

Lycopodium

Investor Presentation

FULL YEAR RESULTS FY2023

22 August 2023



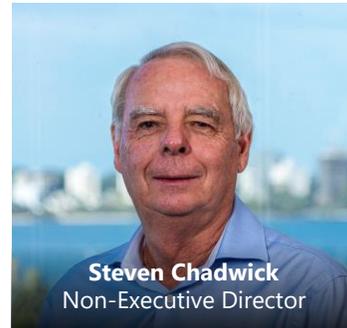
About Lycopodium

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



Share Price
(as at 21.8.23)
\$9.72

Shares on Issue
39.7m

Earnings per Share
117.7 cents

Total Dividend
per Share
81 cents

Market
Capitalisation
~\$386m

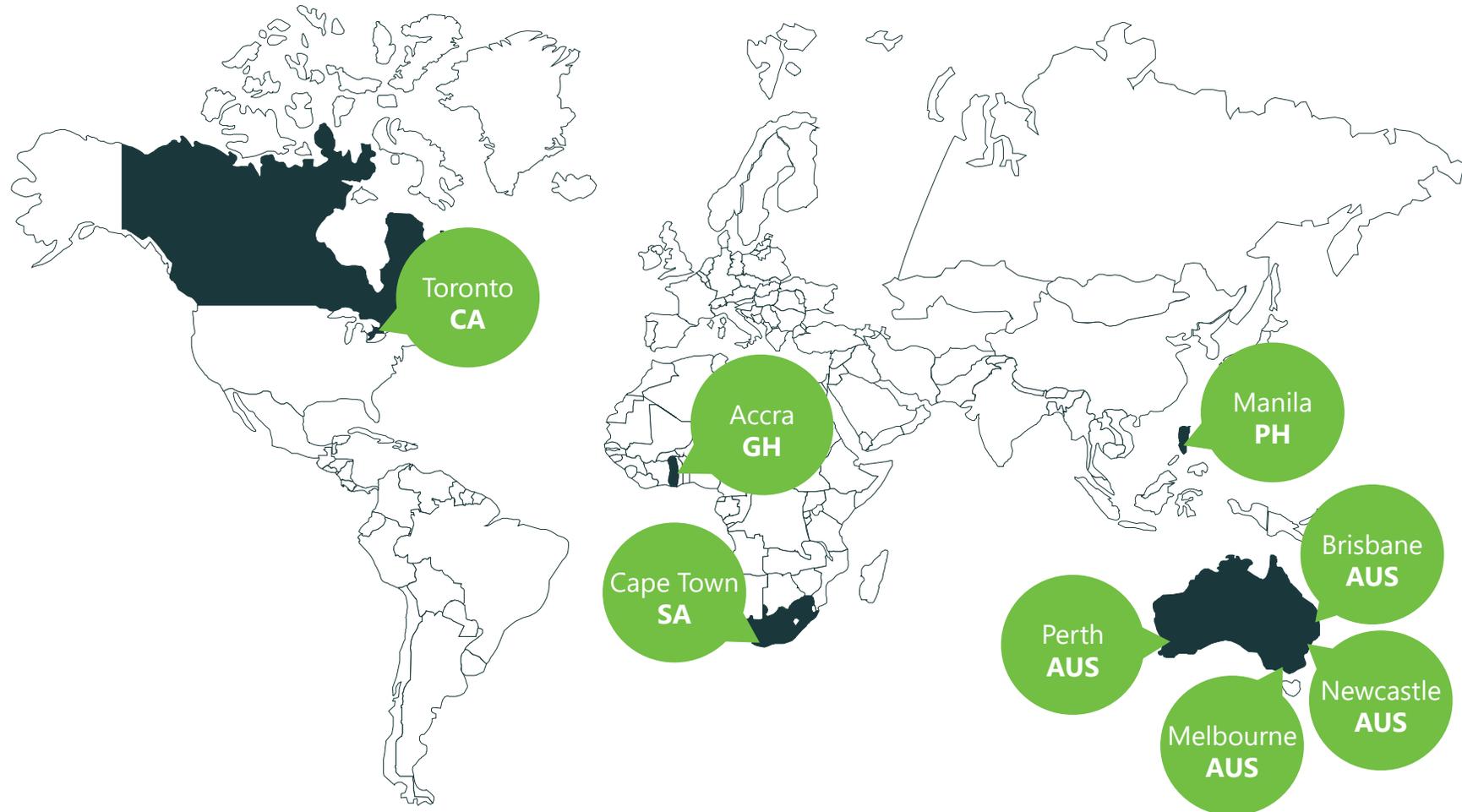
Shareholder
Breakdown

Board & Management	36%
Institutions	25%
Retail	39%

Core Capabilities



Global Reach



FY2023 Snapshot



Highest ever ...

