

21 May 2019

# Investor Day Materials Lynas 2025: Growing with the Market

Lynas Corporation Limited (ASX:LYC, OTC:LYSDY) is pleased to attach the presentations for the Lynas Investor Day on 21 May 2019.

The attached presentations summarize the current status of our plans for:

- A larger business to meet forecast demand growth
- A diversified Industrial footprint with processing facilities in optimal locations
- Continuing to be the supplier of choice to non Chinese customers with a fit for market product portfolio
- · Enhancing earnings from:
  - A step change in production
  - Improved portfolio pricing
  - Continued flow sheet and cost efficiencies; and
- A \$500m capital plan self-funded with the ongoing support of JARE

Recent events and media coverage have placed a greater focus on our business. Therefore, we believe it is timely for us to provide an update on the status of our growth plans.

Lynas has undertaken detailed work on our growth plans over several months. We are pleased to present an update today on the work completed to date and on the further work still required. The Lynas Board has approved these growth plans, recognizing that several milestones will need to be achieved before the growth plans are fully implemented, including:

- Regulatory approvals
- Finalizing with JARE the terms of the proposed long term loan facility extension
- Detailed design and engineering work
- Construction works
- Commissioning and ramp up

#### **Further Enquiries**

Jennifer Parker or Lauren Stutchbury Cannings Strategic Communications T: +61 2 8284 9990

Andrew Arnold Company Secretary





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# Agenda

Time	Description	Presenter		
8:15am	Introducing Lynas 2025	Amanda Lacaze		
8:30am	An exciting company in an exciting market	Pol Le Roux		
9:15am	Tier 1 resource & unique IP	Kam Leung		
9:45am	Panel: Growth opportunities in Mt Weld & Malaysia	Kam Leung Grant McAuliffe Alex Logan		
10:30am	Break			
11:00am	Malaysia in focus	Dato' Mashal Ahmad		
11:30am	Will to win	Mimi Afzan Afza		
12:00pm	Growing value	Gaudenz Sturzenegger		
12:30pm	Closing remarks	Mike Harding		
12:40pm	Q&A	All		







# **Lynas 2025**

A larger business to meet forecast demand growth

• Efficient capacity expansion leveraging Lynas' unique assets

• 10,500 tpa NdPr products

Diversified Industrial footprint with processing facilities in optimal locations

Upstream processing close to the resource

Downstream processing close to our customers; Malaysia and US

Relocation of C&L to WA to satisfy Malaysian requirements

Supplier of choice to non Chinese customers with a fit for market product portfolio

Selected separated Heavy Rare Earth products

Value added Cerium

**Enhanced earnings** 

A step change in production

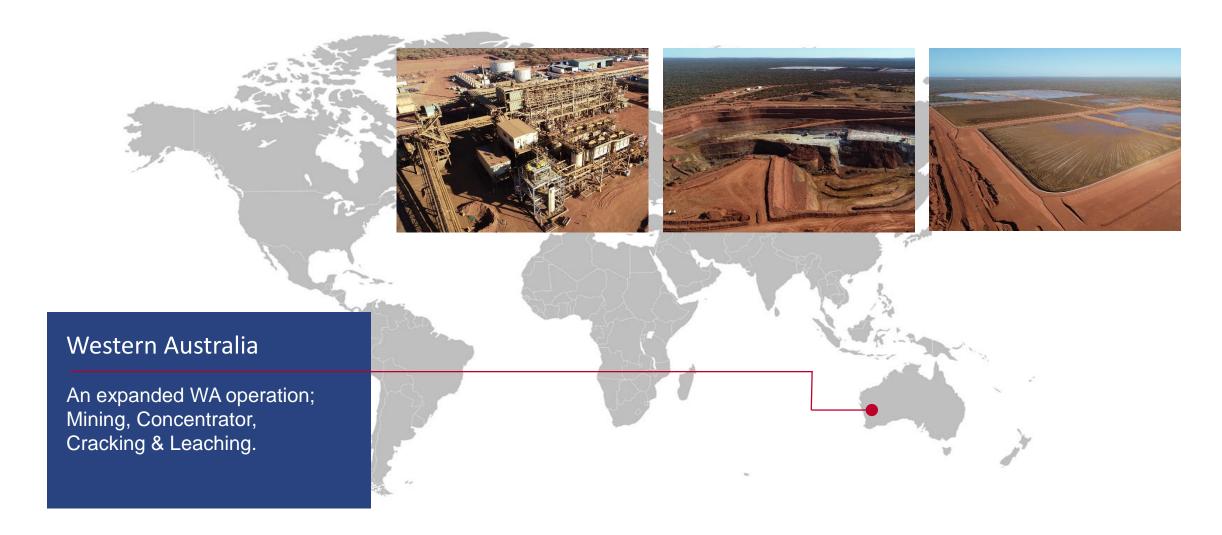
Improved portfolio pricing

Continued flow sheet and cost efficiencies

\$500m Capital plan

- Self-funded with support of JARE
- Return on investment of planned growth initiatives is expected to materially exceed WACC
- Enhancing long term shareholder value









## Malaysia

A dynamic operation in Gebeng with increased investment in downstream processing; SX, Product Finishing, value added processing and recycling.

Supporting Malaysia's Industry 4.0 vision and economic development.











# Developing our sources of unique competitive advantage



#### Mt Weld

- A true Tier 1 Resource
- Continuing
   exploration and
   development to
   maintain a 25+ year
   Reserve at new
   rates



### **Market position**

- World's second largest Rare Earths producer
- Only Rare Earths miner and processor outside China
- Established longterm, trusted relationships built with our key customers



## Inhouse Intellectual Property

China

Technical,
Engineering and
Processing IP
positions Lynas as
the Rare Earths
Centre of
Excellence outside



### **Proven Operations**

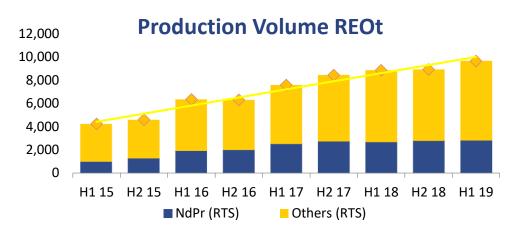
- Established operating assets
- Strong capital and operating cost culture

