

Lycopodium

Investor Presentation

Full Year Results FY2024

21 August 2024

FY
24

About Lycopodium

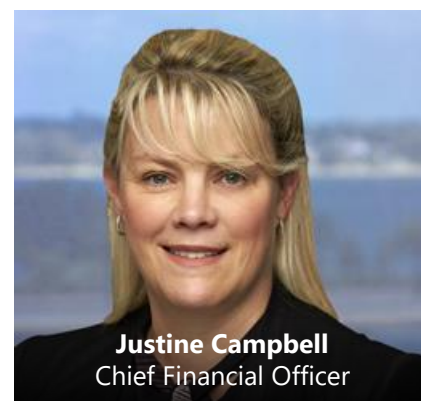
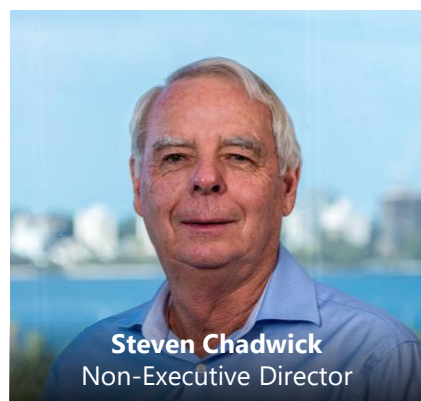
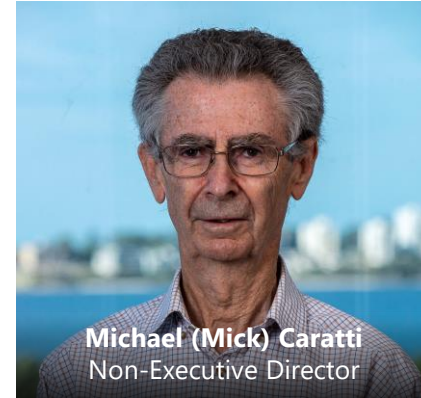


Chemical Grade Processing Plant #3 Project, Western Australia

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

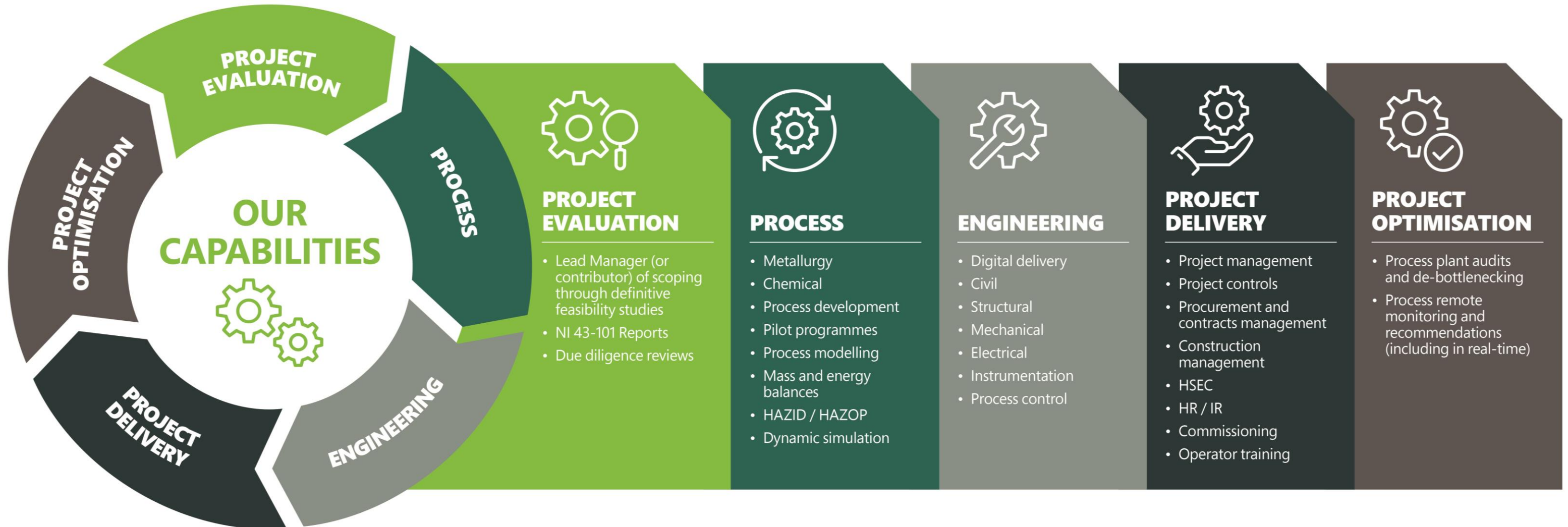
Working across the Resources, Rail Infrastructure and Industrial Processes sectors, the Company is headquartered in Perth, Western Australia and is listed on the Australian Stock Exchange.