- Revenue and profit
- Return to shareholders



1,100+ 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



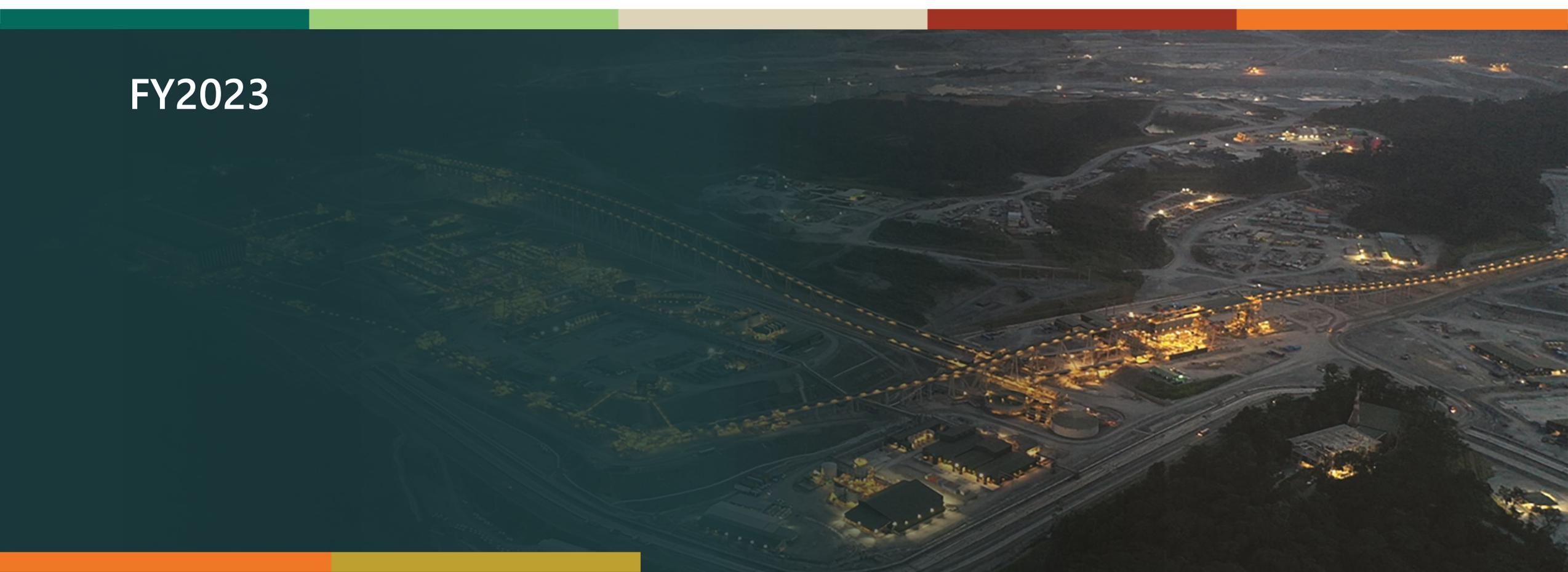
Investment in Geographic Diversification



Investment in Sector Diversification

Financial Highlights

FY2023



FY2023 Financial Highlights

Revenue
\$327.6m

EBITDA
\$70.5m

NPAT
\$46.8m

Cash at Bank
\$82.4m

Return on Equity
44%

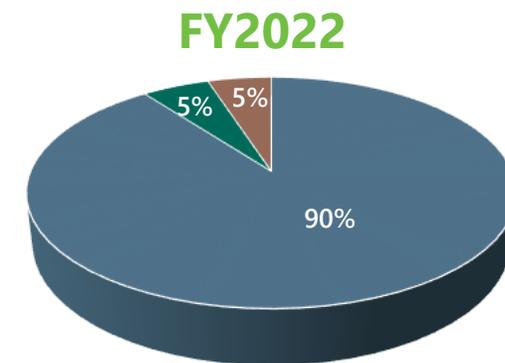
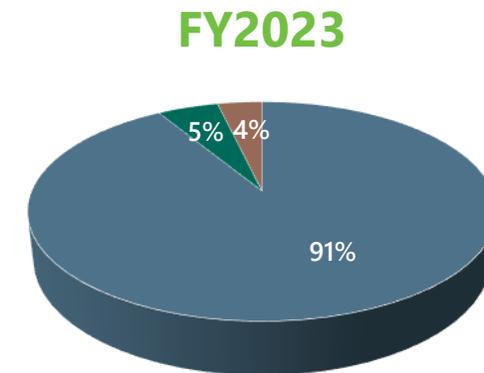
P/E Ratio
(based on 30 June financial result)
9.0



