

Annual 20  
Report 24

 **Perenti**

ABN 95 009 211 474

**CREATING  
ENDURING VALUE  
AND CERTAINTY**



**Expect  
More**



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### ABOUT THIS REPORT

This Annual Report is a summary on Perenti and its operations, activities and financial position as at 30 June 2024. All dollar figures are expressed in Australian dollars unless otherwise stated.



\*Ecostar+ 100% recycled uncoated paper

## Who we are



Perenti is an ASX listed, diversified mining services group with interests in contract mining, drilling services, mining services and technology solutions. Headquartered in Perth and with offices and operations across four continents, we employ more than 10,500 fantastic people focused on creating enduring value and certainty for our investors, clients, people and the communities in which we operate.



**~10,500** Employees      **12** Countries      **10+** Commodities      **4** Continents

### Our Principles

- No shortcuts
- Never wasteful
- Walk in their shoes
- Smarter Together
- Enable tomorrow

## Appendix 4E

Financial year ended 30 June 2024      **24**      **23**  
(\$'000)      (\$'000)

### Results for Announcement to the Market

Revenue from ordinary activities	Up 16.0%	to	<b>3,342,020</b>	2,880,136
Profit from ordinary activities after tax attributable to members	Down (0.3)%	to	<b>95,476</b>	95,739
Net profit for the period attributable to members	Down (0.3)%	to	<b>95,476</b>	95,739

**24**      **23**  
Net tangible assets per ordinary share      **\$1.26**      \$1.17

### Dividends

On 19 August 2024, the directors have determined the payment of a final partially franked dividend of 4.0 cents per fully paid share to be paid on 23 October 2024, with a record date of 9 October 2024 (2023: nil). The Company's Dividend Reinvestment Plan (DRP) is currently suspended until further notice.

### Annual General Meeting

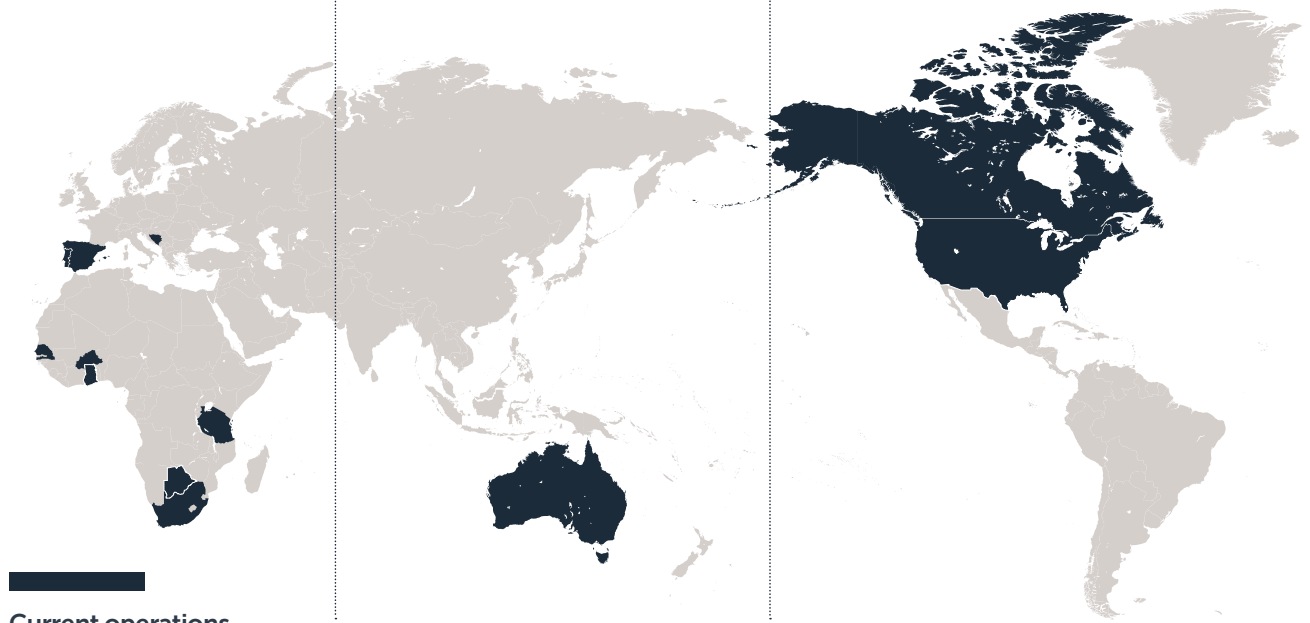
The 2024 Annual General Meeting (AGM) of Perenti Limited will be held on 3 October 2024. Details of the business of the meeting will be provided in the AGM notice. The AGM will be held as a hybrid meeting allowing for attendance in person or online via a live webcast.

This report is based on accounts that have been audited.

**EUROPE  
AFRICA**

**AUSTRALIA**

**NORTH AMERICA**



**Current operations**

Perenti provides a combination of contract mining, contract drilling, mining services and technology solutions to clients across four continents. Our diverse global workforce is focussed on creating enduring value and certainty for all stakeholders.



**AUSTRALIA**

The Sunrise Dam operation south of Laverton in Western Australia.



**AFRICA**

The Motheo Copper Mine is part of the Kalahari Copper Belt in Botswana.



**NORTH AMERICA**

The Red Chris Mine in British Columbia, Canada.



**EUROPE**

Equipment arrives at the Rupice Project in Bosnia.



Group Performance Overview

# Year in review

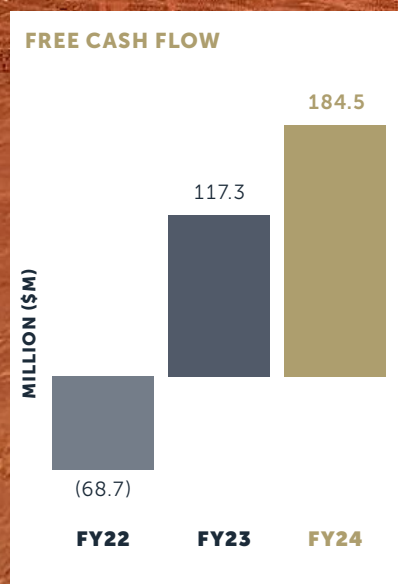
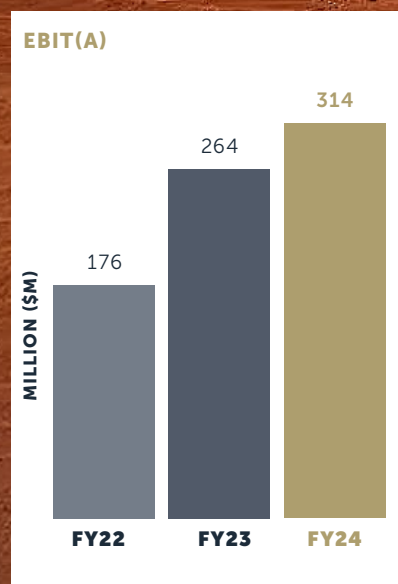
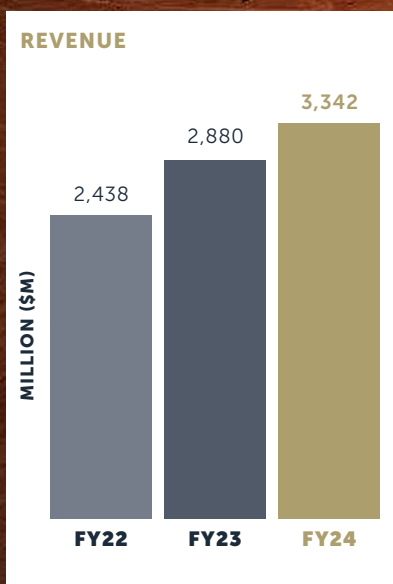
As a result of the ongoing efforts of our 10,500 people, the Group delivered record revenue and underlying profits, buoyed by solid operational performance and bolstered by the addition of the DDH1 group of companies (DDH1).

<p><b>REVENUE</b></p> <p>↑ <b>\$3.34B</b></p> <p><b>Up 16% on FY23</b></p> <p>Addition of DDH1 and solid operational performance.</p>	<p><b>EBIT(A)</b></p> <p>↑ <b>\$314.2M</b></p> <p><b>Up 19% on FY23</b></p> <p>Record Group EBIT(A) was successfully delivered due to the addition of DDH1 and margin improvement.</p>	<p><b>EBIT(A) MARGIN</b></p> <p>↑ <b>9.4%</b></p> <p><b>Up 23 bps on FY23</b></p> <p>Margins have lifted due to better contract management and optimisation of Group overheads.</p>
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<p><b>FREE CASH FLOW<sup>1</sup></b></p> <p>↑ <b>\$184.5M</b></p> <p>Significant free cash flow from operating performance and redistribution of idle capital to offset expenditure.</p>	<p><b>LEVERAGE<sup>2</sup></b></p> <p>↓ <b>0.7x</b></p> <p>Strong EBITDA and reduction in net debt.</p>	<p><b>FINAL DIVIDEND</b></p> <p><b>4.0c</b></p> <p>Strong cash generation has allowed declaration of a final dividend. This takes the full year dividend to 6.0c per share.</p>
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Note: EBIT(A) is underlying.  
 1) Free cash flow is defined as net cash inflow from operating activities after interest, tax and all capital expenditure net of proceeds from sale of assets.  
 2) Net debt / underlying EBITDA.

**i** All references, unless specifically provided, relate to underlying figures and a reconciliation to statutory results is on page 12.





# Creating enduring value through FY24



### Continuously improving our safety performance

Safety has continued to be our primary focus during FY24. The incident at the Mana Mine in Burkina Faso in February when our colleague Siswantoro tragically lost his life has been devastating to everyone, particularly Siswantoro's family, friends and colleagues. We progressed many improvement initiatives through Divisional Safety Transformation plans with an updated approach to critical control management and verification activities. Implementation of these plans will continue across our divisions as we look to continuously improve our safety performance.

**More on page 38**



### Perenti and DDH1 – creating enduring value

In October 2023, Perenti completed the transformative acquisition of DDH1 Limited, including its brands DDH1 Drilling, Ranger Drilling, Strike Drilling and Swick Mining Services. These brands have been integrated into Perenti's new Drilling Services division along with Ausdrill, creating one of the largest drilling service providers globally and significantly expanding our contract drilling capabilities.

**More on page 5**



### Successful issuance of US\$350 million senior notes offering

In April 2024, we further strengthened our financial position by successfully issuing a US\$350 million senior notes offering. In a volatile environment in which interest rates were considerably higher than at the time of our last placement in 2020, the issuance was more than six times oversubscribed, with a high level of interest from leading global institutions. This positive outcome reflects the significant improvement in our financial performance and outlook, is aligned with executing our strategy and has been achieved through the hard work of our people across the organisation.

**More on page 15**



### Supporting the decarbonisation of mines

In May 2024, in partnership with our client IGO and global technology leader ABB, we released the findings of a study on the full electrification of a mine in Western Australia. The study, found that the cost of electrifying the underground fleet at the mine would not be prohibitive over the envisaged lifespan, while power requirements would be similar to, or less than, that of the existing diesel operation.

**More on page 5**



### Building a safe and respectful workplace

We believe an inclusive and respectful workplace is essential for delivering further improvement to our performance, including safety, and supporting the diverse culture required to succeed in an ever-changing industry. An employee survey conducted in December 2023 demonstrated we are making positive progress in this area when compared to the baseline survey conducted in 2022.

**More on page 41**



### \$2.1 billion in new and extended contracts

Since 1 July 2023, Perenti has recorded new and extended contracts in excess of \$2.1 billion highlighting the global scale of our project portfolio and the strength of our relationships with clients. New and extended contracts included; Motheo and Khoemaçau in Botswana, Obuasi in Ghana, Yaramoko and Siou in Burkina Faso, Hemlo and Red Chris in Canada and Duketon, Agnew and Sunrise Dam in Australia. These contract awards and extensions reinforce our excellent record of retaining our clients.

**More on page 19**



## Group Performance Overview

### Our strategy in action

Perenti has continued to make significant progress towards the delivery of our 2025 Strategy. Key highlights in support of our strategic objectives include the successful acquisition and integration of DDH1, sustained investment in leadership capability, continued disciplined approach to capital management and the work undertaken in pursuit of our future-focused sustainability priorities.

Our proven technical expertise, strong client partnerships and consistent operational performance have driven year-on-year improvement across all financial metrics.






Our expanded Drilling Services offering, globally recognised capability in Contract Mining, growing market position in Mining Services and significant enhancements in our technology product solutions, ensures that the business is well-positioned to take advantage of existing and emerging industry trends.

In FY25, we will continue to strengthen our business model, capitalise on strategic growth opportunities and maintain our focus on delivering enduring value and certainty for all of our stakeholders.

#### Our Purpose

To create enduring value and certainty

#### Our Principles


-  No shortcuts
-  Never wasteful
-  Walk in their shoes
-  Smarter together
-  Enable tomorrow


#### Our Strategy

Deliver competitive Total Shareholder Returns by building a portfolio of complementary businesses that deliver consistent and quality cash profits to create enduring value for our clients, our people and our investors

## SUSTAINABILITY EMBEDDED IN EVERYTHING WE DO

### Our sustainability imperatives

 Caring for our people & communities

 Valuing the environment & enabling the energy transition

 Acting ethically & responsibly

### Our sustainability priorities

#### Preventing adverse life changing events

More on page 38

Safety has continued to be our primary focus during FY24. The incident at the Mana Mine in Burkina Faso in February when our colleague Siswatoro tragically lost his life has been devastating to everyone, particularly Siswatoro’s family, friends and colleagues. During FY24, we progressed many improvement initiatives through Divisional Safety Transformation plans with an updated approach to critical control management and verification activities. Implementation of these plans will continue across our divisions as we look to continuously improve our safety performance.

#### Creating safe and respectful workplaces

More on page 41

Perenti launched our program to create safer and more respectful workplaces in 2022 with a focus on workforce education campaigns, leader training and coaching and the development of division specific programs. The campaign has progressed well with a marked improvement in our psychological safety index from our FY22 baseline to FY24.

#### Achieving gender balance

More on page 41

In early FY23, Perenti signed up to the Hesta 40:40 Vision pledging to have Board and Executive representation of 40% women and 40% men by 2030. We made significant inroads into these targets in FY24 increasing female Board representation to 57%, up from 29% at the end of FY23. To further support our focus on gender equality, plans have been developed to increase female participation across all areas of our business.

#### Accelerating decarbonisation

More on page 46

A key priority for Perenti is *Accelerating decarbonisation* both through our own initiatives or by working with our clients and partners. Our Contract Mining division continues to lead the way in trialling and deploying underground electric fleet. Additionally, our groundbreaking study on the full electrification of a mine in Western Australia, in partnership with our client IGO and electrification partner ABB, sets a new standard in the industry. During the year we also expanded our scope 3 GHG emissions disclosure.

#### Partnering with our communities

More on page 44

With a global footprint spanning four continents, we prioritise investing in our communities to ensure local people and businesses benefit from our operations. In FY24, Perenti invested more than \$1.4 million in supporting communities through sponsorships, donations, and community investments. Additionally, we invested more than \$1.4 billion in local procurement, with nine out of every ten international employees being local to their respective operation.





**Perenti and DDH1 - creating enduring value and certainty**

The landmark acquisition of DDH1 in October this financial year marked a pivotal moment in the Company’s history, establishing Perenti as one of the world’s leading providers of integrated exploration and drill and blast services.


The combination with DDH1 means we now have a best in class fleet of 303 rigs, which has been integrated into a new Drilling Services division, yielding substantial synergies while opening new avenues for growth.

DDH1’s specialised expertise in surface and underground drilling services through its brands DDH1 Drilling, Swick Mining Services, Ranger Drilling and Strike Drilling complements Perenti’s existing capability within our foundation Ausdrill business and will help accelerate our progress towards our FY25 financial targets.

Key operational milestones include the initiation of pioneering programs like hands-free systems for rig retrofitting, automation initiatives to reduce hazards and increased productivity, and continuing development for rig electrification.

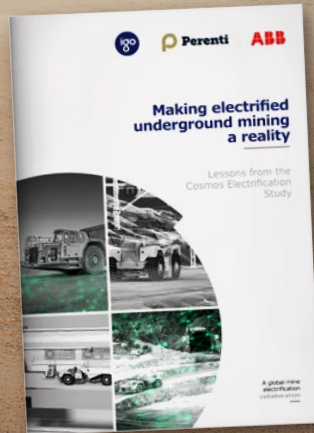
Perenti’s Drilling Services division now has a diverse portfolio of specialist brands offering a suite of drilling services that can be deployed across the mining cycle—from early exploration, to resource development, grade control, engineering and blast hole drilling.

The strategic acquisition of DDH1 is value accretive for Perenti, while providing the group with strategic options to leverage new client relationships across our business.

 Enable tomorrow  Smarter together



Scan the QR code for further information on the the Cosmos Underground Electrification study.



**Charging the future**

The global drive towards Net Zero is being enabled by the critical minerals and other materials produced by the mining industry. Mining itself also needs to reduce its emissions, and Perenti, with its clients and partners, is playing a leading role in reducing mining’s carbon footprint.

This year Perenti, IGO and ABB joined forces to undertake a groundbreaking study into the electrification of underground mining fleets.



The Cosmos Underground Electrification Study was a pre-feasibility level study that confirmed replacing the Cosmos diesel mining vehicle fleet with battery-electric vehicles (BEVs) could result in significant safety and environmental benefits.

The study also found that the cost of electrifying the Cosmos underground fleet would not be prohibitive over the mine’s envisaged lifespan, while power requirements would be similar to, or less than, that of the existing diesel operation.

Cost savings were also identified, as the elimination of diesel fumes and waste engine heat would cut the ventilation and cooling infrastructure required underground.

With more BEV options being developed by equipment manufacturers there is room for further improvement in the case for the electric mine of the future.

With the collaboration of our partners, Perenti will continue to step up to help the industry with its critical transition to Net Zero in line with our sustainability priority of *Accelerating decarbonisation*.

 Never wasteful  Enable tomorrow  Smarter together



## Group Performance Overview

### A message from the Chair

Since joining your Board in October 2023 post the DDH1 acquisition and becoming Chair in March 2024, I have been privileged to work with a team of industrious and dedicated people displaying a commitment to deliver in accordance with Perenti's Principles. These Principles are not mere words they are shared beliefs that guide our actions.

This commitment to deliver, combined with our world-leading capabilities in delivering mining services, is the foundation upon which Perenti has and will continue to build success. Pleasingly, Perenti's strategy is backed by a disciplined approach to capital management which has sharpened the focus on achieving the right balance between free cash flow generation and growth.

In 2024, record underlying EBIT(A) earnings of \$314.2 million, were delivered on the back of record revenue of \$3.34 billion. The strength of the result has allowed your Board to reinstate dividends this year. Also during FY24, your Board took advantage of the capital efficient opportunity presented by the share price to return further value to shareholders through a share buyback program totalling \$31.5 million.

Disciplined adherence to our 2025 Strategy has been a feature of the year with the leadership team focused on strategy execution. This execution is exemplified by the seamless integration of DDH1, allowing the establishment of the Drilling Services division which commands industry leading capability in the global drilling services market.

Whilst financial performance has improved year on year and again met guidance, the same cannot be said about safety. In February, our African Underground Mining Services colleague, Siswantoro, was tragically killed while undertaking a maintenance activity at the Mana Mine in Burkina Faso. This incident was devastating for everyone concerned. We extend our condolences and deepest sympathy to Siswantoro's family and his colleagues at Mana.

We have made important progress in many areas of our safety performance as detailed in our Sustainability Report. There is, however, more work to do to reach our goal of *no adverse life changing events*. Safety, and ensuring our people return to their families and friends safely, is core to our values and the number one priority for the Board, Group Executive Committee and our broader leadership teams.

Following the identification of several sustainability imperatives and priorities in 2022, Perenti has continued to embed sustainability across the business.

Highlights during the year include work to create a safe, respectful and diverse workplace with several initiatives implemented across our divisions. In addition, we have set meaningful targets to increase the number of women across the Group.

In May, a landmark white paper on the electrification of underground mining was published. The joint study between Perenti, our client IGO and leading global technology company, ABB, supports both our own decarbonisation journey and that of our clients, highlighting the growing opportunity for us in the energy transition.

The Board accepts the feedback we received from shareholders at last year's AGM regarding executive remuneration, particularly relating to safety performance accountability. The Board, in consultation with independent advisors, has taken active steps to address these concerns, particularly as they relate to the short-term incentive plan. These changes are explained in the Remuneration Report (page 65). We believe these changes strike a balance that will drive the type of performance we aspire to across all critical aspects of our Company, including safety, environmental outcomes, governance, and financial results, and at the same time engage our management team.

I thank my fellow directors for their professionalism, commitment and support as I have transitioned into the Chair role. Andrea Sutton also joined the Board this year. Andrea's valuable mining industry experience was an asset to the DDH1 Board and is proving the same at Perenti, particularly in relation to workplace health and safety.

In March, we made changes to our governance structure and Board committees. Non-executive Director, Tim Longstaff became the Chair of the People and Remuneration Committee while Andrea Sutton became the Chair of the Safety and Sustainability Committee. Other changes to Board committee composition are detailed in the governance section of this report.

We thank Rob Cole for his six years on the Board, including almost three years as Chair, where he provided leadership integral to Perenti's evolution.





Emerging from the initial combination of Ausdrill and Barmingo during Rob’s tenure, Perenti is now a global leader in mining services, operating across 12 countries. We also thank Mark Hine who stepped down from the Board in October after nearly nine years of service.

Your Board and I very much appreciate the thoughtful leadership of Mark Norwell, our Managing Director & CEO. Mark has worked with your Board to build a well-balanced, diverse and highly talented leadership team that continues to deliver for shareholders and other important stakeholders. The Group Executive Committee has displayed a noteworthy ability to support their teams to deliver while dealing with considerable uncertainty across our industry.

Your ongoing support of Perenti is appreciated. I look forward to meeting many of you at our AGM, and reporting on what we plan to be another strong year in 2025.

**Diane Smith-Gander AO**  
Chair

OUR FY24  
FINANCIAL  
PERFORMANCE

FREE CASH FLOW

\$184.5M

EBIT(A) MARGIN

9.4%

REVENUE

\$3.34B

LEVERAGE

0.7x

DIVIDENDS

6.0c

*Perenti Managing Director & CEO Mark Norwell with Perenti Chair Diane Smith-Gander on a recent visit to the Subika Mine in Ghana.*



## Group Performance Overview

### A message from the Managing Director & CEO



For the second consecutive year Perenti has delivered a record financial result, driven by our talented and dedicated team of people, a disciplined approach to executing our strategy and a commitment to operational excellence in support of our clients' objectives.

In 2024, Perenti delivered another year of record financial performance across revenue, EBIT(A), leverage and free cash flow. All metrics were within or better than our guidance, with free cash flow of \$184.5 million, a strong beat to our guidance of \$100 million. This focus on free cash flow and operational performance continued the deleveraging of our business to the lowest point in more than ten years. We are pleased with this performance, and with the consistency of the financial results we are now delivering, and will continue to deliver, supporting ongoing returns to shareholders via share buybacks and dividends.

#### Safety

Our safety imperative is *no adverse life changing events*. This is a goal that everyone at Perenti aspires to. Tragically, in February of this year we were devastated when one of our colleagues, Siswanto, was fatally injured while undertaking a maintenance activity at the Mana Mine in Burkina Faso. The loss of Siswanto was felt by his family friends, work colleagues and across the business. We have and will continue to provide support to Siswanto's family and colleagues.

The loss of Siswanto comes after several other fatal incidents in proceeding years and the Board, along with the whole organisation, are deeply committed to continually drive safety improvements across our Group.

Through the Safety Transformation Taskforce established in FY23, we have implemented a multi-layered approach to continuously assess and improve our safety performance. This includes a focus on leadership, safety systems, assurance activities, working with our clients and culture. Our Principles, which are at the heart of our culture, speak directly to safety, with a focus

on *No shortcuts* and being *Smarter together*, to be safer together.

As part of the taskforce, we appointed world-leading safety experts to open our thinking to different concepts and perspectives and we have further increased our focus on critical risks and controls. Our Contract Mining, Drilling Services and Mining Services divisions have established working groups and developed safety transformation plans. The work of each division is under the leadership and accountability of the divisional president with a focus on delivering improvements at the front line to ensure the safety of our employees.

This approach is critical as we work in challenging environments across the world, especially in underground mining. We are also utilising technology solutions and constantly looking for engineering controls to minimise the exposure of our people to the inherent risks associated with our industry. We remain committed to identifying, developing and sharing safety solutions with the broader mining industry.

#### Financial and operational performance

Our 2024 results were underpinned by strong performance across our portfolio. Importantly, our businesses are generating strong free cash flow, the ultimate measure of business performance, which provides us with financial strength and flexibility. We have started to use this flexibility to return value to shareholders via our share buyback program and by reinstating dividends.

During the year, we completed the acquisition of DDH1 Limited and their businesses DDH1 Drilling, Swick Mining Services, Strike Drilling and Ranger Drilling. We took a proactive approach to integrating DDH1's

1,650 employees into our Company, combining our Ausdrill drilling business with DDH1 Limited's businesses to create a new Drilling Services division.

Despite demand for drilling services being subdued in FY24, the DDH1 acquisition has generated value for our shareholders, with the division delivering \$598.1 million in revenue, \$110.1 million in EBITDA and strong free cash flow. This demonstrates the value of having a Drilling Services division that is a global industry leader and positions us extremely well for the inevitable upturn in demand.

Across all the businesses in our portfolio we continued to work hard during the year to maximise the value of our strong operational performance by maintaining a highly disciplined approach to managing our capital, controlling costs, and ensuring we have the right levels of accountability and governance through *The Perenti Way*, our operating model and blueprint for the way we work together.

We are focused on developing and delivering solutions for our clients, and it is their confidence in Perenti through the opportunities they provide us, that underpins our business. We value their support and build strong relationships with them by consistently creating lasting value and certainty. This is demonstrated by our Contract Mining division who have secured more than \$2.1 billion in new and extended contracts with our clients since July 1, 2023. These successes reflect our enduring client relationships, and we are grateful for their continued support.

In April, we further strengthened our financial position by successfully issuing a US\$350 million senior notes offering. The issuance was more than six times oversubscribed, with a high level of interest from leading global institutions.



This positive outcome reflects the significant improvement in our financial performance and outlook, is aligned with executing our strategy and has been achieved through the hard work of our people across the organisation.

### Strategy

Since embarking on our 2025 Strategy in 2019, the Board and Group Executive Committee have been focused on improving the Perenti business. Having navigated the global pandemic and addressed numerous historical issues within the business, we set ambitious performance targets in June 2022. Our strong operational performance and deep mining technical expertise have led to significant improvements across all financial metrics. With ongoing incremental improvements in FY25, we expect to achieve a level of performance that meets or exceeds the targets previously set.

As a result, we plan to update our strategy to build on these strong foundations and further improve the long-term prospects of the business. Our updated strategy will be focused on five key areas that will drive our competitive advantage; Sustainability, People and talent, Portfolio management, Perenti Performance System and Capital allocation. In combination with targets that are focused on year on year performance improvements, our updated strategy will ensure that we continue to deliver enduring value and certainty for all of our stakeholders. We look forward to sharing further details in FY25.

### Our people are our difference

Our workforce grew to more than 10,500 people with the integration of DDH1. We have always believed that developing and training our people helps build capability and a strong culture in our organisation which in-turn supports the implementation of our strategy.

This year, we continued to strengthen our leader's core capabilities and drive cultural transformation through our *Leading@Perenti* program. The program was also extended to mid-level management roles with the introduction of *Managing@Perenti* further building leadership capability and supporting leader development.

We have maintained our commitment to apprentices and trainees, taking more than 900 people through our programs over FY24 and retaining our mantle as one of the largest private sector employees of apprentices in Western Australia. At our training centre in Botswana, we have trained more than 800 people to be part of our Khoemacau and Motheo operations and we proudly maintain greater than 90% local employment across our international operations.

Following the DDH1 acquisition, we welcomed former DDH1 Chair, Diane Smith-Gander, and Board member, Andrea Sutton, to the Board and, in December, Gabrielle Iwanow joined the Perenti Group Executive Committee as the President of Contract Mining. These appointments have added significant capability to our Board and executive team.

This year, our Chief Financial Officer of 11 years, Peter Bryant, elected to leave the mining sector and take a new opportunity with another high profile Western Australian business, while our President of Drilling Services, Sy Van Dyk, has also resigned to take up a new role in May 2025. Both Peter and Sy have been valuable contributors to Perenti and I would like to thank them both for their support, counsel and contribution to the organisation. Peter and Sy will remain with the business for several months to ensure a smooth transition and, as outlined in our FY25 results presentation to the market, several important changes to the Group Executive Committee will take place in FY25.

### Building a sustainable future

A focus for FY24 has been progressing our sustainability imperatives and priorities that were identified and outlined in FY23. An important development has been the finalisation of a series of targets to measure our progress.

We believe an inclusive and respectful workplace is essential for delivering further improvement to our performance, including safety, and supporting the diverse culture required to succeed in an ever-changing industry. An employee survey, conducted in December 2023, demonstrated since our last survey in 2022, we are making positive progress in this area. We have also invested in plans to ensure we achieve greater female participation across our businesses.

While we are committed to managing the environmental impact of our activities to deliver sustainable outcomes for people and the planet, we also work in partnership with our clients, complying with their environmental approvals and permits and adopting robust environmental management systems.

Society's push for a sustainable world is reflected in demand for minerals that will support decarbonisation of the global economy. This directly impacts our clients, who are increasingly looking to provide these minerals in a sustainable way. The development and use of technology is a critical component to unlocking sustainable mining methods. This year we were proud to be part of the Cosmos Electrification Study, with IGO and ABB, which produced a landmark detailed assessment of what it would take to fully electrify an existing fossil fuel powered mine. This was a truly collaborative effort, and we were pleased to deliver the study's findings to industry via a white paper released in May.

### Looking ahead

We enter FY25 with momentum, consistency of performance and with a balance sheet that is the strongest it has been for more than ten years. The ongoing implementation of our Divisional Safety Transformation plans will be a priority, as we continue to build a safe, inclusive and respectful team that can support sustainable growth across the Group.

We are excited about the year ahead. We have an outstanding team, strong balance sheet, clear strategy and we are well positioned to capitalise on global growth opportunities while maintaining our disciplined approach to capital management.

### In closing

I'd like to thank the thousands of people who come to work every day at Perenti. We are a collection of strong and proud businesses, each with a rich history and a bright future, and it's the dedication of our people to creating value and certainty for our clients that allows us to succeed. And it is our clients that provide us with the opportunity to support their business objectives, for which we are extremely appreciative and grateful for.

Rob Cole and Mark Hine both left our Board this year, and I thank them both for their leadership and counsel throughout their time on the Board. I also thank our existing Board, and our new Chair, Diane Smith-Gander, for their leadership and support. The complementary skillset, diversity of experience and aligned people focused values of Diane and I is a strong combination that will enable the business to go from strength to strength.

Finally, thank you to Perenti's shareholders. Together we are part of a genuine Western Australian success story, taking Australian mining expertise globally with a focus on *creating enduring value and certainty* for all our stakeholders.



**Mark Norwell**  
Managing Director & CEO

## Group Performance Overview

## The Perenti Group Executive Committee



### MARK NORWELL

MANAGING DIRECTOR &  
CHIEF EXECUTIVE OFFICER

Mark was appointed as the Managing Director & CEO of Perenti in September 2018. Mark has more than 25 years' experience in the mining industry throughout Australia, New Zealand, Africa and the Americas.



### PETER BRYANT

CHIEF FINANCIAL OFFICER

Peter is a CFO with more than 30 years' experience. He has served in various executive roles across the mining, construction and media sectors.



### GABRIELLE IWANOW

PRESIDENT  
CONTRACT MINING

Gabrielle was appointed President Contract Mining in December 2023. Gabrielle has more than 20 years' experience in the mining industry both in Australia and internationally.



### SYBRANDT VAN DYK

PRESIDENT  
DRILLING SERVICES

Sy has more than 30 years' experience primarily in the resources sector. Sy joined Perenti in October 2023 and was previously Managing Director & CEO of DDH1 Limited.



### BEN DAVIS

PRESIDENT – MINING SERVICES  
CHIEF PEOPLE AND SUSTAINABILITY OFFICER

With experience spanning more than 20 years, Ben has held a number of operational, corporate and executive functional roles in energy and resources across Australia, Africa and North America.



### SARAH COLEMAN

PRESIDENT  
idoba

Sarah has more than 20 years' mining and management consulting experience with an impressive background spanning operations, improvement, innovation, technology and asset management.



### PAUL MULLER

PERENTI GROUP EXECUTIVE COMMITTEE

Paul has more than 30 years' experience in the mining industry, working for both mining services providers and mine owners in Australia, Asia and Africa.



### RAJIV RATNESER

CHIEF LEGAL AND RISK OFFICER

Raj is a senior executive with more than 30 years' national and international experience across legal, commercial, governance, risk and internal audit primarily in the resources, engineering and construction industries.



### CAMERON BAILEY

CHIEF STRATEGY OFFICER

Cameron is a business and corporate development executive with more than 30 years' experience in mining, construction and the heavy industry environment.



# Perenti Organisational Structure



A global mining contractor with demonstrated industry-leading expertise in hard-rock surface and underground mining.



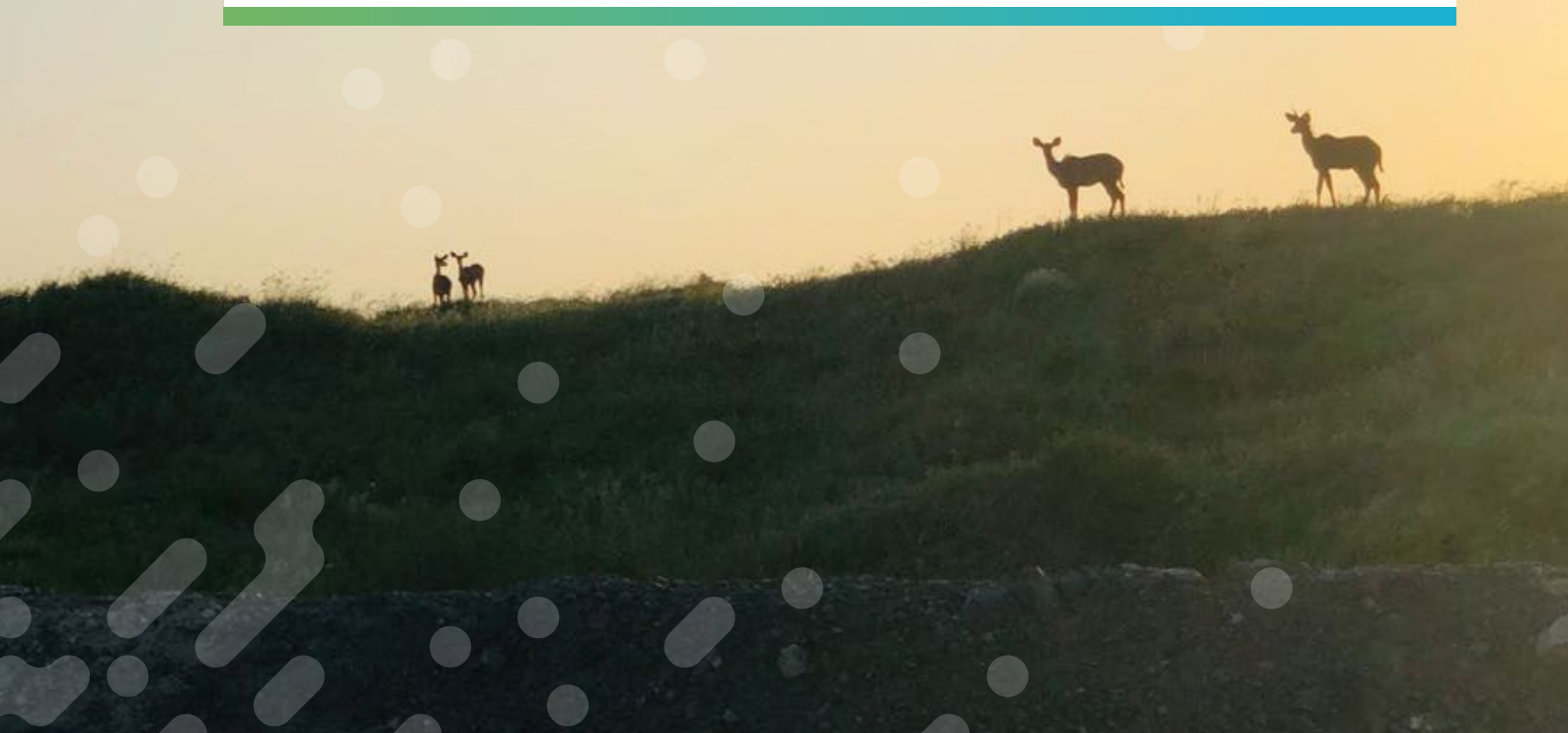
A global drilling contractor with unmatched expertise in drilling complex holes and consistently delivering optimal results in any terrain.



A portfolio of specialised businesses delivering value-added services to meet the evolving needs of mining sector clients.



A technology business delivering unique end-to-end digital products and services to revolutionise the mining industry and beyond.



## Group Performance Overview

### Record financial performance

During FY24, Perenti delivered another record year of revenue, underlying profits and free cash flow. Significant financial highlights include further deleveraging of the business, successful integration of DDH1 and another year of consecutive growth since the disruptive Covid period.

Perenti's statutory revenue and net profit after tax (NPAT) for FY24 was \$3,342 million (FY23: \$2,880 million) and \$107 million (FY23: \$103 million) respectively. When compared to the prior comparative period, revenue increased by 16% and net profit after tax increased by 4%. The results were largely driven by continued strong operational performance, the acquisition of DDH1 contributing to the results in FY24 and the resolution of commercial matters across several projects. In accordance with the Perenti strategic plan, 99% of the revenue growth during FY24 was sourced from Australia, North America and Botswana.

The statutory profit for FY24 included several abnormal items presented as "non-underlying" items in the reconciliation table below. This included the gain on acquisition in relation to DDH1 of \$25.4 million.

Costs included the following items: Transaction, restructuring and other one-off costs of \$10.2 million which mainly comprised DDH1 acquisition related costs; Net foreign exchange losses of \$20.6 million predominately related to unrealised foreign exchange on intercompany loans and tax optimisation strategies; Bond refinance-related activities which contributed approximately \$8.3 million of additional interest expense comprised of the call premium paid for partial early redemption of the 2025 US144A Notes of \$5.7 million and the associated accelerated amortisation of capitalised borrowing costs of \$2.6 million and \$15.0 million of costs related to product development in idoba was also classified as "non-underlying" in FY24.

A reconciliation from Perenti's statutory results to its underlying net profit after tax before amortisation of customer related intangibles (NPAT(A)) is presented below.

#### Reconciliation of statutory NPAT to underlying NPAT(A) for FY24

\$MILLION	REVENUE	EBITDA	EBIT	NPAT
<b>Statutory results</b>	<b>3,342.0</b>	<b>624.9</b>	<b>246.4</b>	<b>107.2</b>
Non-cash amortisation of customer related intangibles	—	—	47.4	47.4
<b>Statutory results before customer related intangibles amortisation</b>	<b>3,342.0</b>	<b>624.9</b>	<b>293.8</b>	<b>154.6</b>
<i>Non-underlying items:</i>				
Gain on acquisition (DDH1 acquisition)	—	(25.4)	(25.4)	(25.4)
Transaction, restructuring and other one-off costs	—	10.2	10.2	10.2
Net foreign exchange loss	—	20.6	20.6	20.6
Redemption premium on 2025 High Yield Bonds, and release of capitalised borrowing costs	—	—	—	8.3
idoba product development	—	14.3	15.0	15.0
Net tax effect	—	—	—	(17.5)
<b>Underlying results</b>	<b>3,342.0</b>	<b>644.6</b>	<b>314.2</b>	<b>165.8</b>

From an underlying perspective, the Group delivered record revenue and underlying EBIT(A) in FY24, another year of consecutive growth since the disruptive Covid period. Underlying EBITDA, EBIT(A), and NPAT(A) increased by \$92.0 million (16.7%), \$50.1 million (19.0%) and \$34.0 million (25.8%) respectively when compared to FY23. The FY24 EBITDA and EBIT(A) margins of 19.3% and 9.4% also improved by 10 bps and 23 bps against the prior comparative period.



## Our Performance

### Contract Mining

Revenue

↑ \$2,542M  
(Up 3% on FY23)

Underlying EBIT(A)

↓ \$287.3M  
(Down 5.5% on FY23)

Margin

↓ 11.3%  
(Down 97 bps on FY23)

### Drilling Services

Revenue

↑ \$598M  
(Up 195% on FY23)

Underlying EBIT(A)

↑ 50.6M  
(Up 243% on FY23)

Margin

↑ 8.5%  
(Up 119 bps on FY23)

### Mining Services and idoba

Revenue

↑ \$202M  
(Up 2% on FY23)

Underlying EBIT(A)

↑ 25.4M  
(Up 249% on FY23)

Margin

↑ 12.6%  
(Up 893 bps on FY23)

## Group Performance Underlying Results

### Revenue

#### By project (%)

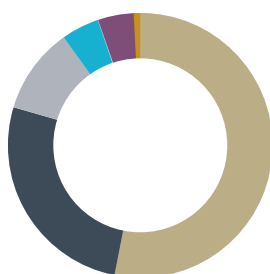
Diversified revenue sources retained.



	(%)
Top Project	6.3
Top 2-10 Projects	39.8
Top 11-20 Projects	22.9
All others	31.0

#### By country (%)

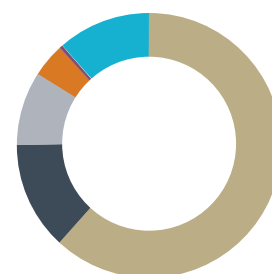
Revenue from tier one mining jurisdictions increased from 62% in FY23 to 67%.



	(%)
Australia	50.7
Western Africa	27.5
Botswana	11.1
Southern Africa	5.1
North America	5.3
UK / EU	0.3

#### By commodity (%)

High proportion of gold projects due to Perenti's stringent client selection process.



	(%)
Gold	62.0
Copper	12.8
Nickel	9.1
Iron Ore	4.2
Lithium/Manganese	0.4
Other	11.4

■ Battery Minerals

### Contract Mining

The Contract Mining division contributed 76.1% of the Group's revenue and 79.1% of underlying EBIT(A) before corporate overheads. The segment's underlying EBIT(A) result in FY24 decreased by \$16.8 million (5.5%) with a margin of 11.3% (2023: 12.3%). Strong operational performance continued in FY24, with the successful ramp up of the A4 Motheo Project in Botswana and focus on delivery for all our clients. The lower EBIT(A) result year on year was impacted by the positive one off rate adjustment of \$11.3 million for the Iduapriem Project in FY23. In comparison in FY24, the underlying EBIT(A) was impacted by the Savannah Nickel Mine closure which amounted to \$11.2 million incorporating the doubtful debt provision and demobilisation costs. After normalising for these non-recurring items, Contract Mining has demonstrated another consistent year of underlying performance.

### Drilling Services

On 6 October 2023, the DDH1 scheme of arrangement was implemented, where Perenti acquired 100% of DDH1 issued capital. The transaction resulted in Perenti issuing 279,704,558 ordinary shares and paying \$50 million in cash to DDH1 shareholders. The four DDH1 brands of DDH1 Drilling, Ranger Drilling, Strike Drilling and Swick Mining Services and Perenti's existing drilling services business Ausdrill, were subsequently combined to form the Drilling Services division. Ausdrill's transfer sees it part of a division better aligned to its service offering.

The newly formed Drilling Services division contributed 17.9% of Group revenue and 13.9% of Group EBIT(A) before corporate overheads. The FY24 Drilling Services division results include 12 months of operations from Ausdrill and nine months of operations from the four DDH1 brands.

Rig utilisation has been lower than forecast, particularly during the second half of FY24, impacting divisional performance in comparison to forecasts at the time of the acquisition.

Despite this, Drilling Services contributed strong free cash flow and now has global scale and capability in production, development and exploration drilling. The Drilling Services division will be a strong contributor to future earnings when rig utilisation returns to historical levels.

### Mining Services and idoba

The Mining Services and idoba reporting segment contributed 6.0% of Group revenue and 7.0% of Group EBIT(A) before corporate overheads in FY24. The segment's underlying EBIT(A) result in FY24 increased by \$18.1 million (249%) with a margin of 12.6% (2023: 3.7%). The increase from the prior year was driven by improved performance in BTP and Supply Direct in addition to idoba product development costs classified as non-underlying in FY24. BTP remained the largest contributor of revenue within the division and delivered strong earnings on improved demand and utilisation of its rental fleet while parts sales grew in all regions, underpinned by a strong rebuild pipeline. Supply Direct delivered another year of record earnings through continuing to develop new high margin product lines.

### Cash flows and cash conversion

The Group's FY24 net cash inflow from operating activities was \$487.8 million, an increase of 22.5% over the \$398.1 million reported for FY23. Receipts from customers increased by \$608.0 million or 20.2% reflecting improved performance, growth in the underlying businesses and inclusion of DDH1 for the nine month period to 30 June 2024. Underlying EBITDA to operating cash flow conversion of 98% was higher than FY23 (FY23: 95%) representing an improvement in converting EBITDA to cash by continued focus on working capital initiatives. Cash tax paid was higher in FY24 due to higher profits in overseas entities and timing of tax payments during the period. Net interest payments increased by \$1.3 million in FY24 due to an increase in global interest rates and timing of interest payments.

Net investing expenditure in FY24 was \$382.7 million against \$280.7 million in FY23. Investment expenditure for property, plant and equipment and intangible assets, excluding proceeds from sale of plant and equipment, was \$335.2 million in FY24 compared to \$373.9 million in FY23, a reduction of \$38.8 million.





The reduction is due to a combination of lower stay-in-business capital, as a result of the Subika Project transitioning to a capital light operating model, and the redeployment of assets from the Savannah and Cosmos Nickel projects that were placed in care and maintenance in FY24. These offset the inclusion of DDH1 capital spend in FY24. During FY24, proceeds of \$31.9 million were received from the sale of assets (mostly in Africa).

Net cash inflow from financing activities in FY24 was \$52.8 million compared to a net outflow of \$(167.7) million in FY23. During the period, Perenti received proceeds from the issuance of the new 2029 US144A Notes of \$538.8 million, of which \$350.5 million was applied towards partial redemption of the 2025 US144A Notes and the balance towards repayment of Perenti syndicated debt facility.

Capital return to Perenti shareholders was \$48.9 million, comprising \$29.8 million paid for shares bought back on-market between October 2023 and the end of June 2024, as well as \$19.1 million in dividends in relation to the interim FY24 dividend. Payment of borrowing costs from refinancing activities totalled \$15.0 million relating to the bond refinance and extension of Perenti's syndicated debt facility. Perenti also paid a \$5.7 million call premium for the partial early redemption of the 2025 US144A Notes. Finally, \$3.4 million was paid in dividends to non-controlling interests relating to profits from overseas operations.

### Balance sheet and capital management

In accordance with Perenti's capital management strategy to deliver competitive returns to shareholders, the Company has completed on-market share buybacks across FY22, FY23 and FY24 of a total 56.9 million ordinary shares at an average price of \$1.05 per share and a total cost of \$54.0 million.

The current share buyback program remains in place with an indicative end date of 30 Aug 2024. In accordance with its capital allocation framework, Perenti aims to utilise free cash flow on value accretive opportunities to optimise shareholder returns.

During FY24, leverage reduced under the threshold of 1x EBITDA/Net Debt, allowing for the resumption of dividends. The payment of 2c/share as an interim dividend has now been followed up with a 4c/share final dividend. Perenti will continue to prioritise returns to shareholders in the form of dividends in the future.

In addition to the share buyback in April 2024 Perenti successfully issued new US144A Notes with a US\$350 million principal amount, further strengthening our financial position. The new Notes are unsecured and at an interest rate of 7.5%, an attractive coupon relative to US Treasury rates and reflecting the significant improvement in the strength of the Perenti business since the last high yield notes issuance in 2020. The new US144A Notes provides Perenti with a significantly lengthened maturity profile with repayment due in April 2029. Proceeds were used to partially redeem the existing 6.5% 2025 US144A Notes of US\$230 million, with the balance allocated to the repayment of Perenti's syndicated debt facility. As at 30 June 2024, the balance of the 2025 US144A Notes is US\$202.9 million.

Net leverage has significantly improved to 0.7x from 0.9x in accordance with our strategic plan and is driven by strong operational performance, record free cash flow performance and the acquisition of DDH1 in FY24. Further demonstration of Perenti's improved balance sheet is shown with gearing (defined as net debt / (net debt + equity)) at 20.8%, its lowest level since the acquisition of Barmenco in October 2018. With available liquidity of \$825.9 million, comprised of cash and cash equivalents of \$459.1 million and undrawn amounts under the syndicated debt facility of \$366.8 million, Perenti is well positioned to meet its strategic objectives.

Delivery of our financial objectives requires a continued focus on the generation of free cash flow. With a disciplined approach to capital allocation and continued optimisation of overheads, the business is positioned to provide sustained free cash flow for many years ahead. This free cash flow will allow for self-funding of measured growth in addition to providing returns to shareholders via dividends and share buybacks when appropriate.



## Group Performance Overview

### Our People

At Perenti, it is simple, our people are integral to our success. We are dedicated to fostering an inclusive workplace where every member of our team is valued equally. Each and every day, the skills, focus and commitment of our people ensure we continue to collectively create enduring value and certainty for our investors, clients, colleagues and the communities in which we operate.

#### Creating safe and respectful workplaces

In FY24, we continued to make solid progress on our sustainability priority of *Creating safe and respectful workplaces* through the introduction of a number of Group-wide initiatives. These included workforce education campaigns, leader training and coaching and the development of division specific programs. We also implemented a reporting mechanism to monitor and share information about psychosocial hazards, including harmful behaviours, across the Group.

To track our progress against this priority, during the year we conducted an employee survey in Australia which demonstrated a marked improvement in our psychological safety index from our FY22 baseline survey conducted in 2022.

Perenti is already a diverse business operating in 12 countries globally. We understand that continuing to build a diverse workforce is critical to our success. It will support improved innovation, teamwork and decision making while also creating a work environment that allows our people to thrive, regardless of ethnicity, gender identity, race, religion or any other attributes.

#### Achieving gender balance

We understand that to create a safe and respectful workplace, we must also have greater female participation across the Group. We have introduced a series of meaningful targets to achieve this, including our commitment to HESTA 40:40 which is for at least 40% of our Board and Group Executive Committee being female by 2030.

