



# SRG INVESTOR UPDATE

FOR FULL YEAR ENDED 30 JUNE 2017



Transportation of world record capacity ground anchor

**MAKING  
THE  
COMPLEX  
SIMPLE**

# DISCLAIMER AND IMPORTANT NOTICE



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Forecasts, by their very nature, are subject to uncertainty and contingencies may occur which are outside the control of SRG Limited. Before making or varying any decision in relation to holding, purchasing or selling shares in SRG Limited, investors should consider the appropriateness of that investment in light of their individual investment objectives and financial situation and should seek their own independent professional advice.

All currency is denominated in Australian dollars.

## ZERO HARM

- Continuing to improve
  - 62% in LTIFR
  - 11% in TRIFR
- Innovation
  - Equipment
  - Process

## FINANCIAL RESULT

- FY17 Revenue up 29%
- FY17 NPBT up 25%
- FY17 EPS up 24% to 12.24 cps
- Positive trend in asset efficiency

## SHAREHOLDERS

- Cash in hand \$24.4M
- No net debt
- Full dividend of 7 cps
- FY17 share price up 33%
- Increased analyst coverage

## WORK WINNING

- New mining contracts
- Dams and bridges
- International wins
- LNG tanks
- Services growth

## WORK IN HAND

- WIH up 41% to \$338M
- WIH for FY18 of \$160M
- \$1.25B pipeline
- Positive trend
- International growing

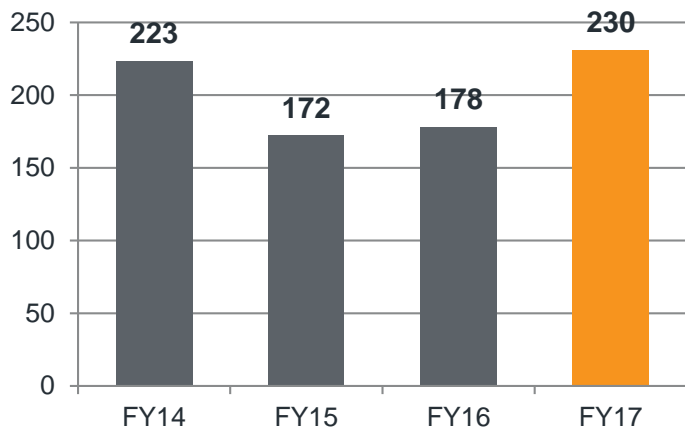
## EXPANSION

- International investment
- Key client focus
- Hong Kong pipeline
- US / Canada
- M&A pipeline

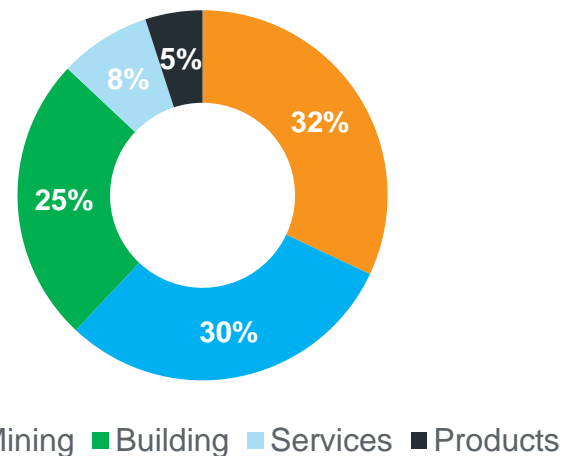
# FINANCIAL PERFORMANCE



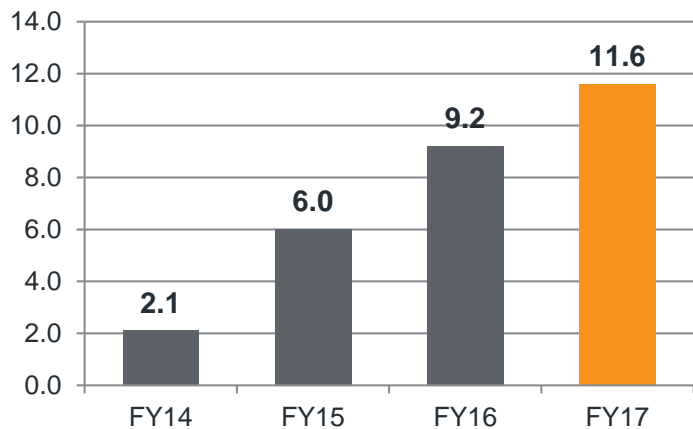
## Revenue (\$M)



