

## TRANSCRIPTION

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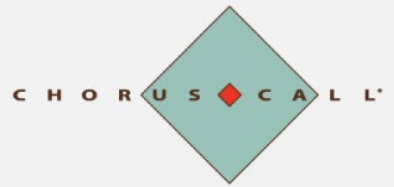
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### [START OF TRANSCRIPT]

**Operator:** Ladies and gentlemen, thank you for standing by, and welcome to the Mineral Resources investor presentation, following today's announcement of MinRes' off-market takeover offer of Norwest Energy. Shortly I will hand over to Chris Ellison, managing director, before opening the lines for analyst and media questions. A little bit of admin before we start. Please be advised that today's webcast is being recorded, and the presentation contains forecast and forward-looking information. You should carefully read the disclaimer at the back of the presentation. A copy of the presentation is available on Mineral Resources' website under the investor presentation page at [mineralresources.com.au](http://mineralresources.com.au). A copy of the webcast transcript will also be posted on the webcast later today. If you wish to ask a question via the phone, you will need to press the star key followed by the number one on your telephone keypad. If you wish to ask a question via the webcast, please type your question into the ask a question box. I will now hand over to Chris Ellison.

**Chris Ellison:** Thanks. Good morning everyone, and welcome to MinRes webinar. Thanks for joining. I'm Chris Ellison, I'm managing director of MinRes. I'm joined by Executive General Manager of Energy, Shelley Robertson, sitting off to the side if we need to pass any questions across to her. We've announced this morning an off-market takeover bid for Norwest Energy. I'm going to try and give you some details around the offer, talk a little bit about the benefits that I think that we can bring to the Norwest shareholders, and what we can bring overall as a benefit to the state of Western Australia. And at the end, happy to address any questions that anyone's got.

I think firstly, I think in MinRes and I think a lot of the community, we see gas as a natural transitional fuel. We think that, certainly in the MinRes business, I want to eliminate diesel and coal-fired power wherever I can, and as quick as I can. I need to go to alternate energy fuels to be able to do that. I'm certainly using a lot of solar power, and we've also started installing wind power, which generally only works for us during the day in sunlight hours. Sadly, we still need to use fossil fuels in a lot of areas, and I think that gas is going to be just that. We acquired a lot of land up in the Perth Basin around 2015. We were up there working with a smaller junior, and they weren't successful in what they were doing. We acquired their land. We've become the largest landholder, not just in the Perth Basin, but also up in the Carnarvon Basin, and we generally partnered in the Carnarvon Basin with Buru Energy.



We're probably going to spend close to about \$200 million over the next 18 to 24 months on our gas exploration and gas development. We are getting ready to start developing, I'll talk about that a little bit after. So, the offer from MinRes this morning. We're offering 1,367 Norwest shares will convert into a MinRes share. That was about a six cent equivalent to the Norwest shares. I think the market's moved somewhat this morning on the MinRes and on Norwest Energy, but I think it's a fairly compelling offer. It's about a 33% premium on where the Norwest Energy share price has been trading in recent times. It gives the Norwest Energy shareholders about a \$403 million market cap. I think, importantly, it's an opportunity for the Norwest Energy shareholders to join the forces of MinRes, and to be able to move into development.

I've previously announced that MinRes as a business is probably going to double over the next two years. We've been able to demonstrate our growth over a long period of time. We've got a combined business of both gas, mining services, iron ore. Lithium is also a big, big part of where we're heading. So, it's a good opportunity. MinRes has been around for 30 years. We did 16 years as a public company. Prior to that, a little bit less as a private organisation. We started as a very small business, \$10,000, operating out of my lounge room. But today, over five and a half thousand employees. We're spread across a range of commodities and services. We've got horizons out there. They're going to last us beyond 50 years if we do nothing else, which is not in our DNA. Today, we're sitting at about number 25 to 26 on the ASX, about a \$16 billion market cap, and lots and lots of future ahead of us.

We've aggressively grown the business over that 30-year period. I mean, we generally go out, we'll acquire an asset, and we very quickly get the asset into production. That's because we come from a poor background, and we understand how critical it is to get cashflow coming through the door. So, we're very quick at being able to develop them, and we have been backed by a huge number of great people in this business over the years, and we probably have, without doubt, the best collection of people that I've seen for a long time sitting here in MinRes. I think the important thing, too, is that we've got a really strong track record of acting in the best interests of the shareholders, and of the MinRes business itself, which is one and the same.

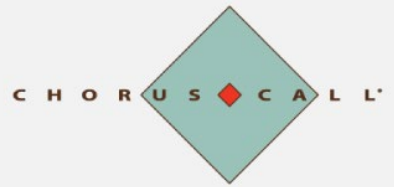
We've got a world-class portfolio in iron ore assets we're developing, and lithium assets. We're exploring opportunities for a lot of downstream. I believe very strongly in downstream processing, and we're looking at across the board, particularly through lithium and gas, which I'll talk a bit about. The gas is going to be playing a big part in our future plans, and we've been exploring and doing a lot of work, particularly in the Perth Basin for the last five, six years, and we're in the seat where we're ready to start turning it into production. I think our track record in MinRes has been reasonably impressive. We've got a great balance sheet. It took us a long time to get to where we are, but we've got it. We got there with that balance sheet because we make sure that the return on any dollar we invested is going to come back to us in the form of plus 20%. We've been consistently delivering 21% return over the last 16 years, and we've averaged 20% per annum dividend growth.

