

BUILDING A NICKEL EMPIRE

QUARTERLY ACTIVITIES PRESENTATION

FOR THE PERIOD ENDED

31 March 2022

Margin expansion drives record US\$81.7M EBITDA from operations

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Margin expansion drives record US\$81.7M EBITDA from operations

- ❑ **11,166 tonnes Ni metal (100% basis)**
 - Combined 10,089 tonnes from HNI and RNI (34.5% above nameplate capacity)
 - Inclusive of 1,077 tonnes from ANI
- ❑ **Record RKEF EBITDA of US\$72.8M**
 - includes a US\$1.7M EBITDA-level loss from ANI (HNI and RNI EBITDA of US\$74.5m v US\$60.8M in December quarter)
- ❑ **Significant margin expansion**
 - US\$7,386/tonne of Ni sold, up from US\$6,028/t in December quarter
- ❑ **Record HM Mine EBITDA of US\$8.9M from production of 1,073,525 wmt**
 - production of 1,073,525 wmt (saprolite, 810,324 wmt / limonite, 263,201 wmt)
- ❑ **Record underlying cash generation from operations of US\$81.3M**
- ❑ **Three RKEF lines commenced commissioning at ANI (4th line scheduled to commence commissioning in mid-May)**
- ❑ **Completion of the acquisition of a 10% interest in the Oracle Nickel Project**
- ❑ **Material tax concessions confirmed for ANI and ONI (0% corporate income tax for 10 years, plus 2 years at 50% of corporate tax rate)**
- ❑ **Declaration and payment of A\$0.02 per share final dividend**