During the year, we made significant inroads into these targets increasing female Board representation to 57%, up from 29% at the end of FY23. To further support our focus on gender equality, plans have been developed to increase female participation across all areas of our business.

#### Investing in our people

At Perenti, we are proud to be one of the largest private sector employers of apprentices and trainees in Western Australia and our focus on developing our people has continued throughout FY24. Our apprenticeship and trainee program numbers increased with 202 apprentices across the Group, while we supported 721 traineeships, a significant increase recorded on the back of the DDH1 acquisition.

Participation in our graduate programs remained steady with 51 participants throughout FY24 with graduates coming together for our annual graduate forum which supports these future leaders to develop leadership skills, as well as a focus on safety, technology and innovation and alignment with the Perenti Principles.

#### Building our leaders for tomorrow

Leadership and capability development is vital to ensure the success of Perenti's business strategy and generating value from *The Perenti Way*, our operating model. The programs are also an integral part of *Creating safe and respectful workplaces* across our divisions.

Throughout FY24, 106 senior leaders participated in the Leading@Perenti Program which aims to strengthen core leadership capabilities, support cultural transformation and help leaders understand their role in implementing Perenti's business strategy.

In September 2023, we commenced Managing@Perenti, a bespoke program centred on developing the capability of our middle management level roles within the business. Since the launch, 110 managers have attended the program.

Work continues throughout the divisions to enhance frontline leader capability and build confidence to support creating teams that are safe, respectful and inclusive. An example of this is the Project Leaders Program recently rolled out in our Contract Mining division.





### Building a workforce to succeed in a constantly evolving industry

#### Employees

↑ 10,500

Workforce numbers remain strong with 4,800 employees in Australia and 5,700 internationally.



#### Female participation

→ 11.0%

Female participation rates are consistent with FY23 while women occupy 17% of our senior management positions up from 15% in FY23.



#### Local employment internationally

→ 90%

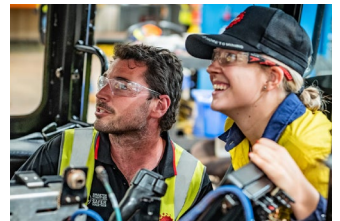
Local employment in our international operations has remained stable at 90%.



#### Apprentices and trainees

↑ 923

We have a strong commitment to training our workforce of tomorrow with 202 apprentices and 721 trainees.



#### Board female representation

↑ 57%

Increased from 29% at the end of FY23.



#### Female Board and Group Executive Committee representation

↑ 40%

Increased from 21% at end FY23.



#### Graduate programs

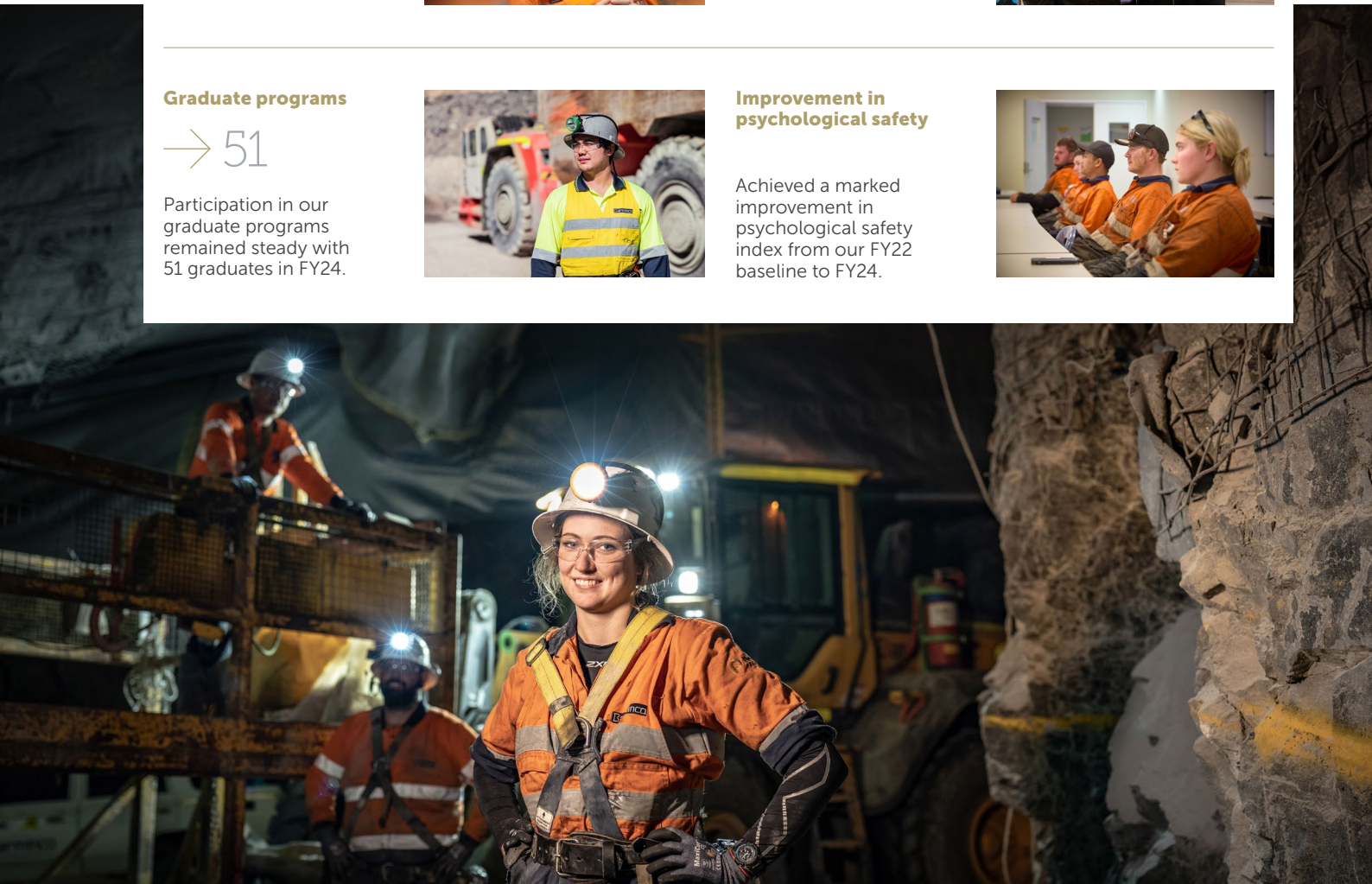
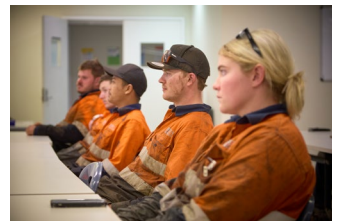
→ 51

Participation in our graduate programs remained steady with 51 graduates in FY24.



#### Improvement in psychological safety

Achieved a marked improvement in psychological safety index from our FY22 baseline to FY24.





Operational Overview

**Perenti Contract Mining Division**



A continued focus on market leading operational performance across the Contract Mining division’s global portfolio of mining projects saw the division deliver financial results in line with expectations in FY24.

COUNTRIES

**7**



35 YEARS  
IN AUSTRALIA

CLIENTS

**16**



33 YEARS  
IN AFRICA

PROJECTS







**20**



4 YEARS  
IN NORTH AMERICA

**Key Physicals FY24**

UNDERGROUND

	<b>DEVELOPMENT ADVANCE</b> <b>133.43</b> km
	<b>PRODUCTION TONNES</b> <b>15.82</b> Mt
	<b>LONGHOLE DRILL METRES</b> <b>2,407</b> km
	<b>TKMs</b> <b>106.72</b> Mtkm
	<b>DIAMOND DRILL METRES</b> <b>485.54</b> km
	<b>RHINO METRES</b> <b>12.91</b> km

SURFACE

	<b>LOAD AND HAUL</b> BCM Mined <b>44</b> M
	<b>DRILL &amp; BLAST</b> BCM Blasted <b>42</b> M Metres Drilled <b>2.95</b> M



TOTAL PEOPLE

**7,634**

<b>AUSTRALIA</b>	<b>2,099</b>
<b>AFRICA</b>	<b>5,139</b>
<b>NORTH AMERICA</b>	<b>396</b>





Across the three regions in which we operate – Australia, Africa and North America – delivering on our client’s development and production targets was key in FY24, as the division focussed on improving efficiencies and growing operations at long-life projects.

These efforts were reflected with new or extended contracts at Motheo and Khoemacau in Botswana, Obuasi in Ghana, Yaramoko and Siou in Burkina Faso, Hemlo and Red Chris in Canada, and Duketon, Agnew and Sunrise Dam in Australia. These contract awards and extensions reinforce our excellent record of retaining our clients.

The on target financial performance was achieved despite volatility in the battery metals market impacting two projects in Australia that were subsequently placed into care and maintenance. The division was able to redeploy the affected workforce quickly and successfully utilise existing equipment across other operations. This action allowed a reduction in planned capital expenditure and importantly, the retention of people.

An ongoing focus for the division has been the safety of our people following the incident at the Mana Mine in Burkina Faso where our colleague, Siswantoro, tragically lost his life in February. Divisional Safety Transformation action plans are underway to deliver tangible safety improvements in pursuit of delivering our goal of *no adverse life changing events*.

Technology is one area of focus in the divisional safety plan and we progressed industry leading safety initiatives, including new infra-red technology recently introduced to our Australian jumbo fleet. The technology deactivates the booms on a jumbo should it detect movement in proximity to the equipment and if primary manual controls are overlooked. See case study below.

In January, the division welcomed the appointment of a new President. As one of Australia’s leading mining executives, Gabrielle Iwanow took over the position from Paul Muller who has transitioned into the Chief Corporate Services Officer role. These appointments ensure continuity, ongoing capacity and the ability to retain vital knowledge across key leadership positions within the business, as the division looks towards driving safety and productivity improvements across the Contract Mining portfolio in FY25 and beyond.

### Technology provides additional safety layer

Removing people from line-of-fire tasks is crucial to continually improve how we operate in a global mining environment and ensuring the workplace is as safe as possible for our frontline workforce.

The Contract Mining Technology team has been looking at ways to further reduce risk to people from stepping in front of and being struck or entangled in the booms of an operating jumbo.

As part of Contract Mining’s commitment to improving how we work through the Division’s Safety Transformation plan, new sensor and infra-red equipment is being fitted to Barminco’s jumbo fleet within Australia.

The Area Denial System (ADS) is an additional technological safeguard to existing manual safety controls.

Workers are required to manually deactivate a jumbo’s hydraulics to stop the operator being able to move the booms, by engaging the OEM-fitted movement inhibitor switch.

Use of the movement inhibitor switch remains the primary control, however in the case of a momentary lapse in concentration, the ADS will activate and prevent the booms from being able to be engaged by the operator.

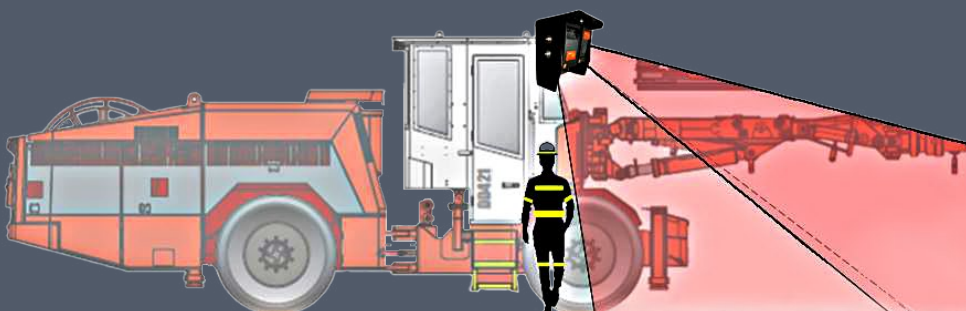
The system works through a series of sensor units and infra-red to create a 3D detection zone over the boom movement area, and is programmed to prevent boom movement upon reflective PPE being detected.

It is another layer of protection for our people and another step towards a safer underground work environment, should the primary manual control be overlooked.

To meet operational requirements, Barminco worked with OEMs, Auto Control Systems and German-based IFM, to redesign existing equipment used in aviation, agriculture and shipping industries.

The project took eight months to refine the technology and develop a fit-for-purpose system suitable for the underground mining environment.

The technology is now being considered for use by other mining companies, which is recognition of Barminco’s commitment and dedication to developing safety systems that others in the sector now wish to adopt.



Operational Overview

**Perenti Drilling Services Division**



COUNTRIES

**5**



**37 YEARS IN AUSTRALIA**

CLIENTS

**154**



**12 YEARS IN EUROPE**

PROJECTS

**100**



**15 YEARS IN NORTH AMERICA**

**Key Physicals FY24**

SURFACE



EXPLORATION

**2,621.7 km**

DRILL & BLAST

**4,726.8 km**

UNDERGROUND



INFRASTRUCTURE DRILLING

**73.73 km**

FLEET



SURFACE DRILL & BLAST

**62**

SURFACE EXPLORATION

**140**

UNDERGROUND

**101**



DIAMOND DRILLING

**1,396.4 km**



TOTAL PEOPLE

**2,216**

**AUSTRALIA 2,138**

**INTERNATIONAL 160**





In October 2023, Perenti successfully finalised the acquisition of DDH1 Limited and its highly regarded drilling businesses DDH1 Drilling, Ranger Drilling, Strike Drilling and Swick Mining Services.

This strategic move established Perenti's position as one of the leading drilling contractors worldwide. Together, DDH1 brands joined Ausdrill in Perenti's newly formed and dedicated Drilling Services division, Perenti's second-largest division with nearly 2,300 employees and a fleet of 303 rigs. Each brand has continued with its own identity and management structures as they provide specialised services to exploration and mining clients.

Since the DDH1 acquisition, the Drilling Services division businesses have been actively collaborating to pool their knowledge, expertise, and capabilities to drive continuous improvement and stimulate growth. By capitalising on synergies between the companies, we have optimised our operations by sharing best practices in procurement, maintenance, and equipment rebuilds.

Against a backdrop of volatile commodity prices and reduced capital market support for explorers, the division has continued to invest in our people and equipment. Utilisation of our fleet was impacted by lower demand, however, the division has celebrated numerous contract wins and secured multiple contract extensions with existing clients, showcasing our resilience and reputation in the industry.

Furthermore, the division has spearheaded a range of innovative programs, from hands-free handling to automation, which have streamlined operations while prioritising safety and precision. Notably, there has been significant progress towards the electrification of rigs, signalling an exciting and forward-thinking approach to operations.



### Remote drilling highlights DDH1 Drilling's resilience and dedication

Since its inception, DDH1 Drilling's focus has been on delivering the highest level of support and service to our clients, from top tier miners to the smallest explorers.

In FY24, Rig 4, an exploration rig, epitomised this commitment by working in some of Australia's most isolated regions, including drilling the most remote hole in their history for Encounter Resources.

Over the course of the year, Rig 4 successfully completed eight remote drilling programs, showcasing the resilience of operations and our dedication to aiding the exploration efforts for our clients. These programs required navigating complex mobilisations and demobilisations, with crews sometimes travelling more than 2,000 kilometres between projects. Through meticulous planning and execution, all operations were carried out safely and efficiently despite challenging environments, which included Cyclone Ilsa.

Rig 4 was proud to support Antipa Resources, Rincon Resources, CGN Resources, Carawine Resources, Essential Metals, Encounter Resources and Red Metal throughout the year and play a role in aiding the discovery of new resources throughout Australia.

These projects not only underscore DDH1's technical capabilities but align with the broader Perenti purpose to create enduring value for clients. DDH1 is a trusted partner in the exploration sector, delivering exceptional service even under the most challenging conditions.

We look forward to seeing where clients will take DDH1 Drilling in FY25.

Operational Overview

**Perenti Mining Services Division**



The Mining Services division performed very strongly in FY24, with full-year results exceeding internal targets.

LOCATIONS

**6**



**37 YEARS  
IN AUSTRALIA**

**26 YEARS  
IN AFRICA**

**Key Physicals FY24**



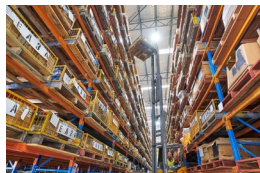
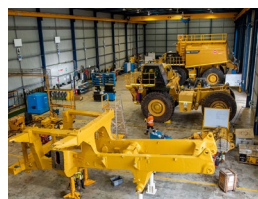
**280+**  
QUALIFIED  
SERVICE  
PERSONNEL



**38**  
COMPONENT  
REBUILD BAYS



**100+**  
ASSETS FOR  
HIRE



**1000+**  
PARTS IN  
INVENTORY

**9**  
WORKSHOP  
BAYS

**13,000**m<sup>2</sup>  
WORKSHOP  
SPACE



**1,322**  
COMPONENT  
REBUILDS



**26**  
MACHINE  
REBUILDS



TOTAL PEOPLE

**421**

<b>AUSTRALIA</b>	<b>357</b>
<b>AFRICA</b>	<b>64</b>





In FY24, the division focused on implementing our Divisional Safety Transformation plan, reinforcing our commitment to providing a safe and inclusive workplace. A key element of this plan is critical risk management and ensuring all critical controls are in place and understood. This focus will continue over the coming year.

Our mining equipment parts, rental and rebuild business BTP achieved robust results during FY24. External part sales increased by more than 200%, and the rebuild program has gone from strength to strength. A strong pipeline of work is scheduled over the next 12 months, including a number of projects for blue-chip clients.

Although Logistics Direct has experienced difficult market conditions in Africa, they have maintained 100% client retention this financial year. The business specialises in cost-effective freight-forwarding and transport solution services.

Procurement and mine logistics business Supply Direct achieved its best financial year on record in FY24. Their recent relocation within Johannesburg has greatly increased their warehousing capacity. The new facility provides a safer working environment, improved operational workspace and enables significant opportunities for future business growth. See case study below.

Overall, the division is in a strong position to consolidate our earnings and develop new opportunities in the mining services sector during FY25.



### Strategic move for Supply Direct supports sustainable growth

In a move designed to improve safety and increase opportunities for business growth, Supply Direct has relocated to larger premises within Johannesburg, South Africa.

Previously, Supply Direct operated out of two separate buildings that were located 5 kilometres apart. Working out of two facilities created logistical challenges, reduced efficiency, and presented an increased safety risk when goods were transferred between the two locations.

However, relocating to new premises has allowed the team to consolidate all stock and business operations in a single location.

Supply Direct now has over 10,000m<sup>2</sup> of warehouse capacity, more than five times greater than the combined size of the previous sites. The increased warehouse size allows equipment and stock to be accessed more easily and safely, and also enables efficiencies in layout and operational functionality.

The move provides Supply Direct with exciting potential for growth and development, with a focus on consolidating existing business and, where there is opportunity, increasing market share across key product lines in the region. In addition, Supply Direct is now in a position to broaden their scope with additional product lines over the coming years.

Supply Direct's expansion into new premises is an investment in the safety of our people and the future growth of the business.

## Operational Overview

### idoba



Mining is in a rapid transition as the consumers of minerals and metals, and mine owners, seek cleaner, more sustainable mining practices in line with the evolving global focus on environmental, social and governance considerations. As a result, mine optimisation is becoming more complex and interrelated than ever before.

#### DIIMOS™ NAVIGATOR SITE IMPLEMENTATIONS



# 12

Successfully implemented DiiMOS™ Navigator across all 12 of Barminto's underground mining sites in Australia.

#### CELEBRATING OUR NEURODIVERSE WORKFORCE



# 15%

Celebrating Neurodiversity. A recent survey of our people at idoba indicated 15% of our workforce is Neurodiverse.

#### DIVERSITY IN NEW HIRES INCREASED



# 36%

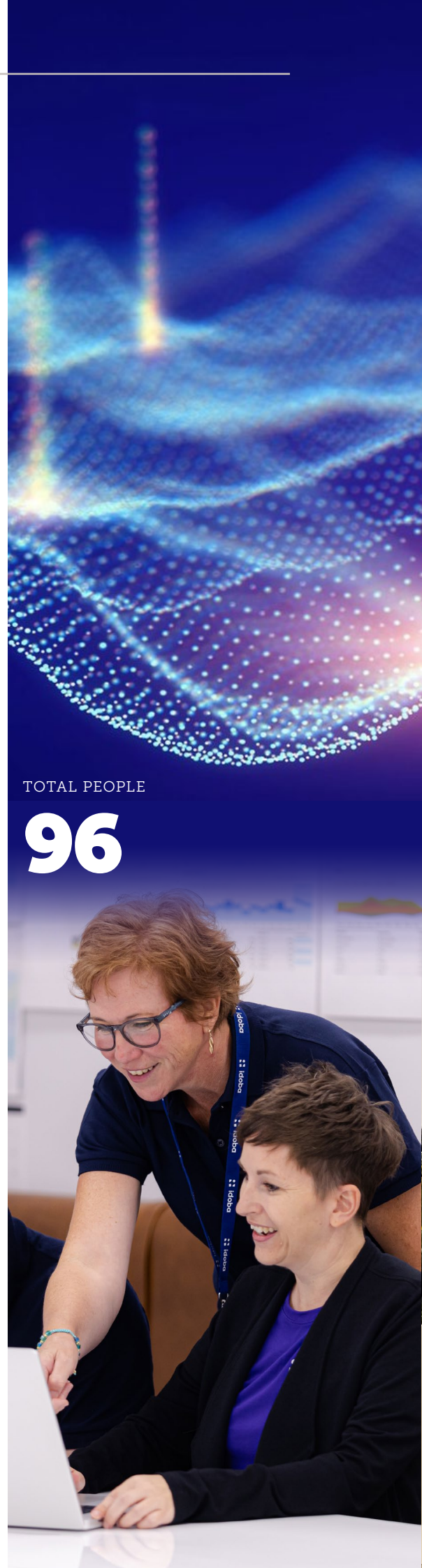
**Embracing diversity:** 36% of new hires and 42% of new leaders were female.

#### PEOPLE CAPABILITIES EXPANDED



# 20

Expanding our capabilities with 20 new talented individuals including software developers, mining consultants, and leadership roles.



TOTAL PEOPLE

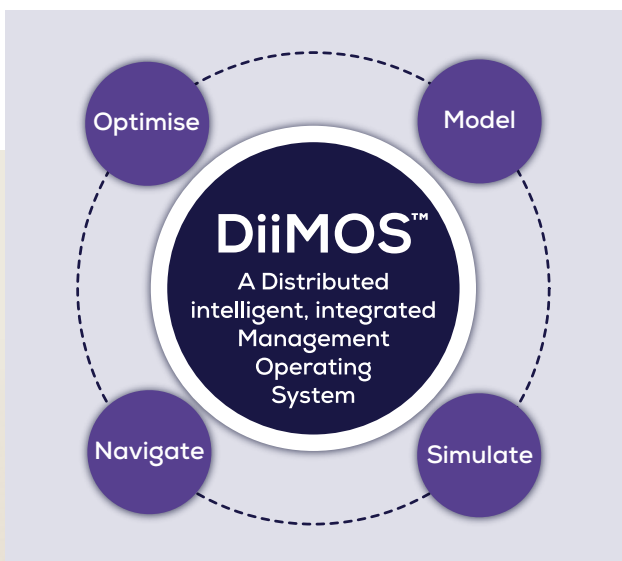
# 96



idoba is a technology business focused on the development of end to end digital products and services. We combine deep domain knowledge with extensive expertise to provide clients with tailored, innovative solutions that enhance safety, productivity and profitability through advanced digital technologies and AI. idoba's focus is on ensuring clients' projects are prepared for future technological advancements and market changes.

In 2024, the division has accelerated the development of DiiMOS™, idoba's Distributed Intelligent Integrated Management Operating System. The platform takes a human and problem-centred approach, optimising decisions through modelling, simulation and navigation providing solutions to a wide range of operational challenges.

Throughout FY24, significant time has been invested in digital product development with elements of the DiiMOS™ platform already operational on some client sites and internally within the Perenti group of companies. The broader Perenti business provides a test, learn and develop environment for idoba's products so they can be refined and enhanced before going to market. In FY25, idoba will continue the development of DiiMOS™ and its integrated systems while introducing those products to the market.



**About DiiMOS™**

DiiMOS™ is an advanced integrated decision optimisation platform that is designed to solve a variety of operational challenges. DiiMOS™ lets clients model their operation for enhanced visibility, navigate with predictive insights, simulate scenarios for effective planning, and optimise processes to make the best decisions. The platform is designed to integrate seamlessly across the whole value chain.

**The idoba difference**

idoba's unique value lies within its simulation and optimisation capabilities. Traditional optimisation methods, while effective for predicting general trends, often fall short when it comes to handling the inherently unpredictable and interconnected dynamics of mining. These methods lack the flexibility and precision needed to adapt to rapid changes and make accurate day to day decisions.

Leveraging the 30+ years of Perenti's operational data and through the application of agent based modelling idoba can not only predict operational outcomes with unprecedented precision, but also adapt in real-time to the changing conditions of the mine. This capability represents a true digital twin of a mine and will provide for substantial improvements in productivity, safety, profitability and ESG sustainability.

**DiiMOS™ in action**

During FY24, idoba successfully onboarded all Australian Barmingo sites to its first fully in-house developed product, DiiMOS™ Navigator (MPN). This milestone marks a significant achievement for both idoba and Perenti. DiiMOS Navigator is designed to streamline the work of mining engineers and operational staff, shifting their focus from spreadsheets to operational improvements, mine planning, and designs that maximize asset potential.

The onboarding of the Australian sites was completed over a carefully managed four week period, with 15 training sessions conducted for 46 employees, including operations managers, project managers and mine engineers. Comprehensive training and user guides were also provided to ensure continued support.

DiiMOS™ Navigator enhances mining operations by leveraging data collected during normal activities and transforming it into actionable insights. It utilises Perenti's Data Lake, providing sites with automated daily production updates, enabling quick identification of performance improvement areas. DiiMOS™ Navigator's deep learning neural network models predict operational performance for key activities like trucking, bogging, long-hole drilling, and development, based on historical data and client schedules.

The learning from this roll out has informed idoba's development of DiiMOS™ Simulation, an underground mining simulation tool created by underground miners, for underground miners. This first of its kind simulation on demand for the underground industry, reflects idoba's commitment to continually improving and supporting underground mining operations, ensuring that both DiiMOS™ Navigator and Simulation drive future success and efficiency.

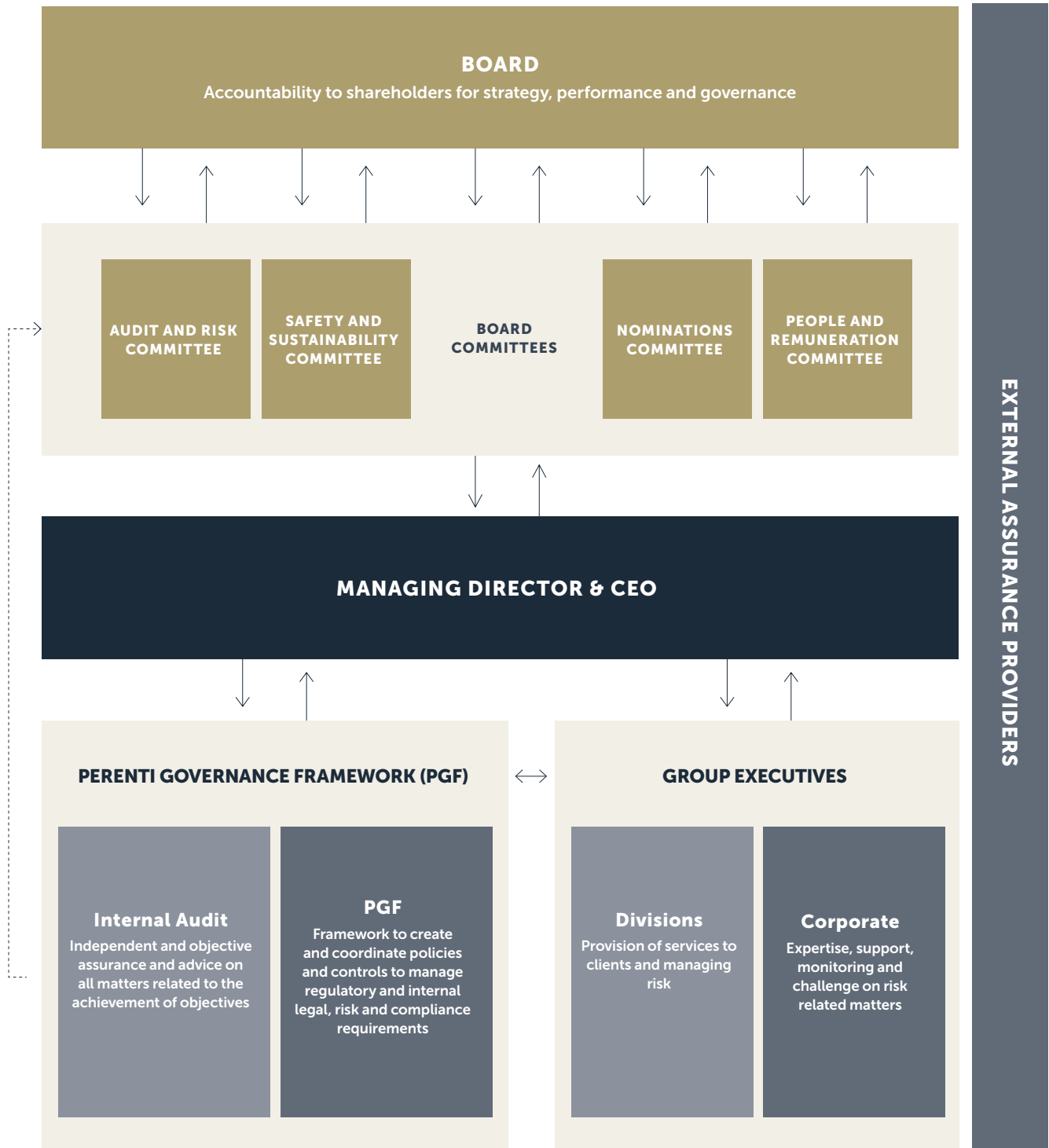
idoba continues to partner with the Barmingo team to enhance our products, with more features and improvements planned for the future.

Case study



# Governance and risk

## ORGANISATIONAL STRUCTURE AND LINES OF RESPONSIBILITY AND ACCOUNTABILITY



**KEY:** ↓ Delegation, direction, resources, oversight    ↑ Accountability, reporting    ↔ Alignment, communication, coordination, collaboration    ..... Independent reporting line



**Board committees**

The Board has established four committees that are structured in accordance with the Corporate Governance Principles and Recommendations 4th Edition of the ASX Corporate Governance Council (ASX Recommendations) and enable the Board to effectively discharge its responsibilities. The committees review relevant matters and make recommendations to the Board.

Each committee has a charter that outlines the roles and responsibilities of the committee, its members, meetings and reporting requirements. All charters were reviewed for best practice in FY24. Further information about corporate governance as well as copies of the Board and committee charters can be found in the corporate governance section of the Company’s website at [perentigroup.com](http://perentigroup.com).

**Corporate Governance Statement**

The Company’s 2024 Corporate Governance Statement outlines the Company’s current corporate governance framework, by reference to the ASX recommendations. The Corporate Governance Statement is current as at 19 August 2024 and has been approved by the Board.

The statement can be found in the corporate governance section of the Company’s website at [perentigroup.com](http://perentigroup.com). The related ASX Appendix 4G, a checklist cross-referencing the ASX recommendations to disclosures in the Corporate Governance Statement and the 2024 Annual Report can be found under the ASX Announcements section of the Company’s website at [perentigroup.com](http://perentigroup.com).

**Board skills matrix**

In FY24, an internal review was conducted of the Board skills as part of the annual Board evaluation process to identify the key skill areas for the Board to discharge its responsibilities in accordance with high standards of governance and to execute the Company’s 2025 Strategy. The results of this review were evaluated to ascertain whether there were any skill gaps that would need to be addressed through succession planning and/or director professional development programs. The combination of skills and experience were chosen to align with the Company’s 2025 Strategy as well as the Company’s current and emerging risks, opportunities, challenges and developments and is reflected in the FY24 Board skills matrix. The Company’s FY24 Board skills matrix shows the extent of the knowledge and experience of the directors in each area, taking into consideration their years of direct experience.

**Skills / competency**

**Leadership**



**Strategy**



**Industry specific experience**



**Capital management**



**Legal and regulatory compliance**



**Corporate governance**



**Financial acumen**



**Health, safety and environment**



**People and culture**



**Digital, data and technology**



**Risk management**



**ESG**



**International experience**



1 2 3 4 5 6 7

- Expert** – Deep knowledge / formal qualification or experience over many years
- Moderate** – Moderate skills / experience – knowledgeable but not highly skilled
- Aware** – Some knowledge and can follow a discussion

## Committee composition and responsibilities

Membership	Role	Key responsibilities
<b>Audit and Risk Committee</b>		
Andrea Hall (Chair) Craig Laslett Timothy Longstaff	To assist the Board in fulfilling its oversight responsibilities in relation to the integrity of the Company's financial reporting, the effectiveness of the Company's systems of risk management and controls, the Company's legal and regulatory compliance and internal and external audit.	<p>The responsibilities of the committee are to monitor, review and, where appropriate, make recommendations to the Board in line with its charter. These responsibilities include key activities on the following matters:</p> <ul style="list-style-type: none"> <li>• Relevant changes in legislation and corporate governance in relation to financial and risk reporting.</li> <li>• Material accounting policies and practices and the adequacy of the Company's financial controls.</li> <li>• Adequacy of and compliance with the Company's risk management framework and policy and the material emerging business risks.</li> <li>• Procedures for the appointment, dismissal and rotation of the external auditor, independence and performance of the external auditor, external audit reports and annual audit plan and work program.</li> <li>• Performance of internal audit function, the internal audit plan and work program and internal audit reports and recommendations.</li> <li>• The Company's tax risk governance framework and tax reporting.</li> <li>• Assessment of processes to ensure compliance with legal and regulatory requirements.</li> </ul> <p>Reviewing the half and full year financial statements and the integrity of periodic corporate reports released to the market.</p> <ul style="list-style-type: none"> <li>• Any material reports received through Speak Up or breaches of the Company's Anti-Bribery and Corruption Policy.</li> </ul>
<b>Nomination Committee</b>		
Diane Smith-Gander (Chair) All non-executive directors	To assist the Board in fulfilling its oversight responsibilities in relation to the Board's composition, performance and succession planning.	<p>The responsibilities of the committee are to monitor, review and make recommendations to the Board in line with its charter. These responsibilities include key activities on the following matters:</p> <ul style="list-style-type: none"> <li>• Criteria for appointment of new directors.</li> <li>• The composition of the Board and committees.</li> <li>• Director induction program.</li> <li>• Board performance evaluation.</li> <li>• Board skills matrix.</li> <li>• Board succession planning.</li> <li>• Director professional development program.</li> <li>• Director independence and associated disclosures.</li> </ul>
<b>People and Remuneration Committee</b>		
Timothy Longstaff (Chair) Andrea Hall Andrea Sutton Alexandra Atkins	To assist the Board in fulfilling its oversight responsibilities in relation to people and remuneration and ensuring the Company has a remuneration framework and policies to attract, reward and retain a diverse workforce.	<p>The responsibilities of the committee are to monitor, review and, where appropriate, make recommendations to the Board in line with its charter. These responsibilities include key activities on the following matters:</p> <ul style="list-style-type: none"> <li>• The Company's inclusion and diversity strategy and policy.</li> <li>• The Company's remuneration framework, policies and practices.</li> <li>• Chair, Non-executive director, MD &amp; CEO and Group Executive remuneration.</li> <li>• MD &amp; CEO and Group Executive succession planning.</li> <li>• Organisational culture.</li> <li>• Breaches of the Code of Conduct.</li> <li>• The Company's incentive plans.</li> </ul>
<b>Safety and Sustainability Committee</b>		
Andrea Sutton (Chair) Alexandra Atkins Craig Laslett	To assist the Board in fulfilling its oversight responsibilities in relation to the Company's policies, practices and governance in safety, health, environment, climate change, communities and human rights.	<p>The responsibilities of the committee are to monitor, review and, where appropriate, make recommendations to the Board in line with its charter. These responsibilities include key activities on the following matters:</p> <ul style="list-style-type: none"> <li>• Sustainability policies and strategies.</li> <li>• Sustainability risk management.</li> <li>• Compliance with legal and regulatory obligations relating to sustainability.</li> <li>• The Company's performance in relation to sustainability matters and commitment.</li> <li>• Safety and safety investigations.</li> <li>• Relevant changes in legislation, corporate governance, standards or expectations in relation to sustainability.</li> <li>• The Company's sustainability reporting.</li> </ul>



Perenti adopts a consistent and proactive approach to risk management across its global operations, aligning with ISO 31000 and the ASX Principles and Recommendations. Effective risk management serves as a competitive advantage, enabling the company to adapt to the dynamic mining industry within a complex external environment.

### Risk management framework

Perenti adopts a consistent and proactive approach to risk management across its global operations, aligning with ISO 31000 and the ASX Principles and Recommendations. Effective risk management serves as a competitive advantage, enabling the company to adapt to the dynamic mining industry within a complex external environment.

While we have established controls to prevent and mitigate risk, we recognise the importance of making informed risk-reward decisions based on relevant data and intelligence. Our framework revolves around comprehending and managing events that can significantly affect our strategic and operational objectives. By integrating sustainability into our approach, we aim to reduce the likelihood and impact of threats and capitalise on value accretive opportunities.

Perenti's risk framework outlines enterprise risks that hold significance at a Group level, considering factors such as materiality, strategic time horizon and applicability across the broader Group. The management of enterprise risks falls under the purview of the Group Executive Committee, with the Board providing effective oversight.

The Audit and Risk Committee is responsible for monitoring the overall effectiveness of our risk management framework.

Enterprise risk management is a fundamental component of the Perenti Governance Framework and enables effective second and third line assurance to test the adequacy and effectiveness of the internal control environment to increase the likelihood of achieving business objectives.

Perenti maintains a proactive approach to risk management, continuously monitoring the external environment for emerging risks and opportunities. The global landscape remains complex, with geopolitical tensions, supply chain disruptions and global economic conditions posing ongoing challenges. We proactively review the impact of these factors on our strategic and operational objectives, enabling us to respond effectively.



## Key enterprise risks

Some risk areas have the potential to significantly affect strategic outcomes, thus holding significance for existing and prospective stakeholders. The principal enterprise risks areas are outlined below, supported by an overview of management's strategy to control and manage these risks areas. The risk areas are not prioritised by importance and this list does not aim to encompass all the risks and uncertainties associated with the Group's business.

Risk description	Potential impacts	Management strategy
<b>Evolving mining services market</b>		
<p>The pace of technological advancements in the mining industry is accelerating, accompanied by the potential introduction of new competing technologies by both direct and indirect competitors.</p>	<ul style="list-style-type: none"> <li>Given our market share, competitive advantages and brand strength combined with the diversified capability of the wider Group, Perenti is well placed to realise the opportunities provided by the dynamic external environment.</li> <li>Structural changes to the mining services market could result in lost market share, impacting earnings, cashflow and ability to fund growth.</li> </ul>	<ul style="list-style-type: none"> <li>Continued commitment to allocate cash towards enhancing digital technology capabilities.</li> <li>Ongoing strategies to align service offerings with market demand.</li> </ul>
<b>Climate change and decarbonisation</b>		
<p>Climate change presents both risks and opportunities for the business. Whilst mining has a critical role in providing the commodities critical for the energy transition it is also important the sector decarbonises as part of this process.</p> <p>The mining and metals sector is already experiencing climate related risks (physical and transition risks). For example, certain geographies will be more impacted by extreme weather events than others whilst certain commodities will be favoured in the transition to the low carbon economy.</p>	<ul style="list-style-type: none"> <li>By seeking electrification service offerings, we may meet changing market demand for decarbonisation. In addition, we may reduce our own operating costs and position ourselves as a mining services provider of choice.</li> <li>Extreme weather events could cause health and safety impacts, operational delays, supply chain disruption and an increase in capital expenditure.</li> <li>Failure to electrify and decarbonise in line with market and client expectations could affect our ability to win work with preferred clients and access capital at desirable rates</li> <li>The perception that the Group is not acting on climate change could adversely impact our ability to attract and retain talent.</li> </ul>	<ul style="list-style-type: none"> <li>The Perenti climate change position statement outlines our climate related commitments.</li> <li>Periodic climate scenario analyses supports decision making.</li> <li>Scope 1 and 2 reduction targets are included in employee incentive programs.</li> <li>A Decarbonisation Steering Group provides recommendations for Group decarbonisation activities.</li> <li>A mine electrification collaboration with global technology company ABB.</li> </ul>
<b>Winning work and market risk</b>		
<p>Ensuring the continuity of Perenti's project pipeline is crucial to achieve a balanced approach towards our strategic growth objectives. Perenti endeavours to secure and retain high quality projects that are supported by robust financial and commercial practices, thereby facilitating the realisation of our organic growth targets. However, the pricing of major projects is inherently uncertain, given the risk landscape in which we operate.</p> <p>Moreover, we may encounter disruptions arising from the evolving technology landscape and the dynamics of the mining services market. These factors necessitate our adaptability to effectively navigate and respond to the changes and challenges that emerge within these environments.</p>	<ul style="list-style-type: none"> <li>The change in prices of specific commodities (e.g. gold, copper, zinc, nickel) could affect our financial performance, impact shareholder returns, and raise concerns among external stakeholders about the strength of our balance sheet.</li> <li>Failure to meet growth forecasts can cause difficulties in raising capital for future investments or expansion and can erode investor confidence in the Company's ability to deliver on its promises.</li> </ul>	<ul style="list-style-type: none"> <li>Balance the risk and reward carefully with all projects and be selective in the contracts that we enter to optimise return on capital.</li> <li>Application of the Group estimating and work procurement practices and structured approval processes.</li> <li>Diversification of portfolio by geography, market, activity and client to mitigate the impact of emerging trends and market volatility.</li> <li>Investment in our technology capability to expand and diversify mining services revenue sources.</li> </ul>
<b>Project delivery and margins</b>		
<p>The Group's activity levels and results are dependent on production levels at clients' mines while revenues are linked to the production volumes and not to the short term price of the underlying commodity. Perenti is exposed to uncertainty over the availability and cost of key resources, including talent, assets and key supplies.</p>	<ul style="list-style-type: none"> <li>Development of innovative mining techniques, utilising economies of scale, or utilising technology can boost productivity while minimising cost.</li> <li>Sub optimal project execution can put pressure on earnings, cashflow and ability to fund growth.</li> <li>Contracts can be terminated for convenience by the client at short notice and without penalty, although this is not a common occurrence.</li> </ul>	<ul style="list-style-type: none"> <li>The Group derives most revenues from mines which are already in production and focuses on providing services to large lower cost producers.</li> <li>A focus on ensuring execution of work to a high standard and improving operations to increase our value proposition to clients.</li> <li>Negotiation of rise and fall provisions into key contracts to compensate Perenti for key project input cost movements.</li> </ul>



Risk description	Potential impacts	Management strategy
<b>Financial risk</b>		
<p>Liquidity risk is where Perenti will not be able to meet its financial obligations as they fall due. This could be as a result of counterparty risk, project underperformance and an inability to repatriate and recycle cash on timely basis, amongst other things.</p> <p>Funding risk is where Perenti is unable to access to capital which could adversely impact the Group's ability to meet our strategic objectives and other funding requirements as and when required.</p> <p>Foreign exchange risk is where the Group's financial performance or position will be affected by fluctuations in the exchange rates between currencies. Foreign exchange risk mainly arises from the different international jurisdictions in which the Group operates, suppliers that it pays and debt from its US144A notes on issue and other credit lines. The Group's foreign currency exposure is primarily in US dollars, Euro and West African francs (which is pegged to the Euro).</p> <p>Interest rate risk is where fluctuations in interest rates can affect the Group's financial performance or position. The Group is exposed to interest rate risk through its debt structures, investments and derivative instruments linked to interest rates.</p>	<ul style="list-style-type: none"> <li>• Failure to manage liquidity may result in the Group's inability to meet its financial obligations as they fall due. Potential inability to access future financing on favourable terms and on a timely basis may compromise our ability to commence new contracts, perform existing contracts or may prevent the Group from achieving its strategic objectives.</li> <li>• Revenue, expenses, profits, debt service requirements, assets and liabilities of the Group may be adversely exposed to fluctuations in the exchange rate between currencies.</li> <li>• Increase in interest rates may affect the costs of servicing existing borrowings, which may adversely impact the Group's business, financial condition, and financial performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor the minimum liquidity thresholds through short, medium and long term cash flow forecasting and through active management of credit and equity funding lines.</li> <li>• Disciplined capital allocation process targeted at maintaining an appropriate capital structure and allocation of capital in accordance with the Group's capital management framework.</li> <li>• Maintain an acceptable net balance sheet exposure by matching foreign denominated financial assets with financial liabilities, and natural cash flow hedges with certain cash inflows and outflows denominated in the same currency.</li> <li>• The majority of the Group's debt is issued at fixed interest rates and Perenti regularly reviews its exposure and may hedge borrowings to fixed or floating rates as appropriate to manage exposure levels.</li> </ul>
<b>Sovereign and security risk</b>		
<p>Some of the jurisdictions within which the Group operates are subject to sovereign and security risks. Changes in government, regulation and tax in overseas jurisdictions has the potential to impact the Group's performance.</p>	<ul style="list-style-type: none"> <li>• Unfavourable actions undertaken by governments and other entities may lead to cost implications, operational or project delays, as well as the revocation of permits or licenses necessary for our projects.</li> <li>• Laws and regulations in the countries where we operate may change or be implemented in a manner that could have an adverse effect on the Group.</li> <li>• Security incidents could impact our people and stakeholders and damage to our assets can cause financial losses or impacts to our reputation.</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive evaluations of overseas jurisdictions inform Board approval for new country entry.</li> <li>• Internal security expertise is in place to manage the Group's security framework.</li> <li>• The Group also limits its risks contractually by only accepting a manageable risk profile within the terms and conditions of its contracts.</li> <li>• Contracts with external security and medical response vendors that provide a range of services to both mitigate and respond to an incident.</li> </ul>
<b>Labour costs and availability of skilled people</b>		
<p>The Group is exposed to changing labour costs in markets where the demand for labour is strong. Changes to labour laws and regulations may limit productivity and increase costs of labour. The implementation and enforcement of such changes could have adverse effects on revenues, as well as diminish operating margins due to increased costs or reduced productivity. Perenti also runs the risk of losing key executives, senior management, or key operational personnel.</p>	<ul style="list-style-type: none"> <li>• Insufficient capability within our organisation can lead to suboptimal performance in our operations. Tight labour markets and changing demand for mining technology could introduce heightened competition for critical skills, such as expertise in underground mining, decarbonisation and information technology.</li> <li>• Shifting societal expectations may exert pressure on our brand as an employer, necessitating enhanced communication to clearly convey our Purpose and Principles.</li> </ul>	<ul style="list-style-type: none"> <li>• Labour costs are typically protected by rise and fall mechanisms within client contracts.</li> <li>• In Australia, wage labour costs are typically governed by agreed enterprise agreements.</li> <li>• An apprenticeship program provides a consistent pipeline of workers.</li> <li>• The key components of the talent management framework are reward /remuneration, succession planning and talent development.</li> </ul>

Risk description	Potential impacts	Management strategy
<b>Health and safety</b>		
<p>Mining is inherently hazardous and as a result, it is possible that the Group may experience incidents, including lifechanging events which have the potential to cause psychological or physical harm. Perenti is committed to providing a systematic process to manage these hazards.</p>	<ul style="list-style-type: none"> <li>Health and safety incidents resulting in injuries, illnesses, fatalities, or damage to our assets can cause financial losses or impact our reputation.</li> <li>Failure to operate responsibly can have long term adverse effects on host communities and the environment while eroding trust in our organisation's integrity.</li> </ul>	<ul style="list-style-type: none"> <li>Governance of health and safety is overseen by the Safety and Sustainability Board Committee.</li> <li>The HSE management system is consistent with international standards and includes:                             <ul style="list-style-type: none"> <li>Management of psychosocial hazards.</li> <li>Provision of appropriate training, supervision and resources.</li> <li>Critical risk standards for preventing and mitigating fatality risk.</li> <li>Leadership training and development.</li> <li>Integrated assurance.</li> <li>Incident reporting and investigation.</li> </ul> </li> <li>Operational divisions have Safety Transformation plans. The primary objective is to support further and significant improvement in our health and safety performance as well as contribute to broader industry wide positive change in health and safety.</li> </ul>
<b>Cyber security and data protection</b>		
<p>The increasing reliance on data and digital technologies has resulted in a corresponding escalation of cyber related risks, encompassing aspects such as ransomware proliferation, nation state espionage activities and the continued monetisation of cybercrime. The rapid adoption and accessibility of AI powered tools have lowered the technical barrier to entry for threat actors. Consequently, robust and vigilant cybersecurity measures are imperative to safeguard systems and data against these pervasive and ever evolving threats.</p>	<ul style="list-style-type: none"> <li>The potential ramifications of a cybersecurity incident, resulting in a loss of confidentiality, integrity, or availability of Perenti's information systems or data can encompass a broad range of associated impacts. Such an event has the potential to disrupt our business operations, compromise the safety of our employees, expose confidential information, tarnish our reputation and pose financial, legal, and regulatory risks for the Group.</li> </ul>	<p>The Perenti cyber security framework includes:</p> <ul style="list-style-type: none"> <li>Cyber security (governance) framework, including security and data protection Group standards.</li> <li>24x7 managed security operations centre service.</li> <li>Endpoint detection and response capability.</li> <li>Multifactor authentication.</li> <li>Security education and awareness materials.</li> <li>Independent penetration and assurance testing of our control environment.</li> <li>Critical incident response simulation(s) exercises for cyber incident scenarios.</li> <li>Business resilience and recovery planning.</li> <li>Integrated assurance.</li> </ul>
<b>Fraud, bribery and corruption</b>		
<p>Perenti is exposed to fraud, bribery and corruption risk which could result in fines, reputation impacts and the loss of growth opportunities. Our compliance framework enables a strong ethical culture, strengthens our internal controls, promotes awareness, and enables effective detection and response to potential incidents. Ultimately, it helps protect the Group's reputation, assets, and stakeholders' trust.</p>	<ul style="list-style-type: none"> <li>The consequences resulting from fines, penalties and other obligations, along with the accompanying reputational damage arising from adverse proceedings, could have a material impact.</li> </ul>	<ul style="list-style-type: none"> <li>Management authority is effectively delegated through risk based delegation of authorities.</li> <li>Appropriate segregation of duties are in place and compliance risks form a key part of Perenti's broader risk framework.</li> <li>Group level policies and standards supported by assurance processes, including our Code of Conduct set out the standards of behaviour and are supported by web based training packages.</li> </ul>



Sustainability **20**  
Report **24**



ABN 95 009 211 474

**CREATING**  
**ENDURING VALUE**  
**AND CERTAINTY**

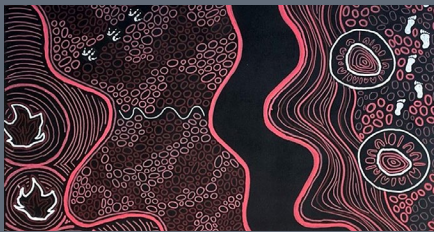


**Expect  
More**



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Artwork developed with Acacia Collard.

