19 May 2026

ASX Release

Symal investor day presentation May 2026

Symal Group Limited (**ASX: SYL**) ("the Company", "Group" or "Symal") will today be holding its Institutional Investor Day.

Attached is a copy of the Investor Day presentation to be presented by Symal Management.

Founder and Group Managing Director, Joe Bartolo said:

"Today marks a significant milestone for Symal, our first Investor Day as a listed company. We have built an extraordinary platform, and our strategy has positioned us right at the heart of Australia's biggest infrastructure investment cycle. I'm incredibly excited about what lies ahead for Symal, and I can't wait to share that with our investors today. Symal is ready"

-ENDS-

This announcement was authorised for release to the ASX by the Managing Director.

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About Symal Group:

Symal is a diversified services provider focused on resilient end markets; delivering contracting and specialised technical services across Australia's most critical industries. Through an integrated delivery model, Symal provides end-to-end solutions spanning infrastructure, energy, utilities, digital infrastructure, defence, building and facilities. Founded in 2001, Symal is headquartered in Melbourne, Australia and is listed on the Australian Securities Exchange (ASX: SYL). www.symal.com.au

2026 Investor Day

19 May 2026

Symal

Important notice

This document is dated 19 May 2026 and has been prepared by Symal Group Limited ACN 130 808 276 (“Symal”). This presentation has been authorised for release by the Managing Director.

Summary information

This material has been prepared only as a presentation aid and contains summary information about Symal and its business which is current as at the date of this presentation unless otherwise stated. This material has been prepared for information purposes only. This presentation should be read in conjunction with Symal’s most recent financial report and other periodic and continuous disclosure announcements lodged with the Australian Securities Exchange (”ASX”), which are available at www.asx.com.au under the Company’s ticker code (ASX:SYL).

Not an offer of securities

This material is NOT a prospectus, product disclosure document or other offering document under Australian law or under the law of any other jurisdiction. This material does NOT contain all of the information that may be required for evaluating Symal, its assets, possible valuation, prospects or potential opportunities. Please note that the information contained herein is only of a general nature. It should NOT be relied upon for any evaluation of Symal or for making any investment decision.

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Forward-looking statements are statements that are not historical facts. Words such as “expect(s)”, “feel(s)”, “believe(s)”, “will”, “may”, “anticipate(s)” and similar expressions are intended to identify forward-looking statements. These statements include, but are not limited to, statements regarding future results, regulatory approvals, production targets, sales etc. All of such statements are subject to risks and uncertainties, many of which are difficult to predict and generally beyond the control of Symal, that could cause actual results to differ materially from those expressed in, or implied or projected by, the forward-looking information and statements. These risks and uncertainties include, but are not limited to Symal's prospects, assets, projects and business strategy.

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Not financial product advice

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Financial information

All dollar values are in Australian dollar ($A) unless otherwise stated. Figures in this presentation are subject to rounding. The company is a kind referred to in Corporations Instrument 2016/191, issued by the Australian Securities and Investments Commission relating to ‘rounding-off’. Amounts in this report have been rounded off in accordance with the Corporations Instrument to the nearest thousand dollars, or in certain cases, the nearest dollar.

This presentation refers to certain financial measures that are 'non-IFRS financial information' under ASIC Regulatory Guide 230: 'Disclosing non-IFRS financial information' and are not recognised under Australian Accounting Standards (AAS) and International Financial Reporting Standards (IFRS). The non-IFRS financial information includes normalised and pro forma results, EBITDA, EBIT, net debt and others. Such non-IFRS financial information does not have a standardised meaning prescribed by AAS or IFRS. Accordingly, the non-IFRS financial information may not be comparable to similarly titled measures provided or used by other companies and should not be interpreted as an alternative to other financial measures determined in accordance with AAS or IFRS. While Symal believes these non-IFRS financial measures provide useful information about the financial performance and condition of Symal, investors are cautioned not to place undue reliance on any non-IFRS financial information included in this presentation. The non-IFRS financial information in this presentation has not been audited or reviewed in accordance with AAS.

Past performance

Past performance of the Company cannot be assumed as indicative of the future performance. There is NO guarantee of future performance - actual results and future outcomes will in all likelihood differ from those outlined in this presentation.

Acknowledgement of country

Symal acknowledges the Traditional Custodians of the lands upon which we work, live and socialise.

We pay our respects to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples, whom we recognise as Australia's First Peoples whose cultural practices continue today.

Welcome

Introduction

Joe Bartolo
Group Managing Director

Australia’s infrastructure and technology investment cycle is accelerating.

Symal is ready.

Infrastructure

Digital infrastructure

Energy

Utilities

Defence

Buildings and facilities

What sets us apart

A proven, diversified, self-perform model with clear upside

Self-performing

1,800 staff

Dedicated workforce and fleet, enables rapid mobilisation, tighter execution control, and superior responsiveness.

Vertically integrated

12 aligned businesses

Integrated business model brings more capabilities to projects, and creates additional value.

Trusted partner

90% repeat business

Proactive, collaborative client and supply chain partnerships position us as preferred delivery partner.

We said we'd deliver. Here's the proof.

Margin focused

10-12%

Target EBITDA margin maintained

FY26 Normalised EBITDA

$120-$126m

FY26 EBITDA guidance

Diversified market work-in-hand

61%

Compared to 21% at listing[1]

Targeted acquisitions to support growth

~$110m ↑

Five completed acquisitions since listing

Low cost, flexible corporate facility

$300m

Revolving corporate debt and bank guarantee facilities

Work-in-hand growth

31% ↑

Listing – Apr 26

1. Diversified market refers to end markets outside of Infrastructure. As at 30 April 2026, this accounts for approximately 61% of total work-in-hand, compared to 21% at listing.

Platform for accelerated growth

Pipeline

~$7.1 billion tendered pipeline[1]

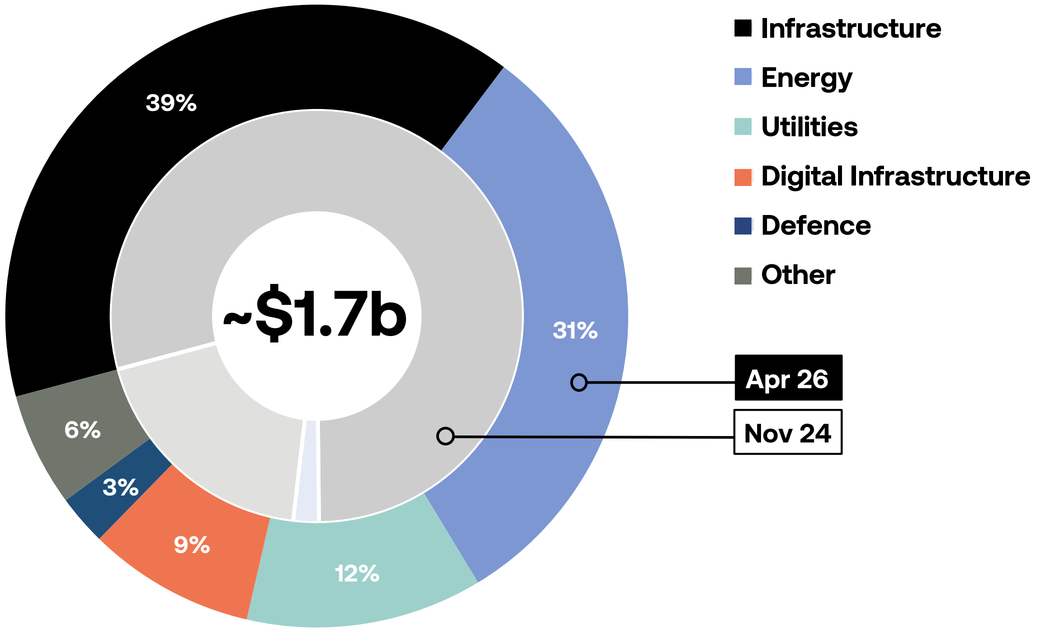
+

~$1.4 billion active ECIs[2]

