



# **MADER**

## **ANNUAL GENERAL MEETING**

**MADER GROUP LIMITED | 31 OCTOBER 2025**



# WHO WE ARE

HEAVY MOBILE  
EQUIPMENT

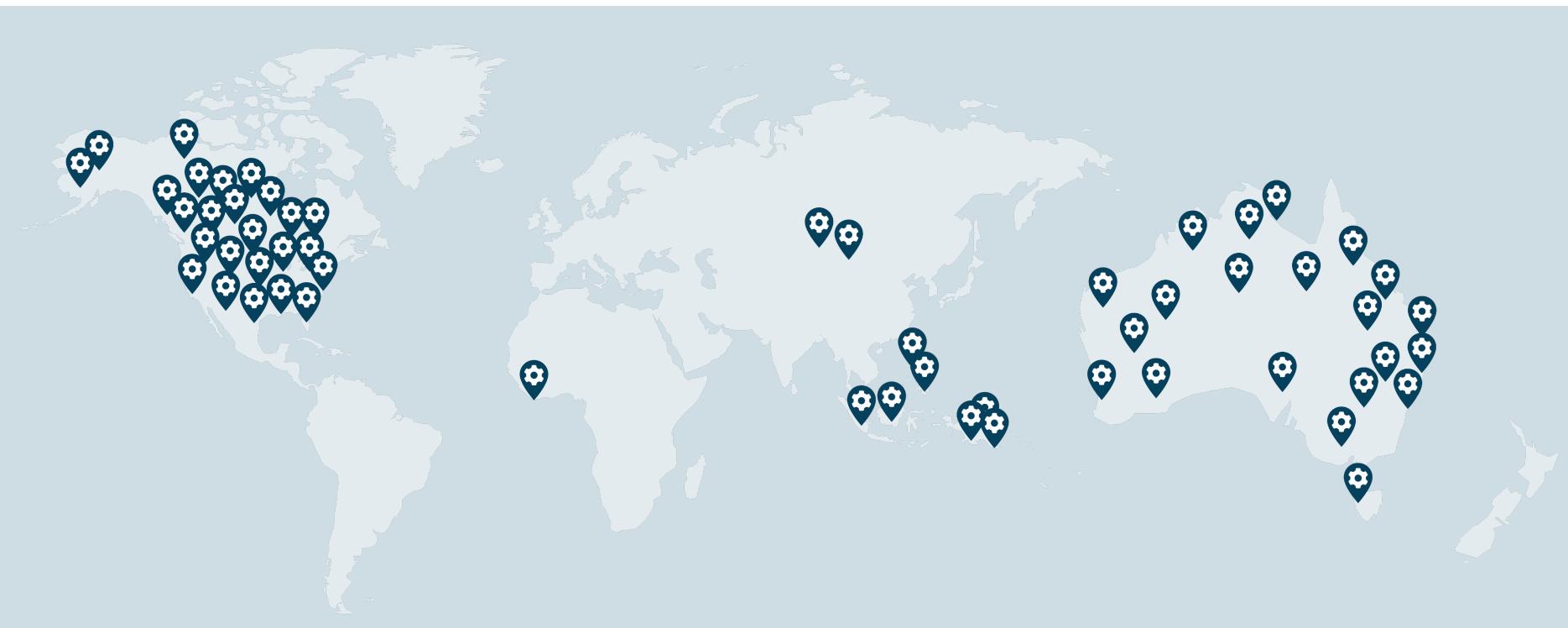


POWER GENERATION  
& MARINE



TRANSPORT  
& LOGISTICS

ENERGY  
SECTOR



GLOBAL WORKFORCE  
**3,900+**  
SKILLED EMPLOYEES



SERVICE VEHICLES  
**1,850+**  
WORLDWIDE



WIDE NETWORK  
