GLENCORE

CORPORATE PROFILE AUSTRALIA

About Glencore

Highly diversified
Active at every stage of the commodity chain to maximise value

+90 COMMODITIES | 50 COUNTRIES

Global scale

90 OFFICES | 150 SITES | 155,000 PEOPLE

Unique market insight
Long-term relationships with broad base of suppliers and customers

4,000 EMPLOYEES IN MARKETING | 40+ YEARS EXPERIENCE

Glencore is one of the world’s largest and most diversified producers, processors and marketers of natural resources.

We market commodities sourced from our own and third party production and deliver these to a global customer base, which includes the automotive, steel, power generation, oil and food processing industries.

Our business covers three broad sectors: Metals and Minerals, Energy Products and Glencore Agriculture, which are all supported by our extensive global marketing network.

More information is available at
www.glencore.com
www.glencore.com.au
Our Australian operations

Australia is an important part of our global business. We’ve operated here for nearly 20 years and hold significant interests in a range of commodity industries across all mainland states and the Northern Territory.

Headquartered in Sydney, we are a major Australian employer, with about 15,600 people working across industries that include coal, copper, cotton, grain and oilseeds, nickel, oil and zinc.

Our business has grown steadily through acquisition, including Viterra’s agriculture business in 2012 and Xstrata’s mining business in 2013.

Many of our Australian operations are vertically integrated across the supply chain. We engage in exploration and origination, production, processing and refining, marketing and blending, handling, storage and transport.

Most of our investments are highly capital intensive, long-term and require a stable and predictable investment environment.

We are focused on creating value for our shareholders and operating in a safe, efficient, responsible and sustainable manner.
During 2016 in Australia, we contributed more than $12 billion to the regional, state and national economies.

Our most significant economic contribution comes from our core business activities: employing people, sourcing from local communities, and paying taxes to our host governments.

<table>
<thead>
<tr>
<th>JOBS</th>
<th>15,600</th>
</tr>
</thead>
<tbody>
<tr>
<td>DIRECT EMPLOYMENT ACROSS AUSTRALIA</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WAGES</th>
<th>$1.7 b</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANNUAL WAGES AND SALARIES PAYMENTS</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TAXES &amp; ROYALTIES</th>
<th>$1.3 b</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAID TO STATE AND FEDERAL GOVERNMENTS</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CAPITAL INVESTMENT</th>
<th>$895 m</th>
</tr>
</thead>
<tbody>
<tr>
<td>ON SUSTAINING AND EXPANSIONARY INVESTMENT ACROSS OUR AUSTRALIAN BUSINESSES</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SPEND</th>
<th>$8.2 b</th>
</tr>
</thead>
<tbody>
<tr>
<td>ON GOODS AND SUPPLIERS, INCLUDING SUPPORTING OUR LOCAL SUPPLIERS</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COMMUNITIES</th>
<th>$8 m</th>
</tr>
</thead>
<tbody>
<tr>
<td>REGIONAL COMMUNITY INVESTMENT INITIATIVES</td>
<td></td>
</tr>
</tbody>
</table>

All figures are for 2016 and in Australian dollars.
The history of our business in Australia

Glencore has been investing in Australia for nearly 20 years. Over that time our business has successfully navigated commodity cycles, including both booms and downturns.

From a small start through the acquisition of the Cumnock and Mount Owen coal mines in 1998, we have steadily grown our Australian operations.

The majority of our growth has come through acquisition, both global and local, but we have also invested in new operations and expanded existing production.

We have continued to invest throughout the commodity cycle – when commodity prices are high and when they are low. Every investment we make must represent value for shareholders.

Our operations and investments have created and continue to sustain thousands of jobs both directly and indirectly.
Our role and focus areas

OUR PRODUCTS FOR TODAY AND TOMORROW

We make a significant contribution to some of Australia’s most important industries. As well as servicing domestic markets, we export our products all over the world.

These natural resources help maintain and enhance the living standards of millions of people and lift others from poverty. As the world’s population grows to almost 10 billion people by 2050* and living standards continue to rise across many emerging economies, demand for many key commodities continues to rise.

Many of our products play a critical role in creating a more sustainable future. Materials like copper, nickel and cobalt make large-scale battery technology possible for electric vehicles. Resources like coal, copper, nickel and zinc go into the production of solar panels.

We compete in a global marketplace to supply, trade and transport products to consumers, and in doing so, we create value for our shareholders and make a positive contribution to local communities and the economy.

SUSTAINABILITY INFORMS EVERYTHING WE DO

We are proud of the work we do and are committed to continuously improving our performance in health, safety, environmental stewardship and community engagement.

We recognise that our agricultural and mining operations have an impact on the environment and our neighbouring communities.

Our ambition is to reduce our environmental footprint, including more efficient use of resources such as energy and water, wherever possible.

We aim to foster sustainable growth wherever we operate, creating shared value for our business, local communities, government and other stakeholders. This is central to our values and essential for our license to operate.

Supporting the communities in which we are privileged to operate is fundamental to our approach. We focus on partnerships and initiatives that fulfil longer-term community requirements, tailoring programs to the unique characteristics and needs of individual communities.

Each of our resources is finite and we incorporate rehabilitation and mine closure into our life of mine plans. For more information about our Australian sustainability performance, visit www.glencore.com.au.

* United Nations, Department of Economic and Social Affairs, 2015

A WORLD-CLASS EMPLOYER

Our people are fundamental to our success and growth.

Employing locally where we can is a priority for our business and an important part of our socio-economic contribution to the communities that surround our operations.

We employ a broad range of experts in their chosen fields, including geologists, engineers, accountants, IT professionals, mechanics, environmental scientists and lawyers.

We choose the best people for each position; people who think and act like entrepreneurs, are willing to learn, are passionate about their work, and strive to be leaders in their field. We invest in our people through ongoing training and development opportunities to grow their skills, expertise and experience.

Our employees are also ambassadors for our values, which include a focus on protecting the health and safety of our people; an entrepreneurial spirit; openness, our responsibilities to society and the environment; and our commitment to achieving our key deliverables simply and efficiently.

SAFework

EVERY SINGLE INDIVIDUAL HAS THE AUTHORITY TO STOP UNSAFE WORK

The health and safety of our people is our top priority. Our ambition is to be a leader in safety and to create a workplace free from fatalities, injuries or occupational diseases.

In 2014 we commenced the implementation of our SafeWork initiative, first developed as SafeCoal by our Australian coal business in 2009. This global program focuses on changing attitudes towards safety to bring about sustainable long-term change.
A unique business model

Our business model is unique and includes scale and diversity across commodities, geographies, operations and services. This enables us to deliver value across entire commodity supply chains.

FINANCIAL DISCIPLINE

- We deploy capital in a disciplined manner, which creates value for all of our stakeholders. We have a long track record of value creation across economic cycles.
- Our hedging strategies protect us against price risks and ensure that our marketing profitability is primarily determined by volume-driven activities and value-added services rather than absolute price.

