



# INTRODUCTION TO DECMIL

22-24 October 2024

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This presentation was authorised for release by the CEO and Managing Director.



# Decmil Snapshot

## Business Overview

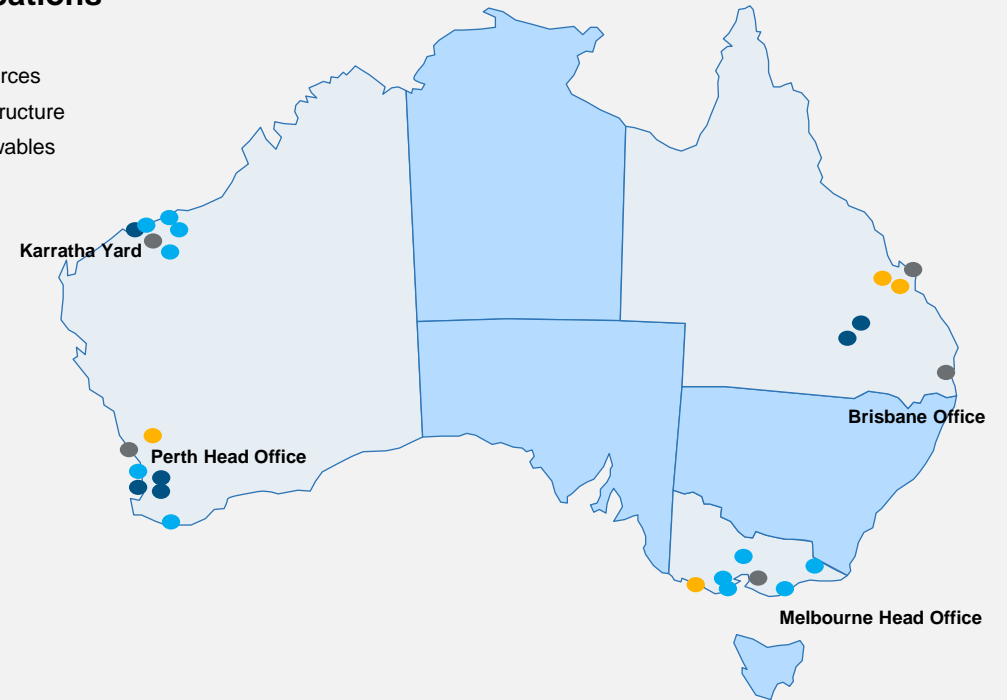
- Provider of civil construction solutions across Australia for 40+ years
- 300+ employees with locations in WA, VIC and QLD
- Highest roads, bridges and financial qualifications in Australia

## Key Sectors

- **Public Infrastructure** - Roads, bridges, integrated transport solutions (railway networks, airports) and the construction of schools, medical centres, accommodation units and commercial buildings
- **Renewables** – Early contractor involvement, project management and construction services for the renewables sector
- **Resources** - NPI, SMP, civil construction works (bulk earthworks, roads, bridges), workforce accommodation and mining and chemicals projects
- **Homeground village** - 1,392 bed accommodation facility in Gladstone, QLD

## Our Locations

- Resources
- Infrastructure
- Renewables



Warradarge Wind Farm



Covalent Logistics Haul Road



Gippsland Line Upgrade



Ison Road Overpass



Perdaman Project Bulk Earthworks



Barwon Heads Road Upgrade

# Executive Leadership Team



**ROD HEALE**  
CEO & Managing Director

- 30+ years in building, construction, and infrastructure across Australia.
- Former COO at John Holland and Regional Executive at Thies and CPB Contractors.
- Holds a Bachelor of Engineering (Civil) and a Master of Construction Law.



**DEON BADDOCK**  
Executive General Manager, West

- 25+ years in design, mining and construction across Australia in both resources and infrastructure sectors
- Previously at NRW in risk, legal, and commercial roles.
- Qualified Civil Engineer with a Postgraduate Certificate of Management.



