

# Chris Ellison

Managing Director

2020 Annual General Meeting



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# Our Response to COVID-19 Video

Available at [www.mrl.com.au](http://www.mrl.com.au) post AGM



# FY20 Highlights

- Keeping our people safe and employed during COVID-19 and our operations running
- Best full year result ever:
  - Full year EBITDA over \$2.0bn, including \$1.3bn capital gain
  - Underlying EBITDA \$765m, up 77% pcp
  - Return on Invested Capital of 49.6%
- \$1.00 per share full year dividend

## Mining Services

- Production volume up 65%<sup>1</sup>
- Revenue up 50%<sup>2</sup>

## Iron Ore

- Maximised volumes to capitalise on strong iron ore prices
- Production at Koolyanobbing and Iron Valley increased
- Total exports 14.1Mt

## Lithium

- Lithium business in the world's top 4
- Mt Marion production up 17% year-on-year
- Kemerton 50Ktpa hydroxide plant construction continues



World's largest crushing contractor



Leading pit-to-port mining services provider



World's top 5 lithium miner with joint ownership  
of the largest hard rock lithium deposit



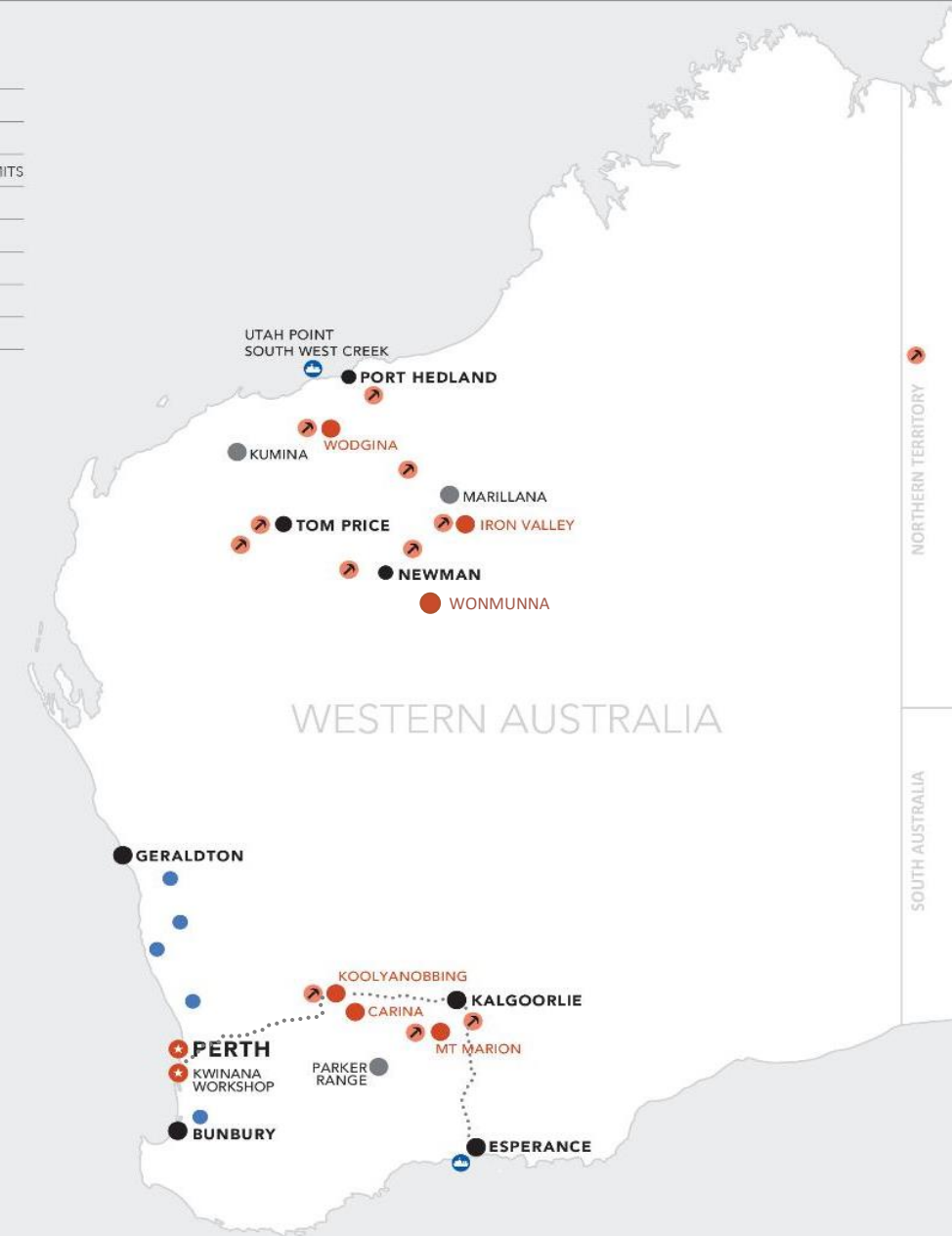
Australia's 5<sup>th</sup> largest iron ore producer



