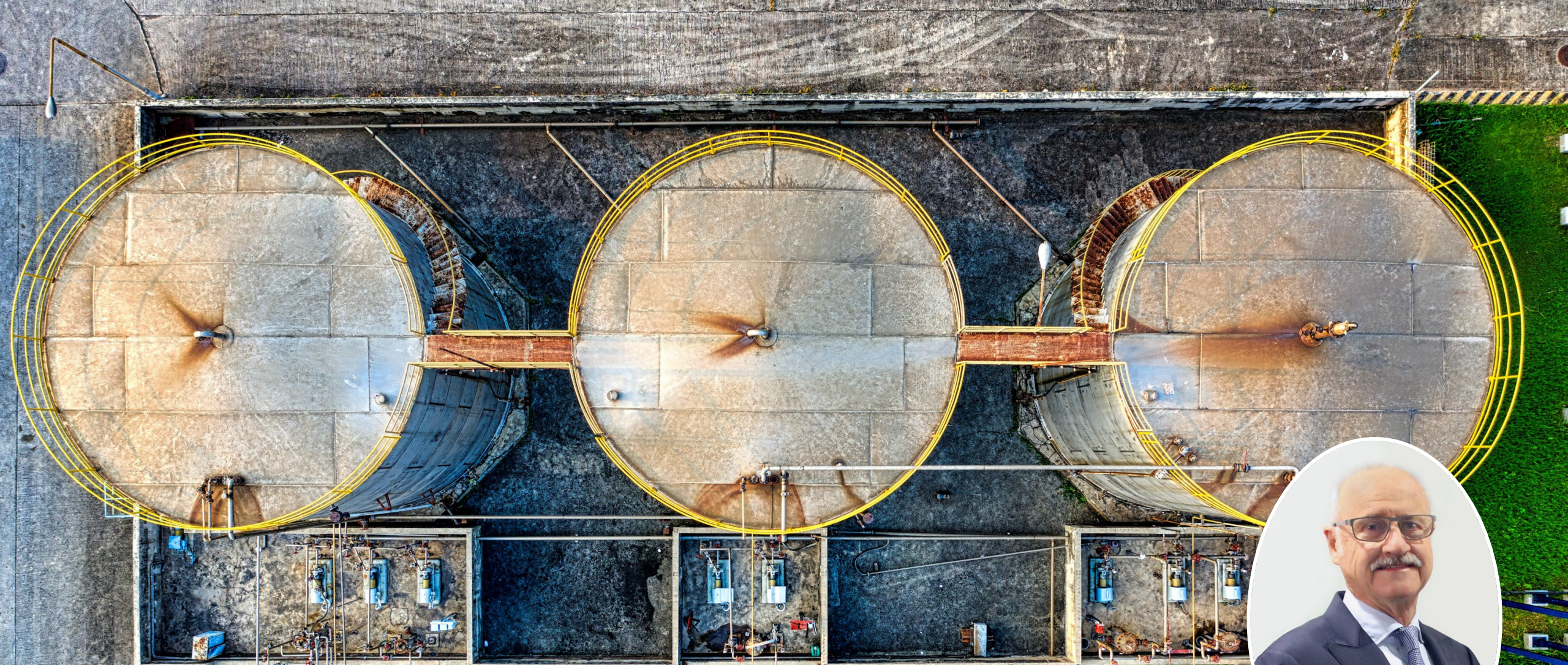


# 2021 ANNUAL GENERAL MEETING



 **SAUNDERS**  
INTERNATIONAL

21<sup>st</sup> October 2021



# Chairman's Address



Mr. Timothy Burnett



# Managing Director's Address



Mr. Mark Benson



“

Saunders has achieved great things over its 70 years. Whilst the company's services and operations have expanded, our underlying values have remained constant.

Our success could not have happened without our employees, both past and present and we are proud to celebrate this milestone with our customers, partners and shareholders. We look forward to the next part of the journey.”





