



**NRW HOLDINGS**  
ANNUAL GENERAL MEETING  
23 NOVEMBER 2015

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## BOARD OF DIRECTORS

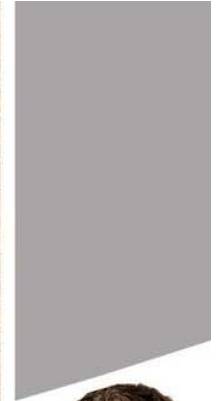


L-R: Jeff Dowling (non-executive director), Michael Arnett (non-executive director), Ian Burston (Chairman), John Cooper (non-executive director), Julian Pemberton (CEO).

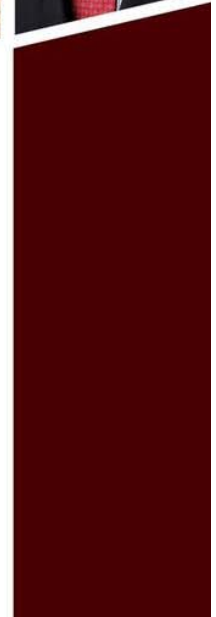


# CHAIRMAN MR IAN BURSTON





# CEO UPDATE MR JULIAN PEMBERTON





# BUSINESS UNIT PERFORMANCE



# BUSINESS UNIT OVERVIEW

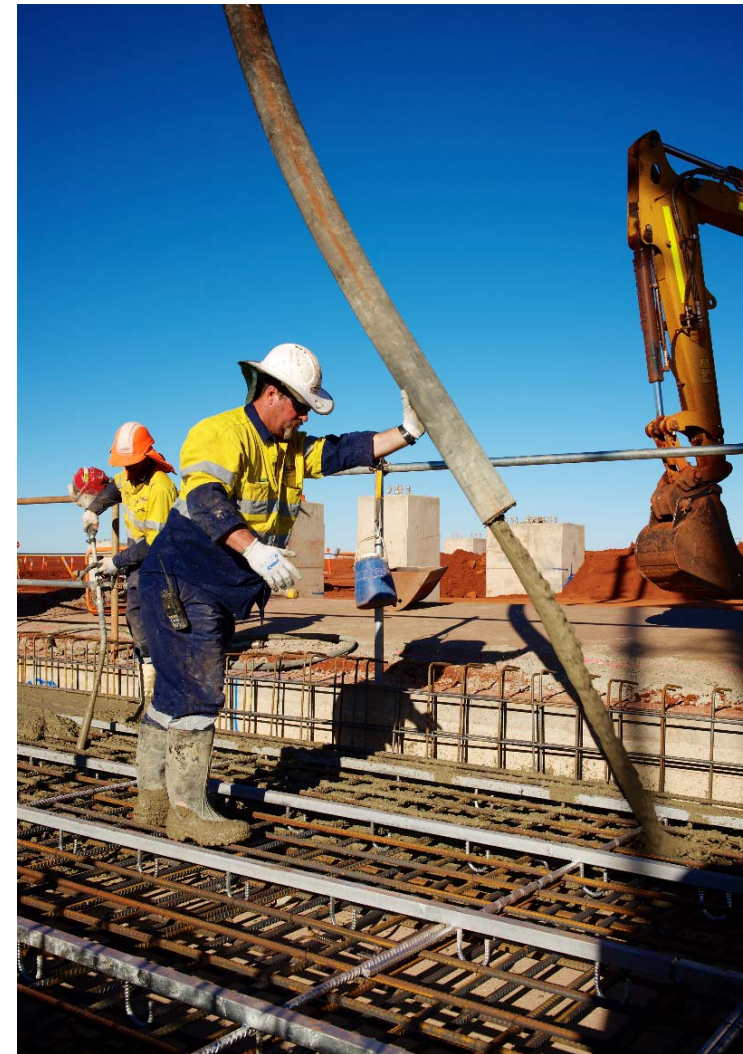
## NRW Civil & Mining

### CIVIL

- Roy Hill Concrete completed.
- Nammuldi tunnels and road works completed for Rio Tinto.
- Ravensthorpe Heavy Haul Route – Main Roads WA Contract.

