

Lycopodium

Annual General Meeting

FINANCIAL YEAR 2023

14 November 2023



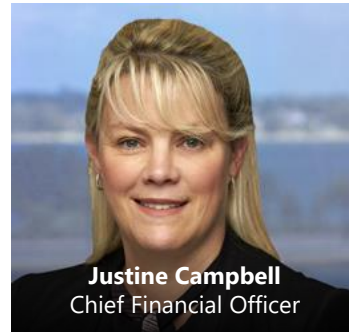
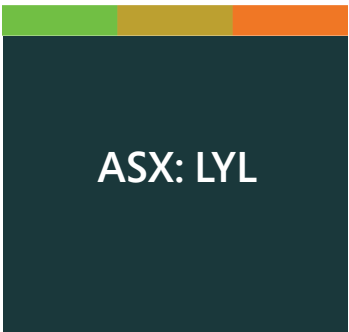
About Lycopodium

Lycopodium is an innovative and value-driven process, engineering and project delivery organisation.

Working across the Resources, Infrastructure and Industrial Processes sectors, the Company is headquartered in Perth, Western Australia and is listed on the Australian Stock Exchange (ASX: LYL).



Corporate Overview



- Long-term stable Board and Management
- Long-term and loyal shareholder base
- A Company with strong governance and risk management culture that continues to deliver returns over the long-term

Listed on the ASX
since **2004**

Shares on Issue
39.7m

Shareholder Breakdown

Board & Management	36%
Institutions	25%
Retail	39%

People First

Directly employing more than 1,200 people
 With contractors included, we manage some 2,500 people working on projects across the globe

	FY2023	Current (rolling 12 months to October 2023)	Target
Hours	8.2 million¹	11.9 million	
LTIFR	0.0 ²	0.0	0.0
TRIFR	1.6	1.0	<2.5
EIFR	0.0	0.0	<1.5

¹ Compared to 3.2 million manhours controlled in FY2022

² Safe Work Australia Heavy and Civil Engineering Construction Industry Comparison Frequency Rate 2021/2022, LTIFR = 11.2



Manhours controlled continuing to increase



Preventative measures – focus on lead indicators



Back to Basics – all incidents are preventable if risk is understood and proactively managed