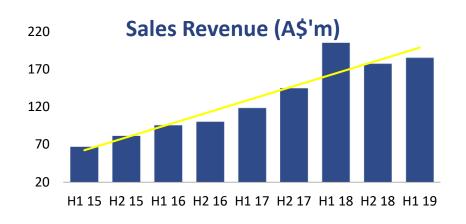


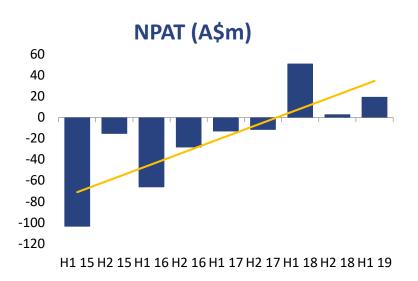
#### Will to win

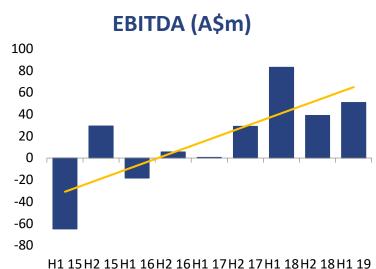
- Corporate culture founded on our capable and resilient people
- Focused on building long term shareholder value

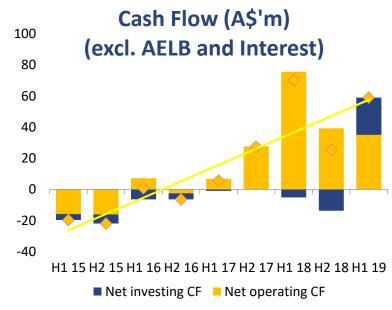














## **Our presenters**



VP Sales & Marketing
Pol Le Roux



VP Production
Kam Leung



GM - Lynas Advanced Materials Plant Grant McAuliffe



Metallurgy Manager
Alex Logan



VP Malaysia
Dato' Mashal Ahmad



VP People & Culture
Mimi Afzan Afza



Chief Financial Officer
Gaudenz Sturzenegger



Chairman Mike Harding







## Why did they join Lynas to form THE DREAM TEAM?



They are passionate about Rare Earths - and so is Lynas

The Rare Earths market is exciting and is a great opportunity to participate in the green revolution



A focus on Sustainability is essential to achieve growth in green industries

Lynas leads the pack in the Rare Earths industry



The Rare Earths market is complex

- Multiple players
- Easily disrupted by sudden changes in applications

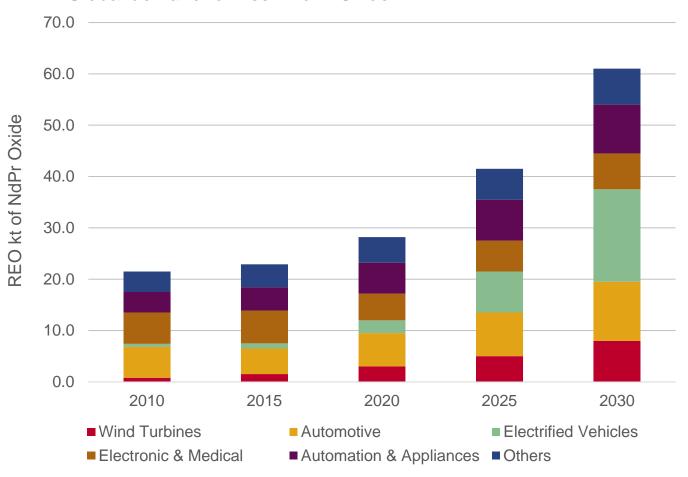


As a pure play Rare Earths company, Lynas is highly visible and recognised for our marketing expertise and exclusive focus on Rare Earths



# Demand for NdPr is forecast to accelerate from 2021

#### Global demand for fresh NdPr Oxide

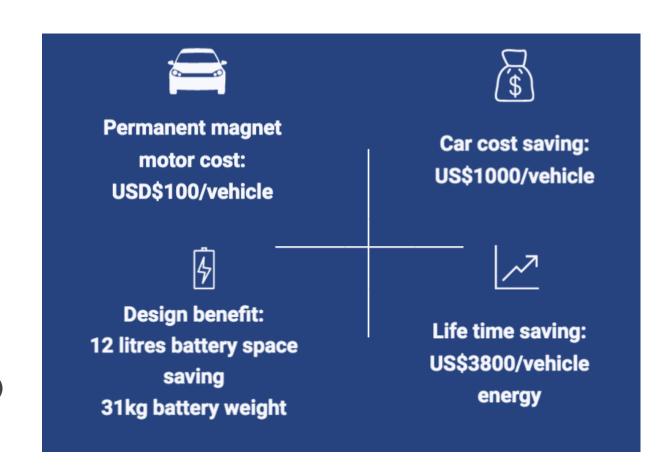


- Energy International Agency: 125-220m
   electric cars on the road in 2030
  - Equivalent to 88-155ktns additional supply of NdPr over next 10 years
- Most new models will be launched in 2021 when growth of NdPr demand will accelerate
- From late 2020s, end of life recycling will affect demand for fresh oxide



# The automotive industry is embracing Rare Earth Electric Vehicle Drives

- Today, electric vehicles are expensive and the battery represents 50% of the cost
- A Rare Earth Electric Vehicle Drive is the solution
  - 2kg of REE magnets at a cost of US\$100/vehicle
  - REE motor efficiency is 2-5% higher than alternatives, **saving energy over its lifetime**
- Being more efficient, the target range is achieved with a smaller, lighter and cheaper battery
- Being smaller and lighter, vehicle packaging is more efficient, saving on vehicle weight (virtuous cycle)
- Except for a few luxury car brands, all car makers are embracing Rare Earth technology



Est. US\$ 200/kWh, 22kWk/100km, 100kWh battery size, US 35 cents/kWh, 5% efficiency saving, 425Wh/L, 162.5 Wh/Kg, 300 Euro kWh, 12 litre, 31kg for a 100 kWh battery



# Lynas is the partner of choice for securing a sustainable magnet supply chain

### Lynas offers:

- Unique market expertise inside and outside China
- Independence from China
- Transparent downstream supply chain
- Can provide metal, alloy and recycling services through trusted partners in addition to Rare Earth supply
- Full transparency of transactions
- Traceability from mine to magnet

#### • Recognized environmental performance:

- Silver medallist with Together For Sustainability
- United Nation Global Compact Signatory
- Life Cycle Assessment shared and communicated

