

Annual General Meeting 2025

25 November

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CEO's Address

Michael Sainsbury



What we'll share today

Agenda

- Strategic & Operational Update
- Market Update
- Trading Update & Outlook
- Q&A

Strategic & Operational Update

Who We Are

A connected group supporting the energy transition



Complete electrical engineering services for high and low voltage projects, specialising in EV charging infrastructure.



Manufacturer and distributor of electrical cables, specialty plugs, couplers, and receptacles for industrial applications.



Specialists in the supply, modification, repair and design of hazardous area electrical equipment.



Power distribution, energy management, and automation product distribution with custom assembly services.

What Drives Us

A connected group delivering complete electrical solutions that enable Australia's transition to safer, smarter and more sustainable energy infrastructure.

Our Strengths

Industry Scale

One of the largest electrical product distribution networks for commercial and industrial sectors.

Custom Solutions

Flexible, tailored project delivery through our in-house manufacturing and engineering capabilities.

Trusted Brands

Extensive product portfolio featuring some of the world's most recognised and valued brands.

Expert Solutions

Deep technical expertise to deliver reliable, compliant electrical solutions with confidence.

Commitment to Safety & Compliance

A legacy of regulated market expertise, delivering safe and industry leading solutions.

Our Purpose

To help build a future where sustainable electrical infrastructure creates a better life for all.

Our Mission

To enhance every aspect of infrastructure through energy efficiency, automation, and secure connectivity, while prioritising the safety and wellbeing of people.

Our results

Sustainable shareholder value creation

Our Strategy in Action

Delivering on Our Four Pillar Strategy

FY25 was a year of disciplined execution across all four strategic pillars – strengthening growth, efficiency, sustainability and our people.

Business Growth



Strategy:

Focus on customer value and market expansion.

FY25 Execution :

- Revenue up 22.1% to \$354.7m; NPAT up 17%, reflecting disciplined growth and strategic execution.
- Data Centre revenue up 33%, reinforcing IPD's role in the electrification and decarbonisation sectors.
- Renewed four-year ABB partnership, maintaining IPD's leading Asia Pacific distribution position.
- Customer NPS +19.3, reflecting strong customer trust and satisfaction – a healthy result in line with B2B industry benchmarks of +10 to +30.

Operational Efficiency



Strategy:

Build scalable operations leveraging shared services and technology.

FY25 Execution :

- Operating expenses reduced to 21.4% of revenue (from 24.0% FY24), improving margins and scalability.
- Delivered \$20m debt repayment and achieved 113.6% cash flow conversion, finishing with a \$9.8m net cash position.
- Opened new Melbourne and Brisbane facilities to centralise operations and enhance customer service.

Our Strategy in Action

Delivering on Our Four Pillar Strategy

FY25 was a year of disciplined execution across all four strategic pillars – strengthening growth, efficiency, sustainability and our people.

Sustainability



Strategy:

Embed responsible environmental and social practices.

FY25 Execution :

- Transitioned to an electric/hybrid vehicle fleet, with chargers installed at almost half of all sites.
- Eliminated 175 m³ of landfill waste through packaging and recycling initiatives.
- Supported 10 university partnerships to develop future engineering talent and community outcomes.

People



Strategy:

Build an engaged and diverse workforce aligned to Group priorities.

FY25 Execution :

- 625 employees across 40+ nationalities, reflecting inclusion and capability growth.
- Delivered 5,000+ hours of training and made 30+ internal appointments to strengthen career pathways.
- Raised \$9,000 for community causes, reinforcing a values-driven culture.
- Employee NPS +28, indicating a highly engaged workforce – well above industry averages and reflecting a strong, values-driven culture.

Market Update

Market Growth Drivers

Structural growth drivers supporting long-term demand



Data Centre Expansion

- Capture capacity that is expected to double by 2030.
- \$26B+ pipeline of new facilities.
- ESG upgrades driving efficiency.



EV Market Acceleration

- Car sales tripled since 2022.
- 4x fleet growth needed by 2027.
- Infrastructure rollout underway nationally.



Energy Transition

- Renewables integration reshaping grid.
- Utilities upgrading for resilience.
- Supportive regulation & ESG pressure.



