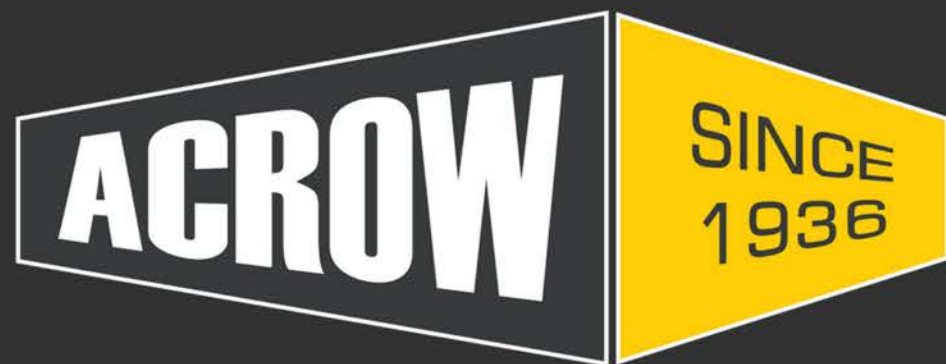


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# FY22 RESULTS

Presentation

Acrow Formwork and Construction Services Ltd (ASX:ACF)



We help build Australia smarter.



Metro Tunnel, Melbourne, VIC



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**CFO**  
**Ph: (02) 9780 6500**

# FY22 A WATERSHED YEAR



- 📍 **Record financial results**
- 📍 **All organic growth**
- 📍 **Record pipeline**
- 📍 **Growth across all states & markets**
- 📍 **Strong FY23 Outlook**



# TRANSFORMATIONAL SUCCESS FY18 – FY22<sup>1</sup>



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## TOTAL REVENUE



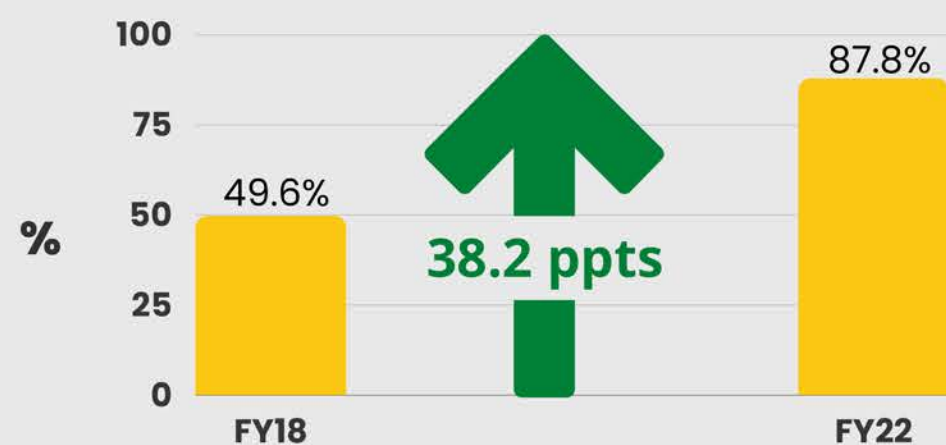
## EBITDA<sup>2</sup>



## EPS



## ENGINEERED SALES CONTRIBUTION<sup>3</sup>



## EBITDA MARGIN<sup>2</sup>






1. Represents underlying results.

2. FY18 adjusted for AASB-16.

3. Sales contribution of Formwork & Industrial Services as a percentage of total group sales contribution.





# OVERVIEW

## CONSTRUCTION SECTORS SERVICED

-  Civil infrastructure
-  Industrial - Energy, Pulp, Paper & Mining
-  Commercial

Acrow Formwork and Construction Services Limited (Acrow) is a leading provider of smart integrated construction systems.

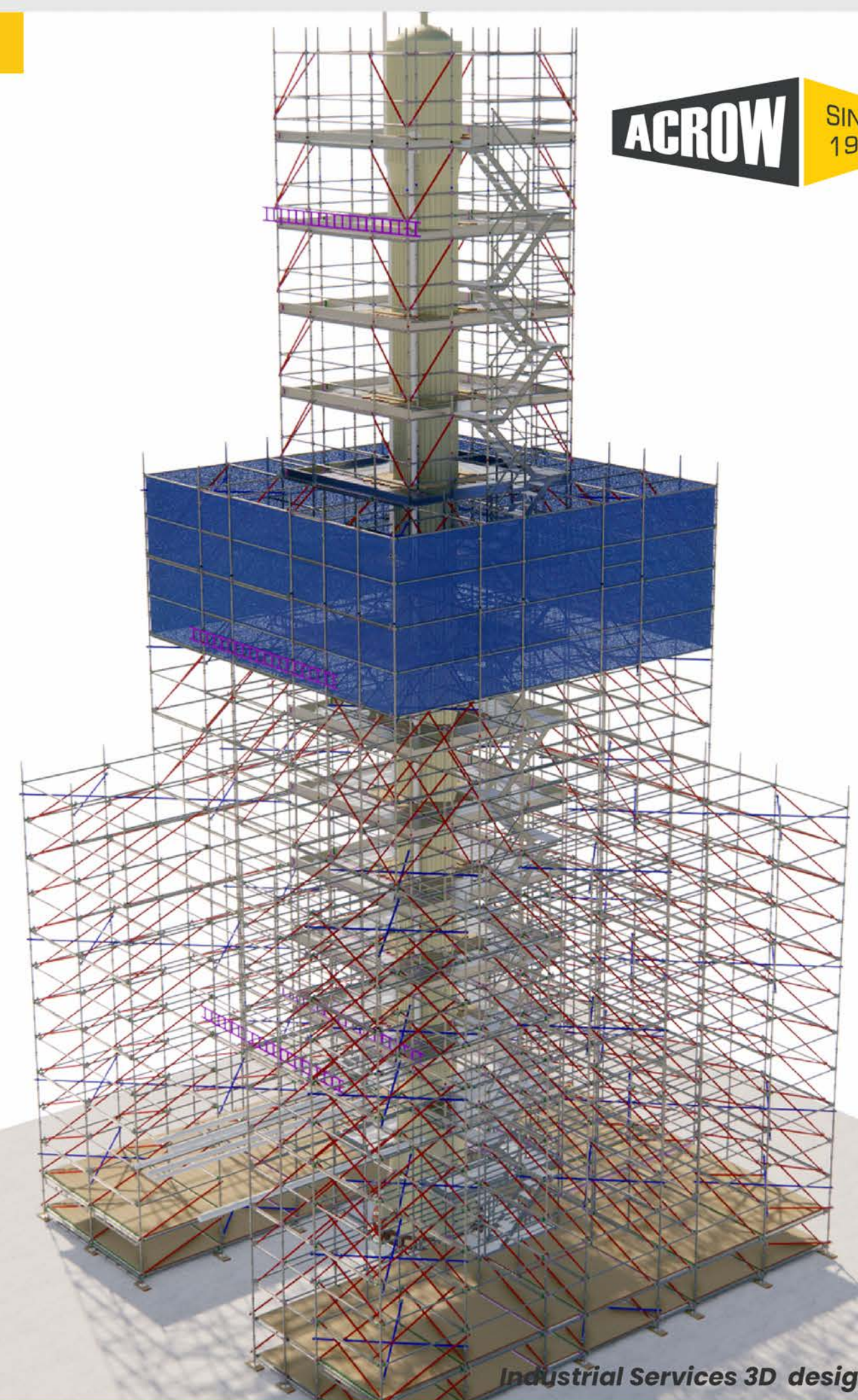
## ACROW OFFERS

-  Engineered formwork sales and hire service
-  Specialist screen systems solutions
-  Provision of Hire, Labour and Sale of scaffold Equipment to the Industrial Sector
-  Scaffold dry hire to the Commercial Sector

## ACROW OPERATES

-  In 10 locations across Australia

The Company has a clearly defined growth strategy, with plans to broaden its footprint in the civil infrastructure market of Australia's east coast, with a particular focus on New South Wales and Victoria. It also is aggressively seeking to grow its national Industrial services footprint.



# OUR COMPETITIVE ADVANTAGES



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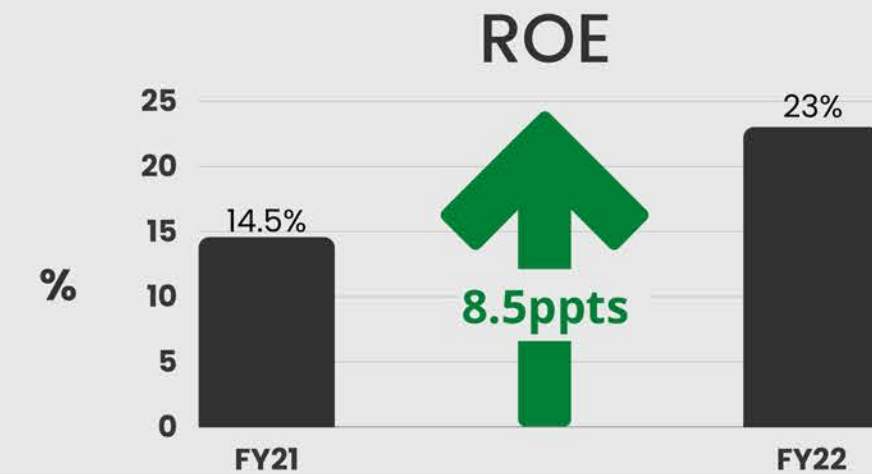
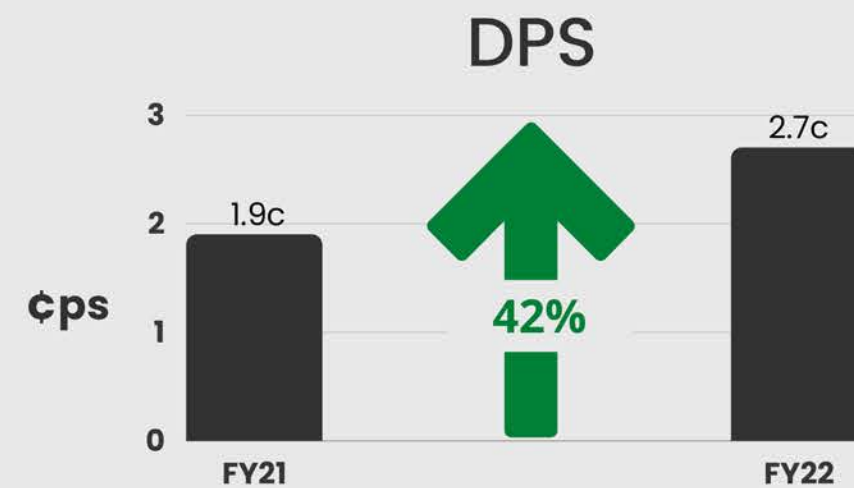
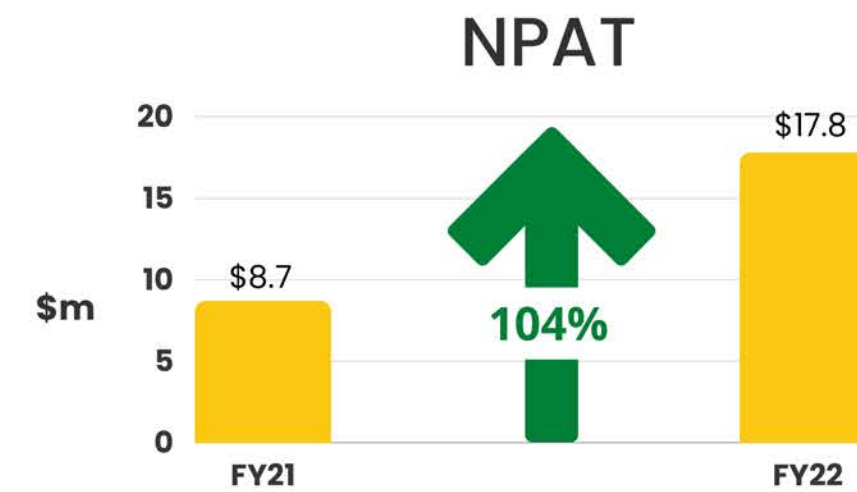
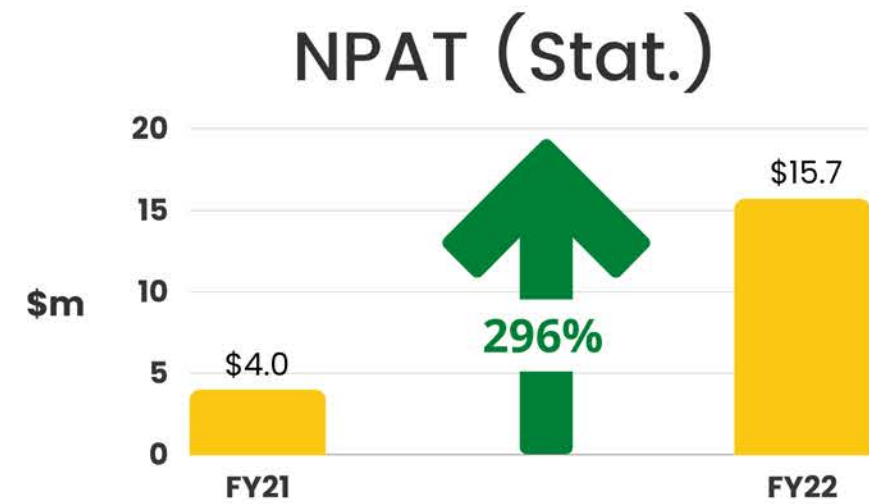
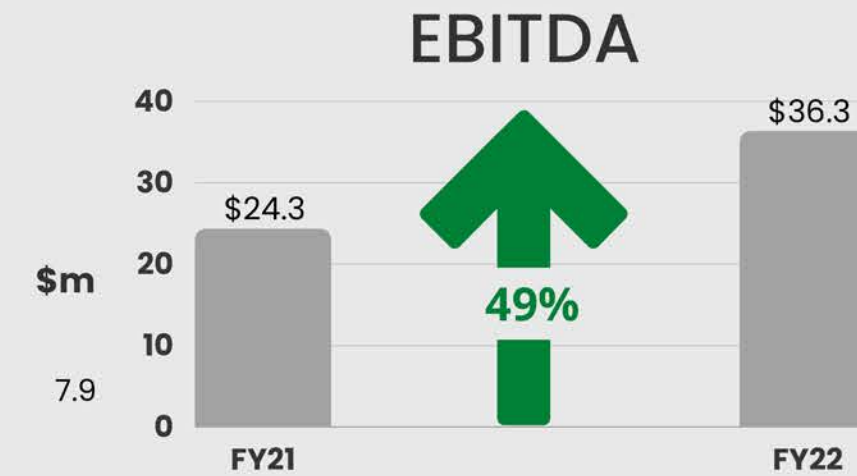
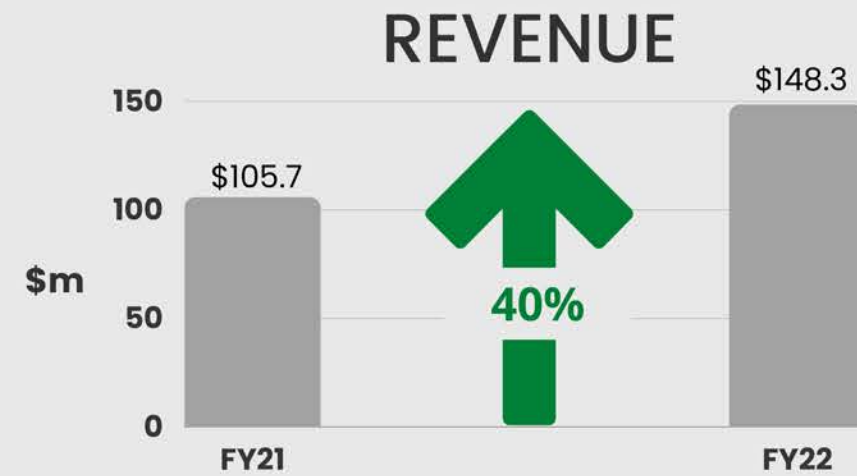
# KEY FY22 HIGHLIGHTS

Steven Boland, MD & CEO

# KEY FINANCIAL METRICS FY22<sup>1</sup>



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1. All metrics are underlying unless otherwise stated.



