

SCOTT TECHNOLOGY LIMITED

# ID25



11 September 2025



Stuart McLauchlan  
Chairman & Independent Director



WELCOME

# Our Executive team

---



**Mike Christman**  
*Chief Executive Officer*



**Mark O'Malley**  
*Chief Financial Officer*



**Aaron Vanwalleghem**  
*President of MHL*



**Mark Host**  
*President of Protein*



**Werner Conradie**  
*President of Mining*



**Anthony Wesney**  
*Director of Transformation*



**Hayley Hindmarsh**  
*General Manager - People*



**Cathy Zhang**  
*Regional Director - China*



**Damian Lucas**  
*General Manager – Australia,  
Director of Lifecycle Services*



**Andrew Arnold**  
*Director of Innovation*





Australia's **largest** protein company



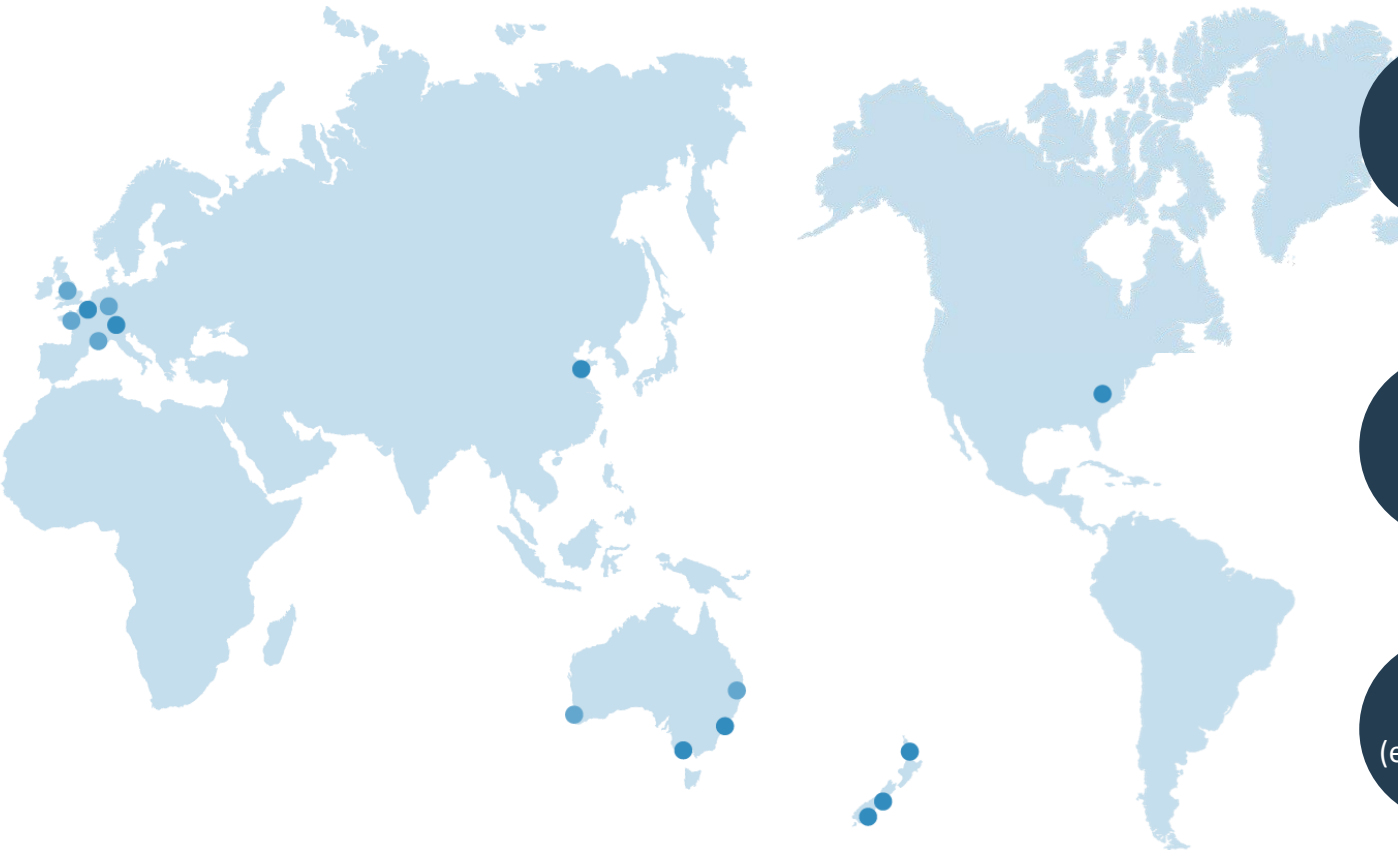


Mike Christman  
Chief Executive Officer

# COMPANY OVERVIEW



# More than 110 years of engineering excellence



630

Scott Employees

10

Countries of Operation

350+

Customers supported last year

30+

Customer Countries Represented

45

Global Agents / Distributors

1913



**Australia & New Zealand**

**Centres of excellence**  
Protein, Processing, BladeStop, Mining (Rocklabs), & Appliances

2008 Rocklabs, 2016 MAR & BladeStop, 2015 JBS Partnership

2013



**Asia**

**Centres of excellence**  
Manufacturing support for Protein, Appliances & Rocklabs

2018  
(est. 1962)



**Europe**

**Centres of excellence**  
End of line logistics / Palletization

2018  
(est. 1980)

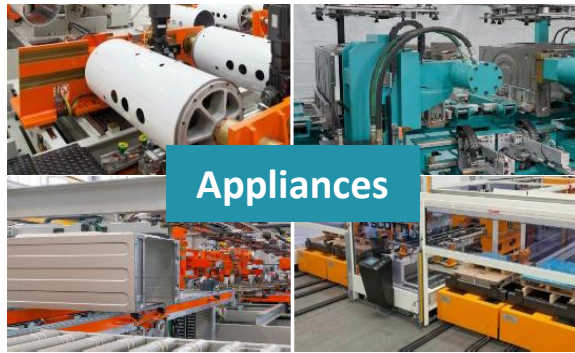


**North America**

**Centres of excellence**  
Automated Guided Vehicles (MHL)



# A global leader in automation with deep domain expertise



**Appliances**

## Keeping up with consumers demand for whiteware.

*Delivering high quality automated assembly and manufacturing systems for major global appliance manufacturers.*

Fully automated production lines and standalone equipment units, cater to the needs and flexibility of modern appliance manufacturing.



**Materials Handling**

## Getting our customers products to the table fast.

*Complete end-of-line logistics and materials handling solutions for manufacturing and warehousing.*

Automated palletizing and robotic systems for internal logistics of secondary packaging such as trays, cartons, crates and pallets

**TRANSBOTICS**

**MAESTRO+**



**Mining**

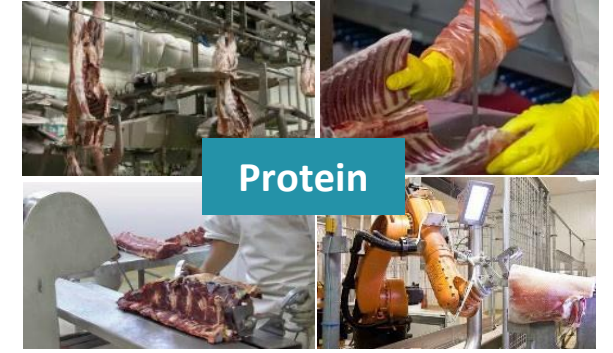
## Taking the guesswork out of Mining.

*Providing accurate sample preparation equipment and certified reference materials for mining companies and commercial labs.*

Automated technology for sample preparation and field automation. Supplier of crushers, pulverisers, splitters and reference materials for use in analysis.

**ROCKLABS**

**RoboFuel**



**Protein**

## Exacting cuts. Exceptional returns.

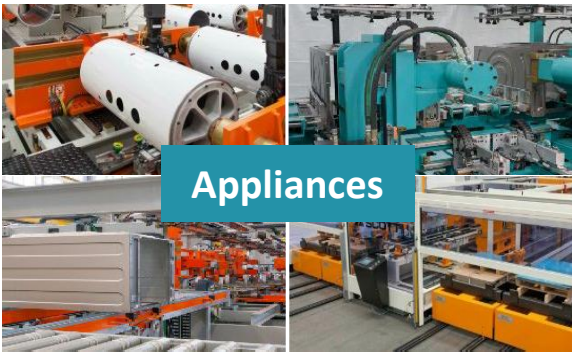
*Processing solutions for Global Lamb, Beef and Poultry producers.*

Automated and robotic technology for meat processing, including BladeStop bandsaw safety technology, poultry trussing and imaging analysis for carcass grading.

**BLADESTOP**

# Composition of our business

FY24 Revenue Composition



Appliances

13%

Revenue	\$36m
Net margin	\$11m
Net margin %	29%



Materials Handling

46%

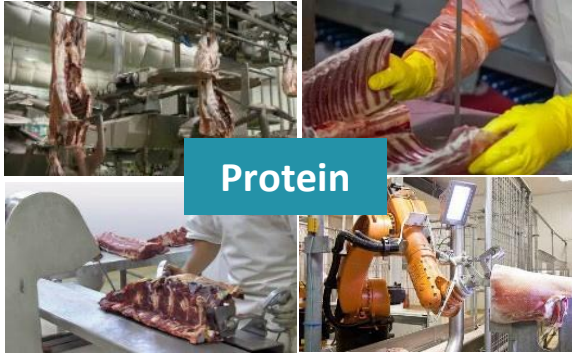
Revenue	\$127m
Net margin	\$28m
Net margin %	22%



Mining

18%

Revenue	\$49m
Net margin	\$17m
Net margin %	36%



Protein

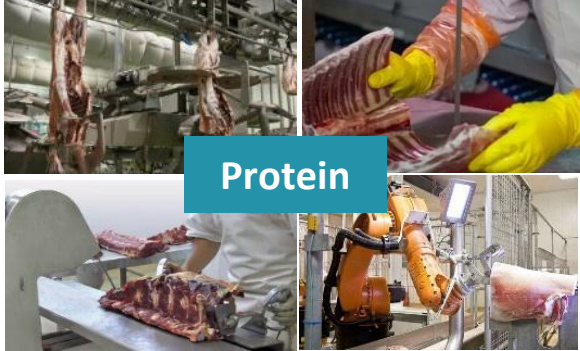
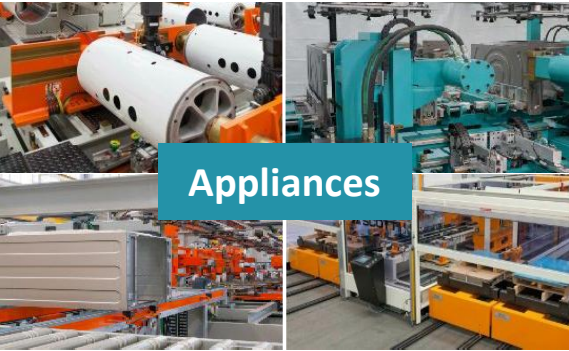
22%

Revenue	\$60m
Net margin	\$17m
Net margin %	28%



# Who we serve

Key Customer Partnerships



# Impressions from the CEO

- **Market leading technology** with a truly global opportunity
- **Highly skilled and passionate people**
- **Margin expansion and modular approach** provide positive momentum
- **R&D** has been project-to-project rather than a strategically integrated roadmap
- **Sales have plateaued**, an issue that we need to structurally address
- **Clear need to deepen customer proximity** through key account management





Mike Christman  
Chief Executive Officer

# STRATEGY REFRESH

Destination 2030



# Destination 2030: Driven by purpose, guided by vision

---

Our vision is to be the trusted partner that puts our customers first - by delivering safe, sustainable, leading-edge solutions that create value - fostering lasting partnerships that drive innovation and success.



Destination 2030

Powering our  
customers and  
industry with  
transformative  
solutions & services



# Destination 2030: Customer led purpose

---

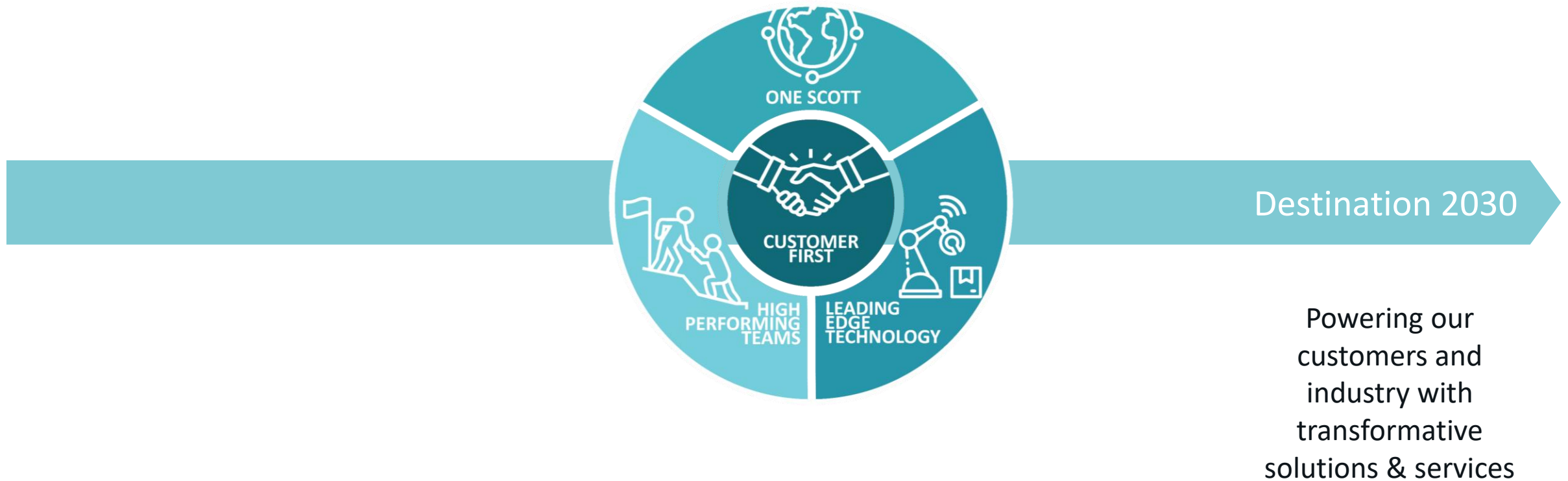
Our strategy starts with our customers



Destination 2030

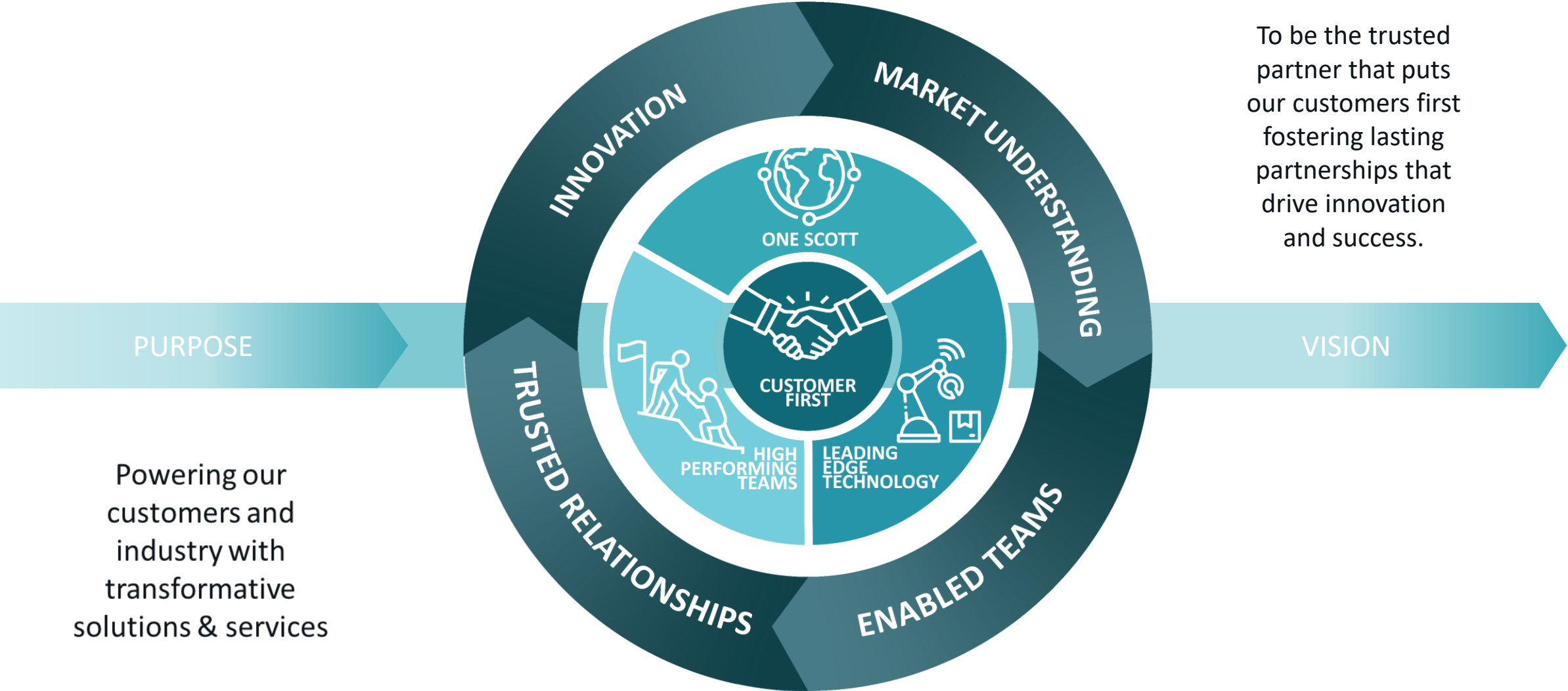
Powering our  
customers and  
industry with  
transformative  
solutions & services

# Destination 2030: Driving sustainable, profitable growth





# Destination 2030: Delivering sustainable, profitable growth



# Destination 2030: Market Understanding



## Problem Statement

Inconsistent market insights are creating challenges in identifying value chain opportunities and directing resources as effective as we can be.

