

# Annual General Meeting Presentation – FY20

25 November 2020



**GR ENGINEERING SERVICES LIMITED**  
ENGINEERING CONSULTANTS AND CONTRACTORS

# Our Strategy

Growing to increase the Company's diversity and strength

Facilitate larger projects and minimise vulnerability to changing market conditions

**Extend  
Geographical  
Presence**

**Strategic  
Alliances and  
Investments**

**Larger  
Projects**

**Strong  
Client  
Relationships**

**Extend  
and Diversify  
Experience**

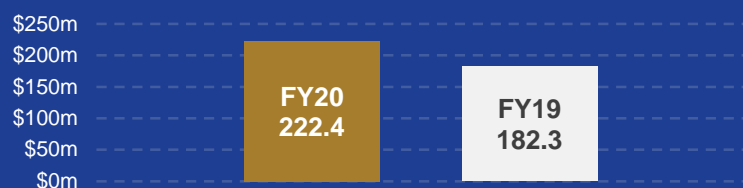
**Acquisition**



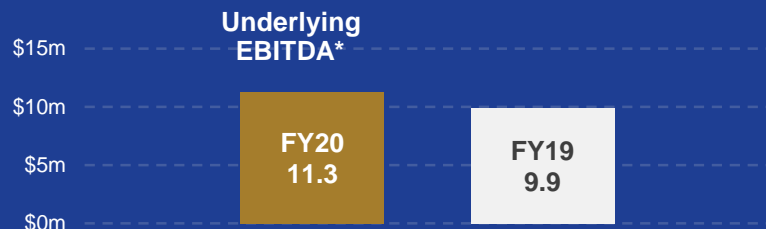
# FY20 Results Summary

## Earnings

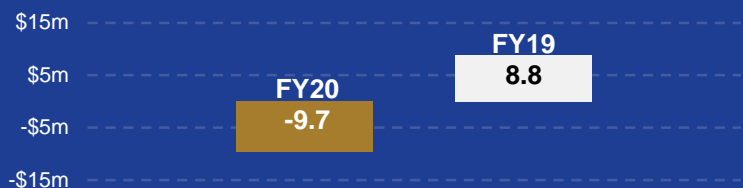
### Revenue



### EBITDA

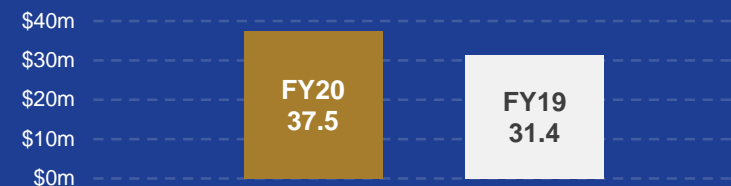


### PBT

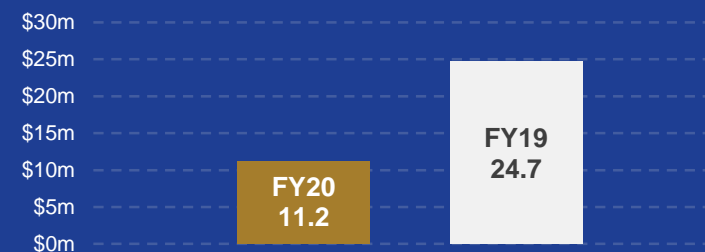


## Balance Sheet & Cash Flow

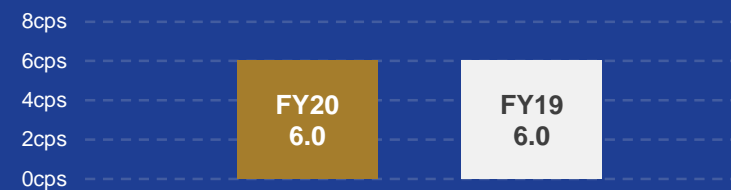
### Cash



### Net Operating Cash Flow



### Total Dividend



\*Underlying EBITDA excludes one-off bad debt expenses of \$17.6m primarily associated with the TOGA debtor write-off, \$0.3m relating to miscellaneous inventory and debtor write-offs and \$0.1m relating to Hanlon acquisition costs



# FY20 Results

- During FY20, GR Engineering increased revenue by 22.0% to \$222.4 million. The solid underlying EBITDA contribution of \$11.3 million was the result of a strong second half performance. GR Engineering recorded an underlying EBITDA contribution of \$9.3 million in the second half of FY20.
- As reported at 31 December 2019, the FY20 financial results were negatively impacted by the impairment of a \$17.6 million receivable owed by Timor Sea Oil & Gas Pty Ltd (liquidators appointed) to the Company's wholly owned subsidiary, Upstream Production Solutions Pty Ltd (Upstream PS).
- Cash at bank increased significantly to \$37.5 million at 30 June 2020 (31 December 2019: \$20.7 million).
- The Total Reportable Injury Frequency Rate for FY20 was 3.77 comparing favourably to the FY19 result of 4.99.
- A final dividend of 4 cps (unfranked) was declared, resulting in FY20 dividends of 6 cps (unfranked).
- In February 2020, GR Engineering completed the acquisition of Hanlon Engineering & Associates Inc., a multi-disciplinary engineering services firm based in Tucson, Arizona. The acquisition increases GR Engineering's footprint in the Americas.