Major holder of exploration permits in Perth  
Basin's highly prospective gas acreage

## KEY

- MRL MINE
- CSI MINING SERVICES
- PERTH BASIN EXPLORATION PERMITS
- \*\*\* RAIL LINE
- ⚓ SEA PORT
- ✱ OFFICE / WORKSHOP
- MRL DEVELOPMENT PROJECT
- TOWN





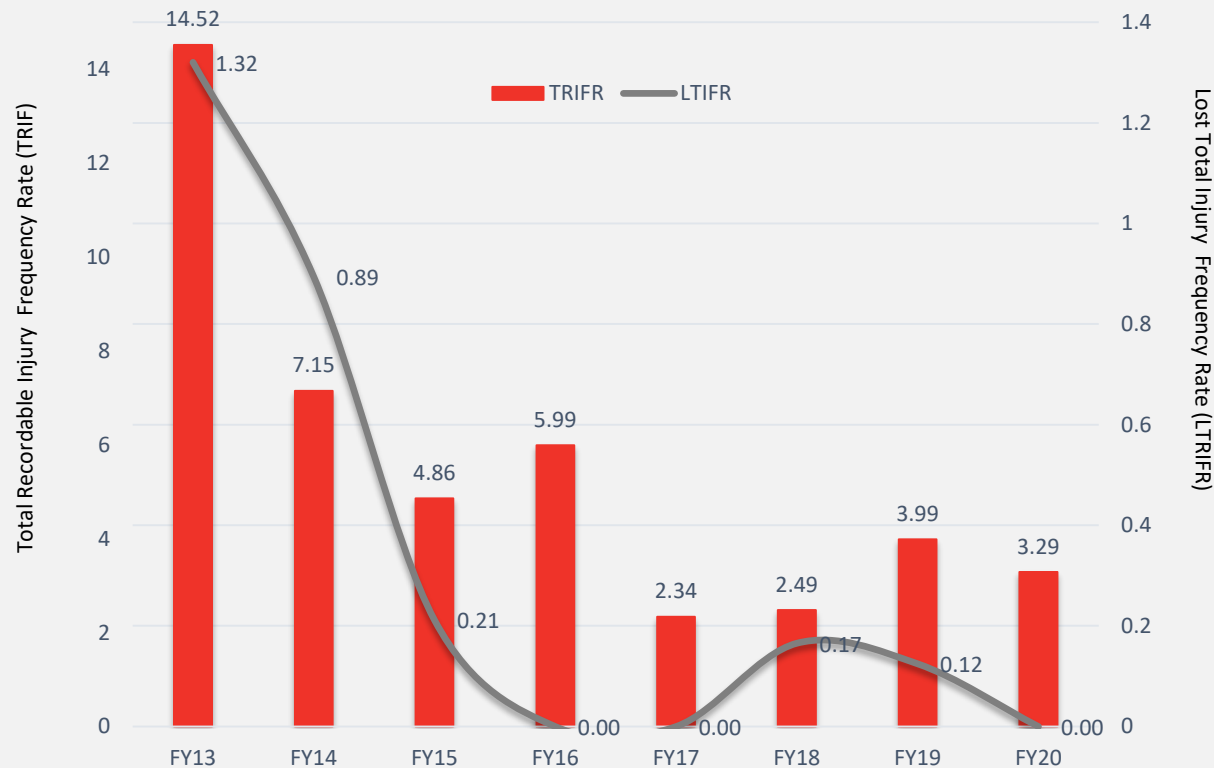
# FY20 Performance



# Sustainability Performance – Safety

## Injury Frequency Rates

Per million hours worked



**3,800+**

Employees & Contractors<sup>1</sup>

38%<sup>2</sup> increase in 2020



**0.00**

LTIF<sup>3</sup>



**3.29**

TRIFR<sup>3</sup>

18% improvement from FY19

1. Total employees & contractors as at 31 October 2020

2. Percentage increase in employee and contractor numbers from 31 December 2019 to 31 October 2020

3. Total Recordable Injury Frequency Rate calculations measure the total number of injuries (excluding first aid) per million hours worked as at 30 June 2020. Lost Time Injury Frequency Rate calculation measure the number of lost time injuries per million hours work as at 30 June 2020. Subject to external assurance. Final assured values will be presented in the FY20 Sustainability Report.

