



FY23 Financial Results

MADER GROUP LIMITED | 22 AUGUST 2023



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
2,900+
Skilled employees

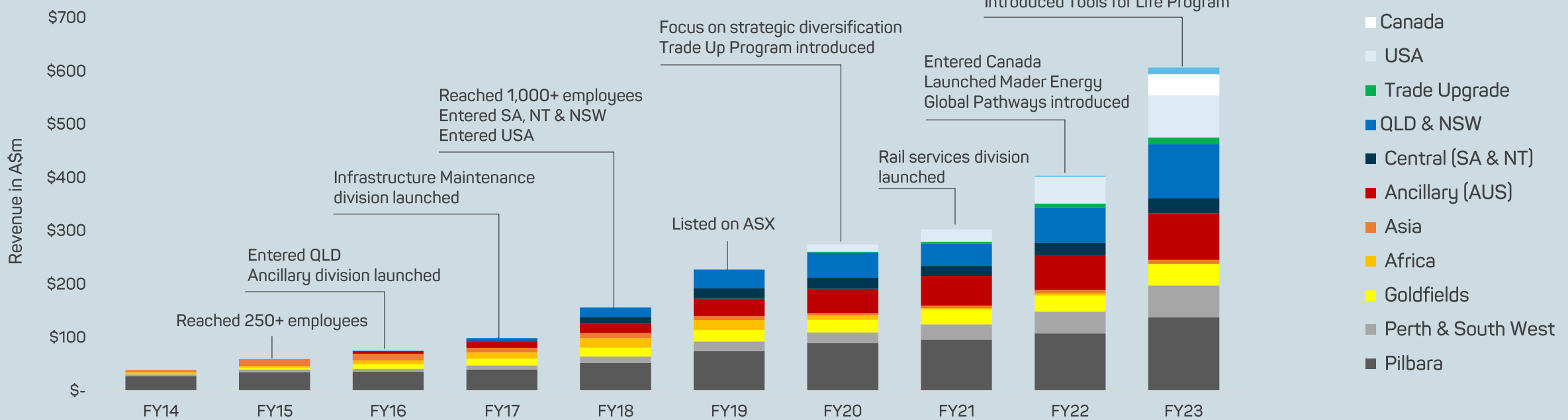
Support vehicles
1,100+
Throughout the world

Supported
530+
Locations

Wide network
380+
Customers

Operated in
8
Countries

Our Journey





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

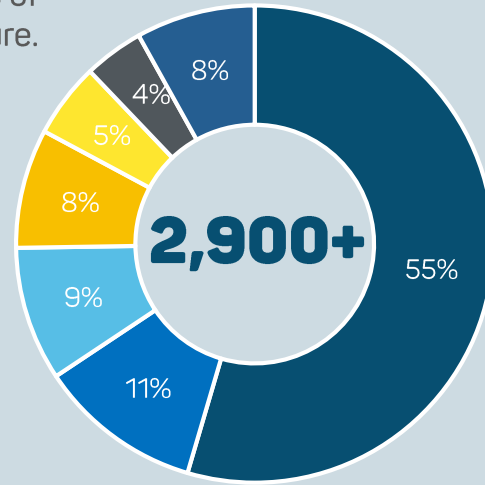
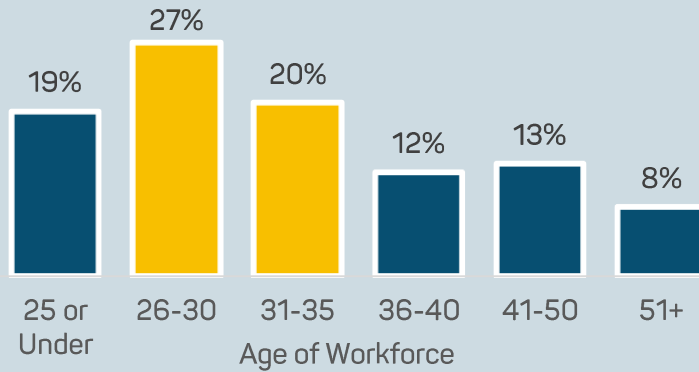
Strong operating
cashflows