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# KEY ACHIEVEMENTS FY22



## RECORD SECURED HIRE CONTRACTS

Record hire contracts secured of \$50.4m up 28% YoY



## STRONG ORGANIC GROWTH

Organic growth across all divisions drives record results.



## INDUSTRIAL SERVICES

Revenue up 110% YoY to \$45.6m. Sales contribution up 53%.



## QUEENSLAND FORMWORK

Strong market growth coupled with sustained market share resulted in 50% increase in total revenue .



## WA, SA, TAS GROWTH

Revenue and contribution margin up 62% and 118% respectively on broader product offering.



## SUPPLY CHAIN & LOGISTICS

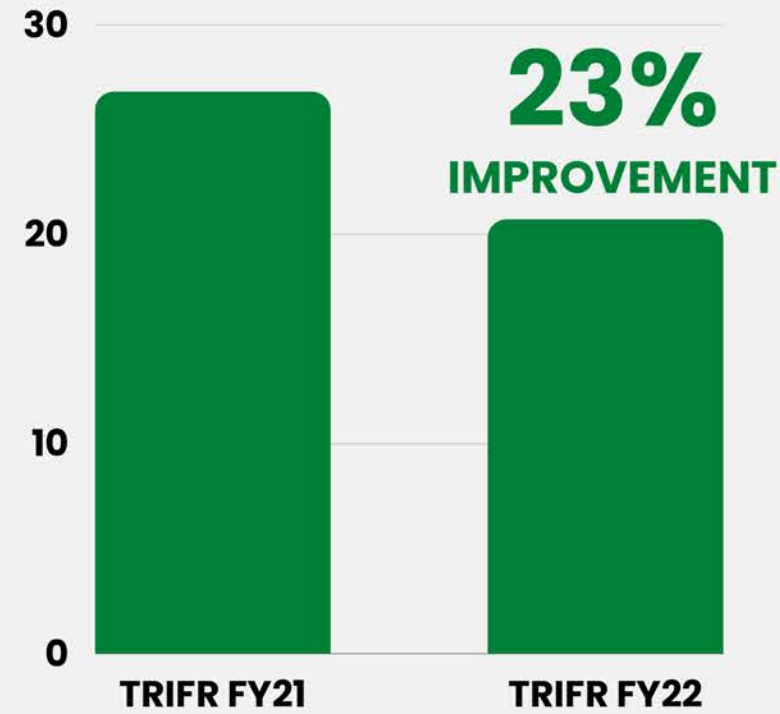
Significant steps taken to minimise impact of supply chain and logistics challenges.

# SAFETY IS OUR PRIORITY

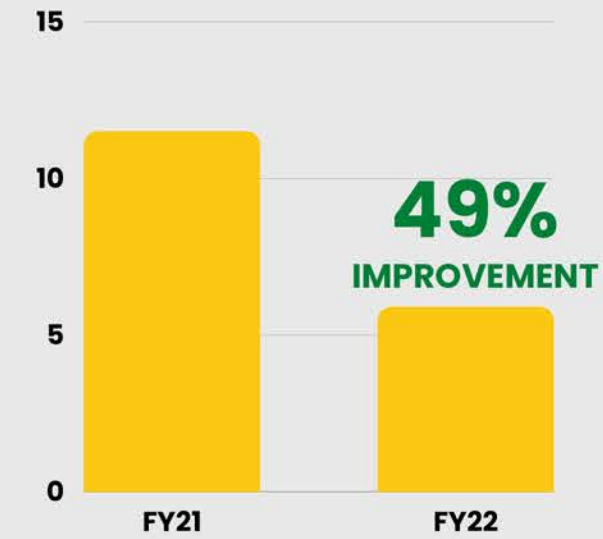


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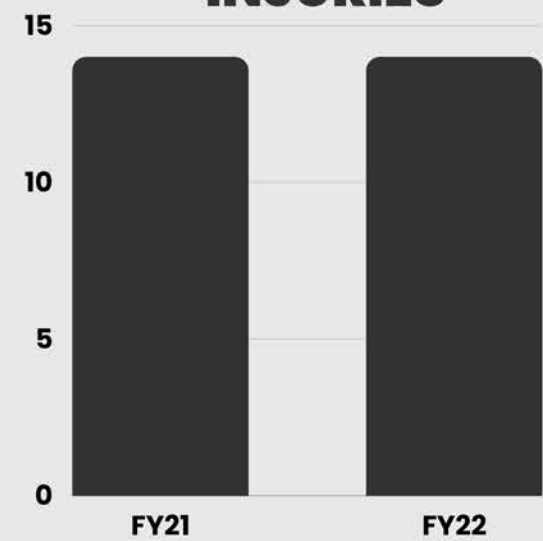
## ZERO HARM IMPROVEMENT



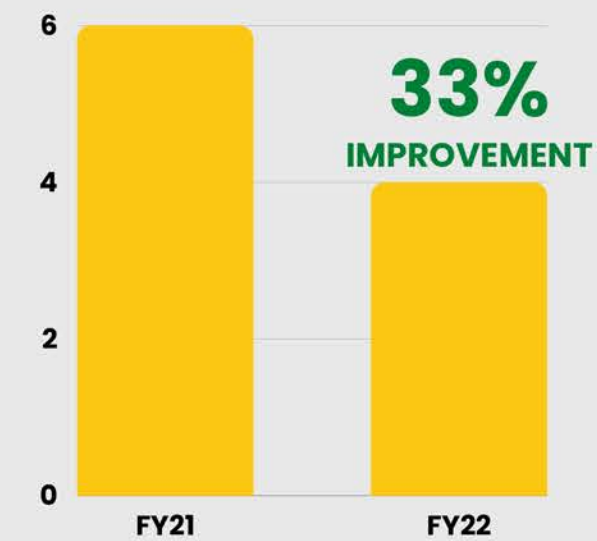
## LTIFR <sup>1</sup>



## TOTAL RECORDABLE INJURIES



## LOST TIME INJURIES



1. Lost Time Injury Frequency Rate

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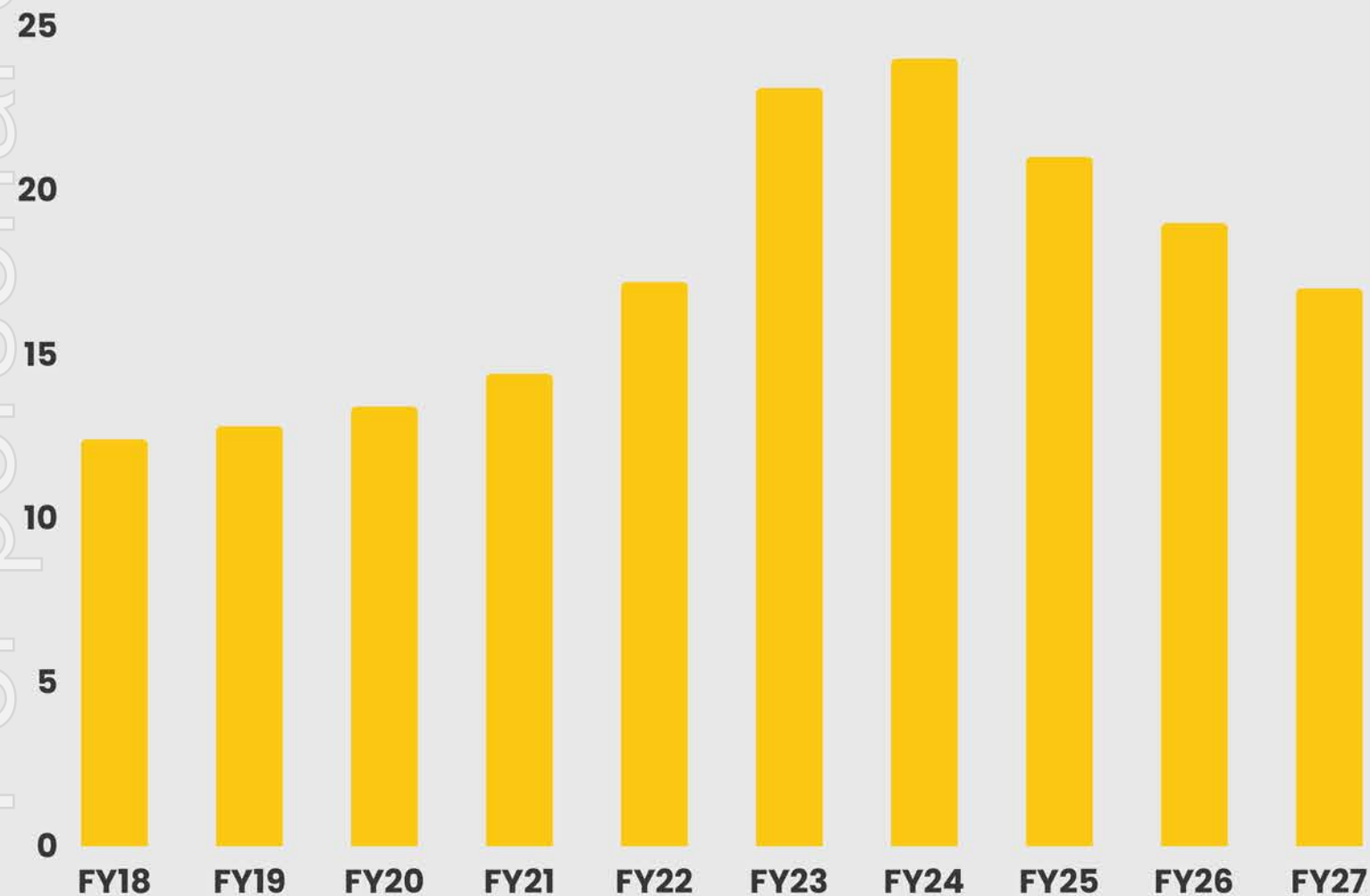
# MARKET & BUSINESS OVERVIEW

Steven Boland, MD & CEO

# MAJOR TRANSPORT INFRASTRUCTURE PROJECTS - AUSTRALIA



## PROJECTED MAJOR TRANSPORT INFRA SPEND (\$BILLION)



Source: Macromonitor, February 2022

## MAJOR CONTRIBUTING PROJECTS - PROJECTED REVENUE



### Melbourne Metro Rail, Victoria

\$ 16.0m+

Acrow continues to win multiple packages direct with CYP Design & Construction JV and through nominated subcontractors Ardreagh Formwork and Adcon Contracting re the Arden Street, CBD North, CBD South and Parkville Stations.



### Bruce Highway - Cooroy to Curra, Queensland

\$ 13.0m+

Stage D contract 1 has been awarded to Beilby/BMD with Acrow now supplying direct to Beilby/BMD formwork equipment for the construction of piers and abutments for 18 bridges including access



### Western Distributor, Melbourne, Victoria

\$ 12.0m+

Multiple contracts awarded to Acrow from various contractors including CPB John Holland JV T/A WGTP direct, Speedpro Industries, Civil Infrastructure and Premier Civil Structures, commenced Feb 19 for 48 months +



### Cross River Rail, QLD

\$ 10.0m+

Multiple contracts awarded to Acrow from various contractors since early 2020, with continued works in the form of more recent awarded packages - core jump form on the Albert Street Station - value circa of \$3.2m starting early Nov 22 for 6 months.



### Sydney Metro Rail, New South Wales

\$ 9.0m+

The Sydney Metro Rail project remains a key project of focus for our New South Wales business with multiple projects awarded to Acrow from subcontractors including Dalma Formwork, Wideform Pty Ltd, Lis-Con Services Pty Ltd and the BKH Contractors Group Pty Ltd.

\*Projected over the life of the project. See Appendices for further details.

