



04 September 2024

**ASX Announcement**

**Amended and updated - FY24 Results Presentation**

**HighCom Limited (ASX: HCL) (the Company)** is commencing a series of investor and broker meetings to present the FY24 results and additional information related to the HighCom Armor sales trends and revenue by Product Category.

Further to the Investor Presentation released on 2 September 2024, an amended and updated FY24 Results Presentation is attached for investors to refer to.

This ASX announcement has been authorised for release by the Chairman of HighCom Limited.

**ENDS**

Learn more about HighCom: [www.highcom.group](http://www.highcom.group)

Email: [investors@highcom.group](mailto:investors@highcom.group)

# FY24 Results Presentation

4 September 2024

For Investor and Broker meetings



# Disclaimer



This presentation is given on behalf of HighCom Limited (HighCom)

Information in this presentation is for general information purposes only, and is not an offer or invitation for subscriptions, purchase or recommendation of securities in HighCom. Certain statements in this document regarding the Company's financial position, business strategy and objectives may contain forward looking statements (rather than being based on historical or current facts).

## Future Performance

This Presentation contains certain "forward-looking statements" that are based on management's beliefs, assumptions and expectations and on information currently available to management. The words "expect", "anticipate", "estimate", "intend", "target", "believe", "guidance", "should", "could", "may", "will", "predict", "plan" and other similar expressions are intended to identify forward-looking statements. Any indications of, and guidance on, future operating performance, earnings, financial position and performance or production are also forward-looking statements. Forward-looking statements, opinions and estimates provided in this Presentation are based on assumptions and contingencies which are subject to change without notice, as are statements about market and industry trends, which are based on interpretations of current market conditions.

Forward-looking statements, including projections, guidance on future operations, earnings, estimates or production targets (if any), are provided as a general guide only and should not be relied upon as an indication or guarantee of future performance. This Presentation contains statements that are subject to risk factors associated with HighCom's business activities including but not limited to those set out in this presentation. It is believed that the expectations reflected in these statements are reasonable, but they may be affected by a range of variables which could cause actual results or trends to differ materially, including but not limited to earnings, capital expenditure, cash flow and capital structure risks and general business risks.

No representation, warranty or assurance (express or implied) is given or made in relation to any forward-looking statement by any person (including HighCom or any of its advisers). In particular, no representation, warranty or assurance (express or implied) is given that the occurrence of the events expressed or implied in any forward-looking statements in this Presentation will actually occur. Actual operations, results, performance, production targets or achievement may vary materially from any projections and forward-looking statements and the assumptions on which those statements are based. Any forward-looking statements in this Presentation speak only as of the date of this Presentation. Subject to any continuing obligations under applicable law or regulation (including the listing rules of ASX), HighCom disclaims any obligation or undertaking to provide any updates or revisions to any forward-looking statements in this presentation to reflect any change in expectations in relation to any forward-looking statements or any change in events, conditions or circumstances on which any such statement is based.

## Past Performance

Investors should note that past performance and financial information given in this Presentation is given for illustrative purposes only and should not be relied upon as (and is not) an indication of HighCom's views on its future financial performance or condition. Prospective investors should note that past performance, including past share price performance, of HighCom cannot be relied upon as an indicator of (and provides no guidance as to) future performance including future share price performance. The historical information in relation to HighCom included in this Presentation is, or is based on, information that has previously been released to the market.

# Agenda

- Results and overview
- FY24 financial performance
- Review of HighCom Armor
- Review of HighCom Technology
- Strategic Priorities (short to medium term)
- Conclusion
- Q&A



# Today's Presenters



**Ben Harrison**

Chairman of the Board

Mr Harrison has 15 years of experience in advising and investing in companies.

Mr. Harrison worked for a leading corporate advisory house where he executed over \$2.0 billion in capital market transactions and \$5.5 billion of public M&A transactions. He is a partner and Chief Investment Officer of Altor Capital and is active in the private equity and private credit sectors in Australia.

Mr Harrison currently holds board and advisory roles with several private and public companies. Mr Harrison's extensive investment, financial background and experience provides key leadership to the HighCom Board.



**Jacqui Myers**

Group CFO

Jacqui has a proven track record of success in providing advice to boards for decisions relating to mergers and acquisitions, capital development projects, risk management, and financial performance of subsidiary companies.

A highly experienced and qualified finance professional with extensive public sector, private sector, management consulting, Australian defence industry, and international business operations expertise. Jacqui is a CPA and has a Master of Business Administration from Deakin University, and is a graduate of the Australian Institute of Company Directors.



**Todd Ashurst**

Group COO and GM of Technology

Todd Ashurst, DSM, GAICD joined the Highcom Group after 32 years of military service where he rose to the rank of Brigadier (One Star General). He had several senior command and executive appointments within the senior leadership group of the Australian Defence Force including on operational service.

Todd is a proven strategic leader with a strength in collaborative stakeholder engagement, change management and systems thinking. He has led multiple complex multi-billion dollar projects and contracts. Todd was appointed as Group Chief Operating Officer on 13 February 2024 and as General Manager Technology Division from 1 July 2024.

# Key Snapshot for FY24



- Revenue for the FY24 \$45.3m (down 49% on pcp) with EBITDA at –ve \$9.6m (-ve \$3.7m after adjusting for one-off impairments in H1)
- Story of two halves, the wide review to improve profitability continues, with a pleasing H2 FY24 EBITDA result of \$2.5m. Upper end of guidance.
- Cash at 30 June 2024 was \$6.2m. No debt at the end of the period having repaid its line of credit facilities in full. There is currently \$3.8m of available facilities in place which the Company can draw on.
- Inventories on 30 June 24 was \$17.8m vs \$25.7m at 30 June 23.
- For the full year ending 30 June 2024, the Net Operating Loss was \$12m and EBITDA was a \$9.6m loss, including \$5.9m of impairments for inventory and equipment.

