



MADER

ANNUAL GENERAL MEETING

MADER GROUP LIMITED | 31 OCTOBER 2025

WHO WE ARE

**HEAVY MOBILE
EQUIPMENT**



**FIXED
INFRASTRUCTURE**



**POWER GENERATION
& MARINE**



**TRANSPORT
& LOGISTICS**



**ENERGY
SECTOR**



GLOBAL WORKFORCE
3,900+
SKILLED EMPLOYEES



SERVICE VEHICLES
1,850+
WORLDWIDE



WIDE NETWORK
640+
LOCATIONS



SUPPORTED
490+
CUSTOMERS



OPERATED IN
9 COUNTRIES



DIVERSIFIED ACROSS MULTIPLE INDUSTRIES



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



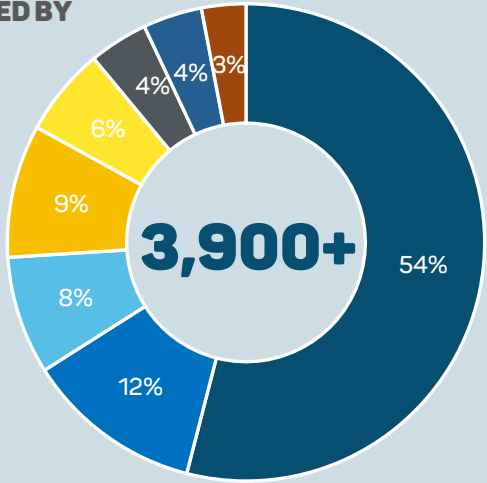
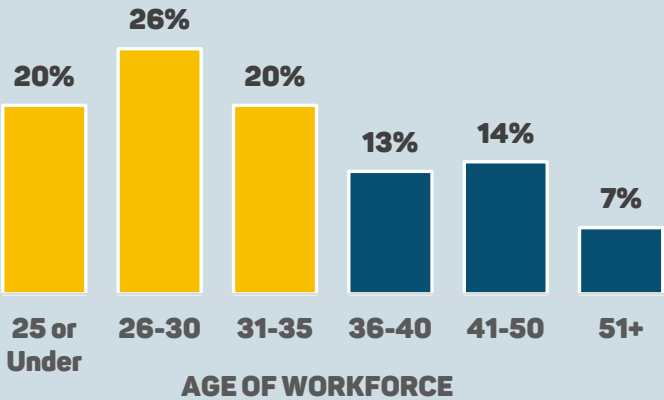
BROADENED SUITE OF TRADES



**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 Mechanic
- Auto & HV Electricians
- RT & LV Mechanics
- Apprentices
- Fabricators & Welders
- Fixed Plant & Infrastructure
- Trade assistants \ Servicepeople
- Other



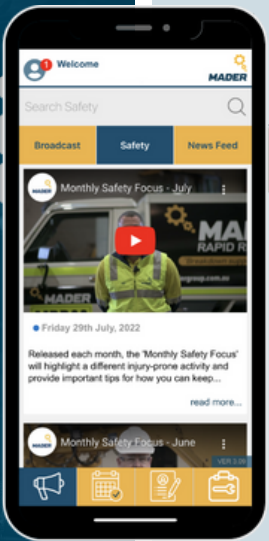
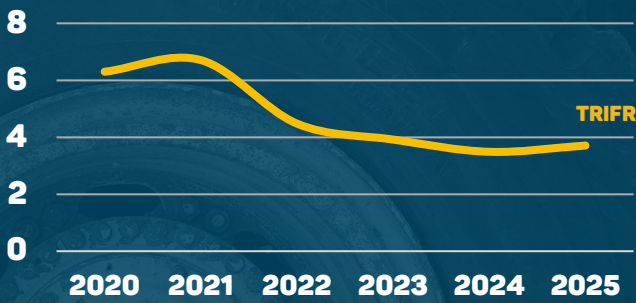
GEARED FOR SAFETY



"Our TRIFR was 3.71 recordable injuries per million hours worked. We continue to refine and advance our investment in safety through our people and technology to remain on the cutting edge of zero harm."

Justin Nuich
Executive Director and CEO

INJURY FREQUENCY RATES (PER MILLION HOURS WORKED)



AT MADER, SAFETY IS NOT JUST A PRIORITY, IT'S EMBEDDED IN EVERYTHING WE DO, FROM THE FRONTLINE LEADERSHIP TEAM, AND WITH EVERY CUSTOMER WE PARTNER WITH.

