25 November 2026

ASX Release

2026 AGM – Chairman and Managing Director Address

Symal Group Limited (ASX: SYL) ("the Company", "Group" or "Symal") will today address shareholders at its Annual General Meeting, commencing at 11:00am (AEDT).

In accordance with ASX Listing Rule 3.13.3, please see attached the addresses to shareholders to be delivered by Peter Richards, Chairman, and Group Managing Director, Joe Bartolo.

Also enclosed are the slides to be presented at today's meeting.

-ENDS-

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

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About Symal Group:

Symal is a diversified services provider focused on resilient end markets; delivering contracting and specialised technical services across Australia's most critical industries. Through an integrated model, Symal provides end-to-end solutions spanning infrastructure, energy, utilities, digital infrastructure, defence, building and facilities. Founded in 2001, Symal is headquartered in Melbourne, Australia and is listed on the Australian Securities Exchange (ASX: SYL). www.symal.com.au

2026 Annual General Meeting
Chairman's Address

Good morning and thank you all for joining Symal's 2026 Annual General Meeting.

I am pleased to report that FY26 was another strong year of safe performance and growth for Symal. As safety comes first, I'd like to start by acknowledging the Company's outstanding FY26 safety performance

The Total Recordable Injury Frequency Rate achieved was 1.4, a record low for the Group, and some 76% below the industry average of 6.0. Even more pleasing was our Lost Time Injury Frequency Rate dropping to zero, having not recorded a lost time injury in more than 18 months. This was across approximately six million hours worked, in a year when our workforce grew 38% to around 1,800 people.

This is something everyone at Symal is rightly proud of; our people are our most important asset and sending them home safely is a priority. Despite this success, we the Board, along with the management team and everyone at Symal, remain focussed on continuing to ensure the safety or our people in everything we do.

Safety wasn't the only record delivered in FY26.

Work-in-hand continued to grow and diversify, sitting at $1.9 billion as a 30 June 2026. Also growing rapidly are the opportunities in front of us, with the tendered pipeline exceeding $9.1 billion. Joe will cover work-in-hand and pipeline in more detail shortly.

Revenue was up 26% to a record $1.14 billion, the first time the Company has exceeded one billion in revenue in a single year. EBITDA was also a record at $124.3 million, and importantly, was solidly within our guidance range.

At the bottom-line, normalised NPAT was $49.0 million or 20.6 cent per share, a 7% increase over the previous year. This lower NPAT growth rate reflects deliberate decisions to invest in the assets, facilities, and capability essential to providing the foundation to deliver Symal's continued growth ambitions.

Profitability and cash generation also remained strong and the FY26 EBITDA margin of 11.0% was right in the middle of the guidance range. Margins having been sustained in the 10% - 12% target range for the last three consecutive years.

On capital allocation, we invested $81.5 million in four strategic acquisitions that provide greater access to, and capability in, key growth end-markets and geographies, including adding a strong recurring business in the regulated utilities space. This was done at an average of approximately four times EBITDA. In addition, we invested a net $64 million in plant and equipment and facilities to provide the solid foundation needed to support and deliver continued growth.

These investments saw Symal move into Net Debt for the first time in FY26, utilising the $300 million of revolving credit facilities established during the year. However consistent with our capital allocation principles, Net Debt remained prudent at $51.4 million - equating to leverage of 0.4 times FY26 EBITDA and well within facility covenants.

The Company ended the year with $259 million of liquidity: $82 million of cash and $177 million of undrawn facilities. We also announced a strategic move to acquire leading national defence and resources contractor, Shamrock Civil, in June. Pleasingly, this transaction was ACCC approved and closed shortly after year-end on 31 August.

On the back of the strong FY26 financial performance, the Board was pleased to declare a fully franked final dividend of 4.9 cents per share, or 40% of NPAT, taking total FY26 dividends to 8.2 cents per share or $19.6 million. The Board also implemented the Company's dividend reinvestment plan ahead of the final dividend - a small step, but an important one that gives shareholders a choice.

In addition to our normal ongoing governance activities, FY26 was notable as the first year of mandatory climate disclosures pursuant to AASB S2. Scope 1 and 2 emissions were calculated at 35.4 kilo-tonnes of CO2-equivalent, of which 77% was from fuel consumed in plant and vehicles.

The Board composition remained unchanged through the year, and today's resolutions include the re-election of Anne Lockwood, who chairs our Audit, Risk and Compliance Committee. Also included are resolutions related to Adoption of the Remuneration Report and the issuance last year's FY26 long-term incentive grants to our three executive directors.

On behalf of the Board, thank you to the entire executive team and everyone at Symal on an outstanding FY26. And to our customers, trade partners, and of course, to our shareholders - thank you for your trust and support. I welcome your participation in today's formal proceedings.

I would now like to invite Founder and Group Managing Director and CEO, Joe Bartolo to provide his FY26 review and business update.

Managing Director and CEO's Address

Thank you, Peter and good morning.

Since our IPO, I can proudly say we had delivered exactly what we said we would.

And as I look back on FY26, we again delivered on our commitments.

You can clearly see from the numbers we have transformed our revenue base into a diversified national offering across all our key end markets.

We set both safety and financial records, and we grew, whilst maintaining a 27% CAGR in EBITDA.

We have done this with purpose and discipline.

