

FY26 RESULTS

SCOTT TECHNOLOGY LIMITED

Investor Presentation
22 October 2026



Definitions & abbreviations

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

Operating EBITDA = Reported EBITDA plus non-recurring costs.

Operating EBITDA % = Operating EBITDA, divided by revenue.

Forward Work = indicative contracted activity. It represents secured work that has not been recognised as revenue as of the nearest month end closest to reporting date (for example, FY26 is as of 30 September 2026) plus any additional significant contract wins up to reporting date. Orders can span over multiple reporting periods therefore it is not an indicator of revenue over a set period of time.

Underlying Earnings Per Share = Net profit after tax plus pre-tax non-recurring costs divided by number of shares on issue at reporting date.

Revenue is presented as equipment and recurring revenue.

- **Equipment** covers producing and preparing solutions for first use.
- **Recurring Revenue** covers subsequent activities, including software, data, maintenance and upgrades.
- Previously, 'equipment, software, data and upgrades' were classified as 'sales' and 'parts and service' as 'service'. All equipment or recurring revenue figures, including comparatives, have been rebased.

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

All currency amounts are in New Zealand dollars unless otherwise stated.

FY = Financial year

H1 = 6 months ended 28 February

H2 = 6 months ended 31 August

YoY = Year on year

EBITDA = Earnings before interest, tax, depreciation and amortization

NPAT = Net profit after tax

DRP = Dividend Reinvestment Plan

KAM = Key Account Management

AMS = Automated Modular System

Lamb LEAP/Primal = Lamb Boning Room

Chine Removal = Backbone removal system

MHL = Materials Handling and Logistics

AGV = Automated Guided Vehicle

ERP = Enterprise Resource Planning System

PLM = Product Lifecycle Management System

CRM = Customer Relationship Management System

ESG = Environmental, Social and Governance

GHG = Greenhouse Gas

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 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.

FY26 Performance Snapshot

Revenue



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

Operating EBITDA



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

Group Net Margin



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

Recurring Revenue



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

Forward Work



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

The background is a deep blue with intricate, glowing patterns. It features several wavy, ribbon-like lines that flow across the frame, composed of fine, interconnected points and lines, giving it a digital or network-like appearance. Scattered throughout are numerous small, bright blue dots and larger, more prominent glowing nodes, some of which are connected by thin lines, suggesting a data network or a futuristic landscape.

One Year On Destination 2030

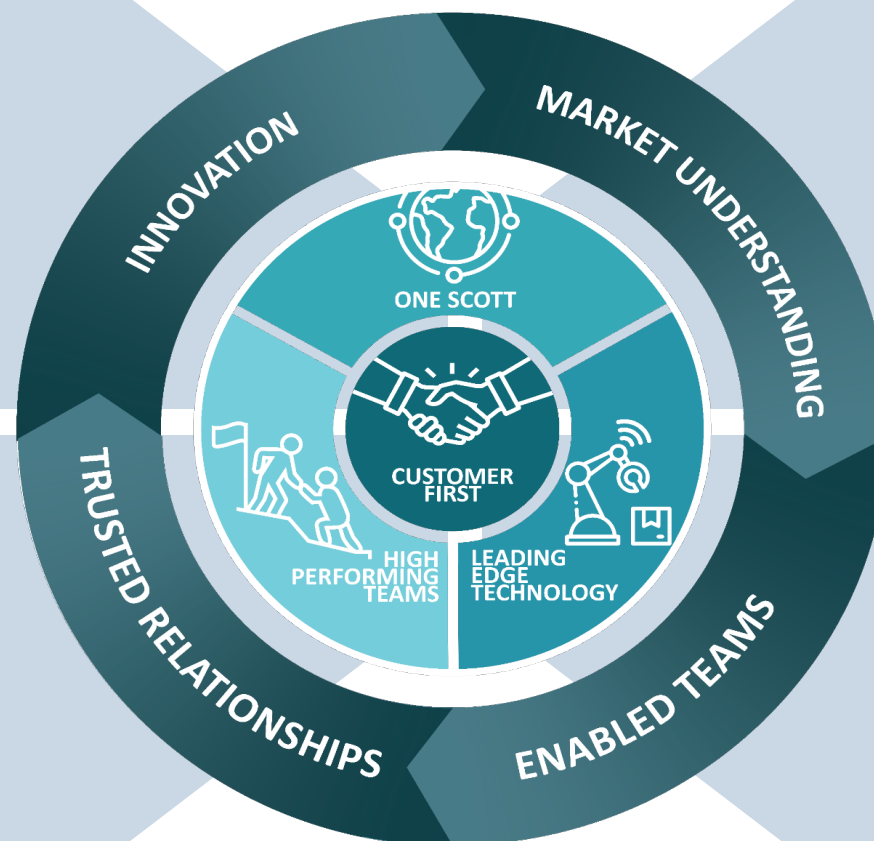
Destination 2030: Year One Highlights

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.

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 ✓ Key Account Management framework ✓ Lifecycle Services Framework	✓ Growth in service-led revenue mix ❑ Focused market & sector expansion ❑ Key Account model embedded across Domains	❑ Accelerated expansion across target sectors ❑ Joint customer planning / forward work pipelines ❑ Expansion of recurring lifecycle revenue streams
 One Scott	✓ Global Digital Integration ✓ ERP platform deployed in Europe	✓ Deploy unified global people platform ✓ Progress towards a unified Customer Platform	❑ One integrated customer platform across ERP/PLM/CRM ❑ Standardised global planning, delivery and procurement processes
 High Performing Team	✓ Finalised 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	✓ Innovation Framework	❑ 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.

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

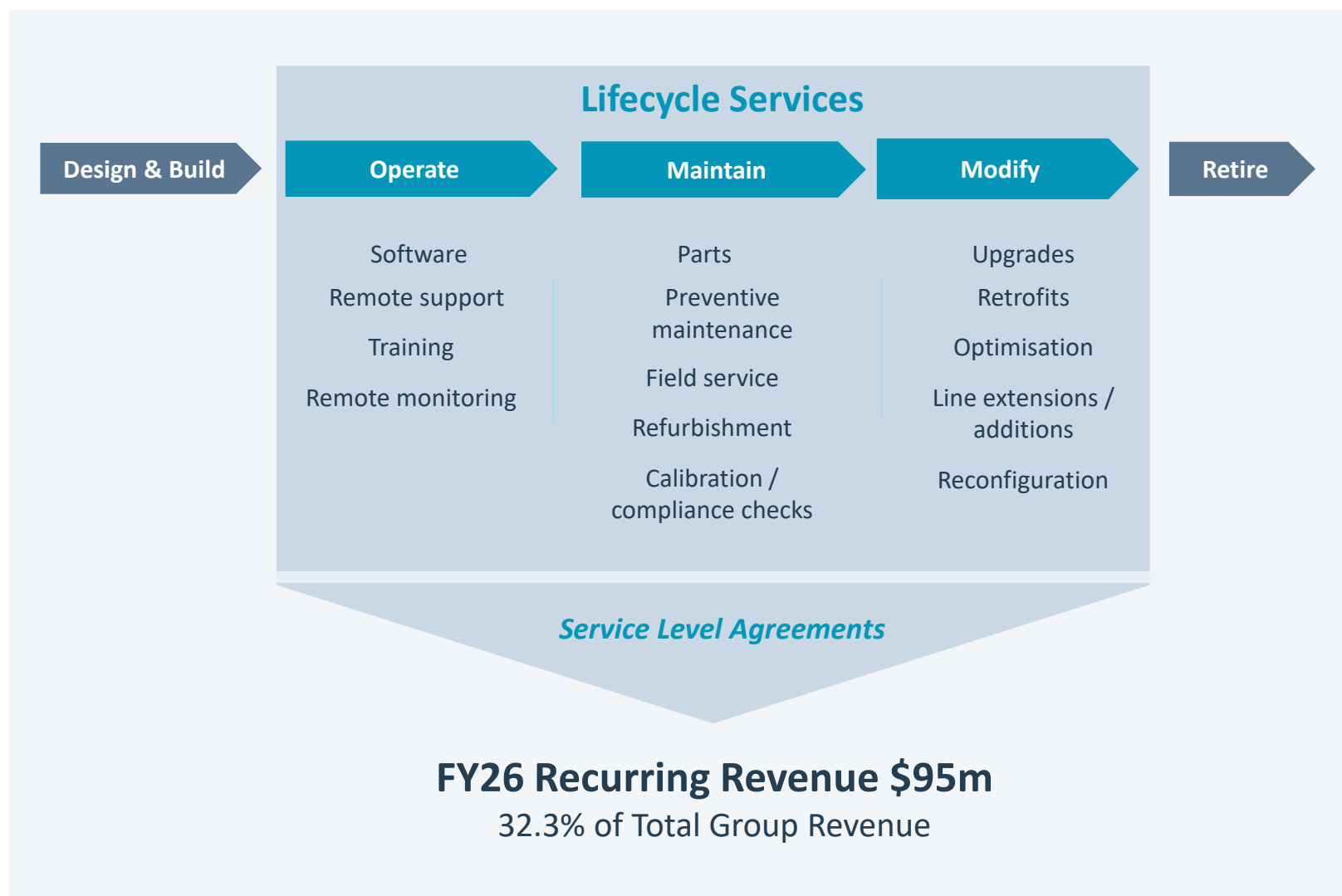
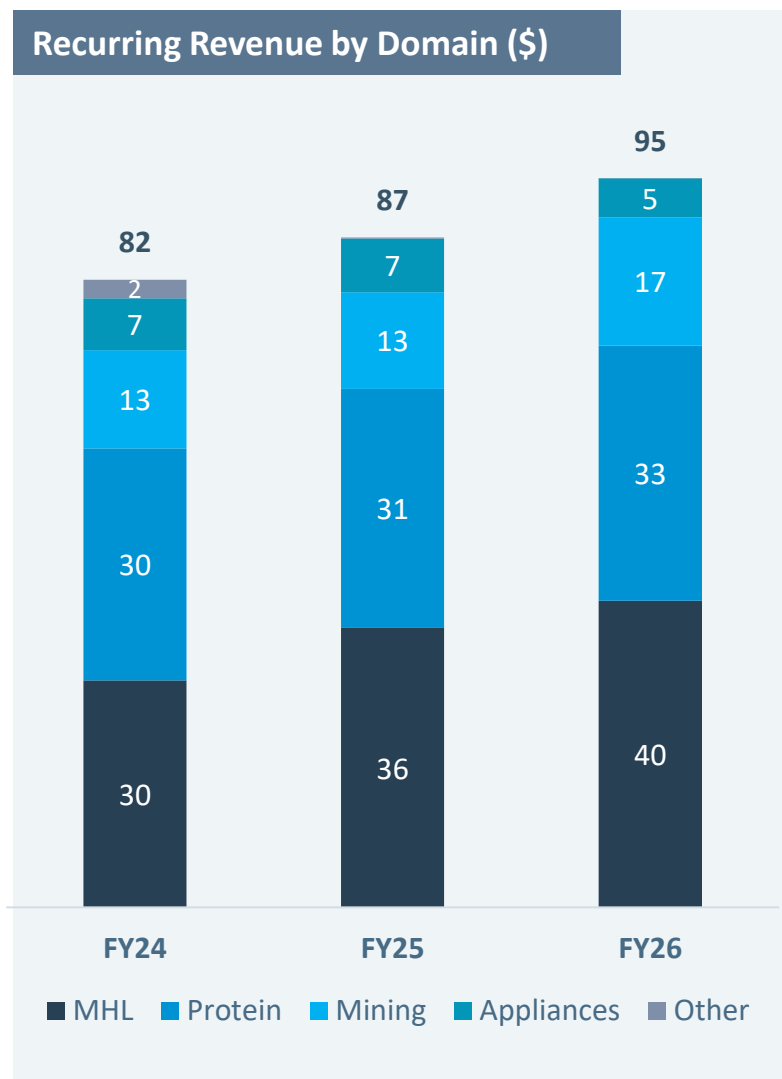
Dedicated to protecting laboratory throughput