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 Electricians
- Heavy Road & Light Vehicle Mechanics
- Apprentices
- Fabricator/Welder
- Fixed Plant & Infrastructure Mechanic
- Other

AWARD RECOGNITION

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

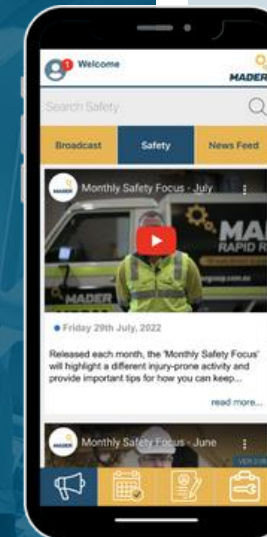
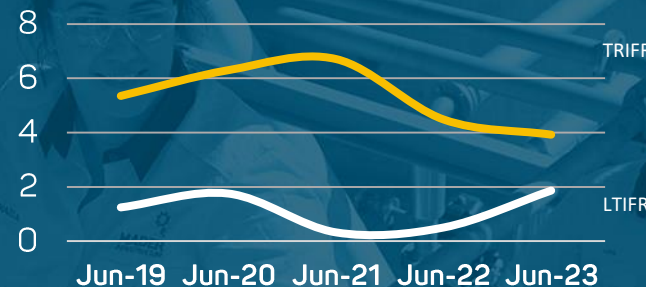
WORKPLACE FLEXIBILITY
 2022 EXCELLENCE AWARDEE
 AUSTRALIAN HR AWARDS

Our Safety Goal

"Over the year, our TRIFR improved, with 3.91 recordable injuries per million hours worked recorded, a pleasing 14% improvement year on year. This can be attributed to leadership commitment and the continued investment in enhancing safety systems, processes and communication procedures.

- Justin Nuich
 Executive Director and CEO

Injury frequency rates



Further streamlining technology and enhancing digital systems, we launched a series of proactive safety campaigns on our custom-built employee app and expanded driver monitoring systems to address vehicle-related risks.



Executive Overview

JUSTIN NUICH | EXECUTIVE DIRECTOR & CEO



FY23 Highlights

Total Revenue
\$608.8m

Up 51% from
 \$402.1m PCP ↑

EBITDA
\$75.1m

Up 57% from
 \$48.0m PCP* ↑

NPAT
\$38.5m

Up 48% from
 \$26.0m PCP* ↑

Net Debt
\$42.7m

Up 60% from
 26.7m PCP ↑

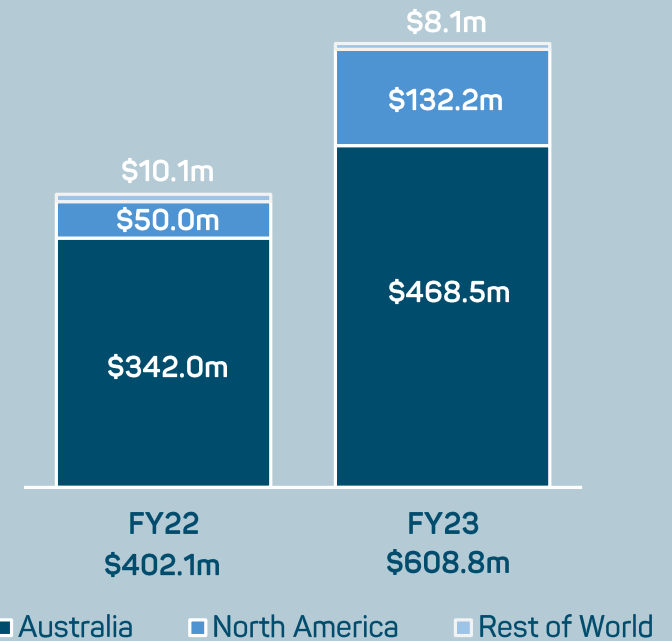
Dividends
5.8 cents

Up 45% from
 4.0 cents PCP ↑

EPS
19.25 cents per share

Up 38% from
 13.97 PCP ↑

Revenue by Region (\$m's)



* See Appendix 1 for a reconciliation of reported and underlying results for the prior corresponding period ('PCP').

