



# **FY21 FULL YEAR RESULTS PRESENTATION**

**24 August 2021**



# ABOUT US

## WHO WE ARE

We're a global **engineering-led** specialist asset services, mining services and construction group



## OUR OPERATING MODEL

End-to-end solutions across the entire asset lifecycle

- Engineer
- Construct
- Sustain

## OUR VISION

The **most sought-after** specialist asset services, mining services and construction business

**MAKING THE  
COMPLEX**  

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**SIMPLE**  

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## SUMMARY

Shares on Issue	445.8m
Share Price <sup>(1)</sup>	\$0.555
Market Capitalisation <sup>(1)</sup>	\$247m
Net Assets	\$227m

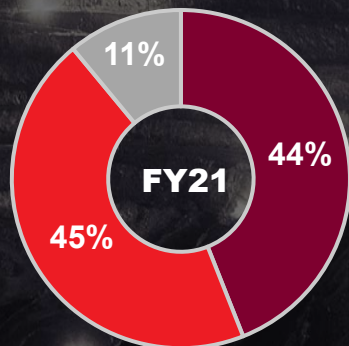
Note: (1) Share price and market capitalisation as at 23 August 2021

## SUBSTANTIAL HOLDERS

Perennial Value Investment	15.0%
Mitsubishi UFJ Financial Group, Inc	7.2%
Board and Management	12.0%

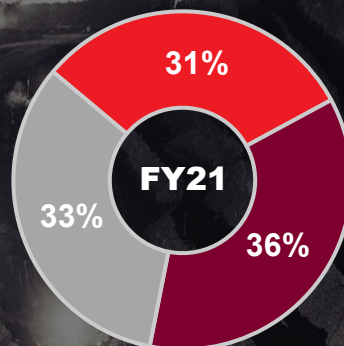
Source: Latest ASX announcements & Company share registry

## REVENUE BY GEOGRAPHY



- Australia - East
- Australia - West
- International

## EARNINGS BY SEGMENT



- Asset Services
- Mining Services
- Construction

## OUR GLOBAL WORKFORCE



- Australia
- International



# FY21 IN REVIEW



- **Revenue Up 4%** to \$570m (from FY20)
- **EBITDA Up 61%** to \$47.1m (from FY20)
- **EBIT(A) Up 151%** to \$25.1m (from FY20)
- **Strong operating cashflow** (FY21 **Net Cash of \$12.2M** from FY20 Net Debt of \$8.4m)
- **Well-funded for Growth** - available funds of \$88.2m + undrawn \$27.7m equipment finance facility
- Final Fully Franked **Dividend Doubled** to 1 cent per share (total FY21 dividend of 2 cps)
- **Record \$1b Work in Hand, Up 41%** (from 30 June 2020)
- **Strong opportunity pipeline** of \$6b in diverse sectors and geographies
- **Two Thirds Annuity Earnings Profile** in FY21 and beyond
- **Long term Strategy on track** and well positioned for long term sustainable growth
- **FY22 EBITDA expected to be ~15% higher** than FY21 EBITDA result

## “Continuing to transition the business mix towards annuity earnings”

### GROWTH

- ✓ Step change growth in recurring Asset Services
- ✓ Innovation and selective growth in Mining Services
- ✓ Targeted growth in specialist Civil Infrastructure Construction
- ✓ Specialist services and products in Building Construction with key repeat clients
- ✓ **Two thirds annuity / recurring and one third project-based earnings**

### LEADERSHIP

Zero Harm / ESG industry leader and recognised employer of choice

Key partner of choice in our specialised core markets with core clients

Consistent, above market shareholder returns (EPS and TSR)

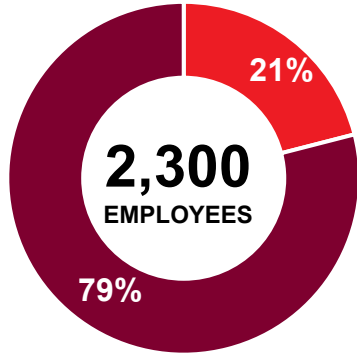
Selective strategic acquisitions to complement capability / footprint

