



2024 FULL YEAR RESULTS

The Driller's Choice

2024 SUMMARY

Improving performance in H2 2024 with market conditions starting to ease

- **Revenue contraction of 8% continuing operations versus 2023**, the largest impact was felt in the Geothermal industry in Northern Europe.
- **Successful in the Greenhammer trials at a large Coppermine in the USA**, working towards a signed contract for commercial drilling in H1 2025.
- **Continuing operations EBITDA of €16 million in 2024**, representing a decrease of 24% versus FY23, due to a reduction in sales volume, market pressure to reduce some product pricing.
- **Significant efforts were made in 2024 to enhance competitiveness and efficiency**, including a more efficient raw material supply chain at reduced costs.

FINANCIAL HIGHLIGHTS

	Total	Continuing Operations		Change
	2024 €'000	2024 €'000	2023 €'000	%
Revenue	145,866	144,361	156,931	(8%)
Gross Margin	40,059	40,234	45,523	(11.6%)
Gross Margin %	27.5%	27.9%	29%	
EBITDA	14,180	15,955	20,987	(24%)
EBITDA %	9.7%	11.1%	13.4%	
Operating Profit	5,506	7,607	12,290	(38.1%)
Operating Profit %	3.8%	5.3%	7.8%	



SUSTAINABILITY IN OUR DNA

We meaningfully contribute to the environment and to the communities in where we operate.



Social Impact

Our global CSR programme for giving back to communities



Reporting Developments

Significant progress made towards CSRD and ESRS compliance



Green Energy

Adopting and investing in sustainable energy supplies



Global Safety Policy

Prioritising the health and wellbeing of our teams



Engineering Innovation

Developing products that reduce ongoing CO2 emissions, safety, and health



Launch of the Mincon training academy

More investment in our people

Our objective is to take the necessary steps to reduce our carbon footprint through further investment in manufacturing that requires less energy.

We are developing opportunities in the renewable sector through our Drill & Mast systems, also through partnering with Subsea Micropiles to develop installations for offshore floating wind farms.

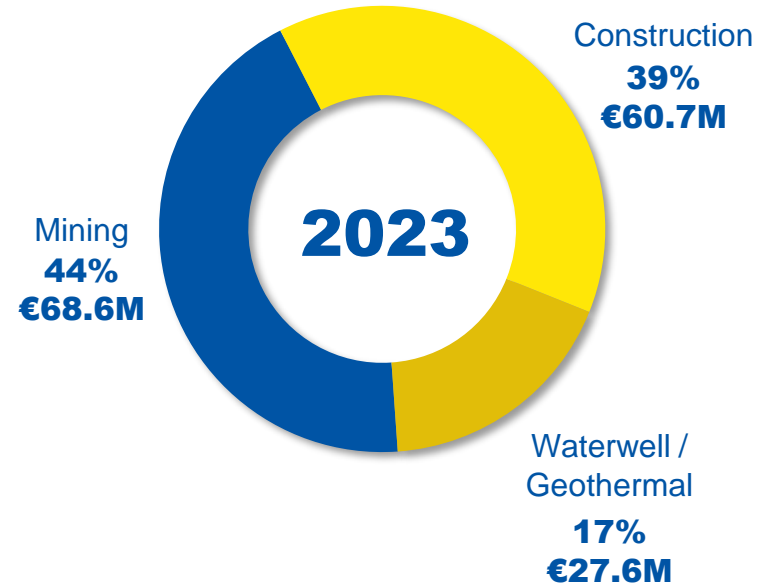
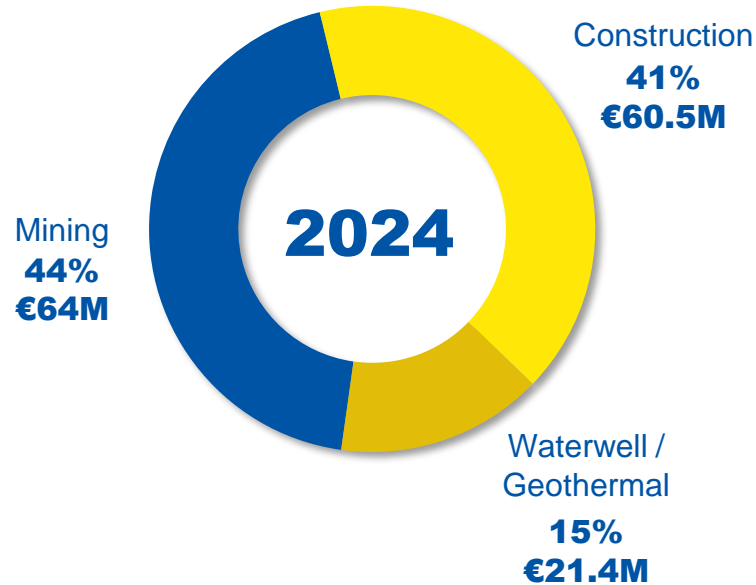


