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26 October 2023

### **BSA AGM 2023 Presentation**

**BSA Limited (ASX: BSA)** - Attached are the presentations to be delivered by the Chairman, Nicholas Yates and Joint CEO's Arno Becker and Richard Bartley at BSA Limited AGM to be held at 2.00pm on Thursday, 26 October 2023.

This announcement is authorised for release to the ASX by the Board.



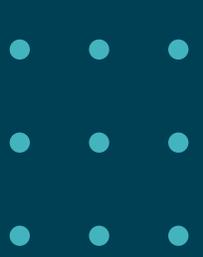
Thursday 26 October 2023

bsa<sup>®</sup>

# Annual General Meeting 2023

[WWW.BSA.COM.AU](http://WWW.BSA.COM.AU)





# Chair's Address

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Chairman Nick Yates

# Reconciliation Action Plan



## Overview of our Reconciliation Action Plan

Every year, the BSA team connects with millions of customers across construction, business and residential sites Australia-wide to deliver our services. With a large technical workforce touching many communities within these areas, we acknowledge that BSA has a significant responsibility to contribute. We do this by implementing programs to train and upskill youth, Aboriginal and Torres Strait Islander peoples and disadvantaged groups; prioritising local industry participation; and supporting community initiatives and events.



## The aims of our RAP

**Make a Difference** – Be part of a meaningful movement that can make a real difference to our people and the surrounding communities

**Create Value** – Create value for our stakeholders, as rightfully our employees and our customers demand it. This is a cornerstone of our success

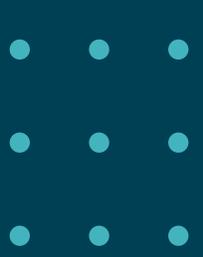
**Be a Responsible Corporate** – Instil a culture of acting lawfully, ethically and responsibly in line with our obligations as an ASX-listed company

## Approach to implementing our RAP

BSA plan to incorporate existing elements of our First Nations initiatives, while building on those included in our structured RAP. We also plan to expand on our partnerships with First Nations partners through Supply Nation .

## Highlights of our Plan

- Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.
- Promote reconciliation through our sphere of influence.
- Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.



# Joint CEO Address

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Arno Becker &  
Richard Bartley



# CFO & Joint CEO Address

# Our Business

Strong foundations built on our track record for client service & delivery excellence.

  
**300+**  
Employees

  
**1,000+**  
Skilled Field  
Technicians

  
**National**  
Footprint

**~\$240m**  
Annual  
Revenue

BSA has evolved to become one of Australia's leading technical services companies, providing rich and adapted solutions that are both flexible in delivery and a testament to many years of industry practice:

- **BSA** has a wealth of experience in providing technical and workforce management solutions;
- **BSA** clients include some of Australia's leading organisations;
- **BSA** has a substantial national workforce; and
- **BSA** is led by a strong & experienced management team.

## Markets

We have clients in many sectors and industries that place their confidence in BSA's asset lifecycle solutions and end-to-end service delivery. Below is an overview of just a few of the markets in which BSA operates.



Telco



Media  
& Broadcast



Energy



Electric Vehicles  
(EV)



Commercial



Government



Infrastructure



# FY2023 – Progressing our plan

Continuous execution of three horizon – completing Focus and transitioning to Transform





# FY2023 Financial Highlights

Continuing operations achieving sustainable run rates and delivery with cornerstone clients

Group	Continuing Operations	Discontinued Operations
Revenue \$363.8m	Revenue \$239.8m	Revenue \$124.0m
EBITDA \$1.9m	EBITDA \$16.2m	EBITDA (\$14.3m)
Sustainable Continued Earnings	↑ YoY EBITDA \$12.0m	APS Maintain & Fire QLD Divested
Net Debt (\$2.0m)		
Available Facility \$11m		



## COO & Joint CEO Address

# FY 23 Key Achievements



Stabilisation and focus

## Revenue

**\$239.8m**

- Key delivery partner for nbn & Foxtel;
- Current nbn assurance and activation market share + 33%;
- Sole Foxtel market share 100%; and
- Significant market penetration in smart metering.

## EBITDA

**\$16.2m**

- Key contract mobilisation completed in FY2022;
- Operating model implemented;
- Favourable margin mix;
- System stabilisation; and
- Favourable contract negotiations.

## Clients

**+ 800k TOW\***

- Partnering with clients to ensure the right tech, right place, right time;
- Top performer with cornerstone clients;
- +99% work order pass rate; and
- Best in class Customer Experience scores.

