H1 F23 HALF YEAR RESULTS

INVESTOR PRESENTATION

12 April 2023

H1 F23 Half Year Results

John Kippenberger
Chief Executive Officer

Cameron Mathewson
Chief Financial Officer

Casey Jenkins
Director of Marketing & People

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H1 F23 PERFORMANCE

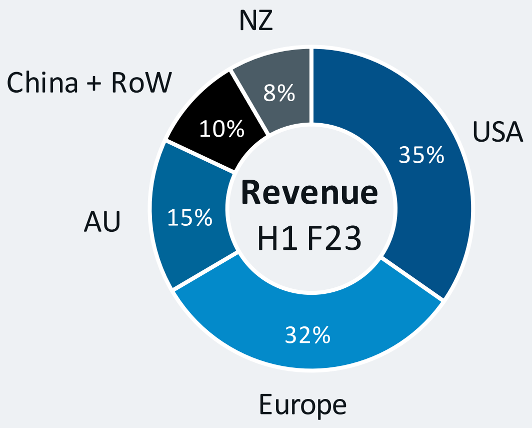
Trading environment

Global labour shortage fuels demand for Scott products and services

As global demand for automation continues its rapid growth, the key priority is to remain focused and committed to our core areas of proven expertise, avoiding unknown areas of risk

This is the central theme of Engineering Scott to 2025

Strong and growing global presence



- Revenue up 11% driven by Core sector business performance (+18%) and Services / Aftermarket (+22%)
- Grew margin to 26% up 372 bps on improved Sales/Service mix
- Resulted in EBITDA increasing by 20% to a record $15m
- Strong Performance despite prevailing macro challenges (global supply chain, Ukraine crisis)
- Good progress and momentum behind Scott's ESG Strategy
- Highest ever employee engagement rates driving positive culture and retention (eNPS at 83%)

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H1 F23 performance snapshot

REVENUE

$127M

H1 F22 $114M +11%

CORE MARGIN %

31%

H1 F22 29% +242bps

GROUP MARGIN %

26%

H1 F22 22% +372bps

EBITDA

$15M

H1 F22 $12M +20%

FORWARD WORK*

SALES

$165M

H1 F22 $122M +35%

SERVICES

$19M

H1 F22 $10M +90%

EARNINGS PER SHARE (Cents)

H1 F23 9.8 | H1 F22 5.9

DIVIDEND PER SHARE (Cents)

H1 F23 4.0 | H1 F22 4.0

- *Forward Work represents contracted activity. It is not an indicator of revenue over a set period of time*
- *Information is Continuing Operations (excludes the divestment of the non Core Robotworx business)*

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Core Sector Summary: Strategy delivering on multiple fronts

- Our Strategy of supplying repeatable products into large addressable markets continues to gather momentum
- Revenue from Core sectors grew by 18% and Margin dollars by 28% as margins lifted from 29% to 31%
- Our compelling product offerings were successful in attracting significant new customers, such as our first BladeStop installs for Cargill and the Poultry Trusser for Costco, both in our key US target market
- MHL grew by a record 39% as the large order book in Europe was converted to revenue and the US AGV business signed new orders with the likes of Gulf Stream and Microsoft
- Continued core revenue growth has swelled the install base and from this Services and Aftermarket revenue grew by 22% in the period whilst maintaining margins in excess of 45%
- Forward Order book remains strong at $184m the future for Scott is compelling

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SCOTT 2025 STRATEGY UPDATE

Positive momentum across all strategic pillars

2025 Strategy

2020

Our Mission

To deliver smart automation solutions that transform industries.

Our Vision

Be the first choice for businesses wanting smart automation and robotic solutions that make their businesses safer, more productive and more efficient.

Purpose

Growing profitible business focused on long-term growth for Scott's customers, shareholders and employees.

Financial Performance

Customer Satisfaction

Place

Commitment to the environment which develops and encourages sustainable business practices.

Sustainable Procurement

Environmental Management

Authentic Customer Partnerships

Continue to build authentic customer partnerships that yield repeat business and growth opportunities.

Robust Global Platforms

Build an operations infrastructure matched to our growth curve.

One Global Team

Create an effective global Scott 'identity' and culture, with a focus on delivering excellence and positive customer outcomes.

Operational Excellence

Robust systems, controls and processes to ensure delivery of projects on scope, on time and on budget.

Leading-edge Technology

Leverage Scott's leading technology platforms and offerings. Delivering a matured revenue mix across products, systems and service.

