



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

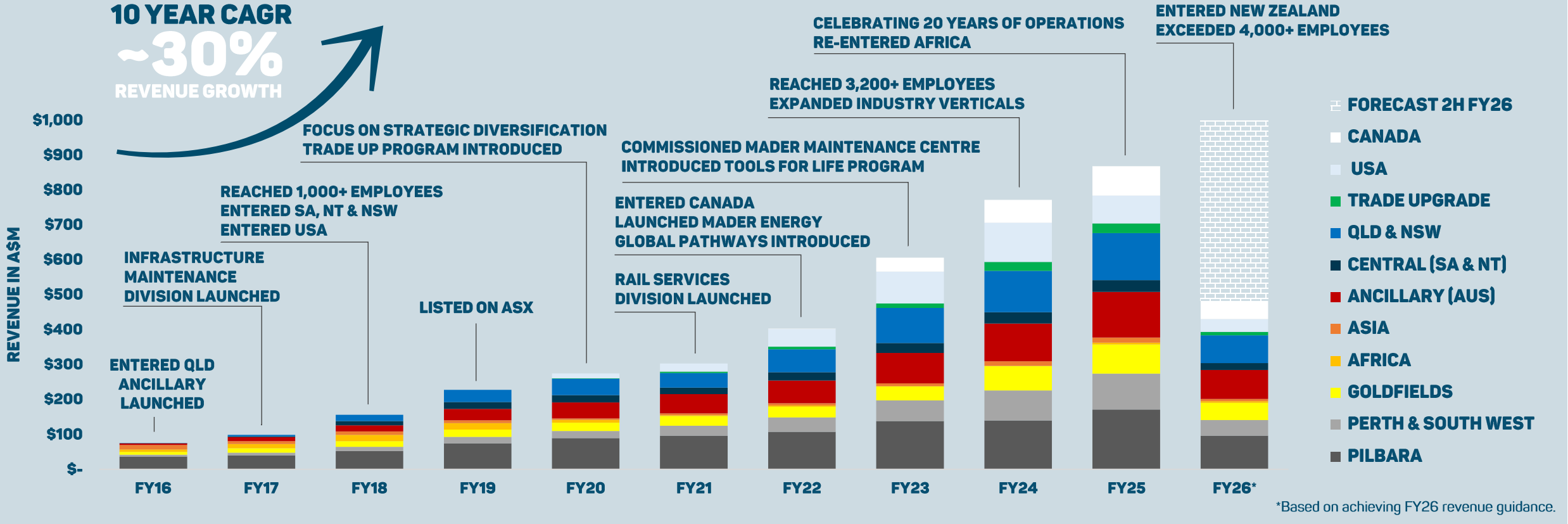


OPERATED IN
10
COUNTRIES

ORGANIC GROWTH

10 YEAR CAGR

~30%
REVENUE GROWTH



DIVERSIFIED
ACROSS MULTIPLE
INDUSTRIES



LAUNCHED FULLY
ORGANIC START UPS
IN NEW MARKETS



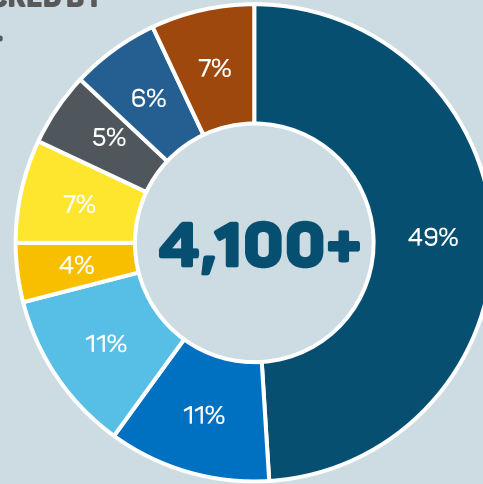
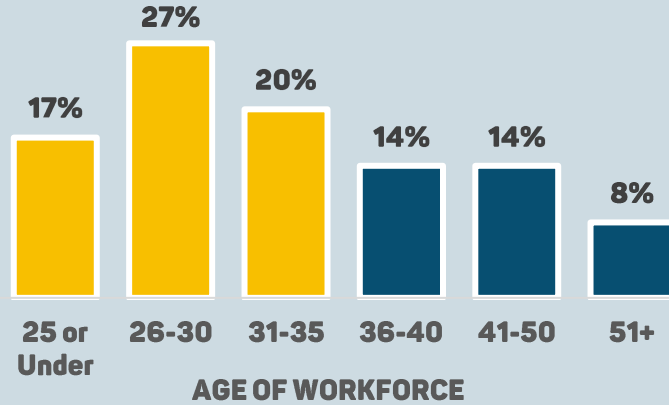
BROADENED
SUITE OF
TRADES