Two thirds annuity / recurring and one third project-based earnings

# OUR PEOPLE ARE OUR FOUNDATION

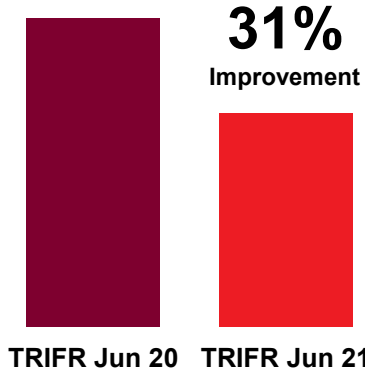


## HIGHLY SKILLED WORKFORCE

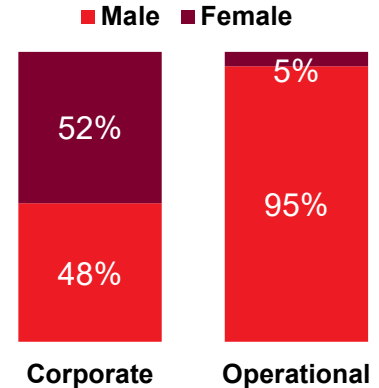


■ Tech. / Eng. / Mgmt. ■ Operational

## ZERO HARM IMPROVEMENT



## GENDER DIVERSITY



## COMMUNITY ENGAGEMENT



## BUGARRBA ABORIGINAL JOINT VENTURE

Scaffolding Services



## MODERN SLAVERY GOVERNANCE

**SRG GLOBAL: OUR MODERN SLAVERY STATEMENT**

**An Opportunity for All: Removing Slavery from the Supply Chain**

SRG Global Limited ("SRG") opposes the oppression and abuse of human rights, including the use of forced labour and slavery. This statement has been prepared and approved by the Board of Directors of SRG Global Limited (Australian registered Company Number 164 862 230) and is published in accordance with the requirements of the Commonwealth of Australia's Modern Slavery Act 2018 and provides our commitment to continuously review and implement steps to eradicate human rights abuses from all aspects of our supply chain.

Defined as the severe exploitation of people for personal or commercial gain, Modern Slavery entitles more than 70 million\* victims a global supply chain where they are exposed to unacceptable working conditions. Importantly, the term Modern Slavery is not limited to physical restraints, increasingly, circumstances of debt bondage, abuse of minimum wage payments, discriminatory employment practices, coercion, threats and deception are often further examples of exploitation methods used by those profiting through oppressive circumstances.

SRG recognises that as an organisation we have a responsibility to diligently identify and address exposures within our Supply Chain, importantly however, we understand this issue cannot be addressed solely by our actions but rather through the support of and engagement with Governments, Business and through Social Dialogue with key stakeholders.

Governments set policy and laws, such as the Modern Slavery Act 2018 (MSA), which provides actions to guide and support businesses in the eradication of slavery practices within their operations and supply chains.

Business holds a responsibility to remain diligent to ensure all aspects of their operations and supply chain is free from slavery practices.

Social Dialogue including engagement with stakeholders, the industry and industry bodies. Core to the success of any practices implemented by organisations is that the practices both align with, and are supported by, the broader community.

This statement sets our policy and governance framework for the detection and abolition of these practices within SRG's operations or supply chains.

This statement was approved by the Board of SRG Global Limited on 15 December 2020.

Paula McMorris  
Chairman SRG Global Limited

## SEGMENT RESULTS (\$m)

	TOTAL	ASSET SERVICES	MINING SERVICES	CONSTRUCTION	CORPORATE
Revenue	570.0	187.0	91.0	292.0	-
EBITDA	47.1	22.0	20.0	19.0	(13.9)
EBIT(A)	25.1	15.0	13.4	12.6	(15.9)

**Revenue** ▲ 4%  
**EBITDA** ▲ 61%  
**EBIT(A)** ▲ 151%  
**EBITDA % Margin** ▲  
 to 8.3% (5.6% in FY20)

**Asset Services** experienced strong growth with the excellent start up and mobilisation of 8 new long-term contracts secured. Solid financial and margin performance with EBITDA margin of 11.8% in line with historical levels.

