SRG GLOBAL

FY26 RESULTS PRESENTATION

MAKING THE COMPLEX SIMPLE

THIS IS US

WHO WE ARE

We are a **diversified infrastructure services** company

SRG GLOBAL

WHAT WE DO

We bring an **engineering mindset** to deliver **critical services** for major industry

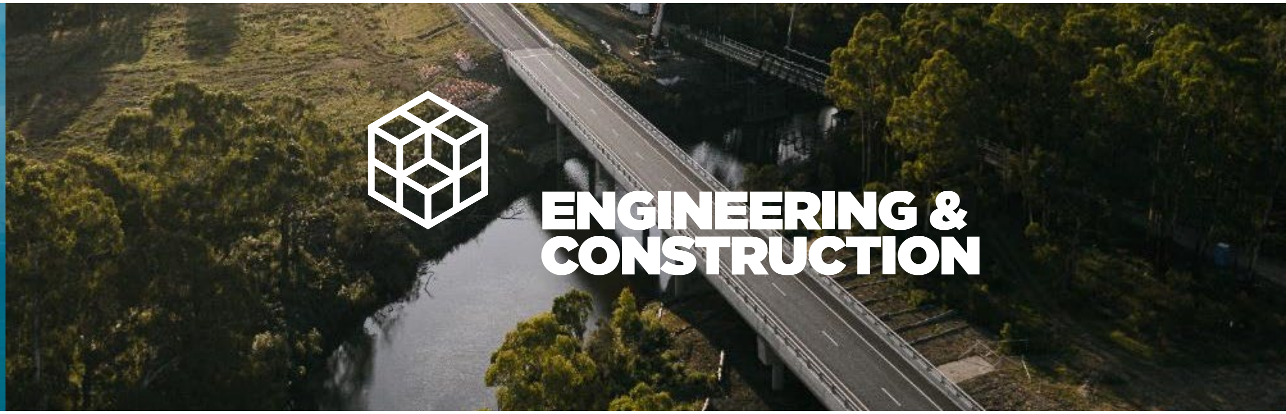
- **Engineer**
- **Construct**
- **Sustain**

OUR VISION

The most **sought-after** diversified infrastructure services business

MAKING THE COMPLEX SIMPLE

DIVERSIFIED INFRASTRUCTURE SERVICES



OUR KEY SECTORS

- Water
- Energy
- Industrial & Resources
- Defence
- Transport
- Ports & Marine
- Data Centres
- Health & Education

OUR PROFILE

People
5,000

Industries
20+

Revenue
~$1.7b

Market Cap
~$2.5b

ASX

S&P/ASX **200**

Diversified Infrastructure Services Business

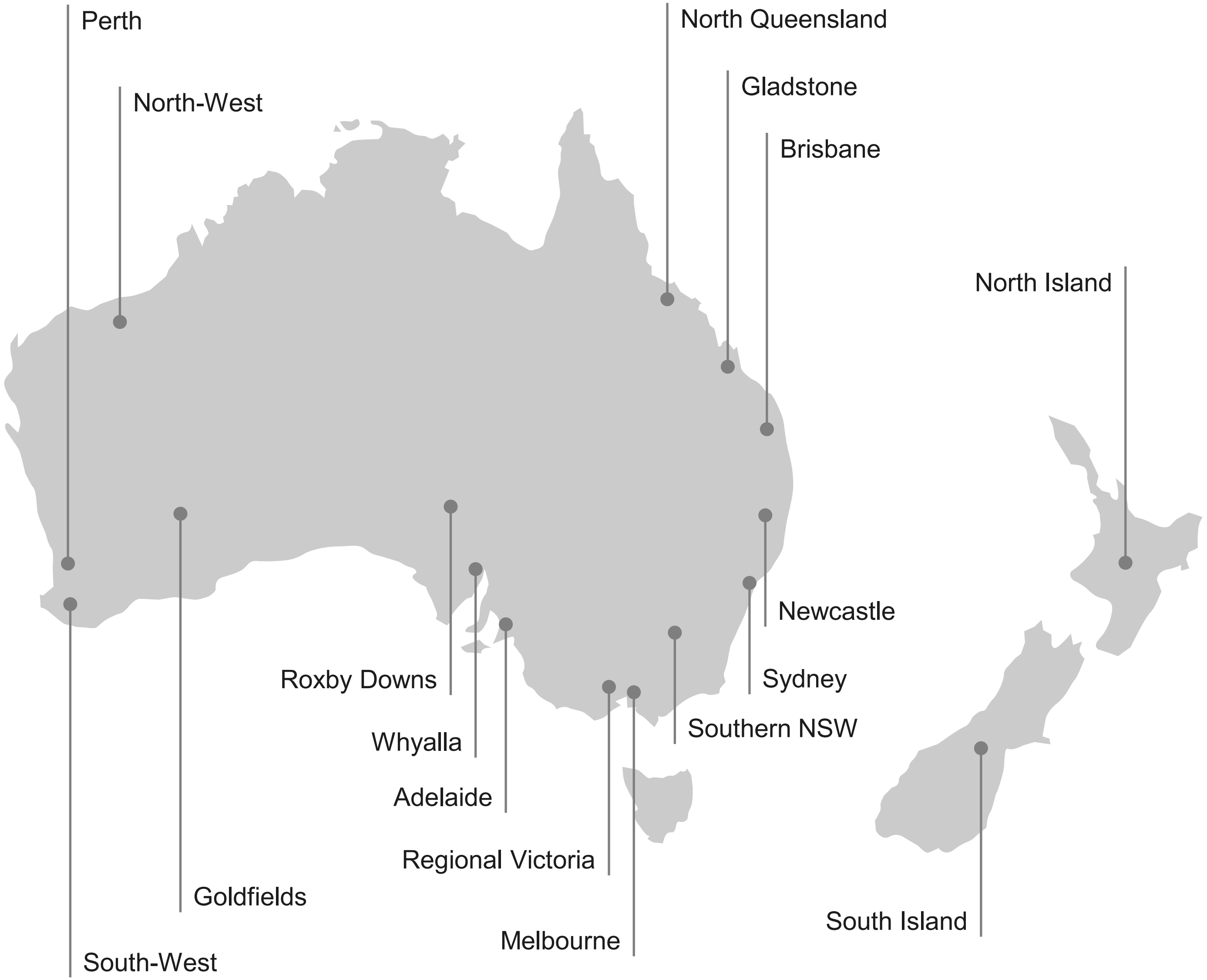
80% Annuity / Recurring Earnings Profile

