GLENCORE

2021 Corporate Profile Queensland

About Glencore

Glencore is one of the world's largest globally diversified natural resource companies. We own and operate a diverse mix of assets all over the world, and we're engaged at every stage in the commodity supply chain; a unique business model that maximises value for all our stakeholders.

Our business model covers Metals and Minerals, Energy Products and Recycling, which are supported by our extensive global marketing network.

Metals & Minerals | Energy | Marketing | Recycling

135,000
Employees and contractors

1,200
Vessels on the ocean at any one time

> 60
Commodities across a range of metals, minerals and energy sectors

7,000+
Long-term relationships with suppliers and customers

> 35
On-the-ground presence in over 35 countries

Net Zero
Ambition to be a net zero total emissions company by 2050

Investment case

Our unique portfolio enables the transition to a low carbon economy. As a CO_2e total emissions reduction leader, our strategy is Paris aligned across key milestone dates, with the ambition of achieving net zero by 2050.

- Strong diversification by commodity, geography and activity
- A major supplier of energy and mobility transition materials
- Well-capitalised, low-cost, high return assets to facilitate the transition to a low carbon economy
- A unique marketing business that extracts value across the entire supply chain
- Be a decarbonisation leader while meeting everyday metals demand and today's energy needs
- Significant cash flow generation and shareholder distribution potential

Living our values

Our values reflect our purpose, our priorities and the beliefs by which we conduct ourselves. They define what it means to work at Glencore, regardless of location or role. They are the heart of our culture and the way we do business.

Safety

We never compromise on safety. We look out for one another and stop work if it's not safe.

Openness

We're honest and straightforward when we communicate. We push ourselves to improve by sharing information and encouraging dialogue and feedback.

Integrity

We have the courage to do what's right, even when it's hard. We do what we say and treat each other fairly and with respect.

Simplicity

We work efficiently and focus on what's important. We avoid unnecessary complexity and look for simple, pragmatic solutions.

Responsibility

We take responsibility for our actions. We talk and listen to others to understand what they expect from us. We work to improve our commercial, social and environmental performance.

Entrepreneurialism

We encourage new ideas and quickly adapt to change. We're always looking for new opportunities to create value and find better and safer ways of working.

Glencore in Queensland

We operate 12 copper, zinc and coal mines in Queensland, as well as a number of metals processing assets.

