# ANNUAL SHAREHOLDER MEETING

SCOTT TECHNOLOGY LIMITED

**ASM Presentation**
26 November 2026



# CHAIRMAN'S PRESENTATION

Stuart McLauchlan

*Chairman and Independent Director*

# Our Board of Directors



**Stuart McLauchlan**
*Chairman and Independent Director*



**Brent Eastwood**
*Director*



**Alan Byers**
*Director*



**Jerson Nascimento Jr.**
*Director*



**John Thorman**
*Independent Director*



**Derek Charge**
*Independent Director*

# Our Executive team



**Mike Christman**
*Chief Executive Officer*



**Anthony Wesney**
*Interim Co-Chief Financial Officer & Director of Transformation*



**Scott Hawkins**
*Interim Co-Chief Financial Officer*



**Hayley Ormrod**
*General Manager - People*



**Andrew Arnold**
*Director of Innovation*



**Cathy Zhang**
*Regional Director - China*



**Werner Conradie**
*President of Mining*



**Mark Host**
*President of Protein*



**Aaron Vanwalleghem**
*President of MHL*

## Agenda

| | |
|---|---|
| 2 | *Chairman's Presentation* |
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# FY26 Business Highlights

**Record Group performance** – Record revenue ($294m up +7%) and operating EBITDA ($36.1m up +14%), with earnings growth ahead of revenue growth.

**Mining growth engine** – Strong Rocklabs standard equipment demand, growing automation adoption and North American expansion drove revenue to $62m (up +22%).

**Lifecycle Services lifts Recurring Revenue** – reaching $95m representing 32.3% of Group revenue, as Scott expanded support across its growing installed base.

**Materials Handling & Logistics (MHL) broadens globally** – Revenue of $130m (up +5%) through continuous expansion across North America, Europe and Australia, supported by growth in priority sectors: meat, dairy, bakery and snacks.

**Appointed Jerson Nascimento Jr.** to the Board of Directors, bringing his experience as the Global Chief Procurement & Innovation Officer at JBS.

**Destination 2030 moved into execution** – New Key Account Management, systems, Lifecycle Services and innovation capabilities strengthen the business for scalable, customer-led growth.

# CEO ADDRESS

## Mike Christman

*Chief Executive Officer*

# Key Messages

## RECORD PERFORMANCE

Record revenue and operating EBITDA achieved as Scott invests in the capabilities required for Destination 2030.

## FOUNDATIONS ESTABLISHED

Destination 2030 foundations complete: Domain market analysis, Key Account Management, Lifecycle Services, Innovation Frameworks have been established.

## CLEAR PATH TO GROWTH

On track for $530m revenue by FY30 through domain-led growth in expanding markets and Recurring Revenue.

# FY26 Performance Snapshot

## Revenue

$294m +7 %

**FY25** $275m 0% | **FY24** $276m +3%

## Operating EBITDA

$36.1m +14%

**FY25*** $31.5m +4% | **FY24*** $30.2m 0%

## Group Net Margin

30% +1 PT

**FY25** 29% +2 PTS | **FY24** 27% +0 PT

## Recurring Revenue

32.3% +0.6 PT

**FY25** 31.7% **+2.0 PTS** | **FY24** 29.7% +1.0 PT

## Forward Work

$146m -14%

**FY25** $169m +6% | **FY24** $160m -18%

## Underlying Earnings Per Share (Cents)

20.0 cents

FY25 17.4
FY24 14.3

## Dividends Per Share (Cents)

9.0 cents

FY25 8.0
FY24 8.0

* *Operating EBITDA excludes non-recurring costs. Reported EBITDA was $34.9m in FY26 and $26.4m in FY24. FY25 operating and reported EBITDA were both $31.5m.*

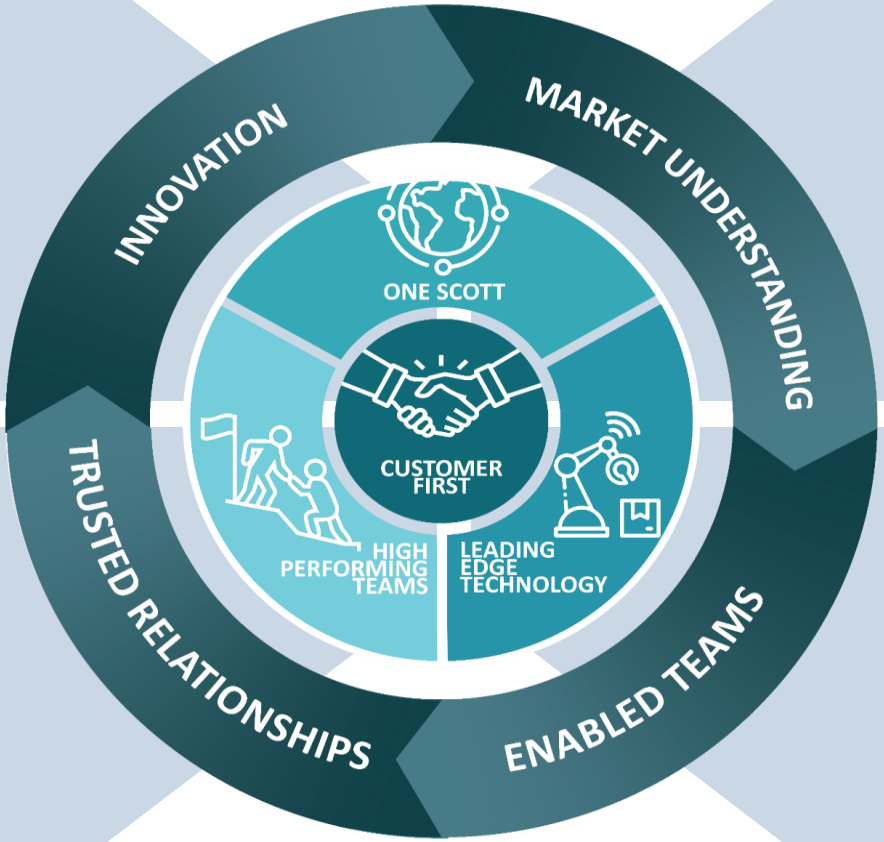
# Destination 2030: Year One

## Growth Focused

Established frameworks now need to shape behaviour and deliver commercial outcomes: growing market share, increasing order intake, building an innovation pipeline aligned to market opportunities and growing Recurring Revenue.