Geographic split

50% East

45% West

5% New Zealand



Executive Summary

FY26 Results

Way Forward

Exceeded Upgraded FY26 Guidance[1]

FY26 EBITDA of

$170.1m

▲ Up 34% on FY25

EBIT(A) of $131.8m, up 41% on FY25

Returns to Shareholders

EPS(A) of

13.8cps

▲ Up 34% on FY25

2H Dividend of 4.0c, up 33% on 2H FY25

Excellent Cash Generation

EBITDA Cash Conversion of

101%

▲ Back to Net Cash of $6.2m

From proforma Net Debt of $52.5m post TAMS

Delivered Above Business Case

Marine Infrastructure Services Provider

TAMS

Strategic acquisition with complete end-to-end, self-perform delivery capability

Winning and Executing

Record Work in Hand of

$5.1b

▲ Up 42% on FY25

80% Annuity / Recurring Earnings

Upgrading FY27 Guidance

EBITDA range of

$195m - $205m

EBIT(A) range of

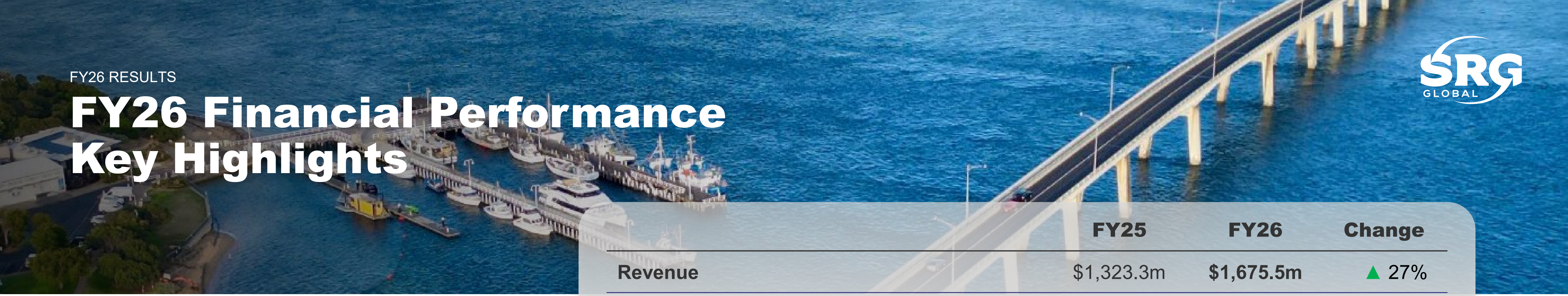
$150m - $160m

From FY27 EBITDA guidance of $190m - $200m in June 26

Note: 1. Exceeded top end of FY26 EBITDA guidance of $164m–$168m (refer ASX announcement on 2 June 2026).

