CORPS OVERVIEW

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"Doing good and doing well can and do co-exist. Threats like climate change or social disruption put shareholder capital at risk — investing in these areas addresses societal needs and fosters long-term value creation and sustainability."

Bob Moritz, PwC Global Chairman

INTRODUCTION

CORPS is Australia's leading technology-driven civil construction company, dedicated to building the world better. Better for our crew, clients, local communities, and the local environment.

We are a civil construction company that offers one-stop solutions, based in the Pilbara region, the world's economic powerhouse. We are a vertically integrated company founded and operated by the CORPS family with unique expertise in earthwork, roadwork, civil construction, material delivery, and haulage services.

Our company has been instrumental in establishing the foundations for most major projects throughout the North West over the past 37 years. Through our four hubs located in Karratha, Broome, Port Hedland, and Perth, we have all the resources necessary to deliver projects of any scale with our locally based capacity, the latest technology, decades of local experience, and great people.

We are unrivalled in our commitment to:

Community	88% of our regional Executive Team are coaches or are on local committees 82% of our regional crew volunteer for local clubs and community groups
Crew	30% of our executive team are women 16% of our crew are legacy. Fathers, sons, daughters, brothers
Sustainability	Partnership with UWA Marine division for local carbon capture Multiple RAV 10 approved roads using 100% recycled road base
Technology	We lead the market in technology-enabled equipment We are WesTrac & CAT's partner of choice for all technology-based gear
Capability	We are the only vertically integrated company for earthworks, roadworks, supply, and sustainability in Western Australia

At CORPS, we believe that this is the only way to produce a growing, stable, and happy workforce, as well as a healthy and active community. The process of achieving these market-leading standards does not happen overnight, it takes time, effort, and a constant level of engagement.

As a business community, we must aspire to a higher standard of expectations when engaging a local supplier. A benchmark should recognise and foster long-term value creation and sustainability.

It is CORPS' intention in 2023 to redefine supplier engagement expectations, maintain robust client relationships, and promote our four decade-long social licence legacy.



REDEFINING SUPPHER NGAGEMENT -XPF()AH()NS

We are proud to have contributed to the local resource sector legacy by participating in the construction of the industrial infrastructure that has given the North West its unique character.

In remote regions, the creation of life-long assets has a lasting influence on the community. The question of whether these projects are of benefit or detriment to the community depends entirely on how well government and industry collaborate within the community that hosts them.

CORPS has always approached these partnerships with optimism, focussing on consistency, longevity, and mutual benefit. The need to grow our business alongside industry, to support the execution and ongoing operation of long-term assets, requires that we think and plan in decades.

It is CORPS' intention in 2022 to redefine supplier engagement expectations, maintain robust client relationships, and promote our four-decade-long social licence legacy.

As a business partner, we have the ability to create long-term value, but only if we ensure the sustainability of our operations. This requires the establishment and maintenance of reciprocal partnerships that are robust enough to withstand pandemics and volatile commodity markets.

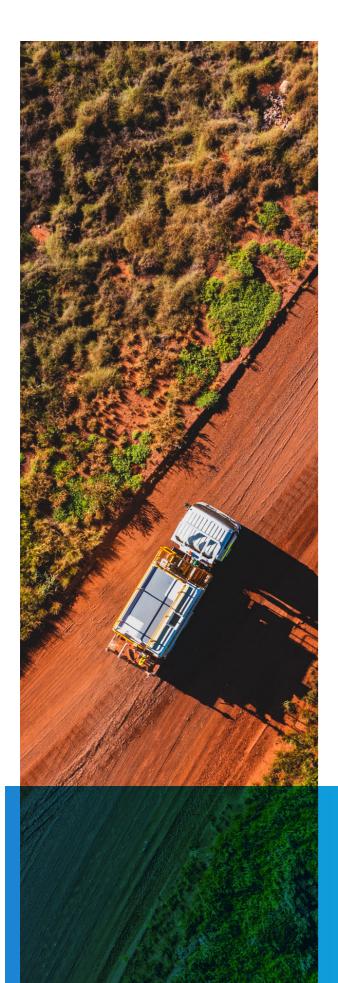




Efficiency models that require scalability at speed and comprehensive outsourcing of all project aspects.



