



# 2023 AGM MANAGING DIRECTOR PRESENTATION

**MAKING  
THE  
COMPLEX  
SIMPLE**



# THIS IS US

## WHO WE ARE

We are a **diversified industrial services** company



## 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 industrial services business

**MAKING THE  
COMPLEX**  

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**SIMPLE**

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# OUR PROFILE

## OPERATING SEGMENTS



**Asset Maintenance**



**Mining Services**



**Engineering & Construction**

## OWNERSHIP STRUCTURE

**11% Management / Board**

**53% Institutional**

# DIVERSIFIED INDUSTRIAL SERVICES COMPANY



# 3,300

People

# 20+

Industries

# 100+

Sites

# 5

Countries

# \$1b+

Revenue

# 350

Market Cap (\$m)



## Record Financial Result

FY23 EBITDA\* of \$80.1m **up 40%** on FY22

EBIT(A)\* of \$50m **up 46%** on FY22



## Returns to Shareholders

EPS(A)\* of 6.7cps **up 34%** on FY22

Fully franked dividend of 4.0cps **up 33%** on FY22



## Winning and Executing

Record Work in Hand of \$1.9b, **up 46%** on FY22

Track record of acquisition success



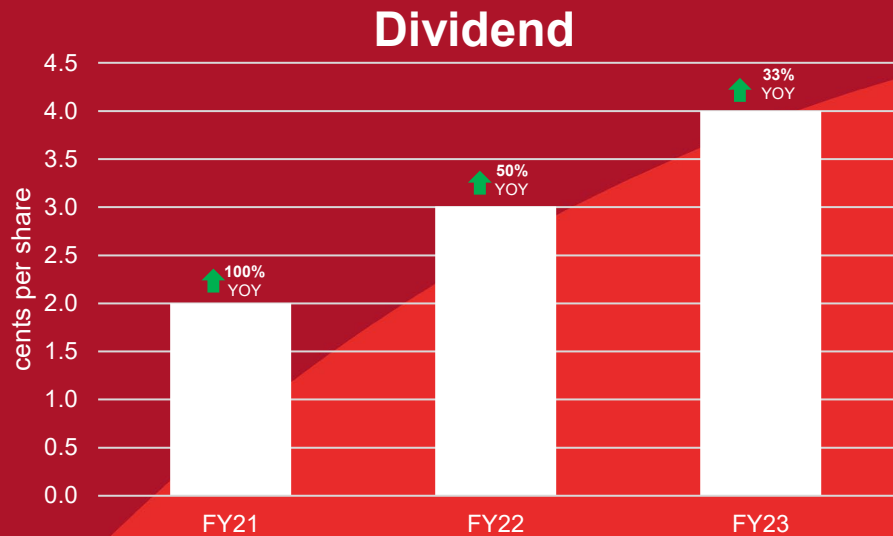
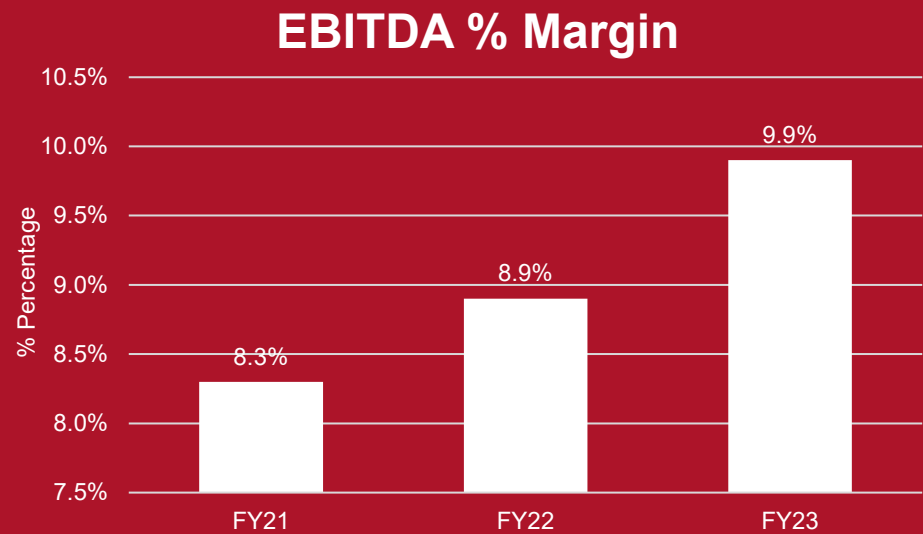
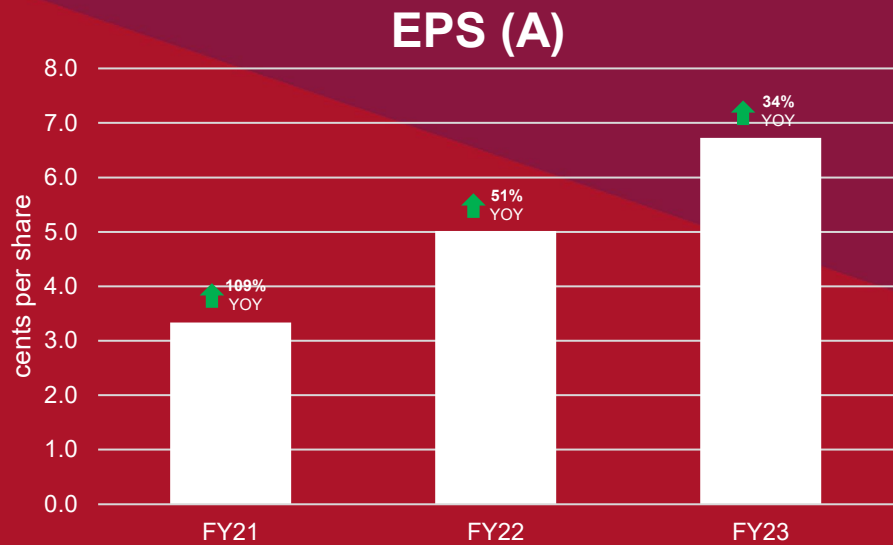
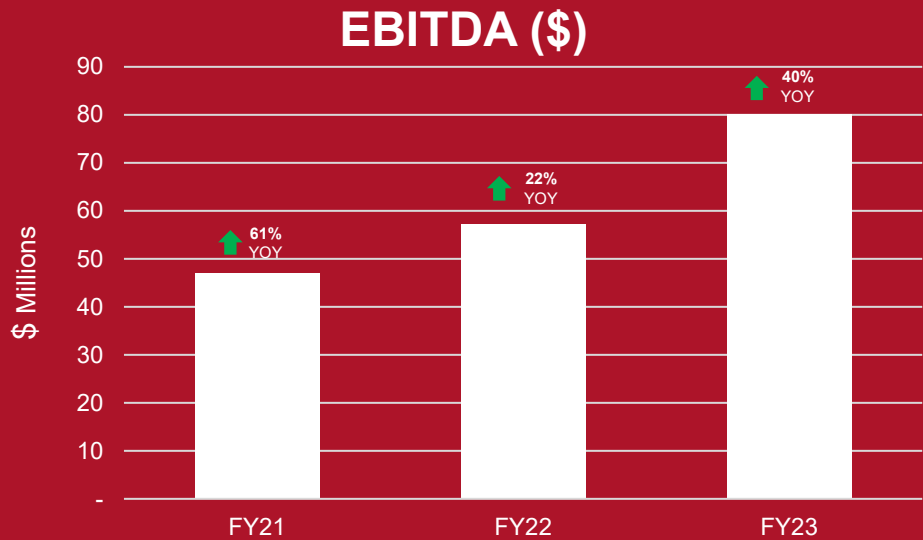
## FY24 Guidance Reaffirmed

