

# **ANSON RESOURCES**

**Benchmark Week 2024** 

November 2024



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Competent Person's Statement 1: The information in this presentation that relates to exploration results, exploration targets and geology is based on information compiled

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Mr Maddocks is an independent consultant to Anson Resources Ltd. Mr Maddocks consents to the inclusion in this presentation of this information in the form and context in which it appears. The information in this announcement is an accurate representation of the available data from exploration at the Paradox Lithium Project.

Information is extracted from reports entitled 'Anson Further De-risks Paradox Brine Project' created 11 May 2020, 'Anson Granted Additional Paradox Brine Project Claims' created 30 March 2021, 'Anson Significantly Increases Paradox Exploration Area' created 6 April 2021 'Paradox Brine Stage 1 Sodium Bromide/Lithium Updated PEA' created 1 September 2021, 'Test on Historic Diamond Core to Fast Track Resource Upgrade' created 6 July 2022, 'Mississippian Unit at LC2 delivers 25% Increase in Lithium' created 11 July 2023, 'Mississippian Unit at LC2 delivers 25% Increase in Lithium' created 11 July 2023, 'Mississippian Unit at LC2 delivers 25% Increase in Lithium' created 11 July 2023, 'Mississippian Unit at LC2 delivers 25% Increase in Lithium' created 11 July 2023, 'Mississippian Unit at LC2 delivers 25% Increase In Lithium' created 11 July 2023, 'Mississippian Unit at LC2 delivers 25% Increase In Lithium' created 11 July 2023, 'Mississippian Unit at LC2 delivers 25% Increase In Lithium' created 11 July 2023, 'Mississippian Unit at LC2 delivers 25% Increase In Lithium' created 11 July 2023, 'Mississippian Unit at LC2 delivers 25% Increase In Lithium' created 11 July 2023, 'Mississippian Unit at LC2 delivers 25% Increase In Lithium' created 11 July 2023, 'Mississippian Unit at LC2 delivers 25% Increase In Lithium' created 11 July 2023, 'Mississippian Unit at LC2 delivers 25% Increase In Lithium' created 11 July 2023, 'Mississippian Unit at LC2 delivers 25% Increase In Lithium' created 11 July 2023, 'Mississippian Unit at LC2 delivers 25% Increase In Lithium' created 11 July 2023, 'Mississippian Unit at LC2 delivers 25% Increase In Lithium' created 11 July 2023, 'Mississippian Unit at LC2 delivers 25% Increase In Lithium' created 11 July 2023, 'Mississippian Unit at LC2 delivers 25% Increase In Lithium' Created 11 July 2023, 'Mississippian Unit at LC2 delivers 25% Increase In Lithium' Created 11 July 2023, 'Mississippian Unit at LC2 delivers 25% Increase In Lithium' Created 11 July 2023, 'Mississippian Unit at LC2 delivers 25% Increase In Lithium' Created 11 July 2023, 'Mississippian Unit at LC2 del 4 July 2022, 'Mississippian Unit at LC2 delivers 25% Increase in Lithium' created 11 July 2022, 'Further 87% Increase in Lithium Grades at Paradox Project' created 27 July 2022, 'Further Increase in Lithium Grades at Paradox Project' created 27 July 2022, 'Further Increase in Lithium Grades at Paradox Project' created 24 August 2022, 'Anson Reports Major Resource Upgrade at Paradox' created 22 August 2022, 'Paradox Lithium Project' created 8 September 2022, 'Anson Delivers Each party to whom this Presentation is made available must make its own independent assessment of the Company after making such investigations and taking such advice as may be deemed necessary. In particular, any estimates or projections or opinions contained herein necessarily involve significant elements of subjective judgment, analysis and assumptions and each recipient should satisfy itself in relation to such matters.

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All \$'s in this presentation are US\$'s except where otherwise noted.

## **Snapshot: Charging America's Future**



Anson Resources, via its 100% owned U.S. subsidiary A1 Lithium Inc, is developing two Projects in the Paradox Basin in Utah USA, to supply eco-friendly lithium for the energy transformation. The Paradox and Green River projects are 65km apart in a massive reservoir containing 56 billion tons of brine at 4500psi.

