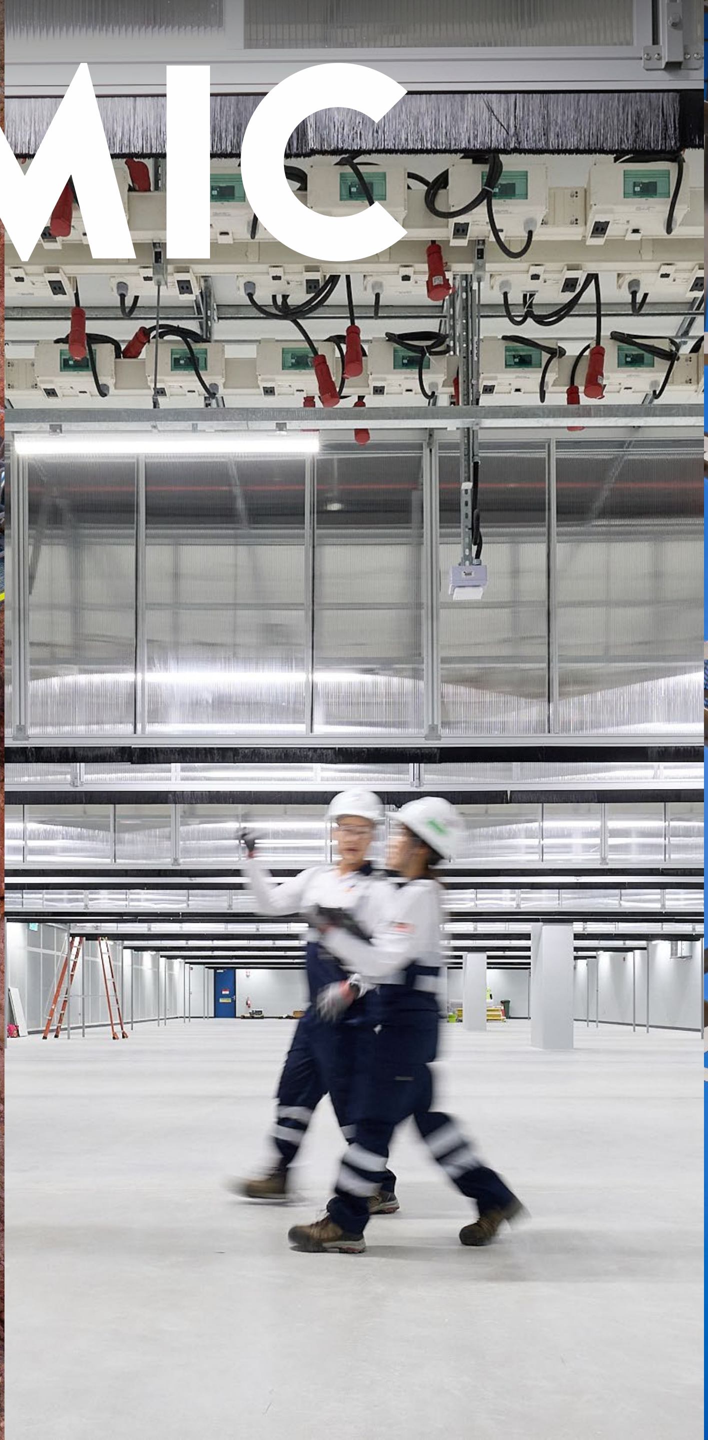
CIMIC



Juan Santamaria
Executive Chairman

Roberto Gallardo
President and Executive Director

Jason Spears
Chief Executive Officer

Derek Kerr
Chief Financial Officer

HY 2026 RESULTS

23 July 2026

HY26 Financial Overview

Delivered operational[1] PBT of $390.2m

- ✓ HY26 revenue of $8.5bn; includes growth in data centre projects YoY (up ~40%)
- ✓ Robust EBITDA, EBIT and PBT margins[2] of 12.2%, 7.2% and 4.6% respectively
- ✓ Operational PBT of $390.2m, up $14.1m on a HY25 comparable basis, as adjusted for the FY25 UGL Transport sale

Cash flow from operations[3] pre-factoring of $1,718m in LTM[4]

- ✓ Stronger cash flow from operations pre-factoring in HY26
- ✓ Improved EBITDA cash conversion of 81% in LTM
- ✓ Factoring balance stable of $742m at June 2026 (versus $740m at December 2025)

Net debt[5] down to $1,560m at June 2026 (versus $2,408m at December 2025)

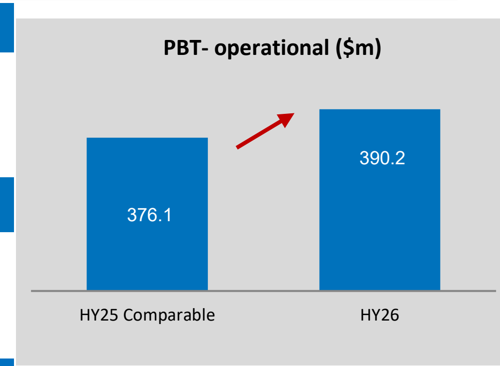
- ✓ June 2026 net debt of $1.6bn benefited from strong LTM cash flows, divestments, and the HOCHTIEF equity injection which was used to fund CIMIC's acquisition of the remaining 40% of the total share capital of Thiess from Elliott. The transaction completed on 1 July
- ✓ $8.2bn of available liquidity[6] at June 2026
- ✓ 10-year US Bond Issuance of US$650m achieved in April 2026; strong investor demand with offer nearly 10x over-subscribed; increased liquidity was used to repay Thiess' facilities after period end, following CIMIC's acquisition on 1 July
- ✓ CIMIC's investment grade credit ratings confirmed (BBB-/A-3/Outlook Stable) by S&P and (Baa3/Outlook Stable) by Moody's
- ✓ Financial policy remains a priority with capital allocation a key focus area of the Group

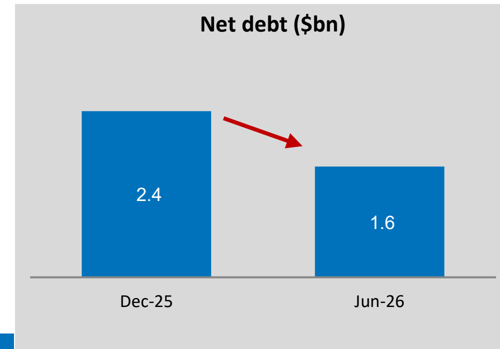
$39.2bn of work in hand[7]; well diversified across the Group's portfolio

