

GLENCORE

Payments to
Governments
Report
2021



Welcome to Glencore's 2021 Payments to Government Report. This report aligns with the reporting requirements of Chapter 10 of the EU Accounting Directive. It also includes our commodity trading payments made to state-owned enterprises in Extractive Industry Transparency Initiative-implementing countries for the purchase of oil and gas and minerals and metals.

Further information on our approach to transparency, including the disclosure of the beneficial owners of our independently-managed joint ventures, a list of entities where the Group owns more than 20% interest, and our active marketing sales/purchase agents, is available at:

glencore.com/who-we-are/transparency

During 2021, we made payments to governments of **US\$3,942 million**, calculated in line with the requirements of the EU Accounting Directive

Amounts in US\$ '000



Our total payments to government were around US\$7.6 billion in tax, royalty and levy payments during 2021.

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Find out more

glencore.com/sustainability

Chief Financial Officer's introduction

During 2021, our total payments to governments were around **US\$7.6 billion** in tax, royalty and levy payments.



Steve Kalmin, Chief Financial Officer

I am pleased to introduce our annual Payments to Governments report, which aligns with the reporting requirements of Chapter 10 of the EU Accounting Directive.

Through our activities as one of the world's largest resource companies, with a presence at multiple stages of the commodity supply chain, and the payments we make to governments, we enable governments to realise value from their natural resources. Funds raised by governments from tax, royalty and levy payments can be used to finance public services, infrastructure and to invest in initiatives to improve the quality of life for their people.

Resolutions with US, UK and Brazilian Authorities

In May 2022, we announced that we had reached coordinated resolutions with authorities in the United States, the United Kingdom and Brazil of previously disclosed investigations into past activities in certain Group businesses related to

bribery, and separate US investigations related to market manipulation. Glencore cooperated with these investigations*.

These investigations identified serious cases of past misconduct in parts of our business. We acknowledge this is unacceptable behaviour that has no place in the Glencore of today.

We are committed to operating ethically and responsibly in all aspects of our business. We are determined to foster a culture of integrity, inclusivity and transparency wherever we operate, and at every level of Glencore.

We have invested significant resources to develop our Ethics and Compliance Programme. That work began before we knew of the investigations, and we are committed to continuously improving our programme.

Our commitment to fiscal transparency

We understand the detrimental impact of corruption on the capacity for regions and nations to fully realise rights and benefits due to them from resource development. We support efforts to combat corruption including through transparency initiatives.

We are strongly supportive of fiscal transparency, recognising the role it plays in encouraging the responsible management of revenues from extractive activities.

Glencore has been an active supporter of the Extractive Industries Transparency

Initiative (EITI) since 2011 and we engage with the EITI at both local and international levels.

We acknowledge that we were a member of the EITI during the period when certain of the serious misconduct in the investigations occurred. As indicated above, we have taken substantial remedial measures as a result of the issues identified during the investigations, which includes significantly increasing our focus on transparency and commitment to the EITI.

We are committed to using the lessons learned from our investigations, not only to drive our own focus on ethical business practices, but also to help address the challenge of corruption in the extractive industry. As disclosed in our Ethics and Compliance report, we actively engage and support local anti-corruption and bribery efforts.

We are exploring how we can further support strengthening of anti-corruption measures and promote responsible business practices in countries where we operate. We will provide further updates on the steps we take to address these topics.

Our participation in EITI working groups and engagement with participants have helped us strengthen our approach to transparency, which we consider an essential element of these efforts.

In 2021, our engagement with the EITI focused on the following areas:

Chief Financial Officer's introduction continued

- We are supportive of the EITI and the objective of the EITI Association to make the EITI Principles and the EITI Standard the internationally accepted standard for transparency in the oil, gas, and mining sectors.
- We recognise the importance of company ownership information being publicly available. Disclosing this information enables a cleaner, fairer operating and investment environment and supports tackling corruption and financial crime. We provide beneficial ownership information on our operating joint ventures across our industrial business.
- In September 2021, along with four other mining companies, we became a signatory to a statement by companies on beneficial ownership transparency. The commitments set out in this statement go beyond those made as an EITI supporting company.
- In addition, we are committed to not partnering or contracting with companies assessed as high corruption risk that decline to identify their beneficial owners, unless appropriate mitigation measures are implemented to reduce corruption risk. We have also publicly disclosed on our website, for the first time, details of our active marketing sales/purchase agents.
- Since 2019, we have publicly stated our commitment towards supporting and

encouraging the disclosure of mining and exploration contracts with host governments. We believe that this type of contract transparency can support building trust and ensuring accountability in the sector.

- We welcome the EITI Standard's approach for contract transparency for EITI-compliant countries. Similarly, as a member of the International Council of Mining and Metals (ICMM), we support its Transparency of Mineral Revenues Position Statement, which includes a commitment to contract transparency.
- We are aware of increasing stakeholder interest in material loans repayable with product (also referred to as 'resource-backed loans') and are supportive of the drive towards greater transparency in this area. We have disclosed relevant information on our resource backed loans, to the extent that the information is not commercially sensitive or confidential.

We have provided all the relevant disclosures on our contracts, beneficial owners, and resource backed loans.

2021 payments

During 2021, our total payments to governments, were around US\$7.6 billion, while almost US\$4 billion is reported pursuant to the EU Accounting Directive extractive industries' reporting requirements, including payments

relating to our ownership interest in the Antamina, Cerrejón and Collahuasi joint ventures. This compares, respectively, to a 2020 total of US\$5.8 billion and US\$2.1 billion under the EU reporting requirements. The year-on-year increase reflects increased production and commodity prices as the global economy recovered from the slowdown caused by the global pandemic in 2020.

In 2021, our global effective tax rate, when adjusting for significant items (primarily impairments, foreign exchanges adjustments and tax losses not recognised), was 33.5% (29.7% in 2020).

Our contribution to national governments and host countries goes beyond the taxes and royalties that we pay. During the year, we spent US\$6 billion on wages and benefits for the 135,000 people working for Glencore (including as contractors) and US\$68 million on initiatives that benefit the communities living around our operations.

We welcome your feedback on this report and our approach to transparency.



Steve Kalmin,
Chief Financial Officer
30 June 2022

Governments

US\$7.6bn

in taxes, royalties and other payments+

Global adjusted effective tax rate

33.5%

Employees

US\$6bn

in salaries, wages, social security and other benefits

Communities

US\$68m

on initiatives supporting local community development

+ This should be read alongside the Basis of Reporting document, available on [glencore.com](https://www.glencore.com).

* We continue to cooperate with a previously disclosed and ongoing investigation by the Office of the Attorney General of Switzerland and by the Dutch Public Prosecution Service. The timing and outcome of these investigations remain uncertain.

Our approach to tax and transparency

We are committed to complying with all applicable tax laws, rules and regulations. We pay all relevant taxes, royalties and other levies in amounts determined by the legislation of relevant national, regional or local governments. We seek to maintain long-term, open, transparent and cooperative relationships with tax authorities in our host countries.

Tax transparency

We welcome fiscal transparency as it encourages the responsible management of revenues from our activities. We believe that countries that transparently and effectively allocate natural resource wealth for the benefit of their communities have the potential to attract greater, more responsible and longer-term business investment. It is imperative that businesses, governments and civil society work in partnership to support transparency.

Our global reach and presence in some higher-risk jurisdictions result in Glencore generally having to navigate enhanced complexity and uncertainty in accounting for income taxes, particularly the evaluation of tax exposures and recoverability of deferred tax assets.

Our Board Audit Committee regularly reviews with senior management our potential tax exposures globally and the key estimates taken in determining the positions recorded, including the status of material communications with local tax authorities and the carrying values of deferred tax assets.

Intra-group transactions

The Glencore group comprises separate legal entities established in many jurisdictions. Like many multinational enterprises, our business activities are co-ordinated (in terms of personnel, assets and capital) on a worldwide basis.

Our global nature necessitates us apportioning overall group profitability between our operating jurisdictions. International tax law and in particular the OECD Transfer Pricing Guidelines (Guidelines) and Article 9 of the OECD Model Tax Convention, governs this process. These require that individual entities within the Group transact with each other at the same price that they would if they were independent parties and in due recognition of the true value to be accorded to the transaction.

The purpose of this apportionment and of the Guidelines is twofold: for the fair division of Group profit to enable the levying of tax according to where it is earned; and to ensure that the same profit is taxed only once.

Our Group Tax Policy commits us to not engineer structures or transactions that exploit transfer-pricing rules by artificially 'transferring' profit into lower tax jurisdictions. We trace all intragroup transactions to value-adding commercial activities.

Reflecting the complexity of the Group's operations, and the legitimate concern of tax administrations to collect the full amount due to them, our transfer pricing should be subject to scrutiny and even occasional dispute.

We approach both scrutiny and dispute in a fair and transparent manner, but we resolutely defend the principle that profit must be taxed only once and that tax administrations are as bound in law by the Guidelines as we are.

'Tax havens'

Although there is no universally applied definition of the term 'tax haven', it is generally understood to refer to a jurisdiction that imposes little or no tax on income or profits. In recent years, governments, the media and the public at large have raised legitimate questions regarding the alleged diversion of business profits by multinational enterprises into tax havens mainly to avoid paying local taxes.

We do not undertake any such activity. Both our Group Tax Policy and our adherence to the Guidelines forbid the allocation of profit to jurisdictions that do not provide value-adding activities and do not have any real commercial substance.

Nevertheless, we continue to make use of companies incorporated in what would be termed tax neutral or tax haven jurisdictions. Where that occurs, it is always for a specific purpose and the companies used can be referred to as special purpose vehicles (SPVs). Glencore primarily uses SPVs for two broad purposes:

1. As intermediate holding companies (to hold single investments, groups of similar investments or joint venture investments for accounting, administrative, governance or legal convenience).

2. As parties to a legal contract with a non-Group member where it is necessary that the SPV has no other function.

Our continued use of SPVs is to serve a commercial or administrative purpose, has no tax motivation and is fiscally transparent, i.e., it generates neither a tax saving nor expense. For this reason, when we need to establish an SPV, it is often in a tax-neutral jurisdiction, as tax in these cases is an irrelevance.

We have undertaken a review of all entities established in 'tax haven' jurisdictions with the intention of consolidating or liquidating as many as possible. Where it is not possible to do this, these entities usually adopt tax residence in a non-tax haven jurisdiction where the Group can establish enhanced local substance.

As a result of this review, we have removed from our Group structure many tax haven-incorporated companies, or established their tax residence in Switzerland, the UK or another non-tax haven jurisdiction. This review continues to be a focus during 2022.

External engagement

We are committed to transparent and constructive dialogue with our stakeholders. We recognise that this is an evolving space and that by understanding a range of external perspectives, we can improve our standards of corporate governance and disclosure.

Throughout the year, we engaged with a variety of organisations on tax and transparency matters.

Extractive Industries Transparency Initiative

The Extractive Industries Transparency Initiative (EITI) is a multi-stakeholder initiative supported by countries, NGOs and companies in the extractives and commodities trading sector. It promotes open and accountable management of extractive resources. Glencore has been a supporting company since 2011, being active in the extractives as well as the commodity trading industry.

We also take an active role in the EITI's Working Group on Transparency in Commodity Trading, a multi-stakeholder group that works towards increasing transparency in commodity trading.

Our assets in EITI-implementing countries support the ongoing development of the EITI in country, by contributing to national reports with local EITI disclosures, participating in EITI multi-stakeholder groups and engaging in policy consultation processes where applicable.

In 2021, the EITI's International Secretariat completed an assessment of companies' adherence to EITI company expectations. This assessment included commodity traders who form part of the EITI companies' constituency. Glencore was assessed as meeting all expectations, with good practices noted for our disclosure of payments in EITI implementing countries and beneficial ownership transparency.

During the year, we also participated in the EITI's work to develop guidance on reporting on resource-backed loans.

International Council on Mining & Metals

We are an active member of the International Council on Mining and Metals (ICMM). The ICMM is an international organisation made up of 27 mining and metals companies and 38 regional and commodities' associations. Its members are committed to strengthening the industry's environmental and social performance and enhancing mining's contribution to society.

Through our membership of the ICMM's Mineral Resource and Tax Working Groups, we collaborate with our peers to address natural resource governance challenges and improve the transparency of mineral revenues – including their management, distribution or spending.

In 2021, the Mineral Resource Working Group worked on an ICMM position on contract transparency. The new member commitment on contract transparency was published in December 2021, committing ICMM member companies to disclose all mineral development contracts granted or entered into from 1 January 2021.

Investors, analysts and banks

Transparency and disclosure are of great interest to our shareholders and representatives of financial institutions. As part of our Annual Report process, we review and revise our approach to presenting information that is of interest to these stakeholders. During 2021, in addition to meeting our regulatory reporting obligations, we also provided periodic operational, financial and markets update to investors. We also participated in conferences and other events where we provided relevant disclosure and information.

