



Euroz Hartleys Conference March 2021

Company Overview

A leading mining services company



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

Established
1963

FY21 Secured Revenue
\$1.3bn

FY21 Revenue Guidance¹
\$1.3 – \$1.4bn

1H21 ROACE / ROE²
13.4% / 12.0%

FY21 EBIT(A) Guidance¹
\$90 – \$100m

Order Book³
\$4.7bn



Civil Mining Services



Surface Mining



Underground Mining



Rehabilitation

Engineering • Plant & Maintenance • Performance Enhancement

1. Guidance assumes an exchange rate of AUD:USD 0.75, and excludes one-off items and amortisation related to the GBF Group acquisition

2. ROACE: Underlying EBIT(A) annualised / Average (Total Assets – Current Liabilities), ROE: Underlying NPAT (A) annualised / Average Equity

3. Pro forma as at 8 March 2021. Excludes civil, short term underground churn and JV revenue. Includes Batu Hijau revenue adjustment, Deflector, Warrawoona (preferred) and Gwalia (preferred)

Our Strategic Journey

From FY17



1. Scale

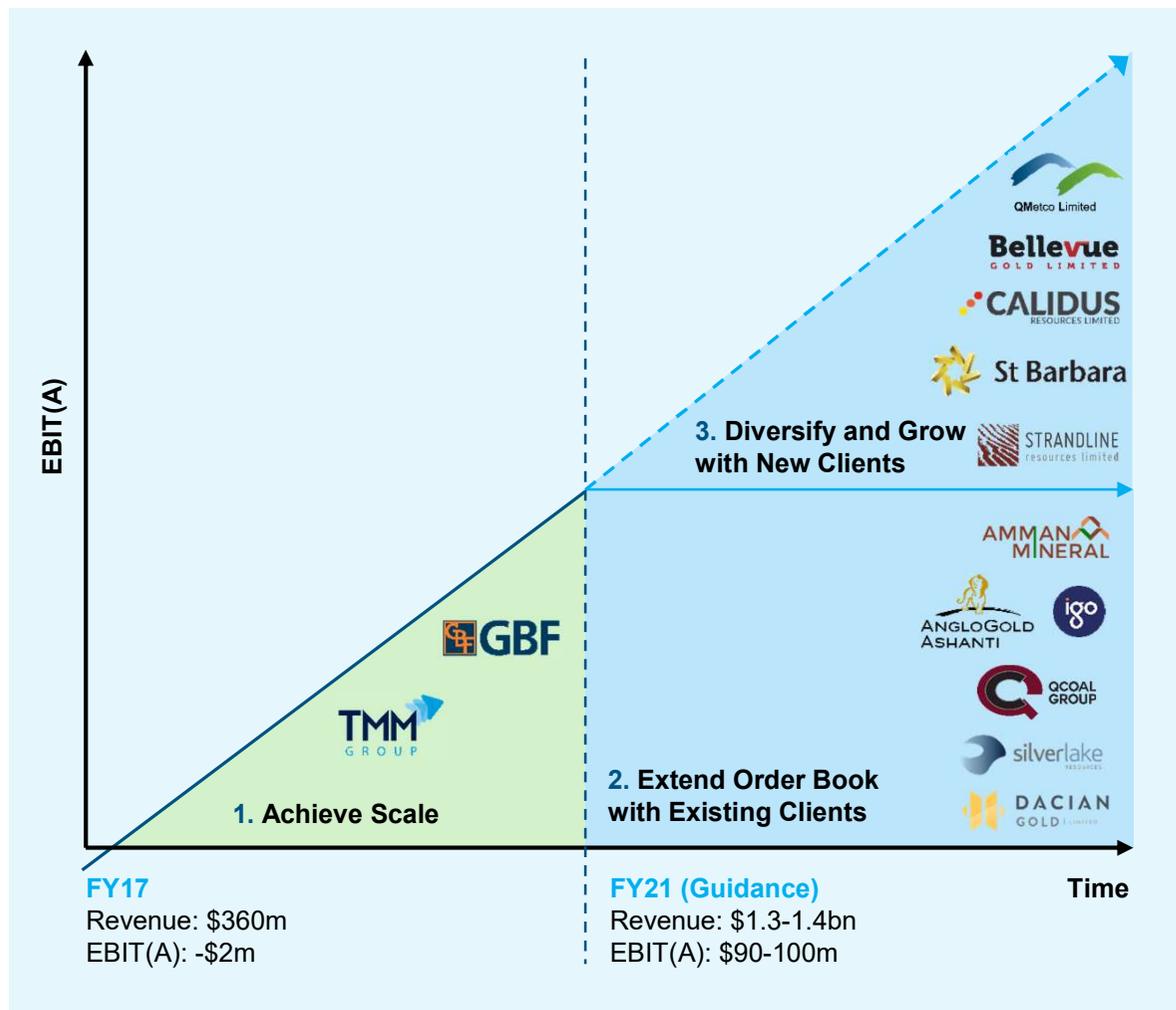
- ✓ Successfully executed new surface work
- ✓ Expanded civil - TMM acquisition
- ✓ Expanded underground - GBF acquisition