=

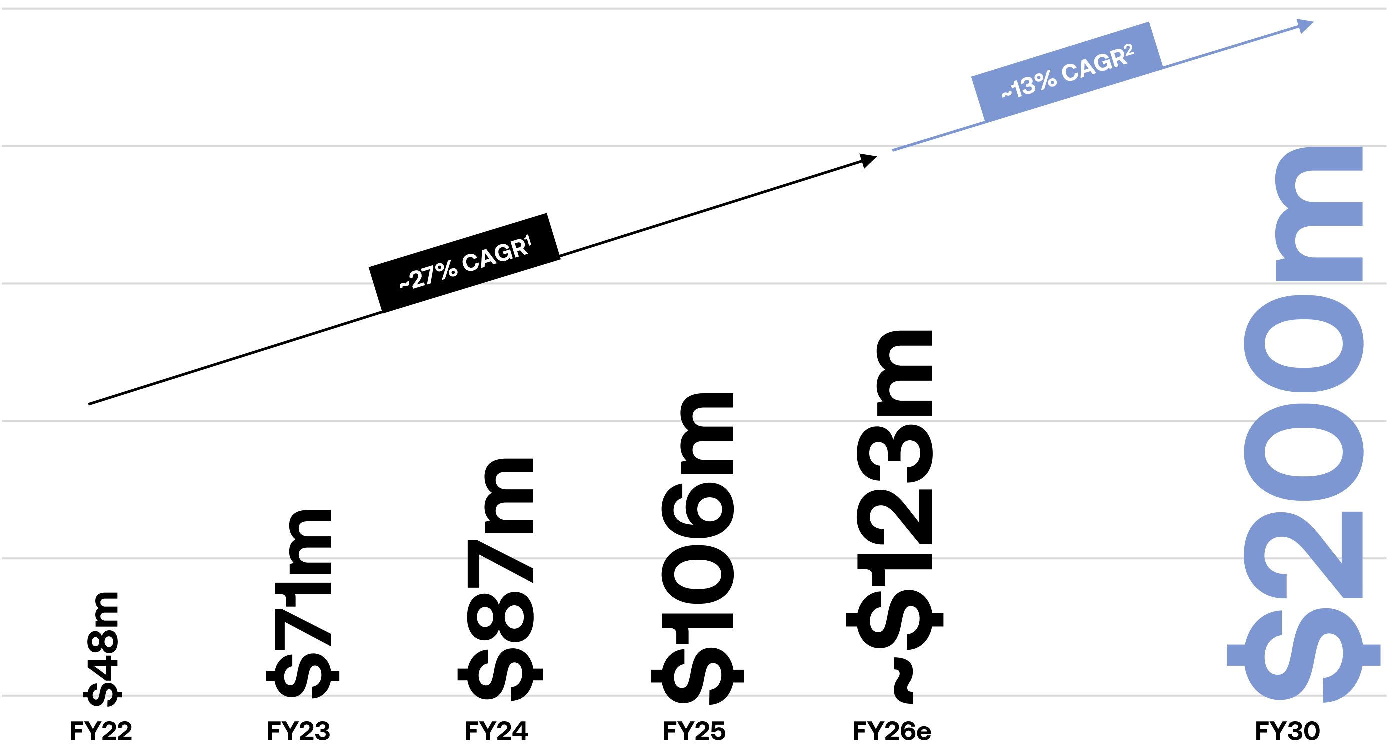
~$8.5 billion total

Work-in-hand end market mix[3]



1. Includes submitted tenders as of 30 April 2026. Excludes work-in-hand and Early Contractor Involvement projects.
2. Early Contractor Involvement projects.
3. Estimated aggregate value of contracted yet-to-be completed projects as at 30 April 2026.

A $200m EBITDA business by 2030. Turning aspiration into reality.



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1. Normalised EBITDA from FY22 to mid-point of FY26e guidance range ($120m - $126m).
2. CAGR and EBITDA targets included are aspirational statements, they are not guidance. No specific timeframe is implied, and outcomes are subject to uncertainty.

Presenters

Joe Bartolo
Group Managing Director

Michael Sterling
Chief Strategy Officer

Hayden Heta
Managing Director
Wamarra

Ben Virtue
Executive General Manager
New Markets & Territories

Christian George
National Lead
Defence & Emergency Management

Cameron Healy
Executive General Manager
Symal Contractors

Matthew Gurney
Executive General Manager
Symal Infrastructure

Daniel Meiklejohn
Executive General Manager
Searo & Locale

Will Carrington
Head of Commercial and Compliance
Locale

Strategy

Michael Sterling
Chief Strategy Officer

Our vision is to be Australia's most trusted and capable infrastructure services partner.

Our purpose
Why we exist

Continue to build a high-performing infrastructure group driven by entrepreneurial leadership, a strong culture and long-term shareholder value creation.

Our mission
What we do and how

We deliver self-performing & integrated infrastructure solutions through exceptional people, strong partnerships and disciplined performance.

How we're bringing our 2030 vision to life

Strengthen our core	Diversify our earnings	Unlock group value	Lead through innovation	Build a platform for growth
A proven platform we can double. The foundation is set and the runway is long.	**We're diversifying how we earn. More repeat, more recurring, less reliant on any single market or cycle.**	**Our businesses are worth more together than apart.**	**We don't wait for the industry to change. We drive it.**	**Building an organisation that scales with or without any one person.**
→ Significant headroom in established markets. → Repeat clients, strong pipeline, and a reputation that opens doors. → We follow our clients around the nation. Our growth goes where they go.	→ Recurring revenue already contributing and growing across the portfolio. → Expanding into new sectors and geographies to broaden our earnings base. → More contract optionality means more ways to win working on our terms.	→ Vertical integration provides end-to-end control of program delivery, quality and margin. → Driving margin expansion through cross-business collaboration and shared capability. → Group integration creates competitive advantages no single business can replicate alone.	→ First-mover thinking in how we approach markets, methods, and partnerships. → A culture of continuous improvement embedded in how every team operates daily. → Technology and AI as tools that sharpen our edge.	→ A national operating model built for consistent execution at scale. → Culture and people capability that compound over time. → Disciplined capital deployment – acquiring businesses that accelerate the platform and compound shareholder value.

Australia's biggest growth sectors. We're in all of them




Infrastructure

$240 billion

National public infrastructure pipeline over the next 5 years.[1]

Digital infrastructure

$120+ billion

Based on digital infrastructure requirements of at least 8 GW by 2035.

Energy

$200 billion

Addressable market of committed, anticipated and proposed electricity generation and storage[2]

Defence

$425 billion

National defence budget over the next 10 years.[3]

1. Infrastructure Australia, 2025 Infrastructure Market Capacity Report, November 2025.
2. Average cost of solar, on-shore wind and BESS estimated capex per GW per Clean Energy Council Australia; AEMO and CSIRO sources. Assumes Symal can participate in up to 40% of balance of plant.
3. 2026 Integrated Investment Program, Australian Government, 2026.

Growing deliberately

Acquiring selectively. Winning nationally.

Strategic themes

Geographic expansion
Following clients nationally as we grow.

End market diversification
More sectors, less concentration risk.

Group capability
Businesses that are stronger together.

Scale what we acquire
We buy businesses with room to run – then support them to grow fast.

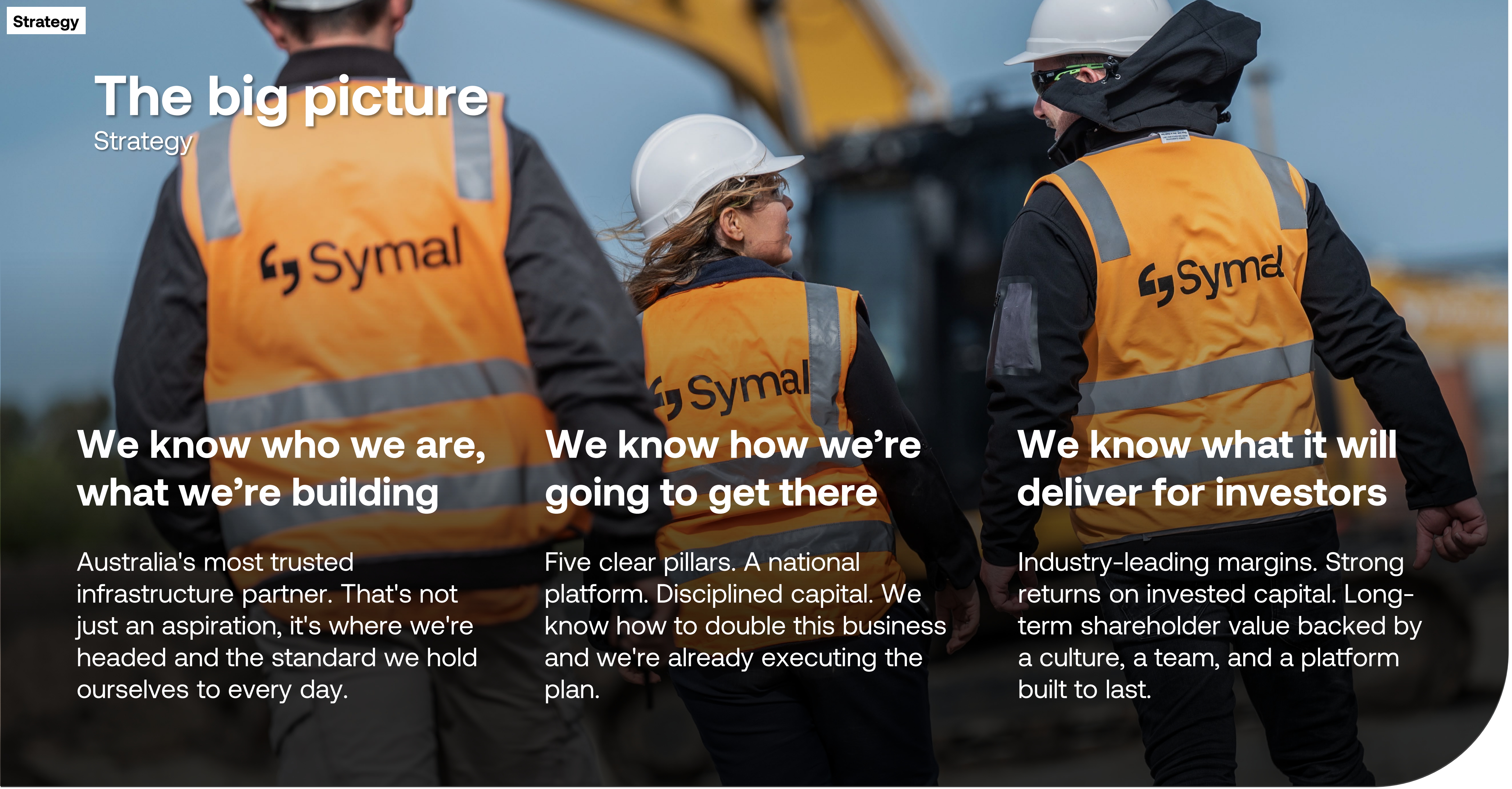
Strategy in motion – our acquired businesses

L&D	QLD	Civil contracting
Timms	QLD	Haulage and recycling
McFadyen Pipeline Construction	QLD	Civil and utilities
Davison	SA	Civil contracting
Locale	VIC	Utilities contracting
Ascot Bin Hire	VIC	Waste services

Investment sectors

- Defence
- Electrical
- Utilities
- Infrastructure

> **Our platform is built to grow into adjacent sectors and new geographies as the right opportunities emerge.**



The big picture

Strategy

We know who we are, what we're building

Australia's most trusted infrastructure partner. That's not just an aspiration, it's where we're headed and the standard we hold ourselves to every day.