## Better equipped

High Performing Teams, a single global people platform and common One Scott systems are strengthening capability, product visibility and decision-making across the business.




## Market Analysis Driven

Market & customer insight is informing investment; scalable technologies are expanding the installed base; and lifecycle focus is generating Recurring Revenue and delivering further customer insight.

## Strategic Foundations Complete

Domain market analysis completed; Key Account Management, Lifecycle Services and Innovation frameworks established; leadership aligned to the four-domain model.

# Mining: Destination 2030 in Action

Market analysis identified where Mining could grow - targeted investment in customer proximity, automation and lifecycle services helped translate this insight into strong commercial performance.

### Market Understanding

Mining market analysis identified strong commercial laboratory demand and a need for closer Scott support in North America.

### Enabled Teams

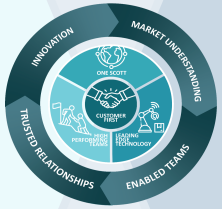
Scott expanded its North American mining footprint with Charlotte-based service technicians, improved stock and parts access, and business development resources closer to customers.

### Innovation

The Rocklabs AMS crusher cell achieved 25 samples per hour during Site Acceptance Testing, over 30% above its original requirement.

### Trusted Relationships

A larger installed base and stronger in-market service capability supported Recurring Revenue growth through parts, service and lifecycle support.




### FY26 Outcome

+22% **$62m Revenue**

+1 PT **38% Net Margin**

+2 PTS **27% Recurring Revenue**



## MSALabs | Nevada

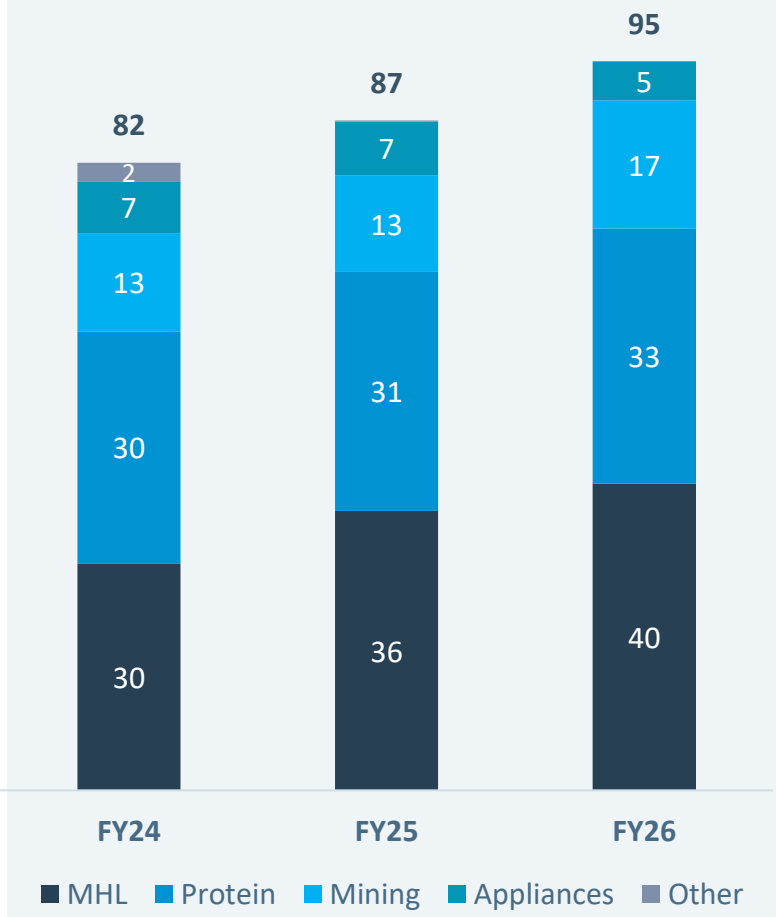
**Dedicated to protecting laboratory throughput**

