On Market Share Buy-Back of up to $30m

Perth, Australia – Monday, 7 September 2026. Mader Group Limited (ASX: MAD) ("Mader" or the "Group"), a leading global provider of specialist technical services across multiple industries, is pleased to announce that its Board has approved an on-market share buy-back program of up to $30 million ("Buy-Back").

EXECUTIVE SUMMARY:

- Board approval for an on-market share buy-back of up to $30 million.
- The Buy-Back provides Mader with flexibility to acquire shares when the Board considers the prevailing share price represents attractive value for shareholders.
- The program reflects the Group's strong balance sheet, cash flow generation and confidence in Mader's long-term growth outlook.
- Mader retains significant financial capacity to continue investing in its organic growth strategy and pursuing value-accretive growth opportunities.
- The timing and number of shares purchased will remain at Mader's discretion and will depend on prevailing market conditions, the Mader share price, capital requirements and other investment opportunities available to the Group.

ON-MARKET SHARE BUY-BACK:

The Board of Mader Group has approved an on-market share buy-back of up to $30 million as part of the Group's ongoing capital management strategy.

The Buy-Back provides Mader with an additional mechanism to efficiently allocate capital and support long-term shareholder value. The Group intends to acquire shares where the Board considers that Mader's prevailing share price does not appropriately reflect the underlying value and long-term prospects of the business. The Buy-Back is discretionary and does not require Mader to acquire any particular number or value of shares. The Group may vary, suspend or terminate the Buy-Back at any time, having regard to market conditions, Mader's financial position and alternative uses of capital.

Importantly, the Buy-Back does not alter Mader's growth ambitions or investment strategy. The Group remains focused on deploying capital into high-return organic growth opportunities and pursuing suitable inorganic opportunities as they arise. The Buy-Back will operate alongside these priorities and provides the Group with flexibility to return capital where the Board considers acquiring Mader shares represents an attractive use of shareholder funds.

Mader Executive Chairman and Founder, Luke Mader, said:
"Mader has always taken a disciplined approach to capital allocation. Our priority remains investing in the business and pursuing opportunities that can deliver attractive long-term returns for shareholders.

"At the same time, our strong financial position provides us with the flexibility to acquire Mader shares when we believe the market price represents compelling value. The buy-back gives us another tool to allocate capital efficiently without compromising our ability to fund the Group's growth ambitions."

The Buy-Back will be conducted within the “10/12 limit” permitted under the Corporations Act 2001 (Cth) and therefore does not require shareholder approval.

Shares acquired under the Buy-Back will be cancelled in accordance with the Corporations Act.

The Buy-Back is expected to commence following expiry of the applicable statutory notice period and will operate for up to 12 months, unless completed, varied, suspended or terminated earlier.

Further details of the Buy-Back are contained in the Appendix 3C lodged with ASX today.

This announcement has been authorised for release by the Board of Mader Group Limited.

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ABOUT MADER GROUP LIMITED

Mader Group Limited (ASX:MAD) is a global leader in the provision of specialist technical services across multiple industries. Today, the Company’s well-established labour market platform allows it to connect a global network of over 520 customers to a skilled in-house workforce of approximately 4,500+ personnel on flexible, fit for purpose, and cost-effective terms. Mader Group has received multiple prestigious awards, reflecting our commitment to excellence across various areas. These include Employer of the Year and WA Business of the Year at the 2025 WA Business Awards.

Executive Director & Chief Executive Officer
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Approved for release by the Board of Mader Group Limited.