Civil Society and Non-Governmental Organisations

We regularly engage with civil society groups and NGOs that have a particular focus on transparency and advancing disclosure. In addition to working with these organisations to understand better the developments in the transparency space, we welcome feedback from these organisations on our Payments to Governments Report.

Our contribution

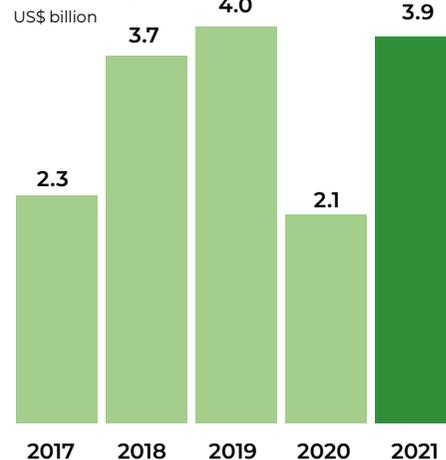
Mining activities can make a significant contribution to the national, regional and local economies in which they operate, through the provision of employment and training, tax, royalty and levy payments, local procurement, social development and environmental stewardship. Our aim is to minimise negative impacts from our activities and to build partnerships to support sustainable development and growth.

How we contribute

We pay all relevant taxes, royalties and levies required by local and national regulation in our host countries. The payments we make to the governments of the countries in which we operate include local, national, sales and employment taxes, government royalties and licence and permitting fees.

In addition, we contribute to local economies through our use of local suppliers, wages and employee benefits, voluntary support of socio-economic initiatives such as health and education projects and infrastructure development.

Payments calculated in alignment with the disclosure requirements of the EU Accounting Directive:



Local employment and skills development

We prioritise employing people from the regions close to our industrial assets. We provide families with livelihoods via direct employment at our assets and indirect employment via contractors and our use of local suppliers. During 2021, 96% of our workforce was local to our operating countries.

Local procurement and enterprise development

Where possible, we use local suppliers (suppliers located in the same country as our industrial assets) and support the development of local businesses to drive local economic diversification and to help our host governments fulfil their own development objectives. During 2021, over 80% of our global procurement spend was with suppliers and contractors located in the countries where we operate. More than 125,000 people benefited from our enterprise development and economic diversification investments.

Societal contribution

Our community development programmes reduce dependency on our industrial assets, encourage self-reliance and contribute to sustainable regional growth. In

remote and underdeveloped areas, we install infrastructure, such as roads, water, sanitation and electricity, which is often shared as appropriate with local communities. In 2021, we spent US\$68 million on programmes supporting local community development, which included nearly US\$10 million on enterprise development and economic diversification of local entrepreneurs.

Payments to governments and tax transparency

We pay all relevant taxes, royalties and other levies in amounts determined by the legislation of relevant national, regional or local governments. We welcome transparency in the redistribution and reinvestment of these payments. In 2021, our payments to governments totalled US\$7.6 billion, reflecting the taxes, royalties and other levies we pay in the relevant countries for our marketing and industrial activities.

Contributing to the economy of Australia

We have operated in Australia for over 25 years and hold significant interests in industrial assets operating across a range of commodities. We are a major Australian employer, with around 17,000 people working across businesses that include coal, copper, cobalt, nickel, oil and zinc.

Within many of our Australian operations, we explore and source the commodity; produce it; process and refine it; market and blend it; and ultimately handle, store and transport it to our customers around the world.

Advancing carbon capture use and storage in partnership with the Australian government

Glencore has been a long-term supporter of carbon capture use and storage (CCUS) technology to reduce emissions and service a low emission economy. The International Energy Agency views CCUS as a 'key technology' in the global transition to a low-carbon economy.

Our wholly owned Carbon Transport and Storage Company (CTSCo) Project aims to demonstrate CCUS on an industrial scale and is focused on: capturing CO₂ from a coal-fired power station in Queensland; and permanently storing the CO₂ deep underground. The AUD210 million test injection project is one of Australia's most advanced onshore CCUS projects.

The CTSCo Project has the potential to:

- store significant volumes of CO₂ to reduce existing and future sources of industrial emissions
- improve energy security for the National Electricity Market
- maintain and grow jobs in regional Queensland
- enable future industries including hydrogen production
- contribute to Australian and Queensland Government climate and emission reduction goals.

We welcome the Australian Government's decision to award up to AUD35 million to the CTSCo Project, announced in April 2022. In addition to funding from Glencore, the Project has industry funding support from Low Emissions Technology Australia.

2021 payments to the Australian economy

Capital expenditure (US\$ million)

980

2020: 960

Total payments to government (US\$ million)

2,478

2020: 1,862

Employees and contractors

16,700

2020: 17,000

Community social investments (US\$ million)

5.8

2020: 6.3

Contributing to the economy of Canada

Our Canadian industrial assets span four provinces and include nickel, copper and zinc mining and processing operations and projects, as well as a technical business, Expert Process Solutions (XPS), which serves the global metals industry.

Our Horne Smelter, established in 1927, is the only copper smelter in Canada and is the largest and most advanced recycling plant of its kind in North America. In 1931, the CCR refinery opened in Quebec, which processes the copper produced by the Horne Smelter, and provides services to metal producers, mines, copper smelters and other refineries. CCR is the only copper refinery in Canada and has an integrated precious metals refining plant.

Working in partnership with our Inuit communities

Raglan Mine spans an area of nearly 70 kilometres and is located at the extreme limit of Northern Quebec. Since its inception, Raglan Mine has sought to work constructively with its local Inuit partners, a relationship that is enshrined in the Raglan Agreement.

Raglan Mine is the first Canadian mining company to have signed an Impact and Benefit Agreement (IBA) with an Aboriginal group. The Raglan Agreement was signed in 1995 by Raglan Mine and five Inuit partners.

This comprehensive socio-economic agreement has provisions for:

- Training and hiring members of the surrounding communities
- Protecting the environment and lessening the impacts of mining activities on the land
- Giving preference to Inuit businesses when awarding contracts
- Monitoring the implementation of the Raglan Agreement through the Raglan Committee
- Profit-sharing and other financial aspects

The Raglan Agreement has been used as a point of reference for other agreements between Aboriginal groups and the mining industry and other industrial sectors.

2021 Payments to the Canadian economy

Capital expenditure (US\$ million)

617 
2020: 544

Total payments to government (US\$ million)

425 
2020: 254

Employees and contractors

5,200 
2020: 5,500

Community social investments (US\$ million)

2.5 
2020: 1.8

Contributing to the economy of the Democratic Republic of the Congo

We have been present in the Democratic Republic of the Congo (DRC) since 2008. We own and operate two large-scale copper and cobalt mines, Kamoto Copper Company SA (KCC), a joint venture with Gecamines, in which we hold 75%, and Mutanda Mining SARL (MUMI).

To date, we have invested over US\$8 billion in the development of MUMI and KCC. Our presence has contributed to the establishment and expansion of a robust extractives sector, created thousands of jobs, supported the development of the local economy and delivered socio-economic benefits to the Lualaba region. Through our Enterprise Development Programme (EDP), we are helping to develop the next generation of Congolese businessmen and women that will spearhead the local economy.

Partnering for a better future

We believe that the private sector can play an important role in establishing the DRC as a global mining giant. There can be no talk of a just energy transition without responsibly sourced metals and minerals from the DRC.

We partner with the DRC government on strategic projects that are crucial to driving further economic activities in the country. Through a US\$450 million finance investment, we supported the rehabilitation of two turbines at the INGA dam and other strategic infrastructure projects, enabling the

generation of 450 megawatts, with 50 megawatts being made available to the population of Kolwezi.

Our social investments amount to more than US\$4 million per year. MUMI has committed to spending US\$13 million on social development initiatives in Lualaba over the next five years.

We believe that legal and legitimate artisanal and small-scale mining (ASM) can play an important and sustainable role in the DRC economy and co-exist alongside large-scale mining when carried out responsibly and transparently. We are a founding member of the Fair Cobalt Alliance (FCA), which works to positively transform ASM in the DRC. We host a yearly summer camp to encourage youth to pursue careers outside of illegal ASM activity. Between 2016 to 2021, over 55 000 children have passed through this initiative.

2021 Payments to the DRC economy

Capital expenditure
(US\$ million)

293

2020: 331

Total payments to government
(US\$ million)

856

2020: 424

Employees and contractors

14,800

2020: 14,500

Community social investments
(US\$ million)

4.3

2020: 4.1

Contributing to the economy of Kazakhstan

Our presence in Kazakhstan is through Kazzinc, in which we have a 70% interest. Kazzinc is a major fully integrated zinc producer that also mines copper, precious metals and lead. Kazzinc operates in several regions in the country and employs over 25,000 workers, including contractors.

Kazzinc's precious metals refinery is certified to produce London Bullion Market Association (LBMA) certified gold and silver. This certification promotes refining standards and the development of good trading practices.

Supporting local enterprises

Kazzinc supports and promotes local enterprises. Each year, it concludes around 2,000 contracts and agreements with Kazakh companies. It has supported the development of and maintains an ongoing cooperation with more than 2,800 Kazakhstan-based enterprises. The value of long-term agreements with local partners is over KTZ100 billion.

Kazzinc sponsored the regional qualifying round for the Business Women KZ Association's national competition, "Business Lady Qazaqstan", which promotes female entrepreneurs in Kazakhstan.

The competition revealed the business potential and creativity of the contestants. Zhanna Soltanbekova, a mother of three children and a social entrepreneur, won the qualifying stage of the contest. She is the founder of a centre for adaptive sports for children requiring special attention. Mrs Soltanbekova will represent Ust-Kamenogorsk at the national contest.

2021 Payments to the Kazakhstan economy

Capital expenditure

(US\$ million)

341

2020: 392

Total payments to government

(US\$ million)

459

2020: 447

Employees and contractors

25,000

2020: 25,000

Community social investments

(US\$ million)

27.9

2020: 36.5

Contributing to the economy of Peru

Our Peruvian assets include:

- The Antapaccay copper operation located in the Cusco region of southern Peru
- A controlling interest in Volcan Compañía Minera SAA, which has six operating mines and one oxides operation in Peru's Central Highlands
- A 97.6% interest in Los Quenuales, which operates the Iscaycruz and Yauliyacu zinc-lead mines and concentrator plants located in the Central Highlands of Peru
- A 33.8% stake in the independently managed Antamina joint venture, which owns a copper-zinc mine located in the Andes in northern Peru
- Perubar SA, based in Callao region, provides storage services, loads mineral concentrates and manages and rents warehouses at Peru's largest and most important port.

Supporting community companies

Antapaccay is supporting the development of community-based companies to enable them to become its suppliers. It works with these companies on identifying and progressing opportunities, which in turn creates employment and other benefits within the surrounding communities.

Antapaccay identifies companies suitable for participation in its local procurement programme. The companies then undergo an evaluation that assesses their:

- Economic capacity
- Experience
- Existing facilities, such as machinery and equipment
- Technical capacity and workforce skills

The findings from the evaluation enables Antapaccay to understand each company's structure and enhancement opportunities, and to identify how best to contribute to its development through strengthening the areas that will generate the greatest business benefit.

To date, the local companies that have participated in the programme include those that are involved in:

- Manufacture, assembly and repair of metal structures
- Road freight transport
- Moving soil
- Cleaning and maintaining buildings
- Mechanical maintenance
- Installation of pipe systems and thermo-fusion welding
- Civil works

The companies that join Antapaccay's procurement programme are regularly evaluated to ensure they are meeting Antapaccay's responsible sourcing standards. Part of the evaluation process includes identifying where training is needed to ensure the company remains competitive with a sustainable business strategy. Participating in the programme has also enabled some of the companies to expand their business through attracting additional customers.

In 2021, Antapaccay worked with 62 community-based companies, spending Sol 188.5 million on local procurement.

2021 Payments to the Peruvian economy⁺

Capital expenditure

(US\$ million)

651

2020: 204

Total payments to government

(US\$ million)

364

2020: 220

Employees and contractors

18,000

2020: 16,500

Community social investments

(US\$ million)

8

2020: 16.4

⁺ Excludes economic contributions made relating to Glencore's proportionate ownership interest in the independently-managed Antamina joint venture

Contributing to the economy of South Africa

Glencore has been present in South Africa since 1974. Today, our ferroalloys and coal commodity businesses have assets in three provinces (Mpumalanga, Limpopo and Northwest). In 2021, our South African coal assets included four complexes that produce thermal coal for export and domestic power generation.

Through our 79.5% stake in the Glencore-Merafe Chrome Venture, we have interests in five chrome and one silica mines and four operating ferroalloys smelter complexes. We also have, through our majority shareholding stake in the Rhovan-Bakwena Vanadium Venture, an open-cast mine and smelter complex, which mainly produces ferrovanadium and vanadium pentoxide.

We also hold a 72% interest in Astron Energy, a leading supplier of petroleum products in South Africa and the operator of a crude oil refinery in Cape Town and a lubricants manufacturing plant in Durban.

Empowering local business

In South Africa, we are supporting local Small, Medium and Micro-sized enterprise's (SMME) development through our Enterprise and Supplier Development (ESD) hubs.

