

# CHIEF EXECUTIVE'S ADDRESS

# Annual General Meeting

21 April 2010

Thank you, David.

Before starting I would also like to acknowledge the Larrakia people, custodians of the land on which we meet, and the Mirarr people, custodians of the land on which we operate the Ranger mine.

At my first Annual General Meeting for ERA last year I declared that safety would be my top priority.

I am very pleased to report back to you today that 2009 was ERA's safest year on record.

This great result was achieved in a year in which we delivered record financial performance, completed major infrastructure works, and began planning for exciting new production and exploration projects.

This clearly demonstrates the strong links between a company's safety performance and its profitability.

In addition to the strong economic outcomes for our shareholders, there was a range of other impressive outcomes during 2009.

We continued our unbroken track record of ensuring that the environment around the mine was protected.

The company further improved its Indigenous employment record and celebrated the employment of its 100th Indigenous employee – another record for the Company.

To ensure that local employment opportunities arise in the region around the mine, we entered into a partnership with the Northern Territory Department of Education and Training to provide improved pathways from school to work for the residents of Jabiru and nearby Gunbalanya.

These important outcomes did not happen by accident. They are an expression of our commitment to the triple bottom line of sustainable development, that is strong economic, environmental and social outcomes.

These outcomes are also an expression of the skills that we have in this company. We have a number of our employees here today, and there are many others in



Jabiru, Darwin and further afield who have made possible the results of 2009. I want to acknowledge and sincerely thank them for working safely, their dedication and hard work.

# Safety

As we turn to our operations, I wish first to talk about our safety performance. Safety is intrinsic in all that we do. It is our most important value. It is simply unacceptable for people to be hurt at work. Accordingly it is our sincere aim to have zero injuries in our business.

In 2009 we made significant progress in meeting that aim.

In 2009 we achieved a world-class All Injuries Frequency Rate of 0.68 injuries per 200,000 hours of work. This represented a 33 per cent improvement over the previous year and is part of a strong trend of improvements.

The company will continue working to achieve the goal of zero injuries through its focus on direct engagement with its employees, to ensure that 2009's performance becomes our new benchmark for further improvements.

#### Environment

A fundamental part of our commitment to the community in which we operate is our environmental performance.

ERA's tenements are surrounded by, but separate from, Kakadu National Park.

The town of Jabiru, where a significant proportion of our workforce is resident, is located within the Park.

In order for the company to operate in this highly significant region, internationally renowned for its environmental and cultural values, there is a very legitimate expectation that we will demonstrate outstanding environmental management.

The Ranger mine is arguably the most regulated and scrutinised mine in Australia and this is appropriate given its location.

So, we feel very proud of maintaining our unbroken record of ensuring that the environment around the mine has remained protected, as determined by the Commonwealth Government's Supervising Scientist.

While we continually explore opportunities for growth, part of our business responsibilities is to plan for and demonstrate knowledge and abilities for rehabilitating operational areas after mining ceases.

In 2009 construction of an eight hectare trial landform – a test case for the final rehabilitated mine landscape – was completed and planted with locally native seeds and tube stock.



Already field results are yielding valuable data about the performance of many local trees, shrubs and other plants.

Water management remains an area of significant challenge for the company. During the year we restructured our operational management team which saw the creation of a senior management position dedicated to water. This has led to a number of major programmes being implemented to improve our water management at the Ranger site.

There are significant efforts currently underway to improve our performance, particularly in respect of reducing process water inventories. Our water treatment plant is operating successfully, we have analysed water usage in the processing plant, and have implemented steps to reduce the amount of process water created, we have completed a number of earthworks projects to help manage the rainfall in the wet season and we successfully trialled covered evaporation ponds to assist with the treatment of process water.

We have improved the ways in which we monitor water quality in the creeks surrounding the mine. Real time telemetry systems have been installed which provide us with continuous information about water quality. We have also introduced real time monitoring equipment around the tailings storage facility which also provides us with continuous data on water levels, pH and conductivity.