#### **WE SUPPORT**











































## Our sales and marketing road map to 2025

Maintain 20-25% NdPr market share through timely capacity increases



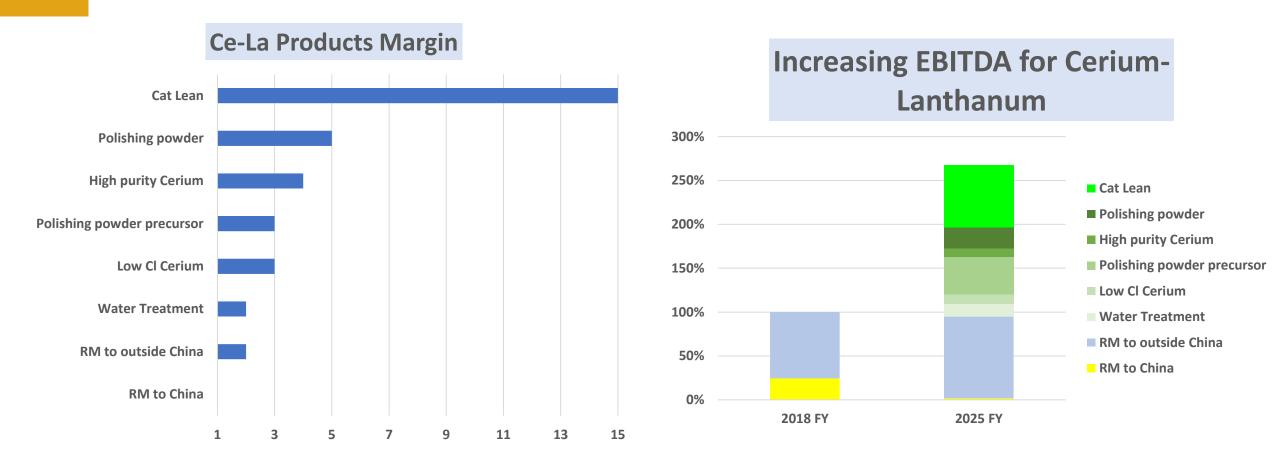
- La all pre-sold via long term contracts outside China
- New opportunities for Ce that can increase sales value by up to 10 times versus current

Extract Dy and Tb from our Heavy Rare Earths and develop Duncan

Prepare for magnet recycling



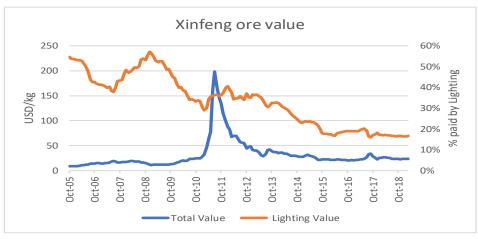
## Generating more value from Ce-La is in our hands



Until last year, Lynas sold La and Ce as a basic raw material. 40% was sold at a cheap price to China. In 2018, we have launched a R&D program to develop new products and new applications, increasing the business value with all sales to outside China customers.



# Lynas has a key role to play in Heavy Rare Earths





- Currently all Heavy Rare Earths (HRE) separation is in China
- Dy and Tb are essential to high power electrical motors
- HRE in China is extracted from ionic clay, a very low grade rare earth mineral which creates serious environmental problems. Central government of China has decided to reduce this source of HRE to a minimum and ban imports of similar resource from Myanmar
- It is expected this reduction in supply while demand is increasing (with the demand for electric cars) will lead to a substantial price increase
- Lynas has 50t/year of Dy and 20t/year of Tb contained in its current SEG from CLD. Duncan has 3 to 4 times this quantity
- Lynas plans to invest in HRE separation and develop extraction from Duncan



## Lynas-Japan alliance plays an essential role in RE market growth





## **Lynas – Blue Line partnership announced**

- MOU between Lynas and Blue Line Corporation for the joint development of Rare Earths separation in USA
  - Binding, conditional on funding approvals by both parties
  - Exclusive for 12 months
  - Primarily focusing on HRE separation but could include LRE separation as well
  - Lynas will provide technology and hold a substantive majority interest in the JV
- Started in 2001, Blue Line is an independent Rare Earth processor in USA, addressing the catalytic, ceramic, nanomaterials and water treatment applications
- ISO 9001 certified, Blue Line has excellent recognized expertise in Rare Earths product management
- This partnership will allow us to maximize the value of our Heavy Rare Earths and accelerate the USA market growth by providing there a sustainable source of supply



#### **Hondo Texas**

- A 53 hectare industrial site with train access
- A former ceramic plant purchased by Blue Line in 2010 for Rare Earths processing



# Demand is forecast to outstrip new supply

Lynas has a demonstrated ability to support market growth

- Tier 1 resource
- Efficient operating plant
- Cost base delivers good returns even when market pricing is low
- Lynas 2025 will support Lynas to maintain its market share in a larger market

Interest in junior projects remains high, however significant production is unlikely to come on line in the near future

- Entry to Rare Earths market is highly capital intensive
- Published studies indicate the NdPr price needs to be at US\$70 to support investment required
- Ramp up to full production takes time





## **#1 Rare Earths supplier outside China**

Highly visible
Demonstrated capability to grow



# Supporting downstream industry growth outside China

Japan: +50% since 2013
Bringing Rare Earths supply to the United States



## **Trusted sustainable Rare Earths supplier**

Fully transparent
Silver medallist - EU chemical companies
Life Cycle Assessment
UN Global Compact signatory



## Adding substantial value to our business

Dy, Tb separation

High value added Ce based products

End of life magnet recycling







# **Lynas 2025: Growing with the Market**



New configuration of operations including relocation of C&L to WA and flow sheet enhancements help to future proof the business



# How will we grow to meet market demand from 2022?

## **Upstream processing expansion in WA**

- Preliminary studies conducted on 5 sites
- 2 preferred sites (no fatal flaws)
- Ability to supply multiple downstream processing sites

	Mt	Weld		Kalgoorlie
Community Support				
Close to source / Efficient Transport				
Residue/ by product Management				
Access to Raw Materials & Energy				
Ability to flex Capacity & Opex				
Ability to treat Alternate RE Feeds				
Brownfield Opportunities				
Best Alignment		Worst Alignment		Fatal Flaw



