



INVESTOR PRESENTATION

AT A GLANCE

Largest nickel mining company in the Philippines and one of the largest suppliers of lateritic nickel ore globally.

4

OPERATING MINES

As of 2020, total resources of 320M WMT and reserves of 240M WMT.

3

EXPLORATION MINES

Any of which may become operational in the medium term. Total resources of 270M WMT, with substantial upside from further exploration.

10%

INTEREST IN

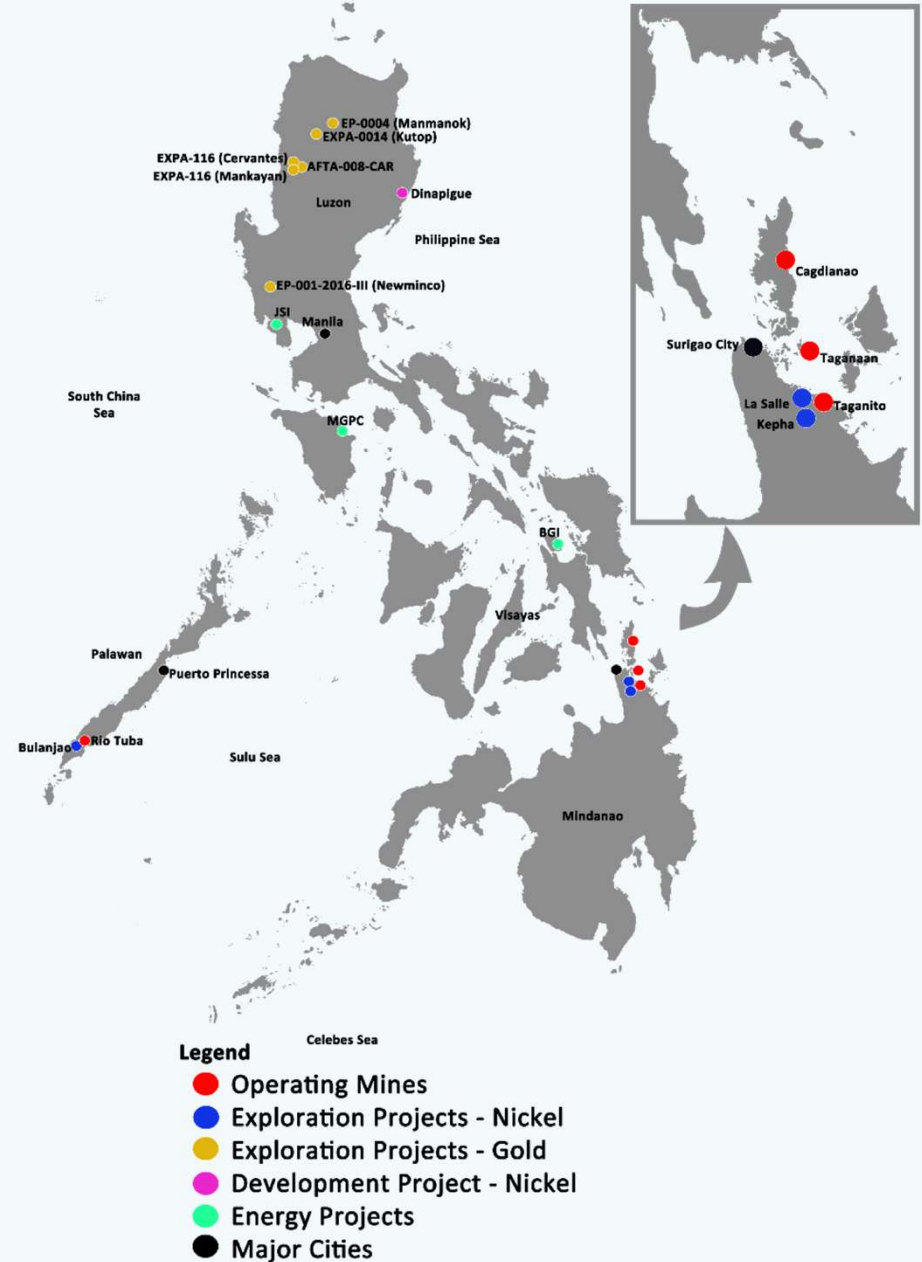
Coral Bay (CBNC) & Taganito HPAL (THPAL) plants.

87%

Stake in Emerging Power, Inc. (EPI).

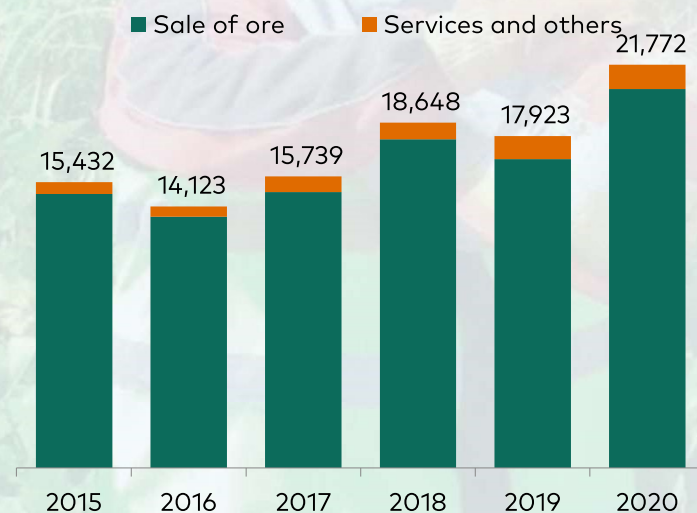


Strategic relationships with key Japanese and Chinese industry players.



