



2024 AGM

MANAGING DIRECTOR PRESENTATION

**MAKING THE
COMPLEX
SIMPLE**

THIS IS US

WHO WE ARE

We are a **diversified infrastructure 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 infrastructure services business

**MAKING THE
COMPLEX
SIMPLE**

DIVERSIFIED INFRASTRUCTURE SERVICES



**MAINTENANCE &
INDUSTRIAL SERVICES**



**ENGINEERING &
CONSTRUCTION**

OUR PROFILE

People
4,300

Industries
20+

Proforma Revenue
\$1.3b

Market Cap (\$m)
800



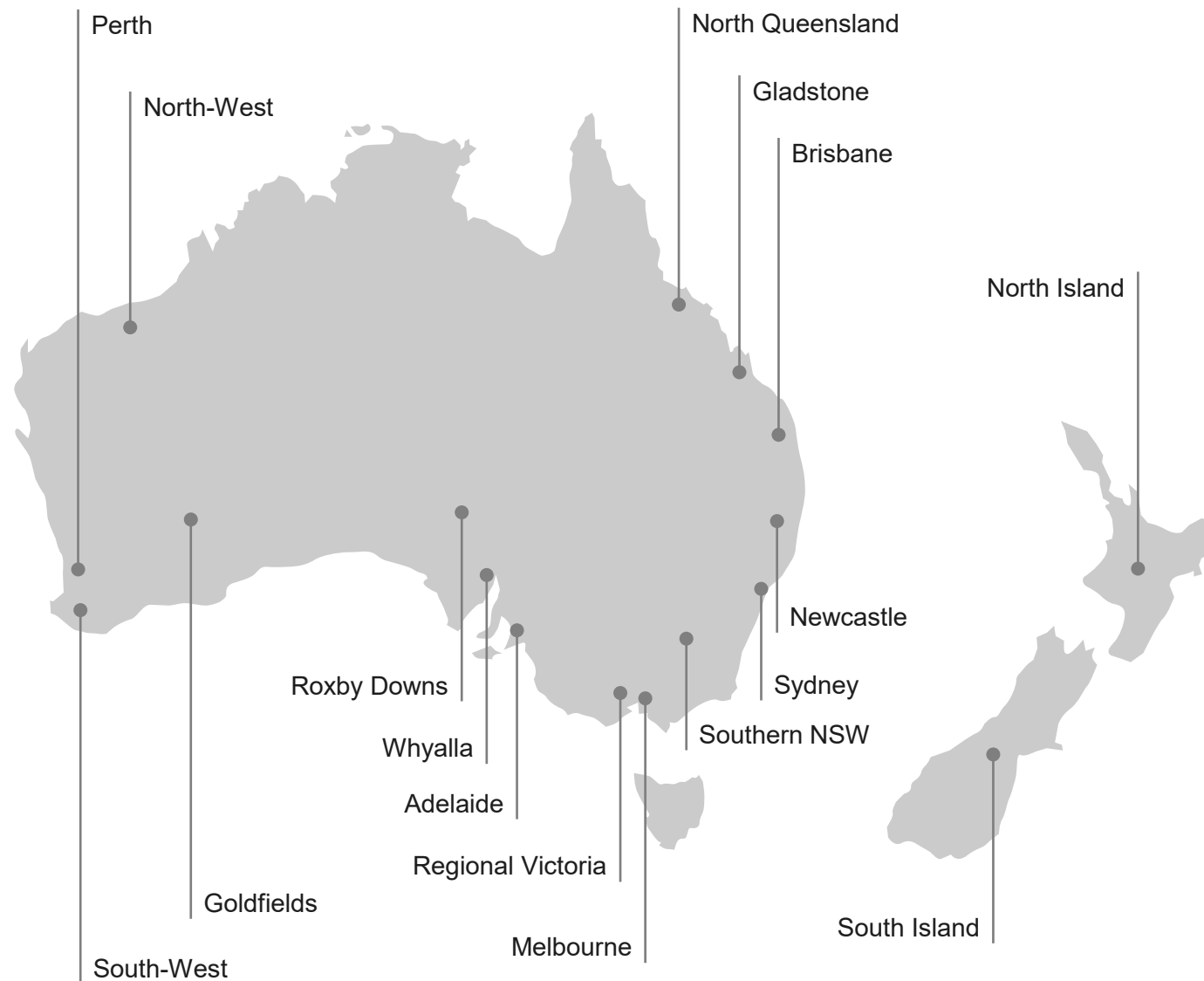
**Diversified
Infrastructure
Services Business**
80% Annuity / Recurring
Earnings Profile

**Geographic
split**

50% East

45% West

5% New Zealand



Executive Summary

Record Financial Result

FY24 EBITDA of

\$98.5m

▲ Up 23% on FY23

EBIT(A)¹ of \$65.6m up 31% on FY23

Returns to Shareholders

EPS(A) of

7.7 cps

▲ Up 15% on FY23

FY24 DPS of 4.5c, up 13% (2H 2.5c)