We know how we're going to get there

Five clear pillars. A national platform. Disciplined capital. We know how to double this business and we're already executing the plan.

We know what it will deliver for investors

Industry-leading margins. Strong returns on invested capital. Long-term shareholder value backed by a culture, a team, and a platform built to last.

Building Australia

The pipeline. The platform. The opportunity.

Ben Virtue
Executive General Manager – New Markets and Territories

Symal

The blueprint of how we win

Victoria

Our Victorian platform

Symal Infrastructure	Major infrastructure
Symal Contractors	Civil contracting
Locale	Utilities contracting
Ascot Bin Hire	Waste services
Sycle	Environmental services
Unyte	Civil and plant hire
Searo	Electrical contracting
Quarries and Landfill	Materials and waste services

Market opportunities

- Road infrastructure
- Community infrastructure
- Energy
- Airports
- Digital infrastructure
- Resources
- Water
- Ports

Work-in-hand
~$1.1b

Tendered pipeline
~$3.0b

Headcount
~1,400

Offices and yards
9

The platform is in place. The opportunity is enormous

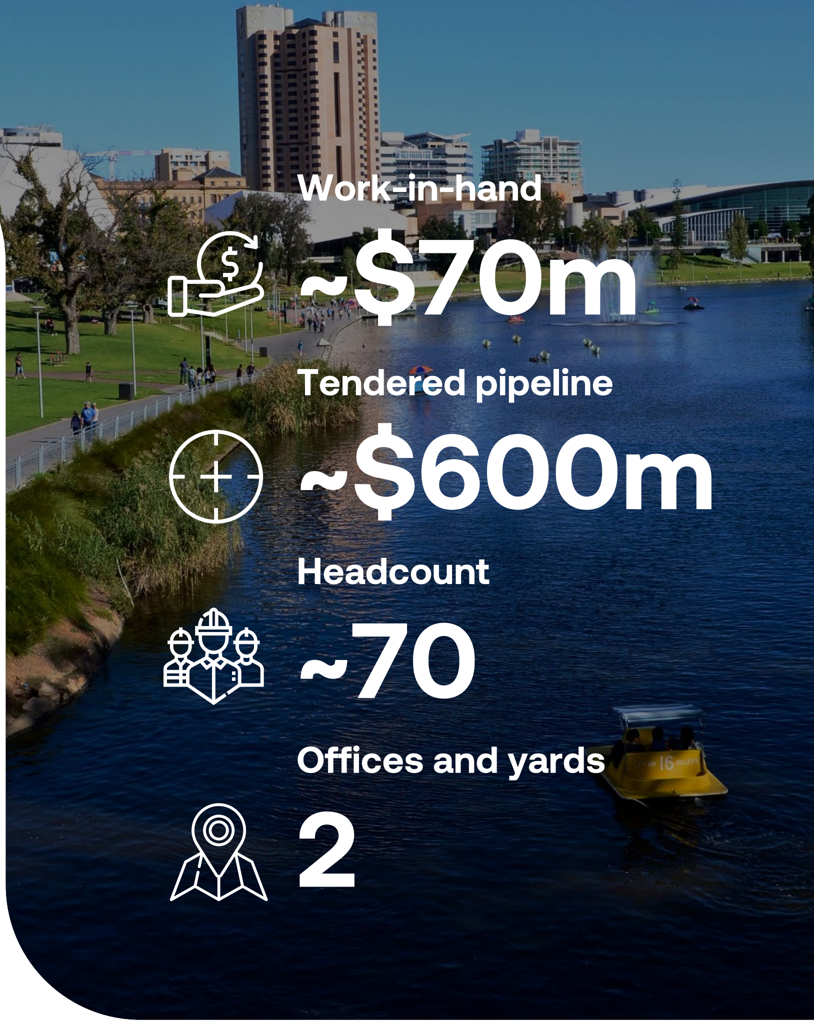
South Australia

Our South Australian platform

DAVISON	Symal Contractors	Unyte	Searo
Civil contracting	Civil contracting	Civil and plant hire	Electrical contracting

Market opportunities

- Defence
- Community infrastructure
- Major infrastructure
- Road infrastructure
- Energy
- Utilities infrastructure
- Digital infrastructure
- Industrial sector



A market on the move and we're in it

Queensland

Our Queensland platform

Symal Infrastructure	Major infrastructure
L&D	Civil contracting
Timms	Haulage and recycling
McFadyen Pipeline Construction	Civil and utilities
Unyte	Civil and plant hire
Searo	Electrical contracting
Landfill operations	Materials and waste services

Market opportunities

2032 Games
Infrastructure across every sector

- **Road and rail infrastructure**
- **Community infrastructure**
- **Defence**
- **Energy**
- **Utilities infrastructure**
- **Major infrastructure**

Work-in-hand
~$400m

Tendered pipeline
~$1.2b

Headcount
~200

Offices and yards
5

A proven base with a lot more to come

New South Wales

Our New South Wales platform

Symal Infrastructure	Symal Contractors	Unyte	Searo
Major infrastructure	Civil contracting	Civil and plant hire	Electrical contracting

Market opportunities

- Road infrastructure
- Community infrastructure
- Energy
- Resources
- Digital infrastructure
- Defence
- Water
- Ports

Where we're making an impact

Building Australia

A historically large opportunity

Australia is in the midst of one of its largest ever infrastructure investment cycles.

Deep industry relationships

Targeted acquisitions - McFadyen, Timms, L&D and Davison. Established platforms, local relationships and reputations amplified by Symal's diversified platform and scale.

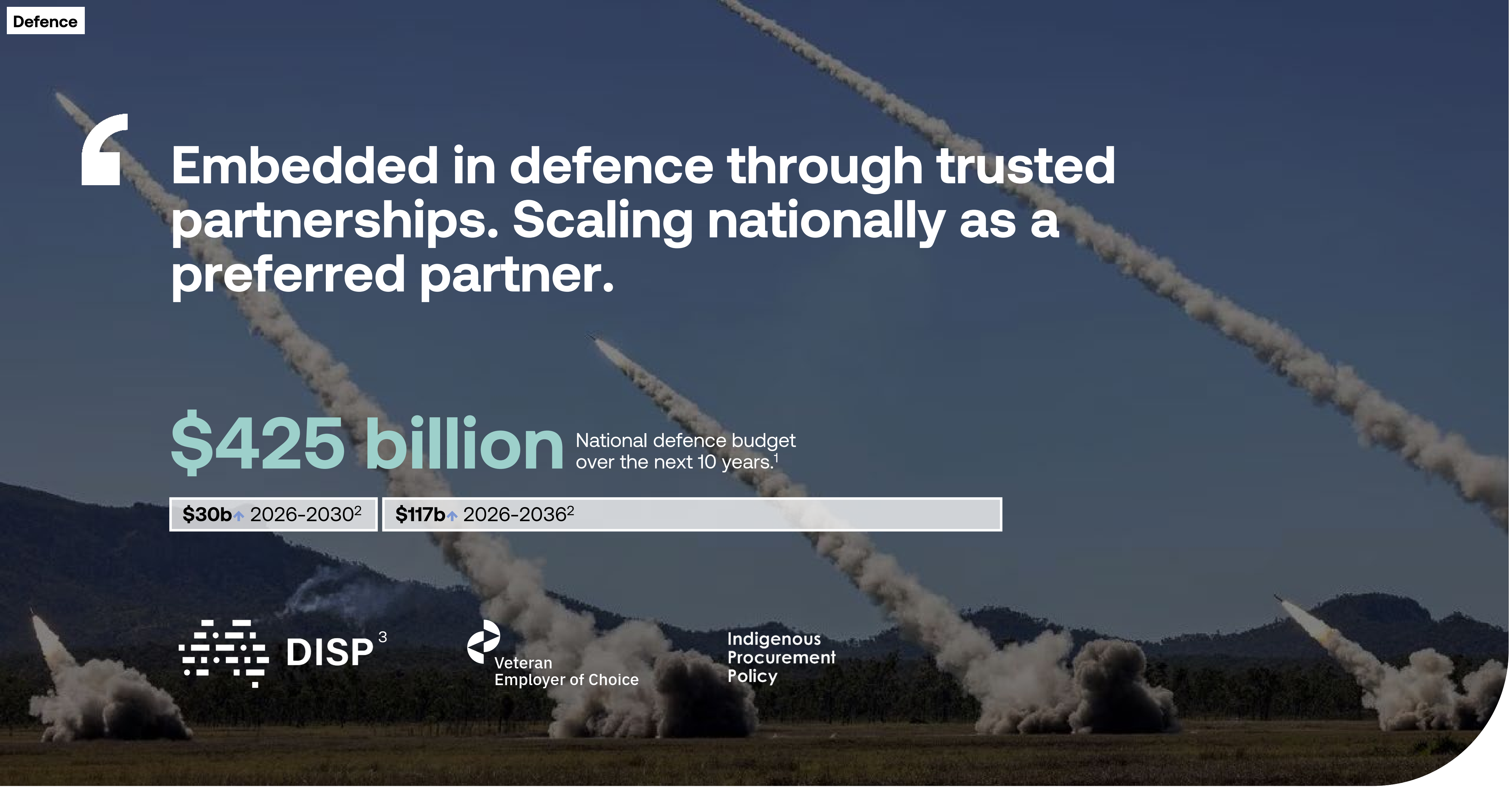
Strategically positioned to deliver

Diversified platform in place throughout Queensland, South Australia, Victoria and NSW with the skills and capacity to deliver across multiple end markets.