TOGETHER, WE ARE GEARED FOR SAFETY.

FY25 HIGHLIGHTS



RECORD REVENUE

**\$872.2M UP 13%
FROM \$774.5M PCP**



SOLID MARGINS

**NPAT OF \$57.1M AT 6.6%, UP
13% VS PCP OF \$50.4M AT 6.5%**



BALANCE SHEET STRENGTHENED

**NET DEBT AT \$8.3M, DOWN 73%
FROM \$31.2M PCP**



NET HEADCOUNT GROWTH

**INCREASED 700+
GLOBALLY**



CUSTOMER DEMAND IMPROVING



NORTH AMERICA RETURNS TO GROWTH



ON TRACK FOR STRATEGIC PLAN



GUIDANCE IN LINE WITH EXPECTATIONS



BUILDING TO THE FIRST BILLION

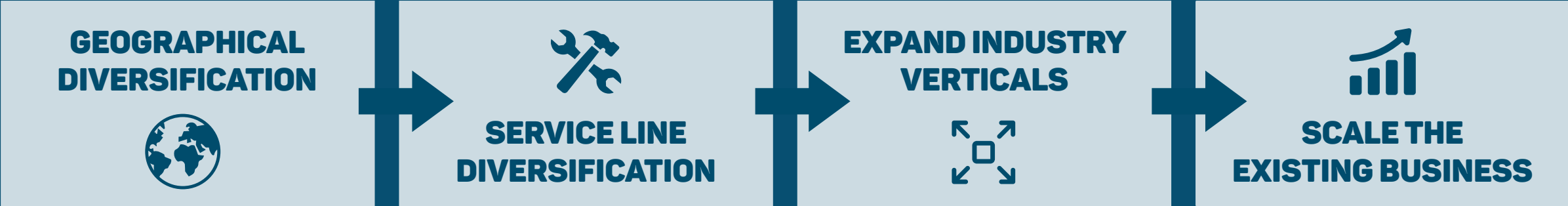
MADER GROUP LIMITED

STRATEGIC PLAN

“As we enter the final year of our five-year strategic plan, the blueprint set out by the Board of Directors has served as a strategic guide in achieving our results over the last four years. This has positioned us well to deliver FY26 and the five-year plan targets.”

Justin Nuich
Executive Director & CEO

SET IN THE STRATEGIC PLAN:



YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
FY22 NPAT TARGET:	FY23 NPAT TARGET:	FY24 NPAT TARGET:	FY25 NPAT TARGET:	FY26 NPAT TARGET:
\$24M	\$32M	\$40M	\$51M	\$65M

THE BUILDING BLOCKS

CULTURE



380+

EMPLOYEES ON
OVERSEAS
GLOBAL PATHWAYS
ADVENTURES



150+

EXPERIENCES
DELIVERED BY
THREE GEARS

LEADERSHIP DEVELOPMENT



240+

TEAM LEADERS IN
GLOBAL OPERATIONS



120+

TRADE UPGRADE
GRADUATES IN FY25

RESOURCES & MINERALS



AUSTRALIA

3.4B ROM

SITES ENGAGED IN FY25: 450+
TOTAL MINES & PROJECTS IN
OPERATION: 552

NORTH AMERICA

7.1B ROM

SITES ENGAGED IN FY25: 175+
TOTAL MINES & PROJECTS IN
OPERATION: 3,508



REST OF WORLD

15.6B ROM

SITES ENGAGED IN FY25: 11
TOTAL MINES & PROJECTS: 7,439

Source: Mines & Projects Database – Global Data, 2025.

INFRASTRUCTURE MAINTENANCE

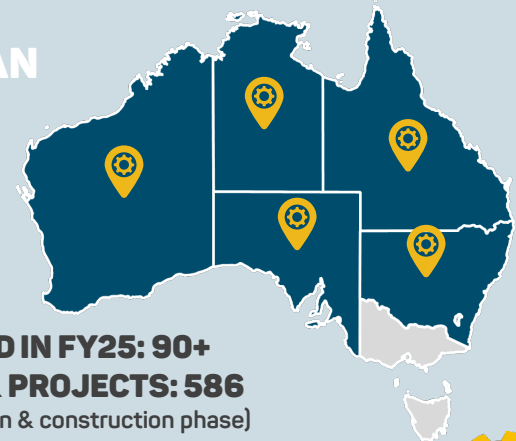


PROCESSING INFRASTRUCTURE
CRUSHERS, SCREENS,
CONVEYORS, STACKERS



**NON-PROCESSING
INFRASTRUCTURE**
WORKSHOPS, MINING CAMPS,
PROJECT MANAGEMENT

AUSTRALIAN MARKET



SITES ENGAGED IN FY25: 90+
TOTAL MINES & PROJECTS: 586
(in Australia, operation & construction phase)

Source: Mines & Projects Database – Global Data, 2025.

