



NEW ZEALAND EQUITY RESEARCH
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INDUSTRIALS

INDUSTRIAL MACHINERY

Scott Technology FY25 Automation Cycle Back in Motion

JAMES LINDSAY

james.lindsay@forsythbarr.co.nz +64 9 368 0145 WILL TWISS

will.twiss@forsythbarr.co.nz +64 9 368 0129 GEORGIO TOULIS

georgio.toulis@forsythbarr.co.nz +64 9 918 9293

Scott Technology (SCT) delivered a solid FY25 result, with EBITDA of NZ\$31.5m (+4% versus FY24 adjusted), supported by disciplined cost management, a strong second-half revenue rebound, and early traction from its Destination 2030 strategy. Group revenue held steady versus FY24, but a strong rebound in 2H25 reversed a 1H25 decline and helped lift full-year margins to a record. SCT's focus on modular product platforms and lifecycle services continues to expand recurring revenue, with services now 29% of revenue. Forward work rose, spread across all divisions and weighted toward higher-margin contracts. After several years of inconsistent earnings, SCT enters FY26 with positive momentum, a stronger balance sheet, and better visibility across its key domains, particularly in Protein and Appliances, positioning it well to build scale and deliver on its FY30 target of NZ\$530m in revenue and 14% EBITDA margin. We make minor adjustments to earnings estimates and lift our blended spot valuation to NZ\$3.70.

NZX code	SCT	Financials: Aug/	25A	26E	27E	28E	Valuation (x)	25A	26E	27E	28E
Share price	NZ\$3.09	Rev (NZ\$m)	277.0	306.8	352.1	390.6	PE	17.8	16.3	12.2	10.6
Spot Valuation	NZ\$3.70 (from 3.57)	NPAT* (NZ\$m)	14.2	15.8	21.8	26.3	EV/EBIT	13.8	12.2	9.1	7.7
Risk rating	Medium	EPS* (NZc)	17.4	18.9	25.2	29.2	EV/EBITDA	9.4	8.4	6.7	5.7
Issued shares	83.2m	DPS (NZc)	8.0	10.0	12.0	14.0	Price / NTA	2.7	2.9	3.0	2.9
Market cap	NZ\$257m	Imputation (%)	0	25	50	75	Cash div yld (%)	2.6	3.2	3.9	4.5
Avg daily turnover	16.7k (NZ\$36k)	*Based on normalised profits					Gross div yld (%)	2.6	3.6	4.6	5.9

What's changed?

- **Earnings:** Our FY26, FY27, and FY28 NPAT estimates lift +1%, +1%, and +7% respectively, reflecting modest margin uplifts and recalibrated tax rate assumptions, with revenue broadly unchanged.
- Spot valuation: Our blended spot valuation rises +4% to NZ\$3.70, reflecting stronger medium-term earnings leverage.

Second-half rebound restores momentum

Total FY25 revenue was NZ\$277m, broadly flat on FY24. However, the split between the first and second halves was stark. Revenue fell -14% year on year in 1H25, before rebounding +13% in 2H25 against 2H24. This mix flowed through to earnings, with EBITDA improving from NZ\$12.2m in 1H25 (at a 10.0% margin) to NZ\$19.3m in 2H25 (12.6% margin). The 2H25 period was comfortably a record for SCT, reflecting a higher-margin segment mix, lifecycle services growth (at 29% of revenue versus 28% in FY24), and a tighter cost base. NPAT rose +84% year on year to NZ\$14.2m, supported by reduced interest and tax (18.3% in FY25).

Domain mix strengthens quality of earnings

Divisionally, Protein led the rebound, with revenue up +16% year on year to NZ\$69m. Mining grew revenue +4%, while Materials Handling saw a -3% revenue drop, and Appliance revenue fell -13% due to project timing. The result highlighted a healthier sales mix, with recurring services now 29% of group revenue and higher-margin contracts improving cash conversion. Group gross margin expanded to 28.8%, the highest in SCT's history.

Balance sheet and strategy aligned for growth

Operating cashflow grew to +NZ\$22.3m (versus +NZ\$6.0m in FY24), reducing net debt -39% to NZ\$12.3m. The NZ5cps final unimputed dividend brings FY25 distributions to NZ8cps, in line with expectations. Forward work rose to NZ\$169m (+6% versus FY24) and provides a solid platform for FY26 despite macro uncertainty.



