



14 January 2026

ASX Announcement

Board and Management Changes

HighCom Limited (ASX: HCL, HighCom, Group or the Company) is pleased to announce the appointment of Mr Geoffrey Knox as Executive Chairman of the Board, and Chief Executive Officer, effective today. The appointment has been made following the resignation of Mr Todd Ashurst as Group CEO, effective today. The Board would like to thank Mr Ashurst for his contribution and wishes him well in his future endeavours.

Mr Knox brings more than 40 years of global executive and board-level experience across the defence, infrastructure, mining, energy, transport and advanced manufacturing sectors, with a proven track record of scaling complex engineering and services businesses and delivering major programs for government and blue-chip clients.

Most recently, Mr Knox served as Managing Director and Chief Executive Officer of Eptec Group, a leading Australian defence and infrastructure services business. Under his leadership, Eptec became one of the largest specialist naval and marine asset preservation providers in Australia, supporting key Defence programs including the Collins Class Submarines and the Hunter Class Frigates program.

Mr Knox has previously held senior executive roles, including Managing Director and CEO of Downer EDI, Global Chief Executive Officer of GE Mining, Chief Executive of GE Transportation (Australia), President of BHP Engineering, and Global Executive Director at Hatch Associates, leading large workforces and asset-intensive manufacturing and engineering operations globally.

Mr Knox is widely recognised for his leadership in zero-harm safety systems, operational excellence, major project delivery, enterprise growth, and cultural transformation, all of which are directly aligned with the Company's defence manufacturing and sustainment activities.

As Executive Chairman, Mr Knox will work closely with management to support the execution of the Company's strategy, strengthen operational and manufacturing performance, and assist in positioning the Company for growth within the US and Australia.

Mr Knox commented on his appointment:

"I am delighted to join the Company as Executive Chairman. The Technology and Armor Divisions are both well placed to continue to evolve and grow into their expanding markets. They have strong, experienced management teams and differentiated market offerings, which augur well for the Company's future growth. My initial focus will be to get sales on track in the Armor business as well as support some of the amazing work being undertaken by the Technology Division."

As part of this transition, Mr Benjamin Harrison will step down as Non-Executive Chairman and continue on the Board as a Non-Executive Director. Mr Harrison has served as Chairman for the past 18 months. The Board also wishes to thank Mr Harrison for his valued leadership and contribution as Non-Executive Chairman over the past 18 months.



Mr Harrison said:

"We are delighted to have Geoff join the Company as Executive Chairman and CEO. His depth of experience in defence, advanced manufacturing and large-scale engineering businesses is exceptional. Geoff has successfully built and led organisations operating in highly regulated, safety-critical environments, and his leadership will be invaluable as we execute our growth strategy and expand our role within the defence industry. It has been a privilege to serve as Chairman during an important period for the Company. I look forward to continuing to support the Board and management as a Non-Executive Director and working alongside Geoff as the Company enters its next phase of growth."

Mr Knox holds a Bachelor of Engineering from the University of Western Australia and has completed executive studies at the University of Michigan Business School.

In accordance with ASX Listing Rule 3.16.4, Mr Knox, through his nominated contracting entity (Contractor), will receive an annual fee of \$540,000 plus GST. The Company or the Contractor may terminate this agreement on 6 months' written notice to the other party. There are no other material terms to Mr. Knox's remuneration.

This ASX announcement has been authorised for release by the Board.

ENDS

For General & Media Enquiries:

Mr Geoff Knox

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About HighCom Limited

Highcom Group (ASX:HCL) is comprised of HighCom Ltd (Australia), and its 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, and Composite Armour Panels & Platform Structures.

HighCom Technology supplies Australian Defence and Security Agencies with world-leading Small Uncrewed Aerial Systems (SUAS) and Sensor Payloads, and provides local Program, Project and Engineering Management, Systems Integration, Maintenance, Composite Repairs, and Logistics Support Services.

Learn more about HighCom: www.highcom.group