





Disclaimer

This report is not intended to be used by anyone other than Glencore Australia Holdings Pty Ltd (Glencore).

We prepared this report solely for Glencore's use and benefit in accordance with and for the purpose set out in our Statement of Work with Glencore dated 14 November 2022. In doing so, we acted exclusively for Glencore and considered no-one else's interests.

We accept no responsibility, duty or liability:

- to anyone other than Glencore in connection with this report
- to Glencore for the consequences of using or relying on it for a purpose other than that referred to above.

We make no representation concerning the appropriateness of this report for anyone other than Glencore. If anyone other than Glencore chooses to use or rely on it they do so at their own risk.

This disclaimer applies:

- to the maximum extent permitted by law and, without limitation, to liability arising in negligence or under statute
- even if we consent to anyone other than Glencore receiving or using this report.

Liability limited by a scheme approved under Professional Standards legislation.





Contents

1 SECTION	Executive Summary	р3
2 SECTION	Introduction	p 4
SECTION	Glencore's Australian Operations	р6
4	Glencore's Commodity Business Units	p 18
5	Appendix	p 23

Notes:

All photos in this document have been provided by Glencore and are subject to Copyright.
 Totals in report may not add due to rounding

Page 02 <



Executive Summary

Glencore is one of Australia's most diversified mining companies, operating in Australia for over 25 years.¹

Today, Glencore has mines across four Australian states and territories, producing coal, copper, zinc, lead, nickel, cobalt and silver. Glencore engaged with suppliers located in 346 local government areas (LGAs), representing 64% of all LGAs in Australia.

Glencore's direct impact in 2022



Source: PWC (2023) Analysis of Giencore direct contributions in

1 Glencore Our History



Introduction

Glencore is a diversified natural resources company operating in Australia. In this report we identify the economic contribution that Glencore made in Australia in 2022. This includes Glencore's:

- direct contribution to the Australian economy, which represents the economic value from profit, wages and employment produced, as well as the net taxes and royalties paid
- indirect contribution to the Australian economy, which represents the economic value from employment of sub-contractors and demand for goods and services from suppliers down the supply chain.

For the purposes of this study, we use an economic model of Australia to estimate key economic variables for regions across the country, including direct and indirect employment and direct and indirect economic impact (measured as gross-value added (GVA)). These results form the basis for understanding Glencore's economic contribution in Australia in 2022.

We review Glencore's direct impact on the Australian economy in terms of:

- revenues received
- people employed
- · contractors and suppliers engaged
- taxes, royalties, local council payments, and donations paid.

Each of these data points is provided by Glencore along with a corresponding location for the activity. These form key inputs to this analysis. A detailed explanation of our approach and methodology, as well as an explanation of the data used to develop the estimates, is outlined in the Appendix.

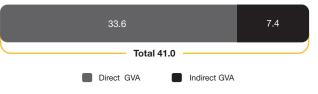
Glencore's economic contribution in Australia

Glencore's spend across suppliers, employment and taxes and royalties have been used to estimate its total economic contribution in the Australian economy in 2022.

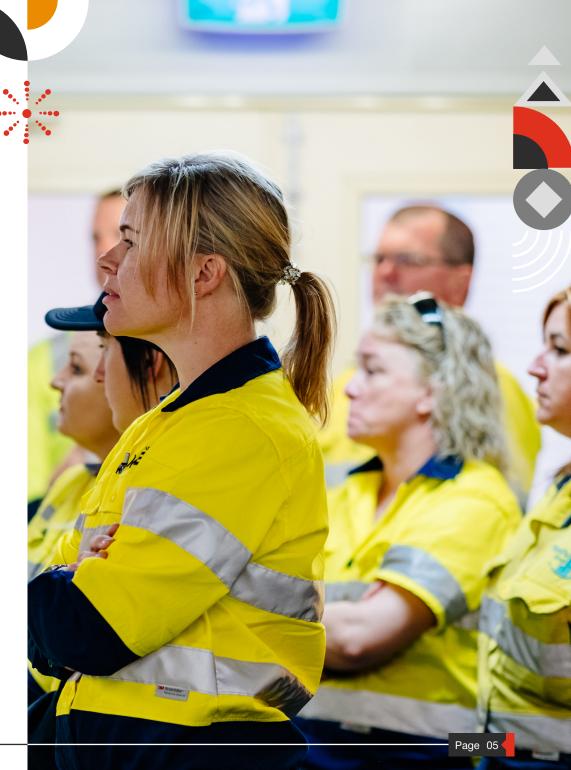
Total economic contribution of Glencore in Australia is determined by combining direct and indirect contributions. These values are outlined below for the number of Australian jobs supported by Glencore, and Glencore's contribution to Australian GVA. Number of Australian jobs supported by Glencore



Glencore's contribution to Australian GVA (\$bn)



In total, Glencore helped to support approximately **62,000 jobs** and contribute **\$41 billion** to the Australian economy in 2022.



