

ersonal use only



MADER

BUILDING A UNIQUE BUSINESS

**EUROZ HARTLEYS ROTTNEST CONFERENCE
MADER GROUP LIMITED | 18 MARCH 2026**



WHO WE ARE

**HEAVY MOBILE
EQUIPMENT**



**FIXED
INFRASTRUCTURE**



**POWER GENERATION
& MARINE**



**TRANSPORT
& LOGISTICS**



**ENERGY
SECTOR**



GLOBAL WORKFORCE
4,100+
SKILLED EMPLOYEES



SERVICE VEHICLES
1,900+
WORLDWIDE



WIDE NETWORK
685+
LOCATIONS



SUPPORTED
490+
CUSTOMERS

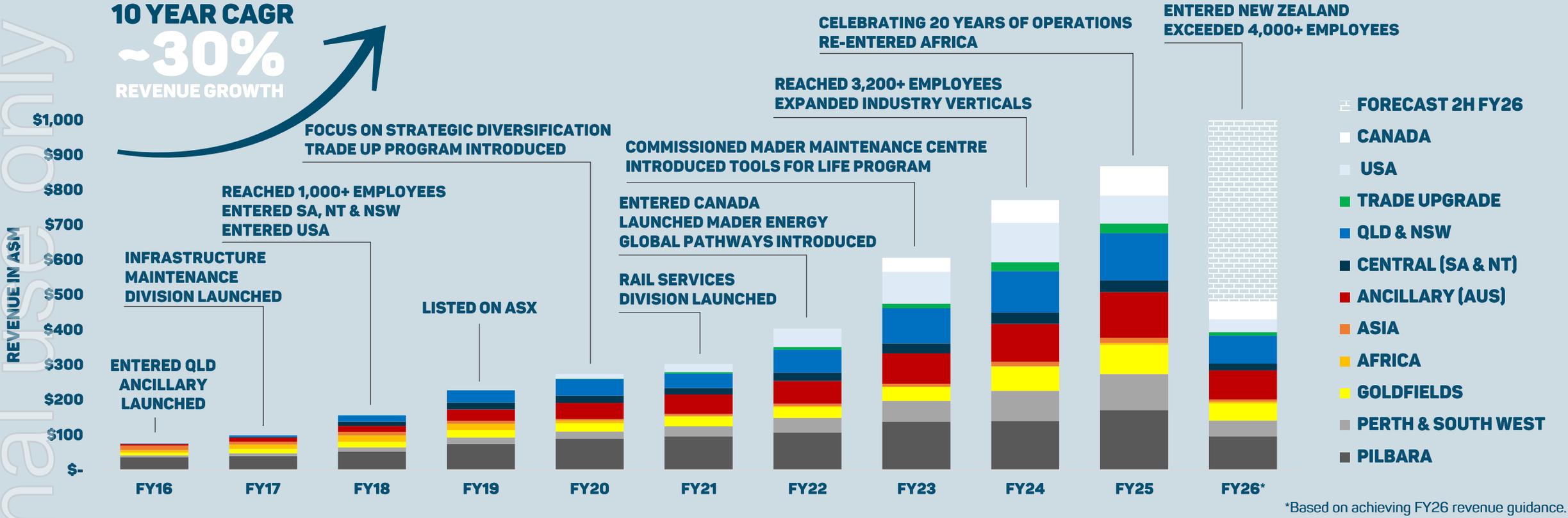


OPERATED IN
10
COUNTRIES

ORGANIC GROWTH

10 YEAR CAGR

~30%
REVENUE GROWTH



DIVERSIFIED
ACROSS MULTIPLE
INDUSTRIES



LAUNCHED FULLY
ORGANIC START UPS
IN NEW MARKETS



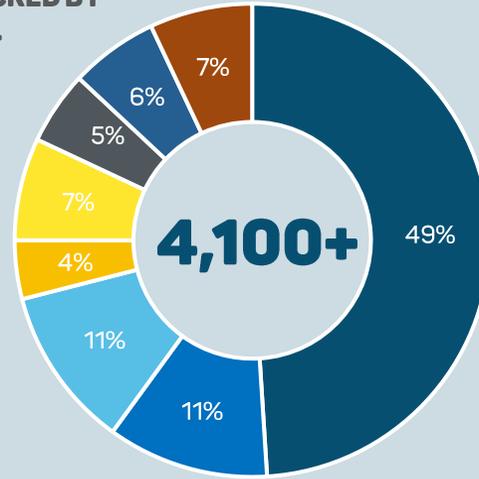
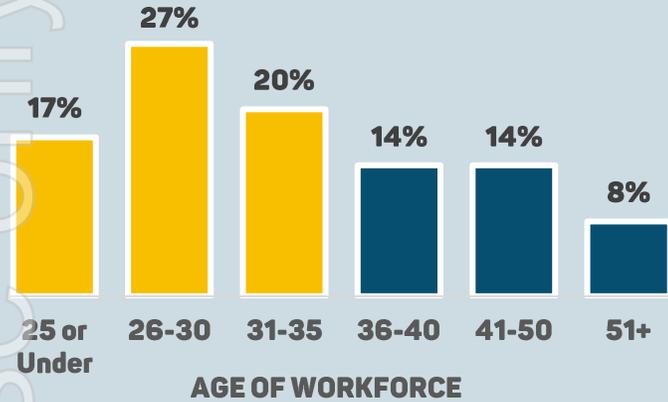
BROADENED
