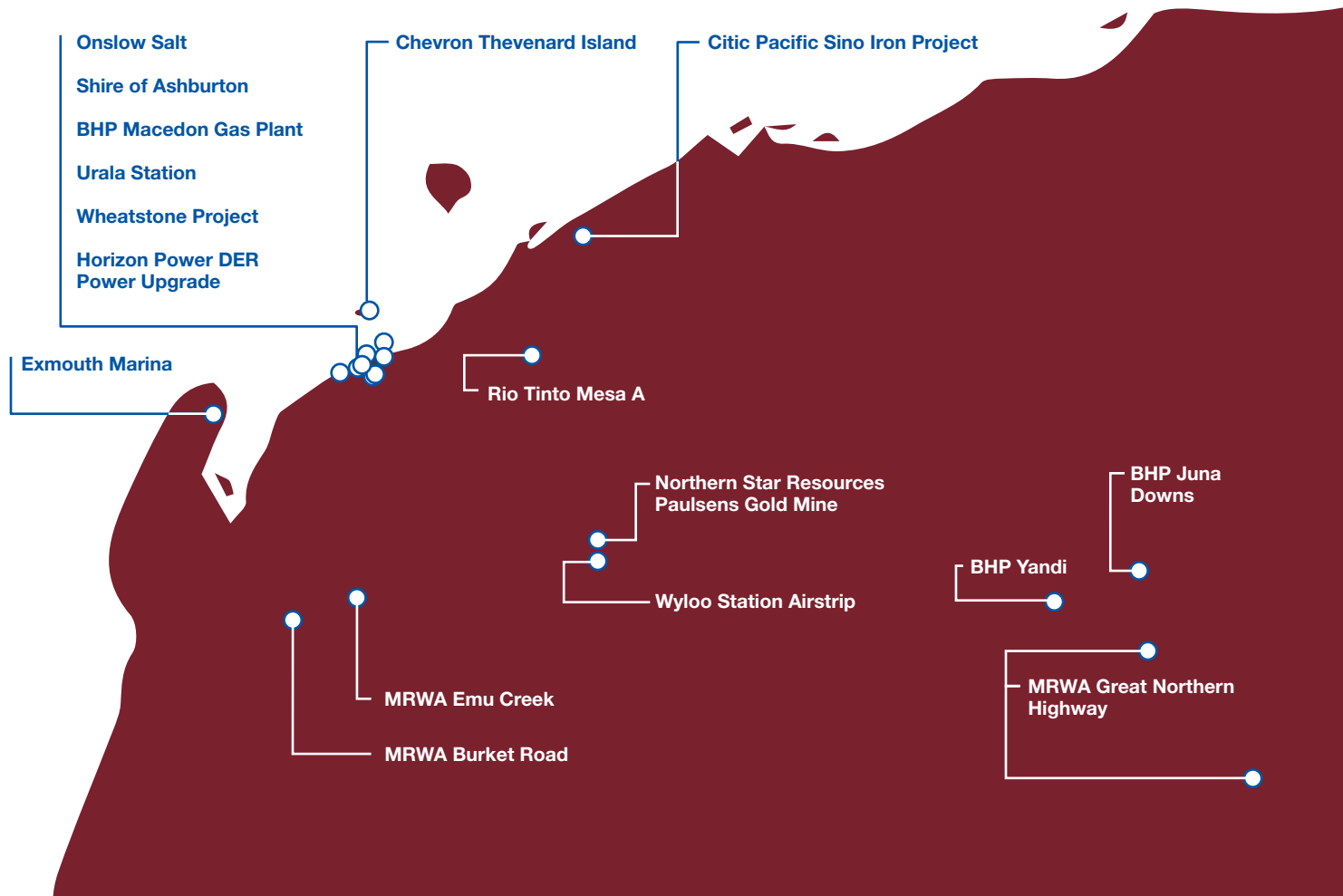




**NTC
CONTRACTING**

CAPABILITY STATEMENT





We're there right now.