#### Made in the USA = Price Premium

- Critical role in onshoring the lithium supply chain in the U.S.A.
- Anson's lithium extraction process is more efficient, uses less water, and produces less CO2 than traditional methods
- USA Government policies resulting in a 18% price premium

### **Pressurise Brine/Existing Infrastructure = Low Cost**

- Paradox Basin, likely largest lithium brine reservoirs in the USA
- JORC Resources of 1.5 MT of Lithium Carbonate Equivalent (LCE) & Exploration Target of 3 MT
- Existing major infrastructure; highway, rail, power, gas & water

### Positioned for Growth = Significant Upside

- Anson's projects, located in the Paradox Basin, likely the largest lithium brine reservoirs in the USA
- JORC Resources of 1.5 MT Lithium Carbonate Equivalent (LCE)

### **Green River: Rapid Development = Speed to Market**

- Brownfield site on private land, acquired in Sept 2023, fast tracks permitting 85% complete
- First production scale well completed
- 2 pilot plants operating



## **IRA:** Shortage of Supply Driving A Price Premium

4. https://techcrunch.com/2024/07/20/tracking-the-ev-battery-factory-construction-boom-across-north-america/ and Benchmark Q1 2024 Lithium Forecast



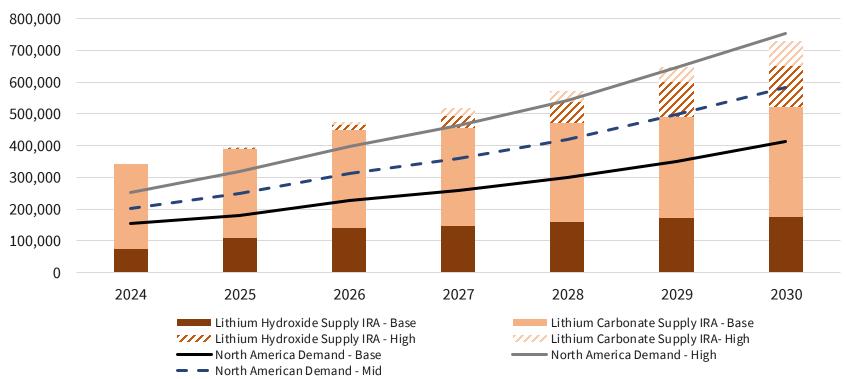


#### **CHINA** 69% of global conversion capacity not IRA compliant.<sup>1</sup> Investment PP&E \$\$\$\$\$ **PROCESSED New PP&E Producing** MATERIAL **USA IAPAN Finished Materials** Supported by US REP. **USA** Government Funding Finished material **KOREA** - DoE, DoD and EXIM **CHINA USA** Japanese and Korean battery co investing \$88 billion in the USA and require IRA compliant lithium. By 2027 they need 760,000 tons of lithium and we believe only **US Policy Alternative** <sup>3</sup> 336,000 tons (44%) is available **Current Potential** but is already contracted.4 **US Tariff** 25% 60% **US lithium** price Premium 78% 98% China lithium price 12,409 12,409 **RAW MATERIALS US lithium** price 22,300 24,755 CHILE **Pre IRA AUSTRÁLIA** Post IRA **ARGENTINA AUSTRALIA SOUTH AMERICA** 98% of Australian spodumene 70% of brine-based lithium is IRA 1. Resource and Energy Quarterly June, 2024, (45% of global lithium supply) is compliant but only 24% is available Department of Industry Science and Energy shipped to China for processing to supply the USA as 76% is under 2. Benchmark Q1 2024 Lithium Forecast, SMM China import statistics, Anson estimates and is not IRA compliant.<sup>1</sup> contract or being processed in China.<sup>2</sup> 3. Evercore Battery Materials Update July 23, 2024

## **Availability: Does it Matter?**



### U.S. DEMAND AND SUPPLY OF IRA COMPLIANT LITHIUM\*



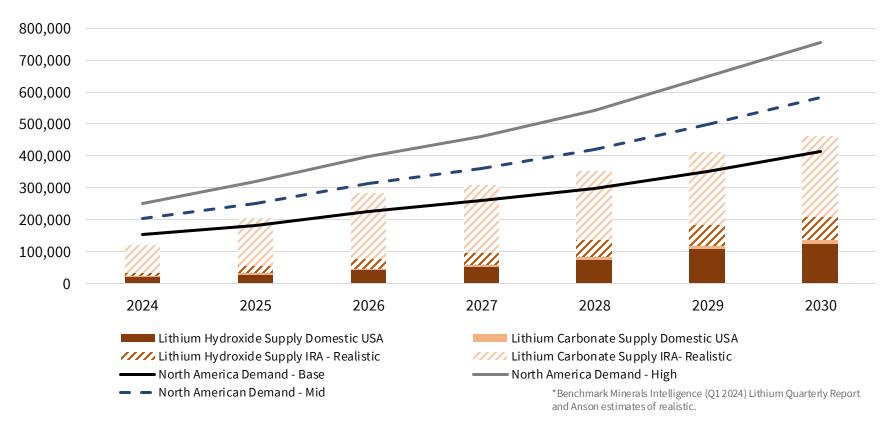
<sup>\*</sup>Benchmark Minerals Intelligence (Q1 2024) Lithium Quarterly Report