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

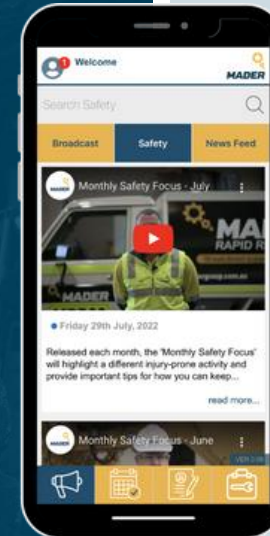
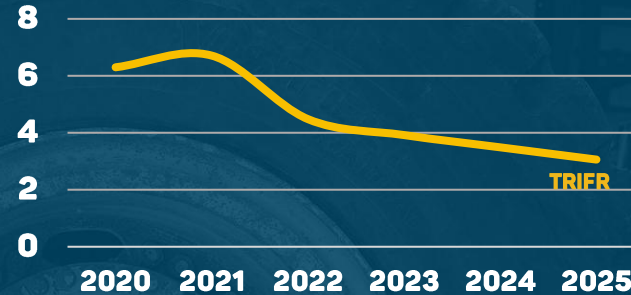
GEARED FOR SAFETY



"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%



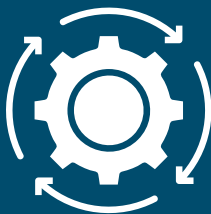
BALANCE SHEET STRENGTHENED

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



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



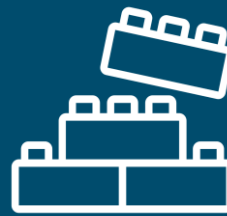
SIGNIFICANT NUMBER OF EMPLOYEES HAVE ALREADY SIGNED UP TO **OVERSEAS ADVENTURES!**



