



IMARC 2026 | SYDNEY

Closing the Loop

Connecting maintenance strategy,
condition monitoring and execution on a
mining fleet

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Emeco is Australia's leading mining equipment rental and maintenance services provider

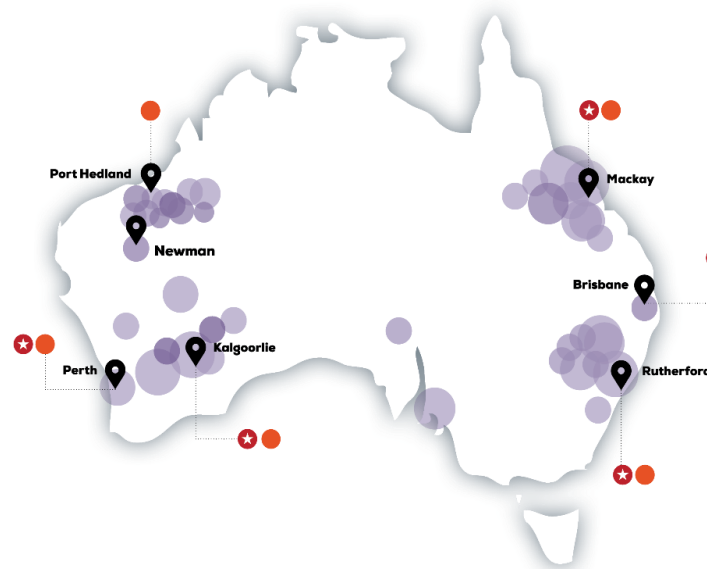
Heavy equipment rental

- Australia's largest heavy equipment rental fleet
- Exposure across all major mining regions
- Servicing surface and underground



Asset management & monitoring

- Technology-enabled condition monitoring
- Predictive maintenance and real-time data
- Component, long-term and short-term planning
- Reliability Engineering and Data Analytics



On-site and field maintenance

- On-site maintenance crews
- Field service diagnostic specialists
- Servicing both Emeco and customer-owned fleets
- Allowing customers to focus on production



Workshops, rebuilds and logistics

- Seven workshops in all key mining regions
- Two component rebuild centres
- Regionally placed distribution centres



Why Emeco is determined to be the best asset and maintenance manager in the industry

01

Lower lifecycle cost

We own the asset lifecycle chain, from the entry point to the rebuild, and reduce costs every hour the machine runs.

02

Creating more value for our customers

The customer's production plan requires high-performing assets. Reliability and availability at a lower cost per hour is what we are paid to deliver.

03

More fully maintained projects

Our ability to deliver strong maintenance outcomes across both Emeco-owned and customer-owned fleets helps us win and retain customers.

04

Increase return on capital

Growth in maintenance services built on our fleet, workshops and people drives higher return on capital

We are focused on using these capabilities to increase our rental earnings and build a stand-alone maintenance services business that provides Emeco with a platform for sustained growth and shareholder returns

HOW WE DO IT

We invest in people, infrastructure and tools

Seven investments, one purpose: a fleet that performs to the customer's plan at a lower cost per hour

