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FY26 RESULTS

INVESTOR PRESENTATION | 25 AUGUST 2026

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The FY15 to FY18 Operating EBITDA, Operating NPAT and Cash Flow Conversion numbers disclosed in this investor presentation are presented on a pro forma basis (consistent with the Prospectus and FY18 reporting), unless otherwise stated. FY22 is disclosed on a pro forma basis (consistent with FY22 reporting).

Capitalised words and phrases in this presentation will have the meaning given in the Prospectus and the definition slide set out in the Appendix.

All references in this presentation to '\$' are to Australian currency, unless otherwise stated.

A number of figures, amounts, percentages, estimates, calculations of value and fractions in this presentation are subject to the effect of rounding. Accordingly, the actual calculation of these figures may differ from the figures set out in this presentation.

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Agenda

1. FY26 Snapshot
2. Company Overview
3. FY26 Financial Results Detail
4. Industry Trends & Acquisitions
5. Investment Summary & Outlook
6. Q&A

Appendices



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01

FY26 Snapshot

FY26 Snapshot

1	Trading ¹	Revenue \$226.6m ▲0.3%	Funeral Volumes 22,854 ▲1.1%	Average Revenue Per Funeral \$6,673 ▲~2% ² on a comparable basis
2	Earnings ¹	Operating EBITDA \$55.3m ▼1.6%	Operating NPAT \$20.7m ▼4.0%	Cash Flow Conversion 100.7% ▼150bps
3	Capital Management ³	Dividend 14.4cps FY25: 14.4cps	Gearing Ratio 30.9% Net Leverage Ratio 2.2x	Funding Capacity⁴ \$169m
4	Growth ³	Locations 211 ▲6	Acquisitions⁵ \$314m Deployed since IPO	Expansion NZ
5	Outlook	Expected growth drivers: • favourable demographics in AU and NZ • a strong funding position • acquisitions completed to date and other potential acquisitions in what is a highly fragmented industry		

1. Movements shown above relate to movements between FY26 and FY25 unless otherwise stated.

2. NZD/AUD exchange rate constant with FY25.

3. As at 30 June 2026 for Gearing, Net Leverage Ratio, Locations (movement from 30 June 2025) and Expansion.

4. Refer to slide 19.

5. Refer to slide 21.



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02

Company Overview

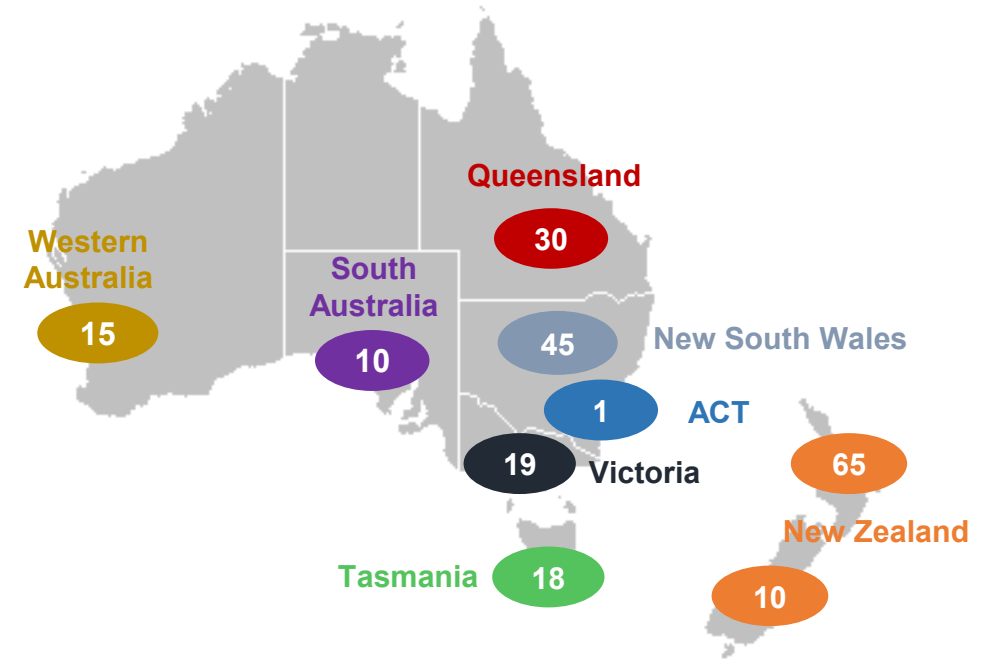
Geographic Presence

213 operating locations¹ (130 owned / 83 leased), including 42 cremation facilities and 9 cemeteries

August 2013



August 2026



Diversified geographic footprint is difficult to replicate, with businesses dating back to the late 1800s and early 1900s

¹ 211 operating locations as at 30 June 2026 plus 2 operating locations added during FY27 YTD.