Employee Safety and Wellbeing

Diversity and Inclusion

Global Recruitment

Employee Retention

People

Building an engaged, diverse, and talented workforce.

2025 and beyond

Continued leadership across core sectors

H1 F23	MEAT	MHL	MINING	REST OF BUSINESS
Revenue mix %	*27%*	*37%*	*13%*	*23%*
Revenue growth % (vs pcp)	*10%*	*39%*	*(8%)*	*(6%)*
Margin %	*36%*	*22%*	*46%*	*9%*
Customers	Pilgrim's, Alliance Farmers' Produce, Silver Fern Farms, Cargill, JBS, Thomas Foods International, Costco Wholesale	McCain, PepsiCo, Gulfstream, Leone, Clarebout Frozen Potato Products, Microsoft, Bridgestone	ALS, RioTinto, Talison Lithium, Bureau Veritas, CAT, SGS, Newmont	Bosch, Midea, Sub-Zero, GE Appliances, Whirlpool, Sealed Air

Scaling through productisation: Update

Trusser market validated by securing cornerstone customers

- 2x 24 bpm machines ordered for CostCo, with letter of intent for an additional 8x 24 bpm machines.
- As the industry leader, CostCo Rotisserie Chicken sales increasing 30% pa
- 2x 24 bpm machines installed at Pilgrims, Enterprise USA

H1 F23 award demonstrates further traction in the US market

- Winner of the Best New Processing Product at the International Production & Processing Expo in Atlanta, USA
- Generated 385 Leads, with 6 prospective customers identified
- Secured first agent in US Market to accelerate US sales
- Investment in Sales capacity with a Meat Lead in the US Market

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Scaling through productisation: Update

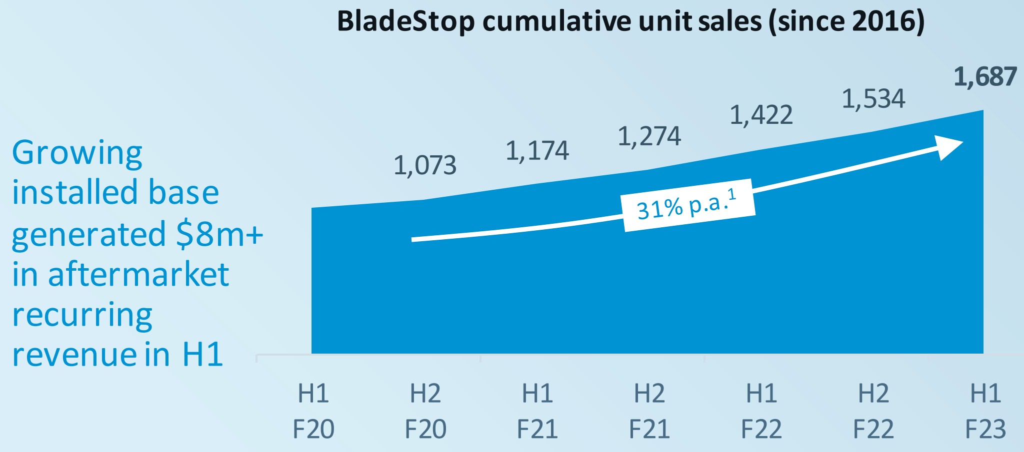
BladeStop installed base driving recurring service growth

- Total Revenue increased 24% on pcp
- Sales in our key growth markets of Europe and the Americas made up 76% of units installed in the period, with revenue increasing 69% and 34% respectively
- Conversion of leading meat processor Cargill to BladeStop technology
- Service Revenue up 76% on demand for parts and consumables from increased Saw installed base

BladeStop continuous development to cement our position as market leader in the meat sector

- Next-gen BladeStop under development:
  - improving on our market leading stopping times and
  - introducing IOT connectivity to enable onsite engagement for proactive training and remote monitoring for servicing
- Smaller Agile Saw (T300) in development to provide a safety saw solution specifically for supermarket and independent butcheries

Long-term success of BladeStop is proof of the productisaton model



1) Unit sales CAGR from Feb 2021 to Feb 2023 (from ~155 to 265 units p.a.)