Conventional supply assumptions factor in all projects in territories with US trade agreements will be available to address US demand

## **Availability: Barriers Create a Premium**



### **REALISTIC** U.S. DEMAND AND SUPPLY OF IRA COMPLIANT LITHIUM\*



Trade barriers and Chinese dominance of lithium refining means that only **24% of IRA eligible brine is uncontracted** or being processed outside **China**. IRA eligible lithium is in shortage.

### **US Price Premium**





Source: China Spot - 'mid point' Fastmarkets Lithium carbonate 99.5% Li2CO3 min, BG, MB-LI-0027, China, Japan & Korea; USD Spot Fastmarkets Lithium Carbonate 99.5% BG MB-LI-0044 - DDP US and Canada, \$/kg

- Fastmarkets launched US Lithium Carbonate spot price April 2024
- Premium of 29% over China spot price by October 2024
- US Government considering price floor for critical mineral according to US Department of Energy Official\*

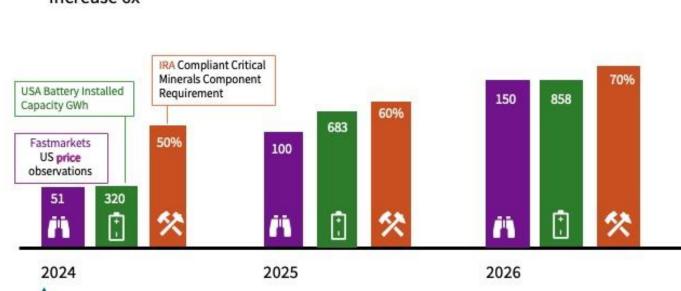
<sup>\*</sup> www.politico.com/news/2024/08/29/biden-minerals-price-support-china-00176777

## **US Lithium Price Adoption and Premium: Key Drivers**



80%

- Battery Installed Production Capacity in the US will grow 3.2X by 2027<sup>1</sup>
- IRA compliant critical minerals component requirements increases from 50% to 80%<sup>2</sup>
- Fastmarkets Lithium Carbonate US price observations expected to increase 6x<sup>3</sup>



#### LAUNCHED:

- Fastmarkets
   Lithium Carbonate
   US Price
- Platts Lithium Hydroxide US Price launched

#### **INCREASED LITHIUM CARBONATE DEMAND**

- Shift away from high nickel battery chemistry
- Increase in mid nickel and LFP
- Therefore, increasing demand for lithium carbonate

#### SHORTAGE: IRA COMPLIANT LITHIUM

Ä

2027

300

1,036

- · Auto manufacturers
- Battery Manufactures
- 1. www.techcrunch.com/2024/07/20/tracking-the-ev-battery-factory-construction-boom-across-north-america/
- 2. www.whitehouse.gov/cleanenergy/inflation-reduction-act-guidebook/
- 2024 are actual observations and Anson forecast is based on the actual development of the observations for Fastmarkets lithium carbonate battery grade 99.5% China Japan Korea

## **Availability: Barriers Create a Premium**



Low Carbon Lithium Sought After by the EU



EU "digital battery passport" states the carbon intensity of the contained lithium and will drive premium for low carbon.\*

China has 69% of the world's lithium conversion to pre-cursor material and is 3x more carbon intensive than Europe.\*

Policy Price Premium:
EU policy will drive demand for low carbon lithium from brine in South America.

The USA's IRA policy is also

driving demand for lithium from South American brine.