FY26 Results Overview

FY26 Financial Performance Key Highlights

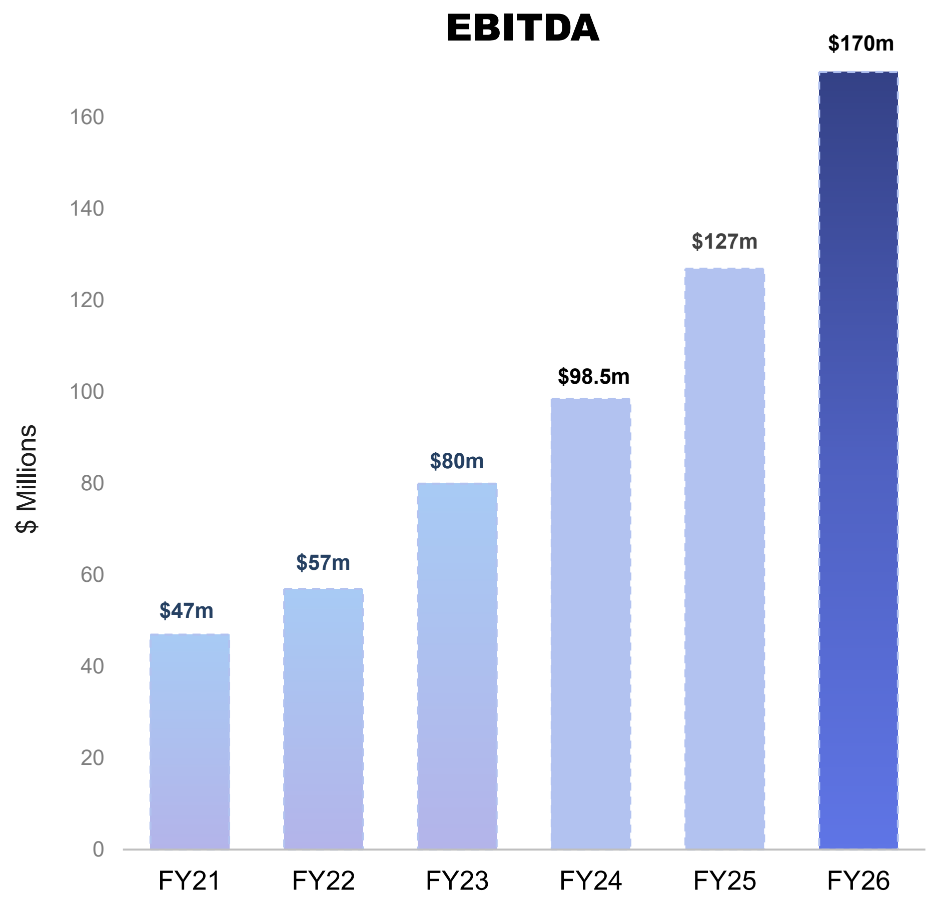


Record Financial Result

	FY25	FY26	Change
Revenue	$1,323.3m	**$1,675.5m**	▲ 27%
EBITDA	$127.1m	**$170.1m**	▲ 34%
EBIT(A)	$93.8m	**$131.8m**	▲ 41%
NPAT(A)	$61.0m	**$85.3m**	▲ 40%
EBITDA % margin	9.6%	**10.2%**	▲ 6%
EBIT(A) % margin	7.1%	**7.9%**	▲ 11%
NPAT(A) % margin	4.6%	**5.1%**	▲ 11%
Dividends (cents per share)	5.5 cps	**7.0 cps**	▲ 27%
Earnings Per Share (A)	10.3 cps	**13.8 cps**	▲ 34%

- SRG Global delivered **above market financial performance**
- Continued **strong eps growth** with **EPS(A) accretion of 34%**
- **Transitioned** back to **net cash of $6.2m** from proforma net debt of $52.5m post TAMS
- **Strong business fundamentals** provide platform for ongoing sustainable growth