Motheo Copper Project, Botswana

FY2023 Revenue by Sector

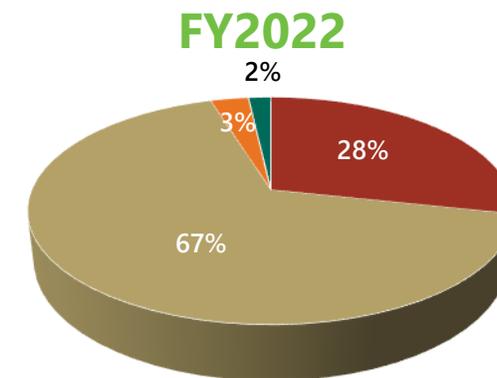
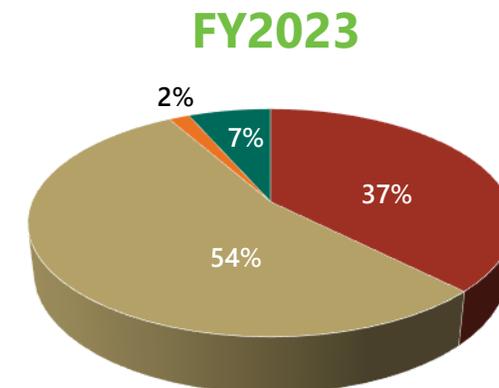
	FY2023	FY2022
Sector	A\$'000	A\$'000
● Resources	299.2	208.2
● Infrastructure	16.4	12.3
● Industrial Processes	12.0	11.7
	327.6	232.2



FY2023 Revenue by Geography

	FY2023	FY2022
Location*	A\$'000	A\$'000
● Australia	123.0	65.9
● Africa	177.7	155.2
● Americas	5.4	7.0
● Other	21.5	4.1
	327.6	232.2

