TITLE:	Dividend Policy
OWNER:	Chief Financial Officer
APPROVER:	Board of Directors
EFFECTIVE DATE:	1 July 2026

1. Purpose

This Dividend Policy establishes the framework used by Saunders International Limited when determining shareholder distributions.

The objective of the policy is to provide shareholders with a sustainable and transparent approach to capital returns while ensuring the Company maintains the financial capacity to fund operations, growth opportunities and long-term value creation.

2. Dividend philosophy

Saunders aims to balance:

- providing shareholders with an appropriate return on investment through regular dividends;
- maintaining a strong balance sheet and liquidity position;
- funding working capital requirements and capital expenditure;
- investing in organic growth opportunities and strategic acquisitions where appropriate; and
- maintaining financial flexibility throughout business cycles.

The Board recognises that Saunders operates in industries that can experience fluctuations in project timing, earnings and cash flow. Accordingly, dividends will be determined with regard to both profitability and cash generation.

3. Dividend payout framework

Subject to the factors outlined in this Policy, Saunders intends to distribute approximately 35% to 60% of annual Adjusted NPATA to shareholders through interim and final dividends.

Adjusted NPATA means earnings per share adjusted for material non-recurring items and amortisation expense, as determined by the Board from time to time.

In applying this Policy, amortisation expense may include amortisation of acquired intangible assets recognised through business combinations, including customer contracts, customer relationships, brands, intellectual property or other finite-life intangible assets. The Board may also determine whether other amortisation expenses should be included or excluded from Adjusted NPATA.

4. Factors considered by the Board

When determining any dividend, the Board will consider a range of factors including:

Consideration	Board assessment
Profitability	Reported and adjusted earnings performance
Cash flow	Operating cash flow, forecast cash generation and available liquidity
Funding needs	Working capital, capital expenditure and project funding requirements
Growth	Organic investment, acquisitions and other strategic opportunities
Balance sheet	Debt levels, financing arrangements, covenants and capital structure
Shareholder returns	Available franking credits, market conditions and other relevant considerations
Financier Approval	Approval from Financiers where required under a specific facility agreement

The Board will generally expect dividends to be supported by forecast cash flows having regard to the Company's medium-term funding requirements, and supported by current Financiers.

5. Board discretion

The declaration, timing and amount of any dividend remains entirely at the discretion of the Board.

The Board may determine dividends that are above or below the target payout range, or elect not to pay a dividend, where it considers doing so to be in the best interests of shareholders. This may include periods involving significant acquisitions or investment opportunities, substantial changes in market conditions, exceptional business performance, major capital requirements, or the preservation of liquidity and balance sheet strength.

6. Review of policy

The Board will review this Policy periodically and may amend it at any time to reflect changes in the Company's circumstances, strategy or capital management priorities.