

ersonal use only

FY21 Financial Results

MADER GROUP LIMITED | 24 AUGUST 2021



MADER



Who We Are

A leading global provider of specialist maintenance support for mobile equipment and fixed infrastructure in mining and civil industries

Global workforce
1,600+
Skilled Employees

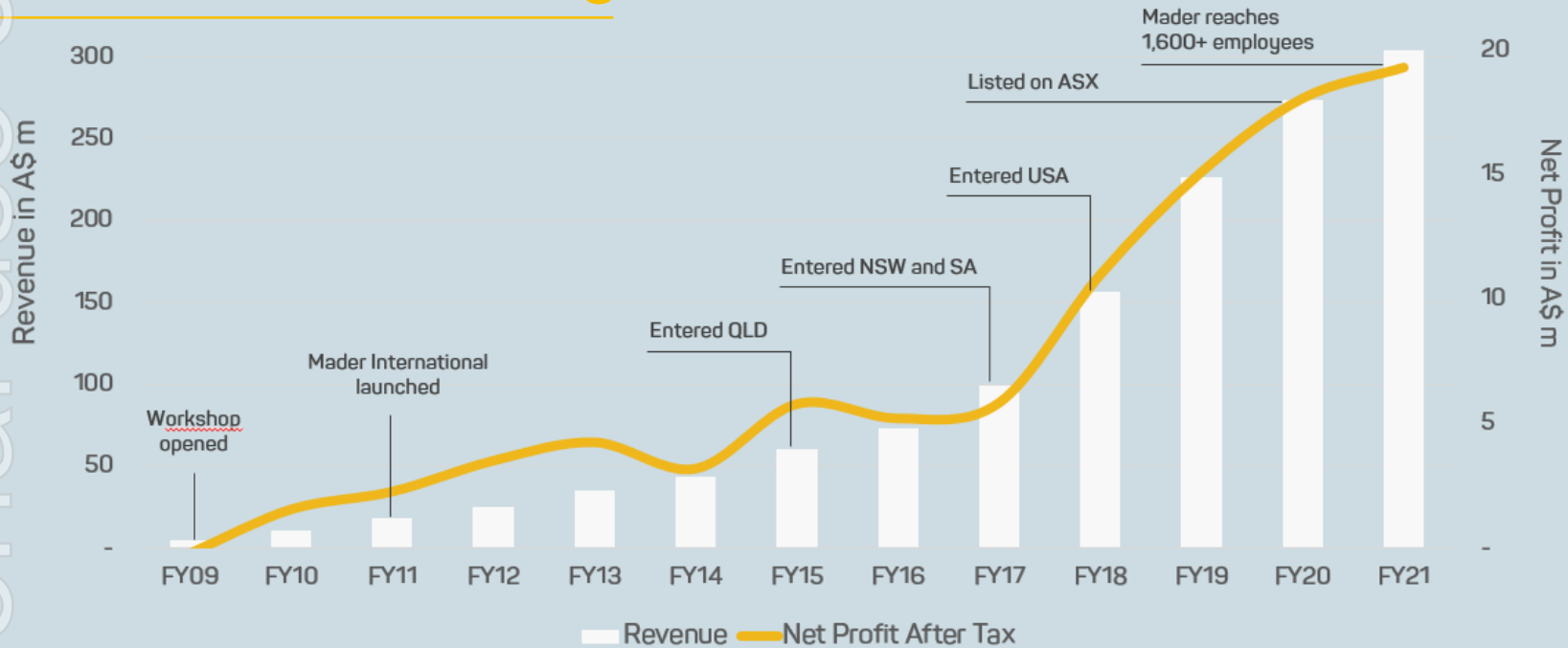
Support vehicles
700+
Throughout the world

Supporting
370+
Mine sites

Mining and Civil
240+
Customers

Operating in
7
countries

Our Journey

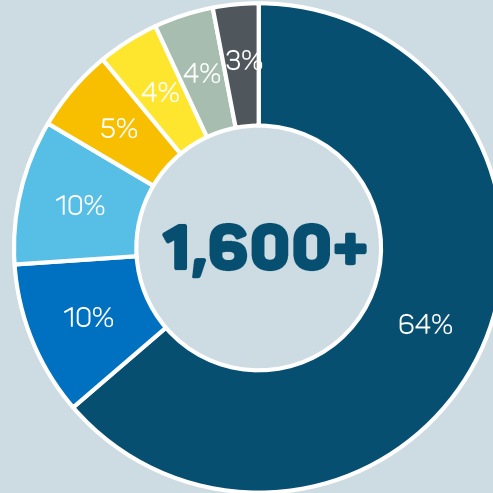
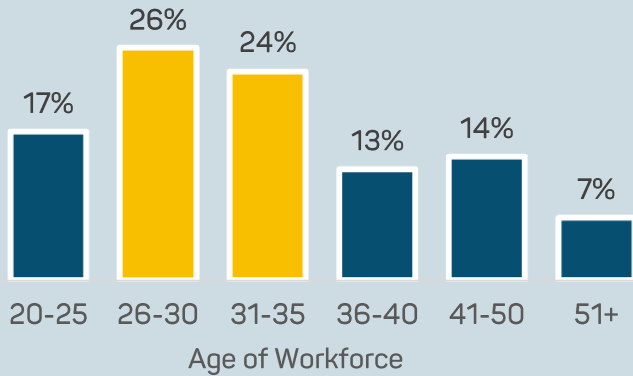


ersonal use only



Specialised Taskforce

We lead the market in delivering safe and high quality workmanship. Our pursuit of quality is backed by years of investment in our people and culture



