



RBR GROUP
Limited

Supplying labour and training to Mozambique's \$90B LNG construction boom

- Five years of planning set to culminate in first contracts
- 50,000 workers and extensive training required
- Large database of Mozambican workers



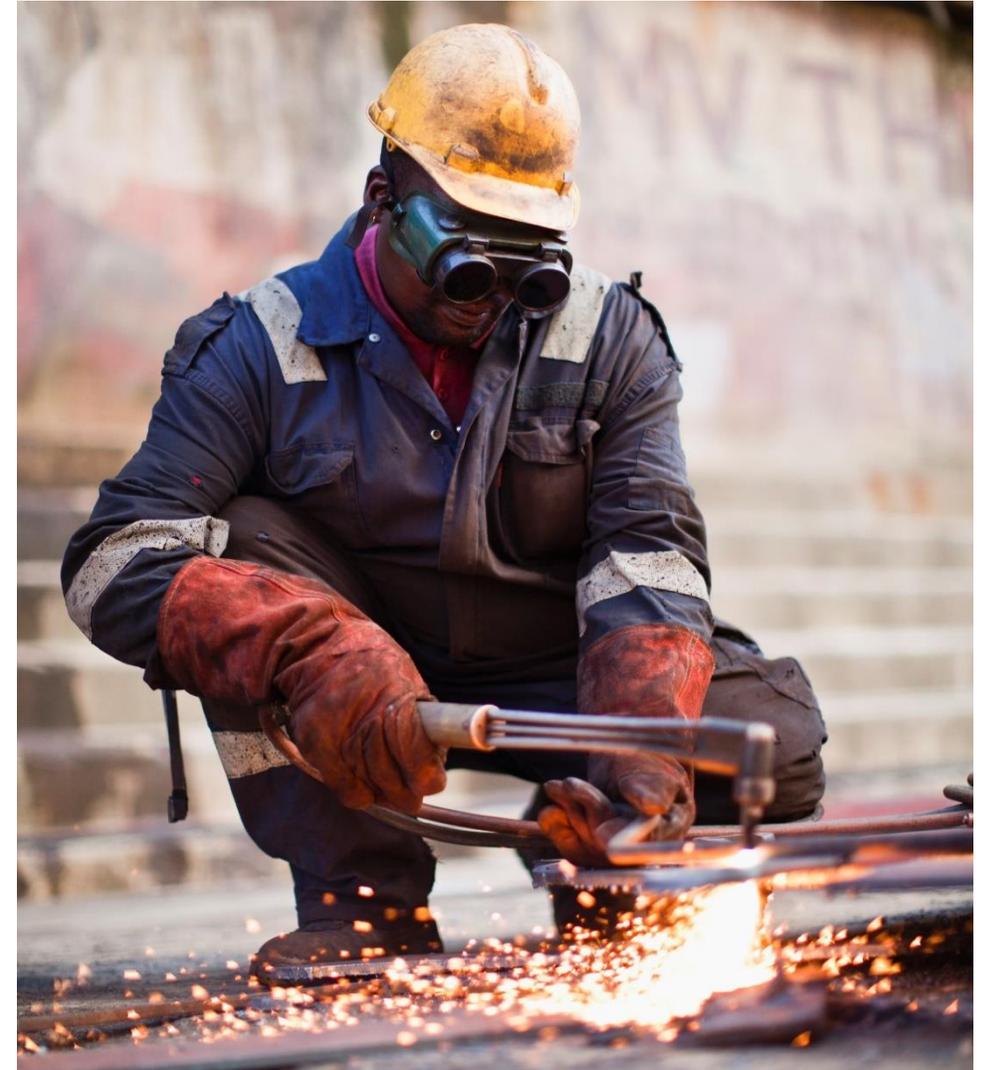
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Corporate Overview



Financial Summary



Share price (29-Jan-2020)	1.0 cents
Number of shares	788.5M
Market Capitalisation	\$7.9M
Cash (31-Dec-19)	\$430K
Debt (31-Dec-19) *	\$1.3M
Enterprise value	\$8.8M
Performance shares/rights	7.5M
Options (ex. price 2.5 cents, exp. 30-Jun-20)	15.0M
Options (ex. price 1.4 cents, exp. 31-Aug-21)	42.3M
Convertible Notes *	1.3M