FY26 Financial Performance Key Highlights



REVENUE

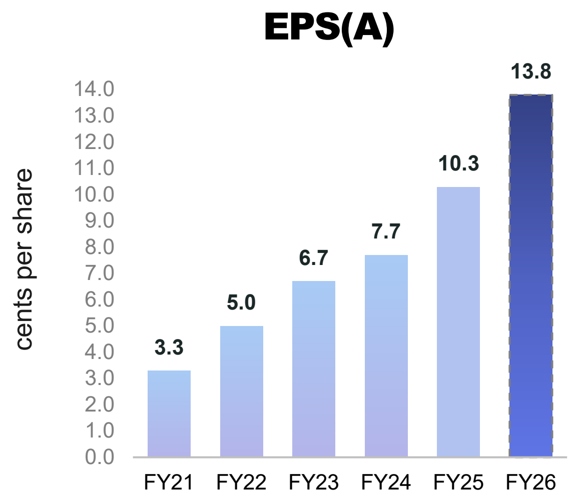
27% YOY

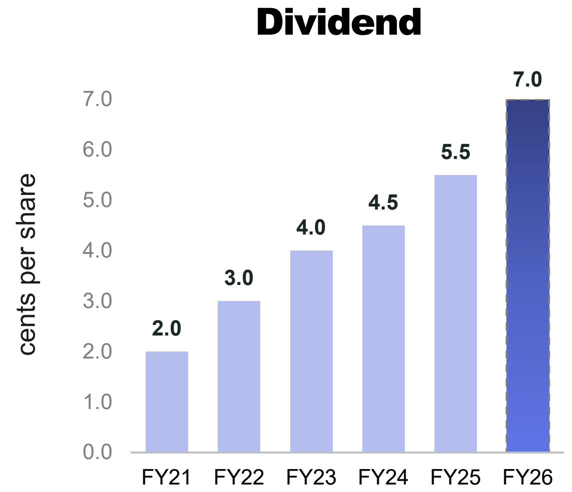
$1,676m

EBITDA Cash Conversion

FY26

101%





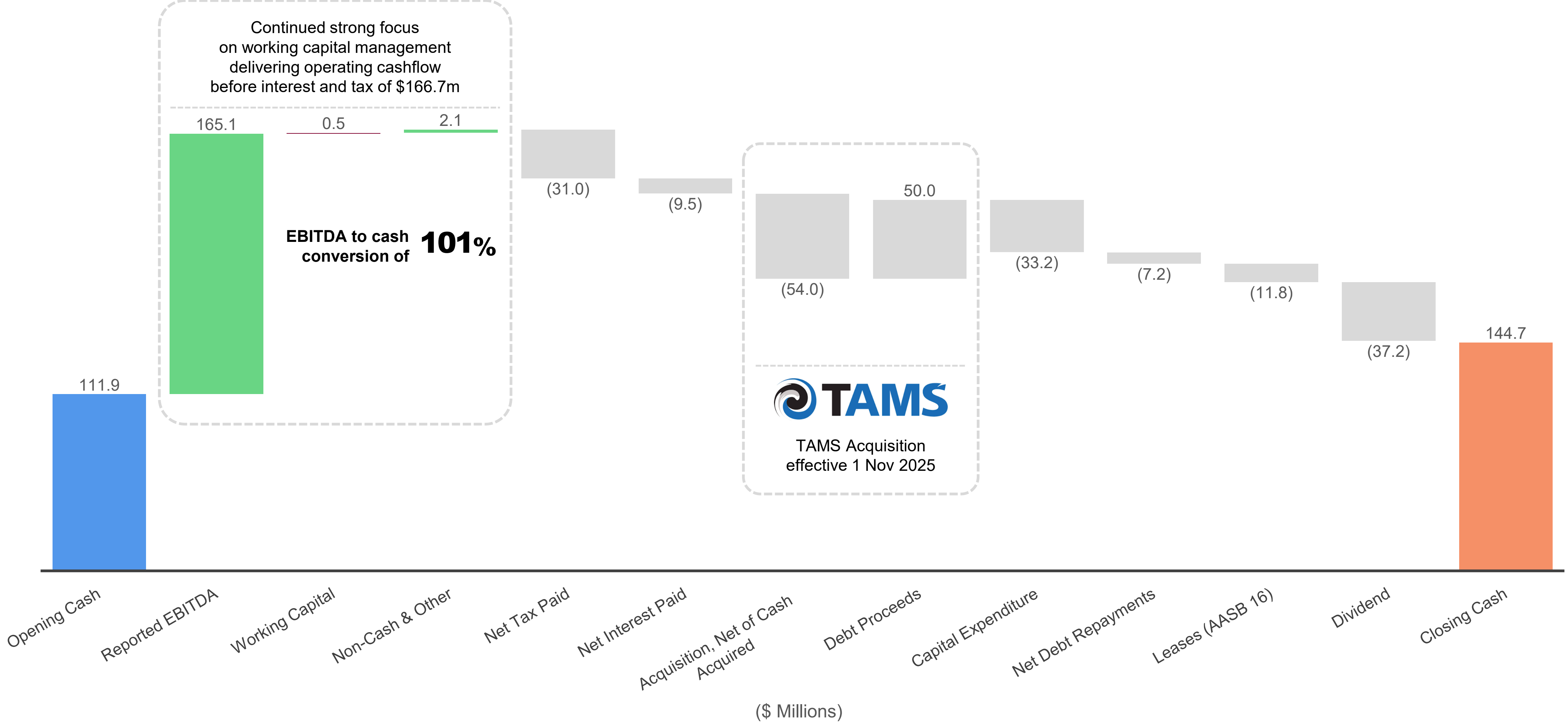
Long Term Track Record of Delivery

Continuing to execute the SRG Global Growth Strategy

	FY21	FY22	FY23	FY24	FY25	FY26
Revenue	$570.0m	$644.2m	$809.0m	$1,069.3m	$1,323.3m	**$1,675.5m**
EBITDA	$47.1m	$57.2m	$80.1m	$98.5m	$127.1m	**$170.1m**
EBIT(A)	$25.1m	$34.2m	$50.0m	$65.6m	$93.8m	**$131.8m**
NPAT(A)	$14.9m	$22.4m	$31.8m	$40.3m	$61.0m	**$85.3m**
EBITDA % margin	8.2%	8.9%	9.9%	9.2%	9.6%	**10.2%**
EBIT(A) % margin	4.4%	5.3%	6.2%	6.1%	7.1%	**7.9%**
NPAT(A) % margin	2.6%	3.5%	3.9%	3.8%	4.6%	**5.1%**
Dividends (cents per share)	2.0 cps	3.0 cps	4.0 cps	4.5 cps	5.5 cps	**7.0 cps**
Earnings Per Share (A)	3.3 cps	5.0 cps	6.7 cps	7.7 cps	10.3 cps	**13.8 cps**

- ✓ Strategic execution delivering **~320% EPS(A) growth** over last five years
- ✓ Business successfully transitioned to **~80% annuity / recurring earnings**
- ✓ Track record of **winning and executing work**
- ✓ **Track record of cash generation** to fund growth and dividends

Positive Cash Generation Funding Growth



FY26 RESULTS

Robust Financial Position

Balance Sheet ($m)	FY26
Cash and cash equivalents	144.7
Trade, other receivables & contract assets	298.7
Inventories	33.5
Property, plant and equipment	162.5
Right-of-use assets	30.6
Intangibles	373.8
Tax assets	40.4
Other	8.2
Total Assets	**1,092.4**
Trade, other payables & contract liabilities	271.0
Borrowings	138.5
Right-of-use liabilities	32.7
Tax liabilities	18.9
Provisions	162.9
Total Liabilities	**624.0**
Net Assets	**468.4**

Available liquidity: $288.4m

- $144.7m Cash on hand
- $143.7m Available undrawn working capital and equipment finance facilities

Net cash: $6.2m

Net cash position of $6.2m provides the Company with significant capacity to fund further growth opportunities

Undrawn Facilities Available	Drawn	Undrawn	Total
Borrowing Facilities			
Equipment Finance	32.8	37.2	70.0
Term Loan	105.6	-	105.6
Working Capital	-	106.5	106.5
Total	**138.4**	**143.7**	**282.1**
Security Facilities			
Bank Guarantees	46.7	43.3	90.0
Surety Bonds	232.8	102.2	335.0
Total	**279.5**	**145.5**	**425.0**

Underpinned by a Strong Foundation

WEST WIND FARM, MERIDIAN ENERGY, WELLINGTON, NEW ZEALAND

Environmental, Social & Governance in Action

Environmental

- ✓ Executive-led Sustainability Committee established to strengthen environmental governance / oversight.
- ✓ ISO 14001 certified environmental management framework, supported by external assurance and internal audits.
- ✓ Carbon platform software fully deployed to enable consistent, auditable climate reporting.
- ✓ Lower-carbon / circular materials implemented in concrete, aluminium facades and recycled plastic pavement tile trials.

Social

- ✓ Bugarrba Aboriginal Joint Venture progressing strongly and well positioned for FY27 and beyond.
- ✓ Innovate RAP launched, progressing reconciliation, cultural education and employment pathways.
- ✓ SRG Global Graduate cohort increased from 17 to 30 driving positive future career pathways to support growth.
- ✓ Social partnerships supporting Clontarf, MATES, Nih Kaartdijin Mia, Harry Perkins Institute, Cancer Council and Telethon.

