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# Annual General Meeting

MADER GROUP LIMITED | 7 OCTOBER 2022



**MADER**

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CEO's Address

**Justin Nuich**



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# FY2022 Highlights

MADER GROUP LIMITED





# Who We Are

Mader is a leading global provider of specialist technical services across multiple industries. We are dedicated to helping customers enhance operations through optimal fleet and plant performance.

Global workforce  
**2,200+**  
Skilled employees

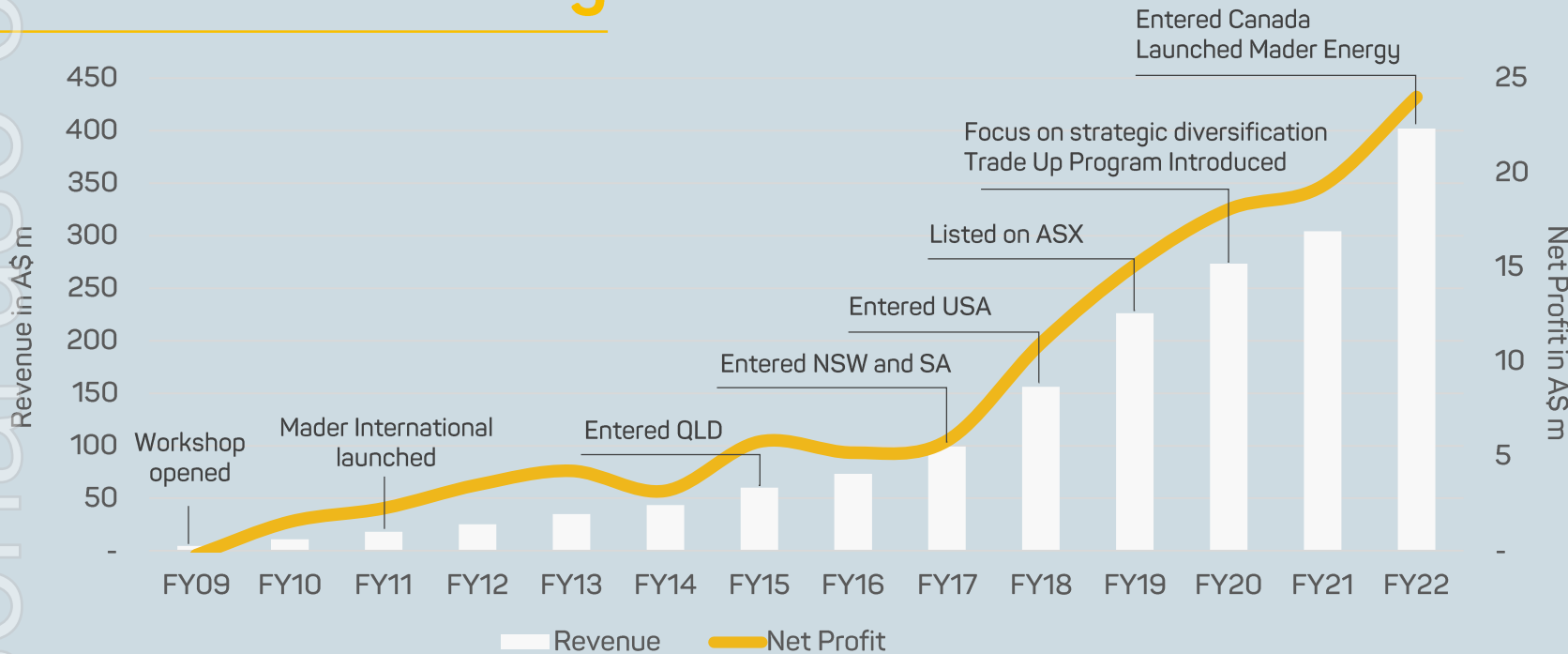
Support vehicles  
**900+**  
Throughout the world

