Duratec Limited

FY26 Results Presentation

Important Notice & Disclaimer

This presentation has been prepared by Duratec Limited (ACN 141 614 075) ("Duratec", "Duratec Group" and the "Company"). The information contained in this presentation is for information purposes only.

The information contained in this presentation is not investment or financial product advice and is not intended to be used as the basis for making an investment decision. Please note that, in providing this presentation, Duratec has not considered the objectives, financial position or needs of any particular recipient. Duratec strongly suggests that investors consult a financial advisor prior to making an investment decision.

No representation or warranty, express or implied, is made as to the fairness, accuracy, completeness or correctness of the information, opinions and conclusions contained in this presentation. To the maximum extent permitted by law, none of Duratec, its respective related bodies corporates, shareholders, directors, officers, employees, agents or advisors, nor any other person accepts any liability, including, without limitation, any liability for any loss arising from the use of information contained in this presentation or otherwise arising in connection with this presentation.

This presentation may include "forward-looking statements". 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 Duratec and its respective officers, employees, agents or associates, that may cause actual results to differ materially from those expressed or implied in such statement. Actual results, performance or achievements may vary materially from any projections and forward-looking statements and the assumptions on which those statements are based. Duratec assumes no obligation to update such information. Recipients of this presentation are strongly cautioned not to place undue reliance on forward-looking statements.

This presentation is not, and does not constitute, an offer to sell or the solicitation, invitation or recommendation to purchase any securities and neither this presentation nor anything contained in it forms the basis of any contract or commitment.

The distribution of the presentation in jurisdictions outside Australia may be restricted by law and you should observe any such restrictions. Any failure to comply with such restrictions may constitute a violation of applicable securities laws. This presentation does not constitute an offer to sell, or a solicitation of an offer to buy, any securities in the United States. The securities of Duratec have not been, and will not be, registered under the U.S. Securities Act of 1933, as amended (Securities Act) or the securities laws of any state or other jurisdiction of the United States, and may not be offered or sold in the United States except in compliance with the registration requirements of the Securities Act and any other applicable securities laws or pursuant to an exemption from, or in a transaction not subject to, the registration requirements of the Securities Act and any other applicable securities laws.