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

THREE GEARS



108
AERIAL
ADVENTURES



1,127HRs
EXPLORING THE
GREAT OUTDOORS



74
TRACK CIRCUITS
RACED



862KMs
TREKKED TO
MOUNTAIN PEAKS



386
FISHING LINES
CAST

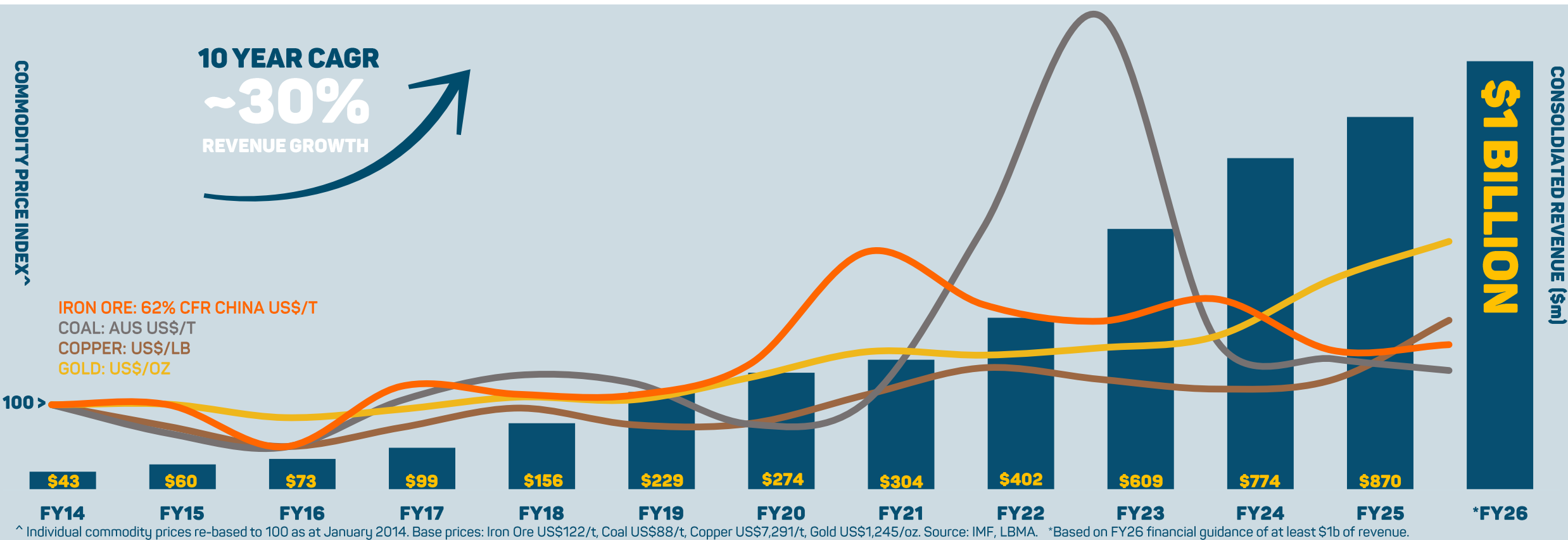


A construction worker wearing a white hard hat with the 'MADER' logo, a high-visibility safety vest over a light-colored shirt, and dark pants stands in the center of the frame. He is looking upwards and to the right. The background features a large industrial building with a corrugated metal roof and several pieces of heavy machinery, including a yellow CAT wheel loader and a larger piece of equipment with 'CAT' and '1059' visible. The entire image has a blue color overlay.

BUILDING A RESILIENT BUSINESS

MADER GROUP LIMITED

A RESILIENT BUSINESS MODEL



REACTIVE SERVICE MODEL PROVIDES GROWTH OPPORTUNITIES THROUGHOUT COMMODITY CYCLES



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



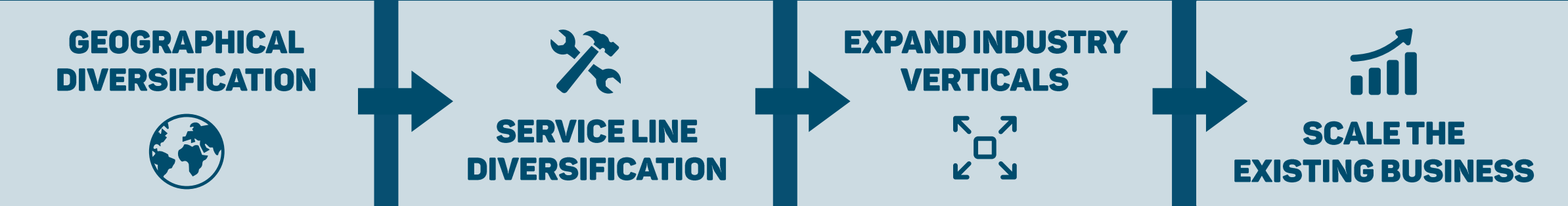
DIVERSIFICATION OF SERVICE OFFERINGS DOWNSTREAM OF PRIMARY EXTRACTION INCREASES ADDRESSABLE MARKETS

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:



YEAR 1

FY22 NPAT
TARGET:
\$24M

YEAR 2

FY23 NPAT
TARGET:
\$32M

YEAR 3

FY24 NPAT
TARGET:
\$40M

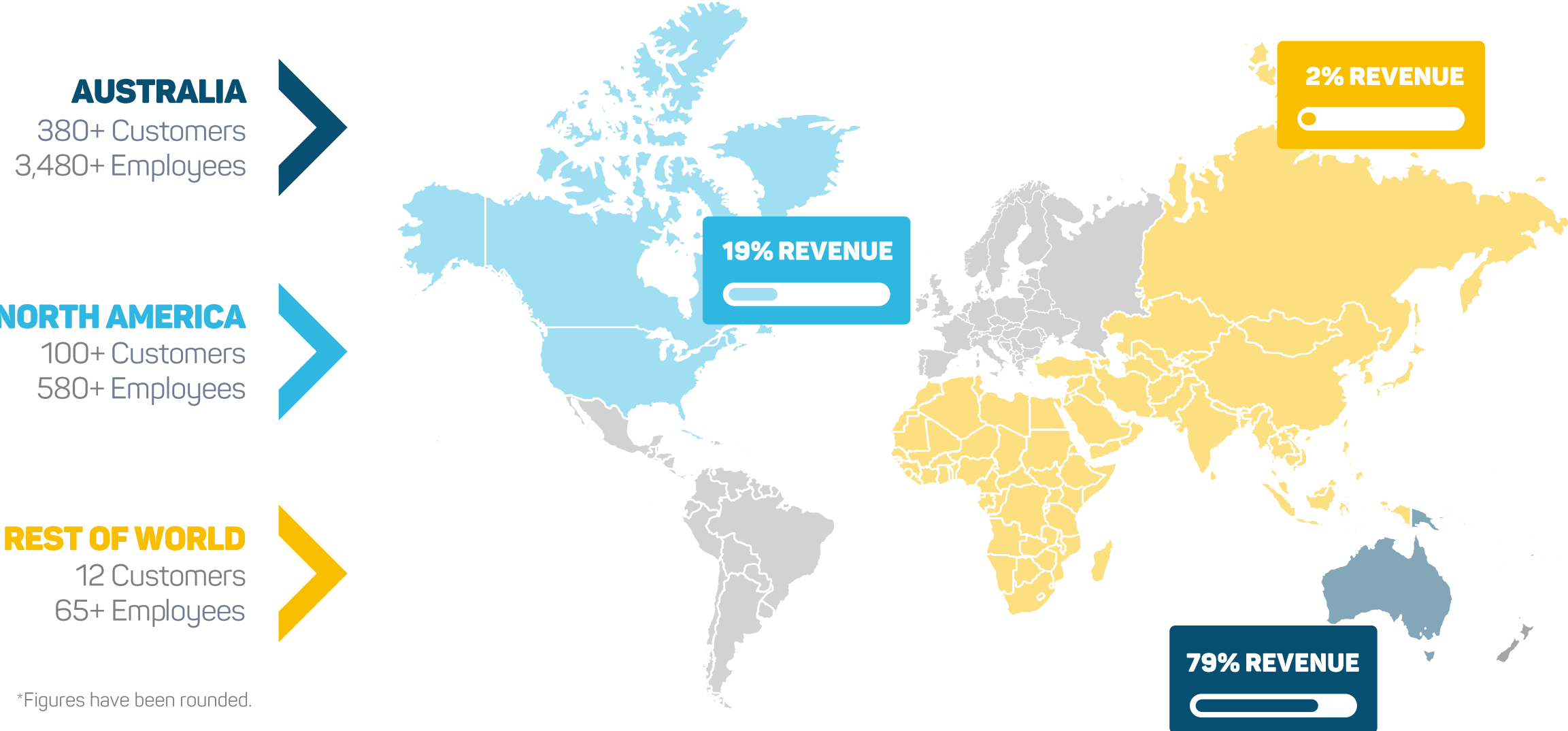
YEAR 4

