

**Lycopodium**

# Annual General Meeting

Financial Year 2024

12 November 2024

FY  
24

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# About Lycopodium

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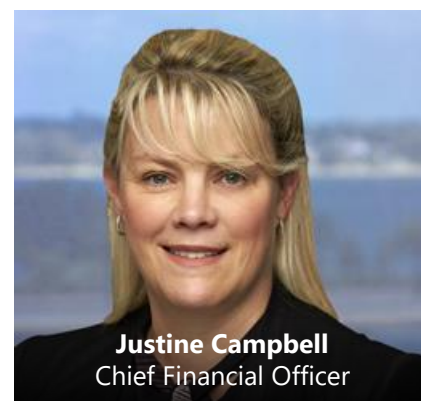
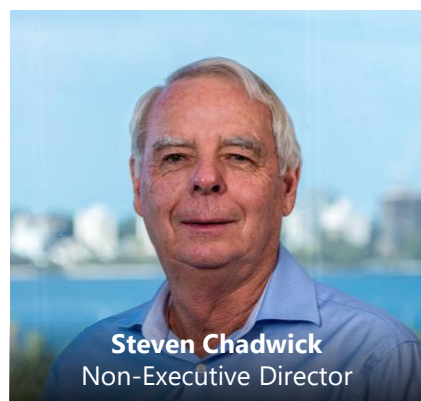
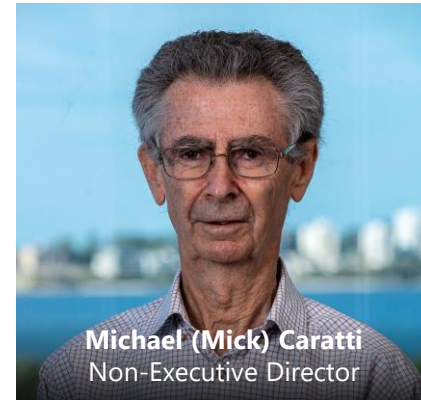
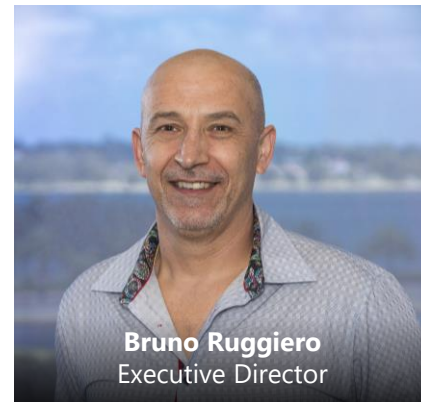
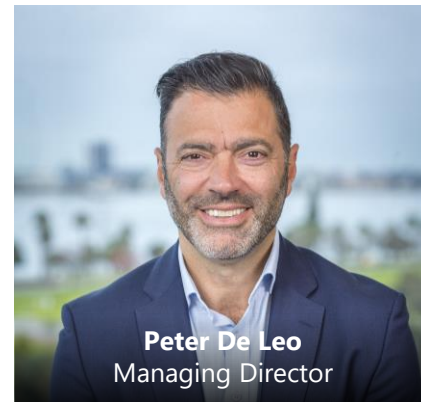
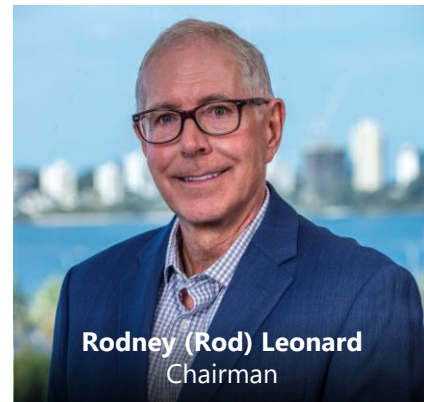


*Chemical Grade Processing Plant #3 Project, Western Australia*

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



Long-term stable Board and Management

Long-term and loyal shareholder base

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	33%
Institutions	21%
Retail	46%

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# People First

Lycopodium employs more than 1,300 people and manages over 4,000 people working on projects across the globe