2. Extend Order Book with Existing Clients

- ✓ Byerwen
- ✓ Mount Monger
- ✓ Deflector
- Pending:
 - Batu Hijau Phase 8
 - Tropicana extension

3. Diversify and Grow with New clients

- ✓ Secured or preferred on \$1bn of new work aligned to strategy - civil and underground
- \$3.1bn of new client tender opportunities



5 year Strategy

4 Core Themes



Improve

Systems and processes

Invest

Sustainability propositions

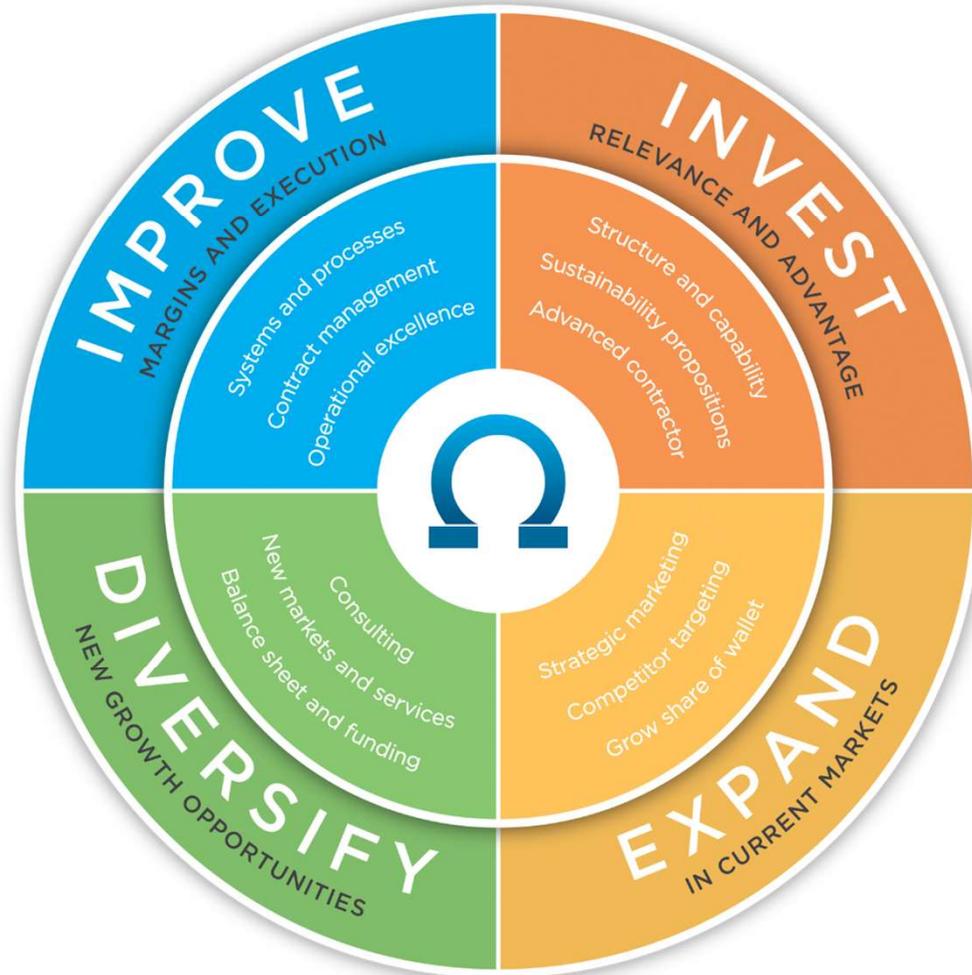
Advanced contractor

Expand

Grow share of wallet

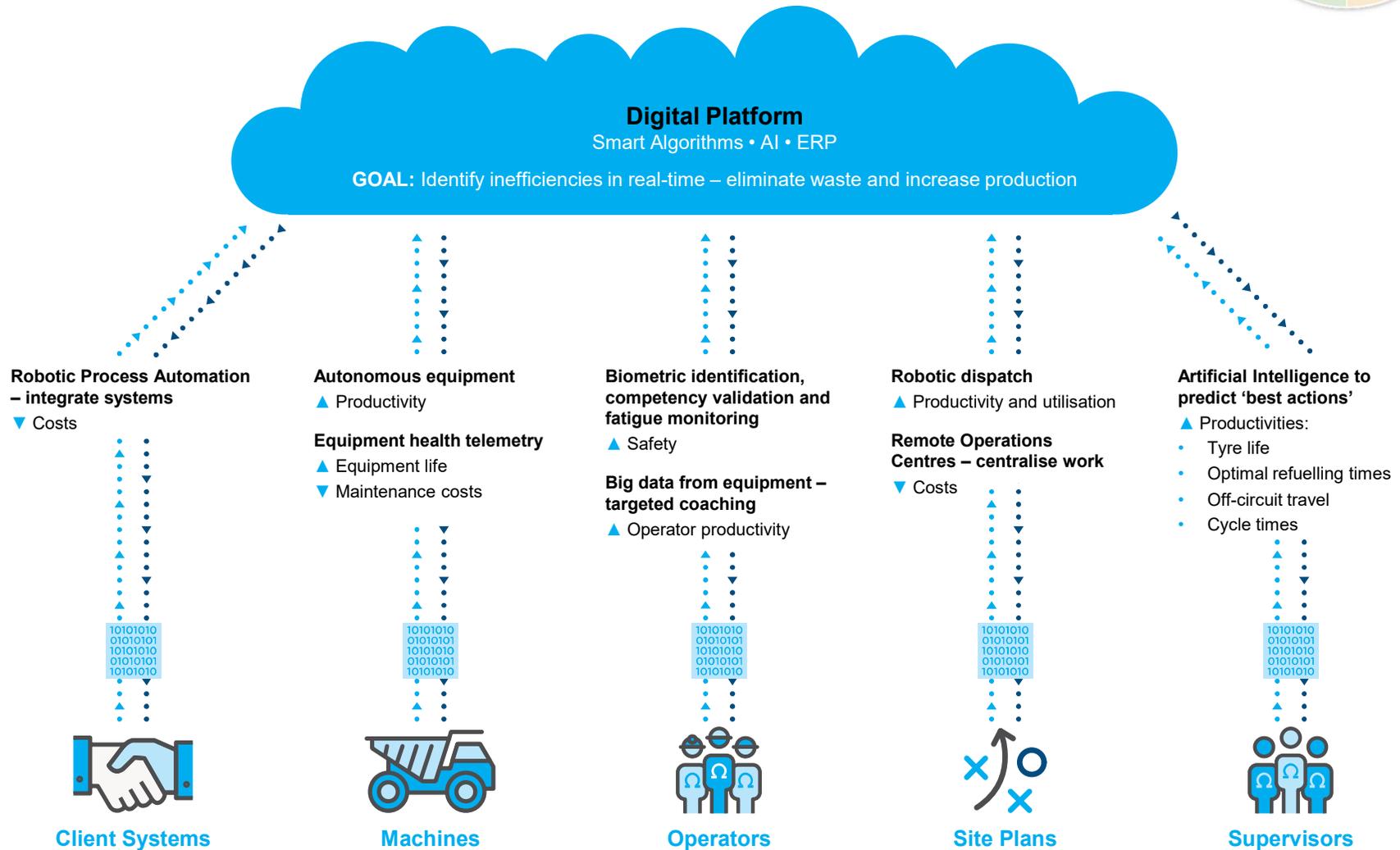
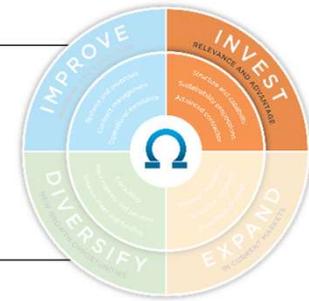
Diversify

