



Bell Potter Unearthed Natural Resources Conference

February 2023

Delivering increased battery metals exposure and aligning our NPI interests

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A world class industrial processing business leveraging its strategic ore resources in Indonesia to participate in the global EV battery supply chain revolution

Nickel Industries Limited (“**NIC**”) is a world class nickel processing business, currently producing some of the lowest capital intensive and most profitable nickel units in the global market in partnership with Tsingshan, the world’s largest stainless steel producer.

In just over 4 years since its Initial Public Offering, the Company has established itself as a globally significant Nickel Pig Iron (“**NPI**”) producer and has recently announced its diversification into the ‘**Class 1**’⁽¹⁾ nickel electric vehicle (“**EV**”) battery supply chain by converting some of its current production into nickel matte.

The Company has recently executed an Electric Vehicle Battery Supply Chain Strategic Framework Agreement (“**Strategic Agreement**”) with Shanghai Decent to grow and further diversify its production into the EV battery supply chain.

(1) Class 1 nickel defined as containing 99.8% nickel or above (high-purity) in pure nickel metal form suitable for battery production.

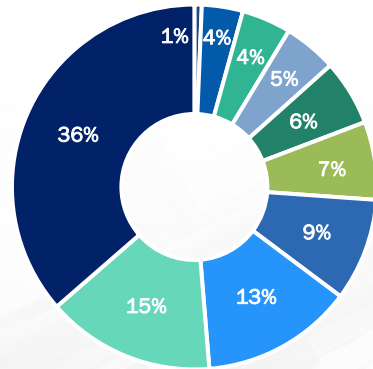
Why invest in Indonesian nickel?

Indonesia is now the global epicentre of global nickel supply for the EV revolution

The rise of NPI

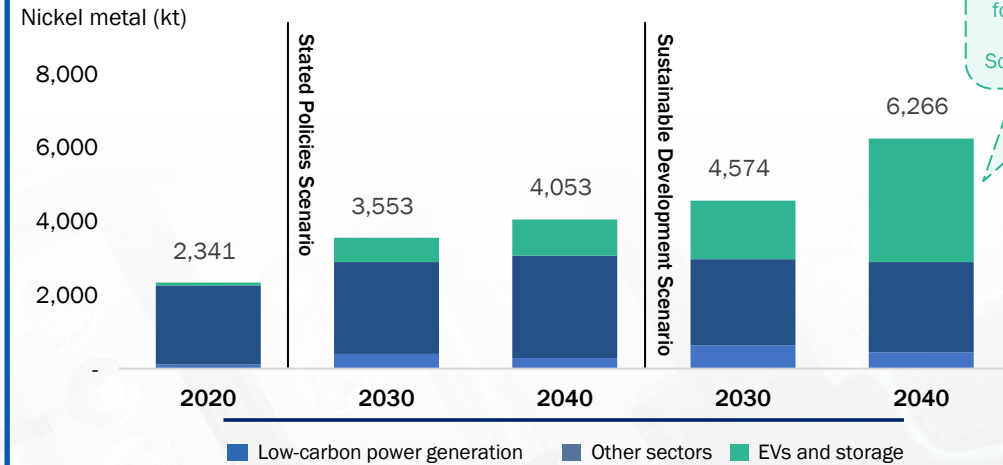
- For decades, stainless steel has been the single largest consumer of global nickel production, currently accounting for ~70% of demand
- The 2014 'export ban' of unprocessed nickel ore provided the origins for today's thriving Indonesian NPI industry
- Access to an abundance of high-grade, low-cost ore underpinned huge amounts of NPI production capacity led by Tsingshan
 - Indonesia now accounts for over 60% of global NPI production

Global nickel mine production 2021⁽¹⁾



■ Indonesia ■ Australia ■ Brazil ■ United States ■ Russia
■ Philippines ■ China ■ Canada ■ New Caledonia ■ Others

Total nickel demand by sector and scenario, 2020 – 2040⁽²⁾

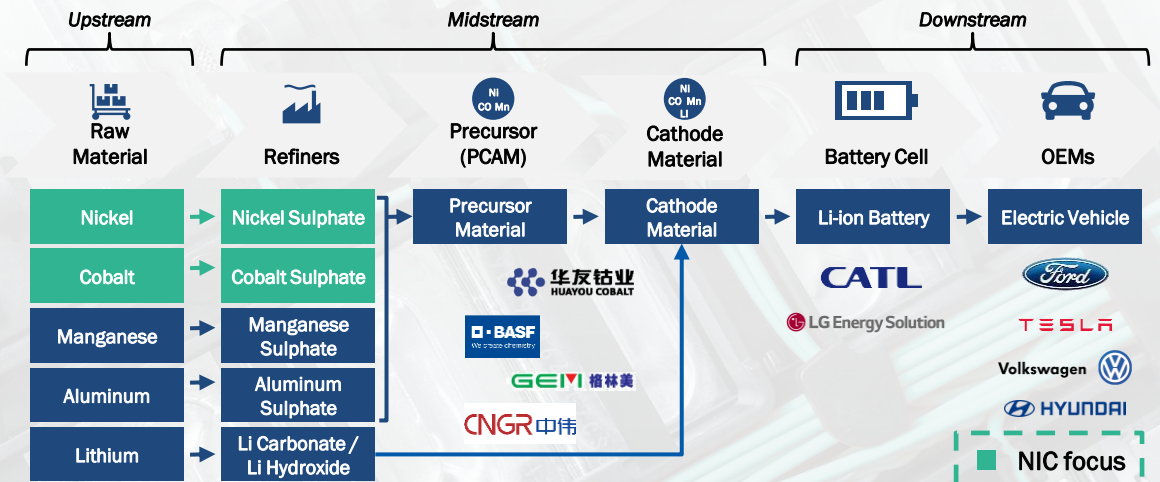


Class 1 nickel demand from EVs and storage nickel forecast to grow +200% by 2040 under the SDS Scenario (CAGR since 2020)

The EV supply revolution in Indonesia is now well underway

- Previously, nickel sulphate for today's dominant nickel manganese cobalt ("NMC") battery chemistries could only be made from sulphate ores. Shortages of sulfide ores **historically proved a bottleneck** for precursor producers to secure raw material supply for Class 1 nickel production
- In 2021, **Tsingshan announced it had successfully used laterite ore to produce nickel matte**, opening up an **important source for battery grade nickel**
- EV materials players** (particularly Chinese precursor makers and global EV makers) are now active investors in Indonesia, **developing supply chains around valuable laterite ore resources**
- Vertical integration of supply underpins expectations that nickel matte and mixed hydroxide precipitate ("MHP") will become **dominant processing avenues for nickel sulphate for EV battery demand**

Global EV producers becoming active in Indonesia to establish integrated supply chains⁽³⁾



(1) Source: U.S. Geological Survey ("USGS"), Mineral Commodity Summaries, January 2022, reflecting 2021 estimates.