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



Lifecycle Services Lifts Recurring Revenue

Recurring Revenue by Domain (\$)



Progress Against Destination 2030 Targets

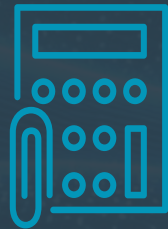
Revenue \$



\$294m

Target FY30 \$530m

Operating EBITDA %



12.3%

Target FY30 ~14%

Recurring Revenue Contribution

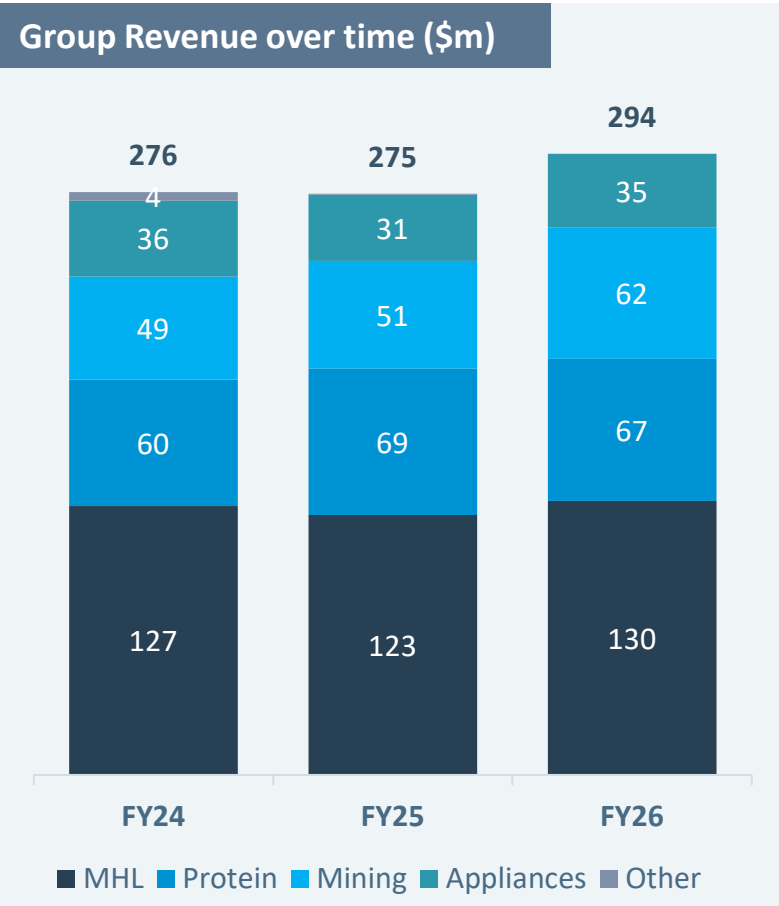


32.3%

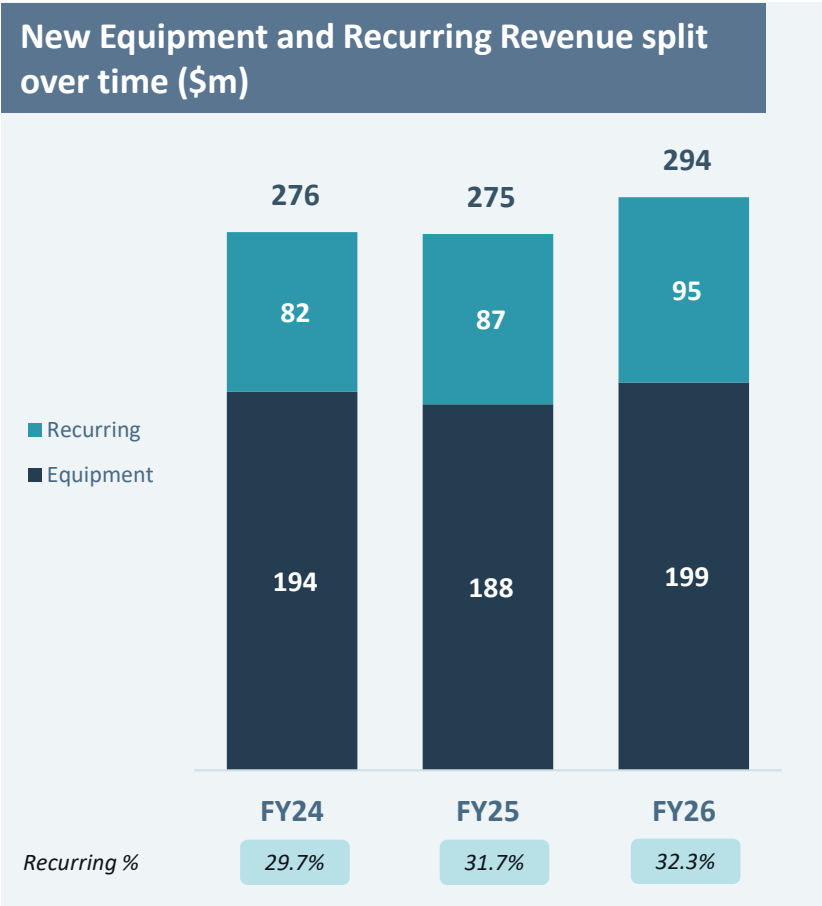
Target FY30 >35%

FY26 Financial Performance

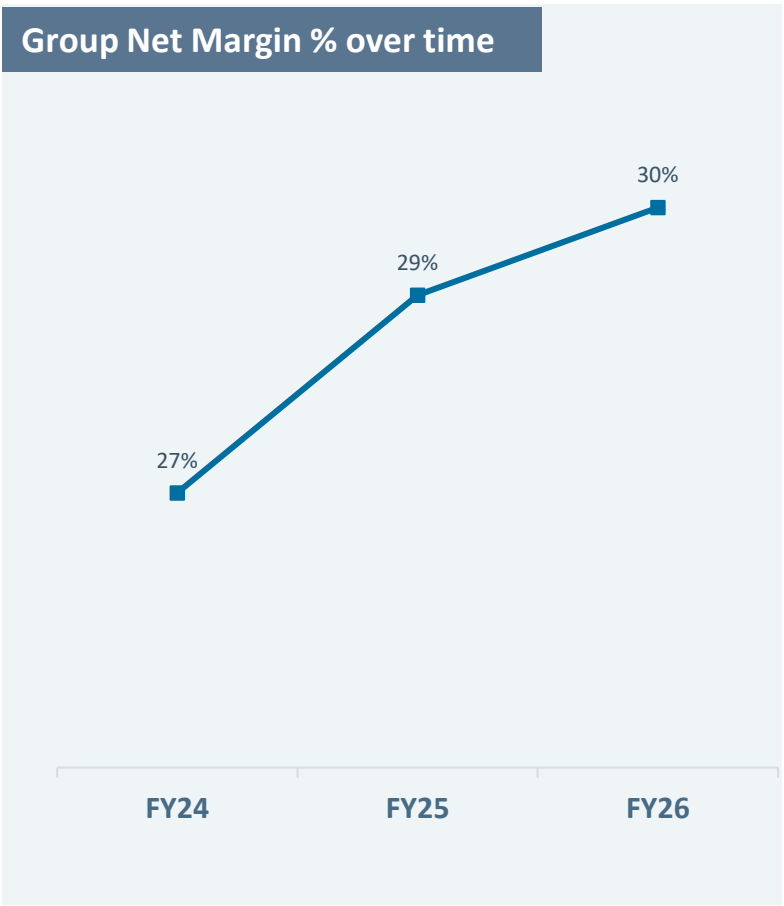
Group Performance Metrics



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

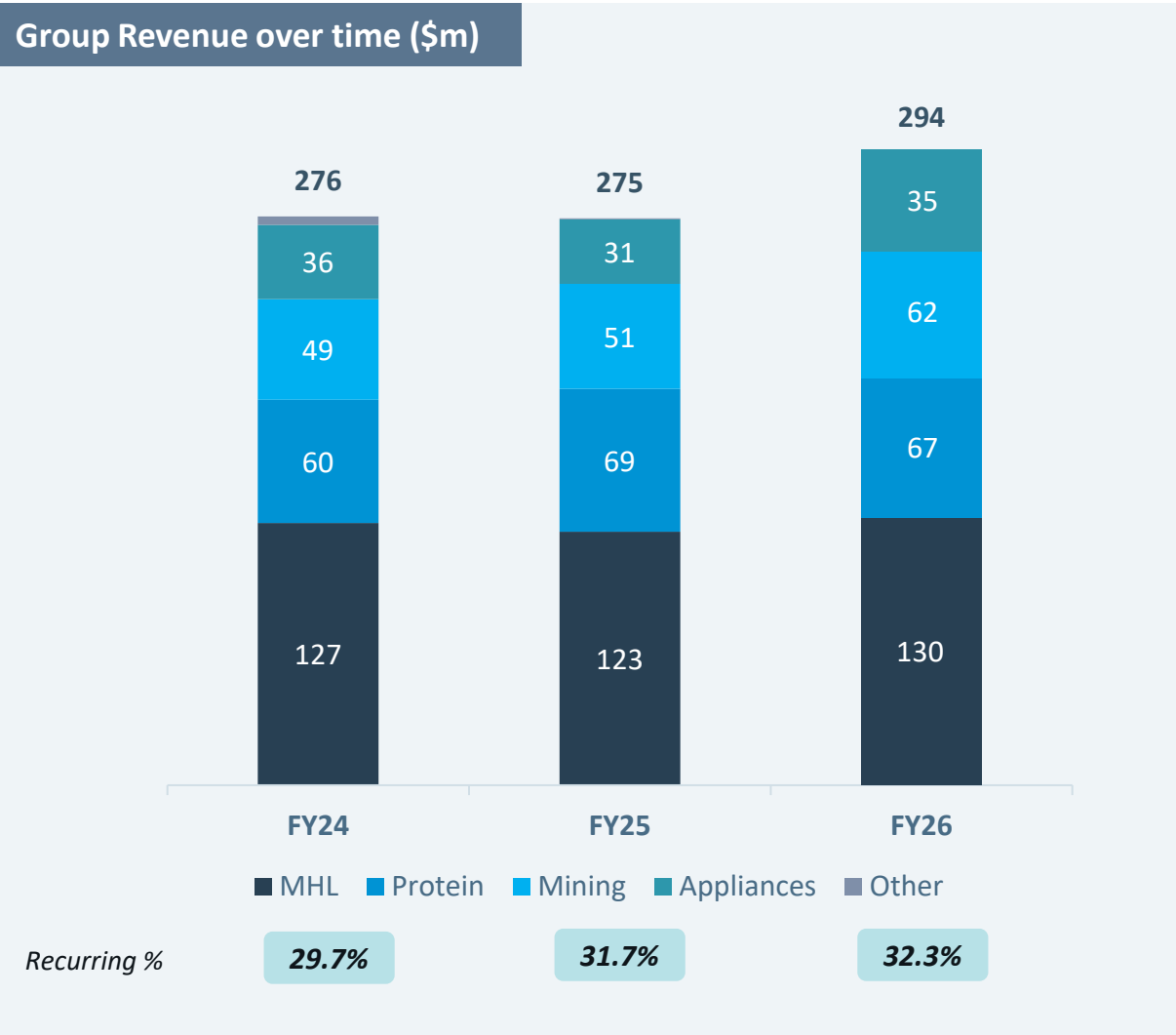


Expanding installed base and greater focus on lifecycle services drive Recurring Revenue growth.



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

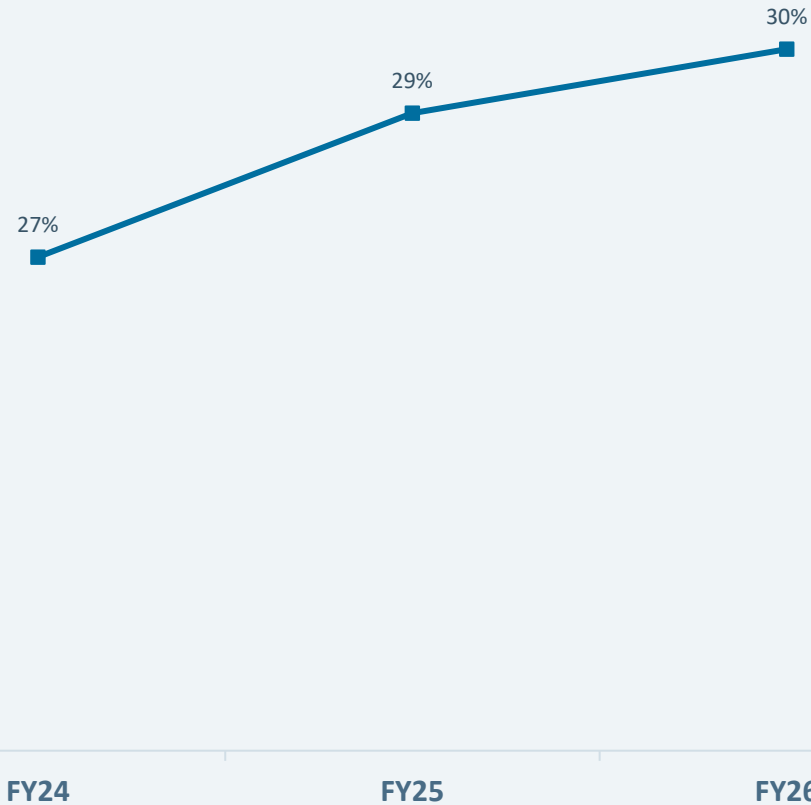
Group Revenue: Record Mining Performance and Recurring Growth



- **Group Revenue:** Strong second-half for revenue (\$166m in H2).
- **Mining:** up +22% with a record result driven by strong Rocklabs standard equipment sales and continued mining investment.
- **MHL:** up +5% supported by +39% growth in AGV revenue and continued Recurring Revenue growth.
- **Protein:** down -3% reflecting lower equipment volumes and project delays. Lamb Primal, chine-removal (backbone removal) and deboning orders supported later-year activity.
- **Appliances:** up +11%, supported by strong execution of current GE Appliances project and completion of prior Midea projects.
- **Recurring Revenue:** up +9% contributing 32.3% of total revenue, with an expanding installed base and strategic focus on lifecycle services supporting further growth in FY27.

