



**MAKING THE
COMPLEX**

SIMPLE

FY22 FULL YEAR RESULTS PRESENTATION

23 AUGUST 2022



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**

SIMPLE

OUR PROFILE



OPERATING SEGMENTS



Asset Maintenance



Mining Services



Engineering & Construction

OWNERSHIP STRUCTURE

12% Management / Board

45% Institutional

2,600

People

20+

Industries

80+

Sites

6

Countries

645

Revenue (\$m)

320

Market Cap (\$m)

- Underlying **FY22 EBITDA*** of \$57.2m **up 22%** and **EBIT(A)*** of \$34.2m **up 36%**
- Strong FY22 operating cashflow with **EBITDA to cash conversion** of **106%**
- **Net cash** of **\$20.5m** after funding **successful acquisition** of WBHO Infrastructure
- **2H fully franked dividend** of 1.5cps **up 50%**, FY22 dividend of 3.0cps **up 50%**
- Continued **strong margins** underpinned by excellent operational execution
- **Strength / diversity** of business providing protection against labour / cost pressures
- **Record WIH** of **\$1.3b** up 30%, well funded for growth with **available funds** of **\$127.7m**
- Strategic transformation to a **diversified industrial services** business delivering results
- **FY23 EBITDA** expected to be circa **25% higher** than FY22 EBITDA

* All references to FY22 profits in this presentation exclude one-off transaction costs of \$1m for WBHO acquisition

KEY HIGHLIGHTS



FY22 EBITDA exceeds upgraded market guidance

Successful acquisition and integration of WBHO Infrastructure

Record Work in Hand of \$1.3b up 30% from FY21

Opportunity Pipeline of \$6b in a diverse range of sectors

FY23 EBITDA expected to be circa 25% higher than FY22 EBITDA

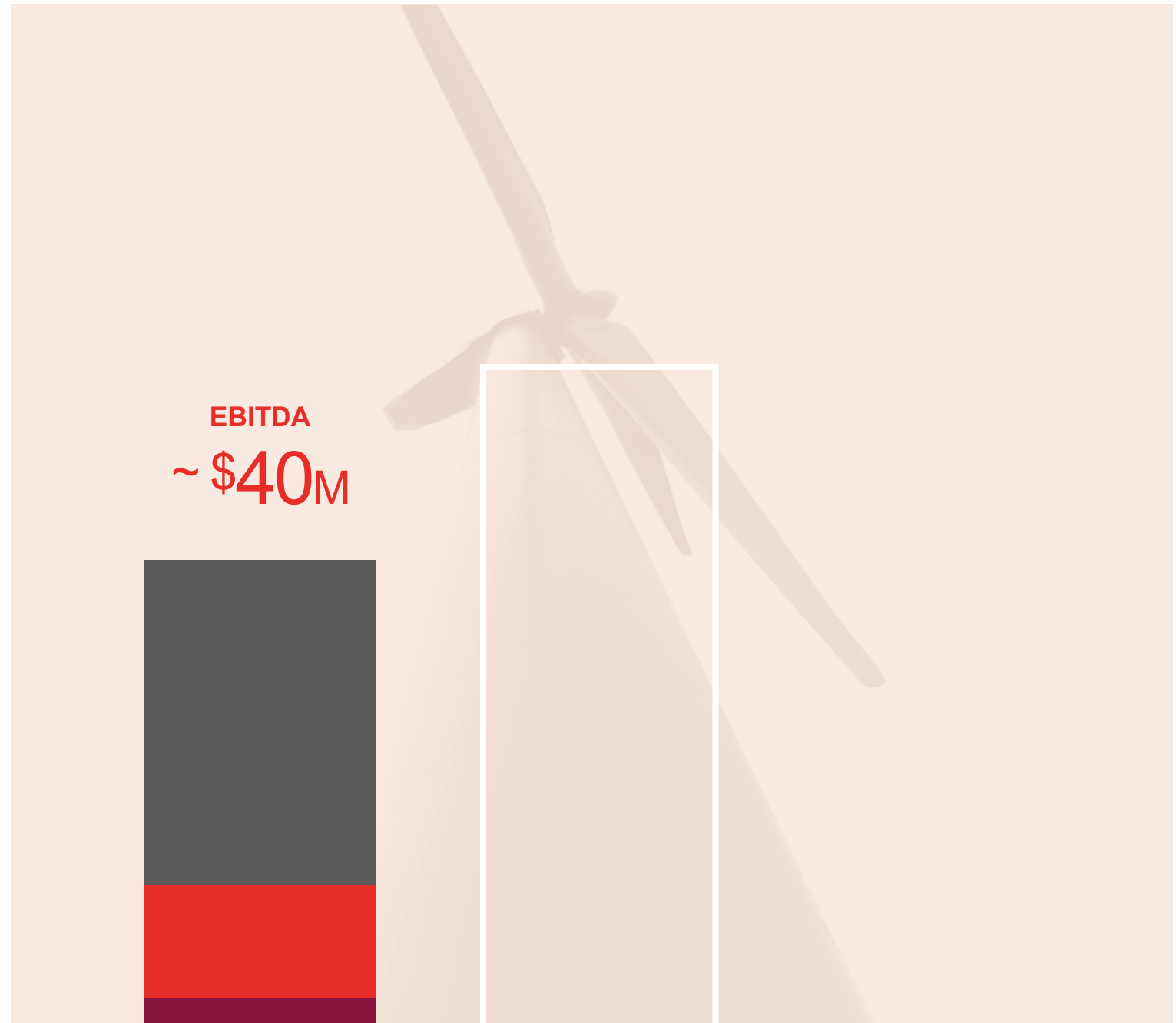
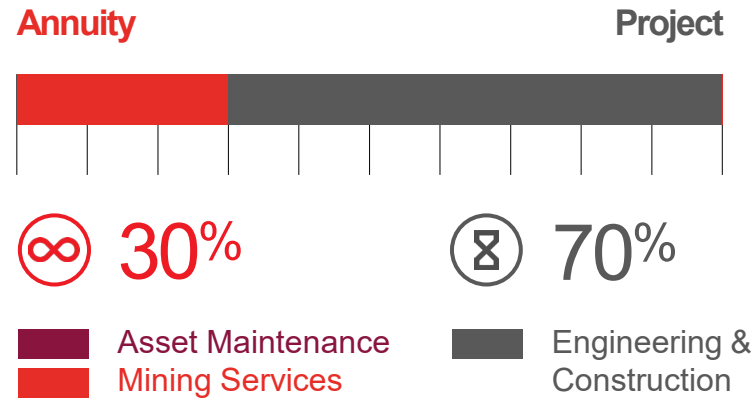
	FY21	FY22	CHANGE
Revenue	\$570.0m	\$644.2m	▲ 13%
EBITDA	\$47.1m	\$57.2m	▲ 22%
EBIT(A)	\$25.1m	\$34.2m	▲ 36%
NPAT(A)	\$14.9m	\$23.4m	▲ 57%
EBITDA % margin	8.3%	8.9%	▲ 8%
EBIT(A) % margin	4.4%	5.3%	▲ 20%
NPAT(A) % margin	2.6%	3.6%	▲ 39%
Full Year Dividends (cents per share)	2.0 cents	3.0 cents	▲ 50%
Net Cash	\$12.2m	\$20.5m	▲ 68%



