



To: **Company Announcements Office**

Date: **9 November 2022**

Subject: **Annual General Meeting 2022**

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Attached are the addresses, and the accompanying presentations, to be delivered by the Chairman and the Managing Director and CEO at the Company's AGM this morning.

The AGM will be held at 10.30am (Melbourne Time) at the Pavilion, Art Centre Melbourne, 100 St Kilda Road and via an online platform at <https://meetings.linkgroup.com/NCM22>.

Information as to how shareholders may participate in the AGM is set out in the AGM Online Meeting Guide published on our website at [www.newcrest.com/investor-centre/agm](http://www.newcrest.com/investor-centre/agm). A webcast of the AGM will be available on the Company's website after the meeting.

## **Authorised by the Newcrest Board of Directors**

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## **Newcrest Mining Limited - 2022 Annual General Meeting**

### **CHAIRMAN'S ADDRESS**

Good morning and thank you for joining us at the 2022 Annual General Meeting of Newcrest Mining Limited. My name is Peter Tomsett, and I am the Chairman of your Board of Directors and the Chairman of this meeting.

Let me begin today by acknowledging the Wurundjeri people, Traditional Custodians of the land on which we meet today, and pay my respects to Elders past, present and emerging. I extend that respect to Aboriginal and Torres Strait Islander peoples joining us today.

It is a great pleasure to see so many faces here with us at the Arts Centre for the first time in some three years now at a Newcrest Annual General Meeting. Let me also welcome those of you who have taken the time to join us virtually.

The Notice of Meeting was lodged with the ASX on 4 October and has been made available to all shareholders.

With the time now having just passed 10.30am, and having been advised that a quorum is present, I declare this Annual General Meeting open. Today's voting will be conducted by way of a poll and I now declare the poll open on all items of business.

Before I start, please note the disclaimers on our opening slides. Please also note that all dollar references in this presentation are to US dollars.

The Board of Directors for Newcrest are here today with us for my first of these meetings as Chairman. Our Annual Report and the company's website includes more information about each directors' qualifications and professional experience.

I would like to introduce your Board of Directors. On my right is Sandeep Biswas, Newcrest's Managing Director and Chief Executive Officer.

Also before you we have:

- Jane McAloon, a member of the Human Resources and Remuneration Committee and the Audit and Risk Committee.
- Philip Aiken, Chair of the Human Resources and Remuneration Committee and a member of both the Safety and Sustainability Committee and the Nominations Committee.
- Philip Bainbridge, who is with us for his first Newcrest AGM. Phil commenced with the Board in April and is a member of the Safety and Sustainability Committee. He joins us with tremendous executive experience, particularly in the oil and gas industries, from

exploration through to development and into production. He is standing for election today. Welcome Phil.

- Vickki McFadden, Chair of the Audit and Risk Committee and a member of the Human Resources and Remuneration Committee and the Nominations Committee. Vickki is standing for re-election at today's meeting.
- Roger Higgins, our Chair of the Safety and Sustainability Committee as well as a member of the Human Resources and Remuneration Committee.
- And Sally-Anne Layman, a member of the Audit and Risk Committee as well as the Safety and Sustainability Committee.

You will have the chance to hear from the Directors standing for election and re-election later in this meeting.

Today, we are also joined by Newcrest's Executive Management team, who are seated in the front row. In addition to Sandeep and Ria, they are:

- Chief People and Culture Officer, Megan Collins;
- Chief Financial Officer, Sherry Duhe;
- Chief Operating Officer (Americas), Craig Jones;
- Chief Development Officer, Seil Song;
- Chief Operating Officer (Australasia), Philip Stephenson;
- Chief Technical and Projects Officer, Suresh Vadnagra; and
- Chief Sustainability Officer, Beth White.

For Megan, Sherry and Beth, today also represents their first Annual General Meeting here with us at Newcrest, so let me welcome each of you.

Representatives from the company's auditors, Ernst & Young, are present today and are available to answer certain questions or comments shareholders may have in connection with the audit.

I expect many of you heard about the recent death of our colleague at our Brucejack mine in Canada. It happened about two weeks ago but the grief continues and will do so for a long time, particularly for the family, friends and close colleagues – all of whom remain deep in our thoughts. The news was devastating and not the type of news anyone wants to hear.

We are working with the relevant authorities in their investigations, and we will also be conducting our own independent investigation. We must clearly understand what happened and what we need to do to stop it ever happening again.

Safety must be at the front and centre of everything we do. We owe it to our people, and indeed to their families. Sandeep will also talk about this in his speech.

The 2022 financial year saw Newcrest deliver a strong financial and operating performance. It was a year where safety remained our core value, and one where we made substantial strides in advancing our global organic growth portfolio.