THE BUILDING BLOCKS

ENERGY MARKET

OIL AND GAS ARE ESSENTIAL TO POWERING OVER HALF THE WORLD'S ENERGY.



PRODUCTION AT THE WELLHEAD



STORAGE & DISTRIBUTION

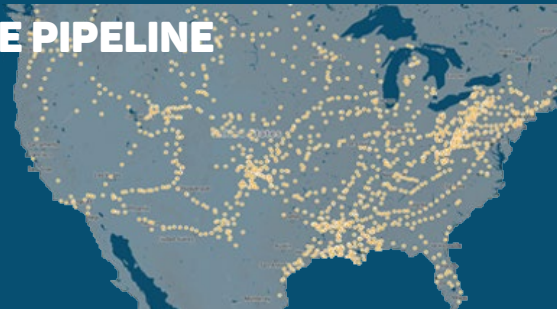


OIL AND GAS FACILITIES



TRANSPORTATION (PIPELINES)

INTERSTATE PIPELINE



TRANSPORT & LOGISTICS



249B

TONNE KILOMETRES OF **FREIGHT** MOVED BY ROAD IN AUSTRALIA



89%

DOMESTIC RAIL FREIGHT OF IRON ORE & COAL



31,191KM

KILOMETRES OF OPEN **RAILWAY** ACROSS AUSTRALIA

CARRIED BY ROAD AND RAIL



LIVESTOCK



PETROLEUM PRODUCTS



BULK CARTAGE



MINED MATERIALS

Source 1: Global Data, 2025.
Source 2: Bitre, Australian Infrastructure and Transport Statistics, 2025.

EMERGING MARKETS



PROVING THE BUSINESS MODEL IN NEW SCALABLE MARKET SEGMENTS



REVENUE DIVERSIFICATION: EXPANDING OUR PORTFOLIO AND DRIVING GROWTH THROUGH NEW REVENUE STREAMS



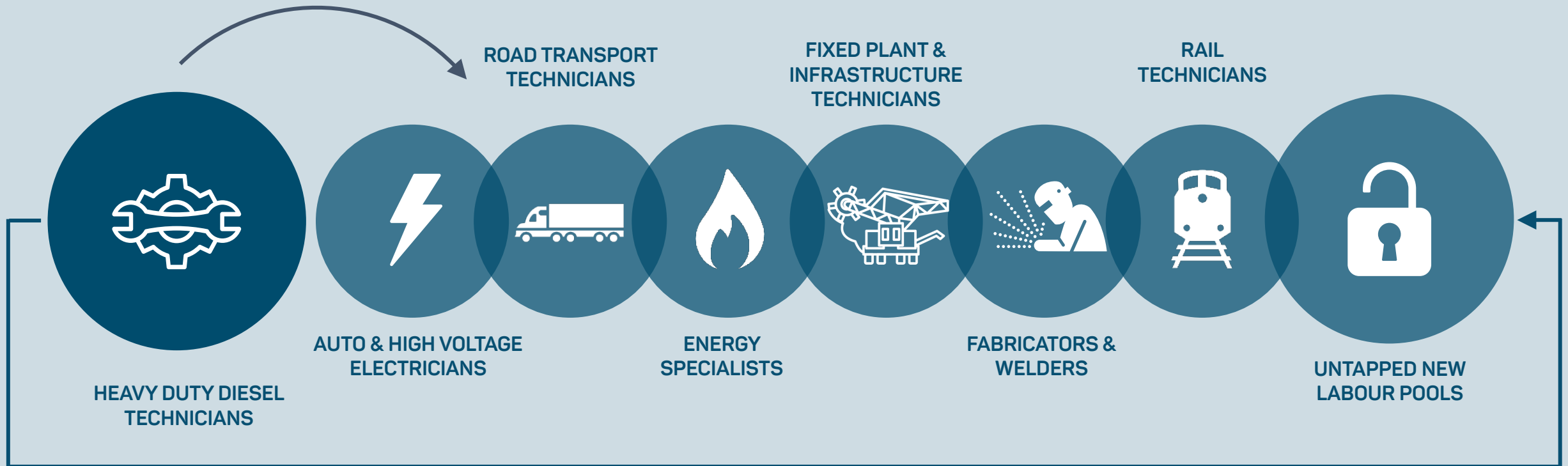
EXPANSION ACROSS INDUSTRIES AND BORDERS: DIVERSIFIED GROWTH THROUGHOUT BROADER MARKET PRESENCE



