



Investor Day 2026

Strategic Review & Platform for Growth



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Agenda

01 Share Price & Earnings Performance

02 Strategic Review & Lessons Learned

03 Market Opportunity & Execution Strategy

04 Right to Win: Markets & Solutions

05 Financial Framework

06 Outlook & Next Steps

07 Management Team

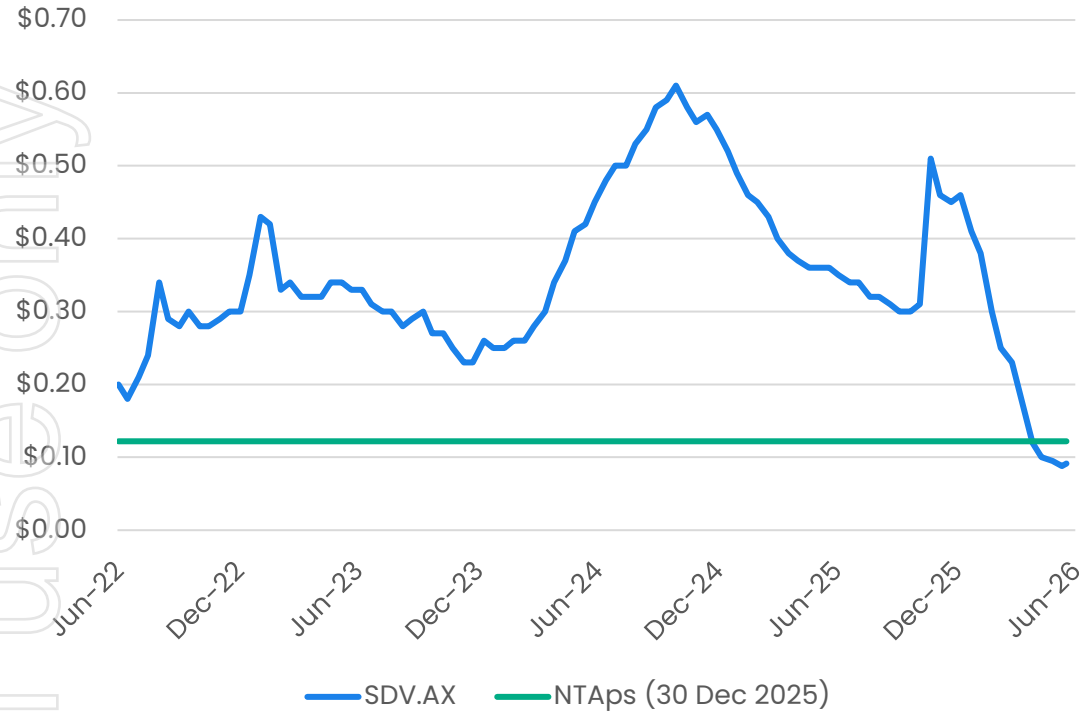
Share Price & Earnings Performance

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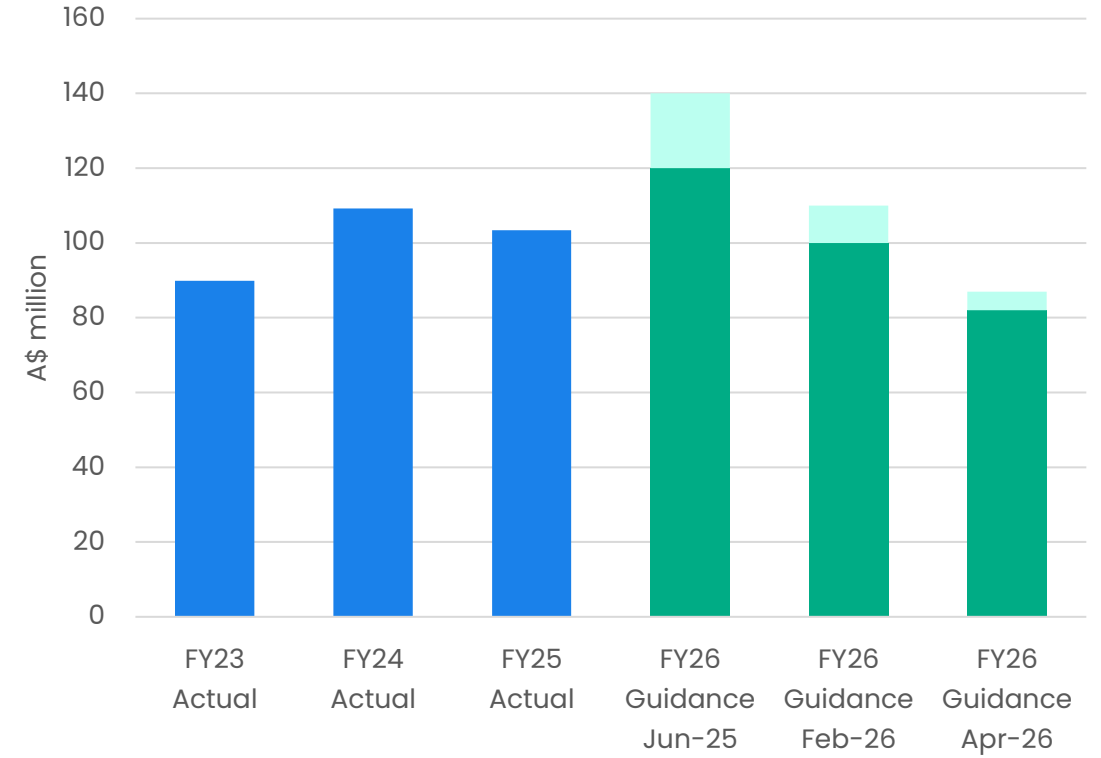
Share price decline of 80% YTD and depressed valuation metrics, highlights a loss of shareholder trust

Share Price – July 2025 to June 2026



- Share price **decline of ~80% YTD** and trading ~0.2x FY26 revenue, is a clear message that we need to **rebuild trust** with investors.