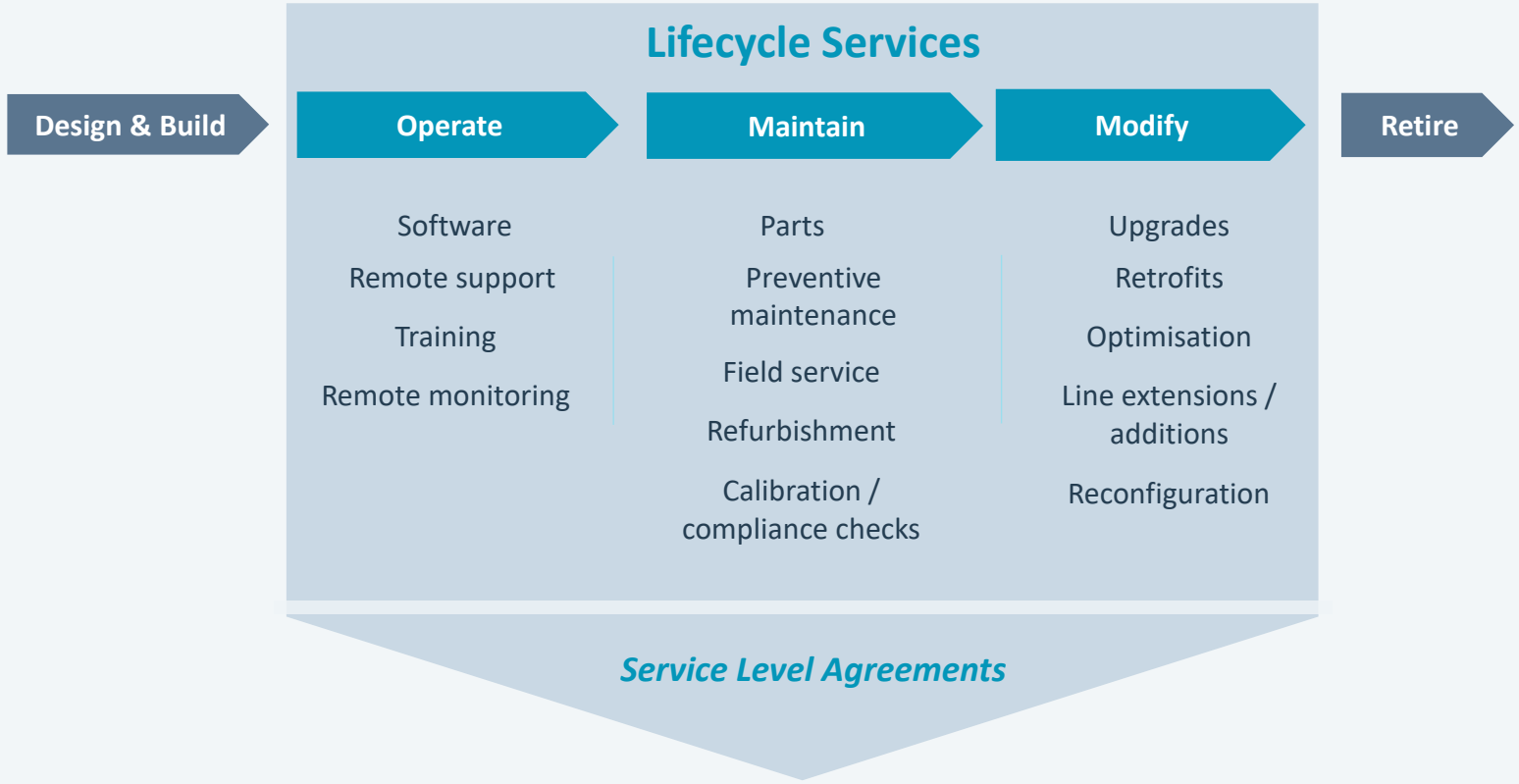
- Local technicians and quarterly service visits
- Faster support and stronger parts access
- Relationship shifting from reactive support to lifecycle partnership

MSALABS

# Lifecycle Services Lifts Recurring Revenue

**Recurring Revenue by Domain ($m)**




**FY26 Recurring Revenue $95m**

32.3% of Total Group Revenue

# Destination 2030: We said, we've done

What we've said, and what we've done → we have built the core enablers of Destination 2030 and are now ready to scale the business

| | Achieved (foundation for scale) | Short term (strategic execution) | Medium term (next phase of growth) |
|---|---|---|---|
| **Customer First** | ✓ Domain Market analysis established<br>✓ Key Account Management framework<br>✓ Lifecycle Services Framework | ✓ **Growth in service-led revenue mix**<br>❑ Focused market & sector expansion<br>❑ Key Account model embedded across Domains | ❑ Accelerated expansion across target sectors<br>❑ Joint customer planning / forward work pipelines<br>❑ Expansion of recurring lifecycle revenue streams |
| **One Scott** | ✓ Global Digital Integration<br>✓ ERP platform deployed in Europe | ✓ **Deploy a unified global people platform**<br>✓ **Progress towards a unified Customer Platform** | ❑ One integrated customer platform across ERP/PLM/CRM<br>❑ Standardised global planning, delivery and procurement processes |
| **High Performing Teams** | ✓ **Finalised Domain Strategies**<br>✓ Executive adoption of High Performance Team model<br>✓ Leadership structure aligned to strategy | ❑ Scaling customer facing capability across priority sectors<br>❑ Management adoption of High Performance Team model | ❑ Scaled Learning & Development programme aligned to customer outcomes<br>❑ Establish a leading Employee Value Proposition to attract and retain top talent globally |
| **Leading Edge Technology** | ✓ **Innovation Framework** | ❑ Innovation pipeline aligned to customer needs, industry bellwethers and lifecycle opportunities | ❑ Applied innovation enabling expansion across priority sectors<br>❑ Establish industry leading product roadmaps incorporating lifecycle management. |

✓ Achieved in H1 FY26 ✓ **Achieved in H2 FY26**

# FY27 Guidance and FY30 Targets

| | FY26 Actual | FY27 Guidance | FY30 Target |
|---|---|---|---|
| Materials Handling Revenue ($m) | $130 | $130–140 | $217–253 |
| Protein Revenue ($m) | $67 | $80–90 | $152–178 |
| Mining Revenue ($m) | $62 | $65–70 | $66–94 |
| Appliances Revenue ($m) | $35 | $35–40 | $45–55 |
| **Group Revenue ($m)** | **$294** | **$310–340** | **$480–580 (midpoint $530)** |
| **Operating EBITDA ($m)** | **$36** | **$36–41** | **$67–81** |
| **Operating EBITDA Margin (%)** | **12.3%** | **11.6% - 12.1%** | **~14%** |
| Recurring Revenue (% of total) | 32.3% | 31%-33% | >35% |

# Health and Safety

During FY26, we continued to strengthen our Health, Safety, Wellbeing and Environment (HSWE) approach, building on the systems, standards and leadership practices established in the prior year. The **improved visibility is giving us better data and insights**, and a clearer basis for targeted action to prevent injuries.