We target establishing ESD hubs in major mining communities with a lack of employment opportunities and skills shortages to support sustainable economic growth. We recognise that small businesses are an integral part of revitalising local economies and have the potential to alleviate

socio-economic challenges. Our ESD hubs can support the growth of these businesses with the ambition of enabling them to compete in our supply chain opportunities.

The ESD hubs target a variety of small businesses with a special focus on companies that have a minimum 51% black-owned, a minimum 51% black women-owned or 18-35-year-old black youth-owned. Through the hubs, young people and women have benefited from the financial guidance and skills support, allowing them to be economically active and to grow their businesses.

In addition to the ESD hubs, our Supplier Portals enable local black-owned businesses to register their business profiles and access procurement opportunities. Those who register may qualify for business support and advice, helping to create employment and business opportunities that build capacity, skills and expertise.

The portal is supported by a one-year Enterprise Development Training Programme that equips small businesses with the right knowledge and expertise to grow their businesses. The programme covers various modules such as: strategic planning, an introduction to a step-by-step guide to Glencore's tendering process, financial management, and legal and administrative aspects of business. On successfully completing the training programme, SMMEs can participate in Glencore's supply chain.

2021 payments to the South African economy

Capital expenditure
(US\$ million)

234

2020: 296

Total payments to government
(US\$ million)

2,073

2020: 1,406

Employees and contractors

19,400

2020: 18,500

Community social investments
(US\$ million)

11

2020: 6



Our payments to governments

Payments by countries¹

The information below has been prepared in the manner outlined in the About this report section on page 31.

| Amounts in US\$ '000 Country | Production Entitlements 2021 | Taxes on Income ² 2021 | Royalties 2021 | Fees 2021 | Infrastructure improvements 2021 | Total EU Transparency Directive 2021 | Customs/ Import/ Excise/Export tax and duties 2021 | Payroll taxes ³ 2021 | Taxes and duties relating to non-extractive activities plus other taxes ⁴ 2021 | Payments not included in Sustainability Report ⁵ 2021 | Total 2021 |
|----------------------------------|------------------------------|-----------------------------------|------------------|---------------|----------------------------------|--------------------------------------|--|---------------------------------|---|--|------------------|
| Argentina ⁶ | - | 172 | 571 | - | - | 743 | 1,045 | 2,995 | 4,471 | - | 9,254 |
| Australia | - | 371,800 | 778,786 | 30,296 | 449 | 1,181,331 | 591,647 | 208,484 | 496,533 | - | 2,477,995 |
| Bolivia | - | 838 | 11,488 | - | - | 12,326 | 810 | 5,391 | 8,021 | - | 26,548 |
| Cameroon | 21,585 | 6,940 | - | - | - | 28,525 | - | 15 | 121 | (21,585) | 7,076 |
| Canada | - | 206,910 | - | 889 | - | 207,799 | - | 41,914 | 175,569 | - | 425,282 |
| Chad | 996 | - | 1,379 | 2,000 | - | 4,375 | - | 287 | 3,263 | (2,996) | 4,929 |
| Chile | - | 443,554 | - | 559 | - | 444,112 | - | 4,343 | 44,523 | (429,000) | 63,978 |
| Colombia | - | 9,224 | 34,144 | 266 | 149 | 43,783 | - | 1,248 | 8,059 | (51,154) | 1,936 |
| Democratic Republic of the Congo | - | 299,430 | 175,682 | 142 | 85,523 | 560,777 | 214,303 | 38,410 | 42,660 | - | 856,150 |
| Equatorial Guinea | 104,012 | 4,826 | 49,251 | 190 | - | 158,279 | 155 | 291 | 1,384 | (127,955) | 32,154 |
| Kazakhstan | - | 198,828 | 136,981 | 245 | - | 336,055 | 2,960 | 53,358 | 66,080 | - | 458,453 |
| Peru | - | 552,525 | 124,439 | 7,233 | - | 684,197 | - | 21,335 | 62,929 | (404,425) | 364,036 |
| South Africa | - | 212,209 | 61,761 | - | - | 273,970 | - | 7,489 | 1,791,000 | - | 2,072,459 |
| United States | - | - | - | 131 | - | 131 | - | 8,005 | 61,865 | - | 70,002 |
| Zambia ⁶ | - | - | 5,490 | - | - | 5,490 | 201 | 16 | 135 | (5,691) | 151 |
| Rest of the World | - | - | - | - | - | - | - | 201,784 | 559,629 | - | 761,413 |
| Total | 126,593 | 2,307,256 | 1,379,973 | 41,951 | 86,121 | 3,941,893 | 811,121 | 595,365 | 3,326,245 | (1,042,806) | 7,631,818 |

1 The reports are not corrected for rounding.

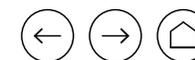
2 Taxes on income include income taxes paid in Colombia, Peru and Chile relating to Glencore's proportionate ownership interest in independently-managed joint ventures (Cerrejón, Antamina and Collahuasi) amounting to a total of US\$855 million.

3 Payroll taxes include payments made by the employer only; payments made by employees amounted to a total of US\$1,194 million.

4 Taxes and duties paid relating to non-extractive activities are considered without payroll tax. Other taxes include: wealth tax, stamp duties, transfer tax, environmental tax and other taxes according to local law.

5 Payments not included in the 2021 Sustainability Report are primarily payments relating to Glencore's proportionate ownership interest in certain joint ventures noted above. These were necessarily not part of the scope of the 2021 Sustainability Report, which aligns with the Group's statutory financial reporting.

6 Minera Aguilar and Mopani were disposed of in 2021.



Payments by government

| Amounts in US\$ '000 | Production Entitlements 2021 | Taxes on Income ¹ 2021 | Royalties 2021 | Fees 2021 | Infrastructure improvements 2021 | Total 2021 |
|---|------------------------------|-----------------------------------|----------------|-----------|----------------------------------|------------|
| Argentina² | | | | | | |
| National - Administración Federal de Ingresos Públicos (AFIP) | - | 172 | - | - | - | 172 |
| Regional - Jujuy Province - Secretaría de Minería | - | - | 571 | - | - | 571 |
| | - | 172 | 571 | - | - | 743 |
| Australia | | | | | | |
| National - Australian Taxation Office (ATO) | - | 371,800 | - | - | - | 371,800 |
| Regional - New South Wales - Office of State Revenue | - | - | 395,153 | 8,418 | - | 403,571 |
| Regional - Northern Territory - Territory Revenue Office | - | - | 7,475 | 3,141 | - | 10,616 |
| Regional - Queensland - Office of State Revenue | - | - | 357,972 | 13,279 | - | 371,251 |
| Regional - Western Australia - Office of State Revenue | - | - | 18,186 | 5,458 | - | 23,644 |
| Local - Cloncurry Shire Council | - | - | - | - | 449 | 449 |
| | - | 371,800 | 778,786 | 30,296 | 449 | 1,181,331 |
| Bolivia | | | | | | |
| National - Servicio de Impuestos Nacionales (SIN) | - | 838 | - | - | - | 838 |
| Regional - La Paz - Gobierno Departamental de La Paz | - | - | 60 | - | - | 60 |
| Regional - Oruro - Gobierno Departamental de Oruro | - | - | 4,485 | - | - | 4,485 |
| Regional - Potosí - Gobierno Departamental de Potosí | - | - | 6,943 | - | - | 6,943 |
| | - | 838 | 11,488 | - | - | 12,326 |

| Amounts in US\$ '000 | Production Entitlements 2021 | Taxes on Income ¹ 2021 | Royalties 2021 | Fees 2021 | Infrastructure improvements 2021 | Total 2021 |
|--|------------------------------|-----------------------------------|--------------------|-----------|----------------------------------|------------|
| Cameroon | | | | | | |
| National - Public Treasury | - | 6,940 | - | - | - | 6,940 |
| National - Hydrocarbons Corporation | 21,585 ³ | - | - | - | - | 21,585 |
| | 21,585 | 6,940 | - | - | - | 28,525 |
| Canada | | | | | | |
| National - Canada Revenue Agency - Receiver General for Canada | - | 90,801 | - | - | - | 90,801 |
| Regional - British Columbia - Ministry of Finance | - | - | - | 416 | - | 416 |
| Regional - Ontario - Ministry of Finance | - | 15,740 | - | 110 | - | 15,850 |
| Regional - Quebec - Ministry of Finance | - | 100,369 | - | 363 | - | 100,732 |
| | - | 206,910 | - | 889 | - | 207,799 |
| Chad | | | | | | |
| National - Ministry of Petroleum and Energy | 996 ⁴ | 0 | 1,379 ⁵ | 0 | 0 | 2,375 |
| National - Public Treasury | 0 | 0 | 0 | 2,000 | 0 | 2,000 |
| | 996 | 0 | 1,379 | 2,000 | 0 | 4,375 |

- 1 Taxes on income include income taxes paid in Colombia, Peru and Chile relating to Glencore's proportionate ownership interest in independently-managed joint ventures (Cerrejón, Antamina and Collahuasi) amounting to a total of \$855 million.
- 2 Minera Aguilar and Mopani were disposed of in 2021.
- 3 Comprises of production entitlement of 310k barrels (bbls) lifted at Government Sales Price. Production entitlement which is paid in kind, includes all streams of production payments to the state and state NOC for volumes lifted. Under the production sharing contract, production entitlement is calculated on a production volume basis, however, payments are tied to lifted volumes.
- 4 Comprises of production entitlement of 15k bbls lifted at market price. Production entitlement, which is paid in kind, includes all streams of production payments to the state and state NOC for volumes lifted, excluding royalties. Under the respective production sharing contracts, production entitlements and royalties are calculated on a produced volume basis. However since payments are tied to lifted volumes, the split of total lifted volumes between lifted production entitlements and lifted royalties has been approximated.
- 5 Comprises royalties of 20k bbls lifted at market price. Royalties represent a percentage of production paid in kind to the government of Chad. Under the respective production sharing contracts, production entitlements and royalties are calculated on a produced volume basis. However since payments are tied to lifted volumes, the split of total lifted volumes between lifted production entitlements and lifted royalties has been approximated.



Payments by countries | Payments by government | Payments by project | Payments by region and commodity | Extractive Industries Transparency Initiative | Material advances and loans repayable with product

| Amounts in US\$ '000 | Production Entitlements 2021 | Taxes on Income ¹ 2021 | Royalties 2021 | Fees 2021 | Infrastructure improvements 2021 | Total 2021 |
|---|------------------------------|-----------------------------------|----------------|-----------|----------------------------------|------------|
| Chile | | | | | | |
| National - Tesorería General de la República - Servicios de Impuestos Internos (SII) | - | 443,554 | - | - | - | 443,554 |
| Local - Sierra Gorda - Municipalidad | - | - | - | 559 | - | 559 |
| | - | 443,554 | - | 559 | - | 444,112 |
| Colombia | | | | | | |
| National - Agencia Nacional de Minería (ANM) | - | - | 34,144 | - | - | 34,144 |
| National - Autoridad Nacional de Licencias Ambientales (ANLA) | - | - | - | 266 | 149 | 415 |
| National - Dirección de Impuestos y Aduanas Nacionales (DIAN) | - | 9,224 | - | - | - | 9,224 |
| | - | 9,224 | 34,144 | 266 | 149 | 43,783 |
| Democratic Republic of the Congo | | | | | | |
| National - Direction Générale des impôts (DGI) | - | 299,430 | - | - | - | 299,430 |
| National - Direction Générale des Recettes Administratives, Judiciaires, Domaniales et de Participation (DGRAD) | - | - | 98,257 | 142 | - | 98,399 |
| National - Société Nationale d'Électricité (SNEL) | - | - | - | - | 57,584 | 57,584 |
| Regional - Direction des Recettes du Haut-Katanga (DRHKAT) | - | - | - | - | 7,517 | 7,517 |
| Regional - Direction des Recettes du Luailaba (DRLU) | - | - | 49,342 | - | 20,422 | 69,764 |
| Local - Dilala | - | - | 26,864 | - | - | 26,864 |
| Local - Luilu Sector | - | - | 1,219 | - | - | 1,219 |
| | - | 299,430 | 175,682 | 142 | 85,523 | 560,777 |

| Amounts in US\$ '000 | Production Entitlements 2021 | Taxes on Income ¹ 2021 | Royalties 2021 | Fees 2021 | Infrastructure improvements 2021 | Total 2021 |
|--|------------------------------|-----------------------------------|---------------------|-----------|----------------------------------|------------|
| Equatorial Guinea | | | | | | |
| National - Ministry of Mines and Hydrocarbons | - | - | - | 190 | - | 190 |
| National - Public Treasury | - | 4,826 | - | - | - | 4,826 |
| National - GEPetrol | 104,012 ² | - | 49,251 ³ | - | - | 153,263 |
| | 104,012 | 4,826 | 49,251 | 190 | - | 158,279 |
| Kazakhstan | | | | | | |
| Local - Republican State Entity of the State Revenue Authority of Ust-Kamenogorsk City | - | 198,828 | 136,981 | 245 | - | 336,055 |
| | - | 198,828 | 136,981 | 245 | - | 336,055 |
| Peru | | | | | | |
| National - El Fondo Nacional de Financiamiento de la Actividad Empresarial del Estado (FONAFE) | - | - | - | 1,523 | - | 1,523 |
| National - Instituto Geológico Minero y Metalúrgico (INGEMMET) | - | - | - | 5,710 | - | 5,710 |
| National - SUNAT | - | - | 12,738 | - | - | 12,738 |
| National - Superintendencia Nacional de Aduanas y de Administración Tributaria (SUNAT) | - | 552,525 | 111,701 | - | - | 664,226 |
| | - | 552,525 | 124,439 | 7,233 | - | 684,197 |