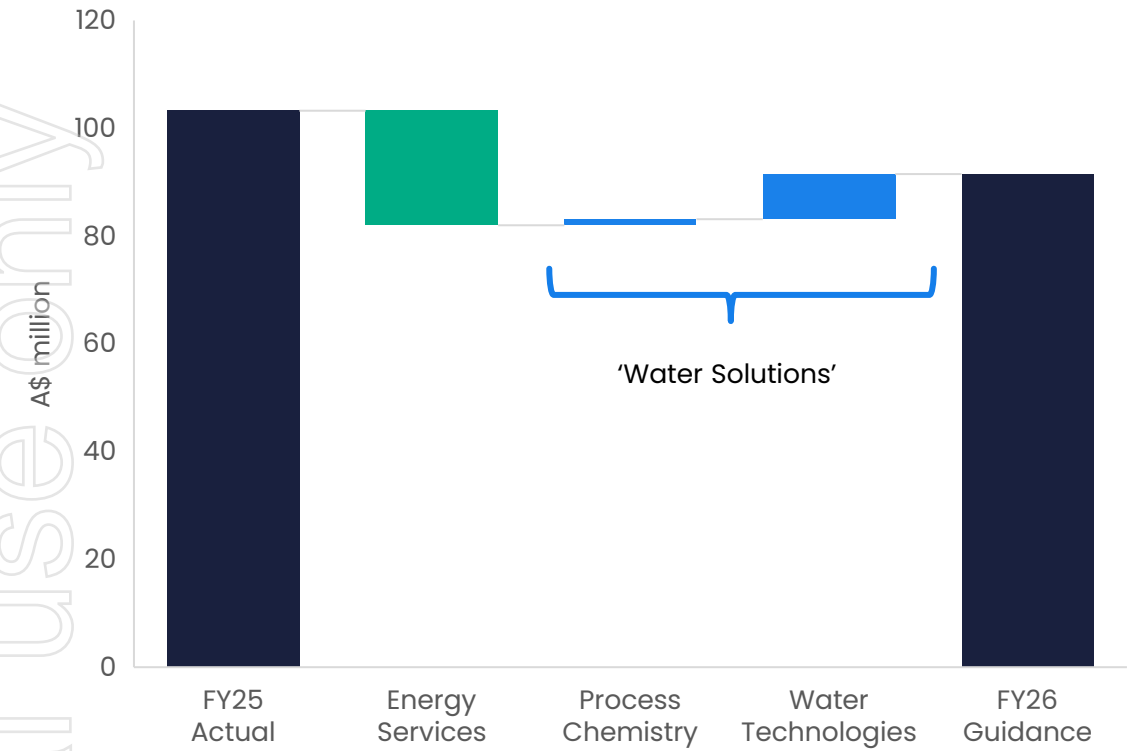
Revenue – FY23 to FY26



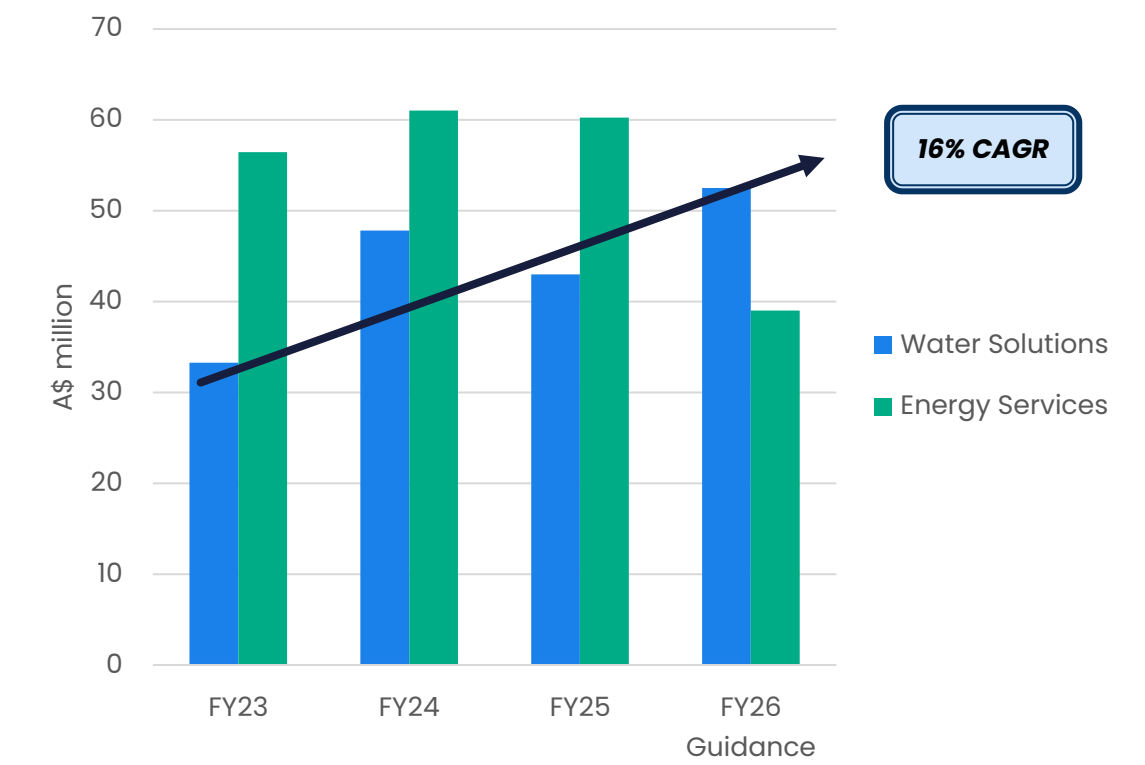
- Deteriorating performance caused **multiple downgrades** to FY26 revenue forecasts, driven by lower sales in Energy Services and Rum Jungle project delivery timing.
- FY26 revenue expected to be between \$82 million to \$87 million, similar to FY23 levels.

Revenue decline driven by Energy Services turn from cyclical tailwinds to headwinds, somewhat offset by structural growth from Water Solutions focused businesses

Revenue Bridge - FY25 to FY26



Revenue by Business Segment - FY23 to FY26



- FY26 revenue decline driven by **Energy Services**, due to **cyclical headwinds**, customer concentration, and loss of sales in commoditised product categories.

- **Water Solutions** focused businesses of Water Technologies + Process Chemistry have remained resilient, with **structural growth** driving a 16% compound annual revenue growth (CAGR) since FY23.

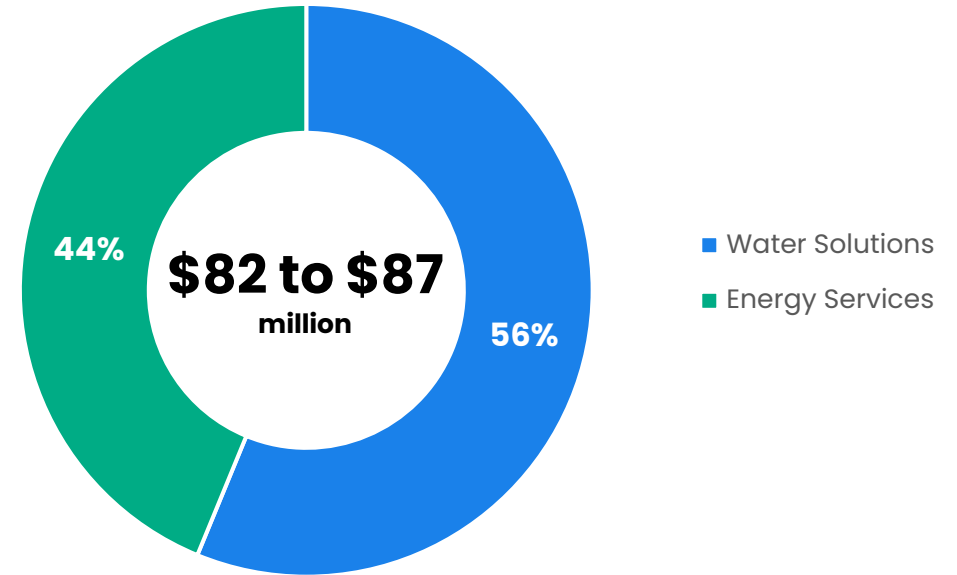
1) 'Water Solutions' defined as the combination of Water Technologies and Process Chemistry

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Earnings underperformance at a group level, and growing evidence of inefficient capital allocation, necessitated a Strategic Review of the business model

A\$ million	FY23	FY24	FY25	FY26 Guidance
Revenue				
Energy Services	56.5	61.0	60.2	~37
Water Solutions	33.3	47.8	43.0	45 to 50
Total	89.8	109.2	103.4	82 to 87
EBITDA				
Energy Services	6.0	11.5	13.3	4 to 5
Water Solutions	1.8	1.8	0.3	5 to 6
Water Tech (Intn'l)	0.0	-0.6	-1.7	-2
Corporate	-3.7	-3.9	-4.8	-4
Total	4.1	8.8	7.1	~4.0

Revenue by Business: FY26 Guidance



- Previous cyclical tailwinds from **Energy Services masked mixed performance in other areas** and a growing cost base.
- The pursuit of growth for its own sake, funded by Energy Services, caused an **inefficient allocation of resources** towards higher risk offshore markets, at the expense of lower risk attractive markets such as the domestic mining industry.

- The cyclical pull-back in Energy Services revenues in FY26 highlighted the **need for a Strategic Review of the business model**, which was performed in 2H FY26.

1) 'Water Solutions' defined as the combination of Water Technologies and Process Chemistry

Strategic Review & Lessons Learned

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Internal Review:

Greater business discipline needed, with focused growth aligned to core strengths

Key Learnings

- 01 Capital allocation**
 - Better processes required for business case development, understanding alternatives, and stage gate decisions
- 02 Forecasting discipline**
 - Excess confidence placed in lower-visibility business segments and business development prospects
- 03 Customer concentration**
 - Need to broaden customer base and focus on protecting high-value business critical relationships
- 04 Lack of integrated go-to-market strategy**
 - Untapped potential to cross-sell products and solutions into existing tier-one client base
- 05 Inefficient expansion strategy**
 - Lack of focus in pursuit of growth created sub-scale entry into diverse range of markets, including overseas water tech

- A broad-based **lift in discipline required** across capital allocation decisions, forecasting rigour, business development, and growth that is focused and realistically aligned to our 'right to win'.

Improvement Actions

- Ensure growth projects are focused, **realistic** and aligned to strategic direction
- Standard business case development, models, hurdle rates, and filtering
- **Risk-weighted forecasting** aligned to **outlook visibility**
- Practical balance between ambitious & realistic outcomes
- Priority emphasis on **key account protection**
- Additional resources for **new business development**
- Maximise our **key business asset: existing client relationships**
- Greater business integration to **cross-sell solutions**
- Focused growth in core markets with known competitive advantage
- Concentration of efforts to build **scale and strategic moats**

- Improvement starts with a clear strategy, capital allocation to aligned projects, then disciplined **execution superior to others**.
- Go-to-market strategy will include leveraging our key asset of existing client relationships, while also lowering concentration risk.
- Future success will come for concentrating resources in core markets where SciDev can **build scale, defend its position** and deliver consistent returns

External Review:

A thorough review, with stakeholder input, to match underlying strengths to market opportunities

Stakeholder Engagement – Key Groups & Findings

Customers	<ul style="list-style-type: none"> Value the company's solutions, chemistry, and service Desire for deeper data analytics capabilities
Suppliers	<ul style="list-style-type: none"> Supportive of growth ambitions Desire to form stronger partnerships
Employees	<ul style="list-style-type: none"> Motivated to deliver high quality outcomes Looking for clear strategic direction
Investors	<ul style="list-style-type: none"> Clear disappointment on guidance misses Supportive of strategic simplification
Analysts & Advisors	<ul style="list-style-type: none"> Believe in need for solutions for growing water scarcity Positive on the outlook for mining and data centres

- Stakeholders are **long-term supportive** and ready to build deeper relationships to create success.
- Believe in the need for a **strategic simplification** to allow the business to focus on areas of inherent strength.

Review Area Approach Key Finding

External Markets	<ul style="list-style-type: none"> Market Size Growth Stage 	<ul style="list-style-type: none"> >\$4 billion in current addressable markets Mix of late stage and early growth markets
Competitive Positioning	<ul style="list-style-type: none"> Differentiation Opportunities 	<ul style="list-style-type: none"> Tailored engineering, chemistry & support Emerging data analytics platforms
Internal Capabilities	<ul style="list-style-type: none"> People Platforms 	<ul style="list-style-type: none"> Need for business development support Scope to develop group-wide platforms
Financial Returns	<ul style="list-style-type: none"> ROCE IRR 	<ul style="list-style-type: none"> Need to embed return focused mentality Capital allocation discipline essential
Strategic Options	<ul style="list-style-type: none"> Focus Areas 	<ul style="list-style-type: none"> Mining: Cross-selling to existing client base Data Centres: Experience and skill set Energy: Maximise value of market position

- Substantial market opportunity across water solutions and energy where SciDev has competitive differentiation and a right to win.
- Growth needs to be focused on areas where a **differentiated advantage** exists (mining sector, high value chemistry, field service, PFAS and complex water treatment) and delivered with clear **execution discipline**.

