



Results presentation

For the year ended 31 December 2025

Together we
shape, create, deliver

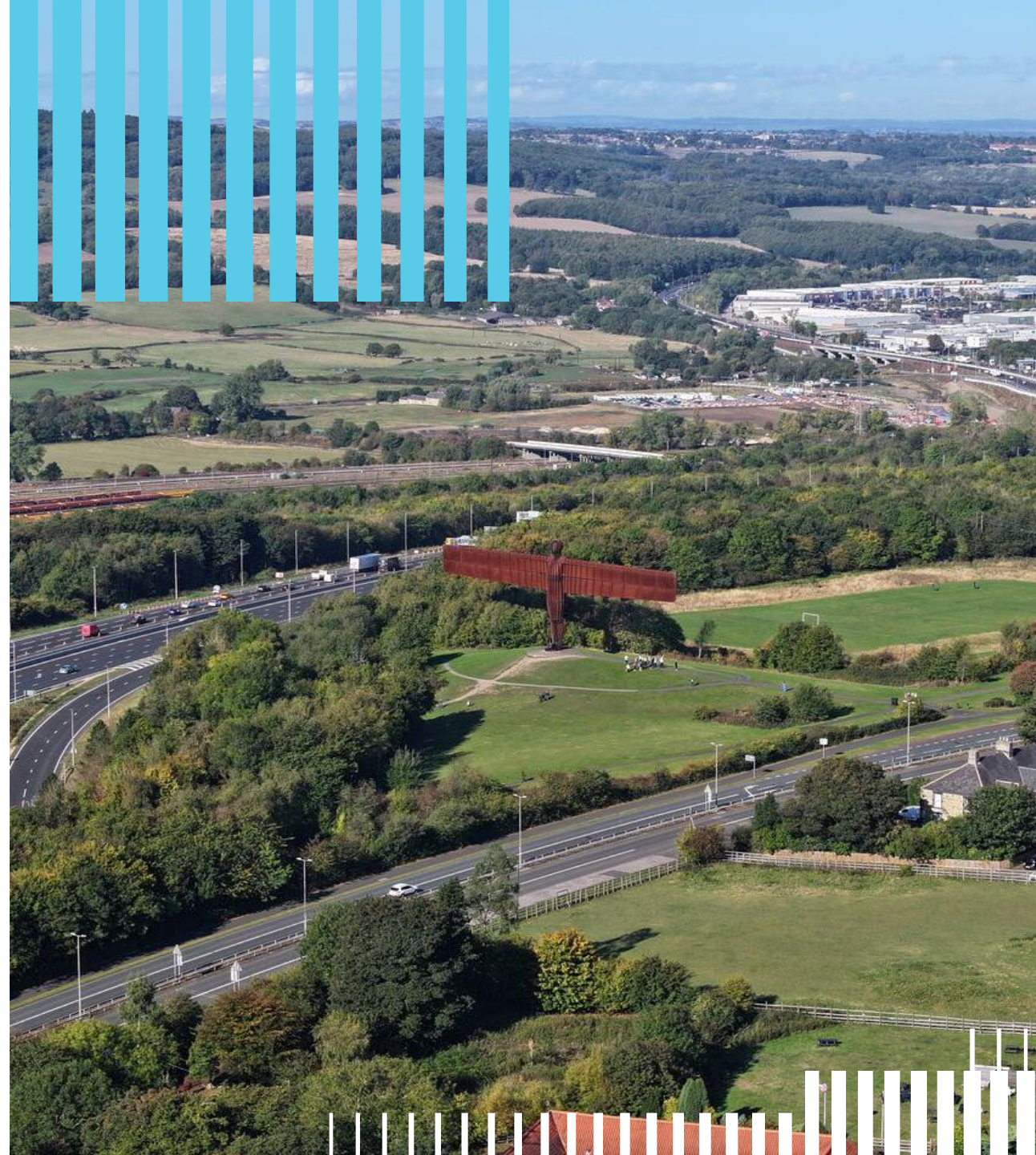




Introduction

Alex Vaughan
Chief Executive Officer

Together we
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Going from strength to strength

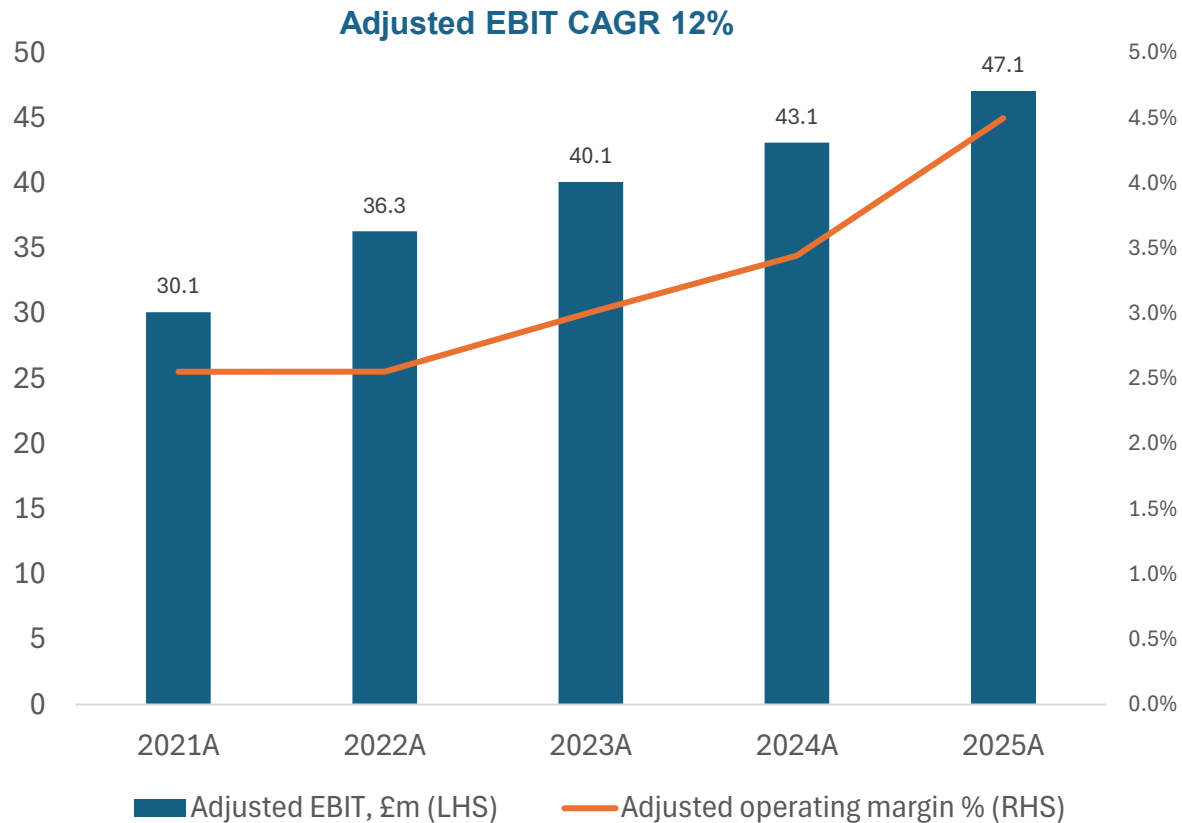
- Continued strong performance reflecting the quality of our contract portfolio
- Financial strength and cash generation enabling increased shareholder returns
- Strong market momentum and record forward work position underpin future growth
- Returned to FTSE250 in March 2026



