

JOHNS LYNG GROUP

BUILDING AUSTRALIA

Valuing People | **65 YEARS**
STRONG



Johns Lyng Group Limited Results Presentation

Half-year ended 31 December 2020 (1H21)

23 February 2021



Scott Didier AM

Chief Executive Officer



Lindsay Barber

Chief Operating Officer



Matthew Lunn

Chief Financial Officer



Adrian Gleeson

**Director, Investor &
Business Relations**



Nick Carnell

**Director & Executive
General Manager**

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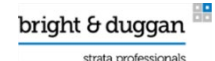
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#01

Business Highlights.

At the heart of our business is an entrepreneurial desire to continue to **develop and grow** – without limits, anything is possible.

Insurance Building & Restoration Services Brands



Strong 1H21 financial performance, solid balance sheet & FY21(F) EBITDA upgrade +15%

1H21 Financial Performance

Consolidated Profit & Loss (\$m)	Actual 1H20	Actual 1H21	1H21(A) vs. 1H20(A) %
Revenue - BaU	195.5	239.7	22.6%
Revenue - BaU (excl. FY20 acquisitions)	195.5	228.4	16.8%
Revenue - CAT	38.2	38.2	0.0%
Revenue - Total	233.7	277.8	18.9%
EBITDA - BaU	16.0	23.0	43.5%
<i>Margin (%)</i>	<i>8.2%</i>	<i>9.6%</i>	
EBITDA - BaU (excl. FY20 acquisitions)	16.0	20.8	29.3%
<i>Margin (%)</i>	<i>8.2%</i>	<i>9.1%</i>	
EBITDA - CAT	3.9	4.7	19.5%
<i>Margin (%)</i>	<i>10.3%</i>	<i>12.3%</i>	
EBITDA (Operating) - Total	20.0	27.7	38.8%
<i>Margin (%)</i>	<i>8.5%</i>	<i>10.0%</i>	

- **Group Revenue: \$277.8m** (+18.9% vs. 1H20 / BaU +22.6%)
- **Group (Operating) EBITDA: \$27.7m** (+38.8% vs. 1H20 / BaU +43.5%)
- **NPAT¹: \$16.0m** (+41.4% vs. 1H20)
- **EPS¹: 5.16 cents per share** (+39.6% vs. 1H20)
- **Dividend: 2.2 cents per share** (52% NPAT² payout ratio)
- **Net assets: \$67.9m** (+14.9% vs. FY20) - sufficient balance sheet capacity to fund organic growth and current M&A pipeline

FY21 Outlook

Consolidated Profit & Loss (\$m)	Actual FY20	Forecast FY21	FY21(F) vs. FY20(A) %
Revenue - BaU	406.1	479.6	18.1%
Revenue - BaU (excl. FY20 acquisitions)	397.1	454.4	14.4%
Revenue - CAT	89.0	44.6	(49.9%)
Revenue - Total	495.1	524.1	5.9%
EBITDA - BaU	31.8	42.4	33.2%
<i>Margin (%)</i>	<i>7.8%</i>	<i>8.8%</i>	
EBITDA - BaU (excl. FY20 acquisitions)	30.8	39.1	27.0%
<i>Margin (%)</i>	<i>7.8%</i>	<i>8.6%</i>	
EBITDA - CAT	9.2	5.0	(45.6%)
<i>Margin (%)</i>	<i>10.3%</i>	<i>11.2%</i>	
EBITDA (Operating) - Total	41.0	47.4	15.6%
<i>Margin (%)</i>	<i>8.3%</i>	<i>9.0%</i>	

- **Group Revenue: \$524.1m** (+5.9% vs. FY20 / BaU +18.1%)
- **Group (Operating) EBITDA: \$47.4m** (+15.6% vs. FY20 / BaU +33.2%)
- Revenue and EBITDA upgraded 8% and 15% respectively in Feb-21
- Recent contract wins, integration of Strata Management business (Bright & Duggan) and future CAT events offer potential 2H21 upside
 - ICA declared 1 CAT event during 1H21 ('Storm Season' typically runs from Nov-Apr each year)

Note: normalised financials presented under AASB 16 (Leases) - Refer to Appendix 1 for detailed reconciliation to statutory results

¹ Calculated using statutory NPAT attributable to JLG Shareholders excluding tax effected (30%) 'transaction expenses' & \$1.8m non-recurring goodwill write-off in 1H21

² Statutory NPAT attributable to JLG Shareholders

Significant strategic progress & growth despite COVID-19 – underscores ‘Defensive Growth’ investment thesis



Earnings Guidance (Upgrade)

- FY21 Forecast upgrade:
 - Group Revenue: \$524.1m (+8%)
 - Group (Operating) EBITDA: \$47.4m (+15%)
 - Limited COVID-19 impact on core IB&RS businesses to date (‘Essential Services’) – key risk is access to properties



Strong Balance Sheet & Ample Liquidity

- Net cash: \$36.7m
- Undrawn (committed) working capital credit facilities: >\$25m



Results / Recent Trading

- Record start to FY21 - unprecedented job registrations and strong work-in-hand pipeline
- Management will continue to provide regular market updates



Strategy Unchanged

- Organic growth via geographical expansion, new client/contract wins and diversification into ‘complementary adjacencies’
- Strata and broker markets continue to be a key focus for FY21-22
- Deeper penetration of US market in due course
- Strategic acquisitions under assessment