# FY20 Financial Performance Summary



**\$2.1bn**

Revenue

↑41% on FY19



**49.6%**

ROIC

After Tax



**\$2.01bn**

EBITDA  
(statutory)

↑420% on FY19



**\$765m**

EBITDA  
(underlying)

↑77% on FY19



**\$1.5bn**

Cash

↑\$1.3bn on FY19



**100cps**

Dividends

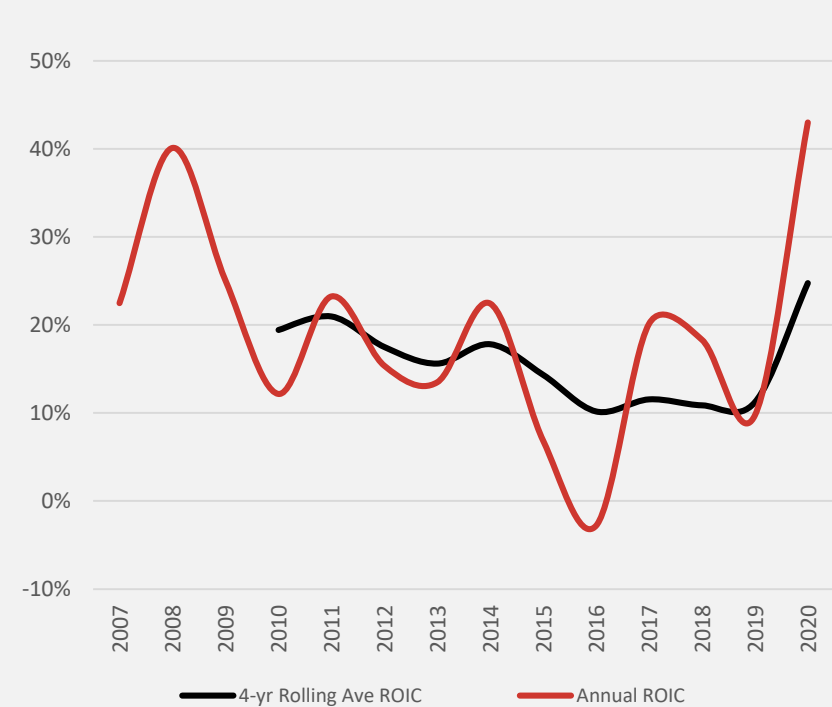
↑127% on FY19



# Shareholder Value Creation

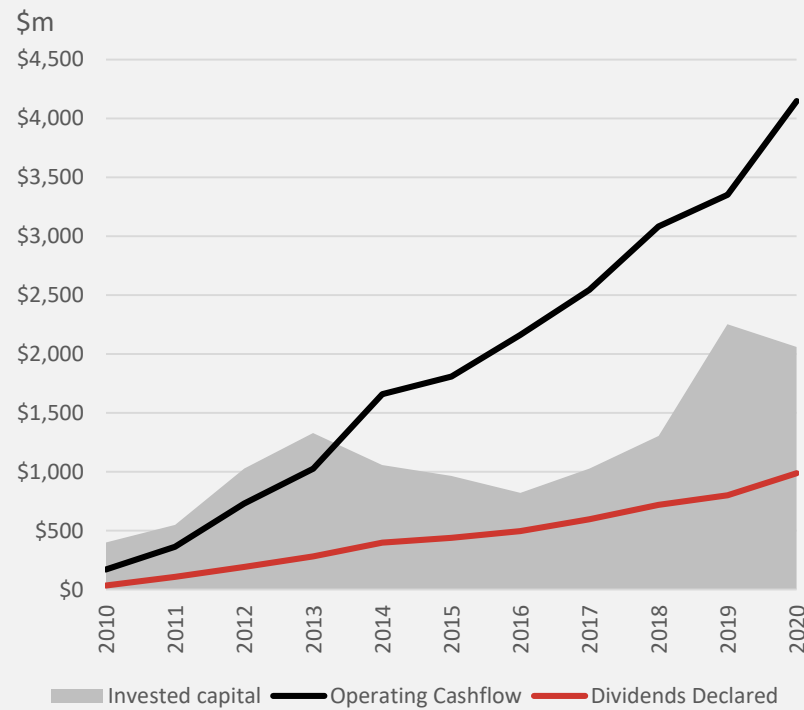
## Return on Invested Capital After Tax

Since Listing



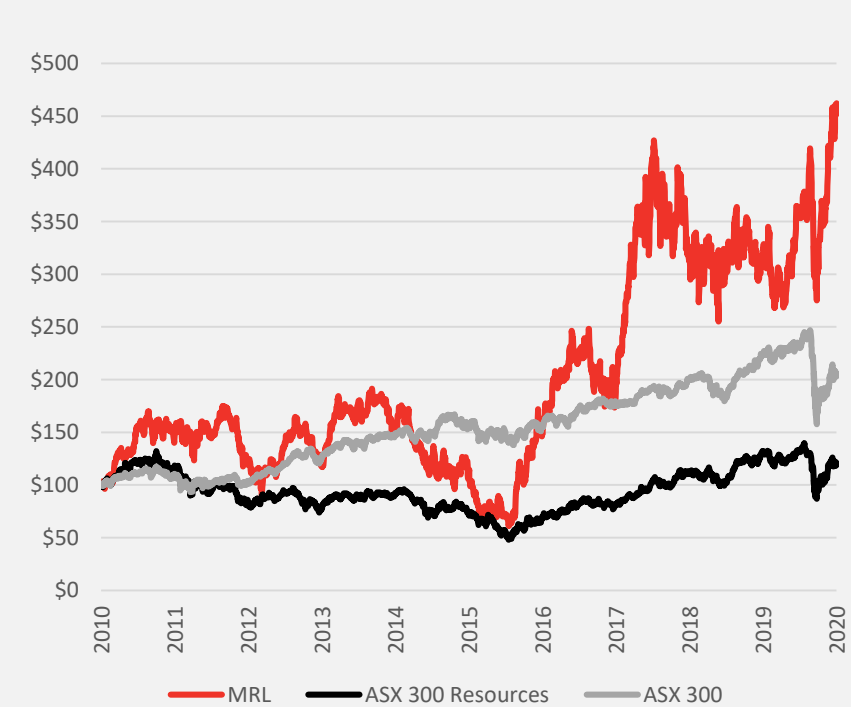
## Cumulative Returns to Shareholders

19% p.a. Growth in Dividends



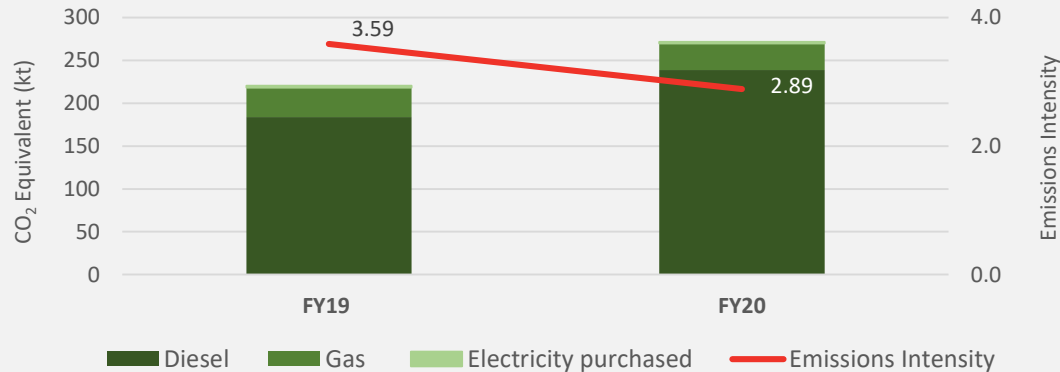
## Share Price Performance

Total Shareholder Returns



# Sustainability Performance

## Greenhouse Gas (GHG) Emissions<sup>1,2</sup>



**20% lower**  
GHG Emissions Intensity<sup>2</sup>



**15.4%**

Female employees

16% improvement



**34**

Apprentices

**44**

Trainees/Graduates



**\$185m**

Royalties & Taxes



**35**

Suppliers Screened for  
Modern Slavery

# Sustainability – Community Engagement



Six Pillars of Community Engagement					
Native Title	Aboriginal Heritage	Aboriginal Engagement	Stakeholder Engagement	Business Development & Capacity Building	Employment & Training
Legal Licence to Operate		Social Licence to Operate			



**37% higher**  
Community contributions



**40+ organisations**  
health & wellbeing, education, employment



# FY20 Performance



## Mining Services

- Volumes increased 65% yoy
- 22 Crushing & Processing plants
- Contracts - 2 new, 4 renewed, 1 completed
- 23 Rail locomotives and 844 rail wagons hauled 7.5Mt
- 81 on highway road trains, average payload 130t, hauled 6.7Mt
- 19 off highway trucks, hauled 7.5Mt
- 14.5Mt shipped through Port of Esperance and Utah Point



## Commodities

- **Koolyanobbing** - 7.4Mt shipped
- **Iron Valley** - 6.7Mt shipped
- **Mt Marion** - 394Kdmt spodumene concentrate shipped
- **Kemerton** - Construction ongoing
- **Wodgina** - Care and maintenance

