<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>LANTI WATER MANAGEMENT</td>
</tr>
<tr>
<td>6</td>
<td>DEVELOPING OUR LEADERS</td>
</tr>
<tr>
<td>8</td>
<td>BREAST CANCER AWARENESS CAMPAIGN</td>
</tr>
<tr>
<td>10</td>
<td>COMMUNITY UPDATES</td>
</tr>
</tbody>
</table>
Sierra Rutile Limited

IN THIS ISSUE

MESSAGE FROM THE CEO  3
COMPANY UPDATE  4
SUSTAINABILITY  6
PEOPLE  8
COMMUNITY  10

With an operating history spanning more than 50 years, Sierra Rutile is one of Sierra Leone’s oldest companies, enjoying a strong affinity with the country and its communities. At the heart of Sierra Rutile is our people.

Sierra Rutile, a subsidiary of Iluka Resources, is a multi-mine operation located in the Bonthe and Moyamba districts, south west Sierra Leone.

Sierra Rutile has the world’s largest natural rutile deposit and encompasses two mines, Lanti and Gangama, a mineral separation plant and a dedicated port facility. Sierra Rutile’s primary product stream is natural rutile. The operation also produces smaller quantities of ilmenite and zircon in concentrate.

Sierra Rutile provides world-class mineral products to the global marketplace, with end-use applications that are part of everyday life. From paint to aeroplanes; sunscreen to smartphones, Sierra Rutile’s products are present in pigments, ceramics, titanium metal, catalytic converters, fuel cells, water purification and fibre optics.
It has been a busy quarter at Sierra Rutile as we continue to focus on safety and operational improvements. Commissioning of the expansion project at Lanti Dry has commenced, which will double the production capacity of the operation.

**Investing in our leaders**

In August I was pleased to accompany seven Sierra Rutile employees who attended the Iluka senior leadership forum in Perth, Western Australia. The forum brought together senior managers across Iluka’s worldwide portfolio to share ideas, strengthen relationships and collaborate on current and future business challenges. It was a great opportunity for our leaders to connect, learn and represent Sierra Rutile to the wider Iluka business.

Closer to home, Sierra Rutile has made new appointments to our senior management team. With former Chief Operating Officer, Shane Tilka, taking up a new role within Iluka, I have appointed Theuns de Bruyn to fill the role. Theuns has significant experience in resource operations and managing complex mines. He will be supported by Johan Coetsee, General Manager Operations and Grant Ferey, General Manager Services.

We have also recruited a new Human Resources Manager, Barry Honnah. Barry has extensive skills and experience in the mining sector to support our drive of enhancing people development and capacity building within the company.

I thank Shane for his significant contribution to Sierra Rutile over the last three years and welcome the new members of our team.

Stay safe and continue to focus on delivering sustainable value.
WATER MANAGEMENT AT LANTI MINE

A critical evaluation of the Lanti water reticulation system was recently undertaken by the mine planning team.

Water management is an important element at Sierra Rutile’s operations. It includes regulating and managing the ponds; a key factor in maintaining the operational efficiency of the processing plants. The mine planning team undertook a critical evaluation of water management practices at the Lanti dry mining processing plant to identify cost saving opportunities and to improve operational outcomes. As a result of the evaluation, the team designed and constructed the “CP6 skirt”.

The CP6 skirt is a drainage channel which uses gravity to return water from CP6/DM1 back to the DM1 process dam. The new reticulation by gravity system eliminates the need for additional water pumping.

“At Sierra Rutile water is a very important part of the production process. The new design allows us to regulate and manage the ponds in a more efficient manner, saving money and water.”

– Mark Fitzgerald, Technical Services Manager

The benefits from the CP6 skirt system include:

• Water transfer by gravity eliminates pumping cost.

• Water is saved for use in processing during the dry season.

• Improved run times at DM1 processing plant.

The design and construction process required the mine planning team to find innovative solutions which created the opportunity for the team to develop new skills.
The Sierra Rutile technical laboratory provides analytical and quality control services across a range of operational activities.