## Solution

We need to understand our domain markets:

- Identify best value chain opportunities
- Be explicit about “forge vs. follow” choices
- Align resources to the right domains and life cycle services
- Build a market-sensing discipline to keep our view current





# Destination 2030: Enabled Team



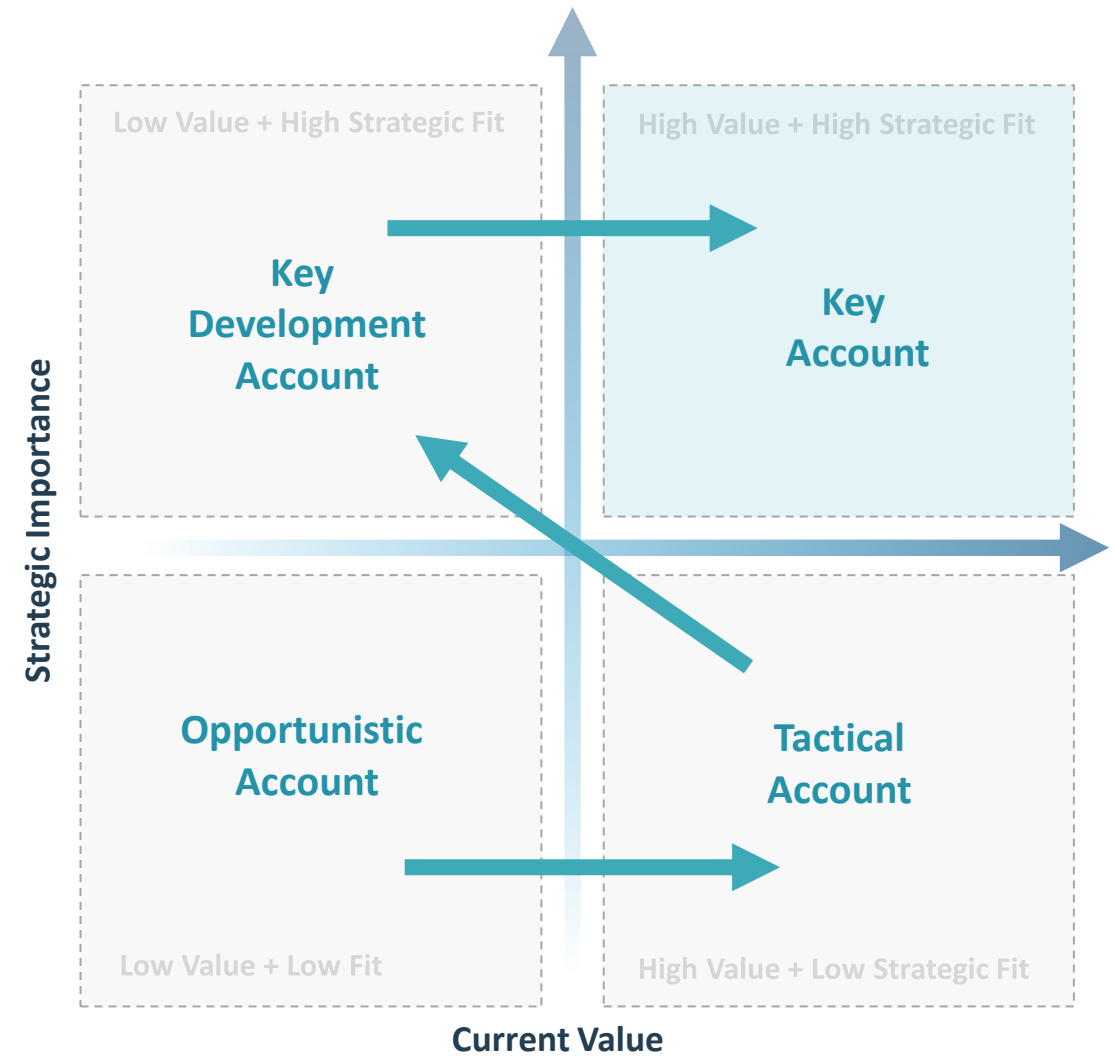
## Problem Statement

An emphasis on engineering has limited the strength of our customer connection

## Solution

Enable our teams to become connected with our customers:

- “One Scott” infrastructure: shared systems for knowledge and workflows
- Full-service anchored by key accounts and lifecycle support
- Invest in skills, coaching and incentives tied to customer outcomes
- Share expertise across domains and geographies
- Requires culture change



# Destination 2030: Trusted Relationships



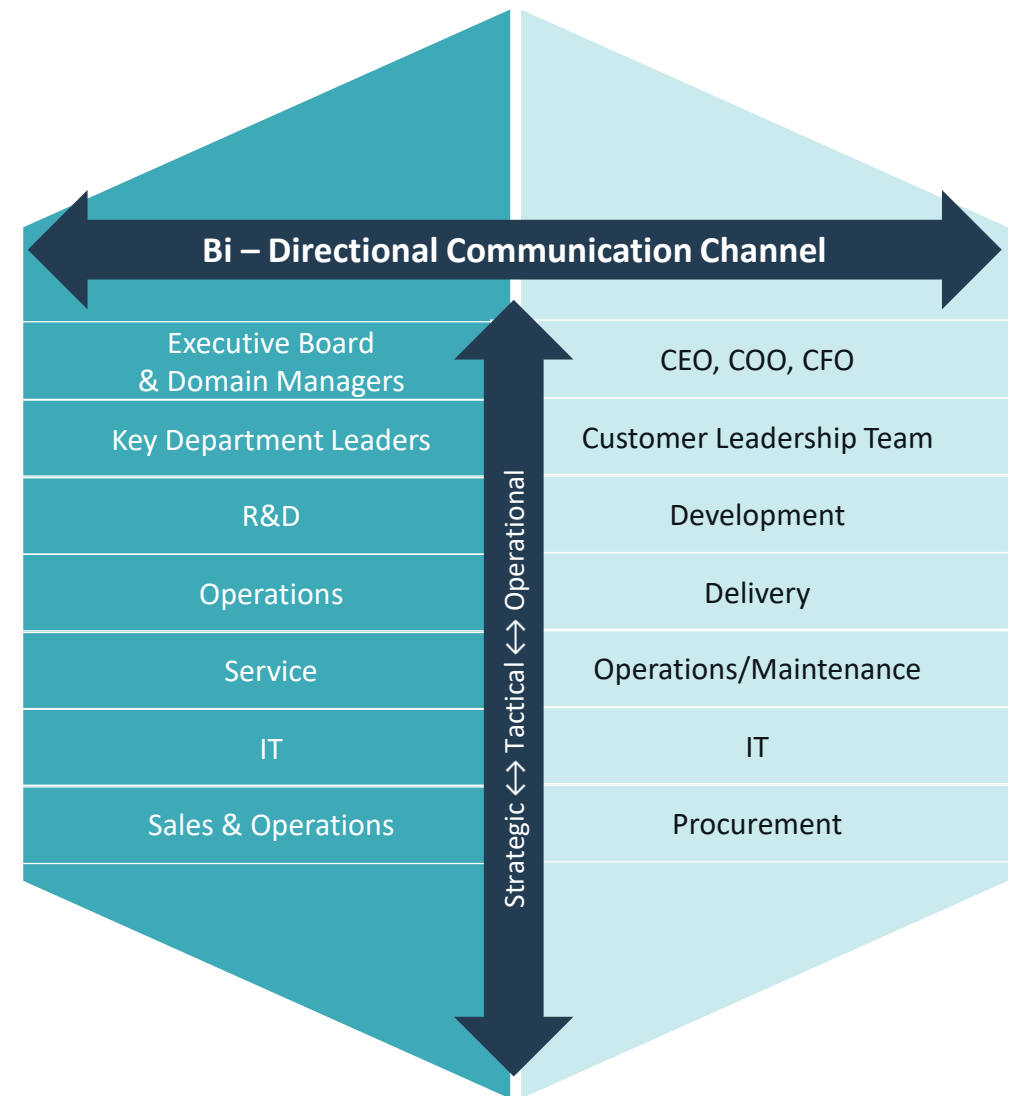
## Problem Statement

We maintained vendor status instead of partner status with key accounts

## Solution

Build relationships at all levels and trust in the Scott Brand:

- Build customers touch points across all areas of our business
- Co-discover pain points and be integrated into customers' processes
- Shifting from transactional sales to long-term shared outcomes
- Joint capital plans to expand forward work





# Destination 2030: Innovation



## Problem Statement

Innovation was problem led,  
not outcome led

## Solution

Innovation focused on customer and market outcomes:

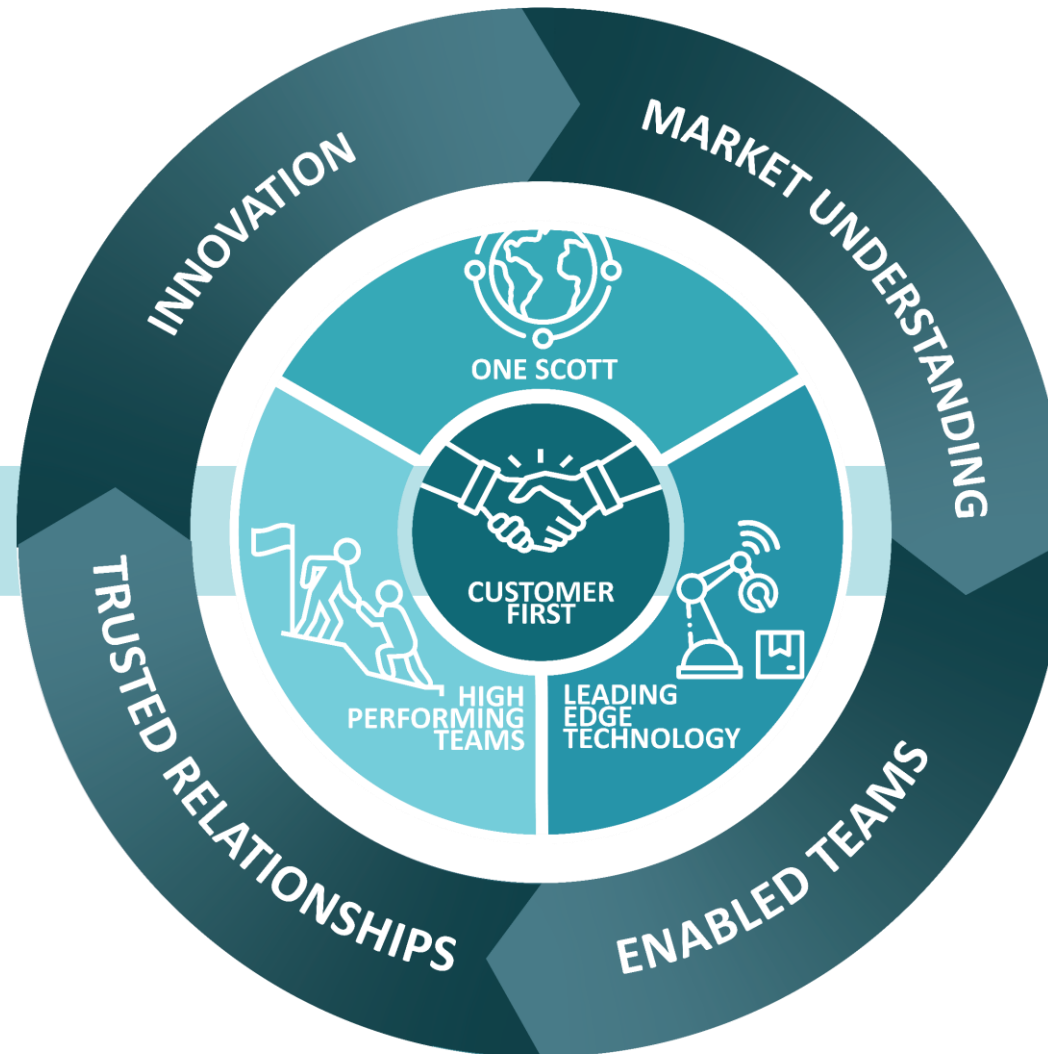
- Cultural change from engineering company to customer focus
- Align innovation with customer goals
- Use expertise across domains and geographies
- Adopt a modular platform mindset across the group
- Flexibly of offering and innovation



# Destination 2030: Continuous improvement



Continuous improvement will need to become core to everything we do.



Destination 2030

- We are at the start of the journey
- Mind set change is significant and it is incredibly hard to do

- Every time around the fly wheel we become stronger.
- Domains and Markets will move at difference speeds



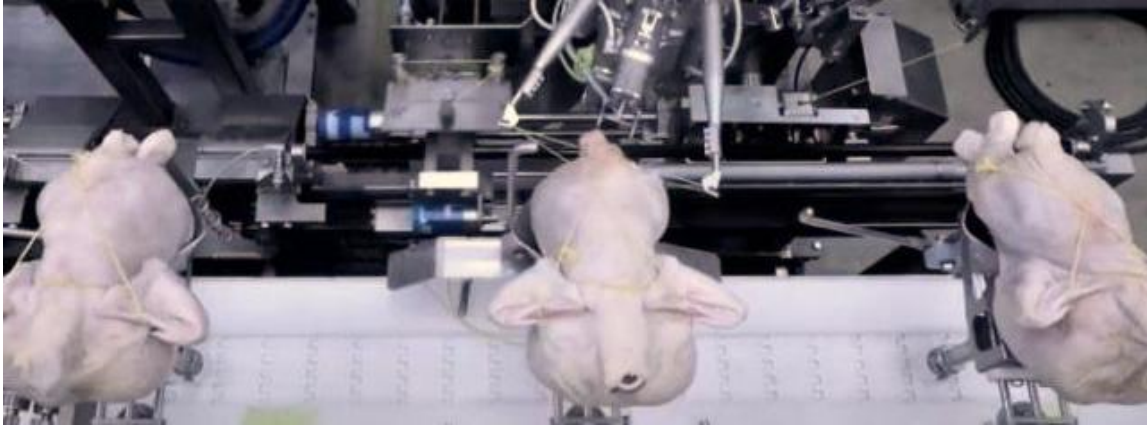
Mark Host  
President – Global Protein

# PROTEIN





# Protein domain overview



We automate meat processing steps with precision robotics, focusing on safety, yield, and labour efficiency.



