

NICKEL

INDUSTRIES

Bell Potter
Emerging Leaders Conference
May 2024

A top 10 nickel producer strongly positioned to capture growing battery grade nickel demand

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Who are we?

- ASX listed (NIC)
- Low-cost, globally significant, diversified nickel producer currently producing NPI, nickel matte and MHP in partnership with Tsingshan
- Continuing to transition into class-1 nickel by scaling up MHP production in addition to adding nickel sulphate and nickel cathode to our production mix
- Fully funded for this next phase of growth (ENC HPAL Project) with significant interest in project offtake and investment from global EV and battery makers
- Leader in responsible and sustainable mining in Indonesia
- Significantly undervalued versus global nickel peer set and broader industrial peer set
- Consistent dividend payer
- Primed to re-rate as nickel sector sentiment improves

What is our vision?

- Our vision is to become the world's **pre-eminent global nickel company** with an **unrivalled platform of diversified, low-cost, sustainably produced nickel products**, underpinned by **global best practice mining standards**

How can we achieve this?

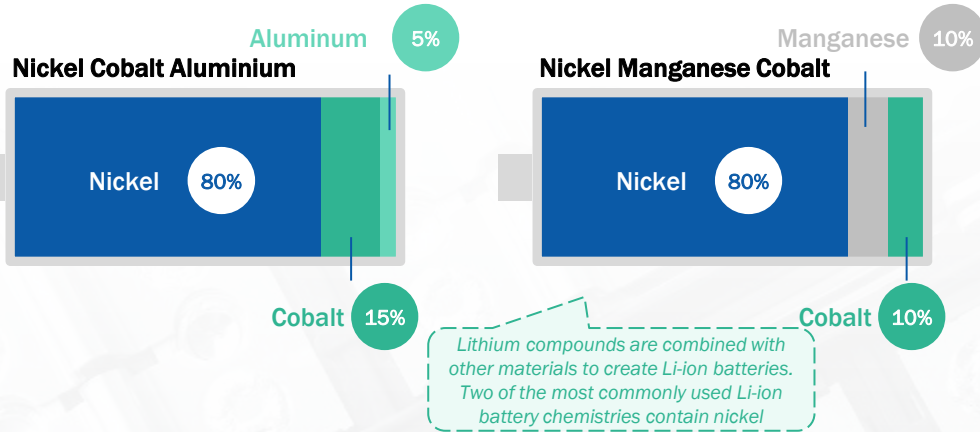
- By advancing the sustainability of Indonesia's nickel industry by playing a leadership role in **promoting and implementing industry best practices** across our mining and downstream processing operations with the support of the local communities in which we operate



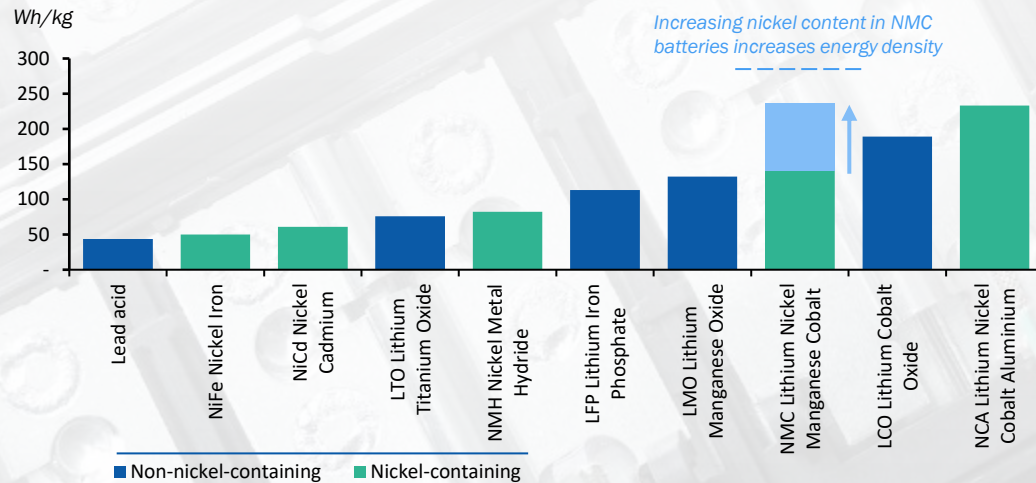
Nickel has a critical role to play in global electrification and battery roll-out

Nickel plays a crucial role in battery cathode chemistries...

Cathode Composition⁽¹⁾

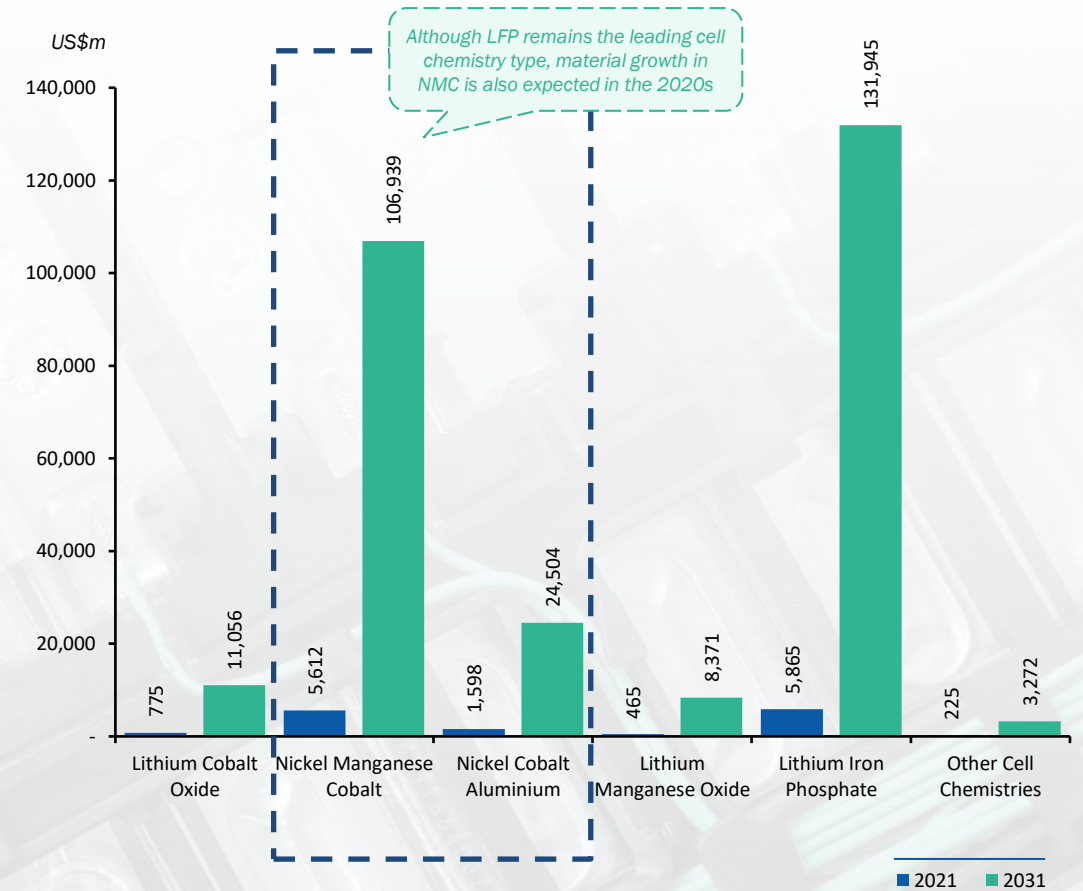


...with nickel batteries offering the highest energy density on the market⁽¹⁾...



