

# Strategic Aspirations



Our Strategic Aspirations are just that, “aspirational”. They paint an ambitious and motivational picture of the future we strive to achieve for our people and other stakeholders. While they may not always be achieved and may be dependent on matters outside our control, we have found that aiming high helps us achieve beyond what most would think possible.

## Partnering

- **We** use partnerships or alternative ownership structures that create mutual value across all aspects of our work.
- **We** support Intellectual Property development by our partners and maintain a portfolio of spin-off ventures that create mutual value.
- **We** attract and retain the best people who work collaboratively at pace and deliver great outcomes.

## Modern minerals

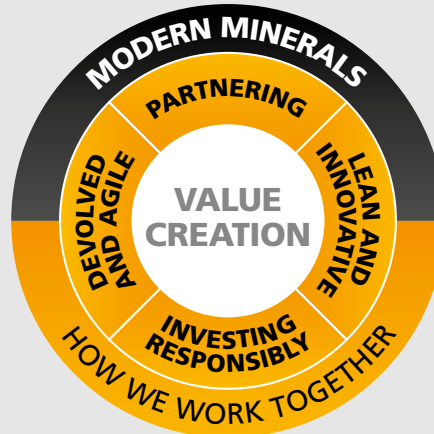
- **We** trade at a premium to the industry, recognised for the quality of our people, our culture of superior stakeholder value creation and the strength of our portfolio.
- **Our** products are desired by every country and customer. They are high purity, support a decarbonising world, have a zero carbon footprint and are traceable from mine to end user.

## Lean and innovative

- **Our** Traditional Owners and First Nations people are represented in all leadership levels across the company.
- **We** have a socially diverse workforce and leadership which represents the demographics of the communities where we work.
- **We** make all our material business decisions using predictive analytics, artificial or augmented intelligence and simulation with enough time to respond or take action.
- **We** have stakeholder agreed, co-developed post closure land use plans with zero closure liabilities.
- **We** are exceptional at agile value creation; with an opportunity-oriented and feedback focused mindset that sees people experiment and scale or, fail fast to learn and develop.

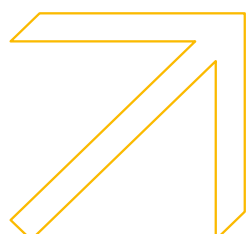
## Devolved and agile

- **We** are a paperless, flexible and virtual organisation where every person designs how, where and when they do their work. People are matched to work, not roles.
- **We** have no people working directly in operational areas from exploration to product delivery, enabling the use of automation to ensure zero injuries, full production potential and complete flexibility.
- **We** take new discoveries to first commercial product in less than 5 years.



## Investing responsibly

- **We** continually achieve top quartile relative Total Shareholder Returns every year.
- **We** exceed our stakeholders’ expectations of value as measured by our Stakeholder Value Creation Metrics. Our stakeholders are our ambassadors.
- **We** have eliminated waste and water from non-renewable sources in all our processes.



**Our strategic aspirations and acceleration priorities help focus our work on a few high-impact activities under each element of our strategy.**