Scaling through productisation: Update

AMS (Automated Modular Solution)

Mining market opportunity for reliable automated sample preparation systems in the 300-1200 samples per day range

- First contract won with global mining laboratory customer for delivery in Q1 2024
- Driven by customer productivity goals, labour shortages and in-sourcing objectives
- Pre-engineered, modular, scalable and high availability product-based sample preparation system based on proven processing technology and delivered with project execution certainty
- Assembled and commissioned in a Scott factory
- Minimal disassembly for shipping
- Plug and Play Interface between modules makes for simple commissioning

H1 F23
CORE SECTOR PERFORMANCE & OUTLOOK

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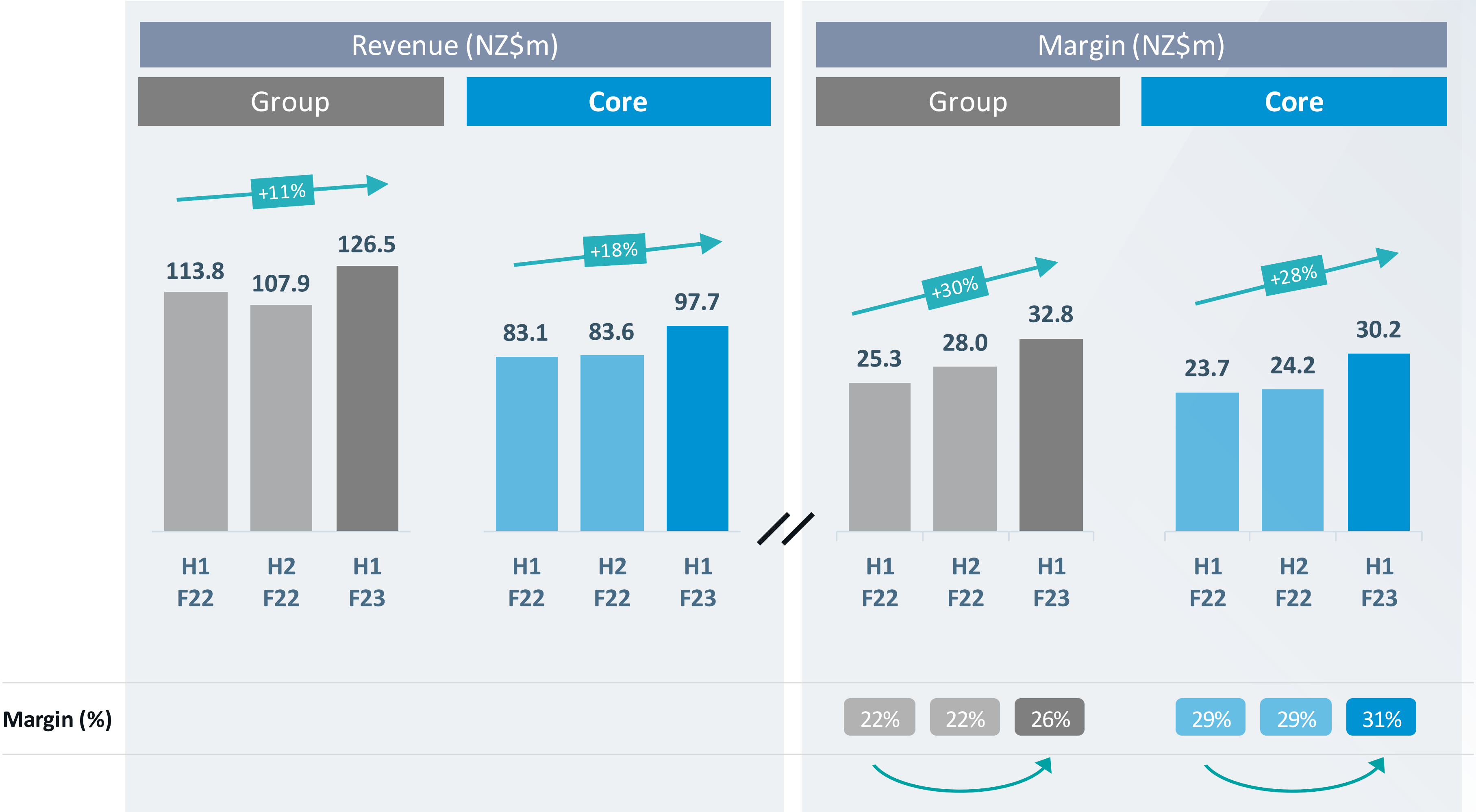
Core sectors driving strong revenue and margin growth



- Scott's strategy of more revenue from proven systems, product and service delivers another period of growth
- Core Sectors contributed the majority of growth during the H1 F23 period at 31% margin (+242bps)
- Core Sectors represent 77% of Group Revenue (up from 73%)
- Services delivered margin growth of 38% versus sales at 22%
- Rest of business operations represented 23% of revenue and 8% of margin in H1 F23