BUSINESS REVIEW

2024



REVENUE BY SEGMENT



REVIEW OF MANUFACTURING OPERATIONS

A thorough review has prompted actions to best position Mincon to benefit as markets gradually start to recover.

In 2024, the Group decided to discontinue carbide manufacturing due to non-competitive intergroup pricing, which was adversely affecting our bit price competitiveness.

Decision was made to close the Sheffield carbide plant in September 2024. The related trade and unwinding costs are included in the 2024 discontinued operations.

The Group has successfully secured more competitive raw materials and carbide, enhancing our manufacturing operations and overall competitiveness in the market.

The operations review also resulted in re-organizing the South African businesses and strategically repositioning the Rotary product line in South America.



MINING SECTOR

7% revenue contraction in 2024

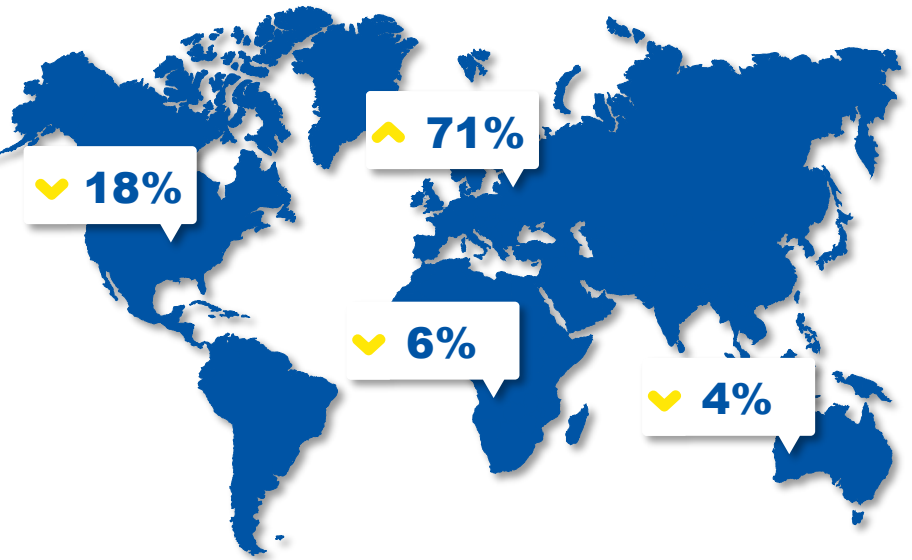
A 71% increase in mining revenue in our Europe and the Middle East region as customers resumed normal ordering patterns.

The most significant contraction in the industry occurred in the Americas region, primarily due to the strategic repositioning of the offering in South America for the Rotary product line (incl. exit from loss-making contract in Chile).

This decision was made to focus our manufactured Rotary products to more profitable business opportunities in North America.

In Africa, a significant volume of sales was withheld due to slow payments, which impacted revenue in Q4 2024.

Adverse weather conditions also affected revenue in Australia.