### Acknowledgement of Country

We respectfully acknowledge the Whadjuk people of the Noongar Nation, the Traditional Custodians of the land on which this report was developed. We pay our respects to their elders past, present, and emerging, and extend that respect to all Aboriginal and Torres Strait Islander peoples who have cared for this land for millennia and for all the lands on which we operate.

As we reflect on the importance of sustainability in our work, we recognise the profound wisdom inherent in Indigenous cultures worldwide. We acknowledge Indigenous Peoples' deep connection to the land, their sustainable practices, and their profound respect for the environment which serve as an inspiration for our sustainability efforts.

In acknowledging the Traditional Custodians of the lands on which we operate and recognising the invaluable contributions of Indigenous Peoples to the global understanding of sustainability, we reaffirm our commitment to caring for our people and communities, valuing the environment and enabling the energy transition, and acting ethically and responsibly.



## A message from the Chair of the Safety and Sustainability Committee

On behalf of the Board, I am pleased to provide you with Perenti's FY24 Sustainability Report which details our efforts to improve our sustainability performance and address the risks and opportunities material to our business.

In FY23, we set out a Sustainability Blueprint for Perenti, identifying three imperatives and five priorities for the business to work towards a more sustainable future and to support the delivery of our Purpose, to *create enduring value and certainty*. We have made meaningful progress against many of these priorities in FY24 with further details on our achievements and challenges outlined in this report.

Of our five priorities, none has greater value than preventing adverse life changing events. The incident at the Mana Mine in Burkina Faso in February where our colleague Siswatoro tragically lost his life has been devastating to everyone, particularly Siswatoro's family, friends and the colleagues he leaves behind. His memory is the reason we need to continuously improve our safety. We remain steadfast in our commitment to ensuring our workplaces are safe and respectful for all.

The Safety Taskforce, established in FY23, provided the Board and executive team with fresh thinking and perspectives on safety, new ideas as well as assurance and governance over safety transformation activities. These include the strong focus on managing our critical controls and conducting internal safety audits to identify and prioritise risks and how we can mitigate against them. With the completion of its initial objectives, the role of the Taskforce has concluded, replaced by enhanced group-wide governance.

A key focus for the Board's Safety and Sustainability Committee this year has also been the consolidation of our FY25 sustainability commitments with the identification of clearer targets for the business. This is reflective of our maturing systems and processes, which have also enabled us to publish a Sustainability Databook in support of this report. Our databook outlines our targets and progress in areas such as our psychological safety index and increased female participation, along with data relating to our partnerships with communities.

As a diversified mining services provider operating across four continents, community engagement and investment is critical to maintain a 'social licence to operate'. I am proud of the role we play in the countries that host us, supporting their economies by investing in local businesses, providing job opportunities and training for local people and exporting our mining know how to support community development.

*A. Sutton*

Andrea Sutton  
Chair - Safety and Sustainability Committee

19 August 2024





## Year in review

## FY24 Summary of our performance

	Metric	2024	2023	2022
<b>🎯 Caring for our people and communities</b>				
<b>Safety and health</b>				
Total fatalities	# employees	1	2	3
	# contractors	0	0	0
Total Recordable Injury Frequency Rate (TRIFR)	# incidents per million hrs worked	5.3	5.4	6.9
Serious Potential Incident Frequency Rate (SPIFR)	# incidents per million hrs worked	2.6	2.7	2.7
<b>Our people</b>				
Total workforce	#	10,514	9,012	8,939
<b>Employees by region:</b>				
• Australia	%	46.1	39.4	38.9
• Africa	%	49.6	56.7	56.7
• Europe	%	<1.0	<1.0	<1.0
• North America	%	4.1	3.8	4.3
Total voluntary turnover rate	%	17.7	15.6	26.6
Females on the Board <sup>1</sup>	# / %	4/57	2/29	2/39
Females in senior management	%	17.2	15.4	18.8
Females in the workplace	%	11	11	10.6
Australian workforce employed as an apprentice	%	4.2	5.2	4.4
Australian workforce provided with a traineeship	%	14.9	6.4	8.1
<b>Our communities</b>				
Local procurement expenditure <sup>2</sup>	AUD\$ B	1.47	1.51*	1.48
Community investment and donations	AUD\$	1,462,732	615,474	368,601
Local participation in international workforce <sup>3</sup>	%	90.3	90.2	89.4
<b>🌱 Valuing the environment and enabling the energy transition</b>				
Greenhouse gas emissions – scope 1	tonnes CO <sub>2</sub> -e	2,003	2,671	2,323
Greenhouse gas emissions – scope 2 (market based)	tonnes CO <sub>2</sub> -e	1,689	1,906	-
Greenhouse gas emissions – scope 2 (location based)	tonnes CO <sub>2</sub> -e	2,914	2,496	4,361
Energy consumed (scope 1 and 2)	Gigajoules	53,290	64,207	63,665
Scope 3 category 1 (purchased goods and services)	tonnes CO <sub>2</sub> -e	386,500	-	-
Scope 3 category 2 (capital goods)	tonnes CO <sub>2</sub> -e	131,700	-	-
Scope 3 category 3 (fuel- and energy-related activities)	tonnes CO <sub>2</sub> -e	129,000	-	-
Scope 3 category 4 (upstream transportation and distribution)	tonnes CO <sub>2</sub> -e	17,800	-	-
Scope 3 category 6 (business travel)	tonnes CO <sub>2</sub> -e	27,800	-	-
Scope 3 category 13 (downstream leased assets)	tonnes CO <sub>2</sub> -e	613,500	442,000**	-
Total significant environmental incidents	#	0	0	0
Fines and convictions	#	0	0	0
<b>🤝 Acting ethically and responsibly</b>				
Speak Up notifications alleging a Code of Conduct breach	# received	6	5	1
	# investigated and actioned	6	5	1
Compliance with continuous disclosure	# breaches	0	0	0
Internal audits completed	# internal audits	6	5	12
Material information data breaches	# material breaches	0	0	0

1 Females on the Board is based on the absolute number at the end of the financial year.

2 Local procurement expenditure refers to the purchasing of goods and services from a supplier registered or based within the same country as the operation.

3 Local participation is country Nationals (Locals) only, does not include third country nationals.

\* Local procurement expenditure revised down from 1.55 B to 1.51 B due to a data error identified in FY24.

\*\* Fuel used in operating mining fleet at client sites.

# Introduction

## Our approach

Beyond delivering financial results, we are committed to embedding sustainability into everything we do. We recognise the strategic advantage of optimising our Environmental, Social and Governance (ESG) outcomes for our people, clients, shareholders and the communities in which we operate.

To support our sustainability journey, in FY23 we launched our three evergreen sustainability imperatives:

- Caring for our people and communities;
- Valuing the environment and enabling the energy transition; and
- Acting ethically and responsibly.

Underpinning these imperatives, we also announced our current five sustainability priorities:


- Preventing adverse life changing events;
- Creating safe and respectful workplaces;
- Achieving gender balance;
- Accelerating decarbonisation; and
- Partnering with our communities.

Each priority is led by an executive sponsor who has direct responsibility to embed these sustainability priorities across our business. We further progress these priorities with group wide initiatives, clear targets, and investments that link to tangible ESG outcomes across our business.


### OUR PURPOSE


To create enduring value and certainty

### OUR SUSTAINABILITY IMPERATIVES





**Caring for our people and communities**






**Valuing the environment and enabling the energy transition**





**Acting ethically & responsibly**



### OUR SUSTAINABILITY PRIORITIES

Preventing adverse life changing events

Creating safe and respectful workplaces

Achieving gender balance

Partnering with our communities

Accelerating decarbonisation

### OUR SUSTAINABILITY TARGETS

<p><b>NO ADVERSE LIFE CHANGING EVENTS</b></p> <hr/> <p><b>+75%</b> of our people feel their teams are psychologically safe by the end FY25*</p>	<p><b>40%</b> female executive and Board representation by the end of FY30</p> <hr/> <p><b>33%</b> female representation across our global workforce by end of FY33</p> <hr/> <p><b>40%</b> of our senior leaders** are female by the end of FY33</p>	<p><b>NET ZERO</b> BY END OF FY30</p> <p>scope 1 and 2 greenhouse gas emissions, from a FY22 baseline</p> <hr/> <p><b>40% ABSOLUTE REDUCTION</b></p> <p>of scope 1 and 2 emissions by the end of FY26, from a FY22 baseline</p>
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## SUSTAINABILITY EMBEDDED IN EVERYTHING WE DO

\*Australia only.

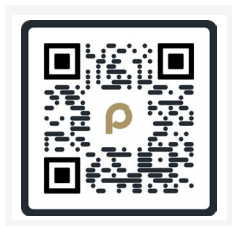
\*\* Senior Leaders include Group Executive, Vice Presidents, General Managers and Department Heads.



**Report structure and scope**

This report reflects on our FY24 progress against our Sustainability Blueprint. Our sustainability achievements, challenges, commitments, and targets are correspondingly outlined against each of our three sustainability imperatives within this report.

To increase transparency in FY24 on non-financial reporting, we are publishing our first Sustainability Databook. You can find additional ESG metrics in our databook and background information that supports this report on our website [perenti.com/sustainability](https://perenti.com/sustainability). This report also forms a section of our annual reporting suite when printed, however a digital download is also accessible on sustainability-only related matters. When using the digital report, it should be noted that topics such as governance, enterprise risk, operating model and other matters that are covered by the financial reporting requirements are contained within those sections of the annual reporting suite. Checklists against ESG frameworks are provided in the databook to map to our public disclosures.



Scan the QR code to read our Sustainability Databook.

**Forward-looking Statements**

The FY24 Sustainability Report and the supporting databook includes Forward-looking Statements regarding future events, circumstances, targets, commitments, and the future performance of the Group in relation to environmental, social, governance, climate change and broader sustainability matters (“Forward-looking Statements”).

The Forward-looking Statements do not constitute factual statements, guarantees, or predictions and are not intended to provide guidance on the future performance of the Group. The Forward-looking Statements are based on the Group’s expectations as at the date of the FY24 Sustainability Report and reflect judgements, assumptions, estimates, and other available information as at the date of the report. Readers are cautioned not to place undue reliance on these statements

No representation or warranty, express or implied, is given as to the accuracy, completeness or correctness, likelihood of achievement or reasonableness of any Forward-looking Statement. Forward-looking Statements are subject to known and unknown risks, uncertainties and other factors, many of which are beyond the Company’s control, and which may cause the actual results, performances or achievements of the Group to differ materially from those expressed or implied in the statements contained in the FY24 Sustainability Report.

The Forward-looking Statements apply as at the date of the FY24 Sustainability Report. Except as required by applicable regulations or law, the Company does not undertake any obligation to publicly update or revise any Forward-looking Statements whether as a result of new information or future events.

**Alignment with frameworks**

The development of this report has been guided by external frameworks including the Global Reporting Initiative (GRI) Standards and Taskforce on Climate-related Financial Disclosures (TCFD) which has since been incorporated into the International Sustainability Standards Board (ISSB). We recognise that changes to the way we report will occur considering incoming Australian legislation and global disclosure frameworks.

As an ASX listed company, we will prioritise alignment with the Australian Accounting Standards Board (AASB) standards on sustainability reporting as they come into effect from FY25. Through the publication of our first Sustainability Databook we are also aiming to increase the interoperability of our metrics between the different global frameworks and taxonomies that are relevant to our operations.

We have completed our first year of limited assurance on four key safety and sustainability metrics.

**DDH1 integration update**

During the FY24 reporting period, Perenti successfully acquired the DDH1 Limited (DDH1) business as described in the Annual Report. Targets and metrics within the sustainability report contain DDH1 data from October 2023 and targets remain absolute against the FY22 baseline and apply correspondingly to the DDH1 businesses.

**Our material sustainability topics**

Our performance has progressed on the sustainability issues we identified as material in FY20. These issues are presented in the graphic below, with safety remaining our most material issue.

Despite our continued attention on improving our safety performance, the death of our colleague Siswanoro in February 2024 highlights that we still have more work to do. We remain committed to no adverse life changing events. Further detail on our safety performance is provided on pages 38-39 of this report.

Several material changes occurred in FY24, including the acquisition of DDH1, and the evolution of regulatory ESG reporting requirements. We also commenced working with our clients on their decarbonisation commitments and will continue to use our unique position in the market to participate in electrification opportunities and the green energy transition. Accordingly, Perenti will update its ESG materiality assessments in FY25 in line with best practice guidance and standards.





## Preventing adverse life changing events

### Safety performance

We acknowledge that improving safety performance remains a perpetual challenge for us and within the broader industry, particularly given our multinational presence and significant underground mining portfolio. As a collective of leading business brands, we bear a responsibility to foster and enact industry-wide transformations. Primarily, Perenti's duty commences with a steadfast dedication to preventing adverse life changing events and ensuring the well-being of our people takes precedence.

Despite our continued emphasis on safety, tragedy occurred in February with the passing of our colleague, Siswanto, at the Mana Mine in Burkina Faso. We have clearly fallen short of our most important objective of *no adverse life changing events* for our people. Like many across our business, we are heartbroken for the family of Siswanto. Sadly, we cannot change the outcome, but we can commit to:

1. providing ongoing support to Siswanto's wife and children; and
2. continuing our unwavering commitment to improve safety across our business and the industry more broadly.

### Mana Mine fatality

Siswanto, a 38-year-old maintenance fitter, was fatality injured during a tyre inflation task. He was struck by a metal locking ring propelled from a multi-piece tyre and rim assembly for an underground jumbo drill rig that was being inflated. The indications are that the locking ring parted under pressure. Siswanto was an Indonesian national and is survived by his wife and three children.

A review of tyre inflation practices was conducted throughout the business with a focus on the performance of critical control verification activities embedded as part of Divisional Safety Transformation plans.

### Safety Transformation Taskforce

The Safety Transformation Taskforce (STT) has driven substantial safety initiatives across the organisation, resulting in the creation of bespoke Divisional Safety Transformation plans. Dr Sidney Dekker and Peter Wilkinson, along with Board member, Alex Atkins, challenged our thinking and approach to safety risk. With Divisional Safety Transformation plans now in place, the STT will conclude its formal role. Going forward, the primary focus will be on divisional implementation, with accountability ensured through monthly, quarterly, and biannual safety reporting routines and targeted 'deep dive' reviews. Improvement initiatives are being tracked to ensure completion and, where applicable, integrated into our safety management system.

### Safety Transformation Plans

Our operations are unique across businesses and our Safety Transformation Plans are adapted to each division. In FY24, the Presidents of Contract Mining, Drilling Services and Mining Services, along with their leadership teams, focused on enhancing our critical control management, front-line leadership development and the introduction of *Learning Teams* amongst other initiatives.

### Critical Control Management

All divisions within Perenti are enhancing their critical control management (CCM) with guidance taken from the International Council on Mining and Metals (ICMM) CCM Framework. This program of work will continue in FY25 and forms the basis to enhance our existing critical control verification processes.

### Engineering and technology solutions

A Technology Project Implementation Process was integrated into the formalised Project Governance Framework in May and marks a significant milestone enhancing transparency across projects aimed at bolstering safety measures. Among the ongoing technology initiatives:

- Enhanced Camera Systems have been successfully deployed on all Contract Mining underground loaders in Australia and Africa.
- Area Denial System technology has been installed on all operational jumbo units in Australia.
- A University of Technology Sydney partnership has been established to redesign workshop pulling and pressing tooling with the aim of removing people from harm and providing workers with pressure and force indicators.

### Front-line leadership development

As part of our Safety Transformation Plan initiatives, ensuring the ongoing development of our frontline leaders is crucial to improving safety outcomes. Frontline leaders have a direct impact on day-to-day operations and our training is designed to equip leaders with effective skills that cultivate a safety culture, respond promptly to incidents and drive continuous improvement in safety practices.

The Contract Mining Project Leaders Program covers leadership foundations, managing self, leading psychological safety, safety foundations and leadership communications which provides frameworks and skills aimed at developing leader capability to improve safety outcomes. To support the learning from the program, external safety coaches have also been deployed across our Contract Mining projects to further develop supervisor skills during daily activities on site. Since launching the first course in April 2024, 176 Contract Mining leaders across the globe have participated in the program, with an additional 150-200 leaders scheduled to complete the program in Q1 FY25.

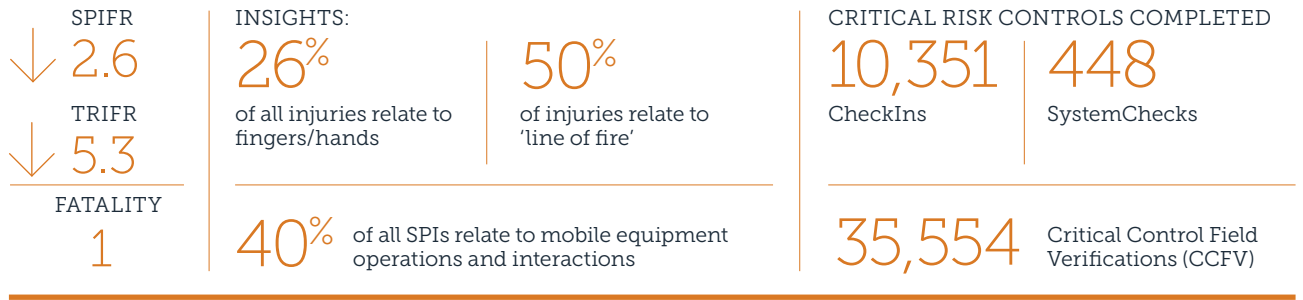
Ranger Drilling has developed a Field Leadership Program and schedule to promote peer to peer leadership and coaching, commencing with the general manager and cascading throughout the business to new starters. As part of the program they have introduced leadership team coaching to conduct field leadership activities incorporating principal hazard control to better empower the field teams to widen their knowledge, understand risk and reduce incidents. The program has seen an increase of 170% in field leadership activities.

### Learning Teams

*Learning Teams* offers a facilitated means of engaging with workers to learn from incidents that occur in the workplace or from sharing everyday best practice and safe work practices across the organisation. Contract Mining has trained seven senior Health and Safety team members to become *Learning Teams* facilitators with a view to train additional HSE employees across operations in FY25. Specialist consultants have been engaged to establish a framework to integrate *Learning Teams* within the Contract Mining division.



**FY24 Safety Performance**



Between March and May 2024, there was an extensive evaluation on mine re-entry processes across three mine sites, with seven *Learning Teams* conducted involving thirty-six crew members to learn from and foster a collaborative environment for sharing knowledge and experiences. This provided valuable insights into operational practices resulting in several organisational wide observations and insights being uncovered that will provide systemic safety improvement.

**Safety culture diagnostic**

In collaboration with organisational safety culture experts, Sentis, we conducted safety climate surveys and on-site assessments throughout our Mining Services division, building on those completed in Contract Mining in FY23. These assessments yielded insights such as high trust in supervisors and employee interest in further training and development. Leadership, culture and psychological safety were identified as priority areas for improvement initiatives within the Safety Transformation Plan.

**Future safety metrics**

Current metrics and frequency rates such as total recordable injury frequency rates (TRIFR), hold value as they are widely recognised and requested by stakeholders, however, they are not directly indicative of fatality prevention efforts, or underlying safety performance.

In this context, we undertook a comprehensive evaluation of safety metrics across the mining sector and other related industries to determine more effective metrics for anticipating and evaluating safety performance. This assessment has leveraged the collective expertise of the Taskforce's steering and working groups, as well as insights from the ICM. In FY24, we commenced collecting additional safety data and increased our analytical capabilities and we are currently finalising our suite of future safety metrics.

In FY24, Perenti voluntarily obtained limited assurance over the serious potential incident frequency rate (SPIFR) and total recordable injury frequency rate (TRIFR). The methodologies, principles, boundaries and standards used to calculate and report SPIFR and TRIFR can be found in the *Basis of Preparation - Health and Safety* document on Perenti's corporate website.

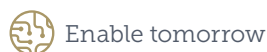
**Drilling Services autonomous technology**

Perenti Drilling Services, one of the top three global drilling businesses by volume, is setting a new standard for autonomous technology with a future focus on remote operations, demonstrating a significant step towards a positive future for the industry.

The five independent businesses operating within the Drilling Services division, namely DDH1 Drilling, Swick Mining Services, Ausdrill, Strike Drilling, and Ranger Drilling, are partnering with industry experts to deliver semi-automated rigs and solutions to customers, marking a significant leap in drilling operations. The Drilling Services fleet currently includes 14 semi-autonomous rigs, with plans to develop fully automated operations.

Drill automation reduces manual intervention, enhances reliability, minimises wear and damage, increases rig availability and boosts productivity, while remote operating enables real-time equipment monitoring, productivity tracking, and troubleshooting. These technological advancements improve safety in operations such as rod handling and broaden employment opportunities.

Perenti's commitment to integrating technology and automation is paving the way for a safer, more inclusive and more efficient future for the mining industry.



Case study

Towards autonomous operations  
- improving operational and safety performance.





**High voltage safety secures award**

In Burkina Faso, African Underground Mining Services (AUMS) electrical employees at Yaramoko have been honoured with the *Roxgold Fortuna Zero Harm Safety Award*, a health and safety recognition program by Fortuna Silver Mines for clients and contractors. This award acknowledges proactive and innovative measures to control or eliminate hazards and mitigate workplace risks effectively.

Environment, Health, Safety, and Training Coordinator John Virgo praised Electrical Foreman Ken Parker and the electrical team for their work in sourcing and installing remote switching capabilities for high voltage electrical loads. This initiative allows electricians to safely control high voltage networks from a distance, removing them from potentially hazardous areas without the need for arc flash protective suits. The team's efforts were selected from more than 30 submissions, exemplifying the Perenti Principles of working *Smarter together* and taking *No shortcuts*.

Case study



Smarter together



No shortcuts

*The electrical team triumphed after coming out on top from more than 30 submissions for the coveted award.*





## Creating safe and respectful workplaces and achieving gender balance

We acknowledge that Perenti is part of the mining industry which historically has a male dominated workforce. We acknowledge that men have and continue to contribute significantly to the industry and to Perenti. We also know that a more inclusive and diverse workforce is better for all of us and Perenti is committed to providing a work environment that allows all its people to thrive, regardless of ethnicity, gender identity, race, religion or any other attributes.

In FY23, Perenti joined the HESTA 40:40 vision which represents our commitment to gender participation targets for our Board and executive leadership by 2030. In FY24, we made significant progress against these targets with our appointment of two additional female non-executive directors to the Perenti Board resulting in female Board representation of 57%.

In FY24, our Culture and Inclusion Steering Group and working groups across the business continued to work on our key priorities relating to the *It's Not OK* program in FY22 and insights from the December 2023 employee pulse survey.

Key achievements in FY24 include:

- Developed and deployed a reporting tool and a leader's guide to support deployment of a new Group-wide human resources procedure to change how we identify, report and resolve concerns and complaints about potentially harmful behaviour across our teams.
- Undertook a detailed review of gender participation by region and role to inform inclusion plans and identify systemic barriers to be worked on to promote and support more women in our workforce and address the gender pay gap over time.
- Developed inclusion plans across each division and corporate, sponsored by senior leadership teams, to define specific goals and actions to support increased gender participation and address underlying conditions to support diverse teams.
- Conducted an employee pulse survey (in Australia) to check progress relating to the factors required to foster psychological safety and inclusion and identify areas to strengthen.
- Achieved a marked improvement in our psychological safety index from our FY22 baseline to FY24.

Our key areas of focus continue to be on both building the talent pool into entry level roles and accelerating the development of women into leadership pathways. Our work in FY25 will be primarily aimed at these areas.

### Remuneration

In FY24, our People and Remuneration Committee conducted an in-depth review of Perenti's remuneration framework and strategy, reaffirming our commitment to align remuneration with the company's strategic goals and maintain market competitiveness. Our key focus in the financial year included aligning remuneration outcomes to holistic business performance, addressing concerns raised in the FY23 remuneration report that resulted in a first strike, and continuing our work to address the gender pay gap. We have made significant progress in both areas, including substantial changes to our short-term incentive program for FY25 and implementation of targeted initiatives to advance gender participation and close the gender pay gap. More information can be found in our Remuneration Report on page 65.

### People systems

We continued to invest in systems that enable us to deliver an improved leader, employee and candidate experience. Our focus in FY24 has been on embedding the HR system within the Contract Mining division's African businesses as well as the newly formed Drilling Services division. This work will continue into FY25. In addition, further HR system enhancements to increase functionality for all people-system users remained a key focus in FY24.

### Leadership and capability development

During FY24, we have continued to make strong progress with our leadership development programs across Perenti. 106 senior leaders participated in our bespoke Leading@Perenti program which helps senior leaders strengthen their core leadership capabilities to support cultural transformation and understand their role in implementing Perenti's business strategy and operating model. A new bespoke Managing@Perenti program commenced in September 2023, and since then, 110 mid-level managers have attended. This program focuses on enhancing the capability of our leaders in middle management level roles. In addition, we plan to focus on upskilling our frontline leaders to help build their confidence and improve their capability in creating teams that are safe, respectful and inclusive.

### Labour relations and management

Perenti is committed to ensuring our people are treated in a fair, equitable and ethical manner. We are proud of our reputation and processes on workplace relations matters. This is evidenced by the lack of industrial disputes across our varied employment jurisdictions, where we work closely with relevant governments, union representatives, employee and contractor groups to ensure adherence and compliance to the required labour laws, human resources regulations and labour rights policies. In the event any of our businesses become subject to employment disagreement, our experienced operations managers are able to manage these issues with the support of our local human resources teams and if necessary, our internal legal advisors, who are experienced in the relevant laws and regulations of our host countries.

INSIGHTS:

↑57%

Female Board representation

106

Senior leader participation in Leading@Perenti program

110

Mid-level manager participation in Managing@Perenti program

**Celebrating neurodiverse talent at idoba**

At idoba, we believe embracing neurodiversity enriches our workplace and drives innovation. A recent internal survey revealed that 15% of employees at idoba, or one in seven, are likely to be neurodivergent.

We believe it is important to celebrate the unique skills of the neurodiverse, however, we recognise that neurodivergent individuals often require specialised support to thrive. As a result, awareness and education for leaders and team members is crucial.

In FY24, we implemented several initiatives to raise awareness and foster a more inclusive environment, including introduction to neurodiversity workshops, monthly leader training and one-on-one specialised support for leaders.

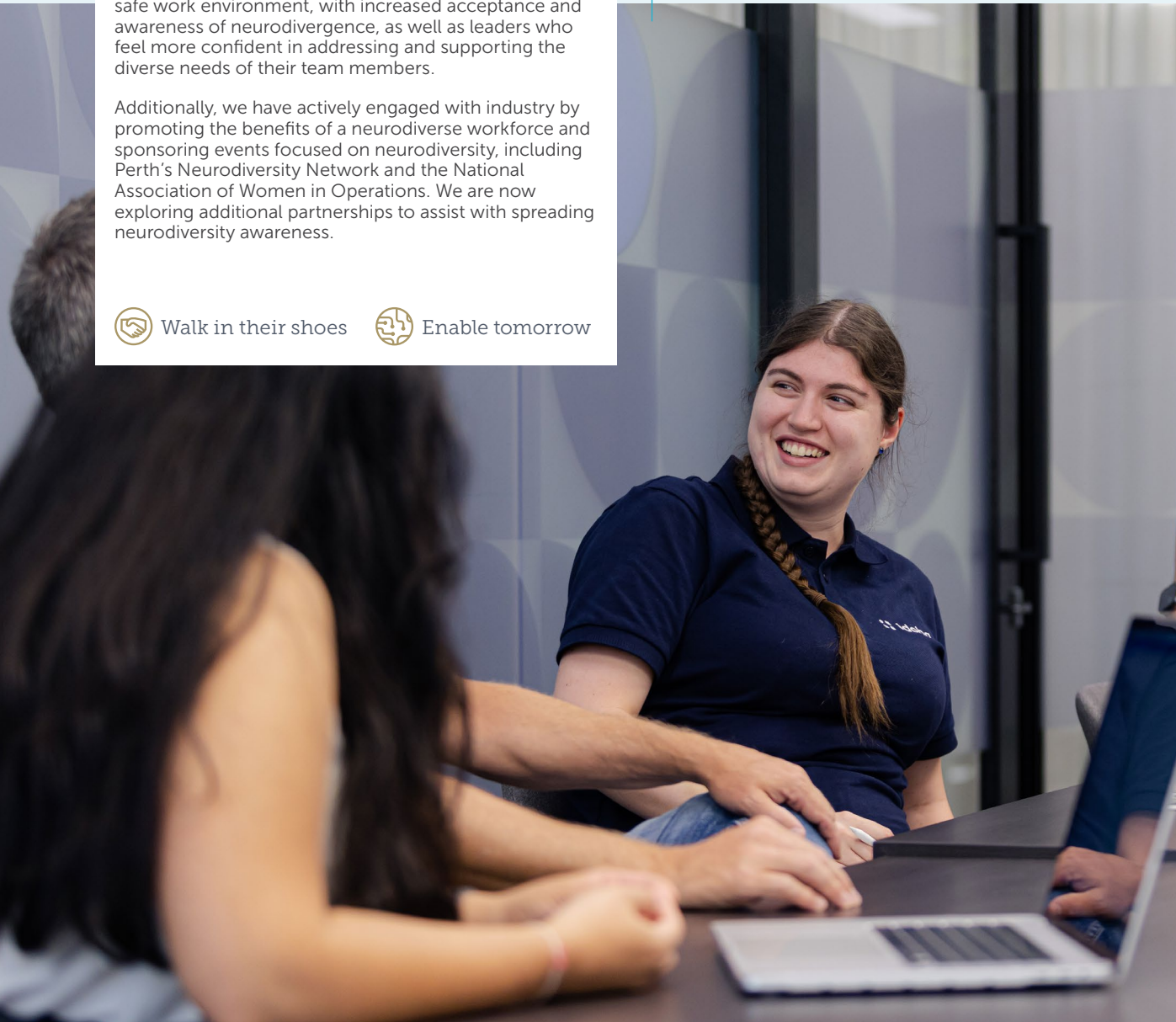
These initiatives have led to a more psychologically safe work environment, with increased acceptance and awareness of neurodivergence, as well as leaders who feel more confident in addressing and supporting the diverse needs of their team members.

Additionally, we have actively engaged with industry by promoting the benefits of a neurodiverse workforce and sponsoring events focused on neurodiversity, including Perth’s Neurodiversity Network and the National Association of Women in Operations. We are now exploring additional partnerships to assist with spreading neurodiversity awareness.

 Walk in their shoes  Enable tomorrow

*“Emphasise training and support leaders to manage neurodiverse teams effectively through workshops and tailored guidance, ensuring they understand the unique dynamics of neurodiversity.”*  
– Jacinta Reynolds

Case study





**Breaking barriers underground: Perenti's commitment to female participation**

Perenti's commitment to increasing female participation in our workforce is breaking barriers underground in Ghana. This dedication is exemplified by three remarkable women making significant strides in the mining industry: Ruth Amponsah, an AUMS bogger operator; Rosemond Osei Bonsu, a Underground Mining Alliance (UMA) jumbo operator; and Rhyda Amanfo Ofori, a truck operator for UMA and Captain of Ghana's national T20 women's cricket team.

Located across the Obuasi and Subika sites, these women are dedicated to upskilling and achieving their career goals. Rosemond Osei Bonsu became the first fully trained and qualified female jumbo operator in our African business, overcoming numerous challenges with determination and support from her leaders.

Rhyda Amanfo Ofori balances her role as a truck operator with her passion for cricket. As the captain of Ghana's national T20 women's cricket team, she has raised the profile of women's cricket in Ghana. Supported by Perenti, Rhyda exemplifies the company's commitment to diversity and female participation.

At Subika, Ruth Amponsah is paving the way as a bogger operator, aspiring to become a trainer in underground mining equipment. Ruth values continuous learning and advocates for equal opportunities for women in traditionally male-dominated roles.

These inspiring women showcase Perenti's dedication to fostering a diverse and inclusive work environment where women can thrive and advance their careers, breaking barriers and supporting female participation in the mining industry.

 Walk in their shoes  Enable tomorrow

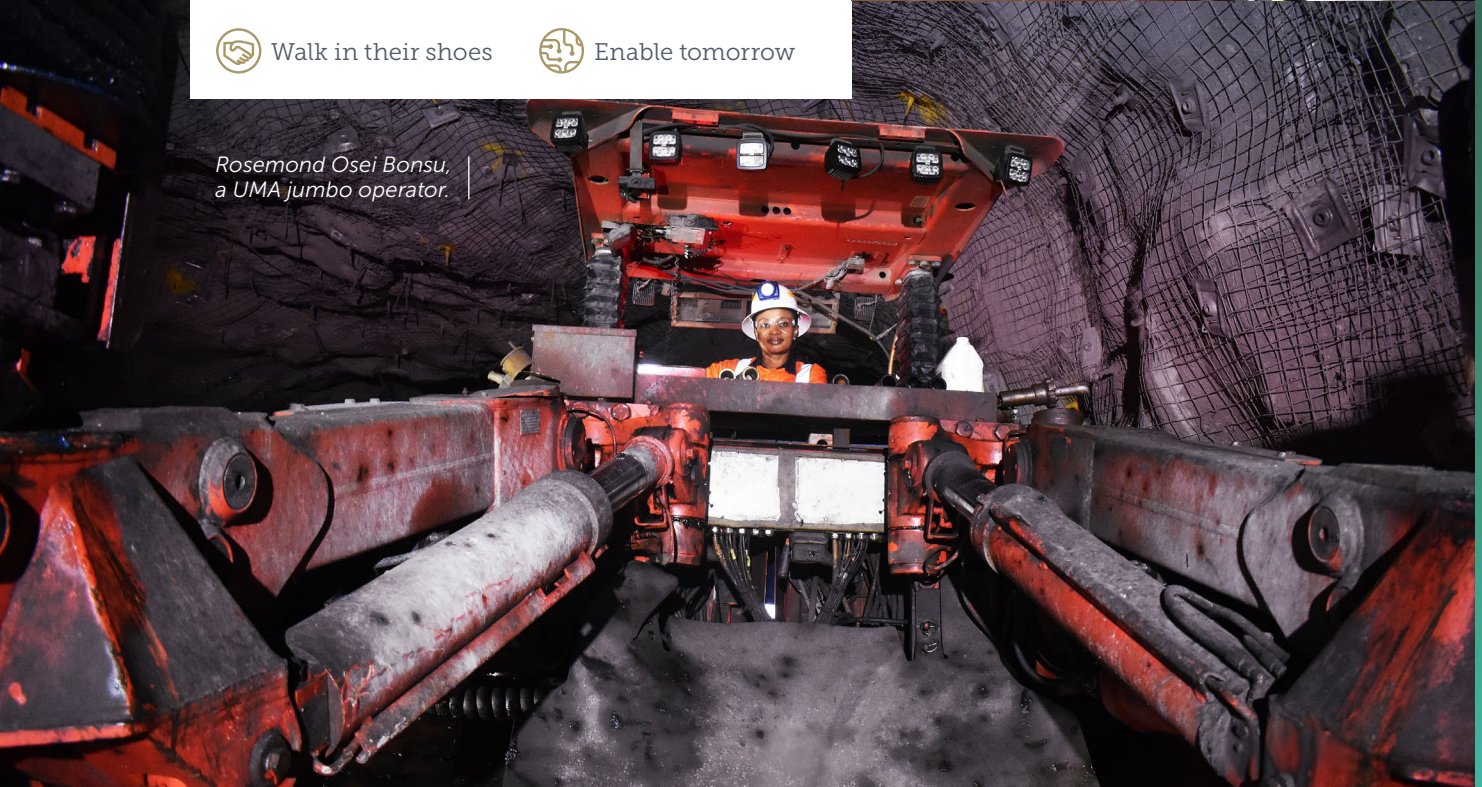
*Rhyda Amanfo Ofori Captain of the Ghana Womens Cricket team and AUMS truck operator.*



*Ruth Amponsah, an AUMS bogger operator.*



*Rosemond Osei Bonsu, a UMA jumbo operator.*





## Partnering with our communities

### Community engagement

Perenti continues to play an active role in the communities where we operate and we are committed to strengthening and prioritising our relationships with local community groups.

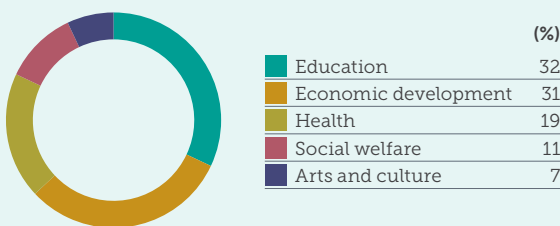
While we always endeavour to be respectful guests in the communities where we work, we recognise that concerns and grievances can arise from time to time and we are committed to fostering a culture of openness and accountability. Our community grievance mechanism provides an opportunity for communities to raise complaints and grievances, and enables us to work together to find a resolution. We have commenced our data collection on this topic and in FY25 will disclose the number of complaints and grievances and the resolution timeframes relating to these, to demonstrate a culture of openness and accountability.

We are committed to strengthening our community spend frameworks and working with communities to understand how we can better support them to achieve the outcomes they want for their communities. We define our community spend as financial or in-kind support provided through sponsorships, donations, or community investments.

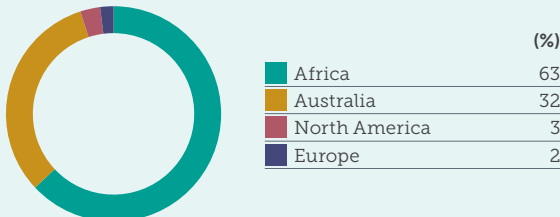
If FY24, Perenti provided a total contribution of AU\$1,462,732 to local, regional and national programs.

Our biggest community spend (63%) occurred in Africa with contributions of ~AU\$918,000. Sponsorships, donations and investments in this region focused on education (~AU\$368,000) and economic development (~AU\$275,000) programs. In FY25, we will continue to prioritise supporting the communities where we operate with community investment projects in line with the needs of the community.

#### Community spend by category



#### Community spend by region



### Local training, employment and procurement

In FY24, Barmingo registered as a member of Supply Nation, Australia’s largest national directory of verified Indigenous businesses. We joined as a first step toward increasing our supplier diversity through engaging with more Indigenous businesses in Australia.

At the Red Chris Project in British Columbia, Canada, we work collaboratively with the Tahltan Nation Development Corporation (TNDC) and have a collaboration agreement with TNDC. As part of this agreement, we hire approximately 35% of our fleet for the Red Chris Project from TNDC and currently employ 10 Tahltan members and associations. We additionally contribute to various initiatives that benefit the Tahltan Nation.

We are also committed to training local people to support the development of their careers as well as building local capacity to capitalise on opportunities within the industry. In Botswana, the Barmingo Training Centre (Kavuru) in Maun, continues to deliver training programs in all the core competencies required in the mining induction process.

In FY24, at Kavuru, we had:

- 162 employees complete induction training.
- 162 employees complete the cultural awareness training.
- 162 employees complete Level 1 First Aid training.
- 34 tradespeople complete hand and power tools training.
- 7 tradespeople complete hydraulics and pneumatics training.

This brings the total training numbers at Kavuru to 1,881.

In addition to the core competency training, the Kavuru centre also commenced upskill training packages for heavy vehicle plant fitters. This program enables Botswana and Australian training qualification alignment and requires us to work closely with the Human Resource Development Council and Botswana Qualifications Authority. Work is continuing to ensure the issue of in-country certification for completed training can be achieved.





INSIGHTS:

AU\$ 1.46M

community spend (sponsorships, donations and investments)

5,067

local employees in international workforce

90.3%

local participation in international workforce

AU\$1.47B

local expenditure



**Tjiwarl on-country experience**

In FY24, ten of our leaders accompanied First Nations Australian anthropologist, artist and Indigenous rights activist, Kado Muir and his brother Talbot Muir, a traditional artefacts maker and cultural preservationist, on an on-country experience on the Wanjarri Nature Reserve in the northeastern goldfields in Western Australia. The group was able to visit various sites of Indigenous importance in the surrounding area, learning about First Nations heritage, including The Dreaming and connection to country.

Kado Muir said, "As senior Tjiwarl cultural custodians, Talbot and I were deeply heartened with the respect for country and culture shown by Barmenco participants. That coupled with an enthusiasm to learn and willingness to engage in activities made this a very uplifting and rewarding cultural immersion experience. I'm sure the relationships we each developed, the learning and experiences will inspire us well into the future."

This experience has underscored the importance of deepening our understanding of First Nations culture and the lands we operate on. We look forward to building upon this experience and sharing this unique opportunity with other employees in the future.

 Walk in their shoes



Case study

**HSET cadet**

Barmenco's Health, Safety, Environment and Training cadetship demonstrates our commitment to guiding the next generation of mining professionals and providing opportunities for young people to excel in a resources career.

At the age of 25, Keenan Russell holds the distinction of being Barmenco's first North American HSE cadet. Manager HSE North America, Clint McDonald, said Keenan is a valued member of the Red Chris team.

Demonstrating our commitment to employee and community development, Barmenco proudly sponsors Keenan for the Occupational Health and Safety program at the British Columbia Institute of Technology," Clint said.

"Our sponsorship is crucial to help Keenan secure his Canadian Registered Safety Professional certification, which is a strategic move that will greatly benefit his career growth and provide Barmenco with another future leader.


"Keenan is also a member of the Tahltan Nation, which further strengthens our relationship with the community and aligns with our core objectives of employee development, retention and community engagement."

The program is designed to provide cadets with hands-on training and expedite their exposure to underground mining. "I'm very thankful for the opportunity," Keenan said.

"HSE is something I'm passionate about and for Barmenco to award me an opportunity to be exposed to the level of underground operations during my cadetship is an experience I'm grateful for, as it provides a solid foundation of the development behind block caving.

"My hope is to showcase to other members of the Tahltan Nation, that there are endless opportunities within the mining industry, and Barmenco has proven they are willing to invest in their people."

 Walk in their shoes

 Enable tomorrow



## Accelerating decarbonisation

### Our response to climate change

Perenti is committed to acting on climate change. We recognise that climate change is one of the most pressing issues of our time and that it requires leadership and action from all parts of society. The importance of companies responding to climate change is clearly reflected in changing regulatory and investor requirements, including the International Sustainability Standards Board's sustainability disclosure standards and the Australian climate disclosure standards.

Governance of climate change challenges starts with the Board Safety and Sustainability Committee which has oversight of climate-related issues at Perenti, while the Chief People and Sustainability Officer has overall responsibility for ensuring that climate change risks and opportunities are assessed and managed. A Decarbonisation Steering Group, co-sponsored by our Chief Financial Officer and Chief Legal and Risk Officer in FY24, provides advice and recommendations for our decarbonisation activities.

Last year, we commenced our climate change scenario analysis which can be found in the FY23 Sustainability Report and in our FY24 Sustainability Databook. We are now focused on using this data to integrate into Perenti's overarching risk management framework which is aligned with ISO 31000:2018 and the ASX Principles and Recommendations.

### Accelerating decarbonisation

As a contract mining and mining services provider, the biggest impact we can make in reducing emissions is in our scope 3 emissions profile. In response, we are collaborating on climate change opportunities to assist our clients to meet their ambitious carbon targets.

Electrification, and decarbonisation more broadly, is a significant opportunity for Perenti and we are striving to deliver full scope mine electrification studies for our clients by partnering with technology leaders, including ABB, to assist us in our decarbonisation efforts and service offerings. In doing so we are developing our knowledge of heavy industry decarbonisation and identifying new opportunities in a rapidly transitioning commodities market.

### Electrification

Perenti continues to trial electric equipment and collaborate with clients and original equipment manufacturers to explore solutions for mine owners to decarbonise operations.

In FY24, Barminco and Sandvik trialled an electric 65-tonne underground truck at AngloGold Ashanti's Sunrise Dam Mine, and deployed an electric longhole drill at IGO's Nova Mine. Barminco has now trialled and deployed a range of electric mining equipment, including shotcreters, charge-up vehicles integrated tool carriers and light vehicles.

In the Drilling Services division, Swick is building the first production version of the underground diamond drill Gen3 E-Rig. The Gen3 drill rig removes all diesel power by operating on a large battery and upgrades the hydraulically driven rotation unit to a direct current (DC) motor.

In FY24, Perenti collaborated with IGO and ABB to publish a white paper of a mine electrification study at the Cosmos

Mine (see page 5 of the Annual Report). The study showed that the cost of underground electrification was not prohibitive over the life of the mine, and net power usage at the mine could decrease due to reduced refrigeration.

In conjunction to the adoption of physical equipment, idoba's DiiMOS™ software provides a digital mining platform that caters for a complex and interconnected operational reality of an electric mine. Several modules are now in operational deployment or advanced development.

### Greenhouse gas emissions

Perenti applies the operational control approach to report consolidated GHG emissions, consistent with the GHG Protocol and Australian National Greenhouse and Energy Reporting Scheme. Facilities where Perenti has operational control include workshops and offices owned or leased by Perenti. Facilities where Perenti conducts business activities but does not have operational control include client mine sites and exploration sites.

In FY24, Perenti voluntarily obtained limited assurance of scope 1 and 2 emissions. The methodologies, principles, and standards used to calculate and report scope 1 and 2 emissions can be found in the Scope 1 and 2 *Basis of Preparation* document on Perenti's corporate website.

A scope 3 relevancy assessment was completed in FY24 to evaluate which of the 15 scope 3 categories are most material to Perenti. All material scope 3 categories have been estimated and disclosed this year using methodologies described in the Sustainability Databook. We will work to improve the accuracy of the scope 3 calculations over time.

In October 2023, Perenti acquired DDH1 Limited and its four drilling businesses, DDH1 Drilling, Swick Mining Services, Ranger Drilling and Strike Drilling. These businesses have been integrated into Perenti's greenhouse gas reporting from 1 October 2023.

### Greenhouse gas targets

Perenti has committed to achieve net zero scope 1 and 2 emissions by the end of FY30 from an FY22 baseline, including an absolute reduction of scope 1 and scope 2 (market-based) emissions of 40% by the end of FY26. FY22 was set as the baseline year for our targets with the first year of verifiable emissions available.

The target applies to the entire Perenti group of companies and is underpinned by a pathway which plans to:

- Reduce scope 2 emissions using solar panels and renewable energy certificates (RECs) in the short term.
- Introduce operationally and commercially suitable hybrid and electric equipment into the fleet.
- Neutralise residual emissions at the end of FY30 using high quality offsets.

The scope 1 and 2 target was set to align with the goal of the Paris Agreement to limit global temperature rise to 1.5°C. Six-monthly reviews occur to assess progress towards the target and, if necessary, revise the target to accommodate changes to business activities such as acquisitions.



GREENHOUSE GAS EMISSIONS

↓ 2,003 tCO<sub>2</sub>-e

scope 1 emissions

↓ 1,689 tCO<sub>2</sub>-e

scope 2 (market based) emissions

↑ 2,914 tCO<sub>2</sub>-e

scope 2 (location based) emissions

↑ 613,500 tCO<sub>2</sub>-e

scope 3 emissions Category 13

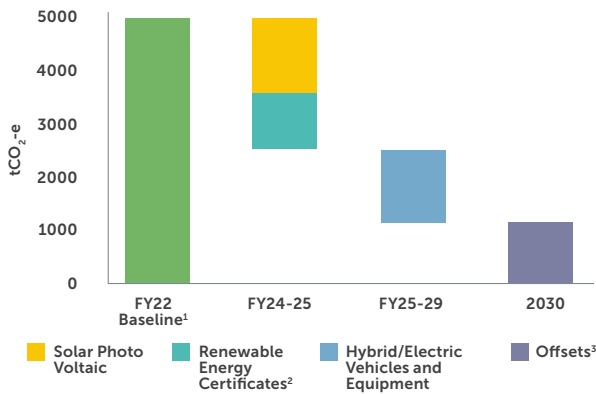
**NET ZERO**  
BY END OF FY30

scope 1 and 2 greenhouse gas emissions, from a FY22 baseline

**40% ABSOLUTE REDUCTION**

of scope 1 and 2 emissions by the end of FY26, from a FY22 baseline

Scope 1 and 2 net zero pathway



- 1 Baseline excludes MinAnalytical and Well Control Solutions which were sold in FY22.
- 2 A portion of our scope 2 emissions will be eliminated by purchasing Renewable Energy Certificates from our electricity providers, and transparently reported using the market-based method.
- 3 High quality carbon credits may be purchased to offset any residual hard to abate emissions.

In FY24, we continued to apply RECs, which are sourced from a single utility provider where we consume the most electricity (Western Australia). Solar panel installations have been completed at two workshops, one through capital expenditure and one through a power purchase agreement under a solar access licence. We have also commenced replacing suitable diesel fleet vehicles with electric vehicles.

In FY24, emission reduction requirements were incorporated into the short-term incentive plan (STIP) for leaders to reduce operational control emissions across the business.

Case study



Swick Gen3 E-Rig

Swick Mining Services' (Swick) Gen3 E-Rig embodies a significant leap in underground diamond drilling technology, emphasising safety, productivity and environmental sustainability. Swick is currently constructing the first production version of the Gen3 E-Rig, with availability anticipated in the first half of FY25.

Following comprehensive field tests in FY23 and continued design enhancements in FY24, the Gen3 E-Rig has demonstrated reduction in power usage per meter drilled by approximately 30-50%, aligning with industry's drive towards decarbonisation. This efficiency not only lowers operational costs but also minimises environmental impact.

The Gen3 E-Rig's robust design showcases Swick's unwavering commitment to innovation. It features a fully integrated battery cooling system and a patented DC-driven rotation motor, which significantly enhances safety by eliminating battery fire risks. Additionally, the rig's electric tramming capability replaces diesel engines, further reducing emissions and operational costs.

The Gen3 E-Rig also incorporates the next generation of Swick Automation. This advancement reduces operator risk and improves productivity, making the rig a safer and more efficient solution for underground drilling operations.

Enable tomorrow

Never wasteful



Serious impact environmental incidents



Projects in world heritage areas

**Environmental stewardship**

Perenti is committed to managing the environmental impact of our activities to deliver sustainable outcomes for people and the planet. We work in partnership with our clients, suppliers and other stakeholders to protect and preserve the environments in which we work by complying with our clients’ environmental approvals and permits; and adopting robust environmental management systems.