Governance

- ✓ Zero Harm Committees operating at Board, Executive and Business Unit / Site levels driving safety performance.
- ✓ TRIFR improved to 1.77, supported by 40,760 visible lead safety activities captured through SafetyCulture.
- ✓ Critical Risk Framework in place with strong control verification protocols embedded.
- ✓ More than 350 frontline leaders have completed our Safety@SRG Global Management training.
- ✓ Project Evolve (Microsoft Dynamics 365) rollout embedding standardised business systems progressing to plan.

ALCOA PINJARRA, WESTERN AUSTRALIA

Operating Segment Update

MAKING THE COMPLEX SIMPLE

FY26 RESULTS

Strong Segment Financial Performance

Revenue
27%
▲ from FY25

EBITDA
34%
▲ from FY25

EBIT(A)
41%
▲ from FY25

	Total	Maintenance & Industrial Services	Engineering & Construction	Corporate
Revenue	$1,675.5m	$1,149.8m	$525.7m	(nil)
EBITDA	$170.1m EBITDA Margin of 10.2%	$164.7m EBITDA Margin of 14.3%	$40.6m EBITDA Margin of 7.7%	($35.2m) EBITDA Margin of (2.1%)
EBIT(A)	$131.8m EBIT(A) Margin of 7.9%	$137.1m EBIT(A) Margin of 11.9%	$31.8m EBIT(A) Margin of 6.0%	($37.1m) EBIT(A) Margin of (2.2%)

Maintenance & Industrial Services continued to deliver step change growth combined with consistent margin delivery. TAMS delivered circa 10% above its FY26 business case and is now fully integrated into SRG.

Engineering & Construction continued to deliver solid results with financials in line with historical levels. Early contractor engagement model continues to drive excellent operational execution and results.

Corporate overheads equate to 2.1% of revenue, in line with previous years.

MAINTENANCE & INDUSTRIAL SERVICES

What we do

Integrated asset program management, asset monitoring, inspection & testing, asset maintenance & remediation, specialist drill & blast and geotech, engineered products and access services that sustain and extend critical industries and infrastructure

Core services

- Asset Program Management
- Asset Monitoring & Testing
- Asset Maintenance & Remediation
- Specialist Drill & Blast; and Geotech
- Engineered Products
- Engineered Access Services

Earnings

Annuity / Recurring

Fortescue	SA Water	South32	WaterNSW	origin	Transpower	Northern Star	Sydney Water	Pilbara Ports Authority
Meridian.	RioTinto	BHP	Alcoa	Evolution Mining	Fonterra Dairy for life	apa	Genesis Minerals Limited	sunwater
UrbanUtilities	Multinet Gas Networks	New Zealand Steel	Fremantle Ports	Waka Kotahi NZ Transport Agency	Australian Government Department of Climate Change, Energy, the Environment and Water	Shell	agl	Hunter Water

OPERATING SEGMENT UPDATE

Maintenance & Industrial Services in Review

ORIGIN ENERGY

KMSB FLOATING WHARF,
BROOME, WESTERN AUSTRALIA

Long-term contracts secured

Secured a number of long-term contracts with key blue-chip, repeat clients across Australia including Gympie Regional Council, Watercorp, Origin Energy, Fortescue, BMA, Delta Electricity, Covalent Lithium, Wesfarmers, South32, VIDA Roads, Tianqi, Alcoa, Roy Hill and Rio Tinto.

Geographic spread across diverse industries

Embedded across Western Australia, South Australia, Victoria, Queensland, New South Wales and New Zealand.

Successful acquisition and integration of TAMS

Strategic acquisition of TAMS, a specialist port and marine infrastructure services provider delivering a market leadership position in highly attractive growth markets across Australia.

Strong growth opportunities

Positive growth opportunities in Water, Transport, Industrial / Resources, Ports / Marine and Energy sectors.

KEEPIT DAM STRENGTHENING,
WATER NSW

ENGINEERING & CONSTRUCTION

What we do

Specialist engineering and construction of critical infrastructure across a diverse range of growth sectors including water, transport, defence, resources, energy, health & education

Core services

- Advisory Services
- Specialist Design Services
- Early Contractor Engagement
- Civil Infrastructure
- Specialist Engineered Facades

Earnings

Project Based

OPERATING SEGMENT UPDATE

Engineering & Construction in Review

NORTH PINE DAM STRENGTHENING, SEQWATER, QUEENSLAND

BONNEY DOWNS WINDFARM, WESTERN AUSTRALIA

Delivery of Specialist Water Infrastructure

Secured specialist dam anchoring, mega-tank and water infrastructure projects with major clients and water authorities across Australia including SEQWater, Hunter Water, SA Water and Water Corporation WA.

Winning in Transport, Defence and Renewables

Significant government infrastructure wins in Transport and Defence including San Remo Bridge, ongoing Defence work on Garden Island and renewable energy infrastructure with Fortescue at Bonney Downs Wind Farm.

Specialist Facades - Health/Education/Data Centres

Strategy of winning work with repeat clients demonstrated through ongoing contract awards in Health, Education and Data Centres across Australia / NZ.