Brand Portfolio

Australia



NZ

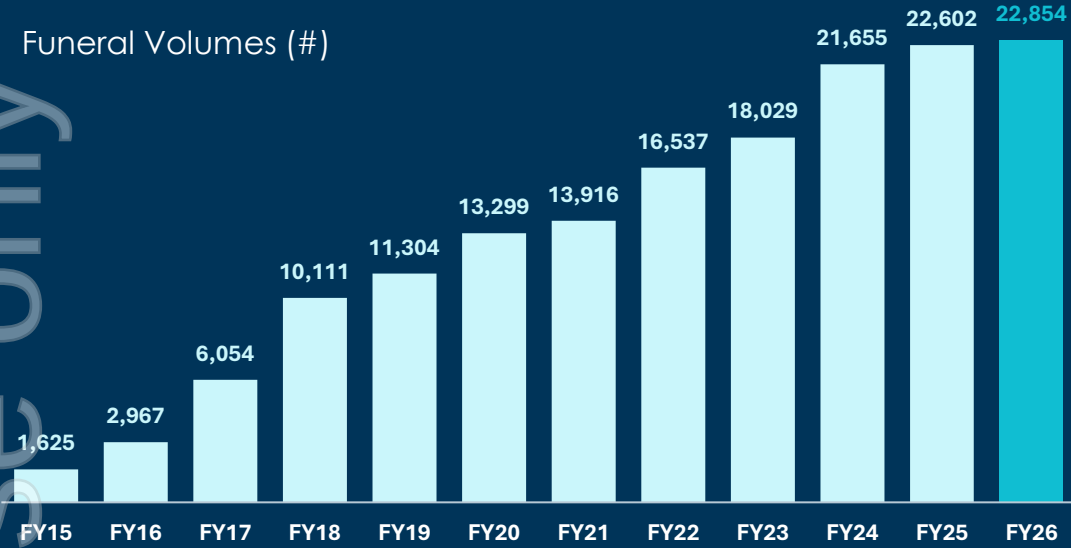


Diversified single and multi-site brands with strong local community awareness

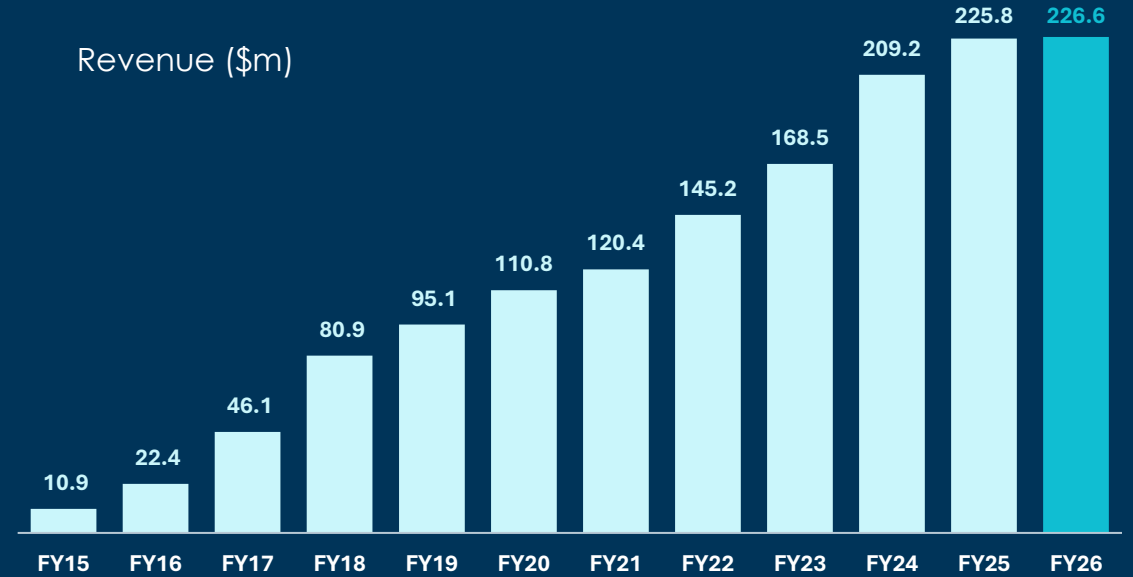
Track Record

Delivered long term growth in key metrics

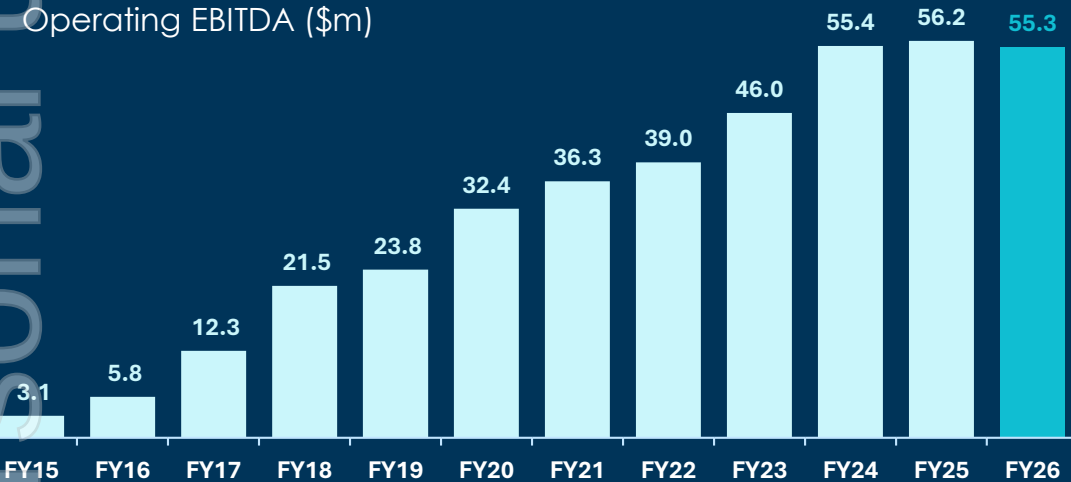
Funeral Volumes (#)



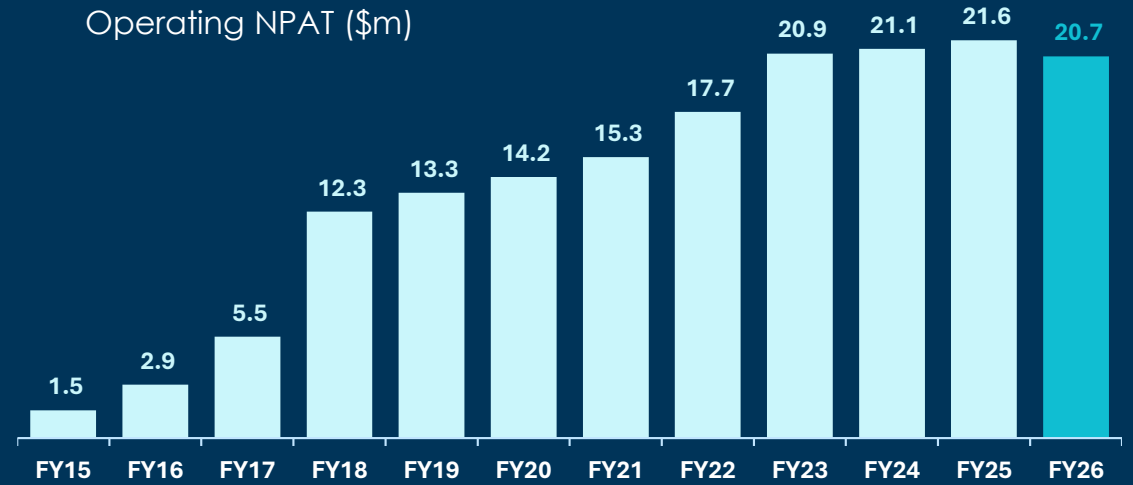
Revenue (\$m)