Then back to the most economical, then the most efficient, the cycle continues.



An important characteristic of the local business sector is its agility and ability to adapt. It is possible to implement strategies that will increase Indigenous content, as well as invest in carbon abatement and mitigation programs, but these strategies require planning and investment, and they require time to develop and implement

The CORPS Group demonstrates the value of utilising a locally based company when compared with a non-local or multinational competitor. This value requires consistent effort and financial investment, resulting in a well-planned and wide-reaching impact.

If the value is assessed equally, we believe that it is possible to establish mutually beneficial partnerships between government, industry, and small businesses within host communities.





COMMUNITY

STATS

COMMUNITY



Regional office staff snapshot: 82% volunteer for local clubs and community groups



88% of our regionally based Executive Team hold positions as coaches or committee members with local sporting clubs or



community groups





16% of our total local spend was to Aboriginally owned and operated companies

HOUSING

Regional office staff snapshot: 62% of our crew in Karratha





76% live where they work - with many traveling between our four hubs for work

Take a moment to imagine the local community of Karratha and the main street that runs through it. Imagine what the city would look like without small businesses or kids running around in the park with their sporting groups, or festivals or creative arts events on the weekend. Immediately, the area loses all the characteristics that make it special and active.

A small business like CORPS allows funds to be recirculated into local economies, providing character and individuality to our regional communities, and we are proud to be a part of that landscape.

When cyclone Damian struck Karratha in 2020, we were on site providing remedial works to get industry moving within 24 hours, because our crew is part of the social fabric of the towns we operate in, not awaiting flights to reopen and 'fly in' for works.

We are neighbours helping neighbours — friends helping friends. However, small businesses are more than that. They benefit their local communities in many concrete, quantifiable ways.

Regionally based businesses like CORPS, are the backbone of local communities, and funds get recirculated to all manner of local businesses. More specifically, when spending \$100 at CORPS, roughly \$68 stays within the local economy.

When utilising the services of a multinational, an east coast or Perth-based company, profits are all but removed from our region.

Giving Back To The Local Community

At CORPS, we don't just build roads and infrastructure. We build communities.

Within our community, we value building relationships, partnerships, and trust.

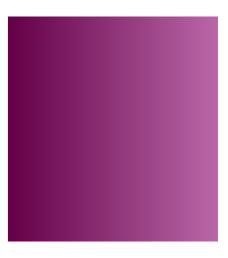
A number of local businesses, such as CORPS, are known for their involvement in supporting local charities and causes. In order to endure commodity cycles, it is extremely important that a strong local community exists. We believe that this is why owners of local businesses are generally more engaged in the community than other

owners.

There is a 250% greater donation to non-profits and community causes by small and local businesses than by large ones, creating a positive cycle of giving back to the local community. Among the organisations included in this category are local charities, youth organizations, local first responders, and local service groups organisations.

Since we are almost an entirely local team, the majority of funds generated by our business are invested back into the region's economy and are used to support local businesses and





Greater Community Involvement of **Business Owners**

We build roads that offer safe journeys for families and schools for the next generation.

We create the strong foundations upon which Fire Stations and Police Stations are built to protect the community and supply sand to major projects so they can prepare for the future.

From the netball club to soccer, to the legends at SAFE Karratha, to the BMX bandits and mountain biking clubs, to the mighty mighty Falcons – we aren't just onlookers in the nose-bleed section.

We are the ones coaching, supporting, cheering, and volunteering.

What 'local' means:



Locally based team

We have been serving the Karratha community for over 37 years and our four CORPS hubs employ more than 200 staff members. Thus, we support small businesses and contribute to the economic development and overall growth of local communities by redistributing money back into their hands.

Building relationships

We collaborate with the City of Karratha and other Local and State Government bodies across the North West to find new solutions, implement new waste management systems, and contribute to a circular economy.

