



**CONFIDENTIAL
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MATERIAL**

For Internal
Business
Development
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Subject:
Post-
Acquisition
Capability &
Risk Profile.

Date:
January 2026

STRATEGIC ACCOUNT DOSSIER REDPATH MINING AUSTRALIA (2026)

Comprehensive Operational Profile, Commercial
Analysis, and Engagement Strategy.

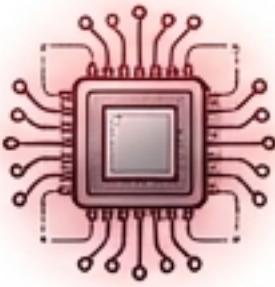
SITUATION REPORT: AGGRESSIVE CAPABILITY EXPANSION

CORE STATEMENT

Redpath has shifted risk appetite, moving from niche service provider to Tier-1 incumbent, evidenced by the displacement of Barminco at Evolution Mining's Cowal Gold Operations.



Integration: Assimilating RUC Mining (acquired May 2024) to balance East/West coast exposure and double the workforce.



Technology: Moving from mechanization to genuine automation (Herrenknecht SBC partnership, autonomous fleets at Rothsay).



Commercial: Leveraging a "stronger balance sheet" to fund capital projects smaller contractors cannot bond.

MARKET SENTIMENT: "THE BUZZ"



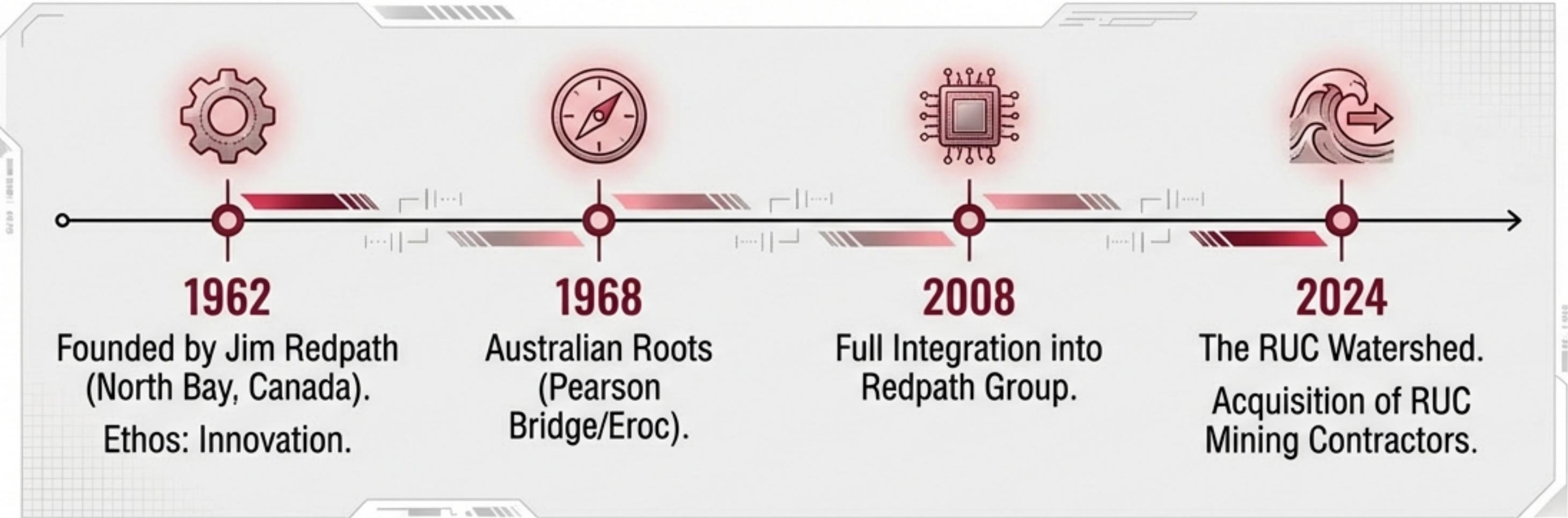
Momentum:
Record production at Lady Loretta and the Cowal win.

Scrutiny: Industry watch on handling the RUC safety legacy following the \$540k fine for the Hamlet mine fatality.

STRATEGIC IMPLICATION

Redpath is in "Execution Mode." They are powerful but stretched. Pitches must solve integration headaches or immediate mobilization needs.

DNA & PHILOSOPHY: 'MINING ENGINEERS, NOT DIRT MOVERS'



CORPORATE LINEAGE

- Subsidiary of The Redpath Group.
- **Private Ownership:** Allows long-term asset investment vs. ASX quarterly pressure.

OPERATING PHILOSOPHY: TECHNICAL MERITOCRACY

- Marketing emphasizes engineering prowess (e.g., complex shaft sinking, record raisebores) rather than lowest price.
- **Key Differentiator:** Willingness to tackle complex geotechnical challenges.

