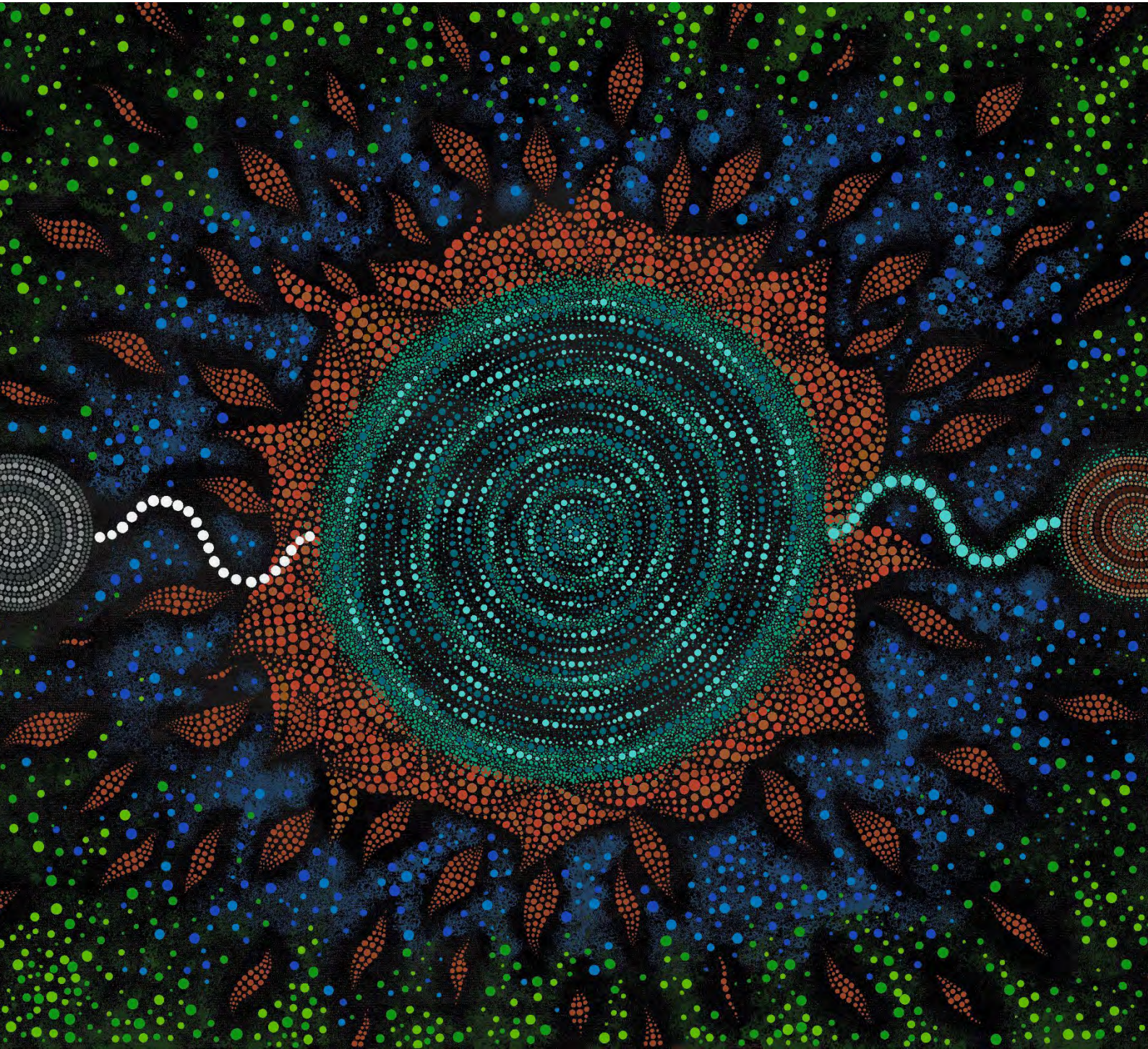




Licella Holdings Limited

Reflect Reconciliation Action Plan

April 2025 – April 2026

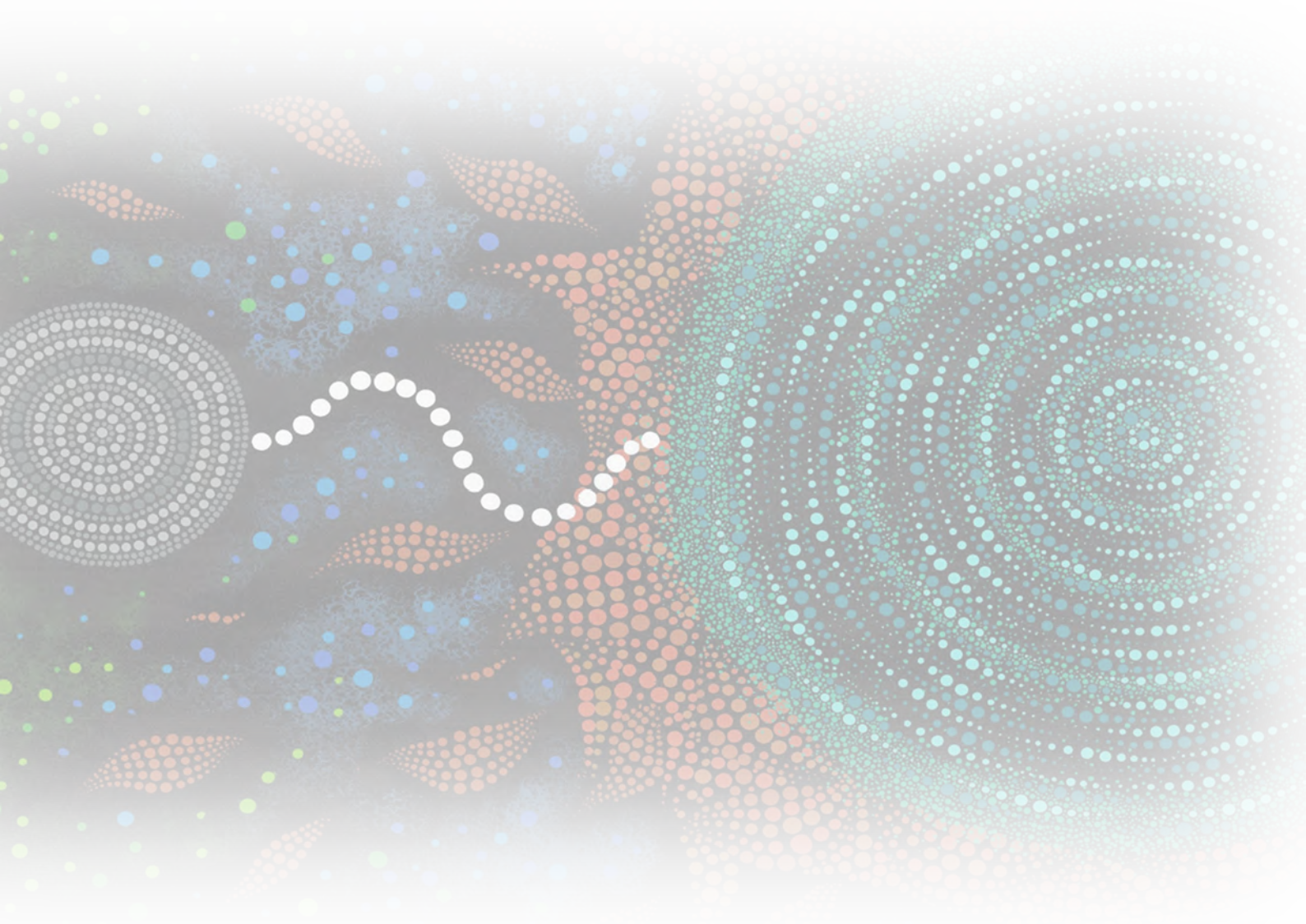


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Acknowledgement to Country

We pay our respects to Community and to Elders past, present and emerging. We recognise the unique place held by Aboriginal and Torres Strait Islander peoples as the original custodians of Australia's lands and waterways, with histories of continuous connection dating back to the beginning of the Dreaming.



About the Artist

Garry Purchase

Garry is a proud Aboriginal man of Dharawal, Bidjigal and Dhungutti descent. He grew up in Sydney's Eastern suburbs in Botany and was raised amongst the Aboriginal community of La Perouse.