Our commitment to shareholders also continued, with total dividends of 27.5 US cents per share paid with respect to the 2022 financial year. This outcome remains consistent with our approach to disciplined capital management and the result has seen the company return \$240 million to shareholders over the past 12 months and \$1 billion since mid-2019.

Newcrest continues to hold a unique market position. We maintain a portfolio of top tier, long-life assets. While the company's peers race to add future-focused minerals like copper to their books, Newcrest has both a meaningful exposure to copper today and plans to grow copper production in the years to come.

The company produced just under 2 million ounces of gold in the 2022 financial year at an All-In Sustaining Cost of \$1,043 per ounce. In addition to that, Newcrest also delivered more than 120,000 tonnes of copper – a resource that will continue to play a vital role in the energy transition and the decarbonisation of economies. The operational performance for the year also delivered another sound year financially, with a statutory and underlying profit of \$872 million.

Pleasingly, the year also saw progress made by the company in executing our five-year *Forging an Even Stronger Newcrest* plan to drive sustainable, long-term success. This progress was delivered against a backdrop that featured supply chain interruptions, inflationary cost pressures and the ongoing impacts of the COVID-19 pandemic. The outcomes delivered whilst overcoming these challenges is truly a great testament to the capabilities, resilience and dedication shown by our Executive team and the people right across the world who make up the Newcrest workforce. I thank them all for their stellar contributions.

This year, we were proud to officially welcome Pretium Resources and its Tier 1 asset at Brucejack in Canada's British Columbia's highly prospective Golden Triangle region to our already quality portfolio. The acquisition has resulted in Newcrest now being the largest gold producer in that province. In addition, it will also support our company maintaining a strong gold production profile across the Group for many years to come.

Progress has also been made in moving forward with our organic growth pipeline. The last financial year saw the Board approve Pre-Feasibility Studies for Cadia PC1-2, the Red Chris Block Cave, Lihir Phase 14A and Havieron Stage 1. Early works projects have commenced for each, with progress also being made on the Feasibility Studies. We look forward to sharing more on those studies as they reach completion.

A key priority for the Board has been to drive value-creating opportunities that support returns for shareholders. Pleasingly, with the release of our latest Full Year Financial Results Newcrest's balance sheet remains comfortably within all of its key financial policy targets, with net debt of \$1.3 billion, a leverage ratio of 0.6 times and a gearing ratio of 10.2%.

Investment grade credit ratings have been retained and the company maintains strong liquidity, with \$2.4 billion in cash and committed undrawn bank facilities.

When it comes to our operations, safety is a core value and a business imperative. Having reported an increased Total Recordable Injury Frequency Rate of 4.0 per million hours worked in financial year 2022, we must never be complacent and continue to identify ways to ensure vigilance and a focus on safety throughout our workforce. Every person working in our sector deserves to feel safe, valued and respected in their workplace.

The findings in recent times from the Australian Human Rights Commission and a Western Australian parliamentary committee relating to sexual assault and sexual harassment in mining make for hard and confronting reading. The stories shared throughout processes like these were nothing short of appalling and unacceptable and disclosure of them required bravery. It is clear that more needs to be done to stop harmful behaviours in the workplace.

At Newcrest, a dedicated Respect@Work program was established in 2021 to strengthen our approach. Both the Board and Executive team remain determined to prevent incidences of sexual assault or harassment in our workplace.

In FY22, we contributed \$50 million in community expenditure. We also continue to contribute to the communities and economies around us through the payment of taxes and royalties where we operate. This amounted to \$616 million in taxes, royalties and other payments to governments in the 2022 financial year, totalling some \$2.5 billion over the past five years. But the contributions we make to the resilience and success of the communities around us extend beyond the jobs we create, the businesses we support and the programs we fund.

Sustainability is and must continue to be a strong point of focus too. That's why we have developed a Group Net Zero Emissions Roadmap to provide direction for us to achieve our goal of net zero carbon emissions by the year 2050. Preparations are currently underway for both scoping and planning key trials and studies as part of that roadmap.

Construction has commenced on the Rye Park Wind Farm in New South Wales, which will feature 66 wind turbines and produce around 1,200 gigawatt hours of electricity per year. That farm is the underlying asset for our 15-year renewable Power Purchase Agreement, which will help secure a major portion of the projected electricity requirements for Cadia once it commences, expected to be from 2024.

The 2022 financial year was also a period that saw Newcrest release its second Modern Slavery Statement, highlighting efforts being made to strengthen our response to modern slavery risks in our operations and across our supply chains.

A strengthened Culture Heritage Management System was implemented, electric vehicle trade-off studies completed for Cadia, Red Chris and Havieron, and new Biodiversity Action Plans introduced as well.

The ongoing enhancements to our approach to environmental, social and governance matters are no more clearly evident than in Newcrest having last month received its highest rating to date on the leading Dow Jones Sustainability Index.