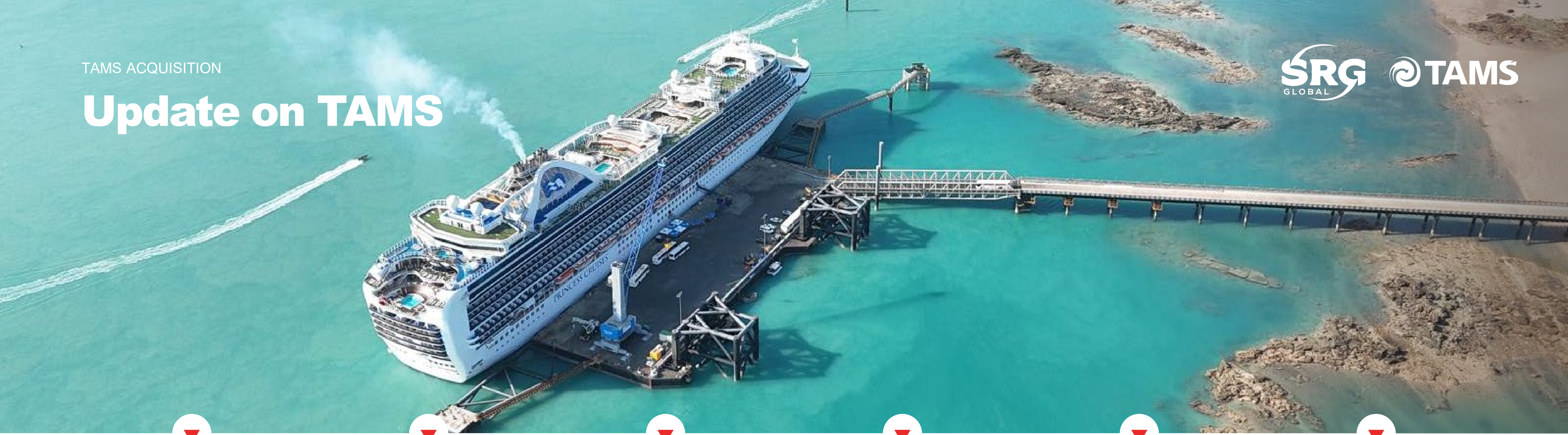
Robust commercial framework

Early Contractor Engagement model well established with long-term, blue-chip client base in Transport, Defence, Water, Industrial / Resources, Data Centres and Health / Education sectors.

KIMBERLEY MARINE SUPPORT BASE FLOATING WHARF,
BROOME, WESTERN AUSTRALIA

TAMS Acquisition

MAKING THE COMPLEX SIMPLE



TAMS ACQUISITION

Update on TAMS

Strategic acquisition of TAMS a market-leading specialist marine infrastructure services provider

Successfully completed effective from 1 November 2025

Fully integrated into SRG Global business, systems and processes

Delivered circa 10% above business case in first 8 months with a strong outlook for FY27

Strong cultural and client alignment with numerous strategic opportunities

Robust pipeline of opportunities in Ports and Marine Infrastructure

SAN REMO BRIDGE, VICTORIA

Way Forward

MAKING THE COMPLEX SIMPLE

Building the Most Sought-after Diversified Infrastructure Services Business

Growth Horizon

- ✓ Long term growth in recurring Maintenance & Industrial Services across a broad range of sectors
- ✓ Targeted growth in Engineering & Construction with key repeat clients
- ✓ Step change growth in Engineered Products across diverse sectors and geographies
- ✓ Leveraging our capability and footprint in water security and energy transition / decarbonisation
- ✓ 75% annuity / recurring and 25% project-based earnings

Leadership Horizon

- ✓ Zero Harm / ESG industry leader and recognised employer / partner of choice
- ✓ Continuing to enhance our Innovation and Technology to drive sustainable growth and competitive advantage
- ✓ Selective strategic acquisitions to complement capability / footprint
- ✓ Consistent, above market shareholder returns (EPS and TSR)
- ✓ 80% annuity / recurring and 20% project-based earnings

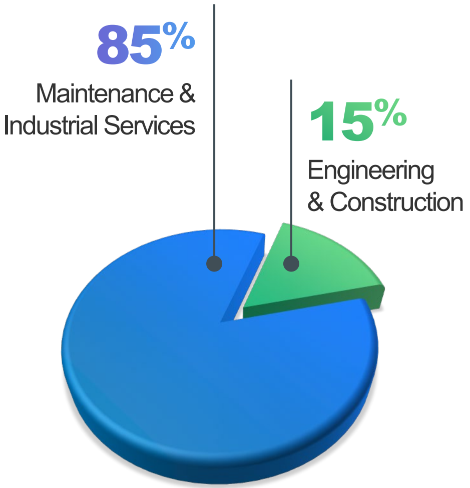
Strategic Transformation Delivering Sustainable Growth

Strong Platform for Sustainable Earnings Growth

Work in Hand:

$5.1b

June 2026

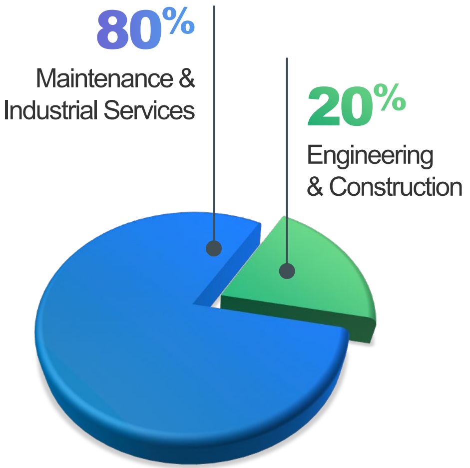


Exposure to Diverse Sectors and Geographies

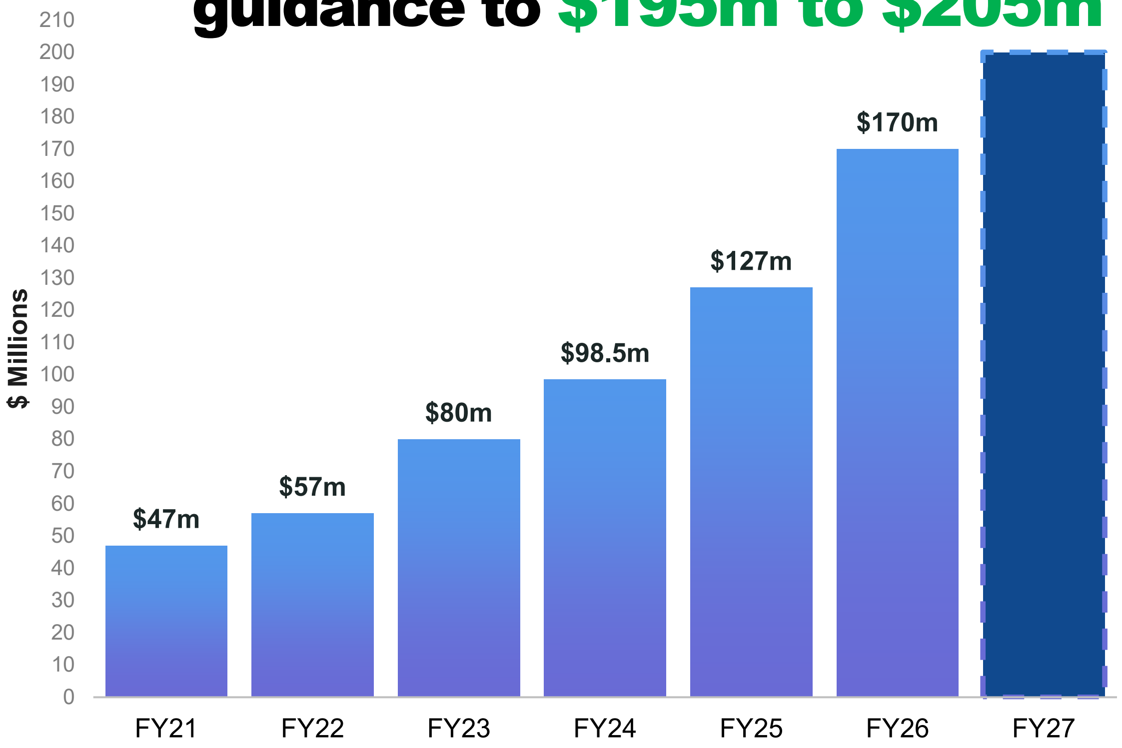
Opportunity Pipeline:

$11.5b

June 2026



Upgrading FY27 EBITDA guidance to $195m to $205m



Diversified Infrastructure Services Business

80% Annuity / Recurring Earnings Profile

FY26 RESULTS

Positive Outlook

…driving positive momentum

- ✓ **Upgrading FY27 guidance** to **$195m** to **$205m** EBITDA and **$150m** to **$160m** EBIT(A)
- ✓ **$5.1b** Work in Hand and **$11.5b** Opportunity Pipeline provides platform for long-term sustainable growth
- ✓ **Positive exposure** to growth sectors including Water, Energy, Industrial / Resources, Transport, Defence, Health, Education, Data Centres and Ports / Marine
- ✓ Earnings profile of circa **80% annuity / recurring earnings** in FY26 and beyond
- ✓ Strategic transformation to a **diversified infrastructure services** business will continue to deliver consistent growth and high-quality returns