**SIMON BARNES**  
Executive General Manager, East

- 25+ years in construction, previously Executive Regional Manager at ACCIONA.
- Expertise in project delivery and leadership in various contract models.
- Civil Engineer with an MBA.



**HENRY ELLIS**  
General Manager, Finance

- 15+ years' experience in construction finance, previously Group Finance Manager at Georgiou.
- Former roles at Fulton Hogan and Laing O'Rourke.
- Bachelor of Commerce and Economics; Chartered Accountant.



**FRANK LEAHY**  
General Manager, Commercial

- 30+ years' experience across multiple sectors and major projects.
- Former VP Contracts at Webuild Australia with international experience.
- Fellow of RICS and CIARB; holds a Master's in Construction Law and Dispute Resolution.



**ROB CURRIE**  
General Manager, People & Culture

- 25 years in HR/IR across civil construction, building, mining, and telecommunications.
- Formerly at Lendlease, Leighton Contractors, Abigroup.
- Bachelor of Business, responsible for culture and staff engagement.



**BRYN VAUGHAN**  
General Manager, HSES

- 20+ years HSES experience in resources, construction, and services industries.
- Former HSES Manager at CPB Contractors.
- Holds a Master's in Occupational Health & Safety Management.



# Key Highlights

## OPERATIONS STABLISED

- Legacy projects all completed with limited dependencies on resolution of outstanding variations and claims
- Disciplined tendering and risk management approach, aligned to Macmahon tendering guidelines
- Will only take on contractual delivery mechanisms where risk is equitably allocated





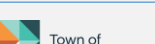



## IMPROVED FINANCIAL PERFORMANCE

- Achieved FY24 market guidance demonstrating operational profitability
- Integration substantially complete (>80%) with MAH civil business now part of Decmil and with expected synergies of \$3m to \$5m (bonding, delisting and cost savings)
- >80% of FY25 margin in hand secured or preferred, targeting gross margins >10%

## BOUYANT SECTOR OUTLOOK

- Executing combined civil tender pipeline of \$11.6bn
- ~\$240m of new work awarded since deal completion
- Robust growth forecast in all Decmil market segments: Infrastructure, renewables and resources civils

# Our Projects

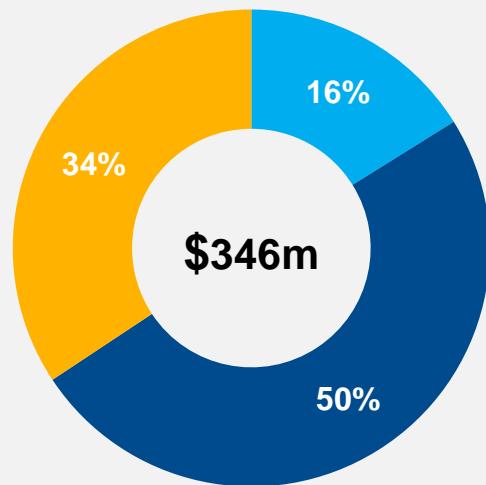
CLIENT	PROJECT	LOCATION	SCOPE	CONTRACT STRUCTURE	CONTRACT SIZE	PERCENTAGE COMPLETED	EXPECTED COMPLETION
 HANROY	<b>Marble Bar Road Upgrade</b>	WA	Construct Only	Re-measurable BOQ	\$50m - \$100m	2%	Q1 FY26
 Queensland Hydro	<b>Borumba Dam Project</b>	QLD	Design & Construct	Lump sum <sup>1</sup>	\$100m - \$200m	5%	Q1 FY26
 covalent LITHIUM	<b>Covalent Logistics Road</b>	WA	Construct Only	Re-measurable BOQ	\$100m - \$200m	63%	Q4 FY25
 MAJOR ROAD PROJECTS VICTORIA	<b>Ison Road Rail Overpass</b>	VIC	Incentivised Target Cost	Incentivised Target Cost, Cost Reimbursable	\$50m - \$100m	58%	Q4 FY25
 PERDAMAN INDUSTRIES CHEMICALS & PETROLEUM	<b>Perdaman Bulk Earthworks</b>	WA	Construct Only	Re-measurable BOQ / Cost Reimbursable	\$100m - \$200m	85%	Q2 FY25
 RAIL PROJECTS VICTORIA	<b>Gippsland Line Upgrade</b>	VIC	Alliance	Alliance	\$200m - \$300m	89%	Q2 FY26
 covalent LITHIUM	<b>Covalent Kwinana NPI</b>	WA	Design & Construct	Lump sum	<\$25m	100%	Complete
 Town of Port Hedland	<b>Port Hedland Community Centre</b>	WA	Construct Only	Lump sum	<\$25m	100%	Complete
 Government of Western Australia Department of Finance	<b>Karratha Senior High School</b>	WA	Construct Only	Re-measurable BOQ	\$25m - \$50m	100%	Complete
 GPG Naturgy Group	<b>Ryan Corner Wind Farm</b>	VIC	Design & Construct	Lump sum	\$100m - \$200m	100%	Complete
 mainroads WESTERN AUSTRALIA	<b>Albany Ring Road Stage 2</b>	WA	Design & Construct	Lump sum	\$100m - \$200m	100%	Complete
 Government of Western Australia Department of Finance	<b>Pundulmurra TAFE Expansion</b>	WA	Construct Only	Re-measurable BOQ	\$25m - \$50m	100%	Complete
 City of Stirling	<b>Florin Parkside</b>	WA	Design & Construct	Lump sum	\$25m - \$50m	100%	Complete