**640+**  
LOCATIONS

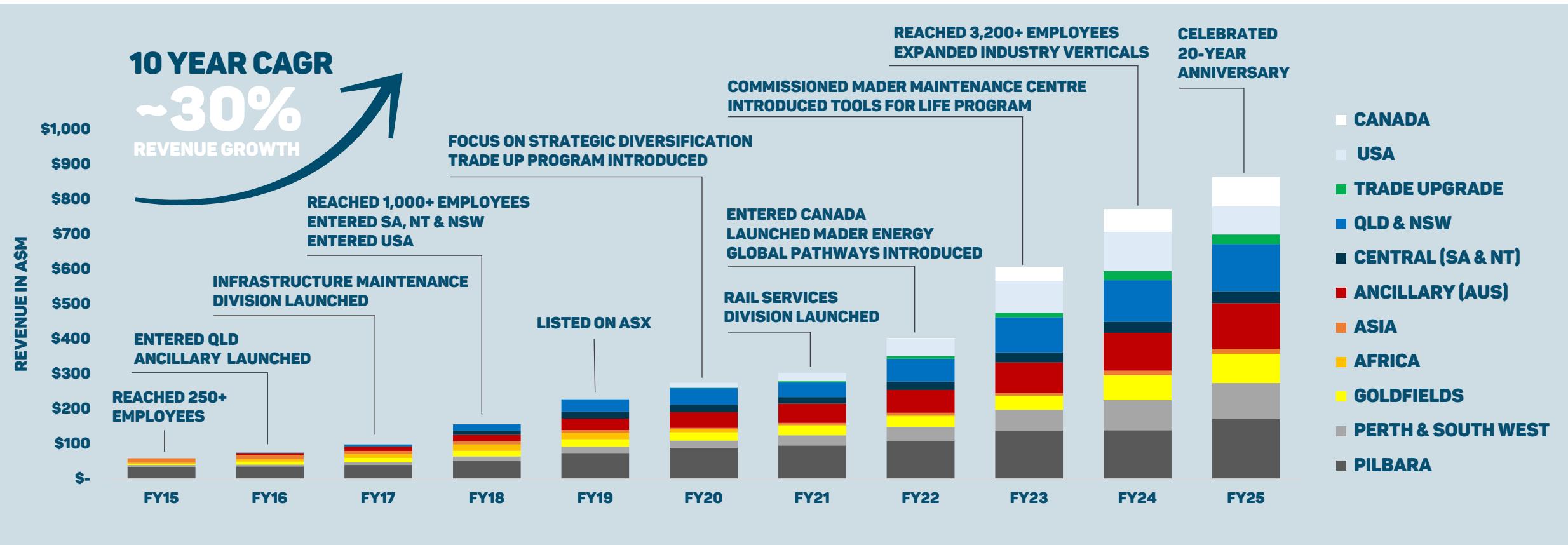


SUPPORTED  
**490+**  
CUSTOMERS



OPERATED IN  
**9**  
COUNTRIES

# 20 YEARS OF ORGANIC GROWTH



**DIVERSIFIED ACROSS MULTIPLE INDUSTRIES**



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



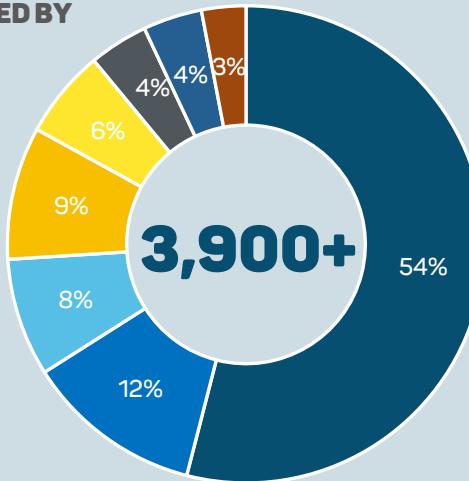
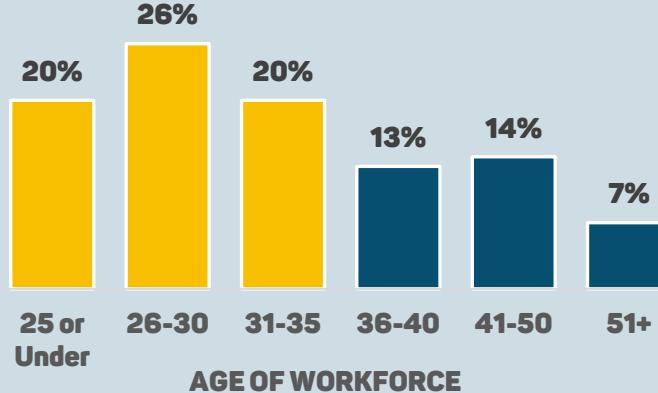
**BROADENED SUITE OF TRADES**