(2) Source: International Energy Agency. Stated Policies Scenario reflects current policy settings based on a sector-by-sector and country-by-country assessment of the specific policies that are in place, as well as those that have been announced by governments around the world. Sustainable Development Scenario assumes that concerted policy efforts speed up innovation timelines for new energy technologies so that innovation happens at least as fast as it has ever done before.

(3) Source: USGS.

Delivering battery metals exposure



- 1 Establishes the strategic pillars to become a leading producer of battery grade Class 1 nickel into the EV market
- 2 Provides derisked exposure to next-generation, operational HPAL alongside industry leading operators
- 3 Aligns our ONI⁽¹⁾ interest at 80%, on consistent price with existing interest, with asset now ramping up production on time and within budget
- 4 Secures two Acquired Options with access to proprietary technology to support future Class 1 nickel diversification and growth
- 5 HPAL offers the Company the opportunity to reduce its carbon emissions per tonne of nickel produced
- 6 Increasing Nickel Industries' sales towards the EV battery market, providing future growth engine towards attributable nameplate capacity to >150ktpa with majority Class 1 nickel⁽²⁾
- 7 Expected to provide higher comparable margins via HPAL today, and through potential future development of Acquired Options (ONI Matte Converter and DAWN HPAL+ Project)

(1) Oracle Nickel Project ("ONI").

(2) NIC NiEq production based on attributable nickel metal nameplate capacities of 12ktpa for Hengjaya Nickel Project ("HNI") and Ranger Nickel Project ("RNI") and 28.8ktpa Angel Nickel Project ("ANI") and ONI (pro forma 80% ownership) respectively. Assumes HNI and ONI are fully converted to nickel matte production. Outperformance assumption of 35% for HNI and RNI and 30% for ANI and ONI respectively. In addition, includes HNC Project attributable nameplate capacity of 6ktpa (10% of 60ktpa) and outperformance of 10% and includes DAWN HPAL+ Project attributable nameplate capacity of 42ktpa (70% of 60ktpa) and no outperformance. See further detail on page 13.



Establishing the strategic pillars to become a leading producer of battery grade Class 1 nickel into the electric vehicle market

1 Delivering nickel matte production

- ✓ **HNI successfully converted to nickel matte**
 - produced 4,743t of nickel matte in Q4 22
 - higher comparable margins vs NPI
- ✓ **Future potential rollout via ONI**
 - Acquired Option with Shanghai Decent (US\$15m non-refundable) to invest in and construct a low-grade to high-grade nickel matte converter dedicated to ONI
 - nameplate conversion capacity of 50ktpa allowing future conversion for another 4 RKEF lines to nickel matte
 - up to ~US\$110 million capex, with FID subject to market conditions

2 Acquiring next-generation, operational HPAL

- ✓ **HNC commissioned in November 2021 and has a track record of operations**
 - second successful operating HPAL project in Indonesia
- ✓ **Derisked exposure increasing NIC's institutional HPAL knowledge**
 - industry leading operators as partners – Huayou Cobalt, Tsingshan and China Molybdenum
- ✓ **End product for sale into the EV battery supply chain expected to provide higher margins**
 - nameplate production capacity of 60ktpa in MHP

3 Option for future DAWN HPAL+ Project

- ✓ **Acquired option for future 60ktpa DAWN HPAL+ Project (US\$25m non-refundable)**
 - nickel sulphate and electrolytic nickel to further broaden NIC's product offering
- ✓ **Feasibility Study to be completed pre-FID**
 - FID expected in late 2023 / early 2024
- ✓ **Shanghai Decent to take the lead role in the design, construction and operation**
 - guarantee that the total cost will not exceed US\$2.5bn (100% basis)
- ✓ **Project finance and existing operational cash flows expected to fund bulk of capital requirement**

Building the foundation for a battery metals powerhouse

Battery grade nickel is a critical input into technologies for **electrification** as part of a global transition to a **greener economy**

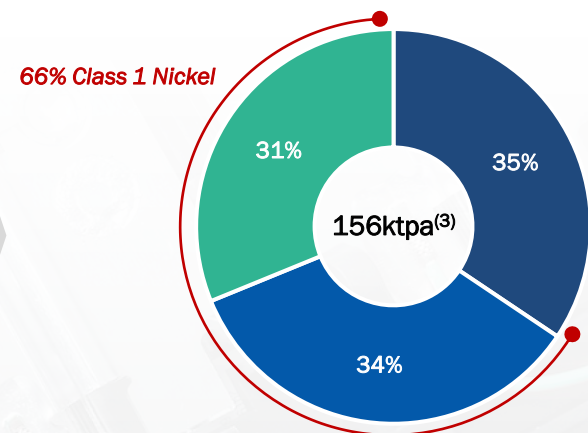
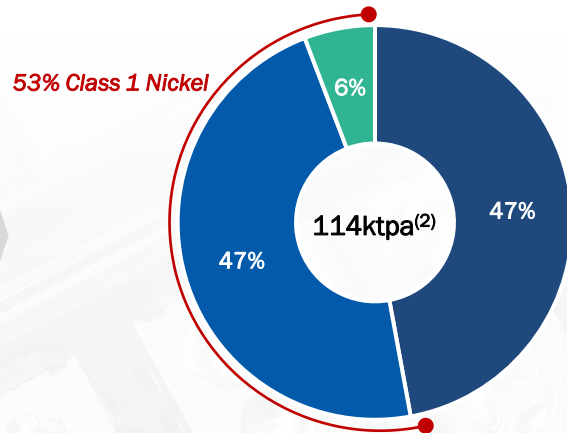
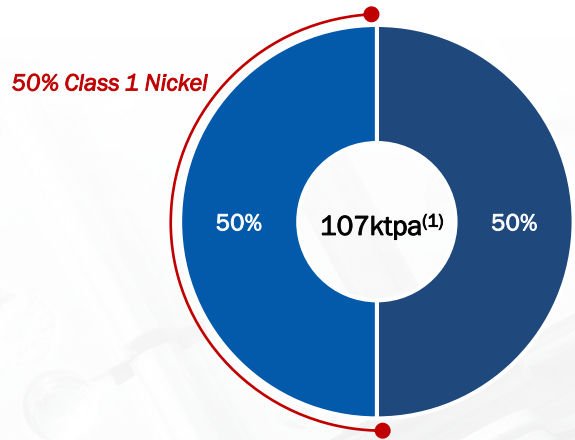
Delivering increased diversification and battery metals exposure