# ONETEAM

Looking out for our mates,  
our family & our community

# Board of Directors and Management



**Timothy Burnett**  
Chairman



**Mark Benson**  
Managing Director &  
Chief Executive Officer



**Greg Fletcher**  
Non-Executive Director



**Nick Yates**  
Non-Executive Director



**Rudy Sheriff**  
Chief Financial Officer



**Angelo De Angelis**  
Executive General  
Manager



**Rick Burke**  
Operations  
Manager



**Matthew Redmond**  
Operations Manager



**Jonathon Bromilow**  
General Manager -  
Civilbuild



**Steve Bailey**  
Operations Manager



**Robert Harvey**  
General Manager -  
PlantWeave



**Frank Kraft**  
General Manager -  
Business  
Development &  
Strategy



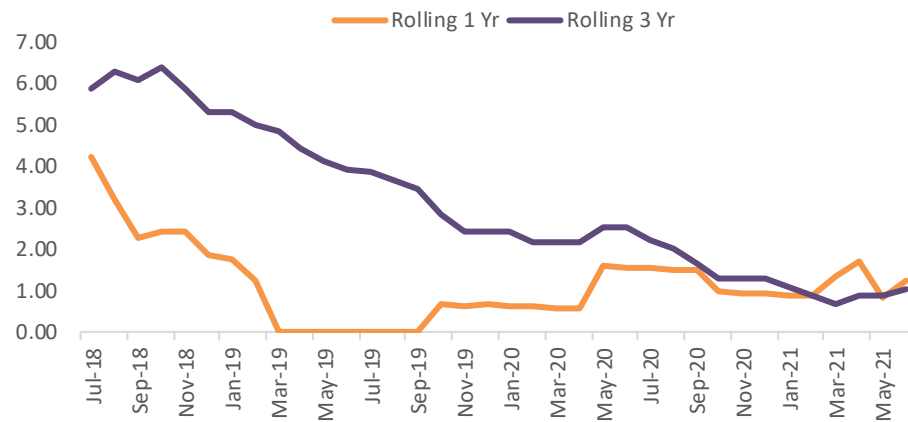
**Claude Poffandi**  
Commercial Manager



**Kala Notley**  
People & Capability  
Manager



**Wayne Mastello**  
SHEQ Manager



# Safety Scorecard

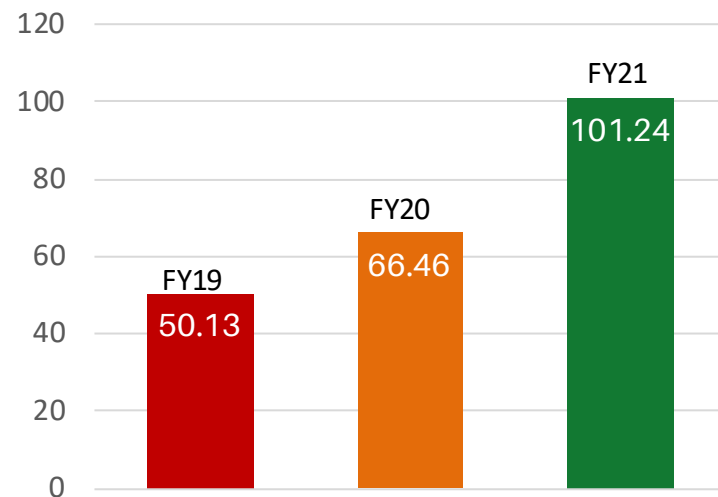
ISO 9001  
ISO 14001  
ISO 45001  
AS/NZS 4801