Operated in  
**480+**  
Locations

Wide network  
**350+**  
Customers

Global reach  
**9**  
Countries

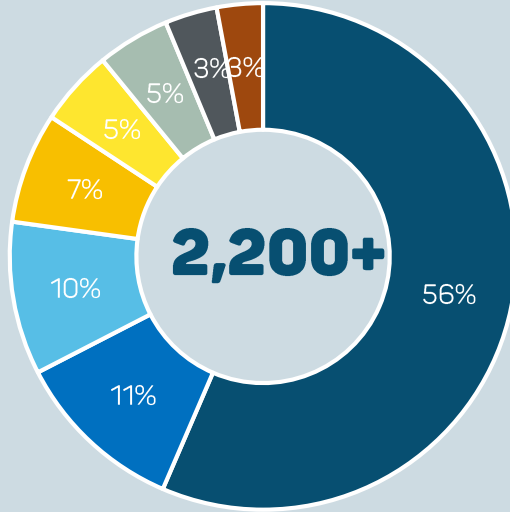
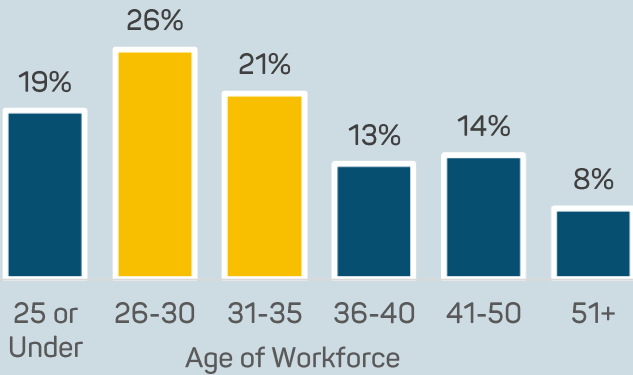
## Our Journey





# Specialised Workforce

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



Breakdown of Team:

- Heavy Duty Diesel Mechanic
- Auto & HV Electricians
- HRT & LV Mechanics
- Apprentice
- Boilermaker
- Trade Assistants & Servicepeople
- Fixed Plant Mechanic
- Other

## AWARD RECOGNITION

**BEST WORKPLACE FLEXIBILITY**  
2022 EXCELLENCE AWARDEE  
AUSTRALIAN HR AWARDS

**EMPLOYER OF CHOICE**  
2022 AWARD WINNER  
AUSTRALIAN BUSINESS AWARDS

**EMPLOYER OF THE YEAR**  
2021 AWARD WINNER  
RISE BUSINESS AWARDS  
SPONSORED BY BUSINESS NEWS

**TRAINING EXCELLENCE**  
2021 ABA100 AWARD WINNER  
AUSTRALIAN BUSINESS AWARDS

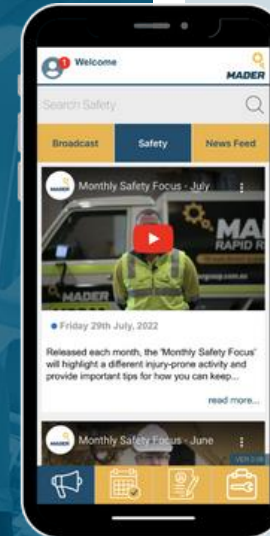
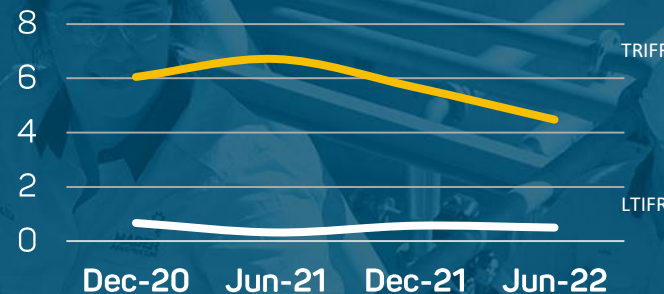
**CONTRACT MINER OF THE YEAR**  
2021 AWARD WINNER  
AUSTRALIAN MINING  
PROSPECT AWARDS

## Our Safety Goal

"Our TRIFR improved significantly over the financial year with 4.48 recordable injuries per million hours worked, a testament to the diligence of our team. We are pleased with this improvement, but the work will continue as we strive towards our goal of zero harm across our global operations."

– Justin Nuich, Executive Director and CEO

Injury frequency rates



With a focus on streamlining technology and enhancing our digital systems, we rolled out our custom-built employee app across North America and introduced a global online learning system for the education and development of our people.