# How will we grow to meet market demand from 2022?

## Downstream processing expansion in Malaysia & United States

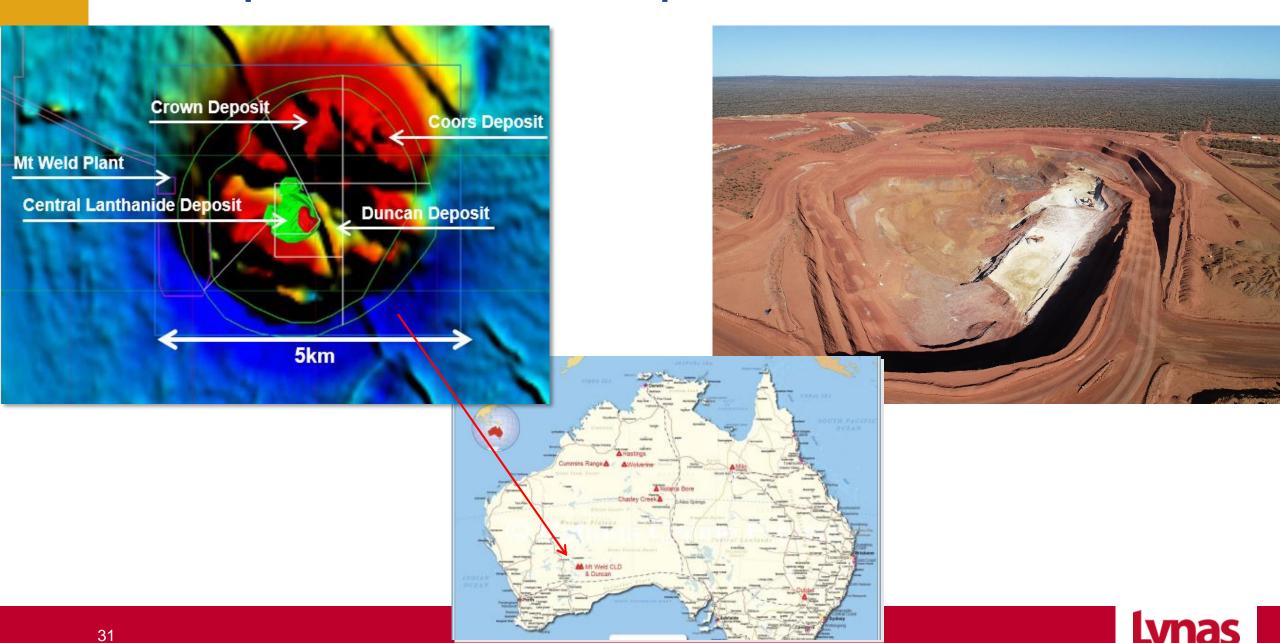
- Invest in increased processing capacity in Gebeng
  - Optimisation and development of more efficient SX and PF
- Develop a second processing site close to the US market for Heavy Rare Earth separation (Dy, Tb) in partnership with Blueline
- Add new products to meet customer requirements
- Introduce new products to meet growing markets including (Ce, Sc)



Tunnel Furnace 20A extension to increase calcination capacity



## Our unique Tier 1 Rare Earth deposit





# 2018 Mt Weld Mineral Resource underpins our growth

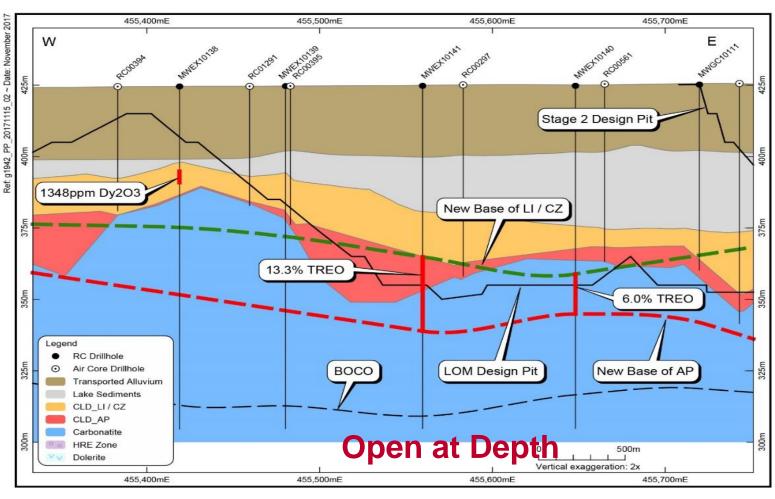
## Fresh carbonatite below existing ore is open at Depth

#### **Situation**

- Mining and Processing higher grade CZ and Li ore since start up
- 2018 Mineral Resource 3,000 kt TREO
- 2018 Ore Reserve 1,690 kt TREO

### **Opportunities**

- Mining and Processing of Duncan Zone
- Exploration of CLD and Duncan
- Tailings Forecast to be approx. +1.2Mt of Rare Earth material @ +7.0%REO by 2023
- Fresh Mineralisation is open at depth
- Unexploited Mineralisation i.e. there is
   >20,000 kg p.a. Sc<sub>2</sub>O<sub>3</sub> in concentrate



Surfaces shown as dashed lines are schematic



# Sustaining a 25+ Year Reserve in 2025

## Coarse grain primary RE mineralisation will be much simpler to process

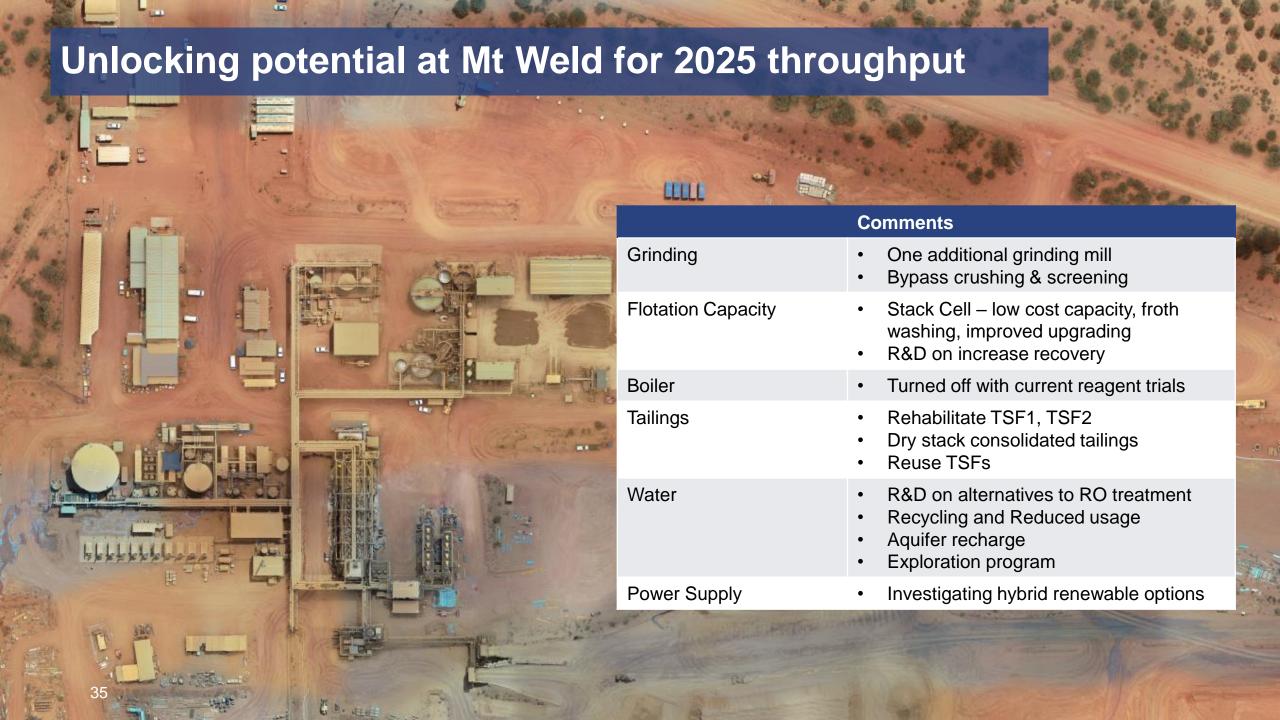
- Step change improvement in grade and recovery performance for current and future ores
- Proven improved flowsheet for new ores
- Tailings becomes a significant source of Rare Earth
- Exploration and new flowsheet for Primary Carbonatite
- Flowsheet for Direct
   Processing of low grade ore