We have built a **four-year plan** with the objective of moving our safety culture from compliance to commitment by:

- Shifting mindsets so **safety is treated as a value**, rather than simply a priority, helping embed safer decision-making into everyday work.
- Developing **stronger and more visible safety leadership**, with more meaningful leadership engagement in safety conversations across the business.
- **Enabling frontline teams to co-design pragmatic solutions** that are relevant, effective and sustainable in day-to-day operations.
- Strengthening how we **manage critical risks, including clearer controls and verification** processes.

***FY27 focus**: Turning the four-year plan into practice through stronger ownership, meaningful leadership engagement, earlier intervention and a more deeply embedded safety culture.*



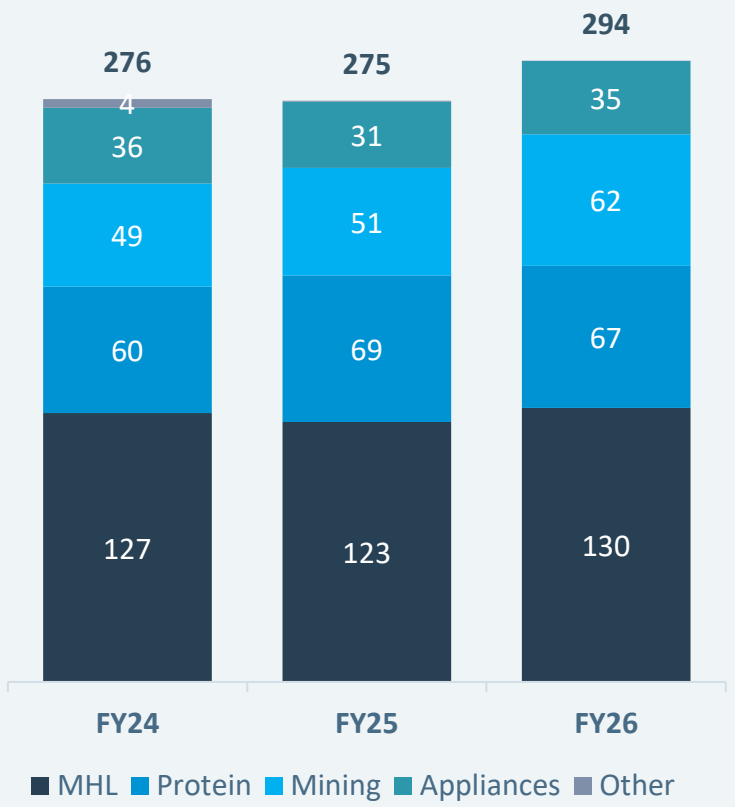
# FY26 FINANCIAL PERFORMANCE

Anthony Wesney & Scott Hawkins

*Interim Co-Chief Financial Officers*

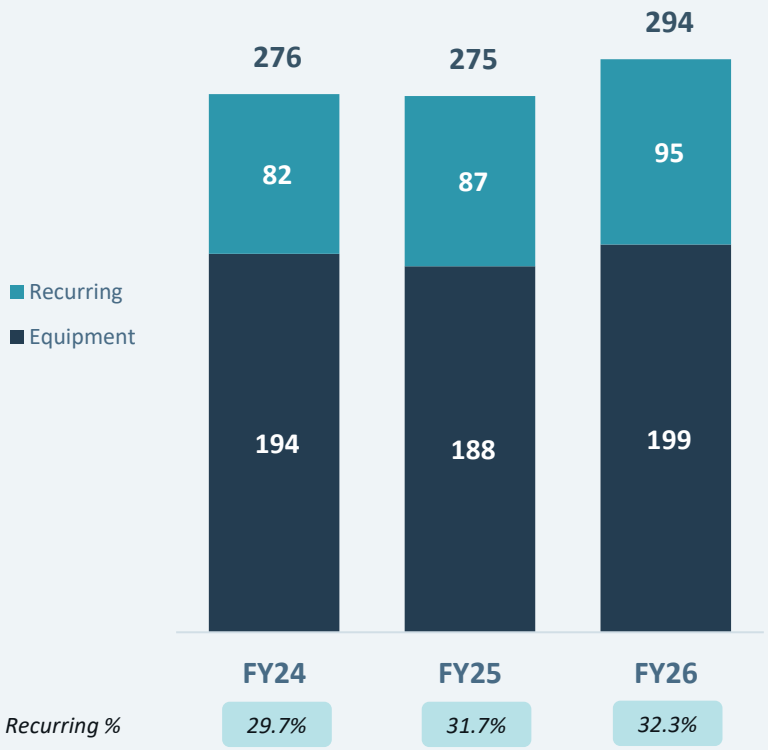
# Group Performance Metrics

## Group Revenue over time ($m)



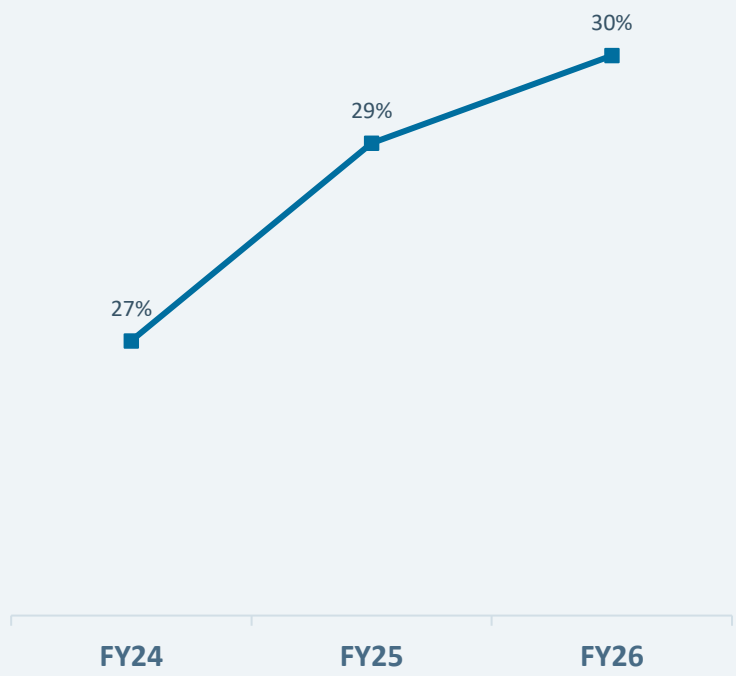

Proven technologies and reliable delivery build customer confidence and support growth.

## New Equipment and Recurring Revenue split over time ($m)




Expanding installed base and greater focus on lifecycle services drive Recurring Revenue growth.

## Group Net Margin % over time




Continued Net Margin expansion via modular approach, improved project governance, scale / operational efficiencies and increased service penetration.