MARKET KNOWLEDGE

- Our scale and global reach give us valuable insight into market flows and access to real-time information.
- Our long experience has allowed us to build extensive market knowledge and insight, as well as full logistics capabilities.
- As a commodity producer and marketer, we are uniquely positioned to generate value at every stage of the commodity chain.

EXPLORATION, ACQUISITION & DEVELOPMENT

Our focus on brownfield sites and exploration close to existing assets lowers our risk profile and lets us use existing infrastructure, realise synergies and control costs.

We evaluate each industrial investment opportunity on a standalone basis and on its potential to strengthen our marketing activities or existing industrial assets.

This approach allows us to build on our economies of scale, our familiarity with individual political and cultural landscapes, and our understanding of commodity dynamics.

EXTRACTION & PRODUCTION

We mine and beneficiate minerals across a range of commodities, mining techniques and countries, for processing or refining at our own facilities, or for sale.

Resource extraction and production involves long-term commitments and exposure to risks relating to commodity prices, project development, changes in sovereign legislation and community acceptance.

Earning and maintaining our licence to operate from our host governments and local communities is integral to developing and maintaining our assets.

PROCESSING & REFINEMENT

Our expertise and technological advancement in processing and refining mean we can optimise our end products to suit a wider customer base.

Our smelting and refining facilities provide volumes that are handled by our marketing teams.

Our ownership of processing and refining assets increases our flexibility and optionality and provides security of supply as well as valuable market knowledge.

We purchase and process additional products from smaller operators that do not benefit from our economies of scale.

BLENDING AND OPTIMISATION

Our presence at every stage of the commodity chain allows us to offer a wide range of product specifications, resulting in a superior service.

Our ability to blend and optimise both our own and third party products helps us to meet our customers’ specific requirements.

Working with third party suppliers gives us better oversight of the total supply status for specific commodities; we have valuable market and local knowledge to better understand the supply-demand balance.

LOGISTICS AND DELIVERY

Our logistics assets allow us to handle large volumes of commodities, both to fulfil our obligations and to take advantage of demand and supply imbalances.

We have a worldwide network of storage and logistics assets in key strategic locations, including metal warehouses accredited by the LME and numerous oil and grain storage facilities.

Our many value-added services make us a preferred counterparty for customers without such capabilities, as well as strengthening long-term relationships.
Metals and Minerals

Copper

Our contribution

<table>
<thead>
<tr>
<th>DIRECT EMPLOYMENT</th>
<th>WAGES AND SALARIES</th>
<th>GOODS AND SERVICES</th>
<th>CAPITAL INVESTMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,700</td>
<td>$449 m</td>
<td>$630 m</td>
<td>$242 m</td>
</tr>
</tbody>
</table>

Our Australian copper business is integrated across the entire supply chain, from resource development, mining and processing, to transport, storage and export to worldwide customers.

QUEENSLAND

Our North Queensland copper mining and processing operations include the Mount Isa Mines complex, Ernest Henry Mining near Cloncurry, and our copper refinery in Townsville.

Operating since 1924, Mount Isa Mines remains one of Australia’s largest industrial complexes, with two separate mining and processing streams, copper and zinc-lead-silver.

Our Mount Isa copper operations host two underground mines, including Australia’s deepest underground copper mine at 1,900 metres. Ore is processed and smelted on site before being transported via rail to our copper refinery and port operations in Townsville for further processing and export.

Ernest Henry Mining is a copper and gold mining and processing operation located near Cloncurry. The operation began production in 1998 as an open pit mine and in 2011 transitioned to underground mining as part of a $589 million life of mine extension project. Copper ore is processed at the on site concentrator and trucked to Mount Isa Mines for smelting into copper anode.

NEW SOUTH WALES

With a mining history spanning over 140 years, our CSA Mine is Australia’s highest grade copper mine, and at 1,600 metres deep, it is also the second deepest underground copper mine in the country.

Located in Cobar, Central Western New South Wales, CSA Mine produces copper concentrate with a silver by-product. The product is then transported via rail to Port Waratah in Newcastle from where it is shipped to smelters around the world.

2016 STATISTICS:
- Australia’s two deepest underground copper mines
- Our Mount Isa operations are in their 94th year
- World-leading electrolytic copper refinery
- Produced 275,500 tonnes of copper metal and 53,900 tonnes of copper in concentrate

AUSTRALIAN MANAGEMENT TEAM:

Mike Westerman,
Chief Operating Officer, Copper Assets Australia

Matt O’Neill,
Chief Operating Officer, North Queensland Copper Assets

Pedro Quinteros,
Executive Officer, CSA Mine

OPERATIONS | ASSETS | 2016 PRODUCTION |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mount Isa Mines copper operations</td>
<td>Enterprise underground mine X41 underground mine Copper concentrator Copper smelter</td>
<td>Copper metal 274,450 t&lt;sup&gt;1&lt;/sup&gt; Gold in concentrates 135,000 oz&lt;sup&gt;1&lt;/sup&gt; Silver in concentrates 2,271,000 oz&lt;sup&gt;1&lt;/sup&gt;</td>
</tr>
<tr>
<td>Ernest Henry Mining</td>
<td>Underground copper mine Copper concentrator</td>
<td></td>
</tr>
<tr>
<td>Copper Refineries Ltd</td>
<td>Electrolytic copper refinery</td>
<td></td>
</tr>
<tr>
<td>CSA Mine</td>
<td>Underground mine Copper concentrator</td>
<td>Copper in concentrates 53,900 t Silver in concentrates 543,000 oz</td>
</tr>
</tbody>
</table>

<sup>1</sup> Mount Isa, Ernest Henry, Townsville – total production, including third party feed

t = tonnes oz = ounces Mt = million tonnes
Over half Glencore’s total zinc and lead reserves and resources are located in Australia, which also hosts the world’s No.1 and No.2 zinc resource bases at Mount Isa Mines and McArthur River Mine.

Responding to challenging market conditions and low global zinc and lead prices, in 2015 our zinc business announced it would reduce global zinc and lead production by about 500,000 tonnes to preserve the value of our resources. We believe this decision has helped rebalance the global zinc market and we have a very positive demand outlook. It is a scarce resource that is used widely in critical applications around the world, such as the galvanisation of steel and metal products.

QUEENSLAND

Our North Queensland zinc operations include an integrated supply chain comprising mining, processing, transport and logistics, and port facilities.

Our Mount Isa Mines zinc operations include the George Fisher underground mine, zinc-lead concentrator, zinc-lead filter plant and lead smelter.

We also own the high-grade Lady Loretta underground mine near Mount Isa, where production has been temporarily suspended.

Our processing stream treats ore from all our regional mines to produce both zinc and lead concentrates, as well as lead bullion. The products are transported by rail to our port operations in Townsville for export.

NORTHERN TERRITORY

McArthur River Mine (MRM) is located around 970 kilometres south-east of Darwin and includes an open cut mine and processing stream.