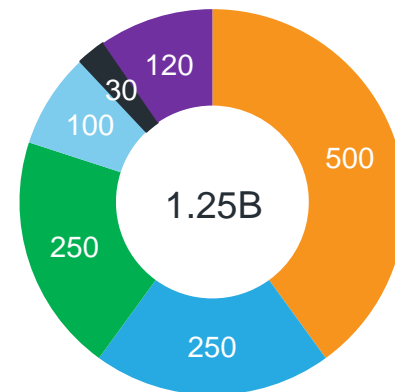
## Revenue (%)



## NPBT (\$M)



## Work Opportunity Pipeline (\$M)



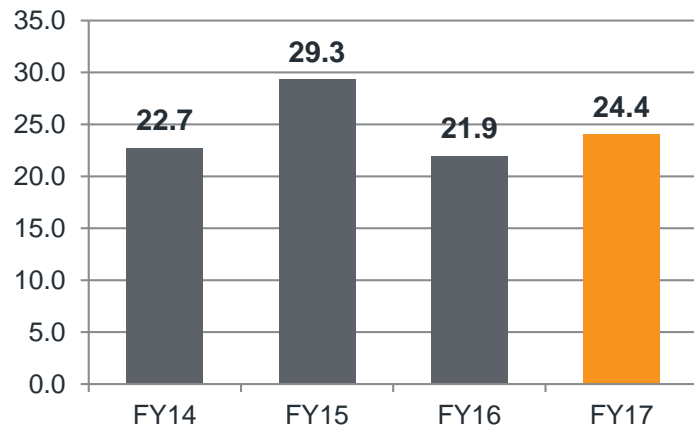
■ Civil 
 ■ Mining 
 ■ Building 
 ■ Services 
 ■ Products 
 ■ International

Note FY15 NPBT result is pre ETP adjustment

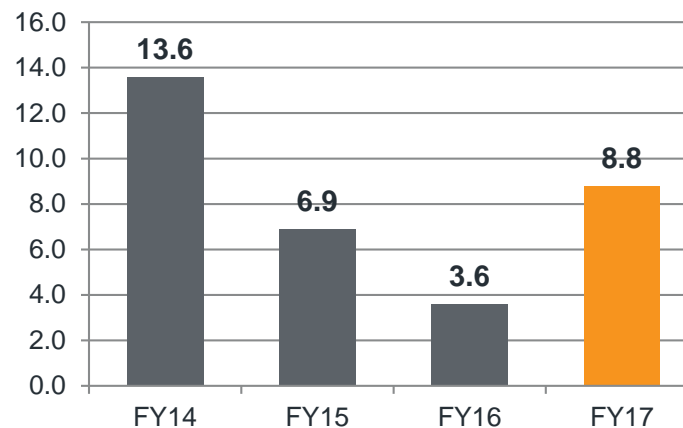
# FINANCIAL STRENGTH



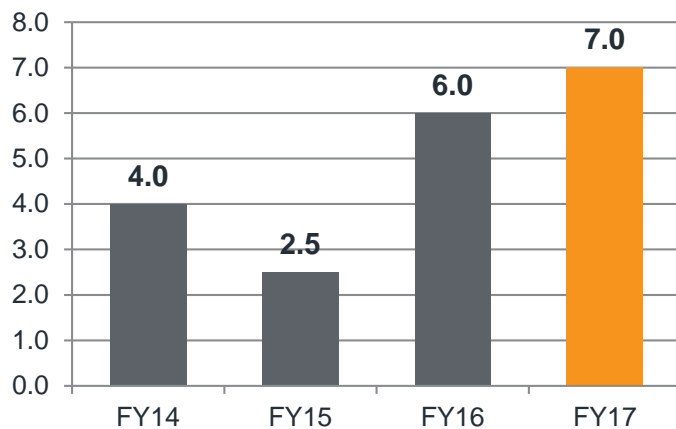
## Cash at Bank (\$M)



