



Macquarie Western Australia Forum November 2021

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Key Highlights

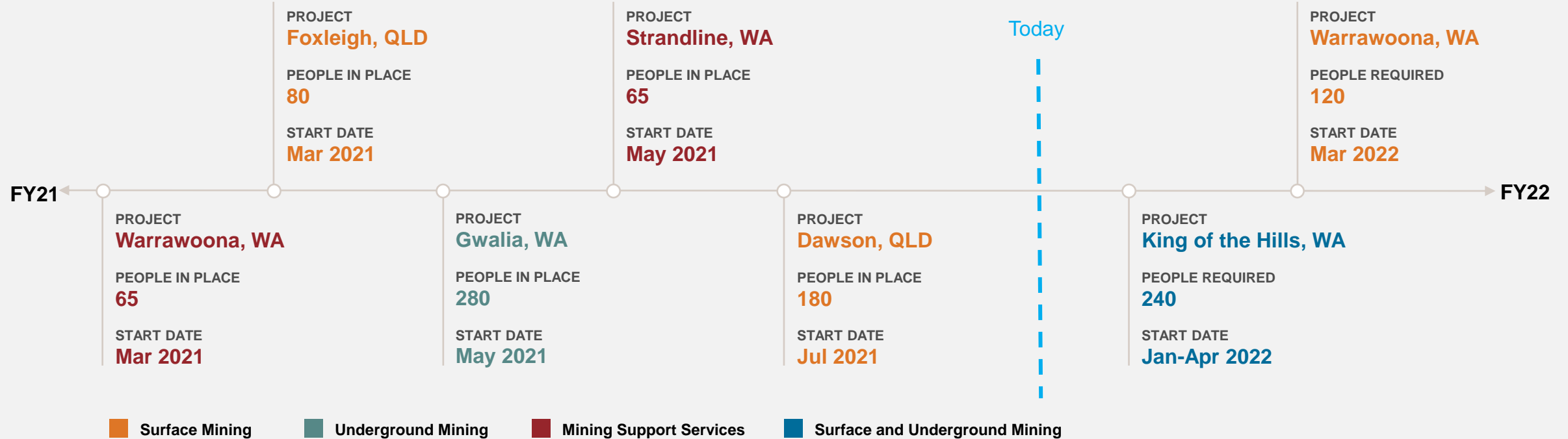
Secured \$2bn in FY21 of new work underpinning positive outlook

Awarded post FY21 result

Financials	Surface Mining	Underground Mining	Mining Support Services	Outlook
<ul style="list-style-type: none"> Continued growth with record FY21 underlying earnings and cashflow <ul style="list-style-type: none"> Revenue \$1.35bn EBIT(A) - \$95.2m Guidance delivered for 4th consecutive year Strong balance sheet: <ul style="list-style-type: none"> ND/EBITDA 0.5x Gearing 19% Cash and available facilities of \$288m Capital management: <ul style="list-style-type: none"> Cash conversion 108% ROACE 13.5% Full year dividend: 0.65 cps (20% franked) 	<ul style="list-style-type: none"> New contract awards: <ul style="list-style-type: none"> 5 year \$250m: QMetco's Foxleigh project (commenced) 3 year \$240m: Anglo American's Dawson project (commenced) 5 year \$660m: surface and underground at Red 5's (ASX:RED) KOTH project (start January 2022) Contract extensions: <ul style="list-style-type: none"> 5 year \$210m Calidus' (ASX:CAI) Warrawoona project (start early 2022) 3 year \$140m: Telfer 4 year \$470m: Tropicana 	<ul style="list-style-type: none"> New contract awards: <ul style="list-style-type: none"> 5 year \$500m: St Barbara's (ASX:SBM) Gwalia mine (commenced) Contract to construct and refurbish decline at the Bellevue (ASX:BGL) mine (commenced) Contract extensions: <ul style="list-style-type: none"> 4 year \$217m: Silver Lake's (ASX:SLR) Deflector mine Pantoro's (ASX:PNR) Wagtail and Nicolsons mines Successfully completed a number of engineering projects 	<ul style="list-style-type: none"> Secured and expanded mining support services into WA, including: <ul style="list-style-type: none"> Civil work at Strandline's (ASX:STA) Coburn project Civil work at Calidus' Warrawoona project Civil work at copper-gold project in Indonesia Civil work at Northern Star's Fimiston project 	<ul style="list-style-type: none"> FY21 \$2bn contract awards provide a high level of secured revenue in FY22, FY23 and into FY24 FY22 Guidance: <ul style="list-style-type: none"> Secured revenue \$1.4bn Revenue \$1.4 – \$1.5bn EBIT(A) \$95 – \$105m Order book of ~\$5.0bn Tender pipeline of \$8.2bn Pipeline evolving to create a diversified scalable business