**Group Net Margin %** = revenue less cost of goods sold, divided by revenue.

# FY26 Domain Summary



## Materials Handling

$130m
FY26 Revenue
+5%

24%
Net Margin
-2 PTS

31%
Recurring % of Revenue
+1 PT



## Protein

$67m
FY26 Revenue
-3%

36%
Net Margin
+6 PTS

50%
Recurring % of Revenue
+5 PTS



## Mining

$62m
FY26 Revenue
+22%

38%
Net Margin
+1 PT

27%
Recurring % of Revenue
+2 PTS



## Appliances

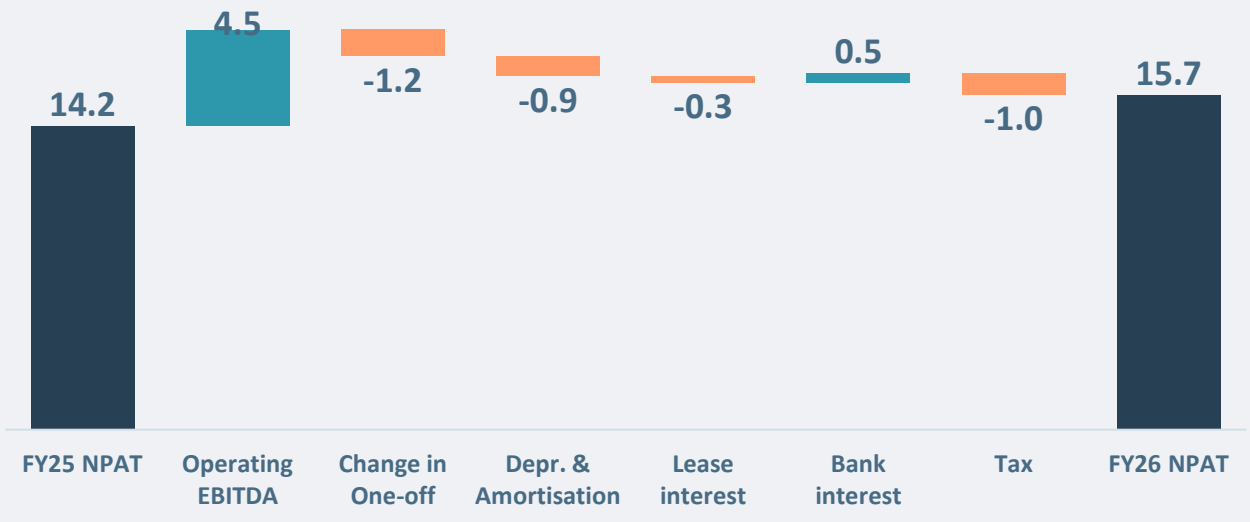
$35m
FY26 Revenue
+11%

26%
Net Margin
+1 PT

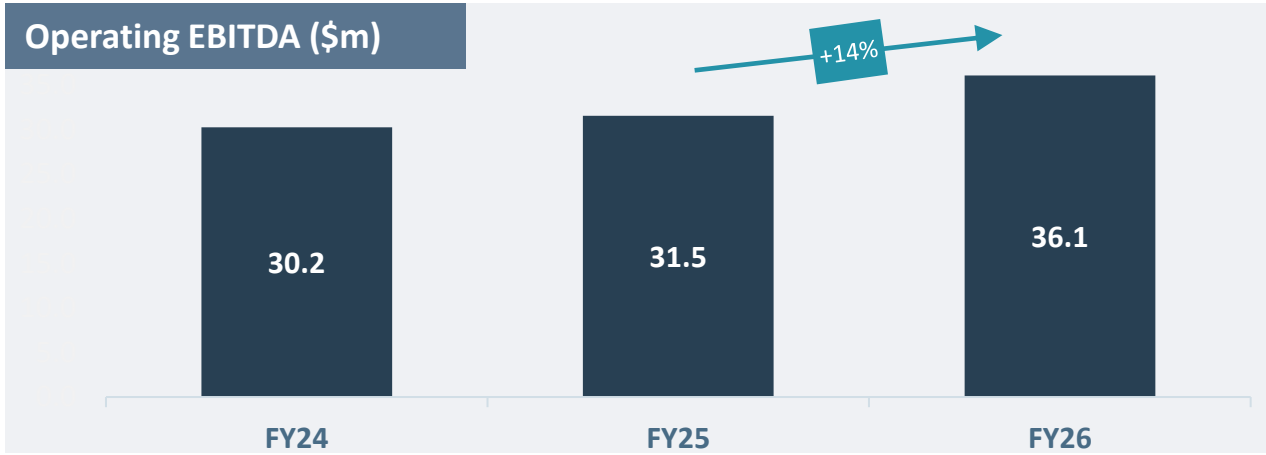
15%
Recurring % of Revenue
-7 PTS

# Uplift in NPAT from margin improvements and reduced debt

**Net Profit after tax ($m)***




**Operating EBITDA ($m)**

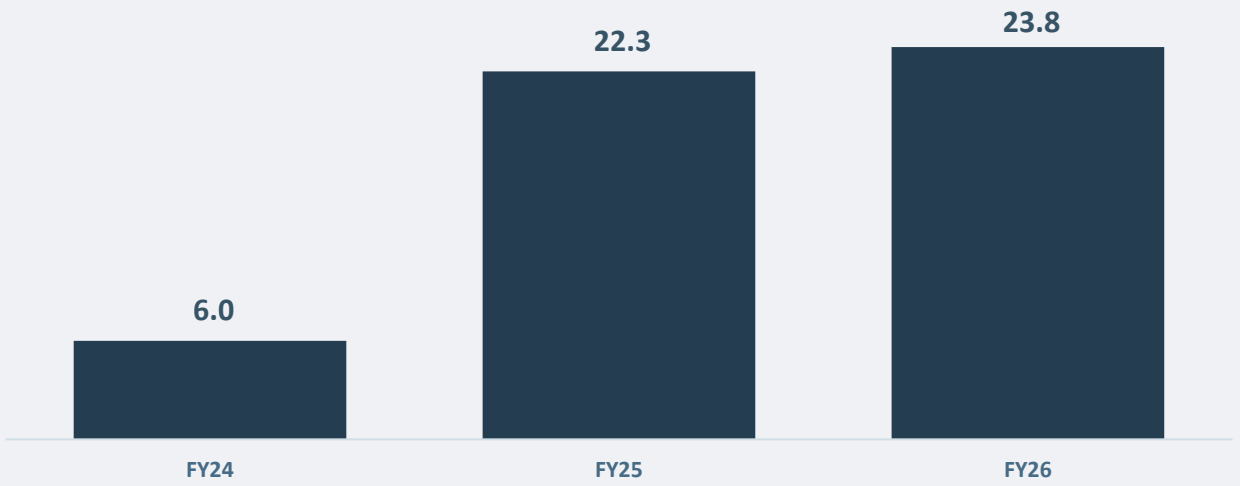



- Net profit uplift +10% YoY.
- Improved operating EBITDA as a result of revenue growth and higher margins.
