



2021

DRA GLOBAL

H1 CY2021 Results Presentation

19 August 2021

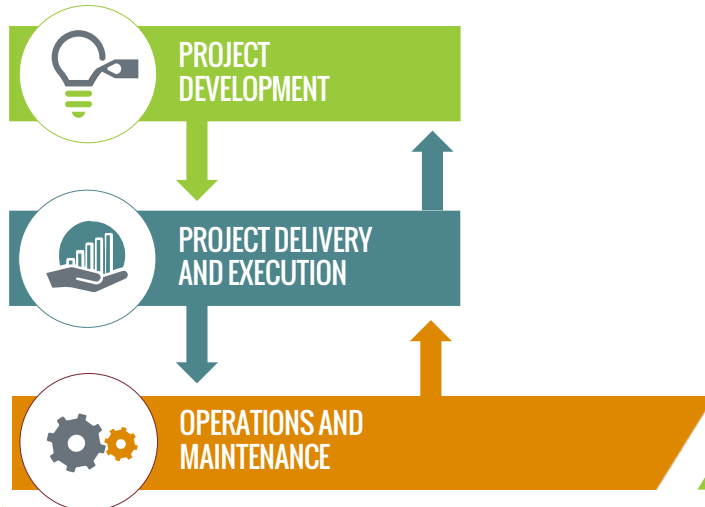
DRA Global Profile

DRA Global is a mineral resources focused advisory, engineering, project delivery, operations management and optimisation group with a track record spanning more than three decades. Collaboration, innovation and improvement are at the heart of everything we do.

PURPOSE

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

VALUE-DRIVEN BUSINESS MODEL COVERING THE FULL PROJECT LIFECYCLE



CORE VALUES

SAFETY

We care for each other. Safety and well-being is our first consideration

INTEGRITY

Do what is right for the right reasons.

EXCELLENCE

We continuously strive to be better.

TRUST

We build relationships by delivering on what we promise.

COURAGE

We have the conviction to step outside our comfort zone and make a difference.

PEOPLE

The cornerstone of the business



DRA Global Profile

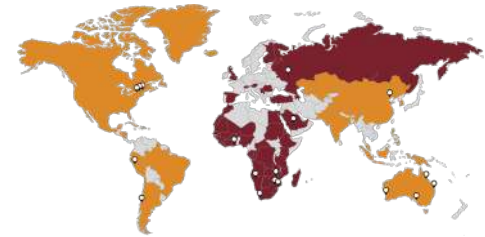
WORLD CLASS CAPABILITIES

- | | |
|---|--|
|  Minerals & metals processing |  Mining |
|  Engineering |  Non-process infrastructure |
|  Operations, maintenance (O&M) & shutdown services |  Related water & energy |
|  Electrical, control & instrumentation (EC&I) |  Advisory |

GEOGRAPHIC COVERAGE - MAJOR MINING MARKETS

Australia and Asia Pacific, North and South America **(APAC/AMER)**

Europe, the Middle East and Africa **(EMEA)**



COMMODITY EXPERTISE



- | | | |
|-------------------|--------------------|-----------------------|
| / Precious Metals | / Bulk Commodities | / Battery Minerals |
| / Base Metals | / Rare Earths | / Industrial Minerals |
| / Thermal Coal | / Precious Stones | / Mineral Sands |

DIFFERENTIATED BY TRACK RECORD

OVER **7500**  

Projects, Studies & Operations completed successfully around the world

TALENTED GLOBAL TEAMS



APAC/ AMER
1600+

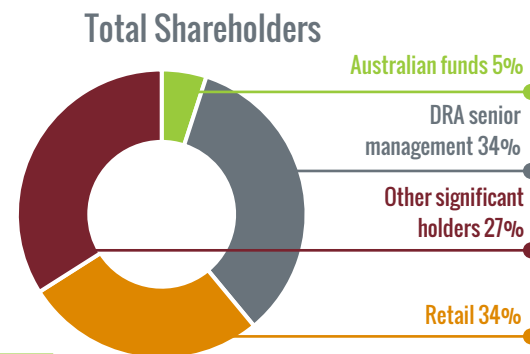
EMEA
3100+



Corporate Overview

Capital Structure	Details	DRA Shares		DRA Shareholders ²	%
Market Capitalisation ¹	A\$189.8M	Share Price ¹	A\$3.50	Australian funds	5%
Cash (30 June 2021)	A\$155.5M	Fully paid ordinary shares on issue ⁴	54.2M	DRA senior management	34%
Debt (30 June 2021) ³	A\$52.7M	EPS	22.88cps	Other significant holders	27%
Enterprise Valuation	A\$87.0M	On-market share buy-back program (Up to 10% of shares on issue)	5.42M	Retail	34%
				Total	100%
				<i>Top 20 shareholders</i>	<i>75%</i>

Board and management	Position
Peter Mansell	Independent Non-executive Director & Chairman
Andrew Naude	Managing Director & Chief Executive Officer
Kathleen Bozanic	Independent Non-executive Director
Lee (Les) Guthrie	Independent Non-executive Director
Paulus (Paul) Lombard	Independent Non-executive Director
Adam Buckler	Chief Financial Officer
Alistair Hodgkinson	Chief Operating Officer
Ben Secrett	Company Secretary



1. ASX close 18 August 2021 (JSE closed at R31.00 on 17 August 2021)
2. At July 2021
3. Includes interest bearing borrowings, deferred cash consideration for pre-IPO Buy-back transaction and Minnovo put option liability (A\$18.9M) which reversed on listing (9 July 2021). After adjusting for the reversal of the put option liability Debt is A\$33.8M
4. Excludes 25M UPRs on issue. If all UPRs converted to Shares at the Share Price, fully diluted share on issue would be 57.1M

Financial Highlights H1 CY2021

A\$569.3M

Revenue

▲ 32% on H1 CY2020

A\$32.5M

Underlying EBITA¹

▲ 30% on H1 CY2020

A\$23.0M

Underlying NPATA¹

▲ 23% on H1 CY2020

CY2021F Revenue
(prospectus)

90% secured

(at 30 June 2021)

22.88 CPS

Earnings Per
Share

▲ 44% on H1 CY2020

14.8%

Return on
Equity

▲ 60% on H1 CY2020

A\$155.5M

Cash²

A\$844.8M

Backlog³

A\$1.4BN

P1 Pipeline⁴

¹ Figures used in underlying EBITA, NPATA are non-IFRS measures. A reconciliation is disclosed per the Appendix of this presentation

² After payment of A\$49.9M iro the pre-IPO Buy-back

³ Backlog includes (i) secured contracts or signed purchase orders and (ii) In respect of master services agreements, panels and other framework agreements DRA includes an amount for the work which is expected to be received over the period under consideration.

