SILK LOGISTICS HOLDINGS

FY24 FULL YEAR RESULTS PRESENTATION

Presenters

John Sood, MD & CEO

James Nicholias, CFO

PRESENTING TODAY

Silk's experienced management team

John Sood

Managing Director & CEO

John was appointed as the Company's Managing Director and Chief Executive Officer on 22 May 2024.

John is a highly regarded and respected leader in Australia's supply chain management industry. He has developed long standing relationships with Australia's retailers, manufacturers and wholesale distributors and has held roles in some of the industry's largest companies.

Prior to his appointment as Managing Director & CEO, John held the role of Chief Customer Officer. John's experience also includes Executive / General Management roles at Linfox, Westgate Logistics and Swire Group.

James Nicholias

Chief Financial Officer

James joined the Group in January 2024 as a growth focused and commercial CFO, with over 20 years of financial experience across multiple industries including logistics and supply chain, recycling, banking and infrastructure.

Prior to joining Silk, James held senior roles at organisations including Bingo Industries Limited, JP Morgan, Macquarie Group and Deloitte. James leads the Group's finance function and has responsibility for finance, commercial, corporate planning, business analysis, taxation and reporting. James holds a Master of Applied Finance from Macquarie University and is a member of Chartered Accountants ANZ.

FINANCIAL HIGHLIGHTS

Resilience and growth in challenging market conditions

REVENUE

$556.4 million

13.9% increase from FY23

National integrated service offer

UNDERLYING EBITDA[1]

$95.4 million

11.0% increase from FY23

Growing share of wallet

UNDERLYING EBIT[1]

$34.8 million

2.0% decrease from FY23

Adapted to external headwinds

RESILIENT BALANCE SHEET

$82.4m NAV
$27.1m Cash

Financial stability with cash reserves

CASH TO UNDERLYING EBITDA[1]

131.1% pre capex

85.8% in FY23

Strong cash generation

SECON REVENUE

$59.5 million

10-months contribution

Performing ahead of expectations

1 Underlying EBIT/ EBITDA represents EBIT/ EBITDA post-AASB16 Leases and before significant items. Significant items are set out on slide 13.

SNAPSHOT OF OPERATIONS

National operations, with a time-certain approach to customer fulfilment

SILK LOGISTICS HOLDINGS

295,725 sqm

Container hardstand area

17.0% decrease on FY23

505,499 sqm

Total warehouse area[1]

19.7% increase on FY23

86

Carrier partners nationally[2]

10.3% increase on FY23

331,910

FY24 Billed Containers

14.9% increase on FY23

75.1%

Avg. leased warehouse occupancy[3]

versus 89.0% in FY23

69,951

FY24 Billed Consignments

17.9% decrease on FY23

1,878

Total workforce[4]

