



# Barry Jackson

26 April 2023

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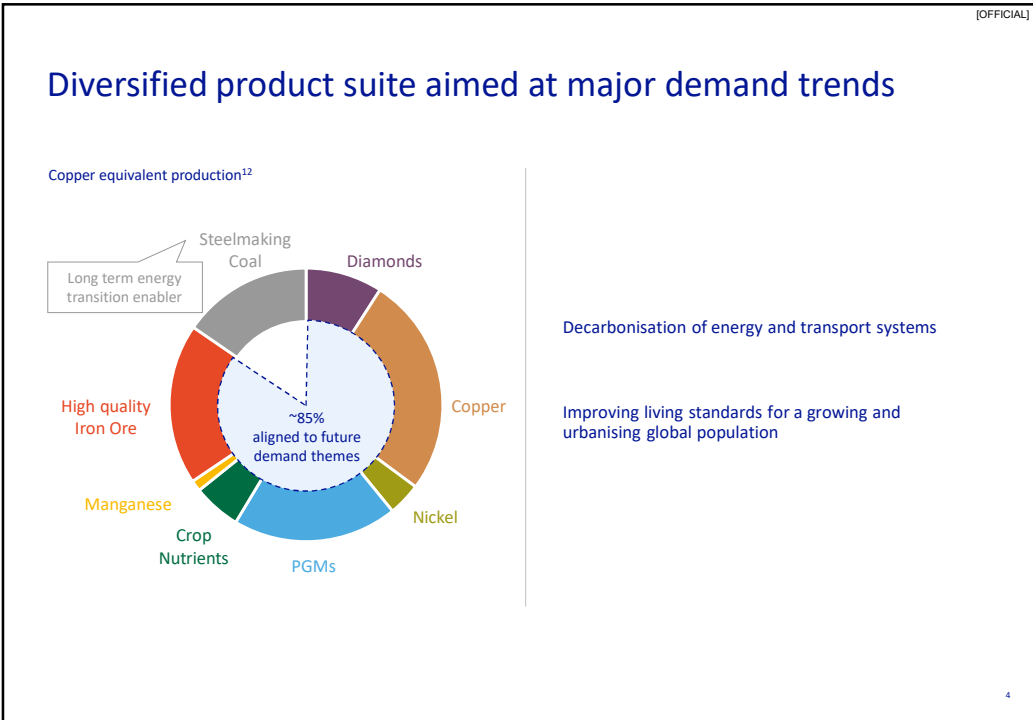
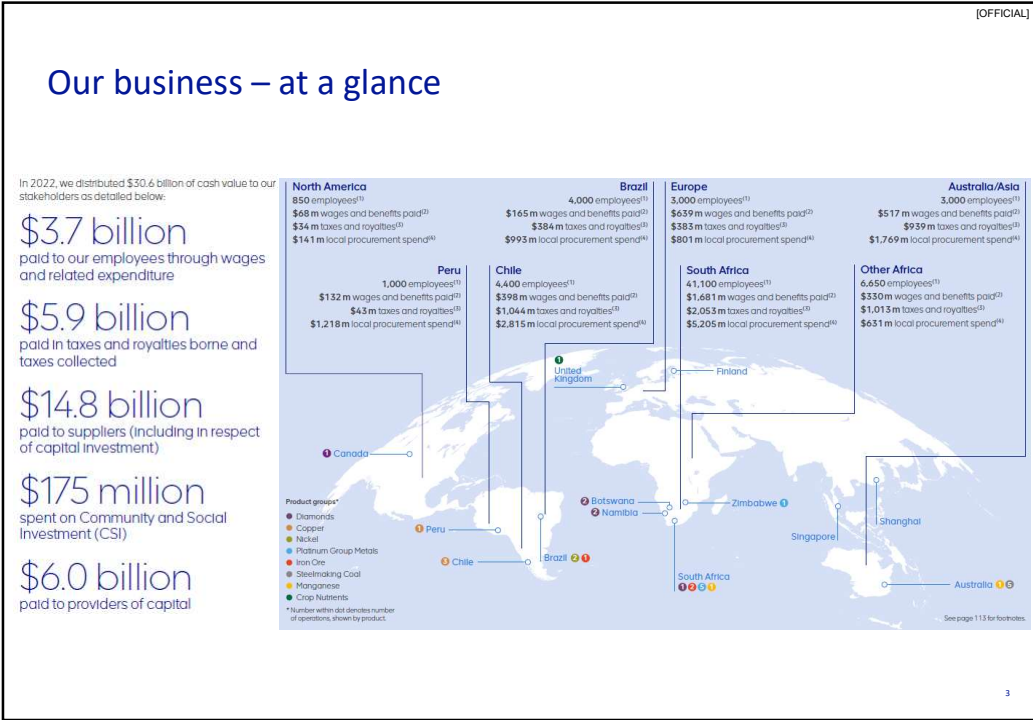
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Throughout this document a range of financial and non-financial measures are used to assess our performance, including a number of financial measures that are not defined or specified under IFRS (International Financial Reporting Standards), which are termed 'Alternative Performance Measures' (APMs). Management uses these measures to monitor the Group's financial performance alongside IFRS measures to improve the comparability of information between reporting periods and business units. These APMs should be considered in addition to, and not as a substitute for, or as superior to, measures of financial performance, financial position or cash flows reported in accordance with IFRS. APMs are not uniformly defined by all companies, including those in the Group's industry. Accordingly, it may not be comparable with similarly titled measures and disclosures by other companies.

