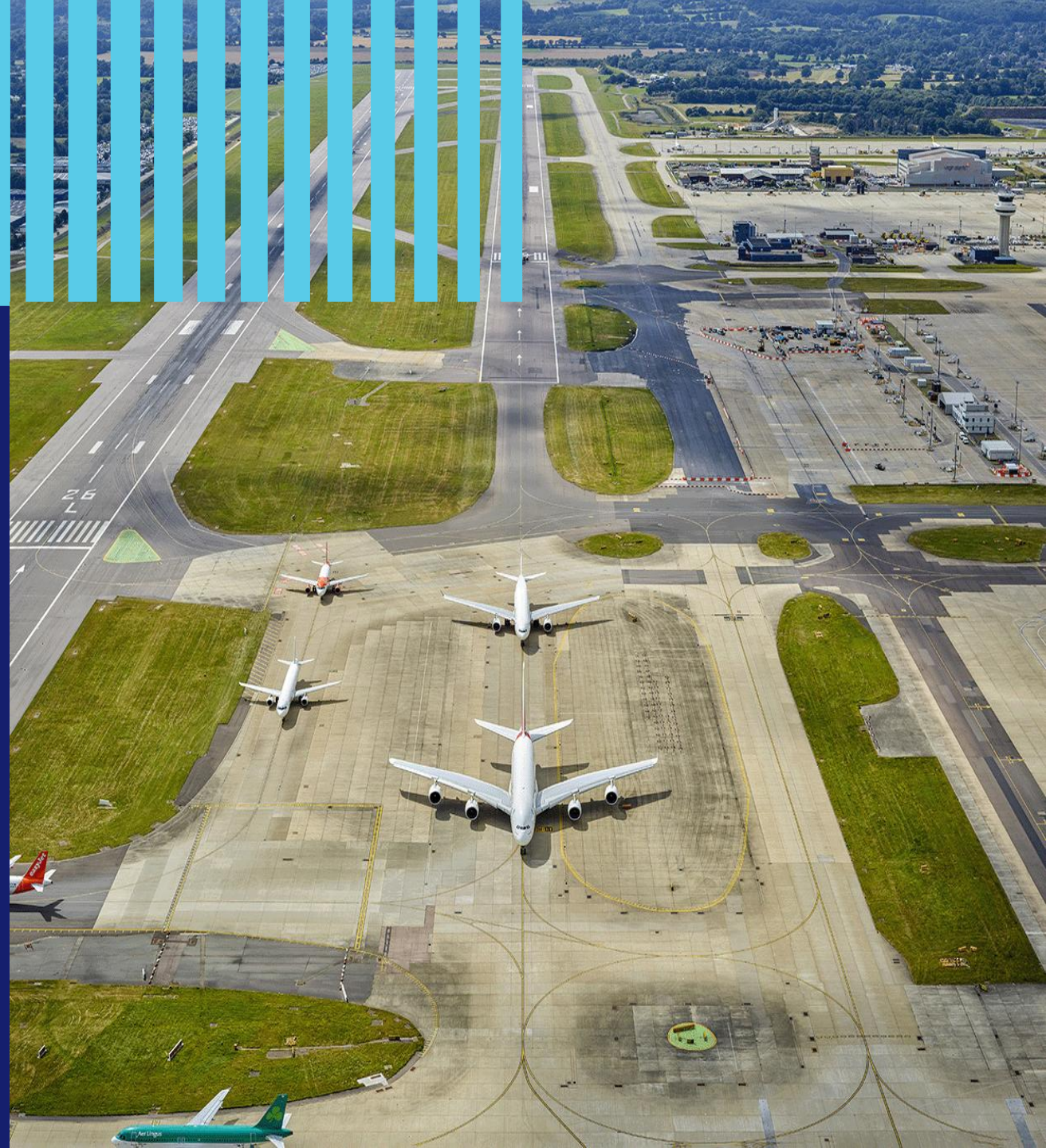


COSTAIN

Results presentation

For the six months ended 30 June 2026

Together we
shape, create, deliver





Introduction

Alex Vaughan
Chief Executive Officer

Together we
shape, create, deliver



Another strong performance in H1 2026

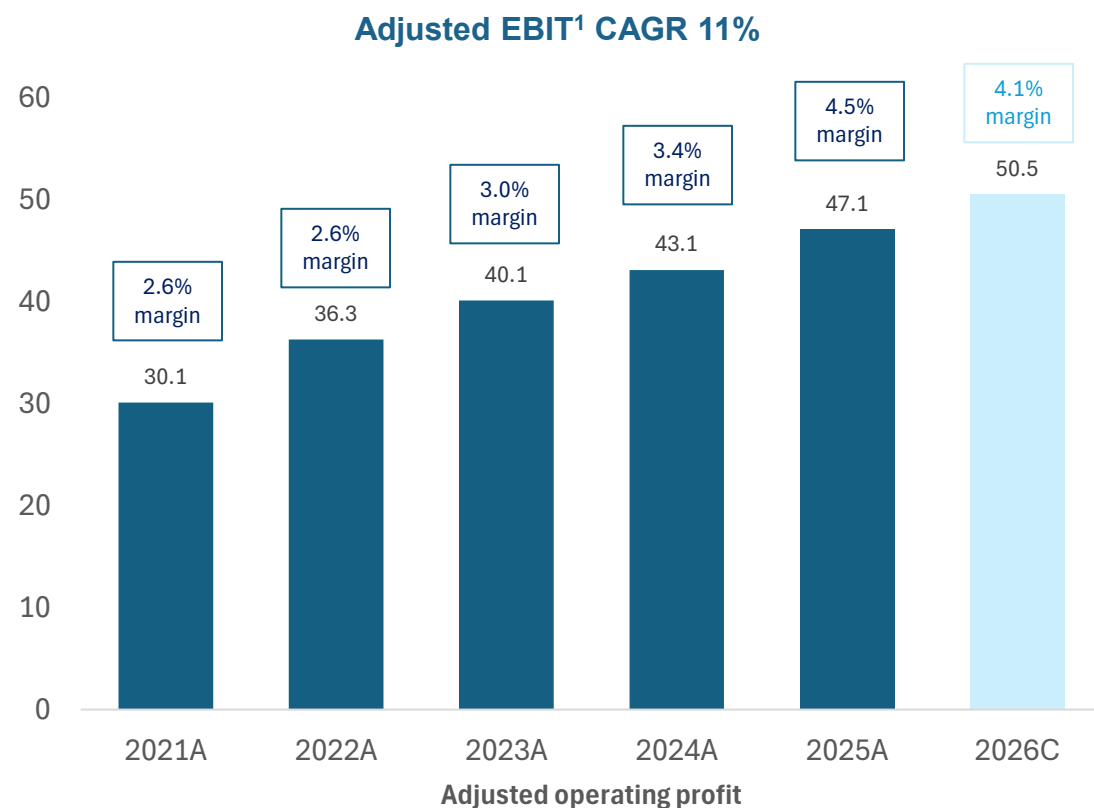
- Strong financial performance
 - Revenue up 3%, key inflexion point
 - Further growth in operating profit with strong margins
- Continuing to win high-quality work
 - Maintained record forward work at £7bn, over 6x FY25 revenue
 - Breakthroughs into key target segments (e.g., 'Great Grid Upgrade', new reservoirs)
- Delivering increased shareholder returns
 - Interim dividend doubled
 - Progressing our 3rd share buyback programme