The capability behind our defence strategy

Christian George
National Lead – Defence and Emergency Management

Symal



Embedded in defence through trusted partnerships. Scaling nationally as a preferred partner.

$425 billion National defence budget over the next 10 years.[1]

$30b↑ 2026-2030[2]	**$117b**↑ 2026-2036[2]

DISP[3]

Veteran Employer of Choice

Indigenous Procurement Policy

1. National defence budget over the next 10 years to 2035-36 per 2026 Integrated Investment Program, Australian Government, 2026.
2. Increase in national defence budget per 2026 Integrated Investment Program, Australian Government, 2026.
3. Defence Industry Security Program.

Our defence pipeline

From delivery partner to market leader

Where we're at	Where we're going	Where we're looking
Delivering today	**Actively Pursuing**	**On the Horizon**
Sub-Contracts to Tier 1	EWP Estate Works Program	PAS Property and Asset Services
IPP Indigenous Procurement Policy	DBD Defence Base Divestment	COA Single source tender
	AUKUS	DI Defence Industry

Myambat Guided Weapons and Explosive Ordnance facility

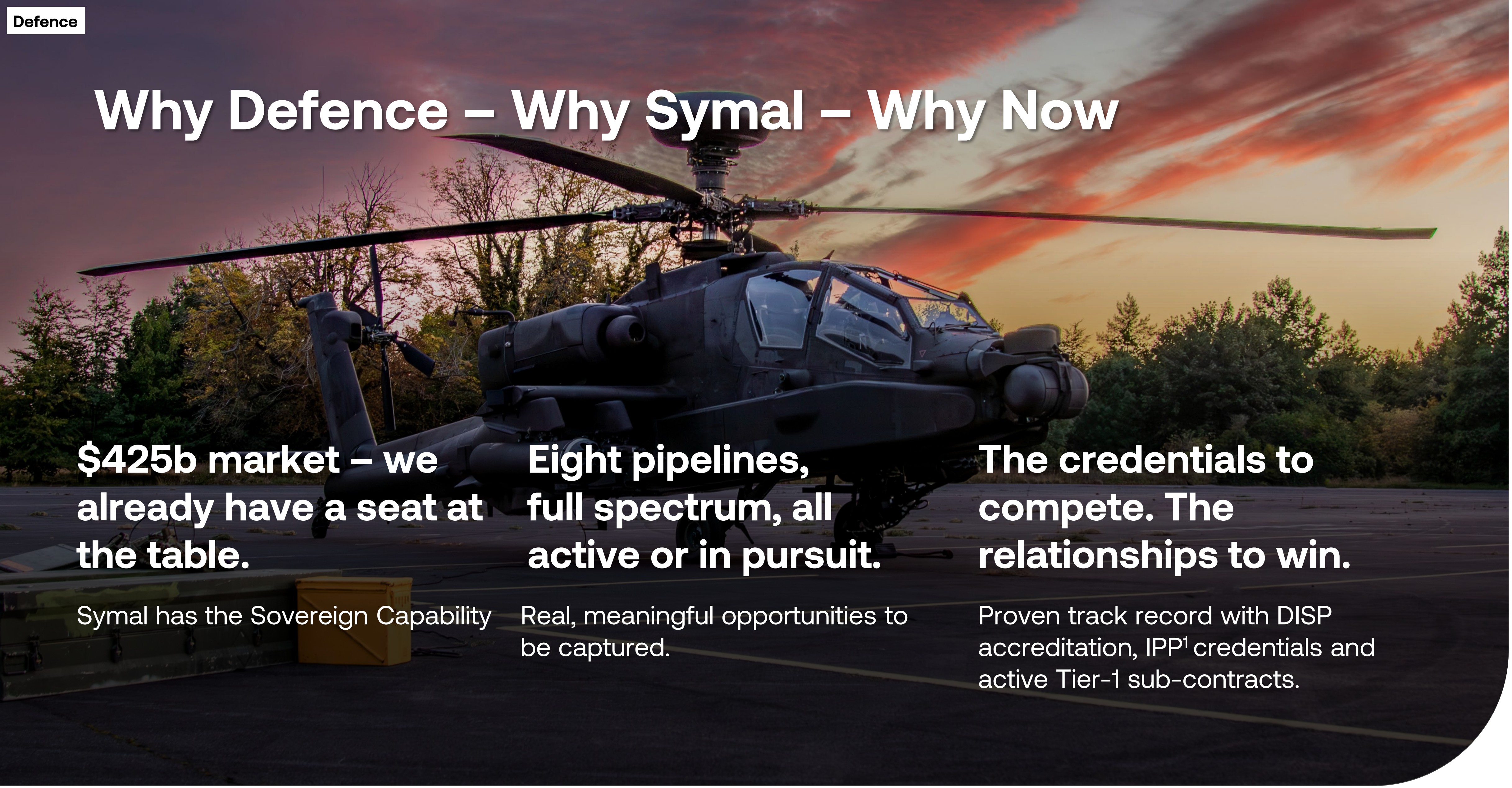
Wamarra and Symal, together, are delivering critical civil works and buildings at Myambat as part of the Department of Defence's expanding GWEO capability.

- **Construction of three purpose-built light frangible buildings.**
- **Significant bulk earthworks.**
- **Critical enabling infrastructure upgrades.**

85% complete scope of works.

13.8k Indigenous employment hours exceeding 4,500 hour target.

20% Aboriginal employment hours.



Why Defence – Why Symal – Why Now

$425b market – we already have a seat at the table.

Symal has the Sovereign Capability

Eight pipelines, full spectrum, all active or in pursuit.

Real, meaningful opportunities to be captured.

The credentials to compete. The relationships to win.

Proven track record with DISP accreditation, IPP[1] credentials and active Tier-1 sub-contracts.

1. Indigenous Procurement Policy.

Creating lasting impact with Wamarra

Hayden Heta
Managing Director – Wamarra

One of Australia's largest Indigenous civil contractors – a genuine competitive advantage.

Created to provide a genuine solution to social procurement while maximising the reach of social impact for our community.

97 staff, in Victoria and New South Wales.

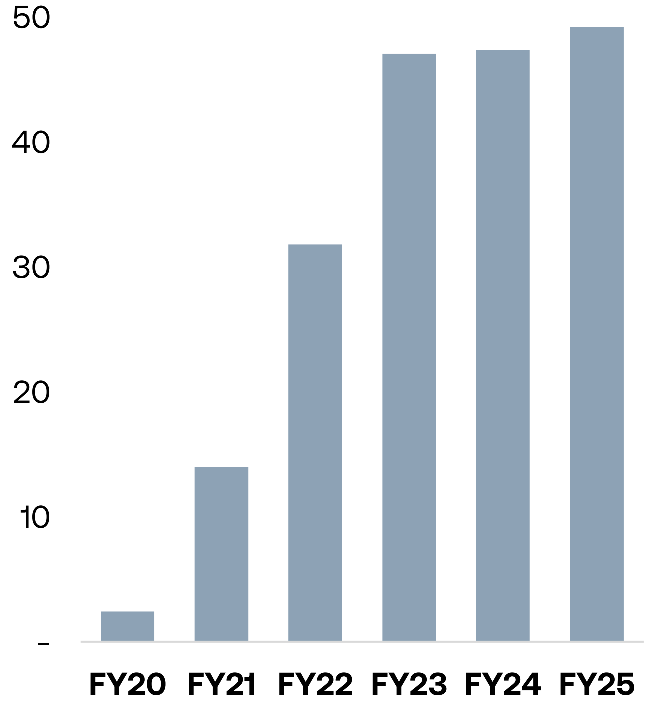
56% Aboriginal and/or Torres Strait Islander staff

