SCOTT TECHNOLOGY LIMITED

HY26 RESULTS

Investor Presentation

15 April 2026

Key messages

Solid 7% EBITDA growth: Solid performance in the half, whilst putting in the building blocks for long term growth

Destination 2030: We have been building the systems and capabilities to scale into FY30 growth

Diversification: MHL (+21% revenue) and Mining (+9%) offset by delayed customer investment decisions in Protein (-8%)

Robust margin: Margin remained high at 29%. Ongoing shift to higher-quality revenue (eg Service now 33% of total rev)

Stronger H2 ahead: Recent key contract wins across Protein, MHL and Appliances support expectation for a stronger H2 subject to geopolitical uncertainty. Forward work has grown to $177m, up from $165m

HY26
Business Performance

HY26 Business Highlights

HY26 EBITDA grew 7% to $13.0m. Growth underpinned by Mining, MHL another strong period for our Service business now contributing 33% of total revenue (HY25: 31%).

New contract wins lamb primal order, MHL palletizing in Europe expanding into Australia, AGV contracts with a leading US aerospace manufacturer and a global leader in wine and spirits, and an appliance order with a global whiteware manufacturer in USA.

The Directors have recommended an **interim dividend of 4.0 cents per share** (unimputed). The dividend reinvestment plan will apply.

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

Year one progress – Several strategic initiatives completed which are key enablers for Destination 2030. Includes: ERP launch, key account management and lifecycle frameworks, structural changes and domain market analysis.

Forward work grew to $177m and provides a good base for H2. Forward work spread across all domains and a mix of existing and recent project wins.

HY26 Performance Snapshot

HY26 Revenue

$128m

HY25 $122m

+5%

Group Margin Performance

29%

HY25 29%

0 PTS

Reported EBITDA

$13.0m

HY25 $12.2m

+7%

Service Revenue Contribution

33%

HY25 31%

+2 PTS

Forward Work*

$177m

HY25 $165m

+8%

Underlying Earnings Per Share (Cents)**

5.2 cents HY25 5.4

Dividends Per Share (Cents)

4.0 cents HY25 3.0

* *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*

Health and Safety

In FY26, Scott will strengthen control of critical risks and embed a consistent global HSWE system

Critical Risk Management

- Defined Group Critical Risks across all operations
- Rolling out Critical Control Verification (CCV)
- Focused controls for high-energy risks across global operations

Leadership & Accountability Shift

- Introduced leader-led Authority-to-Work model
- Clear accountability from Executive to Frontline Leaders
- Increased focus on quality of engagement, not volume

System Transformation

- Development of the Group HSWE Standards (global framework)
- Launch of OneScott HSWE Hub (centralised system)
- Integration of Group Risk & Operational Guides and tools

Data Integrity & Transparency

- Improved injury classification governance and consistency
- Strengthened global reporting standards
- Increased confidence in HSWE performance data

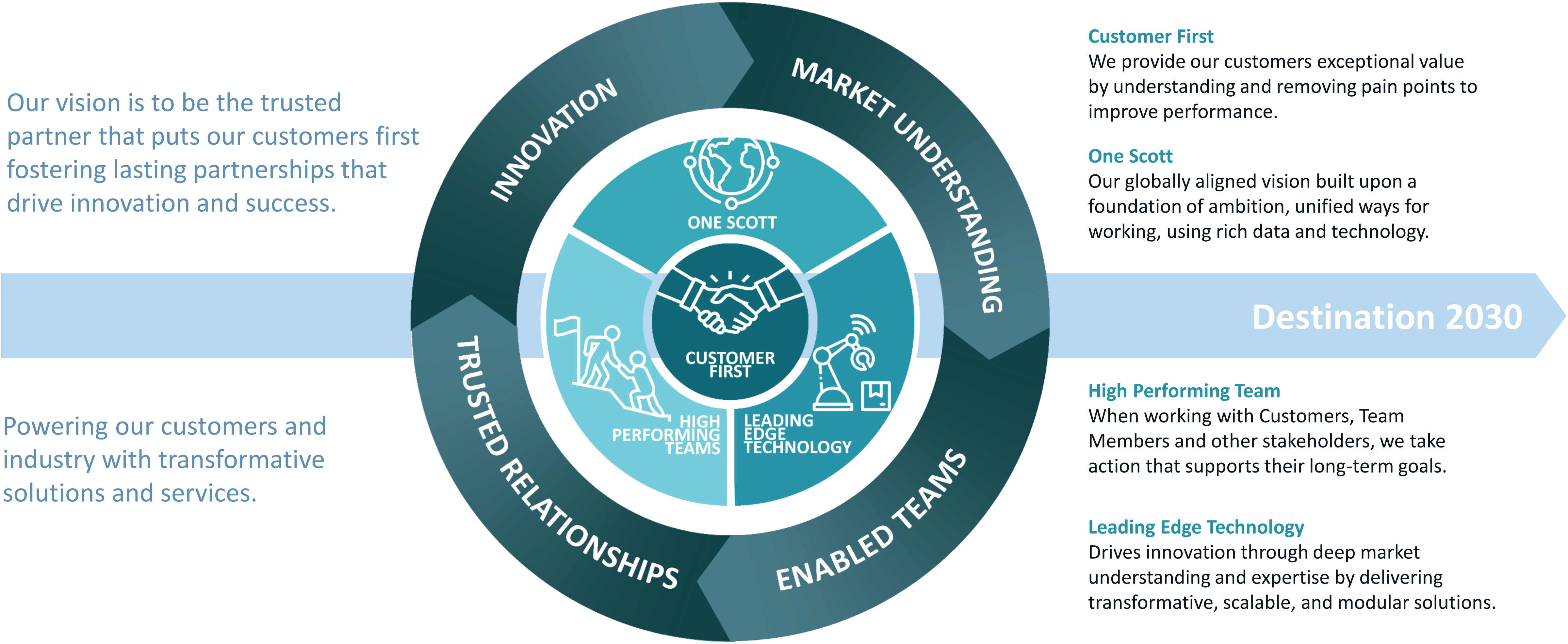
In FY26, we will bring the HSWE further with a modernised OneScott platform, QR codes linking directly to risk guides, and real-time access for all employees across devices. Behavioural safety will be at the centre of our engagement approach, emphasising leader-led safety conversations, peer checks,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

Strategy Update
Destination 2030

Destination 2030: Customer led purpose

Our vision is to be the trusted partner that puts our customers first fostering lasting partnerships that drive innovation and success.

Powering our customers and industry with transformative solutions and services.



