



ServiceStream

ersonnel use only

Service Stream

FY25 Full Year Results Presentation

For the year ended 30 June 2025



ersonal use only



ServiceStream

Acknowledgment of Country

Service Stream acknowledges the traditional custodians of country throughout Australia and their continuing connections to land, water and communities.

We pay our respects to their elders past and present.



Key Messages

A successful year headlined by strong financial performance and WIH growth

1	Strong financial results	<ul style="list-style-type: none">> Improved profitability across all divisions> Strong cashflow conversion
2	Significantly expanded WIH	<ul style="list-style-type: none">> Exceptional contract retention rates> Multi-year diversified order book
3	Utility division improvement	<ul style="list-style-type: none">> Exceeded \$1bn in Revenue> Improved EBITDA margin
4	Strong platform for growth	<ul style="list-style-type: none">> Strengthened net cash balance sheet> Growth focused strategic agenda
5	Improved shareholder returns	<ul style="list-style-type: none">> Increase in annual dividends> Improved earnings per share (EPS)





Group Financial Highlights

Strong profit delivery and cash flow conversion

Total Revenue

\$2,420m

↑ Increase of 1.2% up on pcp

Underlying EBITDA

\$146.1m

↑ Increase of 13.1% on pcp

NPATA

\$68.5m

↑ Increase of 36.7% on pcp

OCFBIT Cashflow Conversion

104.4%

Net Cash

\$73.6m

↑ Increase of \$65.7m on pcp

FY25 Total Dividend

5.5 cps

↑ Increase of 22.2% on pcp





ServiceStream

Operational & Strategic Highlights

Disciplined strategy execution creating a strong platform for continued growth and improved shareholder returns

Improved Group Margin

6.0% EBITDA-A Margin

↑ 60 basis points on FY24, Improvement across all 3 reporting segments/divisions

Improved Utility Performance

4.5% EBITDA-A Margin

↑ 100 basis points, and on track to achieve 5% target during FY26

High Quality Order Book

80% O&M

Strong annuity-style, long-term contract base

Contracts secured

\$4.2bn

Renewed 98% of existing contracts which proceeded to market

Expanded Work in Hand

\$7.6bn

~40% growth on pcp, initial contract terms only

Net Cash Balance Sheet

Strategic Optionality

Balance sheet strength providing optionality to support strategic growth



ersonal

Safety

Proudly differentiating through industry leading safety performance



ServiceStream

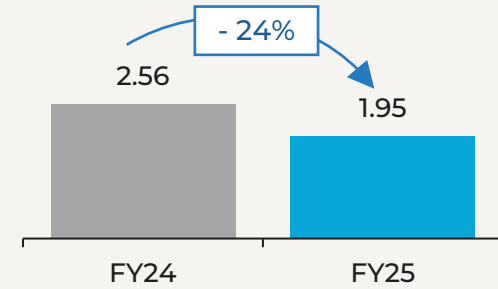
- Significant YoY improvements delivered across major performance metrics
- Continued focus on:
 - Higher risk work activities and associated critical controls
 - Delivery of specialised training and development for front-line staff, supervisors and managers
 - Staged implementation of select Human Organisation Performance (HOP) principles to support continued improvements

Walk | Talk | Lead | Care

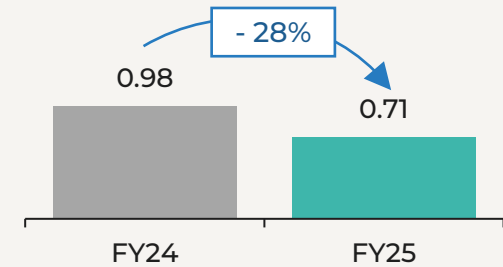
Safety



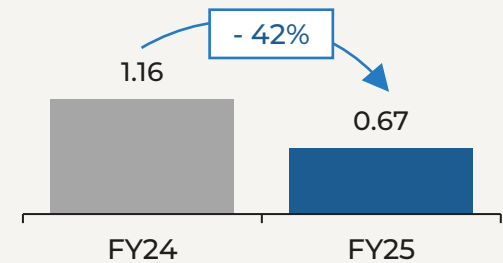
Total Recordable Injury Frequency Rate



Lost Time Injury Frequency Rate



High Potential Incident Frequency Rate

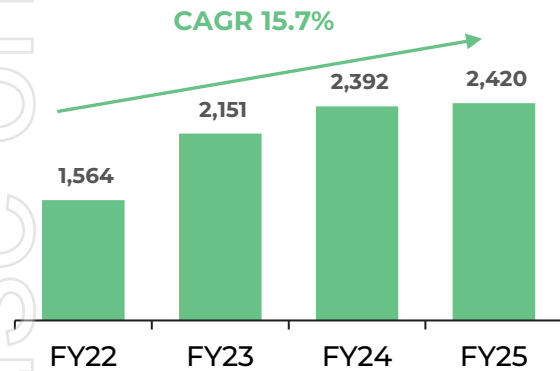




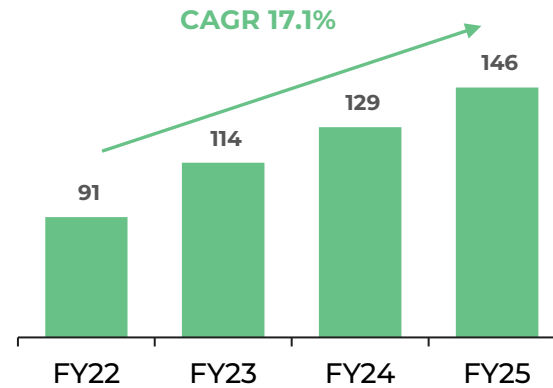
Creating significant shareholder value

Execution of the Group's strategy delivering consistent improvement across all metrics