NEAR THE ASSET

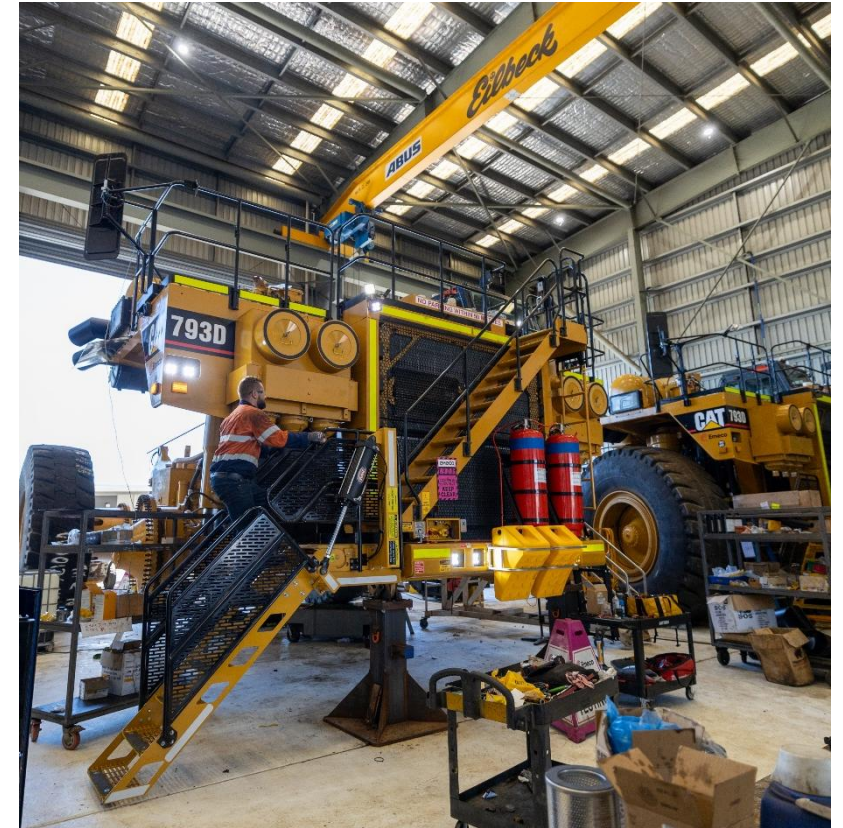
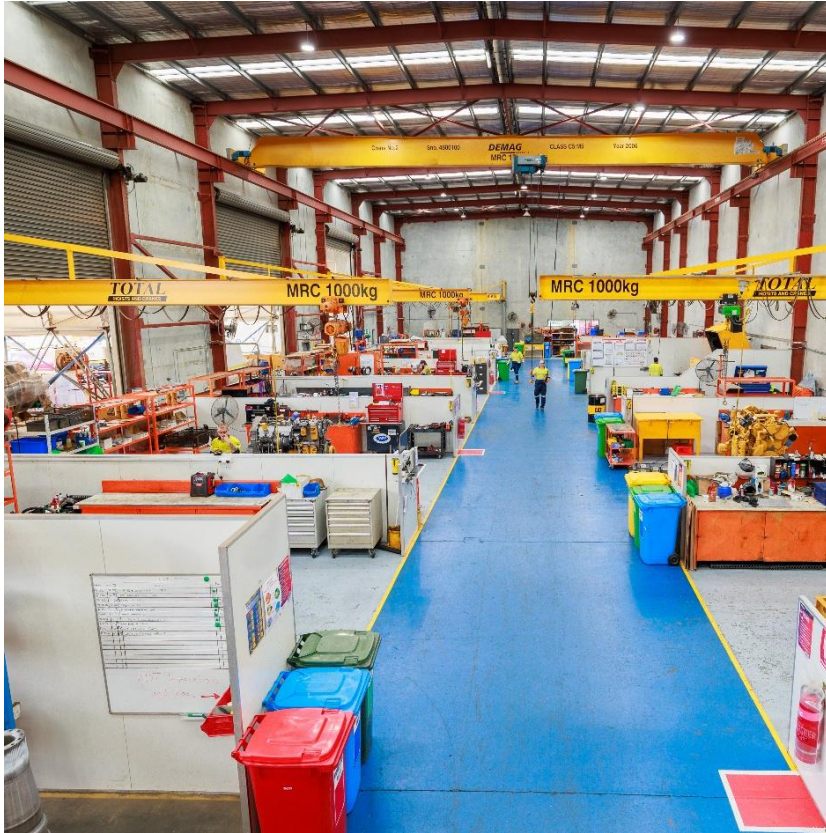
- 01 Workshops:** Seven regional workshops positioned near major mining areas.
Why it matters: Major repairs occur closer to site, reducing time away from the pit.
- 02 Component rebuilds:** Mackay and Forrestfield rebuild engines, powertrain and hydraulics to one standard.
Why it matters: We know each component's condition and history and stand behind the product.
- 03 Distribution:** Rotable stock is staged across Perth, Mackay and Gunnedah.
Why it matters: Planned maintenance is supported and asset uptime protected.
- 04 Site teams:** On-site crews and leaders maintain Emeco-owned and customer-owned fleets.
Why it matters: Local ownership is backed by regional and central expertise.

FLEET-WIDE SCALE

- 05 Field service:** 100+ field service specialists supporting repairs and breakdowns across Australia.
Why it matters: The same standards apply to our fleet and our customers'.
- 06 Asset management & technology:** One team owns lifecycle strategy, reliability, condition monitoring, planning, inventory, data and AI.
Why it matters: Lessons from one site become standards across every fleet.
- 07 Integrated digital tools:** Field work, oil and telemetry data are combined on one platform.
Why it matters: Quality is measured, actions are traceable and learning feeds back into strategy.

