

# CAPABILITY STATEMENT

LEADERS IN UNDERGROUND MINING

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

## SETTING THE STANDARD

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



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A COMPREHENSIVE SERVICE OFFERING TO THE MINING INDUSTRY BACKED BY EXPERIENCED TEAMS, INDUSTRY LEADING SYSTEMS AND A CULTURE OF SAFETY AND EXCELLENCE.

THE PYBAR GROUP  
BRANCH LOCATIONS



THE PYBAR GROUP

FOUNDED IN 1993, PYBAR IS THE THIRD LARGEST UNDERGROUND HARD ROCK SERVICE PROVIDER IN AUSTRALIA.

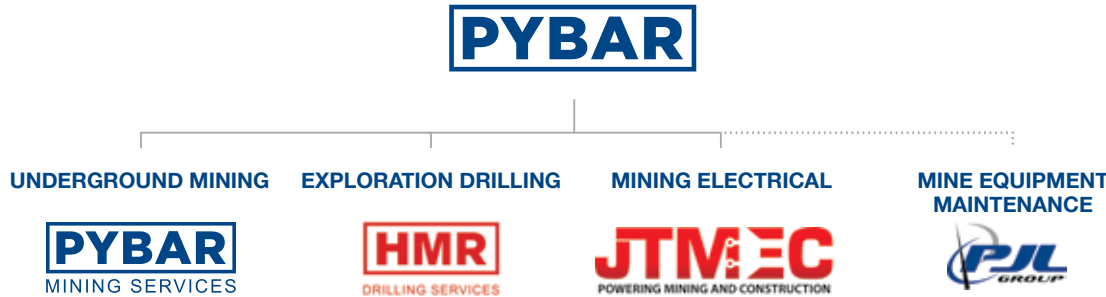
Delivering on projects from large established mining operations to greenfield developments, PYBAR's success is based on safe, rapid underground infrastructure development and consistent reliable production.

An integrated service offering to the mining sector

The PYBAR Group provides a comprehensive service offering to the mining industry through a number of service units including PYBAR Mining Services as underground mining contractors.

A part of the PYBAR Group, the fully owned subsidiary, HMR Drilling Services provides specialist underground core drilling capability and surface exploration; whilst JTMEC provides electrical design and construction.

Affiliate company P.J.L. Group is a mechanical and engineering business with core competencies in mining machinery and equipment rebuilds, maintenance, engineering and fabrication. P.J.L. carries out PYBAR major equipment rebuilds.





# ABOUT PYBAR MINING SERVICES

**PYBAR HAS THE AGILITY AND RESPONSIVENESS OF A PRIVATE COMPANY COMBINED WITH THE CAPABILITIES AND RESOURCES OF A MARKET LEADER.**

PYBAR Mining Services is a private company where the shareholders work in the business. This provides the business with the ability to respond quickly but execute safely.

Collectively, the PYBAR Group employs over 1,400 employees, 1,000 of whom are with PYBAR Mining Services.

With Group resources based in all major mining centres in Australia, PYBAR has the agility to provide a scalable and efficient market leading service to projects of any size, without compromise.

PYBAR has over 21 years of proven experience in large scale development projects leading to production. We 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.

**A mandate to deliver the best return on investment for our clients**

PYBAR's culture from the top down is to exceed expectations. We understand that our existence relies on delivering value.

We constantly seek to deliver more profitable projects for our clients, working closely with them to deliver optimum results.

**We have a track record of proving that there is room to reset performance benchmarks**

PYBAR understands that mining is inherently unpredictable. Our flexibility allows us to respond quickly to issues as they arise, clearing roadblocks and providing solutions that keep projects moving. Getting the job done, and done well as judged by our clients, is the primary goal.