MRM currently produces bulk concentrates, which are transported by road from the mine site to our Bing Bong Loading Facility located 120 kilometres north of MRM on the Gulf of Carpentaria. From there, product is loaded onto a barge and transported to ships at sea. Our Phase 3 Development project, completed in 2014, provides us with the capacity to increase production to five million tonnes of ore per year. However, in light of current prices, we have scaled back production to ensure what we produce is aligned with our customers’ specific demand.

In 2017, we are lodging an Environmental Impact Statement that outlines our plans for the long-term management of waste rock on site, as well as our closure plans two decades into the future.

2016 STATISTICS:
• #1 and #2 largest zinc resource bases in the world
• Represent more than half of Glencore’s total global zinc production and over 60% of lead production
• Produced 488,400 tonnes of zinc and 185,400 tonnes of lead in concentrates

AUSTRALIAN MANAGEMENT:
Greg Ashe,
Chief Operating Officer, Zinc Assets Australia
Sam Strohmayer,
General Manager, McArthur River Mine
Denis Hamel,
Executive General Manager, North Queensland Zinc Assets

<table>
<thead>
<tr>
<th>OPERATION</th>
<th>ASSETS</th>
<th>2016 PRODUCTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mount Isa zinc operations</td>
<td>George Fisher underground mine</td>
<td>Zinc in concentrates: 288,200 t</td>
</tr>
<tr>
<td></td>
<td>Black Star Open Cut Mine</td>
<td>Lead in concentrates: 143,200 t</td>
</tr>
<tr>
<td></td>
<td>Zinc-lead concentrator</td>
<td>Silver in concentrates: 7,332,000 oz</td>
</tr>
<tr>
<td></td>
<td>Lead smelter</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lady Loretta underground mine</td>
<td></td>
</tr>
<tr>
<td>McArthur River Mine</td>
<td>Open cut mine</td>
<td>Zinc in concentrates: 200,200 t</td>
</tr>
<tr>
<td></td>
<td>Zinc-lead concentrator</td>
<td>Lead in concentrates: 42,100 t</td>
</tr>
<tr>
<td></td>
<td>Bing Bong Loading Facility</td>
<td>Silver in concentrates: 1,409,000 oz</td>
</tr>
</tbody>
</table>

1. Our Black Star Open Cut Mine reached the end of its scheduled mine life in December 2016
2. Lady Loretta mine production is currently suspended

1 = tonnes  oz = ounces
We are one of Australia’s largest nickel and cobalt producers, and with more than 30 years of nickel reserves, we have one of the longest life of mine reserves.

Murrin Murrin is a world-class hydrometallurgical nickel project located between Leonora and Laverton in the north-eastern Goldfields region of Western Australia, and operated by Minara Resources, wholly owned by Glencore. Murrin Murrin uses high pressure acid leach technology to recover nickel and cobalt from laterite ore. We are a single-site laterite nickel producer, producing high purity London Metal Exchange (LME) grade metal adjacent to the mine.

Through our research and development program, we have delivered technological improvements and engineering solutions to improve plant reliability and throughput, and to increase nickel and cobalt production levels.

Our processed nickel and cobalt is transported via rail to Kwinana, south of Perth, for export to customers worldwide.
We provide innovative technology solutions for cost-effective processing and refining of metals and minerals.

Glencore Technology is a market leader in metallurgical processing technologies which benefit our customers around the world. Our technologies provide critical value-add solutions that transform raw commodities – such as copper, lead, nickel and zinc – into the purest concentrates and metals efficiently and sustainably.

Many of these technologies have been developed and proven at our own sites, like ISASMELT™ and IsaMill™. These were pioneered by Mount Isa Mines in the 1970s and helped revolutionise mining and smelting processes all over the world.

These technologies and our expert services are vital for problem solving that will improve our customers’ productivity, return on capital and metallurgical recovery.

Our approach is premised on a technology partnership to provide a full product and service offering, including process flow design, engineering, equipment supply, commissioning and operational expertise, and ongoing process and maintenance support.

AUSTRALIAN MANAGEMENT:
Paul Telford,
General Manager,
Glencore Technology

Glencore Technology developed the ISASMELT™ technology 30 years ago, which is still used around the world today.
Our contribution

**DIRECT EMPLOYMENT** 7,000

**WAGES AND SALARIES** $745 m

**GOODS AND SERVICES** $3.6 bn

**CAPITAL INVESTMENT** $323 m

We are the world’s largest seaborne thermal coal exporter, as well as one of Australia’s largest coal producers.

**NEW SOUTH WALES**

We employ around 4,400 people across our New South Wales coal business and in 2016 managed the production of more than 54 million tonnes of saleable thermal and coking coal.

We have eight mining complexes across four coalfields: Hunter Valley, Newcastle, Western Districts and Southern Districts. We export coal from the Port of Newcastle and also from Port Kembla.

We are the largest coal producer in New South Wales and one of the largest economic contributors in the Hunter Region.

**QUEENSLAND**

We employ over 2,600 people across our Queensland coal business and in 2016 managed the production of more than 38 million tonnes of saleable thermal and coking coal.

Our coal assets include five mining complexes in the Bowen Basin, incorporating seven open cut and underground operations and four coal handling processing plants.

We export coal via the Abbot Point Coal Terminal, Dalrymple Bay, the RG Tanna Coal Terminal and the Wiggins Island Coal Export Terminal (WICET) in Gladstone.

<table>
<thead>
<tr>
<th>OPERATIONS ²</th>
<th>METHODS</th>
<th>PRODUCTS</th>
<th>2016 PRODUCTION ²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collinsville Open Cut</td>
<td>Open cut</td>
<td>Thermal, Coking</td>
<td>944,000 t</td>
</tr>
<tr>
<td>Newlands ²</td>
<td>Open cut/underground</td>
<td>Thermal, Coking</td>
<td>5,652,000 t</td>
</tr>
<tr>
<td>Clermont Open Cut</td>
<td>Open cut</td>
<td>Thermal</td>
<td>12,591,000 t</td>
</tr>
<tr>
<td>Oaky Creek Coal</td>
<td>Underground</td>
<td>Coking</td>
<td>5,873,000 t</td>
</tr>
<tr>
<td>Rolleston Open Cut</td>
<td>Open cut</td>
<td>Thermal</td>
<td>13,311,000 t</td>
</tr>
<tr>
<td>Ulan Coal</td>
<td>Open cut/underground</td>
<td>Thermal</td>
<td>11,987,000 t</td>
</tr>
<tr>
<td>Mangoola Open Cut</td>
<td>Open cut</td>
<td>Thermal</td>
<td>10,983,000 t</td>
</tr>
<tr>
<td>Liddell Open Cut</td>
<td>Open cut</td>
<td>Thermal, Coking</td>
<td>3,864,000 t</td>
</tr>
<tr>
<td>Mount Owen Coal</td>
<td>Open cut</td>
<td>Thermal, Coking</td>
<td>8,186,000 t</td>
</tr>
<tr>
<td>Ravensworth Coal</td>
<td>Open cut/underground</td>
<td>Thermal, Coking</td>
<td>7,485,000 t</td>
</tr>
<tr>
<td>Bulga Coal</td>
<td>Open cut/underground</td>
<td>Thermal, Coking</td>
<td>9,104,000 t</td>
</tr>
<tr>
<td>West Wallsend Underground ²</td>
<td>Underground</td>
<td>Thermal, Coking</td>
<td>1,139,000 t</td>
</tr>
<tr>
<td>Tahmoor Underground</td>
<td>Underground</td>
<td>Coking, Thermal</td>
<td>1,781,000 t</td>
</tr>
</tbody>
</table>