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# FORMWORK REVENUE BY STATE & NATIONAL<sup>1</sup>

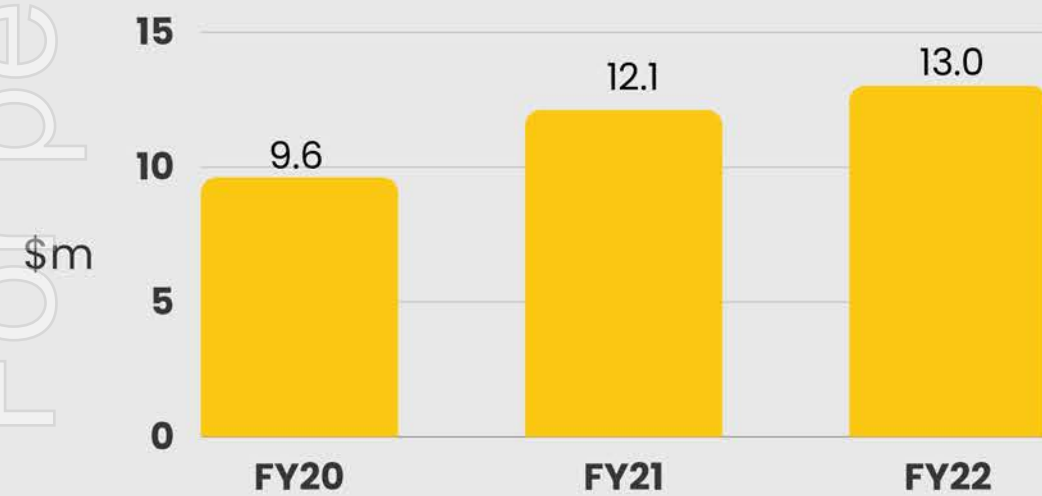


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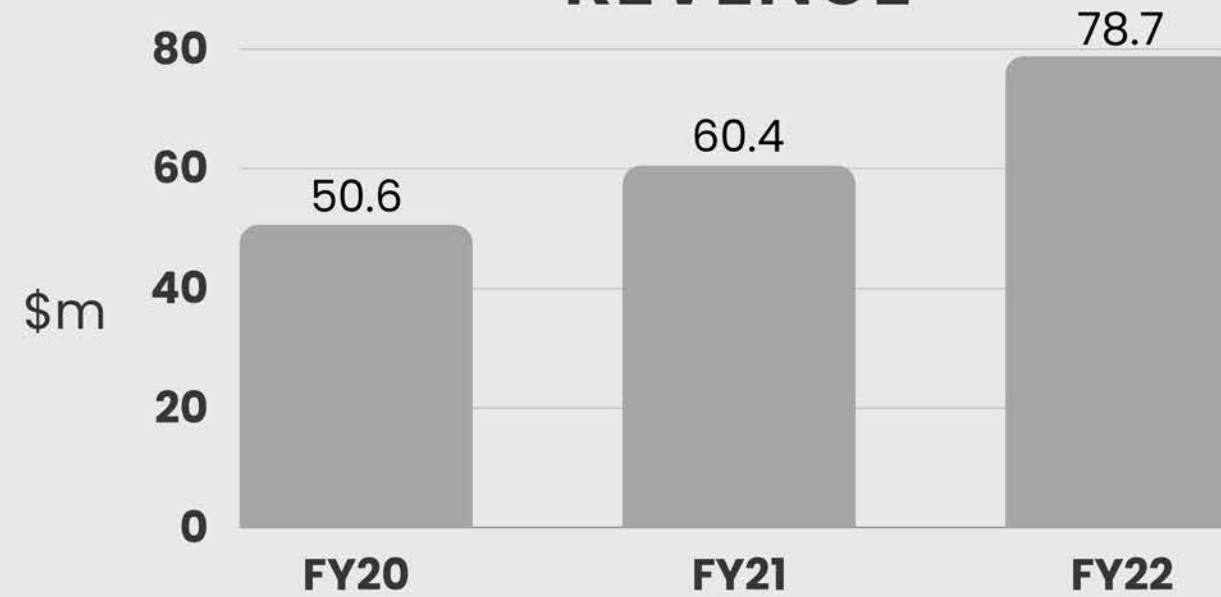
### QLD FORMWORK REVENUE



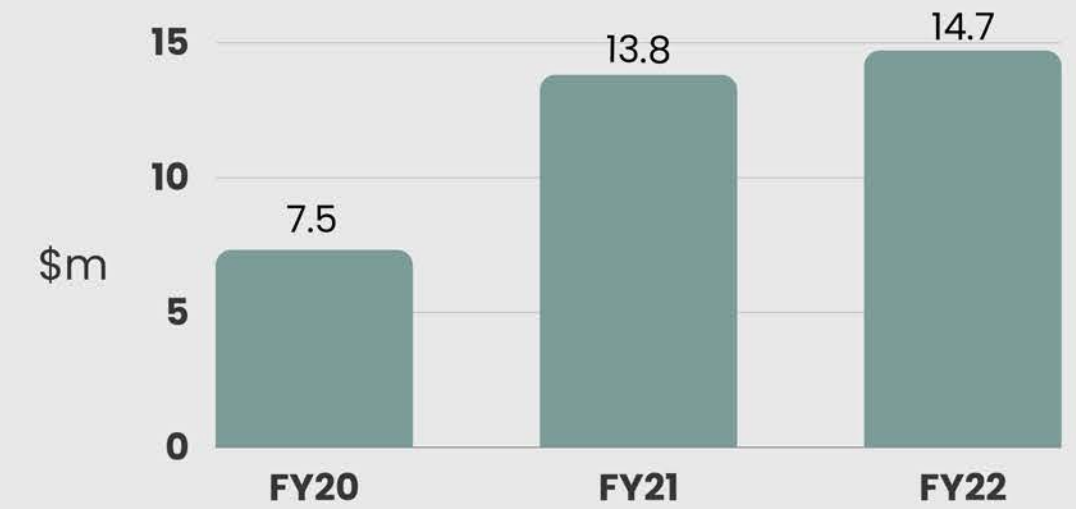
### NSW FORMWORK REVENUE



### NATIONAL FORMWORK REVENUE



### VIC FORMWORK REVENUE



### WA FORMWORK REVENUE

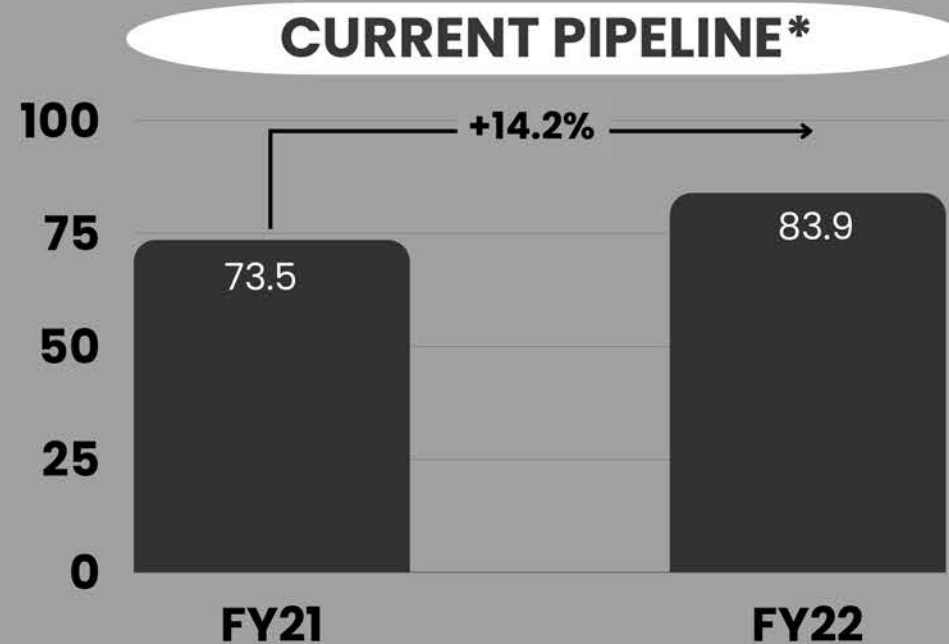
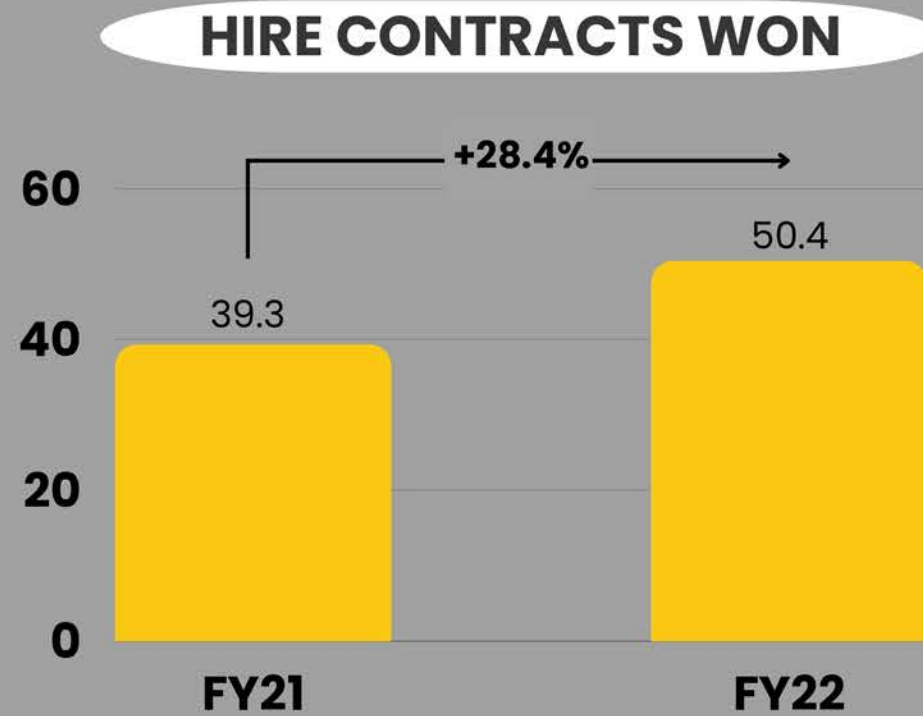


1. States exclude Natform & National includes Natform.

# ACROW EQUIPMENT – HIRE WINS & PIPELINE



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- 📍 **Record hire contracts won FY22 up 28.4% YoY**
  - Formwork & Natform very strong
  - Significant growth in Industrial Services
- 📍 **Pipeline FY22 up 14.2%**
  - Formwork ~ 87% of pipeline
  - Does not include Industrial Services shutdown work
- 📍 **Continue to win large packages on major infrastructure projects. Success rate of circa 50% on quoted work**
- 📍 **Strong organic growth in SA/WA/TAS**
- 📍 **Commercial scaffold – focusing on smaller dry hire work**

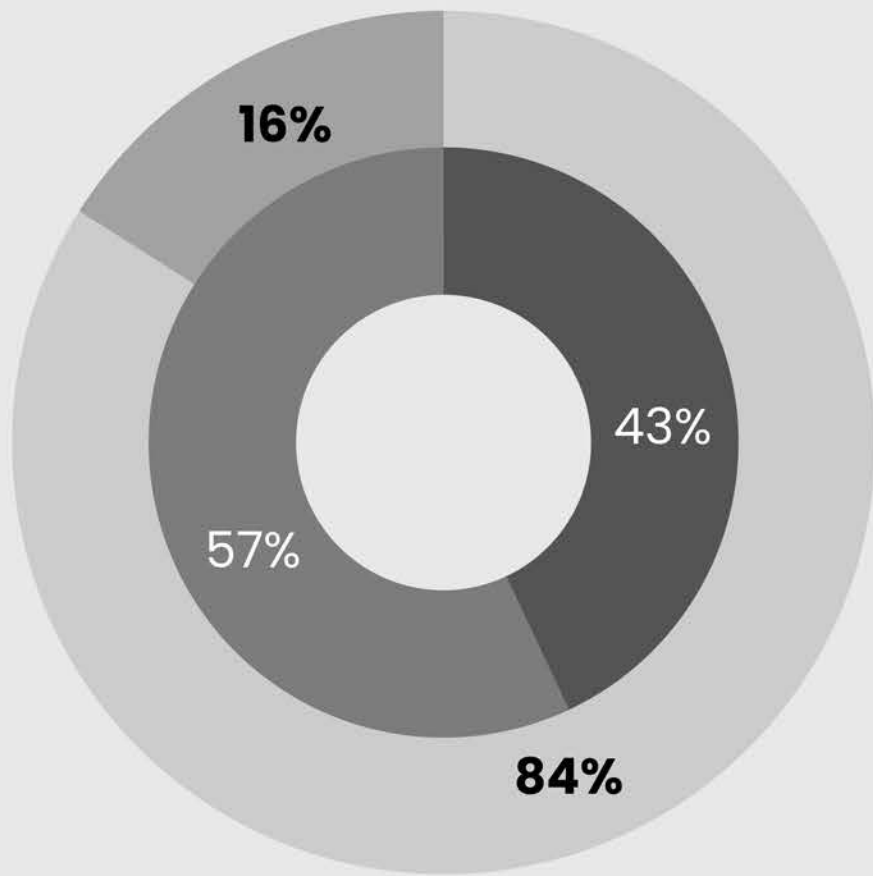
\* Comprises tenders and quotes provided

# PIVOTED TO ENGINEERED SYSTEMS & SERVICES



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## FY18 TO FY22



<b>FY22</b>		<b>FY18</b>
84%	ENGINEERED SYSTEMS & SERVICES	43%
16%	COMMERCIAL SCAFFOLD	57%

## ACROW ENGINEERS

APRIL 2018

15



DOUBLED



FY22

32



## CLIENT PRIORITIES

- Time saving engineered solutions
- Product quality
- Reputation
- Safety

## BENEFITS

- Exposure to Gov't funded civil projects
- Strong civil construction tailwinds
- Pricing – secondary focus
- Higher quality debtors

# MARQUEE CIVIL PROJECTS

BENEFICIARY OF REPUTATION FOR QUALITY, SAFETY & SERVICE



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**SNOWY HYDRO 2.0, NSW**  
 TOTAL (\$) \$ 30 million  
 FY22 (\$) \$ 8.3 million  
 📅 Expected completion 2026



**METRO TUNNEL, MELBOURNE, VIC**  
 TOTAL (\$) \$ 16 million  
 FY22 (\$) \$ 12.2 million  
 📅 Expected completion 2025



**BRUCE HIGHWAY UPGRADE, QLD**  
 TOTAL (\$) \$ 18 million  
 FY22 (\$) \$ 9.5 million  
 📅 Expected completion 2028

\*Total = Projected Acrow revenue over life of project, FY22 = revenue generated to date.



# MARQUEE CIVIL PROJECTS

BENEFICIARY OF REPUTATION FOR QUALITY, SAFETY & SERVICE



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## WESTGATE TUNNEL, MELBOURNE, VIC

TOTAL (\$) \$ 12 million

FY22 (\$) \$ 9.5 million

📅 Expected completion 2023



## CROSS RIVER RAIL, BRISBANE, QLD

TOTAL (\$) \$ 10 million

FY22 (\$) \$ 3.2 million

📅 Expected completion 2024



## SYDNEY METRO, NSW

TOTAL (\$) \$ 9 million

FY22 (\$) \$ 7.3 million

📅 Expected completion 2024

\*Total = Projected Acrow revenue over life of project, FY22 = revenue generated to date.