1 Delivering nickel matte production

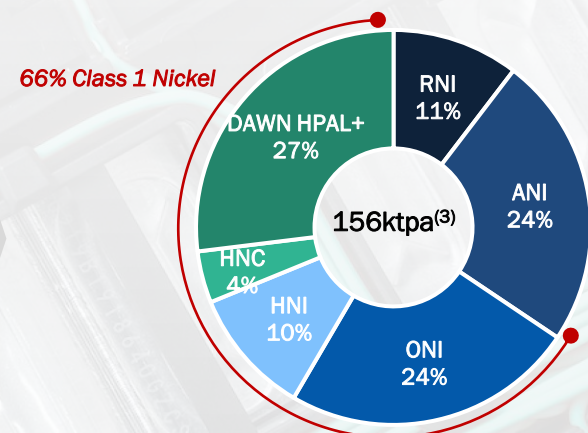
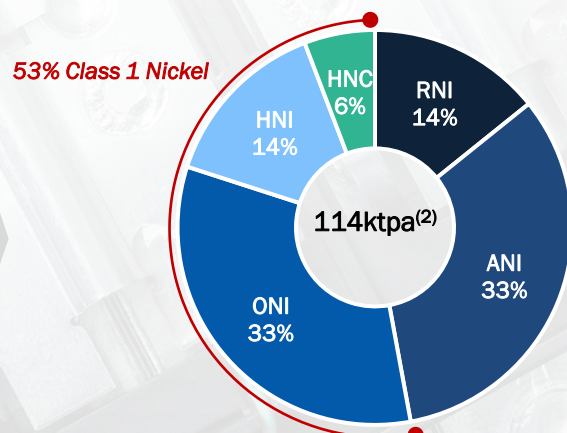
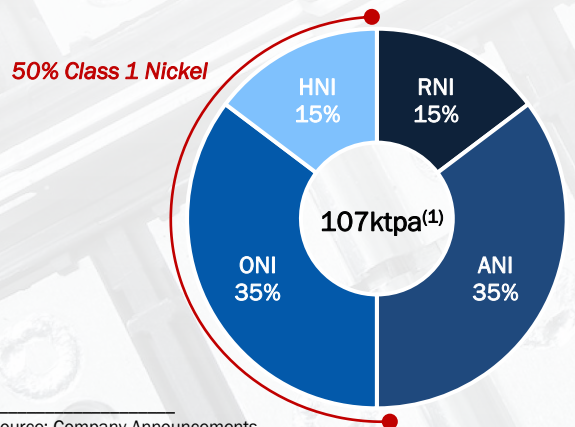
2 Acquiring next-generation, operational HPAL

3 Option for future DAWN HPAL+ Project growth

Attributable NIeq production (nameplate capacity and outperformance) – by nickel product



Attributable NIeq production (nameplate capacity and outperformance) – by asset



Source: Company Announcements.

Note: These figures are not indicative of future nickel production levels that may be achieved and are not financial guidance or forecasts.

(1) NIeq production based on attributable nickel metal nameplate capacities of 12ktpa for HNI and RNI each and 28.8ktpa ANI and ONI (pro forma 80% ownership). Assumes ONI is fully converted to nickel matte production. Outperformance assumption of 35% for HNI and RNI and 30% for ANI and ONI.

(2) In addition to footnote (1), includes HNC Project attributable nameplate capacity of 6ktpa (10% of 60ktpa) and outperformance of 10%.

(3) In addition to footnote (1) and (2), includes DAWN HPAL+ Project attributable nameplate capacity of 42ktpa (70% of 60ktpa) and no outperformance.

■ NPI ■ Matte ■ HPAL — Class 1 Nickel

Pillar 1: Delivering nickel matte production

Successful delivery of nickel matte production at HNI with ability to roll-out at ONI via Acquired Option

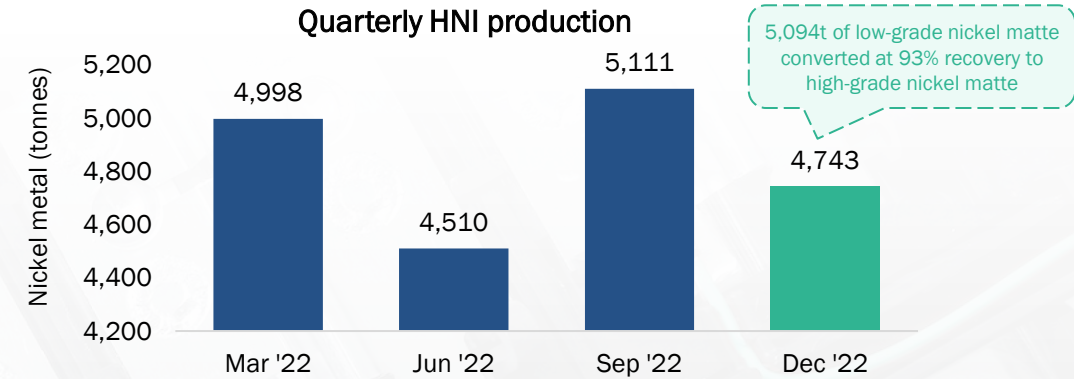
Initial nickel matte success

- ✓ Tsingshan and Shanghai Decent have successfully pioneered the production of nickel matte from laterite ore
- ✓ Nickel matte has established a new and cheaper avenue to Class 1 nickel
- ✓ Successful recent transition from NPI to nickel matte at HNI
- ✓ Low-grade nickel matte upgraded (for a conversion fee) to high-grade nickel matte converters specifically built within the IMIP
- ✓ Minimal modification cost for each RKEF line (~US\$1m per line)

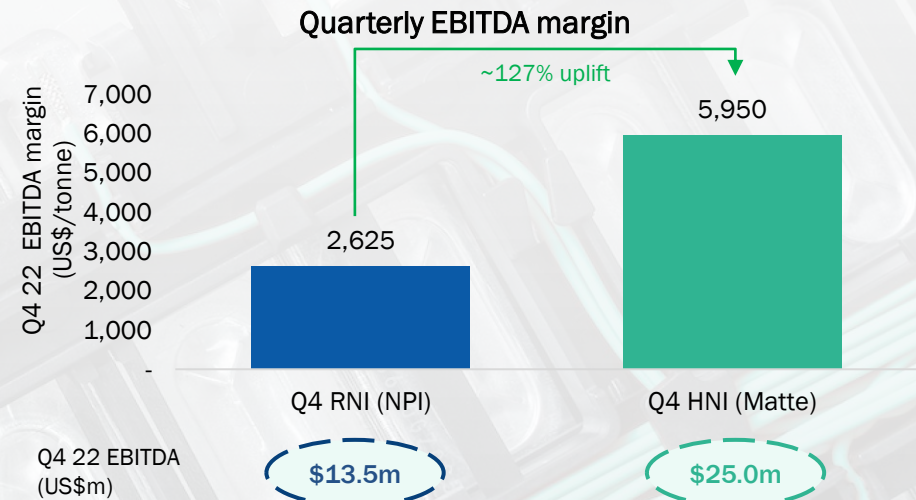
Option for nickel matte growth

- ✓ Acquired Option to invest in a dedicated high-grade nickel matte converter at ONI
- ✓ Opportunity to convert another 4 RKEF lines from NPI to nickel matte
- ✓ Annual nameplate conversion capacity of 50,000t of low-grade nickel matte
- ✓ Estimated capex of up to US\$110m with FID to be assessed against market conditions

Successful conversion of HNI to nickel matte...



... delivering higher comparable margins⁽¹⁾



(1) Figures reflect unaudited numbers from monthly operating entity financial reporting.