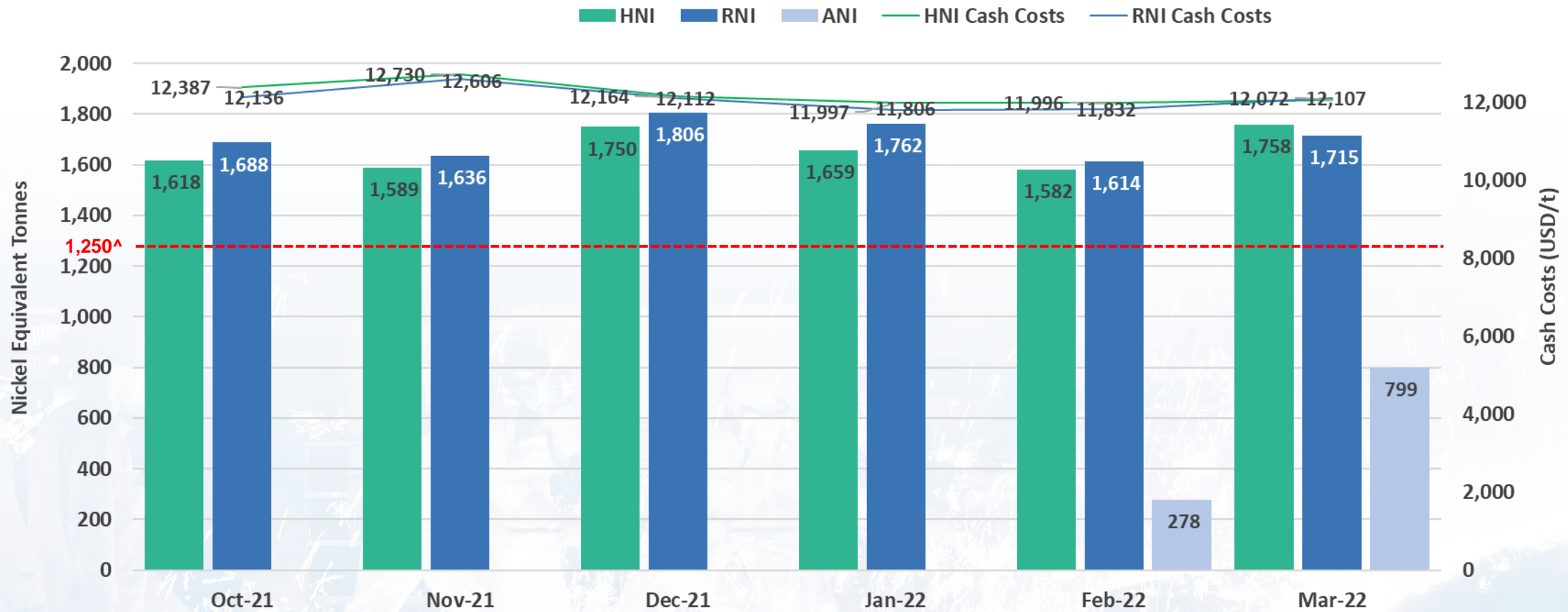
March quarter summary

		December quarter	March quarter	▲
Gross Ni metal production	tonnes (100% basis)	10,087	11,166	10.7%
NIC attributable Ni metal production	tonnes	8,069	8,933	10.7%
Realised NPI price	\$/t Ni	18,545	19,368	4.4%
Sales revenue	US\$M (100% basis)	187.1	195.4	4.4%
RKEF EBITDA	US\$M (100% basis)	60.8	72.8	19.7%
RKEF EBITDA/tonne sold	\$/t Ni	6,028	7,386	22.5%
Group EBITDA (RKEF + Mine)	US\$M (100% basis)	68.8	81.7	18.7%
Underlying cash generation from operations	US\$M (100% basis)	67.8	81.3	19.9%
Hengjaya Mine production (saprolite + limonite)	wmt	1,121,260	1,073,525	(4.3%)

RKEF monthly operating performance

RKEF - Monthly Production Performance

^ 15.0kt pa / 1,250t pm (design capacity at HNI/RNI)



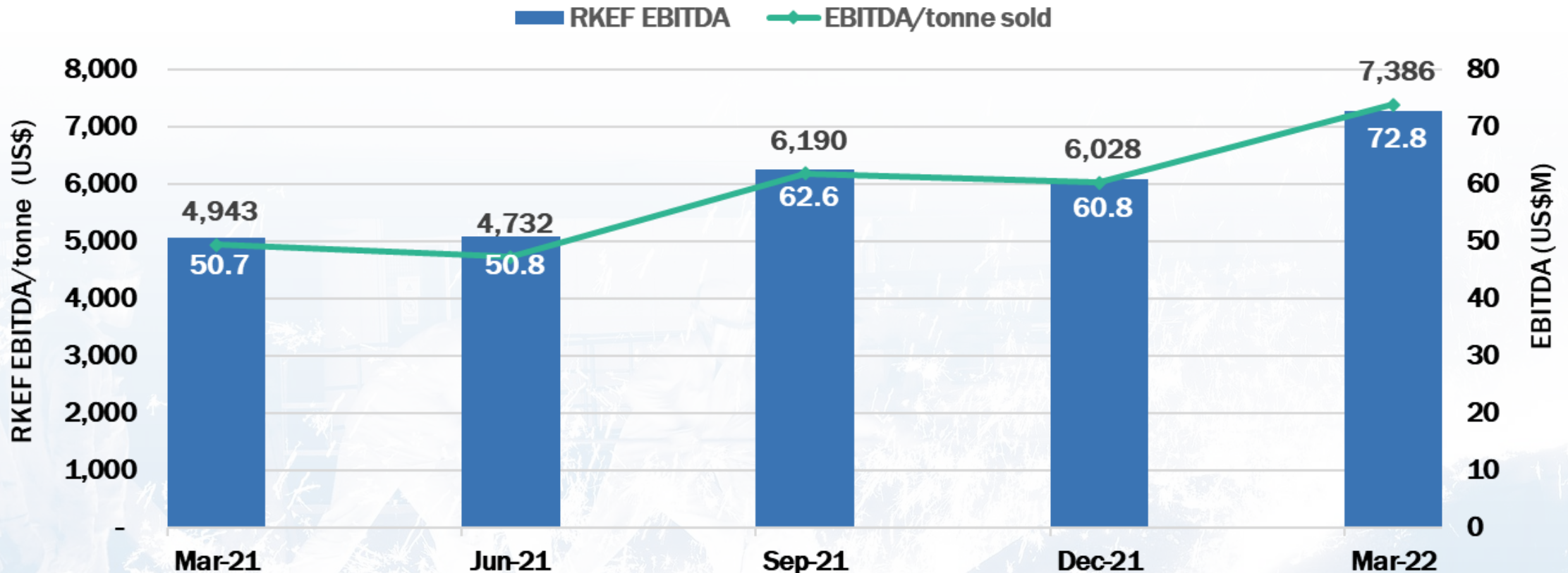
March quarter
(11,166 tonnes)