...driving the bifurcation towards high-nickel cathode chemistry choices

Lithium-ion battery metals market (by cell chemistry) from 2021 to 2031⁽²⁾



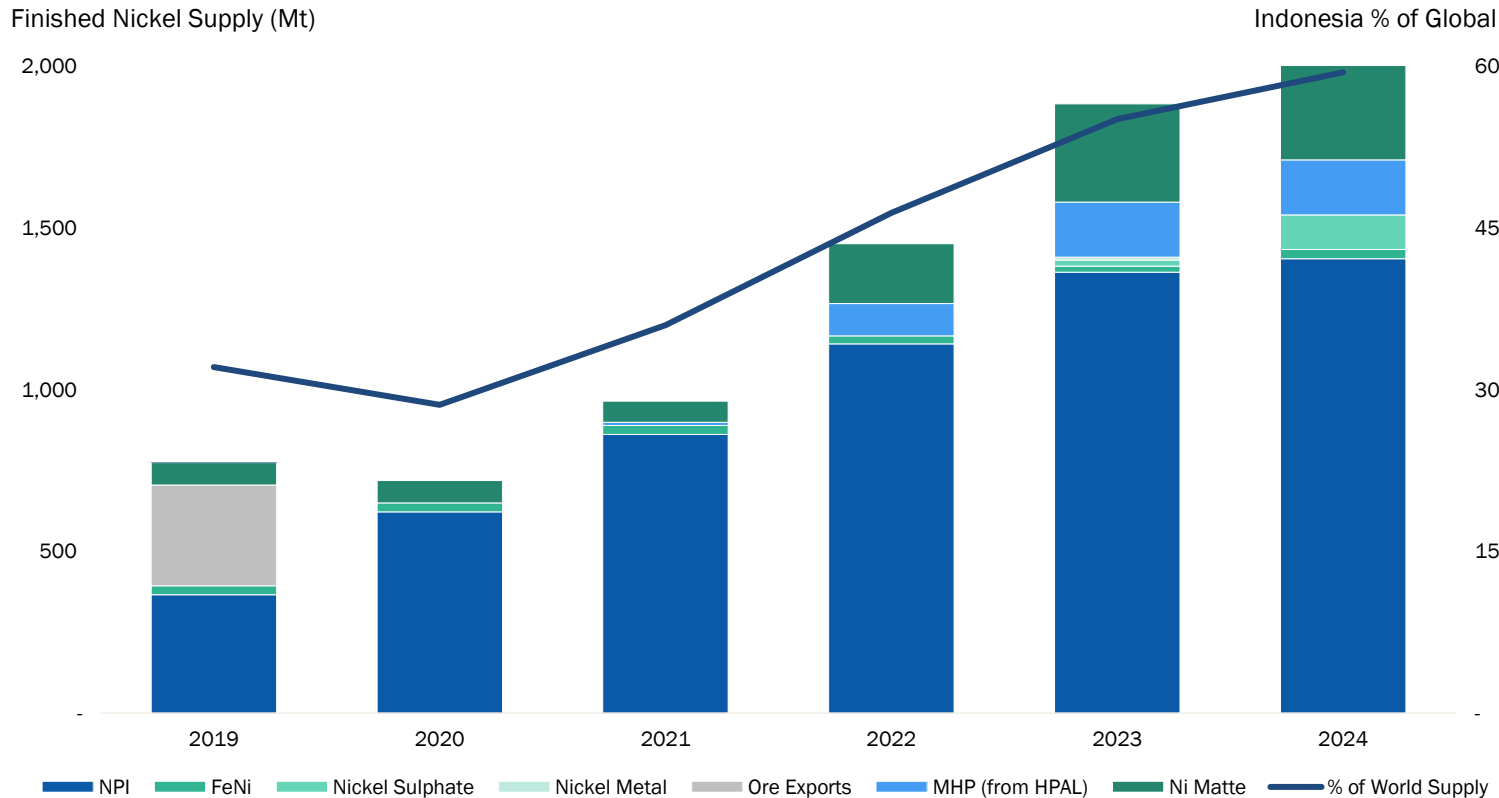
(1) Source: Nickel Institute, 2021 Review - Nickel Energizing Batteries.

(2) Source: BIS Research, Focus on Constituent Metal, Cell Chemistry, End-Use Application, and Region, Analysis and Forecast: 2022 - 2031.

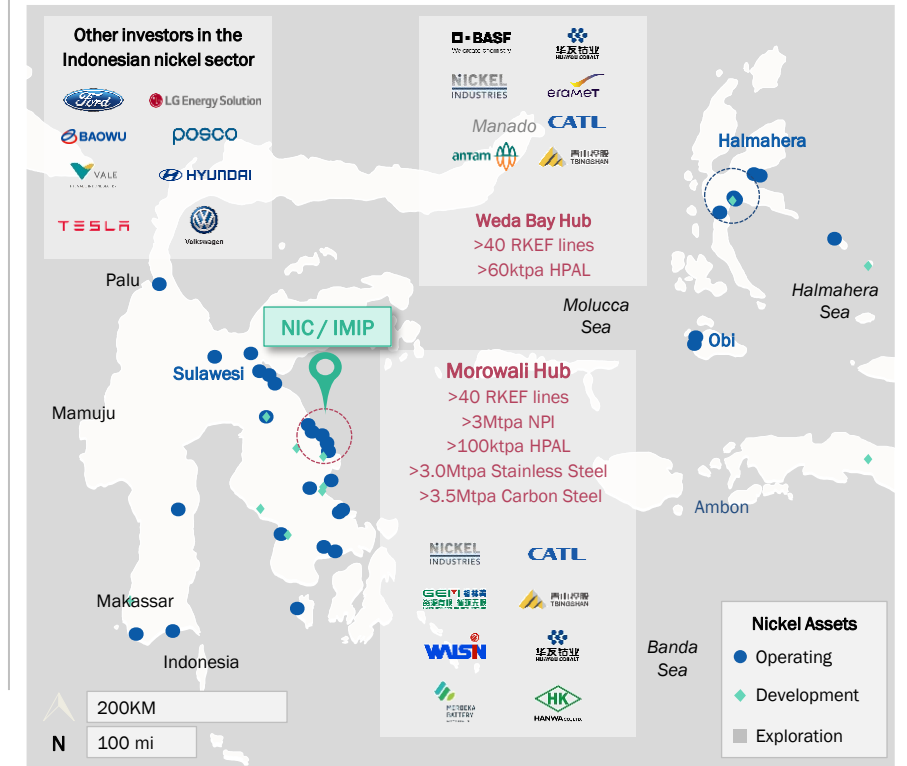
Indonesia is now the World's largest nickel producer

NIC has been a long time in-country investor and is well positioned in the epicentre of all new global nickel growth

Indonesian Has Been Key to Nickel Supply Growth



Indonesia has Become a Major Hub for the EV Supply Chain with a Large Number of Blue Chip Investors



Indonesia has become an increasingly attractive investment jurisdiction given (i) validation by significant investment in recent years and (ii) broadening of direct investor base to Western OEMs / household names










































Source: Broker Reports

Significant Foreign Investment in the Indonesian Nickel industry

Indonesian nickel industry is attracting investment from global EV supply chain participants, focused on securing long term supply

Indonesian Government initiatives...

...have facilitated and encouraged significant influx of foreign investment and expertise into the onshore nickel supply chain