Peter has covered many of the key FY26 financial and safety highlights, so I will talk a bit more about what sits behind them, and why we are so excited about our strong tailwinds in FY27 and beyond.

A TRIFR of 1.4, zero lost time injuries and some significant bottom line benefits, highlight our exceptional safety performance.

But more importantly with more than 2000 staff and hundreds of contractors working for Symal every day, safety comes before everything else. Our measure of a good day is simple. Everyone goes home safely to their families.

Beyond safety, our people and communities are the story behind every number.

We:

- invested more than 25,000 hours in training. We deliberately invest heavily in the development of our people, by bringing in new entrants into the industry, upskilling our existing people and creating the leaders of tomorrow;

- in the last year alone, we had 67 apprentices and trainees across the business and with over 1,000 applicants for the Symal Graduate program welcomed 26 of the best to Symal

- We won ten industry excellence awards in continued recognition of the quality of our people and the culture that drives them

- We contributed more than $440,000 across more than 50 social and grass roots organisations; and

- through our Footy Colours Day, we raised over $300,000 for the Fight Cancer Foundation.

This is just a taste of the some of the amazing things we do at Symal. As I have told you all before, Symal's culture is truly unique, and our greatest strength; a quality we can never lose as we continue to grow.

As I mentioned earlier, FY26 was another year of delivering on our commitments.

Despite seasonality that caused some to question our progress at the half, we said we were on track to deliver our FY26 guidance, and we did, at just over $124 million of EBITDA and a 17% increase from prior year's results.

We said we would maintain our EBITDA margin in the 10 to 12% range, and we did, delivering 10.2% in the first half and 11.8% in the second, producing full year margin of 11%.

We also said we would grow our work-in-hand, and it grew to $1.9 billion.

All of these were achieved despite some material headwinds. Caused by delays in project start dates and the escalation of fuel and material costs driven by global macroeconomic factors.

We also proactively invested in growth as we always have. This was a deliberate move to position Symal to benefit from the enormous wave of infrastructure spend across Australia.

We did this while maintaining a strong balance sheet and low leverage of 0.4 x.

The total addressable outlook continues to grow in our key end-markets. We see this as a long-term opportunity, with benefit's to Symal over the next decade.

On the back of these enormous opportunities, our continued performance and the visibility of the pipeline, we confidently lifted our FY30 EBITDA target from $200 to $230 million.

The question you must all have, is what do we need to do to deliver it?

We already have strong visibility of our revenue into second half of FY27, a very strong position for FY28, FY29 and beyond.

We'll continue to deliver across strategically selected end-markets and geographies. We'll maintain our diversified customer mix to minimise concentration risk. And we'll drive our existing business to grow organically at 13% year-on-year, supported by margins between 10 and 12%.

This alone gets us there.

Since listing, we have deliberately diversified our work-in-hand across four dimensions.

By end market, where work-in-hand outside traditional infrastructure has grown by 37%.

By state, work-in-hand outside Victoria has increased by 35%.

By the way we generate our revenue, we have increased reliance on low-risk revenue in ECI, recurring and cost plus by 28%

And by funding source, where privately funded work-in-hand has grown by 17% since listing, and 25% from our current work-in-hand to pipeline. This demonstrates the large reduction in relance in Victorian State funded projects.

The result is a lower risk and stronger, more diversified business.

A key driver of diversification was our acquisitions.

Now I want to be very clear on our strategic rational with our acquisitions.

Symal's strategy is about increasing opportunity for Symal; it's not about buying earnings. Each acquisition added a new unique capability, gained new clients, provided incumbency and has given us greater geographical reach.

Put them together and you can see what we are building: a national, integrated, diversified platform positioned to win, with expansion into:

- regulated utilities with recurring revenue;
- a strong presence in South Australia and Queensland focusing on the large pipeline of infrastructure, energy, digital infrastructure, water and gas; and
- Also providing greater incumbency in the defence sector nationally.

All of this will allow us to continue to grow where investment will be flowing for the next decade. Our strategy gives us more ways to win, in more places, from one integrated platform.

The opportunities and tailwinds ahead are as big as ever. As of the end of October, we had work-in-hand of $1.7 billion. Whilst down from the full year, this is only a timing issue due to the delays in final contract negotiations and signing, we expect, in the near term to see a substantial increase as our $1.3 billion of preferred status contracts are executed and move into work-in-hand. This will bring our work-in-hand position to record highs.

Our tendered pipeline has increased to $9.2 billion including $1.45 billion of low-risk ECIs (early contractor involvement). To understand the significance and scale of this current pipeline, it is more than three and half times larger than it was at IPO.

Looking ahead to FY27.

We reiterate our full year EBITDA guidance of $153 to $163 million, a 27% increase to mid-point in EBITDA from FY26. Whilst maintaining margins between the 10 to 12% range.

Our EBITDA guidance included a pro-forma estimate for Shamrock, with the sale not completed, our guidance for D&A and capital expenditure was subject to an update following the completion of Shamrock.

Having completed and provisionally assessed the related business combination, we can now provide updated full year D&A guidance of between $63 and $68 million.

Capital expenditure remains unchanged at $25 to $30 million.

In terms of our earnings profile, consistent with prior years, we expect H1 to contribute between 40 and 45% of our full year EBITDA. This reflects our typical seasonality, project mix, our strong growth trajectory, as well as a greater proportional second half contribution from some of our projects and Shamrock.