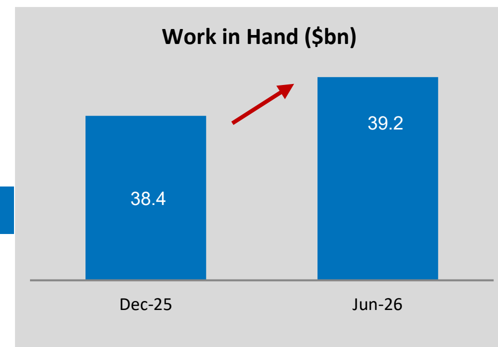
- ✓ New work[8] of $10.6bn in HY26 with higher concentration of wins in data centres, gold mining contracts and social infrastructure projects
- ✓ Acquisition of FSI Engineering and Design expands Sedgman's critical minerals capability in North America where there is rapid growth in demand for clean energy and strategic materials
- ✓ Disciplined approach to tendering with focus on lower risk and collaborative contracting models

Guidance and outlook

- ✓ On 1 July, CIMIC acquired the remaining interest in Thiess, returning the global mining services business to full ownership. This had no financial impact in the HY26 results; in the future Thiess will continue to support CIMIC's long term portfolio objectives and provide greater strategic flexibility
- ✓ FY26 operational PBT guidance of $780-$830m, subject to market conditions



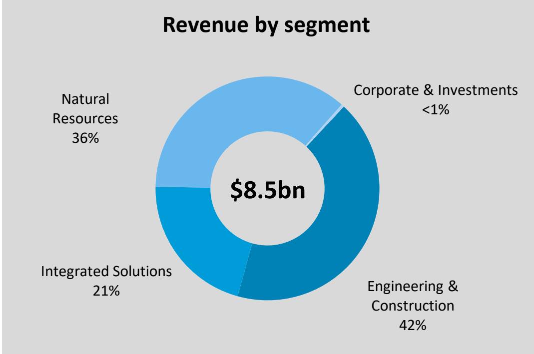


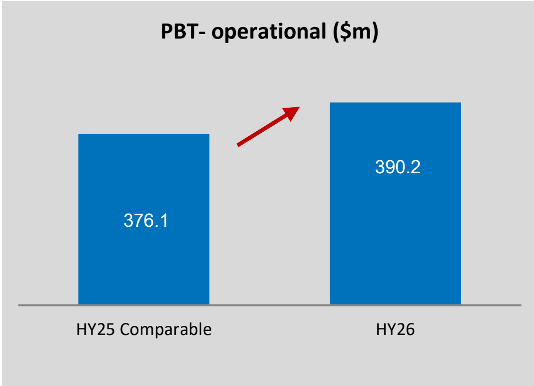


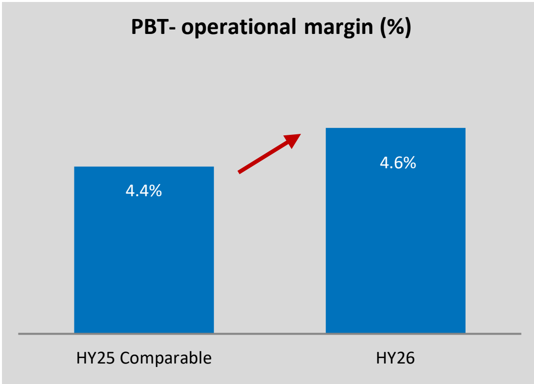
Delivered operational PBT of $390.2m

- ✓ HY26 revenue of $8.5bn; includes growth in data centre projects YoY (up ~40%) which results in a more balanced portfolio mix between traditional civil infrastructure work and new growth markets
  - ✓ CIMIC's new operating model will strengthen competitiveness and support strategic growth, particularly in AI, Digital & Tech, Defence, Energy, and Critical Minerals
- ✓ Robust EBITDA, EBIT and PBT margins[2] of 12.2%, 7.2% and 4.6% respectively
- ✓ Operational PBT of $390.2m, up $14.1m on a HY25 comparable basis, as adjusted for the FY25 UGL Transport sale
- ✓ D&A reflective of activity mix, with lower levels of civil tunnelling works contributing a lessor depreciation charge as reflected through increased EBIT margin in HY26

Financial performance ($m)	HY25 Comparable[9]	HY26
Revenue	8,580.8	8,533.3
EBITDA	1,050.2	1,037.0
EBITDA margin[2]	*12.2%*	*12.2%*
EBIT	582.9	610.3
EBIT margin[2]	*6.8%*	*7.2%*
Profit before tax - operational	376.1	390.2
PBT margin[2]	*4.4%*	*4.6%*
Profit before tax – statutory[1]		380.2
NPAT – operational	196.0	192.0





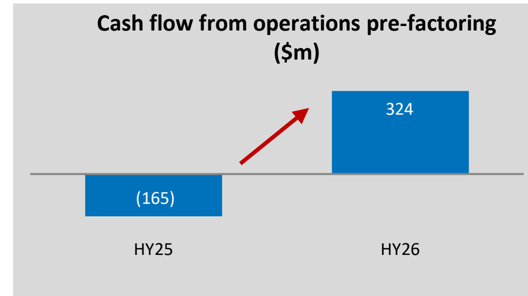


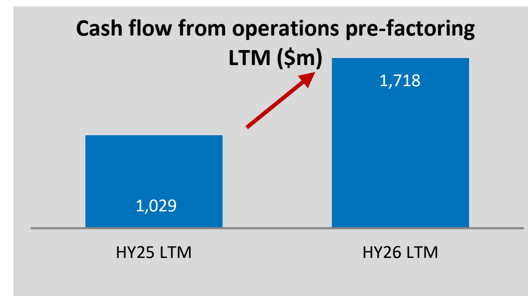
Cash flow from operations pre-factoring of $1,718m in LTM

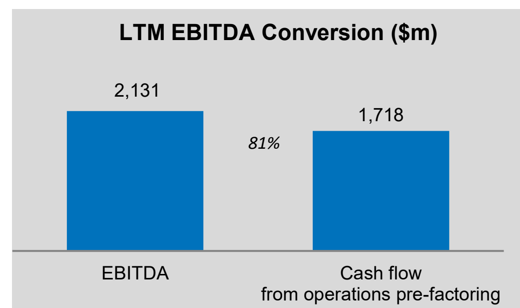
- ✓ Cash flow from operations pre-factoring improved YoY by $489m, from $(165)m in HY25 to $324m in HY26
- ✓ Improved EBITDA conversion of 81% in LTM
- ✓ Payments for investments in HY26 includes Sedgman's North American acquisition of FSI Engineering and Design; advancing its strategic growth in the minerals processing sector
- ✓ Divestments & Other HY26 includes full monetisation of Leakes Road Data Centre and proceeds from UGL Transport sell-down
- ✓ Factoring balance stable of $742m at June 2026 (versus $740m at December 2025)