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# OPERATIONAL UPDATE

Steven Boland, MD & CEO

Cross River Rail – SMK pre-assembled load in Morrison Lane yard, Beenleigh, QLD

# SEGMENTAL BREAKDOWN

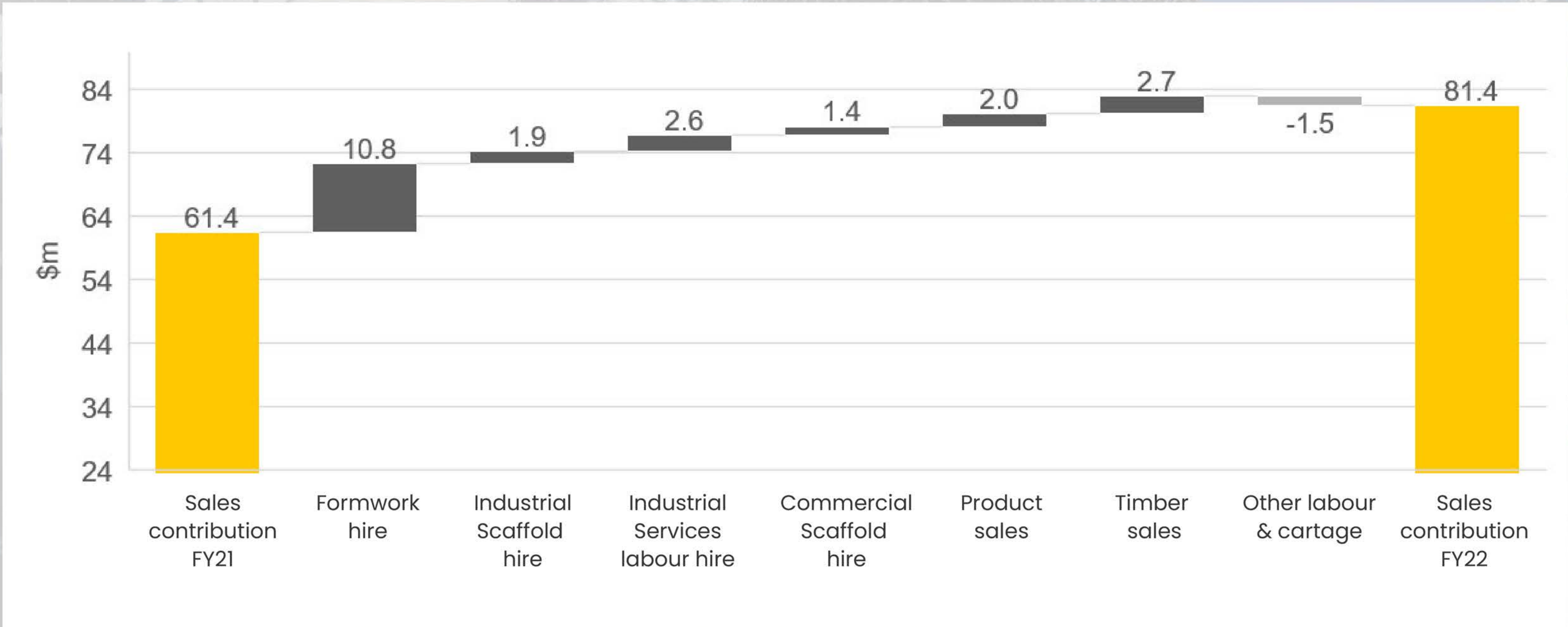
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Year end 30 June (\$000)	FY 22	FY 21	\$ Mvt	% chg PCP
Formwork	78,766	60,463	18,302	30%
Industrial Services	45,636	21,719	23,916	110%
Commercial Scaffold	23,944	23,561	383	2%
<b>Total Revenue</b>	<b>148,346</b>	<b>105,744</b>	<b>42,602</b>	<b>40%</b>
Formwork	55,914	41,192	14,722	36%
Industrial Services	15,515	10,112	5,403	53%
Commercial Scaffold	9,934	10,120	-187	-2%
<b>Total Contribution</b>	<b>81,362</b>	<b>61,424</b>	<b>19,938</b>	<b>32%</b>
<i>Contribution Margin*</i>	<i>54.8%</i>	<i>58.1%</i>		<i>-3%</i>
Yard Related Expenses	14,390	11,629	2,762	24%
Labour	25,143	20,977	4,167	20%
Other	5,517	4,470	1,047	23%
<b>Total Overheads</b>	<b>45,050</b>	<b>37,075</b>	<b>7,975</b>	<b>22%</b>
<b>Underlying EBITDA</b>	<b>36,312</b>	<b>24,349</b>	<b>11,963</b>	<b>49%</b>
<i>EBITDA Margin*</i>	<i>24.5%</i>	<i>23.0%</i>		<i>1%</i>

- Total revenue up 40%**
  - Generated wholly from organic growth initiatives
  - Growth across all divisions
  - Growth across all state markets
  - Industrial Services standout performer
  
- Total sales contribution up 32%**
  - Formwork hire – major contributor up 36% or \$14.7m
  
- Contribution margin 54.8%, down 3.3 pts**
  - Impacted by change in sales mix
  
- Overheads up due to increased activity levels. Pass through of 60% of sales contribution growth to EBITDA**
  
- Underlying EBITDA up 49% and 1.5 pts**

\* Refers to percentage point change on PCP

# SALES CONTRIBUTION BRIDGE – FY21 TO FY22



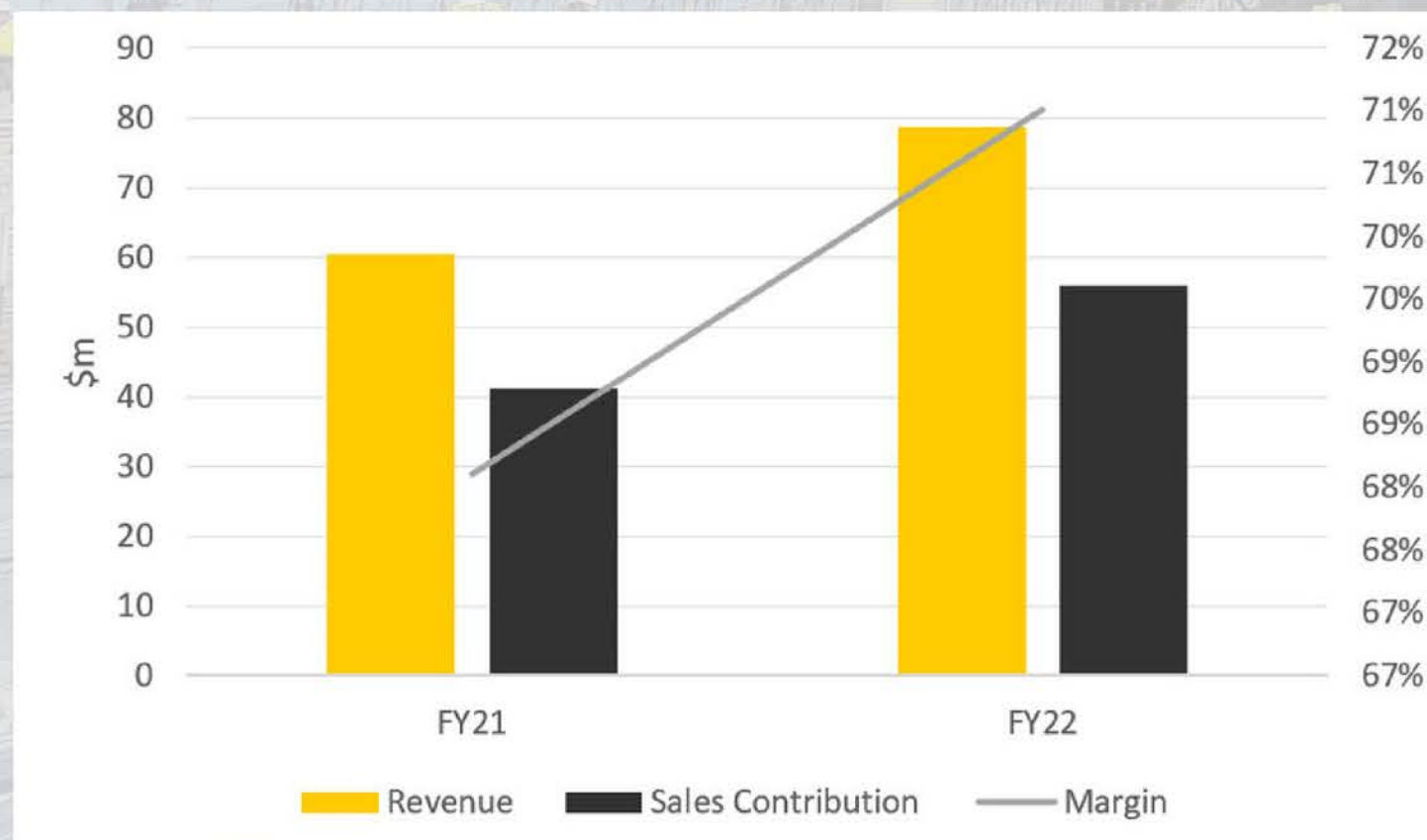
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# FORMWORK DIVISION



Year end 30 June (\$000)	FY 22	FY 21	\$ Mvt	% chg PCP
Formwork Hire	39,807	29,039	10,768	37%
Product Sales	37,717	29,898	7,819	26%
Cartage	1,241	1,527	-285	-19%
<b>Total Revenue</b>	<b>78,766</b>	<b>60,463</b>	<b>18,302</b>	<b>30%</b>
Formwork Hire	39,807	29,039	10,768	37%
Product Sales	15,525	11,724	3,801	32%
Cartage	581	429	153	36%
<b>Total Contribution</b>	<b>55,914</b>	<b>41,192</b>	<b>14,722</b>	<b>36%</b>
<i>Contribution Margin</i> *	71.0%	68.1%		2.9%

\* Refers to percentage point change on PCP



- Formwork revenue up 30%**
  - Hire revenue up due to increased activity levels across all states and markets
  - Strong contributions from QLD and WA, up 50% and 69% respectively
  - Product sales growth of 26% driven primarily by timber & plywood growth
- Sales contribution growth supported across most business units**
- Sales contribution margin up 2.9 pts**
  - Improvement due to larger Formwork hire contribution and product sales margins
- Consistent growth trend over four years**

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## CASE STUDY 1: METRO TUNNEL

### Scope

- Client: CYP Design & Construction
- Project: Metro Tunnel (TBM Lining) Walls - CBD Down City Square shaft
- Location: Melbourne, VIC
- Systems used: MK System

### Solution

Our versatile MK system, accompanied by a few rolled sections, was the solution engineered for the multiple TBM pours. One radius was used for different sections of the project.

### Product

The MK System is a versatile system that has been designed for a variety of applications requiring high load-bearing capacity in all forms of Civil Engineering. Bespoke formwork also formed part of this packaged solution for the TBM lining walls.

### Benefits

This efficient modular system was pre-assembled off site and could be installed and dismantled to suit varying pours. Due to this efficiency, the system solution was easily relocatable, in and around the project site.



## CASE STUDY 2: CROSS RIVER RAIL

### Scope

- Project: Cross River Rail
- Location: Brisbane, QLD
- Client: CBGU Design & Construction JV
- Systems used: MK System, SMK frames (Single sided wall)

### Solution

Our SMK frames allowed CBGU to pour the station structures single sided walls from basement level 4 to above basement level 2 in one single 10.3m pour.

### Product

Sets of 10.875m pre-assembled SMK frames.

### Benefits

The off-site preassembly of the full height frames produced significant benefits to the Cross River Rail team, by reducing the work and space required on site.

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## CASE STUDY 3: ROZELLE INTERCHANGE

### Scope

- Project: Rozelle Interchange (vent shafts)
- Location: Rozelle, NSW
- Client: Seadar Contractors
- Systems used: RKS System + fabrication

### Solution

Given the circular nature of the elements we introduced a radiused square hollow section (SHS) to achieve the curved shape and connected it to the RKS system with our proprietary SHS clamps. Curved sections were tailored to maintain the full roll back properties of the system.

### Product

The RKS - Rail Climbing System assisted by crane with fabricated SHS steel.

### Benefits

Given the robust nature of the system and its unique adaptability we were able to increase the pour heights from 3m to 3.6m, eliminating one full cycle whilst still jumping the platforms with the wall forms attached and in the rolled back position. The cost of the 'special items' to achieve the curve forms was kept to a minimum by utilising this simple but effective system.



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## CASE STUDY 4 : WHITE RESIDENCES

### Scope

- Project: White Residences
- Location: Main Beach, QLD
- Client: McNab Builders

### Product

- Over 1068m<sup>2</sup> of Natform Screen System
- Natform 2 RAM Hydraulic System
- Natform Access Stair System - 3.5 level stair plus finishing level below
- Natform Stretcher Stair System - 3.5 level stair plus finishing level below

### Solution & Benefits

Acrow was able to provide a packaged scaffold and labour solution, alongside screens, for this boutique apartment tower. Full perimeter access via the screen platforms, including in areas of precast, sloping upstands, and curved slabs, allow external finishing works to be completed while simultaneously protecting the leading construction deck above.

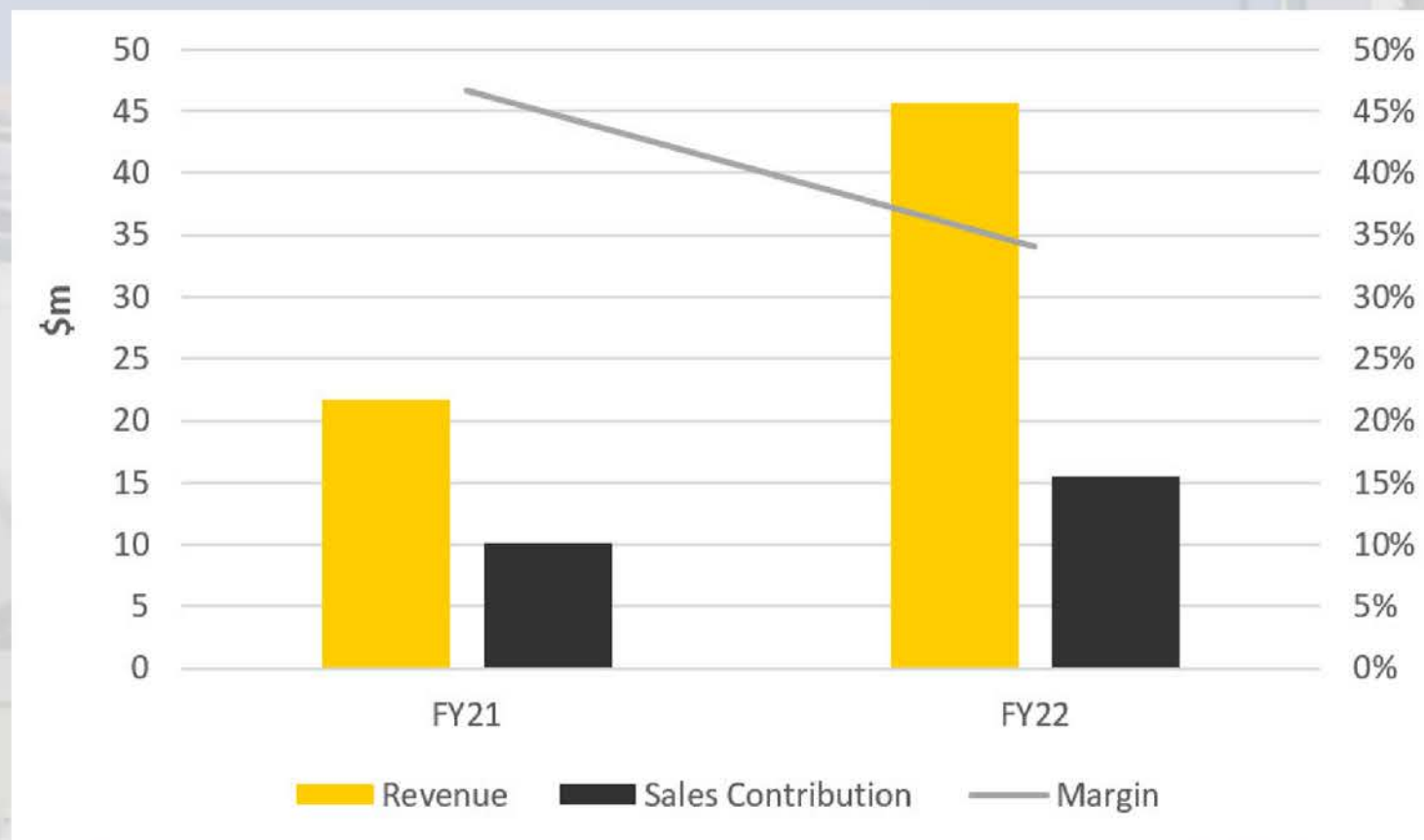
# INDUSTRIAL SERVICES

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Year end 30 June (\$000)	FY 22	FY 21	\$ Mvt	% chg PCP
Equipment Hire	7,858	5,934	1,924	32%
Labour Hire	23,378	9,115	14,263	156%
Product Sales	14,400	6,670	7,729	116%
<b>Total Revenue</b>	<b>45,636</b>	<b>21,719</b>	<b>23,916</b>	<b>110%</b>
Equipment Hire	7,858	5,934	1,924	32%
Labour Hire	4,528	1,967	2,561	130%
Product Sales	3,129	2,211	918	42%
<b>Total Contribution</b>	<b>15,515</b>	<b>10,112</b>	<b>5,403</b>	<b>53%</b>
<i>Contribution Margin*</i>	34.0%	46.6%	-12.6%	

\* Refers to percentage point change on PCP

- Revenue up 110%**
  - Organic growth from expansion into new states and markets
  - Labour hire benefiting from key project wins
  - Product sales boosted primarily by Snowy Hydro 2.0
- Sales contribution up 53%**
- Margin impacted by change in mix to higher percentage of Product sales and Labour hire revenue**
- Key projects wins include:**
  - Visy
  - Snowy Hydro 2.0
  - Mt Piper
  - Origin - Surat Basin
  - Incitec Pivot - Phosphate Hill
- Capital investment of \$4 million to-date in Ringlock and Furnace kits.**



## CASE STUDY 5: MOUNT PIPER POWER STATION

### Scope

- Project: Mount Piper Power Station
- Location: Blackmans Flat, NSW
- Client: UGL Limited

### Solution

Our Industrial Services division will supply the newly developed Furnace kit that will sit in the throat of the Furnace to allow a 50m high scaffold to be erected, so workers can access the burners, throat, and sides of the Furnace for non-destructive testing and repair works. The team will also erect a multitude of access scaffold structures to various elements of the power station to allow safe access for maintenance workers during the shutdown.

