



AVADA Group Limited

Investor Update

June 2023

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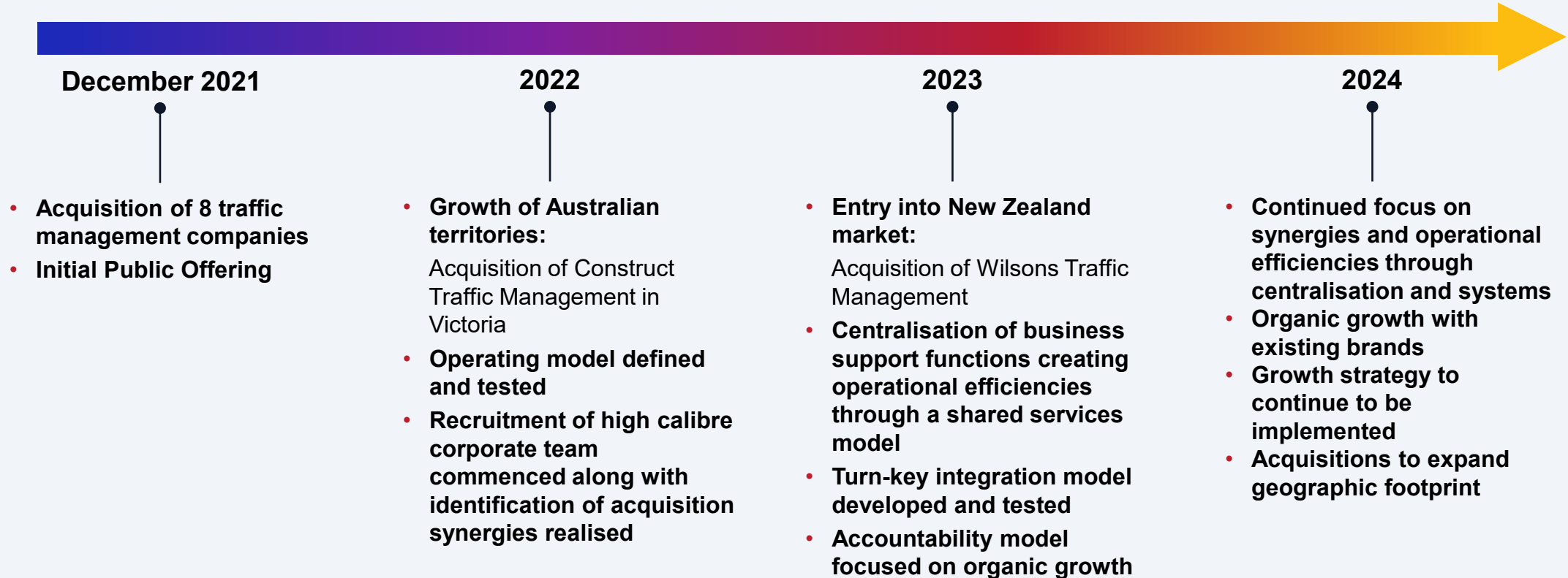
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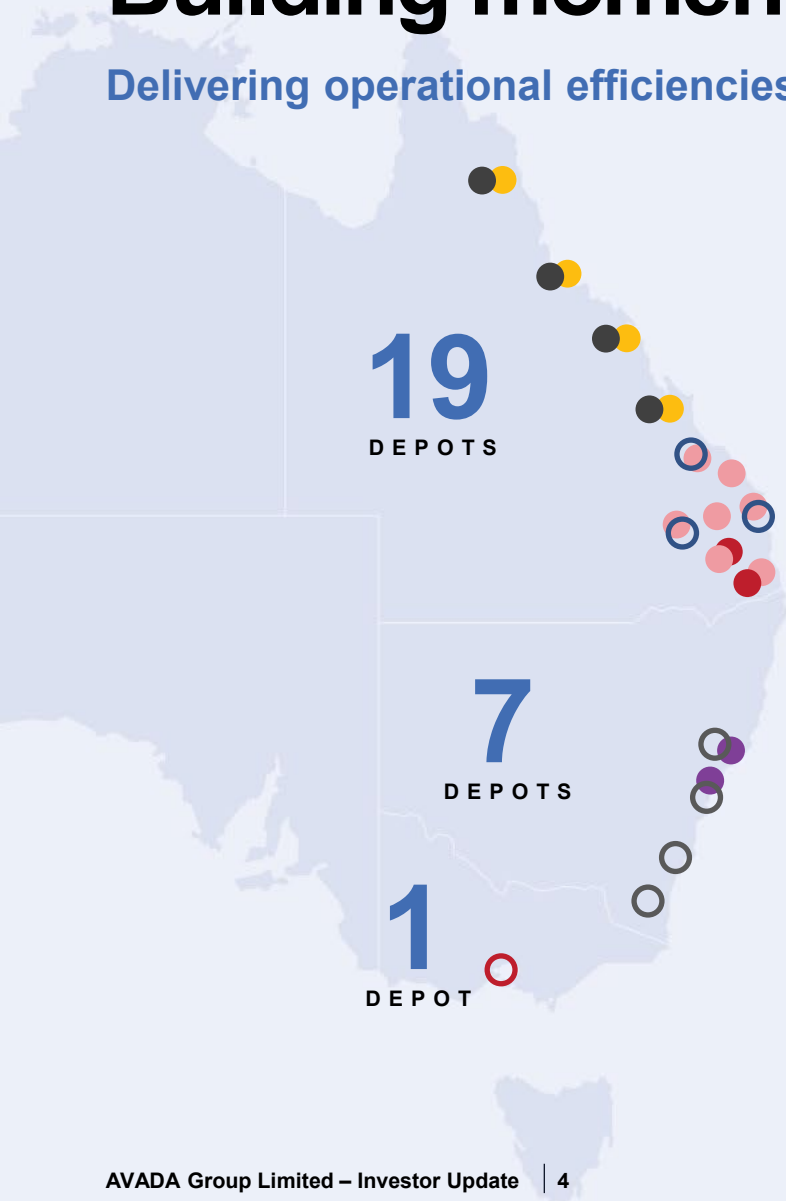
Company milestones