# Protein domain overview

New Zealand  
based Centre  
of Excellence



120

Scott  
Employees

\$60m

FY24  
Revenue

50%

Service as a %  
of Revenue

22%

Protein as a % of  
Group Revenue

28%

Net  
Margin

Sales across  
Australasia, North  
America, Europe  
& ROW



Scott is a global leader in meat processing systems which improve quality, yield, and efficiency, while increasing safety

- Scott's solutions address opportunities across the protein value chain
- Our customers are truly global multinational protein providers
- Scott has world leading innovative solutions:
  - BladeStop: world's fastest stopping bandsaw: <10 milliseconds
  - World's first automated robotic poultry trussing
  - Leading Lamb Processing Solutions

## Selected Key Customers



Walmart \*



Foodstuffs<sup>NZ</sup>





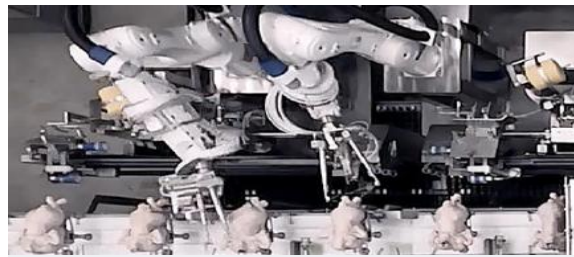
# Our protein products and solutions

Scott's core protein solution portfolio is highly differentiated, with BladeStop and the Poultry Trusser outperforming competitors, and automated poultry/lamb/beef products facing no direct competition



**BLADESTOP**  
powered by SCOTT

- BladeStop is the safest bandsaw on the market
- Direct global presence in all key major markets along with strong distributor network



Poultry

- Patented first-of-kind technology with no direct competitor
- Improves labour savings and employee well being



Lamb

- The only commercial automated lamb boning system.
- Minimal competitors exist for standalone modules



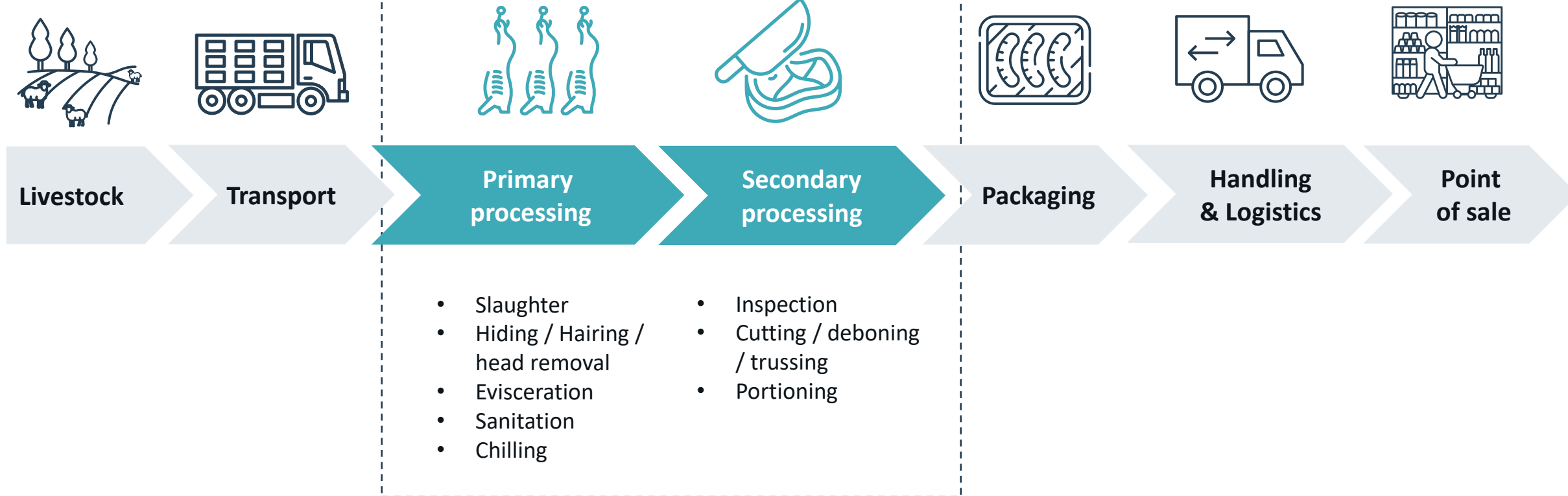
Beef

In development with phased module release

- No current competing automatic beef solutions due to the high technical complexity
- Leveraging existing IP and partnering with industry players

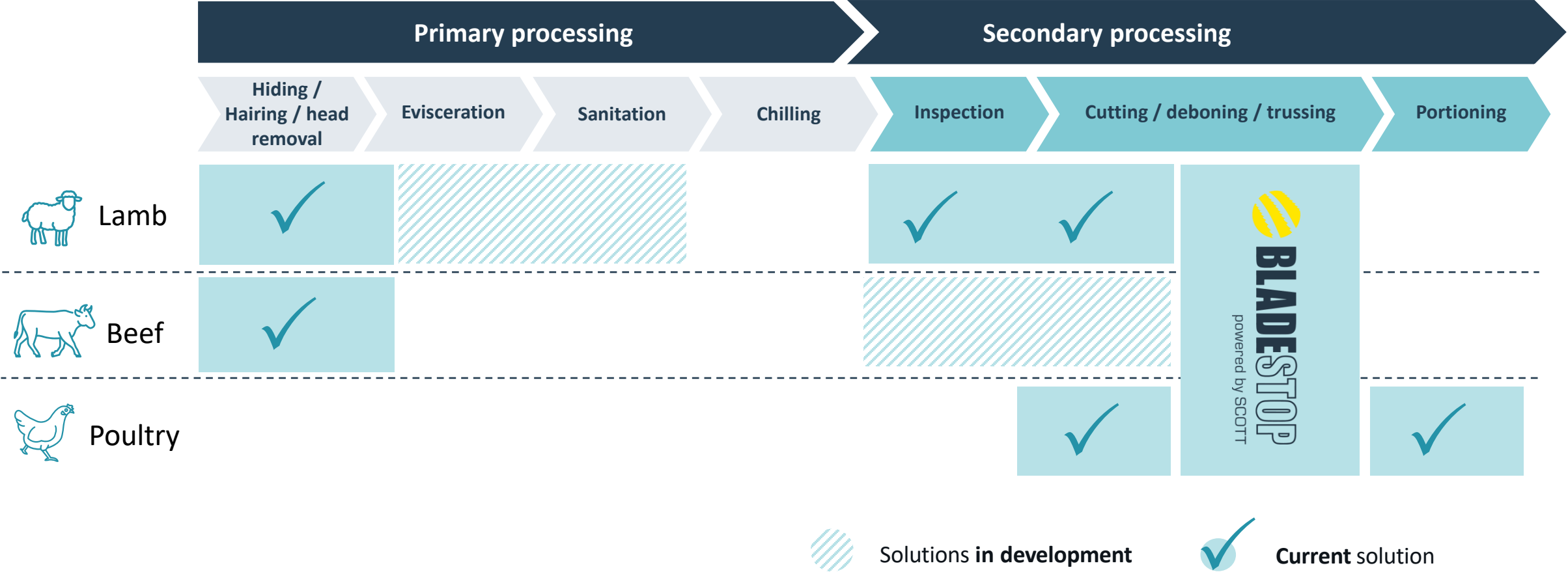
# Protein processing value chain

We automate complex meat processing steps with precision robotics, focusing on safety, yield, and labour efficiency.



# Where our protein products are used

Scott’s products solutions cover a range of primary and secondary processing, with some key areas in development







# Automated Lamb Processing – Scott Leap Dexa & Primal System



- Scott's Automated Boning Room is designed to optimise yield, maintain product quality, minimise waste, increase food safety and reduce operational costs
- The automated boning room is a fully automated system for processing “bone-in” meat products and is able to process carcasses at a rate of 10 per minute
- The automated boning room consists of four individual machines which are seamlessly integrated to transfer product from one machine to the next
- The Automated Boning Room begins with X-Ray Grading before processing
- The carcass is separated into the three primal sections - forequarter, middle and hindquarter.

2009

First system install



20+

Scott automated  
boning rooms  
installed

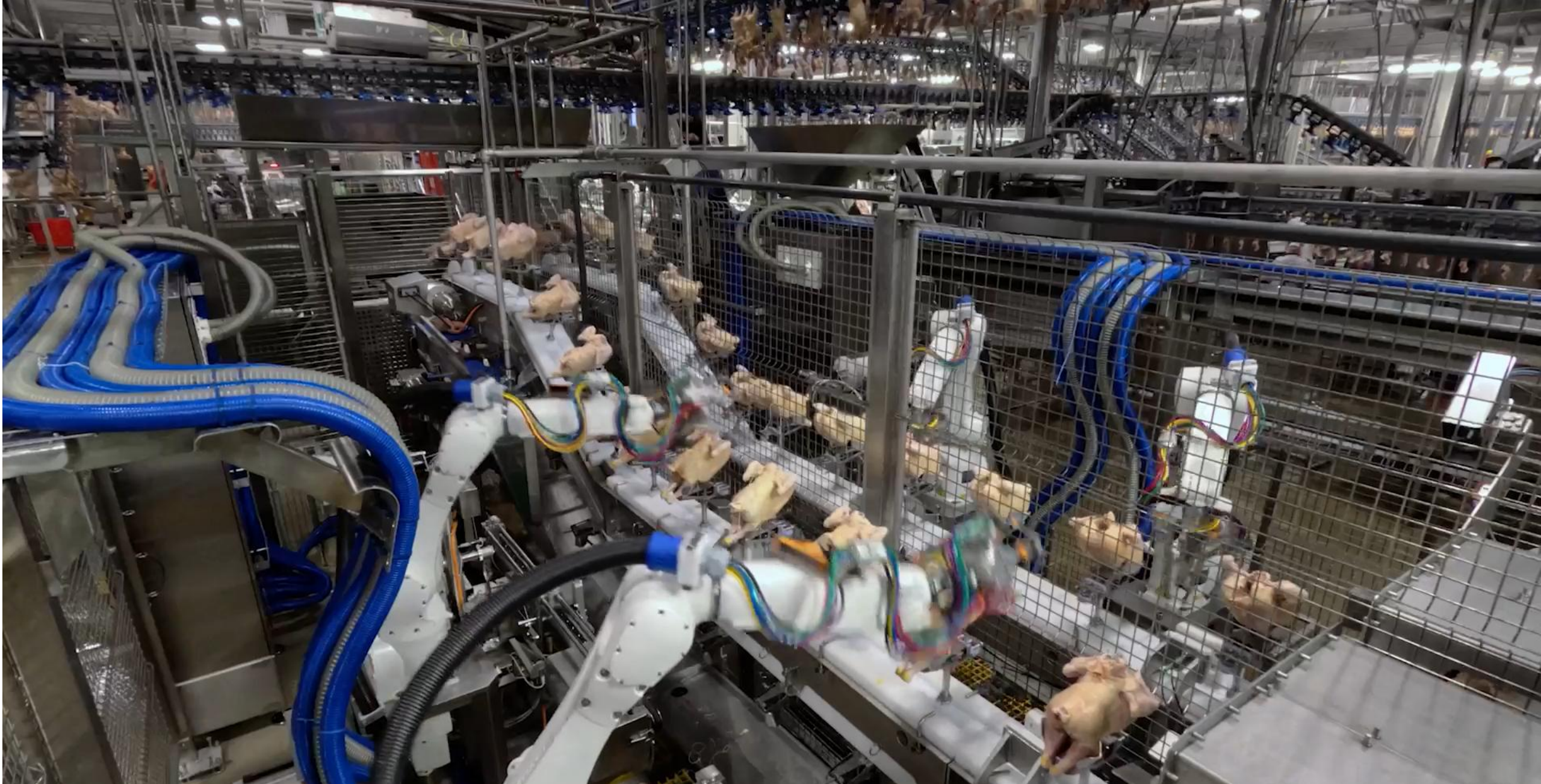


Processing  
up to 600  
carcasses per hour

\$8-\$10

Yield and efficiency  
benefits per carcass







# Automated Poultry Trussing



- Trussing is a labour-intensive process with high rates of repetitive strain injuries and high staff turnover
- Automated poultry trussing removes the human element, providing significant operator health and safety advantages and labour savings
- It is a modular and configurable product which meets all global hygienic and safety standard requirements
- Scott's automated trusser line is also capable of improving product quality and first pass production rate

12

Trussing lines installed  
at cornerstone customers



24

Birds configurable  
per minute  
(bpm) per unit



Fully trussed bird  
in 2.5 seconds

900m

Chickens trussed  
annually in the U.S.

BladeStop is the fastest stopping bandsaw on the market, capable of stopping in <10ms

*Closest competitor is recorded to stop in >20ms*

**When a limb is the line,  
every millisecond counts**

# BladeStop



- Scott's multi-award winning BladeStop product is the world leader in bandsaw safety technology, with a unique dual-sensing system for reliable trigger detection - which brings the blade to an immediate stop, minimising the risk of harm to operators
- BladeStop also uses the GloveCheck sensing system. This detects the operator's gloves moving in a zone directly upstream from the blade and stops if the gloves move too close to the blade - ideal for high speed and hand-flick cutting tasks
- Benefits / features:
  - Improved safety culture for employees
  - BladeStop is UL & CE certified
  - Dual Sensing for maximum operator safety
  - Reduced turnover & training costs
  - Reduced production time lost due to injuries
  - Reduced insurance premiums
  - World-leading safety technology
  - Reduced product spoilage

1500+

Units installed across  
30 countries

<10ms

World's fastest  
stopping time



Configurable for  
both protein & non-  
protein applications

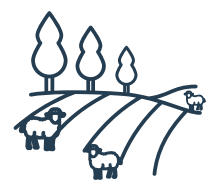
\$80k

per unit  
(excl. options)



# Extending into the protein value chain

We automate complex meat processing steps with precision robotics, focusing on safety, yield, and labour efficiency.



MHL systems offer solutions across the entire value chain

# Protein Highlights

Scott sets the benchmark for protein processing automation with products and systems which add value, such as optimising yield, increasing profit, along with food / worker safety and labour benefits



## Innovation

We provide automated solutions utilising the latest technologies in vision, x-ray, robotics, and product handling in primary and secondary processing.



## Customer First

We partner with our key customers to improve yield, lower labor costs, and increase profitability. We do this with a focus on employee safety and wellbeing.



## Global reach

With operations in Australasia, Europe, and North America, Scott is well positioned to be a leader in protein automation.



## Large opportunity

Our growth will come from the large opportunity of BladeStop in new markets, beef automation, and cross selling our solutions across the protein value chain.

