

# CAPABILITY STATEMENT



# NRW HOLDINGS

NRW Holdings is a **leading provider of diversified contract services** to the **resources and infrastructure sectors** in Australia.

Since inception in 1994, NRW Holdings (ASX: NWH) has continued to diversify its service offering and expand its geographical presence.

NRW's capability continues to broaden and currently includes projects for key clients across the resources, infrastructure, industrial engineering, maintenance and urban subdivision sectors.

Across the country, NRW Group companies are providing value-adding services to many of Australia's and the world's largest companies.

Post the acquisitions of RCR Mining Technologies, BGC Contracting and DIAB Engineering in 2019, and Primero in 2021, the Group now has over 7,000 employees. We have extensive operations in all Australian states, except Tasmania, and we have an office in Canada.

## OUR CULTURE

The way we work is integral to our vision to deliver our services to standards above industry expectations. We are committed to driving continuous improvement in employee development and safety.

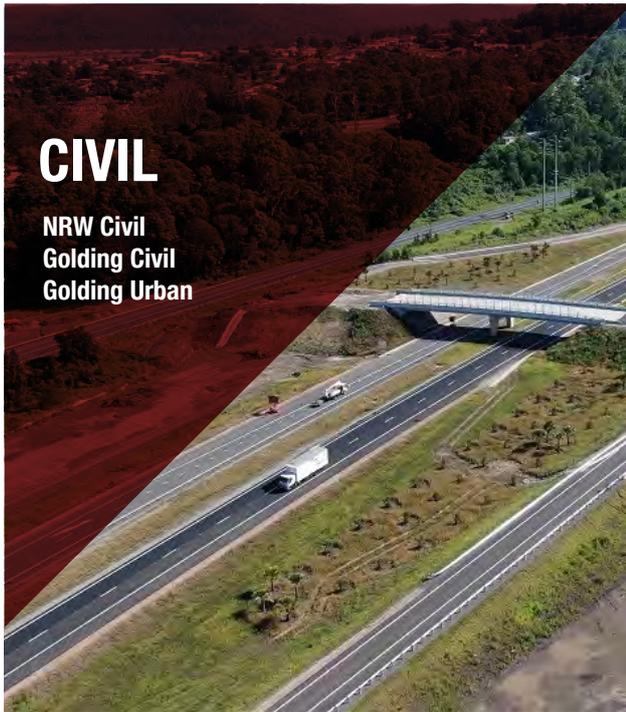
## OUR APPROACH

NRW Holdings Group is structured in four operating pillars, Civil, Mining, Drill & Blast and Minerals, Energy & Technologies.

The addition of Primero to our Minerals, Energy & Technologies pillar represents a further diversification of our strategic platform to offer clients continuity of services across the whole life cycle of resource projects – from early planning, design, development and construction to operations and maintenance.

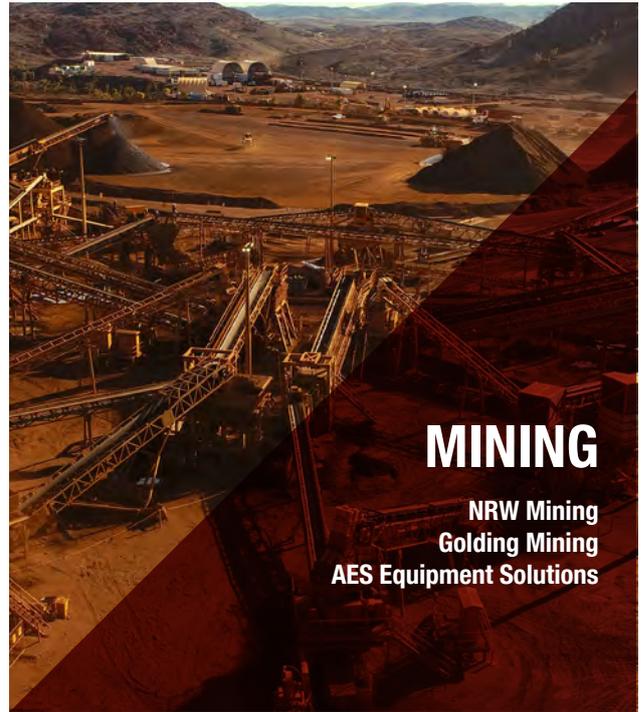
Our flexible delivery model encompasses modern relationship contracting approaches including alliancing and early contractor involvement, joint ventures, construct-only, design and construct, build own operate, build own operate transfer, as well as the more traditional model of undertaking works on a schedule of rates or dayworks basis.