Market Opportunity & Execution Strategy

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The Industry Challenge: Water treatment market is large, non-discretionary, but structurally under-optimised and inefficient

The Problem		Our Solution: The Platform we are Building	Stage
01	Chemical Overdosing <ul style="list-style-type: none"> Chemistry systematically set for worst-case influent creating excess sludge, high opex, and discharge risk 	AI-Driven Optimisation <ul style="list-style-type: none"> Real-time sensing plus closed-loop AI dosing to reduce the waste built into safety-margin chemistry 	Roadmap
02	Data Measurement Gaps <ul style="list-style-type: none"> The highest-value contaminants (PFAS, metals) are hardest to measure forcing lab analysis and hours-to-days latency 	Data Sensing & Monitoring <ul style="list-style-type: none"> IoT sensing and proxy-inference models to make hard contaminants measurable and the process automatable 	In Market
03	Commodity Chemistry Underperforms <ul style="list-style-type: none"> Generic chemistry underperforms on solid-liquid separation, metal & water recovery, and contaminant removal 	High Value Chemistry <ul style="list-style-type: none"> Proprietary chemistry that improves separation, water recovery, contaminant removal, and lowers dosage 	In Market
04	Cost of Operations <ul style="list-style-type: none"> Skilled-operator labour and call-outs dominate whole-of-life cost, especially at remote and unmanned sites 	Engineering & Remote Operation <ul style="list-style-type: none"> Build semi-autonomous, remotely-monitored operations to lower on-site hours and reliance on scarce operators 	In Market / Building

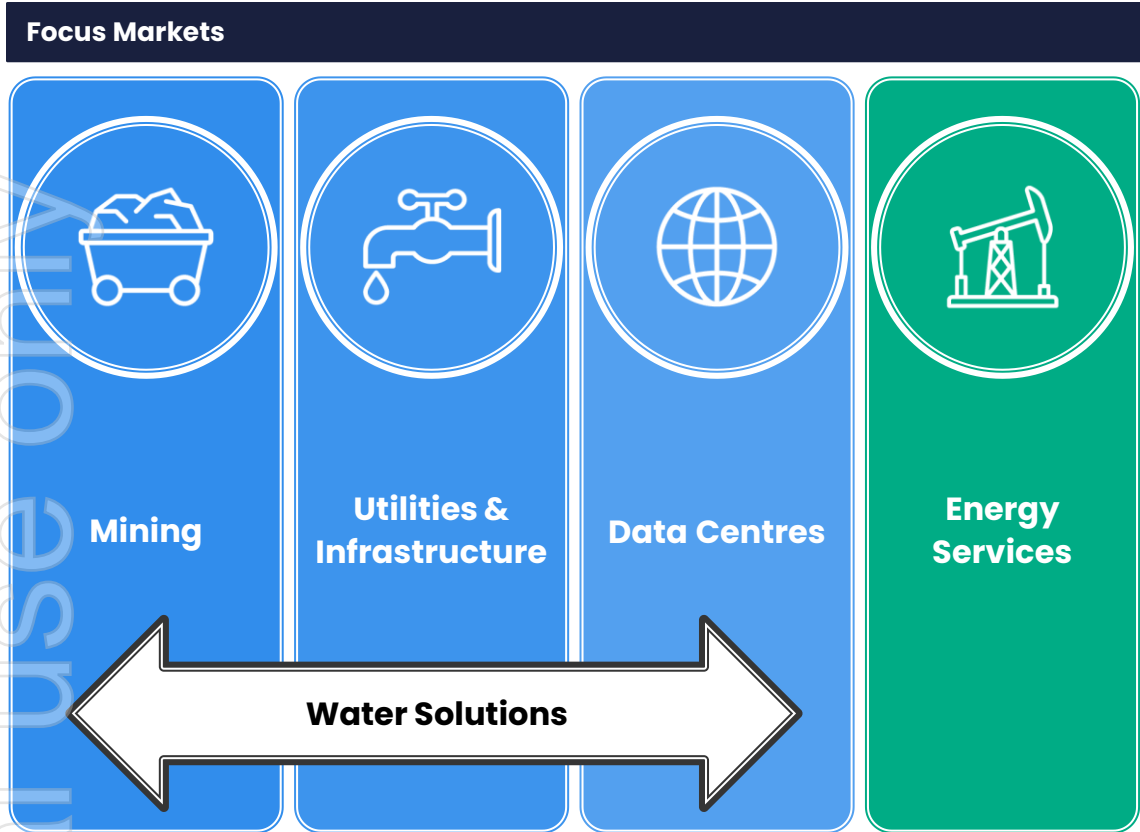
- Water treatment industry is large, non-discretionary, but structurally inefficient with chemistry overdosing, lack of data monitoring & optimisation, and bespoke site-by-site delivery.

- This creates waste across the water treatment process and an **opportunity to disrupt the market with a better solution.**

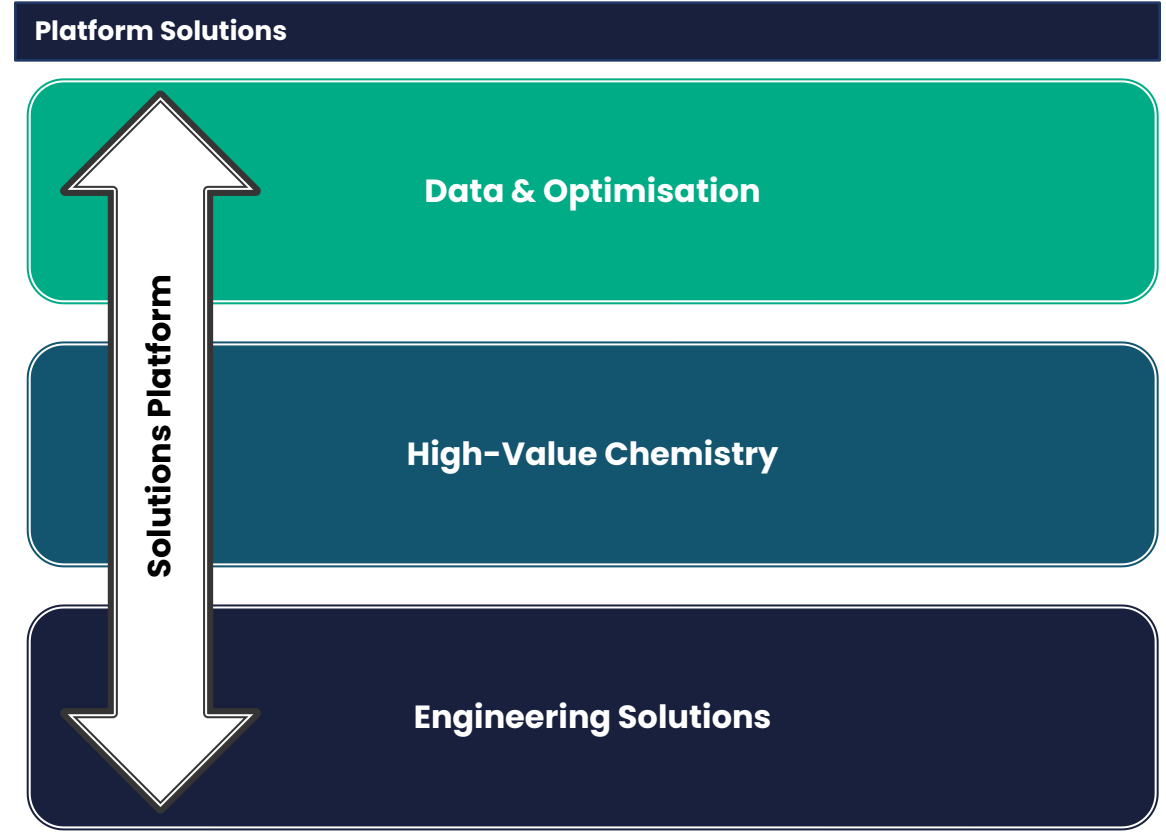
- Building on SciDev's existing in market solutions, our ambition is to create **a Full Stack Platform** from Engineering, Chemistry, Data Monitoring & Optimisation.

- As we scale our platform, we will **concentrate on markets** where we have existing strength: Mining, Utilities & Infrastructure, and over time, Data Centres.

Reset to address the Challenge: Building a water solutions platform from engineering, chemistry, data monitoring, to optimisation



- The market opportunity across the identified focus industries is known to be significant and growing rapidly.

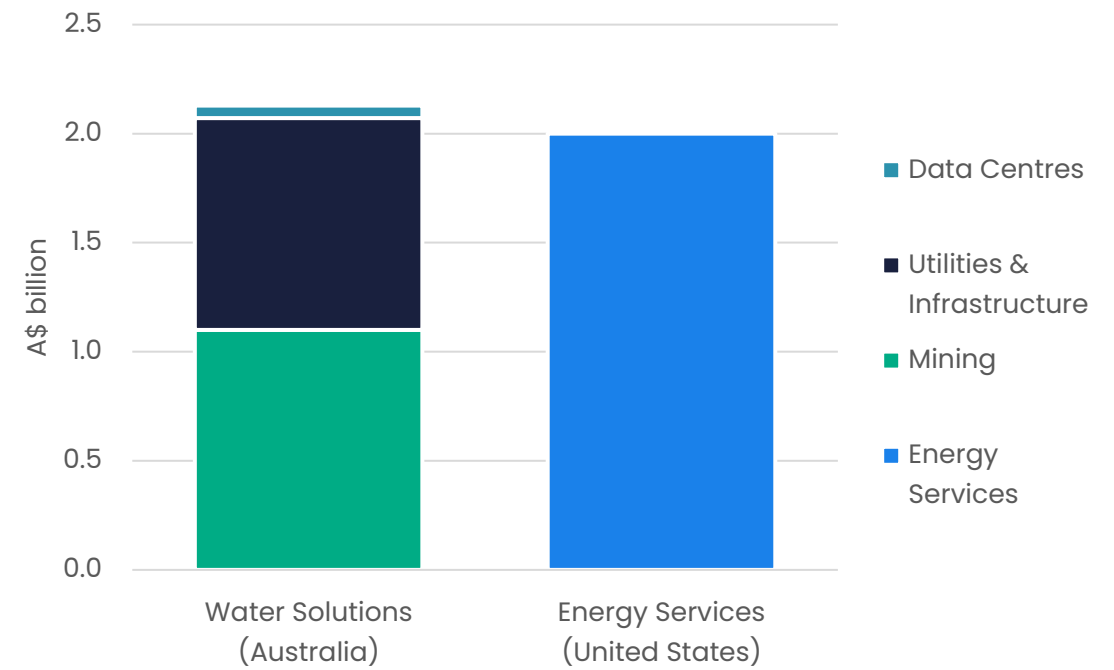


- Building an integrated water solutions platform combining engineering, chemistry, data sensing and AI-driven optimisation.
- Full platform suite gives the opportunity to cross-sell current solutions into **established customer base**, while introducing new high value data-driven solutions.