FINANCIAL HIGHLIGHTS

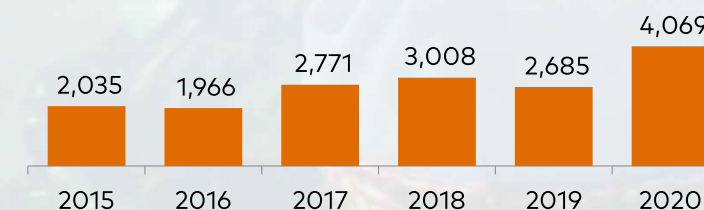
Revenue (Php MM)



EBITDA¹ (Php MM)



Net Income² (Php MM)



	2015	2016	2017	2018	2019	2020
EBITDA margin	42%	40%	44%	41%	36%	43%
Net income margin ²	13%	14%	18%	16%	15%	19%
Ave. Ni LME price per pound (US\$)	5.36	4.35	4.72	5.95	6.32	6.25
Ave. Ni ore export price (US\$/WMT)	22.64	20.77	24.42	21.53	23.52	33.99
Effective Ni Pay factor ³	16.02%	17.76%	18.32%	13.65%	13.81%	18.91%
Cash dividend paid (₱ per share) ⁴	0.277	0.044	0.044	0.234	0.070	0.300

Source: Company Data

1. EBITDA is calculated as total revenue less costs and expenses (before depreciation and amortization of RTN LT stockpile) plus other income from RTN's ancillary services
2. Represents net income attributable to equity holders
3. Ni Pay factor is the ratio of revenue to LME price for each unit of contained nickel
4. Adjusted for the effects of the 100% and 80% stock dividends issued on August 2015 and November 2018, respectively.

OVERVIEW OF OUR MINES



RIO TUBA NICKEL

60%

EQUITY OWNERSHIP

1975

COMMENCED OPERATION

1+25 YEARS

REMAINING MPSA LIFE



CAGDIANAO MINING

100%

EQUITY OWNERSHIP

1999

COMMENCED OPERATION

1+25 YEARS

REMAINING MPSA LIFE



TAGANITO MINING

65%

EQUITY OWNERSHIP

1987

COMMENCED OPERATION

13 YEARS

REMAINING MPSA LIFE



HINATUAN MINING

100%

EQUITY OWNERSHIP

1980

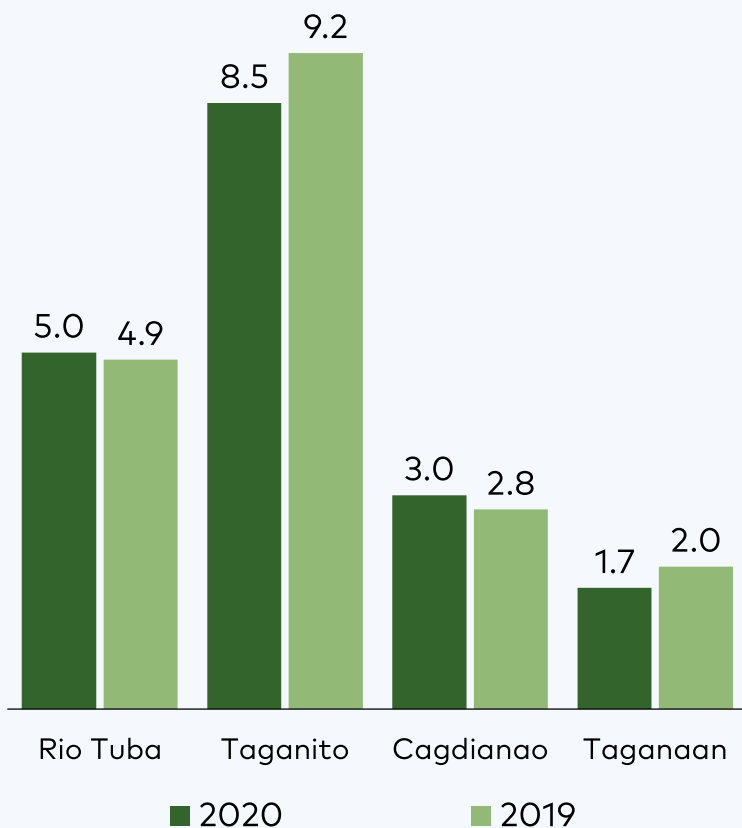
COMMENCED OPERATION

11 YEARS

REMAINING MPSA LIFE

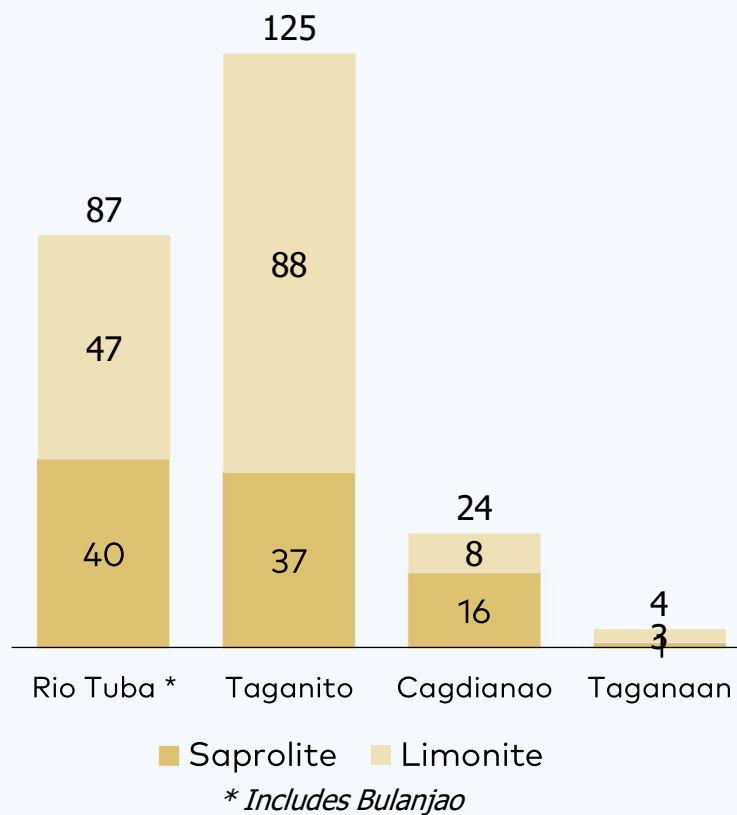
RESERVES AND MINE LIFE

Shipments by Mine (mWMT)



