Monadelphous

24 November 2026

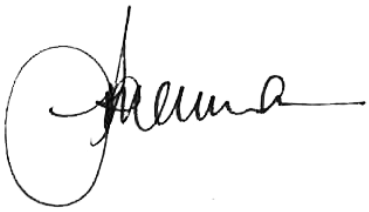
Company Announcements
Australian Securities Exchange Limited
Level 4, 20 Bridge Street
SYDNEY NSW 2000
AUSTRALIA

Dear Sir / Madam

RE: 2026 ANNUAL GENERAL MEETING ADDRESS TO SHAREHOLDERS

Please find attached the address to shareholders to be delivered at the 2026 Annual General Meeting today at The University Club in Crawley, Western Australia.

Authorised by



Philip Trueman

Company Secretary

Monadelphous Group Limited

E: monadel@monadel.com.au
ABN 28 008 988 547

59 Albany Highway,
Victoria Park, WA 6100

T: +61 8 9316 1255
F: +61 8 9316 1950

PO Box 600,
Victoria Park, WA 6979

monadelphous.com.au

ASX RELEASE

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2026 ANNUAL GENERAL MEETING ADDRESS TO SHAREHOLDERS

Chair Rob Velletri

Good morning, everyone.

I am pleased to report another year of terrific performance for Monadelphous, with the business continuing to deliver strong financial results while making meaningful progress against our long-term growth strategy.

Our success continues to be built on the reputation we have earned over many years: delivering what we promise, maintaining strong customer relationships, and executing projects safely and effectively.

During the year we secured more than $2 billion in new work, continuing a strong run of contract awards that has seen Monadelphous secure more than $5 billion of new contracts over the past two and a half years.

This outcome reflects both the strength of our long-term relationships with blue-chip customers and our continued success in broadening our customer base.

More than $1.1 billion of this year's awards were in Western Australia's iron ore sector alone, including significant construction and maintenance contracts with BHP, Rio Tinto and Fortescue.

Demand across the energy sector also remained strong, with ongoing opportunities from major customers INPEX, Woodside, Shell and Santos.

At the same time, Zenviron continued to build momentum, further enhancing its reputation as a leading provider of renewable energy infrastructure.

A key focus during the year was the execution of our growth strategy through targeted acquisitions, expanding our capabilities and strengthening our position across both established and emerging markets.

The acquisition of Kerman Contracting broadened our ability to deliver non-process infrastructure projects, and increased our exposure to opportunities across the resources, agriculture, transport and port sectors.

We are already seeing the benefits, with Kerman, post year end, securing a $165 million Rio Tinto contract at the Brockman Syncline 1 development in the Pilbara. The award builds on Kerman's existing relationship with Rio Tinto, complements Monadelphous' broader involvement in the project, and demonstrates how combining our capabilities creates additional growth opportunities.

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We also strengthened our high-voltage electrical services capability through the acquisition of Australian Power Industry Partners, building on the addition of High Energy Service earlier in the year.

While we continued to expand the business, we remained focused on our greatest strength, our people. We continued to invest in attracting, developing and retaining talented employees who share our values and commitment to excellence.

With around $830 million in new contracts secured since the start of the new financial year, a diversified pipeline of opportunities, and an expanded capability base, Monadelphous is well positioned for continued growth.

Looking ahead, the outlook across our key markets remains positive. Strong commodity production, ongoing investment in resources, growing demand for energy infrastructure and the accelerating energy transition continue to create significant opportunities for our business.

Before we move on, on behalf of Monadelphous, I want to take a moment to express our sincere condolences to the Kerman family and everyone at Kerman Contracting on the recent passing of Brian Kerman. Brian was the founder of the Kerman business, and a highly respected figure in Western Australia's construction industry.

Brian's vision, leadership and values helped build a business that has made a lasting contribution to our industry and touched the lives of many people who had the privilege of working alongside him. His contribution, influence and legacy will be remembered with respect and admiration. To Chris, our thoughts and prayers are with your family, friends and colleagues.

As a Board, we recognise that technology is becoming an increasingly important enabler of our strategy and a key factor in maintaining our competitiveness in a rapidly evolving market.

During the year, we advanced the development of a Group technology strategy aimed at establishing the foundations required to support future growth, improve efficiency and enhance the way we deliver services to our customers.

