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ASX and NZX Release

9 November 2026

Evolution of strategy, simplification and FY26 outlook

Ventia Services Group Limited (ASX: VNT) today provides an update on the evolution of its strategy, organisational simplification and updated FY26 outlook, following the commencement of Mr Mark Ralston as Managing Director and Group Chief Executive Officer on 1 September 2026.

Informed by its people, customers, investors, partners and other key stakeholders, over the past ten weeks Ventia has undertaken a review of its market outlook, strategy and operating model. This review has highlighted the strength of Ventia's business and growth potential, while identifying opportunities to sharpen our focus and invest in the capabilities needed to drive growth and simplify how we operate.

Evolution of strategy

Mr Ralston said, "Our goal is to unlock the full potential of Ventia to deliver growth and long-term value for our customers, people, partners and shareholders.

"Our strategy is evolving, not by changing the markets we serve, but by sharpening where we focus our capabilities and investment.

"We will build on our strong position in existing markets, placing greater emphasis on strengthening resilience, broadening capabilities and driving efficiency across critical infrastructure and essential services that customers and communities in Australia and New Zealand depend on."

Ventia will focus on the following priorities to support sustainable earnings growth:

- Strengthen capabilities to support sovereign resilience across Defence, Government and critical infrastructure;
- Invest in people, partnerships and technology to deliver differentiated, customer-led solutions; and
- Streamline and standardise our workforce, systems and processes, leveraging our scale to improve efficiency, execution and customer experience.

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Simplifying Ventia and improving competitiveness

To strengthen customer focus, simplify the business and better leverage the scale of the Group, Ventia will reduce the number of operating sectors and streamline its corporate functions and shared services. Ventia will introduce the new structure effective 1 December 2026.

Sectors will be consolidated as:

- Defence and National Resilience, reflecting Ventia's focus and the growth outlook for this market;
- Energy and Digital Infrastructure, bringing together markets with increasingly connected infrastructure needs and similar delivery capabilities; and
- Water, Transport and Social Infrastructure, combining predominantly government and government-related customers.

The initiatives announced today are expected to deliver annualised cost savings of at least $60 million by December 2027. Ventia expects to incur one-off implementation and discontinued project costs of approximately $30 million, including a restructuring provision in the FY26 results.

Mr Ralston said, "Ventia has a strong platform, value proposition and business model, with more value to unlock. We will take a disciplined approach to investing in the capabilities needed to capture the opportunities ahead, while simplifying how we operate, and execute with greater pace, discipline and efficiency."

Updated FY26 outlook

The medium-term growth outlook remains positive, however, trading conditions in Telecommunications and Energy continue to be challenging, reflecting the deferral of expected work volumes. As a result, Group revenue in the second half of FY26 is expected to be below the prior corresponding period.

The impact on earnings is being substantially mitigated through productivity improvements and cost efficiency initiatives already underway across the Group.

Ventia continues to expect underlying growth in NPATA of 7-10% in FY26, excluding the one-off restructuring costs outlined above.

Ventia remains confident in its medium-term outlook. The actions announced today will strengthen execution and competitiveness and position the business to capture the opportunities ahead.

Detailed financial and operational performance will be provided at the Company's 2026 full-year results announcement on 25 February 2027.

Conference call

Managing Director and Group Chief Executive Officer, Mr Mark Ralston, and Chief Financial Officer, Mr Mark Fleming, will host a conference call today Monday, 9 November 2026 at 11:00am (AEDT). Conference call registration link: https://s1.c-conf.com/diamondpass/10058250-enxwb8.html

A recording of the call will be available at: https://ventia.com/investor-centre/reporting-suite

This announcement has been authorised for release by the Ventia Board.

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About Ventia
Ventia is a leading essential infrastructure services provider in Australia and New Zealand, proudly providing the services that keep infrastructure working for our communities. Ventia has access to a combined workforce of more than 35,000 people, operating in over 400 sites across Australia and New Zealand. With a strategy to redefine service excellence by being client-focused, innovative and sustainable, Ventia operates across a broad range of industry segments, including defence, social infrastructure, water, electricity and gas, resources, telecommunications and transport.

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