Meat: Record revenue and margin

Strong period for BladeStop and meat products

- Continued demand for Scott meat solutions as customers address labour and skills shortages and rising health and safety requirements
- Key sales of Lamb Primal to Silver Fern Farms (NZ) and a successful BladeStop trial at Cargill (US)
- 10% revenue growth on pcp underpinned by strong performance from:
  - BladeStop Saws in Europe (+69%) and Americas (+34%)
  - Global BladeStop service revenue (+77%)
  - Lamb products (+31%)
  - Momentum in new Poultry Trusser solution

Margin dollars up 25% on pcp

- Strong margins of 36% in H1 F23, driven by higher proportion of services revenue and product sales focus
- Sales mix improved margin by 6% due to higher mix of Poultry and Lamb products

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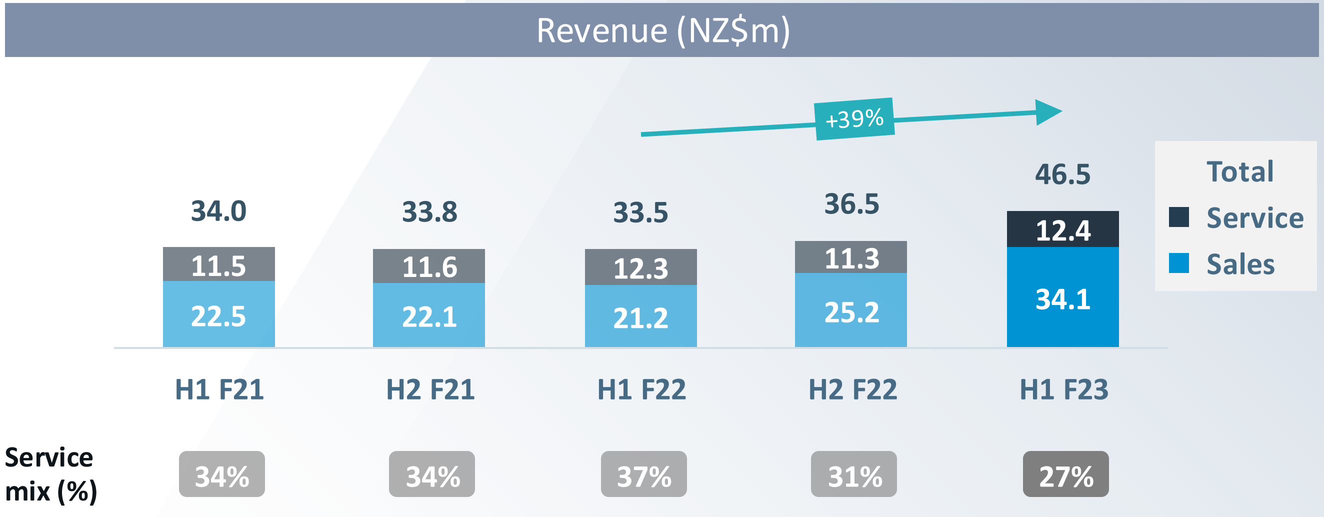
MHL: Supply chains improving resulting in increased revenue