Garry is a member of the Timbery family of which there are many famous members. He is the Great Great Great Great Grandson of Timbery (Or Timberé), leader of the Dharawal people and was bestowed the title "King Of The Five Islands" by Governor Lachlan Macquarie. Garry is also The Great Great Grandson of Queen Emma Timbery and is a cousin of Esme Timbery who are both internationally renowned for their artistic shell work. His great uncle is Joe Timbery, world champion boomerang thrower who also presented one to Queen Elizabeth II in 1954.

Garry has always had a creative passion and was a musician for many years playing drums in a few Sydney rock bands. He played 100's shows in the 90's and 2000's on the Sydney scene.

Artistically, he first started painting after he moved to the Central Coast with his wife and 3 sons in 2013.

His style is a more modern take on traditional Aboriginal art, steering away from the common dreamtime stories and focusing on his own personal journey, experiences and social issues that pushes a lot of creative boundaries as he stretches the limits of what Aboriginal art can be.

He has a very loyal fan base and has thousands of followers on social media. Check out his page www.facebook.com/dreamonaboriginalarts.

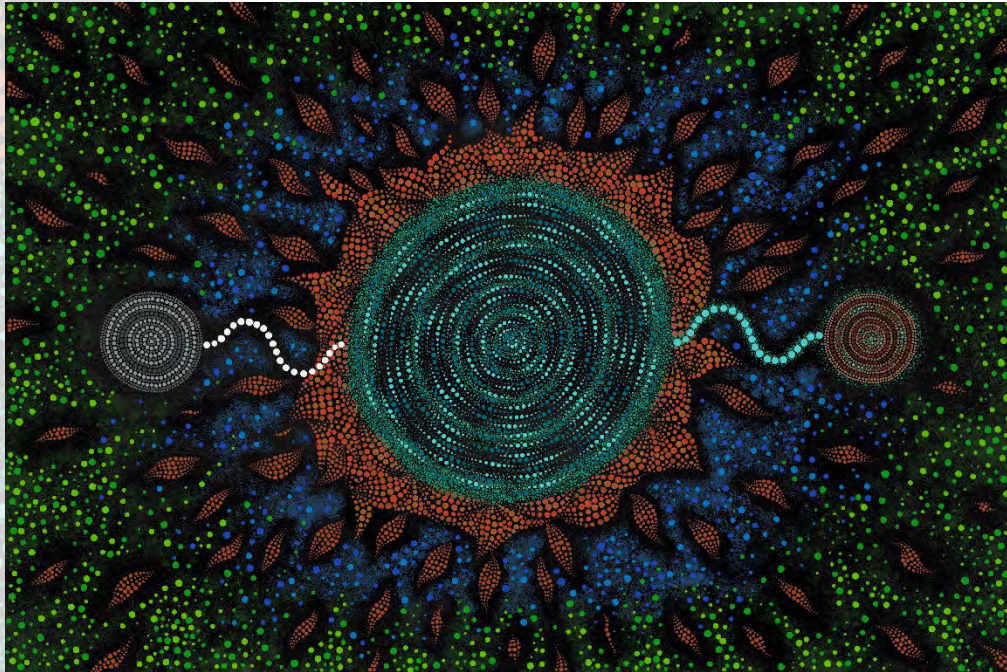
His works have attracted a lot of attention and have also earned Garry a few awards. He took out the major first prize Tony Donovan Award at Reconciliation Exhibition at Gosford Regional Gallery in both 2014 and 2016 with "One Nation" and "Under The Southern Cross" respectively.

His painting "The Journey" won both the Aboriginal Health award and the People's Choice award at Mental Health Art Works! 2014 and he also won the Aboriginal Health award again in 2016 with "Missing Pieces" and in 2017 with his piece "Tribal Blood"



About the Artwork

Badu Ganbi Nanga Mai (The Water Fire Dream)



At the centre of this painting sits a circular meeting place motif, with two smaller ones to its left and right. The way they are linked signifies a journey. The central motif is painted to represent water—specifically, the way a body of water ripples outward when a single drop falls into it.

A single drop may seem insignificant, but it only takes one drop to affect all the water around it. That's all it takes. I've used this as a metaphor, likening it to people. Many say, *"I'm only one person! What difference could I possibly make?"* But it only takes one person to start change. Every single person has the power to do that.

The journey, depicted from left to right, begins in one place before reaching Licella. The centre represents Licella—its values and mission. It is a place of forward-thinking, inspiration, and a catalyst for change in how we view the environment and sustainability.