Performance Shares and Convertible Notes:

Staff performance rights

- 1.75M expiring 30.06.2020 subject to KPI

CEO performance rights

- 7.5M expiring 29.11.2020 subject to group market capitalisation (30-day average) of \$10.0M and completion of 12 months continued employment from issue date

Convertible Notes

- Unsecured, convertible at 1.5 cents each or repayable December 2020

A \$8M company with share price leveraged to a \$90B opportunity



Key Shareholders

Board	26.70%
Top 20 Ownership	44.84%

RBR: Tapping into a \$90B Opportunity



- RBR specialises in assessing workers' pre-existing skills, training them further and hiring them out
- Mozambique's \$90B LNG industry will create one of the largest construction sites in the world – in a country short of skills
- This industry will need up to 50,000 construction workers on site and will create countless indirect/supporting jobs
- High expectation by government for local upskilling and employment
- The Company has spent five years preparing to supply these services to Mozambique's emerging construction industry
- RBR is the only ASX-listed company with direct exposure to this opportunity, and offers a unique solution
- RBR has a large database of Mozambican workers, the required labour broking licence and training accreditations
- RBR operates as Futuro Group from three strategic locations across Mozambique
- RBR is set for take off: market cap is just ~\$8M in a high margin business
- Multiple income opportunities from its range of labour hire/recruitment, training, business and HR services
- Business model readily replicable in other similar jurisdictions – future potential



An RBR Group Limited Business

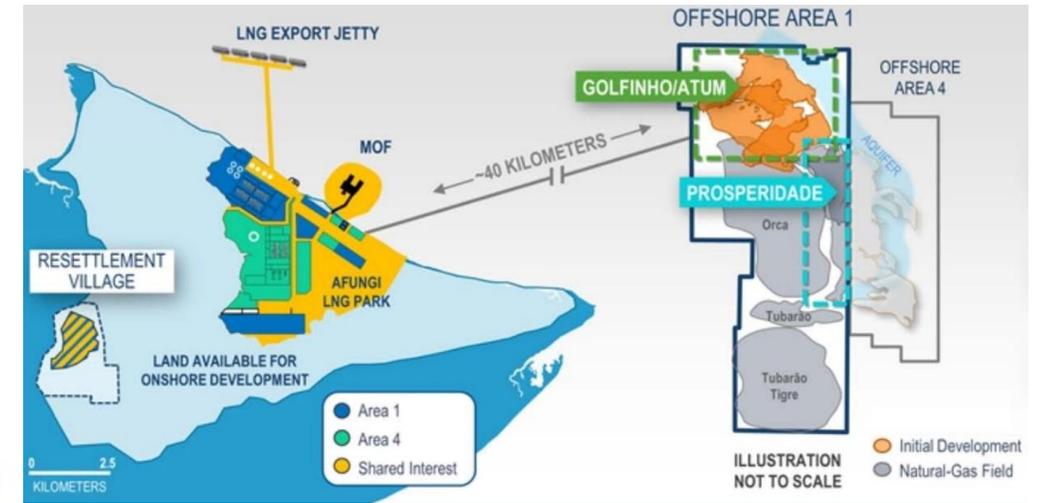
The time is now. Major construction works have commenced.

Mozambique LNG Opportunity – World Scale



- Project pipeline valued at \$90B approved or scheduled for FID by 2020
- Above includes floating LNG and onshore production projects

POTENTIAL DEVELOPMENTS FUELLED BY LNG & DOMGAS



Sources of Figures: Standard Bank (left) and Mitsui & Co. (above)

- Two projects valued at c.\$46B approved (Eni's FLNG and Total's Moz LNG)
- Rovuma onshore LNG (led by Exxon) valued at c.\$44B approval expected mid-2020
- Investment to take place in province with GDP of <\$1.0B, and almost no local skills