## Business Development

**+ 3 New Clients & Markets**

- Successfully entering EV with GoEve, Tesla, and Ohmie;
- Secured and mobilised new contract with Intellihub; and
- Secured new wireless contract direct with Telstra.

## Safety & People

**6% retention improvement**

- People turnover to below 18%;
- HSE Index + 80%;
- +95% critical talent retained; and
- Increased people engagement.

\*Tickets of Work

# Health & Safety

We work safe and go home safe

- Strong and continued focus on our HSE strategic pillars of Leadership, Engagement, Risk & Systems, and Health & Wellness.
- Strong results related to our Health and Safety Index survey where we improved from 75% to 83% and are now 8% above industry benchmarks.
- The Critical Risk Control Check program, initiated early in fiscal 2023, became an integral part of BSA's safety practices, ensuring compliance with the Safety Absolutes – the BSA's life-saving rules.
- TRIFR continues to decrease towards industry leading performance whilst we transition our focus to lead performance indicators.
- In 2023, BSA is partnering with Patrizia Cassaniti and the Touched by Christopher Foundation for Stop for Safety Day.

Patrizia is not only a motivational speaker but also a Mum who shares her personal story of tragic loss when she lost her son in a scaffolding collapse in Sydney. Patrizia wants to resonate with workers on a personal level to inspire them to always work safely.



**LET'S TALK ABOUT SAFETY**

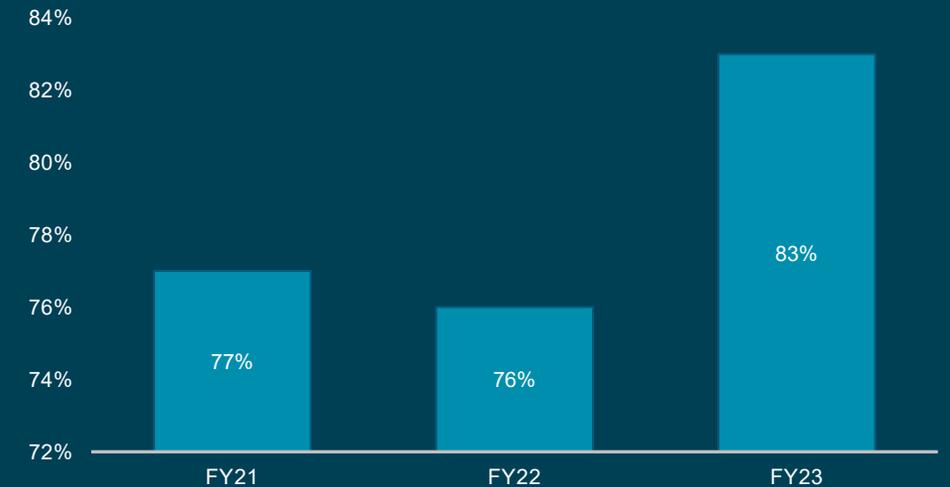
**STOP. SPEAK UP. SAVE LIVES.**



Total Recordable Injury Frequency Rate



H&S Index





# Key Focus and Growth

Clear opportunities expected to underpin continued growth over the medium and longer term



## Fixed-Line

- ✓ Long-term services contract;
- ✓ Assurance and activation led;
- ✓ Largest nbn market share across NSW and Victoria;
- ✓ Trusted multi-layered relationship with nbn for a critical piece of national infrastructure;

- ✓ Maximise opportunity from significant nbn pipeline forecast; and
- ✓ Geographic expansion of nbn services.



## Wireless

- ✓ Acquisition of Catalyst One in 2020 to establish capability in Group;
- ✓ Market credibility and connections with key wireless operators in Australia;
- ✓ Shift in market dynamics due to sale of tower assets across the country;

- ✓ Build on new direct Telstra contract;
- ✓ TPG / Vodafone expansion opportunities; and
- ✓ Opportunities with wireless tower ownership change in FY24 and beyond.