Breakdown of Team

- Heavy Duty Diesel Mechanics
- Auto and HV Electricians
- HRT and LV Mechanic
- Apprentices
- Boilermakers
- Other
- Fixed Plant Mechanics

AWARD RECOGNITION

MOST TRUSTED MINING & CIVIL CONTRACTOR
2021 AWARD WINNER
AUSTRALIAN ENTERPRISE AWARDS

EMPLOYER OF CHOICE
2020 EXCELLENCE AWARD
AUSTRALIAN HR AWARDS

CONTRACT MINER OF THE YEAR
2020 AWARD FINALIST
AUSTRALIAN MINING PROSPECT AWARDS

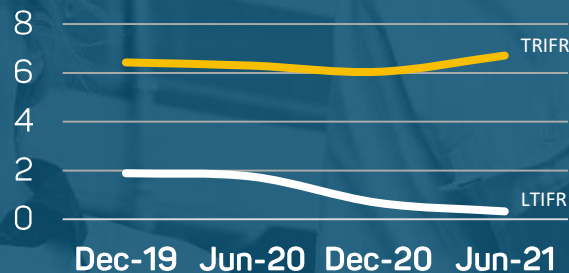
FLEET PRODUCT SAFETY
2020 HIGHLY COMMENDED
AUSTRALIAN FLEET CHAMPION AWARDS

Our Safety Goal

"Success is about more than generating earnings, it's about keeping our people and our customers safe. The health, safety and wellbeing of our people is at the forefront of everything we do."

- Justin Nuich, Executive Director and CEO

Injury frequency rates



A Bright Future

Investing in the future of mining, with 92 talented mechanics upskilled since introducing our Trade Upgrade Apprenticeship Program in 2019.



What We Do

Our selection of 'tap on, tap off' specialist services are designed to help customers make light work of heavy equipment maintenance

CORE MECHANICAL SERVICES

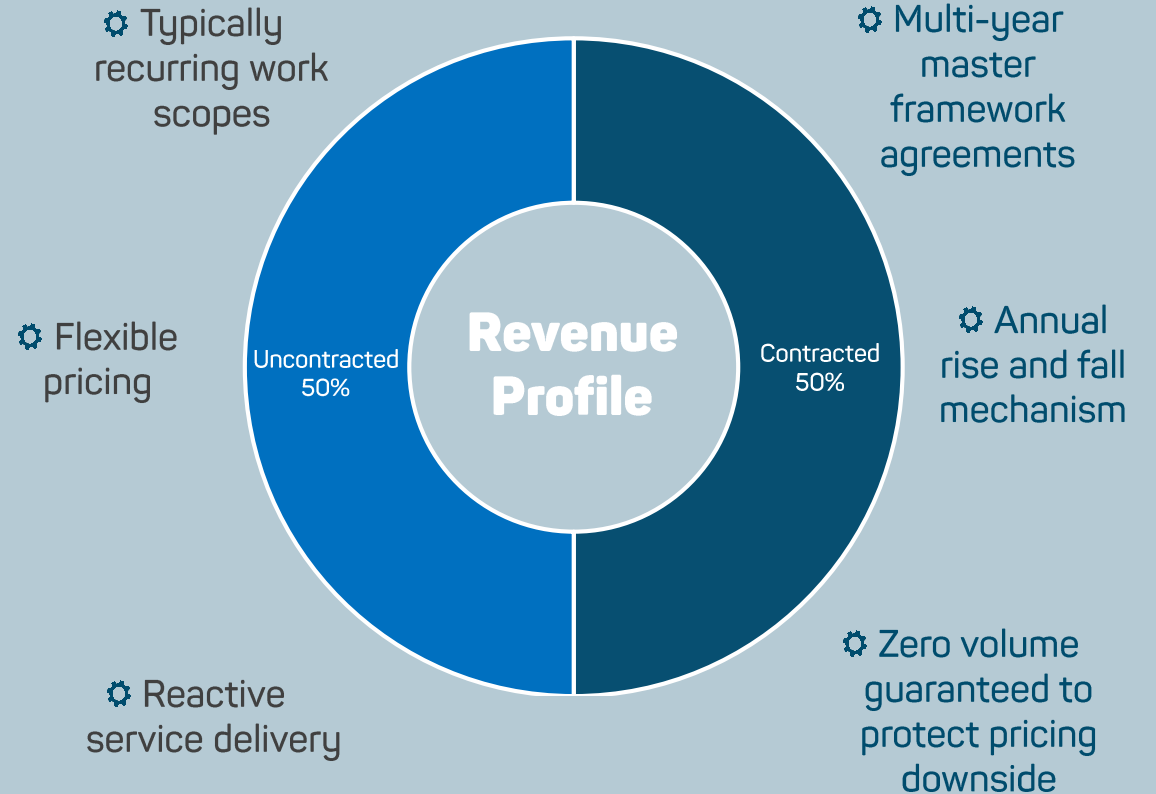
- ⚙️ Mobile Plant Maintenance
- ⚙️ Rapid Response Teams
- ⚙️ Excavator Support Teams
- ⚙️ Drill Support Teams
- ⚙️ Equipment Shutdown Teams
- ⚙️ Maintenance Projects
- ⚙️ Training and Mentoring
- ⚙️ Rostered Support