REDS (Regional Economic Development Scheme)

Our REDS Grant funding is helping Pilbara communities embrace new, diverse business, job, and training opportunities.

CORPS has put its \$150,000 grant towards establishing a virtual reality simulator and three training modules that will train future operators in how to use heavy machinery in a safe, simulated environment.

It means local training for local jobs, helping to deal with labour shortages while supporting Pilbara businesses.

Indigenous engagement

CORPS acknowledges and understands the connection of First Nations Peoples to the local environment and we work to ensure positive outcomes are achieved for all stakeholders involved in our projects. As a company committed to social responsibility, we strive to promote activities that provide realistic and valued assistance to Aboriginal communities affected by or involved in our work environment. We understand that project scopes vary, as do available First Nations capabilities and capacities, so we tailor engagement based on each individual project to ensure maximum impact and positive outcomes.

At CORPS, we understand that project scopes can vary, as do the available capacities of local Indigenous communities, so we make it a priority to tailor our engagement with each community based on the specific needs of each project. In addition to our commitment to promoting activities that support Aboriginal communities, we seek to engage local Aboriginal talent in our projects. We understand the importance of providing training and employment opportunities for Indigenous Peoples and we actively work to ensure our workforce is inclusive and diverse. We believe that a locally grown diverse workforce not only benefits our projects but also strengthens our relationships with the communities in which we live, work and play.

Finally, we understand the importance of building mutually advantageous relationships with Aboriginal communities and work to ensure that all stakeholders are engaged and consulted throughout the project lifecycle. Our longstanding Native Title agreements in place with Ngarluma and Wintawarri on our Maitland River mining lease are a testament to our commitment to building positive relationships with Aboriginal communities. We will continue to work collaboratively with Indigenous Peoples to ensure that our projects are delivered in a socially responsible manner that benefits all stakeholders involved. We use authentic measures to ensure that good Indigenous relations are achieved and maintained on all of our projects.

TAFE

As part of our recent order for a Caterpillar training simulator, we intend to provide a pathway for both indigenous and non-indigenous people to gain employment in the earthmoving and mining industry.

Together with Pilbara TAFE, we are providing practical training to students wishing to complete Certificates II and III in surface extraction. Training can be conducted initially on a simulator, so that the students can become familiar with the process of conducting a thorough 'pre-start' and then become proficient at operating it in a safe, controlled environment. It has the added advantage of not consuming any diesel fuel during the learning process.

As soon as these skills have been acquired in the simulator and the student has reached a sufficient level of proficiency, they can progress to real machines within a controlled, purpose-built training facility in the town.

Additionally, CORPS has begun preliminary discussions with Ngarliyarndu Bindirri (Brida) regarding the introduction of a ready-to-work program for indigenous workers who have been unemployed for a long period of time. Through the simulator and TAFE collaboration, we will be able to help provide further training and education so that they can move from level entry positions such as gardening and landscaping to machinery operators in the mining and service industries.



To us, being local is so much more than a financial donation to a local sporting club or community organisation.

STATISTICS



16% Legacy crew – families that work within our business



12% of our crew are apprentices or trainees



25% our crew have been part of CORPS for at least five years



30% our Executive Team are women

WOMEN



70% of promotions in 2022 were women

30% of our Executive Team are women

^

25% of all crew are women

FIRST NATIONS

4% of crew are Indigenous



not be interested in working for multinational corporations.

With every job that is created locally, more people are with a thriving small business environment and a strong sense of community makes it a compelling place to live.

Keeping our people safe



All operations are anchored by the CORPS family reputation. It is our people who make up our core, and they are the reason we strive to practice safe and innovative business practices. This applies not only to our workers, but also to our contractors, clients, and the broader community at large. Our excellent safety record can be attributed to our people, our systems, and our continuous improvement efforts.