Scale of Labour Requirement

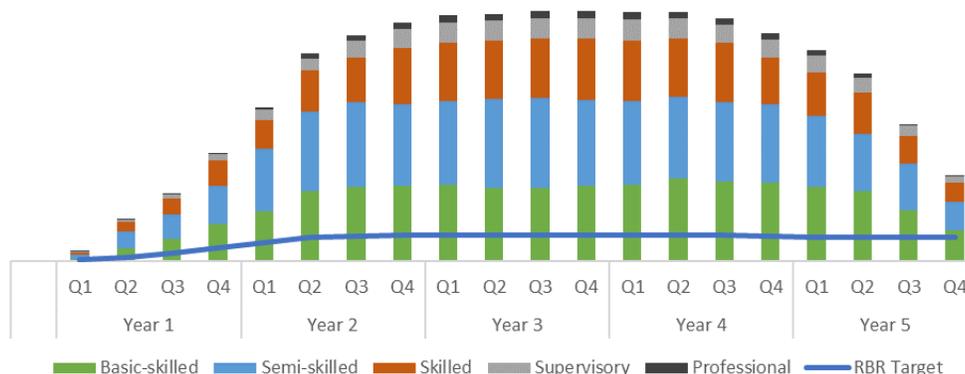


Onshore projects expected to employ 50,000 workers at peak construction

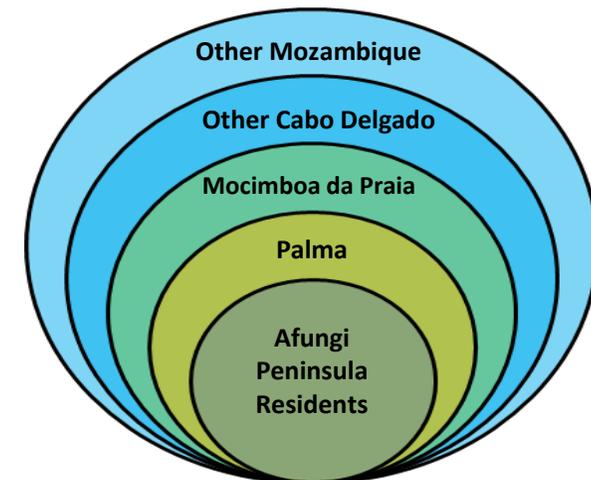
Local content expectation:

- 1:2 – 1:5 (expat to local ratio subject to skill/discipline and role)
- Labour force will require accredited qualifications. The Moz LNG project selected the UK's Engineering Construction Industry Training Board (ECITB) as the standard which all local LNG workers must meet. Logic suggests that the other LNG project developers will aim to align their requirements
- Much of the construction workforce will require technical skills in Scaffolding, Rigging, Pipe Fitting, Steel Erecting and Non-critical Welding - all with core skills in health and safety

Indicative Labour Demand Profile



Labour Sourcing Priorities



Supplying Skilled People to the Workplace every day

RBR's Palma (Wentworth camp) Operations Base



- Wentworth Camp strategically located near LNG construction site, local airport and marina
- Has serviceable infrastructure and buildings creating a strong base upon which to develop RBR's training centre and ops facilities



Palma airport

Wentworth camp

LNG project
airstrip & camp



Concept for Development of Wentworth Camp



To access animated flythrough video, click [here](#)