To support our clients with this, we have developed a site level Sustainability Management Plan (SMP). Our SMP is available for adoption at all our locations to facilitate integration of our clients’ specific requirements with known industry best practices.

**Environmental incidents**

Environmental incidents are rated on a scale from one to five, with category four and five events causing serious environmental harm and triggering regulatory measures. Throughout the reporting period, our commitment to environmental excellence remained steadfast, evidenced by the absence of any incidents categorised as having serious environmental consequences.

**Waste**

Responsible waste management promotes environmental sustainability by diverting waste from landfill, reducing pollution, and promoting a circular economy. We adhere to waste management requirements on our client sites and additionally work to implement recycling initiatives where we have control and influence over our waste.

**Water**

We recognise that water is essential for sustaining life and ecosystems and responsible management is imperative to our operations. We are committed to supporting our clients with their site-based water strategies and ensure efficient resource use wherever possible.

Recognising the critical role of water, we developed and rolled out awareness campaigns at high water-stressed sites where we operate. These campaigns were delivered to projects in Australia, Botswana, Tanzania, Senegal and Burkina Faso.

**Biodiversity and protected areas**

Recognising the increasing threat of biodiversity decline to both environmental stability and economic prosperity, Perenti, acknowledges the mining industry’s susceptibility to significant physical and transitional risks linked to nature.

We acknowledge that our clients address and mitigate biodiversity impacts early in project development, along with monitoring and restoration responsibilities. Our site-level SMP enables us to support our client with implementing and meeting specific biodiversity outcomes. In addition to the new climate-related AASB disclosure, we are also tracking other emerging trends and regulations, which will likely include nature-based disclosures, like those guided by the Taskforce for Nature-related Disclosure (TNFD) and proposed by the ISSB. We will also continue to work with our clients on their operational sites to determine the best possible biodiversity and nature-based outcomes.



785C water cart before rebuild.



785C water cart after BTP rebuild.

**Rebuilding for the future**

BTP’s rebuild program for parts and machinery extends the lifespan of mining equipment, providing substantial sustainability benefits and promoting resource efficiency.

BTP provides an extensive rebuild service for surface-mining machines with our teams refurbishing the individual parts and components used for large-scale equipment, such as transmissions, engines and torque converters. This provides a cost-effective alternative to purchasing new parts, while enhancing operational reliability and safety. It also increases the life of the components and diverts material from landfill.

Over the last year, BTP has carried out full rebuilds or major repairs for 26 machines, including D11T dozers, 793F haul trucks and 785C water carts. For the full rebuilds, the machines have been dismantled down to the frame, then completely rebuilt to give the equipment many additional hours of low-maintenance operation. Whenever possible, BTP uses refurbished components as part of the machine rebuild process.

An example of this rebuild process in action is the water cart rebuild program BTP is currently undertaking for a blue-chip client. The works conducted as part of rebuild program will improve the performance and reliability of the water carts, which extends the lifecycle of the equipment and minimises premature component and hose failure.

Choosing to rebuild parts and equipment rather than replace with new provides our clients with a significant cost saving and is an investment in sustainable resource management.

Case study



Enable tomorrow



Never wasteful





### Board structure

The Perenti Board is composed of Directors with the relevant skills, diversity and experience to ensure ethical and responsible delivery of value to shareholders. The composition of the Board is reviewed annually by the Nominations Committee. As at 30 June 2024, the Board comprised seven directors, six of whom are non-executive directors. Details of each Board member, including their skills, experience and term of office are set out in Perenti's FY24 Annual Report and are also available on Perenti's website.

The Board Charter requires a majority of directors to be independent. An assessment of the independence of each non-executive director was completed for FY24 in accordance with ASX Corporate Governance Principles and Recommendations. The Board currently has four committees to assist in carrying out the role of guiding the Company's strategic direction – the Audit and Risk Committee, People and Remuneration Committee, the Safety and Sustainability Committee and the Nominations Committee.

The charters for these committees are available on Perenti's website. The members of the committees are all independent directors. The Safety and Sustainability Committee meets quarterly. In FY24, the Safety and Sustainability Committee met in September 2023, December 2023, March 2024 and June 2024.

Topics discussed by the Safety and Sustainability Committee included safety, engineering and technology controls for critical risks, safety improvement plans, sustainability strategy, sustainability targets, disclosure and reporting, climate change and decarbonisation, environmental management, community and indigenous engagement, human rights and modern slavery, security, investor expectations and emerging sustainability trends and standards. Safety and sustainability related issues are also discussed collectively by the Board.

### Code of Conduct

Our Code of Conduct sets out the standards of behaviour expected of our directors, employees, consultants, contractors and suppliers.

During the past year, Perenti continued to monitor compliance with the mandatory learning module for the Code of Conduct, with all employees required to complete refresher training at least every two years. Perenti also completed a review and update of our Code of Conduct booklet.

### Supporting a culture of speaking up

Perenti is committed to achieving and demonstrating the highest standards of ethics and corporate governance. Policies and standards are in place to provide guidance to directors, executives and employees in the management and running of our operations.

Perenti has a Speak Up Program in place across the business, which is available in relevant local languages. The *Speak Up Program* gives employees, and other stakeholders, a range of options to report misconduct while providing anonymity and protection to the person reporting the misconduct. The program is supported by a Speak Up Policy and standards specific to the countries in which Perenti operates.

In FY24, there were six disclosures made through the Speak Up Program that were classified as potential breaches of the Code of Conduct, all of which were investigated and actioned by Perenti in accordance with the findings of the investigation.

In addition to the Speak Up Program, the Perenti Governance Framework includes Group-wide processes to manage the raising, reporting and resolution of concerns and complaints about harmful behaviours occurring in the workplace and community grievances, including but not limited to alleged breaches of the Code of Conduct. The Board has oversight of these processes through its Safety and Sustainability Committee and People and Remuneration Committee.

### Anti-bribery and Anti-corruption

Our Anti-bribery and Anti-corruption (ABAC) Policy sets out Perenti's zero tolerance for any bribery or corruption in our global business dealings and operations.

The supporting Compliance Group Standard sets out the specific ABAC requirements of Perenti's employees and suppliers related to the policy. Consistent with this standard, no political donations or facilitation payments were made during FY24.

All material breaches of the ABAC Policy are reported to the Board and Audit and Risk Committee. One allegation of a non-material breach of the ABAC Policy was reported in FY24 and was found to be unsubstantiated following investigation.

In FY24, Perenti monitored compliance with the online Code of Conduct training modules for all Perenti employees. Perenti also monitored compliance with our tailored ABAC module for employees working in high-risk roles including all supervisor positions and above, as well as those involved in commercial interactions such as procurement. A review of Perenti's online compliance training modules was completed in FY24 to ensure alignment with the requirements of our governance framework.

In accordance with Perenti's ABAC Policy, all Perenti divisions are required to have gift and hospitality registers in place, maintained by nominated employees.

### Human rights and modern slavery

We recognise the importance of respecting and upholding human rights as part of the fundamental responsibility of all businesses. Our commitment to human rights is governed by our Human Rights Policy and Code of Conduct and is operationalised through training our people and conducting social performance audits and reviews.

In FY24, we continued to roll out our modern slavery training to high-risk roles across Perenti. This included training workshops for our Contract Mining and Mining Services procurement teams.

Periodic social audits are conducted as part of Perenti's human rights due diligence approach to provide an 'on-the-ground' perspective to identify issues which may be impossible to find by other means. In FY24, Perenti completed two social audits of high-risk suppliers within our supply chain. Findings and recommendations were shared with suppliers and Perenti's desktop risk assessments were updated to reflect real-world conditions.

**Acting ethically & responsibly**



In Q2 FY24, we conducted a review of a security contractor in Ghana against the performance requirements of the Voluntary Principles on Security and Human Rights (VPSHR). The review found no evidence to suggest that the contractor has been involved in any human rights abuses against their staff or the general community. Opportunities for improvement were noted and include assisting the contractor to streamline their approach to the VPSHR protocol and to visit more remote locations for impromptu or ad hoc audits to engage direct feedback from junior staff. In FY25, we will undertake another VPSHR review, scheduled for Q1 FY25 in Burkina Faso and deliver VPSHR training to our internal security team.

In FY24, we continued to publish our Modern Slavery Statement in line with the Australian Modern Slavery Act 2018 (Cth). With the emergence of the Canadian Supply Chains Act 2023, we updated our report to integrate the new requirements. Moving forward, we intend to disclose one report which integrates the requirements of both legislations.



*Our Modern Slavery Statement can be accessed here.*

Our approach to managing risks associated with security, emergencies and crises is reinforced by a set of standards, plans, and guidelines. This structure undergoes frequent evaluation and refinement to align with emerging security, emergency and crisis-related insights and patterns.

A significant priority for FY24, was the integration of DDH1 into the newly developed Drilling Services division. This required an update to our Group Security, Emergency and Crisis Standard and Group Crisis Management Plan, as well as the creation of a specific Drilling Services Emergency Management Plan.

During FY24, we also conducted an assurance audit of the Group Security, Emergency and Crisis Standard with a satisfactory result. In addition, we also facilitated several divisional and site-based emergency management exercises in Africa and Australia, inclusive of a crisis management training activity.

A program of updating site-based incident response plans for both Australia and Africa operations is being executed along with associated training which will continue into FY25.

**Industry association memberships**

Perenti, or its operating businesses, are members of industry associations or organisations including:



**Security**

We are dedicated to preventing, responding, and rebounding from any security or other events that might impact our people, the environment, our resources, business activities, or reputation. Consequently, we consistently uphold a state of readiness for security, emergency and crisis preparedness.

Our engagement with these organisations is consistent with the Perenti Code of Conduct.





PwC Assurance  
Certificates



To the Board of Directors of Perenti Limited

### Independent Limited Assurance Report on identified Subject Matter Information in Perenti Limited's Sustainability Report 2024

The Board of Directors of Perenti Limited engaged us to perform an independent limited assurance engagement in respect of the identified Subject Matter Information listed below in Perenti Limited (Perenti or the Company) and its controlled entities' (together the Group) Sustainability Report 2024 for the year ended 30 June 2024 (the 'Subject Matter Information').

#### Subject Matter Information and Criteria

We assessed the Subject Matter Information against the Criteria used by Perenti to prepare it (the Criteria). The Subject Matter Information needs to be read and understood together with the Criteria. The Subject Matter Information is set out in the Table 1 below.

**Table 1 – Subject Matter Information**

Perenti Sustainability Imperative	Subject Matter Information for the year ended 30 June 2024
<b>Caring for Our People and Communities</b>	Total Recordable Injury Frequency Rate (TRIFR) (per million hours worked) 5.3
	Serious Potential Incident Frequency Rate (SPIFR) (per million hours worked) 2.6
<b>Valuing the Environment and Enabling the Energy Transition</b>	Greenhouse gas emissions – scope 1 2,003 tonnes CO <sub>2</sub> -e
	Greenhouse gas emissions – scope 2 (market-based) 1,689 tonnes CO <sub>2</sub> -e
	Greenhouse gas emissions – scope 2 (location-based) 2,914 tonnes CO <sub>2</sub> -e

The criteria used by Perenti to prepare the Subject Matter Information is set out in the Scope 1 and 2 Greenhouse Gas Emissions Basis of Preparation and Basis of Preparation – Health and Safety, located on the Sustainability Reporting section of the Perenti website (<https://www.perenti.com/sustainability/>) as at 19 August 2024.

The maintenance and integrity of the Group's website is the responsibility of the Group's Management; the work carried out by us does not involve consideration of these matters and, accordingly, we accept no responsibility for any changes that may have occurred to the reported Subject Matter Information or Criteria when presented on the Group's website.

Our assurance conclusion is with respect to the year ended 30 June 2024 and does not extend to information in respect of earlier periods or to any other information included in, or linked from, the Perenti Sustainability Report 2024 including any images, audio files or videos.

## PwC Assurance Certificates




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### Responsibilities of Management

The Group's Management is responsible for the preparation of the Subject Matter Information in accordance with the Criteria. This responsibility includes:

- determining appropriate reporting topics and selecting or establishing suitable Criteria for measuring, evaluating and preparing the underlying Subject Matter Information;
- ensuring that those Criteria are relevant and appropriate to Perenti Limited and the intended users; and
- designing, implementing and maintaining systems, processes and internal controls relevant to the preparation of the Subject Matter Information, which is free from material misstatement, whether due to fraud or error.

---

### Our independence and quality control

We have complied with the ethical requirements of the Accounting Professional and Ethical Standard Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* relevant to assurance engagements, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies Australian Standard on Quality Management ASQM 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

---

### Our responsibilities

Our responsibility is to express a limited assurance conclusion based on the procedures we have performed and the evidence we have obtained.

Our engagement has been conducted in accordance with the Australian Standard on Assurance Engagements (ASAE) 3000 *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* and ASAE 3410 *Assurance Engagements on Greenhouse Gas Statements*. Those standards require that we plan and perform this engagement to obtain limited assurance about whether anything has come to our attention to indicate that the Subject Matter Information has not been prepared, in all material respects, in accordance with the Criteria, for the year ended 30 June 2024.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement and consequently the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Accordingly, we do not express a reasonable assurance opinion.



## PwC Assurance Certificates



In carrying out our limited assurance engagement we:

- made inquiries of the persons responsible for the Subject Matter Information;
- obtained an understanding of the process for collecting and reporting the Subject Matter Information;
- performed analytical review procedures over the Subject Matter Information;
- performed limited substantive testing on a selective basis of the Subject Matter Information to assess that data had been appropriately measured, recorded, collated and reported; and
- considered the disclosure and presentation of the Subject Matter Information.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

---

### **Inherent limitations**

Inherent limitations exist in all assurance engagements due to the selective testing of the information being examined. It is therefore possible that fraud, error or non-compliance may occur and not be detected. A limited assurance engagement is not designed to detect all instances of non-compliance of the Subject Matter Information with the Criteria, as it is limited primarily to making enquiries of the Group's Management and applying analytical procedures.

Additionally, non-financial data may be subject to more inherent limitations than financial data, given both its nature and the methods used for determining, calculating and estimating such data. The precision of different measurement techniques may also vary. The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, evaluation and measurement techniques that can affect comparability between entities and over time. In addition, GHG quantification is subject to inherent uncertainty because evolving knowledge and information used to determine emissions factors and the values needed to combine emissions of different gases.

The limited assurance conclusion expressed in this report has been formed on the above basis.

---

### **Our limited assurance conclusion**

Based on the procedures we have performed, as described under 'Our responsibilities' and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Subject Matter Information has not been prepared, in all material respects, in accordance with the Criteria for the year ended 30 June 2024.

---

### **Use and distribution of our report**

We were engaged by the Board of Directors of Perenti Limited on behalf of Perenti Limited to prepare this independent assurance report having regard to the Criteria specified by Perenti Limited and set out in this report. This report was prepared solely for Perenti Limited to assist the Directors in responding to their governance responsibilities by obtaining an independent assurance reporting in connection with the Subject Matter Information.

PwC Assurance  
Certificates



We accept no duty, responsibility or liability to anyone other than Perenti Limited in connection with this report or to Perenti Limited for the consequences of using or relying on it for a purpose other than that referred to above. We make no representation concerning the appropriateness of this report for anyone other than Perenti Limited and if anyone other than Perenti Limited chooses to use or rely on it they do so at their own risk.

This disclaimer applies to the maximum extent permitted by law and, without limitation, to liability arising in negligence or under statute and even if we consent to anyone other than Perenti Limited receiving or using this report.

PricewaterhouseCoopers

A handwritten signature in black ink, appearing to be 'JO', is written over a faint, light-colored signature line.

John O'Donoghue  
Partner

Melbourne  
19 August 2024









**Sustainability Report** **2024**

ABN 95 009 211 474

**Expect  
More**

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CORPORATE AND HEAD OFFICE

Level 4, William Square, 45 Francis Street, Northbridge, WA 6003 Australia  
+ 61 8 9421 6500

**perenti.com**



Financial **20**  
Report **24**



ABN 95 009 211 474

**CREATING**  
**ENDURING VALUE**  
**AND CERTAINTY**



**Expect**  
**More**

## Corporate directory

### Directors

**Diane Smith-Gander** - Chair (appointed 16 October 2023, Chair from 12 March 2024)

**Mark Norwell** – Managing Director & Chief Executive Officer

**Alexandra Atkins** – Non-executive Director

**Andrea Hall** – Non-executive Director

**Timothy Longstaff** – Non-executive Director

**Craig Laslett** – Non-executive Director

**Andrea Sutton** – Non-executive Director (appointed 16 October 2023)

**Robert Cole** – Chair (resigned 12 March 2024)

**Mark Hine** – Non-executive Director (resigned 13 October 2023)

### Secretaries

**Rajiv Ratneser**

**Justine Passaportis**

### Chief Financial Officer

**Peter Bryant**

### Principal Registered Office In Australia

Level 4, 45 Francis Street Northbridge, Western Australia 6003

### Share register

#### Link Market Services Limited

Level 12, QV1 Building, 250 St Georges Terrace Perth Western Australia 6000

### Auditor

**PwC**

Level 15, 125 St Georges Terrace Perth Western Australia 6000

### Solicitors

**Johnson Winter & Slattery**  
Level 4, 167 St Georges Terrace  
Perth Western Australia 6000

### Stock exchange listings

Perenti Limited shares are listed on the Australian Stock Exchange. **ASX CODE: PRN**

Perenti Limited's subsidiary USD notes are listed on the Singapore Exchange (SGX).

### Website

[perentigroup.com](http://perentigroup.com)

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### About this report

These financial statements are consolidated financial statements for the Group consisting of Perenti Limited and its subsidiaries.

A list of major subsidiaries is included in note 21. The presentation currency for Perenti Limited is Australian Dollars.

- The financial statements were authorised for issue by the directors on 19 August 2024. The directors have the power to amend and reissue the financial statements.
- All press releases, financial reports and other information are available on our website: [perentigroup.com](http://perentigroup.com)



## Directors' report

Your directors present their report on the consolidated entity (the "Group") consisting of Perenti Limited (the "Company") and the entities it controlled at the end of, or during, the year ended 30 June 2024.

### Directors and Company Secretary

The following persons were directors of the Company during the financial year and up to the date of this report (unless indicated otherwise):

- Diane Smith-Gander - Chair (appointed 16 October 2023, Chair from 12 March 2024)
- Mark Norwell (Managing Director and Chief Executive Officer)
- Alexandra Atkins
- Andrea Hall
- Timothy Longstaff
- Craig Laslett
- Andrea Sutton (appointed 16 October 2023)
- Robert Cole (resigned 12 March 2024)
- Mark Hine (resigned 13 October 2023)

Rajiv Ratneser and Justine Passaportis are the Joint Company Secretaries.

Mr Ratneser BCom, LLB, is the Chief Legal & Risk Officer and Joint Company Secretary. Mr Ratneser is a senior executive and qualified lawyer with more than 20 years' national and international experience across legal, commercial, governance and risk. Mr Ratneser has served in senior leadership and executive roles for a variety of businesses and his experience spans Australia, Africa, Asia, UK and North America.

Ms Passaportis BCom, LLB is Senior Legal Counsel and Joint Company Secretary. Prior to joining the Company, Ms Passaportis was a Senior Associate at the global law firm, Clifford Chance, and prior to that at Clayton Utz. Ms Passaportis has held other various positions as an in-house legal counsel. Ms Passaportis is a graduate of the AICD.

### Dividends - Perenti Limited

The following table outlines dividends paid/payable to members during the financial year. On 19 August 2024, the directors determined a final partially franked dividend of 4.0c per share for the year ended 30 June 2024 (2023: nil).

	<b>24</b>	<b>23</b>
	<b>\$'000</b>	<b>\$'000</b>
No final dividends were determined for the year ended 30 June 2023 (2023: No dividends were determined for the year ended 30 June 2022)	—	—
Fully franked interim dividends of 2.0 cents per fully paid share for the year ended 30 June 2024 (2023: No interim dividends were determined for the year ended 30 June 2023)	<b>19,112</b>	—
<b>Total dividends provided for or paid</b>	<b>19,112</b>	—

The Company's Dividend Reinvestment Plan (DRP) was suspended with effect from 16 March 2021 until further notice.

### Principal activities and review of operations

The principal activities for the Group during the year were the provision of underground hard-rock and surface mining services, drilling services and other services to the mining industry, including equipment rental and parts manufacturing, logistics and supply chain solutions and technology and consulting solutions. Additional information on the principal activities, operations and financial position of the Group and its business strategies and prospects is set out in the operating and financial review on pages 2 to 25 of this annual report.

### Significant changes in the state of affairs

On 6 October 2023, the DDH1 Limited (DDH1) scheme of arrangement was implemented, where Perenti acquired 100% of DDH1 issued capital. The transaction resulted in Perenti issuing 279,704,558 ordinary shares and paying \$50 million in cash to DDH1 shareholders. The four DDH1 brands of DDH1 Drilling, Ranger Drilling, Strike Drilling and Swick Mining Services and Perenti's existing drilling services business Ausdrill, were subsequently combined to form the Drilling Services division.

As a result of the transaction, Perenti recorded a gain on acquisition of \$25.4 million. The gain on acquisition was realised due to the fair value of net assets acquired exceeding the total fair value of the consideration paid. An independent valuation of DDH1's plant and equipment was completed in the period, resulting in a \$44.7 million uplift to their pre-acquisition net book values.

There were no other significant changes in the state of affairs of the consolidated entity during the financial year ended 30 June 2024.

### Events since the end of the financial year

There are no matters or circumstances that have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Group, the results of those operations, or the state of affairs of the Group in subsequent financial years.

### Likely developments and expected results of operations

Additional comments on expected results of certain operations of the Group are included in this annual report in the operating and financial review on pages 2 to 25.

### Environmental regulations

The Group is subject to environmental regulations and complies to these regulations at its owned and operated facilities (for example our workshops). Our clients have obligations under environmental regulations and the Group complies with its contractual obligations in this regard. The Group is committed to reducing the impact of its operations on the environment and meeting its environmental regulations and contractual obligations.

## Information on Directors

The following information is current as at the date of this report.



### Diane Smith-Gander AO

*BEC, MBA, FAICD, FGIA, Hon.Dec, FAIM  
Non-executive Director and Chair*

#### Experience and expertise

Diane Smith-Gander was appointed as a non-executive director on 16 October 2023 following the implementation of the DDH1 scheme of arrangement on 6 October 2023. She was appointed as Chair on 12 March 2024.

Prior to becoming a full-time company director in 2009, Ms Smith-Gander enjoyed a successful executive career with Westpac Banking Corporation (ASX:WBC), primarily in banking operations, technology solutions and change management roles. She was also a Partner of McKinsey & Company.

Ms Smith-Gander has extensive Australian and international experience in banking and finance, technology, and strategic and management consulting. Ms Smith-Gander is also the Chair of Zip Co Limited (ASX:ZIP), HBF Health Limited, the Committee for Economic Development of Australia (CEDA) and the World Anti-Doping Agency's Independent Nominations Committee.

Ms Smith-Gander chaired previously listed contractor Broadspectrum and served on the Wesfarmers board for more than a decade. She is also a past director of cooperative CBH and privately held North Queensland Airports.

Ms Smith-Gander was awarded an Officer of the Order of Australia (AO) for her distinguished service to business, women's engagement in executive roles, gender equality and the community in 2019. She is a Fellow of both the Australian Institute of Company Directors and the Governance Institute of Australia and is a past President of Chief Executive Women.

#### Other current directorships of listed companies

Non-executive director of Zip Co Limited since February 2021

#### Former directorships of listed entities in last three years

Non-executive director and Chair of DDH1 Limited from 8 October 2019 to 6 October 2023

Non-executive director of Wesfarmers Limited from 27 August 2009 to 12 November 2020

#### Special responsibilities

Chair of the People and Remuneration Committee from 16 October 2023 to 12 March 2024

Member of the Audit and Risk Committee from 6 December 2023 to 12 March 2024

Member of the Nomination Committee from 6 December 2023

Chair of the Board from 12 March 2024

Chair of the Nomination Committee from 12 March 2024

#### Interests in shares and options

119,657 ordinary shares



### Mark Norwell

*BE(Hons), MBA, MAICD  
Managing Director & Chief Executive Officer*

#### Experience and expertise

Mark Norwell was appointed as Managing Director & Chief Executive Officer on 17 September 2018.

Mr Norwell is a highly regarded mining services executive with over 25 years of experience. Prior to joining Perenti, he was the Executive General Manager, Strategy & Growth at Thiess Pty Ltd, and a member of Thiess' executive leadership team. In addition to his executive career with Thiess, he has held senior roles with Leighton Contractors, HWE Mining and Macmahon Holdings.

Mr Norwell holds a Bachelor of Civil Engineering (Hons) degree from the University of Western Australia and an Executive MBA from the University of New South Wales. He is also a member of the Australian Institute of Company Directors.

#### Other current directorships of listed companies

None

#### Former directorships of listed entities in last three years

None

#### Special responsibilities

Managing Director & Chief Executive Officer

#### Interests in shares and options

2,002,638 ordinary shares

5,188,275 LTI rights over ordinary shares issued

284,463 STI rights over ordinary shares issued

Up to a maximum of 227,258 STI rights over ordinary shares granted, not yet issued at 30 June 2024



## Information on Directors (continued)



### Alexandra Atkins

*BE (Mineral Exploration & Mining Geology), 2A Hon BE(Mining), MBA (Finance), FIEAust, CPEng, EngExec, NER, APEC Engineer IntPE(Aus), FAusIMM(CP), GAICD*  
Non-executive Director

#### Experience and expertise

Alex Atkins was appointed as a non-executive director on 14 July 2018.

Ms Atkins is also a non-executive director of Aquirian Limited and a former director of Strandline Resources Limited, the Australasian Institute of Mining and Metallurgy and International Women in Mining (London). She is also a member of 30% Club's National Steering Committee.

Ms Atkins has over 30 years' multi-disciplinary, multi-commodity experience through the full mining value chain across Australia and PNG in roles that find, design, run and regulate mines.

Ms Atkins' mine operations roles include: Geologist for Australian Consolidated Minerals; Mining Engineer for Mt Isa Mines Ltd; Underground Miner/Airleg Miner for Plutonic Resources; Underground Miner, Mining Engineer/Deputy Mine Manager and Geotechnical Engineer for Placer Dome Asia Pacific; and Mining Engineer for Murchison United. Her career then pivoted to professional services and regulation, including: Senior Mining Engineer for AMC Consultants; District Inspector of Mines for the WA Department of Mines & Petroleum; Principal Mining Consultant for Optiro & Alternate Futures; Chief Advisor at Sustainability; Risk Manager at Deloitte; COO at PETRA Data Science; and MD & Principal at Alex Atkins & Associates.

Ms Atkins holds two Bachelor of Engineering degrees, from the University of Queensland and WA School of Mines, qualifying her as a Mining Engineer, Geotechnical Engineer and Geologist. She holds First Class Mine Manager's Certificates for Western Australia and Queensland and has an MBA (Finance) from the Australian Institute of Business. She is a Graduate Member of the AICD, Chartered Professional Fellow of AusIMM and Engineers Australia. She was one of 2018's 100 Global Inspirational Women in Mining and was inducted into the WA Women's Hall of Fame in 2019.

#### Other current directorships of listed companies

Non-executive director of Aquirian Limited since April 2021

#### Former directorships of listed entities in last three years

Strandline Resources Ltd

#### Special responsibilities

Member of the People and Remuneration Committee  
Member of the Safety and Sustainability Committee  
Member of the Nomination Committee

#### Interests in shares and options

118,261 ordinary shares



### Andrea Hall

*FCA, GAICD, MAppFin, BCom*  
Non-executive Director

#### Experience and expertise

Andrea Hall was appointed as a non-executive director on 15 December 2019.

Ms Hall is an experienced director, board member and Chair of Audit and/or Risk Committees. She currently sits on the boards of Evolution Mining Ltd, the Commonwealth Superannuation Corporation (CSC) (from 1 July 2023), ARIA Co Pty Ltd (a wholly owned subsidiary of CSC) (from 19 September 2023) and Western Power (from 1 November 2023). She is a member of Chief Executive Women (CEW).

Ms Hall formally worked for KPMG as a Risk Consulting Partner, on the Senate of Murdoch University and was the chair of the WA Council for Chartered Accountants Australia New Zealand. She has worked with or served on the various other boards or committees across mining, government, insurance and financial services sectors. She has over 30 years' experience in: corporate, operational and board governance; risk and financial management and audit.

Ms Hall holds a Bachelor of Commerce degree (Accounting/ Finance), a Masters in Applied Finance, is a Fellow of Chartered Accountants Australia & New Zealand and a graduate member of the Australian Institute of Company Directors.

#### Other current directorships of listed companies

Non-executive director of Evolution Mining Limited since October 2017

#### Former directorships of listed entities in last three years

Non-executive director of Core Lithium Ltd from May 2023 to March 2024

Non-executive director of Pioneer Credit Limited from November 2016 to February 2023

#### Special responsibilities

Chair of the Audit and Risk Committee  
Member of the People and Remuneration Committee  
Member of the Nomination Committee

#### Interests in ordinary shares

162,500 ordinary shares

## Information on Directors (continued)

**Timothy Longstaff**

*BEC, FCA, GAICD, SF FIN.*  
Non-executive Director

**Experience and expertise**

Timothy Longstaff was appointed as a non-executive director on 16 August 2021.

Through his career in Australia and overseas, Mr Longstaff brings a depth of experience in finance, strategy formulation, acquisitions and divestments, debt and equity capital markets and investor engagement amongst asset-intensive industrial companies.

Mr Longstaff holds a Bachelor of Economics degree, is a Fellow of the Institute of Chartered Accountants in Australia and New Zealand, a Graduate of the Australian Institute of Company Directors, and a Senior Fellow of the Financial Services Institute of Australia.

Mr Longstaff started his career in the audit division of Price Waterhouse (now PricewaterhouseCoopers). He then had a 25-year career in investment banking, with many years in Managing Director and senior executive roles at top-tier global firms. He has been a strategic partner and advised the Boards and CEOs of leading Australian and international companies on transformational M&A and capital markets transactions.

More recently, Mr Longstaff served as Senior Advisor to the Federal Minister for Finance and Leader of the Government in the Senate, and the Federal Minister for Trade, Tourism and Investment. Through this experience he brings valuable global geo-political perspectives and insights into the workings of Government.

Mr Longstaff is also a non-executive director of ASX-Listed Ingham's Group Limited, ASX-Listed Aurizon Holdings Limited, Aurizon Network Pty Ltd, Snowy Hydro Limited and of the George Institute for Global Health. He is also a member of the Australian Government's Takeovers Panel and a member of Chifley Associates.

**Other current directorships of listed companies**

Non-executive director of Ingham's Group Limited since January 2022

Non-executive director of Aurizon Holdings Limited since June 2023

**Former directorships of listed entities in last three years**

None

**Special responsibilities**

Member of the Audit and Risk Committee

Chair of the Safety and Sustainability Committee until 12 March 2024

Chair of the People and Remuneration Committee from 12 March 2024

Member of the Nomination Committee

**Interests in ordinary shares**

143,500 ordinary shares

**Craig Laslett**

*BEng (Civil), FIE(Aust) CP Eng, EngExc, FAICD.*  
Non-executive Director

**Experience and expertise**

Craig Laslett was appointed as a non-executive director on 28 February 2022.

Mr Laslett is a Civil Engineer with more than 40 years of engineering, project management and executive experience across some of Australia's largest publicly listed mining services and infrastructure companies, including a role as the Managing Director of Leighton Contractors, a subsidiary of the Leighton Holdings Group (now CIMIC Group). This experience included accountability for HWE Mining and Leighton Mining, providing open cut mining, underground mining, and materials processing services across operations in Australia and overseas.

Mr Laslett is currently the Managing Director and Co-Owner of Leed Engineering & Construction Pty Ltd, a privately owned civil infrastructure contractor.

Mr Laslett holds a Bachelor of Civil Engineering degree from the University of South Australia, formerly the South Australian Institute of Technology.

**Other current directorships of listed companies**

None

**Former directorships of listed entities in last three years**

None

**Special responsibilities**

Member of the Safety and Sustainability Committee

Member of the Audit and Risk Committee from 12 March 2024

Member of the Nomination Committee

**Interests in ordinary shares**

175,000 ordinary shares



## Information on Directors (continued)

**Andrea Sutton**

*BEng Chemical (Hons), GradDipEcon, GAICD*  
Non-executive Director

**Experience and expertise**

Andrea Sutton was appointed as a non-executive director on 16 October 2023 following the implementation of the DDH1 scheme of arrangement on 6 October 2023.

Ms Sutton brings over 20 years of operational, technical and corporate experience within the mining industry.

Ms Sutton's prior roles include non-executive director of Energy Resources of Australia Limited (ERA) and Managing Director and Chief Executive of ERA. Within Rio Tinto, Andrea had been the Head of Health, Safety, Environment and Security, Managing Director with the Support Strategy Review team, General Manager – Operations at the Bengalla Mine, and General Manager – Infrastructure within Rio Tinto's Iron Ore business.

Ms Sutton is a member of the Australasian Institute of Mining and Metallurgy, Engineers Australia, the Australian Institute of Company Directors and Chief Executive Women.

Ms Sutton is a board member of the Australian Nuclear Science and Technology Organisation (ANSTO), and a non-executive director of Red 5 Limited (ASX:RED), Iluka Resources Limited (ASX:ILU), and Commonwealth company Australian Naval Infrastructure Pty Ltd (ANI). She is also Chair of the Water Corporation.

**Other current directorships of listed companies**

Non-executive director of Red 5 Limited since November 2020

Non-executive director of Iluka Limited since March 2021

**Former directorships of listed entities in last three years**

Non-executive director of DDH1 Limited from 8 October 2019 to 6 October 2023

**Special responsibilities**

Member of the Safety and Sustainability Committee from 6 December 2023

Chair of the Safety and Sustainability Committee from 12 March 2024

Member of the People and Remuneration Committee from 6 December 2023

Member of the Nomination Committee from 6 December 2023

**Interests in ordinary shares**

77,369 ordinary shares

**Robert Cole (resigned 12 March 2024)**

*BSc, LLB (Hons)*  
Non-executive Director and Chair

**Experience and expertise**

Robert Cole was appointed as a non-executive director on 14 July 2018 and was appointed as Chair on 8 May 2021.

Mr Cole resigned from his position as Chair and non-executive director of the Company on 12 March 2024.

Mr Cole has over 35 years' experience in the energy and resources industry. He is a former executive director on the board of Woodside Petroleum Limited and a former managing director of Beach Energy Limited. He is also a former Chair of Synergy, Southern Ports, Landgate and Australian Energy Producers. Prior to joining the oil and gas industry, Rob was a partner in the law firm now known as King & Wood Mallesons.

Mr Cole is currently Chair of Iluka Resources Limited, Chair of Perth Airport Pty Ltd, a non-executive director of Cleanaway Waste Management and Pro-Chancellor of Curtin University.

Mr Cole holds Bachelor of Science and Bachelor of Laws degrees from the Australian National University in Canberra. He has also completed the Harvard Business School Advanced Management Program.

**Other current directorships of listed companies**

Non-executive director of Iluka Resources Ltd since March 2018 and Chair since April 2022

Non-executive director of Cleanaway Waste Management since March 2024

**Former directorships of listed entities in last three years**

None

**Special responsibilities**

Chair of the Board until 12 March 2024

Member of the People and Remuneration Committee until 6 December 2023

Member of the Audit and Risk Committee until 6 December 2023

Chair of the Nomination Committee until 12 March 2024

**Interests in shares and options**

249,831 ordinary shares

## Information on Directors (continued)

**Mark Hine (resigned 13 October 2023)**

MAICD, MAusIMM.  
Non-executive director

**Experience and expertise**

Mark Hine was appointed as a non-executive director on 24 February 2015. Mr Hine retired from his position as a non-executive director of the Company on 13 October 2023.

Mr Hine is a mining engineer. He graduated from the Western Australia School of Mines and is a member of the Australian Institute of Company Directors and the Australian Institute of Mining and Metallurgy. He has extensive mining experience with over 25 years of senior management roles in both surface and underground mining operations.

Mr Hine previously held senior positions in the mining industry as Chief Operating Officer at Griffin Mining Ltd, Chief Operating Officer at Focus Minerals Ltd, Chief Operating Officer at Golden West Resources Ltd, Executive General Manager Mining at Macmahon Contractors Pty Ltd, Chief Executive Officer at Queensland Industrial Minerals Ltd, General Manager at Consolidated Rutile Ltd and General Manager Pasmaico, Broken Hill / Elura Mines.

**Other current directorships of listed companies**

Non-executive director of St Barbara Limited from 7 September 2023  
Non-executive director of Dynamic Group Holdings from 29 November 2023

**Former directorships of listed entities in last 3 years**

None

**Special responsibilities**

Chair of the People and Remuneration Committee  
Member of the Safety and Sustainability Committee  
Member of the Nomination Committee

**Interests in shares and options**

55,000 ordinary shares

**Meetings of directors**

The numbers of meetings of the Company's Board of directors and of each Board committee held during the year ended 30 June 2024 and the numbers of meetings attended by each director were:

	Full meetings of directors		Meetings of committees							
			Audit & Risk		People & Remuneration		Safety and Sustainability		Nomination	
	A	B	A	B	A	B	A	B	A	B
Diane Smith-Gander - Chair	3	3	2	2	1	1	*	*	1	1
Mark Norwell	7	7	*	*	*	*	*	*	*	*
Alexandra Atkins	7	7	*	*	4	4	4	4	2	2
Andrea Hall	7	7	4	4	4	4	*	*	2	2
Timothy Longstaff	7	7	4	4	2	2	3	3	2	2
Craig Laslett	7	7	1	1	*	*	4	4	2	2
Andrea Sutton	3	3	*	*	3	3	2	2	1	1
Robert Cole	6	6	2	2	2	2	*	*	2	2
Mark Hine	4	4	*	*	1	1	1	1	1	1

A = Number of meetings attended

B = Number of meetings held during the time the director held office or was a member of the committee during the year

\* = Not a member of the relevant committee

# = Director unable to attend unscheduled Board meeting.



# Remuneration Report

## Dear Fellow Shareholders,

On behalf of the Board, I am pleased to present Perenti's Remuneration Report for the financial year ending 30 June 2024. The report details our remuneration framework and outcomes for FY24. We also outline changes made to our frameworks to address concerns expressed by our shareholders.

## A year in review

We acknowledge the tragic loss of our colleague, Siswanto, at the Mana Mine in Burkina Faso in February 2024. The Board recognise this loss, and Perenti's poor historical record of fatalities, and continues to ensure management take decisive action to achieve our goal of 'no adverse life changing events'. The Board has taken action to reflect accountability for the incident in our remuneration outcomes in FY24 and commits to remuneration structure change in FY25.

In addition to our continued efforts on safety initiatives, Perenti has delivered excellent financial performance, underpinned by strong cashflow from operations achieving record underlying revenue, EBIT(A) and free cash flow together with reduced gearing. Throughout the year, management have continued to deliver on our 2025 Strategy by focusing on business performance, capital management and organisational health as detailed in Group performance overview (pages 4-17).

## 2023 Strike and our response

The 'first strike' against the Remuneration Report at our 2023 Annual General Meeting has been taken seriously by the Board. During the year the Board engaged with shareholders and proxy advisors to understand stakeholder views better. This feedback was an input to the changes made for FY24 and FY25. Thank you to those that shared their thoughts with us. Key areas of feedback were:

1. **Board oversight, accountability, decision making and disclosure:** The Board did not apply sufficient discretion in FY23 to deliver material remuneration consequences given the ongoing safety challenges faced by the business, with the action taken not considered adequate to drive improvements in safety performance. Further, the disclosure of remuneration outcomes and adjustments needed improvement.
2. **The Short-Term Incentive (STI) calculation:** The structure of the STI, in particular the application of an individual performance modifier, resulted in an increase to overall FY23 STI outcomes despite the application of downward discretion in light of the fatalities.
3. **Executive KMP fixed remuneration:** The Managing Director and Chief Executive Officer's (MD & CEO's) fixed remuneration appears high compared to some peer groupings when assessed on a market capitalisation basis.

In response to the feedback received, and working with an independent advisor, the Board has made changes for FY24 and FY25 by:

1. Enhancing Board discretion in the framework along with increased disclosure of STI outcomes and associated performance. In the context of another fatality in FY24 and Perenti's historical safety track record, action to reduce materially overall STI outcomes for FY24 for all Executive KMP has been taken.
2. Adjusting the STI structure, including removing the individual modifier and moving to a balanced scorecard approach from FY25, which enhances the role of Board discretion and safety performance.
3. Committing to explaining the benchmarking applied to Executive KMP fixed remuneration. This gives consideration to other dimensions of complexity beyond market capitalisation including revenue, industry and geographic reach.

A number of these changes have been implemented in the FY24 outcomes for the MD & CEO and former President Contract Mining, while others have resulted in structural change to remuneration frameworks for all Executive KMP for FY25 and beyond.

Further detail can be found in Section 4, Board response to the 'first strike' at the 2023 AGM on pages 69 to 70.

## FY24 performance and remuneration outcomes in summary

### STI

The Board took decisive action to replace the less effective 'safety gateway' on the STI scorecard with Board safety discretion to reduce overall incentive outcomes post scorecard assessment taking safety performance into account. Demonstrating appropriate accountability for FY24 safety performance, the MD & CEO and the Board agreed that a 27.5% reduction should apply to his STI outcome, with a 25% STI reduction for the former President Contract Mining, who was assessed as having line responsibility for the safety systems in place for the Mana Mine fatality, and a 20% STI reduction to the Chief Financial Officer (CFO), President Contract Mining and other Group Executive Committee (GEC) members.

Additionally, in FY24, for the MD & CEO and former President Contract Mining the Board has agreed the individual modifier will not be applied, such that their individual modifier is capped at 100%, foreshadowing the removal of the individual modifier for all Executive KMP and GEC members from FY25.

Board discretion will be applied to the overall scorecard outcome for all Executive KMP and GEC members, and others where appropriate, to reflect fatalities or broader safety performance. Where discretion is applied, and as it has in FY24, the Board will consider all relevant facts pertaining to the performance of the organisation with regards to safety management, critical risk management and safety culture.

The business scorecard outcome was assessed at 124.6%, reflecting a strong year operationally and financially. However, the Board concluded that the adjustments outlined above, which have resulted in material downward remuneration adjustments, were required to reflect Perenti's safety performance.

## Remuneration Report (continued)

## A summary of outcomes for Executive KMP is:

Executive	Business scorecard	Individual modifier <sup>[1]</sup>	STI pre-Board discretion	Board discretion	STI after discretion	vs FY23 STI <sup>[2]</sup>
MD & CEO	124.6%	100% (capped)	\$926,650 83.5% of max	(27.5%) (\$254,829)	\$671,821 60.5% of max	(35.8%)
CFO	124.6%	125%	\$472,500 100% of max (capped)	(20.0%) (\$94,500)	\$378,000 80.0% of max	(15.3%)
President Contract Mining <sup>[3]</sup>	124.6%	110%	\$506,261 91.8% of max	(20.0%) (\$101,252)	\$405,009 73.5% of max	n/a
Former President Contract Mining	124.6%	100% (capped)	\$803,765 83.5% of max	(25.0%) (\$200,941)	\$602,824 62.6% of max	(30.8%)

[1] MD & CEO and former President Contract Mining individual modifiers capped at 100% for FY24.

[2] FY23 is regarded as a comparable year operationally and financially.

[3] President Contract Mining outcomes are pro rata based on tenure.

## Long term incentive (LTI)

The Perenti LTI award granted in FY21 for the FY21-23 years was tested in FY24. Outcomes were:

- Relative total shareholder return (rTSR):** 3 year TSR achievement of 3.57% met threshold vesting requirements (positioned at the 50<sup>th</sup> percentile of the comparator group resulting in vesting of 50% of this component); and
- Return on average capital employed (ROACE):** exceeded threshold performance (16.95% was achieved, resulting in vesting of 68.11% of this component).

The combined performance resulted in a 59.06% vesting outcome. Further detail can be found in Section 5, Outcomes in FY24 on page 74.

The Board believe that the current structure of the LTI, with rTSR measured through share price performance and return on equity (ROE) as its foundational elements, is fit for purpose and supported by shareholders. The structure for the FY25-27 plan, to be granted this year, will reflect these key elements with changes to performance metric weightings. Key changes include an increased weighting to ROE from 30% to 40%, and removal of leverage as it is deemed to be at an appropriate level.

## MD &amp; CEO Total Fixed Remuneration (TFR)

Given safety and 'strike' considerations, the TFR for the MD & CEO did not increase during FY24.

## Board remuneration outcomes

The Board Chair and Non-executive Director (NED) committee fees did not increase during FY24.

## FY24 KMP changes

We welcomed Diane Smith-Gander and Andrea Sutton to the Board of Directors and Gabrielle Iwanow to our GEC. We also farewellled Rob Cole and Mark Hine from the Board, and Peter Bryant will finish as CFO in FY25; we thank them for their contribution to Perenti's growth.

At Perenti, our people are integral to our success and the above achievements would not be possible without our highly valued and dedicated employees. We would like to take this opportunity to thank our 10,500 strong global workforce across 12 countries for their significant and continued contribution to Perenti and our clients, as we continue to collectively *create enduring value and certainty* for our stakeholders. We continue to focus on delivering further improvements across all areas of our business and, as always, welcome your feedback.

We thank you for your support and we look forward to welcoming you to our 2024 AGM.



**Timothy Longstaff**  
Chair, People and Remuneration Committee



## Remuneration Report (continued)

### 1 Introduction

The Directors present the Perenti FY24 Remuneration Report, outlining our response to the first strike at the 2023 AGM, key aspects of our remuneration principles, framework, and remuneration awarded this year.

The Remuneration Report is structured as follows:

1. Introduction
2. KMP for FY24
3. Remuneration strategy and principles
4. Board response to the 'first strike' at the 2023 AGM
5. Outcomes in FY24
6. FY24 Executive KMP remuneration framework
7. Remuneration governance
8. Executive statutory and contractual information
9. Non-executive Director remuneration
10. Additional statutory information

### 2 KMP for FY24

The tables below confirm all the non-executive directors and Executive KMP covered by the FY24 Remuneration Report. All terms are full year terms, except where noted.

Non-executive Directors (NEDs)		Term
<b>Diane Smith-Gander AO</b> <sup>[1]</sup>	Non-executive Chair (from 13 March 2024)	Part year (from 16 October 2023)
<b>Alexandra Atkins</b>	Non-executive Director	Full year
<b>Andrea Hall</b>	Non-executive Director	Full year
<b>Timothy Longstaff</b>	Non-executive Director	Full year
<b>Craig Laslett</b>	Non-executive Director	Full year
<b>Andrea Sutton</b> <sup>[1]</sup>	Non-executive Director	Part year (from 16 October 2023)
<b>Robert Cole</b> <sup>[2]</sup>	Former Non-executive Director and Chair	Part year (until 13 March 2024)
<b>Mark Hine</b> <sup>[3]</sup>	Former Non-executive Director	Part year (until 13 October 2023)

[1] Ms Smith-Gander and Ms Sutton appointed to the Perenti Board 16 October 2023, and Ms Smith-Gander as Chair on the 13 March 2024.

[2] Mr Cole retired from the Perenti Board 13 March 2024.

[3] Mr Hine retired from the Perenti Board 13 October 2023.

Executive Key Management Personnel (KMP)		Term
<b>Mark Norwell</b>	Managing Director & Chief Executive Officer (MD & CEO)	Full year
<b>Peter Bryant</b> <sup>[1]</sup>	Chief Financial Officer (CFO)	Full year Resigned 17 May 2024
<b>Gabrielle Iwanow</b> <sup>[2]</sup>	President Contract Mining	Part year (from 4 December 2023)
<b>Paul Muller</b> <sup>[3]</sup>	Former President Contract Mining	Part year (until 31 December 2023)

[1] Mr Bryant remains an employee as at the date of this report and is expected to leave on completion of his notice period around 17 November 2024.

[2] Ms Iwanow became an employee on 4 December 2023 and became a KMP on assuming the role of President Contract Mining. She undertook a handover with Mr Muller, former President Contract Mining for the first few weeks of her employment.

[3] Mr Muller conducted a handover with Ms Iwanow until 31 December 2023 when he ceased to become a KMP on 31 December 2023. Mr Muller is not expected to be classified as a KMP in FY25.

## Remuneration Report (continued)

### 3 Remuneration strategy and principles

Outlined below is Perenti's FY24 remuneration approach.

#### REMUNERATION STRATEGY

Perenti's remuneration strategy aims to enable the achievement of the Company's business objectives, and reward employees where its company strategy is achieved.

To achieve the Company's business objectives, the framework is guided by the following principles in the table below.



#### REMUNERATION PRINCIPLES

ATTRACT AND RETAIN	STAKEHOLDER ALIGNMENT	PAY-FOR-PERFORMANCE	MARKET COMPETITIVE	SIMPLE AND TRANSPARENT
Enable Perenti to attract, motivate and retain talented and high performing employees that can execute and deliver its business objectives.	Align remuneration with the shareholder experience and long-term value generation.	Linking remuneration to the performance of the Company and the individual.	Provide remuneration, which is competitive, relative to the market it is operating within.	Can be easily explained and understood by internal and external stakeholders.



#### REMUNERATION FRAMEWORK

Element	Total Fixed Remuneration (TFR)*	Short-Term Incentive (STI), Discretionary or Operational Bonus	Long-Term Incentive (LTI)
How is it delivered	Cash and Superannuation	Cash and equity for selected employees	Equity for selected employees
How it works	<p>Provided as cash and statutory superannuation contributions.</p> <p>Non-Executive Directors, Group Executives and Vice Presidents base salary is reduced to offset statutory superannuation increases. All other roles receive the full statutory super increase.</p>	<p>Award outcome is calculated as business outcomes x individual STI modifier.</p> <p>For Group Executive, any STI Award payment is provided as two thirds in cash and one third as STI Rights deferred for 12 months.</p> <p>STI Rights are subject to malus and clawback.</p>	<p>Provided as Performance Rights subject to a three-year performance period.</p> <p>Measured against strategically focused performance metrics.</p> <p>Subject to malus and clawback.</p>
How is it positioned	Positioned at an appropriate percentile of comparative benchmarking data with reference to the skills and experience of the incumbents.	Target Total Reward including TFR, STI and LTI at target outcomes is also positioned at an appropriate percentile of comparative benchmarking data with reference to the skills and experience of the incumbents.	
What it achieves	Allows us to attract and retain key talent to deliver on business objectives	Incentivises strong performance to deliver on the key business priorities through variable, at-risk payments	Align reward with the shareholder experience and long-term value generation

\*Additional non-monetary benefits may be provided as applicable to the employee's role.