YoY Mining Revenue Change by Region

CONSTRUCTION SECTOR

Building a wider construction footprint in 2024

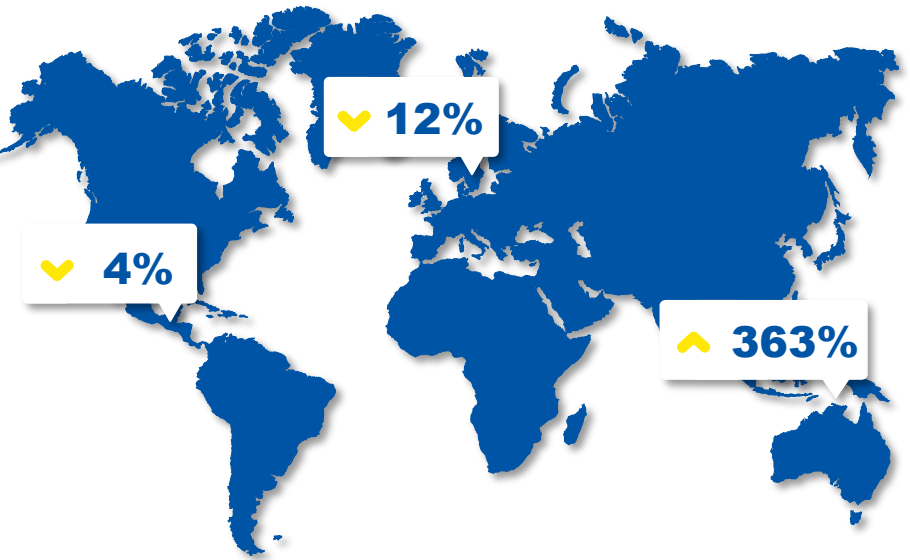
Through years of strategic investment, we widened our construction footprint outside our traditional markets in North America and Europe.

We achieved a notable first year of direct construction revenue in the APAC region by securing and invoicing two significant construction projects in Q4 2024.

In North America, our construction revenue contracted in the first half of 2024, due to project delays caused by high interest rates and cost inflation.

Similarly, the European market faced sluggish performance in 2024, attributed to a reduced volume of construction activities also influenced by high interest rates and inflationary pressures.

The second half of 2024 saw some improvement in the industry across our traditional construction regions as conditions began to ease.



YoY Construction Revenue Change by Region

WATERWELL/GEOTHERMAL SECTOR

23% revenue contraction in 2024

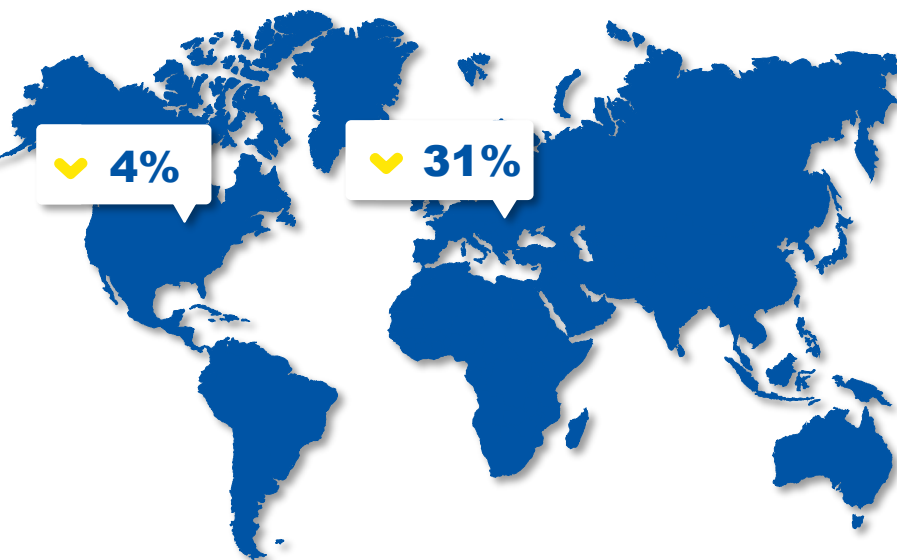
The geothermal sector represents the largest segment of this industry, primarily located in Northern Europe.