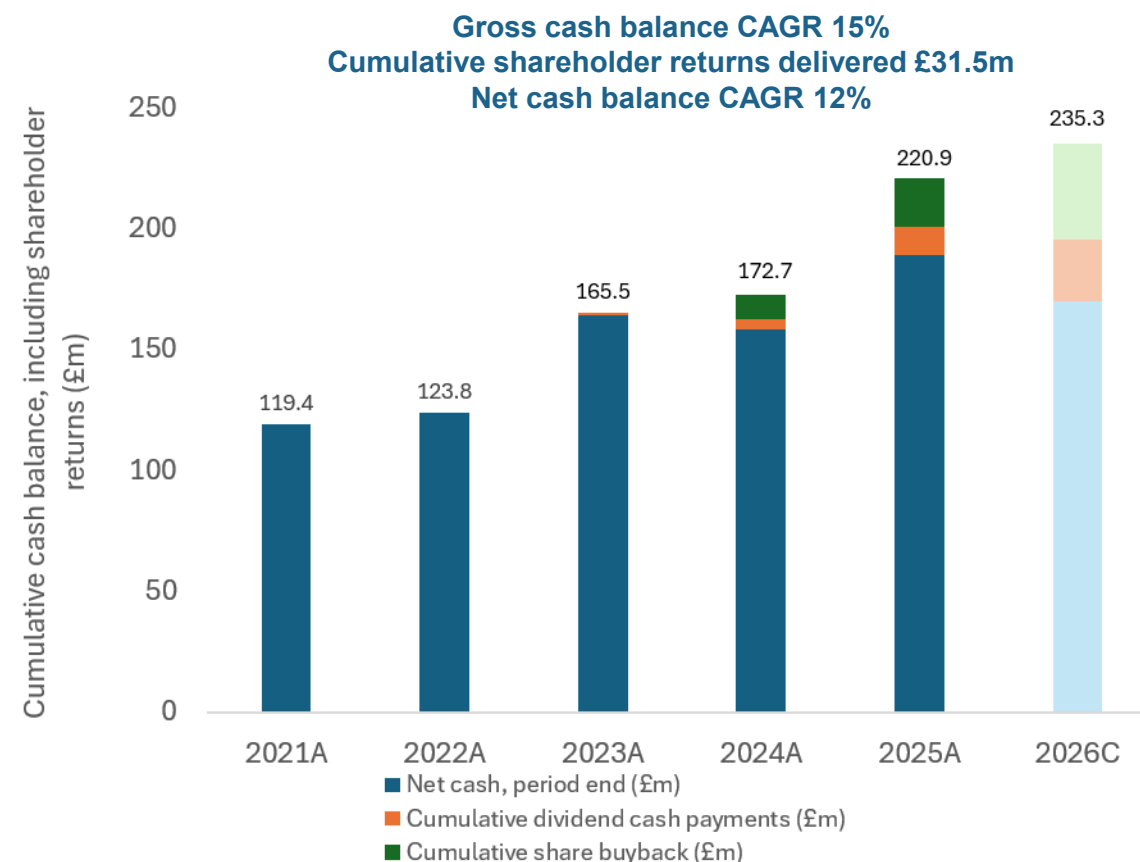
Continued profit and cash growth with industry-leading margin

On track for 6 years of sustainable profit growth and strengthening balance sheet

Track record of strong financial performance

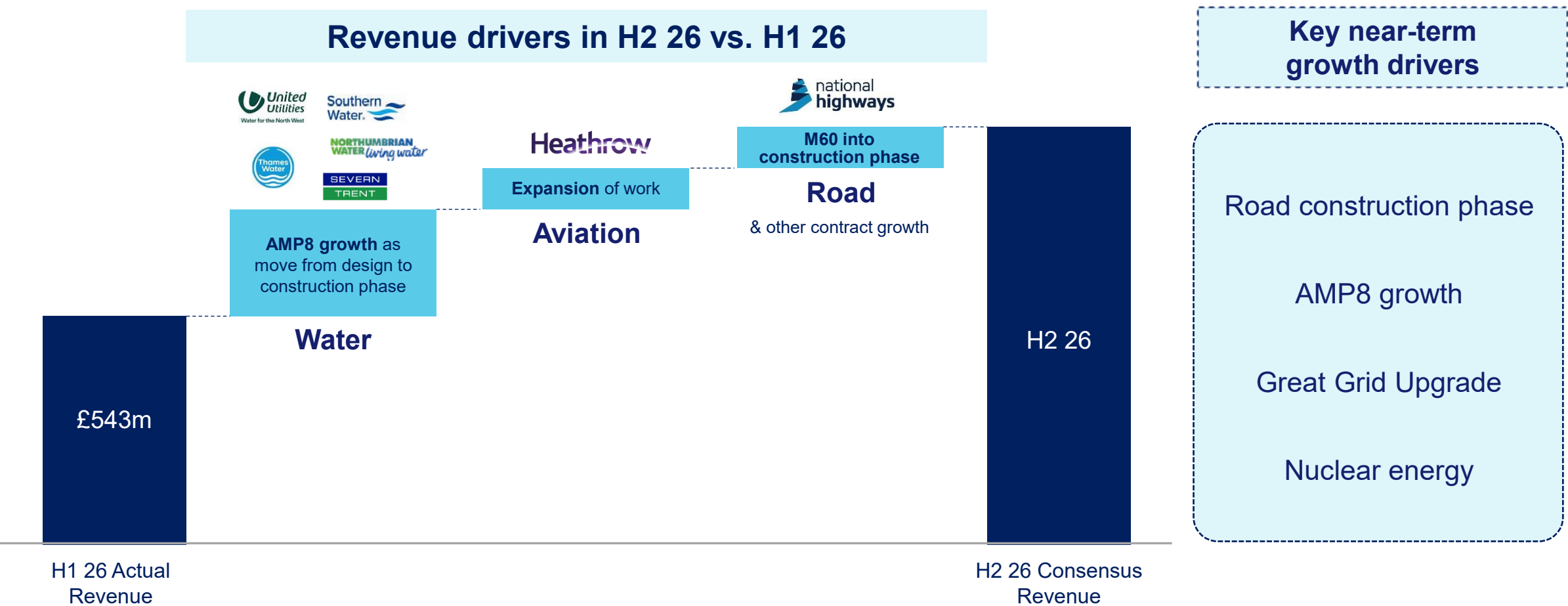


Increasing shareholder returns and strengthening balance sheet



Clear path to increase in revenue in H2 26 and beyond

H2 revenue increase expected to be driven by secured programmes moving into construction phase

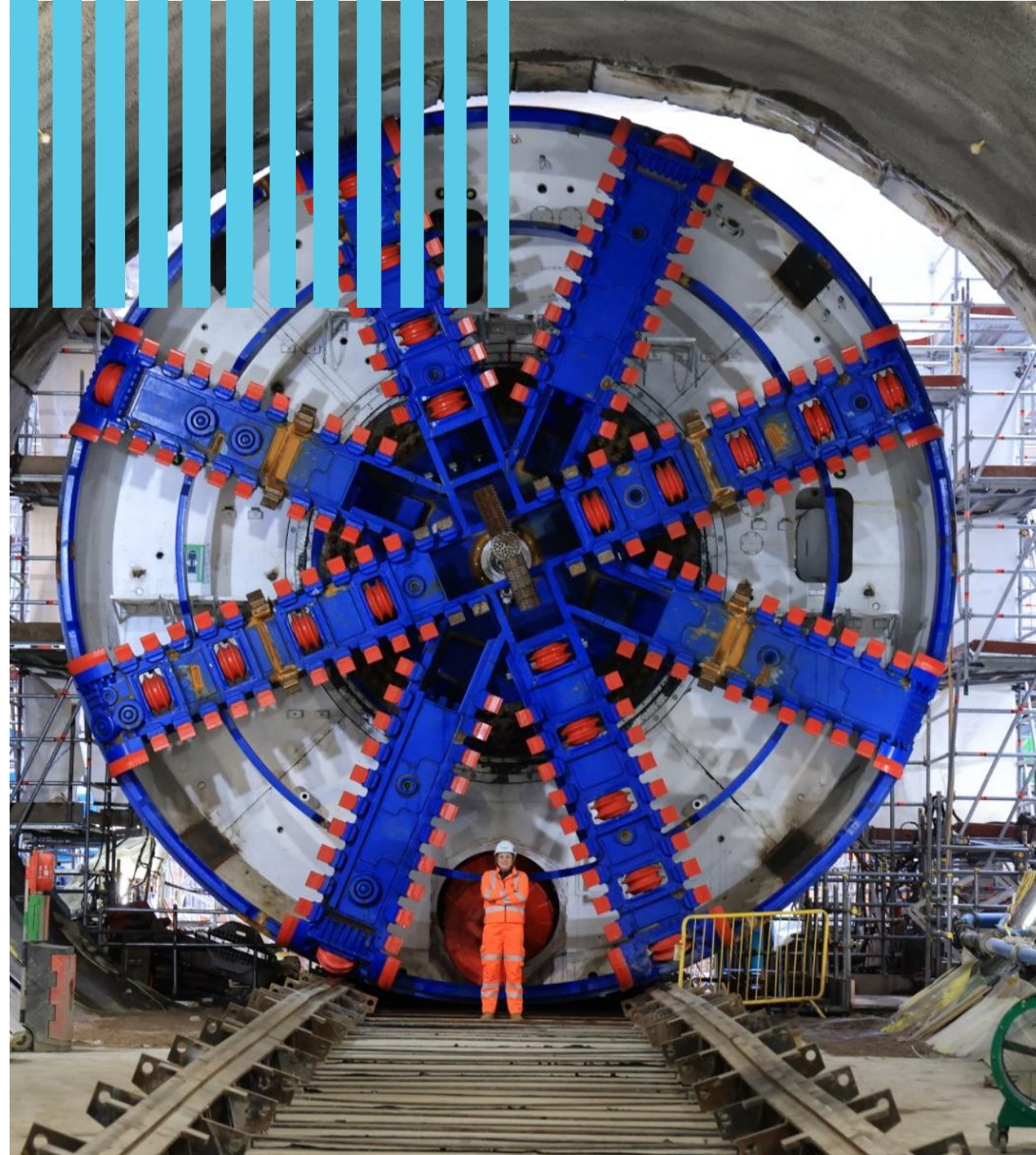




Financial Review

Helen Willis
Chief Financial Officer

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Headline financial results

Strong financial performance reflecting quality, diversity and balance of contract portfolio

Financial Summary	H1 26 £m	H1 25 £m	Change %
Revenue	543.1	525.4	3.4%
Adjusted operating profit ⁽¹⁾	17.3	16.8	3.0%
Adjusted operating profit margin ⁽¹⁾	3.2%	3.2%	0.0pp
Reported operating profit	17.3	16.4	5.5%
Reported profit before tax	19.2	18.2	5.5%
Adjusted basic earnings per share ⁽²⁾	5.7p	5.5p	3.6%
Reported basic earnings per share	5.7p	5.4p	5.6%
Dividend per share	2.0p	1.0p	100.0%
Net Cash Balance ⁽³⁾	164.4	144.9	£19.5m
Forward Work Position ⁽⁴⁾	£7.0bn	£5.6bn	£1.4bn

1. Adjusted operating profit and adjusted operating profit margin are adjusted metrics and exclude the impact of adjusting items totalling £nil (H1 25: £0.4m).