Cash flow ($m)	HY25	HY26	HY26 LTM[4]
Cash flow from operations[3] (CFFO) pre-factoring	**(164.5)**	**324.0**	**1,718.1**
Variation in factoring	(57.5)	1.3	68.4
Cash flow from operations (CFFO)	**(222.0)**	**325.3**	**1,786.5**
Interest, finance costs and taxes	(81.6)	(322.3)	(403.9)
Operating cash flow	**(303.6)**	**3.0**	**1,382.6**
Gross capital expenditure	(304.5)	(289.7)	(548.3)
Gross capital proceeds	33.8	13.3	37.3
Net capital expenditure	**(270.7)**	**(276.4)**	**(511.0)**
Lease repayments	(206.0)	(187.3)	(394.6)
Net operating cash flow	**(780.3)**	**(460.7)**	**477.0**
Payments for investments & developments	(20.4)	(6.1)	(57.9)
Divestments & Other	57.9	460.4	917.6
Free cash flow	**(742.8)**	**(6.4)**	**1,336.7**

EBITDA conversion ($m)	HY25 LTM – Reported	HY26 LTM
EBITDA (a)	2,234.0	2,131.1
Cash flow from operations pre-factoring (b)	1,028.5	1,718.1
EBITDA conversion (b)/(a)	**46%**	**81%**







Net debt down to $1,560m

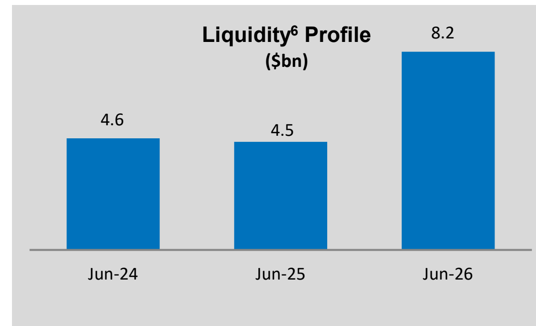
CIMIC

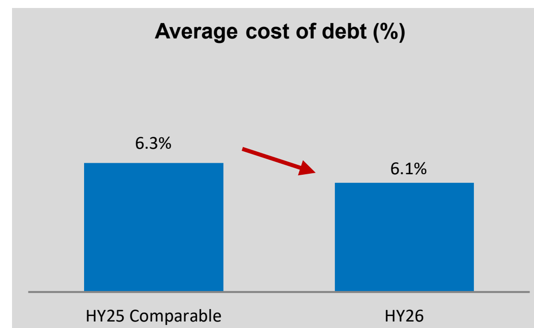
- June 2026 net debt of $1.6bn benefited from strong LTM cash flows, divestments, and the HOCHTIEF equity injection
- 10-year US Bond Issuance of US$650m achieved in April 2026; strong investor demand with offer nearly 10x over-subscribed
- $8.2bn of available liquidity[6] at June 2026
- The increased liquidity arising from the HOCHTIEF equity and the proceeds from the US Bond Issuance were used by CIMIC to acquire the remaining 40% of the share capital of Thiess for $1.2bn on 1 July, and to repay the Thiess debt facilities in early July
- Investment grade credit ratings confirmed with S&P (BBB-/A-3/Outlook Stable) and Moody's (Baa3/Outlook Stable)
- Average cost of debt reduced to 6.1% (versus 6.3% at June 2025) as a result of favourable refinancing activities across the group; Thiess debt refinancing will bring additional interest savings and synergies

Net cash / debt ($m)	Dec-25	Jun-26
Cash and cash equivalents	3,382.9	5,305.2
Other financial assets[10]	319.6	183.3
Financial assets	**3,702.5**	**5,488.5**
Total interest bearing liabilities[11]	(6,110.1)	(7,048.6)
Net cash (+) / net debt (-)[12]	**(2,407.6)**	**(1,560.1)**

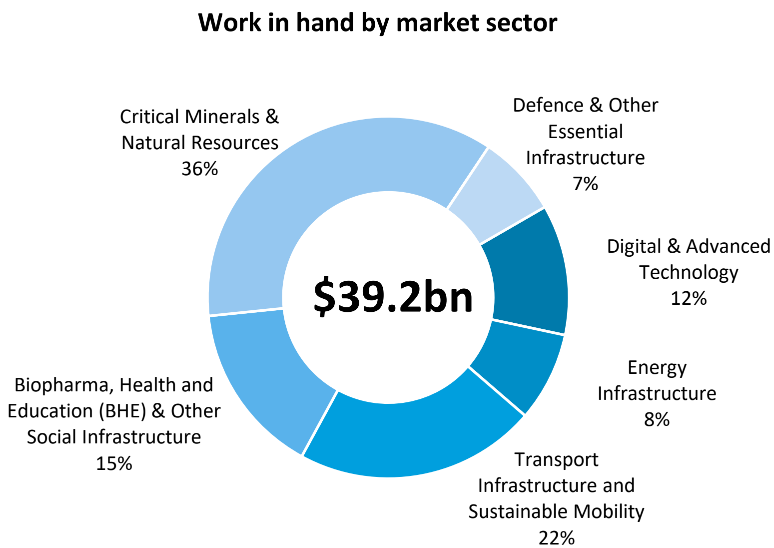
Finance cost detail ($m)	HY25 Comparable[9]	HY26
Debt interest expenses	(221.1)	(206.5)
Facility fees, bonding and other costs	(59.1)	(58.2)
Total finance costs	(280.2)	(264.7)
Interest income	48.4	44.6
Net finance costs	**(231.8)**	**(220.1)**

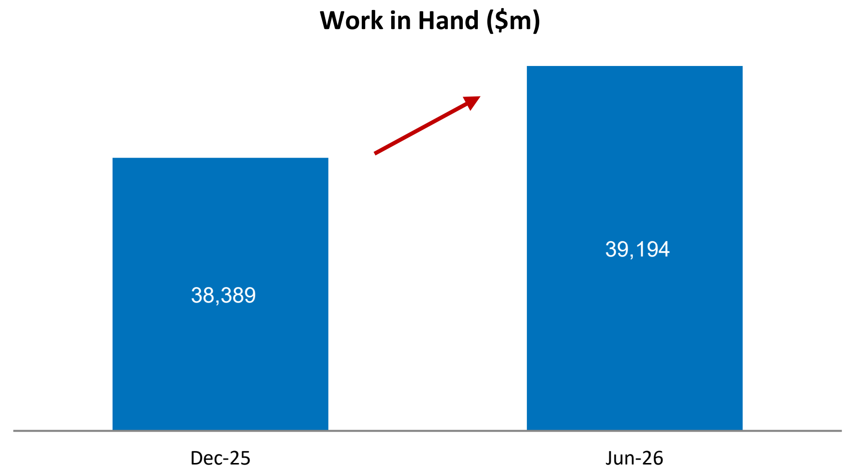
Finance cost detail ($m)	HY25 Comparable[9]	HY26
Debt interest expenses (a)	(221.1)	(206.5)
Gross debt[11] at period end	5,867.0	7,048.6
Gross debt period average (b)	6,999.3	6,764.9
Average cost of debt $\left(\frac{-ax2}{b}\right)$	**6.3%**	**6.1%**