# FY22 Highlights

Revenue

\$402.1m

Up 32% from  
\$304.3m PCP

EBITDA\*

\$48.0m

Up 34% from  
\$35.7m PCP

NPAT\*

\$26.0m

Up 34% from  
\$19.3m PCP

Net Debt

\$26.7m

Up 11% from \$24.0m PCP

Dividends

\$8.0m

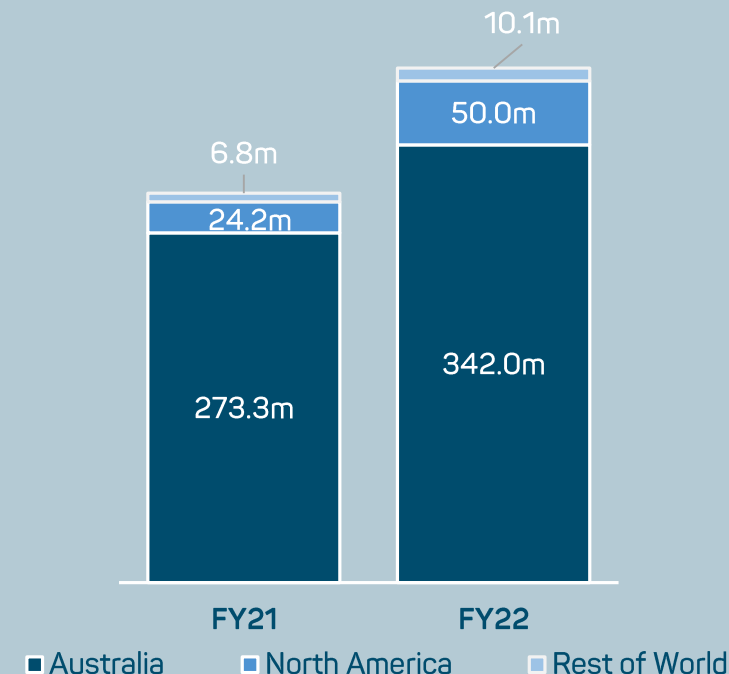
Up 33% PCP

EPS Basic

13.97c

Up 44% PCP

Revenue by Region (\$m's)



\* Adjusted to remove impact of sale of associate. See appendices for calculation.

**GROWTH TRAJECTORY**  
driven by **continued diversification** in new and existing markets

Sustained **strong** demand globally

Invested **in fleet expansion** in North America

Diversified **global** service offerings

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# Operational Review

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MADER GROUP LIMITED

# Australia

Revenue  
**25%↑**

Growth in FY22

EBITDA\*  
**\$40.1m**

Up 36% FY21

Core Business  
**32%** Revenue growth in FY22

Infrastructure  
**120%** Revenue growth in FY22

Apprentices  
**68** Inducted to the Trade Upgrade Program in FY22

Revenue (A\$)



# North America

Revenue  
**107%↑**

Growth in FY22

EBITDA\*  
**A\$10.1m**

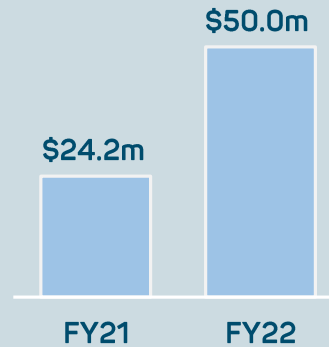
Canada  
Expansion into Canada received first revenue in FY22

States  
**20** Actively operating across 20 states in FY22

Mader Energy  
Organic start-up launched to target energy industry opportunities

Global Pathways  
Introduced Global Pathways to connect tradespeople to global career opportunities

Revenue (A\$)



# Rest of World

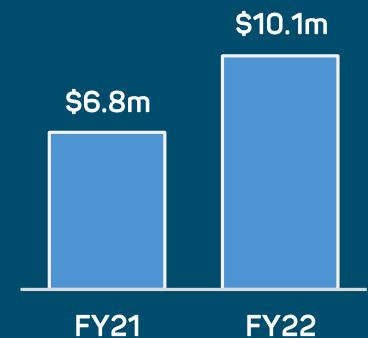
Revenue  
**49%↑**

Growth in FY22

EBITDA\*  
**\$2.1m**

Countries  
**6** Active in Rest of World segment for FY22

Revenue (A\$)



\*EBITDA presented above excludes adjusted corporate overheads of \$4.2m.