Our commitment to health, safety and wellbeing is reflected in our actions - big and small:

- We don't have a Human Resources department, we have "People and Culture"
- We don't have payroll numbers, we have names, faces and family
- We are agile and fast-moving, without the "rush to get the job done" approach
- We lead by example and encourage an open and honest environment at every step of the way
- We are committed to learning from the past, and always finding opportunities for improvement
- We are compliant and accountable to ISO certification systems
- We are ISO 45001:2018 certified
- Above our safety protocols, we have a genuine "how are you doing, mate?" approach

SUSTAINABILITY

STATS



Partnership with the McGowan Government for a virtual simulator, mitigating potential safety concerns and decreasing reliance on fossil fuels for operator training and development.



Partnership with Western Australia Return Recycle Renew Limited (WARRRL) to recycle 2,000 tonnes of glass from the Pilbara and Kimberley per annum, removing the need to transport waste



Partnership with UWA Marine division for a trial carbon capture project, for carbon abatement and mitigation in the local areas where emissions are produced





We have redirected over 200,000 tonnes of waste from landfill.



Circular economy - Removed and recycled 60,000 tonnes of waste material from Woodside Pluto Train 1 village and reused 25,000 tonnes of recycled concrete waste for Woodside Pluto Train 2 village



Bayly Avenue Recycled Road - Airport Arterial Road - RAV 10 Main Roads Certified Over 60,000 tonnes of recycled construction waste repurposed and reused



Mooligunn Recycled Road - Light Industrial Area - RAV 10 Main Roads Certified 14,211 tonnes of concrete roadbase repurposed and reused



Coolawanyah Recycled Road - Light Industrial Area - RAV 10 Main Roads Certified Over 2,000m³ of road, reconstruction was completed using recycled waste materials



200 tonnes of recycled glass used internally - for bedding sand and landscaping



Reducing our carbon footprint

At CORPS, we are ahead of the game. Sustainability is not new to us. We founded our economy, for almost a decade.

at the forefront of our business and many of our new initiatives.

future generations.

manner that:

- Supports our local and national economy
- Protects the natural environment
- Gives back to the community
- Supports health and safety
- Supports the longevity of our business

- The resource sector is determined to improve its sustainability with aggressive targets and commitments to host communities and expectations that are passed onto their supply chain.
- environmental facility in 2013 and have been working on sustainable practices, toward a circular
- What is important to our community is important to us. Environmentally-conscious decisions are
- Our sustainable approach means meeting current needs without compromising the needs of
- As an organisation, we recognise that in order to be considered sustainable, we must work in a

TECHNOLOGY

For any successful economy, technology becomes a catalyst for social change.

In regional, rural, and remote communities, it is critical to ensure the longevity of local businesses and the communities they live in.

Necessity often begets innovation. As a local company, often benchmarked against larger entities, CORPS has always been driven by innovation, in an effort to stand out and get noticed. This increased visibility has created notoriety within our local communities, and it has allowed us to attract staff and customers from other communities, magnifying our ability to redistribute wealth and create more employment on a local scale.

The role of technology in community development is to give power and a voice to people within the larger ecosystem. CORPS headquarters is situated almost 2,000 kilometres from our nearest capital city, yet we are a partner of choice for WesTrac / CAT for all new technology in the civil sector.

At CORPS, innovation and technology move us forward.

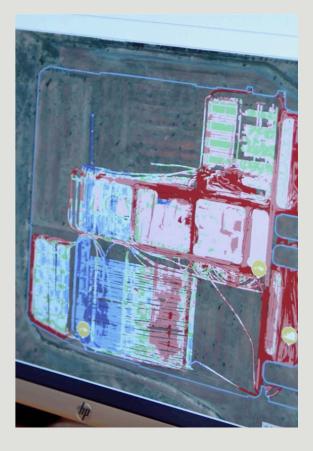
We strive toward new and better ways of doing things and question the "business as usual" approach. We stand back to see the bigger picture and put the community at the forefront.



Communities that are devoted to advanced technology, particularly regional business communities, are better able to attract and retain talent and create a happier and more engaged community as a result.

CORPS is taking full advantage of this opportunity to refine and develop technology in the industry as a means of solving the workforce shortage.