2. Adjusted basic earnings per share is an adjusted metric and excludes the impact of adjusting items, net of tax, totalling £nil (H1 25: £0.3m).

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.

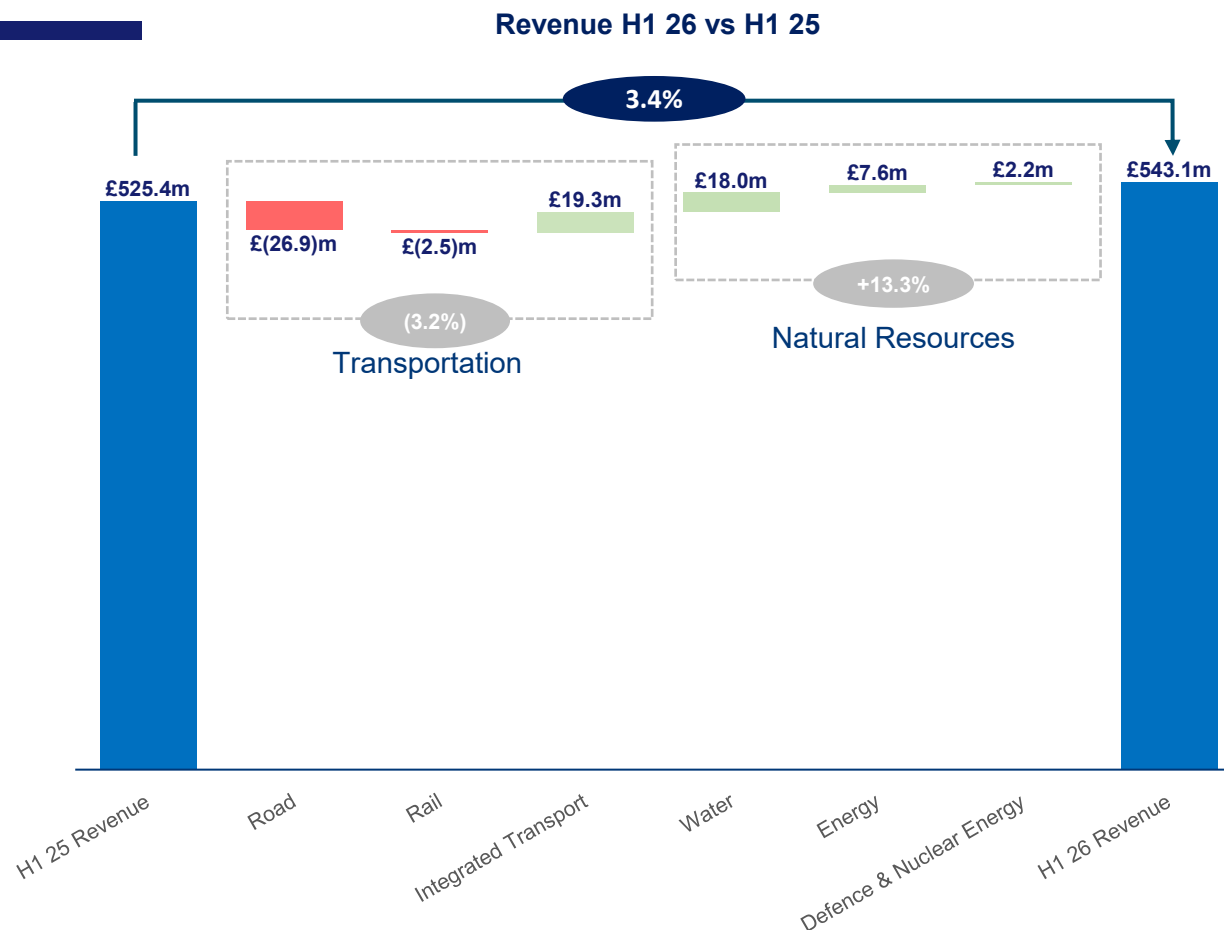
4. Forward work is the total of order book and preferred bidder book which includes revenue from contracts which are partially or fully unsatisfied and probable revenue from frameworks included at intended volume.

See slides 32 to 33 for a reconciliation of reported to adjusted measures.

- Consistent 3-4% growth in revenue, adjusted operating profit and adjusted EPS, reflecting quality of delivery and balance of contract portfolio
- Enhanced shareholder returns, with 100% increase in interim dividend to 2.0p
- Strong balance sheet with net cash of £164.4m, a rise of £19.5m on H1 25 position after increased shareholder returns
- High-quality forward work position maintained at a record £7.0bn, up 25% on H1 25 position

Revenue inflection point reached

Revenue up, with expected small reduction in Transportation more than offset by strong growth across Natural Resources



- **Transportation:** decrease of 3.2%
 - Expected reduction in Road due to the completion of historic RDP projects; growth to resume in H2
 - Stable Rail revenues, progressing HS2 Euston tunnels, starting design work on HS2 rail systems
 - Strong growth in Integrated Transport, expansion of work at Heathrow
- **Natural Resources:** increase of 13.3%
 - Increased revenue across all three sectors of Water, Energy, and Defence and Nuclear Energy
 - Water transitioning from design phase to construction phase in AMP8, confident of step-up in revenue in H2 and through FY 27

Adjusted operating profit growth in both divisions

Quality and balance of portfolio, predictable delivery

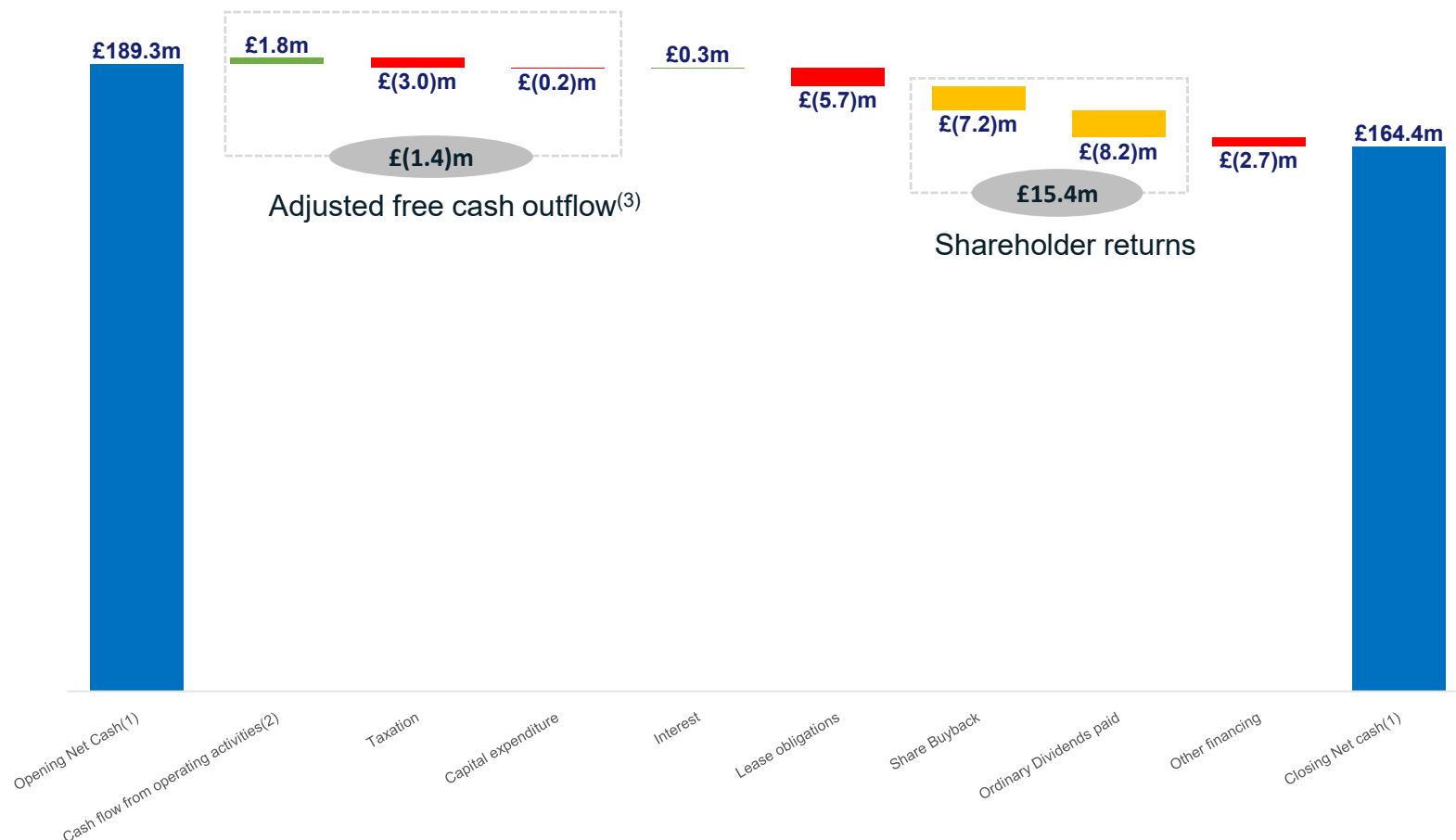
Adjusted Operating Profit H1 26 vs H1 25



