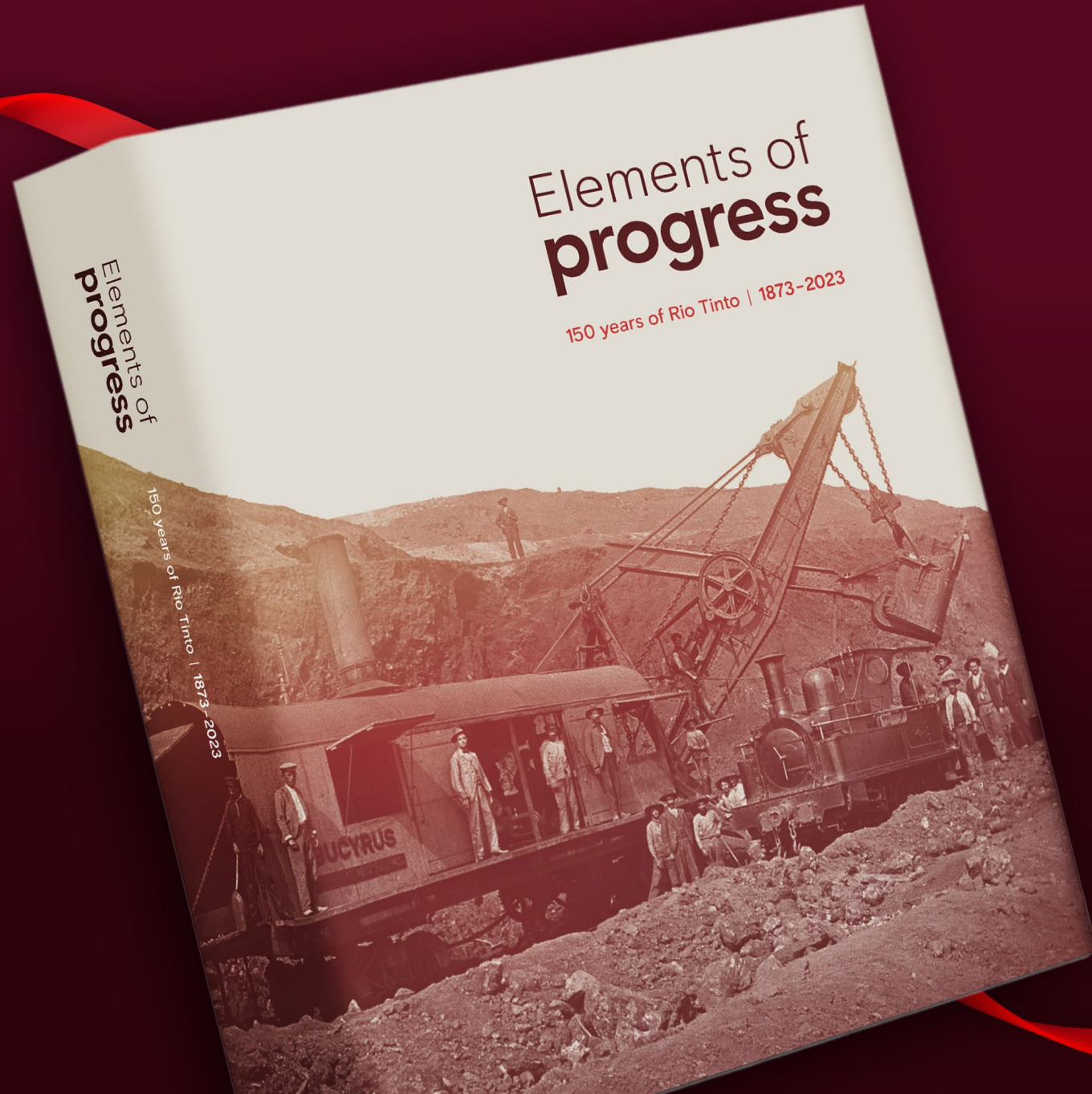


RioTinto

Investor Seminar 2023



Cautionary and supporting statements

This presentation has been prepared by Rio Tinto plc and Rio Tinto Limited (together with their subsidiaries, “Rio Tinto”). By accessing/attending this presentation you acknowledge that you have read and understood the following statement.

Forward-looking statements

This presentation includes “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. All statements other than statements of historical facts included in this report, including, without limitation, those regarding Rio Tinto’s financial position, business strategy, plans and objectives of management for future operations (including development plans and objectives relating to Rio Tinto’s products, production forecasts and reserve and resource positions), are forward-looking statements. The words “intend”, “aim”, “project”, “anticipate”, “estimate”, “plan”, “believes”, “expects”, “may”, “should”, “will”, “target”, “set to” or similar expressions, commonly identify such forward-looking statements.

Such forward-looking statements involve known and unknown risks, uncertainties and other factors which may cause the actual results, performance or achievements of Rio Tinto, or industry results, to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements, particularly in light of the current economic climate and the significant volatility, uncertainty and disruption arising in connection with the Ukraine conflict. Such forward-looking statements are based on numerous assumptions regarding Rio Tinto’s present and future business strategies and the environment in which Rio Tinto will operate in the future. Among the important factors that could cause Rio Tinto’s actual results, performance or achievements to differ materially from those in the forward-looking statements include, but are not limited to: an inability to live up to Rio Tinto’s values and any resultant damage to its reputation; the impacts of geopolitics on trade and investment; the impacts of climate change and the transition to a low-carbon future; an inability to successfully execute and/or realise value from acquisitions and divestments; the level of new ore resources, including the results of exploration programmes and/or acquisitions; disruption to strategic partnerships that play a material role in delivering growth, production, cash or market positioning; damage to Rio Tinto’s relationships with communities and governments; an inability to attract and retain requisite skilled people; declines in commodity prices and adverse exchange rate movements; an inability to raise sufficient funds for capital investment; inadequate estimates of ore resources and reserves; delays or overruns of large and complex projects; changes in tax regulation; safety incidents or major hazard events; cyber breaches; physical impacts from climate change; the impacts of water scarcity; natural disasters; an inability to successfully manage the closure, reclamation and rehabilitation of sites; the impacts of civil unrest; the impacts of the Ukraine conflict; breaches of Rio Tinto’s policies, standard and procedures, laws or regulations; trade tensions between the world’s major economies; increasing societal and investor expectations, in particular with regard to environmental, social and governance considerations; the impacts of technological advancements; and such other risks identified in Rio Tinto’s most recent Annual Report and accounts in Australia and the United Kingdom and the most recent Annual Report on Form 20-F filed with the United States Securities and Exchange Commission (the “SEC”) or Form 6-Ks furnished to, or filed with, the SEC. Forward-looking

statements should, therefore, be construed in light of such risk factors and undue reliance should not be placed on forward-looking statements. These forward-looking statements speak only as of the date of this report. Rio Tinto expressly disclaims any obligation or undertaking (except as required by applicable law, the UK Listing Rules, the Disclosure Guidance and Transparency Rules of the Financial Conduct Authority and the Listing Rules of the Australian Securities Exchange) to release publicly any updates or revisions to any forward-looking statement contained herein to reflect any change in Rio Tinto’s expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.

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Cautionary and supporting statements (cont.)

Oyu Tolgoi - Production Targets

The 500ktpa copper production target (stated as recoverable metal) for the Oyu Tolgoi underground and open pit mines for the years 2028 to 2036 referenced in slides 59 and 60 and the production profiles for the Oyu Tolgoi underground and open pit mines shown in slide 61 were previously reported in a release to the Australian Securities Exchange (ASX) dated 11 July 2023 "Investor site visit to Oyu Tolgoi copper mine, Mongolia". All material assumptions underpinning that production target and those production profiles continue to apply and have not materially changed.

Copper portfolio - Mineral Resources and Ore Reserves

All Mineral Resources and Ore Reserves referenced on slide 59 are based on the Mineral Resources and Ore Reserves as reported in accordance with the Australasian Code for Reporting of Exploration Results, Minerals Resources and Ore Reserves, 2012 Edition (JORC Code) and the ASX Listing Rules in Rio Tinto's 2022 Annual Report released to the ASX on 24 February 2023 (Rio Tinto's 2022 Annual Report) and available at [riotinto.com](https://www.riotinto.com).

The total Oyu Tolgoi Mineral Resources referenced on slide 59 comprise 83 Mt @ 1.44% Cu and 0.53 g/t Au Measured Mineral Resources, 608 Mt @ 1.18% Cu and 0.39 g/t Au Indicated Mineral Resources and 3,688 Mt @ 0.59% Cu and 0.29 g/t Au Inferred Mineral Resources for a total of 4,380 Mt @ 0.69% Cu and 0.31 g/t Au Mineral Resources. The total Oyu Tolgoi Ore Reserves referenced on slide 59 comprise 246 Mt @ 0.53% Cu and 0.39 g/t Au Proved Ore Reserves and 903 Mt @ 0.97% Cu and 0.28 g/t Au Probable Ore Reserves for a total of 1,149 Mt @ 0.87% Cu and 0.30 g/t Au Ore Reserves. The Competent Person responsible for the information in the 2022 Annual Report that relates to Oyu Tolgoi Mineral Resources is Oyunjargal Dendev, who is a Member of the Australasian Institute of Mining and Metallurgy (MAusIMM). The Competent Persons responsible for the information in the 2022 Annual Report that relates to Oyu Tolgoi Ore Reserves are Barry Ndlovu and Nathan Robinson, both of whom are Members of the Australasian Institute of Mining and Metallurgy (MAusIMM).

The Escondida Mineral Resources referenced on slide 59 comprise 692 Mt @ 0.48% Cu Measured Mineral Resources, 2,871 Mt @ 0.51% Cu Indicated Mineral Resources and 15,758 Mt @ 0.50% Cu Inferred Mineral Resources for a total of 19,321 Mt @ 0.50% Cu Mineral Resources. The Escondida Ore Reserves referenced on slide 59 comprise 4,640 Mt @ 0.61% Cu Proved Ore Reserves and 2,030 Mt @ 0.55% Cu Probable Ore Reserves for a total of 6,670 Mt @ 0.59% Cu Ore Reserves. The Competent Person responsible for the information in the 2022 Annual Report that relates to Escondida Mineral Resources is Rodrigo Maureira, who is a Member of the Australasian Institute of Mining and Metallurgy (MAusIMM). The Competent Person responsible for the information in the 2022 Annual Report that relates to Escondida Ore Reserves is Francisco Barrera Vergara, who is a Member of the Australasian Institute of Mining and Metallurgy (MAusIMM).

The Resolution Mineral Resources referenced on slide 59 comprise 724 Mt of Indicated Mineral Resources @ 1.89% Cu and 1,134 Mt Inferred Mineral Resources @ 1.28% Cu for a total of 1,859 Mt @ 1.52% Cu Mineral Resources. The Competent Persons responsible for the information in the 2022 Annual Report that relates to Resolution Mineral Resources are Hamish Martin, Joanna Marshall and Adam Schwarz, whom are all Members of the Australasian Institute of Mining and Metallurgy (MAusIMM).