**Mining Services** disciplined growth and improved financial performance in FY21 with EBITDA margin of 22.0%. Excellent operational delivery across all sites and high levels of asset utilisation. A very successful start up of the Northern Star and Red5 drill and blast contracts.

**Construction** delivered an improved financial performance in FY21 with increased EBITDA margins of 6.5% which are expected to further improve

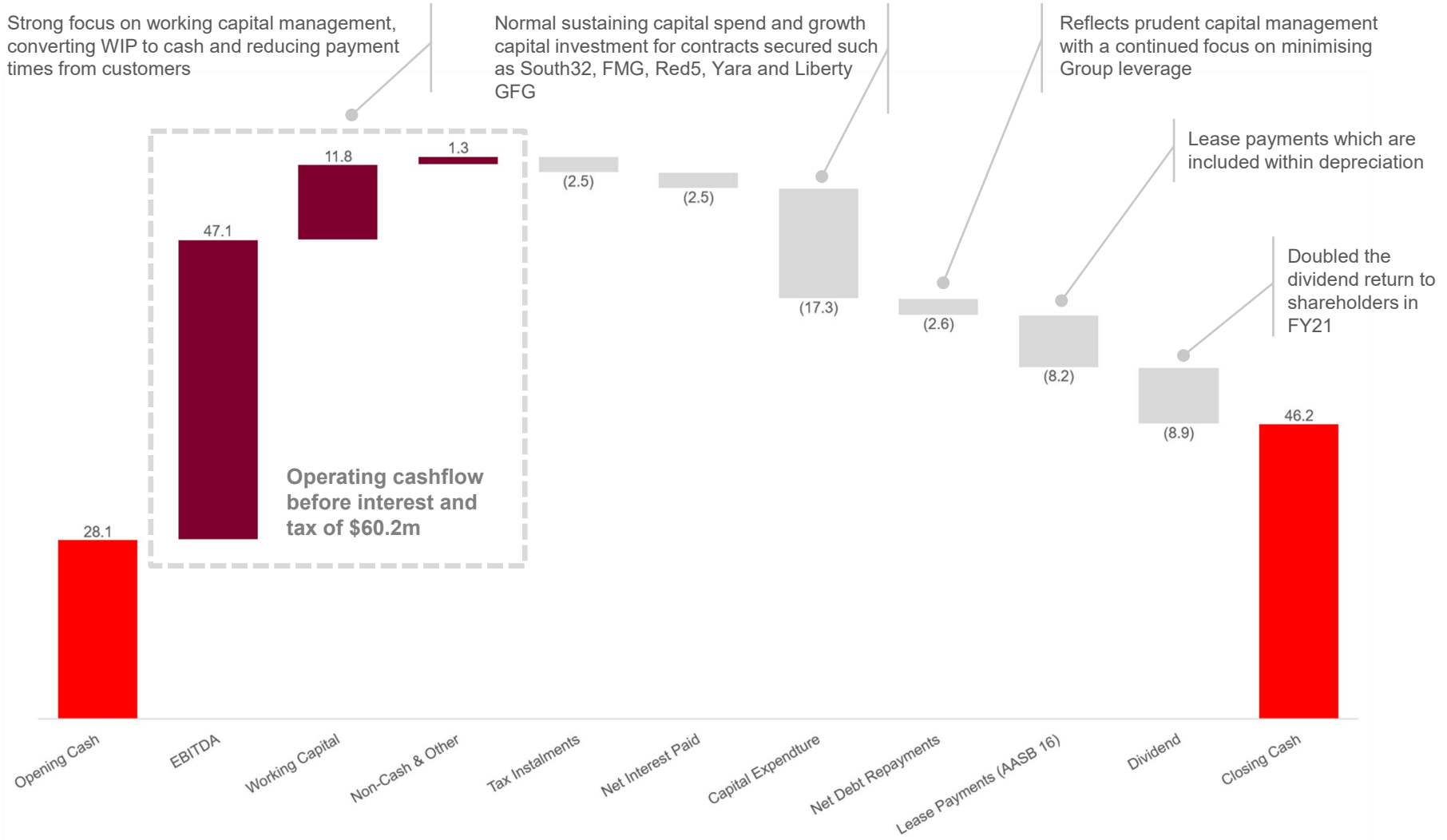
**Civil & Engineering** strong performance across all Australian projects and scaled back operations Internationally.