So, total dividends were paid to date, \$9.56, which is not bad. More than half of that were paid in the last five years. And we've got the best total shareholder return, sorry, second best, on the ASX, since 2006. So, as I said, we'll double the business over the next two years, and that's simply on the back of the Ashburton iron ore project and the growth that we've got mapped out, and we're actually doing that inside the lithium business, and the mining services business, of course. I mean, it doubled from 2019 to 22, and it'll probably do that again from 22 through until about late 24. So, well set up for growth in the future. The business has been structured around growth. I've restructured the way we operated over the last 12 months.

I think it's reasonably well known, I've split it down into four operating pillars. Each pillar has secured a range of different opportunities and projects that they're working on and they're going to bring to fruition over the next one to four years. They operate standalone. They've got their own management team. Each one has got a strong team sitting inside them, and we support them out of the MinRes central services, and with shared services, with management, guidance, funding, all of those sort of things. So, the mining services business, it's the heartbeat of MinRes. It's where I started. It's a very important part of the business. It gives us agility. We act and behave like a contractor. We're productive. We keep our costs down to a minimum, and most projects that we develop, they in fact do the design and construction on all of our projects in-house.

Lithium, it's a huge part of MinRes at the moment and it will continue to be for a long time to come. We got more than 50 years of dirt in the ground in our mines. We're a world leader in hard rock. We produce about 29% of global supply, out of our two deposits for hard rock. We're doubling Mount Marion right now. That's probably going to come on a little later than we expected, probably around March of next year it'll be coming into full production. We're running two trains at Wodgina. We're probably [inaudible] somewhere during the course of next year, and that's subject to getting the final approvals, and the tails and the like in place, which is going well. And we're also expanding into hydroxide, so we hope to have some news flow on that over the next couple of months. Iron ore, of course, always been a big part of the MinRes business. It's the backbone of any major mining company out there. The biggest mining companies in the world have always had that long-term annuity stream of cash rolling in from their low-cost operations, and we're trying to replicate that. I think Ashburton will be a very low cost. There's several billion tonnes of iron ore in that region. So look, got a lot of future down the track.

Energy overview. Our energy business has been the enabler of our continued growth. Low cost, it's secure. It's a cleaner fuel than the fuel that we are burning out there now, both in our business or anything that we tap out of the WA power grid. And it presents a lot of opportunities, and it's the opportunities that really interest us the most. I mean, we want to be able to use the gas that we develop for long-term downstream processing. Again, we think there's a great future in urea, only because we're going to be the lowest cost gas producers, us onshore organisations in WA would be the low cost in terms of producing urea. Ammonia, another great opportunity. Our hydroxide plants that we want to bring back into Australia the next three or four years. Magnetite. We think that we've got opportunity



with magnetite, and we want to be able to use energy to turn that into a very clean feed for the mills. So, pelletize magnetite's what we're thinking over the next three or four years.

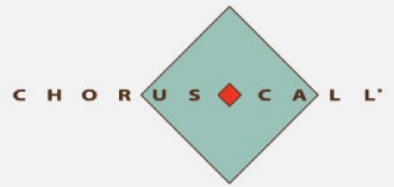
It's the key to decarbonization. It's displacing all of the things that I've said, and it's very important for us to be able to transition. We've got a very broad target of reducing our carbon by 50% out to 2035. We can achieve that much quicker than that with the use of the use of gas and the elimination of some of the other nasty fuels that we've been using. So, we're focused on doing that, and I would suggest we're probably going to be five or six years ahead of that target. So, we're already the largest acreage holder in both the Perth and Carnarvon basins. Lockyer Deep is possibly Australia's largest onshore discovery, and we're looking at trying to get that into production over the next two to three years.

As recent as yesterday, AEMO put out the gas consumption for WA. The base case shows that domestic gas demand in WA is going to continue to grow, and they're predicting it's going to tighten towards the end of this decade. We think that the Perth Basin is part of that solution, to being able to bring some more gas onstream and be able to support that shortage. In fact, eliminate the shortage. We think it's also important where we can bring new industry into WA, whether it be our downstream processing or others. We're going to shut down the coal-fired power stations in WA, so we need a fuel source for that, and the only logical one for that's gas. So, a lot of jobs are going to be created over the next four or five years out of the Perth Basin.

There's a lot of players in the Perth Basin. I mean, they're slowly reducing, but there's been an awful lot of small players out there, and they've spent more time mining the stock market than they have drilling holes. So, they've been sitting on their hands for decades. There's a number of new players that have come in over the last five, six, seven years. We've started putting holes in the ground, and we've started to prove up that it's a great region for very clean, loose gas. None of the gas requires fracking, and we have no intention of being one of those. We want the clean, loose gas. We've got a record of fast project delivery once we've secured an asset. So, it's our intention we're going to get that gas out of the ground by latest 25, and get it into production.

Perth Basin overview. I think everyone knows it's been around for a long, long time. It's about 1300 Ks north to south. Our permits were acquired in 25. We're the largest landholder. We've spent a fair amount of money up there so far, but we're really going to up that significantly over the next couple of years. We are working pretty hard at the moment to try and secure a drill rig. We're very close to getting one. We hope to have it up there in the new year. We're probably running about three months behind where we'd like to be on that, but these big rigs are extremely difficult to get, and that, coupled with some new rules that the WA governor brought in, again, has slowed that process, and they were unexpected. So, we're working through that. Shelley and her team have worked through that. We're getting close.

They got a lot of work to do up there too, on stuff like seismic. We've done a lot of work around making sure that the owners of the properties up there we're working on are fully



engaged with us and supportive. Another great job that Shelley and her team have done. So, very important to us, community relations and making sure that everyone shares in the success of what we're doing.

Lockyer Deep, it's near Mingenew. It's only about 15kms from the main Dampier Bunbury trunk line. We own 80% of Lockyer, and Norwest, as you know, owns the other 20%. The drilling programme commenced in 21. We went down about four and a quarter Ks. Confirmed our expectation. Large, high quality conventional reservoir, extremely high gas flow rates and excellent porosity, low impurities of CO<sub>2</sub>, so less than 4%. So it's a very clean gas that we've got.