Group Net Margin: Improved Execution and Favourable Revenue Mix

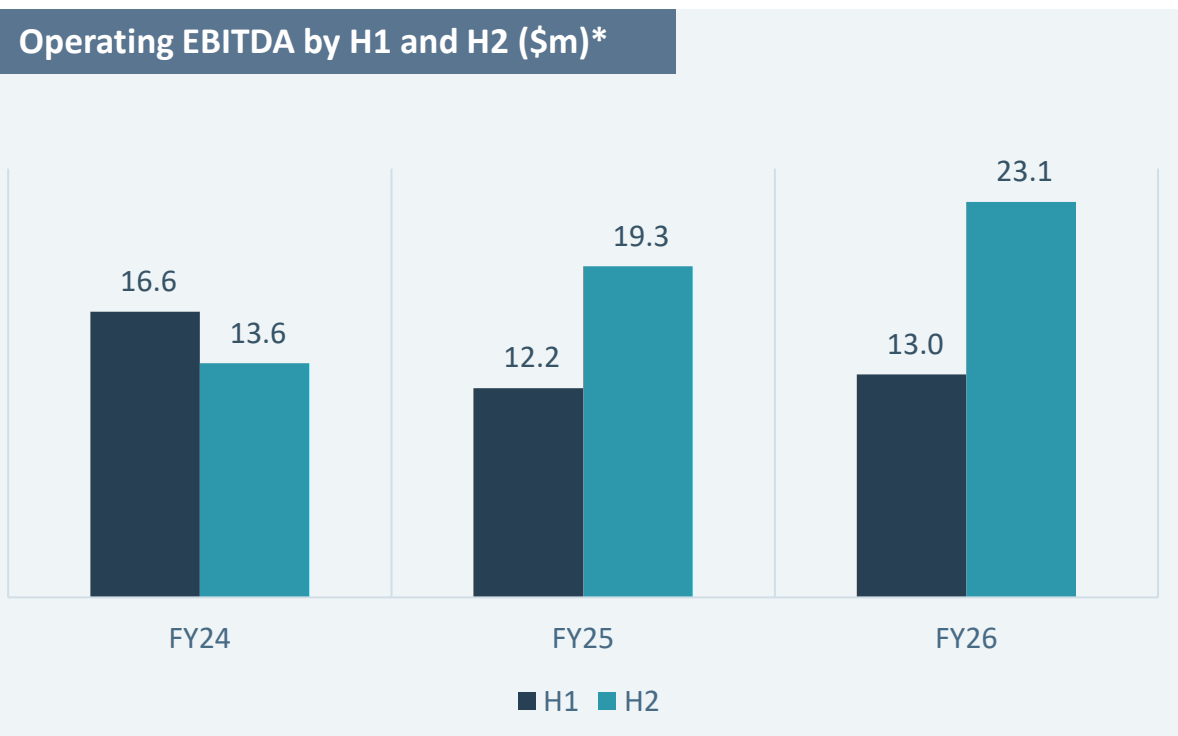
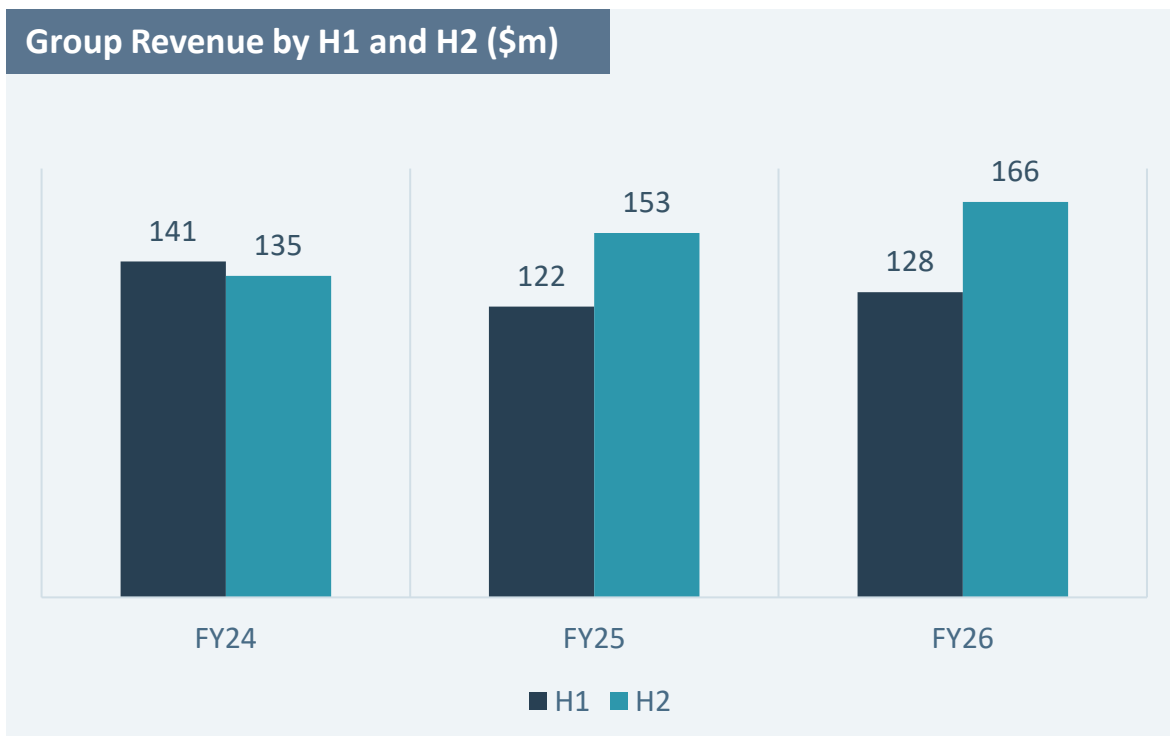
Group Net Margin % over time



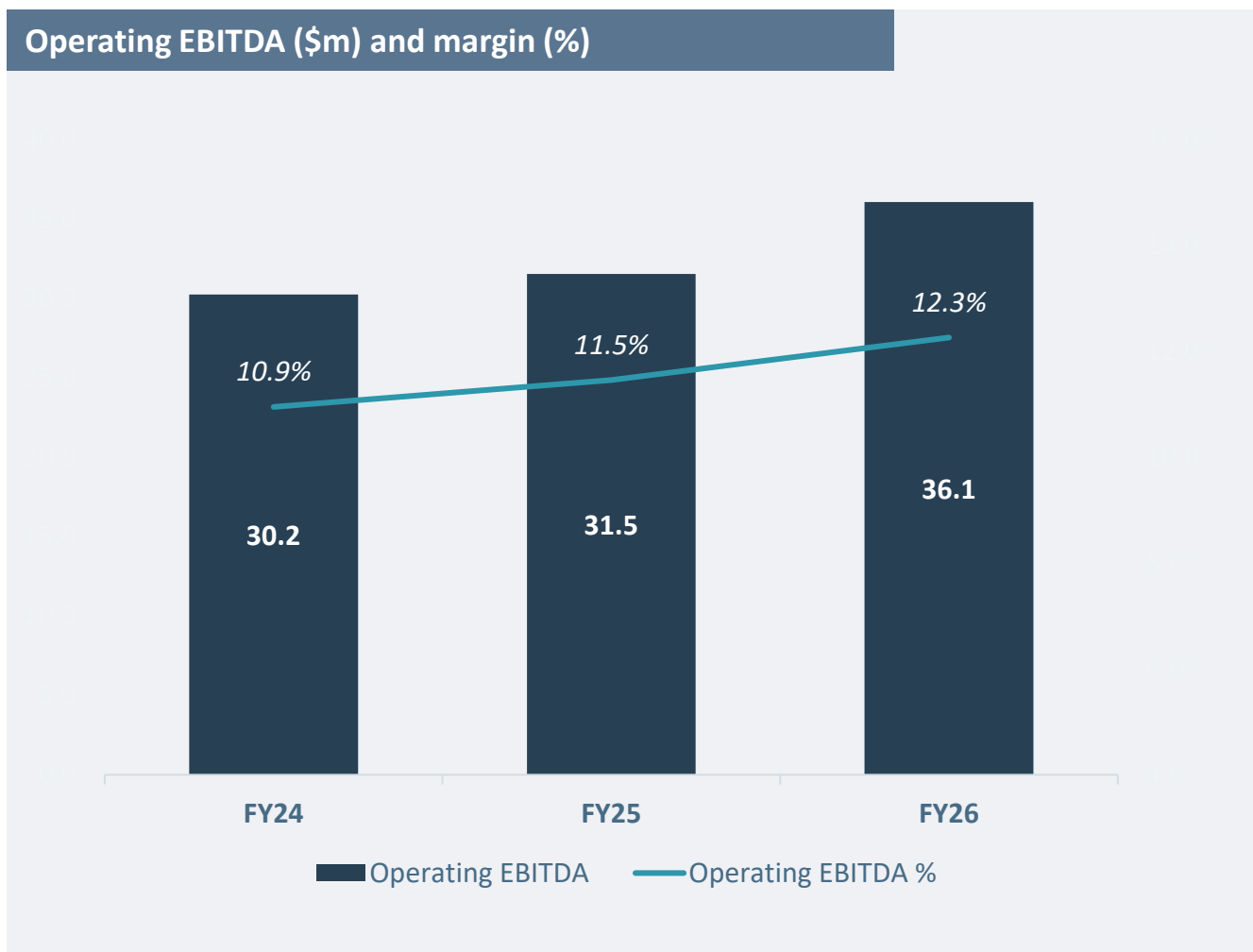
- **Net margin growth driven by:**
 - Improved business mix, with stronger contributions from Mining equipment and continued growth in higher-margin service revenue.
 - Improved project execution and governance, with greater control over project costs and completion.
 - Continued use of modular solutions and proven technologies, improving delivery efficiency.
 - Continued operational cost control and efficiencies.
- **Further margin improvement opportunities:** increased scale, repeatable solutions, growth in lifecycle services.

A Break-out H2 Provides Momentum into FY27

Record second-half performance reflected faster project delivery, stronger Mining equipment sales and the remaining GE Appliances project progressing into build. Continued Recurring Revenue growth and a second LEAP order from an Australian meat processor provide further momentum into FY27.