Geothermal drilling experienced a notable decline in Northern Europe, with a significant drop in the number of new buildings in 2024 compared to 2023, reaching the lowest levels since the early 2000s.

This downturn is largely attributed to high interest rates, elevated inflation, and a decline in consumer confidence.

In the Americas, there was a minor reduction in water well drilling, which can also be linked to high interest rates and inflation.

Nevertheless, industry activity began to pick up again towards the end of 2024 as conditions began to improve.



YoY Waterwell / Geothermal Revenue
Change by Region

FINANCIAL PERFORMANCE

2024



INCOME STATEMENT

EBITDA of €16 million in 2024 with continued operations.

The most significant impact on gross margin in 2024, excluding discontinued operations, was increased market competition during H1 2024.

We reacted to the increased competition by lowering pricing on certain products to maintain market share.

Production volumes in H1 2024 were significantly lower than anytime in 2023, due to a decrease in sales and reductions in finished goods inventory.

Consequently, our fixed manufacturing overheads in 2024 were higher as a percentage of revenue compared to 2023.

Market conditions improved in the second half of 2024 due to an increase in our manufacturing orders, with a consequent improvement in margins.

	Carbide Manufacturing Business			
	INCLUDED	EXCLUDED		
	2024 All Operations	2024 Continued Operations	2023 All Operations	Change
	€'000	€'000	€'000	%
Sales Mincon products	117,418	115,913	128,294	(10%)
Sales bought in products	28,448	28,448	28,637	(1%)
Revenue	145,866	144,361	156,931	(8%)
Cost of sales	(105,807)	(104,127)	(111,408)	(7%)
Gross margin	40,059	40,234	45,523	(12%)
<i>Total gross margin %</i>	<i>27.5%</i>	<i>27.9%</i>	<i>29.0%</i>	
EBITDA	14,180	15,955	20,987	(24%)
<i>EBITDA %</i>	<i>9.7%</i>	<i>11.1%</i>	<i>13.4%</i>	
Operating costs	(34,553)	(32,627)	(33,233)	(2%)
Operating profit	5,506	7,607	12,290	(38%)
<i>Operating profit %</i>			<i>7.8%</i>	
Non-operational costs	(2,186)	(2,120)	(3,386)	(37%)
Profit before tax	3,320	5,487	8,904	(38%)
Tax	(1,554)	(2,095)	(1,434)	
Profit after tax	1,766	3,392	7,470	(55%)

BALANCE SHEET

Well-equipped manufacturing facilities required less capex in 2024.

Commissioned €3.6 million in capital equipment, a significant amount of this investment aimed to enhance production efficiency through robotics.

The total capex investment was considerably less than our depreciation in 2024, as our factories are well invested from recent years.

Other capex investments were to upgrade existing machinery and to ensure service centres are equipped to provide for our customer needs.

A further decrease in inventory of €3.3 million, excluding FX. Further progress is expected in 2025.

Balance Sheet	2024	2023	Change
	€'000	€'000	%
Intangible assets & Goodwill	40,099	40,625	
Property plant & equipment	51,696	54,763	
Deferred tax assets	2,547	2,664	
Total Non-Current Assets	94,342	98,052	-4%
Total Inventory	67,335	69,730	
Trade and other receivables	24,480	21,616	
Other current & current tax assets	10,258	9,616	
Cash - current accounts	15,027	20,482	
Total Current Assets	117,100	121,444	-4%
Total Assets	211,442	219,496	-4%
Loans and borrowings	23,770	26,032	
Deferred liability	1,641	1,998	
Other non-current & deferred tax liabilities	1,920	3,031	
Total Non-Current Liabilities	27,331	31,061	-12%
Loans and borrowings	13,913	14,080	
Trade and other payables	9,170	10,505	
Accrued, other current & current tax liabilities	8,713	9,599	
Total Current Liabilities	31,796	34,184	-7%
Total Liabilities	59,127	65,245	-9%
Total Equity	152,315	154,251	-1%
Total Shareholders' Equity and Liabilities	211,442	219,496	-4%



CASH FLOW

Cash used to further decrease debt and establish more cost-effective supplier relationships.