To summarise today, the key takeaways for our shareholders are:

- Our record pipeline and work-in-hand gives us strong visibility into the second half of FY27, FY28 and FY29.

- Symal has $1.3b of contract awards which are imminent
- Our diversified platform is what sets us apart
- We will maintain discipline in project selection, what risks we take on, EPS growth, and ensure we maintain strong return on capital when deployed.

Twenty-six years in business, and two years into our listed journey.

The founders and management remain highly motivated, focused on sustainable growth and execution.

To those that may be curious about our final escrow release, I reiterate again, I am not a seller. My focus remains on growing Symal and delivering exceptional shareholder returns.

Before we close, I want to say something that doesn't fit neatly into a slide deck. Symal is more than me, more than the other founders. It's the people who show up every day and make it work.

To our Symal family, which include our staff our trade partners and clients thank you.

Our success is a shared story, and every one of you has helped write it. We look forward to building the next chapter together.

To our shareholders, thank you for supporting us. As a founder-led business, with skin in the game, know that it’s shareholders making decisions for shareholders every day. That is part of what makes us unique.

We look forward to delivering another strong year together in FY27.

Peter, I will hand back to you.



Annual General Meeting

Symal Group Limited
November 2026

Symal

Acknowledgement of country

Symal acknowledges the Traditional Custodians of the lands upon which we work, live and socialise.

We pay our respects to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples, whom we recognise as Australia's First Peoples whose cultural practices continue today.



Welcome

Safety procedures

Muster point
(Dorcas St)



Board of Directors

Non-Executive Directors



Peter Richards
Independent Chair



Ken Poutakidis
Independent Non-Executive Director



Anne Lockwood
Independent Non-Executive Director



Shane Gannon
Independent Non-Executive Director

Executive Directors



Joe Bartolo
Managing Director
Founder and Group CEO



Ray Dando
Executive Director
Director of Strategy and Growth



Andrew Fairbairn
Executive Director
Director of Construction Services

Procedural matters

Question process

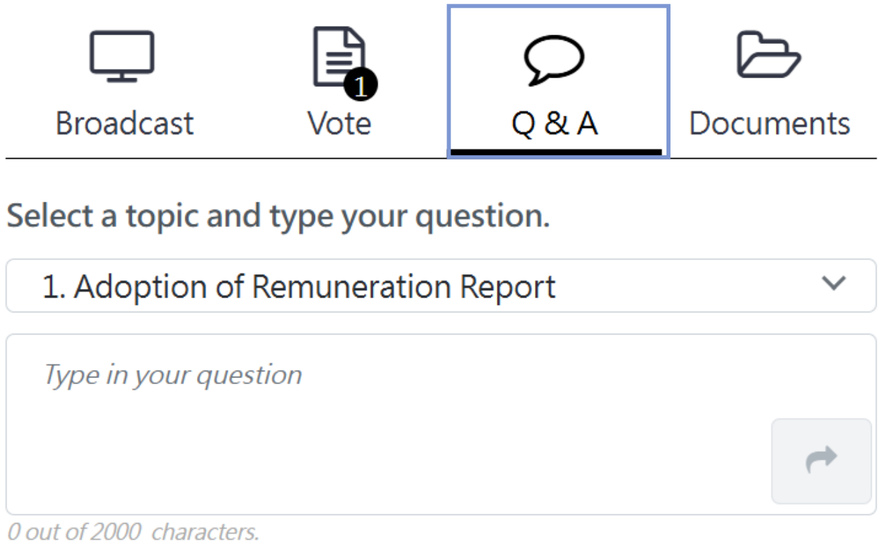
Online attendees

To ask a written question:

- Select the Q&A icon
- Select the topic your question relates to from the drop-down list
- Type your question in the text box and press the send icon

To ask a verbal question:

- Follow the instructions below the broadcast window



Voting process

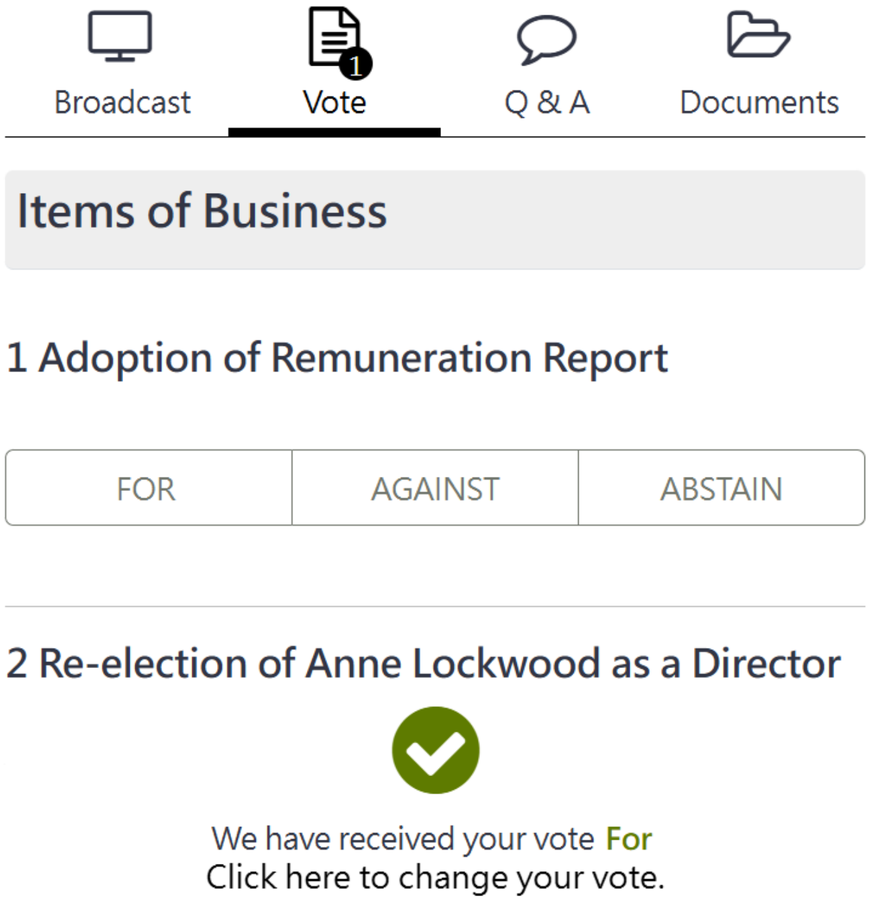
Voting platform for all shareholders

When the poll is open:

- Select the vote icon at the top of the screen
- To vote, select either For, Against or Abstain
- You will see a vote confirmation.

To change or cancel your vote:

- “Click here to change your vote” at any time until the poll is closed.



Chair’s address

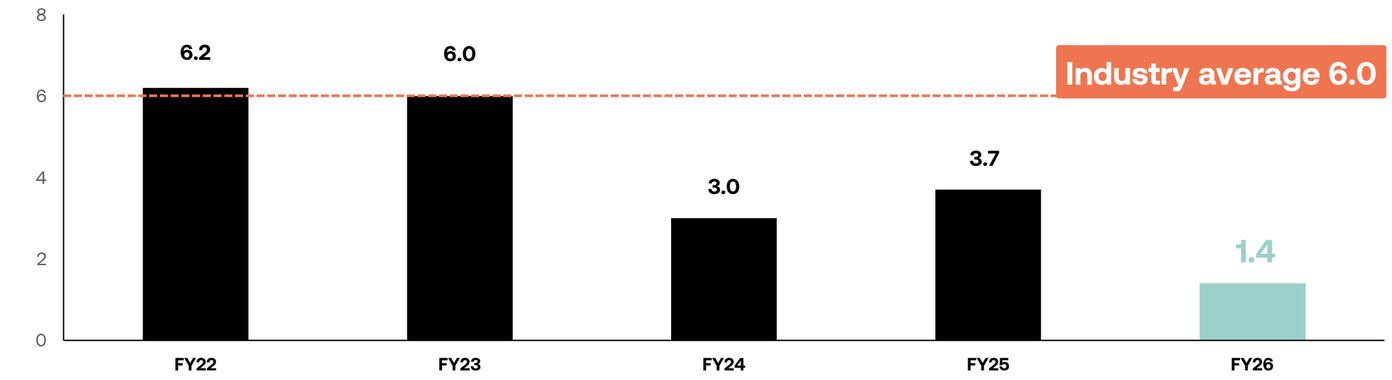
Peter Richards

Safety outperformance

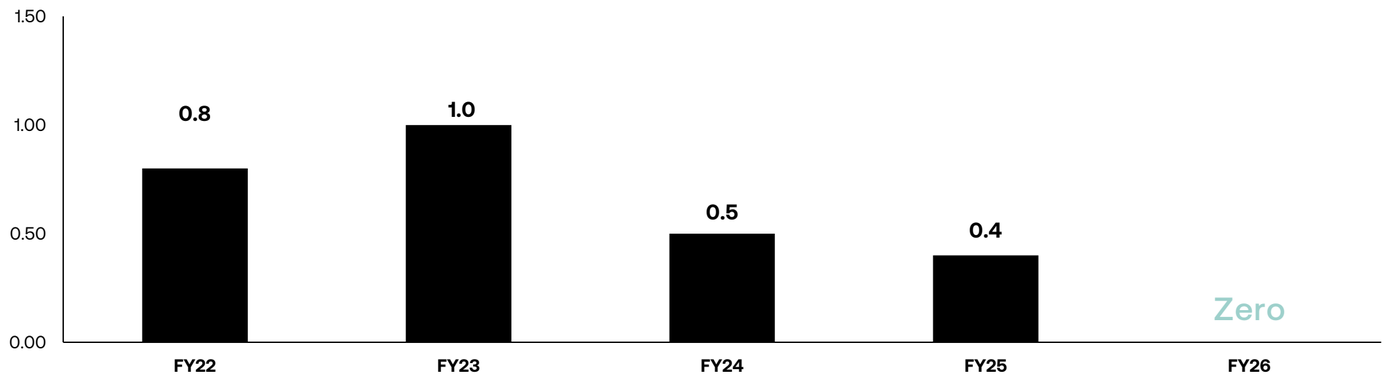
Sending our people home safely

Group safety statistics

TRIFR[1]



LTIFR[1]





76%↓

At 1.4, TRIFR is 76% below the industry benchmark of 6.0[3].

Zero

FY26 lost time injuries.