In today's technological world, sustainable solutions are the driving force behind our technology and innovation. We create realistic solutions, providing benefits to the economy, the environment, and the community as a whole.



Trimble 3D Machinery

As one of Western Australia's largest users of Trimble survey & data acquisition technology, we have the capability to increase accuracy and efficiencies across multiple work fronts to deliver a first-class job, first time, every time. With our own surveyors and Trimbleenabled fleet we can efficiently and accurately build sites with real-time data monitoring and acquisition to keep things on track, and on time.

Telematics

The use of telematics in our fleet provides us with the ability to monitor performance and keep track of all our equipment. The ability to monitor fuel usage and equipment movement helps us reduce our operating costs and carbon footprint, while simultaneously increasing our safety footprint.

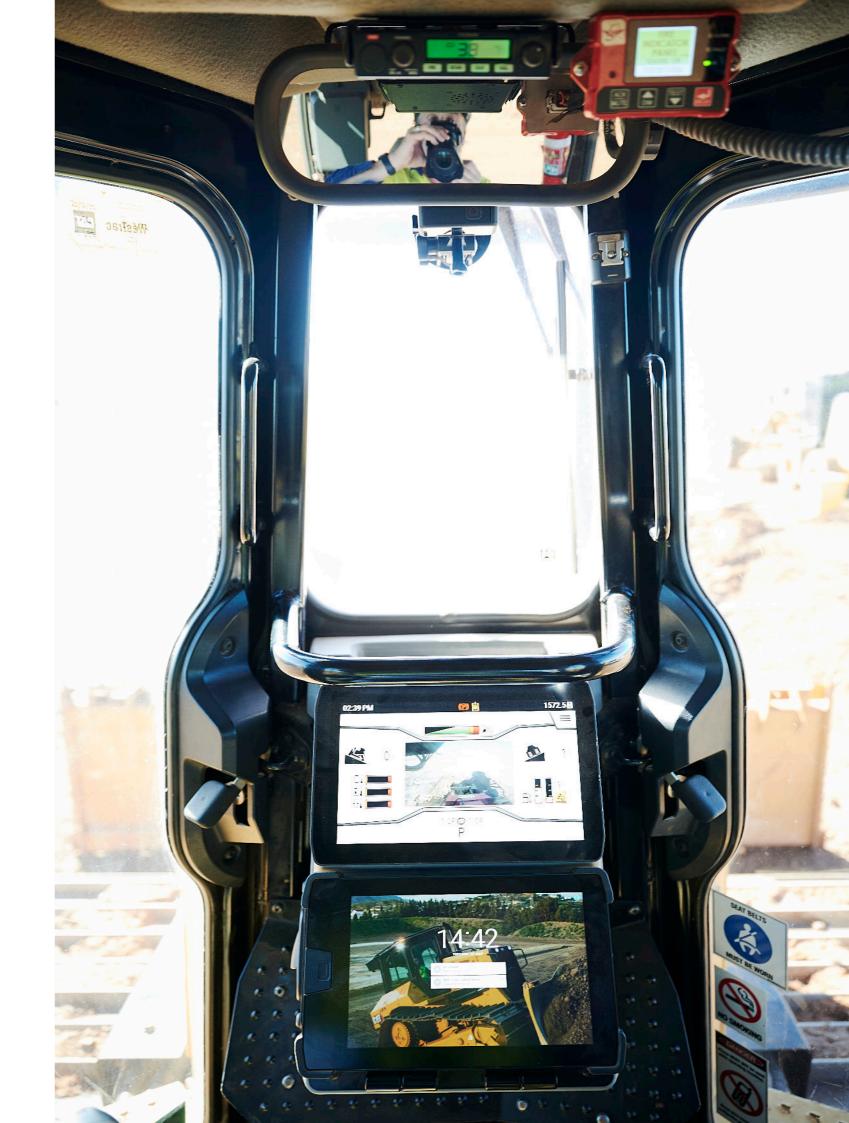
Simulation Technology

CORPS have entered into a partnership with the Western Australian State Government to create a REDS VR (Regional Earthmoving Digital Simulators – Virtual Reality) project.

