

2025

INVESTOR PRESENTATION

BSA Limited Half Year
31 December 2024



H1 FY25 Summary

↗ **\$148.3m**

HY25 Revenue

+22.2% (1H FY24* \$121.4m)

↗ **\$14.1m**

HY25 EBITDA

+39.6% (1H FY24* \$10.1m)

↗ **\$7.9m**

HY25 NPAT

+1.8% (1H FY24* \$7.8m)

↗ **\$8.0m**

Operating Cash Flow

+ 207.6% (1H FY24 OCF \$2.6m)

↗ **\$2.2m**

Net cash

(FY24 (\$6.4m) net debt)

↗ **\$10.9m**

Net assets

+581.3% (FY24 \$1.6m)

Note: Market Announcement on 18 February 2025 informing the market of the unlikely nbn tender award

Our Business



100%
Australian
operated



National
Footprint



~1000
Skilled Field
Technicians



250+
Employees

Experience

BSA has a wealth of experience in providing technical and workforce management solutions



Clients

BSA clients include some of Australia's leading organisations



Strengths

BSA will use its core strengths as a leading Telco and Smart Energy Services Company to diversify and strengthen revenue streams



People

BSA has a substantial national workforce. **BSA** are also designated as a Great Place to Work™ for 2024

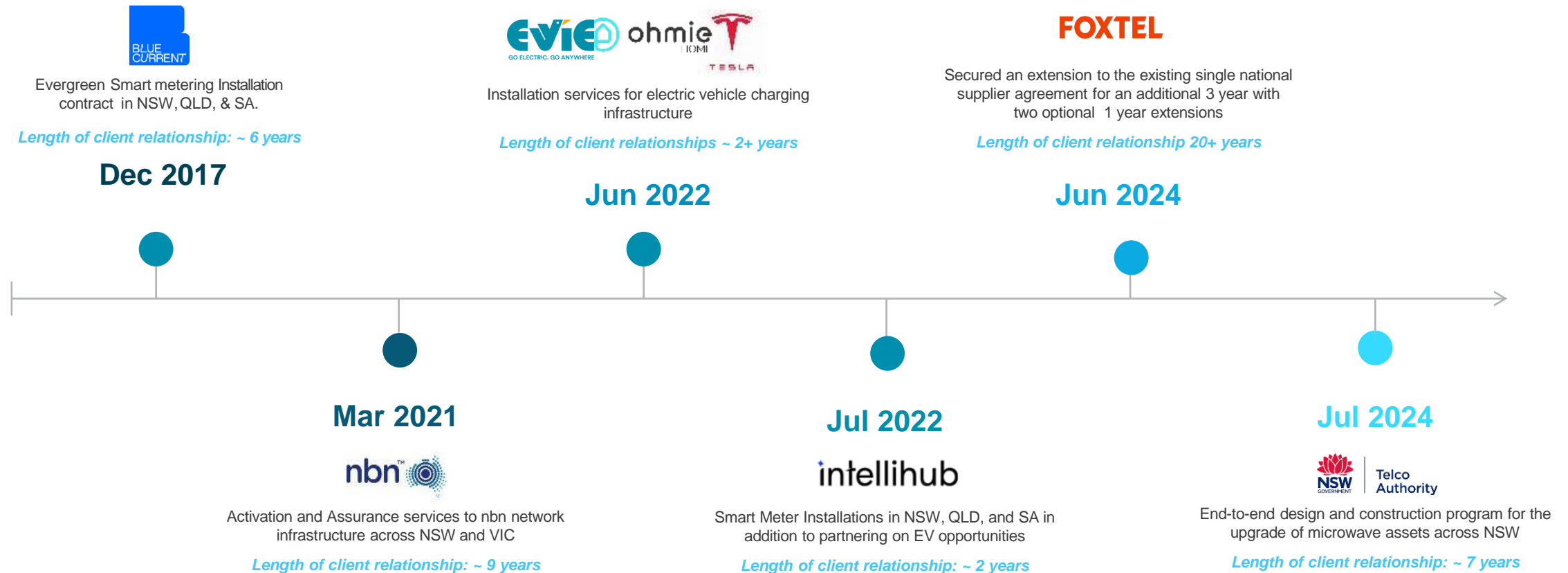


Leadership

BSA is led by an experienced management team with a strong track record

Key Contract Overviews

The below provides an overview of key current contracts



*previously Vector

nbn Services Contract update

nbn represents 83% of the Group's Revenue (FY24)