⁴ Near-term, high likelihood – in tender, tender submitted or being negotiated

Operations Overview

- / More than 30% increase in revenue driven by **growth in APAC / AMER Region**, across both Projects and Operations service offerings
- / **A\$621M in new contracts** and renewals secured in H1 CY2021
- / COVID-19 continues to affect industry and market conditions. Pro-active monitoring and management ongoing
- / **11 million** man-hours managed, 32 million tons processed, 5 major shutdowns completed. TRIFR and LTIFR **improved**
- / Mega project Kamoakakula plant facility commissioned **ahead of schedule below the capital budget**. First copper concentrate produced in May 2021
- / Tri-K project achieves first gold pour and **2.0 million LTI free*** man-hours
- / South American team grows to 90 people, opens office in Santiago Chile
- / **90%** of prospectus forecast CY2021F revenue secured at 30 June 2021
- / P1 pipeline **up 12%** to A\$1.4BN (relative to prospectus)



DRA is Committed to Safety

TRIFR & LTIFR
improve in
H1 CY2021

Safety performance indicators¹:

TRIFR: 0.691 (0.719 CY2020)

LTIFR: 0.164 (0.243 CY2020)



Projects: 6.8M man-hours



Operations: 4.2M man-hours



More than 39 project, construction & shutdown sites managed



29 facilities operated (> 32m tons processed)



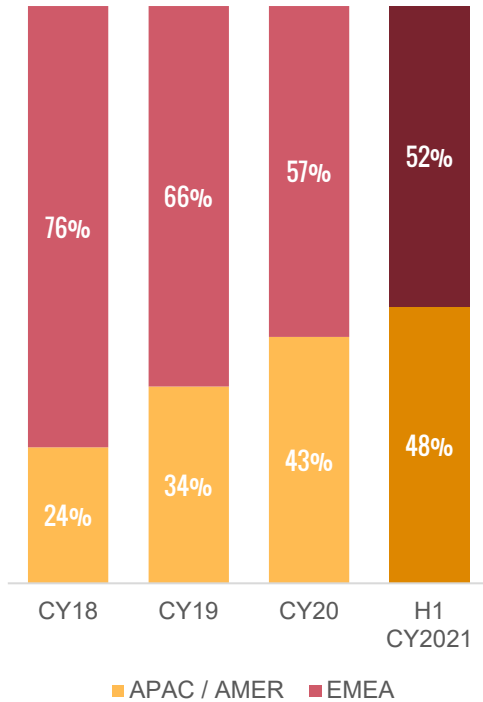
Delivered for customers in 16 countries across 5 continents



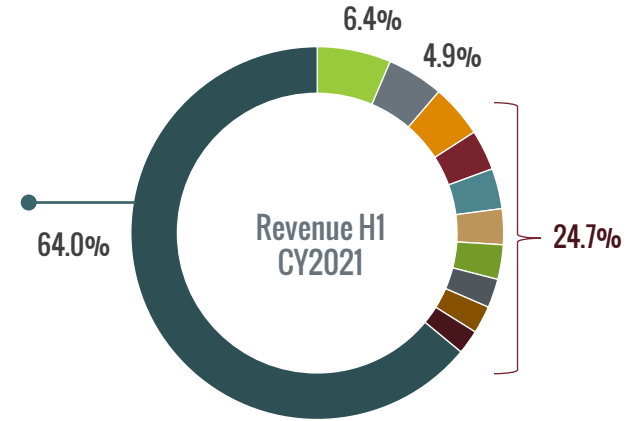
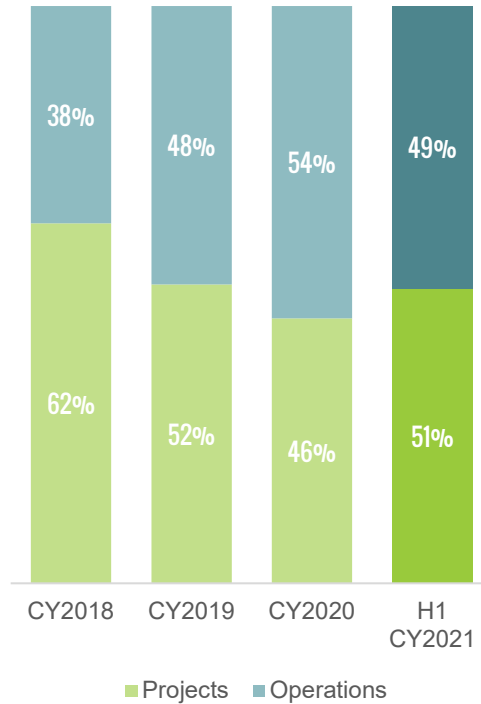
11 million
man-hours and
more than 60
sites and facilities
managed

Diversified Revenue Base

Revenue by Region



Revenue by Service Offering



- / Top 10 contracts contribute less than 35% of total revenue
- / Largest project and operation contracts account for 6.4% and 4.9% of total revenue respectively

A\$621M in New Contracts Secured H1 CY2021

New contracts include:

- / BHP Nickel West: Mt Keith Debottlenecking project (EP)
- / Assmang: Khumani Iron Ore Mine discard spreader system (EPCM)
- / Bravus Mining & Resources: Carmichael Project coal processing plant (EPC)
- / Arcelor Mittal: Las Truchas Iron Ore Mine (EP)