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, we 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: Foundations Established, Execution Underway

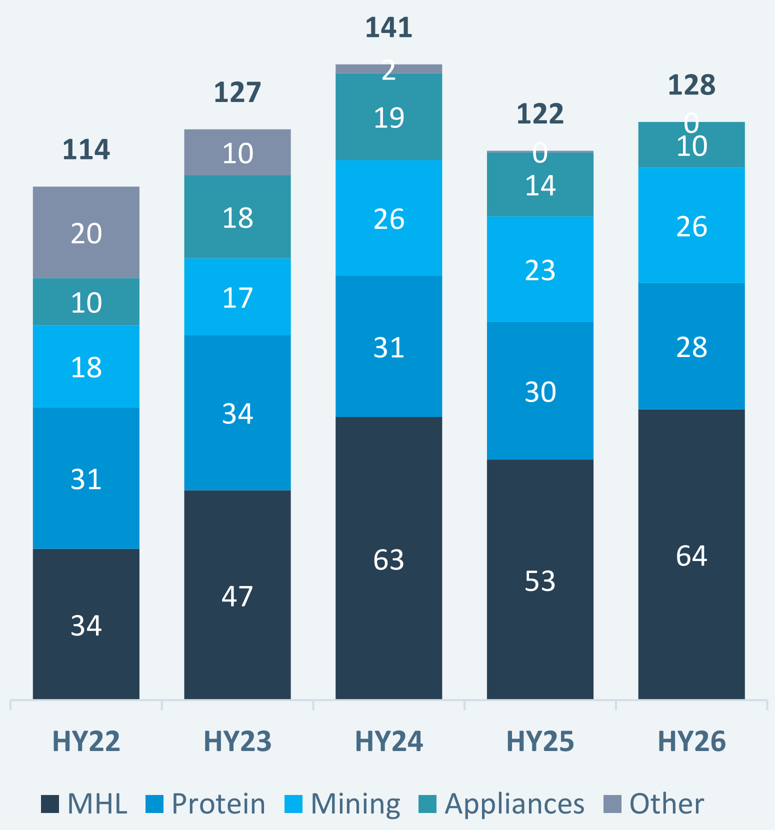
What we've said, and what we've done → built the core enablers of Destination 2030 and now ready to scale the business

	Current (foundation for scale)	Short term (strategic execution)	Medium term (next phase of growth)
Customer First	✓ Target focus established through domain market analysis ✓ Key Account Management (KAM) framework developed ✓ Lifecycle Servies Framework developed	❑ Focused market & sector expansion ❑ Key Account model embedded across Domains ❑ Growth in service-led revenue mix	❑ Accelerated expansion across target sectors ❑ Joint customer planning / forward work pipelines ❑ Expansion of recurring lifecycle revenue streams
One Scott	✓ Global digital integration to support scalable operations ✓ ERP platform deployed in Europe	❑ Deploy unified global people platform to improve workforce visibility & efficiency ❑ Progress towards a unified operating model across systems, planning and delivery	❑ One integrated customer platform across ERP/PLM/CRM ❑ Standardised global planning, delivery and procurement processes
High Performing Team	❑ Finalise Domain Strategies ✓ Executive adoption of High Performance Team model ✓ Leadership structure aligned to strategy	❑ Scaling customer facing capability across priority sectors ❑ Management adoption of High Performance Team model	❑ Scaled Learning & Development programme aligned to customer outcomes ❑ Establish a leading Employee Value Proposition to attract and retain top talent globally
Leading Edge Technology	❑ Finalise Innovation Framework across the business (structured R&D approach)	❑ Innovation pipeline aligned to customer needs, industry bellwethers and lifecycle opportunities	❑ Applied innovation enabling expansion across priority sectors ❑ Establish industry leading product roadmaps incorporating lifecycle management.

HY26
Financial Performance

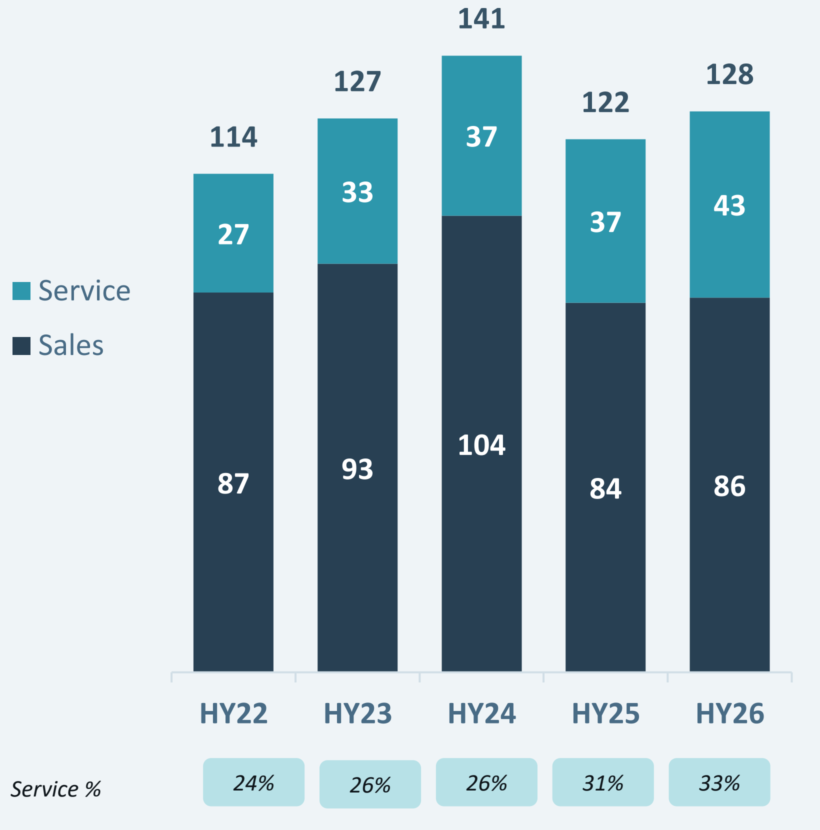
Group Performance Metrics

Group revenue over time ($m)



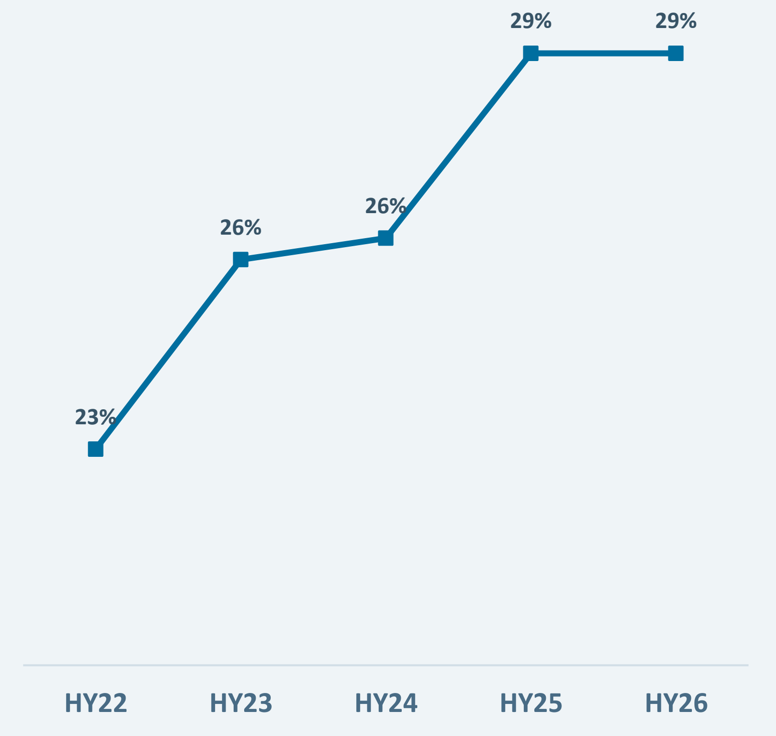
Focus driven towards proven technologies at higher margins and lower risk. Stronger H2 than H1 expected