**BUREAU VERITAS**  
Certification

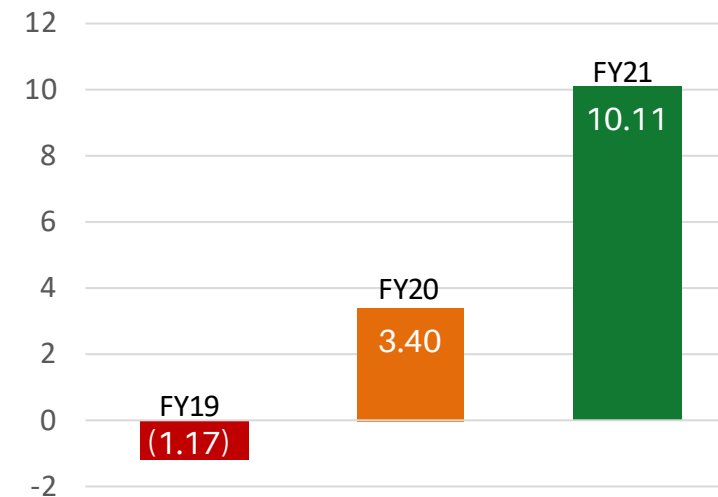


# Financial Highlights

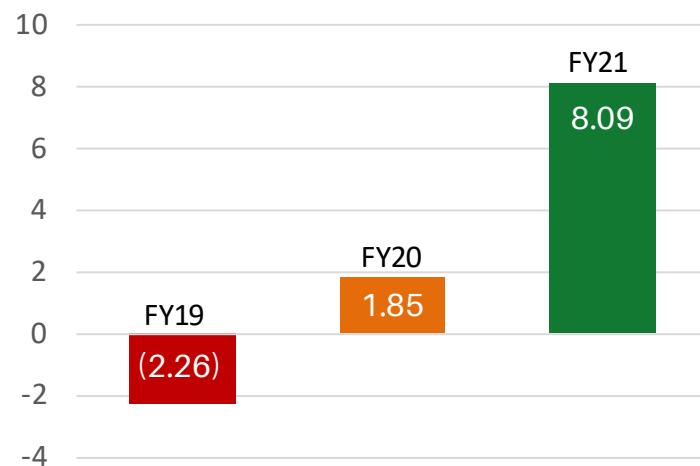
### Group Revenue (A\$m)



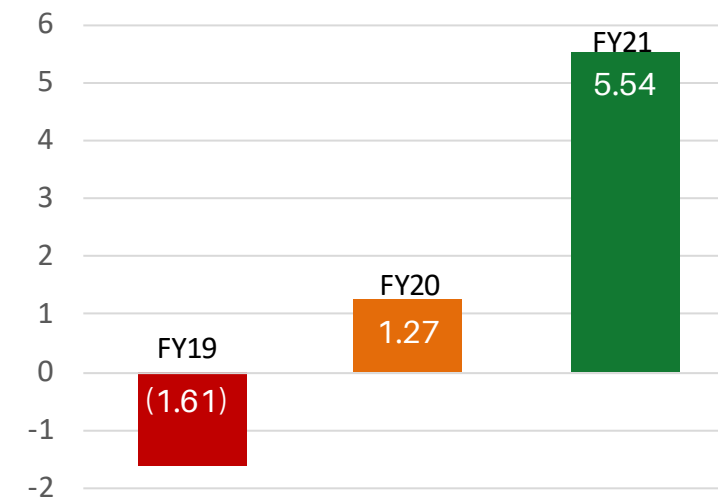
### Group EBITDA (A\$m)