- Another quarter of consistent RKEF NPI production from HNI and RNI of 10,089 tonnes (100% basis), plus maiden production of 1,077 tonnes (100% basis) from ANI.
- NIC attributable production of 8,933 tonnes.
- Cash costs of US\$12,023/t Ni for Hengjaya Nickel and US\$11,916/t Ni for Ranger Nickel.
- Modestly higher nickel ore prices offset by declining energy costs.

Strong and consistent EBITDA per tonne of Ni sold

Current quarterly profile set to more than triple over the next 12 months with the additions of the Angel Nickel and Oracle Nickel projects which are both 20% larger in size than current operations.

RKEF EBITDA Performance

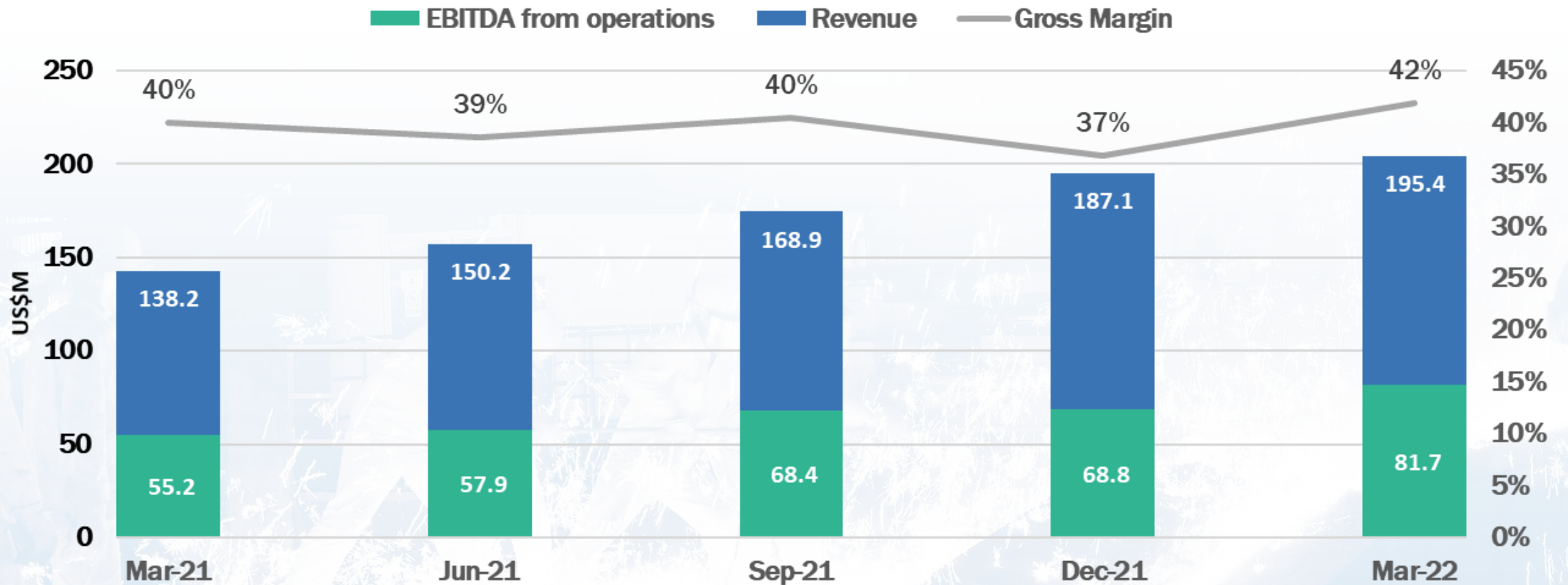


March quarter:

- ❑ Record EBITDA margins above US\$7,300/t reflect the benefits of being a bottom quartile cost producer.
- ❑ Consistent production and stable margins highlight the “industrial nature” of the Company’s RKEF operations.

