GLENCORE

2020 CORPORATE PROFILE QUEENSLAND

9,240 employees and contractors in Queensland

GFM

100

Queensland's largest copper and zinc producer

GEM

One of Queensland's largest coal producers

A leading mining technology business

This page: Shift change at George Fisher Mine, north-west Queensland

Cover photo: Our Queensland Metals business in Mount Isa

About Glencore

We are one of the world's largest natural resources companies. We own and operate a diverse mix of assets all over the world, and we're engaged at every stage of the commodity supply chain. Our business model covers Metals & Minerals and Energy, which are supported by our extensive global marketing network.





Global operations

Employees and contractors

60

Commodities across a range of metals, minerals and energy sectors

3,000 Employees in marketing

1,200 Vessels on the ocean at any one time

7,000+

Long-term relationships with suppliers and customers

Diversified by commodity, geography and activity

- Fully integrated from mine to customer
- Presence in 50 countries across
 150 operating sites
- Producing and marketing about
 60 commodities
- Diversified across multiple suppliers and customers

 Future demand patterns for maturing economies are likely to favour mid- and latecycle commodities*

The right

commodity mix

for changing

needs

 Major producer of later cycle commodities including the enabling materials (copper, cobalt, nickel) that underpin the battery chemistry and infrastructure likely to power electric vehicles and low emission storage systems Well-capitalised, low-cost, highreturn assets

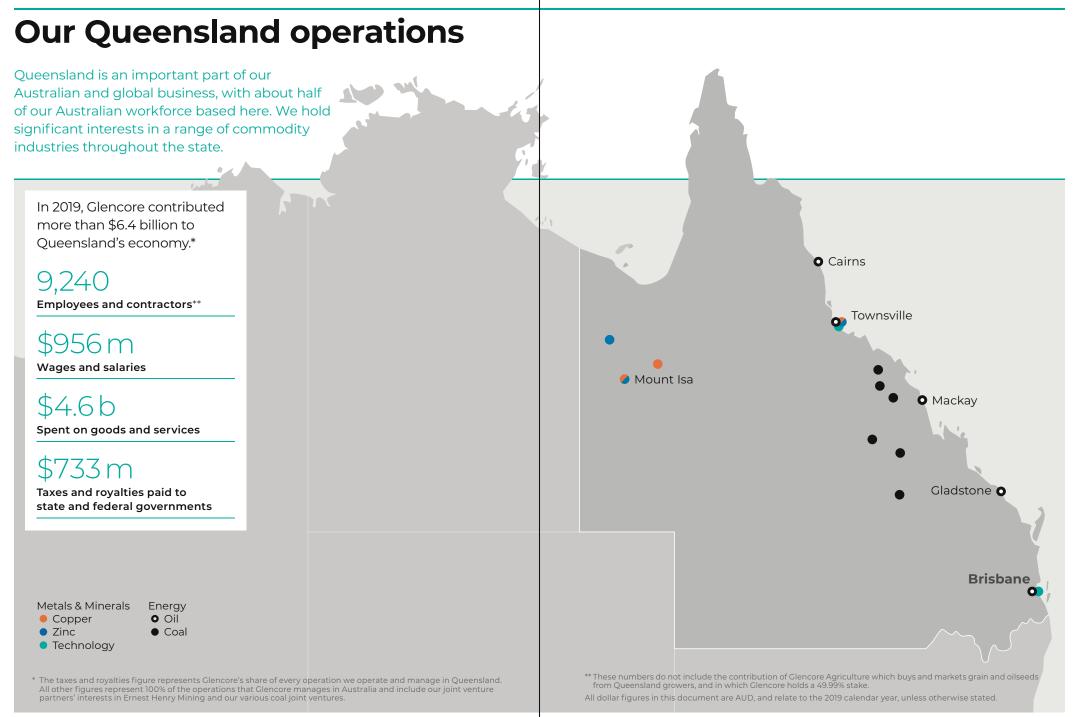
- Since 2009, over US\$45 billion has been invested in our global industrial assets
- Low-cost, long-life assets in many of the world's premier mining districts support sustainable long-term cash flows
- Mine-life extension potential embedded in key commodities

* Mid- and late-cycle commodities are those required by economies, societies and people as their quality of life continues to improve (e.g. electric and other automation, electronics, appliances).

