

2023 ANNUAL GENERAL MEETING – CHAIR ADDRESS

Welcome to Silk's 2023 Annual General Meeting.

It is my pleasure to address shareholders once again as Chair of Silk Logistics Holdings Limited.

In a year of significant challenges for our industry and the wider economy, I am pleased to report that Silk delivered strong underlying financial performance. All whilst continuing to prioritise safety and superior customer service, and furthering our organic and inorganic growth.

Silk is well positioned to continue to deliver sustainable performance for our shareholders over the long-term.

In FY23 Silk achieved both record revenue and profit including:

- Revenue of \$488.6 million (23.8% increase on FY22); and
- Underlying earnings before interest and tax ('Underlying EBIT¹') of \$35.5 million (14.5% increase)

This result maintains our record of growing revenue and profit over previous corresponding periods since our initial public offering in July 2021. In the 2-year period post listing, revenue has increased 51% and underlying EBIT has increased 83%. Organic revenue accounts for 70% of the revenue growth in this period.

We declared a final dividend of 3.10 cents per share and full year dividend of 8.37 cents per share (DPS yield of 4.0%).

I am particularly proud of Silk's ability to achieve these FY23 results in what was a challenging and uncertain market environment. Global trade patterns shifted due to geopolitical factors, altering demand and supply dynamics. Challenges like supply chain disruption, port congestion, and labor shortages tested operational efficiency and cost management, and this was compounded by persistent inflationary pressure on costs.

Silk's FY23 result is a testament to the strong reputation the team has built for delivering reliable, quality services to our customers whilst managing challenging industry conditions. This service execution continued throughout FY23 and underpinned our revenue growth, along with the contribution from acquired businesses. Annualised revenues in our most recently acquired businesses - 101Warehousing and Fremantle Freight and Storage ('FFS') – were both comfortably above pre-acquisition levels. Whilst M&A has been a key strategic focus, it is strongly complemented by our organic growth.

The resilience of our business model and ability to perform under a range of conditions is largely attributable to our strong customer relationships, cost recovery mechanisms, customer-centric technologies and our variable-cost business model.

As we've grown, we've been able to offer a greater breadth and depth of services to our customers across more locations Australia-wide. Our commitment to customers has created strong brand loyalty, with an average tenure for contracted services above industry norms.

Other notable highlights during FY23 include the completion of our carbon-emission baselining which provides us a platform to establish our FY24 roadmap and beyond. We also welcomed the appointment of Cheryl Hayman as Non-Executive Director to our Board. Cheryl brings to the Silk Board a strategic focus on growth and a strong track record of successfully managing challenges in geographic and channel product expansion, within listed and unlisted environments. Cheryl seeks election to the Board at today's meeting which is included in the Agenda at Resolution 4.

Uncertainty in respect of global and domestic economic conditions was a factor through 2HFY23 and have persisted through 1HFY24. Whilst these conditions present challenges, our focus is to provide superior customer service, grow organic revenue in a competitive market, extend our share of business with existing customers, and drive operating efficiencies in each of our service lines and support functions. We will also focus on realising synergies and efficiencies in the integration of our recent acquisitions and maintaining a high-degree of cost discipline across the group to further mitigate inflationary pressures. We will continue to appraise acquisitions as a key component of our corporate strategy.

FY24 started with the acquisition of Secon Freight Logistics ('Secon'), a Melbourne-based port and bulk logistics provider. This acquisition is aligned to our strategic plan and provides Silk with increased scale and capability in bulk logistics and bonded warehousing. Our Managing Director and CEO Brendan Boyd will provide further detail on the opportunities presented by the Secon acquisition.

The achievements over the year would not have been possible without the dedication of Silk management, employees, and contractors. I would like to express my gratitude, and pride, in the broader Silk team for their efforts, and contribution to our outstanding results, under the leadership of Brendan.

I would also like to acknowledge my fellow directors and the senior leadership team for driving the company through the past 12 months, and thank Silk's customers and shareholders for their on-going commitment and support.

Silk is well positioned to deliver sustainable performance for our shareholders over the long-term. We will continue forward, consistent with our track record of delivering strong and consistent organic growth, combined with value-accretive acquisitions. The operational leverage of our variable cost structure will allow us to continue to drive scale throughout any remaining uncertainty in market conditions.

We appreciate your ongoing support of Silk and anticipate delivering further positive news and continued growth over the coming years.

Thank you for your interest and attendance today, and I now hand to Brendan Boyd to outline the operations report.

This announcement is authorised for release by the Board of Directors of Silk Logistics Holdings Limited.

Managing Director & CEO

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Forward-Looking Statements

This announcement contains forward-looking statements, including references to expected outcomes. Forward-looking statements are not guarantees of future performance or events and involve known and unknown risks, uncertainties, assumptions and other important factors, many of which are beyond SLH's control and speak only as of the date of this announcement. Readers are cautioned not to place undue reliance on forward-looking statements.

Non-IFRS financial information:

This Letter contains certain non-IFRS financial measures of earnings before interest, tax, depreciation and amortisation ('EBITDA') and earnings before interest and tax ('EBIT'). Underlying performance measures exclude the impact of significant items, which are profit or loss items associated with mergers and acquisitions activity, capital restructures or certain one-off events included in reporting periods that are not reflective of underlying business activities. Non-IFRS financial information should be considered in addition to, and is not intended to be a substitute for, or more important than, IFRS measures. The presentation of non-IFRS measures is in line with Regulatory Guide 230 issued by the Australian Security and Investments Commission to promote full and clear disclosure for investors and other users of financial information and minimise the possibility of being misled by such information. These measures are used by management and the directors as the primary measures of assessing the financial performance of the Group. The directors also believe that these non-IFRS measures assist in providing additional meaningful information on the underlying drivers of the business, performance and trends, as well as the financial position of the Group. Non-IFRS measures are not subject to audit or review.

Refer to the page 10 of the Annual General Meeting presentation for a reconciliation between reported statutory profit and underlying earnings.

Footnotes –

¹ Refer Non-IFRS financial information disclaimer.