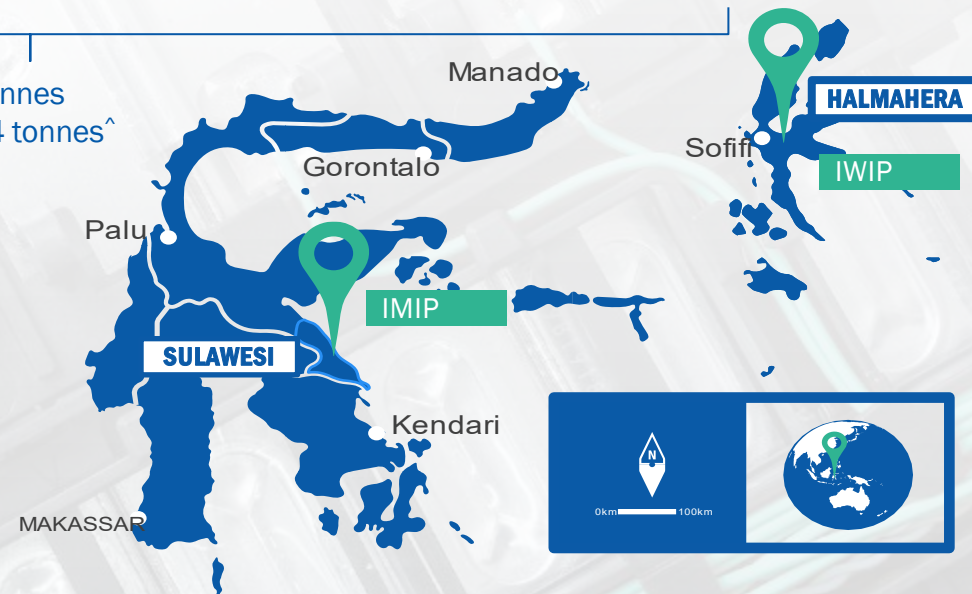
Indonesian Government initiatives...		Company	Description
 <p>Jan-20: Bans exports of unprocessed nickel ore</p>	Dec-20	  BASF 	BASF and Eramet sign a joint agreement to assess the development of a nickel and cobalt hydrometallurgical refining complex
	Dec-20	 LG Energy Solution	Investment Ministry signs an MoU with LG Energy Solution on integrated EV battery investment
	Sep-21	  LG Energy Solution HYUNDAI	LG Energy and Hyundai Motor Group start construction of a US\$1.1bn battery cell plant, the first stage of an US\$9.8bn deal to develop integrated EV battery facilities
 <p>Mar-21: Establishes Indonesia Battery Corporation (IBC) to cooperate with foreign investors in developing an EV battery supply chain</p>	Feb-22	   洛阳钼业  华友钴业  TSINGSHAN	A joint venture between Zhejiang Huayou Cobalt, Tsingshan Holding Group and China Molybdenum Co makes the first shipment of nickel mixed hydroxide precipitate to China from Morowali
	Mar-22	 HYUNDAI	Hyundai launches a plant in Indonesia to produce battery-powered Evs
	Apr-22	  antam  CATL	IBC and state mining company Aneka Tambang sign a framework agreement with CATL Group, through its subsidiary Ningbo CBL for partnership including nickel mining and EV battery manufacturing
	Jun-22	 LG Energy Solution	LG Energy breaks ground on a US\$3.5bn nickel sulphate smelter in Batang, Central Java. It will also build a US\$2.4bn factory in the Batang park to produce precursor and cathode components
 <p>Jan-22: Investment Ministry signs an MoU with Foxconn, Gogoro Inc, IBC and Indika Energy for investment in EV battery development</p>	Aug-22	   general motors  WULING MOTORS  (SAIC)	Production of the Wuling Air EV is launched in Indonesia. It is being built by SGMW Motor Indonesia, part of a joint venture of SAIC Motor Corp Ltd, General Motors Co and Wuling Motors
	Sep-22	  VALE  华友钴业  HUAYOU COBALT	Vale Indonesia signs an agreement with Zhejiang Huayou to build a second nickel MHP plant
	Nov-22	   SK on  EcoPro  GEM  格林美	SK On has signed a MOU with EcoPro, a Korean secondary battery material company, and GEM, a Chinese precursor producer, to build a MHP plant in IMIP, Indonesia
	Jan-23	 antam 	Aneka Tambang and Hong Kong CBL Limited, a subsidiary of CBL, sign a conditional share purchase agreement for partial CBL ownership on Antam's nickel mine in East Halmahera, North Maluku
 <p>Mar-23: Announces subsidy for electric cars, scooters and buses to boost EV adoption and help secure investment from global EV makers</p>	Mar-23	 Ford	Ford joins Vale Indonesia and Zhejiang Huayou Cobalt as the new partner in a US\$4.5bn nickel MHP plant with commercial operation expected to begin in 2026
	Apr-23	 Volkswagen 	Volkswagen commences feasibility study into US\$5bn Indonesian battery factory in co-operation with Vale, Huayou Cobalt and Ford Motor
	Jan-24	 BYD	China's BYD to build US\$1.3bn EV manufacturing plant and facilities that will have a capacity of 150,000 EV units, expected to become operational in 2026

Overview of Nickel Industries processing operations

	Hengjaya Nickel (HNI)	Ranger Nickel (RNI)	Angel Nickel (ANI)	Oracle Nickel (ONI)	Huayue Ni-Co (HNC)	Excelsior Ni-Co (ENC)
Location	IMIP	IMIP	IWIP	IMIP	IMIP	IMIP
Ownership	80%	80%	80%	80%	10%	27.5% (increasing to 55%)
Plant	RKEF (2 lines)	RKEF (2 lines)	RKEF (4 lines)	RKEF (4 lines)	HPAL	HPAL
Product capability	NPI/matte	NPI	NPI	NPI	MHP	MHP/sulphate/ cathode
Tax holiday granted	7 years (+ 2 @ 11%)	7 years (+ 2 @ 11%)	10 years (+ 2 @ 11%)	10 years (+ 2 @ 11%)	15 years (+ 2 @ 11%)	15 years (+ 2 @ 11%)
FY 2023 production (t)	20,539	19,550	49,058	39,112	2,868*	

FY 2023 production: 131,126 tonnes
 FY 2023 (NIC attributable): 103,364 tonnes[^]

Nickel Industries has established operating footprints in two of the world's largest nickel production centres



* Represents 5 month's production of the Company's 10% attributable share of the Huayue Nickel Cobalt Project (HNC)

[^] Attributable production of 118kt on slide 6 is based on Q4 2023 production run rate

Safety and Sustainability

Ongoing commitment to safety and sustainability as evidenced by recent performance

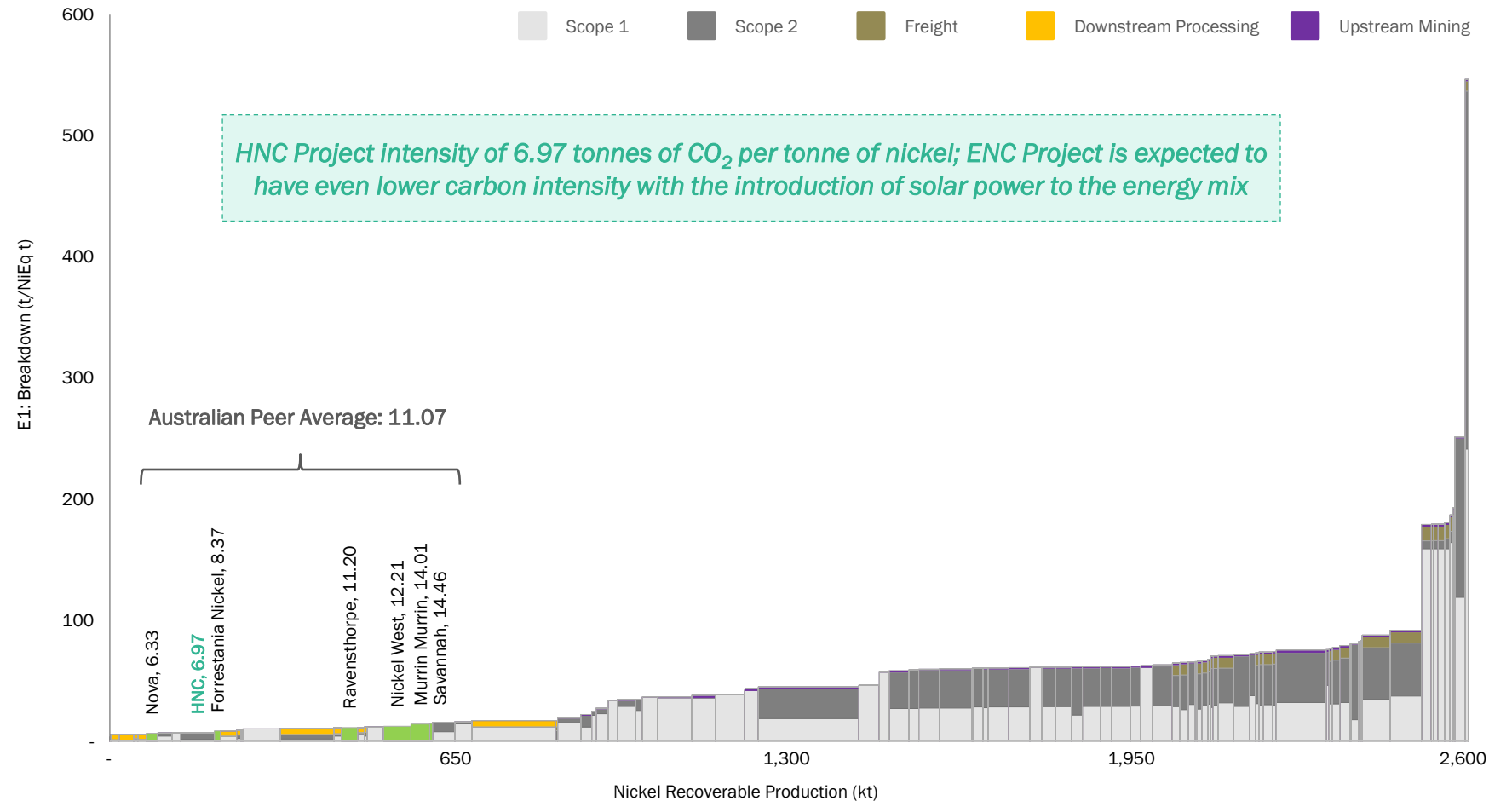
Sustainability

- HNC is one of the lowest carbon emitting nickel processors globally
- ENC Project will strive to achieve a lower carbon intensity than HNC
- Hengjaya Mine awarded highest sustainability score for the nickel sector in Indonesia and fourth highest score for all mining companies as published in the Government PROPER book of 2023