Laboratory services include providing quality testing of product from exploration, metallurgical test work, mining and processing activities. To support this activity, the laboratory is now equipped with state-of-art equipment.

Over the years, the laboratory has undergone a number of upgrades. With the mine expansion projects including commissioning of new plants (MMU, DM2, & DM4) and exploration activities at Sembehun, sample analysis requests have increased.

Since Iluka Resources acquired Sierra Rutile, some changes in the analytical processes have been implemented to align Sierra Rutile processes with Iluka’s. Between 2016 and 2018, the laboratory processed about 70,000 samples per year.

The additional equipment, an investment to Sierra Rutile costing more than Le250M, will ensure that the laboratory is better placed to provide accurate and speedy results. Employees in the laboratory have benefited from additional technical training to enable them to perform their duties efficiently.”

– Alusine Samura, Laboratory Manager
As part of its effort to promote the health and wellbeing of employees and dependants, Sierra Rutile provided support for a breast screening programme and an awareness raising campaign for employees, their dependants and the mining community.

The awareness campaign was championed by Thinking Pink Breast Cancer Foundation, a non-government organisation that promotes and raises awareness on breast cancer at the national and community levels. The Foundation’s effort is geared towards reducing the incidence and impact of breast cancer through the provision of an efficient, evidence-based approach. The Foundation deals with all stages of breast cancer from prevention to diagnosis, treatment and through to palliative care services.

Sierra Rutile asked the Thinking Pink Foundation to visit its mining communities. In the week the Foundation was at the mines, sensitization and a screening exercises were carried out in which employees were encouraged to participate. 253 participants were screened.

The Foundation’s team also conducted a tour of health facilities within the immediate communities around the mines, in a bid to educate the community about the effect of breast cancer.

The Chief Executive Officer of Thinking Pink Foundation, Cremelda Parkinson, noted that she believes the breast cancer awareness programme is the beginning of a long journey.

“A lot more education is required, however, I am pleased that Sierra Rutile is proactively engaging with the Foundation to continue with awareness raising and breast screening.”

- Cremelda Parkinson, CEO Thinking Pink Foundation

Linda van Winkel, Practice Manager Sierra Rutile Clinic, was pleased to be collaborating with Thinking Pink Foundation.

“It is the first time we have worked with a breast cancer NGO, and so far the partnership has yielded positive results and potentially saved lives,” Linda said.
Two Sierra Rutile employees in the Rehabilitation and Closure Department spent three weeks on a learning programme at Iluka’s rehabilitation sites.

Hadji Massaquoi, Rehabilitation Superintendent, and Thailu Koroma, Rehabilitation Planner, were included in the programme at the request of their departmental head, Laura Vedral, Rehabilitation and Closure Manager.

The work learning programme improved understanding of rehabilitation and closure best practices by exposing Hadji and Thailu to real-world examples of successfully rehabilitated land; active rehabilitation earthworks; mechanised approaches to seed collection, processing, and revegetation; nursery best practice seed storage, treatment, inventory, germination scheduling; trials and studies – planning, execution, record-keeping; templates; and software for rehabilitation, earthworks calculator, rehabilitation implementation plans, vegetation monitoring plans, and data management tools.

Hadji Massaquoi said that he was excited to see a different environment, meet new people and to learn how things are done differently in Australia.

“I consider this as the most valuable opportunity I have ever had in my entire career. The programme shows good mentorship and leadership from management who believe in human capital development. To my mind, a leader is one who knows the way, goes the way, and shows the way,” Hadji said.

He said the witnessing Australian rehabilitation practices inspired him to change his perspective about how he and his team approach land rehabilitation at Sierra Rutile. He learned how to consider international best practices and how Iluka sees rehabilitation as an integral part of their operations.

Thailu Koroma said he was very pleased with the opportunity to travel to Australia to see a different side to rehabilitation.

“My manager, Laura, gave me this once in a lifetime opportunity to visit Australia to learn new ways of doing things. Now that I am back, I feel able to positively contribute to the rehabilitation team’s remit and hope to embed all the things I learned,” Thailu said.