Revenue	Gross Profit	Normalised EBITDA	NPAT	Cash Balance
<b>\$45.3m</b> Down by 49% pcp	<b>\$13.4m</b> Down from \$33.7m pcp	<b>(\$3.7m)</b> Down from \$11.8m pcp	<b>(\$12.0m)</b> Down from \$6.1m pcp	<b>\$6.2m</b> Down from \$6.9m (Jun-23)

# State of Play - Update



Issue	Strategy	Progress
<b>Need for greater visibility</b>	<ul style="list-style-type: none"> <li>Flattened out structure and streamline management reporting to board</li> <li>UPDATE - CFO and COO reporting to chair</li> </ul>	
<b>Cash management</b>	<ul style="list-style-type: none"> <li>Greater control over discretionary spend from non-revenue generating activities</li> <li>UPDATE – Weekly meetings held with Finance, Audit &amp; Risk Committee for FY24 H2, continues with regular meetings with the chair. Financial controls strengthened.</li> </ul>	
<b>Inventory reduction</b>	<ul style="list-style-type: none"> <li>Push for continued implementation of inventory policy. Upgrading of existing inventory and use of new sales channels to move old inventory.</li> <li>UPDATE – Regular reviews to streamline inventory and product lines implemented.</li> </ul>	
<b>European and US DoD sales approach</b>	<ul style="list-style-type: none"> <li>Made key hire of UK based sales resource for UK and European markets. Also recently hired key role for US DoD opportunities</li> <li>UPDATE – Short-term sales opportunities sought while building longer-term prospects</li> </ul>	
<b>Manufacturing approach</b>	<ul style="list-style-type: none"> <li>Implementation of overall efficiency in the manufacturing process. Start to introduce granular cost tracking by product (labour and raw materials)</li> <li>UPDATE – Quality processes are reducing inefficiencies while improving visibility. Additional work still being undertaken to provide greater insight. XTClave relocated and new pressure vessel ordered (refer to HighCom Armor update)</li> </ul>	
<b>Closure of operating facilities</b>	<ul style="list-style-type: none"> <li>Closure of two redundant facilities which will result in annual cost savings of \$3m.</li> <li>UPDATE – One facility remains with existing lease, seeking new tenants or sublet.</li> </ul>	
<b>Overhead and consultant costs</b>	<ul style="list-style-type: none"> <li>Ongoing analysis of indirect savings e.g. consultants, insurance etc. Directors took 3 months of reduced board fees as alignment to strategy.</li> <li>UPDATE – Continual process to reduce costs - reported monthly to Board.</li> </ul>	

# Corporate Snapshot



## Capital Structure (3 September 24)

Shares Outstanding	102,370,650
12 Month Share Price Range	A\$0.12 – A\$0.45

## Cash Balance & Borrowings (30 June 24)

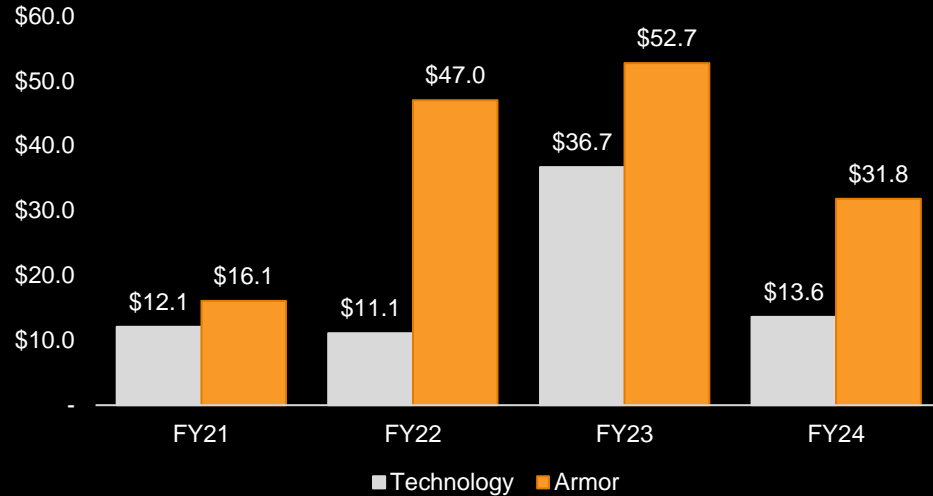
Cash Balance	A\$6.2m
Borrowings	A\$0.0m. \$3.8m overdraft facilities available



