

13 November 2020

Chairman's Address to Annual General Meeting

Ladies and Gentlemen

My first address as Chairman of Mincor was delivered in 2017 – a pretty tough year for the Company which saw its share price dip as low as 13 cents amidst a protracted weak nickel market. However, at that meeting I spoke of our belief in the core value of the Company's nickel assets and our first steps towards re-commencing nickel production at Kambalda.

In 2017 we took the view that we could simply not wait for the nickel price to improve: we needed to be proactive and take measures that would fundamentally lower our cost of production so that the Company would be more resilient to nickel price volatility.

The focus was on increasing Mining Reserves, improving reserve grade, securing a cost-effective ore processing route and securing commercially competitive off-take terms for our nickel concentrate.

It has given me great satisfaction at subsequent AGMs to report on the steady progress made by the Mincor team towards achieving these objectives. Some of the highlights have included:

- Defining a maiden high-grade Mineral Resource at the Cassini Project;
- Acquiring the Long nickel mine from IGO;
- Negotiating a new ore treatment and concentrate off-take agreement with BHP Nickel West; and
- Ongoing exploration that has delivered three successive resource upgrades at Cassini, each one increasing both tonnage and grade.

Today I am particularly pleased to report on the continuation of these efforts over the past 12 months – a pivotal year for Mincor that has set the Company on a clear path back to the ranks of leading ASX-listed nickel producers.

In March this year we moved beyond resource definition at Cassini and declared an inaugural Mining Reserve. This was a critical development that more than doubled Mincor's Kambalda nickel reserves and materially increased the average reserve grade.

Diamond drilling continued at Cassini beyond the publication of the reserve, delivering some of the most impressive nickel intercepts to date and leading to the release of a fourth Cassini Resource upgrade in June.

However, I consider the defining achievement of the Mincor team in the past 12 months to have been the completion of a high-quality and rigorously prepared Definitive Feasibility Study into the recommencement of nickel mining at Kambalda, marking the consolidation of work carried out over a very busy 3-year period.

The DFS concluded that the development of an operation producing up to 16,000 tonnes of nickel-in-concentrate per annum, over an initial period of five years, was technically viable and would be financially robust.

I said at last year's AGM that, upon delivery of a positive Feasibility Study, we would waste no time in moving to re-establish nickel mining at Kambalda, and that is exactly what we have done.

In fact, when we were sufficiently confident of a positive outcome, early works were initiated prior to completion of the DFS to ensure we could hit the ground running once a decision to proceed was made. This included initial

site works at Cassini, excavation of the Cassini box-cut and conditional awarding of the mining contract to our Kalgoorlie-based mining contractor, Pit N Portal.

Over the past year Mincor has raised a total of \$95 million in equity capital through two placements to institutional and sophisticated investors, each coupled with a Share Purchase Plan open to all shareholders. These offers were well oversubscribed and the Board is very grateful for the ongoing support of Mincor's shareholders.

In September this year, we secured a credit-approved terms sheet for a \$55 million project debt facility from Tier-1 international banks, BNP Paribas and Société Générale. The terms sheet followed a thorough technical and financial review of Mincor's nickel restart plan and close scrutiny of the Company's Environmental, Social and Governance credentials by the banks and their advisors.

Passing this test represents both a credible endorsement of the Company's nickel restart plan and a gratifying acknowledgement of Mincor's core values.

The combined equity and debt funding package ensures that Mincor has the balance sheet strength and financial capacity to not only implement its nickel restart plan, but also maintain the exploration activities that have generated so much value over the last three years.

With our funding pathway secured, the Board announced a Final Investment Decision to proceed with the re-commencement of nickel mining at Kambalda on the 17th of September. This was less than two months ago, yet as I speak today, we have crews onsite at the brand new Cassini Mine, where the portal was fired earlier in the week and crews underground at the Northern Operations where we fired the first development headings towards the Durkin North Mine. This is a tremendous achievement and a real credit to the staff of Mincor and Pit N Portal.

Since announcing the FID, we have also made good progress on building the team that will take the project through to being a fully operational, first-class mining operation, commencing with the appointment of General Managers for Cassini, Northern Operations and Group Safety. Many of the key technical positions have now also been filled and we have been very pleased with the calibre the people who have signed on to Mincor.

In December 2019 we welcomed Peter Bewick to the Board as a non-executive director. Peter's skills and experience as a geologist and company Director – in particular his extensive knowledge of Kambalda's nickel sulphide deposits – has enabled him make a valuable contribution to the Board through this crucial period in the Company's development.

I believe the value that we saw in our Kambalda nickel assets back in 2017 has been well and truly affirmed by the work carried out over the last three years and clearly recognised by the market. The Company's share price has risen steadily from its 2017 lows and recently traded above a dollar for the first time in over eight years. Today, Mincor's market capitalisation is over \$400 million.

On behalf of the Board, I wish to thank all of Mincor's employees, who under the leadership of David Southam, have worked very hard and with great diligence to deliver the significant achievements I have spoken of today. Many challenges, including the impact of a global pandemic, have been successfully overcome.

In closing I would also like to reiterate my thanks to Mincor's shareholders who have continued to steadfastly back the Company.

I look forward to an exciting year ahead, one in which we aim to bring our first nickel ore to the surface after a five year hiatus, and to many good years beyond that – I see the five year plan mapped out in the DFS as just the beginning!

Brett Lambert

Non-Executive Chairman

- ENDS -

Approved by: Board of Mincor Resources NL

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