Safety

- Company-wide 12-month rolling lost time injury rate (LTIR) of 0.23 as at the end of March 2024 (0.65 is the world steel association average)
- Company-wide 12-month rolling total recordable injury rate (TRIR) of 1.14 as at the end of March 2024 (3.66 is the world steel association average)

Nickel Mine GHG and Energy Intensity Benchmarking



Nickel Industries playing a leadership role in responsible and sustainable mining in Indonesia



Ratings and Awards

MSCI	Highest MSCI ESG rating for an Indonesian-based Metals and Mining company
S&P	Second-top quartile (69%) worldwide of ESG performers for the Metals & Mining Industry Group globally
ENSIA	Three platinum, two gold, and two silver trophies at the Environmental & Social Innovation Awards (ENSIA) 2023
ASRRAT	Finalist for the Asia Sustainability Report Award (ASRA) 2022 Silver award at the Asia Sustainability Reporting Rating (ASRRAT) 2022 & 2023
Nusantara	Two gold awards at the Nusantara CSR Awards 2023
TrenAsia	Winner of the ESG Award 2023 for the nickel sector



Green PROPER Rating



PROPER is an official environmental rating from the Indonesia Ministry of Environment and Forestry



Achieved the highest sustainability score in the nickel mining sector as published in the Indonesian Government's PROPER Book of 2023, and one of only 2 nickel mining companies in all of Indonesia to achieve a Green PROPER rating



Received the highest ranking in the nickel mining sector and striving to be the first nickel company to achieve Gold PROPER, the highest rating possible



Carbon Reduction Initiatives



First mining company to successfully trial the use of EV haul trucks in Indonesia



Binding Operational Lease and Service Agreement (OLSA) to become the sole offtaker of Indonesia's largest solar project (200MWp + 20MWh BESS)



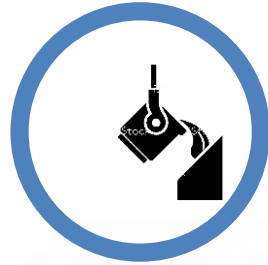
Invited to present at the COP28 United Nations Climate Change Conference in 2023 as a leader in responsible and sustainable mining in Indonesia (one of only 2 Indonesian mining companies invited to present)



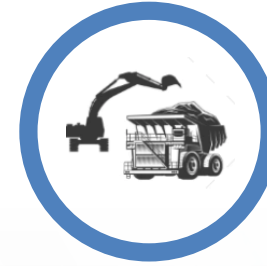
Announced a targeted 50% reduction in carbon intensity by 2035 and net zero emissions by 2050 at COP28



- Record Group EBITDA – US\$403.3M
- Record Gross profit – US\$338.0M
- Record Operating profit – US\$280.7M
- Profit after tax – US\$176.2M



- Record Ni production – 131,126 tonnes
- Record attributable Ni production – 103,364 tonnes
- Record RKEF EBITDA from operations – US\$337.2M



- Record Mine production – 13.4M wmt
- Record Mine EBITDA – US\$87.9M
- Completion of Hengjaya Mine – IMIP haul road
- Awarded second ‘Green PROPER’ rating



- Final dividend of A\$0.025 per share
- Full Year dividends of A\$0.045 per share
- Subsequent to year end, announcement of on-market share buy-back of up to US\$100M over next 12 months



- Maintenance of strong balance sheet as the Company advanced its transition into class-1 battery grade nickel
 - US\$1.1B in new equity
 - US\$400M senior unsecured notes issued
 - established US\$400M of Indonesian bank funding lines
- Net debt US\$66.2M



- Execution of Electric Vehicle Battery Supply Chain Strategic Framework Agreement
- Execution of binding agreement as off-taker to 200MWp solar project
- Completion of A\$943M placement to United Tractors for 19.99% of Company
- Positive FID taken for ENC HPAL Project
- Commitment to net zero carbon emissions by 2050

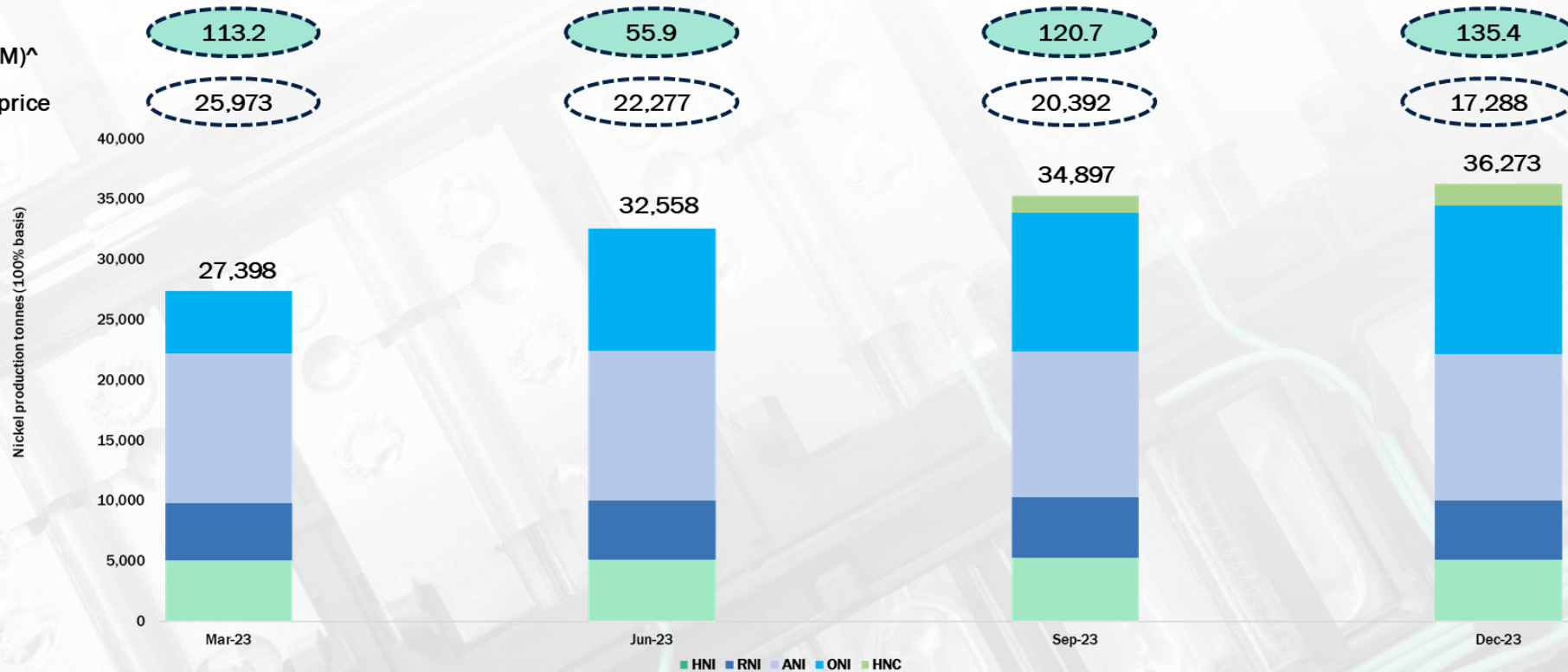
Strong EBITDA generated from operations in a challenging environment