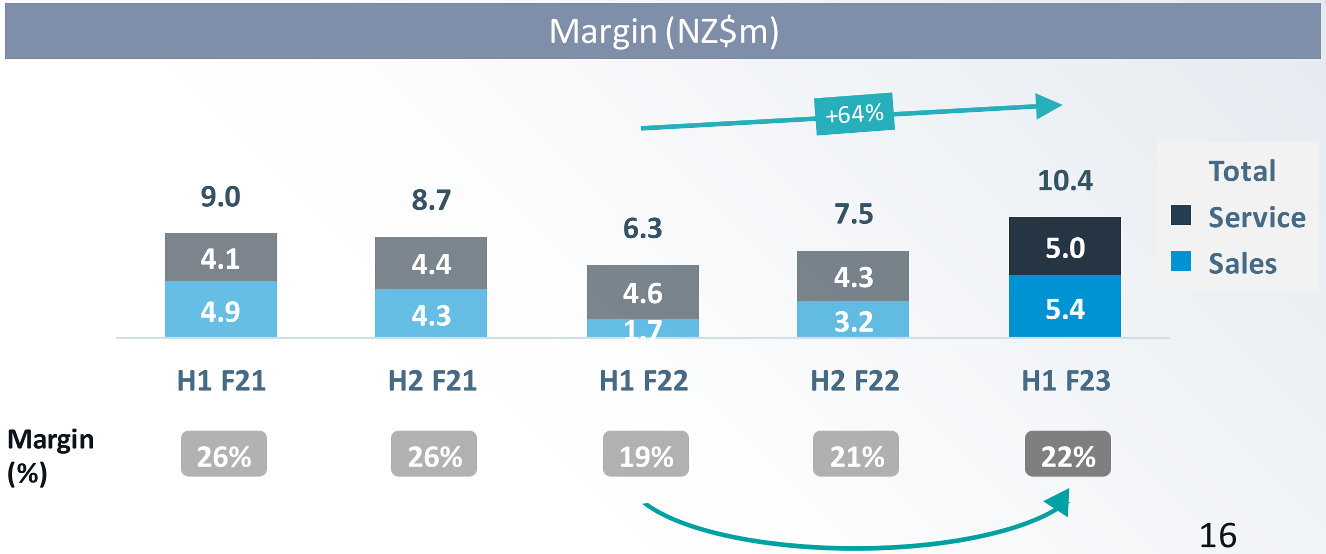
Continued momentum in global markets

- MHL continues to grow strongly in Europe
- With the recent leadership amalgamation, established palletisation solutions are being presented to the US market
- Strong revenue growth on pcp (+39%) due to conversion of forward work as supply chain pressures ease
- Strong forward order book of $88m:
  - Materials Handling EU: confirmed contracts with Clarebout & new customer Incom Leone
  - Transbotics US: confirmed contracts with major global businesses, including Microsoft, Novelis, and Gulfstream

Margin improving after period of disruption

- More than proportionate increase in margins (+64% growth) as a focused Transbotics US business concentrates on lower risk more profitable projects



