



1H FY24 Financial Results

MADER GROUP LIMITED | 20 FEBRUARY 2024



MADER



Who We Are

Mader is a leading global provider of specialist technical services across multiple industries. We are dedicated to helping customers enhance their operations through optimal asset performance.

Global workforce
3,000+
Skilled employees

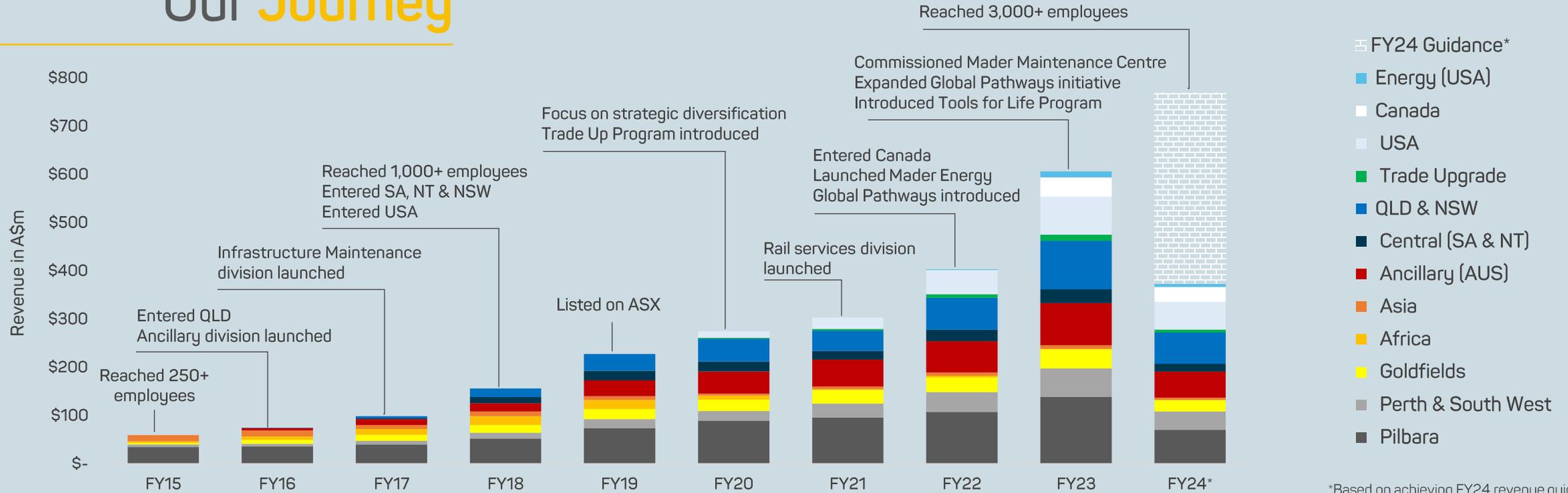
Support vehicles
1,200+
Throughout the world

Supported
460+
Locations

Wide network
400+
Customers

Operated in
6
Countries

Our Journey



*Based on achieving FY24 revenue guidance.



What We Do

We deliver 'tap on, tap off' specialist services designed to help our customers make light work of heavy equipment maintenance.

Heavy Mobile
Equipment

Fixed
Infrastructure

Transport
& Logistics

Power Generation
& Marine

Energy
Sector

Specialist **technical services** covering...

Globally Diversified Portfolio

Track record of replicating the business model in new addressable markets



Organic Focus

100% organic
growth

Stable margins and
disciplined capital
allocation

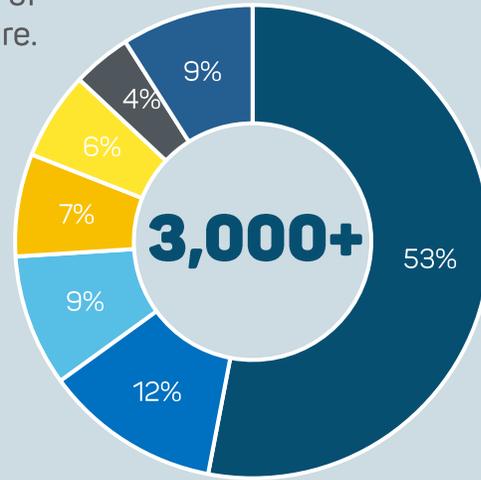
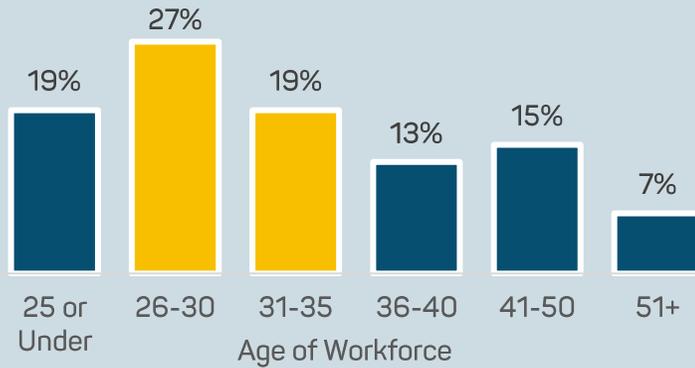
Strong operating
cashflows

