ASX Release

19 November 2026

ASX: EHL ('EMECO' OR 'THE COMPANY')

Chair's Annual Address to Shareholders

Before we move to the business of the meeting, I would like to make some brief comments on the business and Financial Year 2026 (**FY26**). Ian Testrow will provide a more comprehensive operational and financial summary in his remarks later in the meeting and will provide further comments on the trading update we issued today.

Overview

Over the course of the year, the Board remained focused on supporting management to deliver Emeco's strategy, maintaining capital discipline, strengthening the balance sheet, overseeing risk and governance frameworks, and ensuring the Company is well positioned to create sustainable long-term value for shareholders.

During the year, the Board gave particular focus to operational and safety performance, financial and balance sheet risks, capital management and the roll-out of the Company's newly implemented ERP.

The 2026 financial year included a period of renewal of your Board, with a number of notable changes. Mr Shaun Treacy joined as an Independent Non-Executive Director during the year and has assumed the chair of the Audit and Risk Management Committee. He brings more than thirty years of corporate finance and investment banking experience, with particular depth in the mining sector.

In May 2026, Mr James Scott also joined the Board as an Independent Non-Executive Director. James brings more than three decades of leadership across the industrial, technology and private equity sectors, together with direct experience in mining services and heavy equipment. As Emeco's competitive position increasingly rests on technology and data as well as on fleet, that experience is already serving the Company well.

Post year end, we were pleased to agree an extension of Mr Ian Testrow's contract as Managing Director & Chief Executive Officer to June 2031. The new arrangements, which were recommended by the Remuneration and Nomination Committee, were unanimously supported by the Board, with Mr Testrow abstaining.

Mr Testrow displays exceptional industry knowledge, strategic judgement and execution capabilities. The Board recognises that Mr Testrow has been instrumental in creating significant shareholder value through his leadership of Emeco's strategic plan, numerous operational improvements and disciplined capital management.

Mr Testrow's contract extension supports the continuity of leadership while increasing the proportion of remuneration subject to performance outcomes, to further align with shareholder value creation. Details of the new arrangements, several elements of which are subject to shareholder approval at today's meeting, are set out in the Notice of Meeting.

Financial Performance

Emeco continues to strengthen its position as a leading rental and maintenance services platform for the mining sector. For more than fifty years, Emeco has been a trusted partner to Australian mining operators, providing reliable and cost-effective mining equipment rental, component rebuilds, on-site maintenance, asset management and condition monitoring services. Our maintenance and technology offering is a significant differentiator and a key driver of earnings growth.

In FY26, Emeco delivered growth in bottom line earnings, strong operational cash flow, and a strong balance sheet. Ian will touch on the financial results in more detail, but I would like to highlight the strength of the results delivered over the last four years under his leadership.

Emeco is very well positioned, delivering strong returns and maintaining a strong balance sheet. Return on capital has increased by 370 basis points over the last four years. In that time, we've also generated more than $350 million in operating free cash flow and have applied much of it to debt reduction, reducing net leverage from 1.1 times to 0.43 times, a 60% reduction.

Over this period, the Company has accelerated its evolution into a leading, highly competitive mining equipment rental and maintenance services platform. These results demonstrate the improved operating efficiencies and a business which has successfully navigated, and will continue to navigate, challenging market conditions.

As we continue to reposition the business around its core competitive strengths of maintenance services underpinned by our rental offering, we are well positioned with utilisation expected to build through the second half of FY27 and into FY28. Emeco continues to take a prudent and balanced approach to capital management, prioritising the sustainability of the business and the creation of shareholder value.

In December 2025, the Group refinanced its debt facilities, with the establishment of a new $355 million syndicated revolving bank and guarantee facility, maturing in December 2030, on improved pricing and conditions.

Capital Management and Shareholder Returns

These improvements are also translating into increased shareholder value. Over the past four years, operating free cash flow per share has more than doubled from 10.1 cents per share in FY23 to 22.1 cents per share in FY26. At 30 June 2026, our operating free cash flow yield was 23%. Earnings per share has grown significantly from eight cents per share to 14.8 cents per share over the same period, and net tangible assets per share increased from $1.12 to $1.51.

In August 2026, the Board approved an on-market share buy-back of up to 10 per cent of shares on issue. The Board continues to believe that repurchasing the Company's shares is an attractive deployment of capital and will enhance earnings per share and return on capital while retaining flexibility to pursue strategic growth and potential acquisition opportunities.

Looking ahead, the Board will remain disciplined in balancing reinvestment in the business, opportunities to consolidate within a fragmented mining services equipment market, and the return of capital to shareholders.

Conclusion

The Board will continue to work closely with management to ensure that growth is pursued with discipline, capital is allocated to its highest value uses, and shareholder returns remain a central consideration, as the Company balances these capital management options against organic growth opportunities and selective acquisitions.

On behalf of the Board, I would like to thank Ian Testrow and the management team for their leadership and disciplined execution during the year. We have an exceptional executive leadership team led by Ian and a strong team of industry experts executing on the strategy on a day-to-day basis.

I also extend my thanks to our employees for their ongoing commitment, and to our customers, suppliers, financiers and community partners for their continued support.

I would like to close my address by thanking my fellow Board members for their guidance and support throughout the year, and, most importantly, thank you, our shareholders, for your continued trust and support.

– END –

Investor enquiries
Stephanie Ottens
GM, Investor Relations and Communications
E: investor.relations@emecogroup.com
T: +61 437 522 967

Level 3, 133 Hasler Road, Osborne Park WA 6017, Australia
PO Box 1341, Osborne Park DC WA 6916, Australia
Emeco Holdings Limited ACN 112 188 815

emecogroup.com

This announcement was authorised to be provided to the ASX by the Board of Emeco Holdings Limited.

About Emeco Holdings Limited

Emeco Holdings Limited (ASX: EHL) is an ASX listed company providing surface and underground mining equipment, maintenance and project support solutions and services. The Company supplies safe, reliable and maintained open cut and underground equipment rental solutions, together with onsite infrastructure to its customers. Emeco also provides repair and maintenance, and component and machine rebuild services and supplies operator, technical and engineering solutions and services to the mining industry.

To stay up to date on Emeco's recent announcements please visit our Investor Centre.

Future and past performance

Certain statements in this document are forward-looking in nature and are provided as a general guide only. These statements are based on information available at the date of publication and reflect Emeco's current expectations, assumptions and estimates. Actual outcomes may differ materially due to a range of factors. Any forward-looking statements in this document are not guarantees or predictions of future performance, and involve both known and unknown risks, uncertainties and other factors, many of which are beyond the Company's control. Investors are strongly cautioned not to rely on forward-looking statements, and no representation or warranty is made by any person as to the likelihood of achievement of any forward-looking statements, forecast financial information or other forecast. Similarly, past performance should not be relied upon as (and is not) an indication of future performance. Operating free cash flow, operating free cash flow yield, net leverage and return on capital (ROC) are non-IFRS measures. A reconciliation of FY26 non-IFRS measures to statutory results is included in the FY26 Results Presentation released on 20 August 2026.