NRW Holdings

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7 August 2018

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All currency is denominated in Australian dollars.

Early NRW History

1994 Granny Smith Mine

1997 Bulong Nickel

1998 Kanowna Belle Mine

1998 Kanowna Belle Mine

Early NRW History

2002 BHP Iron Ore Rail

2005 Yandicoogina

2007 Fortescue Rail

2008 Brockman 4

Pilbara Capability Milestones

900km
Rail Formation

500km
Permanent Roads

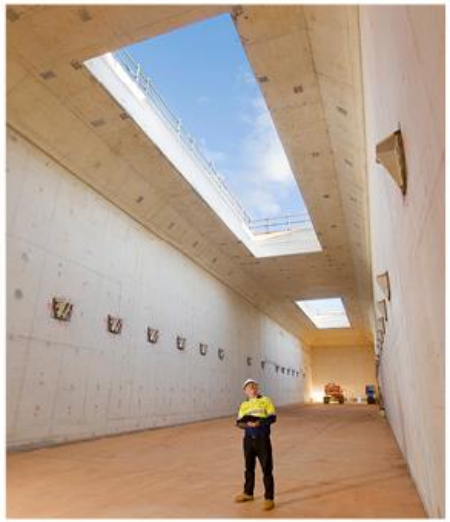
100km
Conveyor Line

5
Airstrips

Pilbara Capability Milestones

5 million m³
Tailings Dams

55
Major Bulk Earthworks Packages
(120 million m³)



180,000 m³
Concrete

4
Major Port Developments

Action Drill & Blast – Founded in 2010

Delivering Results, Exceeding Expectations

2007 Simandou

2008 Powerup Program

2011 Karara Concrete

2009 Cape Preston

2009 Pannawonica Bridge Repair Project

Company Overview

Order Book
$2.2 billion

$950 million
secured for FY19

Leader of **diversified services** to the **resource** and **infrastructure** sectors

Experts in:
- Mining
- Civil
- Urban (Infrastructure)
- Drill & Blast
- Maintenance Services

Workforce
2,000

Mining and construction fleet
750+ items

NRW Civil Pilbara Projects

MARANDOO
Southern Waste Fines Storage Facility Contract

Client:	Rio Tinto
Location:	Pilbara, Western Australia
Value:	$37.5 million

SOUTH FLANK
Bulk Earthworks & Concrete Contract

Client:	BHP Iron Ore
Location:	Pilbara, Western Australia
Value:	$176 million

- Currently bidding work for replacement tonnes programs (Iron Ore). Scope of works include 300km of new rail to construct and multiple Brownfield and Greenfield projects. Directly addressable opportunities (earthworks and concrete) circa $2.5 billion over four years.

Marandoo Southern Waste Fines Storage Facility

NRW Civil South Australia Projects

CARRAPATEENA

Plant Site Bulk Earthworks, Access Road, Tailings Storage Facility, Aerodrome ECI and Construction

Client:	OZ Minerals
Location:	North of Port Augusta, South Australia
Value:	$111 million

Carrapateena Access Road

Carrapateena Aerodrome

NRW Civil Public Infrastructure Project

FORRESTFIELD-AIRPORT LINK
Design, Construct & Maintain Contract

JV Partner:	Salini Impregilo
Client:	Public Transport Authority (PTA)
Location:	Perth, Western Australia
Value:	$1.2 billion
Delivery:	2020

- METRONET - major rail opportunity worth $2 billion.
- Value of Perth's public infrastructure works - $7 billion over seven years.

Forrestfield-Airport Link, Tunnel Boring Machines Breakthrough at Central Station

Forrestfield-Airport Link

NRW Mining Projects

MIDDLEMOUNT
Coal Mine Contract

Client:	Middlemount Coal Joint Venture
Location:	12 km from the township of Middlemount, Queensland
Value:	$830 million

PILGANGOORA
Pilgangoora Lithium Contract

Client:	Altura Mining Limited
Location:	Pilbara, Western Australia
Value:	$110 million

DALGARANGA
Gold Mining Contract

Client:	Gascoyne Resources
Location:	Murchison-Gascoyne region, Western Australia
Value:	$324 million

WASTE ROCK LANDFORM TRIALS
Rehabilitation Contract

Client:	Argyle Diamonds Limited
Location:	East Kimberley Region, Western Australia

Middlemount

Dalgaranga

Action Drill & Blast Projects

MINING – HARD ROCK

- **WA** – 4 contracts across lithium and gold.

MINING – COAL

- **QLD** – 10 contracts in coking and thermal coal.
- **NSW** – 3 contracts in coking and thermal coal.

- Largest production drilling contractor on the east coast.
- 64 drills operating.
- 17 current projects.

