25 November 2026

The Manager
Company Announcements Office
Australian Securities Exchange

Dear Manager,

2026 Annual General Meeting Addresses by Chairman and Managing Director

Saferoads Holdings Limited (ASX: SRH) advises that the following addresses are to be given at today's 2026 Annual General Meeting.

This announcement was authorised by the Board.

Yours faithfully



Chris Lobb
Company Secretary

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Address by Mr David Ashmore, Chairman

Welcome to our offices and our 2026 Annual General Meeting.

My name is David Ashmore. I am Chairman of the Board of the Company and chair of today's meeting. Let me introduce my fellow directors. Mr Darren Hotchkin is the Company's founder and Managing Director. Our independent non-executive directors are Steven Difabrizio and our newly appointed director, Mr Andrew Kaye. I particularly welcome Andrew, who founded the Chameleon range of high-end commercial and recreational trailers recently introduced into our product range. Andrew brings extensive experience in several areas aligned with our business.

We also have in attendance our audit partner Bruce Preston from Crowe to respond to any questions you may have about the audit of the Financial Report, our Company Secretary Chris Lobb, our General Manager Brendan Price and our Financial Controller Narelle Lowe.

I will begin with a few brief comments followed by Darren's observations on achievements in 2026 and plans for the future. We will then open the meeting up for your observations and questions before moving to the formal resolutions to be voted upon today.

I am pleased to provide an overview of a successful recovery year for Saferoads as we rebuilt our product sales business following the sale of Road Safety Rental in May 2025.

We began the 2026 financial year in a good financial position following the sale of Road Safety Rental to the expanding Onsite Rental Group (ORG). The sale was structured to retain ownership of the intellectual property across our complete product portfolio and our ability to return to the Company's original product sales business. As part of the sale, we signed a 3-year product supply and support agreement with ORG and received a contractual undertaking that it would order at least $3 million in products in the first full financial year following the sale. Sales to ORG exceeded $5 million during FY26, a very satisfactory outcome. These sales gave us the base and time to focus on expanding our core product sales business, which grew by 26% in 2026. (excluding sales to ORG)

We expect that ORG will continue to order our products for the near future but not at the level of the 2026 financial year as we are experiencing a considerable slowdown in their ordering of product to date this year.

We are pleased with the profitability achieved in the transitional 2026 financial year. This profitability enabled us to distribute a considerable portion of that profit to you, our shareholders, through fully franked interim and final dividends totalling one cent per share.

As the transition continues, our emphasis is on building our product sales business and pursuing other revenue opportunities as they arise. We have undertaken several product development projects that are now progressing. Darren will outline these projects and their role in strengthening the business.

We also completed a successful unmarketable parcel shareholding buyback. Separately, we reconnected with some shareholders whose banking details were out of date and who were therefore not receiving their dividends.

During 2026, we recruited very experienced senior sales executives to support our existing team in winning back lost product market share among major market players and in the critical local government market. We also acquired the business name and related detailed designs of the Chameleon range of high-end road trailers. Darren will shortly expand on this acquisition and our ongoing plans for the range.

Our access to the United States markets continues to be severely impacted by the Trump administration's imposition of tariffs on all imported steel products. This is a situation that has effectively put on hold any realistic marketing initiatives we have for the USA and will not change unless the tariffs are withdrawn. We have therefore removed any sales to this market from our budget projections. We do however continue to support our extensive proprietary product approvals there for the unique HV2 crash barrier,

The annual financial statements show a significant improvement in the trading position of our traditional product sales business during 2026. As noted earlier, general product sales, excluding sales to ORG, increased by 26%. We have started the current financial year profitably but are cautious about the improvement in product sales continuing. We remain very concerned about the deteriorating current economic climate and the extent of Government spending at all levels, Federal, State and Local, in areas that flow through to our markets.

The Chameleon range has the potential to add revenue and profitability to our existing products business, and we remain positive about the opportunity it offers into the future.

I will now hand the meeting over to Darren to outline some of the initiatives to strengthen and further rebuild the product sales business.

Address by Mr Darren Hotchkin, Managing Director

I too would like to welcome everyone to the 2026 Saferoads Annual General Meeting. Thank you for taking the time to join us today.

As David has outlined, 2026 has been an important year for Saferoads. Following the sale of Road Safety Rental in May 2025, we have focused on rebuilding and strengthening our core product sales business, while positioning the Company for sustainable long-term growth.

The transition has provided us with a strong financial foundation and the opportunity to refocus on what Saferoads has always been known for – developing, supplying and supporting quality, innovative road safety products.

It has also enabled us in FY26 to recommence the payment of fully franked dividends to our shareholders, which is a positive outcome and something we are pleased to deliver.

Today, I'd like to share some of the progress we have made, the initiatives currently underway and where we see opportunities for the business moving forward.