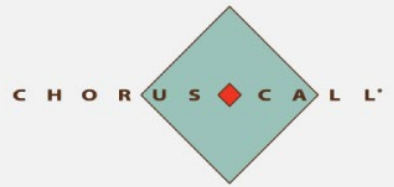
Programme snapshot. Look, we are still evaluating it. We're probably going to do a lot more than what we're saying on this snapshot. We're going to make sure that we've defined a reasonable amount of gas around Lockyer as much as we think is necessary. And in our true style before we get there, we'll probably start development, start building a plant. We're working those exploration drilling campaign where we're running that in conjunction with the development and we're starting the approval process now. And we're looking at a whole range of other opportunities across the Perth Basin and then up in the Carnarvon Basin. And so we're going to be starting working Carnarvon soon. It took us a while to be able to get the title to that, but we've got all that locked away in hand now.

As I said, we're in partnership out there with Buru Energy. We plan to drill a couple of holes out there by about by '24. So between now and then, we've got a lot of work to do on seismic and making sure that we get or that we are working again out there with the landowners. We're working in partnership with them to be able to share the benefits. It's a highly prospective area. We basically shadow the Chevron tenements, but we are onshore. In the last 60 years, I believe that there's been about 250 fields discovered up in that region. So we're hopeful of being able to grow that success.

So our offer. I went down the path of offering scrip because I think it's way better than cash. I think it's a way better outcome for the North West shareholders. A lot of them have been there for a long time, predominantly held by the mums and dads and they've been in there I think with an expectation of it one day being developed. And I want to offer them that opportunity to come along on that journey. So as I said earlier, if you have a look at the track record of MinRes, I can clearly demonstrate to you that taking scrip is a way, way better for you than taking cash. We'll get this thing into production very quickly.

You'll join up with a business that's got, we are one of the top five lithium producers and we think that's got a lot of legs over decades ahead of us. The iron ore business, is it going to be a great cash generator? What does all that mean to you? Means that if you have MinRes shares instead of cash, you're going to be way better off.

So if you have a look at the value generation, I mean we've got four examples I'll put up for you. So the top two Polaris Metals and Mesa Minerals. I took over Polaris way back in about 2010. The shareholders took MinRes stock. If they hung onto it, that for each \$1000 they



traded for shares would be worth \$19,370 equivalent in shares they've received and dividends. Mesa Minerals about the same time done something very, very similar. Didn't work out quite so well for all the shareholders. We ended up, I think from memory of about 73% of Mesa, there was a few that hung on to the end. It didn't work out very well for them at all, which was sad, but we kept the bid open. Anyway, we ended up with that.

So if you had a thousand dollars worth of shares, and look, I still get messages from people out in Toowoomba that had quite a shareholding in that and they're all incredibly ecstatic. So fundamentally, if you swap your shares, if we can get beyond 80% of Norwest, everyone gets rollover relief. If someone offers you, if I offered you cash for it, you would probably have a tax bill. If you're going to pay tax, you might pay something like 30 cents of the dollar depending on how you're structured. So you're left with 70 cents and then you're good to go and find somewhere to invest it. And if you can find somewhere better than MinRes, I mean over the last 16 years we're up there in the very top on return on investment and we've got a lineup of what's ahead of us.

The next two down, AWE and Atlas Iron. Unfortunately for them, they didn't understand this sort of scenario. So they didn't take the offer, they took cash instead. So you can see, had they taken the shares, the return they would be expecting and if they kept that invested going forward, were predicting future growth, significant growth, subject to the world's staying the way it is. So I think the slide speaks for itself and the reason why I've offered shares instead. I think most of the shareholders want to stay on the journey. If our share price continues to strengthen, then our offer continues to increase.

I think not a lot more [inaudible]. Logical opportunity for the Norwest shareholders, I think it is to join with MinRes, stay on the journey, be [inaudible] and be part of any other side that we may have out there in our own MinRes tenements, which is substantial. Be part of the great story in lithium and iron ore and our mining services, which we are very strong in. We've got a great leadership team that are going to go find us some more gas up there led by Shelley. And not a lot more to say. We've got a very good board obviously, and thanks around for the comments on Justin coming on board. We can see that you understand that we're on a mission to make sure that we support our people and we keep driving that culture and our people because that's the real thing that's developed this business.

So good to have Justin and Colleen Hayward both coming on board and joining us. That's exciting for us going forward. But I think we've got a fairly proven track record around the management of the business. I think that we've been pretty good at picking the right people to make sure we can drive the business forward, continue the growth on where it's going. And as I said, the balance sheet that we've got is substantial and we've got a lot of levers to pull if we need to go raise capital. So I think it's a bit of a snapshot, it's why we're doing it. I think it's logical why we're trying to bring it into the fold. It makes it much tidier for everyone. And as I said, the opportunity sitting out there for the Norwest shareholders, I think is substantial. So that wraps that up. If you've got any questions, I'm really happy to fill them.