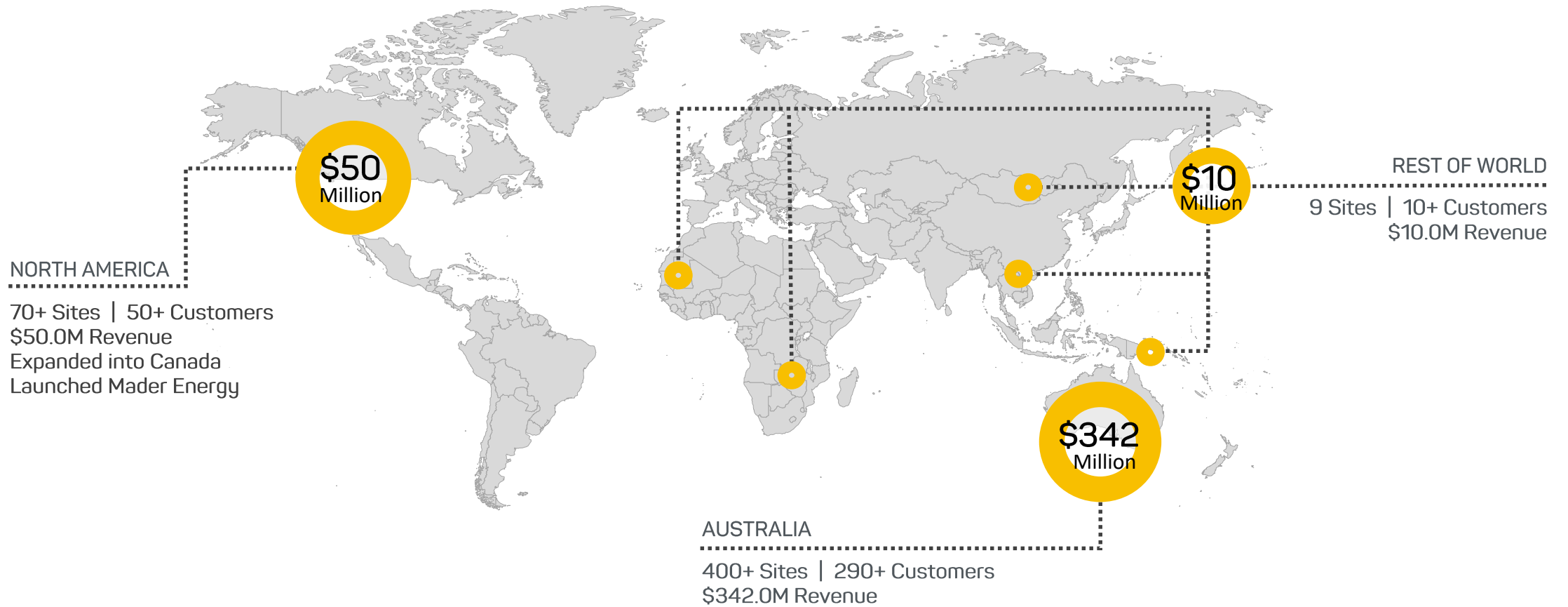


# Geographical Footprint in FY22

Revenue, site and customer data relates to Mader Group operations carried out in FY22



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# Looking Ahead

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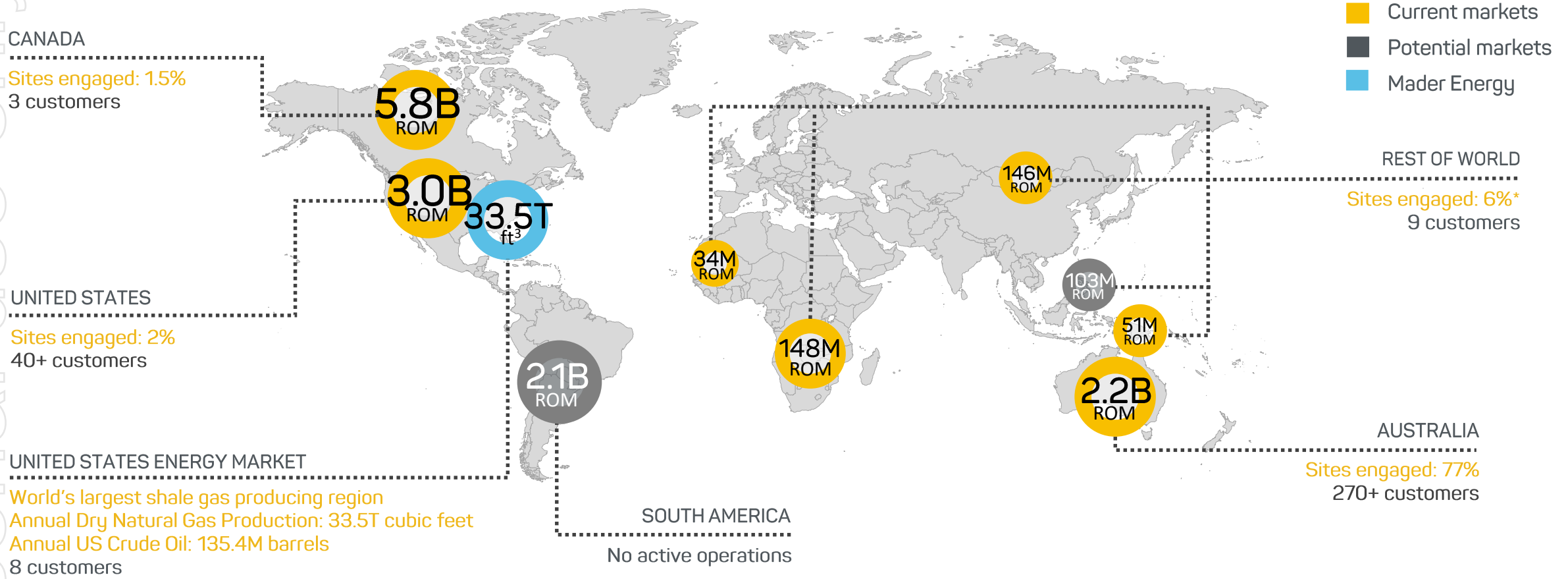