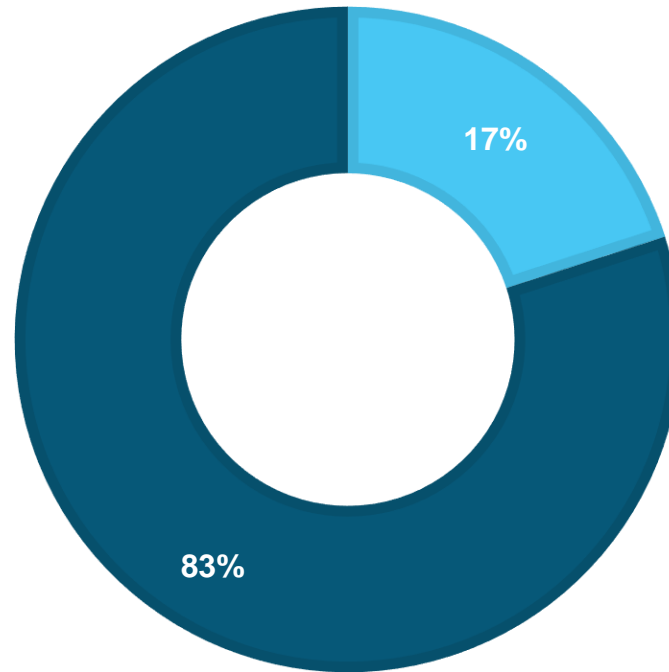
nbn Operations

New nbn Services Contract

- BSA has been verbally notified by NBN Co (nbn) that, at this stage, it has not been selected as a preferred tenderer on the new nbn Field Services Contract;
- BSA therefore believes an award to be unlikely; and
- The tender was being pursued in a teaming arrangement with UGL.

Current nbn Unified Field Operations contract

- Expiry date of 30 September 2025, along with a further extension option of 12 months, at nbn's discretion;
- The contract has no volume guarantees; and
- At this stage, no further information is available.



Growth and Emerging Markets

The remaining operations of BSA include:

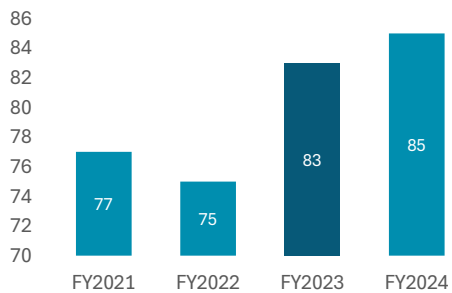
- Smart Metering Contract
- Foxtel Platform
- Wireless
- Premium EV charging stations

The Company is assessing the impact of this development along with actively evaluating all strategic options to mitigate the impact if BSA is not successful in this tender and will update shareholders as further details emerge.

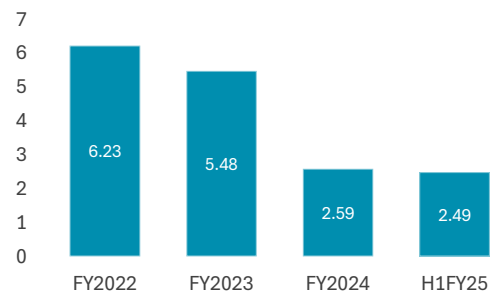
Health, Safety & Environment (HSE) Performance



Health and Safety Index Scores



Total Recordable Injury Frequency Rate



Focus on continuous improvement across all areas of health, safety, environment and well-being

Highlights:

- Focus on HSE strategic pillars of Leadership, Engagement, Risk & Systems, and Health & Wellness;
- Strong results on Health and Safety Index survey (83 to 85, +11% above industry benchmarks);
- Maintained our ISO HSEQ standards;
- Continued focus on critical risk management and BSA Absolutes (BSAs life-saving rules); and
- Market leading total recordable injury frequency rate (TRIFR) continues to decrease through a focus on lead performance indicators.

