



MADER



FY25 FINANCIAL RESULTS

MADER GROUP LIMITED | 26 AUGUST 2025

WHO WE ARE

**HEAVY MOBILE
EQUIPMENT**



**FIXED
INFRASTRUCTURE**



**POWER GENERATION
& MARINE**



**TRANSPORT
& LOGISTICS**



**ENERGY
SECTOR**



GLOBAL WORKFORCE
3,900+
SKILLED EMPLOYEES



SERVICE VEHICLES
1,850+
WORLDWIDE



WIDE NETWORK
640+
LOCATIONS

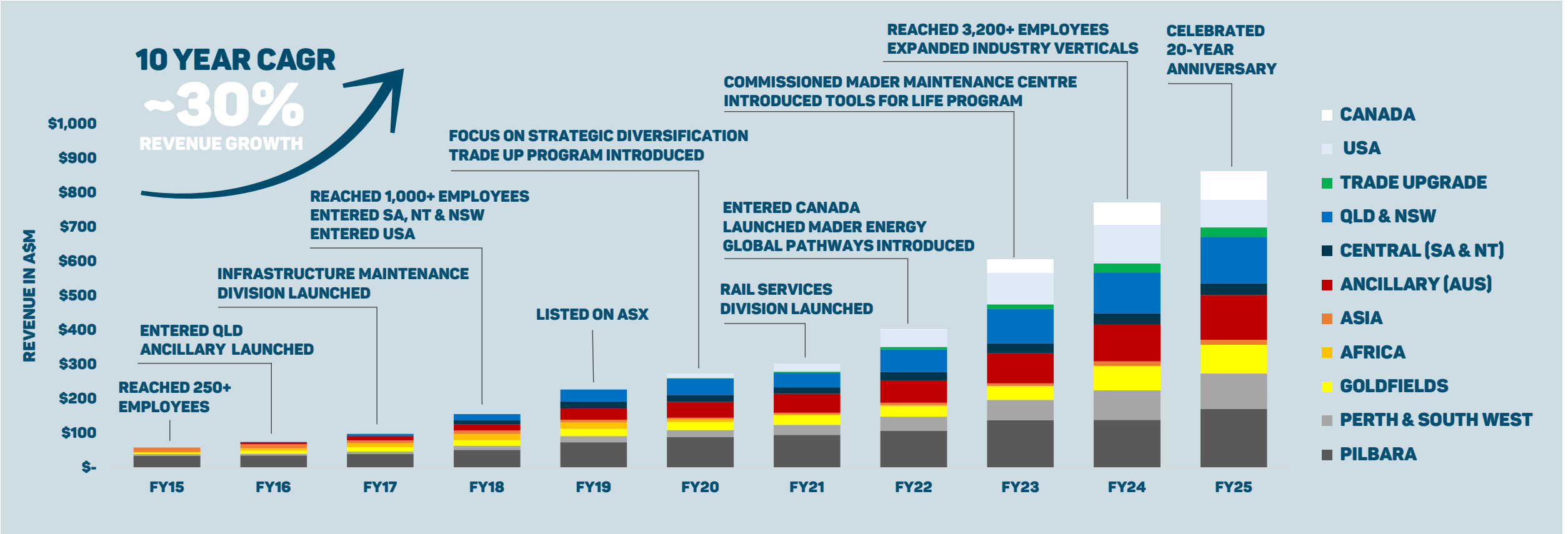


SUPPORTED
490+
CUSTOMERS



OPERATED IN
9 COUNTRIES

20 YEARS OF ORGANIC GROWTH



DIVERSIFIED
ACROSS MULTIPLE
INDUSTRIES



LAUNCHED FULLY
ORGANIC START UPS
IN NEW MARKETS



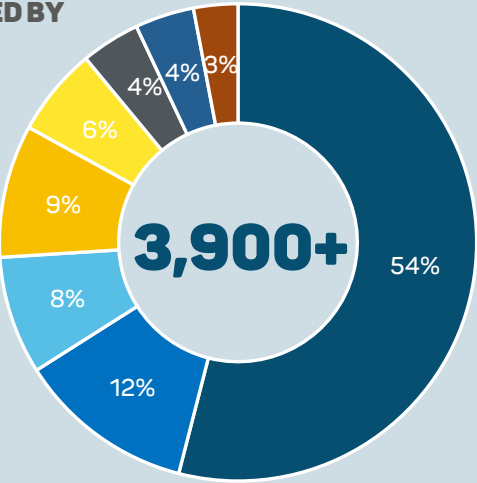
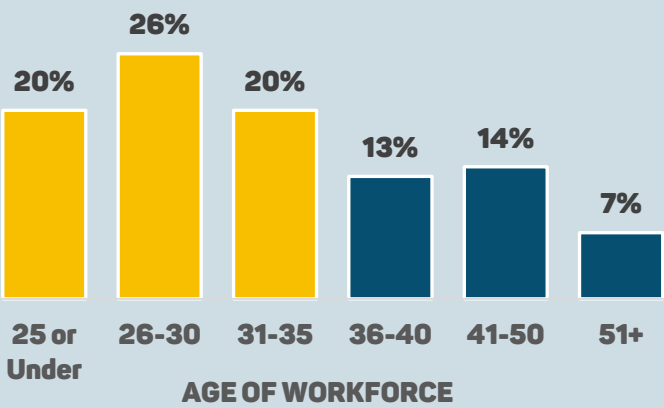
BROADENED
SUITE OF
TRADES



10 YEAR COMPOUNDING
ANNUAL REVENUE
GROWTH OF 30%

SPECIALISED WORKFORCE

WE LEAD THE MARKET IN DELIVERING SAFE AND HIGH-QUALITY EXPERTISE. OUR PURSUIT OF QUALITY IS BACKED BY YEARS OF INVESTMENT IN OUR PEOPLE AND CULTURE.