HOW WE DO IT

We invest in people, infrastructure and tools



Emeco's asset management and maintenance strategy

01

Mid-life model and strategy

Buy at the right entry point, rebuild using internal Force capability. Optimise inventory holding to support our fleet

02

Planning

One plan from the five-year component forecast down to the shift, run centrally. Work is vetted against production requirements and optimised for duration, budget and asset performance.

03

Execution

Work completed to standard, captured digitally and monitored. Relentless focus on safety and quality with supervisors focused on field time.

04

Quality control and defect management

Every service, inspection and repair is done to a set standard, with readings, photos and sign-offs recorded at the machine. Every defect is reviewed before it enters a plan.

05

Condition monitoring

Oil, telemetry and operating data run through our own rules and models to isolate the exceptions. Condition monitoring analysts vet every exception before it becomes work. Intervention only occurs when the evidence says so.

06

Reliability engineering feeding back into asset strategy

Using field data, maintenance history and asset performance to identify root causes and apply learnings across fleets and maintenance strategies

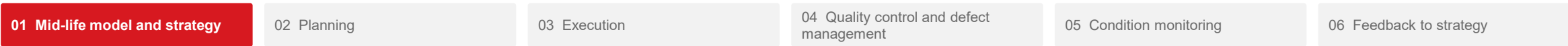
What it adds up to

Fewer interventions. Work that does not need doing now is not done, and the machine stays operational.

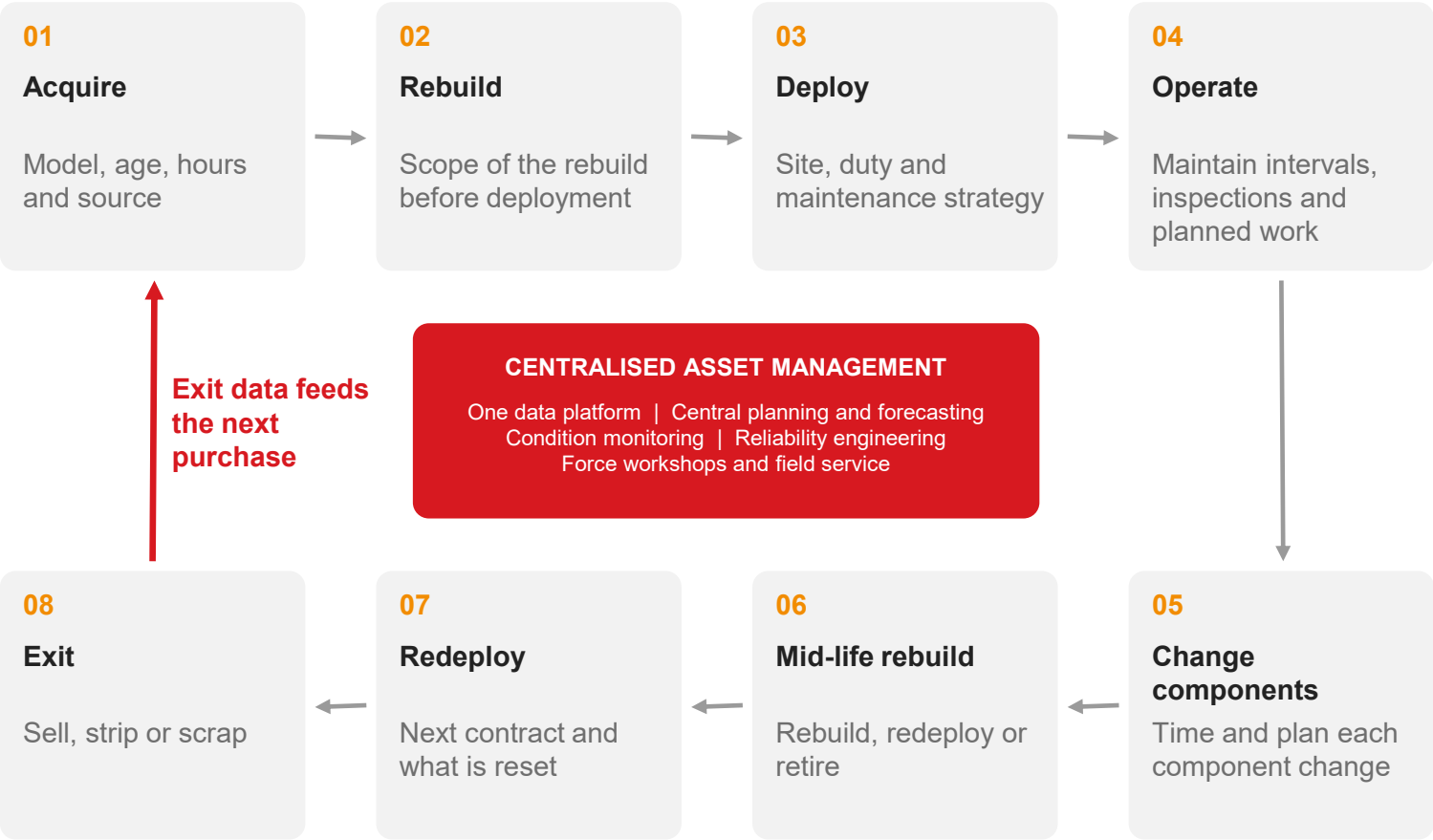
Components that go the distance. Change-outs timed on evidence, managed and monitored safely