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
37%↑

Growth in FY23

EBITDA*
\$57.0m

Up 42% from FY22

Core Business
35% Revenue growth
in FY23

Infrastructure
57% Revenue growth
in FY23

Apprentices

60+ Graduated the
Trade Upgrade
Program in FY23

200+ Active in Trade
Upgrade Program
at close of FY23

Revenue (A\$)



North America

Revenue
164%↑

Growth in FY23

EBITDA*
A\$23.2m

Up 131% from FY22

Canada



Outstanding growth in
Canada, delivering services
across five provinces and
territories

States

32 Actively operating
across 32 States in the
United States in FY23

Mader Energy



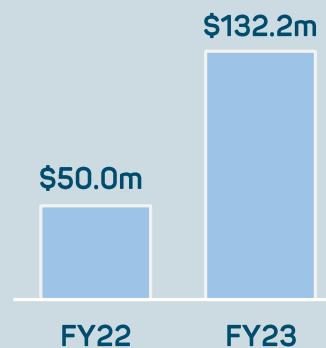
Continues to target gas
compression customers in
the United States

Global Pathways



Global Pathways connected
more than 200 employees
to overseas opportunities

Revenue (A\$)



Rest of World



Revenue
-20%↓

Decrease in FY23

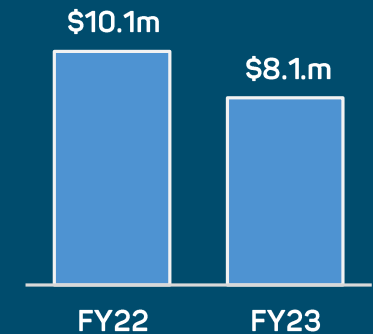
EBITDA*
\$1.1m

Down 47% from FY22

Countries

5 Active in Rest of World
segment for FY23

Revenue (A\$)



*The sum of EBITDA presented above excludes adjusted corporate overheads of \$6.2m.



Financial Review

PAUL HEGARTY | CFO



Financial Performance



AS'000	FY22	FY23
Revenue	402,084	608,793
Gross Profit	78,585	135,851
Gross Margin	19.5%	22.3%
Adjusted EBITDA*	47,964	75,094
Adjusted EBITDA Margin	11.9%	12.3%
Adjusted EBIT*	38,911	58,138
Adjusted EBIT Margin	9.7%	9.5%
Adjusted NPAT*	26,007	38,508
Adjusted NPAT Margin	6.5%	6.3%
Earnings Per Share (cents)	13.97	19.25
Dividends Per Share (cents)	4.00	5.80

HIGHLIGHTS

Group Revenue Growth
(Consolidated)

51% vs PCP



Strong Revenue Growth
(North America)

164% vs PCP



North America Revenue
Contribution

22% from 12% PCP



Improved Earnings
(EBITDA)

48% vs PCP



Improved Earnings Per Share

38% vs PCP



Increased Dividends

45% vs PCP



* See Appendix 1 for reconciliation of reported and underlying result for the prior corresponding period ('PCP').