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**

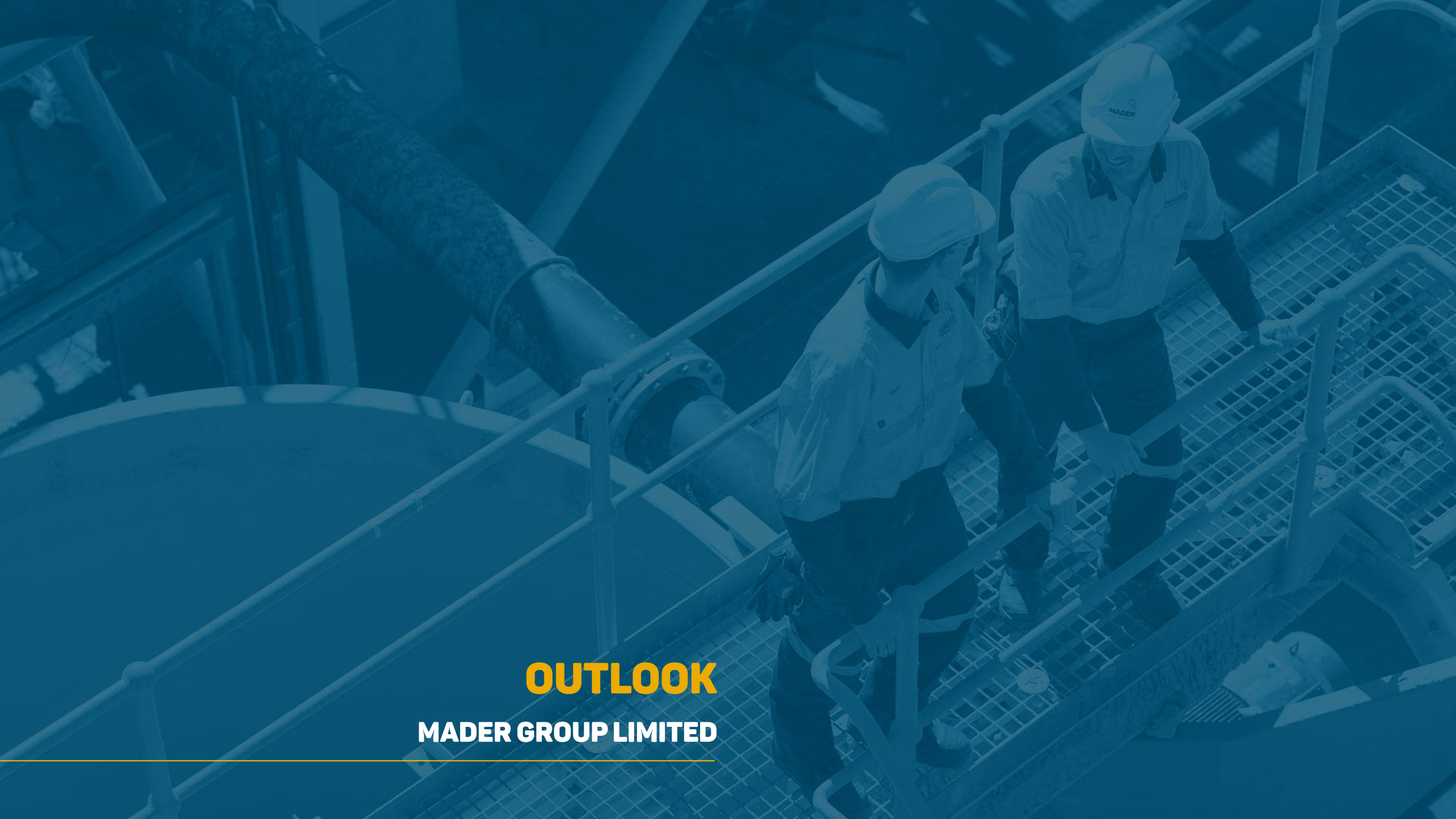


ENERGY

\$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.