New Contract Wins & 2H21 Outlook

- Recent Strata Insurance Building panel wins expected to bolster IB&RS job volumes (1H21 wins include building and restoration panel appointments for 3 new Strata Insurance industry clients (in addition to CHU (Jun-20))
- Integration of Strata Management business ongoing – expect continued ramp up of Strata Building work (cross-sell from Bright & Duggan)
- New Westpac, Chubb and RACQ contracts expected to deliver incremental IB&RS job volumes during 2H21
- Expect recovery in COVID-19 impacted CBS division from 4Q21 – in-particular home-staging and shop-fitting businesses



COVID-19 – Ongoing Risks

- IB&RS revenues are non-discretionary spend for insured customers
- Recurring (annuity style) revenues materially insulated from COVID-19 impact under most lock down scenarios
- Key risk is access to properties should restrictions escalate – access to properties still available up to stage 4 restrictions due to nature of emergency insurance work
- Access to trades has been materially unaffected to date

1.3 Business Highlights – Portfolio Summary

- JLG is a market leading integrated building services group, delivering building, restoration and strata management services across Australia
- Focused on recurring revenues and deep client relationships: JLG’s strategically aligned businesses deliver >80k discrete jobs p.a.

Insurance Building & Restoration Services (IB&RS)

Building fabric repair and contents restoration after damage from insured events including: impact, weather and fire events. Hazardous waste removal, strata management and property/facilities management.



IB&RS (\$m)	1H21(A)	Contribution
Revenue	216.6	78.0%
EBITDA	26.6	95.9%

Commercial Building Services (CBS)

Residential & commercial flooring, emergency domestic (household) repairs, shop-fitting, pre-sale property staging & commercial heating, ventilation & air conditioning mechanical services.



CBS (\$m)	1H21(A)	Contribution
Revenue	22.3	8.0%
EBITDA	1.8	6.3%

Commercial Construction (CC)

Commercial construction projects typically ranging from \$3m to \$20m in Victoria, including ‘large loss’ insurance rebuilds and cladding rectification work.

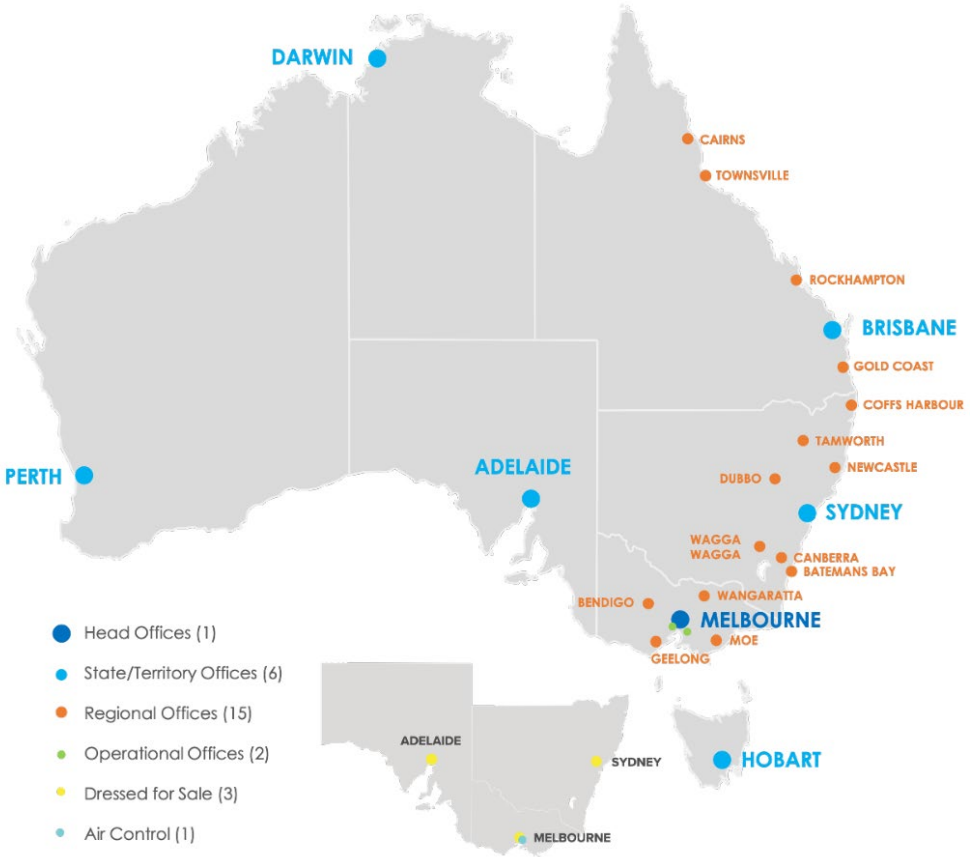


CC (\$m)	1H21(A)	Contribution
Revenue	38.8	14.0%
EBITDA	1.2	4.4%
Revenue - other	0.1	0.0%
EBITDA - other (incl. corporate overheads)	(1.8)	(6.6%)
Total Group Revenue	277.8	100.0%
Total Group EBITDA	27.7	100.0%

Note: normalised financials presented under AASB 16 (Leases) - Refer to Appendix 1 for detailed reconciliation to statutory results