Financial Position



A\$'000	Jun 22	Jun 23
Cash & cash equivalents	6,648	13,010
Trade & other receivables	87,614	122,819
Property, plant & equipment	67,944	100,163
Investments & other assets	12,877	16,705
Total Assets	175,083	252,697
Trade & other payables	41,255	49,968
Tax liabilities	3,387	13,367
Provisions	3,902	5,314
Borrowings	33,323	55,712
Other	8,234	8,692
Total Liabilities	90,101	133,053
Net Assets	84,982	119,644

HIGHLIGHTS

Simple Balance Sheet

1,100+



Service vehicles located throughout the world

Strong Balance Sheet

\$119.6m



Net Asset Position

Cash Collection Improved

9%↑



DSO reduced to 70 days from 77 in June 22

Low Net Leverage

0.57x



Net debt ÷ Annualised FY23 EBITDA

Investment in Growth

\$48.4m



Growth capital deployed in FY23

Well Positioned for Growth

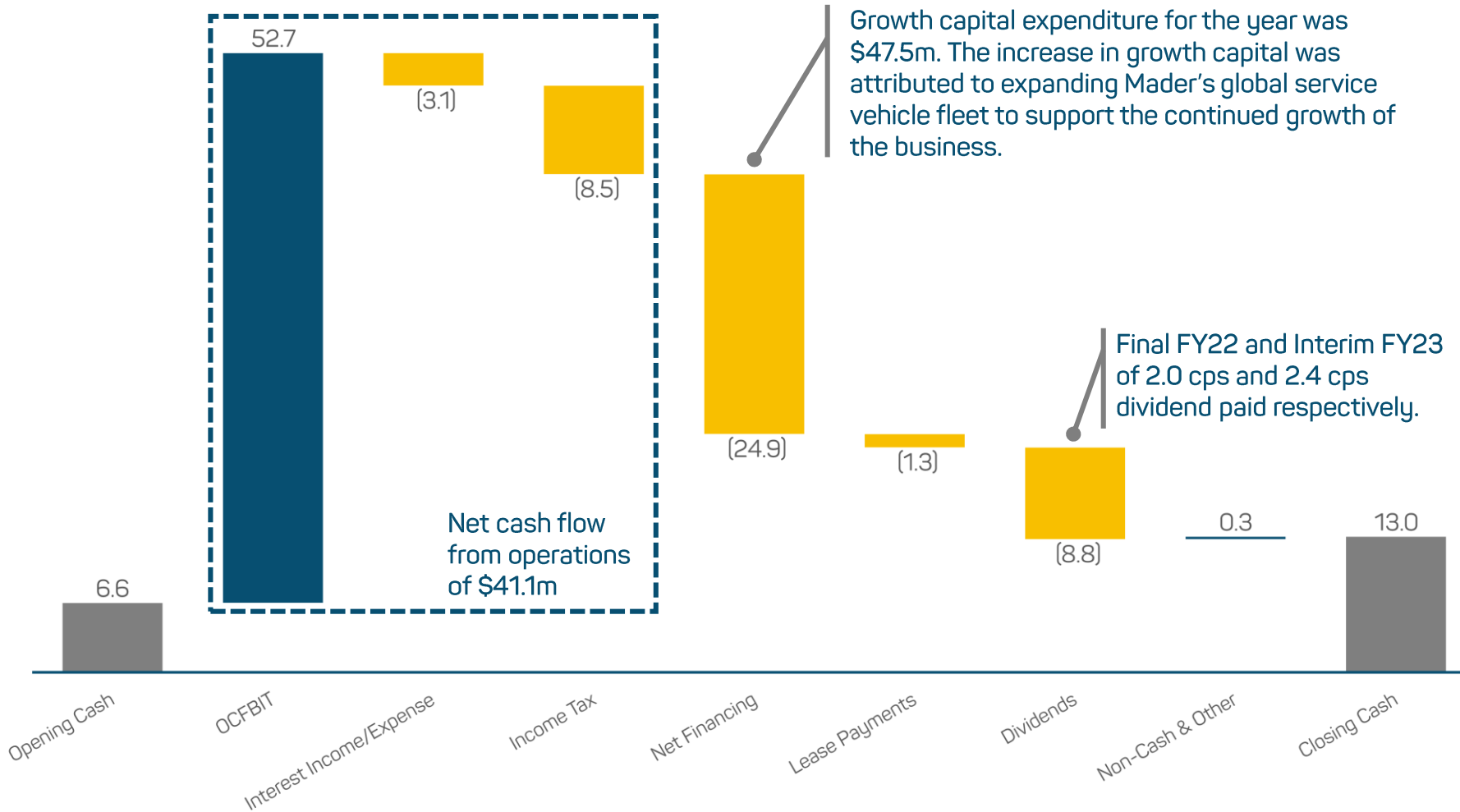
\$120.6m



Available finance facilities



Cash Flow



HIGHLIGHTS

Solid Operating Cash Flows

\$41.1m

Strong Cash Conversion

70%

Operating cash flow before interest and tax to EBITDA

Invested in Growth

\$47.5m

Growth capital cashflow in FY23

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, looking at a laptop. The scene is set against a clear sky.

Building to the first billion

MADER GROUP LIMITED

The Building Blocks



Culture



200+

Employees headed on overseas adventures through the **Global Pathways** program in FY23



40+

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



THREE GEARS

Leadership development



150+

Team Leaders across global operations



200+

Technicians graduated from **Trade Upgrade Program** since inception (2019)

Resources & Minerals



AUSTRALIA

2.2B ROM

Sites engaged in FY23: 300+
Total mines & projects: 538

NORTH AMERICA

7.6B ROM

Sites engaged in FY23: 110+
Total mines & projects: 3,545



REST OF WORLD

8.8B ROM

Sites engaged in FY23: 10
Total mines & projects: 4,474



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

Infrastructure Maintenance

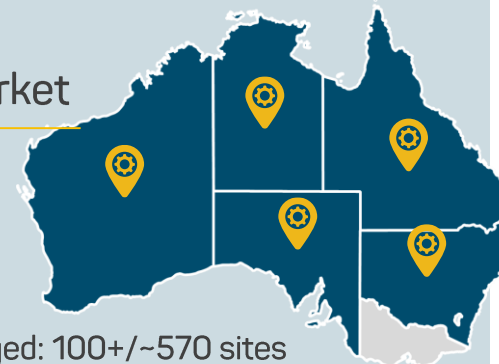
Processing Infrastructure
Crushers, screens, conveyors, stackers



Non-Processing Infrastructure
Workshops, mining camps, project management



Australian market



Current sites engaged: 100+/~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