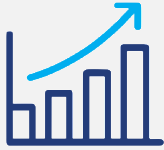
IPD Opportunity

- **Supplying core electrical infrastructure — switchgear, distribution boards, UPS, cabling etc.**
- **Strong position in EV charging, automation & hazardous area solutions.**
- **Proven track record delivering into data centres, utilities & major projects.**

Construction Market Momentum

Growth in commercial, industrial & infrastructure projects driving demand.

Commercial & Industrial Growth



- Non-residential building work yet to be completed is up 27% year-on-year,⁽¹⁾ including a 13% increase in commercial buildings, signalling sustained market momentum.
- Growth led by health, education, accommodation, and warehousing projects, supporting a strong pipeline of work yet to be delivered.

Infrastructure Expansion



- Engineering construction activity accelerating, with commencements up 43.4% in the June quarter and 24.4% year-on-year, underscoring expanding infrastructure investment.⁽²⁾
- Well aligned with IPD's strengths in power distribution and automation.

Sustainability & Smart Building Focus



- Shift toward energy-efficient design across commercial and industrial projects.⁽³⁾
- Data centre investment accelerating partly due to new sustainability standards, requiring 5-star NABERS or PUE (Power Usage Effectiveness) ≤ 1.4 from July 2025, supporting net-zero infrastructure growth.

Pipeline Momentum



- Investment in the Strategic Solutions Team delivering results, with early engagement at the specification stage expanding the opportunity pipeline.
- Enhanced FY26 growth visibility supported by diversified project conversions across multiple Group businesses.

Sector growth and sustainability trends are translating into stronger specification activity and future earnings visibility for IPD.

1. Source: <https://www.abs.gov.au/statistics/industry/building-and-construction/building-activity-australia/jun-2025/87520073.xlsx>
2. Source: <https://www.abs.gov.au/statistics/industry/building-and-construction/engineering-construction-activity-australia/jun-2025>
3. Source: Expert Market Research – Australia Modular Construction Market 2025–2034

Delivering on Australia's Growth Sectors

How IPD technologies power major infrastructure and industrial projects



Amazon Data Centres



- Ongoing supply of power distribution units and busway systems.
- Supporting hyperscale facilities in a \$26B+ growth sector.



Mirvac Harbourside Redevelopment



- Designed and supplied power distribution and control systems.
- Delivered through Trivantage for a major commercial redevelopment.



Sydney Airport



- Secured turnkey HV electrical services contract.
- Strengthening resilience of a critical transport hub.

Delivering on Australia's Growth Sectors

How IPD technologies power major infrastructure and industrial projects



Sydney Fish Market Redevelopment



- Supplied 130+ ABB Variable Speed Drives for advanced HVAC control.
- Achieved up to 30% energy savings through smart system integration.



Optical & Ophthalmic Research Centre



- Installed IPD Optimise energy platform for real-time load monitoring and control.
- Delivered modular power distribution improving efficiency and operating performance.



Bulk Handling Company



- DEXEN remote I/O system delivered for a large hazardous area facility.
- Scalable custom enclosures built for heavy industrial use.

Trading Update & Outlook

Trading Update & Outlook

Resilient Markets and Growing Pipeline Reinforce Confidence

Guidance is based on unaudited management accounts for the first 4 months of FY26 and management forecasts for November and December.

- There are encouraging signs of recovery and resilience across our end markets, with sustained positive momentum observed across all business units.
- Earlier investments made into CMI's longer-term growth-oriented strategies are starting to generate tangible benefits, underpinned by strong order book growth. The Group's current opportunity pipeline is positioned well for continued growth through FY26.

	1H25 Result	1H26 Guidance Range	1H26 Guidance vs 1H25 Change (%) ⁽¹⁾
\$m			
EBITDA	23.6	24.8 – 25.3	+6.1%
EBIT	20.2	21.1 – 21.6	+5.7%

The Group is building momentum, with strategic investments beginning to show benefits and supporting a positive outlook for growth in FY26.

1. Based on the mid-point of the 1H26 guidance range

Q&A

Thank you