Programmes around water management will continue through this year and beyond. Water management is a very important part of ERA's business and it receives and will continue to receive the highest level of attention.

Those of you who have been following this company for many years will be aware of the extensive regulatory and advisory systems that are in place to ensure the surrounding environment is protected. We communicate the most minor incidents to our regulators. They regularly visit our operations and are fully informed in all aspects of our performance. As I have often said, we think that this is entirely appropriate given the importance of our location. And we remain very proud of our record of ensuring the environment is protected around the mine.

# Community

In terms of people and the community, I want to talk about our achievements in the area of Indigenous employment and engagement with the community.

ERA remains committed to improving its performance in the area of Indigenous employment.

In recent years we have made a concerted effort to substantially increase Indigenous employment in the Company.

Addressing Indigenous disadvantage is a matter of national importance, of which I am sure that you are all aware.



There are also sound economic reasons for ERA to have access to locally-based skilled employees, who share the company's desire for success, and understand the importance of protecting the community and the environment.

During the year, ERA reached the important benchmark of 100 Indigenous employees and across the whole year we averaged 99 Indigenous employees.

We now have a workforce that is about 18 per cent Indigenous. Indigenous employees occupy positions across the company, in all departments and both at Ranger and in Darwin.

At a ceremony to mark the company's Indigenous employment performance, the Northern Territory's Chief Minister Paul Henderson described ERA as an "exemplary corporate citizen" for its focus on Indigenous employment and community engagement.

Beyond the mine gates, we also seek to make a positive contribution to the communities of Jabiru and nearby Gunbalanya.

During the year ERA entered into a partnership with the Northern Territory Department of Education and Training to improve employment and training opportunities for local students.

We are working closely with the schools in Jabiru and Gunbalanya to provide pathways for students to make a start in our business.

There has and will be significant increases in interaction between ERA and the schools including excursions to the mine and presentations by ERA professionals in schools.

ERA has also committed to a range of traineeships, apprenticeships and cadetships.

We have continued our innovative job sharing programme with a range of trainees from Gunbalanya, and our haul truck training programme continues to provide entry points and career development options.

We also understand the potential for negative impacts on the local community from our operations and we are working very hard to ensure that these risks are managed well.

In the years ahead, we expect a significant increase in contractor numbers. This increase will peak during the construction phase, and then reduce to levels that reflect operational requirements.

We are in discussion with stakeholders and the local community on ways to manage the temporary influx of people into the Jabiru community. As a major presence in the town we are acutely aware of the potential social impact of a growing contractor workforce working at the mine. Accordingly we are planning to locate a significant new accommodation village outside of Jabiru on our operating lease to ensure that there is minimal disruption for the town.



Of course, ERA's business has a significance that extends well beyond the local community. During 2009, economic consultants ACIL Tasman prepared a report that showed that in 2008 ERA accounted for 2.8 per cent of the Northern Territory economy. For a single mine, this is a very significant contribution and highlights the important economic role of this company in the Northern Territory. And in the light of the results we have reported here today, there is every reason to believe that this impact has grown significantly.

### Working with the Mirarr Traditional Owners

ERA's mining and processing operations occur on land owned by the Mirarr people.

As many of you will be aware, the relationship between ERA and the Mirarr Traditional Owners has at times been difficult. However, I wish to make it clear that ERA's relationship with the Mirarr is of fundamental importance to me personally and to the company. I sincerely aspire to work with the Mirarr to create a relationship that is mutually rewarding for us both. I am not saying that we are there now, but we are working hard towards this important objective.

In recent years one of the most significant sources of contention has been over the question of when mining will cease on our leases. I understand that this issue is a sensitive and significant concern for the Mirarr. Currently ERA has tenure out to January 2021 for the Ranger lease. We have always sought to make it clear that we have no current operating plans that take us beyond that point, our current reserves will be processed by the end of 2020, but if we happen to discover more uranium that will require more time to mine we will go through the appropriate channels to apply for that permission.