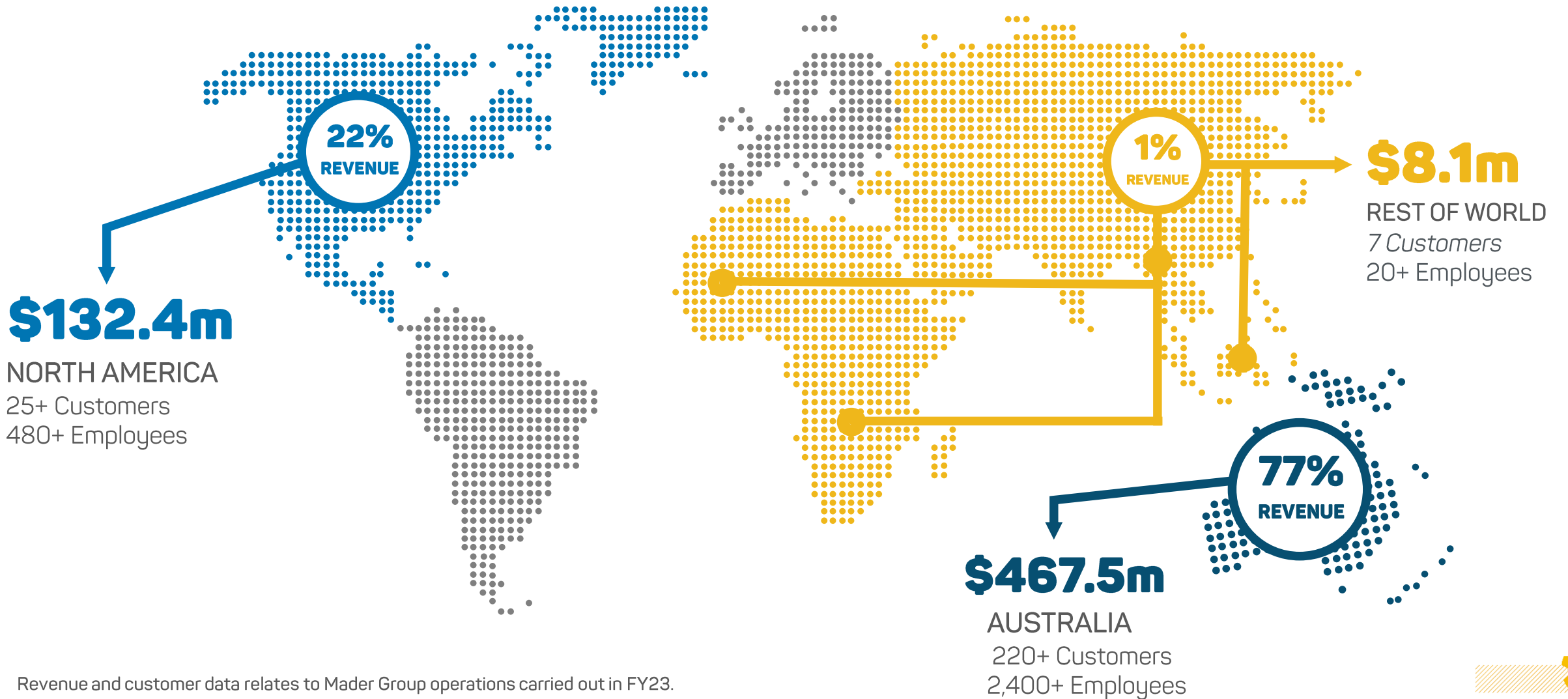
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MECHANICALLY
FITTED