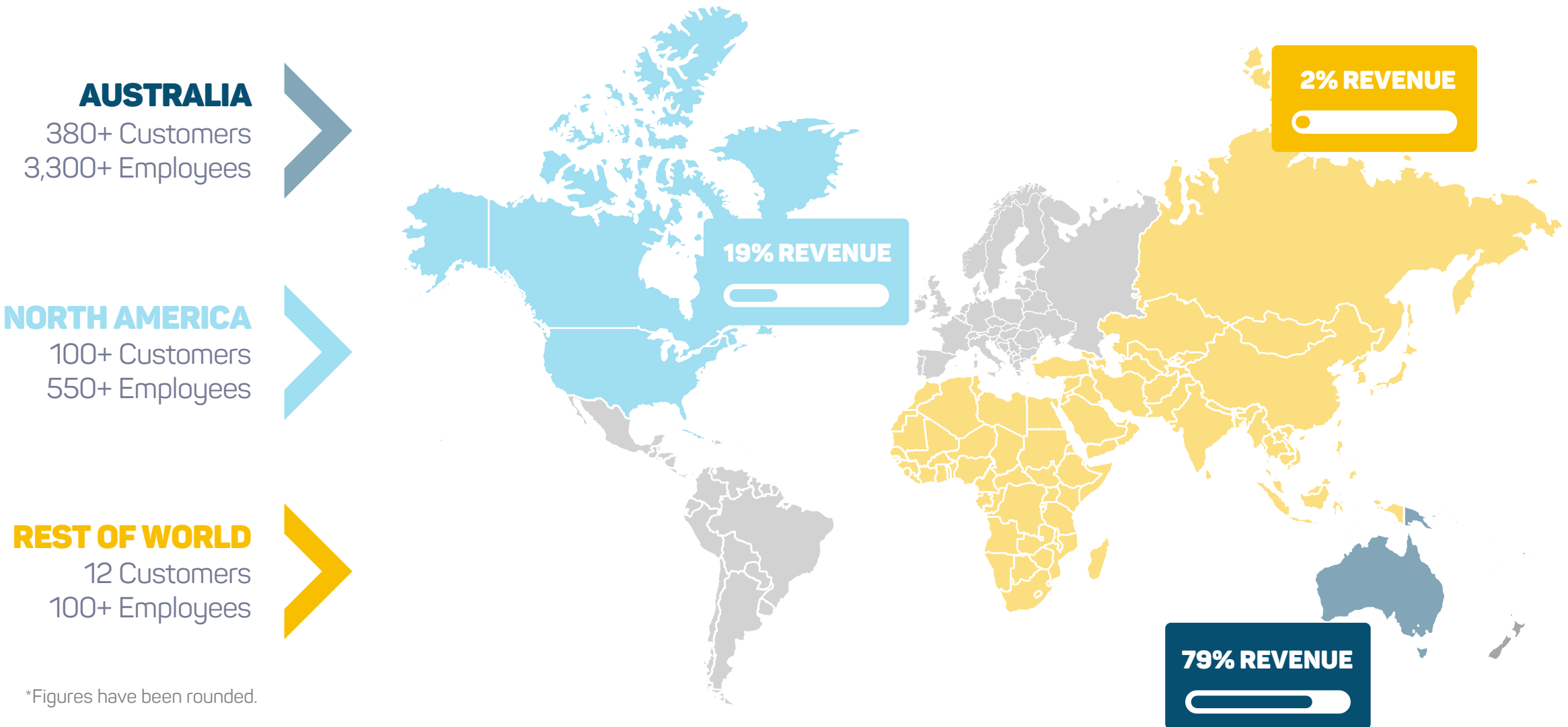
RESEARCH AND DEVELOPMENT: EXPLORING EMERGING MARKETS, OPPORTUNITIES AND GROWTH GAPS

AN **EVOLVING** BUSINESS

A PROVEN TRACK RECORD OF ORGANICALLY REPLICATING OUR UNIQUE BUSINESS MODEL ACROSS MULTIPLE INDUSTRY VERTICALS.