BARRICK

NORTHAM
PLATINUM LIMITED


ArcelorMittal

 **ASSMANG**

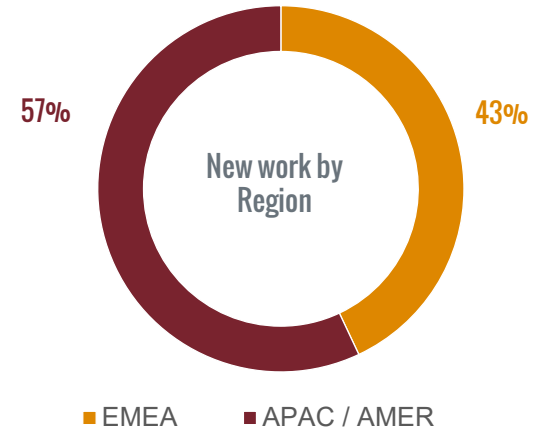
BRAVUS
MINING & RESOURCES

 **ANGLO AMERICAN**

IVANHOE MINES
NEW HORIZONS

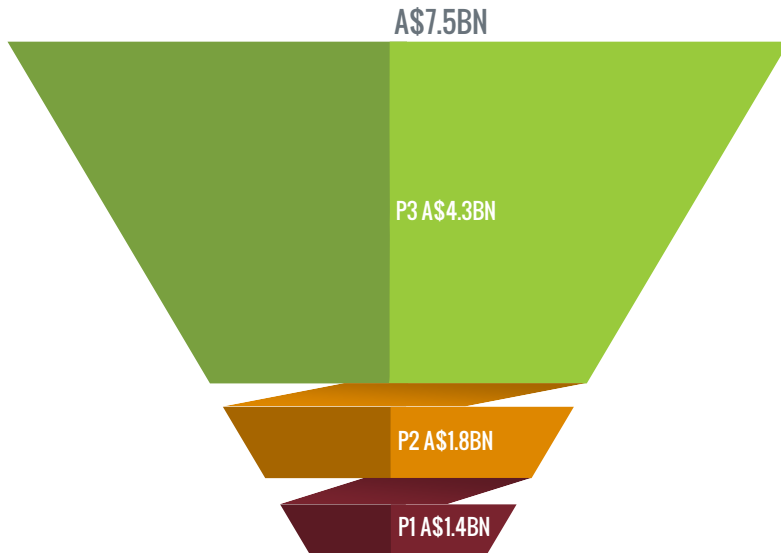
BHP

RioTinto

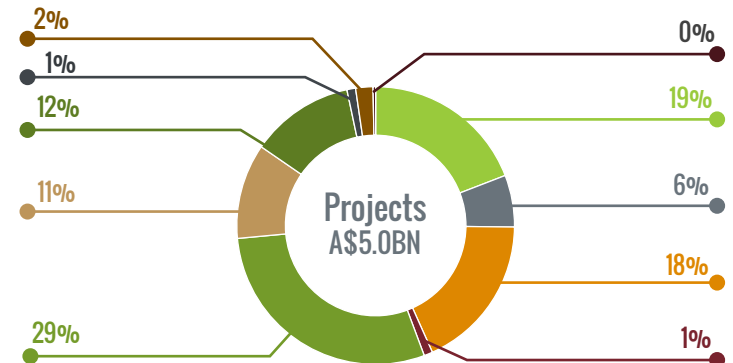
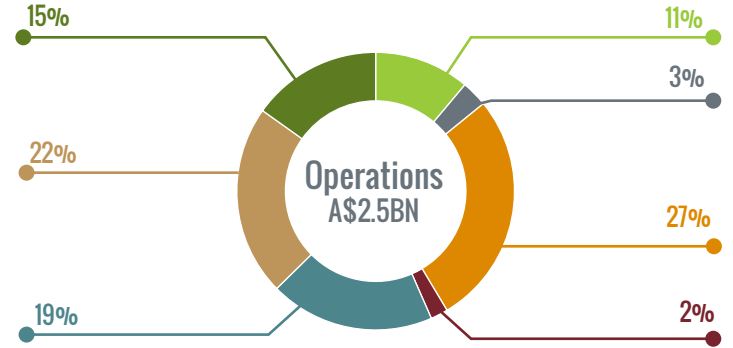


Outlook | Forward Pipeline Opportunities

P1 pipeline grows to A\$ 1.4BN at 30 June 2021



P3	Longer-term, in development – qualified opportunity
P2	Near-term, medium likelihood, active engagement (shaping) – focus on conversion to P1
P1	Near-term, high likelihood – in tender, tender submitted or being negotiated