### Product

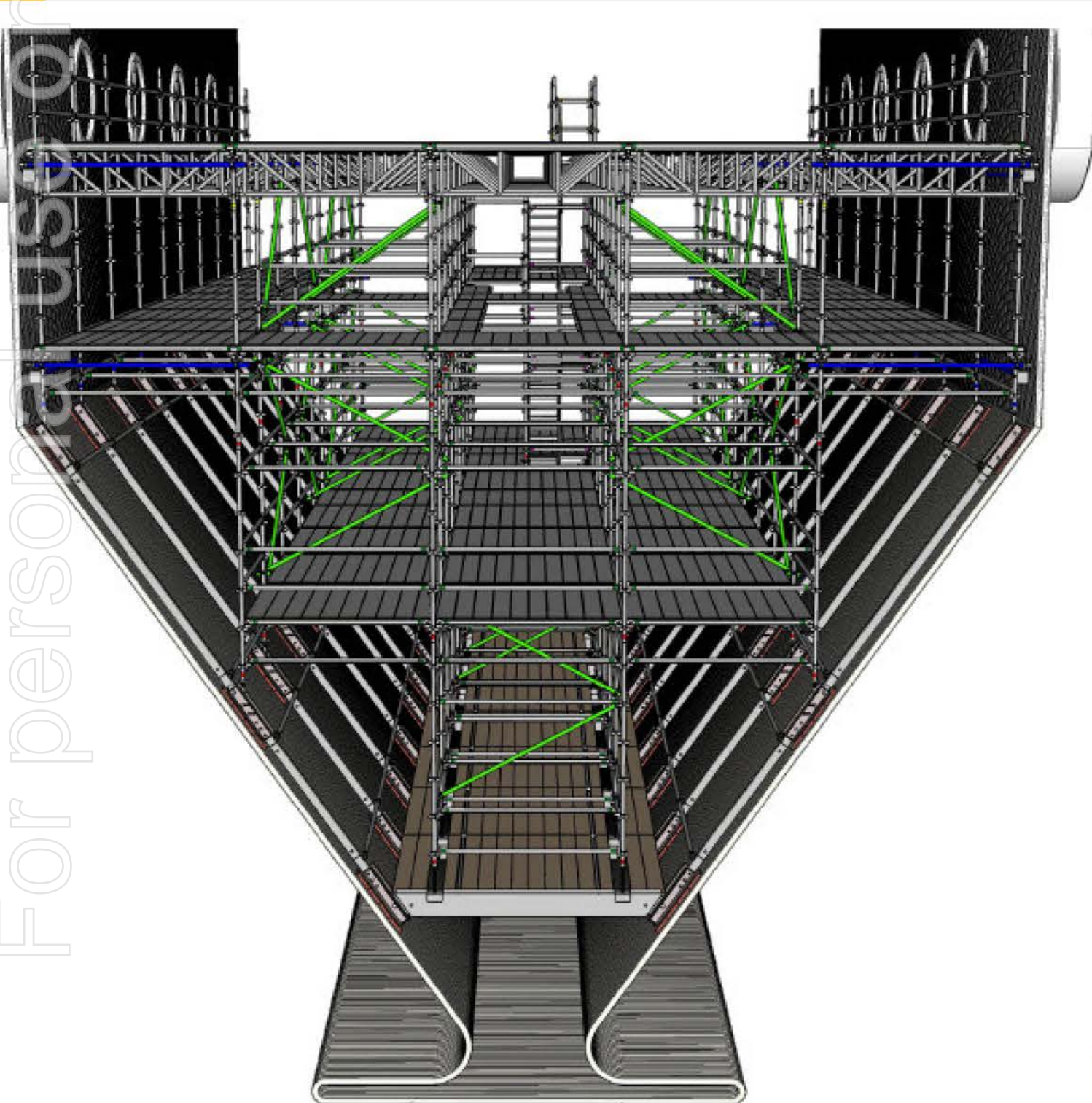
- Specialised furnace kit

### Benefits

The Industrial Services division offered the full turnkey solution from design to supply and install. The knowledge and experience of the team also provides the customer with confidence that we understand their requirements and importance of the work we are completing on such critical power network infrastructure.

The lightweight design of the furnace base also reduces manual handling requirements within the furnace and with the combination of our aluminium planks used as working decks, this eliminates in excess 20 tons of equipment that is required to be erected by hand, in a confined space which significantly reduces the risk of fatigue and manual handling.

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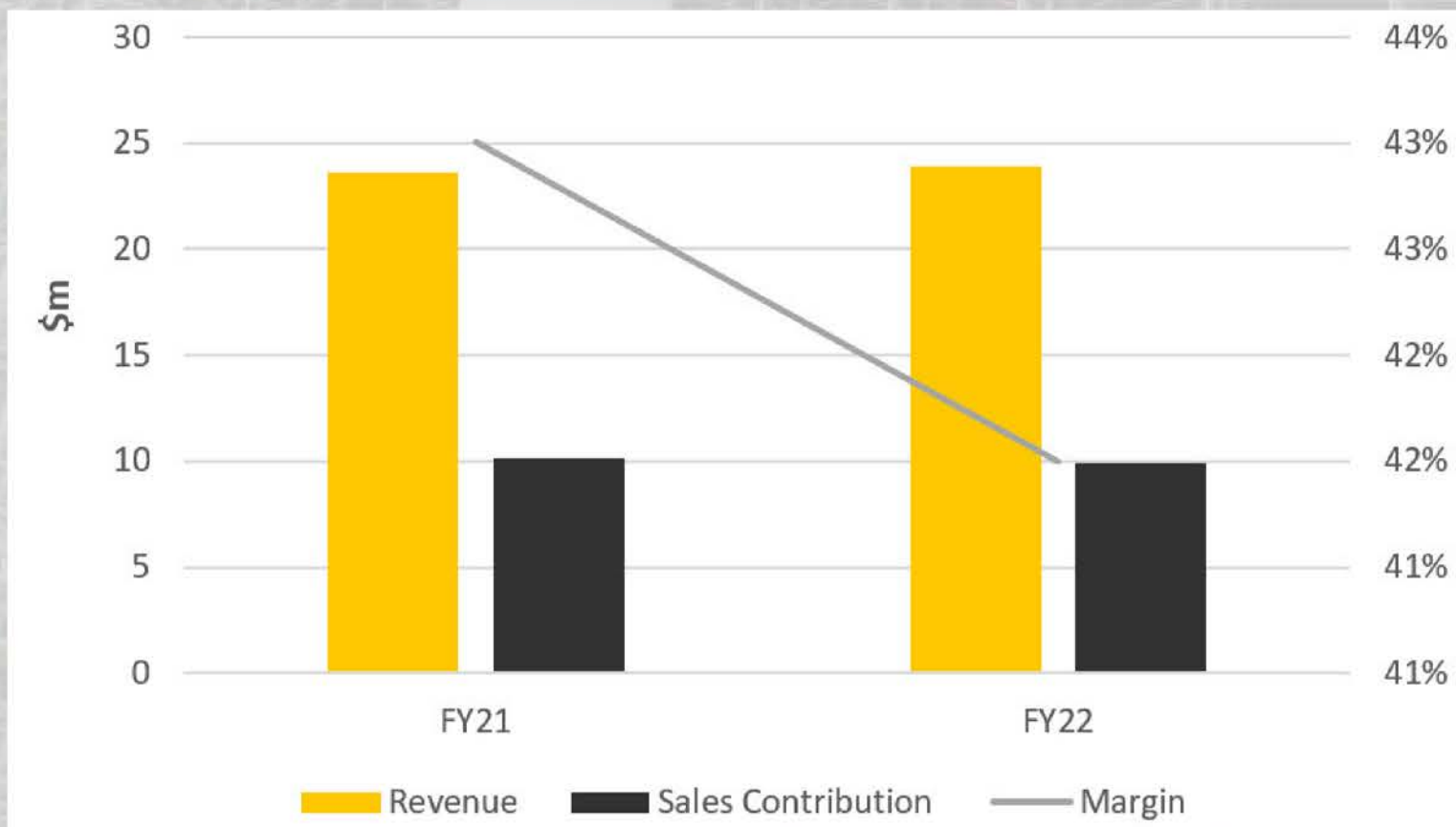


# COMMERCIAL SCAFFOLD

Year end 30 June (\$000)	FY 22	FY 21	\$ Mvt	% chg PCP
Equipment Hire	8,999	7,557	1,442	19%
Labour & Cartage	14,945	16,004	-1,059	-7%
<b>Total Revenue</b>	<b>23,944</b>	<b>23,561</b>	<b>383</b>	<b>2%</b>
Equipment Hire	8,999	7,557	1,442	19%
Labour & Cartage	934	2,563	-1,629	-64%
<b>Total Contribution</b>	<b>9,934</b>	<b>10,120</b>	<b>-187</b>	<b>-2%</b>
<i>Contribution Margin*</i>	41.5%	43.0%		-1.5%

\* Refers to percentage point change on PCP

- Revenue and sales contribution stabilised**
- Increased focus on dry hire and smaller scale work**
  - Continued down scaling of Labour & Cartage
- Improvements in NSW and VIC**
- Some price improvement evident into FY23**
- Sustainable - strong free cashflow business**



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**PEOPLE & CULTURE** Steven Boland, MD & CEO

# A TEAM FOUNDATION



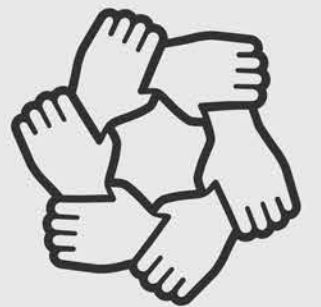
## Team

- Focus on succession planning
- Developing depth of talent across all divisions – especially in engineering
- Focus on attracting best talent in the industry. Recent appointments:
  - **Peter Fehrenbach** – NSW General Manager
  - **Evan Field** – National Engineering Manager
  - **Robert Parovel** – General Manager People and Culture
- Recent Internal promotions:
  - **Matthew Caporella** – Chief Operating Officer
  - **Jurie Roetger** – National General Manager Industrial Services
  - **Jason Merjane** – National General Manager Natform



## Culture

- Safety first
- Our customers are at the heart of everything we do
- Solutions focused
- Becoming employer of choice
- Set industry standards
- We are open , honest and always constructive
- We are **One Team**





# FINANCIALS

Andrew Crowther, CFO

# PROFIT & LOSS



Year end 30 June (\$000)	FY22	FY21	\$ Mvt	% chg PCP
Sales	148,346	105,744	42,602	40%
Total Contribution	81,362	61,424	19,938	32%
Contribution Margin*	54.8%	58.1%		-3%
<b>EBITDA</b>	<b>36,312</b>	<b>24,349</b>	<b>11,963</b>	<b>49%</b>
EBITDA Margin*	24.5%	23.0%		1%
Depreciation	-13,070	-11,179	-1,891	17%
EBIT	23,242	13,170	10,072	76%
Net Interest	-3,467	-2,948	-519	18%
<b>Pre-tax Profit</b>	<b>19,775</b>	<b>10,222</b>	<b>9,553</b>	<b>93%</b>
Tax Expense	-1,962	-1,509	-453	30%
<b>NPAT (underlying)</b>	<b>17,813</b>	<b>8,713</b>	<b>9,100</b>	<b>104%</b>
Significant items	-954	-2,504	1,550	-62%
Share-based payments	-1,165	-2,246	1,081	-48%
<b>NPAT (reported)</b>	<b>15,694</b>	<b>3,963</b>	<b>11,731</b>	<b>296%</b>
EPS (underlying)(¢ps)	7.17	4.00	3.17	79%
DPS (¢ps)	2.70	1.90	0.80	42%

\* Refers to percentage point change on PCP

- Scale benefits – 79% of EBITDA growth flowing through to pre-tax profit
- Sales revenue up 40%, all organic growth
- Sales contribution up 32% with margin down 3.3 ppts due to increased mix of product sales and industrial services labour
- EBITDA up 49% and margin up 1.5ppts from continued cost discipline and scale
- Depreciation and interest up due to capital expenditure
- Effective tax rate down from 15% to 10%
- Underlying NPAT up 104%, Statutory NPAT up 296%
- Significant items and share-based payments down substantially
- Final dividend of 1.5 cps (60% franked) declared