The increase in debtors at the end of 2024 was due to delayed payment in the Africa region, most of which were resolved in January and February 2025.

To establish new, more cost-effective supplier trading relationships, cash was used to decrease our creditors until these relationships could be fully developed.

We repaid a further €8.1 million, excluding FX, on our borrowings, while borrowing a further €2.2 million to commission capital equipment.

After closing our carbide business in Sheffield, the building was sold in January 2025, with a net positive outcome to cash.

We used cash in 2024 to pay for historical acquisitions of €0.8 million, and dividends of €4.5 million in the period.

Cashflow	2024	2023
	€'000	€'000
Profit	1,766	7,470
Depreciation & amortisation	8,674	8,697
Other non-cash movements	4,487	4,729
Cash from Operating activities	14,927	20,896
Changes in inventory	3,308	5,596
Changes in trade receivables	(2,555)	1,694
Changes in prepayments	147	3,993
Changes in trade payables and accruals	(2,657)	(3,613)
Cash provided by operations	13,170	28,566
Net interest	(2,290)	(2,382)
Taxes paid	(1,866)	(3,693)
Net cash from operating activities	9,014	22,491
Purchase/sale of property & equipment	(3,281)	(9,730)
Investment in intangibles	(91)	(158)
Acquisitions, current and historical	(755)	(1,054)
Net cash used in investing activities	(4,127)	(10,942)
Dividends paid	(4,462)	(4,461)
(Decrease)/Increase in debt	(5,885)	(2,321)
Net cash used in investing activities	(10,347)	(6,782)
FX effect on cash	5	(224)
Cash at the beginning of the year	20,482	15,939
Cash at the period end	15,027	20,482

PRODUCT DEVELOPMENT

2024



GREENHAMMER

- We have finished the testing phase of the system on the copper mine in Arizona.
- From the data gathered during the test we have analysed the rig conversion and identified areas where we can improve drilling output.
- Several meetings have been held with the copper mining Company, and we are hoping to finalise a 24/7 drilling contract this month.
- We are confident that we can deliver significant operational savings for the customer while generating good revenue and profitability for Mincon and our rig collaboration partner.
- Due to the limited supply of drilling rigs in the market and the requirement to reduce emissions in mining, we are more confident than ever of the potential for this product.



SUBSEA MICROPILE PROJECT

The system has been successfully redesigned and tested terrestrially to use our spiral flush casing system.

This was necessary to allow drilling in loose seabed conditions and widen the scope of conditions that the system can reliably be used.

The rig and all associated equipment is onsite in the Orkney Islands ready for the offshore demonstration due to happen at the end of March.

Our Subsea Micropile partners have important strategic agreements and funding in place, to capitalise on opportunities that will come after a successful offshore demo.

There continues to be significant interest within the industry and a growing realisation of the importance of the system to truly scale offshore wind.



OUTLOOK

2025





OUTLOOK 2025

- The comprehensive review conducted in 2024 is set to enhance Group competitiveness, with the process continuing in 2025.
- In recent years, our factories have received considerable investment, positioning the Group well for a recovery in market demand.
- Optimisation of our raw material supply chain will positively impact our manufacturing operations and inventory management. This will improve overall Group competitiveness in our markets.
- The easing of inflation and unwinding of interest rates is expected to enhance conditions in the construction and geothermal markets.
- Group EPS and ROCE are expected to improve in 2025 due to steps taken in 2024 to improve competitiveness, through additional manufacturing capacity, improving market conditions, and an enhanced product offering.

