

CAPABILITY STATEMENT



HISTORY & MILESTONES

2017

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

2015

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

2010

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

2007

Listed on the Australian Stock Exchange.

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

1994

NRW founded



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.

2021

Acquired **Primero**, a multi-disciplinary engineering group specialising in the design, construction and operation of global resources projects.

2023

Acquired **OFI**, an industry leader in electrical innovation and integration.



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

Since its 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 provides a wealth of knowledge at all levels.

OUR APPROACH

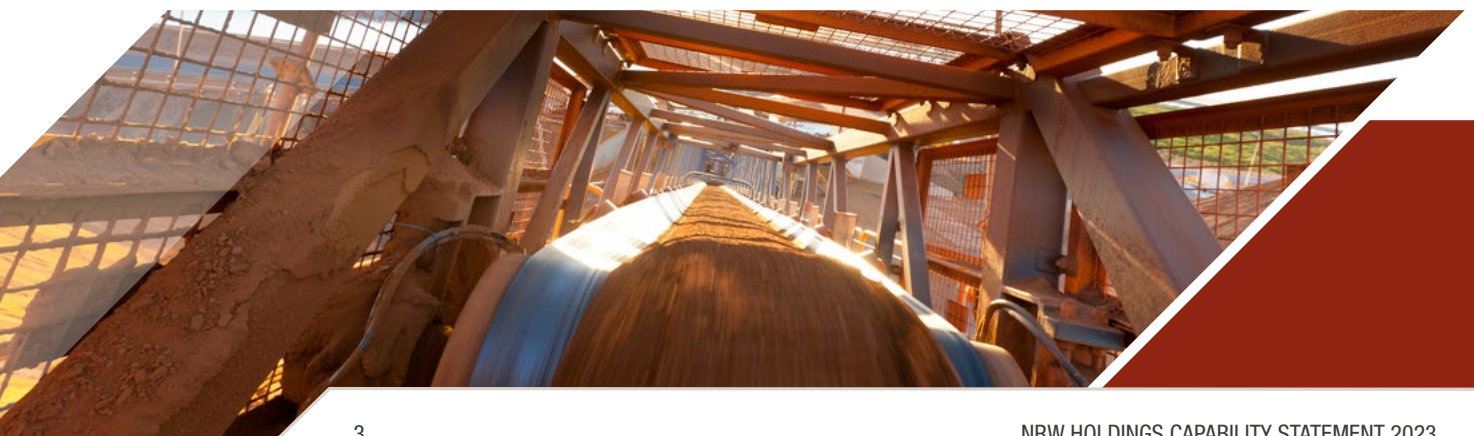
NRW Holdings Group is structured in three operating pillars: Civil, Mining and Minerals, Energy & Technologies.

NRW's Civil and 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 original equipment manufacturer 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 (BOO), build own operate transfer (BOOT), 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

- National infrastructure prequalifications R5, B4, F150+
- Roads and bridges
- Public / defence infrastructure
- Rail formations
- Mine development
- Bulk earthworks
- Marine works
- Renewable energy projects
- Airstrips
- Commercial and residential subdivisions

MINING

NRW Mining
Golding Mining
Action Drill & Blast
AES Equipment Solutions

- Whole of mine management
- Mine development
- Load and haul
- Dragline
- Coal handling preparation plants
- Mine site rehabilitation
- Full scope drill and blast
- Explosives supply and management
- Maintenance services
- Mobile equipment
- Service vehicle manufacture and sales

MINERALS, ENERGY & TECHNOLOGIES

Primero
RCR Mining Technologies
DIAB Engineering
OFI

- Full EPC capability
- Apron, belt and hybrid feeders
- Material handling specialists
- Structural, mechanical and piping work
- Maintenance services
- Non-process infrastructure
- Routine preventative and OHP shutdowns
- Offsite repairs and fabrication services
- Product support, spare parts & service
- Heat treatment
- Electrical engineering and innovation



Leading civil and mining contractor in the Australian resources and infrastructure sectors.

