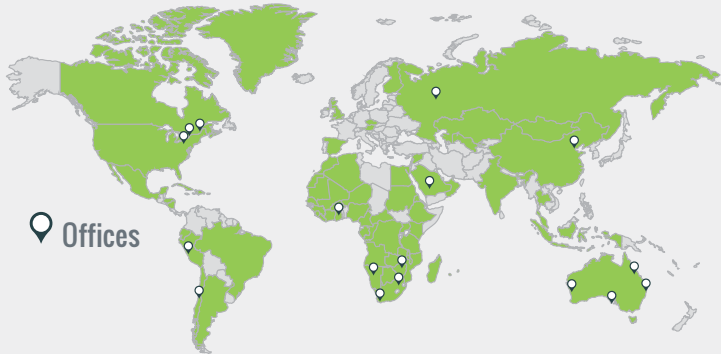




COMPANY OVERVIEW

DRA Global is a diversified global engineering, project delivery and operations management group with an impressive track record spanning more than three decades. DRA Global has extensive experience in project development and delivery, as well as turnkey operations and maintenance services and works collaboratively with clients to deliver optimal solutions tailored to meet their needs.

// GEOGRAPHIC FOOTPRINT



// WHY DRA GLOBAL?

PURPOSE

DRA Global creates **real value** by fulfilling the **aspirations** of our people, clients, shareholders and communities



SAFETY

INTEGRITY

COURAGE

TRUST

EXCELLENCE

PEOPLE are the cornerstone of our business

// CORPORATE OVERVIEW

7500+ PROJECTS, STUDIES
& OPERATIONS
COMPLETED SUCCESSFULLY AROUND THE WORLD

19 LOCATIONS
AROUND
THE WORLD

OVER 3 DECADES
OF EXPERIENCE

OVER 4500
STAFF WORLDWIDE

// STRATEGIC JOURNEY

Horizon 1

CONTINUOUS IMPROVEMENT OF CORE BUSINESS

- // Group revenue synergies
- // Operating model, process improvement
- // Overhead efficiencies
- // Quality of earnings, margin improvement
- // Organic growth in APAC/AMER

Horizon 2

FOCUS ON CONTROLLABLE REVENUE GROWTH DRIVERS

- // Geographic expansion
- // Service offering scale and diversity
 - / Advisory
 - / UG Mining
 - / Sustainability
- // Increased market share
- // Small complementary business M&A

Horizon 3

LEVERAGE PLATFORM FOR FURTHER GROWTH IN EMERGING PRODUCTS AND SERVICES

- // Low carbon future
- // Digital / AI
- // Transformation of mining industry
- // Integration across the value chain
→ M&A for strategic market position

01

Current

02

Near-term

03

Longer-term

// DRA BUSINESS MODEL

Services

Project development

- Concept development
- Economic & project evaluation
- Study development
- Estimating & planning
- Project risk assessment
- Advisory and front-end solutions
- Opportunity identification
- Preliminary economic assessments
- Pre/definitives/bankable feasibility studies
- Front end engineering design

Project delivery and execution

- Project management
- Engineering design
- Procurement
- Construction management
- Commissioning
- Detailed design
- Construction
- Commercial contract management
- Capital Portfolio Delivery

Operations and maintenance

- Plant operations & management
- Operational assessment & management
- Small projects & plant modifications
- Sustaining capital
- Process optimisation
- Systems
- Asset integrity management
- Maintenance and operation strategy development

Markets

Minerals & metals processing

Mining

Infrastructure

Energy

Water

Industrial

Commodities

Precious Metals
Base Metals

Thermal Coal
Rare Earths

Bulk Commodities
Precious Stones

Battery Minerals
Industrial Minerals

Mineral Sands