Pillar 2: Acquiring next-generation, operational HPAL

HNC is the first successfully operating HPAL project in the IMIP – industry leaders as partners

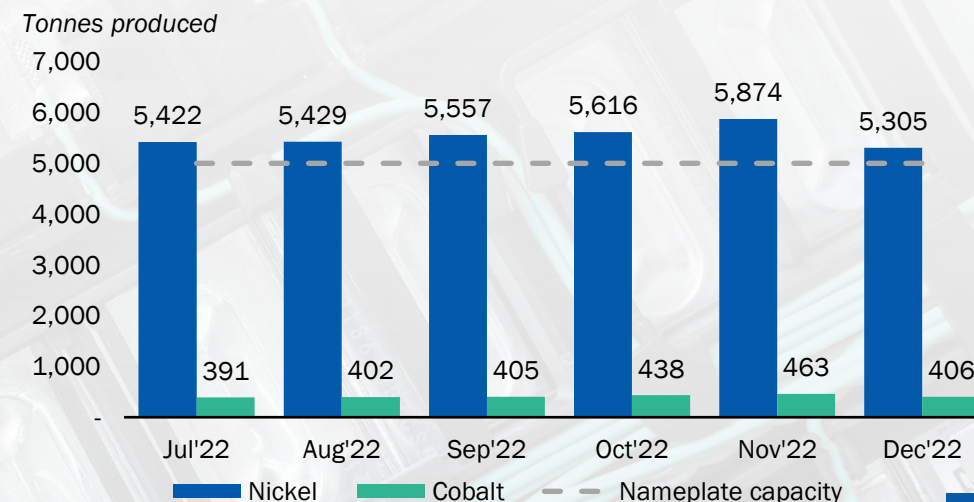
Asset overview

Asset	<ul style="list-style-type: none"> PT Huayue Nickel Cobalt Project (“HNC”), located in IMIP
Current ownership	<ul style="list-style-type: none"> Huayou Cobalt, 57% China Molybdenum, 30% Tsingshan (Indirect interest), 10% (proposed to be acquired by NIC) Other Minorities, 3%
Pricing	<ul style="list-style-type: none"> Shareholders in HNC historically agree pricing with reference to LME and SHFE market prices
Nameplate capacity	<ul style="list-style-type: none"> 60ktpa nickel and 5ktpa cobalt as a MHP Currently producing nickel at approximately ~10% above nameplate capacity, with stable recoveries
Technology	<ul style="list-style-type: none"> HPAL Two lines with 30ktpa nameplate capacity each
Supply	<ul style="list-style-type: none"> Diversified limonite supply from local mines, including Hengjaya Mine
History	<ul style="list-style-type: none"> Construction commenced March 2020 Commissioned in November 2021, on time and on budget – NIC understands it is one of fastest and cheapest build globally Exceeded nameplate production capacity of over 60ktpa nickel (run-rate) by April 2022
Tax concession	<ul style="list-style-type: none"> 100% Corporate Income Tax Reduction for 15 years commencing from year of commercial production Additional 2 Years Corporate Income Tax Reduction at 50% of payable income tax, starting from the end of the initial 15-year period

- ✔ Currently emitting <10 tonnes of CO₂ / tonne of Ni –strategy to reach net zero by 2030
- ✔ During COVID-19, achieved the largest scale, the fastest construction, lowest capex, and the shortest commissioning in comparison with similar projects globally
- ✔ Increases Nickel Industries’ institutional HPAL knowledge and lays the groundwork for DAWN HPAL+ Project – replicable approach executed via proven Tsingshan delivery model
- ✔ Based on a Q4 22 LME nickel price of ~\$24,000/t and assumed market payabilities of 85%, we currently expect gross margins of in excess of \$10,000/t



Annualised run rate of the last 6 months of Ni production above 60ktpa nameplate capacity...



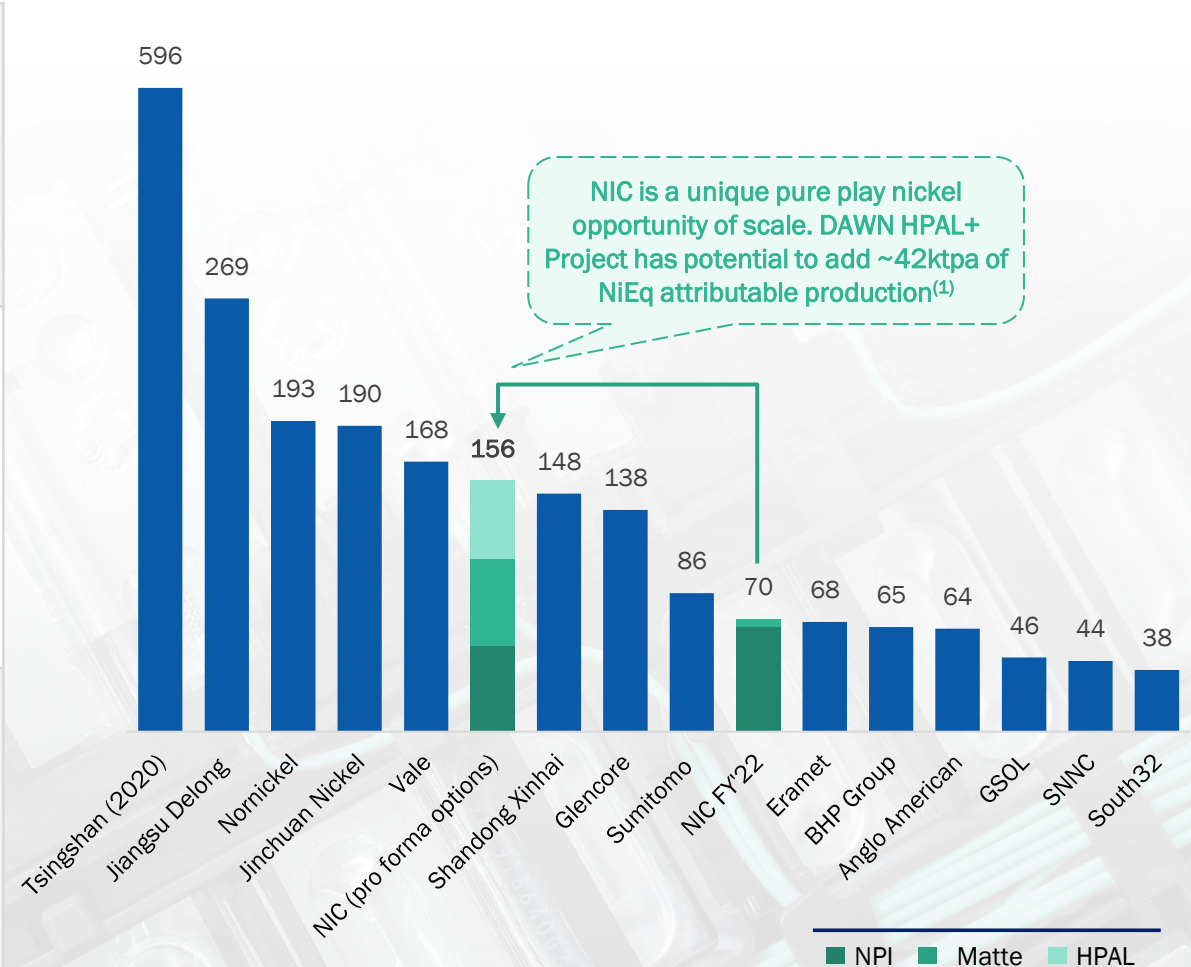
Pillar 3: Option for future DAWN HPAL+ Project

Strategic partnership utilising NIC's resource base and Shanghai Decent's project development expertise to produce Class 1 nickel...

