



CHIEF EXECUTIVE'S ADDRESS

ANNUAL GENERAL MEETING

28 April 2021

Thank you, Paul.

Before I begin, I too would like to acknowledge the Mirarr people, the Traditional Owners of the country on which the Ranger Project Area and Jabiru are situated, and their elders, past, present and emerging.

I would also like to acknowledge the Larrakia people upon whose land this meeting is taking place today.

I am very pleased to speak to the achievements and highlights of 2020 and to update you on ERA's strategic priority of rehabilitating the Ranger Project Area.

As always, the well-being of people was ERA's first priority in 2020 and we remain wholly committed to our goal of zero injuries.

Following a review of our safety processes and systems in 2019, I am pleased that many of our leading indicators, such as our progress in maturing our approach to safety and bolstering the effectiveness of our Critical Controls, have continued to reflect improvements in our safety track record at ERA.

In 2020 we achieved an All-Injury Frequency Rate (AIFR) of 0.53 reflecting that three of our colleagues were injured during the year. All three have fully recovered and returned to work. While this was a 50% reduction in injuries compared to 2019, it falls short of our commitment to the goal of zero injuries, to a creating a workplace from which everyone returns home safe and healthy.



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The ERA team is focused on safety and looking out for each other, and we consider the goal of zero harm to be our absolute priority, a goal that is genuinely achievable. I am pleased to report that for the year-to-date in 2021 we have not had any lost time or medical treatment injuries. We must never become self-congratulatory or complacent, however I would like to acknowledge the ERA team for this positive start to the year.

As the Chairman has mentioned, the COVID-19 pandemic made 2020 a uniquely challenging year.

Caring for our people and local communities was our first priority at all times, and in response to the pandemic we implemented a comprehensive COVID-19 Management Plan. This meant significant changes for ERA's workforce who faced restrictions on travel, the rapid implementation of very thorough health screening and hygiene protocols, and changes in how the team went about its daily routines at site and in the Darwin office.

In addition, the segregation of employees in all our facilities and vehicles, according to whether they lived in Jabiru or were from outside of West Arnhem, was a challenging task but critical and ultimately very successful.

ERA's efforts in managing the COVID-19 risks earned commendation from our key stakeholders. Indeed, the value of our relationships with stakeholders has never been more evident than during the challenges of the COVID-19 Pandemic. We thank the Mirarr Traditional Owners, community partners, and other stakeholders and the many medical and Government advisers for their support during this time. Their guidance, expertise and support enabled ERA to successfully adapt its operations safely while protecting the local communities and upholding all Government mandated health protocols.



While a human health crisis first and foremost, COVID-19 also represented a threat to continuing Ranger operations.

It is testament to the commitment of the ERA workforce that processing and rehabilitation activities did, in fact, keep running throughout this entire period. I particularly want to thank those team members who worked for extended periods away from home to achieve this outcome, and to the employees and their families residing in Jabiru who were often unable to leave the town for extended periods.

Being able to continue operating throughout 2020 was important to ensuring the reliable supply of product to our customers, delivering on our rehabilitation commitments, maintaining employment, and optimising economic outcomes for both the region and the business in our last full year of processing at Ranger.

It is a credit to the ERA team that in the midst of COVID-19 and a volatile uranium oxide market, and in the lead up to cessation of processing, we were able to operate the Ranger plant safely and deliver 2020 production of 1,574 tonnes - at the upper end of our guidance of 1,200 to 1,600 tonnes. This was a creditable result in the face of declining stockpile grades which was offset by record annual throughput from a forty year old plant in its final year of operation – a quite amazing achievement.

This performance, along with the outstanding productivity breakthroughs that continue to be delivered by our business-wide transformation program, resulted in the Company exceeding its sales revenue and cash margin targets for 2020 and recording a net profit after tax of \$11 million compared to \$6 million in 2019. I would like to thank the team at ERA for their commitment, ideas and energy in delivering productivity improvements and in a manner that did not compromise our care for people and country.



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Caring for country is a major priority for the Company. In addition to protecting the surrounding environment from any impacts of mining operations, we continued to make good headway with the progressive rehabilitation of the Ranger site. In 2020, we spent \$80 million on rehabilitation including tailings transfer, Pit 1 backfill and water treatment projects. The completion of the backfill of Pit 1 was a notable milestone for our business as we progressively deliver on our priority of best in class rehabilitation at Ranger. A further milestone was reached in March this year with commencement of revegetation on Pit 1.

During 2020 we made significant progress toward completing the bulk transfer of tailings from the Tailings Storage Facility to Pit 3, with the final material moved in February 2021. The Brine Concentrator performed strongly in 2020 and has proven to be a very effective investment in water management at Ranger.

