

# 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.

## OUR CULTURE

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

Our high-performing, experienced and qualified team provide a wealth of knowledge at all levels.

## OUR APPROACH

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

NRW's Civil & Mining businesses provide civil construction, including bulk earthworks, road and rail construction and concrete installation, together with contract mining and drill and blast services.

Our Minerals, Energy & Technologies pillar offers tailored mine to market solutions, specialist maintenance (shutdown services and onsite maintenance), non-process infrastructure, innovative materials handling solutions, and complete turnkey design, construction and operation of minerals processing and energy projects.

NRW also offers a comprehensive OEM capability, providing refurbishment and rebuild services for earthmoving equipment and machinery.

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.



Mt Webber, WA

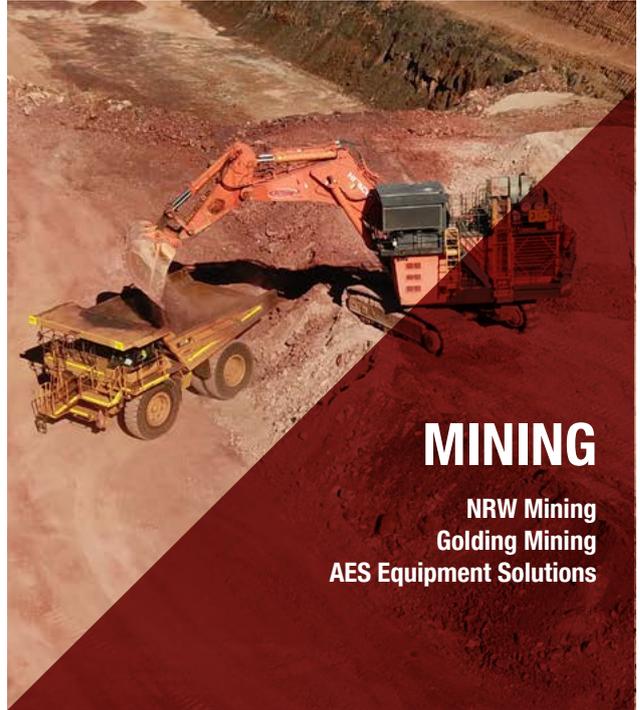
# CIVIL

NRW Civil  
Golding Civil  
Golding Urban



# MINING

NRW Mining  
Golding Mining  
AES Equipment Solutions



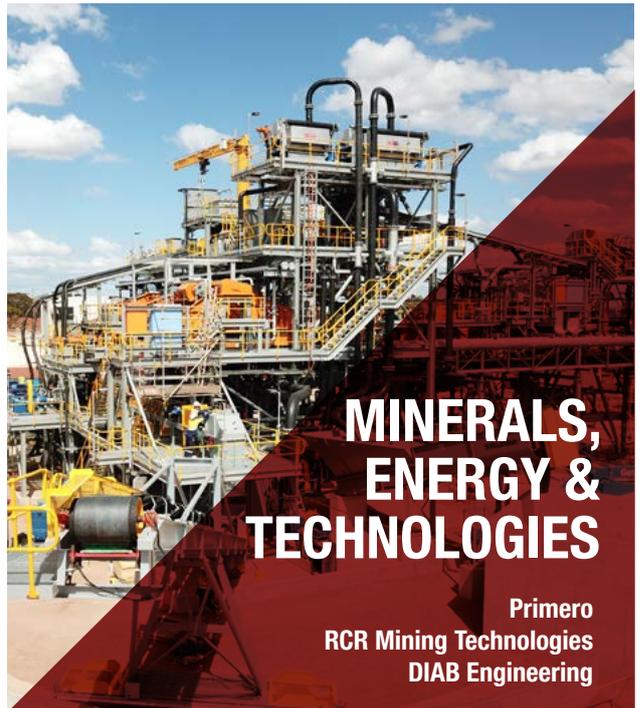
# DRILL & BLAST

Action Drill & Blast



# MINERALS, ENERGY & TECHNOLOGIES

Primero  
RCR Mining Technologies  
DIAB Engineering





# 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 a **leading civil and mining contractor** in the Australian resources and infrastructure sectors.

## CIVIL

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

The strong growth of NRW's Civil division is built on our reputation for consistently meeting budgets and schedule requirements. 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
- Roads, highways and bridges (prequalified to R5 B4 F150+ under the National Prequalification System)
- Concrete foundations & structures
- Drainage installation
- Rail formations
- Tailings storage facilities
- Greenfield mine development
- Aerodromes and airports
- Port development
- Non-process infrastructure (NPI)

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

## 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:

- Full 'pit to port' service
- Open cut mining
- 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
- Mine closure and rehabilitation
- Tailing management
- Engineering and technical support
- Asset management and maintenance
- Mine infrastructure
- Planning and scheduling
- Mine automation/technology

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**.

# 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 extensive materials-handling expertise with the focus on innovations to solve engineering challenges in the mining industry within tight time frames, to client specifications.

With decades of engineering, manufacturing and maintenance experience, RCRMT seek collaboration opportunities with clients to understand their specific mining needs, tailoring solutions for optimised production value and carbon footprint.

Solutions are delivered via RCRMT's in-house specialist manufacturing workshops, which have built a reputation of delivering high quality, modular, 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 year on year for many clients.