Glencore's Australian Operations

e Austr

03

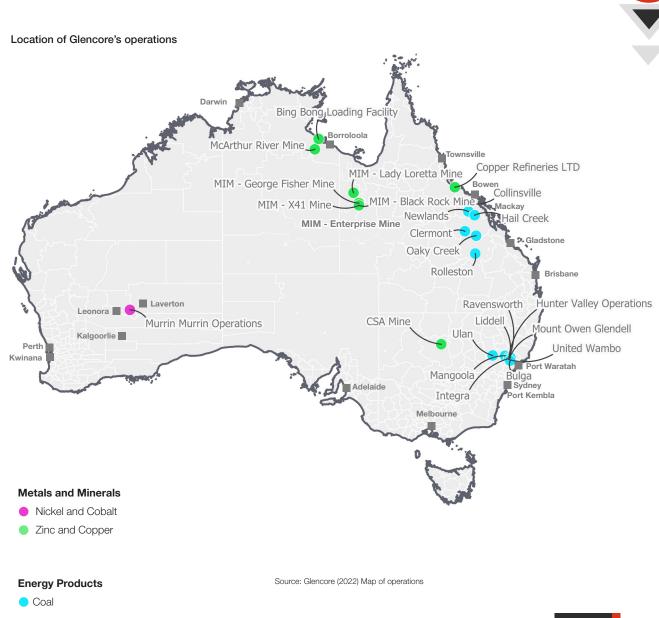
Glencore's

is one of Australia's most diversified mining companies

Glencore is one of Australia's most diversified mining companies, and runs some of Australia's most well-known mining operations, including Mount Isa Mines, which has been operating since 1924.²

Today, Glencore operates 25 mines locally, producing coal, copper, zinc, nickel, cobalt, lead and silver. Mines are located in New South Wales, Queensland, Western Australia and the Northern Territory.

Glencore also continues to invest in mineral exploration that could contribute to Australia's future critical mineral exports. This includes copper, zinc, nickel and cobalt.



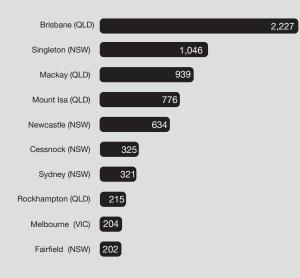
2 Glencore Our History

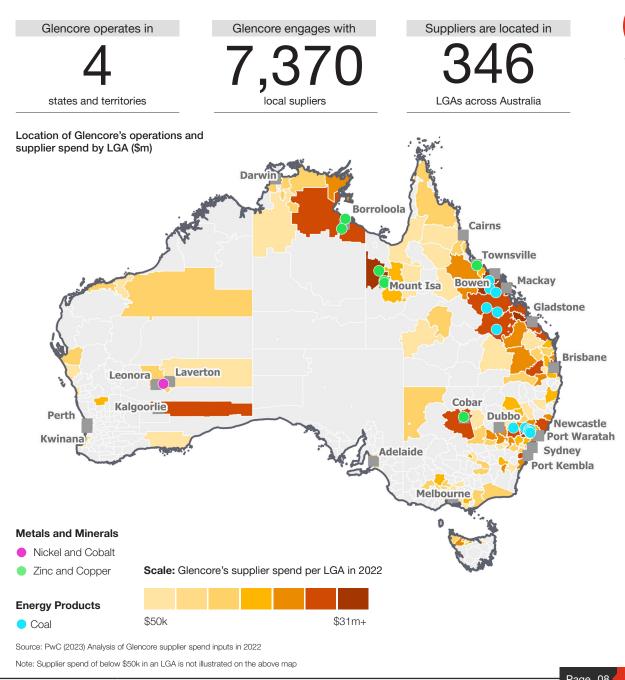
Glencore's spend is widely shared across Australia

Glencore operates 25 mines in Australia, producing coal, copper, nickel, cobalt, zinc, lead and silver. The company also operates metals processing operations in Queensland, Western Australia and the Northern Territory.

In 2022, Glencore engaged with 7,370 unique suppliers across all eight states and territories of Australia. Overall, Glencore paid \$10.4 billion for goods and services provided by suppliers located in 346 local government areas (LGAs), representing 64% of all LGAs in Australia.

Top 10 LGAs by supplier spend (\$m)





Glencore's direct employment footprints extend across Australia

Glencore supported the employment of 18,189 direct employees and contractors (as of 31 December 2022) across all eight Australian states and territories.