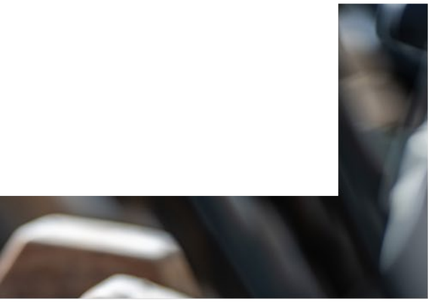
$2m

30% Workcover premium savings vs industry average.

1. Total Recordable Injury Frequency Rate (TRIFR) and Lost Time Injury Frequency Rate (LTIFR).
2. Metrics include acquired entities from the dates Symal Group assumed operational control but exclude any performance data prior to acquisition.
3. The industry average is extrapolated from OFSC-accredited companies that perform commercial, civil, and residential building and construction projects. Per the Safety Commissioner Annual Data Report..

FY26 highlights

Delivering as promised







Commercial

Work-in-hand[1]

$1.9b

↑ 8% on $1.76b at 30 June 2025

Tendered pipeline[3]

$9.1b

Includes $1.45b of ECIs

Work-in-hand diversification[5]

54%

Compared to 49% at 30 June 2025

Financial

FY26 EBITDA[2]

$124.3m 11% margin

↑ 17% on $106.1m in FY25

FY26 NPAT[2]

$49.0m

↑ 7% on $45.7m in FY25

FY26 Earnings per share

20.6 cps

↑ 7% on equiv. 19.3[6] cps in FY25

Capital allocation

Strategic investment

$81.5m

4 completed strategic acquisitions

Net leverage[4]

0.4x

Conservative, flexible balance sheet

Final dividend declared

4.9 cps

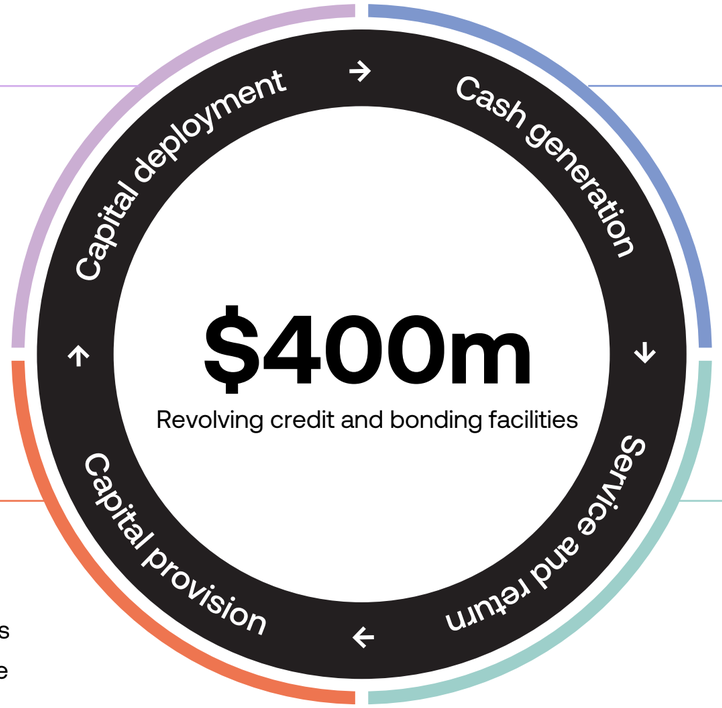
Total FY26 dividends 8.2 cps

1. Aggregate of contracted yet-to-be completed projects at 30 June 2026. Includes work-in-hand of Shamrock Civil (Symal announced the conditional purchase agreement on 17 June 2026 subject to closing conditions).
2. Normalised results, non-IFRS measures. Refer to "Statutory to normalised results reconciliation" in the Appendix of the FY26 Results Presentation for detail of normalisation adjustments.
3. Aggregate of tendered projects and early contractor involvement (ECI) works. Includes Shamrock Civil.
4. Represents Net Debt, excluding lease liabilities, divided by FY26 Normalised EBITDA.
5. Percentage of work-in-hand in end markets outside infrastructure.
6. FY25 EPS is calculated using the weighted average share capital issued post IPO in November 2025 until end FY25. The weighted average across FY25 full year was not considered a representative comparator given IPO issuance in November 2025.

Low leverage. Disciplined approach

A strong balance sheet supports growth and returns

Capital allocation framework



Capital deployment

- Drive internal capital efficiency
- Disciplined minimum hurdles
- Opportunistic, value accretive, sector-aligned M&A

Cash generation

- Maintain 10-12% EBITDA group margins
- Prudent project risk approach
- Optimise asset utilisation

Capital provision

- Strong, trusted banks
- Competitive margins and terms
- Prudent leverage through cycle

Service and return

- Prioritise net debt reduction
- Consistent dividends
- 30 – 50% NPAT payout ratio

Strong balance sheet

Available liquidity

$259m

$82m cash
$177m in available undrawn facilities[1]

Net leverage[2]

0.4x

Reduces finance costs
Provides capacity to grow strategically

Return on invested capital[3]

23%

Strong capital returns
Well above WACC

1. Includes facilities able to be drawn as cash i.e. excludes dedicated asset finance and bonding facilities.
2. 30 June 2026 Net Debt of $51.4m, divided by FY26 EBITDA of $124.3m.
3. Defined as Net Operating Profit after Tax divided by the average of Invested Capital across FY26. WACC refers to weighted average cost of capital.