Operating EBITDA (\$m)

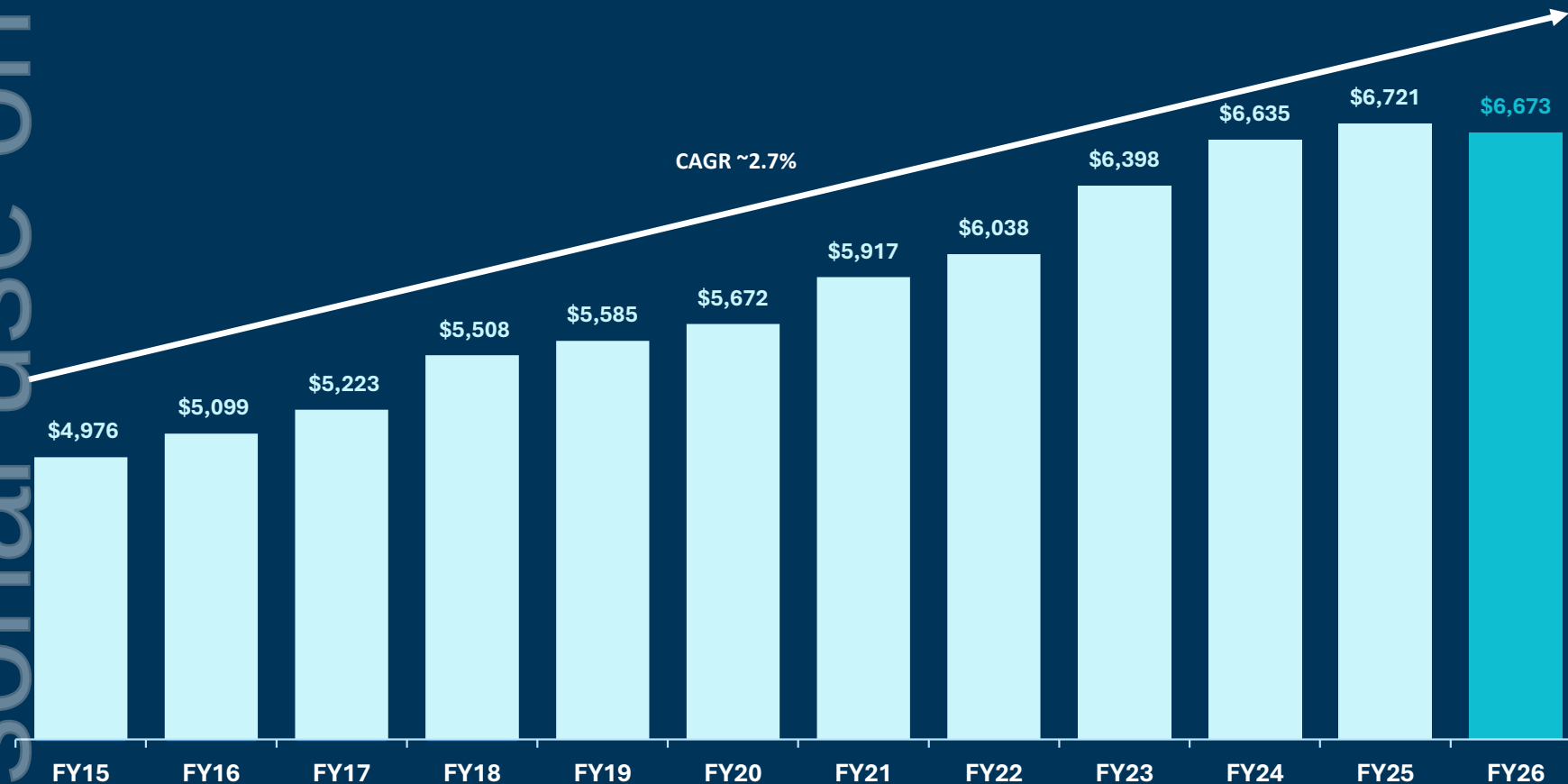


Operating NPAT (\$m)



Average Revenue Per Funeral Growth

Compound annual growth rate (CAGR) of ~2.7% since FY15

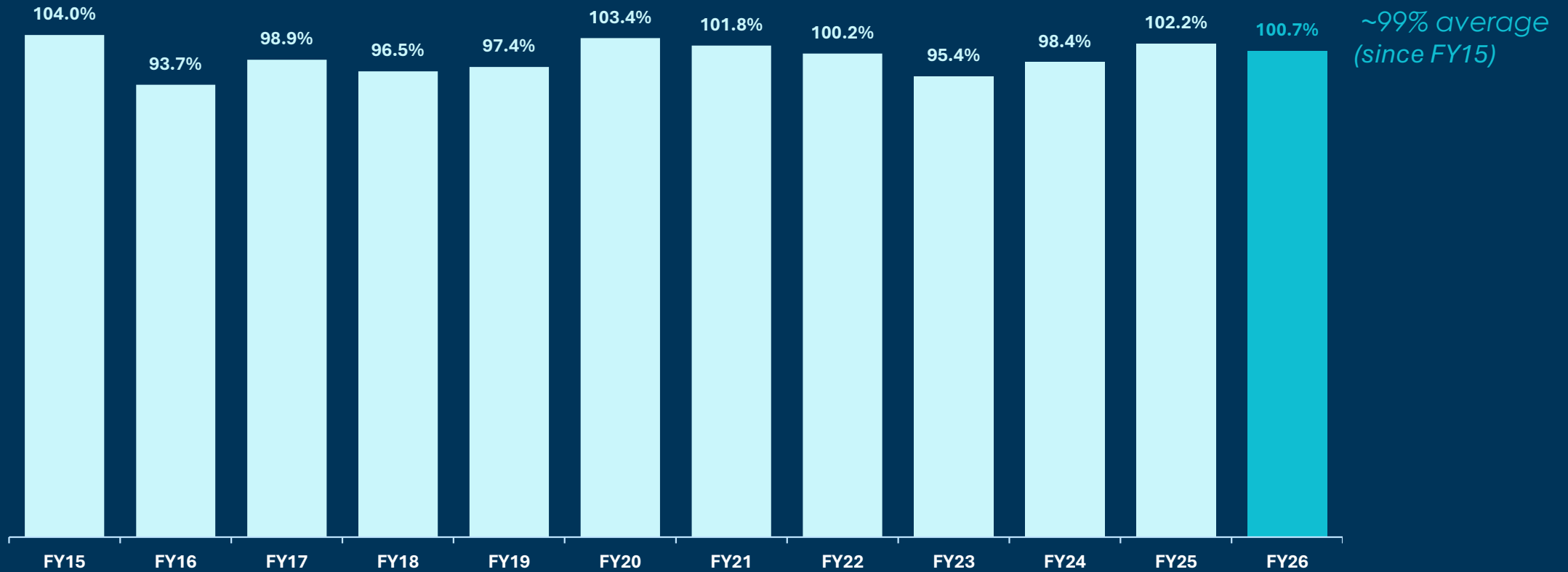


▲ 2%¹ (comparable)
Total impacted by:
- recent acquisitions
- foreign exchange impacts