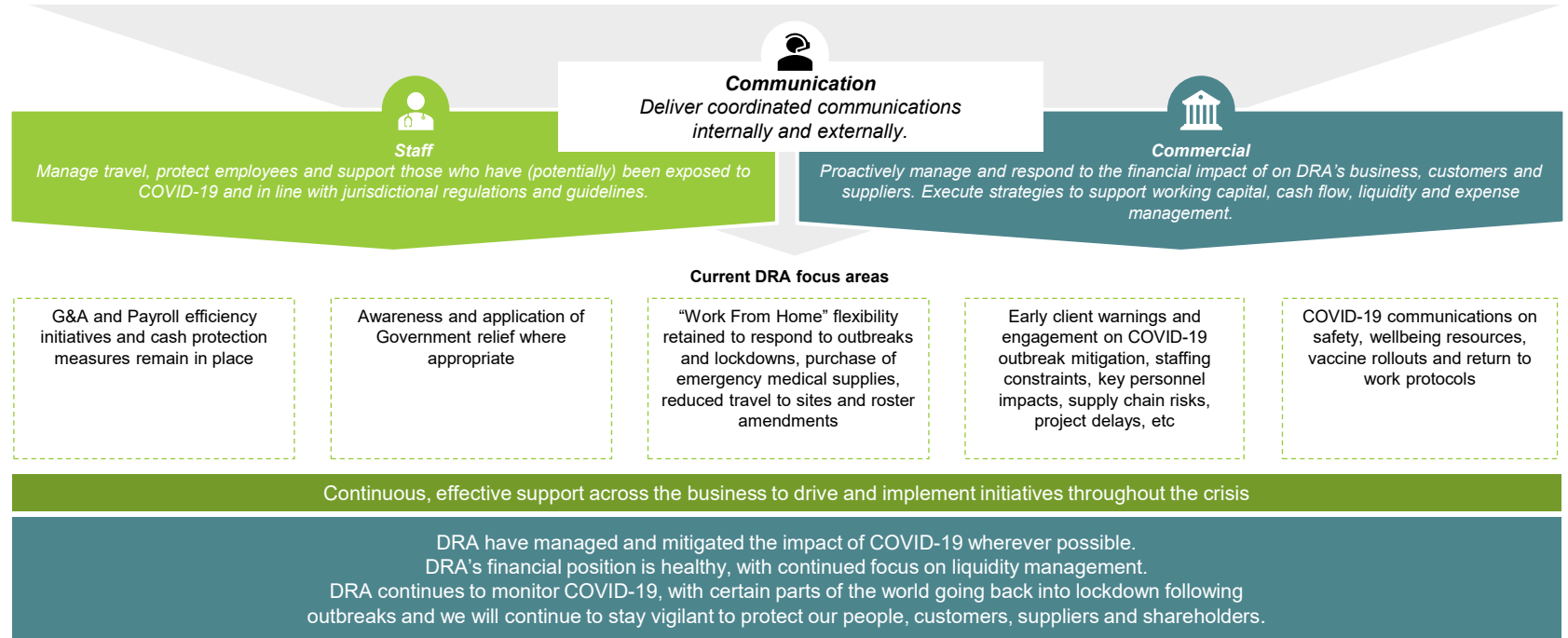


- Base Metals
- Battery Minerals
- Bulk Commodities
- Industrial Minerals
- Precious Metals
- Thermal Coal
- Other
- Precious Stones
- Rare Earths
- Mineral Sands

COVID-19 Update

Focussed on controllable outcomes

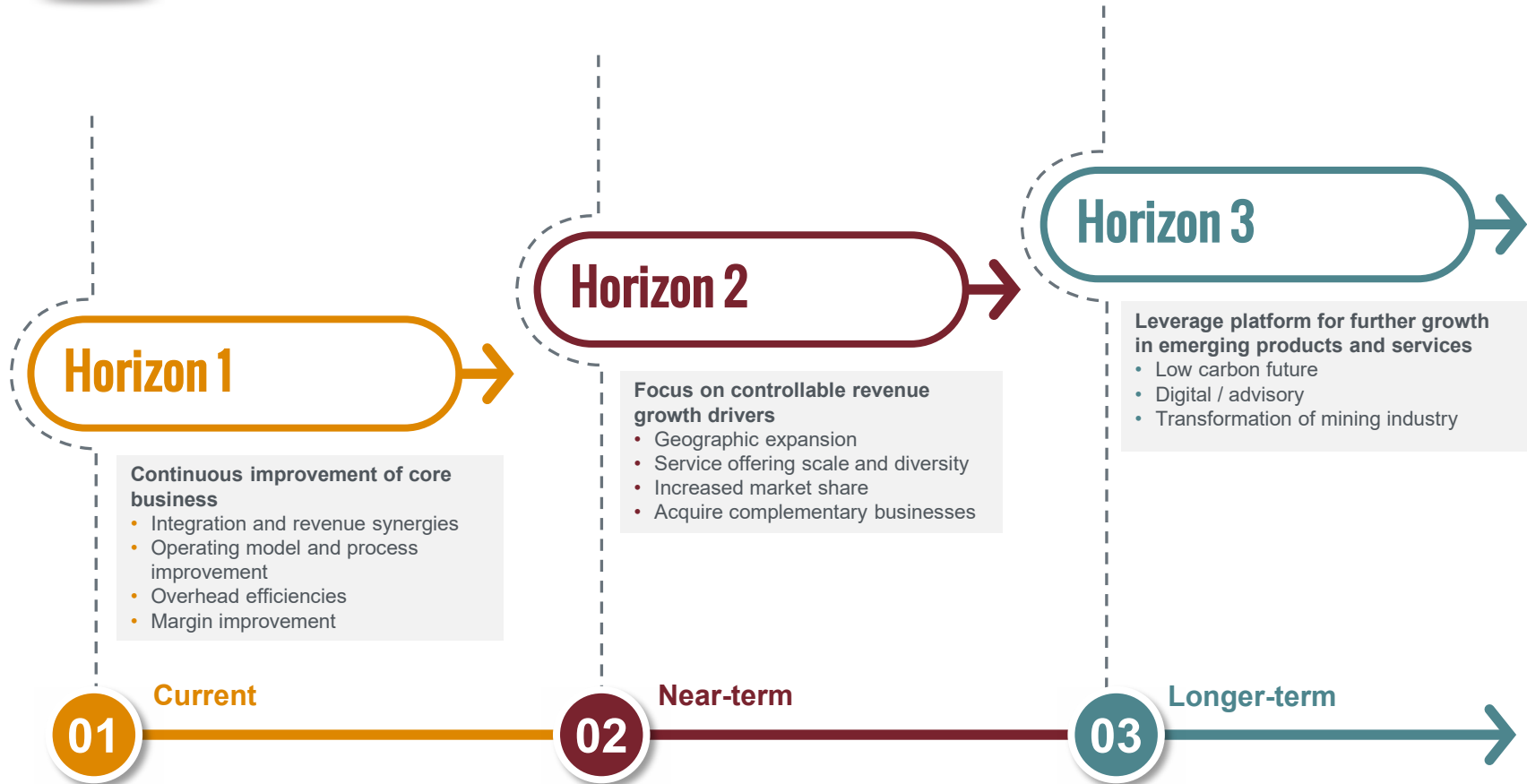
DRA implemented its **Business Resilience Plan** in early 2020 in response to the onset of COVID-19. It remains a key focus to support business critical activities, anticipate macro outcomes, overcome short-term uncertainties and position DRA for future growth, centred around the three critical enablers:





STRATEGY & OUTLOOK

Positioning to Support a Transforming Industry



Initiatives run concurrently. Horizons reflect timing of expected flow of benefits

Platform for Further Growth

1

Geographic Expansion

- // Pursue projects and operations in identified regions to increase the scope and scale of DRA's business
- // Diversify geographic concentration risk and expand project pipeline.
- // Continued growth in APAC and building presence in Americas region, and the Andean region of South America