Market Opportunity: ~\$4 billion opportunity in current addressable markets where chemistry, embedded operations and data solutions create a right to win

Water Solutions	Mining	Utilities & Infrastructure	Data Centres
Engineering	PFAS Treatment, Mine Remediation	Recycling, Dewatering, Reuse & Advanced Treatment	Recycled Water Systems, PFAS Treatment
Chemistry	Flocculants, Coagulants, Dewatering Aids, Super Absorbent Polymers (SAP)		
Data & Optimisation	Hydra-IQ for Data Monitoring (In Market) Opti-Flox for Dosing & Optimisation (In Market)		
Annual Addressable Spend (A\$)	~\$1.1bn	~\$1.0bn	<\$0.1bn
Growth Stage	Mid Growth	Mid Growth	Early Growth

Addressable Target Markets (A\$ billion, 2026 est)



- Combined **addressable market of ~A\$4 billion**, spanning both established segments and emerging rapid growth ones.
- These segments provide conditions where technical differentiation, customer embeddedness, and application knowledge support **defensible market positions**.

- On a global basis these markets represent a combined total addressable market of A\$30 to A\$45 billion annually.

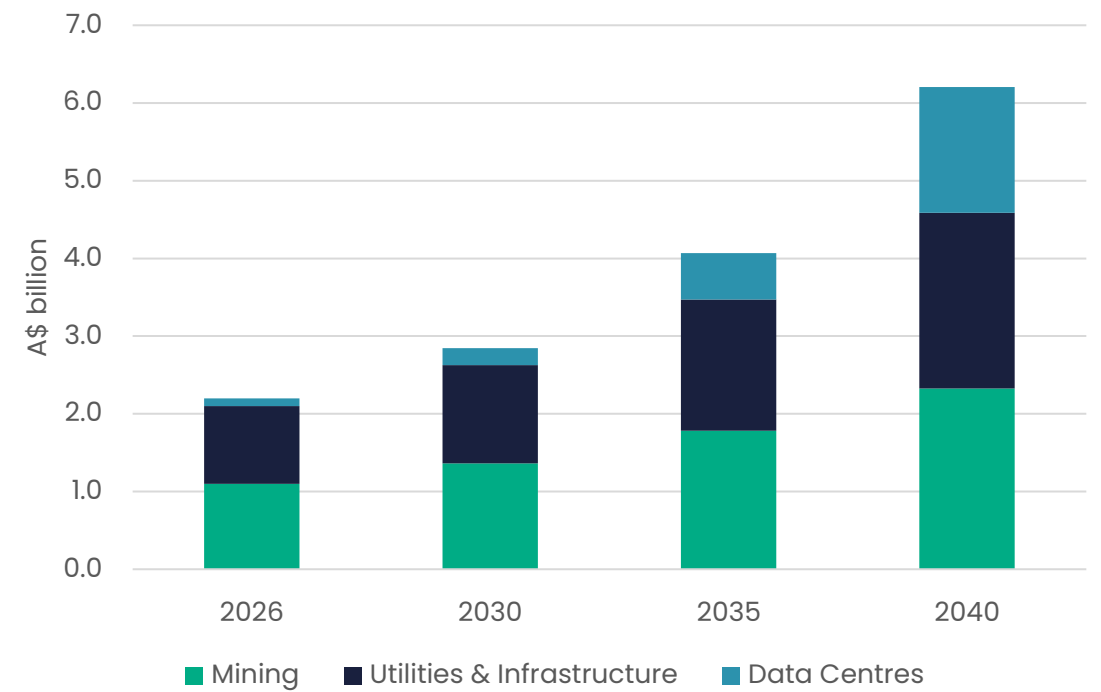
Right to Win: Selected markets are high growth and where SciDev has a differentiated advantage

Water Solutions – Market Selection

	Market Attraction	Right to Win
Mining	Established & growing , driven by tightening discharge limits, PFAS & water-reuse mandates	<ul style="list-style-type: none"> A large base of existing clients for cross-selling Embedded chemistry builds switching costs and a defensible base
Utilities & Infrastructure	Large & stable , with regulation led growth, plus major infrastructure projects needing water management	<ul style="list-style-type: none"> Proven delivery at municipal level & large infrastructure projects Existing engineering & chemistry solutions
Data Centres	Rapid growth and massive water use requirements escalating sustainability and regulatory issues, with no entrenched incumbent	<ul style="list-style-type: none"> Team with delivery track record in EU Specialist water treatment OEM, early in market with no incumbent

- Markets selected where we have natural advantages, including established clients, proven delivery, or transferable expertise.
- Our strategy is to **scale in niches where our advantage is strongest**, starting in chemistry and engineering, then expanding into higher-margin data and optimisation.

Water Solutions – Forecast Market Growth¹



- Markets for Water Solutions represent a ~A\$2.2bn addressable market, forecast to grow to over A\$6bn by 2040, including **double digit growth for data centres**, driven by immense water use requirements and escalating regulatory issues.

¹) Sources: Strategic Revenue Insights (Mining), Modor Intelligence (Utilities & Infrastructure), Global Market Insights (Data Centres)

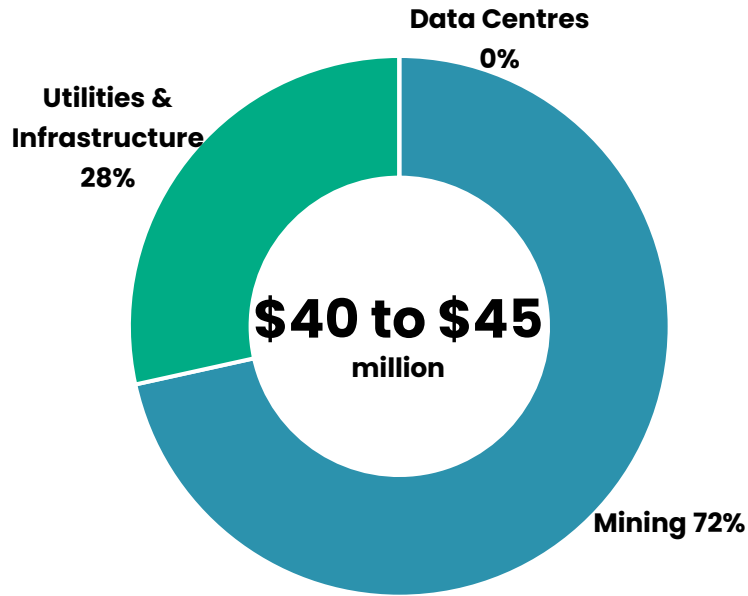
Right to Win: Markets & Solutions

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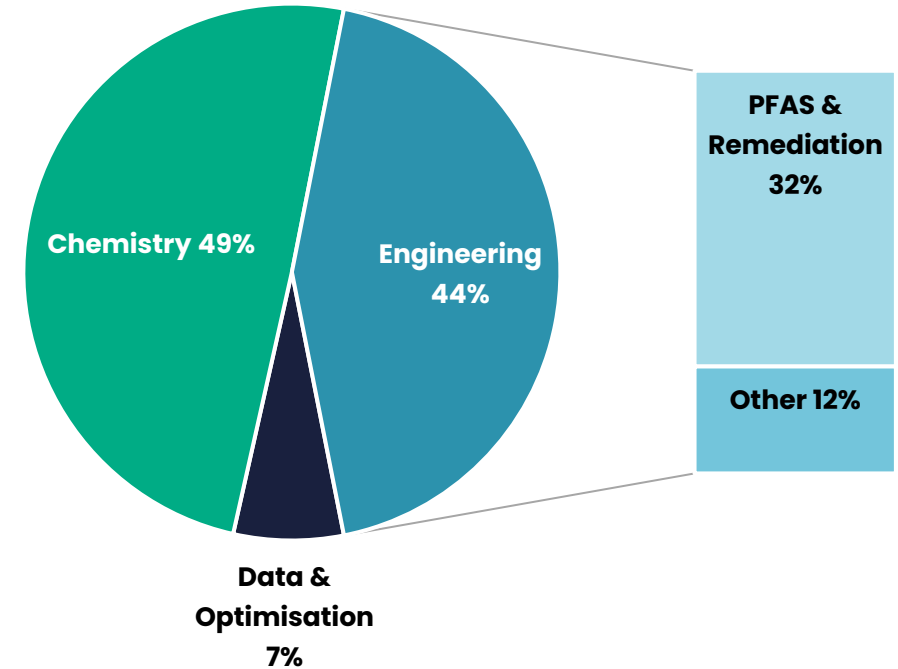
Revenue by Segment – Water Solutions

Water Solutions – Revenue by Market (FY26F)



- By Market, Water Solutions revenue is led by Mining at 72% of total, with Utilities & Infrastructure at 28%, and **Data Centre revenues expected to start building in FY27.**

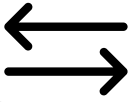
Water Solutions – Revenue by Solution (FY26F)



- By Solution, **Engineering & Chemistry** dominate today at 93% of total revenue, while **Data & Optimisation at 7% has meaningful potential** as a high margin growth platform as it scales up.
- Our engineering solutions for **PFAS and Remediation** (32% of revenue), provide SciDev a competitive advantage in a growth market facing tightening regulation.

1) 'Water Solutions' defined as the combination of Water Technologies and Process Chemistry
2) 'Other' Engineering Solutions includes tunnelling projects and non-PFAS related water treatment

Right to Win



Established client base to cross-sell

- A large base of blue-chip miners already buying engineering or chemistry, but none are buying all three, providing a low-risk, organic path to grow revenue per client



Reputation in solids-liquid separation

- Recognised technical leadership in the core water treatment challenge in mining, built on proven leading MaxiFlox flocculant and process performance



Secured supply chain

- Privileged supply through the Nuocer Group partnership, one of the world's largest PAM producers, securing cost-competitive, reliable feedstock for core flocculant chemistry



Proven regulation-driven track record

- Demonstrated delivery on complex mine remediation and PFAS, a growing regulation-led segment, giving reference credibility that de-risks each new win

- One of our most **valuable assets** is a **client list of blue-chip miners**. Establishing these relationships takes time but creates a barrier to competition and provides an opportunity to cross-sell new solutions.
- Many current clients only use one of SciDev's core offerings, which provides an **opportunity to increase the share of customer business**, while lowering the cost to service.

	Engineering	Chemistry	Data & Optimisation
Alcoa	✓	✗	✓
ILUKA	✗	✓	✗
LE NICKEL-SLN	✗	✓	✗
BARRICK	✗	✓	✗
FIRST QUANTUM MINERALS LTD	✗	✓	✗
Peabody	✗	✓	✗
YANCOAL	✗	✓	✗
IDEMITSU	✗	✓	✗

- Our existing chemistry and engineering business creates a footprint to **cross-sell, then expand up the platform stack** into the higher-margin data & optimisation layers.