# Growth opportunities and addressable market

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



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\*Based on current countries operational in Rest of World segment (Mongolia, Laos PNG, Philippines, Mauritania, Zambia)  
 Sources: "GlobalData Intelligence Centre" for total site operations and 2021 ROM data  
 "U.S. Energy Information Administration for 2020 oil and gas production data"

# Structural Growth Drivers

## PRIMARY GROWTH DRIVERS



North America



Mader Energy



Infrastructure Maintenance

## SECONDARY GROWTH DRIVERS



Rail Services



Ancillary



Power Generation & Marine



## Foundation laid for growth drivers

Strong, flexible business model and continuous business improvement

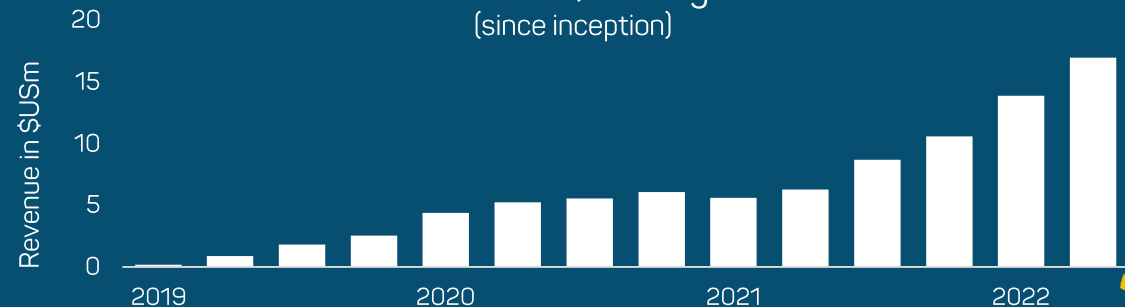


## Continued diversification



New geographical markets and service offerings

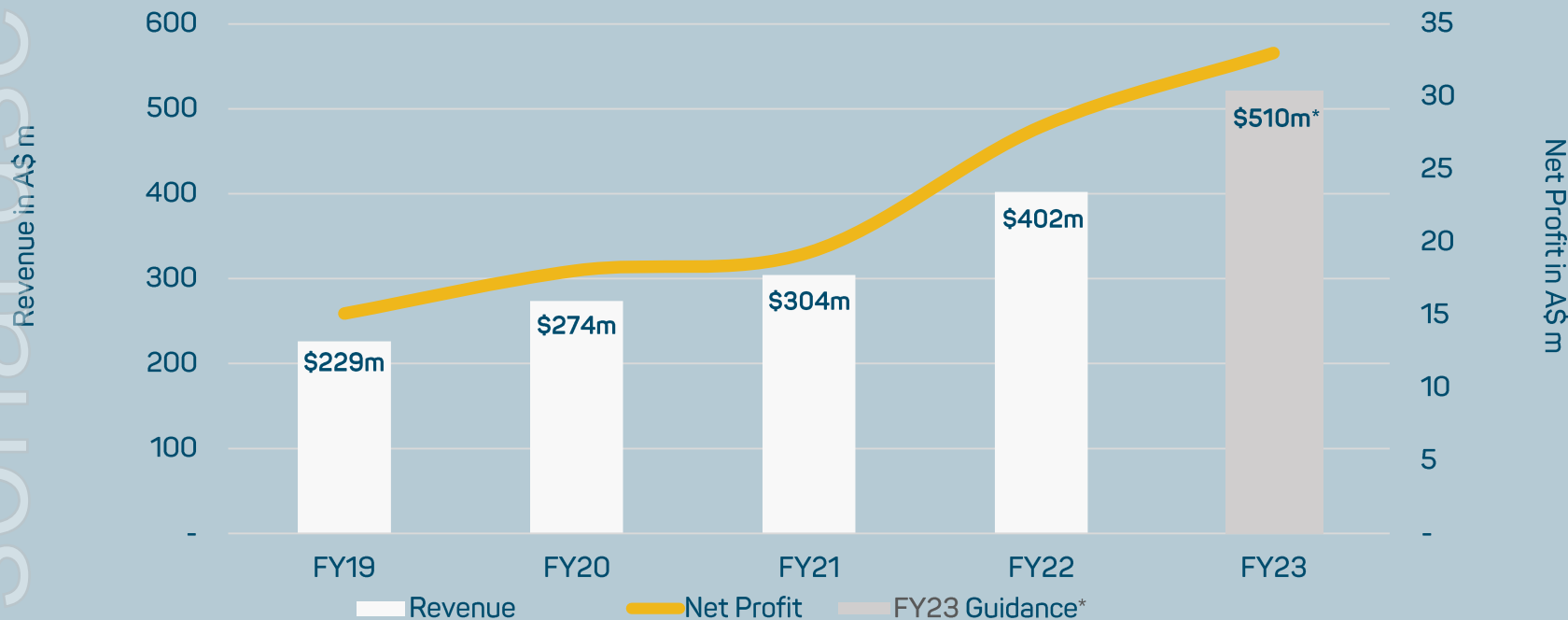
## North America – Quarterly Revenue (since inception)