1.4 Business Highlights – Global Locations

28 Locations Nationally

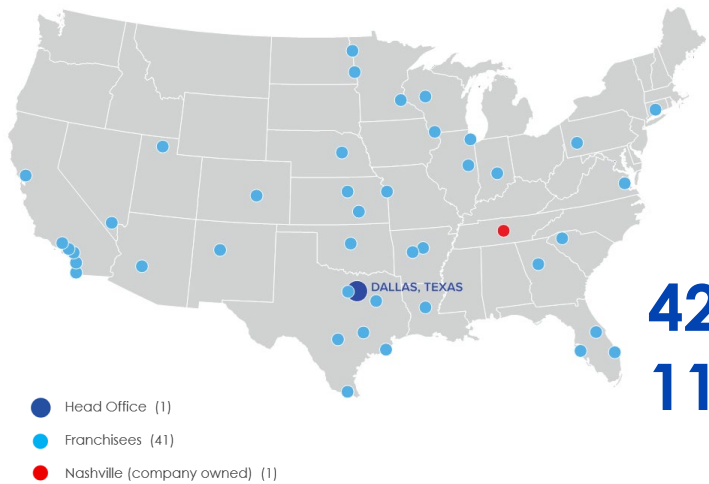


bright & duggan
australia's strata leader

14 Locations across the east coast

Capitol
FOLLOW THE LEADER

3 Locations within QLD



STEAMATIC
Restoration & Cleaning

42 US Franchisees (including 1 owned franchise)
11 International Master Franchise Agreements

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#02

Financial Information.

Our deep industry **expertise**, **experience** and diversified service offering creates a **unique** blend of **talent** and **capabilities** which is a sustainable source of **competitive advantage**.

Commercial Building Services & Construction Brands



2.1 Financial Summary – Group Profit & Loss

Consolidated Group 1H21 (Operating) EBITDA: \$27.7m (+38.8% vs. 1H20)

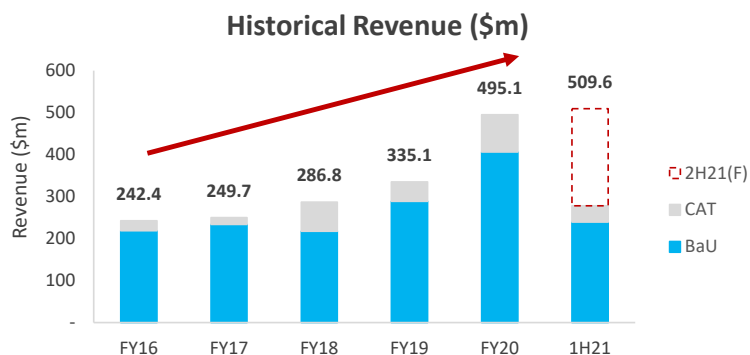
Revenue

- **Group Revenue: \$277.8m** (+18.9% vs. 1H20)
- **BaU Revenue: \$239.7m** (+22.6% vs. 1H20)
 - +16.8% excl. FY20 acquisitions
- **CAT Revenue: \$38.2m** (in-line with 1H20)

EBITDA

- **Group (Operating) EBITDA : \$27.7m** (+38.8% vs. 1H20)
- **BaU EBITDA: \$23.0m** (+43.5% vs. 1H20)
 - +29.3% excl. FY20 acquisitions
- **CAT EBITDA: \$4.7m** (+19.5% vs. 1H20)

Consolidated Profit & Loss (\$m)	Actual 1H20	Actual 1H21	1H21(A) vs. 1H20(A) %
Revenue - BaU	195.5	239.7	22.6%
Revenue - BaU (excl. FY20 acquisitions)	195.5	228.4	16.8%
Revenue - CAT	38.2	38.2	0.0%
Revenue - Total	233.7	277.8	18.9%
Gross Profit Margin (%)	48.2 20.6%	57.9 20.8%	19.9%
EBITDA - BaU Margin (%)	16.0 8.2%	23.0 9.6%	43.5%
EBITDA - BaU (excl. FY20 acquisitions) Margin (%)	16.0 8.2%	20.8 9.1%	29.3%
EBITDA - CAT Margin (%)	3.9 10.3%	4.7 12.3%	19.5%
EBITDA (Operating) - Total Margin (%)	20.0 8.5%	27.7 10.0%	38.8%



Historical Revenue (\$m)	FY16	FY17	FY18	FY19	FY20	1H21
BaU	218.8	233.7	217.6	288.9	406.1	239.7
CAT	23.6	16.0	69.2	46.2	89.0	38.2
Total Revenue	242.4	249.7	286.8	335.1	495.1	277.8
<i>CAT % of Total Revenue</i>	<i>9.7%</i>	<i>6.4%</i>	<i>24.1%</i>	<i>13.8%</i>	<i>18.0%</i>	<i>13.7%</i>
<i>CAT % of IB&RS Revenue</i>	<i>16.3%</i>	<i>10.4%</i>	<i>31.1%</i>	<i>17.7%</i>	<i>22.4%</i>	<i>17.6%</i>

BaU EBITDA growth: +47.1% vs. 1H20 plus significant CAT activity

Revenue (IB&RS)

- **Total Revenue: \$216.7m** (+18.3% vs. 1H20)
- **BaU Revenue: \$178.6m** (+23.1% vs. 1H20)
 - +20.2% excl. FY20 acquisitions
- **CAT Revenue: \$38.2m** (in-line with 1H20)

EBITDA (IB&RS)

- **Total EBITDA: \$26.6m** (+41.4% vs. 1H20)
- **BaU EBITDA: \$21.9m** (+47.1% vs. 1H20)
 - +42.4% excl. FY20 acquisitions
- **CAT EBITDA: \$4.7m** (+19.5% vs. 1H20)