2

Service Offering Scale and Diversity

- // Increase involvement on existing projects and operations with additional service offerings across the mining and projects life cycle
- // Continue to expand services in underground mining, water and energy, non-process infrastructure and advisory and consulting work
- // Continued expansion in mining projects and related operations support services

3

Deeper Market Penetration

- // Continued focus on delivering innovative, high quality and cost-effective solutions to customers
- // DRA has panel arrangements and master services agreements (MSAs) with several key customers and will continue to seek to strengthen its alliances with leading mining houses
- // People are a key factor in DRA's success. Becoming an employer of choice is seen as an important strategic differentiator in increasing market share

4

Acquire Complementary Businesses

- // To improve geographic coverage, consolidate and protect existing market positions, expand the scale and scope of operations into adjacent capabilities, or de-risk the DRA business model through continuing to expand the DRA operations service platform
- // Smaller bolt-on acquisitions will continue to be pursued to acquire specific capabilities or expertise
- // Must be financially compelling, with culture and a strategic fit non-negotiable

Responsible and Sustainable Development



Health, safety and wellbeing

- Across DRA, workforce health, safety and wellbeing is our number one commitment and the critical key performance indicator



Sustainability in mining

- Renewable and hybrid energy
- Water treatment
- Innovating plant design to reduce emissions, waste and water usage



Community development

- DRA supports local suppliers, contractors and workers to build capabilities and provide economic opportunities to local communities



Diversity and inclusiveness

- DRA's diverse workforce is key to a resilient organisation which is geared for growth.



Sustainable supply chains

- Supply chain traceability to focus on ethical and sustainable sourcing

/ Building on DRA's track record of innovation in plant design and engineering to support sustainability and transformation in the mining industry including:

- Energy efficiency, optimisation
- Water sustainability solutions
- Decarbonisation
- Virtual commissioning, remote monitoring and consulting

/ Safety, social and governance initiatives including

- Community support and upliftment
- Employee wellness campaigns, continuous learning
- Safety in design
- Safety initiatives, systems alignment, certification
- Additional independent board appointment
- New standards and policies

Key Takeaways

- / Revenue growth **in line with strategy**
- / **Growth** in EBITA and earnings per share (EPS)
- / TRIFR and LTIFR **improved**
- / **90%** of prospectus forecast CY2021F revenue secured
- / P1 pipeline **up 12%** to A\$1.4BN
- / **On track** to achieve prospectus forecast CY2021F earnings
- / Healthy balance sheet
- / On-market **buy-back** program initiated
- / Targeting full year **dividend policy** of 30-60% of net profit after tax from normal operations





APPENDICES

H1 CY2021 | Projects



// Black Rock

Client: Assmang Manganese
Location: South Africa
Scope: EPCM
Throughput: 4.6Mtpa

Expansion project for Assmang Manganese's Black Rock Mining Operations (BRMO).

DRA was involved from initial scoping phases through to the feasibility study, before being selected as the project delivery partner for the expansion project which expects to see manual output capacity increase from 3.2Mtpa to 4.6Mtpa. The scope made provision for a change in product mix and product tonnage with increased focus on Nchwaning and seam 2 products, while sustaining the Gloria output.

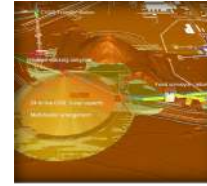


// Tri-K

Client: Groupe Managem
Location: Republic of Guinea
Scope: EPC
Throughput: 2.3Mtpa

The Tri-K carbon-in-leach gold processing plant is designed to process ores from the two main deposits, (Kodieran and Koulekoen). The plant has been designed to recover gold through both gravity and carbon-in-leach processes; and has been designed for a throughput of 2.3Mtpa.

SENET was awarded the engineering, procurement, and construction contract for the process plant in 2019 following the successful completion of a definitive feasibility study earlier that same year.



// Mount Keith Debottlenecking

Client: BHP
Location: Australia
Scope: Design Services
Throughput: 12Mtpa

The BHP NW Operation currently produces 12 Mtpa of nickel concentrate from the Mount Keith concentrator. Grinding will become a capacity limiting bottleneck to the Mount Keith Operation upon mining harder and more competent ores from the future Six Mile Well and Goliath open pits. The MKD Project will provide an additional SAG Mill circuit at the existing process plant to maintain the operation's existing 12 Mtpa grinding capacity.

DRA has been awarded the scope for all design services extending to provide professional services during BHP's tollgate stage and support through Execution Phase Services (technical support to BHP in procurement, construction, commissioning and handover).



// Carmichael Mine

Client: Bravus Mining & Resources
Location: Australia (Qld)
Scope: Target cost EPC
Throughput: 10Mtpa

In 2020 DRA was selected by Bravus as the preferred partner of the coal handling plant and was subsequently awarded the coal processing plant making DRA the preferred partner for the design, engineering and construction of the CHPP. The award of the CHPP follows close collaboration between DRA and Bravus to develop and confirm the project scope.

DRA's scope for the CHPP comprises the ROM bin, crushing plant, stackers, stockpiles, TLO and supporting infrastructure, crushing system, dry tailings and stacker.

H1 CY2021 | Operations



// Kroondal

Client: Sibanye Stillwater
Location: South Africa
Scope: Operations and Maintenance
Throughput: 7.2Mtpa

Kroondal is an underground platinum group metals mine with two concentrator plants (K1 and K2).

DRA (via Minopex) has undertaken the operations and maintenance of the K1 and K2 plants built by DRA, since commissioning in 1999.

The current scope is the ongoing operations and maintenance of the fully automated Mill Flotation plant which incorporates the latest technology. In addition to the ongoing operations and maintenance, Minopex is also responsible for the management and delivery of capital and continuous improvement projects.



// Ma'aden

Client: Ma'aden Gold and Base Metal Company
Location: Saudi Arabia
Scope: Operations and Maintenance
Throughput: 2.4Mtpa

The Ad Duwayhi Gold Mine is an open pit operation utilizing blast-load-haul mining methods, with the process plant comprising a Carbon-in-Leach (CIL) circuit.

The current scope is the ongoing operations and maintenance of the Ad Duwayhi Processing Plant since commissioning in 2015. In addition to focus on the development and localization of its workforce, the plant is continuously optimized to operate at above design throughput.

