JOHNS LYNG GROUP

BUILDING AUSTRALIA

Valuing People | 65 YEARS STRONG

Johns Lyng Group Limited

Results Presentation

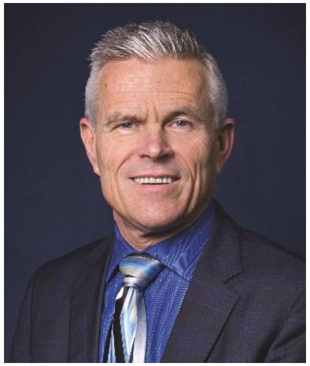
Full-year ended 30 June 2021 (**FY21**)

24 August 2021

Johns Lyng Group - Presenters

Scott Didier AM

Chief Executive Officer



Lindsay Barber

Chief Operating Officer

Matthew Lunn

Chief Financial Officer

Adrian Gleeson

Director, Investor & Business Relations

Nick Carnell

Group Executive General Manager

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// Johns Lyng Group

#01

Business Highlights.

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

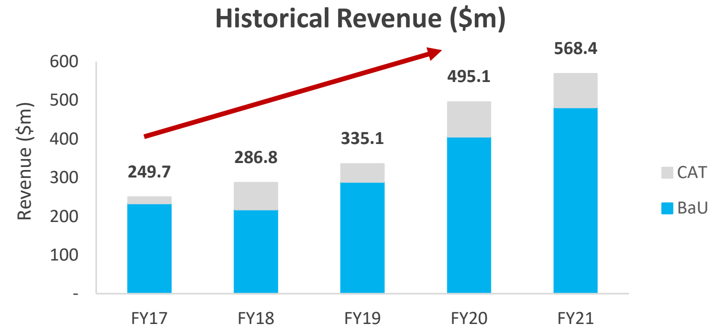
Insurance Building & Restoration Services Brands

Strong FY21 financial performance & exit run-rate, solid balance sheet & ample liquidity

FY21 Financial Performance

- **Group Revenue: $568.4m** (+14.8% / BaU +18.7%)
- **Group (Operating) EBITDA: $52.6m** (+28.3% / BaU +34.3%)
- **NPAT[1]: $18.6m** (+17.1%)
  - **NPAT (Normalised)[2]: $20.7m** (+26.3%)
- **EPS[1]: 8.30 cents** (+16.4%)
  - **EPS (Normalised)[2]: 9.24 cents** (+25.6%)
- **2H21 Final Dividend: 2.8 cents**
- **FY21 Total Dividends: 5.0 cents** (+25.0% / 61% payout ratio)
- **Net assets: $73.4m** (+24.2%)
  - Net cash: $25.5m
  - Undrawn (committed) revolving credit facilities: >$25m
  - Ample liquidity and sufficient balance sheet capacity to fund organic growth and current bolt-on M&A pipeline

Consolidated Profit & Loss ($m)	Actual FY20	Actual FY21	FY21(A) vs. FY20(A) %
Revenue - BaU	**406.1**	**481.8**	**18.7%**
Revenue - BaU (excl. FY20 acquisitions)	397.1	456.9	15.1%
Revenue - CAT	89.0	86.5	(2.8%)
Revenue - Total	**495.1**	**568.4**	**14.8%**
EBITDA - BaU	**31.8**	**42.7**	**34.3%**
Margin (%)	*7.8%*	*8.9%*	
EBITDA - BaU (excl. FY20 acquisitions)	30.8	38.8	25.9%
Margin (%)	*7.8%*	*8.5%*	
EBITDA - CAT	9.2	9.9	7.8%
Margin (%)	*10.3%*	*11.4%*	
EBITDA (Operating) - Total	**41.0**	**52.6**	**28.3%**
Margin (%)	*8.3%*	*9.3%*	



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

[2] Calculated using statutory NPAT attributable to JLG Shareholders excluding tax effected (30%) transaction expenses & $1.8m non-recurring goodwill written-off in FY21

1.2 Business Highlights – FY21 Summary

JOHNS LYNG GROUP

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

Earnings Guidance

- FY22 Forecast provided:
  - Group Revenue[1]: $635.4m (+11.8% / BaU +22.2%)
  - Group (Operating) EBITDA[1]: $60.1m (+14.3% / BaU +28.6%)
  - 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: $25.5m
- Undrawn (committed) revolving credit facilities: >$25m

Results / Recent Trading

- Strong FY21 exit run-rate and start to FY22
- Record 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 FY22-23
- Deeper penetration of US market in due course
- Strategic acquisitions under assessment