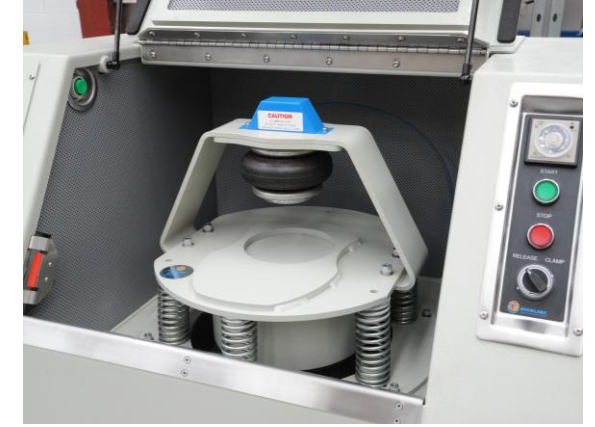
Werner Conradie  
President of Global Mining

# MINING

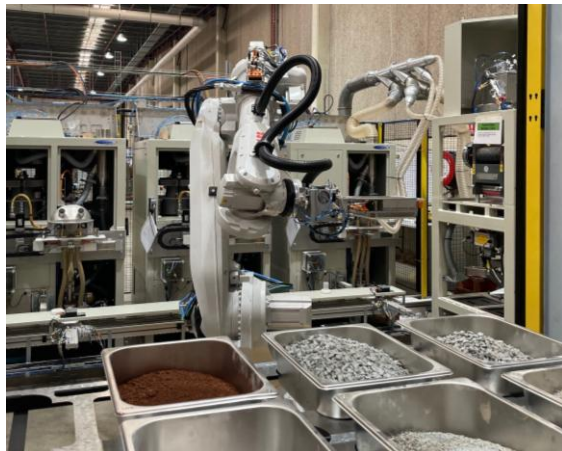




# Mining Domain overview



Automating sample preparation to turn dirt into data for miners



# Mining domain overview

ANZ based Centre  
of Excellence



70

Scott  
Employees

\$49m

FY24  
Revenue

26%

Service as a %  
of Revenue

18%

Mining as a % of  
Group Revenue

36%

Net  
Margin

Sales across  
Australasia, North  
America, Europe &  
ROW



Scott's mining domain manufactures industry leading automated sample preparation equipment

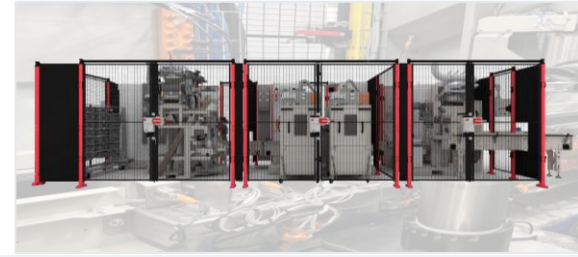
- Scott has a strong reputation for its sophisticated range of sample preparation equipment, which combine cutting edge technology with knowledge and experience gained from over 50 years of operation
- The mining business has moved from bespoke customer solutions towards more for mining and laboratory customers, with the first AMS now contracted
- Mining is Scott's highest margin % sector, underpinned by Rocklabs 'modular' products and a substantial recurring consumables revenue stream generating strong gross margins
- Scott's certified reference materials are internationally recognised as highly accurate and reliable

## Selected Key Customers



# Our mining products and solutions

Scott offers a number of advanced sample preparation equipment and mineral field automation solutions



## Standard equipment and certified reference materials

- Trusted and long-standing solutions, recognised globally for accuracy and reliability.

## Semi automated systems

- Efficiency and flexibility: smart systems reduce manual input, streamline workflows, and adapt to varying sample sizes, minerals, and process needs.

## Fully automated systems

- High throughput, accuracy, and safety: consistent, precise workflows with minimal human exposure to hazards.

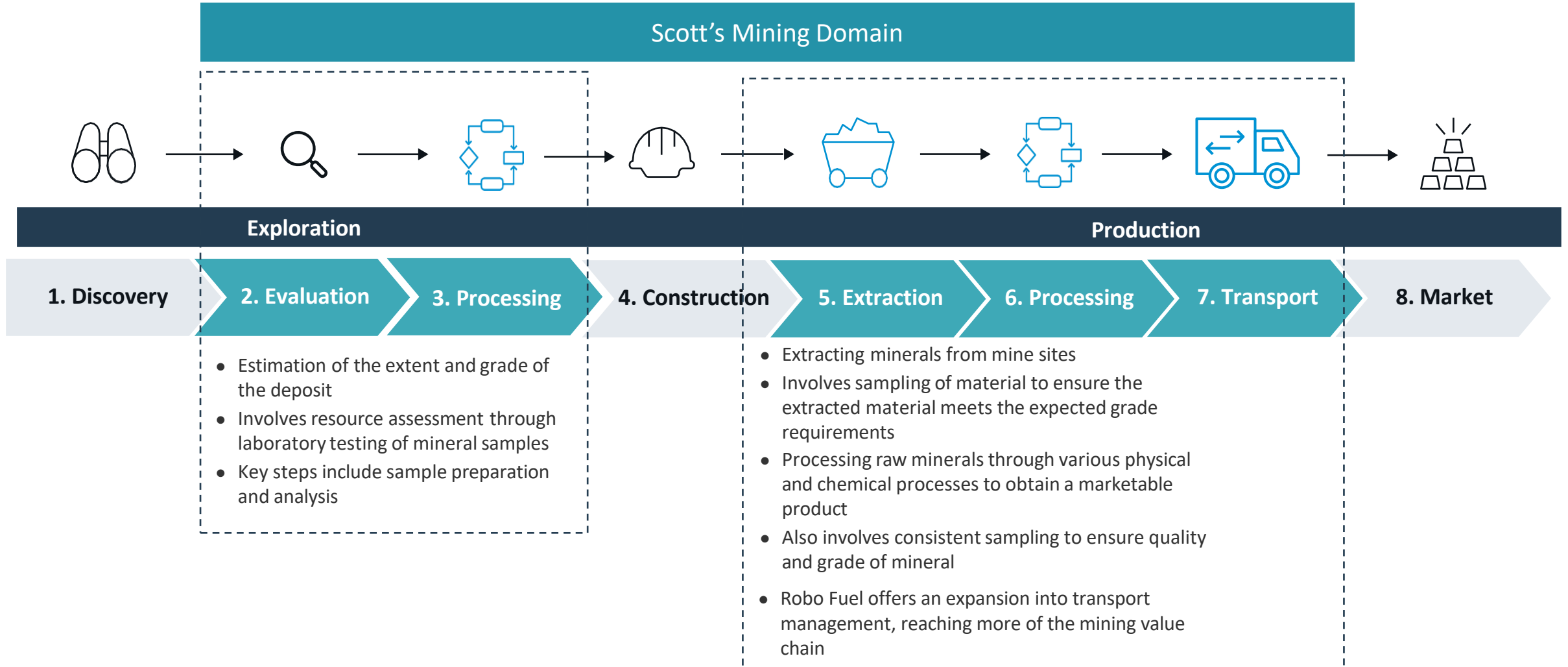
## Field automation

- Automated refueling enables the ability to refuel without the use of an operator.



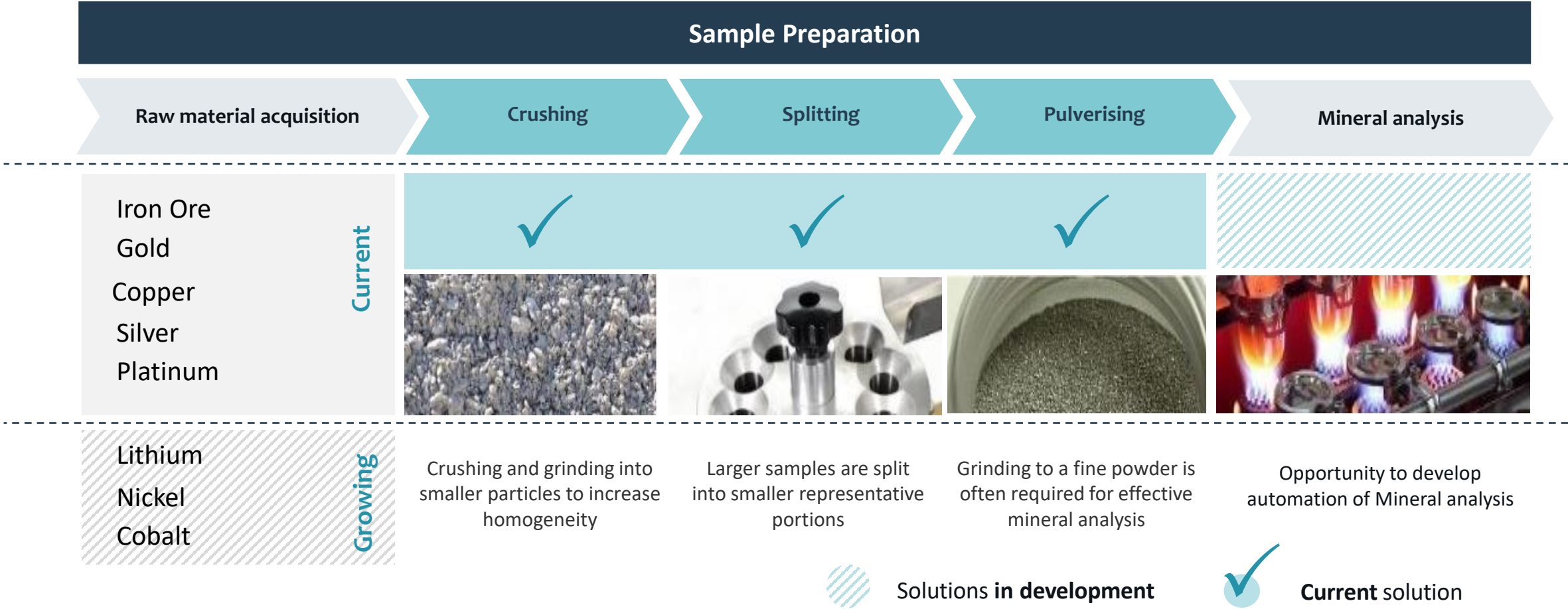
# Extending into the mining value chain

Areas of core focus for Scott in the mining value chain



# Where our sample preparation products are used

Rocklabs mainly operates within the preparation phase of the mineral sampling value chain

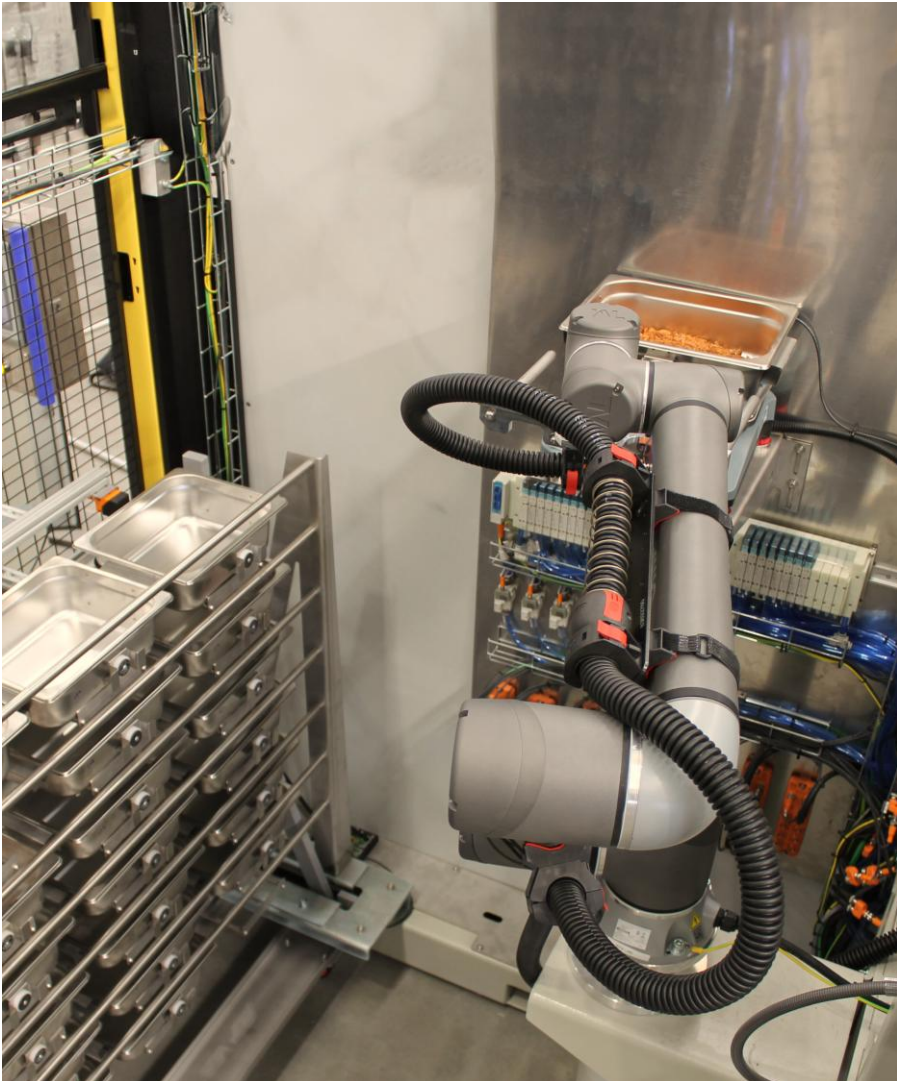








# Automated Modular System



- AMS was developed to target an unmet minerals market opportunity for reliable automated sample preparation systems
- Scott's AMS is a pre-engineered, modular and scalable sample preparation system designed to improve throughput, quality and accuracy
- The AMS product will reduce remote minerals labs exposure to logistical, resourcing and reliability factors
- Automated sample preparation systems include linked machine modules to control and automate sample handling
- The AMS consists of three separate modules
  - Assembled and commissioned in the factory
  - Minimal strip down for shipping
  - Plug and play interface between modules



350+

Samples processed  
per day per AMS line

21

Registered trays  
loaded per cycle  
by single operator

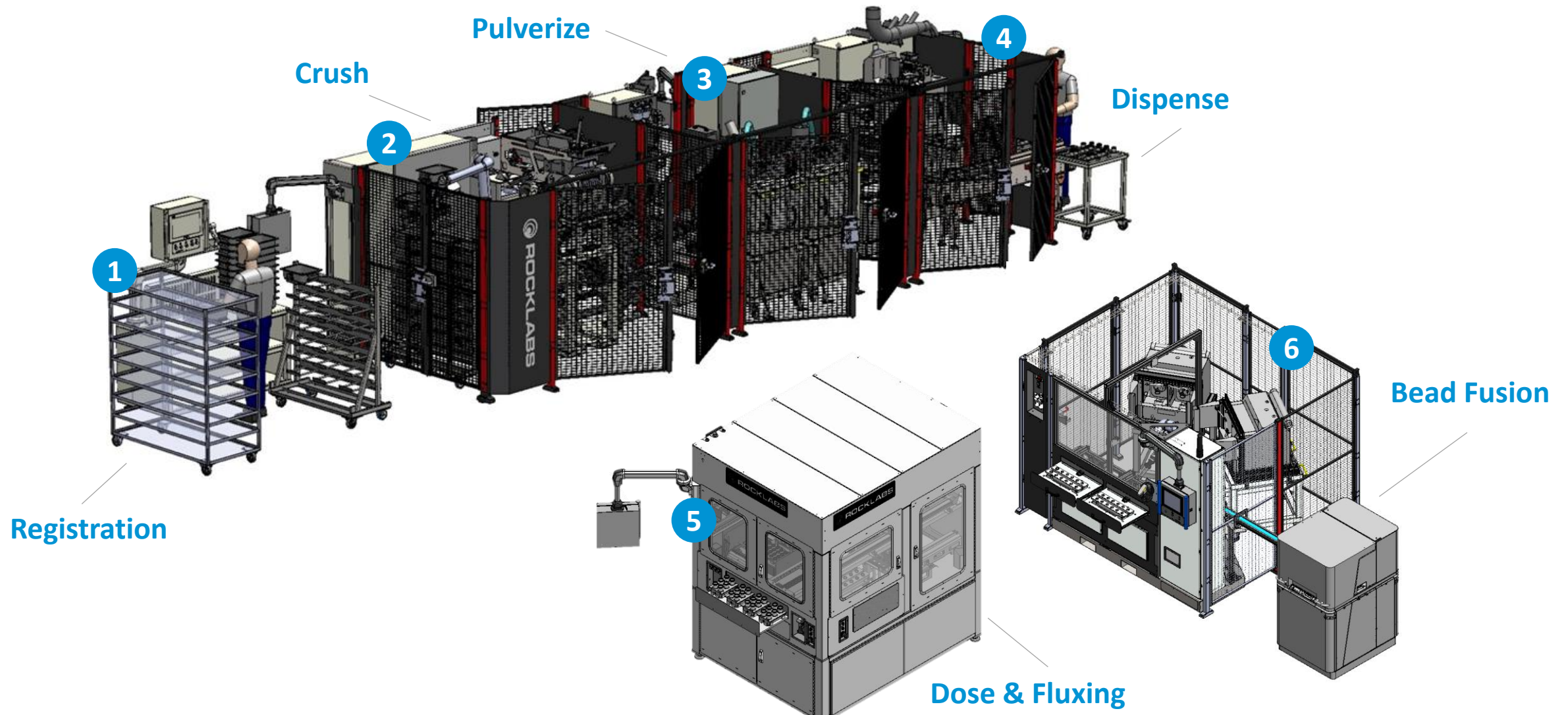
2-20kg

Core material lots  
reduced to 100g  
representative sample

2

Lines installed  
at MinRes

# Automated Modular System





# Automated Refueling



- RoboFuel uses a state-of-the-art vision system, allowing the robot to locate the position and orientation of the truck's fuel tank. This facilitates the automatic connection of the fuel nozzle and receiver. Automation of the process produces a reliable, safe, and sustainable solution.
- Benefits of automated robotic refuelling:
  - Elimination of critical safety risks – increasing safety
  - Minimizes environmental impact
  - Increased availability of mining trucks
  - Not reliant on an operator/fuel attendant
  - Standardised, reliable result
  - Enables optimisation of mine truck circuit

90s

Cycle Time\*  
Pumps up to 1200  
Litres per Minute

\* Connecting + Disconnecting

4

Units Installed  
Globally



Supports:  
Diesel & Electric

\$55,000

OpEx reduction  
per truck per year  
\*Site Dependant







# Mining Highlights

Scott sees mining as a major growth driver, expanding with tier-1 customers globally through innovation, AI integration, and lifecycle services



Customer First

Clear path to scale with tier-1 mining customers through target expansion in key mining regions, Australia North America, South America and Africa.