People Resourcing in Australia

5 new projects commenced



Current situation

- Commenced 5 new projects in recent months
- Well placed to meet resourcing requirements for Warrawoona and King of the Hills

Cost management

- Contract structures provide protection against input costs, including labour:
 - ~60% of revenue is Alliance-style contracts with monthly rise and fall provisions
 - ~40% of revenue is Schedule of Rates contracts containing rise and fall provisions which are adjusted monthly, quarterly, bi-annually
- Current rates have been built into new contracts and tenders

Strategic Overview

Building a diversified scalable business

Improve

Margins and execution

- Systems and processes
- Contract management
- Operational excellence



Invest

Relevance and competitive advantage

- Advanced contractor
- Structure and capability
- Sustainability



Diversify

Build scalability

- Mining Support Services
- Underground



Expand

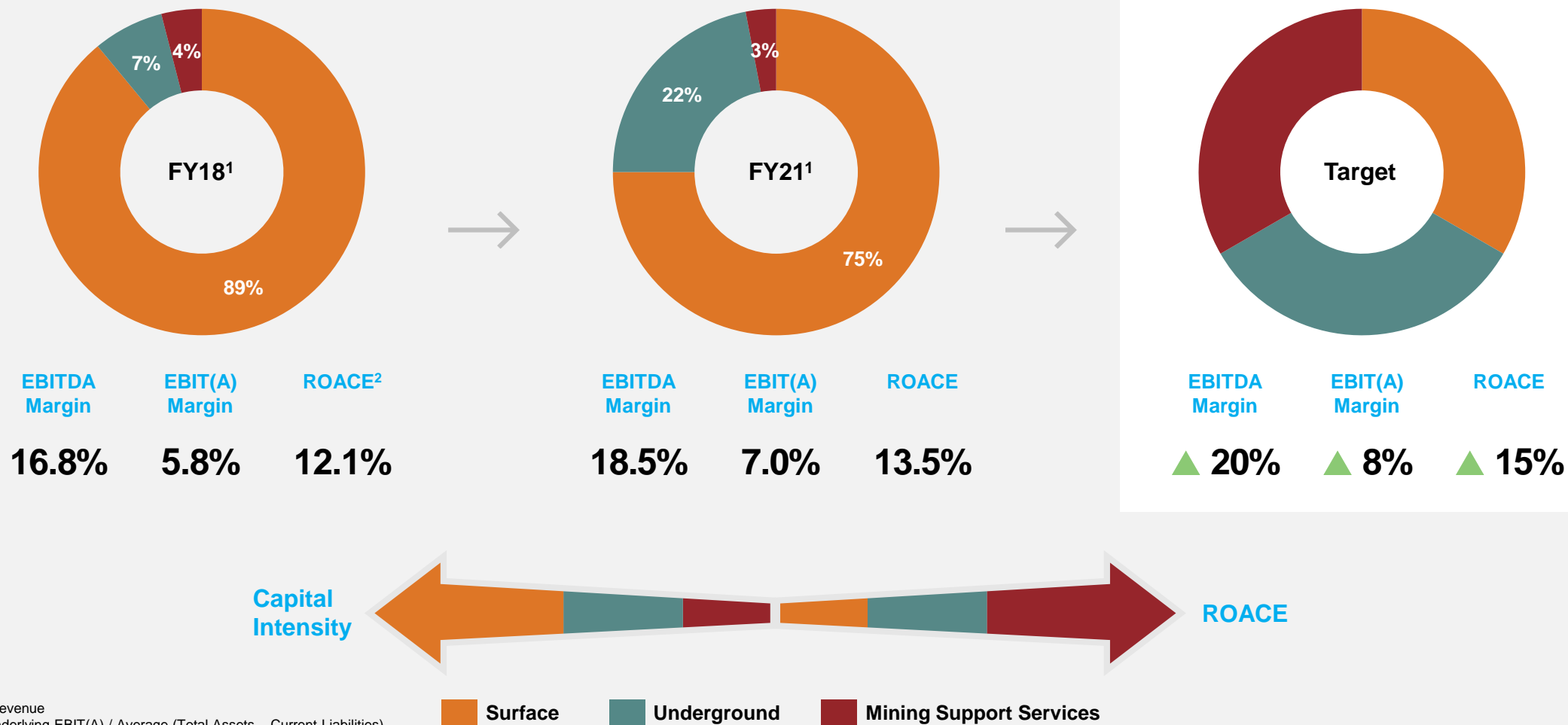
Growth in current markets

- Additional services with existing clients
- Grow market share



Diversify and expand

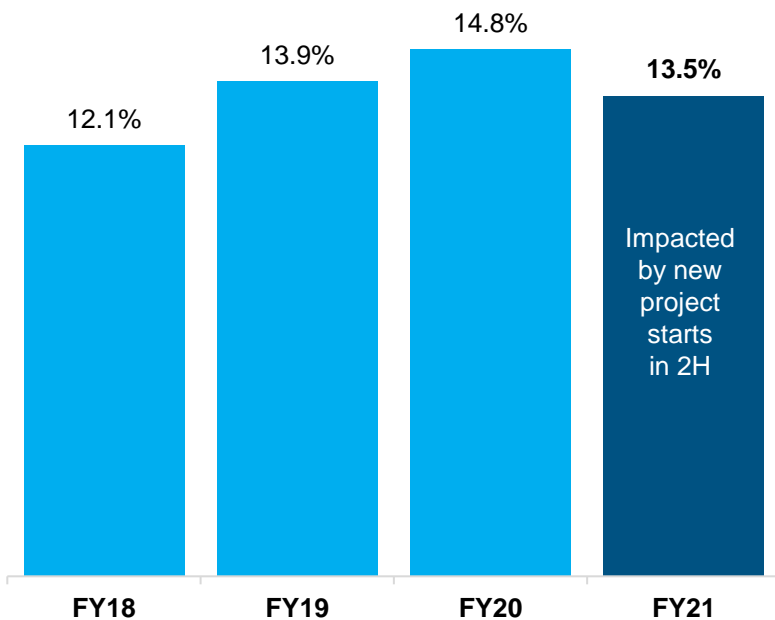
Focused on growing adjacent services to deliver higher returns



Capital management

Strong focus on return on capital, supports expected earnings growth and free cash flow potential

Return on Average Capital (ROACE)¹



FY21 Capex \$296m



FY22 Capex \$270m



- Growth Capex, includes:
 - Gwalia
 - Dawson
 - Warrawoona
 - King of the Hills
- Sustaining Capex, includes extensions:
 - Boston Shaker
 - Deflector
 - Telfer
 - Tropicana
- Excludes Batu Hijau Phase 8