Consistent production base and a demonstrated ability to operate profitability through the commodity cycle

Group nickel production		March Qtr	June Qtr	September Qtr	December Qtr	FY 2023
Nickel in NPI	tonnes	22,338	27,454	28,561	29,367	107,720
Nickel in matte	tonnes	5,060	5,104	5,291	5,083	20,538
Nickel in MHP	tonnes	-	-	1,045	1,823	2,868
Total nickel production	tonnes	27,398	32,558	34,897	36,273	131,126

EBITDA from operations (US\$M)^

Average LME Ni price (US\$/t)



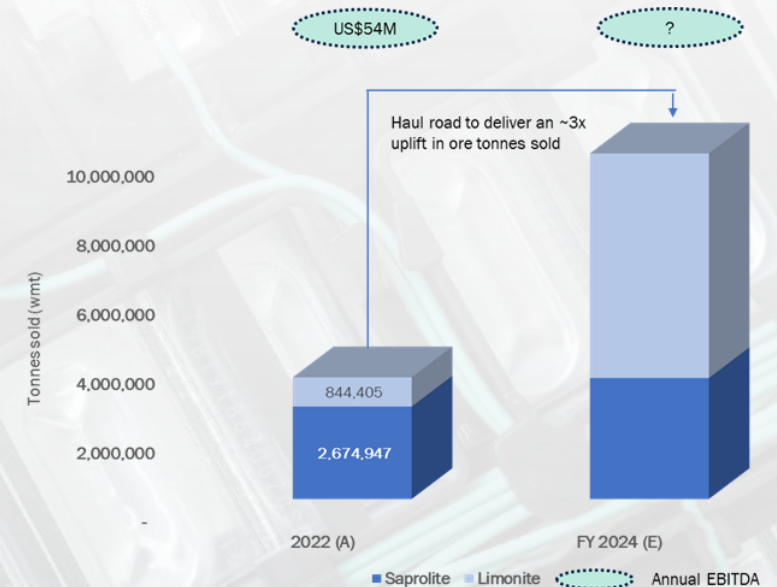
^ EBITDA from operations of US\$425M (as disclosed in the Quarterly reports) represents unaudited EBITDA from the RKEF, HPAL and mining operations, prior to corporate refinancing costs and FX gains/loss of \$21.8M. Audited Group EBITDA of US\$403.3M

Another record year of production at Hengjaya Mine

Production summary		Mar'23	Jun'23	Sep'23	Dec'23	2023
Saprolite mined	wmt	662,004	692,937	1,013,949	1,463,943	3,832,833
Limonite mined	wmt	1,822,636	2,029,624	2,616,041	3,100,155	9,568,456
Nickel ore mined	wmt	2,484,640	2,722,561	3,629,990	4,564,098	13,401,289
Overburden mined	BCM ⁽¹⁾	398,017	226,798	332,155	381,494	1,338,464
Strip ratio ⁽²⁾	BCM/wmt	0.16	0.08	0.09	0.08	0.1



- Record annual production of 13,401,289 wmt
 - saprolite production: 3,832,833 wmt
 - limonite production: 9,568,456 wmt
- Ore sales set to rise materially in 2024 as production and trucking volumes continue to expand having completed the direct haul road from Hengjaya Mine to IMIP in August 2023
- Annual EBITDA of US\$87.9M (up 63.1% on FY 2022)
 - Q4'23 EBITDA of US\$42m
 - March'24 (single month) EBITDA of US\$15m
- Multiple sustainability awards received throughout the year in recognition of our ESG initiatives
- Achievement of 2nd 'Green PROPER' rating



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

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Ongoing commitment to safety and sustainability as evidenced by recent performance

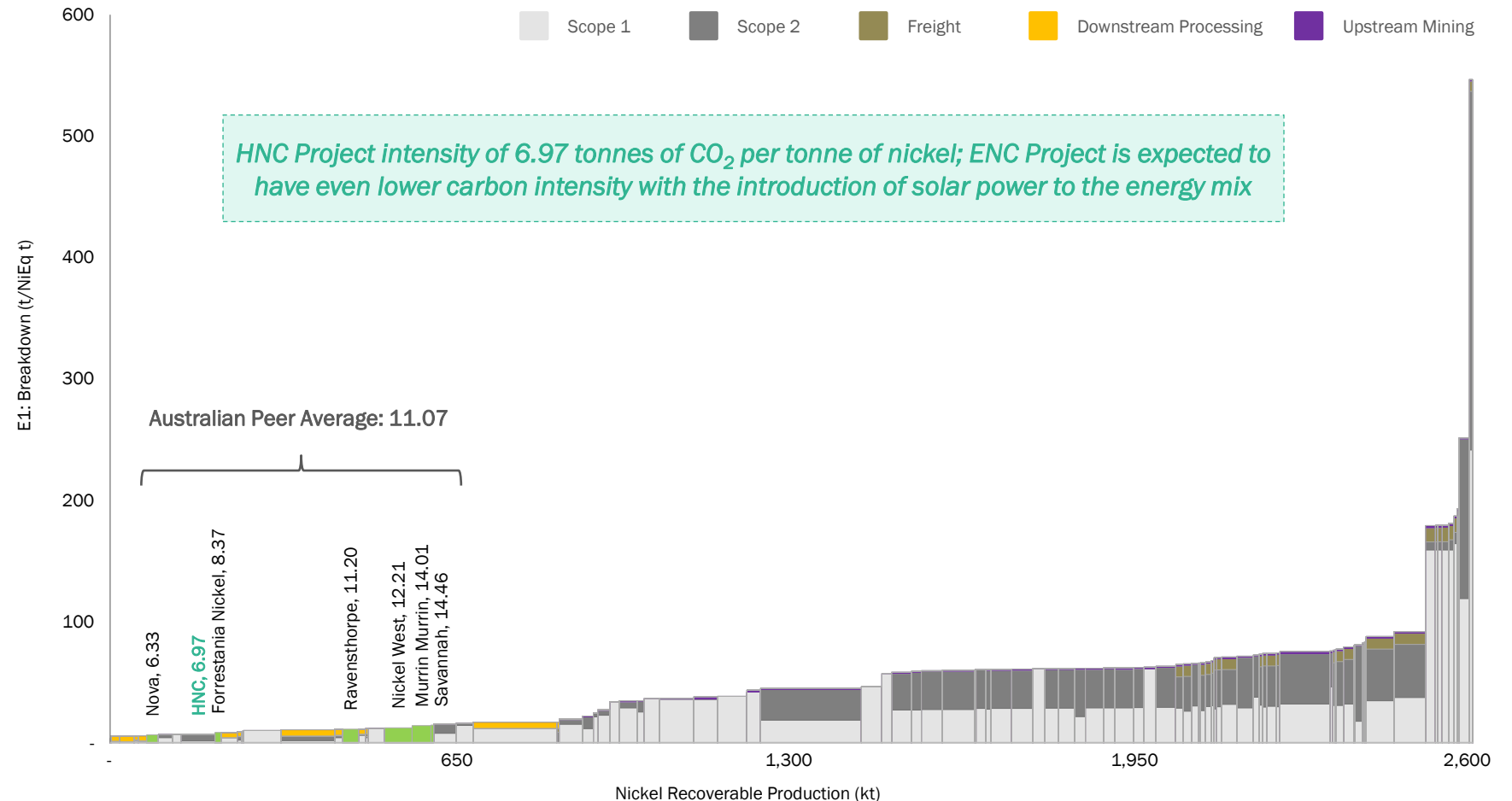
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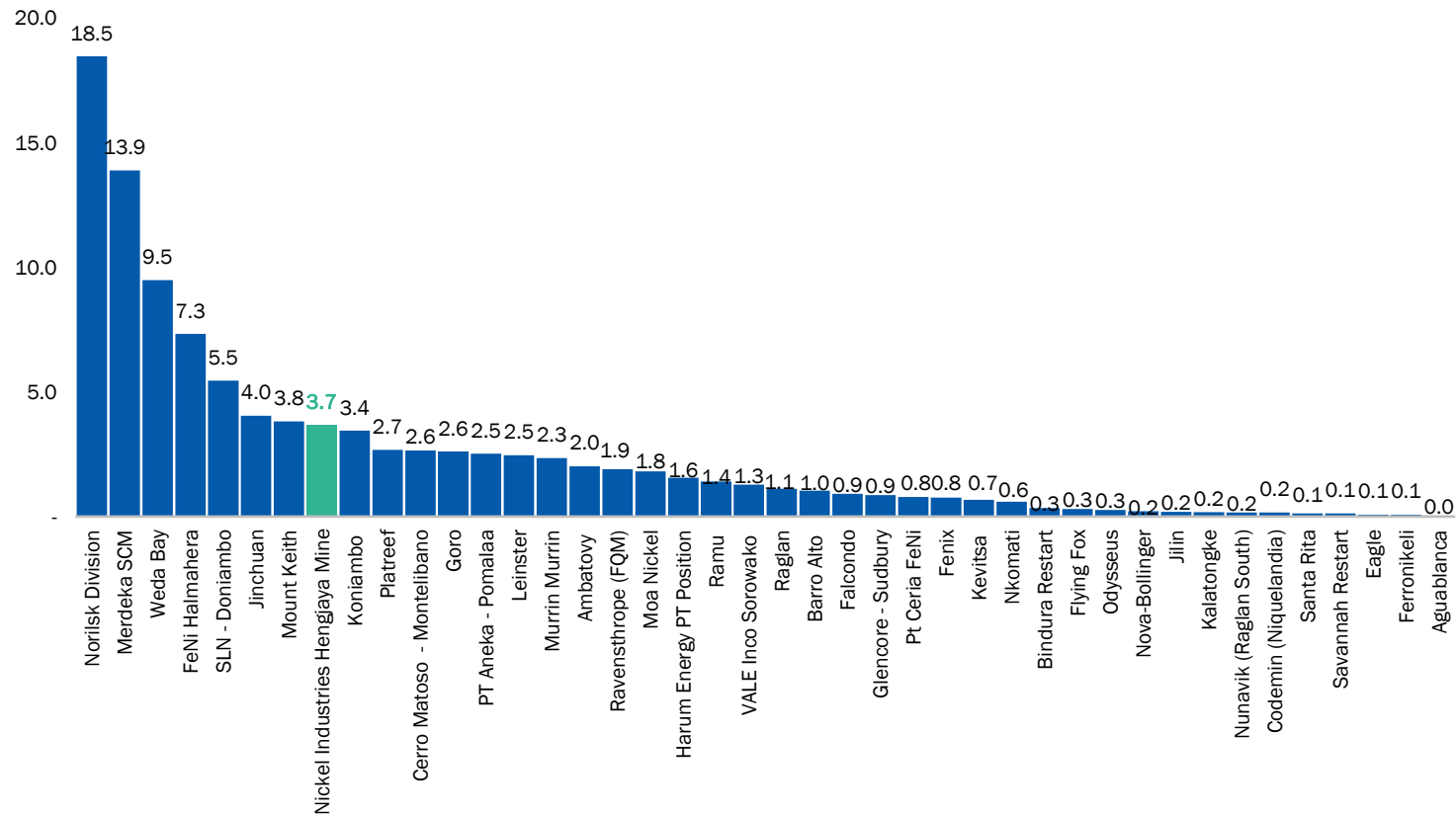
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Hengjaya Mine is a world-class nickel resource