¹ Managed equivalent saleable production

² Newlands Underground and West Wallsend reached the end of their scheduled mine lives in June 2016

³ Glencore also has ownership interests in the United coal mine in the NSW Hunter Valley which is not currently in production

2016 STATISTICS:
- The vast majority of our coal is exported to overseas markets, particularly in Asia
- 17 operational open cut and underground mines across 13 complexes
- Produced more than 93 million tonnes of saleable thermal and coking coal

AUSTRALIAN MANAGEMENT TEAM:
- Peter Freyberg, Global Head of Coal Assets
- Ian Cribb, Chief Operating Officer, Coal Assets Australia

We are the world’s largest seaborne thermal coal exporter, as well as one of Australia’s largest coal producers.

NEW SOUTH WALES

We employ around 4,400 people across our New South Wales coal business and in 2016 managed the production of more than 54 million tonnes of saleable thermal and coking coal.

We have eight mining complexes across four coalfields: Hunter Valley, Newcastle, Western Districts and Southern Districts. We export coal from the Port of Newcastle and also from Port Kembla.

We are the largest coal producer in New South Wales and one of the largest economic contributors in the Hunter Region.

QUEENSLAND

We employ over 2,600 people across our Queensland coal business and in 2016 managed the production of more than 38 million tonnes of saleable thermal and coking coal.

Our coal assets include five mining complexes in the Bowen Basin, incorporating seven open cut and underground operations and four coal handling processing plants.

We export coal via the Abbot Point Coal Terminal, Dalrymple Bay, the RG Tanna Coal Terminal and the Wiggins Island Coal Export Terminal (WICET) in Gladstone.
Glencore’s oil business is a key part of our global portfolio. In Australia, our oil business supplies 100% of our mining and agricultural operations’ fuel needs.

Our business extends into the wholesale fuel market supplying oil majors where required, as well as being a large supplier to independents. We run an asset-light model that focuses on sourcing a wide range of oil products, including gasoline, diesel, marine bunker fuel and jet fuel. We supply Glencore’s mining operations and also hold long-term contracts with independent retailers, farmers and wholesalers.

Led by a small team based in Sydney, our oil business is focused on transportation fuels on the east coast of Australia as well as New Zealand and the Pacific Islands. We supply into an important asset network and have an extensive inland logistics support operation.

We are also a major supplier of bunker fuel in Australia, physically supplying at Port Kembla, Port Botany, Port Jackson and Newcastle in New South Wales and at the Port of Brisbane in Queensland. Our bunkers are capable of supplying marine fuel oil and marine gas oil. Bunker barges support our Brisbane and Sydney port operations and we also offer pipe and truck services in Port Kembla and Brisbane.
SOUTH AUSTRALIA

NEW SOUTH WALES

VICTORIA

- Thevenard
- Port Lincoln
- Wallaroo
- Ardrossan
- Port Giles
- Outer Harbor
- Inner Harbour
- Two Wells
- Adelaide
- Sydney
- Newcastle
- Narrabri
- Melbourne

Key upcountry storage sites
Container packing and processing facilities
Container packing and processing facilities
Port facilities and storage
Rail

Agriculture

Our contribution

We are a significant contributor to the agricultural industry in Australia, connecting agricultural commodities safely and efficiently between growers and customers in Australia and overseas.

We originate, handle, store, transport and market a range of agricultural commodities, including wheat, barley, oilseeds, pulses, sorghum, meals and cotton.

As one of the largest buyers of grain, oilseeds and pulses, we have close, direct relationships with many growers.

We are one of the leading exporters of Australian grain and we operate world-class storage and handling assets across the country, including upcountry storage sites, export port terminals and container packing and processing facilities.

We farm about 24,000 hectares of cropping land across south-eastern Australia. Our farms utilise cutting edge precision farming techniques to maximise production and ensure the farms are managed in the most sustainable and environmentally responsible manner.

We work closely with export, domestic and end-use customers. Through a strong focus on quality control, food safety and reliability, we meet each customer’s exact and diverse requirements.

In doing so, we make a positive contribution to local economies, Australia’s relationship with key trading partners and food security in highly populated developing countries.

In the 2016 harvest, our storage and handling business received more than nine million tonnes of agricultural commodities from growers to connect with customers in Australia and around the world.

Last year, we also sold a minority stake in our global agriculture business to two Canadian pension funds. We want to grow the business as the global agriculture sector continues to consolidate. It remains business as usual across all our marketing and storage and handling operations.

2016 STATISTICS:
• One of the largest buyers of grain, oilseeds, pulses, sorghum and cotton direct from Australian growers
• About 24,000 hectares of cropping land across south-eastern Australia

AUSTRALIAN MANAGEMENT TEAM:
Tim Krause,
General Manager,
Viterra Operations

Philip Hughes,
General Manager
Trading, Glencore Grain

<table>
<thead>
<tr>
<th>Storage and handling sites</th>
<th>About 10 million tonnes total storage, with sites ranging in capacity from 6,000 tonnes to over 600,000 tonnes</th>
</tr>
</thead>
</table>
| Container packing and processing facilities | Port Adelaide  
Two Wells  
Dooen  
Narrabri  
Melbourne |
| Ports | Thevenard  
Port Lincoln  
Wallaroo  
Adrossan (non-grain)  
Port Giles  
Outer Harbor (Adelaide)  
Inner Harbour (Adelaide) |
| Commodities | Wheat  
Barley  
Canola  
Lentils  
Peas  
Chickpeas  
Faba beans  
Lupins  
Sorghum  
Protein meals  
Cotton |
| Corporate offices | Adelaide  
Melbourne |
| Grain accumulation offices | Fremantle  
Swan Hill  
Dooen  
Wagga Wagga  
Narrabri  
Toowoomba |
Marketing

Our marketing activities involve the physical movement of commodities from where they are produced to where they are consumed.

We have over 40 years of experience in marketing commodities. This has allowed us to develop and build expertise in the commodities we deal with, and to cultivate long-term relationships with our broad, international supplier and customer base.

Glencore both produces commodities and buys commodities in the market. We sell these to a wide range of customers around the world. Our marketing earnings derive from a fee-like income from the handling, storage and transportation of physical assets. We also identify opportunities to generate earnings from arbitrage, blending and optimisation activities.

ARBITRAGE

Many of the physical commodity markets in which we operate are fragmented or periodically volatile. This can result in arbitrage – price discrepancies between the prices that the same commodities can be bought or sold in different geographic locations or time periods. Other factors that lead to arbitrage include freight and product quality. Through taking advantage of arbitrage opportunities we can generate additional value by sourcing, transporting, blending, storing or otherwise processing the right commodities.