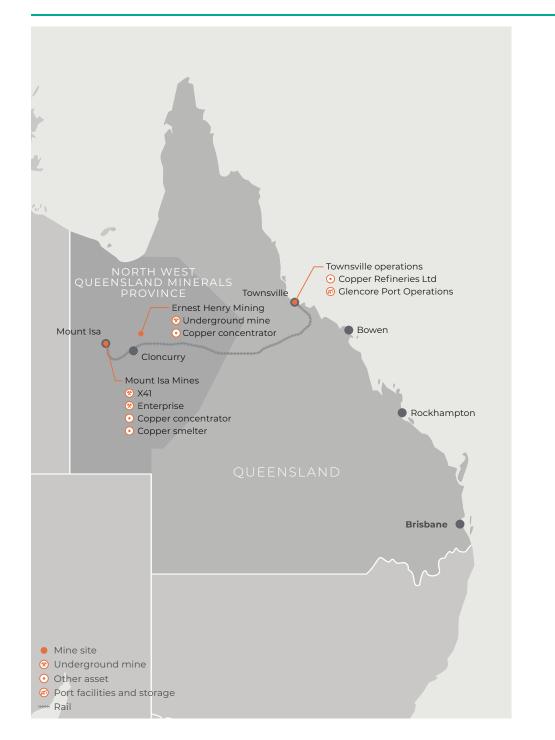
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Copper 同

Our 2019 contribution

\$1.1 b	2,820	\$334
Total	Employees	Wages and
contribution	and contractors	salaries

334 m

\$693 m

Spent on goods and services

Our Queensland copper operations are integrated across the entire supply chain, from resource development, mining and processing, to transport, storage and export to worldwide customers.

Our north Queensland copper mining and processing assets include the Mount Isa Mines complex, Ernest Henry Mining near Cloncurry, and our copper refinery in Townsville. We produce a globally renowned, premium copper product known as ISA Brand copper cathode, sought after all over the world thanks to its highly conductive properties. Our copper is exported from the Port of Townsville.

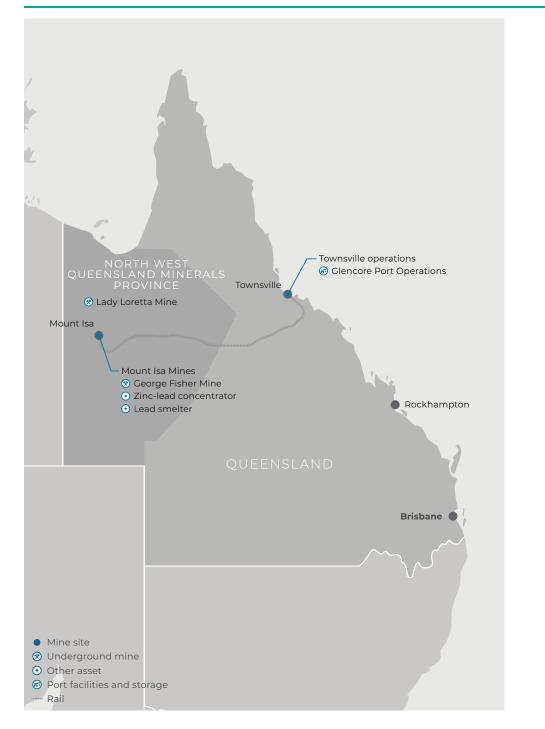
In 2020, our north Queensland copper and zinc operations have been consolidated as a single business entity, Glencore Queensland Metals. As a major employer, we recognise the significant socio-economic role we play in regional Queensland. We aim to work constructively with local and regional councils for the benefit of the communities in which, and near which, we operate. These councils include:

- Mount Isa City Council
- Cloncurry Shire Council
- Townsville City Council.

Australian leadership

Matt O'Neill, Chief Operating Officer, Queensland Metals

OPERATIONS	ASSETS	2019 PF	ODUCTION
Mount Isa Mines copper operations	Enterprise underground mine X41 underground mine Copper concentrator Copper smelter	Cathode and copper in concentrates	151,100t ¹
Ernest Henry Mining	Underground copper mine Copper concentrator		
Copper Refineries Ltd	Electrolytic copper refinery		
¹ Mount Isa, Ernest Henry, Tow including third party feed	nsville – total production,		t = tonnes



Zinc 🕫

Our 2019 contribution

\$7.7 b Total contribution 1,900 Employees and contractors

\$167 m Wages and s salaries \$817 m

Spent on goods and services

Glencore mines one of the world's largest zinc resource bases at Mount Isa Mines.