	FY2024	Current (rolling 12 months to October 2024)	Target
Hours	16.95 million <sup>1</sup>	16.91 million	
LTIFR	0.06 <sup>2</sup>	0.06	0.00
TRIFR	0.88	1.12	<2.50
EIFR	0.00	0.00	<1.50

<sup>1</sup> Compared to 8.2 million hours controlled in FY2023

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



Hours controlled continuing to increase



Preventative measures – focus on lead indicators



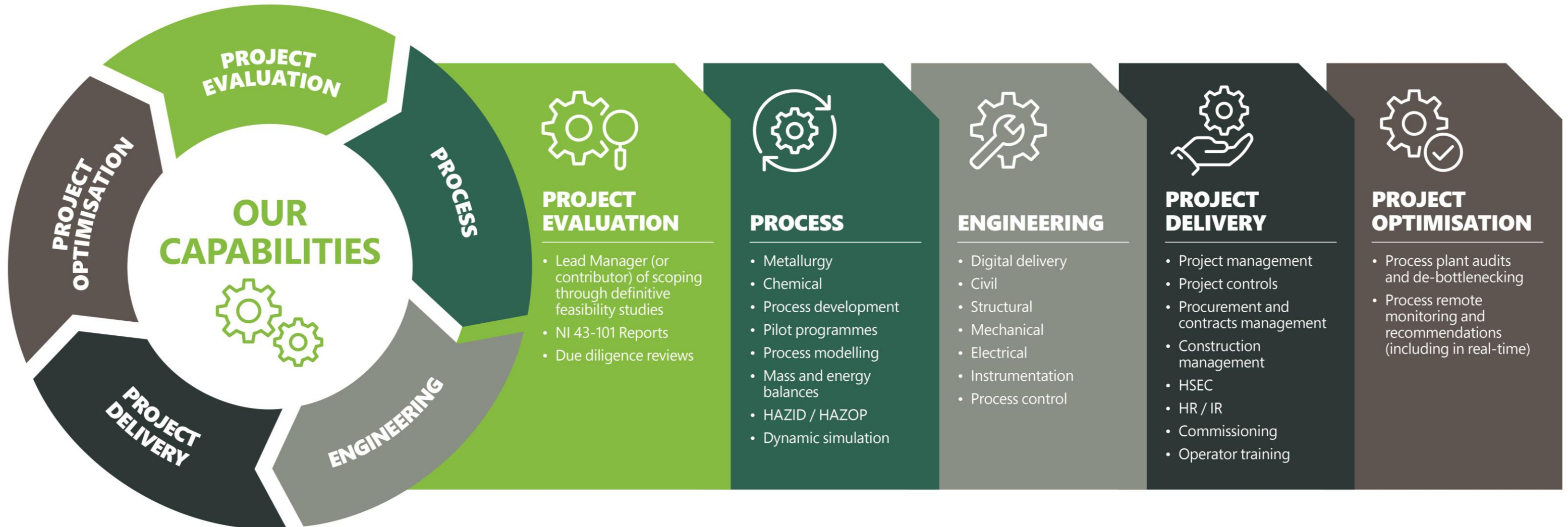
Back to Basics – all incidents are preventable if risk is understood and proactively managed