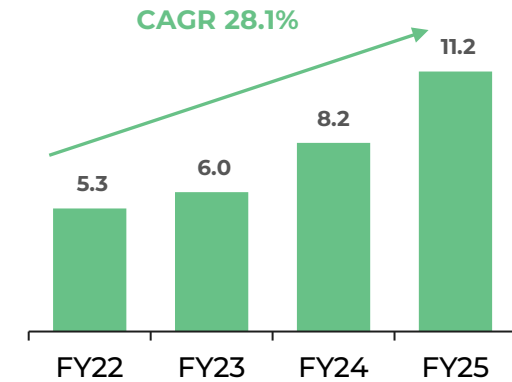
Total Revenue (\$m)



EBITDA from Operations (\$m)



EPS-A (cps)



- Delivered 15.7% CAGR over the past 3 years
- Strong organic growth from new and existing clients across expanded capabilities
- Transitioned revenue towards long term O&M works supplemented by select minor capital works
- Lowered risk appetite for undertaking large, fixed price lump D&C works without appropriate commercial model

- Strong 17.1% EBITDA CAGR over past 3 years
- Strong focus on enhancing margins
- Significant operational leverage achieved through increased scale and cost control
- Disciplined approach to bidding controls and risk management contributing to enhanced profitability

- Significant shareholder value created through EPS-A accretion of 28.1% over the past 3 years
- Dividends declared have progressively increased from 1.0cps in FY22 to 5.5cps today, underpinned by improved earnings and stronger balance sheet



High Quality Diversified Revenues

Group earnings underpinned by high quality contract portfolio

- Balanced mix of works predominantly favouring annuity-style, lower risk maintenance operations with exposure to select project opportunities:

- ~66% of Group revenues aligned to multi-year O&M works

- ~31% aligned to select recurring Minor Capital Works (small projects), adhering to the Group's revised risk appetite

- Majority (94%) of works delivered under lower risk schedule of rates or cost reimbursable commercial models

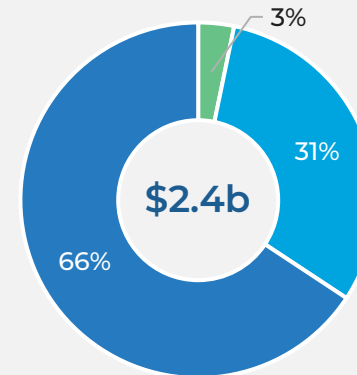
- Average contract term now reflecting 5 years

- Average contract tenure of ~17 years

- Group holding many long-standing ~30+ year contractual relationships

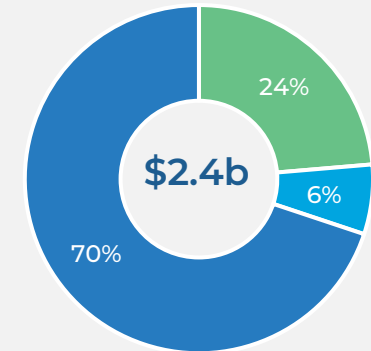
- Operations span a favourable mix of industry sectors with broadened customer base across government and blue-chip corporates providing further revenue diversification

Work Type



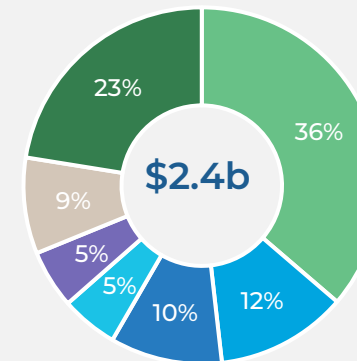
■ D&C ■ Minor Capital Works ■ O&M

Commercial Model



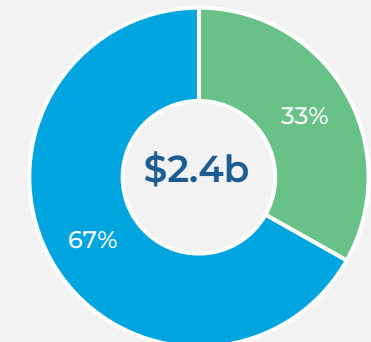
■ Cost Reimbursable ■ Fixed Price ■ Schedule of Rates

Industry Sectors



■ Fixed-line ■ Wireless ■ Road ■ Gas
■ Industrial ■ Power ■ Water

Customer / Client



■ Corporate ■ Government

Segment Insights



ServiceStream

Telecommunications

- Secured record \$3.3bn of work during FY25
- Extended nbn field services, with exclusive coverage of Vic, SA, WA and NT.
- Secured extension to the nbn fibre upgrade program (Atlas), providing continuation of project works for 3-5 years
- Continuing to provide wireless services across all network owners at scale