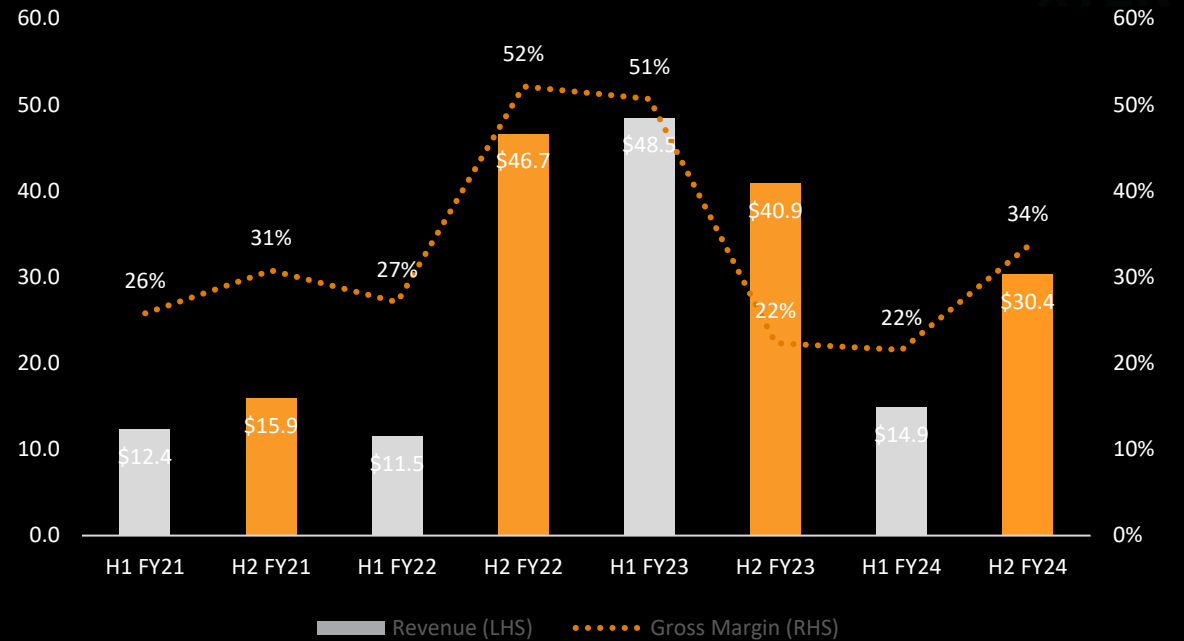
# FY24 Results – Key Highlights



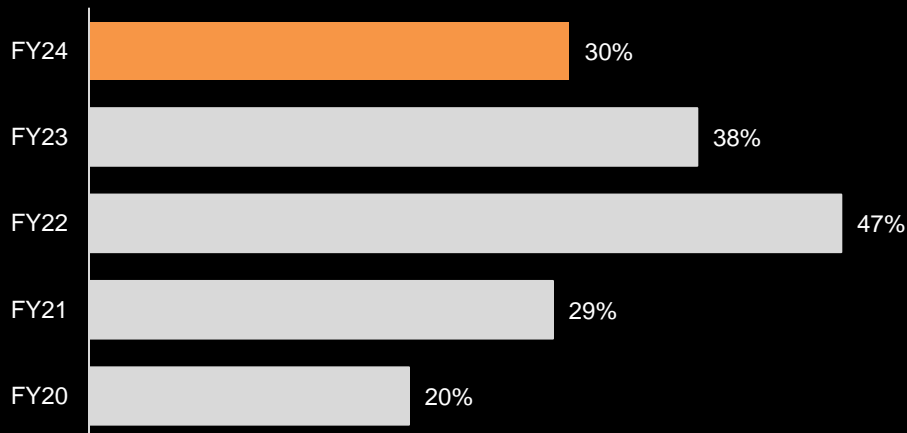
Divisional Revenue Attribution (A\$m)



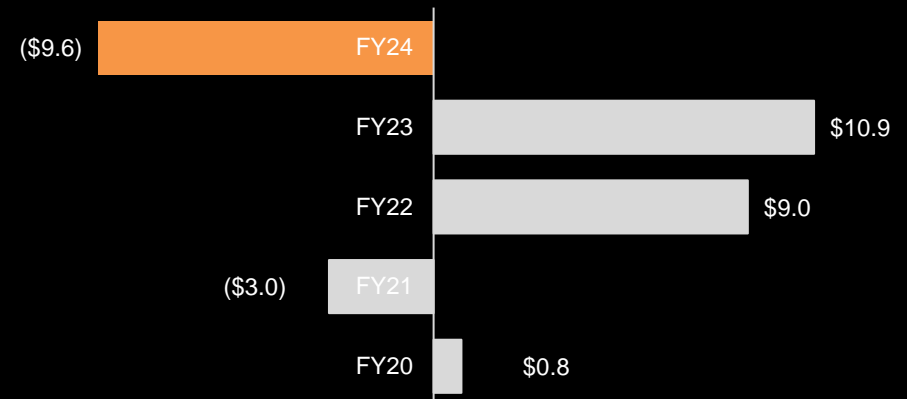
Revenue (A\$m)



Gross Margin (%)