## Remuneration Report (continued)

## 4 Board response to the 'first strike' at the 2023 AGM

At the 2023 AGM, Perenti received a 'first strike', with 33.29% of votes cast against the adoption of the 2023 Remuneration Report. The new Board Chair and new Chair of the People & Remuneration Committee have engaged with shareholders and proxy advisors to understand their concerns. It was clear that the remuneration decisions disclosed in our 2023 Remuneration Report did not meet the expectations of some of our external stakeholders. The Board has taken a connected approach to addressing this feedback and made remuneration changes alongside enhancing our safety governance and systems (see pages 38-39). No fatalities are ever acceptable in our workplace. The Board is focused on, and committed to, continuous improvement.

### The key feedback received from shareholders related to:

- **Board oversight, accountability, decision making and disclosure:** The Board did not apply sufficient discretion in FY23 to deliver material remuneration consequences given the ongoing safety challenges faced by the business, with the action taken not considered adequate to drive improvements in safety performance. Further, the

disclosure of remuneration outcomes and adjustments needed improvement.

- **The Short Term Incentive (STI) calculation:** The structure of the STI, in particular the application of an individual performance modifier, resulted in an increase to overall FY23 STI outcomes despite the application of downward discretion in light of the fatalities.
- **Executive KMP fixed remuneration:** The MD & CEO's fixed remuneration appears high compared to some peer groupings when assessed on a market capitalisation basis.

The Board has listened to the feedback, making decisive changes applicable in FY24, with further changes to apply from FY25. These will make a material difference to remuneration frameworks and outcomes at Perenti.

The tables below outline the key remuneration concerns identified by shareholders and proxy advisors, as well as the changes approved by the Board. Changes have been implemented in FY24, with further changes to come in FY25.

Concern	Change for FY24	Change for FY25
<b>Board oversight, accountability, decision making and disclosure</b>		
Insufficient Board discretion applied to incentive outcomes in the context of year-on-year fatalities.	Downward Board discretion has been applied to all Executive KMP and GEC members which has resulted in reduction of between 20% and 27.5% for Executive KMP.	Board discretion will be applied to the overall scorecard outcome for all executive KMP and GEC members, and others where appropriate, to reflect fatalities or broader safety performance. Where discretion is applied, and as it has in FY24, the Board will consider all relevant facts pertaining to the performance of the organisation with regards to safety management, critical risk management and safety culture.
The disclosures regarding remuneration outcomes and adjustments need improvement.	Disclosures on the Board's approach to determining STI outcomes have been enhanced in the FY24 Remuneration Report.	The Board will continue to seek areas to increase transparency in the Remuneration Report.
<b>STI calculation methodology</b>		
The safety gateway only applies to the safety measures in the scorecard at whatever level the safety measures are achieved (which may be lower than the 20% maximum).	The safety gateway within the FY24 business scorecard was removed, with reductions applying to final STI outcomes post scorecard assessment. The MD & CEO and the Board agreed to a 27.5% reduction. Other reductions are: 25% for the former President of Contract Mining, and 20% for other Executive KMP.	Board discretion will be applied to the overall scorecard outcome for all executive KMP and GEC members, and others where appropriate, to reflect fatalities or broader safety performance. Where discretion is applied, and as it has in FY24, the Board will consider all relevant facts pertaining to the performance of the organisation with regards to safety management, critical risk management and safety culture.
The individual modifier permits increases to STI outcomes, despite the application of downward discretion.	In the context of the forthcoming FY25 changes, the MD & CEO and former President Contract Mining individual modifier was not applied, i.e. their outcome was capped at 100%.	The individual modifier will be removed in FY25. A revised balanced scorecard (maximum STI opportunity remains at 150% of target) will be used in FY25 that will include a weighting for individual objectives.  For Executive KMP and GEC members this will comprise: <ul style="list-style-type: none"> <li>• Financial: 60%</li> <li>• Safety: 20% (unchanged)</li> <li>• Individual performance: 20%</li> </ul>

## Remuneration Report (continued)

Concern	Change for FY24	Change for FY25
<b>Executive KMP fixed remuneration</b>		
The MD & CEO's fixed remuneration is considered above market when viewed solely from a market capitalisation perspective.	No increase awarded, given the safety performance.	Review to verify appropriate market-related TFR. The Board considers that Perenti's scale and complexity (measured by revenue, industry, geographic reach) are relevant metrics in addition to market capitalisation.
<b>Additional changes made by the Board</b>		
LTI – ROE targets.	The Board has progressively increased the ROE targets year on year. For the MD & CEOs FY24 grant approved by shareholders at the 2023 AGM, the ROE target was between 6.6% at threshold and 7.4% at stretch.	The ROE targets under the FY25 LTI grant will be set at higher levels: 9.6% at threshold to 10.3% at stretch. The MD & CEO's LTI grant will be put to shareholders for approval at the 2024 AGM.
LTI – change to performance metrics.	Nil.	<p>We have removed leverage (10%) as a strategic initiative as it is deemed to be at an appropriate level. In its place, we have increased the weighting of the ROE metric by 10% to 40%.</p> <p>This change emphasises the Board commitment to driving efficient use of equity and maximising shareholder returns. For FY25, LTI performance metrics will comprise:</p> <ul style="list-style-type: none"> <li>• rTSR: 50%</li> <li>• ROE: 40%</li> <li>• Strategic initiative: 10%</li> </ul>

We remain committed to continuing our engagement with both shareholders and proxy advisors on remuneration issues.

## 5. Outcomes in FY24

This section outlines performance achieved in FY24 and the remuneration outcomes resulting from that performance.

### a. Company performance

The Company intends for there to be a clear link between Company performance and remuneration outcomes. The table below sets out a summary of information which provides details of performance measures used for the Executive KMP with some of the measures used in the STI or LTI plans.

**Table 1: Company Performance FY20 – FY24 (includes DDH1 results)**

	<b>24</b>	<b>23</b>	<b>22</b>	<b>21</b>	<b>20</b>
	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>
Sales revenue	<b>3,342,020</b>	2,880,136	2,437,656	2,087,542	2,046,058
Underlying EBIT (A) ^	<b>314,176</b>	264,104	176,293	170,787	211,708
Operating profit before income tax *	<b>168,842</b>	170,936	93,484	22,369	107,146
Profit/(Loss) after tax attributable to equity holders	<b>95,476</b>	95,739	40,658	(55,140)	23,837
Net profit/(loss) after tax	<b>107,165</b>	102,586	42,486	(52,303)	27,555
Net Leverage	<b>0.7x</b>	0.9x	1.3x	1.3x	1.3x
Share price at start of year (\$ per share)	<b>1.03</b>	0.66	0.67	1.16	1.83
Share price at end of year (\$ per share)**	<b>1.00</b>	1.03	0.66	0.67	1.16
Dividends paid / payable	<b>19,112</b>	–	14,108	49,272	48,043
Basic earnings/(loss) (cents per share) from continuing operations	<b>10.9</b>	13.9	5.8	(7.8)	3.5
Diluted earnings/(loss) (cents per share) from continuing operations	<b>10.5</b>	13.4	5.7	(7.8)	3.5
Total recordable Injury Frequency Rate (TRIFR)	<b>5.3</b>	5.4	6.9	5.1	4.9

^ Non IFRS Measure.

\* Does not include impairment expense.

\*\* 2023: Prior to the DDH1 drilling acquisition announcement, the 10 day VWAP up to and including 23 June 2023 was \$1.2255. This 10 day VWAP more accurately reflected the Company's share price performance over the financial year.

On balance, Company performance was mixed with record sales revenue, EBIT(A) and NPAT and reduced leverage, however, earnings per share outcomes were below FY23 results and share price performance was essentially flat. The Board considered this context in making the decisions for both STI and LTI outcomes.



## Remuneration Report (continued)

**b. FY24 STI business outcomes**

The STI award incentivises Executive and Senior Leader performance in delivering on the key business priorities to ensure success in the current financial year and future years. These business outcomes are a balance of financial and non-financial performance measures within the control of the Executive KMP. Table 2 summarises the performance relative to targets for the FY24 STI scorecard business outcomes for the Executive KMP, with additional details on the performance measures described below.

**Table 2: FY24 STI business outcomes for the Executive KMPs (excluding safety gateway)**

Performance measure <sup>[1]</sup>	Target weighting %	Threshold (50%)	Target (100%)	Stretch (150%)	Outcome %	Outcome detail
<b>Sustainability</b>						
<b>Safety Transformation Plan</b>						
<i>Implementation of Divisional Safety Transformation plans:</i> the agreed number of priority initiatives have commenced implementation in accordance with the approved plan.	10.0		●		10.0	Safety transformation plan was performing at target performance (i.e. six initiatives have commenced).
<b>Implementation of Critical Control System Verifications</b>						
<i>Contract Mining:</i> Achievement of approved plan for Completion of Critical Control System Verifications (CCSVs).	10.0	●			5.0	Critical control system verification (CCSV) was performing at threshold performance in its inaugural year of implementation.
<i>Mining Services:</i> Achievement of approved plan for check-ins.						
<b>Scope 1 and 2 emission reduction</b>						
Quantifiable Scope 1 and 2 emission reduction against approved target.	5.0			●	7.5	Achieved 30.4% against a 20% target providing stretch performance.
<b>Progress on gender balance</b>						
Development of gender participation action plans and commencement of implementation along with increase in gender participation.	5.0		●		5.0	Gender participation action plans have been developed. Achieved target performance.
<b>Financial performance</b>						
Underlying Group EBIT(A) (excluding DDH1)	40.0		●		52.1	Achieved performance between target and stretch. Underlying EBIT(A) \$279M based on Perenti's net interest in subsidiaries achieved against a \$270M target.
Underlying EBIT(A) as a % of revenue (excluding DDH1)	10.0			●	15.0	Achieved 9.5% against a 9.0% target providing stretch performance.
<b>Financial sustainability</b>						
Perenti operating cash generation (excluding DDH1)	20.0			●	30.0	Achieved \$99M against a \$59M target providing stretch performance.
					<b>124.6</b>	Overall business performance provided for an outcome between target and stretch.

● FY24 Performance outcome. The outcome % is a function of the target weighting multiplied by the outcome multipliers determined on a straight-line basis.

[1] The Perenti scorecard was set before the acquisition of DDH1. The Board decided that both Perenti and DDH1 would be assessed on their individual pre-merger scorecards for FY24 before a common scorecard for FY25. Accordingly, the outcomes measured here will not conform to Perenti reported group results including DDH1.

In addition to Executive KMP and the GEC, the STI Plan was provided to a further 69 participants across the Group.

## Remuneration Report (continued)

**c. FY24 individual outcome for Executive KMP**

In addition to the business outcome of the scorecard, Executive KMP are assessed by the Board based on:

- Individual performance measures for their area of responsibility that are set at the start of the year and reviewed on a regular basis, including the outcomes discussed in the People and Remuneration Committee Chair's letter.
- How they delivered against their performance measures, which takes into consideration demonstrated leadership attributes and behaviours as aligned with our Principles and business strategy.

In FY25, as part of the Board's response to shareholder feedback, the individual modifier has been removed and the STI structure will move to a balanced scorecard.

**d. FY24 Board discretion**

The Board took decisive action to replace the 'safety gateway' on the STI scorecard with Board discretion to reduce overall incentive outcomes taking safety performance into account. The Board and MD & CEO agreed that a 27.5% reduction should apply to his STI outcome, with a 25% STI reduction for the former President Contract Mining and a 20% STI reduction to the CFO and President Contract Mining and other GEC members to demonstrate appropriate accountability for safety performance.

Additionally, for the MD & CEO and former President Contract Mining, the Board has agreed the individual modifier will not be applied, capping their outcome at 100% and, foreshadowing the removal of the individual modifier for all Executive KMP from FY25 as Perenti moves to a balanced scorecard.

The downward discretion applied to the overall business outcome for the FY24 STI recognises Perenti's absolute focus on the safety of our people. The table shown below provides a summary of the outcomes and rationale.

Executive KMP	Individual outcome	Board safety discretion	Rationale for outcome
<b>Mark Norwell (MD &amp; CEO)</b>	100% (capped)	(27.5%)	Mark's performance was assessed at greater than 100% based on performance against his individual KPIs, however as a result of safety performance and the plan to remove the individual modifier in FY25, his final outcome was capped at 100%. Along with the agreed 27.5% reduction on his overall outcome Mark's STI was 60.5% of his maximum STI opportunity.
<b>Peter Bryant (CFO)</b>	125%	(20%)	<p>Peter was instrumental in helping deliver the DDH1 acquisition and has been a key contributor across all M&amp;A activity. Peter led the high-yield bond raising which achieved a positive outcome, despite a volatile debt market.</p> <p>The Board was mindful that Peter has resigned but considers the individual modifier at 125% to be appropriate given Peter's value add in FY24 and over almost 11 years, his completion of the full year to which the STI applies, and his constructive approach to working through his notice period. Such a treatment is wholly consistent with the plan rules.</p> <p>While not directly accountable for safety outcomes, Peter, as a member of the GEC, has an overall collective safety accountability. As such the Board has supported the MD &amp; CEO in applying a 20% reduction in STI outcome with his individual modifier unaffected.</p>
<b>Gabrielle Iwanow (President Contract Mining)</b>	110%	(20%)	<p>Gabrielle has made a positive start since commencement which included providing strong leadership in responding to the tragic fatality at the Mana Mine. Gabrielle has also implemented a successful simplification program and managed several important contract wins and extensions.</p> <p>Although Gabrielle was the President of Contract Mining at the time of the Mana fatality for a matter of weeks, consideration was given to the collective safety accountability for all GEC members. The Board supported the MD &amp; CEO in applying a 20% reduction to her STI outcome with her individual modifier unaffected.</p>
<b>Paul Muller (Former President Contract Mining)</b>	100%	(25%)	Paul's performance was assessed at greater than 100%. Considering his position as President Contract Mining immediately prior to the fatality and the plan to remove the individual modifier in FY25, the Board has supported the MD & CEO capping his individual modifier at 100% and applying a 25% reduction to his STI outcome. This resulted in an outcome of 62.6% of his maximum STI opportunity.

## Remuneration Report (continued)

**e. Overall FY24 STI outcomes**

The overall FY24 STI outcome as determined through the Board's assessment of the business outcomes, application of the individual modifier and Board discretion is represented in Table 3 below.

**Table 3: Overall FY24 STI award outcomes for the Executive KMP**

Executive KMP	Max STI opportunity \$	Target STI opportunity \$	Business outcome %	Individual modifier %	Overall STI outcome % of Target %	Board safety discretion	Calculated STI awarded \$	STI cash portion \$	Deferred STI Rights portion <sup>[1]</sup> \$	% of maximum STI awarded %	% of maximum STI forfeited %
<b>Mark Norwell</b> (MD & CEO)	1,110,000	743,700	124.6	100.0 (capped)	124.6	(27.5)	671,821	447,881	223,940	60.5	39.5
<b>Peter Bryant</b> (CFO)	472,500	317,250	124.6	125.0 (capped)	150.0 (capped)	(20.0)	378,000	252,000	126,000	80.0	20.0
<b>Gabrielle Iwanow</b> (President Contract Mining) <sup>[2]</sup>	551,302	369,372	124.6	110.0	137.1	(20.0)	405,009	270,006	135,003	73.5	26.5
<b>Paul Muller</b> (Former President Contract Mining) <sup>[3]</sup>	962,800	645,076	124.6	100.0 (capped)	124.6	(25.0)	602,824	401,882	200,941	62.6	37.4

[1] One third of the STI award is deferred into STI Rights that will be granted around October 2024 and will be eligible to vest into Perenti shares 12 months later subject to Board approval.

[2] Estimated calculated outcome pro-rated based on commencement date of 4 December 2023.

[3] Mr Muller ceased as President Contract Mining on 31 December 2023 and will not be a KMP in FY25 but is included here on a full-year basis so as to demonstrate the remuneration impact of the Board's safety discretion in FY24.

**f. FY21 LTI vesting outcome**

Our FY21 LTI grant in respect of the FY21-FY23 years was tested for performance following the end of the performance period on 30 June 2023 and amounts vested in FY24.

The rights were subject to a 50% Relative Total Shareholder Return (rTSR) measure and 50% Return on Average Capital Employed (ROACE) measure. The rTSR, reached the 50th percentile threshold vesting requirements with a 3 year TSR achievement of 3.57%, which resulted in vesting of 50% of rTSR rights. ROACE over the performance period was calculated at 16.95% which achieved vesting of 68.11% of the ROACE Rights.

As a result, an overall vesting outcome of 59.06% was achieved against the maximum FY21 LTI opportunity.

**Table 4: FY21 – FY23 LTI outcome vesting in FY24**

Executive KMP	Number of Rights granted	Number of rights vested into shares	Value at grant <sup>1</sup> \$	Value at vesting <sup>2</sup> \$	Value movement \$	% of maximum LTI awarded %	% of maximum LTI lapsed %
<b>Mark Norwell</b> (MD & CEO)	851,227	502,697	1,110,000	616,055	(493,945)	59.06	40.94
<b>Peter Bryant</b> (CFO)	316,334	186,813	412,499	228,939	(183,559)	59.06	40.94
<b>Paul Muller</b> (Former President Contract Mining)	465,874	275,125	607,501	337,166	(270,335)	59.06	40.94

[1] Value at grant is the FY21 LTI maximum opportunity which is the number of rights multiplied by the 10 day Volume Weighted Average Price (VWAP) of Perenti shares over the last 10 trading days of June 2020, which was \$1.3040.

[2] Value at vesting is the number of shares that vested, multiplied by the closing by the 10 day VWAP of Perenti shares over the 10 trading days up to 23 June 2023, which was \$1.2255. This period was used rather than the 10-trading day VWAP up to and including 30 June 2023 to ensure that the VWAP reflected undisturbed trading rather than being influenced by the announcement of the proposed acquisition of DDH1 Limited on 26 June 2023.

**g. FY24 Executive KMP LTI grant**

For our FY24 LTI plan covering the FY24-FY26 years, Executive KMP were offered Performance Rights in accordance with Table 5 below (subject to the terms and conditions as outlined in section 6b). Performance Rights for the MD & CEO were approved by shareholders at the 2023 Annual General Meeting.

**Table 5: FY24 LTI grant**

Executive KMP	LTI opportunity (% of TFR) %	LTI opportunity \$	10-Day VWAP \$	Offered Performance Rights <sup>1</sup> \$	Target LTI (% of TFR) <sup>2</sup> %	Target LTI \$	Grant date
<b>Mark Norwell</b> (MD & CEO)	120	1,332,000	1.2255	<b>1,086,903</b>	60.0	666,000	13 October 2023
<b>Peter Bryant</b> (CFO)	75	506,250	1.2255	<b>413,097</b>	37.5	253,125	19 January 2024
<b>Paul Muller</b> (Former President Contract Mining)	75	722,100	1.2255	<b>589,229</b>	37.5	361,050	19 January 2024

[1] The number of Rights granted is the maximum LTI opportunity divided by the 10 day Volume Weighted Average Price (VWAP) of Perenti Shares over the 10 trading days up to 23 June 2023, which was \$1.2255. This period was used rather than the 10-trading day VWAP up to and including 30 June 2023 to ensure that the VWAP reflected undisturbed trading rather than being influenced by the announcement of the proposed acquisition of DDH1 Limited on 26 June 2023.

[2] Target LTI represents 50% of LTI opportunity and represents the difficulty of achieving performance hurdles and share price volatility.



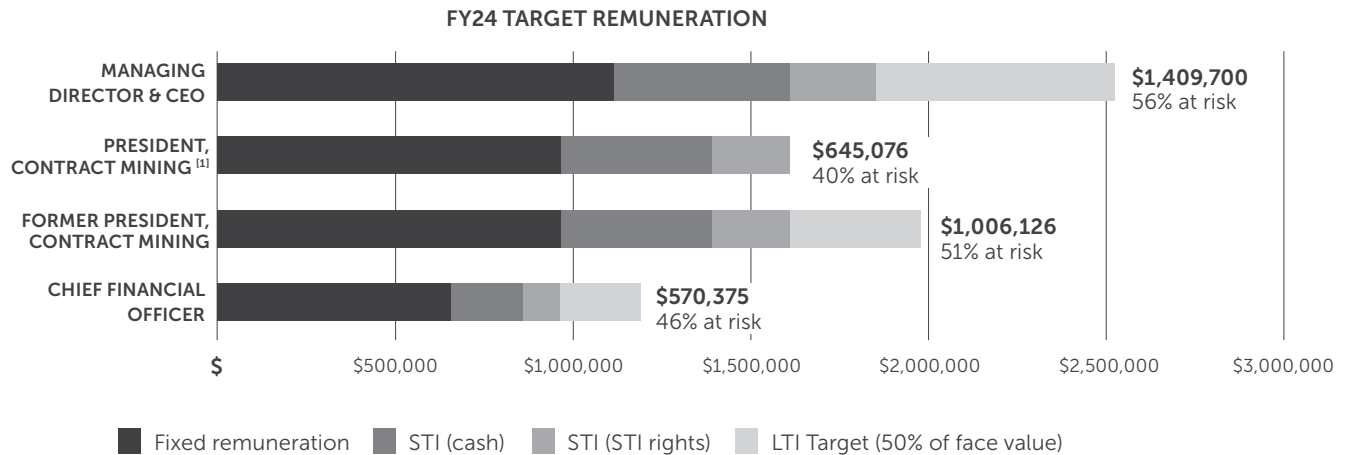
Remuneration Report (continued)

## 6. FY24 Executive KMP remuneration framework

The remuneration packages of Executive KMP are comprised of fixed remuneration and variable 'at-risk' remuneration in the form of an STI and LTI.

### (a) Remuneration mix

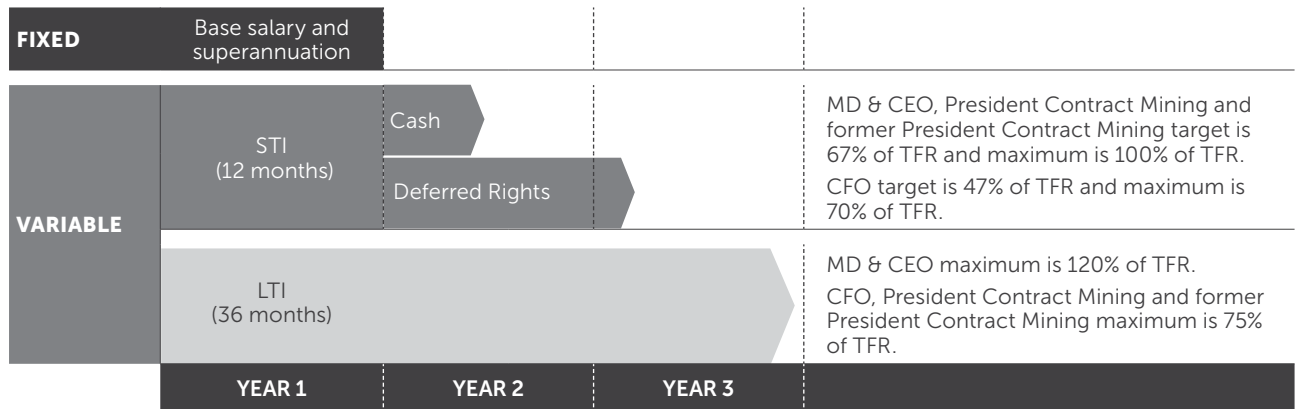
**Diagram 1:** The remuneration mix for Perenti's Executive KMP at target levels for FY24 is represented below.



[1] President Contract Mining's FY24 target remuneration is pro-rated based on commencement date of 4 December 2023.

### (b) Executive KMP remuneration components

**Diagram 2:** A summary of the remuneration structure over time for Executive KMP is below.



## Remuneration Report (continued)

### Total Fixed Remuneration (TFR)

**Description** A competitive level of TFR is offered to attract and retain high quality and experienced Executive KMP. TFR comprises of all fixed remuneration including statutory superannuation contributions. If the statutory superannuation contribution is required to increase, the Executive KMP will have an equal reduction in base salary to ensure their TFR is unchanged.

**Approach** TFR is reviewed annually and upon promotion to ensure that it is market competitive. The Company targets the median of the relevant market. To remain market competitive and to attract and retain talent, TFR benchmarking recognises Perenti's complexity beyond market capitalisation, including revenue, industry and geographic reach.

### FY24 Short-term Incentive (STI)

**Description** Executive KMPs are eligible to participate in the annual STI plan, which comprises a portion of their variable remuneration and is subject to performance measures. The STI performance outcome is based on a business outcome scorecard, which includes a mix of sustainability, financial and strategic measures, that is multiplied in FY24 by an individual modifier.

**Award operation** The Executive KMP's business outcome scorecard comprises of a mix of financial and non-financial measures. All measures have a threshold, target and stretch level of achievement. The weighting of each business outcome metric is then applied to its performance, with the total equalling the business outcome. The business outcome (that can be up to 150% of target at stretch) is then multiplied by an individual modifier (with a range from zero to 1.5 times but not exceeding maximum STI opportunity) which reflects what the individual achieved through their Individual KPIs and how the individual achieved these KPIs in terms of their behaviours as aligned to the Perenti Principles. For FY24 the individual modifier was not applied for the MD & CEO and former President Contract Mining and capped at 100%.

**Board discretion** The Board retain absolute discretion with respect to the targets and outcomes assessed under the STI plan. Any discretion is applied after consideration of factors both positive and negative to the outcome. Board discretion will be applied to the overall scorecard outcome for all Executive KMP and GEC members, and others where appropriate, to reflect fatalities or broader safety performance. Where discretion is applied, and as it has in FY24, the Board will consider all relevant facts pertaining to the performance of the organisation with regards to safety management, critical risk management and safety culture.

**Performance period** Financial year

**Maximum opportunity** MD & CEO, President Contract Mining and former President Contract Mining: 100% of TFR  
CFO: 70% of TFR

## Remuneration Report (continued)

## FY24 Short-term Incentive (STI) (continued)

	Measure	Weighting	Further detail
<b>Measures</b>  (all FY24 measures for Executive KMP are measured on a pre-acquisition basis excluding DDH1. A merged group scorecard will be used for FY25 onwards).	<b>Sustainability</b>		
	Safety Transformation Plan	10%	This metric supports the strategic focus of safety transformation, informed by the Safety Transformation Taskforce, to deliver effective systems and controls at Perenti.
	Implementation of critical control system verifications	10%	This 'lead' metric supports our safety strategy with particular focus on bowtie risk management and critical control management.
	Scope 1 and 2 emission reduction	5%	This metric supports the Company's 2025 Strategy through aiming to achieve net zero scope 1 and 2 greenhouse gas emission reductions by the end of FY30. It is a leading sustainability metric to reflect the increased focus on ESG measures in peer mining services and owner operating performance hurdles.
	Progress on gender participation	5%	The introduction of this metric for FY24 supports our sustainability priorities of <i>creating safe and respectful workplaces</i> and achieving greater gender participation.
<b>Financial performance</b>			
	Underlying Group EBIT(A)	40%	The use of EBIT(A) ensures that the largest element of the individual's STI is aligned to the Company's financial performance. It aims to build a pay-for-performance culture and ensure executive accountability for the Company's performance.
	Underlying EBIT(A) as a percentage of revenue	10%	This component measures the Company's earnings margin, demonstrating the quality of earnings and expense control.
<b>Financial stability</b>			
	Perenti operating cash generation	20%	This component supports Perenti's focus on generating surplus operating cash flow that can be allocated via the Capital Management Policy between de-leveraging, growth capital, or returns to shareholders (including dividends and share buy-backs).  This metric aligns with the Company strategy to focus on delivering quality cash profits and support our focus on capital management.
<b>Delivery</b>	For FY24, two thirds of any outcome is delivered in cash and one third is delivered in STI Rights. The STI Rights vest 12 months after their grant date at nil exercise share price.  Any STI Rights that are provided to the MD & CEO are subject to shareholder approval, as per ASX Listing Rule 10.14, which for FY24 were approved at the 2023 AGM.		
<b>Allocation methodology (STI Rights only)</b>	The deferred STI Rights will be allocated on a face value basis. This is calculated as the STI Rights opportunity (\$) divided by the 10-day volume weighted average price (VWAP) of the Company's shares up to and including the 30 June 2024.		
<b>Cessation of employment</b>	Typically, if the Executive KMP remains employed for the performance period and as at 1 October 2024 (even if they have resigned and are serving a notice period) they are entitled to the STI. Equally, typically, if employment ceases before the end of the performance period the Executive KMP foregoes any STI award for the current performance period which they would have otherwise been entitled.  STI Rights that have been awarded will become unrestricted in the usual course based only on the passage of time unless the participant is deemed to be a bad leaver as defined by the Plan Rules, and/or subject to malus and clawback.  Notwithstanding the above, the Board retains absolute discretion to treat STI awards and vesting as it sees fit on cessation of employment.		
<b>Malus/Clawback</b>	In circumstances of fraud, dishonesty or gross misconduct by the participant, or breach of duties or obligations by the participant, the Board has the ability to: <ul style="list-style-type: none"> <li>• lapse all unvested STI awards (malus); and</li> <li>• require the individual to repay a portion of any STI awards which have vested (clawback).</li> </ul>		



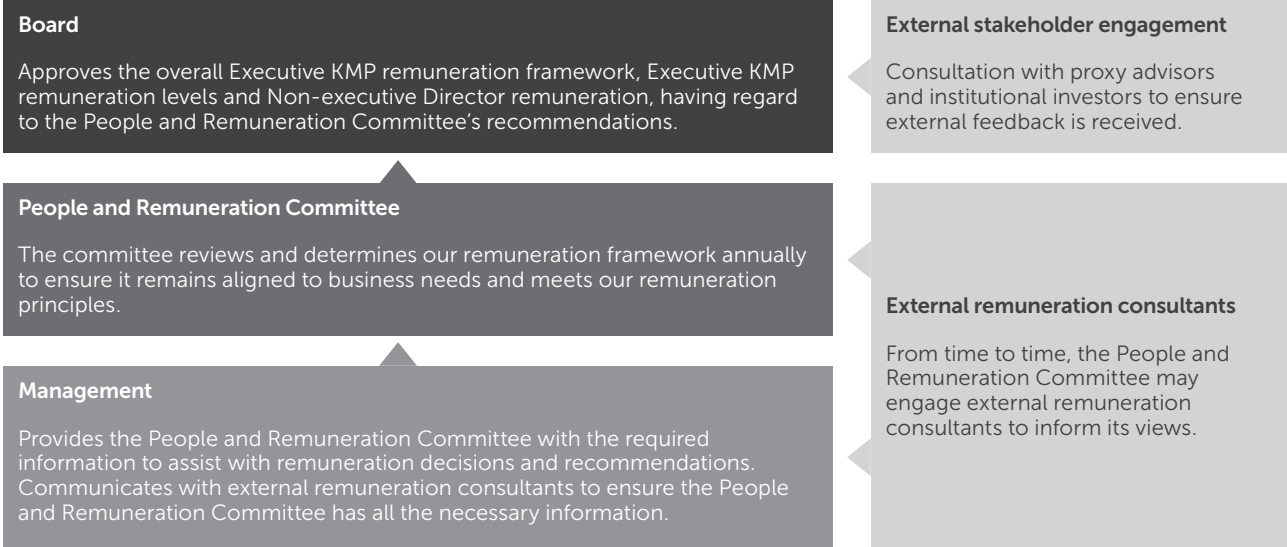
## Remuneration Report (continued)

## FY24 - FY26 Long-term Incentive (LTI)

<b>Description</b>	LTI is delivered via a Performance Rights plan with annual grants made to eligible employees (including all Executive KMP) as part of their variable remuneration. The Performance Rights are subject to performance measures and a three-year performance period.																				
<b>Performance period</b>	Three (3) years, commencing on 1 July 2023 and ending 30 June 2026.																				
<b>Maximum opportunity</b>	MD & CEO: 120% of TFR CFO, President Contract Mining and former President Contract Mining: 75% of TFR																				
<b>Delivery</b>	The LTI will be wholly delivered in Performance Rights at nil exercise price. Any Performance Rights that are provided to the MD & CEO are subject to shareholder approval as per ASX Listing Rule 10.14																				
<b>Allocation methodology</b>	The LTI will be granted on a face value basis. This is calculated as the LTI opportunity (\$) divided by the 10-day volume weighted average price (VWAP) of the company's shares prior to the commencement date of the performance period, which is 1 July 2023.																				
<b>Performance measures</b>	<p>The performance measures are aligned to shareholder returns and the business strategy.</p> <p><b>Relative Total Shareholder Return (TSR) (50%)</b></p> <p>The vesting metrics are as follows:</p> <table border="1"> <thead> <tr> <th>Level of performance</th> <th>% of Performance Rights that will vest</th> </tr> </thead> <tbody> <tr> <td>Below Median</td> <td>0%</td> </tr> <tr> <td>Median</td> <td>50%</td> </tr> <tr> <td>Median to 75<sup>th</sup> percentile</td> <td>Straight-line vesting between 50% and 100%</td> </tr> <tr> <td>75<sup>th</sup> percentile and above</td> <td>100%</td> </tr> </tbody> </table> <p>The peer group for the relative TSR measure includes Austin Engineering Limited; Boart Longyear, Group Limited; DDH1 Limited; Develop Global Limited; Emeco Holdings Limited; GR Engineering Services Limited; Imdex Limited; Lycopodium Limited; Macmahon Holdings Limited; Mader Group Limited; Monadelphous Group Limited; NRW Holdings Limited; Perseus Mining Limited; Resolute Mining Limited; SRG Global Limited and West African Resources Limited. Vesting assessment is inclusive of Perenti's TSR.</p> <p><b>Return on equity (ROE) (30%)</b></p> <p>The vesting metrics are as follows with ROE performance calculated as the simple average of the ROE calculations for each of the three relevant financial years.</p> <table border="1"> <thead> <tr> <th>Level of performance</th> <th>% of Performance Rights that will vest</th> </tr> </thead> <tbody> <tr> <td>Less than 6.6% ROE over Performance Period.</td> <td>0%</td> </tr> <tr> <td>6.6% ROE over Performance Period.</td> <td>30%</td> </tr> <tr> <td>Between 6.6% and 7.4% ROE over Performance Period.</td> <td>Straight-line vesting between 30% and 100%</td> </tr> <tr> <td>Greater than 7.4% ROE over Performance Period.</td> <td>100%</td> </tr> </tbody> </table> <p><b>Strategic initiative 1: Psychologically safe work environment (10%)</b></p> <p>Vesting is based on the Board's assessment of strategically shifting the culture of the organisation to ensure a psychologically safe and inclusive work environment. This initiative requires evolving our culture to provide a strategic advantage in line with increasing societal expectations of a safe and respectful workplace through the elimination of bullying and sexual harassment.</p> <p>Assessment will be via completion of inclusion action plans and improvement in related workplace surveys.</p> <p><b>Strategic initiative 2: Reducing debt leverage (10%)</b></p> <p>Vesting is based on reducing leverage to or less than 0.9 times EBITDA, excluding the effect of any possible acquisitions, or other Board approved strategic initiatives, as aligned to the Capital Management Policy introduced in December 2021.</p> <p>The Board retains absolute discretion with respect to the targets and outcomes assessed under the LTI plan.</p>	Level of performance	% of Performance Rights that will vest	Below Median	0%	Median	50%	Median to 75 <sup>th</sup> percentile	Straight-line vesting between 50% and 100%	75 <sup>th</sup> percentile and above	100%	Level of performance	% of Performance Rights that will vest	Less than 6.6% ROE over Performance Period.	0%	6.6% ROE over Performance Period.	30%	Between 6.6% and 7.4% ROE over Performance Period.	Straight-line vesting between 30% and 100%	Greater than 7.4% ROE over Performance Period.	100%
Level of performance	% of Performance Rights that will vest																				
Below Median	0%																				
Median	50%																				
Median to 75 <sup>th</sup> percentile	Straight-line vesting between 50% and 100%																				
75 <sup>th</sup> percentile and above	100%																				
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Less than 6.6% ROE over Performance Period.	0%																				
6.6% ROE over Performance Period.	30%																				
Between 6.6% and 7.4% ROE over Performance Period.	Straight-line vesting between 30% and 100%																				
Greater than 7.4% ROE over Performance Period.	100%																				
<b>Cessation of employment</b>	<p>Typically, if employment ceases or Executive KMP resigns before the end of any LTI performance periods, the Executive KMP foregoes any Performance Rights for the performance periods which they would have otherwise been entitled.</p> <p>Notwithstanding the above, the Board retains absolute discretion to treat LTI awards and vesting as it sees fit on cessation of employment.</p>																				
<b>Malus/clawback</b>	<p>In circumstances of fraud, dishonesty or gross misconduct by the participant, or breach of duties or obligations by the participant, the Board has the ability to:</p> <ul style="list-style-type: none"> <li>lapse all unvested LTI awards (malus); and</li> <li>require the individual to repay a portion of any LTI awards which have vested (clawback). This may occur via a sale of shares allocated under the LTI plan.</li> </ul>																				

Remuneration Report (continued)

### 7. Remuneration governance



The purpose of the People and Remuneration Committee is to assist the Board in fulfilling its responsibilities regarding people and remuneration. This includes overseeing that the Company has policies, frameworks and strategies which enable it to attract, reward and retain an inclusive and diverse selection of directors, executives and employees that will create an engaged workplace culture that contributes towards achieving positive outcomes for all stakeholders.

Ernst and Young were engaged during FY24 by the People and Remuneration Committee as external remuneration advisors. This advice did not include any remuneration recommendations. The People and Remuneration Committee is satisfied that the information provided was free from undue influence by any executive.

## Remuneration Report (continued)

## 8. Contractual arrangements with Executive KMP

## Statutory disclosure of FY24 Executive KMP remuneration

The table has been prepared in accordance with relevant accounting standards reflecting the remuneration for each Executive KMP that relates to their services in FY24.

Table 6 – Executive KMP remuneration

Name	Year	Fixed Remuneration				Variable remuneration				Total
		Cash Salary	Non-monetary benefits	Leave entitlements <sup>(1)</sup>	Post employment benefits (Super)	Other <sup>(2)</sup>	STI cash payment	STI Rights <sup>(3)</sup>	Performance Rights <sup>(4)</sup>	
<b>EXECUTIVE KMP</b>										
M Norwell	2024	1,082,601	42,155	(62,433)	27,399	—	447,881	132,770	1,451,486	3,121,859
	2023	1,084,708	42,155	15,461	25,292	—	697,219	531,827	1,587,626	3,984,288
P Bryant	2024	647,601	—	1,925	27,399	—	252,000	77,684	(449,779)	556,830
	2023	630,958	—	44,840	25,292	—	297,422	199,918	412,697	1,611,127
P Muller <sup>(5)</sup>	2024	467,700	—	50,406	13,699	—	200,941	53,314	336,432	1,122,492
	2023	937,515	—	58,824	25,292	187,500	580,568	412,775	671,233	2,873,707
G Iwanow	2024	494,935	—	38,056	20,549	—	270,006	135,003	—	958,549
	2023	—	—	—	—	—	—	—	—	—
Total executive directors and other KMPs	2024	2,692,837	42,155	27,954	89,046	—	1,170,828	398,771	1,338,139	5,759,730
	2023	2,653,181	42,155	119,125	75,876	187,500	1,575,209	1,144,520	2,671,556	8,469,122
Total non-executive directors	2024	973,191	—	—	105,876	—	—	—	—	1,079,067
	2023	878,911	—	—	79,032	—	—	—	—	957,943
<b>Total KMP remuneration expense</b>	2024	<b>3,666,028</b>	<b>42,155</b>	<b>27,954</b>	<b>194,922</b>	<b>—</b>	<b>1,170,828</b>	<b>398,771</b>	<b>1,338,139</b>	<b>6,838,797</b>
	2023	3,532,092	42,155	119,125	154,908	187,500	1,575,209	1,144,520	2,671,556	9,427,065

Notes

(1) This includes annual leave and long service leave.

(2) Includes temporary relocation allowance for Mr Muller in 2023.

(3) The 2024 figure includes the FY24 Deferred STI Rights portion and a true-up for grant date valuation for FY23 STI rights.

(4) The 2024 figure includes Performance Rights granted (for accounting purposes) by the Company in FY22, FY23 and FY24. The 2023 figure includes Performance Rights granted (for accounting purposes) by the Company in FY21, FY22, FY23 (including true-up expense reflecting the changes in the vesting probability), FY22, FY23 and FY24 performance rights for Mr Bryant were forfeited due to cessation of employment. STI rights remain on foot and subject to plan rules. Net Performance rights expense can be negative where there are forfeitures resulting from cessation of employment.

(5) Mr Muller ceased to be KMP on 31 December 2023 thus his remuneration has been pro-rated to his period as a KMP in the statutory remuneration table.

Remuneration and other terms of employment for Executive KMP are formalised in service agreements. A summary of the terms of employment as of the end of FY24 are presented on page 81.



## Remuneration Report (continued)

Table 7 – Employment contracts

Name	TFR	Duration of service agreement	Notice period		Severance payment entitlement
			By executive	By company	
<b>Mark Norwell</b> (MD & CEO)	1,110,000	Ongoing	6 months	6 months	No entitlement
<b>Peter Bryant</b> (CFO)	675,000	Ongoing	6 months	6 months	No entitlement
<b>Gabrielle Iwanow</b> (President Contract Mining)	962,800	Ongoing	6 months	6 months	No entitlement
<b>Paul Muller</b> (Former President Contract Mining)	962,800	Ongoing	6 months	6 months	No entitlement

The terms for the incoming CFO will be disclosed in the FY25 Remuneration Report.

## 9. Non-executive Director remuneration

### a. Non-executive Director fees

Non-executive Directors' fees are set at a level which enables the attraction and retention of experienced and skilled Board members to ensure an effective oversight role over the Company's operations. Fee levels aim to reflect the demands which are made on, and the responsibilities of, the Directors. Non-executive Directors' fees are reviewed annually by the Board to ensure fee levels are appropriate and in-line with the market.

The NED fee pool approved by shareholders at the FY23 Annual General Meeting is \$1.4 million per annum. The current Perenti Board fees are outlined adjacent.

There was no change to fees from FY23 to FY24.

Fee	Position	FY24 fees <sup>[1]</sup>
<b>Board of Directors</b>		
Board fees <sup>[2]</sup>	Board Chair	247,500
	Board Members	126,500
<b>Audit and Risk, People and Remuneration, and Safety and Sustainability</b>		
Committee fees <sup>[3]</sup>	Committee Chair	22,000
	Committee Members	11,000

[1] All fees are inclusive of superannuation with any legislated increases in superannuation leading to a reduction in base salary if required. An individual Non-executive Director may seek Australian Tax Office approval to be exempt from Superannuation payment as per relevant legislation.

[2] The Board Chair fee is inclusive of all Board and Committee responsibilities.

[3] The Committee Chair and Members fees include Nomination Committee responsibilities.

### b. Statutory disclosure of FY24 Non-executive Director remuneration

Table 8 – FY24 Non-executive Director remuneration

	Year	Base fee	Audit and Risk Committee	People and Remuneration Committee	Safety and Sustainability Committee	Superannuation	Total
<b>D Smith-Gander</b> <sup>[1]</sup>	2024	114,464	2,638	8,058	-	13,768	138,928
	2023	-	-	-	-	-	-
<b>A Atkins</b>	2024	113,964	-	9,910	9,910	14,716	148,500
	2023	109,265	-	4,977	9,955	13,041	137,238
<b>A Hall</b>	2024	113,964	19,820	9,910	-	15,806	159,500
	2023	109,265	19,005	9,955	-	14,514	152,739
<b>T Longstaff</b> <sup>[2]</sup>	2024	113,964	9,910	4,955	14,865	15,806	159,500
	2023	109,265	9,955	-	19,005	14,514	152,739
<b>C Laslett</b> <sup>[3]</sup>	2024	115,009	2,871	-	10,001	12,821	140,702
	2023	120,738	-	-	5,500	-	126,238
<b>A Sutton</b> <sup>[4]</sup>	2024	81,156	-	5,663	8,534	10,560	105,913
	2023	-	-	-	-	-	-
<b>R Cole</b> <sup>[5]</sup>	2024	155,727	-	-	-	17,130	172,857
	2023	213,801	-	-	-	22,449	236,250
<b>M Hine</b> <sup>[6]</sup>	2024	37,988	-	6,607	3,303	5,269	53,167
	2023	109,265	-	19,005	9,955	14,514	152,739
<b>Total non-executive directors</b>	2024	846,236	35,239	45,103	46,613	105,876	1,079,067
	2023	771,599	28,960	33,937	44,415	79,032	957,943

#### Notes

All movements in relation to which committees each Board member is included on along with the date of appointment if within the year is included in Section 2 of the Remuneration Report.

[1] Ms Smith-Gander was appointed to the Board on 16 October 2023, subsequently appointed as Chair of the Board on 12 March 2024. Ms Smith-Gander was also appointed as a member of the Audit and Risk Committee from 6 December 2023 to 12 March 2024 and Chair of the People and Remuneration Committee from 16 October 2023 to 12 March 2024.

[2] Mr Longstaff was appointed as Chair of the People and Remuneration Committee and ceased to be a Chair of the Safety and Sustainability Committee on 18 March 2024.

[3] Mr Laslett was appointed as a member of the Audit and Risk Committee on 18 March 2024.

[4] Ms Sutton was appointed to the Board on 16 October 2023 and as a member of the People and Remuneration Committee on 6 December 2023. Ms Sutton was also appointed as a member of the Safety and Sustainability Committee from 6 December 2023 and Chair of the Safety and Sustainability Committee from 18 March 2024.

[5] Mr Cole resigned as a Director effective 13 March 2024, ceased to be a member of the People and Remuneration Committee, Audit and Risk Committee and Safety and Sustainability Committee on 6 December 2023.

[6] Mr Hine resigned as a Director, ceased to be Chair of the People and Remuneration Committee and a member the Safety and Sustainability Committee on 13 October 2023.

## Remuneration report (continued)

## 10. Additional statutory information

This section provides details of any additional statutory disclosures that have not been included in the previous sections of the Remuneration Report. There have been no alterations to the terms and conditions of the prior year rights grants during the financial year.

### a. Executive KMP equity awards

#### Reconciliation of rights held by Executive KMP

The table below shows a reconciliation of rights held by each Executive KMP from the beginning to the end of 30 June 2024.

**Table 9 – Executive rights held by KMP**

Executive	Grant Date	Instrument	Holding at 01 July 2023		Rights Granted in FY24		Vested and exercised		Forfeited		Holding at 30 June 2024	Anticipated vesting date	Fair Value per right at grant date	Maximum amount yet to vest
			Number	%	Number	%	Number	%	Number	%				
M Norwell	28/5/2021	Performance Right - TSR	425,614	-	-	-	212,807	50	212,807	50	-	August 2023	\$ 0.21	-
	28/5/2021	Performance Right - ROACE	425,613	-	-	-	289,888	68	135,725	32	-	August 2023	0.54	-
	14/10/2022	Short Term Incentive Rights	515,961	-	-	-	515,961	100	-	0	-	October 2023	0.98	-
	14/10/2022	Performance Right - TSR	984,916	-	-	-	-	0	-	0	984,916	August 2024	0.75	-
	14/10/2022	Performance Right - ROE	590,949	-	-	-	-	0	-	0	590,949	August 2024	0.96	-
	14/10/2022	Performance Right - Strategic Objective 1	196,983	-	-	-	-	0	-	0	196,983	August 2024	0.96	-
	14/10/2022	Performance Right - Strategic Objective 2	196,983	-	-	-	-	0	-	0	196,983	August 2024	0.96	-
	14/10/2022	Performance Right - TSR	1,065,771	-	-	-	-	0	-	0	1,065,771	August 2025	0.75	266,443
	14/10/2022	Performance Right - ROE	639,462	-	-	-	-	0	-	0	639,462	August 2025	0.96	204,628
	14/10/2022	Performance Right - Strategic Objective 1	213,154	-	-	-	-	0	-	0	213,154	August 2025	0.96	68,209
	14/10/2022	Performance Right - Strategic Objective 2	213,154	-	-	-	-	0	-	0	213,154	August 2025	0.96	68,209
	13/10/2023	Short Term Incentive Rights	-	-	284,463	-	-	-	0	-	284,463	October 2024	1.01	29,869
	13/10/2023	Performance Right - TSR	-	-	543,452	-	-	-	0	-	543,452	June 2026	0.61	221,004
	13/10/2023	Performance Right - ROE	-	-	326,071	-	-	-	0	-	326,071	June 2026	0.95	206,512
	13/10/2023	Performance Right - Strategic Objective 1	-	-	108,690	-	-	-	0	-	108,690	June 2026	0.95	68,837
13/10/2023	Performance Right - Strategic Objective 2	-	-	108,690	-	-	-	0	-	108,690	June 2026	0.95	68,837	

## Remuneration Report (continued)

Executive	Grant Date	Instrument	Holding at 01 July 2023	Rights Granted in FY24	Vested and exercised		Forfeited		Holding at 30 June 2024	Anticipated vesting date	Fair Value per right at grant date	Maximum amount yet to vest
					Number	%	Number	%				
P Bryant	28/5/2021	Performance Right - TSR	158,167	-	79,084	50	79,084	50	-	August 2023	\$ 0.21	-
	28/5/2021	Performance Right - ROACE	158,167	-	107,729	68	50,438	32	-	August 2023	\$ 0.54	-
	13/5/2022	Performance Right - TSR	310,559	-	-	0	310,559	100	-	August 2024	\$ 0.45	-
	13/5/2022	Performance Right - ROE	186,335	-	-	0	186,335	100	-	August 2024	\$ 0.65	-
	13/5/2022	Performance Right - Strategic Objective 1	62,112	-	-	0	62,112	100	-	August 2024	\$ 0.65	-
	13/5/2022	Performance Right - Strategic Objective 2	62,112	-	-	0	62,112	100	-	August 2024	\$ 0.65	-
	10/10/2022	Short Term Incentive Rights	179,611	-	179,611	100	-	0	-	October 2023	\$ 0.91	-
	20/3/2023	Performance Right - TSR	360,056	-	-	0	360,056	100	-	August 2025	\$ 0.85	-
	20/3/2023	Performance Right - ROE	216,035	-	-	0	216,035	100	-	August 2025	\$ 1.00	-
	20/3/2023	Performance Right - Strategic Objective 1	72,012	-	-	0	72,012	100	-	August 2025	\$ 1.00	-
	20/3/2023	Performance Right - Strategic Objective 2	72,012	-	-	0	72,012	100	-	August 2025	\$ 1.00	-
	14/12/2023	Short Term Incentive Rights	-	121,347	-	0	-	0	121,347	December 2024	\$ 0.98	18,526
	19/1/2024	Performance Right - TSR	-	206,549	-	0	-	0	206,549	June 2026	\$ 0.40	-
	19/1/2024	Performance Right - ROE	-	123,929	-	0	-	0	123,929	June 2026	\$ 0.83	-
19/1/2024	Performance Right - Strategic Objective 1	-	41,310	-	0	-	0	41,310	June 2026	\$ 0.83	-	
19/1/2024	Performance Right - Strategic Objective 2	-	41,310	-	0	-	0	41,310	June 2026	\$ 0.83	-	
P Muller	28/5/2021	Performance Right - TSR	232,937	-	116,469	50	116,469	50	-	August 2023	\$ 0.21	-
	28/5/2021	Performance Right - ROACE	232,937	-	158,655	68	74,282	32	-	August 2023	\$ 0.54	-
	13/5/2022	Performance Right - TSR	533,940	-	-	0	-	0	533,940	August 2024	\$ 0.45	-
	13/5/2022	Performance Right - ROE	320,364	-	-	0	-	0	320,364	August 2024	\$ 0.65	-
	13/5/2022	Performance Right - Strategic Objective 1	106,788	-	-	0	-	0	106,788	August 2024	\$ 0.65	-
	13/5/2022	Performance Right - Strategic Objective 2	106,788	-	-	0	-	0	106,788	August 2024	\$ 0.65	-
	10/10/2022	Short Term Incentive Rights	429,637	-	429,637	100	-	0	-	October 2023	\$ 0.91	-
	20/3/2023	Performance Right - TSR	577,774	-	-	0	-	0	577,774	August 2025	\$ 0.85	163,703
	20/3/2023	Performance Right - ROE	346,663	-	-	0	-	0	346,663	August 2025	\$ 1.00	115,554
	20/3/2023	Performance Right - Strategic Objective 1	115,554	-	-	0	-	0	115,554	August 2025	\$ 1.00	38,518
	20/3/2023	Performance Right - Strategic Objective 2	115,554	-	-	0	-	0	115,554	August 2025	\$ 1.00	38,518
	14/12/2023	Short Term Incentive Rights	-	236,870	-	0	-	0	236,870	December 2024	\$ 0.98	36,162
	19/1/2024	Performance Right - TSR	-	294,615	-	0	-	0	294,615	June 2026	\$ 0.40	78,564
	19/1/2024	Performance Right - ROE	-	176,769	-	0	-	0	176,769	June 2026	\$ 0.83	97,812
19/1/2024	Performance Right - Strategic Objective 1	-	58,923	-	0	-	0	58,923	June 2026	\$ 0.83	32,604	
19/1/2024	Performance Right - Strategic Objective 2	-	58,923	-	0	-	0	58,923	June 2026	\$ 0.83	32,604	

STI Rights totalling 696,046 that relate to FY24 STI outcomes that are to be granted to current Executive KMP's post 30 June 2024 have not been included in the above table.