Utilities

- Improving earnings and margin through operational delivery, new growth and cost initiatives
- Portfolio of capabilities providing broad growth opportunities and improved earnings resilience
- Sydney Water D4C JV second +5 year term confirmed with additional new 5-year contract to provide sewer rehabilitation services
- New Urban Utilities maintenance contract successfully mobilised 1 July 2025



Transport

- Strong performance from new VRMC contract after initial mobilisation in H1
- Completed buyout of 50% of the SARS JV (now 100%), enabling re-investment and refreshed business plan
- Performing high voltage power upgrade works at Burnley tunnel, following successful pace lighting project
- Continuing to pursue numerous O&M growth opportunities





Secured Contract Awards

Secured \$4.2bn+ in major multi-year O&M agreements, further strengthening the Group's diversified portfolio

Contract Retention Rate

98%

of existing contracts which proceeded to market

Secured Contract Awards

\$4.2bn

Secured over the initial contract terms

Expanded WIH, Exceeding

\$7.6bn

Secured over the initial contract terms

H1 FY25



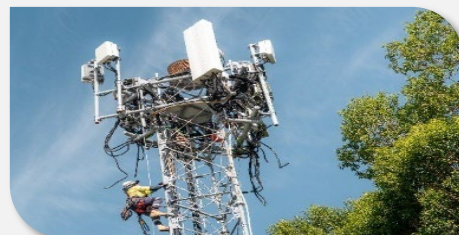
Urban Utilities
MECS Maintenance
Water
(New Agreement)
5 + 5 Year Term



SA Water
Field Service Delivery
Water
(Renewal / Extension)
4 Year Term



nbn
New Developments
Telecommunications
(Renewal / Extension)
3 Year Term



TPG
Wireless
Telecommunications
(Renewal / Extension)
5 Year Term

H2 FY25



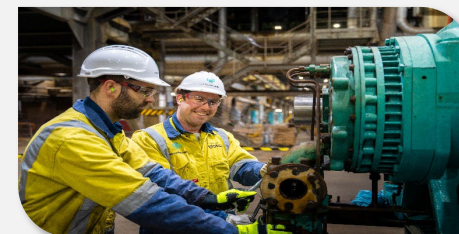
nbn
Field Services
Telecommunications
(Renewal / Extension)
5 + 5 Year Term



nbn
Node to Premise (Atlas) X 2
Telecommunications
(Renewal / Extension)
4 Year Terms



Sydney Water
Avoid Fail
Water
(New Agreement)
5 + 3 Year Term



AGL
Major Outages
Industrial
(Renewal / Extension)
3 Year Term

Sustainability

Making a meaningful contribution across each of the Group's Sustainable Pathways



ServiceStream

Safety

The wellbeing of our workforce, clients and communities we operate across



People

Improving how we attract, retain and develop our employees as an employer of choice



Community

Maintaining positive relationships and providing a meaningful contribution to communities we operate within



Environment

Mitigating negative impacts on the environment, whilst driving measured improvements to reduce our footprint



Governance

Robust corporate governance framework and practices



Improved safety outcomes

22% Reduction

in Total Recordable Injury Frequency Rate (TRIFR)

Female workforce participation

19%

up 1% on FY24

First Nation suppliers

10.6% increase

in suppliers compared with FY24

Environmental emissions

~5%

Reduction

across combined Scope 1 & 2 compared with FY23 baseline

Increased renewable energy usage

75%

purchased from renewable sources

Community support

1,016+ hours

of community service and volunteering in FY25

ersonal use only

Financial Performance





Financial Headlines

Total Revenue¹

\$2,420m

+1.2% vs pcp

- Revenue H1 skewed
- Utilities reached \$1bn revenue milestone

EBITDA from Operations²

\$146.1m

13.1% vs pcp

- Group EBITDA margin up 60bps to 6.0%
- Uplift driven by improvement across all segments

Adjusted NPAT

\$68.5m

+36.7% vs pcp

- EPS-A 11.2cps
- One-off tax benefit from historical transactions of \$2.7m
- Statutory NPAT \$59.2m

Operating Cashflow (OCFBIT)

\$148.9m

+25.5% vs pcp

- Full conversion of EBITDA to cash - OCFBIT 104%
- Net cash \$73.6m

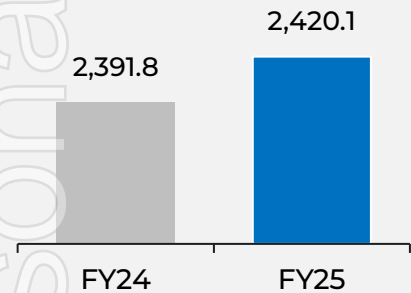
Total FY25 Dividend

5.5cps

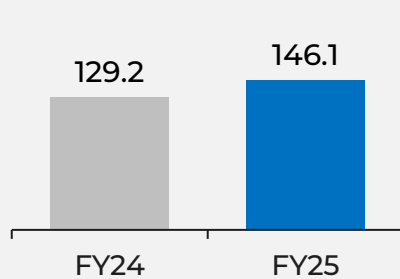
+22.2% vs pcp

- Final dividend 3.0 cps
- Fully franked, payable 3rd October 2025

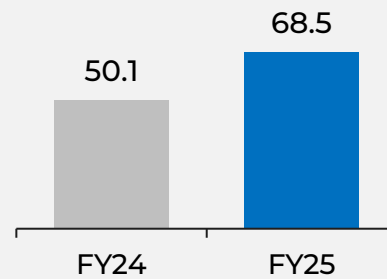
Total Revenue¹ (\$m)