Laura agreed that the programme was important.

“The most valuable outcome from the visit was the perspective gained by Hadji and Thailu on rehabilitation and closure best practices. They have a vision for what rehabilitated land could look like and they have gained perspectives on approaches that could improve success and efficiency at Sierra Rutile,” Laura said.
Theuns de Bruyn is the new Chief Operating Officer for Sierra Rutile. His employment started on 1 August 2019, succeeding the outgoing Chief Operating Officer, Shane Tilka.

Theuns brings a wealth of experience and academic qualifications. He holds a Bachelor in chemical engineering at the University of Pretoria and a Master in Business Administration at Herriot Watt University in Scotland.

He started work as an Engineer-in-Training at Bayside Aluminium (BHP-Billiton) in 1993. He continued to work for BHP Billiton from 1993 up to 2006. While at BHP Billiton, he served in various commodities or departments including Aluminium, Chrome and Business Development.

Furthering his career in the mineral sector, he worked for Lonmin Platinum from 2006 to 2011 as Executive Vice President - Processing. He also worked for Metorex as Chief Operating Officer from 2013 to 2016 and as consultant from 2017 to 2019.

Theuns role at Sierra Rutile is to take responsibility of operations and services. He sees the role at Sierra Rutile as an opportunity to improve the business and increase employee capacity for the benefit of the company.

“I am really looking forward to working with and developing employees at Sierra Rutile to ensure the long term operational success of the company”

- Theuns de Bruyn, Chief Operating Officer
DEVELOPING OUR MANAGERS AND LEADERS

The Iluka Senior Leadership Forum in Perth was attended by eight Sierra Rutile employees in August.

The Forum brings senior managers across Iluka’s subsidiaries worldwide together. In total, 100 Managers attended this year’s two-day event at the Optus Stadium in Perth, Western Australia.

The main objectives of the forum were to:
• build relationships across the business.
• embed the Iluka Plan; and
• develop an understanding of Iluka’s leadership framework.

Managing Director of Iluka Resources, Tom O’Leary, said the event created a shared understanding of leadership.

“In order to deliver sustainable value in line with the Iluka plan, it is critical that we develop and support senior leaders and have a common understanding of what good leadership looks like,” Tom said.

During the course of the two-days, there were group activities, panel discussions and invited guest speaker presentations. Topics ranged from the Iluka Leadership Model to the Five Leadership Drivers: leading sustainably; leading commercially; leading insightfully; leading authentically and leading through our people.

“I found the two day senior leadership forum well-planned and the speakers were highly knowledgeable. I appreciated the fact that we all could have honest, frank discussions on the challenges we face and how we can do things differently as a business.”

- Zyna Cole, Internal Audit Manager

Wayne Knott, Sembehun Owners Representative said it was a great to catch up with colleagues.

“For me one of the biggest benefits was reconnecting with colleagues, some of whom I had not seen in many years, as well as putting names to faces of colleagues I had not met face to face before but had interacted with via phone or email. It was great to be able to share insights of Sierra Rutile and Sierra Leone with the Australian team. I was impressed by the interest shown and the range of discussions that took place,” Wayne said.

“It is critical that we develop and support senior leaders and have a common understanding of what good leadership looks like.”

- Tom O’Leary, Managing Director, Iluka
Female employees of Sierra Rutile have created a group known as Sierra Rutile Women (S.R. Women). They are currently implementing programmes targeting teenage pregnancy. The campaign was launched on 8 March 2019 during the commemoration of International Women’s Day.

The campaign started in major schools around Sierra Rutile’s mining concession areas, in particular the Imperri Chiefdom, with plans to cascade the drive to the other four chiefdoms.

A training-the-trainer session was held for 20 school children from different schools who are to replicate the training to their peers. Sexual harassment and gender-based violence are topical issues in the training package.

Abibatu Tarawallie, President of S.R. Women said teaching and learning materials are distributed to pupils to further enable schools to empower the community through education.