Details of rights over ordinary shares in the Company provided as remuneration to Executive KMP are set out above. On vesting, each right is convertible into one ordinary share of Perenti Limited. Further information on the rights is set out in note 28 to the financial statements.



## Remuneration report (continued)

**b. Shareholdings of KMP**

The number of ordinary shares in Perenti held directly, indirectly or beneficially by each individual (including shares held in the name of the spouse, superannuation fund, nominee and/or other controlled entities) as at 30 June 2024 are shown in Table 10 below.

Table 10 – Shareholdings of Executive KMP and Non-Executive Directors

Name	Balance at start of year	Received on vesting of rights	Other changes during the year		Balance at end of year
			Purchase of Shares	Disposed of Shares	
<b>Directors</b>					
D Smith-Gander	-	-	119,657	-	119,657
A Atkins	66,166	-	52,095	-	118,261
A Hall	142,500	-	20,000	-	162,500
T Longstaff	143,500	-	-	-	143,500
C Laslett	101,000	-	75,000	(1,000)	175,000
R Cole*	249,831	-	-	-	249,831
M Hine*	145,000	-	-	-	145,000
<b>Executive</b>					
M Norwell	933,980	1,018,658	50,000	-	2,002,638
P Bryant	543,515	366,424	-	-	909,939
P Muller*	1,304,991	704,762	-	-	2,009,753
G Iwanow	-	-	-	-	-

\* For former NED and KMP, their closing balance is reflected as at the date they ceased as Executive KMP.  
None of the shares above are held nominally by the directors or any of the other key management personnel.

**c. Prohibition on hedging of Perenti shares and unvested equity awards**

The Company's Securities Trading Policy imposes trading restrictions on all employees of the Company and its related companies with 'inside information' or with respect to derivative products and on trading securities during trading prohibition periods.

**d. Loans to Executive KMP**

Loans were extended to key management personnel (KMP) on acquisition of Barmenco group. The loans were made on normal terms and conditions. The outstanding balances were deducted from the final FY23 STI in October 2023, representing the full and final settlement of all loans and obligations. Interest was payable at rates of 4.52% to 7.77% on outstanding loan balances.

Table 11 – Loans to Executive KMP

	24	23
	\$	\$
<b>Loans to key management personnel</b>		
Beginning of the period	188,622	186,039
Loan repayments made	(188,622)	-
Interest charged	-	10,062
Interest received	-	(7,479)
<b>End of period</b>	-	188,622

**e. Other transactions with entities associated with KMP**

There were no other transactions with related parties.

This Remuneration Report was approved by the Board on 19 August 2024 and has been signed in accordance with a resolution of the Directors made pursuant to section 298(2) of the Corporations Act 2001 (Cth).

## Directors' report

### Share rights

Unissued share rights over ordinary shares of Perenti Limited at the date of this report are:

Date rights granted	Performance period end date	Fair value per right	Number
13 May 2022	30 June 2024	\$0.45	4,355,432
13 May 2022	30 June 2024	\$0.65	4,355,432
14 October 2022	30 June 2024	\$0.75	984,916
14 October 2022	30 June 2024	\$0.96	984,916
14 October 2022	30 June 2025	\$0.75	1,065,771
14 October 2022	30 June 2025	\$0.96	1,065,771
20 March 2023	30 June 2025	\$0.85	5,239,795
20 March 2023	30 June 2025	\$1.00	5,239,791
13 October 2023	13 October 2024	\$1.01	284,463
14 December 2023	14 December 2024	\$0.98	759,216
13 October 2023	30 June 2026	\$0.61	543,452
13 October 2023	30 June 2026	\$0.95	543,452
19 January 2024	30 June 2026	\$0.40	3,613,518
19 January 2024	30 June 2026	\$0.83	3,613,518
			<b>32,649,443</b>

Note 28 to the financial statements has information relating to the valuation techniques used to value the rights.

### Shares issued on the exercise of rights

The following ordinary shares of Perenti Limited were issued during the year ended 30 June 2024 on the exercise of rights granted under the Employee Rights Plan. No further shares have been issued since that date. No amounts are unpaid on any of the shares.

#### Date shares issued

	Fair value per right	Number of shares issued
31 September 2023	1.02	<b>2,912,614</b>
11 January 2024	0.99	<b>4,770,602</b>
		<b>7,683,216</b>

### Indemnification

Under the Company's constitution and subject to section 199A of the Corporations Act 2001, the Company indemnifies each of the directors, the company secretary and every other person who is an officer of the Company and its wholly-owned subsidiaries against:

- any liability incurred as an officer of the Company (as the case may be) by that person to any person other than the Company or a related body corporate of the Company, unless that liability arises out of conduct involving a lack of good faith or is a liability for a pecuniary penalty order under certain provisions of the Corporations Act 2001; and
- costs and expenses incurred in defending civil or criminal proceedings subject to certain conditions.

The above indemnity is a continuing indemnity and applies in respect of all acts done by a person while an officer of the Company or its wholly-owned subsidiaries even though the person is not an officer at the time the claim is made.

The Company has entered into a Deed of Indemnity, Access and Insurance ("Deed") with each current and former officer of the Company and its subsidiaries, including each director and company secretary and persons who previously held those roles. Under each Deed, to the extent permitted by law and to the extent and in the amount that the officer is not indemnified under any other indemnity, including an indemnity contained in any insurance policy, the Company indemnifies the relevant officer against all liabilities of any kind (including liabilities for legal expenses) incurred by the officer arising out of:

- the discharge of his or her duties as an officer of the Company or a subsidiary of the Company, or as an officer of any corporation in which the Company holds securities ("Related Corporation") where the officer is representing the interests of the Company in relation to the Related Corporation; and
- the conduct of the business of the Company or a subsidiary of the Company, or a Related Corporation where the officer is representing the interests of the Company in relation to that Related Corporation.

No amount has been paid under any of these indemnities during the financial year under review.

### Insurance of officers

During the financial year, the Company has paid a premium in respect of insuring the directors and officers of the Company and the Group. The insurance contract prohibits disclosure of the premium or the nature of liabilities insured against under the policy.

### Non-audit services

The Company may decide to employ the auditor on assignments additional to their statutory audit duties where the auditor's expertise and experience with the Company and/or the Group are important.

Details of the amounts paid or payable to the auditor (PwC) for audit and non-audit services provided during the year are set out in note 27 to the financial statements.

The Board have considered the position and, in accordance with advice received from the Audit and Risk Committee, is satisfied that the provision of the non-audit services is compatible with the general standard of independence for auditors imposed by the Corporations Act 2001. The directors are satisfied that the provision of non-audit services by the auditor did not compromise the auditor independence requirements of the Corporations Act 2001 for the following reasons:

- all non-audit services have been reviewed by the Audit and Risk Committee to ensure they do not impact the impartiality and objectivity of the auditor; and
- none of the services undermine the general principles relating to auditor independence as set out in APES 110 Code of Ethics for Professional Accountants.

During the year the following non-audit fees were paid for services provided by the auditor of the parent entity and its related practices:

	24	23
	\$	\$
<b>Non-audit services</b>		
Advisory and accounting consulting services	<b>181,485</b>	456,046
Taxation services	<b>765,915</b>	501,928
<b>Total remuneration for non-audit services</b>	<b>947,400</b>	957,974

### Auditor's independence declaration

The auditor's independence declaration as required under section 307C of the Corporations Act 2001 is set out on page 87.

### Rounding of amounts

The Company is of a kind referred to in ASIC Legislative Instrument 2016/191, relating to the 'rounding off' of amounts in the directors' report. Amounts in the directors' report have been rounded off, in accordance with the instrument, to the nearest thousand dollars, or in certain cases, to the nearest dollar.

This report is made in accordance with a resolution of directors.



**Diane Smith-Gander AO**  
Chair

Perth  
19 August 2024



**Mark Norwell**  
Managing Director & Chief Executive Officer

Perth  
19 August 2024



## Auditor's Independence Declaration



### Auditor's Independence Declaration

As lead auditor for the audit of Perenti Limited for the year ended 30 June 2024, I declare that to the best of my knowledge and belief, there have been:

- (a) no contraventions of the auditor independence requirements of the *Corporations Act 2001* in relation to the audit; and
- (b) no contraventions of any applicable code of professional conduct in relation to the audit.

This declaration is in respect of Perenti Limited and the entities it controlled during the period.

A handwritten signature in black ink that reads 'Helen Bathurst'.

Helen Bathurst  
Partner  
PricewaterhouseCoopers

Perth  
19 August 2024

## Corporate Governance Statement

The Company's 2024 Corporate Governance Statement outlines the Company's current corporate governance framework, by reference to the ASX Recommendations.

The Corporate Governance Statement is current as at 19 August 2024 and has been approved by the Board.

The statement can be found in the corporate governance section of the Company's website at [perentigroup.com](http://perentigroup.com). The related ASX Appendix 4G, a checklist cross-referencing the ASX Recommendations to disclosures in the Corporate Governance Statement and the 2024 Annual Report can be found under the ASX Announcements section of the Company's website at [perentigroup.com](http://perentigroup.com).

### Our Governance Framework

#### Board

Responsible for overseeing the performance and operations of the Company

Diane Smith-Gander	Mark Norwell	Alexandra Atkins	Andrea Hall	Timothy Longstaff	Craig Laslett	Andrea Sutton
Independent, Non-executive Chair	Managing Director & Chief Executive Officer	Independent, Non-executive Director	Independent, Non-executive Director	Independent, Non-executive Director	Independent, Non-executive Director	Independent, Non-executive Director

#### Board Committees

Assist the Board to discharge its responsibilities:

Audit and Risk	People and Remuneration	Safety and Sustainability	Nomination
----------------	-------------------------	---------------------------	------------

Below is the list of the Company's core governance framework documents. These documents are located on the Company's website.

#### Charters

Board	Audit and Risk	People and Remuneration	Safety and Sustainability	Nomination
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#### Corporate Governance Policies

Market Disclosure and Communication Policy	Anti-Bribery and Anti-Corruption Policy and Standard	Securities Trading Policy	Code of Conduct Policy and Booklet
Sustainability Policy	Risk Management Policy	Inclusion and Diversity Policy	Speak-Up Policy and Speak-Up Standards
Health, Safety and Wellbeing Policy	Quality Policy	Human Rights Policy	Eliminating Sexual Harassment Position Statement
Capital Management Policy	Climate Change Position Statement	Indigenous Peoples Position Statement	Environmental Policy

## Financial Statements

**Consolidated statement of profit or loss****For the year ended 30 June 2024**

	Notes	30 JUNE <b>24</b> \$'000	30 JUNE <b>23</b> \$'000
<b>Revenue</b>	2	<b>3,342,020</b>	2,880,136
Other income	2	<b>42,254</b>	43,330
Materials expense		<b>(992,923)</b>	(914,643)
Labour costs		<b>(1,374,206)</b>	(1,143,405)
Rental and hire expense	3	<b>(59,548)</b>	(55,629)
Depreciation expense	3	<b>(326,001)</b>	(283,646)
Amortisation expense	3	<b>(52,584)</b>	(33,998)
Finance costs	3	<b>(81,882)</b>	(64,609)
Finance income	3	<b>4,328</b>	3,675
Other expenses from ordinary activities	3	<b>(332,616)</b>	(260,275)
Impairment of assets	3	<b>—</b>	(4,728)
<b>Profit before income tax</b>		<b>168,842</b>	166,208
Income tax expense	4	<b>(61,677)</b>	(63,622)
<b>Profit for the year</b>		<b>107,165</b>	102,586
<b>Profit is attributable to:</b>			
Equity holders of Perenti Limited		<b>95,476</b>	95,739
Non-controlling interests		<b>11,689</b>	6,847
<b>Profit for the year</b>		<b>107,165</b>	102,586
<b>Earnings per share for profit attributable to the ordinary equity holders of the Company:</b>		<b>Cents</b>	<b>Cents</b>
Basic earnings per share	5	<b>10.9</b>	13.9
Diluted earnings per share	5	<b>10.5</b>	13.4



## Consolidated statement of comprehensive income

For the year ended 30 June 2024

	Notes	24 \$'000	23 \$'000
<b>Profit for the year</b>		<b>107,165</b>	102,586
<b>Other comprehensive income</b>			
<i>Items that may be reclassified to profit or loss</i>			
Exchange gains on translation of foreign operations	17	<b>4,078</b>	3,749
Exchange (losses)/gains on translation of foreign operations - non-controlling interest		<b>(299)</b>	670
<i>Items that will not be reclassified to profit or loss</i>			
Gain on revaluation of land and buildings, net of tax	17	<b>12,181</b>	—
Loss on revaluation of FVOCI financial assets, net of tax	17	<b>(279)</b>	—
<b>Other comprehensive income for the year, net of tax</b>		<b>15,681</b>	4,419
<b>Total comprehensive income for the year</b>		<b>122,846</b>	107,005
Total comprehensive income for the year is attributable to:			
Equity holders of Perenti Limited		<b>111,456</b>	99,488
Non-controlling interests		<b>11,390</b>	7,517
<b>Total comprehensive income for the year</b>		<b>122,846</b>	107,005

## Consolidated statement of financial position

As at 30 June 2024

		30 JUNE <b>24</b>	30 JUNE <b>23</b>
	Notes	\$'000	\$'000
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents		459,136	307,360
Trade and other receivables	7	509,137	435,220
Inventories	8	282,301	227,242
Current tax receivables		18,547	15,590
Assets classified as held for sale	9	9,457	18,663
<b>Total current assets</b>		<b>1,278,578</b>	1,004,075
<b>Non-current assets</b>			
Receivables	7	12,823	15,098
Property, plant and equipment	9	1,270,455	968,236
Right-of-use assets	11	42,614	45,616
Intangible assets	10	617,078	626,083
Deferred tax assets	4	133,996	164,266
Financial assets at fair value through other comprehensive income		254	—
<b>Total non-current assets</b>		<b>2,077,220</b>	1,819,299
<b>TOTAL ASSETS</b>		<b>3,355,798</b>	2,823,374
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Trade and other payables	12	432,887	421,385
Borrowings	15	3,468	3,201
Lease liabilities	11	13,647	16,538
Current tax liabilities		22,954	25,175
Employee benefit obligations	13	107,371	79,306
<b>Total current liabilities</b>		<b>580,327</b>	545,605
<b>Non-current liabilities</b>			
Borrowings	15	877,418	753,878
Lease liabilities	11	34,071	32,745
Deferred tax liabilities	4	63,238	58,554
Employee benefit obligations	13	11,688	6,136
Provisions		673	165
<b>Total non-current liabilities</b>		<b>987,088</b>	851,478
<b>TOTAL LIABILITIES</b>		<b>1,567,415</b>	1,397,083
<b>NET ASSETS</b>		<b>1,788,383</b>	1,426,291
<b>EQUITY</b>			
Contributed equity	17	1,374,352	1,118,448
Other reserves	17	(17,713)	(35,721)
Retained earnings		403,080	326,676
<b>Capital and reserves attributable to the owners of Perenti Limited</b>		<b>1,759,719</b>	1,409,403
Non-controlling interests		28,664	16,888
<b>Total equity</b>		<b>1,788,383</b>	1,426,291

## Consolidated statement of changes in equity

For the year ended 30 June 2024

	Notes	Attributable to owners of Perenti Limited				Non-controlling interests	Total equity
		Contributed equity	Other reserves	Retained earnings	Total		
		\$'000	\$'000	\$'000	\$'000		
<b>Balance at 1 July 2023</b>		<b>1,118,448</b>	<b>(35,721)</b>	<b>326,676</b>	<b>1,409,403</b>	<b>16,888</b>	<b>1,426,291</b>
Profit for the year		—	—	95,476	95,476	11,689	107,165
Other comprehensive income/(loss)		—	15,980	—	15,980	(299)	15,681
<b>Total comprehensive income for the year</b>		<b>—</b>	<b>15,980</b>	<b>95,476</b>	<b>111,456</b>	<b>11,390</b>	<b>122,846</b>
Asset revaluation reserve gain taken to retained earnings on sale of asset		—	(40)	40	—	—	—
Deferred tax on employee share trust		—	916	—	916	—	916
Transfer to non-controlling interest reserve		—	399	—	399	3,855	4,254
<b>Transactions with owners in their capacity as owners:</b>							
Consideration paid for acquisition of business		279,705	—	—	279,705	—	279,705
Dividends paid	18	—	—	(19,112)	(19,112)	—	(19,112)
Dividends paid to non-controlling interests		—	—	—	—	(3,469)	(3,469)
Buy-back of ordinary shares, gross of transaction costs and net of tax	17	(31,480)	—	—	(31,480)	—	(31,480)
Employee share rights - value of employee services	28	—	8,432	—	8,432	—	8,432
Shares issued on conversion of employee share rights	17	7,679	(7,679)	—	—	—	—
		255,904	2,028	(19,072)	238,860	386	239,246
<b>Balance at 30 June 2024</b>		<b>1,374,352</b>	<b>(17,713)</b>	<b>403,080</b>	<b>1,759,719</b>	<b>28,664</b>	<b>1,788,383</b>
Balance at 1 July 2022		1,137,030	(56,027)	230,937	1,311,940	10,420	1,322,360
Profit for the year		—	—	95,739	95,739	6,847	102,586
Other comprehensive income		—	3,749	—	3,749	670	4,419
<b>Total comprehensive income for the year</b>		<b>—</b>	<b>3,749</b>	<b>95,739</b>	<b>99,488</b>	<b>7,517</b>	<b>107,005</b>
Transfer to non-controlling interest reserve		—	6,231	—	6,231	(831)	5,400
<b>Transactions with owners in their capacity as owners:</b>							
Dividends paid to non-controlling interests		—	—	—	—	(218)	(218)
Buy-back of ordinary shares, gross of transaction costs and net of tax	17	(20,372)	—	—	(20,372)	—	(20,372)
Deferred tax movement on capital raising costs	17	(370)	—	—	(370)	—	(370)
Employee share rights - value of employee services	28	—	12,486	—	12,486	—	12,486
Shares issued on conversion of employee share rights		2,160	(2,160)	—	—	—	—
		(18,582)	16,557	—	(2,025)	(1,049)	(3,074)
<b>Balance at 30 June 2023</b>		<b>1,118,448</b>	<b>(35,721)</b>	<b>326,676</b>	<b>1,409,403</b>	<b>16,888</b>	<b>1,426,291</b>



## Consolidated statement of cash flows

For the year ended 30 June 2024

	Notes	30 JUNE 24 \$'000	30 JUNE 23 \$'000
<b>Cash flows from operating activities</b>			
Receipts from customers (inclusive of goods and services tax)		3,617,064	3,009,036
Payments to suppliers and employees (inclusive of goods and services tax)		(2,983,704)	(2,486,359)
		633,360	522,677
Interest received		4,235	1,538
Interest and other costs of finance paid		(65,228)	(61,186)
Income taxes paid		(72,927)	(64,909)
Transaction costs relating to acquisition of subsidiary		(11,649)	—
<b>Net cash inflow from operating activities</b>	6	<b>487,791</b>	398,120
<b>Cash flows from investing activities</b>			
Payments for property, plant, equipment and intangibles		(335,154)	(373,921)
Proceeds from sale of property, plant and equipment		21,335	76,729
Proceeds from sale of assets held for sale		10,522	16,338
Payments for purchase of subsidiaries, net of cash acquired	20	(36,017)	—
Loan to DDH1 Limited, pre acquisition		(38,000)	—
(Loan to)/repayment of loan by non-controlling interest		(5,412)	168
<b>Net cash outflow from investing activities</b>		<b>(382,726)</b>	(280,686)
<b>Cash flows from financing activities</b>			
Proceeds from borrowings		842,255	340,106
Repayment of borrowings		(698,670)	(433,195)
Redemption premium on 2025 High Yield Bonds		(5,695)	—
Payments of lease liabilities		(17,790)	(28,611)
Dividends paid	18	(19,112)	—
Dividends paid to non-controlling interest		(3,407)	(435)
Payments for bonds buy-back, gross of transaction costs		—	(24,887)
Payments for borrowing costs		(14,976)	(4,586)
Payments for share buy-back, gross of transaction costs		(29,756)	(21,526)
Proceeds from disposal of a non-controlling interest		—	5,400
<b>Net cash inflow/(outflow) from financing activities</b>		<b>52,849</b>	(167,734)
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>157,914</b>	(50,300)
Cash and cash equivalents at the beginning of the financial year		307,360	348,519
Effects of exchange rate changes on cash and cash equivalents		(6,138)	9,141
<b>Cash and cash equivalents at end of year</b>		<b>459,136</b>	307,360

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## Notes to the consolidated financial statements

### About this report

Perenti Limited (referred to as 'Perenti') is a for-profit company limited by shares incorporated and domiciled in Australia whose shares are publicly traded on the Australian Securities Exchange (ASX). The nature of the operations and principal activities of Perenti and its subsidiaries (referred to as 'the Group') are described in the segment information.

The consolidated financial report of the Group for the financial year ended 30 June 2024 (FY24) was authorised for issue in accordance with a resolution of the directors on 19 August 2024. The Directors have the power to amend and reissue the financial report.

These general-purpose financial statements have been prepared in accordance with Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board, Urgent Issues Group Interpretations and the Corporations Act 2001.

The Group adopted all new and amended Accounting Standards and Interpretations issued by the AASB that are relevant to the Group and effective for reporting periods beginning on or before 1 July 2023. The Group does not early adopt Accounting Standards and Interpretations that have been issued or amended but are not yet effective. Refer to note 29 for further details.

#### Rounding of amounts

The Company is of a kind referred to in ASIC Legislative Instrument 2016/191, issued by the Australian Securities and Investments Commission, relating to the 'rounding off' of amounts in this report and the accompanying financial report. Amounts in this report and the accompanying financial report have been rounded off to the nearest thousand dollars, or in certain cases, to the nearest dollar.

#### Compliance with IFRS

The consolidated financial statements of Perenti Limited and its subsidiaries also comply with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB).

#### Historical cost convention

These financial statements have been prepared on a historical cost basis except for the following:

- certain classes of property, plant and equipment measured at fair value,
- assets held for sale are measured at the lower of carrying amount and fair value less costs to sell, and
- certain financial assets and liabilities measured at fair value through other comprehensive income.

#### Material and other accounting policies

Material and other accounting policies that summarise the measurement basis used and are relevant to an understanding of the financial statements are provided throughout the notes to the financial statements. These policies have been consistently applied to all the periods presented, unless otherwise stated.

#### Significant judgements and estimates

This note provides a list of all significant judgements and estimates adopted in the preparation of these consolidated financial statements which haven't been disclosed elsewhere in this document. These policies have been consistently applied to all the periods presented, unless otherwise stated. The financial statements are for the consolidated entity consisting of Perenti Limited and its subsidiaries.

- Recognition of revenue (Note 2)
- Impairment of assets (Note 7, 8, 9 & 10)
- Recognition of deferred tax assets & Uncertain tax position (Note 4)
- Estimation of useful life of property, plant, equipment and intangibles (Note 9, 10)
- Estimation uncertainties and judgements made in relation to lease accounting (Note 11)
- Estimation of fair values of land and buildings (Note 9)
- Estimation of fair values of assets and liabilities acquired in business combination (Note 20)
- Share based payments (Note 28)

#### Principles of consolidation

##### Subsidiaries

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity where the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

The acquisition method of accounting is used to account for all business combinations by the Group.

Intercompany transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Non-controlling interests in the results and equity of subsidiaries are shown separately in the consolidated statement of profit or loss, consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of financial position respectively.

#### Foreign currency

##### Foreign and presentation currency translations

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The consolidated financial statements are presented in Australian dollars (\$), which is Perenti Limited's functional and presentation currency.



### Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at year end exchange rates are generally recognised in profit or loss. They are deferred in equity if they are attributable to part of the net investment in a foreign operation.

Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. Translation differences on assets and liabilities carried at fair value are reported as part of the fair value gain or loss.

### Significant transactions during the period

#### Acquisition of DDH1 Limited

On 6 October 2023, the Group completed the acquisition of DDH1 Limited ("DDH1") and its subsidiaries by a scheme of arrangement. The total consideration paid to DDH1 shareholders was \$329.7 million for 100% of the shares.

DDH1 brings significant capability across a range of specialised surface and underground drilling services that complement Perenti's existing service offerings. Perenti will benefit from increased scale, synergies derived from the amalgamated group and the ability to leverage the operational and financial strengths of both companies.

#### Restructure of operating segments

As a result of the acquisition of the DDH1 Group in October 2023, a new Drilling Services Division combining the DDH1 and Ausdrill businesses was formed to reflect divisional accountability under the operating model. As a result of Ausdrill transferring to Drilling Services, the Contract Mining Surface Africa and the Underground businesses were combined into one Contract Mining Segment, reflective of the type of services the respective business units provide.

### Notes to the financial statements

The notes are organised into the following sections:

- *Group performance*: provides a breakdown of individual line items in the income statement that the directors consider most relevant and performance measures such as earnings per share and cashflow information;
- *Group balance sheet*: provides a breakdown of individual line items in the balance sheet that the directors consider most relevant;
- *Capital management*: provides information about the capital management practices of the Group and shareholder returns for the year;
- *Risk*: discusses the Group's exposure to various financial risks, explains how these affect the Group's financial position and performance and what the Group does to manage these risks;
- *Group information*: explains aspects of the Group structure and how changes have affected the financial position and performance of the Group, as well as disclosing related party transactions and balances; and
- *Other*: provides information about items that are not recognised in the financial statements but could potentially have a significant impact on the Group's financial position and performance; and provides information on items which require disclosure to comply with Australian Accounting Standards and other regulatory pronouncements.

## About this report

# 1 Segment information

### Description of segments

Management has determined the operating segments based on the internal reports reviewed by the Managing Director that are used to make strategic decisions. The Managing Director assesses the performance of the operating segments based on Revenue and EBIT(A).

The Managing Director identifies the operating segments based on the nature of the services provided, jurisdiction where services are performed and the nature of risks and returns associated with each business.

As a result of the acquisition of the DDH1 Group in October 2023, a new Drilling Services division combining the DDH1 and Ausdrill businesses was formed to reflect divisional accountability under the operating model. As a result of Ausdrill transferring to Drilling Services, the Contract Mining Surface Africa and the Underground businesses were combined into one Contract Mining Segment, reflective of the type of services the respective business units provide.

The disclosed operating segments for Drilling Services and Contract Mining have been updated to reflect this change, and the 30 June 2023 amounts have been restated to be presented on the same basis.

### Reportable segments are:

#### Contract Mining

The provision of Underground and Surface contract mining services in Australia, Africa and North America.

#### Drilling Services

The provision of drilling services across all stages of the mine life cycle including specialised deep hole multi-intersectional directional Diamond Core drilling, underground Diamond Core drilling, drilling and blasting and in-pit grade control in Australia, Europe and North America.

#### Mining Services and idoba

Mining support services including equipment hire, equipment parts and sales, supply of equipment, logistics services and technology driven products and services.

#### Corporate

This segment includes corporate activity covering strategy, treasury, accounting, human resources, information technology, procurement, legal, risk, Investor relations and other corporate administration.

### Intersegment eliminations

Represents transactions between reporting segments that are eliminated on consolidation.

Financing arrangements are managed at a group level and therefore net financing costs are not allocated to segments.

### Underlying EBIT(A)

Underlying EBIT(A) is defined as earnings before finance costs, finance income, income tax expense or benefit, amortisation of customer related intangibles, idoba product development costs, gain on acquisition, net foreign exchange gains or losses, transaction, restructuring costs and other.

**Segment information provided to the Managing Director**

	Contract Mining	Drilling Services	Mining Services and idoba	Corporate	Eliminations	Consolidated
Year ended 30 June 2024	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Segment revenue</b>						
Sales to external customers	2,542,200	598,096	201,724	—	—	3,342,020
Intersegment sales	—	—	37,339	—	(37,339)	—
<b>Total sales revenue</b>	<b>2,542,200</b>	<b>598,096</b>	<b>239,063</b>	<b>—</b>	<b>(37,339)</b>	<b>3,342,020</b>
<b>Underlying segment EBIT(A)</b>	<b>287,285</b>	<b>50,611</b>	<b>25,418</b>	<b>(49,138)</b>	<b>—</b>	<b>314,176</b>
Customer related intangibles amortisation	(36,642)	(10,791)	—	—	—	(47,433)
Foreign exchange (loss)/gain, net	(14,621)	(455)	(3,744)	(1,767)	—	(20,587)
idoba product development	—	—	(15,023)	—	—	(15,023)
Transaction, restructuring costs and other	(695)	(632)	(1,814)	(7,035)	—	(10,176)
Gain on acquisition	—	25,439	—	—	—	25,439
<b>Reported segment EBIT</b>	<b>235,327</b>	<b>64,172</b>	<b>4,837</b>	<b>(57,940)</b>	<b>—</b>	<b>246,396</b>
Finance income						4,328
Finance costs						(81,882)
<b>Profit before tax</b>						<b>168,842</b>
Income tax expense						(61,677)
<b>Profit for the year</b>						<b>107,165</b>
Non-controlling interests						(11,689)
<b>Profit for the year attributable to members</b>						<b>95,476</b>
<b>Segment assets</b>	<b>2,653,818</b>	<b>678,740</b>	<b>251,805</b>	<b>1,786,736</b>	<b>(2,015,301)</b>	<b>3,355,798</b>
<b>Segment liabilities</b>	<b>1,358,026</b>	<b>259,146</b>	<b>166,772</b>	<b>1,235,866</b>	<b>(1,452,395)</b>	<b>1,567,415</b>
<b>Other segment information</b>						
Depreciation expense	(237,230)	(59,089)	(26,936)	(2,746)	—	(326,001)
Acquisition of property, plant and equipment, intangibles and other non-current assets	(239,669)	(61,268)	(33,348)	(869)	—	(335,154)
Proceeds from sale of property, plant and equipment and assets held for sale	18,460	4,144	9,253	—	—	31,857



**Prior period (restated due to formation of Drilling Services Division)**

	Contract Mining	Drilling Services	Mining Services and idoba	Corporate	Eliminations	Consolidated
Year ended 30 June 2023	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Segment revenue</b>						
Sales to external customers	2,479,274	202,606	198,256	—	—	2,880,136
Intersegment sales	—	—	26,400	—	(26,400)	—
<b>Total sales revenue</b>	<b>2,479,274</b>	<b>202,606</b>	<b>224,656</b>	<b>—</b>	<b>(26,400)</b>	<b>2,880,136</b>
<b>Underlying segment EBIT(A)</b>						
Customer related intangibles amortisation	(29,141)	—	—	—	—	(29,141)
Impairment of assets	(4,728)	—	—	—	—	(4,728)
Transaction, restructuring costs and other	5,225	—	(2,163)	(5,373)	—	(2,311)
Foreign exchange (loss)/gain, net	(2,286)	(139)	(76)	1,719	—	(782)
<b>Reported segment EBIT</b>	<b>273,179</b>	<b>14,600</b>	<b>5,047</b>	<b>(65,684)</b>	<b>—</b>	<b>227,142</b>
Finance income						3,675
Finance costs						(64,609)
<b>Profit before tax</b>						<b>166,208</b>
Income tax expense						(63,622)
<b>Profit for the year</b>						<b>102,586</b>
Non-controlling interests						(6,847)
<b>Profit for the year attributable to members</b>						<b>95,739</b>
Segment assets	<b>2,511,001</b>	<b>191,431</b>	<b>228,754</b>	<b>1,790,857</b>	<b>(1,898,669)</b>	<b>2,823,374</b>
Segment liabilities	<b>1,349,732</b>	<b>172,400</b>	<b>145,870</b>	<b>996,028</b>	<b>(1,266,949)</b>	<b>1,397,081</b>
<b>Other segment information</b>						
Depreciation expense	(233,255)	(19,643)	(27,447)	(3,301)	—	(283,646)
Acquisition of property, plant and equipment, intangibles and other non-current assets	(320,335)	(19,646)	(30,885)	(3,055)	—	(373,921)
Proceeds from sale of property, plant and equipment and assets held for sale	87,573	1,689	3,805	—	—	93,067

## Geographical information

The table below provides information on the geographical location of revenue from contracts with customers and non-current assets (other than deferred tax assets). Revenue and non-current assets are recorded in the applicable jurisdiction based on location of operation.

The revenue from external parties reported to the Managing Director is measured in a manner consistent with that in the consolidated income statement. Non-current assets are allocated based on the location of the operations and the physical location of the asset.

	30 June 2024		30 June 2023	
	Revenue from external customers	Non-current segment assets	Revenue from external customers	Non-current segment assets
	\$'000	\$'000	\$'000	\$'000
<b>Contract Mining</b>				
- Australia	968,431	351,192	1,006,331	366,393
- Ghana	508,796	321,384	480,777	324,440
- Botswana	369,669	225,122	301,625	194,940
- Burkina Faso	306,005	239,813	322,169	267,898
- Tanzania	148,075	95,932	143,372	108,488
- Canada and USA	142,442	42,236	111,429	38,725
- Senegal	98,782	31,210	109,847	42,487
- Other foreign countries	—	5,913	3,725	9,461
<b>Drilling Services</b>				
- Australia	553,749	438,674	202,605	128,161
- Canada and USA	34,619	10,347	—	—
- Portugal	6,389	6,262	—	—
- Spain	2,756	123	—	—
- Other foreign countries	584	147	—	—
<b>Mining Services and idoba</b>				
- Australia <sup>1</sup>	173,402	134,509	163,388	136,447
- Africa <sup>2</sup>	28,321	2,055	34,868	359
<b>Corporate</b>				
- Australia	—	38,305	—	37,234
<b>Total</b>	<b>3,342,020</b>	<b>1,943,224</b>	<b>2,880,136</b>	<b>1,655,033</b>

<sup>1</sup> Intersegment revenue for the period is \$1,024,000 (2023: \$1,266,000).

<sup>2</sup> Intersegment revenue for the period is \$36,315,000 (2023: \$25,134,000).

## Group performance

**2 Revenue and other income**

The Group derives the following types of revenue:

	<b>24</b>	<b>23</b>
	<b>\$'000</b>	<b>\$'000</b>
Contracting services revenue	<b>3,190,566</b>	2,714,185
Equipment rental	<b>66,780</b>	67,199
Sale of mining supplies and goods	<b>71,216</b>	78,720
Consulting services	<b>13,458</b>	20,032
	<b>3,342,020</b>	2,880,136

**Timing of revenue recognition**

	<b>24</b>	<b>23</b>
	<b>\$'000</b>	<b>\$'000</b>
At a point in time	<b>71,216</b>	78,720
Over time	<b>3,270,804</b>	2,801,416
	<b>3,342,020</b>	2,880,136

**Recognition and measurement**

Revenue is recognised for the major business activities using the methods outlined below.

**Contracting services revenue**

Contracting services revenue include underground and surface mining, drill and blast, in-pit grade control, exploration drilling, earthmoving and machinery rebuilds. The performance obligation is fulfilled over time as the Group enhances mining assets which the customer controls and for which the Group has a right to payment for performance to date and as such revenue is recognised over time.

Revenue is recognised monthly based on units of production at agreed contract rates that is aligned with the stand-alone selling prices for each performance obligation. Most of the Group's revenue is paid one month in arrears and therefore gives rise to accrued revenue. The total transaction price for contract services may include variable consideration.

Costs incurred prior to the commencement of a contract (mobilisation costs) may arise as these costs are incurred to fulfil a contract. Where these costs relate directly to a contract or to an anticipated contract, generate or enhance resources of the entity that will be used in satisfying (or in continuing to satisfy) performance obligations in the future, and are expected to be recovered, the fees received are capitalised and amortised over the contract consistent with the transfer of service to the customer.

**Equipment rental**

Rental income is recognised on either a straight-line or machine hours basis over the term of the operating lease.

**Mining supplies and manufactured goods**

Revenue is recorded at a point in time when control has been transferred to the customer, generally being when the goods have been dispatched or delivered to a customer pursuant to the sales order.

Contracts for sale of goods and services may include defect and warranty periods following completion of the sale or project. These obligations are not deemed to be separate performance obligations and therefore are estimated and included in the total costs of the contracts.

**Consulting services**

The Group provides operational improvement and technology consulting services to clients primarily in the mining sector. Delivery of these services represent performance obligations. Upon completion of each performance obligation, which is satisfied over time, the Group is entitled to payment for the services performed.

**Significant estimates and judgements****Variable consideration**

Where consideration in respect of a contract is variable, the expected value of revenue is only recognised to the extent that it is highly probable that it will not result in a significant reversal. The estimate is based on all available information including historic performance.

**Deferred revenue**

Deferred revenue (or a contract liability) arises where payment is received prior to work being performed and is allocated to the performance obligations within the contract and recognised as revenue over the course of the contract.

	<b>24</b>	<b>23</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Contract liability</b>		
Opening balance	<b>2,216</b>	3,278
Deferred revenue recognised	<b>1,712</b>	1,566
Revenue recognised	<b>(2,810)</b>	(3,000)
Exchange differences	<b>(8)</b>	372
<b>Closing balance</b>	<b>1,110</b>	2,216

**Other income**

The Group derives the following types of other income:

	<b>24</b>	<b>23</b>
	<b>\$'000</b>	<b>\$'000</b>
Gain on acquisition	<b>25,439</b>	–
Gain on disposal of non-current assets	<b>6,763</b>	20,539
Apprentice grants	<b>2,704</b>	6,046
Insurance and settlement proceeds	<b>1,738</b>	10,091
Other items	<b>5,610</b>	6,654
	<b>42,254</b>	43,330



### 3 Expenses

This note provides an analysis of expenses by nature and a breakdown of the items included in finance income and finance costs.

	24	23
	\$'000	\$'000
<b>Depreciation expense</b>		
Plant and equipment depreciation	306,906	257,376
Right-of-use asset depreciation	17,507	24,695
Buildings depreciation	1,588	1,575
<b>Total depreciation expense</b>	<b>326,001</b>	283,646
<b>Amortisation expense</b>		
Customer related intangibles amortisation	47,433	29,141
Software amortisation	4,778	4,857
Other	373	—
<b>Total amortisation expense</b>	<b>52,584</b>	33,998
<b>Rental and hire expenses</b>		
Rental expense for equipment	57,412	54,303
Rental expense for properties	2,136	1,326
<b>Total rental and hire expenses</b>	<b>59,548</b>	55,629
	24	23
	\$'000	\$'000
<b>Other expenses from ordinary activities</b>		
Travel and accommodation	58,052	39,783
Staffing, safety and training	55,265	44,048
Freight	48,064	35,118
IT and communications	26,761	22,076
Consultants	23,592	29,177
Insurance	19,092	14,792
Duties and taxes	14,336	19,562
Trade receivable provisions and bad debts	10,156	840
Property related expenses	9,137	8,529
Acquisition related costs	7,587	4,692
Bank charges	5,804	7,434
Foreign exchange loss/(gain), net	20,587	782
All other expenses	34,183	33,442
<b>Total other expenses</b>	<b>332,616</b>	260,275
<b>Impairment of assets</b>		
Impairment of property, plant and equipment	—	4,298
Impairment of inventory	—	430
<b>Total impairment of assets</b>	<b>—</b>	4,728

#### Finance income and finance costs

	24	23
	\$'000	\$'000
<b>Finance income</b>		
Interest income	(4,328)	(1,767)
Gain on settlement of debt	—	(1,908)
<b>Total finance income</b>	<b>(4,328)</b>	(3,675)
<b>Finance costs</b>		
Interest expense	64,432	56,217
Amortisation of borrowing cost	7,662	5,103
Redemption premium on 2025 High Yield Bonds	5,695	—
Lease contracts interest	3,983	3,279
Other finance costs	110	10
<b>Total finance costs</b>	<b>81,882</b>	64,609

#### Recognition and measurement

Expenses are recognised as incurred, refer to accounting policies summarised in notes 9 and 10 for depreciation and amortisation expense and note 13 for employee benefit expenses.

Interest income is presented as finance income where it is earned from financial assets that are held for cash management purposes. Any other interest income is included in other income.

## 4 Taxes

### Income tax expense

	24	23
	\$'000	\$'000
<b>Current tax expense</b>		
Current tax on profits for the year	23,824	71,372
Adjustments for prior periods	1,978	74
<b>Deferred tax expense</b>		
(Increase)/decrease in deferred tax assets	(23,925)	8,309
Increase/(decrease) in deferred tax liabilities	59,800	(16,133)
<b>Income tax expense</b>	<b>61,677</b>	<b>63,622</b>

### Tax reconciliation

<b>Profit before tax</b>	<b>168,842</b>	166,208
Income tax at the Australian tax rate of 30% (2023: 30%)	50,652	49,862
<b>Non-Deductible items:</b>		
Share-based payments	(14)	3,726
Withholding tax	6,452	6,105
Other assessable/non-deductible items	9,745	33,695
Difference in overseas tax rates	(7,448)	(11,560)
Adjustments for prior periods	1,978	74
Tax losses recognised	(1,900)	1,621
Movement in tax base due to effect of foreign currency translation	1,243	(5,586)
Movement in uncertain tax positions	969	(14,315)
<b>Income tax expense</b>	<b>61,677</b>	<b>63,622</b>

### Amounts directly recognised in equity

Employee share trust	916	—
Net loss on revaluation of financial assets at FVOCI	120	—
Deferred tax recognised on buy-back of ordinary shares	52	33
Deferred tax movement on capital raising costs	—	(370)
Net gain on revaluation on land and buildings	(4,140)	—
<b>Total tax recognised in equity</b>	<b>(3,052)</b>	<b>(337)</b>

### Tax losses for which deferred tax assets have not been recognised:

Unused tax losses for which no deferred tax asset has been recognised	84,135	80,531
Unrecognised deferred tax assets relating to the above unused tax losses	24,424	23,707

### Temporary differences for which deferred tax liabilities have not been recognised:

Undistributed earnings	371,170	277,803
Unrecognised deferred tax liabilities relating to the above undistributed earnings	34,485	26,385

### Deferred tax assets

	24	23
	\$'000	\$'000
<b>Deferred income tax relates to the following:</b>		
Employee benefits	36,998	28,259
Employee share trust	4,994	—
Accruals	13,061	17,206
Provision for obsolete stock	1,951	3,202
Doubtful debts	—	46
Depreciation	6,057	12,347
Right-of-use assets	12,985	13,365
Inventory	67	67
Borrowing and business expenses	3,349	1,629
Unrealised foreign exchange	—	5,111
Current/prior year tax losses recognised	155,215	128,182
Financial assets	57	—
<b>Deferred tax assets</b>	<b>234,734</b>	<b>209,414</b>
Set off deferred tax liabilities pursuant to set-off provisions	(100,738)	(45,148)
<b>Net deferred tax assets</b>	<b>133,996</b>	<b>164,266</b>
Deferred tax assets expected to be recovered within 12 months	95,829	88,335
Deferred tax assets expected to be recovered after more than 12 months	138,905	121,079
	<b>234,734</b>	<b>209,414</b>

### Deferred tax liabilities

	24	23
	\$'000	\$'000
<b>Deferred income tax relates to the following:</b>		
Depreciation	87,809	25,316
Customer related intangibles	36,616	41,666
Revaluation of land and buildings	8,620	6,507
Right-of-use assets	11,694	12,206
Uncertain tax positions	18,828	17,860
Doubtful debts	199	—
Unrealised foreign exchange	109	—
Other	101	147
<b>Deferred tax liabilities</b>	<b>163,976</b>	<b>103,702</b>
Set off with deferred tax assets pursuant to set-off provisions	(100,738)	(45,148)
<b>Net deferred tax liabilities</b>	<b>63,238</b>	<b>58,554</b>
Deferred tax liabilities expected to be settled within 12 months	33,736	14,829
Deferred tax liabilities expected to be settled after more than 12 months	130,240	88,873
	<b>163,976</b>	<b>103,702</b>

## 5 Earnings per share

### Recognition and measurement

#### Current taxes

Current tax expense is the expected tax payable on the taxable income for the current year and any adjustment to tax paid in respect of previous years.

#### Deferred taxes

Deferred tax expense represents movements in the temporary differences between the carrying amount of an asset or liability in the consolidated statement of financial position and its tax base.

Except for those noted above; deferred tax liabilities are recognised for all taxable temporary differences. Deferred tax assets are recognised for deductible temporary differences, unused tax losses and tax credits only if it is probable that sufficient future taxable income will be available to utilise those temporary differences and losses.

#### Offsetting deferred tax balances

Deferred tax assets and liabilities are offset only if there is a legally enforceable right to offset current tax assets and liabilities and when they relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities that the Group intends to settle its current tax assets and liabilities on a net basis.

### Significant judgements and estimates

#### Deferred tax asset

The Group reviews the carrying amount of its deferred tax assets at each balance date. Deferred tax is not recognised if the temporary difference arises from goodwill or from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither accounting profit nor the taxable profit.

At 30 June 2024 the Group has unrecognised benefits relating to carried forward tax losses, which can only be offset against eligible future tax profits. The Group has determined that there is sufficient future taxable profit in Australia to support the losses recognised but at this stage it is not sufficient to support the above unrecognised losses relating predominantly to the African operations.

#### Uncertain tax positions

The Group has tax matters, litigation and other claims, for which the timing of resolution and potential economic outflows are uncertain. Where the Group assesses an outcome for any tax matter, litigation or other claim as more likely than not to be accepted by the relevant tax authority, the position is adopted in the reported tax balances.

Because of the complexity of some of these positions the ultimate outcome may differ from the current estimate of the position. These differences will be reflected as increases or decreases to tax expense in the period in which new information is available.

	<b>24</b>	<b>23</b>
	<b>\$'000</b>	<b>\$'000</b>
Profit attributable to equity holders of the parent	<b>95,476</b>	95,739
	<b>Number</b>	Number
Weighted average number of shares on issue for basic earnings per share	<b>879,798,156</b>	689,850,285
Effect of share rights on issue	<b>27,901,163</b>	25,740,143
Weighted average number of shares on issue adjusted for the effect of dilution	<b>907,699,319</b>	715,590,428
	<b>Cents</b>	Cents
Basic earnings per share	<b>10.9</b>	13.9
Diluted earnings per share	<b>10.5</b>	13.4

The number of potential ordinary shares not considered dilutive at 30 June 2024 is nil (2023: nil).

### Recognition and measurement

#### Basic earnings per share

Basic earnings per share is calculated by dividing the profit attributable to equity holders of the Company, excluding any costs of servicing equity other than ordinary shares, by the weighted average number of ordinary shares outstanding during the financial year, adjusted for bonus elements in ordinary shares issued during the year.

#### Diluted earnings per share

Diluted earnings per share adjusts the figures used in the determination of basic earnings per share to take into account:

- the after income tax effect of interest and other financing costs associated with dilutive potential ordinary shares, and
- the weighted average number of shares assumed to have been issued for no consideration in relation to dilutive potential ordinary shares.

#### Other

#### Information on the classification of securities

#### Rights

Rights granted to employees are considered to be potential ordinary shares and have been included in the determination of diluted earnings per share to the extent to which they are dilutive. The rights have not been included in the determination of basic earnings per share. Details relating to the rights are set out in note 28.



## 6 Cashflow information

Reconciliation of profit/(loss) after income tax to net cash inflow from operating activities.