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



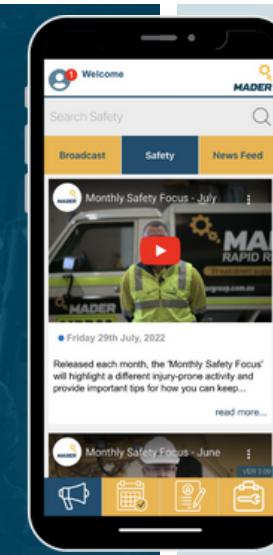
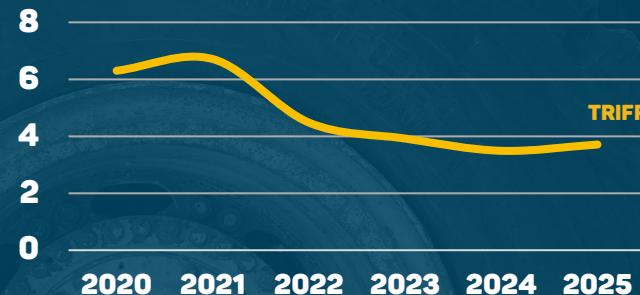
## GEARED FOR SAFETY



"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



MADER



## RECORD REVENUE

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



## CUSTOMER DEMAND IMPROVING



## SOLID MARGINS

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



## NORTH AMERICA RETURNS TO GROWTH



## BALANCE SHEET STRENGTHENED

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



## ON TRACK FOR STRATEGIC PLAN



## NET HEADCOUNT GROWTH

INCREASED 700+  
GLOBALLY



## 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:

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

FY26 NPAT  
TARGET:  
**\$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.

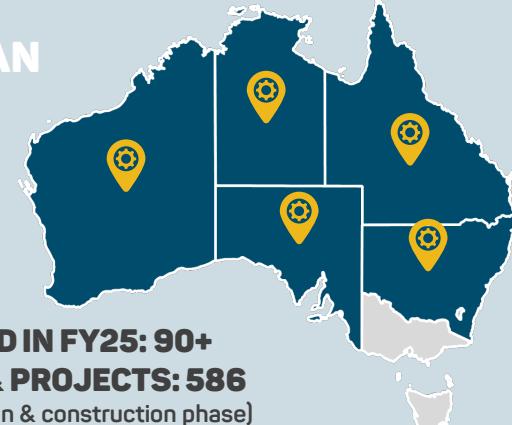
## INFRASTRUCTURE MAINTENANCE



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



OIL AND GAS FACILITIES



STORAGE & DISTRIBUTION



TRANSPORTATION (PIPELINES)