- Adjusted operating **profit** growth of 3.0% to £17.3m
 - Transportation** adjusted operating profit up £0.4m
 - Natural Resources** adjusted operating profit up £0.3m
 - Continuing investment in capabilities across the business
- Adjusted operating **margin** stable at 3.2%
 - Transportation** adjusted operating margin up 20bps to 2.5%:
 - Lower volumes in Road, where historic RDP projects operated at below normal margin levels
 - Natural Resources** adjusted operating margin down 80bps to 6.9%:
 - Volume growth offset by non-repeat of prior year contract completions

Strong net cash position

After significant shareholder returns

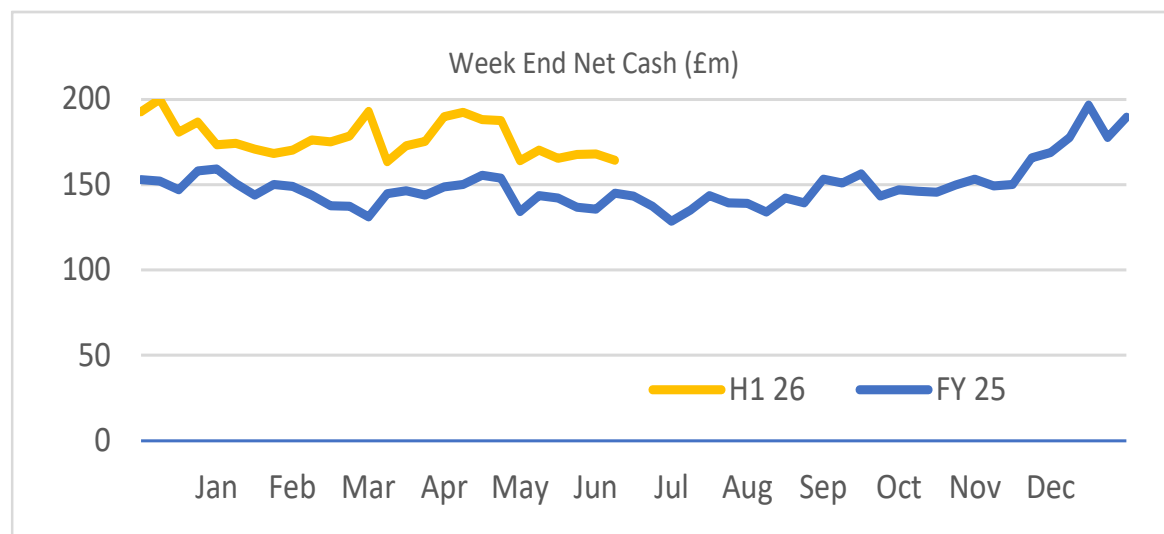


- Adjusted free cash outflow of £1.4m (H1 25: £3.0m outflow)
- £15.4m of total Shareholder returns (H1 25: £4.9m)
 - £7.2m cash paid on ongoing FY 26 share buyback programme
 - £8.2m on dividend payment
- Other financing (£2.7m): funding of employee share awards and options
- Expect increase in adjusted free cash flow in H2, with year end net cash of c.£170m

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 and taxation, 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, less taxation and capital expenditure and excluding cash and cash equivalents - with restrictions. See slide 33 for detailed calculation.

Cash and banking facilities

Strong balance sheet, maintained high average week-end net cash balance through H1 26



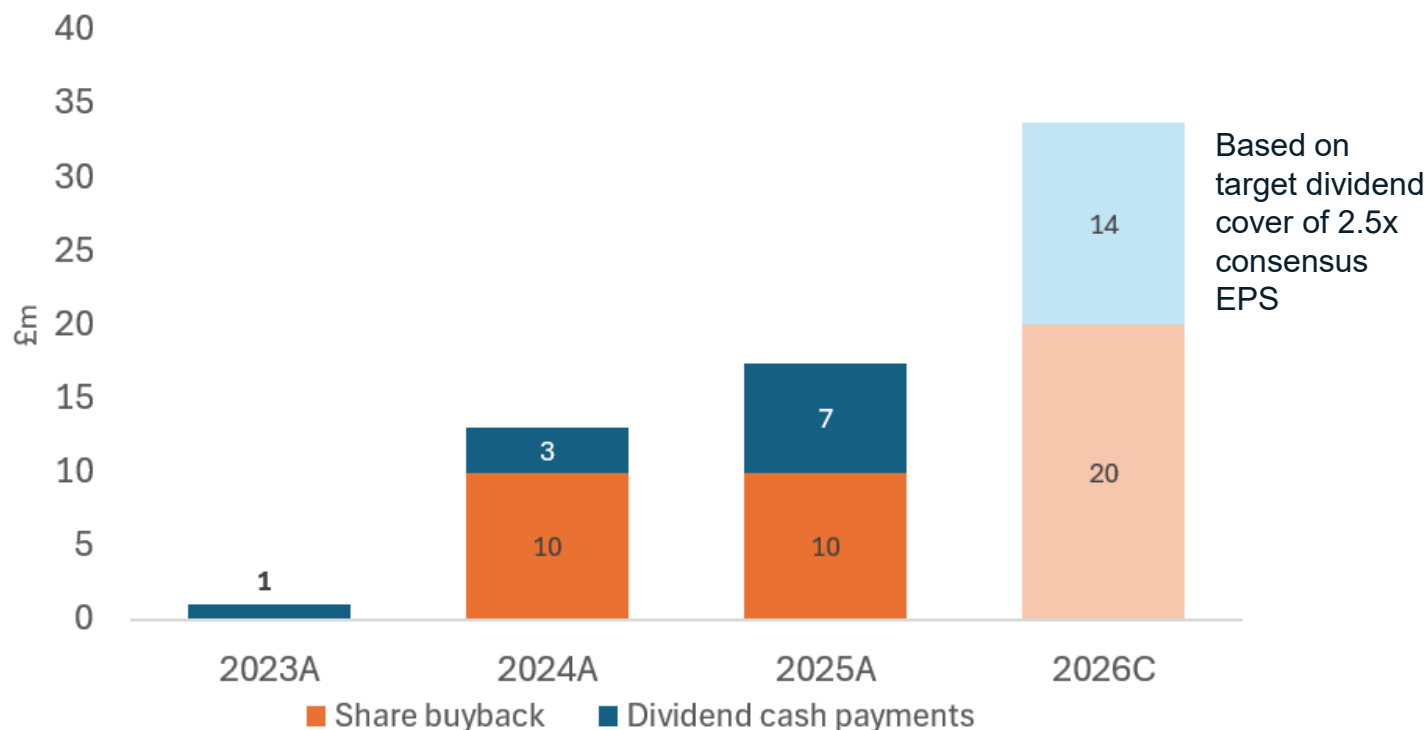
	H1 26	FY 25
Cash and cash equivalents	164.4	189.3
Cash and cash equivalents - with restrictions	38.3	26.0
Cash and cash equivalents (including cash with restrictions)	202.7	215.3

	H1 26	FY 25
Cash	94.8	121.6
Cash held at joint ventures	69.6	67.7
Loans	0.0	0.0
Net Cash	164.4	189.3
Average week end net cash	177.3	149.2
Average month end net cash	176.0	152.6

- Period-end net cash position included cash held by joint operations of £69.6m (H1 25: £59.9m, FY 25: £67.7m).
- The Group's average week-end net cash balance in the period was £177.3m (H1 25: £152.9m, FY 25: £149.2m).
- In H1 26 we paid 97% of invoices within 60 days (H1 25: 97%)
- Bank & bonding facilities extended to September 2030
 - Comprises £100m RCF and surety and bank bonding facilities totalling £295m
 - No drawdown of RCF through H1 26