NTC Contracting is a privately owned, medium-size Earthmoving and Civil Engineering Construction Company, based in Onslow, a small town situated on the coast of the South West Pilbara region.



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Introduction

It is my pleasure to introduce you to NTC Contracting.

Since our inception in the 1950's, NTC has evolved and grown to become a leader in earthworks and civil construction in Western Australia.

NTC is a registered building contractor able to offer our clients a complete package of skills and resources to deliver projects in Civil Construction, Bulk Earthworks, Road Construction and Drainage projects.

From inception to completion, NTC have been the first contractor on site and the last to leave site on several major projects including Rio Tinto's Mesa A expansion, Citic Pacific's Sino Iron Project, BHP Billiton's Macedon LNG Gas Project and Chevron-led Wheatstone Project. This is all through the company culture and core values of Openness, Honesty, Co-operation and Integrity.

Please feel free to contact me if you require further information on the capabilities of NTC.

Jason Varcoe

Managing Director (BE (Civil), CPEng, MIEAust)

“Our philosophy of developing strong, open working relationships with our clients has made it possible to complete all of our works safely and provide quality workmanship.”







Executive Summary

NTC Contracting is a long-standing leader in the earthworks and civil construction industry in North Western Australia.

We are a mid-sized, responsive and versatile company with a reputation for our quality capable delivery. The scalability of NTC allows for us to meet our clients' needs, accommodating both small and large projects with flexibility, sound knowledge and experience.

Our priority since beginning contracting in 2001 has been focusing on the development and implementation of our services within the Western Australian perimeter. Due to our focus, NTC has fostered a solid reputation throughout the region, completing a number of significant operations over the years and developing strong, ongoing relationships with our clients.

From project inception through to completion, NTC ensure our work is delivered to our clients with the highest quality outcome each and every time. This document will provide an overview of NTC's capabilities, skills and experience throughout the industry. It will also provide insights into our company culture, safety procedures and the capacity of our team's skills and abilities that work together to achieve these quality outcomes and consistently meet client criterion.



Core Capabilities



Our reputation is a positive reflection of NTC's ability to implement quality and multi disciplined capability services to a diverse range of clients.

This is reflected through our long-standing relationships with key clients such as Chevron, BHP Billiton, Bechtel, MCC Mining, Citic Pacific, Downer, Laing O'Rourke, CB&I, Northern Star Resources and the Shire of Ashburton..

We believe a key element of project success is developing strong client relationships where we can respond directly and efficiently to client needs. This includes completing projects within budget and timeframes to the highest quality standard on works both large and small. We add value to client projects through a number of capability services. These include:

Earthworks

NTC's Earthmoving Division is growing exponentially with demand from larger projects such as Sino Iron at Cape Preston and the Chevron-led Wheatstone Project at Ashburton North. In response to Earthmoving's growth NTC's staff has expanded, giving us access to a number of skilled and experienced people with capacity to manage extensive projects.

Earthworks Services

- Clearing works
- Bulk earthmoving
- Rehabilitation
- Dam construction
- Detailed foundation earthworks

Drainage

We have a number of key capabilities in our Drainage Division. NTC specialises in stormwater culverts, waterways, sewer mains, water mains, and service installations such as power and communications. Our experts are able to complete large projects such as undertaking several large diameter corrugated steel pipe installations including concrete headwalls and rock protection. NTC follows best practices for all installations.



Drainage Services

- Vee, table and cut off drains
- Waterways with rock armouring
- Spillways
- Floodway culverts
- Stormwater drainage
- Watermain installations
- Sewer infrastructure

Road Construction

NTC can deliver roadwork projects suitable to a range of client needs. We have a wealth of experience, such as overseeing and delivering surfacing types, traffic management, cut and fill earthworks, rock excavation, major culverts, pavement

stabilization, floodways and road maintenance works. All of NTC's graders have GPS machine control with mm accuracy using the latest Topcon technology.