As Monadelphous continues to grow, it is critical that our systems, processes and data support efficient decision-making, operational excellence and the consistent delivery of high-quality services to our customers.

Importantly, our approach is not about pursuing technology for its own sake. It is about building the right foundations for a stronger, more connected and resilient business. This means ensuring our people have access to trusted information, improving the way our operations work together, enhancing productivity, and strengthening our ability to identify and manage risk.

The Board believes technology will play an increasingly important role in supporting sustainable growth and creating shareholder value. By investing in strong foundations, trusted data, appropriate governance and targeted innovation, we are positioning Monadelphous to capture the opportunities created by technological change while managing associated risks in a prudent and responsible manner.

This slide highlights the strength and sustainability of Monadelphous' long-term performance.

What is particularly pleasing is that growth has been driven by a consistent execution of a strategy that has delivered increasing value over time.

Over the past five years, revenue has increased from approximately $1.9 billion to almost $3.0 billion, while net profit after tax has more than doubled over the same period. Earnings per share have also grown strongly reflecting the quality of our earnings and the strength of our business.

Our strong dividend growth over the past five years reflects both the growth in earnings and our long-standing commitment to shareholder returns. Since adopting our dividend policy in 2006/07, Monadelphous has consistently distributed between 80 to 100 per cent of earnings as fully franked dividends. Sustaining that commitment for 20 years demonstrates the strength of our cash generation, the resilience of our business model, disciplined capital management and our commitment to delivering returns to shareholders.

The slide also highlights shareholders have benefited from both substantial dividend payments and strong share price appreciation, demonstrating our ability to deliver attractive cash returns while creating long-term shareholder value.

These outcomes have been achieved through disciplined execution in our growing core markets, while continuing to invest in the future. Through strategic acquisitions and capability development, we have expanded our service offering, strengthened our multidisciplinary delivery capability and positioned Monadelphous to capture future growth opportunities.

On behalf of the Board, I would like to thank our people for their dedication and commitment, our customers for their trust, our shareholders for their ongoing support, and the communities in which we operate. Together, your contribution underpins the continued success of Monadelphous, and we look forward to another year of progress ahead.

I will now hand over to Zoran to provide you with an overview of the operational performance of the business for the 2026 financial year.

Managing Director Zoran Bebic

Thanks, Rob and good morning, everyone.

It has been a fantastic year for Monadelphous, so let's start by having a look at how we performed in FY26.

We delivered record revenue of $2.98 billion for the financial year, up 31 per cent, supported by strong operating conditions across all sectors and the record level of work secured.

Our Engineering Construction division achieved an outstanding result, with revenue increasing almost 50 per cent to $1.37 billion. Growth was driven by strong project activity in iron ore, the success of our service expansion and integrated services delivery strategy, and a higher level of activity at Zenviron. Our renewable energy joint venture benefited from delivery of larger wind and battery storage projects.

The division also secured more than $1.2 billion in new construction contracts during the year, along with a further $430 million since year end. This provides a strong pipeline of committed work.

Our Maintenance and Industrial Services division also performed strongly, achieving its fifth consecutive year of record revenue. Revenue reached $1.61 billion, up 20 per cent on the prior year, supported by particularly strong demand across the energy and iron ore sectors.

During the year, the division also secured approximately $820 million in new contracts and extensions, plus over $400 million awarded so far this year.

Strong operational performance and economies of scale drove a significant lift in earnings. Earnings before interest, tax, depreciation and amortisation increased by 43 per cent to $226 million, delivering an EBITDA margin of 7.6 per cent.

Net profit after tax rose 52 per cent to $127 million, delivering earnings per share of 127.6 cents.

The Board declared a final dividend of 59 cents per share, taking the fully franked full-year dividend to 108 cents. This represents a payout ratio of 85 per cent.

We finished the year with net cash of more than $250 million, supported by strong operating cash flow. Cashflow conversion was also impressive at 147 per cent.

Our strong balance sheet continues to support our investment in strategic growth opportunities that will support long-term business sustainability and deliver shareholder value.

Turning now to the next slide, contracts secured.

As Rob mentioned, we secured more than $2 billion of new work across our key markets in FY26. Since then, we've been awarded a further $830 million, positioning us well for the year ahead. This slide shows the size and location of the work secured.

We won more than $1.1 billion in major construction and maintenance work in Western Australia's iron ore sector during the year.