Ore supply for ENC is underpinned by the Hengjaya Mine, a world class nickel resource and a recognised ESG leader for responsible and sustainable mining

Global Contained Nickel Resources and Grade

Contained Ni Resources (Mt)



Source: Company Filings, Wood Mackenzie, Hengjaya Mine JORC Report (September 2022)

Hengjaya Mine – Aerial Site View



***HPAL: driving NIC's battery grade
nickel growth***

Excelsior Nickel Project (ENC) – the next generation of HPAL driving NIC’s growth

- Collaboration agreement with Shanghai Decent to build a “next generation” 72kt HPAL plant
 - the project will be capable of producing MHP, nickel sulphate and nickel cathode, differentiating from the current wave of Indonesian HPAL projects
- NIC to own 55% with Shanghai Decent to own 45%
 - NIC currently owns 27.5%
 - Shanghai Decent’s interest may dilute upon the introduction of a strategic partner (Global offtake/investment process underway with strong interest from EV and battery manufacturers)
- Comprehensive “Construction Guarantee” secured
 - Acquisition cost capped at US\$2.3bn (100% basis) which includes tailings facility, sulfuric acid plant and other supporting infrastructure
 - Guarantee extends beyond EPC construction costs, and includes commissioning and ramp-up of the Project to nameplate capacity
 - “Timeframe guarantee” of not more than 2 years to construct
- 15-year corporate income tax holiday confirmed

Positive Final Investment Decision taken in October 2023

- Project fully funded with NIC’s 55% share (US\$1.265B) covered by:
 - existing cash on balance sheet
 - A\$943M (~US\$630M) placement to United Tractors
 - US\$400M loan facilities from BNI
 - strong cash flow from existing operations



ENC will be a replica of the HNC HPAL Project which is currently operating ~20% above nameplate capacity

Significant Class 1 Nickel offtake from the only current western majority-owned HPAL project

There are only four producing HPAL projects in Indonesia, and three in construction (one of which is ENC). NIC is the only non-Indonesian / Chinese majority owner of HPAL projects. Several previously announced HPAL development projects have been halted or postponed

Project Name	Owners	Annual Capacity (tpa Ni)	Status	Available Offtake (tpa Ni)
Nickel Industries' Projects				
Huayue Nickel Cobalt (HNC)	  	60,000	Operating	6,000 – 8,500 ⁽¹⁾ (NIC's 10% interest)
Excelsior Nickel Cobalt (ENC)	 	67,000	4Q 2025 – 1Q 2026	Up to 67,000
Other Indonesian HPAL Projects				
Halmahera Persada Lygend (HPL)	 	55,000	Operating	
QMB New Materials (PT QMB)	 	50,000	Operating	
PT Huafei	  	120,000	Operating	
Obi Nickel Cobalt (ONC)	 	65,000	1Q 2024	
Blue Sparkling Energy (BSE)	 	67,000	2026	

Source: Broker Research

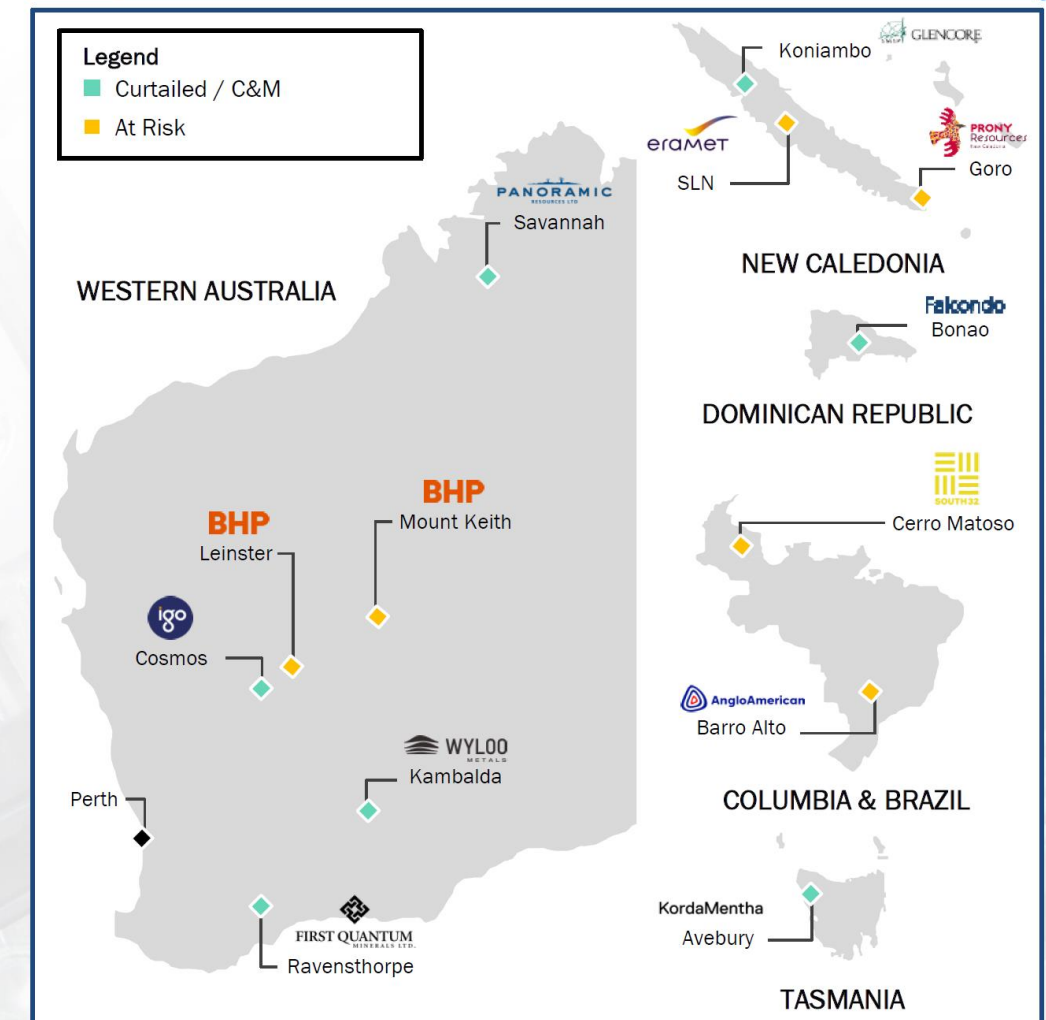
1) HNC is currently operating at approximately 85,000tpa