Lithium from brine is five times less emission-intensive than from spodumene. \*\* Carbon footprint of lithium carbonate tCO2/t LCE Direct Lithium Hard rock Evaporation and refining Extraction pathway (brine to LiOH) (brine to Li2CO3) (spodumene ore to Li2CO3) 24.2 7.3 6.6

<sup>\*</sup> https://eur-lex.europa.eu/eli/reg/2023/1542/oj

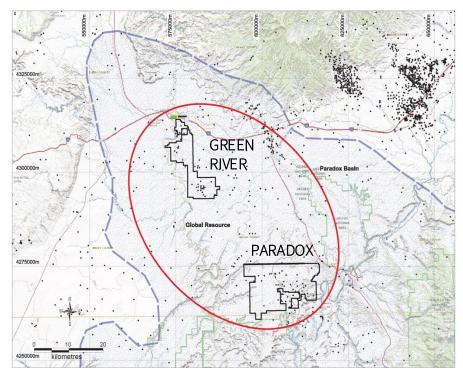
<sup>\*\*</sup>https://www.carbone4.com/publication-liion-battery-carbon-footprint

## **Utah USA:** A World-Class Source of Lithium



### Large Lithium Brine Resource Supports Growth

- Scale of the resource and near-term expansion optionality positions Anson to capitalise on regionalisation of critical upstream and downstream lithium supply chain.
- Anson estimates 56 Billion Tons of brine in the aquifers of the thick Mississippian units and Paradox clastic horizons, potentially the largest brine system in the USA.
- Can be interpreted due to the continuous
  nature of the brine containing units within the
  Paradox Basin (estimate from 3D geological
  model)\*.
- Globally unique brine which is naturally pressurized and flows to /near surface.



Plan illustrating the Global Resource surrounding Anson's two lithium brine projects. The global resource shows the potential lithium resource in the area but is constrained to the proximity to the project areas.

Green River exploration target of 1.1 – 2.1 MT LCE\*

Paradox JORC Resource of 1.5 MT LCE

<sup>\*</sup> See 3D Geological Model announcement July 19,2023

## **Low Operating Costs: First Quartile**



**Production** 

13,074 tpa (Y1-10)

Life

23 years

Total **Revenue** 

US\$ 5,080 m

 $NPV_{7 \text{ pre-tax}}$  US\$ 1,305 m

**IRR** 

47%

**CAPEX** 

US\$ 495 m

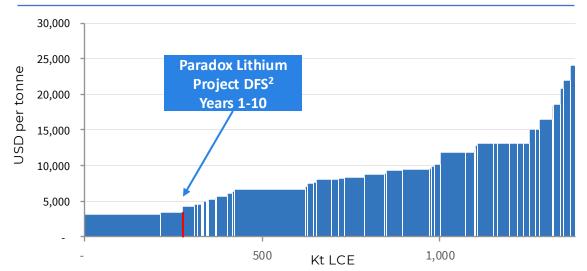
Annual **EBITDA**<sup>2</sup>

US\$ 153 m

C1 OPEX1

US\$ 4,368 /t LCE

#### Global Lithium Carbonate C1 Cost Curve (2025)<sup>3</sup>



Note – the DFS assumed a Lithium Carbonate price of \$19,800 USD p/t.

- 1 C1 Opex for production during years 1-10 at rate of 13,074tpa.
- 2 Average Annual EBITDA during operations.
- 3 Source: Benchmark Minerals Intelligence (Q1 2025) Lithium Quarterly report. Based on Anson's DFS assumptions and does not reflect Benchmark Minerals Intelligence's views.

 Anson's potential 1<sup>st</sup> quartile cost position remains profitability at currents low price points.

Significant expansion opportunities exist, including:

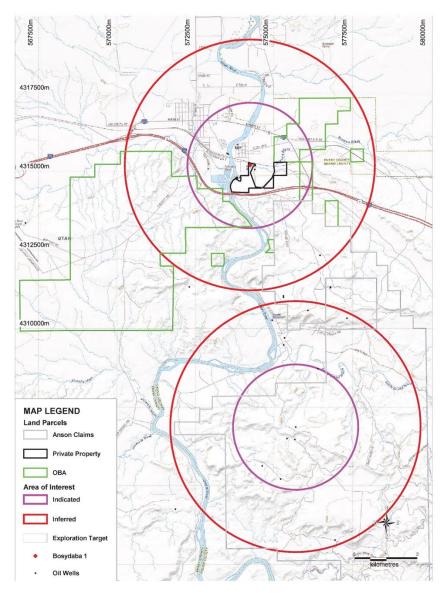
- Future Phase 2 expansion funded via free cashflow to target substantial expansion in production of lithium carbonate and bromine production;
- Revenue from valuable by-products (Boron) has not been included in the economic analysis.