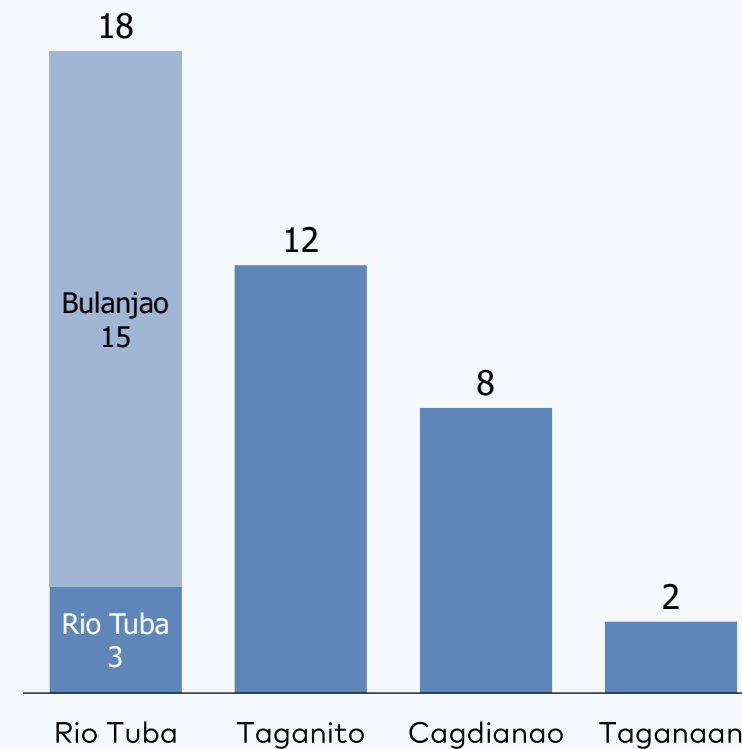
Ore Reserves by Mine (mWMT)