Segment Analysis - IB&RS (\$m)	Actual 1H20	Actual 1H21	1H21(A) vs. %
Revenue - BaU	145.0	178.6	23.1%
Revenue - BaU (excl. FY20 acquisitions)	145.0	174.3	20.2%
Revenue - CAT	38.2	38.2	0.0%
Revenue - Total	183.2	216.7	18.3%
EBITDA - BaU	14.9	21.9	47.1%
<i>Margin (%)</i>	<i>10.3%</i>	<i>12.3%</i>	
EBITDA - BaU (excl. FY20 acquisitions)	14.9	21.2	42.4%
<i>Margin (%)</i>	<i>10.3%</i>	<i>12.2%</i>	
EBITDA - CAT	3.9	4.7	19.5%
<i>Margin (%)</i>	<i>10.3%</i>	<i>12.3%</i>	
EBITDA - Total	18.8	26.6	41.4%
<i>Margin (%)</i>	<i>10.3%</i>	<i>12.3%</i>	

CAT EBITDA presented for illustrative purposes only. Calculated at average IB&RS margin.

Recent Peak and CAT Events

Mildura Hailstorm (Nov-16)	Cyclone Marcus (Mar-18) - CAT	Victoria Storms (Dec-18)	Hailstorm SE QLD (Nov-19) - CAT
Broken Hill Hailstorm (Feb-17)	Tasmania Floods (May-18)	Sydney Hailstorm (Dec-18) - CAT	Hailstorm: ACT, VIC & NSW (Jan-20) – CAT
Cyclone Debbie (Mar-17) - CAT	Bushfires (Dec-19) - CAT	Townsville Floods (Feb-19) - CAT	East Coast Low (Feb-20) – CAT
Kalgoorlie Hailstorm (Nov-17)	Sydney Storms (Nov-18)	Bushfires NSW/QLD (Sept-19) - CAT	Central QLD Hailstorm (Apr-20)
Melbourne Floods (Dec-17)	Coolgardie Hailstorm (Dec-18)	Bushfires Rappville, NSW (Oct-19) - CAT	SE QLD Hailstorm (Oct-20) – CAT
Victoria Hailstorm (Dec-17)	Cyclone Owen (Dec-18)	Bushfires: QLD, NSW, VIC & SA (Nov-Feb-20) - CAT	

JLG does not forecast for CAT events. Forecast CAT revenue and EBITDA relates to the run-off work from various recent CAT events

Satisfactory/expected CBS result considering COVID-19; CC delivered record 1H21 performance

Commercial Building Services (CBS)

- Revenue: \$22.3m (-28.3% vs. 1H20)
- EBITDA: \$1.8m (-16.7% vs. 1H20)
 - Impact of COVID-19 resulted in reduced activity and lower 1H21 trading results for: Shop-fit, Dressed for Sale, Trump Floorcoverings and Air Control businesses
 - Scale down plan implemented to manage overhead risk – recovery expected from 4Q21
 - Strategic decision to close Trump Floorcoverings Business Units in NSW and QLD. Trump (VIC) will continue operations and additionally manage current work-in-hand run-off along with any future interstate work

Commercial Construction (CC)

- Revenue: \$38.8m (+105.3% vs. 1H20)
- EBITDA: \$1.2m (+143.9% vs. 1H20)
 - Completion of numerous projects during 1H21
 - In process of re-positioning business and increasing focus on 'large loss' insurance and cladding rectification work
 - Significant number of completed and ongoing projects with Cladding Safety Victoria
 - Robust pipeline of 'core-competency' projects

Segment Analysis - CBS (\$m)	Actual 1H20	Actual 1H21	1H21(A) vs. %
Commercial Building Services			
Revenue	31.1	22.3	(28.3%)
EBITDA	2.1	1.8	(16.7%)
<i>Margin (%)</i>	<i>6.8%</i>	<i>7.9%</i>	

Segment Analysis - CC (\$m)	Actual 1H20	Actual 1H21	1H21(A) vs. %
Commercial Construction			
Revenue	18.9	38.8	105.3%
EBITDA	0.5	1.2	143.9%
<i>Margin (%)</i>	<i>2.6%</i>	<i>3.1%</i>	

Strong balance sheet, ample liquidity & sufficient capacity to fund organic growth & M&A pipeline

Balance Sheet (31 Dec-20)

- Net assets: \$67.9m (+\$8.8m vs. FY20)
- Net cash: \$36.7m
 - Undrawn (committed) working capital credit facilities: >\$25m
 - Ample liquidity and sufficient balance sheet capacity to fund organic growth and current M&A pipeline

Capital Efficiency Metrics

- Strong capital efficiency metrics driven by asset-light balance sheet including:
 - RoCE: 61.7% (LTM Dec-19: 44.2%)
 - RoE: 32.4% (LTM Dec-19: 28.1%)

Earnings per Share

- EPS: 4.29 cents (+20.3% vs. 1H20)
- EPS (normalised)¹: 5.16 cents (+39.6% vs. 1H20)

Balance Sheet (\$m)	Actual Jun-20	Actual Dec-20
Total Assets	229.4	221.8
Net Assets	59.1	67.9
Cash	46.8	53.2
Debt (3rd Party)	(22.6)	(16.6)
Net Cash / (Debt)	24.2	36.7