# Our future plans

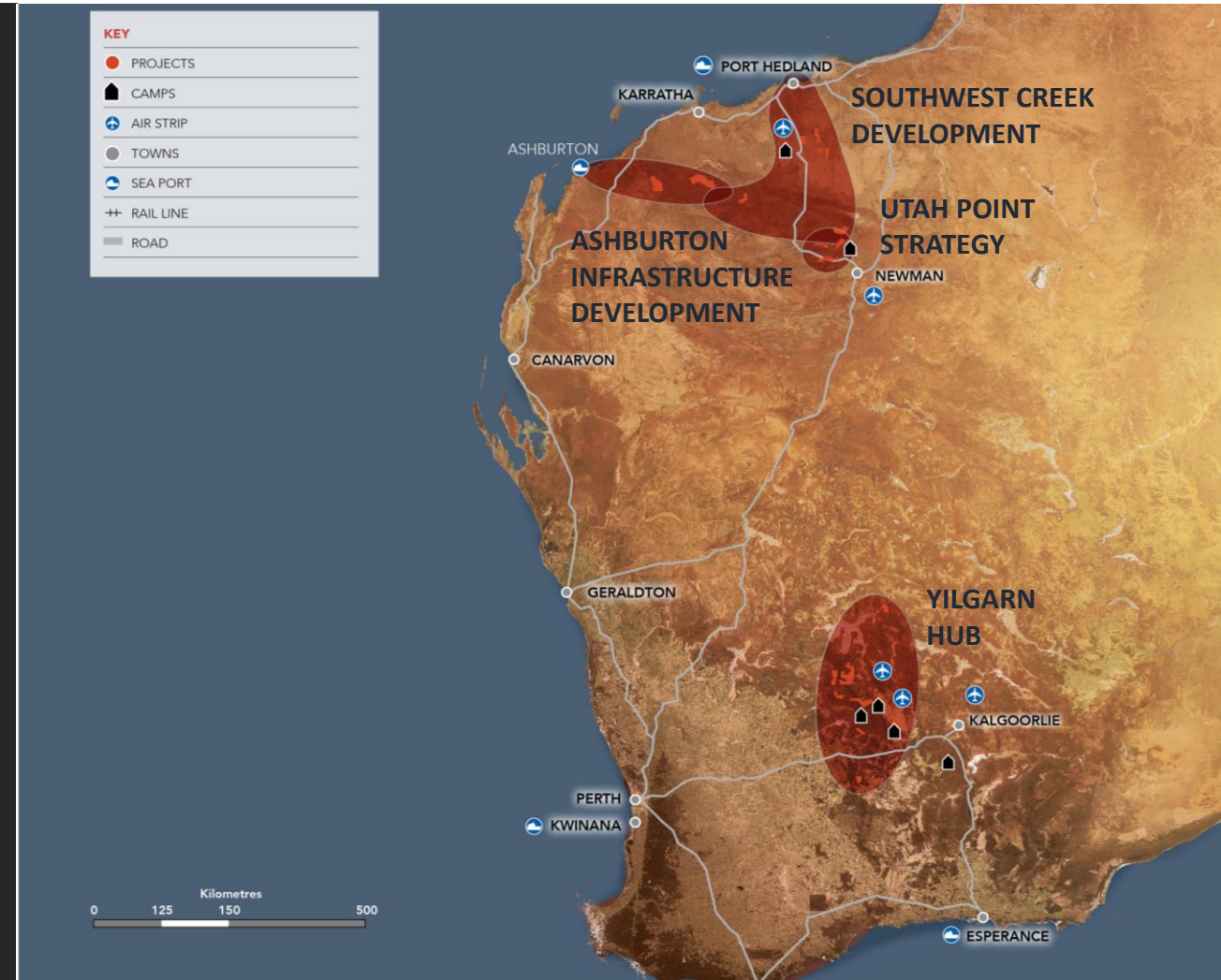
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# Growth Strategy

- Increase the growth rate of our mining services business
- Leverage our build, own, operate capability to expand our pit-to-port services and infrastructure offerings
- Longer-life, higher quality projects
- Substantial growth in the next 3-5 years, subject to finalising approvals, driven by four projects:
  - Yilgarn Hub: 13Mtpa
  - Utah Point Strategy: 14Mtpa
  - Ashburton Infrastructure Development: 25Mtpa
  - Southwest Creek Development: 40Mtpa