Markets – Mining

JV with Nuor Group creates the ability to compete at a global scale

Right to Win



Strategic Supply Access

- Access to established manufacturing capability and diversified supply pathways supporting competitive and reliable market delivery.



Local Market Responsiveness

- Closer alignment with customer operating environments through local execution, logistics coordination, and market proximity.



Technical & Commercial Integration

- Combination of technical understanding and commercial support to assist customers beyond transactional supply relationships.



Partnership-Led Customer Model

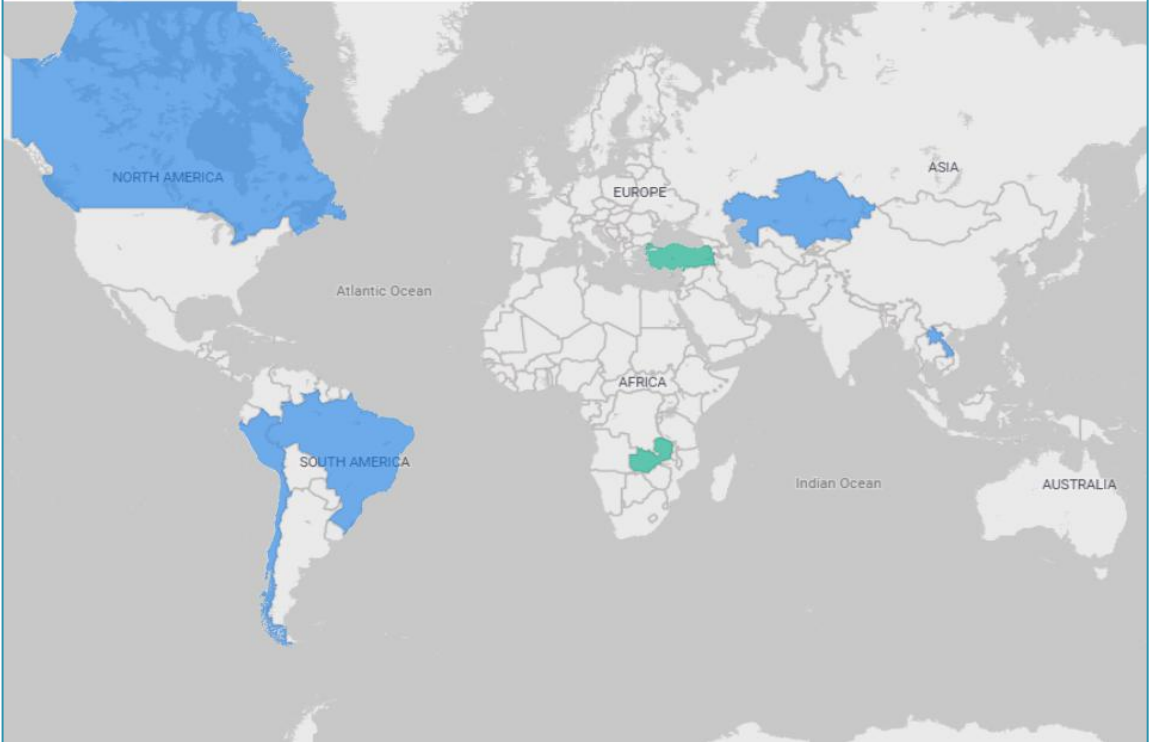
- Long-term engagement approach focused on reliability, responsiveness, and continuous operational support.

- The joint venture strengthens the business's **ability to compete with both global incumbents and regional suppliers** through a combination of **scale, flexibility, and customer proximity**.



Current Global Sales and Tenders

● Active Sales ● Tender



Markets – Utilities & Infrastructure

Two complementary markets: recurring municipal treatment & high-value infrastructure projects

Right to Win

PFAS TECH

PFAS treatment (utilities)

- Established market leader through proven Fluorofix & RegenIX PFAS removal and advanced treatment



Tier 1 level Chemical Supply Access

- Partnership with Nuocer Group provides access to a broad range of high-grade chemicals to meet client needs at competitive pricing

BOO ASSETS

Re-deployable BOO assets (construction & tunnelling)

- Access to mobile, modular Build-Own-Operate (BOO) treatment plants are purpose suited for short duration dewatering and construction-water jobs

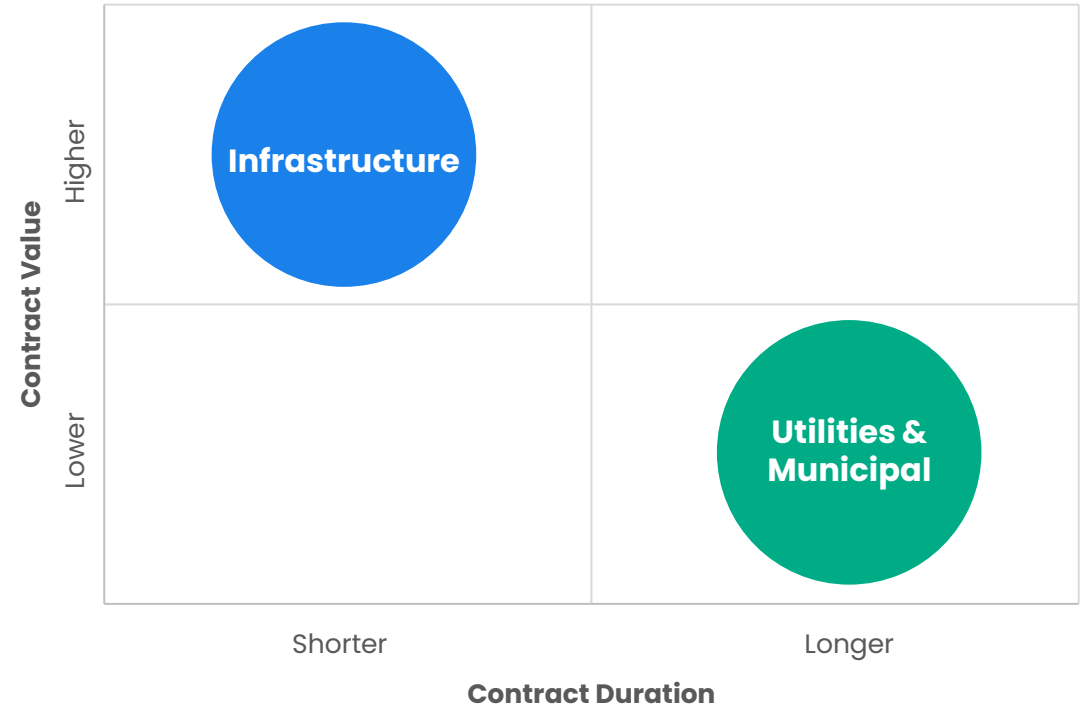
40+ PROJECTS

Proven delivery & relationships

- Proven track record at the municipal level and on major tunnelling and infrastructure projects gives reference credibility and warm entry against entrenched incumbents

- Our differentiated **edge is chemistry and PFAS/advanced treatment** for municipal water, paired with a re-deployable BOO fleet built for short-duration infrastructure work.

Complementary markets



- Utilities & Infrastructure offer **two complementary engines**: recurring, regulation-driven municipal treatment and high-value, repeatable construction and tunnelling projects.
- **Construction revenue is valuable but shorter-term**, which we manage through asset redeployment and a renewing project pipeline, with longer-term municipal treatment contracts providing the ballast.

Markets – Data Centres

Proven experience offshore to be replicated in Australia

Right to Win

10
YEARS

Experience

- Team brings to SciDev, 10 years of Data Centres experience delivering water recycling projects in the EU

40+
PROJECTS

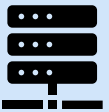
Project Delivery

- Prior experience includes over 40 Data Centre projects across the EU (incl. Sweden, Ireland, UK, and Germany)



Specialist Leadership

- SciDev has a decade of experience delivering technically demanding modular water treatment for some of the industry's most complex water challenges



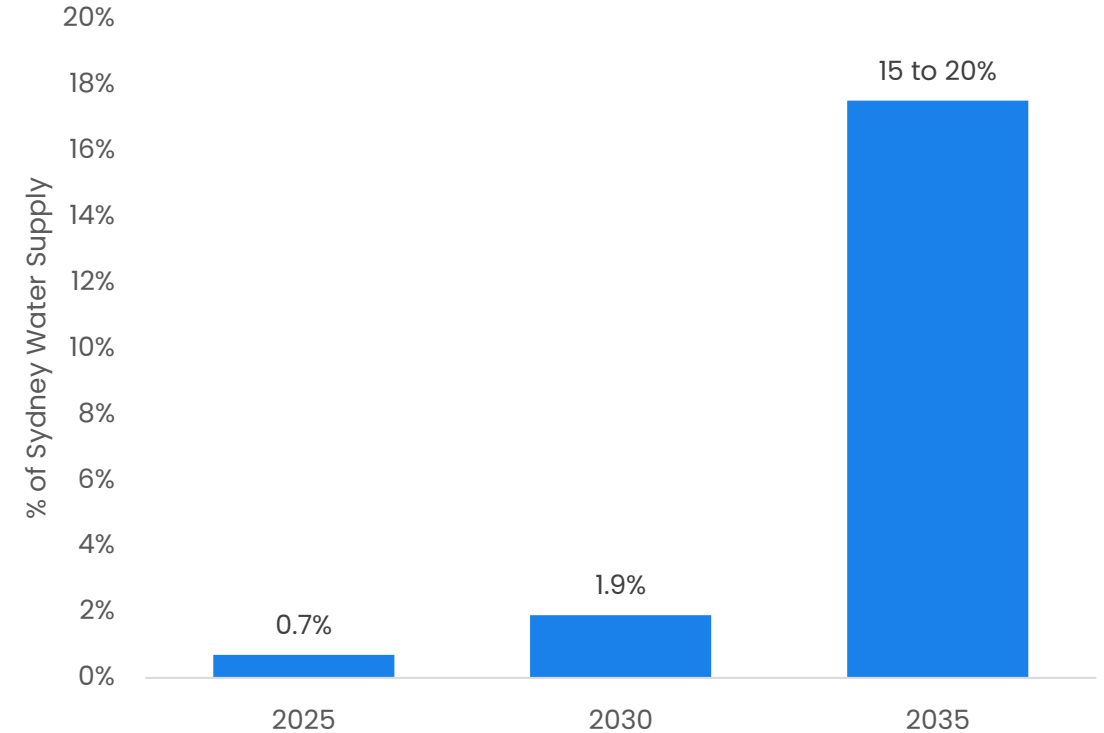
HydraCool Technology

- HydraCool is SciDev's, purpose built modular reuse platform spanning alternative sourcing, treatment, recycling, monitoring, and PFAS removal

- **SciDev's HydraCool solution** is a purpose-built, modular, reuse platform that cuts potable water use, delivered by a team with 10 years' prior experience delivering 40+ data centre projects in Europe.
- The right to win comes from taking **overseas project delivery** experience, combined with our leading solutions in **modular water treatment platforms**, to a rapidly growing local market where a clear leader is yet to be established.



