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# Our Business

- ✓ Comprehensive range of integrated mining services in Australia and Southeast Asia
- ✓ Extensive track record in surface, underground mining and mining support services
- ✓ Long term relationships with clients – transparent, flexible alliance style approach

Established <b>1963</b>	FY22 Secured Revenue <sup>1</sup> <b>\$1.6bn</b>
FY22 Revenue Guidance <sup>1</sup> <b>\$1.6bn – \$1.7bn</b>	1H22 ROACE <sup>3</sup> <b>12.9%</b>
FY22 EBIT(A) Guidance <sup>2</sup> <b>\$95m – \$105m</b>	Order Book <sup>4</sup> <b>\$5.2bn</b>



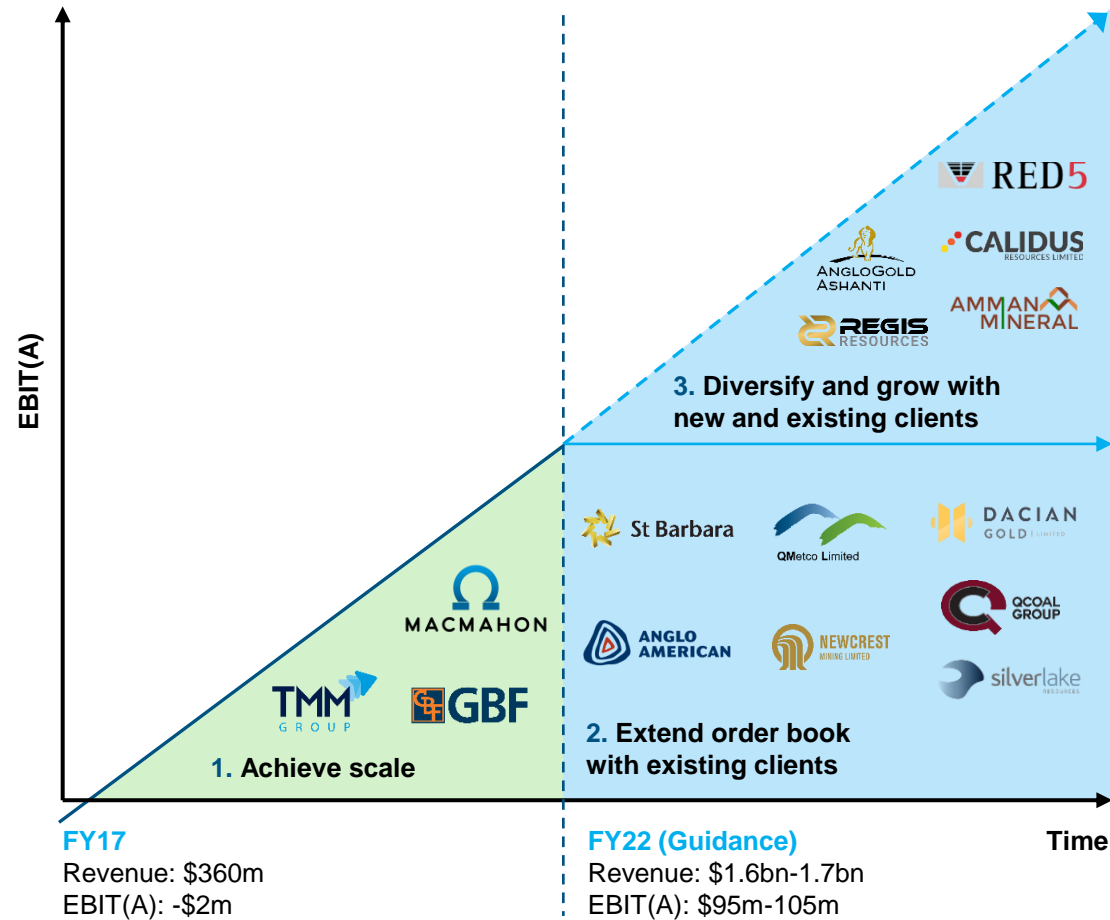
1. Excludes short term civil and underground churn work