Capital Efficiency Metrics (\$m)	Actual LTM Dec-19	Actual LTM Dec-20
Return on Capital Employed (RoCE)		

EBITDA ²	31.9	48.7
Shareholders' Funds	53.8	67.9
NCI Share of Intangibles NBV	(6.7)	(5.4)
Gross Debt (3rd Party)	25.1	16.6
SH Funds (excl. NCI % Intangibles NBV) + 3rd Party Debt	72.2	79.0

Return on Capital Employed	44.2%	61.7%
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Return on Equity (RoE)	Actual LTM Dec-19	Actual LTM Dec-20
NPAT Attributable to JLG Shareholders ¹	13.1	19.7
Shareholders' Funds	53.8	67.9
NCI Liability	(6.9)	(7.2)
Equity Attributable to JLG Shareholders	46.9	60.7

Return on Equity	28.1%	32.4%
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Earnings per Share (EPS) (cents)	Actual 1H20	Actual 1H21
Earnings per Share - Statutory	3.56 cents	4.29 cents
Earnings per Share - Normalised¹	3.70 cents	5.16 cents

¹ Calculated using statutory NPAT attributable to JLG Shareholders excluding tax effected (30%) 'transaction expenses' & \$1.8m non-recurring goodwill write-off in 1H21

² Excluding 'transaction related expenses' and \$1.8m non-recurring goodwill write-off in 1H21

High cash conversion from EBITDA – interim dividend: 2.2 cents

Capital Expenditure

- Capex primarily consists of motor vehicles and PP&E purchases
 - Motor vehicle fleet includes 358 vehicles at 31 Dec-20 vs. 281 at 31 Dec-19

Working Capital

- Working capital cycle is actively managed - strong focus on cash flow

Cash Conversion

- Operating cash flow: \$26.2m (102% EBITDA cash conversion)

Dividend (1H21)

- Interim dividend of 2.2 cents per share
 - 52% NPAT¹ payout ratio
 - Record date of entitlement: 1 March 2021
 - Dividend payment date: 16 March 2021
 - Dividend policy: 40%-60% NPAT¹

Capital Expenditure (\$m)	Actual 1H20	Actual 1H21
Plant & Equipment	0.2	1.7
Motor Vehicles	0.7	1.4
Leasehold Improvements	0.3	0.5
Computer Equipment	-	0.1
Capitalised Software Development	0.4	0.0
Total Capital Expenditure	1.6	3.7

Working Capital (\$m)	Actual LTM Jun-20	Actual LTM Dec-20
Days Sales Outstanding (12m average)	37.2	30.5
Days Purchases Outstanding (12m average)	55.7	53.9

Cash Conversion (\$m)	Actual 1H20	Actual 1H21
EBITDA (Statutory)	19.6	25.7
Movement in Working Capital	0.3	5.2
Non-cash Items	0.1	2.6
Net Cash from Operating Activities (Pre-Interest & Tax)	20.0	33.5
Net Interest Paid	(0.8)	(0.8)
Tax Paid	(7.2)	(6.5)
Net Cash from Operating Activities	12.1	26.2
Cash Conversion (%)	61.7%	102.0%

¹ Statutory NPAT attributable to JLG Shareholders

Select Clients



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#03

Strategy & Growth.

Whether they are 'core business' **acquisitions, start-ups** or opportunities in **complementary adjacencies**, JLG is well positioned to embrace & capitalise on **growth initiatives**.

Domestic & international organic expansion plus M&A opportunities

New Contract Wins

- Westpac: national building & restoration panel
- RACQ: building & restoration panel
- Chubb: national building & restoration panel
- Building & restoration panel appointments for 3 new Strata Insurance industry clients
- Job volumes from previous contract wins increasing (expect ramp up to reach maturity during FY22)

Strata Market Focus

- Key focus on building and restoration services for Strata Insurers in FY21-22
- Established designated Strata Building Services division - national roll-out on track
- Significant synergies with Bright & Duggan & Capitol Strata
- Multiple cross-sell opportunities per dwelling: **insurance building and restoration, emergency and scheduled trades (B2B) and Huski Home Services (B2C)**
- Estimated 2.9m lots nationwide (insured value c.\$1.2bn)¹

Strategic Initiatives

- New office opened in Batemans Bay (NSW) during 1H21
- Growth in Broker market ('Emergency Broker Assist')
- Targeting new clients and panels
- Huski Home Services / JL Digital - emergency and scheduled residential repairs and maintenance (B2C)
- Deeper penetration of US market in due course

M&A

- FY20 acquisitions complete: Bright & Duggan, Capitol Strata, Steamatic Nashville (USA) and Air Control
- Additional M&A opportunities under evaluation:
 - Consolidation of highly fragmented Insurance Building and Restoration Services and Strata Management markets
 - Diversification into 'complementary adjacencies'

¹ <https://cityfutures.be.unsw.edu.au/research/projects/2020-australasian-strata-insights/>

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#04

FY21 Outlook.

JLG has a demonstrable track record of **growth and financial control**. Significant market opportunities exist to continue this trend.