Proved and Probable

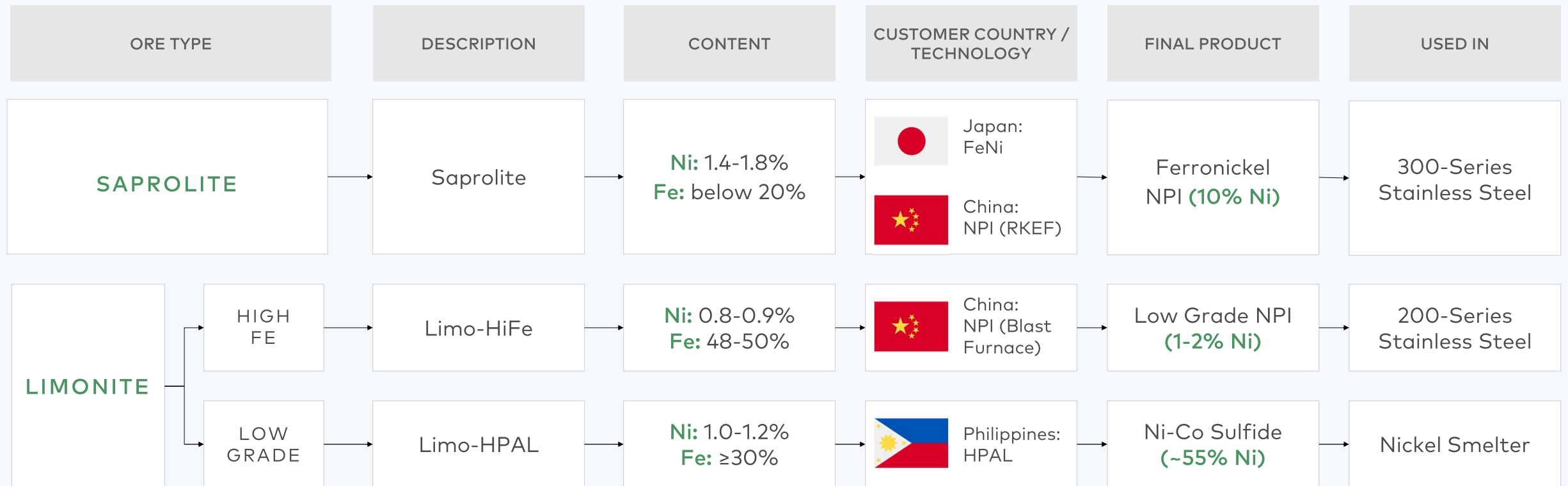


Mine Life

Years from December 31, 2020



NICKEL ORE PRODUCTS



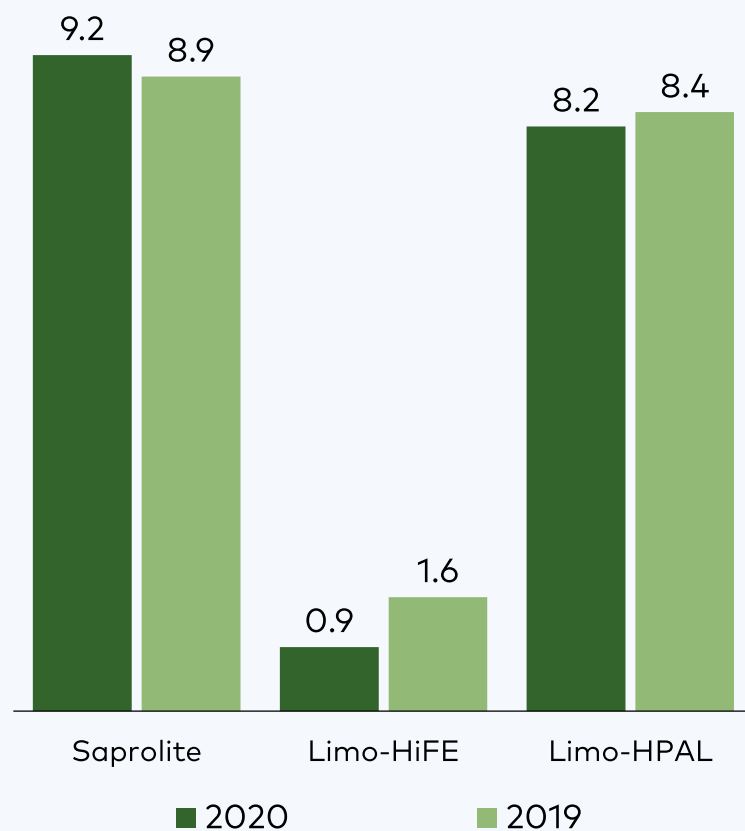
SALES VOLUME GROWTH

- 1977-2004: average of 880k WMT
- 2005-2016: 20% CAGR due to HPAL (2005, 2013) and Chinese NPI
- 2016-2020: average of 18.7M WMT

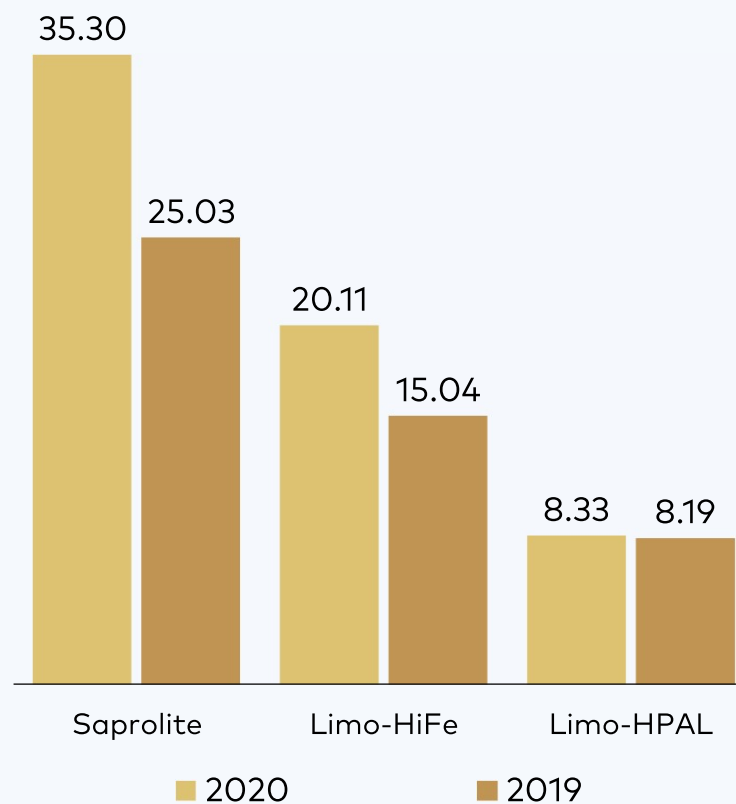


SHIPMENTS AND REVENUES BY ORE TYPE

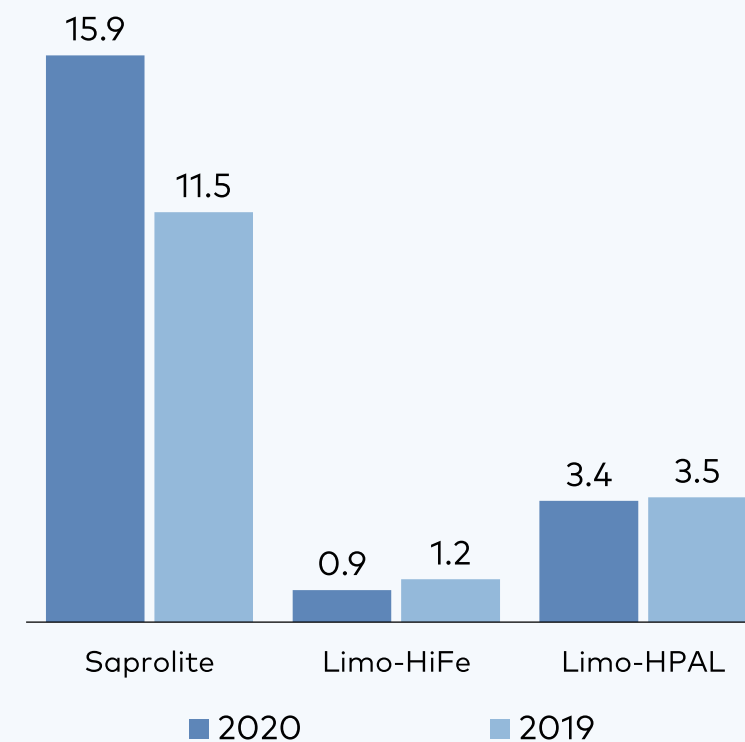
Shipments by Ore Type (mWMT)



