

FY25 RESULTS



Key messages

Record EBITDA: driven by a clear focus on margin-accretive projects and modular approach

Destination 2030 strategy: sets a plan for sustainable profitable growth focused on our customers

Customer first: culture change to lead a new era of Scott Technology

Positive signs of acceleration: strong second half growth and early signs of strategy success

Forward work uplift: recent contracts showing positive signs with \$169m of forward work

FY25 Business Performance

FY25 Business Highlights



Destination 2030 strategy release – Scott’s plan for sustainable profitable growth centered around a customer-first mindset.



Decoupled emissions from growth – Reported a 8.9% decrease in net Scope 1 and 2 GHG emission on our FY24, and a 9.1% decrease on FY22 Base Year levels



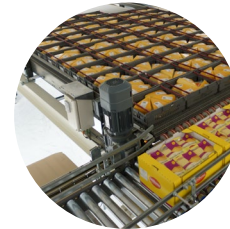
Record EBITDA \$31.5m – strong second-half performance across the business and strategic focus on higher margin contracts.



Strong growth runway fueled by innovative products and scalable solutions, with the launch of NexBot, BladeStop K800, AccuTables and progressed key developments in Beef and Lamb modules.

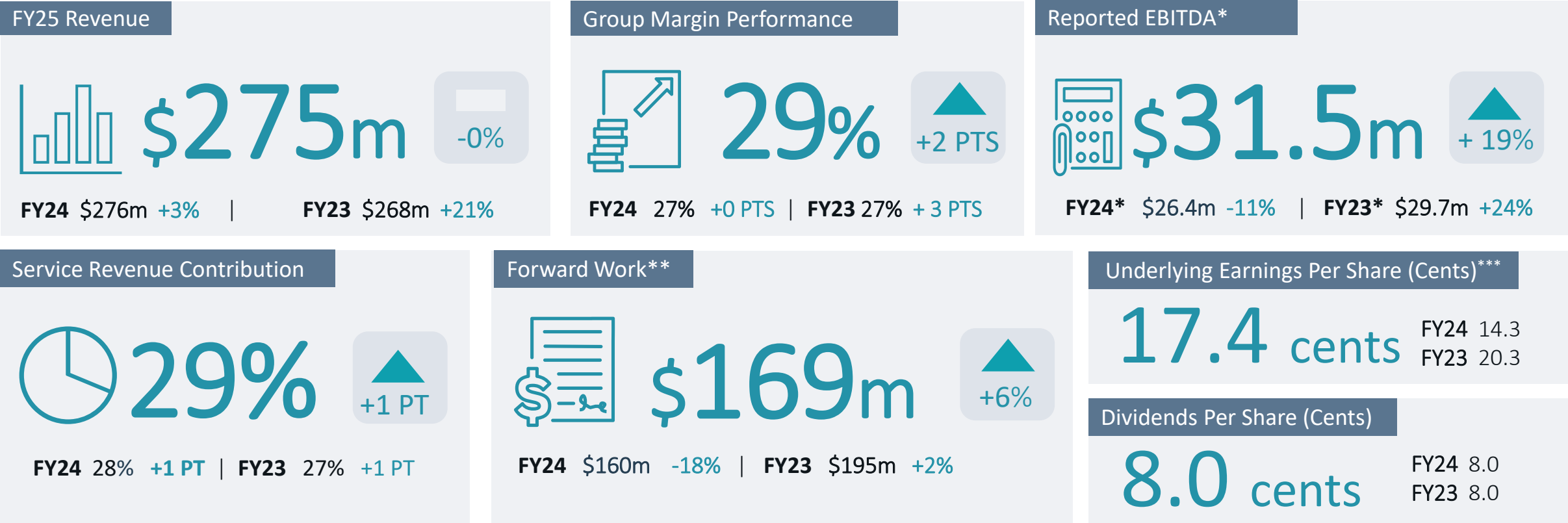


Forward work remains positive with \$169m comprising a spread across all domains and at a higher margin mix than the prior year.



The Directors have recommended a final dividend of 5.0 cents per share (unimputed) taking **total full-year dividends to 8.0 cents**. The dividend reinvestment plan will apply.

FY25 Performance Snapshot



* FY24 and FY23 operating EBITDA (excl. non-recurring costs) was \$30.2m and \$30.4m respectively. FY25 was \$31.5m, same as reported EBITDA.

** Forward Work represents contracted activity. It is not an indicator of revenue over a set period of time.

*** Underlying Earnings Per Share excludes non-recurring costs

Strategy Refresh Destination 2030

Top line Highlights

Our vision is to be the **trusted partner that puts our customers first** by delivering safe, sustainable, leading-edge solutions that create value, fostering lasting partnerships that drive innovation and success.

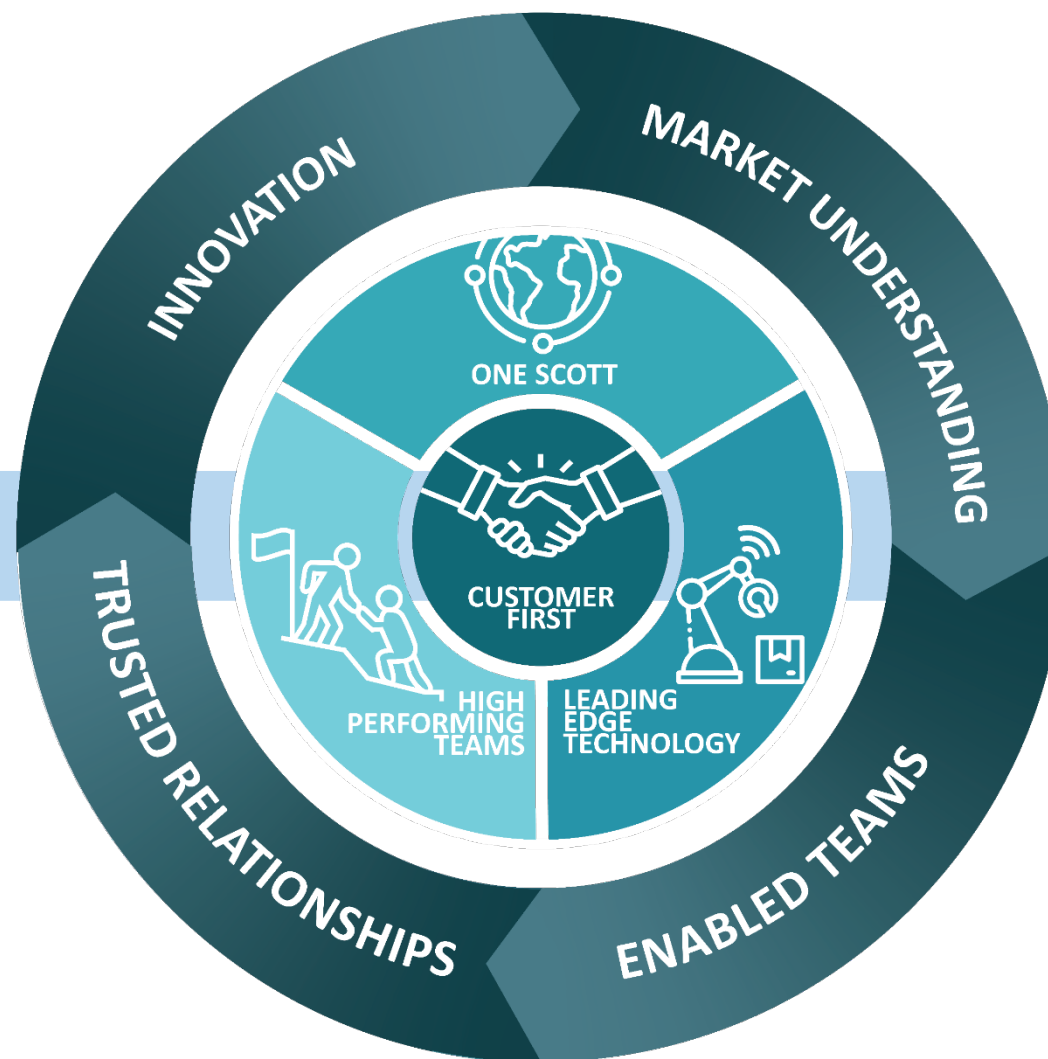
- **Destination 2030 strategy:** sets a plan for sustainable profitable growth focused on our customers
- **Cycle of success:** will drive continuous improvement through everything we do
- **Long-term targets:** we know where we want to be and have set ambitious targets
- **Action roadmap:** we have a detailed plan in place, it is time to take action

Destination 2030: Customer led purpose



Powering our customers and industry with transformative solutions and services.

Continuous improvement will need to become core to everything we do.



Customer First

We provide our customers exceptional value by understanding and removing pain points to improve performance.

One Scott

Our globally aligned vision built upon a foundation of ambition, unified ways for working, using rich data and technology.

High Performing Team

When working with Customers, Team Members and other stakeholders, I take action that supports their long-term goals.