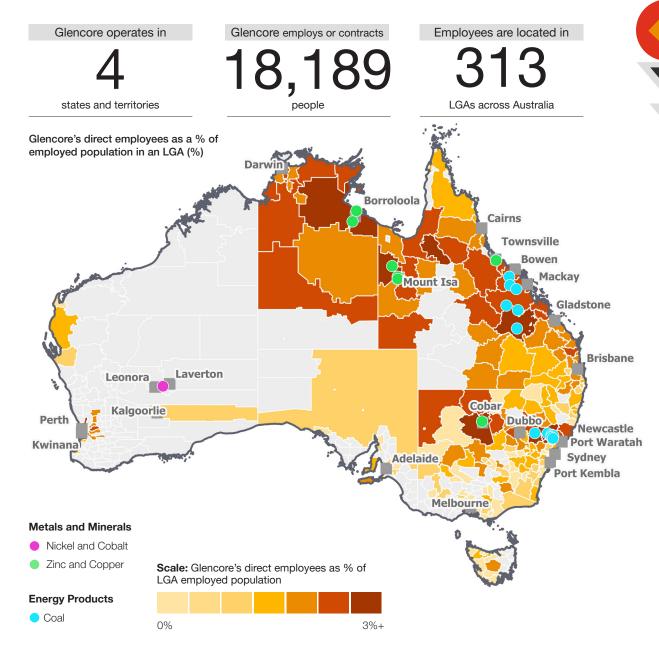
Glencore has only two fly-in fly-out (FIFO) sites: Murrin Murrin Operations (WA) and McArthur River Mine (NT). This means that the majority of the company's employees and contractors live near the mine sites, which helps to support and invigorate local communities.

Top 5 LGAs by direct employee % of workforce



Top 5 LGAs by number of direct employees





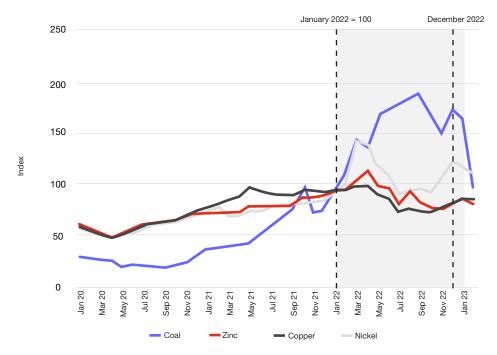
Source: PwC (2023) Analysis of Glencore employee inputs in 2022

Glencore's place in a volatile global economy

As a major commodity producer, Glencore is particularly susceptible to changes in the global geopolitical landscape. In 2022 Glencore experienced extreme market fluctuations, volatility and dislocations across crude oil, LNG, refined products, coal and logistics infrastructure. Commodity prices responded to years of underinvestment in the development of energy and base metals resources,⁴ as well as being impacted by the war in Ukraine.

The chart below outlines the fluctuations in commodity price for Coal, Zinc, Copper and Nickel experienced in the period from January 2020 to January 2023. The following table outlines the major geopolitical challenges that were faced by Glencore in 2022.

Index of commodity prices



Source: St Louis Fed, Economic Data, Global price of Coal, Zinc, Copp	per and Nickel

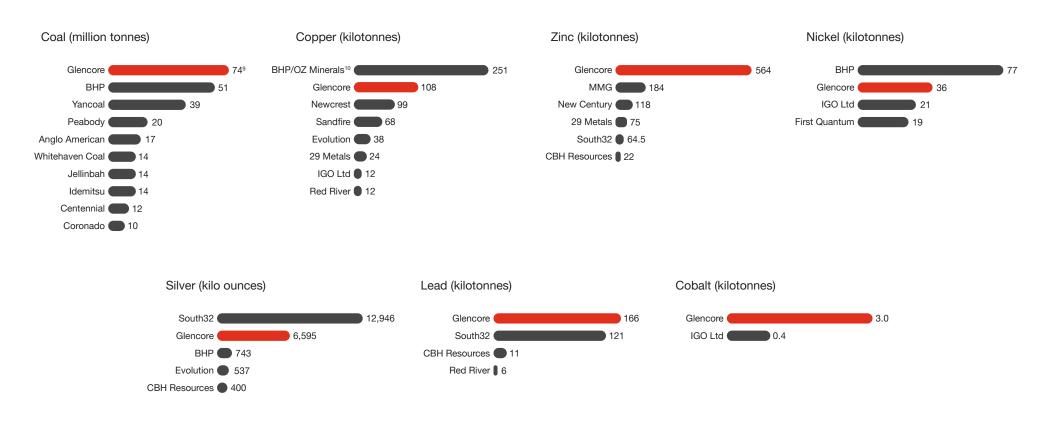
Event	How it impacted Glencore
Global supply chain crisis	 The COVID-19 pandemic significantly disrupted global supply chains.
	 Global energy supply was already constrained by a lack of new mine investment, supply and approvals in recent years.
	• This has been further exacerbated by the war in the Ukraine and is expected to have long-term ramifications.
	 Logistical bottlenecks have arisen across the world, pushing up export costs and extending delivery times. This has created a challenging environment for companies to navigate, requiring strategic adjustments to mitigate the impact of the crisis on their operations.⁵
War in Ukraine	 Energy prices ramped up globally, with unprecedented sanctions from the EU, USA and other nations,⁶ as well as a reduction in fossil fuel and gas flow from Russia
	 Coal reached an all-time high of USD 467 / tonne in September 2022, up over 910% from its lowest level in August 2020.⁷
Inflationary pressures	 Global and local inflation, driven by the events noted above, has impacted the way Glencore can operate its businesses.
	 In Australia, inflation was 10.1% in the 12-months to December 2022 (producer price index for coal mining industry inputs growth).⁸
	• The associated tighter monetary policy conditions present risk to the economic outlook in 2023 and beyond.