New Contract Wins & FY22 Outlook

- New client and panel wins expected to deliver incremental IB&RS job volumes during FY22 (Westpac, Chubb, RACQ, Honey, plus x3 strata insurance industry clients)
- Integration of Strata Management business ongoing – expect continued ramp up of Strata Building work (cross-sell from Bright & Duggan)

Acquisitions Post Year-end

change strata management | structure BUILDING MANAGEMENT | SHIFT | unitech building services | STEAMATIC Restoration & Cleaning

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] In-line with JLG's policy, FY22(F) includes contracted CAT work-in-hand only i.e. does not include any contribution from future CAT events or JLG's recently announced contract with the State Government of Victoria for clean-up works related to Victoria's recent severe storms – refer to section 4.1 for a detailed discussion of the Forecast.

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

1.3 Business Highlights – Portfolio Summary

JOHNS LYNG GROUP

- JLG is a leading integrated building services group, delivering building, restoration & strata management services nationally & in the USA
- Focused on recurring revenues & deep client relationships, JLG's strategically aligned businesses deliver >100k 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)	FY21(A)	Contribution
Revenue	444.6	78.2%
EBITDA	50.8	96.6%

Commercial Building Services (CBS)

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

CBS ($m)	FY21(A)	Contribution
Revenue	45.7	8.0%
EBITDA	3.5	6.6%

Commercial Construction (CC)

Johns Lyng Commercial Builders undertakes commercial construction projects ranging from $3m to $20m in Victoria including Large-loss insurance rebuilds and cladding rectification work

CC ($m)	FY21(A)	Contribution
Revenue	77.8	13.7%
EBITDA	2.1	4.0%
Revenue - other	0.2	0.0%
EBITDA - other (incl. corporate overheads)	(3.8)	(7.3%)
Total Group Revenue	**568.4**	**100.0%**
Total Group EBITDA	**52.6**	**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

JOHNS LYNG GROUP

30 Locations Nationally[1]

- Head Office (1)
- State/Territory Offices (5)
- Regional Offices (17)
- Operational Warehouses (2)
- Dressed for Sale (3)
- Air Control (1)[2]
- Unitech Building Services (1)

[1] Excluding Bright & Duggan Strata Management and Steamatic Australia

[2] Air Control also operates from Johns Lyng's offices in Sydney and Brisbane

bright & duggan

australia's strata leader

19 East Coast Locations

Capitol FOLLOW THE LEADER | change strata management | structure BUILDING MANAGEMENT

SHIFT

- Bright & Duggan (14)
- Capitol (3)
- Change (1)
- Structure (1)

STEAMATIC total cleaning & restoration

39 Locations Nationally

- Company-owned Locations (5)
- Franchise Locations (34)

Regional Victoria Locations

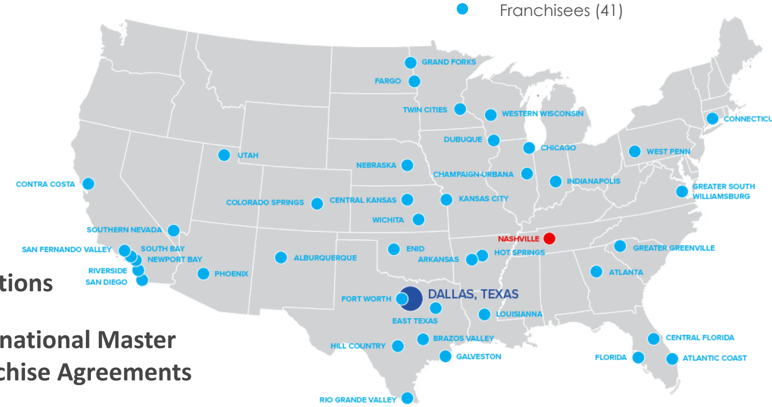
Gippsland	Brimbank
Bendigo	Yea
Ballarat	Moreland
Shepparton	Horsham
Albury-Wodonga	Warrnambool
Mildura	Geelong

STEAMATIC Restoration | Construction | Cleaning

- Head Office (1)
- Nashville (company owned) (1)
- Franchisees (41)

43 US Locations

11 International Master Franchise Agreements



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#02

Financial Information.