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

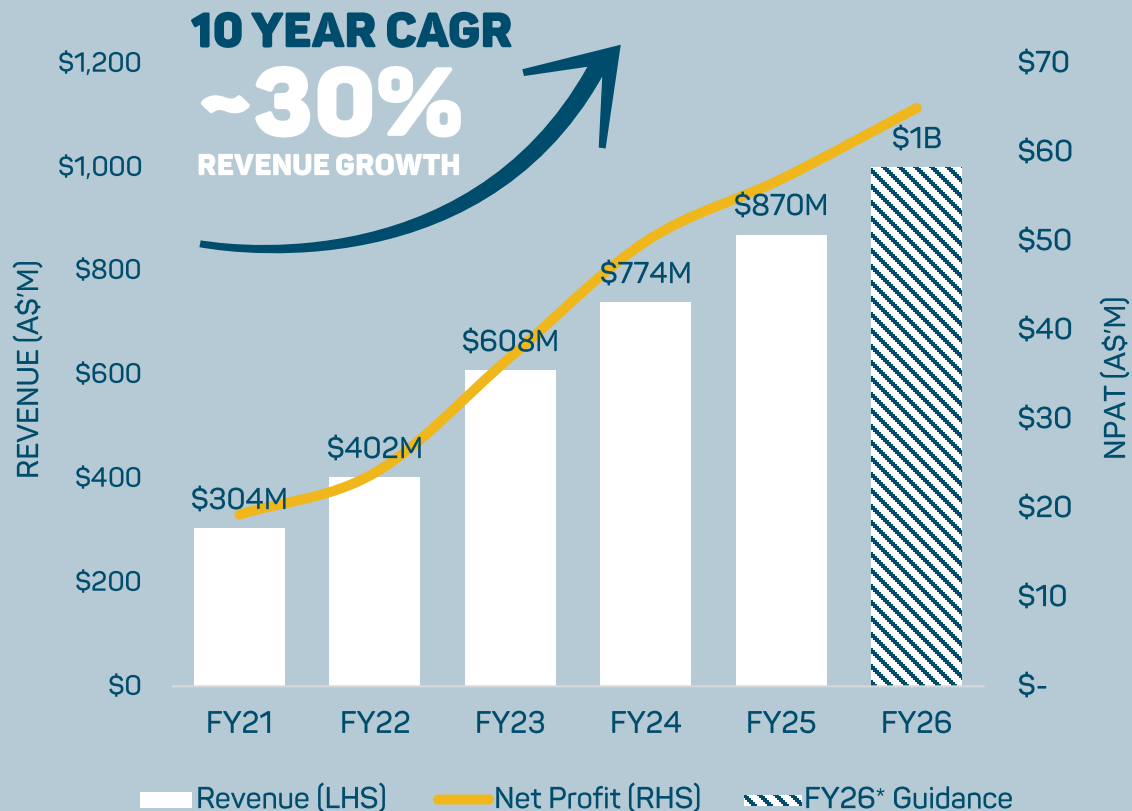
ON TRACK

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**



*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



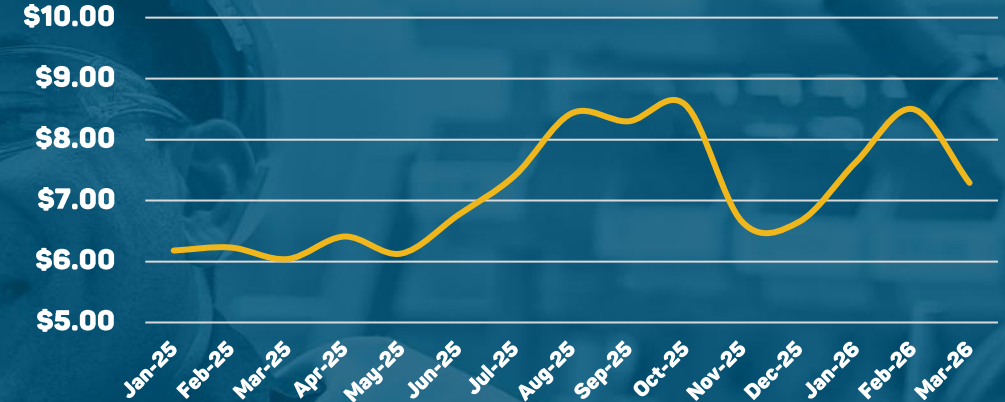
INVESTMENT CASE

MARKET CAP
\$1.5B[^]

SHARES
203M^{*}

SHARE PRICE
\$7.28[^]

SHARE PRICE



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

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



**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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