Meet Our Speakers

Chris Oates
Managing Director

Ashley Muirhead
Chief Financial Officer

Business History

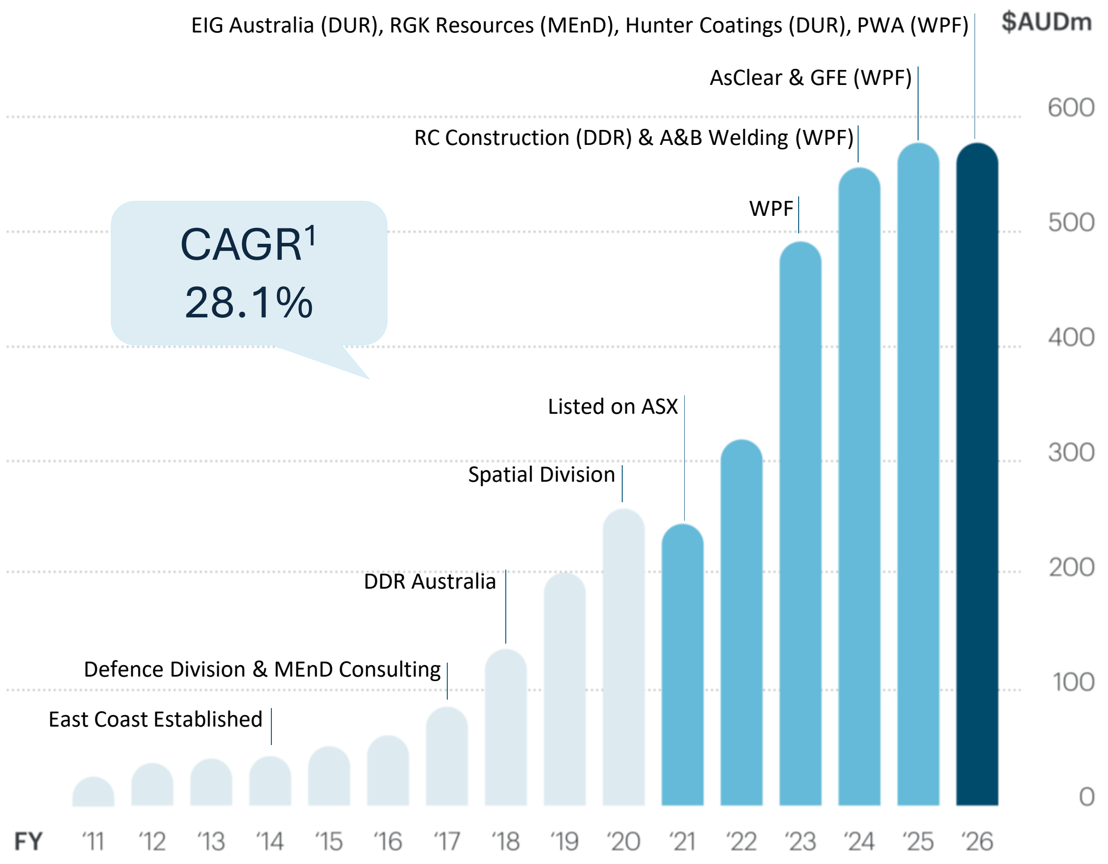
Key Business Drivers

- Aged infrastructure
- Asset capacity expansion
- Growing asset markets

Key Market Sectors

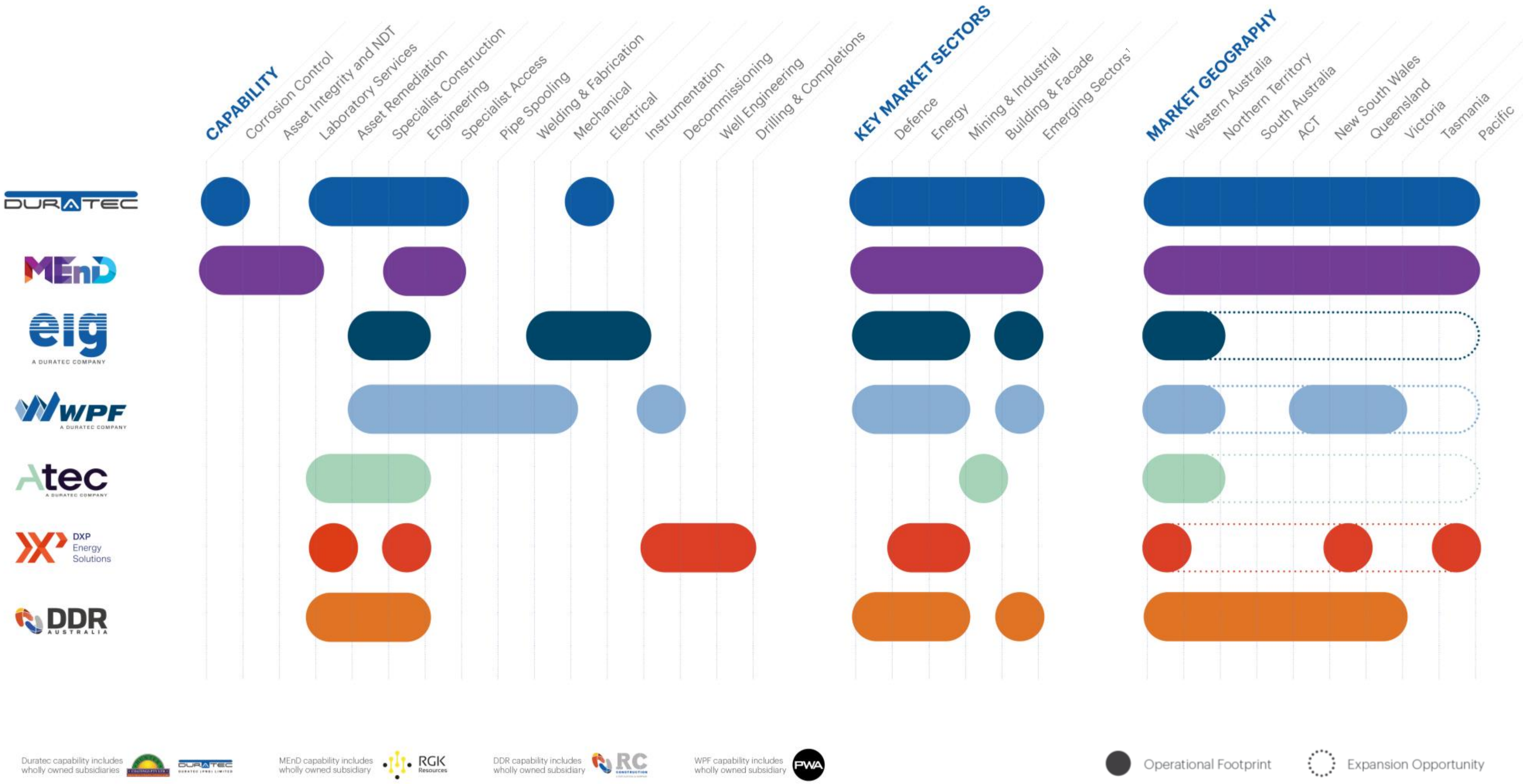
- Defence
- Mining & Industrial
- Building & Facade
- Energy
- Emerging Sectors – Marine, Transport Infrastructure, and Water Infrastructure

Revenue Growth Over 16 Years



Note 1: Compound Annual Growth Rate over 16 Years

Our Portfolio



Note 1: Emerging Sectors relate to Marine, Transport Infrastructure, and Water Infrastructure, which is disclosed as "Other segments" in Note 3 of the Financial Statements

Building Momentum

FY26 was about winning work. FY27 is about delivering it.

FY26 – A Year of *Positioning*

- Gross margin 18.6% → 20.5%; normalised EBITDA margin 9.2% → 10.3% on flat revenue
- Four acquisitions and two new platforms completed:
  - EIG
  - PWA
  - RGK Resources
  - Hunter Coatings
  - DXP Energy Solutions *established*
  - Atec Facades *established*
- Record order book up 66.9% to $650.8m, from $390m in FY25, including strong conversion of ECI projects
- ISO 19443 accreditation secured, opening the AUKUS nuclear supply chain
- Zero lost time injuries

FY27 – A Year of *Delivery*

- FY27 revenue expected to grow strongly as we deliver on our record order book, MSA works and other near-term project wins
- Additional medium to large project wins expected throughout first half FY27
- Currently working on 13 ECI projects with a potential of $280m+ in project revenue
- Full-year contribution from FY26 acquisitions (part-year in FY26)
- Major awards moving into delivery:
  - Diamantina Wharf (DEJV, ~$300m)
  - Darwin Ship Lift
  - Lihir Gold P&A
  - Orica Hunter Valley Hydrogen Hub

