

PYBAR

A **THIESS** COMPANY

CAPABILITY STATEMENT

LEADERS IN UNDERGROUND MINING



PYBAR is a leading provider of mining services with core competencies in underground hard rock mining.

SETTING THE STANDARD

We have a track record in performance and delivering value through innovation and collaboration.



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ABOUT

PYBAR

FOUNDED IN 1993 BY THE ROUSE FAMILY, PYBAR IS ONE OF THE LARGEST UNDERGROUND HARD ROCK MINING CONTRACTORS IN AUSTRALIA.

Those family values still remain strong while offering more to employees, clients and stakeholders, now with the backing of the Thiess Group. The Thiess Group operates in the mining infrastructure and resources sectors across Australia, Asia and the Americas with more than 15,000 employees.

THIESS GROUP

THIESS



FLEETco



PYBAR

**PYBAR'S SUCCESS IS BASED
ON SAFE, RAPID UNDERGROUND
INFRASTRUCTURE DEVELOPMENT AND
CONSISTENT, RELIABLE PRODUCTION.**



**A SOLUTIONS-FOCUSED APPROACH TO EVERY UNDERGROUND MINING PROJECT.
OUR MANDATE IS TO DELIVER THE BEST RETURN ON INVESTMENT FOR OUR CLIENTS.**

Our approach is driven by our values; SAFETY, SERVICE, RESPECT + RESULTS. We are committed to safe, rapid underground development and consistent, reliable production, complemented by broad capabilities in raise bore and shaftlining services.

PYBAR has a rich history and a respected presence in the underground hard rock mining services community.

Now forming part of the Thies Group, PYBAR is uniquely positioned to provide transitional mining services as mines transition from surface to underground operations.

We have the expertise on hand to respond quickly, backed by the resources to service underground mining projects of any scale and have completed a number of successful high speed development and whole of mine projects nationally at ore production rates up to 1.6 million tonnes per annum.

Our approach:

- To exceed expectations; ingrained in our culture from the top down
- To genuinely partner with our clients by focusing on creating value out of collaboration, innovation and efficiencies
- To build on our existing track record of proving that there is room to reset performance benchmarks in underground mining
- To leverage our strength as a well-resourced and diversified company to provide an agile, efficient and progressive service.

A HISTORY OF SERVICE



LEADERS IN UNDERGROUND MINING

1993

PYBAR Pty Ltd founded

NSW: 1st contract - Northparkes E26. Project management

PYBAR

Name changed to PYBAR Mining Services

Awarded 18 month full mine development and production contract at Mineral Hill

1997

Mine services contract at Northparkes. On site to 2014

1998

Cadia Valley contract awarded. On site to 2024

2001

150 employees

VIC: 1st contract

- Ballarat East Gold Project - Woolshed Gully Decline - development, production drilling, shotcreting and cable bolting

2004

SA: 1st contract - Olympic Dam production drilling and haulage

Moved head office from Parkes to Orange

2005

PYBAR
Mining & Civil Contractors

PYBAR Mining and Civil established with the addition of civil services

Northparkes civil contract - tailings dam lift

2006

QLD: 1st contract - Pajingo production drilling

700 employees

Moved to new head office in Orange

2007

WA: 1st contract - Homestead

JTMEC Mining Electrical Contractors - partnership commences

JTMEC

2008

Shotcrete division established

2009

1,000 employees

PJL association starts through the sale of "Prevision Pty Ltd" business and assets

PJL

TAS: 1st contract - Rosebery production drilling and cable bolting

Civil division divested to focus on underground mining

PYBAR
MINING SERVICES

2010

Sydney office established

Drilling division established

2019

Shaft lining capability established, RSL 1000 shaftlining rig acquired

RBR 400-VF raise bore acquired

Australian Institute of Mining (AIM) RTO approved by ASQA

Peak full underground development and production

Cowal portal, decline and level development

Hamlet North decline, incline and level development

2021

PYBAR acquired by Metarock (MYE:ASX)

Pathway to Zero safety campaign commenced

Cadia East decline development

2015

Herrenknecht raise bore RBR600 acquired

2017

IPLOD roll out

Raise bore fleet grew to seven rigs with acquisition of SBM 450, 61 RH and SBM 800