1. ROACE: Underlying EBIT(A) / Average (Total Assets – Current Liabilities)

Positive Outlook

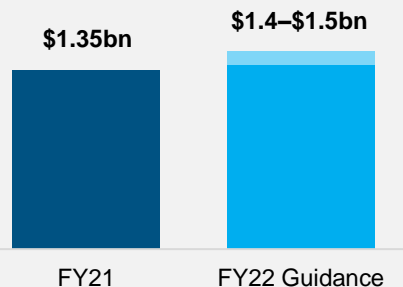
Reiterate FY22 guidance

FY22 PRIORITIES

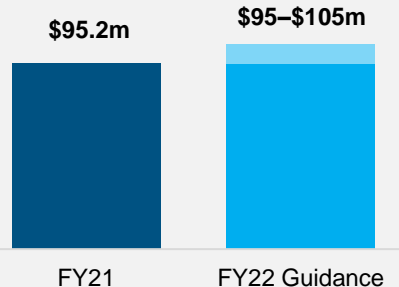
- Improve safety performance
- Effectively manage COVID-19
- Finalise Batu Hijau Phase 8 extension
- Improve scalability through diversifying earnings in underground and other mining support services
- Maintain disciplined management of capital
- Invest in mining technology and digital transformation

FY22 GUIDANCE¹

Revenue \$1.4 – \$1.5 billion



EBIT(A) \$95 – \$105 million

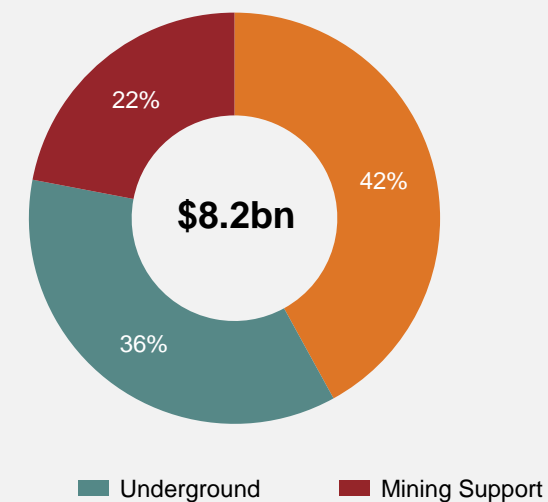


1. Guidance assumes an exchange rate of AUD:USD 0.75, and excludes one-off items and amortisation related to the GBF Group acquisition
2. Excludes short term civil and underground churn work

POSITIVE OUTLOOK

- ✓ \$1.4bn² of FY22 revenue secured
- ✓ Order book of ~\$5bn
- ✓ High level of secured revenue and earnings

✓ Tender pipeline of \$8.2bn



Thank You

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Appendix



Corporate Overview

Capital Structure

Share Price¹ (ASX:MAH)	\$0.185
Fully paid ordinary shares (m)	2,155
Market Capitalisation	\$398.7m
Cash (30 June 21)	\$182.1m
Debt (30 June 21)	\$312.4m
Enterprise Value	\$529.0m
Net Tangible Assets per share (30 June 21)	\$0.236

Analyst Coverage

- Argonaut** – Ian Christie
- Canaccord** – Cameron Bell
- Euroz Hartleys** – Trent Barnett
- Jarden** – James Wilson
- Macquarie** – Jon Scholtz
- Moelis** – Sean Kiriwan

Substantial Institutional Shareholders

Paradice Investment Management	6.5%
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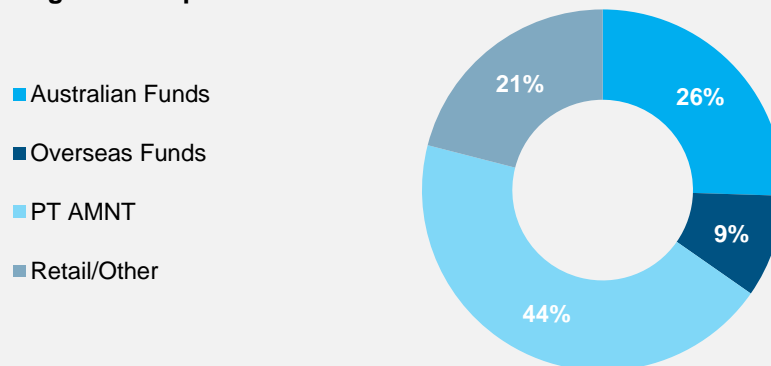
Liquidity – Daily Average Value	\$500k
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1. As at 30 November 2021