FY26 Financial Highlights

Margin expansion on flat revenue, record order book into FY27

$570.3m
Revenue[1]
↓ 0.5% on FY25 $573.0m

$58.5m
EBITDA[2]
↑ 10.5% on FY25 $53.0m

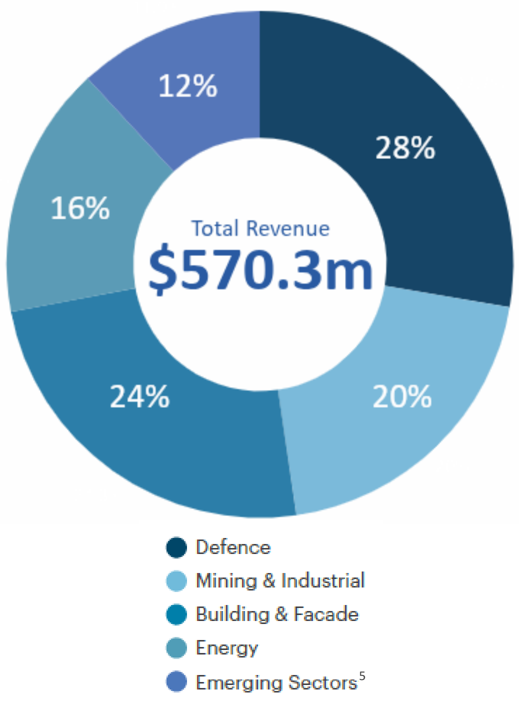
$23.8m
NPAT
↑ 4.1% on FY25 $22.8m

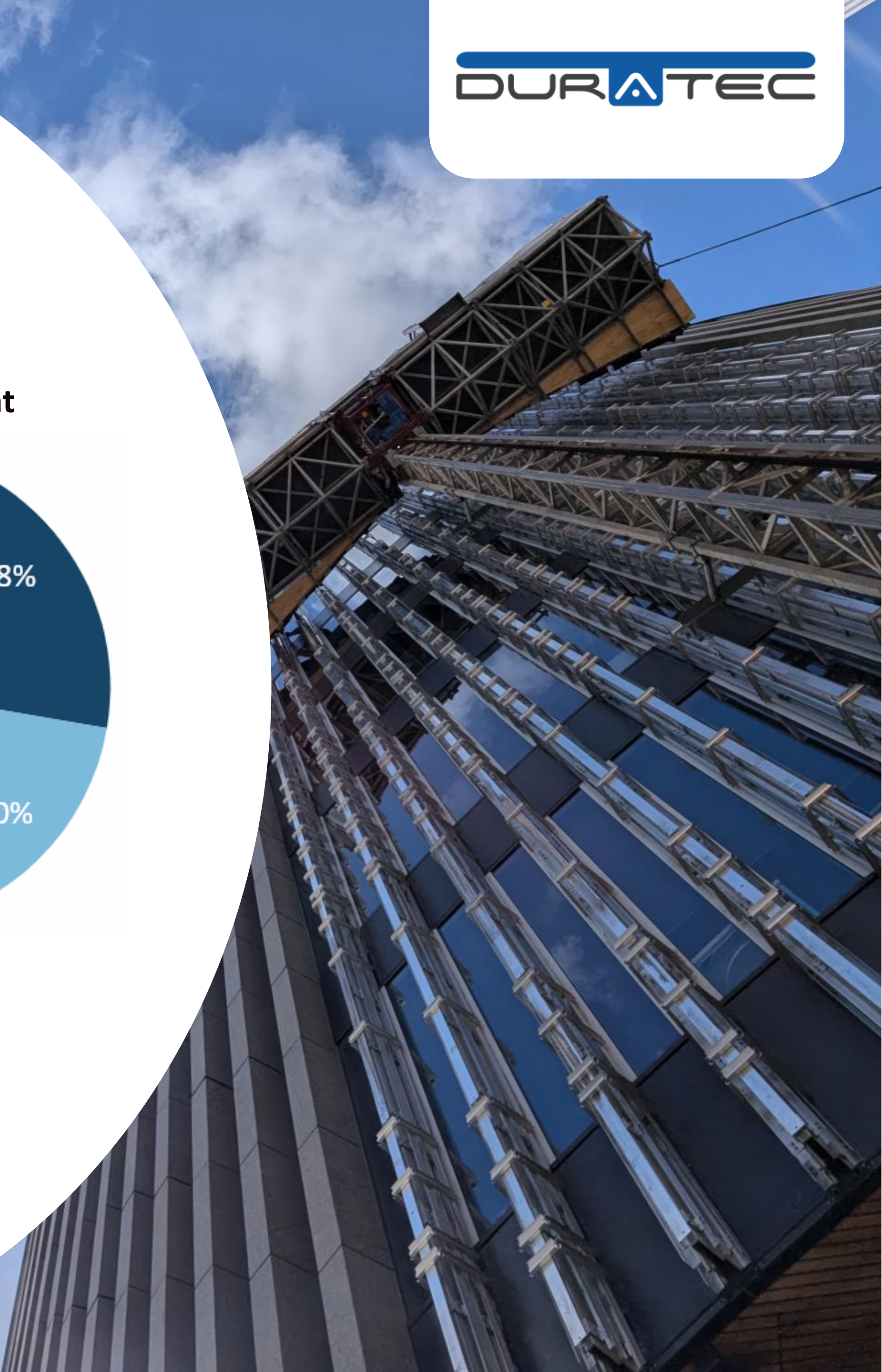
9.25c
Earnings Per Share[3]
↑ 1.6% on FY25 9.10c

4.25c
Dividend[4]
Per share, fully franked
~46% payout ratio

$650.8m
Order book
↑ 66.9% on FY25 $390m

FY26 Revenue by Operating Segment





Note 1: Revenue excludes DDR Australia Pty Ltd (49% share) and DXP Energy Solutions Pty Ltd (70% share)
Note 2: Normalisation of EBITDA accounts for tax effect from Duratec Limited's equity-accounted investments in DDR Australia Pty Ltd and DXP Energy Solutions Pty Ltd and one-off acquisition costs and other nonrecurring project costs. (Normalisation = $7.4m)
Note 3: Basic earnings per share (cents)
Note 4: Interim dividend of 1.75 cents per share and final dividend of 2.5 cents per share fully franked
Note 5: Emerging Sectors relate to Marine, Transport Infrastructure, and Water Infrastructure, which is disclosed as "Other segments" in Note 3 of the Financial Statements

Financial Results

FY26 Financial Results

Revenue held, earnings grew, disciplined selection over volume

FY26 FINANCIAL RESULTS	Consolidated 2026 $'000	2025 $'000
Revenue	570,281	573,028
Gross Profit	116,879	106,306
Reported EBITDA [1]	51,173	48,798
Normalised EBITDA	58,538	52,986
NPAT	23,761	22,827

KEY OPERATING METRICS	2026	2025
Gross Margin %	20.5%	18.6%
Normalised EBITDA %	10.3%	9.2%
NPAT%	4.2%	4.0%
Earnings per share (basic) - cents	9.25	9.10
Total Dividend (per share fully franked) - cents	4.25	4.25

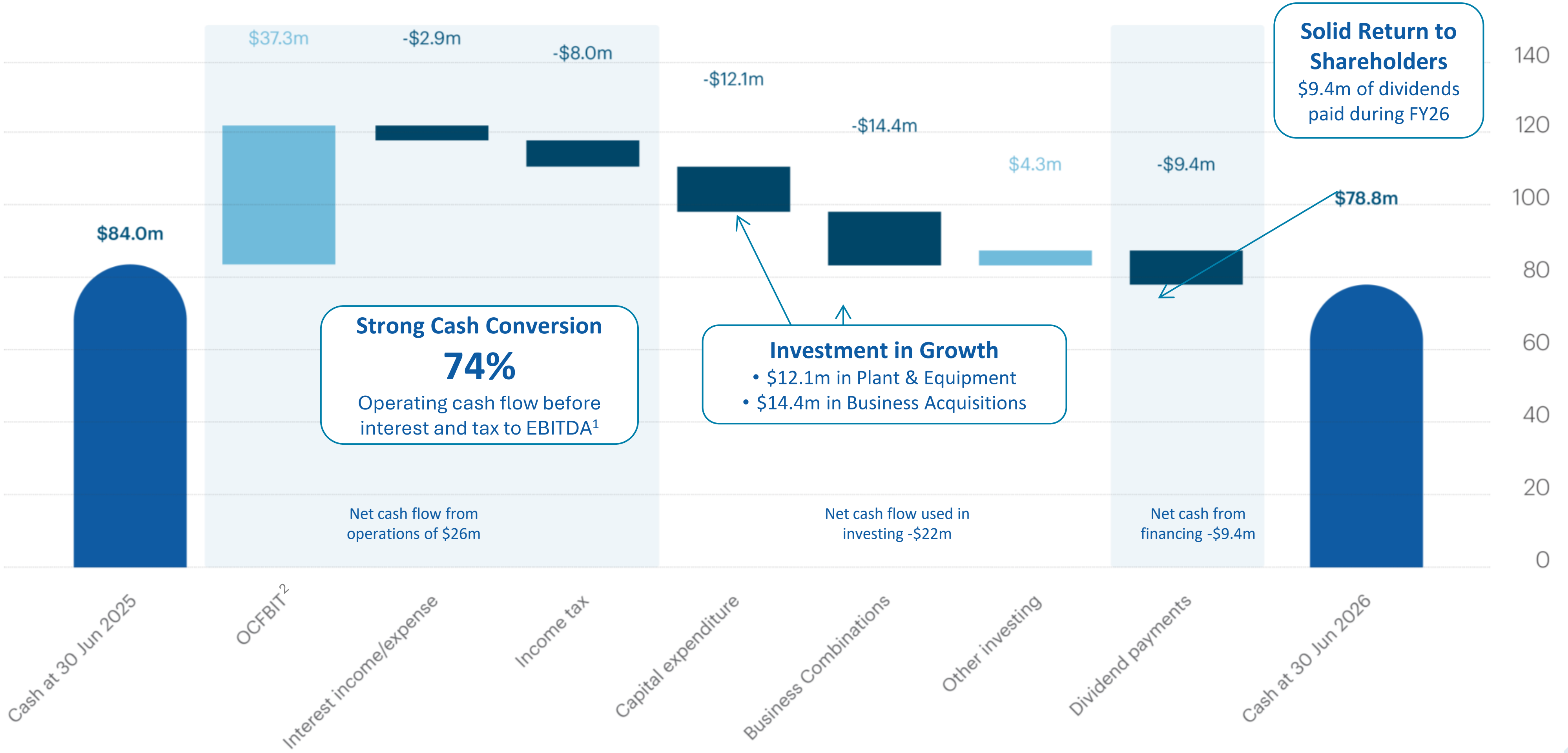
Duratec delivered stronger margins and earnings in FY26 while continuing to invest for future growth