Internet address:
<https://youtu.be/zdTF1VICZHU>

Opportunities for RBR



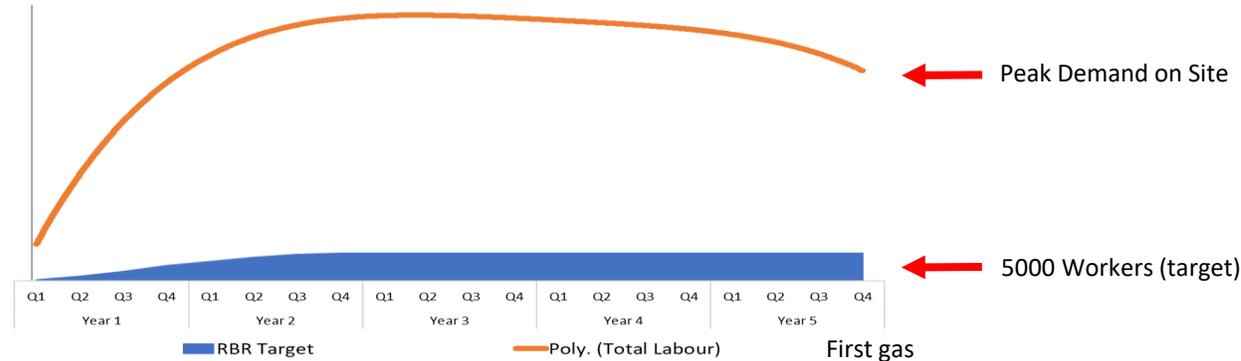
- Local Content requirements are outlined in the Decree Law of 2014
- The two onshore projects have made a commitment to spend the equivalent of 10% of their project value (>\$8.0B) on local content, primarily the procurement of products and services from Mozambican companies
- Above will be heavily weighted towards skills development, employment of locals, food and logistics – very little is manufactured in Mozambique
- Broadly, opportunities around the Palma district (RBR's primary operations base) can be grouped into three areas:
 1. “**inside the fence**” – on the LNG site and controlled by the owners and their primary contractor consortia
 2. “**outside the fence**” – all activities happening off-site, whether related to the projects, or not. This opportunity will be vast and include the development of the entire Palma region – housing, schools, shops, industry, recreational facilities, hospitals, hotels, transport and logistics, etc
 3. “**on the water**” – essentially the maritime industry and related activities
- Each of the above “zones” has its unique (but overlapping) set of standards, requirements, commercial terms – even different legal requirements in some cases
- However, they all have one thing in common – **PEOPLE**. These people must be identified, trained for the role they will fill (and all will need health & safety training) and placed into roles in the most safe and efficient way possible
- It is simply not feasible to depend solely or primarily on expat labour, nor on Mozambican migrant labour. Securing the participation of the local population is the only solution.

RBR's Target Market



Construction Timeline and Labour Force

(peak ~50k workers)



Labour hire or placement of 10% of direct project peak workforce:

- Up to 5,000 workers on the books
- \$10-\$20 per person per day margin (or equivalent for placement)
- 286 working days per annum (likely to be more)

Value-add and Complementary Services in Mozambique:

- Training: per annum (potentially higher margins with ECITB accreditation)
- Registrations, payroll, visas, meet & greet (Business services)

Registered Training Organisation in Australia:

- Training and consulting

Replication of model in other “similar” jurisdictions

Supplying Skilled People to the Workplace every day

Corporate Vision, Board and Leadership



Board & Executive:



Ian Macpherson, Executive Chairman, B.Comm, CA

- CA with >30 years experience in finance, specialising in the mining industry
- Former partner at Arthur Anderson & Co
- Non-Executive Director of Red 5



Richard Carcenac, CEO & Executive Director, B.Sc Eng.(Civil), MBA

- Civil Engineer with extensive mining industry experience in Australia, Europe and Southern Africa
- Worked for BHP as General Manager of the Worsley Alumina Boddington Bauxite mine in Western Australia



Paul Graham-Clarke, Non-Executive Director, B.Sc (Tokyo)

- >35 years of forex and commodity experience, with track record of company turnarounds
- Solid knowledge of Mozambique and southern African business environment



Athol Emerton, Project Sponsor & Mozambique Advisor Fellow of the Institute of Chartered Shipbrokers, London

- 30 years in commerce in Southern Africa, including Mozambique
- Chaired the South African Shipping Association (SAASOA) training committee for 7 years, including the scoping panel that developed the TETA shipping qualification
- Director/Shareholder of LBH Group in South Africa and Mozambique:
African logistics specialists and informal adviser to various in-country projects



Jessamyn Lyons, Company Secretary, B.Comm., AGIA, ICSA

- Chartered Secretary with 15 years experience working in the stockbroking and banking industries
- Director of Everest Corporate and Company Secretary of Southern Hemisphere Mining Limited and Doriemus Plc. She is also Joint Company Secretary of Los Cerros Limited

Tier 1 Management:



Ken Foote, General Manager – Futuro Skills

Double Dip. Training and Assessment, Dip. WHS., Dip. Management Qualifications

- An experienced Training, Management and Business professional from the Transport and Resources industries
- Career Key Result Areas: Learning & Development, Safety, Training program design and development



Ray Voorhoeve, In-Country Manager

- An experienced HR Manager formerly with BHP Billiton & Kenmare Resources (Mozambique)
- Specialist in systems integrations, payroll and manpower and recruitment

VISION: To be the leading provider of local and expatriate staffing solutions to the Mozambique LNG construction boom. We will recruit, train and then supply skilled, fit-for-work staff to our clients every day



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Limited

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