BREAKDOWN OF TEAM:

- Heavy Duty Diesel Mechanic
- Auto & HV Electricians
- RT & LV Mechanics
- Apprentices
- Fabricators & Welders
- Fixed Plant & Infrastructure
- Trade assistants\Servicepeople
- Other



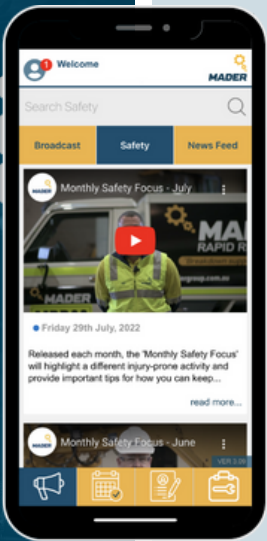
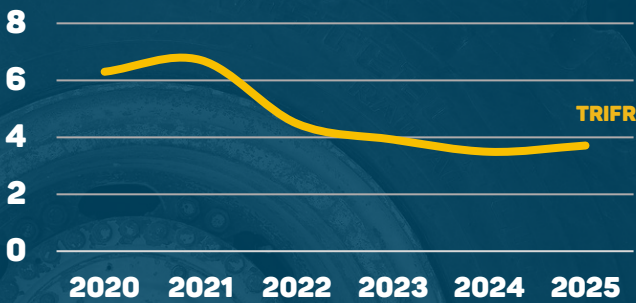
GEARED FOR SAFETY



"Our TRIFR was 3.71 recordable injuries per million hours worked. We continue to refine and advance our investment in safety through our people and technology to remain on the cutting edge of zero harm."

Justin Nuich
Executive Director and CEO

INJURY FREQUENCY RATES (PER MILLION HOURS WORKED)



AT MADER, SAFETY IS NOT JUST A PRIORITY, IT'S EMBEDDED IN EVERYTHING WE DO, FROM THE FRONTLINE LEADERSHIP TEAM, AND WITH EVERY CUSTOMER WE PARTNER WITH.

TOGETHER, WE ARE GEARED FOR SAFETY.

EXECUTIVE OVERVIEW

JUSTIN NUICH | EXECUTIVE DIRECTOR & CEO



FY25 HIGHLIGHTS



RECORD REVENUE

**\$872.2M UP 13%
FROM \$774.5M PCP**



SOLID MARGINS

**NPAT OF \$57.1M AT 6.6%, UP
13% VS PCP OF \$50.4M AT 6.5%**



BALANCE SHEET STRENGTHENED

**NET DEBT AT \$8.3M, DOWN 73%
FROM \$31.2M PCP**



NET HEADCOUNT GROWTH

**INCREASED 700+
GLOBALLY**



CUSTOMER DEMAND IMPROVING



NORTH AMERICA RETURNS TO GROWTH



ON TRACK FOR STRATEGIC PLAN



GUIDANCE IN LINE WITH EXPECTATIONS

FY25 SEGMENT HIGHLIGHTS

AUSTRALIA

REVENUE

17% ↑

GROWTH VS PCP

EBITDA

14% ↑

\$82.6m VS \$72.5m PCP

CORE BUSINESS

14% ↑

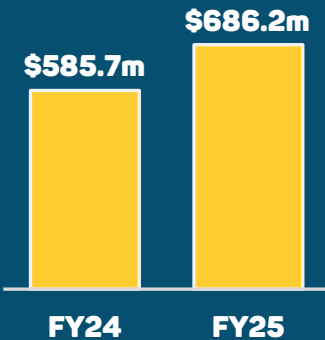
REVENUE GROWTH VS PCP

INFRASTRUCTURE

30% ↑

REVENUE GROWTH VS PCP

REVENUE (A\$)



NORTH AMERICA

REVENUE

8% ↑

GROWTH FROM H1 TO H2

EBITDA

8% ↑

GROWTH FROM H1 TO H2

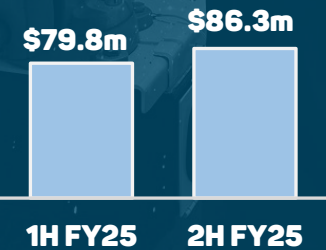
RECORD HEAD COUNT

550+ AT 30 JUNE 2025

GLOBAL MOBILITY

150+ TECHNICIANS MOBILISED TO CANADA

REVENUE (A\$)



REST OF WORLD

REVENUE

81% ↑

GROWTH VS PCP

EBITDA

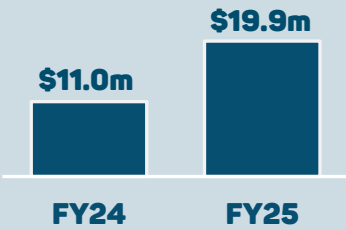
118% ↑

\$3.1m VS \$1.4m PCP

COUNTRIES

9 ACTIVE IN ASIA & OCEANIA REGIONS IN FY25

REVENUE (A\$)





FINANCIAL REVIEW

PAUL HEGARTY | CFO

FINANCIAL PERFORMANCE

AS\$'000	FY24	FY25
REVENUE	774,472	872,202
GROSS PROFIT	161,987	168,052
GROSS MARGIN	20.9%	19.3%
EBITDA	99,231	109,533
EBITDA MARGIN	12.8%	12.6%
EBIT	74,701	83,997
EBIT MARGIN	9.6%	9.6%
NPAT	50,419	57,147
NPAT MARGIN	6.5%	6.6%
EARNINGS PER SHARE (CENTS)	25.21	28.35
DIVIDENDS PER SHARE (CENTS)	7.80	8.80

HIGHLIGHTS



GROUP REVENUE
GROWTH

13% VS PCP



IMPROVED EARNINGS
PER SHARE

12% VS PCP



DIVIDEND
PAYOUT RATIO

31%



EARNINGS
GROWTH

13% VS PCP



INCREASED
DIVIDENDS

13% VS PCP



STABLE MARGIN
PROFILE

0.6%

NPAT MARGIN
DIFFERENTIAL
OVER LAST 5 YEARS

FINANCIAL POSITION

A\$'000	JUN 24	JUN 25
CASH & CASH EQUIVALENTS	30,121	24,263
TRADE & OTHER RECEIVABLES	171,162	165,006
PROPERTY, PLANT & EQUIPMENT	118,424	129,204
INVESTMENTS & OTHER ASSETS	18,238	28,515
TOTAL ASSETS	337,945	346,988
TRADE & OTHER PAYABLES	82,118	72,270
TAX LIABILITIES	18,607	13,155
PROVISIONS	7,181	9,922
BORROWINGS	61,299	32,559
OTHER	8,414	6,773
TOTAL LIABILITIES	177,619	134,679
NET ASSETS	160,326	212,309