Scott Technology (SCT)

Market Data (NZ\$)						Spot valuation (NZ\$)					3.70
Priced as at 21 Oct 2025					3.09	Peers comparable					3.43
52 week high / low				3	3.10 / 1.67	DCF					3.96
Market capitalisation (NZ\$m)					257.0						
Key WACC assumptions						DCF valuation summary (NZ\$m)					
Risk free rate					5.00%	Total firm value					541
Equity beta					1.11	(Net debt)/cash					(12)
WACC					10.4%	Less: Capitalised operating leases					(71)
Terminal growth					2.0%	Value of equity					458
rei minai gi owtii					2.076	value of equity					430
Profit and Loss Account (NZ\$m)	2024A	2025A	2026E	2027E	2028E	Valuation Ratios	2024A	2025A	2026E	2027E	2028E
Revenue	278.7	277.0	306.8	352.1	390.6	EV/Sales (x)	1.0	1.1	1.0	8.0	0.8
Normalised EBITDA	26.4	31.5	35.1	44.2	51.5	EV/EBITDA (x)	10.7	9.4	8.4	6.7	5.7
Depreciation and amortisation	(10.9)	(10.0)	(11.0)	(11.7)	(13.5)	EV/EBIT (x)	24.1	13.8	12.2	9.1	7.7
Normalised EBIT	11.7	21.5	24.1	32.5	38.0	PE (x)	31.9	17.8	16.3	12.2	10.6
Net interest	(4.2)	(3.4)	(3.1)	(3.5)	(3.0)	Price/NTA (x)	2.8	2.7	2.9	3.0	2.9
Associate income	-	-	-	-	-	Free cash flow yield (%)	-2.9	7.8	8.6	7.8	9.0
Tax	(3.2)	(3.2)	(5.3)	(7.3)	(8.8)	Adj. free cash flow yield (%)	-2.9	7.8	8.6	7.8	9.0
Minority interests	-	-	-	-	-	Net dividend yield (%)	2.6	2.6	3.2	3.9	4.5
Normalised NPAT	7.7	14.2	15.8	21.8	26.3	Gross dividend yield (%)	2.6	2.6	3.6	4.6	5.9
Abnormals/other	-	-	-	-	-						
Reported NPAT	7.7	14.2	15.8	21.8	26.3	Capital Structure	2024A	2025A	2026E	2027E	2028E
Normalised EPS (cps)	9.7	17.4	18.9	25.2	29.2	Interest cover EBIT (x)	2.8	6.3	7.7	9.3	12.6
DPS (cps)	8.0	8.0	10.0	12.0	14.0	Interest cover EBITDA (x)	6.3	9.3	11.3	12.7	17.0
						Net debt/ND+E (%)	17.7	11.3	11.4	13.5	13.5
Growth Rates	2024A	2025A	2026E	2027E	2028E	Net debt/EBITDA (x)	0.8	0.4	0.3	0.3	0.3
Revenue (%)	3.6	-0.6	10.8	14.8	10.9						
EBITDA (%)	-11.1	19.3	11.3	26.0	16.5	Key Ratios	2024A	2025A	2026E	2027E	2028E
EBIT (%)	-43.1	83.7	12.3	34.7	17.1	Return on assets (%)	4.8	8.2	8.9	12.1	14.2
Normalised NPAT (%)	-50.1	84.2	10.9	38.1	20.7	Return on equity (%)	8.3	14.8	17.3	23.6	27.4
Normalised EPS (%)	-49.7	79.4	8.9	33.2	15.9	Return on funds employed (%)	4.6	8.3	9.2	13.6	17.2
Ordinary DPS (%)	0.0	0.0	25.0	20.0	16.7	EBITDA margin (%)	9.5	11.4	11.4	12.6	13.2
Ordinary Dr 3 (76)	0.0	0.0	23.0	20.0	10.7	= ' '	4.2		7.9	9.2	9.7
Cash Flow (NZ\$m)	2024A	2025A	2026E	2027E	2028E	EBIT margin (%)	3.2	7.8 -0.9	0.8	0.8	0.8
EBITDA	26.4	31.5	35.1	44.2	51.5	Capex to sales (%)	103	-0.9	25	27	28
						Capex to depreciation (%)	0	0		50	75
Working capital change	(10.4)	(12.8)	(1.3)	(8.8)	(10.9)	Imputation (%)			25		
Interest & tax paid	(3.1)	(2.5)	(5.1)	(7.0)	(8.7)	Pay-out ratio (%)	82	46	53	48	48
Other	(6.9)	6.1	1.2	-	-	0 " 0 "	20244	00054	000/5	00075	
Operating cash flow	6.0	22.3	29.8	28.4	32.0	Operating Performance	2024A	2025A	2026E	2027E	2028E
Capital expenditure	(9.0)	2.6	(2.6)	(3.0)	(3.3)	Protein (Meat)					
(Acquisitions)/divestments	(1.9)	- (0.7)	- (0.4)	- (0.0)	- (0.5)	Revenue (NZ\$m)	59.9	69.4	76.3	91.6	109.9
Other	(9.2)	(8.7)	(8.4)	(9.0)	(8.5)	Revenue growth (%)	-21%	16%	10%	20%	20%
Funding available/(required)	(14.1)	16.2	18.8	16.4	20.1	Gross margin (%)	28%	29%	32%	33%	33%
Dividends paid	(7.1)	(1.6)	(8.3)	(9.0)	(11.6)	Gross profit (NZ\$m)	16.8	20.4	24.4	30.2	36.3
Equity raised/(returned)	-				-	Mining (Minerals)					
(Increase)/decrease in net debt	(21.2)	14.6	10.5	7.4	8.5	Revenue (NZ\$m)	48.8	50.9	55.0	59.9	65.3
						Revenue growth (%)	18%	4%	8%	9%	9%
Balance Sheet (NZ\$m)	2024A	2025A	2026E	2027E	2028E	Gross margin (%)	36%	37%	36%	36%	36%
Working capital	53.0	65.8	67.2	76.0	86.9	Gross profit (NZ\$m)	17.4	18.8	19.8	21.6	23.5
Fixed assets	23.6	21.1	19.6	18.2	16.9	Materials Handling and Logistics					
Intangibles	3.4	2.6	2.5	2.4	1.4	Revenue (NZ\$m)	127.3	123.1	136.6	151.7	168.4
Right of use asset	24.9	30.3	28.6	26.5	24.0	Revenue growth (%)	35%	-3%	11%	11%	11%
Other assets	97.8	90.7	89.0	88.4	87.8	Gross margin (%)	22%	26%	25%	25%	25%
Total funds employed	202.6	210.5	206.8	211.5	216.9	Gross profit (NZ\$m)	28.3	32.0	34.2	37.6	41.5
Net debt/(cash)	20.1	12.3	11.8	14.3	14.9	Appliances and Other					
Lease liability	22.0	27.2	26.9	26.7	26.3	Revenue (NZ\$m)	40.1	31.4	38.6	48.7	46.7
Other liabilities	69.0	71.9	74.0	76.2	78.5	Revenue growth (%)	-28%	-22%	23%	26%	-4%
Shareholder's funds	92.0	99.9	95.2	96.0	99.6	Gross margin (%)	26%	25%	25%	24%	24%
Minority interests	(0.5)	(0.7)	(1.1)	(1.7)	(2.4)	Gross profit (NZ\$m)	10.6	7.9	9.5	11.8	11.1
Total funding sources	202.6	210.5	206.8	211.5	216.9						