- One-off costs reflect a confidential settlement with a supplier.
- Increased lease depreciation and interest due to lease additions and renewals.
- Increased effective tax rate due to tax losses becoming fully utilised.
- Savings on interest with improved cash position and lower interest rates.

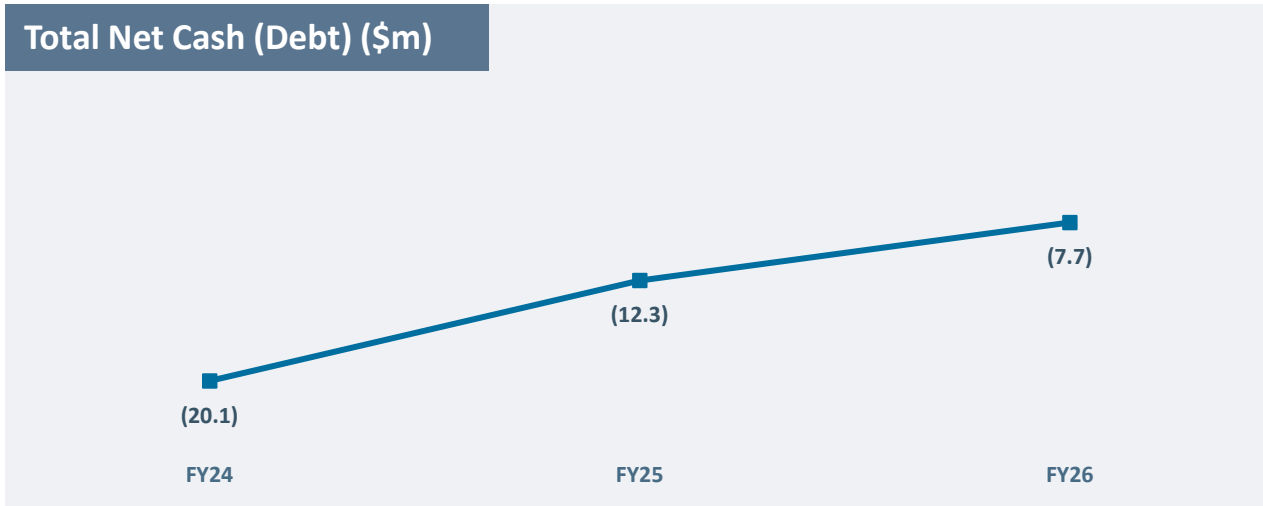
* *Figures are in $m. Individual movements may not sum to the total due to rounding.*

# Cashflow Improvement and Better Net Debt Position to Support Growth

**Operating Cashflow ($m)**




**Total Net Cash (Debt) ($m)**




## Improved operating cash position

- Improved operating cash due to strong EBITDA performance and cash management.
- Capital management needs to take a long-term view due to project timings.
- Continued focus on controlling working capital and project cash flows.