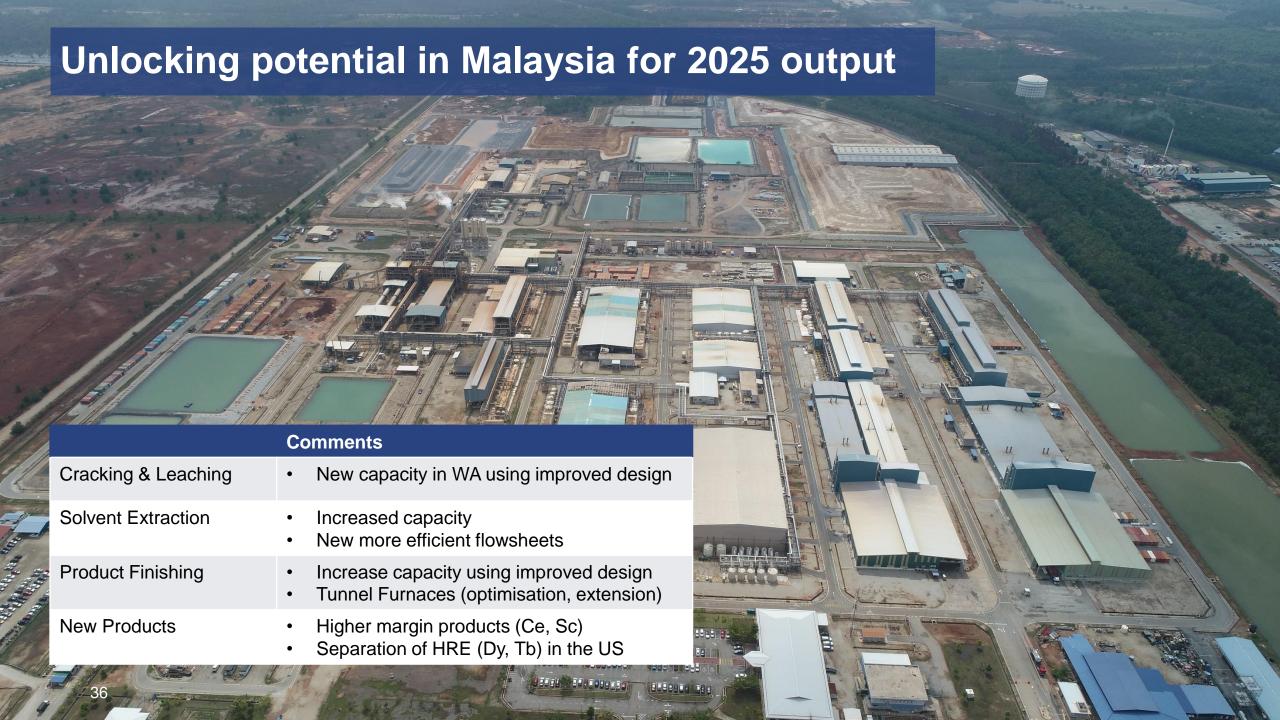


Direct Shipping Ore commenced March 2019

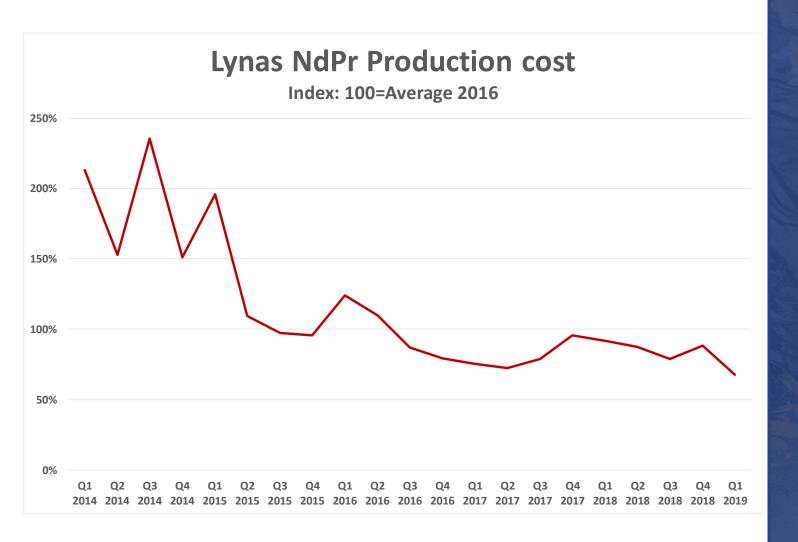
Coarse grained parlsite mineral (115m depth)







# Our competitiveness continues to improve



- From 2014 to 2016, Lynas operations stabilised
- Mid-2016, both plants were running at design capacity
- Through Lynas NEXT, production capacity has increased to 7.2 ktpa of NdPr and a wider product range
- Processing costs are continuously improving
- Continued focus on cost efficiencies in daily operations as well as breakthrough innovation programs