# BALANCE SHEET

Year end 30 June (\$000)	FY22	FY21	\$ Mvt
Cash	3,010	1,755	1,255
Receivables	34,363	24,612	9,751
Inventory	14,872	8,959	5,913
Prepayments and Others	5,076	4,394	682
Other Current Assets	185	65	120
<b>Total Current Assets</b>	<b>57,506</b>	<b>39,785</b>	<b>17,721</b>
Intangibles	7,429	7,429	0
Right-of-Use Assets	24,479	28,809	-4,330
Property, Plant & Equipment	95,490	83,009	12,482
Other Assets	-	-	0
<b>Total Assets</b>	<b>184,904</b>	<b>159,031</b>	<b>25,872</b>
Creditors & Accruals	21,259	25,122	-3,863
Provisions	469	469	0
Loans and Borrowings	35,851	24,205	11,646
Lease Liabilities	28,249	32,042	-3,792
Employee Benefits	6,604	5,251	1,353
Tax Liabilities	8,859	6,907	1,952
Other Payables	292	3,548	-3,256
Total Liabilities	101,585	97,544	4,040
Net Assets	83,319	61,487	21,832
<b>Net cash/(debt)</b>	<b>-32,841</b>	<b>-22,450</b>	<b>-10,391</b>
Gross debt / (net debt + equity)*	30.9%	28.8%	2.0%
Net debt / (net debt + equity)*	28.3%	26.7%	1.5%

- Strong balance sheet including \$11m improvement in net current assets surplus to \$3m
- Net debt up by \$10.4m due to capital investment, impact of expanding sales and industrial services labour business and payment of deferred consideration for Uni-span acquisition
- Total working capital increase of \$20m, due to rebase relating to product sales, in particular timber, and labour hire within the Industrial Services business. Working Capital to sales projected to stabilise at around 18% - 20%
- Bad debts incurred during the year totals 0.6% of revenue
- PP&E up \$12m due to significant investment in growth assets
- Net gearing increased 1.5ppts to 28.3%. Net debt to EBITDA (pre AASB 16) is 1.1 times down from 1.2 times
- Intention is to maintain a conservative balance sheet with net debt to EBITDA remaining around current levels
- Final Uni-span deferred payment of \$3.5m paid.
- Decline in right-of-use assets relates to amortisation of property leases

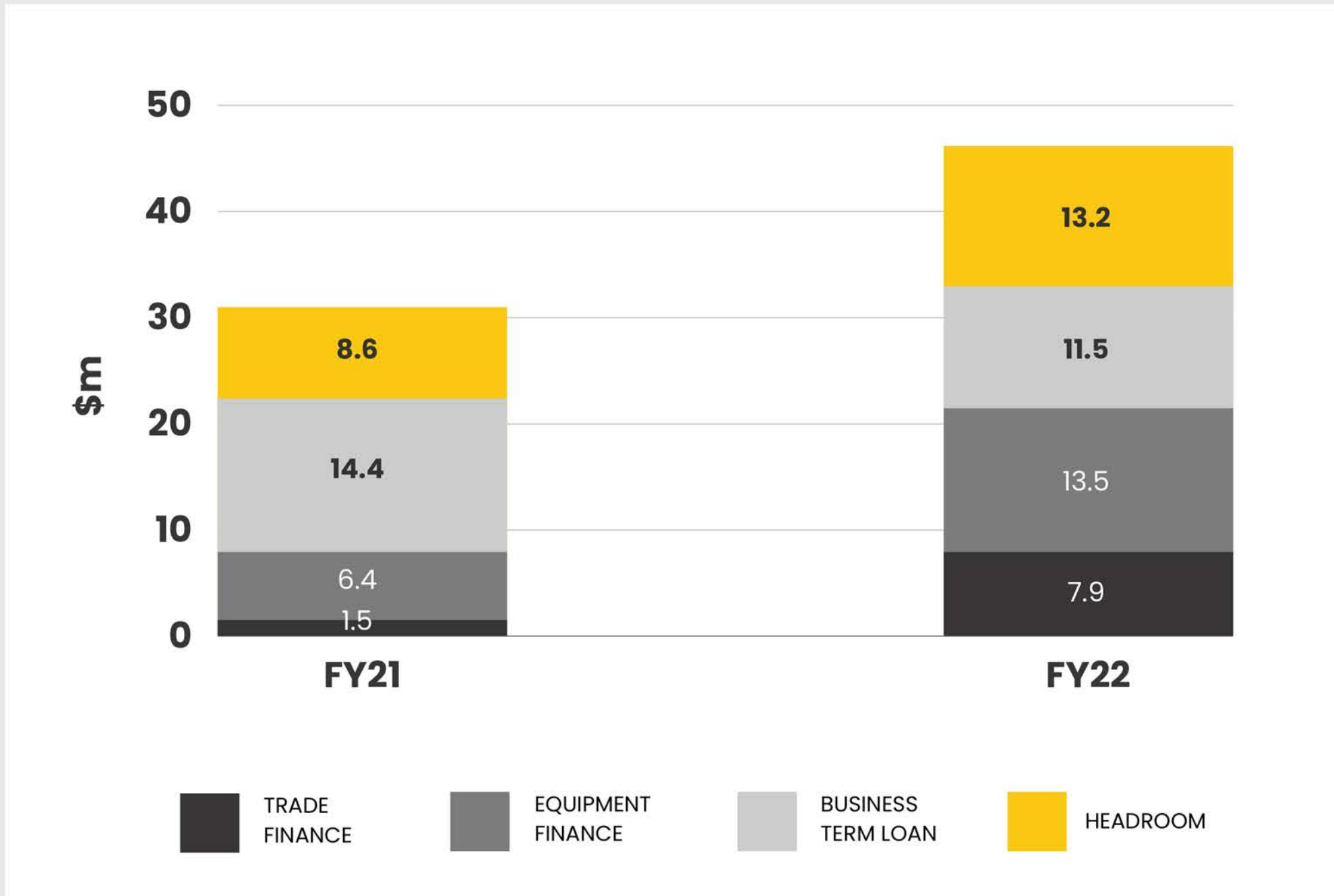
\* Refers to percentage point change on FY21

\*Working capital defined as receivables, inventory and prepayments less creditors and accruals.

# FUNDING AND LIQUIDITY



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- 📍 Finance facilities expanded demonstrating banking partners confidence in the company
- 📍 Total finance facility including Trade, Equipment and Term loan plus overdraft available headroom of \$13.2m up from \$8.6m
- 📍 Total headroom increased by \$4.6m to \$13.2m
- 📍 Cash on hand at \$3m
- 📍 Net gearing 28.3% (2021: 26.1%)  
Debt to EBITDA 1.1 times (2021: 1.2 times )  
Interest cover 15 times (2021: 14 times )
- 📍 Debt ratios expected to improve in FY23

# TIMBER BUSINESS RE-BASE



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## Timber business has grown significantly, benefiting from:

- Growing Australian demand
- Exit of Australian suppliers
- Difficult access to supply
- Acrow has secured supply of LVL and plywood
- Significant margin growth

Timber business	FY20	FY21	FY22
Sales contribution	\$0.9m	\$1.3m	\$4.0m
Contribution margin	15%	18%	28%



## Circa \$5.0m impost on working capital requirements



## Strong return on investment

# CASH FLOW

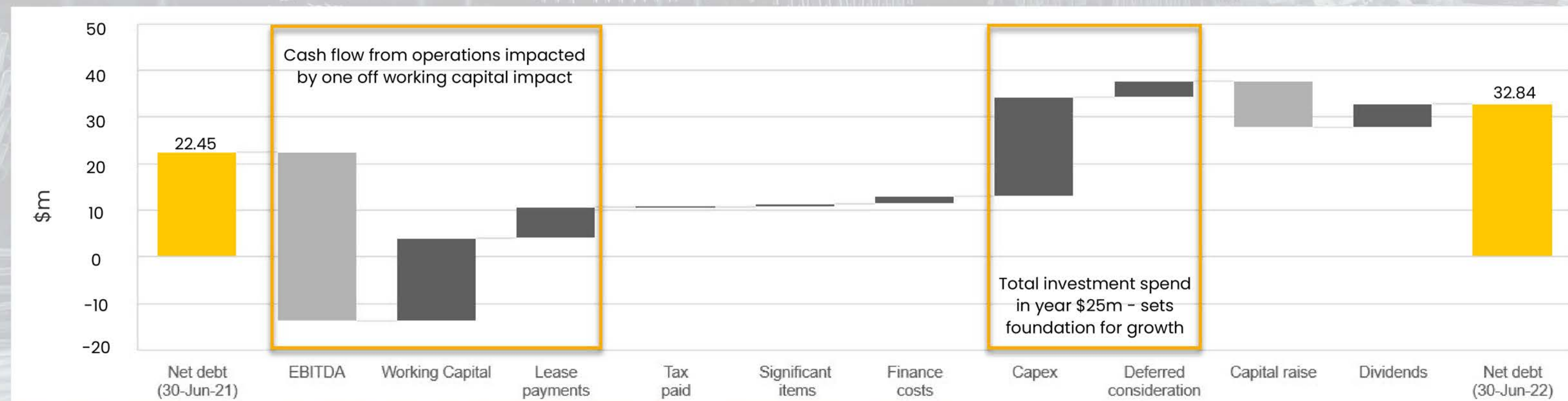
## Operating Cash Profit

Year end 30 June (\$000)	FY19	FY20	FY21	FY22
Underlying EBITDA	11,550	19,461	24,349	36,312
Leases <sup>1</sup>	0	-4,443	-5,874	-6,655
<b>AASB 16</b>	<b>11,550</b>	<b>15,018</b>	<b>18,475</b>	<b>29,657</b>
IT & PP&E spend	-262	-272	-1,659	-772
Maintenance capex	-2,479	-3,550	-4,427	-5,922
Cash tax	-	-	-713	-10
<b>Operating Cash Profit</b>	<b>8,809</b>	<b>11,196</b>	<b>11,676</b>	<b>22,953</b>
<b>Op. Cash Profit (excluding one-off IT refresh)</b>	<b>11,168</b>	<b>13,035</b>	<b>13,035</b>	<b>22,953</b>

- Operating Cash Profit of \$23.0m, +76% on PCP
- Cashflow from operations \$18.9m<sup>2</sup>. This was specifically impacted by \$20m one off increase in working capital
- Tax paid minimal. Tax payments will begin in 2023
- Capex of \$21.1m - approx. 40% of equipment arrived Q4 FY22
- Uni-span deferred payments of \$3.5m
- Total cash dividend payments of \$4.9m (net of DRP)

1. Adjustments to normalise for introduction of AASB16 accounting standards adopted from 1H20.  
 2. Cashflow from Operations includes recoveries from lost or damaged hire equipment and sale of ex-hire equipment, reported as "Proceeds from disposal of PPE" in the Statement of Cashflows.

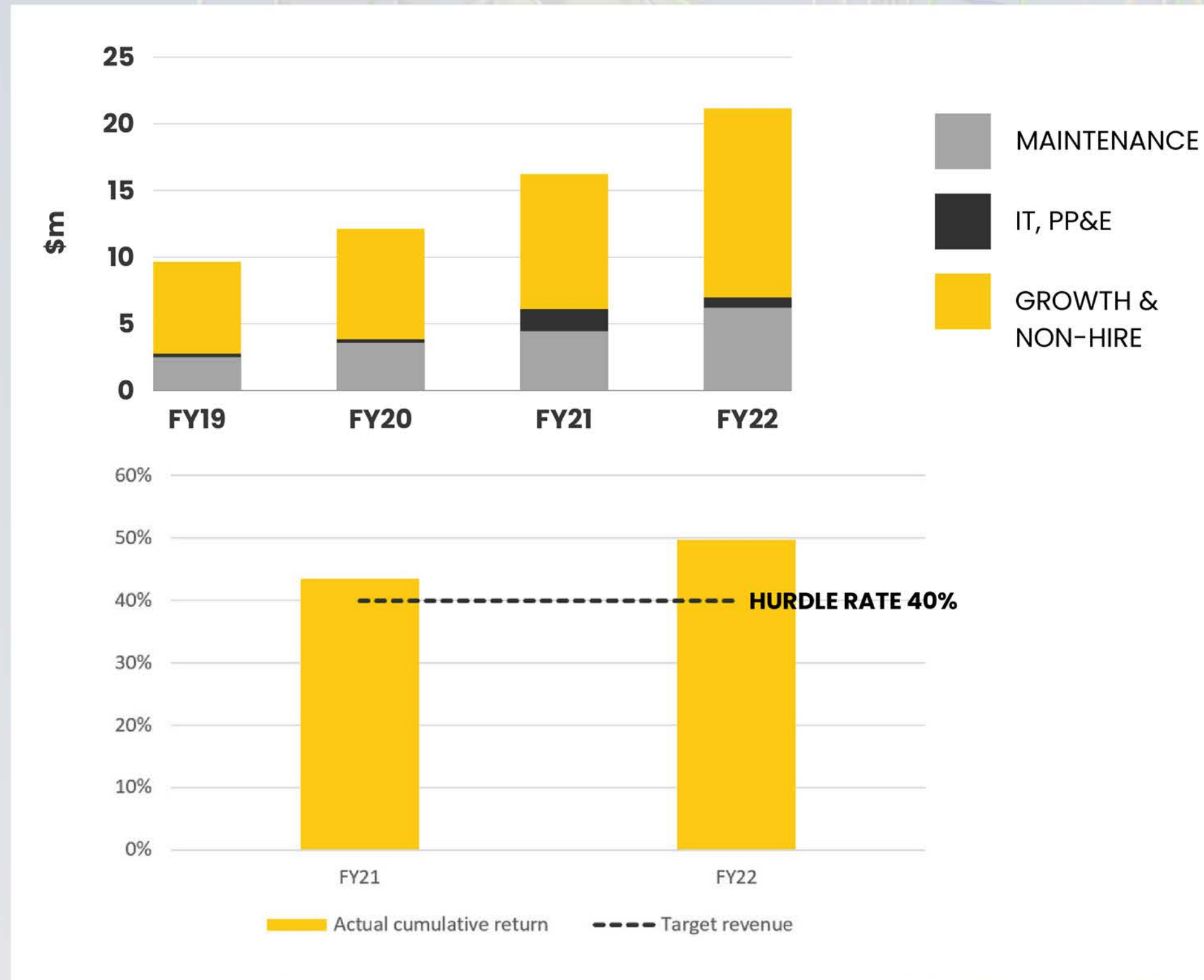
## Net Debt Bridge<sup>2</sup> - FY22 (\$m)



# CAPITAL EXPENDITURE



## GROWTH, IT & MAINTENANCE CAPEX



- Total FY22 capex spend \$21.1m. \$14.2m growth, \$6.2m stay in business and \$0.8m PPE and systems**
- Growth capital expenditure has been elevated due to the strategic growth initiatives in Industrial Services and further growth in Formwork**
- Growth capex hurdle return of 40% being significantly exceeded over the period**
- Maintenance capex increased in line with larger business**
- Growth capex includes:**
  - Various Formwork components \$7.3m
  - Ringlock and furnace kit gear \$4.0m
  - Quickstage gear \$2.0m

\*Actual cumulative return = Capex return weighted by time in the fleet.