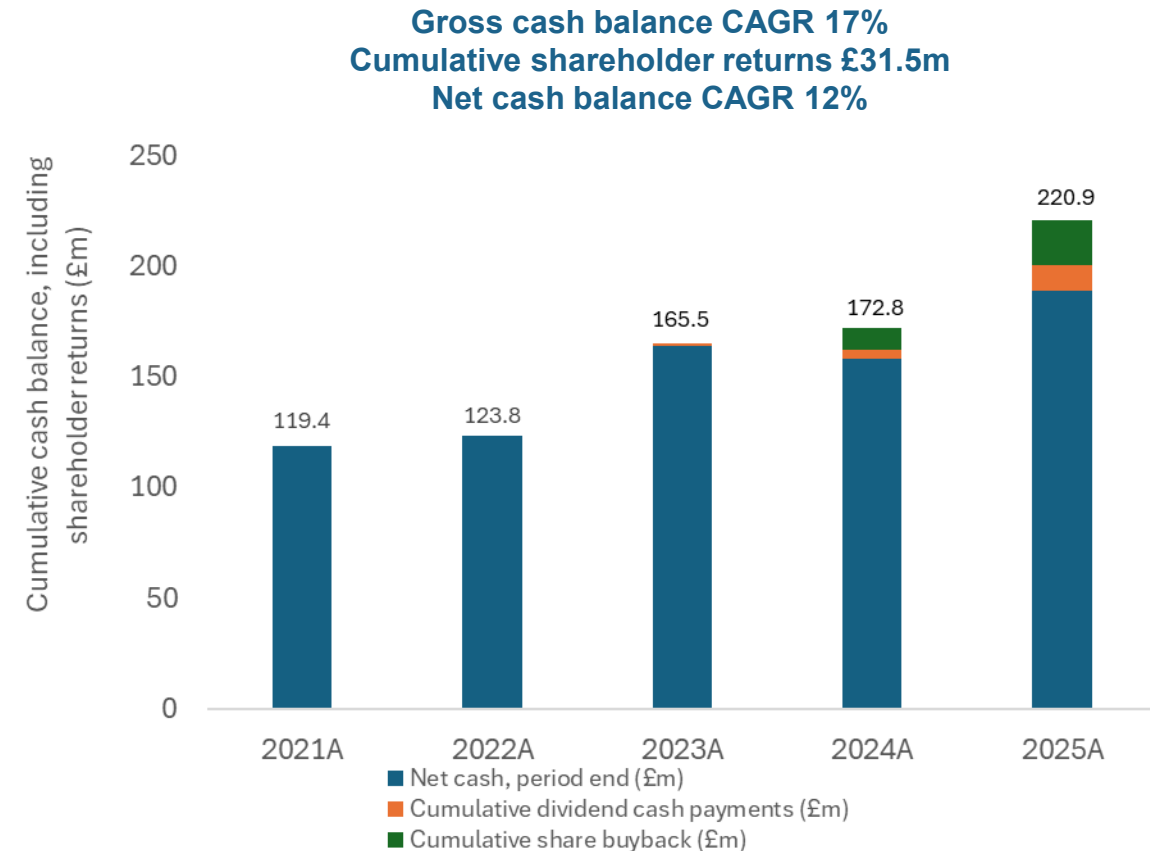
Delivered profit and cash growth, and industry-leading margin

5 years of sustainable growth has driven 12% profit CAGR & c.£100m increase in gross cash

Track record of strong financial performance



Strengthening balance sheet and increasing shareholder returns

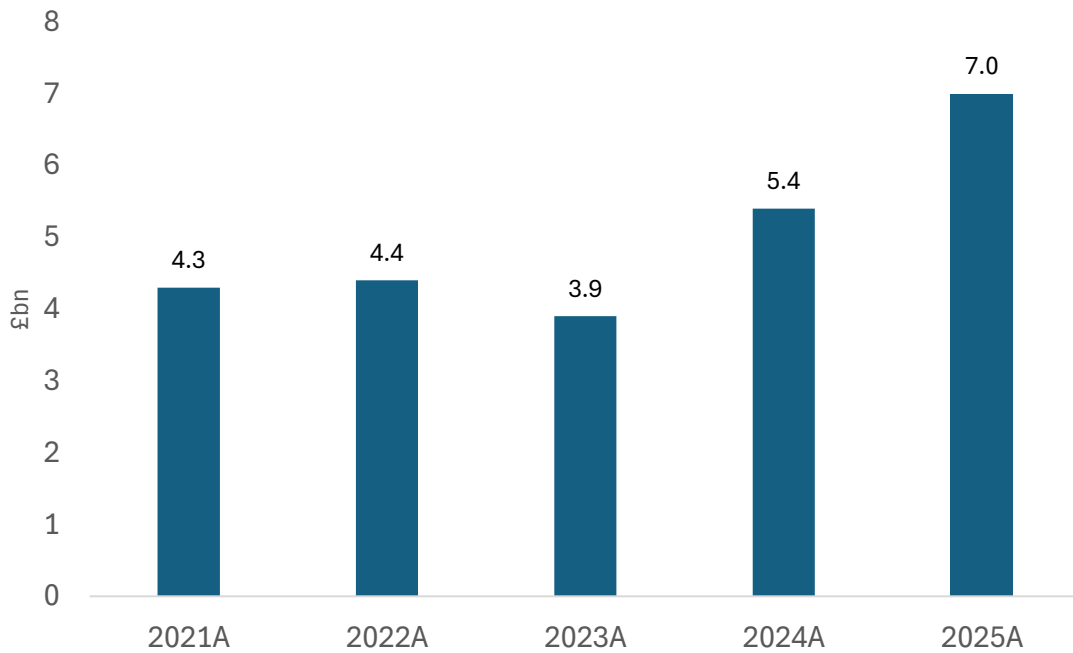


Growing in our chosen markets, with record £7bn forward work

Expect revenue and profit growth in FY 26 with a step change in FY 27 and beyond

Record forward work position

£2.6bn of work won in FY 25



Broadening customer mix in growth markets





Financial Review

Helen Willis
Chief Financial Officer

Together we
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Headline financial results

Strong financial performance reflecting quality of contract portfolio and predictable execution

Financial Summary	FY 25 £m	FY 24 £m	Change %
Revenue	1,045.7	1,251.1	(16.4)%
Adjusted operating profit ⁽¹⁾	47.1	43.1	9.3%
Adjusted operating profit ⁽¹⁾ margin	4.5%	3.4%	1.1pp
Reported operating profit/(loss)	44.8	31.1	44.1%
Reported profit/(loss) before tax	48.2	36.5	32.1%
Adjusted basic earnings per share ⁽²⁾	14.5p	14.6p	-0.7%
Reported basic earnings/(loss) per share	13.9p	11.3p	23.0%
Dividend per share	4.2p	2.4p	75.0%
Net Cash Balance ⁽³⁾	189.3	158.5	£30.8m
Forward Work Position ⁽⁴⁾	£7.0bn	£5.4bn	£1.6bn

- Group revenue of £1,045.7m, lower than prior period reflecting growth in Natural Resources offset by previously announced reduction in Transportation
- Group adjusted operating profit up 9.3% to £47.1m, reflecting quality of contracts and predictable execution
- Group adjusted operating margin up 110bps to 4.5%
- Group reported profit before tax up 32.1% to £48.2m
- Adjusted basic EPS broadly flat at 14.5p, with adjusted operating profit increase and lower share count offset by increase in tax rate and lower net finance income
- Enhanced shareholder returns, with 75% increase of FY DPS to 4.2p
- Strong balance sheet, with net cash of £189.3m, a rise of £30.8m
- 30% increase of £1.6bn in high-quality forward work position to a record £7.0bn

1. Adjusted operating profit and adjusted operating profit margin are adjusted metrics and exclude the impact of adjusting items totalling £2.3m (FY 24: £12.0m).

2. Adjusted basic earnings per share is an adjusted metric and excludes the impact of adjusting items, net of tax, totalling £1.7m (FY 24: £9.0m).