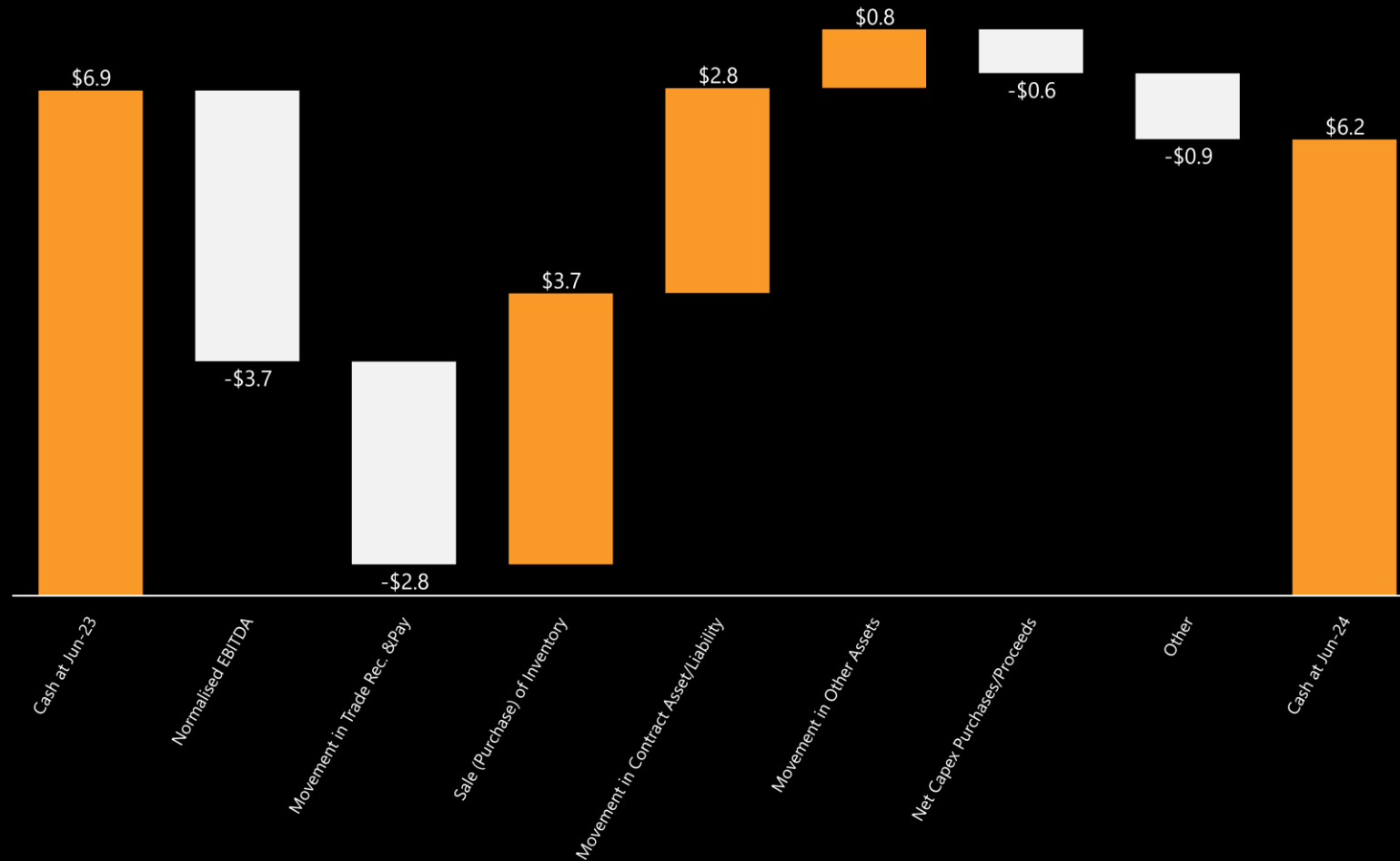


EBITDA (A\$m)



# FY24 Results – Key Highlights

Cash Flow Waterfall (A\$m)



# Group Overview

Highcom Group is comprised of two distinct businesses – HighCom Armor & HighCom Technology



## HighCom Armor

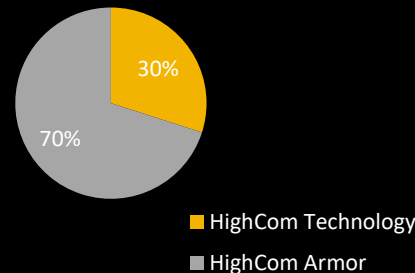
Designs, manufactures, and supplies global military, law enforcement, and first responder customers with world-class, advanced personal protection ballistic products and solutions for Body Armour, Ballistic Helmets, Shields, and Composite Armour Panels & Platform Structures.



## HighCom Technology

Supplies and supports uncrewed systems, control systems, and sensors for use by Defence, Security and Law Enforcement agencies in Australia, and around the world, including: Project management, engineering, integration, repair and maintenance services, product support and related training

FY24 Revenue by Division



# HighCom Armor – Overview



- Locations:
  - Global Manufacturing, R&D, US Sales & Distribution Centre – Columbus, OH, USA
  - APAC Sales – Canberra, ACT, Australia
- Designs, manufactures, and supplies global military, law enforcement, and first responder customers with world-class, advanced personal protection ballistic products and solutions for Body Armour, Ballistic Helmets, Shields, and Composite Armour Panels & Platform Structures.
- Key Customers: Global militaries, US law enforcement, national security and first responders.



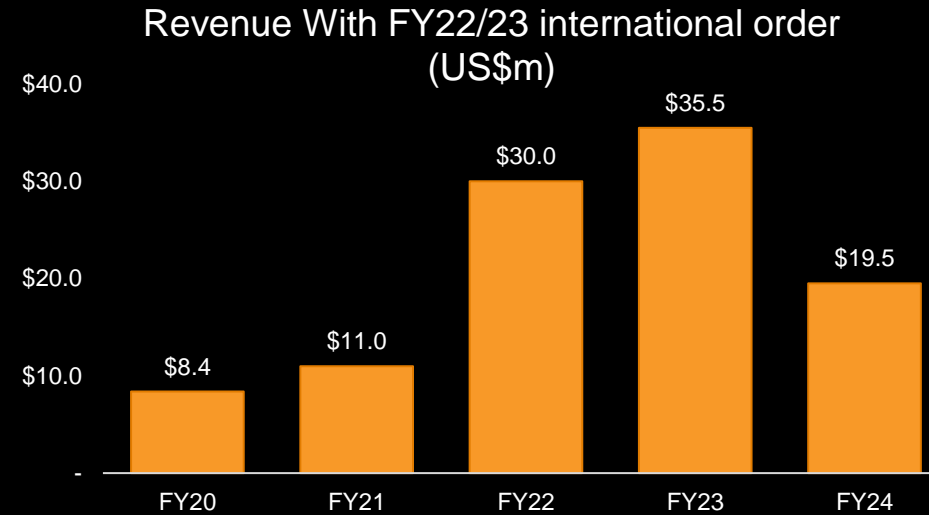
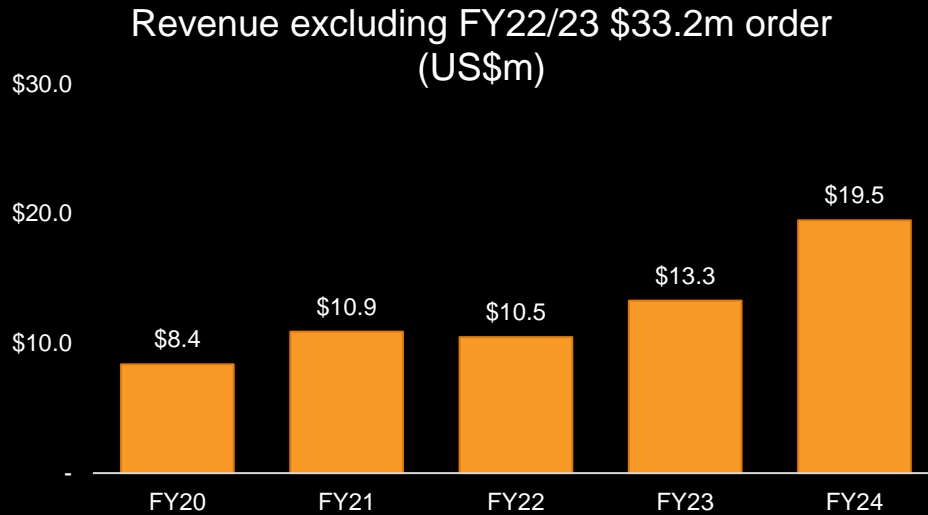
# HighCom Armor – Update