In 2020, Glencore contributed $8 billion to the economy in Queensland.*

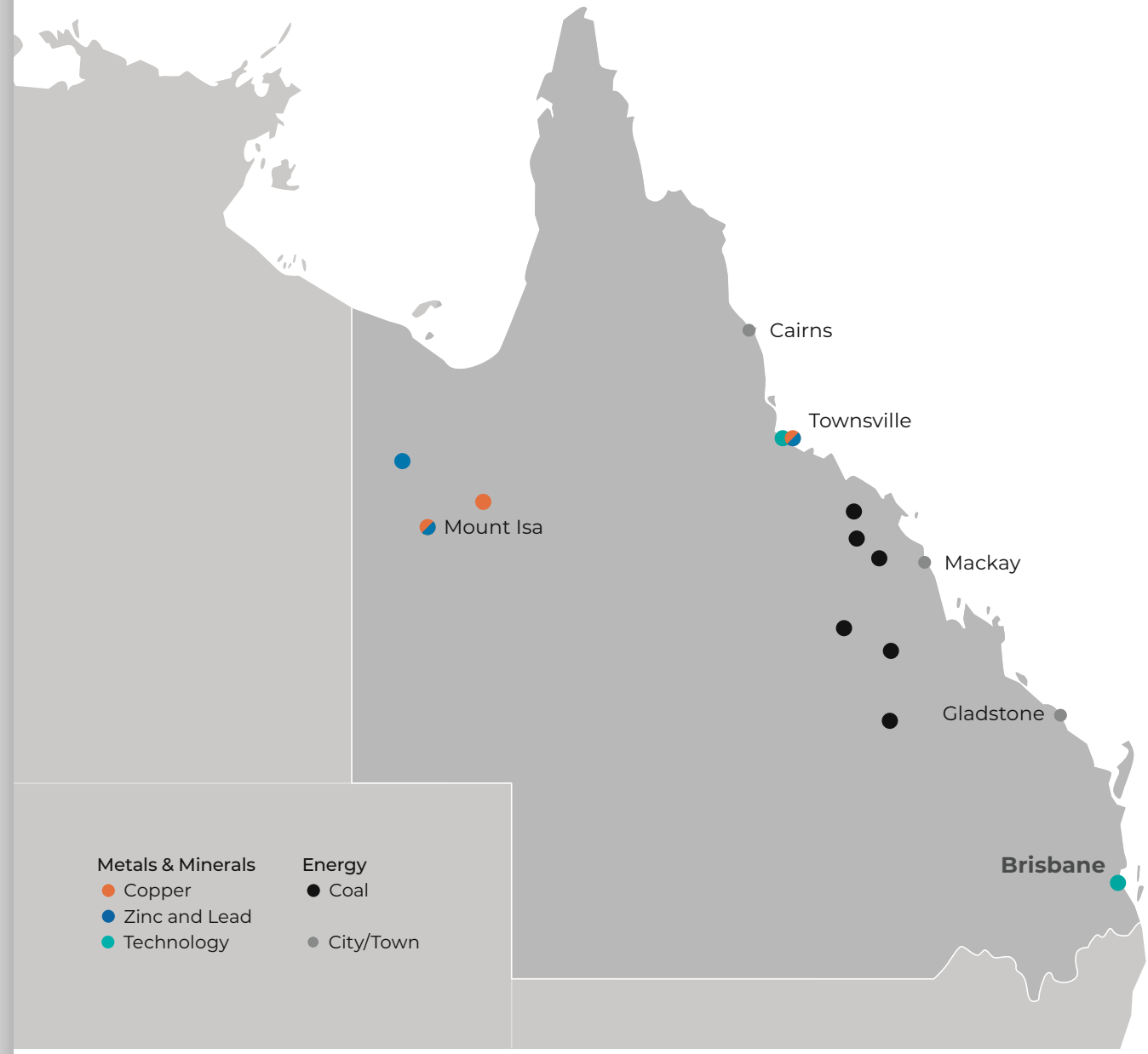
8,590
Employees and contractors

$1.1 b
Wages and salaries

$5 b
Spent on goods and services

3,770
Suppliers

$500 m
Taxes and royalties paid to state and federal governments



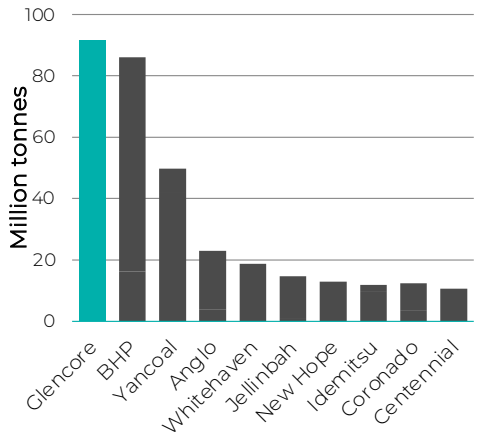
* The taxes and royalties figure represents Glencore's share of every operation we operate and manage in Queensland. All other figures represent 100% of the operations that Glencore manages in Australia and include our joint venture partners' interests in Ernest Henry Mining and our various coal joint ventures.

** The above numbers do not include the contribution of Glencore Agriculture, in which Glencore holds a 49.99% stake.

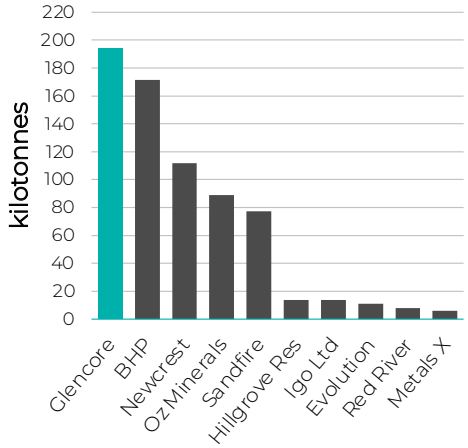
A leading Australian resources company

Glencore is among Australia's largest producers and marketers of coal, copper, cobalt, zinc, lead, nickel and silver.

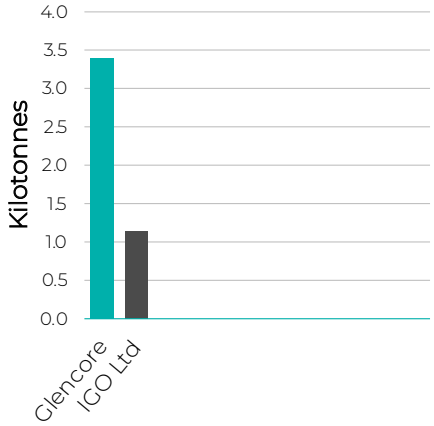
Coal production



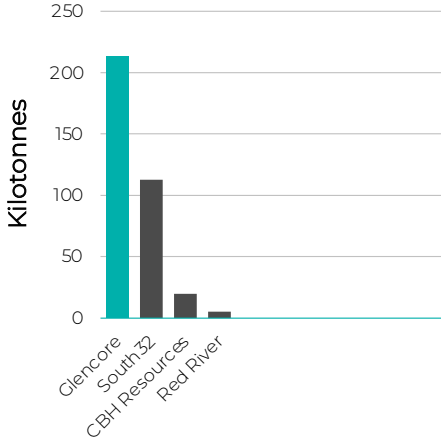
Copper production



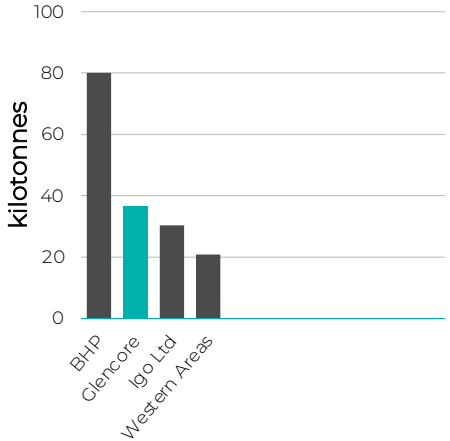
Cobalt production



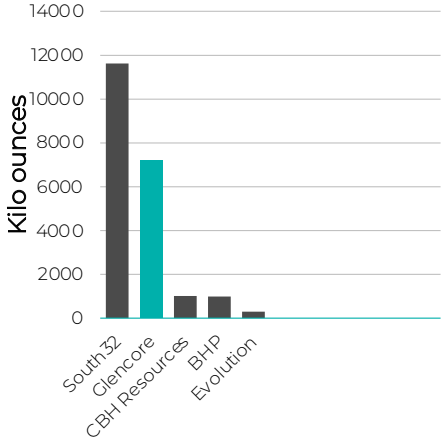
Lead production



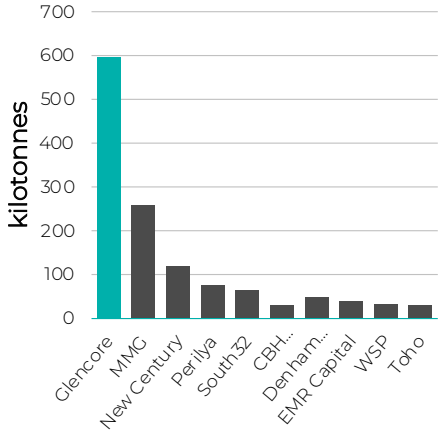
Nickel production



Silver production



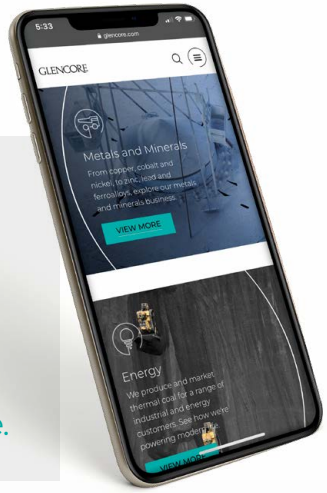
Zinc production



Source: Glencore, based on publicly available company annual reports covering 2019/2020 calendar/fiscal years.

