



Providing customer focused
labour solutions for the modern
underground coal operation.

NEXUSMINING.COM.AU



OUR CURRENT AND PREVIOUS CLIENTS



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INTRODUCTION

NEXUS Mining is more than just a provider of contract mining workers and equipment to the underground coal-mining sector; we go the extra mile to offer innovative project solutions to our clients.

Established in the Illawarra region of NSW, our company has grown its workforce to over 600 employees across NSW and QLD and has trained more than 250 new entrants to the underground coal mining industry.

Our company has extensive industry experience with expert knowledge of safety, project and financial management.

Nexus Mining tailors its mining contractor services to the clients' needs. Our team-based approach to work is focused on commitment, safety, respect and integrity, accountability and recognition.

Safety is paramount to Nexus. We clearly communicate to all workers and stakeholders expectations for compliance with safety regulations and policies. Nexus Mining have a diverse resource base allowing us to deliver a range of mining services to clients including, undermanagers and deputies, mechanical and electrical coordinators, diesel and equipment maintenance specialists and project managers.



OUR MISSION

To be a supplier of choice in high quality labour services to the underground metallurgical coal industry in New South Wales and Queensland.

WE DO THIS BY



Being an employer of choice



Providing value and innovative solutions



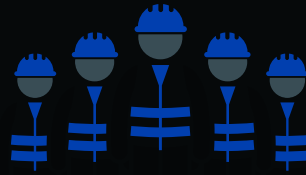
Being reliable and professional



Considering our own and our clients' risk



OUR VALUES



RESPECT AND INTEGRITY

Consider your teams' capabilities, capacity and availability. Respect personal and team mates' contributions in achieving our goals.



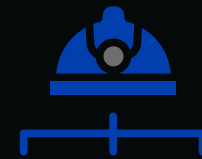
SAFETY

Always comply with established WHS management plans and company policies.



COMMITMENT

Uphold our values and strive to be better.



ACCOUNTABILITY AND RECOGNITION

Identify talent, measure performance and empower all employees to fulfill their potential.

OUR SENIOR TEAM



**KILLIAN
GRENNELL**

General Manager

Killian is an Engineering professional with over 16 years' experience in engineering, management and company directorship. Working in multiple industries and in different capacities has been the integral part of developing his skill set and capabilities. He is a well- rounded and proactive leader whose drive and determination has seen success in developing and maintaining new business, project management and business administration.

Since joining Nexus in October 2013 as the General Manger he has provided a clear company direction whilst focusing on innovative project solutions to the underground coal market.



**BILJANA
JOVANSKI**

Operations Manager

Biljana is an experienced professional who has also worked within the fields of operations safety and human resources. She has 15 years' within the coal mining sector and has partnered with CEO's, executives as well as senior managers to grow their professional brands through innovative techniques that cater for and represent market need.

Biljana brings an extensive knowledge base in Employee Relations and Industrial Relations along with lateral thinking and creative problem solving skills into the operations space to deliver customer focused resourcing solutions tailored to client requirements.



**JASON
FIFE**

Business Development

Jason has been with the company since inception and has over 18 years' mining experience within the local region. Previously filling the Operations Manager role he has extensive experience in analysing, developing, and implementing management systems. Jason's strong leadership and influencing skills lead to the achievement of both project targets and profitability. His unique consultation style, targeted system development, and training has resulted in accountability and responsibility within teams.

Jason now applies these skills to managing the equipment fleet to ensure prompt and customer centered outcomes for our clients.