Corporate Overview

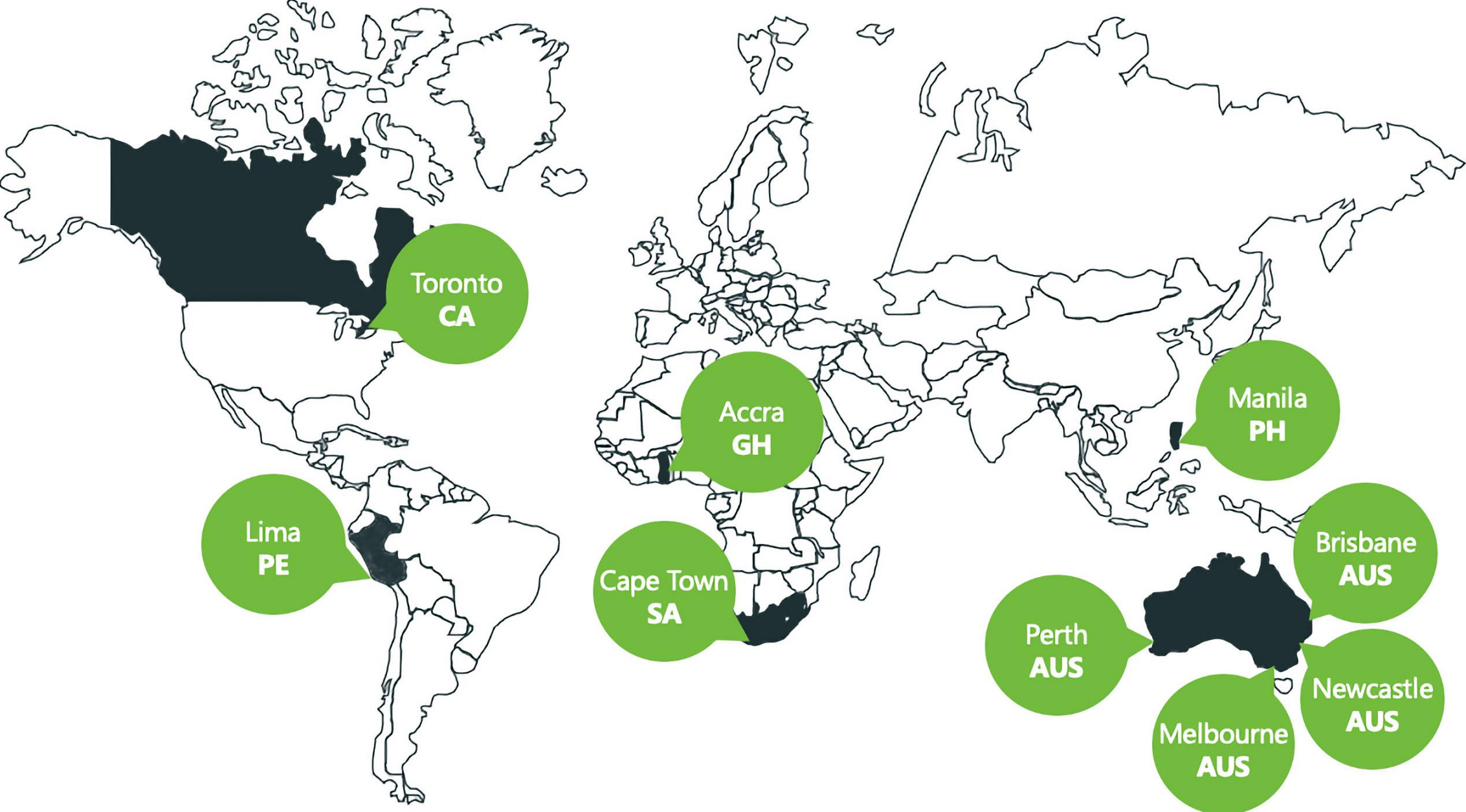


| | | | | | | | |
|--------------------------------|---|----------------------|-----|--------------|-----|--------|-----|
| Share Price (as at 20.8.24) | \$14.02 | | | | | | |
| Earnings per Share | 127.6 cents | | | | | | |
| Market Capitalisation | ~\$557 million | | | | | | |
| Shares on Issue | 39.7 million | | | | | | |
| Total Dividend per Share | 77 cents | | | | | | |
| Shareholder Breakdown | <table border="0"> <tr> <td>Board and Management</td> <td>33%</td> </tr> <tr> <td>Institutions</td> <td>21%</td> </tr> <tr> <td>Retail</td> <td>46%</td> </tr> </table> | Board and Management | 33% | Institutions | 21% | Retail | 46% |
| Board and Management | 33% | | | | | | |
| Institutions | 21% | | | | | | |
| Retail | 46% | | | | | | |

Core Capabilities



Global Reach



FY2024 Snapshot

Record results achieved again in **FY2024**

- Revenue
- Profit
- Number of EPCM projects in delivery around the world



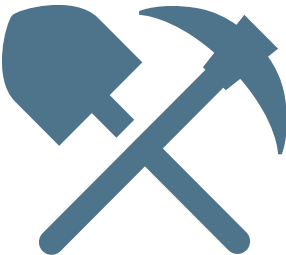
1,300+ staff globally



Long-serving teams of high calibre people