Sales and service revenue split over time ($m)



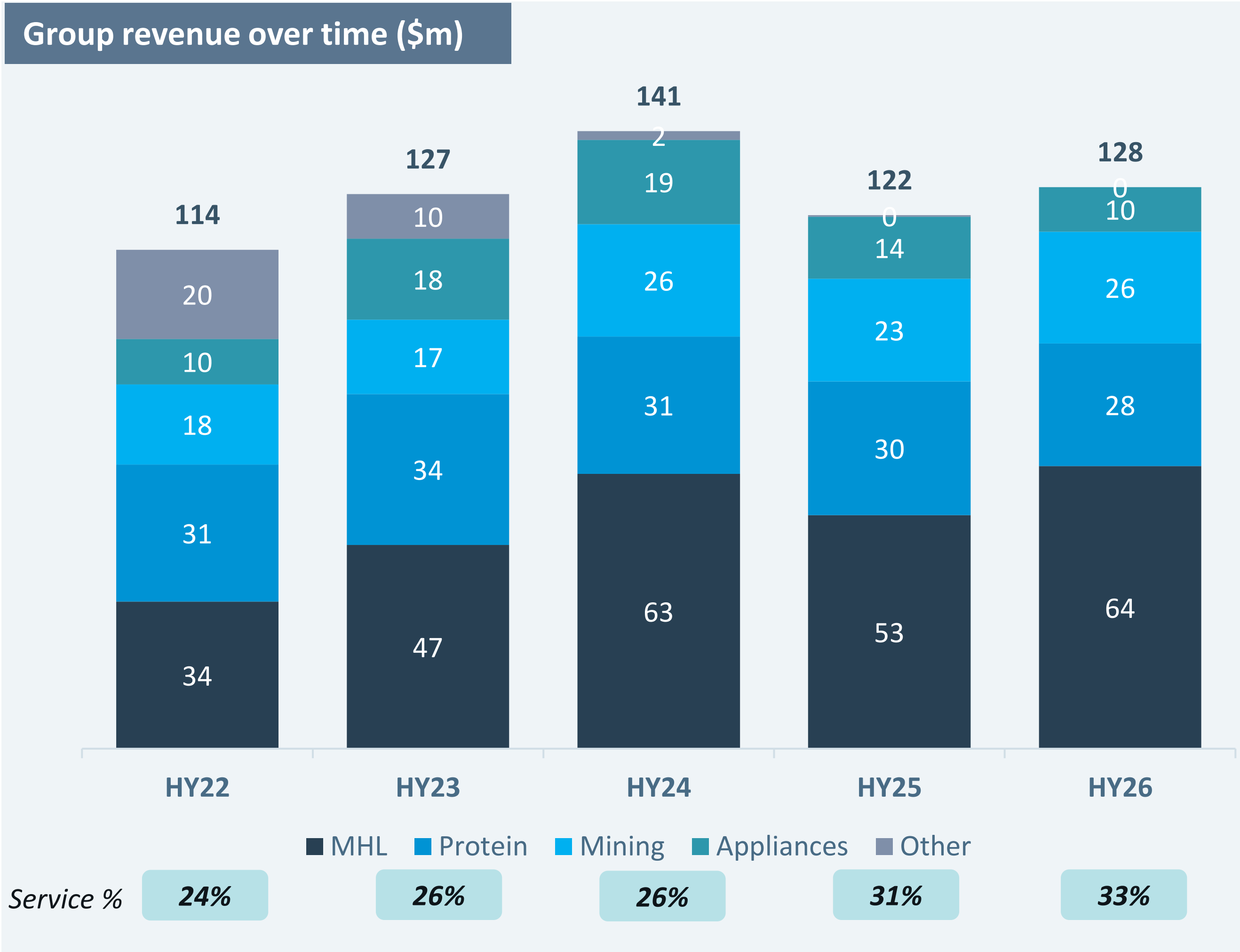
Increased focus on lifecycle services is driving higher levels of recurring revenue and early signs of success in Customer First strategy

Group net margin % over time



Net margin expansion via modular approach, improved project governance, operational efficiencies and increased service penetration

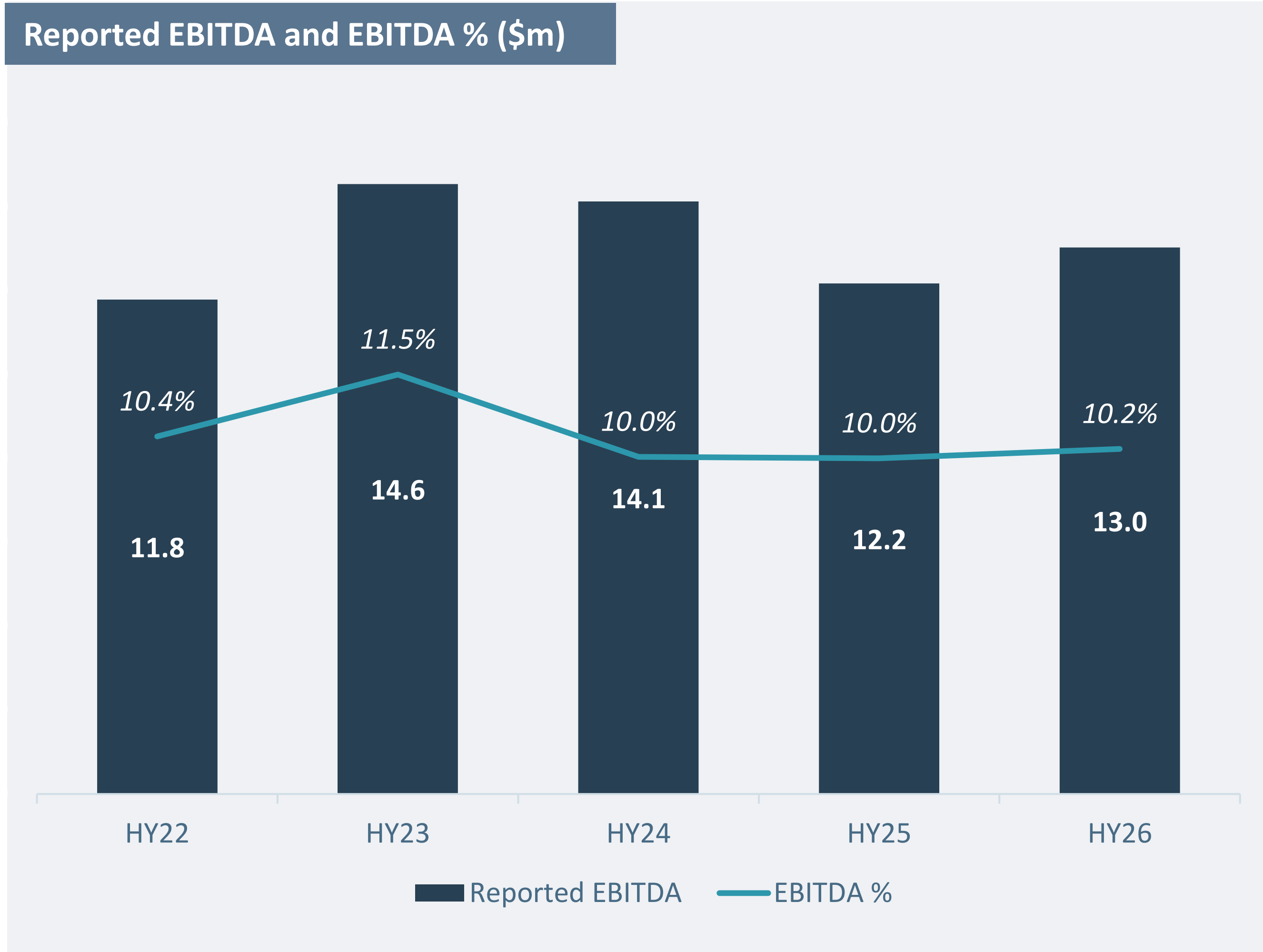
Group revenue: growth led by Mining and MHL, service momentum continuing