OUR HISTORY

2016

Sparta Mining acquired by new owners and rebranded to Nexus Mining

Seconday Support contract at Dendrobim

80 Employees

Implemented complete WHS and Business Management System

2017

Tender awarded for Development contract at Dendrobium

50 Employees

2018

Engagement of Senior Management Team

General Manager

HR Manager

Financial Controller

Awarded conveyor installation contract at Springvale

6 months

25 Employees

Tender awarded for Mine Services contract at Metropolitan

2 years +1

Commences with 44 employees and grows to 98 employees

2019

Nexus commences Engineering Installation Services

Awarded conveyor installation contract at Dendrobium

25 Employees

Tender awarded for Mine Services contract at Dendrobium

3 years

190 Employees

Opening of the QLD Branch in Mackay

2020

Awarded 2 Booster fan installations at Dendrobium

20 Employees

18 months

2021

Awarded contract for first Development Panel at Metropolitan Mine

36 Employees

2 years

2022

Awarded Project Execution contract at Dendrobium

40 Employees

2 years +1

2023

Awarded contract for Underground Supplementary Labour at Appin Mine

151 Employees

3 years +1

Awarded Extension for Mine Services contract at Dendrobium

235 Employees

2 years

CURRENT OPERATIONS

SOUTH 32 DENDROBIUM **256 EMPLOYEES**

Development
Workings - 2 Panels

Conveyor & Engineering
Installations

Outbye Services

Longwall Support

Secondary Support
Installation

Installation Of Ventilation
Control Devices

PEABODY DENDROBIUM **121 EMPLOYEES**

Development
Workings - 1 Panel

Outbye Services

Longwall Support

Secondary Support
Installation

SOUTH 32 APPIN **180 EMPLOYEES**

Conveyor & Engineering
Installations

Mine Services Supplementary
Labour

Outbye Services

Longwall Support

Installation Of Ventilation
Control Devices

SOJITZ CRINUM QUEENSLAND **11 EMPLOYEES**

Outbye Services

Installation Of Ventilation
Control Devices

OUR SERVICES



**DEVELOPMENT
WORKINGS**



**ROADWAY
DEVELOPMENT**



**CONVEYOR &
ENGINEERING
INSTALLATIONS**



**SECONDARY
SUPPORT**



**LONGWALL
SUPPORT**



**CIVIL
EXCAVATIONS**



**TECHNICAL &
STATUTORY
SUPPORT**



**OUTBYE
SERVICES**



**LONGWALL
RELOCATIONS**



**PROJECT
MANAGEMENT**



**LONGWALL &
CONVEYOR
MAINTENANCE**



**DIESEL &
WORKSHOP
SUPPORT**

EQUIPMENT HIRE

MACHINE HIRE

Nexus has a fleet of machinery, including air over hydraulic drill rigs for secondary support works. We have also partnered with Alfabs allowing us to provide commercially competitive pricing on the equipment you need when you need.

ATTACHMENT HIRE

To compliment our contract services we have a wide range of attachments for machines to ensure the right attachments are available to the work area.

EQUIPMENT HIRE

Ancillary equipment such as hand bolters, grouting equipment, tensioners and piccola pumps are available for hire.



1 MG19 CONVEYOR TRANSFER INSTALLATION

DENDROBIUM

The installation of a Main Gate conveyor system consisting of a floor mounted transfer and loadstation into an existing outbye trunk belt. Installation was undertaken in maintenance windows and around a running conveyor incident free and without impact to production.



2 MG18 JIFFY CONVEYOR INSTALLATION

DENDROBIUM

Installation of a Main Gate transfer and temporary drive module undertaken in a working production area. Nexus worked collaboratively with the client on panel sequencing plans to reduce the amount of working at heights and increase windows for access to complete works.



3 BUNKER TRANSFER - UP TO 15M FLOOR TO ROOF HEIGHT

METROPOLITAN

The installation of a Main Gate conveyor system consisting of a floor mounted transfer and loadstation into an existing outbye trunk belt. Installation was undertaken in maintenance windows and around a running conveyor incident free and without impact to production.



4 MG16 LTU INSTALLATION DENDROBIUM

Part of the Main Gate Conveyor Installation which included civil excavations, support work, concreting, mechanical installation, electrical installation and ventilation works.



5 TRIPPER DRIVE INSTALLATION METROPOLITAN

Fall recovery and widening of the roadway to accommodate installation of an inline tripper drive, including lifting equipment, monorails and assisting with the mechanical equipment installation.

6 90M ROADWAY FALL RECOVERY AND EXCAVATION METROPOLITAN

Recovery of roadway fall and additional excavation to facilitate installation of the inline tripper drive. Additional cut-outs for the drive modules had to be shot fired and supported and sections of the roadway "straightened" to allow for installation of a trunk conveyor.



7 ROADWAY EXCAVATION UP TO 12M HIGH & 10M WIDE METROPOLITAN

Civil works and excavation as part of a larger project including a series of new belts and a bunker system. 100m of roadway was excavated and widened widened up to 10m in sections, with the lead in to the transfer reaching up to 12 m to accommodate a complex system of discharge and reclaim conveyors.



8 UNDERGROUND BOOSTER FAN INSTALLATION DENDROBIUM

Installation 1.8MW underground booster fan compliant to MDG3. The installation consisted of excavation of roof ribs and floor to design height, installation of engineered foundations, sealing and spraying of ribs and roof, ventilation works, lifting equipment and monorail systems, complex underground mechanical assembly, installation of the safety related control function electrical systems. Installation was delivered to an exceptional standard, incident free and ahead of schedule.

9 BOOSTER FAN HT/LT SUBSTATION INSTALLATION DENDROBIUM

Installation and commissioning of the 2 HTCB, and their associated inter-tripping control for the HT UG reticulation system and control between the 2 UG Booster fans at site. The overall installation included 6476m of cable run, over 1400 terminations, ferruled and wire numbered, 260 Stainless steel tags for cable and DP tubing identification, 74 environmental monitoring instruments with inclusive double redundancy for calibrations, and back-up system, 11 communication systems, 13 power system cables, and the remainder being instrumentation and control systems. Each circuit is then tested and commissioned individually to ensure that all control functions operate as intended.