Availability the plan can depend on. Lower cost to maintain, less capital tied up in the pit, and a fleet that performs to the customer's production plan

End-to-end data-driven asset management



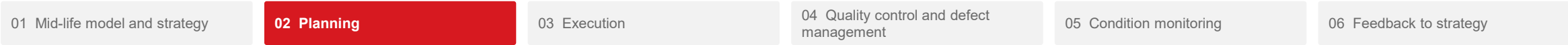
Our mid-life assets earn a greater return on capital and a lower cost per hour for the customer. The strategy works because it is supported by vertically integrated capability across the entire asset management chain, with every lifecycle decision made based on our own data.



What we do differently

- 1. We own all eight decisions. We control and optimise asset management across the full lifecycle.
- 2. The customer gets the performance; we get the return. Reliability and availability at a lower cost per hour for the customer; a greater return on capital for Emeco and its shareholders.
- 3. The same team runs customer fleets. We apply the same asset systems, strategies and standards as on our own equipment to deliver savings for our customers.

Planning takes the strategy and turns it into executed work



The strategy sets what each machine needs and when. Planning converts that into scoped work, vetted against the customer’s production requirements and optimised for duration, budget and asset performance.

One plan, centrally delivered

5 YEARS	Component requirements forecast for every machine, feeding the capital plan and rebuild demand into Force.
12 MONTHS	Operating budget split into mandatory and flex, built bottom up from the strategy.
12 WEEKS	Major events and component change-outs locked to the customer’s production windows.
4 WEEKS	Rolling plan: weeks one and two locked, three and four flex, vetted against production requirements.
THE SHIFT	Work packs issued digitally, parts staged, close-out graded, findings fed back into the plan.

What we do differently

- Planning around production.** Being dynamic with maintenance plans to match customer production requirements
- One central team plans every fleet.** Strategy, component forecasting and long-term planning sit in one place. Fleet growth does not require a proportional increase in site headcount, and a new fleet starts from a working plan rather than from scratch.
- Only reviewed work enters the plan.** Every defect is scoped and reviewed against a standard before a planner sees it, so nothing out of scope, unvetted or duplicated gets in.
- Component timing on evidence, managing risk safely.** Change-outs set by fuel burn, oil and condition rather than hours alone, with rotatable stock planned to the same forecast so the part is there before the window.
- Planned work is continuously reviewed.** Durations, scope and findings at close-out are checked against what was planned, and the result improves future downtime events.

Digitising defect and work management to drive quality and oversight

01 Mid-life model and strategy

02 Planning

03 Execution

04 Quality control and defect management

05 Condition monitoring

06 Feedback to strategy

Digitisation lets us enforce a standard for defect management, execution and quality control

Defect management on a mid-life fleet

A successful mid-life asset model requires exceptional defect management. Capturing each defect accurately allows the plan to be resourced correctly and timed to protect asset performance.

- Component, condition, measurement and photo captured at the machine when the defect is found, supported by evidence
- Priority set against a standard, so when a job is done is decided by the condition of the asset, not by who raised it
- Parts and labour planned from the recorded scope, so the job goes into the window once with what it needs