^{*} Forsyth Barr target prices reflect valuation rolled forward at cost of equity less the next 12-months dividend



FY25 result review

Total revenue for FY25 was NZ\$275.3m, broadly flat on FY24, with growth in Protein (up +16% to NZ\$69.4m) and Mining (+4% to NZ\$50.9m) offset by declines in Materials Handling (-3% to NZ\$123.1m) and Appliances (-13% to NZ\$31.4m). SCT reported record operating EBITDA of NZ\$31.5m, up +4% (adjusted) on FY24, underpinned by improved gross margins (+230bp to 28.8%), reflecting an increased focus on higher-margin sales, growth in service revenue (29% of total revenue in FY25, up +1pp on FY24), and cost-control initiatives. NPBT lifted +59% to NZ\$17.4m, while NPAT rose +84% on FY24 to NZ\$14.2m, reflecting an FY25 effective tax rate of just 18.3% with the utilisation of prior-period losses. Operating cashflow was strong at +NZ\$22.3m (FY24: +NZ\$6.0m), supported by a focus on working-capital management and cost control. Net debt improved to NZ\$12.3m from NZ\$20.1m in FY24, supported by earnings growth and a lapping of elevated investment in FY24. SCT declared an unimputed final dividend of NZ5cps, in line with expectations.