Symal | WAMARRA

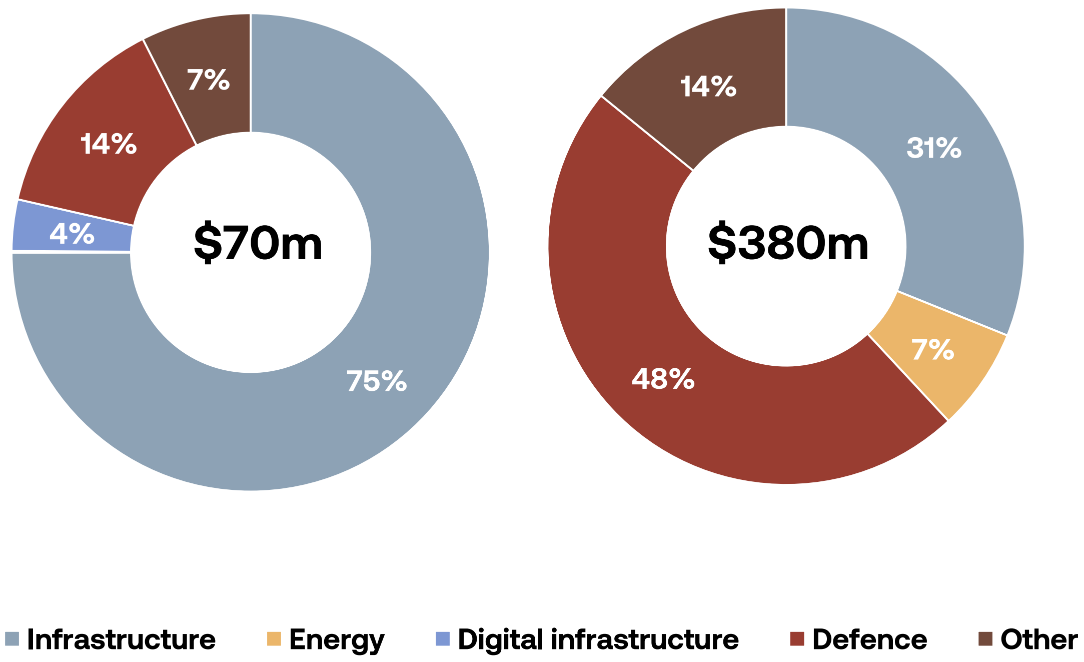
Pipeline driving continued growth

25x growth. $380m pipeline. The momentum is real.

Revenue growth ($m)



Work-in-hand[1] **Tendered pipeline[2]**



$11m

Average contract size

1. Aggregate value of contracted yet-to-be completed projects as at 30 April 2026. Wamarra not included in Symal Group figures.
2. Submitted tenders as of 30 April 2026. Excludes WIH and ECI projects. Wamarra tendered pipeline not included in Symal Group figures.

Why clients choose Wamarra

Policy and frameworks

- Commonwealth IPP[1]
- Department of Defence IPP
- Social procurement framework
- Defence-ready Indigenous Supplier List
- Renewables Capacity Investment Scheme

Partnerships

- Strong ongoing JV opportunities with Symal
- Strong foundation of industry relationships

Reputation

- Growing industry recognition
- Strengthening community connections

1. Indigenous Procurement Policy.

WAMARRA

Civil and landscaping capabilities across sectors

Outstanding reputation as IPP provider – backed by Symal

Social outcomes:

- Creating financial independence
- Closing the Gap
- Self-determination
- Building the leaders of tomorrow

Building capacity of community and individuals

Enhancing Traditional Owner engagement

Built for impact

Wamarra

Trusted and reliable contractor

One of Australia's largest Aboriginal self-performing civil and landscaping contractors.

Maximising group opportunities

Work seamlessly with Symal's vertically integrated model to create broader opportunities.

Genuine Aboriginal participation

Aboriginal-led and owned with more than 56% Aboriginal employment.

Built to power digital infrastructure

Cameron Healy
Executive General Manager – Symal Contractors

Symal

National capacity will double by 2030. Australia's digital infrastructure sector is exploding, fuelled by AI demand, hyperscale expansion and data sovereignty.

$650b to scale digital infrastructure in 2026[1]

8GW and growing — new Australian capacity targeted by 2035, driven by AI and cloud demand

Microsoft
$37b annualised revenue – 123% increase year-on-year[2]

Amazon
$37.6b quarterly cloud revenue[3]

Alphabet
$20b quarterly Google Cloud revenue[4]

Meta
$145b full year capex guidance[5]

1. Estimated collective AI-related investment across Microsoft, Amazon, Alphabet, Meta for 2026. Bridgewater Associates February 2026.
2. Microsoft Quarterly Earnings Release – 29 April 2026.
3. Amazon Quarterly Earnings Release – 29 April 2026.
4. Alphabet Quarterly Earnings Release – 29 April 2026.
5. Meta Quarterly Earnings Release – 29 April 2026.

Digital infrastructure isn't simple – that's the point

Complexities

- Time-critical works
- Complex design requirements
- Speed, scale and compliance

Symal's solution

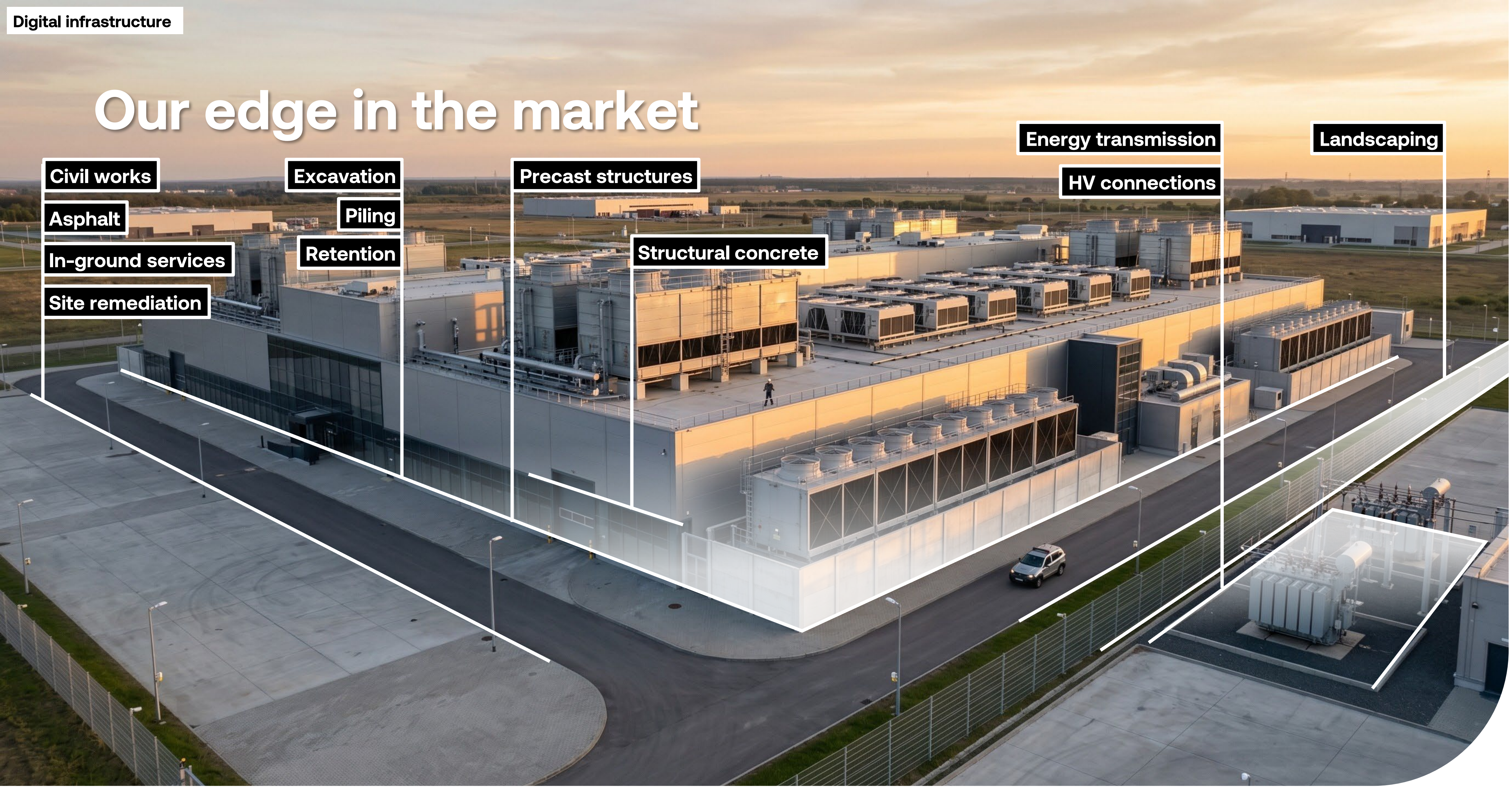
- Proven capability
- Reduced interface risk
- Program certainty

$23b

Opportunity for Symal[1]

1. Symal's addressable works vary between 5-17% of the base build. Based on 8GW+ of data centres and AI factories forecast for Australia.

Our edge in the market



The right market. The right capability. The right time.

Digital infrastructure

Proven delivery at scale

$330m delivered across 18+ stages on 11 different projects.

Assurance of program

Our self-performing and integrated approach reduces interface and program risk.

Exponential capacity growth

Proven, trusted digital infrastructure contractor able to capture exponential pipeline growth.

Delivering the energy transition

Matthew Gurney
Executive General Manager – Symal Infrastructure

Early contractor involvement reduces risk, improves outcomes and maximises value.

10 completed wind farm projects

10 completed BESS projects[1]

9 completed solar projects

5 completed substation projects

1. Battery Energy Storage System.

Where energy growth is happening

East coast generation capex opportunity

340 GW

Committed, anticipated and proposed electricity generation and storage[1]

~$200b

Symal's addressable market in the NEM[2]

1. "Electricity Statement of Opportunity", AEMO, August 2025.
2. Based on an assumed average cost of solar, on-shore wind and BESS estimated capex per GW per Clean Energy Council Australia; AEMO and CSIRO sources. Assumes Symal can participate in up to 40% of balance of plant. Excludes Tasmania.

ECIs – stronger outcomes through early engagement

Joint venture with Ferrovial working for global industry leader

Symal is partnering in a joint venture with global infrastructure leader Ferrovial to deliver a 380MWdc solar farm and 565MWh battery energy storage system.