4 IEA, The Role of Critical Minerals in Clean Energy Transitions (2021)

- 5 JP Morgan, Global Supply Chain Crisis
- 6 Brookings Institute, Sanctions on Russia over Ukraine
- 7 Trading Economics, Coal historical price 2008-2022
- 8 Australian Bureau of Statistics, Consumer Price Index, Australia

Australian commodity production by company

Glencore is a key contributor to Australia's minerals production, ranking as either the largest or second-largest producer of coal, copper, cobalt, nickel, zinc, lead and silver in 2022.



 9 Glencore's share of its managed saleable production of 95 million tonnes (not including Joint Venture partners' share)
 10 BHP completed the acquisition of OZ Minerals on 2 May 2023 Glencore's supplier spend supports a diverse range of sectors

Top 10 industries of Glencore's Australian supplier spend in 2022 (\$m)

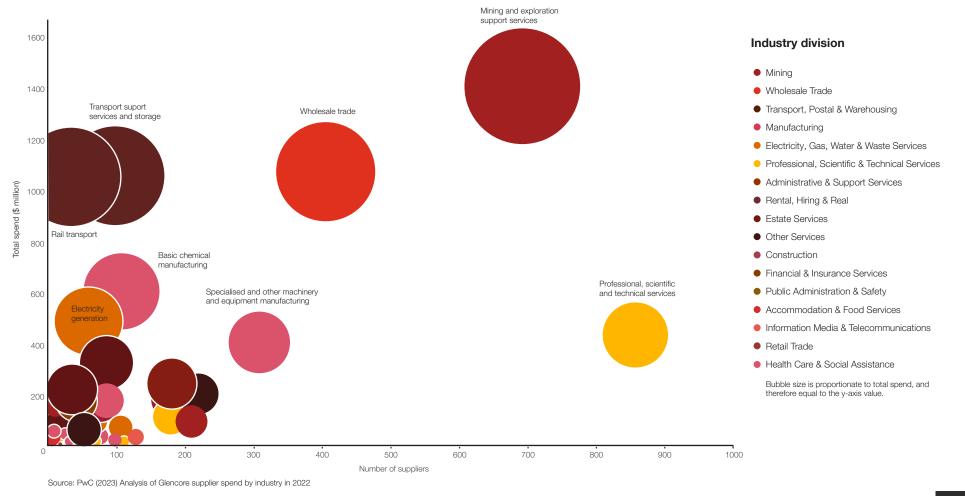


Glencore engages with over 7,370 unique suppliers across Australia, and more abroad. Our analysis of the top 20% of suppliers identified suppliers from over 100 industries providing goods and services to Glencore. This highlights the complexity required to develop and operate mine sites across Australia.



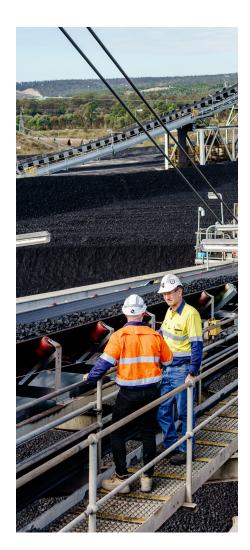


Glencore needs the support of suppliers from over 100 different industries. This highlights the importance of the broader Australian economy to the operations of Glencore, and also outlines the broad range of industries that Glencore contributes to through its direct and indirect contributions.



Economic contribution of Glencore Australia 2022 -

Glencore's suppliers are spread across the nation



Economic contribution of Glencore Australia 2022

Top 10 supplier spend by sector in Queensland (\$m)



of Glencore's total supplier spend is in Queensland

Top 10 supplier spend by sector in NSW (\$m)

839

Mining and exploration support services Wholesale trade 494 Rail transport 401 Basic chemical manufacturing 286 Specialised and other machinery and equipment 218 Professional, scientific and technical services

210

Transport support services and storage 187

Electricity generation 175

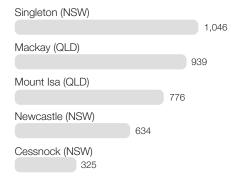
Employment, travel agency and other administrative services 138

Other repair and maintenance 102

Source: PwC (2023) Analysis of Glencore direct spend data for NSW in 2022

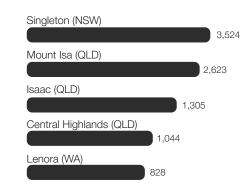


Top 5 regional LGAs by supplier spend (\$m)



Source: PwC (2023) Analysis of Glencore direct spend data in 2022

Top 5 LGAs by direct employment



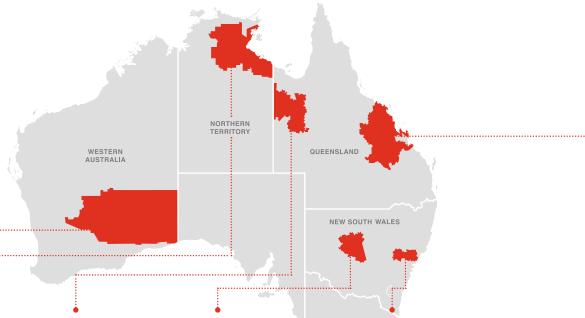
Source: PwC (2023) Analysis of Glencore employee data in 2022



Glencore

contributes to regions across all of Australia

There are six regions where Glencore operates mines across Australia, covering its commodity businesses of coal, zinc, copper, nickel and cobalt.