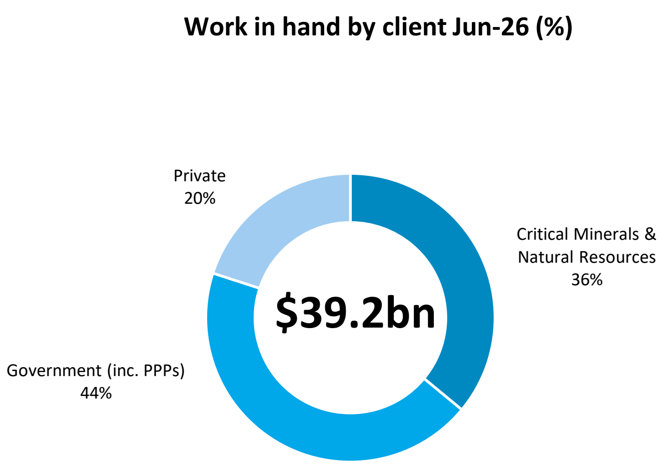


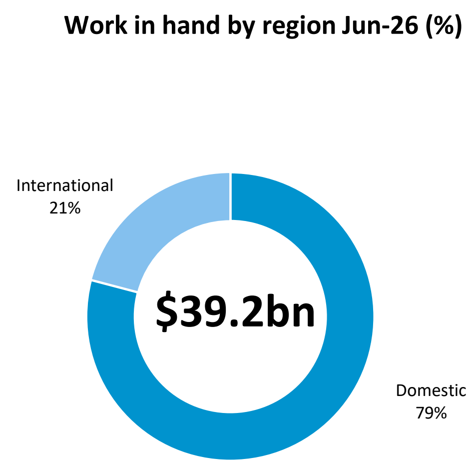


Work in hand of $39.2bn at 30 June









Selection of recent significant new orders and opportunities

✓ Contracts awarded in HY26 and the strong pipeline of opportunities that CIMIC is actively pursuing includes:

Digital and Advanced Technology

- Data Centre new work and expansions
  - Malaysia – four new large scale data centre packages
  - Hong Kong – one new data centre package
  - Thailand – one new data centre fit out package
- *Various Data Centre opportunities in Australia & New Zealand*
- *Various Data Centre opportunities in South-East Asia*

Energy Infrastructure

- Goyder Battery Energy Storage System, SA
- Goyder Substation, SA
- Narrogin 179MW Wind Farm, WA
- Synchronous Condensers, NSW
- *New England REZ Transmission, NSW*
- *Gippsland Offshore Wind Transmission, VIC*
- *Sybella Creek Solar Farm, QLD*
- *Goyder Battery Energy Storage System Stage 2, SA*
- *Goyder Substation Stage 2, SA*

Transport Infrastructure and Sustainable Mobility

- Stage One – ETCS and Digital Radio System (The Wave), QLD
- *Melbourne Airport Third Runway, VIC*
- *SRL Works East Stations: Package E, VIC*
- *The Wave (Rail) Stage 2, QLD*
- *Sunshine Station Superhub, VIC*
- *MRWA Outback Highway*
- *Airport Railway Extended Overrun Tunnel, Hong Kong*
- *Thomson East Coast Line Extension, Singapore*

Biopharma, Health and Education (BHE) and Other Social Infrastructure

- Townsville Correctional Centre ECI, QLD
- Embassy Citadel, India
- *Albury Base Hospital, NSW*
- *Fairfield Hospital, NSW*
- *National Aquatic Centre, QLD*
- *HKUST Medical School, Hong Kong*
- *National University Health System Kent Ridge, Singapore*

Critical Minerals and Natural Resources

- Mt Gibson (gold), WA
- Yilgarn mine (iron ore), WA
- Dingo Range LOA (gold), WA
- Okvau mine extension LOA (gold), Cambodia
- Sunday Creek (gold-antimony), VIC
- Youanmi Processing Plant (gold), WA
- Rosebery mine extension (polymetallic), TAS
- Fosterville Gold mine (gold), VIC
- Mount Pleasant Operations extension (coal), NSW
- *Jervois Copper (copper), NT*
- *Donald Rare Earth & Mineral Sands, VIC*

Defence and Other Essential Infrastructure

- Toowoomba to Warwick Pipeline, QLD
- Sha Tin Transfer Station, Hong Kong
- *Northern Water Supply Project, SA*
- *Headquarters Joint Operations Command, NSW*
- *Osborne Naval Facility, SA*
- *Henderson Defence Precinct, WA*
- *Other Australian Defence Force opportunities nationally*

Projects represent pipeline of opportunities that CIMIC is actively pursuing

(Orchard Hills Water Filtration Plant, New South Wales)

CIMIC

APPENDICES

Maintain leadership in core markets & expand in growth areas

Leverage global capability and local presence to enhance capability as an end-to-end service provider.

Pursue structural growth areas including digital and advanced technology, energy infrastructure, critical minerals and defence.