Road Construction Services

- Road formation
- Road construction
- Shoulder maintenance and repairs

General Services

Our commitment to meeting client needs has seen an expansion among our general services. This allows NTC to cover a variety of client needs, allowing all works to be sourced internally at the convenience of our clients.

General Services

- Warehousing and logistics
- Electrical repairs
- Building installations
- Plumbing works.





Cultural & Environmental



Cultural

NTC is a locally based company supporting the needs of our clients, the local workforce and community. As a conscientious employer we acknowledge our responsibility to include a diverse range of peoples and cultures that represent Northwest Australia.

In response, we actively include Aboriginal representation among our employees. NTC acknowledges the importance of indigenous Australian culture and values its diversity. We have a close relationship with the local Thalanyji group, providing a training programme that guides and supports the indigenous people into further employment with NTC and other local businesses.

From the success of this training programme we manage a skilled, professional and growing indigenous workforce. We aim to comprise a minimum of 10% of our total workforce with local indigenous representation, adding value to our staff and the local community.

Environmental

We are currently third party certified to ISO 14001 standard.

We have a high level of engagement with stakeholders and the local community to ensure we are providing project solutions that reduce any adverse effects we may have on the environment. Our innovative approach to environmental impact has seen improvements to the way we handle our energy, water, resources and waste solutions. This includes the implementation of erosion and sediment control, dust and noise plan strategies.

We monitor the effects of our operation on the environment analysing the results to continue to develop smart, practical measures that reduce our overall environmental impact.



**Safety is
always planned**



**Congratulations
to NTC for
50,000 jobhours
worked with no
recordable injury**



Whaatsone Drive



Health & Safety

NTC values the safety of our clients, our community and our employees.

Because our employees' health and safety are paramount, we encourage best practice across all areas of our projects.

Our commitment to safety is reflected in our robust Health and Safety System.

The System meets Safety Act and Regulations requirements, and is third party certified to AS4801. To ensure our people are adopting all initiatives to create a safe working environment, each member of personnel must complete a full induction and hold a current Construction White Card before working on any project site.

A specific Site Safety Plan is prepared for all contracts detailing the safety requirements of any persons entering the site.

The plans include as a minimum:

- All staff, subcontractors and visitors are inducted onto site
- Site hazard management
- Site-specific work practices
- Accident reporting and investigation procedure
- Safety responsibilities
- First aid kit and fire extinguisher locations
- Emergency procedures
- Daily prestart and weekly Toolbox Meetings are held with employee participation
- The Site Supervisor completes weekly Safety Inspections
- Monthly Safety site audits
- PPE requirements for the site and specific tasks
- Audit schedule

New hazards may be identified through any of these streams or through the course of normal works and will be recorded using our notification system. Accidents / incidents / near miss also come through this system and are all considered by the Health and Safety Committee with feedback into the system and to employees.

Compliance Requirement Checklists are used on site to ensure compliance with the occupational Health And Safety Act and Regulations and industry best practice.

