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**MADER**

**BUILDING A UNIQUE BUSINESS**

**EUROZ HARTLEY'S ROTTNEST CONFERENCE  
MADER GROUP LIMITED | 11 MARCH 2025**



# WHO WE ARE

HEAVY MOBILE  
EQUIPMENT 

  
FIXED  
INFRASTRUCTURE

POWER GENERATION  
& MARINE 

   
TRANSPORT  
& LOGISTICS

ENERGY  
SECTOR 



GLOBAL WORKFORCE  
**3,500+**  
SKILLED EMPLOYEES



SERVICE VEHICLES  
**1,800**  
WORLDWIDE



WIDE NETWORK  
**540+**  
LOCATIONS



SUPPORTED  
**400+**  
CUSTOMERS



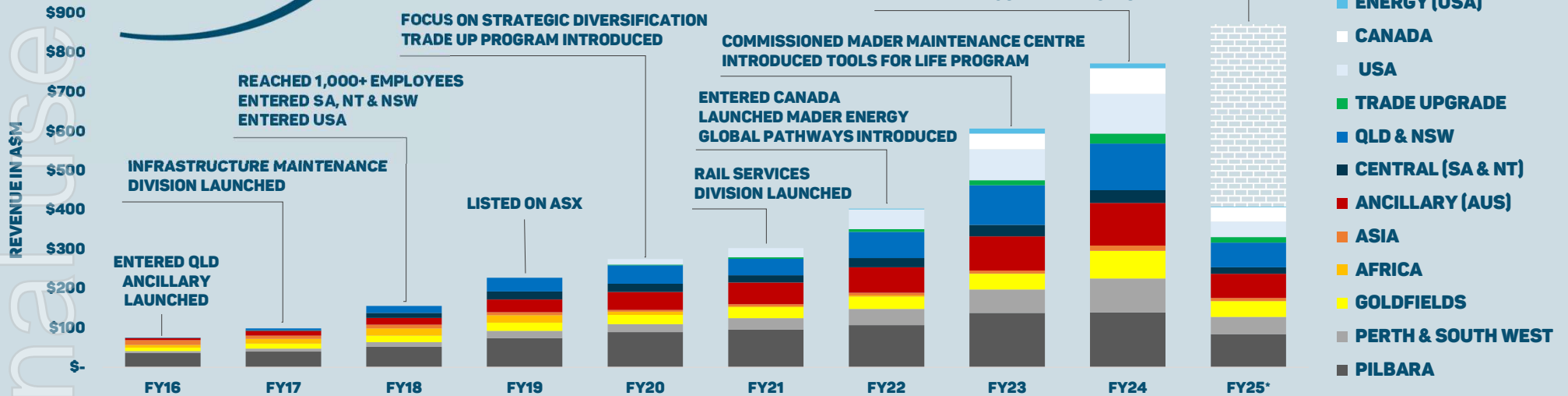
OPERATED IN  
**9** COUNTRIES

# ORGANIC GROWTH

10 YEAR CAGR

~30%

REVENUE GROWTH



**DIVERSIFIED ACROSS MULTIPLE INDUSTRIES**

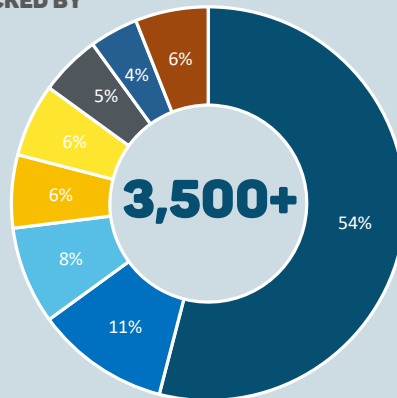
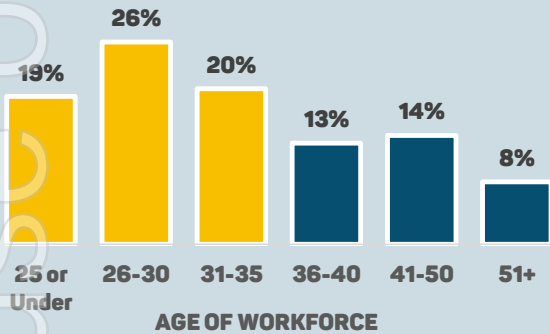
**LAUNCHED FULLY ORGANIC START UPS IN NEW MARKETS**

**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 MECHANICS
- AUTO & HV ELECTRICIANS
- HRT & LV MECHANICS
- APPRENTICES
- FABRICATORS & WELDERS
- FIXED PLANT & INFRASTRUCTURE
- TRADE ASSISTANTS/SERVICEPEOPLE
- OTHER