Before concluding, it would be remiss of me to not mention the outstanding legacies of our now former Board colleagues. Peter Hay's final act as Newcrest's Chairman after eight years at the helm was to chair this very meeting one year ago. This company owes him a great debt. He presided over a period of great transformation and growth for Newcrest and one where safety was front and centre to our business.

The past year also saw former Finance Director and Chief Financial Officer Gerard Bond farewell Newcrest after a decade at the company. The strong financial fundamentals that our company has today are a legacy of his work and will help fuel the future growth and success for our business.

I thank them both for their service and their contributions and wish them all the best for the future.

As I stand before you today I remain as committed to this business as when I first started serving on the board four years ago. While much has been achieved already, I am confident that Newcrest's best days lie ahead of it. This is a company with a terrific story, filled with outstanding talent. We have a clear purpose and a comprehensive plan for creating a brighter future for people through safe and responsible mining.

Thank you again for joining us today.

Let me now ask our Managing Director and Chief Executive Officer, Sandeep Biswas, to address this meeting.

## MANAGING DIRECTOR AND CEO'S ADDRESS

Thank you, Peter and good morning, to you all.

The past few weeks have been challenging. The news of our colleague's death at Brucejack was devastating, and the impact will be far reaching and long lasting. The profound sadness and grief when a life is lost never goes away, particularly for those closest to them. We continue to keep our colleague's family, friends and work mates in our thoughts during this very difficult and emotional time.

Brucejack remains shutdown, with only essential services running, until all tasks are reviewed with a focus on Critical Risks. We will restart operations once these risks are controlled or eliminated.

The most important measure of our success in Newcrest is when every member of our team goes home safely and healthy at the end of every working day. This remains our number one priority.

Over the year, we have made progress in delivering our *Forging an even stronger Newcrest* aspirations, our five-year plan launched last year. It is our blueprint for ensuring that Newcrest continues to deliver strong outcomes now and in the future - outcomes for our shareholders, outcomes for our people, and outcomes for communities. That blueprint is what guides our activities, our investments and our priorities. It aims to ensure we build a legacy that positions Newcrest as the Miner of Choice in each and every jurisdiction that we operate in.

At the core of our aspirations is a platform to be a safety-first business. We are implementing programs to counter an increase in our injury frequency rates and empowering our people to make the right choices through our NewSafe program. The priority will remain ensuring that Fatalities or Life Changing injuries are eliminated.

A key element of our safety endeavours are initiatives underway to build a workplace that is psychologically safe, high performing, diverse and inclusive. As the Chairman noted, stories highlighting the prevalence of sexual assault and harassment in the mining industry have been deeply disturbing. Let me assure you that for Newcrest, zero is the only acceptable number of such incidents. Initiatives have been implemented across all our operations to ensure people fully understand that there is no place for harmful behaviours in our workplace, to promote support available, and to strengthen our prevention framework and reporting systems.

We aspire to have the best people and that means having a workforce of people from different backgrounds and with different perspectives. In the 2022 financial year we increased our global female representation to 16.5%, up from 14.8% two years earlier. Our Australian Graduate program has received a record-high number of female applicants and resulted in a record-high number joining the program too. In addition, we have seen female representation grow in areas such as Technology and Projects, Business Development and Exploration, at our operations at

Lihir and Red Chris as well. It can also be seen now at our executive-level too, with equal representation of women and men at the Executive level.

Beyond our financial foundations, we know that our business is best placed to thrive when the communities around our operations also thrive. COVID has touched every corner of the globe and some of our operations are in remote places, where access to services and support has been affected by the pandemic. In response, Newcrest established a dedicated support fund for the communities in which we operate. This has seen support provided for 67 initiatives, from Australia to Canada's Golden Triangle region, and from Ecuador to Papua New Guinea. Such initiatives have supported investments in healthcare, in vaccine rollouts, in education support, in business assistance and in restoring people's livelihood.

The success of these programs over the past two or so years has seen us now move to establish a new and ongoing fund called the Newcrest Sustainability Fund, with an initial annual budget of A\$10 million. The fund will play an important role in how we partner with local communities to deliver sustainability-focused initiatives and drive strategic investments that will provide social benefits over the years to come too.

On the operational and financial performance front, Newcrest delivered solid results in a challenging environment in the last financial year. Our gold production of almost 2 million ounces was delivered with no material pandemic-related disruptions in a year where major maintenance and upgrade projects were undertaken.

This output was delivered at an All-In Sustaining Cost margin of \$732 per ounce. This was achieved while maintaining a disciplined approach to our financial management, which saw four consecutive quarters of declining group costs throughout the last financial year.

Value-accretive growth was a key objective delivered through the completion of our acquisition of the Brucejack mine in western Canada. Brucejack is one of the world's highest-grade operating mines and complements our quality portfolio of large-scale, long-life and low-cost assets. It also means Newcrest now has exposure to six Tier 1 orebodies globally.