New markets and services



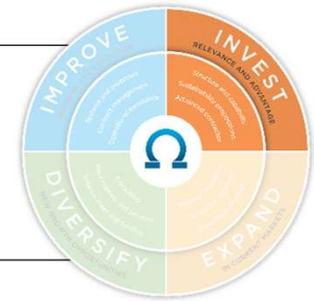
Invest

Delivering value through technology



Invest

Completed sustainability materiality assessment



- Contacted internal and external stakeholders (investors, brokers, clients, suppliers)
- 15 material priorities identified
- Most important material topics:

Corporate Governance



8 board members
5 independent (incl. Chair)



Code of Conduct Policy
Anti-bribery and Corruption and Conflicts

Safety, Health and Wellbeing



Strong Minds, Strong Mines
WAAMH Award, program offered to industry

Safety performance
LTIFR – 0.13
TRIFR – 4.70

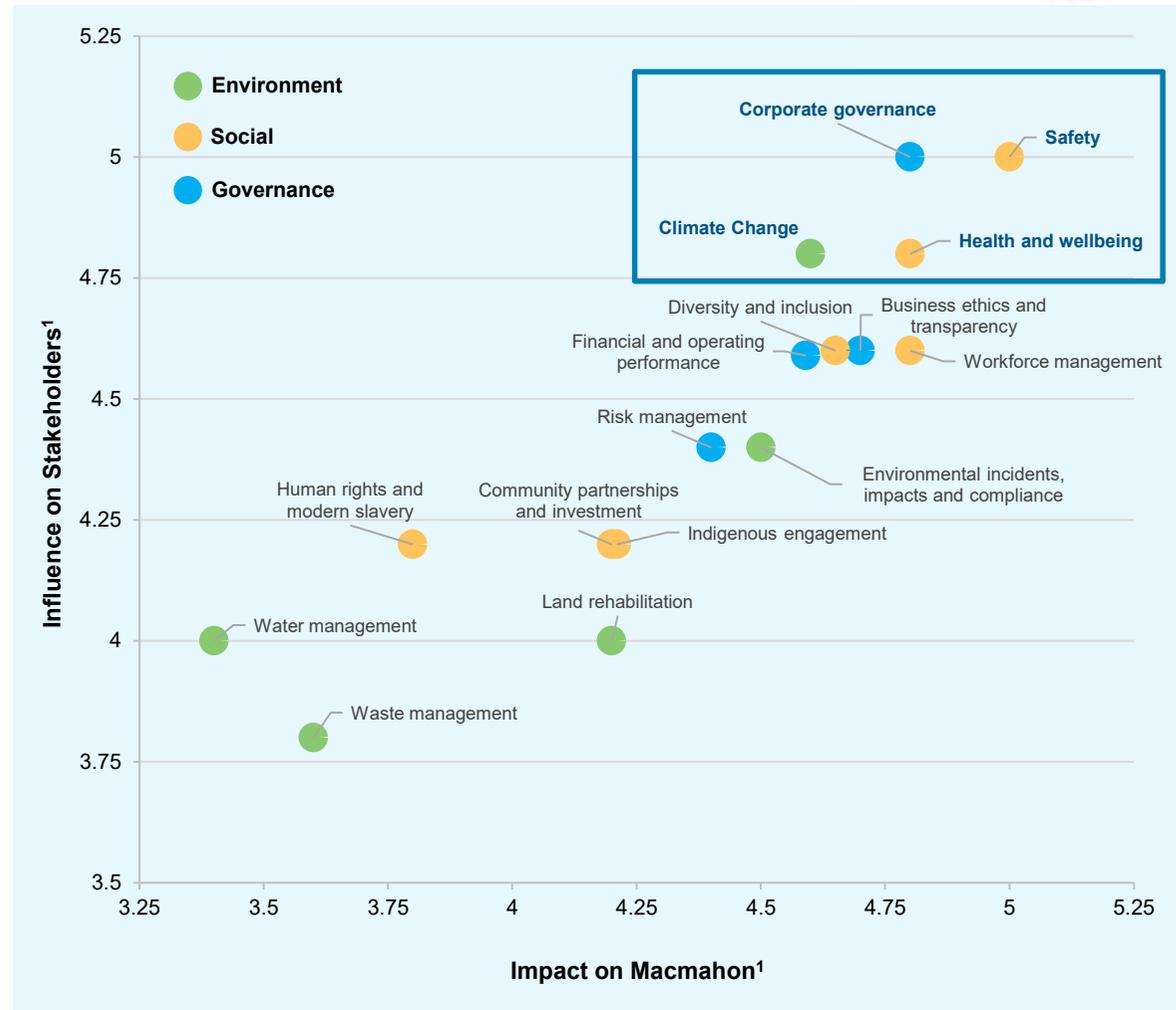
Climate Change



Rehabilitation
FY20 completed
107 hectares



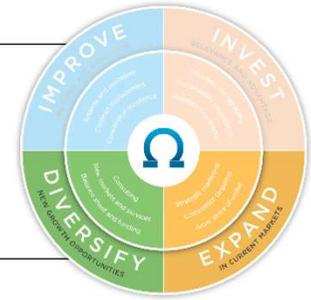
Climate Change Statement
Continual improvement in energy efficiency



1. Scale: 3 – Important; 5 – Very Important

Diversify and Expand

Long Term Strategy



Surface

- Load and Haul
- Drill and Blast

Underground

- Development
- Ground Support
- Production Drilling and Blasting
- Winding and Shaft Engineering

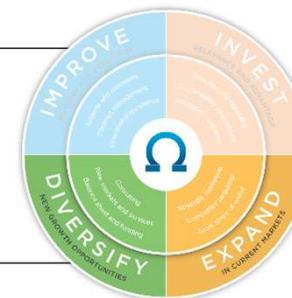
Mining Support

- Consulting
- Mine Site Infrastructure
- Rehabilitation
- Engineering
- Crushing and materials handling
- Operations and Maintenance