* By project location



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
Equity	113.0	99.7

Net Tangible Asset per Share
\$2.68



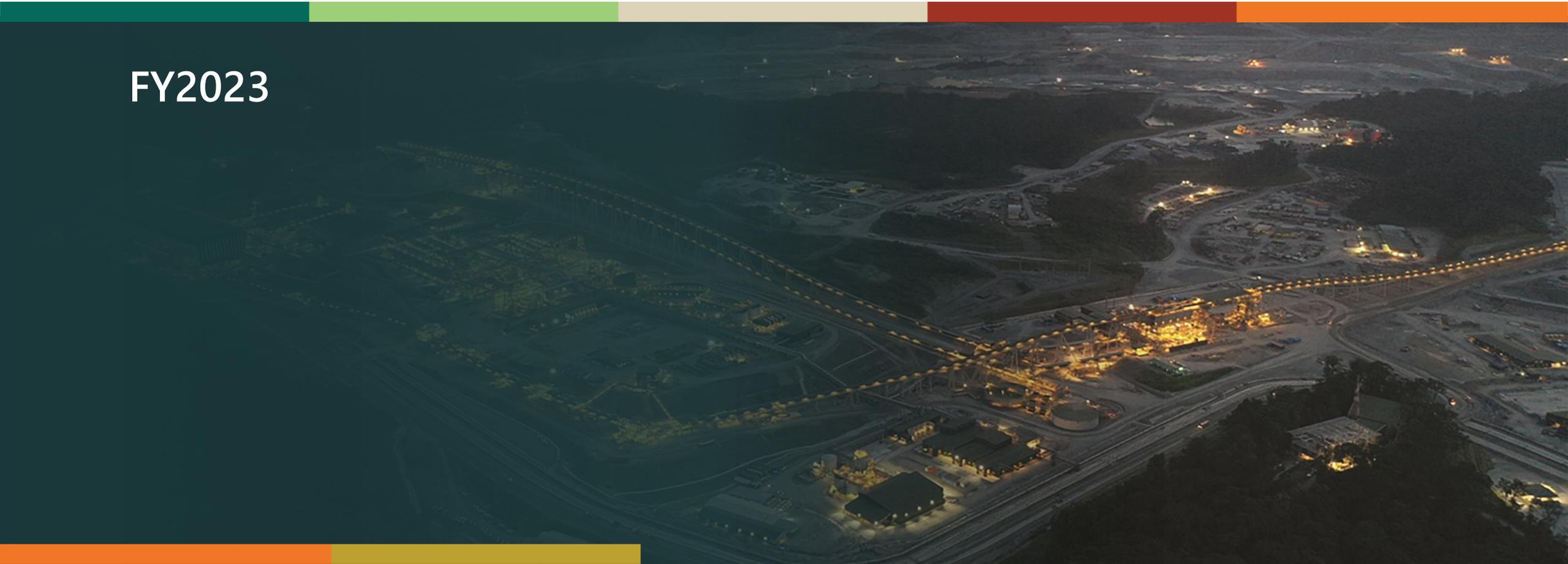
Strong Balance Sheet,
minimal debt



Strong, stable business

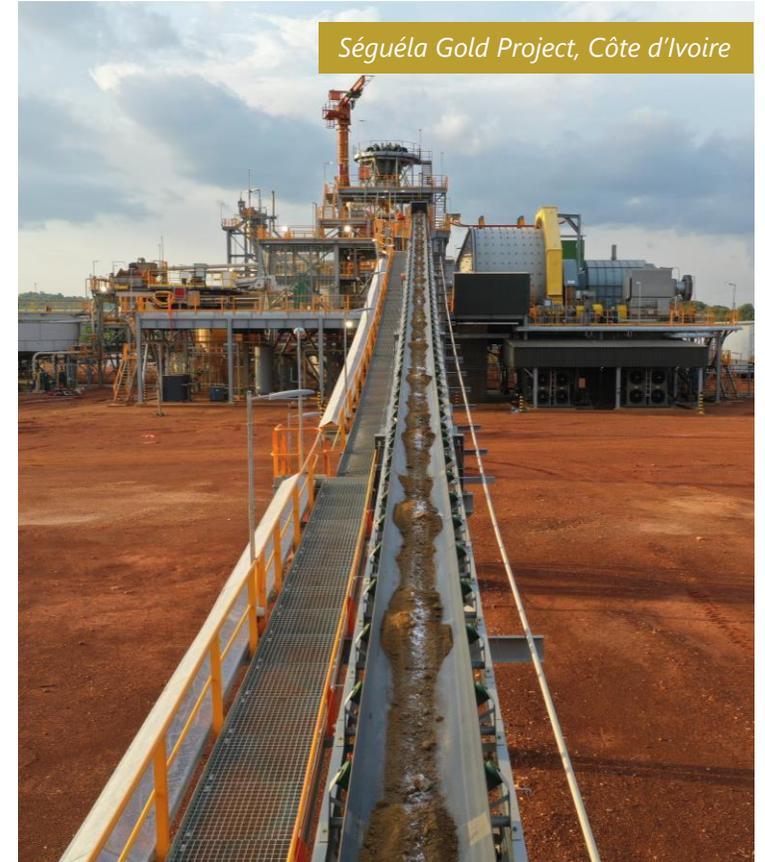
Operational Highlights

FY2023



Operational Highlights

- Numerous project site mobilisations – Ahafo North (Ghana), Lafigué (Côte d'Ivoire), Sabodala-Massawa BIOX[®] (Senegal), Kathleen Valley (Western Australia), Goulamina (Mali)
- Works continuing to schedule on a number of ongoing projects – Talison CGP3 (Western Australia), Batu Hijau (Indonesia), Langer Heinrich Upgrade (Namibia), Mutamba Mineral Sands (Mozambique)
- Project completions – Séguéla (Côte d'Ivoire), Motheo (Botswana), Bomboré (Burkina Faso), Talison MSA (Western Australia), Cobré Ball Mill 6 (Panama), Navachab (Namibia), Sukari Paste Plant (Egypt), Dry Mining Unit (Senegal)
- Advanced to the next stage of development on some of these projects – Bomboré Expansion Study, Motheo Expansion Project, Navachab new primary crushing plant
- Progressed engineering design – Kiaka (Burkina Faso), Baomahun (Sierra Leone), Boto (Senegal)
- Delivered the Feasibility Study for De Beers/Anglo American's FutureSmart Diamond Processing Plant (Canada)
- Entered into a new multi-year services contract with Namdeb (Namibia), extending the life of its land-based operations