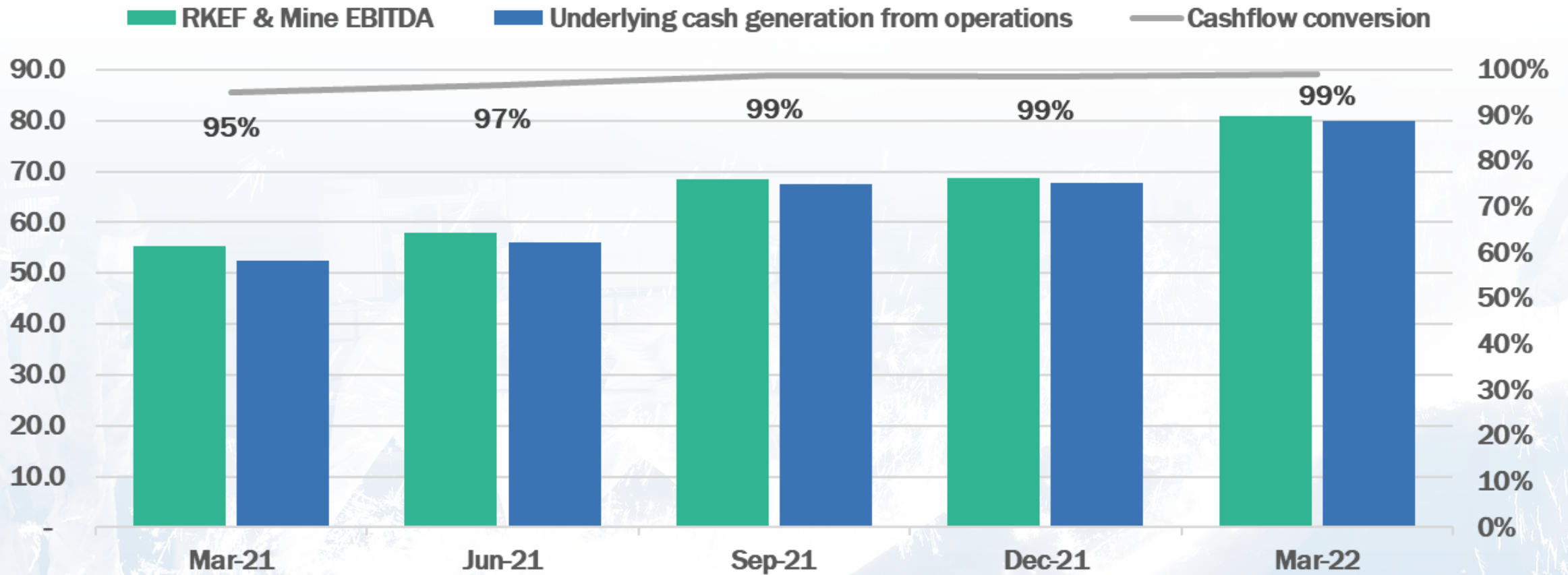
Strong and consistent EBITDA margins

Continued strong revenue, EBITDA and stable margins



Excellent EBITDA to cashflow conversion

EBITDA and cashflow conversion



Angel Nickel Project – commissioning commenced

Maiden NPI tap in January 2022 ... another 2 lines commissioned across February and March



MD Justin Werner and the Chairman of Weda Bay



Angel Nickel's maiden NPI tap



NPI being poured into an Ingot caster



Weda Bay Power Plant control room

- ❑ Maiden 'NPI tap' on 25 January 2022.
- ❑ 3 lines now commissioning with 4th line to scheduled to commence commissioning in mid-May.
 - Line 1: currently operating at ~500 tonnes of nickel metal per month (~66% of nameplate capacity)
 - Line 2: currently operating at ~300 tonnes of nickel metal per month (~40% of nameplate capacity)
- ❑ First sales anticipated in May upon receipt of the 'IUI' commercial sales licence.
- ❑ Power plant on track to commence commissioning by the end of August 2022.
 - RKEF lines to utilise power from existing IWIP electricity grid in the interim.
- ❑ ANI to more than double NIC's annual attributable nameplate production capacity to 52.8kt (up from 24.0kt).
- ❑ Material tax concessions confirmed.
 - (0% corporate income tax for 10 years, plus 2 years at 50% of corporate tax rate).