Life Cycle services

Through our focus on Customer first and long term partnerships, we are seeing significant growth and opportunity for recurring revenue and lifecycle service expansion.



Innovation

Innovation driven growth, investing in modular automation, base, semi and full automation. Capture white space opportunities and embed life cycle value.



Large opportunity

Focus on AI & data integration allows for greater synergies and enabling informed decisions, Exploring Maestro+ Software integration into Rocklabs Products and solutions.

Aaron Vanwalleghem  
President of Global Materials Handling

# MATERIALS HANDLING





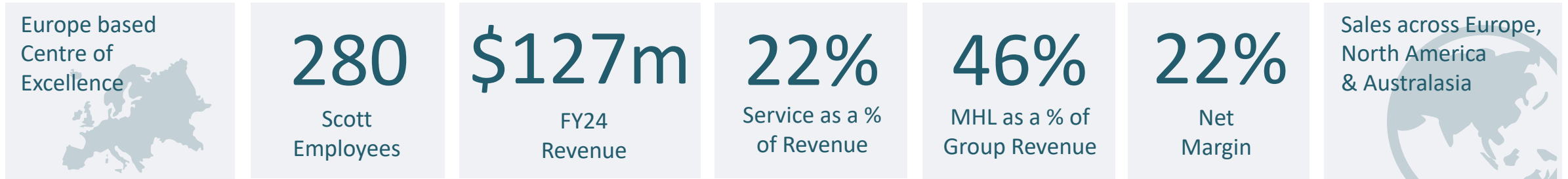
# Materials handling domain overview



We remove the burden of end-of-line operations by fully automating every step.  
From the moment a product leaves the production line to the point it is palletized and ready for shipping



# Materials handling domain overview



Scott's MHL division specialises in automating the critical “end-of-line” for manufacturers.  
From secondary packaging through palletizing, storage & dispatch.

- At the core of our offering are palletizing and AGVs, automating both end-of-line and internal transport. Driving it all is Maestro+, our warehouse control software. Complementary solutions such as Automated storage & Retrieval Systems (ASRS) and order preparation systems complete the portfolio.
- Trusted by leading food, beverage, and pharmaceutical companies, our systems ensure that millions of products are palletized, transported, and shipped with speed and reliability every day.
- In the last five years, MHL has grown revenue significantly while keeping headcount stable. Proving the scalability and efficiency of our business model.

## Selected Key Customers





# Materials handling products and solutions

Scott MHL delivers the entire end-of-line systems, from palletizing to AGVs, ASRS, and dispatch. All under one roof.



Palletizing Systems

- Decades of in house experience in Multiline palletizing systems in manufacturing
- Scalability & customisation
- Global partner for global accounts



Automated Guided Vehicles

- One platform, endless applications
- Seamless end-of-line integration
- Scalability & Future proof



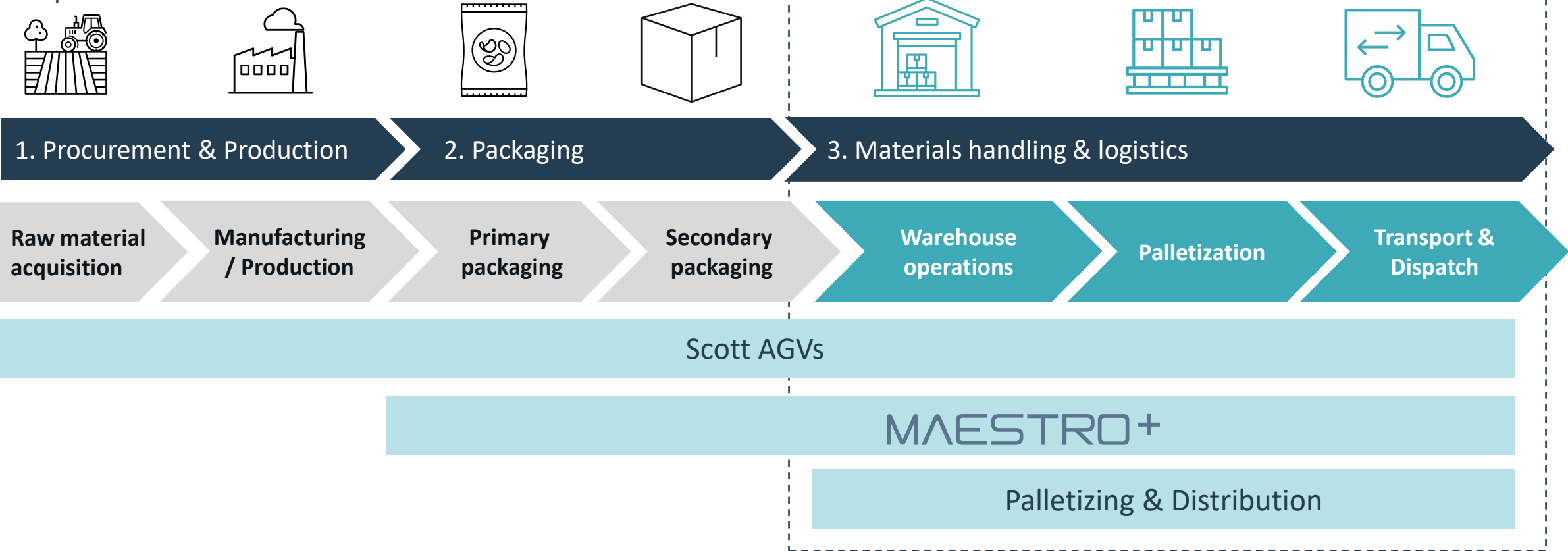
MAESTRO+

- Data-driven optimization
- Vendor-agnostic integration
- One platform, total visibility

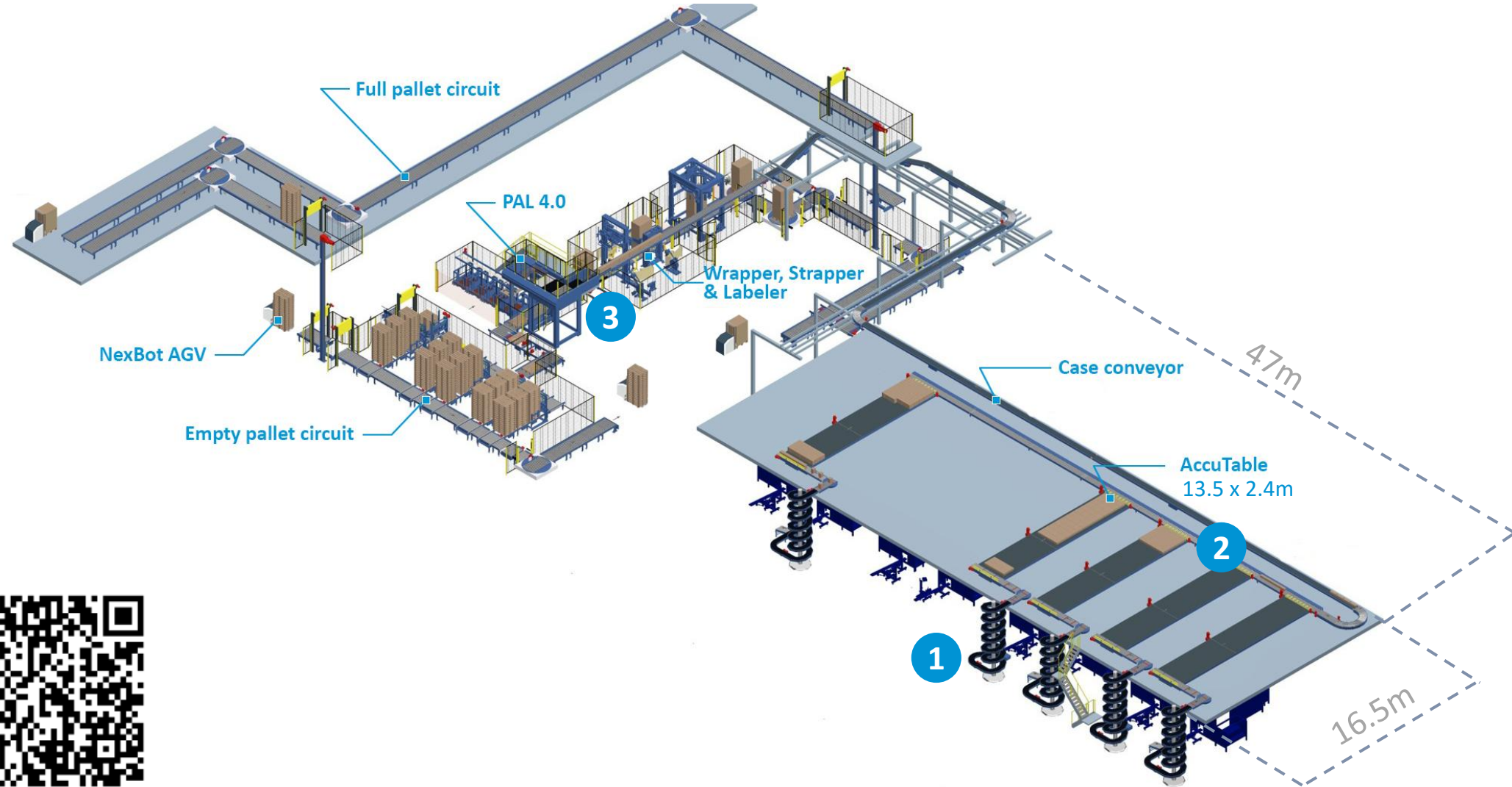


# Materials Handling value chain

MHL's addressable market focuses on its core solutions in warehouse-based palletizer systems and AGV segments in the North American and European markets



# Materials Handling integrated solutions







# Materials Handling: Poco Loco



- A specialist in corn snacks was looking to expand their business and searched for an automatic palletizing system
- Since they operate multiple lines with different products, they were convinced by our multiline palletizing solution
- The result is a Scott Multiline System with 1 palletizer and 5 Accutables where full pallets are wrapped, strapped, corner posts applied and labeled, reaching about 35 pallets per hour

## Benefits / features:

- Hygiene - No pallet debris in production area
- Quick ROI – Lower labour cost
- Efficiency – 10% more line efficiency
- Safety – Few to no forklift traffic in production area
- Quality – Increased throughput



35

Pallets per hour  
(120 cases p/h)

5

AccuTables

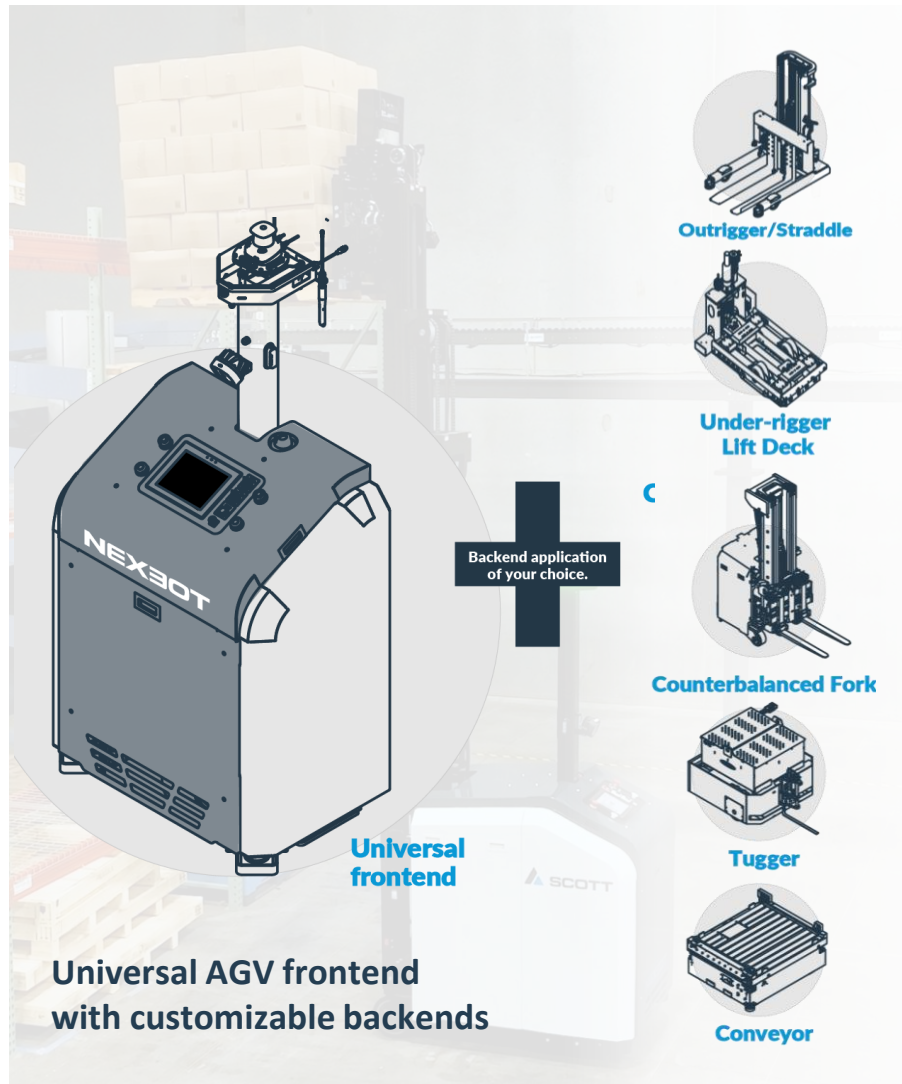
50

SKUs managed by  
single Palletizing Unit

10%

More line  
efficiency

# Automated Guided Vehicles - NexBot



- NexBot is Scott's next-generation modular AGV platform, engineered to handle pallets and heavy loads without the cost or complexity of fully custom vehicles
- NexBot combines proven reliability with faster delivery times and a lower cost base
- Universal base and configurable back-ends (forklift, clamp, conveyor, tugger)
- Designed for industrial scale, NexBot lifts up to 1600kg, reaches 8m, and operates at 2.2 m/s. Making it one of the most capable AGVs in its class

## Benefits / features

- Modular & scalable: one platform, many configurations, easy to expand fleets
- Fast delivery & lower cost: standardized design reduces engineering lead times
- Seamless integration: works natively with Scott palletizing, ASRS, and Maestro+
- Built for food & pharma: hygienic design and compliance-ready
- Proven reliability: backed by Scott's global AGV experience and service network

**1600kg**  
Lift capacity

**2.2m**  
metres per  
second  
velocity/speed

**<8m**  
vertical reach

**40**  
**years**  
Experience









- Maestro+ is Scott's Warehouse Control Software (WCS), designed to coordinate and optimise all end-of-line operations.
- Intelligence layer between ERP/WMS systems and automation equipment, ensuring smooth order execution, real-time visibility, and simplified changeovers.
- Maestro+ gives production managers live KPIs and performance dashboards, while also integrating seamlessly with external BI tools like Power BI.