Digital and Advanced Technology

- Data centres
- Tele-communications
- Digitalisation and data visualisation software

Energy Infrastructure

- Renewable assets
- Power transmission lines
- Energy storage systems

Transport Infrastructure and Sustainable Mobility

- Roads
- Rail
- Aviation Infrastructure
- Metro
- Light-rail and intermodal networks

Biopharma, Health and Education (BHE) and Other Social Infrastructure

- Healthcare
- Education
- Justice Facilities
- Culture and recreation
- Biopharma

Critical Minerals and Natural Resources

- Mining services
- Minerals processing
- Resources infrastructure
- Mine rehabilitation

Defence and Other Essential Infrastructure

- Defence
  - Infrastructure
  - Redevelopment
  - Maintenance
  - Logistics
- Water

Selected recent project wins in key markets

CIMIC

Digital & Advanced Technology | Energy Infrastructure | Transport Infrastructure & Sustainable mobility | Biopharma, Health and Education (BHE) & Other Social infrastructure | Critical minerals & natural resources | Defence & Other Essential Infrastructure

Toowoomba to Warwick Pipeline
CPB CONTRACTORS

(6/2026) Stage 1 of the project comprises construction of a 47-kilometre pipeline, construction of the new Highfields Reservoirs, associated pump stations, offtakes and supporting infrastructure and integration with existing water supply networks across the region, QLD

Goyder Battery Energy Storage System & Substation
UGL

(01/2026) Goyder Battery is a standalone big battery. UGL is delivering the civil works, underground electrical infrastructure and high-voltage infrastructure including the substation and overhead transmission line, SA

Synchronous Condensers
UGL

(06/26) UGL has been awarded a contract by Transgrid to deliver enabling works for synchronous condensers at its Wellington and Darlington Point substations, NSW

Malaysia, Hong Kong & Thailand data centre awards and expansions
LEIGHTON ASIA

(01/2026, 03/2026, 04/2026 and 06/2026) delivery of data centre projects, Malaysia, Hong Kong and Thailand

Narrogin Wind Farm
CPB CONTRACTORS & UGL

(06/2026)

Works include the design, supply and installation of access roads, hardstands, turbine foundations, collector circuits and a high-voltage substation, Western Australia

Stage One – ETCS and Digital Radio System (The Wave)
UGL

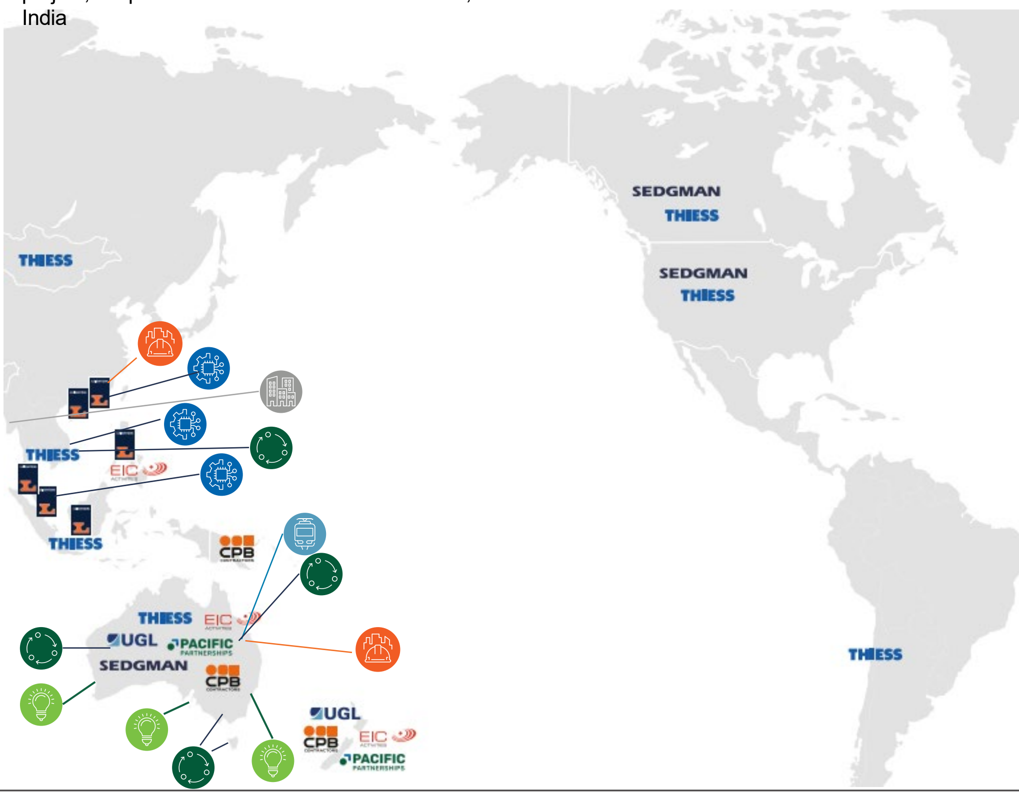
(09/25) Delivery of European Train Control Systems and Digital Radio Systems on The Wave – Stage One, QLD

Embassy Citadel
LEIGHTON ASIA

(05/2026) contract to deliver a luxury residential project, scope includes civil and structural works, India

Sha Tin Transfer Station
LEIGHTON ASIA

(06/2026) Scope includes operation and maintenance of the facility, refurbishment and upgrading of waste-handling systems and associated plant, and improvements to wastewater treatment, odour control, energy efficiency and site operations, including the integration of smart monitoring and safety systems, Hong Kong



Commodity Diversification

Dingo Range Gold Range LOA
THIESS

(06/2026) contract covers drill and blast, load and haul, mine development, and associated services, with mobilisation expected in late 2026, WA

Okvau Gold Mine LOA
THIESS

(03/2026) extends Thiess' existing mining contract through to 2030 covering continued mining operations and the development of Stages 8 and 9 of the open-pit mine, Cambodia

Sunday Creek
THIESS

(03/26) contract scope includes box cut ground support, portal establishment, primary decline and support services at the gold-antimony mine, VIC

Yilgarn Iron
THIESS

(03/2026) awarded a two-year mining services agreement for the Koolyanobbing iron ore mine, WA

Rosebery Mine
THIESS

(03/2026) two-year extension of shotcrete and cement rockfill contract at MMG's polymetallic base metal mine, TAS

Youanmi Processing Plant
THIESS

(05/2026) engaged to the engineering procurement and construction of the Youanmi Gold Processing Plant, WA

Fosterville Gold Mine
THIESS

(03/2026) engaged to deliver raise boring and shaft lining services, VIC

Strengthen and further expand in high-growth markets

- ✓ **Energy Infrastructure:**
  - ✓ CPB and UGL reached a significant milestone on the HumeLink project in December with the erection of its first two transmission towers. The critical infrastructure will connect the Nation's biggest renewable energy project into the grid
  - ✓ UGL and CPB Contractors have been selected by Neoen and Envision to construct Neoen's 179 MW Narrogin Wind Farm in Western Australia, a project that supports the state's energy transition and growing demand for reliable, lower-emissions power
  - ✓ UGL has commenced construction on Muchea Battery; Neoen's first six-hour long-duration battery powered by Tesla Megapacks

- ✓ **Digital & Advanced technology:**
  - ✓ Leighton Asia continues to deliver data centres across Hong Kong, Malaysia, Philippines, Singapore and India
  - ✓ In Australia work is progressing across several data centre sites; our integrated delivery approach brings together CPB Contractors, UGL and EIC Activities to provide data centre clients with an integrated civil, structural and mechanical and electrical solution under a single delivery model, with a growing pipeline in Australia and New Zealand being pursued