- During the reporting period, HighCom Armor successfully implemented its “go to market” business model progressively building a partner network, focused on the domestic US and international law enforcement and military customers.
- The Board’s decision to relocate the business’ patented XTclave™ production system to Columbus, Ohio, has seen the armour manufacturing business now centrally located, generating efficiencies.
- HighCom are anticipating delivery of the new pressure vessel, which will have a greater capacity than the existing vessel, at the start of Q1 CY2025 with re-commissioning planned to be completed in Q2 CY2025.
- A new government business development team are targeting various areas of the US military and US federal law enforcement.
- The strategic initiatives increase the HighCom brand recognition across the global ballistic markets and sets the foundations for strong sales and revenue growth in the coming years from a wider opportunity pool.



# HighCom Armor – Revenue Growth

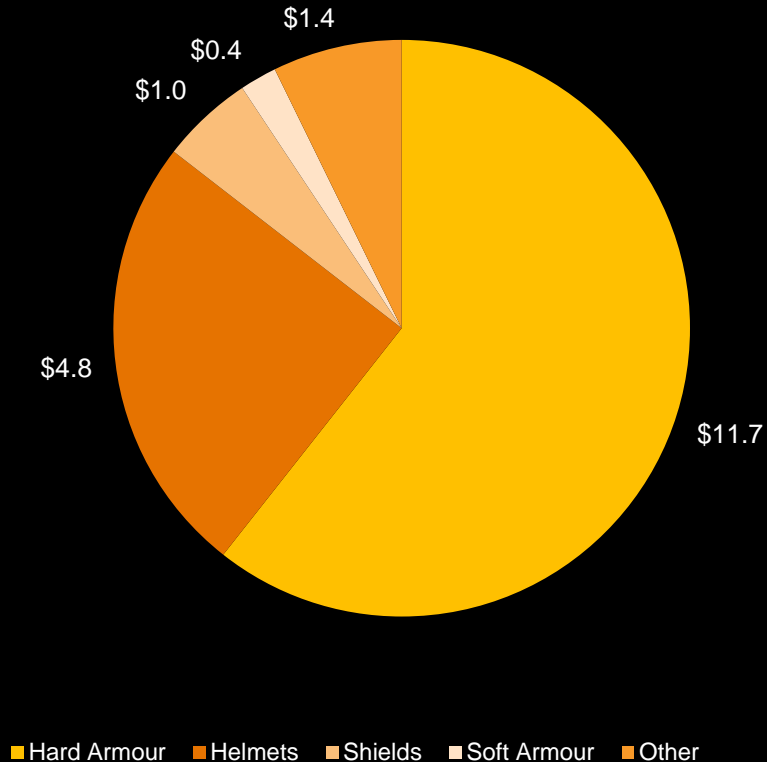


- The graphs above shows revenue growth since acquisition excluding (on the left) and including (on the right) the large order received in FY22 and FY23.
- Revenue has increased at CAGR of +23%.
- Run-rate sales growth across the 5 years has increased with a sustainable customer base
- For FY25+ the sales strategy is being further diversified to include partners, direct to law enforcement and first responders, through e-commerce sales within the USA, and direct to the US Government agencies.
- The new government business development team are targeting various areas of the US military and US federal law enforcement with a view to securing pathways to long-term contracts.
- In addition, HighCom will continue to seek large ‘unique’ orders as they arise.

# HighCom Armor – Product Categories



Product Revenue Attribution (US\$m)



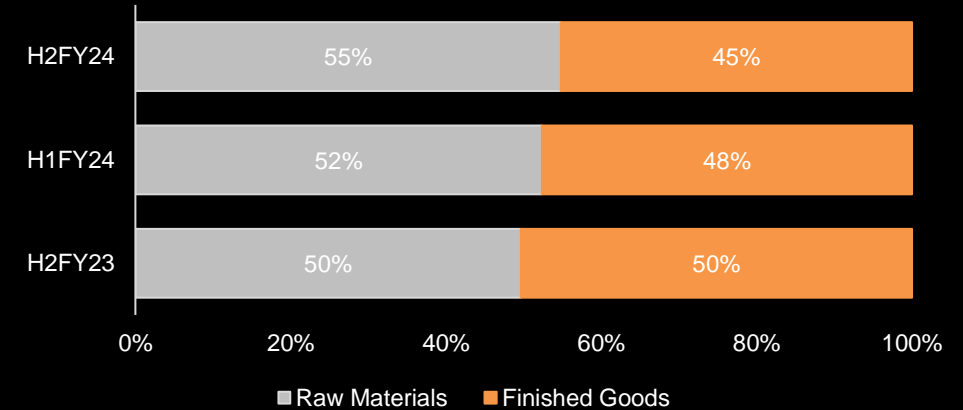
- Hard Armour the main category
  - New product development for current manufacturing methods ongoing.
  - New XTclave™ products in design phase.
- Helmets 2<sup>nd</sup> highest seller by category
  - Growth from XTclave™ Rifle Helmet were enquiries are building from multiple international customers.
- Shields 3<sup>rd</sup>. Growing market in US law enforcement
  - HighCom's latest designs well positioned for upcoming larger contracts
  - Recently secured large shield order under recent large contract (announced in August)
  - Product is a gateway into more direct sales
- Soft Armour 4<sup>th</sup> individual seller
  - New US product passed testing, awaiting certification certificate from NIJ.
  - Once received, sales to US law enforcement and first responders will commence.
  - New product for Europe being developed. Europe has significant sales growth potential due to stab/spike threat increasing.
- Other category includes smaller items such as carriers, accessories, or spares.
- Product review underway to focus efforts on higher volume products

