



Engineering Success

Responses to Questions in advance of AGM.

Civmec Limited ("Civmec" or the "Group") is pleased to provide responses to questions received in advance of the upcoming AGM to be held on 30 October 2026, together with responses to other matters of interest to shareholders.

Q1. The Directors' Report notes a significant increase in early contractor involvement (ECI) engagements across multiple commodities, locations and divisions. The award of BHP's Port Debottlenecking Project 2 followed an ECI process, and the Group has since been engaged on ECIs for Rio Tinto's Car Dumper 3 replacement and QAL's double digestion project.

- i) Does the Board see the increased use of ECI as a structural shift in how clients are procuring major projects, rather than a short-term trend?
- ii) How does ECI affect the Group's tender conversion, margins and risk profile, and what does it cost the Group to participate?

Company Answer:

The Group is seeing ECI and similar collaborative delivery models used more widely, particularly for mid- to large-scale, complex projects. Civmec views this as a sustained change in how many clients approach the procurement of major works, not a short-term trend.

Several factors are driving the shift. Clients are seeking greater cost and schedule certainty on increasingly complex projects. They want earlier input on constructability, sequencing and risk, and they are working in a market where skilled labour and specialist capacity are constrained. Engaging a contractor early allows these issues to be addressed before a project reaches final investment decision.

Clients typically invite only a small number of contractors into an ECI process, choosing those they are confident can deliver. The number of ECI engagements Civmec has secured across multiple commodities, locations and divisions therefore reflects the trust clients place in Civmec and in its capability to deliver complex work safely, on time and to a high standard. It also reflects the position Civmec has built over many years as a trusted delivery partner to major resources, energy and infrastructure clients.

For Civmec, ECI offers a number of benefits. It allows the Group to work closely with clients during development, shaping a scope that suits its integrated delivery model and building the relationship ahead of award. Risks can be identified and allocated more appropriately before contract,



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which supports better commercial outcomes and more predictable execution.

ECI does require an upfront investment of senior engineering, estimating and operational resources, and not every engagement will proceed to award. However, they are often funded by the client to at least cover the direct resource costs. The Group pursues ECI opportunities selectively, focusing on clients and projects where its capabilities provide a clear advantage and fit in with upcoming capacity. We also have a preference to engage with ECIs for projects that will require our multi-disciplined service offering. These engagements sit alongside conventional tendering, which remains buoyant across the Group's operating sectors.

Q2. Civmec's order book has grown to approximately A\$1.5 billion following the contract awards announced on 5 October 2026, including the Wagerup Gallium Project for Alcoa. What has driven this growth, and how diversified is the current order book across sectors and clients?

Company Answer:

The growth in the order book reflects the Group's success in converting a strong pipeline of opportunities into secured work, along with the depth of its relationships with long-standing Tier-1 clients. Over the past year, Civmec has secured significant awards across resources, energy, critical minerals, infrastructure and defence. These include BHP's Port Debottlenecking Project 2, works on Iluka's Eneabba Rare Earths Refinery, the Perth Park project and, most recently, the Wagerup Gallium Project for Alcoa. The Group has also continued to secure new awards and extensions across its maintenance portfolio, supported by its regional facilities in Port Hedland and Gladstone.

The order book is well diversified, and diversification remains a strategic focus for the Board. Demand is coming from a broad range of commodities and sectors. In the traditional markets, this includes iron ore, alumina, nickel, and oil and gas, where clients continue to invest in expansion, debottlenecking and sustaining capital. In newer markets, it includes rare earths, gallium and other critical minerals that support the global energy transition and supply chain diversification. The order book combines major capital projects and long-duration programmes, including the Arafura Class OPV programme, with recurring maintenance and sustaining capital work for established clients. This breadth reduces the Group's reliance on any single sector, commodity or client.

Q3. With Civmec Defence Industries being a core segment:

i) What is the outlook like after the OPV program completion by 2028/29?

