



| Relative position |        | Risk   | Risk Appetite | Focus                       |
|-------------------|--------|--|---------------|-----------------------------|
| IH'21             | ARA'20 |  |               |                             |
| 1                 | 1      | Potential Government Actions                                 | Low           | Strategic, Economic, ESG    |
| 2                 | 2      | Impact of metal prices and global macroeconomic developments | High          | Economic                    |
| 3                 | 3      | Security   | Low           | Operational, ESG            |
| 4                 | 6      | Projects (performance risk)                                  | Medium        | Strategic, Operational      |
| 5                 | 5      | Union Relations  | Low           | Operational, ESG            |
| 6                 | 4      | Human Resources  | Medium        | Operational, ESG            |
| 7                 | 7      | Access to Land   | Medium        | Economic, Operational       |
| 8                 | 8      | Cybersecurity  | Low           | Operational                 |
| 9                 | 9      | Tailings and Environmental Incidents                         | Low           | Operational, ESG            |
| 10                | 10     | License to Operate   | Low           | ESG                         |
| 11                | 11     | Safety   | Low           | Operational, ESG            |
| 12                | 12     | Climate change   | Low           | Operational, Strategic, ESG |

1. Strategic – risks arising from uncertainties that may impact our ability to achieve our strategic objectives.
2. Economic – risks that directly impact financial performance and realisation of future economic benefits.
3. Operational – risks arising from our business that have the potential to impact people, environment, community and operational performance including our supply chain.
4. Environment – risks arising from our business that have the potential to impact on air, land, water, ecosystems and human health.
5. Social – risks arising from our business that have the potential to impact on society, including health and safety.
6. Governance – risks arising from our workplace culture, business conduct and governance.