Mining matters

Glencore responsibly sources the commodities that advance everyday life.



Smart phones

A single smart phone contains over 40 mined metals and rare earths.

Electronics

Cu Copper | Au Gold | Ag Silver | Ta Tantalum | W Tungsten

Battery

Al Aluminium | Li Lithium | Co Cobalt

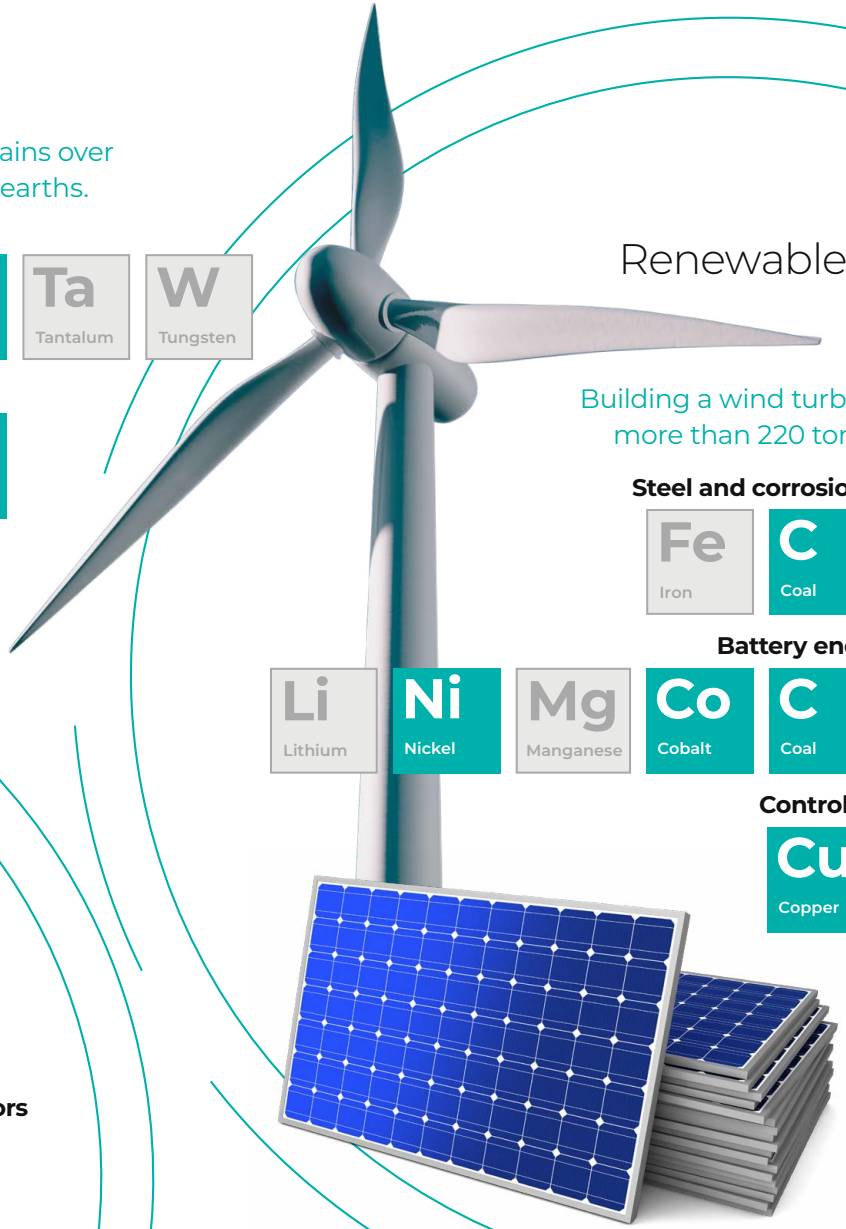
White goods

Steel used to build white goods

Fe Iron | C Coal | Zn Zinc

Electrical wiring and compressors

Cu Copper



Renewable energy

Building a wind turbine requires more than 220 tonnes of coal.