### Opportunities

- Iron Ore and Coal Infrastructure
- Government Infrastructure
  - Forrestfield Airport Link
  - JV Opportunities



*Roy Hill Concrete*

# BUSINESS UNIT OVERVIEW

## NRW Civil & Mining

### MINING

- Ironbridge early works for Fortescue ongoing
- \$330M Middlemount contract extension secured to 2020.
- Completed Nova Boxcut for Sirius Resources.
- Nammuldi contract win \$140M

### Opportunities

- Several mining bids submitted



Middlemount



## BUSINESS UNIT OVERVIEW

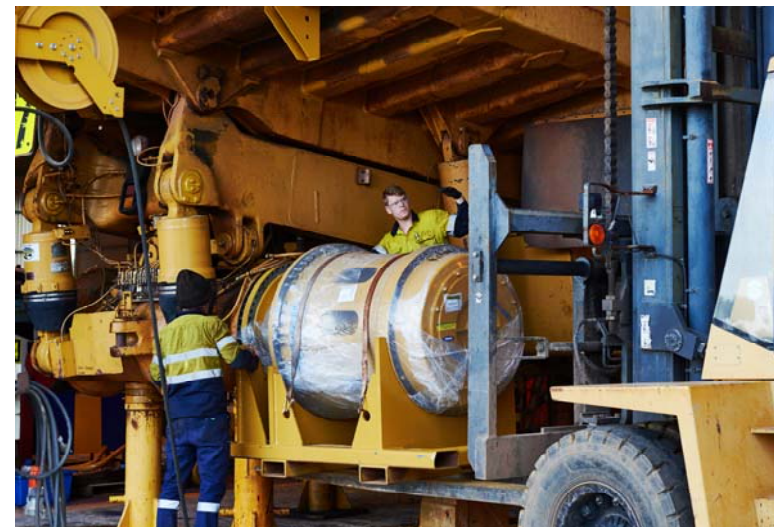
### ACTION DRILL & BLAST

- Secured second contract at Greenbushes.
- Retained Fortescue Cloudbreak contract – Two year renewal.
- Commenced drilling at St Ives for GoldFields.
- Minor BMA works.



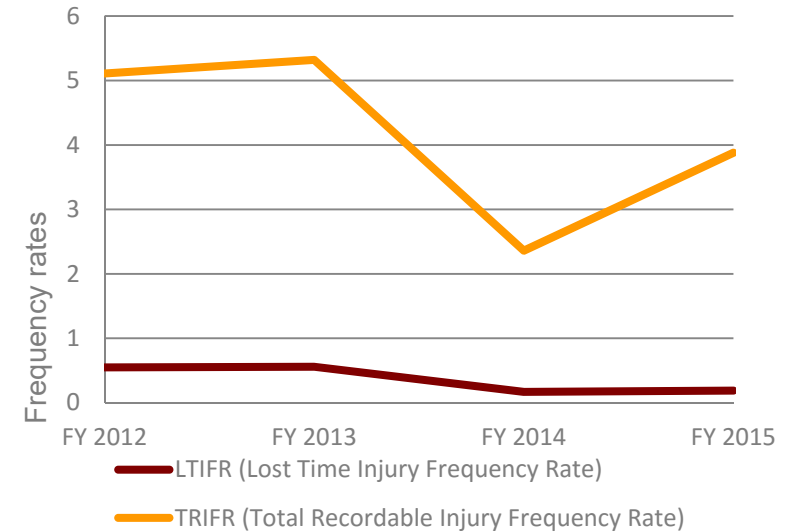
### AES EQUIPMENT SOLUTIONS

- Service and water truck market deteriorated during the year
- Significant cost restructuring complete