+5% revenue growth for HY26:

- **MHL +21% growth:** MHL entered the year with a solid forward workbook from both existing and new customers, while the JBS Brooks project in Canada has progressed to its final stages
- **Mining 9% growth:** supported by favourable gold prices and strong demand for Rocklabs standard equipment, alongside continued expansion in North America after setting up a direct presence there
- **Protein down -8%:** delayed customer capital investment decisions drive lower than expected result along with challenging market conditions. Following recent wins, expect an improved H2
- **Appliances down -28%:** due to timing and primarily design phase on current projects and cycling the completion of several large projects
- **Service +14%:** now 33% of total revenue. Focus on lifecycle services and benefit of increased installed base

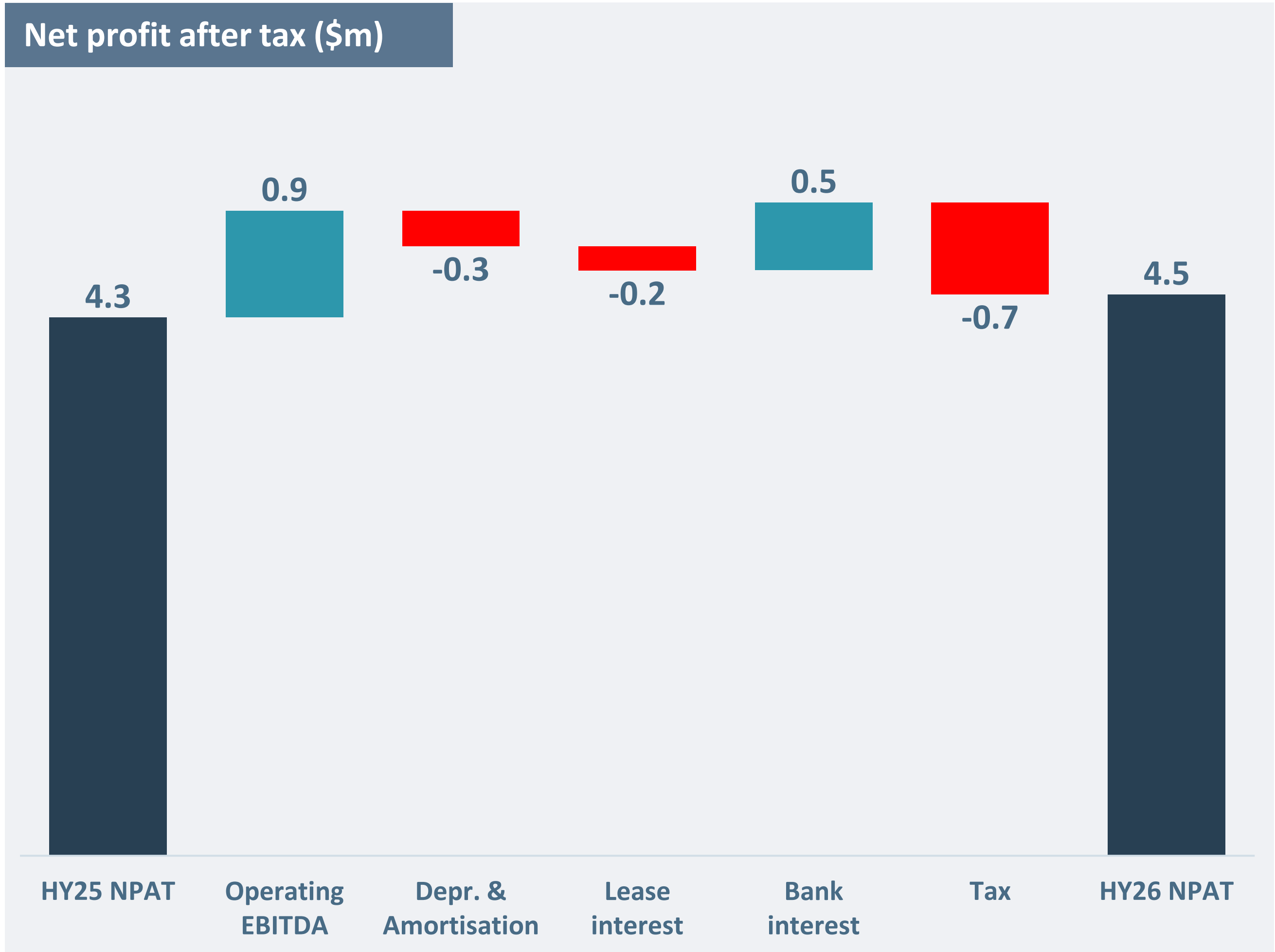
EBITDA performance over time



- **EBITDA** increased to $13.0m, +7% on the prior period, reflecting revenue growth, stable margins and continued cost discipline
- **Net margin** remained at 29%, consistent with recent highs and aligned with our strategy to focus on higher margin, lower risk work and an increase in service contribution
- **Destination 2030:** We've continued to invest in long-term initiatives, including our One Scott transformation and people platform, while maintaining tight control over the cost base
- **Looking forward:** We expect earnings to benefit from operating leverage with a stronger H2 for revenue, similar to what we saw in FY25

Note: HY24 Operating EBITDA was $16.6m after excluding non-recurring costs.