Steel and corrosion protection

Fe Iron | C Coal | Zn Zinc

Battery energy storage

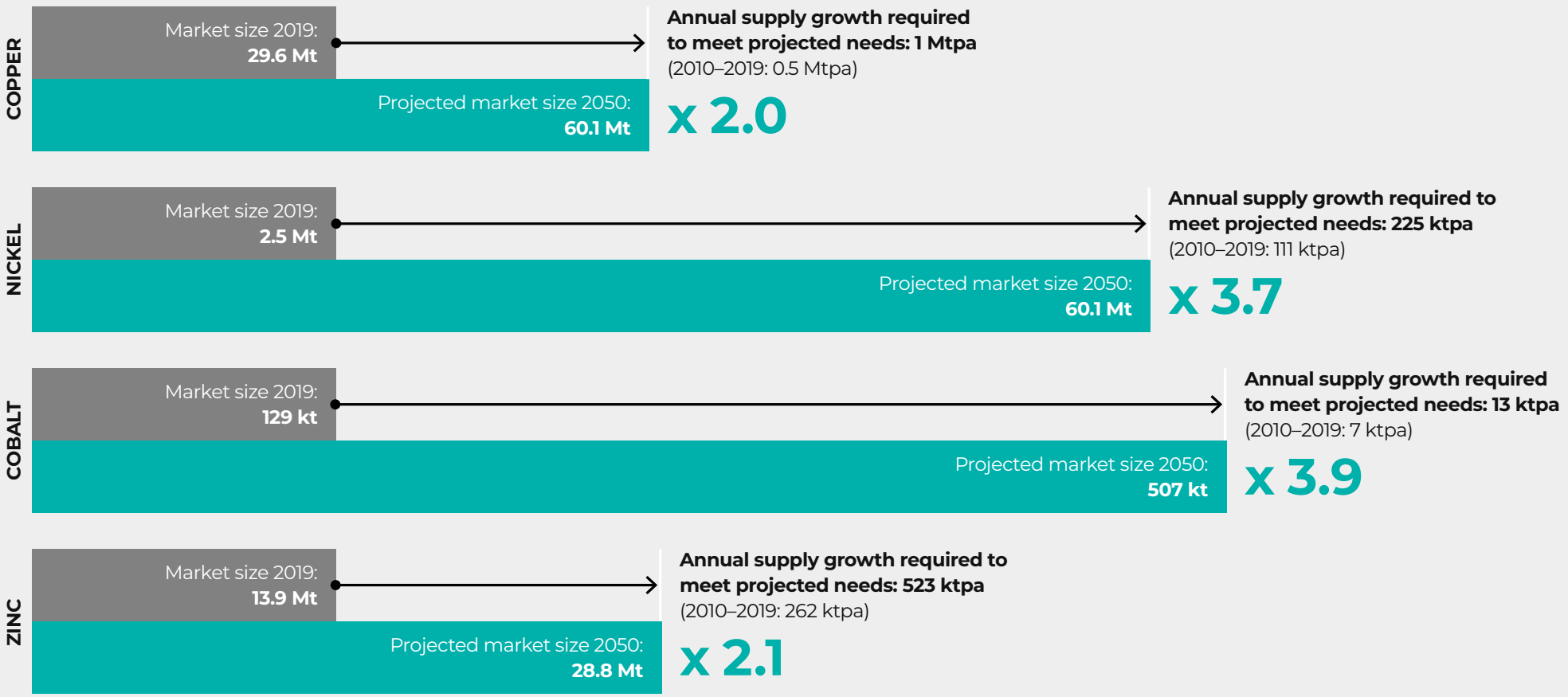
Li Lithium | Ni Nickel | Mg Manganese | Co Cobalt | C Coal | V Vanadium

Controls and wiring

Cu Copper | Si Silicon

Demand for the metals Glencore produces is expected to increase significantly as the world transitions to a low carbon economy

Market size/growth comparison: **2019** to **2050** (projected)



Notes: Glencore modelled annual average change in demand from 2020 to 2050 under the IEA NZE scenario. Copper demand includes post-cathode secondary materials.

Energy products

Coal

We are one of Queensland's largest coal producers, with six active mining operations across the Bowen Basin.

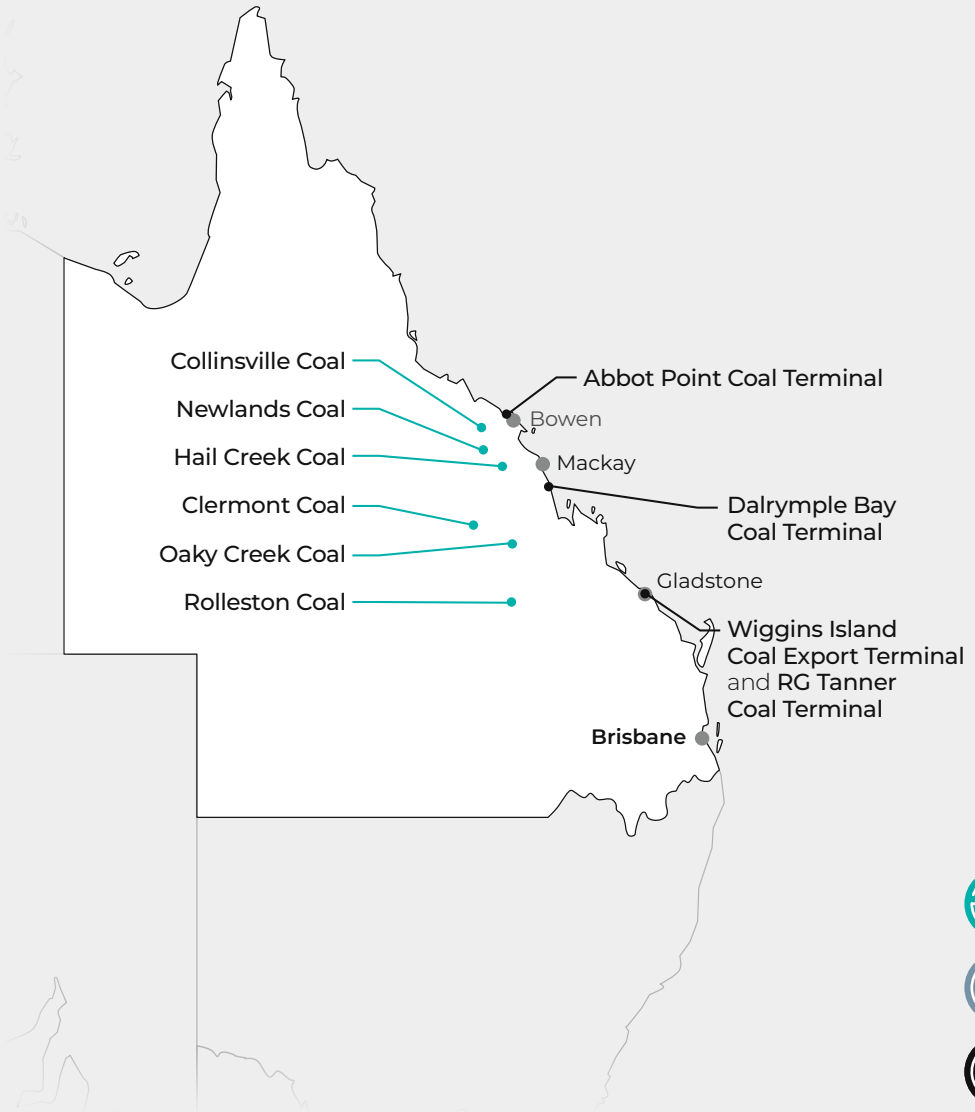
In 2020 we managed the production of nearly 40 million tonnes of saleable thermal and coking coal. Our coal is exported from the ports of Abbot Point, Dalrymple Bay, Wiggins Island Coal Export Terminal and RG Tanna coal terminal.