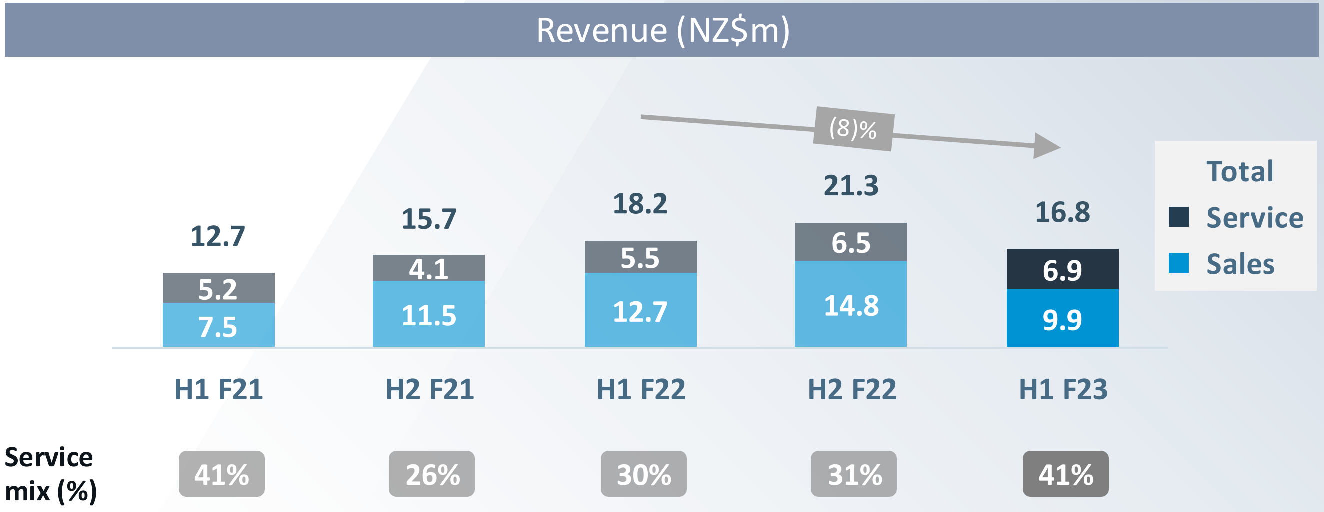


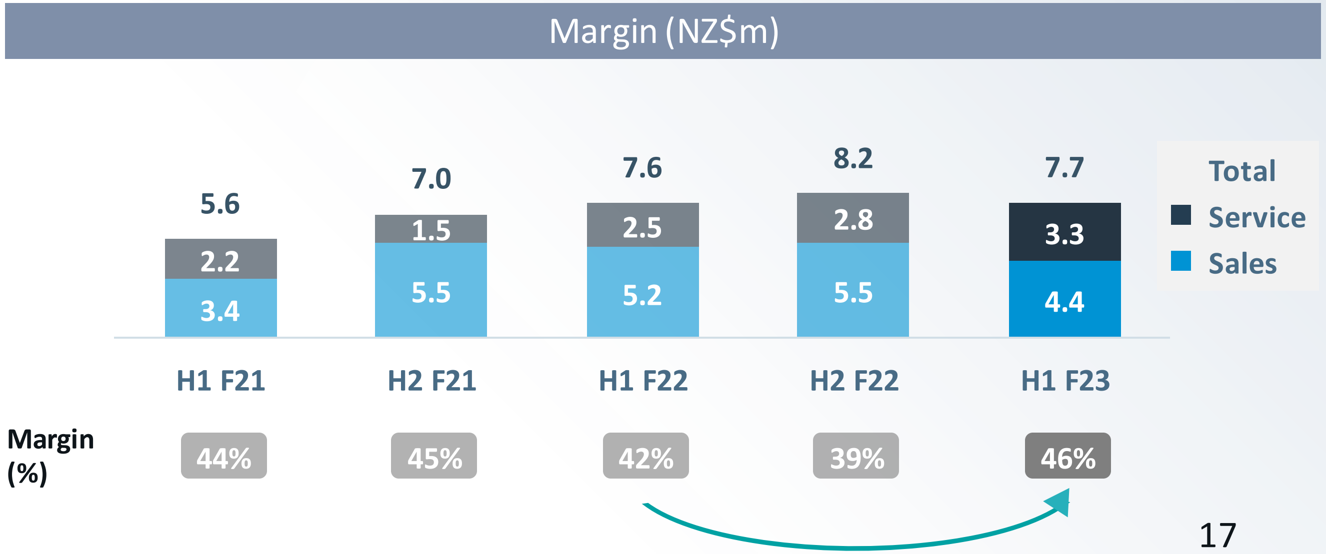
Mining: Margin % growth despite revenue decline

- Strong global demand outlook for old and new minerals from mining manufacturers and distributors
- Continual shift toward 'modular' Rocklabs solutions for mining and laboratory customers, as evidenced by first solution sold
- An estimated $3m sales from Russia missed in the period due to sanctions
- Partially offset by strong and high margin service growth of 24% (+$1.4m)

Improved margin % in H1

- Improved margin % meant margin dollars retained at the same amount as pcp
- This represents +400bps improvement due to sales/service mix, price increases and a focus on cost control on several key product lines