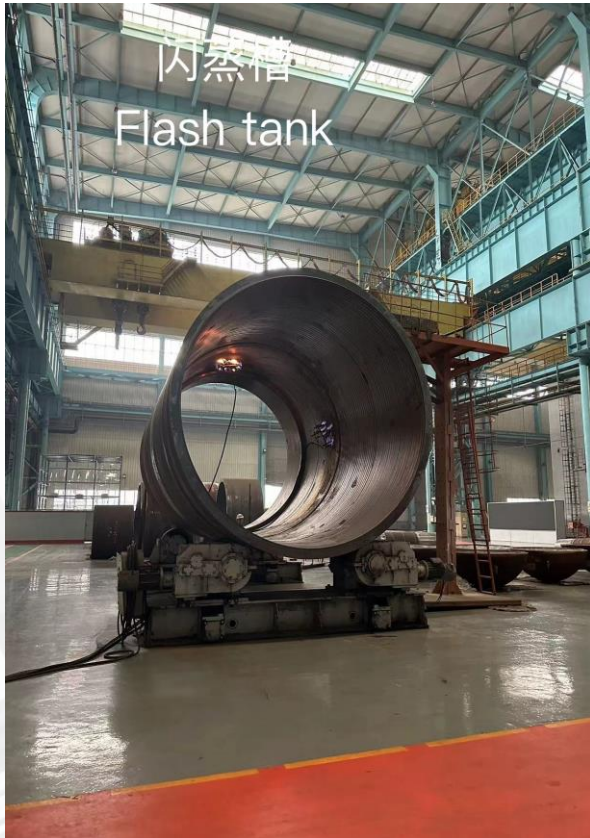
Significant Nickel Production Cuts Announced Outside of Indonesia

144kt of mined nickel capacity has been suspended so far, including higher cost West Australian operations. Up to ~300ktpa volumes remaining at risk of delay or suspension. This represents ~15% of global refined nickel supply

Company	Mine	Capacity (kt Ni)	Type	Status	Country
IGO	Cosmos	15	Mine	Care & Maintenance	Australia
WYLOO METALS	Kambalda	15	Mine	Care & Maintenance	Australia
FIRST QUANTUM	Ravensthorpe	12	Integrated	Care & Maintenance	Australia
PANORAMIC	Savannah	12	Mine	Suspended	Australia
JINXIN	Bishi	10	Processing	Partial suspension	China
家齐	Delong	10	Processing	Partial suspension	China
Pacific Nickel	Pamco	3	Processing	Partial suspension	Japan
eramet	Doniambo	75	Integrated	At risk – funding suspended	DRC
GLENORE	Koniambo	60	Integrated	At risk – funding ending	DRC
PRONY Resources	Goro	60	Integrated	At risk – funding suspended	DRC
CERRO MATOSO	Cerro Matoso	50	Integrated	At risk – funding review	Venezuela
HALLER RESOURCES LIMITED	Avebury	8	Mine	At risk – in receivership	Australia
BHP	West Musgrave	35	Mine	Delay – writedown	Australia
horizonte	Araguaia (Stage 1)	15	Integrated	Delay – cost inflation	Brazil
Li-Cycle	Rochester	4	Processing	Delay – cost inflation	USA
GSOL	North Macedonian Assets	20	Processing	Delay – cost inflation	North Macedonia
POBUGSKOYE	Ukrainian Assets	17	Mine	Suspended	Ukraine
NORNICKEL	Russian Assets	20	Mine	Suspended	Russia
Ambatovy	Madagascan Assets	10	Mine	Suspended	Madagascar
Total capacity		451			
<i>Suspended</i>		144			
<i>At risk</i>		253			
<i>Delay</i>		54			

Announced Supply Curtailments / At Risk Supply



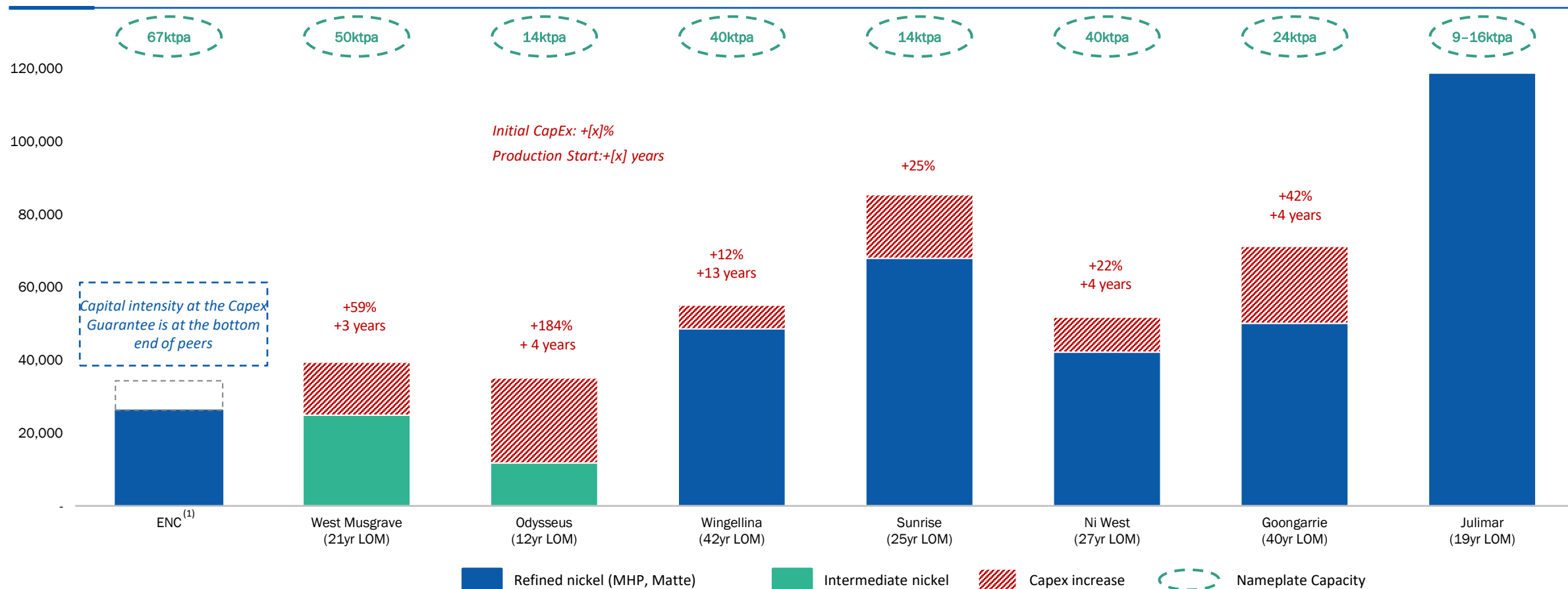


- On-site earthworks and footings work advancing
- Temporary staff accommodation and project administration offices now in place
- Key long lead items progressively being purchased and fabricated in China ahead of delivery to Morowali in the coming months