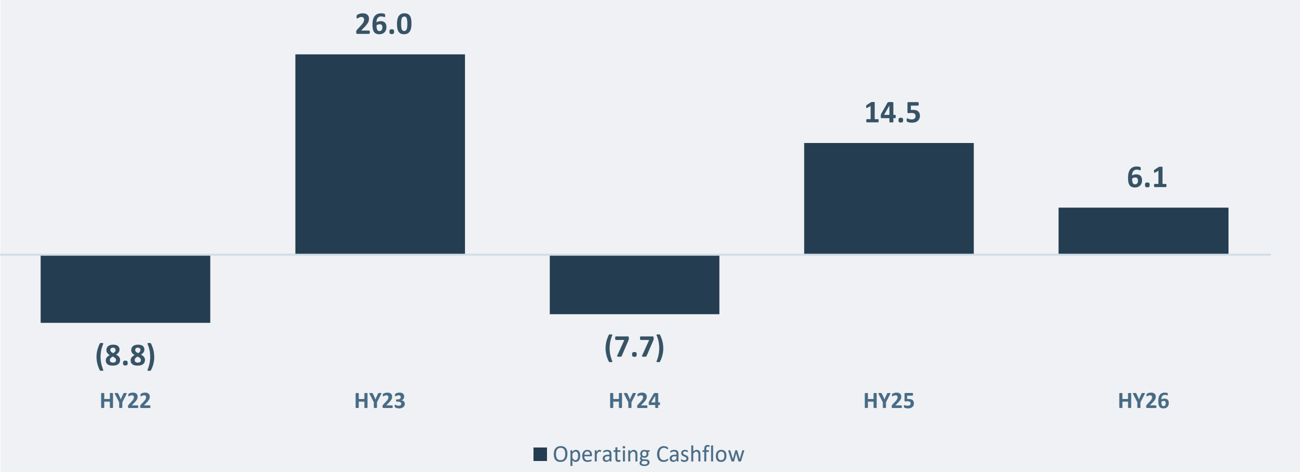
Stable earnings reflects EBITDA growth and normalizing below the-line-items



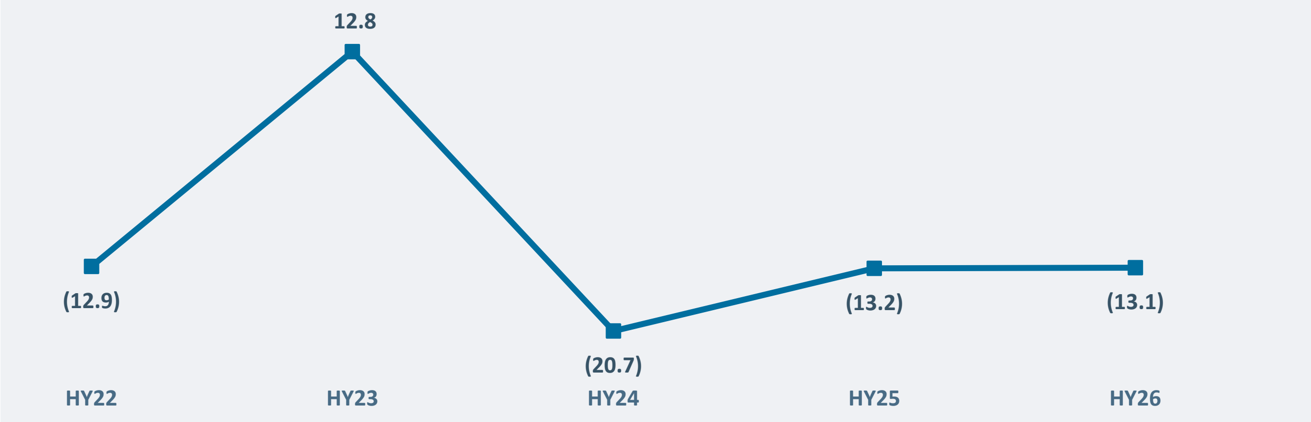
- **Net profit** was broadly stable on the prior period, with EBITDA growth partially offset by normalization of below-the-line items
- **Increased depreciation** with recent capital investment and ROU depreciation for new facility leases
- **Effective tax rate** has returned to more normalized levels following utilisation of prior period losses
- **Interest costs** remain lower with improved cash positioning and lower rates

Disciplined cash and capital management supporting future growth and innovation

Operating Cashflow ($m)



Total Net Cash (Debt) ($m)



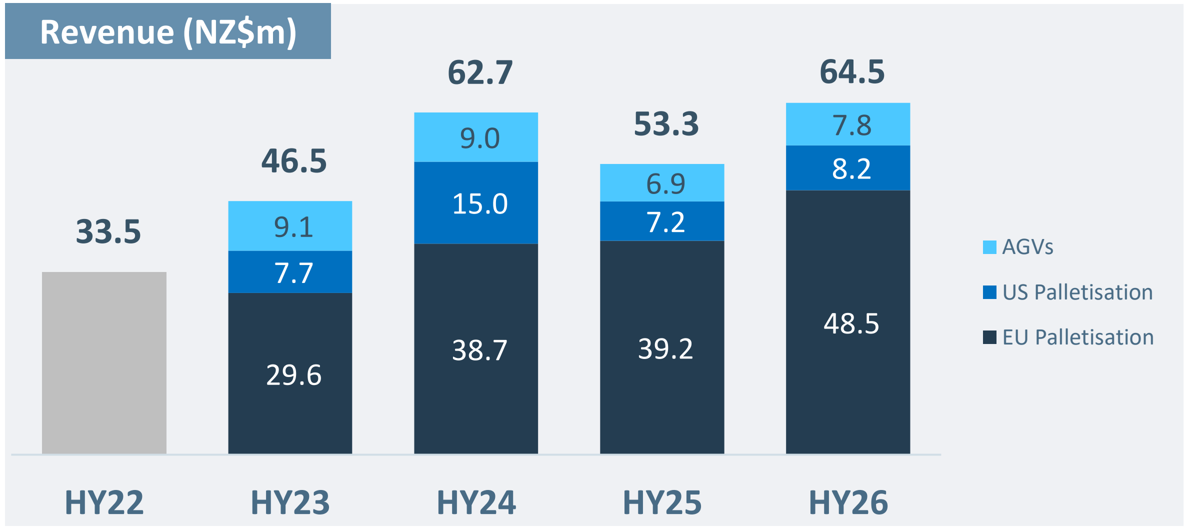
- **Operating cash flow** remained positive, albeit lower than the prior period, reflecting project timing and working capital movements
- We continue to maintain a strong focus on **working capital discipline and project cash flow management**, reflecting inherent volatility in a project-based business
- **Net debt** remains broadly stable, with capital deployment aligned to project pipeline, strategic priorities and as we head into FY27 increased investment into R&D as part of our Leading-Edge Technology strategic pillar
- **Recent contract wins** and forward work provide confidence in future cash generation