Any forward-looking statements made in this document represent the Board's best judgment as to what may occur in the future. However, the Group's actual results for the current and future financial periods and corporate developments will depend on a number of economic, competitive and other factors, some of which will be outside the control of the Group. Such factors could cause the Group's actual results for future periods to differ materially from those expressed in any forward-looking statements included in this document.



Q&A



APPENDIX

2024



MINCON MILESTONES

1977 - 1999

► 1977

Mincon is established in Shannon, Ireland by Paddy and Mary Purcell

► 1980

Mincon innovation starts with the development of its own drilling tools

► 1990

Mincon starts manufacturing in Perth, Australia

► 1992

Mincon establishes USA sales office in Roanoke, Virginia

2000-2010

► 2003

Mincon acquires a DTH bit manufacturer in Benton, Illinois

► 2005

Mincon acquires a South African distributor to expand its footprint

► 2006

Mincon returns to Perth to establish an RC manufacturing facility

► 2007

Mincon establishes a customer service centre for the Swedish geothermal market

► 2010

Mincon RC solutions used to successfully assist in rescue of 33 trapped miners, in Chile

► 2011

Mincon establishes a sales office to service the West African market

► 2013

Mincon successfully lists on the Irish and London stock exchanges

► 2014

Mincon acquires Rotacan, a rotary drill bit manufacturer in North Bay, Ontario

► 2015

Mincon expands its footprint in sub-Saharan Africa by acquiring a Namibian distributor

Mincon's Australian businesses are consolidated as Mincon Group Australia

Mincon opens a sales office in Santiago to service the mining industry in Chile

Mincon acquires Marshalls Carbide, a tungsten carbide manufacturing specialist in the UK

► 2017

Mincon acquires PPV Oy, a Finnish engineering business developing geotechnical and construction solutions

► 2018

Mincon acquires Driconeq Group, a Swedish drill pipe manufacturer with facilities in Sweden, South Africa, and Australia

Mincon Group annual sales revenue exceeds €100 million for the first time

► 2019

Mincon acquires Pacific Bit, a distributor that services customers in the western region of Canada

2011-2022

► 2020

Mincon acquires Lehti Group Oy, the manufacturer of Mincon's geotechnical systems

Roc Drill France joins Mincon Group, bringing extensive geotechnical drilling expertise

► 2021

Mincon acquires HDR, a small manufacture and reseller of drill rig attachments.

► 2022

Mincon acquires Spartan Drill Tools, a USA-based drill pipe manufacturer with facilities in Fruita, Colorado





DESIGN

Mincon is building a **business for the future** by investing in the **next generation** of engineers to deliver on its goal of designing innovative products that use **less energy per metre drilled**.

More efficient drilling solutions will lower the total drilling cost, which also results in reduced operational costs and **lower carbon emissions** for our customers.

MANUFACTURING

To ensure consistent quality, Mincon's products are manufactured at **Mincon-owned factories**. Where Mincon has control and oversight of all aspects of production – including proprietary heat-treatment processes.

Mincon's nine manufacturing facilities are **strategically located** around the world to respond to local customer demand.

SERVICE

Mincon's comprehensive range of drilling solutions is backed by an **unparalleled service** offering across its four global regions.

Dedicated and experienced **service teams** work with customers to develop **the best solutions**. Feedback from the field is provided to product engineers, feeding a cycle of **continuous improvement**.

This close collaboration between customers, service and engineering ensures that Mincon **innovates locally while leading globally**.





THE MINCON CUSTOMER

Mincon customers are businesses active in mining, construction, and waterwell / geothermal drilling.

Mincon has a comprehensive range of innovative rock drilling solutions and products that are used in a wide range of applications.



MINING

Open-pit mines for extraction of minerals and metals



CONSTRUCTION

Casing systems, geotechnical solutions, foundation piles, tunnel



WATERWELL / GEOTHERMAL

Waterwell, geothermal energy wells