Increasing shareholder returns

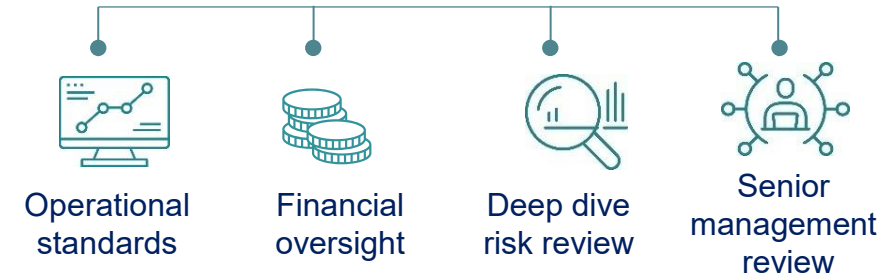
Shareholder returns of £34m expected in FY 26, target dividend cover lowered to 2.5x



- FY 26 shareholder returns set to reach c.£34m, double the level returned in FY 25, with c.£15m returned in H1 26 (H1 25: c.£5m)
- Revised target dividend cover of 2.5x adjusted earnings (previously 3x)
- Interim dividend of 2.0p (H1 25: 1.0p)
- Completed £12.1m of £20m FY 26 share buyback programme as at 12 August 2026

Predictable delivery

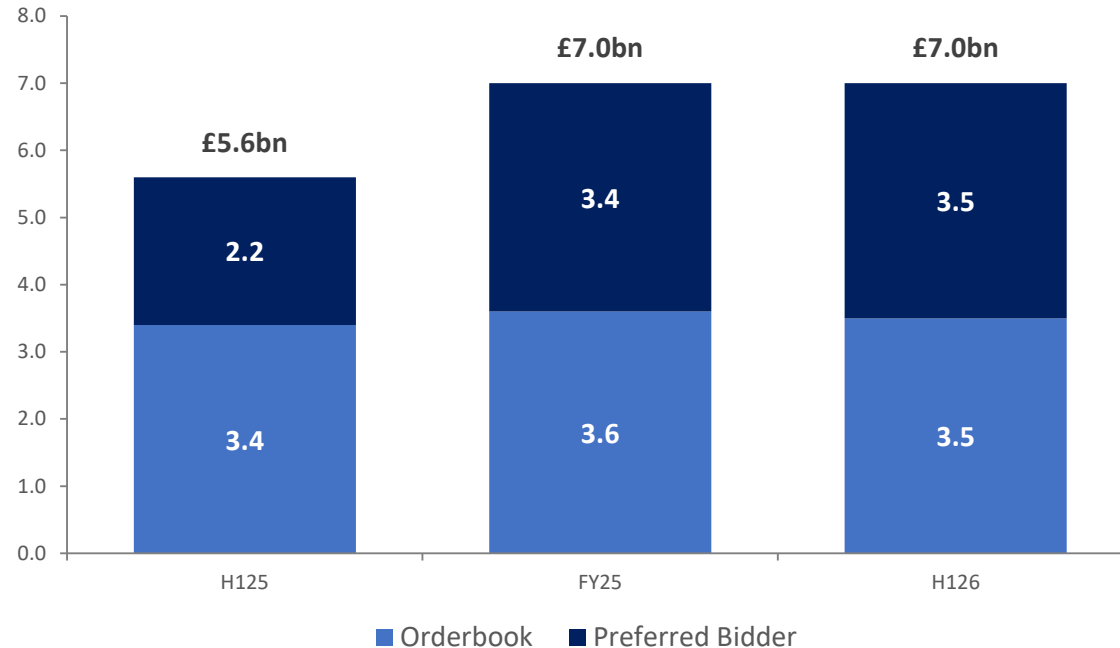
Effective risk management underpins quality of contract portfolio



The stringent assessment and management of risk remains central to the successful execution of our strategic plans

High-quality record forward work position of £7bn

Maintained at over 6x FY 2025 revenues

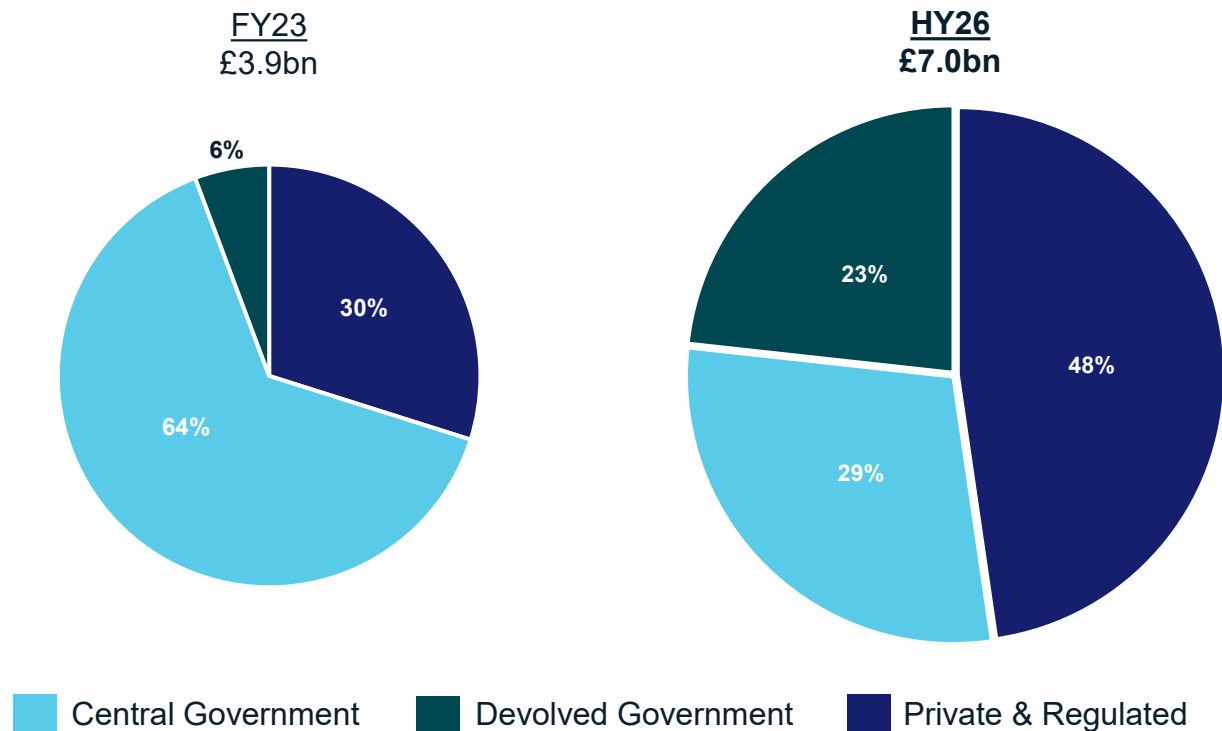


	H125	FY25	H126
Natural Resources	3.2	4.2	4.2
Transportation	2.4	2.8	2.8
Group Forward Work Position	5.6	7.0	7.0

- Forward work position increased 25% yoy
- Forward work position built on long-term programmes, normally of a duration of 5 years or more
- It comprises both order book (£3.5bn) and preferred bidder book (£3.5bn)
- As at the end of H1 26, it included **no single-stage lump sum contracts**

High-quality record forward work position of £7bn

Diversification of customer base is enhancing resilience and balance of our portfolio