SUITE OF
TRADES



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
- RTM & LV MECHANICS
- APPRENTICES
- FABRICATORS & WELDERS
- FIXED PLANT & INFRASTRUCTURE
- TRADE ASSISTANTS/SERVICEPEOPLE
- OTHER



AWARD RECOGNITION

WA BUSINESS OF THE YEAR
2025 WINNER
WA BUSINESS AWARDS

EMPLOYER OF THE YEAR
2025 WINNER
WA BUSINESS AWARDS

LARGE EMPLOYER OF THE YEAR
2025 FINALIST
WA TRAINING AWARDS

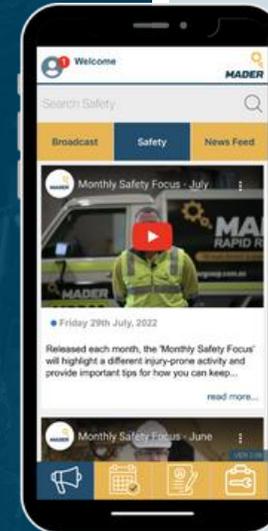
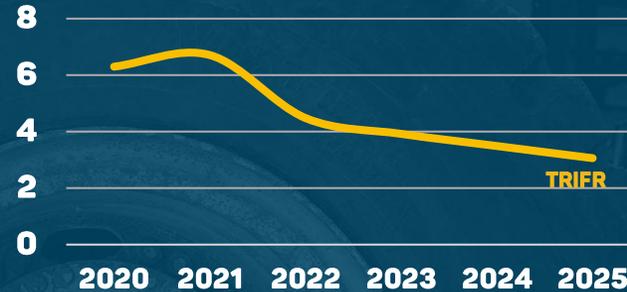
GEARED FOR SAFETY



"Safety remains a cornerstone of everything we do. Our continued investment in *Geared for Safety* strengthens our performance and drives improvement throughout the Group."

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.