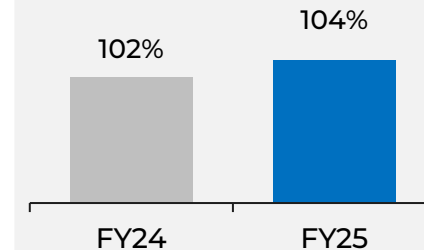
EBITDA from operations² (\$m)



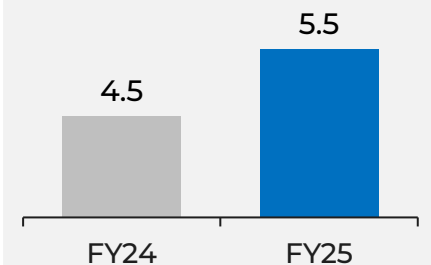
NPAT-A (\$m)



EBITDA to OCFBIT conversion³ (%)



Dividend (cps)



Notes:

1. Includes proportionate revenue take-up of incorporated joint ventures. Refer to the Appendix for a reconciliation of Total Revenue to Statutory Revenue

2. EBITDA from Operations excludes costs associated with the QLD project in FY24

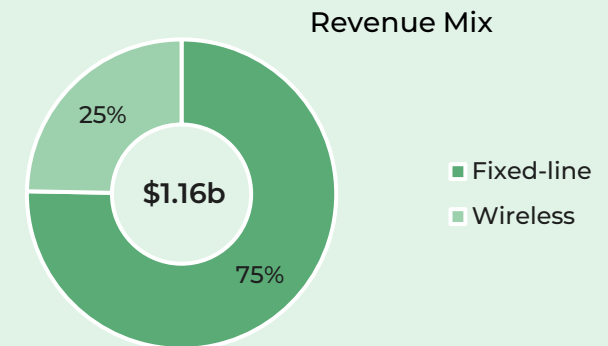
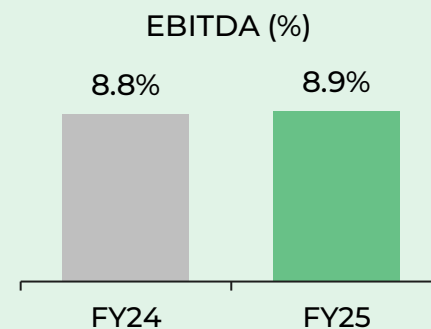
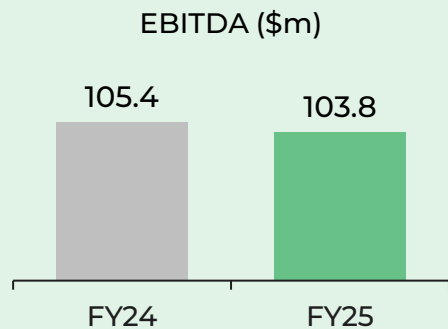
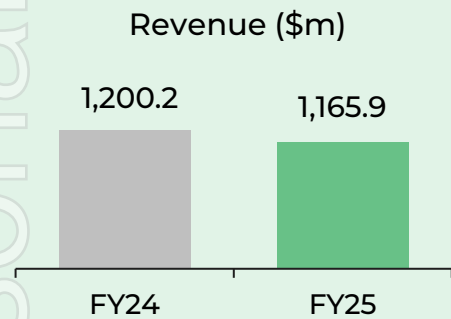
3. FY24 comparatives restated to present statutory EBITDA and OCFBIT conversion %



Telecommunications

Highlights

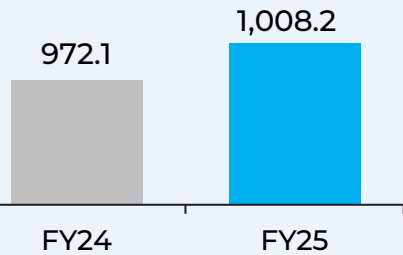
- Another solid year, maintaining the significant step up in volume and earnings achieved in FY24 across multiple clients and various programs of work
- Revenue of \$1,165.9m, down slightly \$34.3m (2.9%):
 - Revenue was skewed to the H1 due to a backlog of remediation, completed programs of work and heightened connections demand
 - N2P volumes were lower in H2 with the progressive completion of the initial program of works in advance of the extensions now secured
 - Wireless operations maintaining steady share of Telco portfolio
- EBITDA of \$103.8m, down slightly \$1.6m (1.5%):
 - 10-basis point improvement in EBITDA margin to 8.9% (FY24 8.8%)
 - Reduction in EBITDA aligned to the expected H2 lower revenue