Execution quality and QA/QC

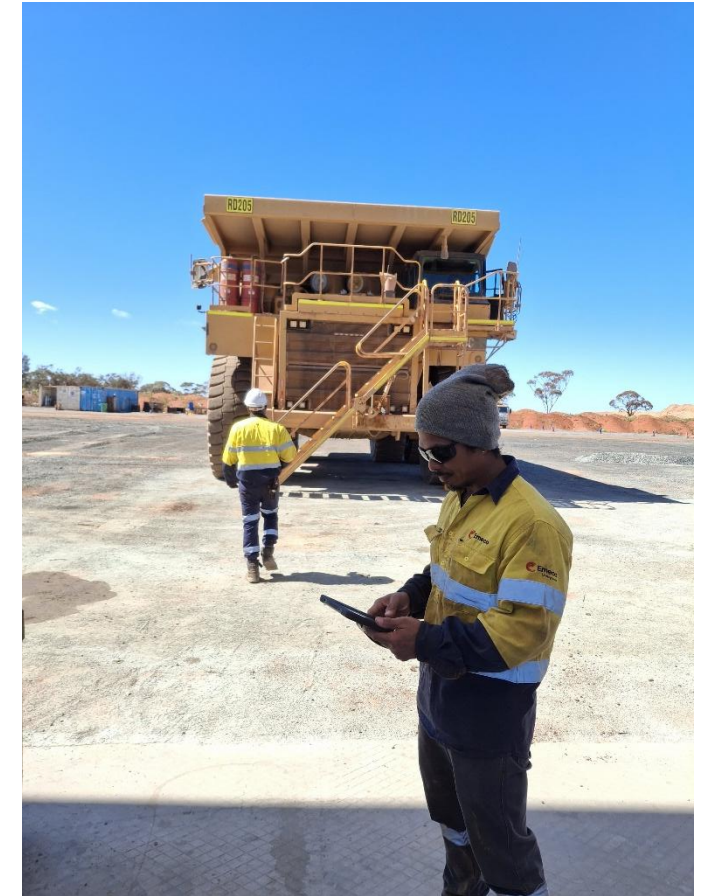
Execution quality decides whether a repair holds. On paper, oversight only reached as far as a supervisor could physically observe.

- Every service and repair task carries required readings, photos and sign-offs; a step cannot be skipped or closed blank
- A reading outside the specified standard is flagged as an exception that must be actioned before the job closes
- Who did the work, when, what they found and to what standard is recorded for every job, on every site, and can be reviewed by anyone

What we do with the digitised record

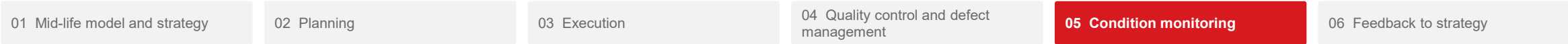
The record is reviewed centrally and used to control quality before and after the work.

- Technical Reliability Specialists review every defect against the standard before it reaches a planner: approved, returned with the reason, or closed as a duplicate, with the raiser coached
- Post-maintenance compliance and quality reviewed against the job as planned, by the central reliability team
- Measures taken straight from the record: component commissioning compliance, PM quality, post-maintenance inspection compliance, defect scoping quality, exception close-out, duplicate rate



HOW THE MODEL WORKS: CONDITION MONITORING

Condition monitoring: using data and internal SMEs to protect our fleet



Proprietary advanced analytics combine oil sampling, live telemetry and operating data to predict maintenance needs, enabling fewer interventions, higher uptime and longer asset life.

~40,000

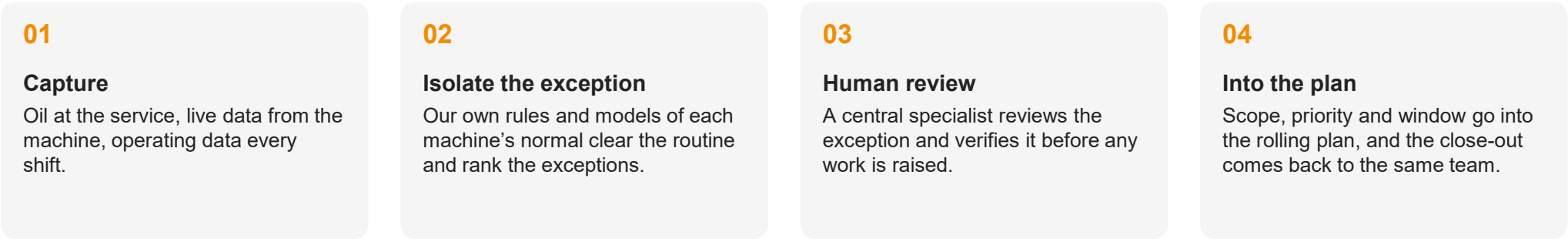
oil samples reviewed a year across engine, powertrain, hydraulics and cooling systems