In north Queensland, we operate the George Fisher underground mine, Lady Loretta underground mine, a zinc-lead concentrator, a zinc-lead filter plant and a lead smelter. Our zinc and lead products are exported from the Port of Townsville.

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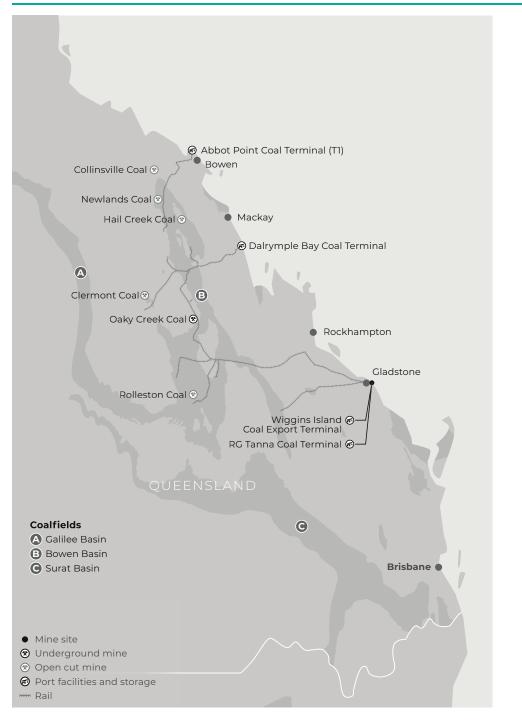
Sam Strohmayr, Chief Operating Officer, Zinc Assets Australia

OPERATION	ASSETS	2019 PRODUCTION	
Mount Isa	George Fisher underground mine	Zinc in concentrates	326,373 t
zinc operations	Zinc-lead concentrator	Lead in concentrates	157,984t
	Lead smelter	Silver in concentrates	5,518,256 oz
	Lady Loretta underground mine		

t = tonnes oz = ounces



Monitoring operations at Glencore's Clermont Coal open cut mine in central Queensland



Our 2019 contribution

\$4.1b Total contribution

4,410 Employees

\$430 m Wages and salaries and contractors

\$31b Spent on goods and services

We operate six coal mines across regional Queensland.

In 2019 we produced over 50 million tonnes of saleable thermal and coking coal in the state. Our coal in Oueensland is exported from the ports of Abbot Point, Dalrymple Bay, Wiggins Island Coal Export Terminal and RG Tanna coal terminal.

We aim to have a positive impact on communities associated with our operations through our direct employment and spend on goods and services from local and regional business. We maintain a strong focus on rehabilitation and provide support for a wide range of community initiatives.

As a major employer, we recognise the significant socio-economic role we play in regional Queensland. We aim to work constructively with local and regional councils for the benefit of the communities in which, and near which, we operate. These councils include:

- · Central Highlands Regional Council
- Isaac Regional Council
- Mackay Regional Council
- · Whitsunday Regional Council.

Australian leadership

Gary Nagle, Global Head of Coal Assets

Ian Cribb, Chief Operating Officer, Coal Assets Australia

OPERATIONS	METHODS	PRODUCTS	2019 PRODUCTION ¹
Collinsville Coal	Open cut	Thermal	3,773,000t
Newlands Coal	Open cut	Thermal, Coking	4,547,000t
Clermont Coal	Open cut	Thermal	12,029,000 t
Oaky Creek Coal	Underground	Coking	5,446,000t
Hail Creek Coal	Open cut	Thermal, Coking	8,774,000t
Rolleston Coal	Open cut	Thermal	15,725,000 t

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

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t = tonnes



Glencore's oil business in Australia supplies our mining and agricultural operations' fuel needs. We also supply fuel to the wholesale fuel market, independents and the marine fuel industry.



We believe that the mine rehabilitation at our coal operations like Rolleston is among the best in the industry and a source of pride for our workforce

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Case study

Industry-leading mine rehabilitation in regional Queensland

In recent years, mine rehabilitation and closure planning in Queensland have become increasingly important and visible for industry, government, stakeholders and communities.

Glencore's coal business is committed to effectively returning mined land to selfsustaining native ecosystems, agricultural use or other suitable purposes that meet government requirements and community expectations.