Share Price (\$) – 3 years



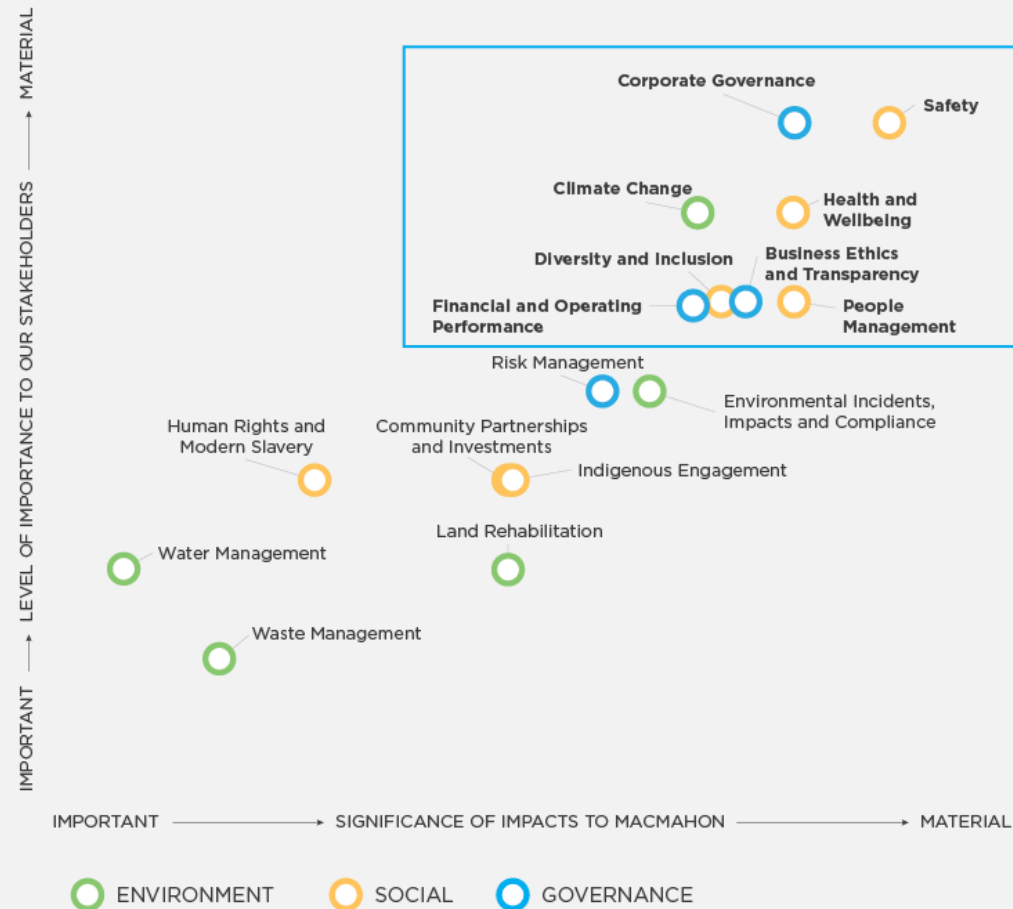
Register – Top 20 account for 81%



Sustainability

Focused on improving disclosure and performance

16 material topics



ESG



Standalone Sustainability Report



New Sustainability Policy

Safety, Health and Wellbeing



Strong Minds, Strong Mines
 WAAMH Award, program offered to industry



Grow Our Own People
 426 developed (graduates, apprentices, trainees)