“Our vision for the campaign is to empower young girls to stay in school, have access to quality education and career opportunities in credible roles when they complete their education. We want young girls to see their lives beyond ‘school drop outs’ or early marriage, and see their lives as contributing citizens in their communities and Sierra Leone as a whole,” Abibatu said.

S.R. Women collaborated with Women Initiative Forum for Empowerment (W.I.F.E). A civil society group operating in mining communities, W.I.F.E. has similar objectives; protecting women and girl-child rights and as a teenage pregnancy educator. W.I.F.E jointly provided the training, and is currently working with S.R. Women to implement a peer mentorship programme in secondary schools within the mining communities. W.I.F.E Coordinator, Augusta Nuwomah said it is a great partnership.

“We are really pleased to be partnering with S.R. Women. This collaboration will ensure that both S.R. Women and W.I.F.E work effectively together to address teenage pregnancy, an ongoing issue within our communities,” Augusta said.

### SCHOOL BUILDING PROJECTS

In recent months, Sierra Rutile received a number of requests for funding for school construction, some of which have been approved by the Sierra Rutile Donations Committee. Yangateko village, a relocated community, Mogbwemo Village and Imperri Secondary School projects have been ongoing and are now nearing completion. Other school construction projects have recently been approved and construction will commence in due course.

While some communities have requested full classroom construction, others have requested support to complete school projects. An example is Modagba village that recently benefitted from a donation of 100 bags of cement and 37 gallons of paint to fund a school project in the village. The project, when complete, will benefit nearby communities where such facilities do not exist.
SCHOOL BUS SERVICE PROVIDED

Sierra Rutile has launched a school bus service in the mining communities in which it operates.

The two buses commissioned in September 2019 are part of Sierra Rutile’s support for quality education in these communities. The bus service provides support to families in the mining chiefdoms by providing free transportation service for their children, especially those who cannot afford to provide daily transportation for their children to go to school.

At the launch event, Sierra Rutile Chief Operating Officer, Theuns de Bruyn noted that education contributes significantly to the development of people. “The company places a high priority on education, which is in line with the government’s free quality education agenda. There is also the need to promote education in the technical field, which the company is also supporting with JADA,” Theuns said.

Community Affairs Manager, Osman Lahai said that the provision of the service meets the needs of pupils and stakeholders in the mining communities in which it operates. He added that the service demonstrates that Sierra Rutile is willing to support programmes that promote education.

While commissioning the service, Paramount Chief of Upper Banta Chiefdom in Moyamba District, P.C. Tommy Mualele Jombla VIII noted that the event was a “very important milestone” in recent history of the company. He said that he was pleased that Sierra Rutile has agreed to the requests of students for the provision of school buses. Chief Jombla VIII urged pupils to utilize the service to access educational opportunities.

“We asked for one school bus, and two have been given to us, so I am very much impressed.”

- Paramount Chief of Upper Banta Chiefdom in Moyamba District, P.C Tommy Mualele Jombla VIII

BLOOD DONATION DRIVE

The Sierra Rutile Clinic has embarked on a blood donation drive for employees willing to donate blood for clinic use. This initiative, introduced by the Linda van Winkel, Practice Manager Sierra Rutile Clinic, was borne out of treating many children with low blood counts, usually due to acute malaria.

The children are often not brought to the clinic until the disease has progressed to a life threatening condition. Most of the time, these children require immediate blood transfusions and although the parents often donate, sometimes they may also be ill, or have already have donated a unit of blood and are unable to donate again until over thirty days.

The clinic recently purchased a special “Blood Storage Fridge” which is specifically designed to keep donated blood for longer periods allowing it to be stored and used for up to thirty days.

So far, the blood donation drive has been positively received. Leading by example, Linda was the first blood donor. She said the programme was a life saver.

“Voluntary blood donation can save lives. The initiative will be ongoing, and the clinic is looking forward to more employees donating blood as and when they can.”

- Linda van Winkel, Practice Manager Sierra Rutile Clinic
Part of Sierra Leone for more than 50 years

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