Group Managing Director and CEO’s address

Joe Bartolo

Our people, industry and community

Creating meaningful opportunities for our people, industry and communities

Investing in capability

67 Apprentices and trainees

15 **Emerging Leaders** program participants

26 Graduates in FY26 intake, with **1,000+ applications** to Symal's National Ignite Graduate Program for 2027

Promoting industry excellence

10 **Industry excellence award wins** recognising our people

15 **Industry partnerships** for a sustainable construction industry

25k **Training hours** completed

Supporting communities

$300k raised in our annual **Fight Cancer Foundation's** Footy Colours Day fundraiser

$440k to **50+** social causes and grass roots sponsorships

We build better together. We innovate with intent. We push what's possible.



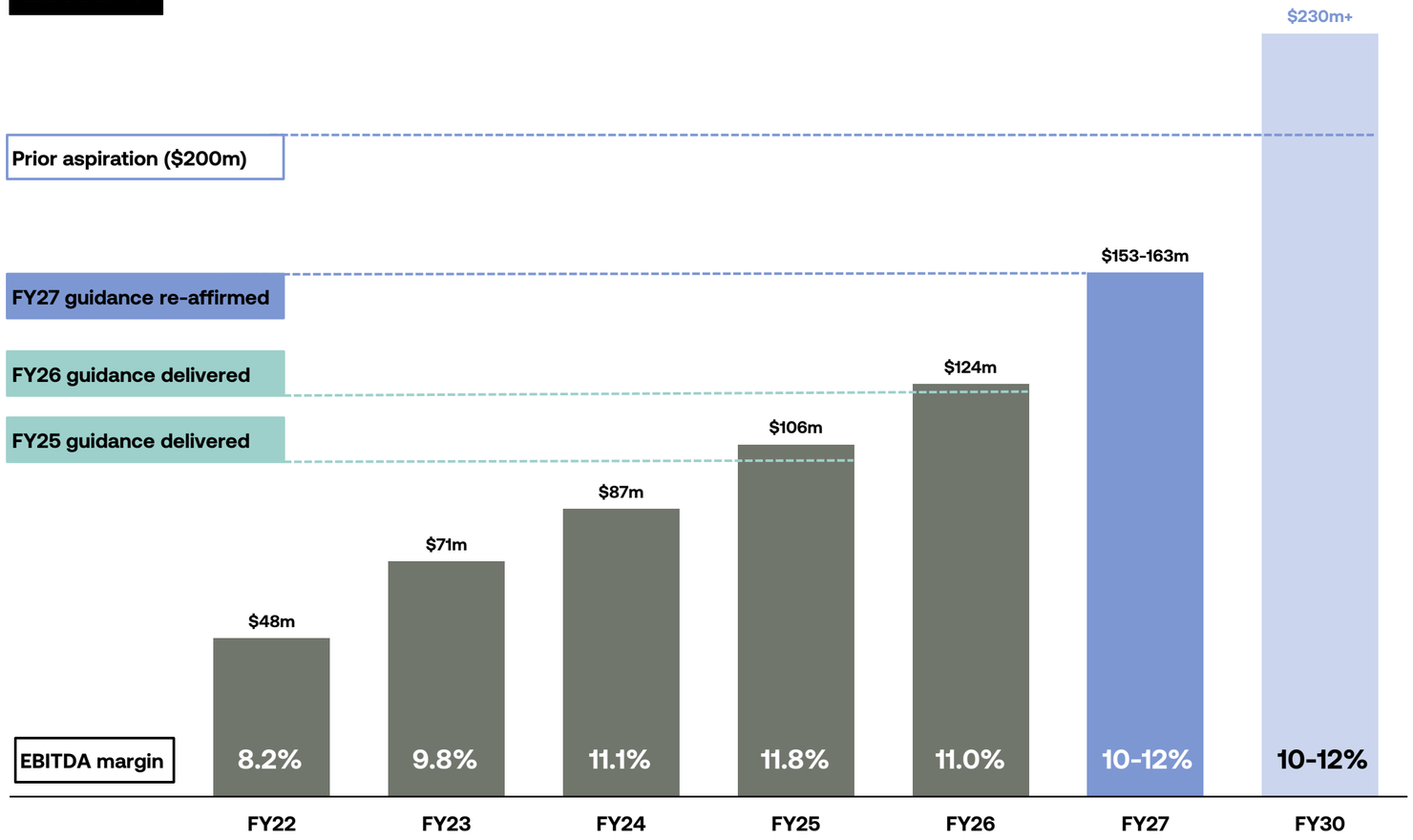
Symal

1. Data reflects FY26 performance.

Growing and delivering

Historical and future performance.