Our deep industry **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

TRUMP FLOORCOVERINGS GLOBAL HOME RESPONSE JOHNS LYNG Shopfit SERVICES HUSKI AirControl AUSTRALIA DRESSED FOR SALE selling your home faster JOHNS LYNG COMMERCIAL BUILDERS

JOHNS LYNG GROUP

Consolidated Group FY21 (Operating) EBITDA: $52.6m (+28.3% vs. FY20)

Revenue (Group)

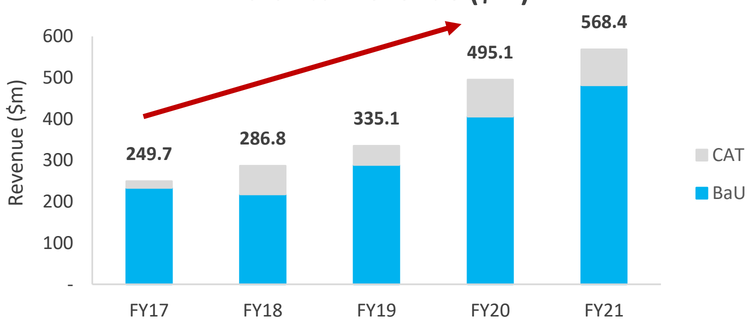
- **Total Revenue: $568.4m** (+14.8%)
- **BaU Revenue: $481.8m** (+18.7%)
  - +15.1% excl. FY20 acquisitions
- **CAT Revenue: $86.5m**

EBITDA (Group)

- **Operating EBITDA: $52.6m** (+28.3%)
- **BaU EBITDA: $42.7m** (+34.3%)
  - +25.9% excl. FY20 acquisitions
- **CAT EBITDA: $9.9m** (+7.8%)

Consolidated Profit & Loss ($m)	Actual FY20	Actual FY21	FY21(A) vs. FY20(A) %
Revenue - BaU	**406.1**	**481.8**	**18.7%**
Revenue - BaU (excl. FY20 acquisitions)	397.1	456.9	15.1%
Revenue - CAT	89.0	86.5	(2.8%)
Revenue - Total	**495.1**	**568.4**	**14.8%**
Gross Profit	**100.7**	**119.6**	**18.8%**
Margin (%)	*20.3%*	*21.0%*	
EBITDA - BaU	**31.8**	**42.7**	**34.3%**
Margin (%)	*7.8%*	*8.9%*	
EBITDA - BaU (excl. FY20 acquisitions)	30.8	38.8	25.9%
Margin (%)	*7.8%*	*8.5%*	
EBITDA - CAT	9.2	9.9	7.8%
Margin (%)	*10.3%*	*11.4%*	
EBITDA (Operating) - Total	**41.0**	**52.6**	**28.3%**
Margin (%)	*8.3%*	*9.3%*	

Historical Revenue ($m)



Historical Revenue ($m)	FY17	FY18	FY19	FY20	FY21
BaU	233.7	217.6	288.9	406.1	481.8
CAT	16.0	69.2	46.2	89.0	86.5
Total Revenue	**249.7**	**286.8**	**335.1**	**495.1**	**568.4**
CAT % of Total Revenue	*6.4%*	*24.1%*	*13.8%*	*18.0%*	*15.2%*
CAT % of IB&RS Revenue	*10.4%*	*31.1%*	*17.7%*	*22.4%*	*19.5%*

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

JOHNS LYNG GROUP

BaU EBITDA growth: +29.0% plus significant CAT activity

Revenue (IB&RS)

- **Total Revenue: $444.6m** (+12.1%)
- **BaU Revenue: $358.0m** (+16.4%)
- **CAT Revenue: $86.5m**

EBITDA (IB&RS)

- **Total EBITDA: $50.8m** (+24.2%)
- **BaU EBITDA: $40.9m** (+29.0%)
- **CAT EBITDA: $9.9m** (+7.8%)

Segment Analysis - IB&RS ($m)	Actual FY20	Actual FY21	FY21(A) vs. FY20(A) %
Revenue - BaU	**307.7**	**358.0**	**16.4%**
Revenue - CAT	89.0	86.5	(2.8%)
Revenue - Total	**396.7**	**444.6**	**12.1%**
EBITDA - BaU	**31.7**	**40.9**	**29.0%**
Margin (%)	*10.3%*	*11.4%*	
EBITDA - CAT	9.2	9.9	7.8%
Margin (%)	*10.3%*	*11.4%*	
EBITDA - Total	**40.9**	**50.8**	**24.2%**
Margin (%)	*10.3%*	*11.4%*	

CAT EBITDA presented for illustrative purposes only.

Calculated at average IB&RS margin.