Thalanga development and production

Dargues Gold Mine greenfields project whole of mine

Peak initial development at New Cobar

2022

Eloise four year development and shotcrete contract

2024

PYBAR acquired by Thiess Group

PYBAR
A THIESS COMPANY

Savage River decline and lateral development

Eloise Complex (Eloise Copper Mine and Jericho Copper Mine) four year development contract

2018

PYBAR turns 25 with over 20 projects

Second Easer L mobile raise bore acquired

Black Rock decline and level development

2020

PYBAR safety transformation commenced

Raise bore fleet grew to 11 rigs with addition of SBM 900

Gwalia rehabilitation and development works

Eloise development scope commenced

Black Rock level development, rehab, and production contract extension

2023

Black Rock development and production contract extension

Dargues development and production alliance contract extension to end of mine life in 2024

Rosebery fibrecrete and cement fill

Maxwell Drift twin development declines – unique application of hard rock mining methods to access a coal deposit

Kidston Pumped Hydro Renewable Energy project – raise bore services

2014

Kalgoorlie facility established

2016

International: 1st contract - Philippines
- Didipio, raise boring

Atlas Copco Easer acquired

Full end to end drilling fleet

2013

First two raise bores acquired

Perth office established

HMR Drilling Services - 100% acquisition

HMR
DRILLING SERVICES

UNDERGROUND CONTRACT MINING

PYBAR'S SERVICE OFFERING TO THE UNDERGROUND HARD ROCK MINING INDUSTRY, BACKED BY EXPERIENCED TEAMS, INDUSTRY LEADING SYSTEMS AND A CULTURE OF SAFETY AND EXCELLENCE.

As underground mining specialists, we deliver a fully integrated, scalable service that can meet the demands of any underground mining project.

INTEGRATED, SCALABLE SERVICES

MINE DEVELOPMENT



Rapid Development

Shotcreting

Cable Bolting



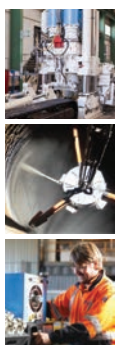
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MINE PRODUCTION



Production Drilling

COMPLEMENTARY CAPABILITIES

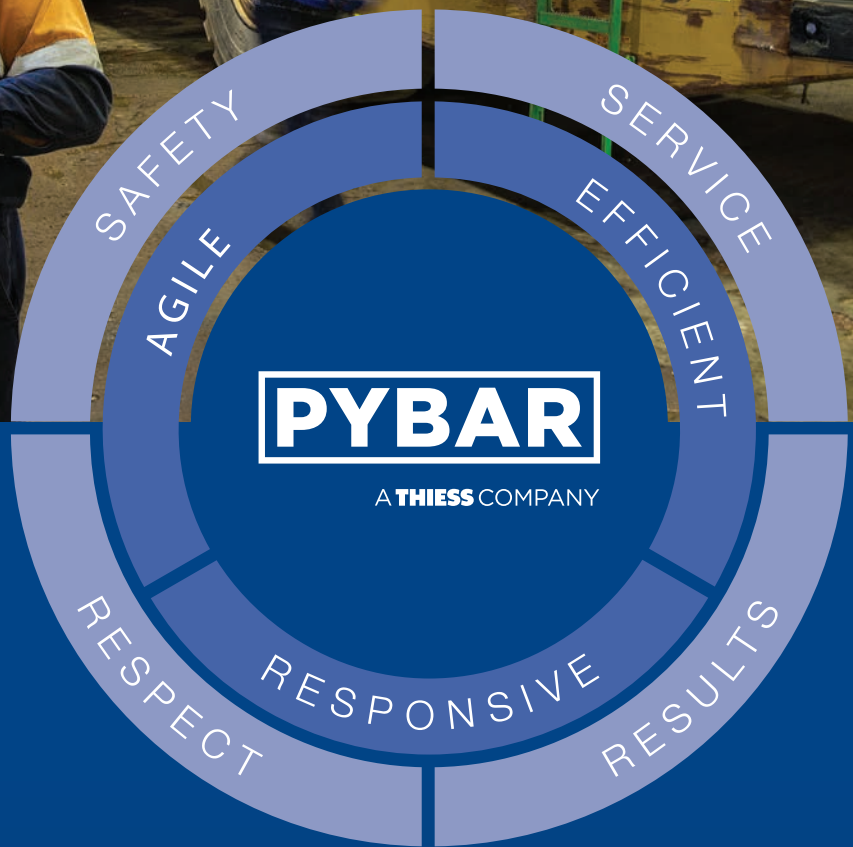


Raise Boring

Shaftlining

Machine and Equipment Maintenance and Rebuilds

AGILE.
EFFICIENT.
PROGRESSIVE.