- ✓ **Transport Infrastructure and Sustainable Mobility:**
  - ✓ CPB and UGL delivering Queensland's Logan and Gold Coast Faster Rail helping the region prepare for the Brisbane 2032 Olympic and Paralympic Games

- ✓ **Biopharma, Health and Education (BHE) and Other Social infrastructure:**
  - ✓ CPB Contractors selected by the Western Australian Government to deliver the early contractor involvement phase for a new primary school in East Perth
  - ✓ CPB Contractors constructing a 371-bed New Dunedin Hospital Inpatients building for Health New Zealand Te Whatu Ora

- ✓ **Defence and Other Essential Infrastructure:**
  - ✓ CPB Contractors and UGL currently delivering defence projects with a combined contract value of more than $2.3bn, including Army Aviation Program of Works and Riverina Redevelopment Program for the Department of Defence
  - ✓ CPB Contractors to deliver Sydney Water's Orchard Hills Water Filtration Plant Reliability Upgrade Project; the initiative will enhance the reliability and resilience of the drinking water supply for approximately 260,000 customers and support future development in the Blue Mountains and Penrith regions
  - ✓ Leighton Asia awarded the Sha Tin Transfer Station by the Hong Kong SAR Government, to refurbish and upgrade one of the city's key waste management facilities

- ✓ **Critical minerals and natural resources:**
  - ✓ Early works are underway at Lionheart Project, Vulcan Energy's flagship lithium and renewable energy project; marking a milestone in the successful execution of the Sedgman HOCHTIEF joint venture as part of the Group's global strategy
  - ✓ The Group were awarded approximately $2.4bn gold contracts (new work and extensions) further diversifying the Group's commodity mix

HY26 other achievements and focus areas

- **Thiess Reintegration**
  - CIMIC Group has acquired the remaining interest in Thiess Group, returning the global mining services business to full ownership
  - The transaction supports CIMIC's long term portfolio objectives with respect to expanding its presence in critical minerals, base and precious metals, underground mining, asset management and rehabilitation services, and provides greater strategic flexibility
  - Thiess is a high performing business with long term, low risk contracts, strong and stable cash flow generation and a clear strategy aligned to the evolving needs of the resources sector through the rebalance of its portfolio, by continuing to grow and diversify its commodities and services to support the energy transition

- **UGL Transport Strategic Partnership**
  - Following the successful transaction in FY25, the jointly controlled 50:50 partnership has focused on integrating governance and aligning strategic direction in order to position UGL Transport for long-term growth
  - Partnership with Sojitz enables UGL Transport to broaden its service offering and expand into new markets, including Asia-Pacific opportunities in collaboration with CIMIC, HOCHTIEF and ACS companies such as Leighton Asia

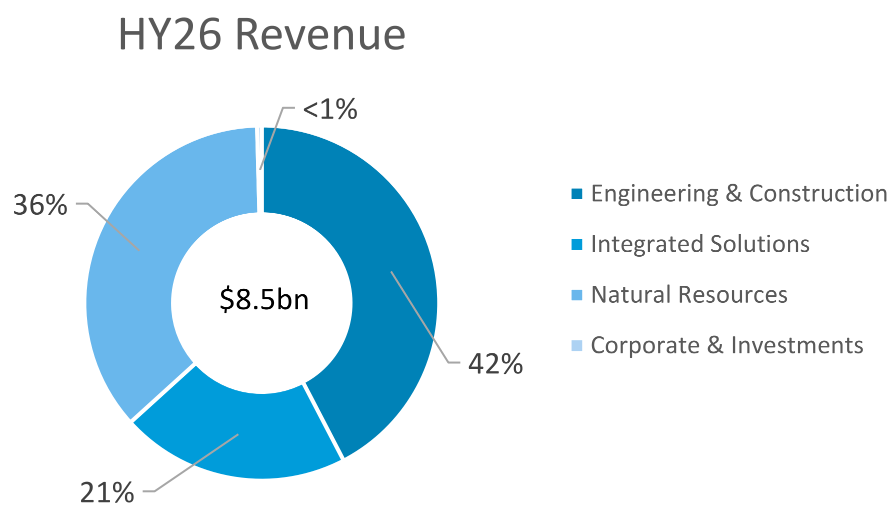
- **New Operating Model**: the Group is undertaking a transformation to position CIMIC for long term performance in a rapidly changing market
  - A simplified operational structure at CPB and UGL that is centered around business units that are accountable to deliver projects safely and profitably
  - Strengthen competitiveness and support strategic growth, particularly in AI, Digital & Tech, Defence, Energy, and Critical Minerals
  - Drive efficiency, standardisation, enhance collaboration and simplify processes
  - Accelerate digital and technology adoption, leveraging Group-wide platforms and expertise

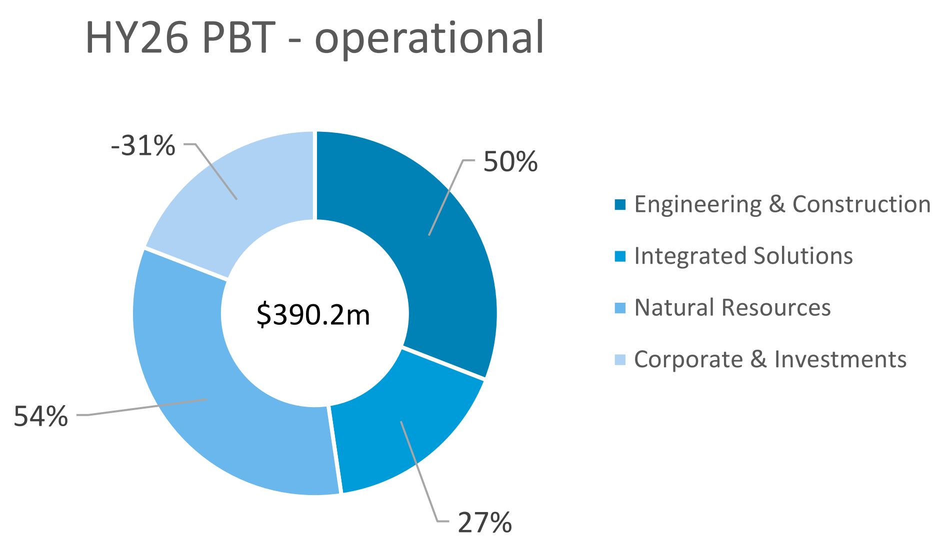
- **Risk Management:**
  - Our risk management framework is continually monitored, is tailored to our business, embedded largely within existing processes and aligned to our objectives, both short and longer term
  - Through the implementation of the new operating model we have further strengthened our governance with the appointment of a Chief Commercial & Risk Officer
  - The Group's Tendering Policy sets out the minimum requirements for tenders and identifies and assesses key risks that could impact the Group