20.5% increase on FY23

1.65 LTIFR[5]

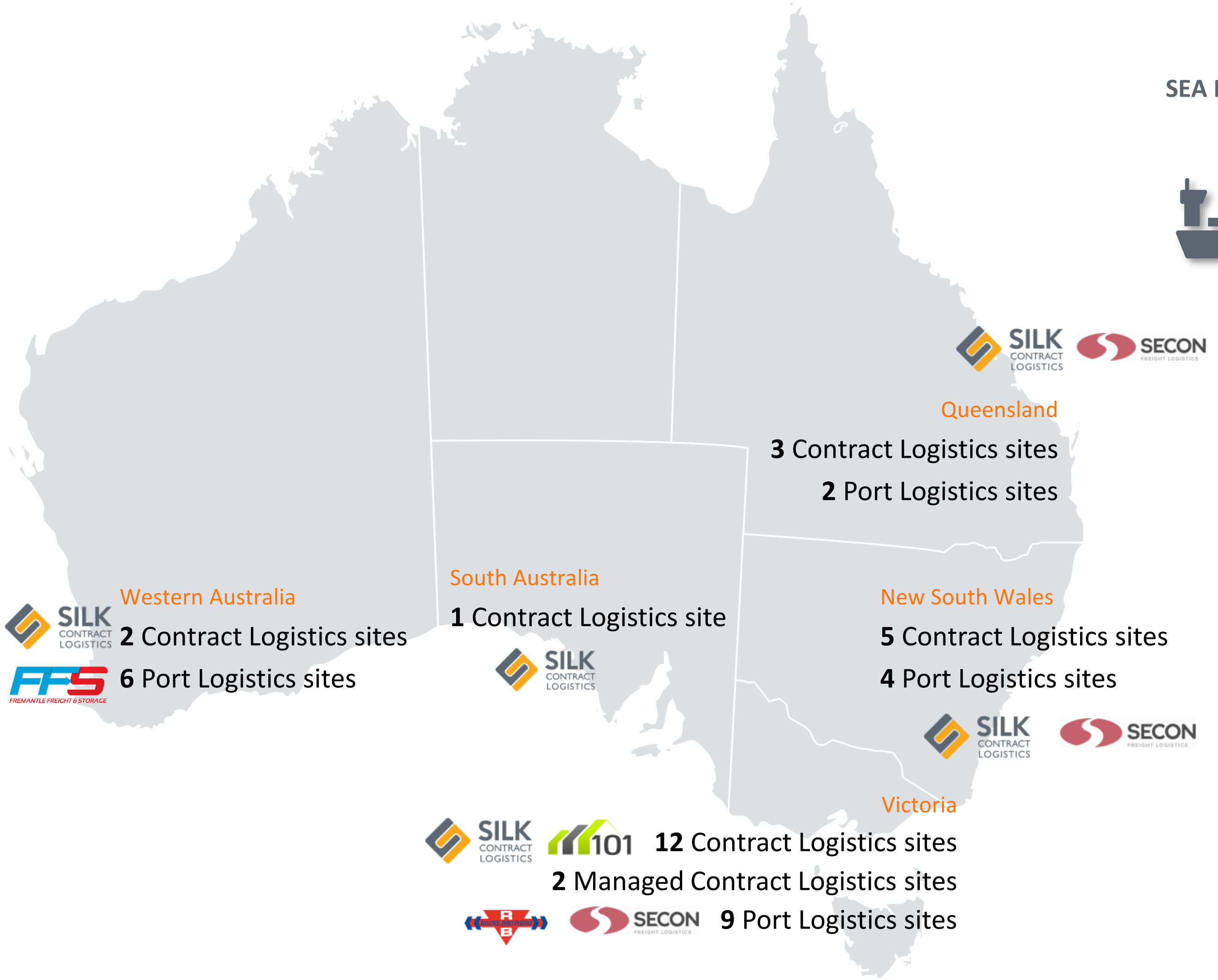
Market leading safety performance

Decreased from 3.01 in FY23 (2.80 ex Secon)

1 As at 30 June 2024; leased and managed sites.
2 As at 30 June 2024.
3 Silk Contract Logistics leased warehouses only.
4 Includes company employed (permanent, fixed term, casual), agency supplied labour and independent transport sub-contractor pool in week ending 30 June 2024.
5 LTIFR = Lost Time Injury Frequency Rate. LTIFR = Lost Time Injury Frequency Rate. FY24 LTIFR = 1.65 and FY23 LTIFR = 3.01 (2.8 excluding Secon). LTIFR is reported as a rolling 12-month average to the end of the reporting period.

NATIONAL PORT-TO-DOOR CAPABILITY

46 operational sites strategically positioned across 5 States



ACHIEVEMENTS

Success against target KPIs underpins SLH growth

Customers[1]

- 8% year-on-year revenue growth from Silk's top 20 customers
- New business wins of $55.72 million (annualised)[2]
- 11.6% YoY increase in trading customers to 635
- Contracted recurring revenue of $425.5 million (versus $352.0 million in FY23)
- 84% of warehouse revenue from contracted customers
- NPS improvement to 20 (vs 2 in FY23)

People, Safety & Governance

- Reduction in LTIFR to 1.65 (a 45.2% YoY reduction on 3.01 in FY23)
- Kenwick site achieved 6-star green rating
- A 20.7% increase in females employed

Technology

- Delivered phase one of investment in our web-based control tower portal
- Developed a data service layer connecting to our core systems include API capability to allow customers to self service
- Upgraded private cloud footprint reducing our carbon emissions and ensuring high levels of redundancy and security of our core systems

M&A

- Acquired Secon Freight Logistics, delivered $59.5million in revenue within 10-months
- Expanded Secon into 3 additional states with operations now in Sydney, Brisbane and Perth

1 All Customer information excludes Secon unless otherwise stated
2 Includes new revenue won by Secon since its acquisition in September 2023

EXPANDING CAPABILITIES - SECON

Expansion into new bulk logistics segments to capture greater share of wallet

SILK LOGISTICS HOLDINGS

- Transportation and discharge of bulk homogenous goods such as sugar, plastics and grains with specialist tipping and rotary pumping equipment
- Delivered $59.5 million in revenue over 10-months
- Operations expanded from 2 Victorian sites (at time of acquisition) to Sydney, Brisbane & Perth delivering national capability
- 27 new clients onboarded in FY24
- Supporting share of wallet strategy; onboarded 2 national clients with more than one service offering
- Specialised equipment such as tipping trailers and pump trucks required but otherwise leveraging Silk's existing prime mover fleet
- Commenced implementation of automated solutions
- Strong pipeline for FY25

