ASX ANNOUNCEMENT

25 November 2025

K&S Corporation Limited
Annual General Meeting

The K&S Corporation Limited (ASX: KSC) annual general meeting ("AGM") commences at 2:00pm AEDST on 25 November 2025.

Please find attached for immediate release to the market:

- Chairman's AGM address; and
- Managing Director's AGM address.

By authority of the Board of Directors
K&S Corporation Limited

Further Information:

Mr Chris Bright
Company Secretary
Ph: (03) 8744 3500
Chris.Bright@ksgroup.com.au

CHAIRMAN'S ADDRESS – 2025 AGM

Good afternoon ladies and gentlemen, I am pleased to report on the performance of K&S Corporation Limited (ASX: KSC) and its subsidiaries (the "Group") for the year ended 30 June 2025.

Safety

Safety remains a key focus for the Group. The Group's lost time injury frequency rate increased modestly from 3.8 in FY2024 to 4.2 in FY2025.

Trading Performance

The transport and logistics sector in FY2025 remained challenging, with continued high levels of competition and pressure on rates, a low growth economic environment and the concentration of bargaining power in large and sophisticated buyers of transport and logistics services.

Underlying profit before tax was $38.3 million for the year ended 30 June 2025, a decrease of 9.0% on the prior corresponding period. The underlying profit after tax was $26.3 million, down on the prior corresponding period by $5.4 million.

Statutory profit before tax for the year ended 30 June 2025 was $42.4 million, 2.6% higher than the prior corresponding period. Statutory profit after tax was $29.2 million, 6.5% lower than the previous year statutory profit after tax of $31.2 million.

Included in the Group's statutory result for FY2025 was an impairment reversal gain of $4.9 million in relation to the Group's properties in Bullsbrook, Western Australia, and Townsville, Queensland. The impairment reversal was driven by the market movements in underlying land prices since the prior valuations. Also included in the Group's statutory result for FY2025 was a $0.7 million accounting loss attributable to the Group's interest rate swap instrument.

Operating revenue decreased by 9.7% to $744.8 million in FY2025.

Operating cash flow for FY2025 was $61.0 million, 7.2% lower than for the previous year.

All three of our operating segments (Australian Transport, Fuel, and New Zealand Transport) generated sound results in FY2025.

Balance Sheet and Funding

The Group has maintained a very strong balance sheet in FY2025, underpinned by sound trading performance coupled with prudent capital management disciplines.

The Group's gearing ratio (excluding lease liabilities) increased to 11.7% at 30 June 2025, compared to 6.3% in the prior year. The Group's net debt increased to $49.7 million at 30 June 2025, up from $23.8 million in the prior comparative period.

The increase in debt levels was predominantly attributable to the ongoing development of a new transport terminal at the Adelaide site acquired in FY2024, significant upgrades to the Brisbane terminal, the redevelopment of the Millicent 24x7 service station, as well as several other property related projects. The construction of the new Adelaide transport terminal will facilitate the exit of two existing property leases and realise operational synergies.

The Group acquired fixed assets totalling $65.9 million, compared to $70.4 million in the prior year, and continues to invest to maintain a modern operating fleet.

Based upon independent valuations, the Group increased the carrying value of its freehold property portfolio by $18.8 million. The Group has a substantial property portfolio consisting of high-quality industrial assets with a carrying value of $309.1 million.

The Group's debt facilities comprise funding in four-year tranches totalling $125 million (inclusive of a $35 million bank guarantee facility) maturing in September 2027 and five-year tranches totalling $80 million maturing in September 2028.

Dividend

The Group paid a fully franked final dividend of 8.0 cents per share (2024: 8.0 cents per share) on 4 November 2025. This followed the fully franked interim dividend of 8.0 cents per share paid in April 2025, making the total fully franked dividend 16.0 cents per share in respect of the year ended 30 June 2025 (2024: 18.0 cents per share).

The dividend reinvestment plan currently remains suspended.

Outlook

Providing earnings guidance going forward remains difficult. While economic markets are forecasting one further cut to official interest rates in Australia, there is typically a substantial lag time between an interest rate cut and increased market activity. The Group anticipates that the current low growth economic environment will continue in FY2026.

Coupled with increasing key input costs, we expect that these items will continue to present risks to FY2026 results. The Group anticipates that these aggregated impacts will be partially offset by margin improvements in FY2026.

The Group currently does not have clarity on the timing of the cessation of the InfraBuild scopes of work the subject of our ASX announcement on 23 September 2025. However, it is presently anticipated that the majority of the services supplied to InfraBuild will continue into the third quarter of FY2026 and their cessation remains subject to an agreed transition period to InfraBuild's alternate transport provider.

We currently expect first half underlying profit before tax for FY2025 to be between $15.3 million and $16.3 million, versus the prior comparative period underlying profit before tax of $23.4 million.

While the Group is currently progressing a significant property project related capital expenditure programme, it has comparatively low gearing levels and a very strong balance sheet. We will continue to take a conservative approach to all financial risk as well as maintaining a strong focus on working capital management and underlying profit improvement. We will continue to target the ongoing improvement of the quality of our revenue base, with our focus also maintained on growth in specific market segments, be that organic or through acquisition, as well as continuing to invest in our property portfolio to realise accretive returns on any investment.

