AVADA Group Limited 2026 Annual General Meeting Chairman's Address
20 November 2026

Welcome

Good morning ladies and gentlemen, and welcome to the 2026 Annual General Meeting of AVADA Group Limited.

On behalf of the Board, I would like to thank our shareholders for joining us today and for your continued support of AVADA.

CEO transition

Before I turn to the year in review, I would like to acknowledge Don's recent decision to resign as Chief Executive Officer.

On behalf of the Board, I would like to thank Don for his leadership and contribution to AVADA, particularly through a significant period of transformation and change for the Group.

Don will continue to work with the Board and leadership team to support an orderly transition, and the Board will keep shareholders appropriately informed regarding succession.

Don, thank you for your continued commitment to AVADA during this transition.

Year in review

Turning now to FY26, it was an important year for the Group.

It was a year in which we continued the transformation of the business, strengthened the leadership team and its capability, improved financial resilience and delivered strong revenue growth in our two largest markets, Queensland and New South Wales.

Importantly, we have continued to strengthen the foundations of the business while remaining focused on what sits at the heart of AVADA: the safety of our people, our customers and all road users.

That focus produced a substantial improvement in safety performance, something Don will speak about in more detail shortly.

At a Group level, revenue increased 14.6% to $209.8 million, compared with $183.1 million in FY25.

This growth was driven predominantly by Queensland and New South Wales and demonstrates the benefits of AVADA's established market positions, combined with our success in winning work with new customers and entering new markets.

Adjusted EBITDA was $13.1 million, compared with $12.8 million in FY25.

This result included investment in the mobilisation of new regional operations and one-off expenditure associated with strengthening the business.

The Group recorded a statutory net loss after tax of $15.2 million, compared with a loss of $15.6 million in the prior year.

Importantly, the FY26 result included a $15.0 million non-cash impairment relating to our Victorian operations.

While the statutory result is clearly not where we want the business to be, the underlying progress being made across the organisation is significant.

Strengthening the business

During the year we saw tangible benefits from the transformation program that commenced in FY25.

There has been improved workforce and fleet productivity, stronger discipline around capital allocation and a clearer focus on profitable growth.

We also successfully refinanced and expanded the Group's banking facilities with Commonwealth Bank in April 2026. This increased financial flexibility and improved the commercial terms of our funding arrangements.

At 30 June, the Group was compliant with the covenants applicable to its banking facilities and had access to undrawn facilities to support its operational requirements.

Leadership and governance

Another important development has been the strengthening of AVADA's executive leadership capability.

The expanded leadership team has brought additional operational, commercial and financial capability into the organisation, and we are increasingly seeing those capabilities translate into stronger decision-making and execution.

Daniel Crowley also transitioned into the position of Executive Director and Founder during the year. Daniel Crowley remains actively involved in the business, with a particular focus on using his considerable industry experience and relationships to support business development.

The Board and management now have a much clearer shared view of AVADA's strategic and commercial priorities.

Looking forward

The underlying market fundamentals remain attractive.

Infrastructure investment across Australia continues to support demand for traffic management services, and we see particularly significant opportunity in Queensland as investment accelerates towards the Brisbane 2032 Olympic and Paralympic Games.

At the same time, like many businesses, we are dealing with cost pressures across labour, fuel and other operating inputs. Management remains focused on addressing these pressures through improved productivity, disciplined pricing, appropriate cost recovery and careful project selection. These areas are consistent with the cost and margin risks identified in the 2026 Annual Report.

As a Queensland-headquartered business with an established market position and national operating capability, AVADA is well positioned to participate in the infrastructure investment cycle.

Our priority is therefore clear: to convert our strong market position and growing revenue base into sustainable improvements in profitability, cash generation and shareholder value**.**

Before handing over to Don, I would like to thank our people across Australia and New Zealand for their efforts throughout what has been another demanding year.

I would also like to acknowledge my fellow Directors and thank our customers, suppliers, banking partners and shareholders for their continued support.

Thankyou

THIS CHAIR ADDRESS HAS BEEN APPROVED BY THE BOARD OF AVADA GROUP LIMITED

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