### Group EBIT (A\$m)



### Group NPAT (A\$m)



Up 52% ▲ FY Revenue Change

Up 197% ▲ FY EBITDA Change

Up 95% ▲ FY EBITDA Margin Change

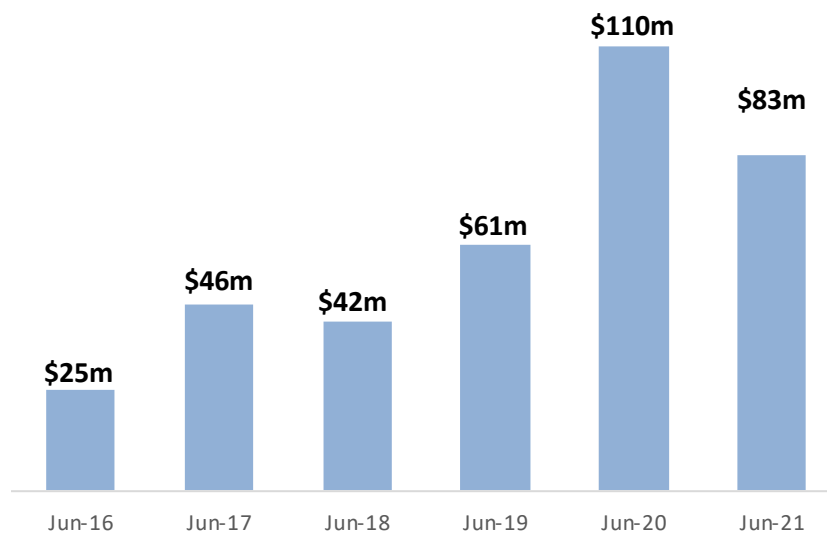
Up 336% ▲ FY EBIT Change

Up 338% ▲ FY NPAT Change

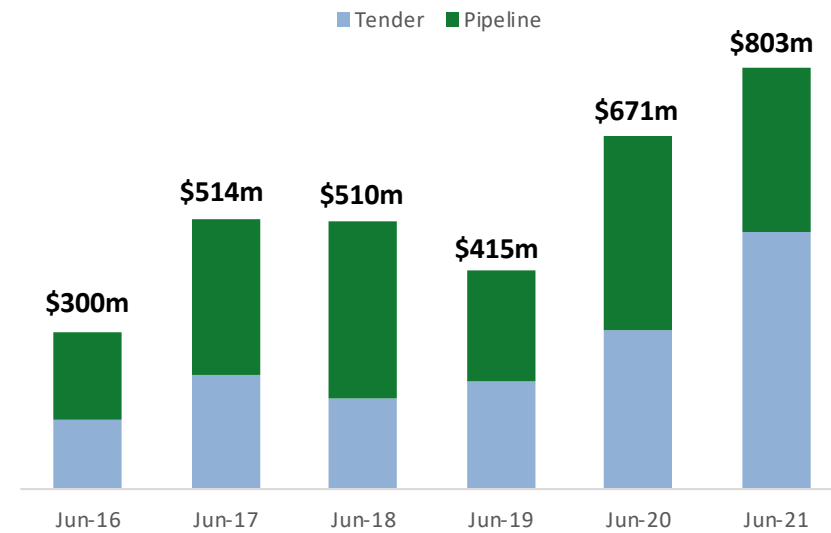


# Sustained Growth

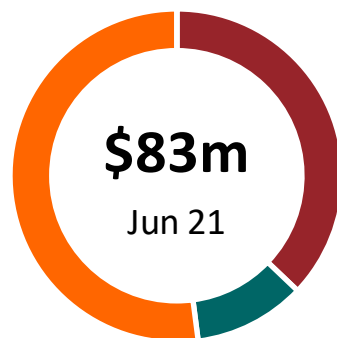
## Order Book



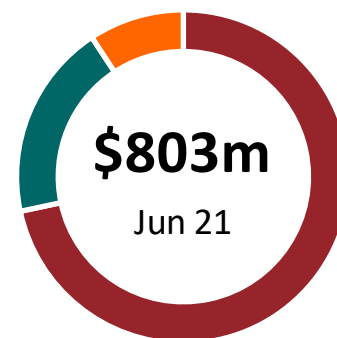
## Live Tender Pipeline



## Order Book Breakout



## Tender Pipeline



## Preferred Contractor Status



**CIVIL SERVICES**

**CONSTRUCTION SERVICES**

**MAINTENANCES SERVICES**

# Saunders PlantWeave Strategic Rationale



- PlantWeave will drive Saunders market entry into:
  - Cyber Security
  - Industrial Automation Systems
  - Process Optimisation
  - Industry 4.0 Technologies and
  - Other technology-based infrastructure opportunities
- Diversification of Saunders market service offering through delivery of industrial automation and technology solutions.
- Enables Saunders to compliment current tank and piping services within refineries and terminals with automation solutions.
- Increased exposure into Defence sector, currently forecasting multi-billion dollar spend over the next 5-10 years.
- Ability to expand and introduce new services and products to national Utilities (Water and Power).
- Provides Saunders alternate option to scale the business through balanced portfolio of works (increased recurring revenue opportunities)