MULTIPLE BEACHHEADS TO TARGET GROWTH



AUSTRALIA

380+ Customers
3,300+ Employees

NORTH AMERICA

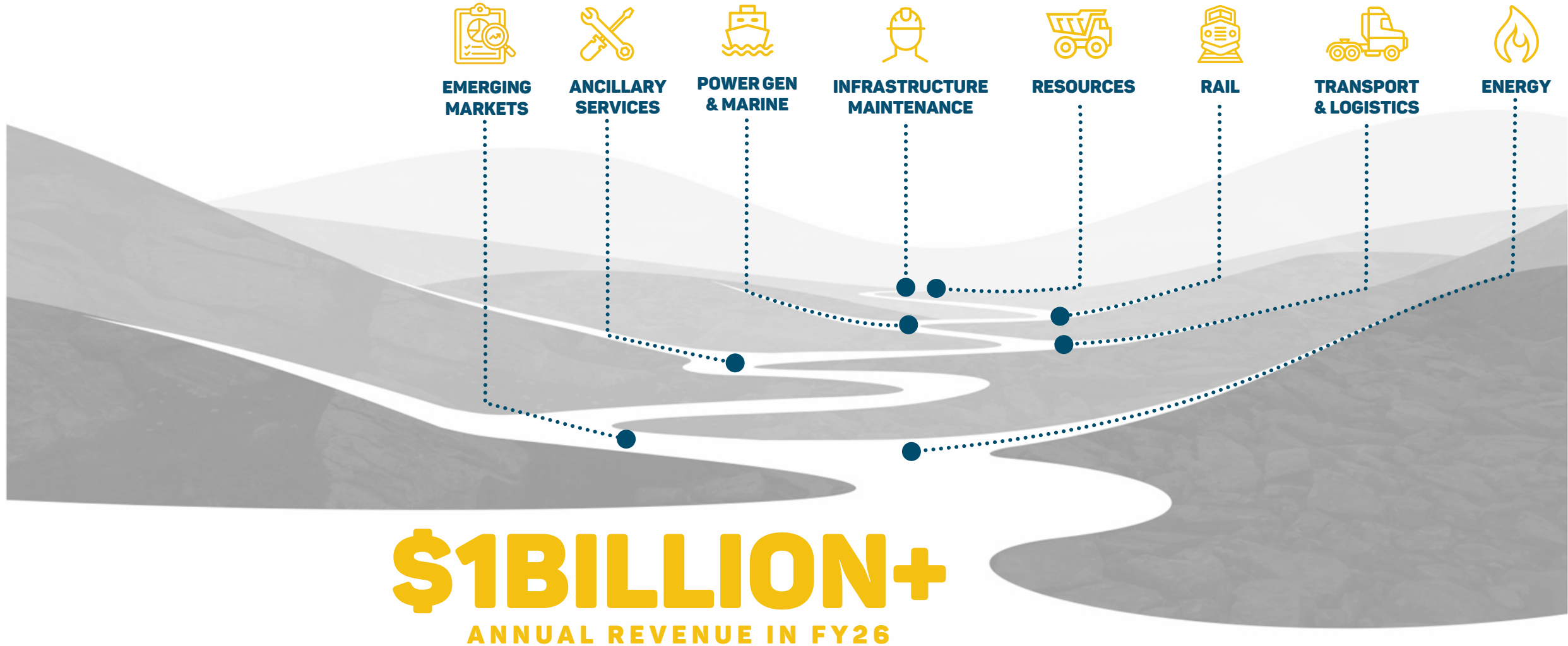
100+ Customers
550+ Employees

REST OF WORLD

12 Customers
100+ Employees

*Figures have been rounded.

JUST GETTING **STARTED**





WHAT'S NEXT?