MANAGEMENT
Ian Cribb, *Chief Operating Officer, Coal Assets Australia*

OPERATIONS (QLD)	METHODS	PRODUCTS	2020 PRODUCTION[1]
Collinsville Coal	Open cut	Thermal	3,180,000t
Newlands Coal	Open cut	Thermal, Coking	3,557,000t
Hail Creek Coal	Open cut	Thermal, Coking	6,787,000t
Clermont Coal	Open cut	Thermal	9,303,000t
Oaky Creek Coal	Underground	Coking	4,465,000t
Rolleston Coal	Open cut	Thermal	12,471,000t

[1] Managed equivalent saleable production rounded up/down to nearest 1,000 tonnes

t = tonnes



GLENCORE COAL'S CONTRIBUTION ADDS UP FOR QLD COMMUNITIES

3,680
DIRECT JOBS

$3.3b
ANNUAL SPEND ON GOODS & SERVICES

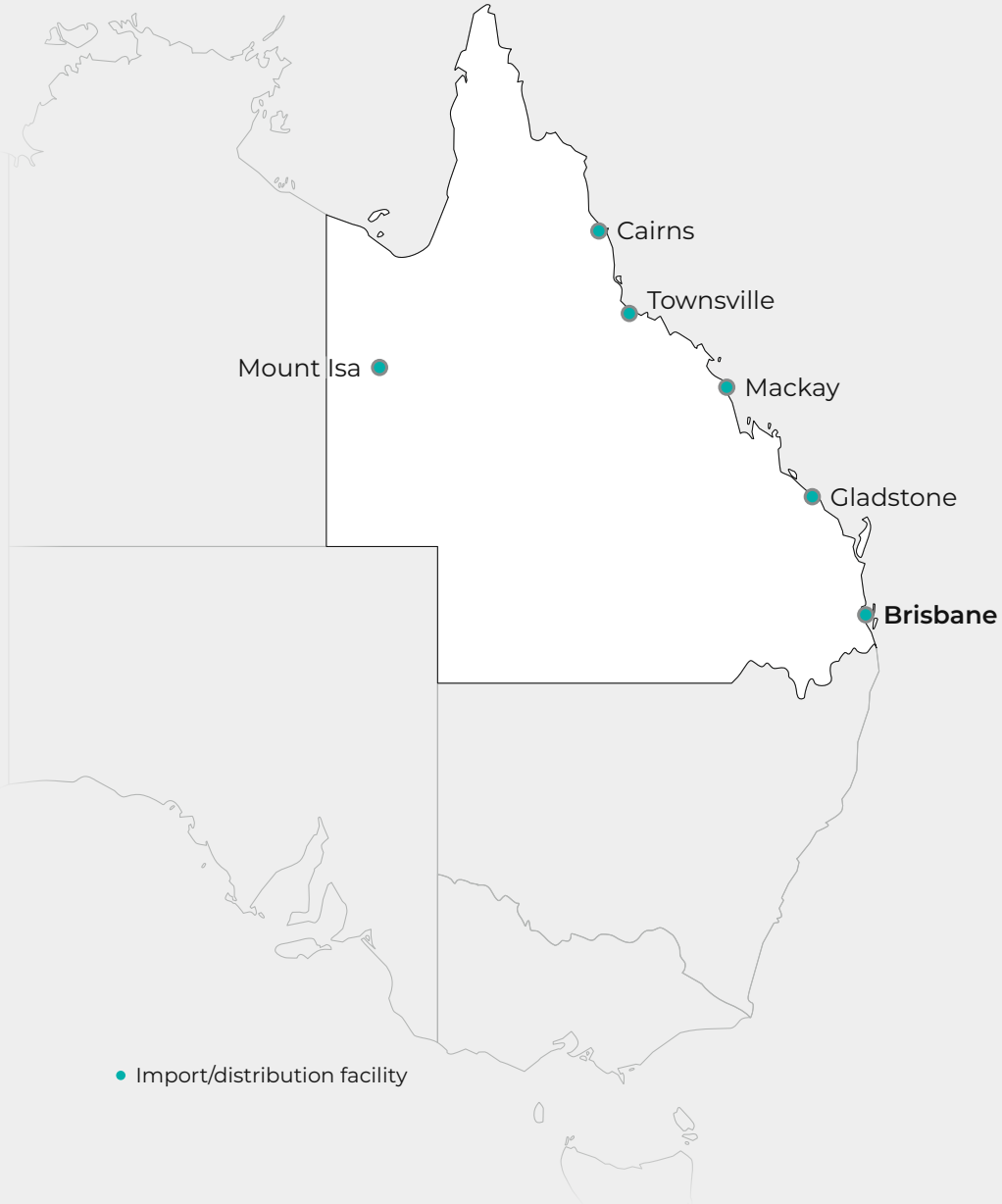
2,800
SUPPLIERS

29,170 indirect jobs
$6 billion total economic activity

Oil

Glencore's oil business in Queensland supplies our mining and agricultural operations' fuel needs.

We also supply fuel into the wholesale fuel market, independents and the marine fuel industry. In the process, we make an important contribution to Australia's fuel security.



CTSCo Project

Our wholly-owned CTSCo Project in the Surat Basin aims to demonstrate Carbon Capture Utilisation and Storage (CCUS) technology on an industrial scale in Queensland.

The Project aims to capture carbon dioxide (CO_2) from the Millmerran coal fired power station and permanently store it at depths of over two kilometres underground at a tenement in the southern Surat Basin.