At the segment level:

- **Protein segment** revenue was strong, lifting +16% to NZ\$69.4m for FY25, underpinned by lamb and poultry system sales in the second half. Margin dollars rose +21% to NZ\$20.4m, with gross margin expanding +130bp to 29.4%, driven by an increased service and parts mix.
- Materials Handling and Logistics revenue declined -3% to NZ\$123.1m, with EU service growth offset by North American project timing. Segment margin dollars lifted +13% to NZ\$32.0m, with gross margin up +380bp to 26%, reflecting an improved project and service mix.
- Mining revenue lifted +4% to NZ\$50.9m, with strong Rocklabs standard sales (crushers and pulverisers) supported by favourable commodity-price tailwinds. Margin dollars lifted +8% to NZ\$18.8m, with margin up +130bp year on year to 36.9%, driven by product mix.
- Appliances revenue fell -13% to NZ\$31.4m, lapping a large project in FY24. Segment margin dollars fell -25% to NZ\$7.9m, with margin declining -5pp to 25%, a normalisation of margins from a historically elevated FY24 driven by a single project.

Figure 1. FY25 result review

	FY24 Actual	FY25 Actual	Change
Operating revenue	276.1	275.3	-0%
Other operating income	2.5	1.7	-33%
Share of joint ventures' net surplus	0.1	0.2	n/a
Total operating expenses	(252.3)	(245.7)	-3%
Reported EBITDA	26.4	31.5	+19%
Interest revenue	0.4	0.4	-2%
Depreciation & amortisation	(11.3)	(10.7)	-5%
Finance costs	(4.6)	(3.8)	-17%
Net Profit Before Tax	11.0	17.4	+59%
Taxation (expense)	(3.2)	(3.2)	-2%
Net Profit / (Loss) after Tax (from continuing ops)	7.7	14.2	+84%
Discontinued operation (net of income tax)	-	-	n/a
Other Comprehensive Income/(Loss)			
Cash Flow Hedge	-	-	
Translation of foreign operations	(2.8)	5.0	n/a
Comprehensive Profit (Loss)	4.9	19.2	+291%
Diluted EPS	9.7	17.4	+79%



Earnings revisions

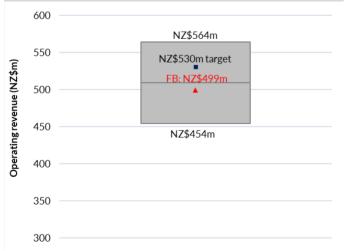
We make minor updates to our forecasts following SCT's FY25 result. Divisionally, we rebase our near-term Materials Handling and Logistics (MHL) revenue lower, while rebasing our Protein segment revenue higher on a better-than-expected FY25 result. Our long-term divisional forecasts remain within management's FY24—FY30 CAGR targets provided at the September 2025 Investor Day for: +3%—7% growth in Appliances (FB: +5.2%); +7%—11% in MHL (FB: +8.8%); +6%—10% in Mining (FB: +8.0%); and +16%—20% in Protein (FB: +17.3%). The net effect is a broadly unchanged near-term revenue track, with FY26 revenue slightly lower, and modest upticks in FY27/FY28. This brings our FY26 operating EBITDA down -1% to NZ\$35.1m on broadly flat operating costs, with small uplifts in FY27/FY28 respectively. We change our assumed tax rate to 25% (previously 28%) to more accurately reflect the increasingly geographically diverse earnings base, lifting our FY26/FY27/FY28 NPAT forecasts +1%, +1% and +7% respectively.