Excellent Cash Generation

Net Cash of

\$17.8m

▲ Up from Net Debt of \$17.0m

117% EBITDA to Cash Conversion

Transformational Acquisition

Circa 10% EPS(A) accretive



Market Leader in Water Security
& Energy Transition

Winning and Executing

Record Work in Hand of

\$3.0b

▲ Up 46% on FY23

80% Annuity / Recurring Earnings

Strong FY25 Growth Outlook

EBITDA Guidance reaffirmed at

~\$125m

▲ Up 27% on FY24

Includes 10 months from Diona

WEST WIND FARM, MERIDIAN ENERGY,
WELLINGTON, NEW ZEALAND

FY24 Results Overview

MAKING THE
COMPLEX
SIMPLE

FY24 Financial Performance

Key Highlights



Record Financial Result

	FY23	FY24	Change
Revenue	\$809.0m	\$1,069.3m	▲ 32%
EBITDA	\$80.1m	\$98.5m	▲ 23%
EBIT(A)	\$50.0m	\$65.6m	▲ 31%
NPAT(A)	\$31.8m	\$40.3m	▲ 26%
EBITDA % margin	9.9%	9.2%	- 0.7%
EBIT(A) % margin	6.2%	6.1%	- 0.1%
NPAT(A) % margin	3.9%	3.8%	- 0.1%
Dividends (cents per share)	4.0 cents	4.5 cents	▲ 13%
Earnings Per Share (A)	6.7 cps	7.7 cps	▲ 15%



SRG Global delivers **above market financial performance**



Continued **strong organic growth** with **EPS accretion of +15%**



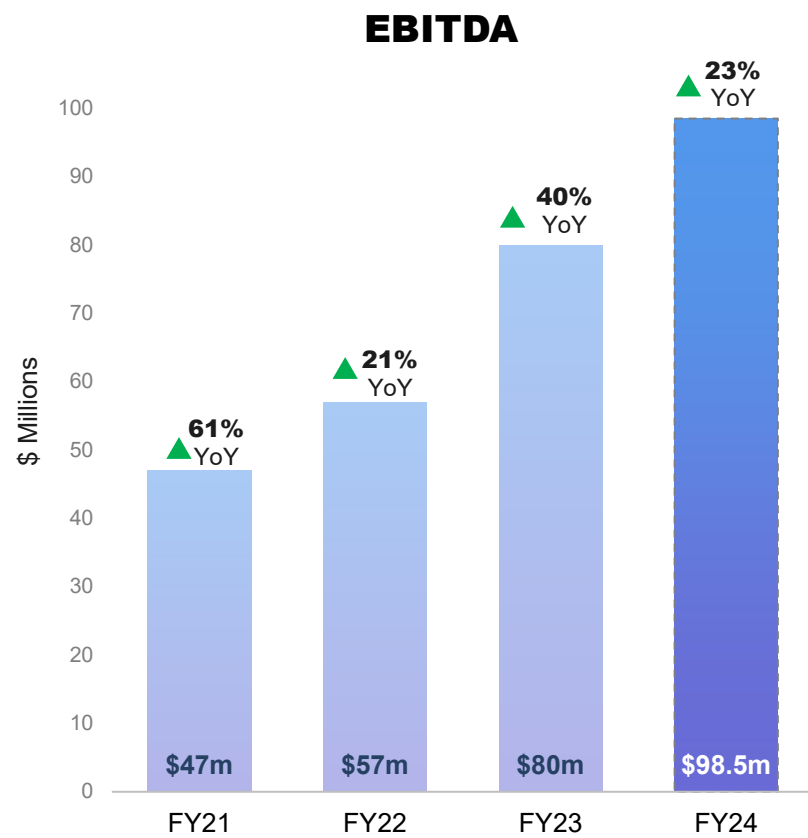
Transitioned to **net cash of \$17.8m** from net debt of \$17.0m



Strong business fundamentals provide platform for ongoing sustainable growth

FY24 Financial Performance

Key Highlights



Revenue
(AUD)

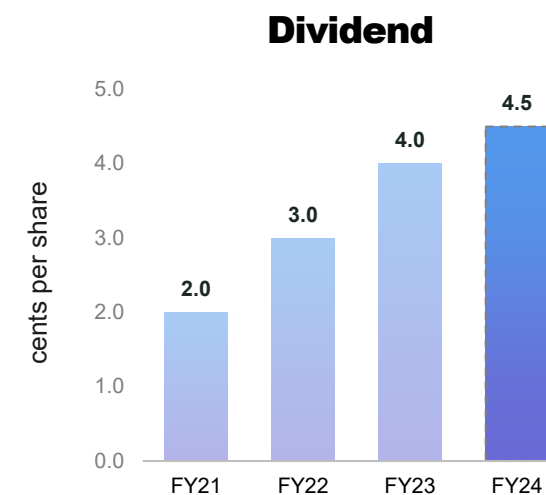
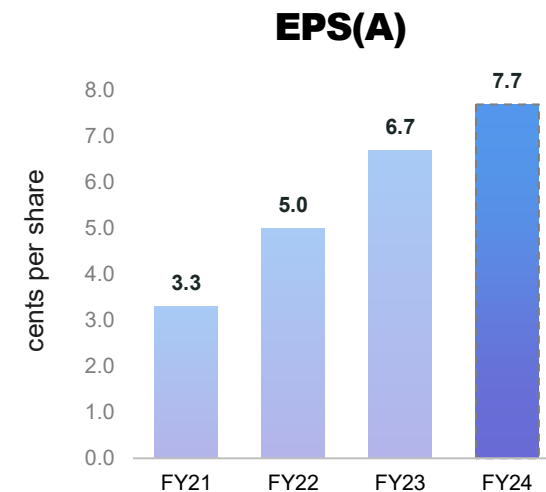
▲ **32%**
YOY