Leading Edge Technology

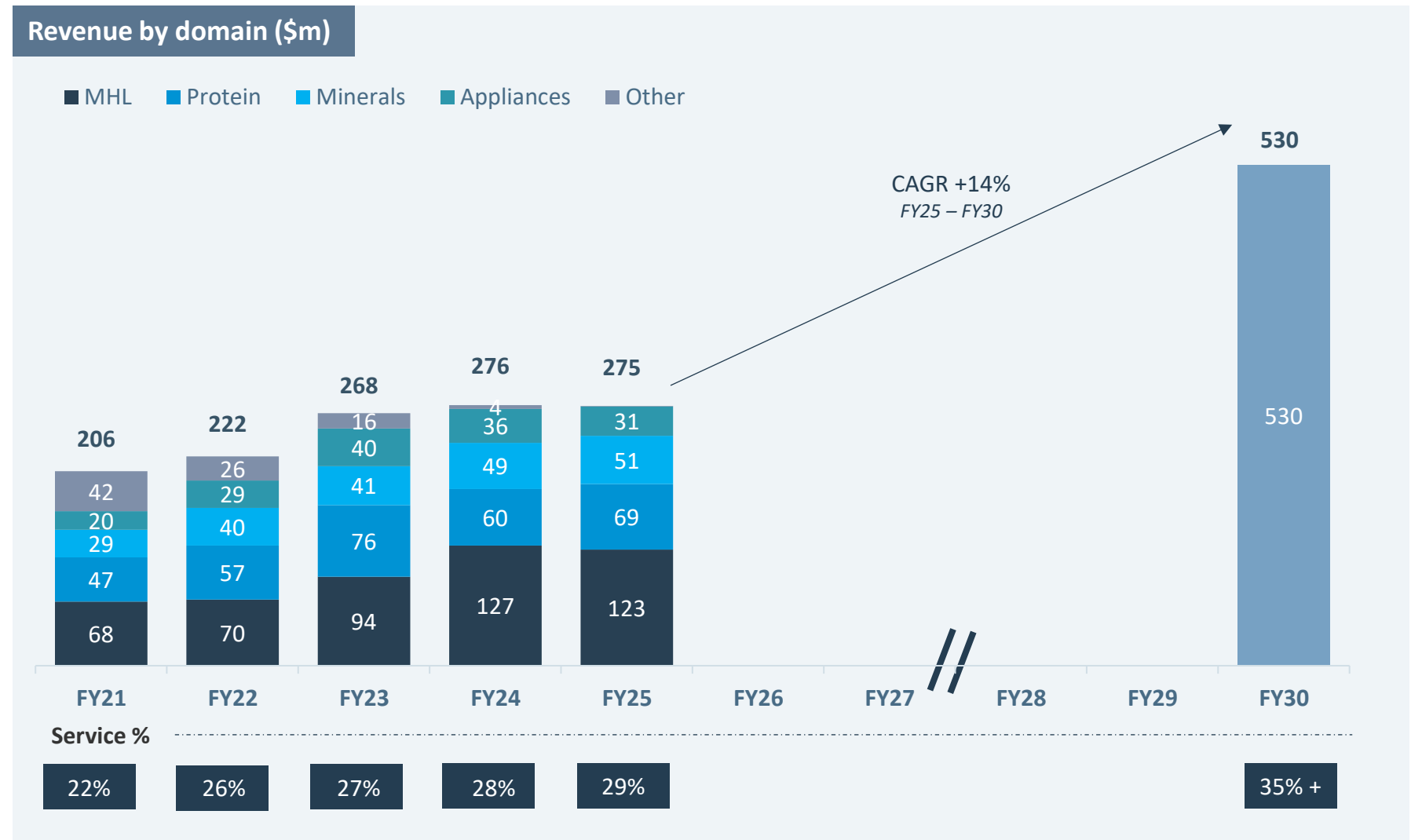
Drives innovation through deep market understanding and expertise by delivering transformative, scalable, and modular solutions.

Destination 2030

FY30 Dot on the Horizon

The revised focus areas will drive growth, objectives include:

- **'\$530 by 30'** – sustainable profitable growth
- Higher proportion of revenue from **Lifecycle Services**
- **Partner with Key Accounts** to understand their capital requirements to build out a long-term pipeline
- Targeting **EBITDA of 14%** of revenue by FY30