CIVIL

NRW Civil specialises in the delivery of civil works for public and private clients.

NRW's Civil division is built on their reputation for self-performing the vast majority of their work and 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.

NRW Civil capabilities include:

- Bulk earthworks
- Roads and highway / freeway construction, including bridges and other structural elements (prequalified to R5 B4 F150+ under the National Prequalification System)
- Concrete foundations and structures
- Drainage installation
- Rail formations
- Tailings storage facilities
- Greenfield mine development
- Aerodromes and airports
- Port development
- Non-process infrastructure (NPI)
- Renewable energy projects

NRW's positive safety culture has resulted in an industry-leading safety record. Their 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 resources 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 across Australia. 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



Gudai Darri Solar Farm, WA



Bunbury Outer Ring Road, WA
South West Gateway Alliance



Offering **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.

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

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, on budget and with positive safety, environmental and community outcomes. Golding has a 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, to 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.



Yarrabilba, QLD

PRIMERO

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

Primero was founded in 2011 with a vision to create a leading, vertically integrated business in the mineral processing, energy, iron ore and non-process infrastructure market segments as a turnkey solutions provider.

From major greenfield projects through to brownfield projects on operating sites, the business's team works with its clients from the outset to solve complex engineering challenges and create fit-for-purpose design and construction solutions.

Since its inception, Primero has grown and diversified to deliver projects in over ten different countries spanning five continents. With locations across Australia and North America, their growth is a testament to their team's ability to deliver quality outcomes safely and on time.

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

Primero is also an operations and maintenance specialist. They provide full project life-cycle services, including operational readiness, support and steady-state production. They offer turnkey Build Own Operate (BOO) solutions, delivering everything you need to get ore to product.

Primero capabilities include:

SERVICES

- Process design and metallurgical test work
- Feasibility studies
- FEED and detailed engineering design
- Early contractor involvement (ECI)
- Engineering, procurement and construction (EPC)
- Construction
- Commissioning
- Operations and maintenance
- Build, own, operate (BOO) and transfer (BOOT)

COMMODITIES

- Minerals – ferrous, precious, base and critical minerals
- Energy – hydrogen production and associated infrastructure; hydrocarbon processing, pipelines and metering; power generation; and novel decarbonisation solutions





Delivering **integrated, full scope** production of **drilling, blasting, explosive supply and management** 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 120 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 84 metres
- Rotary drilling of large diameter holes up to 270 millimetres
- Hard rock DTH drilling 140 – 251 millimetres
- Hard rock THH drilling 89 – 140 millimetres
- All aspects of production blasting:
 - Design
 - Implementation
 - Continuous review and improvement



Karara, WA



Original equipment manufacturer and **materials handling specialist** focused on the delivery of **innovative solutions**.

RCR Mining Technologies (RCRMT) has extensive materials-handling expertise with a 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 for delivering high-quality, modular, safe and on-time delivery for all their 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 original equipment manufacturer (OEM) product support technical and spares teams, with parts and maintenance packages available on request.