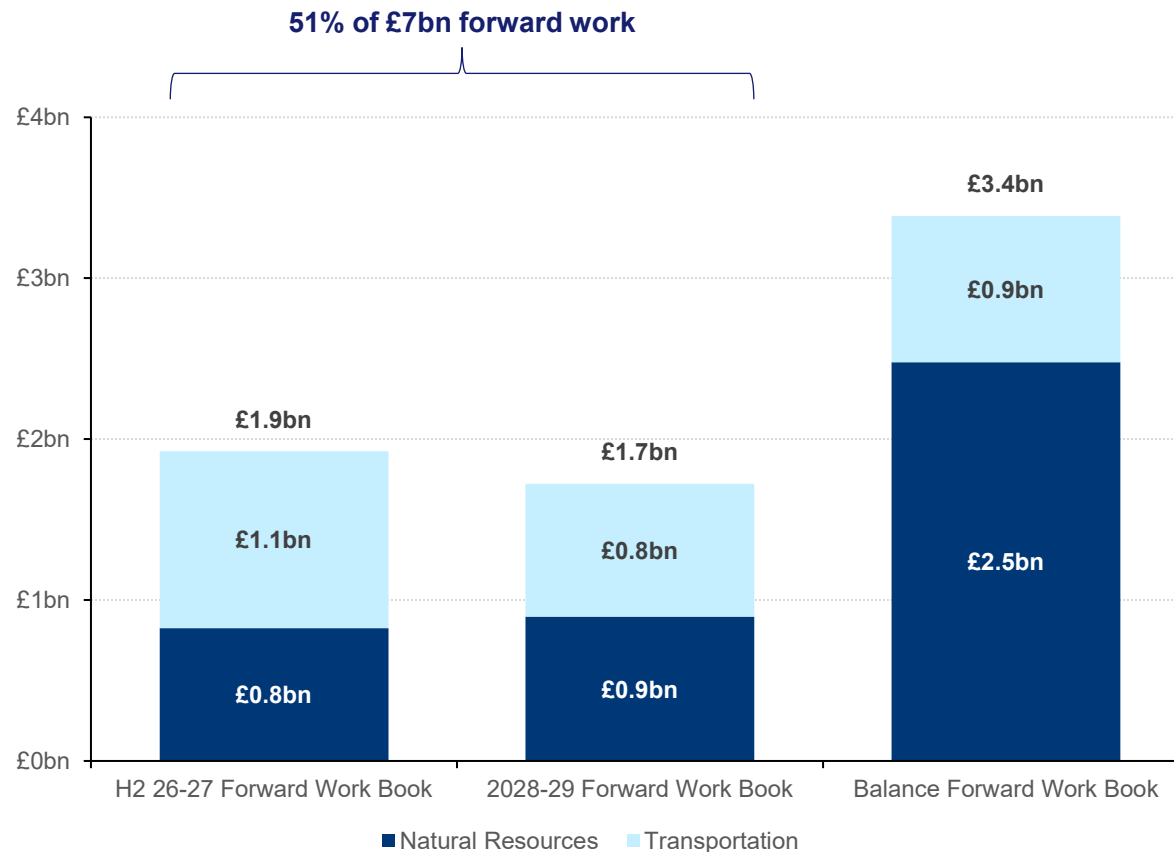


- Contract portfolio transformed since FY 23
- Significant increase in Private and Regulated forward work
- Significant increase in Devolved Government forward work
- Significantly reduced reliance on Central Government spend

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 forward work position of record £7bn

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



- Forward work position includes £1.9bn of revenue across FY 26 and FY 27
- 91% visibility of FY 26 consensus forecast revenue (£1.1bn, with £0.5bn delivered in H1)
- 91% visibility of FY 27 consensus forecast revenue (£1.3bn)
- Pipeline will add to all periods
- On track to deliver increase in revenue in H2 26, with step change in FY 27 and sustained growth beyond

Outlook

Predictable delivery and growth driving rising shareholder returns

- FY 26 trading in line with expectations, with step change in FY 27 followed by continued growth
- FY 26 adjusted operating margin around 4.0%, medium-term ambition remains to exceed 5%
- Dividend cover of 2.5x adjusted earnings
- FY 26 year-end net cash expected to be c.£170m after:
 - higher dividend payments;
 - £20m share buyback programme; and
 - increased funding of employee share options and awards



Credit: Thames Water



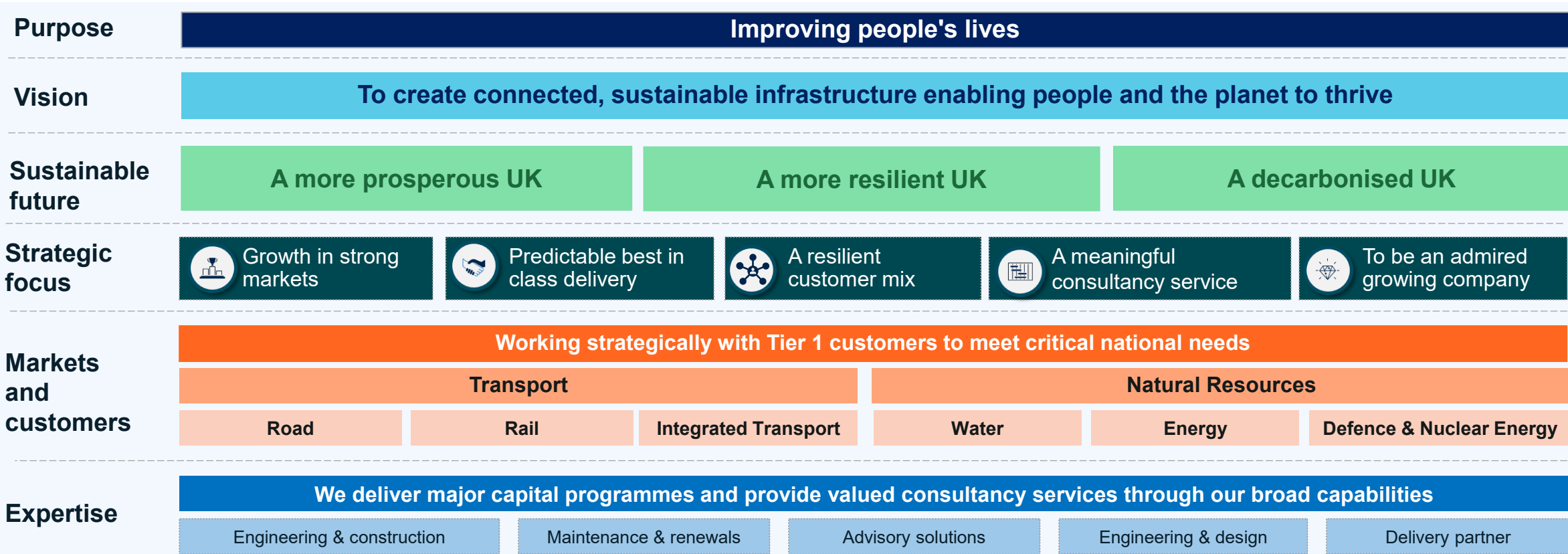
Strategy & Outlook

Alex Vaughan, Chief Executive Officer

Together we
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Our growth and value creation strategy

Creating a sustainable future



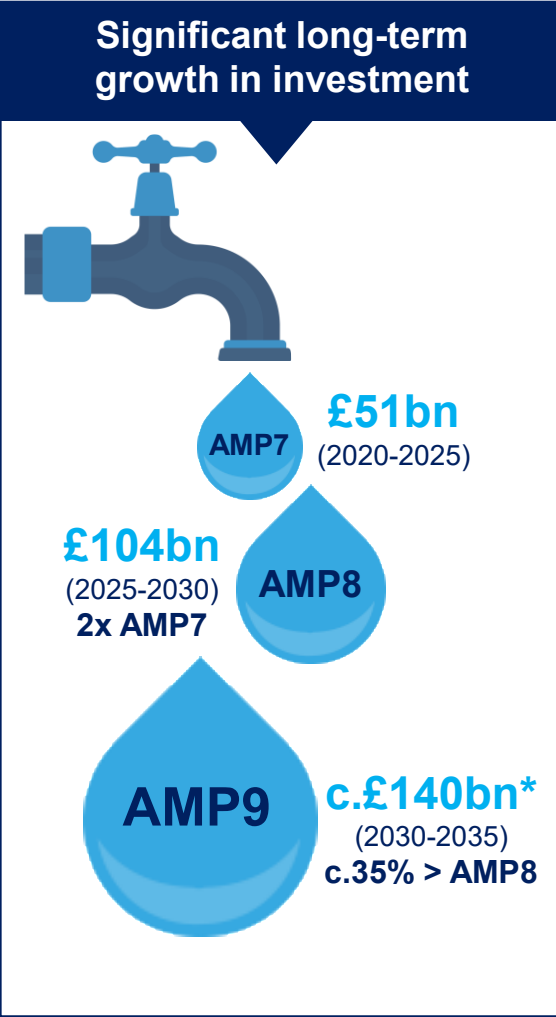
Significant growth in strategic infrastructure investment

Market Dynamics: Consistency – Continuity – Collaboration

	Committed investment ⁽¹⁾	Investment period	2026	2027	2028	2029	2030	2031	2032	
National and local roads	£27bn	2026 - 2031	Motorway and local road improvements (RIS3)							
	£2bn	2026 - 2031	Major Road Network and Large Local Majors (MRN/LLM) Programme							
High Speed Rail	£25bn	2026 - 2030	HS2 Phase 1 (London - West Midlands) ⁽⁵⁾							
Network Rail	£45bn	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)						
	£11bn	2024 - 2030	TfL							
Aviation	£63bn	2022 - 2039	Airport enhancements and upgrades (Heathrow, Gatwick, MAG)							
Water	£104bn	2025 - 2030	AMP8					AMP9		
	£2bn	2025 - 2030	Major projects development							
Energy	£9bn	2026 - 2030	CCUS							
	£6bn	2026 - 2030	GB Energy ⁽³⁾							
	£28bn	2026 - 2031	RIIO-3							
	£22bn	2023 - 2028	RIIO-ED2			RIIO-ED3				
Defence	£148bn ⁽⁴⁾	2026 - 2030	Public defence spend							
Nuclear Energy	£14bn	2026 - 2030	Nuclear decommissioning							
	£3bn	2026 - 2030	Small modular nuclear reactors							
	£3bn	2026 - 2030	Nuclear fusion							
	£14bn	2026 - 2030	Sizewell C							

Bringing our strategy to life – Water case study

Long-term partnerships, deep expertise, whole life value across asset life cycle in growth market meeting critical national needs