GROWTH STRATEGY

- ⚙️ Infrastructure Maintenance
- ⚙️ Fabrication and Line Boring
- ⚙️ Electrical Maintenance
- ⚙️ Climate Control Maintenance
- ⚙️ Professional Support
- ⚙️ Marine and Power Generation
- ⚙️ Rail Maintenance
- ⚙️ Mader Clean Team



METHOD OF CUSTOMER ENGAGEMENT STABLE MARGINS PRICING PROTECTION



ersonal use only

Operational Review

JUSTIN NUICH | EXECUTIVE DIRECTOR & CEO



FY21 Highlights

Revenue
\$304.3m ↑

Up 11.2% from \$273.5m in FY20

Net Debt
\$23.9m

Net leverage of 0.7x

EBITDA
\$35.7m ↑

Up 8.2% from \$33.0m in FY20

Dividends
\$6.0m

Declared for FY21 activities

NPAT
\$19.3m ↑

Up 10.5% from \$17.5m in FY20

EPS Basic & Diluted
9.67c

Up 11% vs PCP

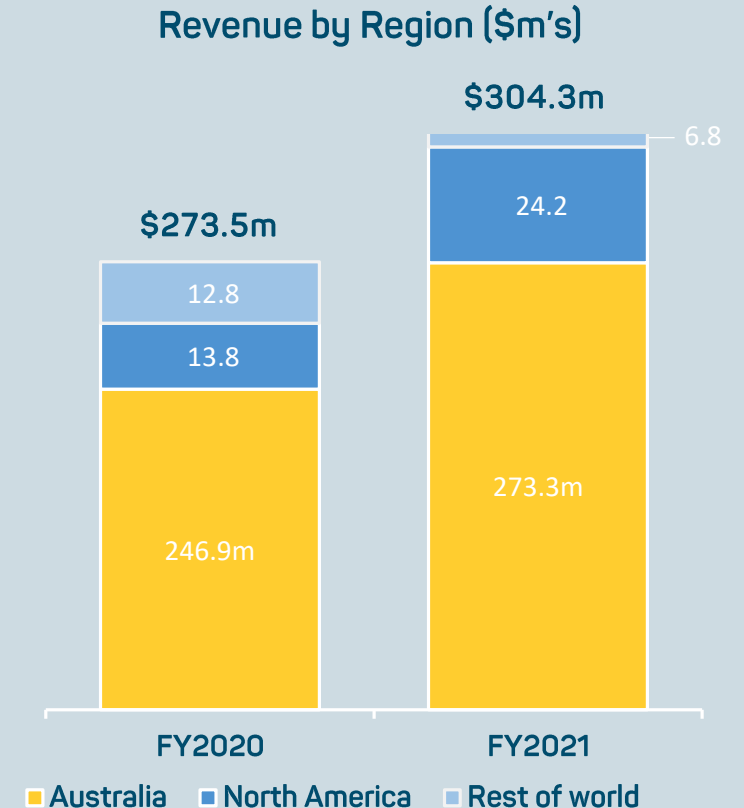


GROWTH TRAJECTORY
driven by **continued diversification** and **leading market position**