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



40 Resource Projects in delivery



40+ Resource Studies in delivery



Investment in People



Investment in Systems and Platforms



Investment in Geographic Diversification

People First

Directly employing more than 1,300 people, with contractors included, we manage over 4,000 people working on projects across the globe

| | FY2024 | Target |
|--------------|----------------------------------|--------|
| Hours | 16.95 million¹ | |
| LTIFR | 0.06 ² | 0.00 |
| TRIFR | 0.88 | <2.50 |
| EIFR | 0.00 | <1.50 |

¹ Compared to 8.2 million manhours controlled in FY2023

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



Financial Highlights

FY2024



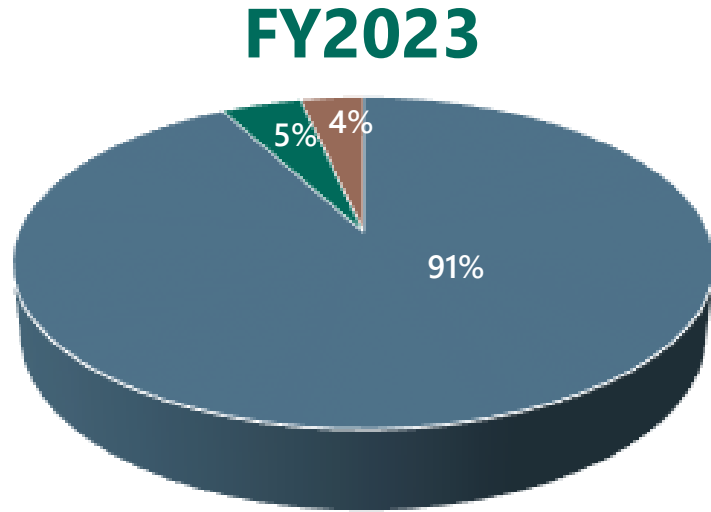
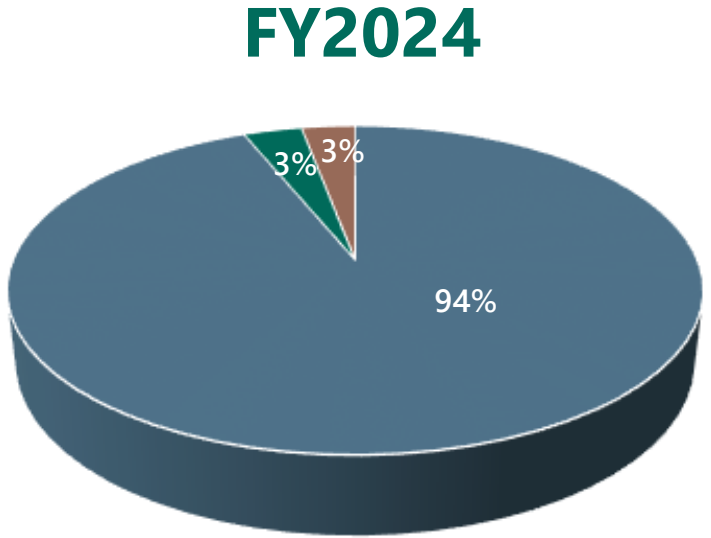
FY2024 Financial Highlights



| | |
|---------------------------|-----------------|
| Revenue | \$348.9 million |
| EBITDA | \$77.1 million |
| PBT | \$69.7 million |
| NPAT | \$50.7 million |
| Cash at Bank | \$67.6 million |
| Return on Equity | 42.2% |
| P/E Ratio (as at 20.8.24) | 9.8 |