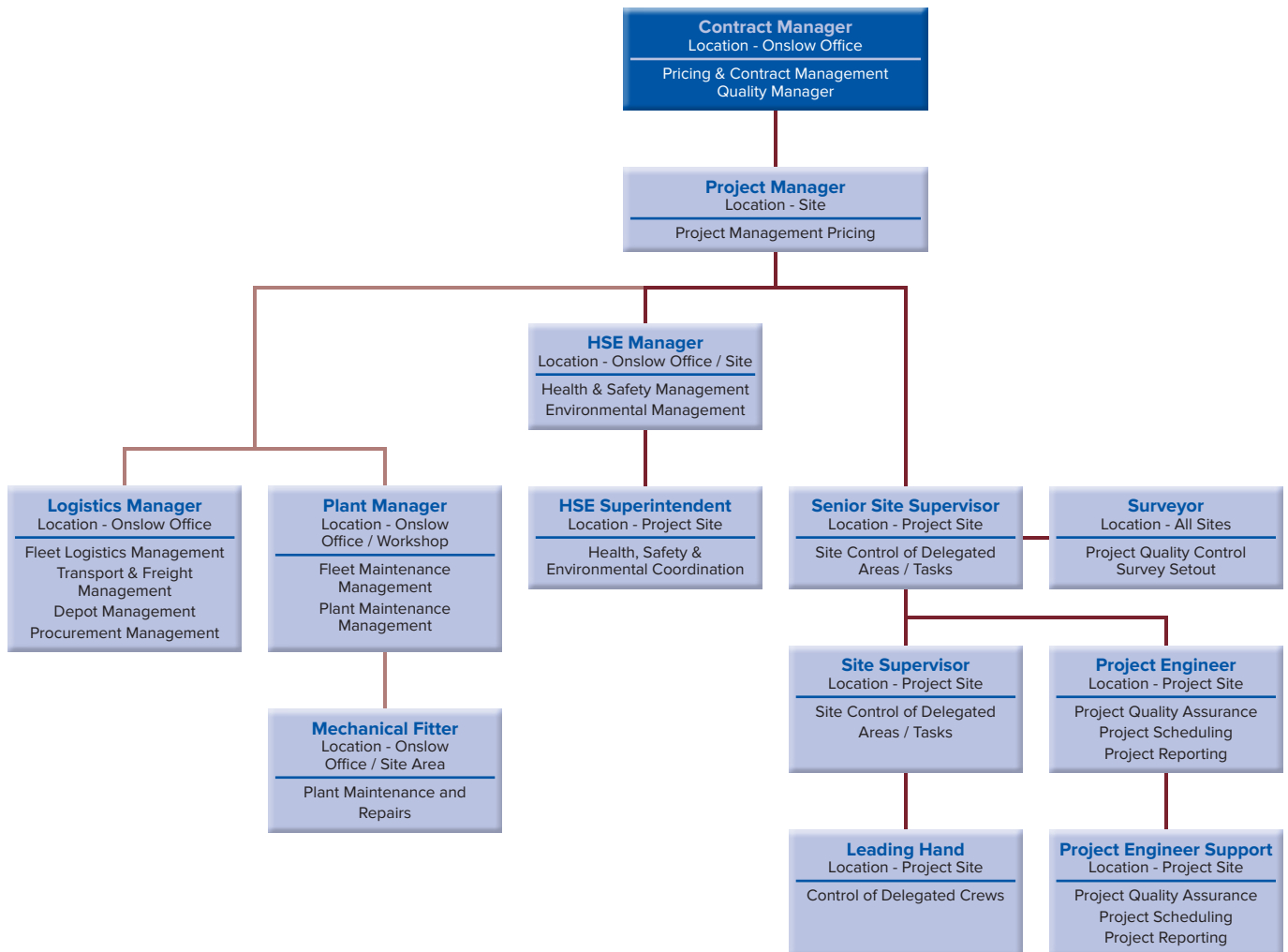
Training Standards

As part of our Quality System, we complete a Training Needs Analysis every twelve months to identify the direction of training needs in the business and to ensure that all of our staff receive training and support to optimise their performance keeping every team member safe.





Project Management Structure







Abilities & Resources

It is important for NTC to have the staff, systems and capabilities available to ensure our clients' needs are met. Our people and subcontractors are all qualified, competent team members, trained to work safely and efficiently, delivering quality service across all projects.

We invest in the up skilling and personal development of our people. In addition to internal training aimed at high performance outcomes, our team has an extensive range of general skills and experience across multi-disciplinary fields.

Some of the skills and certifications NTC's staff hold are:

- Registered Building Practitioner
- Certified Training and Assessing to undertake internal VOC training
- Cert IV in Frontline Management for supervision staff
- Advanced, Basic Worksite Traffic Management and Traffic Controllers
- High Risk Licenses
- Cultural Awareness Training





Workforce Capabilities



Project Directors
Project Managers
Commercial Managers
HSEQ Managers
Construction Managers
Plant & Equipment
Managers
Site Superintendents
Site Supervisors
HSE Advisors
Chartered Engineers
Project Engineers
Surveyors
Site Administrators
Mechanical Fitters
Operators
Labourers

Subcontractors

NTC provides the majority of project services, with our flexible approach to scalability fulfilled by subcontractors. Subcontractors are brought on in specialist areas, as extra resources for demanding deadlines, or in numbers on larger key projects. All subcontractors brought on to NTC projects are monitored for compliance and have undergone assessment to ensure all works are completed to our quality NTC standard.