EBITDA[1]



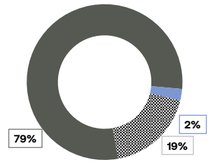
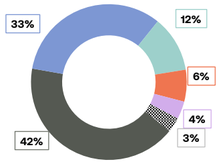
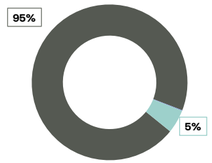
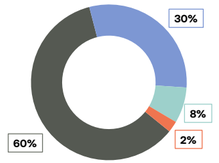
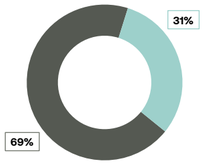
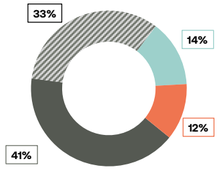
How we plan to deliver 2030 aspiration

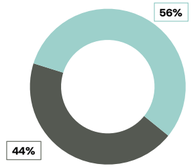
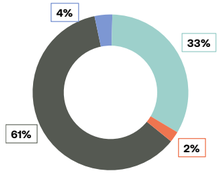
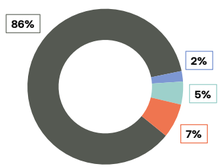
- Strong visibility across H2 FY27, FY28, FY29 and beyond
- Continue delivery of specialised services in diversified key end markets
- Expansion in geographies to follow market trends and opportunities
- Maintain a diversified customer base to reduce concentration risk
- Drive 13% organic growth FY27 – FY30 with a focus on margins 10 – 12%

1. FY30 EBITDA is an aspirational statement only and is not guidance. There is no guarantee of future performance, and outcomes are subject to risks and uncertainties.

Diversified low risk platform

Strong tailwinds with increased exposure across markets, regions and customers

	At IPO November 2024		Today November 2026
End market mix	 Infrastructure, Energy and resources, Utilities, Digital infrastructure, Defence, Other	**+37pts** 21% → 58% WIH in outside of infrastructure	
Geographic mix	 VIC, QLD, NSW, SA, Other	**+35pts** 5% → 40% WIH outside of Victoria	
Contractual mix	 Lump sum, Lump sum (ECI), Cost plus, Recurring	**+28pts** 31% → 59% WIH outside of non-ECI lump sum contracts	

	IPO		Current WIH		Pipeline
Sector trend		**+17pts** 44% → 61% Private funding		**+25pts** 61% → 86% Private funding	

Private, Federal, Public (VIC), Public (other)

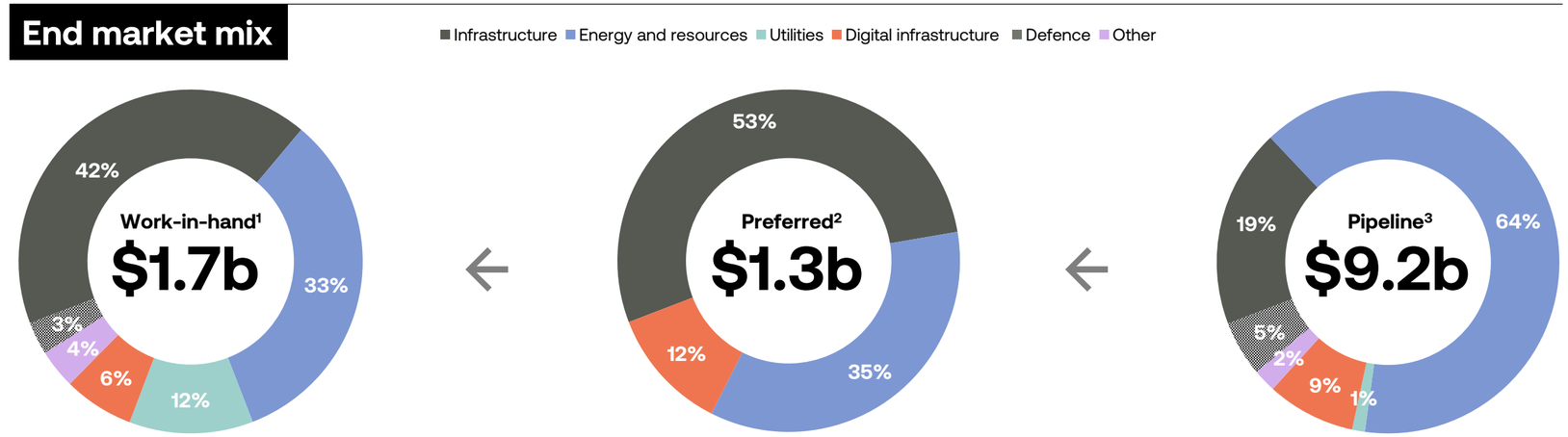
Managing our risk

- 5% of Pipeline from Victorian Government spend
- Diversified end markets, with average contract size of $20m converts to low concentration risk and 90% repeat clients
- 26-year track record of managing risk through prudent risk frameworks
- Low risk revenue coming from:
  Negotiated ECI (33%)
  Recurring revenue (12%)
  Cost-plus (14%)

Trading update

Strong work in hand, visibility of conversion, Strong pipeline.

End market mix



WIH is point in time. Positive outlook based on $1.3b contracts in final negotiation phase (preferred).