Recent CAT & Peak Events			
Cyclone Marcus, NT (Mar-18) - CAT	Victoria Storms (Dec-18)	SE QLD Hailstorm (Nov-19) – CAT	**NSW & SE QLD Floods (Mar-21) – CAT**
Tasmania Floods (May-18)	Sydney Hailstorm (Dec-18) - CAT	ACT, VIC & NSW Hailstorms (Jan-20) – CAT	**Cyclone Seroja, WA (Apr-21) - CAT**
Sydney Storms (Nov-18)	Townsville Floods (Feb-19) - CAT	East Coast Low (Feb-20) – CAT	**VIC Storms & Floods (Jun-21) - CAT**
Bushfires (Dec-18) – CAT	NSW & QLD Bushfires (Sept-19) – CAT	**Central QLD Hailstorm (Apr-20)**	**JLG does not forecast for CAT events. Forecast CAT revenue and EBITDA relates to the run-off work from various recent CAT events**
Coolgardie, WA Hailstorm (Dec-18)	Rappville, NSW Bushfires (Oct-19) – CAT	**SE QLD Hailstorm (Oct-20) – CAT**	
Cyclone Owen, QLD (Dec-18)	QLD, NSW, VIC & SA Bushfires (Nov-Feb-20) – CAT	**Perth Hills, WA Bushfire (Feb-21) – CAT**	

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

2.2.1 Segment Analysis – CBS & Commercial Construction

JOHNS LYNG GROUP

Strong recovery out of COVID-19 restrictions for CBS in 2H21 & record year for Commercial Construction

Commercial Building Services

- **Revenue: $45.7m** (-15.4%)
- **EBITDA: $3.5m** (+22.0%)
  - Impact of COVID-19 resulted in reduced activity and lower FY21 trading results for: Shop-fit, Dressed for Sale, Trump Floorcoverings and Air Control businesses in 2H20 and 1H21
  - Scale down plan implemented to manage overhead risk – 2H21 recovery expected to continue into 1H22
  - Strategic decision to rationalise 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

Segment Analysis - CBS ($m)	Actual FY20	Actual FY21	FY21(A) vs. FY20(A) %
Commercial Building Services			
Revenue	54.1	45.7	(15.4%)
EBITDA	**2.8**	**3.5**	**22.0%**
Margin (%)	*5.3%*	*7.6%*	

Commercial Construction

- **Revenue: $77.8m** (+78.6%)
- **EBITDA: $2.1m** (+109.0%)
  - Completion of numerous projects during FY21
  - 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 - CC ($m)	Actual FY20	Actual FY21	FY21(A) vs. FY20(A) %
Commercial Construction			
Revenue	43.6	77.8	78.6%
EBITDA	**1.0**	**2.1**	**109.0%**
Margin (%)	*2.3%*	*2.7%*	

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

2.3 Balance Sheet

JOHNS LYNG GROUP

Strong balance sheet, ample liquidity & sufficient capacity to fund organic growth & bolt-on M&A

Balance Sheet (30 Jun-21)

- Net assets: $73.4m (+24.2% / +$14.3m)
- Net cash: $25.5m
  - Undrawn (committed) revolving credit facilities: >$25m
  - Ample liquidity and sufficient balance sheet capacity to fund organic growth and current bolt-on M&A pipeline

Capital Efficiency Metrics

- Strong capital efficiency metrics driven by asset-light balance sheet including:
  - RoCE: 61.2% (FY20: 53.8%)
  - RoE: 31.5% (FY20: 31.6%)

Earnings per Share

- EPS: 8.30 cents (+16.4% vs. FY20)
- EPS (normalised)[1]: 9.24 cents (+25.6% vs. FY20)

Balance Sheet ($m)	Actual Jun-20	Actual Jun-21
Total Assets	229.4	248.4
Net Assets	59.1	73.4
Cash	46.8	43.3
Debt (3rd Party)	(22.6)	(17.8)
Net Cash / (Debt)	**24.2**	**25.5**

Capital Efficiency Metrics ($m)	Actual FY20	Actual FY21
Return on Capital Employed (RoCE)		
EBITDA[2]	41.0	52.6
Shareholders' Funds	59.1	73.4
NCI Share of Intangibles NBV	(5.5)	(5.3)
Gross Debt (3rd Party)	22.6	17.8
SH Funds (excl. NCI % Intangibles NBV) + 3rd Party Debt	76.2	86.0
Return on Capital Employed	**53.8%**	**61.2%**
Return on Equity (RoE)		
NPAT Attributable to JLG Shareholders[1]	16.4	20.7
Shareholders' Funds	59.1	73.4
NCI Liability	(7.3)	(7.8)
Equity Attributable to JLG Shareholders	51.8	65.6
Return on Equity	**31.6%**	**31.5%**
Earnings per Share - Statutory	7.13 cents	8.30 cents
Earnings per Share - Normalised[1]	**7.36 cents**	**9.24 cents**