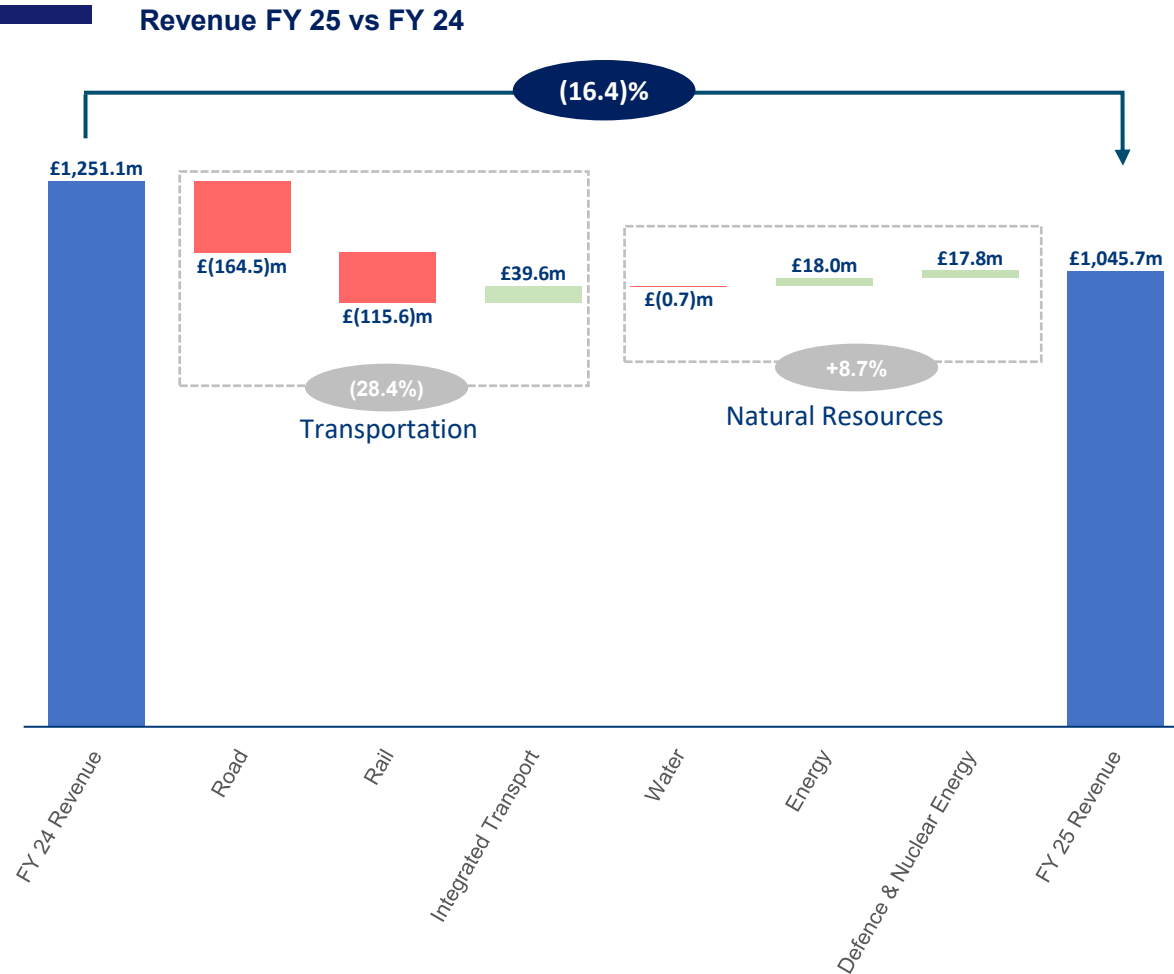
3. Net cash is defined as cash and cash equivalents less interest-bearing borrowings (excluding leases under IFRS 16 and net of unamortised arrangement fees) and excluding cash and cash equivalents - with restrictions.

4. Forward work is the total of order book and preferred bidder book which includes revenue from contracts which are partially or fully unsatisfied and probable revenue from frameworks included at allocated volume.

See slides 29 to 30 for a reconciliation of reported to adjusted measures.

Revenue walk

Reduction in Transportation, as previously announced, offset by growth in Natural Resources

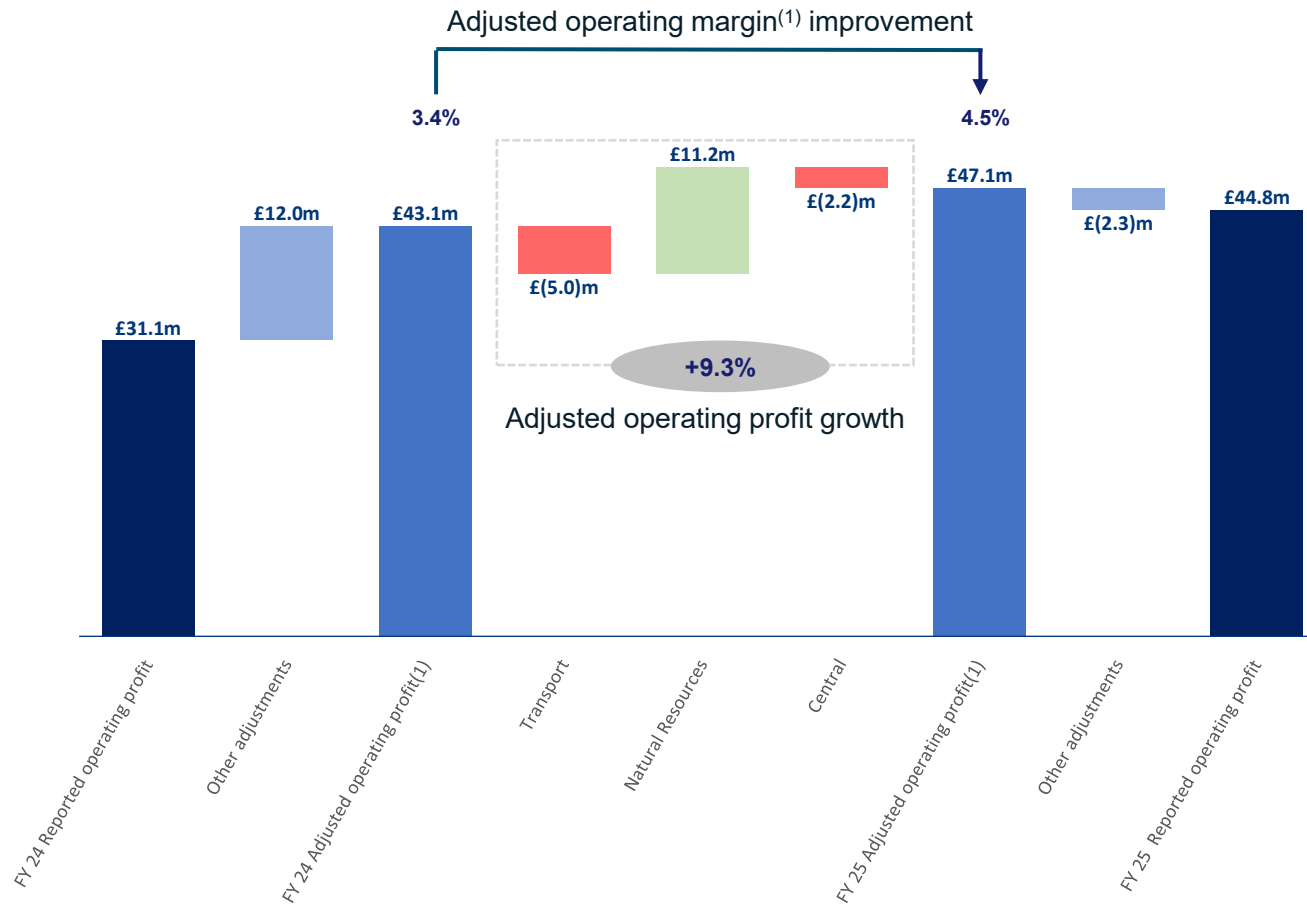


- **Transportation:** decrease as previously announced, of 28.4%
 - Expected reduction in Road due to the completion of historic RDP projects
 - Expected reduction in Rail, due to the rephased schedule from HS2
 - Strong growth in Integrated Transport, expansion of work at Heathrow
- **Natural Resources:** increase of 8.7%
 - Increased revenue in Energy, and Defence and Nuclear Energy
 - Stable revenue in Water, a good performance reflecting transition from delivery of AMP7 to design of AMP8 and Tideway completion