H1 CY2021 | Shutdowns



// Callide 8750 Shutdown

Client: Batchfire - Callide Mine
Location: Australia (Qld)
Scope: Dragline - Major Shutdown Maintenance
Manhours: 60,000

Major Mechanical Overhaul & Tub Replacement – Marion 8750 Dragline.

G&S was engaged to complete the planning and execution of a major mechanical shutdown on Dragline DL101 at Batchfire's Callide Mine.

Scope of work included the supply of all labour, tools and equipment to complete the works including major scope items such as assembly of new tub, removal and replacement of tub, mechanical gearing overhaul and minor electrical works.



// Dawson DL4 Shutdown

Client: Anglo - Dawson Mine
Location: Australia (Qld)
Scope: Dragline - Major Shutdown Maintenance
Manhours: 100,000

Major Mechanical Overhaul & Tub Replacement – Bucyrus 1370 Dragline.

G&S was engaged to complete the planning and execution of a major mechanical and electrical shutdown on Dragline DL04 at Anglo's Dawson Mine.

Scope of work included the supply of all labour, tools and equipment to complete the works including major scope items such as lower/raise boom, boom structural upgrade, replacement of the circumferential diaphragm, removal of existing tub, installation of new tub, machining of upper rail, mechanical gearing overhauls, full electrical overhaul and painting of the machine.

Financial Results Snapshot

A\$M	H1 CY2021	H1 CY2020
Revenue	569.3	432.2
EBIT	26.1	20.7
EBIT margin %	5%	5%
Underlying EBITDA	42.0	33.2
EBITDA margin %	8%	8%
Underlying EBITA	32.5	25.0
EBITA margin %	6%	6%
Underlying EBIT	29.5	20.2
EBIT margin %	5%	5%
Underlying NPATA	23.0	18.7
NPATA margin %	4%	4%
NPAT	16.6	14.3
NPAT margin %	3%	3%
EPS (CPS)-Basic *	28.88	15.88
Return of Equity (ROE) *	14.8%	9.3%

Revenue growth

- / Revenue of A\$569.3M, up 32% on PCP
- / Driven by the Projects business in the Australian metals and mining market, consistent growth in Operations business, which is recurring in nature

EBITA margin in line with expectations

- / On track to meet the prospectus EBITA target of A\$56.9M (Note: IPO costs (non-recurring) taken up in H1 CY2021)

Underlying EBITA

- / Underlying EBITA of A\$32.5M, up 30% on PCP

Return indicators

- / EPS and ROE up 44% and 60% on PCP respectively



Refer to Appendix for details of DRA's Financial Results and Reconciliation of Non-IFRS Measures
 * Earnings per share and ROE for H1 CY2021 is after the pre-IPO Buy-back of 30 million shares.

Strong Balance Sheet With Material Net Cash

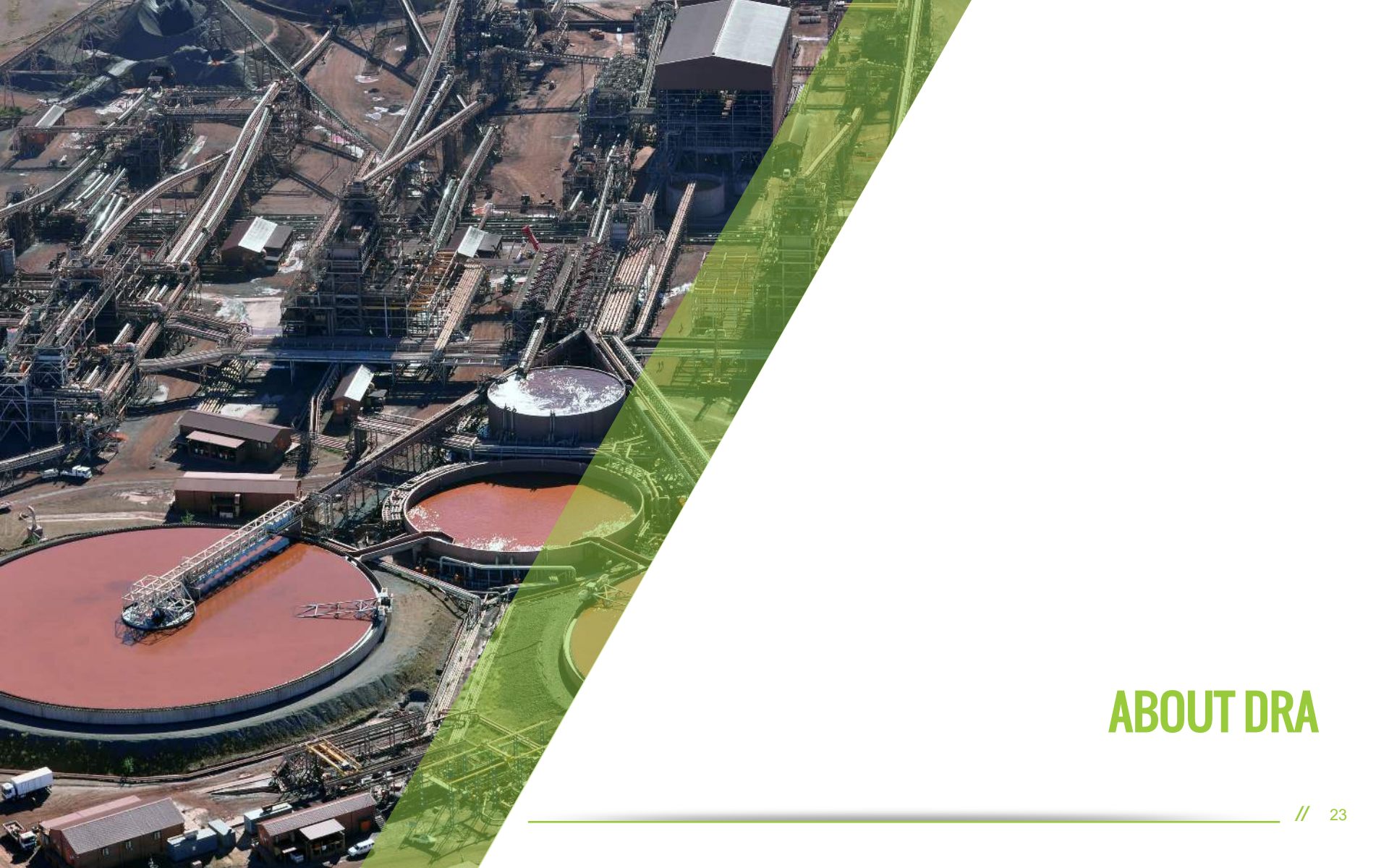
A\$'M	CY2021	H1 CY2020
Cash and cash equivalents	155.5	204.8
Contract assets and trade receivables	199.3	163.8
Other current assets	17.2	16.6
Other assets (non-current)	255.0	244.9
Total assets	627.0	630.2
Trade and other payables	146.8	108.5
Contract liabilities	39.8	53.7
Other financial liabilities	83.8	19.9
Other current liabilities	97.3	102.6
Other liabilities (non-current)	36.4	36.8
Total liabilities	404.2	321.6
Net Asset	222.8	308.6
No of Shares on issue	54.2	84.1
Net Asset per share (A\$)	4.11	3.67