ESG

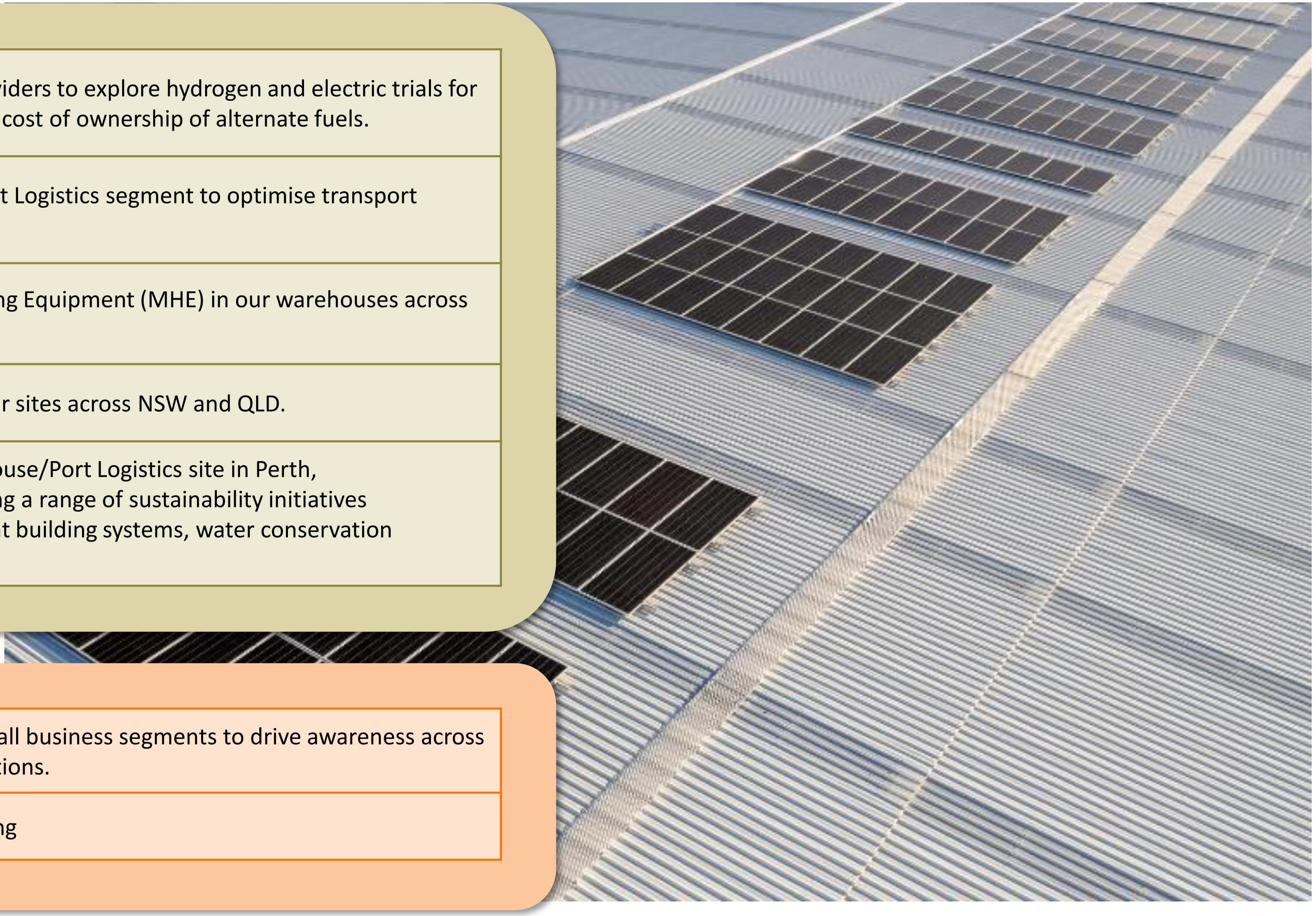
Applying innovation towards our social and environmental objectives

ENVIRONMENTAL

Transport Fuels	Progressed engagement with alternative fuel providers to explore hydrogen and electric trials for transport fuels and undertaken modelling of total cost of ownership of alternate fuels.
	Introduced 5 high-productivity units into Silk's Port Logistics segment to optimise transport routes.
	Rolled out lithium battery fleet & Material Handling Equipment (MHE) in our warehouses across WA.
Electricity	Successfully installed extensive solar panels at four sites across NSW and QLD.
	Kenwick 2, our new flagship 32,000 pallet Warehouse/Port Logistics site in Perth, has achieved a 6-star Green Star rating, showcasing a range of sustainability initiatives including a 200kW onsite solar PV system, efficient building systems, water conservation measures, and EV charging stations.

SOCIAL & GOVERNANCE

People, Processes and Technology	Established a dedicated working group across all business segments to drive awareness across ESG programme and build on emissions reductions.
	Initiated draft report to review carbon reporting