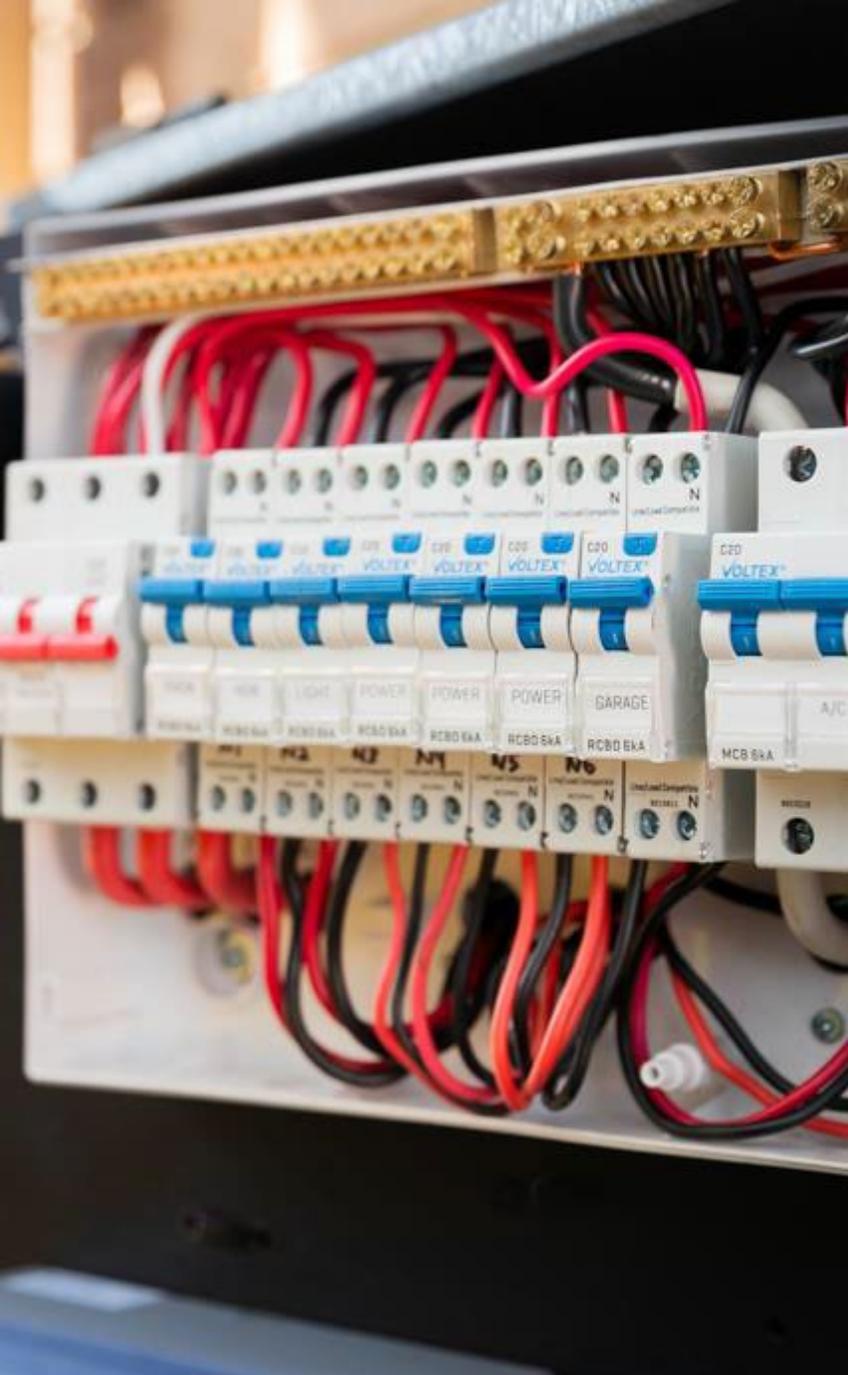
## Smart Energy Solutions

- ✓ Over 5 years of experience supporting Vector and PlusES;
- ✓ Secured Intellihub contract in 2022;
- ✓ Entry into emerging Electric Vehicle high growth market;

- ✓ Leverage customer experience and workforce management expertise to expand into new sectors (e.g. EV market); and
- ✓ Move beyond field services.



# Full year focus



- Continuing Operations inline with prior year volumes, revenue and margin;
- Focus on APS Fire NSW Divestment;
- Capitalize on growth opportunities in Fixed Line, Wireless & Smart Energy markets;
- Targeting double digit EBITDA margins in the mid to long-term.

# Fixed Line Networks



## Case Study: nbn Unify

BSA provides design, implementation, operation and maintenance services for a range of telecommunications networks and technologies.

BSA partners with Australia's largest telecommunications, technology and broadcast companies to deliver some of the nations largest infrastructure projects.