## **Green River Resource: Utah approves 27 KM²**



- Utah State approval granted an additional 21 strategic SITLA blocks as 1 large Other Business Agreement (ML 54440 OBA) – Sept
- New tenure covers a total area of 6,685 acres (27.05 km²)
- Total Area 33,105 acres (133.95km²)
- Able to easily increase potential JORC resource by adding additional claims
- Exploration Target for the Mississippian Leadville Units of 1.1
   – 1.6Bt of brine, grading 100 – 150ppm Li\*

The Exploration Target is conceptual in nature as there has been insufficient exploration undertaken on the Project to define a mineral resource. It is uncertain that future exploration will result in a mineral resource.

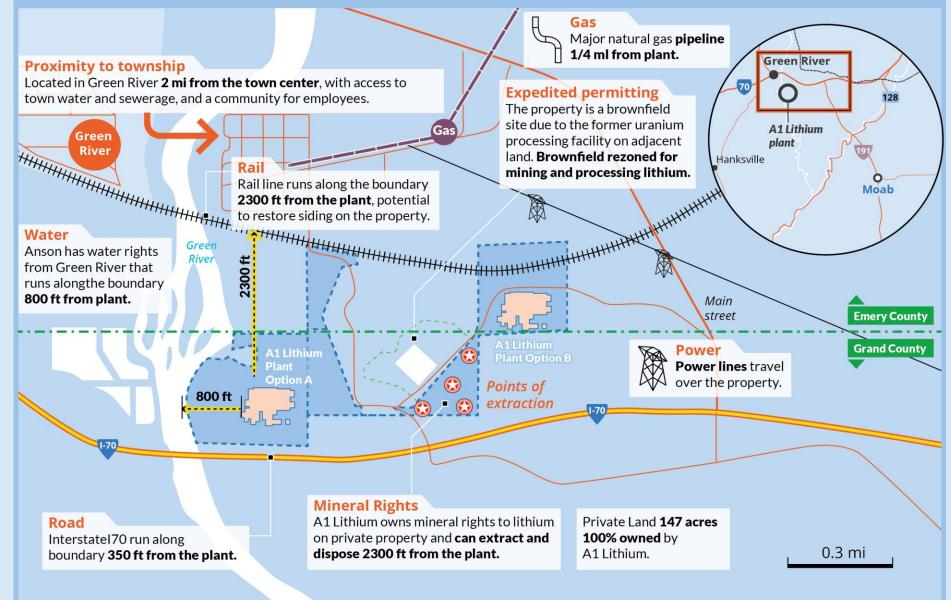


Plan showing the Areas of Interest for JORC calculations.

## **Green River: Infrastructure Advantage**







### **GREEN RIVER: RAPID PROGRESS**







Is

Approvals granted for drilling Resource drilling commences

Approval from State of Utah for Brine Extraction at Green River

**LG** Energy Solution

Offtake agreement 4 ktpa

Koch pilot plant commissioned

UIC Water Disposal Permit



Completion of all geotechnical studies for the DFS

2023

2024

SEPTEMBER'

**FEBRUARY** 

MARCH

**APRIL** 

MAY

IUNE

**JUL** 

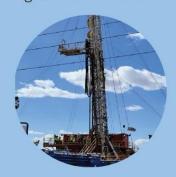
AUGUS

SEPTEMBER

Acquired 57 hectares of private, brownfield land

**Early Site Works** 

First production scale well drilled at Green River site, confirming avg. lithium grade of 171 PPM



Completed drilling of Bosydaba 1 Well (11,200 ft) Clastic and Mississippian deeper and thicker than Paradox Brine from Mississippian Units sampled

Sample demonstration plant (SPD) producing lithium carbonate from fresh brine, producing at 1 tpa

Koch pilot plant at site and cost sharing via investment.







Receives \$330M Letter of Interest from US EXIM



Granted 21 strategic SITLA blocks for future resource expansion

## **KOCH**: Leading Partners



### Technology & Investment for US Lithium by Global Major

- Agreement with Koch Technology Solutions for testing of a Li-Pro<sup>™</sup> Lithium Selective Sorption (LSS) pilot unit using brine from the Green River Lithium Project.
- Superior results than DFS KTS treatability study in May 2024 indicated exceptional results for lithium recovery and element rejection rates.
- Koch Pilot unit commenced production in July 2024 at Green River.
- The pilot unit results will be used for process optimisation and product verification for a proposed commercial scale plant Capex/Opex figures.
- KTS's investment in Anson under cost sharing framework to cover the Green River Lithium Project piloting development.