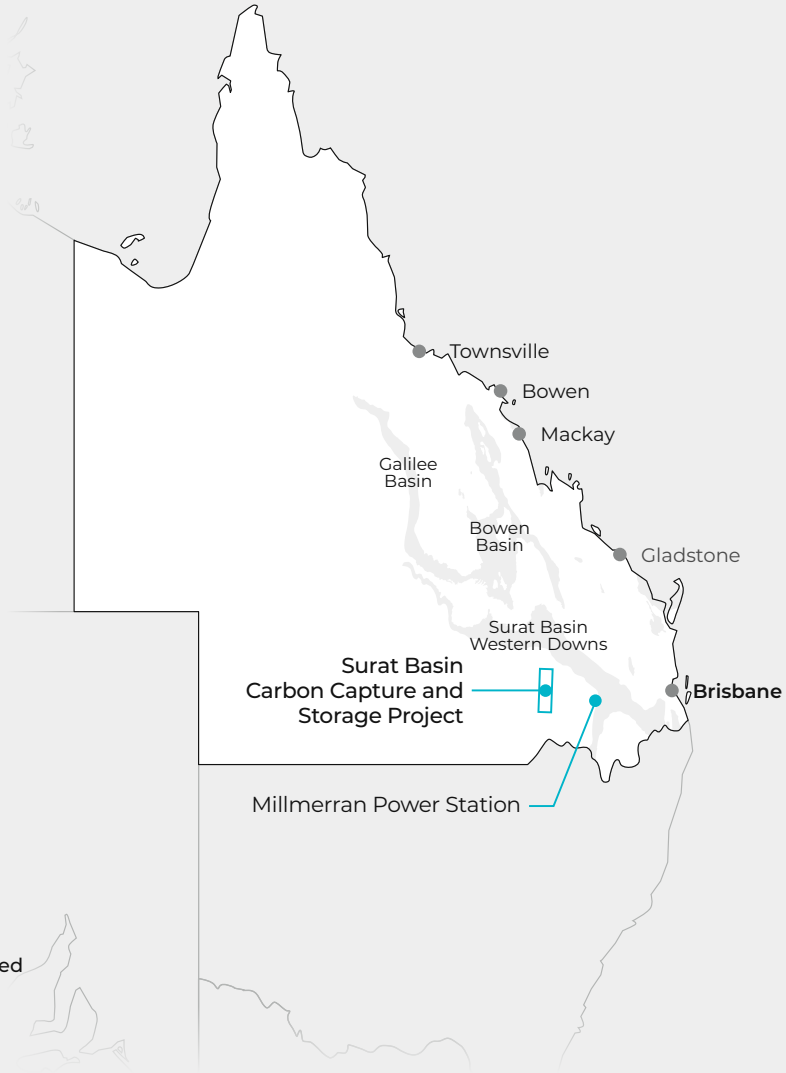
We've been been actively developing the CTSCo Project in cooperation with industry and Federal Government support for the past 10 years.

It is now Australia's most advanced onshore CCUS project and has the capability to develop a large CO_2 storage hub in Queensland suitable for multiple industrial users.

Rendered image of the proposed CO_2 capture plant to be located at the Millmerran Power Station in Queensland, Australia.

The CTSCo Project comprises two key elements:

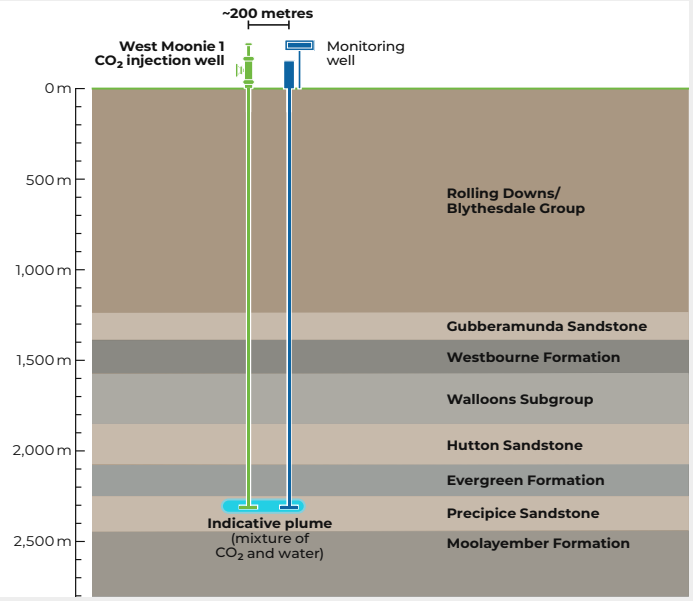
- **CO_2 Capture** – The CTSCo Project team is working closely with the Millmerran coal-fired power station and its major equity partner China Huaneng on the CO_2 capture plant design and operation. Glencore signed a formal Memorandum of Understanding with China Huaneng in April 2021 and we plan to finalise contracts to install a carbon capture plant at Millmerran. The plant would capture 110,000 tonnes of CO_2 per year and transport this some 100 kilometres to our storage tenement.
- **CO_2 Storage** – CTSCo is well advanced in exploring and appraising storage capability in the Surat Basin. The Project holds one of the largest land-based CCUS tenements in Australia (EPQ10 in the southern Surat Basin) and the only active GHG exploration tenement in Queensland.



The Surat Basin was identified in the 2009 Queensland CO_2 Geological Storage Atlas as having the potential to store up to three billion tonnes of CO_2.

We are continuing to assess the suitability of our tenement for permanent CO_2 storage. Preliminary scientific studies and drilling activities undertaken in EPQ10 at a site west of Moonie indicate that both the geology and the non-potable aquifer present have ideal characteristics for safe and sustainable CO_2 storage.

We are continuing to work with Queensland regulators to ensure sustainable CO_2 management and will potentially seek additional environmental approvals under the Queensland Environmental Protection Act for the project to move into full-scale production.