OUR STRATEGIC **TRANSFORMATION**

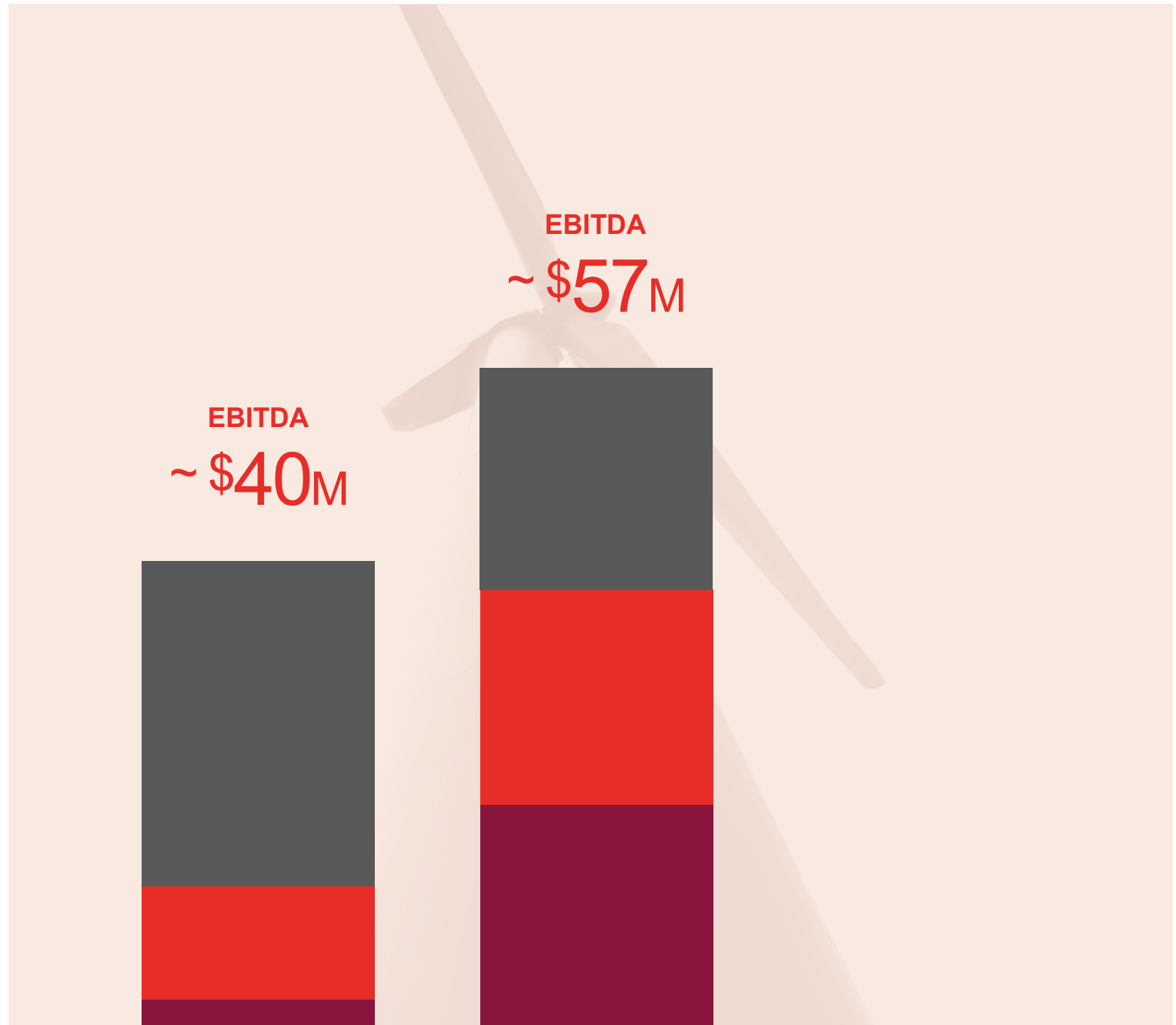
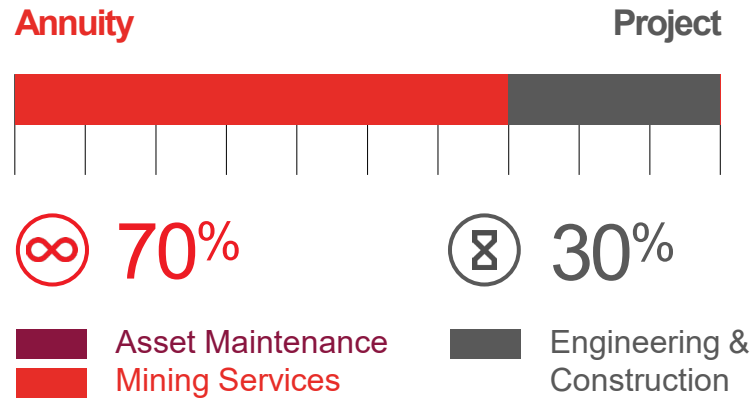
WHERE WE WERE

The majority of the Company's earnings were derived from **one-off projects**.



WHERE WE ARE

Over 2/3rds of the Company's earnings are now derived from annuity / recurring earnings.