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# OPPORTUNITIES & OUTLOOK

Steven Boland, MD & CEO

Cross River Rail - Adit pre-assembly in Morrison Lane yard, Beenleigh, QLD

# SHORT-MEDIUM TERM OPPORTUNITIES



- 📍 **Industrial Services** - Continue to expand revenue base on the East Coast. Push hard into SA and WA markets via targeted new contract wins and potential M&A activity
- 📍 **NSW Formwork** - Continue to grow market share and overall revenues with specific focus on major projects such as Snowy 2.0, Sydney Gateway and Sydney Metro West
- 📍 **QLD Formwork** - Capitalise on significant major project opportunities on Bruce Highway upgrade, Cross River Rail and Inland Rail, amongst others
- 📍 **National Formwork Organic Growth** - Continue to grow revenues in all other states outside of QLD via the use of Acrow range of products that will continue to drive significant new revenue channels
- 📍 **Integrated Engineering Service** - Expand on our Engineering Services to include providing complete turn-key design solutions for customers across all product groups
- 📍 **Natform** - Continued market share growth via innovation and service capability, especially in QLD and Victoria

# JUMP FORM – A TRANSFORMATIONAL INVESTMENT



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- 📍 **Acrow** has entered into an exclusive 10-year licensing agreement to market the Jacking Systems (New Zealand), Jump Form product throughout the Australian Market
- 📍 **Jump Forms** are one of the most highly engineered, critical path, formwork items on any multi-floor construction project
- 📍 **Acrow** has secured initial contracts on the Cross River Rail Albert St Project and Monaco Gold Coast apartment development, totaling circa \$4m in revenue. 90% of the revenue for the projects is in hire of equipment. All of the revenue and profit generated from the projects will be realised in FY23. Return on investment generated from the capital required to service the projects will be circa 70%
- 📍 **The company** believes that it can build a Jump Form division within Acrow that could generate upwards of \$20m annualised revenue within a 30-month period with similar returns



# OUTLOOK




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 **Current Guidance** for the FY23 as follows:

METRIC (UNDERLYING)	FY23 GUIDANCE CURRENT	%CHG ON FY22*
Revenue	\$165m - \$175m	up 15%
EBITDA	\$43m - \$44m	up 20%
NPAT	\$21.5m - \$22.5m	up 23%
EPS	8.3 - 8.7c	up 19%

*Forecast underpinned by:*

-  **Secured hire revenue** contracts in FY22 of \$50.4m up 28% on FY21. First two months of FY23 already totalling \$12m, up 97% on same period last year
-  **Capex orders placed** in the first half of FY22 totalling circa \$8m, now arrived and equipment on hire into FY23
-  **Revenue and Profit** to be generated from already secured Jump Form contracts

\*Midpoint

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# APPENDICES

# MAJOR PROJECTS IN FOCUS



PROJECT	DIVISION	DESCRIPTION	EST. VALUE
SNOWY HYDRO 2.0 - NSW	Industrial Services	Acrow contract direct with Future Generation for the provisions of services in relation labour and hire of Quickstage scaffolding on the early stage works in relation to the accommodation and training centres, in addition Acrow has secured several large packages (sale orders) for Quickstage scaffolding in excess of \$1.00 Mil along with being nominated as the preferred supplier of hardware and consumables to site. The estimated value has been updated to reflect our projected revenue on this project through to completion.	\$30.0 M+
MELBOURNE METRO RAIL PROJECT - VIC	Formwork	Acrow continues to win multiple packages direct with CYP Design & Construction JV and through nominated subcontractors Ardreagh Formwork and Adcon Contracting re the Arden Street, CBD North, CBD South and Parkville Stations. Commencing Aug 19 for 48 months +, contracts awarded include the main contract for the Arden Street concourse slab support using Acrow GASS, plus the supply of Acrowall-80, Acrow Powershore, Acrow Supercuplok and MK System for use in the CBD North and South stations in relation to typical sections re wall forms and heavy duty falsework support. In additional Acrow was successful is securing sales orders for \$438K for the supply of the MK System for the Tie Beam and Roof Beam Gantry and an additional order for \$631K for shuttering panels for the top downs wall on CDB South and CBD North Stations. More recently Acrow was successful in securing the Little Latrobe Adit Traveller on CBD North Station for a sale and hire element worth approx \$632K starting June 22 for 6 to 8 month. The estimated value has been updated to reflect our projected revenue on this project through to completion.	\$16.0 M +
BRUCE HIGHWAY - COOROY TO CURRA, SECTION D WOONDUM - QLD	Formwork	Stage D contract 1 has been awarded to Beilby/BMD with Acrow now supplying direct to Beilby/ BMD formwork equipment for the construction of piers and abutments for 18 bridges including access. The contract also makes allowance for the supply of top up labour to assist on site along with the sale of Quickstage scaffold, timber & ply and accessories. Commenced Feb 21 for 18 to 20 months, the estimated contract value has now increased to approx \$12.60 Mil.	\$13.0 M +

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# MAJOR PROJECTS IN FOCUS



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PROJECT	DIVISION	DESCRIPTION	EST. VALUE
WESTGATE TUNNEL PROJECT, MELBOURNE - VIC	Formwork	Multiple contracts awarded to Acrow from various contractors including CPB John Holland JV T/A WGTP direct, Speedpro Industries, Civil Infrastructure and Premier Civil Structures, commenced Feb 19 for 48 months +, packages include the engineering and design for the Southern and Northern portals of the main tunnel, heavy duty support (Acrow Powershore) for the Millers Road widening project plus the supply of Table forms, falsework support packages, bridge brackets to the Hyde Street Ramp project. More recent packages secured include the supply of Acrowall-80 direct to Caelli Constructions for wall forms on the WGTP Vent shafts 1 to 6. The estimated value has been updated to reflect our projected revenue on this project through to completion.	\$12.0 M +
CROSS RIVER RAIL - BRISBANE - QLD	Industrial Services	Multiple contracts awarded to Acrow from various contractors including CPB BAM Ghella UGL JV direct, Heinrich Constructions, Silverstrand and Kenny Constructions. Commencing early 2020 for 48 months + packages won include the supply of single sided wall forms and columns on the Roma Street Station, Supercuplok falsework support to the Woolloongabba Station and MK Single Sided Wall System on the Albert Street Station. In addition to this Acrow was recently awarded the package in relation to the Core jump form on the Albert Street Station - value circa of \$3.20 Mil starting early Nov 22 for 6 months. The estimated value has been updated to reflect our projected revenue on this project through to completion. forms and columns on the Roma Street Station, Supercuplok falsework support to the Woolloongabba Station and MK Single Sided Wall System on the Albert Street Station. The estimated value overall for the Cross River Rail project has been updated to reflect new work won including sales, plus additional work forecast to start over the next 24 months.	\$10.0 M +
SYDNEY METRO RAIL, SYDNEY - NSW	Formwork	The Sydney Metro Rail project remains a key project of focus for our New South Wales business with multiple projects awarded to Acrow from subcontractors direct including Dalma Formwork, Wideform Pty Ltd, Lis-Con Services Pty Ltd and the BKH Contractors Group Pty Ltd. Major packages include sales and hire elements in relation to the engineering, design and supply of Formwork support including labour for the underground slab construction comprising 4 levels at Waterloo Station. The supply of MK Single Sided frames including AW80 Panels and the RKS Self Climbing Systems on the Crows Nest station and earlier in the project the sale of Acrow Powershore 80 to BKH for heavy duty slab support on the Barangaroo and Martin Place Stations. Commencing construction early 2020 for 48 months + the estimated value of the project and associated revenue has been updated to reflect existing projects won including work forecast through to completion.	\$9.0 M +

# MAJOR PROJECTS WON (JAN – JUN'22)



PROJECT	DIVISION	DESCRIPTION	EST. VALUE
ORIGIN APLNG – TAR SHUTDOWNS, QLD	Industrial Services	Acrow contract direct with ORIGIN ENERGY RESOURCES LTD. Commencing May 22 for 18 months the scope includes the provision of industrial contract labour and hire of scaffolding on site to service a series of shutdowns at Origins Surat Basin based LNG facility in Queensland.	\$4.64 Mil
MOUNT PIPER POWER STATION SHUTDOWN, NSW	Industrial Services	Acrow contract with UGL Constructions for the provision of industrial scaffold hire and labour services for maintenance shutdown programs from March 22 to June 22.	\$3.20 Mil
WOVA STAGE 2, PLUS THE MELROSE, WODEN.ACT	Screens	Natform contract direct with IC FORMWORK (NSW) PTY LTD. Commencing Dec 22 for 12 months the scope of works includes the engineering design and supply of a 5 level self climbing hydraulic screen system to 6 multi story residential buildings in Canberra.	\$1.52 Mil
12 MONTH SUPPLY AGREEMENT, SYDNEY,NSW	Residential Scaffolding	Acrow agreement direct with EDEN BRAE HOMES for the supply of perimeter and access scaffolding for their housing and residential developments. Commencing June 22 for 12 months the scope of works includes the design, supply of contract labour, hire and transport to and from site within the Sydney metropolitan area.	\$1.50 Mil
MULTIPLE PROJECTS – ULMA CC4 SYSTEM	Formwork	Acrow contract direct with Finalform for the continuing supply of CC4 ply and Panel system for horizontal slab form support on multiple projects including the Caboolture Hospital, Ozcare Evelyn Street, Duncan Street and 895 Anne Street Brisbane. Commencing Jan 22 for 6 months.	\$1.42 Mil

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# MAJOR PROJECTS WON (JAN – JUN'22)



PROJECT	DIVISION	DESCRIPTION	EST. VALUE
213-225 CARTER STREET LIDCOMBE, SYDNEY NSW	Screens	Natform contract direct with Royal Formwork. Commencing Sept 22 for approx 12 months the scope of works includes the engineering design and supply of a 5 level self climbing hydraulic screen system to two 44 story residential buildings (Meriton) in Sydney.	\$800K
OLYMPIC DAM ACID TANKS, SA	Industrial Services	Contract direct with MONADELPHOUS ENGINEERING PTY LTD. Commencing Feb 22 for 5 months the scope allowed for the provision of contract labour to erect and dismantle access scaffolding in relation to remedial works on site for the blast and painting of 2 x Acid tanks.	\$530K
ATHENA - SYD66, SYDNEY, NSW	Screens	Natform contract direct with WIDEFORM. Commencing Jul 22 for approx 6 months the scope of works includes the engineering, design and supply of a 2 level self climbing hydraulic screen system to a commercial building in Sydney.	\$490K
3861-LIVERPOOL CIVIC PLACE, SYDNEY , NSW	Screens	Natform contract direct with WIDEFORM. Commencing Jul 22 for 8 months the scope of works includes the engineering, design and supply of a 4 level hydraulic screen system to a 13 story commercial building in Liverpool.	\$456K
CROFT & CREMORNE - 30 MERIVALE STREET, SOUTH BRISBANE	Screens	Natform contract direct with WESTERN DOWNS CONTRACTING PTY LTD. Commencing Oct 22 for 8 months the scope includes the engineering, design and supply of a 5 level self climbing hydraulic screen system to two 23 and 27 storey buildings in Brisbane. Natform is also providing stretcher and construction stairs to provide access on the towers.	\$450K

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# MAJOR PROJECTS WON (JAN – JUN'22)



PROJECT	DIVISION	DESCRIPTION	EST. VALUE
205 NORTH QUAY, BRISBANE, QLD	Screens	Natform contract Direct within FINAL FORM. Commencing Sept for 9 months the scope of works includes the engineering, design and supply a 4 level self climbing hydraulic screen system to a 33 story commercial building in Brisbane. Natform is also providing stretcher and construction stairs to provide access to the tower.	\$442K
CORE FORMS - GMHBA STADIUM, GEELONG, VIC	Formwork	Acrow contract direct with Formwork Engineering for the engineering, design and supply of the Acrowall-80 panel system and accessories for the forming of the Cores on the new development /stands at GMHBA Stadium in Geelong, the contract also provides for perimeter access scaffolding around the Cores. Commencing Mar 22 for a duration of approx 6 months.	\$420K
13 CORDELIA STREET, ARKLIFE, BRISBANE, QLD	Screens	Natform contract direct with Western Downs Contracting. Commencing Oct 22 for 11 months the scope of works includes the engineering, design and supply of a 5 level self climbing hydraulic screen system to this 31 storey building in South Brisbane. Natform is also providing stretcher and construction stairs to provide access to the tower.	\$440K
SYDNEY GATEWAY SB21, SPAN 4 DECK WALKWAYS, SYDNEY, NSW	Formwork	Acrow contract direct with John Holland Seymour White JV for the engineering, design and supply of project specific bridge formwork i.e. Slim Lite Soldiers and access scaffolding. The project includes over 5km of walkway access and formwork equipment to facilitate the construction of the Sydney Gateway Road and Bridge Project linking Sydney International and Domestic airports (Mascot, NSW) with the M8 And M5 Motorways. Commencing Aug 22 for a duration of approx 14 months.	\$415K

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# KEY PROJECTS FY22 & BEYOND



PROJECT	DIVISION	DESCRIPTION	EST. VALUE
SURAT BASIN OIL AND GAS FACILITY - 3 YEAR RENEWAL CONTRACT.	Industrial Services	Acrow contract direct with Origin Energy to provide industrial scaffold equipment and services for maintenance to the Origin's Surat Basin Oil and Gas facility. This contract that had been held by Uni-span since 2016 and has been renewed via a competitive tender process for a further three years with an option to extend an additional two years.	\$7.8 Mil+ (3 years) \$13.0 Mil+ (5 years)
VISY AUSTRALIA - TUMUT KRAFT PAPER MILL SHUTDOWN	Industrial Services	Acrow contract with Visy Australia for a period of three years with a two-year option to extend. As the contract enters its second year the scope relates to the annual provision of industrial services, primarily industrial scaffold hire, and labour services for a 13 week maintenance shutdown period during Sept-Nov of each year. The contract is expected to generate revenue of circa. \$2.5m per annum.	\$7.50 Mil +
SUN METALS TOWNSVILLE - QLD	Industrial Services	Acrow/Unispan contract at the Sun-metals Zinc refinery in Townsville, commenced Dec 19 for 18 to 24 months. The main contract awarded to Acrow by Western Downs contracting for the supply of Acrow Supercuplok for high strutting support to main buildings plus the supply of the complementary MK system for the main trusses. Additional work also secured on site including the supply of top up labour to multiple contractors including Zico Formwork, Watpac, Barrier Reef Contracting, Steuler Australia and RB Welding. Works continue on site post main contract conducted by Sun Metals Corporation on the SMP building through to end on Sept 22.	\$7.00 mil +
QUEENS WHARF, BRISBANE, QLD	Formwork	Multiple contracts awarded to Acrow from both Heinrich Constructions and Beenleigh Steel, commenced May 20 for 36 to 48 months. Main contract from Heinrich Constructions is for the supply of Acrow Supercuplok for high strutting formwork support on main towers, including the hire and sale heavy duty propping support (Acrow Powershore) to Beenleigh Steel commencing Sept 20 for 12 months plus. Acrow continues on site direct with Heinrich Construction with completion date approx Dec 22	\$3.60 mil +

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# KEY PROJECTS FY22 & BEYOND