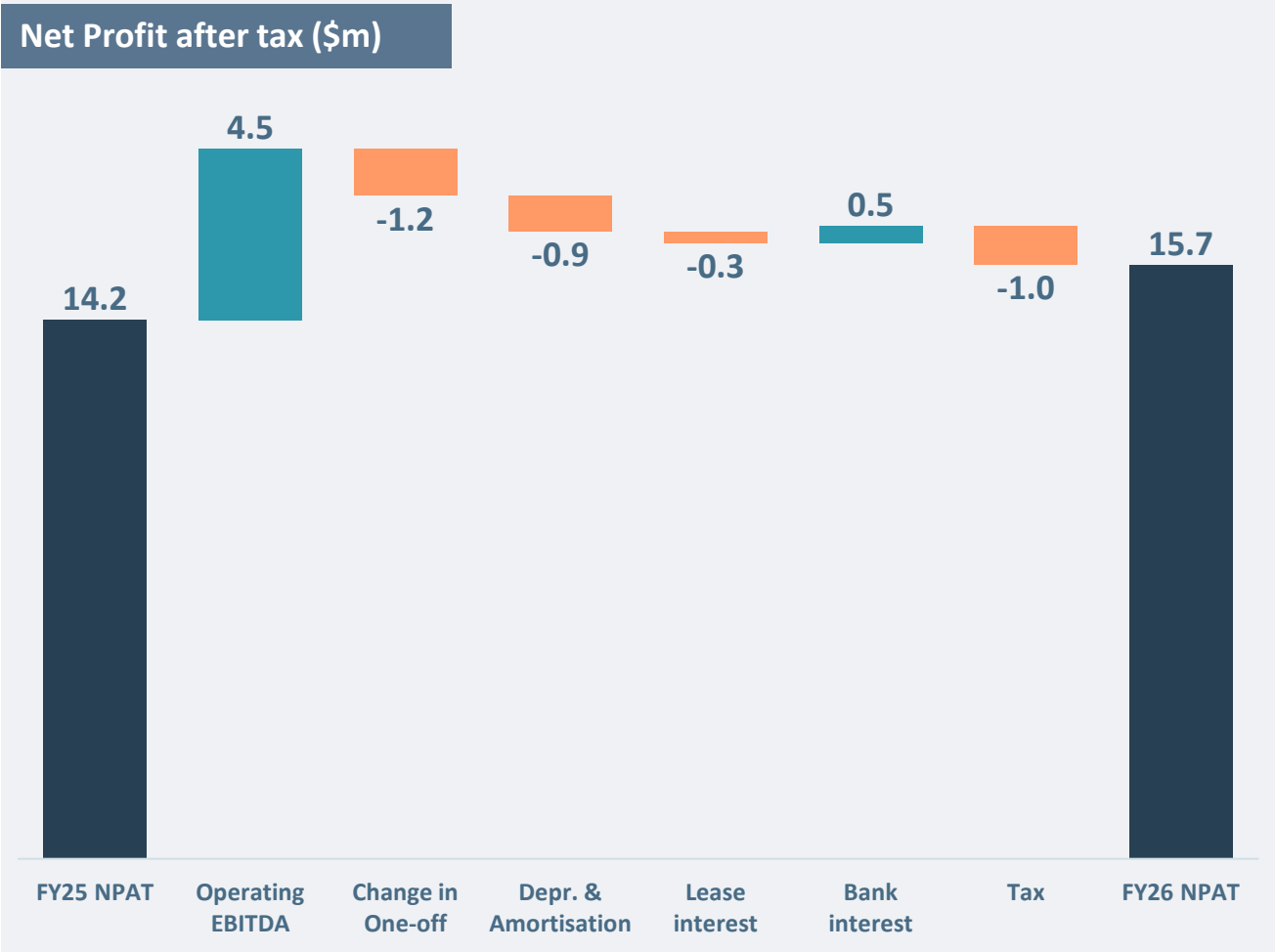


EBITDA Performance Over Time



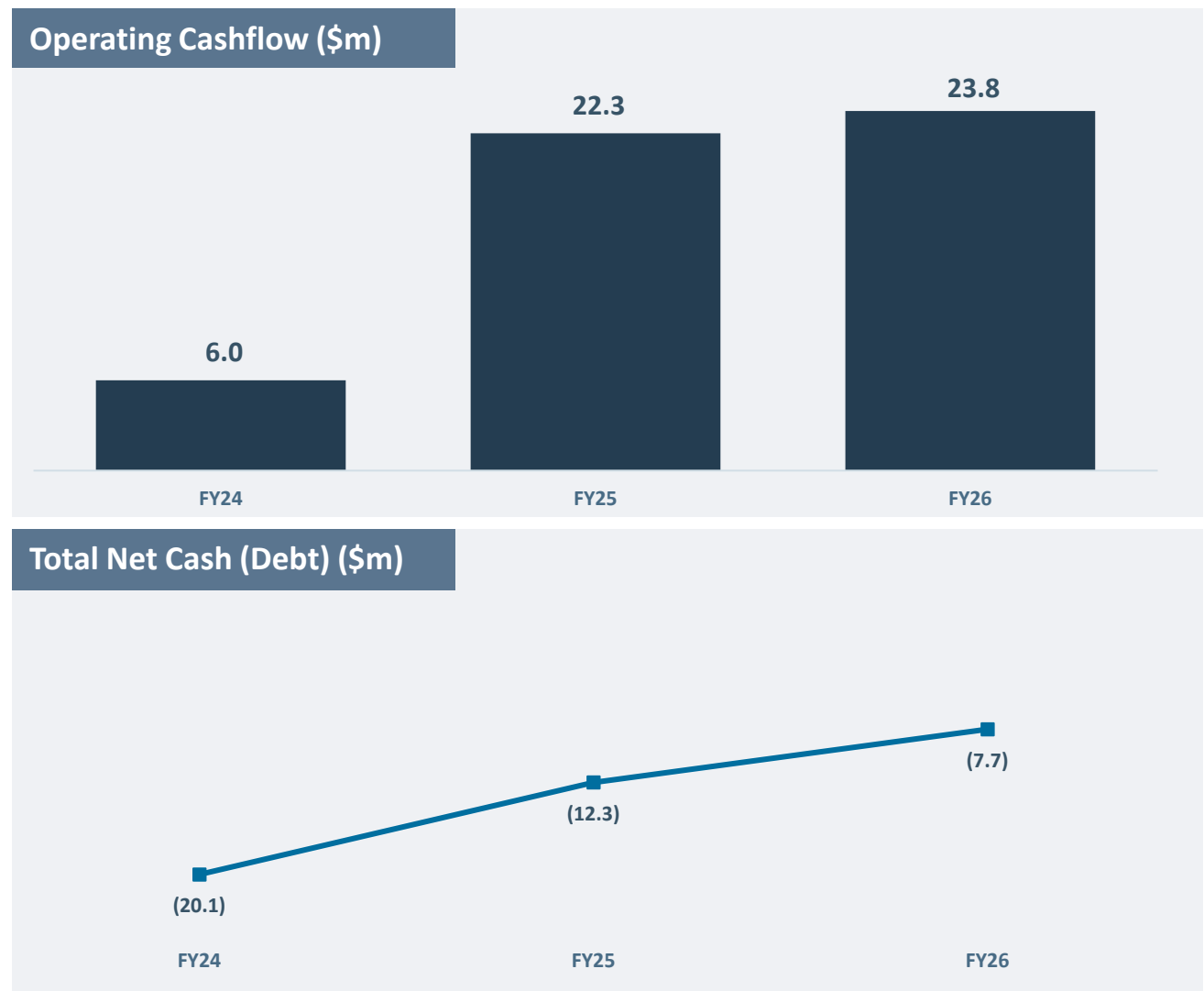
- Record EBITDA off the back of a strong second-half performance.
- FY26 net margin improved to 30%, reflecting good execution on higher-margin contracts and improved business mix.
- Cost discipline continued alongside targeted investment in digital transformation and wider Destination 2030 strategic initiatives.

Uplift in NPAT from margin improvements and reduced debt



- 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.

Cashflow Improvement and Better Net Debt Position to Support Growth



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.