Prices by Ore Type (US\$/WMT)



Revenue by Ore Type (bPhp)



INVESTMENT IN HPAL PROJECTS

- Most successful implementation of HPAL technology in the world
- End products are refined in Japan by Sumitomo Metal Mining and ultimately utilized in the production of EV batteries
- Provides captive market for our low-grade limonite ore, that would otherwise end up as waste materials, thereby enhancing the profitability of Rio Tuba and Taganito mines
- Contributes to NAC by way of our 10% equity stake in both projects

	Coral Bay	THPAL
Location	Palawan, adjacent to Rio Tuba mine	Surigao Del Norte, adjacent to Taganito mine
Equity Ownership	10%	10%
Project Cost / Year	\$508 Million / 2005	\$1.59 Billion / 2013
Nameplate Capacity	20,000 Ni-Ton	30,000 Ni-Ton
Ore Supply from our mines (2020)	3.0 million WMT	4.9 million WMT
Technology	High Pressure Acid Leach (HPAL) process licensed from Sumitomo	
Product	Nickel-cobalt sulfide sold exclusively to Sumitomo	

NAC'S DEVELOPMENT PIPELINE

	Bulanjao	Dinapigue	Manicani
Resources as of 12/31/2020	70m WMT @1.61% Ni	153M WMT @1.35% Ni	47M WMT @1.55% Ni
Percent of MPSA Area Drilled	17% of 3,553 hectares	29% of 2,391 hectares	38% of 1,165 hectares
Target Annual Production	4M+ WMT	2M+ WMT	2M+ WMT
Target Annual Product Mix	35% Saprolite 65% Limonite	30% Saprolite 70% Limonite	n/a
Pending Issues	Regulatory	Regulatory and Technical (Causeway Design)	Regulatory
Target Start Date	2022	2021	n/a



NICKEL USE IN EV

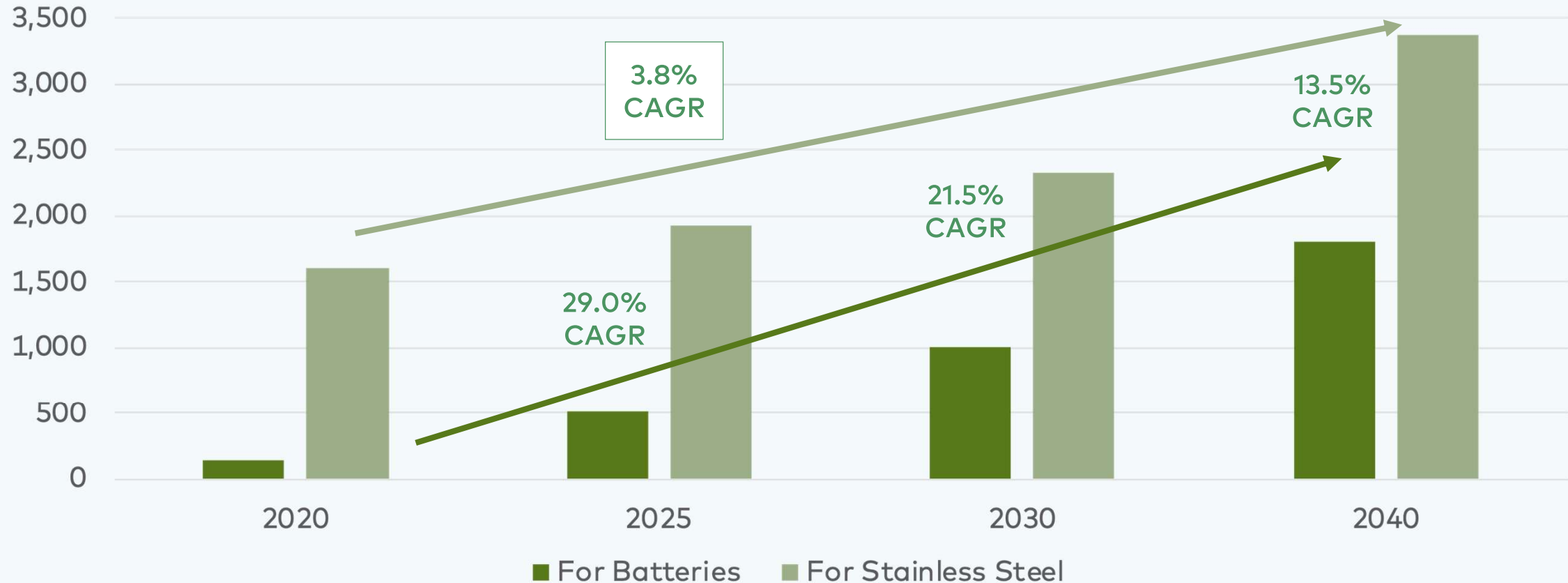
- NCA (Nickel Cobalt Aluminum, approx. 80% Ni) and NMC (Nickel Manganese Cobalt, approx. 33% Ni) batteries are preferred due to the smaller size, longer distance, and safety.
- The trend is to achieve longer distances by increasing cell pack capacity, which requires more nickel.
- At US\$18,000 LME Ni, the cost of nickel in a high range EV = $US\$18,000 \times .09 = US\$1,620$. At US\$25,000 LME Ni price, the delta per EV is US\$630.
- Industry players are focused on lowering non-cathode costs. Nickel is not a major factor in the total EV price.