- Operator: Thank you. If you wish to ask a question via the phone, you will need to press the star key followed by the number one on your telephone keypad. If you wish to ask a question via the webcast, please type your question into the ask a question box. As a courtesy to others, please limit yourself to two questions at a time and if you wish to ask further questions, you are more than welcome to rejoin the queue to ask. Your first question comes from Kate McCutcheon with Citi. Please go ahead.
- Kate McCutcheon: Hi Chris. Good morning. Great project. I'm just wondering what the rationale is for not doing an offer conditional on getting to a 50.1% stake, say. Are you happy if you end up with a minority stake? Just your thought process there, please.
- Chris Ellison: No, I think I'm never happy to be in a minority position, but look, at the same time, I'm happy to accumulate whatever shareholding I can in Norwest. But I didn't want to make it complicated. I think the audience that we are playing to, I think they're very simple people that just want a fair shake, and I think if I get the majority of them on board, I'd be happy. If I end up with a minority, I'm still okay.
- Kate McCutcheon: Okay. Understand. And understanding that you need to confirm the size of the project and you've given us some more colour on the further drill hole location. Have you commenced discussions with the government around potential for export via the North West Shelf? Or perhaps how do you see export approvals playing out?
- Chris Ellison: Yeah, good question. Look, have we speak to the government? No, we haven't. Not in a hurry to do anything along those lines. I'm a lot more focused on trying to bring long-term projects into WA. I've got, all of my people are here in WA. If I can get to and from a project in a day, that means I can control it. So I see the long-term value in the gas and being able to convert into products like urea using it in-house.
- Look, I've already said that over the next three to four years, I want to bring as much of our hydroxide production back into WA. I want a pellet plant in WA that gives me much better energy. That's a way better investment for me over the next 40 or 50 years than going for a short-term sugar hit. Not saying I wouldn't do that. If the opportunity was there, yeah, I'd love to do that. But my ultimate goal is between now and four or five years down the track is to be able to those long, long-term downstream projects. And look, with the cost of gas in WA, we're well positioned to be the lowest cost producers in the world.
- Kate McCutcheon: Yeah, okay. It just seems like you've got a lot of gas in excess of what you need, which is a good problem to have, I guess. And just a final question, what's the strategy with the order of drilling? Is the priority to confirm continuity over the fault or the extent down dip? And when can we expect news flow from the drill programme?
- Chris Ellison: Okay, our priority on drilling. I mean these drilling rigs are extremely difficult to get. So our priority is to get a rig on site and get it drilling. Once we do that, it's going to be a bit of a suck it and see, but our expectation is that we're going to kick our drilling programme out more than what we've been thinking over the last six months. And we're going to have the

mixture there, resource development and new ground that we want to explore. We've got another little plant that's been sitting idle out there for some years and we're going to put some holes down near that and see if we can bring that little plant back to life again and put some more gas back into the WA grid.

Kate McCutcheon: Okay, great. Thanks, Chris. Good luck with your majority stake.

Chris Ellison: Thank you.

Operator: Thank you. Your next question is a webcast question from Winton Gibson who asks, "Good luck with this NWE bid. It seems to make a lot of sense. Further to our brief discussion at the AGM about director's skillset, could you please provide some more insight into how you see Justin Langer adding value to the board's effectiveness?"

Chris Ellison: Yeah. And look, thanks too for the comments from Rearview. I always enjoy reading them. The basis of bringing Justin on board is people. So my greatest success in MinRes has been around the people that I've had in the business, their work ethic, the way they go about being motivated. I got plenty of people and I know that a lot of people won't get this. They will given time, but I've got a lot of people that can read a balance sheet or they understand geology or mining or how to dig pits and how to do a cutback. To do all of that, the most important thing I've got to do is I've got to make sure that I've got the best quality people and once I've got them in the business, I got to make sure that I get a lot of longevity out of them.

The MinRes business is becoming quite a machine. We've got over five and a half thousand people in it now, and we have, in terms of our training and bringing kids on board through uni, through training programmes, through whatever. I have to make sure that we've got a reputation for making sure we look after our people and we treat them with respect. The culture's good. And that does not happen on its own. That's got to come from the very top of the business. I've been driving that on my own for quite some years now, and you can see the results that we've achieved. And look, as a group of shareholders out there, if you want more of the same, I have to be able to grow the culture of my people and I have to get my people to pass that down the line. And I need help to do that.

And none better than Justin Langer. I don't know a lot about cricket as you know, I'm more of an All Blacks person, but I can tell you the culture that makes the All Blacks the most winning team of all time exception of the last year, of course, is that they have a culture in there that's unique and it's quite well known. And I think the era that Justin come through with all his cricketing mates had a very similar culture and they still have that culture today. Justin gets that culture, and I have to have people driving my business. Look, I could talk all day about that, but I think having Justin, I'm unbelievably happy and privileged to have him on board. He will make a difference.

Operator: Thank you. Your next webcast question comes from Sean Smith. Any thoughts on the feds intervention in the energy market? The price cap won't affect you, but the code will.