On behalf of the Board, I thank our customers, suppliers and employees, who have contributed to the continued success of the Group.

In particular, I thank the senior management team, led by Paul Sarant, for their ongoing commitment and dedication.

Tony Johnson
Chairman
25 November 2025

MANAGING DIRECTOR'S ADDRESS – 2025 AGM

Thankyou Mr Chairman.

We continue to focus on realising initiatives that improve all facets of K&S Corporation Limited and its subsidiaries (the "Group"), and in doing so provide increased shareholder and customer value.

The Group's operating revenues decreased by 9.7% to $744.8 million in FY2025. The underlying profit before tax was $38.3 million, a decrease of 9.0% on the prior corresponding period. Statutory profit before tax for FY2025 was $42.4 million, an increase of $1.1 million or 2.6% on the prior corresponding period.

The Group is experiencing significant base cost pressure from some key suppliers and inputs. While the Group endeavours to recoup increased costs from its customer base, cost base increases may not be wholly recovered compressing margins in some operations.

The underlying result was underpinned by our strong ongoing continuous improvement initiatives.

I will now provide more detail on several components of the Group.

Safety

The Group's lost time injury frequency rate increased modestly from 3.8 in FY2024 to 4.2 in FY2025.

The Group continues to invest in our safety management system and on road compliance and the training of our employees. We recognise that our social licence to operate is contingent upon achieving industry leading on-road behaviours and safety outcomes.

In FY2024, the Group undertook its second People at Work employee survey to assess key psychosocial hazards and factors that may have potential impacts upon employee mental health and wellbeing, job burnout, productivity, increased sickness related absence and physical disorders. The Group is committed to addressing any psychosocial hazards and factors within the workplace and commenced rolling out a number of initiatives in FY2025. Identifying and addressing any psychosocial hazards will remain a key focus in FY2026.

In December 2024, Comcare (the Group's safety regulator under the *Work Health and Safety Act 2011* commenced a prosecution against K&S out of the Magistrates' Court of South Australia in relation to an incident at the Group's Mt Gambier transport terminal in December 2022. K&S has been charged with one count of breaching the general duty to ensure the safety of a worker, so far as reasonably practicable, under the WHS Act. The charge carries a maximum penalty of $1.5 million if K&S is convicted. K&S is yet to enter a plea to the charge.

Environment

The Group continues to proactively demonstrate its commitment towards improving environmental performance and the transition to a Euro 6 compliant fleet. As of FY2025, over 96% of the operating fleet is either Euro 5 or Euro 6 compliant.

In the past decade the group has invested approximately $421 million on fleet upgrades, underpinning its emissions improvements. This positions the Group at the forefront of the industry in Australia. During the year, vehicle emissions reductions reached 81% of 2003 levels for NOx (FY2024: 84%), and 95% of 2003 levels for particulate matter (FY2024: 96%).

Carbon dioxide generation for FY2025 was 84,708 tonnes, down from 94,262 tonnes in FY2024.

The Group continues to proactively engage with major heavy vehicle manufacturers in relation to alternate technology platforms that support zero emissions vehicles. It is the Group's assessment that there are currently a number of barriers to the short term deployment of a zero emissions fleet solution within the Group's operations, primarily encompassing a lack of suitable supporting infrastructure (coupled with a lack of a supportive governmental regulatory environment to drive investment in that infrastructure), high up front asset cost, reduced payload, and end of life management obligations associated with electric vehicles.

While heavy vehicle manufacturers have deployed some zero emissions light vehicles, there are not currently any zero emissions heavy vehicle solutions suitable for longhaul applications commercially available in Australia. In the meantime, major heavy vehicle manufacturers continue to invest in conventional diesel powered vehicles that will meet the higher Euro 7 standards, which are currently scheduled to come into force in Europe in July 2027.
The Group will continue to monitor the feasibility of the deployment of zero emissions vehicles. The comparatively short whole of life investment cycle in fleet employed by the Group provides the opportunity to adopt lower and zero emissions technology as it becomes technically and commercially viable to do so.

Compliance

The Group has maintained ISO 9001:2015 accreditation standards, as well as other relevant accreditations which include WA Main Roads, NHVAS Mass, Maintenance, and Basic Fatigue Management, along with Food Safety/HACCP and TruckSafe.

Australian Transport

The Australian transport segment performed soundly in FY2025, albeit revenue and underlying profit after tax were both below the prior comparative period. The reduction in full year revenue for Australian transport was partly as a result of exiting several customer contracts and also due to lower customer volumes.

The operations maintained strong cost and service focused disciplines and continued to progress detailed end-to-end reviews of the operational parameters for a number of core activities and functions, that assisted to maintain margins in line with FY2024.

Intermodal steel volumes reduced in FY2025. Timber volumes also reduced in FY2025.

The rail division once again experienced disruptions as a result of regional flooding and bushfires. Rail related revenue softened in FY2025 and the rail division also experienced margin compression in a highly competitive market.