**Specialist Building** solid performance across Facades and Structures West and successfully completed the exit of Structures Victoria in FY21.

**Corporate** overheads of \$13.9m equates to 2.4% of revenue, with scope for further leverage as business grows.



# GENERATING POSITIVE OPERATING CASH



## BALANCE SHEET (\$m)

	FY21
Cash and cash equivalents	46.2
Trade, other receivables & contract assets	144.1
Inventories	14.9
Property, plant and equipment	81.5
Right of use assets	20.3
Intangibles	104.6
Tax assets	28.0
Other	3.1
<b>Total Assets</b>	<b>442.9</b>
Trade, other payables & contract liabilities	127.1
Borrowings	34.0
Right of use liabilities	21.3
Current tax liabilities	0.5
Provisions and other	33.2
<b>Total Liabilities</b>	<b>216.1</b>
<b>Net Assets</b>	<b>226.8</b>

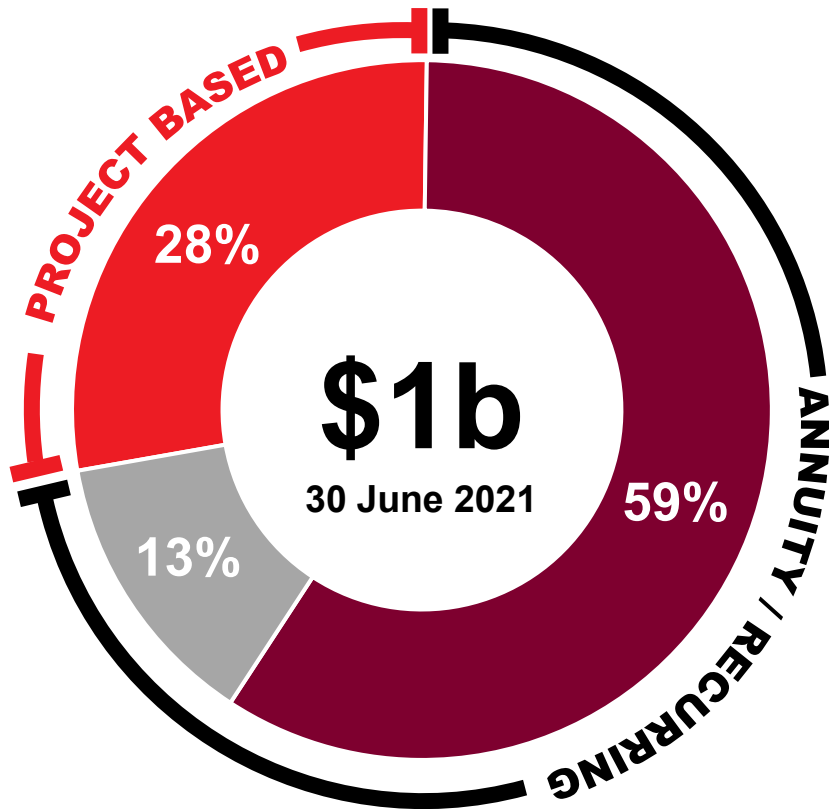
**Available liquidity** of \$88.2m, comprised of cash on hand of \$46.2m and available undrawn working capital facilities of \$42.0m

**Net cash** of \$12.2m, from a net debt position of \$8.4m at 30 June 2020 representing a \$20.6m improvement in FY21 through prudent management of working capital