# Group Outlook & Guidance

"Our brand, technology and processes have been refined year-after-year and will continue to deliver compounding growth and impressive returns for shareholders."

## Financial Forecast



Current market conditions have provided Mader with the confidence to forecast FY23 revenue of at least **\$510m** delivering NPAT of at least **\$33m**

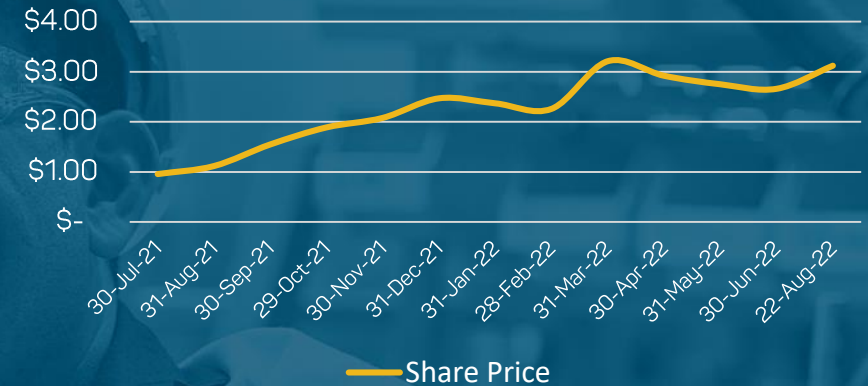
# Investment Case

Market Cap  
**\$614m**  
At market close  
6 October 2022

Shares  
**200m**  
on issue

Share Price  
**\$3.12**  
At market close  
6 October 2022

## Share Price FY22



PROVEN  
TRACK  
RECORD

DISRUPTIVE  
BUSINESS  
MODEL

CAPITAL  
LIGHT  
OPERATIONS

SUSTAINABLE  
GROWTH  
PROSPECTS

LARGE  
ADDRESSABLE  
MARKETS

POSITIVE  
INDUSTRY  
TRENDS

UNIQUE  
WORKPLACE  
CULTURE

SIMPLE BALANCE  
SHEET &  
FINANCIAL  
FLEXIBILITY

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# Appendices

MADER GROUP LIMITED

# Financial Performance

AS'000	FY21	FY22
Revenue	304,300	402,084
Gross Profit	58,375	78,585
Gross Margin	19.2%	19.5%
Adjusted EBITDA*	35,732	47,964
Adjusted EBITDA Margin	11.7%	11.9%
Adjusted EBIT*	28,206	38,911
Adjusted EBIT Margin	9.3%	9.7%
Adjusted NPAT*	19,342	26,007
Adjusted NPAT Margin	6.4%	6.5%
Earnings Per Share (cents)	9.67	13.97
Dividends Per Share (cents)	3.00	4.00

\* Adjusted to remove impact of sale of associate. See appendices for calculation.

## Highlights

Group Revenue Growth  
(Consolidated)

**32%** vs PCP

North America Revenue  
Contribution

**12%** (PCP: 8%)

Improved Earnings Per  
Share

**44%** vs PCP

Strong Revenue Growth  
(North America)

**107%** vs PCP

Strong Revenue Growth  
(Rest of World)

**49%** vs PCP

NPAT Payout Ratio

**31%** Consistent Returns to Shareholders



# Financial Position

A\$'000	Jun 21	Jun 22
Cash & cash equivalents	3,209	6,648
Trade & other receivables	67,881	85,649
Property, plant & equipment	36,922	67,944
Investments & other assets	14,498	12,877
<b>Total Assets</b>	<b>122,510</b>	<b>173,117</b>
Trade & other payables	21,543	39,289
Tax liabilities	6,895	3,387
Provisions	2,558	3,902
Borrowings	27,159	33,323
Other	3,683	8,234
<b>Total Liabilities</b>	<b>61,838</b>	<b>88,135</b>
<b>Net Assets</b>	<b>60,672</b>	<b>84,983</b>

\* Adjusted to remove impact of sale of associate. See appendices for calculation.