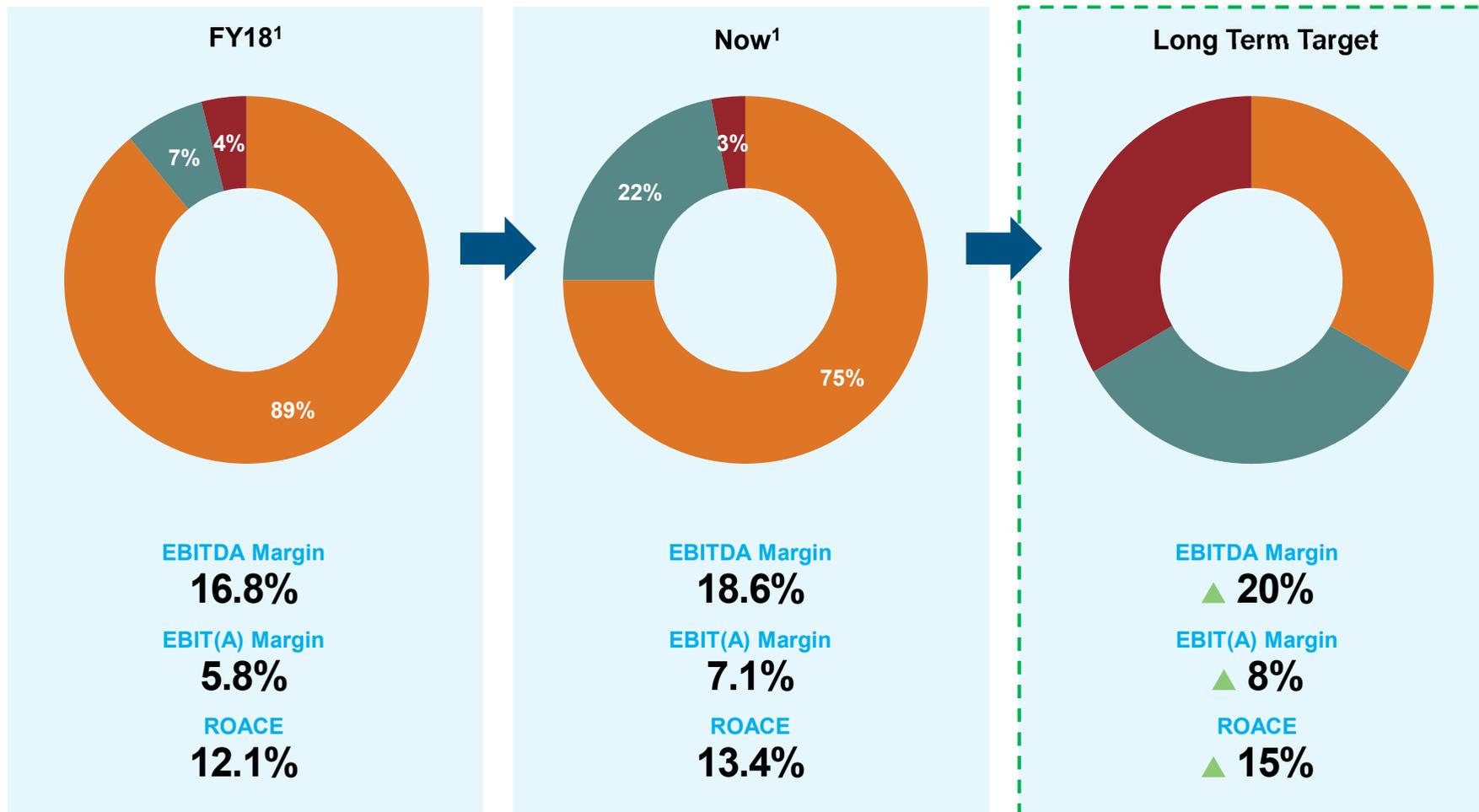


Diversify and Expand

Underground and Mining Support Services - higher margin and ROC



■ Surface
 ■ Underground
 ■ Mining Support



1. Based on Revenue

Conclusion



- ✓ **Scale**
- ✓ **Extending order book with existing long term clients**
- **5 year strategy**
 - Advanced mining contractor
 - Operate sustainably
 - Growth with new clients
 - Expand adjacent mining services
- **Deliver shareholder value**
 - Increase returns on capital
 - Improve margins



Thank You



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