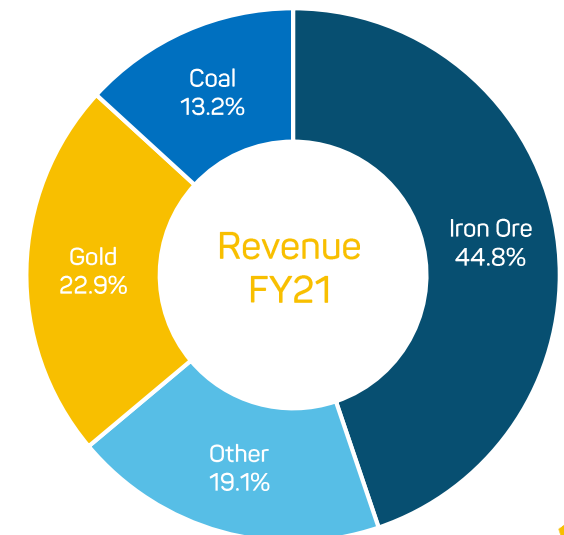
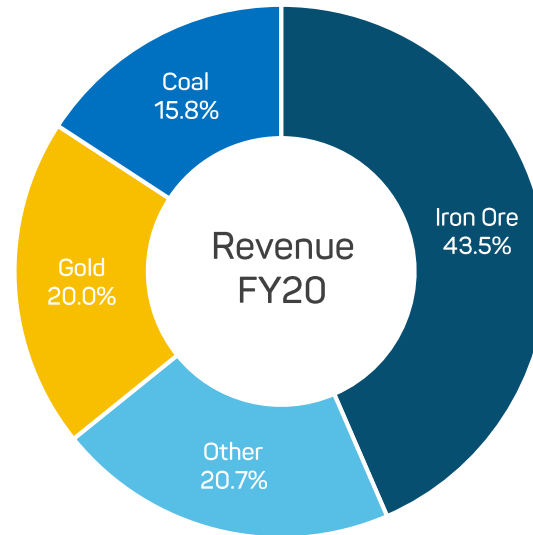
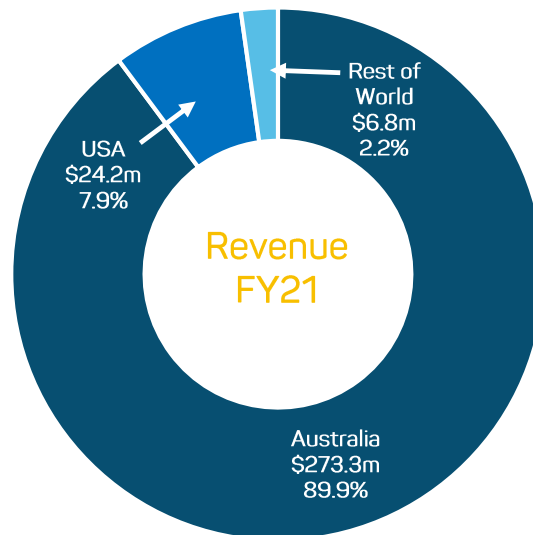
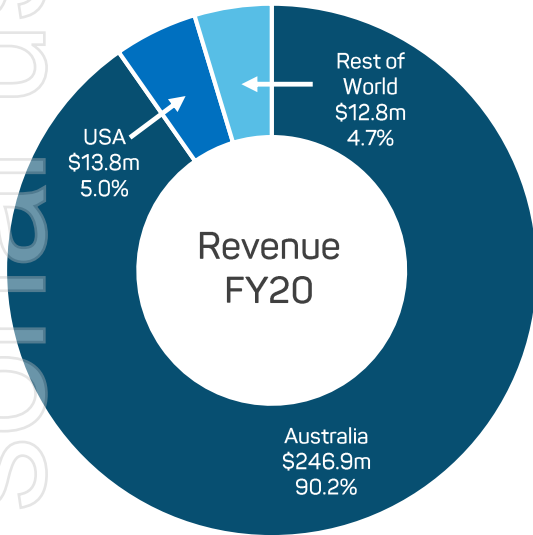
Refocused **Growth** agenda in Australia

Invested in **fleet expansion** in North America

Returned **to work in Africa/Asia** In Rest of World



Overview of Operations



Australia

Revenue **11%** ↑
Growth in FY21

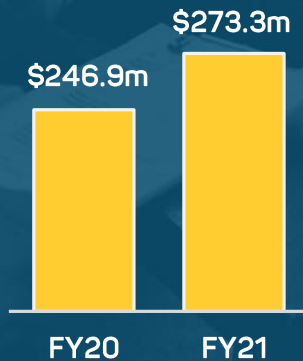
EBITDA* **\$29.4m**
In FY21

Ancillary Revenue growth in FY21 **21%**

Infrastructure Revenue growth in FY21 **24%** ↑

Apprentices **98**
In training incl. Trade Up Program

Revenue (A\$)



North America

Revenue **75%** ↑
Growth in FY21

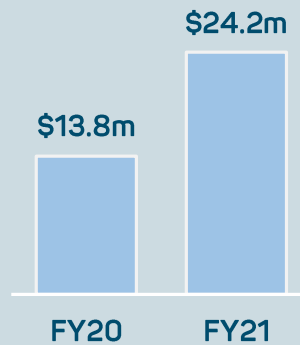
EBITDA* **A\$6.8m**
In FY21

Canada Preparations complete and customer negotiations underway

14 States
Active operations in FY21

Investment **A\$11.3M**
Growth capital committed throughout North America

Revenue (A\$)



*EBITDA presented above excludes corporate overheads of \$2.6m

Rest of World

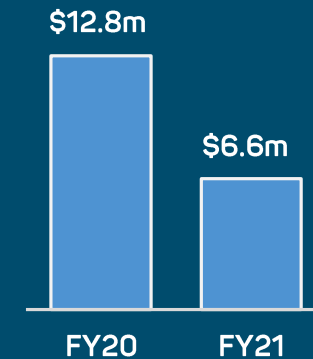
Revenue **47%** ↓
Fall from FY20 due to COVID impacts