## **Lynas NEXT - New products**







## **Lynas NEXT - Cracking and Leaching**





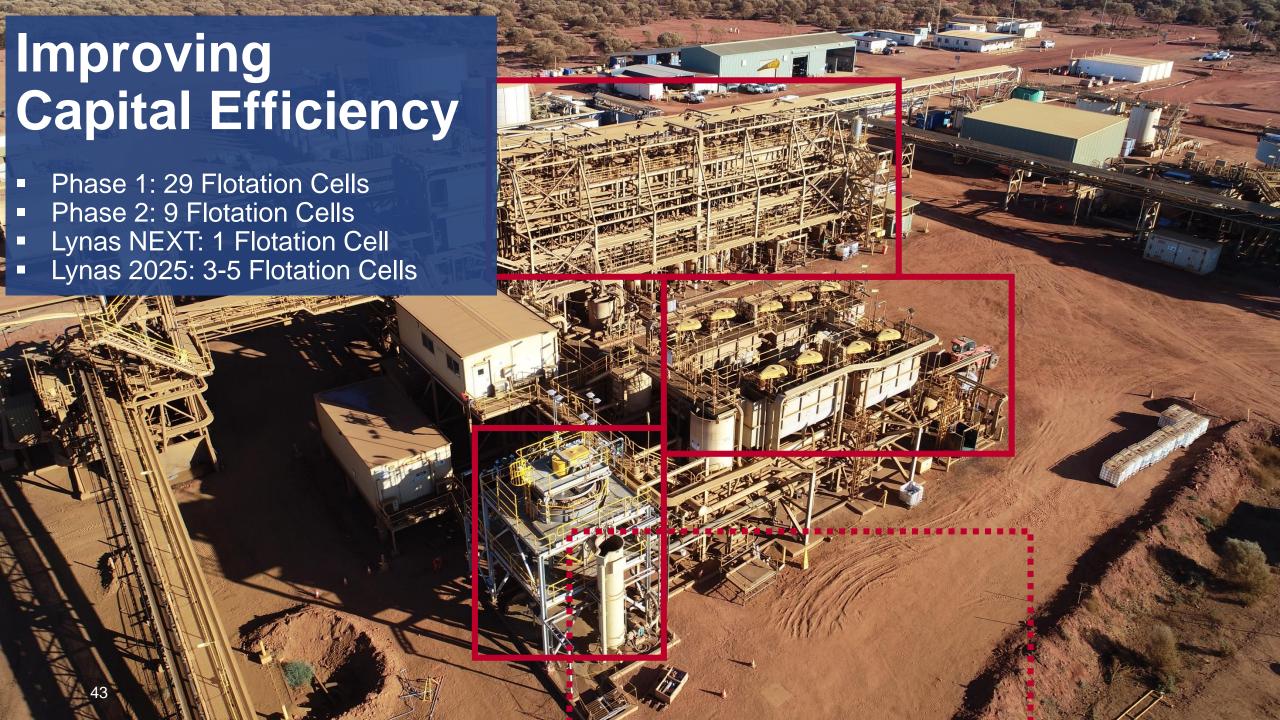


MgO Circuit Split, new heat exchangers added, new pumping designs, new hopper designs, changed filter configurations

Redesigned WGT ducting

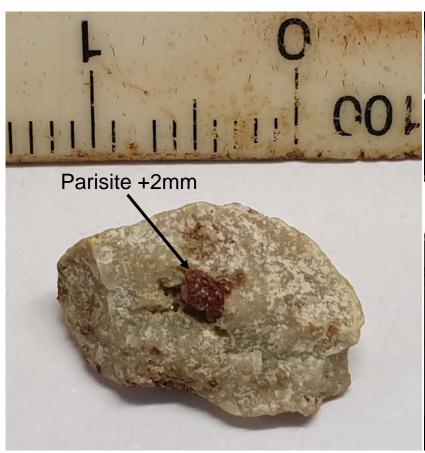
**Emissions improvements** 



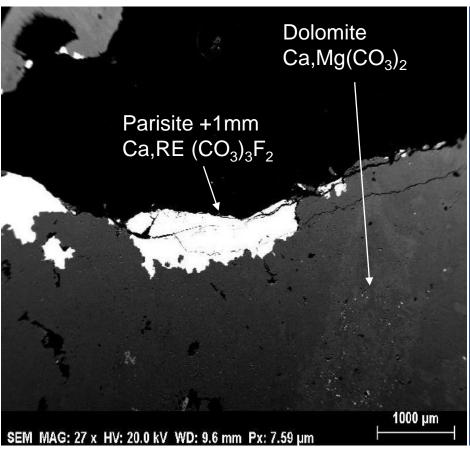


## Mt Weld Resource to underpin growth

#### Coarse grained rare earth minerals discovered and open at depth



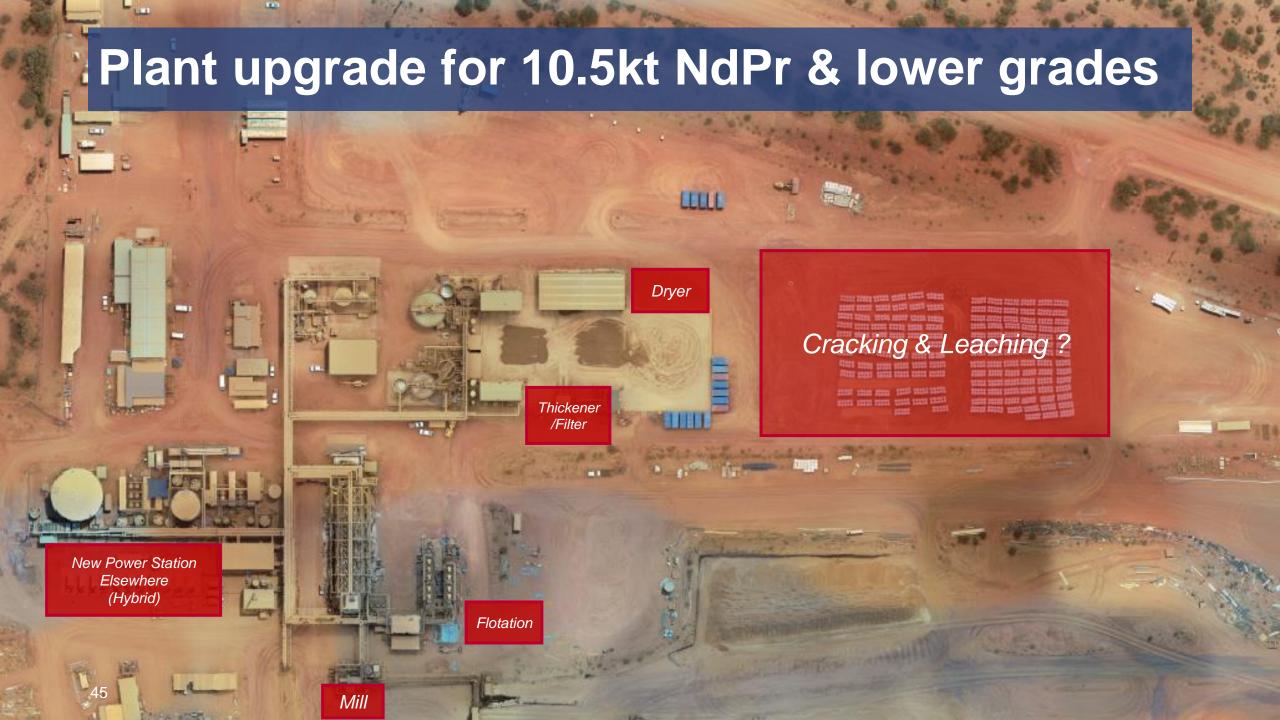
Coarse grained Parisite mineral (115m depth)