## Highlights

Simple Balance Sheet

**900+** Service vehicles around the globe

Net Debt Position

**\$26.7m** June 21: \$23.9m

Investment in Growth

**\$40.8m** Growth Capital Deployed in FY22

Strong Balance Sheet

**\$85m** Net Asset Position

Low Net Leverage

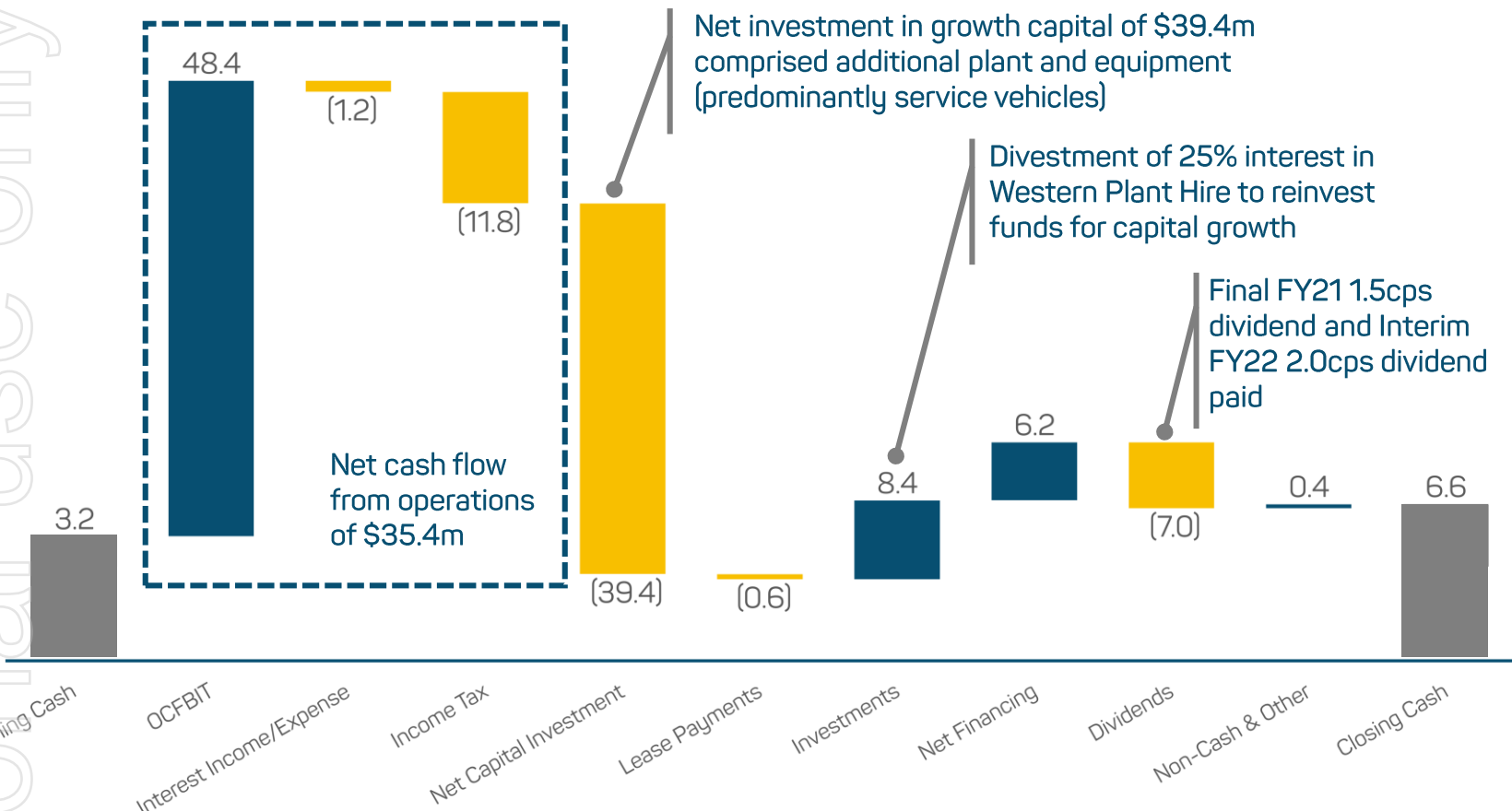
**0.6x** Net Debt + FY22 EBITDA\*

Positioned for Growth

**\$52.4m** Unutilised Debt Facilities

# Cash Flow

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## Highlights

**Solid Op. Cash Flows**  
**\$35.4m** Cash flow from operations

**Strong Cash Conversion**  
**99%** Cash flow from operations ÷ EBITDA\*

**Investment in Growth**  
**\$39.4m** 100% Growth Capex

\* Adjusted to remove impact of sale of associate. See appendices for calculation.