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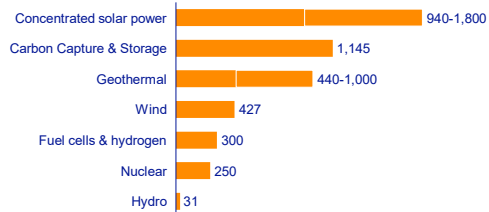
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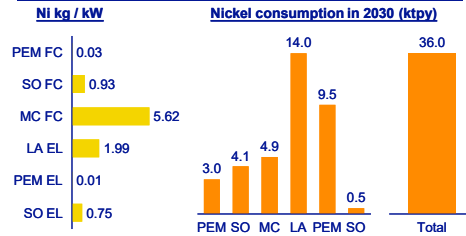
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## The energy transition needs raw materials e.g. nickel:

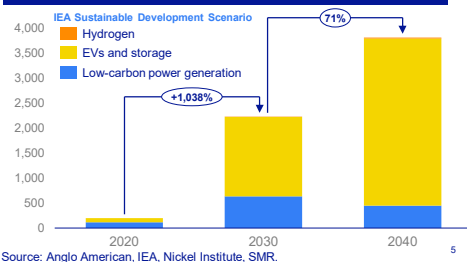
### Green energy & GHG abatement needs nickel (kg of nickel / MW)



### The hydrogen economy needs nickel



### IEA scenario for nickel consumption in "clean energy" (ktpy)

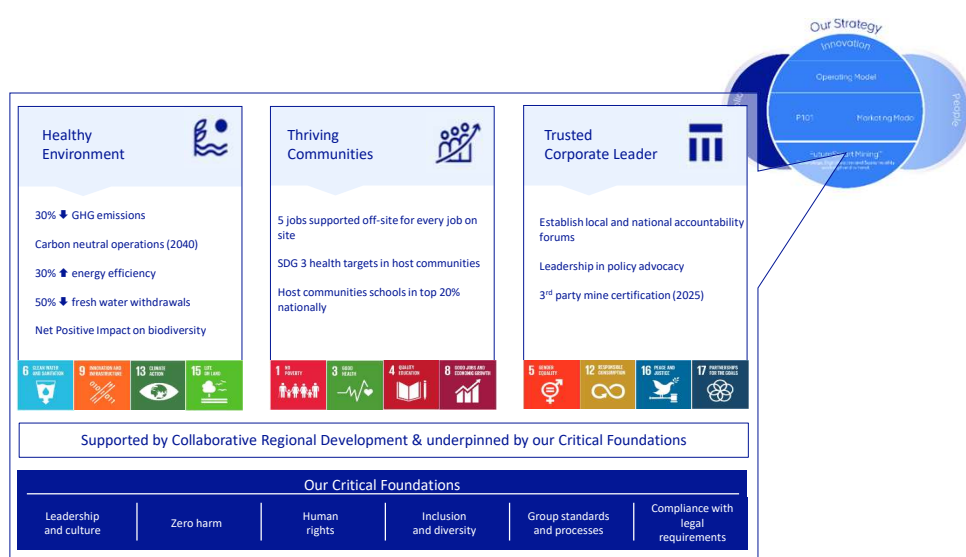


### Virtually all components use Ni stainless steel & many Ni alloys

Supply Chain	Segment	Typical Sub-Segment	Main Grades	STS Intensity
H2 Production	Steam Methane Reforming (SMR)	Reformer, Steam Generation, Separation, Tanks, HX, Pumps...	304, 304L, 316L, 317, A286, 309, 410	++
	Electrolysis	Reverse FC (mainly TE)	316L	+++
H2 Distribution & Storage	Port Terminal System	Cryogenic Tank	316L, 304, 321, 347, 410, duplex	+
	CLNG & LNG Ship, Trailer Carrier	Storage Tank	316L, 304, duplex	++
	Pipelines	Pipe Fittings	316L	+
	Hydrogen Refueling Station (HRS)	Tank, Dispenser, Flow Control	316L, 304, 347, duplex	+++
H2 End Use	Stationary Power Unit	Combined Heat and Power (CHP)	316L	++
	Transportation (Passenger car, Bus, Truck, Train, Ship and Forklift)	Fuel Cell (Bipolar Plate)	316L	+++