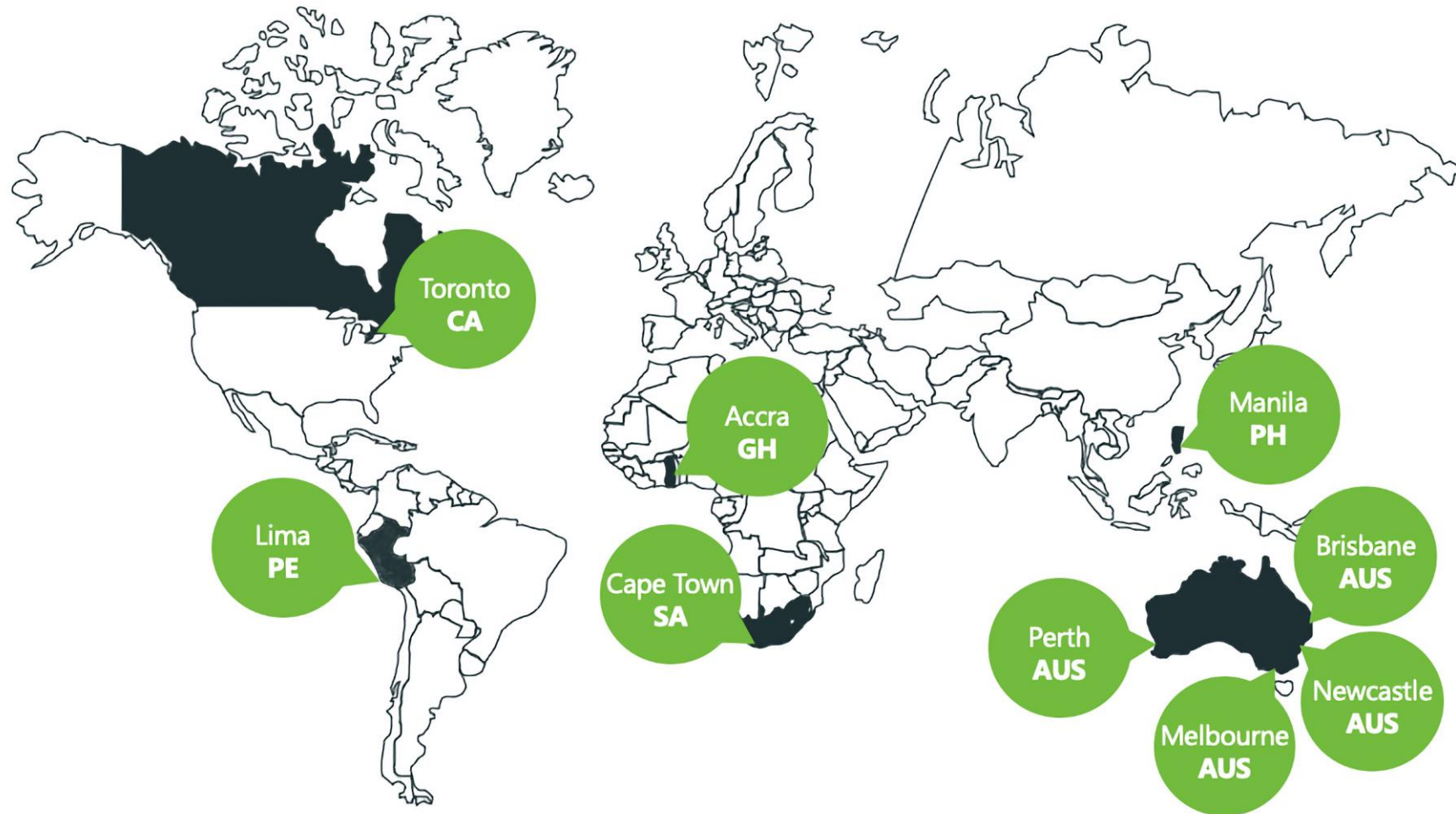


Culture of continuous improvement

Core Capabilities



Global Reach



Financial Highlights

FY2023



FY2023 Financial Highlights

Revenue
\$327.6m

EBITDA
\$70.5m

NPAT
\$46.8m

Cash at Bank
\$82.4m

Return on Equity
44%

P/E Ratio
(as at 13.11.23)
8.2

Share Price and
Market Capitalisation
(as at 13.11.23)
\$9.63/~\$383m

Earnings per Share
117.7 cents

Total Dividend
per Share
81 cents

FY2023 Balance Sheet

	FY2023	FY2022
	A\$'000	A\$'000
Current Assets	177.1	173.9
Total Assets	215.9	218.9
Total Liabilities	102.9	119.2
Total Debt	0.7	1.5
Equity	113.0	99.7

Net Tangible Asset per Share
\$2.68



Strong Balance Sheet



Strong, stable business

Current Snapshot

FY2024 GUIDANCE

Revenue
~\$345 million

NPAT
~\$46 to \$50 million



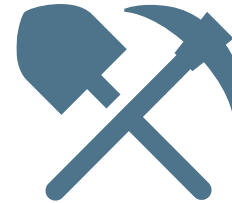
1,200+ staff globally



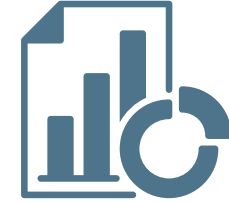
Long-serving teams of
high calibre people