In its first four months under our ownership, the mine produced 114,000 ounces of gold, provided \$109 million in EBITDA and \$88 million of free cash flow – significant outcomes for shareholders. And it is still early days as we continue to progress our three-phase transformation program that seeks to optimise operations, unlock potential and grow the resource and reserve base.

The expected synergy benefits have increased, our EDGE program has identified additional innovation opportunities and a full switch to battery-electric trucks is ongoing with all trucks expected to be delivered by the end of this calendar year.



Our debottlenecking concept study is continuing to look at the potential to boost the process plant's capacity above its current permitted rate by between 18% and 32%. And the results of the intensive exploration drilling program is showing solid opportunities at the new Golden Marmot discovery as well as at the Valley of the Kings deposit.

An important pillar of our strategy is to be an outstanding operator. At Cadia, the last financial year resulted in 561,000 ounces of gold being produced at a record-low annual All-In Sustaining Cost for the site of negative \$124 per ounce. This led to free cash flow generation of \$613 million. These are significant outcomes in a year that saw the replacement of Cadia's Semi-Autogenous Mill Motor – a world-first for the removal, replacement and updating of a gearless mill motor and foundation of its size.

We obtained the regulatory approval to increase Cadia's permitted processing capacity to 35 million tonnes per annum, subject to conditions. The initial shipment of molybdenum concentrate also occurred. In addition, the expansion project at site continued to progress as we work to ensure Cadia retains its industry-leading position as one of the largest, lowest-cost and long-life gold and copper mines in the world.

Moving to Telfer, we saw 408,000 ounces of gold produced in FY22, with an All-In Sustaining Cost, 6% lower than the previous year. This led to a 26% increase in free cash flow to \$103 million. Works are now well underway on the West Dome Stage 5 cutback, and we just announced the West Dome Stage 8 cutback to help ensure operations continue at the site.

At the nearby Havieron project, we continued to progress the extensive drilling program, with seven drill rigs in operation, and have identified high-grade extensions to the mineralisation at Eastern Breccia, South East Crescent Zone and Northern Breccia.

As one of the world's largest producing gold mines, there were 687,000 ounces of gold produced at Lihir and \$87 million in free cash flow generated in a year that included the rebricking of one of the autoclaves. Ground support, drainage and shotcrete works were all completed as part of the Phase 14A Feasibility Study, and mobile fleet equipment, specialised civil engineering equipment and materials were procured.

Newcrest's 70% share of Red Chris delivered 42,000 ounces of gold this year at an All-In Sustaining Cost that was 40% lower than the prior year. We have a significant drilling campaign underway using up to seven rigs. Drilling results at the East Ridge discovery have confirmed extensions of the higher-grade mineralisation outside our initial Mineral Resource estimate.

Progress is also being made on the Red Chris Block Cave Feasibility Study as we look to leverage our industry-leading block caving expertise. At the same time, the exploration decline has progressed to over 2,100 metres as at 12 October.

Many of you have heard me say this before, but it has been my view for quite some time that having a real, meaningful exposure to copper is vital to having a strong gold company. At the end of the 2022 financial year, on a 100% basis, our Group Ore Reserves contain approximately 11 million tonnes of copper, with an estimated 25 million tonnes inclusive of our Group Measured and Indicated Mineral Resources. What does this mean? In addition to having a substantial exposure to copper today, it means our exposure is well placed to increase in the future through conversion of Mineral Resources to Ore Reserves. In fact, in the last financial year alone copper actually accounted for 25% of Newcrest's total net revenue, up from 22% just one year earlier.

Our intention is to build on this profile going forward through building of the Red Chris Block Cave, pursuing the approval of Wafi Golpu and with the potential development of Namosi further down the track.

Since we last convened an Annual General Meeting, the world has indeed presented many challenges. The pandemic continued, border closures were in place, labour markets tightened, major maintenance activities were delivered, there were floods to respond to and there were worldwide supply chain and inflation pressures to manage. In response, our company has developed strategies to combat the challenges and deliver outcomes for shareholders and stakeholders too.

A prime example of this can be found in how we have responded to inflationary pressures, which has seen us implement measures like long-term and/or fixed-price contracts for a range of maintenance, fuel and energy, and logistic costs. It means we expect to contain cost growth to a range of around 6% to 8% for the 2023 financial year.

It's just one example, but it is indicative of how at every obstacle we face, I saw members of our workforce truly go above and beyond. Many had challenges getting to and from our fly-in, fly-out sites. Many in our offices were forced to work from home. Many were affected personally by the pandemic. But each time we encountered a hurdle, our people were there, helping us chart the course – whether that be jumping the hurdle, finding a way around it or simply knocking it out of the way.