2. Guidance excludes one-off items and amortisation related to customer contracts recognised on acquisitions

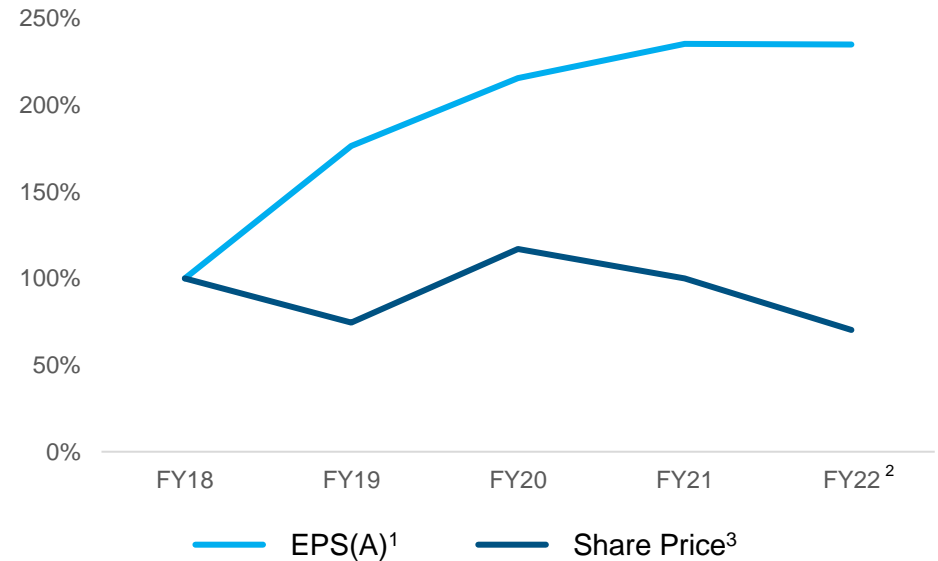
3. ROACE: Underlying EBIT(A) annualised / Average (Total Assets – Current payables - Cash)

4. As at 31 December 2021; excludes Batu Hijau Phase 8 (preferred contractor status)

# Our Strategic Journey



Relative performance: Share Price vs EPS(A)<sup>1</sup>



1. Underlying earnings from continuing operations  
 2. FY21 EPS(A) actual used as a proxy for FY22  
 3. Share price as at results release date

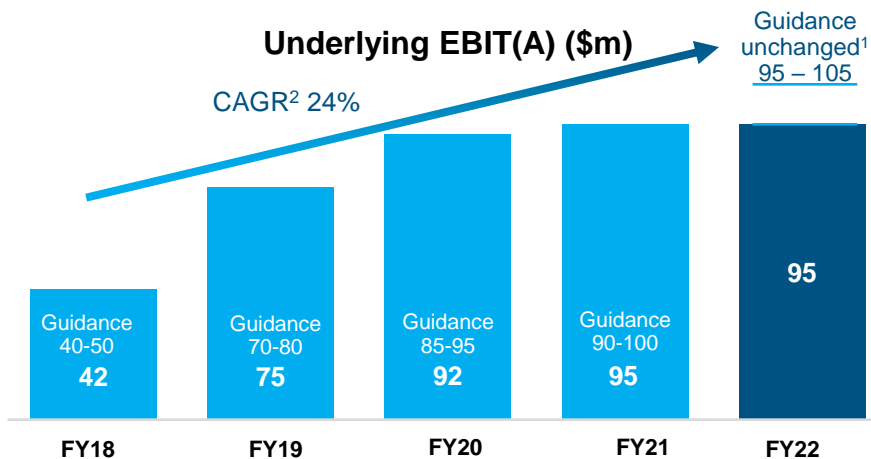
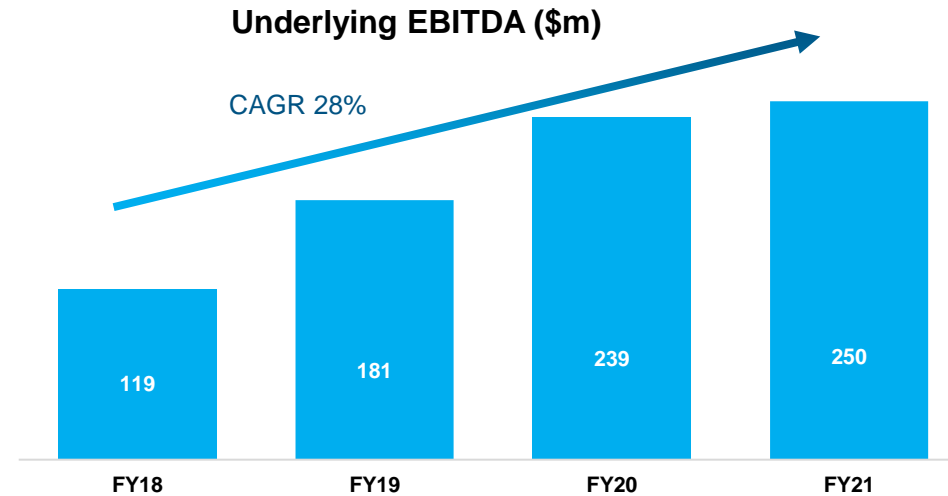
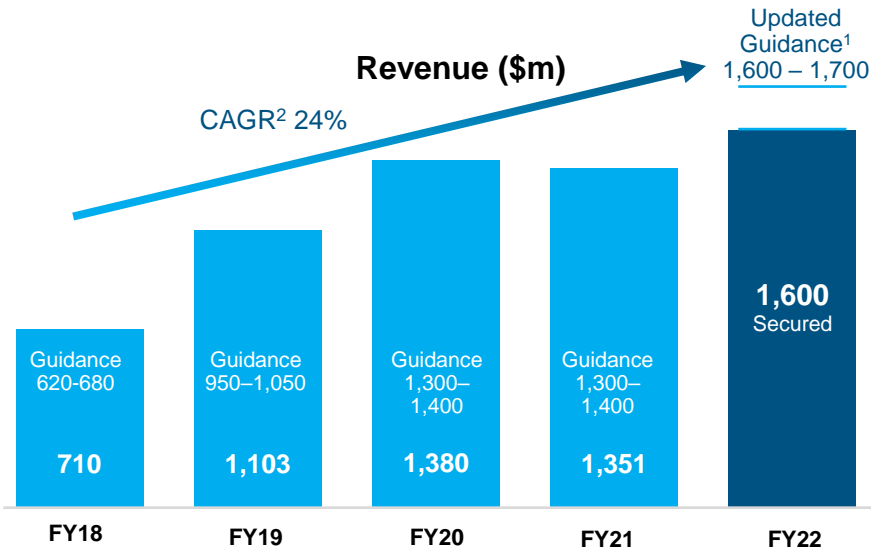