	<b>24</b>	<b>23</b>
	<b>\$'000</b>	<b>\$'000</b>
Profit for the year	<b>107,165</b>	102,586
Depreciation expense	<b>326,001</b>	283,646
Amortisation expense	<b>52,584</b>	33,998
Impairment of non-current assets	—	4,728
Net gain on settlement of debt	—	(1,908)
Redemption premium on 2025 High Yield Bonds	<b>5,695</b>	—
Net (gain)/loss on revaluation of land & buildings	<b>(256)</b>	—
Net exchange differences	<b>1,627</b>	(296)
Trade receivable provisions and bad debts	<b>10,156</b>	1,306
Non-cash employee benefits expense - share-based payments	<b>8,432</b>	12,531
Amortisation of borrowing costs and other non-cash finance costs	<b>7,752</b>	5,103
Gain on sale of non-current assets	<b>(6,763)</b>	(20,539)
Gain on acquisition	<b>(25,439)</b>	—
<b>Change in operating assets and liabilities:</b>		
(Increase)/decrease in trade debtors	<b>20,550</b>	(28,668)
(Increase)/decrease in inventories	<b>3,065</b>	(4,025)
(Increase)/decrease in deferred tax assets	<b>1,691</b>	(2,165)
(Increase)/decrease in other operating assets	<b>19,281</b>	(9,265)
(Decrease)/increase in trade creditors	<b>(39,746)</b>	19,819
(Decrease)/increase in provision for income taxes payable	<b>(9,050)</b>	17,144
(Decrease)/increase in deferred tax liabilities	<b>(2,870)</b>	(13,131)
(Decrease)/increase in other provisions	<b>7,916</b>	(2,744)
<b>Net cash inflow from operating activities</b>	<b>487,791</b>	398,120

## Group balance sheet

**7 Receivables**

	<b>24</b>	<b>23</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Current trade and other receivables</b>		
Trade receivables	214,917	145,730
Accrued revenue	216,765	205,648
Provision for impairment and expected credit loss (ECL) allowance	(19,724)	(12,350)
Net GST / VAT receivables	25,526	33,371
Other receivables	18,875	8,845
Prepayments	52,778	53,976
	<b>509,137</b>	<b>435,220</b>
<b>Non-current receivables</b>		
Other receivables	12,636	14,750
Prepayments	187	348
	<b>12,823</b>	<b>15,098</b>

**Recognition and measurement**

Trade and other receivables are recognised initially at fair value and subsequently measured at amortised cost, less provision for impairment and ECL allowance.

If collection of the amounts is expected in one year or less, they are classified as current assets. If not, they are presented as non-current assets.

**Trade receivables**

Trade receivables are amounts due from customers for goods sold or services performed in the ordinary course of business. Trade receivables are generally due for settlement not more than 90 days from the date of recognition.

**Accrued revenue**

Accrued revenue represents receivables for unbilled completed services where the Group's right to consideration is unconditional subject to only the passage of time.

**Other receivables**

This amount includes prepayments, GST / VAT receivables, and other receivables such as operating expense rebates and tax receivables.

**Significant judgments and estimates****Key estimate: Recoverability of trade and other receivables**

The aging of trade receivables greater than 90 days past due and excluding provisions for doubtful debts and expected credit losses are:

	<b>24</b>	<b>23</b>
	<b>\$'000</b>	<b>\$'000</b>
3 to 6 months	1,988	34,608
Over 6 months	27,297	11,419
	<b>29,285</b>	<b>46,027</b>

The Group applies the AASB 9 simplified approach to measuring ECL which uses a lifetime ECL allowance for trade receivables and accrued revenue. Accrued revenue relates to unbilled completed services and has substantially the same characteristics as the trade receivables for the same type of contracts.

ECL are based on a review of payment profiles over 12 months, historical credit loss experience in this period and financial information affecting the ability of the customers to settle the receivable.

Historical loss rates are adjusted to reflect balances receivable (or otherwise provided for) and to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

The Group has identified that the external credit ratings and default rates are the most relevant factors in understanding whether a client will be able to settle the receivable and these have been considered to arrive at an ECL.

	<b>24</b>	<b>23</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Movements in the provision for impairment and ECL allowance were as follows:</b>		
Balance at 1 July	12,350	10,980
Provision recognised during the year	9,861	541
Utilisation of provision	(4,755)	(85)
Acquisition of controlled entities	1,838	—
ECL allowance movement	430	914
<b>Balance at 30 June</b>	<b>19,724</b>	<b>12,350</b>

The Group's foreign currency risk and interest rate risk can be found in note 19.

## 8 Inventories

	24 \$'000	23 \$'000
Work in progress	20,564	16,083
Finished goods	20,366	20,738
Consumables	241,371	190,421
	<b>282,301</b>	227,242

### Recognition and measurement

Inventory is stated at the lower of cost or net realisable value.

### Consumables

Costs assigned to individual items of inventory are calculated on a weighted average cost basis.

### Work in progress and finished goods

These are largely related to Mining Services, the activities including manufacture and refurbishment of parts and equipment.

The cost comprises direct materials, direct labour and an appropriate proportion of variable and fixed overhead expenditure, the latter being allocated based on normal operating capacity.

### Significant judgments and estimates

#### Key estimate: Net realisable value

The key assumptions which require the use of management judgement, are the variables (obsolete or slow moving inventories) affecting the expected selling price in the ordinary course of business.

For the year ended 30 June 2024, write-downs of inventories to their net realisable value totalled \$2,129,000 (2023: \$423,000) and inventory provision reversal of \$5,806,000 (2023 inventory provision recognised: \$7,206,000) were recorded against the consolidated statement of profit or loss.

The inventory provision balance at 30 June 2024 amounted to \$11,043,000 (2023: \$17,995,000). In the prior period, \$430,000 impairment in Power Solutions Africa SARL was recorded against inventory balances for the year ended 30 June 2023.

## 9 Property, plant and equipment

	Land and buildings \$'000	Plant and equipment \$'000	Total \$'000
<b>Year ended 30 June 2024</b>			
Opening net book amount	23,548	944,688	968,236
Exchange differences	(21)	(4,758)	(4,779)
Acquisition of subsidiary	907	290,241	291,148
Additions	79	326,750	326,829
Revaluation of land and buildings	16,576	—	16,576
Disposals	—	(13,230)	(13,230)
Depreciation charge	(1,588)	(306,906)	(308,494)
Transfer between classes	(763)	763	—
Other transfers	—	(5,831)	(5,831)
<b>Closing net book amount</b>	<b>38,738</b>	<b>1,231,717</b>	<b>1,270,455</b>
<b>At 30 June 2024</b>			
Cost or fair value	43,046	2,524,885	2,567,931
Accumulated depreciation	(4,308)	(1,293,168)	(1,297,476)
<b>Net book amount</b>	<b>38,738</b>	<b>1,231,717</b>	<b>1,270,455</b>
<b>Year ended 30 June 2023</b>			
Opening net book amount	24,535	901,785	926,320
Exchange differences	474	19,577	20,051
Additions	114	368,336	368,450
Disposals	—	(67,258)	(67,258)
Depreciation charge	(1,575)	(257,376)	(258,951)
Impairment loss	—	(4,298)	(4,298)
Transfer from right-of-use	—	9,369	9,369
Transfer to inventory	—	(6,784)	(6,784)
Assets classified as held for sale	—	(18,663)	(18,663)
<b>Closing net book amount</b>	<b>23,548</b>	<b>944,688</b>	<b>968,236</b>
<b>At 30 June 2023</b>			
Cost or fair value	28,512	2,102,825	2,131,337
Accumulated depreciation	(4,964)	(1,158,137)	(1,163,101)
<b>Net book amount</b>	<b>23,548</b>	<b>944,688</b>	<b>968,236</b>

### Recognition and measurement

Land and buildings are recognised at fair value. Plant and equipment are stated at historical cost less depreciation and impairment. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance are charged to profit or loss during the reporting period in which they are incurred.



The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are included in profit or loss. When revalued assets are sold, it is Group policy to transfer any amounts included in other reserves in respect of those assets to retained earnings.

Maintenance, repair costs and minor renewals are charged as expenses as incurred. Significant costs incurred in overhauling plant and equipment are capitalised and depreciated over the remaining useful life of the asset or the component.

Depreciation on major plant and equipment and components is calculated on machine hours worked over their estimated useful life. Depreciation on other assets is calculated using the straight-line method to allocate their cost or revalued amounts, net of their residual values, over their estimated useful lives, as follows:

- Buildings: 5-25 years
- Plant and equipment: 2-15 years

### Assets held for sale

At 30 June 2024, the Group recorded \$9,457,000 (2023: \$18,663,000) of its idle fleet in its 100% owned subsidiary, African Mining Services Ghana Ltd (AMS Ghana) as held for sale. There are several parties interested in the property, plant and equipment held for sale at 30 June 2024 and the sale is expected to be completed in the financial year ending 30 June 2025.

### Significant judgements and estimates

#### Key estimate: Property, plant and equipment

The estimates of useful lives, residual value and depreciation methods require management judgement and are reviewed annually. If they need to be modified, the change is accounted for prospectively from the date of reassessment until the end of the revised useful life (for both current and future years). Such revisions are generally required when there are changes in economic circumstances impacting specific assets or groups of assets, such as changes to contract length or when an asset changes from idle to non-idle. These changes are limited to specific assets and as such, any reasonably possible change in the estimate is unlikely to have a material impact on the estimations of useful lives, residual value or amortisation methods.

#### Key estimate: Fair values of land and buildings

##### Fair Value Hierarchy

This note explains the judgements and estimates made in determining the fair values of the land and buildings that are recognised and measured at fair value in the financial statements. To provide an indication about the reliability of the inputs used in determining fair value, the Group has classified its non-financial assets into three levels as prescribed under the accounting standards. Land and Buildings are all classified as level 3 fair value measurements and there were no transfers between any levels for recurring fair value measurements during the current or prior period.

### Valuation techniques used to determine level 3 fair values

The Group obtains independent valuations for its freehold land and buildings at least every three years.

At the end of each reporting period, the directors update their assessment of the fair value of each property, taking into account the most recent independent valuations. The directors determine a property's value within a range of reasonable fair value estimates.

The best evidence of fair value is current prices in an active market for similar properties. Where such information is not available, the directors consider information from a variety of sources including:

- capitalised income projections based on a property's estimated net market income, and a capitalisation rate derived from an analysis of market evidence.
- current prices in an active market for properties of a different nature or recent prices of similar properties in less active markets, adjusted to reflect those differences.

### Valuation processes

The Group engages external, independent and qualified valuers to determine the fair value of the Group's land and buildings every three years. The fair values of the industrial sites properties have been determined by members of the Australian Property Institute and the Ghana Institute of Surveyors for the year ended 30 June 2024.

The main level 3 inputs used by the Group are derived and evaluated as follows:

- Industrial sites - discount rates, terminal yields, expected vacancy rates and values per square metre are estimated by members of the Australian Property Institute, and the Ghana Institute of Surveyors based on comparable transactions and industry data;
- Historical cost for recently completed buildings.

### Fair value measurements using significant unobservable inputs (level 3)

The following table presents the changes in level 3 items for the periods ended 30 June 2024 and 30 June 2023 for recurring fair value measurements:

	Land and buildings
	\$'000
<b>Year ended 30 June 2024</b>	
<b>Balance at 1 July 2023</b>	<b>23,548</b>
Acquisitions	986
Revaluation	16,576
Depreciation	(1,588)
Transfer between classes	(763)
Gain/(loss) recognised in other comprehensive income	(21)
<b>Closing balance at 30 June 2024</b>	<b>38,738</b>
<b>Year ended 30 June 2023</b>	
<b>Balance at 1 July 2022</b>	24,535
Acquisitions	114
Depreciation	(1,575)
Gain/(loss) recognised in other comprehensive income	474
<b>Closing balance at 30 June 2023</b>	<b>23,548</b>

### Valuation inputs and relationships to fair value

The following table summarises the quantitative information about the significant unobservable inputs used in level 3 fair value measurements.

Description	Fair value at		Valuation Technique	Unobservable inputs*	Range of inputs (probability-weighted average)		Relationship of unobservable inputs to fair value
	30 June 2024 \$'000	30 June 2023 \$'000			2024	2023	
Industrial Sites -Australia	14,103	12,062	Direct comparison	Selection of industrial sites with similar approximate utility	\$15-\$731 per m <sup>2</sup> (\$297)	\$5-\$632 per m <sup>2</sup> (\$340)	The higher the rate per square metre, the higher the fair value
Industrial Sites -Ghana	9,820	8,050	Direct comparison	Selection of industrial sites with similar approximate utility	\$314-\$925 per m <sup>2</sup> (\$524)	\$213-\$653 per m <sup>2</sup> (\$395)	The higher the rate per square metre, the higher the fair value
Office Buildings -Ghana	14,815	3,437	Direct comparison	Selection of industrial sites with similar approximate utility	\$3,562 per m <sup>2</sup>	\$857 per m <sup>2</sup> (\$857)	The higher the rate per square metre, the higher the fair value

\*There were no significant inter-relationships between unobservable inputs that materially affect fair values.

### Carrying amounts that would have been recognised if land and buildings were stated at cost

If land and buildings were stated on the historical costs basis, the amounts would be as follows:

	24 \$'000	23 \$'000
<b>Land and buildings</b>		
Cost	42,970	42,034
Accumulated Depreciation	(23,011)	(21,826)
<b>Net book amount</b>	<b>19,959</b>	20,208

Increases in the carrying amounts arising on revaluation of land and buildings are credited, net of tax, in other comprehensive income and accumulated in reserves in shareholders' equity. To the extent that the increase reverses a decrease previously recognised in profit or loss, the increase is first recognised in profit or loss. Decreases that reverse previous increases of the same asset are first recognised in other comprehensive income to the extent of the remaining surplus attributable to the asset; all other decreases are charged to profit or loss.

The difference between the asset's original cost and the revalued carrying amount net of tax is reclassified from the property, plant and equipment revaluation surplus to retained earnings when the asset is derecognised.

### Key Estimate: Impairment of Property, Plant and Equipment

For the year ended 30 June 2024, the Group assessed whether there were any indicators of impairment. The Company's market capitalisation at 30 June 2024 was below its net assets and management considered this factor amongst other impairment indicators at 30 June 2024.

Indicators of impairment can exist at an individual asset level due to factors such as technical obsolescence, declining market value, physical condition or saleability within a reasonable time frame. Other indicators of impairment can exist where there is a deterioration of financial performance of Cash Generating Units (CGUs) against their respective budgets and forecasts or as a result of changes to macroeconomic conditions. Where indicators of impairment exist, the recoverable amount was determined by calculating the higher of Fair Value less Cost of Disposal (FVLCD) and Value in Use (VIU).

### Summary of impairment assessment

The following table summarises the outcomes from impairment testing conducted across the Company's material CGUs.

Group of CGU's	Indicator for impairment testing		Valuation method used		Impairment expense/ (reversal) of PPE and Inventory	
	30 Jun 24	30 Jun 23	30 Jun 24	30 Jun 23	30 Jun 24	30 Jun 23
Contract Mining - Surface (Africa)	Y	Y	FVLCD	FVLCD	-	4,728
Contract Mining - Underground (Australasia / Africa and North America)	Y	Y	VIU	VIU	-	-
Drilling Services - Ausdrill*	Y	Y	FVLCD	FVLCD	-	-
Drilling Services - DDH1 Group**	Y	-	FVLCD	-	-	-
BTP Group	Y	Y	FVLCD	FVLCD	-	-

\* Previously referred to as Contract Mining - Surface (Australia) CGU.

\*\* The DDH1 Group consists of DDH1, Swick, Strike and Ranger brands which are now integrated into Perenti Group. Each of these brands are a separate CGU and is tested for impairment separately. As part of the work performed to recognise DDH1 at fair value on the date of acquisition, management obtained external valuations. Given the transaction was completed within 12 months from 30 June 2024, the valuations are considered current and used to support DDH1's carrying values. Refer to Note 20 for further details.

**Fair value less costs of disposal**

At 30 June 2024, the Group obtained independent valuation of the non-current assets within the Contract Mining - Surface (Africa), Drilling Services - Ausdrill and BTP Group CGUs to assess whether impairments or reversal of previous impairments were required.

Assets acquired during the year as part of the DDH1 business combination were recognised at fair value. Refer to note 20 for further detail. As the individual FVLCD are higher than their carrying amounts, no further impairment test was performed at the CGU levels.

During the year ended 30 June 2023, the Group decided to sell the property, plant, equipment and inventory in its 100% owned subsidiary Power Solutions Africa Sarl (PSA) for total consideration of \$6.2 million (USD\$4.5million). The difference between the consideration and asset carrying values resulted in an impairment to property, plant and equipment and inventory of \$4.7 million.

**Value in use**

In determining the Contract Mining - Underground CGU's recoverable amount using VIU, estimates are made regarding the present value of future cash flows. These estimates are calculated using management judgement, contain elements of risk and uncertainty, can be impacted by changes in economic conditions, and changes to the discount rates used to calculate the present value of future cash flows.

For the year ended 30 June 2024, no impairment or reversal was recorded against Contract Mining - Underground. Refer to note 10 for key assumptions used.

**10 Goodwill and intangibles**

	Goodwill \$'000	Software \$'000	Customer related intangibles \$'000	Development assets \$'000	Total \$'000
<b>Year ended 30 June 2024</b>					
Opening net book amount	457,300	29,887	138,896	—	626,083
Acquisition of subsidiary	—	—	30,647	6,494	37,141
Additions	—	5,415	—	1,018	6,433
Exchange differences	—	5	—	—	5
Amortisation expense	—	(4,778)	(47,433)	(373)	(52,583)
<b>Closing net book amount</b>	<b>457,300</b>	<b>30,529</b>	<b>122,110</b>	<b>7,139</b>	<b>617,078</b>
<b>At 30 June 2024</b>					
Cost	457,300	52,029	352,105	7,512	868,946
Accumulated amortisation and impairment	—	(21,500)	(229,995)	(373)	(251,867)
<b>Net book amount</b>	<b>457,300</b>	<b>30,529</b>	<b>122,110</b>	<b>7,139</b>	<b>617,078</b>
<b>Year ended 30 June 2023</b>					
Opening net book amount	457,300	26,870	168,037	—	652,207
Additions	—	7,946	—	—	7,946
Disposals	—	(145)	—	—	(145)
Exchange differences	—	73	—	—	73
Amortisation expense	—	(4,857)	(29,141)	—	(33,998)
<b>Closing net book amount</b>	<b>457,300</b>	<b>29,887</b>	<b>138,896</b>	<b>—</b>	<b>626,083</b>
<b>At 30 June 2023</b>					
Cost	457,300	46,805	321,458	—	825,563
Accumulated amortisation and impairment	—	(16,918)	(182,562)	—	(199,480)
<b>Net book amount</b>	<b>457,300</b>	<b>29,887</b>	<b>138,896</b>	<b>—</b>	<b>626,083</b>



## Recognition and measurement

### Goodwill

Goodwill acquired in a business combination is initially recognised at cost and subsequently measured at cost less accumulated impairment losses. Goodwill is tested for impairment annually, or more frequently if events or changes in circumstances indicate that it might be impaired.

### Customer related intangibles

Customer related intangibles acquired in a business combination are recognised at fair value at the acquisition date. They have a finite useful life and are subsequently carried at cost less accumulated amortisation and impairment losses.

### Key Estimate: Estimate of useful lives

The Group amortises intangible assets with a limited useful life using the straight-line method over the following periods:

- Software: 5-8 years
- Customer related intangibles: 2-12 years
- Development assets: 10 years

### Key Estimate: Impairment

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value-in-use. For the purposes of assessing for impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

Goodwill is allocated to cash-generating units for the purpose of impairment testing. The allocation is made to those cash-generating units or groups of cash-generating units that are expected to benefit from the business combination in which the goodwill arose, identified according to operating segments. Intangibles (other than goodwill) that suffered an impairment, are reviewed for possible reversal of the impairment at each reporting period.

The Group tested goodwill for impairment at 30 June 2024 and no impairment was recorded. Goodwill of \$449.8 million was recognised for the Contract Mining - Underground group of CGUs following the Barmingo acquisition in 2019 and \$7.5 million on the idoba group of companies that were progressively acquired during the financial years ended 30 June 2021 and 30 June 2022.

At 30 June 2024, the recoverable amount of the idoba assets have been determined based upon fair value less cost of disposal, with reference to the purchase price of the acquired interest by Sumitomo. There are no indicators to suggest that the fair value of the acquired companies has significantly changed.

Value-in-use calculations were performed to test for goodwill impairment. In determining the CGU recoverable amounts, estimates are made regarding the present value of future cash flows.

The basis of the estimates and key assumptions used to determine recoverable amounts and test for goodwill impairment in relation to the Underground CGU at 30 June 2024 are set out below:

- Cash flow projections were based upon individual committed and uncommitted project forecasts for the prospective five year period.
- Cash flow projections beyond the five-year period were extrapolated using a growth rate of 2.5% (2023: 2.5%).

- EBITDA margins were based upon historical averages adjusted for prevailing economic or commercial conditions. These have not been disclosed as they are considered to be commercially sensitive.
- The weighted average cost of capital pre-tax discount rates were in the range of 11.8% and 19.7% (2023: 12.6% and 23.7%) and varied depending on the country risk assigned to the region in which a project was domiciled. The present value of cash flows is sensitive to the growth and discount rates used noting a higher discount rate will result in a lower recoverable value.
- A foreign exchange rate of \$0.6682 US\$:AUD spot rate was used to translate the US Dollar denominated CGU's into Australian Dollars.

Management have considered various reasonably possible VIU sensitivities for the Underground Mining CGU at 30 June 2024, when testing goodwill for impairment. The table below shows the impairment impact of adjusting these sensitivity assumptions.

Assumption	% Change	Contract Mining - Underground Impairment (A\$)
Growth rate in terminal year	+1.0%	No impact
<i>(decrease reduces value)</i>	-1.0%	No impact
Discount rate	-1.0%	No impact
<i>(decrease increases value)</i>	+1.0%	No impact
Foreign exchange rate	-5cents	No impact
<i>(decrease increases value)</i>	+5cents	No impact
Average EBITDA margin	+1.0%	No impact
<i>(decrease reduces value)</i>	-1.0%	No impact

The above sensitivities have been performed holding all other assumptions in the model constant.

## 11 Leases

The Group leases various offices, warehouses, equipment and vehicles across various countries. Rental contracts are made for fixed periods of up to 15 years, but may have extension options as described below.

	24 \$'000	23 \$'000
<b>Right-of-use assets</b>		
Properties	39,046	34,908
Equipment	2,954	10,104
Motor vehicles	614	604
	<b>42,614</b>	45,616
<b>Lease liabilities</b>		
Current	13,647	16,538
Non-current	34,071	32,745
	<b>47,718</b>	49,283

The total cash outflow for leases (including interest) in 2024 was \$20,214,000 (2023: \$30,933,000).

## Non cash investing and financing

Additions to the right-of-use assets (excluding DDH1) during the 2024 financial year were \$2,734,000 (2023: \$21,626,000). During the period, additions due to acquisition of DDH1 were \$12,246,000.

### Amounts recognised in the consolidated statement of profit or loss relating to leases

	<b>24</b>	<b>23</b>
	\$'000	\$'000
Depreciation	<b>17,507</b>	24,695
Interest expense	<b>3,983</b>	3,279
Short-term/low-value lease expense	<b>34,667</b>	26,790
Variable lease payments expense	<b>24,880</b>	28,839

## Recognition and measurement

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

### Right-of-use assets

Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The initial cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, any restoration costs and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets. The estimated useful lives of the right-of-use land and building assets are between one and 15 years and right-of-use equipment and vehicles are between one and 5 years. The right-of-use assets are also subject to impairment, assessed in accordance with the Group's impairment policy.

### Lease liabilities

Lease liabilities are measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate (IBR) at the lease commencement date where the interest rate implicit in the lease is not readily determinable.

Payments associated with short-term leases of equipment and vehicles and all leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low-value leases are leases with total lease payments less than \$7,500 (US\$5,000).

### Variable lease payments

Some equipment leases contain variable payment terms that are linked to units of use of the particular asset. Often these will include a minimum usage charge each month which is considered the fixed element, and then items over and above the minimum are considered the variable element. Variable lease payments that depend on units of use are recognised in profit or loss in the period in which the condition that triggers those payments occurs.

Extension and termination options are included in a number of property and equipment leases across the Group. These are used to maximise operational flexibility in terms of managing the assets used in the Group's operations. The majority of extension and termination options held are exercisable only by the Group and not by the respective lessor.

## Significant judgements and estimates

### Critical judgements in determining lease term

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

For leases of warehouses, offices and equipment, the following factors are normally the most relevant:

As at 30 June 2024, potential future cash outflows of \$10,051,214 (undiscounted) (2023: \$11,238,000) have not been included in the lease liability because it is not reasonably certain that the leases will be extended (or not be terminated).

The lease term is reassessed if an option is actually exercised (or not exercised) or the Group becomes obliged to exercise (or not exercise) it. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstances occurs, which affects this assessment, and that is within the control of the lessee. During the current financial year, the financial effect of revising lease terms to reflect exercising extension and termination options was an increase to recognised lease liabilities and right-of-use assets of \$1,489,000 (2023: decrease of \$13,931,000).

## 12 Trade and other creditors

	<b>24</b>	<b>23</b>
	\$'000	\$'000
Trade payables	<b>238,274</b>	216,033
Accrued expenses	<b>92,635</b>	133,346
Payroll accruals	<b>70,671</b>	51,640
Net GST / VAT payables	<b>15,163</b>	5,575
Contract liabilities	<b>1,110</b>	2,216
Accrued bond interest	<b>11,587</b>	9,826
Other creditors and accruals	<b>3,447</b>	2,749
	<b>432,887</b>	421,385

### Recognition and measurement

These amounts represent liabilities for goods and services provided to the Group prior to the end of financial year which are unpaid, except contract liabilities. The amounts are unsecured and are usually paid within 45 to 60 days of recognition.

Trade and other payables are presented as current liabilities unless payment is not due within 12 months from the reporting date. They are recognised initially at their fair value and subsequently measured at amortised cost using the effective interest method. The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.

## 13 Employee benefit obligations

	Current \$'000	Non-current \$'000	Total \$'000
<b>24</b>	<b>107,371</b>	<b>11,688</b>	<b>119,059</b>
<b>23</b>	79,306	6,136	85,442

The current leave obligations include all of the accrued annual leave, the unconditional entitlements to long service leave where employees have completed the required period of service and employee entitlements to pro-rata payments where applicable. The total amount of the current provision of \$107,371,000 (2023: \$79,306,000) is presented as current, since the Group does not have an unconditional right to defer settlement for any of these obligations. However, based on past experience, the Group does not expect all employees to take the full amount of accrued leave or require payment within the next 12 months.

The following amounts reflect leave that is not expected to be taken or paid within the next 12 months.

	<b>24</b> \$'000	<b>23</b> \$'000
Current leave obligations expected to be settled after 12 months	<b>44,844</b>	28,638

### Recognition and measurement

#### Short-term obligations

Liabilities for wages and salaries, including non-monetary benefits and accumulating sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the balance sheet.

#### Other long-term employee benefit obligations

The liabilities for long service leave and annual leave are not expected to be settled wholly within 12 months after the end of the period in which the employees render the related service. They are therefore measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and period of service. Expected future payments are discounted using market yields at the end of the reporting period of high quality corporate bonds with terms and currencies that match, as closely as possible, the estimated future cash outflows. Remeasurements as a result of experience adjustments and changes in actuarial assumptions are recognised in profit or loss.

The obligations are presented as current liabilities in the balance sheet if the entity does not have an unconditional right to defer settlement for at least twelve months after the reporting date, regardless of when the actual settlement is expected to occur.

#### Share-based payments

Equity settled share-based compensation benefits are provided to employees via the Perenti Limited Incentive Rights Plan. Information relating to this scheme is set out in note 28.



## Capital management

### Overview

#### Risk management

The Group's capital management objectives are to ensure there is adequate funding to meet operation requirements, strategic objectives and to provide returns to shareholders through cost effective and efficient capital structuring.

The Group manages its capital needs through a combination of equity and debt funding arrangements. The Group uses a number of different measures to monitor capital including net gearing ratio, net leverage ratio and net debt. Capital is defined as the combination of shareholders' equity, reserves and net debt (inclusive of lease liabilities).

## 14 Net debt

This section sets out an analysis of net debt and the movements in net debt.

	<b>24</b>	<b>23</b>
	<b>\$'000</b>	<b>\$'000</b>
Cash and cash equivalents	459,136	307,360
Borrowings/lease liabilities - repayable within one year	(17,115)	(19,739)
Borrowings/lease liabilities - repayable after one year	(911,489)	(786,623)
<b>Net debt</b>	<b>(469,468)</b>	<b>(499,002)</b>

Cash and cash equivalents	459,136	307,360
Gross debt	(928,604)	(806,362)
<b>Net debt</b>	<b>(469,468)</b>	<b>(499,002)</b>

Gross debt is comprised of current and non-current borrowings and lease liabilities.

	Cash	Lease Liabilities	Borrowings	Total
	\$'000	\$'000	\$'000	\$'000
Net debt as at 1 July 2023	307,360	(49,283)	(757,079)	(499,002)
Cash flows	157,914	20,214	(128,466)	49,662
Foreign exchange adjustments	(6,138)	12	10,463	4,337
Other non cash movements	—	(18,661)	(5,804)	(24,465)
<b>Net debt at 30 June 2024</b>	<b>459,136</b>	<b>(47,718)</b>	<b>(880,886)</b>	<b>(469,468)</b>

#### Credit ratings

The Group currently has a credit rating of Ba2 (Outlook Positive) from Moody's, a credit rating of BB (Outlook Positive) from Standard & Poor's and a credit rating of BB+ (Outlook Stable) from Fitch. Where a credit rating is reduced or placed on negative watch, customers and suppliers may be less willing to contract with the Group. Banks and other lending institutions may demand more stringent terms (including increased pricing) on debt facilities to reflect the higher credit risk profile.

## 15 Interest-bearing loans and borrowings

	30 June 2024		
	Current	Non-current	Total
	\$'000	\$'000	\$'000
<b>24</b>			
<b>Secured</b>			
Bank loans	—	70,000	70,000
Other loans	2,271	—	2,271
Capitalised borrowing costs	—	(2,818)	(2,818)
<b>Total secured borrowings</b>	<b>2,271</b>	<b>67,182</b>	<b>69,453</b>
<b>Unsecured</b>			
USD notes	—	827,316	827,316
Loan from non-controlling interest	1,197	—	1,197
Capitalised borrowing costs	—	(17,080)	(17,080)
<b>Total unsecured borrowings</b>	<b>1,197</b>	<b>810,236</b>	<b>811,433</b>
<b>Total borrowings</b>	<b>3,468</b>	<b>877,418</b>	<b>880,886</b>

	30 June 2023		
	Current	Non-current	Total
	\$'000	\$'000	\$'000
<b>23</b>			
<b>Secured</b>			
Bank loans	—	113,000	113,000
Other loans	2,000	2,092	4,092
Capitalised borrowing costs	—	(3,410)	(3,410)
<b>Total secured borrowings</b>	<b>2,000</b>	<b>111,682</b>	<b>113,682</b>
<b>Unsecured</b>			
USD notes	—	649,718	649,718
Loan from non-controlling interest	1,201	—	1,201
Capitalised borrowing costs	—	(7,522)	(7,522)
<b>Total unsecured borrowings</b>	<b>1,201</b>	<b>642,196</b>	<b>643,397</b>
<b>Total borrowings</b>	<b>3,201</b>	<b>753,878</b>	<b>757,079</b>

	<b>24</b>	<b>23</b>
Fair value	\$'000	\$'000
USD notes	838,485	633,410

## Recognition and measurement

### Cash

For the purpose of presentation in the statement of cash flows, cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities in the statement of financial position.

### Borrowings

All borrowings are initially recognised at fair value less transaction costs. Borrowings are subsequently carried at amortised cost. Any difference between the proceeds received and the redemption amount is recognised in the income statement over the period of the borrowings using the effective interest method. Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the reporting period.

### Bank loans

In February 2024, Perenti increased its syndicated debt facility from \$420 million to \$445 million. The facility which comprised of a number of tranches were also extended to July 2026 and July 2027. As at 30 June 2024, 18% of the A\$445 million facility was drawn down inclusive of bank guarantees.

### Other loans

Other loans include asset financing arrangements with various financiers which are secured by the specific assets financed.

### USD notes

On 7 October 2020 Perenti issued a 6.50% US144A/RegS Guaranteed Senior Notes due for repayment 7 October 2025 with a US\$450 million principal amount. The interest on the notes is payable semi-annually on 7 April and 7 October. In October 2022 and May 2024 Perenti repurchased US\$17.1 million and redeemed US\$230.0 million of the notes, respectively. As at 30 June 2024, the balance of the notes is US\$202.9 million.

On 26 April 2024 Perenti issued a 7.50% US144A/RegS Guaranteed Senior Notes due for repayment 26 April 2029 with a US\$350 million principal amount. The interest on the notes is payable semi-annually on 26 April and 26 October.

Both notes were issued by Perenti Finance Pty Ltd and are unsecured and have been guaranteed by Perenti Limited and its subsidiaries. The notes are quoted on the Singapore Stock Exchange.

### Loan from non-controlling interest

The loan is from the joint venture partner to AMAX Limited, a joint venture where Perenti has a 60% participating interest.

### Covenants on financing facilities

The Group's financing facilities contain undertakings including an obligation to comply with certain financial covenants. All banking covenants have been complied with at reporting date and the Group has significant headroom available under all covenants.

### Refinancing requirements

Where existing facilities approach maturity, the Group will seek to renegotiate with existing and new financiers to replace or extend the maturity date of those facilities. The Group's earnings profile, credit rating, state of the economy, conditions in financial markets and other factors may influence the outcome of those negotiations.

### Fair value

For the majority of the borrowings, the fair values were not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short-term nature. Material differences are identified only for the USD notes where the fair values are based on market price (Level 1) at the balance sheet date.

## 16 Assets pledged as security

The carrying amounts of assets pledged as security for current and non-current borrowings are:

	24	23
	\$'000	\$'000
<b>Current</b>		
Floating charge		
Cash and cash equivalents	330,341	219,358
Receivables	445,373	395,037
Inventories	218,525	170,823
Assets held for sale	9,457	18,663
<b>Total current assets pledged as security</b>	<b>1,003,696</b>	<b>803,881</b>
<b>Non-current</b>		
Floating charge		
Plant and equipment	1,001,485	754,814
Land and buildings	38,599	23,403
Receivables	207,931	158,036
Investments	436,111	95,192
<b>Total non-current assets pledged as security</b>	<b>1,684,126</b>	<b>1,031,445</b>
<b>Total assets pledged</b>	<b>2,687,822</b>	<b>1,835,326</b>

## 17 Equity and reserves

### Contributed equity

	30 JUNE 24 Shares	30 JUNE 23 Shares	30 JUNE 24 \$'000	30 JUNE 23 \$'000
Fully paid ordinary shares	932,759,745	682,172,308	1,374,352	1,118,448

### Movements in ordinary share capital:

Details	Number of shares	Total \$'000
Opening balance 1 July 2023	682,172,308	1,118,448
Share issue on conversion of employee share rights	7,683,242	7,679
Buy-back of ordinary shares, gross of transaction costs and net of tax	(31,624,999)	(31,480)
Consideration paid for acquisition of business	279,704,558	279,705
<b>Balance at 30 June 2024</b>	<b>937,935,109</b>	<b>1,374,352</b>

### Less treasury shares

Opening balance 1 July 2023	—	—
Consideration paid for acquisition of business	(6,966,462)	—
Conversion to Ordinary Shares	1,791,098	—
<b>Closing balance at 30 June 2024</b>	<b>(5,175,364)</b>	<b>—</b>
<b>Balance at 30 June 2024</b>	<b>932,759,745</b>	<b>1,374,352</b>

### Recognition and measurement

#### Ordinary shares

Ordinary shares are classified as equity and entitle the holder to participate in dividends and the proceeds on winding up of the Company in proportion to the number of and amounts paid on the shares held.

On a show of hands every holder of ordinary shares present at a meeting in person or by proxy, is entitled to one vote, and upon a poll each share is entitled to one vote.

Ordinary shares have no par value and the Company does not have a limited amount of authorised capital.

Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction, net of tax, from the proceeds. Incremental costs directly attributable to the issue of new shares for the acquisition of a business are not included in the cost of the acquisition as part of the purchase consideration.

#### Treasury shares

As part of the DDH1 acquisition, DDH1 treasury shares were converted to Perenti treasury shares in line with the Scheme Implementation Agreement. Treasury shares participate in dividends and the proceeds on winding up of the Group in proportion to the total number of shares held. There are no externally imposed capital requirements. At any meeting of shareholders, each treasury share is entitled to one vote.

#### Dividend reinvestment plan

The Company's Dividend Reinvestment Plan is currently suspended until further notice.

#### Rights

Information relating to the Company Incentive Rights Plan is included in note 28.

#### Share buy-back

For the year ended 30 June 2024, the Company completed an on-market buy-back of 31.6 million shares for consideration of \$31.5 million gross of transaction costs. At 30 June 2024, \$29.8 million had been paid in cash and the remaining amount payable is recorded in trade and other creditors. All shares bought back were cancelled.

#### Other reserves

##### Nature and purpose of other reserves

##### Revaluation surplus - property, plant and equipment

The property, plant and equipment revaluation surplus is used to record increments and decrements from the revaluation of non-current assets. In the event of a sale of an asset, any balance in the reserve related to the asset is transferred to retained earnings.

##### Financial assets at FVOCI

The Group has elected to recognise changes to the fair value of certain equity security investments in OCI. These changes are accumulated within the FVOCI reserve. The group transfers amounts from this reserve to retained earnings when the relevant equity securities are derecognised.

##### Transactions with non-controlling interests (NCI)

This reserve is used to record the differences described in note 21 which may arise as a result of transactions with non-controlling interests that do not result in a loss of control.

##### Share-based payments reserve

The share-based payments reserve is used to recognise the fair value of options and rights issued to employees that are expensed in the statement of comprehensive income each year on conversion of options/rights.

##### Foreign currency translation

Exchange differences arising on translation of the foreign controlled entities are recognised in other comprehensive income and accumulated in a separate reserve within equity. The cumulative amount is reclassified to profit or loss when the net investment is disposed of.

The Group's share of exchange differences arising on translation of foreign joint ventures are recognised in other comprehensive income and are accumulated in this reserve.

**Movements in Reserves:**

		Revaluation surplus	Financial assets at FVOCI	Share-based payments	Transactions with NCI	Foreign currency translation	Total
	Notes	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Balance at 01 July 2023</b>		12,507	—	24,196	3,567	(75,991)	(35,721)
Revaluation - gross		16,321	(399)	—	—	—	15,922
Asset revaluation reserve gain taken to retained earnings on sale of asset		(40)	—	—	—	—	(40)
Deferred tax		(4,140)	120	916	—	—	(3,104)
Transfer to non-controlling interest reserve		—	—	—	399	—	399
Currency translation differences		—	—	—	—	4,078	4,078
<b>Other comprehensive income</b>		<b>12,141</b>	<b>(279)</b>	<b>916</b>	<b>399</b>	<b>4,078</b>	<b>17,255</b>
Transactions with owners in their capacity as owners		—	—	—	—	—	—
Share-based payments expense	28	—	—	8,432	—	—	8,432
Shares issued on conversion of employee share rights		—	—	(7,679)	—	—	(7,679)
<b>At 30 June 2024</b>		<b>24,648</b>	<b>(279)</b>	<b>25,865</b>	<b>3,966</b>	<b>(71,913)</b>	<b>(17,713)</b>
		Revaluation surplus	Financial assets at FVOCI	Share-based payments	Transactions with NCI	Foreign currency translation	Total
	Notes	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Balance at 01 July 2022</b>		12,507	—	13,870	(2,664)	(79,740)	(56,027)
Transfer to non-controlling interest reserve		—	—	—	6,231	—	6,231
Currency translation differences		—	—	—	—	3,749	3,749
<b>Other comprehensive income</b>		<b>—</b>	<b>—</b>	<b>—</b>	<b>6,231</b>	<b>3,749</b>	<b>9,980</b>
Transactions with owners in their capacity as owners		—	—	—	—	—	—
Share-based payments expense	28	—	—	12,486	—	—	12,486
Shares issued on conversion of employee share rights		—	—	(2,160)	—	—	(2,160)
<b>At 30 June 2023</b>		<b>12,507</b>	<b>—</b>	<b>24,196</b>	<b>3,567</b>	<b>(75,991)</b>	<b>(35,721)</b>



## 18 Dividends and distributions

### Dividends

Provision is made for the amount of any dividend declared, being appropriately authorised and no longer at the discretion of the entity, on or before the end of the reporting period but not distributed at the end of the reporting period.

	<b>24</b> \$'000	<b>23</b> \$'000
No final dividends were determined for the year ended 30 June 2023 (2023: No final dividends were determined for the year ended 30 June 2022)	—	—
Fully franked interim dividends of 2.0 cents per fully paid share for the year ended 30 June 2024 (2023: No interim dividends were determined for the year ended 30 June 2023)	<b>19,112</b>	—
<b>Total dividends provided for or paid</b>	<b>19,112</b>	—

### Dividends not recognised at the end of the reporting period

In addition to the above dividends, since year end the directors determined a final partially franked dividend of 4.0 cents per fully paid ordinary share (2023: No final dividends were determined for the year ended 30 June 2023)	<b>37,517</b>	—
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### Conduit Foreign Income

Conduit Foreign Income (CFI) amounts for subsequent reporting periods	<b>612,233</b>	569,594
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*These balances are taken from the CFI register and are available to pay dividends. The CFI register is adjusted for foreign income received, withholding tax incurred and dividends paid. Unlike franked dividends no tax credit accompanies a dividend paid out of a CFI balance.*



### Sensitivity analysis

The sensitivity analysis below shows the impact that a reasonably possible change in foreign exchange rates over a financial year would have on profit after tax, based solely on the Group's foreign exchange risk exposures existing at the balance sheet date. A 10 percent strengthening of the Australian dollar against the following currencies at 30 June would have impacted pre-tax profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant. The analysis is performed on the same basis for 2023.

The impact on profit is estimated by applying the hypothetical changes in the foreign currency rates to the balance of the financial instruments at the reporting date.

	<b>24</b>	<b>23</b>
<b>Profit or (loss)</b>	<b>\$'000</b>	<b>\$'000</b>
USD	<b>(2,573)</b>	(682)
CAD	<b>(1,790)</b>	(1,442)
GHS	<b>(578)</b>	(991)
XOF	<b>(570)</b>	(736)
EUR	<b>(482)</b>	369
GBP	<b>(416)</b>	(231)
TZS	<b>(190)</b>	(322)
BWP	<b>(8)</b>	238
EGP	<b>1</b>	(3)
ZAR	<b>25</b>	8
INR	<b>—</b>	(27)
	<b>(6,581)</b>	(3,819)

A 10 percent weakening of the Australian dollar against the above currencies at 30 June would have approximately equal but opposite effect on the above currencies to the amounts shown above, on the basis that all other variables remain constant. The Group's exposure to other foreign exchange movements is not material.

### Interest rate risk

The Group's main interest rate risk arises from borrowings with variable rates, which expose the group to cash flow interest rate risk. Group policy is to review on a continuous basis. During 2024 and 2023, the Group's borrowings at variable rates were mainly denominated in Australian and US dollars.

### Credit risk

#### Risk management

Credit risk is managed on a divisional and group basis. Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial asset fails to meet its contractual obligations, and arises principally from the Group's receivables from customers and investment securities. Credit risk also arises from cash and cash equivalents. The Group limits its exposure to credit risk from cash and cash equivalents by only investing in counterparties that have an acceptable credit rating. Refer note 7 for credit risk assessment on trade receivables.

### Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions. The Group manages liquidity risk by continuously monitoring forecasts and actual cash flows, matching maturity profiles of financial assets and liabilities and credit lines through a variety of counterparties.

### Maturities of financial liabilities

The tables below analyse the Group's financial liabilities into relevant maturity groupings based on the remaining period at the reporting date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

Contractual maturities of financial liabilities	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years	Total contractual cash flows	Carrying amount liabilities
<b>Group - at 30 June 2024</b>						
Trade payables	432,887	—	—	—	432,887	432,887
Lease liabilities	17,096	12,491	23,288	4,029	56,904	47,718
Borrowings	73,093	363,445	722,340	—	1,158,878	880,886
<b>Total</b>	<b>523,076</b>	<b>375,936</b>	<b>745,628</b>	<b>4,029</b>	<b>1,648,669</b>	<b>1,361,491</b>
<b>Group - at 30 June 2023</b>						
Trade payables	421,383	—	—	—	421,383	421,383
Lease liabilities	19,816	13,368	22,262	3,521	58,967	49,283
Borrowings	61,794	60,593	816,240	—	938,627	757,079
<b>Total</b>	<b>502,993</b>	<b>73,961</b>	<b>838,502</b>	<b>3,521</b>	<b>1,418,977</b>	<b>1,227,745</b>

The amounts disclosed in the table are the maximum amounts allocated to the earliest period in which the guarantee could be called. The parent entity does not expect these payments to eventuate.

## Group information

**20 Business combinations****(a) Summary of acquisition**

On 6 October 2023, the Group completed the acquisition of DDH1 Limited ("DDH1") and its subsidiaries by a scheme of arrangement. The total consideration paid to DDH1 shareholders was \$329.7 million for 100% of the shares.

DDH1 brings significant capability across a range of specialised surface and underground drilling services that complement Perenti's existing service offerings. Perenti will benefit from increased scale, synergies derived from the amalgamated group and the ability to leverage the operational and financial strengths of both companies.

Details of the purchase consideration and the net assets acquired and liabilities assumed are as follows:

	\$'000
<b>Purchase consideration</b>	
Ordinary shares issued (279,704,558 Perenti shares at \$1.00 each)	279,705
Cash paid	50,011
<b>Total purchase consideration</b>	<b>329,716</b>

The amounts recognised in respect of the identifiable assets acquired and liabilities assumed are as follows:

	Fair value \$'000
Cash and cash equivalents	13,994
Trade and other receivables	101,793
Inventories	59,077
Other current assets	9,911
Financial assets	653
Property plant and equipment	291,148
Right-of-use assets	12,246
Intangible assets - customer contracts	13,211
Intangible assets - customer relationships	17,436
Intangible assets - development assets	6,494
Trade and other payables	(53,357)
Provisions	(25,916)
Lease liabilities	(13,872)
Current tax liabilities	(923)
Deferred tax liabilities	(38,740)
<b>Total net identifiable assets acquired</b>	<b>393,155</b>
Perenti pre-existing contractual arrangement (refer to note 20(d))	(38,000)
Gain on acquisition	(25,439)
<b>Total consideration</b>	<b>329,716</b>

The acquisition of DDH1 business resulted in a gain on acquisition of \$25.4 million as the fair value of assets acquired, and liabilities assumed exceeded the total of the fair value of consideration paid. The acquisition resulted in a gain as the value of the ordinary shares issued as consideration for the acquisition decreased from the date the acquisition was announced on 26 June 2023 to the date the acquisition was completed on 6 October 2023.

As part of the acquisition, an independent assessment by external valuation experts determined the carrying value of the property, plant and equipment and the intangible assets relating to customer contracts, customer relationships and development assets. Customer related intangibles and development assets are being amortised in line with the valuation assessment.

The gain on acquisition amount has been recognised under "Other income" in the consolidated statement of profit or loss for the year ended 30 June 2024.

**(b) Status of acquisition accounting**

The accounting for the acquisition of DDH1 has been finalised as at the end of the reporting period with a final gain on acquisition of \$25.4 million, this is a \$3.9 million decrease from the provisional gain on acquisition and fair value of acquired assets disclosed at 31 December 2023.

**(c) Fair value measurement of purchase consideration**

The ordinary shares issued as purchase consideration are measured at fair value, being the closing price of Perenti shares as at the acquisition date of 6 October 2023.

**(d) Loan to DDH1 Limited - pre acquisition**

On 5 October 2023, Perenti advanced \$38.0 million to DDH1 to allow DDH1 to repay its external debt and provide working capital via an ongoing inter-company loan. As this loan was advanced prior to the acquisition date of 6 October 2023, it was settled by the acquisition and the liability was not included in the liabilities assumed, but considered in the calculation of the gain on acquisition.

**(e) Acquired receivables**

The fair value of trade and other receivables was \$101.8 million and comprised of trade receivables of \$99.9 million and other receivables of \$1.9 million. The gross contractual amount for trade receivables due was \$101.7 million, of which \$1.8 million is expected to be uncollectible (and thus provided for).

**(f) Acquisition related costs**

Acquisition-related costs (recorded against Other expenses) relating to the acquisition of DDH1 of \$6.1 million were expensed at 30 June 2024. Additionally, acquisition-related costs of \$5.9 million were incurred by DDH1 Limited pre-acquisition but paid post-acquisition.

**(g) Revenue and profit contribution**

DDH1 contributed \$402.4 million revenue and \$23.2 million to the Group's profit before tax for the period between the date of acquisition and the reporting date. If the acquisition of DDH1 had been completed on 1 July 2023, Group revenues for the year would have been \$3,508.4 million and Group profit before tax would have been \$168.7 million. These amounts were calculated using the subsidiaries' results.



**(h) Net cash flow from acquisition**

The net cash paid is as follows:

	\$'000
Cash consideration paid	(50,011)
Cash acquired	13,994
<b>Net cash outflow - investing activities</b>	<b>(36,017)</b>

The acquisition method of accounting is used to account for all business combinations, regardless of whether equity instruments or other assets are acquired. The consideration transferred for the acquisition of a subsidiary comprises the:

- fair values of the assets transferred
- liabilities incurred to the former owners of the acquired business
- equity interests issued by the Group
- fair value of any asset or liability resulting from a contingent consideration arrangement, and
- fair value of any pre-existing equity interest in the subsidiary.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date. The Group recognises any non-controlling interest in the acquired entity on an acquisition-by-acquisition basis either at fair value or at the non-controlling interest's proportionate share of the acquired entity's net identifiable assets.

Acquisition-related costs are expensed as incurred. The excess of the: consideration transferred, amount of any non-controlling interest in the acquired entity, and acquisition date fair value of any previous equity interest in the acquired entity.

Over the fair value of the net identifiable assets acquired is recorded as goodwill. If those amounts are less than the fair value of the net identifiable assets of the subsidiary acquired, the difference is recognised directly in profit or loss as a gain on acquisition.

Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of exchange. The discount rate used is the entity's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.

Contingent consideration is classified either as equity or a financial liability. Amounts classified as a financial liability are subsequently remeasured to fair value with changes in fair value recognised in profit or loss.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date. Any gains or losses arising from such remeasurements are recognised in profit or loss.

Under the acquisition method, the Group has up to 12 months post the acquisition date to finalise the fair values of identifiable assets and liabilities.