\$1,069m

EBITDA
Cash Conversion

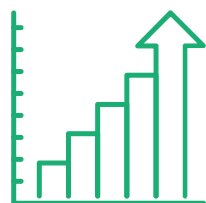
✓ **FY24**

117%



FY24 RESULTS

Long Term Track Record of Delivery



Continuing to execute SRG Global Growth Strategy

	FY21	FY22	FY23	FY24
Revenue	\$570.0m	\$644.2m	\$809.0m	\$1,069.3m
EBITDA	\$47.1m	\$57.2m	\$80.1m	\$98.5m
EBIT(A)	\$25.1m	\$34.2m	\$50.0m	\$65.6m
NPAT(A)	\$14.9m	\$22.4m	\$31.8m	\$40.3m
EBITDA % margin	8.2%	8.9%	9.9%	9.2%
EBIT(A) % margin	4.4%	5.3%	6.2%	6.1%
NPAT(A) % margin	2.6%	3.5%	3.9%	3.8%
Dividends (cents per share)	2.0 cents	3.0 cents	4.0 cents	4.5 cents
Earnings Per Share (A)	3.3 cps	5.0 cps	6.7 cps	7.7 cps



133% EPS(A) growth over last three years



Business successfully transitioned to **~80% annuity / recurring earnings**



Track record of **winning and executing work**

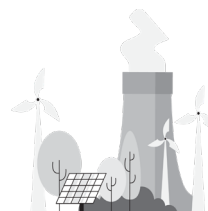


Track record of **cash generation** to fund growth and dividends

Underpinned by a Strong Foundation



Environmental, Social & Governance in Action



Environmental

- Sustain Life Software Platform to track emissions
- Sustainability initiatives such as green concrete, local tree planting and solar powered site facilities



Social

- Bugarrba Aboriginal Joint Venture progressing well
- Social partnerships supporting aligned causes such as Clontarf, Mates, Shooting Stars, Cancer Council, Telethon and other local community initiatives / programs



Governance

- Continued focus and refinement of SRG's Risk Management Framework and suite of Policies / Initiatives including Code of Conduct, Whistle Blower, Psychosocial, Respect at Work and Modern Slavery Initiatives

Transaction Overview — Diona

Diona Overview

- Established in 1980, Diona is a leading **end-to-end** delivery partner for design, engineering and project execution; through long term program and asset management agreements with full **self-perform capability**
- Diona delivers specialised services within two end markets:
 - Water Security & Rehabilitation**
 - Energy Transition**
- Broad **geographic reach** in both urban and rural areas spread evenly across the **East Coast** including South Australia
- Client focused approach with established **long-term partnerships** with leading utilities and government agencies
- A number of **key common and complementary** clients with SRG Global
- A **skilled workforce** consisting of 750+ people with 200+ technical advisors
- Long-term track record** of delivering significant growth through the cycle
- Well positioned to continue to drive organic growth, with more than **\$1.0 billion of work in hand** underpinned by a pipeline of more than \$2.0 billion

40+ years

Full end-to-end
self-perform capability

>750

Skilled workforce
as of June 2024

96%

Blue chip utility
and govt. agencies

100%

East coast presence
(including SA)

\$1.0b

Work In Hand
(WIH)

84%

Cost plus / schedule
of rates revenue

\$216m

FY24 revenue¹

\$19.5m

FY24 EBITDA¹

\$18.5m

FY24 EBIT¹

Strategic Rationale

1 Strengthens market position in water security and energy transition

- Leading professional program and asset management services provider
- 40-year history with long-term client relationships
- Embedded partner with utility / government agencies for:
 - Water Security and Rehabilitation encompassing Water and Wastewater Infrastructure, and
 - Energy Transition, including Energy, Power & Gas

2 Complementary capabilities enhance breadth and strength of service offering

- Adds complementary program management and technical expertise through early engagement advisory, design and engineering services, collaborative project delivery and ongoing asset management services
- Unlocks a range of synergies across SRG Global's Diversified Infrastructure Services business model with both common and new clients; and accelerates expansion in key geographic regions

3 High-quality management team with a proven track record

- Strong, reputable management team with extensive industry experience and long tenure working for Diona
- 750+ highly skilled professional services, engineering, program management and project delivery personnel
- All staff including key management personnel will transition across to SRG Global post-completion

4 Enhances annuity / recurring revenue and earnings profile

- High annuity style revenue / earnings profile in line with SRG Global's stated growth strategy
- 100% of earnings is underpinned by long-term program and asset management agreements, typical duration (2-4 years) providing long-term consistent, predictable earnings

5 \$1b work in hand and strong pipeline underpinning future growth

- Excellent revenue visibility with more than \$1bn of secured work, underpinned by long-term program and asset management agreements
- Pipeline of more than \$2bn
- Provides SRG Global with significant cross selling opportunities

6 Financially attractive acquisition

- Circa 10% FY24 pro forma EPS accretion (pre synergies / cross selling opportunities)
- Capital light investment profile (capex < 1% of revenue)
- Complements SRG Global's current growth strategy in highly attractive growth sectors of Water Security and Energy Transition

Highly Complementary Core Capabilities

Diona's core capabilities are **highly complementary** with SRG Global's service offering in delivering **critical infrastructure services** to connect, empower and sustain major industry across Australia and New Zealand.