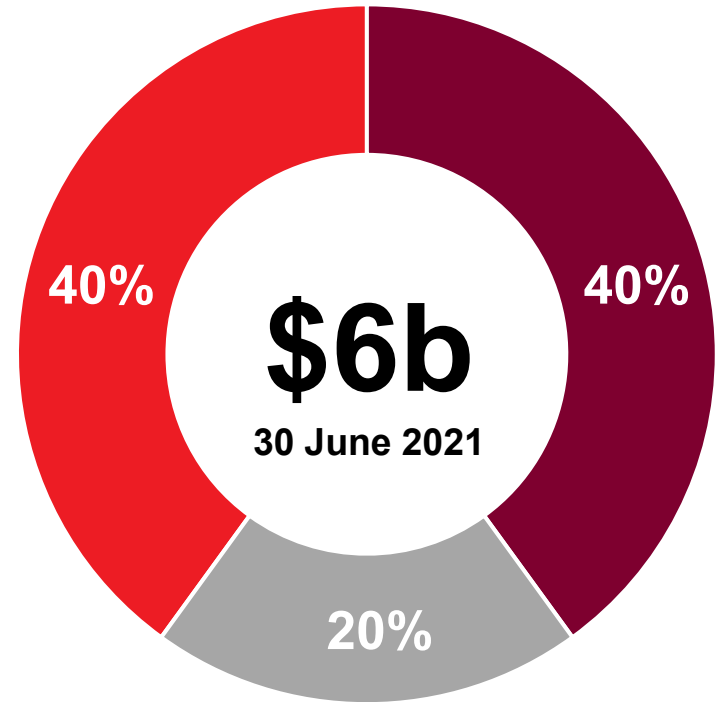
Significant **undrawn facilities** available for growth

	DRAWN	UNDRAWN	TOTAL
<b>Borrowing Facilities</b>			
Equipment Finance	22.3	27.7	<b>50.0</b>
Term Loan	8.25	-	<b>8.25</b>
Working Capital	-	42.0	<b>42.0</b>
Other	3.4	-	<b>3.4</b>
<b>Total</b>	<b>34.0</b>	<b>69.7</b>	<b>103.7</b>
<b>Security Facilities</b>			
Bank Guarantees	10.7	9.3	<b>20.0</b>
Performance Bonds	71.1	54.5	<b>125.6</b>
<b>Total</b>	<b>81.8</b>	<b>63.8</b>	<b>145.6</b>

## WORK IN HAND



## OPPORTUNITY PIPELINE



■ Asset Services    ■ Mining Services    ■ Construction



# OUR OPERATING SEGMENTS





## ASSET SERVICES

Sustaining complex infrastructure

Annuity Earnings

## SPECIALIST MAINTENANCE

Highly skilled specialist maintenance services focusing on refractory, oil and gas, industrial assets and transport and marine infrastructure

## ACCESS SOLUTIONS

Comprehensive structural and technical access solutions targeting the mining and resources, oil and gas, offshore marine and industrial locations

## KEY CLIENTS



- Strong operational / financial performance
- A number of contract wins in FY21
  - 5-yr multi-disciplinary contract with FMG
  - 5-yr access contract with Liberty Onesteel
  - 8-yr maintenance contract with NZTA for Auckland Harbour Bridge
  - 5-yr maintenance contract with Methanex
  - 2-yr maintenance contract with Meridian Energy
  - 5-yr access / maintenance contract with Yara
  - 8-yr refractory services contract with South32
  - 2-yr extension to existing 6-yr engineered access contract with South32
- Strong relationships and delivery driving expanded scope and tenure with key repeat clients
- Continued focus on innovation, technology and data analytics as market differentiators
- Established JV Company (Bugarrba) with members of the Njamal people to pursue sustainable employment opportunities for Aboriginal people



FMG Multi Disciplinary Services



Auckland Harbour Bridge Maintenance Services



## MINING SERVICES

Comprehensive ground solutions

**Annuity Earnings**

## PRODUCTION DRILL & BLAST

Integrated range of complementary production drill & blast services working across multiple commodities including gold, precious metals and iron ore