Relatively low
capital intensity



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 & High Voltage Electrician
- Heavy Road & Light Vehicle Mechanic
- Apprentice
- Fabricator/Welder
- Fixed Plant & Infrastructure Mechanic
- Other

AWARD RECOGNITION

EMPLOYER OF THE YEAR
 2023 AWARD WINNER
 RISE BUSINESS AWARDS
 SPONSORED BY BUSINESS NEWS

BEST CANDIDATE EXPERIENCE INITIATIVE
 2023 AWARD FINALIST
 SEEK TALENT ACQUISITION RECOGNITION
 (STAR) AWARDS

LARGE BUSINESS OF THE YEAR
 2022 AWARD WINNER
 RISE BUSINESS AWARDS
 SPONSORED BY BUSINESS NEWS

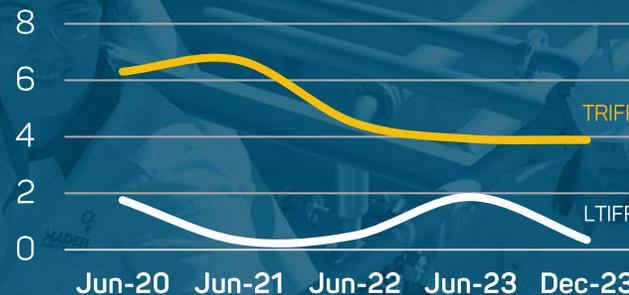
EMPLOYER OF CHOICE
 2022 AWARD WINNER
 AUSTRALIAN BUSINESS AWARDS

Geared For Safety

"Our TRIFR continued to improve, with 3.88 recordable injuries per million hours worked recorded. This can be attributed to continued investment in our safety systems. To this end during the half-year driver fatigue management systems across our global fleet were approved, adding an extra layer of safety to our 1,200 vehicles."

- Justin Nuich
 Executive Director and CEO

Injury frequency rates



We continued to strive towards zero harm, with a focus internally to strengthen safety culture; including streamlining procedures, technology and systems. Further action was taken to enhance our driver monitoring systems to address vehicle-related risks.

Executive Overview

JUSTIN NUICH | EXECUTIVE DIRECTOR & CEO



1H FY24 Highlights

Total Revenue

\$374.4m

Up 34% from
\$280.3m PCP 

EBITDA

\$48.5m

Up 43% from
\$33.8m PCP 

NPAT

\$24.2m

Up 38% from
\$17.6m PCP 

Net Debt

\$35.3m

Down 17% from
\$42.7m (June 23) 

Dividends

3.8 cps

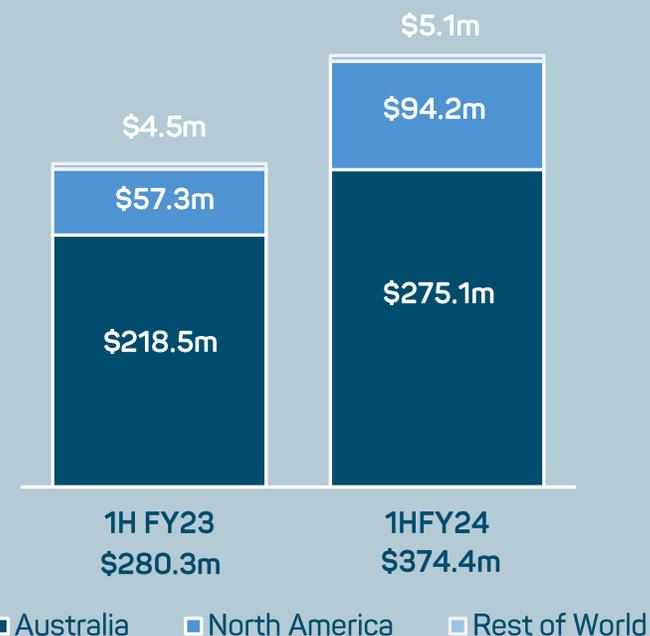
Up 58% from
2.4 cps PCP 

EPS

12.12 cps

Up 38% from
8.78 cps PCP 

Revenue by Region (\$m's)