1H FY26 HIGHLIGHTS



RECORD REVENUE

\$485.2M UP 18%
FROM \$411.5M PCP



SOLID MARGINS

NPAT OF \$30.5M AT 6.3%, UP
17% VS PCP OF \$26.0M AT 6.3%



BALANCE SHEET STRENGTHENED

NET DEBT AT 3.6M, DOWN 57%
FROM \$8.3M PCP



NET HEADCOUNT GROWTH

INCREASED 250+
GLOBALLY



CUSTOMER DEMAND IMPROVING



NORTH AMERICA CONTINUED GROWTH



ON TRACK FOR STRATEGIC PLAN



GUIDANCE IN LINE WITH EXPECTATIONS

ersonal use only

ersonal use only

BUILDING A DIFFERENT BUSINESS

MADER GROUP LIMITED



A UNIQUE CULTURE

"...WE BUILD CAREERS THAT REFLECT OUR TEAM'S GOALS AND LIFESTYLES"

"Mader's culture is built around our people and creating pathways for them to grow, personally and professionally. With the flexibility to follow opportunities across multiple industries and diverse roles, we help build careers that reflect our team's goals and lifestyle. At Mader, we encourage people to choose their own adventure, anywhere in the world."

JUSTIN NUICH
CEO & EXECUTIVE 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.



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

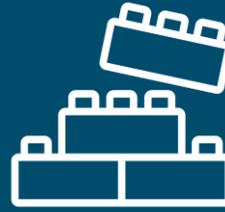


SIGNIFICANT NUMBER OF EMPLOYEES HAVE ALREADY SIGNED UP TO **OVERSEAS ADVENTURES!**



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

DEVELOPING OUR PEOPLE



THE BUILDING BLOCKS FOR **SUCCESS**

TEAM LEADER PROGRAMS



SAFETY PROGRAMS

TRADE UP PROGRAM



COORDINATOR DEVELOPMENT

EXPRESS TO EXEC



INDIVIDUAL DEVELOPMENT PLANS



INDIVIDUAL MENTORING

“By continually investing in our people, we’re investing in Mader’s future. We’re building a strong pipeline of talent to support growth, increasing service capability through upskilling trades and providing clear pathways for long term careers.”