Investment Proposition

End-to-end
asset lifecycle capability

Diverse
market sectors / geographies

Highly scalable
business model

Annuity earnings
profile

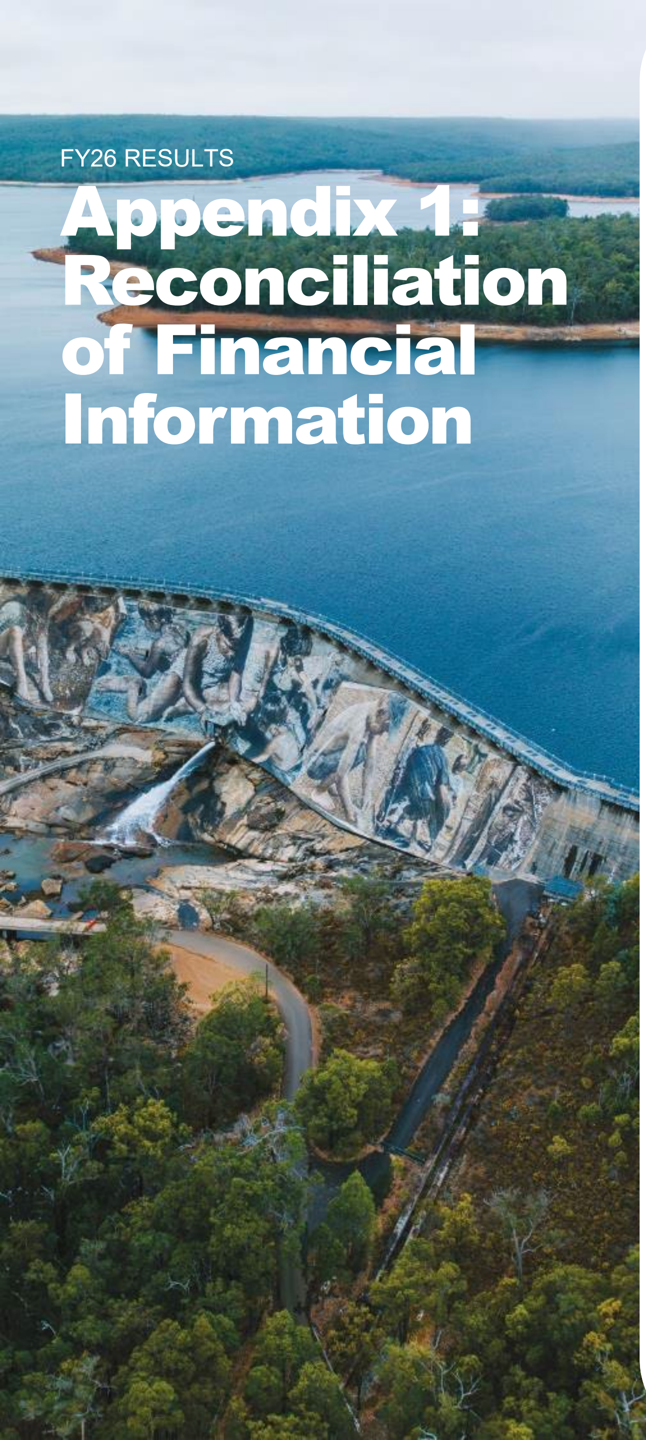
Capital light
investment profile

High growth dividend
stock

MAKING THE COMPLEX SIMPLE

Appendix 1: Reconciliation of Financial Information

MAKING THE COMPLEX SIMPLE



Appendix 1: Reconciliation of Financial Information

	FY25	FY26
Profit before Tax	**66.3**	**103.2**
Finance costs	8.3	9.5
Amortisation of Acquired Intangibles / Customer Contracts	13.2	14.1
Costs associated with one-off redundancies	1.0	0.0
Acquisition and integration costs	5.0	5.0
EBIT(A)[(1)]	**93.8**	**131.8**
Depreciation	33.3	38.3
EBITDA	**127.1**	**170.1**
NPAT Reported	**47.5**	**71.9**
Amortisation	9.3	9.9
Costs associated with one-off redundancies	0.7	0.0
Acquisition and integration costs	3.5	3.5
NPAT(A)[(1)]	**61.0**	**85.3**
Weighted Average Number of Shares Outstanding	590,687,671	619,845,371
EPS(A)[(1)]	**10.3**	**13.8**

Note: 1. EBIT(A), NPAT(A) and EPS(A) represent profit before amortisation of acquired intangibles
FY26 EBITDA of $170.1m consists of SRG $144.2m contribution + TAMS (8 months) $25.9m contribution
FY26 EBIT(A) of $131.8m consists of SRG $109.4m contribution + TAMS (8 months) $22.4m contribution

Disclaimer

Summary information

This Presentation is for information purposes only and is a summary only. It should be read in conjunction with SRG Global's most recent financial report and SRG Global's other periodic and continuous disclosure information lodged with the Australian Securities Exchange (ASX), which is available at www.asx.com.au. The content of this Presentation is provided as at the date of this Presentation (unless otherwise stated). Reliance should not be placed on information or opinions contained in this Presentation and, subject only to any legal obligation to do so, SRG Global does not have any obligation to correct or update the content of this Presentation.

Certain market and industry data used in this Presentation may have been obtained from research, surveys or studies conducted by third parties, including industry or general publications. Neither SRG Global nor its representatives have independently verified any such market or industry data provided by third parties or industry or general publications.

Photographs, diagrams and maps used in this presentation are illustrative only and may not be drawn to scale. Unless otherwise stated, all data contained in charts, graphs and tables is based on information available as at the date of this Presentation.

Not financial product advice or offer

This Presentation does not and does not purport to contain all information a prospective investor may require in connection with any potential investment in SRG Global and is not intended as investment or financial advice or financial product advice (nor tax, accounting or legal advice) or a recommendation to acquire any securities of SRG Global and must not be relied upon as such. Any decision to buy or sell securities or other products should be made only after seeking appropriate financial advice. This Presentation is of a general nature and does not take into consideration the investment objectives, financial or tax situation or particular needs of any particular investor.

Financial information

All financial information in this Presentation is in Australian dollars (**A$** or **AUD**) unless otherwise stated.

All references to FY26 profits in this presentation are after adjusting for one-off transaction and integration costs for TAMS.

Past performance

Past performance, including past share price performance of SRG Global and pro forma financial information given in this Presentation, is given for illustrative purposes only and should not be relied upon as (and is not) an indication of SRG Global's views on its future financial performance or condition. Past performances of SRG Global and the Target Entities cannot be relied upon as an indicator of (and provides no guidance as to) the future performance of SRG Global. Nothing contained in this Presentation, nor any information made available to you is, or shall be relied upon as, a promise, representation, warranty or guarantee, whether as to the past, present or future.

Future performance and forward-looking statements

This Presentation contains certain forward-looking statements. The words "expect", "anticipate", "estimate", "intend", "believe", "guidance", "should", "could", "may", "will", "predict", "plan" and other similar expressions are intended to identify forward-looking statements. Indications of, and guidance on, future earnings and financial position and performance are also forward-looking statements. Forward-looking statements, opinions and estimates provided in this Presentation are based on assumptions and contingencies that are subject to change without notice and involve known and unknown risks and uncertainties and other factors that are beyond the control of SRG Global, its directors and management.

Forward-looking statements are provided as a general guide only and should not be relied upon as an indication or guarantee of future performance. Actual results, performance or achievements may differ materially from those expressed or implied in such statements and any projections and assumptions on which these statements are based. These statements may assume the success of SRG Global's business strategies. The success of any of those strategies will be realised in the period for which the forward-looking statement may have been prepared or otherwise. Readers are strongly cautioned not to place undue reliance on forward-looking statements, particularly given the current economic climate. None of SRG Global, its representatives or advisers assumes any obligation to update these forward-looking statements. No representation or warranty, express or implied, is made as to the accuracy, likelihood of achievement or reasonableness of any forecasts, prospects, returns or statements in relation to future matters contained in this Presentation. The forward-looking statements are based on information available to SRG Global as at the date of this Presentation.

Except as required by law or regulation (including the ASX Listing Rules), none of SRG Global, its representatives or advisers undertakes any obligation to provide any additional or updated information whether as a result of a change in expectations or assumptions, new information, future events or results or otherwise. Indications of, and guidance or outlook on, future earnings or financial position or performance are also forward-looking statements.

This Presentation has been authorised for release to ASX by the Managing Director.

WHEN IT HAS TO BE DONE RIGHT

srgglobal.com.au

SRG GLOBAL