- Chris Ellison: No, I don't have a lot to comment on that. That's why we're living in WA. We're without doubt probably the best mining region on the planet. There's none better. Anything that comes out of WA is an ethical commodity. I think that WA has been incredibly well run. The government in WA have made sure, but you can't drill rot in the ground. We don't like fracking over here, but we can go out and explore and make sure that we've got sufficient energy first to supply WA going forward. And I like the idea of what the government's done some years back when Alan Carpenter bought that and I thought he'd done something really smart. So look, we've got adequate gas for WA and we've got adequate opportunity going forward and thanks to all the past people from out east, they didn't want to put a pipeline across WA. We're grateful for that. And it's probably uneconomical to shipping gas. So yeah, I'm happy to be in WA and I really don't want to make any comment on how the politicians run the states on the East Coast.
- Operator: Thank you. Your next phone question comes from Nick Evans with The Australian. Please go ahead.
- Nick Evans: Good day Chris and team. Just wondering, Chris, if you could sort of give us a bit of a timeframe in terms of your thinking on moving downstream and gas and urea. And perhaps, as I think a bit further on, down to ammonia. Is that, sort of, two years, five years? How quickly are you thinking you're moving and have you put a claim in place that is actually actively looking at that kind of thing?
- Chris Ellison: Yeah, look, we've actually been running a ruler over that and looking at that for about the last 12 months, Nick. And it's a logical step to take when you think about it. I mean, we've exported the likes of iron ore and spodumene, all of that stuff over the years. WA has been really good at being able to give that off and let everyone pick up the value and the downstream. But, I mean, I want to create long, long-term businesses, so selling gas offshore. A good sugar hit out of it, but I see the real value in just building these plants in WA. It's going to take us...look, we think optimistically, we might be able to get some gas being produced around late '24, but realistically it could run into '25.
- There's a few headwinds around on all of the changes on approvals out there now and the issues that have come out of Juukan Gorge. But we will have...I would say that by the time we get 12 months from now down the track, we'll have a real good handle on being able to understand what we're going to build. We will build...I think we'd like to be thinking that we'd be able to pour concrete somewhere around about '24. That would probably be about the time set.
- Nick Evans: And I guess with the lithium hydroxide and a few of] the other things are magnetite...well Magnetite sort of separate, but with the lithium hydroxide and a few other things, I mean, it sounds like you're really pushing to build a real chemicals business here, as in quite a substantial one over time. Is that a fair assessment of where your, sort of, thinking is?
- Chris Ellison: Yeah. Yeah, absolutely. I mean you think about it, why should we go and give away that opportunity, and that value, and the supply chain and then run around and just keep digging

rock out of the ground? I mean, we can do a lot better. Look, over the last three years I've sort of shut down everything that we were doing offshore up in China. Our procurement up there in fabricating, we've pulled all that back to WA. We're making a lot of stuff here in WA now. We're going to continue to do that. We're building more workshops. We're encouraging manufacturing companies down here, like the big road trains, to open up on those. I mean the future here for us, in WA, first and foremost, over and above, cost is surety of supply. So we need to be able to make sure that we can get the right product within the right timeframe so we can keep developing.

And look if we can...Very easy for us to pull back hydroxide into WA. I mean, we've got strong government support to do that. We've got a very skilled construction and engineering team sitting inside the MinRes business. So all of the things we've ever developed, we've done it, and we've done a huge amount of volume out there for some of our good customers, FMG, Rio Tinto, and the like. And we've done design construct for a number of organisations. So we are capable of getting it done on the ground at the right capital cost, and it's a pretty easy way if I can connect some raw material in the ground...if I've got 40 or 50 years supply and connecting that up to downstreaming and selling an end product, I think that it is a good business model and I think we can make it work easily.

Nick Evans: Thanks Chris. I'll pass it along. Thank you.

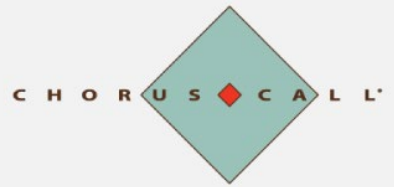
Operator: Thank you. Your next question comes from Hayden Bairstow, with Macquarie. Please go ahead.

Hayden Bairstow: Yeah, morning Chris. Just a bit of a follow-up on this question, I guess. Just on the gas plan, if we start factoring in magnetite and a hydroxide plant or two in WA, I mean how much of the gas do you think you'll actually use yourself, and how much of it becomes an opportunity to export or become a separate revenue stream?

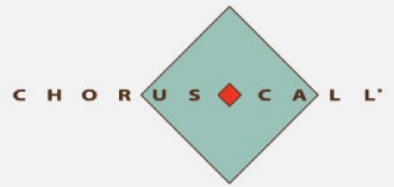
Chris Ellison: I think the long term answer to that, Hayden, is that we'd probably want to use all of the gas either ourselves, and whatever amount that we need to support WA. But look, supporting WA would be supplying all of those downstream plants that I'm talking about. And I mean, just super opportunity to do that. The more I can...I mean look, we're probably still going to be exporting only in the sense if we make urea, we'll probably be putting most of it on a ship and sending it out. Or if we can do ammonia, I mean a lot of that's probably going to be exported anyway. But what we are doing is we're creating that value downstream where we get it here in WA. We get maximum value out of raw materials rather than giving that opportunity away. For years, I mean we were sending out spodumene, and we were sending it out at like \$400 a tonne, and guess where all the benefit ended up? And we've got nothing to show for it, but we will shortly.

Hayden Bairstow: And just, I might have missed it on the start of the call, but the timing of the next well? I mean, where is that in terms of getting confirmation of how big Lockyer Deep might actually be?

- Chris Ellison: Yeah, shoot me now. I mean the drill rigs have been an issue. I mean supply of drill rigs, it's something we're working really hard on, and frantically, daily. We were hoping to be drilling now. We were hoping to have a drill hole in the ground. That combined with a new set of rules that the mines department bought out and probably programme that you've got to do to a drill rig that comes in has not been helpful to us. But nevertheless, we've dealt with that. So we're hoping to have a rig on the ground probably late January, early Feb. And we're going to try and maximise the use of that going forward.
- Hayden Bairstow: All right, great. Thanks. I'll leave it there.
- Operator: Thank you. Your next question is a written question from Dale Koenders. Can you please discuss the engagement MIN has with the NWE board to date, i.e.. is this the first approach? Was contact only just made today? The stark contrast between information released to the market today by MIN and NWE suggests it was not prepared.
- Chris Ellison: Well, all I can say...let me tell you this, I think it's a great opportunity, Norwest [inaudible] few discussions that I have privately. I'm not sure what value I can offer anyone if I go down the path of sharing any of that information. But look, I think the offer that we're making for Norwest is a very logical one and I think it would be good for shareholders.
- Operator: Thank you. Your next question is a written question from Nikki Lester. Is MIN looking at expanding its control of the Perth Basin by taking STX or WGO?
- Chris Ellison: I believe this one is Norwest Energy. So if taking more control of the Perth Basin is making an offer to bring Norwest energy into MinRes, probably yes. But I'm not commenting on any of the others. I mean, I'm focused on this and other parts of the business.
- Operator: Thank you. Your next question is a written question from Sarah Yuen. Will accepting shareholders be eligible for the upcoming MIN dividend to be cleared in February?
- Chris Ellison: If they get in quick, absolutely. They'll all be entitled to it.
- Operator: Thank you. Your next question is a phone question from Matthew Friedman with MST Financial. Please go ahead.
- Matthew Friedman: Yeah, sure. Thanks. Morning Chris and Shelley. Couple questions. I guess firstly following on from the discussion around where this gas goes ultimately, and you've spoken about your desire to, obviously, use as much of it domestically, either internally or for satisfying WA deficit. In terms of how you arrived at a fair valuation for your bid today, I'm just wondering what was the concept that underpins your valuation in terms of size of developing this field? You've previously talked about potentially a 250 TJ a day development. So is that the kind of size that underpins your thinking? And then how do you achieve that in a specified timeline given that, potentially, you're only seeing big deficits in WA from 2030 onwards? Thanks.