HIGHLIGHTS



SIMPLE BALANCE SHEET

1,850+

SERVICE VEHICLES LOCATED
THROUGHOUT THE WORLD



NET DEBT REDUCTION

73%

NET DEBT REDUCED BY \$22.9M



INVESTED IN GROWTH

\$38.1M

GROWTH CAPITAL DEPLOYED IN FY25



STRONG BALANCE SHEET

\$212.3M

NET ASSET POSITION



LOW NET LEVERAGE

0.1x

NET DEBT ÷ ANNUALISED
FY25 EBITDA

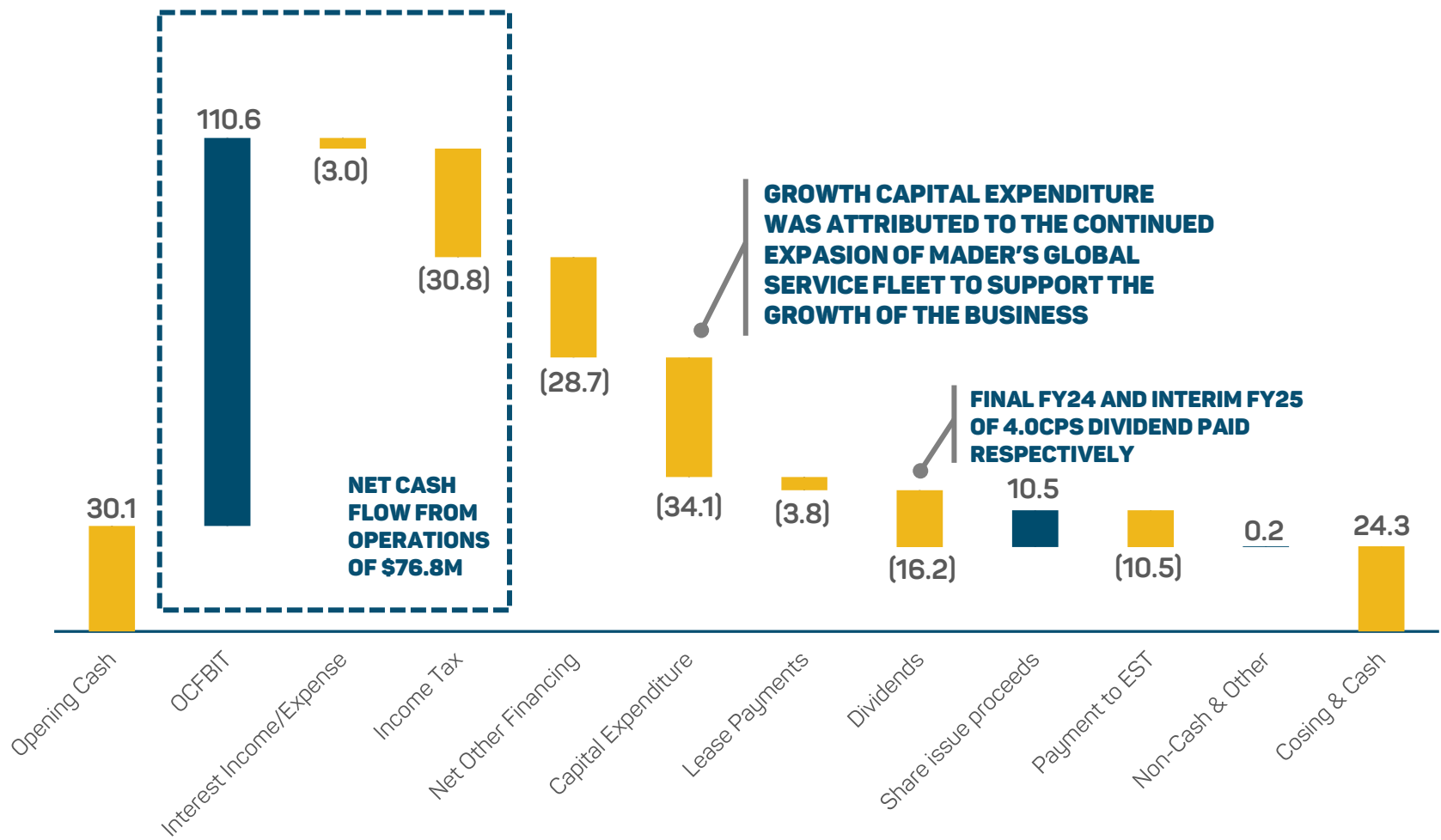


FUNDING FLEXIBILITY

\$103.7M

AVAILABLE GROWTH FACILITIES

CASH FLOW

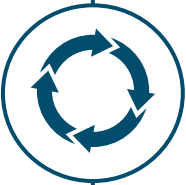


HIGHLIGHTS



SOLID OPERATING CASH FLOWS

\$76.8M



STRONG CASH CONVERSION

101%

OPERATING CASH FLOW BEFORE INTEREST AND TAX TO EBITDA



FREE CASHFLOW GENERATIVE

\$42.7M

52% INCREASE VS PCP



BUILDING TO THE FIRST BILLION

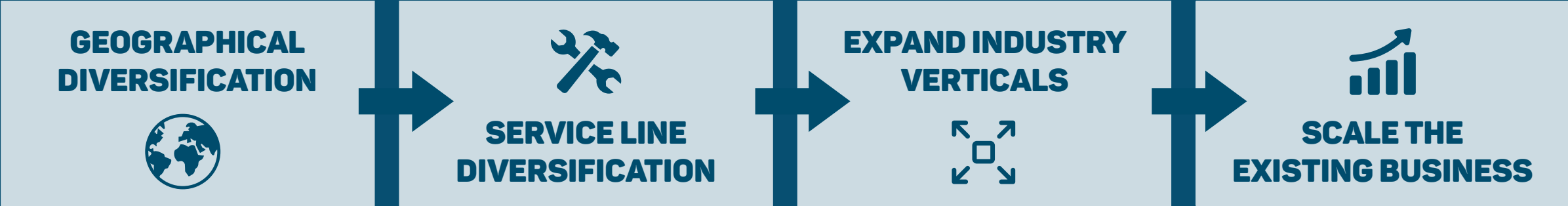
MADER GROUP LIMITED

STRATEGIC PLAN

“As we enter the final year of our five-year strategic plan, the blueprint set out by the Board of Directors has served as a strategic guide in achieving our results over the last four years. This has positioned us well to deliver FY26 and the five-year plan targets.”

Justin Nuich
Executive Director & CEO

SET IN THE STRATEGIC PLAN:



YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
FY22 NPAT TARGET:	FY23 NPAT TARGET:	FY24 NPAT TARGET:	FY25 NPAT TARGET:	FY26 NPAT TARGET:
\$24M	\$32M	\$40M	\$51M	\$65M

THE BUILDING BLOCKS

CULTURE



380+

EMPLOYEES ON
OVERSEAS
GLOBAL PATHWAYS
ADVENTURES



150+

EXPERIENCES
DELIVERED BY
THREE GEARS

LEADERSHIP DEVELOPMENT



240+