- Revenue of $570.3m, broadly in line with FY25, demonstrating the benefit of Duratec's diversified operating model
- Growth in Building & Facade, Energy and Emerging Sectors offset project timing impacts in Defence and Mining & Industrial
- Gross profit increased 9.9% to $116.9m, with gross margin improving from 18.6% to 20.5% through disciplined project selection, execution and targeted acquisitions that expanded self-perform capability
- Normalised EBITDA increased 10.5% to $58.5m, increasing margin to 10.3%
- Continued investment in acquisitions, systems and integration supported future growth while maintaining profitability
- NPAT increased to $23.8m, EPS increased to 9.25 cents and the fully franked dividend was maintained at 4.25 cents per share, balancing shareholder returns with investment for future growth

Note 1: Normalisation of EBITDA accounts for tax effect from Duratec Limited's equity-accounted investments in DDR Australia Pty Ltd and DXP Energy Solutions Pty Ltd and one-off acquisition costs and other nonrecurring project costs. (Normalisation = $7.4m)

Cash Flow

$26.5m invested in growth while returning $9.4m to shareholders



Note 1: Excluding share of profits and dividend from equity accounted investments
Note 2: Operating Cash Flow Before Interest and Tax (OCFBIT)

Balance Sheet Summary

Net assets up 26%, well funded to fund the FY27 delivery year

FINANCIAL POSITION AS AT 30 JUNE 2026	Consolidated Entity 2026 $'000	 2025 $'000
TOTAL ASSETS		
Cash and cash equivalents	78,764	84,026
Trade and other receivables	58,401	61,412
Contract assets	53,233	24,819
Property, plant and equipment	40,138	37,199
Right-of-use assets	16,877	13,424
Intangible assets	32,729	13,093
Investments accounted for using the equity method	8,486	7,878
Tax assets	9,109	5,213
Other assets	4,409	4,310
Total Assets	**302,146**	**251,374**
TOTAL LIABILITIES		
Trade and other payables	98,337	84,732
Contingent consideration payable	10,021	-
Borrowings	39,043	35,388
Contract liabilities	20,100	24,645
Property lease liabilities	18,313	14,003
Provisions	17,127	14,865
Other liabilities	5,376	3,416
Total Liabilities	**208,317**	**177,049**
Net Assets	**93,829**	**74,325**

- Net assets increased 26.2% to $93.8m, reflecting strong operating performance and investment in strategic growth initiatives
- Total assets increased 20.2% to $302.1m, driven by acquisitions completed during FY26 and continued investment in operational capability
- Acquisition activity increased intangible assets to $32.7m and resulted in $10.0m of contingent consideration linked to agreed performance milestones
- Cash balance of $78.8m and total funding facilities of $343.5m supporting borrowings, bank guarantees and bonds, with 64% of facilities undrawn. This provides significant liquidity and funding flexibility for future growth.
- Contract assets increased to $53.2m due to increased project activity and revenue recognised on milestones not yet invoiced
- The Group remains well positioned to support organic growth, strategic acquisitions and continued investment in operational capability

Strong balance sheet and funding capacity support organic growth, strategic acquisitions and continued investment in operational capability

Operational Highlights

Safety & Sustainability

Zero lost time injuries; systems and standards uplifted group-wide

Our People

- Workforce grew to 1,580
- New workforce management system implemented
- Leadership Fundamentals Program redesigned, with demand exceeding current capacity
- Engineering Credentialing Program implemented
- Graduate, Apprenticeship and Traineeship programs comprehensively redesigned
- Structured Career Pathways Framework introduced
- Vision, Mission, and Values renewed
- 2025 Enterprise Agreement approved

Safety & Wellbeing

- TRIFR[1] increased to 6.17 and LTIFR[2] decreased to zero
- HammerTech platform established centralised system for safety, site compliance, and operational risk management
- Building on existing processes, formalised Critical Risk Standards framework finalised
- Achieved ISO 19443 accreditation
- Psychosocial Safety Assessment results exceeded industry benchmarks, will inform future wellbeing initiatives

Community & Engagement

- Continued support of community focused and charitable initiatives
- Reflect Reconciliation Action Plan launched, endorsed by Reconciliation Australia
- Inaugural Sustainability Report published
- Scope 1 and 2 emissions intensity reduction target of 30-50% established for 2035
- Climate Risk assessment methodology enhanced
- Expanded adoption of hybrid and battery energy storage systems (BESS) and electrification of plant and vehicles
- Workforce sustainability training

Note 1: Total Recordable Injury Frequency Rate
Note 2: Lost Time Injury Frequency Rate

Defence

Increased margin; Diamantina Wharf underwrites FY27

Revenue	Gross Margin	EBITDA Margin
$157.8m	**17.4%**	**8.4%**
↓ 13% on $181.4m FY25	↑ from 13.0% in FY25	↑ from 6.9% in FY25

Performance

- Improved gross margins through disciplined project selection, effective cost management and mix of work
- Commenced delivery of the ~$300m HMAS Stirling Diamantina Wharf upgrade through the Duratec Ertech JV (DEJV), strengthening Duratec's position to support future AUKUS-related infrastructure investment
- Expanded fuel and marine infrastructure capability through delivery of complex Defence projects, including HMAS Coonawarra
- Achieved ISO 19443 accreditation, the nuclear-specific quality standard for working in the nuclear supply chain, reinforcing capability in highly regulated and strategically important environments

Outlook

- Positive long-term outlook supported by sustained Australian investment in Defence infrastructure and strategic capability programs
- Strong pipeline across estate upgrades, fuel infrastructure, marine infrastructure and sustainment works
- Well positioned to benefit from AUKUS-related investment and growing demand for complex project delivery
- Proven capability and alignment with Defence priorities positions Duratec for larger, more complex programs

