

## **2023 ANNUAL GENERAL MEETING CHAIRMAN'S & MANAGING DIRECTOR'S ADDRESS**

-----BRIAN O'DONNELL-----

Welcome everyone and thank you for attending. I am Brian O'Donnell, the Chair of BCI Minerals Limited. I would like to start by acknowledging the traditional custodians of the land on which we are gathered here today, the Whadjuk Noongar people.

I also acknowledge the traditional custodians of the lands and waters at Mardie - the Yaburara and Mardudhunera people and also the Robe River Kuruma people, as well as the Iron Valley traditional owners the Nyiyaparli people and their connections to land, sea and community.

We pay respect to the past and present Traditional Custodians and Elders of the lands we impact and honour the continuation of cultural, spiritual, and educational practices of First Nations People.

Please join me in welcoming our Board of Directors, including my fellow non-executive directors Chris Salisbury, the Honourable Richard Court AC, Garret Dixon, Miriam Stanborough, and Gabrielle Bell. This is the first AGM for Gabrielle, who joined the Board as Non-Executive Director in January, nominated by Australian Super.

I also welcome the Managing Director – David Boshoff – and the Executive Leadership team to today's AGM. Earlier this year, we strengthened the leadership team with the appointment of the Head of External Relations, Arron Minchin, and the Project Director, Tim Deighton.

Finally, I also welcome our Company Secretary Stephanie Majteles, as well as Phil Murdoch from our auditors, BDO.

Last year at this meeting we were celebrating the beginning of construction at our Mardie Project. This year we are celebrating many significant milestones that have been achieved since then - including the completion of the primary seawater intake station, our 400-person accommodation village, and evaporation ponds one to five.

Further, the past financial year saw us finalise the cost and design review, while also progressing our financing package to deliver debt and equity for the Base Case. We've received strong and ongoing support from our shareholders, indicating robust confidence in the deliverability of the Mardie Project.

This progress has been promising, and we strongly believe Mardie will become one of the most sustainable, long-lasting, and naturally renewable resource projects globally, providing long-term value to shareholders and benefiting the community.

Despite cost and supply challenges globally, I'm pleased to share that our overall project economics have improved over the past year, and we have delivered construction packages at, or below, cost estimates. As announced in June, BCI conducted a thorough review of all material packages and operational costs to address industry-wide cost pressures and project delays.

That comprehensive review, supported by many external experts, has successfully optimised and de-risked the design, cost, and development schedule of the Mardie Project.

With a new Base Case capital estimate of \$1,421 million plus \$208 million in contingency, or \$1,287 million and \$156 million respectively excluding the SOP plant, the review increased the robustness of the

Mardie Project's design and improved our confidence in the cost forecast. Since announcing the Base Case estimate, 36% of the full budget has been committed and is either completed or under construction. To date, we have also not needed to draw from contingency.

Although the estimated capital cost of the Project has increased, and the time to sale of salt and SOP has lengthened, the anticipated operating costs have been maintained at competitive levels, and the forecast long-term commodity prices of both salt and SOP have been uplifted, as advised by independent analysts.

Further, an anticipated shortfall in supply is expected at the time BCI will deliver our first salt on ship in mid-2026, aligning well with the salt marketing regimes in the Asian Markets.

BCI's offtake discussions have progressed well, with several interested counterparties in the Asian market.

BCI announced potential offtake relationships with Japan's Itochu Corporation in June 2023, and PT Mineral Industri Indonesia - also known as MIND ID - in early July 2023. BCI has significantly progressed these discussions, including other parties in Indonesia, introduced by MIND ID pursuant to the MOU.

Offtake discussions will continue through the current financial year, against the backdrop of the projected growth in demand for high-purity salt.

BCI believes the Mardie Project will deliver significant shareholder returns in the coming decades. We acknowledge and appreciate the strong support of our shareholders and lenders.

During FY23, shareholders approved the issue of \$60 million of convertible notes to our top 2 shareholders, AustralianSuper and Wroxby, for \$30 million each. A further \$25 million of convertible notes were issued to our number 3 shareholder, RyderCapital, which was announced in October. We drew \$100m in Convertible Notes in December 2022, which were approved as part of the initial 2021 Equity Raise, the additional \$60 million in July 2023, and the Ryder \$25M in November.