Vehicle Type	Capacity	Ni Use	Distance
 HV (Hybrid)	1 kwh	0.4 kg	3 km
 PHEV (Plug in Hybrid)	13 kwh	8.0 kg	65 km
 EV Mid Range	63 kwh	44.0 kg	450 km
 EV High Range	100 kwh	90.0 kg	700 km

Source: Macquarie, CRU

GROWTH IN NICKEL DEMAND

Nickel demand in stainless steel is expected to grow by 3.8% per year until 2040. On the other hand, nickel demand in EVs is forecasted to grow by 13.5% per year.



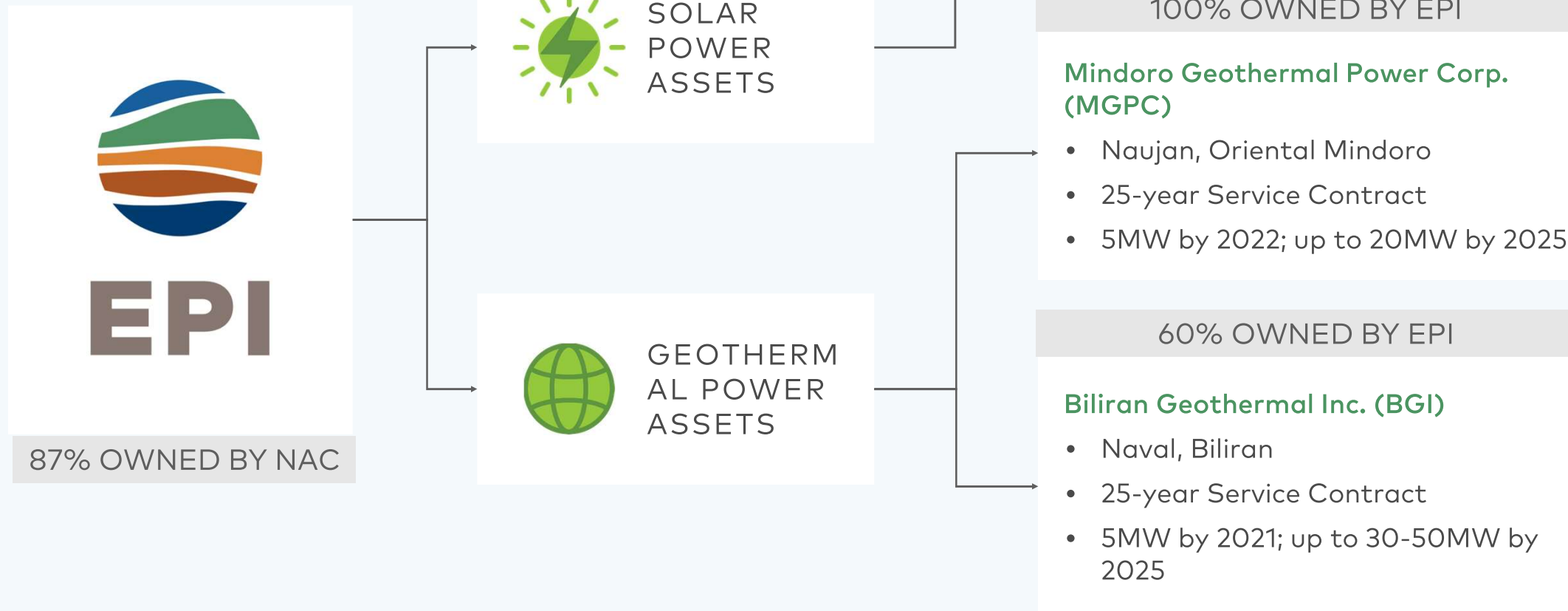
NICKEL BALANCE FORECAST

- Massive deficits projected from 2025 onwards unless new greenfield projects are developed in the next 2-3 years.
- To incentivize greenfield projects (such as HPAL) LME Ni price of US\$18,000 to 20,000/t is required.
- NPI / FeNi may step in to fill the gap. However, this will entail an additional processing cost of up to US\$4,000/t.

		2020	2025	2030	2040
Supply	NPI / FeNi	1,487	1,910	?	?
	Class 1 / Others	1,033	1,040	?	?
	Ongoing Projects	-	126	350	350
	Total	2,520	3,076	3,300	3,300
Demand	STS	1,599	1,927	2,322	3,371
	Batteries	143	510	1,000	1,800
	Others	645	645	?	?
	Total	2,387	3,082	3,967	5,817
	Balance	133	(6)	(667)	(2,517)