Goldfields WA

LGAs included: Kalgoorlie-Boulder, Laverton, Leonora, Menzies

Operations: Murrin Murrin Mine, Kwinana Port

Commodities produced: Nickel, Cobalt

Employs: 828 direct, 339 contractors

Suppliers in region: 39

Total economic contribution (direct + indirect GVA) to region: \$29m

Roper Gulf NT

LGAs included: Roper Gulf, Katherine

Operations: McArthur River Mine, Bing Bong Loading Facility

Commodities produced: Zinc, Lead

Employs: 553 direct, 696 contractors

Suppliers in region: 37

Total economic contribution (direct + indirect GVA) to region: \$74m

North-West Minerals Province QLD

LGAs included: Mount Isa, Cloncurry

Operations: Mount Isa Mines,

Lady Loretta Mine Commodities produced: Zinc, Copper, Lead, Silver

Employs: 2,623 direct, 1,059 contractors

Suppliers in region: 328

Total economic contribution (direct + indirect GVA) to region: \$7,131m

Central NSW

LGAs included: Cobar Operations:

CSA Mine Commodities produced: Copper

Employs: 507 direct

> Suppliers in region: 91

Total economic contribution (direct + indirect GVA) to region: \$693m

740 indirect GVA) to region:

Hunter Valley NSW

LGAs included: Singleton, Cessnock, Muswellbrook, Mid-Western

Operations: Mangoola, Ulan West, Ulan Underground, Hunter Valley Operations, Liddell, Mount Owen, Ravensworth, Integra, United Wambo, Bulga, Glendell

Commodities produced: Coal

Employs: 4,458 direct, 1,676 contractors

Suppliers in region:

Total economic contribution (direct + \$7,520m

Bowen Basin QLD

LGAs included: Isaac, Whitsunday, Rockhampton, Central Highlands

Operations:

Collinsville, Newlands, Hail Creek, Clermont, Oaky Creek, Rolleston

Commodities produced: Coal

Employs: 2.912 direct, 1.250 contractors

Suppliers in region: 587

Total economic contribution (direct + indirect GVA) to region: \$3,269m

Notes:

Employee and contractor numbers capture the employment at sites within the region. Suppliers in region describes number of suppliers who are based in the LGA.

Source: PwC (2023) Analysis of Glencore's economic contribution in 2022

In 2022, Glencore operations paid \$7.3 billion in taxes and royalties in Australia

In 2022, Glencore paid \$7.3 billion in taxes and royalties, which was an increase of 270% from 2021.

Glencore's tax and royalty bill is equivalent to:

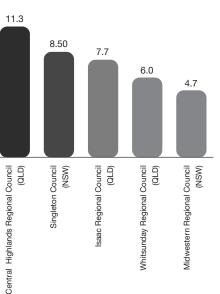
- Just over half (53%) of Australia's annual Defence personnel budget (\$14b)¹¹
- All of the Australian Government's Plan for Cheaper Child Care (\$4.7b) and the Fixing the Aged Care Crisis (\$2.5b)12
- Nearly two-thirds (63%) of the NSW Government's Commitment to Health Infrastructure (\$11.9b),¹³ or just more than three-quarters (77%) of the Queensland Government's Health and Hospital Plan (\$9.8b),¹⁴ both 4-year initiatives.

Local council payments

Glencore paid \$51.8 million to 25 local councils in 2022.14

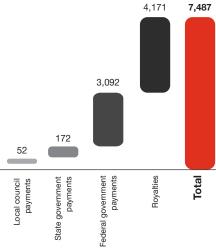
Payments were made to 25 local councils, largely driven by rates for Glencore's operations across Australia.

Top 5 payments to local council for calendar year 2022 (\$m)



Source: PwC (2023) Analysis of Glencore local council spend data in 2022

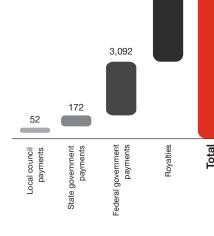
Taxes and royalties paid for calendar year 2022 (\$m)



Source: PwC (2023) Analysis of Glencore tax and royalty data in 2022

Note: Tax data sourced from Glencore includes 100% of all Glencore managed operations and 100% of the Hunter Valley Operations joint venture of which Glencore is a 49% participant, with the exception of federal income tax where the data includes Glencore payments only.