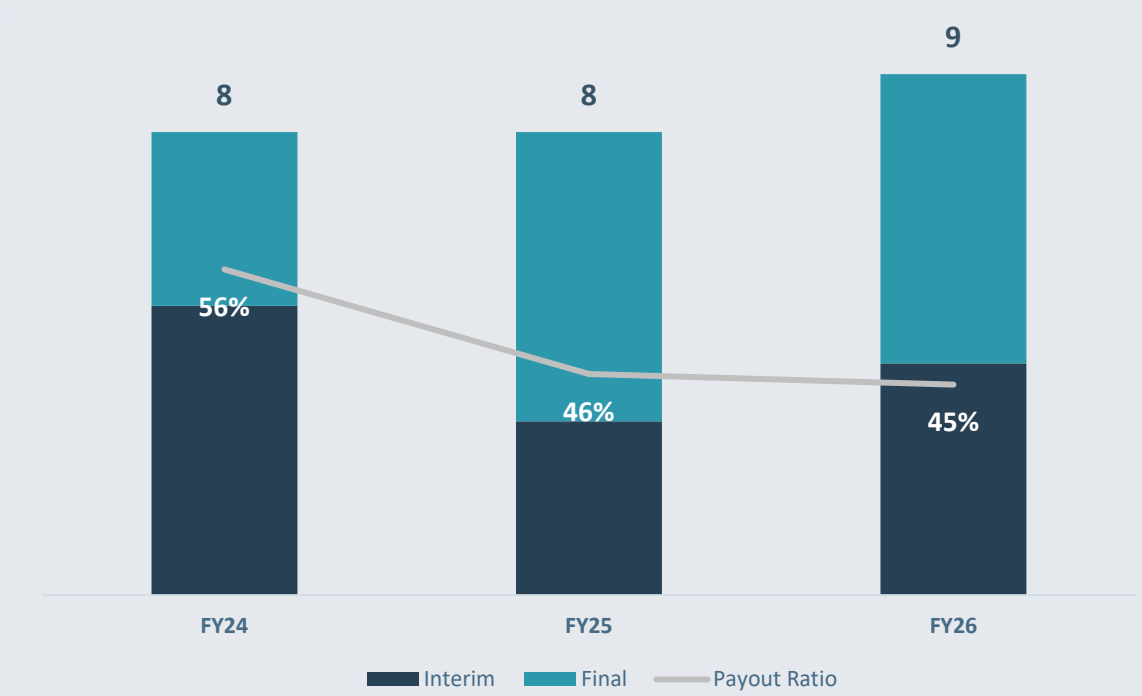
## Improved total net debt position

- FY26 improvement due to strong cash flow and timing of project receipts around balance date.
- Reduced bank interest with improved cash position.

**Net cash / (debt)** = Cash – Bank overdraft – Borrowings.

# Dividend Overview

**Dividends declared over time (cents per share)**




- **The Directors declared a fully imputed final dividend of 5 cents per share,** payable on 24 November 2026 to shareholders on the register on 6 November 2026. The DRP will apply.
- The FY26 dividend totals 9 cents per share, up from 8 cents in FY25.
- 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. This is subject to cash flow, capital requirements and balance sheet strength.
- The FY26 payout is below the range due to future cash and capital requirements associated with Destination 2030 innovation and transformation activities.

# LEADING-EDGE TECHNOLOGY

## ANDREW ARNOLD

*Global Director of Innovation*

# Innovation: From Framework to Execution

A Group-wide approach to directing innovation investment towards customer needs and commercial returns.

## Structured Investment

**The Framework now guides how how Scott governs, prioritises and and invests in innovation.**

- **Governance**
  Two levels of oversight, including an Innovation Leadership and Governance Group.
- **Investment discipline**
  A coordinated approach to larger investments.
- **Portfolio visibility**
  Group-wide oversight of innovation priorities and activity.

## Market-Led Development

**Customer needs and market opportunities determine what we develop.**

- **Market insight**
  Industry and customer intelligence inform development priorities.
- **Commercial returns**
  Investment assessed against ROI and scalable opportunity.
- **Go-to-market**
  Formal GTM planning connects development with commercial execution.

## Integrated for Growth

**Innovation is being connected across the lifecycle – not just at the point of sale.**

- **Lifecycle Services**
  Closer integration between product development and increased support through connectivity.
- **Installed base**
  New solutions and upgrades create further customer opportunities.
- **Long-term value**
  Greater focus on repeat business and recurring-revenue potential.

**15** **ACTIVE PROJECTS ACROSS THE GROUP**
From strategic investments to product improvements

Strategic investments | AI-enabled products | Equipment upgrades

# LOOKING FORWARD

Mike Christman

*Chief Executive Officer*

# FY27 Guidance and Market Outlook

**FY27 Guidance:** Revenue of $310–340m and operating EBITDA of $36–41m, while continuing to invest in innovation, customer capability and the operating platform required to support Destination 2030.

## Market Outlook

- Scott enters FY27 with a strong pipeline of opportunities progressing across all Domains, supported by ongoing demand for automation and productivity solutions and a growing installed base creating further recurring-revenue opportunities.
- Scott is making significant investment in Key Account and Business Development roles across priority markets.
- Macroeconomic and geopolitical volatility may continue to affect the timing of customer investment decisions. However, structural drivers including labour scarcity, safety, productivity and supply-chain resilience continue to make automation an increasing business priority.

## Recent contract wins*

- $20m of MHL contracts announced in August across North America and Europe.
- $6.5m Appliance project recently secured in North America.

** Both contract wins are included in the $146m of forward work.*

# Closing Comments

**Record Performance** – Record revenue ($294m up +7%) and operating EBITDA ($36.1m up +14%), with earnings growth ahead of revenue growth.