Resource Capabilities

NTC ensures projects are delivered to the highest quality standards with our extensive range of fit for purpose equipment and modern fleet.

Resources

Excavators | 5T- 50-T

Graders | John Deere 770 & 870

Scrapers | Cat 615C

Loaders | WA320 – WA470

Rollers | 12T – 21T Pad, Smooth & Pneumatic Tired

Watercarts | 6 Wheeled, Semi & Articulated Dump Truck

Articulated Dump Trucks | 30T – 40T

Transport | Tri Axle & Quad Axle loaders

Side Tippers | Single – Triple configurations

Dozers | up to D7



The image is a composite of two photographs. The left photograph shows a construction site for a telecommunications tower foundation. A red concrete pump truck is pouring concrete into a large, rectangular formwork. Several workers in high-visibility vests and hard hats are standing on a platform within the formwork. The background shows a dirt embankment and a chain-link fence. The right photograph shows a Deere tractor with a spray seal application system, spraying a dark material onto a dirt road. The tractor is yellow and black, with the word 'DEERE' visible on its side. The background is a dirt road and some vegetation.

600m3
Telecommunications
Tower foundation
concrete pour

Spray sealing
construction village
roads



Key Projects

Wheatstone Project - Early Works Civil & Non Permanent Civil Works

Early Works Civil Contract
November 2011 – July 2013

Non-Permanent Civil Works
July 2013 - Present

Client: Bechtel

Operator: Chevron Australia

Location: Ashburton North

In 2011 NTC qualified as a first tier contractor with Bechtel to complete the early works civil contract on Chevron's Wheatstone Project. We lead and implemented construction of the roads, building, utility pads drains and general civil construction. The contract has now evolved into a civil construction and general services contract totaling over \$80 million.

NTC was able to demonstrate its expertise and versatility through the successful construction of the communications tower foundation. This particular foundation was extremely technical, cyclone rated with millimeter tolerances for the anchor bolts that hold the tower. NTC is able to approach a range of challenges with timeliness, efficiency and a commitment to producing quality outcomes.

NTC continued on the back of the successful early works civil contract to secure its second major contract on the Wheatstone Project worth over \$70 million.

Our key capability requirement for this project included the construction and sealing of all the roads in the construction village. All roadworks were completed in a live traffic environment, with over 3,000 contractors utilising the roads daily. This is demonstrative of our knowledge and experience with over 200,000m² of sealing work completed to date.



Ongoing civil construction include:

- Earthworks
- Drainage installation
- Road maintenance
- Warehouse operations
- Air conditioning maintenance
- Pipeline installation
- Sewer installation including leach fields
- Concrete foundations
- Communications installation
- Modular building installation

Installation of bedding sand
in exclusion zone





Key Projects

Wheatstone Project – Electrical Trenching

October 2015 to July 2017

Client: Downer Group

Operator: Chevron Australia

Location: Ashburton North

NTC Contracting was awarded the trenching package for Downer for all of the installation of the underground electrical cable at the Wheatstone Project. The contract totalled \$12.5M and was included the following works:

- Survey setout of cable routes and existing services
- Excavation of cable trenches
- Installation of bedding sand
- Placement of protection concrete
- As Built survey
- Geotechnical compaction testing and all quality assurance documentation

This package of works involved over 25km of electrical trenching around the LNG Gas plant. A lot of the works were undertaken during commissioning of the gas plant and vacuum excavation of all identified services was required. NTC maintained a clean record for service strikes in an extremely challenging environments.

One particular challenge was the requirement to bed an open trench with an exclusion zone for trucks which required NTCs sand conveyor trailer to throw the sand into the trench.