# Mineral Processing

- Practical completion achieved in FY20:
  - OZ Minerals Limited's Carrapateena Northern Wellfield Water Supply Project in South Australia
  - Kirkland Lake Gold Limited's Fosterville Paste Plant Project in Victoria
- GRES has been successful in building up its contracted pipeline of work during FY20 and subsequent to year end. New and ongoing projects include:

<b>Salt Lake Potash Ltd</b>	<i>Lake Way Project</i>	<i>EPC/EPCM</i>	<i>\$107.0m</i>	<i>Australia</i>
<b>Calidus Resources Ltd</b>	<i>Warrawoona Gold Project</i>	<i>EPC</i>	<i>\$84.0m</i>	<i>Australia</i>
<b>Saracen Minerals Holdings Ltd</b>	<i>Carosue Dam Operations Plant Expansion Project</i>	<i>EPC</i>	<i>\$32.6m</i>	<i>Australia</i>
<b>Wiluna Mining Corporation</b>	<i>Wiluna Gold Operation – Concentrator</i>	<i>EPC</i>	<i>\$25.7m</i>	<i>Australia</i>
<b>Silver Lake Resources Ltd</b>	<i>Deflector Flotation Tails Leach Project</i>	<i>EPC</i>	<i>\$23.0m</i>	<i>Australia</i>
<b>Saracen Minerals Holdings Ltd</b>	<i>Thunderbox Paste Plant Project</i>	<i>EPC</i>	<i>\$22.0m</i>	<i>Australia</i>
<b>Ora Banda Mining Ltd</b>	<i>Davyhurst Restart Project</i>	<i>EPC</i>	<i>\$10.8m</i>	<i>Australia</i>
<b>Novo Resources Corp.</b>	<i>Nullagine Mill Refurbishment Project</i>	<i>Reimbursable</i>	<i>\$8.3m</i>	<i>Australia</i>
<b>BCI Minerals Ltd</b>	<i>Mardie Salt Project – FEED / Early Works</i>	<i>FEED / Early works</i>	<i>\$6.1m</i>	<i>Australia</i>
<b>First Majestic Corp.</b>	<i>San Dimas Silver Mine Project</i>	<i>EPCM</i>	<i>US\$4.5m</i>	<i>Mexico</i>



# Mineral Processing

- GR Engineering's pipeline of work opportunities includes:

<b><i>Galena Mining Ltd</i></b>	<i>Abra Base Metals Project</i>	<i>\$74m</i>	<i>Australia</i>
<b><i>Geopacific Resources Ltd</i></b>	<i>Woodlark Gold Project</i>	<i>\$92m</i>	<i>PNG</i>
<b><i>EcoGraf (Australia) Ltd</i></b>	<i>WA Battery Graphite Manufacturing Facility</i>	<i>\$25m</i>	<i>Australia</i>
<b><i>Sheffield Resources Ltd</i></b>	<i>Thunderbird Minerals Sands Project</i>	<i>\$244m</i>	<i>Australia</i>
<b><i>Australian Potash Ltd</i></b>	<i>Lake Wells SOP Project</i>	<i>\$170m</i>	<i>Australia</i>
<b><i>Bluestone Mines JV Ltd</i></b>	<i>Renison Paste Plant</i>	<i>\$16m</i>	<i>Australia</i>
<b><i>Galena Mining Ltd</i></b>	<i>Abra Paste Plant</i>	<i>\$12m</i>	<i>Australia</i>

- At 31 October 2020, GR Engineering was engaged on 25 studies across a broad range of commodities for projects both in Australia and abroad.



# Oil & Gas

- GR Engineering's wholly owned subsidiary, Upstream PS, generates longer term operations and maintenance services revenue which results in baseline revenue alongside project based design and construction work.
- During FY20, revenue contributions were primarily from:
  - Wellsite and plant maintenance work in the Bowen and Surat Basins (Origin Energy Ltd and Santos Ltd)
  - Timor Sea operations and maintenance services (Australian Government and Eni Australia Ltd)
  - Maintenance work on assets in the Perth Basin including Mitsui Co. (Australia) Pty Limited
  - Commissioning, operations and maintenance support services and surface facility construction in Victoria to clients including APA Group.
- As reported at 31 December 2019, Upstream PS' FY20 results were negatively impacted by the impairment of \$17.6 million relating to an outstanding receivable owned by Timor Sea Oil & Gas Pty Ltd (liquidators appointed) (TOGA).
- Following TOGA being placed into liquidation, the Australian Government engaged Upstream PS to provide operations and maintenance services to the Northern Endeavour FPSO, in a non-production environment. The contract has been extended until 31 December 2020.