BDM ACTION

Do not lead with price.

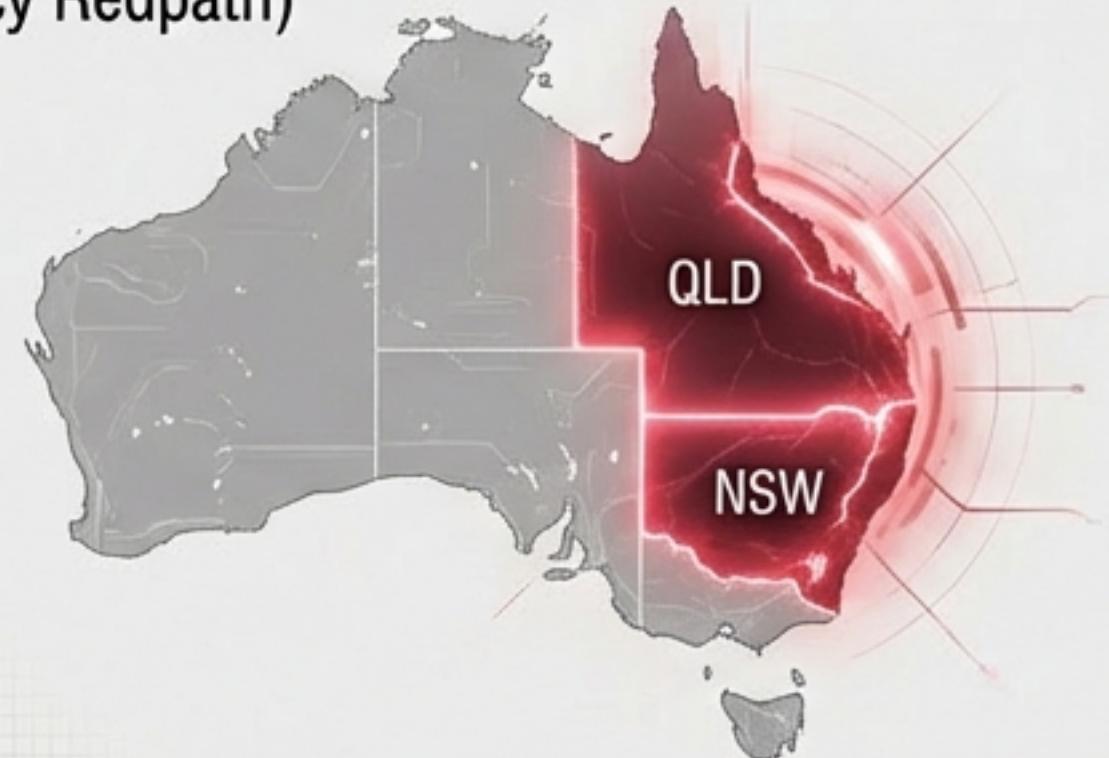
Lead with technical rigor.

They buy "technical certainty" and engineering value.

THE CATALYST: THE 2024 RUC ACQUISITION

PRE-2024

(Legacy Redpath)



POST-ACQUISITION

(Current)



STRATEGIC RATIONALE

GEOGRAPHIC BALANCE

Solves East Coast bias; procurement is now national.

CAPABILITY FUSION

Merges Redpath's development speed with RUC's shaft/raiseboring dominance.