Culture of continuous improvement

# Core Capabilities

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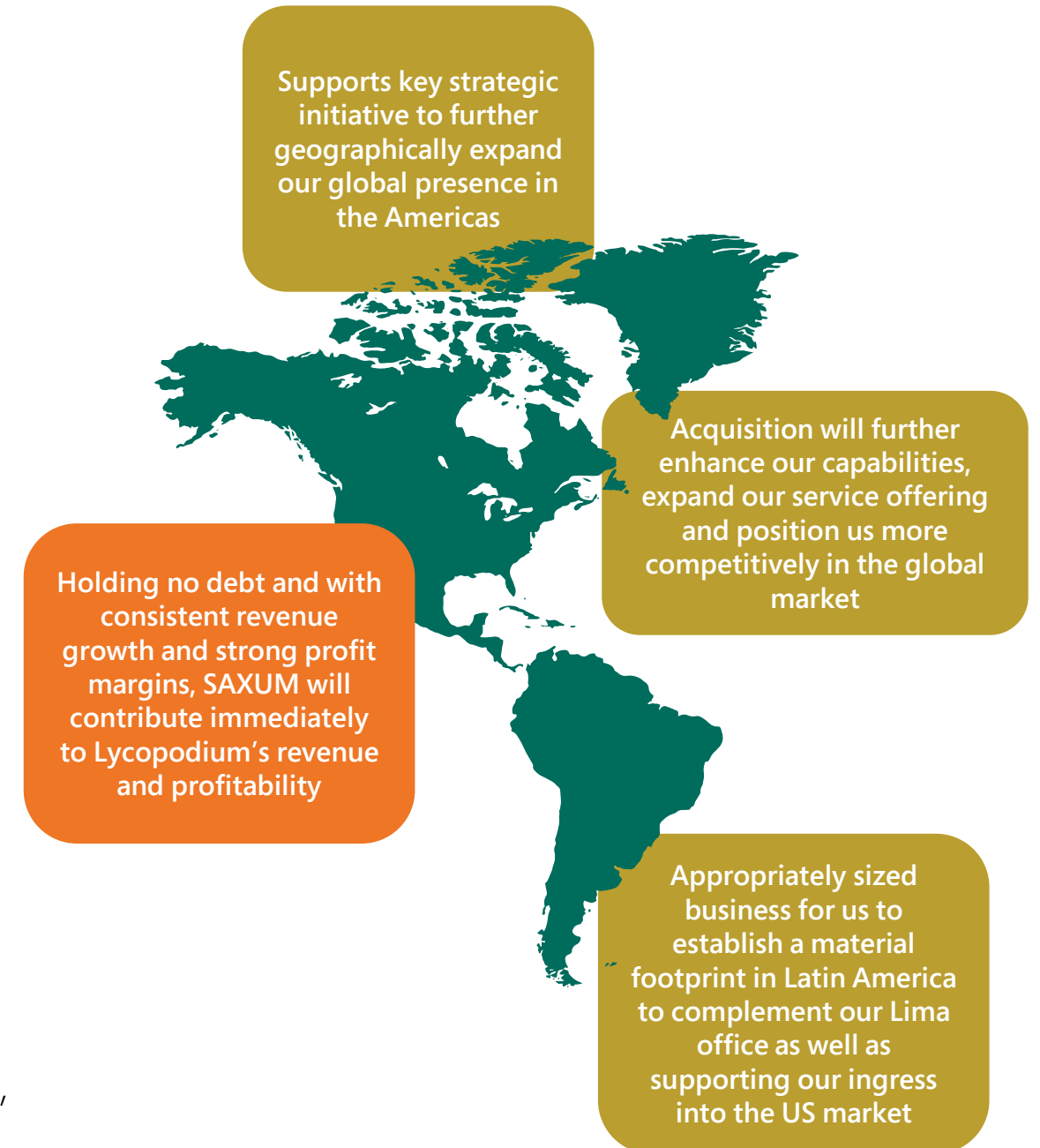