Adjusted operating profit ahead of expectations

Quality of portfolio and predictable delivery

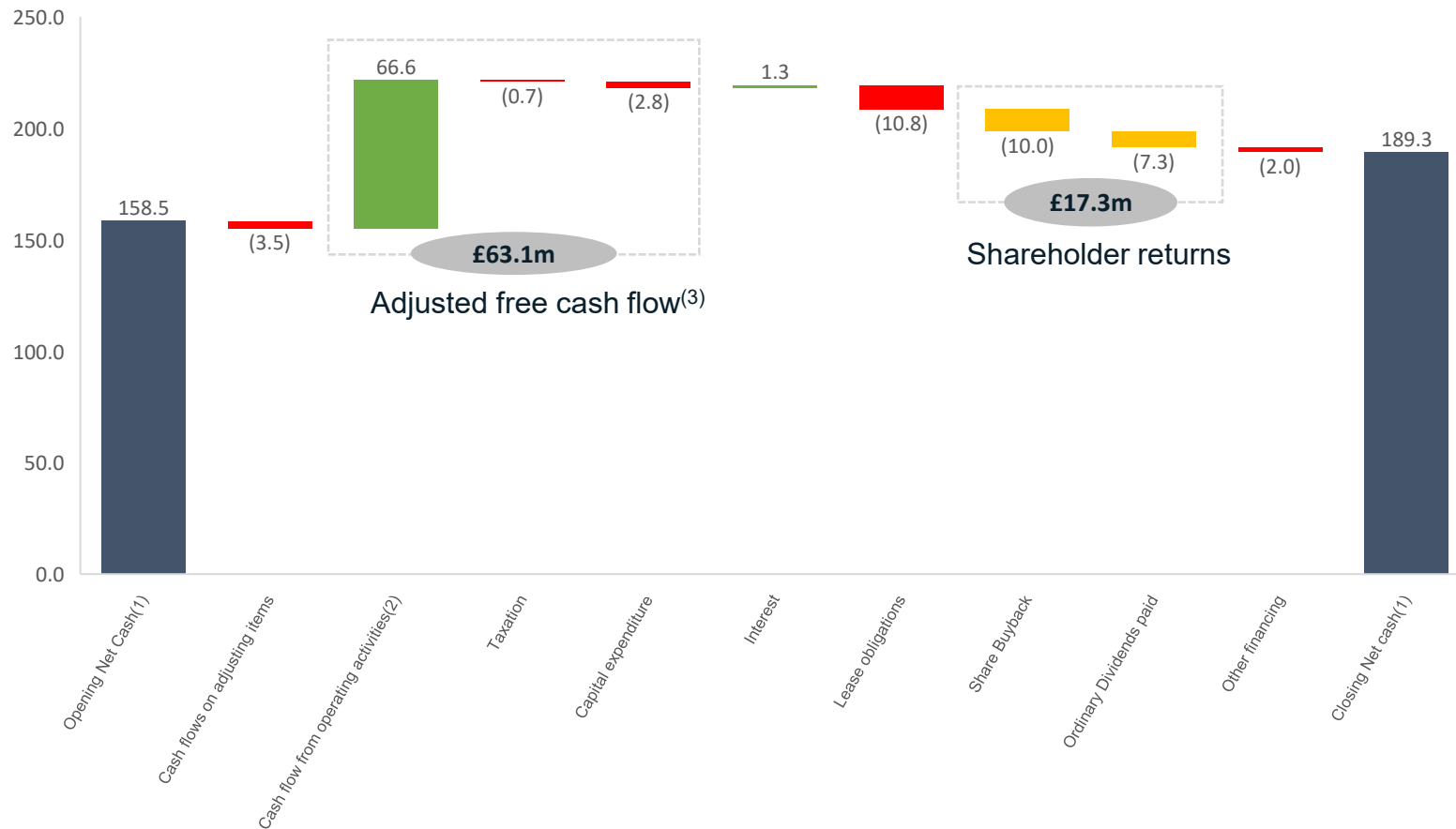
Adjusted Operating Profit FY 25 vs FY 24



- **Adjusted operating profit growth of 9.3% to £47.1m**
 - **Transportation** adjusted operating profit reduction of £5.0m, as expected, with lower volumes in Rail and Roads
 - **Natural Resources** adjusted operating profit growth of £11.2m, primarily within Energy and Defence and Nuclear Energy
 - Positive impact of normal course of business contract completions in both divisions
 - Higher central costs primarily on increased share-based payments and investment in capabilities
- **Adjusted operating margin increase from 3.4% to 4.5%**
 - Primarily the positive impact of normal course of business contract completions as above
 - Lower volumes of completed historic RDP framework projects, which operated at below normal margin levels

Significant growth in adjusted free cash flow

Net cash position at year-end of £189.3m after £10m share buyback programme



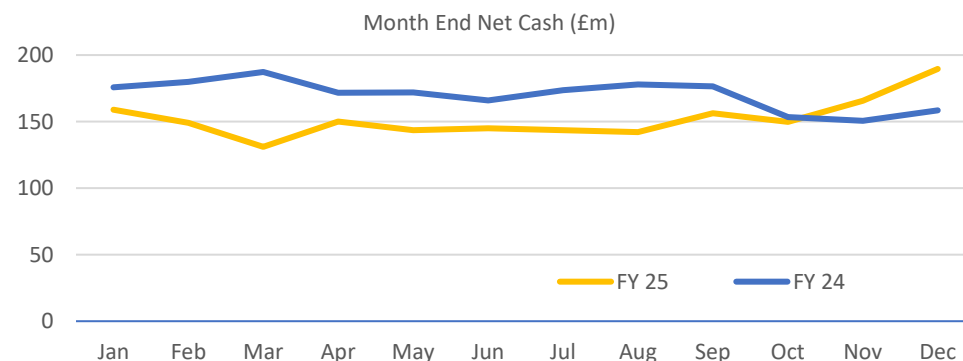
- Significant growth in adjusted free cash flow to £63.1m (FY 24: £27.1m), benefitting from lower capital expenditure following the investment in a new HR system in FY 24
- Increased dividend and further share buyback
- During FY 25 we paid 97% of invoices within 60 days (FY 24: 98%)
- FY 26 year-end net cash position expected to be approximately £175m after £20m share buyback programme

1. Net cash is defined as cash and cash equivalents less interest-bearing borrowings (excluding leases under IFRS 16 and net of unamortised arrangement fees) and excluding cash and cash equivalents - with restrictions.
 2. Excluding adjusting items, interest, taxation and pension deficit contributions, shown separately, and excluding cash flows on cash and cash equivalents – with restrictions.
 3. Adjusted free cash flow is an adjusted metric and is defined as cash from operations, excluding cash flows relating to adjusting items and pension deficit contributions, less taxation and capital expenditure and excluding cash and cash equivalents - with restrictions. See slide 30 for detailed calculation.