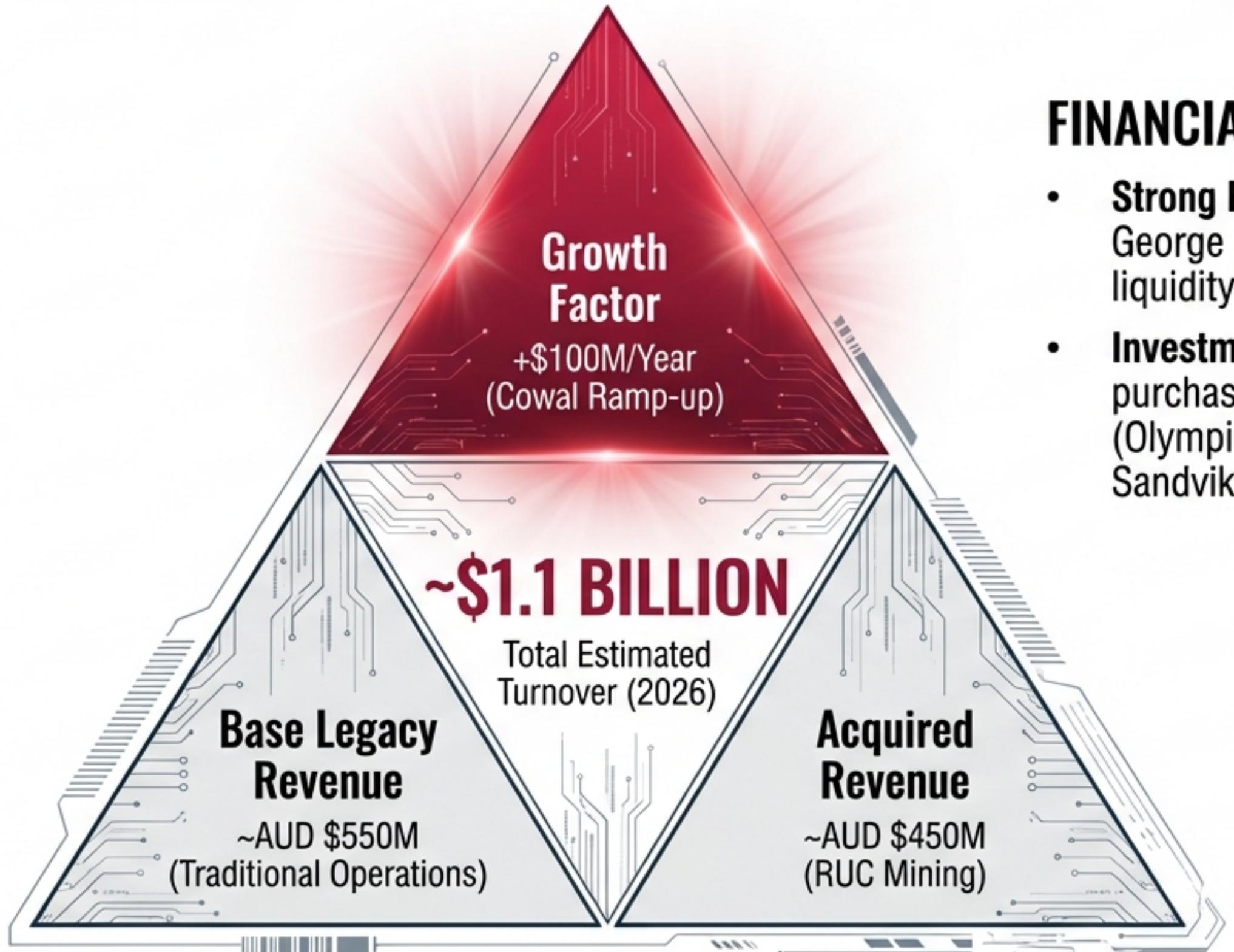
ASIAN FOOTPRINT

Gains entry to Indonesia (Freeport) and Mongolia.

STRATEGIC IMPLICATION

Procurement is now national. You must demonstrate the capability to service both the Hunter Valley (Coal) and the Goldfields (Hard Rock) simultaneously.

