



2022

Annual General Meeting

7th November 2022





Chairman's Address



Managing Director's Address

ACKNOWLEDGEMENT OF COUNTRY

Saunders respectfully acknowledges the traditional owners and custodians of the country and their connection to land, sea and community. We pay our respects to their cultures and to Elders past, present and emerging.



Sustainability

Saunders’ approach to Safety, Health, Environment and Quality (SHEQ) focuses on creating a workplace culture that promotes safety, integrity, innovation, teamwork and leadership.

Saunders’ success in delivering consistent project excellence is shaped by our “OneTeam” culture and underpinned by our robust risk management systems. We proactively identify critical risks in our operations and implement strategies and systems to minimise the risk to our people, our customers and our communities.



ENVIRONMENTAL

- Reduction of water consumption
- Waste management
- Recycling, re-use, repurpose
- Resource management
- Sustainable materials usage

SOCIAL

- Diversity & social inclusion
- Mental health & wellbeing initiatives
- Promoting female participation
- Education & skills development
- Support of charitable organisations
- Engagement with various Indigenous vendors

GOVERNANCE

- Formal strategy development
- Published policies & procedures
- Stakeholder engagement
- Formal commercial processes
- Structured documents and safety systems



Our Commitment

As an Australian company, it is our responsibility to cultivate diversity and inclusion in our workplace. To empower all cultures and demographics and increase the representation of our First Nations peoples.

To represent Saunders' commitment to Indigenous inclusion, we approached First Nation artist, Sharon Smith to create an artwork that communicates the coming together of our two cultures.

This artwork hangs in our head office as a reminder of our company's dedication to togetherness and understanding of culture.

CORPORATE CITIZENSHIP



Artists' Statement:

"When I paint, I think about how our ancestors worked and looked after the land. This painting represents our Indigenous heritage and an Australian company, Saunders International, coming together to listen, share our stories and work together to protect and maintain our environment. It's a part of healing and understanding the importance of belonging which helps create a connection to community and culture. The travelling tracks in the painting represent meeting places where men and women come together as one."

- Sharon Smith (Wiradjuri Artist)



Board of Directors & Executive Team



TIMOTHY BURNETT
CHAIRMAN &
NON-EXECUTIVE DIRECTOR



MARK BENSON
MANAGING DIRECTOR &
CHIEF EXECUTIVE OFFICER



GREG FLETCHER
NON-EXECUTIVE
DIRECTOR



NICK YATES
NON-EXECUTIVE
DIRECTOR



RUDY SHERIFF
CHIEF FINANCIAL
OFFICER



ANGELO DE ANGELIS
EXECUTIVE
GENERAL MANAGER



RICK BURKE
OPERATIONS
MANAGER



MATTHEW REDMOND
OPERATIONS
MANAGER



STEVE BAILEY
OPERATIONS
MANAGER



JONATHON BROMILOW
GENERAL MANAGER
SAUNDERS CIVILBUILD



ROBERT HARVEY
GENERAL MANAGER
SAUNDERS PLANTWEAVE



FRANK KRAFT
GENERAL MANAGER
BUSINESS DEVELOPMENT
& STRATEGY



CLAUDE POFFANDI
COMMERCIAL
MANAGER



KALA NOTLEY
PEOPLE & CAPABILITY
MANAGER



WAYNE MASTELLO
SHEQ
MANAGER

FY22 Highlights

\$129.95m

REVENUE

UP 28%

\$9.38m

EBIT

UP 16%

\$36.75m

CASH

UP 54%

\$192.89m

ORDER BOOK

UP 133%

\$1.31b

PIPELINE

UP 63%

352

FULL TIME
EMPLOYEES

UP 65%

6.24 cents

EARNINGS
PER SHARE

UP 16%

3.00 cents

DIVIDEND
DISTRIBUTION

50% PAYOUT

\$110m

MARKET
CAPITALISATION

UP 34%

Strong financial results despite the challenging operating landscape.

Secured \$165 million contract for the design and construction for U.S defence fuel storage facility in Darwin.

Increased surety facility to \$35 million supporting growth.

Strong safety performance with industry leading TRIFR of 1.57

Federal Safety Commission (FSC) and Defence Industry Security Program (DISP) accreditations commenced.

PlantWeave Technologies fully integrated.

Continued geographical expansion with new offices established in Victoria and the Northern Territory.

Economic Uncertainties

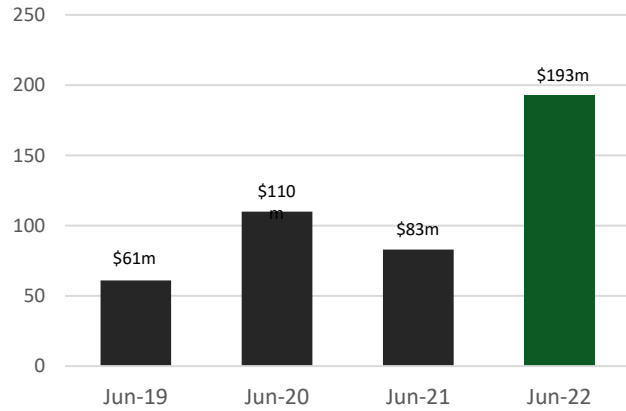
*Saunders continues to manage economic
uncertainties while leveraging market
opportunities.*



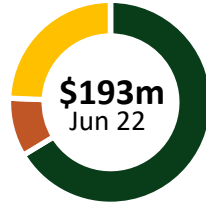
Sustained Growth

The Group is well positioned for further growth with the momentum of the FY22 forecast set to continue into FY23. The platform for success is underpinned by solid fundamentals; record orderbook, record pipeline and the strength of our balance sheet.

