

Shareholder Communication

Risk and Assurance

Monadelphous Group Limited

i. Purpose

This document details the Company's approach and commitment to effectively communicating with its shareholders and the investment community.

This policy should be read in conjunction with the Company's Continuous Disclosure Policy.

ii. Scope

This document applies to all Monadelphous Group employees.

iii. Policy

Monadelphous Group Limited is committed to providing appropriate information and processes to allow shareholders to exercise their rights and to promote effective engagement with shareholders and the investment community.

The Company will communicate openly and honestly, provide clear, accurate and balanced information about its business and performance and encourage and facilitate shareholder participation in shareholder meetings.

The Company is committed to communicating effectively with its shareholders and has a website which complements the official release of material information to the market. It provides information about the Company, ASX announcements, annual and half-year financial reports, investor presentations, media releases, webcasts of investor and analyst or media briefings, annual and general meeting notices and related explanatory materials, corporate governance statements and governance policies.

Where practicable, the Company will utilise technologies that provide appropriate opportunities for more effective communications between the Company or Share Registry and shareholders.

Investor and analyst briefings

The Company publicly reports financial results twice a year, in accordance with the Corporations Act and the ASX Listing Rules. Financial results for the first half (for the six months ending 31 December) are reported in February, while the full year results (for the 12 months ending 30 June) are reported in August.

On these occasions, the Company releases to the ASX:

- The relevant financial report for the period;
- A media release; and
- An investor results presentation.

This material is subsequently made available on the Company's website.

Following the release of the financial results to the ASX, the Company holds an investor and analyst briefing (webcast and teleconference) where the Managing Director and Chief Financial Officer deliver the investor results presentation, followed by a question and answer session. This presentation is webcast which enables participation in the briefing, including the ability to ask questions.

The investor and analyst briefing is typically supported by an investor roadshow, including one-on-one and group meetings with key investors and analysts. Discussions in these meetings are restricted to information previously disclosed to the market.

Advance notification of the investor and analyst briefings associated with the release of the financial results is provided via the Company's website including a link to the webcast for registration and live viewing. An archive copy of the most recent webcast of the Investor and Analyst briefing is also available to shareholders on the Company's website.

In addition, the Company engages directly with investors, analysts and shareholder associations regularly throughout the year. All discussions are restricted to information previously disclosed to the market.

Annual General Meeting

The Company's Annual General Meeting (AGM) is typically held in late November each year.

The time, date and location of the AGM are available to shareholders in the Notice of Meeting and on the Company's website. The AGM pack is lodged with the ASX and sent to shareholders, in accordance with the timeframes set out in the Corporations Act.

Shareholders are encouraged to attend the AGM or, if they are unable to do so, to utilise the proxy form to vote on any resolutions to be decided at the meeting. All substantive resolutions at the meeting are decided by poll.

At the AGM, shareholders have the opportunity to ask questions about, or make comments on the Company's operations and performance. Shareholders may also direct questions and comments to the Company's external auditor, who attends the AGM, on the conduct of their audit of the Company's annual financial report, the preparation and content of the auditor's report, the accounting policies adopted by the Company and the auditor's independence.

Shareholders are also able to submit questions prior to the AGM. The Chair and Managing Director typically respond to a number of shareholder questions that are raised prior to the AGM in their address at the meeting.

A webcast of the AGM is made available to shareholders, enabling shareholders unable to attend to view the meeting.

Following the AGM, the results of voting on any resolutions are released to the ASX and are also made available on the Company's website.

Blackout Periods

Monadelphous observes blackout periods during the year prior to the release of full-year and half-year financial results. The periods operate each year between the end of the half-year on 31 December and the announcement of the half-year results (usually in mid-February), and the approval of the following year's budget (usually in mid-June) and the announcement of the full-year results (usually in mid-August). During such periods, the Company will not comment on the financial performance of the Company, unless the information has already been released to the ASX.

Shareholder enquiries

Shareholders with queries relating to their shareholding can contact the Share Registry which provides a call centre to assist with matters including shareholdings, changes of address, dividend information, tax file numbers and withholding tax.

The Company's Share Registry is administered by Computershare Investor Services Pty Limited. Contact details are available on the Company's website.

Shareholder questions of a more specific nature should be directed to the Company's Investor Relations function. Contact details are available on the Company's website.

Review of Policy

This policy will be reviewed periodically to ensure that it is operating effectively and to determine whether any changes are required.

The policy has been developed in alignment with the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations and the Australasian Investor Relations Association Best Practice Investor Relations: Guidelines for Australasian Listed Entities. It has also been developed to ensure compliance with the Company's obligations under the ASX Listing Rules and the Corporations Act.