- Chris Ellison: How do I arrive at the valuation? Well I think you guys probably give me a valuation of somewhere between zero and 200 million for our 80% share of Lockyer. So-
- Matthew Friedman: Oh, I'm a bit high Chris, but we won't quibble on that.
- Chris Ellison: Look, I've been up [inaudible] a lot of something like this together. I've sort of looked and I thought six is probably about the number, let's get the ball rolling. And I think a 33% premium on where they're sitting. How much gas is down that hole, we don't know for sure. We don't know if it's departmentalized or...we're going to find out with the next few drill holes. Look, we know that we've got gas down there and sufficient to build a plant, and to be able to probably run for the next 20 or so years. So what we want to find out is can we get a little greedy and build the plant bigger? But we got plenty down there to do that. And look, no real science. I think that you can analyse this thing to death, but I think the premium that we're offering...I think the bigger premium for the shareholders is when they join up with MinRes stock. It's where they're going to be in two years from now and three years from now.
- Matthew Friedma...: Got it. Okay, thanks Chris. And then secondly, you spoke a little bit earlier about the board construction. Can I ask you about the capacity to execute on an energy project, I guess across the business from the top on down? And maybe it's an opportunity for Shelley to comment here on the team that she has in her division. But I guess the context of the question is, at least at the board level, you previously identified I guess a bit of a need for more energy experience at the board level. Obviously looking to have Kevin Gallagher join the board, which obviously didn't come to us. But is your view that you need to bring in more experience internally? Do you have enough within the team already or even do you need a partner to develop something as complex as Lockyer? Thanks.
- Chris Ellison: Yeah. Look, I don't want to overcomplicate this thing, but I mean all we're going to do is we're going to build a gas plant to process the gas. I mean, I've got an in-house construction team that can do that. I mean they can build pretty much any plant, all you've got to do is follow a set of drawings. And we have suppliers...we can go buy a plant literally off the shelf. What we're going to do out there, it's probably, I don't know, plant number 73,000 that's ever been built. So nothing complicated with building it or operating it. We certainly will probably have to add some more people around the operations, those sort of things.
- And I mean, do I need any more bench strength than what we got to build? Not really. I mean if you go back in 2016, there was no one out there that knew how to design or build a hard rock lithium plant. I mean we did it in house. We built Mount Marion. I think a number of people on the call would've done the visit up to Wodgina. We designed and built Wodgina in-house and we built everything there. There was no one in the world that had the capability of doing it. They didn't have the experience and they still don't, we have more capability in lithium. But when first bought Mount Marion, if you asked me in 2010, that's the very same question you just asked me. We have the capability to be able to manage any type of project in MinRes, and we have the capability to go and secure whatever expertise



we need to add to the recipe when we're putting something together. So, not a big deal for us to go develop this thing.

Matthew Friedman: Okay, that's good to hear. Thanks Chris. Obviously there's some neighbours next door in Clough that might be having a bit of a harder time with things, but I guess remains to be seen there. Thanks for taking some questions.

Chris Ellison: Yeah, just let me follow that up a little bit more. So yeah, you get...have a look over the last 10, 15 years at all the construction companies that were around Australia and have a look at them. How many of them are left? And the behaviour between construction companies and clients has left us in the mess that we're in. And to go out and get someone, literally, just to build a project is fairly difficult.

If we go out and get an EPCM contractor to help us on board, that's not the MinRes style, because in MinRes, we believe that we can get more than 90 cents in the dollar on the ground on our projects. If we go down the other EPCM type route, I mean you, you'd get less than 40 cents. It's that simple. So I've got an engineering construction team we've built over 20 years in MinRes, and I mean we can pretty much either design anything or we can subcontract down and get a design done, and then we can go build the thing. So look, this is not a complicated thing. This is simply a little gas plant that's going to clean up very clean gas and the pipeline.

Matthew Friedman: Good to hear. Thanks Chris.

Operator: Thank you. Your next question is a written question from Lucas Garrett. Min share prices is currently at a high with a great recent run. Given a possible recession next year, is it foreseeable that MIN share price could drop to approximately \$60? At this price, the offer would reduce to 4.5 cents per share. That is the current price before the offer. Do you expect that the NWE shareholders will take up the offer with this outlook?