## AWARD RECOGNITION

**LARGE BUSINESS OF THE YEAR**  
2024 FINALIST  
WA BUSINESS AWARDS

**EMPLOYER OF CHOICE**  
2024 FINALIST  
AUSTRALIAN HR AWARDS

**LARGE EMPLOYER OF THE YEAR**  
2024 FINALIST  
WA TRAINING AWARDS

**LARGE EMPLOYEE OF THE YEAR**  
2024 FINALIST  
TAFE QUEENSLAND AWARDS

**SAFETY INITIATIVE**  
2024 FINALIST  
BOWEN BASIN MINING CLUB AWARDS

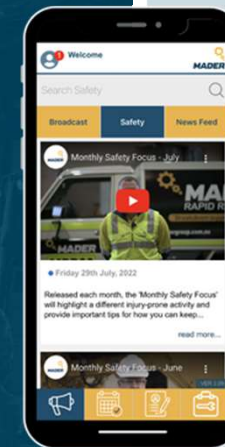
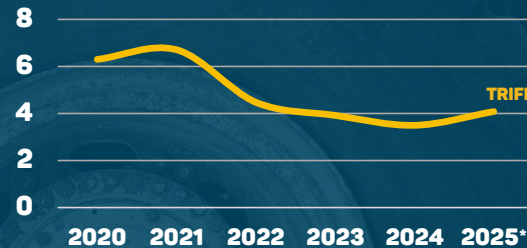
## GEARED FOR SAFETY

GEARED FOR SAFETY

“Our dedication to safety and excellence continues to be central to all operations. Education, innovation and investment in our ‘Geared for Safety’ culture is crucial to ongoing improvement.”

Justin Nuich  
Executive Director and CEO

## INJURY FREQUENCY RATES



AT MADER, SAFETY ISN'T A CHOICE; IT'S PART OF OUR DNA AND ENGRAINED IN OUR CULTURE. IT'S A SHARED RESPONSIBILITY THAT EXTENDS TO OUR PEOPLE, CUSTOMERS AND LEADERSHIP TEAM.

TOGETHER, WE ARE GEARED FOR SAFETY.



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**BUILDING A DIFFERENT BUSINESS**

**MADER GROUP LIMITED**



# A UNIQUE CULTURE

"...GIVING OUR EMPLOYEES THE **FREEDOM** TO SHAPE THEIR CAREERS"

"At Mader, we foster a unique culture that offers variety, flexibility, and opportunity. Our people enjoy diverse roles, exposure to different industries, and the freedom to shape their careers. With a dynamic and supportive environment, we make every workday engaging and rewarding."

**JUSTIN NUICH**  
CEO & EXEC. DIRECTOR

**FLEXIBILITY**

**VARIETY**

**WELL PAID**

**GLOBAL OPPORTUNITIES**

**EQUIPMENT DIVERSITY**

**COMMODITY DIVERSITY**

**INDUSTRY**

# UNLOCKING A GLOBAL WORKFORCE



GLOBAL PATHWAYS IS A PROGRAM THAT CONNECTS SKILLED TECHNICIANS WITH INCREDIBLE OPPORTUNITIES ACROSS THE WORLD.