10 ENGINEERED FOUNDATIONS & UNDERGROUND STEELFIXING DENDROBIUM

Installation of a certified civil designed foundation to support the mechanical and electrical installation of the underground booster fan. Constructed to a strict set of specifications the steelfixing was required to be tested for earth continuity and verified by the design engineer.



11 EMERGENCY MINE SEALING DOOR INSTALLATION DENDROBIUM

Installation of a set of ventilation doors for sealing and inertisation of the mine in the event of an emergency. The doors comprised of a 35kPa outbye door, a 70kPa inbye door and inertisation ducting. The installation included engineered footings, machine protection barriers, relocation of services, hydraulic and pneumatic system installation and installation of VDS steelwork including spraying of the door surrounds to design specified thickness using the WAP dustless spaying method and equipment.

DEVELOPMENT WORKINGS

300 MAINS CASE STUDY

January 2022 Nexus was engaged to provide labour and support services to resource a Mains Development Cutting Crew.

Within a scarce labour market recruiting experienced personnel to fulfil the contract was not an option. Leveraging off our organisational experience Nexus implemented a recruitment strategy directed at selecting high quality 'cleanskin' candidates and coupling them with carefully selected experienced personnel. This was complemented by the training and development offered in the "Cleanskin Program".

A two week intensive training program was undertaken in collaboration with the Client to provide the crews with the basic appointments and authorisations required. Recognised Current Competencies and Recognised Prior Learning was also assessed during this period.

The ramp up and cut rates exceeded all expectations. Within the first two weeks of mobilisation the cut rate achieved was equal to the planned meters required by the Client. By the end of the first quarter the crews were outperforming the planned cut rates for the period and exceeding the planned meters across all shifts.

Nexus Mining have demonstrated the ability to mobilise resources and effectively execute Development cutting contracts within short ramp up periods.

In the following quarter the cut rates and daily cut meters continued to improve and exceed planned metrics.



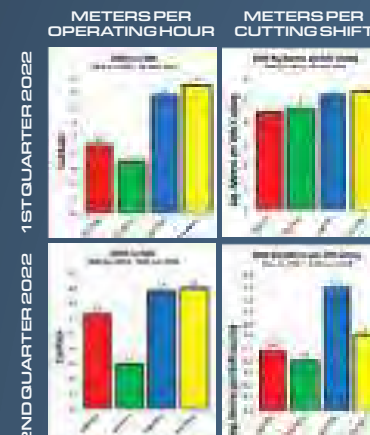
Daily cut meters for Quarter 2 in 300 Mains Panel. Total cut meters 1117m vs a plan of 893m. (Trendline shows planned cumulative metres).

This engagement demonstrates how combining the right people, with the right training and support under the supervision of the right experience can produce results.

Facilitating the right mix of experience and training and support can produce high performing teams, capable of delivering on the Client expectations and outperforming targeted performance indicators.



Daily cut meters for Quarter 1 in 300 Mains Panel. Total cut meters 936m vs a plan of 655m. (Trendline shows planned cumulative metres).



Graphs showing the Meters Per Operating Hour (MPOH) and Meters Per Cutting Shift for the First and Second Quarters.

The cutting conditions in the Bulli Seam are quite challenging. High levels of CH₄ and CO₂ are present in the seam. In seam drainage brings the gas levels down below threshold levels, however, the cutting rates need to be controlled to ensure safe operation.

The cutting rates set by the Client are 1.2MPOH in Mains driveage and 1.8MPOH in the Gate Road driveage.

In the first quarter of mobilisation Nexus had met and exceeded these targets.

SAFETY PROGRAMS

Nexus Mining developed its own Health and Safety Management Plan. However, as a contractor, we typically elect to work under the client's Health and Safety Management Plan.

We always seek measures that compliment the client Health and Safety Management Plan and improve overall safety and injury management across the workforce.

SAFETY MENTORING PROGRAM

Employees identified as “at risk” through one or more of the following are assigned a mentor;

- Frequency of incidents.
- Incident investigation findings.
- Severity of an incident.
- Lack of risk awareness.
- Site management’s recommendations.

The employee is set clear expectations in relation to their safety obligations. Then, they are required to report their safety initiatives from their shift to their mentor. The mentor reviews and coaches the worker in achieving the outlined expectations.

BI ANNUAL SAFETY RESETS

Employees attend a communication session twice a year to refresh their focus on safety. These sessions provide an opportunity to review any events or incidents from the past 6 months and share any learnings from the investigations. Employees are also encouraged to share any concerns they have and engage in positive safety discussion.