TURNKEY DELIVERY

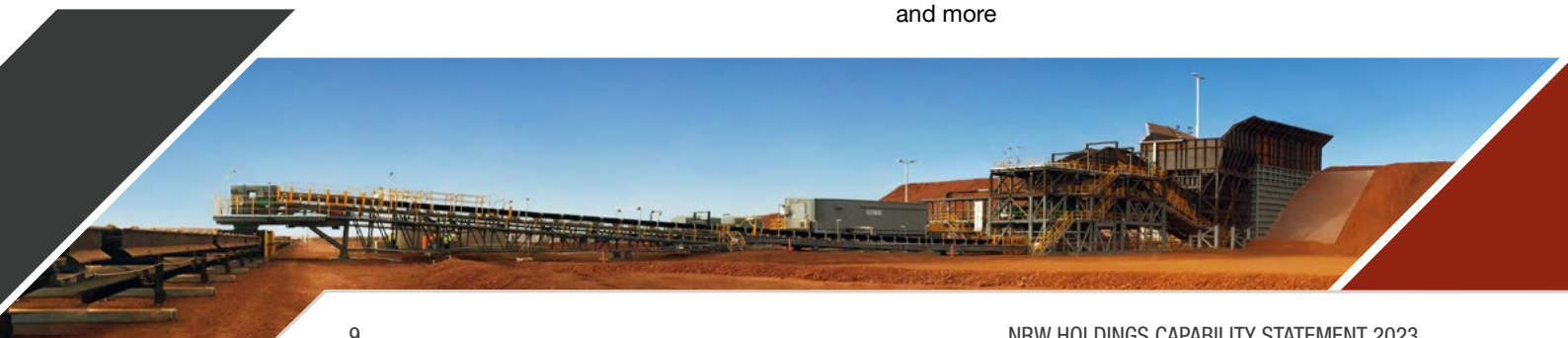
- Crushing systems – relocatable, semi-relocatable and fixed
- Fully track-mounted in-pit mobile mining units
- Conveyors – relocatable and fixed
- Feeders including apron, sealed pan, belt and hybrid options
- Conveyor belt reelers and turning stations
- Carbon reducing rail logistics solutions via Kiruna Wagon's 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

REMOTE & SITE-BASED SPECIALISED SOLUTIONS

- **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





Providing **high-quality, reliable and integrated engineering services** for projects in the resources sectors.

For over half a century, DIAB Engineering has provided experienced industrial maintenance and fabrication services to the resources, energy and infrastructure sectors. With a strong focus on safety, DIAB demonstrates 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 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 has a demonstrated history of conducting maintenance safely, on time and on budget.

MANUFACTURING

In addition to DIAB's 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:

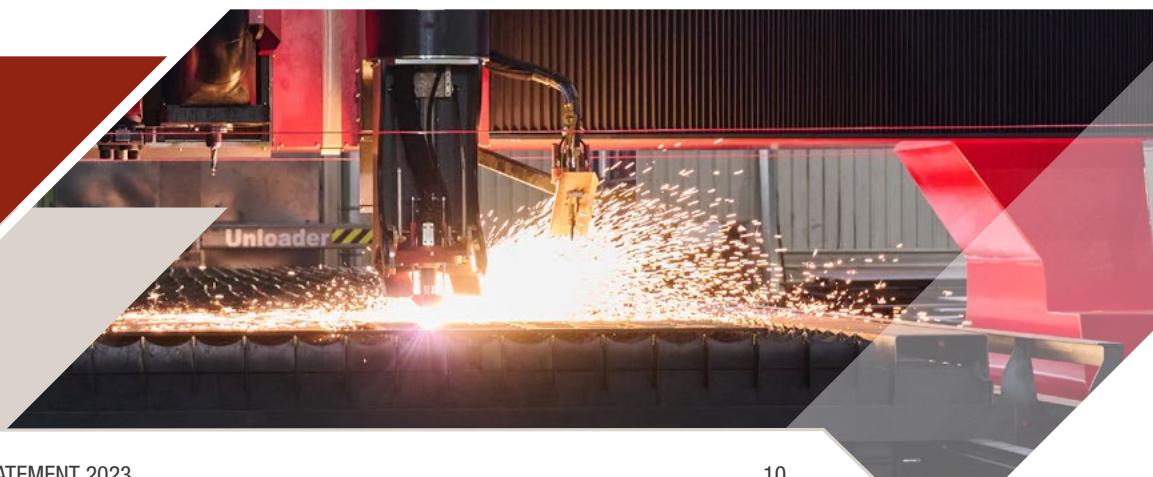
- CNC lathes – to 85 tonnes
- CNC equipment for the cutting and profiling of piping steel
- CNC equipment for the welding, cutting, bending, pressing and profiling of structural and plate steel
- Semi-autonomous sub-arc welders and rotators

EQUIPMENT HIRE

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

- Cranes and forklifts – lifting to 250 tonnes
- 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 has the capability to be a 'one-stop-shop' for all their customers' construction and maintenance activities.