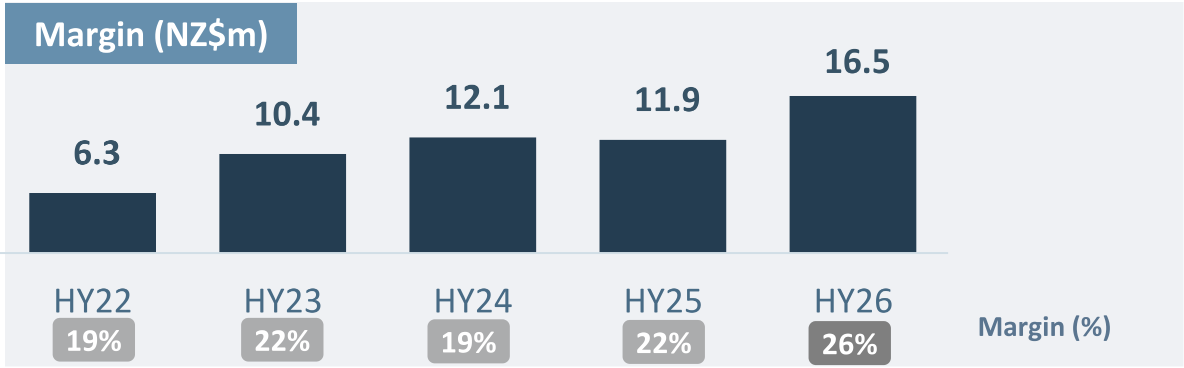
Domain Highlights

HY26 Domain Summary

	Materials Handling	Protein	Mining	Appliances
HY26 Revenue	$65m (+21%)	$28m (-8%)	$26m (+9%)	$10m (-28%)
Net Margin	26% (+3 PTS)	30% (-5 PTS)	37% (+2 PTS)	28% (-4 PTS)
Service % of Revenue	28% (+0 PTS)	55% (+5 PTS)	30% (+4 PTS)	15% (+9 PTS)

Materials Handling: Execution, service growth and new wins driving growth



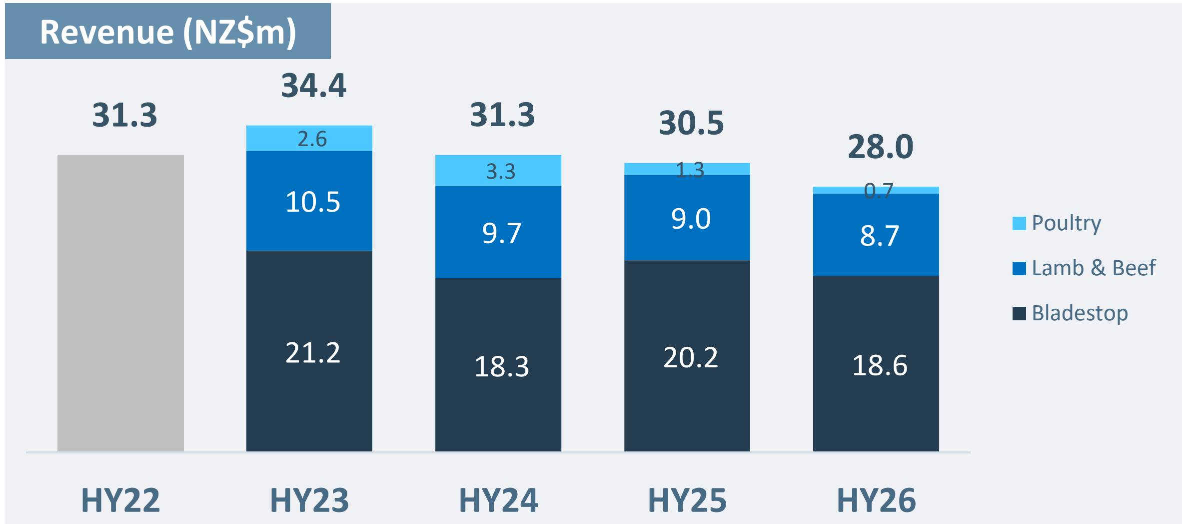


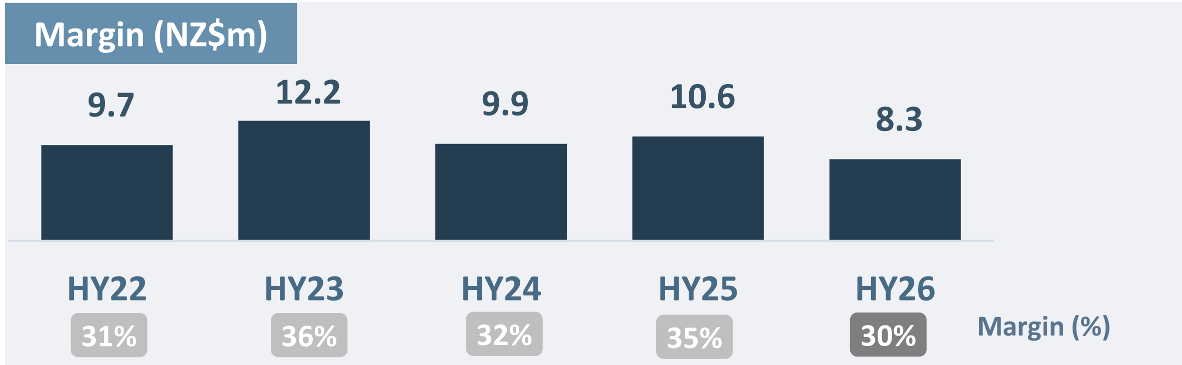
- **Growth** driven by good execution on opening forward order book and service growth of 19% following several periods of strong equipment sales and strategic focus
- **Key projects** for customers include PepsiCo, EMPWR, Farm Frites, Bakker, Essity, Danone. The JBS Brooks project in Canada enters its final stages while recent AGV wins with leading US aerospace manufacturer and a global leader in wine and spirits will move into build phase in second half.
- **Margin up 4%** driven by strong project execution, operational efficiencies and expanding install base delivering improved overall performance

Destination 2030 in Action

- Deeper penetration across adjacent FMCG sectors
- First Australian contract secured, expanding market footprint

Protein: Delayed customer investments drives soft half, key wins lead to an improved H2





- **Protein performance** was down in the first half, and softer than what we anticipated, primarily due to delayed customer capital investment decisions and BladeStop volumes
- **Decline partly offset** by an uplift in service, providing a strong recurring revenue stream
- **Recent key wins**, including a lamb primal system with large meat processor in Australia, supports a stronger H2
- **Margin % decline** due to reduced utilization with order volume, as well as some product mix