**LUKE MADER
EXECUTIVE CHAIRMAN**

ersonal use only

THREE GEARS



108
AERIAL
ADVENTURES



74
TRACK CIRCUITS
RACED



386
FISHING LINES
CAST



1,127HRs
EXPLORING THE
GREAT OUTDOORS



862KMs
TREKKED TO
MOUNTAIN PEAKS



ersonal use only

BUILDING A RESILIENT BUSINESS

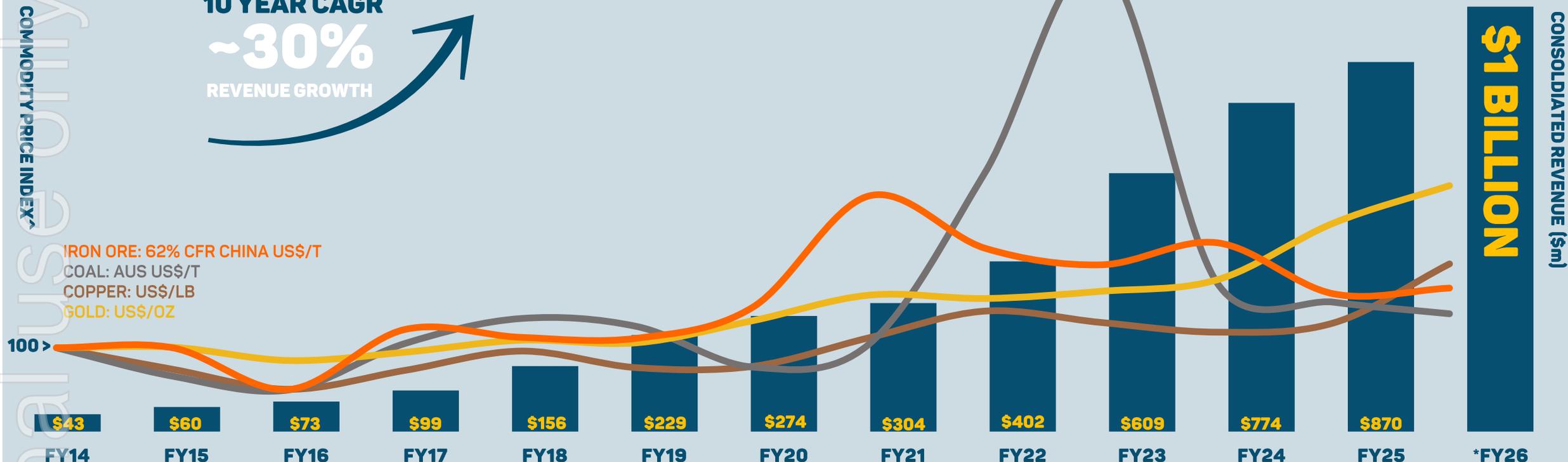
MADER GROUP LIMITED

A RESILIENT BUSINESS MODEL

10 YEAR CAGR

~30%

REVENUE GROWTH



^ Individual commodity prices re-based to 100 as at January 2014. Base prices: Iron Ore US\$122/t, Coal US\$88/t, Copper US\$7,291/t, Gold US\$1,245/oz. Source: IMF, LBMA. *Based on FY26 financial guidance of at least \$1b of revenue.

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

STRATEGIC PLAN

“Over the past five years, the team has not only achieved but exceeded targets. The culture, dedication and commitment the entire team has shown to ensure we deliver value to our customers and results for our shareholders is what drives Mader as a business.”

Justin Nuich
Executive Director & CEO

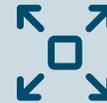
SET IN THE STRATEGIC PLAN:

**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

**FY24 NPAT
TARGET:
\$40M**

YEAR 4

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

YEAR 5

**H1 FY26 NPAT
TARGET:
\$65M**

MULTIPLE BEACHHEADS TO TARGET GROWTH



AUSTRALIA

380+ Customers
3,480+ Employees



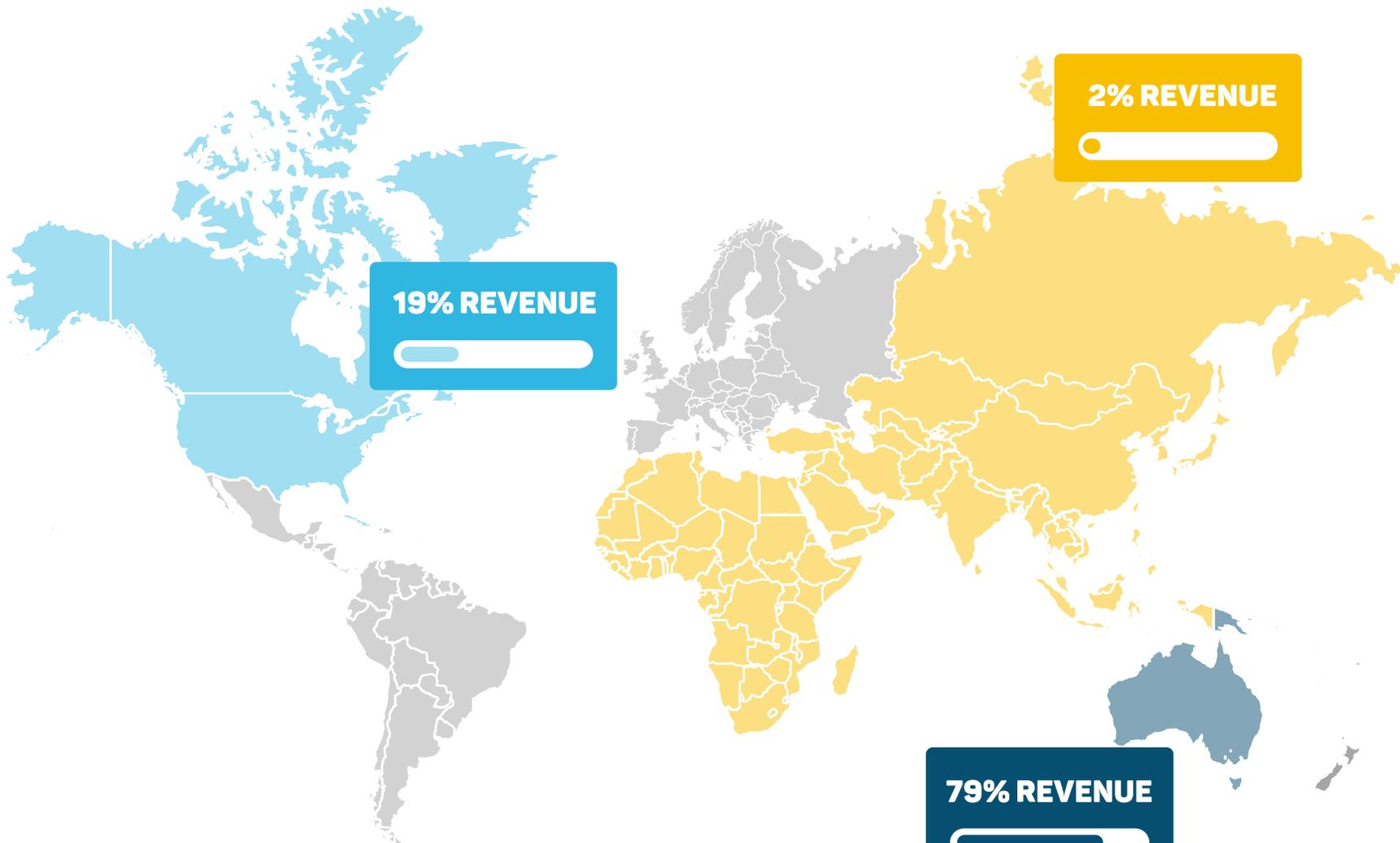
NORTH AMERICA

100+ Customers
580+ Employees



REST OF WORLD

12 Customers
65+ 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.

ersonal use only

OUTLOOK

MADER GROUP LIMITED

STRATEGIC PLAN PROGRESS

"After setting an ambitious target, Mader is on track to deliver the billion-dollar revenue target set out in the five-year strategic plan. This is a major milestone for the business as it continues to grow and diversify."