Preferred status contracts, in final negotiation stage

Strong, diverse pipeline driven by current growth themes

Diversified book

$11b

Combined work-in-hand and tendered pipeline as of 31 October 2026

Conversion rates[4]

25% **Tender conversion rate**

90% **ECI conversion rate**

Tendered pipeline status

$9.2 billion

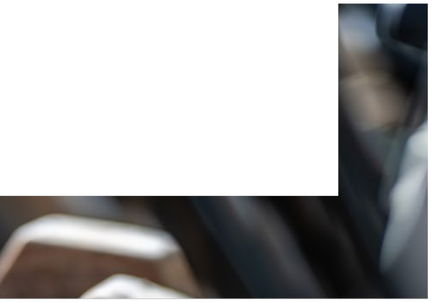
Breakdown of tendered pipeline between ECI, preferred status and remaining tenders



1. Work-in-hand figures are the aggregate of contracted yet-to-be completed projects at 31 October 2026.
2. Preferred projects are those where Symal has been awarded preferred status, but final contract for full scope of works is yet be executed.
3. Tendered pipeline figures are the aggregate of tendered projects and early contractor involvement (ECI) works.
4. Approximate historical conversion rates on competitive tender and ECI processes. Not guidance.

Positioned to deliver in FY27

Guidance and growth supported by diversification and discipline







FY27 guidance

EBITDA (reaffirmed)[1]

$153 – $163m at 10-12% margin

H1 Contribution

40 – 45% of full year EBITDA consistent with prior years seasonality

Depreciation & amortisation (updated for Shamrock)[2]

$63 – 68m

~$5m Shamrock P&E depreciation
~$3m Shamrock amortisation[3]

Capex (updated for Shamrock)[2]

$25 – $30m No change to prior guidance

Visibility and track record

- **Strong visibility of H2 FY27, FY28 & FY29**
- **~$1.3b of contract awards imminent**
- **Prior average H1 contribution 43%[4]**
- **FY25 and FY26 guidance delivered**

1. EBITDA guidance includes assumed pro-rata contribution from Shamrock Civil based on proforma $16m per annum EBITDA estimate provided in announcement of acquisition as provided at the full year.
2. Includes depreciation and amortisation on plant and equipment, leases and intangibles. Updated for estimated contributions from Shamrock Civil based on draft Purchase Price Allocation, subject to finalisation. All figures exclude any further acquisitions and/or earnouts.
3. Amortisation of purchase price allocated to amortisable acquired intangibles (i.e. customer contracts). Recognised in Symal Group (“Other” segment).
4. Based on Normalised EBITDA 1H contributions for FY25 and FY26.

Business of the AGM

Item 1: Consideration of the financial statements and reports

To receive and consider the financial statements and the reports of the Directors and of the auditors for the year ended 30 June 2026.

Please note *no resolution is required for this item of business and, accordingly, no vote will be held on this item.*



Resolution 1: Adoption of Remuneration Report

To consider and, if thought fit, pass the following resolution as an **ordinary resolution**:

"That the Remuneration Report for the year ended 30 June 2026 as set out in the Company's Annual Report for the year ended 30 June 2026 be adopted."

***Please note** that section 250R(3) of the Corporations Act 2001 (Cth) provides that the vote on this resolution is advisory only and does not bind the Directors or the Company.*

For	52,837,075	98.47%
Against	717,162	1.34%
Open	103,564	0.19%
Abstain / Excluded	147,913,327	N/A

Resolution 2: Re-election of Anne Lockwood as a Director

To consider and, if thought fit, pass the following resolution as an **ordinary resolution**:

"That pursuant to the Company's Constitution and for all other purposes, the members of the Company approve the re-election of Anne Lockwood as a Non-Executive Director of the Company, who pursuant to clause 14.4 of the Company's Constitution is retiring by rotation and being eligible offers herself for re-election."

For	200,739,512	99.59%
Against	712,532	0.35%
Open	113,564	0.06%
Abstain / Excluded	5,520	N/A

Resolution 3: Approval of Issue of LTI Options to Joseph Bartolo

To consider and, if thought fit, pass the following resolution as an **ordinary resolution**:

"That for the purposes of ASX Listing Rule 10.11 and for all other purposes Shareholders approve the issue of a total of 3,196,127 Options to Joseph Bartolo, subject to the vesting conditions and otherwise on the terms and conditions set out in the Explanatory Memorandum which accompanies and forms part of this Notice of Meeting."

For	127,456,891	99.50%
Against	532,212	0.42%
Open	103,564	0.08%
Abstain / Excluded	73,478,461	N/A

Resolution 4: Approval of Issue of LTI Options to Raymond Dando

To consider and, if thought fit, pass the following resolution as an **ordinary resolution**:

"That for the purposes of ASX Listing Rule 10.11 and for all other purposes Shareholders approve the issue of a total of 3,196,127 Options to Raymond Dando, subject to the vesting conditions and otherwise on the terms and conditions set out in the Explanatory Memorandum which accompanies and forms part of this Notice of Meeting."

For	164,189,581	99.61%
Against	532,212	0.32%
Open	103,564	0.06%
Abstain / Excluded	36,745,771	N/A

Resolution 5: Approval of Issue of LTI Options to Andrew Fairbairn

To consider and, if thought fit, pass the following resolution as an **ordinary resolution**:

"That for the purposes of ASX Listing Rule 10.11 and for all other purposes Shareholders approve the issue of a total of 3,196,127 Options to Andrew Fairbairn, subject to the vesting conditions and otherwise on the terms and conditions set out in the Explanatory Memorandum which accompanies and forms part of this Notice of Meeting."

For	164,189,581	99.61%
Against	532,212	0.32%
Open	103,564	0.06%
Abstain / Excluded	36,745,771	N/A

Other Business and Q&A

Final remarks

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