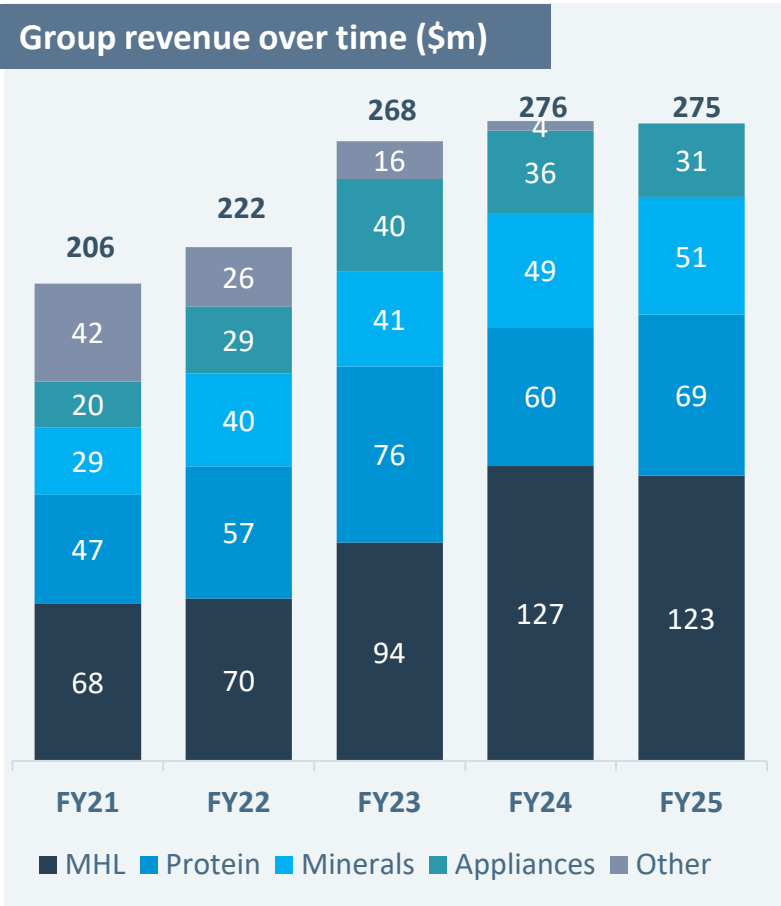


Action Roadmap

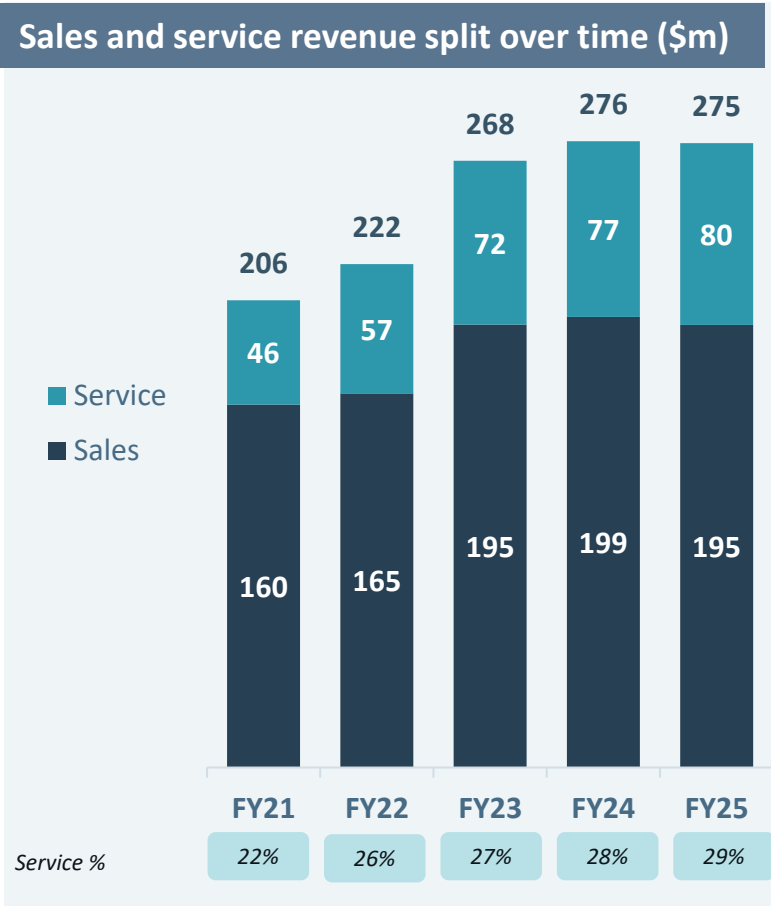


FY25 Financial Performance

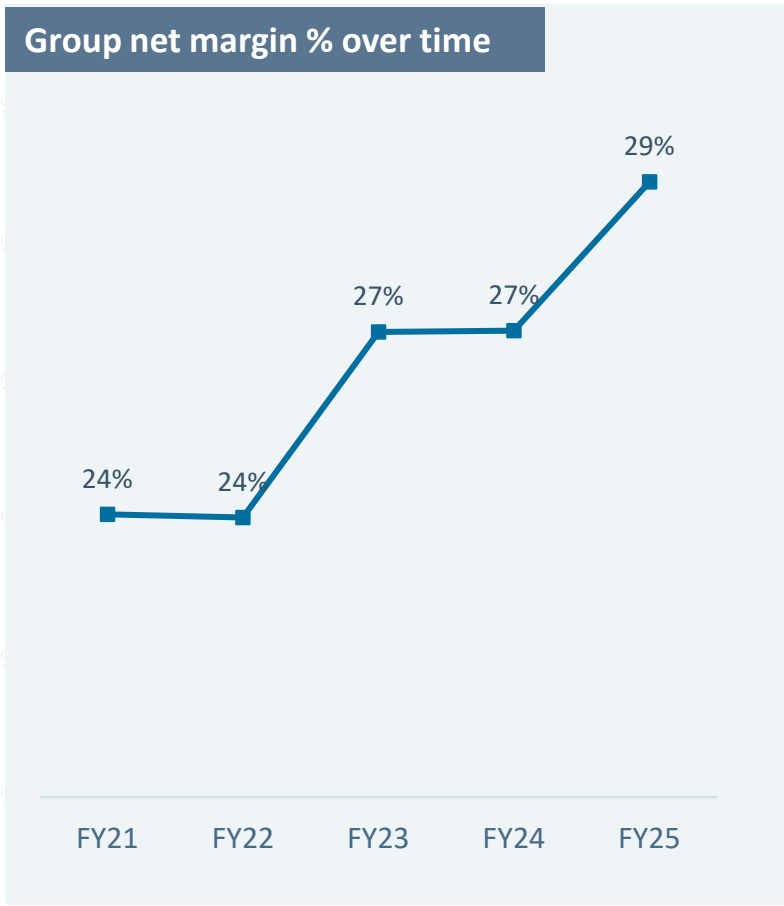
Group Performance Metrics



Focus driven towards proven technologies at higher margins and lower risk

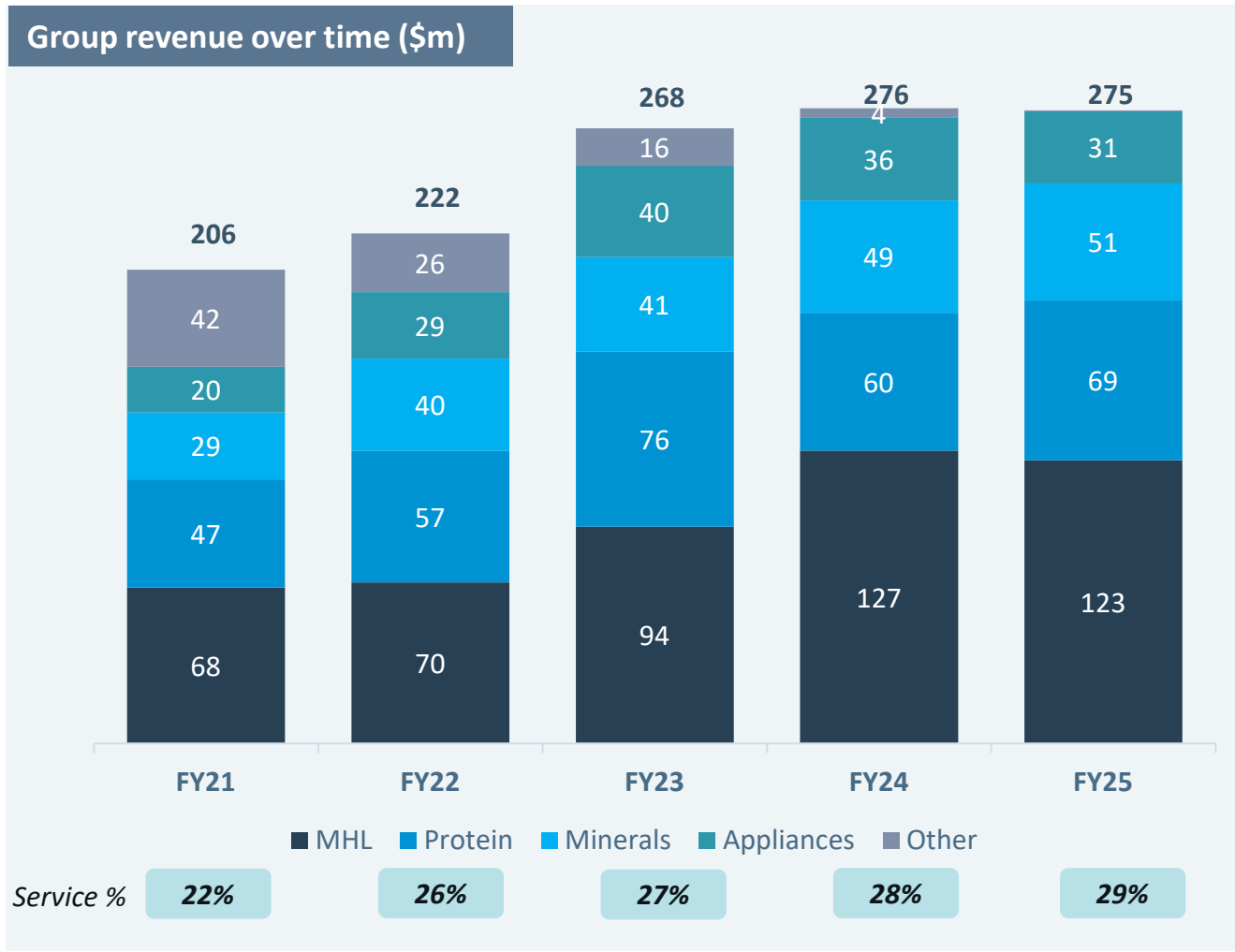


Increased focus on lifecycle services is driving higher levels of recurring revenue



Continued net margin expansion via modular approach, improved project governance, scale / operational efficiencies and increased service penetration

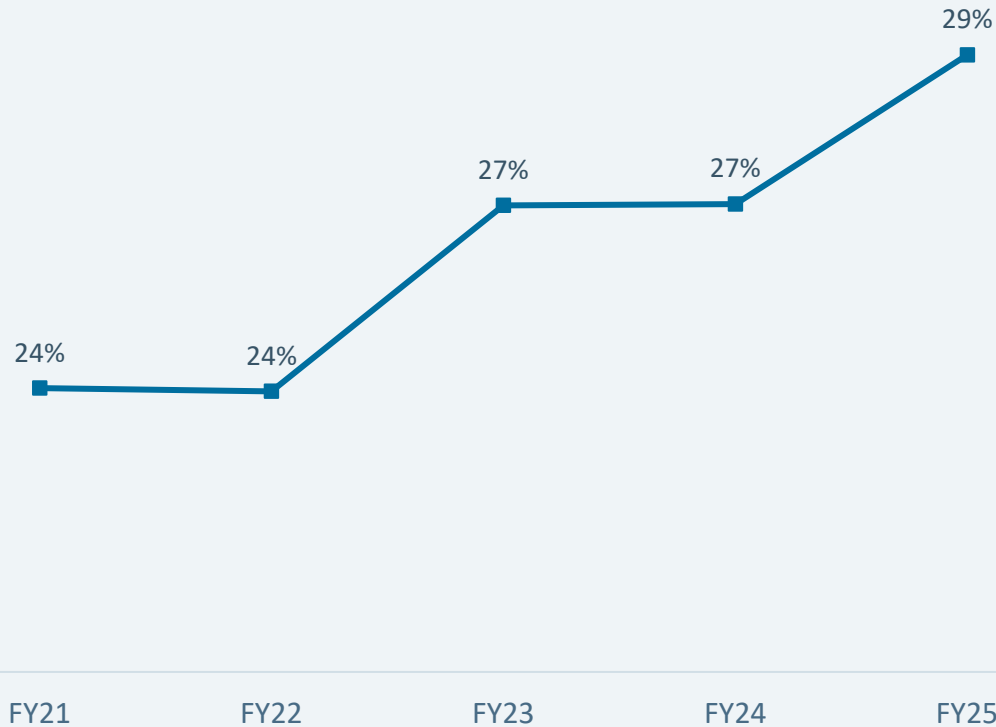
Group revenue: rebound of Protein and a strong second-half performance



- Strong second-half of top-line revenue (\$153m in H2)
- Led by +16% growth in **Protein** with improving conditions following a tough period for the industry - Lamb Primal project for JBS Cobram progressing well and first UK install secured. Both systems due to be commissioned in FY26
- **Mining** had +4% growth with Rocklabs Standard Equipment growing +23% YoY supported by gold prices
- **MHL** down -3% largely due to cycling higher proportion of JBS Brooks contract in North America - Europe up +8% with strong growth coming through service
- **Appliances** down -14% cycling project for Sub-Zero but a positive result with Midea project in China at solid margins
- **Service** contributed 29% of total revenue, up from 28% and expected to continue to grow in FY26 with strategic focus on Lifecycle Services