The REDS VR project directly addresses the current workforce shortage in the Pilbara, offering an efficient, safe and an environmentally sustainable solution, almost immediately increasing the number of locally based skilled human resources.

90% paperless docket system

A digital docket system reduces our dependence on paper-based resources and improves the flow of information between customers, employees, and contractors.





At CORPS, we deliver vertically integrated civil solutions across Australia's North West. We are accessible, pragmatic, and safe, using innovation and technology to offer solutions to our clients, ensuring they reach their targets on time and on budget.

Large Scale Projects

There is no project too large or small for CORPS. In the Pilbara and Kimberley regions of Western Australia, we have literally laid the foundations for many homes, businesses, major infrastructure projects, and roadways.

When our clients talk about us, they use phrases like 'send in the cavalry'. We take pride in this, knowing that the language used to describe our business is synonymous with fast, disciplined, and decisive action.

And considering that we are continuing to grow, diversify and innovate after almost 40 years of operation, with the same family at the helm, we believe that the proof is in our past projects.

CORPS are the first port of call for large-scale civil solutions across the Pilbara and beyond.

With a large fleet and a local presence, we are uniquely positioned to mobilise quickly, whenever it is necessary to send in the cavalry.

Over 300 pieces of plant and equipment are in our fleet, as are over 200 local and highly skilled employees who are all dedicated to delivering high-quality workmanship and ensuring client satisfaction. Our regional hubs are strategically located and provide Corps with immediate access to a wide range of specialised services and equipment for any project, in any location.

This combination of people, partnerships, and machinery gives us the enormous capacity to take on projects of any size and scale, providing solutions to Rio Tinto, BHP, FMG, and Woodside.





CIVIL CONSTRUCTION

We offer fully integrated civil solutions for projects of all sizes.

With a modern fleet of over 300 pieces of plant and equipment, matched with highly qualified and motivated staff and almost four decades of local knowledge and experience, we provide unmatched capability in the northwest.

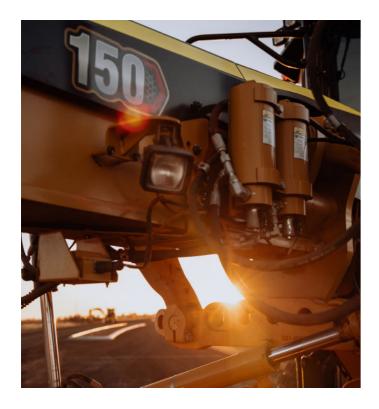
Presenting a multi-level service approach, we provide a one-stop shop for your civil construction needs to ensure your project runs as planned, and if things do change, we have the capability and agility to change with them.

With our own bulk material supply, including sand, gravel, and recycled concrete road base, and access to multiple quarried product suppliers, we are able to fulfil all of your material supply needs. We have your material delivery covered with a fleet of trucks ranging from double, triple, and quad-configuration road trains to single-end tippers, side-tippers, and walking floor trailers.

Our bulk earthworks and final trim levelling capabilities are highlighted by our Trimble GPSenabled plant and equipment. From excavators to loaders, graders, profilers, and dozers, our accuracy and efficiency are second to none.

With onsite and offsite crushing and screening capabilities, we have the capacity to reuse and recycle in-situ materials to keep equipment, material, and personnel movement to a minimum, ultimately reducing costs and carbon footprint.

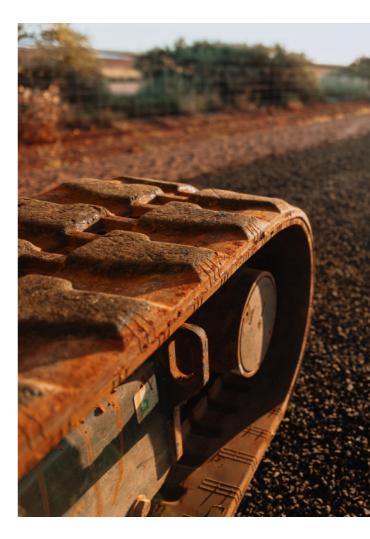
From roads to rail to drainage to dams, our cutting-edge technology and locally based team give us the enormous capacity to take on projects of any size.