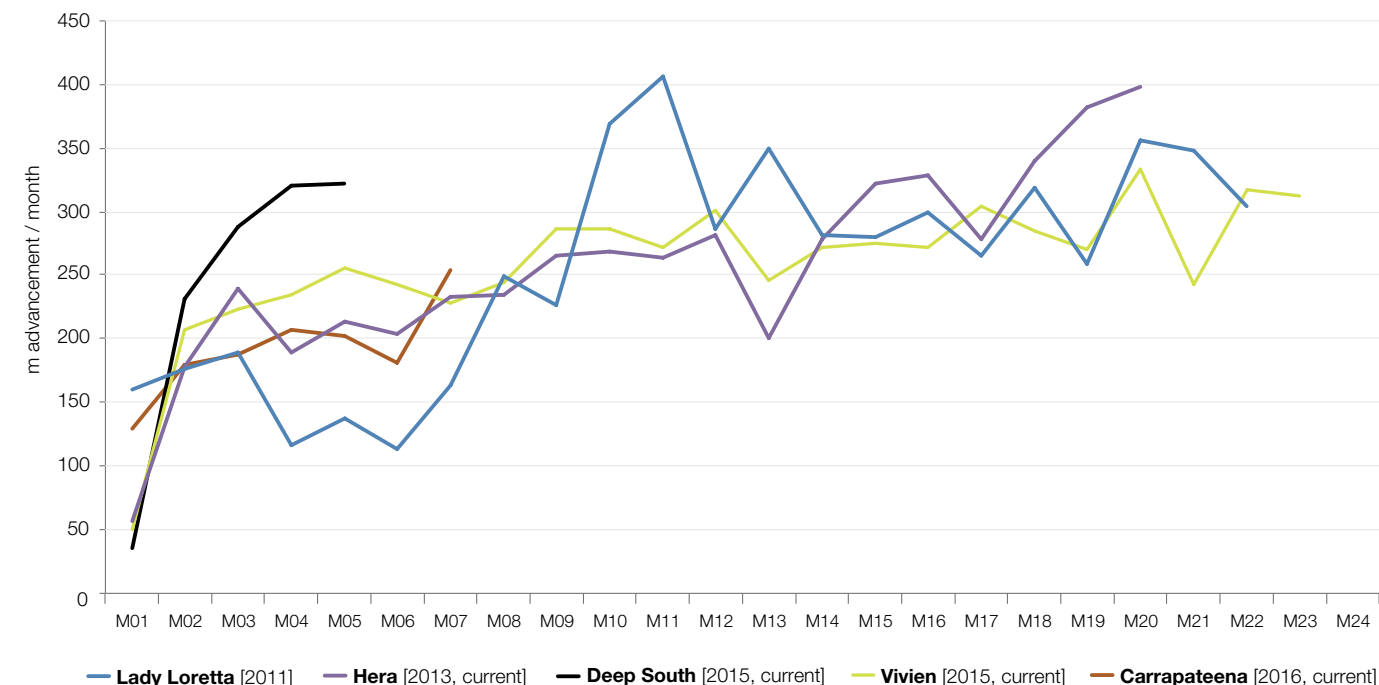


1,400+  
EMPLOYEES IN  
PYBAR GROUP



1,000+  
PYBAR  
MINING  
SERVICES