**Majority assets deployed on 3+ year contracts**



**Year-on-year EPS(A) growth not reflected in Share Price**

# Delivering Sustainable Growth



- 5 year CAGR of 24% across revenue and underlying EBIT(A)
- 4 year CAGR of 28% for underlying EBITDA
- FY21 growth pause due to full-year COVID-19 impact
- Proven record of meeting or exceeding guidance
- On track to deliver guidance for FY22

**FY21 and FY22 investment in \$300m growth capex to support strong earnings growth from FY22**

1. Subject to no material COVID-19 or other significant disruptions  
2. CAGR assumes midpoint of FY22 guidance

# 5 Year Strategy

## Near term focus

### Improve

Margins and execution

- Financial health
- Contract
- Client portfolio



### Invest

Relevance and competitive advantage

- Technology
- People
- Sustainability



### Diversify

Build scalability

- Revenue
- Commodities



### Expand

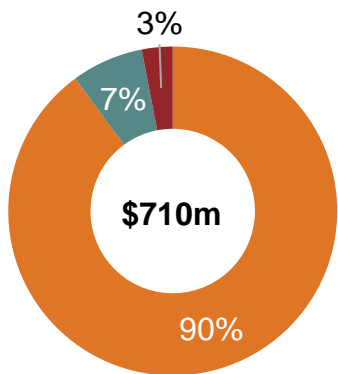
Growth in current markets

- Service offering

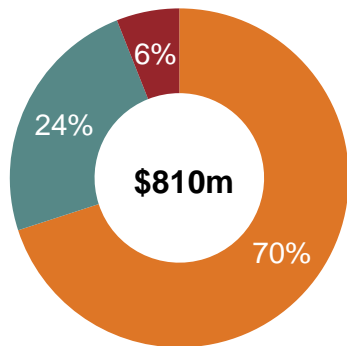


# Diversifying Revenue

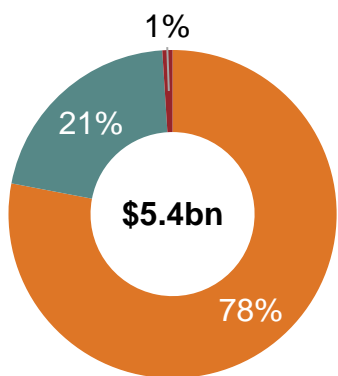
FY18 Revenue Mix



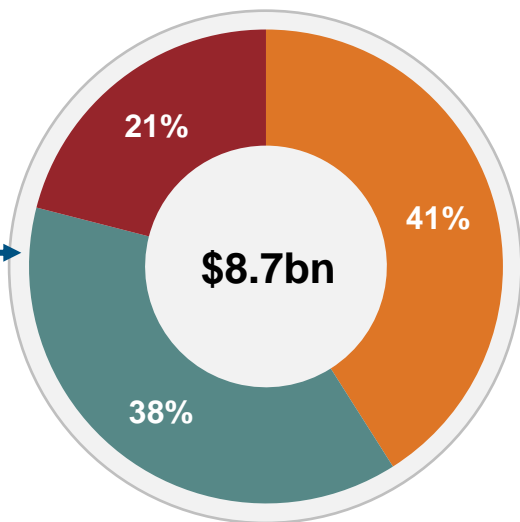
1H22 Revenue Mix



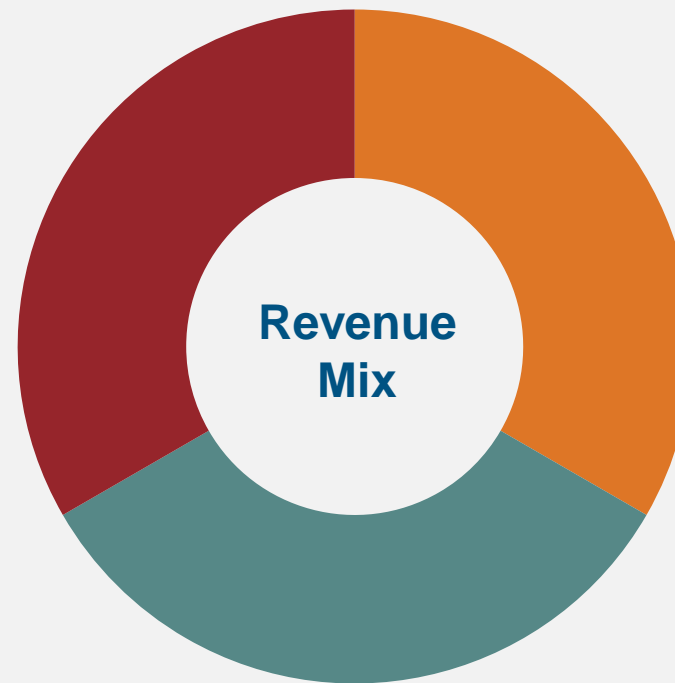
FY18 Pipeline



1H22 Pipeline



Target

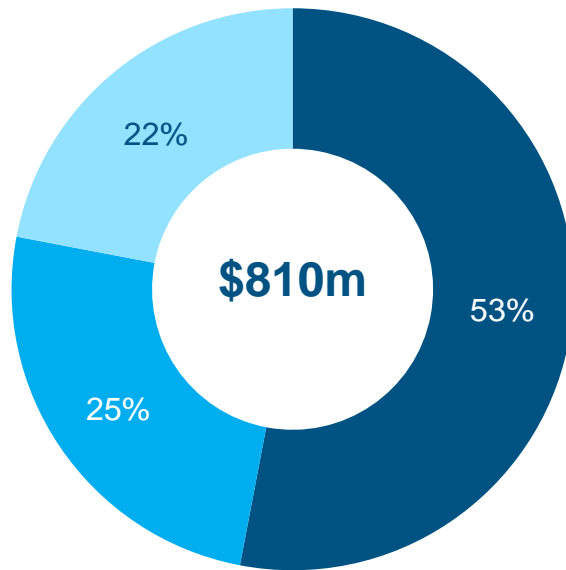


EBITDA Margin	EBIT(A) Margin	ROACE
▲ 20%	▲ 8%	▲ 15%