CHALLENGING ECONOMIC CONDITIONS

Industry and demand-side headwinds continued in FY24

Sustained challenging backdrop

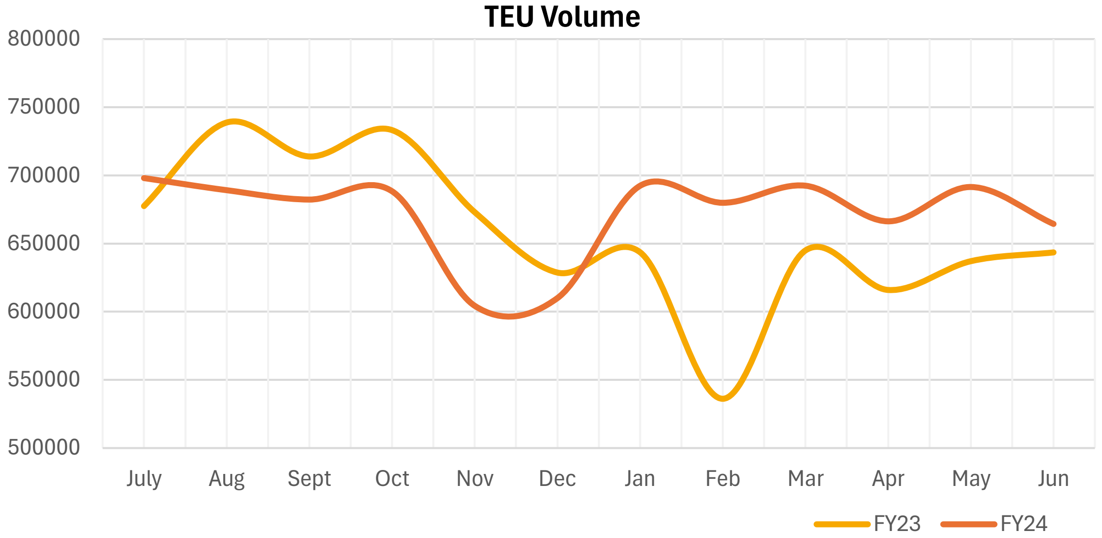
- Tight labour conditions
- Shift back to 'just-in-time', stabilising
- Improved container volumes in 2HFY24 vs pcp

Interest rates and inflation

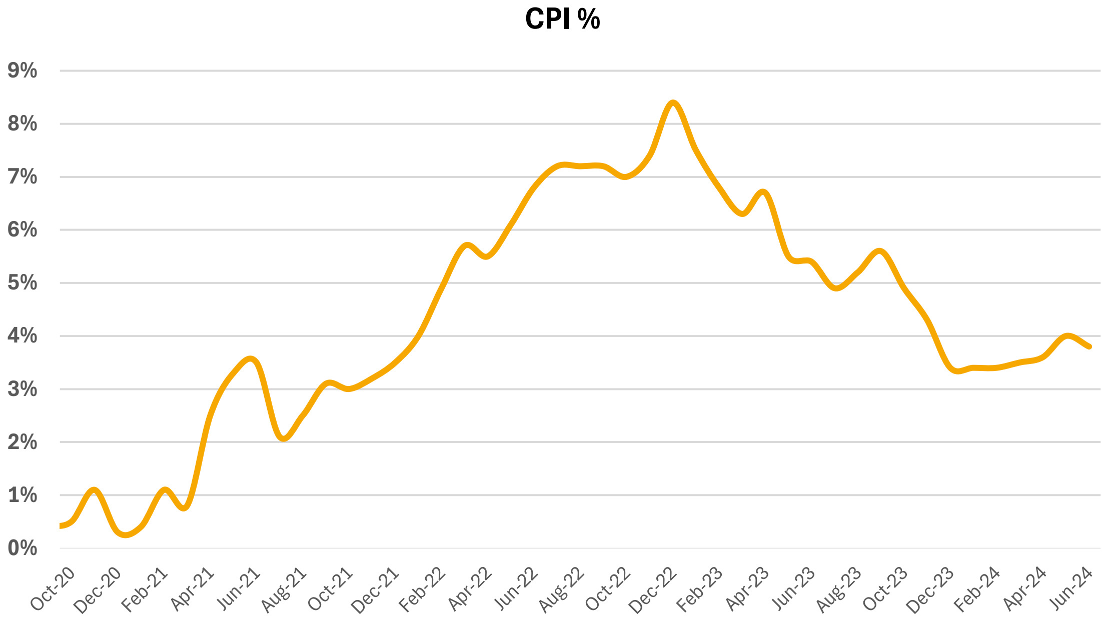
- Softening discretion spend due to high-interest rate environment and sustained cost of living pressures resulted in lower warehouse utilisation than budgeted
- Close management of customer relationships allowed Silk to pass on cost increases

Industry landscape

- Customers that have large exposure to consumer discretionary facing pressure
- Food & dairy, agriculture and industrial products have been resilient



Source: Port of Melbourne, NSW Ports, Port of Brisbane, Fremantle Ports



FINANCIAL PERFORMANCE

FY24 GROUP RESULTS SUMMARY

Earnings driven by revenue growth and a disciplined cost focus

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Revenue growth and continued investment

- Revenue growth from existing and new customers
- Variable cost model to minimise margin impact
- Ability to pass through cost increase
- Continued investment in people and capability
- Effective integration of acquired businesses

($m)	FY24	FY23	Change*
Post-AASB16 Leases			
Revenue	556.4	488.6	13.9%
Underlying EBITDA[1]	95.4	86.0	11.0%
Underlying EBITDA margin %	17.2%	17.6%	(0.4)pp
Underlying EBIT	34.8	35.5	(2.0%)
Underlying EBIT margin %	6.3%	7.3%	(1.0)pp
Underlying NPAT	11.5	15.9	(27.7%)
Statutory NPAT	7.4	16.4	(54.8%)
Underlying free cash flow	32.6	24.5	33.4%
Underlying EPS (cents)	14.2	20.2	(29.6%)
Significant items (after tax)[2]	(4.1)	(0.5)	713.7%

* Change on margin % represents difference in percentage points (pp) from prior period
1 Includes post tax profit on fleet asset disposals.
2 Significant items are profit or loss items associated with merger and acquisitions activities, discontinued site costs and capital restructures or certain one-off events included in reporting periods that are not reflective of underlying business activities. FY23 significant items included change in value of contingent consideration $2.2 million (gain) and acquisition related expenses of $1.7 million.