BUSINESS MIX TRANSITIONED TO ANNUITY/RECURRING 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

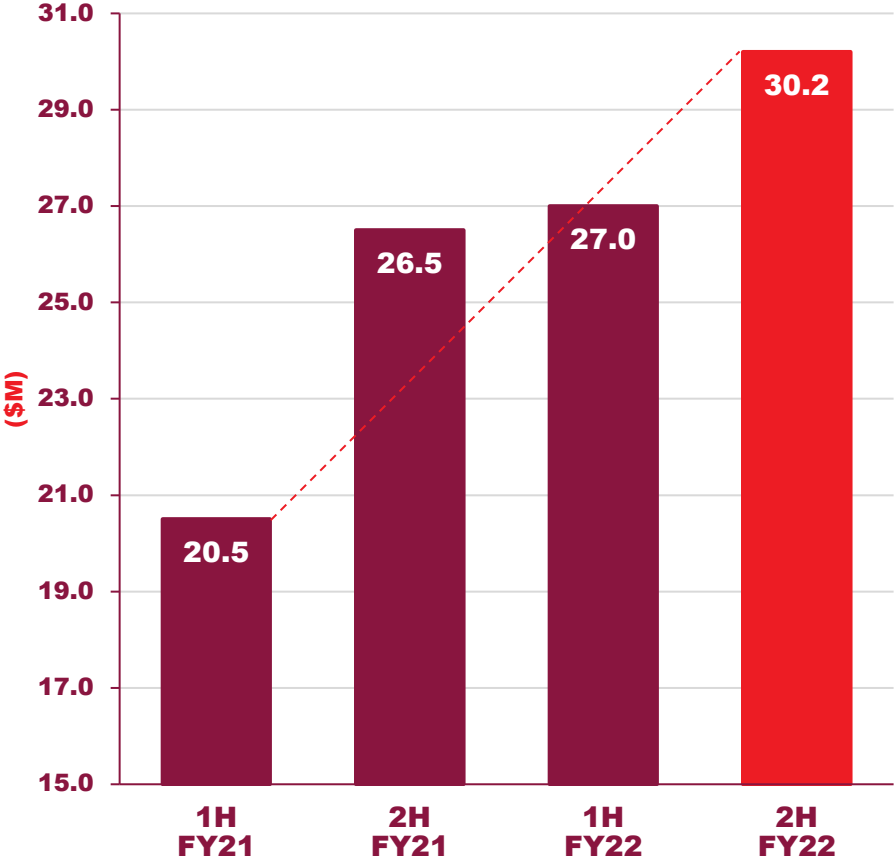
LEADERSHIP HORIZON

- Zero Harm / ESG industry leader and recognised employer / partner of choice
- Domestic / International growth in Engineered Products across all SRG Global 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