They did so with resilience and humility and all the while lived up to Newcrest's values. To the people who comprise Newcrest both here and abroad, who helped deliver our collective accomplishments and did so whilst maintaining an owner's mindset, you have my most sincere thanks.

I would also like to acknowledge the tremendous efforts of my Executive team as well as the broader Senior Leadership group that provided strong and resilient leadership through a very challenging year.

Today, Newcrest is a very attractive investment proposition. We have a clear and well-understood strategy, an attractive organic growth pipeline, a tremendously talented and committed workforce, strong financial fundamentals and a disciplined approach to costs.

Our ability to continue executing our strategy relies on the support of investors like you here with us today, so thank you. We appreciate you taking the time to join us today, whether you are here in this venue or participating online.

I think I can speak on behalf of our whole team at Newcrest when I say that we look forward to continuing to progress against our plans during the coming year.

Thank you.





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# ANNUAL GENERAL MEETING

9 November 2022



# DISCLAIMER



## Forward Looking Statements

This document includes forward looking statements and forward looking information within the meaning of securities laws of applicable jurisdictions. Forward looking statements can generally be identified by the use of words such as “may”, “will”, “expect”, “intend”, “plan”, “estimate”, “target”, “anticipate”, “believe”, “continue”, “objectives”, “outlook” and “guidance”, or other similar words and may include, without limitation, statements regarding estimated reserves and resources, internal rates of return, expansion, exploration and development activities and the specifications, targets, results, analyses, interpretations, benefits, costs and timing of them; certain plans, strategies, aspirations and objectives of management, anticipated production, sustainability initiatives, dates for projects, reports, studies or construction, expected costs, cash flow or production outputs and anticipated productive lives of projects and mines. The Company continues to distinguish between outlook and guidance. Guidance statements relate to the current financial year. Outlook statements relate to years subsequent to the current financial year.

These forward looking statements involve known and unknown risks, uncertainties and other factors that may cause the Company’s actual results, performance, and achievements to differ materially from any future results, performance or achievements, or industry results, expressed or implied by these forward looking statements. Relevant factors may include, but are not limited to, changes in commodity prices, foreign exchange fluctuations and general economic conditions, increased costs and demand for production inputs, the speculative nature of exploration and project development, including the risks of obtaining necessary licences and permits and diminishing quantities or grades of resources or reserves, political and social risks, changes to the regulatory framework within which the Company operates or may in the future operate, environmental conditions including extreme weather conditions, recruitment and retention of personnel, industrial relations issues and litigation. For further information as to the risks which may impact on the Company’s results and performance, please see the risk factors discussed in the Operating and Financial Review included in the Appendix 4E and Financial Report for the year ended 30 June 2022 and the Annual Information Form dated 6 December 2021 which are available to view at [www.asx.com.au](http://www.asx.com.au) under the code “NCM” and on Newcrest’s SEDAR profile.

Forward looking statements are based on management’s current expectations and reflect Newcrest’s good faith assumptions, judgements, estimates and other information available as at the date of this report and/or the date of Newcrest’s planning or scenario analysis processes as to the financial, market, regulatory and other relevant environments that will exist and affect Newcrest’s business and operations in the future. Newcrest does not give any assurance that the assumptions will prove to be correct. There may be other factors that could cause actual results or events not to be as anticipated, and many events are beyond the reasonable control of Newcrest. Readers are cautioned not to place undue reliance on forward looking statements, particularly in the current economic climate with the significant volatility, uncertainty and disruption caused by global events such as geopolitical tensions, the inflationary environment and rising interest rates and the ongoing COVID19 pandemic. Forward looking statements in this document speak only at the date of issue. Except as required by applicable laws or regulations, Newcrest does not undertake any obligation to publicly update or revise any of the forward looking statements or to advise of any change in assumptions on which any such statement is based.

## Non-IFRS Financial Information

Newcrest’s results are reported under International Financial Reporting Standards (IFRS). This document includes non-IFRS financial information within the meaning of ASIC Regulatory Guide 230: ‘Disclosing non-IFRS financial information’ published by ASIC and “non-GAAP information” within the meaning of National Instrument 52-112 – *Non-GAAP and Other Financial Measures* published by the Canadian Securities Administrator.