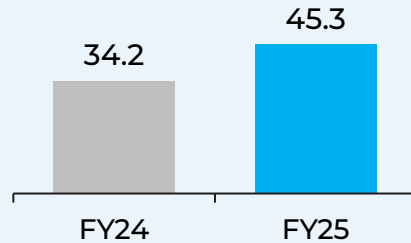
Highlights

- Strategic repositioning, securing profitable new growth and strong operational execution delivering improved quality of earnings
- Revenue of \$1,008.2m up \$36.1m (3.7%)
 - Strong revenue growth despite cycling off discontinued operations and completed D&C projects
 - Water O&M and industrial sector driving current growth, through both new contract wins and increased demand across existing clients
 - Revenue was H1 skewed due to scale and seasonality of industrial shutdown works
- EBITDA of \$45.3m, up \$11.1m (32.5%) from prior year
 - Substantial EBITDA growth and margin improvement of 100-basis points to 4.5%
 - Further progressive margin improvement expected through FY26

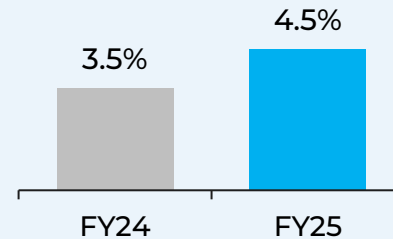
Revenue (\$m)



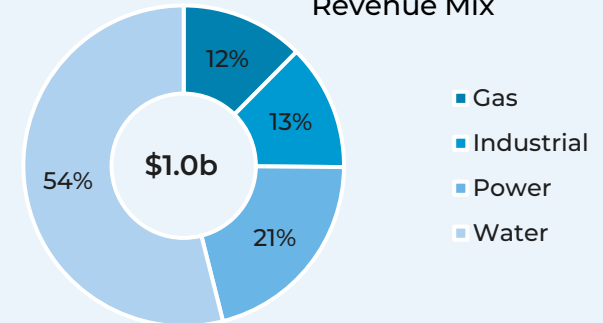
Underlying EBITDA (\$m)



Underlying EBITDA margin (%)



Revenue Mix



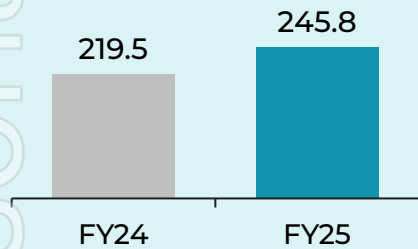
Notes:

1. Underlying EBITDA from Operations excludes costs associated with the QLD project in FY24

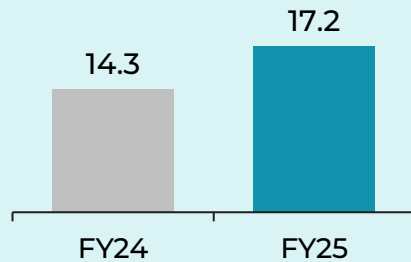
Highlights

- Strong finish to the year; reflecting historical H2 bias due to client project funding cycles
- Revenue of \$245.8m, up \$26.3m (12.0%)
 - New long-term Victorian Roads Maintenance contract commenced 1 July 2024 and performing well
 - Acquisition of remaining 50% of SARS JV (SA outback zone) in September
 - Project works associated with infrastructure upgrades providing additional revenue in H2
- EBITDA of \$17.2m, up \$2.9m (20.3%) from FY24
 - EBITDA margin increase of 50-basis points to 7.0%

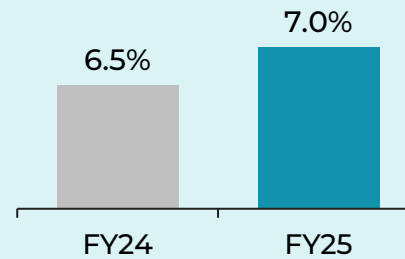
Revenue (\$m)



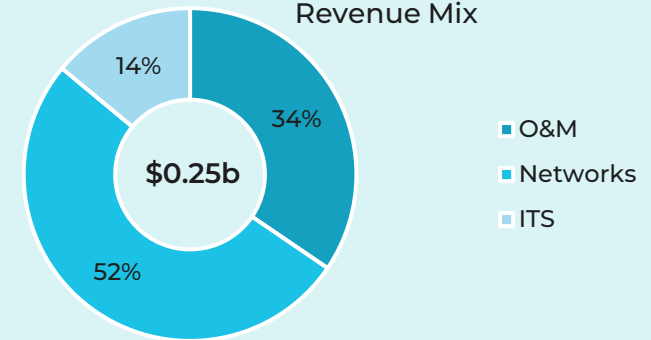
EBITDA (\$m)



EBITDA (%)



Revenue Mix





Group Profit and Loss

Comparison of results for the period ended 30 June 2025

\$m	FY25	FY24	Change \$
Total Revenue	2,420.1	2,391.8	28.3
Underlying EBITDA from Operations	146.1	129.2	16.9
<i>Underlying EBITDA from Operations %</i>	<i>6.0%</i>	<i>5.4%</i>	<i>0.6%</i>
Adjusted NPAT (NPAT-A)	68.5	50.1	18.4
<i>Adjusted EPS (cents)</i>	<i>11.2</i>	<i>8.2</i>	<i>3.0</i>
Statutory Profit & Loss			
Revenue	2,328.5	2,291.6	36.9
EBITDA	142.6	116.8	25.8
Depreciation & amortisation	(46.2)	(42.8)	(3.4)
Gain/(Loss) on sale of assets	3.2	-	3.2
Amortisation of customer contracts	(13.3)	(15.7)	2.4
EBIT	86.3	58.3	28.0
Net financing costs	(7.5)	(11.4)	3.9
Income tax expense	(19.6)	(14.6)	(5.0)
Net profit after tax	59.2	32.3	26.9