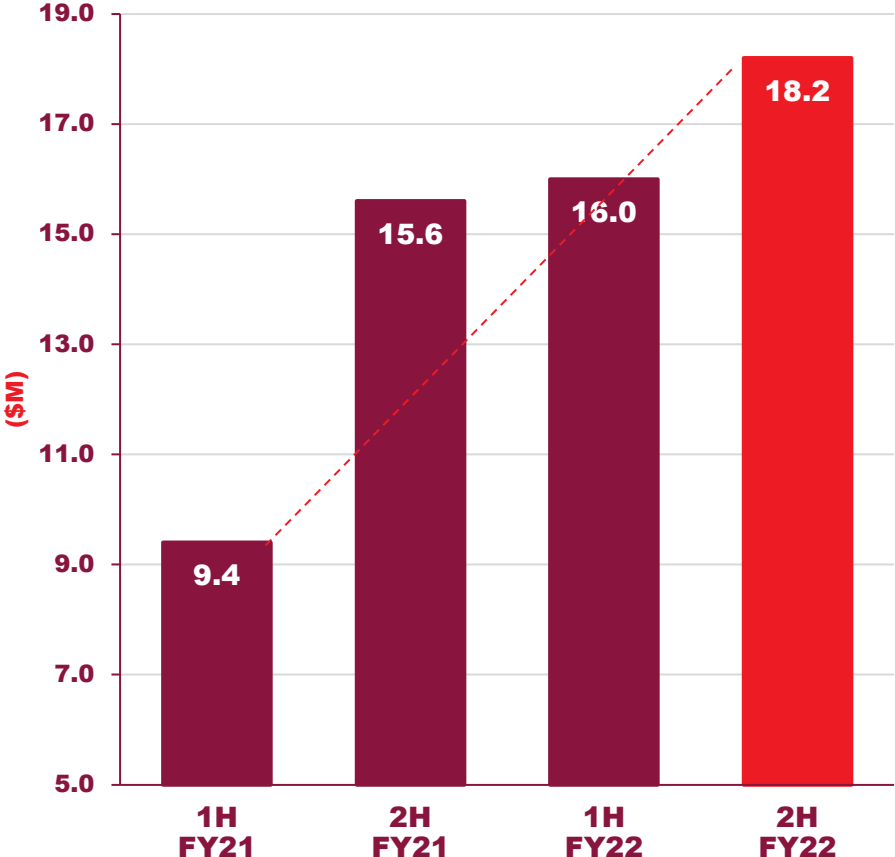
DELIVERING CONTINUED EARNINGS GROWTH



EBITDA



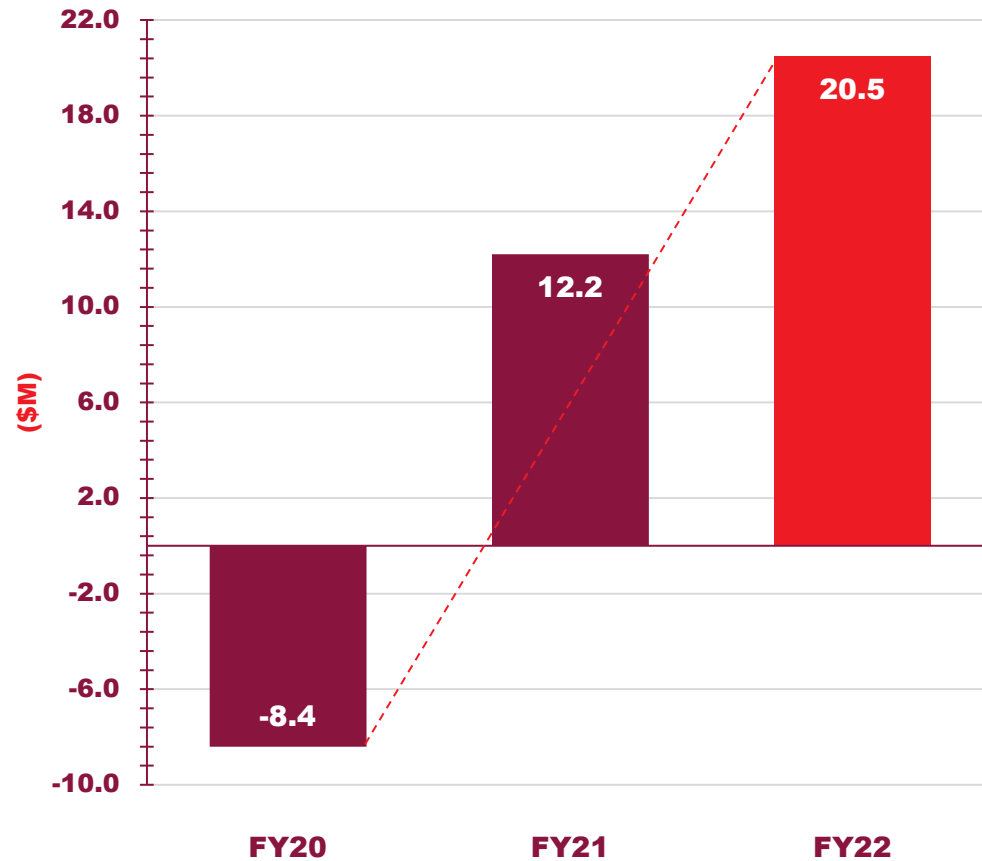
EBIT(A)



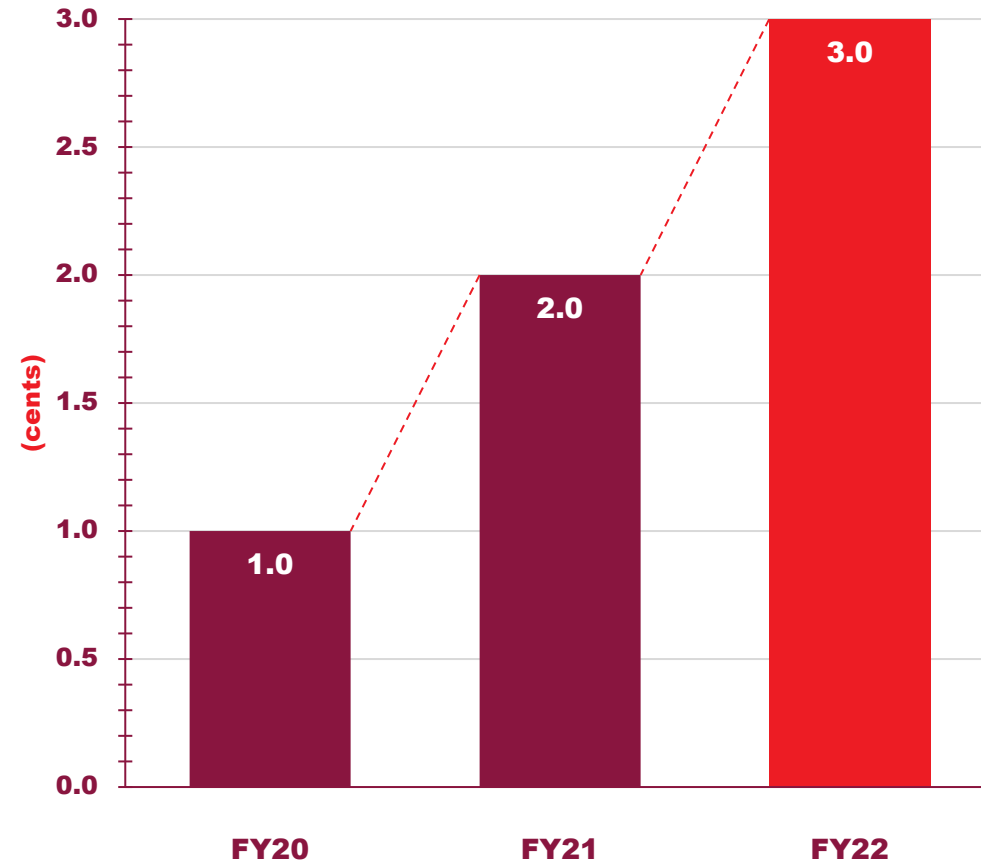
DELIVERING INCREASED CASH AND DIVIDENDS



NET DEBT TO NET CASH



FULL YEAR DIVIDENDS (CPS)



Note: FY22 Net Cash position after funding acquisition of WBHO Infrastructure

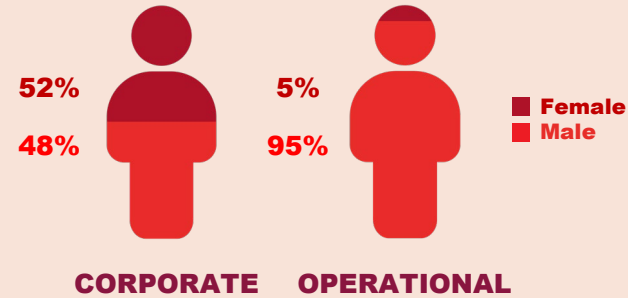
UNDERPINNED BY A STRONG FOUNDATION



ZERO HARM IMPROVEMENT

42%
IMPROVEMENT IN TRIFR

GENDER DIVERSITY



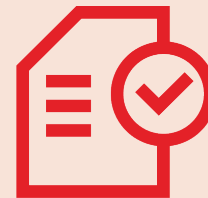
WHAT WE STAND FOR

Live for the challenge
Smarter together
Never give up
Have each other's backs

COMMUNITY ENGAGEMENT



CORPORATE GOVERNANCE





FINANCIAL **OVERVIEW**

STRONG FY22 FINANCIAL PERFORMANCE



SEGMENT RESULTS (\$m)

	TOTAL	ASSET MAINTENANCE	MINING SERVICES	ENGINEERING & CONSTRUCTION	CORPORATE
Revenue	644.2	214.8	114.0	315.4	-
EBITDA	57.2	25.2	23.9	22.8	(14.7)
EBIT(A)	34.2	16.8	17.1	16.5	(16.2)

Revenue ▲ 13%
 EBITDA ▲ 22%
 EBIT(A) ▲ 36%
 EBITDA % Margin ▲
 to 8.9% (8.3% in FY21)

Asset Maintenance continued its sustained growth in FY22 with numerous contract wins and extensions. Solid financial performance and margin performance with EBITDA margin of 11.7%, in line with historical levels.