FINANCIAL INTELLIGENCE: A ~\$1.1B JUGGERNAUT



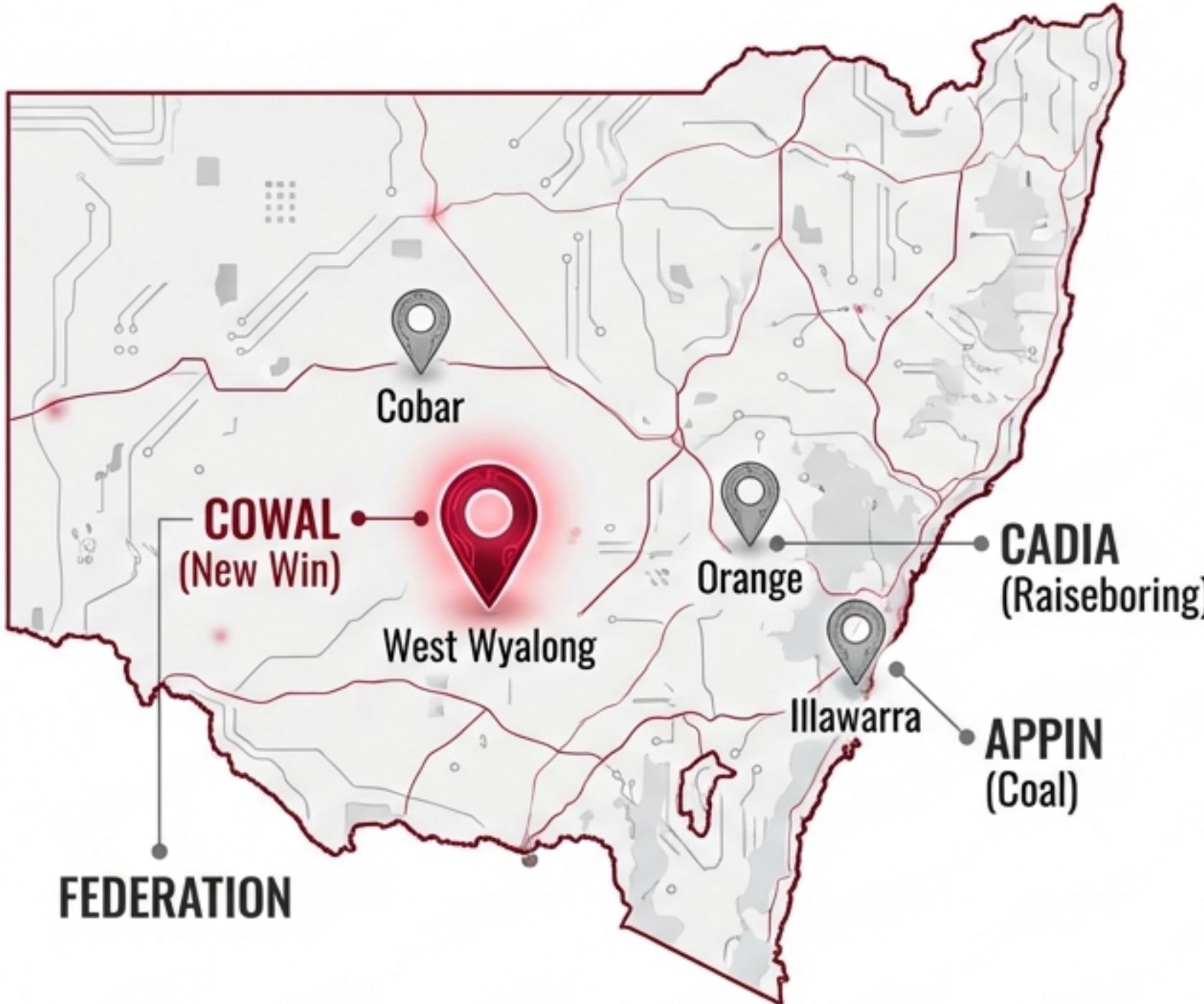
FINANCIAL HEALTH

- **Strong Balance Sheet:** CEO George Flumerfelt confirms liquidity for growth.
- **Investment Capacity:** Cash purchases of electric agitators (Olympic Dam) and high-end Sandvik simulators (Brisbane).

BDM ACTION

They have capital. Unlike leveraged competitors, they can fund innovation pilots if the ROI case is engineering-sound.

OPERATIONAL RADAR: NEW SOUTH WALES (THE GROWTH ENGINE)



COWAL GOLD OPERATIONS

(The Priority)

- **Status:** NEW WIN (Dec 2025). Displaced Barminco.
- **Scope:** Ramp up to 2.4Mtpa. Sublevel open stoping.
- **Need:** Immediate mobilization of fleet and labor.