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 ACTUAL:
\$57M

EXCEEDED

+18% PCP

YEAR 5

NPAT TARGET:
\$65M

FY26 GUIDANCE:
\$65M

ON TRACK

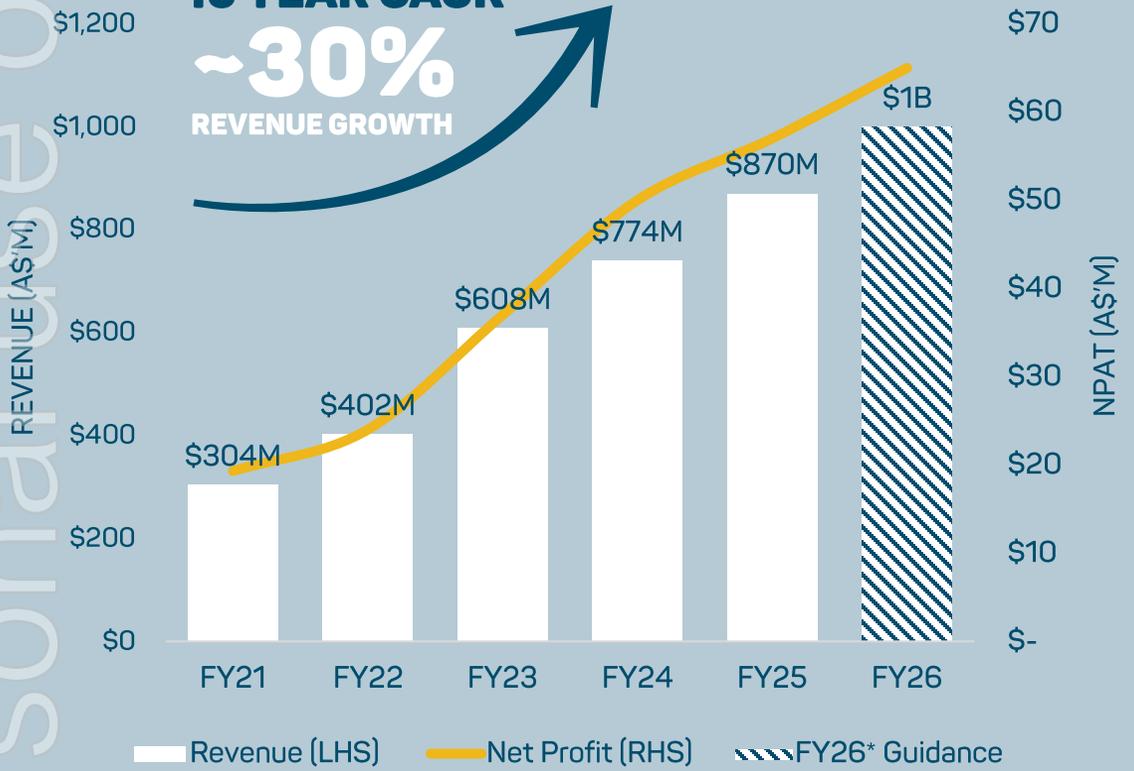
47%

47% ACHIEVED BY 31 DEC

HIGH GROWTH AGENDA

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

10 YEAR CAGR
~30%
REVENUE GROWTH



*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
\$1.5B[^]

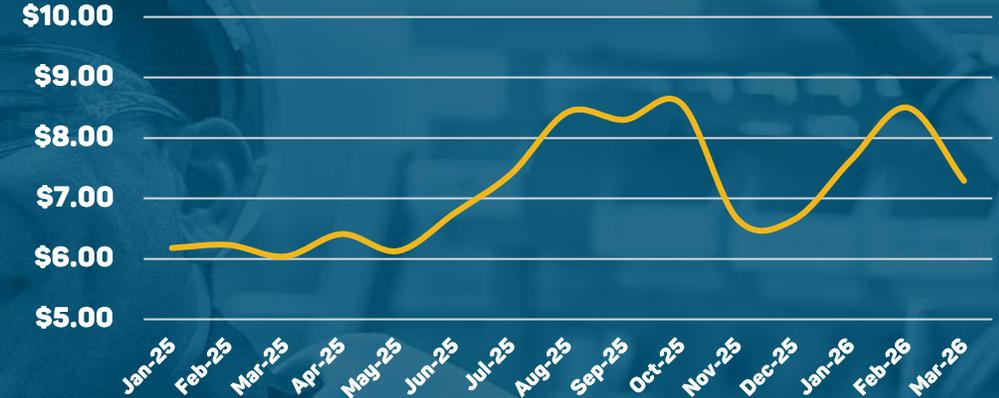
SHARES
203M^{*}

SHARE PRICE
\$7.28[^]

[^] As at market close on 17 March 2026.

^{*} Capital Structure excludes 7.97m FY26 Performance Rights.

SHARE PRICE



**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**

IMPORTANT NOTICE & DISCLAIMER



In this presentation, the terms “Mader”, “Mader Group” and the “Company” refer to Mader Group Limited (ACN 159 340 397) and, except where the context otherwise requires, its subsidiaries. This presentation has been prepared solely for the purpose of providing potential investors with information about the Mader Group. The information in this presentation is of a general background nature and is in summary form. The information contained in this presentation is not investment or financial product advice and is not intended to be used as the basis for making an investment decision. The content of this presentation is provided as at the date of this presentation (unless otherwise stated) and the information in this presentation is subject to change without notice.