1. NZD/AUD exchange rate constant with FY25.

Cash Flow Conversion

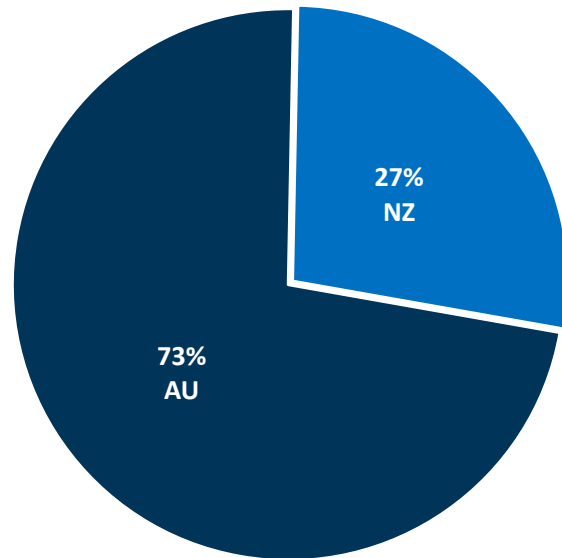
Consistently strong



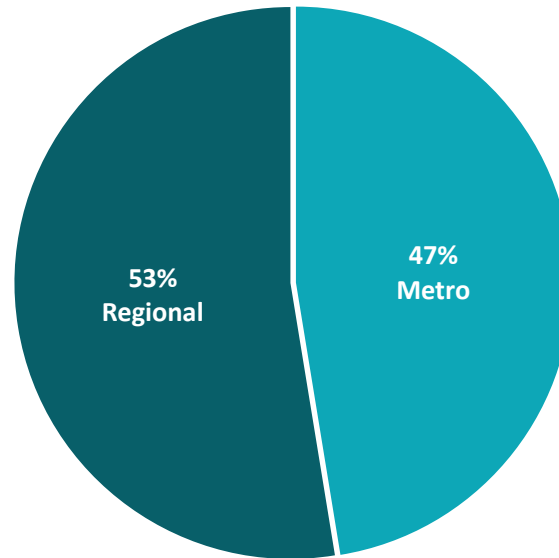
Diversified Revenue

Essential service provider of scale with diversified and defensive revenue streams

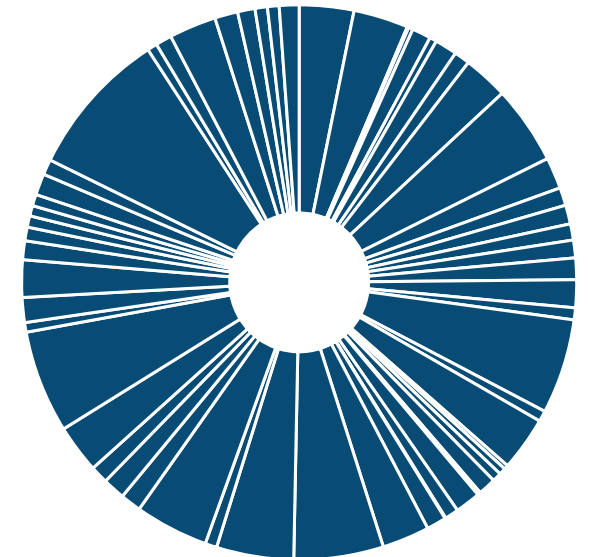
By Country



By Market



By Operating Business





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03

FY26 Financial Results Detail

Financial Summary

Statutory Income Statement

\$ million	FY26	FY25
Total revenue	226.6	225.8
Gross profit	158.2	157.7
...margin	69.8%	69.8%
Total operating costs	(102.9)	(101.6)
Operating EBITDA	55.3	56.2
...margin	24.4%	24.9%
Depreciation	(16.1)	(15.7)
Operating EBIT	39.2	40.4
...margin	17.3%	17.9%
Net interest expense	(9.8)	(9.7)
Operating NPBT	29.4	30.7
Income tax expense	(8.7)	(9.1)
Operating NPAT	20.7	21.6
Operating EPS (cps)	15.0	15.7
Non-operating items:		
Acquisition costs	(1.3)	(1.0)
Net other income and expenses	(0.7)	(0.4)
Net financing charge on pre-paid contracts	(0.1)	(0.5)
Tax effect of adjustments	1.3	0.6
Net profit after tax	19.9	20.4

Revenue

- Increased 0.3% on FY25 to \$226.6m, reflecting:
 - comparable Average Revenue Per Funeral growth of ~2%¹
 - comparable funeral volume contraction of ~2%
 - contributions from acquisitions completed during FY25 and FY26
 - unfavourable foreign exchange impacts (~\$3.2m)

Gross profit margin

- Gross profit margin in line with FY25 at 69.8%
- Comparable margin up 10 bps on FY25 at 69.9%

Operating EBITDA

- 1.6% below FY25, primarily reflecting a contraction in comparable volumes and unfavourable foreign exchange impacts (~\$1.0m), partially offset by acquisitions and disciplined cost control

Other operating items:

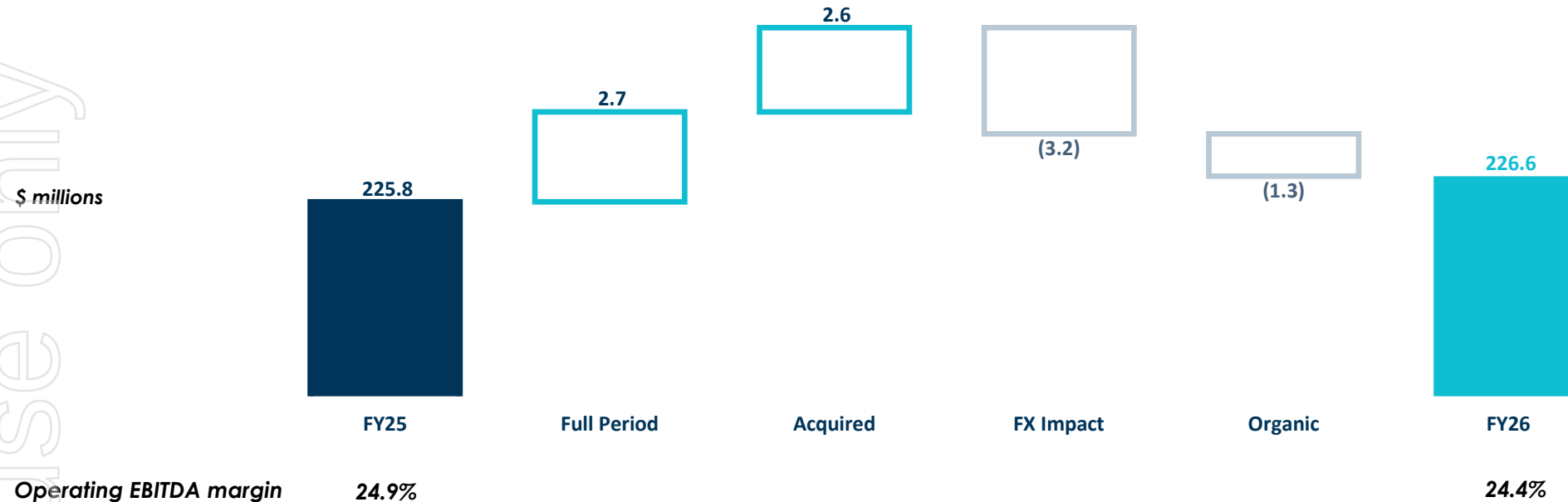
- Includes \$5.8m relating to AASB 16 (Accounting for Leases) (FY25: \$5.9m)
- Depreciation increased, largely due to acquisitions and property purchases
- Average Effective Interest Rate on drawn debt of 5.7% (FY25: 6.2%)
- Adjusted Effective Tax Rate of 29.5% (FY25: 29.6%)
- Operating NPAT -4.0% below FY25

Non-operating items:

- Primarily related to acquisition costs, net loss on disposal of assets, release of contingent consideration and non-operating tax adjustments

1. NZD/AUD exchange rate constant with FY25.

Revenue Bridge and Operating EBITDA margin



Total:

Funeral Volumes

- ▲ +1.1% on FY25 including contributions from acquisitions

Average Revenue Per Funeral

- -0.7% lower than FY25, impacted by foreign exchange impacts and recent acquisitions, which generated below network Average Revenue per Funeral

Organic:

Funeral Volumes

- ~2% lower than FY25

Average Revenue Per Funeral

- ▲ 2%¹ above FY25, reflecting pricing impacts and funeral mix

Operating EBITDA margin:

Primarily impacted by:

- margins of recent acquisitions; and
- operating leverage, partially offset by comparable:
- gross margin up 10 bps on FY25; and
- operating costs 0.7% below FY25.

Cash Flow Statement

Statutory Actuals

\$ million	FY26	FY25
Receipts from customers (inc GST)	251.1	250.5
Payments to suppliers and employees (inc GST)	(196.2)	(194.1)
	54.9	56.4
Income taxes paid	(6.7)	(6.6)
Interest paid	(10.5)	(10.3)
Interest received	0.3	0.5
Net cash provided by operating activities	38.0	40.0
Payment for purchase of business, net of cash acquired	(7.6)	(15.9)
Net payments for property, plant and equipment	(24.5)	(25.4)
Other investing cash flows	(0.1)	(0.1)
Net cash used by investing activities	(32.2)	(41.3)
Net (repayment)/proceeds from borrowings	22.7	27.8
Dividends paid	(20.0)	(20.1)
Other financing cash flows	(4.8)	(4.6)
Net cash used and provided by financing activities	(2.1)	3.1
Net (decrease)/increase in cash during the year	3.8	1.8
Cash at the beginning of the year	9.0	7.3
Exchange rate effects	(0.3)	(0.0)
Cash at the end of the year	12.5	9.0
Cash Flow Conversion %	100.7%	102.2%

Operating activities

- Operating Cash Flow of \$54.9m (FY25: \$56.4m)
- Cash Flow Conversion remained strong at 100.7%

Investing activities

- Includes acquisitions (\$5.2m), acquisition costs (\$1.3m) and earn out payments (\$1.1m)
- Acquired seven freehold properties (four of which were previously leased) for \$7.9m, excluding stamp duty
- Maintenance capital expenditure amounted to 4.6% of revenue (FY25: 4.2%), in line with depreciation on PPE
- Growth capital expenditure included three cremation facilities expanding capacity and the construction of a funeral home and chapel facilities to broaden service offerings

Financing activities

- Drawdown of debt in connection with acquisitions and property purchases
- Reflects dividends paid during the year

Balance Sheet

Statutory Actuals

\$ million	30-Jun-26	30-Jun-25
Cash and cash equivalents	12.5	9.0
Contract assets	75.7	75.8
Other current assets	19.2	19.2
Total Current Assets	107.5	104.1
Property, plant & equipment	316.5	312.1
Right-of-use assets	20.3	27.9
Goodwill	199.8	203.7
Other non-current assets	6.0	7.3
Total Non-Current Assets	542.5	551.0
Total Assets	650.0	655.1
Trade and other payables	15.5	14.6
Borrowings	39.7	24.7
Contract liabilities	82.9	83.0
Lease liabilities	4.1	4.5
Other current liabilities	12.5	13.7
Total Current Liabilities	154.7	140.6
Borrowings	123.1	115.7
Lease liabilities	19.5	26.8
Other non-current liabilities	15.2	17.0
Total Non-Current Liabilities	157.8	159.5
Total Liabilities	312.5	300.1
Net Assets	337.5	355.1
Total Equity	337.5	355.1