SIGNIFICANT NUMBER OF EMPLOYEES HAVE ALREADY SIGNED UP TO **OVERSEAS ADVENTURES!**



ACCESS TO **INTERNATIONAL TALENT POOLS** AND THE BEST TECHNICIANS WORLDWIDE



TWO-WAY TRANSFERS BETWEEN **AUSTRALIA** ↔ **NORTH AMERICA** UNDERWAY

# THREE GEARS



OUR INTERNAL **ADVENTURE DIVISION**



**219**  
FISH CAUGHT



**5,178KM**  
HIKED ACROSS  
SCENIC TERRAINS



**435**  
SWAGS PITCHED



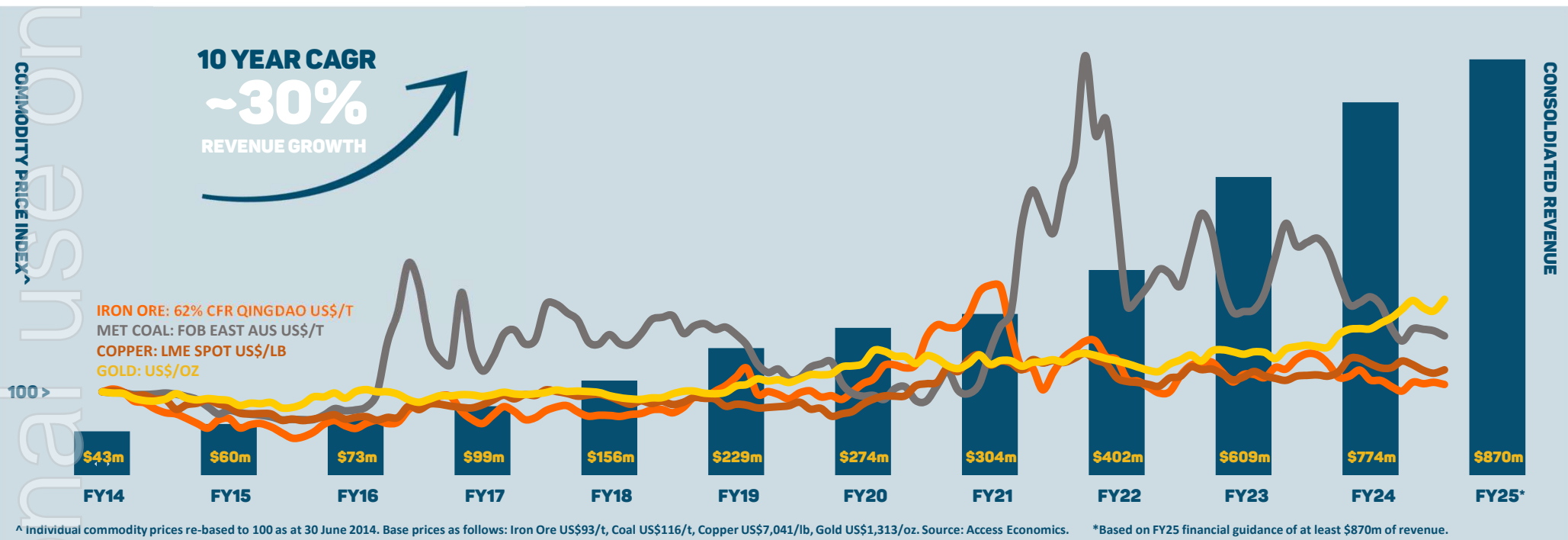
**628KM**  
ZIP-LINED THROUGH  
PICTURESQUE  
LANDSCAPES



**574**  
TUBES DRIFTED  
DOWN RIVERS



# A RESILIENT BUSINESS MODEL



**REACTIVE SERVICE MODEL PROVIDES GROWTH OPPORTUNITIES THROUGHOUT COMMODITY CYCLES**



**EMPLOYMENT MODEL PROVIDES UPSIDE TO EMPLOYEES & MARGIN DOWNSIDE PROTECTION TO MADER**



**DIVERSIFICATION OF SERVICE OFFERINGS DOWNSTREAM OF PRIMARY EXTRACTION INCREASES ADDRESSABLE MARKETS**

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**BUILDING A STRONGER BUSINESS**

**MADER GROUP LIMITED**



# OUR 5 YEAR STRATEGIC PLAN

“Implemented in FY22, the Board of Mader laid the foundation for our future as a publicly listed business by setting the first five-year strategic plan. This blueprint has focused our growth ambitions and reinforces our commitment to creating continued long-term sustainable returns for shareholders.”

Justin Nuich, Executive Director & CEO

## THE FOUR PILLARS OF THE STRATEGIC PLAN:

**GEOGRAPHICAL  
DIVERSIFICATION**



**SERVICE LINE  
DIVERSIFICATION**



**EXPAND INDUSTRY  
VERTICALS**



**SCALE THE EXISTING  
BUSINESS**



**YEAR 1**

**FY22 NPAT  
TARGET:  
\$24M**

**YEAR 2**

**FY23 NPAT  
TARGET:  
\$32M**

**YEAR 3**

**1H FY25 NPAT  
TARGET:  
\$40M**

**YEAR 4**

**FY25 NPAT  
TARGET:  
\$51M**

**YEAR 5**

**FY26 NPAT  
TARGET:  
\$65M**

# DEVELOPING OUR PEOPLE



THE BUILDING BLOCKS FOR **SUCCESS**

## TEAM LEADER PROGRAMS



## SAFETY PROGRAMS



## TRADE UP PROGRAM



## COORDINATOR DEVELOPMENT



## INDIVIDUAL DEVELOPMENT PLANS



## EXPRESS TO EXEC



## INDIVIDUAL MENTORING



**“Strategic investment in our people ensures a strong talent pool of homegrown, highly capable talent, ready to tackle the next expansion. We envision this to result in long-term growth, innovation, and a stronger global platform.”**