BUSINESS MODEL ADAPTS TO CONDITIONS

Variable cost model and disciplined yield management

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Strong revenue risk management program:

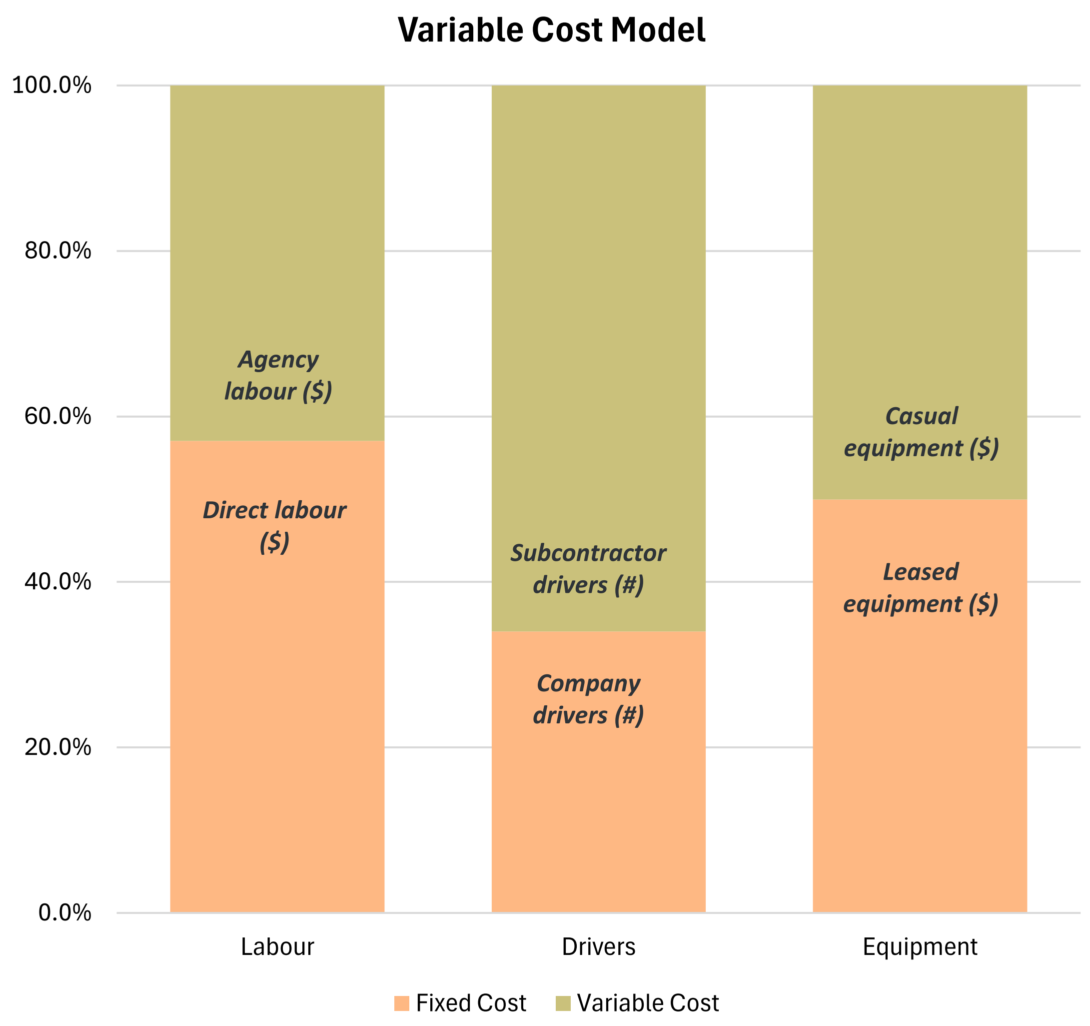
- Diversification - customer base and industry segments
- Disciplined yield management program

Variable cost model minimises impact of market fluctuations[1]:

- Agency labour comprises 43% of total direct labour
- Optimal mixture of company drivers (34%) and subcontractors (66%)
- Casual hires comprises 50% of total fleet & MHE cost

Macro-economic impact cushioned by the variable cost model to protect shareholder value:

- Billed containers – higher in 2HFY24 v. 1HFY24 (broadly flat ex Secon)
- Warehouse occupancy - averaged 73% in 2HFY24 v. 77% in 1HFY24[2]
- June 24 occupancy including K2 74% and excluding 81%



1 Excludes Secon
2 The targeted occupancy level for optimum efficiency is 85%.

RECONCILIATION

Statutory to underlying earnings

($000's) *	EBITDA	D&A	EBIT	Finance Costs	PBT	Tax	NPAT
Statutory earnings	**92,687**	**62,235**	**30,452**	**20,071**	**10,403**	**2,988**	**7,415**
Add back/ (deduct)							
M&A[1]	773	-	773	-	773	29	744
Discontinued site costs[2]	1,039	-	1,039	-	1,039	56	983
Restructure costs[3]	937	-	937	-	937	281	656
Depreciation, amortisation & interest on fair value of acquired assets and liabilities[4]	-	(1,585)	1,585	(832)	2,417	725	1,692
Underlying earnings	**95,436**	**60,650**	**34,786**	**19,239**	**15,569**	**4,079**	**11,490**