At each of our Queensland coal operations, rehabilitation is:

- Planned for as early in the mine life as possible – with our contemporary operations it takes place before first coal is mined.
- Incorporated into daily, annual and long-term mine plans to ensure work is adequately resourced, budgeted and delivered.
- Conducted progressively, while mining continues, which minimises the area of rehabilitation required at the end of mining.
- · A source of pride for our workforce.

Our rehabilitation is not just about quantity - it is also about quality.

In 2019, we rehabilitated more than 1,300 hectares across our Australian coal operations, an investment of over \$44 million.

We're very proud that two of our Queensland coal operations have received State Government certification for sections of rehabilitated mine land.

In each case, the rehabilitation of these former mining areas met all rehabilitation and closure activities set out by State Government regulators.

Our Rolleston mine now has certification for 400 hectares of its rehabilitation – equivalent to more than 660 football fields, which represents almost 40% of the total amount of mined land onsite.

The certification at Rolleston follows a similar achievement at our Newlands coal operations in 2017, where more than 73 hectares of rehabilitation was certified by the Queensland Government.

GLENCORE COAL OPERATION	LOCATION	REHAB AREA CERTIFIED	EQUIVALENT IN NUMBER OF FOOTBALL FIELDS	YEAR CERTIFIED
Newlands Coal	Queensland Bowen Basin	73 hectares	>120	2017
Rolleston Coal	Queensland Bowen Basin	400 hectares	>660	2018, 2019

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 ISASMELT™, IsaKidd™, IsaMill™, Jameson Cell and Albion Process[™] have been proven in over 400 operations globally.

ISASMELT[™] is still helping operations break recovery records in smelting after more than 30 years. IsaMill™ and Jameson Cell deliver more and better quality concentrate to downstream stages in mining operations. ISAKIDD[™] cathode plates and robotics account for more than

11 million tonnes per annum – or more than 50% - of world copper production. Albion Process™, commercialised in 2009, is delivering improved returns over traditional mineral leaching techniques.

Glencore Technology also provides other parts of the Glencore group with expertise in process improvement, flowsheet performance and metallurgical trouble-shooting.

Australian leadership

Paul Telford, Chief Technology Officer, Glencore Technology

> ALBION PR CESS











Supporting our local communities

Every year, Glencore supports our local communities through partnerships, sponsorships, funding and voluntary employee contributions. In addition to our role as a major employer, in 2019 we partnered with community organisations across Australia to make a positive contribution in the areas of health, education, arts and culture, and the environment.

> Royal Far West

Glencore has partnered with charity Royal Far West to provide early intervention for children experiencing speech, language, sensory and motor development difficulties in our regional Queensland operational areas of Springsure (Rolleston), Collinsville and Clermont. The capacity-building program helps teachers, parents and other school and early education employees to better care for the unique needs of these young children. Training is done using tele-tutorials and video links with senior clinicians and is enriched with online resources. We have invested \$100,000 to help deliver this program to these regional areas.



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Our Queensland partners

Business, industry and achievement

- · AusIMM
- \cdot Commerce North West
- Mount Isa City Council
- Townsville Enterprise
- Queensland Department of Youth and Communities: Queensland Indigenous Youth Leadership Program
- Queensland Minerals and Energy Academy (QMEA)

Culture and arts

- Arts on Alma
- Fitzroy Basin Association
- Festival of the Bands
- Kalkadoon Community Pty Ltd
- Mackay Regional Social Development Coalition
- Mount Isa Eisteddfod
- Mount Isa Entertainment and Tourism Venues
- Queensland Music Festival
- Townsville Eisteddfod Inc.

Education

- Annandale State School
- Barkly Highway State School
- Books in Homes Australia
- · Central Highlands Science Centre
- Collinsville Schools PE Program
- Edmund Rice Flexi School
- Good Shepherd Catholic College
- Happy Valley State School
- Healy State School
- James Cook University
- Mount Isa Central State School
- Mount Isa School of the Air
- Mount Isa Special School
- · Oonoonba State School
- Queensland Department of Education Solid Pathways

- Schools P+C Association Grants Program
- South Townsville State School
- Southern Cross Catholic School
- Spinifex State College
- St Joseph's Catholic Primary School
- St Kieran's Catholic Primary School
- Sunset State School
- Tieri State School
- Townsville State High School
- Townview State School
- University of Central Queensland
- University of Queensland
- William Ross State High School
- Wonder of Science
- Wulguru State School