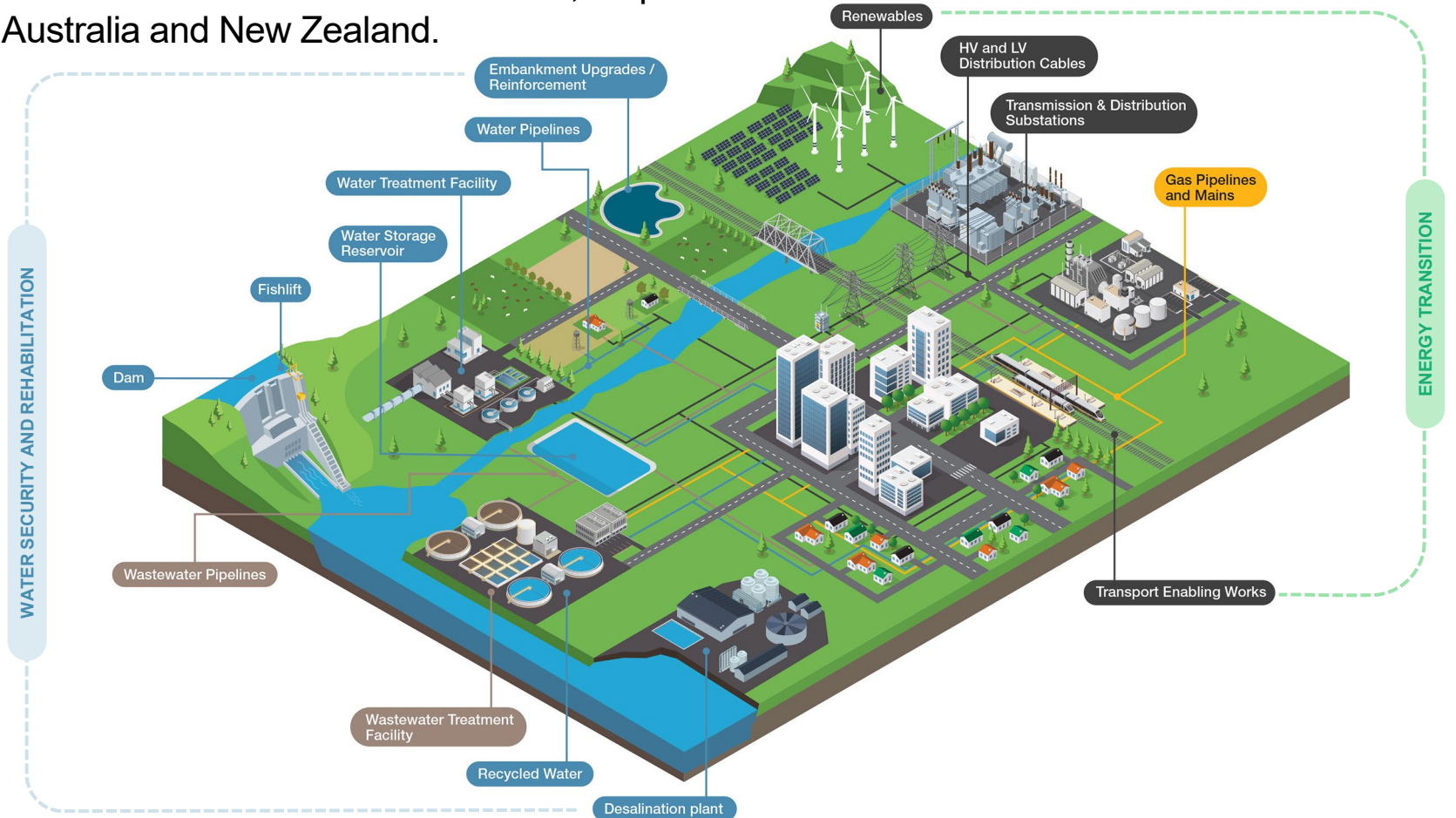
Early Engagement Advisory

Community Engagement

Design & Engineering

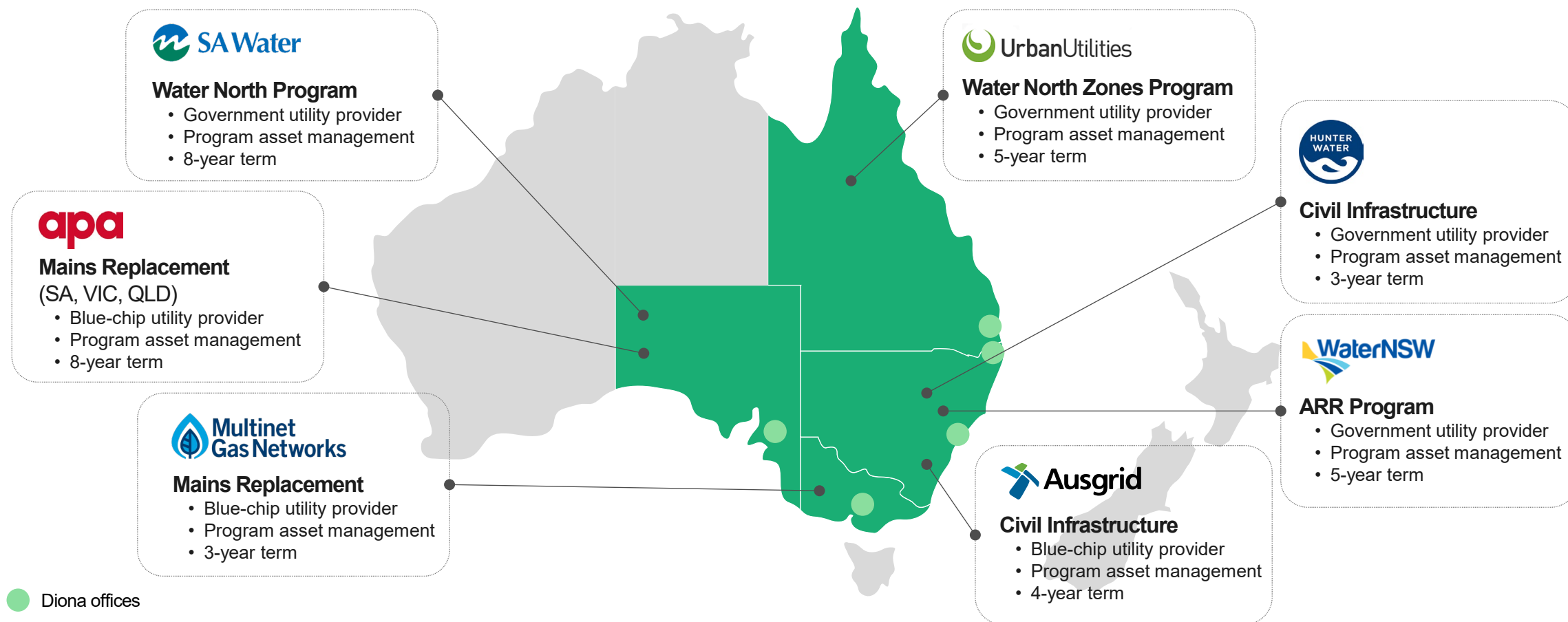
Program Management Delivery

Asset Management



Client Focused Approach

Diona's model integrates a **low-risk collaborative approach** with **long-term agreements, ensuring sustainable and consistent earnings**, and embedded partnerships with leading utility and government agencies.



Key End Markets

Diona delivers specialised services **within two pivotal End Markets: Water Security & Rehabilitation**, encompassing Water & Wastewater, and **Energy Transition**, including Gas, and Power & Energy.

END MARKETS



WATER SECURITY & REHABILITATION

Safeguarding and sustaining water resources with vital infrastructure ensuring community wellbeing and environmental sustainability

WATER AND WASTEWATER

- **Resources Security**
Rehabilitate and maintain critical water and wastewater infrastructure, ensuring sustainable water management
- **Advanced Water Solutions**
Use of solar water storage and hydrogen solutions emphasises an innovative approach to decarbonisation
- **Proven Project Delivery**
Track record in brownfield projects and community engagement reflects commitment to excellence and reliability



ENERGY TRANSITION

Gas, Power & Energy, leading the way in supporting Australia's move towards a sustainable energy future

GAS

- **Compression Technologies**
Advanced gas compression technologies and design ensure efficient gas transportation while striving to improve energy efficiency
- **Leak Minimisation**
Measures to decrease leaks, enhancing the integrity and sustainability of gas infrastructure
- **Proven Project Delivery**
Track record in brownfield projects and community engagement reflects commitment to excellence and reliability

POWER & ENERGY

- **High-Voltage Expertise**
Adept in HV cable transmission, specialising in robust and efficient energy distribution networks
- **Sustainable Solutions**
Focus is on integrating renewable energy sources, enhancing grid connections, and driving the energy transition forward
- **Collaborative Energy Projects**
Through effective community and stakeholder collaboration, strengthening energy partnerships



Market Overview

Diona is strategically positioned to benefit from long-term industry tailwinds across water security & rehabilitation as well as other sectors facing the broader energy transition.

WATER INFRASTRUCTURE

~\$12bn Annual Spend