Excellent progress across numerous project workstreams

- ❑ Excellent progress is being made across the project workstreams, with all earthworks and plant footings complete, and erection of the first rotary dryers having commenced.
- ❑ Cumulative completion of the RKEF lines is estimated at:
 - construction works – 60%; and
 - installation – 20%.
- ❑ Cumulative completion of the 380MW power plant is estimated at:
 - construction works – 30%; and
 - installation – 10%.
- ❑ Oracle Nickel remains on track to tap first NPI on or before the end of February 2023.



An aerial image of ONI construction progress within the IMIP

Equity capital raising

- ❑ Completion of Institutional Placement raising ~ A\$148M (US\$106M) at A\$1.37 per share strongly supported by both new and existing shareholders.
- ❑ Conditional Placement to Shanghai Decent of US\$106M (also at A\$1.37 per share) pending shareholder approval (FIRB approval received).
- ❑ SPP withdrawn due to market volatility with funds refunded.

Completion of 10% interest in Oracle Nickel

- ❑ US\$53M paid to secure 10% interest in ONI.
- ❑ Upon shareholder approval SDI will be issued US\$106M of NIC shares, increasing the Company's ownership in ONI to 30%.

Material tax concessions for Angel Nickel and Oracle Nickel

- ❑ Corporate income tax reduction of 100% for a period of ten (10) tax years, starting from the tax year in which commercial production is achieved; and
- ❑ Corporate income tax reduction of 50% of payable income tax for a period of two (2) tax years, starting from the end of the initial ten-year period.

Nickel matte

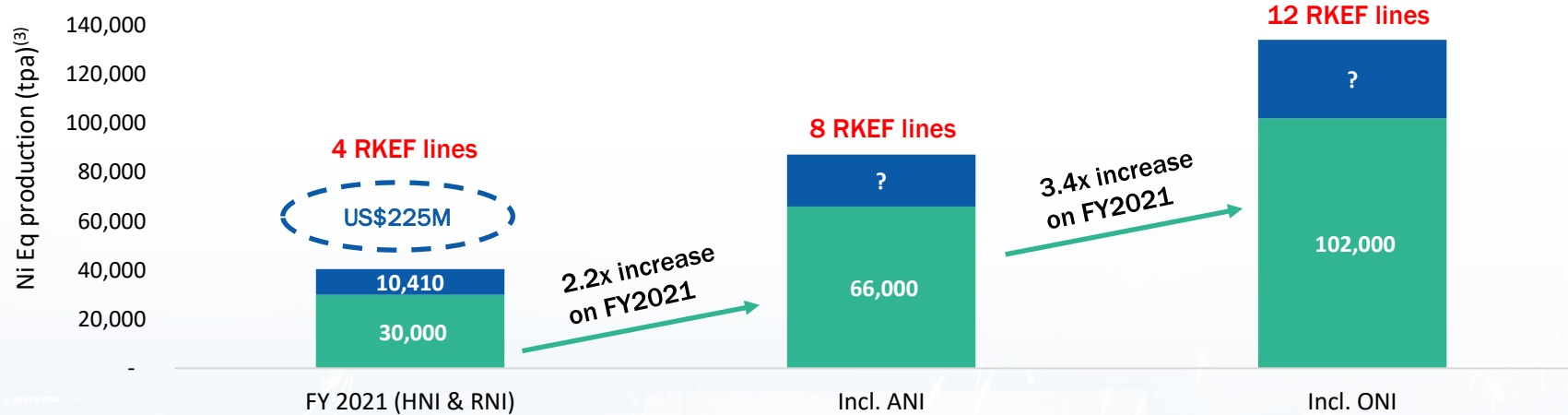
- ❑ HNI currently undergoing minor capital modifications to produce nickel matte.
- ❑ Decision to switch from NPI to nickel matte production will be determined by prevailing pricing relativities between each product.