- 1 Taxes on income include income taxes paid in Colombia, Peru and Chile relating to Glencore's proportionate ownership interest in independently-managed joint ventures (Cerrejón, Antamina and Collahuasi) amounting to a total of \$855 million.
- 2 Comprises of production entitlement of 1,457k bbls lifted at market price. Production entitlement, which is paid in kind, includes all streams of production payments to the state and state national oil company (NOC) for volumes lifted, excluding royalties. Under the respective production sharing contracts, production entitlements and royalties are calculated on a produced volume basis. However since payments are tied to volumes, the split of total lifted volumes between lifted production entitlement and lifted royalties has been approximated. Glencore does not have full visibility into the prices of all of the Equatorial Guinea state's liftings. Therefore, the numbers above include estimates based on the use of average market prices (versus actual realised prices).
- 3 Comprises of royalties of 690k bbls lifted at market price. Royalties represent a percentage of production paid in kind to the government of Equatorial Guinea. Under the respective production sharing contracts, production entitlements and royalties are calculated on a produced volume basis. However since payments are tied to lifted volumes, the split of total lifted volumes between lifted production and lifted royalties has been approximated. Glencore does not have full visibility into the prices of all of the Equatorial Guinea state's liftings. Therefore, the numbers above include estimates based on the use of average market prices (versus actual realised prices).

| Amounts in US\$ '000 | Production Entitlements 2021 | Taxes on Income ¹ 2021 | Royalties 2021 | Fees 2021 | Infrastructure improvements 2021 | Total 2021 |
|---|------------------------------|-----------------------------------|------------------|---------------|----------------------------------|------------------|
| South Africa | | | | | | |
| National - South African Revenue Service (SARS) | - | 212,209 | 61,761 | - | - | 273,970 |
| | - | 212,209 | 61,761 | - | - | 273,970 |
| United States | | | | | | |
| Regional - State of Minnesota - Department of Natural Resources | - | - | - | 131 | - | 131 |
| | - | - | - | 131 | - | 131 |
| Zambia² | | | | | | |
| National - Zambia Revenue Authority (ZRA) | - | - | 5,490 | - | - | 5,490 |
| | - | - | 5,490 | - | - | 5,490 |
| Total | 126,593 | 2,307,256 | 1,379,973 | 41,951 | 86,121 | 3,941,893 |

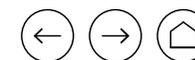
1 Taxes on income include income taxes paid in Colombia, Peru and Chile relating to Glencore's proportionate ownership interest in independently-managed joint ventures (Cerrejón, Antamina and Collahuasi) amounting to a total of \$855 million.

2 Minera Aguilar and Mopani were disposed of in 2021.

Payments by project

| Amounts in US\$ '000 | Production Entitlements 2021 | Taxes on Income ¹ 2021 | Royalties 2021 | Fees 2021 | Infrastructure improvements 2021 | Total 2021 | Amounts in US\$ '000 | Production Entitlements 2021 | Taxes on Income ¹ 2021 | Royalties 2021 | Fees 2021 | Infrastructure improvements 2021 | Total 2021 |
|---|------------------------------|-----------------------------------|----------------|-----------|----------------------------------|------------|--|------------------------------|-----------------------------------|----------------|-----------|----------------------------------|------------|
| Argentina² | | | | | | | Bolivia | | | | | | |
| Jujuy Province Project - Minera Aguilar / AR Zinc | - | 172 | 571 | - | - | 743 | La Paz Project - Minera Illapa | - | 228 | - | - | - | 228 |
| | - | 172 | 571 | - | - | 743 | La Paz Project - Sinchi Wayra | - | 396 | 60 | - | - | 456 |
| Australia | | | | | | | Oruro Project - Minera Illapa | - | 92 | 4,485 | - | - | 4,577 |
| Entity level | - | 363,511 | - | - | - | 363,511 | Potosi Project - Minera Illapa | - | 18 | 1,499 | - | - | 1,517 |
| New South Wales Project - Cobar Copper | - | - | 8,709 | 334 | - | 9,043 | Potosi Project - Sinchi Wayra | - | 104 | 5,444 | - | - | 5,548 |
| New South Wales Project - Thermal Coal | - | 8,289 | 386,444 | 8,085 | - | 402,818 | | - | 838 | 11,488 | - | - | 12,326 |
| Northern Territory Project - McArthur River Zinc ³ | - | - | 7,475 | 3,141 | - | 10,616 | Cameroon | | | | | | |
| Queensland Project - Aurukun - Bauxite | - | - | - | 132 | - | 132 | Bolongo Project | 21,585 | 6,940 | - | - | - | 28,525 |
| Queensland Project - Coking Coal | - | - | 134,018 | 3,237 | - | 137,255 | | 21,585 | 6,940 | - | - | - | 28,525 |
| Queensland Project - Ernest Henry Mine Copper | - | - | 32,700 | 1,021 | 449 | 34,170 | Canada | | | | | | |
| Queensland Project - Mount Isa Mines Copper/Zinc ⁴ | - | - | 77,750 | 4,502 | - | 82,252 | British Columbia Project - Coking Coal | - | - | - | 416 | - | 416 |
| Queensland Project - Thermal Coal | - | - | 113,503 | 4,387 | - | 117,890 | Entity level | - | 119,273 | - | - | - | 119,273 |
| Western Australian Project - Murrin Murrin Nickel | - | - | 18,186 | 5,458 | - | 23,644 | Ontario Project - Kidd | - | 11,046 | - | - | - | 11,046 |
| | - | 371,800 | 778,785 | 30,297 | 449 | 1,181,331 | Ontario Project - Sudbury | - | 4,694 | - | - | - | 4,694 |
| | | | | | | | Ontario Project - various exploration projects | - | - | - | 110 | - | 110 |
| | | | | | | | Quebec Project - Matagami | - | 11,213 | - | - | - | 11,213 |
| | | | | | | | Quebec Project - Raglan | - | 60,684 | - | 233 | - | 60,917 |
| | | | | | | | Quebec Project - various exploration projects | - | - | - | 130 | - | 130 |
| | | | | | | | | - | 206,910 | - | 889 | - | 207,799 |

1 Taxes on income include income taxes paid in Colombia, Peru and Chile relating to Glencore's proportionate ownership interest in independently-managed joint ventures (Cerrejón, Antamina and Collahuasi) amounting to a total of \$855 million.
2 Minera Aguilar and Mopani were disposed of in 2021.
3 In 2021, McArthur River Mine's royalty return was calculated in accordance with the relevant Northern Territory legislation, a profits-based system that included a capital recognition deduction and an ad valorem component.
4 Mount Isa copper operations (including Townsville) previously recorded under our copper department, since moved to our zinc department.



Payments by countries | Payments by government | Payments by project | Payments by region and commodity | Extractive Industries Transparency Initiative | Material advances and loans repayable with product

| Amounts in US\$ '000 | Production Entitlements 2021 | Taxes on Income ¹ 2021 | Royalties 2021 | Fees 2021 | Infrastructure improvements 2021 | Total 2021 |
|--|------------------------------|-----------------------------------|----------------|-----------|----------------------------------|----------------|
| Chad | | | | | | |
| Badila Field Project | 893 | - | 1,237 | 500 | - | 2,630 |
| Kibea EXA | - | - | - | 500 | - | 500 |
| Krim EXA | - | - | - | 500 | - | 500 |
| Mangara Field Project | 103 | - | 142 | 500 | - | 745 |
| | 996 | - | 1,379 | 2,000 | - | 4,375 |
| Chile | | | | | | |
| Collahuasi Project - Minera Collahuasi | - | 429,000 | - | - | - | 429,000 |
| II Region Antofagasta Project - Minera Lomas Bayas | - | 14,554 | - | 559 | - | 15,112 |
| | - | 443,554 | - | 559 | - | 444,112 |
| Colombia | | | | | | |
| Cerrejón Project - Carbones de Cerrejón | - | 17,693 | 33,461 | - | - | 51,154 |
| Cesar Department Project - Prodeco | - | (8,469) | 683 | 266 | 149 | (7,371) |
| | - | 9,224 | 34,144 | 266 | 149 | 43,783 |
| Democratic Republic of the Congo | | | | | | |
| DRC Copperbelt Region Project - Katanga | - | 155,876 | 165,599 | - | 78,045 | 399,520 |
| DRC Copperbelt Region Project - Mutanda | - | 143,554 | 10,082 | 142 | 7,479 | 161,257 |
| | - | 299,430 | 175,681 | 142 | 85,524 | 560,777 |
| Equatorial Guinea | | | | | | |
| Block I - Aseng Project | 35,456 | 4,822 | 14,768 | 100 | - | 55,146 |
| Block O - Alen Project | 68,556 | 4 | 34,483 | 90 | - | 103,133 |
| | 104,012 | 4,826 | 49,251 | 190 | - | 158,279 |

| Amounts in US\$ '000 | Production Entitlements 2021 | Taxes on Income ¹ 2021 | Royalties 2021 | Fees 2021 | Infrastructure improvements 2021 | Total 2021 |
|--|------------------------------|-----------------------------------|----------------|-----------|----------------------------------|----------------|
| Kazakhstan | | | | | | |
| Kazakhstan Project - Kazzinc | - | 198,828 | 136,981 | 245 | - | 336,055 |
| | - | 198,828 | 136,981 | 245 | - | 336,055 |
| Peru | | | | | | |
| Animon Project - Minera Chungar | - | (2,128) | 3,614 | 513 | - | 1,999 |
| Antamina Project - Minera Antamina | - | 343,427 | 60,998 | - | - | 404,425 |
| Cusco Project - Minera Antapaccay | - | 206,154 | 48,337 | 1,705 | - | 256,196 |
| Huaral Project - Generación Eléctrica Río Baños | - | (9) | - | - | - | (9) |
| Huaral Project - Hidroeléctrica Tingo | - | 652 | - | - | - | 652 |
| Huachichilco Project - Hidroeléctrica Huanchilco | - | 706 | - | - | - | 706 |
| Huachichilco Project - Minera Los Quenuales | - | - | 1,032 | 2,717 | - | 3,749 |
| Junin Project - Minera Vichaycocha | - | - | - | 764 | - | 764 |
| Lima Project - Limitada Huacho | - | (68) | - | - | - | (68) |
| Oyon Project - Minera Los Quenuales | - | - | 1,334 | 347 | - | 1,681 |
| Pasco Project - Empresa Administradora Cerro | - | 440 | 1,013 | 54 | - | 1,507 |
| Pasco Project - Minera Aurifera Toruna | - | - | - | 28 | - | 28 |
| Pasco Project - Minera Paragsha | - | (270) | - | 493 | - | 223 |
| Pasco Project - Minera San Sebastian | - | - | - | 2 | - | 2 |
| Pasco Project - Óxidos de Pasco | - | 5,455 | - | 2 | - | 5,457 |
| Vinchos Project - EE-Vinchos Ltda. | - | (8) | - | 139 | - | 131 |
| Yauli Project - Volcan Cia Minera SAA | - | (1,826) | 8,111 | 469 | - | 6,754 |
| | - | 552,525 | 124,439 | 7,233 | - | 684,197 |

¹ Taxes on income include income taxes paid in Colombia, Peru and Chile relating to Glencore's proportionate ownership interest in independently-managed joint ventures (Cerrejón, Antamina and Collahuasi) amounting to a total of \$855 million.

| Amounts in US\$ '000 | Production Entitlements 2021 | Taxes on Income ¹ 2021 | Royalties 2021 | Fees 2021 | Infrastructure improvements 2021 | Total 2021 |
|--|------------------------------|-----------------------------------|------------------|---------------|----------------------------------|------------------|
| South Africa | | | | | | |
| Limpopo Province Project - Ferroalloys Assets | - | 95,695 | 8,679 | - | - | 104,374 |
| Mpumalanga Province Project - Thermal Coal | - | 33,741 | 48,688 | - | - | 82,429 |
| North West Province Project - Ferroalloys Assets | - | 82,773 | 4,394 | - | - | 87,167 |
| | - | 212,209 | 61,761 | - | - | 273,970 |
| United States | | | | | | |
| North Met Project | - | - | - | 131 | - | 131 |
| | - | - | - | 131 | - | 131 |
| Zambia² | | | | | | |
| Copperbelt Region Project - Mopani | - | - | 5,490 | - | - | 5,490 |
| | - | - | 5,490 | - | - | 5,490 |
| Total | 126,593 | 2,307,256 | 1,379,971 | 41,952 | 86,122 | 3,941,893 |

1 Taxes on income include income taxes paid in Colombia, Peru and Chile relating to Glencore's proportionate ownership interest in independently-managed joint ventures (Cerrejón, Antamina and Collahuasi) amounting to a total of \$855 million.