Total Revenue growth 1.2%:

- Growth tempered by contract cycles and exited/completed projects across Utility and Telco segments

EBITDA from Ops margin uplift to 6.0%, +60bps:

- Uplift driven by improvement across all segments
- Progressive improvement over recent reporting cycles – strong focus on quality of earnings
- Includes continuing investment on Defence PAS tender

Step change uplift to NPAT-A and EPS-A, +36.7%:

- Increased conversion of EBITDA to NPAT
- Financing cost benefit from net cash position and FY25 refinancing
- Includes the one-off tax benefit from historical claims \$2.7m; future ~30% corporate tax rate applies

Refer to the Appendix for a reconciliation of reported to statutory metrics.. Underlying EBITDA from Operations and Adjusted NPAT (NPAT-A) excludes the impact of the QLD project in FY24.

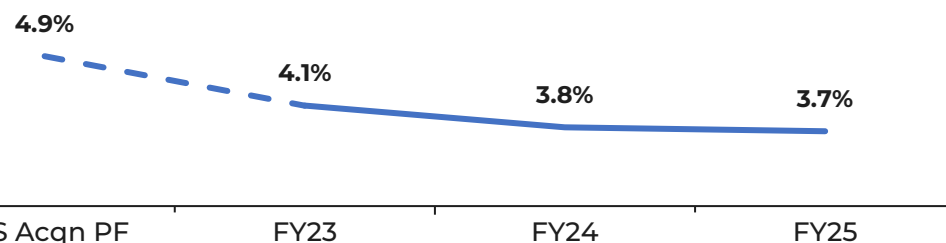


Cashflow

Comparison of results for the period ended 30 June 2025

\$m	FY25	FY24	\$
EBITDA	142.6	116.8	25.8
Change in working capital and non-cash items	7.4	3.6	3.8
Adjustments for joint ventures	(1.0)	(1.7)	0.7
OCFBIT	148.9	118.6	30.3
EBITDA to OCFBIT %	104.4%	101.6%	
Net interest and financing paid	(6.1)	(9.5)	3.4
Tax paid	(7.7)	(11.9)	4.2
Cash acquired on acquisition	1.4	-	1.4
Net capital expenditure	(8.9)	(6.4)	(2.5)
Dividends paid	(30.7)	(18.4)	(12.3)
Lease liability payments	(25.3)	(24.6)	(0.7)
Purchase of shares	(6.0)	(4.1)	(1.9)
Movement in Net Cash / (Debt)	65.6	43.6	22.0
Opening Net Cash / (Debt)	7.9	(35.7)	43.6
Closing Net Cash / (Debt)	73.6	7.9	65.7

Net working capital % of LTM revenue



1. FY24 comparatives restated to present statutory EBITDA and OCFBIT

Closing net cash of \$73.6m, up \$65.7m on pcp

OCFBIT conversion of 104%:

- Working capital optimisation program has yielded significant benefit over past 2 years
- FY25 net working capital now 3.7% of LTM revenue

Cash tax was significantly below tax expense:

- One-off historical income tax refund
- Square-up in 1H26 required due to FY25 instalments lagging step-up in earnings and tax timing differences, primarily WIP realisation

Combined **capex/leasing** continues to run below 2.0-2.5% target range:

- Includes proceeds from fleet refresh \$3m
- Systems uplift programs in early stages, now ramping up



Balance Sheet & Capital Management

Maintaining a strong balance sheet and reinvesting in the business

1. Maintain strong balance sheet

- Capital lite business model, target >80% OCFBIT conversion
- Debt facilities \$395m refinanced and extended to December 2027

2. Fund optimisation & organic growth

- Capex & leasing cash flows likely to be in the high end of 2.0-2.5% range in FY26
- ERP modernisation program (people and finance systems) initiated
 - SAAS software implementation costs likely to be opex – exclude from EBITDA-A
- Supporting organic growth and mobilisation of new contracts

3. Strategic acquisitions

- Reviewing opportunities to expand service offerings, new capabilities and addressable markets

4. Dividends

- Delivering sustainable dividends to shareholders



ersona use only

ersonal use only

Group Outlook



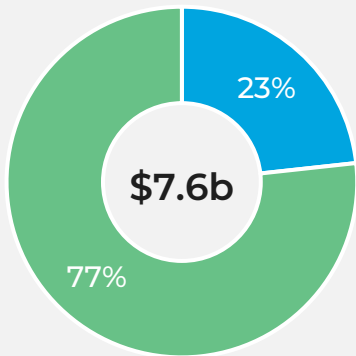


Work In Hand

Significantly expanded the Group's diversified order book by 40% on FY24 to \$7.6bn