GROWTH TRAJECTORY
driven by **continued diversification** in new and existing markets

Sustained **strong**
demand globally

Invested **in fleet**
expansion
in North America

Diversified **global**
service offerings

Australia

Revenue
26%↑

Growth vs PCP

EBITDA¹
32%↑

\$33.2m vs \$25m PCP

Core Business
27%↑

Revenue Growth vs PCP

Infrastructure
48%↑

Revenue Growth vs PCP

Apprentices

220+

Active in Trade Upgrade Program

Revenue (A\$)



North America

Revenue
64%↑

Growth vs PCP

EBITDA¹
76%↑

\$19.m vs \$11m PCP

Canada



Outstanding growth in Canada with significant unmet demand

Regions

23

Actively operating across 23 States & Provinces

Energy Sector



Continues to target gas compression customers in the United States

Global Mobility



Global Pathways Program has mobilised 90+ technicians globally

Revenue (A\$)



Rest of World



Revenue
13%↑

Growth vs PCP

EBITDA¹
24%↓

\$0.6m vs \$0.8m PCP

Countries

3

Active in Asia and the Oceania Region throughout 1H FY24

Revenue (A\$)



1. The sum of EBITDA presented above excludes corporate overheads of \$4.7m.



Financial Review

PAUL HEGARTY | CFO



Financial Performance



AS'000	1H FY23	1H FY24
Revenue	280,349	374,425
Gross Profit	58,151	83,876
Gross Margin	20.7%	22.4%
EBITDA	33,822	48,491
EBITDA Margin	12.1%	13.0%
EBIT	26,567	36,842
EBIT Margin	9.5%	9.8%
NPAT	17,569	24,250
NPAT Margin	6.3%	6.5%
Earnings Per Share (cents)	8.78	12.12
Dividends Per Share (cents)	2.40	3.80

HIGHLIGHTS

Group Revenue Growth
(Consolidated)

34% vs PCP



Strong Revenue Growth
(North America)

64% vs PCP



North America Revenue
Contribution

25% vs PCP



Improved Earnings
(EBITDA)

43% vs PCP



Improved Earnings Per Share

38% vs PCP



Increased Dividends

58% vs PCP



Financial Position



A\$'000	Jun 23	Dec 23
Cash & cash equivalents	13,010	22,546
Trade & other receivables	122,819	121,581
Property, plant & equipment	100,163	109,057
Investments & other assets	16,705	21,674
Total Assets	252,697	274,857
Trade & other payables	49,968	46,902
Tax liabilities	13,367	18,392
Provisions	5,314	6,096
Borrowings	55,712	57,828
Other	8,691	8,081
Total Liabilities	133,053	137,298
Net Assets	119,644	137,559