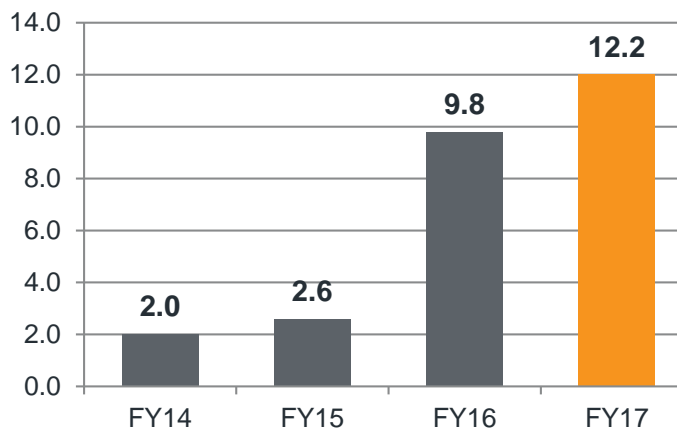
## Financial Liabilities (\$M)



## Dividends (cents per share)



## Earnings per share (cents)



# BUSINESS UNIT OVERVIEW



## MINING

- Strong performance
- High asset utilisation
- Significant wins
- New customers
- New commodities

## CIVIL

- Bridge wins
- Dam wins
- Solid pipeline
- Focus on execution
- More scale required

## BUILDING

- Challenging FY17
- Good FY18 WIH
- Focus on efficiency
- Drive performance through innovation

## SERVICES

- Solid performance
- NSW / Qld entry
- Target recurring revenue
- Key client focus

## PRODUCTS

- Positive FY17 for Monitoring business
- Upgraded SureLok™
- SureLok™ - 15,000 sold & good pipeline
- Sales and M&A focus

## INTERNATIONAL

- Significant project win
- New Zealand entry
- Hong Kong pipeline
- US / Canada focus
- Positive FY18 returns

# WHERE WE ARE GOING



## FOUNDATION

2015

Develop vision / strategy ✓

Drive Zero Harm ✓

Right structure / capability ✓

Develop brand / value proposition ✓

Rigorous review mechanisms in place ✓

Formalise relationships with key stakeholders ✓

Drive improvement / efficiency ✓

Resolve legacy issues ✓

## DEVELOPMENT

2016 - 2019

Execute strategy

Projects delivered above green sheet

Secure specialised civil projects of scale

Organic growth in target markets

Growth in complementary services / markets

Selective acquisitions to accelerate growth

Brand recognition

## MARKET LEADERSHIP

2020 +

Zero Harm industry leader

Global complex service partner of choice

Strong brand

Employer of choice

ASX top 200

Consistent performance

Above market returns

Diversified international specialist contractor

# BUSINESS STREAM FOCUS



## MINING

Optimise assets and operational efficiency, cross sell additional services & drive selective growth.

## PRODUCTS

Expand portfolio through new product development (Monitoring, Construction, Geotechnical).

## CIVIL

Secure specialised civil projects of scale in water / bridge / tanks sectors.

## BUILDING

Maintain market leadership, leverage alliances & drive operational efficiency.

## SERVICES

Drive step change growth in infrastructure remediation through innovative specialist solutions.

## INTERNATIONAL

Grow and expand geographical footprint through leveraging core partnerships and capability.