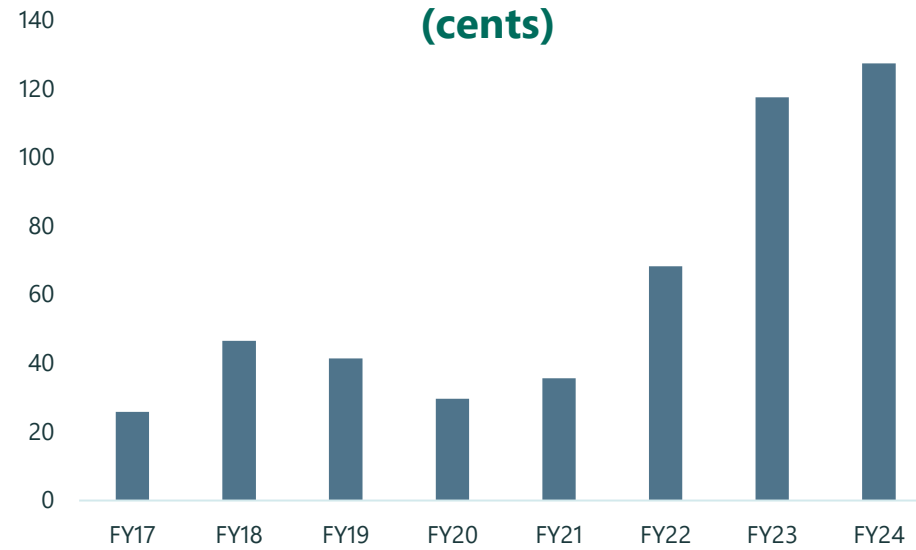
FY2024 Revenue by Sector

| | FY2024 | FY2023 |
|------------------------|--------------|--------------|
| Sector | A\$'000 | A\$'000 |
| ● Resources | 327.1 | 299.2 |
| ● Rail Infrastructure | 10.3 | 16.4 |
| ● Industrial Processes | 11.5 | 12.0 |
| | 348.9 | 327.6 |

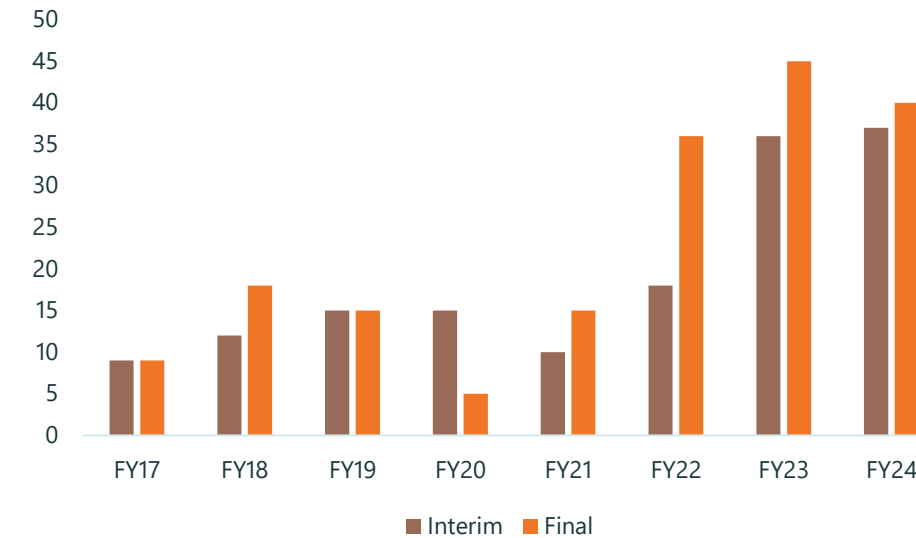


Performance Trend

Earnings Per Share (cents)