- 11 ASPI Australian Defence Working Budget 2022-23
- 12 Australian Government, Budget 2022-23
- 13 NSW Government, Health Infrastructure
- 14 Corrs Chambers Westgarth, 2022



Economic contribution of Glencore Australia 2022



Glencore supports local communities across Australia

Glencore supports local communities via a combination of partnerships, sponsorships, funding and voluntary employee contributions. In 2022, Glencore contributed \$10.3 million in community payments, which was an increase of \$2.3m from 2021.¹⁵

Community partner spend by category in 2022 (\$m)

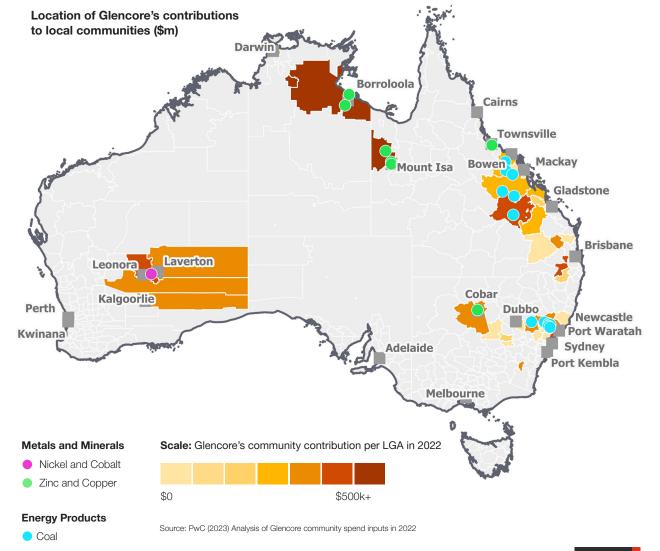


Source: PwC (2023) Analysis of Glencore community contribution data in 2022

Glencore contributed most to the following initiatives in 2022

- 1 \$1.4m to the McArthur River Mine Community Benefits Trust
- 2 \$1.2m to the Northern Hairy-Nosed Wombat Project, in partnership with the Queensland Department of Environment and Heritage Protection
- 3 \$1.0m to the NSW Disaster Flood Relief Program

15 PwC analysis of Glencore community spend data (2022)





Glencore's Commodity Business Units

As of 2022, Glencore has 25 mines operating in Australia, producing coal, copper, zinc, nickel, cobalt, lead, and silver. These mines are situated in various locations across the country, including New South Wales, Queensland, Western Australia, and the Northern Territory.

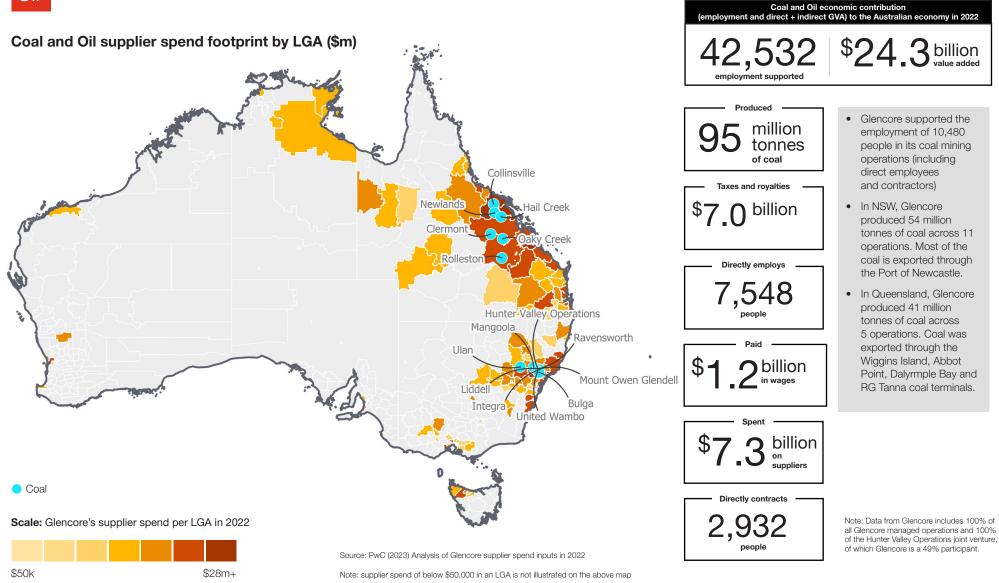
Operations are viewed under three key banners that encapsulate the broader Glencore ecosystem. These are:



The three operation groupings are explored in additional detail on the following pages. Key information on direct contributions from Glencore and broader economic impacts for each operation grouping are outlined.

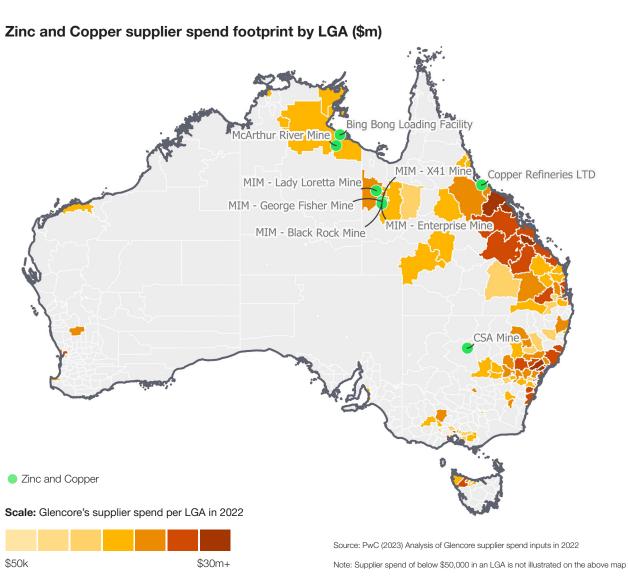
The spend and contribution by Glencore's other operations, including the Aurukun Bauxite Project, Glencore Marketing, and the Glencore corporate function are not included in the summaries on following pages.