HIGHLIGHTS

Simple Balance Sheet

1,200+



Service vehicles located throughout the world

Strong Balance Sheet

\$137.6m



Net Asset Position

Cash Collection Improved

22%↑



DSO reduced to 54 days from 70 at June 23

Low Net Leverage

0.36x



Net debt ÷ Annualised 1H FY24 EBITDA

Invested in Growth

\$19.5m



Growth capital deployed in 1H FY24

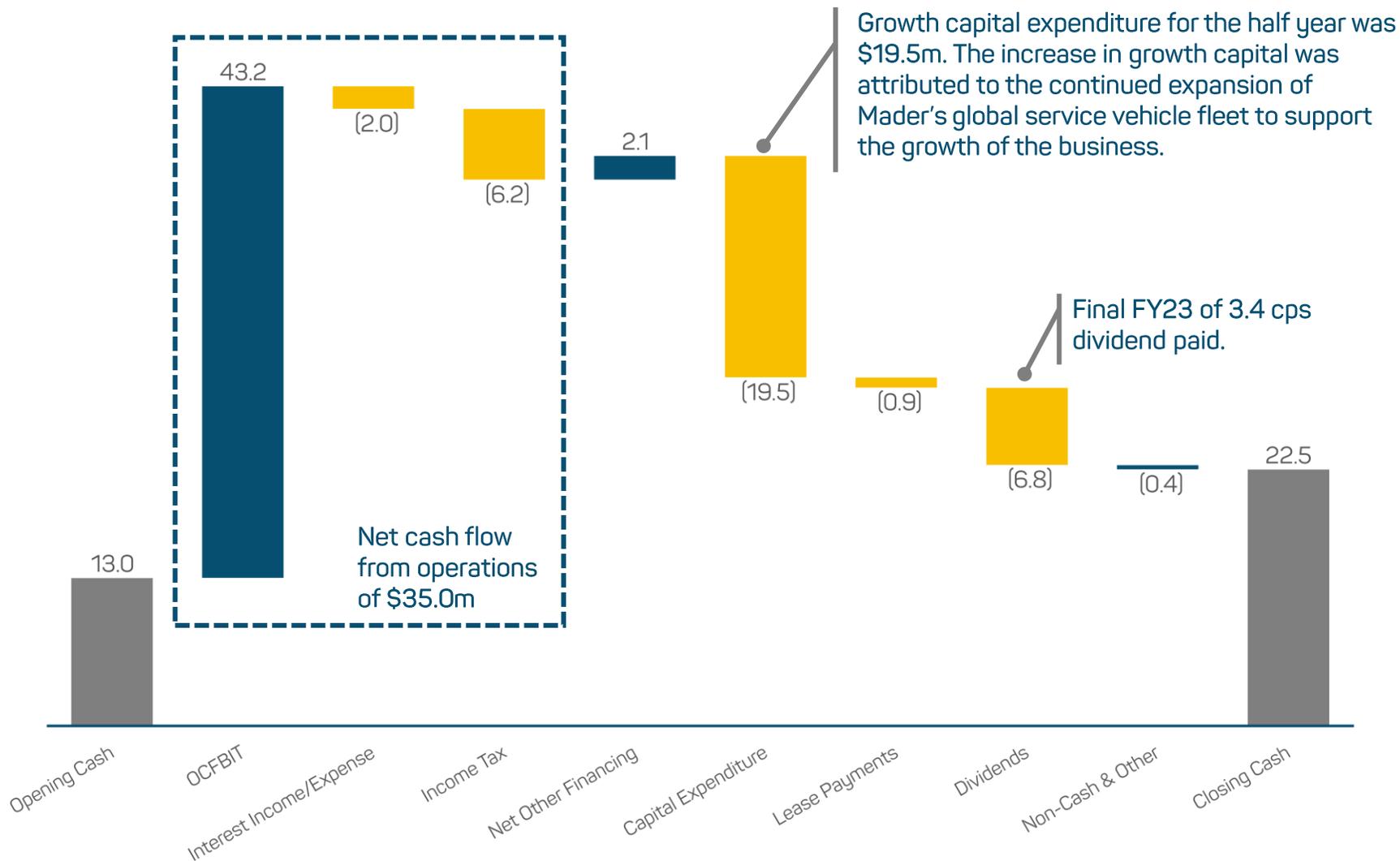
Well Positioned for Growth

\$112.5m



Available finance facilities

Cash Flow



HIGHLIGHTS

Solid Operating Cash Flows

\$35.0m

Strong Cash Conversion

89%

Operating cash flow before interest and tax to EBITDA

Invested in Growth

\$19.5m

Growth capital cashflow in 1H FY24

A blue-tinted photograph of an industrial facility, likely a refinery or chemical plant. Large pipes and machinery are visible. Two workers wearing hard hats and safety gear are standing on a metal platform or staircase, looking towards the camera. The overall scene is industrial and technical.

Building to the first billion

MADER GROUP LIMITED

The Building Blocks



Culture



150+

Employees engaged for overseas opportunities through the **Global Pathways** program in 1H FY24



35+

Heart-pumping experiences delivered by internal adventure division, **Three Gears**



Leadership development



150+

Team Leaders across global operations



220+

Technicians currently active in **Trade Upgrade Program** 1H FY24

Resources & Minerals



AUSTRALIA

2.2B ROM

Sites engaged in FY23: 350+
Total mines & projects: 538

NORTH AMERICA

7.6B ROM

Sites engaged in 1H FY24: 105+
Total mines & projects: 3,545



REST OF WORLD

8.8B ROM

Sites engaged in 1H FY24: 6
Total mines & projects: 4,474

Source: GlobalData Intelligence Centre for total site operations, 2022 Mines & Project data.

