

STAKEHOLDER RELATIONS

Strategic Significance

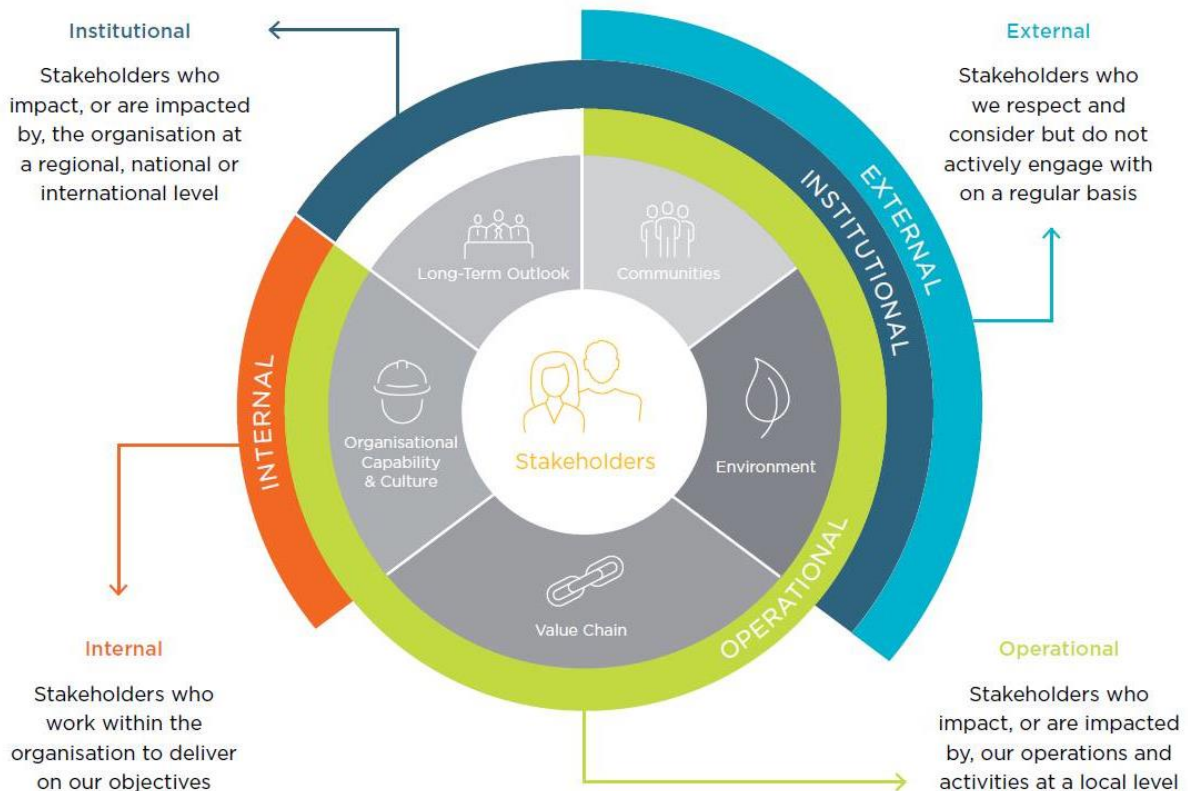
Orocobre’s success as an organization is strongly linked to the quality of its relationships with numerous, diverse stakeholder groups locally, nationally and internationally.

As such, ensuring the Company has the systems, processes and resources in place to effectively monitor, engage with, understand, and respond to the insights, queries and concerns of these various stakeholder groups is paramount.

Stakeholder relationships are managed by diverse teams across the organization, and occasionally multiple teams will be engaging simultaneously with the same stakeholder group. Establishing common systems and frameworks through which these relationships can be managed enables the Company to enhance the consistency of its engagement with stakeholders and, in turn, strengthen the quality of those relationships.

Impact Boundary

Stakeholder groups with whom Orocobre engages can be divided into four main categories:



The focus of this management approach disclosure is on the Sales de Jujuy operation specifically.

Management Approach

Commitment

The following policies outline Orocobre's approach and its commitments with regards to Stakeholder Relations:

- [Human Rights Policy](#)
- [Community Policy](#)
- [Landholder Engagement Policy](#)
- [Code of Conduct](#)
- [Communications with Investors Policy](#)
- People Policy
- Supplier Code of Conduct

In accordance with Orocobre's commitment to the UN Sustainable Development Goals, and in line with [Goal 17: Partnership for the Goals](#), the Company engages with different stakeholders to strengthen alliances and achieve common goals.