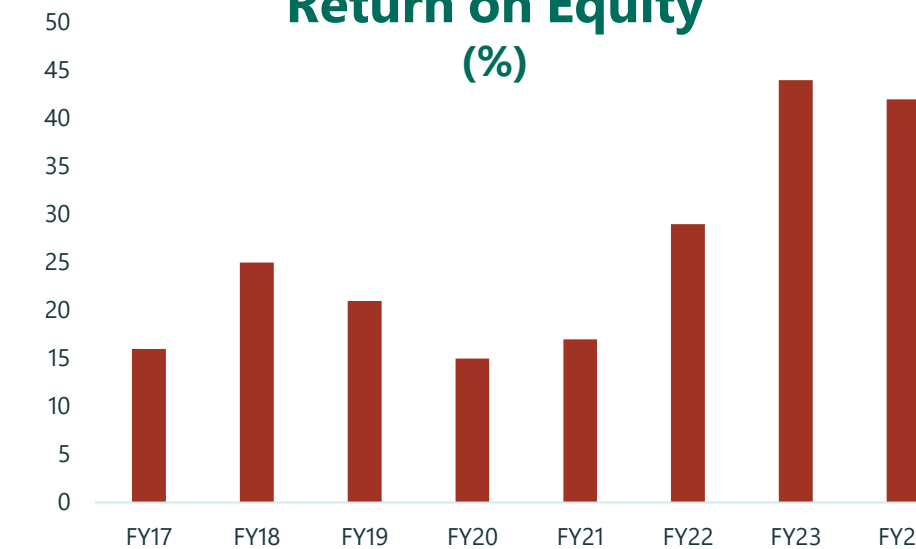
Dividend (cents)



Price to Earnings Ratio



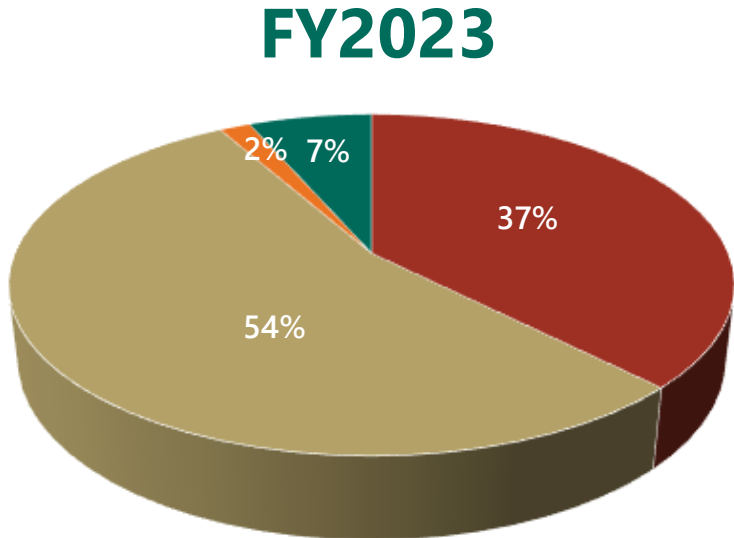
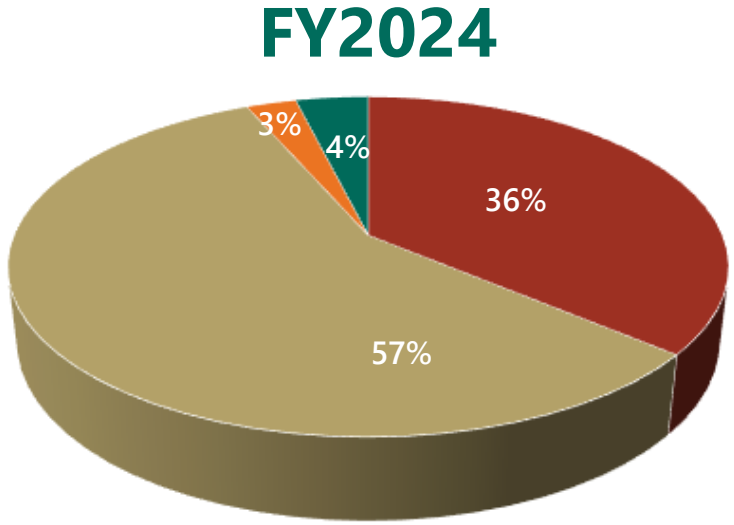
Return on Equity (%)



FY2024 Revenue by Geography

| | FY2024 | FY2023 |
|-------------|--------------|--------------|
| Location* | A\$'000 | A\$'000 |
| ● Australia | 126.0 | 123.0 |
| ● Africa | 200.0 | 177.7 |
| ● Americas | 9.3 | 5.4 |
| ● Other | 13.6 | 21.5 |
| | 348.9 | 327.6 |