BLENDING

Our large and diverse product portfolio enables us to blend products to meet exact customer requirements.

The arbitrage strategies we implement to generate additional price margins may vary from commodity to commodity. The main opportunities are:

- **Geographic arbitrage**
  - **Disparity**
    - Pricing differences for the same product in different geographic regions, taking into account transportation or transaction costs.
  - **Execution**
    - Leverage global relationships and production, processing and logistical capabilities to source product in one location and deliver in another.

- **Product arbitrage**
  - **Disparity**
    - Pricing differences between blends, grades or types of commodity, taking into account processing or substitution costs.
  - **Execution**
    - Ensure optionality with commodity supply contracts, and look to lock-in profitable price differentials through blending, processing or end product substitution.

- **Time arbitrage**
  - **Disparity**
    - Pricing differences on a commodity between delivery immediately, or at a future date, taking into account storage and financing costs until future date.
  - **Execution**
    - Book ‘carry trades’ benefiting from competitive sources of storage, insurance and financing.

OPTIMISATION

Our market insight, extensive logistics network and storage facilities differentiate us from other pure commodity producers. Our marketing and industrial businesses work seamlessly across numerous supply chains and share insights about the type, quantity and quality of products that our customers require.

Our marketing business is less exposed to lower commodity prices than our assets. In fact, at times of low prices our marketing business requires less working capital. This helps mitigate the generally negative effects of a lower price environment on our industrial assets.

REDUCING BUSINESS RISK

Our marketing activities help protect us from many inherent risks involved in the production of commodities. Virtually all our marketed volumes are hedged or pre-sold to minimise price exposure. Earnings from our marketing activities are largely based on margins generated throughout the value chain.

With people all over the world and across numerous global commodity supply chains, our marketing business provides our industrial assets with critical data about the supply and demand for our commodities. From the point our commodities leave our mines, metallurgical facilities and silos, our marketing business is responsible for connecting them safely, efficiently and reliably with customers around the world.
Our products in society

Metals and Minerals

Copper

COPPER PRODUCTS

Copper is a critical modern day metal used in products ranging from fertilisers and insecticides, to energy efficient appliances, electricity distribution, plumbing, healthcare and telecommunications.

The average home contains about 100 kg of copper: 40 kg in electrical wires, 30 kg in plumbing, 15 kg in building hardware, 9 kg inside electrical appliances and 5 kg of brass goods.2

2 Rock File: Copper, Australian Atlas of Mineral Resources, Mines & Processing Centres

OUR INTEGRATED SUPPLY CHAIN

EXPLORATION AND DEVELOPMENT

We prefer to develop brownfield sites and explore close to our existing assets, which have a lower development risk profile and enable us to use existing infrastructure, realise synergies and save costs.

In north-west Queensland we have a robust drilling program. It utilises the latest technology to explore nearby orebodies and focuses on maximising the economic value of our mature Mount Isa and Ernest Henry copper operations.

MINING

Copper ore is extracted from our four underground mining operations in north-west Queensland and Central Western New South Wales.

The ore also contains by-products such as gold and silver.

We use various innovative mining techniques best suited to the conditions and geology of each region.

PROCESSING

Crushed ore from our mines is transported to on site concentrators where minerals are separated from the remaining waste rock to produce concentrates.

At CSA Mine in NSW, copper concentrates are directly transported to Newcastle's Port Waratah for export.

Concentrates from our Queensland Mount Isa and Ernest Henry operations are further purified via smelting.

SMELTING AND REFINING

Our smelting process adds value to our products by applying intense heat to the mineral-rich concentrates to burn-off remaining impurities.

Copper concentrate is transformed into 99.7% pure molten copper and poured into 350 kg copper anode slabs, which are sent via rail to our Townsville copper refinery.

The refining process further purifies copper anode to 99.995% pure, high-quality copper cathode, which is trucked to the Port of Townsville and loaded onto vessels for export.

MARKETING AND LOGISTICS

We utilise our extensive global marketing network to facilitate delivery of our copper cathode to end users or into our worldwide network of storage facilities.

In Queensland our copper and zinc businesses also operate a shiploader in conjunction with storage and logistics facilities at the Port of Townsville, which handle and export both own-sourced and third-party products.
Our products in society

Metals and Minerals

Zinc

ZINC AND LEAD PRODUCTS

Zinc and lead metals play an important role in modern society.

Zinc is primarily used to protect steel from rusting by coating it using a process called galvanizing. This in turn forms the building blocks of our products, homes and cities.

Lead is predominantly used in lead-acid batteries, which power our everyday industrial and consumer products. They also provide important emergency power supply for hospitals and mobile phone networks.

OUR INTEGRATED SUPPLY CHAIN

EXPLORATION AND DEVELOPMENT

Our Australian zinc assets form the largest zinc resource bases in the world.

In recent years our zinc business has delivered a number of critical expansionary initiatives aimed at increasing production and improving operational efficiencies.

MINING

Zinc-lead-silver ore is extracted from our open cut and underground mining operations in north-west Queensland and the Northern Territory.

Various mining methods are adopted and tailored to the unique conditions and geology of each region.

PROCESSING

Crushed ore from our mines is transported to concentrators where minerals are liberated from the remaining waste rock to produce concentrates.

At Mount Isa Mines in Queensland, zinc concentrate is directly railed to our storage and loading facilities at the Port of Townsville for export to overseas smelters, where it is further processed into zinc metal. Our lead concentrates remain on site for smelting.

At McArthur River Mine in the Northern Territory, our bulk concentrates are trucked to the Bing Bong Loading Facility for export.

SMELTING

Our Mount Isa Mines lead smelting operation adds value to our products by applying intense heat to the mineral-rich concentrates to burn-off remaining impurities.

Lead concentrate from and Mount Isa Mines operation undergoes further purification to produce 99.6% pure lead bullion, which is cast into 4.1 tonne blocks.

Lead bullion is transported via train to the Port of Townsville, where it is shipped to Britannia Refined Metals in England to be refined and sold to worldwide customers.

MARKETING AND LOGISTICS

In Queensland our copper and zinc businesses also operate a shiploader in conjunction with storage and logistics facilities at the Port of Townsville.

Our facilities handle and export both own-sourced and third-party products to worldwide markets including Europe, Asia and North America.
Nickel

EXPLORATION AND DEVELOPMENT

Our Australian nickel reserves contribute to a project life in excess of 30 years.

We have developed an excellent understanding of Australian conditions and ore types to maximise operational efficiencies and increase production of high purity metal.

Our Australian nickel operations were among the first nickel producers to invest in laterite nickel and cobalt processing techniques.

MINING

Laterite nickel ore is extracted using conventional open cut mining techniques, directly adjacent to our processing and refining operations in Western Australia.

Rehabilitation is focused on self-sustaining native vegetation. Our Murrin Murrin operations have been recognised for award winning mining rehabilitation techniques.