Mining & Industrial

Higher-quality revenue mix, increased margin

Revenue
$114.3m
↓ 16.3% on $136.6 m FY25

Gross Margin
23.0%
↑ from 20.3% in FY25

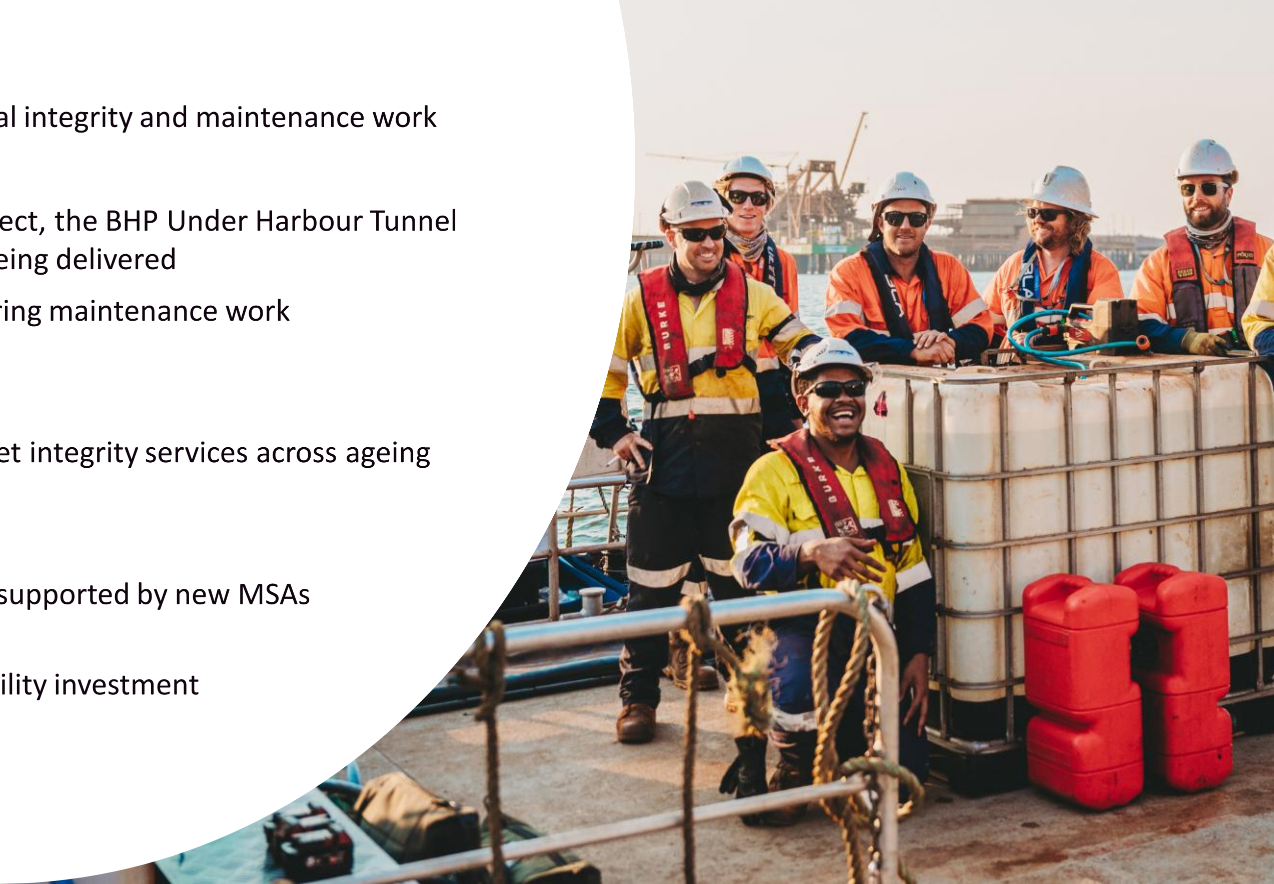
EBITDA Margin
8.1%
↓ from 9.6% in FY25

Performance

- Gross margin improved to 23%, reflecting greater proportion of higher-value structural integrity and maintenance work
- Strengthened position with tier-one clients, including BHP and Hancock Iron Ore
- Progressed major projects including the Yuri Renewable Hydrogen and Ammonia project, the BHP Under Harbour Tunnel remediation works, and Rio Tinto's High-Grade Screen House with additional scope being delivered
- Expanded capability and footprint with continual focus on long-term MSAs and recurring maintenance work

Outlook

- Positive outlook supported continued demand for remediation, maintenance and asset integrity services across ageing mining and industrial infrastructure
- Strong pipeline across mining, industrial, rail, port and energy infrastructure markets
- Growing opportunities across the East Coast, SA, Queensland and Northern Territory supported by new MSAs and regional expansion
- Positioned to increase recurring maintenance revenues through workforce and capability investment
- Continued focus on converting strategic relationships into long-term contracts



Building & Facade

Record revenue, record margin, best-performing sector in FY26

Revenue	Gross Margin	EBITDA Margin
$138.8m	19.9%	9.4%
↑ 24.1% on $111.9m FY25	↑ from 18.4% in FY25	↑ from 7.6% in FY25

Performance

- Record revenue and improved margins driven by diversified project delivery
- Converted multiple ECIs into main works contracts
- Progressed major façade remediation, heritage restoration and building upgrade projects nationally, including the façade remediation at Sydney's iconic 'Paddy's Markets' in Haymarket
- Launched Atec Facades, expanding capability into the new-build façade market
- Heritage projects continue as a focus for clients, our expert delivery of façade remediation is driving this trend

Outlook

- Strong pipeline across remediation, heritage restoration, roofing, glazing and building upgrades
- Increasing ECI activity supporting future project conversion opportunities
- Growing demand for specialist façade solutions and design-led delivery
- National footprint and expanded capabilities support participation in larger and more complex projects
- Continued momentum supported by digital engineering, in-house technical expertise and early design engagement

Energy

Fastest-growing segment, platform tripled through projects and acquisition

Revenue	Gross Margin	EBITDA Margin
$91.6m	**25.3%**	**14.7%**
↑ 11.0% on $82.5m FY25	↓ from 28.9% in FY25	↑ from 14.6% in FY25

Performance

- Revenue growth driven by maintenance, fuel infrastructure, engineering and asset integrity services
- Expanded energy platform through acquisition of EIG, PWA, and RGK Resources, and establishment of DXP Energy Solutions
- Strengthened relationships with major energy clients including Santos, Woodside, Inpex, APA Group, Chevron and Newmont
- Enhanced asset lifecycle capability spanning fabrication, maintenance and decommissioning

Outlook

- Strong momentum entering FY27, supported by a growing portfolio of maintenance, fabrication, infrastructure and decommissioning opportunities
- Strategic awards including national fuel infrastructure maintenance, Lihir Gold (PNG), Stage 2 Sydney Airport fuel infrastructure works and the construction management contract at Orica's Hunter Valley Hydrogen Hub
- Growing pipeline across Energy, Fuel, Marine and Hydrogen infrastructure
- Recurring maintenance and sustainment work supports earnings resilience and future project opportunities.
- Well positioned for growth across Australia and PNG through diversified service offering and specialist capabilities