We offer a complete, end-to-end solution including:

- Land clearing
- Bulk excavation
- Bulk earthworks
- Site leveling, clearing, and preparation
- Subdivision works
- Final trim house and shed pad preparation
- Crushing and screening
- Bulk material supply and cartage
- Hardstand areas
- Carparks
- Road construction and repairs
- Rail formation construction and repairs
- Subsurface drainage systems
- Dust suppression
- Camp construction civil works
- Ballast Laying

ROAD CONSTRUCTION



Sustainability is at the core of what we do. We are covering new ground through our Environmental Crushing Facility, by recycling bitumen and asphalt, diverting construction byproducts away from landfill, and repurposing them to create roads across Western Australia.

We are the only roadworks service in Australia's North West that offers a vertically integrated solution.

Offering the largest and most integrated road construction services in the northwest, no project is out of reach. With a fixed asphalt plant in Karratha and a mobile asphalt plant that can be moved across the Pilbara and Kimberley with Main Roads-approved asphalt mix designs in Karratha and Port Hedland, we offer the full spectrum of asphalt supply and laying services.



ROAD CONSTRUCTION

CORPS spray seal services extend from Kimberly in the North, Pilbara, Gascoyne, and through to the Midwest region. Fully mobile crews and equipment, integrated with our own bitumen cartage tankers, allow us to offer prime, pre-coating, and spray seals from the largest overlay programme to the small onsite handwork projects.

Profiling and stabilising services allow for precision excavation and treatment of base course materials in preparation for asphalting and spray seals. In conjunction with our specialist shoulder paving equipment, we can cater for a full road shoulder repair program.

Our onsite NATA-accredited laboratory means that aggregate, bitumen, and asphalt testing can be conducted locally, or onsite with our mobile laboratory. This provides optimum quality control and peace of mind for our clients.

With onsite production capabilities for emulsion and polymer-modified bitumen (PMB) products, we can provide for all manner of bitumen and asphalt requirements. We offer emulsion dust suppression solutions, helping minimise water use and health concerns for the general public.

We offer a complete, end-to-end solution, including:

- Asphalt supply and laying services
- Bitumen spray sealing
- Profiling
- Stabilisation
- Bitumen and aggregate testing
- Asphalt testing and coring
- Bulk bitumen supply and cartage
- Cold Mix production and supply
- Emulsion production and supply
- Polymer Modified Bitumen (PMB) production and supply
- Trimble GPS Survey
- Trimble GPS-enabled equipment
- Site preparation
- Cartage
- Patching and minor repairs
- Shoulder paving & edge correction
- Road Sweeping
- Line Marking
- Crack patching
- Asphalt and concrete recycling
- Dust Suppression
- Bituminous surface treatments

PRODUCTSUPPLY

We are taking pressure off finite resources through our Environmental Crushing Facility

CORPS provides conventional and recycled materials across a diverse range of sectors, enabling Australians to build a better future. We manage our entire construction supply chain, which gives us agility, capacity, and most importantly, an opportunity to revolutionise the way we use finite resources.

Our ability to provide all the materials for your next civil construction project is unrivalled in the North West.

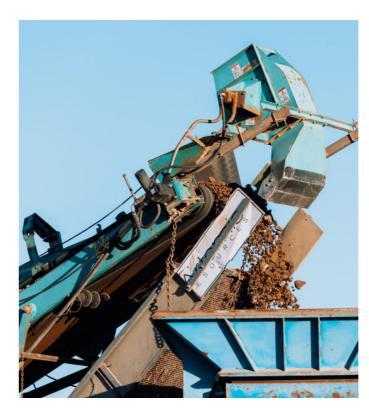
We have our own sand, and gravel leases, providing bedding / fill sand, concrete sand, and topsoil, as well as locally produced recycled asphalt, glass, and concrete road base. Combined with access to multiple quarried materials throughout the Pilbara and Kimberley regions, ranging from dust to rock armour, we can provide any material for your next project.