In addition to the review, these sessions facilitate the delivery of safety education and training. Training is designed to address common hazards or incident themes from the past 6 months.



Metropolitan Mine Manager, James Hannigan, addressing the crew as part of the safety reset

PEER ON PEER ACCOUNTABILITY

Each individual employee gives their personal safety commitment to the group and the discussion allows peers to hold each other accountable. Their personal safety commitments detail what they are going to do to ensure their own safety and the safety of others in their workgroup. The safety commitments are practical measures that each individual will do during their normal duties.

SAFETY FOR ONE. SAFETY FOR ALL

MONTHLY SAFETY FOCUS

A program consisting of Toolbox Talks, Jobsite Audits and Safety Observations targeted at one element of the Safety Management System or topical safety issues. Designed to provide a campaign of awareness and engagement on a single topic for a sustained period over that month.

The safety focus packages include elements such as interactive toolbox talks, which is a peer to peer delivered talk designed to engage conversation that includes discussion prompts and feedback openings.

SWITCH ON EARLY

This program is aimed at preparing the employees safety mindset from the moment they leave their accommodation. Each employee is issued with a 'casual clothes uniform' to wear on their way to work, subconsciously preparing them for their shift.



EARLY INTERVENTION

INJURY PREVENTION AND EARLY INTERVENTION PROGRAM

Nexus Mining partners with third party allied health providers to proactively assess and provide health improvement plans for employees reducing the probability and consequence of injury.

A key element of the program is to provide the employee with practical measures to address any concern and help identify what actions can be taken (such as job rotation, etc.) to prevent the concern deteriorating into an injury.

Individualised training is delivered on biomechanical movement, such as correct lifting technique, flexibility exercises and strengthening exercises to mitigate risk of workplace injury.



FOR EXAMPLE; AN EMPLOYEE SELF IDENTIFIES AS HAVING LIMITED FLEXIBILITY, GENERALLY AFFECTING THE WAY THEY CARRY THEMSELVES BOTH AT WORK AND AT HOME.

A PHYSIOTHERAPY SESSION IS ARRANGED FOR THE EMPLOYEE, FREE OF CHARGE, WHERE THEY ARE ASSESSED AND GIVEN EXERCISES WHICH ARE TAILORED TO THE INDIVIDUAL.

This early intervention allows the employee to be the best version of themselves, without it taking an injury, lengthy rehabilitation and a return to work program to initiate a proactive approach to their health.



TRAINING & DEVELOPMENT



Alan Porteous has 45 years experience in roles from UG Operator through to Project Manager

CLEANSKIN PROGRAM

Since commencement, Nexus has engaged over 200 new entrants into the business units, including trade qualified personnel (electrical and mechanical).

Through effective program management championed by Alan Porteous (right), the program is successful in ensuring competency is achieved in a timely manner. Aligning to the client's requirements through a training needs analysis establishes a systematic approach of identifying and evaluating the training that is required. Combining a quality training program together with recruiting the correct candidate, creates the greatest opportunity for success.



Michael Patricks; our first graduate shown with his certificate of competence

DEPUTY PROGRAM

Nexus Mining has recently undertaken a study support program for employees who wish to progress into a role as a Deputy. The program includes sponsorship of the Cert IV in Underground Coal Operations course, mentoring support and rostering concessions to facilitate successful completion of the qualification.

We have just seen our first candidate through the program attain his statutory certificate of competence and we currently have an additional 4 employees in the program working towards their qualification.



Sara Saliba; successfully attained the Cert IV WHS as part of the program

CERTIFICATE IV WORK HEALTH & SAFETY

One of the ways we are driving a positive safety culture is through investing in key people to undertake a Cert IV in Work Health and Safety.

This support initiative arms key personnel with the knowledge of their obligations under the legislation and provides a detailed understanding of employer obligations. These learnings reinforce safety in our everyday activities and strengthen our ability to deliver safe and professional contract labour services.

INCLUSION & DIVERSITY

FEMALE INCLUSION PROGRAM

Nexus Mining has embraced a solution driven consultative approach with clients to address barriers within the industry, specifically around female inclusion and diversity.

The cleanskin training guide forms the foundation for the female inclusion and diversity program. Additional unique aspects are included designed to support candidates during their transition into the industry.

The program overview is shown below.



The focus of the program is to provide career pathways and encouragement through training, mentoring and peer to peer support.

When candidates graduate, a foundation has been set to allow them to pursue any avenue of mining they desire.

Charting the course of success sees candidates engage in check points and performance reviews. The milestones associated with the program directly correlate with experience tiers and remuneration increases.

Candidates also join a network of colleagues and professionals that can provide advice and support throughout their career.