### INTERSTATE PIPELINE



## TRANSPORT & LOGISTICS



249B



89%



31,191KM

### CARRIED BY ROAD AND RAIL



LIVESTOCK



BULK CARTAGE



PETROLEUM PRODUCTS



MINED MATERIALS

TONNE KILOMETRES OF FREIGHT MOVED BY ROAD IN AUSTRALIA

DOMESTIC RAIL FREIGHT OF IRON ORE & COAL

KILOMETRES OF OPEN RAILWAY ACROSS AUSTRALIA

## 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

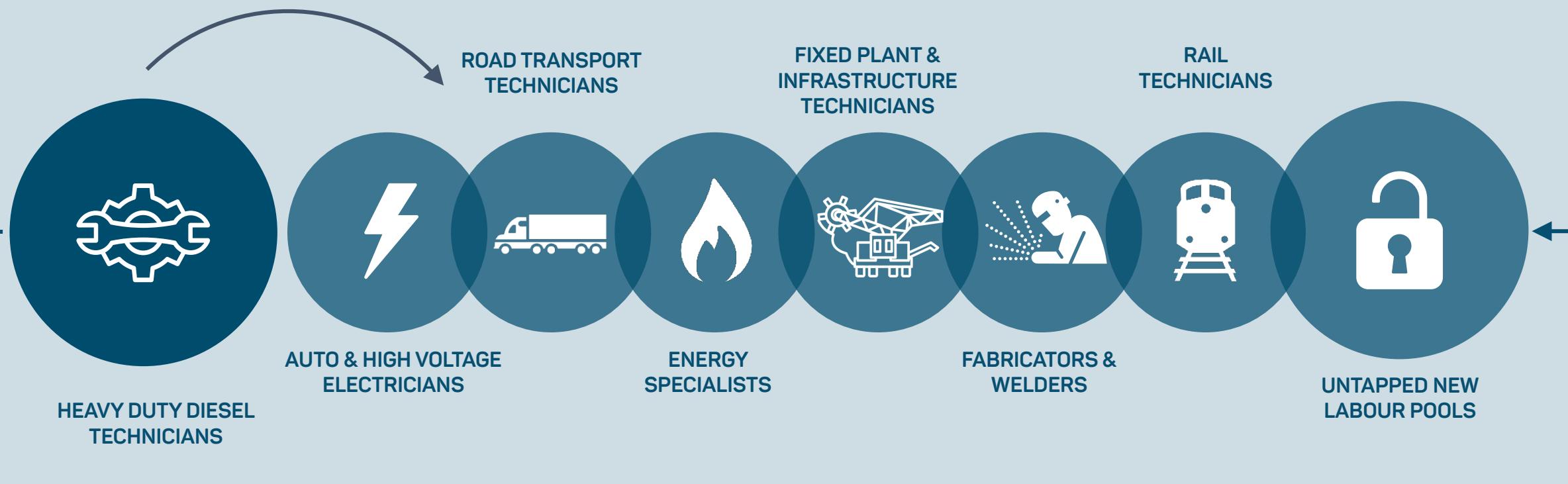


RESEARCH AND DEVELOPMENT: EXPLORING EMERGING MARKETS, OPPORTUNITIES AND GROWTH GAPS



# AN EVOLVING BUSINESS

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



# MULTIPLE BEACHHEADS TO TARGET GROWTH



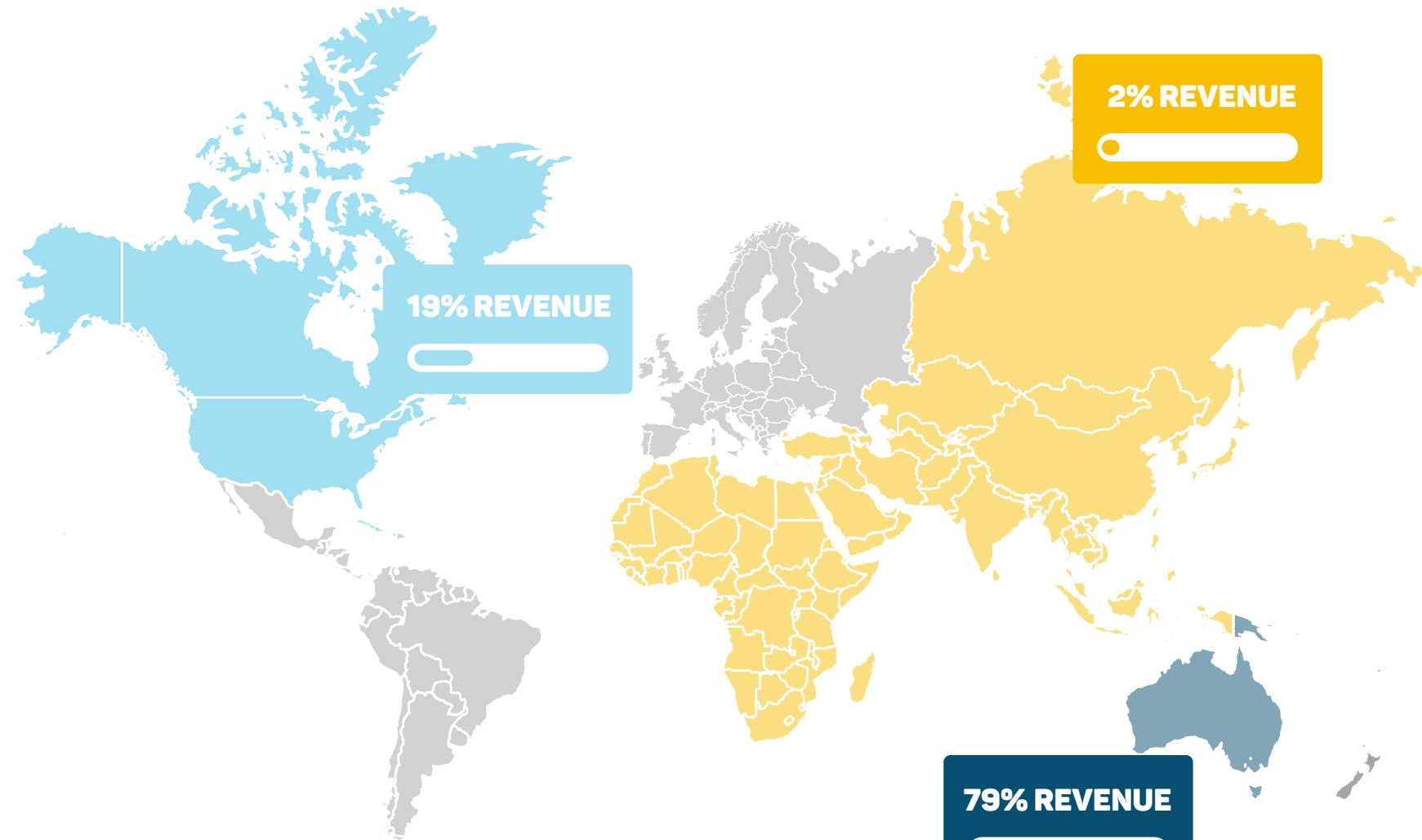
**AUSTRALIA**  
380+ Customers  
3,300+ Employees