- Continue to leverage our diverse offering and geographic footprint
- Balance sheet and Work in Hand provides financial strength / security
- Growth and alliances with key customers domestically / internationally
- Continue to drive innovation for efficiency and competitive advantage
- Focus on profitable growth across the business streams
- Drive scale to better leverage technical and engineering resource
- Progress targeted M&A opportunities to complement organic pipeline
- FY17 international investment to generate positive returns in FY18
- Expect returns to shareholders to increase through revenue and profit growth in FY18, weighted to the second half
- SRG long term strategy firmly on track

# APPENDIX



**MAKING  
THE  
COMPLEX  
SIMPLE**

South Hook LNG Tanks, Wales

# OUR BUSINESS STREAMS



## MINING

Drill and Blast

Ground Support

Engineering

Technical Access

Mine Infrastructure

Underground

Open Pit

Civil

Monitoring

Remedial



## CIVIL

Dam Strengthening

Bridge Construction

Bridge Maintenance

Tank and Silo Construction

Heavy Lifting

Load Handling

Slipform

Stay Cable Systems

Ground Anchors



## BUILDING

Post-Tensioning

Slab on Ground

Industrial Pavements

Multistorey Post-Tensioning

Slipform

Reinforcement

Remedial



## SERVICES

Diagnosis and Investigation

Concrete Repair

Structural Strengthening

Waterproofing

Precision Grouting

Façade Restoration

Architectural Restoration

Cathodic Protection

Specialised Services



## PRODUCTS

Macalloy Bar

Concrete Canvas

Rock Mesha

Ground Support Products

Geotechnical Equipment

SureLok

Ducting

Duct Chairs

Barrel and Wedges

Castings

# OUR GEOGRAPHICAL SPREAD



● Construction

▲ Mining

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# OUR BOARD



**PETER McMORROW**  
CHAIRMAN



**DAVID MACGEORGE**  
MANAGING DIRECTOR



**MICHAEL ATKINS**  
NON-EXEC DIRECTOR



**PETER BRECHT**  
NON-EXEC DIRECTOR



**ROBERT FREEDMAN**  
NON-EXEC DIRECTOR

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# OUR PROJECT EXPERIENCE



**Drill & Blast**



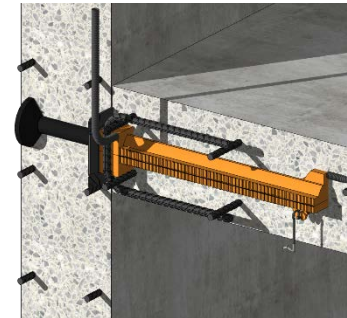
**Elizabeth Quay Bridge**



**Barangaroo**



**Loy Yang**



**Product Manufacture**



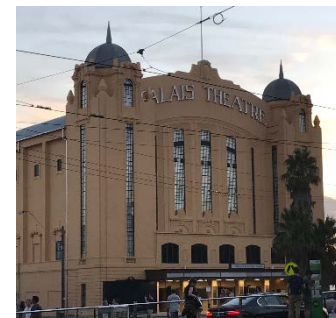
**Edna May Mine WA**



**Keepit Dam NSW**



**Jupiters Tower PT**



**Palais Theatre**



**SureLok™**



**RC Drilling**



**Bass Point Silos**



**Gosford Hospital**



**Bridge Strengthening**



**Monitoring - Indonesia**

# OUR PROJECT EXPERIENCE



**Slope Stabilisation**



**Cable Stay Bridges**



**Sydney Metro Northwest**



**Precision Grouting**



**Product Innovation**



**Rope Access**



**Hazelmere Dam SA**



**Onslow Water Tanks**



**Bermagui Jetty**



**Manufacturing Facility**



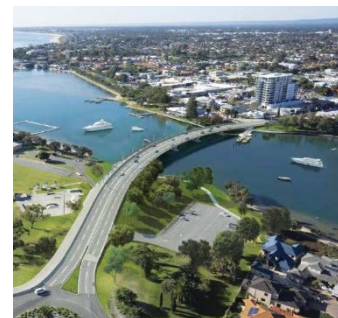
**Crusher Pockets**



**Qatar Viaduct**



**LNG Tanks Kuwait**



**Mandurah Bridge**



**Facade Refurbishment**

**WE SOLVE THE  
COMPLEX PROBLEMS  
THAT OTHERS CAN'T**

**LEARN MORE ABOUT THE PROJECTS WE'VE  
BEEN INVOLVED IN ONLINE.**

**SRGLIMITED.COM.AU**