Value of capital projects currently
in delivery ~A\$4 billion



35+ Resource Projects
in delivery



40+ Resource Studies
in delivery



Investment in People



Investment in
Systems and Platforms



Investment in Geographic
Diversification

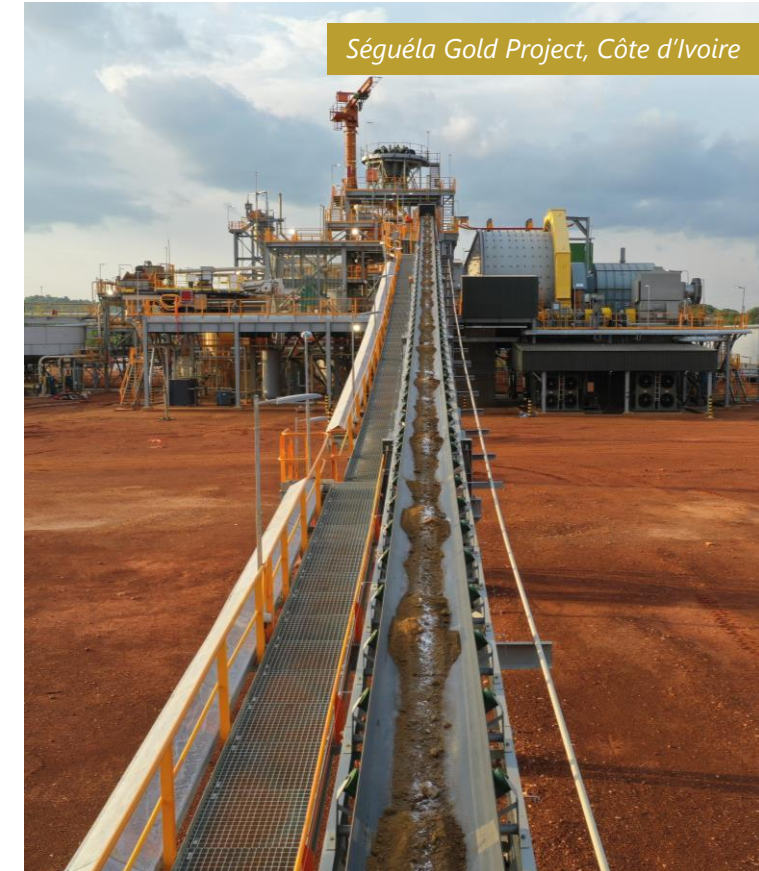
Operational Highlights

CURRENT



Operational Highlights

- Delivering services on major projects including:
 - Australia – Kathleen Valley, CGP3 and CGP4, Gruyere
 - Africa – Goulamina (Mali), Sabodala-Massawa (Senegal), Lafigué (Côte d'Ivoire), Ahafo North (Ghana), Kiaka (Burkina Faso), Boto (Senegal), Baomahun (Sierra Leone), Mutamba Mineral Sands (Mozambique), Langer Heinrich Upgrade (Namibia)
 - Asia – Batu Hijau Expansion (Indonesia)
- Project completions this year – Motheo (Botswana), Talison MSA (Western Australia), Séguéla (Côte d'Ivoire), Bomboré (Burkina Faso), Cobré Ball Mill 6 (Panama), Navachab (Namibia), Sukari Paste Plant (Egypt), Dry Mining Unit (Senegal)
- Recent major work awarded – Reko Diq Copper-Gold Project Feasibility Study and Basic Engineering (Pakistan), Kobada Gold Project Definitive Feasibility Study Update (Mali) and Tanda-Iguela Gold Project Pre-feasibility Study (Côte d'Ivoire)



Operational Highlights (continued)

- Orway Mineral Consultants (OMC) continues to be an industry leader in its field and a critical part of the Company as technical partner to our Resources business, and is also an integral element of our digital engineering strategy, providing:
 - Comminution circuit design and optimisation
 - Trade-off and brownfield scoping studies
 - Application of novel technologies
 - MillROC 2.0 data analytics and performance optimisation
- Infrastructure continues to provide design, engineering, technical advisory and Rail Infrastructure Management services for greenfield and brownfield rail projects across Australia – key clients include Pacific National and ARTC
- Process Industries business has been involved in many of the Energy related initiatives undertaken throughout the year, including in hydrogen, battery minerals, battery recycling and waste to energy technologies
- Pipeline of studies and new opportunities remains strong



Business Improvement

We continue to invest in initiatives focused on providing the support and tools required to enable our people to perform at their best, introducing in FY2023:

- Our global HR Information System (HRIS), providing a standardised platform across all operating entities to facilitate workplace efficiencies – represents the first step in the roll out of a broader enterprise resource planning (ERP) system in FY2024
- A new Engagement and Performance Management platform, with our first global employee engagement survey undertaken in late 2022 and the second one currently underway
- A new e-learning platform
- A new employee reward, recognition and wellbeing platform
- The second cycle of our Emerging Leaders Program, this time encompassing talent from around the globe
- Updated project collaboration software, to facilitate efficient access to, and sharing of, information across our global operations



Innovative Thinking

Digital Engineering

Plant dynamic modelling, development of static digital twins, and integration of both the dynamic and static digital twins into a connected, mine-wide digital twin solution