During the course of the year, the Group renewed its core rail linehaul agreement with Pacific National. Our focus remains on securing accretive parcels of rail volume that improve our rail network balance and performance.

Whilst the FY2025 revenue for our contract logistics operation reduced as a consequence of exiting an underperforming contract in the first half of the year, it realised a solid result.

The chemical transportation operation also performed well in FY2025. Our energy transport operation remained sound but was impacted by weather disruptions and other operational issues that adversely impacted the trading performance, with a resultant outcome lower than the prior year.

Despite a strong forward order book, the Western Australia based heavy haulage operation was impacted by a number of restrictions external to its direct control including stevedoring issues at the wharf and build crew labour shortages affecting key customers. Consequently, revenue and the trading result were both down on the prior year.

The financial performance of our specialised aviation refuelling operation was down on the prior year as a result of increased key input costs and low fire season activity. The focus on cost reductions and efficiencies has continued.

Fuel Agency

The fuel trading business has provided strong financial results, albeit revenue and profit are down on FY2024.

The fuel retailing and wholesaling markets remain dynamic and continue to exhibit high levels of competition. We are currently undertaking several projects to expand both our retail and wholesale offering, including the redevelopment of several company owned sites and the purchase of new sites.

New Zealand Transport

On stable revenue the New Zealand business recorded another sound result in FY2025.

The New Zealand business continues to target the provision of integrated and value adding services and we continue to review initiatives to further align with key customer logistics functions.

InfraBuild

On 23 September 2025, the Group announced that it had been informed that it was unsuccessful in retaining its previously contracted scopes of work with InfraBuild as part of a competitive tender process.

While the exact timing of the cessation of the performance of those scopes of work for InfraBuild is still not known, it remains our current expectation that the transition of these scopes of work to InfraBuild's alternate transport provider will occur prior to the end of FY2026.

The Group was informed that the decision by InfraBuild to award these scopes of work to an alternate transport provider was driven by commercial considerations rather than service issues.

The Group continues to work with affected employees.

People and Culture

Employee engagement and communications programs remain a high priority and area of focus across our business.

The Group has continued to invest heavily in the people and culture team in the course of FY2025. We are seeing strong results in terms of a more strategic approach to enhancing our employee value proposition, as well as filling vacancies to underpin improved asset utilisation. The people and culture team is focused on growing the overall organisational capability for the Group.

In July 2025, the Group deployed a new human resources information system (HRIS). The new HRIS will assist the Group to elevate the engagement and performance of our workforce, as well as providing a number of administrative efficiencies.

As part of the roll out of the new HRIS, the Group has also implemented a new learning management system (LMS). The Group is undertaking a complete refresh of all training materials in conjunction with the deployment of the LMS to ensure that the delivery of training is engaging and results in industry leading safety outcomes for our workforce.

We continue to align the operational and management structures to service the needs of business units and customers, while maintaining our strong focus on the retention and development of skilled and qualified employees as the Group's most valuable asset.

Property Projects

The Group has continued its strategy of investing in key terminal infrastructure over the last twelve months, including:

- the development of a new purpose built terminal in Gillman (Adelaide), with practical completion having recently been achieved and the terminal expected to be operational in December 2025;
- significant upgrades to the existing Coopers Plains (Brisbane) terminal have been completed, including the construction of additional container handling and storage capacity, and dangerous goods storage; and
- the development of new purpose built terminal in Townsville, currently expected to be operational by the end of the second half of 2026.

The Group is also undertaking several other property projects including:

- the construction of a modern warehouse at the existing Portland transport depot, with works expected to be completed in the third quarter of FY2026;
- the complete redevelopment of the Millicent 24 x 7 service station into a modern convenience offering; and

- several other fuel sales property related projects for the K&S Fuels segment.

The Group owned three adjoining properties at Bullsbrook, Western Australia. The Bullsbrook properties were originally purchased in 2013 with a view to being redeveloped as a transport terminal. Ultimately the Group elected not to redevelop the Bullsbrook properties and they were classified as held for sale as at 30 June 2025.

On 30 July 2025, the Group completed the sale of one of the Bullsbrook properties. On 21 August 2025, the Group completed the sale of the other two Bullsbrook properties. The combined sale proceeds for the Bullsbrook properties was $7.2 million. Those sale proceeds have been used to pay down debt.

Other Items

The implementation of cost reduction strategies continued across the business, contributing strongly to underlying profit. In particular, the Group has maintained its focus on operational efficiencies, supplier renegotiations, cessation of underperforming activities, and the rationalisation and replacement of specific fleet assets that provide reduced operating costs.

Ongoing cost reductions are expected to continue to be accretive in FY2026. However, we recognise that the current low growth economic environment, coupled with key input cost pressures, de-stocking by some customers and lower construction activity, present risks to FY2026 results.

I would like to take this opportunity to thank our management team, and all employees and supporters of the Group who have collectively worked extremely hard through what was another challenging year to continue to improve our company.

I also wish to thank our customers, suppliers and all other providers for their ongoing support.

Paul Sarant
Managing Director and CEO
25 November 2025