The La Granja Mineral Resources referenced on slide 59 comprise 130 Mt of Indicated Mineral Resources @ 0.85 and 4,190 Mt Inferred Mineral Resources @ 0.50% Cu for a total of 4,320 Mt @ 0.51% Cu Mineral

Resources. The Competent Person responsible for the information in the 2022 Annual Report that relates to La Granja Mineral Resources is Joanna Marshall, who is a Member of the Australasian Institute of Mining and Metallurgy (MAusIMM).

Rio Tinto confirms that it is not aware of any new information or data that materially affects the information included in the 2022 Annual Report, that all material assumptions and technical parameters underpinning the estimates in the 2022 Annual Report continue to apply and have not materially changed, and that the form and context in which the Competent Persons' findings are presented have not been materially modified. Mineral Resources are reported in addition to Ore Reserves. Mineral Resources and Ore Reserves are reported on a 100% basis.

Rhodes Ridge - Mineral Resources

The Mineral Resources reported for the Rhodes Ridge Joint Venture between Rio Tinto (50 per cent) and Wright Prospecting Pty Ltd (50 per cent) on slide 67 form part of the Pilbara Mineral Resource estimates reported in accordance with the JORC Code and the ASX Listing Rules in Rio Tinto's 2022 Annual Report. These Mineral Resources are not materially different to the breakdown of the Rhodes Ridge Mineral Resources reported in Rio Tinto's 2020 Annual Report released to the ASX on 22 February 2021. The Competent Persons responsible for reporting these Mineral Resource estimates were Mr P Savory, who is a Fellow of The Australasian Institute of Mining and Metallurgy, and Ms N Brajkovich, Mr C Kyngdon, Mr M Judge and Ms A Latscha who are Members of The Australasian Institute of Mining and Metallurgy. Rhodes Ridge contains 6.8 billion tonnes of Mineral Resources at an average grade of 61.6% Fe; comprising 0.8 billion tonnes of Indicated Mineral Resources at an average grade of 62.4% Fe and 6.0 billion tonnes of Inferred Mineral Resources at an average grade of 61.5% Fe. These Mineral Resources include:

- 0.6 billion tonnes of high grade Brockman Indicated Mineral Resources at an average grade of 63.9% Fe and 0.03 billion tonnes of high grade Detrital Indicated Mineral Resources at an average grade of 61.3% Fe.
- 5.3 billion tonnes of high grade Brockman, Marra Mamba and Detrital Inferred Mineral Resources at an average grade of 62.2% Fe.

Rio Tinto confirms that it is not aware of any new information or data that materially affects the information included in the 2022 Annual Report, that all material assumptions and technical parameters underpinning the estimates in the 2022 Annual Report continue to apply and have not materially changed, and that the form and context in which the Competent Persons' findings are presented have not been materially modified. Mineral Resources are quoted on a 100 per cent basis, as dry in-situ tonnes.

Cautionary and supporting statements (cont.)

Simandou - Mineral Resources and Ore Reserves

Simandou Mineral Resources and Ore Reserves reference on slides 74 and 98 have been reported in accordance with the JORC Code and the ASX Listing Rules in a release dated 6 December 2023 titled "Release of Mineral Resource and Ore Reserve Estimates for Simandou" (Table 1 Release) which is available on Rio Tinto's website at resources & reserves (riotinto.com).

The Simandou Mineral Resources comprise 0.1 Bt @ 67.1% Fe of Measured Mineral Resources, 0.4 Bt @ 66.2% Fe of Indicated Mineral Resources, and 0.8 Bt @ 65.8% Fe of Inferred Mineral Resources. The Simandou Ore Reserves comprise 0.3 Bt @ 66.4% Fe of Proved Ore Reserves and 1.2 Bt @ 65.0% Fe of Probable Ore Reserves.

The Competent Person responsible for the information in the Table 1 Release that relates to Mineral Resources is Kaye Tindale, a Member of the Australasian Institute of Mining and Metallurgy (MAusIMM). The Competent Person responsible for the information in that release that relates to Ore Reserves is Michael Apfel, a Member of the Australasian Institute of Mining and Metallurgy (MAusIMM). Rio Tinto confirms that it is not aware of any new information or data that materially affects the information included in the Table 1 Release, that all material assumptions and technical parameters underpinning the estimates in the Table 1 Release continue to apply and have not materially changed, and that the form and context in which the Competent Persons' findings are presented have not been materially modified.

Mineral Resources are reported in addition to Ore Reserves. All Mineral Resources and Ore Reserves are reported on a 100% basis.

Simandou - Production Targets

The estimated annualised capacity of approximately 60 million dry tonnes per annum iron ore for the life of mine schedule referenced in slides 74, 76, 78 and 98 is underpinned as to 18% by Proved Ore Reserves and 82% by Probable Ore Reserves as set out in the Table 1 Release. Rio Tinto confirms that all material assumptions underpinning the production target in the Table 1 Release continue to apply and have not materially changed. The financial forecasts shown on slide 73 and 98 are based on this life of mine production target.

Mineral Resources and Ore Reserves – Global Iron Ore portfolio

Rio Tinto's Iron Ore Mineral Resources and Ore Reserves reported as part of Rio Tinto's global portfolio on slide 74 include Simandou as shown in the Simandou note on this slide (categorised as ">65% Fe"), together with the Iron Ore Company of Canada (IOC) and Pilbara Operations as reported in Rio Tinto's 2022 Annual Report.

The 28 Bt of Mineral Resources comprise the Simandou Mineral Resources plus: from IOC (categorised as ">65% Fe" due to the ability to upgrade the feed) 0.2 Bt @ 40.8% Fe of Measured Mineral Resources, 0.7 Bt @ 38.5% Fe of Indicated Mineral Resources, and 0.8 Bt @ 38.3% Fe of Inferred Mineral Resources (for which the Competent Persons were M McDonald (PEGNL), B Power (PEGNL), and R Way (PEGNL)); and from the Pilbara Operations (with all Boolgeeda, Brockman Process Ore, Channel Iron Deposit and Detrital Mineral Resources categorised as "<61% Fe", and all Brockman and Marra Mamba Mineral Resources categorised as ">61% Fe") 1.8 Bt @ 59.4% Fe of Measured Mineral Resources, 4.5 Bt @ 60.1% Fe of Indicated Mineral Resources, and 18.6 Bt @ 59.7% Fe of Inferred Mineral Resources (for which the Competent Persons were N Brajkovich (AusIMM), P Savory (AusIMM), M Judge (AusIMM), A Latscha (AusIMM) and C Kyngdon (AusIMM)).

The 5 Bt of Ore Reserves comprise the Simandou Ore Reserves plus: from IOC (categorised as ">65% Fe" due to the ability to upgrade the feed) 0.3 Bt @ 65.0% Fe of Proved Ore Reserves and 0.2 Bt @ 65.0% Fe of Probable Ore Reserves (for which the Competent Persons were R Williams (PEGNL) and P Ziemendorf (AusIMM)); and from the Pilbara (with all Pisolite Ore Reserves categorised as "<61% Fe", and all Brockman and Marra Mamba Ore Reserves categorised as ">61% Fe") 1.4 Bt @ 60.7% Fe of Proved Ore Reserves and 1.3 Bt @ 61.2% Fe of Probable Ore Reserves (for which the Competent Persons were P Barnes (AusIMM), R Bleakley (AusIMM), L Vilela Couto (AusIMM) and R Sarin (AusIMM)).

Rio Tinto confirms that it is not aware of any new information or data that materially affects the abovementioned information included in the 2022 Annual Report, that all material assumptions and technical parameters underpinning the abovementioned estimates in the 2022 Annual Report continue to apply and have not materially changed, and that the form and context in which the Competent Persons' findings are presented have not been materially modified.

Mineral Resources are reported in addition to Ore Reserves. All Mineral Resources and Ore Reserves are reported on a 100% basis.

Agenda

Topic	Duration (mins)	Presenter
Welcome to country	10	Brendan Kerin, Gadigal People of the Eora Nation
Safety share	2	Kellie Parker, Chief Executive, Australia
Our purpose in action	10	Jakob Stausholm, Chief Executive
Panel 1: Creating options for our future - Exploration and Technology	20	Isabelle Deschamps, Chief Legal Officer Dave Andrews, Head of Exploration Nigel Steward, Chief Scientist
Our markets and customers	13	Alf Barrios, Chief Commercial Officer Vivek Tulpule, Head of Economics & Markets
Panel 2: The mindset that's driving performance - Best Operator	17	James Martin, Chief People Officer Kellie Parker, Chief Executive, Australia Arnaud Soirat, Chief Operating Officer Simon Trott, Chief Executive, Iron Ore
Safety share – culture	5	Molly Singline, General Manager, Iron Ore
BREAK	15	
Our decarbonisation in action	10	Mark Davies, Chief Technical Officer
Aluminium - in focus	10	Jérôme Péresse, Chief Executive, Aluminium
Copper - in focus	10	Bold Baatar, Chief Executive, Copper
Iron Ore - in focus	8	Simon Trott, Chief Executive, Iron Ore
Simandou	10	Bold Baatar, Chief Executive, Copper Mark Davies, Chief Technical Officer
Capital allocation and financials	10	Peter Cunningham, Chief Financial Officer
Closing remarks	2	Jakob Stausholm, Chief Executive
Q&A session	45	All