Services provided:

Region	Tech's	Civil	Tasks performed
NSW Metro South	188	48	Activation/Assurance across all technologies Remediation /Civils works C2P upgrade Pre-installs
NSW Regional North	116	26	
VIC Metro East	173	43	
VIC Regional West	40	11	

BSA was awarded the Nbn Unify Services contract in December 2020, with works currently continuing in the third year of the contract.

BSA has proven to be a trusted and key partner to nbn across the deployment and activation of the network - our collaborative approach recognised by winning the nbn supplier 'One Team Award' in 2019.

### Key highlights:

- Enhanced customer experience by implementing quality programs which saw material improvements in key end user pain points;
- Solved industry wide skill shortage issues by developing market leading in-house fixed line maintenance capability;
- Grew service offerings to cover a national footprint;
- At all times adopted a 'best for program approach' and actively shared best practice approaches with other delivery partner;
- Delivered excellent & consistent delivery partner rankings across key programme metrics, (quality and cycle times);
- Delivered innovative & agile solutions as unforeseen program issues arose X2P strategy and fibre cost reductions.
- Managed significant monthly volume fluctuations via our agile program approach.



**Consistently #1**  
Ranked delivery partner

**+500** strong national workforce

**+150** highly skilled civil remediation engineers

**+\$6m** investment in leading FSM systems

# Wireless

## TPG RAN Refresh

*BSA are providing design service to Nokia who is the vendor for TPG's full upgrade program, including 5G, across Australia.*



# TPG Telecom

**BSA** are providing design services for the full TPG network upgrade program, including site visits, desktop study, detailed structural design, electrical design, and producing detailed information for construction drawing

### Key highlights:

- Successfully delivered construction design for over 100 TPG base stations across Australia in accordance with applicable TPG standards, obligations and WH&S requirements.
- Delivering high-quality service: our team of experienced design engineers worked closely with the clients to provide design that met their requirements from planning, property, RF, and build perspectives while adhering to all relevant industry regulations and TPG standards.
- Delivering on Time: close collaboration with clients, contractors and internal design team to ensure that project milestones were met within the stipulated timelines.

**100+ Base Stations**  
with completed design

**No delays**  
To project thanks to collaboration

**Standards**  
Closely adhered to,  
both TPG and industry

# Smart Energy

## Vector

*Largest partner c45% market share*

## Intellihub

*Largest provider of Smart Energy Meters in Australia*



# Vector & Intellihub

## VECTOR – partner since 2016

### Key highlights:

- Our footprint includes NSW Newcastle, Tamworth, Blue Mountains, Central Coast, Wollongong & Sydney, South East QLD, SA Adelaide and regional areas
- 30,000 meters annually comprising of Exchanges, New Connections, & comms faults
- CT metering for large energy consumers including accuracy testing of meters and current transformers
- ASP Management, working with ASP's to connect their own customers through BSA, using our best practice installation methods

## INTELLIHUB – partner since 2022

### Key highlights:

- Our growing footprint includes NSW Newcastle, Central Coast, Wollongong, Northern NSW including Grafton Port Macquarie, Coffs Harbour & Sydney, South East QLD
- Will complete 30,000 jobs in 2023 comprising of Exchanges, New Connections, & comms faults
- Workforce management activities, Planning, Scheduling & dispatching of work

**+130**  
Metering  
qualified  
Electricians

**150,000**  
Meters installed

**98% QA Score**  
All technicians  
audited on every  
job

**60,000 meters**  
Installations  
forecast for  
2023 across the  
business

# Electric Vehicles

## DCAV

*BSA are providing design and build services to GoEve in Victoria within the Governments Destination Charging Across Victoria (DCAV) footprint.*



# Evie Networks

**BSA** have a current portfolio of 22 Evie sites across Regional Victoria

**BSA** have supported the Evie in development of designs and build EV Charging processes

### Key highlights:

- First GoEve site energisation in the DCAV portfolio
- Partnership with Indigenous National Technology and Telecom Network (INTTN) to delivery site build services
- Accredited Tritium Installation Partner with the ability to 'Train the Trainer' in house.
- Invitation to complete survey and pricing upon difficult sites in Alice Springs and Uluru enabling expansion in to the Northern Territories

1<sup>st</sup> DCAV  
site  
energisation

2 Tritium  
compliant  
install teams

22 site  
growing  
portfolio

Indigenous  
Joint Venture  
Partner



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# Thank you

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