Growing Problem: Data Centre consumption of Sydney's water supply

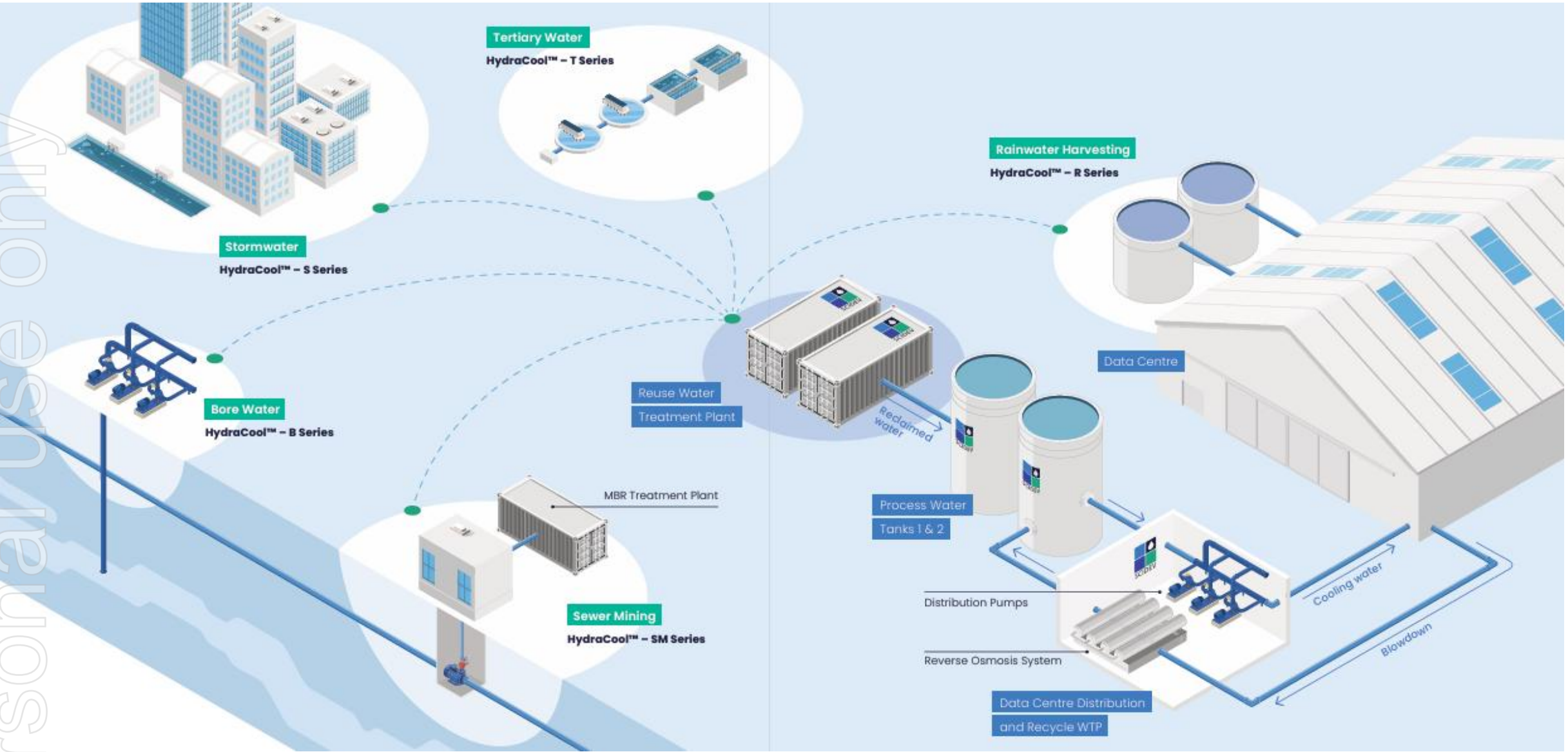


- Due to Australia's historically smaller data centre footprint, water consumption issues are only now emerging.
- Data centre **water use is now rapidly increasing** and set to become a significant sustainability, regulatory and supply security issue.

Source: Climate Council of Australia, 'Clouded Future'

Markets – Data Centres HydraCool Solution

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Right to Win



CatChek: Category Leader

- The category leader in Clay Control, a proprietary multifunctional surfactant system addressing the three root causes of shale formation damage in a single product

MORE OIL & GAS

Proven, sustained oil & gas uplift

- Independently validated studies consistently show using CatChek produces significantly higher BOE & recovery rates

LESS WATER

Better well economics

- Cuts unwanted water production by ~41% in oil windows versus offsets, more oil with less water, lowering handling and disposal costs while extending equipment life

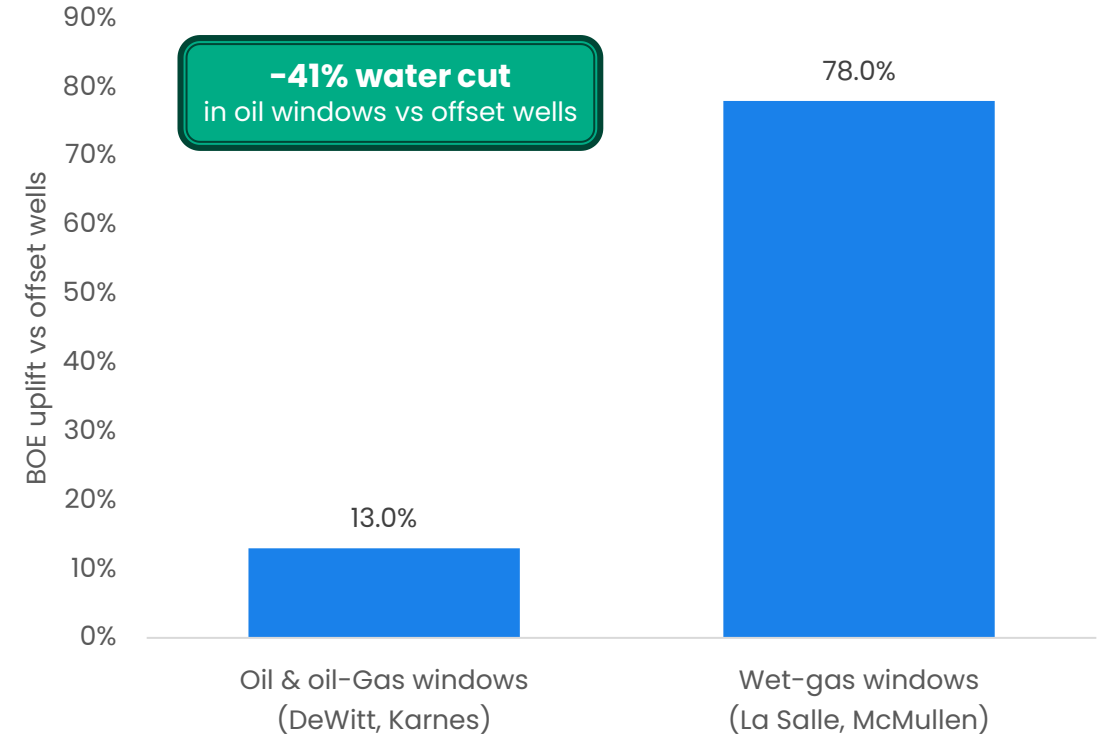


Database of 3,000+ wells

- independently verified production uplift across 3,000+ wells, with permanent, life-of-well protection unmatched by commodity chemistries or higher cost competitors

- SciDev's proprietary CatChek product is a category leader in oilfield chemistry, with **verified production uplift** across 3,000+ wells and life-of-well protection not possible in commodity chemistries.
- Our differentiated chemistry, complemented by **quality field support** teams provide a defensible right to win.

CatChek Proprietary Chemistry

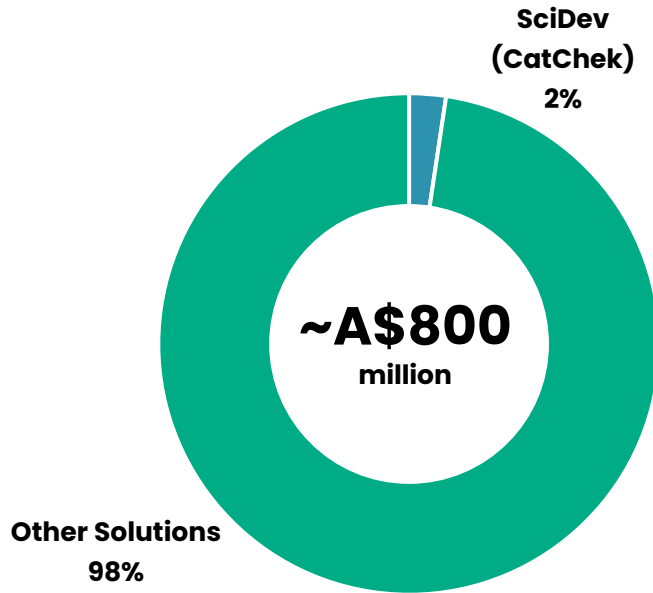


- CatChek has been proven to solve two big issues in the oil & gas industry: **Increasing oil & gas** production, and **reducing wastewater** flowback.
- Independent analysis has proven +13% BOE in oil windows and +78% in wet-gas windows versus offset wells, which sustained and compounds over the life of the well, rather than a short-lived spike.