[1] Calculated using statutory NPAT attributable to JLG Shareholders excluding tax effected (30%) transaction expenses & $1.8m non-recurring goodwill written-off in FY21
[2] Excluding transaction expenses and $1.8m non-recurring goodwill written-off in FY21

2.4 Cash Flow & Working Capital

JOHNS LYNG GROUP

High cash conversion from EBITDA – final dividend: 2.8 cents (5.0 cents total FY21)

Capital Expenditure

- Capex primarily consists of motor vehicles and PP&E purchases
  - Motor vehicle fleet includes 403 vehicles at 30 Jun-21 vs. 308 at 30 Jun-20

Working Capital

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

Cash Conversion

- Operating cash flow (pre-interest and tax): $40.9m (81.2% EBITDA cash conversion)
  - FY20 cash conversion was abnormally high due to Insurance Company clients agreeing to prepay certain debts to support working capital and protect supply chains at start of COVID-19 pandemic

Dividend (FY21)

- Final dividend of 2.8 cents
- Total FY21 Dividends: 5.0 cents (+25.0% / 61% payout ratio)
  - Record date of entitlement: 30 August 2021
  - Dividend payment date: 14 September 2021
  - Dividend policy unchanged: 40%-60% NPAT[1]

Capital Expenditure ($m)	Actual FY20	Actual FY21
Plant & Equipment	0.7	1.4
Reallocation from Inventory	-	1.0
Plant & Equipment - Total	0.7	2.4
Motor Vehicles	2.2	3.7
Leasehold Improvements	0.3	0.6
Computer Equipment	0.2	0.1
Capitalised Software Development	0.5	0.1
Total Capital Expenditure	**3.9**	**6.9**

Working Capital ($m)	Actual FY20	Actual FY21
Days Sales Outstanding (12m average)	37.2	42.2
Days Purchases Outstanding (12m average)	55.7	54.8

Cash Conversion ($m)	Actual FY20	Actual FY21
EBITDA (Statutory)	**40.3**	**50.4**
Movement in Working Capital	19.2	(12.3)
Non-cash Items	0.5	2.8
Net Cash from Operating Activities (Pre-interest & Tax)	**60.0**	**40.9**
Cash Conversion (%)	**148.9%**	**81.2%**

[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 and capitalise on **growth initiatives**.

3.1 Strategy & Growth

JOHNS LYNG GROUP

Domestic & international organic expansion plus M&A opportunities

New Contract Wins

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

Strategic Initiatives

- New offices opened in Batemans Bay, Port Macquarie, Tamworth, Mildura, Warrnambool and Benalla
- 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

Strata Market Focus

- Key focus on building and restoration services for Strata Insurers in FY22-FY23
- Established designated Strata Building Services division - national roll-out on track
- Significant synergies with Bright & Duggan
- 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]

M&A

- 5 acquisitions complete post year-end

change strata management | structure BUILDING MANAGEMENT | SHIFT | unitech building services | STEAMATIC Restoration & Cleaning

- Additional M&A opportunities under evaluation:
  - Consolidation of highly fragmented IB&RS and Strata Management markets
  - Diversification into ‘complementary adjacencies’

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

3.2 Strategy & Growth - Recent Acquisitions

JOHNS LYNG GROUP

Recent acquisitions expand presence in strategically important strata market

Strategy on Track

- **Organic growth** through **geographical expansion, new client wins and Huski Home Services** (B2C and B2B emergency and scheduled residential R&M)
- **Strata and broker markets** continue to be a key focus for organic growth in FY22 (insurance panels and direct facilities maintenance)
- **5 strategic acquisitions completed post year-end**

bright & duggan strata professionals

change strata management

structure BUILDING MANAGEMENT

SHIFT

Acquisition of Change Strata Management (CSM), Structure Building Management (SBM) and Shift Facilities Management (Shift) – strategic bolt-on acquisitions for Bright & Duggan