DESIGN
THE PROGRAM

ATTRACT
PARTICIPANTS

CONNECT
MENTORS &
MENTEES

GUIDE
MENTORING

MEASURE
SUCCESS

AUDIENCE
GOALS
FORMAT

RECRUITMENT
TRAINING

DISCIPLINE MATCHING
SKILLS MATCHING

JOB TASKS
HELP RESOURCES
CHECK POINTS

PROGRAM ROI
LEARNING IMPACT
RETENTION
FEEDBACK

INDIGENOUS PATHWAYS PROGRAM

Nexus Mining has partnered with the Illawarra Aboriginal Corporation's Warrigal Employment Team and Yilabara Solutions. This partnership provides career pathways for Aboriginal and Torres Strait Islander people. The pathways program is designed to remove conceived barriers to joining the coal industry.

CULTURAL AWARENESS TRAINING

As part of our reconciliation journey we engaged Yilabara Solutions to provide Aboriginal Cultural Awareness workshops to assist participants in gaining knowledge of and respect for Aboriginal people, culture and values.

Participants were provided an understanding of the diversity of Aboriginal people's histories, values, belief systems, experiences and lifestyles and unpacked the historical legacies of colonisation, exploring the impact on Aboriginal people and communities.

The workshop was introduced to promote culturally respectful relationships and encourage employees to better engage with Aboriginal colleagues and people.

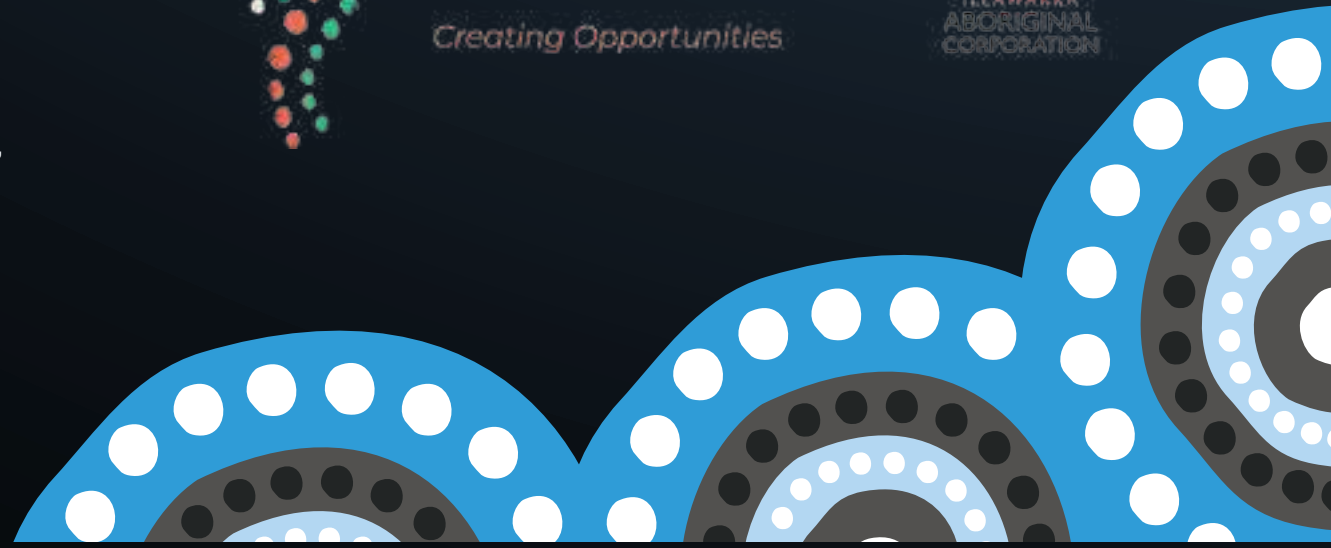


**YILABARA
Solutions**

Creating Opportunities



ILLAWARRA
ABORIGINAL
CORPORATION



CONTRACT TYPES

CONTRACT TYPES AND RISK ALLOCATIONS

Nexus has a demonstrated ability to provide exceptional mining services to our clients. We use a range of contract delivery methods tailored to the required project outcomes.

The commercial risks associated with the delivery of the required project outcomes can be transferred, allocated or shared dependent on priorities. Each scope of services is evaluated in detail and the commercial delivery method agreed upon prior to commencing.

The table below details some of the commercial configurations Nexus have utilised in the past to deliver quality project services.