1	Acquired DAWN HPAL+ Project Option	<ul style="list-style-type: none"> NIC to leverage existing nickel laterite resources, and more resources have been identified and are being secured by NIC to support the Project Existing infrastructure at IMIP to be utilised Shanghai Decent to use NIC as the platform for DAWN HPAL+ Project Both Parties acknowledge jointly acceptable strategic partners may be introduced
2	Next steps to progress	<ul style="list-style-type: none"> Shanghai Decent to take lead role in design, construction and operation of DAWN HPAL+ Project locking in experienced technical teams to develop project Commence work on the Definitive Feasibility, ahead of a formal investment decision by the Board of NIC (timing at NIC discretion) If Board approves (and any necessary Nickel Industries shareholder approvals are obtained), construction of the Project expected to commence during late 2023 / early 2024, or anytime earlier that both Parties agree, with commissioning to commence no later than 24 months thereafter
3	Our funding plan	<ul style="list-style-type: none"> Optionality and flexibility around timing and funding sources for the DAWN HPAL+ Project Project finance and existing operational cash flows expected to fund bulk of capital requirement Future funding alternatives for DAWN HPAL+ Project to be explored in parallel to the Feasibility Study including offtake prepay, strategic EV partnerships and project finance facilities

... and establish Nickel Industries as a battery nickel powerhouse

2021 Processed nickel production (kt)⁽¹⁾



Source: Broker research, Company data.

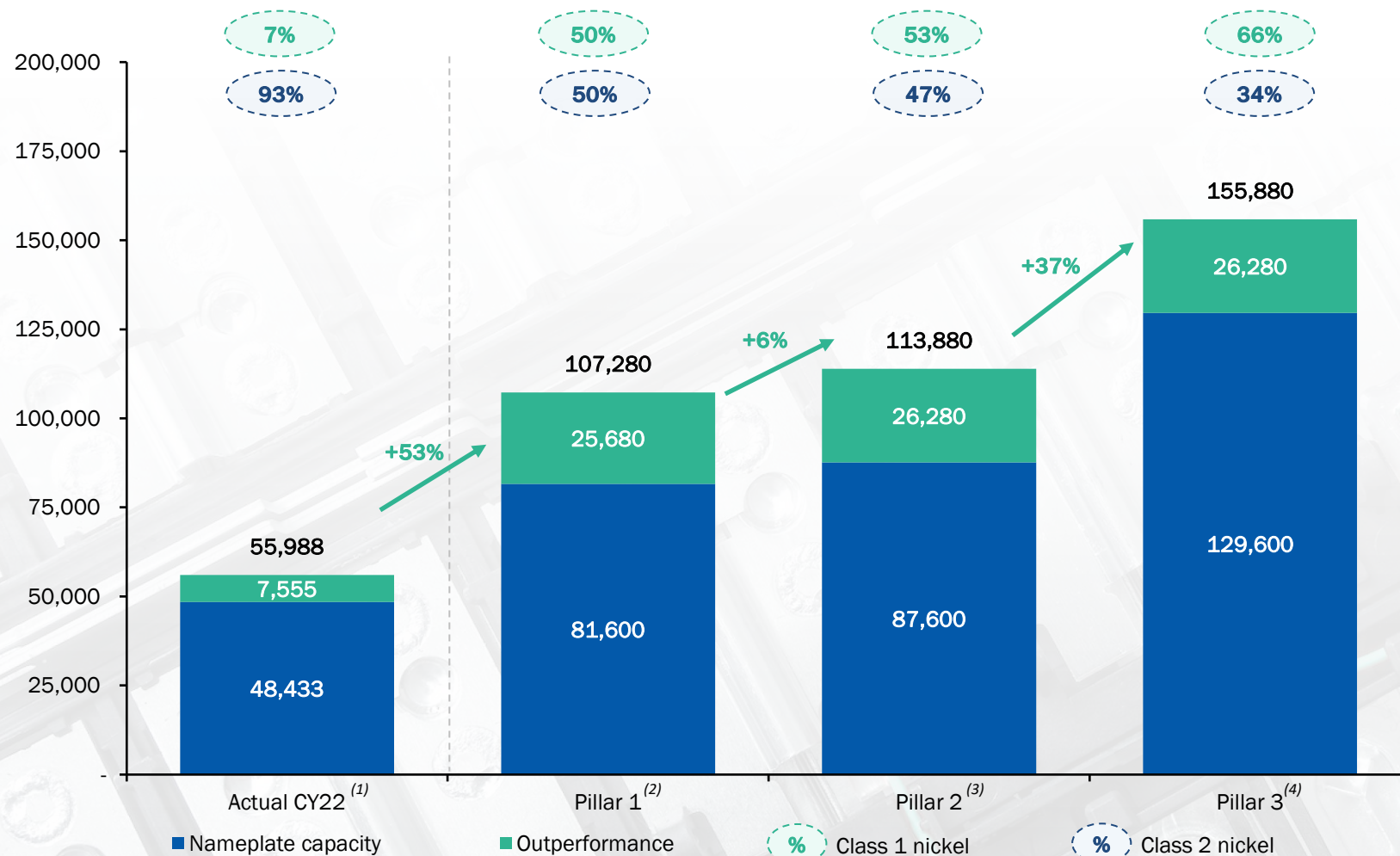
Note: Comparable production data reflects 2021 figures unless stated otherwise. NIC pro forma figures are not indicative of future nickel production levels that may be achieved and are not financial guidance or forecasts.

(1) NIC NiEq production based on attributable nickel metal nameplate capacities of 12ktpa for HNI and RNI and 28.8ktpa ANI and ONI (pro forma 80% ownership) respectively. Assumes HNI and ONI are fully converted to nickel matte production. Outperformance assumption of 35% for HNI and RNI and 30% for ANI and ONI respectively. In addition, includes HNC Project attributable nameplate capacity of 6ktpa (10% of 60ktpa) and outperformance of 10% and includes DAWN HPAL+ Project attributable nameplate capacity of 42ktpa (70% of 60ktpa) and no outperformance.

Continuing to diversify our existing business into Class 1 battery grade nickel

Delivering continued growth, and increasing leverage to the LME price

Attributable NiEq production (tpa)



Existing operations demonstrate consistent outperformance of 30%+ above nameplate capacity

ANI and ONI ...

- provide a clearly defined growth path towards 100kt pa of attributable Ni metal production
- have a 20% larger nameplate capacity than the existing HNI and RNI operations
- are expected to deliver an ~20% saving on electricity costs by virtue of “owning” their own power

... in addition, HNC Project and DAWN HPAL+...