PYBAR HAS THE RESOURCES AVAILABLE TO DELIVER VALUE ACROSS A BROAD RANGE OF PROJECTS FOR OUR CLIENTS.

We have the people, equipment and management systems in place to rapidly mobilise a project and instantly start adding value for our clients.

PYBAR brings to the table:

- Australia-wide project management resources;
- rapid mobilisation through dedicated project start-up teams;
- a fleet of high availability and high reliability machinery;
- integrated, industry leading management systems;
- best practice processes and procedures;
- strong safety culture backed by robust and ingrained systems;
- a collaborative honest partnership and focus on our clients' bottom line to deliver best for project outcomes;
- a complete service offering to keep projects on budget and on track; and
- an experienced management team with a single-mindedness on safety, smart thinking and continuous improvement.

PYBAR's success to date is founded on our core skills of safe lateral and vertical development coupled with consistent, reliable production. Our business continues to establish new benchmarks of performance and reliability through the efforts of our well trained, highly competent people, well maintained equipment fleet and maintenance systems.

MINE DEVELOPMENT

PYBAR PROVIDES SAFE AND EFFICIENT UNDERGROUND MINE DEVELOPMENT SERVICES WITH A FOCUS ON RAPID PROJECT DELIVERY FOR EARLY COMMENCEMENT OF PRODUCTION.

THIS IS HOW WE ADD VALUE FOR OUR CLIENTS.

Our track record demonstrates that we have reliably met and exceeded project targets and have reset industry benchmarks by working collaboratively with our clients and leveraging our experience and fleet.

PYBAR's development mining services include:

- Boxcut and portal establishment
- Decline, incline and level development
 - long round rapid development;
 - deep level, intensive support access development;
 - twin boom electric and single boom diesel jumbos; and
 - narrow vein jumbo development.
- Mine infrastructure such as:
 - raise boring of raises up to 7m in diameter;
 - accommodation facilities;
 - pump stations;
 - service holes; and
 - manways.

PRODUCTION MINING

WE ARE CONSTANTLY REFINING PROCESSES AND OPTIMISING PRODUCTIVITY TO DELIVER HIGH PERFORMANCE RESULTS.

PYBAR's production mining services include specialist divisions providing production drilling and boxhole raise boring. This enables PYBAR to provide a full-service offering to our clients.

Capabilities include:

- boxhole boring machines for slots;
- longhole production and slot raise drilling;
- teleremote bogging with guidance technology;
- emulsion explosives and electronic detonators;
- production drilling and hole surveying, quality assured at regular intervals; and
- experience in bulk mining methods including sub-level and block caving along with paste and Avoca filling methods.

SHOTCRETING

PYBAR OFFERS SPECIALIST UNDERGROUND MINING SHOTCRETING SERVICES AS A STAND-ALONE SERVICE OR AS PART OF OUR BROADER MINING SERVICES.

Backed by an extensive fleet of fit for purpose equipment, shotcreting can dramatically improve productivity and quality of mine development.

PYBAR's shotcreting services include supply of batching plants, purpose built underground agitators and spray units that support:

- in-cycle shotcreting;
- rehabilitation;
- ventilation walls/bulkheads; and
- highwall and portal stabilisation.

CABLE BOLTING AND PRODUCTION DRILLING

PYBAR OFFERS SPECIALIST UNDERGROUND MINING CABLE BOLTING AND PRODUCTION DRILLING SERVICES AS A STAND-ALONE SERVICE OR AS PART OF OUR BROADER MINING SERVICES.

Capabilities include:

- top hole hammer with tubes and speed rods;
- horseshoe and boom mounted drill configurations;
- production and slot drilling; and
- purpose built cable bolters, drill and install.