## Re-imagining mining to improve people's lives

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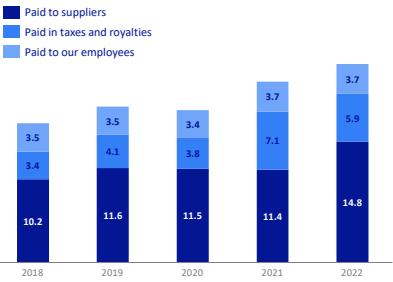
## Supporting thriving communities

Global CSI expenditure by type<sup>(1)</sup>



### Economic contribution

Amount distributed to our stakeholders: \$ billion



**\$0.2 billion** of total community and social investment in 2022

Total procurement spend in 2022 of \$14.8 billion of which **92% was local procurement**

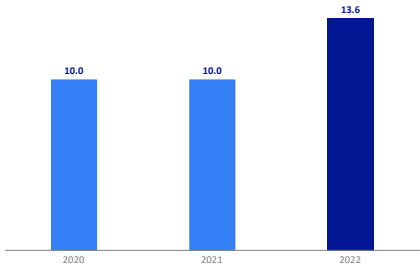
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## Significant economic contribution through local procurement

### Local procurement

Spend in \$ billion

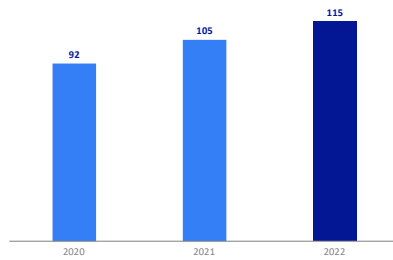


Strong growth in local procurement at our operations in **South Africa, Zimbabwe and Chile**

Underlines our **commitment to supporting thriving communities**

### Livelihoods

Cumulative number of jobs supported off site ('000)



**Targeting 5 jobs off-site** for every job on-site by 2030. In 2022 we supported 1.8 off site

77,000 jobs supported **through local procurement** activities

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## Enabling shared, sustainable prosperity through our livelihood programmes

### South Africa



Since 2018, **12.8k jobs** supported

**\$25m worth of approved loans**...92% recovery rate. **\$332m of contracts and/or purchase orders** received by participants

### South America



**>50k entrepreneurs and small to medium sized businesses** supported in Chile by our EMERGE programme

**4 local industries** in Brazil supported by CRESCER - tourism, beekeeping, dairy and horticulture

### Botswana & Zimbabwe



**1k small-to-medium sized businesses** strengthened in Botswana through Tokafala; 5.6k jobs supported

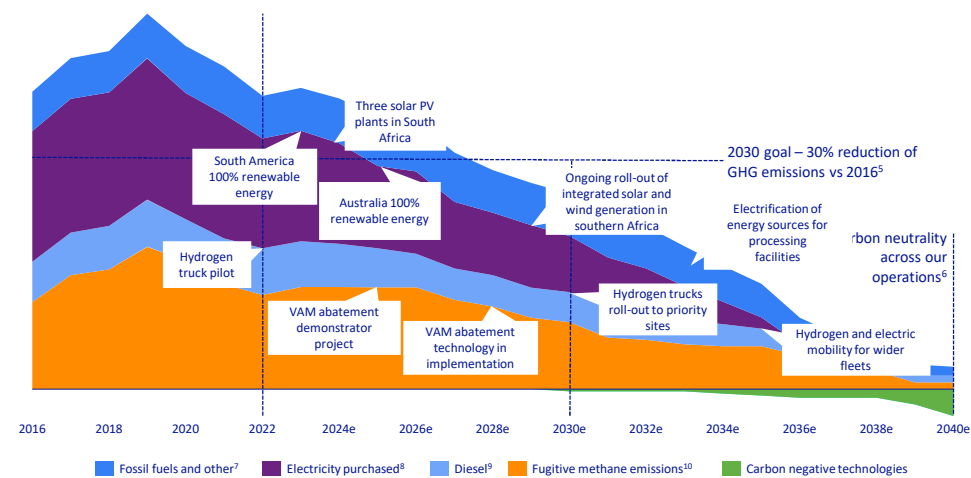
**600 farmers recruited** and given training in Zimbabwe (55% women) by our Takura Project

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## Operations carbon neutral by 2040

Scopes 1 & 2 - GHG emissions




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### Latest climate change progress

Renewable energy




Mogalakwena Solar Panels

Envusa Energy partnership with EDF Renewables – 600MW wind and solar launched in South Africa

World’s largest hydrogen powered mine haul truck – nuGen™ Zero Emissions Haulage Solution launched at Mogalakwena

Methane emissions




Grasvenor gas management

Initial concept studies complete for ventilation air methane (VAM) abatement and methane emission reduction

Working with technology vendors and engineering partners on a large scale industrial unit design

Scope 3




LNG Vessel: Harmony

Two of 10 Ubuntu LNG vessels entered service and first sea trial using a blend of biofuel and very low sulphur fuel oil to reduce emissions from ocean freight

Partnership with H2 Green Steel to advance low carbon steelmaking

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