MADER GROUP LTD

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 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

EXCEEDED

+13% PCP

YEAR 5

NPAT TARGET:
\$65M

FY26 GUIDANCE:
\$65M

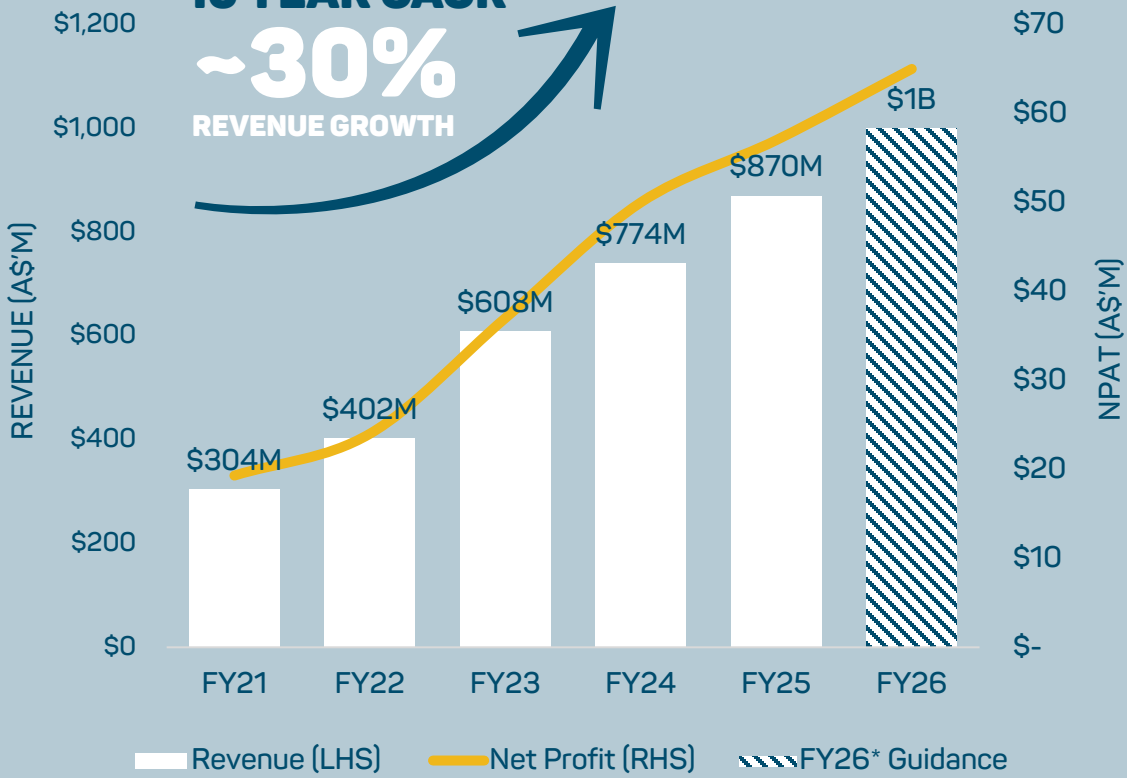
ON TRACK

+14% PCP

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

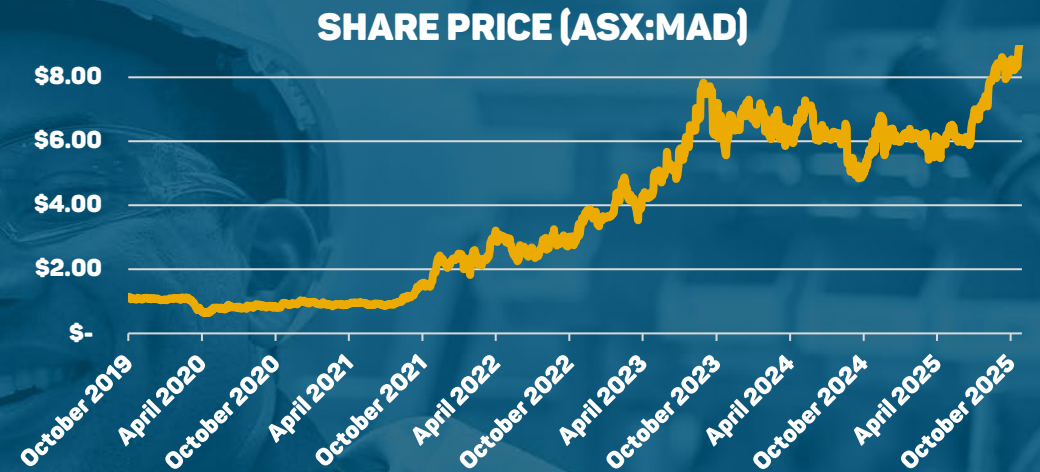
MARKET CAP
\$1.8B[^]

SHARES ON ISSUE
203.5M^{*}

SHARE PRICE
\$8.99[^]

[^] As at market close on 30 October 2025.

^{*} Capital structure excludes 7.84m Performance Rights which are expected to vest in 2026.



**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**

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