~550

machines fitted with live telemetry

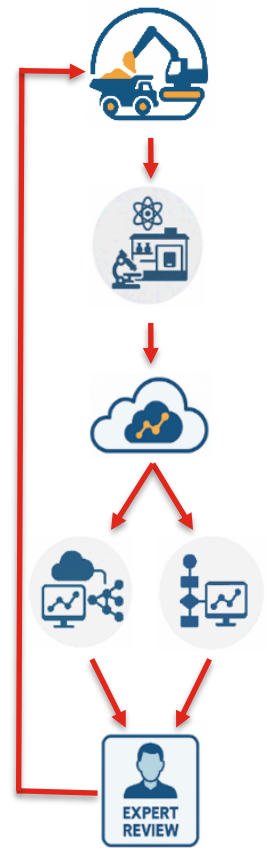
1,000+

internally developed rules running continuously over asset data

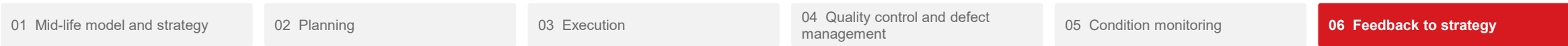


Why we do it, and why it scales

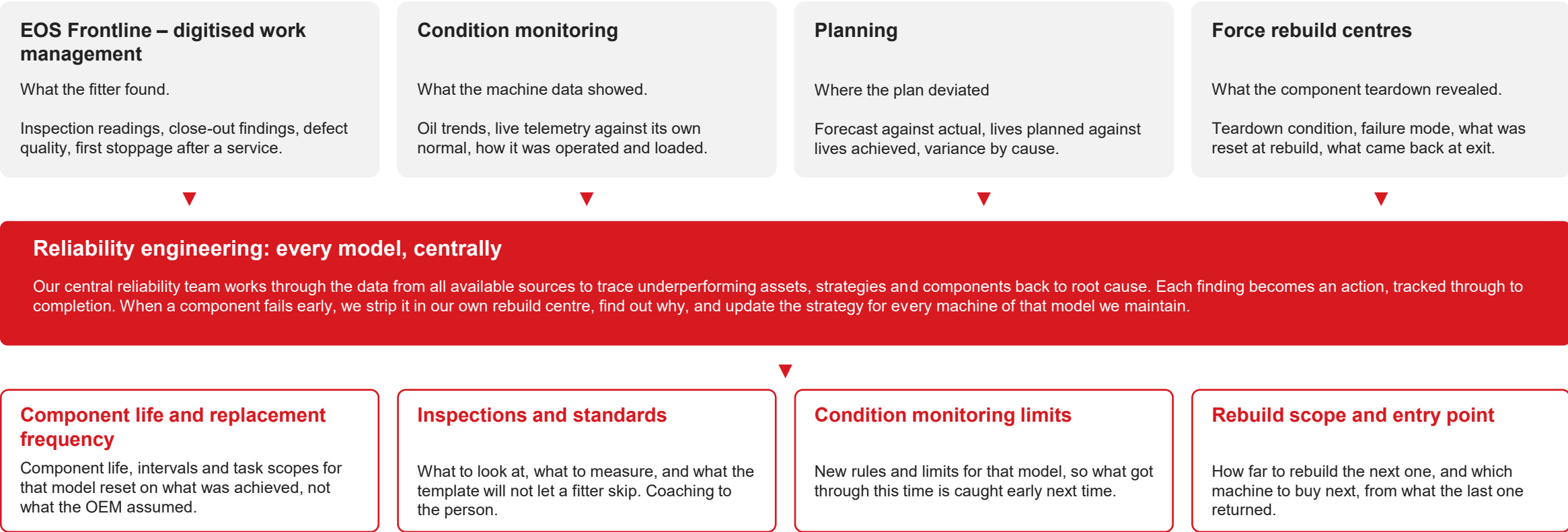
Every component that reaches its full life instead of being pulled early is capital that stays working. Every failure caught weeks out is a planned window instead of a breakdown. One small central team does this for the national fleet: our own rules from our own failure history clear the routine, models built on each machine's operating history flag when it drifts from its own normal before an OEM limit is reached, vetted by a condition monitoring analyst before being actioned.



Everything we capture goes back into the strategy



Every tool we built captures data about how the asset is being managed and maintained. Reliability engineering uses that data to continuously review and improve the strategy for every model in the fleet.



CLOSING THE LOOP

A continuous improvement loop that runs on every asset in every fleet



Emeco today¹



1. As at 30 June 2026

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