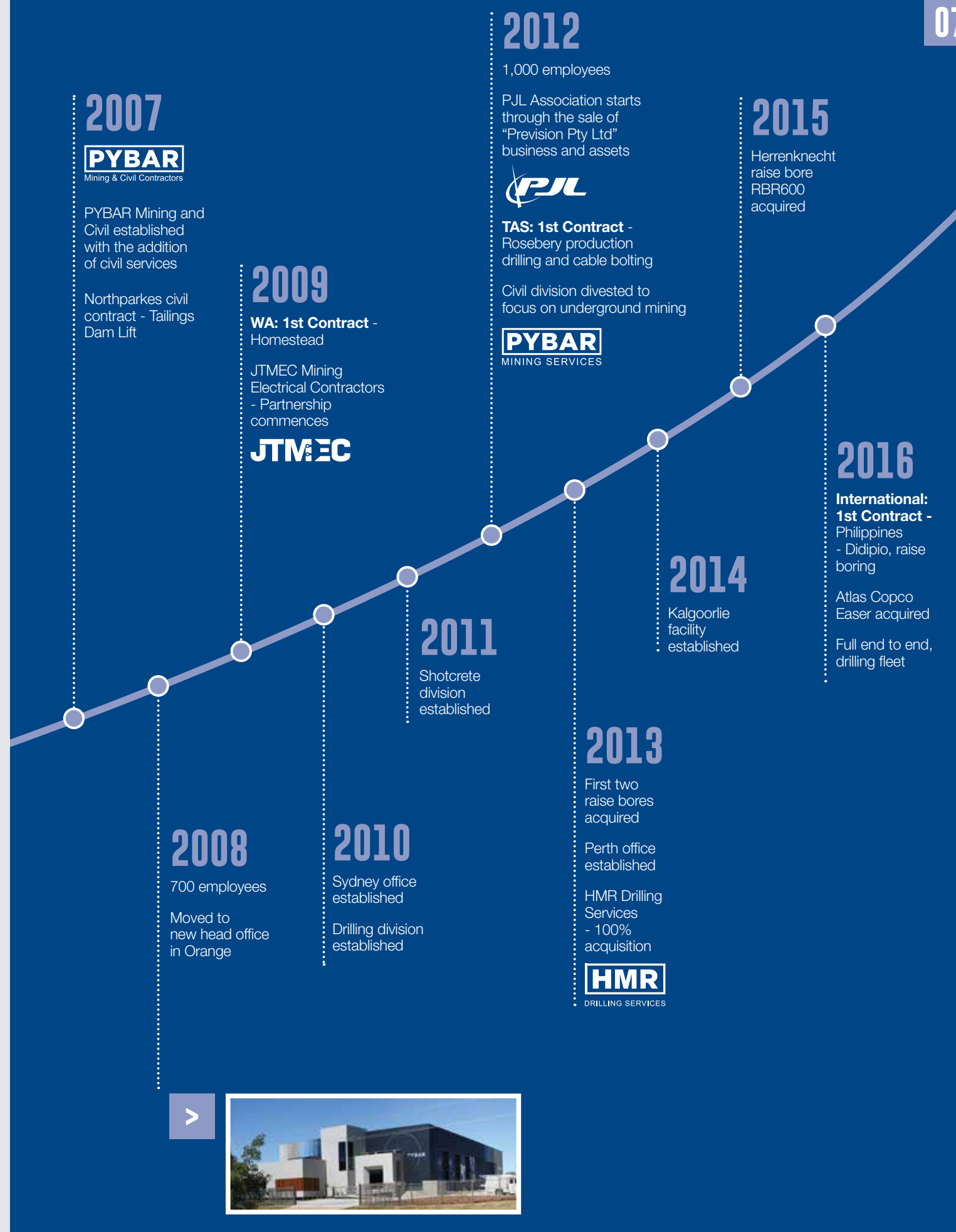
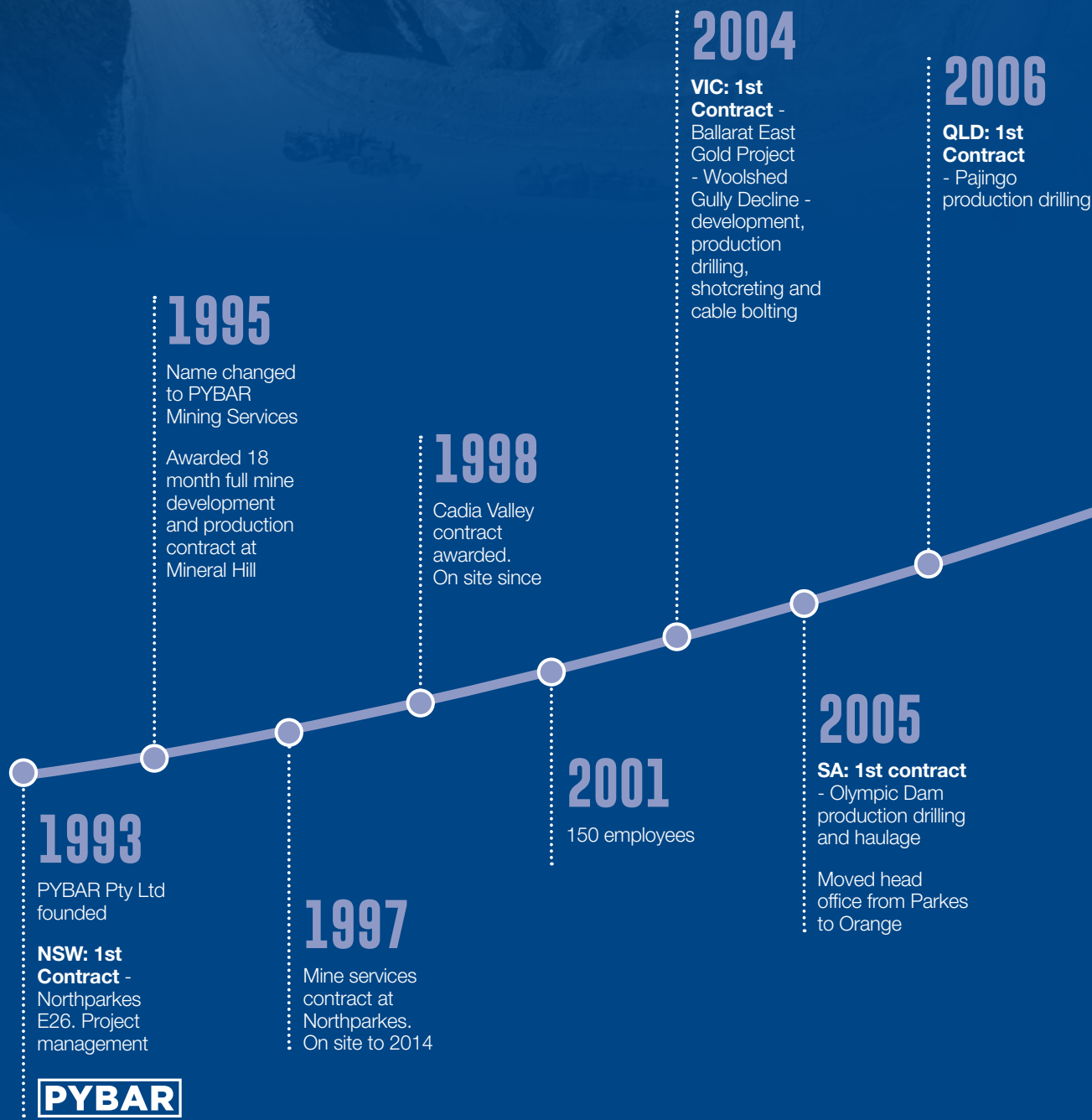
RAPID DEVELOPMENT PROJECT START-UPS UTILISING ONE JUMBO (FULL MONTHS)