RAISE BORING

PYBAR'S RAISE BORING CAPACITY RANGES FROM STANDARD MOBILE BOXHOLE RIGS TO ONE OF THE MOST POWERFUL RAISE BORE RIGS IN THE MARKET.

PYBAR's Raise Bore Division is a specialist vertical development business unit that provides conventional raise boring, up hole boxhole slot drilling and down hole slot reaming.

PYBAR's raise bore fleet features 11 machines (including one of the largest in Australia) with the flexibility to ream raises as small as 0.75m diameter up to 7.0m diameter.

Our fleet includes track mounted rigs, skid mounted rigs and mobile rig carriers which allows for independent relocation of raise bores within mines and improves operator safety.

Our capabilities include:

- ventilation shafts;
- ore passes;
- escape ways (including installation);
- up hole slots;
- down hole slots;
- service holes;
- paste fill holes; and
- directional drilling (RVDS).



SHAFTLINING

PYBAR'S SHAFTLINING DIVISION IS THE LEADER IN SHAFT SUPPORT TECHNOLOGY FOR APPLICATIONS FOR THE CIVIL AND MINING INDUSTRIES, PROVIDING A COMPLETE REMOTE SHAFTLINING APPLICATION.

PYBAR's remote shaftlining process ensures an efficient and safe non-entry method for the application of shaft ground support. Our method is the preferred safe, effective and economic solution.

Application process

- Shaftlining is a method of applying shotcrete or concrete product to a shaft by using a remote shotcrete unit.
- The control system, operator console, winches and dry mix pump are positioned at the shaft collar.
- The spray unit and service lines are lowered into position using an onboard winch system.
- The application process is monitored via high-definition digital video cameras positioned on the spray head in real time footage back to the control station.
- The shotcrete product is supplied via a dry mix pump and is pneumatically delivered to the spray head unit, where water is added at a predetermined amount to the dry mix.
- The spray unit is continually rotated allowing the wet mixture to be applied in horizontal layers to the shaft wall.

Our capabilities include:

- shaft support from 1.5m to 10m in diameter;
- thickness application from 25mm to 250mm; and
- maximum spray depth of 500m.



PLANT AND EQUIPMENT

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PLANT AND EQUIPMENT

A FLEET OF OVER 200 ITEMS OF MOBILE EQUIPMENT.

With over 120 trucks, loaders, production drill rigs, jumbos and ancillary equipment and 100 LVs, PYBAR has the fleet and equipment to enable fast mobilisation and to respond to changing equipment requirements throughout the life of a project.

All plant and equipment is prepared in accordance with PYBAR's documented dispatch and inspection procedures that meet both legislative compliance and individual site requirements.

MAINTENANCE

PROACTIVE, PLANNED AND CONTROLLED.

PYBAR maintains a modern fleet of current model equipment.

PYBAR operates on a preventative maintenance basis to minimise breakdowns and maximise productivity.

Proactive servicing is undertaken on a regular basis. Service intervals and types are developed according to the type of machine, its application and workload, experience in similar work environments and manufacturers' recommendations.

When major overhauls are due PYBAR has the capacity to mobilise a replacement machine during the rebuild, avoiding disruption to production.

Our fleet and equipment are supported by on-site and corporate office PYBAR service teams that ensure a high level of specialised skill and support.

Reporting and control

The asset management capability of PYBAR's industry leading computerised maintenance management system, integrated with the Simbio PLOD electronic PLOD from tablet system, allows fully paperless and integrated reporting of people, processes and assets. The system provides insight and allows maintenance decisions to be incorporated in production planning.

SAMPLE 12 MONTH FLEET PERFORMANCE OF A DEVELOPMENT / PRODUCTION PROJECT

LOAD, HAUL AND AUXILIARY FLEET.





QUALITY MANAGEMENT

QUALITY BACKED BY FORMALISED STRATEGIES, SYSTEMS AND PROCEDURES.

Quality and reliability – a history of consistent performance evidenced by our improved safety performance, compliant delivery of work scope and our consistent overall work quality.

The PYBAR Quality Management strategy focuses on:

- ensuring responsible personnel are adequately trained and capable;
- policies and processes that ensure consistency in work output;
- systems and procedures to detect non-conformance and corrective actions;
- conformance of suppliers and subcontractors; and
- continuous improvement.