**NORTH AMERICA**  
100+ Customers  
550+ Employees



**REST OF WORLD**  
12 Customers  
100+ Employees



\*Figures have been rounded.

# JUST GETTING STARTED



EMERGING  
MARKETS



ANCILLARY  
SERVICES



POWER GEN  
& MARINE



INFRASTRUCTURE  
MAINTENANCE



RESOURCES



RAIL



TRANSPORT  
& LOGISTICS



ENERGY

**\$1BILLION+**

ANNUAL REVENUE IN FY26



# WHAT'S NEXT?

MADER GROUP LTD

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# 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**

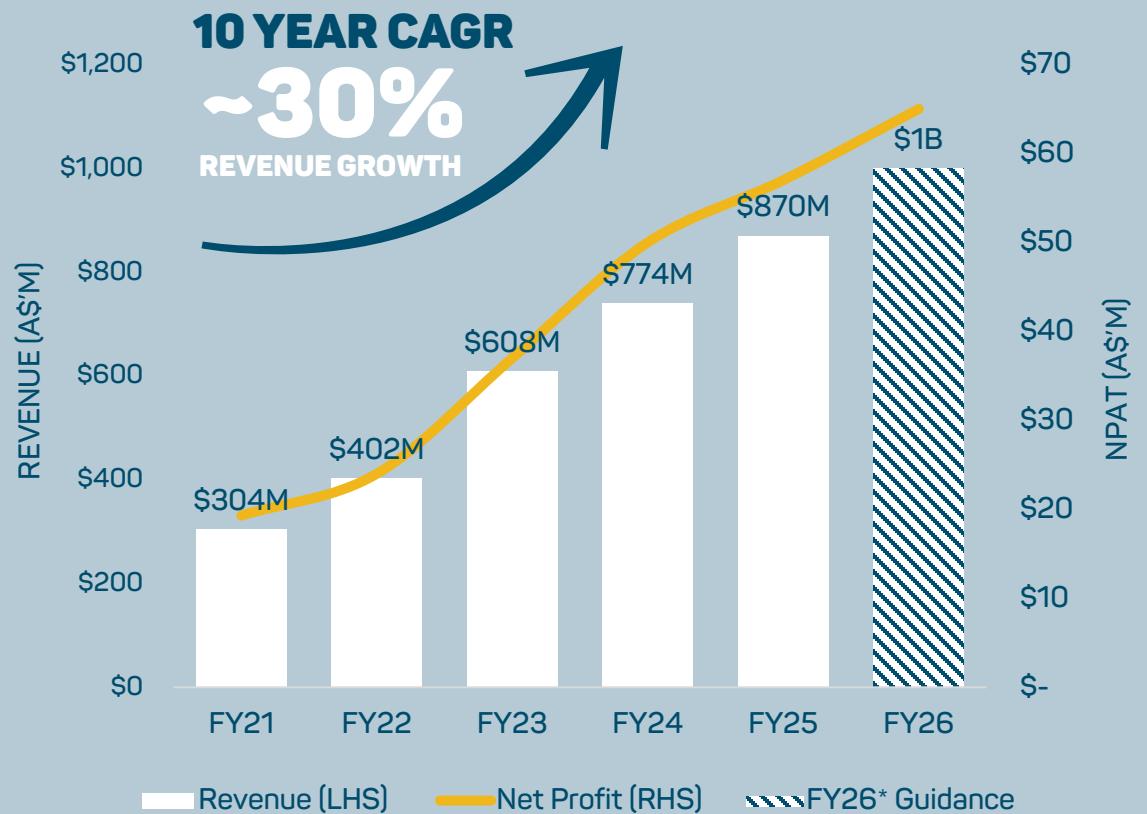
FY26 GUIDANCE:  
**\$65M**

**ON TRACK**

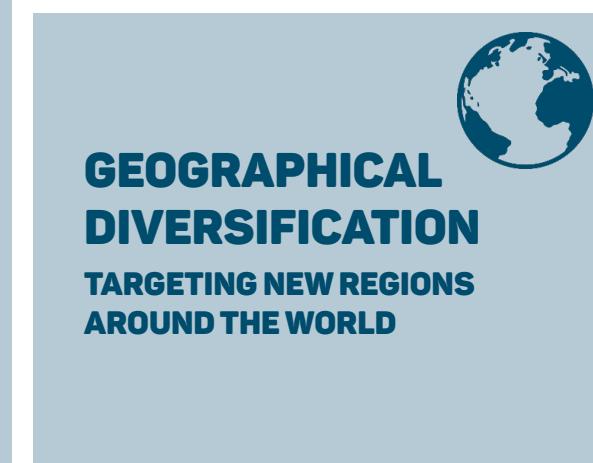
+14% PCP

# HIGH GROWTH AGENDA

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



\*Based on delivery of the Group's FY26 revenue and NPAT guidance.



# INVESTMENT CASE

MARKET CAP  
**\$1.8B^**

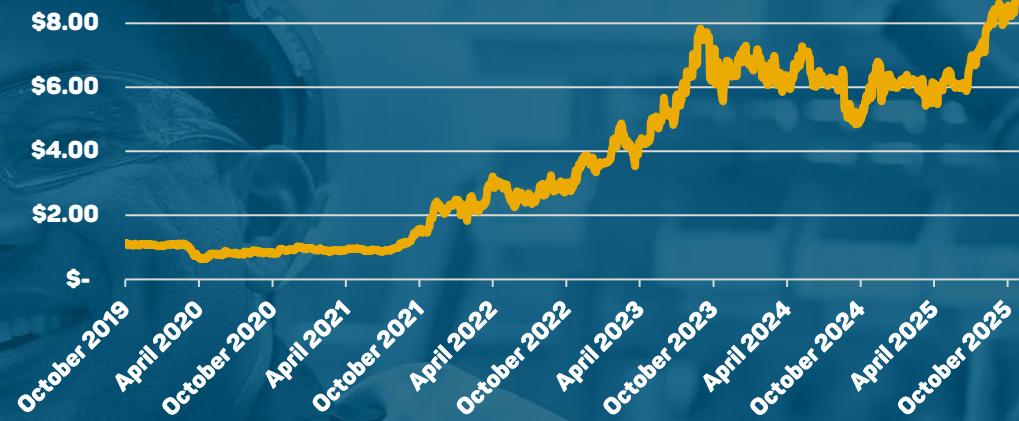
SHARES ON ISSUE  
**203.5M\***

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.

## SHARE PRICE (ASX:MAD)



PROVEN  
TRACK  
RECORD

LARGE  
ADDRESSABLE  
MARKETS

DISRUPTIVE  
BUSINESS  
MODEL

POSITIVE  
INDUSTRY  
TRENDS

UNIQUE  
WORKPLACE  
CULTURE

CAPITAL  
LIGHT  
OPERATIONS

SUSTAINABLE  
GROWTH  
PROSPECTS

SIMPLE BALANCE  
SHEET & FINANCIAL  
FLEXIBILITY

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