Future Battery Industries Cooperative Research Centre

Key participant in the FBICRC, supporting the development of capability to capture the significant opportunities associated with the energy transition for Australia from the growing global battery industry



Orway IQ - MillROC

Online platform providing cloud-based, customised data analysis and dashboards for optimisation of mineral processing plants

Our Sustainability

- Today we have released our inaugural Sustainability Report for FY2023 – available to view on our website
- We understand that to have a sustainable business into the future, we must strive for continuous improvement across all aspects of our operations – environment, social and governance
- This, being our first Sustainability Report, provides us with the opportunity to establish baseline data across our key metrics and to set future targets for improvement

Environment

- Energy Consumption
- Greenhouse Gas (GHG) Emissions
- Water and Waste Management

Social

- Our People
- Our Communities

Governance

- Business Ethics and Transparency
- Legal/Regulatory Compliance
- Risk Management
- Stakeholder Engagement



Our Community

We support the communities in which we live and work, via the Lycopodium Foundation:

- Long-term partnerships with Murlpirrmarra Connection and the Clontarf Foundation in Australia, in support of Aboriginal youth – this year, established a Design Scholarship and School-based Traineeship program for Clontarf students
- In Africa, we continue to work with BASICS International, an NGO in Ghana committed to protecting the basic human rights of children to education, shelter, food and safety – we have worked with BASICS since 2010 and are currently supporting them to progress the establishment of a camp for children in the countryside outside of Accra
- Actively supporting the local Greenbushes community in Western Australia – relocation of the historic Greenbushes Railway Station; Blackwood Youth Action group's Art Program, which supports youth mental health; Grow Greenbushes initiative, for the Greenbushes Youth Precinct Development; and Greenbushes Primary School's STEM Program
- Continued support of various charitable initiatives championed by our staff, including Jeans for Genes, for which we have now raised \$430,000 over the past 25 years, the Push-Up Challenge, Breast Cancer Care WA and the St Vincent de Paul Society



Murlpirrmarra Connection, Western Australia



Clontarf students, Western Australia

Our Clients – Current and Recent

We enjoy many long-term partnerships with our clients, working alongside them in the delivery of their studies and projects over the past three decades