EBITDA* **\$2.2m**
In FY21

Revenue **117%** ↑
H1 to H2

Countries **5**
Re-entered in FY2021

Revenue (A\$)



ersonal use only



Financial Review

PAUL HEGARTY | CFO

Financial Performance

AS'000	FY20	FY21
Revenue	273,547	304,300
Gross Profit	54,743	58,375
Gross Margin	20.0%	19.2%
EBITDA	33,026	35,732
EBITDA Margin	12.1%	11.7%
EBIT	26,425	28,206
EBIT Margin	9.6%	9.3%
NPAT	17,504	19,342
NPAT Margin	6.4%	6.4%
Earnings Per Share (cents)	8.75	9.67
Dividends Per Share (cents)	3.00	3.00

Highlights

Group Revenue Growth
(Consolidated)
11% Vs PCP

Strong Revenue Growth
(North America)
75% Vs PCP

North America Revenue
Contribution
8% Pre-corporate overheads
(PCP: 5%)

Strong Revenue Growth
(Rest of World)
117% H1 FY21
to H2 FY21

Improved Earnings Per
Share
11% Vs PCP

Profit Payout Ratio
31% Consistent Returns
To Shareholders

Financial Position

A\$'000	Jun 20	Dec 20
Cash & cash equivalents	6,456	3,209
Trade & other receivables	55,059	67,881
Property, plant & equipment	32,542	36,922
Investments & other assets	6,690	14,498
Total Assets	100,747	122,510
Trade & other payables	18,898	21,543
Tax liabilities	3,227	6,895
Provisions	1,906	2,558
Borrowings	24,915	27,159
Other	3,684	3,683
Total Liabilities	52,630	61,838
Net Assets	48,117	60,672