**LUKE MADER  
EXECUTIVE CHAIRMAN**

# MULTIPLE BEACHHEADS TO TARGET GROWTH

## AUSTRALIA

320+ Customers  
2,920+ Employees



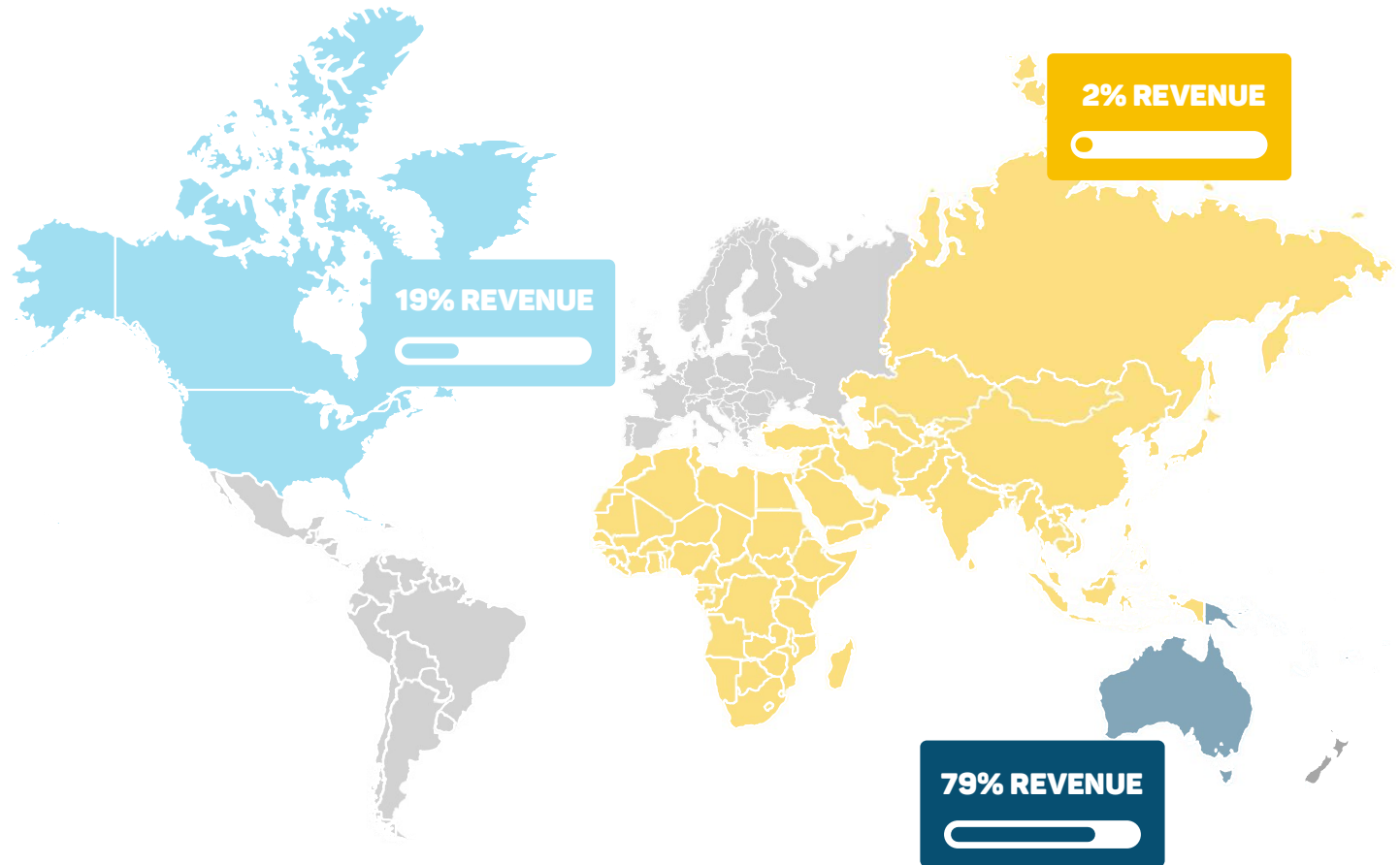
## NORTH AMERICA

80+ Customers  
520+ Employees



## REST OF WORLD

9 Customers  
60+ Employees



\*Figures have been rounded.

# WELL ADVANCED



**EMERGING  
MARKETS**



**ANCILLARY  
SERVICES**



**POWER GEN  
& MARINE**



**INFRASTRUCTURE  
MAINTENANCE**



**RESOURCES**



**RAIL**



**TRANSPORT  
& LOGISTICS**



**ENERGY**

# \$1BILLION+

TARGETED FY26 ANNUAL REVENUE\*

\*Targeted Annual Revenue of \$1B+ is an internal stretch target linked to the Company's five-year strategic plan. It is based on the continued replication of Mader's proven business model in large addressable markets.