Infrastructure



Industrial Processes



Resources



Major Projects

CURRENT

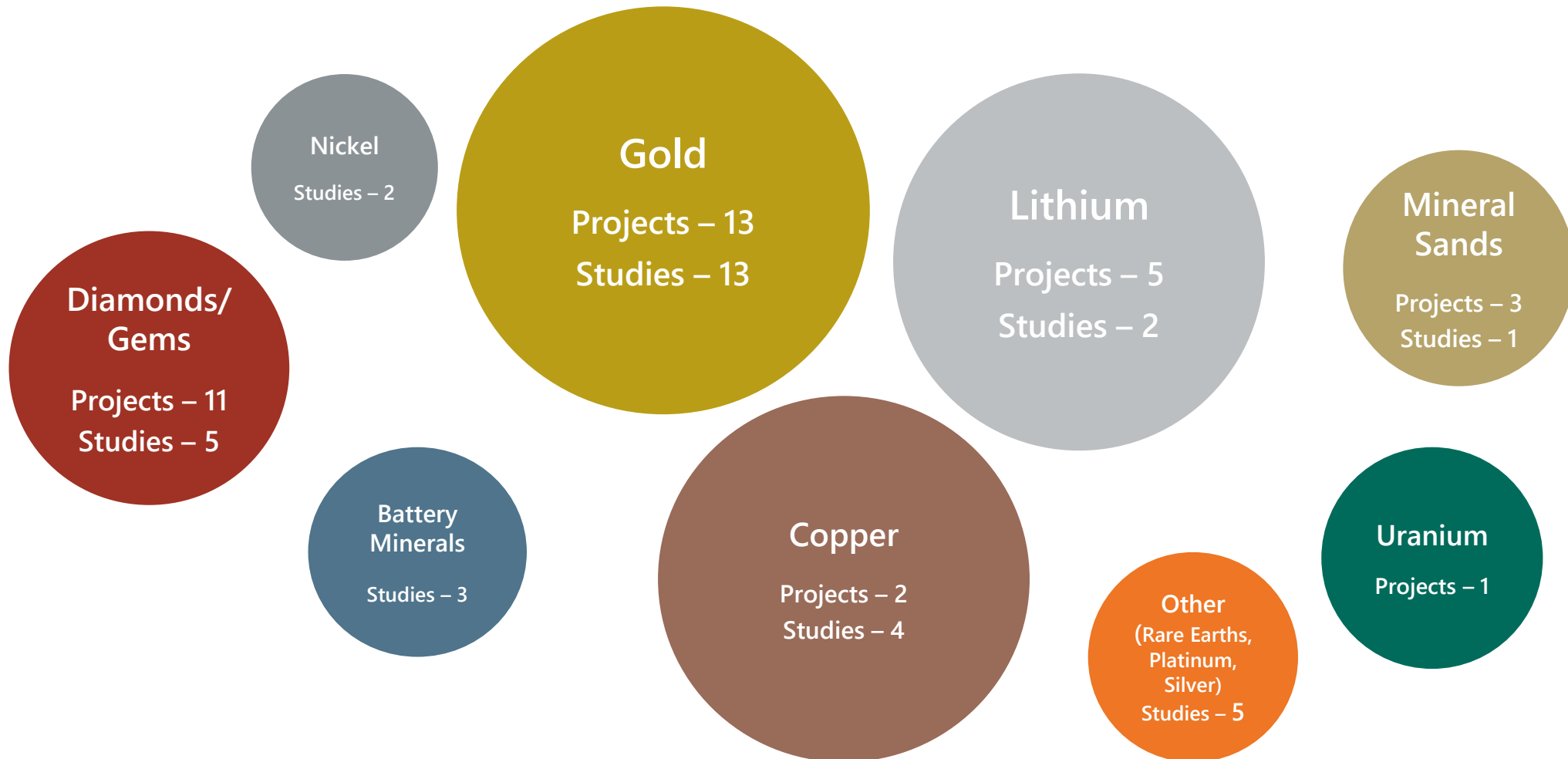


Resources – Major Project Status

40+
Studies

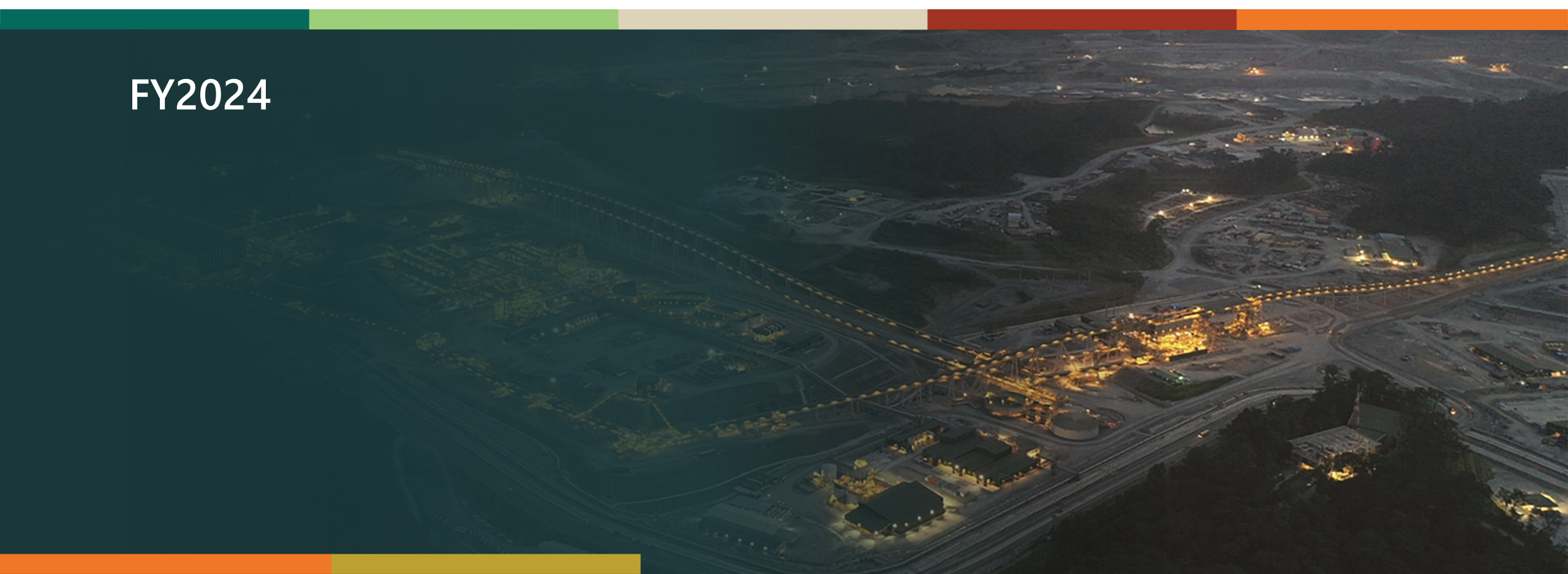
Engineering/early stages				Onsite delivery – progressing				Onsite delivery – late stages				Delivered			
Project		Client		Commodity		Location		Project		Client		Commodity		Location	
Reko Diq		Barrick Gold Corp		Copper, Gold		Pakistan		CGP3		Talisson Lithium		Lithium		Western Australia	
Baomahun		FG Gold		Gold		Sierra Leone		Ahafo North		Newmont		Gold		Ghana	
Boto		Managem		Gold		Senegal		Kathleen Valley		Liontown Resources		Lithium		Western Australia	
Anaconda		B2Gold		Gold		Mali		Sabodala-Massawa		Endeavour Mining – Sabodala Gold Ops		Gold		Senegal	
Twin Hills		Osino Resources		Gold		Namibia		Goulamina		Leo Lithium		Lithium		Mali	
Lafigué		Endeavour Mining – Lafigué Project		Gold		Côte d'Ivoire		Kiaka		West African Resources		Gold		Burkina Faso	
Project		Client		Commodity		Location		Project		Client		Commodity		Location	
Batu Hijau		PT Amman Mineral Nusa Tenggara		Copper, Gold		Indonesia		MSA		Talisson Lithium		Lithium		Western Australia	
Langer Heinrich Upgrade		Paladin Energy		Uranium		Namibia		Séguéla		Fortuna Silver Mines		Gold		Côte d'Ivoire	
Mutamba Mineral Sands		Rio Tinto		Mineral Sands		Mozambique		Motheo		Sandfire Resources		Copper, Silver		Botswana	
Gruyere Pebble Circuit Upgrade		Gruyere Management Pty Ltd		Gold		Western Australia		Sukari Paste Plant		Centamin		Gold		Egypt	
Bomboré		Orezone		Gold		Burkina Faso		Dry Mining Unit		Grande Côte Ops		Mineral Sands		Senegal	
Navachab		QKR		Gold		Namibia		Cobré Ball Mill 6		First Quantum		Copper, Gold		Panama	

Resources – Currently in Delivery



Future Focus

FY2024



Our Outlook

- Strong demand outlook for battery minerals and metals, including lithium, copper, cobalt and nickel, is attracting capital to build global supply
- The value of gold remains high, driven by demand and global geopolitical, and associated economic risks