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

# A HISTORY OF SERVICE

> LEADERS IN UNDERGROUND MINING









# UNDERGROUND CONTRACT MINING


PYBAR'S CORE BUSINESS IS UNDERGROUND HARD ROCK MINING, BACKED BY THE GROUP'S RESOURCES WHICH INCLUDE DIAMOND DRILLING, ELECTRICAL DESIGN AND CONSTRUCTION, AND FLEET ENGINEERING AND MAINTENANCE.


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	



MINE PRODUCTION	
Production Drilling	



Raise Boring	
ITH Drilling	
Diamond Drilling	
Electrical Contracting	
Machine and Equipment Maintenance and Rebuilds	



**PYBAR**  
MINING SERVICES  
LEADERS IN UNDERGROUND MINING

FAST.  
EFFICIENT.  
RESPONSIVE.



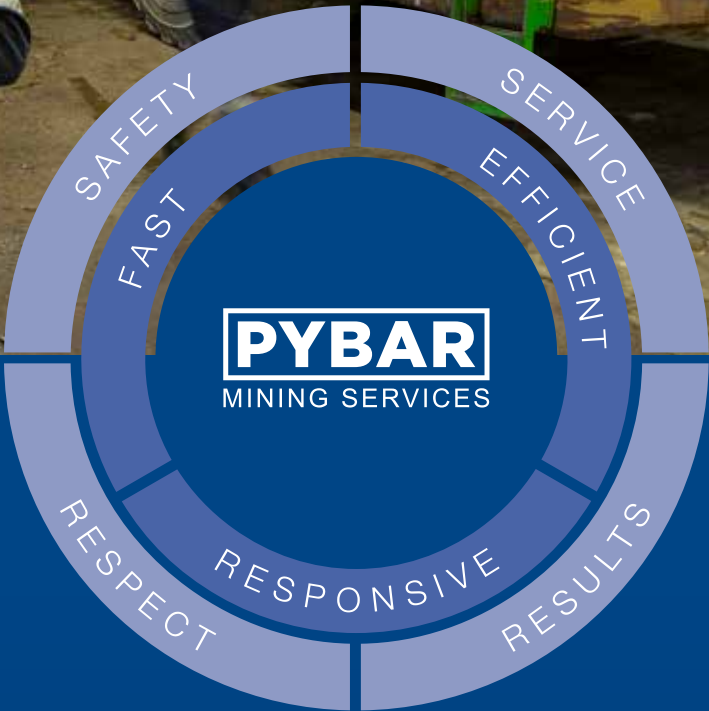
WITH GROUP RESOURCES BASED IN ALL MAJOR MINING CENTRES IN AUSTRALIA, PYBAR CAN DELIVER A BROAD RANGE OF COST EFFECTIVE AND SKILLED PROJECT MANAGEMENT SERVICES.