Such information includes: ‘Underlying profit’ (profit or loss after tax before significant items attributable to owners of the Company); ‘EBITDA’ (earnings before interest, tax, depreciation and amortisation, and significant items); EBIT (earnings before interest, tax and significant items); ‘EBITDA Margin’ (EBITDA expressed as a percentage of revenue); ‘EBIT Margin’ (EBIT expressed as a percentage of revenue); ‘ROCE’ (‘Return on capital employed’ and calculated as EBIT expressed as a percentage of average total capital employed (net debt and total equity)); ‘Interest coverage ratio’ (calculated as EBITDA adjusted for facility fees and discount unwind on provisions, divided by net interest payable (interest expense adjusted for facility fees, discount unwind on provisions and interest capitalised)); ‘Net debt to EBITDA’ (calculated as net debt divided by EBITDA for the preceding 12 months); ‘Free Cash Flow’ (calculated as cash flow from operating activities less cash flow related to investing activities, with Free Cash Flow for each operating site calculated as Free Cash Flow before interest, tax and intercompany transactions); ‘Free Cash Flow before M&A activity’ (being ‘Free Cash Flow’ excluding acquisitions, investments in associates and divestments); and ‘AISC’ (All-In Sustaining Cost) and ‘AIC’ (All-In Cost) as per updated World Gold Council Guidance Note on Non-GAAP Metrics released November 2018. AISC will vary from period to period as a result of various factors including production performance, timing of sales and the level of sustaining capital and the relative contribution of each asset. AISC Margin reflects the average realised gold price less the AISC per ounce sold.

These measures are used internally by Newcrest management to assess the performance of the business and make decisions on the allocation of resources and are included in this document to provide greater understanding of the underlying performance of Newcrest’s operations. The non-IFRS information has not been subject to audit or review by Newcrest’s external auditor and should be used in addition to IFRS information. Such non-IFRS financial information/non-GAAP financial measures do not have a standardised meaning prescribed by IFRS and may be calculated differently by other companies.

Although Newcrest believes these non-IFRS/non-GAAP financial measures provide useful information to investors in measuring the financial performance and condition of its business, investors are cautioned not to place undue reliance on any non-IFRS financial information/non-GAAP financial measures included in this document. When reviewing business performance, this non-IFRS information should be used in addition to, and not as a replacement of, measures prepared in accordance with IFRS, available on Newcrest’s website, the ASX platform and SEDAR.





**PETER TOMSETT**

Chairman

# MARIA SANZ PEREZ

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**Chief Legal, Risk & Compliance Officer and Company Secretary**





# PETER TOMSETT

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## Chairman





# SANDEEP BISWAS

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## Managing Director and Chief Executive Officer



# NEWCREST'S BOARD OF DIRECTORS



## BOARD MEMBERS



**Peter Tomsett**  
Chairman



**Sandeep Biswas**  
Managing Director & Chief  
Executive Officer



**Phil Aiken**  
Non-Executive Director



**Vicki McFadden**  
Non-Executive Director



**Roger Higgins**  
Non-Executive Director



**Sally-Anne Layman**  
Non-Executive Director



**Jane McAloon**  
Non-Executive Director



**Philip Bainbridge**  
Non-Executive Director

# AN EXPERIENCED MANAGEMENT TEAM



## EXECUTIVE TEAM



**Sandeep Biswas**  
Managing Director & Chief  
Executive Officer



**Megan Collins**  
Chief People & Culture  
Officer



**Sherry Duhe**  
Chief Financial Officer



**Craig Jones**  
Chief Operating Officer  
(Americas)



**Maria Sanz Perez**  
Chief Legal, Risk &  
Compliance Officer &  
Company Secretary



**Phil Stephenson**  
Chief Operating Officer  
(Australasia)



**Seil Song**  
Chief Development Officer



**Suresh Vadnagra**  
Chief Technical & Projects  
Officer



**Beth White**  
Chief Sustainability Officer

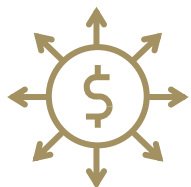


A dramatic landscape photograph featuring a large, forested mountain range under a cloudy sky. A vibrant rainbow arches across the middle of the image, positioned behind the mountain's ridges. In the foreground, a calm body of water reflects the scene. A small white boat is visible on the water near the base of the forested slope. The overall mood is somber yet hopeful, with the rainbow providing a point of light in the otherwise dark and moody scene.

**Nothing is more important than people's safety, health and wellbeing.  
The recent loss of life of a colleague at Brucejack is a stark reminder of that.**



# FY22 HIGHLIGHTS



**Strong operating  
& financial  
performance**

**1,956Moz**

Gold Production

**\$872M**

Statutory<sup>(1)</sup> & Underlying  
Profit



**Increasing  
shareholder  
returns**

**US 27.5 cents**

FY22 dividend  
exceeds minimum policy  
target payout



**Advancing  
organic growth  
portfolio**

**Major projects  
progressing  
at each operation**



**Growing  
presence in  
Americas**

**Successfully  
completed the  
acquisition of  
Pretium Resources**

(1) Statutory profit is profit after tax attributable to owners of the Company



# OUR GOAL IS TO BE A SAFE AND SUSTAINABLE BUSINESS



**Our sustainability approach is aligned to the  
United Nations Sustainable Development goals**





1TGM4590




**NEWCREST**  
MINING LIMITED

**SANDEEP  
BISWAS**

Managing Director and  
Chief Executive Officer



A scenic landscape featuring a mining facility in the foreground. The facility includes a large yellow building, a red structure with a crane, and a conveyor belt system. The foreground is a lush green hillside. In the background, there are mountains and a forest. The sky is filled with large, white clouds, and the sun is setting or rising, creating a warm, golden glow. The text "Our purpose is to create a brighter future for people through safe and responsible mining" is overlaid in the center of the image.