Group net margin: continued improvement in margin aligned to strategy

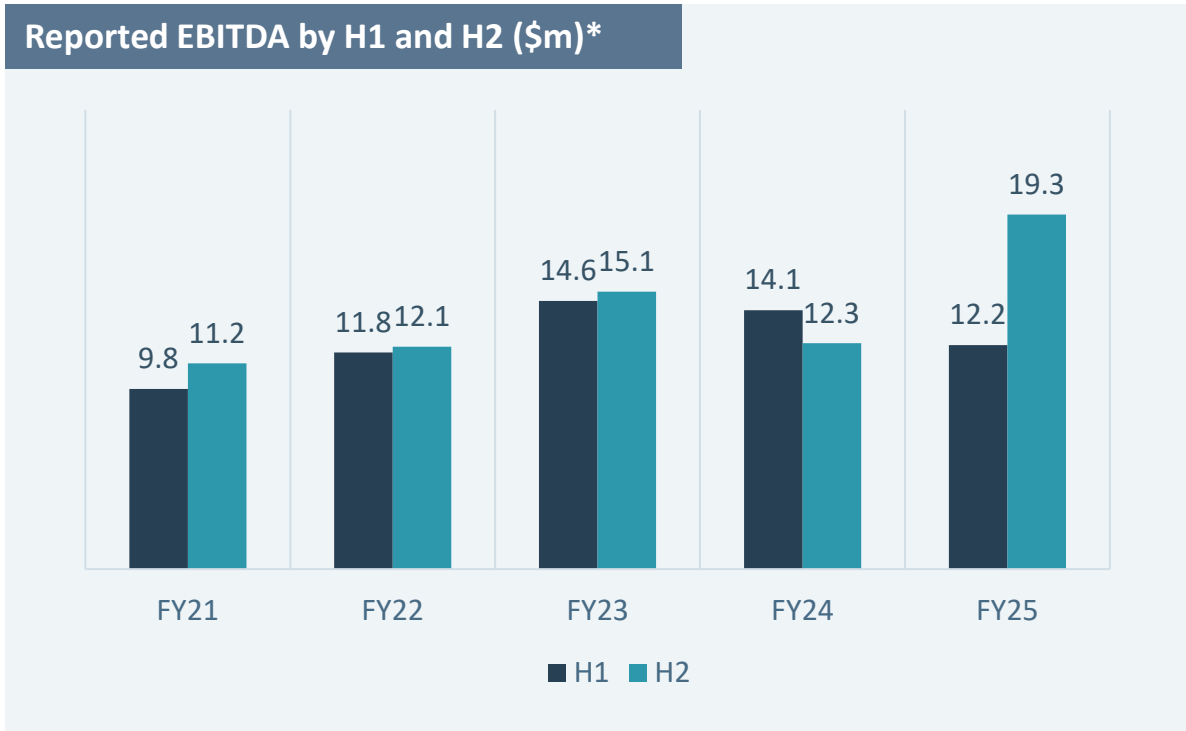
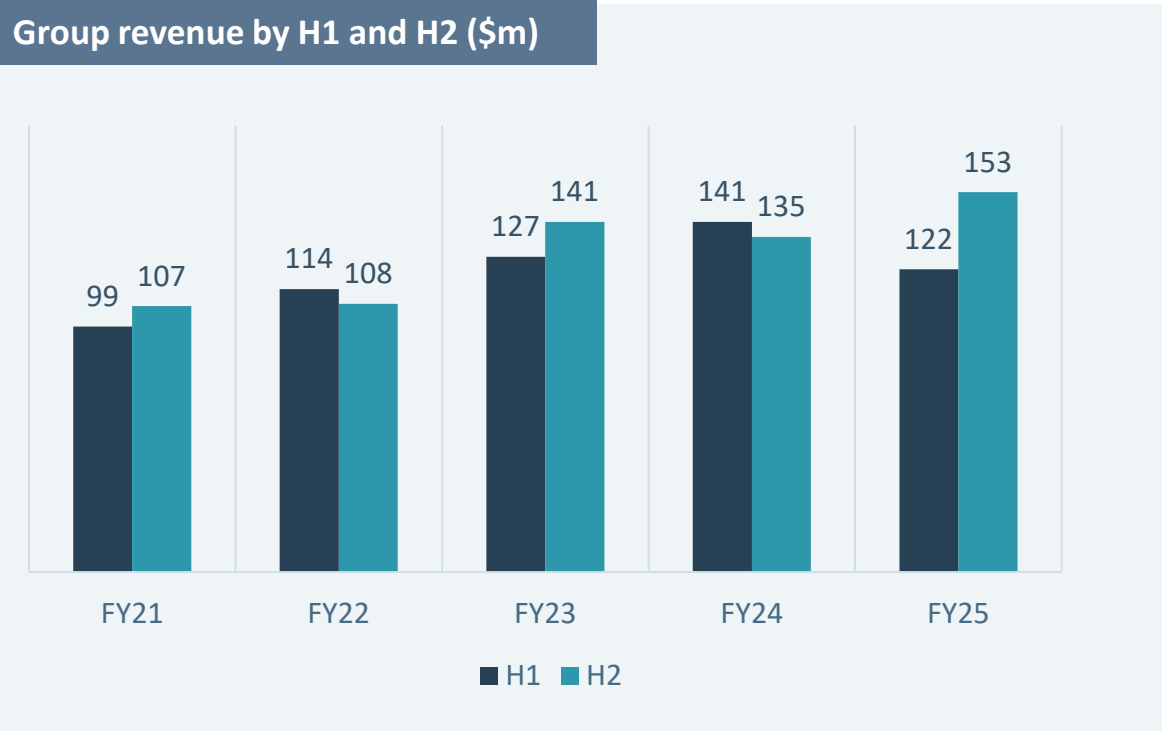
Group net margin % over time



- Net margin expansion driven by:
 - Modular approach and selling solutions at improved margins where we have a differentiated offering
 - Improved business mix with a higher proportion of service and contributions from Protein and Mining
 - Project execution and governance with greater control on project costings and completion
 - Reset cost base following restructures at the end of FY24
- Looking forward we expect to see continued margin expansion as we increase scale and gain operational efficiency, and have a higher proportion of service revenue at relatively attractive margins

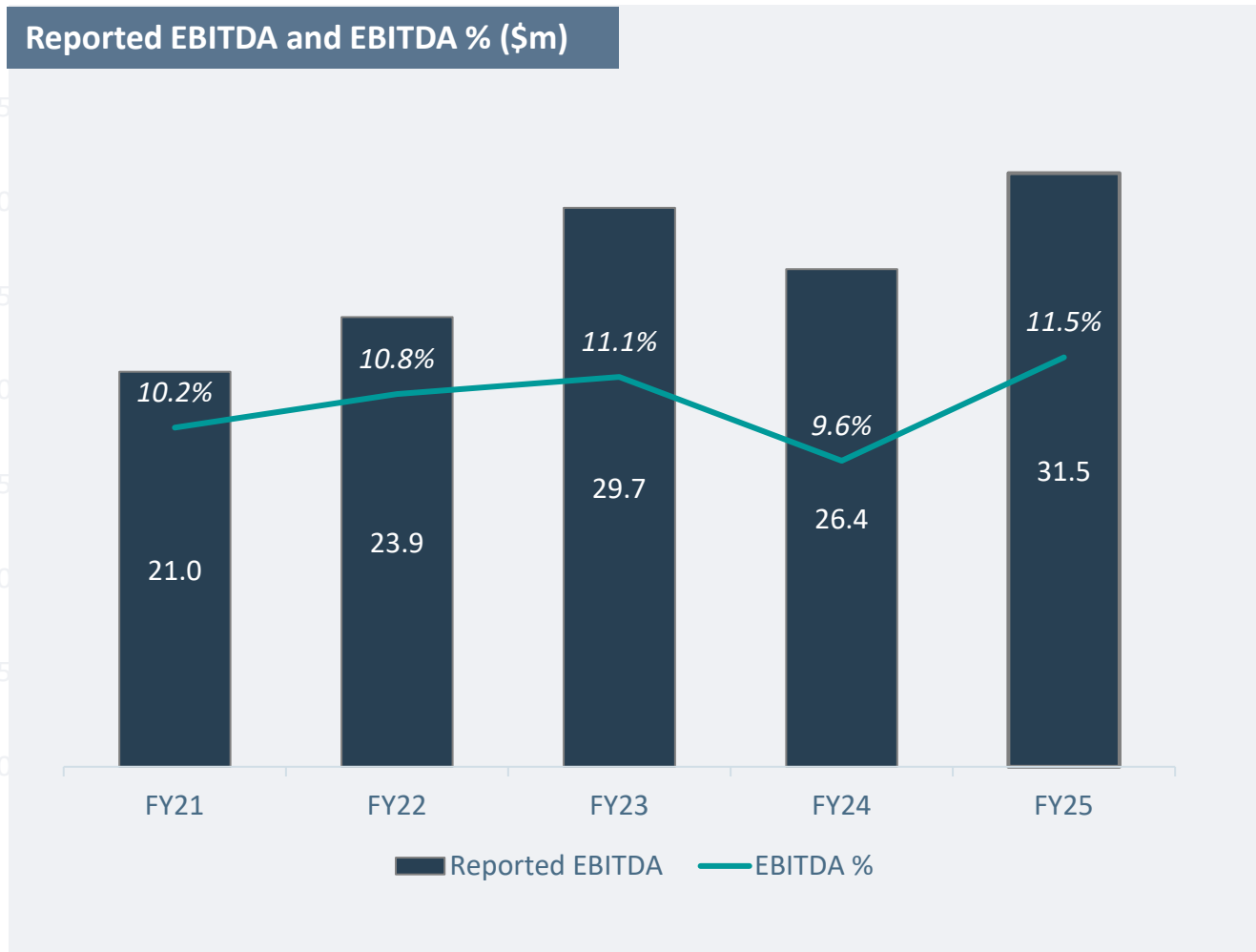
Record half performance in H2 provides momentum into FY26

Following a soft period of order in take in FY24, the second half of FY25 rebounded off the back of key contract wins, improved standard product sales, and growth in recurring revenue streams, whilst delivering increased operational efficiency.