Koch's first commercial column in Arkansas, USA

**ESG** 

"We are proud that these kinds of projects bring more jobs to rural Utah and help source critical minerals that will enable a clean energy future." - Utah Governor Spencer Cox





### **Sept 2024**

"Melon Days" Festival Title Sponsor



#### **ENVIRONMENTAL**

- Non-intrusive extraction method. No chemicals of open mining.
- Small footprint using disturbed ground for lithium extraction with existing infrastructure.
- Very low water usage of 200 250 acre-feet p.a. even prior to recycling.
- Spent bring re-injected at ~4,000 feet, no impact to water table.
- No interaction between water and brine due to impermeable rock type 6,000 ft thick.

#### March 24

**Green River Townhall Meeting** 



#### **SOCIAL**

- Revitalization of regional areas & labour force. 500 jobs created during construction; 55-80+ ongoing.
- Contributor to the Economic, Infrastructure, Housing, Workforce Development and Community Impact Study.
- Partnering with the local communities and universities and maximizing local content.
- Creating local jobs 100% of Green River onsite team based locally.

### Aug 24

**Utah State Congress** 



#### **GOVERNANCE**

- Commitment to ethical and transparent conduct.
- 85% of government permits have been approved or in the final stages of consideration.
- Health and safety track record with no major incidents > 10 years of work.
- Targeted establishment of Salt Lake city head-office for ease of access.
- Contributing revenue to all levels of government.

## **Upcoming Catalysts: For Anson Resources**





**Strategic Offtake** – LGES Definitive Agreement and Additional Strategic Offtake



**Approvals** – Secure Remaining Production Permit + Construction Permits



**JORC Resource Expansion** – Exploration target of 1Mt – 2Mt of LCE at Green River, drilling recently completed with further exploration to be undertaken



**Optimized Economics** – Expect Strong improvement in project execution and economics arising from the Infrastructure Advantage at Green River adding to the significant testwork and pilot plant





### **Lithium: Green Shoots**



### **China EV Sales Records August 2024**

• China EV retail sales achieved a record of 1,025,100 sales, 43% yoy growth, 53.7% market penetration.

### **Lithium Producers Reducing Output**

- CATL ceased lepidolite processing in September with operating costs \$13,000/t LCE. They will likely remain offline for at least 1 - 2 years. CATL production estimated at 70ktpa LCE. We estimate another 30 – 50ktpa of production in China with similar costs have shut down.
- Albemarle, Arcadium and Pilbara have signalled production cuts, while multiple new projects have been cancelled or are not feasible at current levels.
- Lithium price rebound during the September-October peak season for EV production in China.

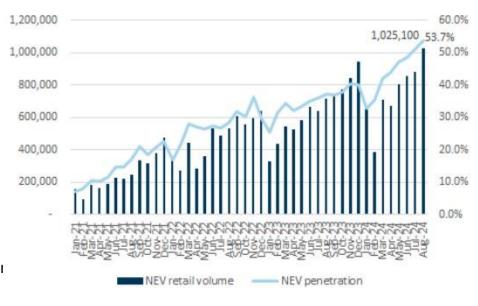
### **Energy Storage Growth**

 Production of LFP cathodes increased significantly in August and is expected to remain high through the end of the year.

### **Lithium Battery Recovery**

 Goldman Sachs "We are positive on China batteries given Capex cuts and demand growth. 2024E is likely to be the trough of this down cycle." China in Transition 4 Aug 2024

### China EV monthly retail (units) and % penetration



Source: Goldman Sachs China Passenger Vehicle Monthly Chartbook, Aug 2024.

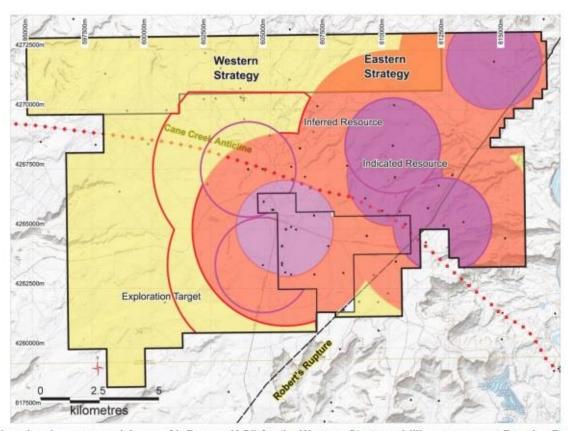
#### **CME Futures Growth**

- CME's lithium hydroxide contract has surged more than
   700 per cent, in volume terms, YTD Aug YoY.
- CME launching lithium spodumene futures contract on October 28, 2024.
- Maturing risk management tools for producers and investors.