■ Surface    
 ■ Underground    
 ■ Mining Support Services

# Commodity Diversification

1H22 Commodities Mix



■ Gold ■ Copper/Gold ■ Other

## TARGET COMMODITIES

### Bulk Materials

- Iron ore
- Met coal

### Precious Metals

- Gold
- Copper/Gold

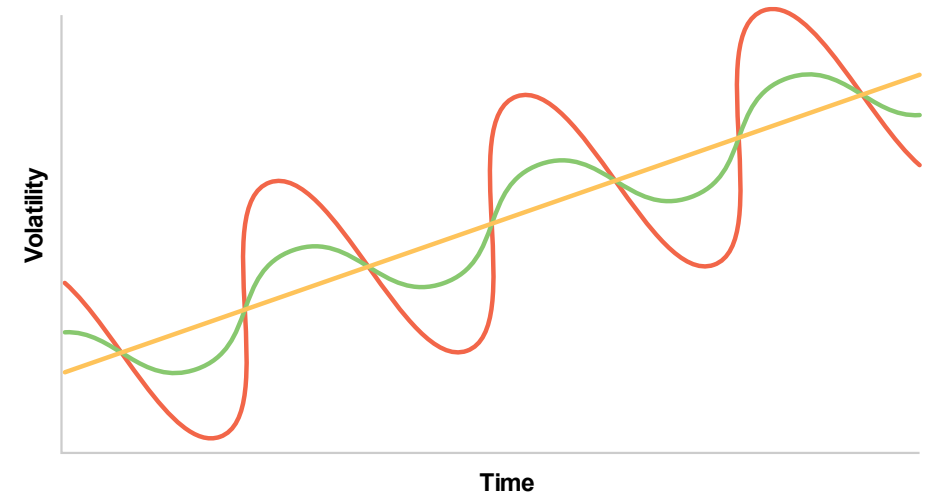
### Battery Metals

- Lithium
- Nickel
- Copper

### Other

- Mineral Sands
- Uranium
- Other

Reducing volatility





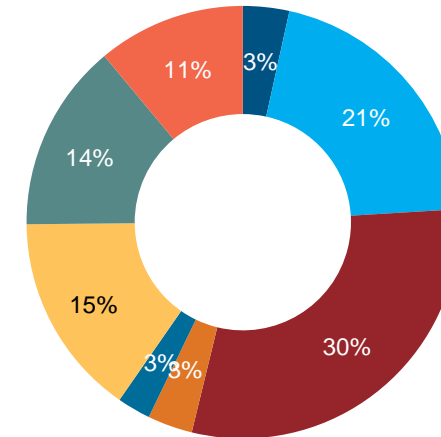
# Client Diversification

KEY CLIENTS	PROJECT	COST CURVE <sup>1</sup>
★  	<b>Tropicana, WA</b>	
	<b>Telfer, WA</b>	
	<b>Mount Morgans, WA</b>	
★ 	<b>Byerwen, QLD</b>	
★ 	<b>Batu Hijau, Indonesia</b>	
	<b>Foxleigh, QLD</b>	
	<b>King of the Hills, WA</b>	
	<b>Dawson South, QLD</b>	
	<b>Warrawoona, WA</b>	
★  	<b>Boston Shaker, WA</b>	
	<b>Mount Monger, WA</b>	
	<b>Deflector, WA</b>	
	<b>Gwalia, WA</b>	

1. GlobalData   ★ Alliance   Surface Project   Underground Project

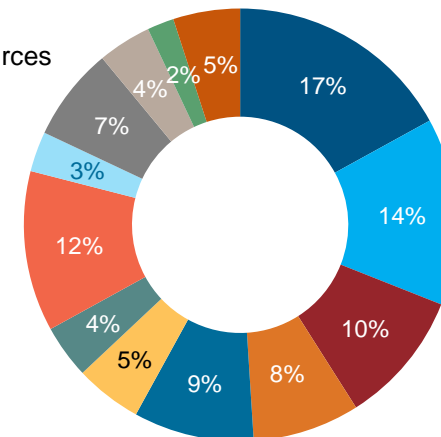
## FY18 Clients

- Agincourt
- AMNT
- AngloGold/IGO
- BHP
- Dacian
- Newcrest
- Other
- QCoal



## 1H22 Clients

- AngloGold/Regis Resources
- AMNT
- QCoal
- Silver Lake
- Newcrest
- Dacian Gold
- Anglo America
- Other
- Red 5 Limited
- St Barbara
- QMetco
- Calidus
- Agincourt



# Technology

**Dedicated systems for surface and underground**  
Partnering with organisations who specialise in technology