MADER

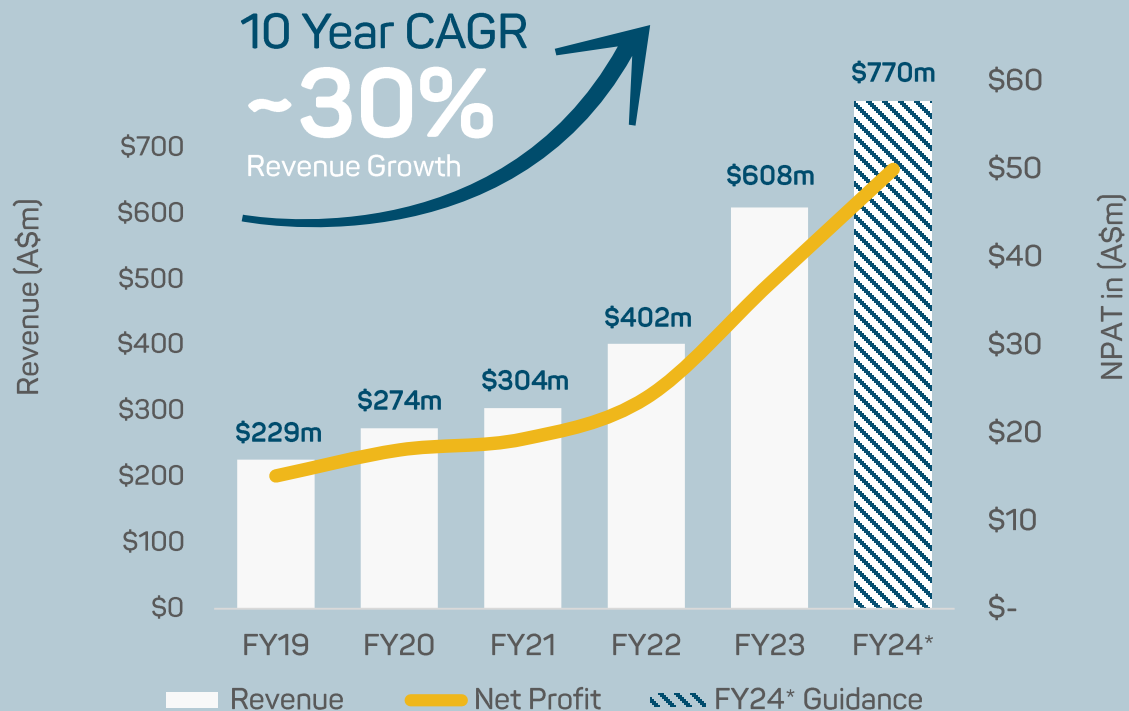
Multiple Beachheads to Target Growth



Revenue and customer data relates to Mader Group operations carried out in FY23.

High Growth Agenda

Current market conditions have provided Mader with the confidence to forecast 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

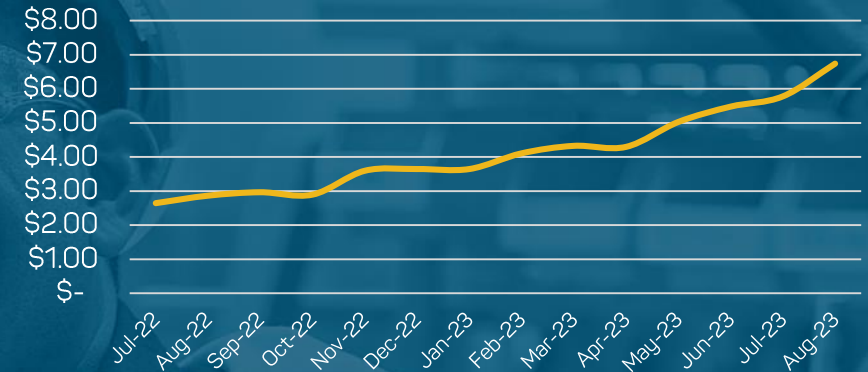
Investment Case

Market Cap
\$1.35B
At market close