PYBAR's Quality Management Plan is conducted to ISO 9001 standards.

The Quality Management Plan encompasses detailed risk analysis, a set of objectives and targets, detailed responsibilities and authorities, and nominated quality controls to be implemented. Appropriate audits and reviews are also undertaken to ensure project objectives and targets are being met.



SAFETY

A ZERO HARM MANDATE

PYBAR'S SAFETY MANAGEMENT SYSTEM IS ISO 45001 CERTIFIED.

The principles of risk management and continuous improvement are a fundamental part of PYBAR's overall business strategy. Safety resides at the core of our values and supporting this are a number of major strategies to manage project safety and improve performance. They include:

- management commitment and accountability;
- identification and management of project risks;
- training and competency;
- proactive and ongoing consultation and communication;
- injury management; and
- continuous improvement.

PYBAR's externally certified Safety Management System has at its core a Work Health, Safety and Welfare Policy to ensure that the health, safety and well-being of all workers and the communities in which we operate is protected.

A project specific Safety Management Plan is developed for every project. Risks are assessed against PYBAR and client standards as well as legislative requirements.

Risk Management

PYBAR's Risk Management approach is based on the requirements of ISO 31000 and Australian Standard: 2004 - Risk Management.

BUSINESS SYSTEMS



Systems

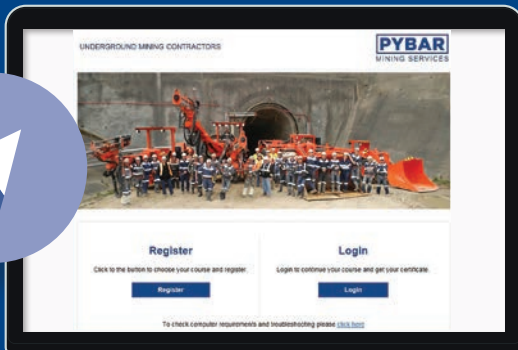
Our integrated Business Systems cover all aspects of the business and comprise of the following:

- Mavim Rules – Business process mapping;
- PYBAR Business Warehouse – Centralised data storage;
- Tagboard – Company intranet;
- PageUp – Recruitment;
- PayGlobal – Payroll and human resources;
- MinePoint – ERP system for data capture;
- Simbio Manage – Production recording;
- Simbio PLOD – Electronic PLOD from tablet;
- Power BI – Business intelligence and dashboard reporting.

Reporting is automated, enabling more time to be spent on analysis and communication.

Optimising operations with high speed data

PYBAR's highly integrated systems ensure information is delivered quickly and accurately, providing our clients with deep insights into the operation. The high speed delivery of this information, from the handheld operators' tablet to the interactive report dashboard, enables PYBAR and our clients to respond rapidly in optimising operational performance.



INDUSTRY LEADING INFORMATION & COMMUNICATIONS TECHNOLOGY.

What you don't measure, you can't control

PYBAR continues to invest heavily in ICT (Information and Communications Technology) to ensure its business systems are efficient, robust, provide timely information and meaningful analysis of data. Systems are integrated and, importantly, ensure single point data entry and verification.

Data input is standardised across each project with an emphasis on usefulness and accuracy. This enables analysis, benchmarking, the identification of areas of best practice and concern, and the dissemination and implementation of learnings across the business.

The provision of timely information enables our projects to make proactive decisions with a forward-looking approach.



INNOVATION

PYBAR'S COMMITMENT TO CONTINUOUS IMPROVEMENT ACROSS ALL AREAS OF THE BUSINESS HAS FOSTERED A CULTURE OF INNOVATION.

It is the mindset of our managers, a focus of our recruitment processes and a quality that we nurture in our people. It is the key to project optimisation.

Our approach is three-fold:

Innovation talent pool: Our recruitment processes and professional development pathways aim to capture and retain the industry's best minds. Our pool of talent extends to every skill set from management and administration through to engineers and operators.

Internal innovation initiatives: Our internal innovation initiatives focus on delivering value-adds to clients through the development of:

- industry-leading business systems and ICT solutions;
- new and unique service offerings that improve safety, productivity and efficiencies; and
- incentivised performance programs.