Reaffirmed FY24 guidance of **~20%** EBITDA growth

Continuing to execute long-term strategy



# STRONG TRACK RECORD OF FINANCIAL PERFORMANCE



# BUILDING THE MOST SOUGHT-AFTER DIVERSIFIED INDUSTRIAL SERVICES BUSINESS

## LEADERSHIP HORIZON

- ✓ Zero Harm / ESG industry leader and recognised employer / partner of choice
- ✓ Domestic / International growth in Engineered Products across all SRG operating segments
- ✓ Selective strategic acquisitions to complement capability / footprint
- ✓ Consistent, above market shareholder returns (EPS and TSR)  
80% annuity / recurring and 20% project-based earnings

## GROWTH HORIZON

- ✓ Step change growth in recurring Asset Maintenance Services
- ✓ Innovation and selective growth in Mining Services
- ✓ Targeted growth in Civil Infrastructure Construction / Remediation
- ✓ Specialist services and products in Building Construction with key repeat clients
- ✓ 67% annuity / recurring and 33% project-based earnings

## Diversified Industrial Services Business

Annuity / Recurring Earnings Profile

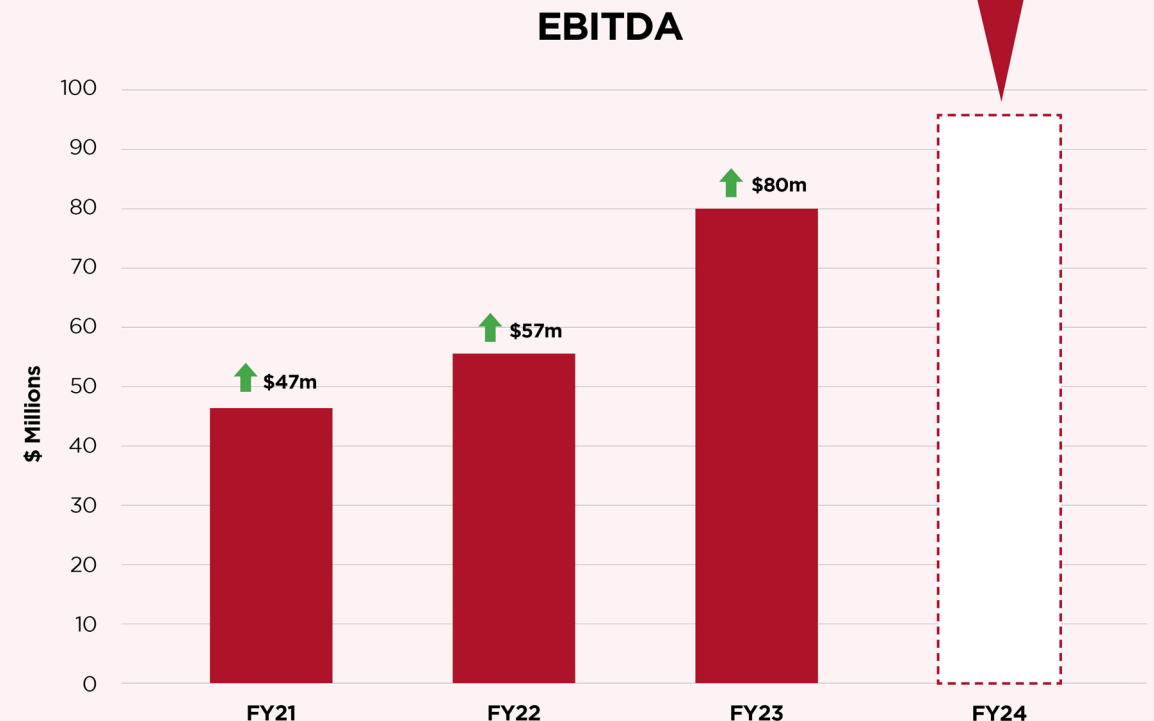
## Exposure to Diverse Sectors and Geographies