- Primary source of Mt Weld rare earths discovered
- ~3%REO open at depth
- Parisite identified as primary rare earth mineral
- Coarse grained
- Options for simple processing (i.e. gravity)

Scanning Electron Microscope image of Mt Weld Parisite







928 metres of kilns and tunnel furnaces

4 rotary kilns (60m long)

47 High Speed Centrifuges (NEXT +3)



900 Solvent Extraction Stages (NEXT -60).

Quality specs as low as <50ppm for some impurities



8 tunnel furnaces (NEXT – one extended)

**46 Plate & Frame Pressure Filters** 











## Malaysian political environment







## Barisan Nasional government

UMNO - Malay MCA - Chinese MIC - Indian Others

## Pakatan Harapan government

PKR – multi (majority Malay)

DAP – multi (majority Chinese)

AMANAH - Malay

BERSATU - Malay

Prime Minister – BERSATU

Deputy Prime Minister – PKR

5 cabinet members from each

party



## PH Government key reformation plan

#### **Objectives**

- To reduce corruption in government and Public sectors via:
  - Greater empowerment of MACC
  - Taking high profile corruption cases to court
  - Review and re-negotiate contracts awarded by previous government and implement open tenders
- Improve country's economy by being investor friendly
- Welcome hi-tech industries

#### **Focus on stability**

- No social unrest
- No trade union strikes



## **Our journey since GE14**

Oct 2018

- Media reports say a Lynas Review would be led by anti-Lynas MPs
- Lynas publicly calls for any review to be fair, transparent & scientific
- Independent Review Committee of academics and scientists subsequently appointed

Oct-Dec 2018

- Independent Review Committee appointed; finds Lynas Malaysia is low risk, compliant with relevant regulations and residues are managed in a proper manner.
- On same day as final report is released, AELB imposes 2 new pre-conditions to licence renewal related to NUF and WLP

2019

- Continued consultation with government and regulators
- Ensuring Ministers have direct access to information
- Employees and community demonstrate in KL
- Continued engagement with local communities including information booths
- Zero tolerance media policy for misinformation

Excellent relationships developed with senior members of the government and civil servants



Brokers remain optimistic on Lynas despite
Malaysian setbacks Members of Lynas review committee
announced, Fuziah dropped

Lynas shares rally on reports its critic in Malaysian government has quit review

Report: Lynas Malaysia's operations low risk and compliant with laws

MABC expresses concern over composition of committee to review Lynas project

130 Lynas managers and staff protest at Parliament to save their jobs

Lynas is a crucial piece of Japan's rare earths puzzle



## Malaysia regulatory update

#### **Operating License renewal**

- Full Operating Stage License (FOSL) due for renewal on 2 September 2019
- License renewal application progressing to a "normal" timetable
- AELB Audit for renewal of the FOSL completed April 2019 - "Very Satisfactory" rating

#### **Residue Management**

- 2018 Review Committee found residues are managed "in a proper manner"
- Discussions continuing on WLP management

- The Malaysian PM Tun Dr Mahathir has stated that Lynas will continue to operate in Malaysia with some new conditions
- Lynas 2025 allows us to meet these conditions



## Lynas is committed to Malaysia



Purpose-built chemical industrial estate



Experienced & highly skilled workforce



Excellent access to suppliers, utilities, infrastructure



Easy access to airport and deep sea port



Collaboration with local universities on R&D



Closer to customers in Japan and Europe



# Lynas makes a meaningful economic contribution to Malaysia



98% of employees are Malaysian



1000+
Direct jobs
created



4000+
Local jobs established because of Lynas



80%
of inputs
sources locally



**RM 2.6B** 

In Foreign Direct Investment since 2008



**RM 969M** 

GDP impact in 2018



**RM 2.0M+** 

Invested in research with local partners in FY18

Lynas' contribution and potential is recognised and valued by senior politicians







### Our people are committed to our purpose

#### We employ 738 skilled people

- 651 at Lynas Malaysia
- 87 at Mt Weld

#### Our people enjoy working at Lynas

- Retention is high
- Average turnover is approx. 1% per month

#### We embrace diversity

- Our team is diverse from the leadership team to operational levels
  - Ethnicity
  - Culturally
  - Demographically
  - Industry experience
- Our female workforce is growing, especially in operational roles building a pipeline of women for future management roles

"We are strong. We are fighters. We want to be treated fairly."

Khairul Suhaimi, Plant Manager, Lynas Malaysia *Australian Financial Review* 29 April 2019



# We invest in skill development for our highly skilled workforce

- We invest in training for all our people
  - Safety training is always our priority
- 77% of our people hold a certificate or higher qualification, including 5 PhDs and 8 Masters Degree
- We have welcomed >100 graduates and interns to our programs
- 88% of Lynas' management have been promoted during their tenure
- We encourage employees to grow with Lynas



The skills and training of our workforce underpins the development of industry leading IP



## We contribute to our communities

- The safety of our people, our communities and the environment is our first priority
- We aim to make a positive contribution to local employment, skills, education, and health
- We provide meaningful opportunities for Lynas staff to directly contribute to their communities

#### We work with our local communities

A productive and trusted community member

Improve the standard of living and community facilities

Support disadvantaged groups including the elderly, disabled and women and girls



# Our community engagement in Malaysia



MYR 0.5Mn p.a. invested in CSR activities

- STEM-focused strategic alliance with the Pahang State Education Department, International Islamic University and Pahang Skills Development Centre
- Youth programmes in partnership with the Pahang Youth and Sports

  Department
- Social welfare events in partnership with Pahang State Social Welfare Department
- Bi-monthly village to village Recycling Programme
- Lynas information booths at popular locations and academic institutions
- Environmental program in partnership with environmental groups and communities



# Our community engagement in Mt Weld







Lynas Mt Weld contributed over A\$85.0m to the Australian economy in FY18

- Ongoing donations to Laverton Crisis
  Intervention Service for women and
  children
- Contributing to Shire of Laverton community initiatives
- Supporting Laverton Swim
  Stars learn to swim program
- Participating in MEEDAC
   Employer Expo in Laverton
- Committee members of not-for-profit
   Laverton Sports Club
  - Board member of Laverton Leonora
- Cross Cultural Association since 2009
  - Providing over 150 flights to/from Perth each year for doctors and
- community volunteers