We have the resources to rapidly mobilise a start-up team, and the new or fully rebuilt equipment required to start the largest projects.

Australia-wide, we have completed a number of successful mine development projects. Whole of mine service examples include the Tritton, Mineral Hill and Hera mines in NSW, Osborne and Starra mines in Queensland, the Ballarat mine in Victoria and Red October mine in Western Australia.

**PYBAR brings to the table:**

- Australia-wide project management resources;
- rapid mobilisation through dedicated project start-up teams;
- a fleet of over 300+ items of machinery and equipment;
- integrated, industry leading management systems;
- best practice processes and procedures;
- strong safety culture backed by robust and ingrained systems;
- a collaborative partnership and focus on our clients' bottom line;
- 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.





# MINE DEVELOPMENT

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

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 our specialist shotcrete division whilst our wholly owned HMR Drilling Services provides grade control diamond drilling and JTMEC provides mining electrical services.

## Mine development 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;
  - primary vent installations;
  - conveyors and crushing stations;
  - 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; whilst our wholly owned HMR Drilling Services provides grade control diamond drilling, and JTMEC provides mining electrical services.

## Capabilities include:

- ITH drilling;
- 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 CONTRACT 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; 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 CONTRACT MINING SERVICES.**

**Capabilities include:**

- ITH drilling;
- 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 BOXHOLE RIGS TO ONE OF THE MOST POWERFUL RAISE BORE RIGS IN THE MARKET.**

PYBAR provides conventional raise boring, boxhole slot drilling and down hole reaming for ventilation and ore production applications.

**Capabilities include:**

- conventional raises and shafts up to 7m in diameter;
- production boxholes; and
- service holes and equipping.

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

PYBAR can also provide equipment to remove raise cuttings, offering a totally independent solution.

**Herrenknecht RBR600-VF**

PYBAR has one of the most powerful raise bore rigs in the Herrenknecht RBR600-VF. It has the capacity to construct shafts from 2.4m to 7m in diameter and up to 1,000m in length, making it one of only two in Australia with greater than 6m capacity.

The rig is also one of the most efficient on the market due to its variable frequency drive. Whether utilising mains power or generators, its power consumption can be up to half that of an equivalent capacity hydraulic drive machine.





# DIAMOND DRILLING

EXPLORATION AND GRADE CONTROL DRILLING IS PROVIDED THROUGH PYBAR'S FULLY OWNED SUBSIDIARY HMR DRILLING SERVICES.

HMR's experience ranges from grass roots exploration to large scale definition drilling with primary capabilities including RC and diamond surface drilling (resource models and geo-technical) and underground diamond drilling (grade and exploration).

## Capabilities include:

- exploration and grade control drilling;
- narrow vein grade control (small drives);
- deep hole and directional drilling;
- shallow angle surface drilling;
- small footprint surface drilling;
- geo-technical drilling; and
- RC drilling.

## Fleet of equipment includes:

- 90kW mobile carrier drill rigs;
- Bobcat skid steer diamond drill rigs;
- Boart Longyear LM90 & LM110 platform drill rigs (700 and 1300 Series) including DCi;
- Schramm RC drills; and
- Boart Longyear LF90D surface diamond drills.



# ELECTRICAL CONTRACTING

PYBAR OFFERS A FULL RANGE OF MINING ELECTRICAL SOLUTIONS FROM HIGH LEVEL PROGRAMMING TO LABOUR HIRE THROUGH OUR AFFILIATE COMPANY, JTMEC.