TYPE	RISK ALLOCATION	USES	PRICING MODEL
Schedule of Rates (Labour Hire)	No risk to contractor Time overrun risk to the company	For use when the labour is under full supervision and management of the company Task performed has no defects liability period	Cost Base + KPI Fixed Margin and OH rate
Schedule of Rates (Labour Hire)	Defects liability applies Time overrun risk to the company	Installation and completion of task/items that a defect liability period applies	Cost Base + KPI Fixed Margin, OH rate and Defects liability levy changed on base costs only
Performance Based	Defects liability applies Time overrun risk shared by the contractor and the company Specific KPI can be used for required delivery outcomes	Clear and measureable outcomes allowing for project delivery incentives Time critical projects Dynamic scopes	Cost Base + KPI Fixed Margin, OH rate and Defects liability levy changed on base costs only Margin discount or increase based on performance Target Performance and associated metrics agreed to for each work package instruction
Fixed Price/ Lump Sum	No risk to company Time overrun risk shared by the contractor and the company Cost overrun risk to the contractor	Clear and well-defined scope Time critical projects Objectives and outcomes defined Clear and measureable outcomes allowing for project delivery incentives	Cost Base + KPI Fixed Margin, OH rate and Defects liability levy changed on base costs only

UMBRELLA CONTRACT

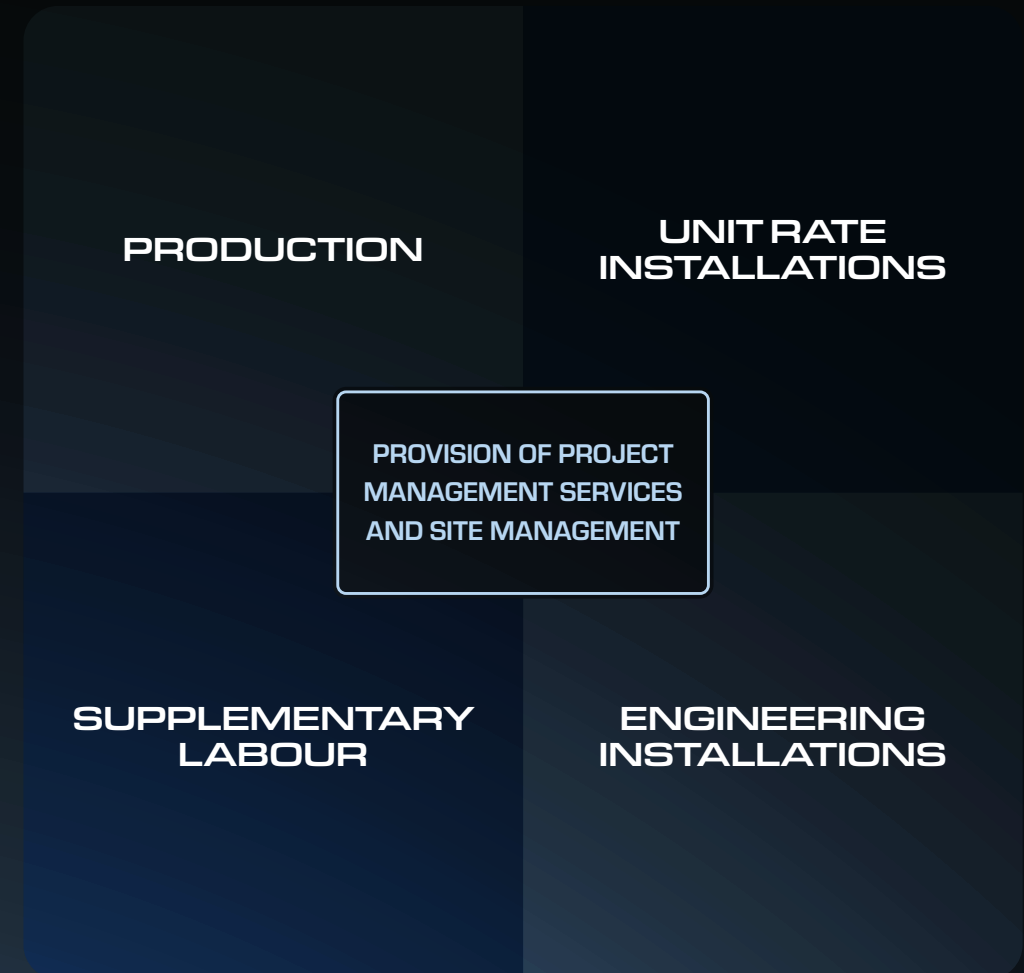
BENEFITS TO AN UMBRELLA CONTRACT

A LONG-TERM UMBRELLA AGREEMENT WILL;

- Allow the implementation of an integrated management team, enhancing the client / principal relationship and fostering direct communications and accountabilities for all stakeholders.
- Improve safety performance by direct alignment of Nexus's Health and Safety Management System and site Safety Health and Environment Management Plan
- Improve project performance through;
- Refreshment of work force and implementation of cultural change alignment of project goals between Nexus and site
- Increased flexibility to match changing project goals
- Improved technology and innovation development and acceptance
- Reduced "learning curve" during the implementation of a new contractor
- Improved stability and consistency to the contracted workforce
- Setting expectations and accountabilities driving a consistent and productive workforce.
- Improve community involvement of the contractor and its employees
- Allow the development of a regional based Nexus Enterprise Agreement
- Sustainability, and improved security of supply.