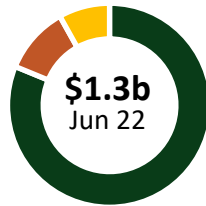
ORDER BOOK (A\$m)



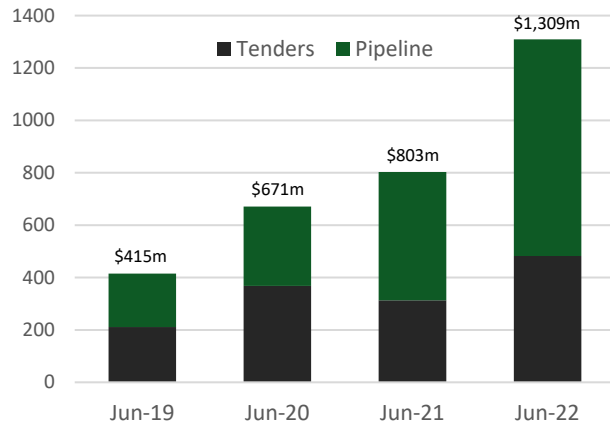
ORDER BOOK BREAKOUT



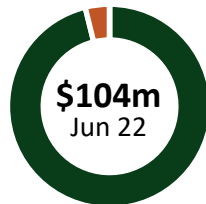
PIPELINE



LIVE TENDER PIPELINE



PREFERRED CONTRACTOR STATUS



CIVIL SERVICES

CONSTRUCTION SERVICES

MAINTENANCE SERVICES



Strategic Outlook



BOOSTING
AUSTRALIA'S
DIESEL STORAGE

INFRASTRUCTURE

DEFENCE

MAINTENANCE

FY23
OUTLOOK

- Forecast \$400+ million in construction of remaining projects - FY22-FY24
- Government's "Fixing Country Bridges" program – forecast circa \$300 million yet to be awarded
- Increased requirement for complex precast components as part of NSW infrastructure boom
- Expand our service offering, including industrial automation capabilities to existing Defence clients
- Defence Fuels Transformation Program (DFTP) Tranche 2 program budget \$500 million 2022 to 2026
- Utilise recent terminal experience to convert growing pipeline of new opportunities
- Leverage our recent shut down experience in the utilities and industrial sectors
- Expand long term national maintenance contracts
- Despite uncertainties around tightening labour markets, inflationary pressures, supply chain costs, likely ongoing impacts from COVID-19 and severe weather events, the outlook for Saunders remains positive
- With the current levels of our order book and the pipeline of new opportunities, we forecasting revenue to be

Project Caymus Darwin

- 11 tanks at 45M diameter each
- 300 million litres bulk jet fuel storage (grade JP-5 and Jet A-1)
- Design and construction completion in 24 months
- Dedicated product pipelines
- Marine loading capability-transfer and discharge
- Tank truck loading facility - discharge
- On-site product additisation
- Saunders will provide Engineering, Procurement and Construction Management (EPCM) services to Crowley for the delivery of the entire fuel facility.

Project Timeline



Q1 2021	Q2 2021	Q3 2021	Q2 2021
January 2021 US Defence Logistics Agency (DLA-E), issues a COCO (Contractor Owned Contractor Operated) Request for Tender	May 2021 Tender Closes June 2021 Preliminary design commenced at Crowley and Saunders' risk	September 2021 DLA Contract Award to Crowley. 24-month construction period started	November 2021 EPCM (Engineering Procurement & Construction Management) and Tank Contract awarded to Saunders

CRITICAL REQUIREMENTS: aligned values, capability and capacity to deliver the project in a compressed timeframe

Construction Timeline

KEY MILESTONES

NOVEMBER 2021

EPCM (Engineering Procurement & Construction Management) and Tank Contract awarded to Saunders

SEPTEMBER 2022

All tank construction out of the ground
Overall project status ~40%
Tankage at ~50%

Project mechanical completion

Tank hydrotest

Q4 2021

Temporary Access Road completed

Q1 2022

Site clearing.
Earthworks started.
Foundation works started.
Tank mechanical erection started

Q2 2022

First foundation ready.
Ground improvement completed

Q3 2022

Tank foundations completed.
All tanks - strake 1 erected.
All tank floors laid.
Civil contractor mobilised to start bund wall works.
Wind girder milestone

Q4 2022

Q3 2022 – Q1 2023
Progressive award of work packages including piping, electrical, pumps, controls and automation, firefighting, wharf facilities enhancements etc

Switch room ready for delivery.
Geodesic Dome roof installation

Q1 2023

Q2 2023

Wharf loading facilities.
Tankage painting.
E&I works.
Dry commissioning.
SMP works. Civil works

Q3 2023

Roads and landscaping

Q4 2023

PROJECT CAYMUS FLYTHROUGH VIDEO

Saunders awarded \$44m contract with Multiplex for design and construction of new Aviation Terminal at Western Sydney International Airport





SND Disclaimer

Important information for investors

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