Emerging Sectors[1]

Marine and water infrastructure set for further growth

Revenue
$67.8m
↑ 11.8% on $60.6m FY25

Gross Margin
18.2%
↑ from 17.3% in FY25

EBITDA Margin
3.2%
↓ from 4.1% in FY25

Performance

- Revenue growth and improved margins driven by a broader portfolio of marine and infrastructure projects
- Secured major awards including Darwin Ship Lift Blast & Paint Facility, Kwinana Bulk Jetty Cathodic Protection Works and CSIRO Electrical Infrastructure Works
- Expanded into high-security government infrastructure through the Department of Home Affairs panel and CSIRO project award
- Continued to strengthen capability across marine, transport and water infrastructure markets through delivery of technically complex projects nationwide

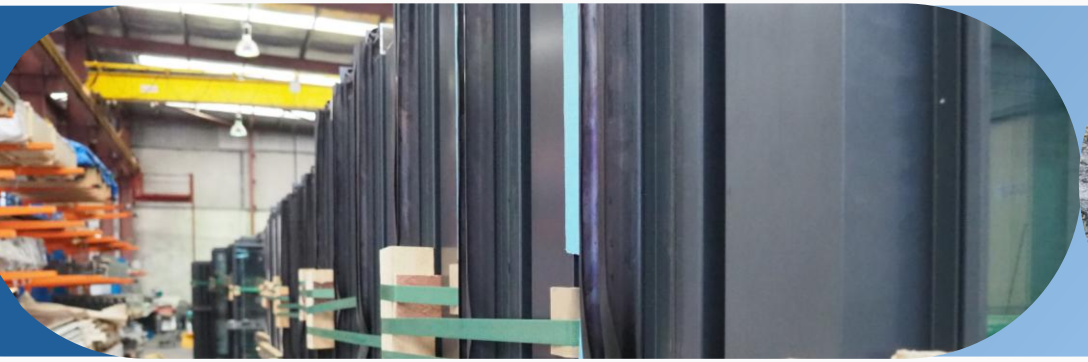
Outlook

- Positive outlook supported by strong pipeline across marine, water and transport infrastructure markets
- Continued government investment in critical infrastructure provides favourable long-term market conditions
- Growing demand for marine infrastructure upgrades supports continued expansion of national marine capability
- Well positioned to leverage Group capabilities and client relationships to pursue larger and more complex infrastructure projects

Note 1: Emerging Sectors relate to Marine, Transport Infrastructure, and Water Infrastructure, which is disclosed as "Other segments" in Note 3 of the Financial Statements

Entity Updates

DURATEC



MEnD
A DURATEC COMPANY
RGK
Resources

WPF
A DURATEC COMPANY
PWA

eig
A DURATEC COMPANY

Atec
A DURATEC COMPANY

DXP Energy Solutions

DDR
AUSTRALIA
RC
CONSTRUCTION

MEnD

Highlights

- Demand strengthened across all major sectors, reinforcing MEnD's role as Duratec's specialist technical advisory business
- Established a Brisbane laboratory, expanding national testing and asset assessment capability
- Expanded involvement in Defence-related advisory services and secured first international engineering project through Newmont’s Lihir Main Wharf and RoRo Remediation Study in PNG
- Acquired and integrated RGK Resources Pty Ltd, adding DNV and NATA-accredited non-destructive testing (NDT), inspection and asset assurance capabilities
- Continued investment in digital engineering, inspection technologies and ECI integration

Outlook

- Continued investment in digital capabilities and innovation
- Continued demand across asset integrity, inspection and technical advisory services
- Expansion of RGK's NDT and asset assurance offering across the national client base
- Increased adoption of laboratory services, digital engineering and spatial inspection technologies
- Deeper integration with Duratec's ECI model supporting earlier client engagement, future project conversion and asset lifecycle opportunities

MEnD provides the technical advisory, inspection and asset integrity capability that supports Duratec’s earlier client engagement and helps convert opportunities into downstream project delivery across the Group

WPF

Highlights

- Expanded East Coast footprint through Queensland growth and acquisition of Pacific Welding Australia (PWA)
- Strengthened fabrication, welding, mechanical and access capabilities, enhancing national self-perform delivery
- Delivered key projects including Santos’ Harriet Alpha offshore decommissioning and Varanus Island B Tank remediation
- Continued to build long-term capability across maintenance, asset integrity and decommissioning services

Outlook

- Expanded footprint and continued engagement with key energy sector clients, including Chevron, Woodside, Inpex, Santos, McDermott and APA Group, supporting future growth across Australia
- Strong opportunities across maintenance, fabrication, specialist access and decommissioning services
- Strategic relationships with major energy operators provide a recurring work and long-term contracts
- Enhanced capability following the Pacific Welding Australia (PWA) acquisition supports participation in larger and more complex energy and industrial projects

WPF’s expanded national fabrication and maintenance capability strengthens Duratec’s position across maintenance, asset integrity and decommissioning markets

EIG

Highlights

- Successfully integrated into the Duratec Group, expanding capability across fuel infrastructure, electrical and mechanical services
- Delivered strategically important fuel infrastructure projects, including the Kimberley Marine Support Base and Onslow Marine Support Base fuel infrastructure
- Expanded exposure across the Resources, Energy, Marine and Industrial sectors, strengthened relationships with Rio Tinto, Fortescue, Santos and Atlas
- Strengthened Duratec's integrated energy offering and asset lifecycle capability
- Enhanced collaboration across Duratec's Energy portfolio, supporting opportunities in major fuel infrastructure projects including Perth Airport's Jet Fuel Expansion Program

Outlook

- Strong pipeline of secured and prospective opportunities across fuel infrastructure, resources and energy markets, including Rio Tinto’s Bulk Lubrication Facility
- Increasing exposure to recurring maintenance and fuel infrastructure opportunities
- Continued investment in engineering capability, specialist fuel systems and maintenance supports further growth
- Well positioned to pursue larger and more complex energy infrastructure projects, leveraging Group capability

EIG strengthens Duratec's fuel infrastructure and electrical capability, providing an important platform across energy, resources, aviation and industrial infrastructure markets

Atec Facades

Highlights

- Launched Atec Facades, expanding capability into the new-build façade market
- Added specialist expertise across design, procurement, fabrication and installation
- Created an integrated façade delivery model leveraging Duratec’s in-house design capability, digital engineering expertise and national delivery footprint
- Strengthened the Group's position within the Building & Facade market

Outlook

- Broadens addressable market beyond remediation into new-build façade construction
- Growing demand for specialist and design-led façade solutions
- Supports participation in larger and more complex façade projects
- Provides a scalable platform for long-term growth in specialist façade construction
- Continue to leverage BIM and digital technology to gain efficiency and an edge in the market

Atec Facades expands Duratec's façade offering from remediation into new-build construction, creating a broader addressable market and strengthening the Group’s integrated asset lifecycle and building services capability