Laying the foundations for sustained value creation



Building momentum

Delivering operational efficiencies and strategic acquisitions across multiple geographies



FAST FACTS

One of the top two national traffic management companies in Australia

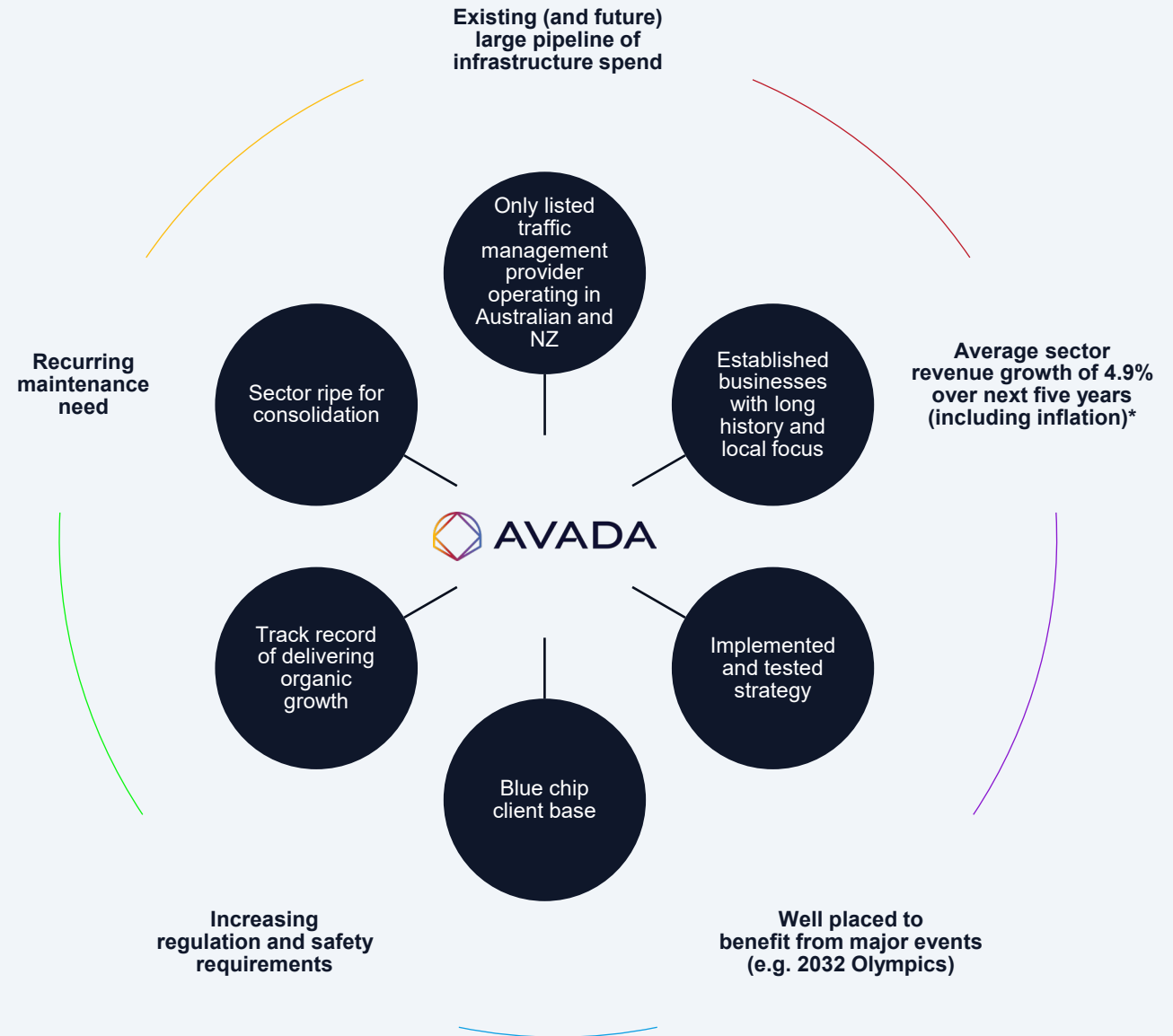
30 Depots across the east coast of Australia and New Zealand