Mining Services delivered strongly in FY22 due to excellent operational execution and asset utilisation whilst securing significant contract extensions and new contracts during the year. Delivered solid EBITDA margin of 21.0%, in line with historical performance.

Engineering & Construction continued to deliver strong results with improved financials and an increased EBITDA margin of 7.2% in FY22.

Civil & Engineering performed strongly across a diverse range of sectors with an engineering led approach to the delivery of bridges, tanks and dams.

Specialist Building performed strongly in FY22 with record work in hand and clear visibility of further opportunities that positions it well for the next 3 to 4 years.

Corporate overheads of \$14.7m equates to 2.3% of revenue, with scope for further leverage as business grows.

Note: Corporate result excludes \$1m one-off transaction costs for WBHO Infrastructure acquisition

EXCELLENT CASH GENERATION



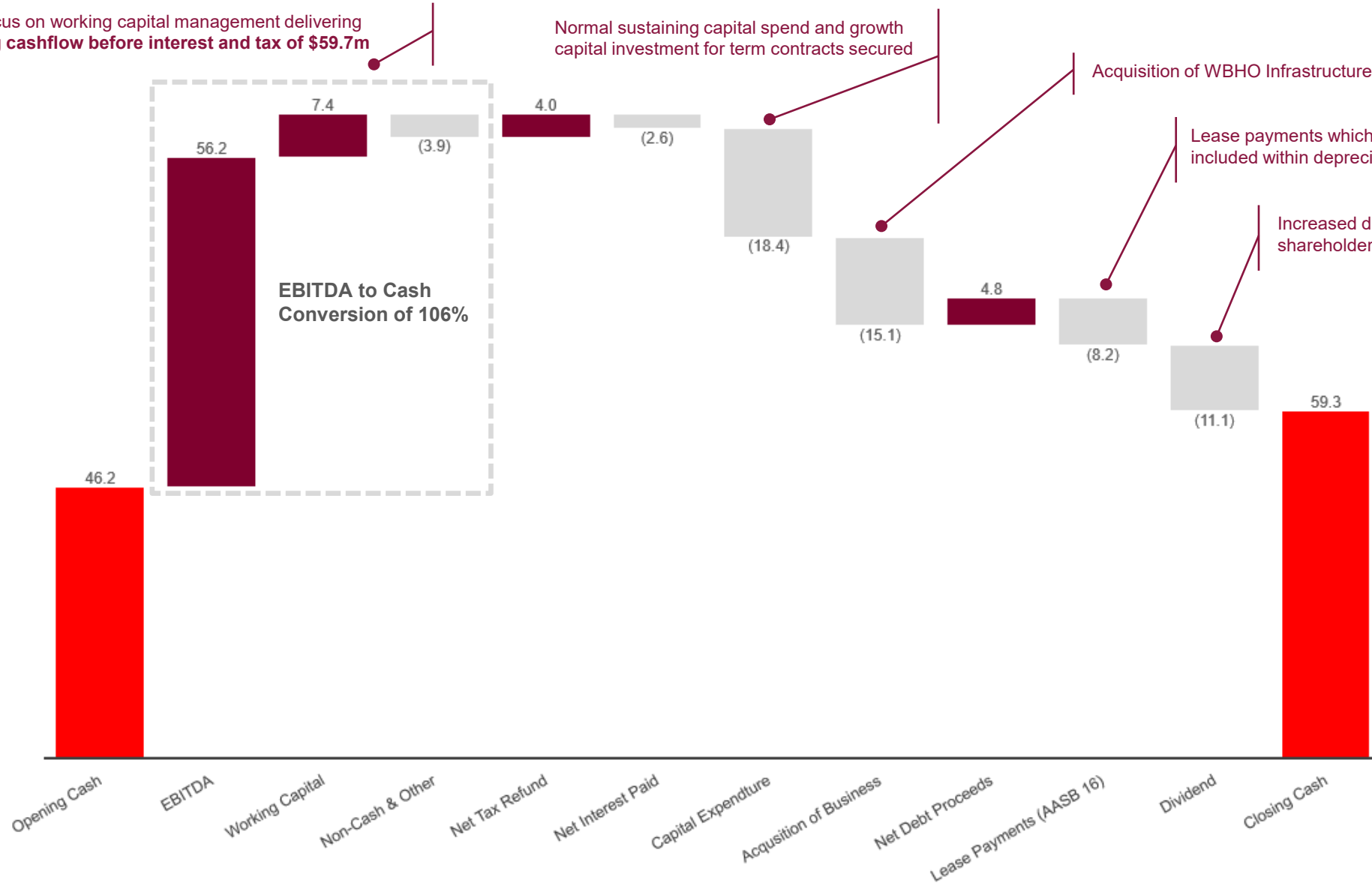
Strong focus on working capital management delivering operating cashflow before interest and tax of \$59.7m

Normal sustaining capital spend and growth capital investment for term contracts secured

Acquisition of WBHO Infrastructure

Lease payments which are included within depreciation

Increased dividend return to shareholders in FY22



ROBUST FINANCIAL POSITION



BALANCE SHEET (\$m)

	FY22
Cash and cash equivalents	59.3
Trade, other receivables & contract assets	160.2
Inventories	18.7
Property, plant and equipment	104.3
Right of use assets	17.3
Intangibles	102.6
Tax assets	16.7
Other	5.5
Total Assets	484.6
Trade, other payables & contract liabilities	155.5
Borrowings	38.8
Right of use liabilities	18.5
Provisions and other	37.2
Total Liabilities	250.0
Net Assets	234.6