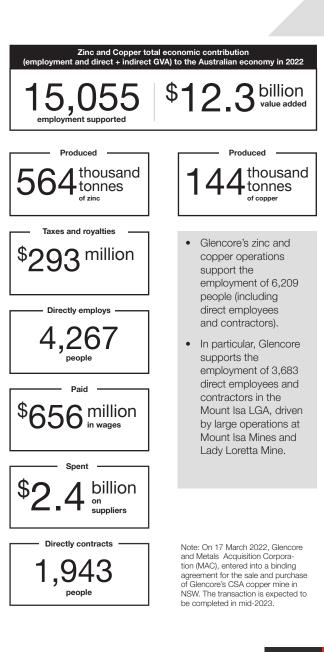




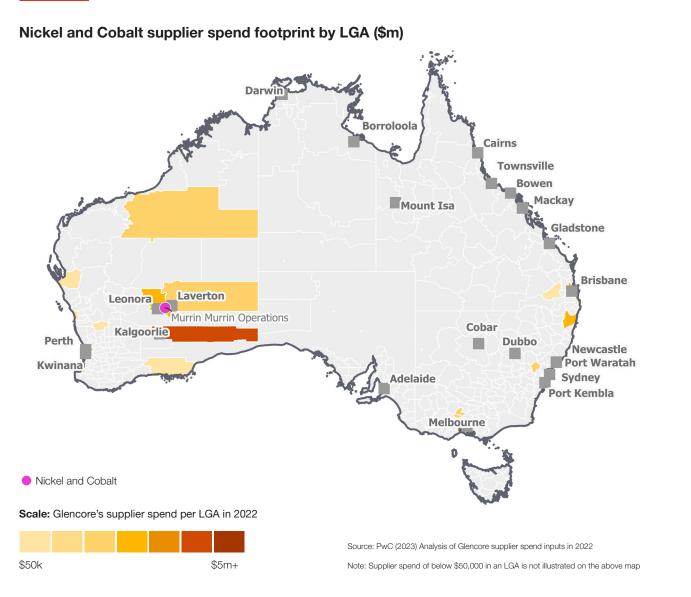
billion

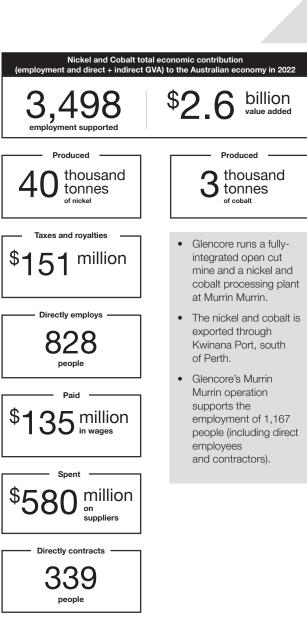






Nickel and Cobalt

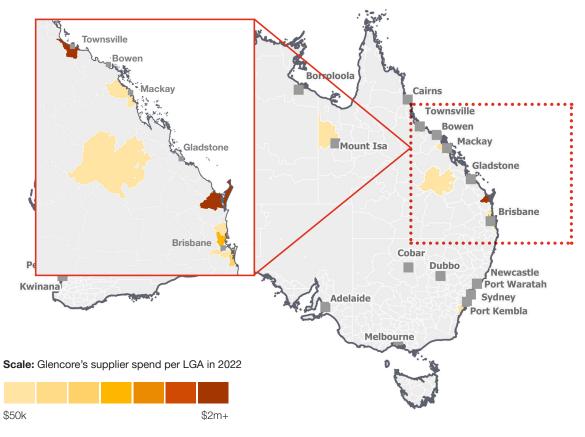




Glencore Technology

Glencore Technology is Glencore's dedicated metals product and process innovation branch. With its headquarters in Brisbane, Glencore Technology develops innovative products that help producers extract more from their metal and mineral processing assets.

Glencore Technology supplier spend footprint by LGA (\$m)









 Glencore Technology provides comprehensive, tailored solutions involving integrated process and equipment design, detailed engineering, equipment supply, operator training, commissioning assistance and ongoing process and maintenance support.

 22 of the 27 mining companies within the International Council of Mining and Metals (ICMM) use Glencore Technology to improve operational efficiency.

Source: PwC (2023) Analysis of Glencore supplier spend inputs in 2022

Note: Supplier spend of below \$50,000 in an LGA is not illustrated on the above map



Our approach

For the purposes of this study, we have a national economic model to estimate key economic variables across Australia, including direct and indirect employment and direct and indirect economic activity (measured as Gross Value Added, or GVA). These results form the basis for understanding the economic contribution of Glencore in Australia in 2022. Additional detail on our approach is outlined below.