**Our purpose is to create a brighter future for people  
through safe and responsible mining**



# CARING FOR OUR PEOPLE AND COMMUNITIES



## Partner relationships

Newcrest has formed and built upon its implementation partnerships and relationships with host governments, communities, Indigenous and First Nations People to prioritise and deliver programs under the Community Support Fund.



## Livelihoods and recovery assistance

Providing direct economic benefits in Newcrest's immediate areas of operation supports community resilience and socio-economic recovery in vulnerable and disadvantaged communities, and also for suppliers.



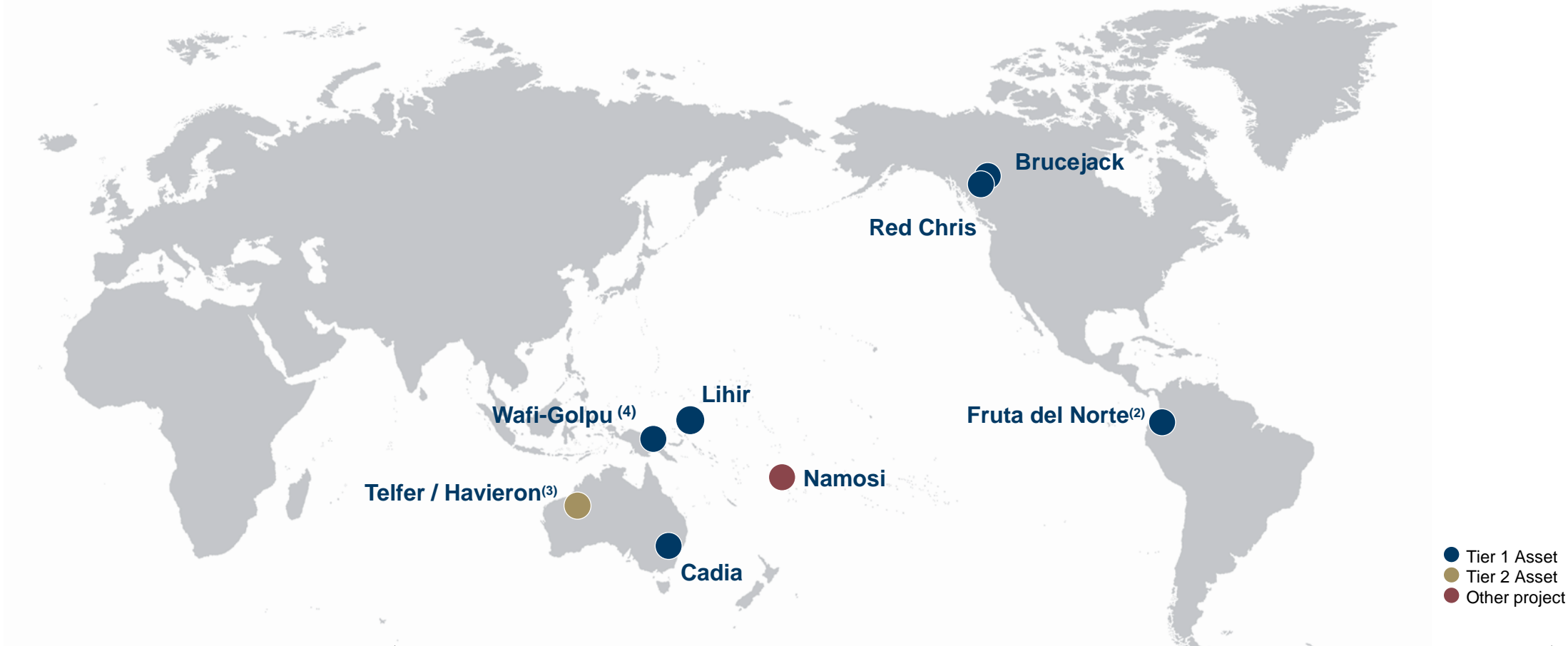
## Medical support

The funding provided by Newcrest enabled ongoing medical support and vaccine research to continue to help protect people and communities against the COVID-19 virus.