Safety and Environment

- Queensland Department of Environment and Science Northern Hairy-Nosed Wombat Recovery Project
- Reef Catchments

Events, clubs and organisations

- · Camooweal Drover's Festival
- Cloncurry and District Show Society
- Cloncurry Stockman's Challenge and Campdraft Association
- Curry Merry Muster Festival
- Isa Running and Triathlon Club
- Julia Creek Campdraft Association
- Junior Sports Development Program grants
- Mount Isa Agricultural Show Society
- Mount Isa Apex Club
- Mount Isa Fish Stocking Group
- Mount Isa Golf Club Ladies
- Mount Isa Mines Rodeo
- North Queensland Football Limited
- North Queensland Sports Foundation
- North West Canoe Club
- Zonta Club of Mount Isa



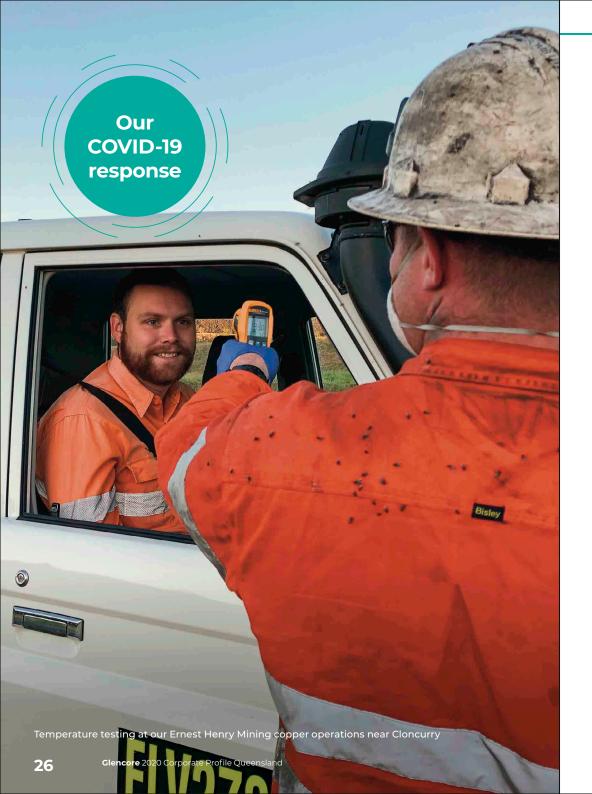
The Queensland Indigenous Youth Leadership Program has become one of the country's most prestigious and effective Aboriginal and Torres Strait Islander youth leadership programs. The program continues to provide excellent leadership development opportunities for Indigenous youth following its formation in 2011 through a partnership of Glencore's coal, copper and zinc businesses and the Queensland Department of Communities. Indigenous youth aged 18 to 25 engage actively and positively in community leadership roles, civic life and parliamentary processes.

Health and wellbeing

- Angel Paws Inc.
- Capricorn Rescue Helicopter
- Central Queensland Health Service Mackay
- Central Queensland Rescue Helicopter
- Central Queensland Rural Health
- Clermont Aged Care Strategy
- Clermont 4 Doctors
- Cloncurry Flinders Medical Centre
- ・ CTM Links
- Mission to Seafarers

- North West Hospital and Health Service
- RACQ LifeFlight
- Ronald McDonald House North Australia
- Royal Far West
- Salvation Army
- Sisters of the North
- State Emergency Service
- The Pyjama Foundation

Plus more schools, colleges, local clubs and organisations throughout regional Queensland.



Safeguarding our workers during the COVID-19 global pandemic

Glencore has closely monitored developments relating to COVID-19 since the start of the pandemic and our key priority is to protect the health and safety of all employees and contractors at each of our sites and offices.

We have enacted our incident management plans in accordance with our company protocols. As part of this response, all our sites have developed risk-based plans to support the health and safety of workers. We are closely following the advice of Federal, State and Territory Governments and expert medical advisors and have remained in close contact with local council authorities in each jurisdiction in which we operate.

The Australian Government identified mining as an essential activity and we are doing all in our power to continue running safe, responsible and sustainable operations across the country.

Engagement with our workforce

We have provided our workforce with a wide range of information about COVID-19 measures and protocols, including those related to personal hygiene, social distancing, travel and access to our Employee Assistance Program.

Health checks and screening

We have introduced temperature checks for our workforce, as well as self-declaration assessment forms.