Providing **comprehensive** and **flexible equipment services** to the Australian civil and mining industries.

The AES workshop is located in Hazelmere, Western Australia. It 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 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
- Boilermaking / fabrication services
- Emergency field service and long-term maintenance solutions
- Transport logistics
- Asset refurbishment
 - Salt preparation / corrosive conditions
- Heat treatment
- Machining
- Mobile line boring





Specialising in **electrical engineering** and **design, control systems** and **automation, manufacturing, and construction** and **commissioning** within the mining and resources, government and defence, agriculture and energy sectors.

OFI is an industry leader in electrical innovation and integration with the persistence, agility and commitment to always deliver. They take pride in their ability to adapt to the rapidly changing needs of their clients, no matter how complex or challenging the project may be.

OFI powers its success by drawing on its highly skilled in-house experience and expertise. The team brings a higher dedication and collaboration to each project and project partner while embracing emerging technologies within their sector. This results in cutting-edge solutions, tailored to each client's needs, meeting functionality, cost and timeline objectives, delivered through a culture committed to maintaining its impeccable safety record.

OFI capabilities include:

ENGINEERING & DESIGN

- High voltage / low voltage system modelling and design
- Arcflash assessments, plant (including sub-station) earthing system design and lightning protection system design
- Functional safety assessment and design
- Hazardous area classification, including hazardous area design
- High voltage and DMP submissions
- Design drafting

CONTROL SYSTEMS & AUTOMATION

- Control and communication systems design
- Control system functional specifications and descriptions
- PLC and telemetry system programming
- HMI and SCADA system programming
- Plant wide control system integration

MANUFACTURING

- Motor control centres
- Site main switchboards
- Distribution boards
- Panel boards
- Kiosks
- Switchrooms

CONSTRUCTION & COMMISSIONING

- Project management
- Planning, scheduling and reporting
- Procurement
- Industrial electrical construction
- Hazardous areas installation and inspections
- Electrical system testing and commissioning
- Control system testing and commissioning



An aerial photograph of a vast, arid landscape. A winding river flows through the middle ground, surrounded by sparse vegetation. A dirt road curves through the foreground, leading towards the horizon. The terrain is a mix of brown and green hues, with distant hills visible under a clear sky.

OUR MISSION

To be the **contractor of choice** within the resources and infrastructure sectors by setting civil and mining **industry benchmarks** in **safety, environment, quality and performance**.

OUR VISION

Provide service and work to **standards above** mining and civil industry **expectations**.

Constantly improve our business and the way we deliver work.

Create real opportunities for our employees, clients, shareholders and the community to achieve their goals.



OUR VALUES

SAFETY

*A Safe Day,
Every Day*

- Safety takes uncompromised priority when we work
- We take care of each other's safety
- We are always alert and proactive about safety

TEAMWORK

*We work
together
as a team*

- We genuinely help and support each other
- We value loyalty and see ourselves as part of the NRW team
- We take ownership of challenges and work together to achieve great outcomes

ASSURANCE

*We do what
we say*

- We always deliver on our promises
- We take personal responsibility for our commitments
- We will earn the right to be a partner of choice

RESPECT & CARE

*Are important
to us*

- We care about the communities in which we work and give back in a tangible way
- We take pride in ourselves, our work, our workplaces and our equipment
- We respect our environment and look to leave a positive legacy

EXCELLENCE

*We deliver right
the first time*

- We strive for excellence in every aspect of our business
- We continually improve all aspects of our work and the way we deliver it
- We are proud of our reputation to deliver

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