Systems and Processes

To manage stakeholder relations across the various categories and in different areas of the business the following engagement methods are used:

Category	Stakeholders	Engagement Methods	Responsible
Internal	Employees	<ul style="list-style-type: none"> - Induction workshops - Ongoing direct personal dialogue - Employee Consultation Meetings - Suggestions Box - Annual Performance Reviews - Employee Satisfaction Surveys - Director visits to site - Reporting channel for Unethical Behaviour - Intranet, Newsletters, Emails, Billboards - WhatsApp - Social Networks 	Human Resources/ Communications
	Contractors	<ul style="list-style-type: none"> - Induction workshops - Ongoing direct personal dialogue - Suggestions Box - Reporting channel for Unethical Behaviour - Intranet, Newsletters, Emails, Billboards 	Supply Chain
Operational	Suppliers	<ul style="list-style-type: none"> - Supplier Survey - Annual breakfast with vendors / meetings - Annual Performance Assessment - Suggestions box 	Supply Chain
	Customers	<ul style="list-style-type: none"> - Customer relationships directly managed by TTC - Regular confirmation of customer needs - Customer satisfaction surveys 	Sales & Marketing
	Communities	<ul style="list-style-type: none"> - Ongoing dialogue via Shared Value team - Program development and evaluation activities - Monthly assemblies, cultural and religious events 	Shared Value

		<ul style="list-style-type: none"> - Monthly Town Hall meetings - Participation in environmental monitoring - Direct face to face communication - Telephone and WhatsApp communication - Meetings with community institutions 	
	Local Government	<ul style="list-style-type: none"> - Meetings and Presentations - Spaces for debate and public-private dialogue - Public-private linkage programs - Emails, phone calls and direct engagement 	Legal & Communications
	NGOs	<ul style="list-style-type: none"> - Meetings as required - Mail, phone, direct engagement 	Shared Value
	Unions	<ul style="list-style-type: none"> - Regular face-to-face meetings - Formal negotiations and approvals for change - Union representative within workforce - Emails, phone calls 	Human Resources
	Universities	<ul style="list-style-type: none"> - Course development - Training programs - Internships - Research collaborations 	Human Resources & Communications
	Regulatory Bodies	<ul style="list-style-type: none"> - Audits - Monthly and annual reports - Permit and licence requests and submissions - Permits and authorisations 	Legal
Institutional	Investors/ Shareholders	<ul style="list-style-type: none"> - Australian + Toronto stock exchange disclosures - Via website and emails - Periodic Disclosures via Quarterly, Half- and Full-Year Reporting and the Annual General Meeting - Specific Information Disclosures via ASX Release - Interviews and surveys - Road shows - Shareholder Meetings - Statutory Reporting and Accounts - Phone calls and 1:1 meetings - Conference presentations - Teleconferences and webcasts 	Investor Relations/Company Secretary
	JV Partners	<ul style="list-style-type: none"> - Regular ongoing meetings with Toyota/JEMSE - Technical assistance - Meetings with business representatives 	Sales & Marketing, Legal & Communications
	Media	<ul style="list-style-type: none"> - Press releases - Interviews - Mail, phone and face-to-face engagement 	Communications/Investor Relations
External	Industry Peers	<ul style="list-style-type: none"> - Communication via email / forums - Dinners/events with industry peers - Emails and discussions re topics of relevance 	Communications
	Future Generations	<ul style="list-style-type: none"> - Precautionary principle - Ensure best possible environment (physical and socio-economic) for future wellbeing 	Shared Value

Responsibility

Orocobre's Group-level responsibility for Stakeholder Relations rests with the Chief Legal Affairs and Communications Officer and the Chief Investor Relations Manager.

At an operational level, each department is responsible for relations with their assigned stakeholder group, as outlined in the table over.

Resources for stakeholder relations are spread across the organization and assigned based on the frequency and relative importance of their engagement with a specific stakeholder group.

Grievance Mechanisms

The Company has several grievance mechanisms in place to enable its stakeholders to raise queries, concerns or complaints they might have with regards to the organization's performance.

- Community Grievance Process
- Investor Feedback Channels
- Customer Feedback Process
- Employee Helpline

Monitoring and Reporting

Orocobre has a series of measures in place to monitor and evaluate the strength of its stakeholder relationships.