* Estimate as at August 2026



A trusted partner to the UK Water sector

7 Major water company relationships represented

30+ years long-standing customer relationships

Asset maintenance, resilience & optimisation

United Utilities
Water for the North West

Maintenance services provider

Contract to 2029
Partner since 2019 (AMP6)

Asset creation, renewal & enhancement

Southern Water
 Thames Water
 United Utilities
Water for the North West
 Yorkshire Water
 SEVERN TRENT
 NORTHUMBRIAN WATER
Living water

Engineering & design, capital delivery Technical assurance

Relationships spanning multiple AMP periods from 1995 through to 2039

Building the future strategic water assets

Tideway
 love every drop anglianwater
 love every drop anglianwater
 Thames Water

London Super Sewer Strategic pipeline SRO programme management & advice

Delivering major capital projects since 2015, engaged on SRO programmes

Strongest ever breadth and scale in a growing market

- Key:
- Consultancy
 - Construction
 - Construction & Consultancy

Transportation

Broadening customer and market mix, poised for growth

Road

- Two new major strategic national road projects commencing
- Growing strategically important local / devolved authority roads presence

Rail

- HS2 Euston tunnels progressing, rail systems contracts in design stage
- Breakthrough win with TfL rail on Infrastructure Improvements framework

Integrated Transport

- Now a trusted partner for the three largest aviation customers in the UK
- Breakthrough win with Port of Dover; positioned for ports growth



Natural Resources

Well positioned in structurally growing markets

Water

- Long-term trusted partner to the major water companies in England
- Well positioned for strategic reservoir opportunities

Energy

- Project manager for bp's industrial-scale carbon capture programme and Cadent's safety-critical gas mains replacement programme
- Breakthrough win with National Grid on 'Great Grid Upgrade'; strong pipeline of further opportunities

Defence and Nuclear Energy

- Strong position on CASD programme at Devonport, delivery partner for AWE's major infrastructure projects
- Leading position in nuclear energy across asset life cycle, from decommissioning old nuclear to building new nuclear



Summary

Growth markets, record forward work & strong operational performance

- Another strong financial performance in H1
- Revenue inflection reached with further profit growth
- Increased shareholder returns
- Forward work position maintained at record £7.0bn
- On track to deliver growth in H2 26 with a step change in FY 27 and beyond





Q&A

Capital Markets Day 2026

Afternoon of 19 November
London



COSTAIN



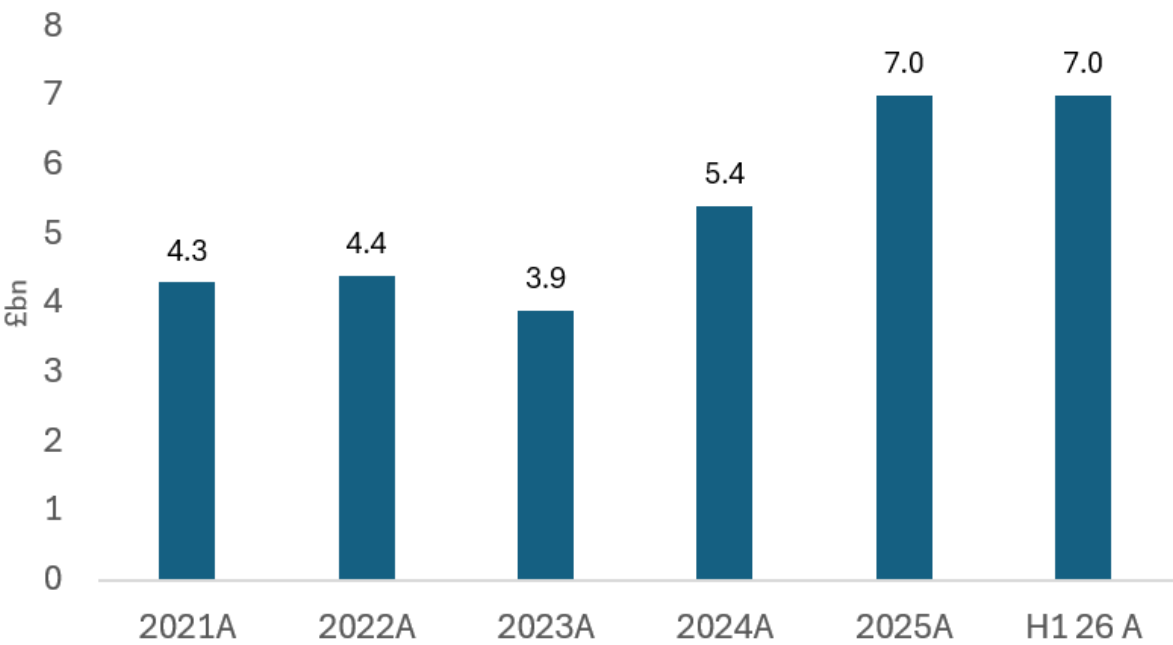
Appendices

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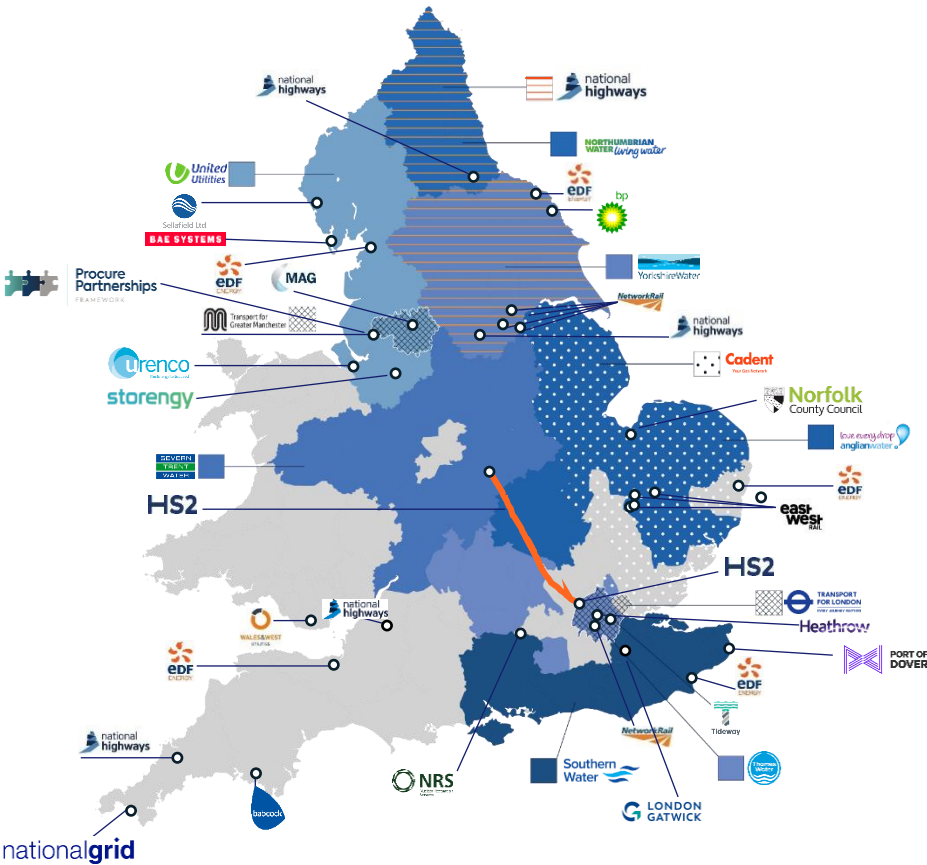
Growing in our chosen markets, with record £7bn forward work