# YILGARN HUB

## KEY

- PROJECTS
- CAMPS
- AIR STRIP
- TOWNS
- SEA PORT
- RAIL LINE
- ROAD



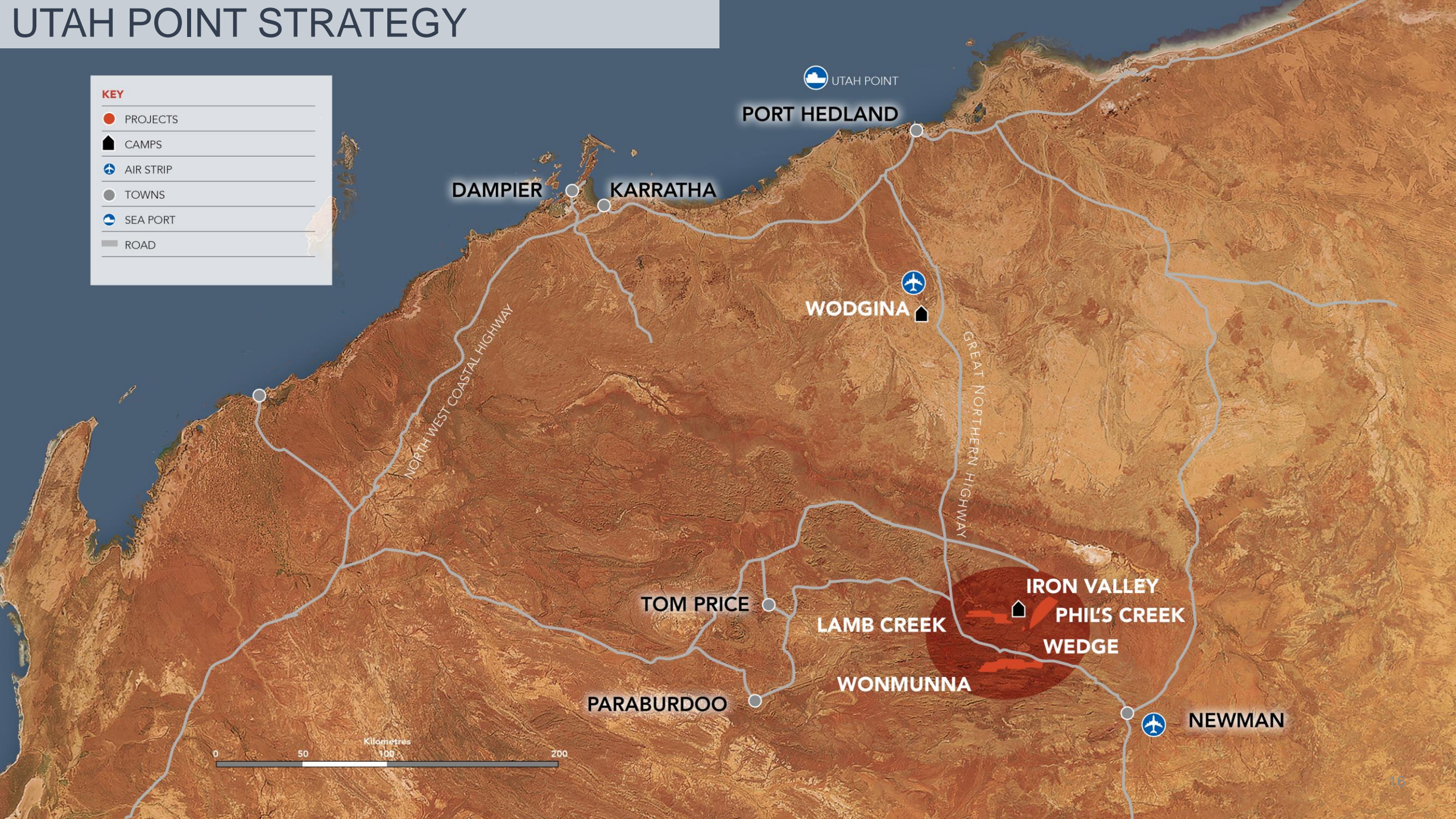
0 50 100 200  
Kilometres



# UTAH POINT STRATEGY

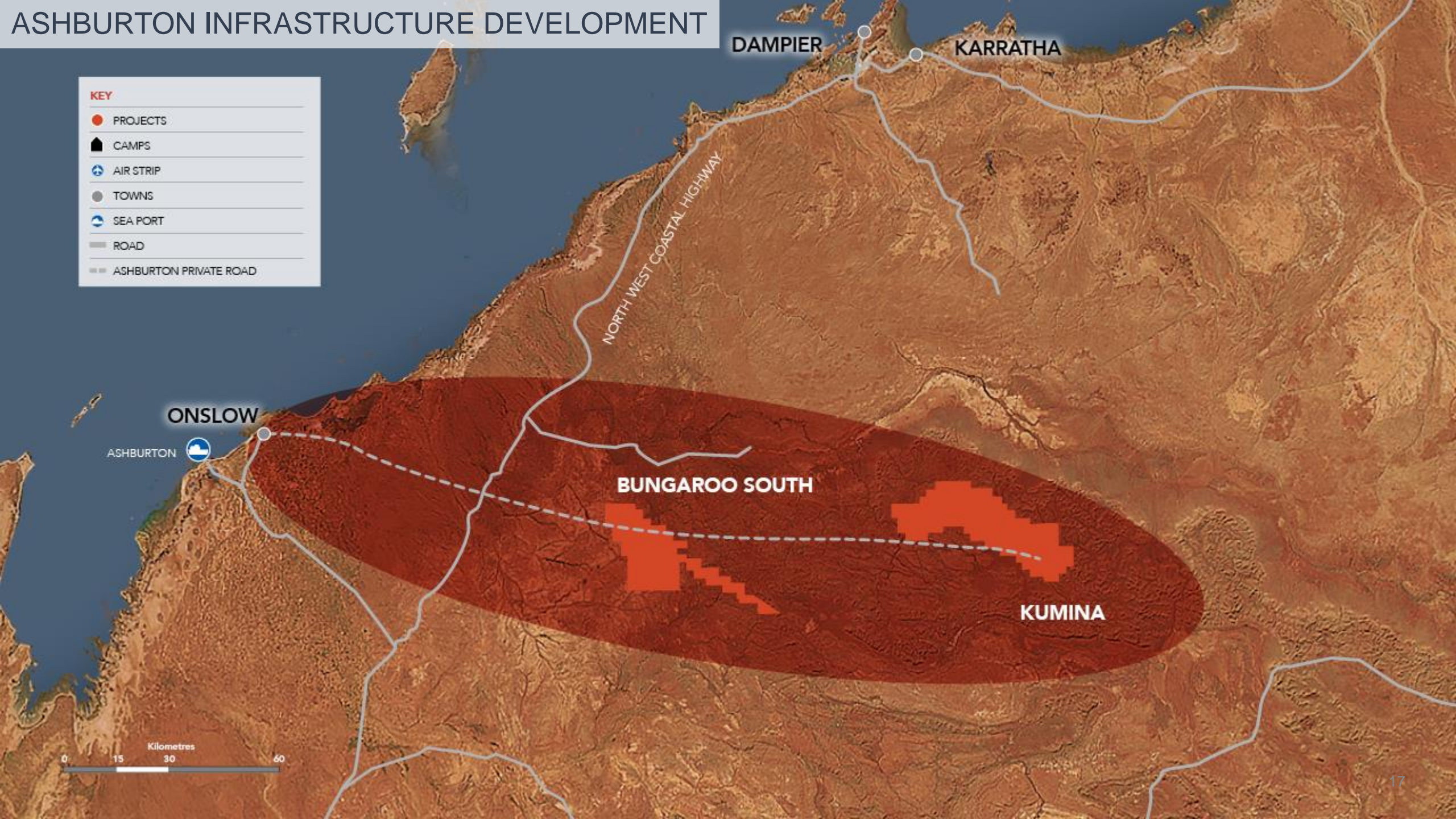
## KEY

- PROJECTS
- CAMPS
- AIR STRIP
- TOWNS
- SEA PORT
- ROAD





# ASHBURTON INFRASTRUCTURE DEVELOPMENT

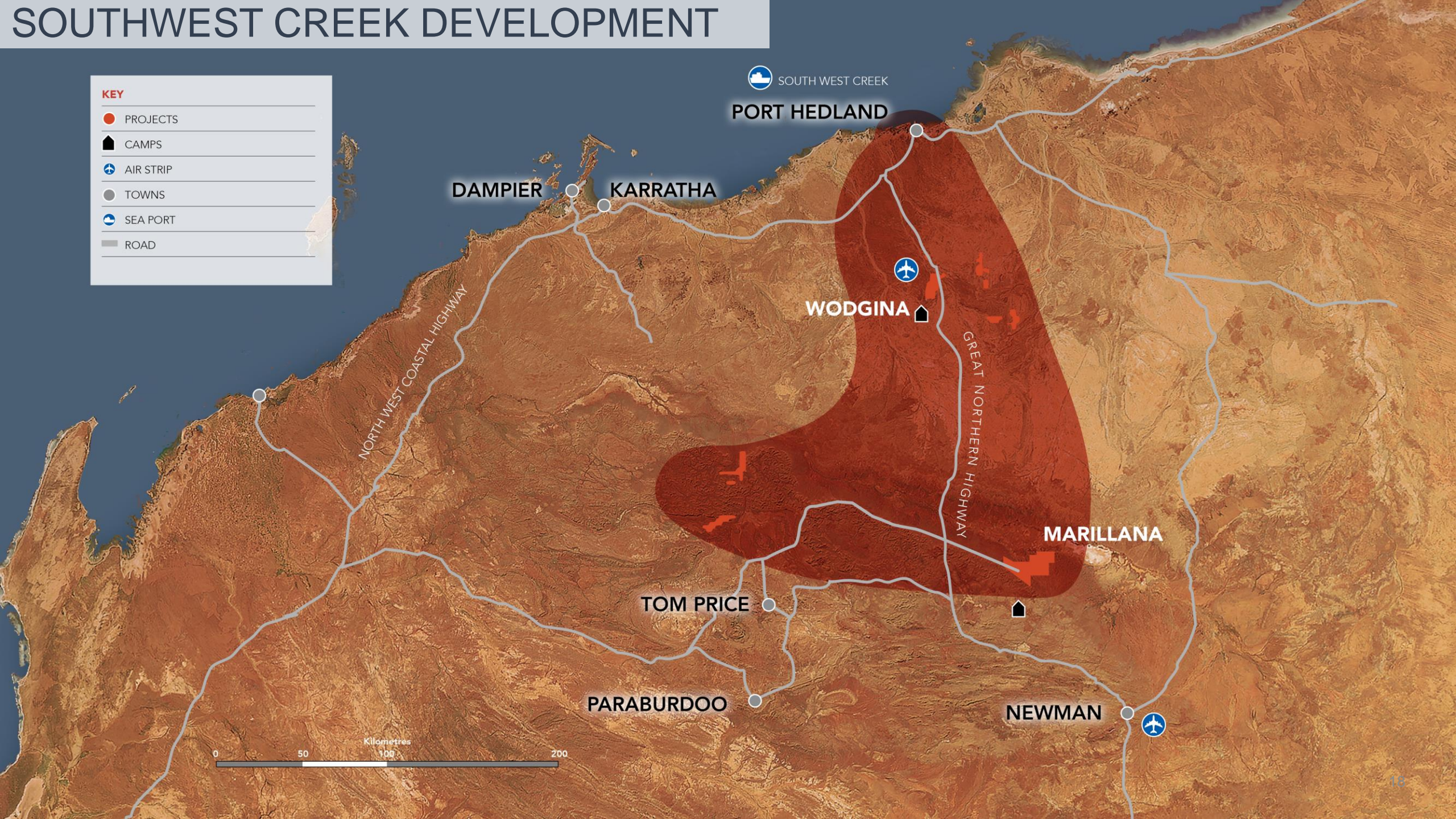




# SOUTHWEST CREEK DEVELOPMENT

## KEY

- PROJECTS
- CAMPS
- AIR STRIP
- TOWNS
- SEA PORT
- ROAD





# Lithium

Mt Marion



MARBL JV





Thank you –  
Any questions





# Glossary

<b>1H, 2H, FY</b>	First half, second half, full year
<b>\$</b>	Australian dollar
<b>US\$</b>	United States dollar
<b>CAGR</b>	Compound annual growth rate
<b>CFR</b>	Cost and freight rate