Highlights

Simple Balance Sheet

700+ Service vehicles located throughout the world

Strong Balance Sheet

\$61m Net Asset Position

Net Debt Position

\$23.9m June 20: \$18.4m

Low Net Leverage

0.7x Net Debt ÷ FY21 EBITDA

Investment in Growth

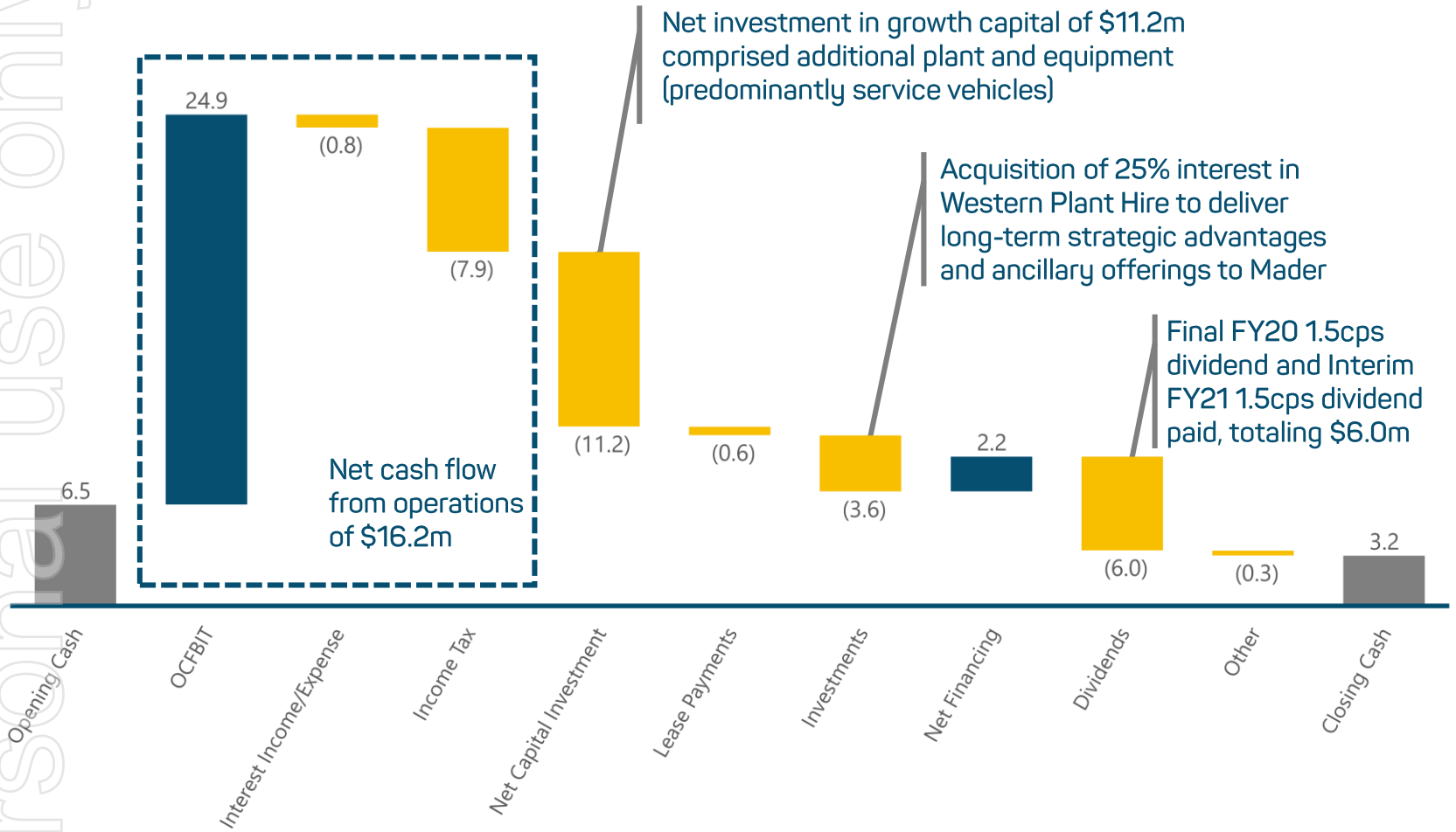
\$11.2m Growth Capital Deployed in FY21

Positioned for Growth

\$40m Unutilised Debt Facilities

Cash Flow

Personal use only



Highlights

Solid Op. Cash Flows
\$16.2m Cash flow from operations

Strong Cash Conversion
84% Cash flow from operations ÷ NPAT

Investment in Growth
\$11.2m 100% Growth Capex

ersonal use only

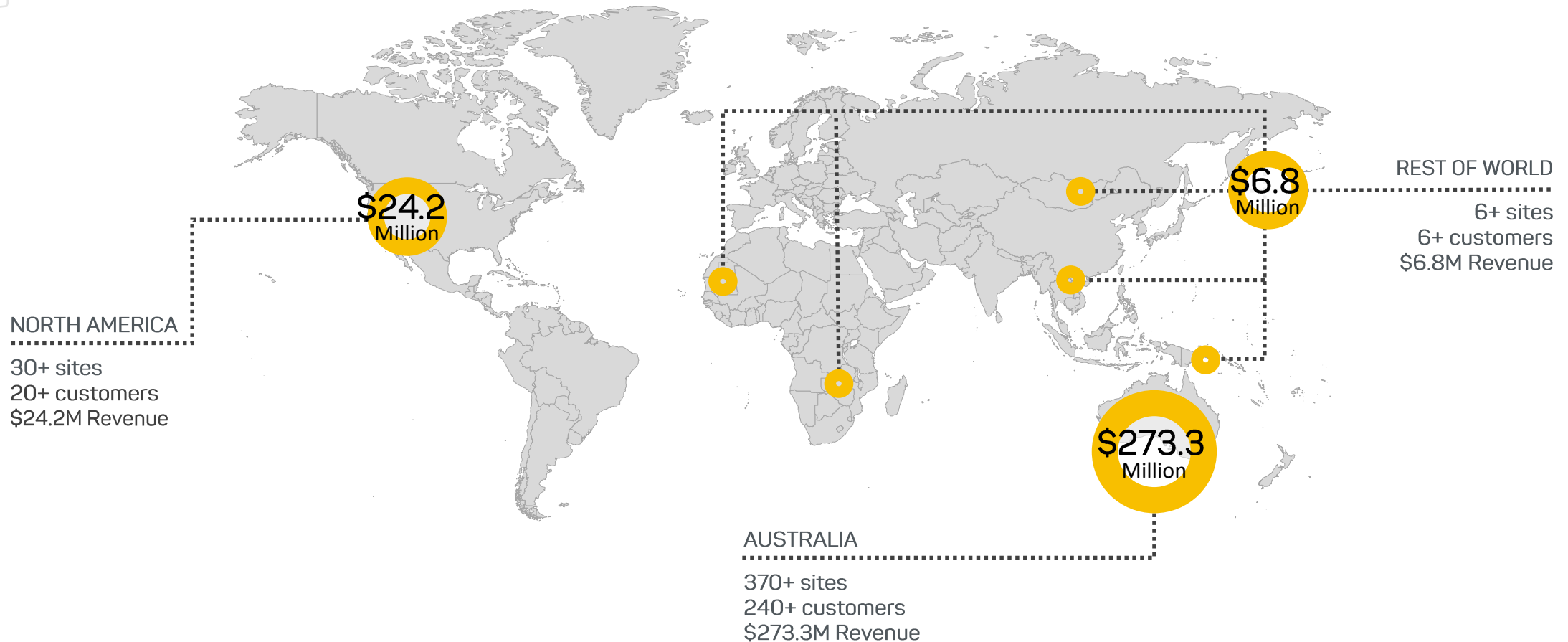
Outlook

JUSTIN NUICH | EXECUTIVE DIRECTOR & CEO



Geographical Footprint in FY2021

Revenue, site and customer data relates to Mader Group operations carried out in FY2021