Principally driven by trends in population growth, water availability, and government infrastructure funding. The steady expansion of Australia's population and widening of settlements into outer metropolitan areas has underpinned more significant requirement for delivering potable water and sewerage services in recent years.

Increase in nationally significant water infrastructure through the \$3.5bn National Water Grid Fund with Government funding aimed at improving water security through funding projects such as dams, weirs, pipelines, water recycling plants, and other large wastewater processing plant projects.

Sydney Water recently announced the investment of \$34bn over the next 10 years from FY24 to FY35 to renew existing assets, deliver new investments in water supply, recycled water, stormwater and waterway management, and renewable sources of energy.

Diona stands to benefit from long-term partnerships with key water utilities providers such as Urban Utilities, WaterNSW, SA Water and Sydney Water

GAS PIPELINE INFRASTRUCTURE

~\$23bn Annual Spend

Roll-out of high-pressure gas pipelines by pipeline transporters such as Jemena have provided investment that is driving rapid industry expansion and underpinning accelerated growth in pipeline work and associated maintenance requirements.

Large-scale high-pressure gas interconnector pipeline developments mainly service the East Coast domestic gas market, including residential, industry and mining.

Demand from the pipeline transport industry, which commissions the construction of new pipelines and expands existing pipeline networks, is expected to continue driving maintenance, repair and upgrade work.

Ability for Diona to leverage its 25 years of gas delivery expertise and track record in high-quality gas infrastructure projects to capture further opportunities

ELECTRICITY INFRASTRUCTURE

Demand for high-voltage transmission networks will maintain historically high activity levels within the industry. Further, investment in high-voltage transmission systems for Renewable Energy Zones (REZs) will boost public sector funding.

REZs will help unlock the development of large renewable energy projects, initially focusing on the New England REZ network expansion in NSW and the South-West, and Western REZ network expansion in VIC.

The Australian Energy Market Operator (AEMO) 2024 Integrated System Plan (ISP) calls for the **construction of nearly 10,000km of new transmission lines by 2050** to connect new generation sources and meet reliability targets. The **cost of these projects is estimated at \$16bn**. This construction will significantly increase the installed base of assets which will require ongoing maintenance.