The project is progressing through detailed design, geotechnical investigations and procurement planning, with early contractor involvement enabling value optimisation and risk management ahead of EPC[1] finalisation.

Two ECI projects currently underway

Symal is engaged on two preferred ECI wind projects across Victoria and New South Wales, representing a combined 780MW of generation capacity.

Works include civil and electrical balance-of-plant scope development, site investigations and design progression, with approvals and risk mitigation activities advancing.

$1.4 billion opportunity

Embedding before commitment

Reduces project risk

Higher conversion outcomes

Enhanced value opportunities

1. “Engineering, Procurement and Construction” scope.

Built to power the whole journey

Self-performing and vertically integrated workforce

One of the largest workforces in the civil balance of plant market.

Advanced offering

In-house survey modelling. Specialised procurement. Engineering capability for bespoke design solutions.

Industry-wide relationships

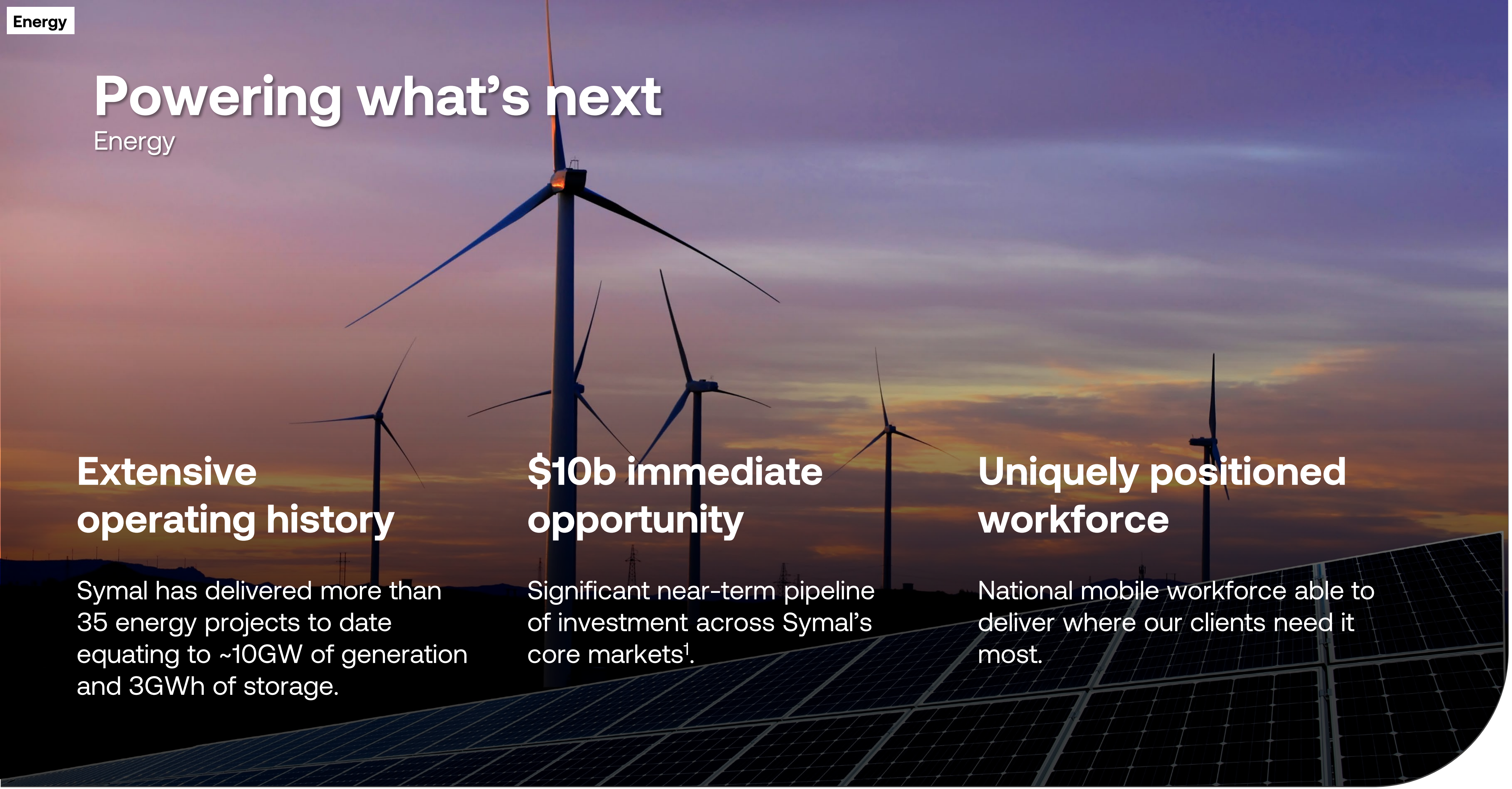
Deep and enduring relationships throughout the industry support mutually beneficial outcomes.

Where the energy is building

Where we're at **Now**	Where we're going **Near term**	Where we're looking **Long term**
35+ completed energy projects	$122b capital investment required in grid-scale generation, storage and transmission[1]	$65b national transmission investment[3]
~$500m work-in-hand across four states	340 GW of committed, anticipated and proposed electricity generation and storage[2]	22.5 GW of coal generation to be decommissioned by 2035[1]
~$1.4b active ECI engagements underway across solar, wind and BESS	Power generation to meet digital infrastructure demand	Full balance of plant offering

Symal

1. Present value of annualised capital requirement to 2050 per "Integrated System Plan", AEMO, 2024.
2. "Electricity Statement of Opportunity", AEMO, August 2025.
3. "It's not too late", Policy Institute of Australia, March 2026.



Powering what's next

Energy

Extensive operating history

Symal has delivered more than 35 energy projects to date equating to ~10GW of generation and 3GWh of storage.

$10b immediate opportunity

Significant near-term pipeline of investment across Symal's core markets[1].

Uniquely positioned workforce

National mobile workforce able to deliver where our clients need it most.

1. Completed and incomplete tenders.

Expanding our electrical capability

Daniel Meiklejohn
Executive General Manager – Searo | Locale

Symal

Scaled from day one. Accelerating Symal's growth across the energy value chain.

- Built to grow with tier-one leadership and systems established
- Electrical and HV capability extending Symal's energy offering
- Enables vertical integration across the energy lifecycle
- Built to scale through group synergies

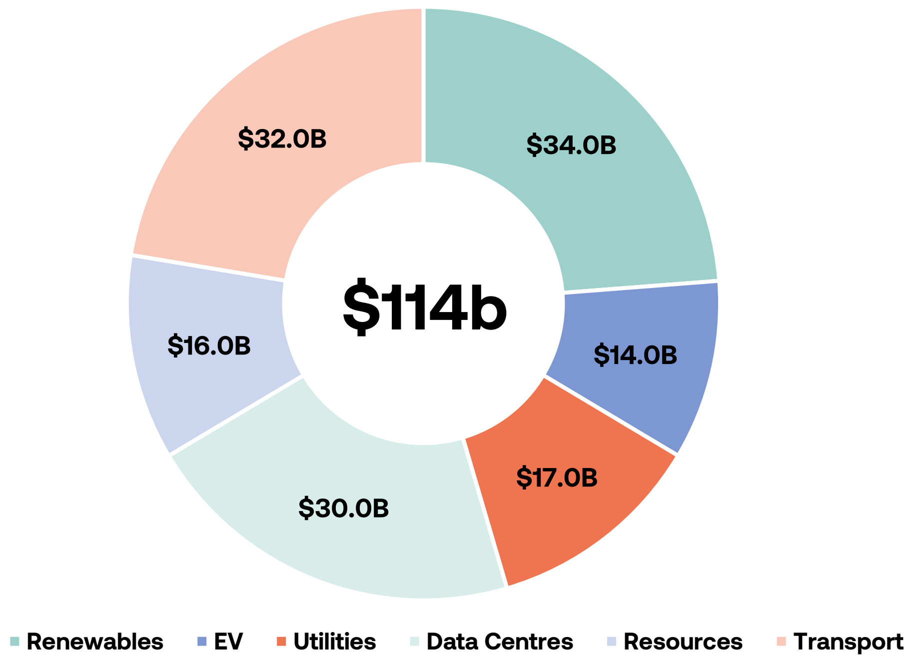
Symal Electrical and Renewable Offering

Addressable market size

$2.6b tendered and upcoming pipeline opportunities[1]