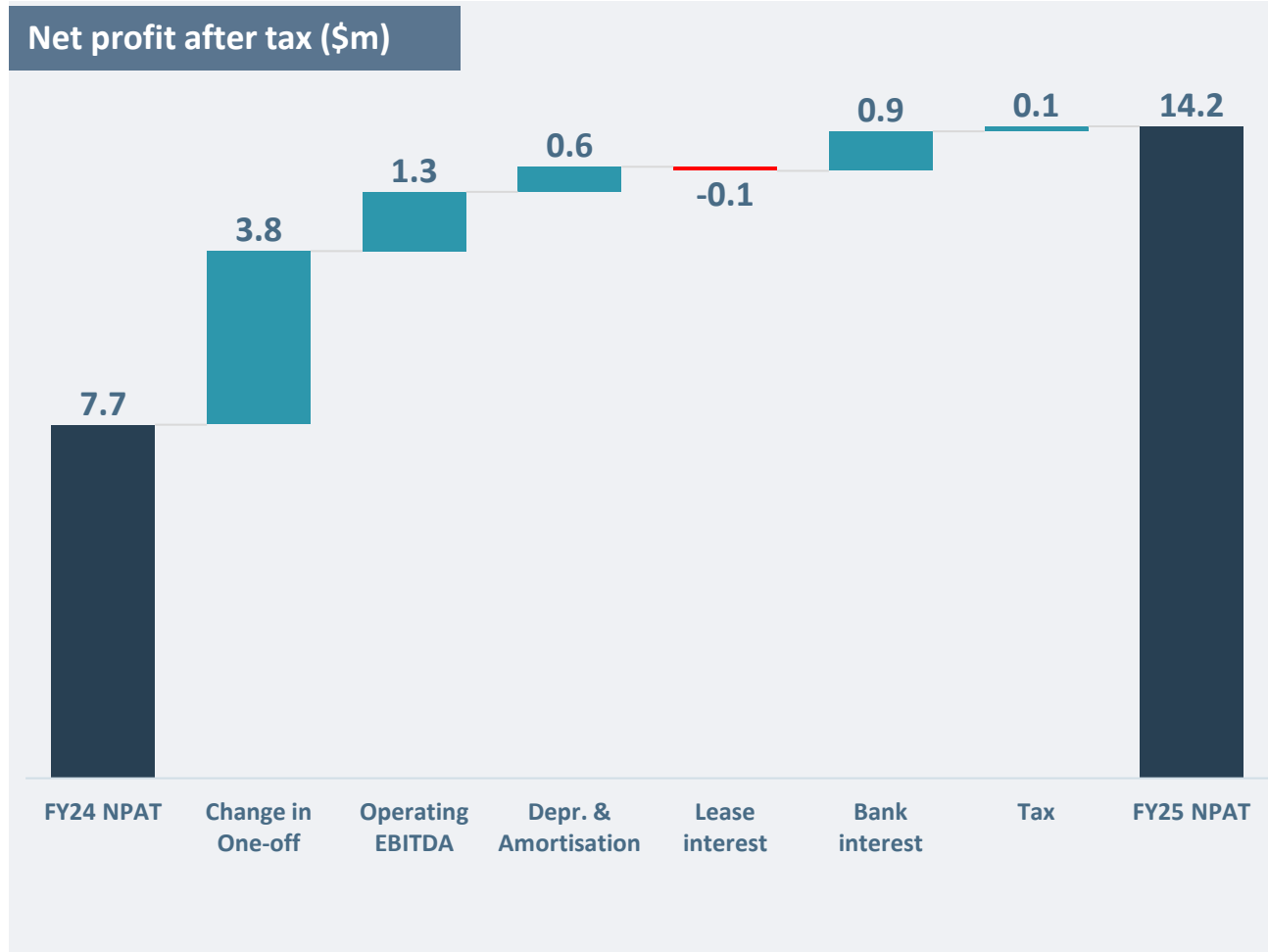
* FY24 and FY23 operating EBITDA (excl. non-recurring costs) was \$30.2m and \$30.4m respectively. FY25 was \$31.5m, same as reported EBITDA.

EBITDA performance over time



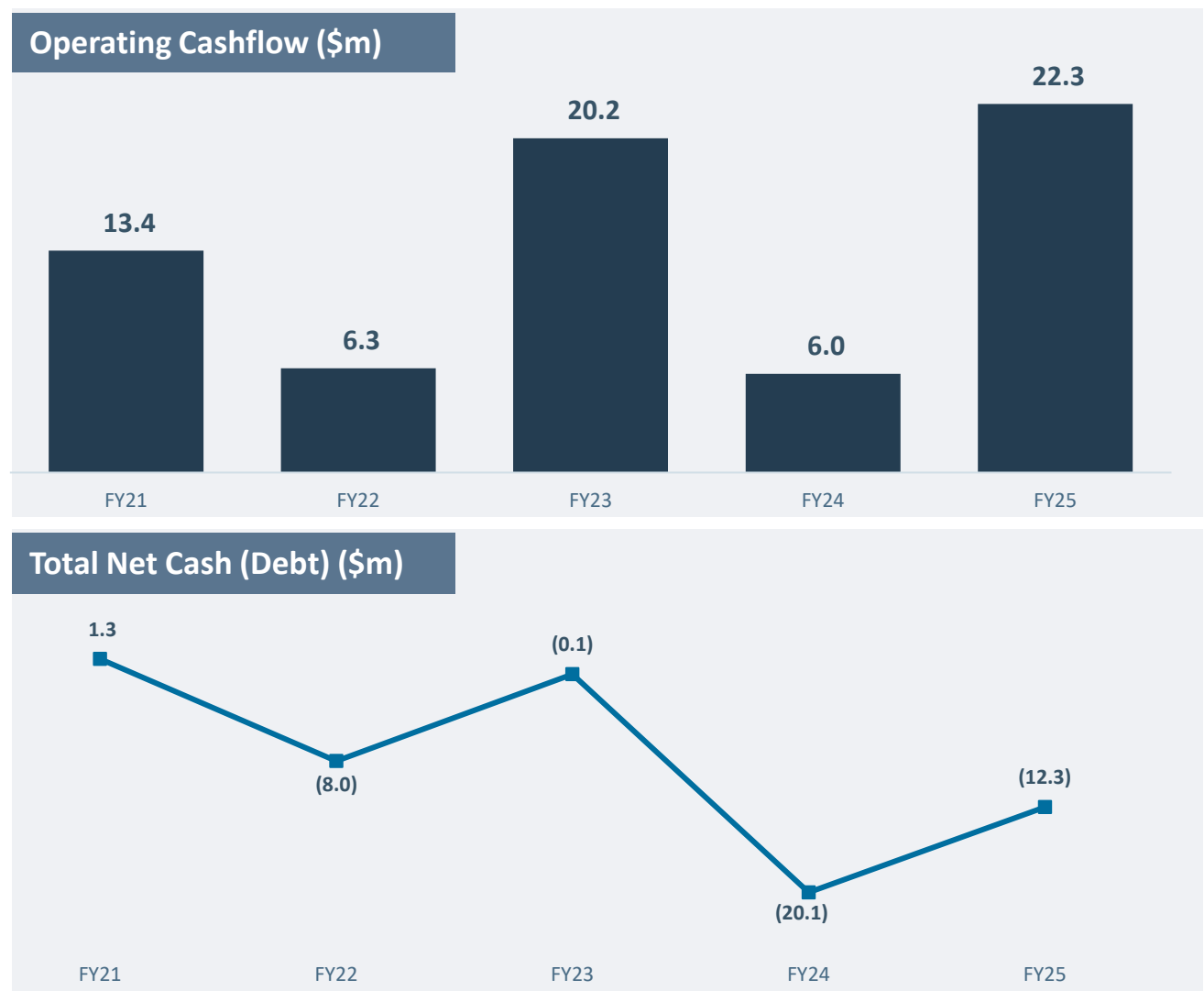
- Record EBITDA off the back of a strong second-half performance following improved order in take
- FY25 highlighted with net margin expansion to 29% reflecting good execution on higher margin contracts, a reset operational cost base and improved business mix
- Disciplined approach taken to costs while targeted investments occurred including a new ERP in Europe and Destination 2030 strategic initiatives
- Going forward, we expect profits to improve as revenue grows, with improved operating leverage

Significant uplift in NPAT through EBITDA contribution and reduced debt



- Net profit uplift +84% YoY
- Change in one-off costs of \$3.8m associated with the strategic review and restructuring costs in FY24
- Reduced amortisation with several assets now fully amortised
- Reduced effective tax rate due to utilisation of prior period losses
- Savings on interest with improved cash position and lower interest rates

Significant cashflow improvement and strong net debt position to support growth



Improved operating cash position

- Significantly improved and normalised operating cash after cycling large cash receipts and timing of builds in prior periods
- Capital management needs to take a long-term view due to the volatility that can occur with project timings
- A focus on controlling working capital and project cash flows
- Recent wins also supportive of further improvement

Improved total net debt position

- FY24 saw elevated investment in plant, equipment and facilities to position for growth, with FY25 returning to historical levels
- Reduced bank interest with improved cash position