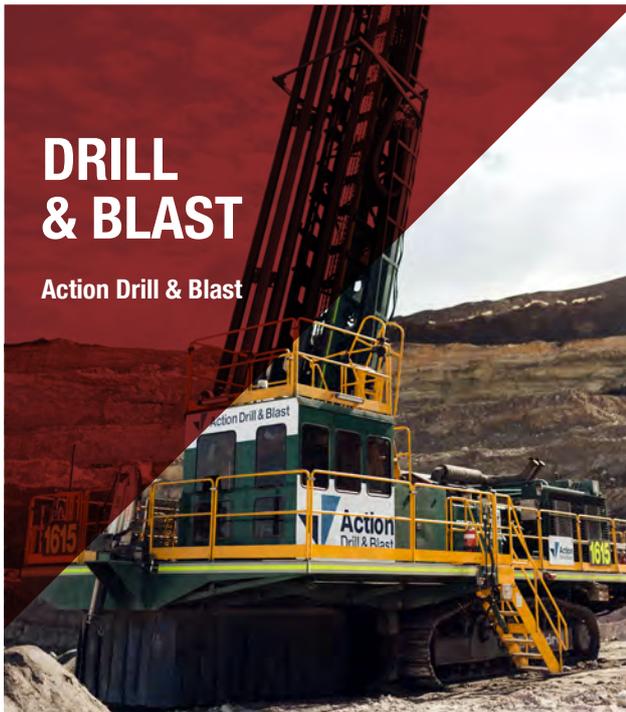
## CIVIL

NRW Civil  
Golding Civil  
Golding Urban



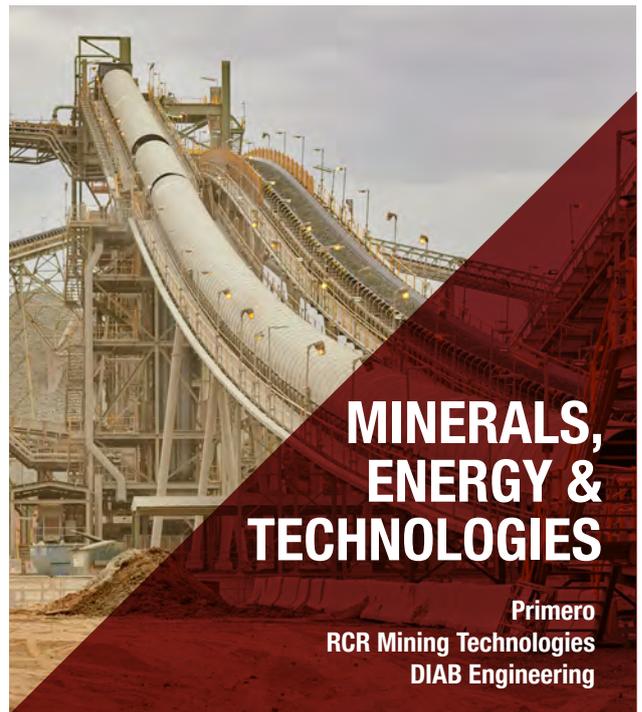
## MINING

NRW Mining  
Golding Mining  
AES Equipment Solutions



## DRILL & BLAST

Action Drill & Blast



## MINERALS, ENERGY & TECHNOLOGIES

Primero  
RCR Mining Technologies  
DIAB Engineering



Mt Webber, WA



# HISTORY & MILESTONES

**1994**  
NRW  
founded

Acquired Action Mining Services (now **AES Equipment Solutions**), a provider of heavy equipment maintenance services.

**2007**

Listed on the Australian Stock Exchange.