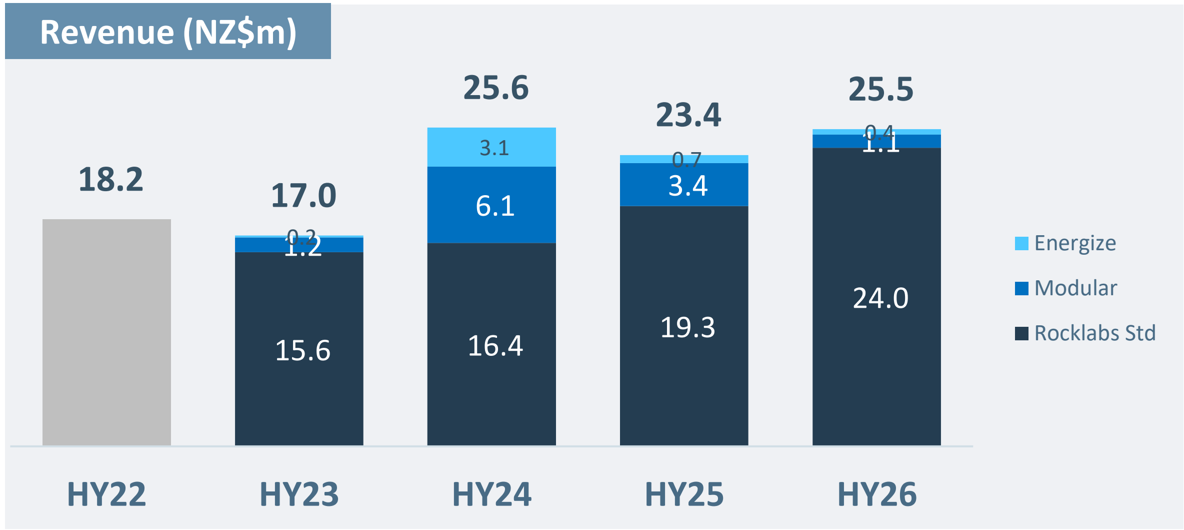
Destination 2030 in Action

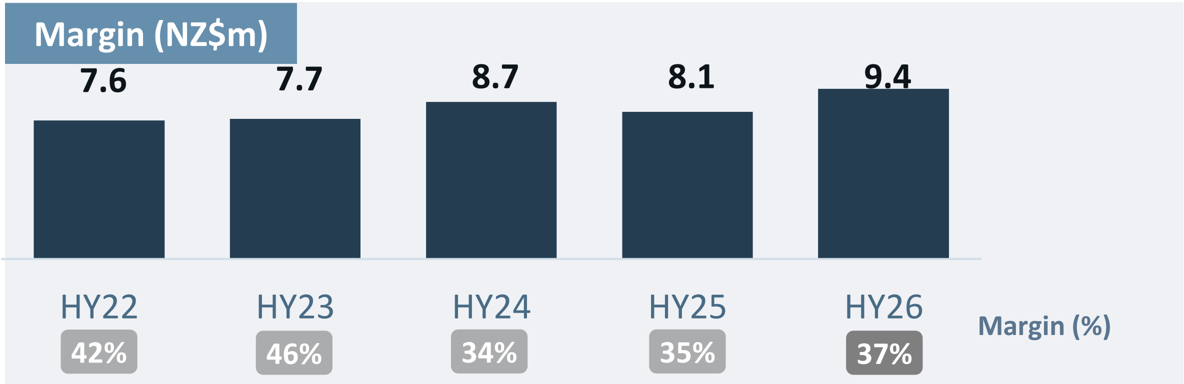
- Accelerating beef and lamb prototypes toward market readiness and commercialization to boost product portfolio
- Continued service growth supporting recurring revenue mix

ALLIANCE FARMERS' PRODUCE · Cargill · COSTCO WHOLESALE · JBS · DAWN MEATS · SILVER FERN FARMS · THOMAS FOODS INTERNATIONAL

SCOTT

Mining: Record standard product sales with favourable conditions and new strategy



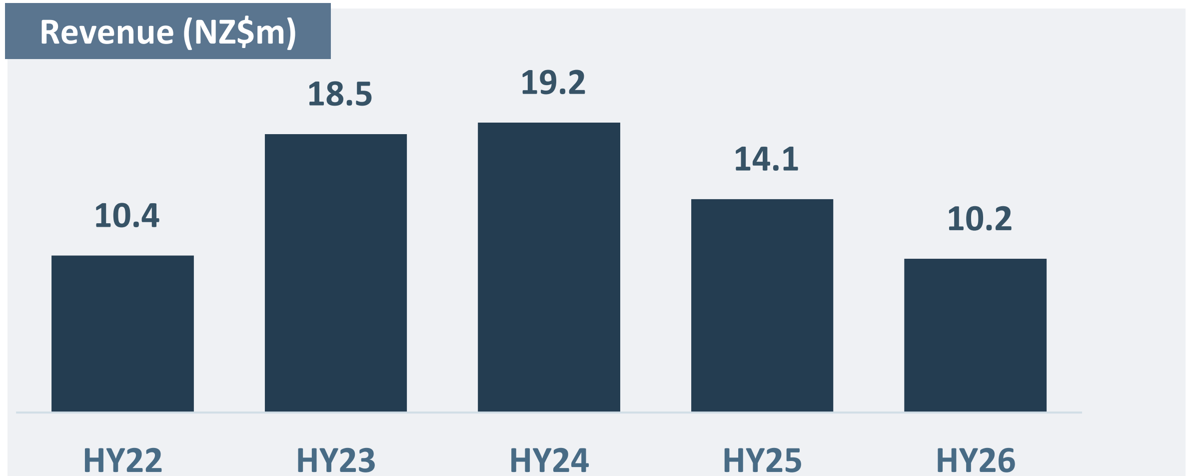


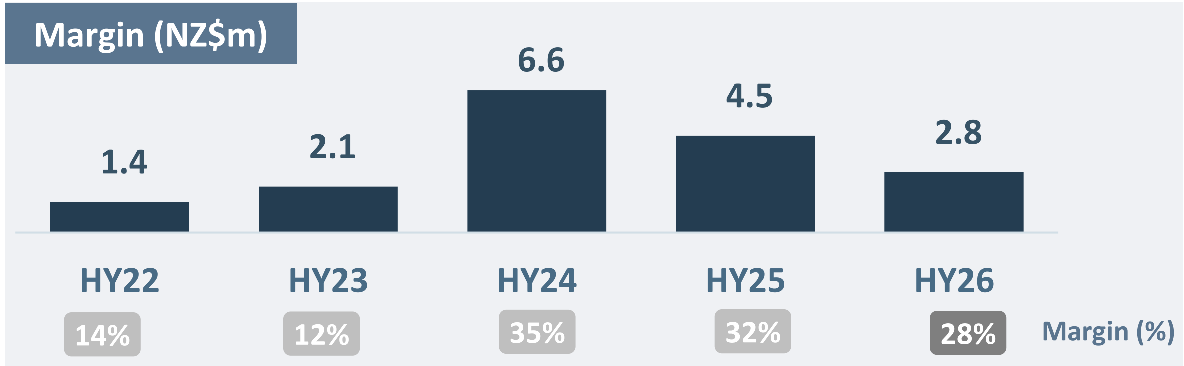
- **Growth** driven through Rocklabs standard equipment supported by favourable gold prices and execution on strategy. This was partly offset by cycling large MRL project and timing of securing new modular orders, which are now expected in H2
- **Record Rocklabs** standard equipment sales, both through our distributor and direct channels. Continued expanding install base supports increased service revenue into the future
- **Margin % improved** from 35% to 37% due to a mix of standard products and direct customer sales
- **Strategic target** for margins to trend back towards 40%