* Totals and sub-totals may not add due to rounding to $000's

1. Costs associated with the acquisition of Secon Freight Logistics which was completed 1 September 2023
2. Costs associated with the discontinued Kemps Creek, NSW site as announced on 14 November 2023
3. Costs associated with corporate restructure activities
4. Depreciation and amortisation on the fair value uplifts recognised from the provisional purchase price accounting on acquisition of Secon Freight Logistics so as to reflect the underlying contribution of the business before any provisional fair value uplifts. Interest expense relates to the unwind of the present value of the contingent consideration payable on acquisition of Secon Freight Logistics

SEGMENT RESULTS

Earnings growth underpinned by strong Port Logistics, supported by recent acquisitions

	Port Logistics			Contract Logistics			SLH Group		
($m)	FY24	FY23	Change*	FY24	FY23	Change*	FY24	FY23	Change*
Post-AASB16 Leases									
Revenue	364.8	285.9	27.6%	191.6	202.7	(5.5%)	556.4	488.6	13.9%
Expenses	313.5	246.0	27.4%	147.5	156.6	(5.8%)	461.0	402.6	14.5%
Underlying EBITDA	51.3	39.9	28.6%	44.1	46.1	(4.3%)	95.4	86.0	11.0%
Underlying EBITDA margin %	14.1%	14.0%	0.1pp	23.0%	22.7%	0.3pp	17.1%	17.6%	(0.4)pp
Underlying EBIT	28.0	23.7	18.1%	6.8	11.8	(42.4%)	34.8	35.5	(2.0%)
Underlying EBIT margin %	7.7%	8.3%	(0.6)pp	3.5%	5.8%	(2.3)pp	6.3%	7.3%	(1.0)pp

PORT LOGISTICS

331,910
Billed Containers

14.9%
Increase on FY23

CONTRACT LOGISTICS

75.1%
Warehouse Utilisation

13.9pp
Decrease on FY23

CONTRACT LOGISTICS

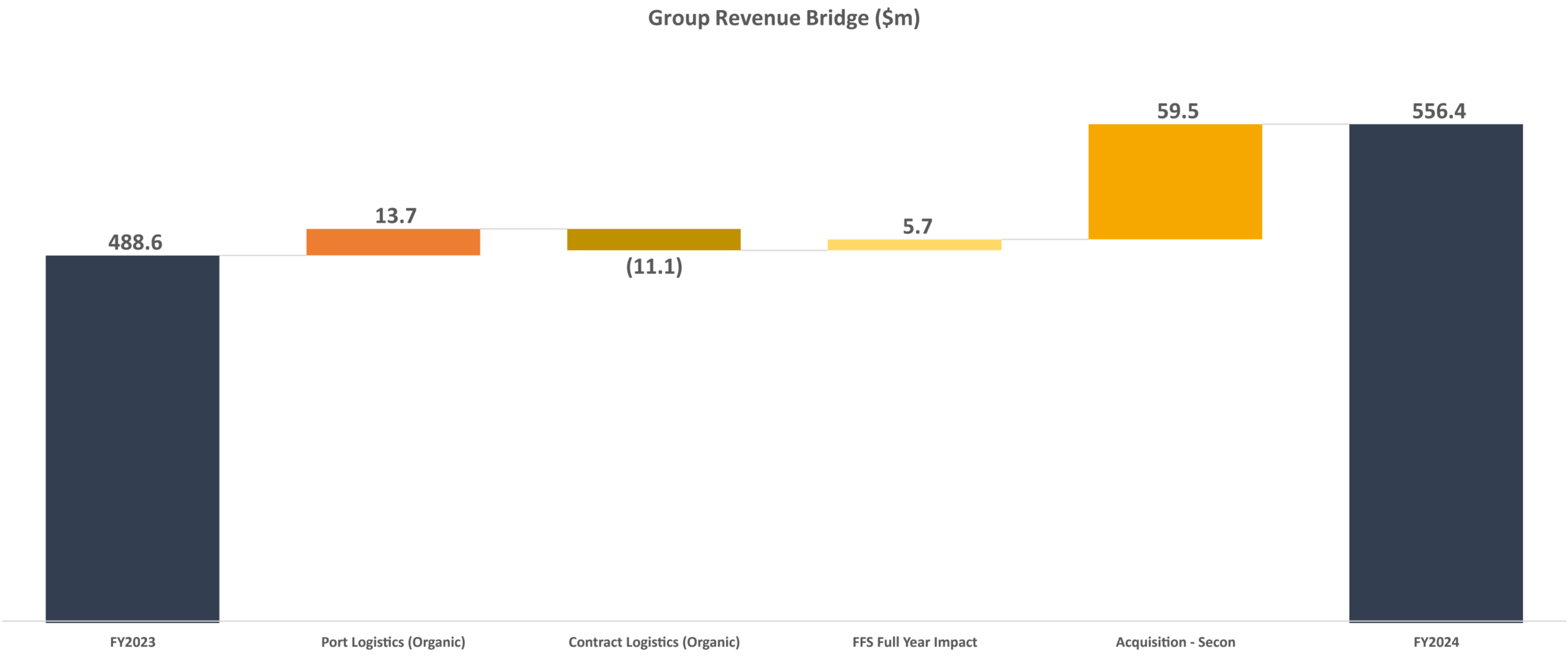
69,951
Billed Consignments

17.9%
Decrease on FY23

* Change on margin % represents difference in percentage points (pp) from prior period.