# 2022 Strategic Outlook

## Boosting Australia's Diesel Storage

- ✓ Continue to assist the Federal grant recipients of the "Boosting Australia's Diesel Storage Program." The Group has strong relationships with all the recipients
- ✓ \$260 million in grants translating to \$600+ million in construction FY22-FY24
- ✓ Proactively respond to the changing labour and material shortages

## Infrastructure

- ✓ Convert on the growing public civil infrastructure opportunities in NSW including the Government's "Fixing Country Bridges" program - \$500 million and the Federal Government's Bridge Replacement Program
- ✓ Increase fabrication solutions of complex precast components to Tier 1 contractors as part of NSW Infrastructure expansion
- ✓ Focus on recruitment and retention strategy due to limited resources in a strong construction market

## Defence

- ✓ Expand our service offering, including recently acquired Industrial Automation capabilities to existing Defence clients
- ✓ Accelerate growth in Northern Territory by leveraging operational presence in the region which includes an experienced workforce and new office/workshop
- ✓ Win and deliver works under the DFTP Tranche 2 program - budget \$500 million to 2026

## Maintenance

- ✓ Leverage our recent terminal conversion experience by providing innovative solutions for the two recently closed refineries in WA and VIC
- ✓ Continue to grow on our recent shut down experience in the Utilities and Industrial sectors
- ✓ Establish long term national maintenance contracts both nationally and internationally (Oceania)

## FY22 Outlook

- ✓ The FY22 performance will be dependent on COVID-19 related border closures by both the Federal and State Governments and the demand on resources, materials and cost pressures caused by the increased infrastructure activity
- ✓ Further delays in the roll out of the NSW and Federal Government Programs and Defence projects
- ✓ Forecast FY22 revenue should be in the range of \$95m to \$105m, with an EBIT range of 4.5% to 5.5%.

# Projects



# CONSTRUCTION

## VOPAK

Port Botany Terminal expansion project  
Design, procurement and fabrication of steel  
and early civil works.

3 x 35 Megalitre multi-purpose tanks with  
Geodesic Dome Roofs



## LAING O'ROURKE

Larrakeyah Defence Fuel Infrastructure.  
Construction of two 1.75 megalitre stainless  
steel diesel storage tanks and ancillary  
equipment, plus Civil, SMP and E&I works.



## SYDNEY WATER *LIVERPOOL RESERVOIR*

Detailed design, civil foundation,  
construction of a new 80m diameter x 13m  
high welded steel reservoir, electrical &  
instrumentation and commissioning works.



