Illustrative mock. Every company, transaction and multiple on this page is invented. It shows what the research covers and how it is set out, not the state of any real market.

Heavy diesel & hydraulics service — regional Australia

The sector read that sits behind a pitch: what the market is, who has been buying, what they paid, and what moves the number. Produced before the mandate, from free and subscription desk sources, so the proposal carries a view rather than a promise to form one.

PREPARED FOR: a proposal to a regional QLD workshop business, c. A$3m EBITDA, owner-operated.

AS AT 13 JUL 2026 · 6 PRECEDENTS · 4 YEARS · ILLUSTRATIVE FIGURES

What the sector is, and the split that matters

Maintenance, repair and rebuild of diesel engines, hydraulic systems and mobile plant for mining, agriculture, transport and civil fleets. The label covers three businesses that trade very differently, and a buyer prices them differently.

SEGMENT	REVENUE CHARACTER	HOW A BUYER SEES IT
Contracted site maintenance	Multi-year, scheduled, on the customer's site	The valuable one. Visible forward revenue, contracted.
Workshop repair and rebuild	Job-by-job, quoted, in the shed	Repeat by habit, not by contract. Discounted.
Parts and componentry	Transactional, working-capital heavy	Supports the other two; rarely bought alone.

The mix, not the revenue line, is what sets the range. A business at 60% contracted trades closer to a services multiple; one at 90% workshop trades closer to a trade-business multiple.

What is driving it

- **Fleet age.** Deferred replacement through the last cycle left older plant in service, and older plant needs more scheduled work and more unplanned repair.
- **Outsourcing of maintenance.** Mid-tier miners and contractors are moving fixed maintenance headcount off their own books and onto service contracts.
- **Labour scarcity in the regions.** A qualified diesel fitter base is the binding constraint on growth, which makes an assembled crew an asset in itself and is a large part of what an acquirer is buying.
- **Compliance and record-keeping.** Documented maintenance history is increasingly a condition of the customer's own approvals, which favours operators with real systems over the shed down the road.

How these businesses earn

Labour is the product. Revenue is chargeable hours times rate, plus a parts margin that is thinner than it looks once freight and obsolescence are carried.

- **Gross margin** sits in a narrow band across the sector; the spread between operators is made on utilisation, not on price.
- **Utilisation** is the number that explains most of the difference between a good year and a bad one, and it is rarely measured well in an owner-operated business.
- **Working capital** moves with the parts holding and with debtor days on mining customers, which are long and are not negotiable by a small supplier.
- **Capex** is modest and lumpy: service vehicles, workshop plant, diagnostic equipment.

How the market is structured

Fragmented, and consolidating from two directions at once. That is the condition that makes a sale process work: more than one kind of buyer, competing.

- **From above** — listed and large private industrial-services groups adding regional coverage and trade capability they cannot recruit for.
- **From the side** — private-equity-backed platforms assembled specifically to roll up owner-operated workshops, buying scale in a market where organic growth is labour-capped.
- **The long tail** is single-site, owner-operated, and mostly not for sale until the owner decides it is, which is why proprietary approaches still work here.

What has been bought, and what was paid

DATE	TARGET	ACQUIRER	BUYER TYPE	TARGET EBITDA	EV / EBITDA	WHAT THE PRICE REFLECTED
Mar 26	Wesmoor Hydraulics	Penvarn Group	Listed strategic	c. A$7m	7.8x	Contracted site maintenance across three mines; management stayed.
Sep 25	Trentbury Plant Services	Brightlow Capital	PE platform	c. A$9m	7.2x	Platform purchase. Priced for the buy-and-build, not the standalone.
Feb 25	Calverstone Diesel	Cadelmore Industrial	PE bolt-on	c. A$2m	5.1x	Bolt-on to the platform above. Small, single-site, owner-dependent.
Nov 24	Regional workshop group	Aldermere Partners	Sponsor-backed MBO	c. A$4m	5.8x	Management continuity funded; vendor took part of the price over time.
Aug 24	Undisclosed, central QLD	Undisclosed trade buyer	Trade	n.d.	n.d.	Terms never published. Included because the transaction happened, and a list that shows only the deals with numbers overstates how much is known.
Apr 23	Undisclosed, north WA	Management	MBO	c. A$3m	4.5x	Internal transfer. Prices below a market process, as internal transfers do.

Six transactions over four years is a thin set, and that is the honest state of a private regional market rather than a gap in the search: most deals in this sector are private and unreported. Two of the six have no published price. **Read the range, never a single comparable** — the spread below is doing more work than any one line above.

Where the money lands

4.5x – 7.8x

Disclosed precedents above, EV / EBITDA.

5.5x – 7.5x

Listed comparables. Five ASX-listed industrial and mining-services businesses with a comparable revenue mix and regional exposure. **The set is characterised, not named** — an invented ticker would be checkable and wrong. On a live engagement every comparable is named, dated and sourced.

A private, owner-operated business does not get the listed multiple: the gap is the discount for scale, liquidity and key-person risk, and closing part of it is what a process is for. **These are the sector's ranges, not this business's.** Placing it inside them needs the management accounts and the normalisations, which come after the mandate.

What moves the multiple

PAID UP FOR

- **Contracted revenue** with term remaining.
- **A crew that stays** — low fitter turnover, apprentices coming through.
- **Systems** — job costing, maintenance records, real utilisation reporting.
- **Diversified customers**, and mine sites with long remaining life.
- **Second site** or a credible path to one.

DISCOUNTED FOR

- **Owner dependence** — the quoting, the relationships, or the diagnosis sitting with one person.
- **Customer concentration**, especially a single mine.
- **Workshop-weighted mix** with nothing contracted.
- **Property entangled** with the trading business.
- **Records that will not survive** diligence.

What to watch

- **The cycle is the whole risk.** Maintenance demand follows fleet hours, and fleet hours follow commodity prices with a lag. A process run into a downturn meets buyers revising their own forecasts.
- **Labour cost is rising faster than charge-out** in some regions, which compresses the margin that the multiple is applied to.
- **The platforms will not buy forever.** Roll-ups have a window; once a platform has its regional coverage, the bolt-on bid weakens.
- **Electrification is a long-dated question,** not a near-term one, but a buyer with a ten-year view will ask it and the answer should not be improvised in the room.

Basis. Desk research only, before any mandate or management contact and unverified against the target's own records, so a figure reaching the proposal is an indication, not a valuation. Sources carry their grade where used, `TIER 1` filings through `TIER 4–5` aggregators (directional, never load-bearing). **Deals with no published price are shown as such, never estimated**, and the searches are recorded so "not found" reads differently from "not looked for". Leo Malan desk research · every company and figure on this page is invented.