Dividend declaration and payment

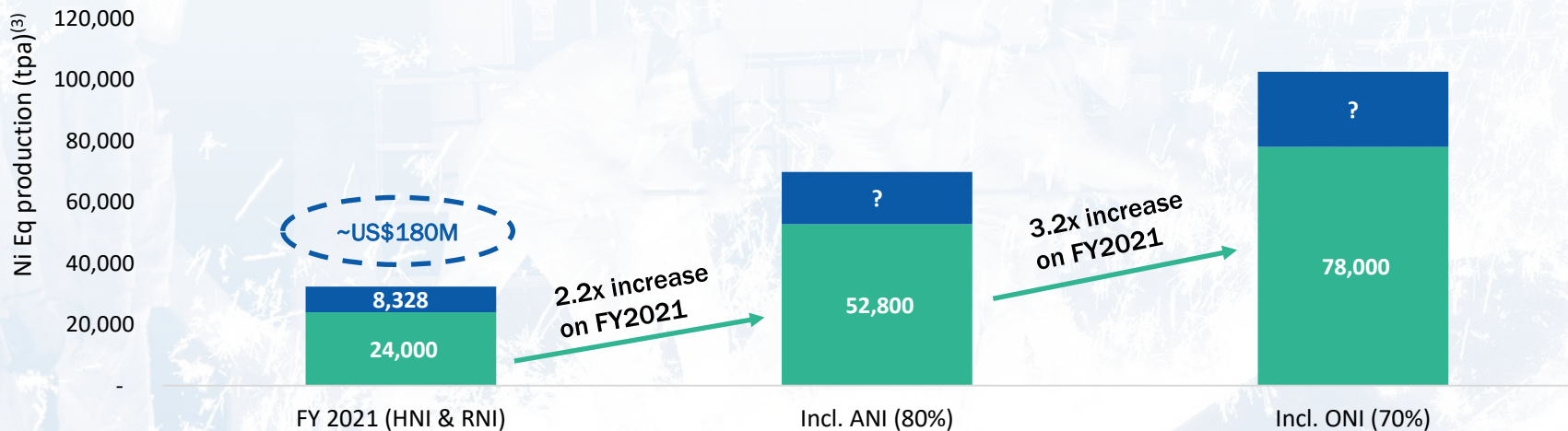
- ❑ A\$0.02 per share final dividend relating to NIC's FY 2021 result.

ANI and ONI expected to be transformative to NIC's production and financial profile

Consolidated production (100% basis)



NIC attributable production



Existing operations demonstrate consistent performance of 30%+ above nameplate capacity

ANI and ONI ...

- expand the Company's RKEF operations from 4 lines to 12 lines (Tsingshan has constructed over 75 lines across its Indonesian industrial parks)
- provide a clearly defined growth path towards 100kt pa of attributable Ni metal production
- are expected to deliver a similar level of outperformance above nameplate capacity as existing operations

... in addition, ANI and ONI ...

- have a 20% larger nameplate capacity than the existing HNI and RNI operations
- are expected to deliver a ~20% saving on electricity costs by virtue of "owning" their own power

■ Nameplate ⁽¹⁾
■ Attributable production above nameplate ⁽²⁾
⬢ RKEF EBITDA (unaudited, sum of the quarterly disclosed EBITDA figures)

Note: These figures are indicative only of future nickel production levels that may be achieved but are not financial guidance or forecasts.

(1) Nameplate production levels at its various ownership levels, based on nameplate nickel metal capacities of 15ktpa for HNI and RNI and 36ktpa for ANI and ONI (once fully commissioned).

(2) Actual production figures reflect annualised production performance over time against nameplate capacity at various ownership levels at HNI and RNI.

(3) Ni Eq is nickel metal equivalent contained in nickel pig iron ("NPI").

Why invest now?



A compelling growth profile

Production and EBITDA profile to grow >3x over the next 12 months as 2 new projects come online

An attractive valuation entry point



Growth that does not rely on inflated commodity prices

Unrivalled growth delivered through increasing production and strong, stable 'industrial' style margins

Low-cost, long-life operations delivering consistent levels of production



Unrivalled track record of project delivery

All investments come with capex and commissioning guarantees

Proven construction and commissioning execution (Tsingshan has built over 75 RKEF lines in Indonesia)



The right place at the right time

Tsingshan is the global leader in the nickel industry with strong growth aspirations

NIC has an established footprint in Indonesia – the epicentre of new nickel supply



Unique exposure to the attractive nickel thematic

NIC is expected to be a diversified producer of Class I and Class II nickel

An industrial exposure without the risks and volatility of mining



THANK YOU