- Jul-21 (effective 1 July): 100% equity interest acquired in CSM, 75%[1] equity interest acquired in SBM and Shift
- Bright & Duggan paid $8.0m to complete the acquisitions - funded from existing cash reserves, current debt facilities and the 25% sell-down of BDFM equity to Mite Domazetovski[1]
- **CSM:** manages high-end buildings in Sydney, with a portfolio of 2,974 lots across 75 strata schemes and 5 existing employees
- **SBM and Shift:** hold existing management contracts with 58 Sydney buildings, encompassing more than 7,250 lots
- Bright & Duggan's current (enlarged) business employs more than 317 staff across 19 offices with a portfolio comprising:

86,977 Lots/Units

3,302 Buildings/ Strata Schemes

JOHNS LYNG STRATA SERVICES

JLG's Strata Market Strategy

- The strata market comprises more than 2.9m strata titled lots nationally – represents a compelling investment and growth opportunity with inherent revenue synergies in collaboration with the Group's other businesses
- JLG will support long-standing management shareholders to grow Bright & Duggan in its existing markets and additionally cross-sell the Group's various building services – multiple cross-sell opportunities per dwelling: **insurance building and restoration**, **emergency trades, scheduled trades and Huski Home Services** (direct to customer)

[1] Bright & Duggan's net equity interest post 25% back-to-back sell-down in Bright & Duggan Facilities Management (BDFM) to Mite Domazetovski (Managing Director of BDFM)

3.2.1 Strategy & Growth - Recent Acquisitions

JOHNS LYNG GROUP

Recent acquisitions strategically expand footprint & capacity to service incremental BaU & CAT work

Acquisition of Unitech Building Services (Unitech) – strategic bolt-on acquisition for JLG's core IB&RS division

- Jul-21 (effective 1 July): 60% equity interest (40% equity retained by founders, Anthony and Deborah Gorle)
- Cash at Completion of $1.9m (funded from existing cash reserves), plus potential future earn-out based on FY21 and FY22 financial performance
- Founded in 1995, Unitech has established a strong insurance client base and increases JLG's exposure to the SA market

Acquisition of Steamatic Australia

- Jul-21 (effective 1 July): 60% equity interest
- Consideration paid at Completion of $10.8m, comprising:
  - $6.0m in cash (funded from existing cash reserves);
  - $4.8m in JLG Ltd Shares; and
  - Potential future earn-out based on the financial performance of FY22 and FY23
- Existing (net) third-party interest bearing debt of $3.8m was assumed by JLG on Completion

Overview

- Established in 1986 under the Global Master Franchise, Steamatic Australia operates a total of 39 locations including 34 regional franchisees and 5 company-owned metropolitan locations
- Founder and CEO, Oliver Threlfall retained the remaining 40% equity of the business and maintains day-to-day operational responsibility along with his long-standing senior management team
- The additional scale provided by Steamatic considerably increases JLG's capacity to service incremental BaU and CAT work

Future strategy to grow client base and market share - focus on:

- Precision Laser Cleaning (launched 2018) – non-abrasive cleaning service for preservation and restoration without use of chemicals, water or blasting media with a focus on industrial markets;
- Steamatic Global Recovery (launched 2018) – large insurance and non-insurance projects nationally and internationally;
- International operations – Oliver Threlfall to take a lead role in international and franchisee operations; and
- Steamatic will continue to sell its remaining franchise territories

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#04

FY22 Forecast.

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

Positive outlook - FY22(F) EBITDA: $60.1m plus additional CAT upside

FY22 Forecast

- **Group Revenue: $635.4m**
  - **BaU Revenue: $588.9m** (+22.2% / +15.6% excl. FY22 acquisitions)
- **Group (Operating) EBITDA: $60.1m**
  - **BaU EBITDA: $54.9m** (+28.6% / +17.6% excl. FY22 acquisitions)
- Strong momentum from last 12m expected to continue to drive results:
  - New contracts maturing - job volumes increasing;
  - Panel allocations from key clients increasing; and
  - Deeper market penetration in WA, SA, NT and TAS

Potential FY22 Upside:

- New client contracts
- Full year impact of acquisitions (Change, Structure, Shift, Unitech & Steamatic):
  - Integration ongoing – synergies expected; and
  - Cross-sell strategy in progress (B&D acquisitions)
- Additional strategic acquisitions under assessment
- Future CAT events (not forecast) – 'storm season' runs Nov-April

- **FY22(F) does not include any contribution from JLG's recently announced contract with the State Government of Victoria for clean-up and Makesafe works related to Victoria's recent severe storms (CAT) – initial funding allocation of $55.5m with potential further work phases[1]**