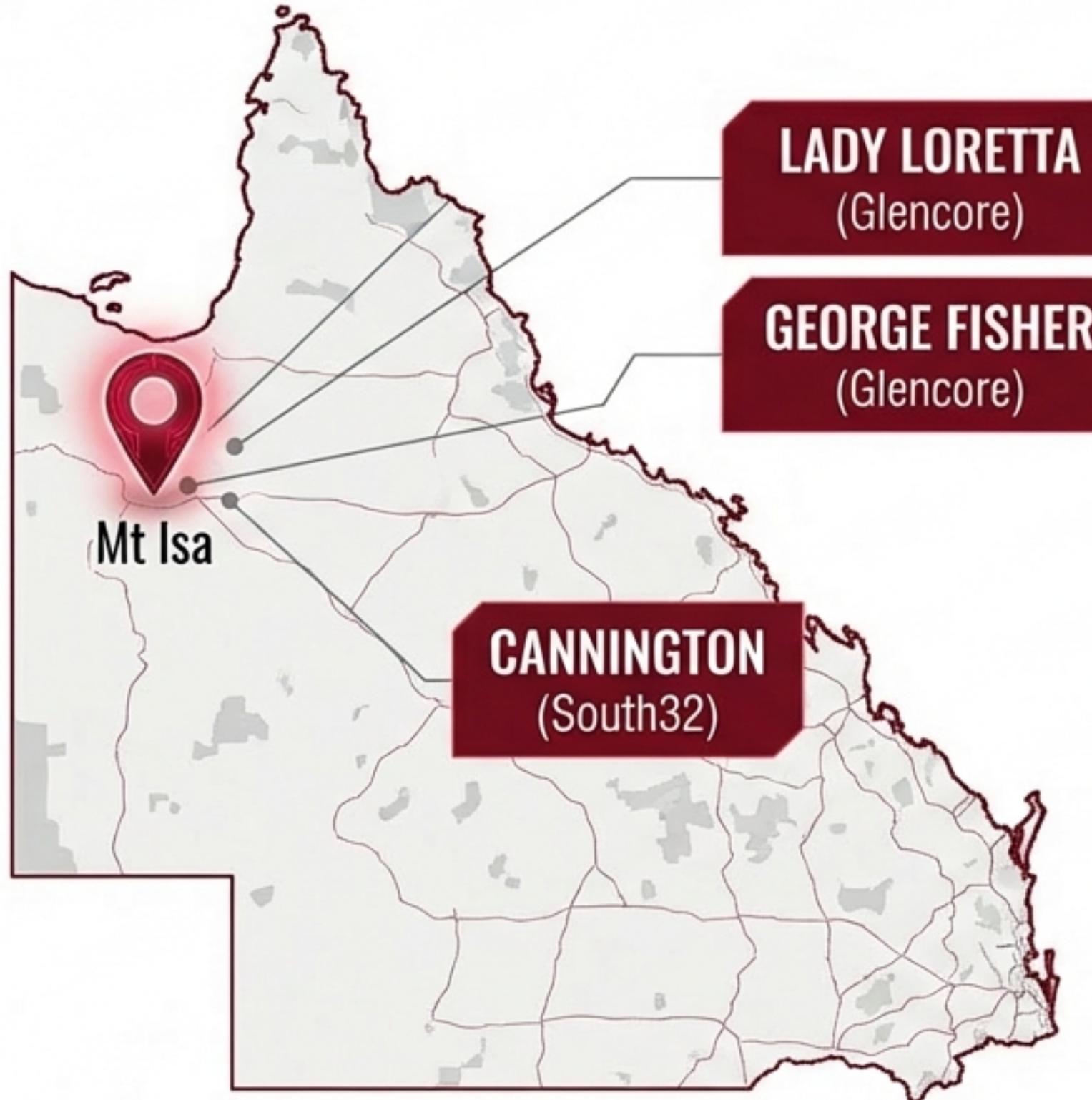
CADIA VALLEY

- **Focus:** Raiseboring infrastructure.
- **Proof:** Drilled Australia's longest raisebore (844.7m) here.

STRATEGIC IMPLICATION

Cowal is the "Bleeding Neck." Immediate logistics, labor, and establishment support at West Wyalong is their highest priority right now.

OPERATIONAL RADAR: QUEENSLAND (THE FORTRESS)