Company Answer:



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The SEA 1180 Arafura Class Offshore Patrol Vessel programme remains the central focus for Civmec Defence Industries (CDI). Since CDI assumed the role of prime contractor on 1 July 2025, HMAS Eyre has been delivered and commissioned, NUSHIP Pilbara has been launched as the first vessel built in Western Australia, and the remaining vessels are progressing through construction at Henderson.

Shipbuilding activity for the OPV programme continues to progress well at Henderson, with all four remaining vessels under construction: NUSHIP Pilbara (OPV 3), NUSHIP Gippsland (OPV 4), NUSHIP Illawarra (OPV 5) and NUSHIP Carpentaria (OPV 6).

The Group sees CDI's role continuing well beyond the build phase. The Australian Government's 2026 National Defence Strategy, released in April 2026, re-committed to all six Arafura Class vessels. It also added A\$1.0 to A\$1.5 billion of funding over ten years, primarily directed at sustainment. As builder and prime contractor, CDI holds the design knowledge, engineering systems, skilled workforce and Henderson infrastructure to support the class through its service life. Civmec has also put forward an Arafura Capability Enhancement concept to enhance the vessels' capability.

The National Defence Strategy also confirmed a A\$25 billion funding envelope for the Henderson Defence Precinct. On 24 August 2026, the Western Australian and Commonwealth Governments jointly confirmed the zone allocation for the Precinct, where Civmec is headquartered. Under the confirmed plan, defence expansion activity will be located to the north of Civmec's Henderson facility, including shipbuilding and sustainment and nuclear-powered submarine sustainment. The area immediately in front of the facility has been allocated to non-defence industry.

This outcome allows Civmec to continue operating across all of its sectors from Henderson with minimal interference to its operations. It also leaves the Group well positioned to pursue opportunities in the build and development programmes associated with the Precinct. Civmec looks forward to further detail on the scope and timing of the planned investment, and continues to engage with the Commonwealth and the State on additional defence contracts and naval programmes.

ii) What is the company strategy for CDI in the long term?

Company Answer:

The Board's long-term objective is for CDI to be an enduring Australian sovereign shipbuilder and prime defence contractor, not a single-programme business. The acquisition of Luerksen Australia brought a skilled naval shipbuilding workforce and established engineering and training systems. It also gave Civmec full ownership of the operations, assets and licences required to contract directly with the Commonwealth.



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CDI's strategy focuses on three areas:

- through-life support and capability enhancement of the Arafura Class including any international opportunities;*
- pursuing future naval shipbuilding and sustainment programmes at Henderson;*
- applying the Group's broader heavy engineering, fabrication and construction capability to defence infrastructure.*

Defence complements Civmec's resources, energy and infrastructure businesses. It provides a long-duration, structurally growing revenue stream that supports the Group's diversification strategy.

Q4. With Austal being now the strategic shipbuilder for the LCM, LCH contracts, what are the odds and options now of CDI being able to participate in the Mogami frigates local orders build which is expecting to start in 2030 in WA?

Company Answer:

Civmec acknowledges the Commonwealth's Strategic Shipbuilding Agreement with Austal and its role as Strategic Shipbuilder at Henderson. The Group does not comment on the likelihood of securing any particular contract. However, it believes Civmec and CDI are well placed to contribute to the upgraded Mogami class frigate programme and to the broader continuous naval shipbuilding enterprise at Henderson.

Globally, successful naval shipbuilding is delivered through precincts, where large integrated shipyards are supported by co-located specialist industry. This model concentrates capability, workforce and infrastructure in one location, allowing prime shipbuilders to draw on specialist fabrication, engineering and maintenance capacity alongside them. The Henderson Defence Precinct is being developed on this model, and Civmec's established facilities, capability and location within the Precinct position it to play an important role as part of that industrial base.