PROCESSING

Laterite ore is transported to the fully integrated hydrometallurgical processing facility adjacent to the mine.

Following ore preparation, the process uses high pressure acid leach technology to recover nickel and cobalt from the laterite ore.

REFINING

Recovered nickel and cobalt is processed through an impurity removal circuit and then nickel and cobalt separation processes occur.

An ammonium sulphate by-product is recovered in a three-stage evaporation process.

Nickel and cobalt is briquetted and sintered to produce high purity nickel and cobalt powder and briquettes.

MARKETING AND LOGISTICS

Finished nickel and cobalt product is packaged and transported by rail to port at Kwinana, south of Perth, where it is shipped to markets worldwide.

NICKEL AND COBALT PRODUCTS

Nickel is at the heart of many vital products and services from the building blocks of new cities, everyday items like cutlery and automobiles, and the high-precision metals used to produce mobile phones or jet engines.

Cobalt has diverse industrial applications including specialty alloys, batteries and chemicals.

OUR INTEGRATED SUPPLY CHAIN
Our products in society

Energy Products

Coal

COAL PRODUCTS

Coal is one of the most reliable, abundant and affordable energy sources, providing around one third of the world’s primary energy needs.

Coal generates over 40% of the world’s electricity and is used in the production of 70% of the world’s steel.¹

A vast number of products in today’s modern world are developed and manufactured with the use of coal – from mobile phones and household appliances, to cars and cityscapes.

¹ IEA’s Medium Term Coal Market Report, 2015

OUR INTEGRATED SUPPLY CHAIN

EXPLORATION AND DEVELOPMENT

Exploration and development is the first step in identifying coal reserves and enables us to make projections about the economic feasibility of building a new mine or expanding existing operations.

We prefer to develop brownfield sites and explore close to our existing assets, which have a lower development risk profile and enable us to use existing infrastructure, realise synergies and save costs.

COAL PRODUCTION

We operate 17 open cut and underground coal mines across 13 complexes in New South Wales and Queensland.

Our industrial expertise is focused on producing coal in the safest, most efficient manner and supplying this to domestic and overseas customers.

Our coal production is, by its very nature, a long-term commitment that carries risk in the form of future commodity prices, project development, sovereignty and community considerations.

BLENDING AND WASHING

We produce a wide range of export grade thermal and coking coal products.

A common misconception is that all thermal coal is basically the same. In fact, thermal coal can have a wide range of different characteristics, including levels of energy, ash and sulphur content.

MARKETING AND LOGISTICS

We have sophisticated logistics operations enabling us to move large volumes of coal from our mines to our customer’s doorstep efficiently and reliably.

Coal Products

Coal is one of the most reliable, abundant and affordable energy sources, providing around one third of the world’s primary energy needs.

Coal generates over 40% of the world’s electricity and is used in the production of 70% of the world’s steel.¹

A vast number of products in today’s modern world are developed and manufactured with the use of coal – from mobile phones and household appliances, to cars and cityscapes.

¹ IEA’s Medium Term Coal Market Report, 2015
AGRICULTURAL COMMODITIES
The agricultural products we handle, store and transport include wheat, barley, canola, lentils, peas, chickpeas, faba beans, lupins, sorghum, soybean meal and cotton.

These commodities are key ingredients in a range of food, animal feed and clothing materials.

OUR INTEGRATED SUPPLY CHAIN

FARMING
We are one of the largest buyers of wheat, barley, oilseeds, pulses, sorghum and cotton direct from Australian growers, focusing on mutually beneficial relationships.

We contribute to research, development and extension through our support of grower groups and industry associations.

We also farm more than 24,000 hectares of broad acre cropping land in south-eastern Australia. We utilise technology, plant breeding and modern agronomic practices to focus on high yielding, sustainable crops.

STORAGE AND HANDLING
Our storage and handling network spans key growing regions and we receive and store grain from more than 5,000 grower entities.

We have multiple upcountry receival facilities and six grain port terminals with a total storage capacity of around 10 million tonnes.

We provide our grower and export customers with a range of services including storage and warehousing, receival and elevation, quality assessment, logistics and accumulation, quality control and food safety, electronic transactional services and ship loading.

We underpin the competitiveness of the export supply chain through significant capital investment as well as long-term agreements to move grain via both rail and road.

CONTAINER PACKING AND PROCESSING
Our facilities are the largest in Australia and service the industry with a large range of containerised export options destined for more than 20 countries.

We have five packing and processing facilities across southern and eastern Australia, providing bulk and bagged, farmer dressed, machine dressed and blending solutions.

QUALITY CONTROL AND FOOD SAFETY
Our facilities are ISO 22000:2005 accredited to meet the highest national and international standards of quality control and food safety management.

On delivery, all grain is quality tested and segregated according to grade, to capture value for growers. This also allows us to assemble cargos that meet each customer’s individual requirements.

Our dedicated laboratory facilities oversee all quality testing, ensuring consistency and reliability in the quality of our commodities.

MARKETING AND EXPORT
With six grain ports across South Australia, we work closely with our export customers to facilitate the export of commodities to international markets around the world.

We are also one of the leading exporters of Australian grain nationally and have close relationships with end-users through our extensive worldwide grain marketing network.

We service domestic customers in all states. We are a leading importer of soybean and protein meals into Australia, with bulk distribution channels to stock feed manufacturers and end-users across the country.
Supporting regional Australia

We are proud to work with more than 100 organisations across Australia and provide support for a range of important community initiatives.

In addition to our role as a major employer, we continue to partner with a number of community organisations to make a positive contribution in the areas of capacity building, environment, health and local need. Below are some of the community groups we supported in 2016 across Australia.

**QUEENSLAND**

- Aboriginal and Islander Development Recreational Women’s Association
- Australian Concerto and Vocal Competition Inc.
- Australian Junior Rodeo Association
- Australian Red Cross
- Barkly Highway State School
- Blue Care Nursing
- Books in Homes Australia
- Boulija Camel Races
- Burke and Wills Sports Club
- Camooweal Drover’s Camp Association
- Camooweal Jockey Club
- Capricorn Rescue Helicopter
- Centacare
- Central Queensland Rescue Helicopter
- Central State School
- Clermont Kindergarten Redevelopment
- Cloncurry and District Race Club
- Cloncurry and District Show Society
- Cloncurry Anglican Church (War Memorial Hall)
- Cloncurry Bowls Club
- Cloncurry CWA
- Cloncurry Cycling and Triathlon Club
- Cloncurry NAIIDOC Committee
- Cloncurry PCYC
- Cloncurry Pony Club
- Cloncurry Shire Council
- Cloncurry Shire Council – Friends of John Flynn Place
- Cloncurry State School
- Cloncurry Stockman’s Challenge and Campdraft Association
- Collinsville Youth Sport/PE Teacher
- Commerce North West
- Cootharinga Society of North Queensland
- Curry Merry Muster Festival
- Edmund Rice Flexi School
- Emerald Agricultural College Scholarships
- Estelle Cardiff Kindergarten
- Good Shepherd Catholic College
- Happy Valley State School
- Healy State School
- Hear and Say Centre for Deaf Children
- Indigenous Men’s Breakfast Group
- Indigenous Youth Leadership Program
- Isa Rats Running and Triathlon Club
- James Cook University
- Kalkadoon Community Pty Ltd
- Laura Johnson Home
- Leukaemia Foundation
- Life Flight
- Magnetic Island Community Development Association
- Mount Isa Agricultural Show Society
- Mount Isa Apex Club
- Mount Isa Badminton Club
- Mount Isa Central State School
- Mount Isa Chamber of Commerce
- Mount Isa City Council
- Mount Isa Dirt Bike Club
- Mount Isa Eisteddfod
- Mount Isa Fish Stocking Group
- Mount Isa Ladies Golf Club
- Mount Isa Mines Rotary Rodeo Inc.
- Mount Isa School of the Air
- Mount Isa Special School
- Muscular Dystrophy Queensland
- National Heart Foundation
- North Queensland Rescue Helicopter
- North Queensland Sports Foundation
- North West Canoe Club
- North West Gymnastics
- North West Hospital and Health Service