* By project location



FY2024 Balance Sheet

| | FY2024 | FY2023 |
|-------------------|---------|---------|
| | A\$'000 | A\$'000 |
| Current Assets | 180.4 | 177.1 |
| Total Assets | 217.0 | 215.9 |
| Total Liabilities | 89.6 | 102.9 |
| Total Debt | 0.3 | 0.7 |
| Equity | 127.4 | 113.0 |

Net Tangible Asset Per Share

\$3.05



Strong Balance Sheet,
minimal debt



Strong, stable
business



Operational Highlights

FY2024



Highlights – Resources

- Commissioning/completed:
 - Kathleen Valley Lithium Project (Western Australia)
 - Sabodala-Massawa BIOX Expansion Project (Senegal)
 - Lafigué Project (Côte d'Ivoire)
 - Langer Heinrich Mine Restart Project (Namibia)
 - Mutamba Mineral Sands Pilot Plant (Mozambique)
- Progressing:
 - Ahafo North Project (Ghana)
 - Chemical Grade Processing Plant #3 Project (Western Australia)
 - Batu Hijau Expansion Project (Indonesia)
 - Goulamina Lithium Project (Mali)
 - Kiaka Gold Project (Burkina Faso)
 - Anglo Footprint Reduction Project (South Africa)
- Ramping up:
 - Reko Diq Copper-Gold Project (Pakistan)
 - Lumwana Copper Project (Zambia)
 - Boto Gold Project (Senegal)
 - Yanqul Copper-Gold Project (Oman)
 - Twin Hills Gold Project (Namibia)
- Studies – pipeline is strong



Highlights – Industrial Processes

Delivery of detailed design across a number of significant projects:

- CSL Seqirus (Victoria) – new world-class influenza vaccine manufacturing facility
- Nutrien Ag Solutions (Victoria) – new manufacturing facility
- Pilbara Minerals' Mid-Stream Project (Western Australia) – mid-stream demonstration plant to produce value-added lithium at the Pilgangoora Operation
- Yarra Valley Water Bioenergy Plant (Victoria) – one of the largest food waste to energy facilities of its kind in Australia
- Green Hydrogen to Energy Project (Queensland) – demonstrating the viability of using hydrogen in the calcination process to test whether hydrogen can replace natural gas in the alumina refining process
- Thales CNA Tank Farm (New South Wales) – new Concentrated Nitric Acid (CNA) Tank Farm at the Mulwala Facility



Highlights – Rail Infrastructure

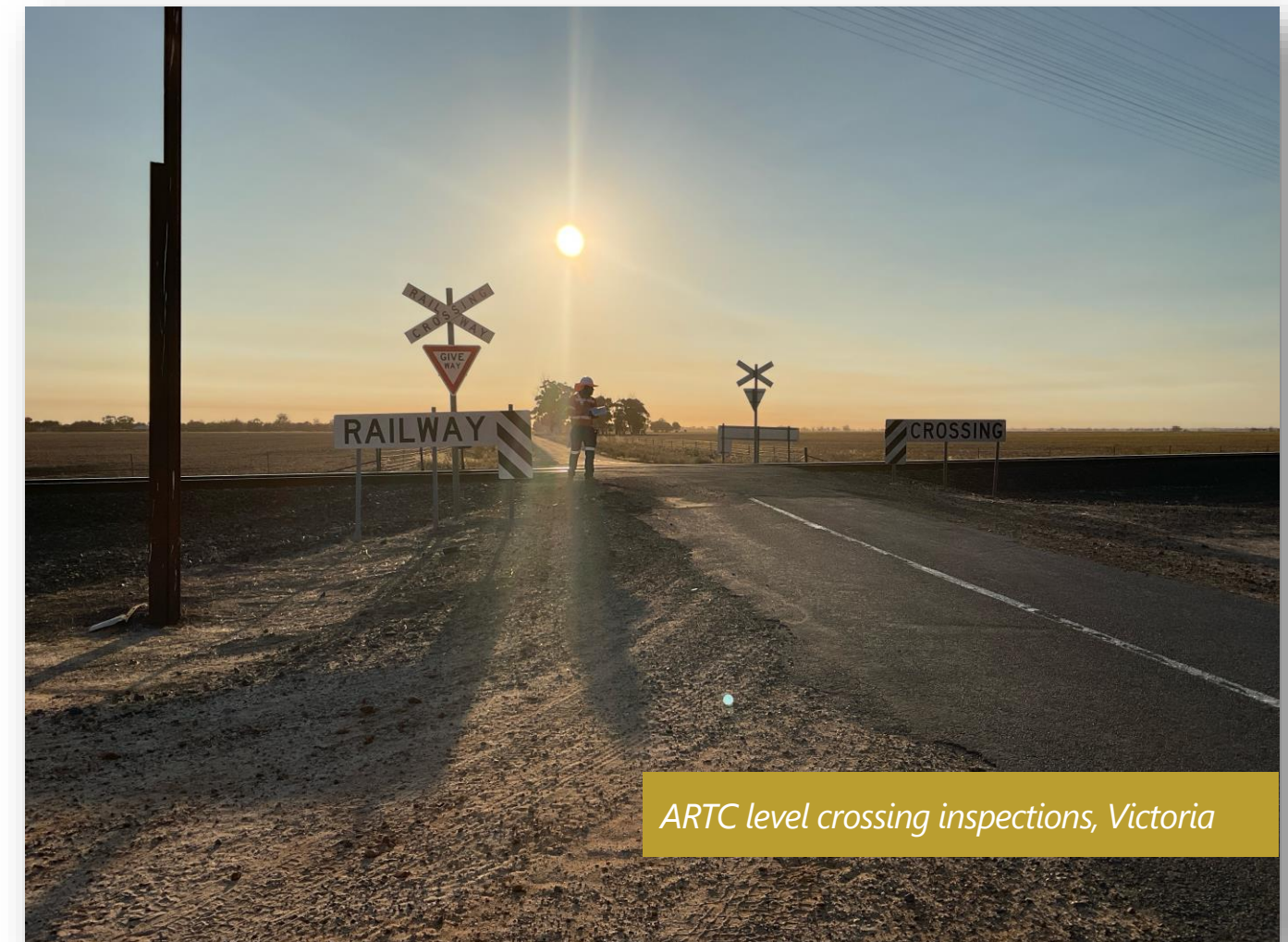
Provision of design, engineering, technical advisory and Rail Infrastructure Management (RIM) services for key clients:

ARTC

- Southern Highlands Overtaking Opportunities Project to improve the efficiency of freight and passenger services between Sydney and Melbourne
- Structures inspections across more than 2,000 sites between Perth and Melbourne
- Hunter Valley Network – mainline regression design
- Victorian Interstate Line – regional level crossing upgrades between Melbourne and the South Australian border and development of a 10-year Optimum Maintenance Strategy

Pacific National

- Three-year contract (commencing July 2023) to conduct rail infrastructure inspections at all 57 Pacific National sites Australia wide, including engineering and system enhancements



ARTC level crossing inspections, Victoria

Highlights – Company

- Released inaugural Sustainability Report in November 2023
- Opened office in Lima, Peru, in December 2023
- Rolled out new enterprise resource planning (ERP) system – enabling a multitude of business processes to be tied together (including the new HRIS introduced in FY2023)
- Global expansion of key Learning & Development initiatives:
 - Emerging Leaders Program
 - Graduate Development Program
 - Summer Vacation Program
- Facilitation of our first virtual Technical Summit



Graduate Development Program cohort, South Africa

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

Orway IQ - MillROC

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

FBICRC

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

Pod Equipment Company

Development of an innovative bin liner fixing system to mitigate the challenges encountered with current fixing systems, with the opportunity to market the PodBolt System as an efficient, industry-wide solution

Battery Recycling



Participation in battery recycling studies to support the establishment of recycling facilities

Energy Storage

Participation in the R&D of a range of energy storage technologies, including batteries, hydrogen, thermal and cryogenic systems, through industry partnerships



Common User Facilities

Development of the QCUF, a dedicated facility for vanadium piloting – the design was ultimately expanded to include a range of critical minerals, including rare earths

Decarbonisation

Development of a case study on the options for reducing the carbon footprint of a standard gold mining operation – this comprehensive analysis will enable us to identify opportunities for our clients

Our Community

We support the communities in which we live and work through the Lycopodium Foundation and through the charitable spirit of our people

Our support is aligned with the intrinsic philosophies and values of the business