We secured several major construction projects with BHP and Rio Tinto. These included the Brockman Syncline 1 development, the Jimblebar Train Load Out Replacement Project and a BHP Car Dumper replacement project. Since year end, we've also been awarded a major construction contract for BHP's Port Debottlenecking Project at Nelson Point.

Our maintenance division secured a number of long-term agreements with Rio Tinto, BHP and Fortescue. These reinforce our position as a trusted maintenance partner across the Pilbara, delivering multidisciplinary maintenance, shutdown and sustaining capital services.

In the energy sector, we expanded our customer base with a maintenance contract for BW Offshore. We also secured hook-up and commissioning work for Shell's Crux platform, as well as a significant amount of work with Santos in Papua New Guinea.

As we continue to grow our position in Australia's energy transition, a major highlight was winning a large construction contract with CS Energy for the Brigalow Peaking Power Plant near Chinchilla in Queensland.

We also continued to support Fortescue's decarbonisation activities, securing several BESS and wind projects. Zenviron further strengthened its position in the renewable energy sector with a contract to deliver the Bennetts Creek BESS in Victoria's Latrobe Valley.

Now let’s talk about our people.

Our people remain central to Monadelphous' success, and this past year was another strong one for building, developing and retaining our workforce.

We reached a record workforce, finishing the year with more than 9,300 people, including subcontractors.

During the year, well over 400 graduates, undergraduates, apprentices and trainees took part in our early career programs. Almost 200 of our leaders also participated in programs focused on developing their leadership skills.

Our focus on retaining and developing our people helped us achieve a strong key talent retention rate of 97 per cent. This is an outstanding result, underpinned by our culture, the opportunities we can offer, the commitment of our leaders and the support of the broader organisation.

Our registered training organisation also continued to play an important role in developing our workforce, delivering a wide range of training and competency programs.

Let's move on to safety and wellbeing.

We remain committed to our goal of zero harm, guided by our key principle: *The Safe Way is the Only Way*.

Pleasingly, our Total Recordable Injury Frequency Rate reduced by 19 per cent to 3.57. This followed successful campaigns to keep our people safe through a period of rapid growth.

We also maintained our High Potential Incident Frequency Rate at historically low levels. This was supported by extensive workforce engagement to strengthen awareness of fatal risks, reinforce critical controls and the completion of a comprehensive review of competency assessments for high-risk work.

Technology continues to play an increasing role in our approach to safety. During the year, we implemented a range of solutions to help identify, manage and eliminate potential hazards across our operations.

Our efforts also continue to be recognised across the industry, with several awards, nominations and acknowledgements reflecting our ongoing commitment to safety, health and wellbeing.

Now, let's look at diversity and inclusion, community and environment.

Throughout the year, we continued to create meaningful employment, training and career development opportunities. This included renewing our Indigenous Pathways Program in partnership with Rio Tinto for a further five years, helping more Indigenous people build long-term careers in our industry.

We also achieved a significant increase in our engagement with Indigenous businesses, spending around $40 million, supporting the growth of Indigenous enterprises in the communities where we operate.

To help strengthen the communities where our people live and work, we expanded our Community Grants Program to eight regions and contributed to around 130 community organisations across 19 locations.

From an environmental perspective, we advanced initiatives associated with emissions reduction. This included installing solar to more of our operational facilities and expanding our low-emissions fleet, including large hybrid cranes and electric forklifts.

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A key milestone during the year, as Laurah mentioned, was the launch of our new Stretch Reconciliation Action Plan (RAP). The new plan sets out clear priorities to strengthen cultural understanding, expand development opportunities, deepen engagement initiatives, and further enhance Indigenous business partnerships.

On the next slide you will see a video from our RAP launch.

I'll now hand over to Adam Cook, Executive General Manager of our Engineering Construction division, to talk more about divisional highlights.

Executive General Manager Engineering Construction Adam Cook

Thanks Zoran and good morning, everyone.

Our Engineering Construction division continued to perform strongly throughout the year.

Across the Pilbara, we successfully delivered several projects for BHP, including the renewal of Car Dumper 3 and Orebody 32. We also commenced work on another car dumper project at Finucane Island and the Train Load Out Replacement Project at Jimblebar. These projects showcase the breadth of our capability, with Melchor and Inteforge both involved.