Installation of bedding sand



Key Projects

Wheatstone Project – Inlet Pipeline

February 2015 to December 2016

Operator: Chevron Australia

Location: Ashburton North

NTC Contracting was awarded the excavation and backfill package for the installation on the inlet LNG pipeline at the Wheatstone Project. The contract totalled \$3.5M and was included the following works:

- Excavation of deep pipeline trench to site battering standards
- Installation of bedding sand using conveyor trailer
- Structural backfill of pipe to finished grading
- Crane pad construction for heavy lifts
- Geotechnical testing and quality assurance

This package of works involved excavation of the deep main inlet pipeline for the LNG gas feed for the Wheatstone Project.



An aerial photograph of a multi-lane bridge crossing a wide, muddy river. The river water is a thick, brownish-tan color, indicating high sediment levels. The surrounding landscape is arid, with reddish-brown soil and sparse green vegetation. A large, diagonal blue overlay covers the right side of the image, partially obscuring the bridge and the river. The text 'Quick Mud Creek' is overlaid on the left side of the image.

Quick Mud Creek



Key Projects

Wheatstone Project – Quick Mud Creek Bridge

January 2015 to June 2015

Client: McConnell Dowell

Operator: Chevron Australia

Location: Ashburton North

NTC Contracting was awarded the Civil Earthworks and Road Construction contract for McConnell Dowell for the construction of Quick Mud Creek at the Wheatstone Project. The contract totalled \$3.5M and was included the following works:

- Construction of Crane Pad in River Bed
- Importation, and Compaction of 20,000m³ of general fill
- Culvert installation
- Floodway Construction
- Cement Stabilisation
- Rock Armour
- Road Preparation
- Asphalt Sealing of Bridge
- Spray Sealing of Approaches
- Removal of temporary causeway

One of the more technical components of this contract was the construction of crane pad foundations in the creek bed to allow for lifting of the bridge deck. All installation was required to be certified and tested to strict requirements prior to any lifts commencing.



An aerial photograph of a large-scale construction or industrial site. The foreground shows a wide, unpaved road or cleared area. In the middle ground, there are several long, rectangular buildings, some with flat roofs and others with more complex structures. A large parking lot filled with vehicles is visible on the left. Heavy machinery, including cranes and trucks, is scattered throughout the site. The background shows a vast, flat landscape with some distant structures and a body of water or a large reservoir in the lower right corner. The text "Foundation Earthworks" is overlaid in the center-right of the image.

Foundation Earthworks



Key Projects

Wheatstone Project – ISBL and OSBL Structural Earthworks

January 2015 to June 2015

Client: Laing O'Rourke

Operator: Chevron Australia

Location: Ashburton North

NTC Contracting was awarded the Structural Earthworks package for Laing O'Rourke for the construction of the concrete foundations at the Wheatstone Project. The contract totalled \$18.5M and was included the following works:

- Detailed excavation and finishing for concrete pours
- Bulk excavations for foundations around piles
- Structural
- Acid Sulphate Infiltration Pond
- Sheetpile Sump Excavations

This package of works involved excavation of previously placed bulk fill working around 24,000 piles to mud mat levels with tight tolerances. After placement of the concrete foundation plinths, structural backfill was completed in and around very tight areas without any damage to the concrete of the waterproof protection and to site compaction and testing standards.



An aerial photograph of a large-scale construction project, likely a temporary camp or housing. The site is dominated by rows of white, rectangular modular buildings arranged in neat, grid-like patterns. A wide dirt road or access path runs through the center of the site. To the left, there's a large, flat, reddish-brown area, possibly a construction site or a cleared field, with some heavy machinery and vehicles visible. The right side of the image is partially obscured by a blue-tinted overlay, which appears to be a body of water or a different type of terrain. The overall scene depicts a well-organized and active construction environment.