DXP Energy Solutions

DXP

Highlights

- Established DXP Energy Solutions as a specialist platform for complex energy infrastructure projects
- Mobilised and delivered a major plug and abandonment campaign at Newmont's Lihir operations in PNG, under Duratec (PNG) Limited's $45m services contract, demonstrating the Group's ability to deploy specialist expertise into new markets and operating environments
- Secured and delivered concept, FEED and detailed engineering services for onshore gas infrastructure projects in Queensland
- Developed an integrated engineering and project delivery model supporting complex energy projects, with a focus on local participation and capability growth

Outlook

- Growing pipeline across Australia and PNG, spanning decommissioning, well abandonment, O&M and energy infrastructure services
- Well positioned to benefit from increasing investment in energy infrastructure and decommissioning markets
- Strategic partnerships and specialist technical expertise support expansion into technically complex and higher-value energy markets
- Expands capability across the energy asset lifecycle in Australia, PNG and broader Asia-Pacific energy markets
- Key differentiator is DXP's integrated delivery model, which brings together engineering and field execution under a single, coordinated management structure

DXP expands Duratec's capability into higher-value energy services, creating a platform across engineering, well abandonment, decommissioning and operations throughout the energy asset lifecycle

DDR

Highlights

- Maintained a steady work-in-hand position and pipeline of Defence and infrastructure opportunities, supported by ongoing Estate Works delivery and participation in major Defence programs
- Continued integration of RC Construction strengthening self-perform civil and concrete capability
- Expanded into the NT and commenced Darwin Ship Lift Project providing two-year runway of infrastructure works
- Invested in plant and equipment to further enhance self-perform capability, supporting growth across Defence, government and infrastructure markets
- Continued to deliver strong Aboriginal participation outcomes, with Aboriginal people representing >25% of the workforce and Aboriginal enterprises accounting for >30% of supply chain spend

Outlook

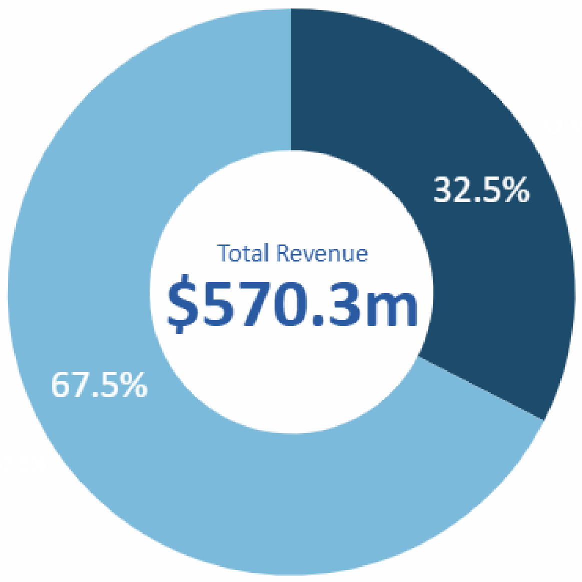
- Focused on disciplined growth across Western Australia, Queensland and the Northern Territory
- Strong pipeline of Defence infrastructure opportunities, including Estate maintenance, specialist facilities and major capital works programs
- Ongoing investment in self-perform capability, plant and equipment to improve margins, programme control and operational efficiency
- Well positioned to expand participation across Defence, Government and infrastructure markets while maintaining differentiated Aboriginal participation model, to create competitive advantage and client value

DDR continues to strengthen its position as a leading majority Aboriginal-owned infrastructure business, combining Defence sector exposure, self-perform capability and strong social procurement outcomes to support sustainable long-term growth