We continued to grow our relationship with Rio Tinto, securing a major contract at the Brockman Syncline 1 iron ore development. The project covers a broad range of services and highlights our ability to deliver integrated solutions at scale. We also delivered shutdown services at Rio Tinto's Western Range Project, along with electrical and instrumentation works at the Parker Point Stockyard Sustaining Project. In addition, we commenced providing mobile crane and lifting services under a new five-year panel arrangement with Rio Tinto.

In energy, we maintained strong activity across several major projects. Modification works continued at Woodside's Pluto LNG Train 1 facility near Karratha, while we completed electrical infrastructure works for Chevron Australia's Jansz-Io Compression Project. We also continued to support Fortescue's decarbonisation ambitions, securing several battery energy storage system (BESS) and wind energy projects across Western Australia.

As mentioned earlier, we secured a significant contract with CS Energy for the Brigalow Peaking Power Plant in Queensland and completed works on the Fitzroy to Gladstone Pipeline project. Zenviron also remained busy, progressing works on EnergyAustralia's Wooreen BESS and CS Energy's Lotus Creek Wind Farm.

During the year, we further strengthened our capabilities through the acquisitions of Kerman Contracting, a design and construction business, and Australian Power Industry Partners (APIP), a specialist provider of high-voltage solutions. Both acquisitions broaden our service offering and strengthen our capability.

On the next few slides, we will take a closer look at some of our key projects.

A great example of our integrated service offering is BHP's Jimblebar Train Load Out (TLO) Replacement Project. It brings together Monadelphous' capabilities to deliver critical process infrastructure that will support one of BHP's largest iron ore operations.

The scope includes earthworks and civil construction through Melchor, structural, mechanical, piping, electrical and instrumentation works, as well as offsite fabrication and procurement by Inteforge.

The SMART Module shown on the screen is a very good example of this integrated approach in action. Designed and delivered through collaboration between our Perth and Tianjin teams, the module will serve as the central control and electrical distribution hub for the new ore loading system.

Working to an accelerated timeframe, the team maximised offsite works, completed testing and energisation before shipment, and reduced installation risks and on-site costs.

With work expected to continue through to late 2027, the Jimblebar TLO project highlights how we bring together the broad capabilities across our division to deliver large-scale, multidisciplinary projects safely and efficiently for customers.

Zenviron's most significant renewable energy project to date is the Lotus Creek Wind Farm in Central Queensland. Delivered through a consortium between Zenviron and Vestas for CS Energy, the project includes 46 wind turbines and will play an important role in Queensland's transition to a lower-emissions energy future.

Zenviron is responsible for the balance of plant works across the site, covering major civil, structural and electrical infrastructure. This includes accommodation facilities, bulk earthworks, access roads, turbine foundations, substations, transmission infrastructure and extensive public road upgrades. At peak construction, the project has supported around 400 jobs, creating significant employment and economic opportunities for the region.

The project also showcases our expanded service offering following the acquisition of APIP. Working alongside Zenviron, the APIP team is delivering critical transmission infrastructure to connect the wind farm to the grid. This includes installing steel monopoles and stringing conductors across challenging terrain, with spans approaching one kilometre.

We'll now show a video of this project, highlighting how we're helping support Australia's energy transition.

I'll now hand over to Alastair Reid, Executive General Manager of our Maintenance and Industrial Services division, to talk through the maintenance highlights.

Executive General Manager Maintenance and Industrial Services Alastair Reid

Thanks Adam, and good morning everyone.

The Maintenance and Industrial Services division delivered a strong performance, driven by high levels of activity across the energy and resources sector.

In energy, demand remained strong from key customers, including INPEX, Woodside, Shell and Santos. We saw high levels of activity across INPEX's onshore and offshore LNG facilities. At Woodside, we continued to deliver maintenance, turnaround and brownfields project services across its onshore and offshore assets, including hook-up and commissioning work associated with the Scarborough development.

We also continued to provide maintenance services at Shell's Prelude FLNG facility, along with multidisciplinary hook-up and commissioning services for its Crux platform, which will provide long-term backfill to Prelude.

During the year, we secured a multi-year services contract with Santos in Queensland and further expanded our customer base with a new four-year maintenance contract on BW Offshore's Opal FPSO facility.