## SPECIALIST GEOTECH

Highly technical specialist ground and slope stabilisation services for all mining services applications

## KEY CLIENTS



- A very strong performance
- Excellent asset utilisation of >90%
- Key commodity exposure
  - Gold
  - Iron Ore
- Continued capital investment in fleet for growth and sustaining capital
- Continued focus on innovation including:
  - high precision GPS
  - bespoke real-time data analytics
  - semi-autonomous / remote control drilling
- Orbix – Bespoke Data Intelligence Software; developed by SRG Global and integrated with internal / clients' systems
- Further growth anticipated with key existing clients and sites
- Strong pipeline of new opportunities



Northern Star Production Drill and Blast



Orbix Bespoke Data Intelligence Software





## CONSTRUCTION

Constructing complex infrastructure

Project Based Earnings

## CIVIL & ENGINEERING

Specialist engineering, post-tensioning and construction services for complex structures in key markets including dams, bridges, windfarms and tanks

## SPECIALIST BUILDING

Specialist facade and structural construction and remediation services with repeat, tier one clients

## KEY CLIENTS



Transport for NSW

sunwater

snowyhydro



Built.

MULTIPLEX  
Built to outperform.

JOHN HOLLAND

## Civil and Engineering

- Solid performance in Australia
- Robust pipeline of Government opportunities
  - Dams, Bridges, Tanks
- Successfully scaled back operations Internationally
- Targeting specialist projects globally from Australia
  - Dams, Bridges, Tanks
- High demand for SRG Global proprietary and engineered products with positive growth opportunities

## Specialist Building

- Solely focused on key repeat clients
- Specialist Facades delivered strongly
  - significant level of work in hand
  - good pipeline of major opportunities
- Structures West performing well
  - solid level of work in hand
  - good pipeline of growth opportunities
- Successfully exited Structures Victoria business



Bolivia Hill Specialist Bridge Construction



Elizabeth Quay Specialist Facades / Structures



# OUR STRATEGIC DIRECTION



## Building the **most sought-after** specialist asset services, mining services and construction business

### **GROWTH**

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Step change growth in recurring Asset Services

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Innovation and selective growth in Mining Services

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Targeted growth in specialist Civil Infrastructure Construction

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Specialist services and products in Building Construction with key repeat clients

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**Two thirds annuity / recurring and one third project-based earnings**

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### **LEADERSHIP**

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Zero Harm / ESG industry leader and recognised employer of choice

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Key partner of choice in our specialised core markets with core clients

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Consistent, above market shareholder returns (EPS and TSR)

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Selective strategic acquisitions to complement capability / footprint

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**Two thirds annuity / recurring and one third project-based earnings**

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## Operating Segment Outlook

- Asset Services delivering **step change growth** in diverse sectors with blue-chip clients
- Mining Services operating in **high demand, high quality** growth commodities
- Construction positively linked to **Government Infrastructure stimulus** programs
- International focus on Specialist Civil Engineering opportunities – **Dams / Bridges / Tanks**

## Business Outlook

- **FY22 EBITDA expected to be ~15% higher** than FY21 EBITDA result
- **Record Work in Hand of \$1b** with an **Opportunity Pipeline of \$6b**
- **Strong liquidity / balance sheet position** to support growth working capital requirements
- Earnings profile of **two thirds annuity earnings** in FY22 and beyond
- Continued execution of a **clear strategy** and well positioned for long term **sustainable growth**

# INVESTMENT PROPOSITION

End-to-end  
asset lifecycle  
capability

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Highly scalable  
business  
model

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Diverse  
market sectors /  
geographies

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Capital light  
investment  
profile

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Annuity  
earnings  
profile

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Dividend  
paying  
stock

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**Solving challenges  
wherever they are**

**[srgglobal.com.au](http://srgglobal.com.au)**

**○ Engineer   ○ Construct   ○ Sustain**

**MAKING  
THE  
COMPLEX  

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SIMPLE**