Investor Seminar presenters



Bold Baatar
Chief Executive
Copper



Alf Barrios
Chief Commercial
Officer



Peter Cunningham
Chief Financial
Officer



Mark Davies
Chief Technical
Officer



Isabelle Deschamps
Chief Legal,
Governance
and Corporate
Affairs Officer



James Martin
Chief People
Officer



Kellie Parker
Chief Executive
Australia



Jérôme Péresse
Chief Executive
Aluminium



Arnaud Soirat
Chief Operating
Officer



Jakob Stausholm
Chief
Executive



Simon Trott
Chief Executive
Iron Ore



Dave Andrews
Head of
Exploration



Nigel Steward
Chief
Scientist



Vivek Tulpule
Chief
Economist



Welcome to country

Brendan Kerin - Gadigal People of the Eora Nation

Safety share

Kellie Parker

Our purpose in action

Jakob Stausholm



Our purpose makes more sense than ever

Finding better ways to provide the materials the world needs



Strategy proving itself in an opportunity-rich world

The opportunity



Traditional demand

Deepening ties with Asia

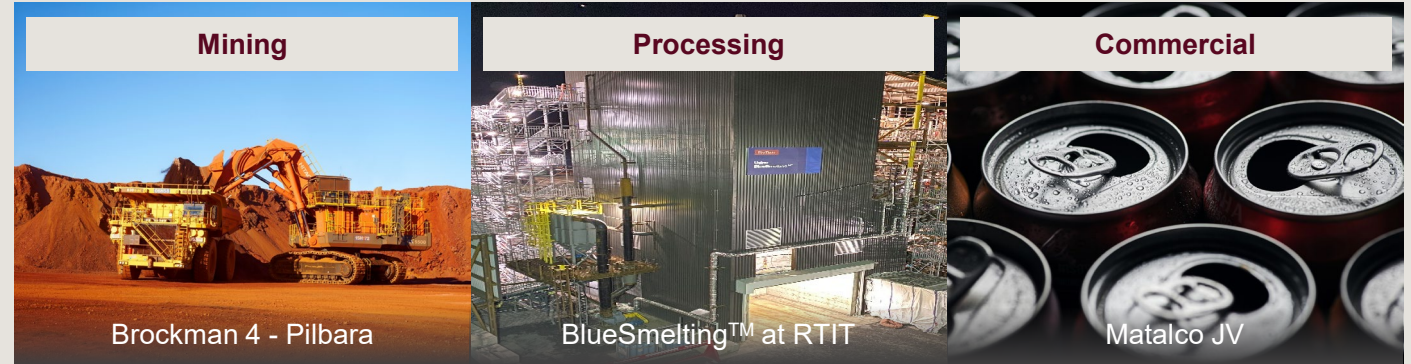
Energy transition

Supply security

Re-industrialisation in the west

Evolving societal expectations

Our advantages



Mining

Brockman 4 - Pilbara

Processing

BlueSmelting™ at RTIT

Commercial

Matalco JV

Global presence

Operate across the value chain

Deep technical skills

Strong exploration track record

Closer to customers

Partnerships that create greater value

Investing in the health of our business

Our people | Our ore bodies | Our assets



Continuous **improvement** mindset

More productive and **resilient** assets

Better operational and financial **performance**

Dampier Port, Australia



Shaping our portfolio for the future

Simandou – high grade iron ore

Completed bankable feasibility study



Matalco – aluminium recycling

JV completed



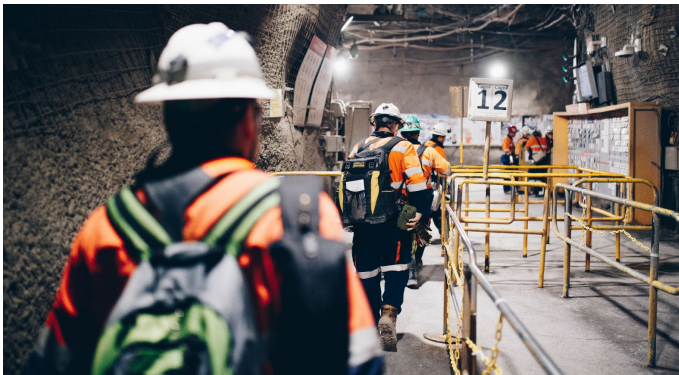
AP60 – low carbon technology

Commenced early works



Oyu Tolgoi

Ramping up to 500ktpa (100% basis)¹



Pilbara renewables

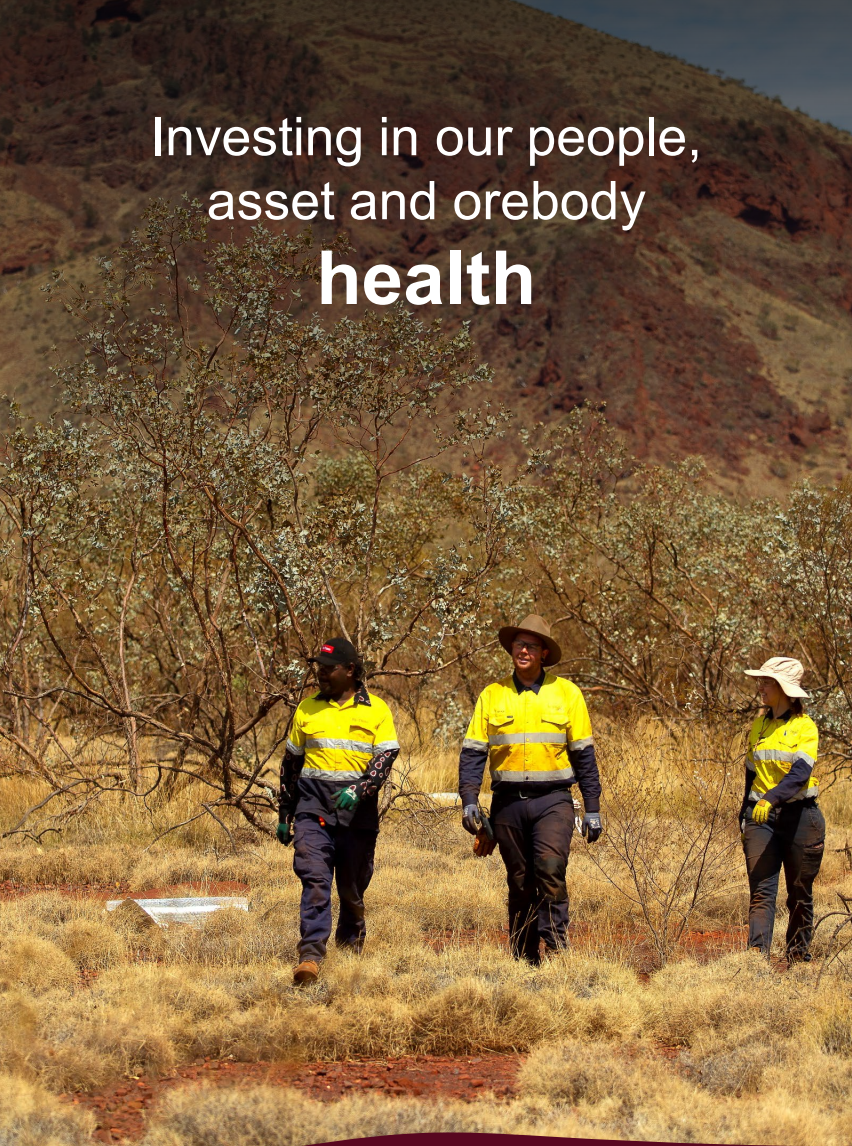
Partnering with Yindjibarndi Energy



Western Range +

Four replacement mines + Rhodes Ridge

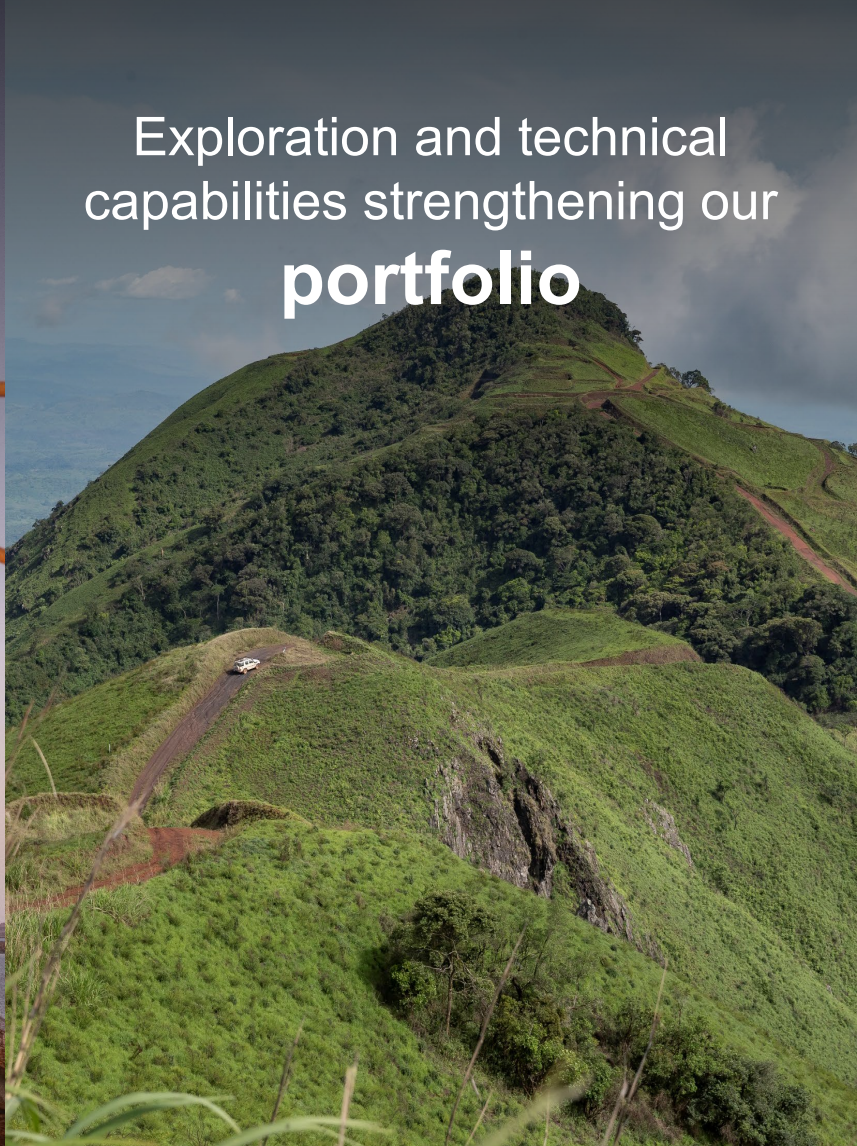




Investing in our people,
asset and orebody
health



Operational focus and
learning mindset driving our
performance



Exploration and technical
capabilities strengthening our
portfolio

Delivering a stronger Rio Tinto for the long term