The true value of a capex guarantee

No capex blowout risk given JV partner cost & timing guarantees, with additional upside from track record of sustainably operating materially above nameplate

Capital Intensity Benchmarking – ENC vs. ASX-listed nickel development projects (US\$/t Ni)



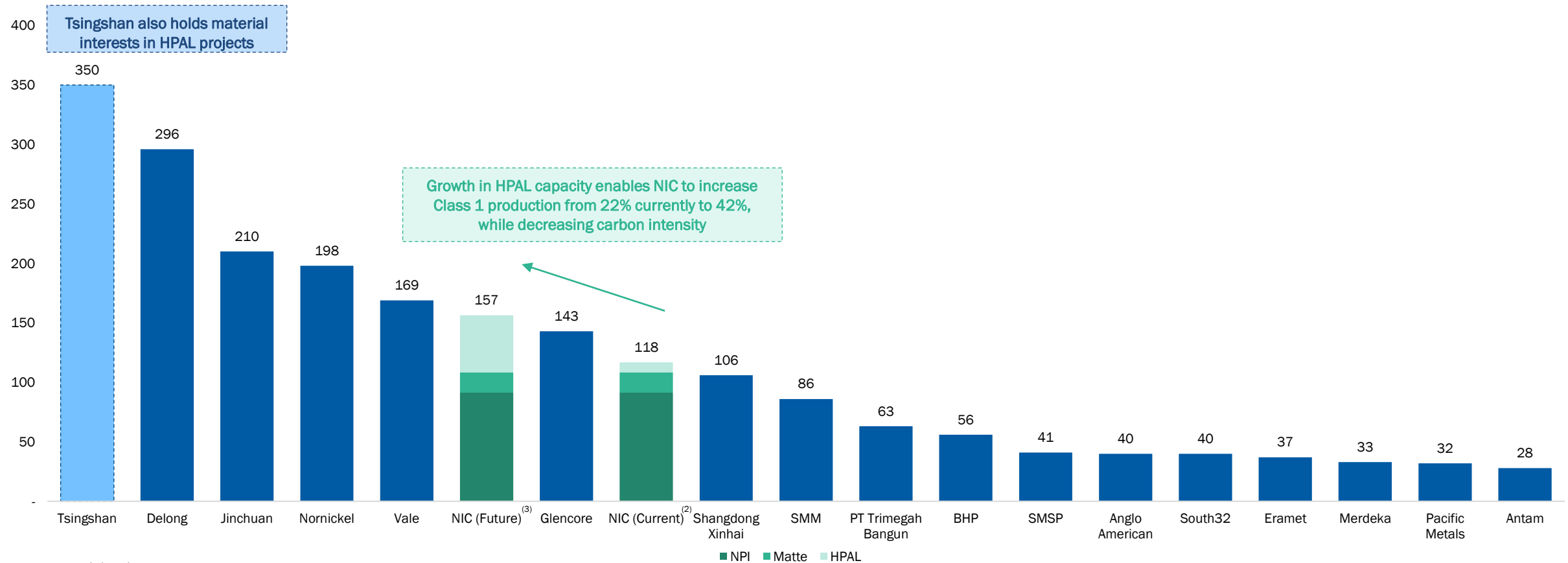
Source: Company filings, Wood Mackenzie and Hatch Vendor Due Diligence Report

1) Project's capex intensity based on capex of US\$1.7bn (per Hatch VDD Report); dotted box reflects capex intensity at Capex Guarantee of US\$2.3bn

NIC is a large, established top-10 global nickel producer

NIC is the world's largest Western listed diversified pure nickel producer with industry leading ESG credentials and first quartile operating costs

Attributable Finished Nickel Production (kt, 2023) ⁽¹⁾



Source: AME Nickel Market Report 2024

1) Comparable production data reflects 2023 figures unless stated otherwise

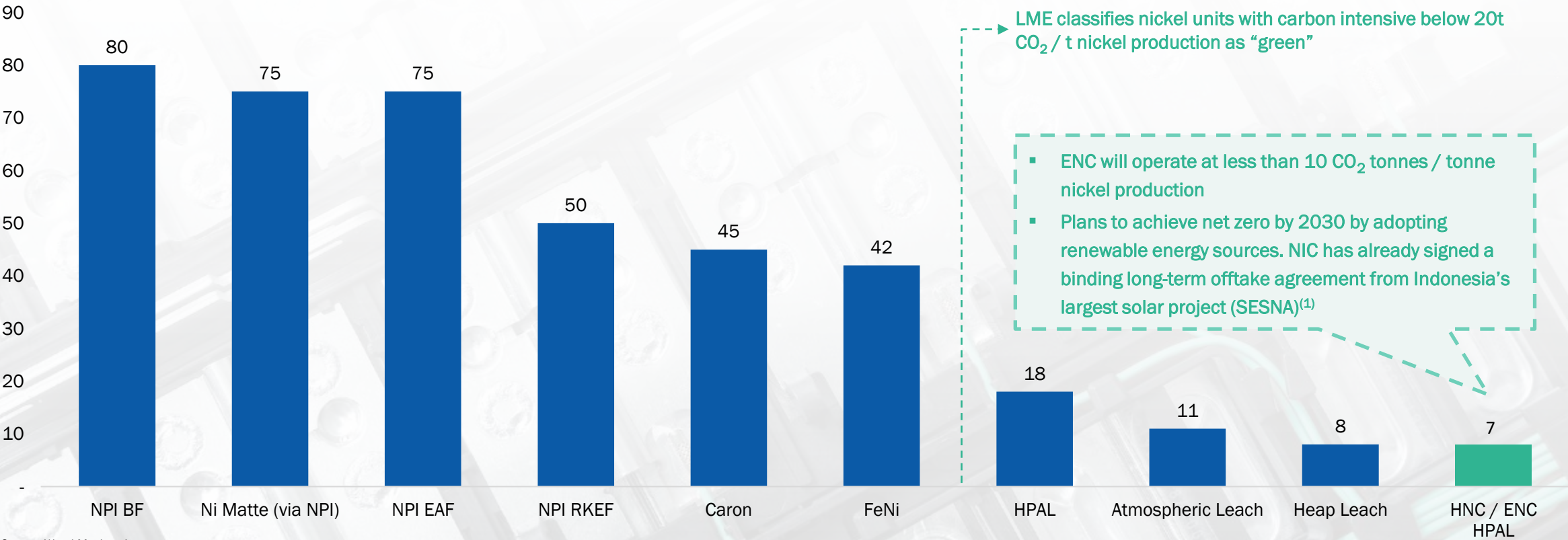
2) NIC current production: 4Q'2023 production of 36,273 tonnes (34,450 RKEF + 1,823 HPAL), annualised. NIC's corresponding attributable production = ~117,532 tonnes

3) NIC future production = current production in (2) above, plus expected 55% share of 67,000 tonnes from the Project. NIC's corresponding attributable production = ~157,132 tonnes

HPAL significantly reduces our carbon intensity

ENC will adopt the most advanced “third generation” HPAL process available, with energy consumption and carbon emissions at 25% and 20% respectively of similar pyrometallurgical products, and pathway to net zero supported by NIC’s recent SESNA solar project (the largest solar project in Indonesia)⁽¹⁾

CO₂e Emissions by Process (tCO₂e / t Ni)



Source: Wood Mackenzie

1) Agreement with PT Sumber Energi Surya Nusantara (SESNA) announced in October 2023

Investment highlights



1

Large, established top 10 global nickel producer – defined path to the Top-5

2

Low risk processing in integrated industrial parks partnering with the world's largest nickel and stainless-steel producer

3

Diversified production by asset and product to support an expanding customer base

4

Significant commitment to ESG with strong, recognized environmental track record

5

Significant growth of low-cost nickel production, underpinned by capex guarantees, positioning Nickel Industries for strong expected future cash flows

FURTHER INFORMATION:

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