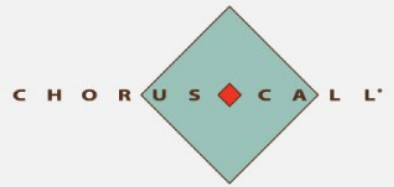
Chris Ellison: Well, that's not an outlook. I mean that's some idiot sitting out there trying to ask something relevant. So the business of MinRes, is it going to drop in value? No one knows that. Is there a tsunami coming across from Europe, we're pretty sure from everything I understand that WA is going to have little, in fact, probably no effect. Inside the MIN business, I mean we are building, we're going from 20 to 55 million tonnes of iron ore. We are doubling Mt Marion in terms of lithium, and we've got two trains running at Wodgina and we'll probably have a third one running next year. And we've got the fourth train on the drawing board.

Mining Services in MinRes will probably increase by about 50%. And that's all happening. They're done deals. We're just going through that development stage. So if I'm going to add all of that to the business, just to get my shares to go down \$30 a share, I mean who in their mind could come up with a question like that? Got anything else that you could ask me?

Operator: Thank you. Your next question is a phone question from Alex Ren with Credit Suisse. Please go ahead.

- Alex Ren: Morning Chris, Shelley and team. I know your plan is to build your own gas plant. Just wondering is there any potential to maybe tie some volumes into existing plants nearby, just to speed up the market entry. Also first production from FY25 seems very tight. So have you started ordering the long lead items for the plant yet? I'll come back, I'll circle back on the second one.
- Chris Ellison: Yeah, just to give you a little clarity and to follow on with that long drawn [inaudible] plant, we secured Wonmunna Iron Ore from when we decided to build it to first ore on the ground. Generally speaking, if you're talking any of the major iron ore miners out there, fast track for them three years, normal about four years. 10 million tonne plant, five months to first ore. It may seem quick to the outside world, but that's when you're unfettered and you have all of the tools at your fingertips. I mean we don't get any distractions. So that's not actually a fast timeline, that's just what you are using with one of the multinational oil companies. But for us, again, I'm going to say this thing's about 350 Kms from our office, it's onshore. It's a very, very small plant and we can get at the thing 24/7. So it's not the norm that you're used to and hence the reason why, I mean it's a very low cost operation.
- Alex Ren: Yep. Understood. That Wonmunna development does still amaze me until today.
- So second question is, what's your view on the long term WA domestic gas price then? I know recent deals have been done at around six bucks and the Warrego bid seems to suggest an implied value up to eight bucks. So just wondering what's the price range that was considered here to come up with this 6 cents per share valuation for this bid?
- Chris Ellison: Okay, so the opportunity for us, as I've said, is to be able to develop our own downstreaming, and to do that we want to bank some gas. We don't want to have interference with minor shareholders. We want to be able to go out there and develop it in our own way and we want to be able to use a lot of that gas internally and we're going to build a business out on downstreaming. I mean it's really a simple model. There's no secret to what we're going to do. That way we can control it. We control the capital cost on what we're building, the products that we're going to be able to produce. There's no doubt a lot of them will be export products, but they'll all be made right here in WA. So it's not a complicated model.
- And bringing Norwest into, I mean I just looked at it. If I was a Norwest shareholder, I would rather be sitting inside holding MinRes shares and going along for what I set out to do, to find and develop gas in the Perth basin, but be part of it, and be part of the returns that we've been able to give our shareholders over 15, 16 years. I mean you'd be nuts not to.
- Alex Ren: Yeah, makes sense. That's it from me. I'll pass it on. Thanks Chris.
- Operator: Thank you. Your next question comes from Glyn Lawcock with Barrenjoey. Please go ahead.
- Glyn Lawcock: Good morning, Chris. Chris, if I heard you correctly earlier, it sounds like you haven't had any engagement yet with the Norwest board. I guess is that the intention going forward now? Is





that the next step? And I'm just reading the release, I don't see the word, this is not your final offer, I guess it's not stated in the release.

- Chris Ellison: No comment on any of that. Look, I mean, what I said earlier was that if we have any discussions with any of our partners or the like, I mean I'm not really up for sharing that. I mean that's confidential, for no particular reason. It doesn't add any value for me being able to stand here and talk about that. And I think the offer's awfully compelling. I mean it has a value to us and beyond that it doesn't. So I can't say a lot more than that.
- Glyn Lawcock: So I guess Chris, you just sit and wait for the board's response I guess, until you can see what it is and then make your next move.
- Chris Ellison: I'm more interested in the response of the shareholders, what they do. They'll probably figure out what they want to do with their shares and we're open to accept them immediately. So it's really about the shareholders I think.
- Glyn Lawcock: No, no makes perfect sense. And then Chris, just can I ask, you opened the door in your presentation, you said there's been a slight delay at Mt Marion. Can I just ask what's happened? Is that a labour issue or equipment supply issue? Just why has there been a slight delay at Marion?
- Chris Ellison: No, look it's supply chain issue. It's a worldwide thing. I mean, building companies are going bust because they can't get materials and the like. It's a combination of the tail end of Covid. I mean we're ambitious in trying to have that done by the end of December. We're going to have part of it done by the end of December, but the rest isn't going to come online until February, early March, which it's disappointing in a sense, but it's about simple things. I mean putting stuff on out of Europe and China and they're supposed to be in WA in three to four weeks, 12 weeks later they're sitting on a port somewhere because someone else has offered them more money for the damn ship. And getting containers, it's still not as difficult as it was, but depending on what port you're coming out of, you just get all those supply chain issues. It's painful, but it is getting better.
- Glyn Lawcock: So that'll be when you can start ramping up to 900 or you think you'll get there then, Chris?
- Chris Ellison: Yeah, no, we'll probably ramp up between March and June, but we've had some reasonable success down there. And look, we're doing a lot of work down there, not just on the upgrade. We've looked at some other things that are kind of clever between Wodgina and Mt Marion. And you've got to remember, I mean there's only been one hard rock plant that's been operating. It was a by-product originally of tantalum. So there's no real history or there's no engineering on what actually happens with these plants. But look, we're gradually getting our recoveries up. We've got some really great plans. It's probably another year down the track, but we're just going to do some more stuff on both, some on recoveries and a few other smart things. But look, the short answer is that come end of March, we'll have that upgrade done and we'll be within 900,000 tonnes a year of mixed product.