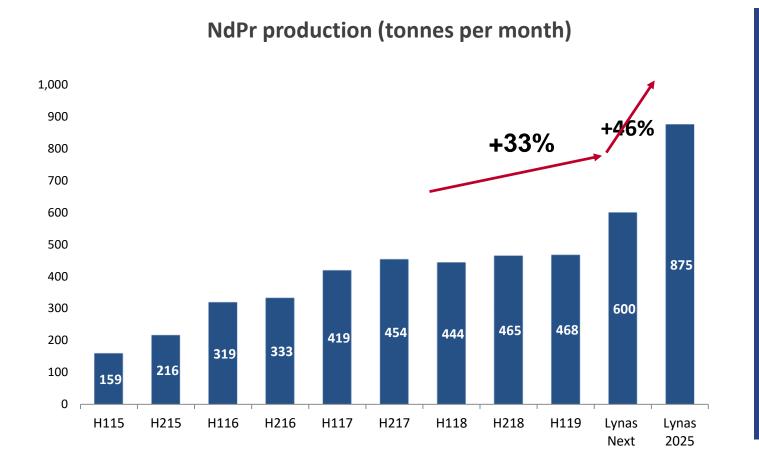
## **Lynas 2025: Growing with the Market**



future proof the business

Lynas

## Increased throughput to meet forecast market growth



# Forecast Revenue and Margin growth

- Significant volume increase to 10.5 ktpa NdPr products
- 100% sales to outside China customers
- New Heavy Rare Earth separation facility
- New value added Cerium products targeting new applications



# Sustain competitive advantage with continued cost efficiencies

#### **Further optimise flowsheet**

- Incorporate process learnings in the design of new facilities
- Eliminate unnecessary logistics costs
- Integrate residue management close to the resource

#### Realise product recovery opportunities

- Develop options to increase recoveries at Mt Weld
- Enhance solvent extractant flow at Lynas Malaysia

#### Unlock value in residues deposits









## Lynas 2025 growth capital: A\$500m

- Deliver 10.5 ktpa of NdPr Products
- Establish new industrial footprint providing expanded geographical coverage
  - Upstream processing including C&L in WA
  - Downstream processing in Malaysia and the US
- Invest in downstream expansion including:
  - Heavy Rare Earth Separation
  - Cerium Purification
- Lynas has a proven track record as an excellent steward of capital

Using efficient investment and engineering methodology, Lynas is confident to deliver within the nominated capital envelope



## **Balance sheet fit for growth**

#### Strong Balance Sheet

- Debt of US\$162m of which US\$15m is convertible bonds
- Cash Balance at 31st March 2019: A\$67.1m
- Strong operating cash flow of A\$185.7m over the last seven quarters or A\$26.5m on average per quarter

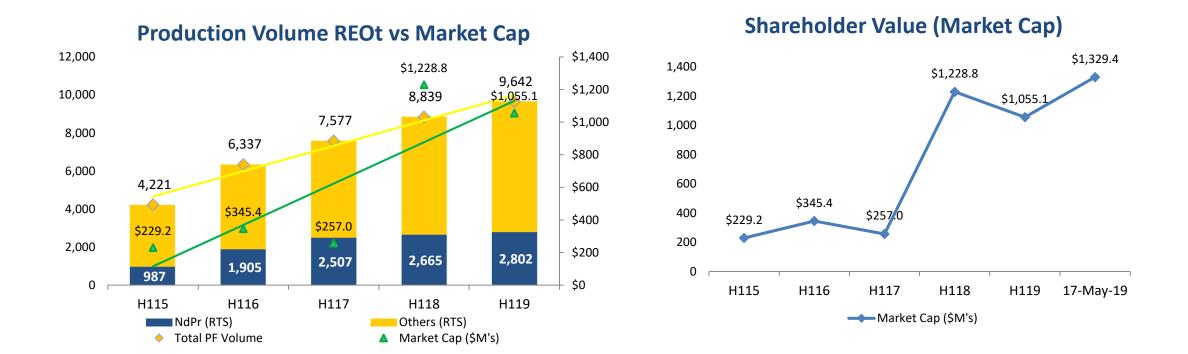
#### JARE has extended its support to Lynas

- Lynas has requested amendments to the repayment obligations that would extend the term of the JARE facility
- Lynas and JARE are in discussions including a loan term extension well beyond 2025
- With the continued support of JARE, Lynas is confident that the amendments will be finalized and details will be announced once they are available

Once the extension and amendments are finalized, Lynas is confident of its ability to selffund this project, based on current independent price forecasts



#### Growth initiatives have driven shareholder value



ROI of planned growth initiatives is expected to materially exceed WACC leading to a significant enhancement of long term Shareholder Value







## **Competent Person's Statement**

#### COMPETENT PERSON'S STATEMENTS- MINERAL RESOURCES

The information in this report that relates to the 2018 Mineral Resources is based on information compiled by Mr Alex Whishaw under the guidance of Dr Andrew Scogings. Mr Wishaw and Dr Scogings are full-time employees of CSA Global. Mr Wishaw is a member of the Australasian Institute of Mining and Metallurgy. Dr Scogings is a Member of the Australasian Institute of Mining and Metallurgy, a Member of the Australian Institute of Geoscientists and an RPGeo (Industrial Minerals). Dr Scogings has sufficient experience relevant to the style of mineralisation and type of deposit under consideration and to the activity which he is undertaking to qualify as Competent Person as defined in the 2012 Edition of the Australasian Code for the Reporting of Exploration Results, Mineral Resources, and Ore Reserves (JORC Code). Dr Scogings consents to the disclosure of information in this report in the form and context in which it appears.

#### COMPETENT PERSON'S STATEMENTS- ORE RESERVES

The information in this presentation which relates to the Ore Reserves estimate accurately reflect information prepared by Competent Persons (as defined by the Australasian Code for Reporting of Exploration Results, Mineral Resources and Ore Reserves). The information in this public statement that relates to the Mt Weld Rare Earths Project is based on information resulting from Feasibility works carried out by Auralia Mining Consulting Pty Ltd. Mr Steve Lampron completed the Ore Reserve estimate. Mr Steve Lampron is a Member and Chartered Professional (Mining) of the Australasian Institute of Mining and Metallurgy and has sufficient experience that is relevant to the style of mineralisation and type of deposit under consideration and to the activity that he is undertaking to qualify him as a Competent Person as defined in accordance with the 2012 Edition of the Australasian Joint Ore Reserves Committee (JORC). Mr Steve Lampron consents to the inclusion in the document of the information in the form and context in which it appears.