2 Minera Aguilar and Mopani were disposed of in 2021.

Payments by region and commodity

| Amounts in US\$ '000 | Production Entitlements 2021 | Taxes on Income ¹ 2021 | Royalties 2021 | Fees 2021 | Infrastructure improvements 2021 | Total 2021 |
|---|------------------------------|-----------------------------------|----------------|-----------|----------------------------------|------------------|
| Coal assets | | | | | | |
| Australian Coking Coal | - | - | 134,018 | 3,237 | - | 137,255 |
| Australian Thermal Coal | - | 8,289 | 499,947 | 12,472 | - | 520,708 |
| Colombia: Cerrejón | - | 17,693 | 33,461 | - | - | 51,154 |
| Colombia: Prodeco | - | (8,469) | 683 | 266 | 149 | (7,371) |
| North America Coking Coal | - | - | - | 416 | - | 416 |
| South African Thermal Coal | - | 33,741 | 48,688 | - | - | 82,429 |
| | - | 51,254 | 716,797 | 16,391 | 149 | 784,591 |
| Copper assets | | | | | | |
| Africa: Katanga, Mutanda, Mopani ² | - | 299,430 | 181,171 | 142 | 85,524 | 566,267 |
| Australia: Ernest Henry, Cobar | - | - | 41,409 | 1,355 | 449 | 43,213 |
| North America: Polymet | - | - | - | 131 | - | 131 |
| Other South America: Lomas Bayas, Antapaccay | - | 220,708 | 48,337 | 2,264 | - | 271,308 |
| South America: Antamina | - | 343,427 | 60,998 | - | - | 404,425 |
| South America: Collahuasi | - | 429,000 | - | - | - | 429,000 |
| | - | 1,292,565 | 331,915 | 3,892 | 85,973 | 1,714,344 |
| Corporate & entity level | | | | | | |
| Entity level | - | 482,784 | - | 262 | - | 483,046 |
| | - | 482,784 | - | 262 | - | 483,046 |
| Ferroalloys | | | | | | |
| South Africa: Ferroalloys Assets | - | 178,468 | 13,073 | - | - | 191,541 |
| | - | 178,468 | 13,073 | - | - | 191,541 |

| Amounts in US\$ '000 | Production Entitlements 2021 | Taxes on Income ¹ 2021 | Royalties 2021 | Fees 2021 | Infrastructure improvements 2021 | Total 2021 |
|--|------------------------------|-----------------------------------|------------------|---------------|----------------------------------|------------------|
| Nickel assets | | | | | | |
| Australia: Murrin Murrin | - | - | 18,186 | 5,458 | - | 23,644 |
| North America: Raglan, Sudbury | - | 65,378 | - | 233 | - | 65,611 |
| | - | 65,378 | 18,186 | 5,691 | - | 89,255 |
| Oil assets | | | | | | |
| Cameroon | 21,585 | 6,940 | - | - | - | 28,525 |
| Chad | 996 | - | 1,379 | 2,000 | - | 4,375 |
| Equatorial Guinea | 104,012 | 4,826 | 49,251 | 190 | - | 158,279 |
| | 126,593 | 11,766 | 50,630 | 2,190 | - | 191,179 |
| Zinc assets | | | | | | |
| Australia: Mount Isa ³ , McArthur River | - | - | 85,225 | 7,643 | - | 92,868 |
| Kazakhstan: Kazzinc | - | 198,828 | 136,981 | 245 | - | 336,055 |
| North America: Matagami, Kidd | - | 22,259 | - | 110 | - | 22,369 |
| Other Zinc: Argentina ² , Bolivia, Peru | - | 3,954 | 27,163 | 5,528 | - | 36,645 |
| | - | 225,041 | 249,369 | 13,526 | - | 487,937 |
| Total | 126,593 | 2,307,256 | 1,379,971 | 41,952 | 86,122 | 3,941,893 |

1 Taxes on income include income taxes paid in Colombia, Peru and Chile relating to Glencore's proportionate ownership interest in independently-managed joint ventures (Cerrejón, Antamina and Collahuasi) amounting to a total of \$855 million.

2 Minera Aguilar and Mopani were disposed of in 2021.

3 Mount Isa copper operations (including Townsville) previously recorded under our copper department, since moved to our zinc department.

Extractive Industries Transparency Initiative

We recognise the contribution of EITI's principles of transparency and accountability towards establishing a global standard of good governance for the extractive and commodity trading industries.

As part of our extractive business, our industrial assets in EITI implementing countries contribute, where applicable, to the national EITI reports by providing the relevant EITI disclosure to the multi-stakeholder-groups in country.

Since 2017, we have disclosed our commodity trading payments made to state-owned enterprises (SOEs) in EITI-implementing countries for oil and gas purchases.

The EITI's transparency and accountability principles also cover minerals sold by SOEs in EITI-implementing countries. As such, we disclose the payments we made to SOEs in EITI-implementing countries for the purchases of minerals and metals.

Our commodity trading payments disclosures are aligned to the EITI Reporting Guidelines for companies buying oil, gas and minerals from governments and SOEs, which were published at the end of 2021.

Oil and gas

Payments for crude oil and gas purchased from state-owned enterprises in EITI countries.

To the extent possible, we have provided information detailing the purchases of oil and gas from SOEs or majority state-owned enterprises in EITI-implementing countries in line with their EITI commitment to more detailed disclosures. This excludes purchases from counterparties in EITI countries where the EITI requirement 4.2 is not applicable. We believe that the level of detail disclosed furthers the EITI's objective of increased transparency and governance, as well as supporting civil society to hold governments to account.

During 2021, we did not enter into any oil and gas swap transactions with SOEs in EITI countries.

| Counterparty | Counterparty country | Load port | Buying entity | Volume (thousand barrels) | Grade | Incoterm | Bill of lading date | Type of oil |
|------------------------------------|----------------------|-----------|------------------------|---------------------------|-------|----------|---------------------|---|
| Societe des hydrocarbures du Tchad | Chad | Cameroon | Glencore Energy UK Ltd | 913.07 | Doba | FOB | 29/03/2021 | Equity Production from NOCs owned domestic fields |
| Societe des hydrocarbures du Tchad | Chad | Cameroon | Glencore Energy UK Ltd | 949.60 | Doba | FOB | 19/05/2021 | Equity Production from NOCs owned domestic fields |
| Societe des hydrocarbures du Tchad | Chad | Cameroon | Glencore Energy UK Ltd | 998.48 | Doba | FOB | 25/06/2021 | Equity Production from NOCs owned domestic fields |
| Societe des hydrocarbures du Tchad | Chad | Cameroon | Glencore Energy UK Ltd | 942.82 | Doba | FOB | 12/08/2021 | Equity Production from NOCs owned domestic fields |
| Societe des hydrocarbures du Tchad | Chad | Cameroon | Glencore Energy UK Ltd | 952.88 | Doba | FOB | 29/09/2021 | Equity Production from NOCs owned domestic fields |

Aggregated value: US\$ 333,734,989

Payments for oil purchased from state-owned enterprises (50% or more) in non-EITI countries

We have aggregated this information by volume and value only as these countries have not committed to detailed disclosures.

| Volume (000 barrels) | Value (US\$) |
|----------------------|---------------|
| 106,694 | 6,696,639,774 |

Payments for oil originating from the Republic of South Sudan

As in previous years, taking the Republic of South Sudan's (RSS) constitutional framework into account, we are disclosing purchases from the RSS.

In 2021, we did not purchase RSS origin crude oil (state production) or oil directly from an RSS state-owned enterprise.

Metals and minerals

Payments for metals and minerals purchased from state-owned enterprises in EITI countries.

To the extent possible, we have provided information on purchases of metals and minerals from SOEs or majority state-owned enterprises in EITI countries. Glencore International AG was the buying entity for all purchases.

| Counterparty | Counterparty country | Load port | Volume (MT) | Commodity | Incoterm | Bill of lading date | Counterparty | Counterparty country | Load port | Volume (MT) | Commodity | Incoterm | Bill of lading date |
|----------------------|----------------------|-----------|-------------|-----------|----------|---------------------|----------------------|----------------------|-----------|-------------|-----------|----------|---------------------|
| Talco Management Ltd | Tajikistan | Poti | 1,183 | Aluminium | FOB | 15/03/2021 | Talco Management Ltd | Tajikistan | Poti | 466 | Aluminium | FOB | 15/04/2021 |
| Talco Management Ltd | Tajikistan | Poti | 468 | Aluminium | FOB | 15/04/2021 | Talco Management Ltd | Tajikistan | Poti | 199 | Aluminium | FOB | 25/05/2021 |
| Talco Management Ltd | Tajikistan | Poti | 111 | Aluminium | FOB | 15/03/2021 | Talco Management Ltd | Tajikistan | Poti | 601 | Aluminium | FOB | 01/06/2021 |
| Talco Management Ltd | Tajikistan | Poti | 201 | Aluminium | FOB | 15/04/2021 | Talco Management Ltd | Tajikistan | Poti | 334 | Aluminium | FOB | 25/05/2021 |
| Talco Management Ltd | Tajikistan | Poti | 45 | Aluminium | FOB | 15/03/2021 | Talco Management Ltd | Tajikistan | Poti | 200 | Aluminium | FOB | 27/06/2021 |
| Talco Management Ltd | Tajikistan | Poti | 109 | Aluminium | FOB | 15/04/2021 | Talco Management Ltd | Tajikistan | Poti | 199 | Aluminium | FOB | 27/06/2021 |
| Talco Management Ltd | Tajikistan | Poti | 285 | Aluminium | FOB | 15/04/2021 | Talco Management Ltd | Tajikistan | Poti | 134 | Aluminium | FOB | 11/07/2021 |
| Talco Management Ltd | Tajikistan | Poti | 133 | Aluminium | FOB | 15/04/2021 | Talco Management Ltd | Tajikistan | Poti | 420 | Aluminium | FOB | 04/07/2021 |
| Talco Management Ltd | Tajikistan | Poti | 267 | Aluminium | FOB | 15/04/2021 | Talco Management Ltd | Tajikistan | Poti | 45 | Aluminium | FOB | 11/07/2021 |
| Talco Management Ltd | Tajikistan | Poti | 466 | Aluminium | FOB | 15/04/2021 | Talco Management Ltd | Tajikistan | Poti | 241 | Aluminium | FOB | 11/07/2021 |
| Talco Management Ltd | Tajikistan | Poti | 135 | Aluminium | FOB | 15/04/2021 | Talco Management Ltd | Tajikistan | Poti | 199 | Aluminium | FOB | 11/07/2021 |
| Talco Management Ltd | Tajikistan | Poti | 133 | Aluminium | FOB | 07/05/2021 | Talco Management Ltd | Tajikistan | Poti | 179 | Aluminium | FOB | 18/07/2021 |
| Talco Management Ltd | Tajikistan | Poti | 133 | Aluminium | FOB | 15/04/2021 | Talco Management Ltd | Tajikistan | Poti | 135 | Aluminium | FOB | 18/07/2021 |
| Talco Management Ltd | Tajikistan | Poti | 132 | Aluminium | FOB | 25/05/2021 | Talco Management Ltd | Tajikistan | Poti | 247 | Aluminium | FOB | 01/10/2021 |
| Talco Management Ltd | Tajikistan | Poti | 67 | Aluminium | FOB | 15/04/2021 | Talco Management Ltd | Tajikistan | Poti | 400 | Aluminium | FOB | 01/10/2021 |
| | | | | | | | Talco Management Ltd | Tajikistan | Poti | 195 | Aluminium | FOB | 01/10/2021 |
| | | | | | | | Talco Management Ltd | Tajikistan | Poti | 182 | Aluminium | FOB | 01/10/2021 |
| | | | | | | | Talco Management Ltd | Tajikistan | Poti | 445 | Aluminium | FOB | 01/10/2021 |