Figure 2. Earnings revisions

		FY26E			FY27E			FY28E	
	Old	New	Change	Old	New	Change	Old	New	Change
Operating revenue	308.1	306.6	-0%	350.7	351.9	+0%	384.8	390.3	+1%
Other operating income	0.3	0.3	+0%	0.3	0.3	+0%	0.3	0.3	+0%
Share of joint ventures' net surplus	0.1	0.3	n/a	0.1	0.3	n/a	0.1	0.3	n/a
Raw materials, consumables used & operating expenses	(253.3)	(247.6)	-2%	(286.7)	(283.1)	-1%	(313.9)	(313.5)	-0%
Employee benefits expense	(19.6)	(24.4)	+24%	(20.2)	(25.1)	+24%	(20.8)	(25.8)	+24%
Operating EBITDA	35.5	35.1	-1%	44.1	44.2	+0%	50.5	51.5	+2%
Interest revenue	0.2	0.2	n/a	0.2	0.3	n/a	0.2	0.1	n/a
Depreciation & amortisation	(10.2)	(11.0)	+8%	(11.0)	(11.7)	+7%	(13.4)	(13.5)	+1%
Finance costs	(3.9)	(3.3)	-16%	(3.3)	(3.8)	+12%	(3.1)	(3.1)	+1%
Net Profit Before Tax	21.6	21.0	-3%	29.9	29.0	-3%	34.2	35.0	+2%
Taxation (expense)	(6.1)	(5.3)	-13%	(8.4)	(7.3)	-13%	(9.6)	(8.8)	-9%
Net Profit/(Loss) after Tax (from continuing ops)	15.6	15.8	+1%	21.6	21.8	+1%	24.6	26.3	+7%
Diluted EPS	17.9	18.9	+6%	24.0	25.2	+5%	26.3	29.2	+11%

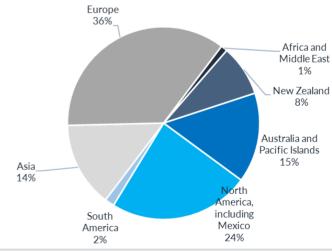
Source: Forsyth Barr analysis

Figure 3. SCT-Implied FY30 revenue target range (NZ\$m)



Source: Company, Forsyth Barr analysis

Figure 4. SCT—Revenue by geography (NZ\$m FY25)





Charts of interest

Figure 5. SCT-Revenue stack by segment (NZ\$m)



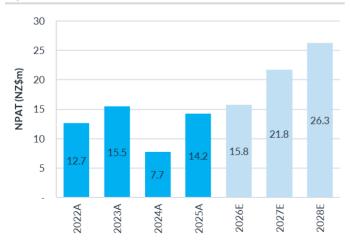
Source: Company, Forsyth Barr analysis

Figure 7. SCT-Operating EBITDA (NZ\$m)



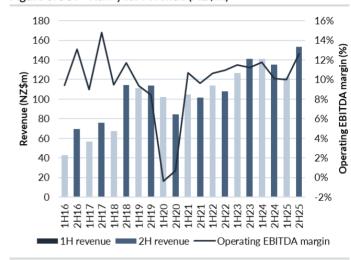
Source: Company, Forsyth Barr analysis

Figure 9. SCT-NPAT (NZ\$m)



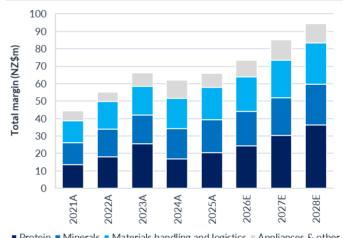
Source: Company, Forsyth Barr analysis

Figure 6. SCT—Half-year revenue (NZ\$m)



Source: Company, Forsyth Barr analysis

Figure 8. SCT-Gross margin stack (NZ\$m)



■ Protein ■ Minerals ■ Materials handling and logistics ■ Appliances & other

Source: Company, Forsyth Barr analysis

Figure 10. SCT-Free cash flow (NZ\$m)

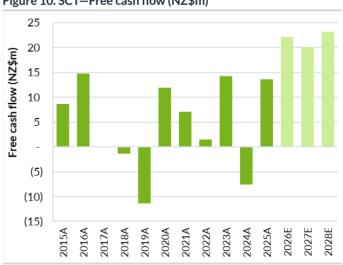
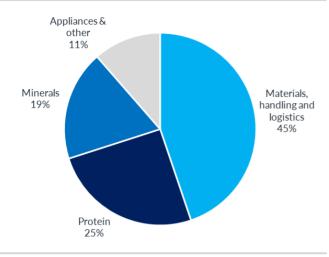


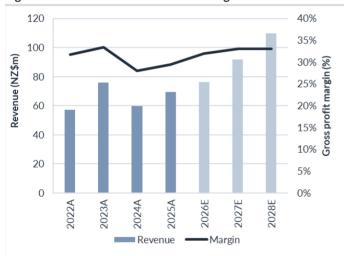


Figure 11. SCT-Revenue by segment (NZ\$m FY25)