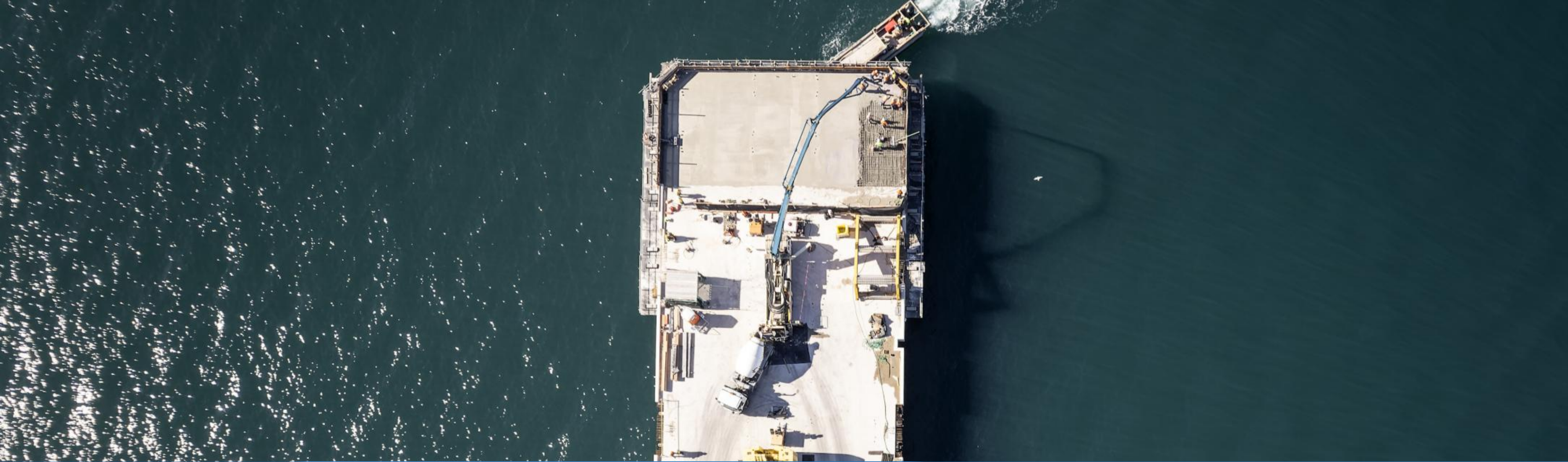
Master Services Agreements

~$185m of recurring, above-average-margin revenue

FY26 MSA and annuity style projects represented 32.5% of revenue



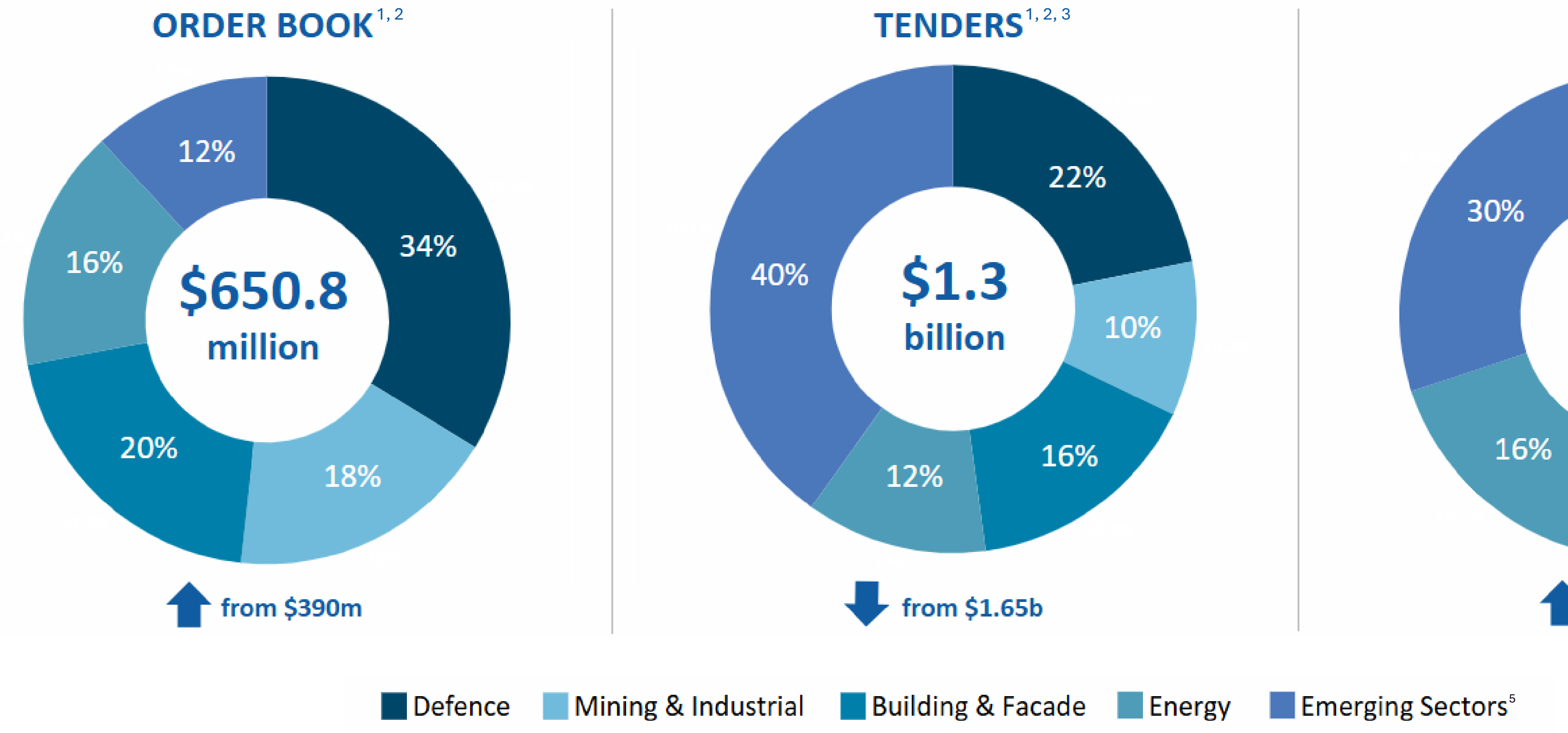
- ~$185m of MSA and annuity projects, up from ~$178m in FY25, represented approximately 32.5% of revenue for FY26 compared to 31% in FY25
- Annuity style contracts are more profitable than Duratec's average gross profit percentage
- Continued focus on growing MSA work with existing clients through diversification of services and sector targeting
- MSA revenue sits outside of the Order Book, and is additive to the $650.8m order book



Pipeline & Outlook

Order Book, Tenders and Pipeline

Record $650.8m order book, tenders converting to contracts



Note 1: Order Book, Tenders and Pipeline as at 21 August 2026 vs 21 August 2025
Note 2: Figures include 49% share of DDR Australia Pty Ltd and RC Construction WA Pty Ltd and 70% share of DXP Energy Solutions Pty Ltd, Order Book, Tenders, and Pipeline
Note 3: Tenders includes submitted and currently being tendered opportunities
Note 4: Pipeline represents tangible opportunities identified in the market by the Duratec group of companies, including Tenders
Note 5: Emerging Sectors relate to Marine, Transport Infrastructure, and Water Infrastructure, which is disclosed as "Other segments" in Note 3 of the Financial Statements

Outlook

Delivering a record order book in FY27

Short-term Outlook

- Record order book and strong tender pipeline provide revenue visibility across core sectors
- Major project awards secured in FY26 continue to transition into delivery across Defence, Energy and Emerging Sectors
- Increasing contribution from recent acquisitions and portfolio businesses supports earnings diversification and capability expansion
- MSA and annuity-style revenue continues to increase, supporting earnings quality and resilience
- Continued focus on disciplined project selection, margin performance and cash generation
- Strong balance sheet and funding capacity support ongoing investment in people, systems and operational capability

Medium to Long-term Outlook

- Significant investment programs across Defence, Energy, Mining & Industrial and critical infrastructure markets continue to support long-term demand
- Increasing participation across the asset lifecycle through expanded engineering, maintenance, asset integrity and decommissioning capabilities
- Continued expansion of self-perform capability supports margin resilience, delivery certainty and operational efficiency
- Portfolio businesses continue to broaden the Group's service offering, market reach and opportunity set
- Growing adoption of the ECI model supports participation in larger and more complex projects
- Balance sheet strength provides flexibility to pursue disciplined organic growth and strategic acquisition opportunities

Questions & Answers

Questions & Answers

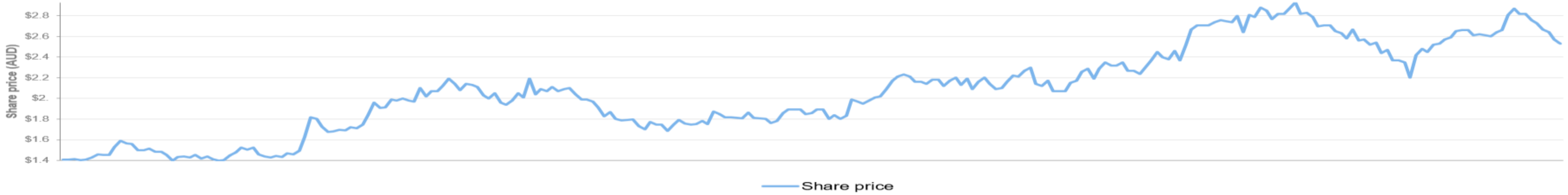
Chris Oates
Managing Director

Ashley Muirhead
Chief Financial Officer

Appendix

Corporate Snapshot

Share Price and Volume – 01 Jul 2025-30 Jun 2026



Capital Structure

ASX code	DUR
Shares on issue	258.2m
Share price as at 24 August 2026	$2.28
Market capitalisation as at 24 August 2026	$588.6m
Cash as at 30 June 2026	$78.8m

Duratec Limited Board

Martin Brydon	Non-Executive Chair
Chris Oates	Managing Director
Phil Harcourt	Non-Executive Director
Gavin Miller	Non-Executive Director
Emma Scotney	Non-Executive Director
Dennis Wilkins	Company Secretary

Duratec Limited

FY26 Results Presentation