next annual general meeting of the Company after her appointment in accordance with the Company's Constitution and ASX Listing Rule 14.4, be elected as a Director of the Company with effect from the conclusion of the Meeting."

Summary of proxies received

Resolution	For	Against	Discretion	Exclusions	Abstain
Resolution 3 Election of Ms Kirsty Garrett as Director	56,397,227	0	8,425	0	0
	99.99%	0.00%	0.01%		

RESOLUTION 4: ELECTION OF MR DON PASQUARIELLO AS DIRECTOR

To consider and, if thought fit, to pass, the following resolution, as an **Ordinary Resolution**:

"That Mr Don Pasquariello, who was appointed as an additional Director on 2 February 2026 and Chair of the Company on 1 May 2026 and who holds office until the conclusion of next annual general meeting of the Company after his appointment in accordance with the Company's Constitution and ASX Listing Rule 14.4, be elected as a Director of the Company with effect from the conclusion of the Meeting."

Summary of proxies received

Resolution	For	Against	Discretion	Exclusions	Abstain
Resolution 4 Election of Mr Don Pasquariello as Director	56,397,227	0	8,425	0	0
	99.99%	0.00%	0.01%		

RESOLUTION 5: APPROVAL TO ISSUE EQUITY SECURITIES UNDER OMNIBUS INCENTIVE PLAN

To consider and, if thought fit, to pass, the following resolution, as an **Ordinary Resolution**:

"That, for the purposes of ASX Listing Rule 7.2 (exception 13(b)) and for all other purposes, the Shareholders of the Company approve the issue of up to 6,967,754 Equity Securities under the Company's Omnibus Incentive Plan during the three-year period following the date of this Meeting, on the terms and conditions set out in the Explanatory Statement which accompanies and forms part of this Notice of Meeting."

Summary of proxies received

Resolution	For	Against	Discretion	Exclusions	Abstain
Resolution 5 Approval to issue Equity Securities under Omnibus Incentive Plan	14,790,958	8,425	6,000	41,600,269	0
	99.90%	0.06%	0.04%		

Don Pasquariello
Non-Executive Chairperson

04

Poll

Shareholder voting on the meeting resolutions.



Other Business

Don Pasquariello
Non-Executive Chairperson



Formal part - Closed

Don Pasquariello
Non-Executive Chairperson



Don Pasquariello
Non-Executive Chairperson

05

General Questions & Discussions

Questions and discussion on SOCO's performance and priorities.




Jack. Modern Workplace
Consultant.
SOCO®