# HighCom Armor – Inventory Management

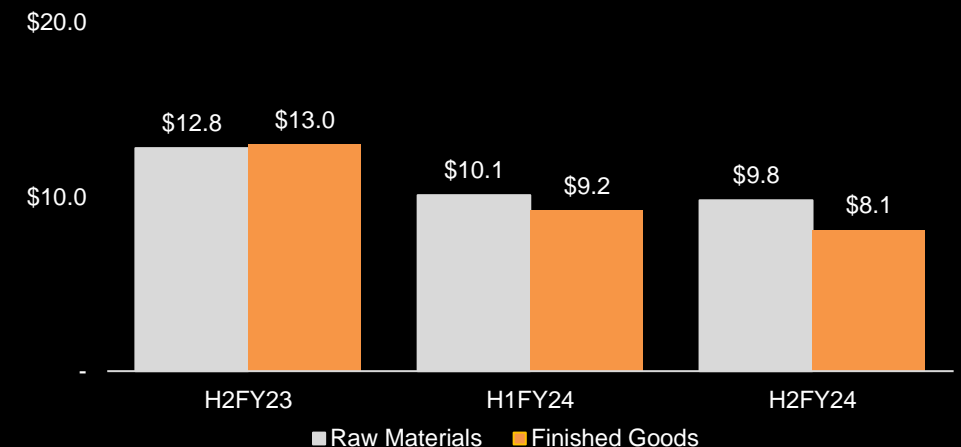


- While progress has been made in reducing inventory levels they remain above target.
- Current inventory has a reduction in finished goods.
- Raw material inventory will be run down for current sales orders.
- Initiatives flagged in February 24 working, however more improvement is required.

Inventory Attribution (%)



Inventory Attribution (A\$m)





# Revenue Reconciliation and Forward Order Book



## Summary of Deals - Armor

Order	FY24(Actual)	H1 FY25	H2 FY25+
Run rate sales	\$17.5m	\$4.2m	
Military Customers (multiple orders)	\$9.6m	\$2.1m	
Military Customer 1 <sup>(1)</sup>	\$4.7m		
Military Customer 2 <sup>(1)</sup>		\$8.9m	
Military Customer 3 <sup>(1)</sup>		\$2.5m	
Future Pipeline		\$1.6m	\$22.2m
<b>Total</b>	<b>\$31.8m</b>	<b>\$19.3m</b>	<b>\$22.2m</b>

- FY24 sales in line with expectations
- H1 FY25 off to a solid start with \$17.7m of customer orders received, to be delivered during H1.
- Continuing to pursue and negotiate multiple large contracts with end users.
- Future pipeline for FY25+ is \$22.2m. Pipeline has reduced following material contract wins announced in August.

### NOTES:

<sup>(1)</sup> Customer Orders received and announced

# HighCom Technology – Overview



- Co-located with Corporate Headquarters in Canberra, ACT, Australia.
- Supplies and supports uncrewed systems, control systems, and sensors for use by Defence, Security and Law Enforcement agencies in Australia, and around the world. Key outputs include: Project management, engineering, integration, repair and maintenance services, product support and related training
- **Systems** - UAV and uncrewed solutions, control systems, and sensors
- **Support** - Project management, engineering, integration, repair and maintenance, product support and training



# HighCom Technology – Update



- HighCom Technology finalised the delivery of AeroVironment Small Unmanned Aerial Systems (SUAS) for the ADF.
- The initial 4-year term of the contract for support services is valued at \$15.9m, with potential for up to \$23m of spare parts over the initial term. The further 6 years (2+2+2) of extension period support services, if taken, will be valued up to ~\$26m, with a potential ~\$45m of spare parts also possible.
- Recently expanded its business development team to focus on increasing sales with existing customers, as well as investigating and assessing new business opportunities and adjacencies.
- Recently HighCom and AeroVironment have renewed an Exclusive Reseller Agreement for SUAS, and established new agreements for Tomahawk Kinesis Ecosystem and universal controller, helicopter UAS, P550 eVTOL UAS, and LMS.
- The broadening and extension to our partnership places the Company at the center of the critical and growing role SUAS and other technology plays in modern military operations within the Australian Defence environment.



# AV's Offering We Represent in APAC



- AeroVironment (AV) is a US company and world leader in unmanned aerial vehicles.
- AV's Tomahawk Kenisis Ecosystem, is an AI-enhanced, open architecture, common universal control system designed for the warfighter first. Built for ease of use, the ecosystem seamlessly connects the human-machine team across the tactical network to enable the execution of critical missions spanning ISR to lethal effects.
- The all-electric VAPOR helicopter unmanned aircraft system is extremely versatile and easily configured to support a variety of mission requirements. VAPOR delivers precision flight performance, exceptional endurance, and maximum payload flexibility.
- The P550 eVTOL uncrewed aircraft system is purpose built for long-range reconnaissance missions and features advanced AI and autonomy capabilities with maximum payload versatility.
- Switchblade 300 and 600 represent the next generation of extended-range loitering munition systems (LMS), delivering high-precision optics, extended loitering endurance, and warheads for engaging targets at greater distances.