Infrastructure Maintenance

Processing Infrastructure
Crushers, screens, conveyors, stackers



Non-Processing Infrastructure
Workshops, mining camps, project management



Australian market



Current sites engaged: 70+/-570 sites
(construction & operation phase)

Source: Mines & Projects Database – Global Data 2023.

The Building Blocks



Energy Market

Natural gas compression is essential to the production and transportation of natural gas. The mechanical process is required at several stages, particularly in the upstream and midstream sectors



Production at the wellhead



Storage & distribution



Gas processing facilities



Transportation (pipelines)

Interstate Pipeline

~1,700 gas compressor stations support the pipeline network, totalling ~35 million horsepower

Source: U.S. Energy Information Administration Database



Transport & Logistics

234.6B 

Tonne kilometres of freight moved by road in Australia

29% 

Of Australia's total freight is carried by road

80% 

Iron ore and coal exports comprise over 80% of Australia's domestic rail freight

32,000KM+ 

Kilometres of railway across Australia

Carried by road and rail...



Livestock



Petroleum Products



Bulk Cartage



Mined Materials

Source: Bureau of Infrastructure and Transport Research Economics Statistical Report 2022. Australian Government.

Emerging Markets

Exploring the business model's viability in new large addressable markets



Revenue diversification
Introducing new revenue streams through diversification



Industry and geographical expansion
Extending service delivery across multiple industry verticals, and geographies

Research and development
Conducting research into emerging markets, opportunities and gaps



Significant Revenue Streams

The compounding effect of replicating our business model in multiple significant addressable markets in parallel.



Ancillary Services



Power Gen & Marine



Infrastructure Maintenance



Resources



Rail



Transport & Logistics



Energy

\$1Billion+
TARGETED ANNUAL REVENUE*

*Targeted Annual Revenue of \$1B+ is an aspirational FY26 target based on the continued replication of Mader's proven business model in large addressable markets.