Environment



FY21 GHG emissions
 (tonnes per CO₂-e)
 Scope 1: 2,051
 Scope 2: 1,481



Climate Change Statement
 Continual improvement in energy efficiency

Governance



8 Board members
 5 independent (including Chair)



Modern Slavery Statement
 Published in March

COVID-19

PROTECTING OUR PEOPLE, COMMUNITY AND CLIENTS

- Communication and education
- Health screening and physical distancing protocols
- Sanitation and cleaning
- Travel restrictions
- Remain vigilant whilst acknowledging COVID-19 environment continues to evolve and has the potential to impact the business

ENSURING BUSINESS CONTINUITY

Australia

- Relocation of some interstate workers
- Employee assistance programs
- Mental and Physical Health initiatives:
 - Strong Minds, Strong Mines program implemented online
 - Fatigue management program

Indonesia

- 97%+ of Southeast Asian workforce fully vaccinated
- Batu Hijau:
 - Accommodating workforce on Lombok for a two-week quarantine period before transferring to mine site on Sumbawa Island
 - Face masks mandatory
 - Stringent screening and frequent testing
 - Site hospital: 160 beds including 40 ICU units



Key Projects

Diversified client portfolio and strong alliances

CLIENT	PROJECT	COMMODITY	CLIENT SINCE	END (UNLESS EXTENDED)	EST. MINE END DATE ¹	COST CURVE ¹
★  Tropicana, WA	Gold	2012	2027	2026		
 Telfer, WA	Gold	2016	Sep 2024	2023		
 Mount Morgans, WA	Gold	2017	Nov 2022	2027		
★  Byerwen, QLD	Met Coal	2017	Nov 2023	2069		
★  Batu Hijau, Indonesia	Copper / Gold	2017	2031	2031		
 Foxleigh, QLD	Met Coal	2021	Feb 2026	2033		
 King of the Hills, WA	Gold	2021	Jan 2027	2037		
 Dawson South, QLD	Met Coal	2021	Jul 2024	2031		
 Warrawoona, WA	Gold	2021	Apr 2025	2029		
 Boston Shaker, WA	Gold	2012	May 2024	2026		
 Mount Monger, WA	Gold	2016	Mar 2023	2024		
 Deflector, WA	Gold	2016	May 2025	2024		
 Bellevue Gold, WA	Gold	2020	Dec 2021	NA		
 Gwalia, WA	Gold	2021	Mar 2026	2031		

★ Alliance Surface Project Underground Project

1. GlobalData



Batu Hijau Project

Long term sustainable earnings at world class copper asset

Long term sustainable earnings under life of mine contract

- Macmahon has life of mine alliance contract for Batu Hijau
- Second largest copper-gold mine in Indonesia (behind Grasberg)
- Commenced in 2017, successfully executing Phase 7 cut back

Batu Hijau – Phase 8 Cut Back

- Expect to finalise in FY22
- Anticipated to extend current in-pit mining by 6 years to 2028

Batu Hijau is a world class asset

- First quartile of the global copper cost curve¹
- Reserves² of 7.4blbs of copper and 9.2mozs of gold

Elang - potential beyond Batu Hijau

- Large undeveloped copper-gold porphyry deposit
- Located 62 km east of Batu Hijau
- Expected to be developed after Batu Hijau Phase 8

JORC mineral resources ²	Total (mt)	Grades		Contained	
		Cu (%)	Au (g/t)	Cu (blbs)	Au (mozs)
Batu Hijau	2,575	0.29	0.18	16.65	15.14
Elang	3,251	0.31	0.30	22.10	31.80

1. WoodMackenzie

2. As at 31 December 2020

About AMNT



- Batu Hijau is owned by AMNT, an Indonesian mining company backed by prominent local investors including MedcoEnergi and Salim Group (large Indonesian conglomerate)
- AMNT is a supportive 44.3% indirect shareholder of Macmahon

Sumbawa Island



Map location