Positive outlook - FY21(F) EBITDA upgrade +15%

FY21 Outlook

- **Group Revenue: \$524.1m**
 - **BaU Revenue: \$479.6m** (+18.1% / +14.4% excl. FY20 acquisitions)
- **Group (Operating) EBITDA: \$47.4m**
 - **BaU EBITDA: \$42.4m** (+33.2% / +27% excl. FY20 acquisitions)
 - **BaU EBITDA (excl. FY20 acquisitions) margin expansion: ~80bps** driven by higher utilisation of resources (job volumes) and 1H21 overhead reductions

Potential FY21 Upside:

- Strong momentum expected to continue to drive results:
 - FY20 contract wins maturing - job volumes increasing (expect ramp up to reach maturity during FY22);
 - 1H21 contract wins expected to ramp up;
 - Panel allocations from key clients increasing;
 - Deeper market penetration in WA, SA, NT and TAS;
 - Strata Management business integration ongoing – expect continued ramp up of Strata Building work (cross-sell from Bright & Duggan)
 - Expect recovery in COVID-19 impacted CBS division from 4Q21 - in-particular home-staging and shop-fitting businesses
- Future CAT events (not forecast) – ‘Storm Season’ runs Nov-April
- Additional strategic acquisitions under assessment

FY21 Forecast (\$m)	Actual FY20	Forecast (Aug-20) FY21	Forecast (Feb-21) FY21	FY21(F) (Feb-21) vs. %
Revenue - BaU	406.1	465.0	479.6	18.1%
Revenue - BaU (excl. FY20 acquisitions)	397.1	439.9	454.4	14.4%
Revenue - CAT	89.0	20.3	44.6	
Revenue - Total	495.1	485.3	524.1	
EBITDA - BaU	31.8	39.1	42.4	33.2%
EBITDA - BaU (excl. FY20 acquisitions)	30.8	35.9	39.1	27.0%
EBITDA - CAT	9.2	2.1	5.0	
EBITDA (Operating) - Total	41.0	41.2	47.4	

Margin Analysis			
<i>EBITDA - BaU Margin</i>	7.8%	8.4%	8.8%
<i>EBITDA - BaU Margin (excl. FY20 acquisitions)</i>	7.8%	8.2%	8.6%
<i>EBITDA - CAT Margin</i>	10.3%	10.6%	11.2%
<i>EBITDA (Operating) Margin</i>	8.3%	8.5%	9.0%

Historical CAT Revenue vs. Forecast	FY18	FY19	FY20	1H21
CAT Revenue Forecast (original @ start of FY)	37.0	13.5	31.6	20.3
CAT Revenue - Actual	69.2	46.2	89.0	38.2
Historical CAT Outperformance vs. Fcst	32.2	32.7	57.4	17.9
	86.9%	241.6%	181.7%	87.9%

JLG does not forecast for CAT events.

CAT revenue is contracted run-off work from various recent CAT events

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Appendices.

JLG's **high performance culture** drives consistent, high **quality outcomes** for clients and additional repeat business.

Appendix 1: Financial Reconciliation to Statutory Results

Reconciliation	FY19			FY20			FY21
	1H19 (A)	2H19 (A)	FY19 (A)	1H20 (A)	2H20 (A)	FY20 (A)	1H21 (A)
Revenue							
IB&RS							
BaU	102.5	112.3	214.8	145.0	162.7	307.7	178.6
CAT	15.0	31.2	46.2	38.2	50.9	89.0	38.2
IB&RS (incl. CAT)	117.5	143.5	261.0	183.2	213.5	396.7	216.7
<i>Acquisitions - IB&RS</i>	-	(0.9)	(0.9)	(19.8)	(23.1)	(43.0)	(23.6)
<i>BaU (Excl. Acquisitions)</i>	102.5	111.4	213.9	125.2	139.6	264.7	155.0
CBS	19.0	20.5	39.4	31.1	23.0	54.1	22.3
<i>Acquisitions - CBS</i>	-	(0.8)	(0.8)	(1.5)	(6.2)	(7.7)	(7.6)
<i>CBS (Excl. Acquisitions)</i>	19.0	19.7	38.7	29.5	16.9	46.4	14.6
CC	15.6	18.1	33.7	18.9	24.7	43.6	38.8
Other	0.5	0.4	0.9	0.6	0.1	0.7	0.1
Total Revenue (Statutory)	152.6	182.5	335.1	233.7	261.4	495.1	277.8
Total Revenue (Normalised)	152.6	182.5	335.1	233.7	261.4	495.1	277.8
CAT	15.0	31.2	46.2	38.2	50.9	89.0	38.2
BaU (Normalised)	137.6	151.3	288.9	195.5	210.6	406.1	239.7
<i>Acquisitions - Total</i>	-	(1.7)	(1.7)	(21.4)	(29.3)	(50.6)	(31.2)
<i>BaU (Normalised Excl. Acquisitions)</i>	137.6	149.6	287.2	174.2	181.3	355.5	208.5