## Benefits / features

- Single command centre: one software platform for all end-of-line operations
- KPIs and alarms to quickly identify bottlenecks and performance issues.
- ERP/WMS integration: orders, labels, and pallet data flow without errors.
- Minimised risk: prevents order/product mixing during changeovers.
- Data-driven optimisation: Cockpit dashboards and exports enable deep insights.
- Single point of contact: Scott service hardware and software, reducing downtime.

5000+

System assets  
controlled centrally

30%

Faster startup of new  
production lines

70+

Sites live  
worldwide

20%

annual growth  
from recurring  
software licences

# Materials Handling Highlights

Scott sets the standard in end-of-line automation, streamlining everything from secondary packaging to palletizing, storage, and dispatch.



Customer First

Trusted by tier 1 food, beverage, and pharma manufacturers. Proven track record in industries with the highest standards.



Life Cycle services

End-to-end support from design to service and upgrades. Building long-term partnerships and recurring revenues.



Global reach

Strong presence in Europe, Australasia, and North America. Clear opportunity to strengthen our U.S. footprint.



Leading Edge Technology  
Improving Throughput

Palletizing, AGVs, and Maestro+ deliver seamless end-of-line automation. Driving efficiency, reliability, and safety for customers.



Large opportunity

A global market exceeding US\$20B by 2030. Strategy is to scale from a stable European base into high-growth U.S. and global opportunities. Division-specific strategies will be critical to capture the full potential.

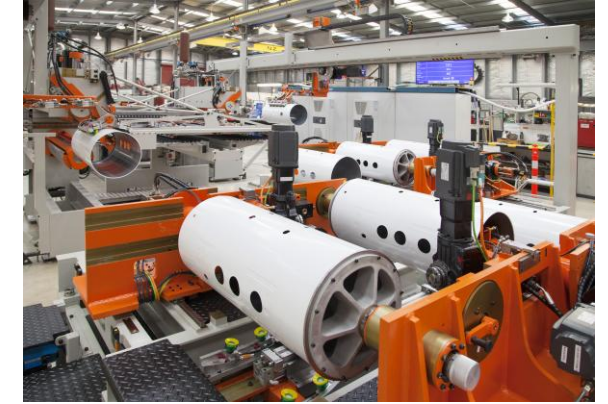
Cathy Zhang  
Regional Director of China



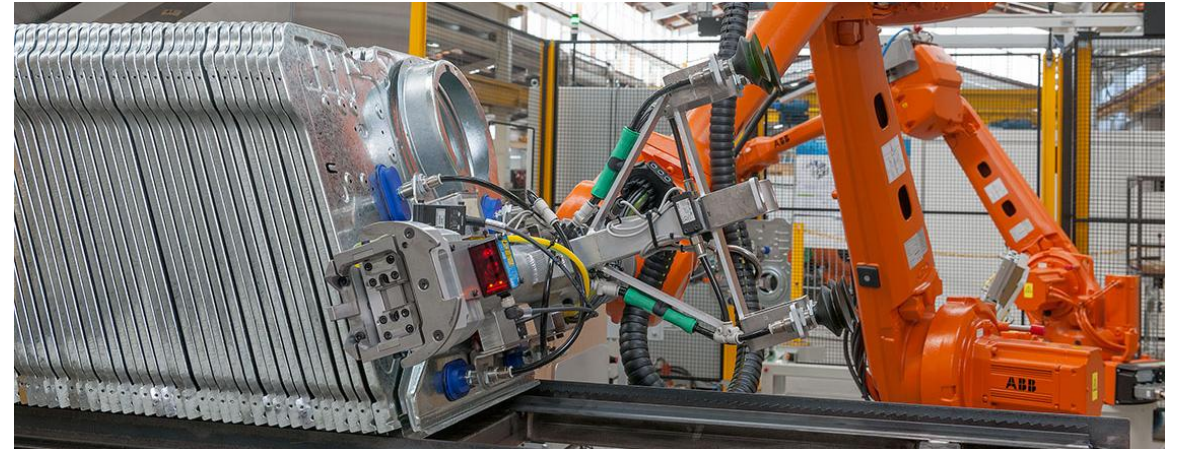
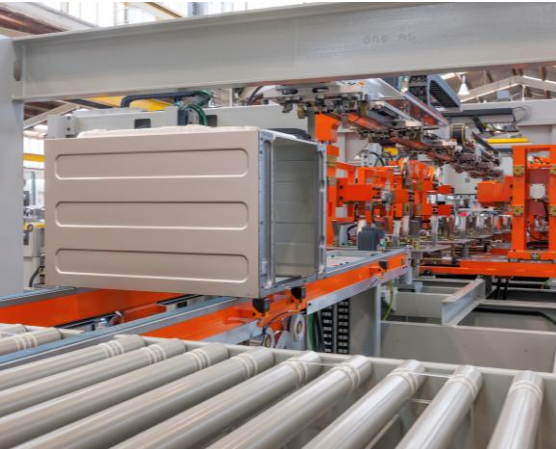
# APPLIANCES



# Appliances domain overview



Fully automated production lines and standalone equipment units, catering to the needs and flexibility of modern appliance manufacturing.



# Appliances domain overview

China based Centre  
of Excellence



60

Scott  
Employees

\$36m

FY24  
Revenue

11%

Service as a %  
of Revenue

13%

Appliance as a %  
of Group Revenue

29%

Net  
Margin

Sales across  
North America,  
China, & Europe



Scott's appliances business manufacturers turn-key systems for major global appliance manufacturers.

- Scott has a long history of appliance manufacturing having launched its appliance business in the 1950s in direct manufacture, before pivoting to automation
- Recognised in market as a high-end provider of super solutions
- China is the Centre of Excellence with a highly skilled team in Qingdao and also leverage experienced design and engineering support from Christchurch
- Appliances have recently completed several large projects with GEA, Sub-Zero and Midea. It is not uncommon for projects to be +\$20m in value
- Service or aftermarket business is primarily concentrated in upgrades of existing installed base

Selected Key Customers



GE APPLIANCES



BOSCH

Haier





# Midea Appliance Line



# Appliances Highlights

## Positioning Scott Appliances for Long-Term value creation in Global Markets



### Customer First

Deepened customer relationships with head offices and production facilities. Supporting greater commissioning speeds for new plants and upgrades.



### Life Cycle services

Key-account focus and Lifecycle Solutions that go beyond one-off projects. Growing our service – IOT, maintenance and upgrade business.



### Global Reach

Large-scale contracts and robust infrastructure in China and emerging markets around the world to tap into rising global appliance automation demand.



### Innovation

Strategic modular and scalable product roadmap, margin expansion, recent high-profile appliance projects underpin growth potential.



### Large opportunity

Our China manufacturing facility has delivered state of the art manufacturing capability with a rapid development/build mindset, this offers significant opportunity to other Scott solutions.



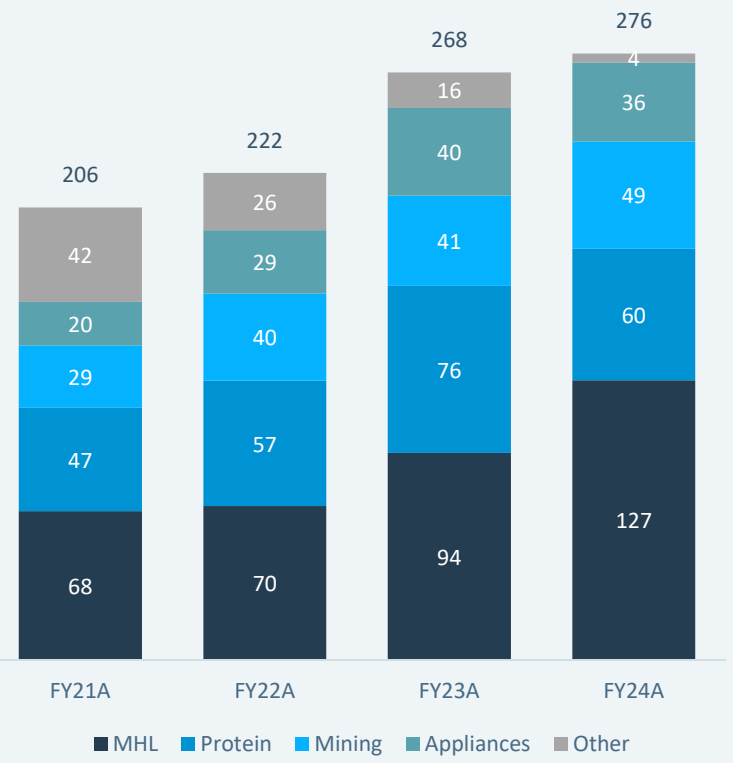
Mark O'Malley  
Chief Financial Officer



# FINANCIAL OVERVIEW

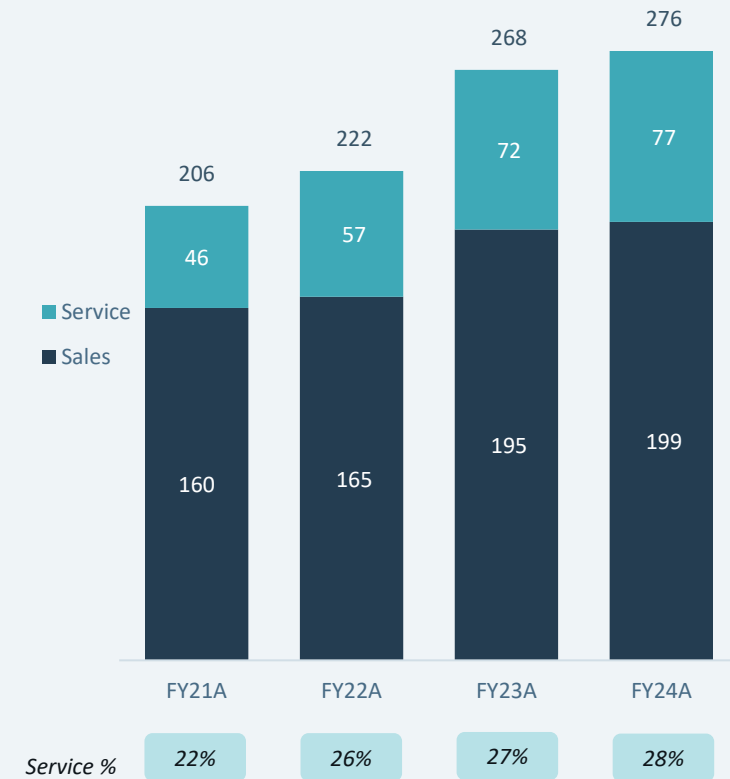
# Group performance metrics

Group revenue over time (\$m)



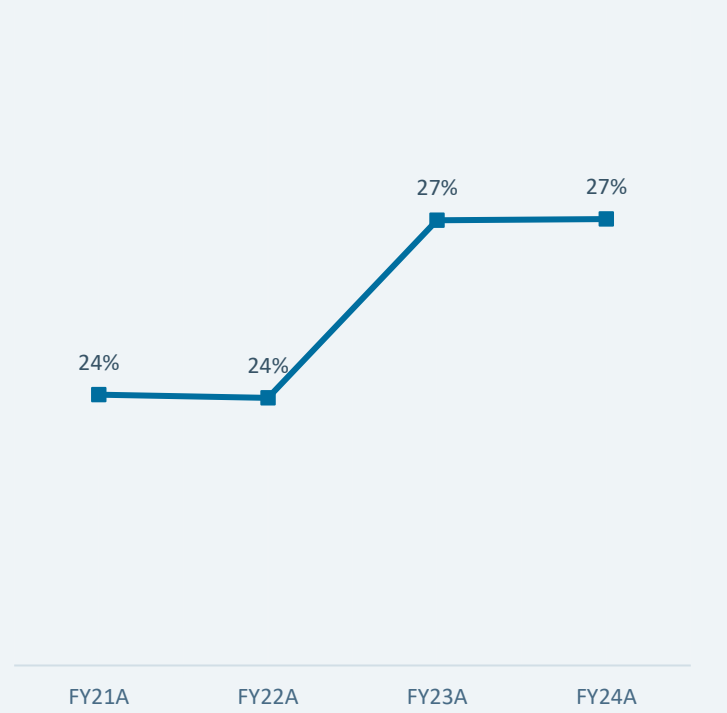
+10% CAGR with a focus driven towards proven technologies at higher margins and lower risk

Sales and service revenue split over time (\$m)



Increased focus on service and afterwards is driving higher levels of recurring revenue

Group net margin % over time



Continued net margin expansion via modular approach, improved project governance, scale / operational efficiencies and increased service penetration



# Commercial Drivers

Diversified revenue streams across projects, products and services driving future growth



Projects



Products



Service

Sales

FY24  
Revenue  
Composition

~56%

Built on strong customer  
partnerships & trust  
- design to install

~16%

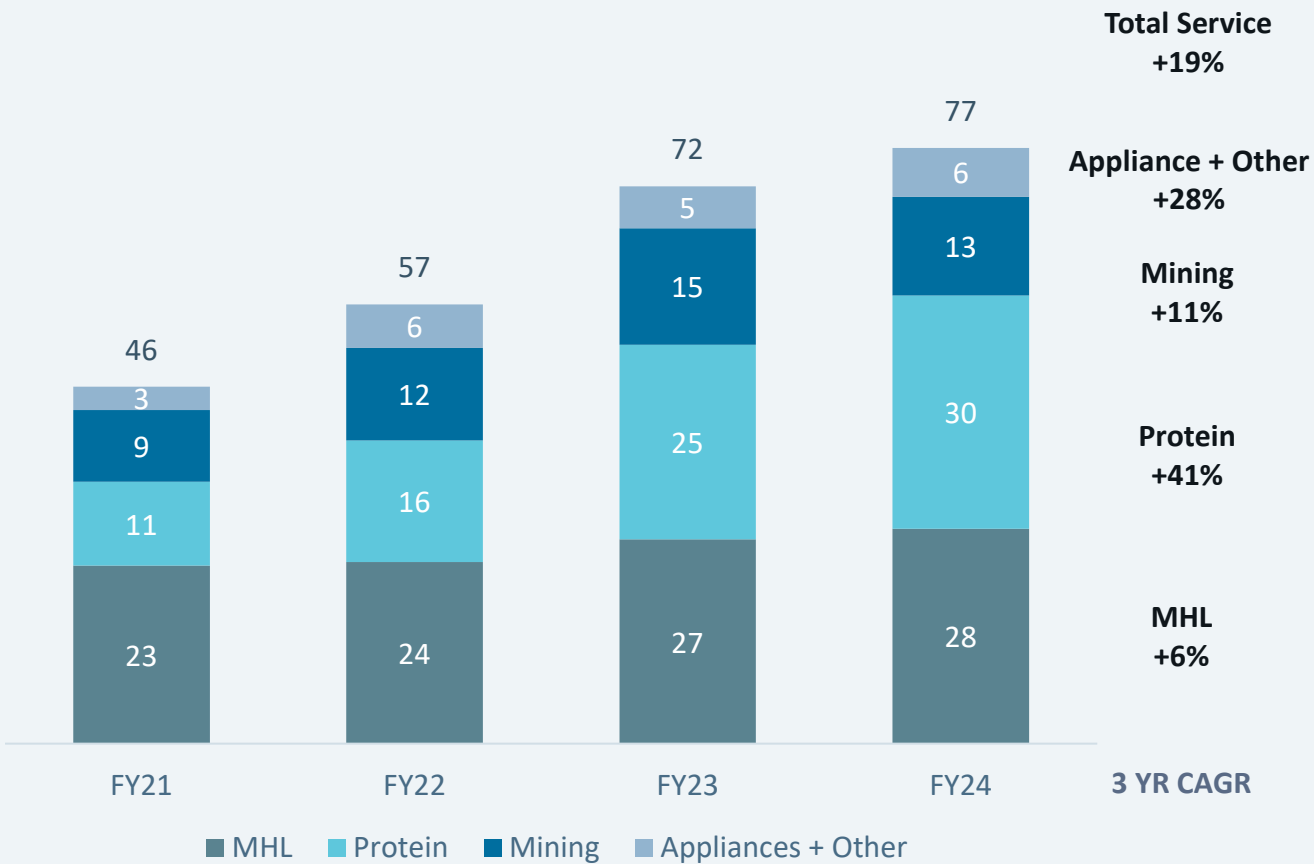
Higher margins, lower risk,  
reduced lead time