- **Drive better delivery and risk outcomes** for complex infrastructure through collaborative and alliance style contracts

- **Profitable growth and cost control:**
  - Actively manage cash flow and balance sheet; allocate capital to support diversification, simplification and growth
  - Manage cost escalation, supply chain constraints and access to resources

Segment Reporting





CIMIC's activities are based on the following four reporting segments:

- ✓ Engineering & Construction which includes CPB and LAIO
- ✓ Integrated Solutions which includes UGL and Sedgman
- ✓ Natural Resources representing Thiess
- ✓ Corporate & Investments

Supplementary financial information: Profit & loss

Key figures ($m)	Jun-25 Statutory	Jun-26 Statutory
Group revenue	**9,830.1**	**9,236.9**
JV & associates revenue	(727.3)	(703.6)
Revenue	**9,102.8**	**8,533.3**
Expenses (incl. Other gains)	(8,033.8)	(7,534.1)
Share of profit of joint ventures and associates	21.4	27.8
Depreciation & amortisation	(481.5)	(426.7)
Net finance costs	(231.8)	(220.1)
Profit before tax	**377.1**	**380.2**
Income tax	(93.8)	(109.1)
Non-controlling interests	(83.1)	(86.1)
NPAT	**200.2**	**185.0**

Supplementary financial information: Balance sheet

Assets ($m)	Dec-25	Jun-26
Current assets		
Cash and cash equivalents	3,382.9	5,305.2
Trade and other receivables	4,362.7	4,018.3
Current tax assets	132.7	133.2
Inventories: consumables and development properties	314.8	315.6
Assets held for sale	254.5	218.5
Total current assets	**8,447.6**	**9,990.8**
Non-current assets		
Trade and other receivables	621.6	440.6
Inventories: development properties	62.6	62.3
Investments accounted for using the equity method	760.1	794.1
Other investments	71.2	70.5
Deferred tax assets	365.6	227.6
Property, plant and equipment	2,043.3	2,076.8
Intangibles	4,657.8	4,625.0
Total non-current assets	**8,582.2**	**8,296.9**
Total assets	**17,029.8**	**18,287.7**

Liabilities and equity ($m)	Dec-25	Jun-26
Current liabilities		
Trade and other payables	6,301.5	5,652.0
Current tax liabilities	91.0	32.8
Provisions	467.1	497.3
Financial liability	1,073.0	1,073.0
Interest bearing liabilities	23.5	6.7
Lease liabilities	303.5	305.7
Total current liabilities	**8,259.6**	**7,567.5**
Non-current liabilities		
Trade and other payables	333.1	269.0
Provisions	41.4	38.8
Interest bearing liabilities	6,194.9	7,106.9
Lease liabilities	432.8	446.1
Deferred tax liabilities	96.2	85.8
Total non-current liabilities	**7,098.4**	**7,946.6**
Total liabilities	**15,358.0**	**15,514.1**
Equity	**1,671.8**	**2,773.6**

(Balance sheet aligned with CIMIC Group 30 June 2026 Reviewed 'Consolidated Interim Financial Report')

Supplementary financial information: Cash flow

Key figures ($m)	HY25 Statutory	HY26 Statutory
Operating cash flow	**(222.0)**	**325.3**
Interest, finance costs and taxes	(81.6)	(322.3)
Net cash from operating activities	**(303.6)**	**3.0**
Payments for intangibles	(5.3)	(10.8)
Payments for property, plant and equipment	(299.2)	(278.9)
Proceeds from sale of property, plant and equipment	33.8	13.3
Proceeds from sale of investments	61.0	460.4
Loans to associates and joint ventures	(3.1)	-
Cash acquired from acquisition of investments	-	0.3
Payments for investments	(20.4)	(6.1)
Net cash from investing activities	**(233.2)**	**178.2**
Net proceeds / (repayment) from borrowings	103.1	983.8
Issuance of shares	-	1,073.0
Repayment of leases	(206.0)	(187.3)
Dividends paid to non-controlling interests	(92.9)	(76.6)
Advances to non-controlling interests	(19.0)	(19.0)
Net cash from financing activities	**(214.8)**	**1,773.9**

(Statutory Cash Flow aligned with CIMIC Group 30 June 2026 Reviewed 'Consolidated Interim Financial Report')

Our operating businesses

CIMIC Group is an engineering-led services, construction and natural resources leader with a history dating back to 1899. Powered by 40,000 people, and pioneering technology and engineering, we deliver high-value and sustainable solutions across the lifecycle of assets, infrastructure and resources projects in around 20 countries through CPB Contractors, Leighton Asia, UGL, Sedgman, Thiess, Pacific Partnerships and EIC Activities.

ACS

80%*

HOCHTIEF
Worldwide

100%

CIMIC
Australasia

100%

We are part of the **ACS and HOCHTIEF Group** which is the most global, integrated, and diverse organisation that develops, invests in, designs, constructs, and operates advanced technology, energy transition, sustainable mobility, critical minerals, natural resources, social infrastructure, and large-scale civil engineering projects. The Group has 167,800 employees worldwide and had revenue of €49.8 billion in 2025.

CPB Contractors	Leighton	UGL	Sedgman	Thiess^	Pacific Partnerships	EIC Activities
ENGINEERING & CONSTRUCTION	ENGINEERING & CONSTRUCTION	INTEGRATED SOLUTIONS	INTEGRATED SOLUTIONS	NATURAL RESOURCES	DEVELOPMENT & INVESTMENT	ENGINEERING

CPB Contractors delivers complex infrastructure projects across all sectors of the construction industry.

Leighton Asia is an international infrastructure and industrial services company delivering projects throughout Asia.

UGL is a specialist end-to-end engineering, industrial services and operations provider and a leader in many of its sectors. UGL owns 50% of UGL Transport, in joint venture with Sojitz.

Sedgman is a leading provider of integrated minerals processing solutions.

Thiess delivers sustainable solutions in open cut and underground mining in Australia, Asia and the Americas.

Pacific Partnerships develops, invests in and manages infrastructure and energy assets.

EIC Activities provides engineering and technical services.

*As at 31 December 2025.

^100% from 1 July 2026.

Footnotes

[1]HY26 non-operational items amounted to ($10.0m), statutory PBT is $380.2m.

[2]Margins are calculated on revenue, which excludes revenue from joint ventures and associates.

[3]Cash flow from operations ("CFFO") includes cash flow from operating activities before interest, finance costs and taxes.