<b>CFR cost</b>	Operating costs of mining, processing, rail/road haulage, port, freight and royalties, including mining infrastructure service agreements with MRL Group entities, direct administration costs, and apportionment of corporate and centralised overheads
<b>DMT</b>	Dry metric tonnes
<b>EBIT</b>	Earnings before interest and tax
<b>EBITDA</b>	Earnings before interest, tax, depreciation and amortization
<b>EPS</b>	Earnings per share
<b>Gross debt</b>	Total borrowings and finance lease liabilities
<b>Gross gearing</b>	Gross debt / (gross debt + equity)

<b>K</b>	Thousand
<b>M</b>	Million
<b>Net debt / (cash)</b>	Gross debt less cash and cash equivalents
<b>NPAT</b>	Net profit after tax
<b>PBT</b>	Profit before tax
<b>Pcp</b>	Prior corresponding period
<b>ROIC</b>	Return on invested capital
<b>T or t</b>	Wet metric tonnes unless otherwise stated
<b>TRIFR</b>	Total Recordable Injury Frequency Rate per million hours worked
<b>TSR</b>	Total Shareholder Return being CAGR in gain from change in share price plus dividends paid
<b>Underlying EBIT / EBITDA</b>	EBIT / EBITDA adjusted for impact of one-off, non-cash gains or losses, and profit on the Wodgina sale
<b>Underlying NPAT</b>	NPAT adjusted for after tax impact of one-off, non-cash gains or losses, and profit on the Wodgina sale
<b>WMT</b>	Wet metric tonnes

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OFFICE: 1 Sleat Road, Applecross, WA 6153

POSTAL: PO Locked Bag 3, Canning Bridge LPO,  
Applecross, WA 6153

P +61 8 9329 3600

F +61 8 9329 3601

[www.mrl.com.au](http://www.mrl.com.au)



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