Our rehabilitation activities are carried out in accordance with a rigorous, integrated closure plan. The 2019 update to the Ranger Mine Closure Plan was approved by the Commonwealth and Northern Territory Governments in May 2020. A further annual update was submitted to the relevant Ministers and made publicly available on the first of October last year. The Plan is detailed and robust, reflecting ERA's knowledge, experience and collaboration with regulators, scientific experts and external stakeholders in the ongoing task of progressive rehabilitation. The Plan sets out the roadmap for the work of the next five years and I am confident it will result in positive and effective closure outcomes and create a legacy that will benefit future generations.

In February 2020 we successfully completed the Entitlement Offer raising \$476 million to ensure we could deliver the Mine Closure Plan and meet our rehabilitation commitments. Thank you to all involved in successfully implementing the Entitlement Offer.

While a key objective of ERA's COVID-19 Management Plan was to help prevent the spread of the virus into local communities, an unfortunate consequence was



to limit direct engagement, and especially on-country visits, with the Mirarr Traditional Owners in 2020. This was personally disappointing as I greatly value these opportunities for personal interaction and discussion, to be able to listen to the Mirarr aspirations and concerns and to share our progress with them. Nevertheless, there has been continuous communication and consultation between the Company and the Mirarr, through the Gundjeihmi Aboriginal Corporation and the Northern Land Council, on a range of matters such as the Ranger Mine Closure Plan, progressive rehabilitation, environmental and cultural protection and the future of Jabiru. I thank the Mirarr and their representatives for their continuing support in pursuing our common objectives.

Pleasingly, we have been able to welcome representatives of the Mirarr on site on several occasions in the first few months of this year. We were pleased to show the Mirarr land owners the progress achieved to date on Ranger rehabilitation, which included the very first plantings of seedlings on the successfully backfilled Pit 1. Very importantly these visits are an opportunity to listen and receive feedback from the Mirarr about their expectations about plant species, landform and ground conditions as well as other aspects of the site's rehabilitation.

We extend our thanks to the Mirarr, GAC and NLC for this opportunity and look forward to our continued dialogue and consultation.

Processing operations ceased at Ranger on the 8 January this year as required under our Commonwealth and Northern Territory regulatory framework. This was an historic milestone, marking the end of 40 years of Ranger production operations. And for many of our employees, the cessation of processing at Ranger brought to an end their work at ERA. It was sad to farewell these colleagues however it was also pleasing to note the success of the My Future Plan program which has been designed and implemented to support them in their life after ERA. From redeployment and retraining opportunities through to



the support for families relocating from Jabiru, the program has been enormously successful with 95% of the workforce having participated and developed a personal plan.

We thank these employees for their contribution to ERA over many years and for the efforts they have made both in fulfilling our purpose of providing clean energy to the world, and in preparing for the safe and comprehensive rehabilitation of Ranger. We wish them all the best with their future plans.

The cessation of processing has also meant changes for the township of Jabiru.

ERA has played a leading role in the growth and development of Jabiru over more than 40 years and is a proud member of the local community. ERA is a member of the Jabiru Taskforce which is supporting the transition of Jabiru to a new Section 19A township lease and the handover of the land to a community entity representing the Mirarr Traditional Owners.

With a number of our resident workers having recently left the Company and departing Jabiru, housing is being freed up for rectification works and handover to the new leaseholders of Jabiru. This housing was originally built by ERA. I believe this investment will always be a positive legacy granted to the new leaseholders of Jabiru.

As Chief Executive, I am enormously proud to lead and represent the people who work for ERA. That has never been truer than in the last year, which has been uniquely challenging.

ERA's people have worked tirelessly over the past year across multiple fronts:

- In our final year of processing, they continued the safe and reliable production of uranium oxide to our customers around the world delivering on our commitment to provide clean energy for the world.
- They have upheld our values to care for people and country



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- They have continued fulfilling our progressive rehabilitation obligations to the local and national community.
- They have adapted to the requirements of our COVID-19 Management Plan.
- They have remained relentlessly focused on safety and achieved a 50% reduction in injuries.

I continue to be inspired by the passion, dedication, and professionalism of the team at ERA and thank them for making 2020 a successful year in extraordinary circumstances and for the safe and orderly cessation of processing in January this year.

I look forward to continuing to work with the team who I know are fully committed to the exciting and critically important task ahead. Together we embrace the unique opportunity we have to deliver best-in-class rehabilitation outcomes on the Ranger Project Area and to leave a legacy for future generations that shows the world our care for country, and meets the expectations of the Mirarr Traditional Owners and our many stakeholders.

Thank you.