Available liquidity of \$127.7m, comprising of cash on hand of \$59.3m and available undrawn working capital and equipment finance facilities of \$68.4m

Net cash of \$20.5m after funding acquisition of WBHO Infrastructure, from a net cash position of \$12.2m at 30 June 2021 representing a \$8.3m improvement in the last 12 months through prudent management of working capital

Significant **undrawn facilities** available for growth

	DRAWN	UNDRAWN	TOTAL
Borrowing Facilities			
Equipment Finance	33.5	26.5	60.0
Term Loan	5.25	-	5.25
Working Capital	0.1	41.9	42.0
Total	38.8	68.4	107.3
Security Facilities			
Bank Guarantees	11.8	8.2	20.0
Performance Bonds	72.3	57.7	130.0
Total	84.1	65.9	150.0



OUR **OPERATING SEGMENTS**

ASSET MAINTENANCE




WHAT WE DO

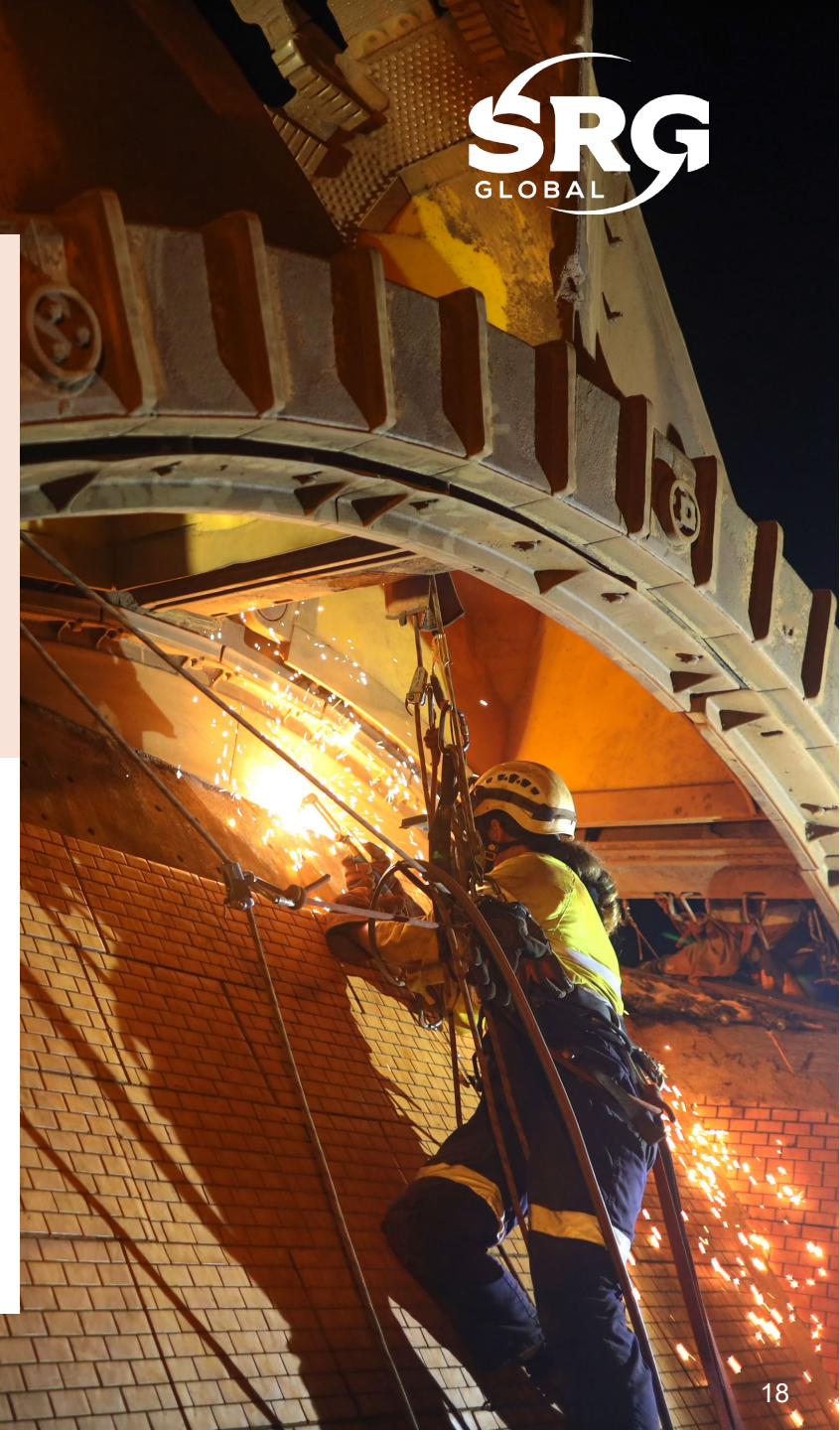
Integrated multi-disciplinary maintenance, access solutions, asset repair and protection services that sustain and extend critical industries and infrastructure.

CORE SERVICES

- Specialist Maintenance
- Access Solutions

EARNINGS

 Annuity / Recurring



ASSET MAINTENANCE IN REVIEW

- **Excellent mobilisation and operational delivery**
- **Significant number of contract wins and extensions secured**
 - 7-year windfarm maintenance contract with Meridian Energy
 - 5-year multi-disciplinary services contract with FMG Iron Bridge
 - 5-year civil maintenance contract with Alcoa
 - 4-year maintenance contract with Roy Hill
 - 3-year maintenance contract with Minara Resources
 - 3-year industrial services contract with Fonterra NZ
 - 2-year civil maintenance contract with South32
 - 1.5-year contract with Rio Tinto's QAL alumina refinery
 - 1.5-year contract with Rio Tinto's Yarwun alumina refinery
- **Successful geographic expansion into Gladstone Qld**
- **Aboriginal JV Company (Bugarrba) secured and commenced 5-year contract with FMG**
- **Strong business development pipeline and scope expansion opportunities with existing and new clients**