# HEALTH, SAFETY & ENVIRONMENT

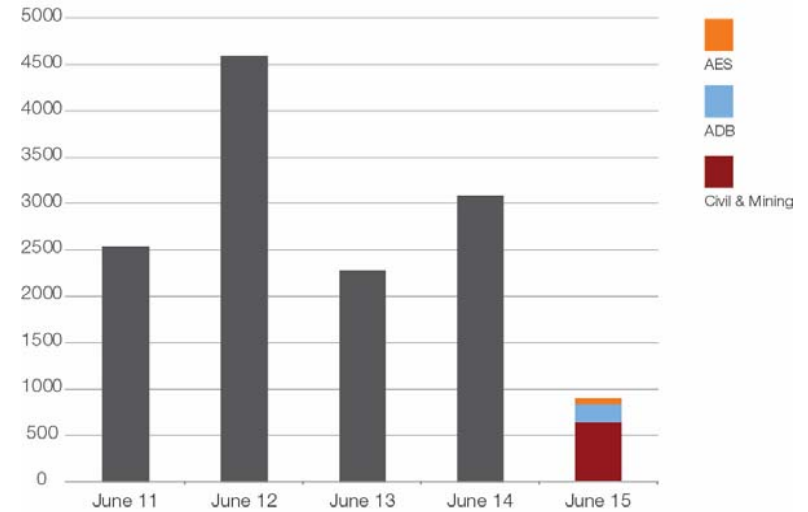
- TRIFR at 3.88 (June 15), increase from 2.36 June 14. Can be attributed to extensive demobilisation activities.
- LTIFR remained steady, increasing marginally from 0.17 to 0.19 at June 15.



# HUMAN RESOURCES

- As of the end of June 2015, NRW retained a workforce of 846 (compared to 3,092 end June 14)
- Maintained an industry leading 8% Indigenous participation

NRW Workforce 2011 - 2015



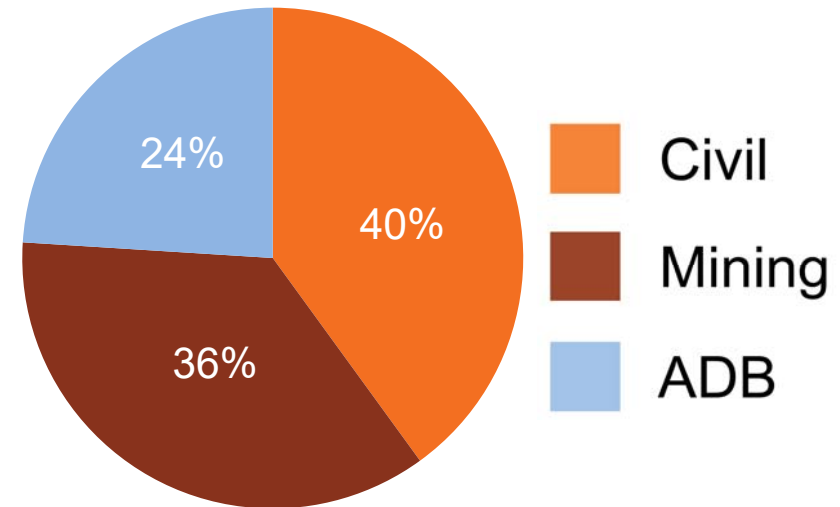
\*Employees includes direct employees, labour hire, consultants and contractors



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## TENDER PIPELINE

- Order Book of \$816M
- Secured Revenue for FY16 \$300M.
- Tendering pipeline valued at \$2.5 billion:
  - Civil \$1.0b
  - Mining \$0.9b
  - Drill & Blast \$0.6b
- NRW selected as one of three consortia working in JV with Salini Impregilo, a large Italian construction contractor on the Forrestfield Airport Link Project.
- Mining includes bids for clients in Gold, Coal and Iron Ore.







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All currency is denominated in Australian dollars.