People

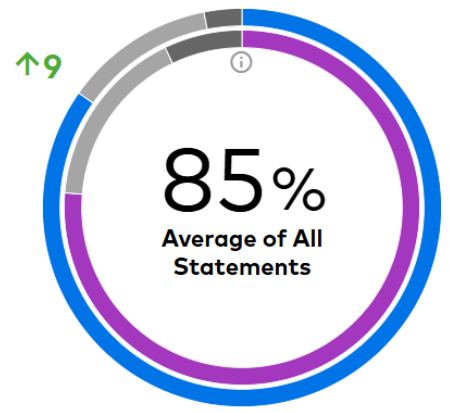
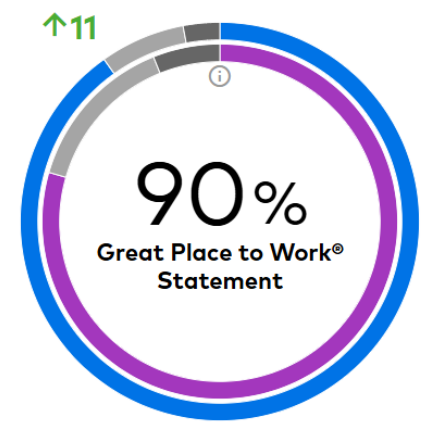
Focus on investing in our greatest asset enabling the Group's success



Highlights:

- Certified as a Great Place to Work (GPTW) for the second year running;
- Focus on compliance and training;
- Significant improvement in people retention; and
- Focus on People strategic pillars of Learning & Development, Engagement, Health & Wellbeing and Systems & Processes.

HIGH-LEVEL RESULTS



Financial Update

Financial Performance

Strong growth in Gross margin and EBITDA

Summary (\$'m)	H1FY25	H1FY24*	Change
Revenue and other income	148.3	121.4	26.9
Gross margin	38.3	33.7	4.6
<i>Gross margin %</i>	<i>25.8%</i>	<i>27.8%</i>	<i>(2.0%)</i>
Operating expense	(24.2)	(23.6)	(0.6)
EBITDA*	14.1	10.1	4.0
<i>EBITDA %</i>	<i>9.5%</i>	<i>8.3%</i>	<i>1.2%</i>
Depreciation & amortisation	(2.0)	(1.5)	(0.5)
EBIT	12.1	8.6	3.5
Interest	(0.6)	(0.7)	0.1
Tax	(3.6)	(0.1)	(3.5)
NPAT	7.9	7.8	0.1
<i>NPAT %</i>	<i>5.3%</i>	<i>6.4%</i>	<i>(0.9%)</i>

*H1FY24 comparative is for continuing operations. Refer to Appendix for a reconciliation to financial statements including prior period discontinued operations.

Commentary

- H1 FY2025 revenue of \$148.3m (+22.2% vs. prior corresponding period (pcp)). The increase in revenue is due to improved volumes and favourable work mix in fixed line platforms;
- H1 FY2025 EBITDA of \$14.1m (+39.6% vs pcp) was driven by the Group's continued focus on improving profitability through driving greater operational efficiencies;
- EBITDA margin of 9.5% (+14.5% vs pcp); and
- Income tax effective rate of 29.8% in current period following the recognition of tax losses as a deferred tax asset in the prior period. No cash tax paid in period.

Subject to rounding

Commentary

- Strong growth in net asset position driven by strong financial performance, lower borrowings and settlement of legacy legal matters in the previous financial year;
- Net working capital of \$7.8m, up from \$3.3m as at 30 June 2024, is reflective of ongoing working capital levels;
- Property, plant and equipment primarily represents IT and field management software;
- Right-of-use asset and associated lease liabilities represent fleet and property; and
- Provisions represent make-good provisions for leased property, plus legacy provision (including indirect tax provisions).