The local build of the frigates represents a significant increase in naval shipbuilding activity in Western Australia. Delivering a programme of this scale will require a broad and capable local industrial base. Civmec offers a combination of capabilities that is unique within the Henderson precinct:

- large-scale undercover fabrication and assembly facilities;*
- heavy engineering, structural, mechanical and piping capability;*
- an established naval shipbuilding workforce and quality systems, proven through the Arafura Class programme;*
- CDI's experience as a prime defence contractor.*



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Potential avenues for participation include fabrication and outfitting of hull blocks, modules and major structures, as well as supply-chain and specialist manufacturing scopes. They also include sustainment activity and the construction of the precinct infrastructure required to support the programme.

Civmec continues to engage with the Commonwealth, the State and other industry participants. The Group will pursue opportunities where its capabilities can add value to the programme and deliver appropriate returns for shareholders.

Q5. With Henderson defence precinct boundary now defined:

- i) What are the kind of expected specific opportunities that Civmec is capable to bid on to be part of the infrastructure build out for the defence precinct?

Company Answer:

As outlined in our response to Q3, the confirmed zone allocation keeps Civmec well positioned to pursue opportunities in the Precinct's build and development programmes. The Commonwealth has indicated that the Precinct will include:

- construction facilities for shipbuilding and sustainment;*
- support infrastructure for submarines and surface combatants;*
- contingency docking capability for Australia's future nuclear-powered submarines;*
- depot-level maintenance facilities;*
- construction of alternative common user facilities.*

Delivering this infrastructure will involve substantial marine and civil works, piling and structural concrete, and heavy structural steel fabrication and erection. It will also involve structural, mechanical and piping, and electrical and instrumentation installation, along with modular construction. These are core Civmec capabilities that the Group delivers routinely for major resources, energy and infrastructure clients. Civmec's location within the Precinct and its large-scale fabrication facilities at Henderson are further advantages.

The Group expects to pursue packages across both the construction of Precinct infrastructure and the fabrication of major structures. It will also look at the ongoing maintenance and support of Precinct facilities once they are operational. Civmec will assess each opportunity on its merits, consistent with its disciplined approach to tendering.



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- ii) What are the kind of engagements that Civmec are having with Bechtel in the master planning stage?

Company Answer:

Bechtel Infrastructure Australia has been appointed by the Commonwealth to develop the master plan for the Henderson Defence Precinct, working with Defence, the Western Australian Government and industry. Bechtel's engagement is with the Commonwealth and is not through Civmec.

As a long-standing operator within the Australian Marine Complex, Civmec participates in stakeholder engagement on the Precinct's development, including with the Commonwealth, the State and the master planning team. The Group's focus in these engagements is on ensuring the Precinct's design supports continuity of operations for existing industry. It also seeks to make Civmec's capabilities and facilities known as planning progresses. Civmec does not comment on the detail of these discussions. The Group looks forward to further information on the scope, staging and procurement approach for the Precinct as master planning is completed.

- iii) What are the potential impacts to your non defence businesses with expected high activities ramp-up in the area?

Company Answer:

The confirmed zone allocation means Civmec can continue to operate across all of its sectors from Henderson with minimal interference. Its operations are not affected by the restrictions that will apply to areas directly associated with nuclear-powered submarine sustainment.

The Group recognises that the scale of investment at Henderson will increase activity in the area over the coming decade. The main potential impacts are increased competition for skilled labour and subcontractors, and greater demand on local road, marine and logistics infrastructure. There may also be some disruption during construction of the Precinct, but that is not expected to have a material impact on the Group's operations. At the same time, the ramp-up is expected to create additional opportunities for Civmec's construction, manufacturing and maintenance businesses.

- iv) What steps are Civmec taking to address the likely constraints?

Company Answer:

The Group's primary focus is workforce. As a Registered Training Organisation, Civmec trains and upskills its people in-house. It maintains a substantial apprenticeship and graduate programme and continues to invest in recruitment to secure the skilled workforce needed for current and future projects. The Group is also broadening its recruitment channels to support growth.