Panel 1: Creating options for our future - Exploration and Technology

Isabelle Deschamps

Dave Andrews

Nigel Steward

Building on our history and enabling growth

World-class Exploration team

~\$250m¹
annual spend

450
employees

18
countries

8
commodities

>100
projects in pipeline

>50%
of spend targeted at copper

>70
years of experience

R&D
and data analytics to
accelerate discovery

Strong technology and R&D pedigree



~\$400m annual spend



5 key focus areas for R&D



Extensive network of partners



Venture Capital investments for agility

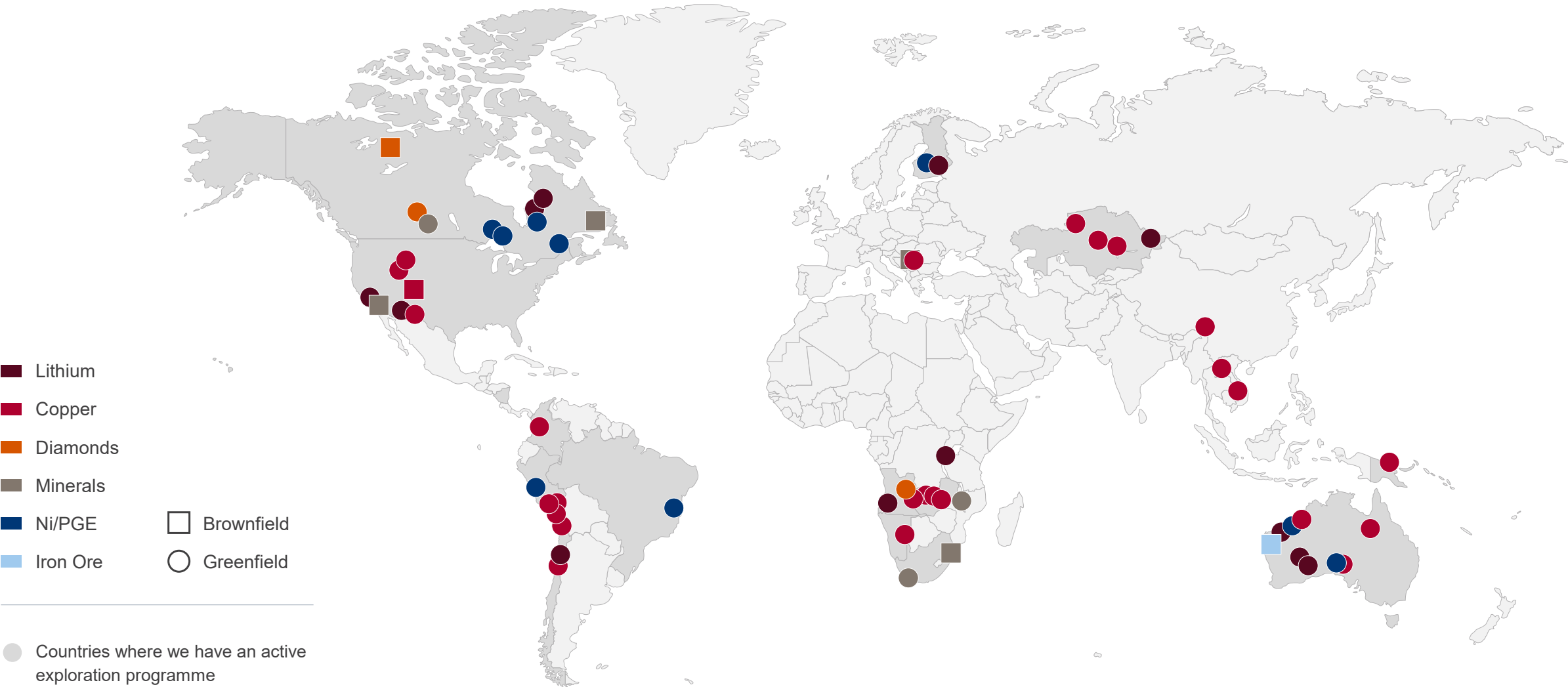


Innovation Advisory Committee



\$150m for Centre for Future Materials²

We are exploring for 8 commodities in 18 countries



Our core purpose in exploration is discovery by finding or acquiring high-quality growth options



Dynamic portfolio of projects, broad spread of options



Organically-driven growth options while remaining opportunistic (countries, commodities, partners)



Focus on metals in support of the energy transition (copper, lithium, nickel)



Support for Minimum Viable Projects with growth options, recognising Tier 1 projects grow over time



Innovative, assertive, challenge the norms approach across all exploration terrains



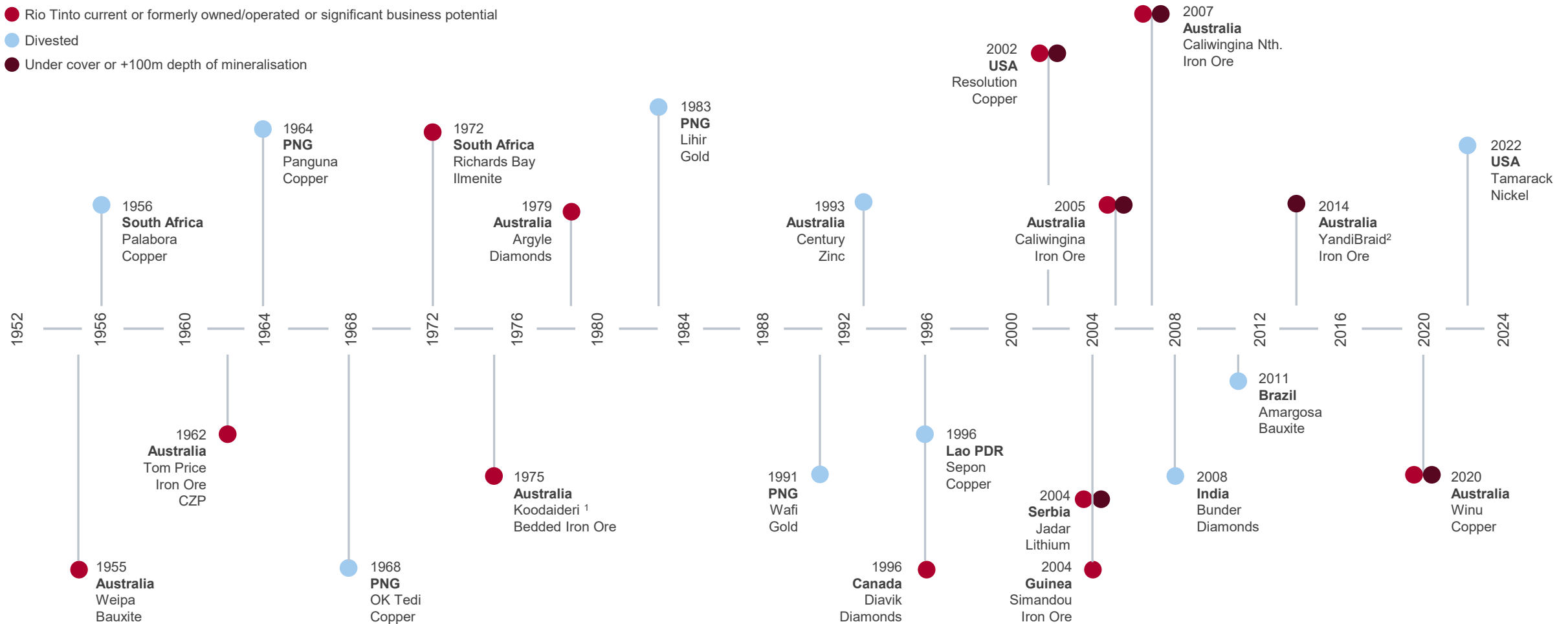
Enhance reputation as a respected, trusted partner by communities, Indigenous groups and local governments

Seven decades of industry-leading discovery and development performance

● Rio Tinto current or formerly owned/operated or significant business potential

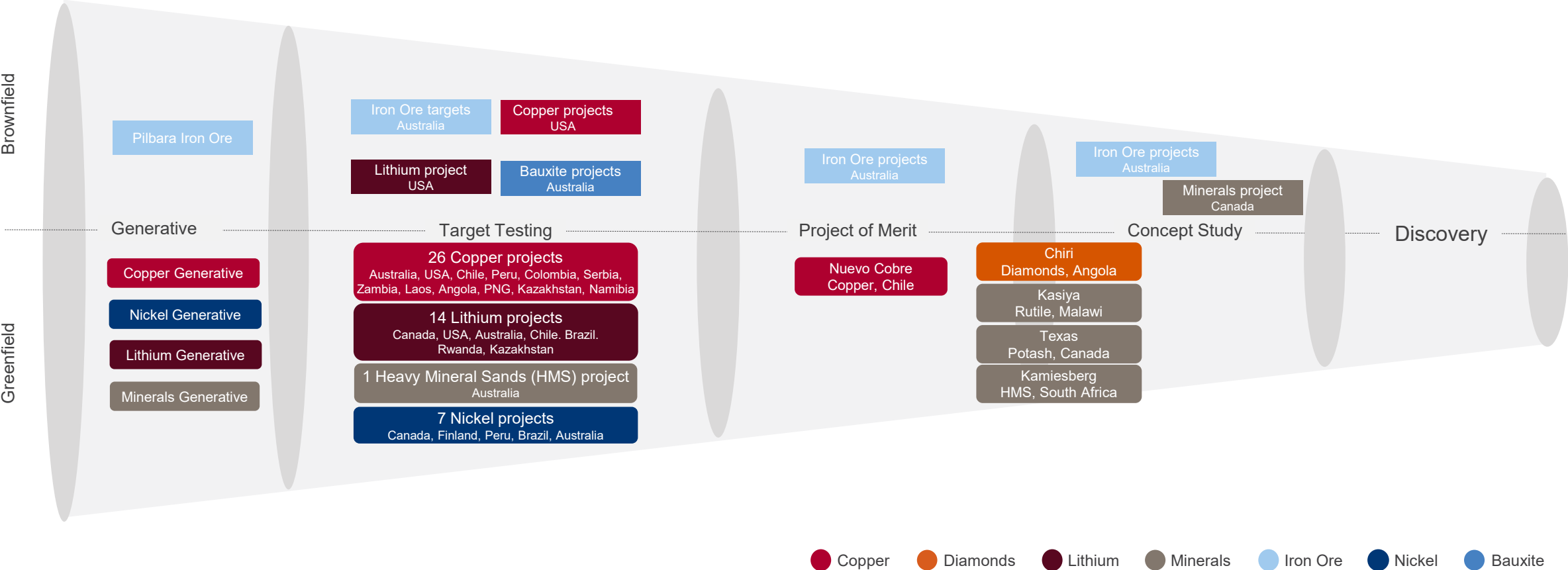
● Divested

● Under cover or +100m depth of mineralisation



We have more than 100 projects at varying stages of maturity

Our pipeline focus is on the most promising opportunities



Our new joint venture with Codelco: Nuevo Cobre

World class copper terrain; unique strategic partnership

57.74% Rio Tinto, 42.26% Codelco

High potential for a significant porphyry discovery in the fourth largest copper district in the world (Atacama region, Chile)

Property previously explored for gold, with existing gold oxide resources present

Historical data review has indicated underexplored copper resources as well as upside copper targets - delineation work ongoing

>440 km of drilling completed with ~7% analysed for copper. Environmental baseline monitoring and permitting commenced