1. Drawn senior debt less cash and cash equivalents.

Cash and net debt position

- \$12.5m of cash (30 June 2025: \$9.0m)
- \$163.7m of drawn senior debt (30 June 2025: \$141.1m)
- \$151.2m of net debt¹ (30 June 2025: \$132.0m)

Pre-paid contracts

- Largely held with third party friendly societies
- Asset increases by investment returns
- Liability increases by non-cash financing charge
- Asset and liability derecognised when the contract turns at need
- Pre-paid contracts that turned at need accounted for less than 10% of the Group's funeral volumes in FY26, consistent with FY25

Property, plant and equipment

- Includes land and buildings at cost (less depreciation) of \$252m

Goodwill

- Represents purchase price of acquisitions less fair value of net tangible assets acquired
- No impairment

Equity

- Impacted by non-cash movements in the foreign exchange reserve of \$17.4m

Capital Management

\$169 million of funding capacity (including the Accordion Facility¹) with significant debt covenant headroom

Debt refinance (announced February 2026)

- maturity date extended to October 2029 (previously October 2027)
- established a new \$50 million Accordion Facility¹
- improved pricing with no change to existing covenant limits

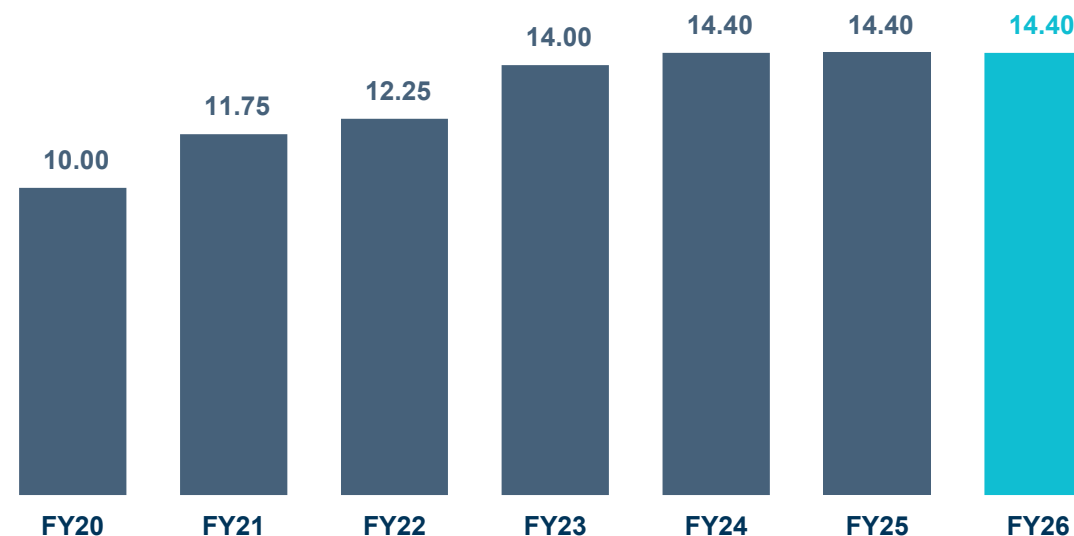
Funding capacity

	\$ million
Senior debt facility limit	275.0
Net Debt as at 30 June 2026 ²	(151.2)
Funding capacity (undrawn senior debt)	123.8
Accordion Facility ¹	50.0
Acquisition cash commitments ³	(4.7)
Funding capacity (including Accordion Facility)⁴	169.1

Debt covenant summary

Net Leverage Ratio ⁵ (must be < 5.0x)	2.2x ✓
Fixed charge cover ratio (must be > 1.75x)	3.8x ✓

Dividend summary (cps)⁶



1. Drawdown of which is subject to the satisfaction of customary conditions precedent/approvals.

2. Senior debt less cash and cash equivalents.

3. Cash paid (excluding transaction costs) on completion of an acquisition in July 2026.

4. Undrawn debt and cash at bank of \$123.8 million as at 30 June 2026 plus the \$50 million Accordion Facility less acquisition cash commitments, \$4.7 million.

5. The NLR includes adjustments – for example: (1) the Group's \$40m working capital facility, previously \$25m, is excluded from net debt; and (2) Operating EBITDA includes the annualised impact of acquisitions and is calculated on a pre AASB16 basis.

6. Refer to slide 33.



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04

Industry Trends & Acquisitions

Industry Fragmentation Leading to Acquisitions

Industry Fragmentation

- 1 Propel is the #2 operator in the highly fragmented AU/NZ funeral services industry, with ~10% market share
- 2 Significant consolidation runway remains, with >500 independently owned businesses

AU/NZ Market Share



Acquisitions

- 1 During and since FY26, Propel completed:



- 2 Propel has deployed ~\$314 million³ on acquisitions since its IPO in FY18, averaging ~\$37 million⁴ per year
- 3 Propel continues to explore other potential acquisitions (with multiple vendor discussions continuing), however, the timing of any future acquisitions is uncertain.

1. Source: ABS and Stats NZ for CY25 market size. Propel performed circa 24,100 funerals (including annualised funerals relating to acquisitions completed in CY25).

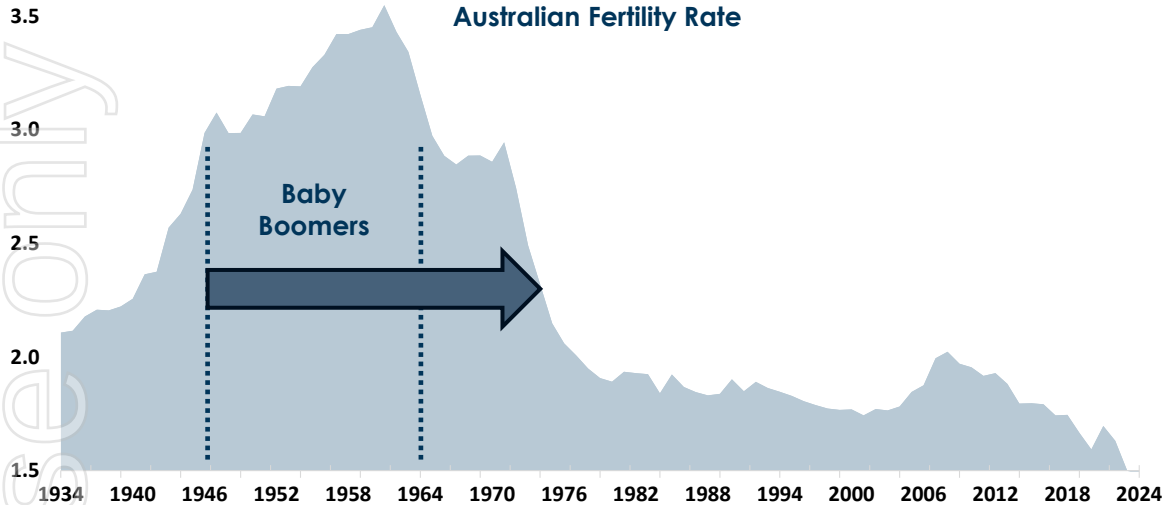
2. Upfront cash and equity consideration paid including two properties purchased prior to acquiring the business for \$2.1m.