Source: CRU, Macquarie

NAC'S FORAY INTO RENEWABLE ENERGY

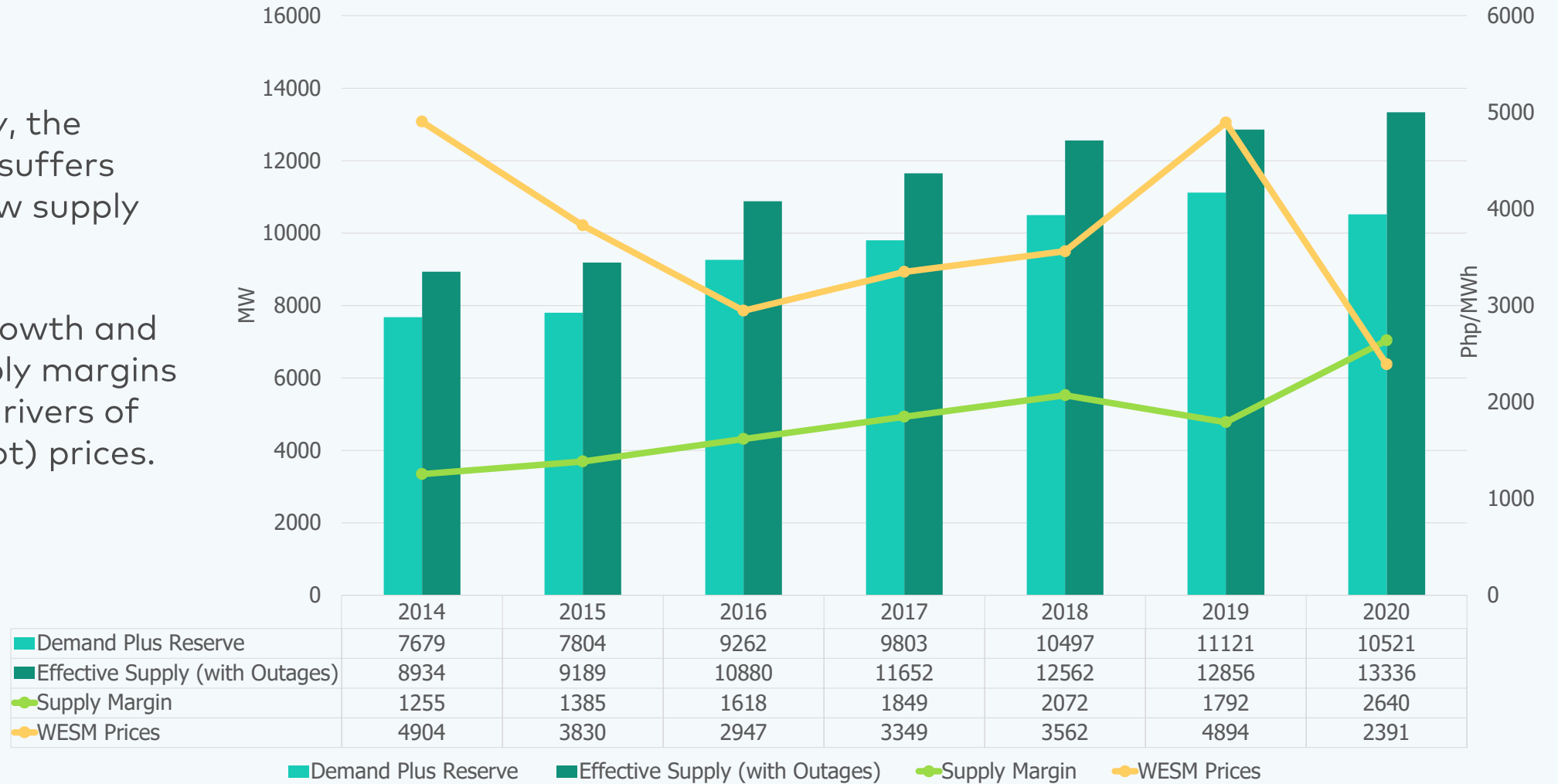


EPI'S DEVELOPMENT PIPELINE

	Solar (JSI)	Geothermal (MGPC)	Geothermal (BGI)
Target Capacity by 2025, MWs	200 (68 existing)	5 – 20	3.5 – 50
Expected Energy Generation, MWh Per Year	309,000	40,000 – 160,000	28,000 – 403,000
Target Offtake Arrangements and WESM Exposure	70% Contracted 30% WESM Must-Dispatch	100% Contracted Priority Dispatch	70% Contracted 30% WESM Priority Dispatch
Expected Gross Revenue Per Year (Average market prices expected to be at Php 4/kWh; while MGPC project has fixed rate of Php 6.045/kWh)	P1.2 billion	P243 – 974 million	P112 – 1,611 million
Expected EBITDA Margin	80%	43% – 85%	55% – 70%
Expected Emission Reduction, t-CO₂/MWh (Based on DOE's Grid Emission Factor)	211,268	24,093 – 96,372	16,865 – 240,930

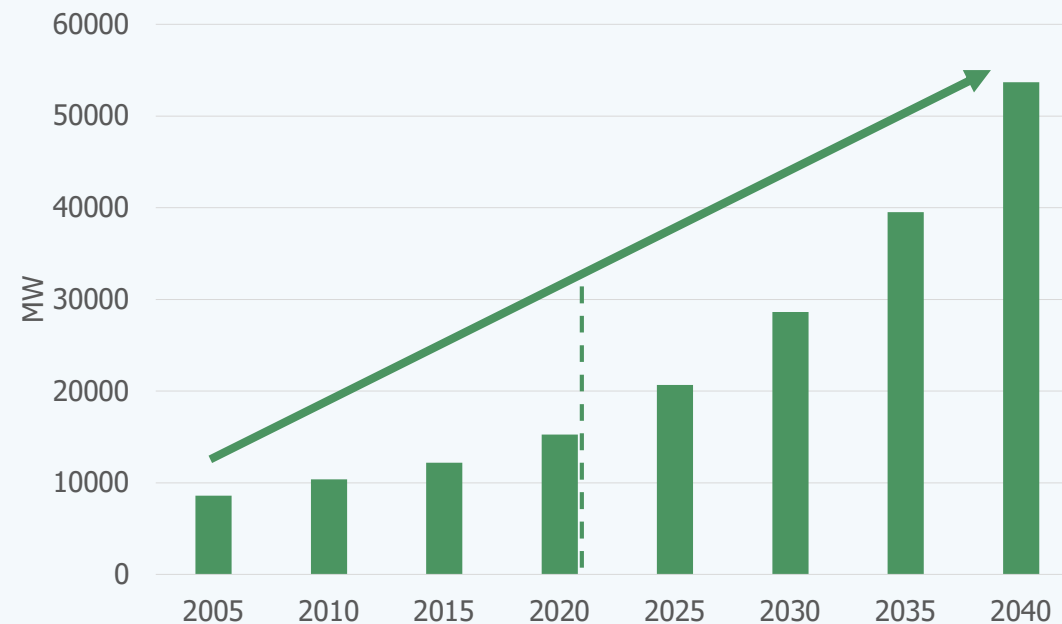
THE PHILIPPINE ENERGY SITUATION

- Structurally, the Philippines suffers from narrow supply margins.
- Demand growth and actual supply margins are major drivers of WESM (spot) prices.