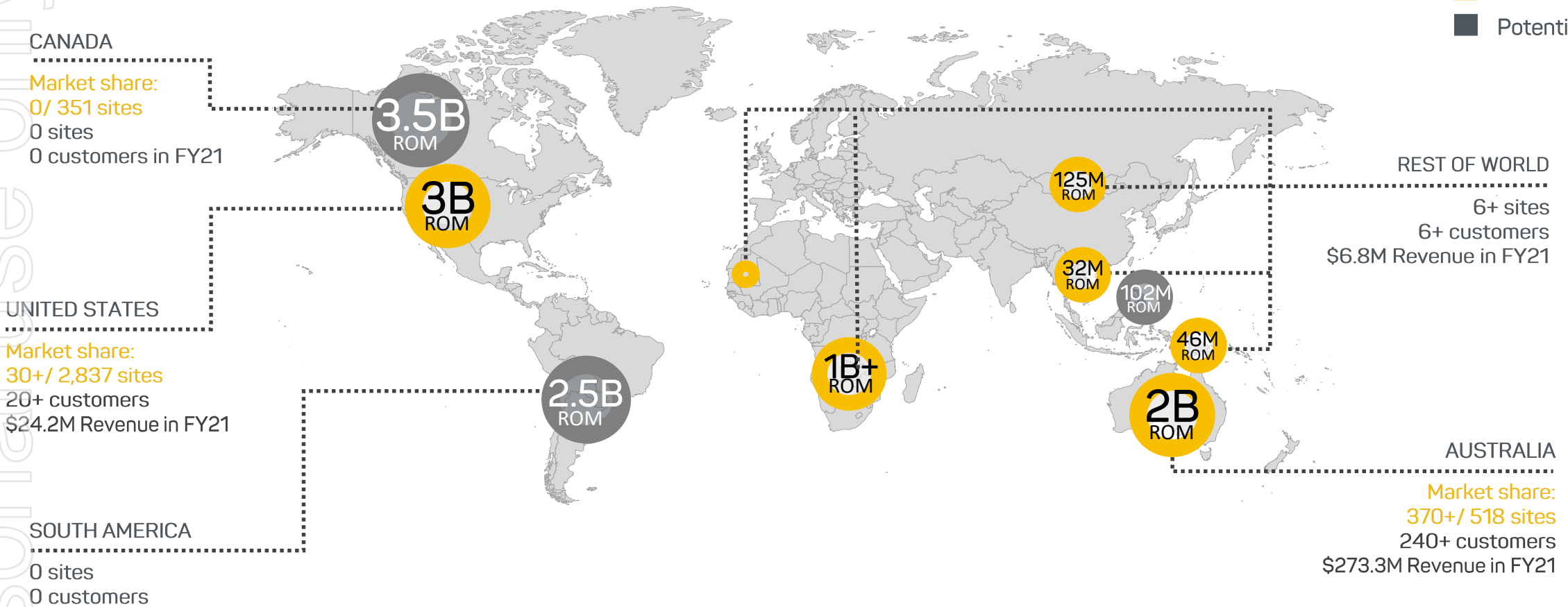
ersonal use only

Growth opportunities and addressable market

Market Share: Sites Mader Group services versus total operational mine sites
ROM: Run of Mine Production in Metric Tonnes



■ Current markets
■ Potential markets



Source: "GlobalData Intelligence Center" for total site operations and CY2020 ROM data

Group Outlook & Guidance

SUMMARY

- Mader Group operations are well adapted to operate within the limits of the COVID-19 landscape
- Focus on regional and service diversification to mitigate market risks and enhance earnings potential
- Potential to grow business operations through targeted acquisitions

AUSTRALIA

- Varied growth opportunities and well performing commodity markets
- Continued scaling of ancillary and infrastructure services
- Structural advances as large owner-miners continue to develop multibillion-dollar resource projects

NORTH AMERICA

- Strong growth expected to continue
- Large addressable markets remain in the United States of America and Canada
- Entering Canadian market with capital committed

REST OF WORLD

- Global conditions further stabilising and markets re-opening
- Targeting re-entry of these markets

FY22 GUIDANCE

- Revenue forecast is expected to be in the range of \$355m - \$365m, up from \$304.3m in FY21
- NPAT forecast is in the range of \$23m - \$25m, up from \$19.3m in FY21

Investment Case



Market Cap
\$216m
At market close
23 August 2021

Shares
200m
on issue

Share Price
\$1.08
At market close
23 August 2021



TRACK RECORD
OF DELIVERY &
SUCCESSFUL
ROLL OUTS

PROVEN
DISRUPTIVE
BUSINESS MODEL

RELATIVELY
LOW CAPITAL
INTENSITY

ORGANIC &
SUSTAINABLE
GROWTH PROSPECTS

LARGE
ADDRESSABLE
MARKETS &
SIGNIFICANT
UPSIDE

POSITIVE
INDUSTRY
TRENDS

UNIQUE PEOPLE
& CULTURE
FOCUS

SIMPLE BALANCE
SHEET &
FINANCIAL
FLEXIBILITY

ersonal use only

Appendices

MADER GROUP LIMITED



Corporate Social Responsibility



Mader Group aim to empower communities, improve social dynamics and lessen inequality by sponsoring initiatives that support socio-economic development in remote areas and disadvantaged communities. We help fund a growing number of initiatives across the globe, with programs extending throughout Australia and into Asia, Africa and the US. In addition to providing financial aid our people also volunteer time to support local charities.