Tackling the energy transition together

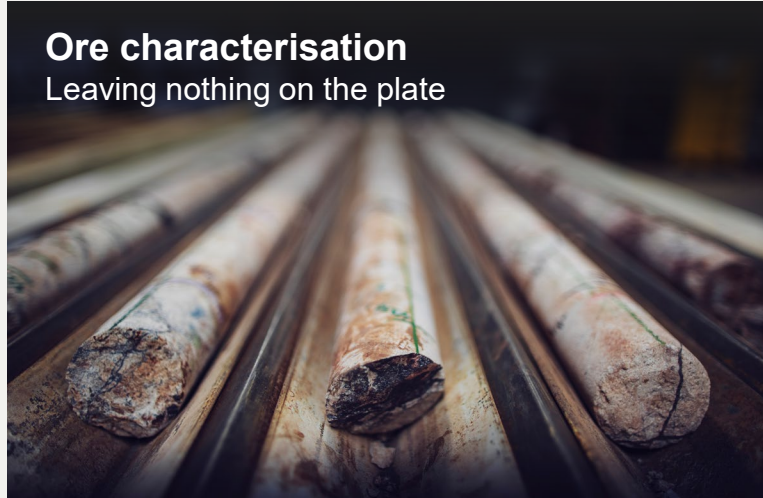
Brownfield development

Getting more from our existing assets



Ore characterisation

Leaving nothing on the plate



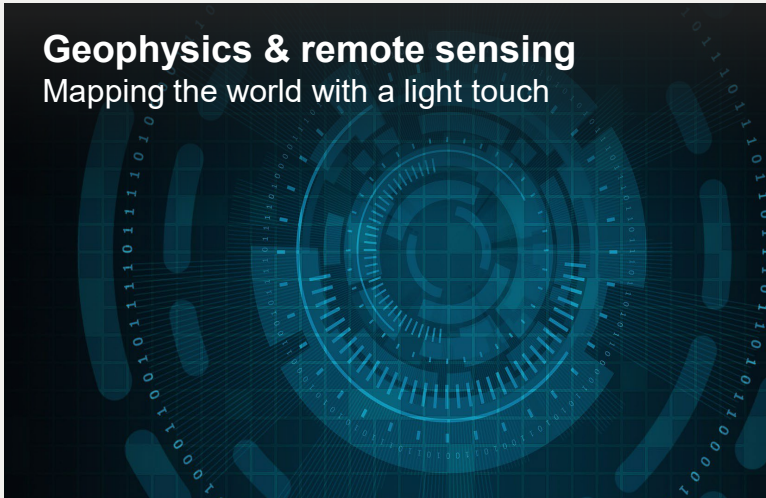
Partnerships

Underpinning everything we do



Geophysics & remote sensing

Mapping the world with a light touch



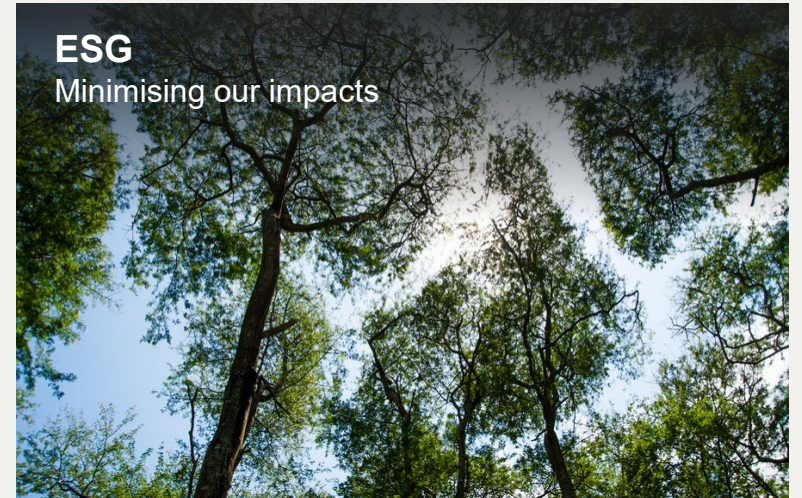
Advanced analytics & machine learning

Turning our big data into big insights

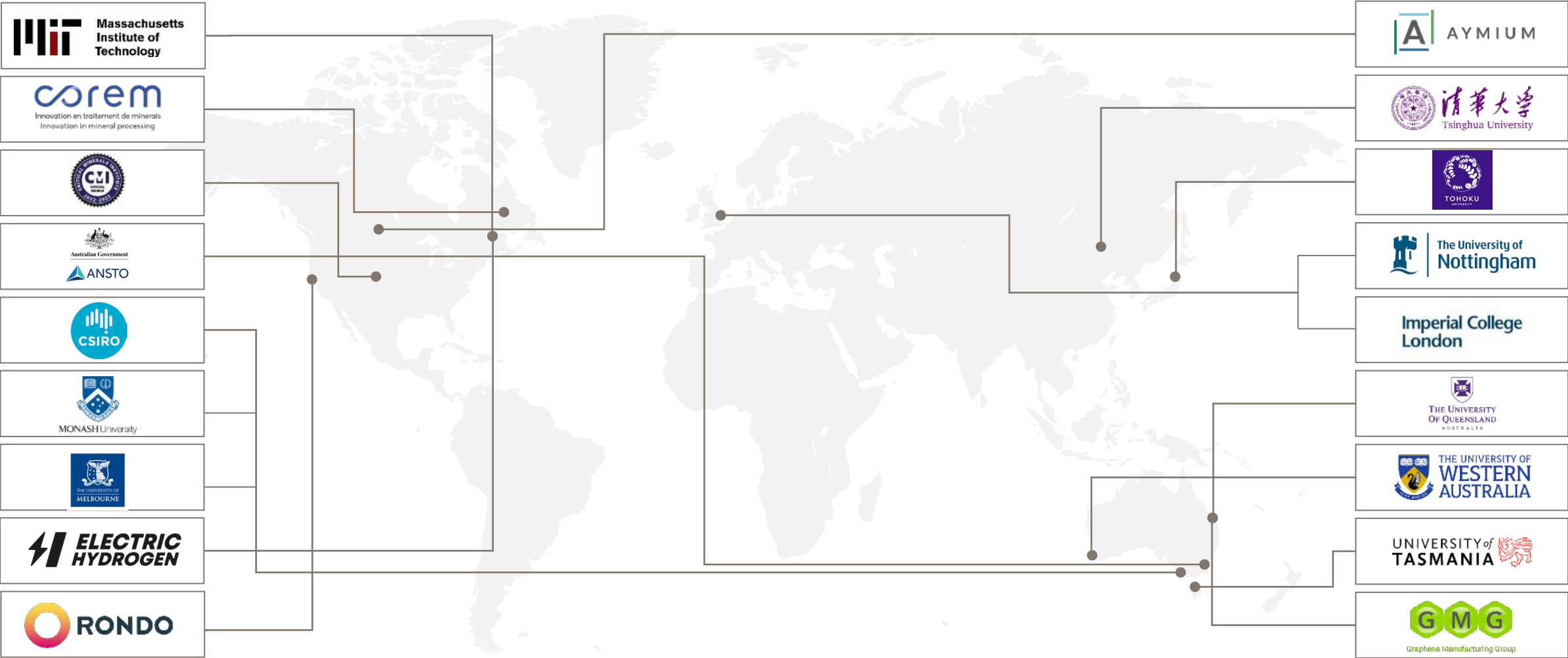


ESG

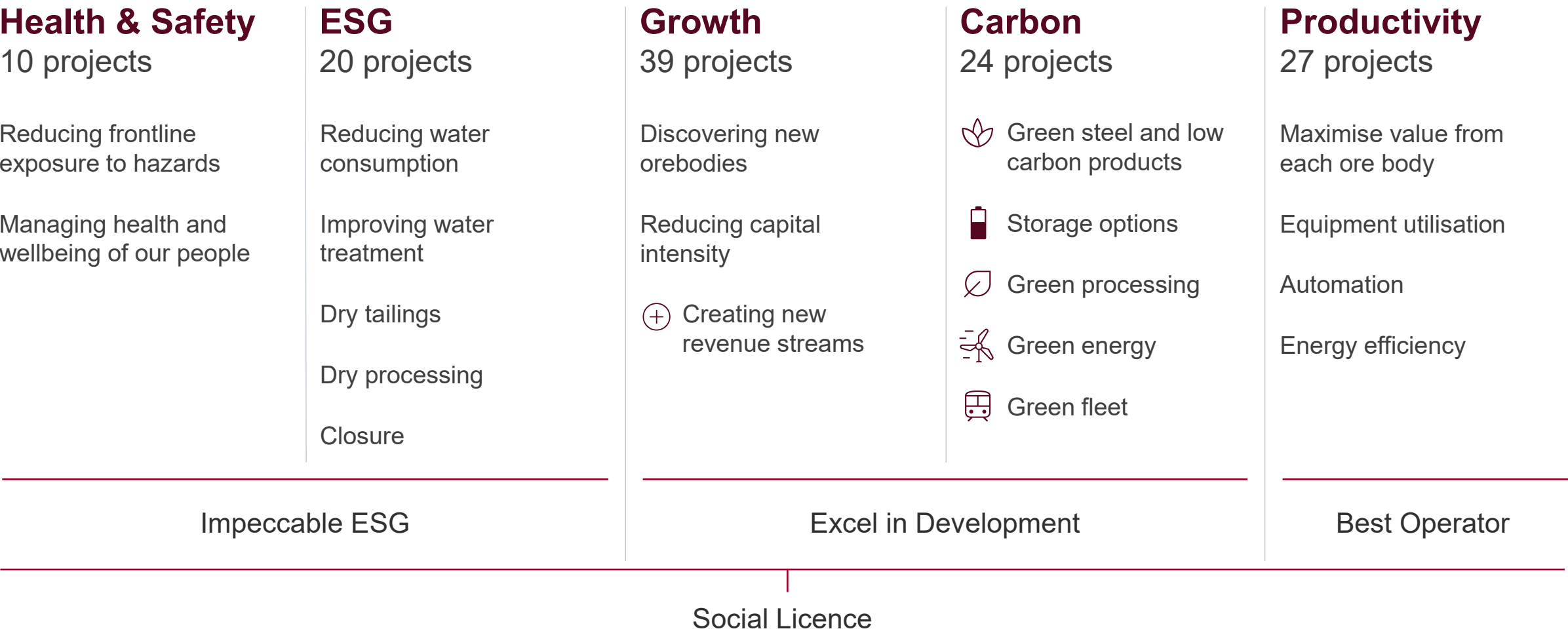
Minimising our impacts



Strong network of technology partnerships



Disciplined technology roadmap



2023 highlights to evolve into 2024 successes

Accelerating innovation by 'bringing the outside world in'



Innovation Advisory Committee

Comprised of innovation and R&D experts from around the world

Provides insights on ways we can accelerate our innovation portfolio and offers guidance on emerging and disruptive technologies



Rio Tinto Centre for Future Materials

Committing \$150m to research over 10 years

Tackle challenges faced by our industry in providing materials the world needs for the energy transition

Imperial College London will lead the Centre in partnership with international academic institutions



Investing in technology and start-ups

This year we have invested nearly \$40m. Both first time investments and other subsequent investments based on innovation successes

Focus on investing in technology and start-ups to help solve critical business challenges

Advancing key projects



Progressing the portfolio

In collaboration with our partners, we are focused on progressing key projects, including:

- ELYSIS™
- Nuton™
- Lumo Analytics
- BlueSmelting™
- Hydrogen calcination
- Steel decarbonisation and Biolron™