- Australia's railway construction and maintenance activity outlook is strong, supported by a number of significant publicly funded projects
- Domestic manufacturing continues to present opportunities for the Industrial Processes sector, as does the ongoing development of emerging markets in support of the energy transition, including waste and recycling, water and wastewater, and hydrogen
- Transformation of the global energy sector from fossil-based to zero-carbon sources represents a period of innovation and opportunity in the development of new systems that can operate on low carbon energy sources, whilst maximising waste recovery and reuse
- Lycopodium's expertise will remain sought after given the macro environment and other drivers



Dry Mining Unit, South Africa

Our Strategy

Geographical Reach

Continued focus on achieving broader geographical reach – across Asia-Pacific and the Americas



Balanced Portfolio

Balanced project delivery portfolio – mix of EPCM and EPC



People

Continue to attract, engage, inspire and retain a high performing, global, professional workforce



Knowledge Management

Investment in systems to drive efficiency and facilitate work sharing across divisions and subsidiaries globally



Innovation

Investment in innovation and emerging technology – digital engineering and engagement with industry (eg FBICRC and CSIRO)



Energy transition

Diversify sectoral exposure into green energy markets including energy storage and the global battery revolution





Thank You

Disclaimer

Information, including any forecast financial information, in this presentation, should not be considered as a recommendation in relation to holding, purchasing or selling shares in Lycopodium Limited. Due care and attention has been used in the preparation of forecast information, however actual results may vary from forecast and any variation may be materially positive or negative. Investors should seek their own independent professional advice.

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