# OPERATIONS OVERVIEW



Newcrest has exposure to six Tier 1 orebodies and a growing presence in Tier 1 regions<sup>(1)</sup>



1. Newcrest defines Tier 1 assets as those having potential for >300kozpa Au at <US\$800/oz AISC with a potential mine life >15 years (preferred) and significant resource or exploration upside likely. Newcrest defines Tier 2 assets as those having potential for >200kozpa Au at <US\$900/oz AISC with a potential mine life >10 years (preferred) and moderate resource or exploration upside likely. Classification of assets as Tier 1 or Tier 2 is not dispositive of, and does not necessarily imply, the materiality of such assets to Newcrest.

2. Newcrest has a 32% equity interest in Lundin Gold Inc, the owner of the Fruta del Norte mine.

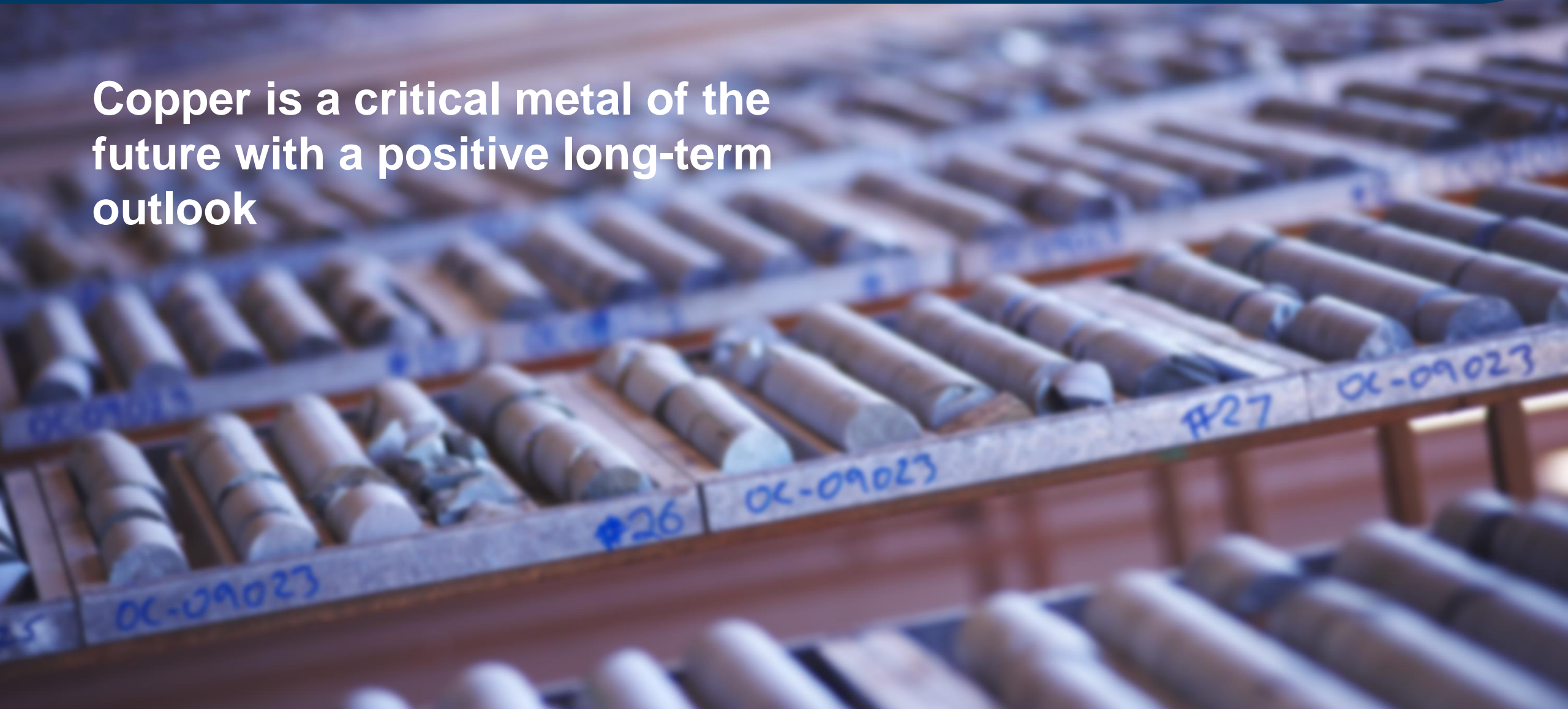
3. Newcrest has a 70% interest in the Havieron Project (Greatland Gold 30%).

4. Newcrest has a 50% interest in the Wafi Golpu Project (Harmony Gold 50%).

# NEWCREST'S INCREASING EXPOSURE TO COPPER



Copper is a critical metal of the future with a positive long-term outlook





# A UNIQUE INVESTMENT IN THE GOLD INDUSTRY



**Low-cost  
production**



**Outstanding  
organic growth  
portfolio**



**Material  
copper  
exposure**



**Long  
reserve life**



**Strong  
exploration &  
technical  
capabilities**



**Financially  
robust**



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# ANNUAL GENERAL MEETING

9 November 2022