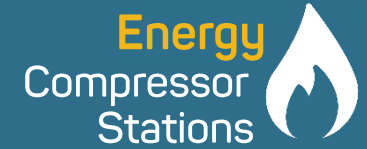


# What We Do

We deliver 'tap on, tap off' specialist services designed to help our customers make light work of heavy equipment maintenance.

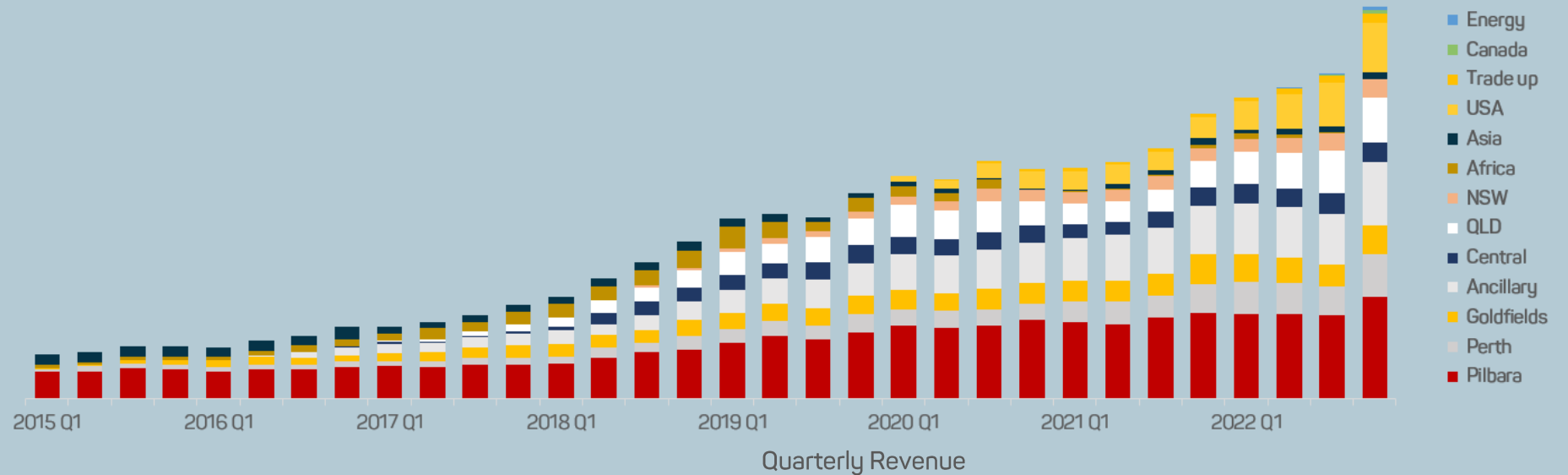


Specialist **maintenance** covering...



## Globally Diversified Portfolio

Track record of replicating the business model in new addressable markets



Growth strategy underpinned by...

Regional Diversification

Broadening Scope of Service Lines

# Tools for Life

**Tools for Life** aims to equip individuals and communities with the tools they need to build a better future and succeed in life.

With a focus on **youth, education and support**, we are proud to be encouraging the future generation to identify available pathways and build sustainable careers within the industry.



Local community sponsorships incl. para-athlete, Cory Crombie  
Supporting communities in USA and Australia



MACA Cancer 200 Ride for Research  
WA, Australia



STEM/Engineering & Trades Career Expo,  
WA, Australia

# Adjustment

A\$m's	NPAT	EBIT	EBITDA
Reported Results	27.9	41.8	50.9
Less Sale of Associate	1.9	2.9	2.9
Adjusted Results	26.0	38.9	48.0



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# Glossary

<b>TRIFR</b>	Total recordable injury frequency rate per one million hours worked
<b>LTIFR</b>	Lost time injury frequency rate per one million hours worked
<b>HV Electrician</b>	High Voltage Electrician
<b>LV Mechanic</b>	Light Vehicle Mechanic
<b>HRT Mechanic</b>	Heavy Road Transport Mechanic
<b>FY2022</b>	The period 1 July 2021 to 30 June 2022
<b>FY2021</b>	The period 1 July 2020 to 30 June 2021
<b>STEM</b>	Science, technology, engineering and mathematics
<b>PCP</b>	The Prior Corresponding Period, being FY2021
<b>EBITDA</b>	Earnings before interest, tax, depreciation and amortisation
<b>EBIT</b>	Earnings before interest and tax
<b>NPAT</b>	Net profit after tax
<b>Net Leverage</b>	Net Debt / annualised EBITDA
<b>OCFBIT</b>	Operating Cash Flow before interest and tax

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Approved for release by the Board of Mader Group Limited.