2026 ANNUAL GENERAL MEETING
Executive Chair's Address

Perth, Australia – Tuesday, 24 November 2026

WELCOME

Good morning, ladies and gentlemen. My name is Luke Mader, Founder and Executive Chair of Mader Group Limited, and it is my pleasure to welcome you to the Company's 2026 Annual General Meeting of Shareholders, our 8th AGM as a publicly listed company.

This meeting has been convened in accordance with the Corporations Act and, with a quorum present, I now declare the meeting open.

I would like to acknowledge my fellow Directors: Executive Director and Chief Executive Officer, Justin Nuich; Executive Director and Interim Chief Financial Officer, Patrick Conway; and Non-Executive Director, Craig Burton.

Also joining us today are our Company Secretary, Sarah Wilson; and a representative of our external auditors, who will be available to address any questions regarding the Company's financial statements and audit.

A YEAR OF MILESTONES

FY26 will be remembered as an important milestone in Mader's journey.

From small beginnings, today, Mader is a global business supporting more than 520 customers across 10 countries, with a team of over 4,500 people delivering specialist technical services around the world.

This year, we achieved several significant milestones.

For the first time in our history, annual revenue surpassed $1 billion, reaching a level that reflects both the scale of the business we have built and the trust our customers continue to place in us. We also delivered strong year-on-year growth and completed the first five-year strategic plan since listing on the ASX.

While those numbers are important, they do not tell the full story.

The real achievement is the team behind them.

Across every workshop, field service crew, customer site and office, our people continue to show up, back one another and deliver. It is that consistency, work ethic and commitment to doing the job properly that has enabled Mader to continue growing while maintaining the culture that has been with us since the beginning.

BUILDING THE NEXT CHAPTER

While we are proud of what has been achieved, we are even more excited about what lies ahead. Our next five-year strategic plan is now underway, and the priorities remain clear.

We will continue strengthening relationships with our customers, expanding our service offering, growing our presence in key markets and pursuing opportunities where we can add genuine value.

Australia remains the foundation of our business and continues to offer significant opportunities across mobile maintenance, ancillary and infrastructure services.

At the same time, our international operations continue to gain momentum.

The foundations we have established in North America over recent years are beginning to translate into meaningful opportunities. As capability grows and customer relationships deepen, we see significant long-term potential across both the United States and Canada.

Our approach remains disciplined and deliberate. Organic growth continues to be our priority, complemented by acquisition opportunities that strengthen capability and accelerate our strategic objectives where appropriate.

THE MADER DIFFERENCE

What makes me most confident about the future is not the markets we operate in or the industries we serve. It is our people.

The culture that has been built at Mader remains one of our greatest competitive advantages. Whether it is through Global Pathways, which continues to provide life-changing opportunities for our people to build international careers, or Three Gears, which strengthens connection and camaraderie across the business, we remain focused on creating an environment where people can thrive both professionally and personally.

As we continue growing globally, we take our Australian foundations with us.

The work ethic, humility, mateship and willingness to get stuck in continue to define the Mader brand wherever we operate. Those qualities cannot be replicated easily, and they remain central to our long-term success.

CLOSING

Before we move to the formal business of the meeting, I would like to sincerely thank everyone who contributes to Mader's success.

To our people across the Group, thank you for your commitment, professionalism and hard work. The business continues to grow because of what you do every day.

To our customers and partners, thank you for the trust and support you place in us.

And to our shareholders, thank you for your continued confidence in our strategy, our leadership team and our future.

Before I close, I'd also like to take a moment to acknowledge Craig Burton, who will be retiring from the Board at the conclusion of today's AGM.

Craig has made a valuable contribution to Mader during his time on the Board, and I'd like to personally thank him for the guidance and support he has provided to me, as well as his commitment to the business.

Craig, I've really valued your advice, perspective and friendship over the years, and on behalf of the Board and the broader Mader team, I wish you all the very best for the future.

We will now proceed with the formal business of the meeting as outlined in the Notice of Meeting. Following this, I will invite our CEO, Justin Nuich, to provide an overview of the Company's performance and discuss our priorities for the year ahead.

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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.

Chief Executive Officer
Justin Nuich
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Approved for release by the Board of Mader Group Limited.