It might take us a month or two to ramp it up. But beyond that we've got a couple of other things we're incorporating into Mt Marion that we've only recently discovered. So we're doing a different kind of separation on a portion of the ore body. So in other words, we can pull barren material out up front and discard it and then we can put more volume in the mill that's got higher quality content, if any of that makes sense. So those sort of things too, [inaudible] but the price is still up there. I mean it's quite ironic that Pilbara Minerals is selling spot for over a thousand [inaudible] and the share market, I think they took like 400 or 800 million off our share price yesterday because it moved from 8,300 to 8,200. I mean get your head around that one.

Glyn Lawcock: Yeah, they're projecting forward and getting nervous. Look, Chris, thanks very much for your time. Merry Christmas to you and the MIN team. All right, I'll talk to you in the new year.

Chris Ellison: Yeah, thanks very much for that. Thank you. And same to you.

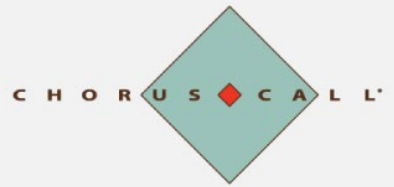
Operator: Thank you. Your next question comes from Jon Bishop, with Jarden Group Australia. Please go ahead.

Jon Bishop: Thanks, Chris. You've been asked a couple of times around how you arrived at the valuation for the proposed takeover there of Norwest Energy. I guess the look through based on today's offer is around \$2 billion for a hundred percent of the Lockyer Deep asset. On the pre-takeover metrics in the basin, I guess it looked to us that Lockyer Deep was pricing in somewhere around 1.2 TCF of 2P reserve or 3 TCF of resource. I guess my question is not so much around your valuation side of things, but why have you gone now and not post the North Erregulla Deep-1 well?

Chris Ellison: It's convenient to do it now. I mean look, there is no particular reason. It's my decision. [inaudible] and bring it in house, and it'll make it easier for us going forward. I mean how much gas we've got there, I mean that's why we're going to spend, it's about \$15 million a hole to try and find out how much is there. We really and truly don't know how much gas is there until we put down three or four more holes and you've got to note, I mean a couple of others up in the basin have been a bit bullish on what they've found, two of the bigger guys up there, and they've had to pull back. So I mean I don't want to be in a position of creating false expectations to pump our share price. I mean I just want to tell the news as it is.

So look, we really don't know until we can get these drill rods cranked on it and you're always scared. I mean we got some great news, first hole in the ground. Whoopee, we got gas, but we've been around long enough to know that as we progress anything, I mean you're going to get some bad news some days as well. So, there's no particular reason for the timing other than I decided now was the time. I thought it's Christmas time, we'll give the Northwest Energy guys the ultimate present, MinRes shares wrapped in a bow. They're hard to get, so Merry Christmas to them and they need to get in before Santa comes.

Jon Bishop: Yeah, no, I appreciate that, Chris. I guess that's kind of my point though. If I look at Norwest Energy, it feels like the market's already priced in the best case outcome for the field size



and as you said, mother nature is fairly fickle. You could have a situation here where one hole was exceptional but the next one could be a duster and hence there's significant downside risk to that total volume. So yeah, I'm intrigued. I was just wondered whether it might have been better off confirming the volume and then going, because I'm not sure there was too much upside in Norwest as a consequence.

Chris Ellison: No, look, the real value to me is getting rid of the nuisance value. I mean, we like to be in control of what we're doing and we're not. I mean look, we're great joint venture partners with a whole range of them out there, but in this environment we just want to be able secure and do our own thing. And I mean, yep, it does give that thing up there, that one hole, it gives them a market cap of \$400 million dollars. But as I said, being able to do things the way we want has value to us. It's probably a little overpriced. I don't think I'm going to get that attributed to my share price or anything like it. So yeah, these guys they've gone from about 12 million to 400 million on the back of Shelley putting one hole in the ground. So that's what I said, Merry Christmas to Norwest Energy.

Jon Bishop: Okay, one quick question then. Just given the rig delay and given that Lockyer Deep was drilled on 2D seismic and there's significant structural risk here, is there not a temptation just to wait for the 3D seismic season and shoot 3D and then drill more optimally?

Chris Ellison: Look progressively, they're working through doing all of that at the moment. So I mean we think we've got enough information to do what we want. In fact, we're pretty comfortable with the information we've got on those drill targets we're going to put down. But give it another three or four months. I mean they're generating getting this information, it's just a time thing. You've got to go up there, do the seismic and it just takes forever to get that interpreted. But it's coming out on a weekly basis. So we're growing our knowledge fairly quickly, but I don't think there's too much risk in what we are doing. I mean, plus I think we feel a bit bullish. I mean so far, one out of one, we've got a hundred percent success rate on drilling. So I've just told Shelley, don't wreck your reputation.

Jon Bishop: All right, thank you very much for taking my calls and Merry Christmas to you and the team.

Chris Ellison: Yeah, no, pleasure and thanks everyone out there. Look, I think we're going to cut it off now. I mean we're an hour in and I'm due on another call, but Merry Christmas everyone. Thanks for your support if you've been giving support. Thanks Rearview for your view on how I should run the business. I mean, I've done okay so far, so happy to let you spend a week in my seat if you want. And thank you. We'll wrap it up.

**[END OF TRANSCRIPT]**