**2010**

**Action Drill & Blast** was established to provide specialist drill and blast services.

**2015**

Acquired **Hughes Drilling's** east coast operations, integrating it into Action Drill & Blast.





## 2021

Acquired **Primero**, an integrated engineering Group specialising in design, construction and operations of resource projects.

## 2019

Acquired **RCR Mining Technologies** and **Heat Treatment**, a market leader in the design and manufacture of innovative, award-winning solutions.

Acquired **BGC Contracting**, a leading provider in the provision of services across Australian resources, infrastructure and energy sectors.

Acquired **DIAB Engineering**, a leading provider of maintenance and fabrication services to the mining industry.

## 2017

Acquired **Golding**, one of Queensland's largest civil construction, urban development and mining services contractors.



# NRW CIVIL & MINING

**NRW Civil & Mining** is proud to be one of the **leading civil and mining contractors** in the Australian resources and infrastructure sectors.

The acquisition of BGC Contracting significantly enhances the Company's ability to participate as a large construction partner in public works projects and adds further scale and diversity in our Mining business across the Australian resources sector.

NRW's positive safety culture has resulted in an industry leading safety record, and strong ties with local communities have been established through training programs, employment, subcontracting and partnering opportunities.

## CIVIL

NRW Civil specialises in the delivery of private and public civil infrastructure projects, mine development and bulk earthworks.

The strong growth of NRW's Civil division has been built on a foundation of consistently delivering projects to the highest standards. NRW Civil is prequalified to category R5 / B4 and F150+ under the National Prequalification System (NPS).

As a tier one civil contractor, NRW's extensive plant list provides cost and scheduling efficiencies on each project undertaken and ultimately savings for clients.

NRW Civil capabilities include:

- Bulk earthworks
- Road and bridges
- Concrete construction
- Rail formations
- Public infrastructure
- Tailings storage facilities
- Greenfield mine development
- Aerodromes
- Port development
- NPI

## MINING

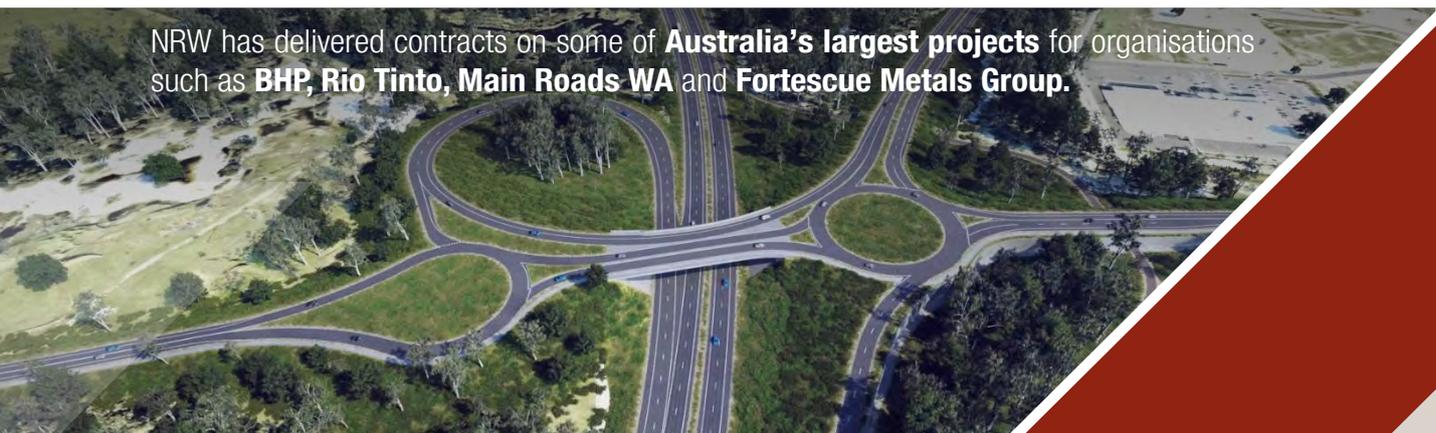
NRW Mining is one of Australia's leading mining contractors, with proven capability to safely deliver mining projects that meet time frames and budgets. NRW Mining has become the contractor of choice for many of Australia's leading resource companies.