JTMEC's team includes electrical engineers, draftspeople, and dual-trade recognised instrument electricians. ISO 9001 accredited, JTMEC can be relied upon to deliver electrical projects safely and reliably.

## Capabilities include:

- electrical construction and maintenance projects;
- trailing and reeling cable sales and repairs;
- switchboard manufacture;
- substation and transformer manufacture and installation;
- submersible pump hire and repairs;
- high voltage installations;
- engineering services; and
- labour hire.





# PLANT AND EQUIPMENT

## A FLEET OF OVER 300 ITEMS OF MOBILE EQUIPMENT.

With over 300 trucks, loaders, production drill rigs, jumbos and ancillary equipment, 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 head office PYBAR service teams that ensure a high level of specialised skill and support.

### Reporting and control

The asset management capability of PYBAR's CMMS system allows integrated reporting of people, processes and assets.. The system provides insight and allows maintenance decisions to be incorporated into production planning.

# REBUILDS



## FACILITIES LOCATED NATIONALLY WITH 24/7 CAPABILITIES.

All underground mining equipment is rebuilt to OEM or improved standards by our affiliate PJL Group.

Improvements in equipment design and operational efficiencies are facilitated through our on-site project teams. Upgraded technical specifications are developed in cooperation with OEMs and incorporated in rebuild and new equipment procurement processes.

### Facilities

PJL Group has specialised engineering workshops and major equipment rebuild facilities in Orange, Mount Isa, Cobar, Parkes and Perth. With over 300 people working 24/7 and backed by fully equipped, modern workshops, PJL's capabilities include rebuilds, servicing, repair, upgrades and testing.

PJL's Orange facility has the capacity to complete 15 major rebuilds per annum without relying on any external support functions, allowing PYBAR to turn around rebuilds quickly and efficiently.

All PJL workshops are certified to ISO 9001, AS/NZS 4801 and OHSAS 18001.

### Capabilities

Working together with PJL, PYBAR has the capability to complete the rebuild of current model machines at significantly lower costs than a new machine. Leveraging our combined specialist equipment and facilities, the end result is equally if not more reliable than a new machine. To projects, this means faster turnaround times, greater reliability and significantly above average machine availability.

Capabilities include:

- mechanical rebuild to OEM specifications;
- as-new refurbishment of cabin and body work;
- improvements to standard specifications for better productivity and reliability; and
- warranty on defined scopes of work.

### CASE STUDY: CAT R2900G LOADER



BEFORE



DURING



AFTER

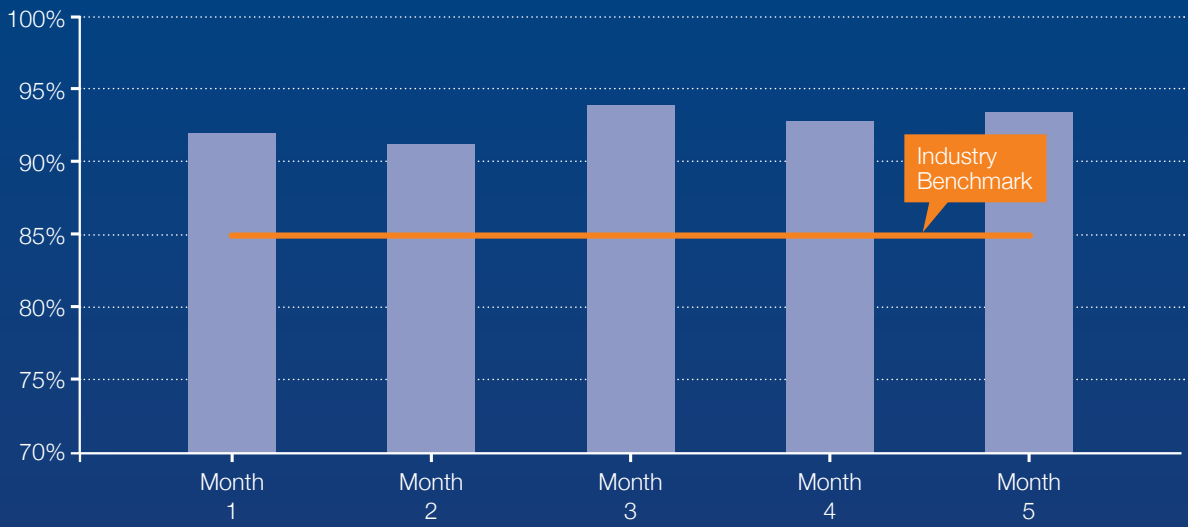


AFTER



AFTER

### CAT 1700G Loader Mechanical availability since commissioning







# QUALITY MANAGEMENT

## QUALITY BACKED BY FORMALISED STRATEGIES, SYSTEMS AND PROCEDURES.

- 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.