Category	Stakeholders	Measures
Internal	Employees	Engagement, Satisfaction, Retention
	Contractors	Engagement, Performance
Operational	Suppliers	Engagement, Performance
	Customers	Satisfaction, Retention, Delivery Performance Measure
	Communities	Engagement, Sentiment, Grievances
	Local Government	Engagement, Sentiment, Grievances
	NGOs	Collaborations, Grievances
	Unions	Engagement, Sentiment, Grievances
	Universities	Engagement
	Regulatory Bodies	Fines / Non-compliance
Institutional	Investors, Shareholders	Investor-mix, Share price, Grievances, Analyst reports/evaluations
	JV Partners	Sentiment, Grievances
	Media	Coverage, Sentiment
External	Industry Peers	Engagement
	Future Generations	Impact Assessments

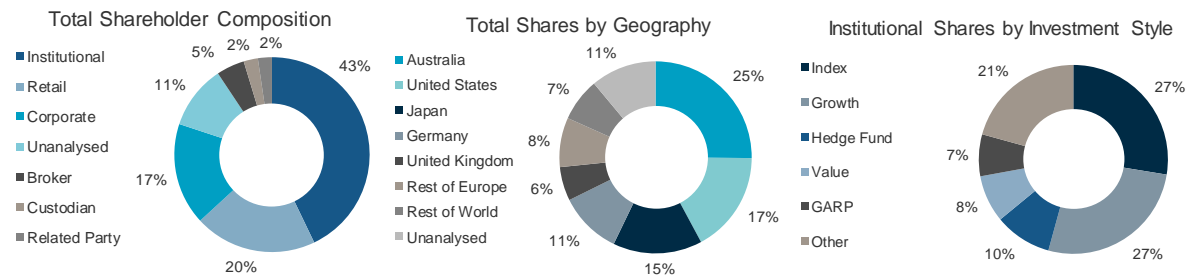
Each year, the Company reviews the effectiveness of its approach based on the internal performance management measures listed above, and the external measures defined by Global Reporting frameworks and investor surveys, which enable benchmarking against its peers.

Orocobre is still developing maturity in its approach to managing and monitoring stakeholder relations, and still has considerable room for improvement. The Company acknowledges this opportunity and is taking proactive steps to introduce centralized systems and processes to enhance the quality of its relationships with stakeholder groups across the organisation.

FY19 Update

Investor Relations

During FY19, Orocobre undertook a comprehensive program of investor engagement which included investor roadshows and meetings in Australia, Asia, Europe and North America. These formal programs focused on institutional investors while retail investors were engaged through email, webcasts and other direct and digital communications platforms. The split of shareholders at the end of the FY19 is shown in the charts below.



Towards the end of the reporting period investor interest was negatively impacted by the deteriorating conditions in the lithium market. In response to that and a need to proactively manage costs, Orocobre reduced the number of activities to those that were considered the most effective. It is envisaged this approach will be continued into FY20.

Government Relations

In FY19, Orocobre maintained very active government relations activity.

At the regional level it has maintained regular contacts with the Governor of Jujuy and various organizations directly related to the Company's activity, particularly with the Ministry of Mining and Hydrocarbons and associated officials. The Governor visits the mining operation at least once a year, and the Company maintains regular meetings with provincial entities such as JEMSE, aside from its regular contact as shareholder and member of the SDJ Board of Directors.

At the national level, sectoral meetings have been held with the President of Argentina and the Secretary of Mining, Federal Central Bank as well as officials from the Ministry of Production and Industry.

Regarding international relations, regular contacts are maintained with the Australian and Japanese Ambassadors in Argentina.

Specific engagement initiatives with government undertaken in FY19 include:

- Interaction with more than 12 state agencies such as Provincial Secretariat for Environmental Management, Provincial Directorate for Water Resources, National University of Jujuy, Directorate for Industry, and Police and Mining Control, within the UGAMP framework (Unidad de Gestión Ambiental Minero Provincial) to obtain the approval of the biannual Environmental Impact Assessment update.
- Monthly meetings with JEMSE in order to inform its partner about production, payment of fees and royalties, payment to local suppliers and progress in the expansion.
- Engagement with the Provincial and National Roads Directorate to obtain the authorization of road corridors that allow the use of B-double semi-trailers to optimize lime transport to the Olaroz Lithium Facility.
- Quarterly physical, chemical, limnological and flora and fauna monitoring in the operation and its surroundings in order to control the environmental baseline, with the presence of state agencies and community observers.

Industry Collaboration

Orocobre constantly participates in the National Mining Chamber as well as in the local Mining Chambers of Jujuy and Salta and also leads meetings with lithium mining companies to identify and address industry-specific issues. In FY19, Orocobre participated in several of the most important mining industry events in Argentina, with the Company's CEO also participating in international events.

Media Relations

The Company appears periodically in local, regional and national media, as well as in industry-specific media and social media channels. Orocobre works with the media to ensure a balanced presentation of lithium industry in the public domain. Although the Company prefers to keep a low profile, misperceptions about the sector require us to establish clear disclosure guidelines and establish a trusted relationship with respected media channels to provide clear and accurate information about our lithium production activities.

Other Stakeholders

Updates on the Company's engagement with other stakeholder groups can be found in the following disclosures:

- [Community Engagement](#)
- [Employee Engagement](#)
- [Supply Chain Management](#)
- [Quality Assurance](#)