REDUCE COST BY;

- Fixed administration fees and margin,
- Reduced mobilisation and demobilisation fees associated with a change to contractor
- Streamlined invoicing and reporting system
- Allow the provision of a quarterly district based report, focused on the availability of labour and market rates for supply



Example of Umbrella Style Contract

PERFORMANCE CONTRACT

PERFORMANCE CONTRACTING

Performance contracting is based on the principles of relationship contracting.

The principles of relationship contracting in the mining industry are detailed further by the Minerals Council of Australia and the Australian Constructors Association white paper.

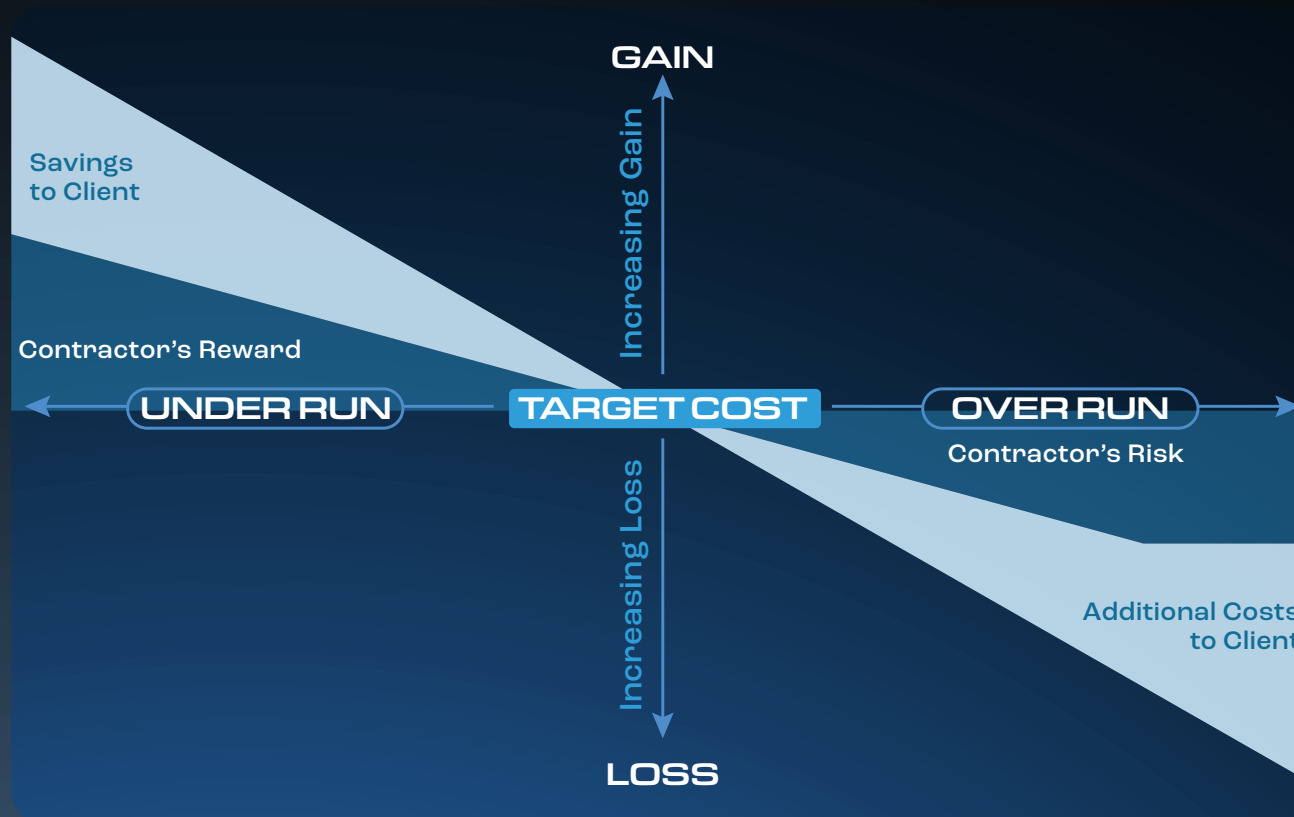
Relationship contracting uses the principle of risk sharing between the Client and the Contractor, equating that risk and allowing each party to accept a portion of the risk and be rewarded based on the accepted risk level.

ALIGNMENT OF GOALS

During the contract negotiation phase Nexus develops, in partnership with the client, the key drivers and measurables for the project. These items are used to determine and measure performance levels.