TEAM LEADERS IN
GLOBAL OPERATIONS



120+

TRADE UPGRADE
GRADUATES IN FY25

RESOURCES & MINERALS



AUSTRALIA

3.4B ROM

SITES ENGAGED IN FY25: 450+
TOTAL MINES & PROJECTS IN
OPERATION: 552

NORTH AMERICA

7.1B ROM

SITES ENGAGED IN FY25: 175+
TOTAL MINES & PROJECTS IN
OPERATION: 3,508



REST OF WORLD

15.6B ROM

SITES ENGAGED IN FY25: 11
TOTAL MINES & PROJECTS: 7,439

Source: Mines & Projects Database – Global Data, 2025.

INFRASTRUCTURE MAINTENANCE

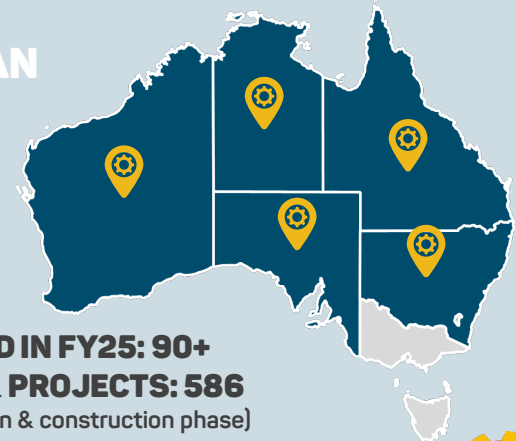


PROCESSING INFRASTRUCTURE
CRUSHERS, SCREENS,
CONVEYORS, STACKERS



NON-PROCESSING
INFRASTRUCTURE
WORKSHOPS, MINING CAMPS,
PROJECT MANAGEMENT

AUSTRALIAN MARKET



SITES ENGAGED IN FY25: 90+
TOTAL MINES & PROJECTS: 586
(in Australia, operation & construction phase)

Source: Mines & Projects Database – Global Data, 2025.

THE BUILDING BLOCKS

ENERGY MARKET

OIL AND GAS ARE ESSENTIAL TO POWERING OVER HALF THE WORLD'S ENERGY.



PRODUCTION AT THE
WELLHEAD



STORAGE &
DISTRIBUTION



OIL AND GAS
FACILITIES



TRANSPORTATION
(PIPELINES)

INTERSTATE PIPELINE



TRANSPORT & LOGISTICS



249B

TONNE KILOMETRES
OF **FREIGHT** MOVED
BY ROAD IN
AUSTRALIA



89%

DOMESTIC RAIL
FREIGHT OF
IRON ORE & COAL



31,191KM

KILOMETRES OF
OPEN **RAILWAY**
ACROSS AUSTRALIA

CARRIED BY ROAD AND RAIL



LIVESTOCK



PETROLEUM PRODUCTS



BULK CARTAGE



MINED MATERIALS

Source 1: Global Data, 2025.

Source 2: Bitre, Australian Infrastructure and Transport Statistics, 2025.