The company supports its 1,600+ products in the global market through their 24-hour OEM (Original Equipment Manufacturer) product support technical and spares teams, with parts and maintenance packages available on request.

## TURNKEY DELIVERY

- Crushing systems - relocatable, semi-relocatable and fixed
- Fully track-mounted in-pit mobile mining units
- Conveyors - relocatable and fixed
- Feeders including apron, sealed pan, belt and hybrid options
- Conveyor belt reelers and turning stations
- Carbon reducing rail logistics solutions via Kiruna Wagons Helix Dumper and other technologies
- Knife gates and spile bars systems
- Stackers and spreaders in both linear and radial
- In-pit mobile, scrubbers and screening solutions
- Automated ball and rod mill chargers.
- Trippers and shuttles

## HEAVY MANUFACTURING & OFF-SITE REPAIRS

- Hopper, chute plate packages
- Heavy structural steel modules
- Vessels and kilns
- Trommels
- Mechanical equipment
- Off-site repairs (OSR™) on rotatable spares repairs, crushers, screens, plant and equipment

## SPECIALISED SOLUTIONS REMOTE & SITE BASED

- **OEM product support**
  - Remote online technical and spares support
  - Full OEM rotatable spares program
  - Site based OEM specialised services tailored to the client's specific needs
  - New materials handling upgrades or solutions for brownfield operations
- **Hydraulic systems**
  - Design, supply, diagnostics and repairs to
    - Hydraulic power units and drive systems
    - Specialised cylinders
- **Remedial maintenance**
  - Blasting, painting, concrete re-establishment, grouting and coatings
- **Rubber lining and belt splicing**
  - Belt splicing including steel chord
  - Chute lining
  - Pulley lagging
- **Heat treatment**
  - 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.

For over half a century, DIAB Engineering have provided experienced industrial maintenance and fabrication services to the resource, energy and infrastructure sectors. With a strong focus on safety, DIAB demonstrates the effective, high-quality execution of major projects and maintenance in regional and remote areas both domestically and globally.

Their operating facilities based in regional Western Australia and Victoria are equipped with experienced personnel, complemented by the latest in automation and CNC technology. In addition to conducting general fabrication, repairs and maintenance services, DIAB has the capability and the capacity to perform large scale fabrication projects.

The team at DIAB Engineering recognises the critical requirements of its customers and approaches these needs with innovation and proactivity. The proven success of DIAB Engineering is built firmly in its people, its experienced leadership and in the success of its customers.

DIAB Engineering capabilities include:

## CONSTRUCTION

DIAB's construction/projects teams have a long history of installing, building, expanding, and decommissioning many key aspects of fixed plant including:

- Crushing and screening facilities
- Dewatering and filter presses
- Stockpile and wash plant facilities
- Mining, oil and gas and industrial structural, mechanical, piping and electrical (SMPE)
- Mobile minerals plants and conveyors

## MAINTENANCE

Their highly regarded maintenance teams consist of dynamic and experienced personnel with the ability to perform all aspects of fixed plant maintenance and shutdowns. With a strong background in mills, conveyors and crushers, DIAB have a demonstrated history of conducting maintenance works safely, on-time and on-budget.

## MANUFACTURING

In addition to our quality trades, engineers and support staff, the Geraldton manufacturing facility includes a large heat treatment furnace, a paint and blast facility, a rubber lining division and a machine shop equipped with cutting edge technology to assist with the repairs, projects and general fabrication works of any sized project. The technology includes:

- CNC lathes - to 85 tonne
- CNC equipment for the cutting and profiling of piping steel
- CNC equipment for the welding, cutting, bending, pressing and profiling of structural and plate steel
- Semi-autonomous sub-arc welders and rotators

## EQUIPMENT HIRE

DIAB can offer end-to-end equipment solutions to meet your projects and maintenance requirements. With capabilities ranging from:

- Cranes and forklifts - lifting to 250 tonne
- EWP/boom lifts - access to 45 metres
- Large range of scaffold
- Tool containers and specialised tooling
- Welding/power/lighting equipment
- Full complement of vehicles
- A fleet of prime movers and trailers

DIAB have the capability to be a 'one stop shop' for all our customers construction and maintenance activities.



# 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, AES can also arrange cleaning services and preparation for 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 **health, safety** and **environment**.

NRW is in the business of delivering projects with substantial mining and civil engineering approach and prides itself on always providing an excellent health, safety and environment record.

Our vision is for every employee to arrive home safe after each shift or swing. We focus on completing our daily tasks in a safe and responsible 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 management for our people and our clients.

The constant 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 our health and safety performance.

## HEALTH, SAFETY & ENVIRONMENT PROGRAMS

NRW's commitment to eliminating all incidents and injuries on our projects remains unchanged with the continual improvement of our safety programs.

We manage our critical risks by ensuring all levels of the business understand the hazards that can cause serious harm or a fatality, and critical controls are put in place to mitigate the outcome.

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. Every project undertaken involves careful environmental planning from project inception to the operations.

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



**NRW HOLDINGS LIMITED**

181 Great Eastern Highway  
Belmont, Western Australia 6104

+ 61 8 9232 4200

[nrw.com.au](http://nrw.com.au)



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