# SAXUM Acquisition

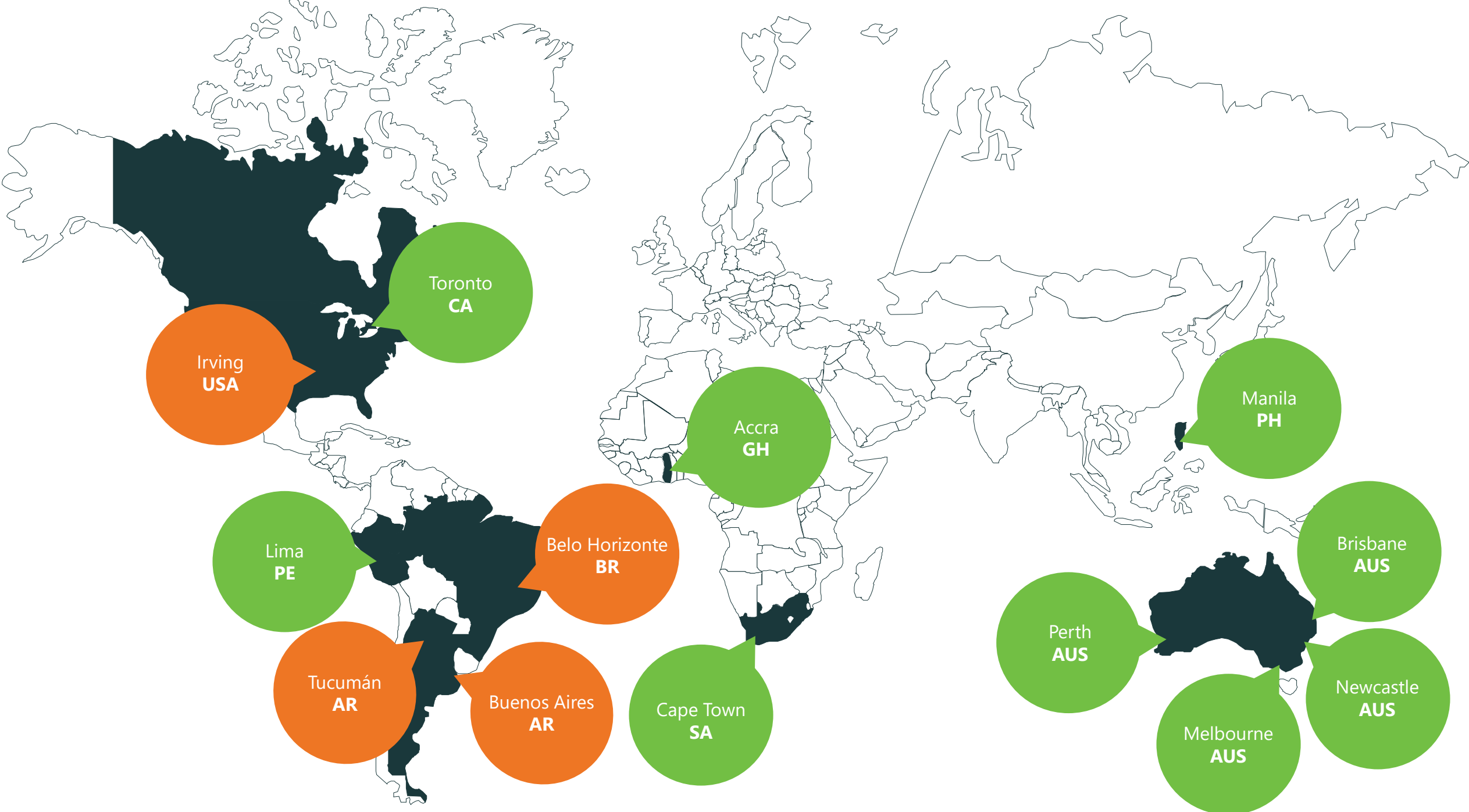
- Entered into a Heads of Agreement to acquire a majority interest in Argentinian headquartered engineering company, SAXUM, in October 2024
- Lycopodium will acquire a 60% shareholding in the company with options over the remaining share capital in subsequent years
- The acquisition will be funded from cash reserves, and it is anticipated the purchase will be finalised in Q1 2025
- Post-acquisition, the SAXUM brand will be retained and the company will continue to be managed by the incumbent leadership team
- Acquisition positions both companies for further expansion and success in key markets

## About SAXUM

- Multi-disciplinary engineering and project management services company, founded in 1996
- Provides services to the Mineral Processing, Cement & Lime, Manufacturing & Infrastructure and Oil & Gas sectors
- Consists of four companies which are established in Argentina, Brazil, USA and Australia, operating from five offices around the globe – Tucumán and Buenos Aires, Argentina; Irving, Texas; Belo Horizonte, Brazil; and Perth, Western Australia
- Culturally aligned, technically led, client focused and value centric business



# Global Reach



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# Current Snapshot

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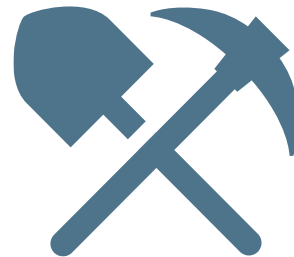
1,300+ staff globally