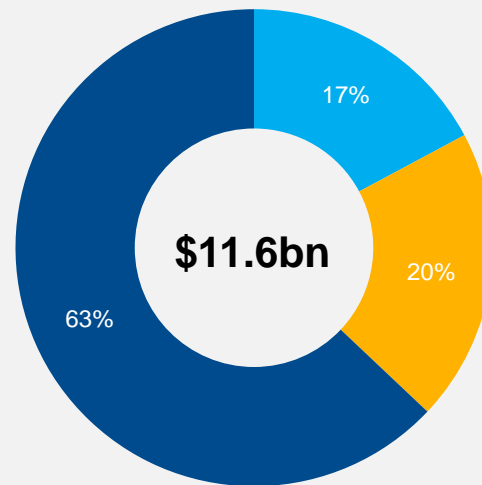
# Civil Order Book and Tender Pipeline

Order Book<sup>1</sup>

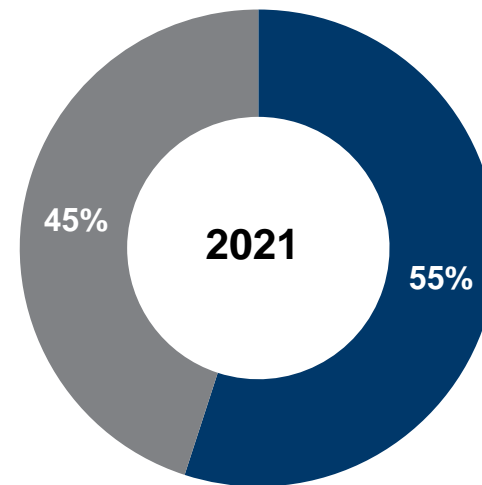


■ Resources      ■ Infrastructure      ■ Renewables

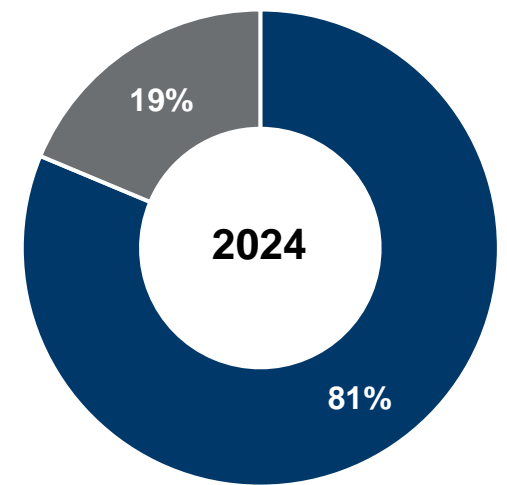
Tender Pipeline<sup>2</sup>



Tenders Submitted Size Mix



■ Project Bids >\$50 million



■ Project Bids >\$50 million

**Circa \$346m of work in hand with \$4.8bn to be awarded in the next 12 months**

**Bidding on larger, quality projects with benefits across the supply chain**

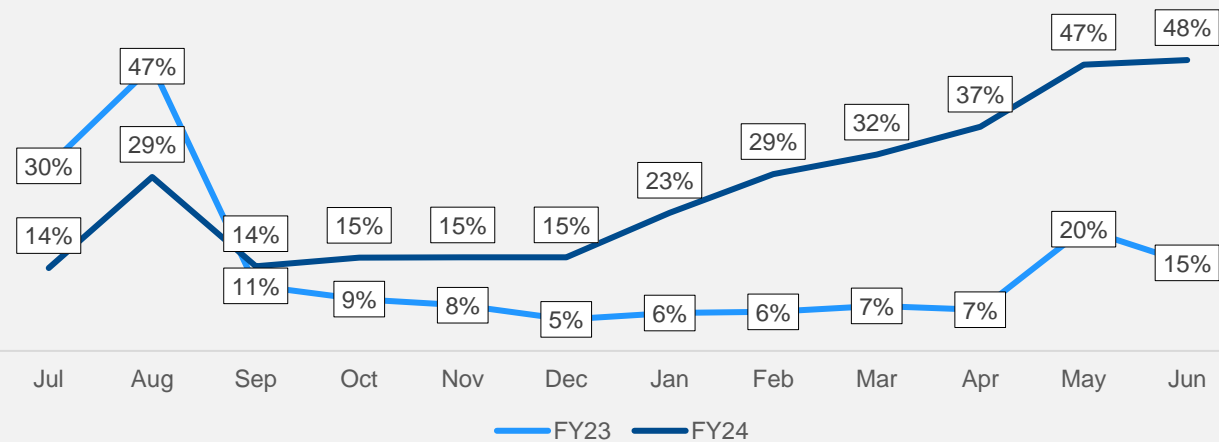
# Homeground

## Overview

- 1,392 bed, fully serviced workforce accommodation village
- Located 25km southwest of Gladstone, Queensland
- Gladstone is the largest multi-industry port in Australia and the key energy hub for Australia's east coast
- Several large development projects planned or commenced in the region