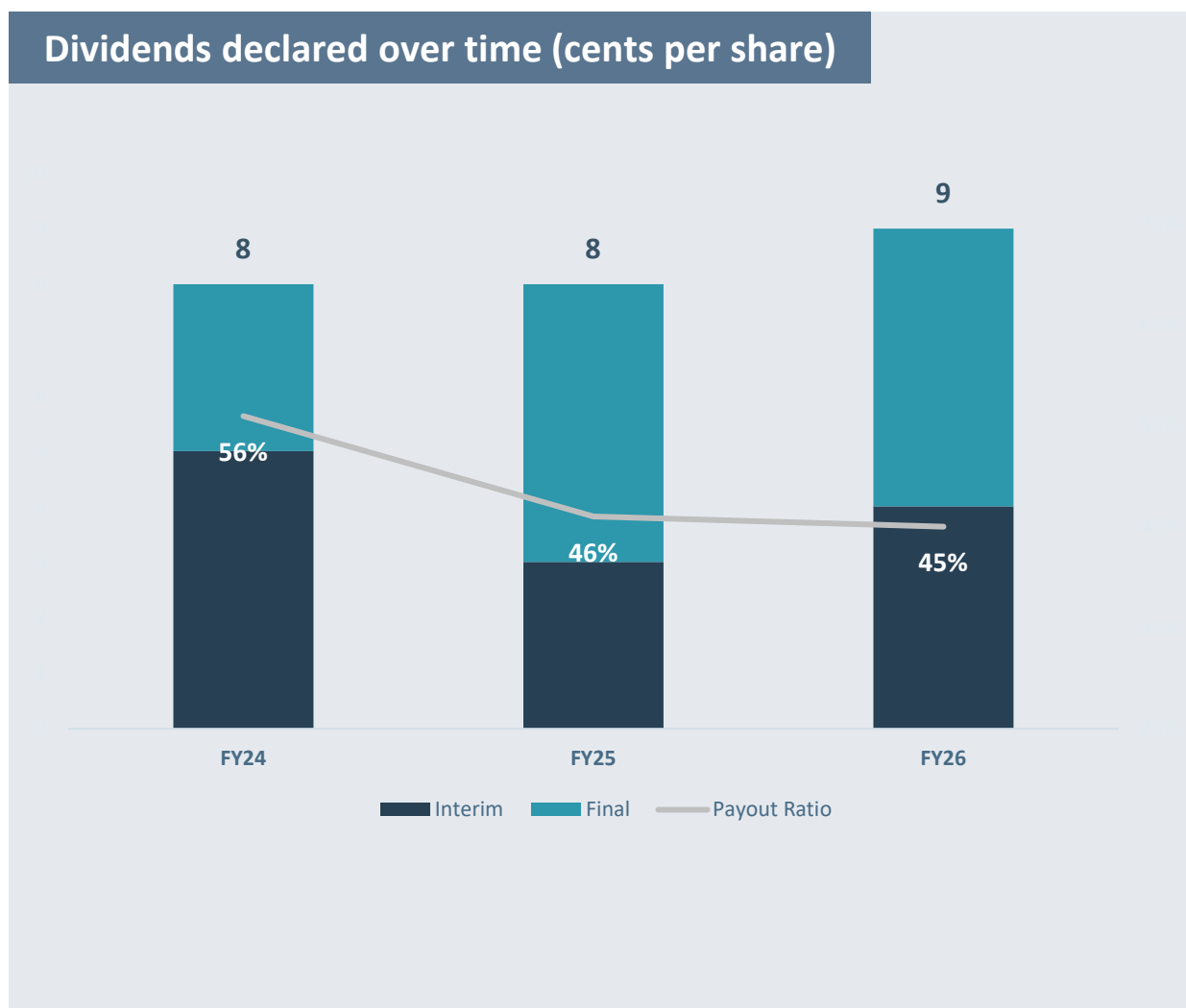
Balance Sheet

Balance Sheet \$m

	FY26	FY25	% chg
Cash	15.0	12.2	+23%
Inventories	42.2	38.8	+9%
Trade debtors	60.1	59.6	+1%
Development assets	13.4	10.9	+24%
Property, plant and equipment	20.3	21.1	-4%
Goodwill	54.9	53.9	+2%
Total assets	295.0	269.6	+9%
Bank overdraft	8.9	10.1	-12%
Trade creditors & accruals	46.4	38.6	+20%
Borrowings	13.8	14.3	-3%
Total liabilities	149.8	140.3	+7%
Total liabilities and equity	295.0	269.6	+9%
Net cash / (debt)	(7.7)	(12.3)	-37%

- **Net cash / (debt):** earnings generated cash and reduced overdraft use. The Dividend Reinvestment Plan (DRP) applied to dividends paid in FY26, reducing cash payments.
- **Inventory:** elevated as at August 2026 due to stock held for orders expected in early FY27 and in line with growth in revenue.
- **Development assets:** investments targeted towards beef development and other protein innovation.
- **Trade creditors & accruals:** Increase due to growth and timing of material orders around balance date.

Dividend Overview



- 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.

Domain Highlights

FY26 Domain Summary



Materials Handling



Protein



Mining



Appliances

\$130m

FY26 Revenue



+5%

\$67m

FY26 Revenue



-3%

\$62m

FY26 Revenue



+22%

\$35m

FY26 Revenue



+11%

24%

Net Margin



-2 PTS

36%

Net Margin



+6 PTS

38%

Net Margin



+1 PT

26%

Net Margin



+1 PT

31%

Recurring %
of Revenue



+1 PT

50%

Recurring %
of Revenue



+5 PTS

27%

Recurring %
of Revenue



+2 PTS

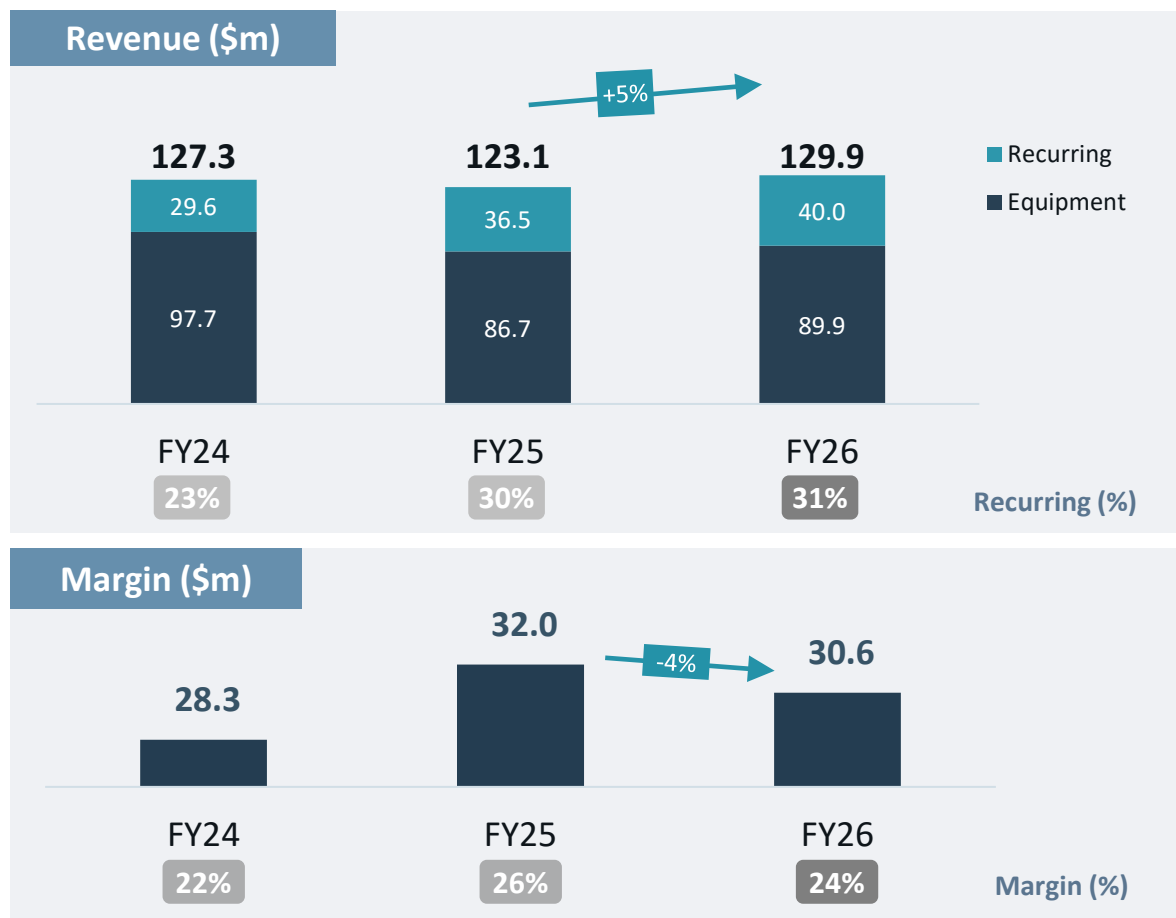
15%

Recurring %
of Revenue



-7 PTS

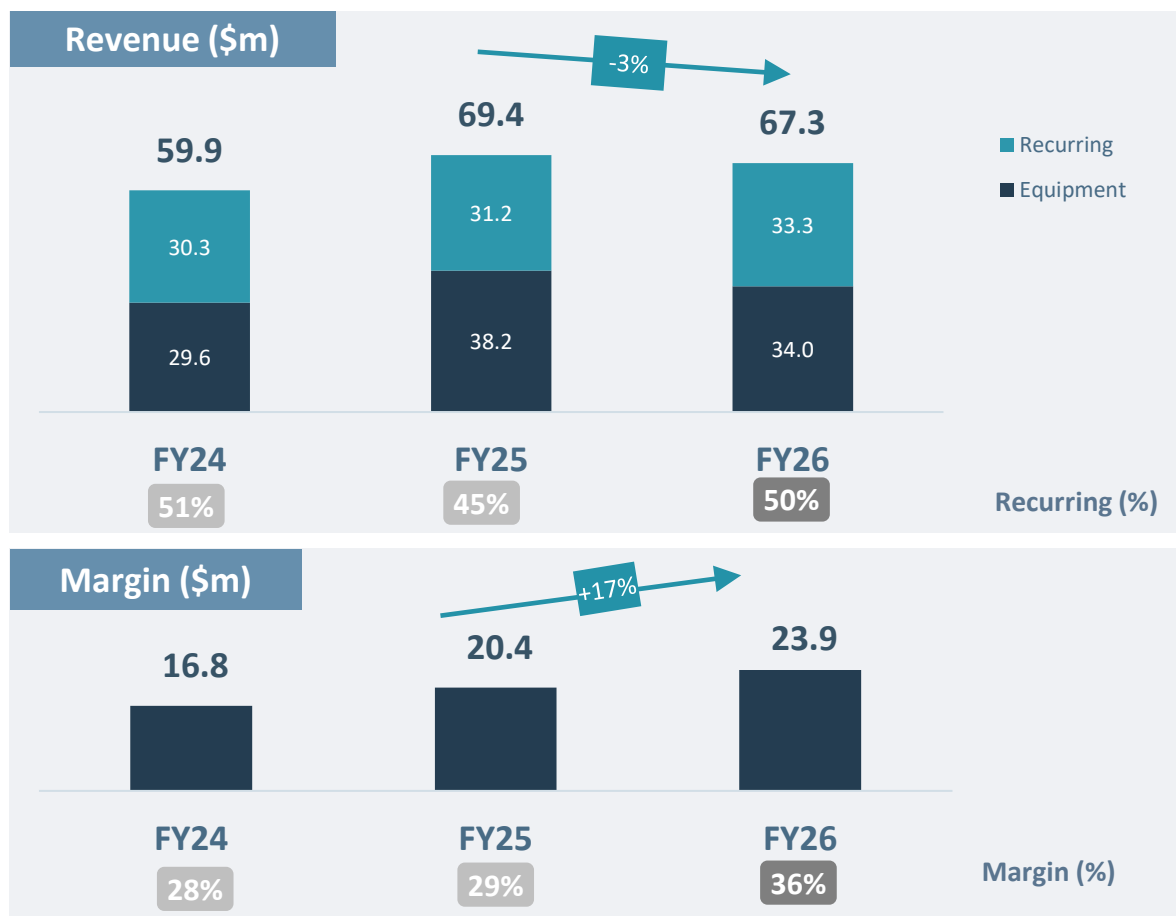
Materials Handling: Recurring Revenue Growth Supports Performance



- **Overall:** strong recurring revenue growth supported performance, while customer design delays weighed on margins.
- **Equipment:** growth supported by solid execution of current projects and AGV performance, with strong bookings and further customer upgrade opportunities emerging.
- **Recurring Revenue:** remote support sales grew, while strong AGV service bookings and improving order intake support continued growth.
- **Margin %:** margins remained solid despite additional project costs arising from customer-driven changes and delays.
- **Forward Work:** secured orders across Europe and North America provide a strong pipeline of work.