Cash and banking facilities

Strong balance sheet, with successful refinancing of facilities

	FY 25	FY 24
Cash and cash equivalents	189.3	158.5
Cash and cash equivalents - with restrictions	26.0	38.4
Cash and cash equivalents (including cash with restrictions)	215.3	196.9
	FY 25	FY 24
Cash	121.6	95.8
Cash held at joint ventures	67.7	62.7
Loans	0.0	0.0
Net Cash	189.3	158.5
Average month end net cash	152.6	169.8
Average week end net cash	149.2	164.3

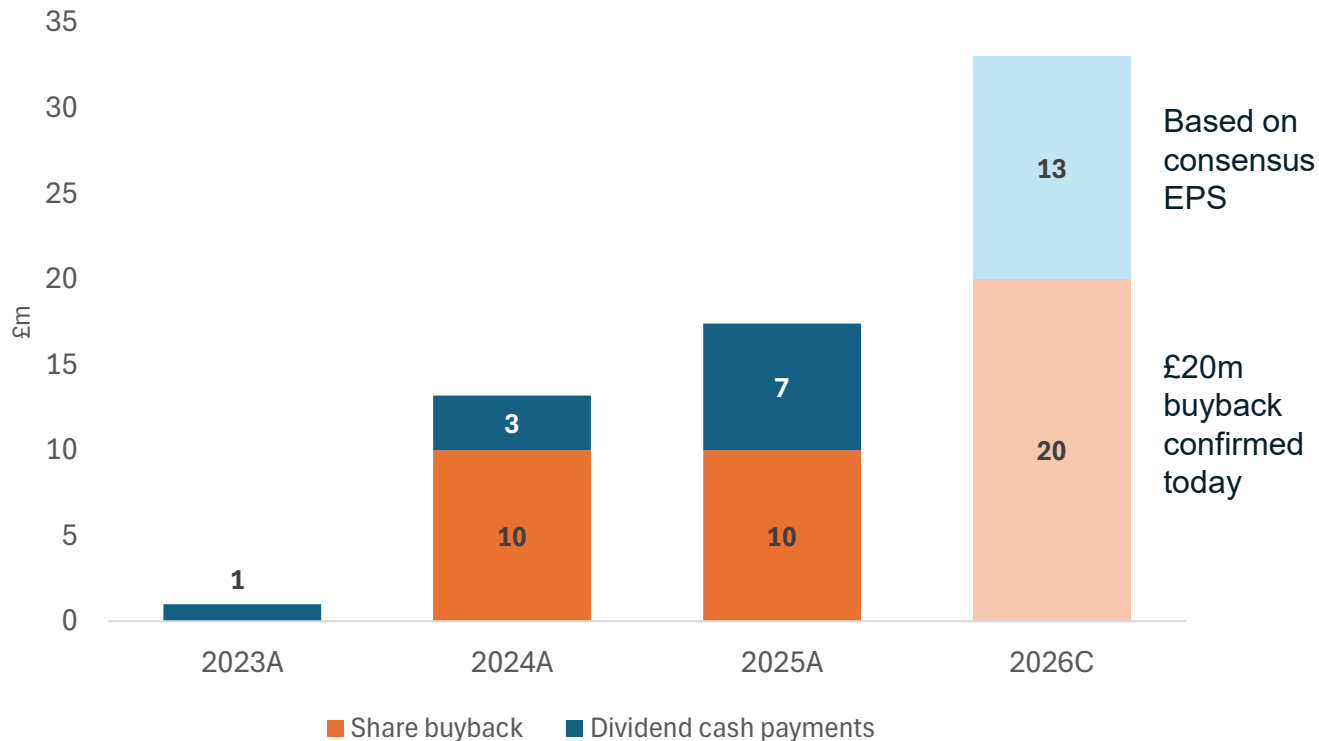


- New four-year agreement of bank and bonding facilities to September 2029
 - Option to extend by a further year
 - Comprises £100m RCF (previously £85m) and surety and bank bonding facilities totalling £295m (previously £270m)
 - No drawdown of RCF through 2025
- Significant headroom on bonding facilities at 31 December 2025
 - Facility £295m (FY 24 £270m)
 - Utilisation £72.4m (FY 24 £65.3m)
- FY 26 year-end net cash position expected to be approximately £175m, having increased our dividend and implemented a £20m share buyback programme

Increasing shareholder returns

Shareholder returns of £32m in FY 26, almost double FY 25

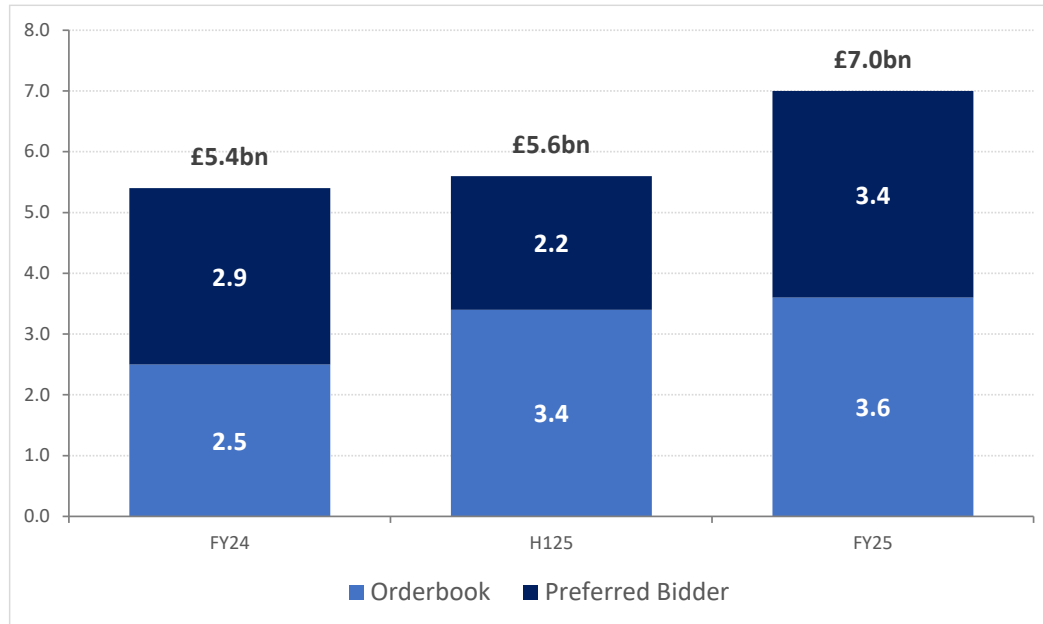
Increasing shareholder returns



- Shareholder returns commenced in FY 23 with resumption of dividend
- Recent triennial review of pension scheme with Trustee removed dividend parity arrangement:
 - Implementing target dividend cover, beginning with final dividend for FY 25 of 3.2p (FY 24: 2.0p)
 - Launching £20m share buyback programme for FY 26, following £10m in both FY 24 and FY 25
- FY 26 shareholder returns set to reach £32m, almost double FY 25 and the same amount as returned during FY 23 – FY 25 period