The path to the right symbolizes carrying that attitude and inspiration forward—living those ideals every day and passing those values on wherever you go.

Surrounding the centre is fire, representing both the role of heat in hydrothermal liquefaction and the passion for what Licella is doing—the fire in the belly, so to speak. This fire needs to spread.

Encircling everything are shades of green and blue, symbolizing the land and water of our environment—vibrant and healthy.

Forethought, attitude, and passion.

With these three things, any goal can be achieved.

Statement from CEO of Reconciliation Australia

Inaugural Reflect RAP



Reconciliation Australia welcomes Licella Holdings Ltd to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP. Licella Holdings Ltd joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Licella Holdings Ltd to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Licella Holdings Ltd, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Business

Licella is an innovative, Australian-based technology development company with a mission to enable sustainable transformation globally. Since 2007, Licella has been a global pioneer in low carbon technology around the world. Our Australian invented and patented Catalytic Hydrothermal Reactor (Cat-HTR™) platform is the leading hydrothermal liquefaction (HTL) technology globally. Using the power of heated, pressurised water to sustainably produce renewable oil, a bio-intermediate to produce biofuels, biomaterials and biochemicals. Our Cat-HTR™ technology offers a pathway to produce advanced biofuels (including sustainable aviation fuel, or SAF) from renewable “waste” feedstocks, reducing our reliance on fossil fuels.

Our transformative technology is a new pathway to cost-efficient and low carbon solutions that advance decarbonisation and accelerate the global energy transition.

We take a values-driven approach to sustainability that is underpinned by our STRIVE model. Our values include respectful, open and meaningful collaboration within our local and indigenous communities.

S	Safety. The foundation of progress, underpinning everything we do.
T	Trust. Empowered people & honest relationships are our biggest asset.
R	Respect. Open, meaningful collaboration as a team and within our local and indigenous communities.
I	Innovation. By challenging norms with disruption, we lead transformation.
V	Values. Sustainability driven by a passion to protect the planet and always do the right thing.
E	Excellence. Powered by a culture that values courageous performance.

Licella employs around 45 full-time equivalent people in Australia.

Licella are aware of two employees that identify as First Nations people.

Licella's commercial headquarters is in North Sydney, NSW. Licella has a commercial demonstration facility in Somersby, on the NSW Central Coast. The Somersby facility is Licella's global technology centre of excellence and has been operating since 2008. Licella has two Australian-based commercial projects under development: advanced recycling of plastic in Altona (Victoria) and conversion of sugarcane residues into advanced biofuels in the Bundaberg region of Queensland. Licella's technology is at the core of several commercial projects globally. Two plants are construction complete and scheduled for operations during 2025 – the first under Mura in the UK and the other via Licella's joint venture Arbios in Prince George (British Columbia) Canada. There are four other plants under development with Licella's Cat-HTR™ technology at their core, in Germany, South Korea, and Japan.

Licella headquarters and registered office: Level 7, 140 Arthur Street, North Sydney NSW 2060

Licella Technology Development: 56 Gindurra Road, Somersby NSW 2250

Our RAP

Licella is at an inflection point, moving rapidly from a technology development phase to an operations phase. Over the past 17 years, Licella has grown from a technology 'start-up' into a time of increased commercial maturity. This growth brings with it responsibility for Licella to mature its values, operations, and cultural connections. Licella wants to develop a RAP so that it has an actionable roadmap to improve relationships, respect, and reconciliation in our workplace and throughout all our commercial and community connections.

Licella has established a RAP Working Group, with representation including its Executive team. Terms of reference were agreed by the working group in November 2024, noting that group members are responsible for contributing to and overseeing the development, approval and implementation of the Reflect RAP for Licella.

Licella will strengthen its links to Aboriginal organisations via our stakeholder engagement and partnerships. We aim to complete the 'Reflect' stage in 13 months applying the templates and tools through Reconciliation Australia (RA) and then move into the 'Innovate' stage.

Licella's Australian reconciliation ambition is informed by senior leaders who have had experience with Australian-based RAPs. Through our joint venture Arbios, Licella has experienced the powerful impacts of reconciliation through its engagement with the Lheidli T'enneh First Nation, on whose unceded territory the *Chuntoh Ghuna* facility in Prince George is built. The facility name was given by the Lheidli T'enneh during a naming ceremony and means 'the forest lives'. The name reflects the shared environmental values of Arbios and the Lheidli T'enneh and pays respect to the cultural heritage and connection of the Lheidli T'enneh First Nation to the land.

