Annual General Meeting

Chair's Address

26 November 2026

Good morning shareholders and guests, and welcome to the Annual General Meeting of SKS Technologies Group.

I'm Peter Jinks, the Board Chair, and on behalf of the Board, I want to thank you for joining us today. We also thank you for your continued interest in, and support of, SKS Technologies, and look forward to updating you on our FY26 performance and achievements, as well as our future prospects.

Before we commence, I'd like to acknowledge the Wurundjeri people of the Kulin nation who are the traditional owners and custodians of the land on which we work each day and on which we meet today, and to pay my respects to their Elders past, present and emerging.

Given we have a quorum, I now declare the meeting open.

My fellow board members with me today are Executive Director, Greg Jinks, as well as our Non-Executive Directors, Antoinette Truda and Terrence Grigg.

We also have our Chief Executive Officer and Joint Company Secretary, Matthew Jinks, our Chief Financial Officer and Joint Company Secretary, Gary Beaton, as well as our Managing director of SKS Indigenous Technologies, Chris Johnson.

And, of course, we also have our auditors from BKM Audit Services, Pearce Stringer, and Courtney Thompson.

* * *

Every year, as I stand here, I feel as if we have experienced a seismic shift from the previous one… again… with the resilience and stability of our business put to the test,

and each time emerging with flying colours and establishing a new base from which to expand further.

Over the past five years, we've achieved incredible growth with high double-digit, and often triple-digit, increases across almost all financial metrics. Between FY22 and FY26, compounding annual growth rates have expanded by:

- 51% in sales revenue;
- 87% in earnings before interest, tax, depreciation and amortisation;
- 110% in before-tax profit; and
- 73% in after-tax profit.

Over the same five-year period, operating cashflows have increased annually by a compounding average of 150%, resulting in cash balances increasing by 495%, driving a 438% growth in working capital.

In the same period, work on hand escalated from $26 million to $312 million, a factor of 12 times. While these metrics are substantial, particularly as compounding numbers, I think the standout for FY26 has been the demonstration of our ability to scale, with profit increasing faster than revenue.

Other achievements during the year include:

- the acquisition of Delta Elcom and the integration of its operations under the SKS Technologies brand;
- the securing of our largest single contract to date valued at $210 million;
- a 16% increase in revenue derived from traditional market sectors;
- a further increase in bank facilities, the sixth one in under four years, taking our financing facilities from $8 million to $52 million; and
- another excellent safety performance with zero injuries despite a vast increase in workforce and hours worked.

All of these achievements have helped to make our business a valuable strategic partner for our customers rather than simply a large electrical contractor.

* * *

Yet we cannot ignore the pronounced fluctuations across global financial markets in recent weeks. Like many companies operating in the technology infrastructure and data centre sectors, our share price has not been immune from the flow-on effects of changes in market sentiment. Clearly, share price performance is important. However, it is important to distinguish market valuation movements from our sustained operational and financial performance, and strong prospects for future growth.

Our customer relationships remain strong…

…demand for our specialist capabilities continues to drive our ever-expanding pipeline of tender activity…

…we have not seen any fundamental change in the strategic drivers generating our opportunities…

…and we believe that the data centre market will continue to contribute to the prospects and growth of SKS Technologies.

Put simply, AI is not a passing trend. While it's adoption and application are still in the early stages, it is rapidly embedding itself across industry around the world. Future demand for the computing capacity, data centre infrastructure and the associated electrical and communications systems necessary to support it is expected to remain substantial.

So from an internal perspective, nothing has changed. While we habitually take note of external events and the broader market landscape, our focus has been business as usual. We continue to target the projects that we know we can deliver expertly, efficiently and safely, with a pipeline of work in open tender that has again increased significantly since we last reported in late August. We assign our industry-leading resources to the projects that we win, and we ensure that every single one of them is completed according to exacting standards. Our repeat business level of 95% for FY26 is a fitting reflection of the consistent superiority and reliability of our work.

Our focus remains fixed on converting the continually expanding landscape of opportunities into profitable and sustainable growth rather than being diverted or distracted by any prevailing market sentiment of the day.

The Board has every confidence that the business has the right people, capabilities and expertise, tender pipeline, capital strength, and operational discipline to meet its growth plans. We therefore remain committed to our FY27 forecast of $500 million in sales revenue, flowing through to a before-tax profit of $60 million.

* * *

In terms of our strategy, we remain committed to the suite of services and systems in which we've built an excellent bank of capabilities that will always be relevant to our market sectors. Over the past few years, we have also broadened our offering to capture more high voltage projects, the advantage being that we can aim to capture a greater share of the more complex work that attracts a higher value.

Widening our capabilities is an important progression in the breadth and depth of our services, and has benefits across our entire addressable market, including the energy, industrial, defence and infrastructure sectors, along with data centres of course. It also reinforces long-term customer relationships through ongoing maintenance and upgrade services.

During the year, under the growth arm of our strategy, we made significant progress in all three key areas of organic and acquisitive growth, efficient capital management and growth of revenue streams across sectors, locations and capabilities.

Under the consolidation arm of our strategy, we implemented a number of initiatives under the three core tenets of execution excellence, margin management, and systems enhancement. Some of these initiatives included:

- a bespoke employee leadership program;
- increased cybersecurity controls; and
- an enhanced management system to improve compliance and governance.

Further investment in specialised site equipment, training and development programs supports our productivity, safety and consistently excellent project execution.

Our safety record speaks for itself and is an accurate reflection of the commitment to teamwork in our organisation, and the need to continually question how things can be done better. When innovation is built into the core of an organisation, the returns are significant and widespread, flowing into all corners of the business. Our teams take safety seriously. It's not just about ticking boxes and performing the right way when people are looking. It's about caring for your team mates, wanting to deliver quality work efficiently and recognising that danger comes in many forms and is often not where you expect it to be.

* * *

The outlook for SKS Technologies is based on the considerable opportunities open to it in the marketplace. While economic growth is expected to remain subdued, the underlying investment environment is being supported by substantial expenditure on critical infrastructure, the continuing energy transition, defence, healthcare, transport, and the ongoing digitalisation of the economy.

We recognise that investor sentiment towards the sector may fluctuate as markets assess the substantial capital commitments involved and the eventual returns on those investments. However, the board is positive about the long-term outlook for our markets, underpinned by the continued expansion of AI, cloud computing and digital platforms, which will drive sustained demand for digital infrastructure.

We remain confident in the Group's prospects, while retaining our unwavering focus on disciplined project selection, margin management, cash generation and operational execution as the critical drivers for successful conversion of these prospects into long-term shareholder value.

* * *

To our employees, as a group you have made another outstanding contribution to the advancement of the business, always ready to meet the challenges, manage the risks

and fix the problems that confront you each day. The Board thanks you for your commitment to delivering another exceptional year and your own part in building the business into what it is today.

To our shareholders, the Board is also grateful for your continued commitment, despite the bumpy ride of recent weeks. While we cannot control the share price, we can control the way we operate the business, and as I noted earlier, we will continue to pursue the growth that we set out to achieve at the beginning of the financial year with the same vigour and determination, irrespective of closing prices and volumes traded.

Shareholder value remains at the core of how we operate the business.

I hope you all have the opportunity to take a break, enjoy Christmas with family and friends, and return for what promises to be the continuation of an ever-increasing ambition to build our business.

I wish you all a safe and happy Christmas, before handing over to our Chief Executive Officer, Matthew Jinks, to give you further insight into the Group's operational performance, strategic priorities and FY27 opportunities.

Thank you

Peter Jinks
Chair