# Revenue Reconciliation and Forward Order Book



## Summary of Deals - Technology

Order	FY24 (Actual)	H1 FY25	H2 FY25+
SUAS Spares	\$8.5m	\$3.6m	
Support Contracts	\$5.1m	\$2.1m	\$8.7m
Pipeline			\$21.3m
<b>Total</b>	<b>\$13.6m</b>	<b>\$5.7m</b>	<b>\$30.0m</b>

- FY24 sales in line with expectations
- SUAS Support Contracts in H1 FY25 are valued at \$2.1m and for H2 FY25+ is \$8.7m
- Pipeline related to the SUAS support contracts is \$21.3m. Short-term pipeline has reduced as Defence re-prioritises capability requirements.

# Strategy & FY25 Outlook



## Maintain Strategy



### REINFORCE SUCCESS

Invest in the areas of our business that have been successful and have potential for continued enhancement and growth.



### SEEK ADJACENCIES

Find new business opportunities that extend our reach and can draw on our experiences and expertise.



### CREATE OUR FUTURE

Invest in organic and inorganic expansion opportunities to create new products and service offerings for sustained future growth and profitability.

## FY25 Outlook

- Positive macro due to the ongoing geopolitical tension generated by the war in Europe, ongoing tensions in the Middle East and rising tensions across the Asia Pacific region.
- The Group remains committed to developing longer-term opportunities in both HighCom Technology and HighCom Armor while also seeking to maximise short term revenue streams.
- H1 FY25 focus remains on investment in sales team, product development and commissioning of XTclave™.

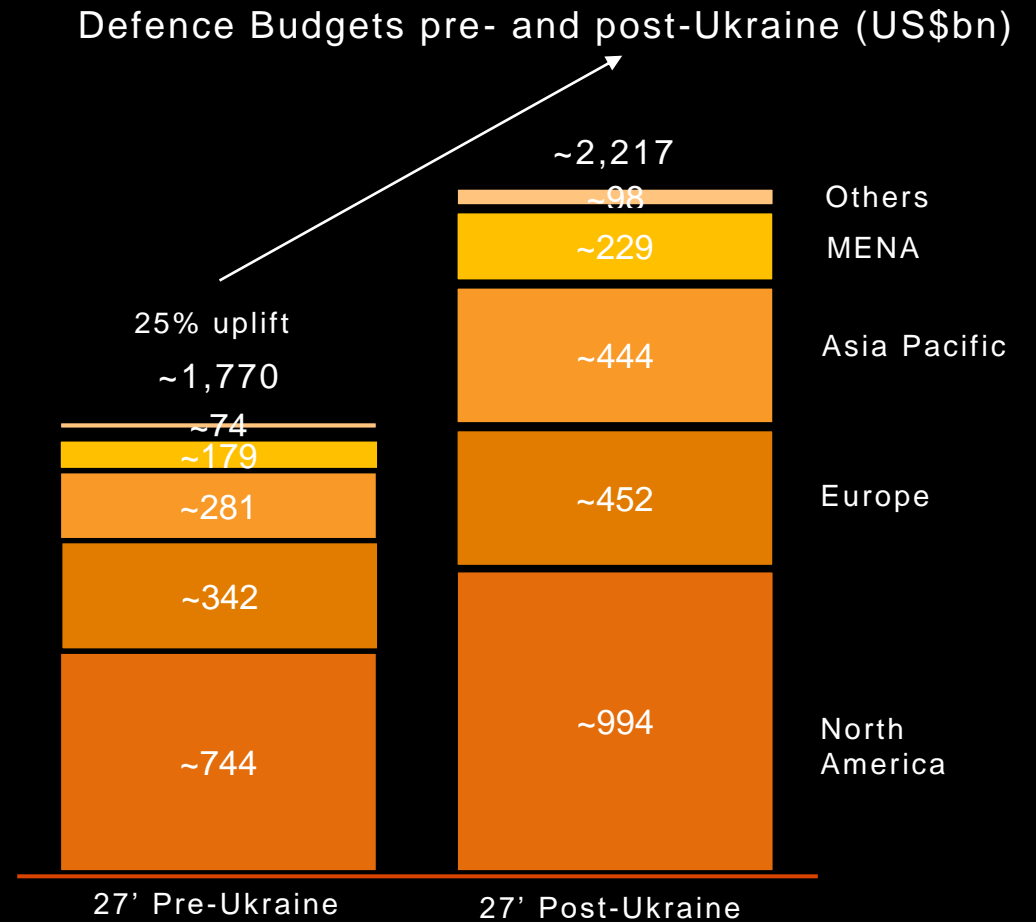


# Industry Trends & Outlook



A heightened global threat environment has and will continue to drive defence spending for both military and law enforcement