**NEW SOUTH WALES**

- AUSIMM
- Batyr Australia
- Beyond Blue
- Clontarf Foundation
- Cobar Blues Football and Netball Club
- Cobar Business Awards
- Cobar Camels
- Cobar Clay Target Club
- Cobar District Mothers Association
- Cobar Homework Centre
- Cobar Junior Rugby League Club
- Cobar Junior Soccer Club
- Cobar Mobile Children’s Service
- Cobar Mud Run
- Cobar Public School Spring Fair
- Cobar Races
- Cobar Sheepdog Trials
- Cobar Shire Council
- Cobar Show Society
- Cobar State Emergency Services Unit
- Cobar View Club
- Colts Cricket Club
- Department of Education, Galuwa Indigenous Scholarships
- Galuwa Scholarships
- Hot Shots Netball Team
- Humpty Dumpty Foundation
- Hunter Local Land Services
- John Hunter Children’s Hospital Neonatal Intensive Care Unit
- John Hunter Hospital Trauma Unit
- Little Big Day Out
- McGrath Foundation
- Miners Ghost Festival
- Mudgee 4 Doctors
- Mudgee High School – Link Program
- NSW Department of Education Star Struck Program
- NSW Local Junior Sports Development Program
- NSW Mines Rescue Challenge
- Non-mining scholarships for school leavers in operational areas
- Outback Science and Engineering Challenge
- Royal Far Wests
- Singleton Neighbourhood Centre – Shed Open Door Project
- StarStruck
- St John’s Annual Bazaar
- The Shed Boxing Club
- Tiger Winch Challenge Clontarf Foundation
- University of New South Wales
- University of Newcastle
- University of Wollongong
- Westpac Rescue Helicopter Service

NORTHERN TERRITORY
- Awards Australia
- Borroloola Amateur Race Club
- Borroloola Community Health Centre
- Borroloola Fire and Emergency Response Group
- Borroloola Museum
- Borroloola School
- Borroloola Show Society
- Darwin Coordinators
- Darwin State High School
- Department of Business
- Gulf Savannah Remote Jobs in Communities Program
- King Ash Bay Fishing Club
- Li-anthawirriyarrna Sea Rangers, Gurdanji Rangers, and Waanyi-Garrawa Rangers
- Mabunji Safe House
- Mabunji Waralungku Art Centre
- Mungoobada Aboriginal Resource Association
- Natural Resource Management Board
- Northern Land Council
- Northern Territory Cancer Council
- Northern Territory Mental Health Association of Central Australia
- Palmerston Fishing Club – Secret Women’s Business Fishing Classic
- Robinson River School
- Territory Insurance Office
- Women in Resources Inc

SOUTH AUSTRALIA
- BMW Football Club
- Brinkworth Spalding Redhill Football Club
- Browns Well Football Club
- Central Eyre Football Club
- CMS Crows Football Club Inc
- Crossville Ag Bureau
- Durum Growers Association of SA
- Eastern Eyre Ranges Club Inc
- Eyre Peninsula Agriculture Research Foundation Journal
- Hart Field Day
- Kimba District Football and Netball Club
- Lock Football Club
- Lowbank Ag Bureau
- MacKillop Farm Management Group
- Pinaroo Football Club
- Riverton Saddleworth Marrabel United Football Club
- Royal Agricultural and Horticultural Society of SA
- South Australian No-Till Farmers Association
- Southern Flinders Regional Sports Complex
- Wirruilla Football Club
- Yeelanna Football Club
- Yorke Peninsula Alkaline Soils Group
- WESTERN AUSTRALIA
- Borden Football Club
- Calingiri Football Club Inc
- Curtin Volunteers! Remote and Indigenous Program
- Dalwallinu Football and Hockey Club Inc
- Earbus Foundation WA
- Gibson Football Club
- Goldfields Cyclassic
- Goomalling Football Club
- Li-anthawirriyarrna Sea Rangers, Gurdanji Rangers, and Waanyi-Garrawa Rangers
- Mabunji Safe House
- Mabunji Waralungku Art Centre

NORTH WESTERN AUSTRALIA
- Awards Australia
- Borroloola Amateur Race Club
- Borroloola Community Health Centre
- Borroloola Fire and Emergency Response Group
- Borroloola Museum
- Borroloola School
- Borroloola Show Society
- Darwin Coordinators
- Darwin State High School
- Department of Business
- Gulf Savannah Remote Jobs in Communities Program
- King Ash Bay Fishing Club
- Li-anthawirriyarrna Sea Rangers, Gurdanji Rangers, and Waanyi-Garrawa Rangers
- Mabunji Safe House
- Mabunji Waralungku Art Centre
- Mungoobada Aboriginal Resource Association
- Natural Resource Management Board
- Northern Land Council
- Northern Territory Cancer Council
- Northern Territory Mental Health Association of Central Australia
- Palmerston Fishing Club – Secret Women’s Business Fishing Classic
- Robinson River School
- Territory Insurance Office
- Women in Resources Inc

NORTHERN TERRITORY
- Awards Australia
- Borroloola Amateur Race Club
- Borroloola Community Health Centre
- Borroloola Fire and Emergency Response Group
- Borroloola Museum
- Borroloola School
- Borroloola Show Society
- Darwin Coordinators
- Darwin State High School
- Department of Business
- Gulf Savannah Remote Jobs in Communities Program
- King Ash Bay Fishing Club
- Li-anthawirriyarrna Sea Rangers, Gurdanji Rangers, and Waanyi-Garrawa Rangers
- Mabunji Safe House
- Mabunji Waralungku Art Centre
- Mungoobada Aboriginal Resource Association
- Natural Resource Management Board
- Northern Land Council
- Northern Territory Cancer Council
- Northern Territory Mental Health Association of Central Australia
- Palmerston Fishing Club – Secret Women’s Business Fishing Classic
- Robinson River School
- Territory Insurance Office
- Women in Resources Inc