EMERGING MARKETS



PROVING THE BUSINESS MODEL
IN NEW SCALABLE MARKET
SEGMENTS



REVENUE DIVERSIFICATION:
EXPANDING OUR PORTFOLIO AND
DRIVING GROWTH THROUGH NEW
REVENUE STREAMS



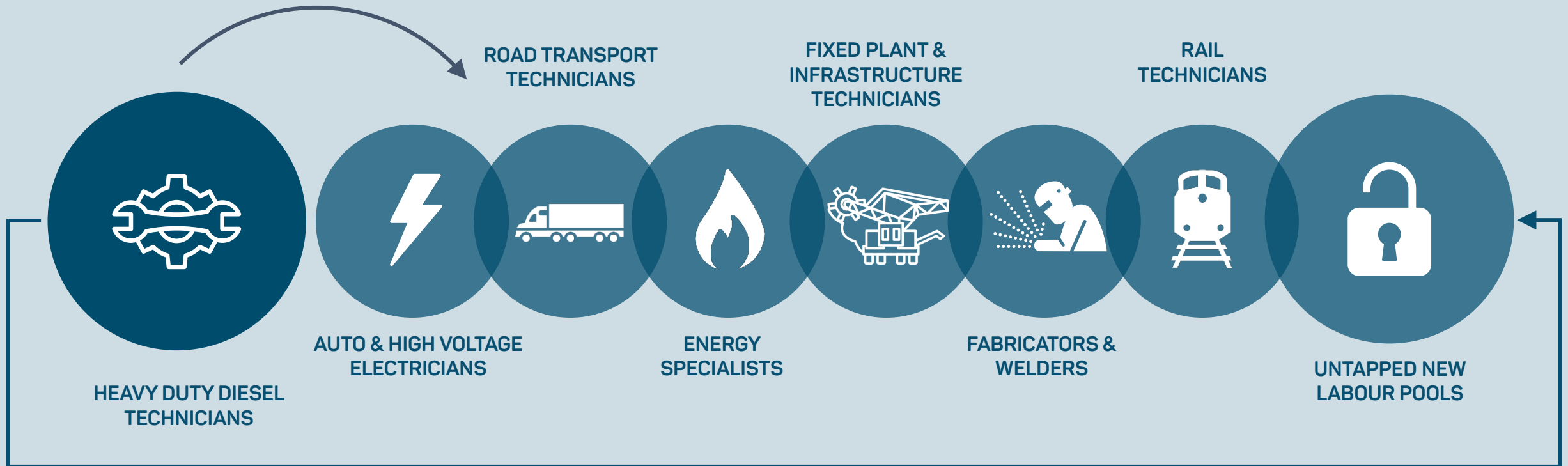
**EXPANSION ACROSS INDUSTRIES AND
BORDERS: DIVERSIFIED GROWTH**
THROUGHOUT BROADER MARKET
PRESENCE



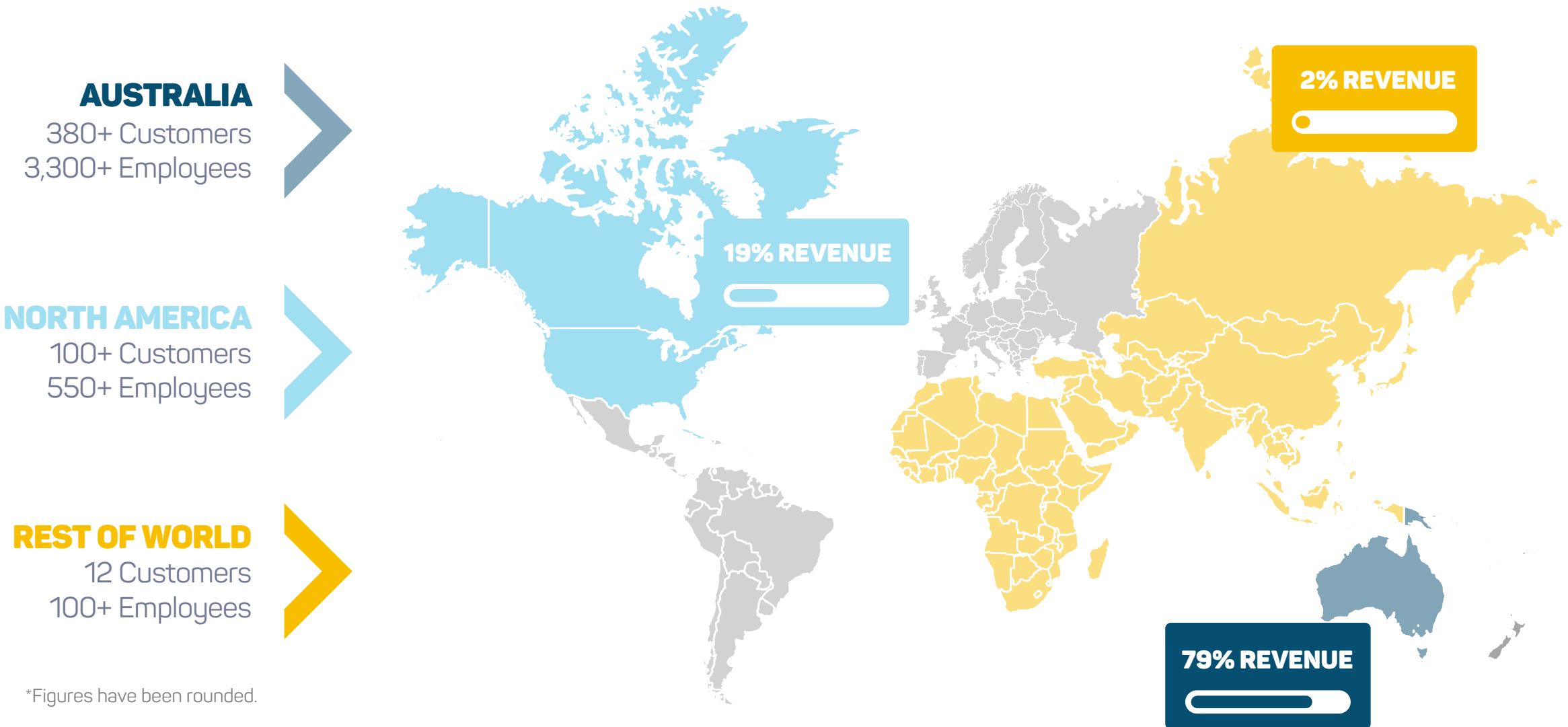
RESEARCH AND DEVELOPMENT:
EXPLORING EMERGING MARKETS,
OPPORTUNITIES AND GROWTH
GAPS

AN **EVOLVING** BUSINESS

A PROVEN TRACK RECORD OF ORGANICALLY REPLICATING OUR UNIQUE BUSINESS MODEL ACROSS MULTIPLE INDUSTRY VERTICALS.