In-cab monitoring using A.I.

Automated data for smart decisions

Remote operations / control centres

Semi / full autonomous solutions

Journey to a carbon free footprint



UNDERGROUND

**GROUNDHOG**



SURFACE

**IVOLVE**

# People

## TRAINING AND DEVELOPMENT PROGRAM

**563\***

IN TRAINING

**>800**

IN TRAINING  
BY 30 JUNE 2022

Programs supporting new people to industry for underground and surface operations

Rotating apprentices through domestic and offshore opportunities

Increased capacity with our new east coast Registered Training Organisation

Developing apprentice program in Indonesia to Australian qualification standards

\*As at 31 December 2021

**GROW OUR OWN**



# People

OUR TOTAL NUMBER OF PEOPLE HAS INCREASED BY 16%\*

4,162

AUSTRALIA

7,319

GROUP

Promoting growth within

International opportunities

Promoting a safe, respectful and inclusive culture

Prioritising sexual harassment as a safety hazard

Strong Minds, Strong Mines - mental, physical and social health program available to the wider industry

\*Compared to HY21



# Trusted. Diversified. Experienced.

- ✓ Diverse mining service provider
- ✓ Accelerate mine technology
- ✓ Invest in people
- ✓ Robust balance sheet
- ✓ Well-balanced client portfolio
- ✓ Focus on disciplined capital management