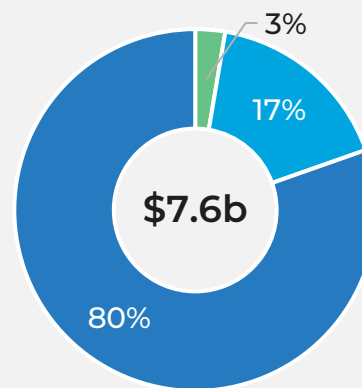
- Strong period of new work winning and contract renewals, leading to substantial 40% uplift of WIH
- Successfully renewed/confirmed extensions for all key contracts across each operating segment, providing long term O&M earnings visibility
- Group's WIH now \$7.6bn, excluding extension options
 - Extension options equate to an additional \$5bn if fully exercised
- ~85% of FY26 forecast revenues already secured in WIH, consistent with prior year
- Tendering activity remains strong across all operating units

WIH by Client



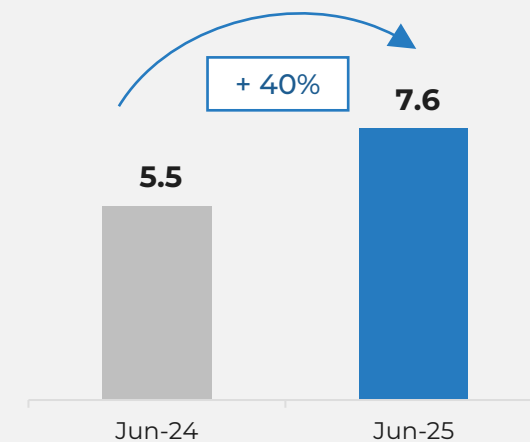
■ Corporate ■ Government

WIH by Type



■ D&C ■ Minor Capital Works ■ O&M

WIH (\$b)



Market Growth



ServiceStream

Positive market conditions support ongoing growth opportunities and a favorable outlook

- Strong levels of investment associated with the upgrade and maintenance of critical infrastructure

- Ageing infrastructure
- Population growth
- Energy transition
- Digitisation
- Adverse weather events

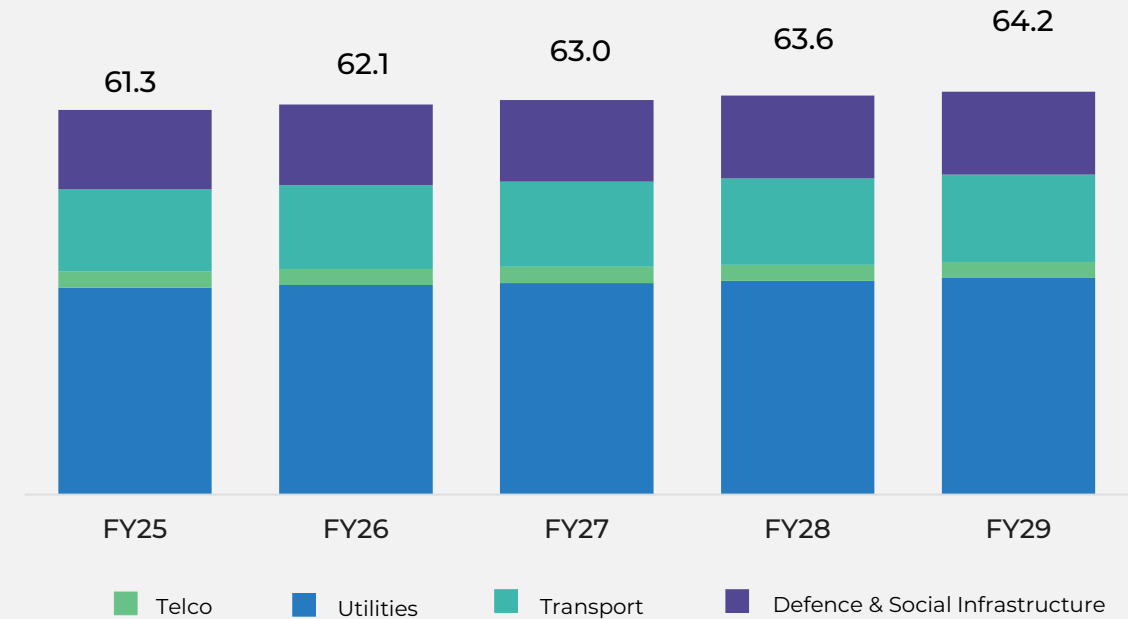
- Significant opportunity to incrementally increase market share

- Positive exposure to attractive Tier 1 industrial client base across growing market sectors including:

- Energy
- Telecommunications
- Oil & Gas
- Water
- Industrial
- Transportation
- Defence
- Education / Housing

- Business continues to actively assess external growth (M&A) opportunities

Australian Maintenance Market
Annual Expenditure (\$bn)



Source: BIS Oxford Economics 'Maintenance in Australia' 2025 Edition

Maintenance related expenditure only – excludes capital programs

Outlook



ServiceStream

Solid momentum and a strong, scalable business platform to support earnings growth in FY26



- Strong diversified order book exceeding \$7.6bn (initial term only)
- Positive momentum during FY25 providing a solid foundation for growth in FY26
- ~85% of WIH for FY26 secured under contract or extension options
- ~80% of order book reflects lower risk, annuity style O&M works
- Expect further improvement in margins across Utility operations
- Strong pipeline of growth opportunities across current and adjacent markets