Our markets and customers

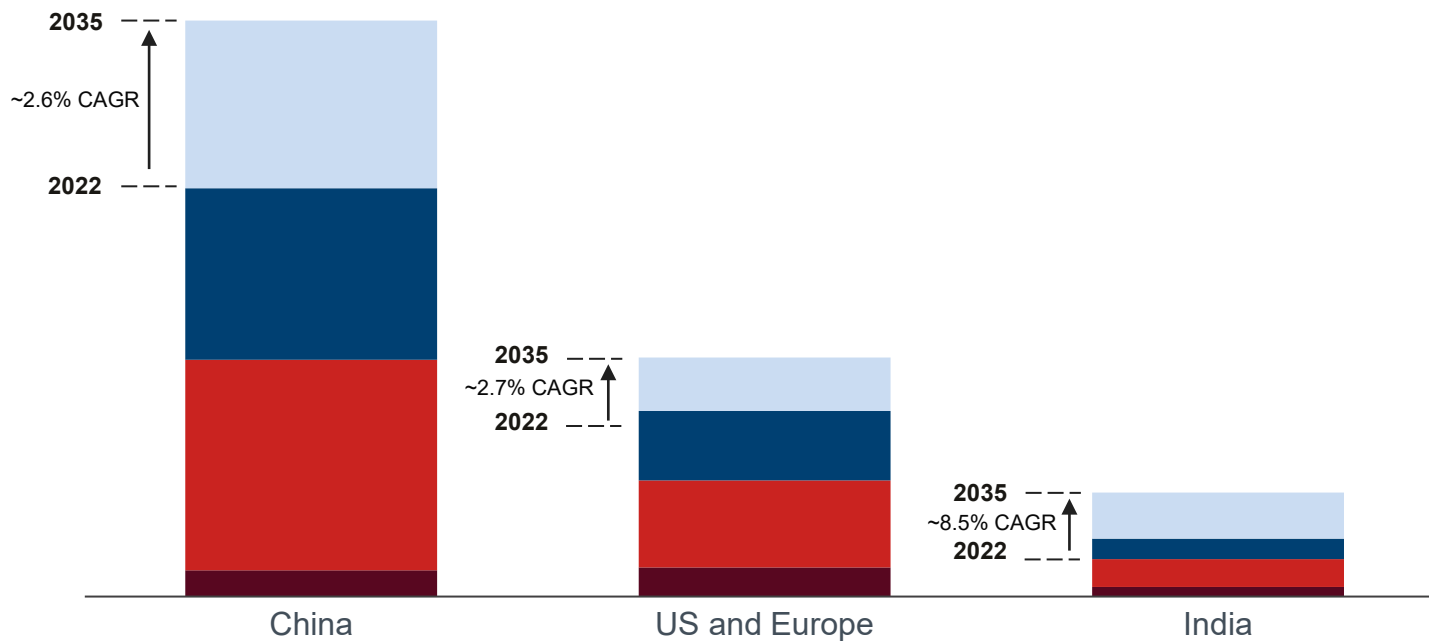
Alf Barrios

Vivek Tulpule

Global trends driving commodity demand

Global commodity demand to grow by ~4% a year to 2035¹

<2°C scenario; Copper equivalent basis²



Steel (Fe units) Aluminium Copper Lithium

- Decarbonisation and the energy transition are expected to fuel sustained commodity demand growth in the next decade
- Regional industrial policies will play a large role amidst rising geopolitical forces, driving demand divergence
- China will continue to underpin global demand for major commodities, accounting for 44% of the global market by 2035
- Surging Indian demand and the continued expansion of Western demand will complement Chinese growth

Decarbonisation drives potential for segmented steel value chains

Western hemisphere

~25% of 2040 iron ore demand

Robust future demand for high grade iron ores

Policy incentives in US, EU¹ supporting decarbonisation and clean energy

Gas → Green H₂ advantages in MENA / Americas

Incentive for DRI-EAF decarbonisation pathway

Eastern hemisphere

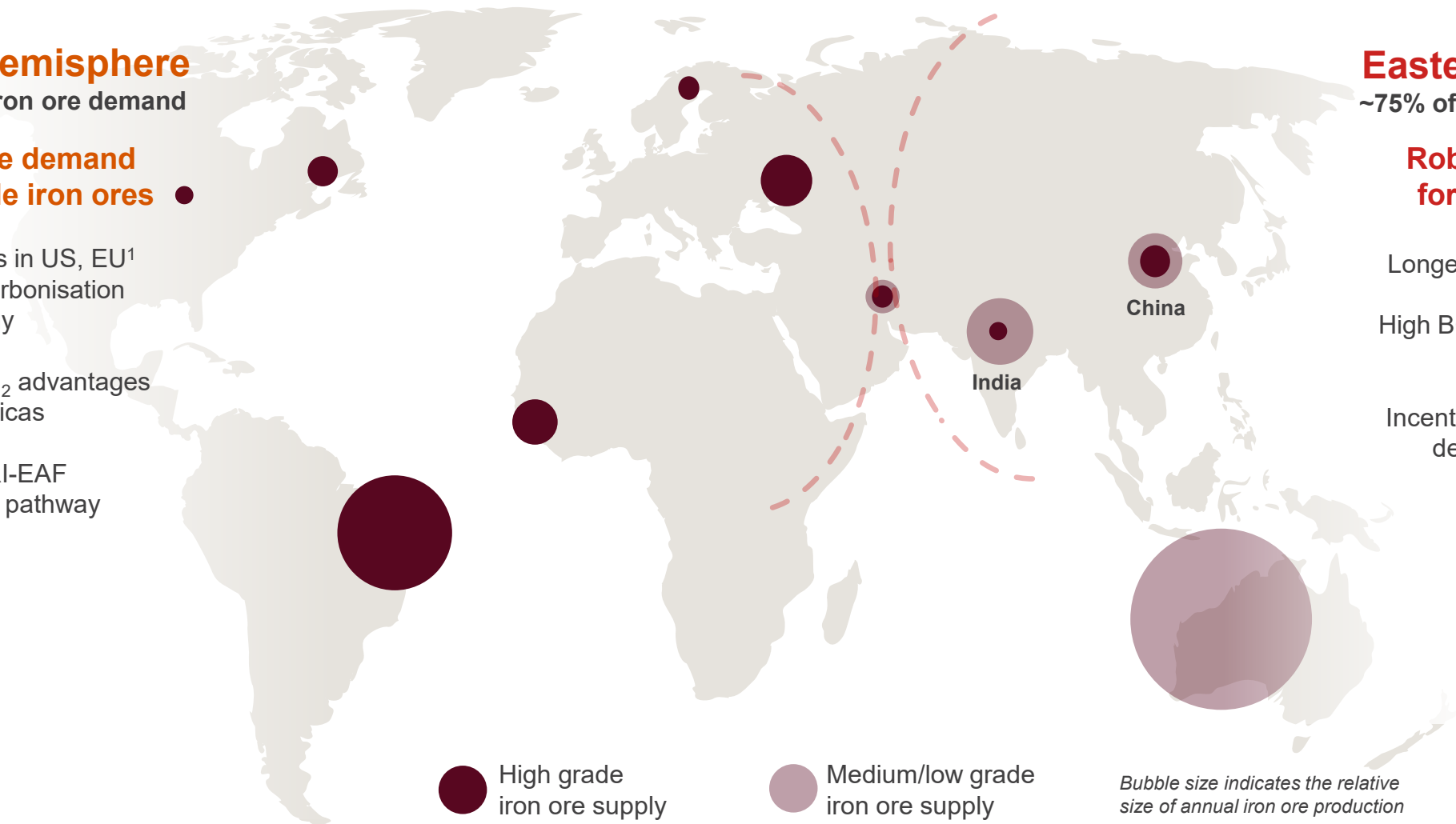
~75% of 2040 iron ore demand

Robust future demand for all iron ore grades

Longer-dated net zero targets

High BOF steel share in China and east Asia

Incentive for liquid ironmaking decarbonisation pathway²

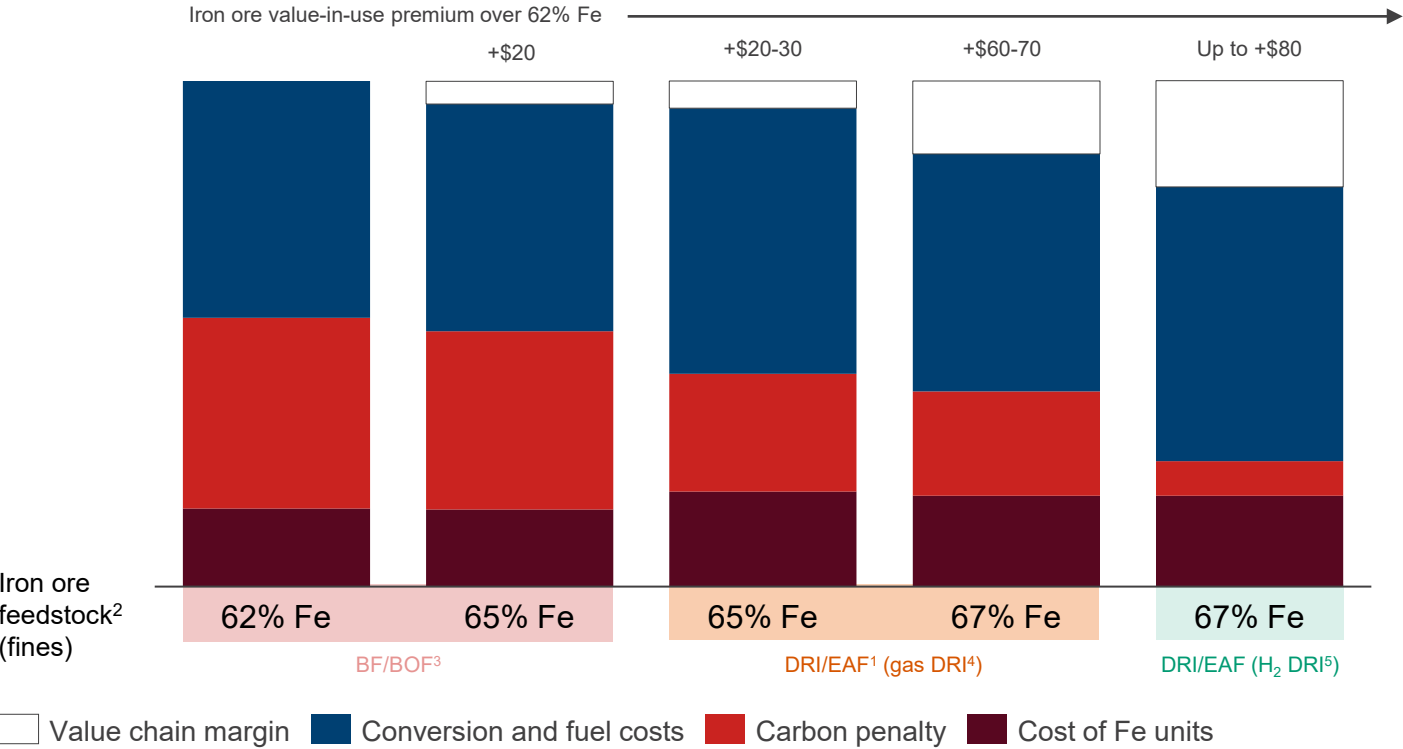


¹ EU policies include binding target of 55% GHG emission reduction by 2030, and 2050 net-zero target, supported by industry level targets, removal of free allowances, implementation of CBAM and green energy subsidies. US Inflation Reduction Act offers generous subsidies and rebates for clean energy including up to \$3/kg tax credit for green hydrogen and up to \$85/t CO₂ for CCUS
² Refers to any technology that abates CO₂ emissions from and upstream of the melting separation of slag from hot metal. This includes BF+CCUS, DRI-BF-BOF and DRI-electric melting furnace-BOF

Low-impurity ores could realise significant premiums at \$100/tCO₂

Indicative operating cost structure per tonne of crude steel

at \$100/t CO₂ penalty and consensus long-run iron ore price forecasts (\$75/t on a 62% Fe equivalent basis, CFR China)