Opportunity Pipeline of \$6.5b

## Record Work in Hand

Work in Hand (WIH) of \$1.9b, ↑ 46% from FY22

**~20% Forecast EBITDA Growth in FY24**



# UNDERPINNED BY A STRONG FOUNDATION



## ENVIRONMENTAL SOCIAL GOVERNANCE



ZERO HARM



GOVERNANCE



SUSTAINABILITY



INDIGENOUS ENGAGEMENT



COMMUNITY



PEOPLE

## What we stand for

THE SRG  
GLOBAL WAY

> **Live for the  
challenge**

> **Smarter  
together**

> **Never  
give up**

> **Have each  
other's backs**



# ENVIRONMENT

## Environmental Initiatives

Local tree planting, new manufacturing facility powered by renewable energy, solar panels on temporary site offices and effective utilisation of SRG Global's fleet via telematics

## Socially Responsible Procurement

Alternative materials to reduce environmental impact including greener concrete, alternative binding agents and reduced embedded carbon in aluminium

## Reducing our Carbon Footprint

Lighter gauge steel in products, innovative façade designs in buildings and engineering reduced concrete requirements in structures such as water storage tanks and windfarms





## Local and Indigenous Employment

Bugarrba Joint Venture, SRG Global Reconciliation Action Plan (RAP), Traineeship Programs, NAIDOC initiatives, Clontarf Foundation Partnership and Shooting Stars female empowerment program

## Social Partnerships

Supporting causes aligned to our values including Perkins Foundation Cancer Ride, Cancer Council, Mates, Starlight Foundation and various organisations in the local communities where we operate

## Diversity and Inclusion

Empowering our people by promoting women in leadership roles across our business including upskilling and capability development programs to achieve shared and lasting outcomes





# GOVERNANCE



## Zero Harm Leadership

Developing leaders in our organisation through initiatives including Leading@SRGGlobal, Workplace Psychosocial Front Line Management Training and continued focus on Critical Risk Activity Management

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## Effective Risk Management

Ongoing refinement of our risk management framework managed by the newly created role of Risk and Sustainability Manager supporting SRG's well-established Risk Team and Management System

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## Ethics and Transparency

Living our values through our comprehensive Code of Conduct, Board Charter, Continuous Disclosure, Whistleblower, Anti-Bribery & Corruption Policies and Modern Slavery initiatives





# OUR OPERATING SEGMENTS



# OUR GEOGRAPHIC FOOTPRINT



# ASSET MAINTENANCE



## WHAT WE DO

Integrated multi-disciplinary maintenance, access solutions, asset repair and protection services that sustain and extend critical industries and infrastructures

## CORE SERVICES

- Specialist Maintenance
- Access Solutions
- Asset Monitoring and Testing

## EARNINGS

 Annuity / Recurring





# ASSET MAINTENANCE IN REVIEW

## Long-term contracts secured

Term contracts with Meridian Energy, Genesis Energy, Alcoa, Rio Tinto, FMG, Albemarle, Fremantle Ports & Transport VIC

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## Geographic expansion

Across Queensland, South Australia, New South Wales and New Zealand

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## Bugarrba JV well established

Aboriginal joint venture now secured contracts with FMG and BHP in the Pilbara

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## Acquisition of Asset Care

Market leader in front-end monitoring, inspection and testing to complement back-end SRG Asset Maintenance capability





# MINING SERVICES



## WHAT WE DO

The critical drill and blast, performance analytics software and ground stabilisation services that keep mine production moving.

## CORE SERVICES

- Production Drill and Blast
- Geotechnical Services

## EARNINGS

 Annuity / Recurring





# MINING SERVICES IN REVIEW

## Multiple Northern Star Contract wins

Supporting Northern Star's operations at the Kalgoorlie Super Pit, Thunderbox Carosue Dam, KCGM and Bronzewing gold operations

## Orbix data intelligence software

Our in-house developed analytics software 'Orbix' continues to be enhanced to maximise data driven insights that ultimately improve decision making, for both SRG Global and our clients

## Strong pipeline of opportunities

Near term significant opportunities in the key regions we operate across Australia with both existing clients and potential new partners primarily in gold, iron ore and lithium