Payments by countries | Payments by government | Payments by project | Payments by region and commodity | Extractive Industries Transparency Initiative | Material advances and loans repayable with product

| Counterparty | Counterparty country | Load port | Volume (MT) | Commodity | Incoterm | Bill of lading date | Counterparty | Counterparty country | Load port | Volume (MT) | Commodity | Incoterm | Bill of lading date |
|----------------------|----------------------|-----------|-------------|-----------|----------|---------------------|----------------------|----------------------|-----------|-------------|-----------|----------|---------------------|
| Talco Management Ltd | Tajikistan | Poti | 157 | Aluminium | FOB | 01/10/2021 | Compagnie Camerounai | Cameroon | Douala | 228 | Aluminium | CIF | 15/03/2021 |
| Talco Management Ltd | Tajikistan | Poti | 179 | Aluminium | FOB | 24/08/2021 | Compagnie Camerounai | Cameroon | Douala | 654 | Aluminium | CIF | 20/03/2021 |
| Talco Management Ltd | Tajikistan | Poti | 268 | Aluminium | FOB | 24/08/2021 | Compagnie Camerounai | Cameroon | Douala | 301 | Aluminium | CIF | 27/03/2021 |
| Talco Management Ltd | Tajikistan | Poti | 628 | Aluminium | FOB | 01/10/2021 | Compagnie Camerounai | Cameroon | Douala | 756 | Aluminium | CIF | 06/04/2021 |
| Compagnie Camerounai | Cameroon | Douala | 244 | Aluminium | CIF | 26/01/2021 | Compagnie Camerounai | Cameroon | Douala | 93 | Aluminium | CIF | 21/04/2021 |
| Compagnie Camerounai | Cameroon | Douala | 303 | Aluminium | CIF | 18/02/2021 | Compagnie Camerounai | Cameroon | Douala | 75 | Aluminium | CIF | 24/04/2021 |
| Compagnie Camerounai | Cameroon | Douala | 25 | Aluminium | CIF | 26/03/2021 | Compagnie Camerounai | Cameroon | Douala | 175 | Aluminium | CIF | 27/04/2021 |
| Compagnie Camerounai | Cameroon | Douala | 323 | Aluminium | CIF | 17/05/2021 | Compagnie Camerounai | Cameroon | Douala | 151 | Aluminium | CIF | 05/05/2021 |
| Compagnie Camerounai | Cameroon | Douala | 251 | Aluminium | CIF | 28/05/2021 | Compagnie Camerounai | Cameroon | Douala | 253 | Aluminium | CIF | 08/05/2021 |
| Compagnie Camerounai | Cameroon | Douala | 51 | Aluminium | CIF | 18/06/2021 | Compagnie Camerounai | Cameroon | Douala | 100 | Aluminium | CIF | 11/05/2021 |
| Compagnie Camerounai | Cameroon | Douala | 452 | Aluminium | CIF | 01/07/2021 | Compagnie Camerounai | Cameroon | Douala | 202 | Aluminium | CIF | 22/05/2021 |
| Compagnie Camerounai | Cameroon | Douala | 540 | Aluminium | CIF | 08/01/2021 | Compagnie Camerounai | Cameroon | Douala | 252 | Aluminium | CIF | 09/06/2021 |
| Compagnie Camerounai | Cameroon | Douala | 346 | Aluminium | CIF | 14/01/2021 | Compagnie Camerounai | Cameroon | Douala | 50 | Aluminium | CIF | 19/06/2021 |
| Compagnie Camerounai | Cameroon | Douala | 375 | Aluminium | CIF | 02/02/2021 | Compagnie Camerounai | Cameroon | Douala | 202 | Aluminium | CIF | 28/06/2021 |
| Compagnie Camerounai | Cameroon | Douala | 101 | Aluminium | CIF | 13/02/2021 | Compagnie Camerounai | Cameroon | Douala | 228 | Aluminium | CIF | 05/07/2021 |
| Compagnie Camerounai | Cameroon | Douala | 100 | Aluminium | CIF | 16/02/2021 | Compagnie Camerounai | Cameroon | Douala | 127 | Aluminium | CIF | 14/09/2021 |
| Compagnie Camerounai | Cameroon | Douala | 326 | Aluminium | CIF | 01/03/2021 | Compagnie Camerounai | Cameroon | Douala | 326 | Aluminium | CIF | 20/09/2021 |
| Compagnie Camerounai | Cameroon | Douala | 706 | Aluminium | CIF | 13/03/2021 | Compagnie Camerounai | Cameroon | Douala | 352 | Aluminium | CIF | 26/09/2021 |



Payments by countries | Payments by government | Payments by project | Payments by region and commodity | Extractive Industries Transparency Initiative | Material advances and loans repayable with product

| Counterparty | Counterparty country | Load port | Volume (MT) | Commodity | Incoterm | Bill of lading date | Counterparty | Counterparty country | Load port | Volume (MT) | Commodity | Incoterm | Bill of lading date |
|----------------------|----------------------|-----------|-------------|-----------|----------|---------------------|----------------------------------|----------------------|-----------|-------------|-----------|--------------|---------------------|
| Compagnie Camerounai | Cameroon | Douala | 126 | Aluminium | CIF | 27/10/2021 | Compagnie Camerounai | Cameroon | Douala | 201 | Aluminium | CIF | 05/08/2021 |
| Compagnie Camerounai | Cameroon | Douala | 151 | Aluminium | CIF | 24/11/2021 | Compagnie Camerounai | Cameroon | Douala | 227 | Aluminium | CIF | 17/08/2021 |
| Compagnie Camerounai | Cameroon | Douala | 301 | Aluminium | CIF | 22/07/2021 | Compagnie Camerounai | Cameroon | Douala | 277 | Aluminium | CIF | 23/08/2021 |
| Compagnie Camerounai | Cameroon | Douala | 152 | Aluminium | CIF | 30/07/2021 | Compagnie Camerounai | Cameroon | Douala | 405 | Aluminium | CIF | 03/09/2021 |
| Compagnie Camerounai | Cameroon | Douala | 251 | Aluminium | CIF | 13/08/2021 | Compagnie Camerounai | Cameroon | Douala | 787 | Aluminium | CIF | 08/09/2021 |
| Compagnie Camerounai | Cameroon | Douala | 177 | Aluminium | CIF | 30/09/2021 | Compagnie Camerounai | Cameroon | Douala | 278 | Aluminium | CIF | 17/09/2021 |
| Compagnie Camerounai | Cameroon | Douala | 782 | Aluminium | CIF | 06/10/2021 | Compagnie Camerounai | Cameroon | Douala | 25 | Aluminium | CIF | 28/09/2021 |
| Compagnie Camerounai | Cameroon | Douala | 358 | Aluminium | CIF | 07/10/2021 | Compagnie Camerounai | Cameroon | Douala | 205 | Aluminium | CIF | 29/09/2021 |
| Compagnie Camerounai | Cameroon | Douala | 202 | Aluminium | CIF | 16/10/2021 | Compagnie Camerounai | Cameroon | Douala | 51 | Aluminium | CIF | 27/11/2021 |
| Compagnie Camerounai | Cameroon | Douala | 152 | Aluminium | CIF | 22/10/2021 | Compagnie Camerounai | Cameroon | Douala | 77 | Aluminium | CIF | 29/11/2021 |
| Compagnie Camerounai | Cameroon | Douala | 51 | Aluminium | CIF | 23/10/2021 | Compagnie Camerounai | Cameroon | Douala | 102 | Aluminium | CIF | 01/12/2021 |
| Compagnie Camerounai | Cameroon | Douala | 50 | Aluminium | CIF | 02/11/2021 | Compagnie Camerounai | Cameroon | Douala | 26 | Aluminium | CIF | 15/12/2021 |
| Compagnie Camerounai | Cameroon | Douala | 73 | Aluminium | CIF | 06/11/2021 | Compagnie Camerounai | Cameroon | Douala | 50 | Aluminium | CIF | 26/07/2021 |
| Compagnie Camerounai | Cameroon | Douala | 832 | Aluminium | CIF | 14/12/2021 | Compagnie Camerounai | Cameroon | Douala | 76 | Aluminium | CIF | 29/07/2021 |
| Compagnie Camerounai | Cameroon | Douala | 127 | Aluminium | CIF | 31/01/2021 | Compagnie Camerounai | Cameroon | Douala | 0 | Aluminium | Not assigned | 31/12/2021 |
| Compagnie Camerounai | Cameroon | Douala | 380 | Aluminium | CIF | 01/06/2021 | Aggregated value: US\$59,466,957 | | | | | | |
| Compagnie Camerounai | Cameroon | Douala | 202 | Aluminium | CIF | 11/06/2021 | | | | | | | |
| Compagnie Camerounai | Cameroon | Douala | 254 | Aluminium | CIF | 29/06/2021 | | | | | | | |



Payments by countries | Payments by government | Payments by project | Payments by region and commodity | Extractive Industries Transparency Initiative | Material advances and loans repayable with product

| Counterparty | Counterparty country | Load port | Volume (MT) | Commodity | Incoterm | Bill of lading date | Counterparty | Counterparty country | Load port | Volume (MT) | Commodity | Incoterm | Bill of lading date |
|-------------------------------------|----------------------|--------------|-------------|------------|------------|---------------------|---------------------------------|----------------------|-----------|-------------|-----------|----------|---------------------|
| Minmetals (UK) Ltd | UK | Gdansk | 3,894 | Copper | CIF CY | 02/05/2021, 05/2022 | PT Antam | Indonesia | Surabaya | 27.735 | Nickel | CIF | 24/08/2021 |
| Minmetals (UK) Ltd | UK | Shanghai | 593 | Copper | EXW | 07/2021 | PT Antam | Indonesia | Surabaya | 27.779 | Nickel | CIF | 24/08/2021 |
| Mopani Copper Mines plc | Zambia | Kitwe | 100,080 | Copper | FCA | 04/2021 - 05/2022 | PT Antam | Indonesia | Surabaya | 22.385 | Nickel | CIF | 24/08/2021 |
| Mopani Copper Mines plc | Zambia | Dar es Salam | 381 | Copper | DAP | 07/2021 - 05/2022 | PT Antam | Indonesia | Surabaya | 22.295 | Nickel | CIF | 24/08/2021 |
| Minera Chinalco Peru SA | Peru | Callao | 76,432 | Copper | FCA/FOB | 09/2020 - 02/2022 | PT Antam | Indonesia | Surabaya | 28.059 | Nickel | CIF | 29/08/2021 |
| Minera Las Bambas SA | Peru | Callao | 312 | Molybdenum | CIF CY | 04-05/2021 | PT Antam | Indonesia | Surabaya | 27.745 | Nickel | CIF | 29/08/2021 |
| Minera Las Bambas SA | Peru | Matarani | 1,214 | Molybdenum | CIF CY/DAP | 10/2020-06/2021 | PT Antam | Indonesia | Surabaya | 22.65 | Nickel | CIF | 29/08/2021 |
| Chambishi Metals plc | Zambia | Kitwe | 5,595 | Copper | DAP | 03/2021-02/2022 | PT Antam | Indonesia | Surabaya | 22.318 | Nickel | CIF | 29/08/2021 |
| Aggregated value: US\$1,106,137,793 | | | | | | | PT Antam | Indonesia | Surabaya | 22.283 | Nickel | CIF | 29/08/2021 |
| | | | | | | | PT Antam | Indonesia | Surabaya | 22.186 | Nickel | CIF | 29/08/2021 |
| | | | | | | | PT Antam | Indonesia | Surabaya | 50.094 | Nickel | CIF | 30/09/2021 |
| | | | | | | | PT Antam | Indonesia | Surabaya | 50.043 | Nickel | CIF | 30/09/2021 |
| | | | | | | | PT Antam | Indonesia | Surabaya | 50.313 | Nickel | CIF | 30/09/2021 |
| | | | | | | | PT Antam | Indonesia | Surabaya | 50.063 | Nickel | CIF | 01/10/2021 |
| | | | | | | | Aggregated value: US\$9,109,268 | | | | | | |

| Counterparty | Counterparty country | Load port | Volume (MT) | Commodity | Incoterm | Bill of lading date |
|----------------------|----------------------|------------|-------------|-----------|----------|---------------------|
| La Societe Nationale | Mauritania | Nouadhibou | 150,883 | Iron Ore | FOB | 18/08/2021 |
| La Societe Nationale | Mauritania | Nouadhibou | 147,305 | Iron Ore | FOB | 05/09/2021 |
| La Societe Nationale | Mauritania | Nouadhibou | 149,118 | Iron Ore | FOB | 10/09/2021 |
| La Societe Nationale | Mauritania | Nouadhibou | 151,403 | Iron Ore | FOB | 17/09/2021 |
| La Societe Nationale | Mauritania | Nouadhibou | 148,575 | Iron Ore | FOB | 03/10/2021 |
| La Societe Nationale | Mauritania | Nouadhibou | 153,640 | Iron Ore | FOB | 14/10/2021 |
| La Societe Nationale | Mauritania | Nouadhibou | 152,851 | Iron Ore | FOB | 19/10/2021 |
| La Societe Nationale | Mauritania | Nouadhibou | 146,678 | Iron Ore | FOB | 31/10/2021 |
| La Societe Nationale | Mauritania | Nouadhibou | 152,591 | Iron Ore | FOB | 15/11/2021 |
| La Societe Nationale | Mauritania | Nouadhibou | 152,670 | Iron Ore | FOB | 01/12/2021 |
| La Societe Nationale | Mauritania | Nouadhibou | 151,886 | Iron Ore | FOB | 06/12/2021 |
| La Societe Nationale | Mauritania | Nouadhibou | 149,052 | Iron Ore | FOB | 22/12/2021 |
| La Societe Nationale | Mauritania | Nouadhibou | 147,197 | Iron Ore | FOB | 26/12/2021 |
| La Societe Nationale | Mauritania | Nouadhibou | 151,166 | Iron Ore | FOB | 28/12/2021 |

Aggregated value: US\$684,449,044

Payments made to state-owned entities (50% or more) for the purchase of minerals and metals in non-EITI supporting countries during 2021

We have aggregated this information by value only as these countries have not committed to detailed disclosures.