Source: Company, Forsyth Barr analysis

Figure 13. SCT-Protein revenue and margin



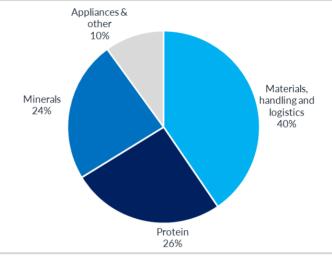
Source: Company, Forsyth Barr analysis

Figure 15. SCT-MHL revenue and margin



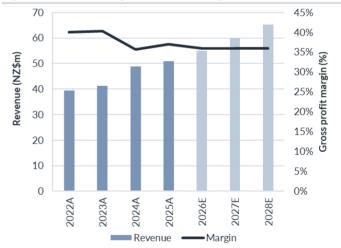
Source: Company, Forsyth Barr analysis

Figure 12. SCT-Gross margin by segment (NZ\$m FY25)



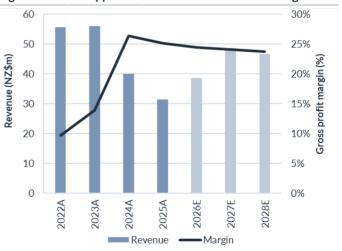
Source: Company, Forsyth Barr analysis

Figure 14. SCT-Mining revenue and margin



Source: Company, Forsyth Barr analysis

Figure 16. SCT-Appliances and other revenue and margin





Additional data

Figure 17. Share price performance



Source: NZX, Forsyth Barr analysis, NOTE: based on SPH notices only

Figure 18. Substantial shareholders

Shareholder	Latest Holding
JBS Australia	53.4%
Oakwood Securities	6.7%
ACC	5.0%

Source: LSEG, Forsyth Barr analysis

Figure 19. International valuation comparisons using consensus data (one and two year forward)

Company	Code	Price	Mkt Cap	PE		EV/EBITDA			BIT	Cash Yld
			(m)	1yr	2yr	1yr	2yr	1yr	2yr	1yr
Scott Technology	SCT NZ	NZ\$3.09	NZ\$257	16.3x	12.7x	8.8x	7.2x	12.3x	9.6x	3.3%
Flsmidth & Co A/S	FLS DC	kr485.20	kr27,972	16.9x	15.7x	10.6x	9.8x	12.1x	11.5x	2.2%
Xrf Scientific	XRF AT	A\$2.10	A\$300	24.1x	21.6x	15.3x	13.8x	16.7x	14.9x	2.6%
Abb-Reg	ABBN SW	CHF58.98	CHF108,753	26.4x	24.4x	18.3x	17.0x	20.6x	19.2x	1.5%
Emerson Electric	EMR US	US\$130.35	US\$73,361	19.9x	18.2x	14.2x	13.3x	17.4x	16.0x	1.7%
Honeywell International	HON US	US\$206.03	US\$130,808	18.4x	17.0x	13.8x	12.9x	15.3x	14.4x	2.3%
John Bean Technologies	JBT US	US\$131.80	US\$6,850	18.7x	14.9x	10.8x	9.4x	13.2x	11.4x	0.3%
Omron	6645 JP	¥4406.00	¥908,715	20.1x	16.4x	9.4x	8.4x	14.6x	12.4x	2.4%
Rockwell Automation	ROK US	US\$352.79	US\$39,666	30.6x	27.2x	22.1x	20.3x	24.5x	22.0x	1.5%
Schneider Electric	SU FP	€248.25	€143,271	25.6x	22.6x	16.5x	14.9x	19.8x	17.6x	1.8%

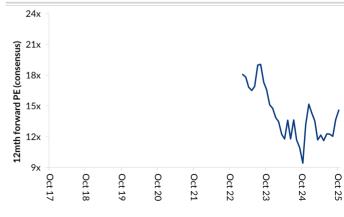
 $Source: For syth Barr \ analysis, Bloomberg, NOTE: \ all \ multiples \ based \ on \ Bloomberg \ consensus \ estimates, EV = market \ cap+net \ debt+lease \ liabilities+min \ interests-investments$

Figure 20. Consensus EPS momentum (NZ\$)



Source: Bloomber, Forsyth Barr analysis

Figure 21. Consensus one year forward PE (x)



Source: LSEG, Forsyth Barr analysis, NOTE: Data excluded when PE<0x or >75x



Disclosures

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