High-quality record forward work position of £7bn

Increase in both divisions, broadening customer base

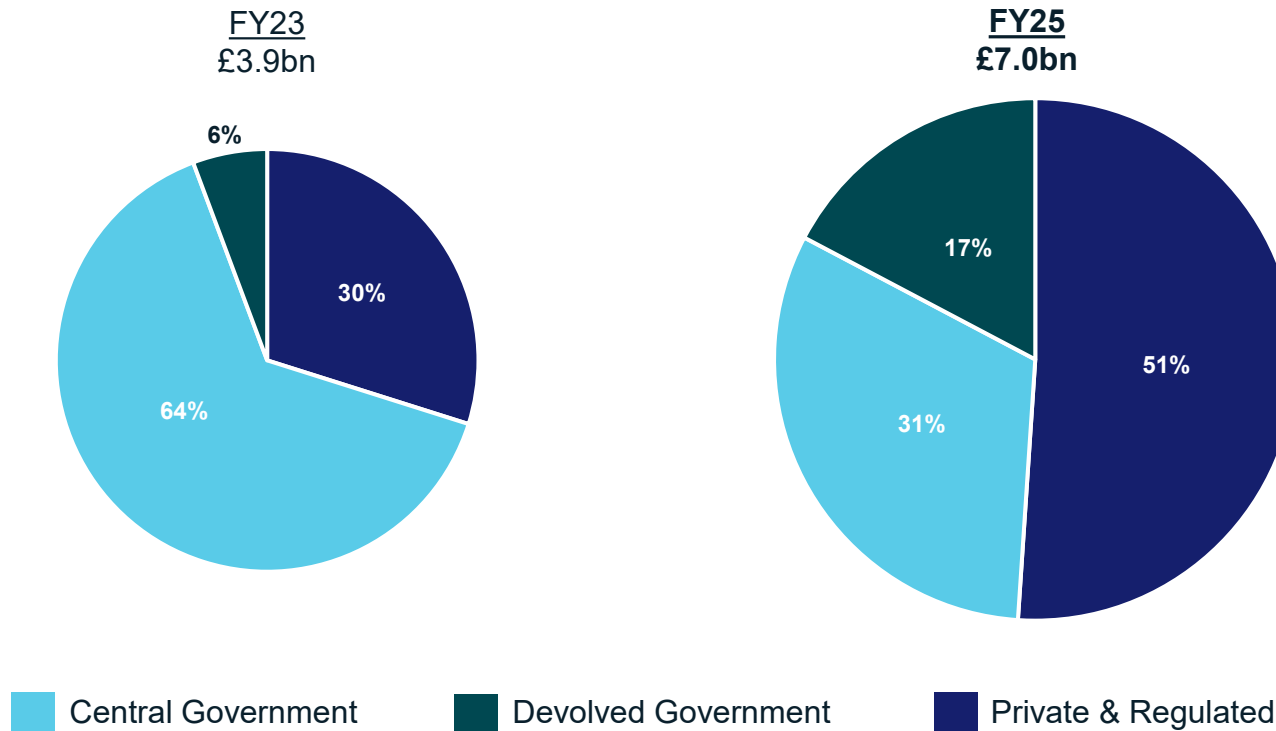


	FY24	H125	FY25
Natural Resources	2.8	3.2	4.2
Transportation	2.6	2.4	2.8
Group Forward Work Position	5.4	5.6	7.0

- Forward work position increased 30%
- Forward work position built on long-term programmes, normally of a duration of 5 years or more
- It comprises both order book and preferred bidder book
- As at the end of FY 25, it included **no single-stage lump sum contracts**

High-quality record forward work position of £7bn

We continue to build and expand our customer base to enhance the business' resilience

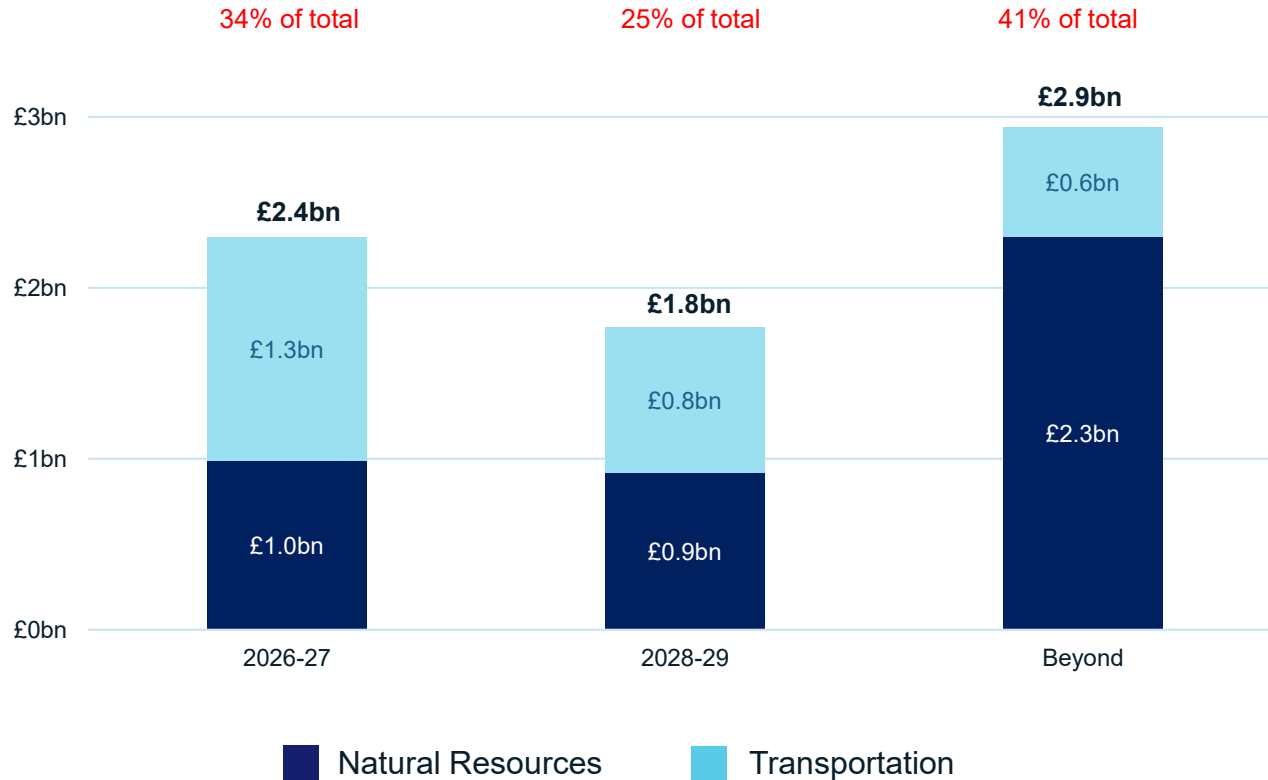


- Broadening the customer base and increasing the size of the forward work position
- Significantly reduced reliance on Central Government spend
- Very significant increase in Private and Regulated forward work
- Increase in Devolved Government forward work

Central Government – HS2, Network Rail, National Highways
Devolved Government – Local authorities, Defence, Nuclear Energy
Private & Regulated – private customers & investment to meet regulatory commitments (water, energy, aviation)

High-quality record forward work position of £7bn

Long-term programmes of work, providing good visibility of future revenue



- Visibility of FY26 and FY27 revenue
- 90% of forecast revenue secured for FY 26
- Pipeline will add to all periods
- Confidence in step change in FY27

Forward work position includes £2.4bn of revenue across FY 26 and FY 27, including £1.1bn of revenue for FY 26 (90% of forecast revenue for the year)

Outlook

- Revenue and profit growth in FY 26, with a step change in performance in FY 27 and beyond
- Adjusted operating margin around 4.0% in FY 26, ambition to exceed 5%
- Implementing dividend cover of 3x adjusted earnings and £20m share buyback programme announced for FY 26
- FY26 year end cash expected to be circa £175m after dividend and share buyback
- Predictable delivery and growth driving increased shareholder returns