[4]LTM cash flow adjusted in 4Q25 for impact of UGL Transport cash flows.

[5]Net debt includes short term indirect tax and intercompany receivables, as aligned with HOCHTIEF reporting and $100.5m additional proceeds from Sojitz in 2026.

[6]Liquidity includes gross cash of $5.3bn on balance sheet, plus $2.9bn of undrawn bank facilities as at 30 June 2026.

[7]WIH includes CIMIC's share of work in hand from joint ventures and associates.

[8]New work includes new contracts and contract extensions and variations and other WIH adjustments. New work excludes the impact of foreign exchange rate movements. Foreign exchange rate movements account for $(0.4)bn of total new work won for HY26.

[9]Comparable HY25 P&L figures have been adjusted to remove the full consolidation of UGL Transport and apply the JV contribution from 1 January 2025.

[10]Other financial assets refer to short term indirect tax and intercompany receivables due from Hochtief Australia Holdings Ltd plus $100.5m additional proceeds from Sojitz in 2026.

[11]Includes total interest bearing liabilities plus the impact of the hedged foreign exchange rate on the Euro and JPY portions of foreign interest bearing liabilities. Impact at 30 June 2026 was $65.0m; 31 December 2025 was $108.3m; $132.8m at 30 June 2025.

[12]Net debt includes a $1,073.0m equity injection from HOCHTIEF to fund the buy out of Thiess; funds are included in net debt at 30 June 2026, subsequent payment to Elliott occurred on 1 July.

Definitions

- 1Q26, 2Q26, 3Q26 & 4Q26 – Three months to March 2026, June 2026, September 2026 and December 2026 respectively
- 1Q25, 2Q25, 3Q25 & 4Q25 – Three months to March 2025, June 2025, September 2025 and December 2025 respectively
- FY26 – Twelve months from January to December 2026
- FY25 – Twelve months from January to December 2025
- ACS – ACS, Actividades de Construcción y Servicios, SA
- AI – Artificial Intelligence
- APAC – Asia-Pacific Region
- BESS – Battery Energy Storage System
- bn – Billion
- bp – Basis points
- CAGR – Compound Annual Growth Rate
- CFFO – Cash flow from operations
- D&A – Depreciation and amortisation
- EBIT – Earnings before net finance costs and tax
- EBITDA – Earnings before net finance costs, tax, depreciation and amortisation
- ECI – Early Contractor Involvement
- ESG – Environmental, social, and governance
- E&V – Extension and Variation
- FX – Foreign Exchange
- FY – Full year from January to December
- HOCHTIEF – HOCHTIEF Aktiengesellschaft
- HoH – Half year on half year
- HY – Half year from January to June
- H1 – January to June
- H2 – July to December
- JV – Joint venture
- LTM – Last 12 Months
- MW – Megawatt
- M&A – Mergers and Acquisitions
- m – Million
- NPAT – Net profit after tax
- PBT – Profit before tax
- PPP – Public Private Partnership
- QoQ – Quarter on quarter
- RBA – Reserve Bank of Australia
- TGH – Thiess Group Holdings
- WIH – Work in hand
- YoY – Year on year
- YTD – Year to date

FX Rates

Period End	Jun-25	Jun-26	Chg. $	Chg. %
AUD/USD	0.65	0.69	0.04	6.2%
AUD/EUR	0.56	0.61	0.05	8.9%
Period average	**HY25**	**HY26**	**Chg. $**	**Chg. %**
AUD/USD	0.63	0.69	0.06	9.5%
AUD/EUR	0.58	0.60	0.02	3.4%

Disclaimer

This presentation, and any oral presentation accompanying it is current as at the date of this presentation, is for information purposes only, is in summary form and does not purport to be complete.

This presentation contains forward looking statements. These statements reflect the current views, expectations and assumptions of the board of directors of CIMIC and are based on information currently available to the Board, involve risks and uncertainties and do not guarantee future results, performance or events. Any forward looking statements have been prepared on the basis of a number of assumptions which may prove to be incorrect or involve known and unknown risks, uncertainties and other factors, many of which are beyond the control of CIMIC, which may cause actual results, performance or achievements to differ materially from those expressed or implied in the statements. There can be no assurance that actual outcomes will not differ materially from these statements. Any forward looking statement reflects views held only as at the date of this presentation. Subject to any continuing obligations under applicable law or any relevant stock exchange listing rules, CIMIC does not undertake to nor is it under any obligation to, publicly update or revise any of the forward looking statements or change in events, conditions or circumstances on which any such statement is based.

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 and any oral presentation accompanying it. To the maximum extent permitted by law, CIMIC and its related bodies corporate, and their respective directors, officers, employees, agents and advisers, will not be liable (including, without limitation, any liability arising from fault or negligence) for any loss, damage, claim, demand, cost and expense of whatever nature arising in any way out of or in connection with this presentation and any oral presentation accompanying it, including any error or omission therefrom, or otherwise arising in connection with any reliance by any person on any part of this presentation and any oral presentation accompanying it.

The material in this presentation does not constitute an offer to sell, or a solicitation of an offer to buy, any securities in the United States or in any other jurisdiction in which such an offer would be illegal. This presentation is for information purposes only and is not a prospectus or product disclosure statement, financial product or investment advice or a recommendation to acquire CIMIC shares or other securities. It has been prepared without taking into account the investment objectives, financial situation or needs of individuals Before making an investment decision, prospective investors should consider the appropriateness of the information having regard to their own investment objectives, financial situation and needs and seek legal, taxation, business and/or financial advice appropriate to their circumstances

All forward-looking figures and proforma statements in these materials are unaudited and based on AASB Standards unless otherwise indicated. Certain figures may be subject to rounding differences. Readers should also be aware that certain financial data in this presentation may be considered “non-GAAP financial measures” under Regulation G of the U.S. Securities and Exchange Act of 1934, as amended, and “non-IFRS financial measures” under Regulatory Guide 230 ‘disclosing non-IFRS financial information’ published by ASIC. The disclosure of such non-GAAP/IFRS financial measures in the manner included in this presentation may not be permissible in a registration statement under the U.S. Securities Act. Although the Group believes that these non-GAAP/IFRS financial measures provide a useful means through which to examine the underlying performance of the business, such non-GAAP/IFRS financial measures do not have a standardised meaning prescribed by Australian Accounting Standards or International Financial Reporting Standards (IFRS) and therefore may not be comparable to similarly titled measures presented by other entities. They should be considered as supplements to the financial statement measures that have been presented in accordance with the Australian Accounting Standards or IFRS and not as a replacement or alternative for them. Readers are cautioned not to place undue reliance on any such measures.