With a fully mobile workforce and an extensive list of plant and equipment, NRW has demonstrated comprehensive experience in developing and operating mines in remote locations throughout Western Australia, South Australia and the Northern Territory. Significant works have been undertaken in the iron ore, gold, diamond, and lithium sectors.

NRW Mining capabilities include:

- Mine planning, design and optimisation
- Clearing and grubbing
- Topsoil removal and re-spread
- Drainage installation
- Drill and blasting services
- Pit development
- Load and haul
- Run-of-mine (ROM) and waste dump maintenance
- Crusher feed
- Crushing and screening
- Landscaping and rehabilitation
- Related ancillary works
- Engineering and technical support
- Asset management and maintenance
- Mine infrastructure
- Planning and scheduling

NRW has delivered contracts on some of **Australia's largest projects** for organisations such as **BHP, Rio Tinto, Main Roads WA** and **Fortescue Metals Group**.



Main Roads WA

# GOLDING

**Collaborative solutions** for **civil** infrastructure providers, **urban** developers and **mine** owners.

Golding joined the NRW Holdings Group in 2017, as one of the largest civil infrastructure, urban development and mining contractors in Queensland.

The business provides project solutions in urban, regional and remote locations for the resources, utilities, property and transport sectors. Its strong reputation for quality delivery and track record has allowed Golding to expand its capabilities into New South Wales.

Golding operates three core divisions - Civil, Urban and Mining.

## CIVIL

Civil construction solutions have formed a core part of Golding's business for over seven decades. From roads, rail embankments, bridges, wharves and dams, clients can rely on the bulk earthworks and infrastructure development capability.

Golding's expertise has been put to work over the years as part of a diverse range of major projects or as a whole solution. The Civil division also specialises in the construction of mine-site civil infrastructure.

## URBAN

Residential, industrial and commercial property developers rely on Golding's specialist urban development services for complex earthworks, drainage, roads and water infrastructure.

Golding has demonstrated time and again its capability to deliver high quality projects on time, to budget, with positive safety, environmental and community outcomes. Golding has a proven team that works collaboratively with consultants, councils and developers often in the feasibility stages.

## MINING

Golding's Mining division delivers a full range of open cut mining services to the coal and metalliferous mining sectors. This spans from site establishment, through topsoil removal, drill and blast, excavator/truck and dragline waste removal, and coal and ore mining, coal processing and mine site rehabilitation works.

Golding is accredited to all the relevant standards and holds the highest prequalification for road contracts.

**Golding** services tier one clients and has the **highest national prequalification for Civil construction contracts** (R5 / B4 AND F150+).



# PRIMERO

**Multi-disciplinary** engineering Group specialising in **design, construction** and **operation** of global resource projects.

Primero was founded in 2011, with a vision to create a vertically integrated engineering, procurement, and construction (EPC) business that could operate in the Mineral Processing, Energy and Non-Process Infrastructure market segments as a turnkey solution provider.

Primero's business model is underpinned by the vertical integration of design and construction services for projects, self-performing all aspects of process, civil, structural, mechanical, piping, electrical, instrumentation and control system disciplines.

Since inception, the business has grown and diversified to globally deliver projects in over ten different countries spanning five continents. Primarily Western Australian based for the first four years, the Group now occupies Perth, Port Hedland and Montreal, Quebec Canada.

The rapid growth of the business and international footprint is testament to their growing reputation for delivering quality outcomes and honouring our commitments in full, on time.

In addition to EPC project delivery across all three sectors of energy, minerals and non-process infrastructure, Primero contract, operate and maintain the process plants they are engaged to design and build, and those of third parties where required.

A truly integrated processing capability unique amongst peers of industry. Their design, build, operate and build, own, operate solutions provide deferred capital opportunities and an alternate development pathway where grade, throughput and availability are all optimised.