MULTIPLE BEACHHEADS TO TARGET GROWTH



AUSTRALIA

380+ Customers
3,300+ Employees

NORTH AMERICA

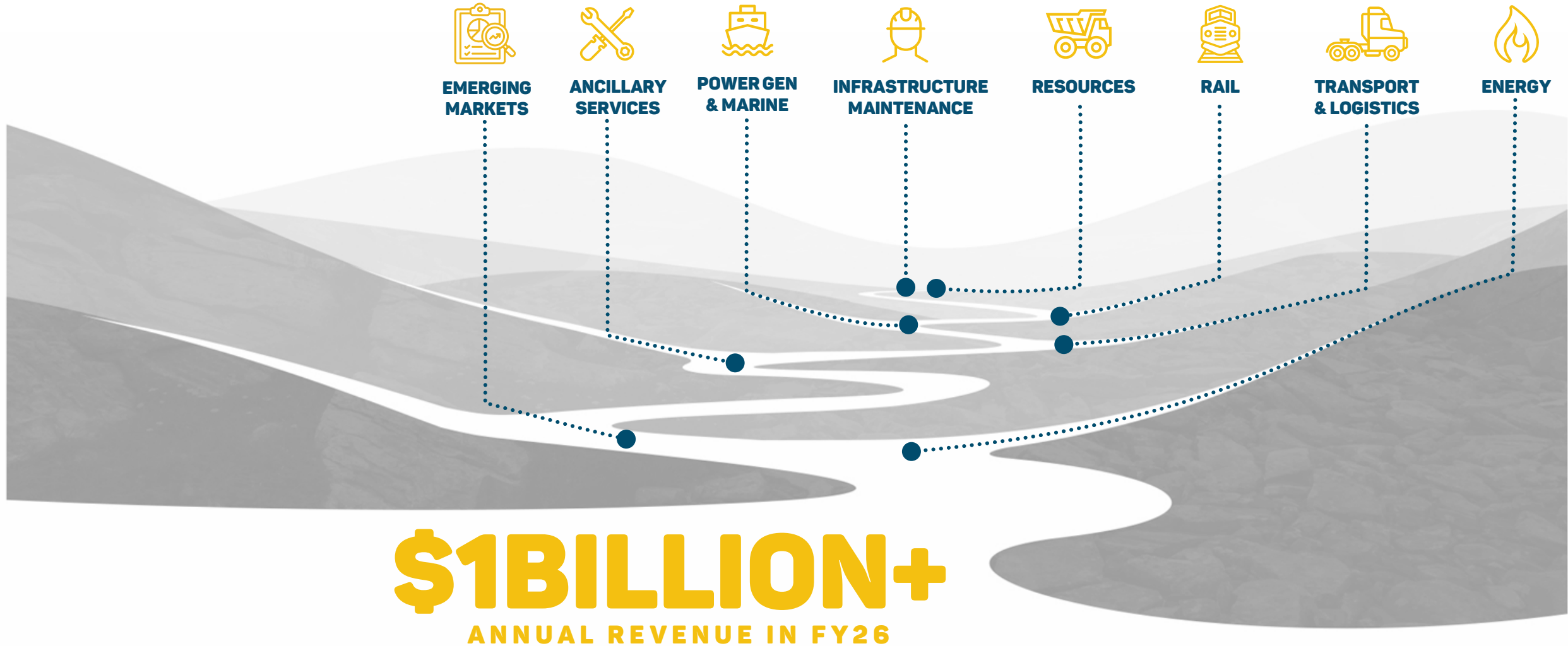
100+ Customers
550+ Employees

REST OF WORLD

12 Customers
100+ Employees

*Figures have been rounded.

JUST GETTING **STARTED**



OUTLOOK

JUSTIN NUICH | EXECUTIVE DIRECTOR & CEO



STRATEGIC PLAN PROGRESS

“As we enter the final year of our current five-year strategic plan, we are more determined than ever to achieve the ambitious goals we set four years ago.”