# Balance Sheet

- Strong balance sheet maintained at 30 June 2020
- Cash: \$37.5 million (30 June 2019: \$31.4 million)
- Significant headroom on bank guarantee and bonding facilities
- Net operating cashflows: \$11.2 million (FY19: \$24.7 million)
- Full year dividends paid: 6 cents (unfranked)





# FY21 Outlook

- As the consolidated entity moves into FY21, GR Engineering has a strong order book dominated by Australian projects.
- The consolidated entity expects revenue for FY21 to be in the range of \$280 million to \$300 million, with improved EBITDA margins.
- GR Engineering's strong cash position means that it is well capitalised to deliver its FY21 pipeline of work.



# Capabilities

## GR Engineering

- Process engineering design and construction contractor servicing the mining and minerals processing industry
- Specialising in EPC / EPCM project delivery to provide project outcomes with secure cost, time, plant performance and contract completion warranties and guarantees
- Expertise in gold, base metals and industrial mineral commodities

## Upstream Production Solutions

- Oil and gas services business providing operations, maintenance, project advisory and engineering services to Australian oil and gas industry
- Strong presence on and offshore Perth Basin, Timor Sea, Queensland and Victoria

## Selected Clients



## Selected Clients



# Corporate Profile

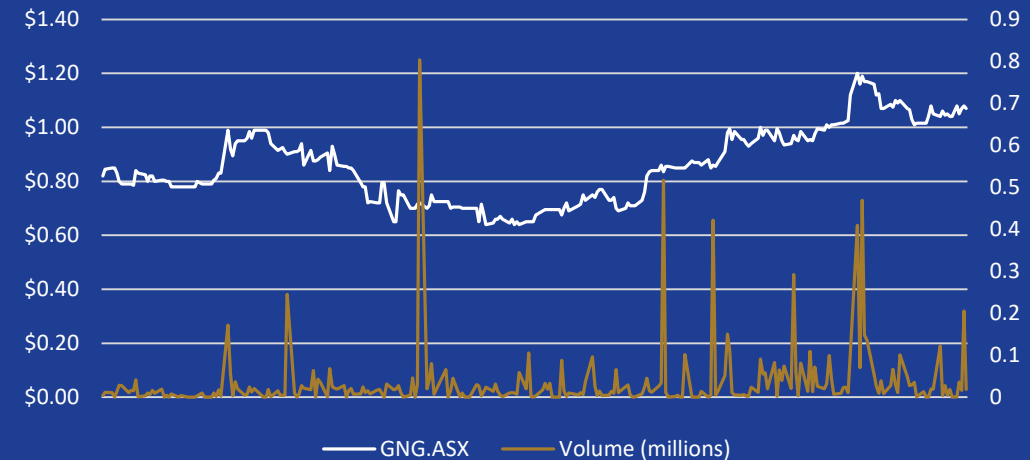
## Capital Structure

Shares on issue	m	155.2
Share price (GNG.ASX) (20 Nov 2020)	\$	1.07
<b>Market Capitalisation</b>	<b>\$m</b>	<b>166.0</b>
Cash (30 June 2020)	\$m	37.5
Debt (30 June 2020) (excluding office lease liabilities)	\$m	4.0
<b>Enterprise Value</b>	<b>\$m</b>	<b>132.5</b>

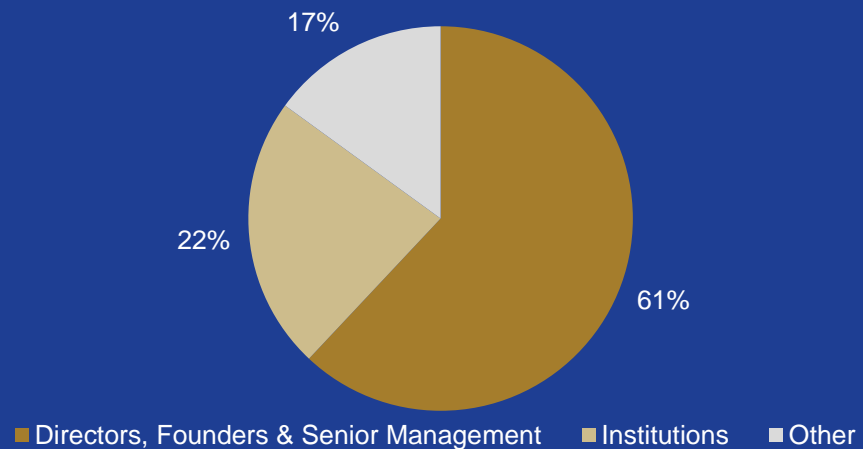
## Directors & Management

Phillip Lockyer	<i>Non-Executive Chairman</i>
Geoff Jones	<i>Managing Director</i>
Tony Patrizi	<i>Executive Director</i>
Barry Patterson	<i>Non-Executive Director</i>
Peter Hood	<i>Non-Executive Director</i>
Joe Totaro	<i>Non-Executive Director</i>
Omesh Motiwalla	<i>Chief Financial Officer</i>

## Share Price Performance



## Register Analysis





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