Primero capabilities include:

## SERVICES

- Process design and metallurgical testwork coordination
- Feasibility studies
- FEED and detailed engineering
- Early contractor involvement (ECI)
- Engineering, procurement and construction (EPC)
- Construction
- Contract operation and maintenance
- Build, own, operate (BOO)
- Build, own, operate, transfer (BOOT)

## COMMODITIES

- Minerals - ferrous, precious, industrial and base minerals
- Energy - hydrocarbons storage distribution, gas metering, delivery and processing, hydrogen production and power generation



# ACTION DRILL & BLAST

**Integrated, full scope** production **drill** and **blast** services.

Action Drill & Blast (ADB) is the market leader in the provision of integrated, full scope production drill and blast services to the mining and civil construction sectors across Australia.

The business has one of the largest and most capable production drilling fleets in the country which, together with specialist engineering capability and extensive blasting experience, ensures ADB delivers safe, efficient, and fully integrated drill and blast solutions.

With numerous major mining houses and contractors as clients, ADB has been involved in more than 100 projects since its establishment in 2010, including many of Australia's most notable resources projects across the spectrum of commodities.

Through its large team of experienced and skilled personnel, and the most experienced drill and blast management team in the industry, ADB is currently delivering integrated services to projects across Australia.

ADB's partnership approach, agility and innovation, coupled with an industry leading safety focus has resulted in an enviable proven track record. They are the best equipped contractor for all drilling and blasting requirements.

Action Drill & Blast capabilities include:

## CLIENT WORKS

- Development of site works
- Precise blasting for road and rail infrastructure
- Open cut production blasting
- Overburden removal and pit development
- Precision wall control and limits blasting
- Open cut coal mining
- Pre-strip and overburden removal

## COMMODITIES / SECTORS

- Civil infrastructure
- Metallurgical coal
- Thermal coal
- Lithium
- Iron ore
- Gold
- Base metals

## CAPABILITIES

- Rotary drilling up to depths of 84m
- Rotary drilling of large diameter holes up to 270mm
- Hard rock DTH drilling 140mm – 251mm
- Hard rock THH drilling 89mm – 140mm
- All aspects of production blasting:
  - Design
  - Implementation
  - Continuous review and improvement



# RCR MINING TECHNOLOGIES

RCR Mining Technologies (RCRMT) has considerable materials handling expertise with the capacity to innovate and solve engineering challenges in the mining industry within tight time frames.

With decades of engineering, application and maintenance experience, RCRMT seek early collaboration with clients to understand their specific mining needs, tailoring solutions for optimised production.

Solutions are delivered via RCRMT's in-house specialist manufacturing workshops, which have built a reputation of delivering quality, safe and on time delivery for all our equipment and process plants.

RCRMT's turnkey mining plant solutions have been changing mine planning, and driving down the production cost to market.

The company supports its 1,500+ products in the global market through their 24-hour OEM (Original Equipment Manufacturer) product support technical and spares teams, with maintenance packages available on request.

## TURNKEY DELIVERY

- Run of mine (ROM) process plants - relocatable and fixed
- Fully track-mounted in-pit mobile mining units
- Conveyors - relocatable and fixed
- Feeders including apron, belt and hybrid options
- Conveyor belt reelers and turning stations
- Rail logistics solutions via Kiruna Wagons exclusive license for Helix Dumper and other technologies
- Knife gates and spile bars systems
- Stackers and spreaders
- Scrubbers and screens
- Ball and rod mill chargers

## HEAVY FABRICATION & MANUFACTURING

- Hopper, chute plate packages
- Heavy structural steel
- Mechanical equipment
- Equipment repairs
- Heat exchangers
- Vessels
- Plate rolling
- Kilns
- Trommels