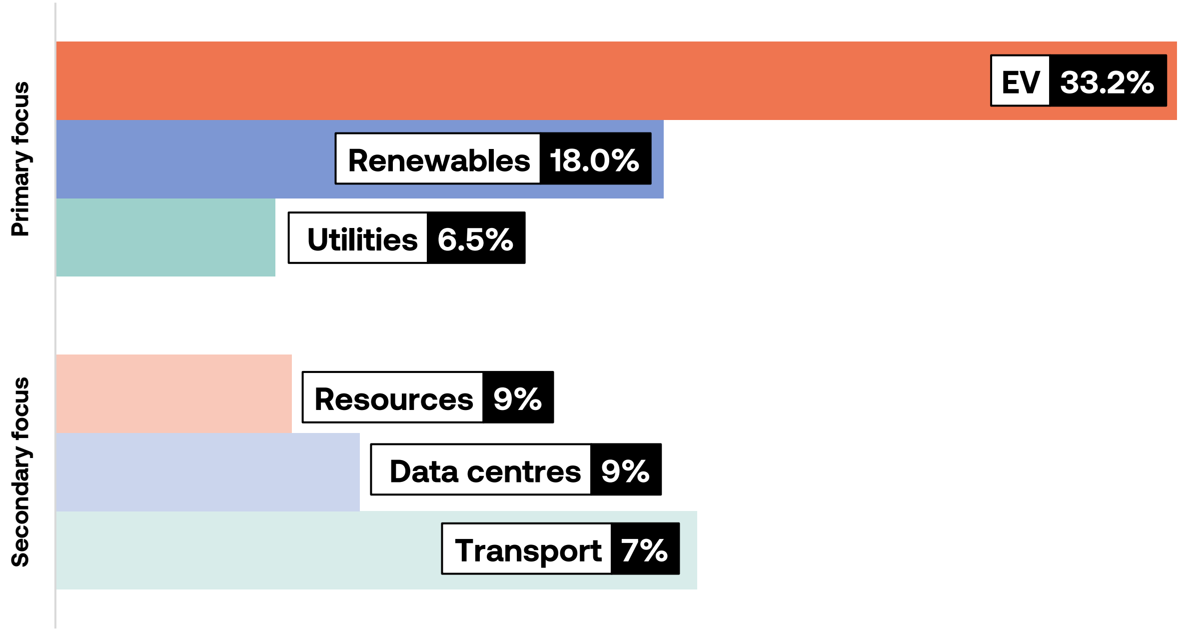
Total

$114b addressable electrical market[2]



CAGR

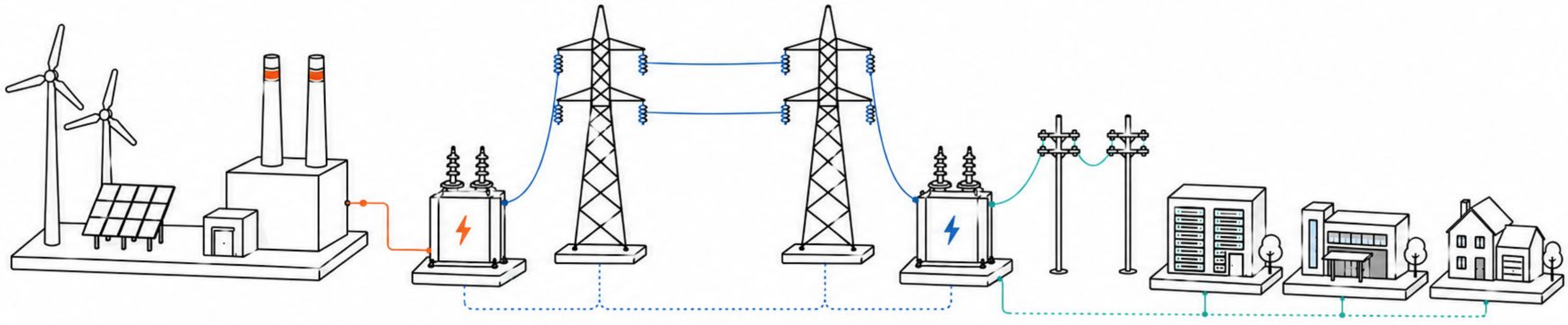
~8.3% cumulative electrical CAGR[2]



1. $2.6 billion includes both complete and incomplete tender opportunities.
2. 2024 ISP, AEMO. Final 2026 Decisions - AER. Oxford Economics Q2 2025 Update.

End-to-end value creation

Built through vertical integration



Power generation

The source

- Solar
- Wind
- BESS[1]
- Gas

Transmission, storage and distribution

Transfer network

- Substations
- Distribution networks
- Transmission networks

End users

The demand

- Transport
- Digital infrastructure
- Resources
- Electric vehicle infrastructure

Symal

1. Battery Energy Storage System.

Searo

Creating our own pipeline

Developing a pipeline of skilled electricians

Today	How we accelerate	Medium term
Core workforce established • Electricians • Apprentices • Trades assistants • Electrical engineers • Key management	**New entrants** More apprenticeships; build the pipeline from the ground up.	**Diverse workforce** Right mix of trades, specialists and support roles.
	Residential conversions Residential electricians upskilled for HV and infrastructure.	**Highly qualified electricians** HV and infrastructure-certified; capable of self-performing complex works.
	Symal Group L&D Internal upskilling with HV and electrical infrastructure focus.	**Specialised P&E** Purpose-built plant and equipment capability across all sectors.
	Targeted Acquisitions M&A to bring skilled teams at scale.	**Skilled migration** International recruitment to supplement domestic workforce as required.
	Recruitment Tailored marketing, value proposition, growth opportunities and diversification show the Symal way.	**Sectors served** Renewables, EV, Transport, Utilities, Digital Infrastructure, Resources.

Less challenging

EV

Renewables

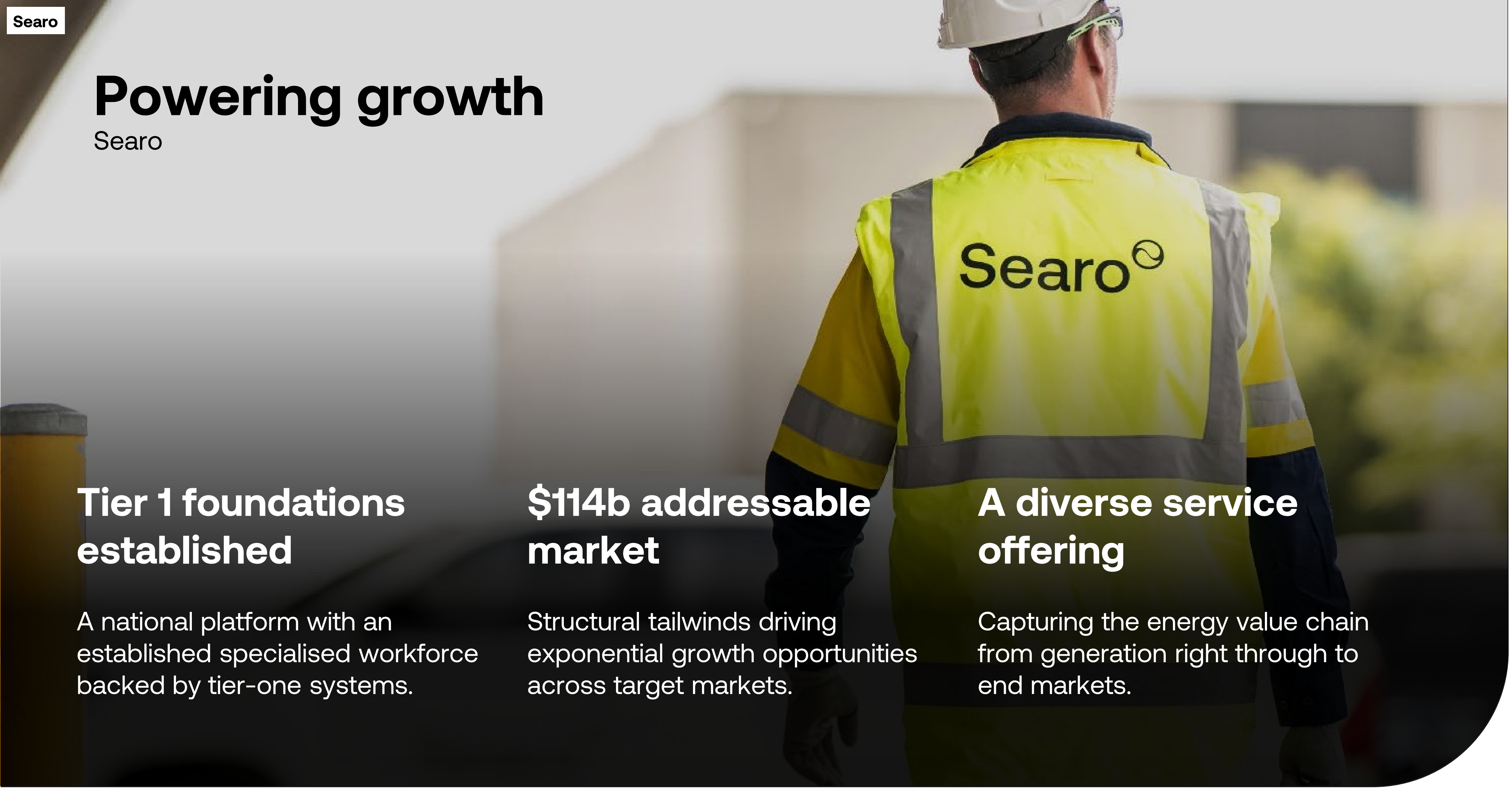
Transport

Digital infrastructure

Utilities

Resources

More challenging



Powering growth

Searo

Tier 1 foundations established

A national platform with an established specialised workforce backed by tier-one systems.

$114b addressable market

Structural tailwinds driving exponential growth opportunities across target markets.

A diverse service offering

Capturing the energy value chain from generation right through to end markets.