Source: PEMC-MAG Annual and Quarterly Reports (Luzon and Visayas Data)

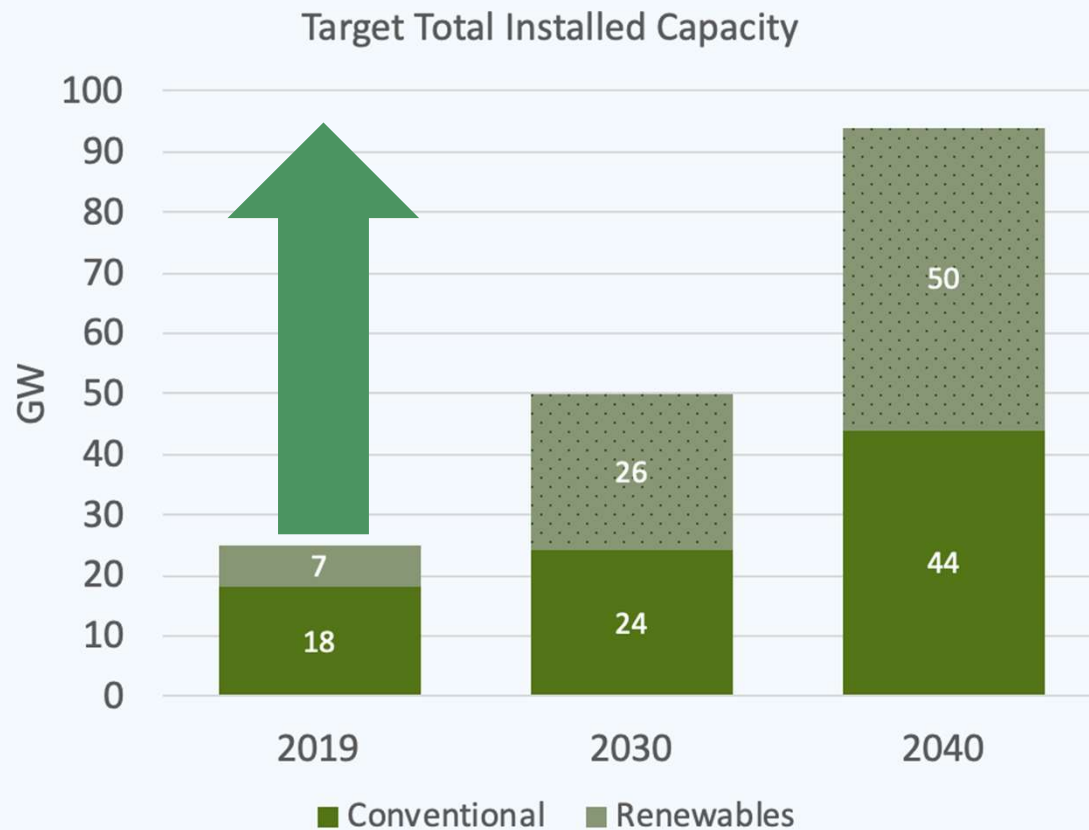
FUTURE GROWTH IN ENERGY DEMAND



Source: NGCP TDP 2021-2040 Consultation Draft (Philippines Data)

- Department of Energy (DOE) and National Grid Corporation of the Philippines (NGCP) forecast demand growth of over 6% p.a. from 2021 to 2040.
- DOE and NGCP expect dependable supply to exceed dependable capacity by 2024, hence adding pressure on the already narrow supply margin.
- Average WESM prices are expected to return to pre-COVID levels of PHP 4-5/kWh in the next 5 years.

PHILIPPINES' SHIFT TO RENEWABLE ENERGY



- Renewable Portfolio Standards (RPS) is a major DOE policy that requires customers to source a portion of their electricity from renewable energy sources.
- DOE is committed to provide support mechanisms to drive growth of the demand for Renewable Energy (RE).
 - Green Energy Auction Program
 - Green Energy Options Program
- RE sources are forecasted to supply at least 50% of the country's total electricity demand by 2040, with solar generators accounting for half of that expected share.

OUR ESG FOCUS



CARBON
NEGATIVE
OPERATIONS

NAC joined the UN Global Compact: the first Philippine mining company to do so. The company has consistently been carbon negative operations since start of measurement in 2018.

BY THE NUMBERS

\$356M

Total taxes and royalties paid for 2016-2020

\$16M

Amount spent for SDMP for 2016-2020

\$11M

Amount spent for corporate social responsibility for 2016 -2020

5.8M

Number of trees planted from 2016-2020

858.3

Number of hectares rehabilitated from 2016-2020

\$46M

Amount of EPEP expenditures from 2016-2020

LOOKING FORWARD



- **LME Ni outlook is positive** due to the EV story, especially after 2025.
- **NAC mining volumes are sustainable**, with 320M WMT of resources as of end 2020.
- We continue to exert our utmost efforts to **develop three significant nickel mining projects**, which we hope to operate within the next 5 years.
- **We are fully committed to our diversification strategy into renewable energy**; at 200MW capacity, we expect the solar business to be a strong contributor.
- **We have a healthy balance sheet**, which we will not hesitate to invest in mining, including in downstream opportunities, clean energy, and other businesses that are in line with our renewed ESG thrust.
- We aim to be one of the top, if not the top, **ESG investments in the Philippines**.



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