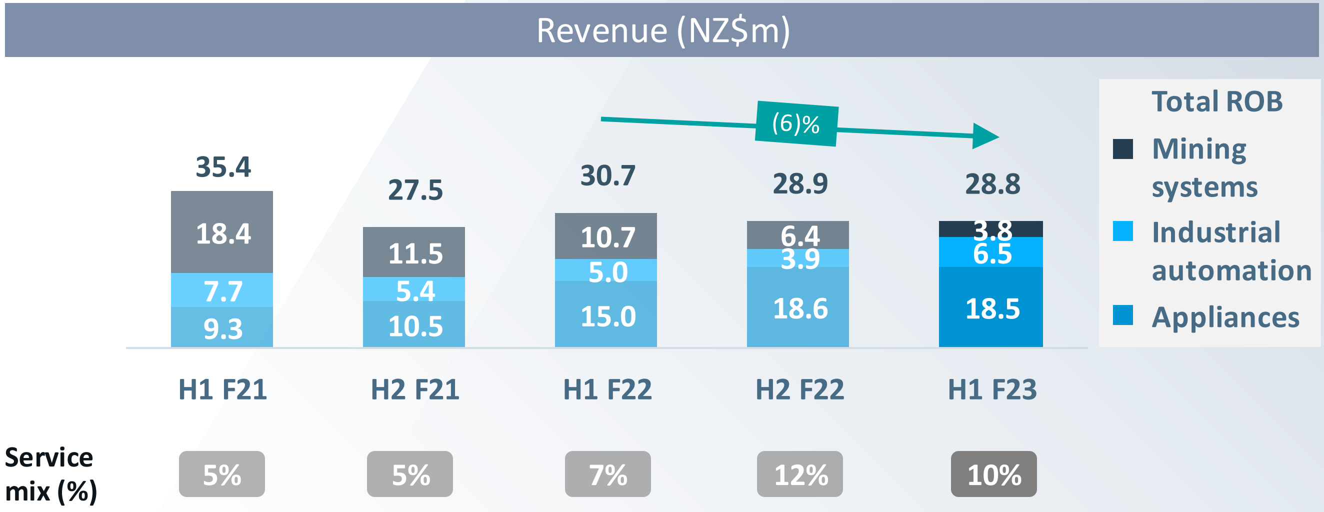


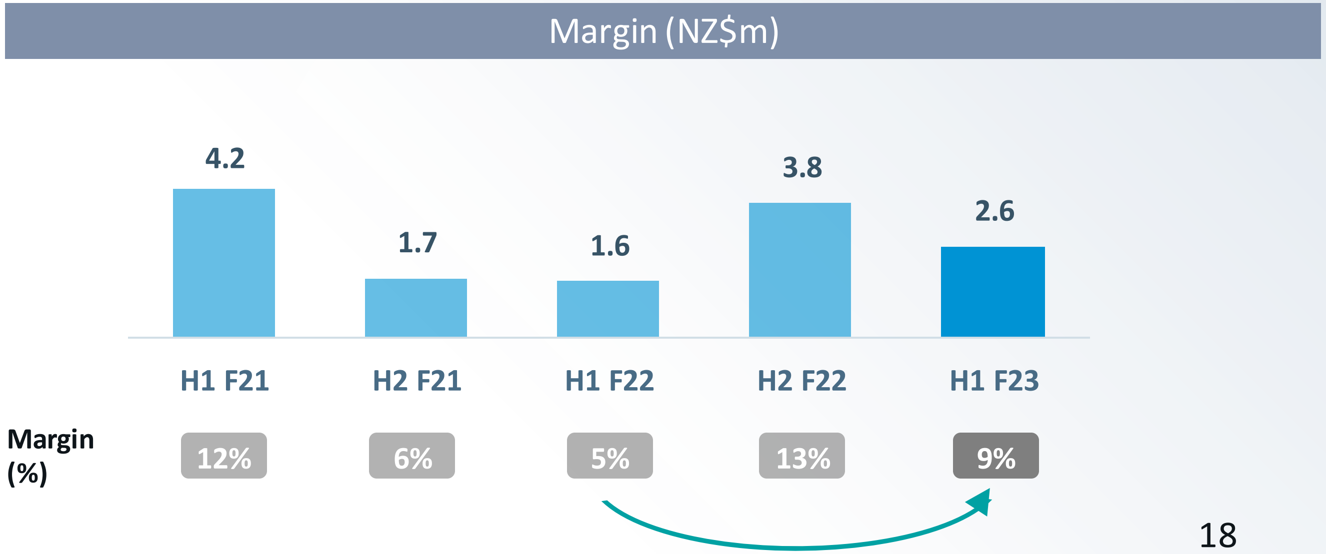


Rest of Business: Focus delivers margin improvement

Revenue down in H1 F23 as legacy Mining Systems projects near completion

- Strategic focus away from one off complex projects sees loss-making mining systems revenue and associated low margin taper off.
- Revenue growth from Appliances (+23% vs pcp) due to the commissioning of Whirlpool and ongoing build of GE Roper
- Strong forward work consisting mainly of low risk repeat customers / systems, as well as several high margin Appliance upgrade projects





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Key Points Summary

1	Scott continues to experience ongoing demand for automation as our blue-chip customers invest to drive efficiency, safety, and to overcome global labour shortages
2	Success from the Scott 2025 strategy to focus on core areas of proven expertise and sell into large addressable markets. This delivers core revenue growth of 18%, making up 77% of group revenue and 92% of group margin
3	These proven and repeatable products delivered Sales margin of 22% and Services / Aftermarket margin of 38% Which lifted group margin from 22% to 26%
4	Continued track record of managing costs efficiently and taking revenue growth to the bottom line As demonstrated by record EBITDA of growth of 20% versus pcp to $15m
5	Demand for automation combined with clear Strategy maintains a strong forward order book totaling $184m
6	We continue to move efficiently though the various stages of ESG, Strategy and Culture

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SUSTAINABILITY
PEOPLE & PLANET

Leading a sustainable future

PLACE

Aaron Vanwalleghem
Regional Director Scott Europe

PURPOSE

Cameron Mathewson
Chief Financial Officer

PEOPLE

Casey Jenkins
Director of Marketing and People

Strategic Goals and Objectives

1 Sustainable procurement

Demonstrate leadership in sustainable procurement practices.

Standardise our process for evaluating new and existing suppliers' ESG compliance.

2 Environmental management

We will measure, report and reduce our greenhouse gas (CHG) emissions.

We will reduce the waste we create and divert waste from landfill.

We will select renewable energy and invest in energy efficient processes across our business.