This ongoing support by our top shareholders has supported the \$369M spend to end of June, (\$409M spend to end of September) and additional contractual commitments supporting our critical path and capital schedule.

Positively, BCI has secured a significant milestone with the credit approval for the total \$981 million of project finance required for the Mardie salt project<sup>1</sup> from all key debt providers.

Initially, BCI announced \$800 million of project finance approvals from the North Australia Infrastructure Fund, Export Finance Australia (EFA)<sup>2</sup>, and two leading commercial banks<sup>3</sup>, and in early October, BCI announced the inclusion of Export Development Canada with credit approval of a further \$150 million. Combined with an increase in the other commercial banks' credit approvals of \$31M, this completed the full amount sought of \$981M.

These debt facilities will be utilised to construct the Mardie Project, excluding, as advised in BCI's 2022-2023 financial results presentation<sup>4</sup>, the SOP plant. We will progress SOP plant design during 2024. Financial Close of the project finance facilities is subject to completing detailed facility documentation and

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<sup>1</sup> Credit approvals relate to the "Mardie salt project", which includes all components of the Mardie Project other than the sulphate of potash (SOP) plant. The Project debt financing is fully underpinned by salt revenues only.

<sup>2</sup> Refer to the Company's ASX announcement on 25 August 2023 titled "Project Finance Update: \$650M Debt Funding Approvals Secured from NAIF and EFA"

<sup>3</sup> Refer to the Company's ASX announcement on 4 September 2023 titled "Project Finance Update: \$150M Debt Funding Approvals Secured from two Leading Commercial Banks"

<sup>4</sup> Refer to the Company's ASX announcement on 18 August 2023 titled "FY23 Results Presentation"

satisfying typical project finance conditions precedent - but we are confident that we are on track to meet those conditions.

Finally, I would like to thank everyone who has assisted BCI's progress over the past year, including my fellow Directors, shareholders, all BCI employees, the communities within which we operate, our consultants and contractors.

These commitments are much appreciated.

I am pleased now to introduce David Boshoff, BCI's Managing Director, who some of you may recall was less than a week into the job when he addressed this meeting last year.

-----**DAVID BOSHOFF**-----

A warm welcome also to everyone here today, thank you for attending.

As Brian mentioned, when I addressed you at last year's AGM I was only four days into this role, and at that point, I'd only briefly had the chance to visit the Mardie Project site.

In the year since, I've become intimately acquainted with the project and I have thoroughly enjoyed seeing the progress that has been made.

It has been such a great privilege to work with the BCI Minerals team – each and every team member is highly capable and dedicated to delivering a project that will hold a unique and environmentally sustainable position in the community as a premier salt and potash producer for generations to come.

As a team, we have prioritised an outcome-oriented mindset to deliver on business objectives. This means that we continue to build a culture that fosters high expectations of performance and behaviours whilst holding ourselves accountable for delivering on our commitments.

This financial year has seen us focus our efforts on verifying the effectiveness of our critical controls and strengthening our risk management process to ensure we prevent fatalities. We also continue to monitor the Total Recordable Injury Frequency Rate as a lag indicator, which has improved since the last financial year.

Further, we've extended our culture to our partners and contractors, cultivating strong and valuable relationships that have been beneficial in delivering critical path activities on time and within, or below, cost estimates. With \$594 million already committed, as at 30 September, our contractors are at the core of our success.

We also value our strong traditional owner and community relationships. BCI has agreements and partnerships in place with both the Wirrawandi and Robe River Kuruma Aboriginal Corporations. This commitment is further reflected in our recently adopted Reconciliation Action Plan, which will evolve alongside the project.

Overall progress sits at almost 28% at the end of September.

We have invested \$409 million in project capital to the end of September, including the completion of the primary seawater intake station, the 400-bed accommodation village, the North-West Coastal Highway intersection and Mardie Road, and ponds one to five.

We anticipate the commencement of operations by filling ponds one and two in the second quarter of the 2023-2024 financial year, once environmental management plans are approved.

Several other assets are also under construction, including the pump installation at the 2/3 transfer station, further road infrastructure, and the purpose-built 2.4km jetty, which is at 40 per cent completion. The necessary approvals to finalise the construction of the Mardie Project further progressed during FY23. Native Title agreements are in place, and the Port Indigenous Land Use Agreement has been successfully finalised. Additionally, BCI achieved a significant milestone in December when the Cape Preston West Port reserve was vested, marking a major development for our key infrastructure.