It is important to recognise, that Ranger does not operate under a conventional mining lease – we operate under a unique instrument issued under the Atomic Energy Act. Seeking approval to continue to mine and process beyond 2021 will require extensive consultation and a significant regulatory approval process. We will continue to keep the Mirarr fully informed about all developments in relation to our operations.

I am pleased to report that there have been some mutually beneficial outcomes in our relationship over the last year. For some years Jabiru has been the subject of a native title claim by the Mirarr. The Mirarr have long asserted that a practical solution to this case would be for recognition to be granted to them as traditional owners of the land, for a new head lease over the town to be negotiated and for the native title claim to be dropped.

This has always seemed to ERA to be a reasonable and sensible solution to the case and we expressed this view to the Commonwealth Government. I am pleased to say that during 2009 the Commonwealth Government announced that it also agreed with this position and an in-principle agreement was reached to resolve the long running case.



This is truly a win-win outcome for all concerned. The Mirarr are recognised as the traditional owners of the land and the residents of the town of Jabiru, including ERA, will achieve greater certainty for the future.

# Operations

ERA production of 5,240 tonnes of uranium oxide in 2009 ranked it the second largest uranium mine in the world.

This is a two per cent decrease in production from 2008, and is broadly in line with production levels over recent years.

2009 also saw ERA achieve a total of 100,000 tonnes sold since mining began, to become only the second mine in the world after Rio Tinto's Rossing Mine in Namibia to achieve this level of output.

The significance of the Ranger mine to the global challenge of greenhouse gas abatement cannot be underestimated. Our production provides the fuel for almost one per cent of the world's electricity. The quantity of carbon dioxide avoided on an annual basis by using our product is equivalent to more than double all of the emissions from cars in Australia each year.

During the year we had a 37 per cent decrease in ore mined due to mine scheduling issues. However, we were able to achieve a 14 per cent increase in ore milled as a result of improvements to milling and processing operations.

Throughout the year mill head grade decreased from 0.30 per cent to 0.26 per cent.

We continue to focus on improving our operational performance. During 2009 we made significant progress in several areas of plant performance including recoveries, consumables use and availability. These improvements form a strong foundation and will yield significant benefits in years to come.

### New projects

Ranger's heap leach facility is a major project that we have discussed regularly over the past year.

This is one of the most significant expansions in the Australian uranium sector for the foreseeable future and is expected to deliver some 15 to 20 thousand tonnes of uranium oxide from low grade resources.

In October 2009, the Board of ERA committed \$36 million for the preparation of a feasibility study. We now have a well resourced, dedicated team working on this study based in Brisbane.

Further, during the second half of 2009 the Environmental Impact Statement guidelines were issued, and work is well underway to complete this EIS.



It is our intention that, subject to government approvals, the heap leach facility will commence operations in 2013 after mining ceases in pit 3. This will enable us to maintain broadly constant production levels beyond 2013.

We are working closely with all stakeholders as a part of this process.

In terms of the key dates for this project, we expect the feasibility study to be completed this year, with ERA Board approval to follow shortly there after.

Subject to environmental approvals, this will enable construction to get underway in 2011 with project completion planned for the first quarter of 2013.

Work is also currently underway in respect of the Ranger 3 Deeps mineral resource.

Here also we have a strong team in place. This team is preparing a feasibility study into the development of an exploration decline that will enable close spaced underground drilling to further evaluate the extent and continuity of the resource.

Studies on the Ranger 3 Deeps are expected to be complete around the middle of 2010 with a decision on the development of the exploration decline to be taken thereafter.

Exploration on the Ranger Project Area continued during the year.

Exploration expenditure for the year was \$5 million. The work of the exploration team focussed on Ranger 3 Deeps and stockpile resource estimates.

### Conclusion

And as I wrap up, I would like to add a personal note in relation to one of my senior leaders in ERA. Dr Tony Milnes has informed me of his intention to retire within the next 12 months. Tony has made an important contribution to ERA over 15 years of service. I would like to thank Tony for all of his efforts and wish him and his wife Jackie all the best for a well earned retirement.

In conclusion, 2009 has been a landmark year for ERA.

Thank you

**Rob Atkinson** 

**Chief Executive**