FMG Port Facilities, Pilbara region of WA



Meridian Energy's windfarm maintenance, New Zealand

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

BHP

RioTinto

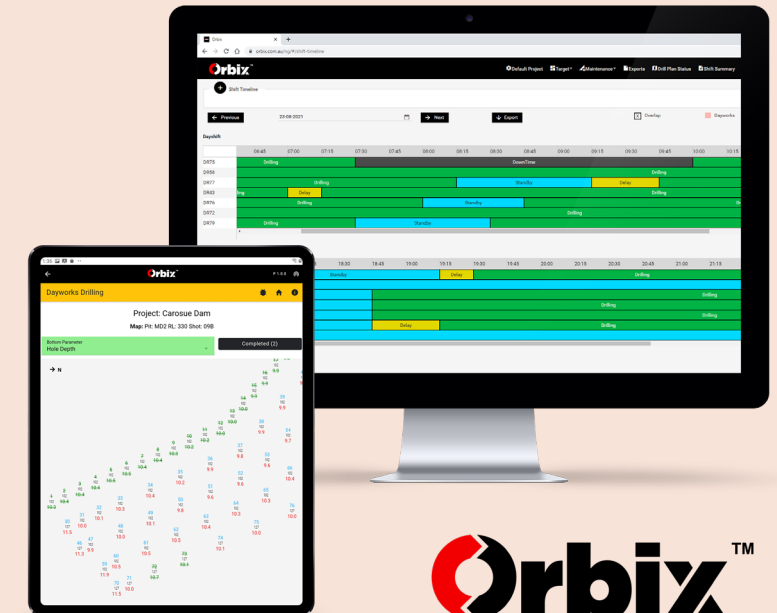


MINING SERVICES IN REVIEW

- Continued strong operational / financial performance
- Excellent asset utilisation of >90%
- A number of contract wins and extensions secured
 - 5-year contract with SIMEC Mining
 - 2-year contract with Evolution Mining
 - 2-year contract with Navarre Minerals
 - 6-month contract with Red 5
- Key commodity exposure
 - Gold
 - Iron Ore
- Innovation Focus
 - High precision GPS
 - Semi-autonomous / remote-control drilling
 - Orbix proprietary data intelligence software
- Strong pipeline & expansion opportunities with existing clients
- Disciplined capital investment to support growth opportunities



Carosue Dam mine site, Goldfields region, WA



ENGINEERING & CONSTRUCTION



WHAT WE DO

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

CORE SERVICES

- Civil & Engineering
- Specialist Building
- Engineered Products

EARNINGS

 Project Based



ENGINEERING & CONSTRUCTION IN REVIEW



Civil & Engineering

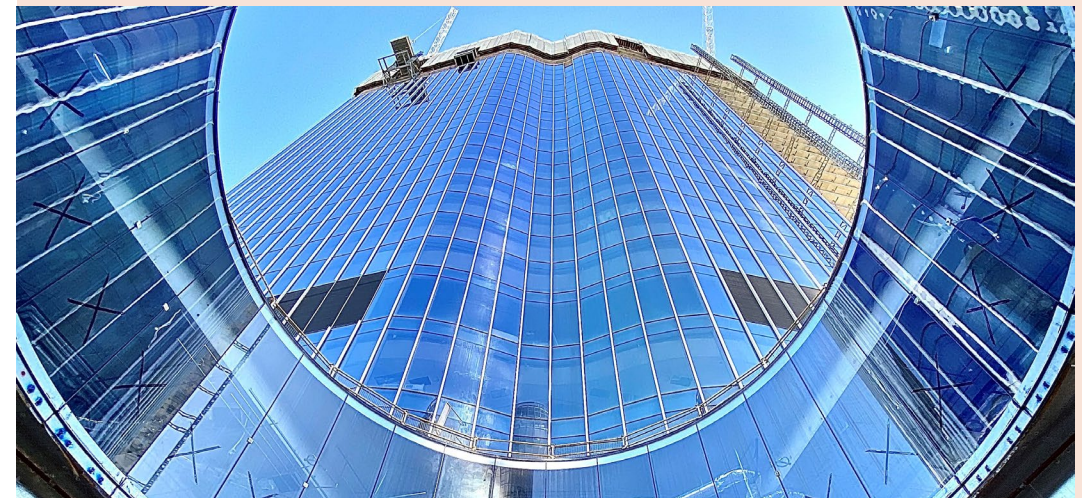
- Strong operational performance
- Robust pipeline of infrastructure opportunities
 - dams, bridges, tanks, windfarms, site infrastructure
- Highest national bridge / road accreditation (R5 / B4)
- Successful acquisition and integration of WBHO Infrastructure
- High demand for SRG engineered products with excellent growth opportunities globally

Specialist Building

- Solely focused on key repeat clients
- Specialist Facades (nationally) and Structures West (WA) performing well
 - significant level of work in hand
 - good pipeline of major opportunities
- Successful entry into Defence sector
 - new market for SRG Global
 - further diversification of our sectors and opportunities



New England Highway Upgrade at Bolivia Hill, NSW



Elizabeth Quay Specialist Façade & Structure, Perth WA



OUR **STRATEGIC DIRECTION**

BUILDING THE MOST SOUGHT-AFTER DIVERSIFIED INDUSTRIAL SERVICES BUSINESS



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

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

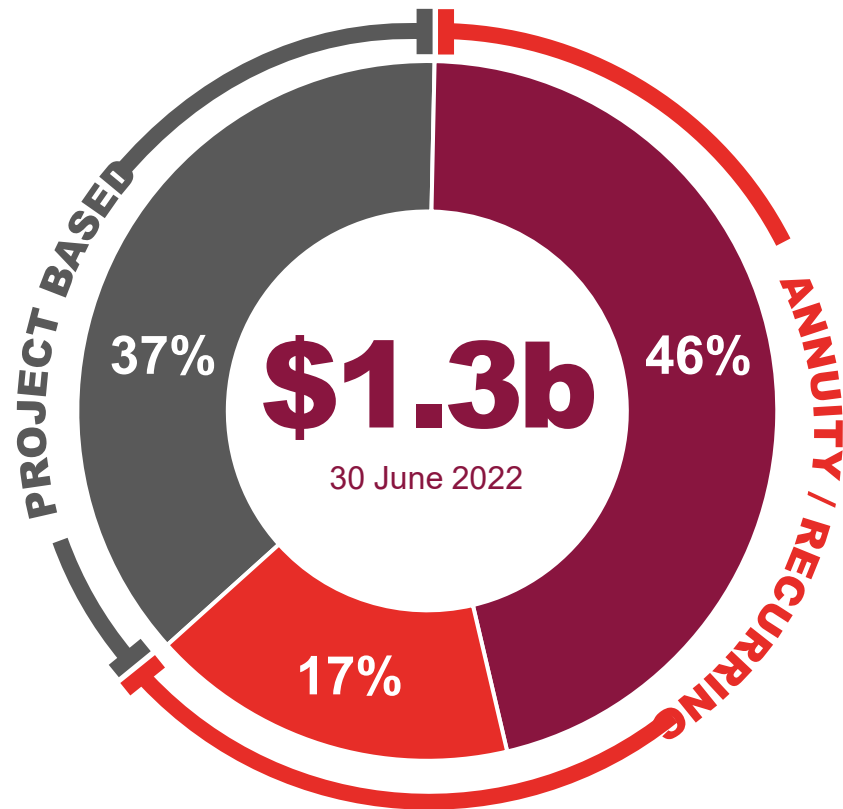
Consistent, above market shareholder returns (EPS and TSR)