LADY LORETTA (Glencore)

- **Scope:** Turnkey Mine Management (Crushing to Rehab).
- **Status:** Record-breaking production (1.69Mtpa).

GEORGE FISHER (Glencore)

- **Innovation:** Contract win aided by Jacon 'Combo' unit proposal.

CANNINGTON (South32)

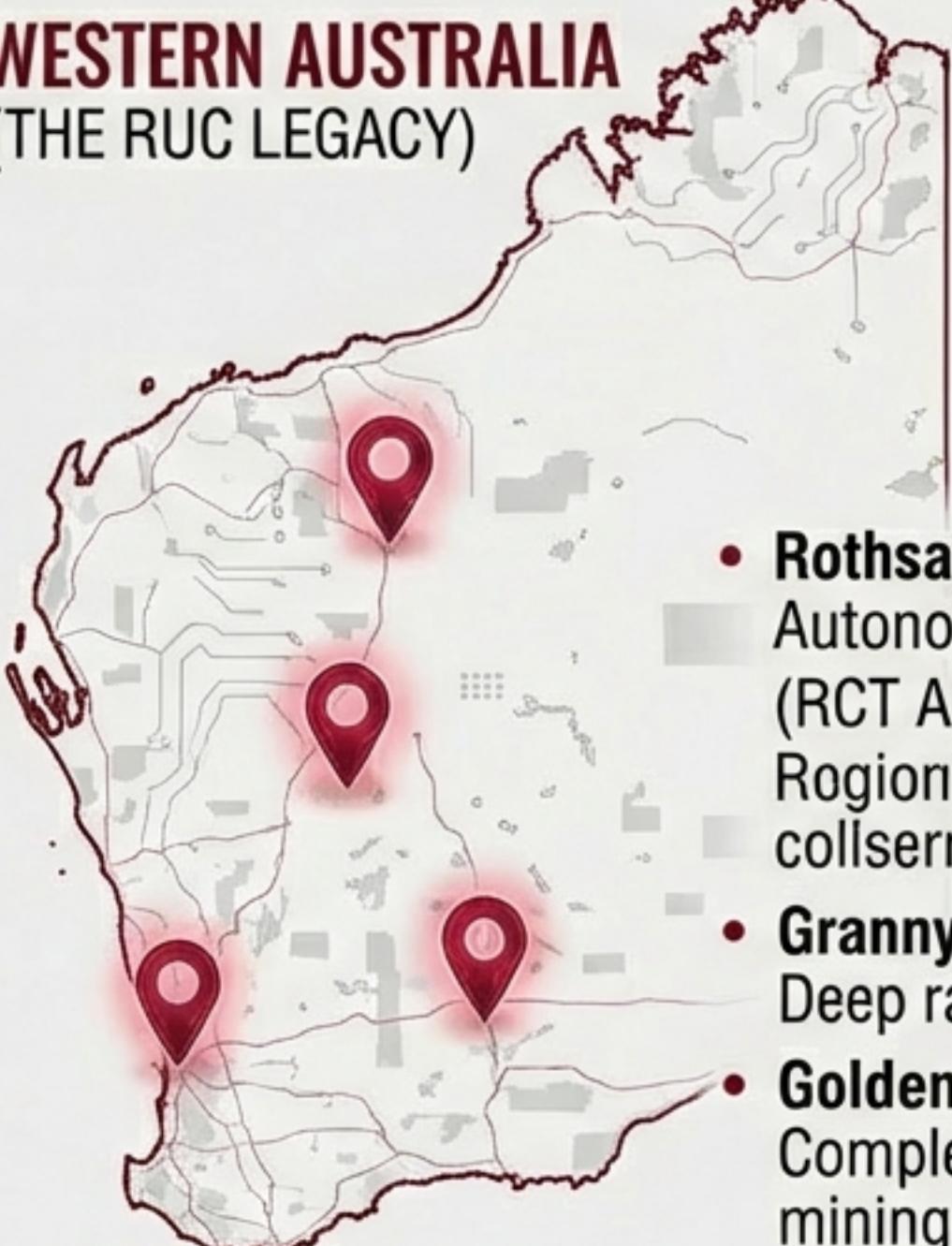
- **Status:** Decade-long tenure. Silver/Lead operations.