3. Upfront cash and equity consideration paid (excluding transaction costs). Excludes properties purchased subsequent to completion of a relevant business acquisition and other property purchases, totalling \$52.0 million (excluding stamp duty).

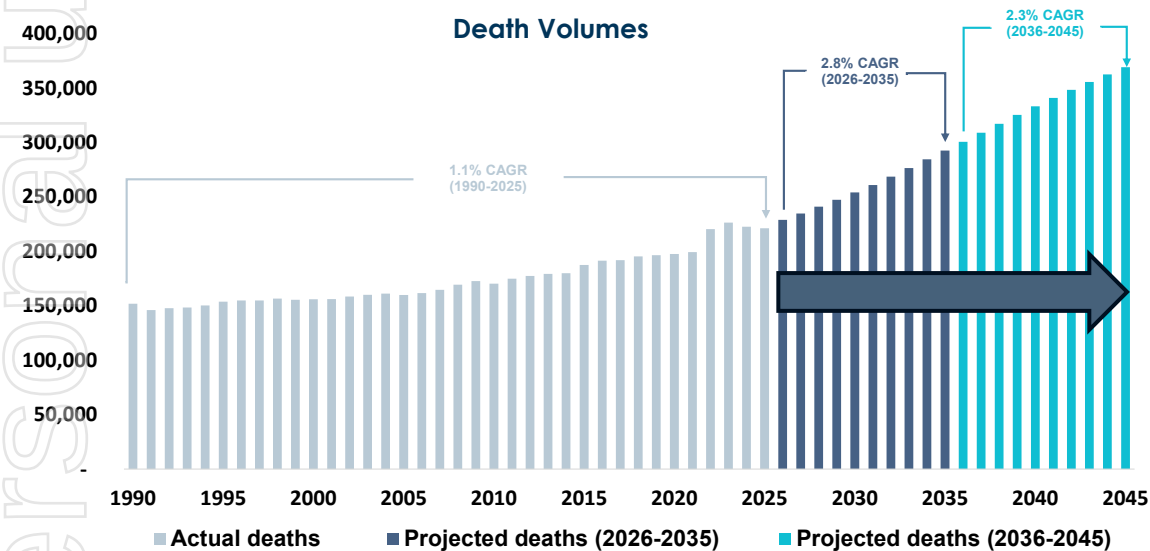
4. The average capital deployed includes the acquisition of Seasons Funerals which occurred during FY18 but prior to the IPO.

Demographic Tailwinds in an Evolving Market

Structural Tailwinds



Death Volumes



Source: ABS and Stats NZ

Market Trends



Demographic wave imminent

First of the 'baby boomer' generation, born in 1946:

- aged ~80yo in 2026
- median age of death steady at 81-82



Evolving preferences

- evolving traditions and client family preferences
- majority of client families select full service funerals, despite no-service no-attendance offerings



Lower-value, digitally led competitors

- more active in metro markets
- heavily reliant on third party infrastructure and resources
- evidence of recent material price increases



Digital discovery

- client families increasingly researching online
- notwithstanding digital discovery, the human element remains central to the client experience

Capturing Growth in an Evolving Market

Long term demand backdrop remains favourable and Propel is positioning to capture growth

Inorganic



Acquisition Led

- highly fragmented
- strong pipeline, with relationships built over many years
- trusted partner and preferred succession path for many vendors
- strong balance sheet

Organic



Digital & Client Focus

- digital marketing and website enhancement
- sharpen lead generation/conversion
- deepening grassroots community engagement
- digitisation including AI



Service & Product Offerings

- reinforcing the value of a funeral via local teams and trusted brands
- enhancement of product offerings
- selective expansion of metro brands, leveraging off Propel's existing infrastructure/crematoria



Operational Discipline

- operating leverage
- procurement initiatives
- network efficiency
- cost discipline
- asset utilisation
- ongoing capex program

Underpinned by long term structural tailwinds



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05

Investment Summary & Outlook

Investment Summary



1

Scale: #2 provider in a highly fragmented essential services industry, with ~10% market share

2

Long Term 'Tailwinds': growing and ageing population in AU and NZ

3

Defensive footprint: diversified network of 213 locations (130 owned properties, valued at depreciated cost of \$252 million) is difficult to replicate

4

Founder led management: with significant ownership and industry experience

5

Proven platform: a decentralised network of leading local brands and teams, supporting local communities

6

Strong balance sheet supporting M&A strategy: balance sheet and cashflows to fund a disciplined acquisition pipeline alongside the on-going capex program

1 Expected growth drivers:

- favourable demographics in AU and NZ
- a strong funding position
- acquisitions completed to date and other potential acquisitions in what is a highly fragmented industry

2 Recent trading:

In the month of July 2026, Propel generated Revenue of ~\$21.5m¹, benefiting from:

- comparable Average Revenue Per Funeral growth exceeding 3%² (above the Company's long term CAGR);
- resilient funeral volumes, despite a:
 - benign winter flu season³ (lowest recorded in 5 years); and
 - material contraction in industry death volumes⁴ (expected to be temporary given volumes fluctuate over short time horizons)

3 FY27 Trading Update:

- to be provided at the AGM in November 2026

1. Including a \$0.6 million unfavourable foreign exchange impact in the month of July 2026 (versus the PCP).

2. NZD/AUD exchange rate constant with PCP.

3. Source: Australian Government Department of Health - National Notifiable Diseases Surveillance System.

4. Total deaths in QLD, NSW, VIC, and TAS (which accounts for ~80% of all deaths in Australia) in the month of July 2026 versus the PCP (Source: Births, Deaths and Marriages).