Camp construction



Key Projects

Wheatstone Project – Construction Village Expansion

February 2015 to Dec 2016

Client: ATCO

Operator: Chevron Australia

Location: Ashburton North

NTC was awarded the earthworks, hydraulics, services installation and road works for the 2000 room camp expansion at the Wheatstone Project. The works were completed in an extremely tight time frame and included:

- Earthworks
- Stormwater Drainage installation
- Sewer reticulation installation including 5 pump stations
- Water Reticulation
- Communications installation
- Fire Reticulation
- Road Construction

One of the major components of this contract was the compressed nature of the buildings due to limitations in land area creating an extremely tight working environment. There was very limited room in-between buildings and strict coordination with the client was required as some areas made it impossible to return to after buildings were placed.

NTC was able to meet all milestones on the project based on a seemingly impossible time frame set to ensure manning levels were maintained on the Wheatstone Project



An aerial photograph of a large industrial or construction site. The left side of the image is covered by a semi-transparent blue overlay. The site itself is a vast, flat, reddish-brown area. In the upper left, there are several long, white, rectangular structures, possibly storage containers or small buildings, arranged in rows. In the center, there's a large, irregularly shaped area that looks like a construction site or a large parking lot, with various vehicles and equipment scattered throughout. To the right, there are more buildings, some with flat roofs and others with gabled roofs. In the bottom right corner, there's a small, circular pond or water feature. The overall scene suggests a large-scale industrial or construction project in a remote or arid location.

Road construction and maintenance



Key Projects

Macedon Gas Plant & Camp Project

BHP Contractors Camp at Macedon
June 2011 – November 2011

Road Maintenance
October 2011 – March 2014

Client:
Technip Oceania, OTOC Australia

Operator: BHP Billiton Petroleum

Location: Ashburton North

NTC was brought on in our road maintenance division as a first tier contractor for OTOC. This followed a successful earthworks subcontract, where NTC completed the components of a 350-man camp.

NTC builds key relationships with many of our clients. Our successful contract negotiations post completion of the contractors' camp at Macedon with Technip is a key example of this. NTC negotiated directly with Technip for road maintenance and general services on the project and around the area and were awarded the project.

In addition to road construction and maintenance, NTC also completed:

- Fencing
- Cyclone barriers
- Water line installations
- Footpath construction
- Water cartage
- Dust control
- Geotechnical testing





Causeway Construction



Key Projects

Sino Iron Project

Sino Iron

June 2008 – June 2012

Client: MCC Mining

Operator: Citic Pacific Mining

Location: Cape Preston

NTC was brought on as the earth moving and civil subcontractor for the Wylie & Skene – VDM Group JV to construct earthworks, new roads and associated stormwater drainage for the 2000-man construction workers' camp 123. After completing the camp NTC were awarded Site Wide Service Agreement for earthworks, road construction and civil construction contracts of the whole Sino Iron site. As a result of this agreement NTC has been awarded in total over \$30 million in contracts of varying size around the sizeable Sino Iron site, including construction of a large eight metre high, two kilometer long causeway.



Wyloo Airstrip Repairs for Paulsens Gold Mine





Key Projects

Paulsen's Gold Mine Project

Gold Mine Tailings Dam Lift

2005 - Present

Client: Northern Star Resource

Operator: Northern Star Resource

Location: Mt Stewart

NTC was awarded the initial construction and all subsequent six tailings dam lifts at Paulsen's Gold Mine. The initial tailings dam (900m length) was constructed by NTC in 2005 and the six further lifts have increased the length to 1.4km. NTC were the lead contractor for all of these projects, which were designed and supervised by Australian Tailings Consultants.







NTC
CONTRACTING

Our point of difference is simple, we evolved here in the North West, we live here and we are staying here.

Our competitors are operating remotely, we are local.

This home field advantage has enabled NTC to provide valuable on the ground resource, at critical times for our clients.

NTC has been selected to spearhead early civil works on several major projects in the NW over the last decade including Citic Pacific's Sino Iron, BHP Macedon LNG Plant and currently Chevron-led Wheatstone LNG Project.

These initial successful civil contracts led to substantial long running contracts on these projects.



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