Diona is well placed to benefit given its high-voltage expertise and capabilities

Water Infrastructure Spend Highlights

Investment in the water infrastructure sector is expected to increase over the medium term due to population growth, climate change and water security, and increasing maintenance requirements for water infrastructure

Macro Drivers of Growth

Population growth

Climate change and water security

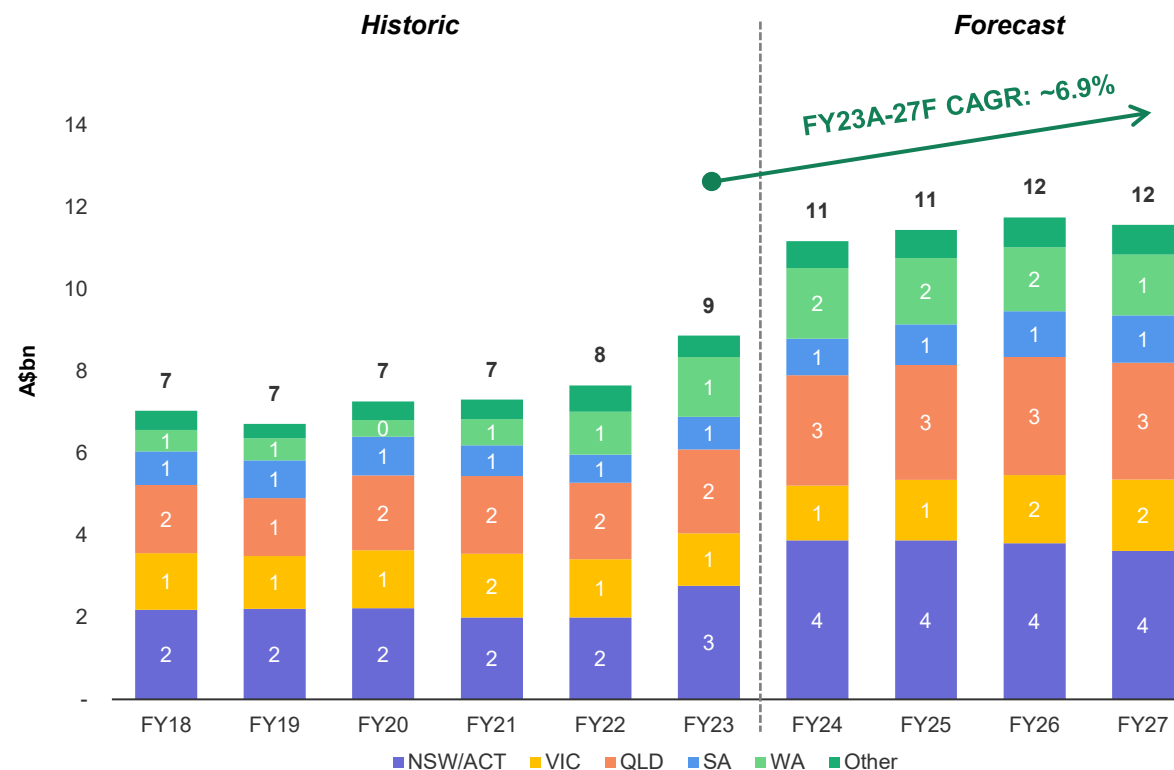
Urbanisation and congestion management

Aging infrastructure asset base

Technological advancements in water management

Government investments and incentives

Water Infrastructure – Forecast Spend



Market Commentary

Sydney
WATER

- Capital expenditure budget includes \$9bn over the three years to FY26, with a longer-term plan of \$34bn over the next 10 years to FY34 across new water facilities, purified recycled water schemes and bulk supply and transfer infrastructure
- Opportunity for Diona to add incremental share of spend given its long-term history of working with Sydney Water

SA Water

- Forecast long-term capital expenditure of ~\$2.1bn per annum in relation to water assets and ~\$1.2bn per annum in relation to wastewater assets for FY24-26
- Diona's is well positioned to deliver a large share of the above future spend given its long-term relationship & program management agreement with SA Water

Energy and Gas Infrastructure Spend Highlights

Spend in the energy and gas infrastructure sector is expected to remain strong, driven by Australia's push towards renewable energy, energy security, and the modernisation of existing networks to meet the demands of the energy transition