Destination 2030 in Action:

- Established North American footprint (Canada + US service capability)
- Commenced development project following market analysis

Appliances: Lower first half revenue with improved second half setup





- **Softer Appliances performance** reflects the cycling of large prior-year projects, resulting in lower first half revenue
- **Execution on current projects** remains solid, however phase of project and resulting timing of revenue recognition positions for a stronger second half and several key projects move from primarily design phase into build and commissioning
- **Margin %** remain in line with expectations, normalizing from elevated levels year due to one-offs

Destination2030 in Action:

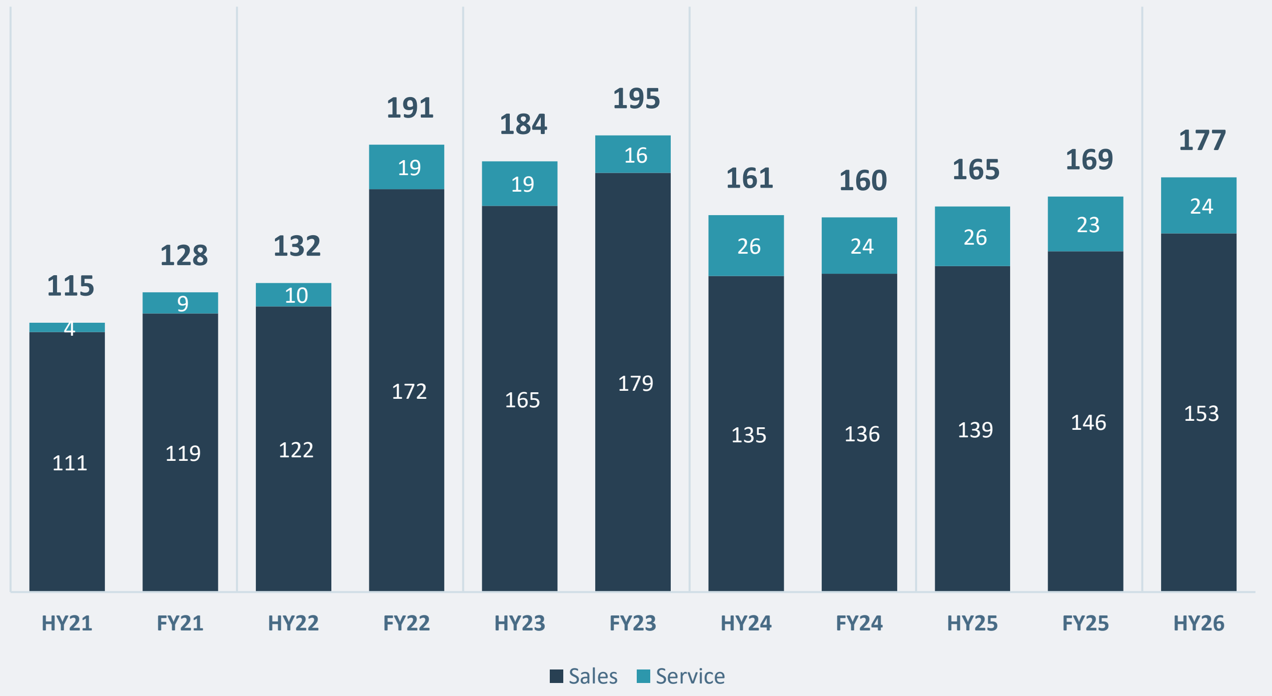
- Maintaining stable delivery across core customer projects
- Developing adjacent market opportunities for future growth

BOSCH GE APPLIANCES LittleSwan Midea SUB-ZERO Vaillant

Looking Forward

Key recent wins drives continued growth in forward work

Snapshot of forward work over-time ($m)



- Positive trend in forward work continues
- Key recent project wins across MHL, Protein and Appliances drives growth
- Wins include $40m of contracts across the MHL portfolio in EU, North America and Australia, a lamb primal order for a major Australia meat processor and an Appliance project for USA
- Forward work provides the basis for a stronger second half

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

Recent contract wins

- **MHL:** Secured $40m in new contracts across end-of-line automation and Automated Guided Vehicles:
    - Multiple end-of-line automation contracts comprising of PepsiCo, Danone, Bakker, Essity, EMPWR and MHL's first project in Australia with Farm Frites, supporting the Domain's strategic expansion into new geographic markets and across adjacent FMCG sectors.
    - Additionally, multiple AGV contracts in the USA with leading aerospace manufacturer and a global leader in wine & spirits.
- **Second LEAP contract with large Australian meat processor:** secured a contract to automate a major expansion of an Australia processing plant, delivering a state of the art, high-capacity lamb processing facility designed to increase value to their customers and support future growth.
- **Appliance:** Secured a contract with a global manufacturer of whiteware goods in the USA.

Market outlook

- **Improved operating leverage and earnings** anticipated through H2
- Performance expected to be **positively weighted to H2**, as we saw in FY25. **Confidence driven** by project timing, recent contract wins and typical order patterns in certain segments
  - Assumption recent geopolitical events do not escalate to the point they materially change our operating environment
  - To the extent we can, mitigating actions are in place to reduce risk and support customers
- **Positive operating start to H2**, with key wins across MHL, Protein and Appliances, alongside continued strong Rocklabs product demand
- **Progress toward the $530m FY30 target remains on track**, with foundational strategic enablers builds confidence in delivery, albeit non-linear from a financial performance perspective
- But, despite some recent wins, if **global volatility** does persist this could impact customers' forward investment plans

Closing Comments

Delivered **7% EBITDA** growth while continuing to invest for long-term scale

Advanced **Destination 2030,** strengthening the business for future growth

Diversification delivered, with MHL and Mining offsetting softer Protein conditions

Maintained **strong 29% margins,** supported by higher-quality revenue mix

Stronger H2 ahead, supported by recent wins, with caution on macro uncertainty

Questions

Thank You