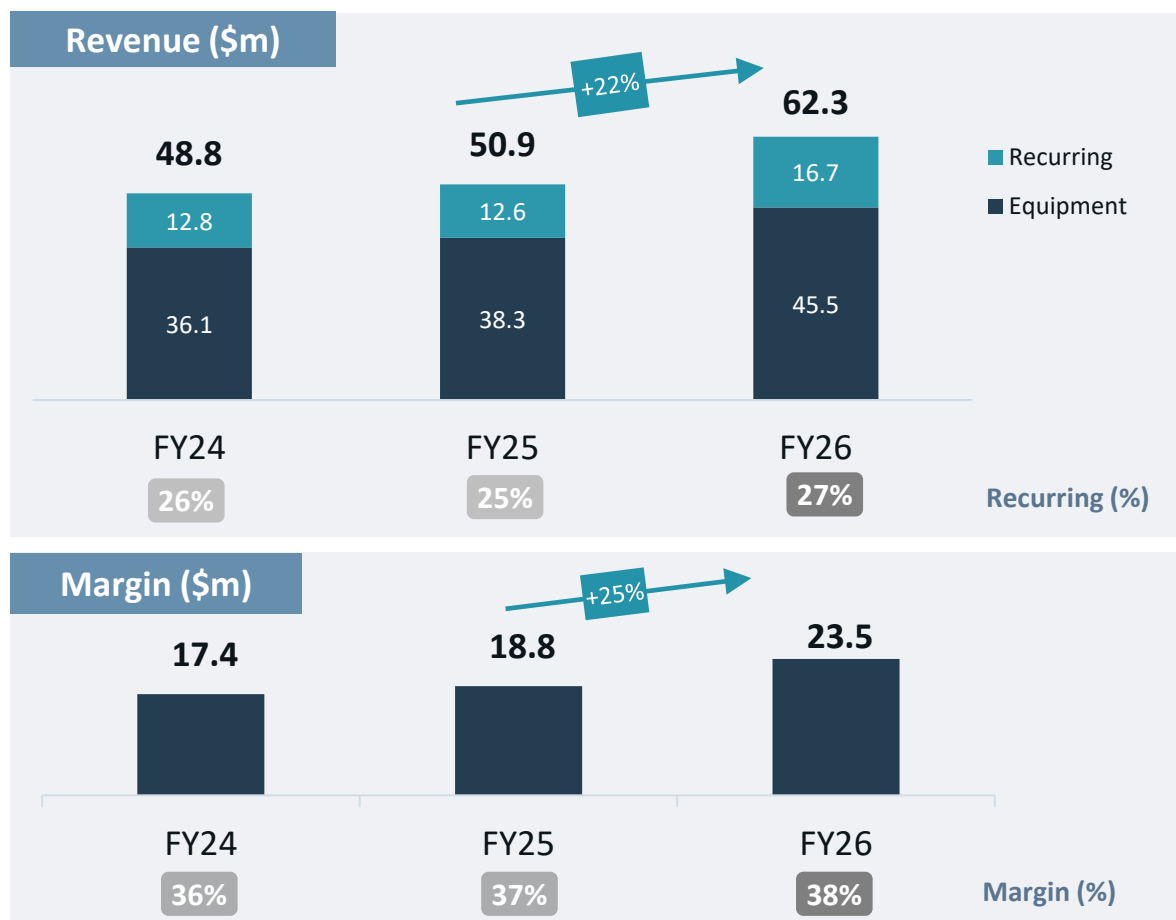
Protein: Recurring Growth and Execution Drive Margin Improvement



- **Overall:** growth in recurring service revenue supported improved margin contribution, despite lower equipment sales and project delays.
- **BladeStop:** lower equipment volumes amid challenging market and supply chain conditions.
- **Lamb, Beef and Poultry:** a slow start from project timing, with TFI Lamb Primal, chine-removal and deboning orders supporting H2 and FY27 activity. Further contract wins remain a focus.
- **Recurring Revenue:** parts and service revenue grew +7% as support for existing equipment remained a focus, including service level agreements and the new BladeStop lifecycle service framework.
- **Margin %:** improvement reflects a higher mix of service and parts revenue, alongside improved project execution and cost control.



Mining: Record Growth in Standard Products



- **Overall:** a record year for Mining, led by strong Rocklabs standard equipment sales, supported by favourable mineral prices and continued investment in mining activity.
- **Rocklabs Standard:** strong volumes across crushers and pulverisers, with a greater proportion of direct customer sales.
- **Modular:** key wins late in FY26, including two commercial lab orders, set up a positive start to FY27. Increased equipment throughput strengthens the customer proposition and supports further sales opportunities.
- **Recurring Revenue:** continued growth as the expanding installed base supports demand for parts and servicing.
- **Margin %:** improvement supported by the standard equipment and service mix and higher-margin direct customer sales.

intertek

CAT

RioTinto

MINERAL
RESOURCES

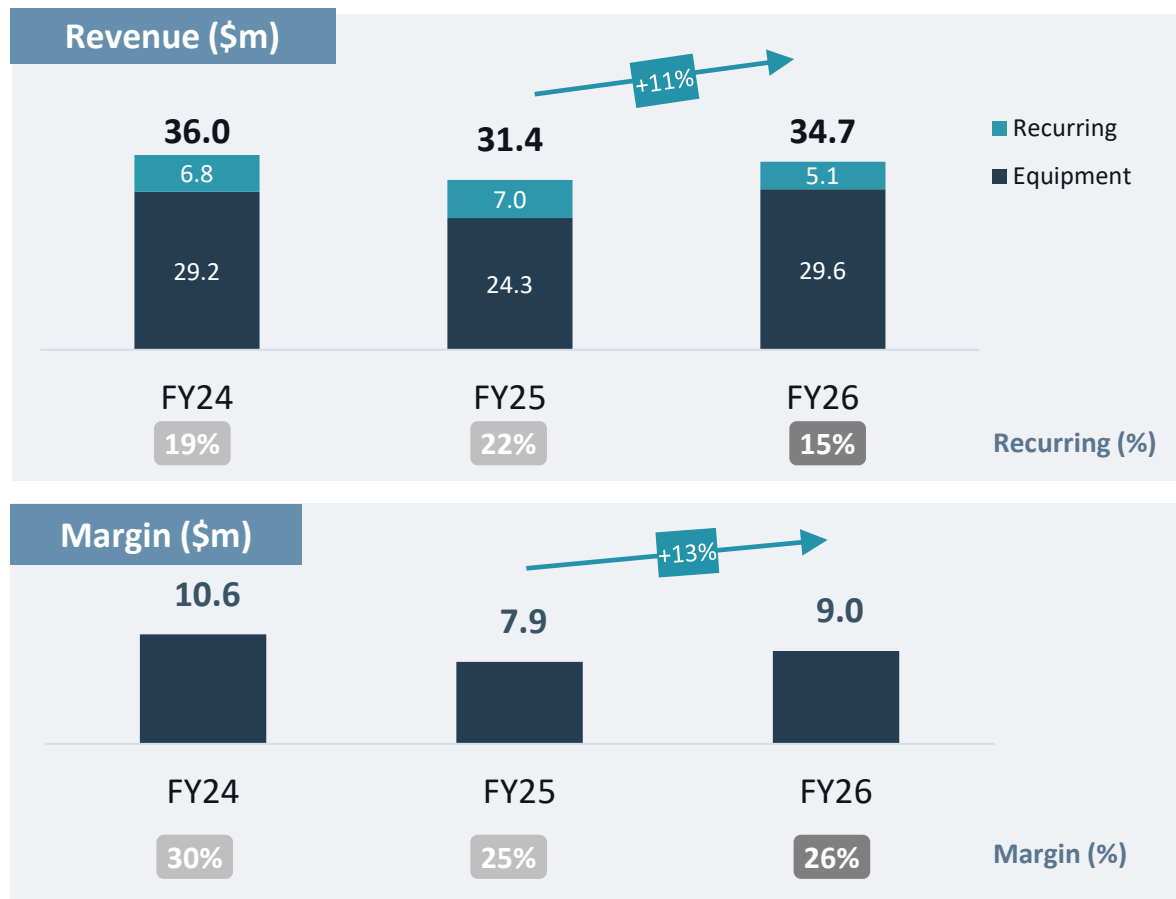
MSALABS

KINROSS

SGS

SCOTT

Appliances: Strong Project Execution and Momentum into FY27



- **Overall:** solid execution on all projects supported improved performance in Appliances. The ongoing GE Appliances project positions the business for a strong start to FY27 as it pursues further contract wins.
- **Systems:** underpinned by the GE Appliances project, which progressed from design in H1 into build in H2, driving a strong second-half performance.
- **Forward Work:** GE Appliances and other secured projects underpin FY27 revenue, with further wins offering upside in FY27 or supporting revenue growth into FY28.
- **Recurring Revenue:** lower revenue reflects major system upgrade timing, with increased equipment sales creating further upgrade opportunities.
- **Margin %:** margins remained broadly in line with FY25, supported by continued project monitoring and cost control.