FY26 Outlook

The Group expects earnings growth in FY26, supported by a strong order book, improved utility margin performance and growing infrastructure investment

Appendices





1. Reconciliation of statutory to adjusted profitability measures

Reconciliation of EBITDA from Operations to NPAT

\$m	FY25	FY24	\$
Underlying EBITDA from Operations	146.1	129.2	16.9
Onerous contract provision for QLD project	-	(9.8)	9.8
EBITDA from Operations	146.1	119.4	26.7
Joint venture adjustments	(3.5)	(2.6)	(0.9)
EBITDA	142.6	116.8	25.8
Depreciation and amortisation	(59.5)	(58.5)	(1.1)
Gain/(Loss) on sale of assets	3.2	-	3.2
Net finance costs	(7.5)	(11.4)	3.9
Income tax expense	(19.6)	(14.6)	(5.0)
Net profit after Tax	59.2	32.3	26.9

Reconciliation of NPAT-A to Net Profit after Tax

\$m	FY25	FY24	\$
Net Profit after Tax	59.2	32.3	26.9
Addback:			
Amortisation of customer intangibles (tax effected)	9.3	11.0	(1.7)
Onerous contract provision for QLD project (tax effected)	-	6.9	(6.9)
NPAT-A	68.5	50.1	18.4



2. Other information

Reconciliation of Total Revenue to Revenue

\$m	FY25	FY24	\$
Total Revenue	2,420.1	2,391.8	28.3
Joint venture adjustments	91.6	100.2	(8.6)
Revenue	2,328.5	2,291.6	36.9

Amortisation of customer contracts & relationships

\$m	FY25	FY26	FY27	FY28	FY29	Balance 30-Jun-25
Comdain Infrastructure	5.7	5.7	5.7	5.7	5.7	25.5
Lendlease Services	7.6	7.6	7.6	7.6	7.6	68.6
Total Amortisation	13.3	13.3	13.3	13.3	13.3	94.1

Disclaimer



ServiceStream

This Presentation contains summary information about the current activities of Service Stream Holdings Limited (Service Stream). It should be read in conjunction with the Service Stream's other periodic and continuous disclosure announcements lodged with the Australian Securities Exchange (ASX), which are available at www.asx.com.au.

No member of Service Stream gives any warranties in relation to the statements or information contained in this Presentation. The information contained in this Presentation is of a general nature and has been prepared by Service Stream in good faith and with due care but no representation or warranty, express or implied, is provided in relation to the accuracy or completeness of the information.

This Presentation is for information purposes only and is not a prospectus, product disclosure statement or other disclosure or offering document under Australian or any other law. This Presentation does not constitute an offer, invitation or recommendation to subscribe for or purchase any security and neither this Presentation nor anything contained in it shall form the basis of any contract or commitment.

This Presentation is not a recommendation to acquire Service Stream shares. The information provided in this Presentation is not financial product advice and has been prepared without taking into account any recipient's investment objectives, financial circumstances or particular needs, and should not be considered to be comprehensive or to comprise all the information which recipients may require in order to make an investment decision regarding Service Stream shares.

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

Neither Service Stream nor any other person warrants or guarantees the future performance of Service Stream shares or any return on any investment made in Service Stream shares. This Presentation may contain certain 'forward-looking statements'. The words 'anticipate', 'believe', 'expect', 'project', 'forecast', 'estimate', 'likely', 'intend', 'should', 'could', 'may', 'target', 'plan' and other similar expressions are intended to identify forward-looking statements. Indications of, and guidance on, financial position and performance are also forward-looking statements. Any forecasts or other forward looking statements contained in this Presentation are subject to known and unknown risks and uncertainties and may involve significant elements of subjective judgement and assumptions as to future events which may or may not be correct. Such forward-looking statements are not guarantees of future performance and involve known and unknown risks, uncertainties and other factors, many of which are beyond the control of Service Stream, that may cause actual results to differ materially from those expressed or implied in such statements. There can be no assurance that actual outcomes will not differ materially from these statements. You are cautioned not to place undue reliance on forward looking statements. Except as required by law or regulation (including the ASX Listing Rules), Service Stream undertakes no obligation to update these forward-looking statements.

□ Past performance information given in this Presentation is given for illustrative purposes only and should not be relied upon as (and is not) an indication of future performance.

□ Investors should be aware that certain financial measures included in this Presentation are 'non-IFRS financial information' under ASIC Regulatory Guide 230: 'Disclosing non-IFRS financial information' published by ASIC and 'non-GAAP financial measures' within the meaning of Regulation G under the U.S. Securities Exchange Act of 1934, as amended, and are not recognised under AAS and IFRS. Non-IFRS financial information in this Presentation includes Total Revenue, EBITDA from Operations and Adjusted NPAT. Such non-IFRS financial information does not have a standardised meaning prescribed by AAS or IFRS. Therefore, the non-IFRS financial information may not be comparable to similarly titled measures presented by other entities and should not be construed as an alternative to other financial measures determined in accordance with AAS or IFRS. Although Service Stream believes these non-IFRS financial measures provide useful information to investors in measuring the financial performance and condition of its business, investors are cautioned not to place undue reliance on any non-IFRS financial information included in this Presentation.

ersona