> 2,000 staff trained in road and personal safety

> 970 traffic management vehicles

Who we are

AVADA offers integrated traffic management services, including planning, permits, traffic control, equipment hire, event management and emergency services, for major public and private sector clients.



Delivering on the plan to acquire, integrate and grow

Focus on operational excellence to drive organic growth and accelerate synergies from acquisitions

FY21 TO FY22



- Separate businesses maintained while:
 - synergies assessed
 - optimal operating model determined
 - earnout periods completed
- Decentralised back-office support

FY23



- New operating model tested, centralised shared services model implemented
- Continued recruiting of experienced management team
- Hardwired management accountability tools
- Developed turn-key integration model
- Pipeline of acquisition prospects scoped with two acquisitions completed

FY24 AND BEYOND



- Finalisation of corporate systems roll out
- Target acquisitions accelerated
- Turn-key integration methodology accelerating, delivering expected efficiencies

Building capability to drive sustained growth

Supporting integration and organic growth with investment in functional expertise



Dan Crowley
MD & CEO



Rhonda McSweeney
CHIEF OPERATING OFFICER



Paul Fitton
CHIEF FINANCIAL OFFICER
& COMPANY SECRETARY



Shannon Ahern
GM
HEALTH, SAFETY
& QUALITY



Bruce Highfield
GM
PEOPLE
& CULTURE



Vicki Allen-Ankins
GM
INTEGRATION
& PERFORMANCE
IMPROVEMENT



Adam Lee
GM PROCUREMENT
& LOGISTICS



Michael Wilkes
GM
FINANCE &
GOVERNANCE



Trading update and outlook

Operating conditions have improved since the first half, with the Group delivering a strong finish for the year. Continuing focus on culture and implementing the operating model positions the Group for FY24

Expected underlying EBITDA for H2 FY23 of between \$7.5m and \$8.5m vs underlying EBITDA for H1 FY23 of \$7.1m

Underlying EBITDA⁽¹⁾⁽²⁾ of between \$14.6m and \$15.6m expected

Operating efficiencies and synergies supporting increased profitability through H2

Operating conditions, specifically weather, returning to long term average

Gross margins sustained through rate increases

- (1) Underlying EBITDA includes adjustments for pre-acquisition trading for Construct Traffic and adjustments for non-operating items, consistent with adjustments presented in the H1FY23 Results Presentation.
(2) Trading for Wilsons Traffic Management is included from acquisition date (being 5 May 2023)



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