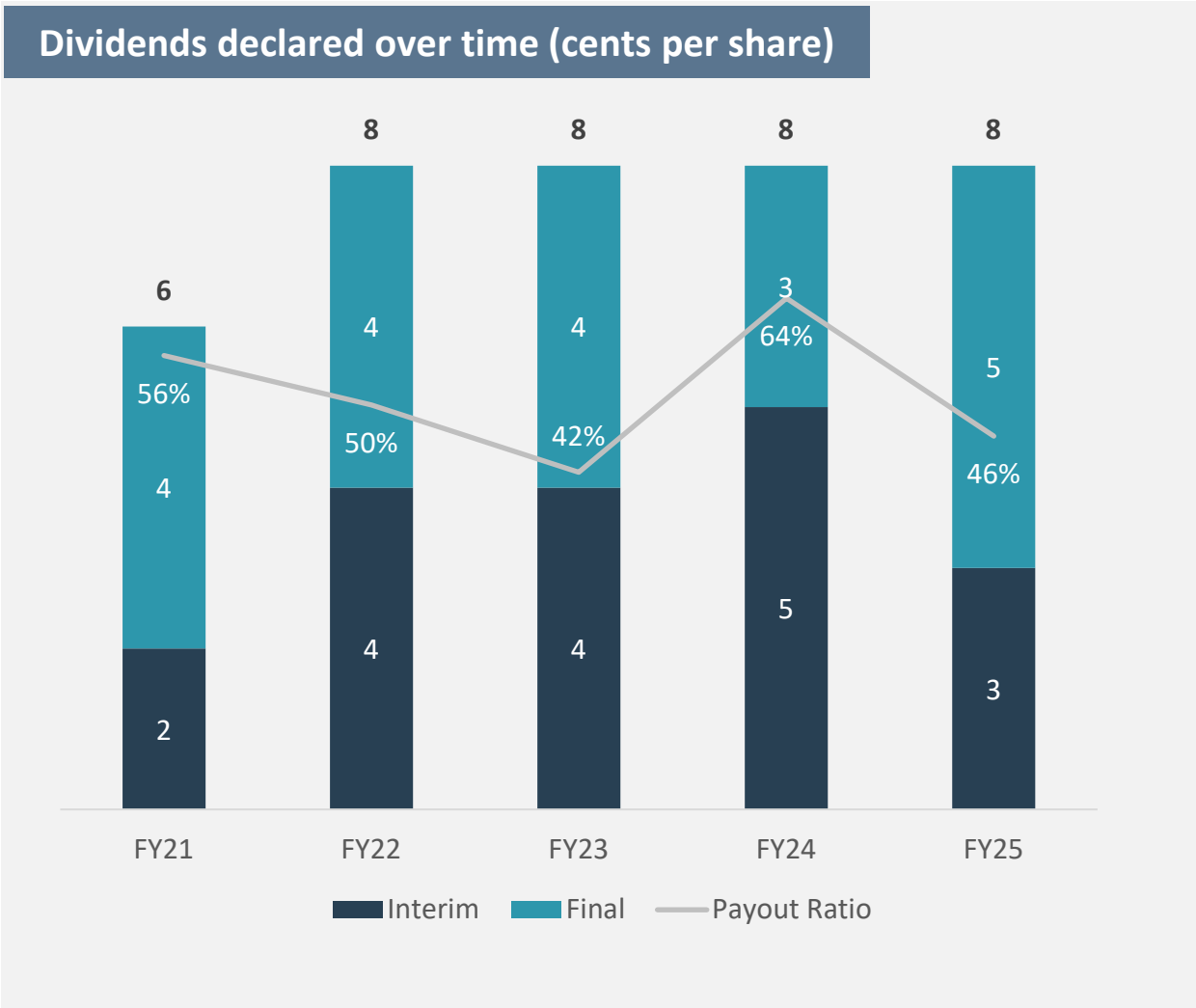
Balance sheet

Balance sheet

	FY25	FY24	% chg
Cash*	12.2	11.7	4%
Inventories	38.8	36.9	5%
Trade debtors	59.6	40.2	48%
Development assets	10.8	8.9	21%
Property, plant and equipment	21.1	23.6	-11%
Goodwill	53.9	50.8	6%
Total assets	269.6	244.0	10%
Bank overdraft*	10.1	19.0	-47%
Trade creditors & accruals	38.6	29.7	30%
Borrowings*	14.3	12.7	13%
Total liabilities	140.3	132.3	6%
Total liabilities and equity	269.6	244.0	10%
Net cash / (debt)*	(12.3)	(20.1)	-39%

- **Net cash / (debt):** solid period of earnings translated to cash allowing for a reduction in overdraft facility. Reduced investment in plant and equipment in FY25 following larger investments made in FY24. The DRP applied to dividends paid in FY25, resulting in reduced cash paid in period
- **Trade debtors:** elevated as at August 2025 due to timing of recent orders and multiple substantial milestone payments for on-going projects. Debtors normalised in September 2025 following receipt of due amounts
- **Development assets:** investments targeted towards beef development and NexBot

Dividend overview



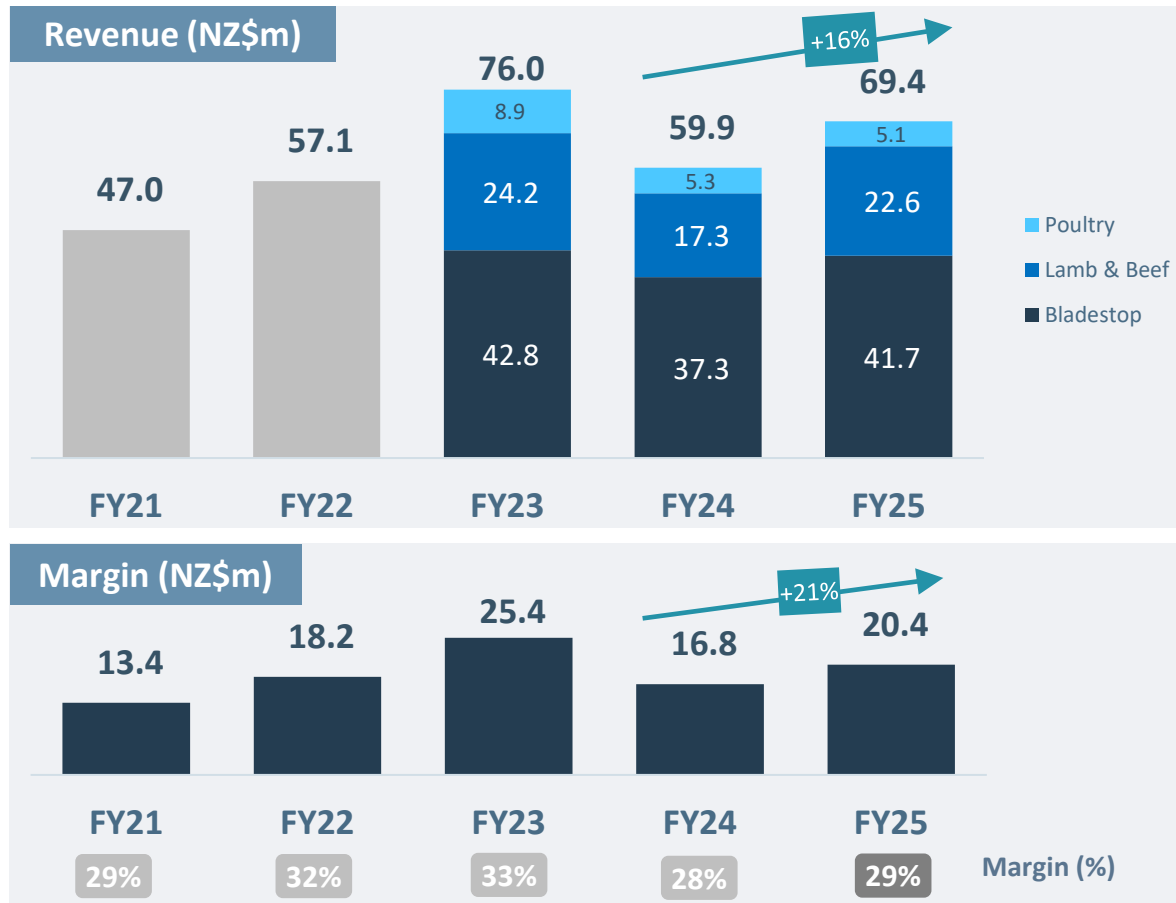
- The Directors declared a final dividend of 5 cents per share, bringing the total full year dividend to 8 cents per share
- Following two consecutive half yearly periods of 3 cents per share, this reflects a positive step to increase the final dividend in FY25 and bring full year dividends in line with prior years
- Scott aims to provide **sustainable, consistent and growing dividends**, while maintaining financial flexibility
- **Target payout ratio of 50–80%** of adjusted net profit after tax. Subject to cash flow, capital requirements and balance sheet strength

Domain Highlights

FY25 Domain Summary

Protein	Mining	Materials Handling	Appliances
\$69m FY25 Revenue +16%	\$51m FY25 Revenue +4%	\$123m FY25 Revenue -3%	\$31m FY25 Revenue -13%
29% Net margin +1 PTS	37% Net Margin +1 PTS	26% Net margin +4 PTS	25% Net Margin -5 PTS
45% Service % of Revenue -6 PTS	25% Service % of Revenue -1 PTS	28% Service % of Revenue +6 PTS	6% Service % of Revenue -5 PTS