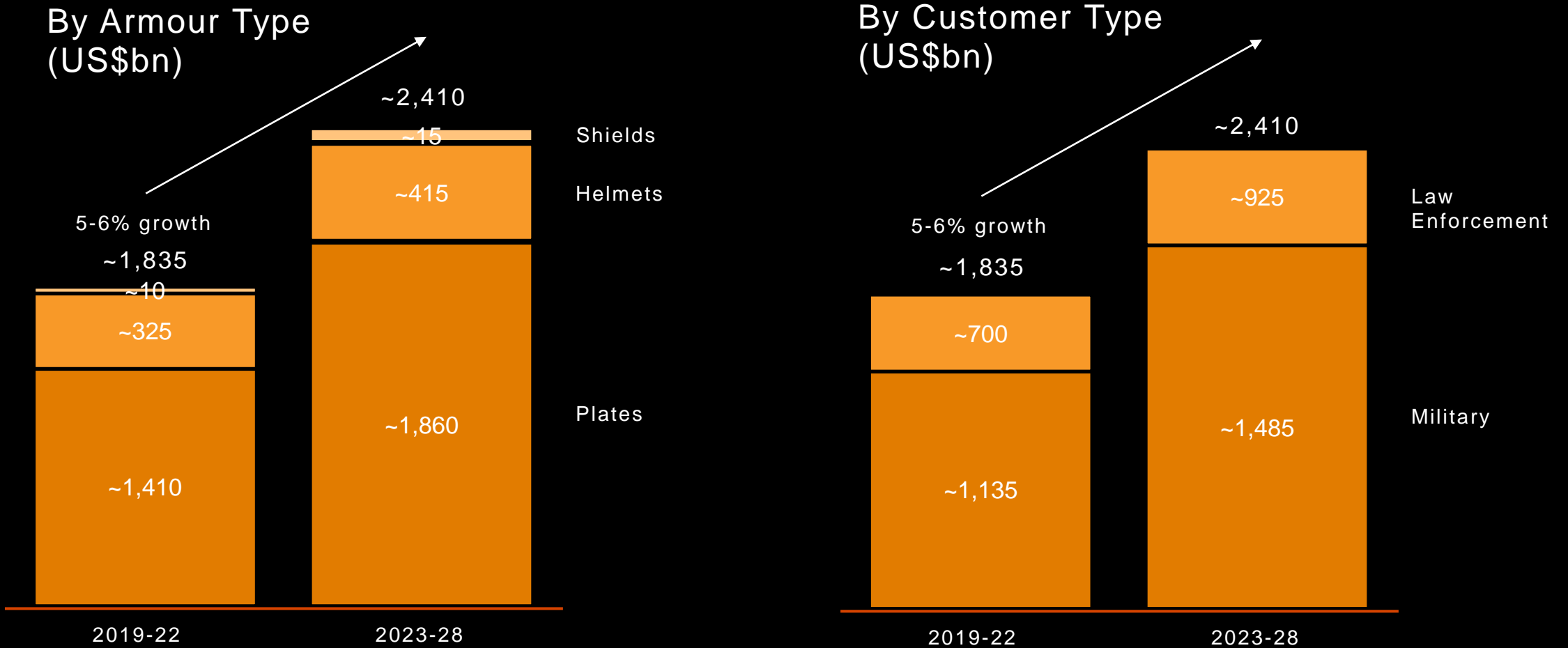
- There is an increasing focus on autonomous solutions that provide asymmetric advantages, including uncrewed systems and loitering munitions such as AeroVironment LMS
- Current U.S. DOD spending is growing faster in response to near-peer threats
- Growth drivers include increasing sales to conflict areas, U.S. DoD record programs and growing international sales



# Industry Trends & Outlook



Plates and military account for ~75% and ~60% of the addressable personal armour market size by armour and customer type, respectively





# Conclusion

- Disappointing full year result however turn around in H2 positive and more indicative of future.
- Board's strategic initiatives to improve cost base and operational focus is on track however ongoing focus remains on inventory levels, cost analysis, product development, sales and XTclave™ commissioning.
- Operational objectives over the next 6 months maintaining our “run rate” monthly sales in armour plus conversion of current sales pipeline. For technology ongoing sustainment of SUAS contract with ADF and conversion of sale pipeline.
- Board turning mind back to strategic focus given short term cash position in improved position.



# Appendix



# Summary Income Statement



Summary Income Statement		FY23	FY24	Change
Revenue	A\$m	89.4	45.3	(49%)
Cost of Sales	A\$m	(55.7)	(31.9)	43%
Gross Profit	A\$m	33.7	13.4	(60%)
Gross Margin	%	38%	30%	(8pp)
Other Income	A\$m	0.1	0.3	191%
Operating Costs	A\$m	(22.8)	(23.0)	1%
EBITDA	A\$m	10.9	(9.6)	(188%)
EBITDA Margin	%	12%	(21%)	(33pp)
NPAT	A\$m	6.1	(12.0)	(297%)
NPAT Margin	%	7%	(26%)	(33pp)

# Summary Financial Position



Summary Financial Position		FY23	FY24	Change
Cash	A\$m	6.9	6.2	(0.7)
Receivables	A\$m	24.7	3.6	(21.1)
Inventories	A\$m	25.7	17.8	(7.9)
Other Current Assets	A\$m	4.5	0.7	(3.8)
<b>Total Current Assets</b>	<b>A\$m</b>	<b>61.8</b>	<b>28.3</b>	<b>(33.5)</b>
PP&E	A\$m	9.8	8.5	(1.3)
Other Non-current Assets	A\$m	4.6	3.0	(1.6)
<b>Total Non-current Assets</b>	<b>A\$m</b>	<b>14.4</b>	<b>11.4</b>	<b>(3.0)</b>
<b>Total Assets</b>	<b>A\$m</b>	<b>76.1</b>	<b>39.7</b>	<b>(36.4)</b>
Payables	A\$m	31.2	7.4	(27.0)
Contract Liabilities	A\$m	0.3	0.1	(0.2)
Borrowings	A\$m	-	-	0.0
Other Current Liabilities	A\$m	1.1	1.0	(0.1)
<b>Total Current Liabilities</b>	<b>A\$m</b>	<b>32.6</b>	<b>8.5</b>	<b>(24.1)</b>
<b>Total Non-current Liabilities</b>	<b>A\$m</b>	<b>1.4</b>	<b>0.4</b>	<b>(1.0)</b>
<b>Total Liabilities</b>	<b>A\$m</b>	<b>34.0</b>	<b>8.9</b>	<b>(25.1)</b>
<b>Net Assets</b>	<b>A\$m</b>	<b>42.1</b>	<b>30.8</b>	<b>(11.3)</b>