A platform-expanding acquisition

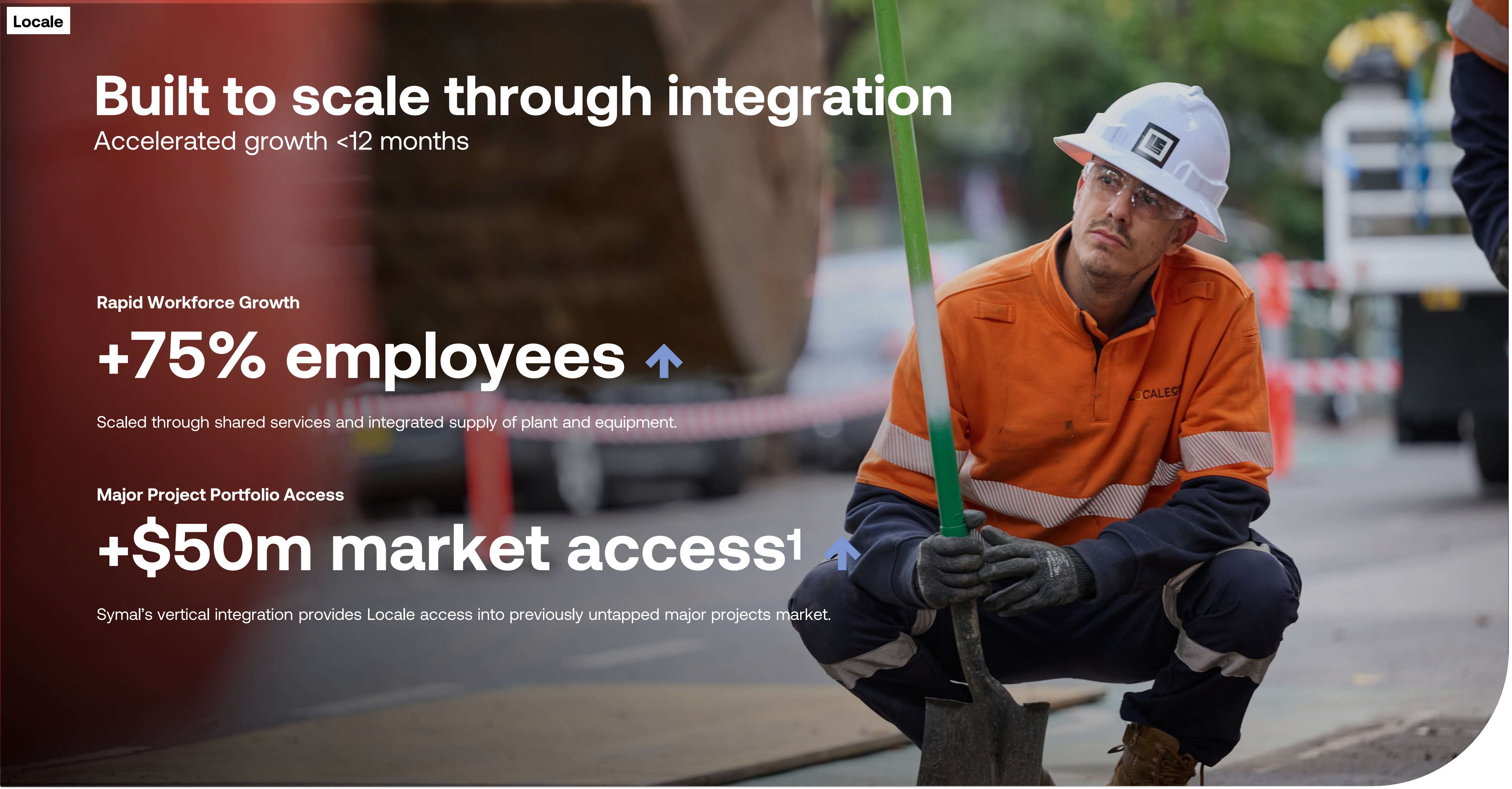
Will Carrington
Head of Commercial and Compliance – Locale

Symal

Locale – specialised utilities and network contractor embedded in regulated markets with restricted access, non-discretionary demand, and a 90% recurring revenue base.

- Growing workforce, with crews across Victoria
- Incumbent position in high-volume network programs
- $16b Australian Energy Regulator approved spend[1]
- Leading delivery partner for all faults and maintenance works

1. AER, Victoria, 2026–31.



Built to scale through integration

Accelerated growth <12 months

Rapid Workforce Growth

+75% employees

Scaled through shared services and integrated supply of plant and equipment.

Major Project Portfolio Access

+$50m market access[1]

Symal's vertical integration provides Locale access into previously untapped major projects market.

1. Estimated total addressable market within Power Network Services based on previous 12 months tender opportunities.

Accelerated growth supported by regulated spending

Aspiration to double revenue by FY30

PNS Network expansion opportunity[1]

30-35% of current revenue.

Interstate DNSP

40-45% of current revenue.

Major projects

20-25% of current revenue.

Growth Drivers

$62b DNSP Markets[2,3]

Regulated, non-discretionary spend across VIC, SA, NSW, QLD & ACT.

National Footprint

Scale delivery capability and expand across SA, NSW and QLD.

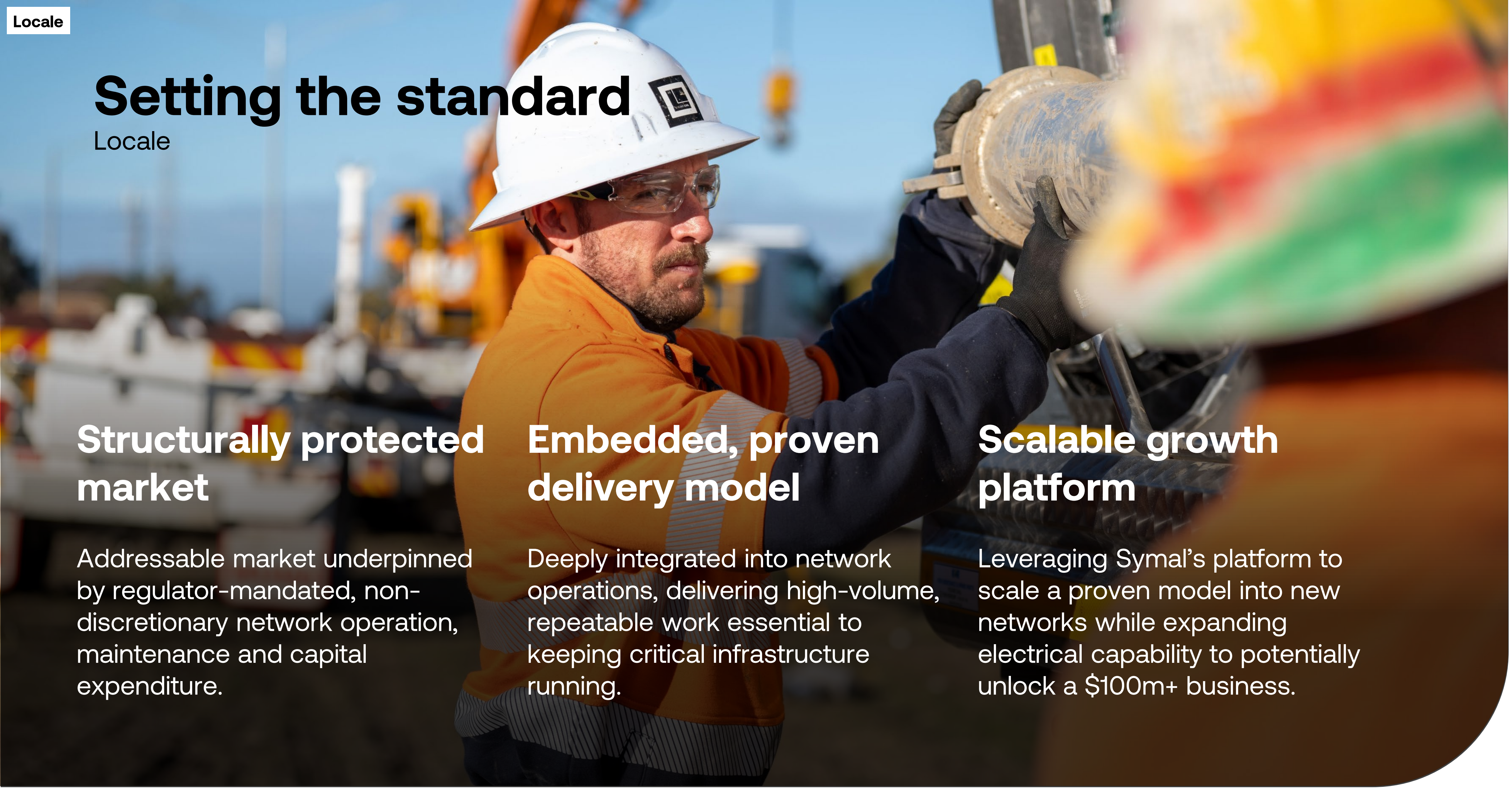
Integrated Electrical Business

Bring electrical capability in-house to deliver entire project scopes.

1. Power Network Services.
2. Distribution Network Service Provider.
3. Australian Energy Regulator (AER) – Final Distribution Revenue Determinations and Regulatory Proposals (Victoria 2026–31, NSW/ACT 2024–29, QLD/SA 2025–30 determinations).

Setting the standard

Locale



Structurally protected market

Addressable market underpinned by regulator-mandated, non-discretionary network operation, maintenance and capital expenditure.

Embedded, proven delivery model

Deeply integrated into network operations, delivering high-volume, repeatable work essential to keeping critical infrastructure running.

Scalable growth platform

Leveraging Symal's platform to scale a proven model into new networks while expanding electrical capability to potentially unlock a $100m+ business.

Closing remarks

Joe Bartolo
Founder and Group Managing Director

Everything you've seen today leads here

We have the platform

Strategy in action

Enormous opportunity

Uniquely positioned

Symal is ready.

Symal

Building.
Better.
Together.

symal.com.au