# ENGINEERING & CONSTRUCTION



## WHAT WE DO

Specialist engineering and construction of critical infrastructure focused on dams, bridges, tanks, wind farms, engineered facades and mine infrastructure across a diverse range of sectors

## CORE SERVICES

- Civil Infrastructure
- Specialist Building
- Engineered Products

## EARNINGS

 Project Based

 Transport for NSW					
					
					



# ENGINEERING & CONSTRUCTION IN REVIEW

## Project wins in Civil Infrastructure

Contract awards through long standing relationships with blue-chip clients in the private and government sectors

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## Market leader in Specialist Facades

Strategy of winning work with repeat clients demonstrated through contract awards on iconic structures across Australia and NZ

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## Engineered Products expansion

The acquisition of Bartek expands products range and enhances supply chain with well-established international suppliers

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## Robust commercial framework

Early contractor involvement (ECI) through well established, blue-chip client relationships





# OUR OUTLOOK



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## Operating segment performance...



### Asset Maintenance

Delivering **step change growth** in diverse sectors with blue-chip clients



### Mining Services

Operating in **high demand, high quality growth** commodities



### Engineering & Construction

Positively linked to **significant infrastructure** investment



### Engineered Products

Gaining momentum both **domestically** and **internationally**



### Asset Care

**Transformative** acquisition adds market leading front-end asset monitoring and testing services



## ...driving positive momentum

- ✓ Reaffirmed FY24 guidance of **~20% EBITDA growth**
- ✓ **Strength / diversity** of business provides ongoing protection against labour / cost pressures
- ✓ **Robust balance sheet** position to support growth working capital requirements
- ✓ Earning profile of more than **two thirds annuity / recurring earnings** in FY24 and beyond
- ✓ Strategic transformation to a **diversified industrial services** business will continue to deliver results

# INVESTMENT PROPOSITION



**End-to-end  
asset lifecycle  
capability**

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**Annuity  
earnings  
profile**

**Diverse  
market sectors /  
geographies**

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**Capital light  
investment  
profile**

**Highly scalable  
business  
model**

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**High yield  
dividend  
stock**





“WHEN IT HAS  
TO BE DONE RIGHT”

**SRG GLOBAL**

[srgglobal.com.au](http://srgglobal.com.au)



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COMPLEX**  
**SIMPLE**

# APPENDIX 1: RECONCILIATION OF FINANCIAL INFORMATION



	FY22	FY23
<b>Profit before tax</b>	<b>27.0</b>	<b>35.9</b>
Finance costs	2.6	4.3
Amortisation of acquired intangibles	3.6	3.3
Costs associated with exiting the PT businesses in Australia and the Middle East	-	2.0
Acquisition and integration costs	1.0	4.5
<b>EBIT (A)<sup>1</sup></b>	<b>34.2</b>	<b>50.0</b>
Depreciation	23.1	29.5
Amortisation	0.0	0.6
<b>EBITDA</b>	<b>57.2</b>	<b>80.1</b>
<b>NPAT Reported</b>	<b>20.1</b>	<b>22.6</b>
Amortisation of acquired intangibles	2.5	2.3
Costs associated with exiting the PT businesses in Australia and the Middle East	-	1.4
Acquisition and integration costs	0.7	4.5
Tax impact from prior year	(1.0)	1.0
<b>NPAT (A)<sup>1</sup></b>	<b>22.4</b>	<b>31.8</b>
Weighted Average Number Of Shares Outstanding	445,796,415	472,552,465
<b>EPS (A)<sup>1</sup></b>	<b>5.0</b>	<b>6.7</b>

Note 1: EBIT(A), NPAT(A) and EPS(A) represent profit before amortisation of acquired intangibles

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## **Financial Data**

All dollar values are in Australian dollars (A\$ or AUD) unless otherwise stated.

All references to FY23 profits in this presentation are after one-off transaction costs of \$4.5m for Asset Care and \$2m of costs for exiting the Building PT business in Australia and the Middle East.

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