Operational Highlights (continued)

- As a global leader in comminution circuit design and optimisation, Orway Mineral Consultants (OMC) continues to be a critical technical partner to our Resources business and is also an integral element of our digital engineering strategy
- Pipeline of studies remains strong – award of Feasibility Study and Basic Engineering scope for Reko Diq (Pakistan) is particularly significant given the magnitude of this project
- Continuing to provide design, engineering, technical advisory and Rail Infrastructure Management services for greenfield and brownfield rail projects across Australia – recently awarded a three-year contract to conduct visual rail inspections and assessments for 57 Pacific National sites
- 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



People First

Directly employing more than 1,100 people
 With contractors included, we manage some 2,500 people
 working on projects across the globe

	FY2023	Target
Hours	8.2 million¹	
LTIFR	0.0 ²	0.0
TRIFR	1.6	≤2.8
EIFR	0.0	≤1.8

¹ Compared to 3.2 million manhours controlled in FY2022

² Against Construction Industry frequency rate of 8.8 (Safe Work Australia, *Key WHS Statistics Australia 2022*)



Manhours controlled
increased



Preventative measures –
focus on lead indicators



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



Culture of continuous
improvement

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 later this year
- A new Engagement and Performance Management platform, with our first global employee engagement survey undertaken in late 2022
- 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

Innovative Thinking (continued)

Renewable Energy Generation and Energy Storage

Renewable energy generation initiatives in collaboration with ECG, a specialist in this area

Energy storage is *the* key area of global research at present – active participant in battery and hydrogen research projects



Decarbonisation

Integration of technologies along the energy shift value chain as it applies to the minerals sector – collaborating across the core areas of renewable energy generation, mine electrification and process plant design, to displace, reduce, capture, or offset carbon emissions

Our Community

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

- Long-term partnerships with the 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, and also partnered with our client, Newmont, in support of health and education related community initiatives undertaken by them, also in Ghana
- Actively supported 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
- Support to rehouse the Royal Western Australian Historical Society within a proposed purpose-built History West Community Centre, in recognition of the important work undertaken by the RWAHS in the preservation and promotion of Western Australia's history
- Continued support of various charitable initiatives championed by our staff, including Jeans for Genes, for which we have now raised more than \$400,000, Movember, the Push-Up Challenge, and the St Vincent de Paul Society