SOUTH AUSTRALIA
- BMW Football Club
- Brinkworth Spalding Redhill Football Club
- Browns Well Football Club
- Central Eyre Football Club
- CMS Crows Football Club Inc
- Crossville Ag Bureau
- Durum Growers Association of SA
- Eastern Eyre Ranges Club Inc
- Eyre Peninsula Agriculture Research Foundation Journal
- Hart Field Day
- Kimba District Football and Netball Club
- Lock Football Club
- Lowbank Ag Bureau
- MacKillop Farm Management Group
- Pinaroo Football Club
- Riverton Saddleworth Marrabel United Football Club
- Royal Agricultural and Horticultural Society of SA
- South Australian No-Till Farmers Association
- Southern Flinders Regional Sports Complex
- Wirruilla Football Club
- Yeelanna Football Club
- Yorke Peninsula Alkaline Soils Group
- WESTERN AUSTRALIA
- Borden Football Club
- Calingiri Football Club Inc
- Curtin Volunteers! Remote and Indigenous Program
- Dalwallinu Football and Hockey Club Inc
- Earbus Foundation WA
- Gibson Football Club
- Goldfields Cyclassic
- Goomalling Football Club
- Li-anthawirriyarrna Sea Rangers, Gurdanji Rangers, and Waanyi-Garrawa Rangers
- Mabunji Safe House
- Mabunji Waralungku Art Centre
- Mungoobada Aboriginal Resource Association
- Natural Resource Management Board
- Northern Land Council
- Northern Territory Cancer Council
- Northern Territory Mental Health Association of Central Australia
- Palmerston Fishing Club – Secret Women’s Business Fishing Classic
- Robinson River School
- Territory Insurance Office
- Women in Resources Inc

NORTH WESTERN AUSTRALIA
- Awards Australia
- Borroloola Amateur Race Club
- Borroloola Community Health Centre
- Borroloola Fire and Emergency Response Group
- Borroloola Museum
- Borroloola School
- Borroloola Show Society
- Darwin Coordinators
- Darwin State High School
- Department of Business
- Gulf Savannah Remote Jobs in Communities Program
- King Ash Bay Fishing Club
- Li-anthawirriyarrna Sea Rangers, Gurdanji Rangers, and Waanyi-Garrawa Rangers
- Mabunji Safe House
- Mabunji Waralungku Art Centre
- Mungoobada Aboriginal Resource Association
- Natural Resource Management Board
- Northern Land Council
- Northern Territory Cancer Council
- Northern Territory Mental Health Association of Central Australia
- Palmerston Fishing Club – Secret Women’s Business Fishing Classic
- Robinson River School
- Territory Insurance Office
- Women in Resources Inc

SOUTH AUSTRALIA
- BMW Football Club
- Brinkworth Spalding Redhill Football Club
- Browns Well Football Club
- Central Eyre Football Club
- CMS Crows Football Club Inc
- Crossville Ag Bureau
- Durum Growers Association of SA
- Eastern Eyre Ranges Club Inc
- Eyre Peninsula Agriculture Research Foundation Journal
- Hart Field Day
- Kimba District Football and Netball Club
- Lock Football Club
- Lowbank Ag Bureau
- MacKillop Farm Management Group
- Pinaroo Football Club
- Riverton Saddleworth Marrabel United Football Club
- Royal Agricultural and Horticultural Society of SA
- South Australian No-Till Farmers Association
- Southern Flinders Regional Sports Complex
- Wirruilla Football Club
- Yeelanna Football Club
- Yorke Peninsula Alkaline Soils Group
- WESTERN AUSTRALIA
- Borden Football Club
- Calingiri Football Club Inc
- Curtin Volunteers! Remote and Indigenous Program
- Dalwallinu Football and Hockey Club Inc
- Earbus Foundation WA
- Gibson Football Club
- Goldfields Cyclassic
- Goomalling Football Club
- Li-anthawirriyarrna Sea Rangers, Gurdanji Rangers, and Waanyi-Garrawa Rangers
- Mabunji Safe House
- Mabunji Waralungku Art Centre
- Mungoobada Aboriginal Resource Association
- Natural Resource Management Board
- Northern Land Council
- Northern Territory Cancer Council
- Northern Territory Mental Health Association of Central Australia
- Palmerston Fishing Club – Secret Women’s Business Fishing Classic
- Robinson River School
- Territory Insurance Office
- Women in Resources Inc

NORTH WESTERN AUSTRALIA
- Awards Australia
- Borroloola Amateur Race Club
- Borroloola Community Health Centre
- Borroloola Fire and Emergency Response Group
- Borroloola Museum
- Borroloola School
- Borroloola Show Society
- Darwin Coordinators
- Darwin State High School
- Department of Business
- Gulf Savannah Remote Jobs in Communities Program
- King Ash Bay Fishing Club
- Li-anthawirriyarrna Sea Rangers, Gurdanji Rangers, and Waanyi-Garrawa Rangers
- Mabunji Safe House
- Mabunji Waralungku Art Centre
- Mungoobada Aboriginal Resource Association
- Natural Resource Management Board
- Northern Land Council
- Northern Territory Cancer Council
- Northern Territory Mental Health Association of Central Australia
- Palmerston Fishing Club – Secret Women’s Business Fishing Classic
- Robinson River School
- Territory Insurance Office
- Women in Resources Inc

SOUTH AUSTRALIA
- BMW Football Club
- Brinkworth Spalding Redhill Football Club
- Browns Well Football Club
- Central Eyre Football Club
- CMS Crows Football Club Inc
- Crossville Ag Bureau
- Durum Growers Association of SA
- Eastern Eyre Ranges Club Inc
- Eyre Peninsula Agriculture Research Foundation Journal
- Hart Field Day
- Kimba District Football and Netball Club
- Lock Football Club
- Lowbank Ag Bureau
- MacKillop Farm Management Group
- Pinaroo Football Club
- Riverton Saddleworth Marrabel United Football Club
- Royal Agricultural and Horticultural Society of SA
- South Australian No-Till Farmers Association
- Southern Flinders Regional Sports Complex
- Wirruilla Football Club
- Yeelanna Football Club
- Yorke Peninsula Alkaline Soils Group
- WESTERN AUSTRALIA
- Borden Football Club
- Calingiri Football Club Inc
- Curtin Volunteers! Remote and Indigenous Program
- Dalwallinu Football and Hockey Club Inc
- Earbus Foundation WA
- Gibson Football Club
- Goldfields Cyclassic
- Goomalling Football Club
- Li-anthawirriyarrna Sea Rangers, Gurdanji Rangers, and Waanyi-Garrawa Rangers
- Mabunji Safe House
- Mabunji Waralungku Art Centre
- Mungoobada Aboriginal Resource Association
- Natural Resource Management Board
- Northern Land Council
- Northern Territory Cancer Council
- Northern Territory Mental Health Association of Central Australia
- Palmerston Fishing Club – Secret Women’s Business Fishing Classic
- Robinson River School
- Territory Insurance Office
- Women in Resources Inc