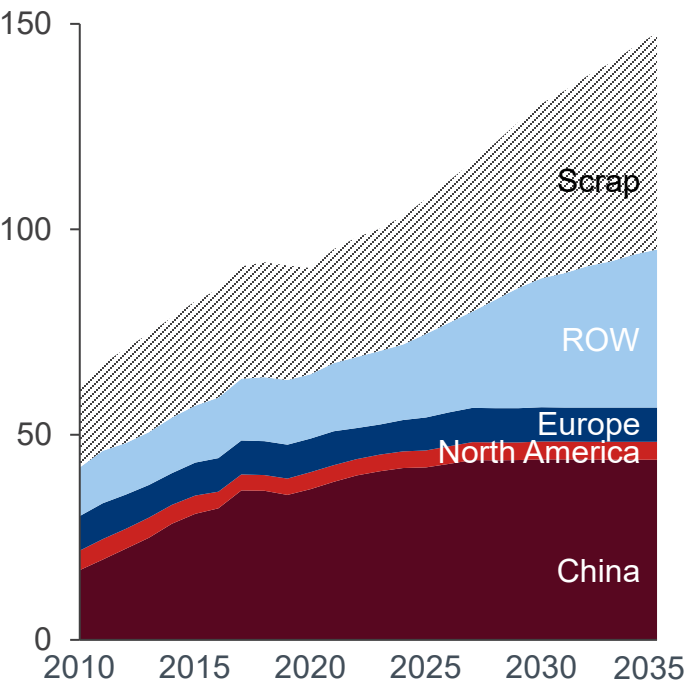


- Reduction in CO₂ penalties achieved when moving to DRI/EBF routes creates higher steel margins with high-grade iron ores
- Natural gas DRI can partially abate ironmaking CO₂ emissions
- Value chain margins can reach ~\$120/t steel under H₂ reduction, equating to around \$80/t for iron ore

Recycling creates broad benefits across aluminium supply chain

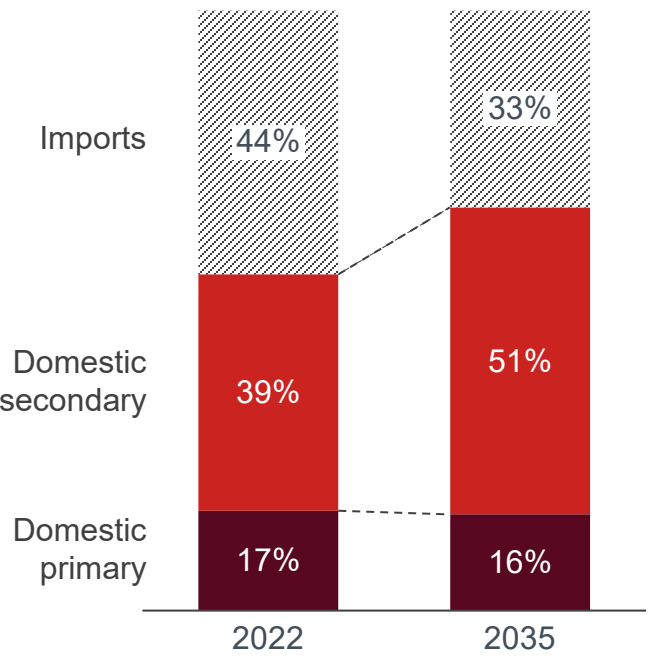
Recycling growth to outpace primary...

<2°C scenario; global aluminium production (Mt)



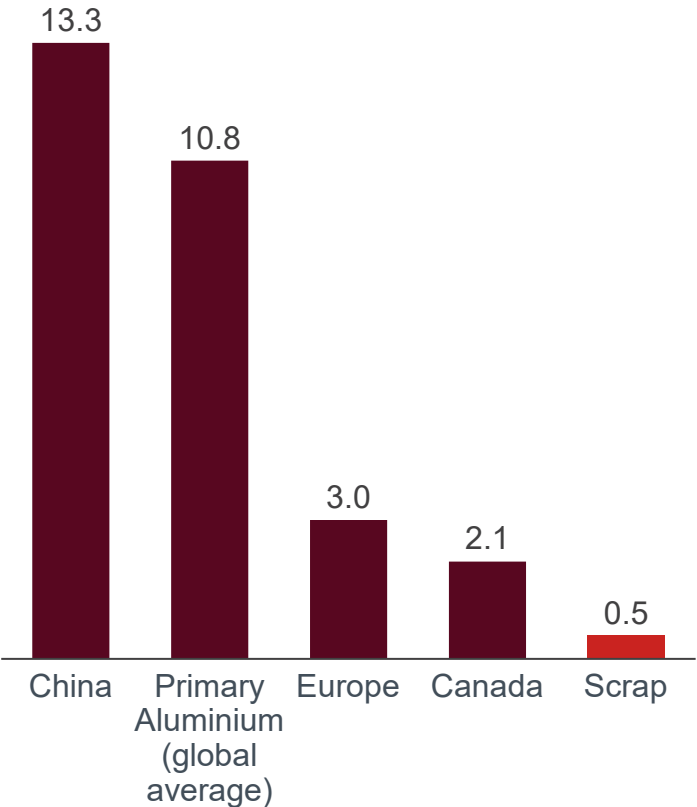
...to enhance supply chain resilience

Europe + US + Japan semis production



... and to reduce emissions

CO₂ intensity of primary aluminium and scrap (tCO₂/t Al)



Finding better ways to serve our customers

What customers want



Decarbonisation

- Value chain decarbonisation
- Low carbon products
- New materials for the energy transition



Security of supply

- Access to scarce materials
- Traceability

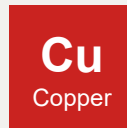
Rio Tinto partner of choice



- Diversified orebody portfolio (grade, geography)
- Steel decarbonisation solutions



- Low/ultra-low carbon and recycled aluminium
- Powered by renewable energy
- Geographically diverse production



- Oyu Tolgoi concentrates for growing smelting capacity in China
- “Made in America” copper



- Developing supply options

Matalco – a step change in our customer offering



End customers are increasing the use of recycled aluminium with North American demand forecast to increase from 4.7 to 7.8 Mt from 2022 to 2032¹

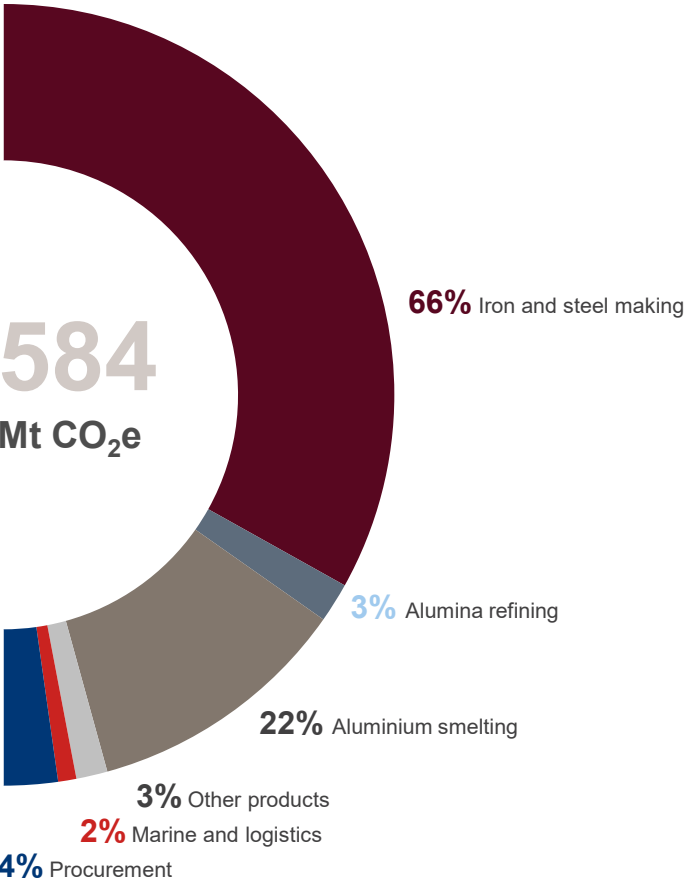
Matalco JV creates a leadership position, increasing our North American aluminium portfolio by 45% and almost doubling our portfolio of value-added products

Recycling complements our offering
– low carbon primary aluminium, ELYSIS™ and now recycling – with secure access to high-quality scrap

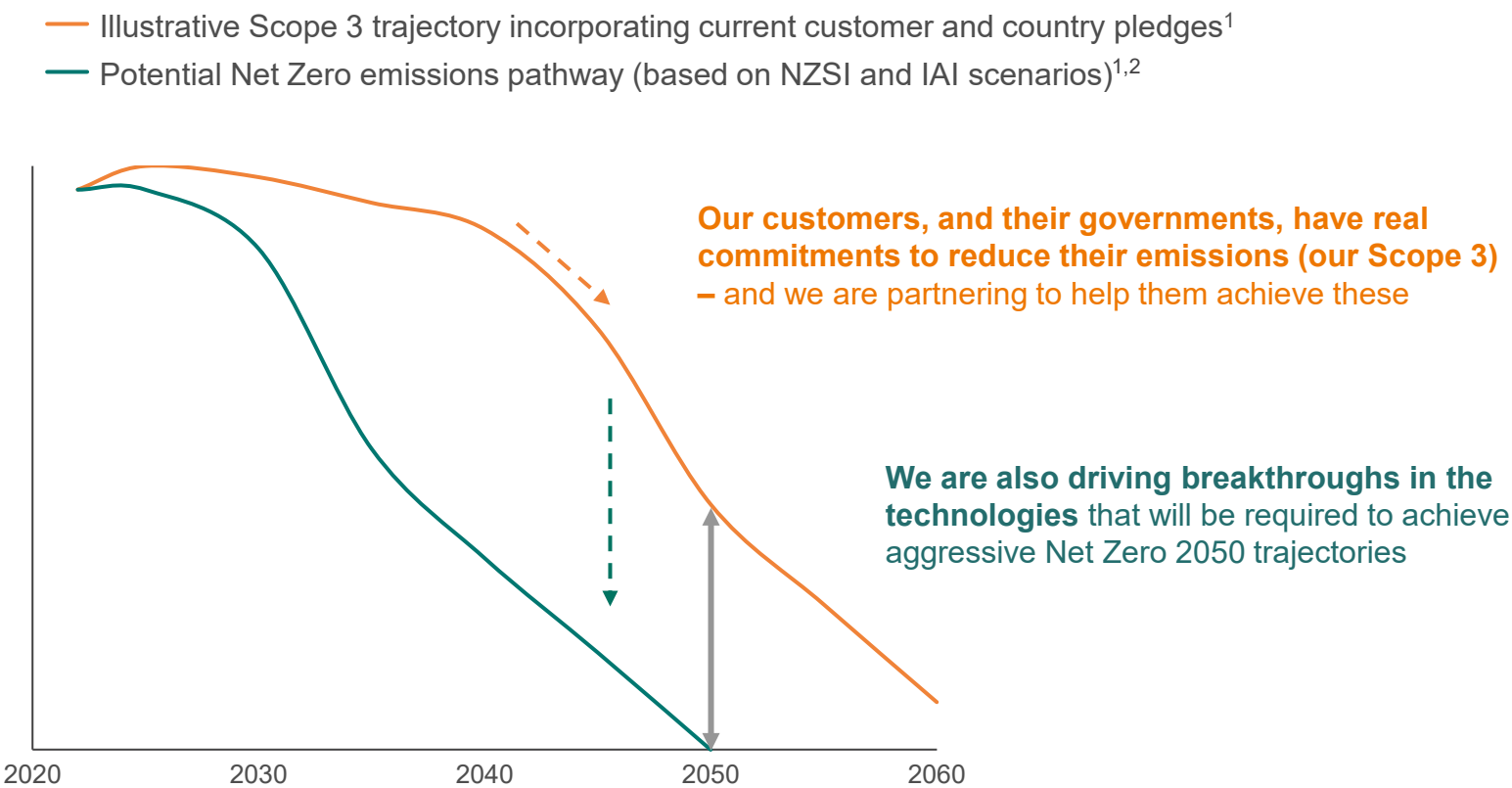
And sets us up for growth in the expanding North American market