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



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# Financial Highlights

FY2024



# FY2024 Financial Highlights

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Share Price and  
Market Capitalisation  
(as at 11.11.24)

**\$11.50/~\$457m**

Earnings per Share

**127.6 cents**

Total Dividend per Share

**77 cents**

	FY2024	FY2023
Revenue	\$348.9 million	\$327.6 million
EBITDA	\$77.1 million	\$70.5 million
PBT	\$69.7 million	\$63.3 million
NPAT	\$50.7 million	\$46.8 million
Cash at Bank	\$67.6 million	\$82.4 million
Return on Equity	42.2%	44.0%
P/E Ratio	9.0 <small>(as at 11.11.24)</small>	8.2 <small>(as at 13.11.23)</small>

# FY2024 Balance Sheet

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	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**

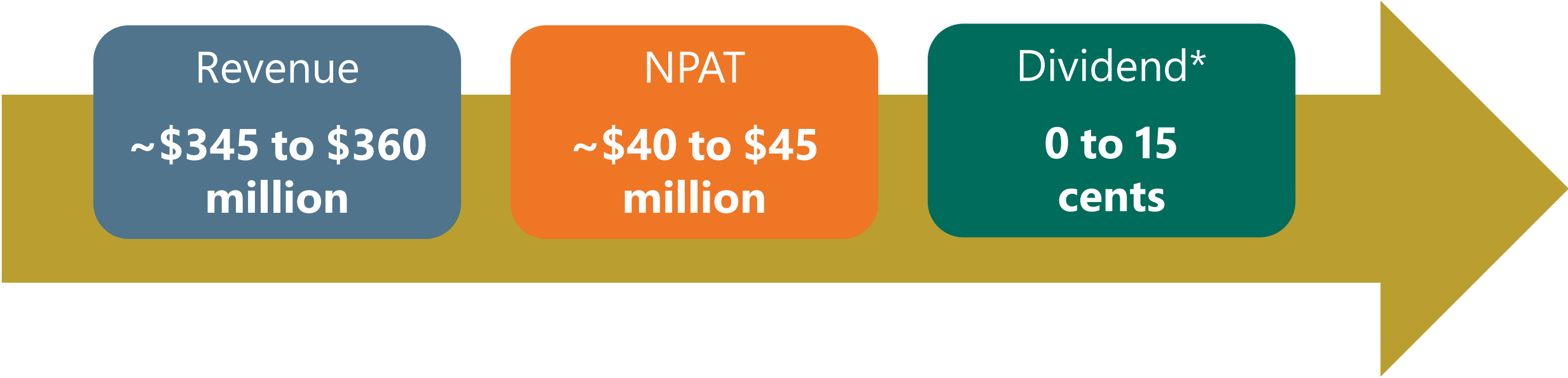


Strong Balance Sheet, minimal debt



Strong, stable business

# FY2025 Guidance



\* Note: dividend has been adjusted from prior periods to reflect: funding required for acquisition of 60% shareholding in SAXUM; and increased operating cash reserve requirements (working capital) for larger projects being tendered (the Board has applied financial controls and avoided raising these funds externally)

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# Operational Highlights

Current



# Highlights – Resources

- Commissioning/completed:
  - Goulamina Lithium Project (Mali)
  - Batu Hijau Expansion Project (Indonesia)
  - 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)
  - Kiaka Gold Project (Burkina Faso)
  - Mogalakwena North - Footprint Reduction Project (South Africa)
  - Boto Gold Project (Senegal)
  - Highbury Lithium Project (South Africa)
- Early phase:
  - Reko Diq Copper-Gold Project – Site Early Works (Pakistan)
  - Lumwana Copper Expansion Project – Basic Engineering (Zambia)
  - Yanqul Copper-Gold Project (Oman)
- Studies – pipeline is strong



# Highlights – Industrial Processes

Our Process Industries business is instrumental in many of our Energy related initiatives, including in hydrogen, battery minerals, battery recycling and waste to energy technologies – most recently:

- 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
- Pilbara Minerals' Mid-Stream Project (Western Australia) – mid-stream demonstration plant to produce a higher value-added lithium at the Pilgangoora Operation
- Battery minerals client commission (Australia) – process development and FEED engineering services for a proposed modular battery recycling facility for the development of an alternate model of battery recycling more suited to the Australian environment in terms of collection distances and transportation to recycling facilities



*Green Hydrogen to Energy Project, Queensland*

# Highlights – Rail Infrastructure

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

## ARTC

- Level crossing upgrade designs, from concept through to detailed design, to improve safety on a number of rural level crossings in New South Wales
- Provision of visual asset inspections across the interstate network in New South Wales and Queensland (North-South Corridor package) to determine condition and recommend remedial actions

## Pacific National

- Three-year contract (commencing July 2023) to conduct rail infrastructure inspections at all 58 Pacific National sites Australia wide, including engineering and system enhancements
- Detailed track inspections at 27 of 58 sites – independent third-party inspections to verify RIM Upgrade Program works as complete, in accordance with PN IMM standards





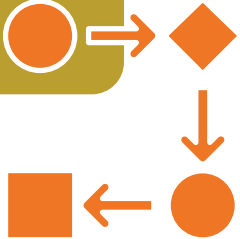
# Highlights – Company

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Establishment and further expansion of office in Peru and announcement of SAXUM acquisition



Enterprise resource planning (ERP) system rollout progressing to plan – enabling a multitude of business processes to be tied together



FY2024 Sustainability Report released today



Global expansion of key Learning & Development initiatives:  
• Emerging Leaders Program  
• Graduate Development Program  
• Summer Vacation Program



Facilitation of first virtual global Technical Summit in 2024



# Innovative Thinking

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## 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

Participation in the 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

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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