PROJECT	DIVISION	DESCRIPTION	EST. VALUE
WATERLOO STATION - SYDNEY METRO, SYDNEY, NSW	Formwork	Acrow contract with Dalma Form, a subcontractor to John Holland for the supply of formwork for the underground slab construction, comprising four levels, at Waterloo Station, a part of the Sydney Metro Rail project. The contract is a full turn key project that includes engineering design, hire, labour, consumables and transport to and from site. Commenced December 2020 to run for approx. 22 months.	\$3.14 Mil +
PHOSPHATE HILL - QLD	Industrial Services	Contract direct with Incitec Pivot to supply labour and equipment for the upcoming April 2022 shutdown. Approx. 500t of scaffold to be supplied. Project Start date: December 2021 - Completion in June 2022.	\$1.70 Mil
COOROY TO CURRA SECTION D	Formwork	Acrow contract with Bampak Building Pty Ltd, a subcontractor to CPB for the supply of 19 bridges on the Bruce Highway (Cooroy to Curra) Section D. Acrow's involvement will include the design and engineering, the hire of support systems for Abutments, Headstocks and retaining walls along with various walkways, plus the supply of top up labour on site. Commenced Nov 21 the project is expected to run for approx 18 months.	\$1.70 Mil +
METRONET - YANCHEP RAIL EXTENSION - YANCHEP, WA	Industrial Services	Contract direct with Newest Alliance - CPB and Melchor supplying predominantly wall form systems (AW-80) and soldiers for bridge works in relation to the piers and abutments. In addition Acrow has been supplying sale items incl Timber LVL, Ply and consumables to assist in the delivery of the project. Commenced July 21 the project is expected to run for 18 months.	\$1.50 Mil
MULTIPLE PROJECTS NEGOTIATED AS A PACKAGE - QLD	Scaffold	Contract direct with Hutchinson Builders in Brisbane for the supply and hire of approx 2800 tonnes of Quickstage scaffolding on 7 secured packages starting in the period Oct 21 to Feb 22 with an average duration ranging between 30 and 52 weeks.	\$1.30 Mil

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# CASH FLOW STATEMENT



Year end 30 June (\$000)	FY22	FY21	\$ Mvt
<b>Cash flows from operating activities</b>			
Receipts from customers	143,091	92,546	50,546
Payments to suppliers and employees	(131,719)	(79,666)	(52,053)
Cash generated from operations	11,373	12,880	(1,507)
Income tax paid	(10)	(556)	547
<b>Net cash from operating activities</b>	<b>10,409</b>	<b>12,324</b>	<b>(1,915)</b>
<b>Cash flows from investing activities</b>			
Proceeds from disposals of property, plant and equipment	7,519	11,135	(3,616)
Purchase of property, plant and equipment	(22,378)	(17,410)	(4,969)
Consideration paid for controlled entities, net of cash acquired	(3,583)	(3,568)	(15)
<b>Net cash used in investing activities</b>	<b>(18,443)</b>	<b>(9,843)</b>	<b>(8,599)</b>
<b>Cash flows from financing activities</b>			
Net proceeds from issue of shares	9,914	130	9,783
Net borrowings	10,511	520	9,991
Lease payment	(5,145)	(4,199)	(946)
Dividends paid	(4,942)	(3,145)	(1,797)
Finance cost paid	(3,137)	(3,137)	0
<b>Net cash used in financing activities</b>	<b>7,200</b>	<b>(9,830)</b>	<b>17,031</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(833)</b>	<b>(7,350)</b>	<b>6,517</b>
Effect of exchange rate fluctuations on cash held	-	-	-
Cash and cash equivalents at 1 July	(111)	7,239	(7,350)
<b>Cash and cash equivalents 31 Dec</b>	<b>(945)</b>	<b>(111)</b>	<b>(833)</b>

# ACROW SNAPSHOT



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### ACF SHARE PRICE VS SMALL ORDS (adj.)



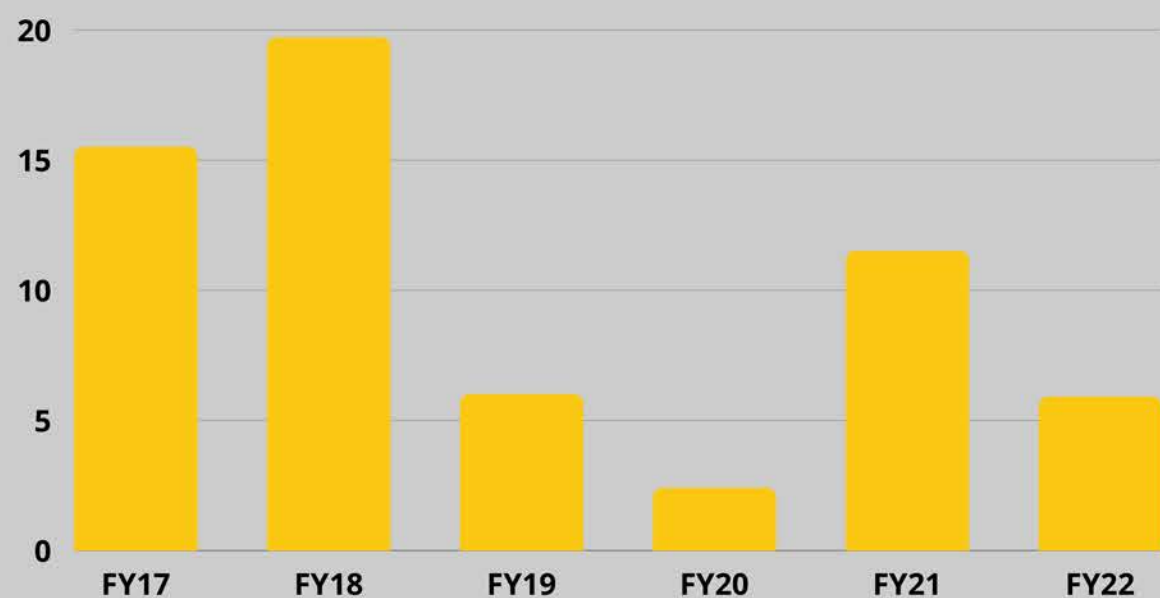
**ENTERPRISE VALUE<sup>1</sup>**  
**\$159m**

**REVENUE VALUE**  
**\$170m**

**REPLACEMENT VALUE<sup>2</sup>**  
**>\$140m**

1. EV = net debt + market capitalization.  
2. Mid point of guidance range.

### LOST TIME INJURY FREQUENCY RATE (LTIFR)



**1950**

**Apr 2018**

**6 states**

**10**

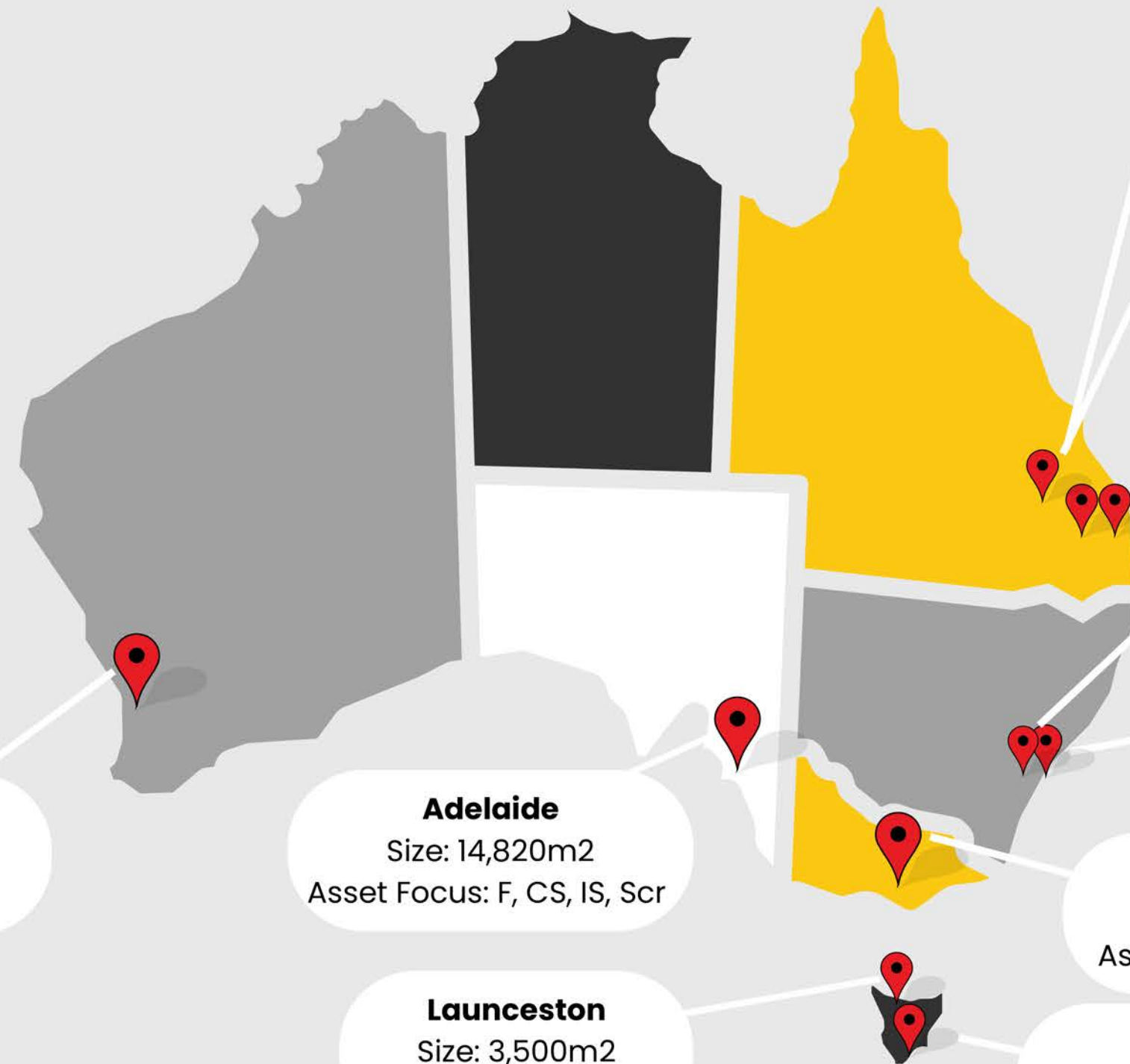
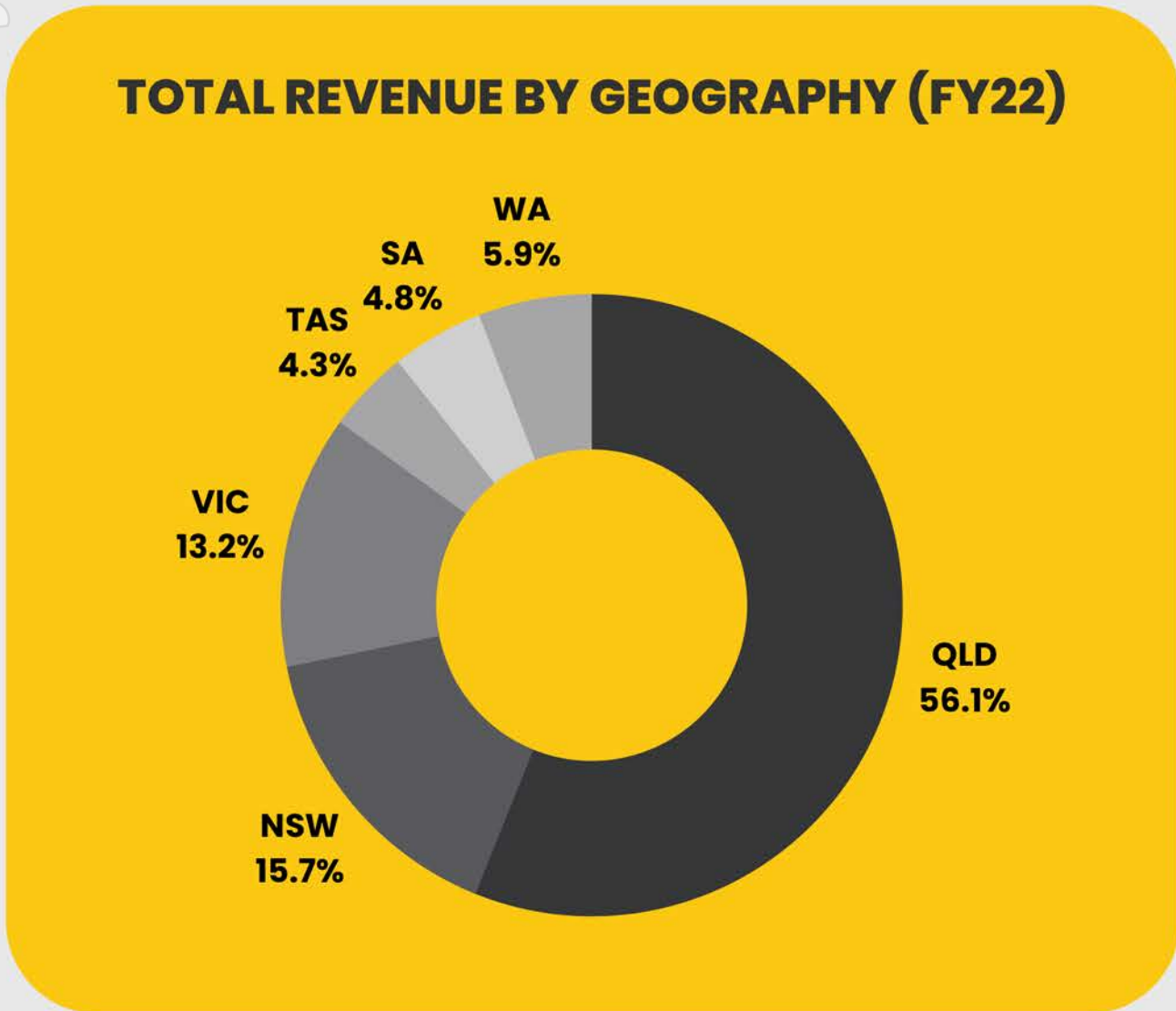
**280 FTE**

**1300**

# ACROW NATIONAL FOOTPRINT



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**Perth**  
Size :17,600m2  
Asset Focus: F

**Adelaide**  
Size: 14,820m2  
Asset Focus: F, CS, IS, Scr

**Launceston**  
Size: 3,500m2  
Asset Focus: F & CS

**Melbourne**  
Size: 9,100m2  
Asset Focus: F, CS, Scr

**Hobart**  
Size: 3,500m2  
Asset Focus: F, CS & IS

**Brisbane**  
Size: 40,063m2  
Asset Focus: F & CS

**Morrison Lane, Beenleigh**  
Size: 14,000m2  
Asset Focus: F & Scr

**Spans Road, Beenleigh**  
Size: 20,000m2  
Asset Focus: CS & IS

**Sydney**  
Size: 35,563m2  
Asset Focus: F & CS

**St. Marys, Sydney**  
Size: 12,000m2  
Asset Focus: Scr

**F:** Formwork  
**CS:** Commercial Scaffold  
**IS:** Industrial Services  
**Scr:** Screens

# CONTACT



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We help build Australia **smarter.**

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