Potential revenue upside

(VIC Storms – Jun 21)

$55.5m

FY22 Forecast ($m)	Actual FY21	Forecast FY22	FY22(F) vs. FY21(A) %
Revenue - BaU	**481.8**	**588.9**	**22.2%**
Revenue - BaU (excl. FY22 acquisitions)	481.8	557.0	15.6%
Revenue - CAT	86.5	46.4	
Revenue - Total	**568.4**	**635.4**	**11.8%**
EBITDA - BaU	**42.7**	**54.9**	**28.6%**
EBITDA - BaU (excl. FY22 acquisitions)	42.7	50.2	17.6%
EBITDA - CAT	9.9	5.2	
EBITDA (Operating) - Total	**52.6**	**60.1**	**14.3%**

Margin Analysis		
EBITDA - BaU Margin	*8.9%*	*9.3%*
EBITDA - BaU Margin (excl. FY22 acquisitions)	*8.9%*	*9.0%*
EBITDA - CAT Margin	*11.4%*	*11.2%*
EBITDA (Operating) Margin	*9.3%*	*9.5%*

JLG does not forecast for CAT events.

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

Historical CAT Revenue vs. Forecast	FY18	FY19	FY20	FY21
CAT Revenue Forecast (original at start of FY)	37.0	13.5	31.6	20.3
CAT Revenue - Actual	*69.2*	*46.2*	*89.0*	*86.5*
Historical CAT Outperformance vs. Fcst	**32.2** *86.9%*	**32.7** *241.6%*	**57.4** *181.7%*	**66.2** *325.9%*

[1] Scope of work still being quantified – JLG's policy is to include contracted work-in-hand in its CAT Forecast only

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

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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

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Reconciliation	FY20			FY21		
	1H20 (A)	2H20 (A)	FY20 (A)	1H21 (A)	2H21 (A)	FY21 (A)
Revenue						
IB&RS						
BaU	**145.0**	**162.7**	**307.7**	**178.6**	**179.4**	**358.0**
CAT	38.2	50.9	89.0	38.2	48.4	86.5
IB&RS (incl. CAT)	183.2	213.5	396.7	216.7	227.8	444.6
CBS	31.1	23.0	54.1	22.3	23.5	45.7
CC	18.9	24.7	43.6	38.8	39.1	77.8
Other	0.6	0.1	0.7	0.1	0.2	0.2
Total Revenue (Statutory)	**233.7**	**261.4**	**495.1**	**277.8**	**290.5**	**568.4**
Total Revenue (Normalised)	**233.7**	**261.4**	**495.1**	**277.8**	**290.5**	**568.4**
CAT	38.2	50.9	89.0	38.2	48.4	86.5
BaU (Normalised)	**195.5**	**210.6**	**406.1**	**239.7**	**242.2**	**481.8**
FY20 Acquisitions - Total	*-*	*(9.0)*	*(9.0)*	*(11.3)*	*(13.6)*	*(24.9)*
BaU (Normalised excl. FY20 Acquisitions)	***195.5***	***201.6***	***397.1***	***228.4***	***228.6***	***456.9***

Reconciliation	FY20			FY21		
	1H20 (A)	2H20 (A)	FY20 (A)	1H21 (A)	2H21 (A)	FY21 (A)
EBITDA (AASB 16)						
IB&RS						
BaU	14.5	16.7	31.2	21.8	19.0	40.9
Normalisations - Transaction Costs	*0.4*	*0.1*	*0.5*	*0.1*	*(0.0)*	*0.1*
BaU (Normalised)	**14.9**	**16.9**	**31.7**	**21.9**	**19.0**	**40.9**
CAT	3.9	5.3	9.2	4.7	5.2	9.9
IB&RS (incl. CAT) (Normalised)	18.8	22.1	40.9	26.6	24.2	50.8
CBS	2.1	0.6	2.7	(0.1)	1.7	1.6
Normalisations - Transaction Costs	*0.0*	*0.1*	*0.1*	*0.1*	*0.0*	*0.1*
Normalisations - Trump NSW/QLD G'will W'off	*-*	*-*	*-*	*1.8*	*-*	*1.8*
CBS (Normalised)	*2.1*	*0.7*	*2.8*	*1.8*	*1.7*	*3.5*
CC	0.5	0.5	1.0	1.2	0.9	2.1
Other	0.2	(0.2)	(0.1)	0.1	0.6	0.7
Normalisations - Transaction Costs	-	0.1	0.1	0.1	0.1	0.2
Other (Normalised)	*0.2*	*(0.2)*	*(0.0)*	*0.2*	*0.7*	*0.9*
Public Company Opex	(0.2)	(0.3)	(0.5)	(0.3)	(0.4)	(0.7)
Executive Incentive Plan	(1.4)	(1.9)	(3.3)	(1.8)	(2.3)	(4.1)
Total EBITDA (Statutory)	**19.6**	**20.8**	**40.3**	**25.7**	**24.7**	**50.4**
Total EBITDA (Normalised)	**20.0**	**21.0**	**41.0**	**27.7**	**24.9**	**52.6**
CAT	3.9	5.3	9.2	4.7	5.2	9.9
BaU (Normalised)	**16.0**	**15.8**	**31.8**	**23.0**	**19.7**	**42.7**
FY20 Acquisitions - Total	*-*	*(1.0)*	*(1.0)*	*(2.3)*	*(1.6)*	*(3.9)*
BaU (Normalised excl. FY20 Acquisitions)	***16.0***	***14.8***	***30.8***	***20.8***	***18.0***	***38.8***