- / Net Asset Value per share up 12% from 31 December 2020
- / No material borrowings
- / Access to more than A\$50M of borrowing facilities (unutilised)
- / 40% availability (A\$75M) in insurance bonding facilities (non-cash backed)
- / Other financial liabilities
 - Pre-IPO Buy-back, i.e. second tranche (A\$30.3M) payable in December 2021 and UPR liability (cash or equity at DRA's election)
 - Put option liability (A\$18.9M), reversed on 9 July 2021 on completion of DRA's listing

Reconciliation of Statutory to Underlying Results

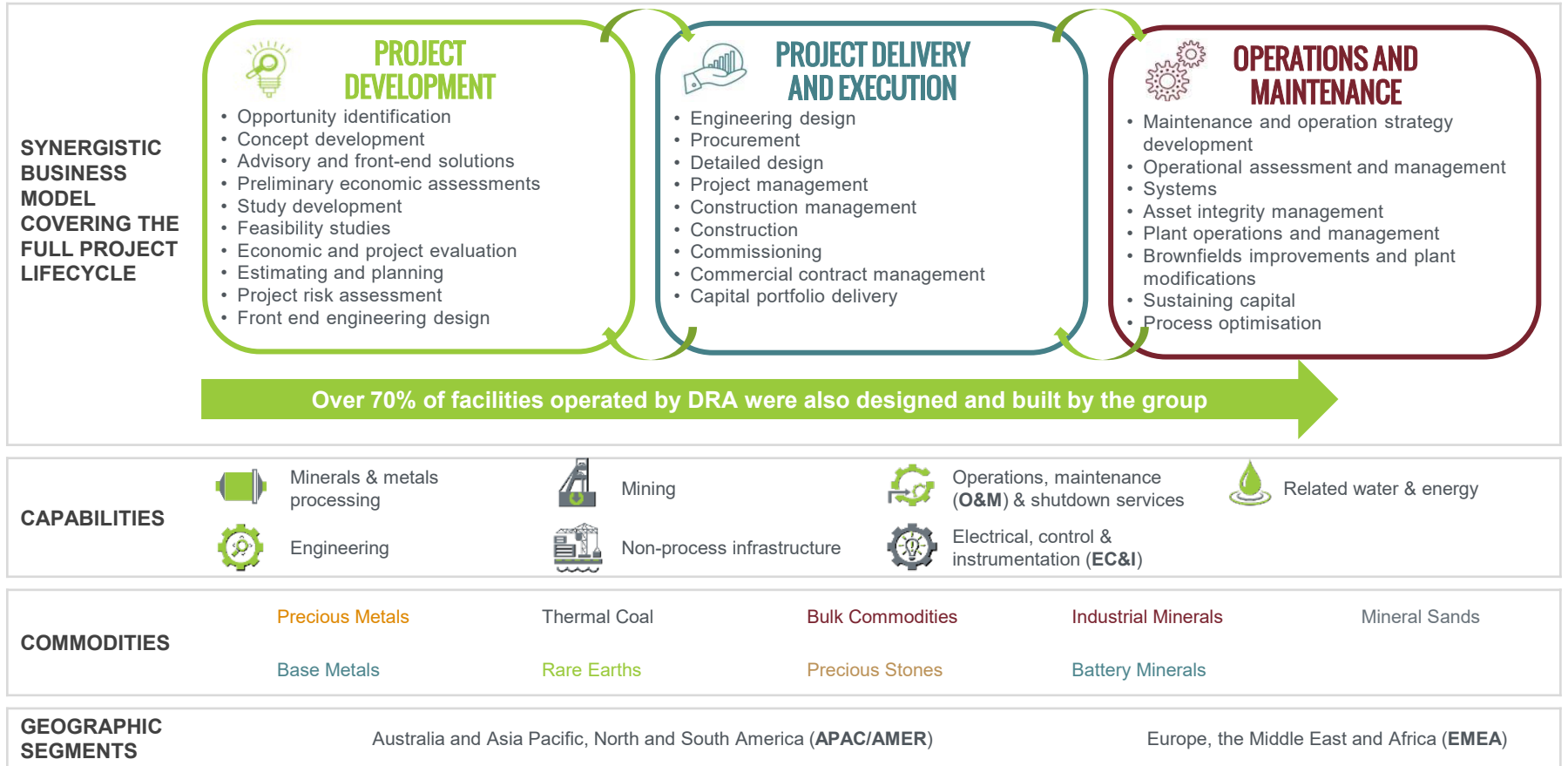
A\$'M	H1 CY2021	H1 CY2020
NPAT	16.6	14.3
<i>Adjusted for:</i>		
Amortisation	3.0	4.8
NPATA	19.6	19.1
<i>Adjusted for:</i>		
Amortisation	-3.0	-4.8
Taxes	10.2	8.1
Interests	-0.7	-1.7
EBIT	26.1	20.7
<i>Underlying adjustments:</i>		
Revaluation of UPR	-1.0	-
Job-keeper income	-	-1.2
IPO costs (non-recurring)	2.2	-
Legal costs related to litigation	2.0	-
IPO readiness program	0.2	0.7
Underlying EBIT	29.5	20.2
<i>Adjusted for:</i>		
Amortisation	3.0	4.8
Underlying EBITA	32.5	25.0
<i>Adjusted for:</i>		
Depreciation	9.5	8.2
Underlying EBITDA	42.0	33.2
<i>Adjusted for:</i>		
Depreciation	-9.5	-8.2
Interests and taxes	-9.5	-6.3
Underlying NPATA	23.0	18.7