Across the Pilbara, we maintained high levels of maintenance, shutdown and project activity for Rio Tinto, BHP and Fortescue. We also secured several important multi-year contract awards and extensions during the year.

Beyond Australia, we continued to grow our presence in Papua New Guinea, securing additional work with Santos and new customer, Harmony Gold, for construction services at the Hidden Valley Gold Mine in Morobe Province.

Early in the financial year, we also strengthened our electrical services capability through the acquisition of High Energy Service, a Perth-based specialist high-voltage electrical services business.

Overall, the division enters the new financial year with strong customer relationships, a healthy order book and a broad range of opportunities across the resources, energy and infrastructure sectors.

Over the next few slides, I'll take you through some of our key contracts and strategic progress.

An area of development and growth over the past year has been our marine structural integrity capability.

We acquired Monalift, our new 250-tonne jack-up barge, which significantly strengthens our marine services offering in the Pilbara. The vessel provides a stable, elevated work platform, reducing the impact of weather and allowing work to be performed more safely, with improved productivity and greater efficiency.

Bringing this capability in-house gives us greater control over marine maintenance delivery, reduces our reliance on third-party equipment and provides more flexibility and certainty for our customers.

During the year, with the support of Monalift, we continued to perform structural integrity works to Rio Tinto's Cape Lambert Wharf. We also secured a contract under our marine structural integrity works master agreement for the replacement of a section of roadway along the same wharf. Subsequent to year end, we were also awarded a four-year contract to continue delivering maintenance services and minor projects across Rio Tinto's marine infrastructure at Dampier and Cape Lambert Ports.

These contract wins reflect our long-standing relationship with Rio Tinto and our ability to support critical port infrastructure. They also position us well for further growth in this specialist market.

During the year, we continued to deliver significant levels of work for Woodside Energy across both its onshore and offshore operations.

This included maintenance, turnaround and brownfields project services across Woodside-operated gas production facilities in North West Western Australia.

We also progressed hook-up and commissioning activities for Woodside's Floating Production Unit for the Scarborough Gas Field development, one of Australia's most significant energy developments. You can see the scale of the Scarborough FPU in the video on screen now.

Our hook-up works involved a team of over 100 technicians for roughly five months and included pipe welding, mechanical, instrument and electrical, access and other specialised activities, supported by our fabrication workshop in Karratha.

These works demonstrate the breadth of our capability across the asset lifecycle, from hook-up and commissioning through to sustaining capital, major turnarounds and ongoing maintenance. They also highlight our energy business' ability to safely and reliably support our customers' operations.

We continue to build a strong position and local presence in Papua New Guinea, with a growing customer base. The region has become an important part of our business.

During the year, we continued to build on our long-standing relationships with Newmont and Santos, which date back to 2017 at Lihir and 2007 with Santos in the Southern Highlands.

As you've heard, we also expanded our presence through new opportunities, including a contract with Harmony Gold at the Hidden Valley Gold Mine.

In addition, we secured a couple of construction contracts with Santos on the Agogo Processing Facility Tie-In Project, as well as for the demolition and disposal of the Hegigio Pipeline Bridge, further strengthening our position in the region and building on the growth opportunities ahead.

Our ongoing success in Papua New Guinea reflects our focus on delivering for customers, working closely with local communities and creating training and development opportunities for the national workforce.

I'll now pass you back to Zoran to provide more information on our growth strategy and the outlook.

Managing Director Zoran Bebic

Thanks Al.

A key focus for Monadelphous' growth strategy is to play an important role in Australia's energy transition. We're doing this by leveraging our core capabilities, bringing together the strengths of our recent acquisitions and continuing to develop new services across the five sectors highlighted on the left of this slide.

We're seeing strong and growing demand across each of these sectors. This is being driven by increasing energy demand and the industry's ongoing move towards lower-emissions energy sources.

Through our core construction capability and joint venture, Zenviron, we're delivering a portfolio of wind generation and energy storage projects.

Our acquired businesses, HES and APIP, are also playing an important role. They're delivering construction and maintenance solutions for high-voltage electrical infrastructure across transmission and distribution networks.

We're also progressing construction of CS Energy's Brigalow gas power plant, while our maintenance division continues to provide maintenance and shutdown services to a number of existing power plants.

Importantly, we're still in the early stages of what we expect to be a substantial, long-term pipeline of opportunities across the energy transition.