3 Customer satisfaction

We will achieve leading customer satisfaction scores.

We will support our customers to enable them to achieve their sustainability goals.

4 Financial performance

We will deliver long-term profitable growth for our employees, shareholders and customers.

5 Employee retention

We will develop the careers of our team with education and training programmes.

6 Global recruitment

Build high-performing teams that align with our One Team culture.

7 Employee safety and wellbeing

We will provide a workplace that safeguards the health and wellbeing of our people.

8 Diversity and inclusion

We are committed to diversity and a culture of inclusion in our workplace and will ensure equitable opportunities for employees.

SDGS Alignment

- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13 CLIMATE ACTION
- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
- 3 GOOD HEALTH AND WELL-BEING
- 5 GENDER EQUALITY

Positive Momentum and engagement with ESG

Positive retention, and reduced turnover rates

Turnover has reduced on same period last year, with turnover rate seeing a 16% decrease.

Reinforcing Talent Pipeline with University of Canterbury Partnership

Final year project sponsorship and the launch of the Scott Technology woman in engineering scholarship in 2023.

UC UNIVERSITY OF CANTERBURY Te Whare Wānanga o Waitaha

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Supplier ESG Workshop

Held in late January, the procurement team hosted a ESG workshop for suppliers. Excess of 100 attendees.

Leadership Training Programme

Following the success of the leadership training program in Australia, this training will be rolled out in both New Zealand and the USA in H2.

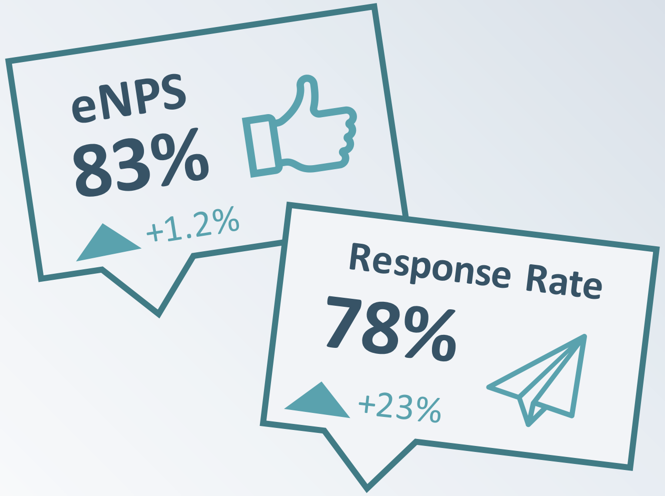
Carbon Footprint

Progress made in measuring GHG emissions in China and the US. Data collected and being prepared for Audit, Q3 F23

Climate Related Disclosures

Work underway to prepare business for 2024 reporting requirements, gap analysis completed.

Engagement initiatives bringing positive results to our eNPS score.



Highest overall score so far at 83%, FY22 82%.Highest return rate so far at 78% across the group, target 70%, FY22 63%.

Safety & wellbeing culture continues to mature

FY22		H1 F23
0	Fatality	0
9	LTI	3
5	MTI	0
30	First Aid Injuries	11
56	EP&D / Near Miss	14
872	Hazards Reported	522
233	Management Conversations	90

Strong performance and continued positive trends show maturing safety culture

- 2nd Annual Stop for Safety event celebrated with Safety awards,
  - Most Improved – Sydney, AU
  - Most Outstanding Performance – Dunedin, NZ
- Positive engagement with BeScott Safety App, with 522 hazards reported YTD in Feb 2023 compared to 197 hazards reported in the same period last financial year.
- Lost time Injury Frequency rate (LTIR) continued a downward trend sitting at 3.5 compared to 8.7.

ESG: Gaining complete picture of emissions

Q2 F23 | Q3 F23 | Q4 F23 | Q1 F24

GHG Emissions

- US & China emission measurements underway, audit completion expected for Q4 F23.
- Corporate level reduction targets & reduction strategies identified.
- Develop interim targets & Strategies for Europe
- Improve methodology for measuring scope 3.

Sustainable Procurement

- Completed ANZ suppliers with GHG emissions webinar
- Launch and audit the Supplier Code of Conduct in US, EU & China

Environmental Management

- Begin process of measuring of waste to landfill by region and site
- Set targets and develop strategies to reduce waste and increase % diverted from landfill

Climate Strategy

- Complete XRB - Climate standards gap analysis
- Risks & Opportunities Workshop
- Scenario development

Strategy Development

- Review the ESG framework – progress & completeness
- Materiality assessment

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THANK YOU
Q&A

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