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06 Q&A



Appendices

Definitions

Accordion Facility means the new \$50 million accordion facility announced on 24 February 2026, drawdown of which is subject to satisfaction of customary conditions precedent/approvals.

ABS means Australian Bureau of Statistics.

Adjusted Effective Tax Rate means income tax expense divided by the net profit before tax, adjusted for non deductible and non assessable items.

AGM Annual General Meeting

AU means Australia

Average Effective Interest Rate means the average interest rate on senior debt, including the interest rate swap (where relevant) and establishment fees but excluding the commitment fee on undrawn debt.

Average Revenue Per Funeral means revenue from funeral operations, excluding direct disbursements (such as third party cemetery fees and third party cremation fees) and delivered pre-paid impacts, divided by the number of funerals in the relevant period.

Bps means basis points.

Cash Flow Conversion means the percentage of Operating EBITDA converted to ungeared, pre-tax operating cash flow, adjusted for cash flow timing differences relating to Executive bonuses.

CPI Consumer Price Index

Cps means cents per share.

CY means calendar year.

Distributable Earnings means NPAT adjusted for the non-cash net financing charge on pre-paid contracts and acquisition costs.

FY means financial year.

Gearing Ratio means net debt divided by net debt plus total equity.

Group means Propel and its wholly owned subsidiaries.

IPO means initial public offering.

M&A Mergers and Acquisitions

NEDs means non-executive directors.

NLR means Net Leverage Ratio for covenant purposes which includes adjustments – for example: (1) the Group's \$40m working capital facility is excluded from net debt; and (2) Operating EBITDA includes the annualised impact of acquisitions and is calculated on a pre AASB16 basis.

NPAT means net profit/(loss) after tax.

NZ means New Zealand.

Operating Cash Flow means ungeared, pre-tax operating cash flow.

Operating EBIT means Operating EBITDA less depreciation.

Operating EBITDA means earnings before interest, tax, depreciation, amortisation and certain non-operating items, such as acquisition and transaction costs.

Operating EPS means Operating NPAT divided by the weighted average number of ordinary shares on issue.

Operating NPAT means NPAT adjusted for certain non-operating items, such as acquisition costs and the non cash net financing charge on pre-paid contracts.

PCP means prior corresponding period.

PPE Property, plant and equipment.

Prospectus means the prospectus prepared by Propel in connection with the IPO.

Stats NZ Statistics New Zealand.

WGEA means Workplace Gender Equality Agency.

YTD Year to date

Environmental

Sustainability:

Working towards a more sustainable future:

- installed solar panels at over 20 properties
- participating in metals recycling (post-cremation)
- replacing or upgrading PPE with more energy-efficient technologies, including cremators and fleet
- implemented an energy consumption reporting platform

Social

Supporting Families:

- Client families receive an itemised estimate before services are performed.
- Compliance with State price transparency requirements, where applicable.
- Affordable no-service, no-attendance funeral options available.

Grief Support:

- Memorial services help families remember loved ones at key dates.
- The Grief Centre provides counselling services and support groups.

Community Support:

- multi-brand portfolio = meaningful identity within local communities.
- some brands have served an integral role in their communities for over a century.

Industry Engagement:

- Funeral businesses hold memberships with key Australian and New Zealand industry associations.

Safety & Wellbeing:

- CQUniversity Elevate Scholarship
- "Staying Well Together" program for employees on the intranet providing availability to counselling, online training, wellbeing stories and psychosocial risk resources.
- Employee Assistance Program

Governance

AASB S2 Climate-related Disclosures:

- Group 2 reporter and is progressing with disclosure readiness for its 2027 annual report.
- Charters updated to reflect oversight and responsibilities.

Independence, Diversity & Gender:

- Board of Directors comprises six members, majority being Independent NEDs. 50% of the Board of Directors are female.
- relevant Employer for WGEA Reporting Scheme. In its latest report, Propel's workforce comprised 51% female and 49% male with key gender pay gap metrics materially favourable to the national average.

Supply Chain:

- maintains a Supplier code of conduct and complies with reporting requirements under the Modern Slavery Act 2018 (Cth).

Income Statement Analysis

\$ million	FY26	FY25
Funeral operations	198.4	198.0
Cemetery, crematoria and memorial gardens	24.0	24.2
Other trading revenue	4.2	3.6
Total revenue	226.6	225.8
Cost of sales	(68.4)	(68.1)
Gross profit	158.2	157.7
Employment costs	(76.5)	(75.7)
Occupancy and facility costs	(12.2)	(11.7)
Advertising costs	(4.7)	(4.5)
Motor vehicle costs	(3.4)	(3.2)
Other operating costs	(6.1)	(6.4)
Total operating costs	(102.9)	(101.6)
Operating EBITDA	55.3	56.2

Revenue segments

- 87.6% generated from funeral operations (FY25: 87.7%)
- 10.6% generated from cemetery, crematoria and memorial gardens (FY25: 10.7%)
- 1.8% from other sources (including coroners' contracts) (FY25: 1.6%)

Employment costs

- 33.7% of revenue (FY25: 33.5%)

Occupancy and facility costs

- 5.4% of revenue (FY25: 5.2%)

Total Opex

- Operating costs as a % of revenue: 45.4% (FY25: 45.0%)

NPAT to Operating NPAT

Reconciliation

\$ million	FY26	FY25
Statutory net profit after tax	19.9	20.4
Add: Acquisition costs	1.3	1.0
Add: Net foreign exchange losses	0.2	0.0
Add: Net financing charge on pre-paid contracts	0.1	0.5
Add/(Less): Net loss/(gain) on disposal of assets	0.6	(0.1)
(Less)/Add: Net other income and expenses	(0.2)	0.4
Less: Tax effect of certain Operating NPAT adjustments	(1.3)	(0.6)
Operating NPAT	20.7	21.6

Distributable Earnings and Dividend

Reconciliation

\$ million	FY26
Net profit/(loss) after tax	19.9
Distributable Earnings calculation	
Acquisition costs	0.9
Net financing income/charge on prepaid contracts	0.1
Deferred tax adjustment on sale of property	(0.4)
Distributable Earnings	20.5
Dividend payout ratio (rounded)	97%
Actual number of shares on issue ¹	137,973,594
Dividend per share (fully franked)	14.4

¹ As at 25 August 2026

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