Suitable geology: Subsurface cross section showing the Precipice Sandstone Aquifer, the Evergreen Formation Top Seal. The proposed Injection Well and indicative CO_2 plume are also shown, along with the proposed monitoring well

Investing in Carbon Capture Utilisation and Storage

Glencore has outlined a number of ambitious climate change goals, including the ambition to be a net-zero total emissions company by 2050.

Unlike our peers, this ambition includes Scope 3 emissions – the emissions generated by our customers and third-parties when they use the commodities we supply.

Our strategy involves investment in, and support for, a range of measures including low emission technologies like Carbon Capture Use and Storage (CCUS), which the International Energy Agency (IEA) consistently calls a critical technology for achieving global climate change goals.

Under all credible scenarios, fossil fuels (oil, gas and coal) will continue to be an important part of the global energy mix for decades.

We believe that CCUS technology can support both the reduction of emissions from the use of fossil fuels across a range of industrial sectors in Australia as well as globally and also provide a platform for producing low cost hydrogen.

We believe this is consistent and will supports the current climate and energy policy goals of the Queensland and Federal Governments.

Next steps

We are working toward a Final Investment Decision for the $210 million project by the end of 2021. The project is by Glencore, the wider black coal industry – through Low Emission Technology Australia (LETA); Australian National Low Emissions Coal Research and Development Limited (ANLEC R&D) and the Australian Government.

We gratefully acknowledge the support of these project participants:

Australian Government

LETA Low Emission Technology Australia

Queensland Government

anlecr&d

For more information, visit **www.ctsco.com.au**

Metals and Minerals

Queensland Metals

Our Queensland Metals business includes six copper and zinc mines, copper and lead smelters and a copper refinery.

These assets are located across the North West Minerals Province, including at Mount Isa and Cloncurry, while our copper refinery is in Townsville. We develop, mine and process the metals and then export them to customers around the world from the Port of Townsville.

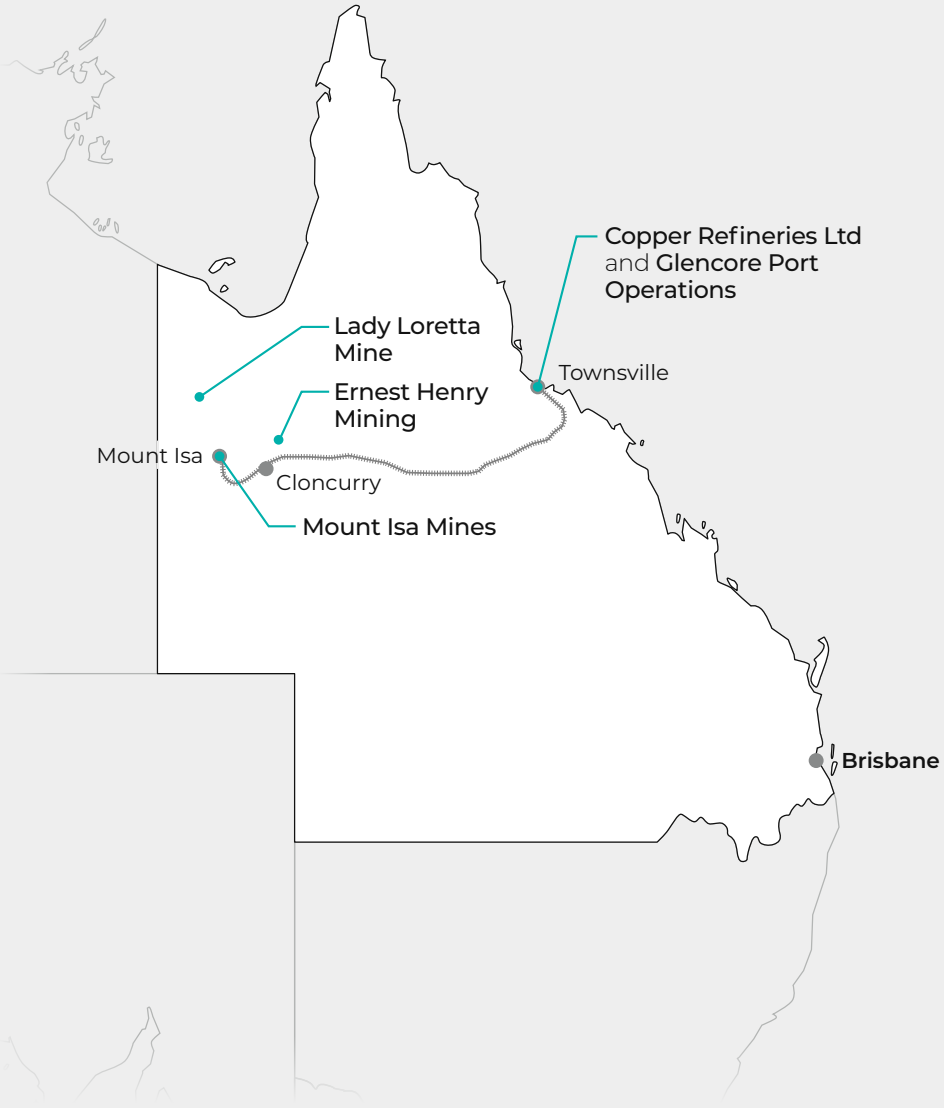
Our copper and zinc are enablers of energy and mobility systems that will drive the transition to a low carbon economy and are key inputs in electric vehicle batteries, solar panels and wind turbines.