Environmental, Social and Governance

Environmental, Social and Governance

ESG refocused around five priority areas to align sustainability activity more closely with the execution of Destination 2030 - Employee Retention & Engagement, Enterprise Risk, Sustainability Innovation, Customer Experience and GHG Emissions.

- **Customer Experience** is now aligned with Key Account Management and Lifecycle Services, embedding sustainability considerations into how we understand and deliver long-term customer value.
- **Enterprise Risk** framework strengthened, including a modern slavery gap assessment and continued integration of climate-related risks and opportunities into business planning.
- **GHG emissions** Absolute Scope 1 and 2 GHG emissions fell 4% in FY26 and 13% from FY22, keeping Scott on track toward its 30% reduction target by FY30.
- **Employee Retention & Engagement** - Global engagement survey achieved 87% participation, ahead of the 83% benchmark*. Actions focused on communication, development, recognition and compensation.
- The Women in Engineering Scholarship is in its fourth year, with internship awarded.



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.

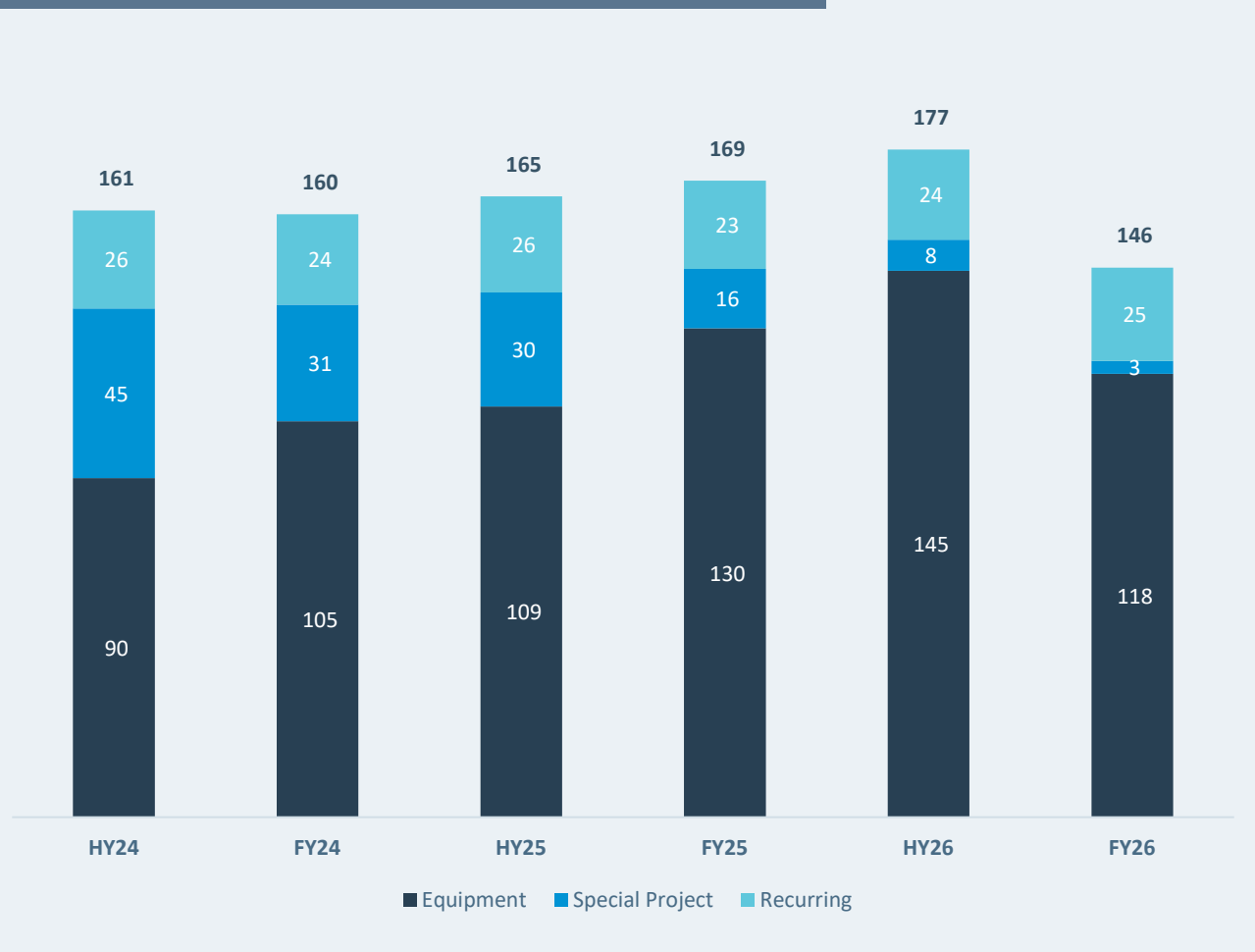
FY27 focus: *Turning the four-year plan into practice through stronger ownership, meaningful leadership engagement, earlier intervention and a more deeply embedded safety culture.*



Looking Forward

Project delivery and timing of major contract wins shape order book

Snapshot of Forward Work over-time (\$m)



Forward Work closing balance reduced from the half-year peak as:

- Improved operations led to faster project delivery and revenue recognition.
- Equipment forward work of \$118m is down on FY25 of \$130m due to contract timing and cancellations.
- Without ~\$11m of recent cancellations in Appliances and MHL, equipment forward work would have closed at ~\$129m, in line with FY25.
- The Group has confidence leading into FY27 due to the factors outlined on the next page.

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.

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%

Closing Comments

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

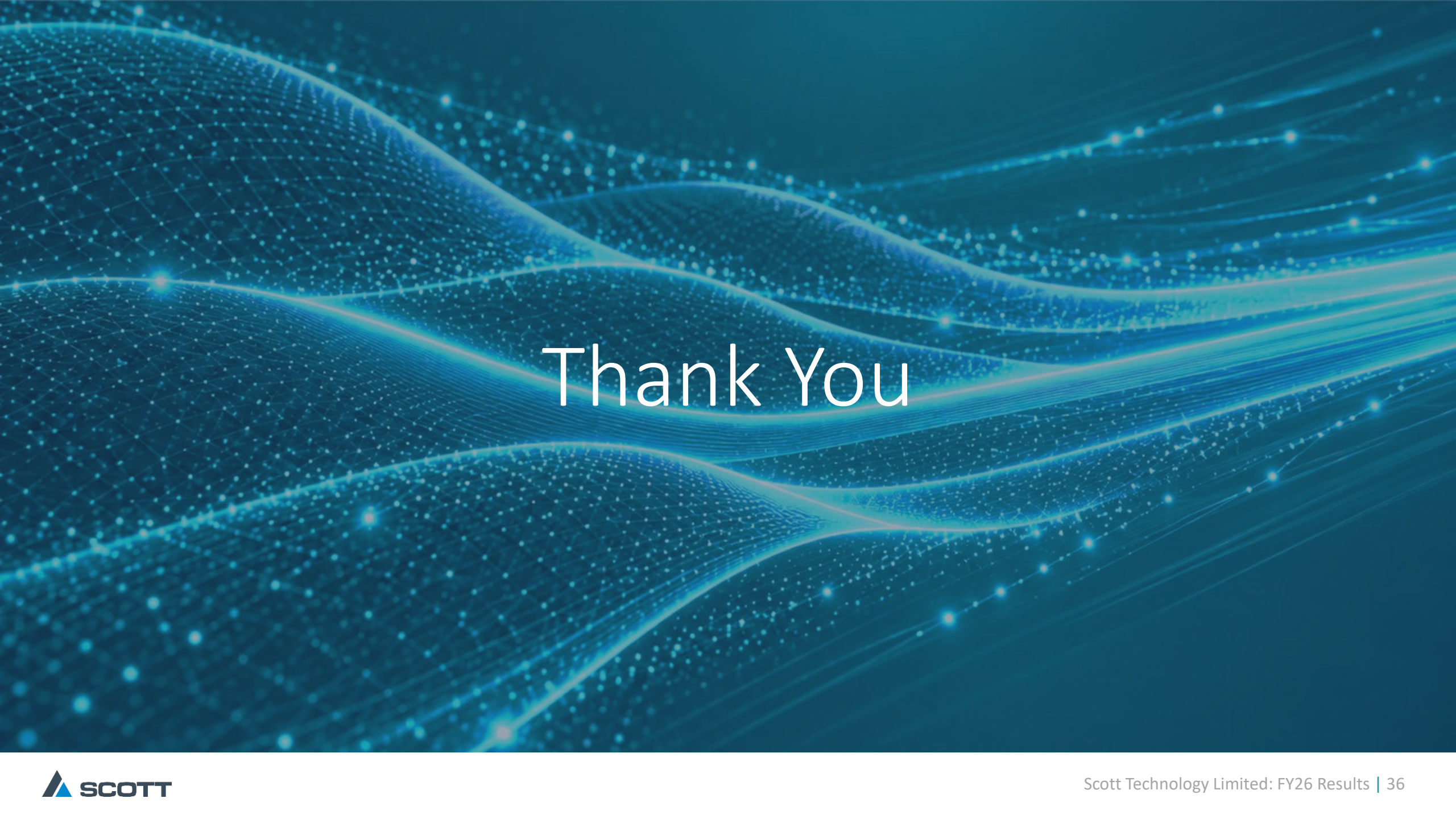
Destination 2030 foundations complete – New KAM, Lifecycle Services and Innovation Frameworks are strengthening the business for scalable, customer-led growth.

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.

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Thank You