- have a combined nameplate capacity of 48ktpa+ of attributable NiEq production
- transition the Company towards 66% of attributable nameplate capacity from Class 1 nickel
- provide an end product for sale into the EV battery supply chain

Source: Company Announcements.

Note: These figures are not indicative of future nickel production levels that may be achieved and are not financial guidance or forecasts.

(1) NIC attributable production for calendar year 2022 (70,078 NiEq tonnes 100% basis).

(2) Pillar 1 – Delivering nickel matte production: NiEq production based on attributable nickel metal nameplate capacities of 12ktpa for HNI and RNI each and 28.8ktpa ANI and ONI (pro forma 80% ownership). Assumes ONI is fully converted to nickel matte production. Outperformance assumption of 35% for HNI and RNI and 30% for ANI and ONI.

(3) Pillar 2 – Acquiring next-generation, operational HPAL: In addition to footnote (2), includes HNC Project attributable nameplate capacity of 6ktpa (10% of 60ktpa) and outperformance of 10%.

(4) Pillar 3 – Option for future DAWN HPAL+ Project growth: In addition to footnote (2) and (3), includes DAWN HPAL+ Project attributable nameplate capacity of 42ktpa (70% of 60ktpa) and no outperformance.

NIC project delivery versus listed peers

Consistent track record of delivery from Tsingshan ensures little to no commissioning risk for NIC projects

NIC has ramped up delivery of RKEF projects within original capex budgets...



HNI, RNI and ANI have all been delivered on time and within budget



ONI progressing ahead of commissioning schedule, with no cost overrun risk

... with Acquired Options set to demonstrate further development expertise...



Experienced technical teams from Shanghai Decent to support future success post FID^(1,2)



Recently acquired Option for DAWN HPAL+ Project has guarantee that total cost will not exceed US\$2.5bn (100% basis)



Recently acquired Option for Matte Converter estimates cost to be no more that US\$110m⁽²⁾

... compared to peers who have had to restate capex once construction commences

Selected examples of capex over runs

Operator	Australian Projects							Global Projects		
	Liontown	Pilbara	IGO	Fortescue	Syrah	Core Lithium	IGO	Teck	Anglo American	
Project	Kathleen Valley	P680	Odysseus	Ironbridge	Vidalia AAM Plant	Finniss	Kwinana LiOH Plant	QB2 Copper	Quallaveco	
Location	WA, Australia	WA, Australia	WA, Australia	WA, Australia	Louisiana, USA	NT, Australia	WA, Australia	Northern Chile	Moqugua, Peru	
Latest guidance	Date	20 Jan 2023	21 Dec 2022	30 Sep 2022	29 Aug 2022	7 Feb 2022	26 Oct 2021	9 Dec 2020	28 Oct 2022	26 Sep 2022
	Stage	Construction	Construction	Construction	Construction	FID	Construction	Production	Construction	Construction
	Capex	A\$895m	A\$404M	A\$825m	US\$3,700m	US\$176m	A\$150m	US\$920m	US\$7,400m	US\$5,500m
Original guidance	Date	11 Nov 2021	29 Jun 2022	22 Oct 2018	2 Apr 2019	10 Dec 2021	17 Apr 2019	1 Sep 2016	16 Nov 2018	26 Jul 2018
	Stage	DFS	FID	DFS	Approval	BFS	DFS	Approval	Approval	Approval
	Capex	A\$473m	A\$273m	A\$299m ⁽³⁾	US\$2,100m	US\$155m ⁽⁴⁾	A\$74m	US\$299m	US\$4,700m	US\$4,900m
Increase in Capex	89% / A\$422m	36% / A\$107m	176% / A\$526m	76% / US\$1,600m	13% / US\$21m	103% / A\$76m	208% / US\$621m	57% / US\$2,700m	12% / US\$600m	
Key Drivers	Optimisation, scope adjustments, and cost escalation	Cost escalation of materials, equipment and construction	Accelerated construction, optimization, and reifications from the IER	Technical reassessment and commercial optimization	Cost inflation and design optimisation	Cost escalation due to production delays	Cost overrun and delays related to Tianqi's debt repayment	Cost pressures and regulatory delays	Pandemic-related costs	

Source: Company Announcements based on public disclosures.

(1) Note DAWN HPAL+ Project Definitive Feasibility Study required ahead of FID not yet commenced.

(2) Option to invest in and construct the Matte Converter is at the discretion of the NIC Board. If the option is exercised, Shanghai Decent to construct Matte Converter at ONI.

(3) Western Areas original capex guidance prior to acquisition by IGO in June 2022.

(4) Syrah Resources Vidalia original capex adjusted to account for increase in production capacity from 10ktpa to 11.25ktpa at time of FID.

December quarter performance

Dec'22 Quarter financial results

Presented on a 100% basis unless otherwise stated	Units	Dec'22 results	Movement (Dec'22 vs. Sep'22)	
Gross production	Nickel metal tonnes	Record 23,072	+13.8%	(from 20,275 tonnes in Sept Qtr)
NPI gross production	Nickel metal tonnes	18,329	(9.6%)	(from 20,275 tonnes in Sept Qtr)
High-grade matte gross production	Nickel metal tonnes	4,743	n.a.	(from 0 tonnes in Sept Qtr)
NIC attributable production	Nickel metal tonnes	Record 18,383	+13.3%	(from 16,220 tonnes in Sept Qtr)
Record RKEF sales ⁽¹⁾	US\$m	Record 371.1	+16.3%	(from US\$319.2m in Sept Qtr)
RKEF EBITDA ⁽¹⁾	US\$m	Record 90.0	+98.7%	(from US\$45.3m in Sept Qtr)
Hengjaya Mine production	wmt	Record 2,707,858	+59.5%	(from 1,697,976 wmt in Sept Qtr)
Hengjaya Mine EBITDA	US\$m	16.1	+57.8%	(from US\$10.2m in Sept Qtr)
Cash balance	US\$m	144.2	(1.7%)	(from US\$146.7m in Sept Qtr)