## Paradox Resource: Federal Approval Re-entry Drilling



- Anson has received a new approval from the USA, Department of Interior Bureau of Land Management (BLM) for its Western Strategy drilling program at the Paradox Lithium Project in Utah, USA
- Re-entry drilling will target the Mineral Canyon Fed 1-3 and Sunburst 1 wells and is designed to deliver a substantial JORC Mineral Resource increase by converting a large Exploration Target into Indicated and Inferred Resources
- The new approval confirms the previous approval granted by the BLM in October 2022 and comes after a final review of the impact of the project



## **Executing Funding Strategy: EXIM Support**



- US EXIM US\$330 million potential debt financing, subject to completion of due diligence and definitive documentation.
- US EXIM potential debt financing amount provides up to 60% of project funding required, as targeted under Anson's 60% debt financing strategy.
- US EXIM is the official Export Credit Agency of the US Federal Government.
- Financing support under the "Make More in America" initiative.
- US EXIM provides low-cost, long tenor financing with lending rates based on the US Treasury Rate.
- The potential government funding support demonstrates the advanced stage of Anson's Lithium Projects in the Paradox Basin





US EXIM has provided financing to large projects globally, including US\$635 million participation in the debt funding for the construction of the US\$7.2 billion Roy Hill Mine, and US\$500 million in the debt financing for the construction of the Oyu Tolgoi Mine.

## **PARADOX JORC LITHIUM RESOURCE**



Formation	Clastic Zone	Category	Brine (Mt)	Grade (ppm)		Contained ('000 t)	
				Li	Br	Li <sub>2</sub> CO <sub>3</sub>	Br <sub>2</sub>
Paradox Formation – CZ31	31	Indicated	57	165	2,814	50	162
		Inferred	92	176	2,677	86	246
CZ31 Resource			149	172	2,738	136	408
Paradox Formation Other Clastics	17, 19, 29, 33, 43, 45, 47, 49	Indicated	194	86	3,378	89	646
		Inferred	612	98	3,102	317	1,892
Paradox Other Clastics Resource			806	95	3,145	406	2,538
Mississippian Formation		Indicated	310	138	3,552	228	1,103
		Inferred	1,251	110	2,845	734	3,561
Mississippian Resource			1,561	116	2,988	962	4,664
Total Resource			2,516	112	3024	1,504	7,610
Exploration Target (excluding Green		Brine	Li Grade	Li	Br	Li <sub>2</sub> CO <sub>3</sub>	Br

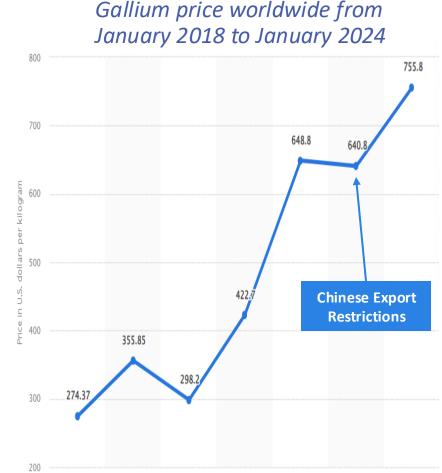
Exploration Target (excluding Green River)	Density	Brine (Mt)	Li Grade (ppm)	Li ('000 t)	Br (ppm)	Li <sub>2</sub> CO <sub>3</sub> ('000 t)	Br ('000 t)
MIN	1.27	2,095	108	227	2,000	1,116	4,191
MAX	1.27	2,561	200	512	3,000	2,723	7,684

Refer to ASX announcements of 16 October 2023 for Mineral Resource Estimate and 5 October 2022 for Exploration Target. The Exploration Target is conceptual in nature as there has been insufficient exploration undertaken on the Project to define a mineral resource for the Leadville Formation. It is uncertain that future exploration will result in a mineral resource.