Macro Drivers of Growth

Expansion of renewable energy

Aging transmission infrastructure

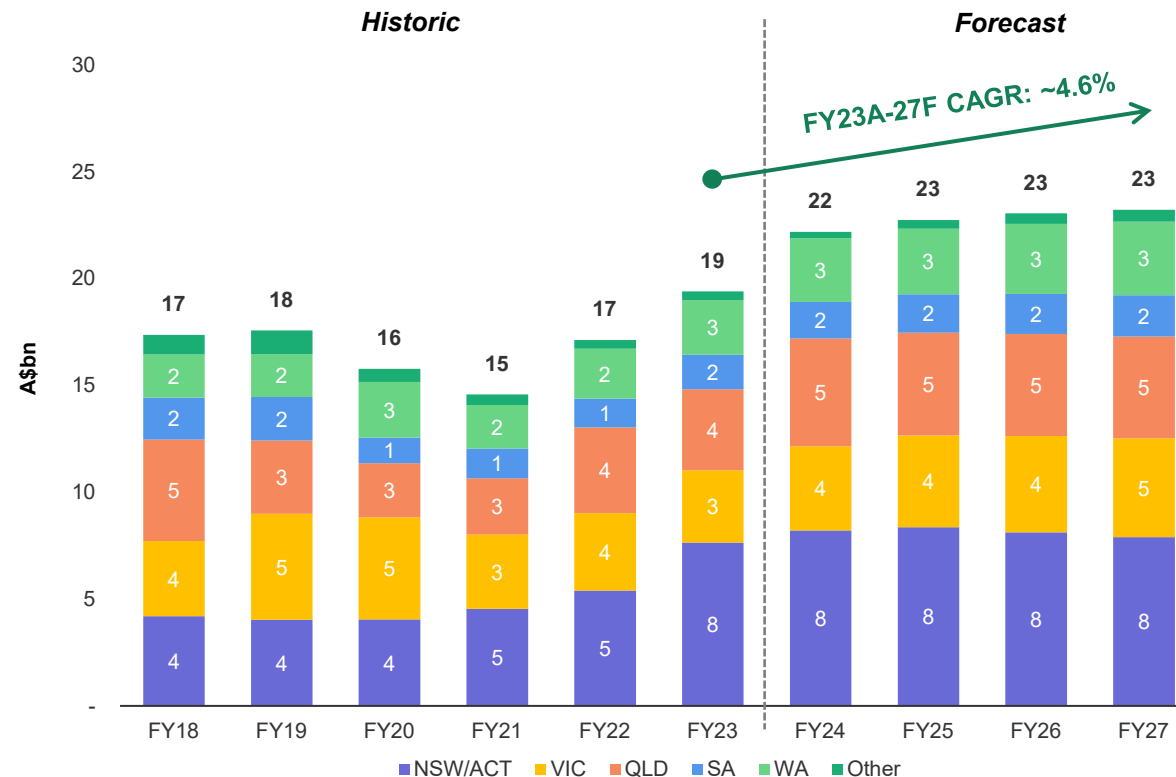
Government incentives and policies

National energy security

Reshoring & supply chain adjustments

Increased electrification needs

Energy & Gas Infrastructure – Forecast Spend



Market Commentary



- Capital expenditure forecast of ~\$670m for the 2023-28 access arrangement period with ~61% of this spend related to mains replacements
- Diona is a trusted partner for Multinet's gas main replacement and upgrade works, and is well placed to secure further packages in the future



- Forecast capex of ~\$3.3bn for the 2024-29 period including investment to replace network assets
- Opportunity for Diona to leverage its long-term relationship with Ausgrid since 2006 to continue collaborating on extensive upcoming works on its network and transmission grid

Long-Term Investment in Energy

Diona is uniquely positioned to capitalise on underlying secular tailwinds, including the ongoing reliance on renewable power, battery energy storage and transmission infrastructure.

Demand for Diona's transmission and distribution capability is underscored by the energy transition, which is expected to be sustained through the medium and long term



TREND

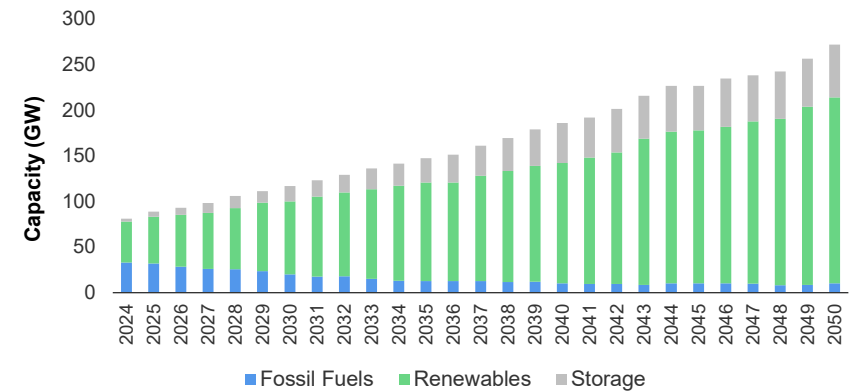
The rapid construction of critical renewables projects has resulted in increasing investment demand for transmission infrastructure and renewable energy storage



EVIDENCE

- By 2050, there will be nearly 30x increase in energy storage capacity, 9x in grid-scale wind and solar energy generation and 5x distributed PV capacity
- Transmission projects within the AEMO's "optimum development path" is expected to aggregate a cost of \$12.7bn
- The Federal Government "Rewiring the Nation Plan" provides \$20bn in funding for national transmission infrastructure, requiring 10,000km of new transmission grid by 2050. Commitment spend includes \$4.7bn for NSW, \$2.25bn for VIC and \$3bn for QLD
- In absence of coal-fired generation, Australia's National Electricity Market ('NEM') will require by 2050, 46 GW of dispatchable capacity from battery and hydro storage

Forecast National Electricity Market (NEM) Capacity



Diona is uniquely placed to capitalise on the strong tailwinds supporting demand primarily from the national energy transition and growing demand for maintenance services



TREND

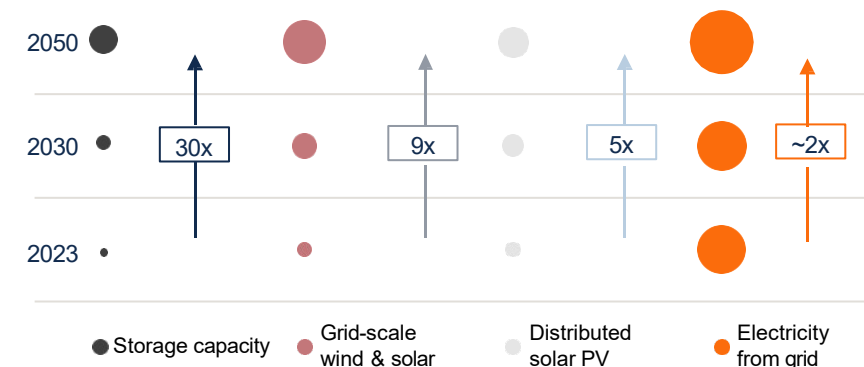
Significant infrastructure investment and maintenance demand is expected through government funded projects, electricity generation and grid augmentation projects