This supply is backed by a 30-strong fleet of trucks ranging from double, triple, and quad configuration road trains to single, rigid end and side tippers. We also have a fleet of walking floor trailers to get the right amount of material exactly where you need it.

A fleet of rigid and semi-water carts compliments this, allowing for bulk water supply for material conditioning, dust suppression, and bulk water storage requirements.

With onsite and mobile asphalt production capabilities, we can provide and lay hot and cold mix asphalt. We also have emulsion and polymer-modified bitumen production capabilities, with bulk haulage capabilities to get it to where you need it.

Our **onsite NATA-accredited laboratory** means that aggregate, bitumen, and asphalt testing can be conducted locally, avoiding long turnaround times. This is complemented by a full mobile laboratory setup for remote locations and on-the-job requirements.



Our products include:

- Fine sand
- Fill sand
- Roadbase
- Cracker dust
- Quarried materials
- Bedding sand
- Ballast
- Recycled concrete roadbase
- Screened aggregate
- Top-soil
- Rip Rap
- Rock armour
- Recycled glass
- Bedding sand
- Asphalt
- Spray seal
- Cold mix
- Bitumen
- Emulsion
- Polymer modified bitumen

OUR ENVIRONMENTAL FACILITY

Purpose-built facility diverts landfill and minimises our dependence on raw materials. CORPS has repurposed over 200 tonnes of glass since 2013, and we are still going. Glass is sorted, separated, and crushed, turning it into a safe and multipurpose product that can be used for sand, bedding sand, aggregate base, asphalt, concrete items, landscaping and more.

Recycled concrete

2

3

Concrete and building waste often wind up in landfill and vacant land - an everpresent issue around Australia. Worse yet, the cost of transporting and recycling concrete is financially unviable. At CORPS, we saw this as an opportunity to innovate and evolve. Our local facility recycles 72% of all concrete waste in the City of Karratha, providing services to Rio Tinto, Woodside, BHP, and more.

Recycled asphalt products

Building and maintaining roadways are vital for a prosperous future - but we recognise it places strain on natural resources. As part of our EnviRoad initiative, our purpose-built plant recycles products, creating repurposed materials for new roadways - setting an example that recycled materials can be stable, sustainable, and financially viable. Our team has the capacity to lay, compact and seal roadways, offering a fully integrated solution.

Recycled glass sand







CARTAGE

CORPS has a modern fleet of Volvo trucks equipped with Dynafleet GPS and Telemetry technology, providing up-to-date vehicle position and status. With instantaneous monitoring capability, we can revise route and load configurations, assess driving styles, and implement immediately required maintenance to ensure our fleet is running as efficiently as possible.

With an array of end and side tipper trailers that can be set up in single, double, triple, or quad configurations, we have the capability to move vast quantities of bulk material as required.

We supply bulk water cartage in rigid or semi-trailer configurations, with the capability to provide for material conditioning, dust suppression, or bulk water storage. Liquid waste materials can also be transported with our dedicated licensed tankers.

With our own group of low loaders and float trailers, we can mobilise equipment from 1 tonne up to 50 tonnes, getting the right equipment to the site as and when required.

All these vehicles are operated under our MRWA heavy vehicle accreditation drivers and backed up by our own Karratha and Broome workshops complete with qualified mechanics and boilermakers.

Our cartage equipment is a modern Volvo fleet, including:

- Double, triple, and quad road trains
- End and side tippers .
- 6 wheel tippers
- Single semi-trailers
- Walking floor trailers
- Water trucks
- Low loader and float trailers
- Wastewater cartage
- Rock cartage from dust to rock armour
- Bulk material haulage

At CORPS, we collect and deliver essential resources across the Pilbara for the mining and construction industries, helping your project run seamlessly.

With single, double, triple, and quad cartage, we provide general, bulk, and oversize transport solutions from 1 tonne to 1 million tonnes.





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