Dalgaranga

Boggabri

Golding Acquisition

- Golding is a market leading, highly reputable Queensland based contractor.
- Established in 1942, Golding maintains a highly successful project delivery record across Queensland and New South Wales.
- The acquisition delivered a step change in scale for NRW's business across Australia.
- Golding has three operating divisions:
  - **Civil** - civil construction capabilities are focused on bulk earthworks, structures, roads, rail and marine works.
  - **Mining** - currently operating five coal mining contracts, under four of which Golding has full responsibility for site management.
  - **Urban** - is a leading provider of turnkey solutions for residential and industrial sub-divisions in the SE Queensland market.

Civil

Mining

Urban

Golding Civil

- Golding has a long history of operations in the civil sector, with an exceptional technical capability and a proven history of successfully delivering large and complex civil projects.
- Golding is successfully delivering public infrastructure projects to clients across Queensland Roads, Queensland Rail and other government departments.
- Further to this, in the last 15 months Golding has been delivering successfully on the Pacific Highway RMS project.
- The business is a strong platform for NRW to grow exposure on the east coast.
- Larger project opportunities will likely be undertaken through joint ventures.
- Golding certified to highest national government accreditation for civil road and bridge construction contracts (R5 / B4 and F150 Plus).

Coomera River Rail Bridge

Golding Mining - Awards & Extensions

BARALABA
North Coal Mine Contract

Client:	Wonbindi Coal
Location:	5km north of Baralaba, Queensland
Value:	$420 million

CURRAGH
Project Extension

Client:	Coronado Curragh
Location:	Blackwater, Queensland
Value:	$210 million

ISAAC PLAINS EAST
Project Extension

Client:	Stanmore Coal
Location:	Bowen Basin, Queensland
Value:	$93 million

Golding Urban

PRIMARY MARKET
- Residential and industrial sub-divisions.

TURNKEY SOLUTIONS INCORPORATING
- Earthworks, clearing, underground services, access roads, structures, minor marine works and ancillary services.

WINNING WORK
- Recurring clients typically with multiple stages awarded as large overarching projects develop.
- Relationship based.

DELIVERY OF PROJECTS
- Operations office situated in Yatala.
- Supports stable workforce & supplier base.
- Drives efficiency and strong margins.
- Minimal capital employed.
- Working on ten projects.

The Heights

Summary

- 40 active projects across Australia.
- Positioning in key traditional markets further enhanced through recent South Flank award.
- Golding acquisition performing well, strong platform to facilitate growth plans on the east coast.
- Expecting revenue growth of 40% in FY19 to circa $1.1 billion - $950 million secured.
- Strong pipeline in resources and infrastructure for the next five years.
- Strategic recruitment in operations and equipment technology to further improve project delivery and productivity.
- Opportunities for market consolidation and will look to further enhance our service offering.

Project Locations

WA - Kimberley
Rio Tinto
Argyle Diamonds

WA - Pilbara
Altura Mining
Pilgangoora Lithium Project

Altura Mining
Pilgangoora Lithium Project

Macmahon
Telfer

Rio Tinto Iron Ore
Marandoo Southern Waste Fines Storage Facility

Fortescue Metals Group
Cloudbreak Conveyor

BHP Iron Ore
South Flank Precinct Project

WA - Murchison
Gascoyne Resources
Dalgaranga Gold Project

Gascoyne Resources
Dalgaranga Gold Project

WA - Perth
Public Transport Authority
Forrestfield–Airport Link

WA - South West
Talison Lithium
Greenbushes

SA - Southern
OZ Minerals
Carrapateena Aerodrome

Downer Ausenco Joint Venture
Carrapateena Plant Site Bulk Earthworks

QLD - Bowen Basin
Downer Blasting Services
Blackwater Mine

Golding
Broadlea

Glencore
Collinsville

Golding
Isaac Plains

Jellinbah Mining
Jellinbah Mine

Macmahon
Byerwen

Middlemount Coal
Middlemount

Middlemount Coal
Middlemount

Stanmore Coal
Isaac Plains

Thiess
Lake Vermont

Coronado
Curragh

Yancoal
Yarrabee

Broadlea Coal Management
Broadlea Open-Cut Coal Mine

QLD - Surat Basin
CS Energy
Kogan Creek

Yancoal
Cameby Downs

QLD - Brisbane & South East
Halcyon Developments
Halcyon Green

Lend Lease
Yarrabilba

Mirvac
Gainsborough Green

Stockland
Sovereign Pocket

Sunland
The Heights

Queensland Rail
Coomera to Helensvale Rail Duplication

QLD - Gladstone
DTMR
Dawson Highway Bridge Replacement

GAWB
Gladstone Area Water Board Offline Storage

Baralaba Coal
Baralaba North Coal

NSW
Downer
Boggabri

BHP
Mount Arthur

Idemitsu
Muswellbrook

Roads and Marine
Pacific Highway

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