The PYBAR Quality Management Plan is conducted to AS/NZS ISO 9001 standards.

It includes 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

## WITH A ZERO HARM MANDATE, SAFETY TAKES UNCONDITIONAL PRIORITY.

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;
- proactive and ongoing consultation and communication;
- injury management; and
- continuous improvement.

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

A project specific Safety Management Plan is prepared 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



## 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.

### 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;
- My Recruitment Plus – Recruitment;
- PayGlobal – Payroll and human resources;
- MinePoint – ERP system for data capture;
- WebBAR – Production recording;
- iPLOD – Electronic PLOD from tablet;
- CorVu – Business intelligence and reporting;
- Qlik Sense – Dashboard reporting tool; and
- Client Portal – Client interface for accessing key contract information.

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

### Data capture

PYBAR's comprehensive in-house-developed production recording and reporting system, WebBAR, captures all operational information from each shift and provides it to our project team and clients in daily, weekly, monthly as well as ad hoc reports. WebBAR's data capture process and capabilities incorporate our industry-leading tablet-based iPLOD system. The platform continues to be expanded and enhanced.

We strive to work with our clients to deliver optimum results and as part of this we have built accountability and transparency into our systems. Access is provided to our reporting systems and shared resources.

# 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 bidders and trucks;
- the installation of advanced underground ICT infrastructure and communications platforms; and
- the implementation of a number of advanced safety systems to reduce risk to operators.

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.

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

SAFETY  
SERVICE  
RESPECT  
RESULTS

### 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 exceed expectations by doing more with less; and
- 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.





# THE ENVIRONMENT

**PYBAR UNDERSTANDS THAT RESPONSIBLE ENVIRONMENTAL MANAGEMENT PLAYS A SIGNIFICANT ROLE IN ENSURING THE SUSTAINABILITY OF MINING.**

PYBAR develops tailored programs to align with our respective clients' environmental management programs.

PYBAR is committed to:

- minimising the environmental impact of our operations;
- developing innovative and responsible solutions to environmental problems;
- encouraging reduction, reuse and recycling in all our activities;
- where practical, purchasing products that are environmentally friendly;
- ensuring employees and sub-contractors adhere to our environmental policy;
- proactively participating with all stakeholders to advance environmental protection; and
- reviewing regularly our environmental footprint and performance.

# COMMUNITY

**TAKING CARE OF AND SUPPORTING THE LOCAL COMMUNITIES IN WHICH WE WORK IS IMPORTANT TO US.**

PYBAR values the positive relationships that we have built in the communities in which we operate.

We have a history of supporting the communities in which we work - recruiting and developing local people wherever possible.

Each year, we also support many local, state and national events, charities, community and sporting groups which strengthen our relationships and provide the opportunity to give back to the community.

Some of the groups we have been able to assist are below:

- Variety - The Children's Charity
- Cancer Care Western NSW
- Cancer Council
- Kidney Kar Rally
- Camp Quality
- Wings4Kidz
- Batyr Youth Mental Health
- Movember
- World's Greatest Shave for Leukaemia
- Goldfields Children Charity Ball
- Royal Flying Doctor Service
- Ride to Conquer Cancer
- Give Me 5 for Kids
- Central Victorian AusIMM
- WA School of Mines
- Victorian Rockdrill Competition
- Tasmanian Geological Society Student Symposium
- We have also supported several school charity events and many other community events.



**PYBAR HAS THE AGILITY AND RESPONSIVENESS OF A PRIVATE COMPANY COMBINED WITH THE CAPABILITIES AND RESOURCES OF A MARKET LEADER.**





# **PYBAR**

MINING SERVICES

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