STRATEGIC IMPLICATION

These sites are stable but aging. Pitch efficiency upgrades and maintenance optimization here, rather than radical changes.

OPERATIONAL RADAR: WA & SA (THE FRONTIER & THE PARTNER)

WESTERN AUSTRALIA (THE RUC LEGACY)



- **Rothsay (Gold):** Autonomous fleets (RCT Agnostic). Regional collaboration.
- **Granny Smith:** Deep raiseboring.
- **Golden Grove:** Complex polymetallic mining.

SOUTH AUSTRALIA (THE DECARBONIZATION HUB)

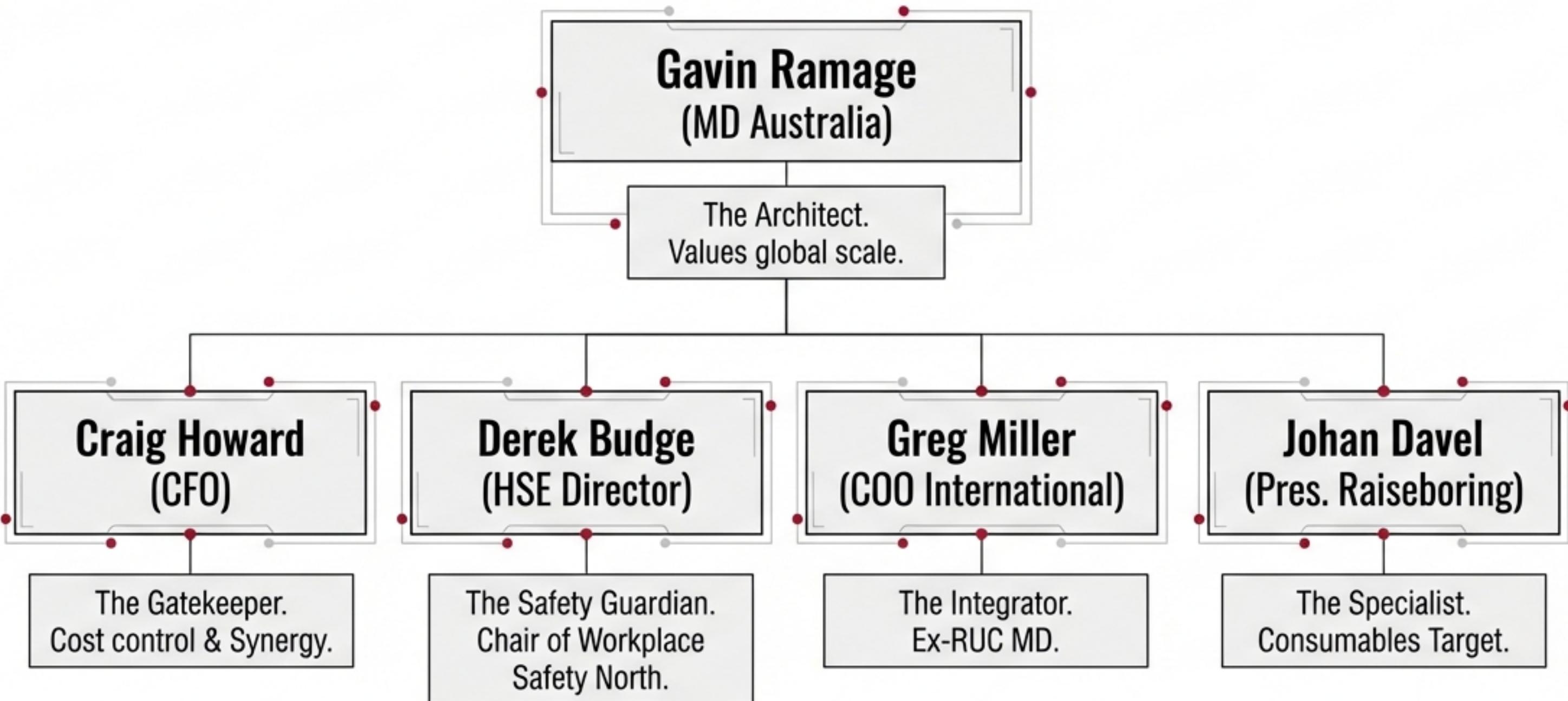


- **Olympic Dam (BHP):** 9+ years tenure.
- **Scale:** 9,000m³ shotcrete/month.
- **Tech:** Utimic Electric Agitators deployed.

STRATEGIC IMPLICATION

Olympic Dam is the testbed for electrification. If you have Green Tech, pitch it here to align with BHP's net-zero mandates.

LEADERSHIP ARCHITECTURE: THE DECISION MATRIX



BDM ACTION

Ramage sets the strategy, but Budge (Safety) can veto any operational tool.

Ensure your pitch passes the HSE filter before reaching the C-Suite.

CULTURAL DYNAMICS: THE ‘SAFETY FIRST’ PARADOX

**“Safety – First,
Last and
Always.”**

Strong corporate culture.
Zero Harm focus.

The Challenge: Legacy RUC fine (\$540k) for Hamlet mine fatality.

The Response: Aggressive overhaul of safety systems.

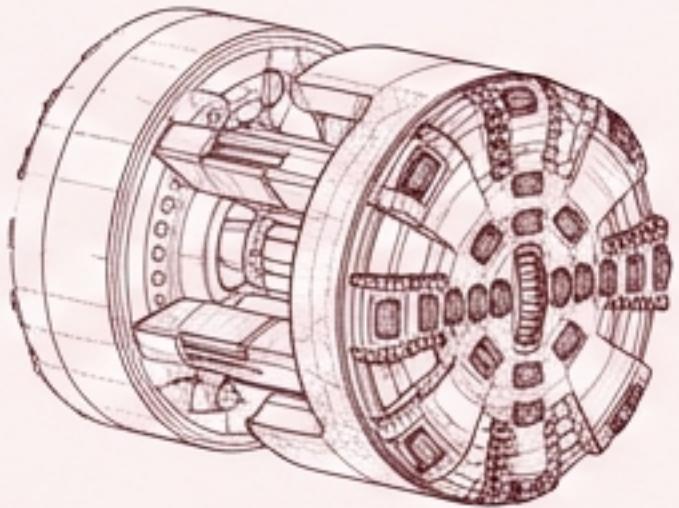
The Investment: Brisbane Training Center featuring Sandvik Simulators (AutoMine, LH517i) to train green operators safely.

STRATEGIC IMPLICATION

Do not mention the fine directly. Frame your solution as “Standardization of Safety Risk Controls” to help them solve the compliance headache.

TECHNOLOGY STACK: THE ‘FUTURE MINE’ ECOSYSTEM

SHAFT BORING (THE MOAT)



Herrenknecht SBC
(Shaft Boring Cutterhead)

- Partnership with Herrenknecht.
- Removes people from danger zone.
- Continuous concrete lining.

ELECTRIFICATION



Utimec XL 1100 Electric
Agitator

- Decarbonization at Olympic Dam.
- Battery Energy Storage (BESS) integration.