MADER
HEAVY EQUIPMENT MAINTENANCE

Outlook

JUSTIN NUICH | EXECUTIVE DIRECTOR & CEO



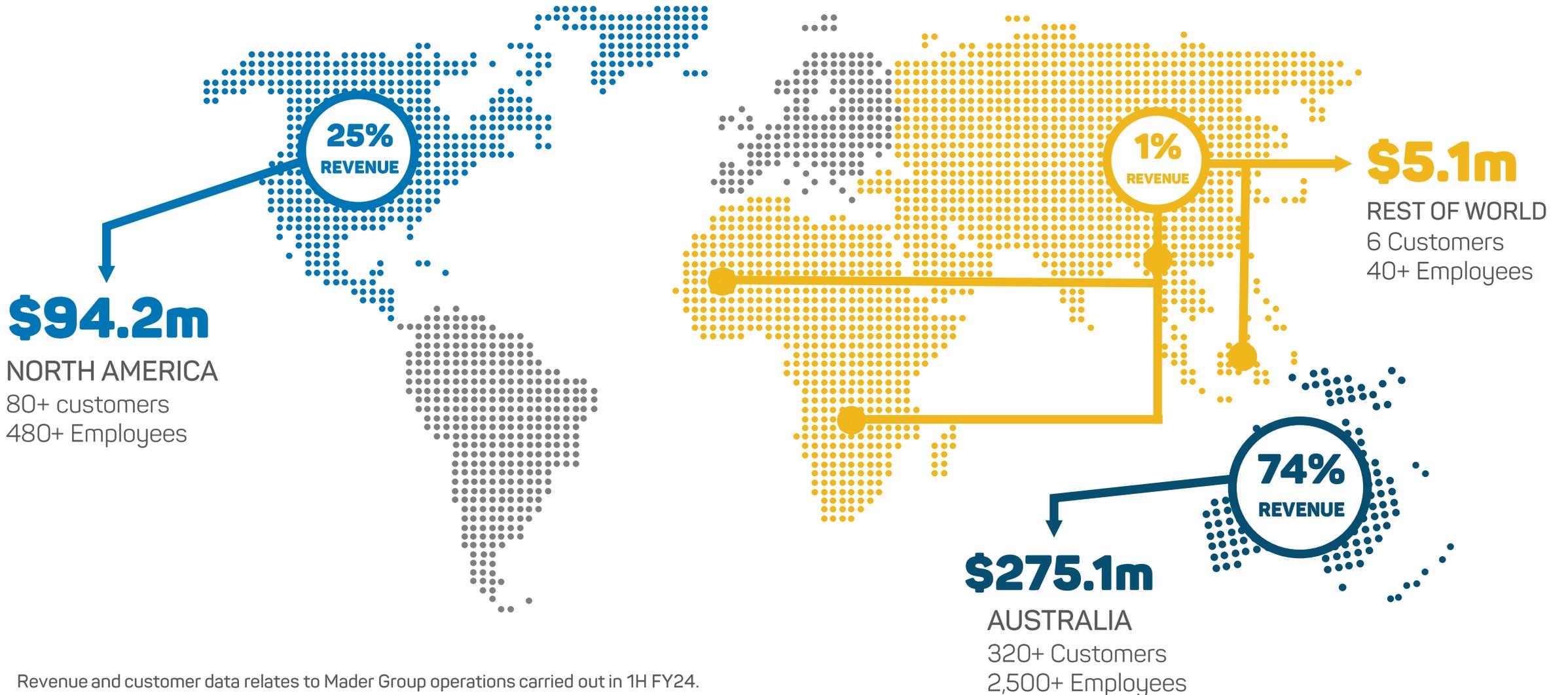
group.com.au



MECHANICALLY
FIXED

MADER

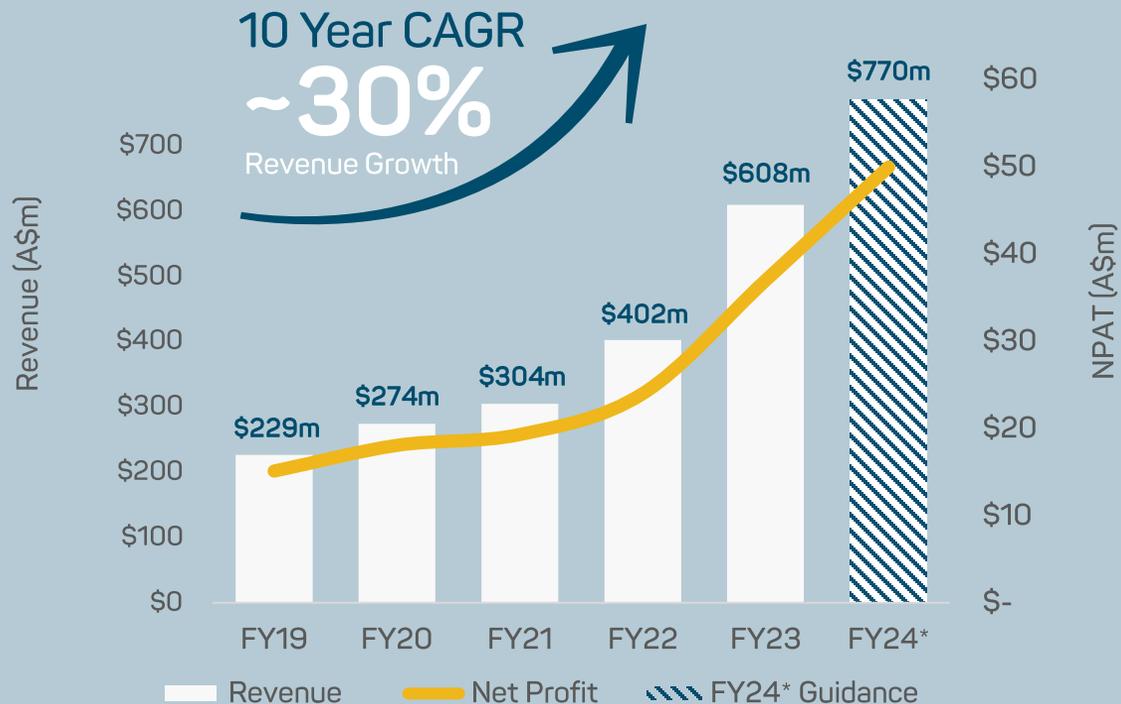
Multiple Beachheads to Target Growth



Revenue and customer data relates to Mader Group operations carried out in 1H FY24.

High Growth Agenda

Current market conditions have provided Mader with the confidence to reaffirm FY24 revenue of at least **\$770m** delivering NPAT of at least **\$50m**



*Based on delivery of the Group's FY24 revenue and NPAT guidance.