Justin Nuich
Executive Director & CEO

YEAR 1

NPAT TARGET:
\$24M

FY22 ACTUAL:
\$28M

EXCEEDED

+44% PCP

YEAR 2

NPAT TARGET:
\$32M

FY23 ACTUAL:
\$39M

EXCEEDED

+38% PCP

YEAR 3

NPAT TARGET:
\$40M

FY24 ACTUAL:
\$50M

EXCEEDED

+31% PCP

YEAR 4

NPAT TARGET:
\$51M

FY25 GUIDANCE:
\$57M

EXCEEDED

+13% PCP

YEAR 5

NPAT TARGET:
\$65M

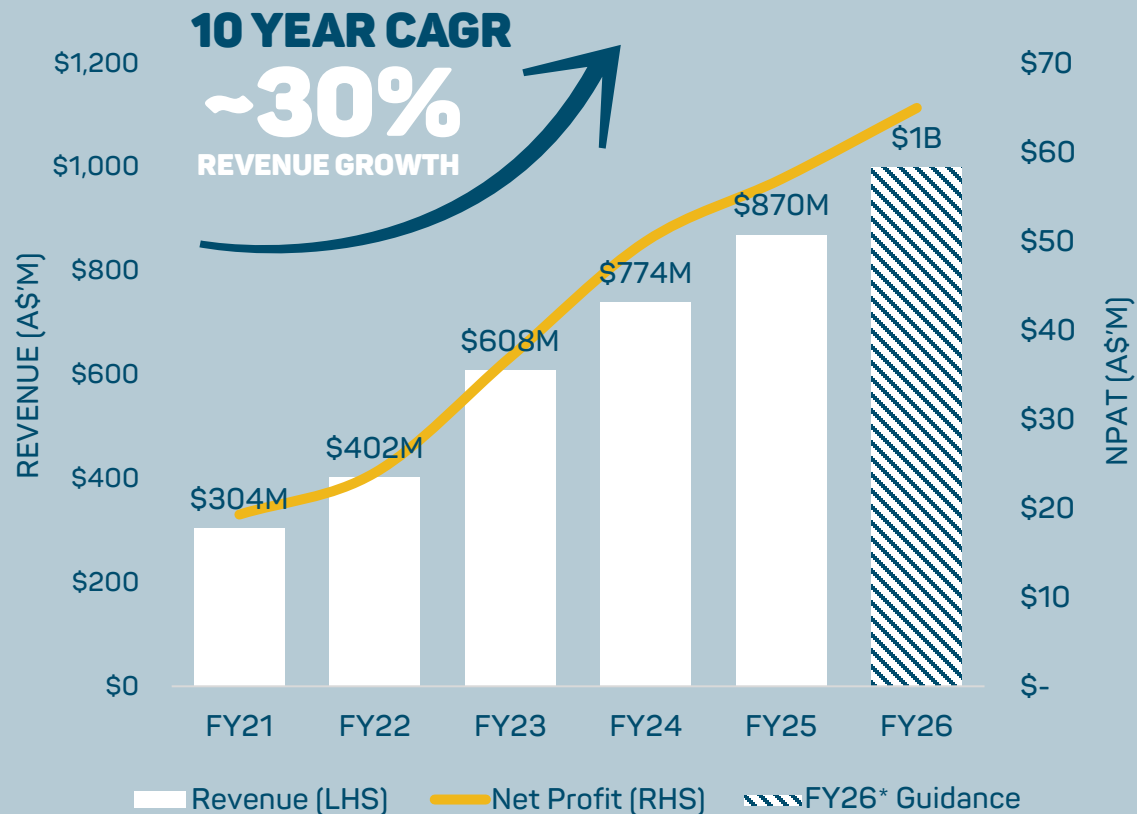
FY26 GUIDANCE:
\$65M

ON TRACK

+14% PCP

HIGH GROWTH AGENDA

REVENUE GUIDANCE FOR FY26 IS
EXPECTED TO BE AT LEAST **\$1B**,
DELIVERING AN NPAT OF AT LEAST **\$65M**



*Based on delivery of the Group's FY26 revenue and NPAT guidance.

PATHWAY TO NET CASH

TARGETING NET CASH
POSITION IN FY26



TARGETED GROWTH IN NORTH AMERICA

A SIGNIFICANT PILLAR IN OUR
LONG-TERM GROWTH
STRATEGY



GEOGRAPHICAL DIVERSIFICATION

TARGETING NEW REGIONS
AROUND THE WORLD



SERVICE DIVERSIFICATION

TARGETING NEW
MARKETS AND SERVICE
OFFERINGS



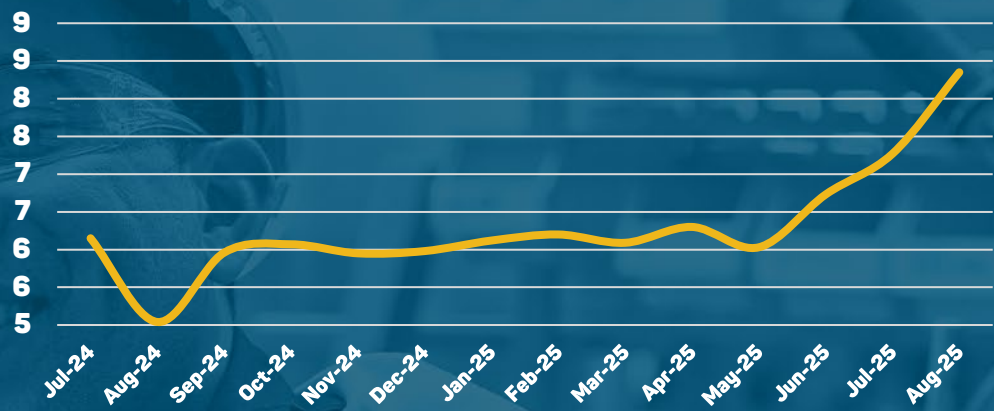
INVESTMENT CASE

MARKET CAP
\$1.7B
AT MARKET CLOSE
25 AUGUST 2025

SHARES
202M
ON ISSUE*

SHARE PRICE
\$8.35
AT MARKET CLOSE
25 AUGUST 2025

SHARE PRICE (\$/SHARE)



**PROVEN
TRACK
RECORD**

**DISRUPTIVE
BUSINESS
MODEL**

**UNIQUE
WORKPLACE
CULTURE**

**SUSTAINABLE
GROWTH
PROSPECTS**

**LARGE
ADDRESSABLE
MARKETS**

**POSITIVE
INDUSTRY
TRENDS**

**CAPITAL
LIGHT
OPERATIONS**

**SIMPLE BALANCE
SHEET & FINANCIAL
FLEXIBILITY**

Capital structure excludes 1.8m FY24 Share Appreciation Rights and 7.84m FY26 Performance Rights.



APPENDICES

MADER GROUP LIMITED

BOARD OF DIRECTORS



LUKE MADER

Founder &
Executive Chair

Founder of Mader, Luke is trade qualified with over 25 years' experience in the mining services industry. Luke leads Mader's strategic growth and development and has built Mader into a leading global provider of specialist technical services across multiple industries.



JUSTIN NUICH

Executive Director &
Chief Executive Officer

Justin has over 20 years' experience in the mining and energy industries in Australia and globally. Currently Mader's Executive Director and CEO, Justin is well versed with the business having sat on the Board since January 2019.



PATRICK CONWAY

Executive Director &
Director of Emerging
Businesses

Formerly the CEO and CFO of Mader, Patrick has been with the Company for over ten years and has a background in Public Practice accounting and business advisory. Patrick plays a pivotal role in influencing the Group's strategic direction as the Director Emerging Business.



CRAIG BURTON

Non-Executive
Director

Craig is a venture capital investor in emerging projects and businesses. He has a track record of providing financing backing and strategic advice to successful management teams and start-up entrepreneurs.

OUR SERVICES

OUR SELECTION OF SPECIALIST SERVICES ARE DESIGNED TO HELP CUSTOMERS MAKE LIGHT WORK OF HEAVY EQUIPMENT MAINTENANCE.