REVENUE GROWTH

Underpinned by organic growth (4%) and acquisitions (96%)

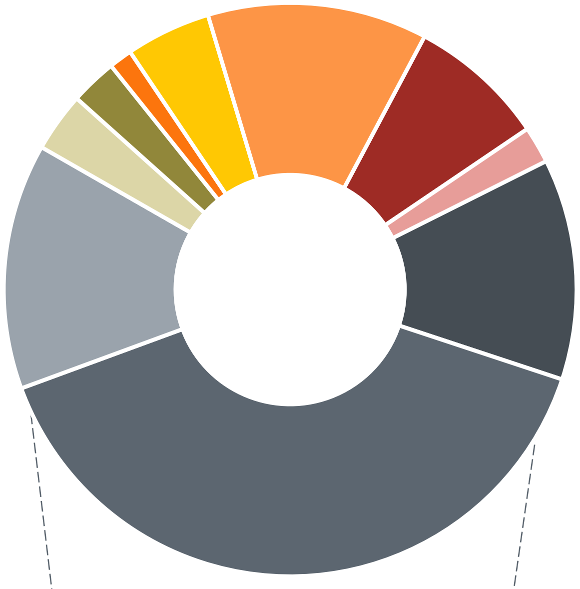


ORGANIC GROWTH[1]

Disciplined growth in a challenging environment

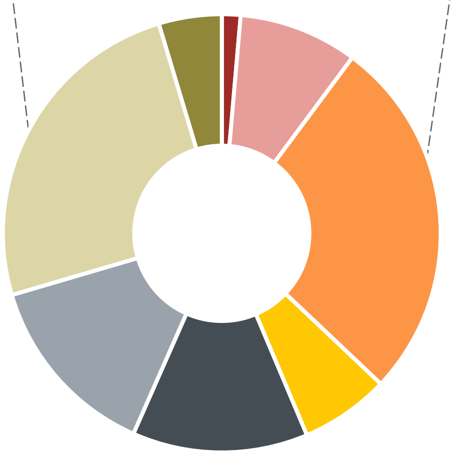
SILK REVENUE BY CUSTOMER MARKET CATEGORY

- Agriculture , 8%
- Construction , 2%
- Food , 12%
- Freight Forwarding , 39%
- Light Industrial ,14%
- Other ,3%
- Packaging ,3%
- Specialist Retail , 1%
- Consumer Goods (Personal) , 5%
- Consumer Goods (General) , 12%



UNDERLYING CUSTOMER MARKET CATEGORY FOR FREIGHT FORWARDER REVENUE[2]

- Agriculture , 1%
- Construction , 9%
- Consumer Goods (General) , 27%
- Consumer Goods (Personal) , 7%
- Food , 13%
- Light Industrial , 14%
- Other , 25%
- Packaging , 5%



Sustained organic revenue growth in target customer market categories

- 8% year-on-year revenue growth from Silk's top 20 customers
- 71 new business wins - estimated annualised revenue of $44.12m
- 635 trading customers in FY24, representing a 11.6% increase YoY

Long-term customer relationships and contracted revenue

- 7.27 years - average tenure of contracted customers
- 95% of FY24 revenue was generated from existing customers
- 66% contracted revenue from customers with a tenure greater than 4 years

Significant opportunity remains for integrated cross-sell

- 80% of existing customers currently use a single service only
- 81.6% of warehousing customers are using other 'Port-to-Door' services offered by Silk

1 All figures and commentary on this slide exclude Secon.
2 Freight Forwarder market category split is based on management estimates.

BALANCE SHEET

Discipline in asset and working capital management

SILK LOGISTICS HOLDINGS

Statutory Balance Sheet

($m)	As at 30 June 24	As at 25 June 23
Cash and cash equivalents	27.1	30.5
Trade, other receivables & assets	78.8	71.4
Total current assets	**105.9**	**101.8**
PP&E, right of use assets	342.9	185.3
Intangible & deferred tax assets	105.0	75.3
Total non-current assets	**447.9**	**260.5**
Total assets	**553.8**	**362.4**
Trade and other payables	47.3	39.8
Other financial liabilities	6.3	5.6
Lease liabilities	49.3	48.2
Provisions	16.4	14.5
Borrowings	12.4	13.9
Total current liabilities	**131.7**	**121.9**
Other financial liabilities	9.3	-
Lease liabilities	282.1	142.3
Provisions	10.0	5.7
Borrowings	38.5	17.1
Total non-current liabilities	**339.8**	**165.1**
Total liabilities	**471.5**	**287.0**
Net assets	**82.4**	**75.4**
Issued capital	79.4	74.3
Retained earnings	26.6	24.0
Reserves	(23.7)	(22.9)
Total equity	**82.3**	**75.4**