COSTAIN



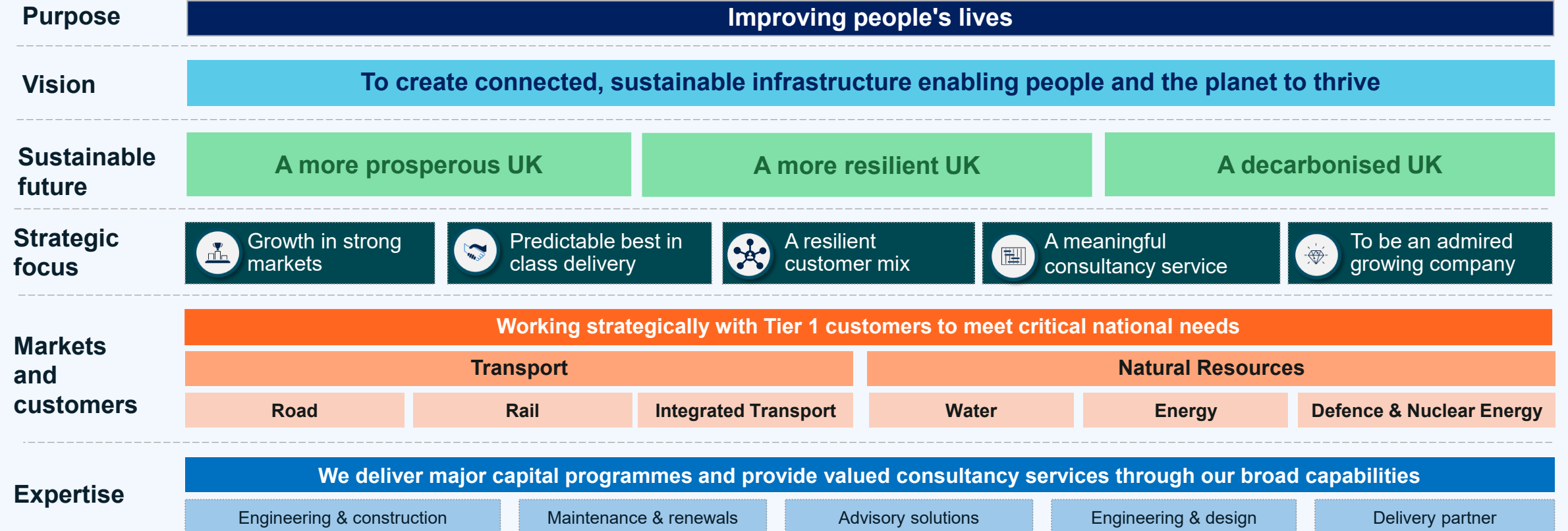
Strategy & Outlook

Alex Vaughan, Chief Executive Officer

Together we
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Our growth and value creation strategy

Creating a sustainable future



Significant growth in strategic infrastructure investment

Market Dynamics: Consistency – Continuity – Collaboration

	Committed investment ⁽¹⁾	Investment period	2026	2027	2028	2029	2030	2031	2032	
National and local roads	£24bn	2026 - 2030	Motorway and local road improvements ⁽⁵⁾							
High Speed Rail	£25bn	2026 - 2030	HS2 Phase 1 (London - West Midlands) ⁽⁶⁾							
Network Rail	£43bn	2024 - 2029	CP7				CP8			
Other rail enhancements	£10bn	2026 - 2032	Rail enhancements (outside of CP7)							
Local & regional transport	£21bn	2022 - 2032	CRSTS ⁽²⁾	Transport for City Regions (TCR)						
	£9bn	2026 - 2030	TfL ⁽⁷⁾							
Aviation	£65bn	2022 - 2039	Airport expansion							
Water	£104bn	2025 - 2030	AMP8					AMP9		
Energy	£9bn	2026 - 2030	CCUS							
	£6bn	2026 - 2030	GB Energy ⁽³⁾							
	£28bn	2026 - 2031	RIIO-3							
	£22bn	2023 - 2028	RIIO-ED2				RIIO-ED3			
Defence	£144bn ⁽⁴⁾	2026 - 2030	Public defence spend							
Nuclear Energy	£14bn	2026 - 2030	Nuclear decommissioning							
	£2bn	2026 - 2030	Small modular nuclear reactors							
	£3bn	2026 - 2030	Nuclear fusion							
	£14bn	2026 - 2030	Sizewell C							

(1) These investment plans are not all addressable by Costain and there are market opportunities which do not fall under these investment plans available to the Group. The estimates are as of 9 March 2026. (2) City Region Sustainable Transport Settlements. (3) Excludes nuclear spending. (4) Capital spending only (excludes resource spend; however, includes non-addressable equipment spending). (5) Announced committed spend, awaiting announcement on National Highways RIS3 spend. (6) Committed spend in parliament period – total investment to completion will be higher but no formal, up to date, estimate published. (7) 2026 TfL business plan.

Bringing our strategy to life – Nuclear energy case study

Long-term partnerships across the asset lifecycle in a growth market meeting critical national needs

Road

Rail


Integrated Transport (Aviation)

Water

Energy

Defence and Nuclear Energy

Powerful market growth drivers

 <p>Government rips up rules to fire-up nuclear power</p>	<p>The Telegraph</p> <p>Ed Miliband Britain will lead the world in the new nuclear golden age</p>	<p>New Civil Engineer</p> <p>Powering a decarbonised UK: Why nuclear is cool again</p>	<p>THE OBSERVER</p> <p>Nuclear power has a renewed and geopolitical appeal</p>	<p>FINANCIAL TIMES</p> <p>UK chooses North Wales for new generation of nuclear reactors</p>
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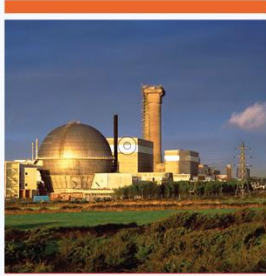
Extending and optimising existing energy generation Safeguarding the UK's nuclear legacy Powering the UK's nuclear future

EDF
Project controls services



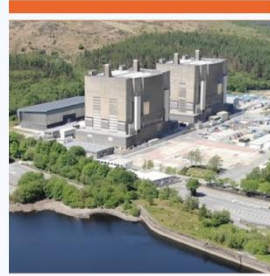
Contract to 2030
Partner since 2017

Sellafield
Decommissioning delivery partner



Contract to 2040
Partner since 2005

NRS
Decommissioning delivery partner



Contract to 2029
Partner since 2005

Urenco
Delivery, design and construction partner



Contract to 2028
Partner since 2025

Sizewell C
Consultancy and advisory



Contract to 2035
Partner since 2025

Nuclear energy as % of Group forward work: FY23: 2% FY 25: 18%

Key: ■ Consultancy ■ Construction ■ Construction & Consultancy

Transportation

Broadening customer mix, return to growth in FY 26

Road

- Several major projects completed (A30, A1, M6)
- Two new projects commencing (M60, M5)
- Continuing to maintain roads on the strategic network (Area 14)
- Building strategically important local roads presence with Eastern Highways Alliance framework, and further projects with TfL

Rail

- HS2: completed Northolt Tunnel, Euston Tunnel TBM begun work in Q1 FY 26
- HS2 systems contracts progressing design stage works

Integrated Transport

- Strong growth at Heathrow, and positioned with Manchester Airports Group
- Awarded place on two London Gatwick frameworks in FY 26



Natural Resources

Strongly positioned in structurally growing markets

Water

- Delivered very strong close to AMP7, in design phase for AMP8
- Continue to expect AMP8 investment to be double AMP7
- Completed Tideway, secured Anglian Water SPA extension
- Secured place on SESRO project, positioned for reservoir opportunities

Energy

- Supporting bp on its industrial-scale carbon capture programme
- Positioning for growth opportunities from 'Great Grid Upgrade'

Defence and Nuclear Energy

- Defence: growth at Babcock and AWE
- Nuclear energy: significant progress, long-term contract wins and extensions with Sellafield, Urenco, EDF, NRS and Sizewell C