# INFRASTRUCTURE

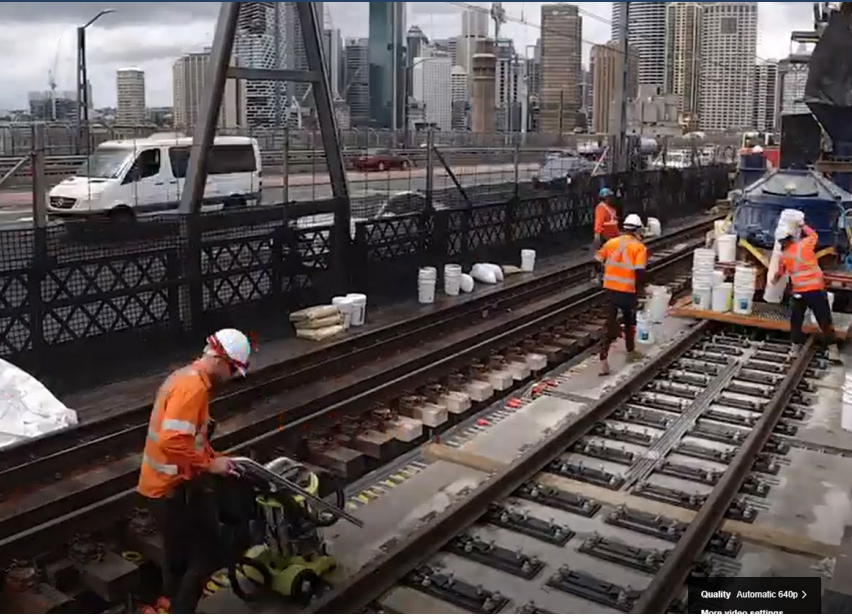
## SYDNEY TRAINS

Rail bridge track replacement on Sydney Harbour Bridge.  
Installation of precast concrete track panels supplied by Saunders Civilbuild.



## TRANSPORT NSW

Nelligen Bridge Replacement  
Removal of old bridge, replaced with new two-lane bridge on the Kings Highway over the Clyde River at Nelligen.



## JOHN HOLLAND RAIL

Mittagong Rail Bridge  
Replacement of timber overbridge at Range Rd, Mittagong.



# MAINTENANCE

## COOGEE CHEMICALS

Tank modifications and installation of two geodesic dome roofs



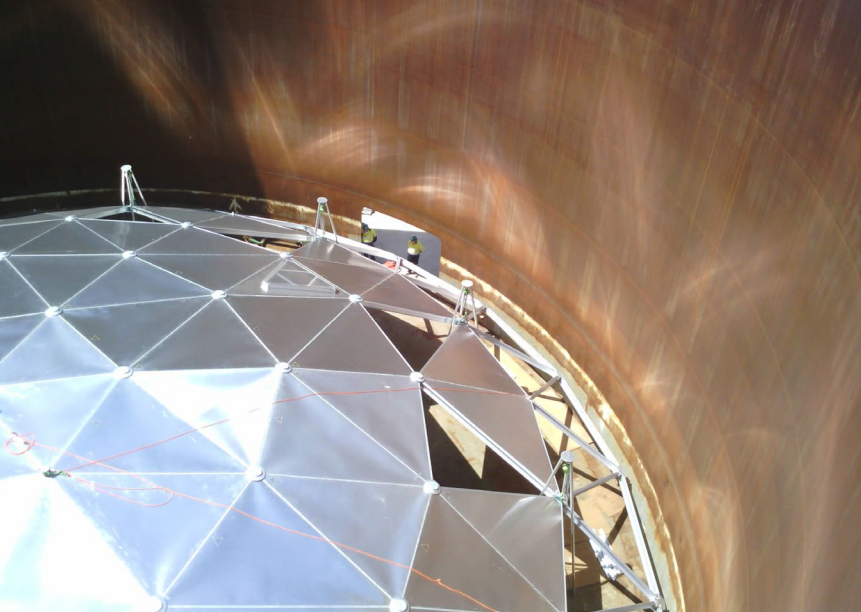
## BP BULWER ISLAND

Maintenance work for two 84 diameter tanks (107 & 110)



## OPAL PAPER AUSTRALIA

Plant maintenance, boiler tub replacement, duct repairs, mechanical plan repairs.



# INDUSTRIAL AUTOMATION

## BARANGAROO WWRP

District cooling plant to service Crown Resort and expansion into one Sydney Harbour residential development



## VEOLIA BARANGAROO PRECINCT CYBER SECURITY UPGRADE

Implemented DMC (demilitarized zone) for three critical plants



## SYDNEY ROYAL NORTHSORE HOSPITAL

Critical control and monitoring of high voltage and low voltage systems, high level interfaces with Building Management Systems and back up generators





## SECTORS

**OIL & GAS**

*INFRASTRUCTURE*

**ENERGY**

**DEFENCE**

*WATER*

**MINING & MINERALS**

## SERVICES

**Tank Construction &  
Maintenance**

**Civil Works, Precast Fabrication,  
Bridge Construction**

**EPC Construction, Mechanical,  
Electrical, Civil**

**Engineering & Design**

**Structural Mechanical & Piping**

**Industrial Maintenance &  
Shutdowns**

**Electrical Instrumentation &  
Automation Control Design**

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