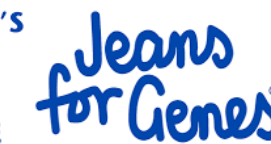
Education



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



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# Major Projects

FY2024



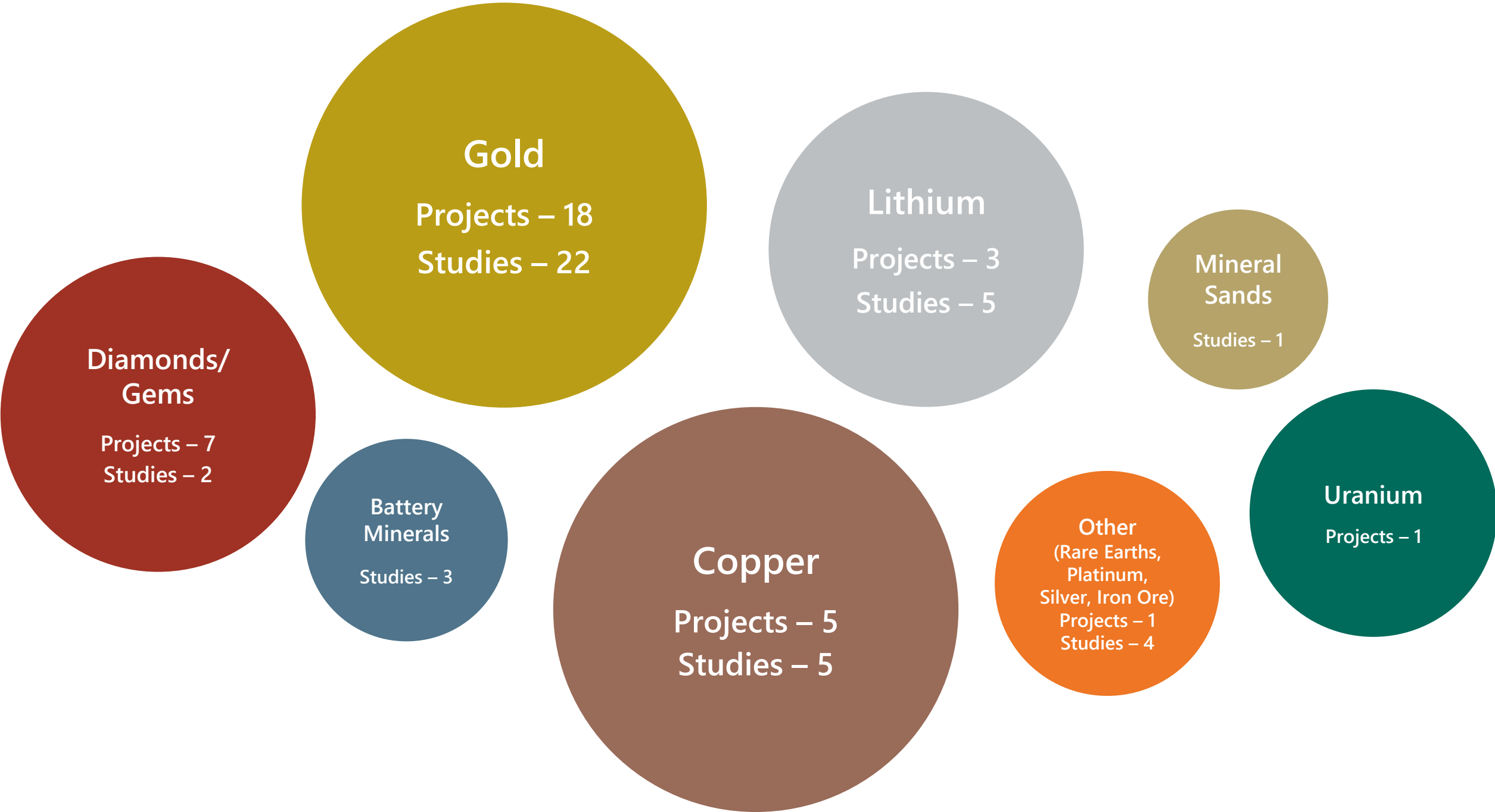
# Resources – Major Project Status

40+  
Studies

Engineering/early stages		Onsite delivery – progressing		Delivered	
Project	Client	Commodity	Location	Project	Client
Lumwana	Barrick Gold Corp	Copper	Zambia	Kathleen Valley	Liontown Resources
Reko Diq	Barrick Gold Corp	Copper, Gold	Pakistan	CGP3	Talisson Lithium
CLAHDO	Rio Tinto	Iron Ore	Western Australia	Ahafo North	Newmont
Yanqul	Mazoon Mining	Copper, Gold	Oman	Kiaka	West African Resources
Baomahun	FG Gold	Gold	Sierra Leone	Boto	Managem
Goose	B2Gold	Gold	Canada	Footprint Reduction Project	Anglo American Platinum
Project	Client	Commodity	Location	Project	Client
				Highbury Lithium	SA Lithium
				Project	Client
				Sabodala-Massawa	Endeavour Mining – Sabodala Gold Ops
				Goulamina	Leo Lithium
				Lafigué	Endeavour Mining – Lafigué Project
				Batu Hijau	PT Amman Mineral Nusa Tenggara
				Langer Heinrich Upgrade	Paladin Energy
				Mutamba Mineral Sands	Rio Tinto

# Resources – Currently in Delivery

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# Strategy and Outlook



FY2025





# Strategy

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- People & Culture**  
Continue to focus on ensuring we have the right people, with the required skills and experience that reinforce our strong culture 
- Working Smarter – Tools, Systems and Data**  
Leverage the new ERP, other systems and processes for visibility, insights, efficiency, consistency, optimisation and standardisation 
- Deliver Client / Project Excellence**  
Enhance technical capability and accountability, foster innovation, monitor technologies, and prioritise high-quality work over high-risk work 
- Sustainably Grow Core Markets**  
Focus on maintaining market position, developing client relationships, sustaining current growth for core clients and services whilst also monitoring new technologies and markets 

# 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
- The Latin American market is poised to support this global demand for critical minerals, including copper, lithium, nickel and rare earths
- Demand for gold remains high, with production expected to increase as new projects and mine expansions become operational
- Demand for innovative engineering and delivery solutions continues to grow – business is well positioned, with modular and bespoke engineering capabilities residing across the company
- 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 emerging markets in support of the energy transition
- 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



*Kathleen Valley Lithium Project, Western Australia*



**Thank You**  
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