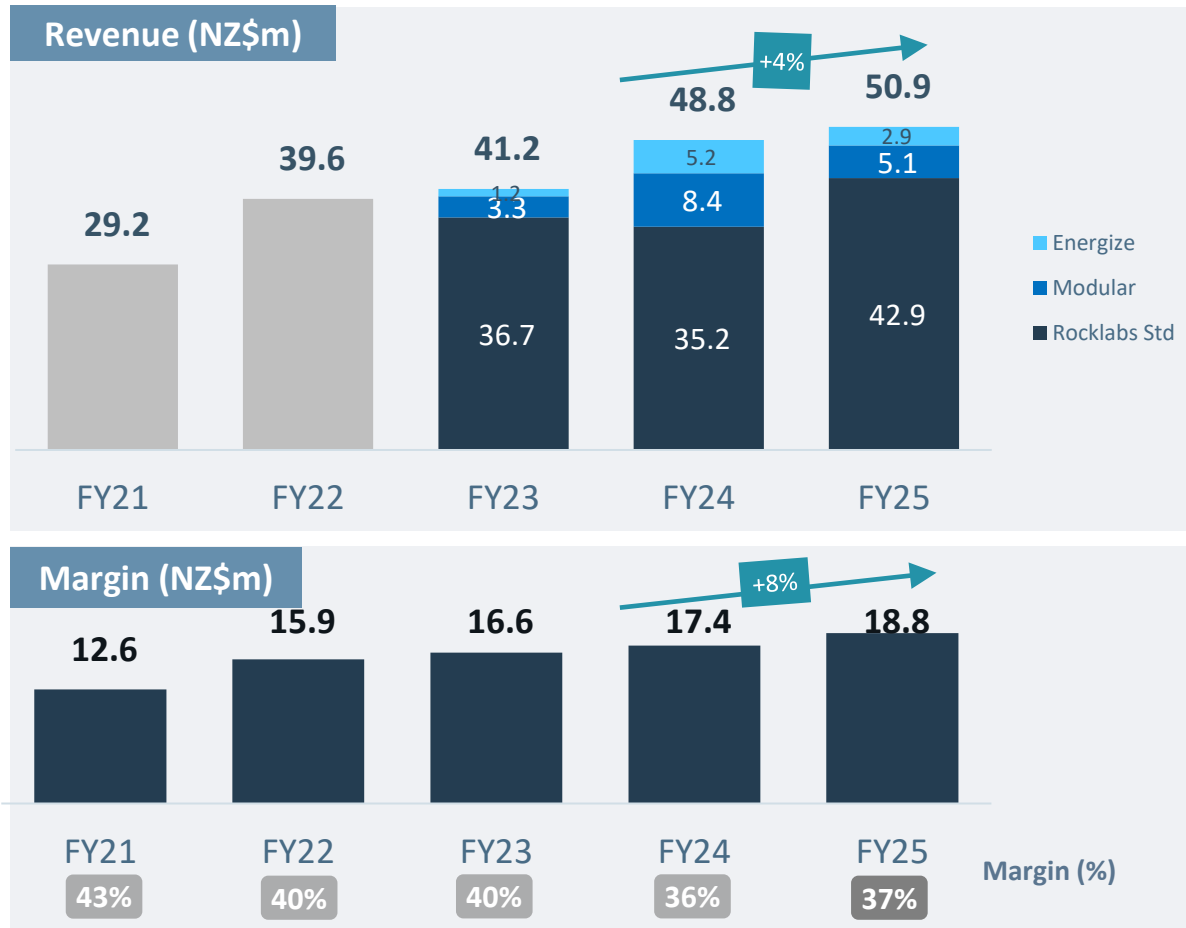
Protein: Improved trading following a tough period for the industry



- **Overall:** strong second half performance drives +16% revenue growth. A Lamb Primal sold to JBS Cobram and trussing units sold to Maple Lodge underpinned H2
- **BladeStop:** revenue up +12% on higher service and parts revenue due to increased service penetration and a larger installed base
- **Lamb and Beef:** strong close to the year following a slow start due to timing of orders. JBS Cobram Lamb Primal progressing well and an installation of an existing Lamb Primal secured for Dawn Meats in UK
- **Poultry:** sale to Maple Lodge in Canada and completion of Costco units during the period
- **Margin %:** reflects execution on projects and increased mix of service and parts



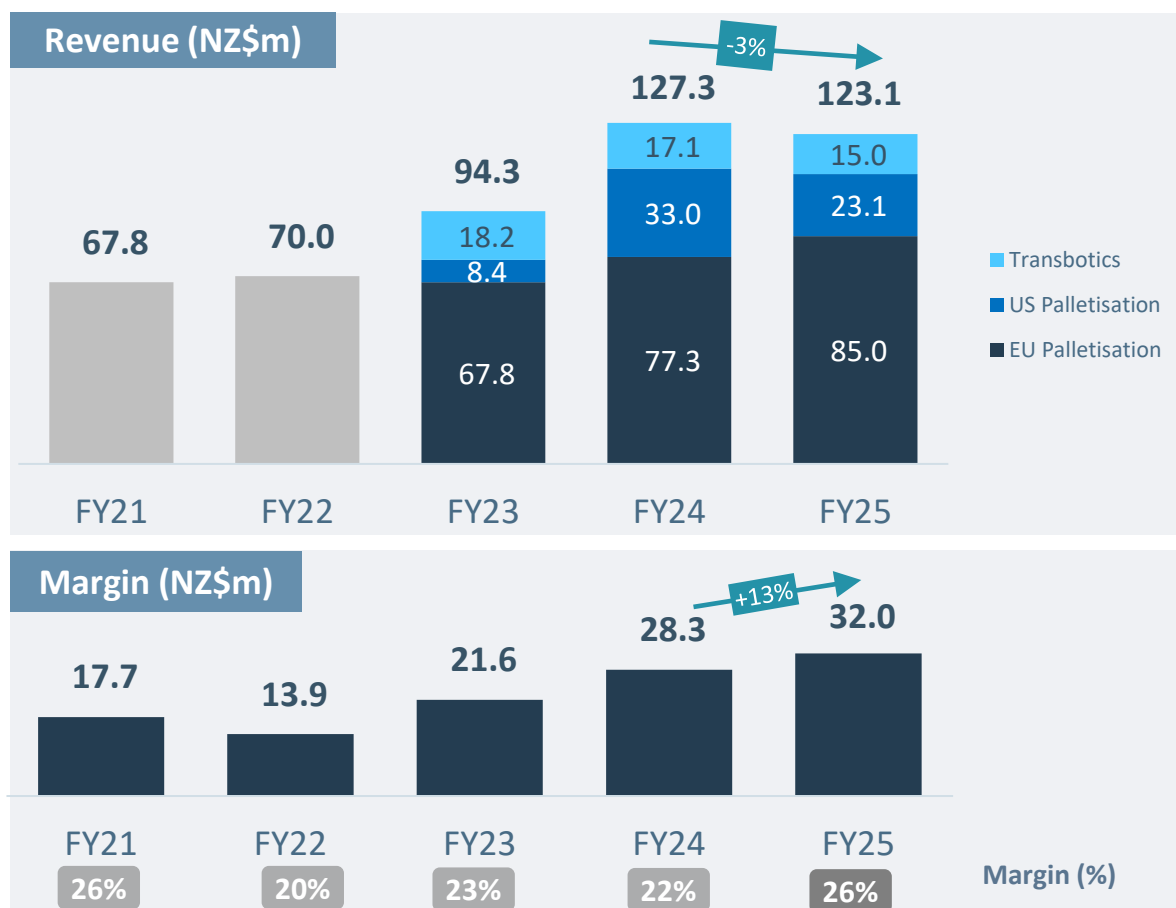
Mining: Strong growth in standard products partly offset by softer Modular & Energize



- Overall:** growth driven through Rocklabs standard equipment supported by favourable commodity prices of gold and copper
- Rocklabs standard:** strong unit sales for crushers and pulverisers. This strong period of capital equipment growth supports service revenue in future periods
- Modular:** softer period after cycling the MRL project and timing of securing new orders. Strategic key wins for Kinross (Alaska) and Rio Tinto (Australia)
- Energize:** FY25 saw completion of the first phase of automated energy transfer systems (AETS) for Caterpillar and the kick-off of Phase Two, which includes Early Learner sites
- Margin %:** improvement due to a mix of standard products. The target is for margins to trend back towards 40%



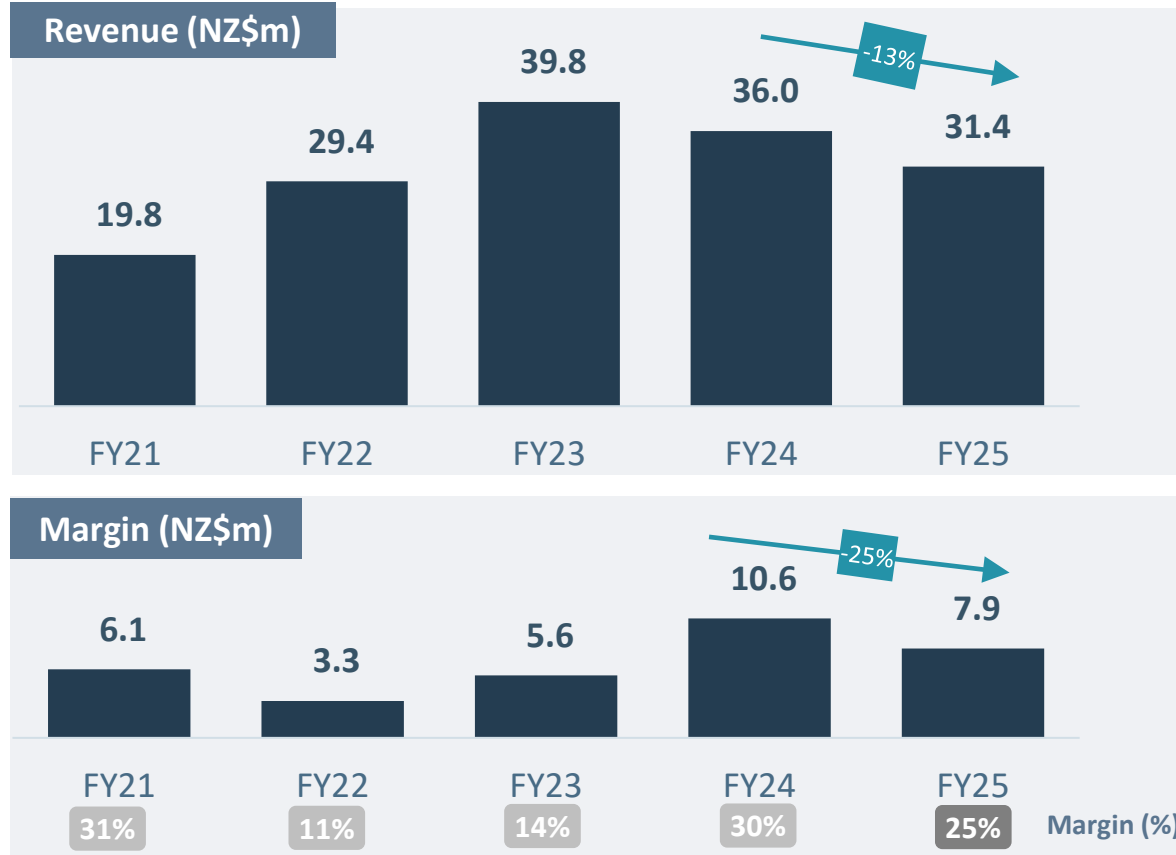
Materials Handling: Growth in European service offset by timing of N. American projects