## SPECIALISED SOLUTIONS REMOTE & SITE BASED

- **OEM product support technical and spares support**
  - Remote online technical support
  - Site based OEM specialised
- **Reliability engineering lead rotatable spares solutions, inclusive of:**
  - Repairs to crushers, screens, plant and equipment
  - Off-Site Repairs program (OSR™)
  - New solutions design manufacture and install
- **Plant remediation**
  - Blasting, painting, concrete re-establishment, grouting and coatings
- **Rubber lining and belt splicing**
  - Belt splicing including steel chord
  - Chute lining
  - Pulley lagging
- **Hydraulic systems**
  - Design, supply, diagnostics and repairs
- **Heat treatment**
  - Off site
    - Large capacity furnaces:
      - Stress relieving, normalising, solutionising, curing, and dry outs
      - Atmosphere/quenching for hardening processes including carburising, neutral hardening and nitro carburising
    - Induction hardening
    - NATA certified mechanical testing
  - On site mobile solutions:
    - Wireless, combustion, resistance, induction and more

RCRMT is an **original equipment manufacturer** and **materials handling specialist** focused on the delivery of **innovative solutions**.



# DIAB ENGINEERING

Providing **high quality, reliable, integrated engineering services** for projects in the resource sectors.

DIAB Engineering provides industrial maintenance and fabrication services to the mining industry and has a proven track record in safe, quality execution of major projects in remote and difficult terrains on time and on budget.

Operating from facilities in Western Australia and Victoria, DIAB Engineering maintains permanent mining maintenance services operations at remote mining sites across Australia and internationally.

The success of DIAB Engineering is built on its people and its customers. The management team has a proactive and innovative approach to address clients' critical requirements and empower employees with the attitude to truly understand their customers, and do whatever it takes to fulfil their needs.

DIAB Engineering capabilities include:

## CONSTRUCTION

- Mobile or permanent on-site maintenance facilities
- Repair, replacement and fabrication of components
- Dewatering plant and filter press building construction
- Crushing and screening plant installation
- Stockpile and wash plant facility construction
- Mining, oil & gas and industrial structural, mechanical and piping (SMP) and structural, mechanical, piping and electrical (SMPE)
- Mobile minerals processing plant construction
- Port conveyor and transfer tower construction

## MAINTENANCE

- Ore handling plants
- Grinding mills and crushers
- Shutdown maintenance
- Scaffolding
- Equipment rebuilds and overhauls off-site or on-site
- Demonstrated history of safe, on-time, on-budget maintenance delivery
- Transportation and logistics to deliver construction equipment, tool containers and tooling

## MANUFACTURING

- Computer numerical control (CNC) vertical lathe and profile cutter
- CNC plasma structural beam line and bandsaw
- Plate rolling & pressing
- Kinetic profile and plasma cutter (32m x 6m)
- Mechanical overhaul clean room
- Welding rotators
- Sub-arc and specialised welding
- Heat treatment furnace (100t capacity)
- Machine workshop
- CNC fabrication robot
- Abrasive blast and industrial paint sheds
- Rubber lining workshop
- CNC pipe cutting line

## EQUIPMENT HIRE

DIAB Engineering has a large inventory of scaffolding and crane equipment for hire and provides supervisors, qualified operators and fitters. DIAB Engineering's experienced teams transport the equipment and required tooling to the site.



# AES EQUIPMENT SOLUTIONS

AES Equipment Solutions provides **comprehensive** and **flexible equipment services** to the Australian **civil** and **mining** industries.

The AES workshop, located in Hazelmere Western Australia, is equipped with the latest technology to provide highly cost-effective services including manufacturing and earthmoving equipment repair and maintenance with rapid turnaround times.

Mining service and support vehicles such as service trucks, water trucks and custom built equipment are engineered for sites across Australia.

AES specialises in all types of earthmoving equipment repairs from mobile plant maintenance mechanical repairs and mining equipment repairs to complete machine rebuilds. Depending on the final destination, it can also arrange quarantine cleaning services, equipment hiring solutions and preparation for equipment transport.

AES Equipment Solutions is the **specialist** in all types of **earthmoving equipment, repairs, and refurbishment**.

AES capabilities include:

## SALES

- Service trucks, water trucks and custom built equipment
- Mining service and support vehicle manufacture

## SERVICES

- Mechanical and electrical repairs
- WA quarantine cleaning services
- Sandblast and paint
- Boilermaker services
- Emergency field service and long-term maintenance solutions
- Transport logistics
- Asset refurbishment
  - Salt preparation / corrosive conditions
- Heat treatment
- Machining
- Line boring



# HEALTH, SAFETY & ENVIRONMENT

Committed to **achieving** the **highest** possible **performance** in occupational **health, safety** and **environment**.

