



CAPABILITY STATEMENT —

We do the thinking, you see the improvement.

Independent technology leadership for mining operations.

We take the technology problem off your plate and hand back a decision, a plan, or a working system. We are hired by the operation, paid by the operation, and we sit on your side of the table. No hardware sold. No vendor commission. No open-ended retainer.



Your technology spend is usually not the problem. The ownership of it is. Nobody on a lean site has the technology call as their only job, so it gets made by whoever is loudest in the room, and that is normally the party with a product to move.

I What that costs you

A vendor writes a contract about what it will build. You sign a contract about what you need to keep running. Those are two different documents wearing the same cover, and the space between them is where good technology goes to die, about six months after launch.

So tools get bought that do not survive contact with the site. Contracts get signed with seams nobody is accountable for. The systems that were supposed to talk to each other do not, and the data that would tell you why sits inside a machine where nobody can use it.

A single comms event has cost a Pilbara mine over a million tonnes in a quarter. The fix is rarely a new vendor. It is someone fluent in both the technology and the reality of running a site.

I What changes once we are in

The technology call has an owner. Every decision has someone accountable for it who is not selling you anything.

Your vendors are held to what they signed. The seams between them get closed in writing, before one of them costs you a shift.

The systems talk. The machine data you already own turns into something the operation can act on this week, not a project for next year.

Your people can run it. The operators who own it after we leave are trained to, because that was designed in rather than handed over.

The board gets something it can sign. A plan with a number on it and the one assumption that would change it, in language it can act on.



| Where we make the difference

01

People

Leadership alignment, role clarity and practical upskilling, so the operation can run what it owns without calling anyone.

02

Process

How work actually happens against how it is meant to happen on paper, and the wins that are sitting in the gap between the two.

03

Systems

Comms, connectivity, control systems and data. Making different systems talk, and turning what they produce into something you can act on.

What looks like a systems problem is usually a process problem with a system bolted to it, which is why we work across all three.

| How you start

We work with tier two and tier three miners and mining contractors: real assets to run, lean teams, and nobody whose only job is the technology call. There are three ways in.

Technology leadership on call

You get senior, independent technology judgement without hiring for it. We own the roadmap, sit across vendor selection and contracts, and take the decisions off your plate. Defined monthly scope: operating cost, not a headcount and not a capital project. Easy to start, easy to stop.

An independent read on a big decision

Before you commit to an autonomy program, a major system or a vendor, or while one is already drifting. You get what it will actually do on your site, what the contract is missing, and what we would do about it.

A defined piece of work

Comms and RF planning, project recovery, build oversight, the job you cannot resource. Scoped, priced and finished. RF work is backed by our own planning tool, built for open-cut terrain rather than an office floor plan.

Security and standards exposure are handled inside the work, not sold as a separate program.



| How an engagement runs

Diagnose

On your site, in plain language. What is actually happening, not what the dashboard says.

Design

The path, the sequence and the return, agreed with you before anything gets bought.

Deploy

We hold the vendors to what they signed and stay in it until it works.

Sustain

Failure modes documented, your operators trained, so it survives us leaving.

Weeks, not quarters. Defined scope and a defined exit, because we do not run open-ended retainers and we are not trying to become part of your cost base.

Why you can trust the advice

We sell no hardware and take no vendor commission, so there is nothing on our side of the table except your outcome. We charge to tell you what you need, then you buy it from whoever you want, and where the cheaper option is the right one that is what we will say.

| Why it holds up

- **Autonomy at production scale.** Our people have held engineering ownership of **120 autonomous road trains** and **50 light vehicles** at a Western Australian iron ore operation. What held that release up was the support agreement, not the engineering. A vendor will not tell you that.
- **Current work, not history.** We are supporting pre-deployment readiness for large-scale autonomous programs in the Middle East right now, alongside the operator and ahead of the equipment landing.
- **From the tools to the boardroom.** Our people came up through the trades and operational technology into engineering management and then the boardroom. That range is why we find the gap between what technology promises and what your site actually needs.
- **We resource to the work.** Technology and operational technology, process, and mining technical services. You get the discipline your problem needs, at the scale the job takes.

THE NEXT STEP

No pitch. Twenty minutes to pressure-test where your technology decisions sit before they land. If it holds up, we keep talking. If it does not, you have not lost anything.