Markets – Energy

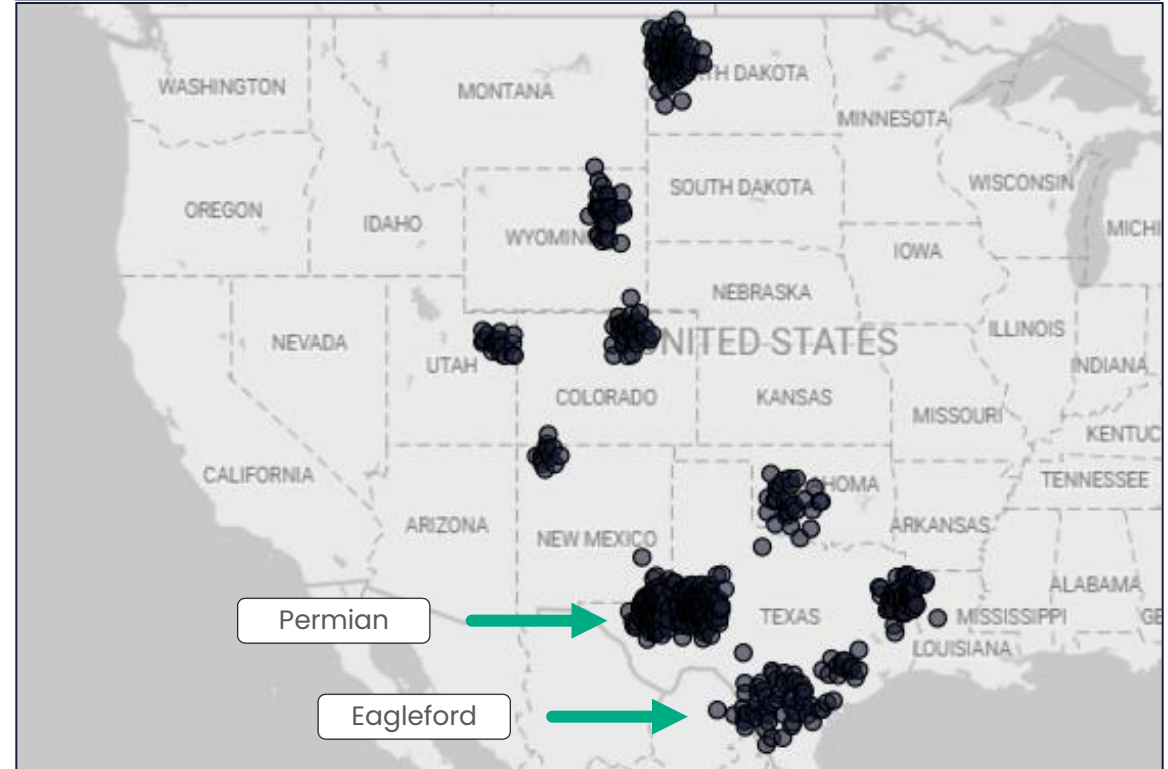
Proven, field validated chemistry with low market share; substantial runway in high-value clay control

Market Share: High-Risk Shale Formations Requiring Advanced Clay Control



- ~A\$800m niche addressable market in high-risk shale formations where superior clay stabilisation and fines migration is essential, and CatChek is purpose-engineered to perform.
- SciDev holds ~2% today, leaving a **large market open** unaddressed.
- Bridging the gap will come from consistent business development with both operators and service providers.

SciDev is active on only ~3% of total US Frac Crews



- Business development focus on high potential **Permian and Eagleford basins** where the market is largest and SciDev has established a proven track record.
- Discussions are also currently active with multiple operators for supply for chemistry into the Beetaloo Basin in Australia.

Financial Framework

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P&L and Balance Sheet

A\$ million	FY23	FY24	FY25	FY26 (F)
Revenue				
Energy Services	56.5	61.0	60.2	~37
Water Solutions	33.3	47.8	43.0	45 to 50
Total	89.8	109.2	103.4	82 to 87
EBITDA (Underlying)				
Energy Services	6.0	11.5	13.3	4 to 5
Water Solutions	1.8	1.8	0.3	5 to 6
Water Tech (Intn'l)	0.0	-0.6	-1.7	-2
Corporate	-3.7	-3.9	-4.8	-4
EBITDA (Underlying)	4.1	8.8	7.1	~4.0
EBIT (Underlying)	0.6	4.8	3.0	
NPAT (Underlying)	-0.2	2.2	0.1	

Revenue & EBITDA

- FY26 decline in group revenue largely relates to cyclical headwinds the Energy market leading to intensifying competition.
- FY26 forecast EBITDA was impacted by overseas Water, which was fully exited in 2H, with no further impact going forward.
- Reductions to corporate costs expected to be maintained in FY27.

A\$ million	FY23	FY24	FY25	FY26 (F)
Revenue				
Engineering	10.6	20.3	14.8	15 to 20
Chemistry (Energy)	56.5	61.0	60.2	~37
Chemistry (Water)	21.2	25.2	26.1	~27
Data & Monitoring	1.4	2.2	1.7	~3
Total	89.8	109.2	103.4	82 to 87

A\$ million	31 Dec 2025	31 Mar 2026	31 May 2026
Net Cash	4.4	1.1	1.4
Undrawn Debt Facilities	6.0	6.1	5.5
Net Assets	47.4	47.2	46.7
Net Tangible Assets	23.1	23.3	23.1

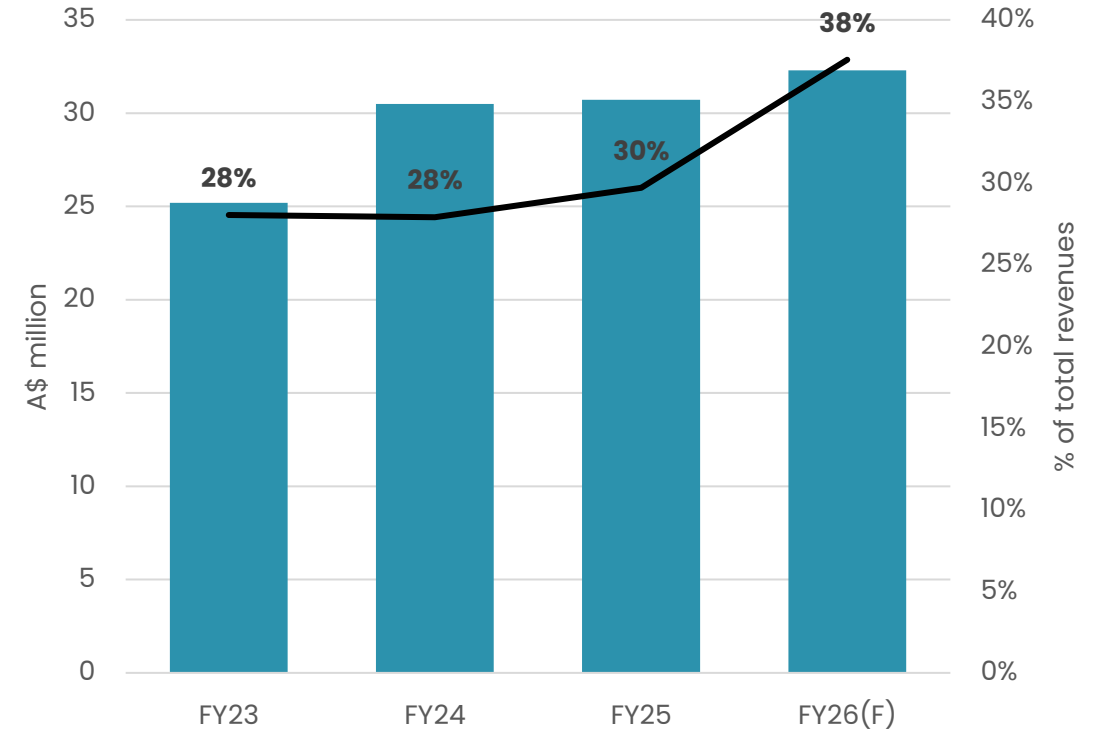
Cash and Liquidity

- Net cash improved to \$1.4 million as at 31 May 2026, over 31 March, with **total available liquidity of \$6.9 million**, including undrawn debt facilities, providing ample funding for business operations.
- The change in net cash over 31 December 2025, largely relates to working capital required for the Rum Jungle project, and is expected to normalise over the coming months.

Prioritising recurring revenue growth via long-term chemistry contracts and embedded services

- In FY26 **recurring revenue** is expected to reach 38% of total revenue with **~5% growth**, despite overall decline in total group revenue.
- These revenues include **long-term O&M and BOO** contracts for engineering solutions as well as **multi-year chemical** contracts to the mining and utilities industries.
- Sales from CatChek sit outside this definition due to their short-term contract nature, however if included would bring the total to 59%.
- Growing recurring revenue through new customers, particularly in chemistry, and diversification of services to existing customers is a priority for FY27 and beyond.

Recurring Revenue¹



1) Includes long-term O&M and BOO contracts, and long-term chemistry contracts

Financial Metrics & Capital Allocation

Guiding Financial Metrics

	Why	Target
Gross Margin	<ul style="list-style-type: none"> Targeting higher margin mix as we shift to high value chemistry & data services 	15% to 30%+
Internal Rate of Return (IRR)	<ul style="list-style-type: none"> Allocation of limited capital to only the highest returning projects 	>15%
Return on Capital Employed (ROCE)	<ul style="list-style-type: none"> Maximising the capital base for high returns and efficient utilisation 	>20%
Net Profit (NPAT)	<ul style="list-style-type: none"> Profitable and consistent growth 	Maximise

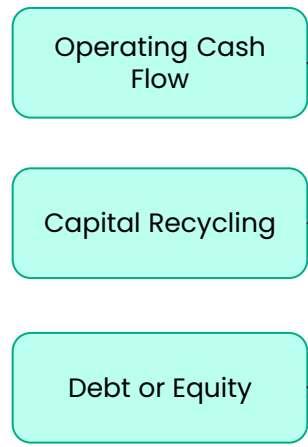
Guiding Financial Metrics

- These metrics govern decision making and inform quality of earnings, investment return, operating efficiency, and total profit.
- Gross margin is a leading indicator for the shift to higher margin products and services.
- Prioritising capital for profit and return versus growth for its own sake.