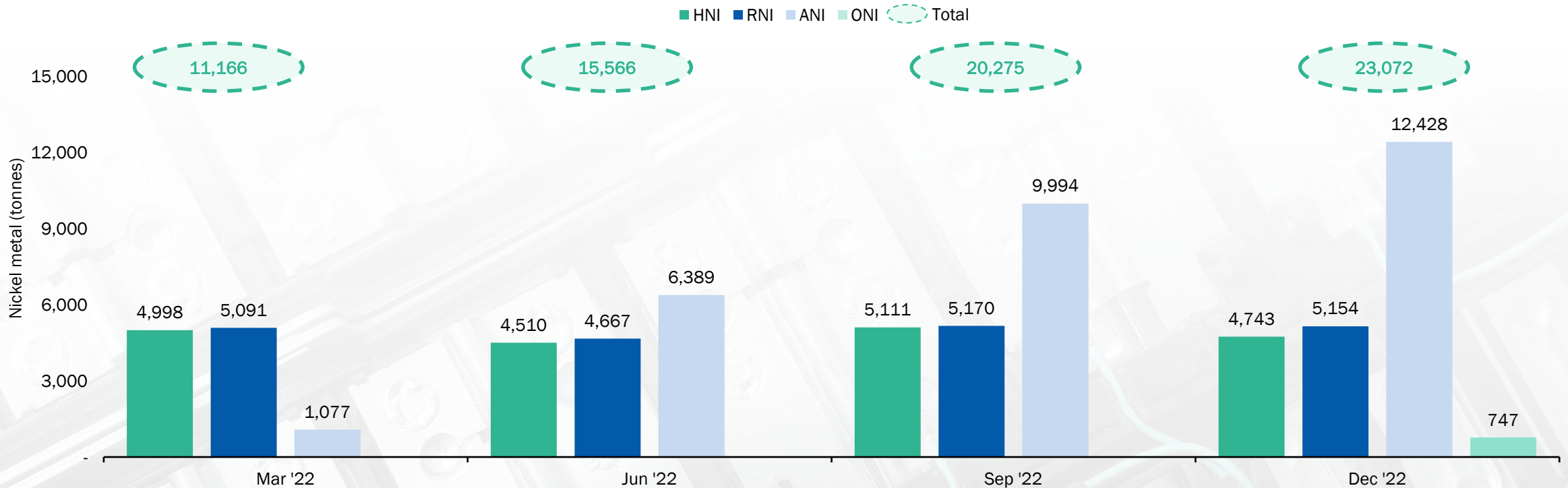
Note: Figures reflect unaudited numbers from monthly operating entity financial reporting.

(1) RKEF December quarter sales and EBITDA based on a weighted average contract price of \$17,103/t (based on NPI contracts for RNI and ANI, and HG matte contracts for HNI). Contract prices in December quarter were approximately 7.5% higher than in the September quarter.

Ramping up production across our RKEF portfolio

Consistent, industrial style cost base with production set to materially increase over the next 12 months as ONI commissions

Quarterly RKEF production performance (100% basis)



**December quarter
(23,072 tonnes)**

- Record RKEF quarterly production of 23,072 tonnes of nickel metal (+13.8% from Sep qtr), including 18,329 tonnes in NPI and 4,743 tonnes in high-grade nickel matte
- NIC attributable production of 18,383 tonnes of nickel metal
- HNI's two RKEF lines have transitioned to the production of nickel matte, with all sales through to March 2023 contracted to a third party
- ONI commissioning underway and following a similar ramp-up profile to ANI, with first NPI pour achieved in November 2022

Record RKEF EBITDA achieved in Dec'22 quarter

Dec'22 quarter achieved record EBITDA driven by nickel matte production and commissioning of the ANI power plant



Note: Figures reflect unaudited numbers from monthly operating entity financial reporting.

Another quarter of record production at Hengjaya Mine

Production summary		Mar'22	Jun'22	Sep'22	Dec'22	YTD 2022
Saprolite mined	wmt	810,324	792,630	599,790	687,831	2,890,575
Limonite mined	wmt	263,201	520,862	1,098,186	2,020,027	3,902,276
Nickel ore mined	wmt	1,073,525	1,313,492	1,697,976	2,707,858	6,792,851
Overburden mined	BCM ⁽¹⁾	936,648	826,553	390,940	438,796	2,592,396
Strip ratio ⁽²⁾	BCM/wmt	0.87	0.63	0.23	0.16	0.38
Saprolite						
Tonnes sold	wmt	710,136	673,664	565,624	725,523	2,674,947
Average grade	% Ni	1.72	1.74	1.73	1.67	1.71
Average price received	US\$/wmt	40.04	52.43	42.88	42.48	44.42
Average cost of production ⁽³⁾	US\$/wmt	25.33	26.02	26.91	28.47	26.49
Limonite						
Tonnes sold	wmt	-	258,212	185,271	400,922	844,405
Average grade	% Ni	-	1.19	1.14	1.19	1.18
Average price received	US\$/wmt	-	14.69	17.24	18.42	17.01
Average cost of production	US\$/wmt	1.65	7.99	7.01	4.34	5.93



- Record quarterly production of 2,707,858 wmt
 - saprolite production up 15% from September quarter
 - limonite production up 84% from September quarter to cater for increasing demand from the IMIP's two operating HPAL projects
- Upgraded JORC Resource estimate 300 million dmt at 1.22% nickel, 0.09% cobalt
- Quarterly EBITDA of US\$16.1M, up 58% on higher record saprolite and limonite tonnes sold
- Multiple sustainability awards received throughout the year in recognition of our ESG principles
 - awarded a 'Green PROPER' rating in 2022, one of two nickel companies in Indonesia awarded (the other being Vale)

Note: Figures reflect unaudited numbers from monthly operating entity financial reporting.

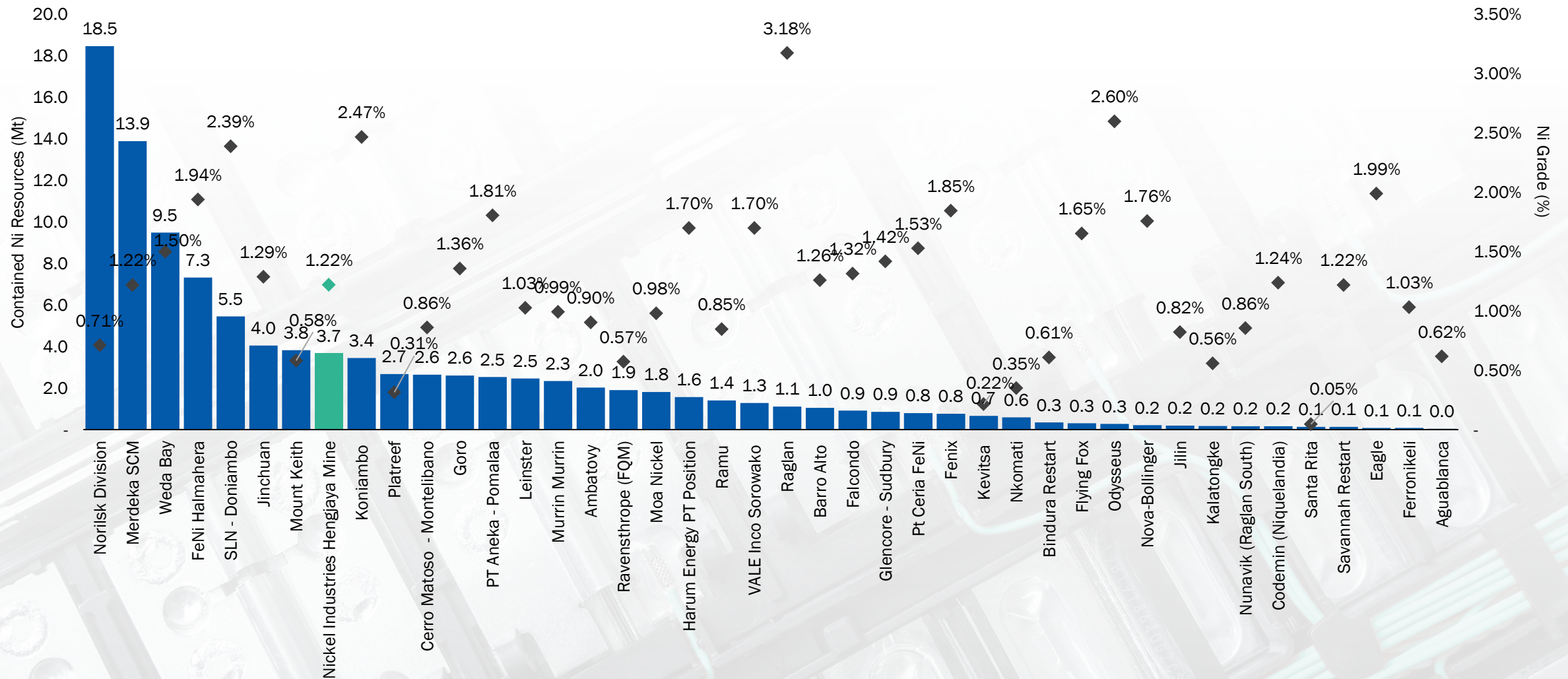
(1) BCM represents "bank cubic metres".