CORE MECHANICAL SERVICES

- ⚙ MOBILE PLANT MAINTENANCE
- ⚙ RAPID RESPONSE TEAMS
- ⚙ EXCAVATOR SUPPORT TEAMS
- ⚙ DRILL SUPPORT TEAMS
- ⚙ EQUIPMENT SHUTDOWN TEAMS
- ⚙ MAINTENANCE PROJECTS
- ⚙ TRAINING AND MENTORING
- ⚙ ROSTERED SUPPORT

GROWTH STRATEGY

- ⚙ INFRASTRUCTURE MAINTENANCE
- ⚙ FABRICATION AND LINE BORING
- ⚙ ELECTRICAL MAINTENANCE
- ⚙ MARINE AND POWER GENERATION
- ⚙ RAIL MAINTENANCE
- ⚙ CLEAN TEAM
- ⚙ OIL AND GAS INDUSTRIES
- ⚙ ROAD TRANSPORT MAINTENANCE
- ⚙ RESEARCH AND DEVELOPMENT INTO EMERGING MARKETS

METHOD OF CUSTOMER ENGAGEMENT

TYPICALLY
RECURRING WORK
SCOPES

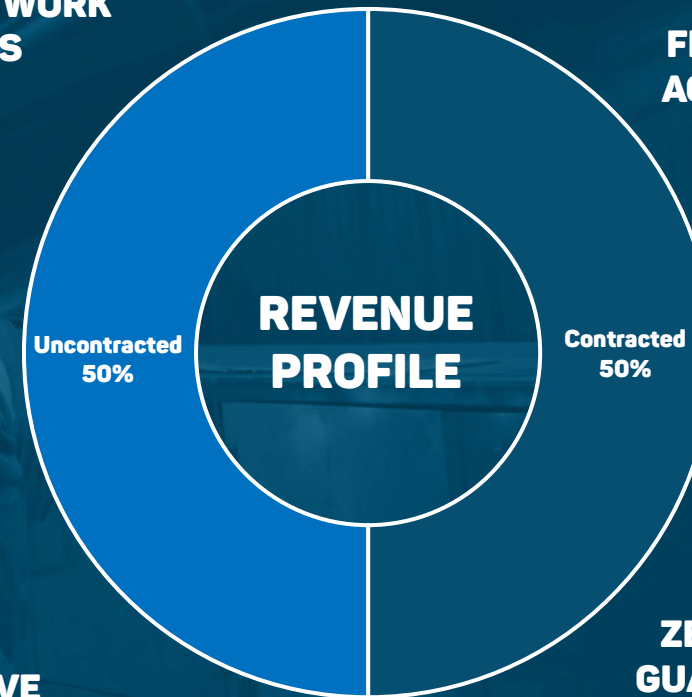
MULTI-YEAR
MASTER
FRAMEWORK
AGREEMENTS

ANNUAL
RISE AND FALL
MECHANISM

ZERO VOLUME
GUARANTEED TO
PROTECT PRICING
DOWNSIDE

FLEXIBLE
PRICING

REACTIVE
SERVICE
DELIVERY



FUTURE PLANNING

OUR TRADE UPGRADE PROGRAM AIMS TO BRIDGE THE SKILLS GAP. THROUGH THIS INITIATIVE, WE WORK CLOSELY WITH OUR INDUSTRY PARTNERS TO FEED QUALITY TRADESPEOPLE INTO MINING ACROSS WESTERN AUSTRALIA, QUEENSLAND, NEW SOUTH WALES AND CANADA.

WE ARE PROUD TO HAVE INDUCTED **640+** APPRENTICES INTO OUR TRADE UPGRADE PROGRAM SINCE INCEPTION IN 2019.



162+
ACTIVE
IN FY25



120+
QUALIFIED IN
FY25



4
GLOBAL
DELIVERY
LOCATIONS

TOOLS FOR LIFE

WITH LASER FOCUS ON SUPPORTING DISADVANTAGED GROUPS AND EMPOWERING THE NEXT GENERATION, MADER'S **TOOLS FOR LIFE** PROGRAM REACHES EVERY CORNER OF THE WORLD.

WE ARE COMMITTED TO CREATING A BRIGHTER FUTURE FOR THE COMMUNITIES WE OPERATE IN, EQUIPPING THEM WITH THE TOOLS THEY NEED TO BUILD A BETTER LIFE.

SPONSORSHIPS



SPONSORED THE U18S NOVAMAN HUSKIES FEMALE HOCKEY TEAM IN CANADA, FOSTERING ATHLETIC GROWTH IN YOUTH AND SUPPORTING LOCAL COMMUNITIES.

CHARITY



PARTNERED WITH PORT TO PUB ALONGSIDE PERTH CHILDRENS HOSPITAL AND TELETHON KIDS INSTITUTE TO MAKE A DIFFERENCE IN THE LIVES OF WEST AUSTRALIAN KIDS.

TOOLS FOR LIFE



HOSTED STUDENTS FROM THE WA COLLEGE OF AGRICULTURE AT OUR MADER MAINTENANCE CENTRE, EXPOSING THEM TO THE DIFFERENT CAREER PATHWAYS AVAILABLE IN THE INDUSTRY.

GLOSSARY

CAGR	COMPOUNDING ANNUAL GROWTH RATE
TRIFR	TOTAL RECORDABLE INJURY FREQUENCY RATE PER ONE MILLION HOURS WORKED
HV ELECTRICIAN	HIGH VOLTAGE ELECTRICIAN
LV MECHANIC	LIGHT VEHICLE MECHANIC
RT MECHANIC	ROAD TRANSPORT MECHANIC
PCP	THE PRIOR CORRESPONDING PERIOD, BEING FY24
EBITDA	EARNINGS BEFORE INTEREST, TAX, DEPRECIATION AND AMORTISATION
EBIT	EARNINGS BEFORE INTEREST AND TAX
NPAT	NET PROFIT AFTER TAX
NET LEVERAGE	NET DEBT / ANNUALISED EBITDA
EPS	EARNINGS PER SHARE
CPS	CENTS PER SHARE
FY26	THE PERIOD 1 JULY 2025 TO 30 JUNE 2026
FY25	THE PERIOD 1 JULY 2024 TO 30 JUNE 2025
FY24	THE PERIOD 1 JULY 2023 TO 30 JUNE 2024
H1	THE PERIOD 1 JULY 2024 TO 31 DECEMBER 2024
H2	THE PERIOD 1 JANUARY 2025 TO 30 JUNE 2025
OCFBIT	OPERATING CASH FLOW, BEFORE INTEREST AND TAX

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