Estimating the direct impact

Collect detailed data on Glencore's operations

We collected detailed data on Glencore's operations in 2022, covering a range of areas, including:

- supplier spend for each of Glencore's 25 operations around Australia by postcode
- total revenue across Australia
- the number of full time employees and contractors at each mine and associated wages paid by postcode
- community contributions to each organisation, by postcode
- local council payments
- taxes and royalties.

Map suppliers to industry categories

We mapped suppliers to their respective ANZSIC classifications¹⁶ based on the nature of their services to Glencore.

Map suppliers and employees by postcode and LGA

- Location of suppliers was mapped from their postcode to the corresponding LGA.
- Employees were mapped by their place of residence to the corresponding LGA.
- Concordance from postcode to LGA was undertaken using respective area size and economic activity, and apportioned appropriately to reflect activity in the area.

Identify the direct economic impact of Glencore in Australia

The LGA concorded information is used to develop direct economic contribution figures. An illustration of the different components of the direct and indirect GVA calculation is outlined in the chart on the right.

Estimating the indirect impact

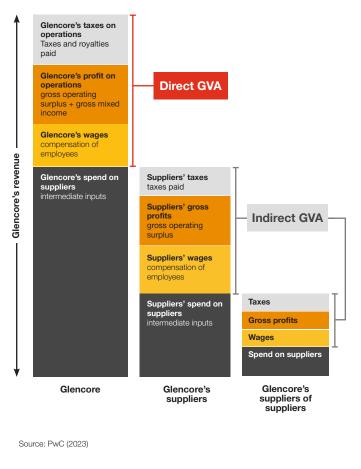
Identify indirect economic impact of Glencore in Australia using input-output

- Input-output (IO) tables¹⁷ were used to estimate the indirect impact of direct expenditure on suppliers and employees by Glencore.
- The IO multipliers are representations of the indirect activity that will be enabled by the direct spend of Glencore. This is driven by the type of spend (as determined by the ANZSIC classifications) and the amount (as determined above).

Estimate the geographic impact of indirect economic impacts using gravity modelling

- The IO model multipliers are representations of what industries will be impacted, but not where the activity will flow.
- We account for the inter-regional trade for indirect goods and services spend based on a gravity model, which estimates economic flows across Australia.

Components in estimating direct and indirect GVA



16 ABS ANZSIC Classification 17 ABS Input-Output Tables



Summary of methodology and limitations

Input-Output modelling

IO modelling is a powerful tool for calculating how the impacts of activity in one industry affect the broader economy through established intra- and interindustry relationships. Our IO modelling assesses the interdependence between Glencore and the rest of the economy using economic multipliers. IO multipliers are one way to estimate the total economy-wide contribution of direct and indirect economic activity for a particular industry.

Direct effects

The direct effects of an industry measure the requirements for an extra dollar's worth of output. In simpler terms, the direct effect on an industry's output is a onedollar change in output that results from a one-dollar difference in final demand. This, in turn, affects the GDP, employment, and income associated with that industry. The direct effects were estimated using information taken directly from Glencore (i.e. spending on its suppliers).

Production-induced indirect effects

These effects measure the change in interindustry purchases as a response to the demands of the directly affected industries. This includes the chain-reaction of output up and down the production supply chain, thereby creating a ripple effect.

Gravity modelling

A gravity model is a spatial interaction tool that estimates the volume of interaction between or among places. Initially developed for physics, it was later repurposed as a tool for estimating trade or interaction between regions by Isard (1954).

To estimate the flow of indirect economic activity between regions, we have developed a gravity model that considers the scale of economic activity in an LGA measured by its GVA and the relative distance between every other LGA (taken as the distance from centroid to centroid).

In the context of Glencore's operations, the model is used to estimate the location of indirect impacts of the company's spending on suppliers of suppliers.

Limitations of our modelling

ANZSIC classification

Our supplier classification system is based on the primary good or service provided by each supplier to Glencore. While this approach has enabled us to categorise suppliers into 19 key industries, it is important to note that some suppliers may provide a range of goods and/or services across multiple industries or categories. Therefore, our classification system may not fully capture the diversity of goods and services provided by each supplier.

Input-output modelling

Overall, while IO modelling is a common form of economic modelling, there are several limitations that must be considered when interpreting the results. These limitations include:

- Static picture of the economy: IO modelling assumes a fixed economy structure and does not consider dynamic adjustments that may occur as a result of potential future shocks.
- Fixed production coefficients and constant returns to scale: The approach assumes fixed production coefficients and constant returns to scale. This means that no matter how much is produced, the per-unit cost of required inputs remains the same.

- Average effects, rather than marginal effects: The method considers average effects, rather than marginal effects, meaning that IO models do not take into account economies of scale, unused capacity, or technological change.
- Unlimited availability of production inputs: IO modelling assumes unlimited availability of production inputs, such as labour, capital and equipment, and land. This implies that there are no supply-side constraints in the modelling.
- No account for price changes: The approach does not account for price changes that may result from increased competition for scarce resources.
- Effect of technology on productivity and production efficiency improvements: IO modelling does not consider the effect of technology on productivity and production efficiency improvements.