MANAGEMENT
Matt O'Neill, *Chief Operating Officer, Zinc Assets Australia*
Troy Wilson, *Chief Operating Officer, Copper Assets Australia*

OPERATIONS	ASSETS	2020 PRODUCTION	
Mount Isa Mines copper operations	· Enterprise underground mine · X41 underground mine · Black Rock underground mine · Copper concentrator · Copper smelter	· Copper cathode and copper in concentrates · Gold · Silver	217,200 t[1] 158,000 oz 1,417,000 oz
Ernest Henry Mining	· Underground copper mine · Copper concentrator		
Copper Refineries Ltd	· Electrolytic copper refinery		
Mount Isa Mines zinc operations	· George Fisher underground mine · Zinc-lead concentrator · Lead smelter · Lady Loretta underground mine	· Zinc in concentrates · Lead in concentrates · Silver in concentrates	354,200 t 161,900 t 5,790,000 oz

[1] Mount Isa, Ernest Henry, Townsville – total production, including third party feed

t = tonnes



GLENCORE QUEENSLAND METALS' CONTRIBUTION ADDS UP FOR NORTH QLD COMMUNITIES

4,810
DIRECT JOBS

$1.6b
ANNUAL SPEND ON GOODS & SERVICES

2,670
SUPPLIERS

13,700 indirect jobs
$3 billion total economic activity

Glencore Technology

Glencore Technology – with its global headquarters in Australia – develops innovative products that help producers extract more from their metal and mineral processing assets.

Currently 22 of the 27 mining companies within the International Council of Mining and Metals (ICMM) use Glencore Technology to improve operational efficiency. Our IsaMill™, Jameson Cell, Albion Process™, ISASMELT™, IsaKidd™ technologies have been proven in over 500 operations globally.

IsaMill™ and Jameson Cell deliver more and better quality concentrate to downstream stages in mining operations. Albion Process™, commercialised in 2009, is delivering improved returns over traditional mineral leaching techniques.

IsaKidd™ cathode plates and robotics account for more than 11 million tonnes per annum – or more than 50% – of world copper production. ISASMELT™ is still helping operations break recovery records in smelting after more than 30 years.

MANAGEMENT

Paul Telford, *Chief Technology Officer, Glencore Technology*

Aurukun Bauxite Project

We are continuing to assess the feasibility of developing the Aurukun Bauxite Project into a new open cut bauxite mine in western Cape York.

LOCATION	23 kilometres north-west of Aurukun township
EXPECTED MINE LIFE	Over 20 years
ANNUAL PRODUCTION	8 million tonnes of bauxite per year
WORKFORCE	· 250 people in construction phase · 400 people in production
APPROVALS	Environmental Impact Statement in progress

Engagement with Traditional Owners and the Aurukun community
Throughout the assessment process, we have been engaging and consulting regularly with the Traditional Owners and other key local community stakeholders on potential project plans.

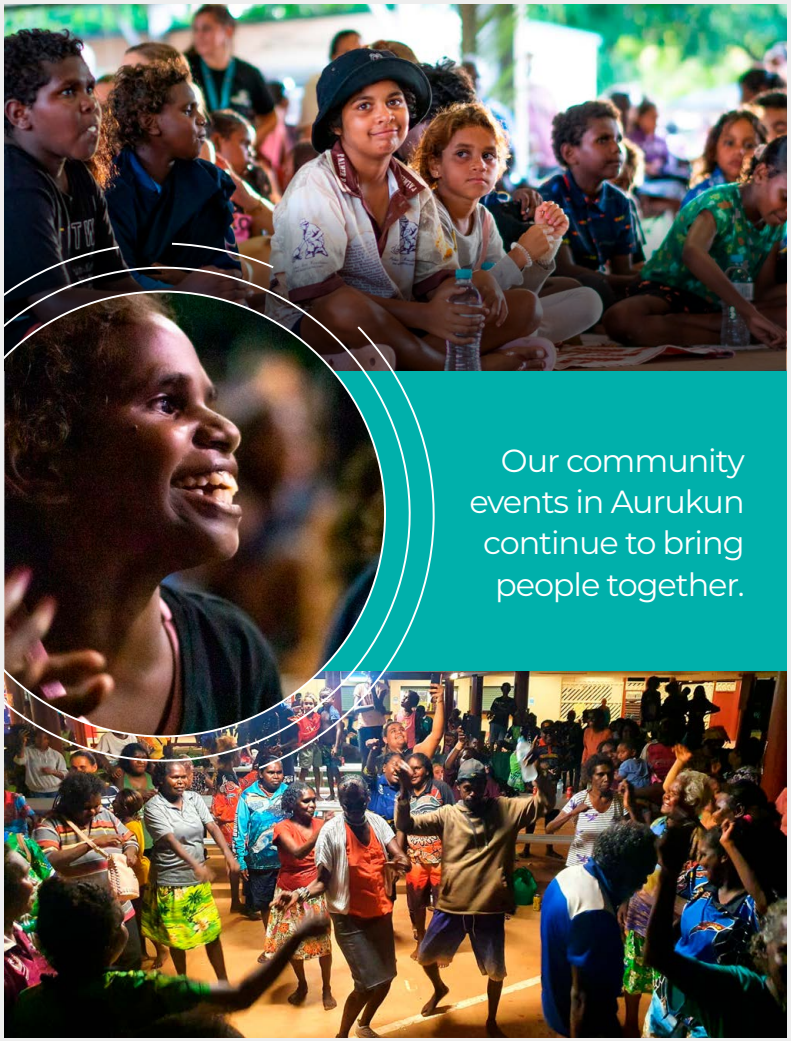
"Our project pathway is based on a foundation of strong and early direct community engagement", said Project Director Julian Farrugia.

"Since our first visit to Aurukun in 2013, we have been committed to openly and transparently discussing the benefits and impacts of the project with the community.

"The involvement of Traditional Owners and the community is vital to the Project's future success. Our vision is to achieve tangible, long-term benefits for the local community and Traditional Owners that align with their aspirations for their community and their country. This includes local employment and new business opportunities, as well as improved access to, and use of, traditional country."

Selection of Joint Venture Partner
In March 2021 Glencore entered into an agreement for Mitsubishi Development Pty Ltd to become a 30% Joint Venture partner in the project. Glencore will retain 70% ownership and full management.

Since our first involvement with the Project, we have been engaging with a range of potential customers and interested parties to support the development of the Aurukun bauxite resource, as we've done for multiple resource projects in Australia over the past 20 years.



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