We have also instructed every worker to stay at home if they feel unwell or have any symptoms associated with COVID-19. Under no circumstances are they to come to work.

Increased hygiene and cleaning

At every site and office, we've provided appropriate hygiene and personal protective equipment (PPE).

We have also introduced stringent and frequent cleaning of all shared areas and equipment.



Social distancing in the workplace

We have implemented social distancing measures, including at pre- and postshift briefings, in assembly areas, at mess facilities and in all mine transport vehicles.

In specific situations where social distancing is more challenging, we've ensured appropriate PPE is used at all times.

Other measures that we've introduced have included staggered shift times, clear demarcation zones and increased frequency of buses to specific sites to enable social distancing. We have also provided social distancing guidance relating to carpooling arrangements for employees travelling to and from work.

Travel restrictions

We have followed government and expert medical advice on all travel requirements. This has included asking our workforce to avoid all non-essential work and personal travel. We have also limited interaction between our workers and the local communities in or near which we operate.

Stakeholder engagement

Throughout the pandemic, we've engaged with governments and local councils to help ensure economic activity can continue while implementing measures to minimise the spread of COVID-19.

We have also worked with our suppliers and infrastructure providers to mitigate any risks associated with the supply of goods and services to our operations and with the transport of our resources to power stations and port export terminals.

Glencore contributes \$725,000 to COVID-19 vaccine development

Our donation will go towards the University of Queensland's (UQ) vaccine development program.

The University of Queensland is using molecular clamp technology that aims to enable people's immune systems to recognise and then neutralise the COVID-19 virus. Our \$725,000 contribution comes from our Global Community Support Fund set up to assist communities affected by the pandemic. We are hopeful it will make a meaningful contribution to the university's efforts to develop a vaccine.



Technology fast-tracks COVID-19 testing and results at Mount Isa Hospital

COVID-19 testing equipment secured for Mount Isa Hospital in north-west Queensland is providing crucial support for Australia's largest inland mining community.

Glencore provided \$45,000 for the equipment, which was acquired in collaboration with Queensland Health and the Laura Johnson Home.

In addition to enabling local testing, the equipment dramatically reduces the timeframe for test results. Previously COVID-19 nasal swab samples had to be flown from Mount Isa to Brisbane or Townsville for analysis.

The North West Hospital and Health Service's Acting Chief Executive, Dr Karen Murphy, said the equipment was proving crucial for diagnosing urgent cases.

"Previously, testing for COVID-19 has been dependent on airlines and external labs", said Dr Murphy. "With this equipment funded by Glencore, we now have the safety net that we deserve in north-west Queensland. "Quicker turnaround times and testing closer to home is critical to rural and remote locations and, in particular, our vulnerable Aboriginal and Torres Strait Islander communities."

Dr Ulrich Orda, Director of the Emergency Department at Mount Isa Hospital, said the equipment would also be a valuable asset long-term.

"It can analyse other respiratory viruses, staph infections, influenza A and B, and some STDs, so it has further application beyond the coronavirus pandemic," he said.

"Prompt diagnosis means we can start treatment immediately, isolate the patient, and curb potential exposure to the community."

Case study

Boosting career opportunities in regional Australia

Glencore provides a range of career opportunities across our mining operations in regional Australia.

Our entry-level programs suit applicants from school leavers to university graduates, to those just looking for the next career break.

Graduate programs

Over 100 new graduates so far have joined Glencore in 2020. More are on the way following the recent extension of our 2021 program. "We're looking for bright, curious and confident people across disciplines," Glencore Australia Regional Human Resources Lead Jodie Hope said. "These range from engineering, environmental science, geology and geophysics to information systems and IT, accounting, community relations, human resources, and occupational health and safety."

Apprentice programs

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At the start of 2020, Glencore also had almost 450 first-through-to-fourth-year apprentices across trades including electrical, mechanical, fabrication, plumbing, carpentry and diesel fitting. With a focus on local talent from regional communities, our recruitment programs combine structured career development with on-the-job experience and mentoring from some of the best in the business. Newcomers to Glencore have every opportunity to succeed.

Feedback from our people

Mayah Cvetic, a graduate human resources business partner at George Fisher Mine, north-west Queensland, said getting her opportunity was a dream come true. "I moved to Mount Isa at age 12," she said. "The Glencore Graduate Program is important for regional Australia as it provides opportunities to come back home after university, just like I did, to work in my chosen field."