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Civmec continues to work with the Commonwealth and the State on transitional and logistics arrangements as the Precinct develops, so that existing operations can continue to be delivered efficiently. The Group's regional facilities in Newcastle, Gladstone and Port Hedland give it additional capacity and flexibility to allocate work across its network where appropriate.

Q6. Civmec share price had improved but are there any plans to further improve current share trading liquidity? Also, any plan for institutional investors to have higher participation, especially in Singapore context where the EQDP program is engaging multiple fund managers to increase investments and awareness of mid cap companies like Civmec?

Company Answer:

The Board recognises the importance of trading liquidity to shareholders and continues to take steps to broaden the Company's shareholder base.

In December 2025, the Executive Chairman, the Chief Executive Officer and the then Chief Operating Officer sold a combined 28.4 million shares through a block sale. The sale responded to sustained interest from new institutional investors seeking to build a position in the Company. It introduced new institutional shareholders to the register and increased the Company's free float, which supports improved liquidity over time.

Civmec's dual listing on the ASX and SGX gives investors in both markets access to the Company's shares. Management meets regularly with analysts, fund managers and brokers in Australia and Singapore, supported by the Group's in-house investor relations function. The Company also provides quarterly updates and investor presentations to keep the market informed of its performance and outlook.

The Board welcomes the Monetary Authority of Singapore's Equity Market Development Programme and related initiatives to deepen participation in Singapore-listed equities, particularly beyond large-cap stocks. Civmec will continue to engage with Singapore-based fund managers, including those appointed under the programme, to raise awareness of the Group's performance, order book and strategy.

Ultimately, the Board believes the most sustainable driver of investor interest and liquidity is consistent delivery. This means continued execution, earnings growth and shareholder returns, together with clear and regular communication with the market.

Q7. In the past year, there were several key management exits. Are there key plans in place to groom and retain key management in the years ahead?

Company Answer:



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The management changes over the past year were , to a large extent, planned. Each was supported by structured succession planning and extensive preparation to ensure an orderly transition of responsibilities.

The retirement of Mr Kevin Deery as Chief Operating Officer in May 2026 is an example of this approach. Kevin personally led a planned succession pathway over several years, developing and upskilling key members of the leadership team to progressively take on his responsibilities before the handover was completed. Kevin has also made himself available to support the company as required going forward on a contract by contract basis.

Succession planning is a standing priority for the Board. The Nominating Committee reviews succession plans for the Executive Chairman, the Chief Executive Officer and senior management each year and reports to the Board.

The Board is grateful for the strength of the management that Civmec has had across the organisation over many years. The commitment of experienced leaders to mentoring, developing and sharing their knowledge with those around them has built a deep pool of internal talent. This has allowed the Company to develop its people and prepare them for greater responsibility, so that leadership transitions can be managed from within the business with continuity and confidence. Any other executive movements were backfilled by experienced long term Civmec leadership in a planned and structured way.

The Group also develops future leaders through its internal training as a Registered Training Organisation, and through its graduate and leadership development programmes. Internal promotion is a priority, and the Board is confident in the depth and capability of the leadership team.

This announcement was authorised for release to the ASX and SGX by the Board of Directors.

*****End of Release*****

About Civmec Limited

Civmec is an integrated, multi-disciplinary construction and engineering services provider to the Energy, Resources, Infrastructure and Marine & Defence sectors. Headquartered in Henderson, Western Australia, Civmec has regional offices in Newcastle (New South Wales, Australia), Gladstone (Queensland, Australia), and Port Hedland (Western Australia). The company is incorporated in Australia and listed on the ASX (Australia ASX:CVL) and SGX (Singapore SGX:P9D) and its core capabilities include heavy engineering, shipbuilding, modularisation, SMP (structural, mechanical, piping), EIC (electrical, instrumentation and control), precast concrete, site civil works, industrial insulation, maintenance, surface treatment, refractory and access solutions.

For more information, please visit our website at www.civmec.com.au

CIVMEC LIMITED

(ACN 672 407 171)