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**OUTLOOK**  
**MADER GROUP LIMITED**



# 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 out 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**

**ON TRACK**

46%

46% ACHIEVED BY 31 DEC

## YEAR 5

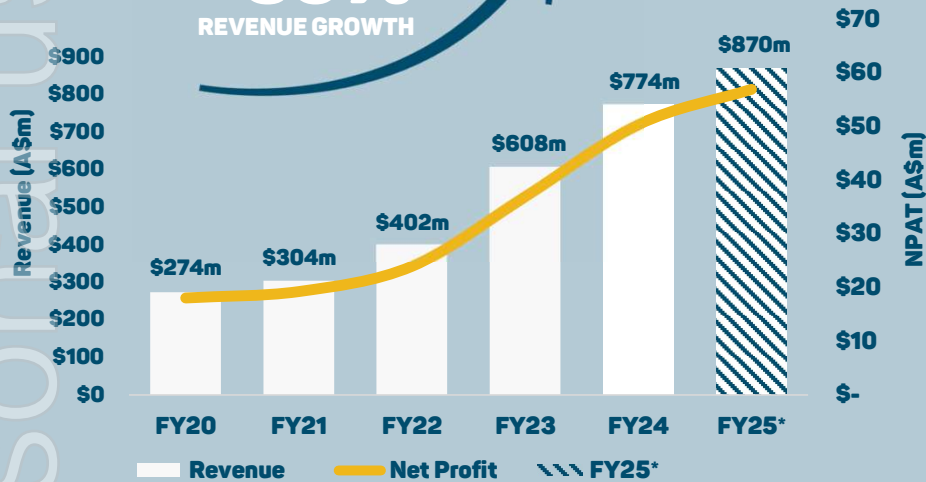
NPAT TARGET:  
**\$65M**



# HIGH GROWTH AGENDA

REVENUE GUIDANCE FOR FY25 IS EXPECTED TO BE AT LEAST **\$870M**, DELIVERING AN NPAT OF AT LEAST **\$57M**

10 YEAR CAGR  
~30%  
REVENUE GROWTH



\*Based on delivery of the Group's FY25 revenue and NPAT guidance.

## PATHWAY TO NET CASH

TARGETING NET CASH POSITION IN THE SHORT TERM



## 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



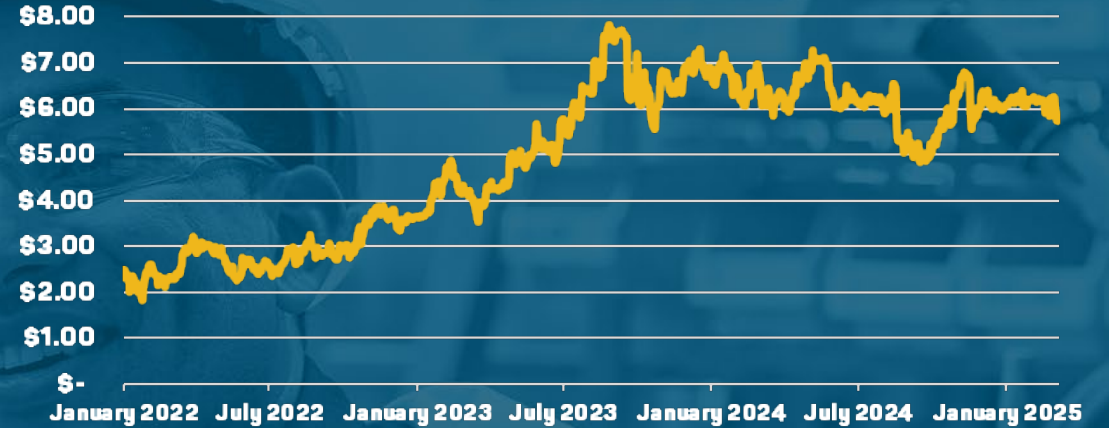
# INVESTMENT CASE

**MARKET CAP**  
**\$1.17B**  
AT MARKET CLOSE  
10 MARCH 2025

**SHARES**  
**202M**  
ON ISSUE\*

**SHARE PRICE**  
**\$5.80**  
AT MARKET CLOSE  
10 MARCH 2025

MADER SHARE PRICE (ASX:MAD)



**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 vested but unexercised FY24 Share Appreciation Rights and 7.84m FY26 Performance Rights.

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