Licella seeks to build on what it has learned through its joint venture, Arbios, and with the help of RA, improve reconciliation with its team and its commercial operations in Australia.

Community Partnerships and Activities

Project Swift, Queensland

As part of community consultation for Project Swift, Licella has commenced engagement with First Nations groups in Queensland, with an initial focus on the Wide Bay Burnett region.

While formal community consultation will commence during Q2 2025, stakeholder mapping commenced in Q3 2024 and meetings with local groups commenced in Q1 2025. Licella is committed to engaging with the local First Nations groups, including the PCCC (Port Curtis Coral Coast Trust) and the Butchulla Aboriginal Corporation, over the course of the feasibility study (which commenced in Q1 2025). Licella initiated contact with the PCCC, who represent the First Nations Bailai, Gurang, Gooreng Gooreng & Taribelang Bunda Peoples, and is actively exploring opportunities to support and engage with the group.

Licella, NSW Central Coast

Licella engaged with an indigenous artist local to the NSW Central Coast (Somersby, where our Commercial Demonstration Facility is located), called Garry Purchase. Following discussions between our team and Garry, we commissioned artwork for our Somersby office, which has been used on the cover of this RAP and alongside our Acknowledgement of Country on our website, LinkedIn and slide decks.

Internal activities

Licella has communicated the significance and importance of National Reconciliation Week and NAIDOC week to all employees.

We have introduced an Acknowledgement of Country to commence our formal meetings and client facing presentations, and we will also include this periodically, such as at community events or on significant dates.



Relationships

How we will work together for reconciliation

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	April 2025	General Manager, Stakeholder Engagement & Communications
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2025	General Manager, Stakeholder Engagement & Communications
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	General Manager, Stakeholder Engagement & Communications
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2025	General Manager, Stakeholder Engagement & Communications
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2025	General Manager, Stakeholder Engagement & Communications
3. Promote reconciliation through our sphere of influence.	Maintain regular communication of our commitment to reconciliation to all staff.	April 2025	CEO
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	April 2025	People & Culture Director
	Include RAP in new staff induction and orientation to Licella.	April 2025	People and Culture Director
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	April 2025	People & Culture Director

4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	April 2025	People & Culture Director
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	April 2025	People & Culture Director

Respect

How we will promote cultural understanding



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	May 2025	People & Culture Director
	Contract first nations provider to run training for all staff.	May 2025	People and Culture Director
	Conduct a review of cultural learning needs within our organisation.	June 2025	People and Culture Director
	Provide staff information session about local Aboriginal histories delivered by local Traditional owners for the areas surrounding our two offices	June 2025	People and Culture Director
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	May 2025	People and Culture Director
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2025	People and Culture Director
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025	People and Culture Director
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025, then annually	General Manager, Stakeholder Engagement and Communications
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025	General Manager, Stakeholder Engagement and Communications



Opportunities

How we will adapt our organisation

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2025	People and Culture Director
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2025	People and Culture Director
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	June 2025	People and Culture Director
	Investigate Supply Nation membership.	April 2025	People and Culture Director



Governance

How we will meet our commitments

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain regular meeting schedule of RWG to govern RAP implementation.	April 2025	General Manager, Stakeholder Engagement and Communications
	Implement Terms of Reference for the RWG.	April 2025	Executive General Manager
	Establish Aboriginal and Torres Strait Islander representation on the RWG implementation period.	April 2025	General Manager, Operations and Innovation
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	April 2025	People and Culture Director
	Engage senior leaders in the delivery of RAP commitments.	April 2025	General Manager, Stakeholder Engagement and Communications
	Maintain a senior leader to champion our RAP internally	February 2026	CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments.	April 2025	People and Culture Director
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	1 June 2025, then annually	General Manager, Stakeholder Engagement and Communications
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2025, then annually	General Manager, Stakeholder

			Engagement and Communications
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 Sep 2025, then annually	General Manager, Stakeholder Engagement and Communications
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2025	General Manager, Stakeholder Engagement and Communications

Contact Details

info@licella.com

More information: www.licella.com