Foundation laid for growth

Strong, flexible business model and continuous business improvement

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

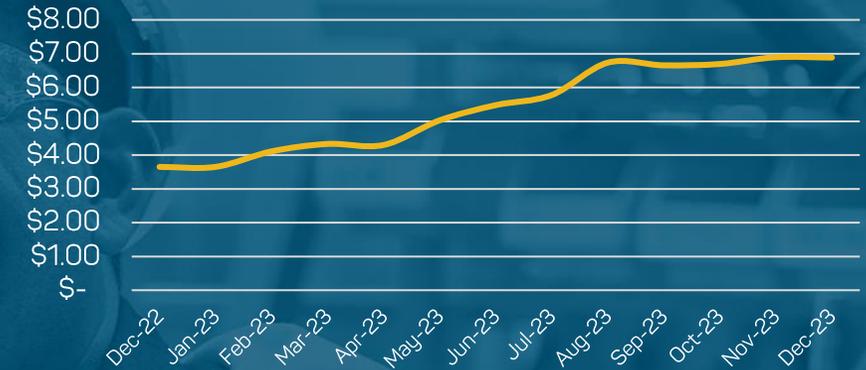
Investment Case

Market Cap
\$1.27B
At market close
19 February 2024

Shares
200m
on issue*

Share Price
\$6.37
At market close
19 February 2024

Share Price 1H FY24



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

*Undiluted issued capital, excludes 9.84m FY24 and FY26 Performance Rights and 1.8m FY24 Share Appreciation 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 8 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

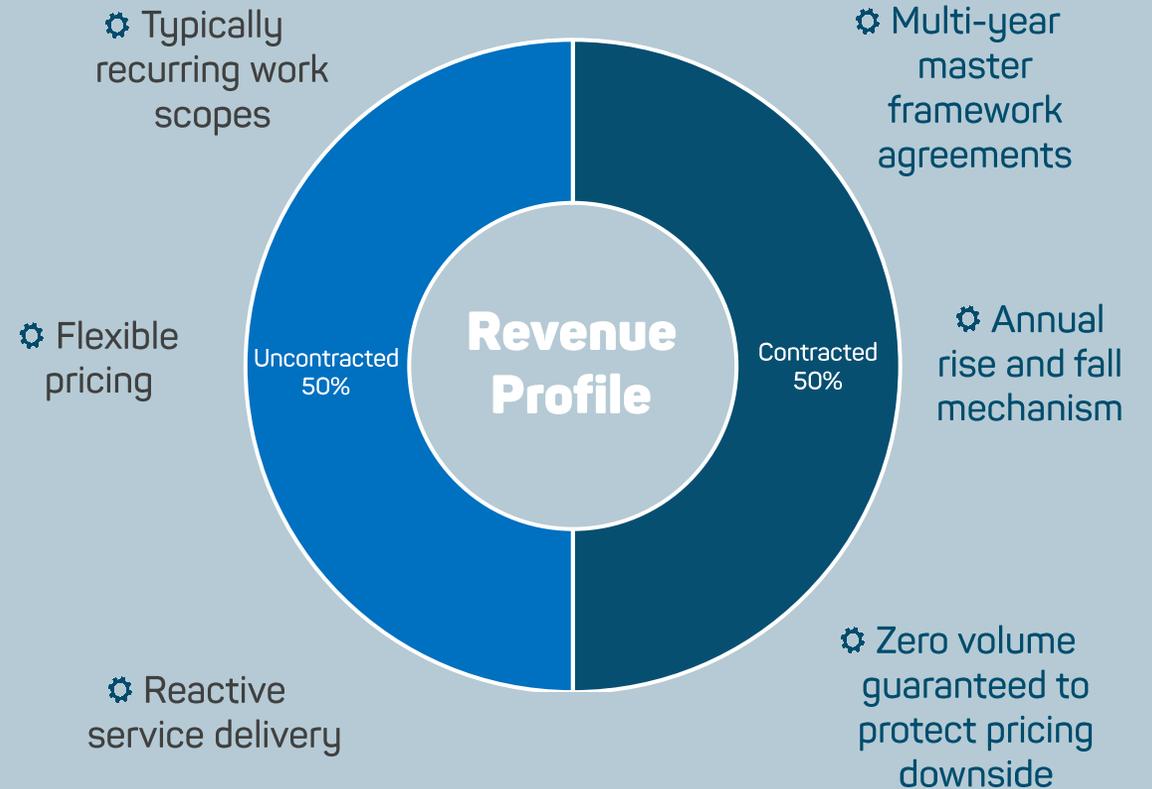
- ⚙ Mobile Plant Maintenance
- ⚙ Rapid Response Teams
- ⚙ Excavator Support Teams
- ⚙ Drill Support Teams
- ⚙ Equipment Shutdown Teams
- ⚙ Maintenance Projects
- ⚙ Training and Mentoring
- ⚙ Rostered Support