28%

Recurring Revenue  
on installed base

# Service Revenue

Service revenue over time (\$m)



## Fundamentals of Service:

- Provides recurring, profitable revenue stream
- Rapid growth in installed base from recent years provides a foundation for future revenue growth
- Diversify earnings from equipment sales
- Opportunity for further customer value and Scott being a strategic partner
- Rich data from our solutions to enable customers site performance, ESG and H&S initiatives and further product development

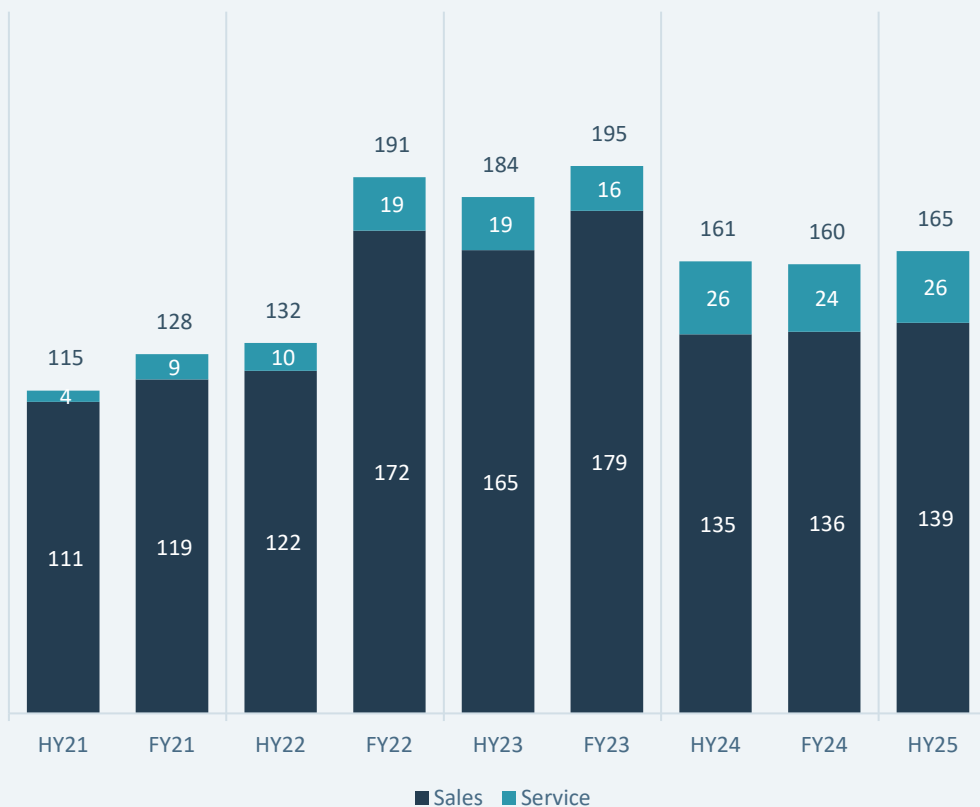
## Growth Opportunities for Service:

- Installed base growth through equipment sales
- Increased service penetration with a key strategic focus on Lifecycle Services and Key Account Management
- Grow software (Maestro+) offering in MHL and into other domains



# Forward work

Snapshot of forward work over time (\$m)



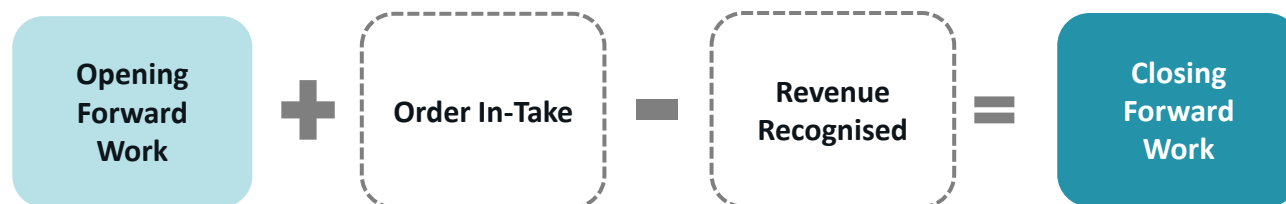
## Overview:

- Secured work that has not been recognised as revenue
- Orders can span over multiple reporting periods

## Why it matters:

- Revenue visibility
  - *Scott doesn't provide formal guidance - forward work provides a steer*
- Capacity and resource planning
- Risk assessment
- Growth signal

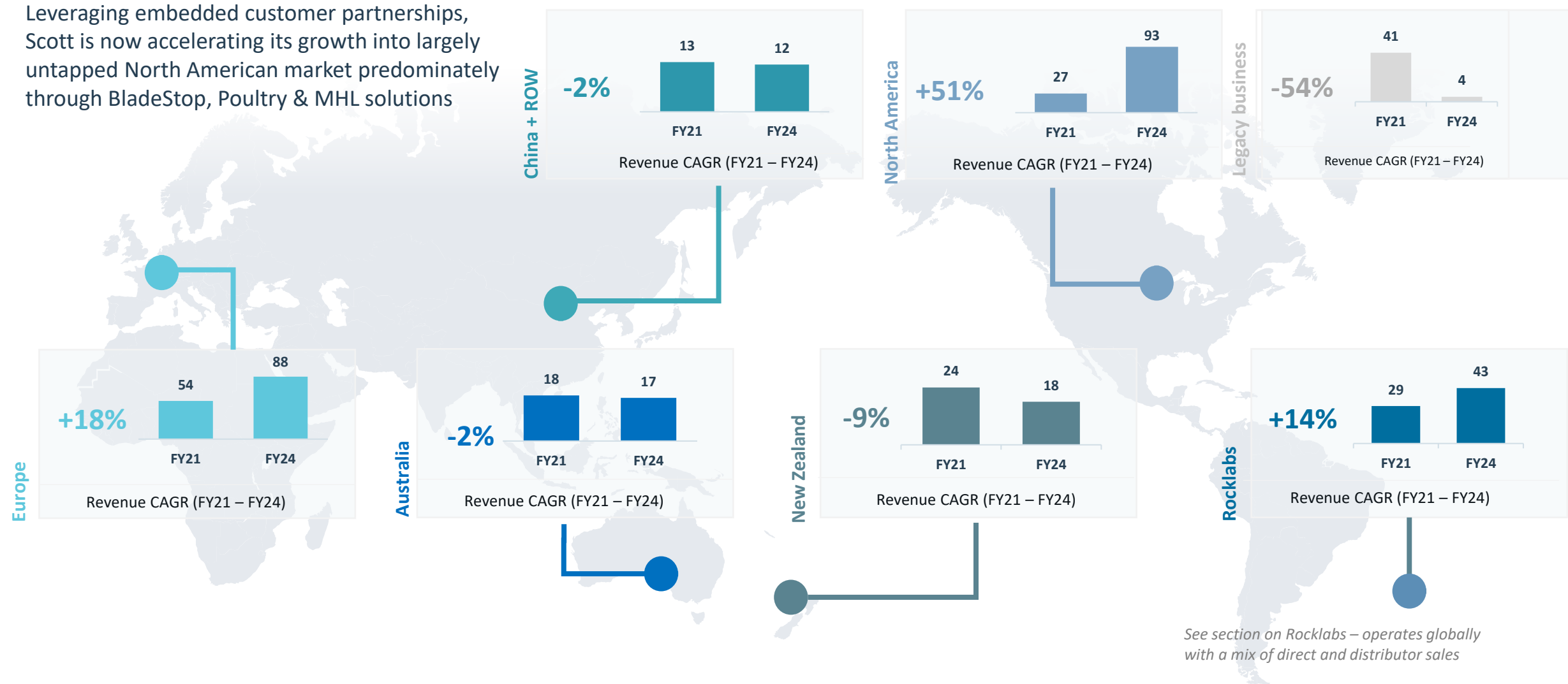
## How Forward work is calculated:



Note: Revenue on projects is recognised on % of completion basis. Certain projects may span multiple periods with WIP balance remaining in Forward work until 100% complete

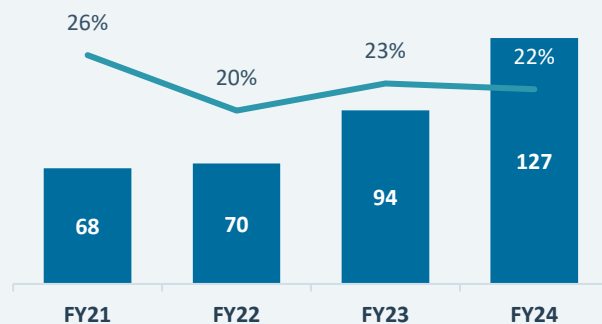
# Geographic growth – revenue from external customers

Leveraging embedded customer partnerships, Scott is now accelerating its growth into largely untapped North American market predominately through BladeStop, Poultry & MHL solutions



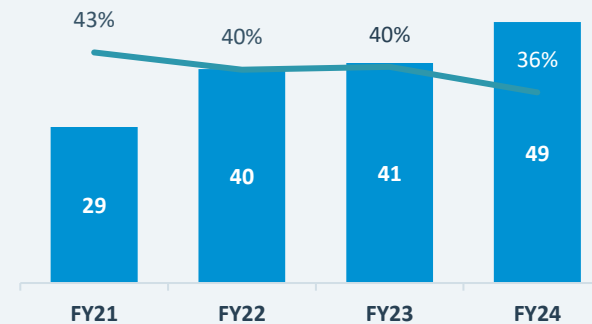
# Domain Summary FY21 – FY24

## Materials handling & logistics



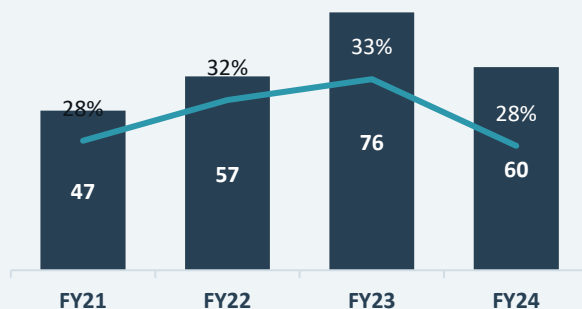
Revenue CAGR: **+23%**  
Net Margin: **22%**

## Mining



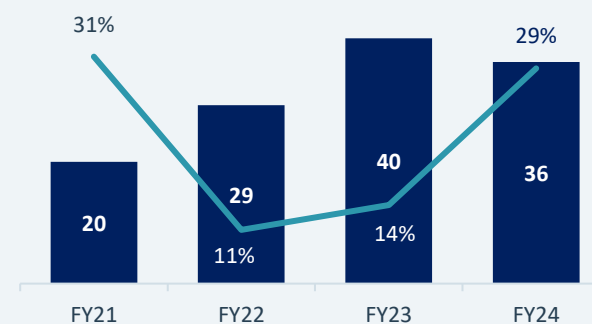
Revenue CAGR: **+19%**  
Net Margin: **36%**

## Protein



Revenue CAGR: **+8%**  
Net Margin: **28%**

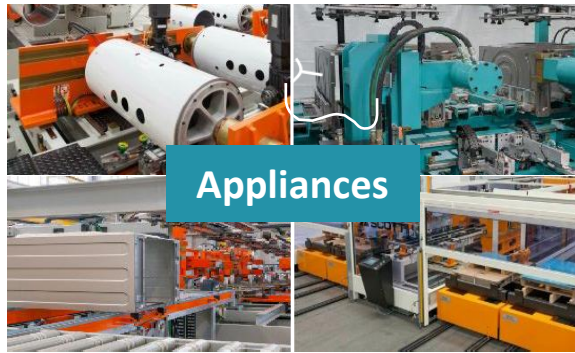
## Appliances



Revenue CAGR: **+22%**  
Net Margin: **29%**



# Multiple organic growth drivers to deliver on 2030 ambitions



Appliances

3% - 7%

Revenue CAGR

#### Growth Levers:

- Strategic **modular approach** drawing on decades of leading appliance automation and innovative design collateral
- **Flexible and scalable** infrastructure and supply chain to respond to opportunities
- Targeted **upgrades on a large global installed base**



Materials Handling

7% - 11%

Revenue CAGR

#### Growth Levers:

- Further Europe expansion; partnership with Savoye and new markets (region & industry)
- Replicate European model in the **North American** market – build off multiple blue-chip reference site installs in market
- Expand AGV business globally through **NexBot**
- **Grow software revenue** and accelerate lifecycle services growth



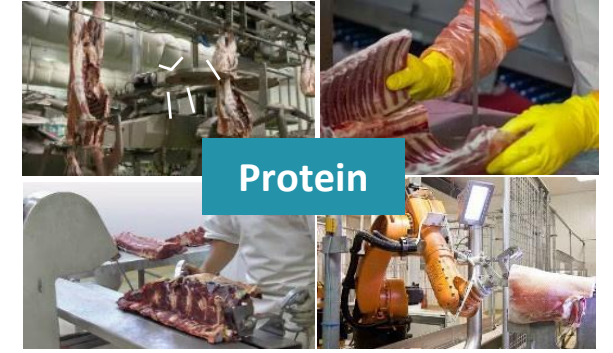
Mining

6% - 10%

Revenue CAGR

#### Growth Levers:

- Accelerated **AMS growth** to blue-chip customers
- Extend into **Mineral Analysis** with key partnerships
- Leverage **direct sales into North American market**
- Increased global reach through distributor model to **largely untapped markets** i.e Africa
- Grow Robofuel and Energise
- Service upside with growing install base and **integrating Maestro software**



Protein

16% - 20%

Revenue CAGR

#### Growth Levers:

- Strong organic growth opportunity across lamb products / solutions, as well as **expanding into beef**
- Accelerate Poultry Trusser sales in North America
- Capture further bandsaw market share globally
- **Cross sell with other Domains (MHL)**
- Increased **service penetration** across growing installed base

# FY30 Dot on the Horizon

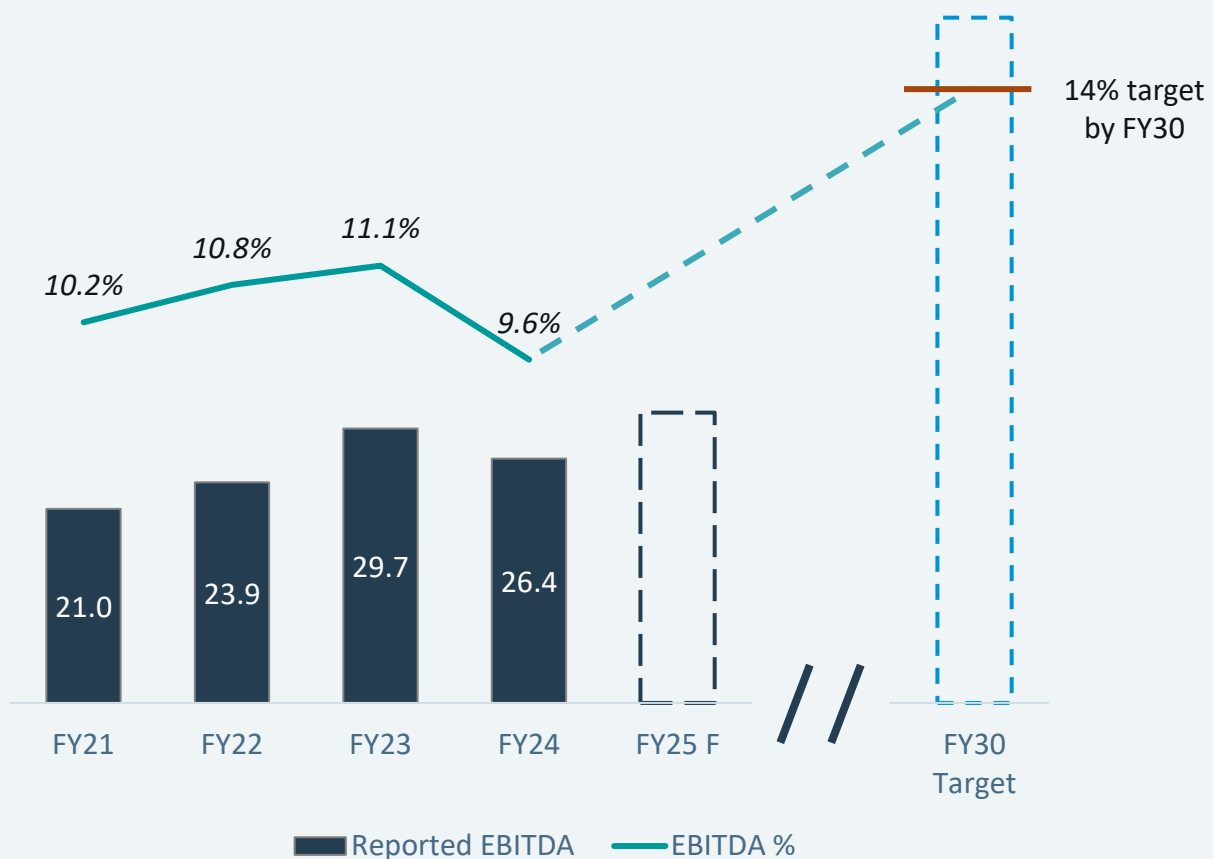
The revised focus areas will drive growth, objectives include:

- “\$530 by 30” – sustainable profitable growth
- Higher proportion of Revenue from Lifecycle Services
- Partner with Key Accounts to understand their Capital Requirements to build out a long-term pipeline
- Targeting EBITDA of 14% of Revenue by FY30



# EBITDA Margin

Reported EBITDA and Margin over time (\$m)



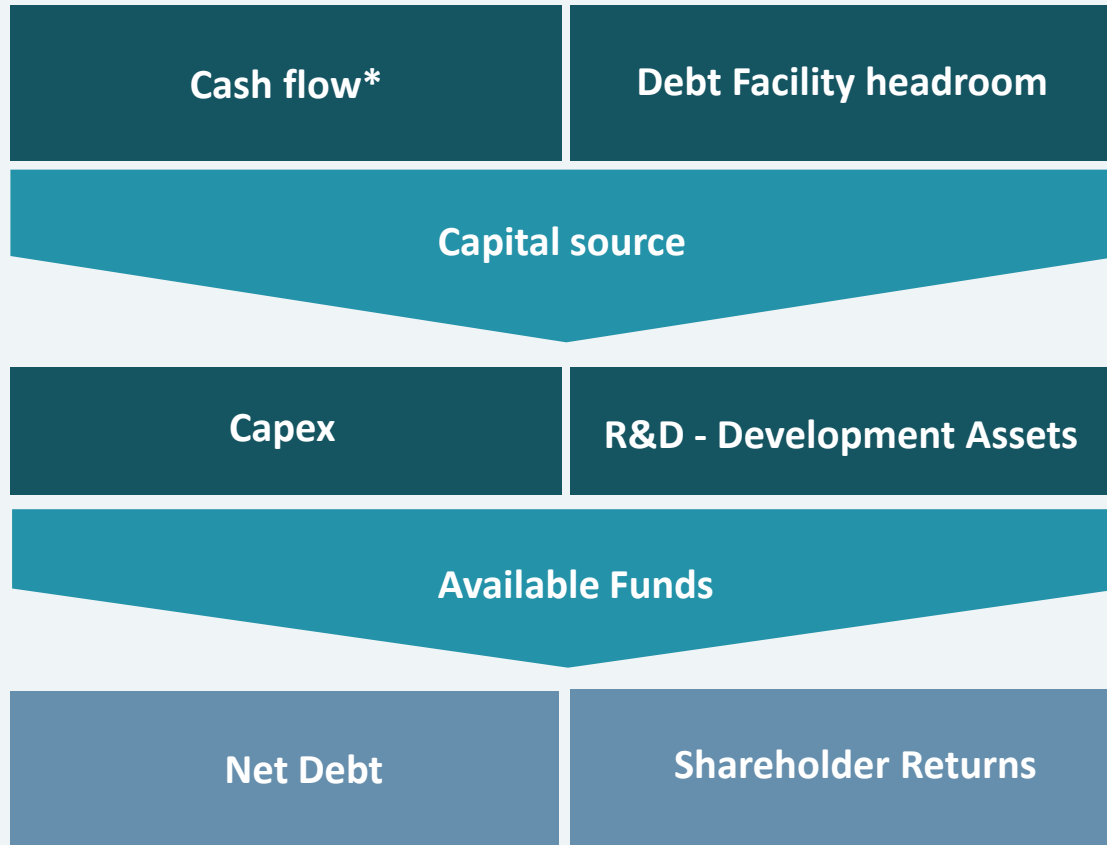
- **EBITDA** progression: solid growth through FY23, followed by a dip in FY24 due to one-off costs in year\*
- **Near-term:** FY25 forecast indicates a return to growth with strong net margins, control on spend and improved scale in second half
- **Strategic ambition:** Target 14% EBITDA margin by FY30, underpinned by growth coming in competitively placed solutions, scale driving operating leverage and improved business mix including a higher proportion of service

\* FY24 Operating EBITDA % was 10.9% excluding one-off costs



# Capital Management

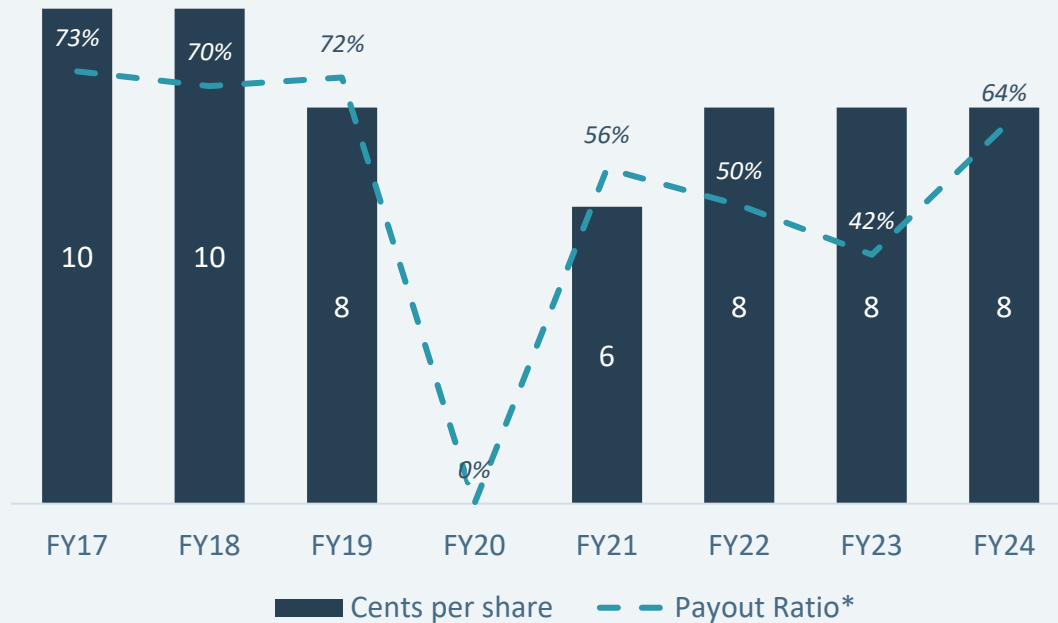
## Current funding mix:



- **Working capital** is crucial to manage where project cash flows can be volatile
- **Capex** is spent primarily on machining, fabrication & assembly equipment – disciplined approach taken with demonstrable returns needed prior to approval
- **R&D – Development Assets:** Key focus of the 2030 Strategy is to invest based on a strategically integrated development roadmap
- Available funds are distributed via dividends, pay down net debt or for any strategic purposes as management and Board see to best drive shareholder returns

# Dividend Policy

Dividend declared over time (cents per share)



\*Payout ratio calculated on dividend declared / adjusted NPAT after non-recurring costs

- Scott aims to provide **sustainable, consistent and growing dividends**, while maintaining financial flexibility
- Dividends will be considered semi-annually
- **Target payout ratio of 50–80%** of adjusted net profit after tax  
Subject to cash flow, capital requirements and balance sheet strength
- The Board may adjust or suspend dividends in exceptional circumstances to protect long-term shareholder value
- Dividends will generally be paid in cash, with a dividend reinvestment plan offered when appropriate
- Imputation credits will be attached where available

# Trading update

---

- **FY25 EBITDA** expected to be a record result and within the range of **\$30.5m to \$31.5m**
  - FY24 operating EBITDA was **\$30.2m** and reported EBITDA was **\$26.4m**
- **FY25 Revenue** expected to be within the range of **\$270m to \$275m** versus prior year of \$276m
  - *Revenue was down -14% at half year results illustrating a very strong recovery in the second half of FY25*

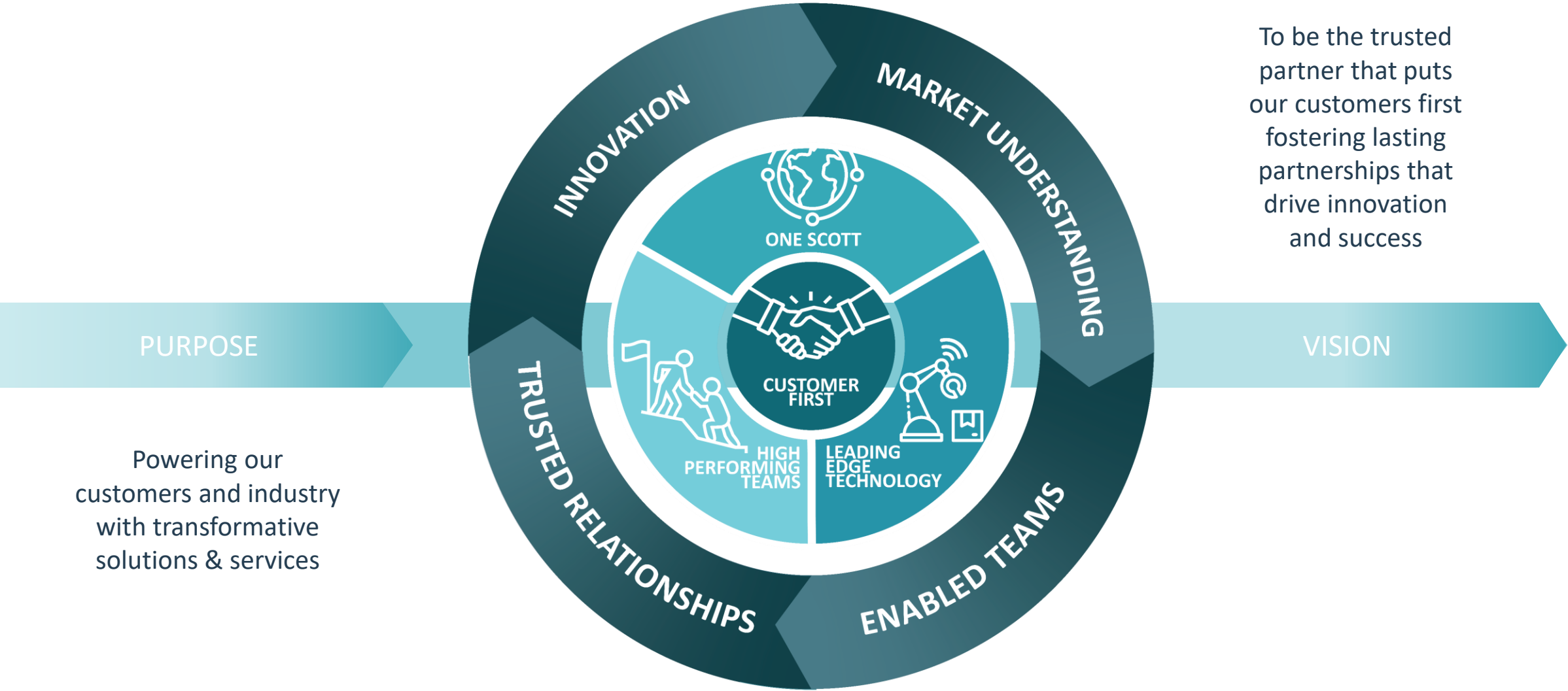


Mike Christman  
Chief Executive Officer

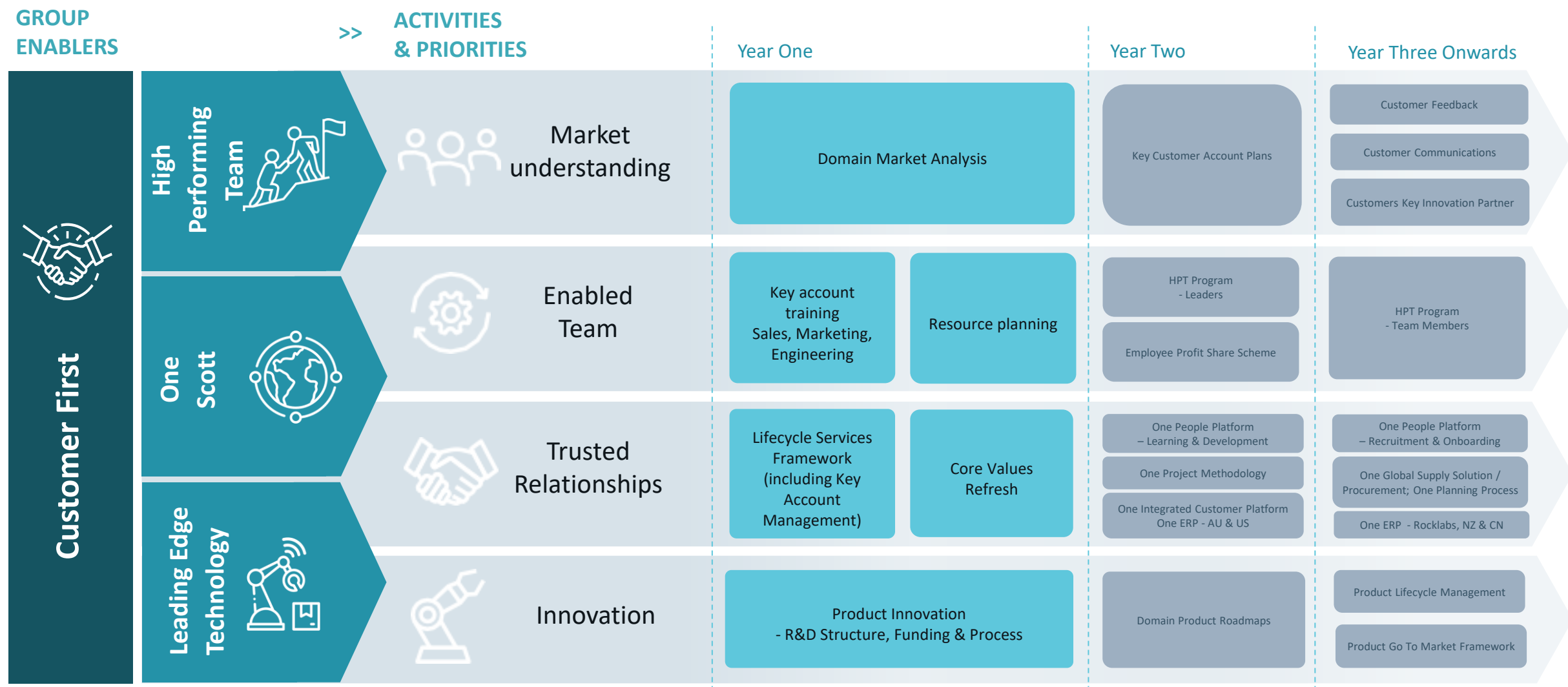
# ACTION ROADMAP



# Destination 2030: Building for Sustainable, Profitable Growth



# Action Roadmap – Lets Go





# Recent contract wins and update

---

- **MHL:** Multiple palletizing projects with Agristo and Lutosa totalling +\$19m
- **Protein:** Contract win to install an existing LEAP Primal for Dawn Meats in UK – Scott's first UK install

# QUESTIONS