Forward-looking statements

This presentation may include forward-looking statements. Such statements can generally be identified by the use of words such as “may”, “will”, “expect”, “intend”, “plan”, “estimate”, “anticipate”, “believe”, “continue”, “objectives”, “outlook”, “guidance”, “forecast” and similar expressions. Indications of plans, strategies, management objectives, sales and financial performance are also forward-looking statements. Such statements are based on assumptions and contingencies which are subject to change without notice and are not guarantees of future performance. Such forward-statements involve known and unknown risks, assumptions, contingencies, uncertainties and other factors, many of which are beyond the control of Mader and its respective officers, employees, agents or associates that may cause actual results to differ materially from those expressed or implied in such statement. Circumstances may change and the content of this presentation may become outdated as a result. Actual results, performance or achievements may vary materially from any projections and forward looking statements and the assumptions on which those statements are based. Mader assumes no obligation to update such information. Recipients of this presentation are strongly cautioned not to place undue reliance on forward-looking statements, particularly considering the current economic climate. No representation or warranty, express or implied, is made as to the fairness, accuracy, completeness or correctness of the information, opinions and conclusions contained in this presentation.

Past performance

Past performance information given in this presentation is given for illustrative purposes only and should not be relied upon as (and is not) an indication of future performance.

Information is not financial or product advice or offer of securities

This presentation is not, and does not constitute, an offer to sell or the solicitation, invitation or recommendation to purchase any securities in any jurisdiction and neither this presentation nor anything contained in it forms the basis of any contract or commitment. This presentation is not a prospectus, product disclosure document, disclosure document, or other offering document under Australian law or any other law. It is for information only. Mader does not warrant or represent that the information in this presentation is free from errors, omissions or misrepresentations or is suitable for any intended use.

Please note that, in providing this presentation, Mader has not considered the objectives, financial position or needs of any particular recipient and nothing contained in this presentation constitutes investment, legal, tax or other advice. Subject to any terms implied by law and which cannot be excluded, Mader accepts no responsibility for any loss, damage, cost or expense (whether direct or indirect, consequential, exceptional or special damages including but not limited to loss of revenue, profits, time, goodwill, data, anticipated savings, opportunity, business reputation, future reputation, production or profit, any delay costs, economic loss or damage) incurred by any person as a result of any error, omission or misrepresentation in this presentation.

Mader strongly suggests that investors consult a financial advisor prior to making an investment decision.

No liability or responsibility

The information in this presentation is general in nature and is provided in summary form and therefore does not purport to be complete. No other party than Mader has authorized, permitted, or caused the issue or lodgement, submission, dispatch, or provision of this presentation, and there is no statement in this presentation which is based on any statement made by any of them or by any part other than Mader. To the maximum extent permitted by law, none of Mader, its respective related bodies corporates, shareholders, directors, officers, employees, agents or advisors, nor any other person accepts any liability, including, without limitation, any liability for any loss arising from the use of information contained in this presentation or otherwise arising in connection with this presentation.

To the maximum extent permitted by law, Mader and each of its affiliates, directors, employees, officers, partners, agents and advisers and any other person involved in the preparation of this presentation disclaim all liability and responsibility (including without limitation, any liability arising from fault or negligence) for any direct or indirect loss or damage which may arise or be suffered through use or reliance on anything contained in, or omitted from, this presentation.

The distribution of the presentation in jurisdictions outside Australia may be restricted by law and recipients of this presentation should observe any such restrictions. Any failure to comply with such restrictions may constitute a violation of applicable securities laws. This presentation does not constitute an offer to sell, or a solicitation of an offer to buy, any securities in the United States. The securities of Mader have not been, and will not be, registered under the U.S. Securities Act of 1933, as amended (Securities Act) or the securities laws of any state or other jurisdiction of the United States, and may not be offered or sold in the United States except in compliance with the registration requirements of the Securities Act and any other applicable securities laws or pursuant to an exemption from, or in a transaction not subject to, the registration requirements of the Securities Act and any other applicable securities laws.

This presentation should be read in conjunction with Mader’s other period and continuous disclosure announcements lodged with ASX and has been approved by the Board.