NRW is in the business of delivering projects with substantial mining and civil engineering components and prides itself on an excellent safety and health record.

Our vision is for every employee to arrive home safely after each shift or swing. We focus on completing our daily tasks in a safe manner, looking out for our workmates and ultimately delivering projects to our clients that we are proud of.

## OCCUPATIONAL HEALTH & SAFETY MANAGEMENT SYSTEMS

Our Occupational Health and Safety (OHS) management systems are accredited to both AS/NZS 4801:2001, ISO 45001:2018, and the Government funded Federal Safety Commission. These certifications are regularly audited by external third parties to ensure that we continue to deliver a high level of safety for our people and our clients.

The continuous monitoring and review of our OHS management systems allows us to identify opportunities for improvement. By identifying and implementing these opportunities we continue to improve safety in our workplaces.

We stringently manage risk through a planned and careful approach focused around hazard identification, minimisation, monitoring and control procedures, and by reviewing safety performance.

## HEALTH, SAFETY & ENVIRONMENT PROGRAMS

NRW's commitment to eliminating all incidents and injuries on our projects remains unchanged with the constant review and improvement of our safety programs. NRW continues to trend well in our safety performance across the entire Group.

With a focus on continuous improvement, we have successfully rolled out a number of safety initiatives and programs to increase safety performance.

## ENVIRONMENTAL MANAGEMENT

NRW understands that the sustainable development of the resources and infrastructure sector is reliant on responsible environmental management. We actively seek to minimise the environmental impacts associated with our activities by developing and implementing environmental strategies and plans.

NRW's Environmental Management Systems provide the foundation for the consistent delivery of the highest level of environmental management across all projects. In order to identify environmental obligations and to set management procedures, every project undertaken involves careful environmental planning from project inception to the operational stages.

Environmental obligations are strictly monitored by various internal and external parties to ensure compliance and high performance outcomes.

NRW has demonstrated **outstanding performance** in managing the **environmental impact** of our projects.



# INDIGENOUS ENGAGEMENT

NRW respects the importance of Indigenous Australian culture and values its diversity.

Since our inception in 1994, we have successfully employed and supported Indigenous people within our operations through training programs, employment, subcontracting and partnering opportunities on our projects. NRW continues to develop our Indigenous engagement by supporting local community initiatives and harnessing community expertise and leadership.

NRW recognises the importance of respectful and positive relationships with Indigenous people and the learnings of our successful Indigenous programs, peers, and community, to assist our understanding of the lands we operate in.

## OUR PEOPLE

NRW seeks to employ a diverse workforce, which include Indigenous employees. We have achieved Indigenous employment ratios on some of our Australian projects in excess of 25%.

NRW has introduced Indigenous people to the business through a combination of direct employment, various training initiatives, and partnering with our Indigenous and Non-Indigenous suppliers and subcontractors.

We actively promote subcontracting opportunities to Indigenous businesses on all projects, from the provision of labour and plant hire to larger subcontract packages of work.

## OUR PARTNERS

NRW has a proud history of partnering with traditional landowners and Indigenous businesses across Australia on many projects.

Current and past joint venture partners include:

- Ngarluma and Yindjibarndi People (represented through the Ngarluma and Yindjibarndi Foundation Limited – NYFL)
- Eastern Guruma People (represented by Eastern Guruma Pty Ltd)
- Njamal and ICRG Joint Venture
- Eastern Guruma and Wirlu-Murra Enterprises
- Guma and ICRG Joint Venture

## OUR APPROACH

As the NRW Group continues to diversify its business and increase its national footprint, we respect the rights of Indigenous people and embrace the ongoing opportunities to learn from, and work with Indigenous communities.

Our **long-term success** depends on the **well being** and **development of** the **communities** in which we operate.



Setting industry benchmarks  
in **safety, environment,**  
**quality** and **performance.**

NorthLink WA Central Section, Main Roads WA



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