Reconciliation	FY19			FY20			FY21
	1H19 (A)	2H19 (A)	FY19 (A)	1H20 (A)	2H20 (A)	FY20 (A)	1H21 (A)
EBITDA (AASB 16)							
IB&RS							
BaU	10.0	9.0	19.0	14.5	16.7	31.2	21.8
<i>Normalisations - Transaction Costs</i>	-	0.4	0.4	0.4	0.1	0.5	0.1
BaU (Normalised)	10.0	9.4	19.4	14.9	16.9	31.7	21.9
CAT	1.4	2.5	3.8	3.9	5.3	9.2	4.7
IB&RS (incl. CAT) (Normalised)	11.4	11.8	23.2	18.8	22.1	40.9	26.6
<i>Acquisitions - IB&RS</i>	-	(0.1)	(0.1)	(3.0)	(4.3)	(7.3)	(4.5)
<i>BaU (Normalised Excl. Acquisitions)</i>	10.0	9.3	19.3	11.9	12.5	24.4	17.4
CBS	5.9	0.8	6.7	2.1	0.6	2.7	(0.1)
<i>Normalisations - Transaction Costs</i>	0.1	-	0.1	0.0	0.1	0.1	0.1
<i>Normalisations - CHR/Sankey Divestments</i>	(4.6)	-	(4.6)	-	-	-	-
<i>Normalisations - Trump NSW/QLD G'will W'off</i>	-	-	-	-	-	-	1.8
<i>CBS (Normalised)</i>	1.4	0.8	2.2	2.1	0.7	2.8	1.8
<i>Acquisitions - CBS</i>	-	0.3	0.3	0.0	(0.5)	(0.5)	(1.5)
<i>CBS (Normalised Excl. Acquisitions)</i>	1.4	1.1	2.5	2.1	0.2	2.3	0.2
CC	0.1	0.8	0.9	0.5	0.5	1.0	1.2
Other	(0.2)	0.3	0.1	0.2	(0.2)	(0.1)	0.1
<i>Normalisations - Transaction Costs</i>	-	-	-	-	0.1	0.1	0.1
<i>Other (Normalised)</i>	(0.2)	0.3	0.1	0.2	(0.2)	(0.0)	0.2
Public Company Opex	(0.2)	(0.3)	(0.5)	(0.2)	(0.3)	(0.5)	(0.3)
Executive Incentive Plan	(1.3)	(1.5)	(2.7)	(1.4)	(1.9)	(3.3)	(1.8)
Total EBITDA (Statutory)	15.7	11.6	27.4	19.6	20.8	40.3	25.7
Total EBITDA (Normalised)	11.2	12.0	23.2	20.0	21.0	41.0	27.7
CAT	1.4	2.5	3.8	3.9	5.3	9.2	4.7
BaU (Normalised)	9.9	9.5	19.4	16.0	15.8	31.8	23.0
<i>Acquisitions - Total</i>	-	0.2	0.2	(2.9)	(4.9)	(7.8)	(6.0)
<i>BaU (Normalised Excl. Acquisitions)</i>	9.9	9.7	19.6	13.1	10.9	24.0	17.0

Appendix 1: Financial Reconciliation to Statutory Results (Cont.)

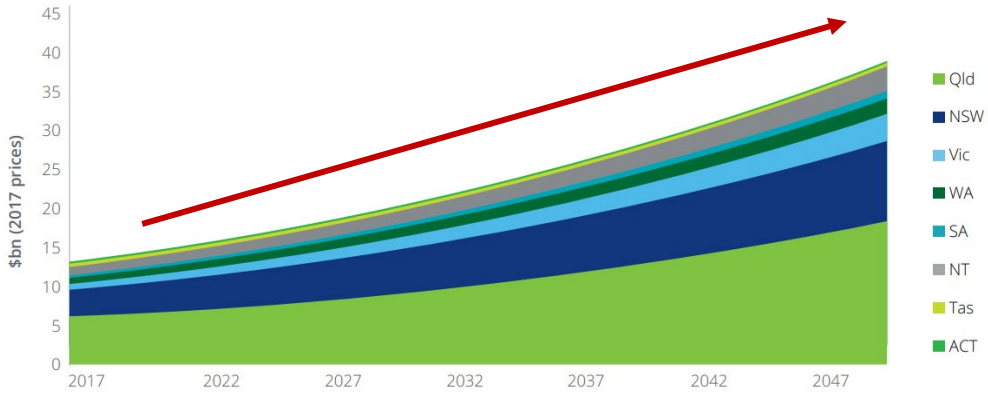
Reconciliation	FY19			FY20			FY21
	1H19 (A)	2H19 (A)	FY19 (A)	1H20 (A)	2H20 (A)	FY20 (A)	1H21 (A)
EBIT, PBT, NPAT & CAPEX (AASB 16)							
Depreciation & Amortisation	(2.4)	(2.8)	(5.2)	(3.7)	(4.4)	(8.1)	(4.5)
EBIT							
Statutory	13.3	8.8	22.1	15.9	16.3	32.2	21.2
Normalised	8.8	9.2	18.0	16.3	16.6	32.9	23.2
Net Interest	(0.4)	(0.4)	(0.8)	(0.8)	(0.9)	(1.7)	(0.8)
PBT							
Statutory	12.9	8.5	21.4	15.1	15.4	30.5	20.4
Transaction Related Bank Fee Amortisation (Interest)	-	0.1	0.1	0.0	0.0	0.1	0.0
Normalised	8.4	8.9	17.3	15.5	15.7	31.2	22.4
Income Tax Expense	(3.9)	(1.9)	(5.8)	(4.1)	(4.2)	(8.3)	(6.3)
NPAT							
Statutory	9.0	6.6	15.6	11.0	11.2	22.2	14.0
Normalised	4.5	7.1	11.5	11.4	11.5	22.9	16.1
CAPEX							
Capex - Total	1.4	2.6	4.1	1.6	2.3	3.9	3.7