Felice Quach started as a graduate process engineer and is now a Production Mining Supervisor at Liddell coal mine in New South Wales' Hunter Valley. Reflecting on his journey, Felice could not have imagined five years ago the career leaps he has taken. "The start was hugely important for me," he said. "The Glencore Graduate Program has allowed me to get many opportunities and climb the ladder."

Fletcher Tomes started as a second year electrical maintenance apprentice at McArthur River Mine in the Northern Territory after the company he was working for closed down. Completing his apprenticeship with Glencore has opened up opportunities in the resources sector. "Being exposed to large industrial equipment and focusing on fault-finding has accelerated my learning. It's great to work in a role that keeps you challenged," Fletcher said.

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Seizing the day – Glencore is creating opportunities for promising graduates in regional Australia

Hopes high for Glencore's Australian carbon capture and storage plans

Glencore's CTSCo Project in Queensland has the potential to provide a technology pathway to materially reduce Australia's carbon dioxide emissions.

Glencore is continuing to progress its CTSCo Project in Queensland's Surat Basin. The project aims to capture carbon dioxide (CO_2) at the Millmerran power station, transport it to a storage site in the southern Surat Basin, 230 kilometres west of Toowoomba, and permanently store it more than two kilometres underground.

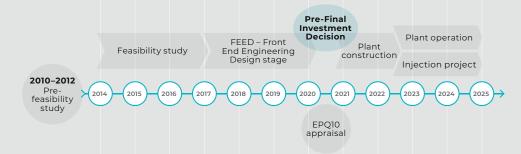
Over a 10 year period, we have conducted a number of studies – including prefeasibility, feasibility and engineering design – to test the feasibility of storing CO_2 in a safe and secure manner. The project has received grant funding from the Australian black coal industry via the COAL21 Fund and the Australian Government.

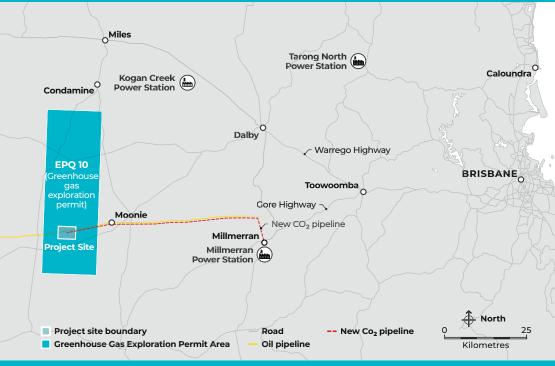
The Australian Government's CCS Storage Atlas has identified the Surat Basin as a location that potentially has the ideal geology for long-term CO₂ storage at an industrial scale. The CTSCo Project is subject to rigorous government environmental approval processes and approvals. Independent reviews have also included input from the University of Queensland, University of Melbourne and University of Texas.

The EPQ10 storage location in the southern Surat Basin can potentially store CO_2 on an industrial scale and serve as a central storage hub for a number of large industrial emitters of CO_2 .

This means that if our CTSCo Project is successful it can help Queensland significantly reduce emissions from coal, gas and heavy industry, in the process helping the State meet its greenhouse gas emission reduction targets while maintaining jobs and investment in the fossil fuel sector.

Timeline for the CTSCo (Carbon Transfer and Storage Co.) Project







Why Carbon Capture & Storage (CCS)?

CCS (also called CCUS) has been identified by the International Energy Agency as a 'key technology' in reducing global greenhouse gas emissions. In its World Energy Outlook 2019, the IEA said, "CCUS needs to be more widely deployed in order to capture an annual average of 1.5 gigatonnes of CO_2 between 2019–2050 to put the world on track to meet the objectives of the Paris Agreement."

A London Imperial College Study, published in November 2019, found that CCS technologies are essential to a transition to a least-cost and reliable net-zero electricity system. Excluding CCS was found to increase the total system cost by a factor of two to seven times.

In addition to laying the foundation for commercial-scale onshore CCS in Queensland, we believe our CTSCo Project can provide a technology pathway for materially reducing Australia's overall carbon footprint.

In the process it can also potentially help Federal and State Governments achieve their stated emissions reductions targets and provide a pathway for many industrial end-use customers to reduce CO₂ emissions.

For more information, visit ctsco.com.au

SEPTEMBER 2020

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