(2) With limonite now being supplied to IMIP, the strip ratio is overburden mined divided by total nickel ore mined.

(3) Monthly costs are a six-month average of mining costs plus port/selling costs for the actual month. Reported costs also include US\$4.6M of drilling costs incurred during 2022.

Hengjaya Mine – a global top 10 nickel resource

Global contained nickel resources and grade



Source: Company Filings, Wood Mackenzie.

Sustainability



Focused on three realms of influence



Economic Development

- Long term vision to grow the business in a way that **provides optimum benefit to the lives of people in the community**
- Continuously improve the Company's performance to **generate indirect economic impacts to the local community**
- Help the **local community grow simultaneously alongside the Company**



Environmental Stewardship

- **Environmental sustainability is a core part of Nickel Industries existence**
- Our products are **essential for the global energy transition** and the stability of our operating environment
- Committed to **reducing our carbon footprint** – HNC has **one of the lowest carbon intensities per tonne of nickel produced**



Social Responsibility

- Committed to **stimulating local socioeconomic development**
- **Sustainably contribute to the livelihoods and wellbeing** of the communities and environment around our areas of operation
- **Respect the local people and customs** wherever we operate

Nickel Industries economic impact



Nickel Industries has created a variety of programs that are connected and relevant to the needs of residents whilst avoiding reactive social investments



Our operations prioritise hiring local workforces and suppliers, with 9% of our suppliers local and 100% located in Indonesia



Our operations in Central Sulawesi indirectly contributed 4.9% to total growth in the province in 2020



In 2021, our regional infrastructure investments included school renovations and improved water infrastructure quality for Bete-Bete village



Nickel Industries invests in human development programs that helps our employees develop skills and knowledge they need to advance within the company



Fresh water program at Bete-Bete village

Nickel Industries environmental performance



Hengjaya Mine awarded a 'Green PROPER' rating in 2022 by the Indonesian Ministry of Energy and Natural Resources for full compliance with the mine's operating license – **one of two nickel companies in Indonesia awarded the rating** (other being Vale)



Reduced GHG Emissions by 100,000 tonnes of CO₂eq in 2021 despite production increases⁽¹⁾



Hengjaya Mine **tailings free**; receiving "Best Mine Site Rehabilitation Works" by Central Forestry in Sulawesi



HNC adopts the most advanced 'third-generation' HPAL process with the **energy consumption and carbon emissions only ~25% and ~20% of similar pyrometallurgical products**, respectively



HNC currently operating at 7 CO₂ tonnes / nickel production and has a future carbon reduction plan that **will the Project aiming to become carbon-neutral by 2030**



Rehabilitation



Regional DAS reforestation program



Waste management sponsorship

(1) As per Nickel Industries 2021 Annual Sustainability Report. Based on Green House Gas Emissions (Scope 1 & 2, plus partial data from Scope 3).

Nickel Industries social performance



Committed to a **safe work environment** which is reflected in our Occupational Health and Safety policies that are designed to protect our employees, contractors, suppliers and other workers



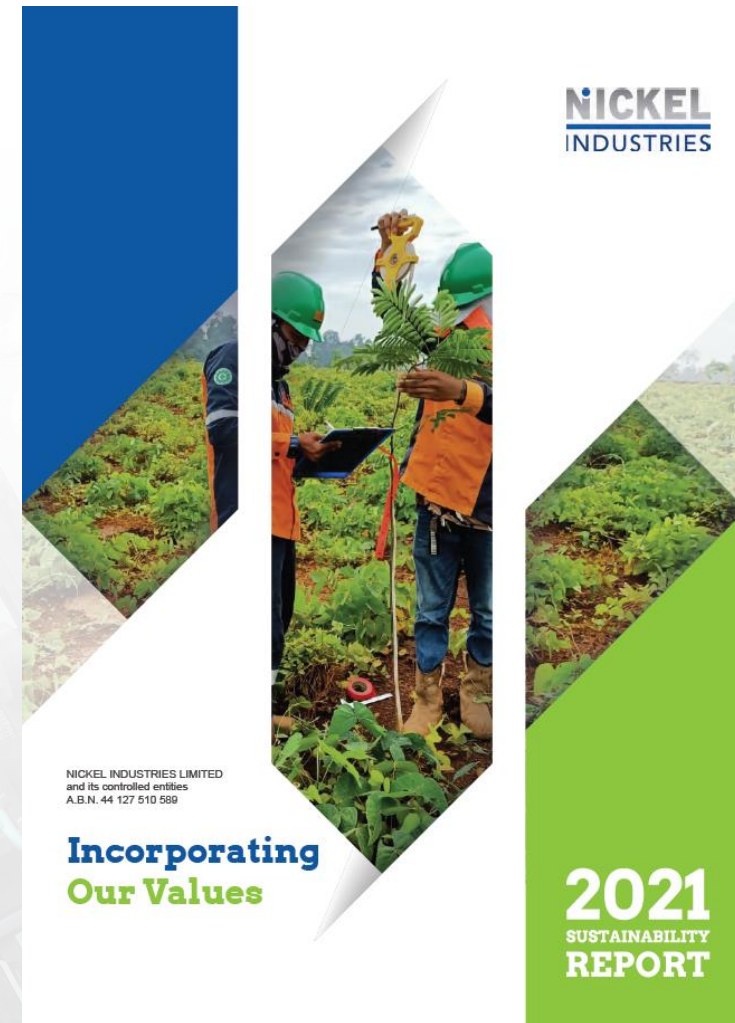
To assess our commitment to OHS execution, the **Company periodically performs an internal audit of the Mining Safety Management System**



Funded **18 projects from eight surrounding villages** in 2021, including local port rehabilitation and community health facility development



Through a collaboration at IMIP, **Nickel Industries provides an emergency health clinic** for employees to receive medical treatment



Published our inaugural Sustainability Report in 2022

THANK YOU