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

Record forward work position



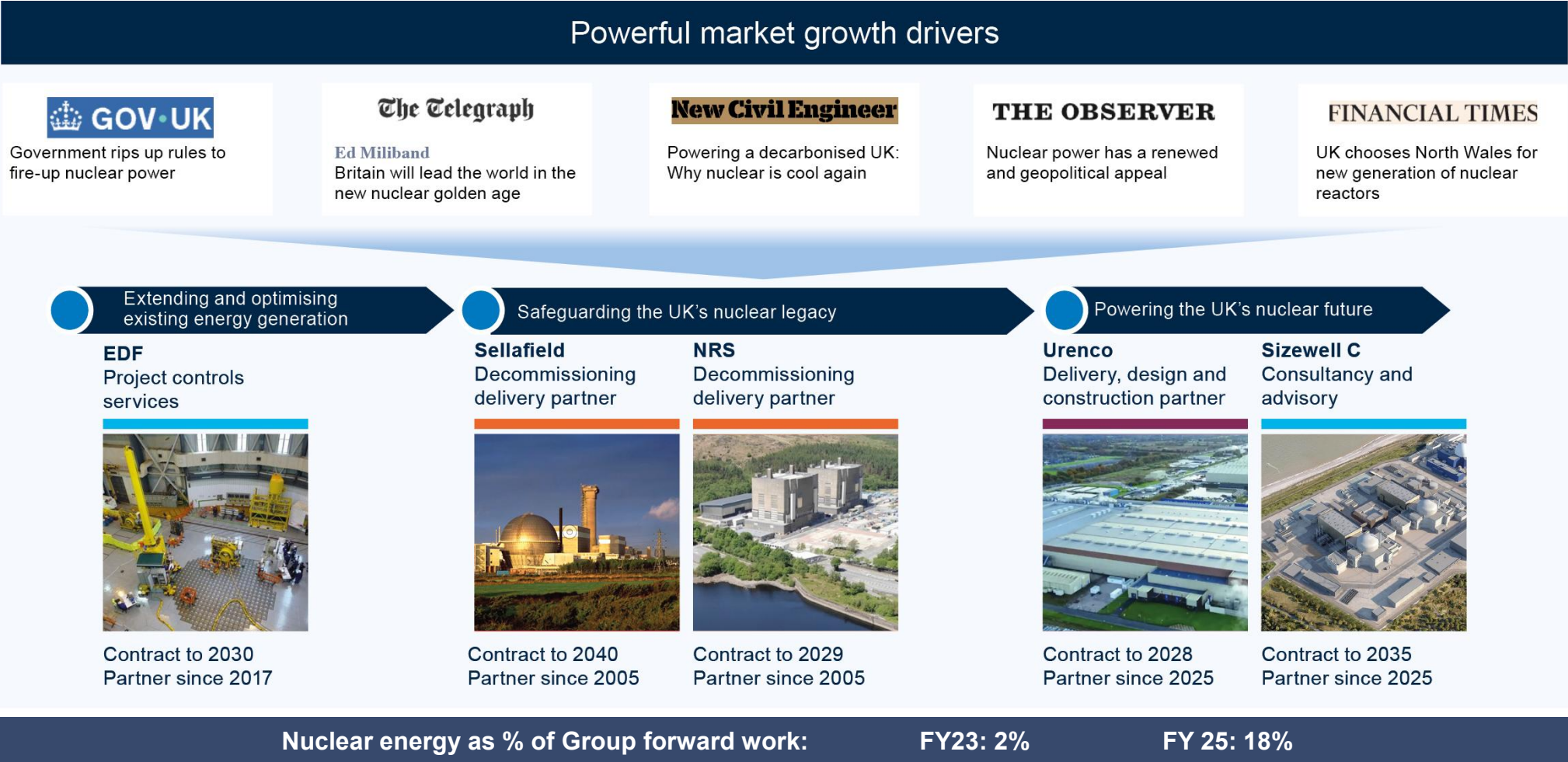
Broadening customer mix in growth markets



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



Key: ■ Consultancy ■ Construction ■ Construction & Consultancy

Finance income/(expense)

Finance Income / (Expense)	H1 26 £m	H1 25 £m
Interest income from bank deposits	2.4	2.6
Interest income on the net assets of the defined benefit pension scheme	1.6	1.5
Finance income	4.0	4.1
Interest payable on banking facilities and other similar charges ⁽¹⁾	(0.9)	(1.1)
Interest expense on lease liabilities	(1.2)	(1.2)
Finance expense	(2.1)	(2.3)
Net finance income	1.9	1.8

- Lower interest income from bank deposits due to lower rates
- Increase in interest income on net assets of the defined benefit pension scheme due to higher pension scheme asset position
- Lower banking facility fees as prior year period included bank charges on accelerated amortisation of charges relating to our refinancing in 2025

Balance sheet

Consolidated statement of financial position	30-Jun-26 £m	30-Jun-25 £m
Assets		
Retirement benefit asset	62.9	56.1
Other non-current assets	93.9	91.8
Total non-current assets	156.8	147.9
Current assets		
Trade receivables and other current assets	217.6	213.8
Insurance recovery asset	5.0	0.0
Income tax	1.0	0.0
Cash and cash equivalents - with restrictions	38.3	28.7
Cash and cash equivalents	164.4	144.9
Total current assets	426.3	387.4
TOTAL ASSETS	583.1	535.3
Current liabilities		
Trade payables and other liabilities and lease obligations	304.3	274.7
Total current liabilities	304.3	274.7
Non-current liabilities		
Other payables and lease obligations	21.1	17.1
Total non-current liabilities	21.1	17.1
TOTAL LIABILITIES	325.4	291.8
NET ASSETS	257.7	243.5

Cash flow

Consolidated cash flow statement	H1 26 £m	H1 25 £m
Cash generated from operations before changes in working capital and provisions	27.7	24.2
Changes in working capital and provisions	(13.6)	(37.2)
Interest and tax paid	(2.7)	0.5
Net cash generated from / (used by) operating activities	11.4	(12.5)
Capital expenditure	(0.2)	(0.1)
Ordinary dividends paid	(8.2)	(4.9)
Share buyback	(7.2)	0.0
Acquisition of treasury shares	(2.7)	(1.0)
Repayment of lease liabilities - principal	(5.7)	(4.8)
Net cash used by financing and investing activities	(24.0)	(10.8)
Net decrease in cash and cash equivalents	(24.9)	(13.6)
Net increase/(decrease) in cash and cash equivalents - with restrictions	12.3	(9.7)
Net decrease in cash and cash equivalents - including cash with restrictions	(12.6)	(23.3)
Cash and cash equivalents at beginning of year	189.3	158.5
Cash and cash equivalents at end of year	164.4	144.9
Borrowings	0.0	0.0
Net cash at end of year	164.4	144.9
Cash and cash equivalents - with restrictions at beginning of year	215.3	196.9
Net decrease in cash and cash equivalents - with restrictions	(12.6)	(23.3)
Cash and cash equivalents - with restrictions at end of year	202.7	173.6

Adjusted to reported reconciliation

£m	H1 26				H1 25			
	Reported	Contract Adjustments	Other Adjustments	Adjusted	Reported	Contract Adjustments	Other Adjustments	Adjusted
Group Revenue	543.1	0.0	0.0	543.1	525.4	0.0	0.0	525.4
Cost of sales	(489.5)	0.0	0.0	(489.5)	(473.5)	0.0	0.0	(473.5)
Gross Profit	53.6	0.0	0.0	53.6	51.9	0.0	0.0	51.9
Administrative expenses	(36.3)	0.0	0.0	(36.3)	(35.5)	0.0	0.4	(35.1)
Group operating profit	17.3	0.0	0.0	17.3	16.4	0.0	0.4	16.8
Net finance expense	1.9	0.0	0.0	1.9	1.8	0.0	0.0	1.8
Profit before tax	19.2	0.0	0.0	19.2	18.2	0.0	0.4	18.6
Taxation	(4.3)	0.0	0.0	(4.3)	(4.0)	0.0	(0.1)	(4.1)
Profit for the year attributable to equity holders of the parent	14.9	0.0	0.0	14.9	14.2	0.0	0.3	14.5
Basic earnings per share (pence)	5.7	0.0	0.0	5.7	5.4	0.0	0.1	5.5

£m	H1 26				H1 25			
	Reported	Contract Adjustments	Other Adjustments	Adjusted	Reported	Contract Adjustments	Other Adjustments	Adjusted
Natural Resources Revenue	237.1	0.0	0.0	237.1	209.3	0.0	0.0	209.3
Transport Revenue	306.0	0.0	0.0	306.0	316.1	0.0	0.0	316.1
Group Revenue	543.1	0.0	0.0	543.1	525.4	0.0	0.0	525.4
Natural Resources operating profit	16.4	0.0	0.0	16.4	16.1	0.0	0.0	16.1
Transport operating profit	7.7	0.0	0.0	7.7	7.3	0.0	0.0	7.3
Central operating loss	(6.8)	0.0	0.0	(6.8)	(7.0)	0.0	0.4	(6.6)
Group operating profit	17.3	0.0	0.0	17.3	16.4	0.0	0.4	16.8

Adjusted free cash flow

Adjusted free cash flow	H1 26 £m	H1 25 £m
Cash generated from / (used by) operations	14.1	(13.0)
Add back cash flow on adjusting items	0.0	0.4
Less cash flows on cash and cash equivalents - with restrictions	(12.3)	9.7
Less taxation	(3.0)	0.0
Adjusted cash used by operating activities	(1.2)	(2.9)
Capital expenditure	(0.2)	(0.1)
Adjusted free cash outflow	(1.4)	(3.0)
<i>Memo: including operating leases, which are shown outside of cash from operations due to IFRS 16:</i>		
IFRS 16 leases	(5.7)	(4.8)
Adjusted free cash outflow after IFRS 16 leases	(7.1)	(7.8)

H1 26 IFRS 16 impact

Income statement impact		£m
Decrease in operating costs		7.1
Loss on disposal of assets		0.0
Increase in depreciation		(6.4)
Increase in finance costs		(1.2)
Net impact on income statement		(0.5)

Fixed Assets impact		£m
Fixed assets opening position		26.0
Additions		13.5
Disposals		(0.3)
Depreciation		(6.4)
Fixed assets closing adjustment		32.8

Liabilities impact	£m	£m	£m
	Opening	Movement	Closing
Current liabilities	8.5	3.9	12.4
Non-current liabilities	16.5	3.6	20.1
	25.0	7.5	32.5

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