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

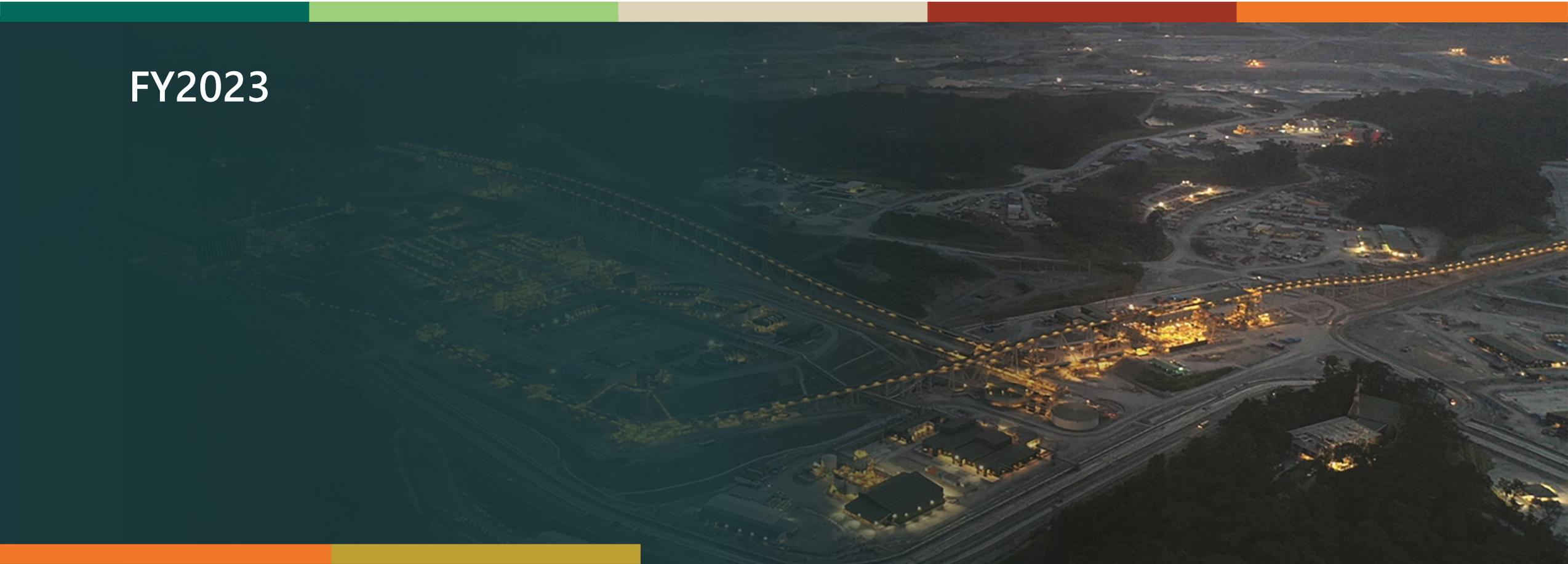


Resources

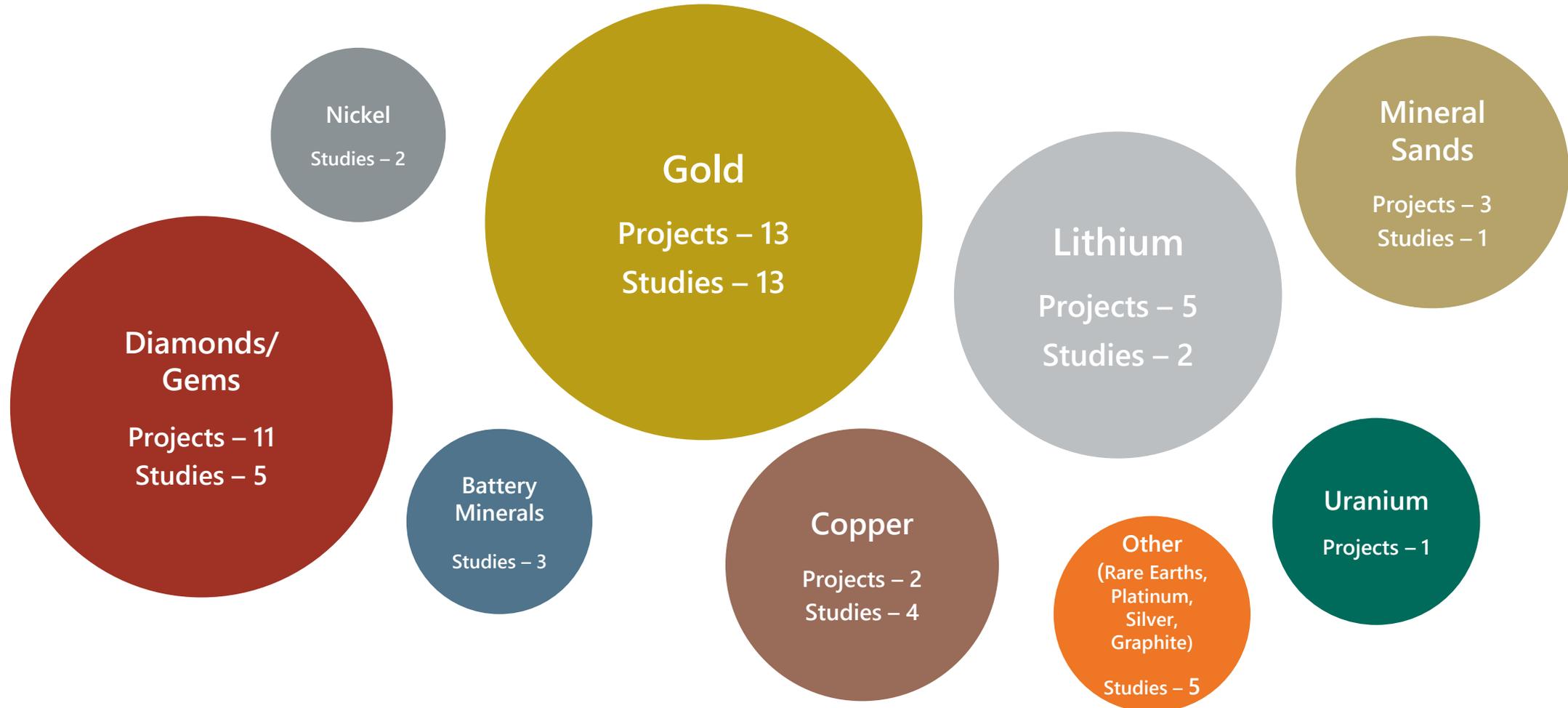


Major Projects

FY2023

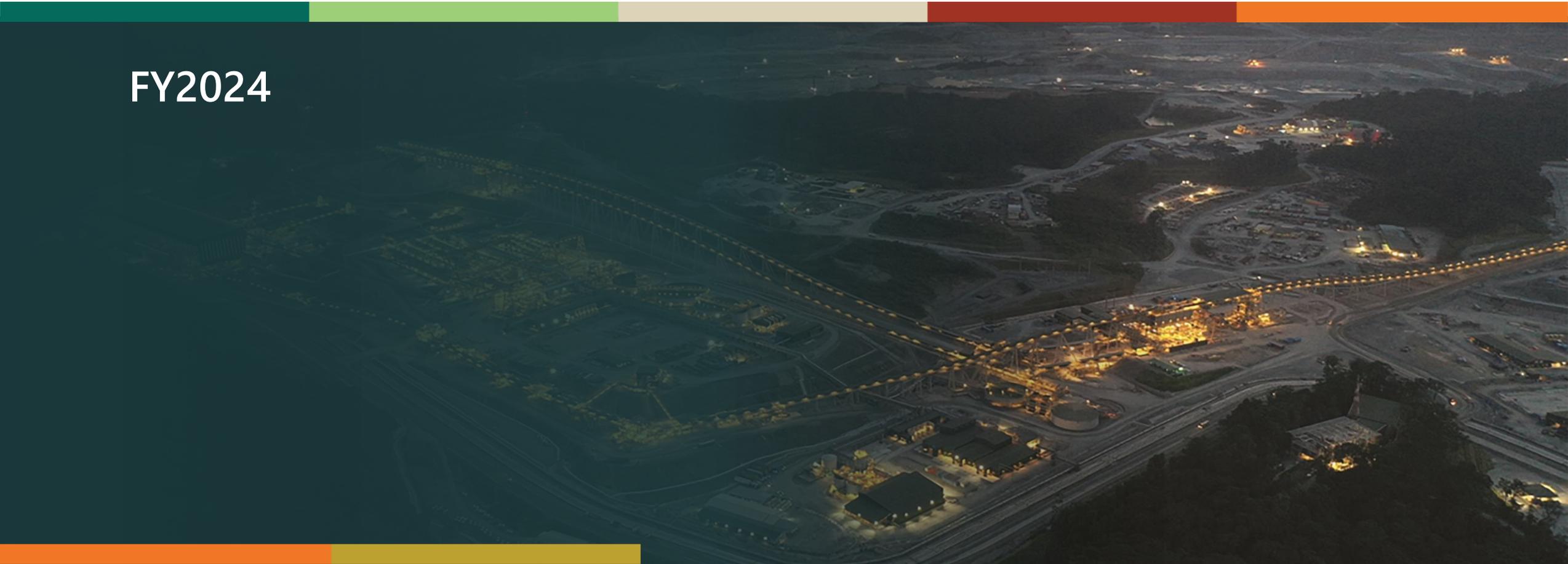


Resources – Currently in Delivery



Future Focus

FY2024



Outlook and Strategy

OUTLOOK

- 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
- Strong demand outlook for battery metals, including lithium, copper, cobalt and nickel, is attracting capital to build global supply
- Demand for iron ore expected to steadily increase, supported by the continued development of greenfield and extension projects in Australia and emerging producers in Africa
- Demand for gold remains steady, including consumer demand for jewellery, and in the manufacturing of technology including smartphones and watches, and use in dentistry and medicine
- 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

STRATEGY

- Continued focus on achieving broader geographical reach – across Asia-Pacific and the Americas
- Balanced project delivery portfolio – mix of EPCM and EPC
- People Plan – 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 and emerging technology – digital engineering and engagement with industry (eg FBICRC and CSIRO)
- Energy transition – diversify sectoral exposure into green energy markets, including renewable energy generation, energy storage, the global battery revolution and decarbonisation



Thank You

Disclaimer

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