EVIDENCE

- Energy storage installations in Australia are expected to grow ~25x by 2030 to 12.8 GW and comprise 7% of global market
- Estimated \$3.2bn in spend on 33 battery projects (4.6 GW) under construction
- The switchyard services market is growing at 5.7% CAGR (management forecast) as a result of rising infrastructure development costs and legislative restrictions on extending the power grid in rural areas

Energy Transition Requiring Considerable Infrastructure Investment



WEST WIND FARM, MERIDIAN ENERGY,
WELLINGTON, NEW ZEALAND

Way Forward

AGM 2024 PRESENTATION

**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

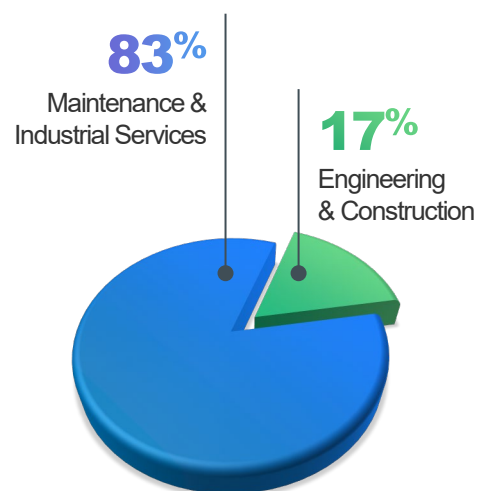
Strategic Transformation Delivering Sustainable Growth

Strong Platform for Sustainable Earnings Growth

Work in Hand (WIH):

\$3.0b

August 2024

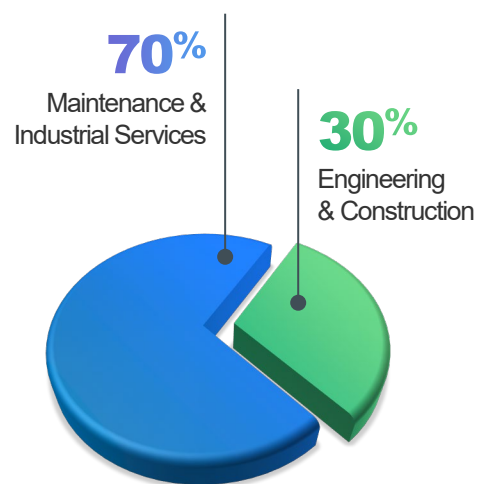


Exposure to Diverse Sectors and Geographies

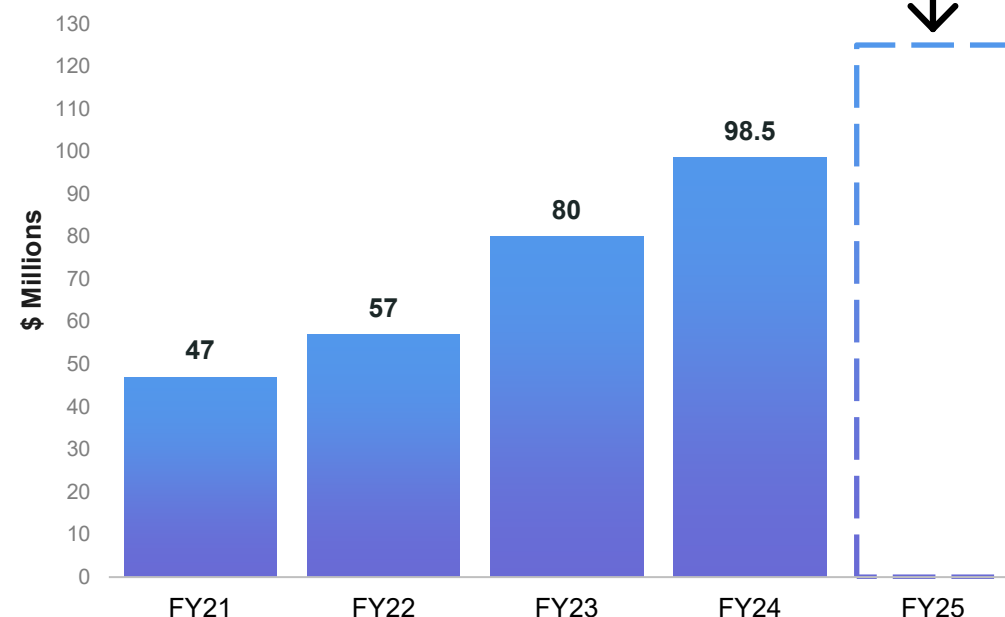
Opportunity Pipeline:

\$8.5b

August 2024



~\$125m **FY25 EBITDA guidance**



Diversified Infrastructure Services Business

80% Annuity / Recurring Earnings Profile

Positive Outlook



Operating segment performance...



**MAINTENANCE &
INDUSTRIAL SERVICES**



**ENGINEERING &
CONSTRUCTION**

...driving positive momentum

- ✓ FY25 guidance **reaffirmed** at ~\$125m EBITDA
- ✓ **Diona** now **fully integrated** into SRG Global with positive cultural alignment and **excellent early wins**
- ✓ **\$3.0b Work In Hand** and **\$8.5b Opportunity Pipeline** provides platform for long-term sustainable growth
- ✓ Earning profile of circa **80% annuity / recurring earnings** in FY25 and beyond
- ✓ Strategic transformation to a **diversified infrastructure services** business will continue to deliver results

Investment Proposition



End-to-end

asset lifecycle
capability



Diverse

market sectors
/ geographies



Highly scalable

business model



Annuity earnings

profile



Capital light

investment profile



High yield dividend

stock



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