

**Chairman, Mrs Gina Rinehart's speech to HPPL staff, 23 May 2018, introducing Sanjiv Manchanda, who is joining the HPPL executives as Head of Project Development.**

Sanjiv has worked with the Hancock Group for over seven years, initially as project director for Roy Hill. He then moved into the role of Chief Operating Officer in April 2016, a little over two years ago. As such he directly reported to Barry, the Chief Executive Officer, and after Barry, was one of the two most senior executives at Roy Hill. Shortly, you will hear why we have been so pleased to have Sanjiv as an important part of our team.

But firstly, a little story. One of my fond memories of Sanjiv was when we visited Dalian, China, together with Tad, including the most recent time when the huge equipment was built and we handed out the very well deserved bonus checks to the incredibly hard working DHHI workers who built equipment for the Roy Hill Project, some of which were the largest ever built in the world. Sanjiv was beaming as we inspected the equipment and then delivered the bonus checks to the workers! Sanjiv had recommended DHHI, after very careful consideration, and they delivered fantastically.

With Sanjiv's enormous work ethic, dedication and leadership, he was responsible as project director and then Chief Operating Officer for achieving outstanding things including:

1. delivering the Roy Hill Mega Project under budget;
2. achieving the fastest ramp up for a mining project in Australia;
3. both with a safety record that was significantly better than the Australian average safety benchmark; and
4. the Project has gone on to receive multiple Australian and international awards;

Unsurprisingly, but I was still very happy, Sanjiv won national Project Director of the year in 2016, which is also when I was delighted to announce his promotion to Chief Operating Officer.

I would like to tell a story that Garry Korte the Chief Executive Officer of Hancock shared with me, that I haven't mentioned to Sanjiv yet. Garry was at lunch recently with the Chairman of a multinational company. The Chairman asked how the Roy Hill Project was going and Garry responded, within record time, below budget and with a significantly better safety record than the average Australia safety benchmark. To which the Chairman responded - "Hell, I would give my left arm for just one of those, and I don't care which one!"

None of this could happen without very hard work, dedication and excellent team leadership.

I would like to ask one of Sanjiv's team members who worked closely with Sanjiv under his leadership for approximately four years, to share some of their experiences working directly with Sanjiv on the Roy Hill mega project.

Sanjiv, head of project development for the HPPL group, warmest welcome to HPPL, and thank you for joining our HPPL team.