During 2021, we purchased coal, aluminium, copper metal, copper and molybdenum concentrates, iron ore and lead and zinc metal and concentrates with an aggregated value of US\$6,312,631,825 billion.

Material advances and loans repayable with product

Glencore has, for many years, published information on its material advances and loans repayable with product in its Annual Report in line with IFRS since its public listing in 2011. These types of loans can provide countries and SOEs with substantial benefits, particularly where a country or SOE is unable to obtain funding from financial markets or other more traditional routes.

We are aware of increasing stakeholder interest and desire for more information around material loans repayable with product (also referred to as ‘resource-backed loans’) and are supportive of the drive towards greater transparency in this area.

We disclose relevant information on the material advances and loans repayable with product that we have provided. In response to the 2021 EITI Reporting Guidelines, we are disclosing relevant information on our resource backed loans, to the extent the information is not commercially sensitive or confidential.

During 2021, we did not enter into any new material advances and loans, including resource-backed loans, for oil, gas, metals or minerals with SOEs in EITI member countries, where the repayment term was longer than one year.

Material advances repayable with product (non-current)

| US\$ million | 2021 | 2020 |
|---|--------------|--------------|
| Counterparty | | |
| Mopani transaction debt | 881 | - |
| Société Nationale d'Electricité (SNEL) power advances | 304 | 312 |
| Chad State National Oil Company | 293 | 347 |
| Société Nationale des Pétroles du Congo | 129 | 156 |
| Other ¹ | 66 | 519 |
| Total | 1,673 | 1,334 |

¹ Comprises no individually material items.

Mopani

On 31 March 2021, Glencore completed the disposal of its 90% interest in Mopani to ZCCM Investments Holdings plc, the holder of the remaining 10% interest in Mopani, in exchange for US\$1 and the rights to offtake copper and other metals from Mopani until US\$1.5 billion of existing intercompany debt (the ‘transaction debt’) has been repaid to Glencore. The transaction debt attracts interest at a floating benchmark rate plus 3%. The repayment of the transaction debt is, in substance, based on Glencore receiving physical product deliveries from Mopani through its offtake rights and retaining

defined percentages of Mopani’s annual gross revenues until the transaction debt is fully repaid. On the date of completion, the fair value of the transaction debt was determined to be US\$838 million (see note 26 of the 2021 Annual Report). As at 31 December 2021, US\$904 million of debt is outstanding, of which US\$881 million is due after 12 months and is presented above and US\$23 million is due within 12 months and is included in Accounts receivable.

SNEL power advances

In early 2012, a joint agreement with Société Nationale d’Électricité (SNEL), the Democratic Republic of the Congo’s (DRC) national electricity utility, was signed whereby Glencore’s operations would contribute US\$375 million to a major electricity infrastructure refurbishment programme, including transmission and distribution systems. This facilitated a progressive increase in power availability to 450 megawatts by the end of the first quarter of 2021. Funding commenced in the second quarter of 2012 and completed in the fourth quarter of 2021. The loans are being repaid via discounts on electricity purchases.

Chad State National Oil Company

Glencore has provided a net US\$321 million (2020: US\$359 million) to the Chad State National Oil Company (SHT) to be repaid through future oil deliveries over ten years. As at 31 December 2021, the advance is net of US\$604 million (2020: US\$714 million) provided by a syndicate of lenders, the repayment terms of which are contingent upon and connected to the receipt of oil due from SHT under the prepayment. Of the net amount advanced, US\$293 million (2020: US\$347 million) is receivable after 12 months and is presented within Other non-current receivables and loans and US\$31 million (2020: US\$12 million) is due within 12 months and included within Accounts receivable.

Société Nationale des Pétroles du Congo (SNPC)

Glencore has provided a net US\$156 million (2020: US\$156 million) to SNPC repayable through future oil deliveries over five years. As at 31 December 2021, the advance is net of US\$498 million (2020: US\$498 million) provided by the lenders, the repayment terms of which are contingent upon and connected to the future receipt of oil contractually due from SNPC. Of the net amount advanced, US\$129 million (2020: US\$156 million) is due after 12 months and is presented within Other long-term receivables and loans and US\$27 million (2020: US\$Nil) is due within 12 months and included within Accounts receivable.



Additional information

About this report

Basis of preparation and scope

This report has been prepared as required by the Transparency Directive Amending Directive (2013/50/EU), with the disclosure of payments to governments, in line with Chapter 10 of the EU Accounting Directive (2013/34/EU) and includes a voluntary additional report of payments by 'regions and commodity'.

The presentation of taxes, production entitlements, royalties and other payments to governments is on a cash-paid basis during the reporting period. We convert in-kind payments into monetary value at the date of settlement. The report includes all such payments for activities that relate to exploration, discovery, development and extraction of minerals, oil, coal deposits and other materials resulting from extracting activities of each of our operations.

Payments made to a government as a single payment or as a series of related payments of £86,000 (EUR 100,000) or more made in a financial year form part of this report.

We have reviewed the payments of bonus and dividend payments to governments during the reporting period and found that no such payments were made.

In line with the requirements of the EU Accounting Directive, this report excludes payments related to refining, processing, marketing and trading, as these are not in the

scope of the EU Accounting Directive, however such payments are provided as an additional voluntary disclosure on page 15, to reconcile to the Group's overall payments to governments as presented in our annual Sustainability Report. This should further be read alongside the Basis of Reporting, which provides a definition for the total amount of payments made to governments (not reported in accordance with the EU Accounting Directive) and can be found on glencore.com/publications.

We have also included information, for those countries compliant with the Extractive Industries Transparency Initiative (EITI), on commodity trading payments to state-owned (50% or more) enterprises for oil as well as metals and minerals, having regard to the EITI's reporting guidelines for companies buying oil, gas and minerals from governments.

Glencore plc, as parent of the Group, has prepared the report on a consolidated basis, adjusted for Glencore's proportionate share of payments by various material associates and independently-managed joint ventures that are accounted for using the equity method, notably Cerrejón, Antamina and Collahuasi, but are otherwise reported on within the Group's underlying segment results on a proportionate consolidation basis.

Glencore supports the voluntary Tax Transparency Code in Australia, and our Australian business publishes a separate report to meet the requirements of the Australian Tax Transparency Code.

Appendix One – Group Tax Policy

Introduction

The activities of resource companies, and the payments we make, support governments to realise value from their natural resources. Governments can use the taxes and royalties that we pay to fund public services and infrastructure that improve their people's quality of life.

This Tax Policy sets out our approach to taxation and towards management and control over our tax affairs and sets out the general framework within which Glencore operates when considering tax-related issues.

We are required to abide by this policy and follow its approach and principles regarding corporate income tax, withholding tax and all other direct and indirect government imposts, including royalties, wherever levied.

This policy has been approved by the Board of Directors of Glencore plc

Who does this apply to?

This policy applies to all employees, directors and officers, as well as contractors under Glencore's day-to-day operational direction, working for a Glencore office or industrial asset directly or indirectly controlled or operated by Glencore plc worldwide.

We assert our influence over joint ventures we don't control or operate to encourage them to act in a manner consistent with the intent of this policy.

What is our commitment?

In accordance with our overarching Code of Conduct, we are committed to complying with all applicable tax laws, rules and regulations, without exception.

We aim to achieve an optimal tax position for Glencore. This does not mean the lowest tax result possible in the short term, but rather the optimal tax result, taking into account sustainability and continuity of the positions taken over the longer term. We may seek to take steps to procure advantage of reliefs and incentives available under applicable laws and double tax treaties. We undertake any corporate and/or transaction structuring with an economic and commercial substance, consistent with our commitment to be good corporate fiscal citizens.

Glencore, therefore, does not, and will not, enter artificial arrangements in order to avoid taxation or to defeat the stated purpose of the tax legislation. Glencore also does not and will not, undertake aggressive tax planning. When deemed necessary, we seek external advice in relation to areas of complexity or uncertainty to support the Glencore Group in understanding the tax consequences of its commercial and economic activities and complying with those effects.

Glencore welcomes fiscal transparency, as it encourages the responsible management of revenues from extractive activities. Social investment forms part of our contribution to the communities where we operate.

We support programmes in community development, enterprise and job creation, health, education and the environment.

Prevention of facilitation of tax evasion

Glencore does not tolerate tax evasion of any kind, including facilitation of tax evasion by our people and others acting on Glencore's behalf.

Facilitation of tax evasion may expose Glencore to significant adverse consequences such as serious damage to the Glencore Group's reputation as well as civil and criminal liability.

We implement procedures which seek to prevent any such facilitation.

Tax risk management and governance

As tax legislation is often complex and its application may be unclear, it is impossible to ensure that our interpretation of our obligations will always be accepted by tax authorities. Therefore, we aim to ensure we are aware of all relevant tax risks, including in relation to compliance matters, financial reporting, tax planning, tax audits and legislative developments.

We have established policies which govern our approach to identifying, managing and mitigating tax risks. Identified tax risks are actively managed within an appropriate tax risk framework and control procedures. Significant risks are routinely reported to the Board and Audit Committee. Potential material risks are to be assessed for the likelihood of occurrence and the negative financial or reputational impact on Glencore and its objectives.

Tax compliance

Glencore aims to minimise the administrative burden involved in tax compliance while fully

and efficiently complying with the tax laws, rules and regulations in the jurisdictions in which we operate. In particular, we aim to make tax returns, claims, elections and payments accurately and on time while we seek to avoid or minimise interest charges and penalties suffered.

Tax authorities

Glencore recognises the important role of all tax authorities in the various jurisdictions in which we operate, acknowledging them as stakeholders in our business. We are transparent and proactive in all interactions with tax authorities. All Glencore Group companies should seek to maintain constructive, collaborative and professional relationships with local tax authorities, based on transparency and trust.

We recognise that on occasion there will be areas in which our legal interpretation may differ from that of tax authorities and where the tax treatment of activities and transactions is uncertain. In such cases, we will engage in proactive discussions with the relevant tax authority with a view to bringing matters to a reasonable conclusion as rapidly and equitably as possible.

We are committed to being a good corporate fiscal citizen aiming for sustainability in relation to tax.

Transfer pricing

Transactions between Glencore Group companies must comply with the arm's length principle as defined in the Organisation for Economic Co-operation and Development (OECD) Transfer Pricing Guidelines for Multinational Enterprises and

Tax Administrations and included in Article 9 of the OECD Model Tax Convention. There should be no exceptions to this rule.

Having local transfer pricing documentation in a local file is mandatory within the Glencore Group and legally required by many tax jurisdictions. Apart from limited exceptions approved by the Group Tax team, every relevant transaction must be addressed in a relevant local file.

Tax resources

Any tax work should be prepared by personnel with an adequate technical understanding of local tax legislation and then reviewed by an experienced tax specialist. As a general/preferable rule, where possible, we seek to perform this work in-house.

Where the required expertise is not available in-house, external tax advisors may be engaged on the condition that they understand and comply with all aspects of this policy.

Roles and responsibilities

The Group CFO has overall responsibility for tax matters and is specifically responsible for approving this policy and informing the Audit Committee of material tax planning developments and substantial tax risks.

The Group Tax team is responsible for day-to-day tax work, development of this policy implementation and tax risk management.

Speaking openly

We are each responsible for ensuring that we meet our commitments. We expect our

employees and contractors to speak openly and raise concerns about possible breaches of the Code of Conduct and this policy with their manager, supervisor or via other available reporting channels. Our Raising Concerns platform is available to employees, contractors and external parties. Glencore takes concerns seriously and handles them promptly.

Glencore has zero tolerance for retaliation against anyone who speaks openly about conduct they believe is unethical, illegal or not in line with our Code of Conduct and policies, even if the concern isn't substantiated, as long as they have not knowingly made a false report.

Consequences

Our policies support our Values and Code of Conduct and reflect what is important to us. Glencore takes breaches of our policies seriously. Depending on the severity of the breach, consequences may range from a warning to termination of employment.

Additional resources

Internal

- Our Values
- Code of Conduct

External

- HMRC Framework for Co-operative Compliance
- OECD Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations
- OECD Model Tax Convention

Appendix Two – Detailed country disclosures

During the year, we have received specific requests from civil society organisations and other interested stakeholders for a breakdown of the contributions we make in the Democratic Republic of the Congo and South Africa.