Innovation program: Our innovation program proactively evaluates and invests in the latest third party technologies to improve safety, productivity and cost efficiencies in the underground environment.

The program encompasses:

- the application of proven tele-remote, guidance and autonomous technologies on equipment such as boggers and trucks;
- the installation of advanced underground ICT infrastructure and communications platforms;
- the implementation of a number of advanced safety systems to reduce risk to operators;
- shotcrete scanning technology – in-cycle scanning of development profile and monitoring of shotcrete application thickness;
- remote thermal lancing of raise bore reamer/drill string to eliminate entry into open raise bores; and
- mechanisation of narrow vein mining with fit for purpose narrow vein jumbos/production drills.

In a number of applications, we have been the first in the Australian market to implement such systems. This has resulted in a level of knowledge and experience that is highly advantageous to any project considering the application of these solutions.

PIONEERING THE FUTURE OF UNDERGROUND MINING

OUR VALUES

A BUSINESS BUILT ON OUR VALUES.

Our values drive the way we work, providing the foundation integral to the way we do business.

Key to our success is our people and the culture we have built that fosters the delivery of results focused solutions, which are underpinned by our strong service and safety ethos.

SAFETY
SERVICE
RESPECT
RESULTS

Providing a framework within which our teams can operate, our values are:

SAFETY

- Zero Harm. Zero Compromise.

SERVICE

- We are responsive and deliver solutions; and
- We do what we say.

RESPECT

- We look after our people and communities;
- We listen and act with honesty and integrity; and
- We build and maintain relationships.

RESULTS

- We set the standards for industry best practice.



OUR PEOPLE

EQUIPPED TO SUCCEED.

PYBAR has built a management team of experienced and respected mining professionals.

Servicing the national and international market, PYBAR has solid operational and executive structures that support highly experienced and hands-on project teams that can set new benchmarks in performance.

PYBAR is committed to developing and empowering talented, motivated teams, and encouraging our people to take pride in their performance.

What we agree, we do quickly

We genuinely partner with our clients by focusing on creating value in precedence over the distribution of profit to our shareholders.

Flexibility, responsiveness and delivering on targets have been recognised by our clients as core strengths.

Collaborative and approachable, PYBAR has a culture of service. We have the vision to know that our success comes on the back of the success of our clients and the results we deliver.

Room to reset performance benchmarks

We reset industry benchmarks through innovation and efficiencies. We listen to our clients and our people, who are empowered to respond and address issues quickly and professionally.

We have a strong team culture and believe that the best results are achieved by optimising performance and achieving targets, together.

Highly experienced and hands-on project teams to set new benchmarks in performance.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE

Environmental

PYBAR understands that responsible environmental management plays a significant role in ensuring the sustainability of mining. PYBAR is committed to:

- minimising the environmental impact of our operations;
- minimising our carbon footprint through the adoption of fuel efficient plant and equipment and the application of new technology i.e hybrid equipment;
- standardisation of equipment therefore reducing inventory lines and logistics requirements;
- developing innovative and responsible solutions to environmental problems;
- encouraging reuse and recycling in all of our activities;
- ensuring employees and sub-contractors adhere to our environmental policy; and
- proactively participating with all stakeholders to advance environmental protection.

Social

PYBAR is committed to contributing to society through engagement and support of the communities in which we operate, by:

- providing and supporting local employment opportunities;
- supporting local community organisations and charities;
- providing opportunities for local businesses to be part of our supply chain network;
- fostering opportunities for Indigenous employment and business opportunities; and
- operating ethically and in accordance with our values of SAFETY, SERVICE, RESPECT + RESULTS.

Governance

PYBAR is committed to good governance, achieved through sound practices, policies and management systems which are underpinned by our core values.

PYBAR's governance framework is demonstrated via our:

- integrity;
- mature policies and procedures;
- third party accreditation;
- Codes of Conduct;
- anti-corruption compliance including formal whistleblower policy.

PYBAR

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- Mine development
- Production mining
- Cablebolting & production drilling
- Raise boring & associated services
- Shotcreting, shaftlining & shaft scanning
- Plant & equipment hire

**SAFETY
SERVICE
RESPECT
RESULTS**

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