**Destination 2030 foundations complete** – New KAM, Lifecycle Services and Innovation Frameworks are strengthening the business for scalable, customer-led growth.

**On Track to FY30 target** – Domain-led growth and Recurring Revenue support the $530m target.

**Lifecycle Services lifts Recurring Revenue** – Achieving $95m (32.3% of Total Group Revenue).

**Equipped for Scale** – The global people platform is deployed, with an integrated customer platform a medium-term priority.

**FY27 Outlook** – revenue guidance of $310–340m and operating EBITDA of $36–41m.

# VOTING & RESOLUTIONS

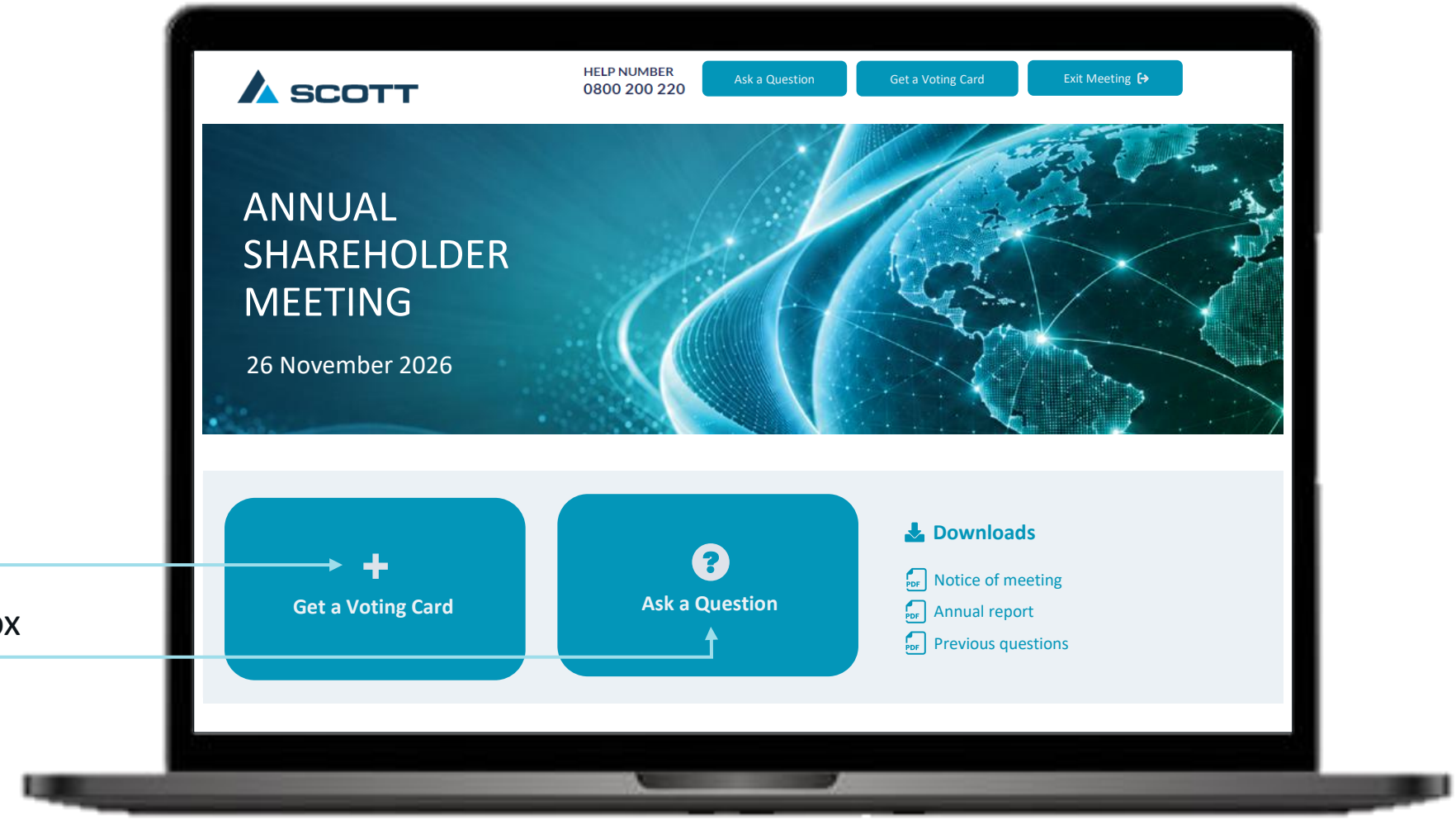
Stuart McLauchlan

*Chairman and Independent Director*

# Voting & Asking Questions

Voting Card

Question Box



# Resolutions

| Resolution 1: | Resolution 2: | Resolution 3: | Resolution 4: | Resolution 5: |
|---|---|---|---|---|
| **Re-election of Stuart McLauchlan:**<br><br>Stuart McLauchlan retires as a Director and, being eligible, offers himself for re-election. The Board unanimously supports his re-election. | **Re-election of Alan Byers:**<br><br>Alan Byers retires as a Director and, being eligible, offers himself for re-election. The Board unanimously supports his re-election. | **Election of Jerson Nascimento Jr.:**<br><br>Appointed to the Board on 27 August 2026, Jerson Nascimento Jr. offers himself for election as a Director. The Board unanimously supports his election. | **Director Remuneration:**<br><br>Shareholder approval is sought to increase the maximum aggregate annual Directors' remuneration pool from $400,000 to $450,000 (plus GST, where applicable), effective 26 November 2026. | **Auditor Remuneration:**<br><br>To record the automatic reappointment of Deloitte as Scott's auditor and authorise the Board to determine the auditor's remuneration. |

# QUESTIONS