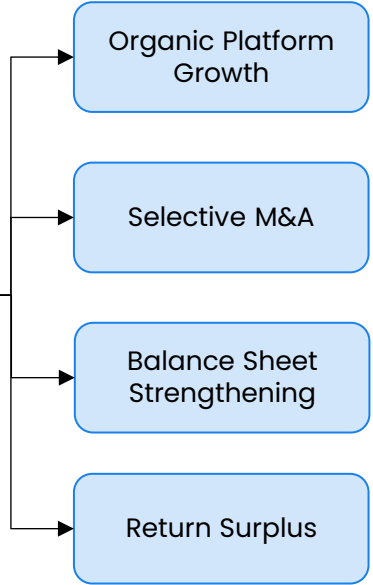


Capital Allocation Model

Sources of Capital



Uses of Capital



Capital Allocation Model

- Funding primarily from operations & capital recycling, followed by debt & equity for sufficiently attractive growth opportunities.
- Capital allocation prioritised to highest risk-adjusted returning and strategically core businesses.
- Organic reinvestment in the core business ranks first, followed by M&A where strategically aligned clear value for shareholders exists.

Outlook & Next Steps

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Strategic Development Priorities:

Invest in mining sales team, establish Data Centre reference work, and commercialise data services

Priority Actions for FY27

Mining

- **Build out sales function** to cross-sell engineering, chemistry, and data-based services across installed base

Energy

- Expand CatChek sales reach through **partnerships with tier-one service providers**
- Grow & diversify direct relationships with E&P clients in basins with the highest demand for CatChek: Permian & Eagleford

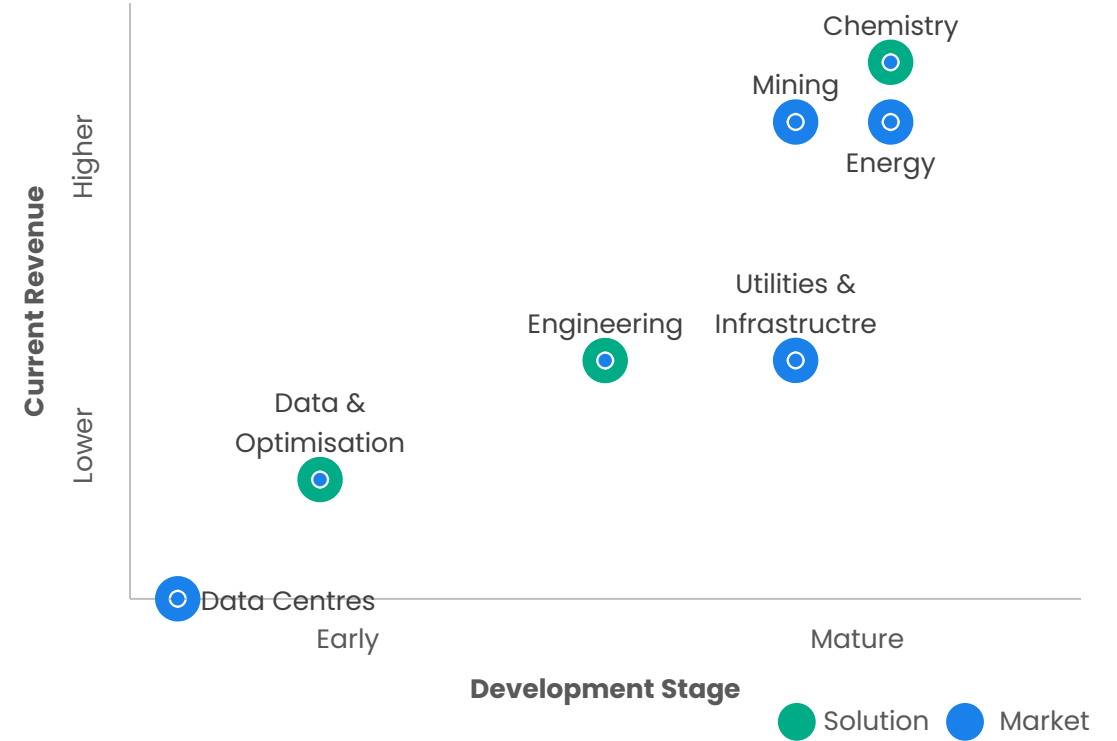
Data Centres

- **Establish reference work** with data centre operators and engineering firms, anchored on water recycling and reuse
- Build on and strengthen current technology and skills sets

Data & Optimisation

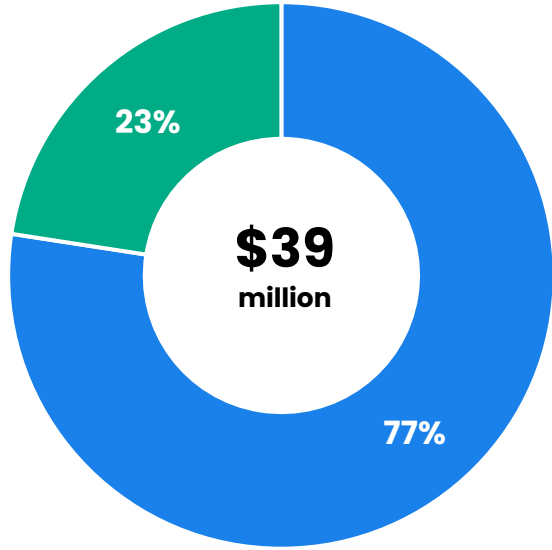
- **Commercialise** current **Hydra-IQ and OptiFlox** monitoring and dosing optimisation platforms
- Aggregate priority datasets and utilise AI to develop next generation water treatment solutions

Business Development Stage

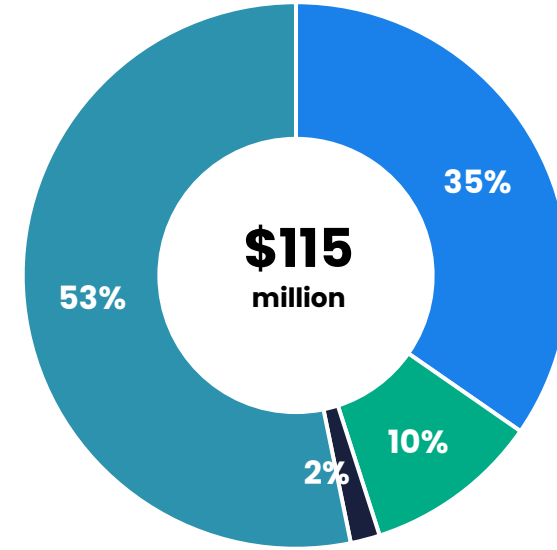


Business Development Pipeline: Solid FY27 contracted order book with visibility on a large list of near-term open tenders

FY27 Order Book



FY27 Open Tenders + Risk Assessed Proposals



■ Mining ■ Utilities & Infrastructure ■ Data Centres ■ Energy

Order Book

- Contracted firm revenue base expected for FY27.
- Included: Recurring base revenues, plus awarded engineering projects such as Rum Jungle starting or carried into FY27.
- Excluded: Energy Services revenues due to the shorter-term nature and lower visibility of well drilling schedules.

Open Tenders

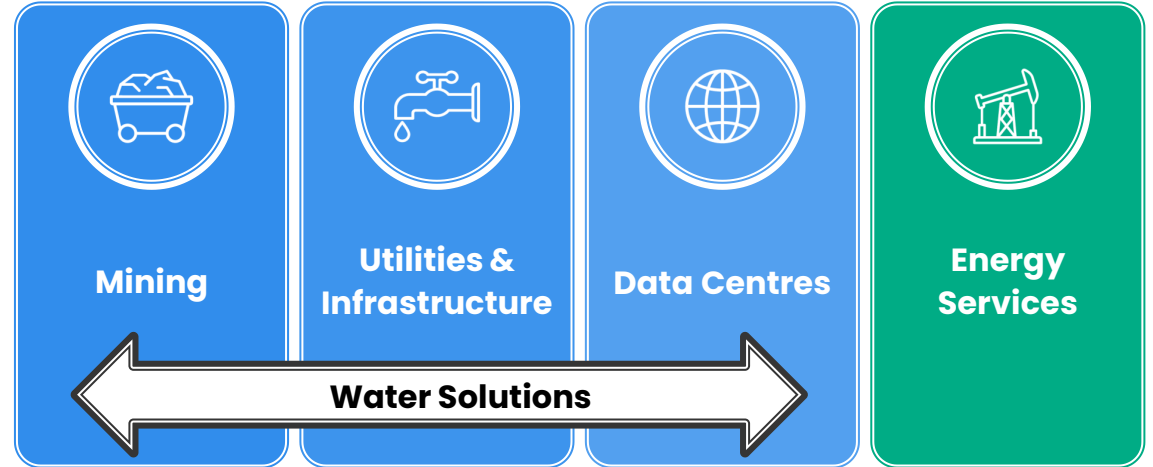
- Tenders, if won, are in addition to the order book
- Current list of tenders or commercial proposals submitted.
- Total **value will change** as tenders are **won or lost, and new tenders are submitted**.

Strategic Reset and Platform for Scalable Growth: Rebuilding to restore trust, disciplined execution, and scale a differentiated water solutions platform

Work Done & Next Steps

- 1 Clear Diagnosis of Underperformance**
- 2 Strategic Refocus on 'Right to Win' Markets**
- 3 Building an Integrated Water Platform**
- 4 Improved Execution and Capital Discipline**
- 5 Improving Path to Growth**

Focus Markets



Solutions Platform



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SCIDEV

Management Team



Todd Scott

Chief Executive Officer



John Gardiner

Chief Financial Officer
Interim



Heath Roberts

General Counsel
& Company Secretary



Lily Lewis

Group Human Resources



Jamiel Muhor

Head of Process Chemistry



Ronan Duffy

Head of Water Technologies



Chris Dartez

Head of Energy Services