In October 2023, the Western Australian Minister for Environment Reece Whitby approved the implementation of the Optimised Mardie Project. The state's approval forms part of the process for BCI to obtain the environmental approvals needed to finalise the construction of the Mardie Project. The next step is to acquire Commonwealth approval, and this process has commenced in accordance with the Environment Protection and Biodiversity Conservation Act.

This is a significant milestone for the Mardie Project and a culmination of open and ongoing consultation with the Environmental Protection Authority and Government. BCI is committed to managing the environmental conditions set by the Minister to ensure a sustainable and multi-generational project. Of course, sustainability is at the core of everything we do. Mardie is a green project, powered by the sun and wind, drawing on an abundant seawater resource, designed to minimise social, heritage and biodiversity impacts, while encouraging regional communities and prioritising local engagement. Through FY23, we've achieved a number of sustainability milestones.

I'm often asked 'what's next' for BCI? Our priorities for the upcoming year include advancing several essential facilities in accordance with critical path activities, continuing to develop the brine circuit, and extending jetty construction.

We are committed to securing full funding for Mardie and the environmental approvals needed to finalise the project.

I'm as excited this year, as I was when I addressed you last year, and I go forward into another exciting financial year with just as much enthusiasm and look forward to seeing what we can achieve.

**– END –**

This ASX announcement has been authorised for release by the Board of BCI Minerals Limited.

#### **For further information:**

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## **ABOUT BCI MINERALS**

BCI Minerals Limited (ASX: BCI) is an Australian-based mineral resources company which is developing an industrial minerals business, with salt and potash as its initial focus.

BCI is developing its 100% owned Mardie Salt & Potash Project, a potential Tier One project located on the Pilbara coast in the centre of Western Australia's key salt production region. Mardie has been designed to produce approximately 5Mtpa of high-purity salt (>99.5% NaCl) and 140ktpa of Sulphate of Potash (SOP) (>52% K<sub>2</sub>O) via solar evaporation of seawater. Main construction of the Mardie Project

commenced in early 2022. BCI receives quarterly royalty earnings from Iron Valley, an iron ore mine located in the Central Pilbara region of Western Australia which is operated by Mineral Resources Limited (ASX: MIN).

BCI's other assets include substantial shareholdings in Agrimin Limited (ASX: AMN) and potential royalties and/or deferred payments from iron ore projects at Koodaideri South, Bungaroo South, Kumina and Nullagine.

## KEY STATISTICS

<b>Shares on issue:</b>	1,213.5M	
<b>Cash in bank:</b>	\$121.4M	As at 30 September 2023
<b>Board:</b>	Brian O'Donnell	Non-Executive Chairman
	David Boshoff	Managing Director
	Gabrielle Bell	Non-Executive Director
	Richard Court	Non-Executive Director
	Garret Dixon	Non-Executive Director
	Chris Salisbury	Non-Executive Director
	Miriam Stanborough	Non-Executive Director
	Stephanie Majteles	Company Secretary
<b>Major shareholders:</b>	Wroxby Pty Ltd	39.2%
	AustralianSuper Pty Ltd	14.7%
	Ryder Capital Ltd (and related)	9.0%
<b>Website:</b>	<a href="http://www.bciminerals.com.au">www.bciminerals.com.au</a>	

## FORWARD-LOOKING STATEMENTS

This announcement contains forward-looking statements. These forward-looking statements are based on BCI's current expectations and beliefs concerning future events at the date of this announcement and are expressed in good faith. BCI believes that the expectations reflected in such forward-looking statements are reasonable. However, these expectations and forward-looking statements are only predictions and are subject to risks, uncertainties and other factors which could cause actual results to differ materially from future results expressed or implied by such forward-looking statements. Consequently, forward-looking statements should not be relied on as a guarantee of future performance. Other than as required by law, including the ASX Listing Rules, BCI does not undertake or assume any obligation to update or revise any forward-looking statement contained in this announcement or its attachments. Except for statutory liability which cannot be excluded, BCI, its officers, employees and advisors expressly disclaim any responsibility for the accuracy or completeness of the material contained in these forward-looking statements and excludes all liability (including in negligence) for any loss or damage which may be suffered by any person as a consequence of any information in forward-looking statements or any error or omission.