'Home for Dinner' Volunteer Program
Ronald McDonald House Charities Perth, WA, Australia



Building Bikes for 'At Risk' Youth
Dismantle, Perth, WA, Australia



Salvation Army Food and Toy Christmas Drive
Initiative across USA and Australia

Board of Directors



Jim Walker
Non-Executive
Chairman

Over 45 years' experience in the resources sector. Former MD of WesTrac and a Director of Seven Group Holdings and National Hire Group. Former Non-Executive Chairman of Macmahon Holdings Ltd. Chairman of Austin Engineering Ltd, MLG OZ Ltd, Australian Potash Ltd, State Training Board, WA Motor Museum, RACWA Holdings Pty Ltd and RAC Insurance Pty Ltd.



Luke Mader
Founder and
Executive Director

Founder of Mader Group. Trade qualified with over 20 years' experience in the mining services industry. Cultivated a large, skilled workforce after realising an underserved 'niche' whilst working in marketing for a Caterpillar dealer network.



Justin Nuich
Executive Director and
Chief Executive Officer

Over 20 years' experience in the mining and oil and gas industries globally. Has held senior roles with Fortescue Metals Group, Mineral Resources Limited, BHP and AMCi Wireless. Mr Nuich has a MBA and a Graduate Diploma of Maintenance Management.



Patrick Conway
Executive Director and
Director of Emerging
Businesses

Former CEO and CFO of Mader Group. Member of CPA Australia and Associate Member of Chartered Governance Institute. Mr Conway has a Bachelor of Commerce, CPA and a Graduate Diploma in Applied Corporate Governance.



Craig Burton
Non-Executive
Director

A venture capital investor in emerging companies, projects and businesses. A track record of providing financial backing and strategic advice to successful business teams and start-up entrepreneurs.

Glossary

TRIFR	Total recordable injury frequency rate per one million hours worked
LTIFR	Lost time injury frequency rate per one million hours worked
HV Electrician	High Voltage Electrician
LV Mechanic	Light Vehicle Mechanic
HRT Mechanic	Heavy Road Transport Mechanic
FY2021	The period 1 July 2020 to 30 June 2021
FY2020	The period 1 July 2019 to 30 June 2020
PCP	The Prior Corresponding Period, being FY2020
EBITDA	Earnings before interest, tax, depreciation and amortisation
EBIT	Earnings before interest and tax
NPAT	Net profit after tax
Net Leverage	Net Debt / annualised EBITDA
OCFBIT	Operating Cash Flow before interest and tax

Disclaimer

This presentation has been prepared by Mader Group Limited (ACN 159 340 397) "Mader", "Mader Group" and the "Company". The information contained in this presentation is for information purposes only.

The information contained in this presentation is not investment or financial product advice and is not intended to be used as the basis for making an investment decision. Please note that, in providing this presentation, Mader has not considered the objectives, financial position or needs of any particular recipient. Mader strongly suggests that investors consult a financial advisor prior to making an investment decision.

No representation or warranty, express or implied, is made as to the fairness, accuracy, completeness or correctness of the information, opinions and conclusions contained in this presentation. To the maximum extent permitted by law, none of Mader, their respective related bodies corporates, shareholders, directors, officers, employees, agents or advisors, nor any other person accepts any liability, including, without limitation, any liability for any loss arising from the use of information contained in this presentation or otherwise arising in connection with this presentation.

This presentation may include "forward looking statements". Such forward-looking statements are not guarantees of future performance and involve known and unknown risks, uncertainties and other factors, many of which are beyond the control of Mader and their respective officers, employees, agents or associates that may cause actual results to differ materially from those expressed or implied in such statement. Actual results, performance or achievements may vary materially from any projections and forward looking statements and the assumptions on which those statements are based. Mader assumes no obligation to update such information. Recipients of this presentation are strongly cautioned not to place undue reliance on forward-looking statements, particularly in light of the current economic climate and the significant volatility, uncertainty and disruption caused by the outbreak of COVID-19.

This presentation is not, and does not constitute, an offer to sell or the solicitation, invitation or recommendation to purchase any securities and neither this presentation nor anything contained in it forms the basis of any contract or commitment.

The distribution of the presentation in jurisdictions outside Australia may be restricted by law and you should observe any such restrictions. Any failure to comply with such restrictions may constitute a violation of applicable securities laws. This presentation does not constitute an offer to sell, or a solicitation of an offer to buy, any securities in the United States. The securities of Mader have not been, and will not be, registered under the U.S. Securities Act of 1933, as amended (Securities Act) or the securities laws of any state or other jurisdiction of the United States, and may not be offered or sold in the United States except in compliance with the registration requirements of the Securities Act and any other applicable securities laws or pursuant to an exemption from, or in a transaction not subject to, the registration requirements of the Securities Act and any other applicable securities laws.