Social development



Education



Innovative thinking



Environmental sustainability



breast cancer care wa



Vinnies good works

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

Rail Infrastructure



Industrial Processes



Resources



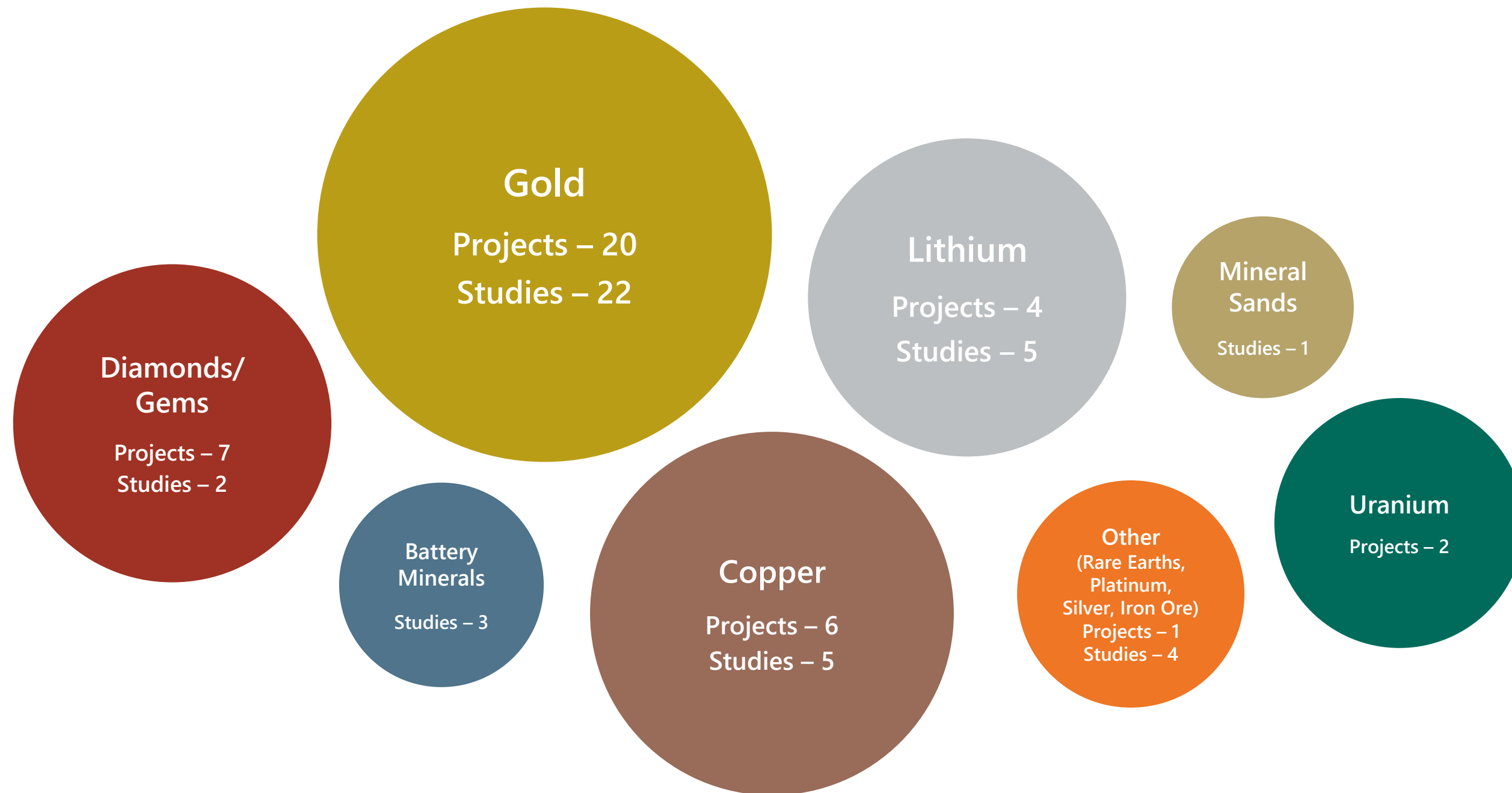


Major Projects

FY2024



Resources – Currently in Delivery





Outlook and Strategy

FY2025



Outlook

- Strong long-term demand outlook for minerals and metals relevant to the ongoing energy transition will continue to attract capital to build global supply
- Demand for gold remains high, with production expected to increase as new projects and mine expansions become operational
- Demand for iron ore is expected to continue to increase steadily over the coming years, supported by new infrastructure investment in China and India's growing infrastructure spending
- 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



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



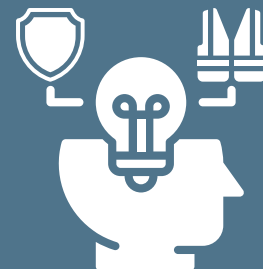
People

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





Lycopodium

Thank You

www.lycopodium.com

Disclaimer

Information, including 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.