AUTOMATION



RCT ControlMaster

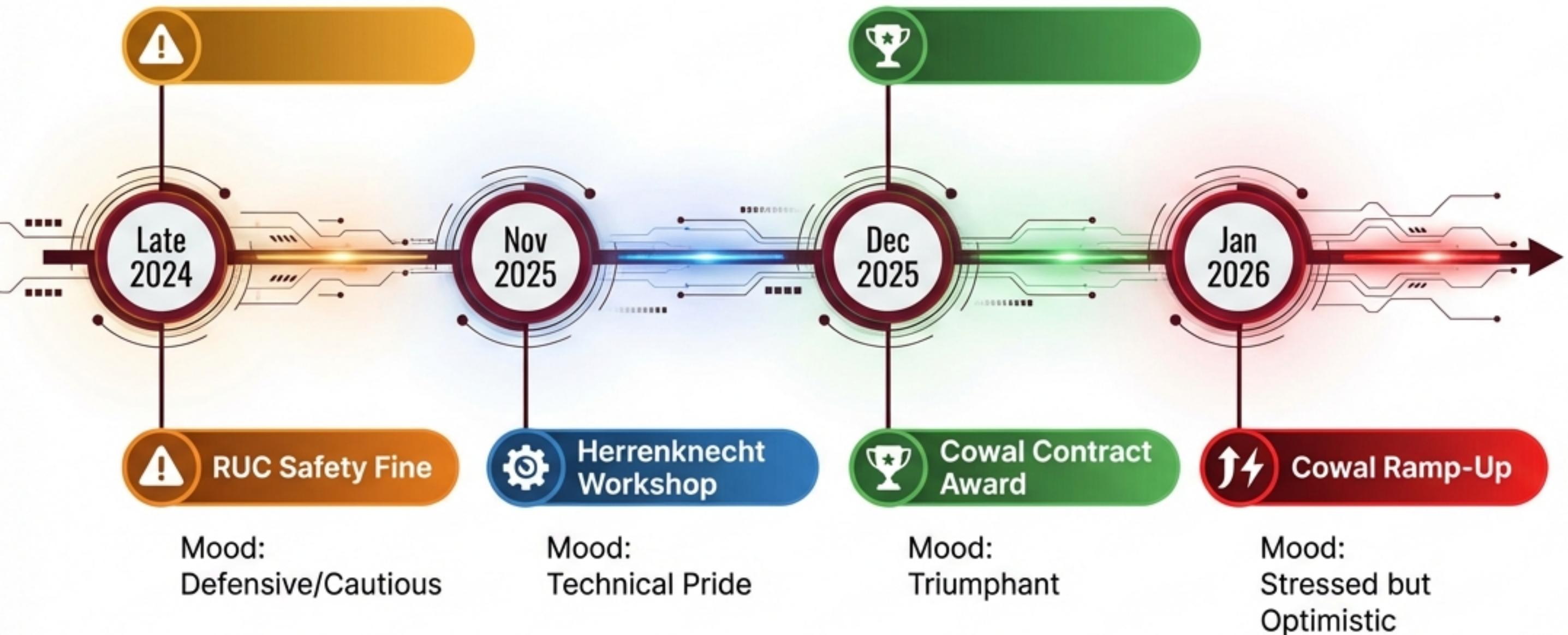
- OEM-Agnostic approach.
- Autonomous fleets at Rothsay.

BDM ACTION

They value proprietary tech.

If your product integrates with Herrenknecht or Sandvik ecosystems, highlight that interoperability immediately.

TACTICAL TIMELINE: PULSE OF THE CLIENT (2025-2026)



STRATEGIC IMPLICATION

Current sentiment is High Pressure / High Growth.

They are busy.

Brevity and clarity in communication are non-negotiable.

ENGAGEMENT STRATEGY: THE NARRATIVE ARC



VALIDATE

(The Ego Stroke)

Acknowledge the trajectory:
"The expansion since the RUC
integration and the Cowal win
has been impressive."

RESPECT

(The Engineering)

Speak their language:
Discuss cycle times,
geotechnical stability, and
integration with specific tech
(Herrenknecht/Sandvik).

SOLVE

(The Value Prop)

Address the Integration
Headache: Offer solutions that
simplify operations across the
East-West divide.

BDM ACTION

Avoid generic sales pitches.
Frame every benefit in terms
of Engineering Certainty or
Operational Risk Reduction.

ACTIONABLE OPPORTUNITIES: THE TARGET LIST

IMMEDIATE (The Bleeding Neck)

Target: Cowal Gold Operations.

Needs: Logistics, labor hire support, secondary equipment, rapid mobilization tools.



MID-TERM (Systemic Fixes)

Target: National Safety Harmonization.

Needs: Software or training that unifies RUC/Redpath safety cultures (Post-Hamlet fix).



LONG-TERM (Strategic Partnership)

Target: Deep Shaft Projects.

Needs: Long-lead consumables and maintenance for the Herrenknecht SBC fleet.



STRATEGIC IMPLICATION

Cowal is the door opener. If you can help them succeed there, you gain license to hunt in the rest of the portfolio.



DOSSIER CHEAT SHEET: REDPATH MINING AUSTRALIA



VITAL STATS



~\$1.1B Revenue



~3,000+ Employees



Ownership: Private
(Canadian Parentage)



TOP 3 PAIN POINTS

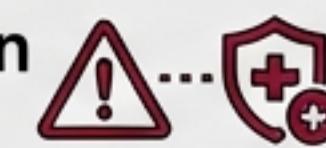
1. Mobilizing Cowal
(Logistics/Labor)



2. Integrating RUC
(Culture/Systems)



3. Safety Harmonization
(Legacy Risk)



KEY PEOPLE



Gavin Ramage (MD)



Derek Budge (Safety)



Craig Howard (CFO)



THE GOLDEN RULE

Do not treat them like a
labor hire firm. They are
Engineering Partners.



FINAL TAKEAWAY

If you can
help them drill
straighter,
sink faster, or
mine safer,
they have the
checkbook to
pay for it.