- ✓ DRA results are reported under the Australian Accounting Standards (AAS) as issued by Australian Accounting Standards Board which compliant with the International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board
- ✓ The Company discloses certain non-IFRS measures that are not prepared in accordance with IFR and therefore are considered non-IFRS financial measures
- ✓ The non-IFRS measures should only be considered in addition to and not as a substitute for, other measures of financial performance prepared in accordance with IFRS



ABOUT DRA

A Global, Diversified Engineering Services Group



Full Service Offering from Pit to Port



Globally Diversified Business of Scale with Strong Market Positions



📍 OFFICES
APAC/AMER: > 1,600 Staff
EMEA: > 3,100 Staff

👤👤👤👤👤
OVER **4500+**
STAFF WORLDWIDE

OVER **3** DECADES
OF EXPERIENCE

OVER **7500** PROJECTS, STUDIES
& OPERATIONS
COMPLETED SUCCESSFULLY

🌍 **20** OFFICES
AROUND
THE GLOBE

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Disclaimer

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About DRA Global Limited

DRA Global Limited (ASX: DRA | JSE: DRA) (DRA or the Company) is a multi-disciplinary engineering, project management and operations management group predominantly focused on the mining and minerals resources sector. DRA has an extensive global track record, spanning more than three decades and more than 7,500 studies and projects as well as operations and maintenance solutions across a wide range of commodities.

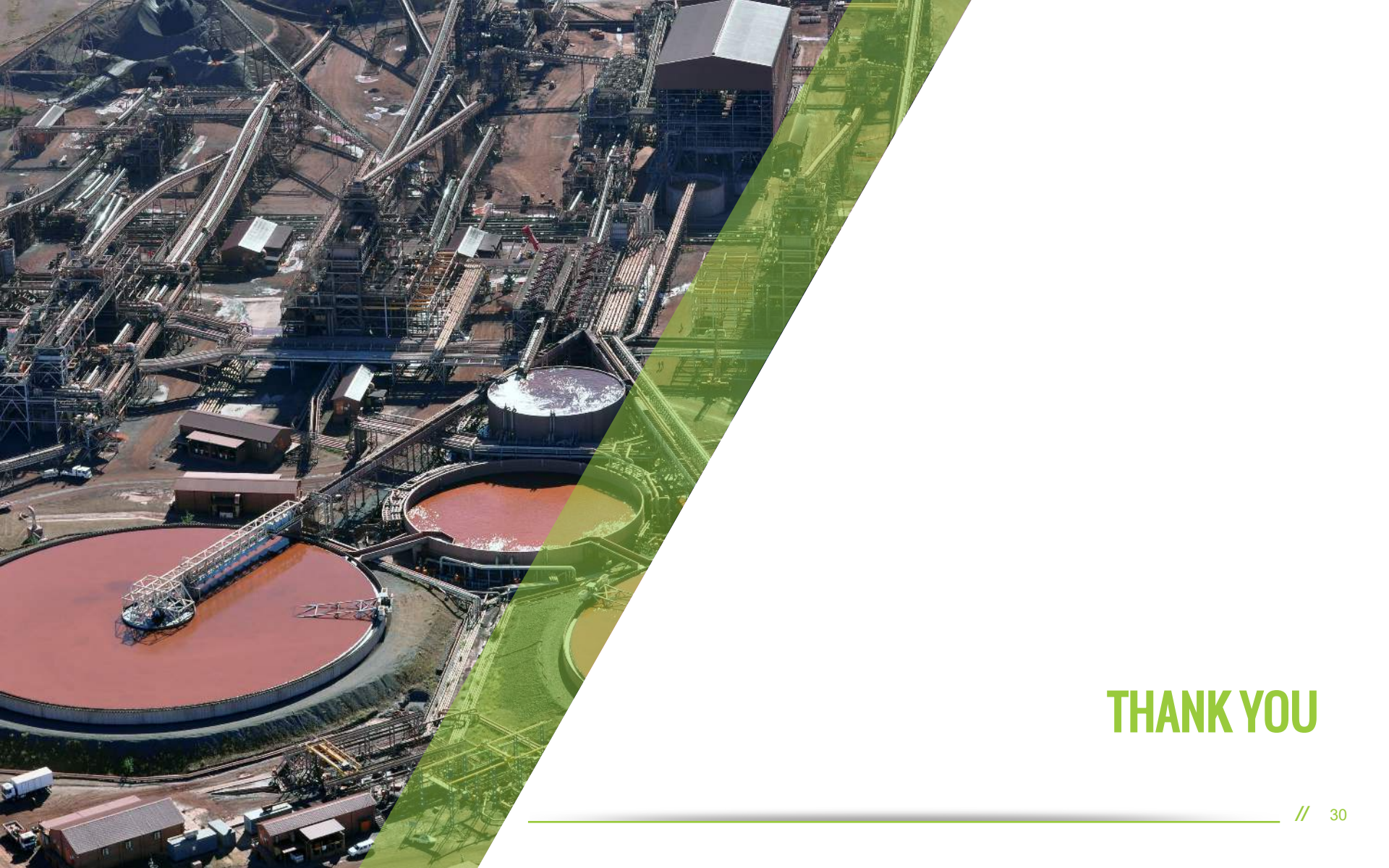
DRA has expertise in mining, minerals and metals processing and related non-process infrastructure including ESG, water and energy solutions for the mining industry. DRA delivers advisory, engineering and project delivery services throughout the capital project lifecycle from concept through to operational readiness and commissioning as well as ongoing operations, maintenance and shutdown services.

DRA, headquartered in Perth, Australia, and services its global customer base through 20 offices across Asia-Pacific, North and South America, Europe, Middle East and Africa.

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