80% annuity / recurring and 20% project-based earnings

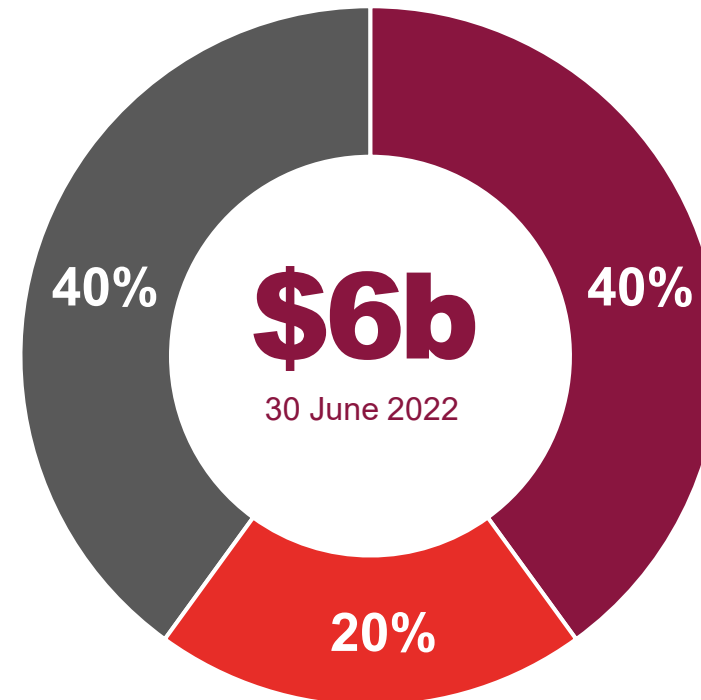
STRONG PLATFORM FOR CONTINUED GROWTH



WORK IN HAND



OPPORTUNITY PIPELINE



■ Asset Maintenance ■ Mining Services ■ Engineering & Construction

Operating Segment Outlook

- 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
- SRG Engineered Products gaining momentum both **domestically** and **internationally**

Business Outlook

- **FY23 EBITDA** expected to be circa **25% higher** than FY22 EBITDA
- **Strength / diversity** of business provides ongoing protection against labour / cost pressures
- **Robust balance sheet** position to support growth working capital requirements
- Earnings profile of **two thirds annuity earnings** continuing in FY23 and beyond
- Strategic transformation to a **diversified industrial services** business will continue to deliver results

INVESTMENT PROPOSITION



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

**Diverse
market sectors /
geographies**

**Annuity
earnings
profile**

**Highly scalable
business
model**

**Capital light
investment
profile**

**Dividend
paying
stock**



“WHEN IT HAS
TO BE DONE RIGHT”

SRG GLOBAL

srgglobal.com.au



**MAKING THE
COMPLEX**

SIMPLE

DISCLAIMER



This presentation has been prepared by SRG Global Limited (ABN 81 104 662 259) (**SRG**). By accessing this presentation you acknowledge that you have read and understood the following statement.

This presentation contains general summary information about SRG. The information, opinions or conclusions expressed in this presentation should be read in conjunction with SRG's other periodic and continuous disclosure announcements lodged with ASX, which are available on SRG's website. No representation or warranty, expressed or implied, is made as to the fairness, accuracy, completeness or correctness of the information, opinions and conclusions contained in this presentation.

Not financial product advice

This presentation is for information purposes only and is not a prospectus or product disclosure statement, financial product or investment advice or a recommendation to acquire securities in SRG (or any interest in SRG securities). It has been prepared without taking into account the objectives, financial situation or needs of individuals. Before making any investment decision, prospective investors should consider the appropriateness of the information having regard to their own objectives, financial situation and needs and seek legal and taxation advice appropriate to their jurisdiction.

Forward-looking information

This presentation may contain certain forward-looking statements. Forward looking statements include those containing such words as "anticipates", "estimates", "forecasts", "should", "could", "may", "intends", "will", "expects", "plans" or similar expressions and may include statements regarding SRG's intent, belief or current expectations with respect to SRG's business and operations, market conditions, results of operations and financial condition, specific provisions and risk management practices. Where SRG expresses or implies an expectation or belief as to future events or results, such expectation or belief is expressed in good faith and on a reasonable basis. No representation or warranty, express or implied, is made by SRG that the matters stated in this presentation will in fact be achieved or prove to be correct. These forward looking statements are not guarantees or predictions of future performance, and involve known and unknown risks, uncertainties and other factors, many of which may be beyond SRG's control, and which may cause the actual results, performance or achievements of SRG to be materially different from future results, performance or achievements expressed or implied by such statements. Other than as required by law, none of SRG, its officers, advisers nor any other person gives any representation, assurance or guarantee that the occurrence of the events expressed or implied in any forward looking statements in this presentation will actually occur. SRG does not undertake to release publicly any revisions to any forward-looking statement to reflect events or circumstances after the date of this presentation, or to reflect the occurrence of unanticipated events, except as may be required under applicable securities laws.

Photographs and diagrams

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.

Financial data

All dollar values are in Australian dollars (A\$ or AUD) unless otherwise stated. All references to FY22 profits in this presentation exclude one-off transaction costs of \$1m for WBHO Infrastructure acquisition.

Authorisation

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