## **AJANA: EXPANDING ANSON'S CRITICAL MINERALS**



- Anson's discovery of Gallium, Indium,
  Germanium and Barium expands Anson's
  portfolio of Critical Minerals strategic to
  geopolitics and world trade\*. This includes rockchip samples of 390ppm for Gallium on site.
- Gallium price increased 138% from Jan-18 to Jan-23 due to increased semiconductor demand. It is anticipated that USA and European semiconductor chip manufacturers will seek to establish long term supply contracts with future Gallium suppliers outside of China, such as Australia.
- China, which produces 98% of the worlds Gallium and 92% of Germanium has cancelled all exports highlighting the need secure safe and reliable supply of critical elements and minerals.
- Federal and State governments have pledged significant financial support for critical minerals industry.



January 2019 January 2020 January 2021 January 2022 January 2023 January 2024

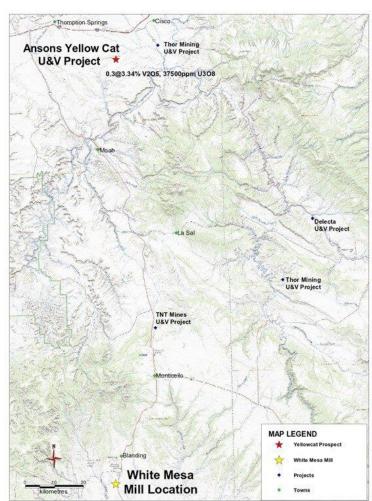
<sup>\*&</sup>quot;Anson Discovers High-Grade Critical Minerals at Ajana" ASX announcements 30 May 2024 and "Additional High Grade Critical Mineral Prospects at Ajana" 5 June 2024

## **URANIUM:** YELLOW CAT PROJECT, UTAH



The US Federal government passed the Prohibiting Russian Uranium Act to ban the import of Russian origin Uranium into the US and has unlocked ~US\$2.7 Billion in funding to rebuild the US uranium supply chain

- Anson's Resources included in Global X Uranium ETF.
- Yellow Cat strategically located, proximity to White Mesa Mill. White Mesa is the sole conventional fully licensed and operational uranium/vanadium mill in the US.
- Sampling has yielded values up to 10.33% U308 and 25.6% V2O5. Exploration planned after the staking additional 66 mineral claims. NOI to drill lodged August 24.
- Planned drilling to test the 2km potential high grade strike extension following the east-west mineralized trend identified in the phase 2 exploration program.
- The project's history of uranium mining, and its proximity to operating infrastructure, bodes well for the development of the project.



### **EXPERIENCED BOARD & EXECUTIVE TEAM**





#### **BOARD**

Bruce Richardson, B.A (Hons) Executive Chairman and CEO



Proven track record of 15 years in exploration, mining and production in public and private companies. Over 30 years of international business experience. Raised over \$220 million of investment for mining projects.

Peter (Greg) Knox,

B.Sc. (Geology)
Executive Director

Qualified geologist with over 30 years of experience in exploration, mine development and mining operations. Has worked on projects from grass roots exploration through to mine development and production.

Michael van Uffelen,

B.Com, CA Non-Executive Director

Experienced Director, CFO and company secretary. Chartered Accountant with over 30 years experience gained from working with major accounting firms, investment banks and public.

Tim Murray



Experienced financial analyst and senior manager. Tim founded a USA financial service company focusing on commodities with a focus on lithium brine projects. Fluent in Chinese, he is an experienced negotiator of commercial contracts with Chinese partners.

### **SENIOR EXECUTIVES**

Matthew Beattie



A charted accountant with over 10 years of industry experience. Held senior positions at a number of private equity funds as well Rio Tinto where he focused on the delivery of international exploration projects.

William Maze
Investor Relations



Experienced equity research and portfolio management on Wall Street. At firms such as Salomon Smith Barney, Banc of America and Neuberger Berman, Will focused on diversified energy, commodities and infrastructure.

Flemming B. Bjoernslev

Executive Director
- A1 Lithium Commercial

Experienced international chemicals with over 30 years of industry experience. Flemming served as President & CEO of Lanxess Corporation in the US, with 15 sites with 1,700 employees, and \$2B in turnover.

#### **ENGAGEMENT STRATEGY**

**Michael Swenson** 

Government Relations Consultant - Utah



12 years of professional government affairs with a focus on mining and industrial production facilities. Managing and maintaining relationships with key elected officials, agency personnel and business associations.