Strong markets and record forward work underpin future growth

Further progress in FY 26, with a step change in performance in FY 27 and beyond

- Strong market momentum and record forward work position underpin future growth
- Continued strong performance reflecting the quality of our contract portfolio
- Ambition remains to deliver industry-leading operating margins in excess of 5%
- Financial strength and cash generation enabling increased shareholder returns
- Confident in delivery of revenue and operating profit growth in FY 26 and a step change in performance in FY 27 and beyond



COSTAIN



Gallows Corner - TfL

Q&A

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Appendices

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Finance income/(expense)

Finance Income / (Expense)	FY 25 £m	FY 24 £m
Interest income from bank deposits	5.0	6.7
Interest income on the net assets of the defined benefit pension scheme	3.0	2.6
Finance income	8.0	9.3
Banking facility fees	(1.8)	(1.4)
Interest expense on lease liabilities	(2.4)	(2.5)
Finance expense	(4.2)	(3.9)
Net finance income	3.8	5.4

- £5.0m of interest income from bank deposits, lower than FY 24 of £6.7m on decreased cash on deposit at lower rates
- £3.0m of interest income on the net assets of the defined benefit pension scheme, higher than FY 24 of £2.6m due to a higher pension scheme asset position
- £1.8m of banking facility fees, higher than FY 24 of £1.4m reflecting higher bank charges on the accelerated amortisation of charges relating to our prior refinancing
- £2.4m of interest expense on lease liabilities under IFRS 16, lower than FY 24 of £2.5m

Balance sheet

Consolidated statement of financial position		
	FY 25	FY 24
	£m	£m
Assets		
Retirement benefit asset	60.0	54.9
Other non-current assets	90.8	99.8
Total non-current assets	150.8	154.7
Current assets		
Trade receivables and other current assets	192.6	195.6
Cash and cash equivalents - with restrictions	26.0	38.4
Cash and cash equivalents	189.3	158.5
Total current assets	407.9	392.5
TOTAL ASSETS	558.7	547.2
Current liabilities		
Trade payables and other liabilities and lease obligations	282.9	296.9
Interest bearing loans and borrowings	0.0	0.0
Total current liabilities	282.9	296.9
Non-current liabilities		
Retirement benefit obligation	0.0	0.0
Other payables and lease obligations	17.6	14.6
Interest bearing loans and borrowings	0.0	0.0
Total non-current liabilities	17.6	14.6
TOTAL LIABILITIES	300.5	311.5
NET ASSETS	258.2	235.7

Cash flow

Consolidated cash flow statement	FY 25 £m	FY 24 £m
Cash from operations before changes in working capital and provisions	60.2	46.2
Changes in working capital and provisions	2.9	(16.6)
Contributions to defined benefit pension scheme	0.0	(1.9)
Interest and tax paid	0.6	1.0
Net cash from operating activities	63.7	28.7
Capital expenditure	(2.8)	(9.0)
Issue of ordinary share capital	0.0	0.0
Ordinary dividends paid	(7.3)	(3.2)
Share buyback	(10.0)	(10.0)
Acquisition of treasury shares	(2.0)	(1.1)
IFRS 16 leases	(10.8)	(11.3)
Repayment of borrowings, net	0.0	0.0
Net increase/(decrease) in cash and cash equivalents	30.8	(5.9)
Cash and cash equivalents at beginning of year	158.5	164.4
Cash and cash equivalents at end of year	189.3	158.5
Borrowings	0.0	0.0
Net cash at end of year	189.3	158.5
Cash and cash equivalents - with restrictions at beginning of year	196.9	188.8
Net increase in cash and cash equivalents - with restrictions	18.4	8.1
Cash and cash equivalents - with restrictions at end of year	215.3	196.9

Adjusted to reported reconciliation

£m	FY 25				FY 24			
	Reported	Contract Adjustments	Other Adjustments	Adjusted	Reported	Contract Adjustments	Other Adjustments	Adjusted
Group Revenue	1,045.7	0.0	0.0	1,045.7	1,251.1	0.0	0.0	1,251.1
Cost of sales	(931.9)	0.0	0.0	(931.9)	(1,147.8)	0.0	0.0	(1,147.8)
Gross Profit	113.8	0.0	0.0	113.8	103.3	0.0	0.0	103.3
Administrative expenses	(69.0)	0.0	2.3	(66.7)	(72.2)	0.0	12.0	(60.2)
Group operating profit	44.8	0.0	2.3	47.1	31.1	0.0	12.0	43.1
Share of results of joint ventures and associates	(0.4)	0.0	0.0	(0.4)	0.0	0.0	0.0	0.0
Net finance expense	3.8	0.0	0.0	3.8	5.4	0.0	0.0	5.4
Profit before tax	48.2	0.0	2.3	50.5	36.5	0.0	12.0	48.5
Taxation	(10.9)	0.0	(0.6)	(11.5)	(5.9)	0.0	(3.0)	(8.9)
Profit for the year attributable to equity holders of the parent	37.3	0.0	1.7	39.0	30.6	0.0	9.0	39.6
Basic earnings per share (pence)	13.9	0.0	0.6	14.5	11.3	0.0	3.3	14.6

£m	FY 25				FY 24			
	Reported	Contract Adjustments	Other Adjustments	Adjusted	Reported	Contract Adjustments	Other Adjustments	Adjusted
Natural Resources Revenue	440.4	0.0	0.0	440.4	405.3	0.0	0.0	405.3
Transport Revenue	605.3	0.0	0.0	605.3	845.8	0.0	0.0	845.8
Group Revenue	1,045.7	0.0	0.0	1,045.7	1,251.1	0.0	0.0	1,251.1
Natural Resources operating profit	35.0	0.0	0.0	35.0	23.8	0.0	0.0	23.8
Transport operating profit	24.9	0.0	0.0	24.9	29.9	0.0	0.0	29.9
Central operating loss	(15.1)	0.0	(2.3)	(12.8)	(22.6)	0.0	(12.0)	(10.6)
Group operating profit	44.8	0.0	(2.3)	47.1	31.1	0.0	(12.0)	43.1

Adjusted free cash flow

Adjusted free cash flow	FY 25 £m	FY 24 £m
Cash from operations	50.7	41.7
Add back cash flow on adjusting items	3.5	8.6
Add back pension deficit contributions	0.0	2.0
Less cash flows on cash and cash equivalents - with restrictions	12.4	(14.0)
Less taxation	(0.7)	(2.2)
Adjusted cash from operating activities	65.9	36.1
Capital expenditure	(2.8)	(9.0)
Adjusted free cash Flow	63.1	27.1
<i>Memo: including operating leases, which are shown outside of cash from operations due to IFRS 16:</i>		
IFRS 16 leases	(10.8)	(11.3)
Adjusted free cash flow after IFRS 16 leases	52.3	15.8

FY 25 IFRS 16 impact

Income statement impact	£m
Decrease in operating costs	13.1
Loss on disposal of assets	(0.4)
Increase in depreciation	(10.6)
Increase in finance costs	(2.4)
Net impact on income statement	(0.2)

Fixed Assets impact	£m
Fixed assets opening position	27.0
Additions	11.2
Disposals	(1.6)
Depreciation	(10.6)
Fixed assets closing adjustment	26.0

Liabilities impact	£m	£m	£m
	Opening	Movement	Closing
Current liabilities	13.0	(4.5)	8.5
Non-current liabilities	12.8	3.7	16.5
	25.8	(0.8)	25.0

Cautionary forward-looking statements

This presentation contains certain statements that are forward-looking statements based on current expectations and reasonable assumptions. Various known and unknown risks, uncertainties and other factors may cause actual results to differ from any future results or developments expressed or implied from the forward-looking statements.

Each forward-looking statement speaks only as of the date of this document. The Group accepts no obligation to publicly revise or update these forward-looking statements or adjust them to future events or developments, whether as a result of new information, future events or otherwise, except to the extent legally required