Appendix 2: AASB 16 to AASB 117 (Leases) Reconciliation

AASB 16 to AASB 117 Reconciliation	FY19			FY20			FY21
	1H19 (A)	2H19 (A)	FY19 (A)	1H20 (A)	2H20 (A)	FY20 (A)	1H21 (A)
EBITDA - Statutory (AASB 16)	15.7	11.6	27.4	19.6	20.8	40.3	25.7
Less: Rent Expense Adjustment	(1.0)	(1.1)	(2.1)	(1.8)	(2.3)	(4.0)	(2.4)
EBITDA (AASB 117)	14.8	10.5	25.3	17.8	18.5	36.3	23.3
EBIT - Statutory (AASB 16)	13.3	8.8	22.1	15.9	16.3	32.2	21.2
Less: Rent Expense Adjustment	(1.0)	(1.1)	(2.1)	(1.8)	(2.3)	(4.0)	(2.4)
Add: Depreciation Expense Adjustment	0.9	1.0	1.9	1.6	2.0	3.6	2.1
EBIT (AASB 117)	13.2	8.8	22.0	15.8	16.1	31.8	20.9
PBT - Statutory (AASB 16)	12.9	8.5	21.4	15.1	15.4	30.5	20.4
Less: Rent Expense Adjustment	(1.0)	(1.1)	(2.1)	(1.8)	(2.3)	(4.0)	(2.4)
Add: Depreciation Expense Adjustment	0.9	1.0	1.9	1.6	2.0	3.6	2.1
Add: Net Interest Expense Adjustment	0.3	0.3	0.5	0.3	0.4	0.7	0.4
PBT (AASB 117)	13.1	8.7	21.8	15.3	15.5	30.8	20.5
Net P&L Impact	(0.2)	(0.2)	(0.4)	(0.2)	(0.1)	(0.3)	(0.1)
RoU Assets	10.0		9.7	11.7		14.2	14.4
RoU Lease Liabilities	(11.2)		(11.0)	(13.2)		(15.9)	(16.2)
Net Assets Impact	(1.2)		(1.3)	(1.5)		(1.7)	(1.8)

JLG is well positioned to capitalise on future CAT and peak events when they occur

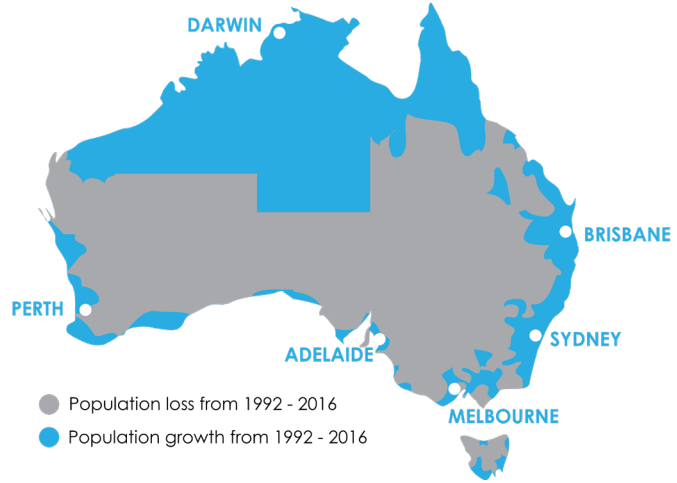
Forecast Total Economic Cost of Natural Disasters by State (\$bn)



Source: Deloitte Access Economics

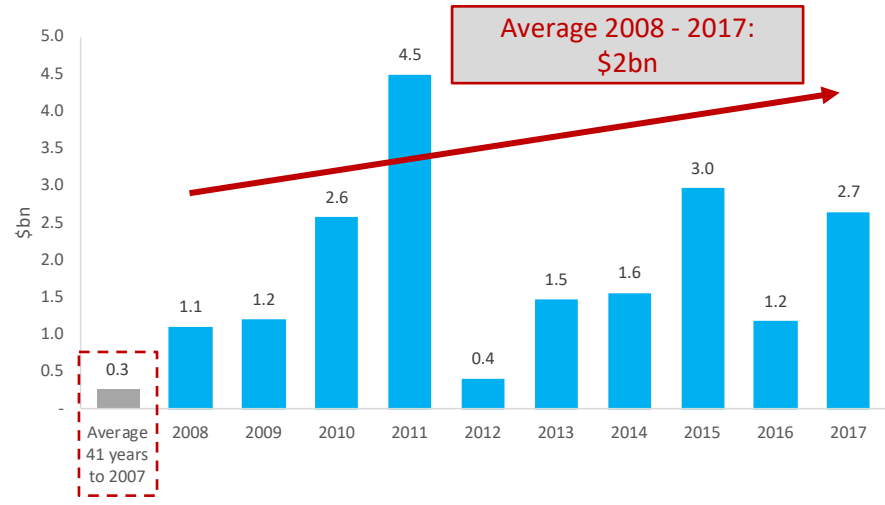
- Rising CAT and extreme weather events due to changing weather patterns is expected to continue to drive higher demand for Insurance Building and Restoration Services
- On average, there are **13 major Australian cyclones p.a.** primarily affecting coastal regions
- Population migration is trending towards coastal regions – hence an **increase in the number of households impacted is expected**
- Average estimated historical insured loss value¹:
 - Average 41 years to 2007 - \$0.3bn
 - Average 2008 to 2017 - \$2bn

Population Movements Across Australia (1992 - 2016)



Source: The Australian

Historical CAT Events in Australia (Estimated Insured Loss Value (\$bn))



Source: Insurance Council of Australia

1. Includes estimated insured loss value attributable to motor vehicles

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