Democratic Republic of the Congo

The following details our payments to the DRC government from 2019 to 2021:

| US\$'000 Year | Payroll ¹ | | | State Royalties | | | Corporate Tax | | |
|------------------|----------------------|---------------|----------------|-----------------|----------------|----------------|----------------|----------------|----------------|
| | Katanga | Mutanda | Total DRC | Katanga | Mutanda | Total DRC | Katanga | Mutanda | Total DRC |
| 2019 | 30,768 | 24,513 | 55,281 | 51,617 | 96,009 | 147,626 | 28,401 | 328,779 | 357,180 |
| 2020 | 28,100 | 17,744 | 45,844 | 116,171 | 161 | 116,332 | 15,044 | 25,650 | 40,694 |
| 2021 | 29,641 | 8,769 | 38,410 | 165,599 | 10,083 | 175,682 | 155,876 | 143,554 | 299,430 |
| Total | 88,509 | 51,026 | 139,535 | 333,387 | 106,253 | 439,640 | 199,321 | 497,983 | 697,304 |

| US\$'000 Year | Provincial (Road) taxes | | | Export Taxes | | | Import Taxes | | |
|------------------|-------------------------|---------------|---------------|----------------|---------------|----------------|----------------|---------------|----------------|
| | Katanga | Mutanda | Total DRC | Katanga | Mutanda | Total DRC | Katanga | Mutanda | Total DRC |
| 2019 | 16,410 | 18,795 | 35,205 | 16,441 | 19,449 | 35,890 | 85,547 | 31,336 | 116,883 |
| 2020 | 31,650 | - | 31,650 | 31,332 | 12 | 31,344 | 83,559 | 1,381 | 84,940 |
| 2021 | 26,720 | 2,820 | 29,540 | 85,002 | 4,560 | 89,562 | 81,717 | 43,024 | 124,741 |
| Total | 74,780 | 21,615 | 96,395 | 132,775 | 24,021 | 156,796 | 250,823 | 75,741 | 326,564 |

| US\$'000 Year | Central Bank tax on repatriations | | | Other ² | | | Total Tax | | |
|------------------|-----------------------------------|--------------|---------------|--------------------|---------------|----------------|------------------|----------------|------------------|
| | Katanga | Mutanda | Total DRC | Katanga | Mutanda | Total DRC | Katanga | Mutanda | Total DRC |
| 2019 | 5,840 | 2,318 | 8,158 | 61,027 | 26,157 | 87,184 | 296,051 | 547,356 | 843,407 |
| 2020 | 1,589 | 367 | 1,956 | 52,714 | 18,187 | 70,901 | 360,159 | 63,502 | 423,661 |
| 2021 | 7,372 | 393 | 7,765 | 64,378 | 26,642 | 91,020 | 616,305 | 239,845 | 856,150 |
| Total | 14,801 | 3,078 | 17,879 | 178,119 | 70,986 | 249,105 | 1,272,515 | 850,703 | 2,123,218 |

- 1 Payroll taxes include payments made by the employer only.
- 2 Other includes withholding tax, previously separately shown.

South Africa

The following details our payments to the South African government from 2019 to 2021:

| US\$'000 | Payroll ¹ | | | State Royalties | | | Corporate Tax | | |
|--------------|----------------------|--------------|------------------|-----------------|---------------|------------------|----------------|----------------|------------------|
| | Ferroalloys | Coal | Total Extractive | Ferroalloys | Coal | Total Extractive | Ferroalloys | Coal | Total Extractive |
| 2019 | 4,109 | 2,374 | 6,483 | 11,712 | 11,301 | 23,013 | 62,214 | 11,436 | 73,650 |
| 2020 | 2,720 | 1,694 | 4,414 | 8,103 | 7,116 | 15,219 | 48,135 | 13,913 | 62,048 |
| 2021 | 4,091 | 2,570 | 6,661 | 4,394 | 57,367 | 61,761 | 82,773 | 129,436 | 212,209 |
| Total | 10,920 | 6,638 | 17,558 | 24,209 | 75,784 | 99,993 | 193,122 | 154,785 | 347,907 |

| US\$'000 | Other | | | | | | Total Tax | | | | |
|--------------|----------------|----------------|--------------------|------------------|-----------------------------|--------------------|----------------|----------------|-----------------|------------------|--------------------|
| | Ferroalloys | Coal | Other ² | Total Extractive | Non-Extractive ³ | Total South Africa | Ferroalloys | Coal | Other | Non-Extractive | Total South Africa |
| 2019 | 73,807 | 43,583 | (25,671) | 91,719 | 1,091,755 | 1,183,474 | 151,841 | 68,694 | (25,671) | 1,091,755 | 1,286,620 |
| 2020 | 67,418 | 41,382 | (17,809) | 90,991 | 1,233,291 | 1,324,282 | 126,376 | 64,105 | (17,809) | 1,233,291 | 1,405,963 |
| 2021 | 76,989 | 47,629 | (20,428) | 104,189 | 1,687,638 | 1,791,828 | 168,247 | 237,002 | (20,428) | 1,687,638 | 2,072,459 |
| Total | 218,213 | 132,594 | (63,907) | 286,900 | 4,012,684 | 4,299,584 | 446,464 | 369,801 | (63,907) | 1,226,183 | 4,765,041 |

1 Payroll taxes include payments made by the employer only.

2 Amount mainly refers to diesel rebates, not in scope for the EU Accounting Directive.

3 Amount mainly comprises fuel levies within Astron Energy, a refinery and downstream marketing business, which is out of scope for the EU Accounting Directive.

Glossary

Unless noted otherwise in the report, the following terms/definitions have the meanings noted below:

Adjusted effective tax rate

Corporate income tax charge of an accounting period divided by the accounting profit before tax, adjusted for significant items (primarily currency translation effects and impairment and carry forward tax adjustments).

Bonuses

Payments to government units related to awards, grants, or transfer of extraction rights. Payments can be in the form of periodic payments or a fixed amount upon signing of a contract, achievement of certain production levels or targets and discovery of (additional) mineral resources or deposits.

Customs / export & import duties

Payments to governments in relation to goods imported into and/or exported from a country. Customs duties are usually imposed on an ad valorem basis, but sometimes on the basis of specific duties charged on particular items. These payments have been voluntarily added to this report.

Dividends

Payments so named to governments, other than dividends to government units in their capacity as ordinary shareholders in an enterprise. Such dividends are normally paid to a government in lieu of production entitlements or royalties.

Fees

Payments to governments where no specific service is attached, but rather “levies” on the initial or ongoing right to use an area for exploration, development and/or production. Such fees include licenses, rentals, entry fees and other consideration for licences and concessions.

Government

Any national, regional or local authority of a country and includes any department, agency or undertaking controlled by such an authority.

Infrastructure improvements

Payments to governments, comprising of the provision of public access infrastructure, such as roads and bridges. Payments are either in the form of cash or in-kind contributions (the completed infrastructure). Payments in respect of social or community programs such as building / providing a hospital, school or playground are excluded.

Independently managed joint venture

Joint venture which operates independently from its shareholders. This means that a board of directors not controlled by Glencore, with an independent executive management and corporate functions, including finance and legal, is established to operate the JV. The shareholders’ involvement in the JV is typically limited to participation in the board and shareholder governance bodies.

Joint venture (JV)

Any arrangement entered into by two or more parties for the purpose of a specific business undertaking, such as a new project or any other business activity. JVs may be incorporated, where the parties agree to incorporate a separate legal entity, or unincorporated, where there is no creation of a separate legal entity but where the parties are bound by the terms to undertake together a specified commercial activity.

Levy

A levy is a fixed or flat rate tax imposed on specific transactions, items or events. Such levies do include customs/export & import duties.

Municipal recipient entities

These include county councils and city councils.

National recipient entities

These include federal governments and ministries of mines.

Project

Operational activities that are governed by a single contract, license, lease, concession or similar legal agreements and form the basis for payment of liabilities to a government. Where multiple such agreements are substantially interconnected, this is considered as a single project. Most of Glencore’s extractive operations are covered by operationally and geographically connected contracts and activities.

As a result, the projects reported by Glencore are mainly defined per commodity within an interconnected geographical area.

Production entitlements

Payments to governments based on the volume of output, as mandated in any agreement or license. These mandated volume-based calculations can be paid in cash or in-kind and can be net of any other royalty payments. In-kind payments are converted to a dollar amount based on the market price prevailing at the date of settlement.

Regional recipient entities

These include regional councils and state governments.

Royalties

Payments to governments in respect of revenue or production related to the extraction of mineral, coal, oil and gas reserves.

Taxes on income

Payments to governments based on taxable profits and taxes levied on production. It also includes withholding taxes paid on dividends, interest, royalties and services. These taxes are generally represented as income taxes in the Consolidated Income Statement of Glencore. Taxes levied on consumption such as value-added taxes, personal income taxes or sales taxes are excluded.

Workforce

References to our workforce include both employees and contractors.

Important notice

Important notice concerning this report including forward looking statements

This document contains statements that are, or may be deemed to be, “forward looking statements” which are prospective in nature. These forward looking statements may be identified by the use of forward looking terminology, or the negative thereof such as “outlook”, “plans”, “expects” or “does not expect”, “is expected”, “continues”, “assumes”, “is subject to”, “budget”, “scheduled”, “estimates”, “aims”, “forecasts”, “risks”, “intends”, “positioned”, “predicts”, “anticipates” or “does not anticipate”, or “believes”, or variations of such words or comparable terminology and phrases or statements that certain actions, events or results “may”, “could”, “should”, “shall”, “would”, “might” or “will” be taken, occur or be achieved. Forward-looking statements are not based on historical facts, but rather on current predictions, expectations, beliefs, opinions, plans, objectives, goals, intentions and projections about future events, results of operations, prospects, financial condition and discussions of strategy.

By their nature, forward-looking statements involve known and unknown risks and uncertainties, many of which are beyond Glencore’s control. Forward looking statements are not guarantees of future performance and may and often do differ materially from actual results. Important

factors that could cause these uncertainties include, but are not limited to, those disclosed in the Risk Management section of this report.

For example, our future revenues from our assets, projects or mines will be based, in part, on the market price of the commodity products produced, which may vary significantly from current levels. These may materially affect the timing and feasibility of particular developments. Other factors include (without limitation) the ability to produce and transport products profitably, demand for our products, changes to the assumptions regarding the recoverable value of our tangible and intangible assets, the effect of foreign currency exchange rates on market prices and operating costs, and actions by governmental authorities, such as changes in taxation or regulation, and political uncertainty.

Neither Glencore nor any of its associates or directors, officers or advisers, provides any representation, assurance or guarantee that the occurrence of the events expressed or implied in any forward-looking statements in this document will actually occur. You are cautioned not to place undue reliance on these forward-looking statements which only speak as of the date of this document.

Except as required by applicable regulations or by law, Glencore is not under any obligation and Glencore and its affiliates expressly disclaim any intention, obligation or undertaking, to update or revise any forward looking statements, whether as a result of new information, future events or otherwise. This document shall not, under any

circumstances, create any implication that there has been no change in the business or affairs of Glencore since the date of this document or that the information contained herein is correct as at any time subsequent to its date.

No statement in this document is intended as a profit forecast or a profit estimate and past performance cannot be relied on as a guide to future performance. This document does not constitute or form part of any offer or invitation to sell or issue, or any solicitation of any offer to purchase or subscribe for any securities.

The companies in which Glencore plc directly and indirectly has an interest are separate and distinct legal entities. In this document, “Glencore”, “Glencore group” and “Group” are used for convenience only where references are made to Glencore plc and its subsidiaries in general. These collective expressions are used for ease of reference only and do not imply any other relationship between the companies. Likewise, the words “we”, “us” and “our” are also used to refer collectively to members of the Group or to those who work for them. These expressions are also used where no useful purpose is served by identifying the particular company or companies.

Further information

In addition to this our annual Payments to Governments Report, our annual corporate reporting suite reflects our commitment to transparent disclosure across a broad range of topics:

- 2021 Annual Report
- 2021 Sustainability Report
- 2021 Ethics and Compliance Report
- 2021 Modern Slavery Statement

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Glencore is one of the world's largest global diversified natural resource companies and a major producer and marketer of more than 60 responsibly sourced commodities that advance everyday life. Through a network of assets, customers and suppliers that spans the globe, we produce, process, recycle, source, market and distribute the commodities that enable decarbonisation while meeting the energy needs of today.

With a strong footprint in over 35 countries in both established and emerging regions for natural resources, Glencore's industrial activities are supported by a global network of more than 30 marketing offices. Glencore's customers are industrial consumers, such as those in the automotive, steel, power generation, battery manufacturing and oil sectors. We also provide financing, logistics and other services to producers and consumers of commodities. Glencore's companies employ around 135,000 people, including contractors.

Our culture

We fulfil our purpose and deliver on our strategy in a manner that reflects our values of safety, integrity, responsibility, openness, simplicity and entrepreneurialism. Only by actively living and breathing these values are we able to ensure our culture is conducive to fulfilling our purpose and delivering on our strategy.

Our purpose

Responsibly sourcing the commodities that advance everyday life.

Our strategy

To sustainably grow total shareholder returns while maintaining a strong investment grade rating and acting as a responsible operator.



Safety

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



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



Simplicity

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



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



Openness

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



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