21 August 2023

Shares
200m
on issue*

Share Price
\$6.74
At market close
21 August 2023

Share Price FY23



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

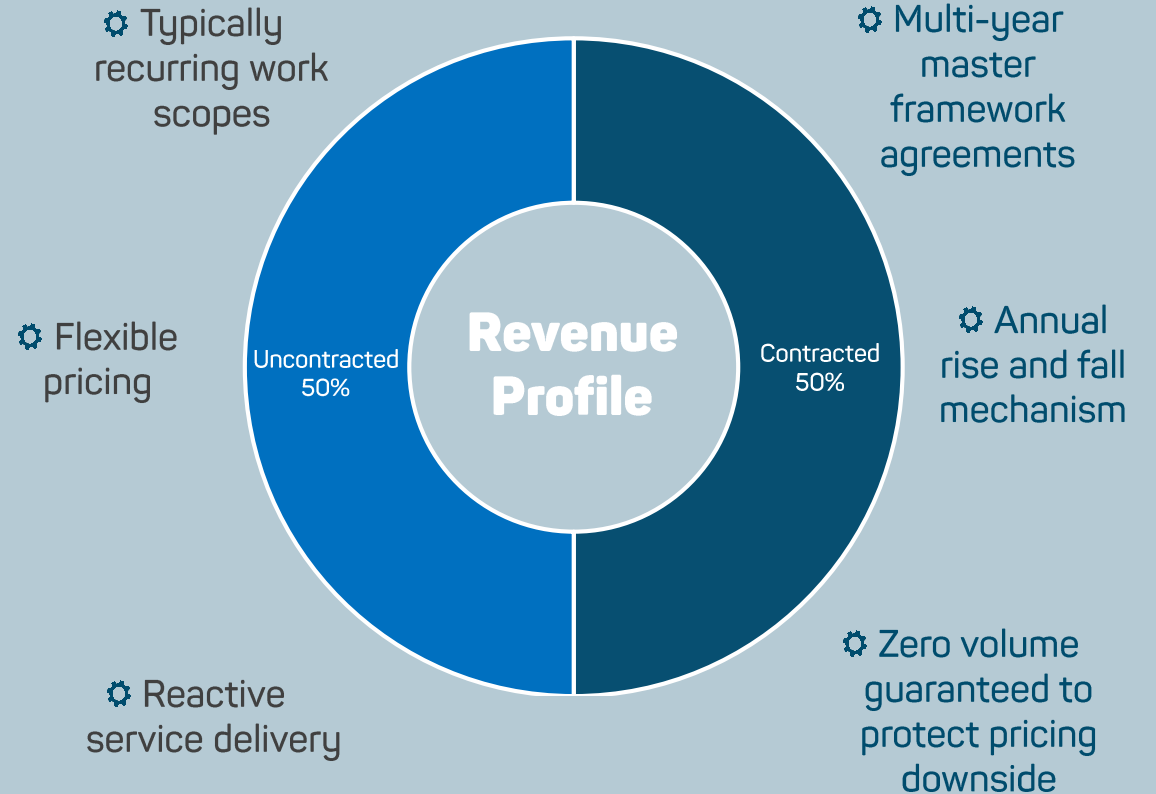
- ⚙ Mobile Plant Maintenance
- ⚙ Rapid Response Teams
- ⚙ Excavator Support Teams
- ⚙ Drill Support Teams
- ⚙ Equipment Shutdown Teams
- ⚙ Maintenance Projects
- ⚙ Training and Mentoring
- ⚙ Rostered Support