## 21 Subsidiaries

Name of entity	Country of incorporation and principal place of business	Equity holding		Name of entity	Country of incorporation and principal place of business	Equity holding	
		2024 %	2023 %			2024 %	2023 %
African Mining Services Burkina Faso Sarl	Burkina Faso	100	100	Golden Plains Pty Ltd *	Australia	100	100
African Mining Services (Ghana) Pty Ltd *	Australia	100	100	Barmenco Mining Services Botswana Proprietary Ltd	Botswana	100	100
African Mining Services Guinee SARL	Guinea	100	100	MinAnalytical Holdings Pty Ltd *	Australia	100	100
African Mining Services Mali SUARL	Mali	100	100	Logistics Direct Ltd	Ghana	100	100
African Mining Services Senegal SARL	Senegal	100	100	Perenti UK Limited	UK	100	100
Ausdrill (Ghana) Pty Ltd *	Australia	100	100	Power Solutions Africa SARL	Senegal	100	100
ACN 103534087 Pty Ltd *	Australia	100	100	Mining Technology and Supplies Ltd	Ghana	100	100
African Mining Services Cote D'Ivoire SUARL	Cote d'Ivoire	100	100	Barmenco Mining Services Canada Limited	Canada	100	100
African Mining Services Ghana Ltd	Ghana	100	100	Supply Direct Pty Ltd (United Kingdom Branch)*	United Kingdom	100	100
Perenti Group Services Pty Ltd *	Australia	100	100	Barmenco Finance Pty Ltd *	Australia	100	100
Perenti International Pty Ltd *	Australia	100	100	Barmenco Holdings Pty Ltd *	Australia	100	100
Ausdrill Pty Ltd *	Australia	100	100	Supply Direct South Africa Pty Ltd *	Australia	100	100
Perenti Properties Pty Ltd *	Australia	100	100	Barmenco Limited *	Australia	100	100
Perenti Finance Pty Ltd *	Australia	100	100	Supply Direct Pty Ltd *	Australia	100	100
AMCG Ltd	Ghana	100	100	Synergex Holdings Pty Ltd *	Australia	100	100
Perenti Holdings Pty Ltd	Australia	100	100	Barholdco (EIS) Pty Ltd	Australia	100	100
Ausdrill Tanzania Limited	Tanzania	100	100	Barmenco Egypt LLC	Egypt	100	100
Perenti Utilities Pty Ltd *	Australia	100	100	West African Mining Services Ltd	Ghana	100	100
BTP Equipment Pty Ltd *	Australia	100	100	Barmenco Egypt Underground Mining Services SAE Investment Commercial	Egypt	100	100
BTP Parts Pty Ltd *	Australia	100	100	SLR Australia Pty Ltd	Australia	100	100
Connector Drilling Pty Ltd *	Australia	100	100	Barmenco India Holdings Pty Ltd	Australia	100	100
Ausdrill Mining Surface Botswana Proprietary Ltd	Botswana	100	100				
Drill Rigs Australia Pty Ltd *	Australia	100	100				

Name of entity	Country of incorporation and principal place of business	Equity holding	
		2024 %	2023 %
Barmenco India Investments Pty Ltd	Australia	100	100
Barmenco AUMS Holding Pty Ltd *	Australia	100	100
Barmenco Indian Underground Mining Services LLP	India	100	100
African Underground Mining Services Ltd	Ghana	100	100
African Underground Mining Services Ltd Mali Sarl	Mali	100	100
African Underground Mining Services Burkina Faso Sarl	Burkina Faso	100	100
Barmenco Mining Services USA LLC	USA	100	100
Perenti USA Inc	USA	100	100
DDH1 Limited*	Australia	100	—
DDH1 Group Holdings Pty Ltd*	Australia	100	—
DDH1 Holdings Pty Ltd*	Australia	100	—
DDH1 Midco Pty Ltd*	Australia	100	—
DDH1 FinCo Pty Ltd*	Australia	100	—
DDH1 Drilling Pty Ltd*	Australia	100	—
Ranger Exploration Drilling Pty Ltd*	Australia	100	—
Izett Holdings Pty Ltd	Australia	100	—
Swick Mining Services Pty Ltd*	Australia	100	—
Strike Drilling Pty Ltd*	Australia	100	—
Swick Engineering Pty Ltd	Australia	100	—
SMS Asset Holdings Pty Ltd	Australia	100	—
SMS Operations Pty Ltd*	Australia	100	—
Swick Mining Services (Indonesia) Pty Ltd	Australia	100	—
Swick Mining Services (Canada)	Canada	100	—
Swick Mining Services (USA)	USA	100	—
Swick Drilling Europe Ltd	UK	100	—
Swick Drilling Portugal LDA	Portugal	100	—
Swick BH d.o.o	Bosnia	100	—
Swick Drilling Portugal Unipessoal LDA	Spain	100	—

Name of entity	Country of incorporation and principal place of business	Equity holding	
		2024 %	2023 %
Orelogy Consulting Pty Ltd	Australia	100	86
AUMS Geofields Tanzania Limited (formerly AUMS (T) Limited)	Tanzania	88	96
Improvement Resources Pty Ltd	Australia	86	86
idoba Pty Ltd	Australia	86	86
Sandpit Innovation Pty Ltd	Australia	86	86
Spidler Technologies Pty Ltd	Australia	86	86
Optika Solutions Pty Ltd	Australia	86	86
Spidler Group Pty Ltd	Australia	86	86
Atomorphis Pty Ltd	Australia	86	86
BG Umoja Services Limited	Tanzania	80	80
Underground Mining Alliance Ltd	Ghana	70	70
AMAX Ltd	Ghana	60	60
Underground Mining Alliance - Akyem Ltd	Ghana	60	—

\* These subsidiaries have been granted relief from the necessity to prepare financial reports in accordance with ASIC Corporations (wholly-owned Companies) Instrument 2016/785. For further information refer to note 23.

Underground Mining Alliance (UMA) is a 70/30 operation between African Underground Mining Services Limited and Rocksore International, a Ghanaian Mining contractor and has been included in subsidiaries above.

Underground Mining Alliance - Akyem Ltd (UMA - Akyem) is a 60/40 operation between African Underground Mining Services Limited and Rocksore International, a Ghanaian Mining contractor and has been included in subsidiaries above.

BG Umoja Services Limited is a 80/20 operation between Perenti International Pty Ltd, Barmenco AUMS Holding Pty Ltd and Geofields Tanzania Limited, a Tanzanian Mining Contractor, and has been included in subsidiaries above.

AMAX Ltd is a 60/40 operation between African Mining Services (Ghana) Pty Ltd and MAXMASS Ltd, a Ghanaian Mining Contractor, and has been included in subsidiaries above.

### Joint arrangements

Under AASB 11 Joint Arrangements, investments in joint arrangements are classified as either joint operations or joint ventures. The classification depends on the contractual rights and obligations of each investor, rather than the legal structure of the joint arrangement. Perenti Limited has only joint ventures.

### Joint ventures

Interests in joint ventures are accounted for using the equity method, after initially being recognised at cost in the consolidated statement of financial position.

### Changes in ownership interests

The Group treats transactions with non-controlling interests that do not result in a loss of control as transactions with equity owners of the Group. A change in ownership interest results in an adjustment between the carrying amounts of the controlling and non-controlling interests to reflect their relative interests in the subsidiary. Any difference between the amount of the adjustment to non-controlling interests and any consideration paid or received is recognised in a separate reserve within equity attributable to owners of Perenti Limited.

When the Group ceases to have control, joint control or significant influence, any retained interest in the entity is remeasured to its fair value with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as a joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group has directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

If the ownership interest in a joint venture is reduced, but joint control or significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income are reclassified to profit or loss where appropriate.

## 22 Parent entity information

### Summary financial information

The individual financial statements for the parent entity, Perenti Limited, show the following aggregate amounts:

	24	23
	\$'000	\$'000
<b>Balance sheet</b>		
Current assets	20,527	12,144
Non-current assets	1,156,609	931,331
<b>Total assets</b>	<b>1,177,136</b>	943,475
Current liabilities	105	–
Non-current liabilities	7,682	7,390
<b>Total liabilities</b>	<b>7,787</b>	7,390
<b>Shareholders' equity</b>		
Contributed equity	1,374,352	1,118,449
<b>Reserves</b>		
Asset revaluation reserve	3,895	3,213
Non-controlling interest reserve	5,400	5,400
Share-based payments reserve	24,954	24,197
Accumulated losses - 2015 reserve	(183,177)	(183,177)
Accumulated losses - pre-2021 reserve	(78,556)	(78,556)
Retained earnings	22,479	46,559
<b>Total equity</b>	<b>1,169,347</b>	936,085
<b>Loss for the period</b>	<b>(4,968)</b>	(9,286)
<b>Total comprehensive loss</b>	<b>(4,968)</b>	(9,286)

### Guarantees entered into by the parent entity

The parent entity has not entered into any guarantees during the year (2023: nil).

However, there are cross guarantees given by Perenti Limited as described in note 23. Net asset deficiencies exist in some of the subsidiaries covered by the deed of cross guarantee.

### Accumulated losses – reserves

Each reserve of the parent entity has the same nature and purpose as described for the consolidated Group (in note 17). In addition, the parent entity on 30 June 2020 and 30 June 2015 established separate reserves for the purpose of paying future dividends. The reserves are referred to as "Accumulated losses - 2020" and the "Accumulated losses - 2015 reserve". On the date of establishment, the "Accumulated losses - 2020" had an amount of (\$78,556,000) transferred to it from retained earnings and the "Accumulated losses - 2015 reserve" had an amount of (\$183,177,000) transferred to it from retained earnings.

### Recognition and measurement

#### Parent entity financial information

The financial information for the parent entity, Perenti Limited, has been prepared on the same basis as the consolidated financial statements, except as set out below:

- Investments in subsidiaries, associates and joint venture entities are accounted for at cost in the financial statements of Perenti Limited.
- Dividends received from associates are recognised in the parent entity's profit or loss when its right to receive the dividend is established.



## 23 Deed of cross guarantee

Perenti Limited and the entities identified with a '\*' in note 21 are parties to a deed of cross guarantee under which each company has guaranteed the debts of the others. By entering into the deed, the wholly-owned entities have been relieved from the requirement to prepare a financial report and a directors' report under ASIC Corporations (wholly-owned Companies) Instrument 2016/785.

	24	23
	\$'000	\$'000
<b>Consolidated statement of profit or loss</b>		
Revenue from continuing operations	1,762,920	1,387,839
Other income	22,968	72,393
Materials expense	(481,637)	(433,983)
Labour costs	(851,658)	(682,487)
Rental and hire expense	(27,282)	(23,150)
Depreciation expense	(177,049)	(132,357)
Amortisation expense	(35,338)	(22,985)
Finance costs	(80,917)	(63,493)
Finance income	28,112	27,556
Other expenses from ordinary activities	(180,405)	(138,631)
<b>Loss before income tax</b>	<b>(20,286)</b>	<b>(9,298)</b>
Income tax benefit	5,178	4,604
<b>Loss for the year</b>	<b>(15,108)</b>	<b>(4,694)</b>
<b>Consolidated statement of comprehensive income</b>		
<b>Other comprehensive income</b>		
<b>Loss for the year</b>	<b>(15,108)</b>	<b>(4,694)</b>
<i>Items that may be reclassified to profit or loss</i>		
Exchange differences on translation of foreign operations	(73,220)	(10,406)
<i>Items that will not be reclassified to profit or loss</i>		
Loss on revaluation of financial assets FVOCI, net of tax	(279)	—
<b>Other comprehensive loss for the year, net of tax</b>	<b>(73,499)</b>	<b>(10,406)</b>
<b>Total comprehensive loss for the year</b>	<b>(88,607)</b>	<b>(15,100)</b>
<b>Summary of movements in consolidated retained earnings</b>		
Retained earnings at the beginning of the financial year	295,573	300,267
Loss for the year	(15,108)	(4,694)
Dividends paid	(19,112)	—
<b>Retained earnings at the end of the financial year</b>	<b>261,353</b>	<b>295,573</b>

The retained earnings transfer relates to movements in entities entering or exiting the deed of cross guarantee.

On 10 May 2024, the following entities were added by an assumption deed contemplated by the deed of cross guarantee:

- DDH1 Limited
- DDH1 Group Holdings Pty Ltd
- DDH1 Holdings Pty Ltd
- DDH1 Midco Pty Ltd
- DDH1 FinCo Pty Ltd
- DDH1 Drilling Pty Ltd
- Ranger Exploration Drilling Pty Ltd
- Swick Mining Services Pty Ltd
- Strike Drilling Pty Ltd
- SMS Operations Pty Ltd

### Consolidated statement of financial position

	24	23
	\$'000	\$'000
<b>Current assets</b>		
Cash and cash equivalents	182,734	111,339
Trade and other receivables	379,026	284,842
Inventories	152,339	85,283
Current tax receivables	17,021	14,950
<b>Total current assets</b>	<b>731,120</b>	<b>496,414</b>
<b>Non-current assets</b>		
Investments in other Perenti Group companies	217,552	441,098
Receivables	366,244	305,320
Property, plant and equipment	766,964	474,945
Deferred tax assets	134,219	163,114
Right of use assets	29,344	35,481
Intangible assets	615,539	612,394
<b>Total non-current assets</b>	<b>2,129,862</b>	<b>2,032,352</b>
<b>Total assets</b>	<b>2,860,982</b>	<b>2,528,766</b>
<b>Current liabilities</b>		
Trade and other payables	246,798	218,227
Borrowings	7,040	6,769
Lease liabilities	11,051	16,538
Current tax liabilities	16,215	15,089
Employee benefit obligations	83,573	59,128
<b>Total current liabilities</b>	<b>364,677</b>	<b>315,751</b>
<b>Non-current liabilities</b>		
Borrowings	882,265	758,725
Lease liabilities	30,260	21,977
Deferred tax liabilities	34,266	39,002
Employee benefit obligations	10,742	5,229
<b>Total non-current liabilities</b>	<b>957,533</b>	<b>824,933</b>
<b>Total liabilities</b>	<b>1,322,210</b>	<b>1,140,684</b>
<b>Net assets</b>	<b>1,538,772</b>	<b>1,388,082</b>
<b>Equity</b>		
Contributed equity	1,374,352	1,118,449
Reserves	(96,933)	(25,939)
Retained earnings	261,353	295,573
<b>Total equity</b>	<b>1,538,772</b>	<b>1,388,082</b>

## 24 Related parties

### Parent entity

The ultimate parent entity of the Group is Perenti Limited.

### Key management personnel compensation

	24	23
	\$	\$
Short-term employee benefits	4,879,011	5,336,956
Post-employment benefits	194,922	154,908
Leave entitlements	27,954	119,125
Share-based payments	1,736,910	3,816,076
<b>Total</b>	<b>6,838,797</b>	<b>9,427,065</b>

Detailed remuneration disclosures are provided in the remuneration report on pages 65 to 84.

### Loans to related parties

	24	23
	\$	\$
<b>Loans to key management personnel</b>		
Balance at 1 July	188,622	186,039
Loan repayments made	(188,622)	—
Interest charged	—	10,062
Interest received	—	(7,479)
As at 30 June	—	188,622

### Terms and conditions

Loans were extended to key management personnel (KMP) on acquisition of Barmenco group. The loans were made on normal terms and conditions. The outstanding balances were deducted from the final FY23 STI in October 2023, representing the full and final settlement of all loans and obligations. Interest was payable at rates of 4.52% to 7.77% on outstanding loan balances.

Other

## 25 Commitments and contingencies

### Capital commitments

Capital expenditure that was contracted at the end of the reporting period but not recognised as liabilities:

	24	23
	\$'000	\$'000
<b>Property, plant and equipment</b>		
Payable:		
Within one year	81,266	160,950
Between one and two years	3,255	—

The capital commitments are to be funded from cash and available finance facilities.

### Contingent liabilities

In the course of business, liabilities may arise from different events including contractual disputes, litigations and other claims. The outcomes from these events cannot be predicted or in the opinion of directors are without merit and therefore no amounts have been disclosed.

For information about guarantees given by entities within the Group, including the parent entity, please refer to note 23.

## 26 Events after the reporting period

There are no matters or circumstances that have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Group, the results of those operations, or the state of affairs of the Group in subsequent financial years.

## 27 Auditor's remuneration

During the year the following fees were paid for services provided by the auditor of the parent entity, its related network firms and non-related audit firms:

### PricewaterhouseCoopers Australia

	24	23
	\$	\$
<i>(i) Audit and other assurance services</i>		
Audit and review of financial statements and other assurance services	1,783,285	716,732
<i>(ii) Taxation services</i>		
Tax compliance services	407,383	220,890
<i>(iii) Other services</i>		
Advisory and accounting consulting services	136,680	443,700
<b>Total remuneration of PricewaterhouseCoopers Australia</b>	<b>2,327,348</b>	<b>1,381,322</b>

### Network firms of PricewaterhouseCoopers Australia

<i>(i) Audit and other assurance services</i>		
Audit and review of financial statements	780,722	621,331
<i>(ii) Taxation services</i>		
Tax compliance services	358,532	281,038
<i>(iii) Other services</i>		
Advisory and accounting consulting services	44,805	12,346
<b>Total remuneration of network firms of PricewaterhouseCoopers Australia</b>	<b>1,184,059</b>	<b>914,715</b>
<b>Total remuneration of PricewaterhouseCoopers firms</b>	<b>3,511,407</b>	<b>2,296,037</b>

### Non PricewaterhouseCoopers audit firms

<i>(i) Audit and other assurance services</i>		
Audit and review of financial statements	210,362	108,442
<i>(ii) Taxation services</i>		
Tax compliance services	161,073	87,662
<i>(iii) Other services</i>		
Advisory and accounting consulting services	771,630	231,808
<b>Total remuneration of non PricewaterhouseCoopers Australia</b>	<b>1,143,065</b>	<b>427,912</b>

It is the Group's policy to employ PricewaterhouseCoopers (PwC) on assignments additional to their statutory audit duties where PwC's expertise and experience with the Group are important. These assignments are principally tax advice and due diligence reporting on acquisitions, or where PwC is awarded work on a competitive basis.

## 28 Share based payments

### Rights Plan

The Board had established an Incentive Rights Plan for eligible employees holding senior executive and senior management roles with a focus on delivering outcomes that create value for shareholders. The plan allows for three different types of incentive rights; retention rights, performance rights and short-term incentive rights. Performance rights were granted during the year and are accounted for as share based payments. Participation under the plan is at the Board's discretion and no individual has a contractual right to participate in the plan or receive any guaranteed benefits. Rights granted for nil consideration under the plan carry no dividend or voting rights.

### Retention rights

Each retention right issued under the plan converts into one ordinary share of Perenti Limited on exercise. During the year ended 30 June 2024, no retention rights were granted (30 June 2023: nil retention rights were granted). Retention rights granted in 2022 were subject to performance hurdles and vested on 31 December 2023.

### Short-term incentive rights

Each short-term incentive right issued under the plan converts into one ordinary share of Perenti Limited on exercise. Certain Executives are invited to participate in the plan.

Short-term incentive rights are based upon business outcomes which comprise of both financial and non-financial measures. The Board retains absolute discretion with respect to the targets and outcomes assessed under the plan. The short-term incentives vest 12 months after their grant date.

### Performance rights

Each performance right issued under the plan converts into one ordinary share of Perenti Limited on exercise. Performance rights vest and become exercisable when the applicable performance, service or other vesting conditions specified at the time of grant are satisfied within a predetermined performance period.

The performance period for the rights granted during the year end 30 June 2024 will run from 1 July 2023 until 30 June 2026, (2023: 1 July 2022 until 30 June 2025). The performance criteria for rights granted in FY24 are detailed below:

- 50% of the performance rights will vest if the total shareholder return (TSR) vesting condition is met which is on a sliding scale based upon the TSR benchmark as disclosed in the remuneration report;
- 30% of the performance rights will vest if the return on equity (ROE) vesting condition is met which is calculated on a sliding scale of ROE outcomes between 6.6% and 7.4% as disclosed in the remuneration report;
- 10% of the performance rights will vest if the strategic initiative regarding a psychological safe work environment is met; and
- 10% of the performance rights will vest if the strategic initiative regarding reducing debt leverage to or less than 0.9 times EBITDA, excluding possible acquisitions, as aligned to the Capital Management Policy introduced in December 2021 is met.

	<b>24</b>	<b>23</b>
<b>Set out below is a summary of rights granted under the above plans.</b>	<b>Number of rights</b>	<b>Number of rights</b>
As at 1 July	<b>36,029,106</b>	23,678,643
Granted during the year	<b>11,854,043</b>	18,304,773
Forfeited during the year	<b>(7,550,490)</b>	(4,252,032)
Vested during the year	<b>(7,683,216)</b>	(1,702,278)
<b>As at 30 June</b>	<b>32,649,443</b>	36,029,106

There were 10,810,364 performance rights and 1,043,679 Short Term Incentive Rights granted during the year ended 30 June 2024 (30 June 2023: 16,663,302 performance rights and 1,641,471 Short Term Incentive Rights).

The weighted average remaining contractual life of rights outstanding at the end of the year was 0.91 years (30 June 2023: 1.18 years). The weighted fair value of rights granted during the year is \$0.68 (30 June 2023: \$0.91).

An independent third party valuer provided a valuation report with the following inputs used to determine the fair value of rights at the grant date:

<b>Right</b>	<b>Grant date</b>	<b>Performance period end date</b>	<b>Share price grant date</b>	<b>Expected volatility</b>	<b>Dividend yield</b>	<b>Risk-free interest rate</b>	<b>Fair value grant date</b>
Performance - ROACE	9 Apr 2021	30 June 2023	1.13	64.00	6.19	0.12	0.99
Performance - TSR	9 Apr 2021	30 June 2023	1.13	64.00	6.19	0.12	0.62
Performance - ROACE	28 May 2021	30 June 2023	0.67	67.00	10.53	0.08	0.54
Performance - TSR	28 May 2021	30 June 2023	0.67	67.00	10.53	0.08	0.21
Retention	13 May 2022	31 Dec 2023	0.74	—	2.70	—	0.71
Performance - TSR	13 May 2022	30 June 2024	0.69	65.23	2.90	2.64	0.45
Performance - ROE	13 May 2022	30 June 2024	0.69	65.23	2.90	2.64	0.65
Performance - Others	13 May 2022	30 June 2024	0.69	65.23	2.90	2.64	0.65
Short Term Incentive Plan	10 Oct 2022	10 Oct 2023	0.94	—	2.93	—	0.91
Short Term Incentive Plan	14 Oct 2022	14 Oct 2023	1.01	—	2.74	—	0.98
Performance - TSR	14 Oct 2022	30 June 2024	1.01	65.81	2.74	3.32	0.75
Performance - ROE	14 Oct 2022	30 June 2024	1.01	65.81	2.74	3.32	0.96
Performance - Others	14 Oct 2022	30 June 2024	1.01	65.81	2.74	3.32	0.96
Performance - TSR	14 Oct 2022	30 June 2025	1.01	65.81	2.74	3.32	0.75
Performance - ROE	14 Oct 2022	30 June 2025	1.01	65.81	2.74	3.32	0.85
Performance - Others	14 Oct 2022	30 June 2025	1.01	65.81	2.74	3.32	0.85
Performance - TSR	20 Mar 2023	30 June 2025	1.08	57.69	3.29	2.84	0.85
Performance - ROE	20 Mar 2023	30 June 2025	1.08	57.69	3.29	2.84	1.00
Performance - Others	20 Mar 2023	30 June 2025	1.08	57.69	3.29	2.84	1.00
Short Term Incentive Plan	13 Oct 2023	13 Oct 2024	1.05	—	3.73	—	1.01
Short Term Incentive Plan	14 Dec 2023	14 Dec 2024	1.02	—	3.73	—	0.98
Performance - TSR	13 Oct 2023	30 June 2026	1.05	50.41	3.73	3.96	0.61
Performance - ROE	13 Oct 2023	30 June 2026	1.05	50.41	3.73	3.96	0.95
Performance - Others	13 Oct 2023	30 June 2026	1.05	50.41	3.73	3.96	0.95
Performance - TSR	19 Jan 2024	30 June 2026	0.91	49.76	3.73	3.91	0.40
Performance - ROE	19 Jan 2024	30 June 2026	0.91	49.76	3.73	3.91	0.83
Performance - Others	19 Jan 2024	30 June 2026	0.91	49.76	3.73	3.91	0.83



### Expenses arising from share-based payment transactions

Total expenses arising from share-based payment transactions recognised during the period as a part of employee benefit expense were:

	24 \$'000	23 \$'000
Rights issued under employee rights plan	8,432	12,531

The total amount to be expensed for share-based payments is determined by reference to the fair value at grant date, which includes any market performance conditions and the impact of any non-vesting conditions but excludes the impact of any service and non-market performance vesting conditions. Non-market vesting conditions are included in assumptions about the number of options or rights that are expected to vest. The total expense is recognised over the vesting period. At the end of each reporting period, the Group revises its estimate of the number of equity instruments expected to vest based on non-market vesting conditions. The impact of the revision of the original estimates, if any, is recognised in profit or loss such that the cumulative expense reflects the revised estimates, with a corresponding adjustment to the share-based payments reserve.

#### Key estimate: Share based payments

Significant judgement is required in determining the achievement of non-market conditions.

The fair value at grant date is independently determined using a Monte Carlo simulation or an amended Black Scholes Merton methodology valuation model. The fair value at the grant date of the equity settled share-based payments is expensed on a straight-line basis over the vesting period, based on the Group's estimate of equity instruments that will eventually vest, with a corresponding increase in equity.

At the end of each reporting period, the Group revises its estimate of the number of equity instruments expected to vest based on non-market vesting conditions. The impact of the revision of the original estimates, if any, is recognised in profit or loss such that the cumulative expense reflects the revised estimates, with a corresponding adjustment to the share-based payments reserve.

## 29 Other accounting policies

### New or amended Accounting Standards and Interpretations adopted by the Group

The Group has adopted all of the new, revised or amending Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period:

- AASB 17 Insurance Contracts,
- AASB 2021-2 Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates,
- AASB 2021-5: Amendments to Australian Accounting Standards – Deferred Tax related to Assets and Liabilities arising from a Single Transaction, and
- AASB 2023-2 Amendments to Australian Accounting Standards - International Tax Reform - Pillar Two Model Rules. The Group has yet to account for any deferred taxes arising from the OECD's Pillar Two Model Rules and has thus applied the mandatory exception effective immediately. Pillar Two legislation has been enacted or substantively enacted in certain jurisdictions in which the Group operates. The legislation will be effective for the Group's financial year beginning 1 July 2024. The Group

has performed an assessment of the Group's potential exposure to Pillar Two income taxes. This assessment is based on the most recent information available regarding the financial performance of the constituent entities in the Group. Based on the assessment performed, no material exposure to Pillar Two Top-Up taxes is expected to arise in any of the jurisdictions in which the group operates, and management is not currently aware of any circumstances under which this might change.

The amendments listed above did not have any impact on the amounts recognised in prior periods and are not expected to significantly affect the current or future periods.

### Impact of standards issued but not yet adopted by the Group

Certain new accounting standards and interpretations have been published that are not mandatory for the 30 June 2024 reporting period and have not been early adopted by the Group. The Group is assessing impact of the new standards, however does not expect to have a material impact on the Group in the current or future reporting periods and on foreseeable future transactions. The adoption of IFRS 18 will require the Group to make changes to its Consolidated Statement of Profit and Loss in the financial year beginning 1 July 2027.

### Climate change

The International Sustainability Standards Board ("ISSB") issued the first IFRS Sustainability Disclosure standards - IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures on 26 June 2023. The standards are effective from 1 July 2024 and it is expected that the Australian Accounting Standards Board ("AASB") will develop broader sustainability-related reporting standards, in which requirements and standards would most likely align with the ISSB Standards.

The Group strategy focuses on reducing operational greenhouse gas (GHG) emissions, investing in low emissions technologies, supporting emissions reductions in our supply chain, managing climate-related risk and opportunity, and working in partnership to reduce emissions. Refer to Sustainability section for further details.

The Group has assessed the impact of climate risk on its financial reporting. The impact assessment principally focuses on key judgement areas, being the valuation and useful lives of intangible and tangible assets and the identification and valuation of provisions and contingent liabilities. No material accounting impacts or changes to judgements or other required disclosures have resulted from the assessment. While the assessment did not have a material impact for the year ended 30 June 2024, this may change in future periods as the Group regularly updates its assessment of the impact of the lower carbon economy.

## CONSOLIDATED ENTITY DISCLOSURE STATEMENT

As at 30 June 2024						
Name of entity	Type of entity	Trustee, partner or participant in JV	% of share capital	Place of business/ country of incorporation	Australian resident or foreign resident	Foreign jurisdiction(s) of foreign residents
Perenti Limited	Body corporate	-	n/a	Australia	Australia	n/a
African Mining Services Burkina Faso Sarl	Body corporate	-	100	Burkina Faso	Foreign	Burkina Faso
African Mining Services (Ghana) Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
African Mining Services Guinee Sarl	Body corporate	-	100	Guinea	Foreign	Guinea
African Mining Services Mali SUARL	Body corporate	-	100	Mali	Foreign	Mali
African Mining Services Senegal SARL	Body corporate	-	100	Senegal	Foreign	Senegal
Ausdrill (Ghana) Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
ACN 103534087 Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
African Mining Services Cote D'Ivoire SUARL	Body corporate	-	100	Cote d'Ivoire	Foreign	Cote d'Ivoire
African Mining Services Ghana Ltd	Body corporate	JV participant	100	Ghana	Foreign	Ghana
Perenti Group Services Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
Perenti International Pty Ltd	Body corporate	JV participant	100	Australia	Australian	n/a
Ausdrill Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
Perenti Properties Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
Perenti Finance Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
AMCG Ltd	Body corporate	-	100	Ghana	Foreign	Ghana
Perenti Holdings Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
Ausdrill Tanzania Limited	Body corporate	-	100	Tanzania	Foreign	Tanzania
Perenti Utilities Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
BTP Equipment Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
BTP Parts Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
Connector Drilling Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
Ausdrill Mining Surface Botswana Proprietary Ltd	Body corporate	-	100	Botswana	Foreign	Botswana
Drill Rigs Australia Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
Golden Plains Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
Barmenco Mining Services Botswana Proprietary Ltd	Body corporate	-	100	Botswana	Foreign	Botswana
MinAnalytical Holdings Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
Logistics Direct Ltd	Body corporate	-	100	Ghana	Foreign	Ghana
Perenti UK Limited	Body corporate	-	100	UK	Foreign	UK
Power Solutions Africa SARL	Body corporate	-	100	Senegal	Foreign	Senegal
Mining Technology and Supplies Ltd	Body corporate	-	100	Ghana	Foreign	Ghana
Barmenco Mining Services Canada Limited	Body corporate	-	100	Canada	Foreign	Canada
Barmenco Finance Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
Barmenco Holdings Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
Supply Direct South Africa Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
Barmenco Limited	Body corporate	-	100	Australia	Australian	n/a
Supply Direct Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
Synergex Holdings Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
Barholdco (EIS) Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
Barmenco South Africa Pty Ltd	Body corporate	-	100	South Africa	Foreign	South Africa
Barmenco Egypt LLC	Body corporate	-	100	Egypt	Foreign	Egypt
West African Mining Services Ltd	Body corporate	-	100	Ghana	Foreign	Ghana
Barmenco Egypt Underground Mining Services SAE Investment Commercial	Body corporate	-	100	Egypt	Foreign	Egypt

As at 30 June 2024						
Name of entity	Type of entity	Trustee, partner or participant in JV	% of share capital	Place of business/ country of incorporation	Australian resident or foreign resident	Foreign jurisdiction(s) of foreign residents
SLR Australia Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
Barmenco India Holdings Pty Ltd	Body corporate	Partner	100	Australia	Australian	n/a
Barmenco India Investments Pty Ltd	Body corporate	Partner	100	Australia	Australian	n/a
Barmenco AUMS Holding Pty Ltd	Body corporate	JV participant	100	Australia	Australian	n/a
Barmenco Indian Underground Mining Services LLP	Partnership	-	100	India	Foreign	India
African Underground Mining Services Ltd	Body corporate	JV participant	100	Ghana	Foreign	Ghana
African Underground Mining Services Ltd Mali Sarl	Body corporate	-	100	Mali	Foreign	Mali
African Underground Mining Services Burkina Faso Sarl	Body corporate	-	100	Burkina Faso	Foreign	Burkina Faso
Barmenco Mining Services USA LLC	Body corporate	-	100	USA	Foreign	USA
Perenti USA Inc	Body corporate	-	100	USA	Foreign	USA
DDH1 Limited	Body corporate	-	100	Australia	Australian	n/a
DDH1 Group Holdings Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
DDH1 Holdings Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
DDH1 Midco Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
DDH1 FinCo Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
DDH1 Drilling Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
Ranger Exploration Drilling Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
Izett Holdings Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
Swick Mining Services Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
Strike Drilling Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
Swick Engineering Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
SMS Asset Holdings Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
SMS Operations Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
Swick Mining Services (Indonesia) Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
Swick Mining Services (Canada) Inc.	Body corporate	-	100	Canada	Foreign	Canada
Swick Mining Services (USA) Inc.	Body corporate	-	100	USA	Foreign	USA
Swick Drilling Europe Ltd	Body corporate	-	100	UK	Foreign	UK
Swick Drilling Portugal LDA	Body corporate	-	100	Portugal	Foreign	Portugal
Swick BH d.o.o	Body corporate	-	100	Bosnia	Foreign	Bosnia
Orelogy Consulting Pty Ltd	Body corporate	-	100	Australia	Australian	n/a
AUMS Geofields Tanzania Limited (formerly AUMS (T) Limited)	Body corporate	-	88	Tanzania	Foreign	Tanzania
Improvement Resources Pty Ltd	Body corporate	-	86	Australia	Australian	n/a
idoba Pty Ltd	Body corporate	-	86	Australia	Australian	n/a
Sandpit Innovation Pty Ltd	Body corporate	-	86	Australia	Australian	n/a
Spidler Technologies Pty Ltd	Body corporate	-	86	Australia	Australian	n/a
Optika Solutions Pty Ltd	Body corporate	-	86	Australia	Australian	n/a
Spidler Group Pty Ltd	Body corporate	-	86	Australia	Australian	n/a
Atomorphis Pty Ltd	Body corporate	-	86	Australia	Australian	n/a
BG Umoja Services Limited	Body corporate	-	80	Tanzania	Foreign	Tanzania
Underground Mining Alliance Ltd	Body corporate	-	70	Ghana	Foreign	Ghana
AMAX Ltd	Body corporate	-	60	Ghana	Foreign	Ghana
Underground Mining Alliance - Akyem Ltd	Body corporate	-	60	Ghana	Foreign	Ghana

### Basis of preparation

The consolidated entity disclosure statement (CEDS) has been prepared in accordance with subsection 295(3A)(a) of the *Corporations Act 2001*. The entities listed in the statement are Perenti Limited and all the entities it controls in accordance with AASB 10 Consolidated Financial Statements.

## Directors' declaration

### In the directors' opinion:

- (a) the financial statements and notes set out on pages 89 to 130 are in accordance with the Corporations Act 2001, including:
  - (i) complying with Accounting Standards, the Corporations Regulations 2001 and other mandatory professional reporting requirements, and
  - (ii) giving a true and fair view of the consolidated entity's financial position as at 30 June 2024 and of its performance for the financial year ended on that date, and
- (b) the consolidated entity disclosure statement on pages 131 and 132 is true and correct, and
- (c) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable, and
- (d) at the date of this declaration, there are reasonable grounds to believe that the members of the extended closed Group identified in note 23 will be able to meet any obligations or liabilities to which they are, or may become, subject by virtue of the deed of cross guarantee described in note 23.

Page 95 confirms that the financial statements also comply with International Financial Reporting Standards as issued by the International Accounting Standards Board.

The directors have been given the declarations by the Chief Executive Officer and Chief Financial Officer required by section 295A of the Corporations Act 2001.

This declaration is made in accordance with a resolution of the directors.



**Mark Norwell**  
Managing Director and Chief Executive Officer  
Director

Perth  
19 August 2024



## Independent Auditor's Report to the members



### Independent auditor's report

To the members of Perenti Limited

Report on the audit of the financial report

#### Our opinion

In our opinion:

The accompanying financial report of Perenti Limited (the Company) and its controlled entities (together the Group) is in accordance with the *Corporations Act 2001*, including:

- (a) giving a true and fair view of the Group's financial position as at 30 June 2024 and of its financial performance for the year then ended
- (b) complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

#### What we have audited

The financial report comprises:

- the consolidated statement of financial position as at 30 June 2024
- the consolidated statement of comprehensive income for the year then ended
- the consolidated statement of profit or loss for the year then ended
- the consolidated statement of changes in equity for the year then ended
- the consolidated statement of cash flows for the year then ended
- the notes to the consolidated financial statements, including material accounting policy information and other explanatory information
- the consolidated entity disclosure statement as at 30 June 2024
- the directors' declaration.

#### Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Independence

We are independent of the Group in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional & Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

PricewaterhouseCoopers, ABN 52 780 433 757  
 Brookfield Place, 125 St Georges Terrace, PERTH WA 6000, GPO Box D198, PERTH WA 6840  
 T: +61 8 9238 3000, F: +61 8 9238 3999

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### Our audit approach

An audit is designed to provide reasonable assurance about whether the financial report is free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

We tailored the scope of our audit to ensure that we performed enough work to be able to give an opinion on the financial report as a whole, taking into account the geographic and management structure of the Group, its accounting processes and controls and the industry in which it operates.

#### Audit Scope

- Our audit focused on where the Group made subjective judgements; for example, significant accounting estimates involving assumptions and inherently uncertain future events.
- The Group has major business units in Australia and Africa. In establishing the overall approach to the Group audit, we determined the type of work that needed to be performed by us, as the group engagement team, and by component auditors under our instruction.

### Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial report for the current period. The key audit matters were addressed in the context of our audit of the financial report as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. Further, any commentary on the outcomes of a particular audit procedure is made in that context. We communicated the key audit matters to the Audit and Risk Committee.

Key audit matter	How our audit addressed the key audit matter
<p><b>Carrying Value of Goodwill</b> (Refer to note 10)</p> <p>At 30 June 2024, the Group had \$457.3 million of goodwill recognised in the consolidated statement of financial position. Under Australian Accounting Standards, the Group is required to test the goodwill annually for impairment.</p> <p>The Group performed an impairment test to assess the recoverable amount through 'value in use' (VIU), using a discounted cashflow model. Significant judgement was required by the Group to estimate the key assumptions in the model to determine the recoverable amount of the goodwill and the amount of any impairment. The most significant areas of judgement relate to:</p> <ul style="list-style-type: none"> <li>• the level at which the goodwill is assessed;</li> </ul>	<p>Assisted by PwC valuation experts in aspects of our work, our procedures included the following, amongst others:</p> <ul style="list-style-type: none"> <li>• assessing whether the Group's identification of the group of CGUs was consistent with the level at which goodwill is monitored, based on our knowledge of the operations and internal monitoring and reporting.</li> <li>• considering if the models used to estimate the recoverable amount of the goodwill were consistent with the requirements of Australian Accounting Standards.</li> <li>• assessing the Group's ability to forecast future cash flows for the business by comparing historical budgets with reported actual results.</li> <li>• assessing whether the terminal growth rate used in the models was consistent with current longer term inflation forecasts.</li> </ul>



#### Key audit matter

- estimated future cash flows;
- the long-term growth rate; and
- discount rates.

This was a key audit matter given the level of judgement required by the Group in determining the assumptions used to perform the impairment testing and the significance of goodwill to the statement of financial position.

#### Business combinations - DDH1 Limited acquisition

(Refer to note 20)

During the year, the Group acquired the DDH1 Limited Group for total consideration of \$329.7 million. The Group has accounted for the acquisition as a business combination recognising a gain on acquisition of \$25.4 million based on the fair value of identified assets acquired and liabilities assumed.

The accounting for the acquisition was a key audit matter because it was a significant transaction for the Group and there were a number of key judgements applied in determining the fair value of identifiable assets including identifiable intangible assets (IIA) and property, plant and equipment (PPE).

#### How our audit addressed the key audit matter

- evaluating the appropriateness of the discount rate by assessing the appropriateness of the relevant inputs to the calculation against industry and market factors.
- agreeing the mathematical accuracy, on a sample basis, of the impairment model calculations.
- assessing the composition of the assets and liabilities included within the CGU's carrying value and agreeing them back to underlying financial records.
- evaluating the adequacy of the disclosures made in note 10 of the financial statements, including those regarding the key assumptions and sensitivities to changes in such assumptions, in light of the requirements of Australian Accounting Standards.

Assisted by PwC valuation experts in aspects of our work, our procedures included the following, amongst others:

- evaluating the Group's accounting for the transaction against the requirements of Australian Accounting Standards by examining relevant transaction agreements.
- assessing the fair values of the acquired assets and liabilities recognised, including:
  - considering the valuation methodology in the PPE and IIA valuation models in light of the requirements of Australian Accounting Standards.
  - considering key assumptions used in the IIA valuation models in light of historical performance.
  - considering the discount rate assumptions used in the IIA valuation models in light of other market participants' average cost of capital.
  - considering the external valuation reports obtained by the Group to assist their estimation of the fair value of PPE acquired in the business combination.
  - considering the completeness of the assets included in the external



#### Key audit matter

#### How our audit addressed the key audit matter

- valuation reports.
- assessing the competence, capability and objectivity of management's experts.
- considering the appropriateness of the resulting gain on acquisition.
- considering the adequacy of the business combination disclosures in light of the requirements of Australian Accounting Standards.

#### Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report for the year ended 30 June 2024, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon through our opinion on the financial report. We have issued a separate opinion on the remuneration report and a limited assurance conclusion on specified metrics included in the sustainability report section of the annual report.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

#### Responsibilities of the directors for the financial report

The directors of the Company are responsible for the preparation of the financial report in accordance with Australian Accounting Standards and the *Corporations Act 2001*, including giving a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Group to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.





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### Auditor's responsibilities for the audit of the financial report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

[https://www.auasb.gov.au/admin/file/content102/c3/ar1\\_2020.pdf](https://www.auasb.gov.au/admin/file/content102/c3/ar1_2020.pdf). This description forms part of our auditor's report.

Report on the remuneration report

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### Our opinion on the remuneration report

We have audited the remuneration report included in the directors' report for the year ended 30 June 2024.

In our opinion, the remuneration report of Perenti Limited for the year ended 30 June 2024 complies with section 300A of the *Corporations Act 2001*.

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### Responsibilities

The directors of the Company are responsible for the preparation and presentation of the remuneration report in accordance with section 300A of *the Corporations Act 2001*. Our responsibility is to express an opinion on the remuneration report, based on our audit conducted in accordance with Australian Auditing Standards.

*PricewaterhouseCoopers*

PricewaterhouseCoopers

*Helen Bathurst*

Helen Bathurst  
Partner

Perth  
19 August 2024

## Shareholder information

### a. Distribution of equity securities

Analysis of numbers of equity security holders by size of holding as at 5 August 2024:

Holding	Ordinary shares		
	Number of Holders	Shares	% of shares on issue
1 - 1,000	3,369	1,560,807	0.2
1,001 - 5,000	3,603	9,407,545	1.0
5,001 - 10,000	1,461	11,151,025	1.2
10,001 - 100,000	2,391	70,682,936	7.6
100,001 and over	292	839,957,432	90.1
	<b>11,116</b>	<b>932,759,745</b>	<b>100.0</b>

There were 1,682 holders of less than a marketable parcel of 282,666 ordinary shares as at 5 August 2024.

### b. Equity security holders

The names of the twenty largest holders of quoted equity securities as at 5 August 2024 are listed below:

Name	Ordinary shares	
	Number held	Percentage of issued shares (%)
1. HSBC Custody Nominees (Australia) Limited	255,886,610	27.43
2. J P Morgan Nominees Australia Pty Limited	130,409,022	13.98
3. Citicorp Nominees Pty Limited	112,641,376	12.08
4. DDH1 Holdings Singapore Pte Ltd	55,913,236	5.99
5. Bremerton Pty Ltd	26,005,640	2.79
6. Nebraska Pty Ltd	26,005,640	2.79
7. Western Alloys Pty Ltd	22,833,472	2.45
8. BNP Paribas Noms Pty Ltd	15,944,524	1.71
9. National Nominees Limited	13,930,452	1.49
10. HSBC Custody Nominees (Australia) Limited-GSI EDA	9,624,708	1.03
11. Citicorp Nominees Pty Limited	7,988,157	0.86
12. Purple Dragon Holdings Pty Ltd	6,932,213	0.74
13. Pacific Custodians Pty Limited	6,554,641	0.70
14. NBP Paribas Nominees Pty Ltd	6,413,548	0.69
15. HSBC Custody Nominees (Australia) Limited	5,472,204	0.59
16. Morgan Stanley Australia Securities (Nominee) Pty Limited	5,325,801	0.57
17. Mr BG Wright + Mrs WJ Wright	5,051,035	0.54
18. HSBC Custody Nominees (Australia) Limited - A/C 2	5,013,593	0.54
19. CTS Funds Pty Ltd	5,009,748	0.54
20. Moore Life Investments Pty Ltd	4,620,713	0.50
<b>Total held by the twenty largest shareholders</b>	<b>727,576,333</b>	<b>78.01</b>

#### Unquoted equity securities

	Number on issue	Number of holders
Rights issued under the Employee Incentive Rights Plan	32,649,443	72

### c. Substantial holders

Substantial holders in the Company are set out below as at 24 July 2024:

	Ordinary Shares	
	Number held	Percentage (%)
1. DDH1 Holdings Singapore	55,913,236	6.00
2. Dimensional Fund Advisors	48,351,081	5.20

### d. Voting rights

The voting rights attaching to each class of equity securities are set out below:

- Ordinary shares*: every member present at a meeting of the Company in person or by proxy shall have one vote and upon a poll each share shall have one vote.
- Options*: no voting rights.
- Rights*: no voting rights.

## Glossary of terms

TERM/ACRONYM	DEFINITION/MEANING
AASB	Australian Accounting Standards Board
ABAC	Anti-bribery and anti-corruption
AIFR	All injury frequency rate calculated as the number of incidents resulting in a work-related injury with a minimum of first aid treatment per million hours worked
Climate scenario analysis	Evaluation of various potential future scenarios using climate model projections to assess the potential impacts of climate change on businesses to aid in risk management and strategic planning.
CO <sub>2</sub> equivalent (CO <sub>2</sub> -e)	The universal unit of measurement to indicate the global warming potential (GWP) of each GHG, expressed in terms of the GWP of one unit of carbon dioxide (CO <sub>2</sub> ). It is used to evaluate releasing (or avoiding releasing) different GHGs against a common basis
Direct emissions	Emissions from sources that are owned or controlled by a reporting company
Downstream emissions	Indirect greenhouse gas emissions generated during the use, disposal, and distribution of products or services.
ESG	Environment, social and governance
GBV	Gender-based violence
GEC	Group Executive Committee
GHG (greenhouse gas) emissions	For Perenti reporting purposes, these are the aggregate anthropogenic carbon dioxide equivalent (CO <sub>2</sub> -e) emissions of carbon dioxide (CO <sub>2</sub> ), methane (CH <sub>4</sub> ), nitrous oxide (N <sub>2</sub> O), Hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF <sub>6</sub> ) and Nitrogen trifluoride (NF <sub>3</sub> ) GHG emissions are currently not relevant for Perenti reporting purposes
Grid	A system of power transmission and distribution lines under the control of a coordinating entity or 'grid operator', which transfers electrical energy generated by power plants to energy users also called a 'power grid'.
HESTA 40:40 Vision	An initiative led by HESTA Super Fund supported by industry partners, to pursue diversity in executive leadership in ASX300 companies.
HSE	Health, Safety and Environment
HSE Central	Perenti's centralised HSE information system
ICMM	International Council on Mining and Metals
IFRS	International Financial Reporting Standards
Injury	Temporary or permanent damage to tissue, muscle or bone typically caused by an identifiable incident.
Indirect emissions	Emissions that arise from Perenti's activities, but occur at sources owned or controlled by another company
IPCC	Intergovernmental Panel on Climate Change
ISSB	International Sustainability Standards Board
Local employment	Employment of country Nationals (locals) from within the country the worksite is located. Does not include third country Nationals.
Local expenditure	Refers to the purchasing of goods or services from a supplier registered or based within the same country as the operation.
LPG	Liquified petroleum gas
LTIFR	Lost time injury frequency rate calculated as the number of work-related injuries resulting in one or more days away from work per million hours worked
MOU	Memorandum of understanding
Net zero	Reducing GHG emissions to zero or a residual level consistent with reaching a scenario that limits global warming to 1.5°C, and then neutralizing any residual emissions at the net zero target date.
Operational boundaries	The boundaries that determine the direct and indirect emissions associated with operations owned or controlled by the reporting company
Operational control approach	A consolidation approach whereby a company accounts for 100 per cent of the GHG emissions over which it has operational control.
OTR	Offroad tyre recovery
PGF	Perenti Governance Framework

<b>TERM/ACRONYM</b>	<b>DEFINITION/MEANING</b>
<b>Physical risks</b>	Adverse effects to natural and built environments resulting from the changing climate, including events like extreme weather, sea-level rise, and temperature fluctuations.
<b>Renewable energy certificates (REC)</b>	Contractual instrument used to purchase energy that represents the environmental attributes of a specific amount of renewable energy generated within the grid.
<b>SBTi</b>	Science-based target initiative
<b>Scope 1 emissions</b>	Scope 1 emissions are direct GHG emissions from operations that are owned or controlled by a reporting company.
<b>Scope 2 emissions</b>	Scope 2 emissions are indirect GHG emissions from the generation of purchased or acquired electricity, steam, heat or cooling that is consumed by operations that are owned or controlled by a reporting company.
<b>Scope 2 (location-based)</b>	GHG calculation methodology where scope 2 emissions are based on the average emissions factor for the grid from which the organisation purchases electricity.
<b>Scope 2 (market-based)</b>	GHG calculation methodology which goes beyond the location-based approach by taking into consideration any specific renewable energy certificates (RECs) or carbon offsets that are purchased in the reporting year.
<b>Scope 3 emissions</b>	Scope 3 emissions are all other indirect GHG emissions (not included in Scope 2) that occur in a reporting company's value chain.
<b>Scope 3 category</b>	One of the 15 types of Scope 3 emissions defined by the Scope 3 Standard
<b>SDG</b>	United Nations Sustainable Development Goal
<b>Senior Leader</b>	Vice Presidents, General Managers and Department Heads
<b>Steering Group</b>	A Perenti Group Executive Committee sponsored group comprising key internal stakeholders for providing guidance, oversight and strategic direction for Perenti's sustainability priorities
<b>SPIFR</b>	Serious potential incident frequency rate calculated as the number of incidents with a risk consequence of either major or critical per million hours worked
<b>SMP</b>	Sustainability Management Plan
<b>STIP</b>	Short-term incentive plan
<b>TCFD</b>	Taskforce on Climate-related Financial Disclosure
<b>TCS</b>	Tjiwarl Contracting Services
<b>TNDC</b>	Tahltan Nation Development Corporation
<b>TNFD</b>	Taskforce on Nature-related Financial Disclosure
<b>Transition risks</b>	Risks which can arise from the process of adjusting to a lower carbon economy, usually categorised under policy, legal, market and reputation risks.
<b>TRIFR</b>	Total recordable injury frequency rate calculated as the number of work-related recordable injuries per million hours worked. Recordable injuries include medical treatment, restricted work, lost time and fatality classifications.
<b>TSA</b>	Tyre Stewardship Australia
<b>Upstream emissions</b>	Indirect GHG emissions from purchased or acquired goods and services.



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CORPORATE AND HEAD OFFICE

Level 4, William Square, 45 Francis Street, Northbridge, WA 6003 Australia  
+ 61 8 9421 6500

**perenti.com**