Our strategy is built around three key priorities: strengthening our core road safety product business, expanding and enhancing our product range, and developing new revenue opportunities through our sales channels and the Chameleon trailer business.

Strengthening our core business

A major focus throughout the year has been rebuilding our market presence and growing sales across our traditional road safety product range.

We achieved 26% growth in product sales during FY26, excluding sales to Onsite Rental Group. This is an encouraging result and reflects the hard work undertaken by our team to reconnect with customers, strengthen relationships and pursue new opportunities across the industry.

To support this growth, we have welcomed experienced sales professionals into key positions, strengthening our ability to service major customers and improve our presence in the local government, road construction and infrastructure markets.

We have also increased stock levels across key product lines to improve availability, reduce delivery lead times and ensure we can respond more effectively to customer requirements.

Having the right products available when customers need them is an important part of delivering the service and reliability Saferoads is known for.

Product development and innovation

Another important priority has been continuing to invest in and expand our product range.

Innovation has always been central to Saferoads, and we see significant opportunities to build on our existing product portfolio while responding to the changing needs of the road safety industry.

During the year, we have progressed a number of product initiatives, including:

- Our Rapid Stop Barrier range is growing: a new 1.5-metre module which is ready for crash testing
- Development of flexible steel guide post which is now in production
- Development and Implementation of an anchored option for the HV2 Safety Barrier. Now fully crash tested and approved by ASBAP.
- Development of an A-size VMS trailer, as well as upgrades to enhance the Variable Message Sign range, software and offering

These developments are aimed at providing customers with more choice, improving product performance and creating additional sales opportunities across new and our established markets.

Our HV2 Barrier remains an important part of our proprietary product portfolio, supported by its recognised regulatory approvals and proven performance. We will continue to invest in maintaining and strengthening our product approvals and market position.

We are also focused on ensuring our products remain relevant to Australian road conditions and the evolving requirements of road authorities, councils and contractors.

Expanding our sales channels and marketing

Alongside product development, we recognise that how we reach and service customers is just as important as the products we offer.

We have been investing in improving our digital presence, with enhancements to our websites, increased social media activity and the imminent introduction of an online store.

These initiatives are designed to make it easier for new and existing customers to discover our products, access information and engage with our sales team. We see digital marketing and online sales as important tool in supporting our traditional sales channels, building brand awareness and reaching new customers.

This is an area we will continue to develop as we look for more effective ways to promote our products and grow our market share.

Chameleon Trailers – A new growth opportunity

An exciting development for Saferoads has been the acquisition of the Chameleon trailer business name and its associated designs.

Chameleon represents an opportunity to diversify our revenue base and enter a market that complements our existing manufacturing, engineering and product development capabilities.

The range of high-end commercial and recreational trailers has been developed around flexibility, quality and Australian manufacturing.

Our focus is now on re-establishing the brand, building market awareness and developing the sales channels needed to grow the business. We have been investing in the Chameleon brand, developing a new website and marketing platform, and preparing the business for its next stage of growth.

The modular BASE trailer range is a particularly exciting offering, providing customers with a flexible platform that can be configured for different applications, from commercial and trade use through to recreational touring and toy hauler transport. We believe Chameleon has considerable potential, and while it is still in the early stages of its development under Saferoads ownership, we are positive about the opportunities it presents.

Looking ahead – FY27 and beyond

As we move into FY27, our focus remains firmly on strengthening our core road safety product business while developing additional revenue opportunities.

We expect our traditional road safety products to remain the foundation of the business, supported by ongoing product development, improved stock availability, stronger customer relationships and a more focused sales strategy. At the same time, we will continue to develop the Chameleon trailer range and explore other opportunities that align with our capabilities and provide potential for sustainable growth.

We are conscious of the broader economic environment and the impact that changes in government spending and infrastructure investment can have on our markets. Additionally, like all businesses, we are also facing material cost increases, which we are monitoring closely in conjunction with our suppliers, to provide the best value to our customers. We will therefore continue to manage the business carefully, while investing in the areas that we believe will deliver the greatest long-term value to our shareholders.

Ultimately, our objective is to build a stronger, more diversified Saferoads. One that builds on its established reputation in road safety while embracing new opportunities for growth. We have made important progress during 2026, and while there is still work ahead of us, we are excited about the opportunities in front of the Company.

I would like to thank our management team and all our employees for their hard work and commitment throughout what has been a significant year of transition and rebuilding. I would also like to thank our customers, suppliers and shareholders for their continued support and confidence in Saferoads.

Thank you for your time today. I look forward to your questions.

ABOUT SAFEROADS

Saferoads is an ASX listed company specialising in providing innovative safety solutions. Headquartered in Pakenham, Victoria with representation across Australia, New Zealand and the USA, the company provides state government departments, local councils, road construction companies and equipment hire companies with a broad range of products and services designed to direct, protect, inform and illuminate for the public's safety.