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



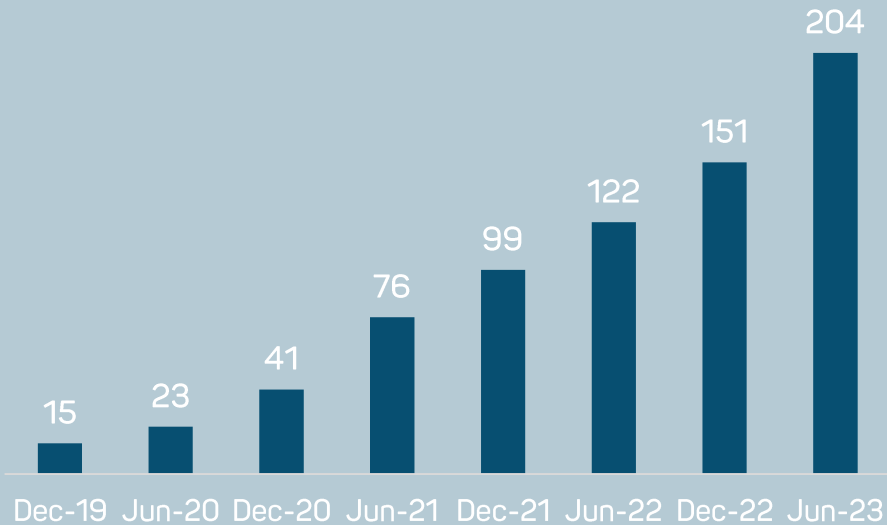


Planning for the Future

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 and Queensland.


We are proud to have inducted 370+ apprentices into our Trade Upgrade Program since inception in 2019.

Trade Up Program Participants
(active in program)



 **204**
ACTIVE

 **370**
INDUCTED
SINCE 2019

 **3%**
FEMALE

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



Introduced the Tools for Life, 'Intro to Mining Sessions' from Perth-based Mader Maintenance Centre. WA, Australia

Appendix One



During the previous financial year, the Group disposed of its investment in Western Plant Hire Limited. The reported results have been adjusted for this one-off occurrence as follows.

A\$m's	NPAT	EBIT	EBITDA
Reported Results	27.9	41.8	50.9
Less Sale of Associate	1.9	2.9	2.9
Adjusted Results (FY22)	26.0	38.9	48.0

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
FY22	The period 1 July 2021 to 30 June 2022
PCP	The Prior Corresponding Period, being FY2022
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

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