Strong cash balance

$27.1 million cash

Fixed assets

"Asset right" strategy and capex discipline

Net Leverage[1]	
Jun-23	0.6x
Jun-24	2.0x

Gross Leverage[2]	
Jun-23	1.5x
Jun-24	2.8x

1 Net Leverage = (corporate debt, bank guarantees and hire purchase liabilities) less cash / underlying pre-AASB16 *Lease* EBITDA over proceeding 12 months (measured in accordance with bank finance facility covenant). Increase during the current period is primarily due to Secon acquisition and includes Secon deferred contingent consideration.

2.Gross leverage = (corporate debt, bank guarantees and hire purchase liabilities) / underlying pre-AASB16 *Lease* EBITDA over proceeding 12 months (measured in accordance with bank finance facility covenant). Increase during the current period is primarily due to Secon acquisition and includes Secon deferred contingent consideration.

CASH FLOW

Cash generation underpinned by disciplined approach to working capital

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Recurring cash generation

Strong cash generation

Robust working capital practices

Clean debtor book - > 90 days aged debtors 0.3%

Asset strategy and capital allocation

($m)	FY24	FY23
Underlying EBITDA	95.4	86.0
Lease payments	(63.2)	(50.1)
Underlying EBITDA (after lease payments)	32.2	35.9
Non-cash items	(0.8)	(0.9)
Changes in working capital	10.8	(3.1)
Net capex[1]	(9.6)	(6.4)
Free cash flow before adjustment	32.6	25.4
BAS and PAYG deferral impact	-	(1.1)
Underlying free cash flow (post-capex)	**32.6**	**24.5**
Underlying free cash flow (post-capex) / Underlying EBITDA (after lease payments) conversion	101.2%	*68.4%*
Underlying free cash flow (pre capex)	**42.3**	**30.8**
Underlying free cash flow (pre capex) / Underlying EBITDA (after lease payments) conversion	131.1%	*85.8%*

1 Net of proceeds from disposals and (FY24 only) $2.3m reimbursed by a financier on entering into a progressive payment facility to finance the purchase of specialised MHE.

STRATEGIC OUTLOOK

GROWTH INITIATIVES

Long-term revenue and profit growth

1
Provide Market Leading Customer Experience

- Control tower roll-out for Warehousing & Distribution
- Advance customer centric culture
- Continue to drive NPS improvements

2
Extend Integrated Service Offering

- Grow share of customer wallet
  - Targeted account management
  - National distribution offering

3
Grow In Value-Add Services & Sectors

- Further investment and expansion of bulk offerings

4
Expand Site Network Capability & Footprint

- Drive efficiencies through consolidation of sites where commercially sensible
- Progress strategic planning for new intermodal logistics sites in the medium to long term

5
Drive Operational Efficiency Improvement

- Implement and deploy IT systems e.g. ERP
- Design and automation of core processes
- Deliver operating synergies of acquisitions to date including brand core system integration

Revised FY30 target of $1billion in revenue based off current run-rate of organic growth and conservatively assumes no further acquisitions

FY25 OUTLOOK

Continuing to invest for organic growth

- Silk expects to continue its track record of organic growth. Delivering solid revenue and EBITDA growth in FY25; subject to no further adverse changes in economic conditions
- Expect further organic growth through new business wins and greater share of customer wallet
- Driving productivity efficiencies via investment in our technology with design and automation improvements
- Investment in and expansion of recent acquisitions, specifically bulk and fulfillment capabilities

APPENDICES

KENWICK AWARDED 6-STAR GREEN RATING

Our Kenwick site will join a small group of ~15 organisations within Australia to achieve this certificate

SILK LOGISTICS HOLDINGS

KEY FEATURES

- A 200kW onsite solar photovoltaic solar system with a 100% GreenPower® contract for energy that is pulled from the grid.
- A high-performance building façade with efficient heating, cooling, and ventilation. The ventilation is controlled using carbon dioxide sensors, and high-efficiency LED lighting is used throughout the building incorporating timers, photo-sensors, and motion sensors.
- Low water use fixtures with rainwater collected from the office roof and reused for irrigation.
- An Energy Management System (EMS) has been installed, and EV charging stations are available.
- Responsibly sourced materials selected for the building include products contain sustainable content, and that are low-VOC (Volatile Organic Compounds).
- As part of our sustainability strategy, the building has also made additional commitments including Green Cleaning, Groundskeeping, and Purchasing and Procurement in line with Green Star Performance requirements.
- An adjoining 5,000m2 container yard, situated next to rail and connected to the Fremantle Port thereby improving future carbon emission through the reduction of heavy vehicle movements via road.
- The warehouse will run a fleet of new Adaptalift Lithium-Ion battery forklifts, that will be opportunity-charged throughout the day using the energy generated from the building's solar system.

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