- High occupancy levels continuing strong year on year growth
- Management are focussed on the monetisation of Homeground due to it being a non-core asset



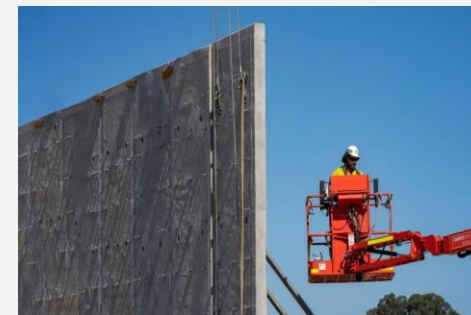
## Historical Occupancy Rates (%)





# Decmil FY25 Priorities

- ✓ Legacy projects largely settled and commercial risk substantially resolved
- ✓ Retained strong and experienced Tier 1 senior management team, setting the business up for sustainable growth
- ✓ Teaming with Tier 1 and 2 civil contractors to secure large scale government infrastructure work
- ✓ Disciplined tendering approach, targeting gross margins greater than 10% and equitable risk allocation on new projects
- ✓ Homeground occupancy at strong levels continuing year on year growth, assessing options for an orderly sale
- ✓ Strong \$11.6bn tender pipeline of and \$346m work in hand







# Thank you

Any Questions