GROWTH STRATEGY

- ⚙ Infrastructure Maintenance
- ⚙ Fabrication and Line Boring
- ⚙ Electrical Maintenance
- ⚙ Marine and Power Generation
- ⚙ Rail Maintenance
- ⚙ Mader Clean Team
- ⚙ Oil and Gas Industries
- ⚙ Road Transport Maintenance
- ⚙ Research and Development into Emerging Markets



METHOD OF CUSTOMER ENGAGEMENT
STABLE MARGINS
PRICING PROTECTION



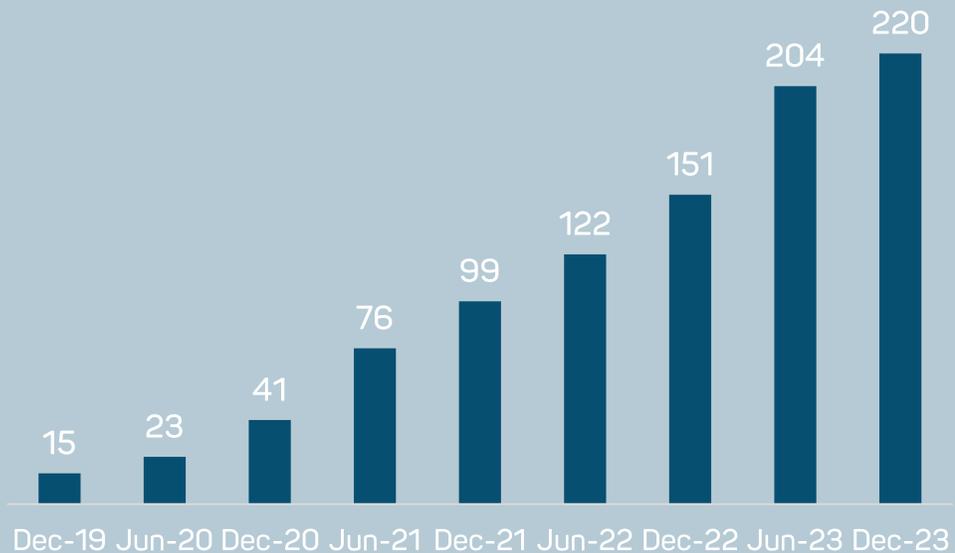


Planning for the Future

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 and New South Wales.

We are proud to have inducted 430+ apprentices into our Trade Upgrade Program since inception in 2019.

Trade Up Program Participants
(active in program)



220
ACTIVE
APPRENTICES



430+
INDUCTED
SINCE 2019



3
GLOBAL
DELIVERY
LOCATIONS

Tools for Life

Tools for Life aims to equip individuals and communities with the tools they need to build a better future and succeed in life.

With a focus on **youth, education and support**, we are proud to be encouraging the future generation to identify available pathways and build sustainable careers within the industry.

SPONSORSHIPS



Got involved in the local community, sponsoring the Mount Isa Rodeo. QLD, Australia

CHARITY



Participated in a seventh MACA Cancer 200: Ride for Research and raised more than \$75,000 for cancer research. WA, Australia

TOOLS FOR LIFE



Completed an ablution block construction project for the Kijilamatambo School in Solwezi. Zambia, Africa.

Glossary



TRIFR	Total recordable injury frequency rate per one million hours worked
LTIFR	Lost time injury frequency rate per one million hours worked
HV Electrician	High Voltage Electrician
LV Mechanic	Light Vehicle Mechanic
HRT Mechanic	Heavy Road Transport Mechanic
FY24	The period 1 July 2023 to 30 June 2024
FY23	The period 1 July 2022 to 30 June 2023
1H FY24	The period 1 July 2023 to 31 Dec 2023
1H FY23	The period 1 July 2022 to 31 Dec 2022
PCP	The Prior Corresponding Period, being 1H 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
CPS	Cents per share

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