- **Overall:** strong service growth in EU offset by the timing of large US projects. Strong margin uplift delivers improved contribution
- **Europe and North America:** strong period in Europe partnering with customers such as Ecofrost, Clarebout, Cranswick and McCain for important projects. Following several periods of strong equipment sales, service drove the incremental growth in EU. Project timing and commissioning phase of JBS Brooks impacting North America
- **Transbotics:** softer orders with customers delaying spending. Officially launched NexBot in March 2025 with promising opportunity pipeline
- **Margin %:** +4pts in margin with improved project and service mix
- **Forward work:** remains strong with a mix of orders across both Europe and North America



Appliances: strong margin contribution and key wins set-up FY26



- **Overall:** despite a revenue decline caused by cycling a large project from the prior year, it was a solid year for Appliances delivering a meaningful net margin contribution to the Group and securing significant deals to set up a strong start to FY26
- **Appliances:** FY25 was underpinned by the Midea project in China, which is in final stages of commissioning. Prior years included large projects for Sub-Zero and GE Appliances
- **Forward work:** recent wins include multiple projects worth \$44m, with revenue to be recognised across FY26 / FY27
- **Margin %:** margin normalised and in line with expectations following an elevated FY24 from a single project



Environmental, Social and Governance

Environmental, Social and Governance



Sustainability Report and Climate-Related Disclosures now **fully integrated** into the Annual Report, aligning with global best practice



Achieved a 9.1% emissions reduction compared to FY22 Base, keeping us firmly on track to deliver on our 30% reduction target by 2030



FY26 **Transitional Plan** priorities addressing severe weather risks, securing raw materials, and strengthening freight resilience embedding climate insights into strategy and capital deployment



Scott Women in Engineering Scholarship now in its third year, with **two internships offered in 2025**



Unified global systems under One Scott, enhancing transparency, efficiency, and connectivity across regions to support sustainable growth



Global engagement survey **achieved an 85% participation rate** – leading to 40 culture improvement actions across the group

ESG Focus Areas



Health and Safety

In FY25, we advanced the integration of health, safety, and wellbeing into everyday work:

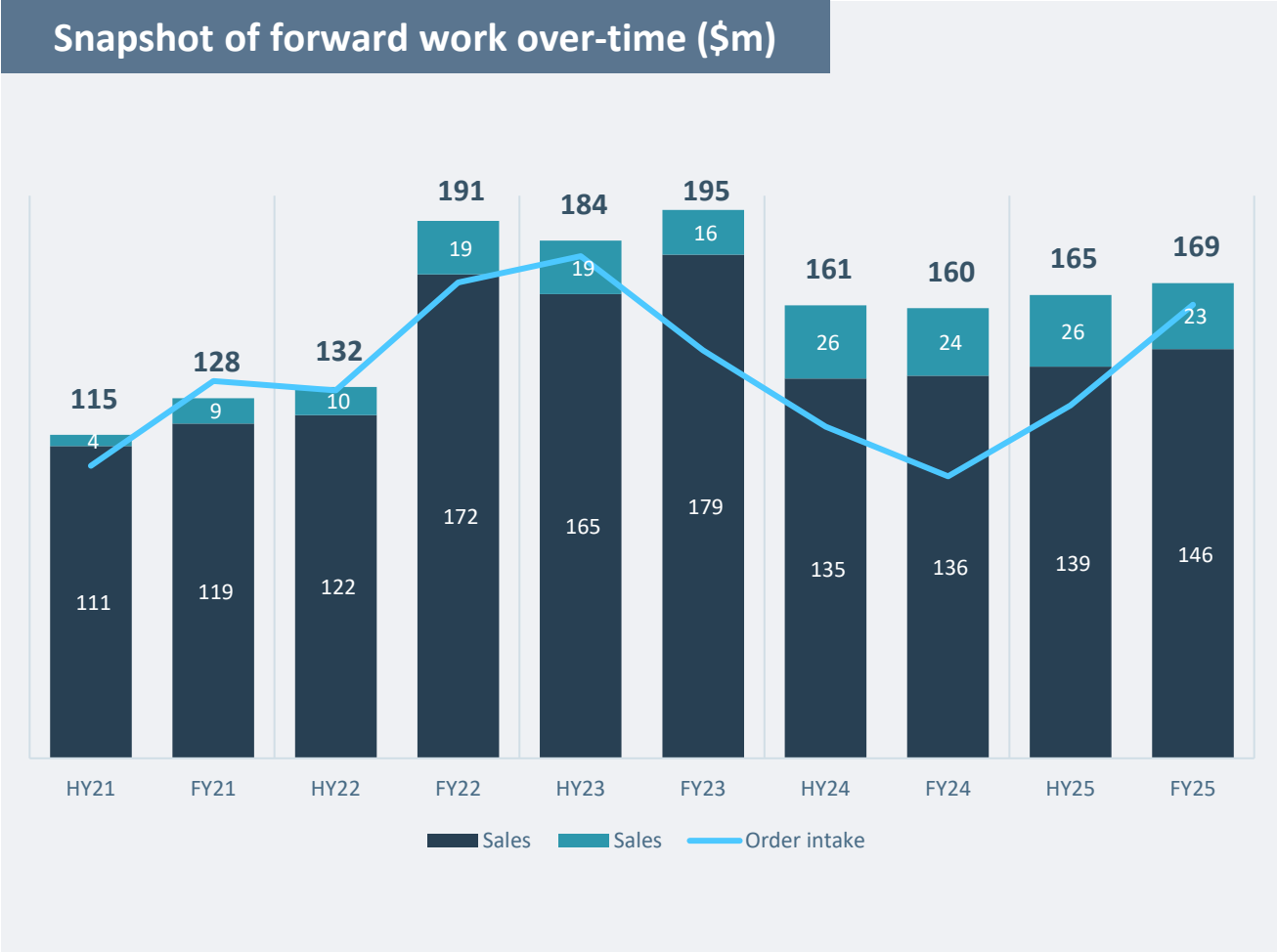
- **450 proactive engagements**, marking a **59% increase** in safety conversations and Site Safety Walks
- **815 hazards were reported and fixed** across Scott's global operations, with 96% successfully resolved
- There were **125 First Aid EP&D and Near Miss reports**, representing a 29% increase from FY24
- **62 SafeMate nominations** were submitted globally, with many employees recognised for exemplifying Scott's six safety expectations
- **Refreshed group Health, Safety, Well-being, and Environment (HSWE)** standards with clearly defined responsibility and accountability in each process
- **Existing Scott domains (MHL, Rocklabs, Appliances) achieved ISO 45001 recertification.** Protein sites are now completing gap assessments in preparation for certification
- Bowtie risk assessment workshops covering **potential energy** across five regions

In FY26, we will bring the HSWE further with a modernised OneScott platform, QR codes linking directly to risk guides, and real-time access for all employees across devices. Behavioural safety will be at the centre of our engagement approach, emphasising leader-led safety conversations, peer checks, feedback, and recognition shifting from compliance to genuine commitment.



Looking Forward

Improved order in take and forward work position



- Positive trend of order in take in last three quarters of FY25 following a soft FY24
- Key recent wins for Appliances, MHL and Protein
- Increased order in take in FY25 provides greater momentum starting the new financial year compared to prior year
- Current forward work comprises a mix of higher margin work

Note: forward work represents secured work that has not been recognized as revenue. Orders can span over multiple reporting periods

Contract wins and market outlook

Recent contract wins and opportunities

- Since Investor Day 2025, we have announced securing \$44m across two appliance contracts in the USA and Brazil, in addition to the multiple MHL projects in Europe totaling +\$19m and a contract to install an existing LEAP Primal System for Dawn Meats UK – Scott Protein’s first UK install
 - We are progressing well toward securing several other opportunities that we expect to realise in the first half of the year
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Market outlook

- We enter FY26 with improved order momentum and a solid pipeline of secured work and future opportunities across domains, supported by ongoing demand for automation and productivity solutions
- Over the coming year, we expect revenue growth, continued earnings leverage and incremental wins in projects and lifecycle services
- However, we remain cautious with the macro volatility that persists and any impact this may have on customers’ investment plans over the next 12 months

Closing comments

Record EBITDA: driven by a clear focus on margin-accretive projects and modular approach

Destination 2030 strategy: sets a plan for sustainable profitable growth focused on our customers

Customer first: culture change to lead a new era of Scott Technology

Positive signs of acceleration: strong second half growth and early signs of strategy success

Forward work uplift: recent contracts showing positive signs with \$169m of forward work

Market outlook: positive momentum heading into FY26 with a clear path forward

Thank You