THE AREAS OF FOCUS ARE;

- Safety
- Productivity
- Equipment Stewardship
- Quality



RISK ALLOCATION

The level of risk accepted by both parties will be determined with consideration of the reward associated. The contractor risk can be in the form of a percentage discount to the labour rate for project over-run. The reward to offset that risk is the potential to gain an additional margin based on the cost savings attained through the increased performance or early delivery.

PROJECT SCOPE AND IMPLEMENTATION

Nexus and the client agree on installation rates per item or task. These rates will be used to develop a weekly plan to which production performance levels can be measured.

PROJECT TEAM STRUCTURE

The project team structure will be selected and determined to drive the project to the aligned goals.

AGREED KPI TABLE

An agreed KPI table will be developed to allocate reward to each stakeholder. The key stakeholders are; the employees engaged directly to complete the works (Nexus employees), Nexus corporate and the client.

PROJECT REPORTING

The project reporting system will be formulated based on open and transparent communication paths for both planning and performance. The project team, which includes the contract holder, has the responsibility and accountability to make the key decisions and to drive the project to the aligned goals.

PERFORMANCE MECHANISM

The upside and downside mechanism, as shown in the 'Example of Relationship Contracting Model', is the key motivator for the client, the contractor and the contractors personnel to achieve exceptional performance.

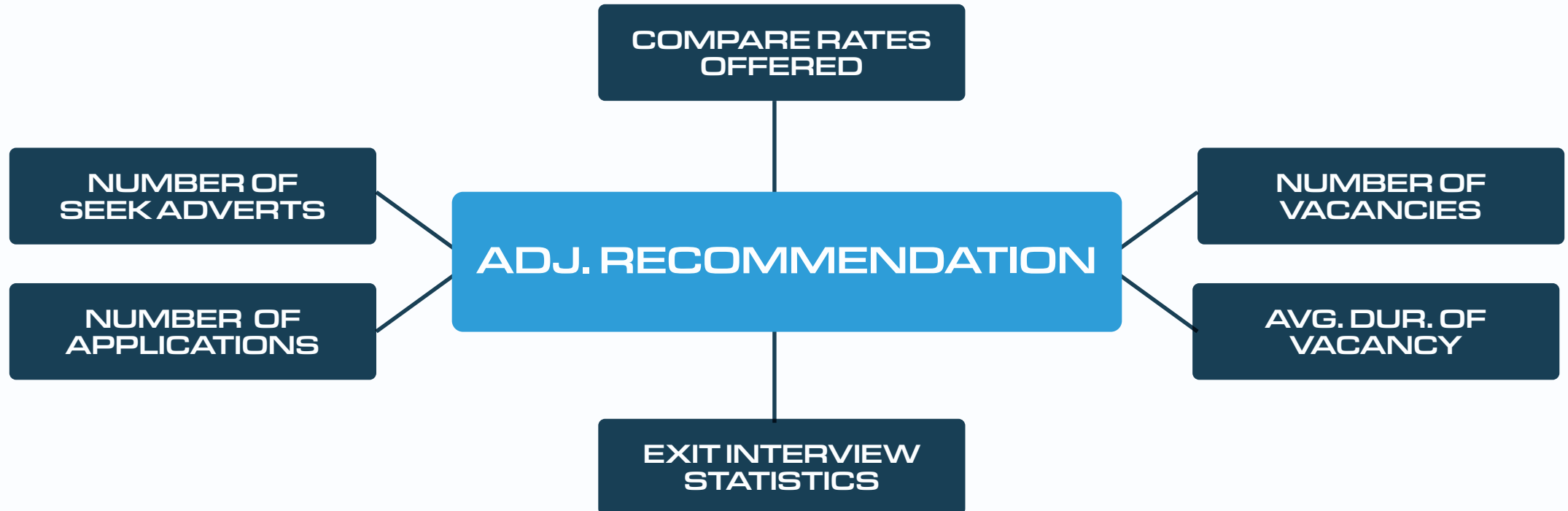
“Ahead of all other considerations, successful relationship contracting is driven by strong people relationships underpinned by appropriate contract structures and risk allocations”

MARKET FORCES

MARKET FORCES RATE ADJUSTMENT

One of the unique and innovative approaches Nexus bring to the labour services arena is the concept of Market Forces and routine labour rate review. On a quarterly basis the labour rates in the district are reviewed by a panel to establish the current availability and cost of labour. The panel then makes recommendations in a report that is submitted to the client for review. Should an increase in the labour rate be recommended by the panel both the contractor and the client must agree on any adjustment.

This process is designed as a framework to manage localised market fluctuations and conditions to provide competitive retention of labour within the operation.



COMMUNITY PROGRAMS

LOCAL COMMUNITY PROGRAMS

We pride ourselves on our philanthropic responsibility supporting the local community and contributing to local community programs.

Nexus sponsor a number of local community groups, including sporting clubs, cultural societies and theatrical arts.





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