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

Reconciliation	FY20			FY21		
	1H20 (A)	2H20 (A)	FY20 (A)	1H21 (A)	2H21 (A)	FY21 (A)
EBIT, PBT, NPAT & CAPEX (AASB 16)						
Depreciation & Amortisation	(3.7)	(4.4)	(8.1)	(4.5)	(5.0)	(9.6)
EBIT						
Statutory	15.9	16.3	32.2	21.2	19.6	40.8
Normalised	**16.3**	**16.6**	**32.9**	**23.2**	**19.8**	**43.0**
Net Interest	(0.8)	(0.9)	(1.7)	(0.8)	(0.9)	(1.7)
PBT						
Statutory	15.1	15.4	30.5	20.4	18.7	39.1
Transaction Related Bank Fee Amortisation (Interest)	0.0	0.0	0.1	0.0	0.0	0.1
Normalised	**15.5**	**15.7**	**31.2**	**22.4**	**19.0**	**41.4**
Income Tax Expense	(4.1)	(4.2)	(8.3)	(6.3)	(5.3)	(11.7)
NPAT						
Statutory	11.0	11.2	22.2	14.0	13.4	27.5
Normalised	**11.4**	**11.5**	**22.9**	**16.1**	**13.6**	**29.7**
CAPEX						
Capex - Total	1.6	2.3	3.9	3.7	3.2	6.9

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

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AASB 16 to AASB 117 Reconciliation	FY20			FY21		
	1H20 (A)	2H20 (A)	FY20 (A)	1H21 (A)	2H21 (A)	FY21 (A)
EBITDA - Statutory (AASB 16)	**19.6**	**20.8**	**40.3**	**25.7**	**24.7**	**50.4**
Less: Rent Expense Adjustment	(1.8)	(2.3)	(4.0)	(2.4)	(2.5)	(4.9)
EBITDA (AASB 117)	**17.8**	**18.5**	**36.3**	**23.3**	**22.2**	**45.5**
EBIT - Statutory (AASB 16)	**15.9**	**16.3**	**32.2**	**21.2**	**19.6**	**40.8**
Less: Rent Expense Adjustment	(1.8)	(2.3)	(4.0)	(2.4)	(2.5)	(4.9)
Add: Depreciation Expense Adjustment	1.6	2.0	3.6	2.1	2.2	4.3
EBIT (AASB 117)	**15.8**	**16.1**	**31.8**	**20.9**	**19.4**	**40.3**
PBT - Statutory (AASB 16)	**15.1**	**15.4**	**30.5**	**20.4**	**18.7**	**39.1**
Less: Rent Expense Adjustment	(1.8)	(2.3)	(4.0)	(2.4)	(2.5)	(4.9)
Add: Depreciation Expense Adjustment	1.6	2.0	3.6	2.1	2.2	4.3
Add: Net Interest Expense Adjustment	0.3	0.4	0.7	0.4	0.4	0.8
PBT (AASB 117)	**15.3**	**15.5**	**30.8**	**20.5**	**18.8**	**39.3**
Net P&L Impact	**(0.2)**	**(0.1)**	**(0.3)**	**(0.1)**	**(0.1)**	**(0.2)**
RoU Assets	11.7		14.2	14.4		13.5
RoU Lease Liabilities	(13.2)		(15.9)	(16.2)		(15.3)
Net Assets Impact	**(1.5)**		**(1.7)**	**(1.8)**		**(1.9)**

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