Balance Sheet

(\$'m)	H1 FY25	FY24	Change
Current assets	36.1	38.4	(2.3)
- Cash	2.2	1.6	0.6
- Working capital (incl. contract asset)	33.9	36.8	(2.9)
Non-current assets	15.4	20.9	(5.5)
- Intangible assets	3.0	4.0	(1.0)
- Property, Plant & Equipment	2.4	3.3	(0.9)
- Net deferred taxes	10.0	13.6	(3.6)
Current liabilities	(35.9)	(52.5)	16.6
- Working capital (incl. contract liability)	(26.3)	(33.2)	6.9
- Lease liabilities	(0.9)	(1.2)	0.3
- Employee benefit provisions	(3.6)	(3.7)	0.1
- Provisions	(5.0)	(6.3)	1.3
- Borrowings	-	(8.0)	8.0
Non-current	(4.7)	(5.2)	0.5
- Other Payables	(0.1)	(0.1)	-
- Lease liabilities	(1.2)	(1.6)	0.4
- Employee benefit provisions	(1.3)	(1.3)	-
- Provisions	(2.1)	(2.2)	0.1
Net assets	10.9	1.6	9.3

Cash flow

Cash flow results (\$'m)	H1 FY25	H1 FY24	Change
EBITDA before restructuring costs and significant items	14.1	8.4	5.7
Key cash movements:			
Working capital movement	(5.5)	(4.4)	(1.1)
Legacy settlement costs	-	(0.6)	0.6
Gross Cash flow	8.6	3.4	5.2
Interest paid	(0.6)	(0.8)	0.2
Operating Cash flow	8.0	2.6	5.4
Net capex	(0.1)	(0.2)	0.1
Contingent consideration & business sale costs	-	(0.9)	0.9
Free Cash flow	7.9	1.5	6.4

Commentary

- Operating cash flow improved by 207.6% versus prior corresponding period, driven through financial performance;
- EBITDA cash conversion at 61% for 1H FY25 (40% in prior corresponding period);
- Capital expenditure focussed on replacement of existing capacity; and
- Lower utilisation of borrowings through 1H FY25 have resulted in lower interest costs versus pcp.

Commentary

- Net cash of \$2.2m (significant turn around from net debt position of (\$6.4m) at 30 June 2024);
- Extension of Finance facility with CBA ,on similar terms and limits, to 30 September 2025; and
- Undrawn Finance facility of \$16.5m at 31 December 2024.

Capital Management

Funding Facilities (\$'m)	Institution	Drawn	Available	Limit
Cash Facilities				
Debtor financing facility	CBA	-	16.5	16.5
Total Cash Facilities		-	16.5	16.5
Other Funding				
Bank guarantees	CBA	12.8	3.2	16.0
Insurance bonds	SwissRe	1.9	-	1.9
Total Other Funding		14.7	3.2	17.9
Total Cash Facilities		-	16.5	16.5
Total Other Funding		14.7	3.2	17.9
Financial position (\$'m)				
		H1 FY25	FY24	Change
Net assets		10.9	1.6	9.3
Net cash/(debt) & borrowings		2.2	(6.4)	8.8

FY25 Priorities & Outlook

1

nbn transition

- Ensure reasonable transition of services;
- Focus on people.

2

Review operations

- Strategic evaluations of remaining operations;
- Streamline group structure



Subject to client volumes being consistent with 1HFY2025, the current profitability run-rate can continue over the remainder of FY2025.



Given the uncertainty and variability surrounding potential transition arrangements with nbn across the remainder of FY2025 and into FY2026, FY2025 EBITDA guidance has been withdrawn.

Appendix – Group results

(inclusive of significant items)

Revenue and other income (\$'m)	HY22	HY23	HY24	HY25	Change
CUI – Continuing Ops	122.5	123.0	121.4	148.3	27.1
APS – Discontinued Ops	95.1	100.2	6.6	-	(6.6)
Total Revenue	217.6	223.2	128.0	148.3	20.5

EBITDA (\$'m)	HY22	HY23	HY24	HY25	Change
CUI – Continuing Ops	3.4	8.8	10.1	14.1	4.0
APS – Discontinued Ops	(3.3)	(10.1)	(5.5)	-	5.5
Corporate & Other*	(26.0)	(2.4)	-	-	-
EBITDA	(25.9)	(3.7)	4.6	14.1	9.5

NPAT (\$'m)	HY22	HY23	HY24	HY25	Change
CUI – Continuing Ops	3.4	8.8	7.8	7.9	0.1
APS – Discontinued Ops	(3.3)	(10.8)	(5.7)	-	5.7
Corporate & Other	(22.1)	(7.4)	-	-	-
NPAT	(22.0)	(9.4)	2.1	7.9	5.8

* Corporate & Other no longer applicable after Group restructure.

Subject to rounding

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