This slide shows current and forecast market conditions for our business in Australia, based on Oxford Economics data. The outlook remains strong, with all the sectors we operate in forecast to see continued growth in both capital investment and operating expenditure over the coming years.

Now to the broader outlook.

The long-term outlook for the resources and energy sectors remains strong. While geopolitical and trade-related uncertainties have moderated, they continue to influence some investment decisions.

Production levels across most commodities are forecast to grow, supporting ongoing demand for sustaining capital works and maintenance services. In the iron ore sector, investment is expected to continue across both new projects and existing operations to maintain production, with a strong focus on productivity and cost competitiveness.

The outlook for energy transition metals is also strengthening, supported by improving battery metal prices and progress on major investment decisions. Over the medium to long term, growth in mining and mineral processing, particularly across copper, other base metals and critical minerals, is expected to accelerate in response to rising global demand. This will drive significant investment across the sector.

The energy sector also continues to offer substantial opportunities, supported by several gas construction projects and ongoing demand for maintenance services. Monadelphous remains well positioned to support customers across the full asset life cycle, from ongoing operations through to late-life activities and decommissioning.

Rising energy demand, along with the rapid expansion of data centres, decarbonisation initiatives and grid stability requirements, is driving long-term investment in energy generation, storage and transmission infrastructure. Monadelphous is well positioned to capitalise on these opportunities through its broad services capability and expanded high-voltage offering. Zenviron is also well placed to secure further wind farm and battery energy storage system projects.

Investment in gas generation to support baseload and peaking power requirements is also expected to grow, creating further opportunities for Monadelphous to leverage its integrated capabilities.

During the first four months of the 2027 financial year, we have experienced strong operating conditions. Activity levels have remained high across the business, supported by the substantial number of new contracts and extensions secured over the past couple of years. A further $830 million in new contracts has been secured since 1 July 2026.

Demand for engineering construction services has remained particularly strong, contributing a greater share of total revenue than in the first half of the previous financial year. This growth has been driven primarily by increased revenue from integrated construction projects and a full six-month contribution from Kerman Contracting.

We currently forecast revenue of approximately $1.7 billion for the half year ending 31 December 2026. Activity levels are expected to moderate in the second half as work currently under way is completed.

Continued strong operational performance and the benefits of growth-driven economies of scale, together with a substantial contribution from a number of successful projects approaching completion during the period are expected to support a strong earnings result for the six months to 31 December 2026. At this stage, we expect net profit after tax for the half year to be in the range of $80 million to $85 million.

Monadelphous is well positioned to build on its broader revenue base, robust pipeline of opportunities and positive outlook across key markets.

We remain focused on delivering quality earnings through a disciplined and selective approach to new work, strong and collaborative customer relationships, high standards of execution and prudent risk management.

With a strong balance sheet, we will continue to leverage our enhanced delivery capability, including recent acquisitions, while retaining the flexibility to pursue strategic opportunities that support sustainable, long-term growth.

In closing, I'd like to sincerely thank our entire Monadelphous team for their dedication and commitment. Their contribution is fundamental to our success, and we're incredibly grateful for what they do.

I'd also like to thank our customers, shareholders and broader stakeholders for their continued support and trust. We genuinely value these relationships and look forward to building on them in the years ahead. Thank you.

<ENDS>

Further Information

Analysts/Investors
Kristy Glasgow
Investor Relations
T +61 8 9316 6386
M +61 403 781 909
Investor_relations@monadel.com.au

Media
Ella McCarthy
Group Manager - Marketing and Communications
T +61 8 6311 1018
M +61 401 404 874
EMcCarthy@monadel.com.au

About Monadelphous

With over 50 years of experience, Monadelphous Group Limited (ASX: MND) is a leading Australian engineering group providing construction, maintenance and industrial services to the resources, energy and infrastructure sectors. The Company has two operating divisions – Engineering Construction, providing large-scale multidisciplinary and vertically integrated project management and construction services, and Maintenance and Industrial Services, specialising in the planning, management and execution of mechanical and electrical maintenance services, shutdowns and sustaining capital works.

Monadelphous is headquartered in Perth, Western Australia, with a major office in Brisbane, Queensland, and offices, projects, facilities and workshops across Australia and in China, Mongolia, Papua New Guinea, Vietnam and the Philippines. Please visit www.monadelphous.com.au for further information.