Supporting customers and suppliers to decarbonise the value chain

Our Scope 3 emissions



We are helping our customers beat the current trajectory



1. Based on current product and customer mix
2. NZSI = Net Zero Steel Initiative. IAI = International Aluminium Institute

Partnering with customers to decarbonise the steel value chain

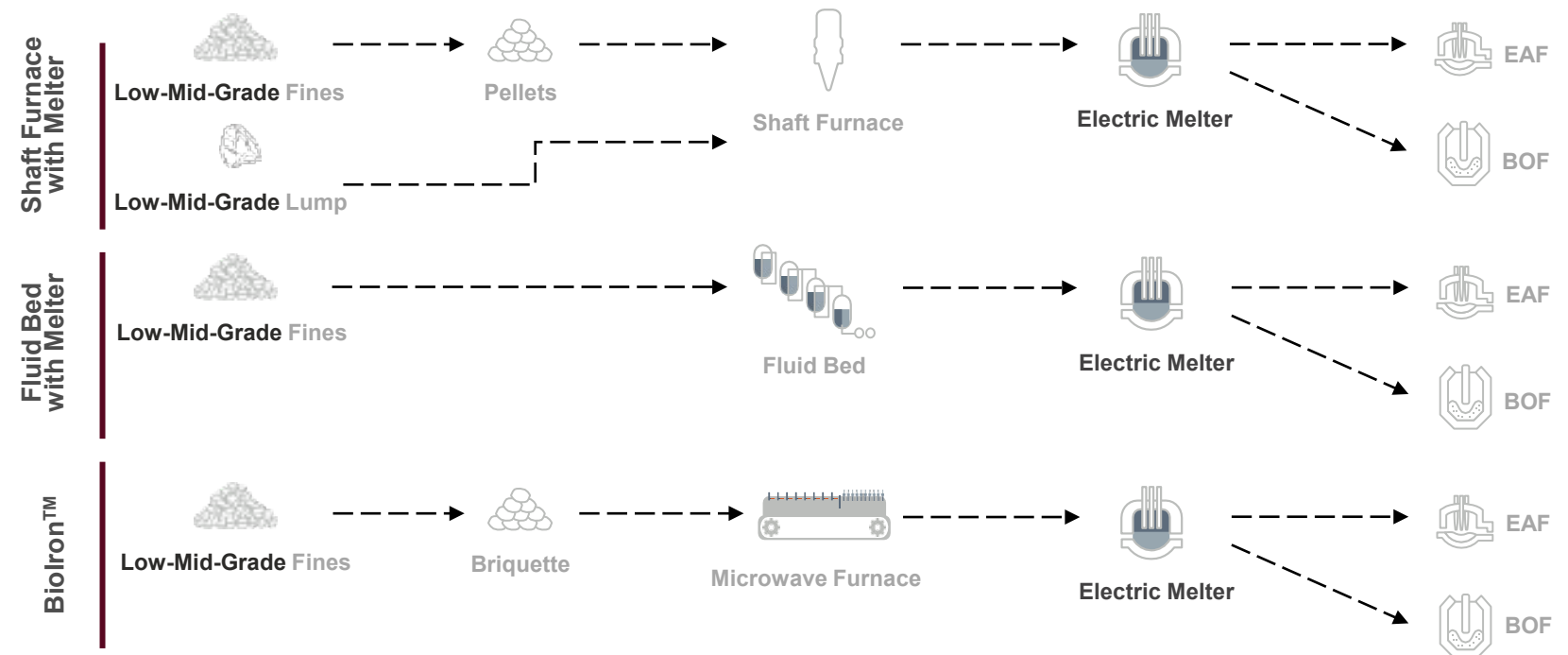
1 Existing Pathways Ongoing

Working with our customers to lower the CO₂ intensity of the Blast Furnace

2 Emerging Pathways ~1-10 years to commercial scale

Using our high-grade iron ores to accelerate the early proliferation of low CO₂ technologies

Unlock new low-CO₂ technologies for low-mid grade Pilbara ores



3 Future Pathways >10 years to commercial scale

Specific, action-oriented near-term Scope 3 targets



Steel

- Support customers to reduce emissions from BF by 20-30% by 2035
- Target a 50% reduction in Scope 3 (7 Mt) from IOC by 2035¹
- Commission Biolron™ Continuous Pilot Plant by 2026¹
- Deliver a DRI+melter pilot plant by 2026 in partnership with a steelmaker¹
- Finalise study on a beneficiation pilot plant in the Pilbara by 2026



Marine

- Achieve 50% emissions intensity reduction by 2030
- FMC² pledge of 10% of time charters net zero fuel capability by 2030
- Improve reporting – use actual voyage data for 95%+ of shipments in 2024



Procurement

- Engage with top 50 emitting suppliers on emissions reduction
- Decarbonisation as evaluation criteria for all new sourcing in high emitting categories in 2024



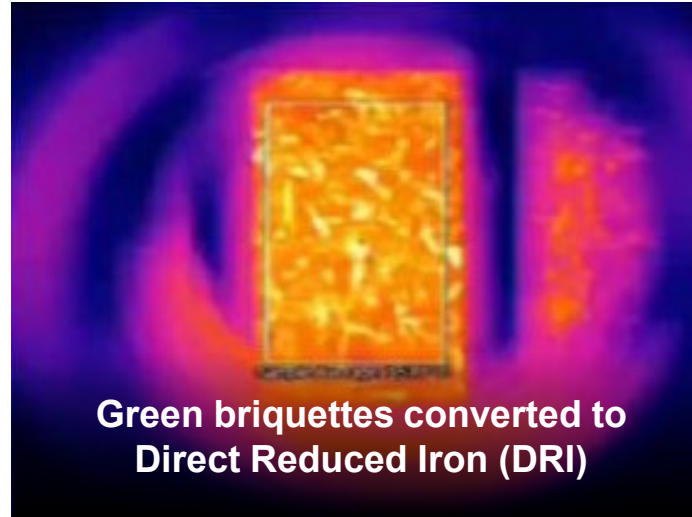
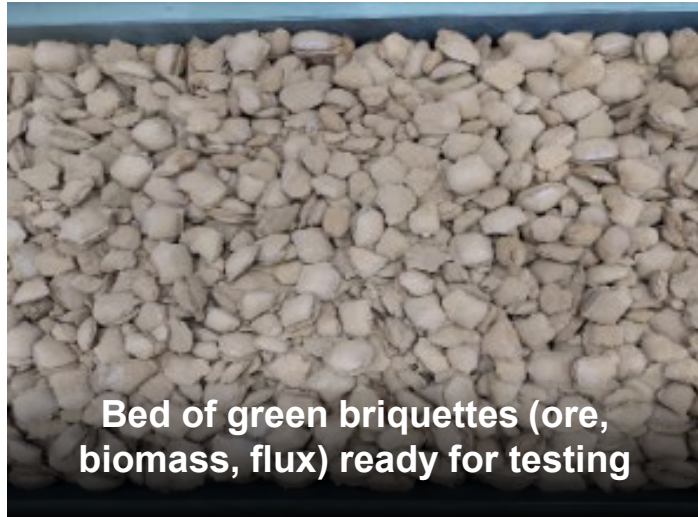
Alumina

- Advance customer partnerships driving decarbonisation in 2024, advance and share improvements in the refining process (R&D)



Biolron™ – pioneering breakthrough technologies

Biolron™ uses raw biomass instead of metallurgical coal and microwave energy to convert Pilbara iron ore to metallic iron and has the potential to support low CO₂ steel making



01. Highly productive with ores from the Pilbara, the world's largest iron ore region

02. More than 95% reduction in CO₂ emissions compared to pig iron produced in the Blast Furnace

03. Utilises biomass produced from agricultural by-products

04. Electricity consumption is ~65% lower than other green Hydrogen technologies

Panel 2:

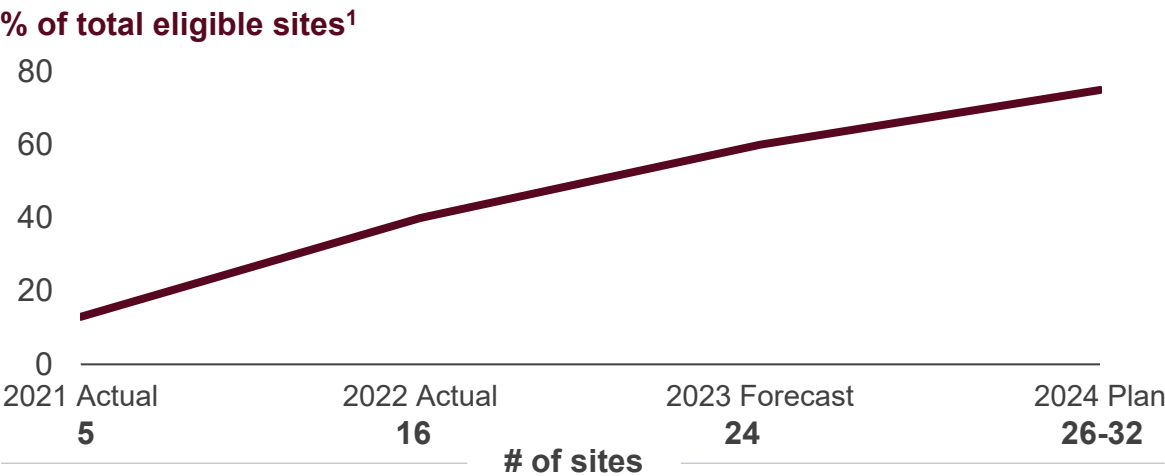
The mindset that's driving performance

– Best Operator

James Martin
Kellie Parker
Arnaud Soirat
Simon Trott



Safe Production System progress and 2024 priorities



2024 priorities:

Significant maturity uplift at existing deployment sites, and specifically problem solving for accelerated impact

Partnership approach to rapidly improve asset health

Continued rollout of SPS at a further **2-8 sites**

Delivery of a further 5mt production uplift at Pilbara Iron Ore in 2024



SPS is a global system improving safety, people and profit outcomes

Year-on-year change

Hope Downs
(Iron Ore)

42% 

Processing operating
time variability

Grande Baie
(Aluminium)

19% 

Casting operating time
(excluding shutdowns)

Kennecott
(Copper)

8% 

People Survey employee
satisfaction

IOC
(Minerals)

20% 

All injury frequency rate
(AIFR)



An update on Everyday Respect

and our progress on the 26 recommendations

Respect at every level



Exceeded our stretch target with 81%¹ of employees completing training on building **psychological safety and becoming an upstander**

Integrated Everyday Respect in leader and culture change programmes

Identified structural barriers in our recruitment process through a combination of research, and surveying more than 6,300 employees

Respect in every place



Addressed immediate safety and hygiene risks at our sites

Progressed works to further ensure **our facilities are safe and inclusive**

Expanded **‘Stop for Respect’** conversations

Created safe and inclusive facilities guidance, as well as implementing new village councils, with 20 now in place

Respect for every voice



Launched Care Hub in 3 countries – Australia, New Zealand and Mongolia covering ~30,000 employees, to help people impacted by harmful behaviours

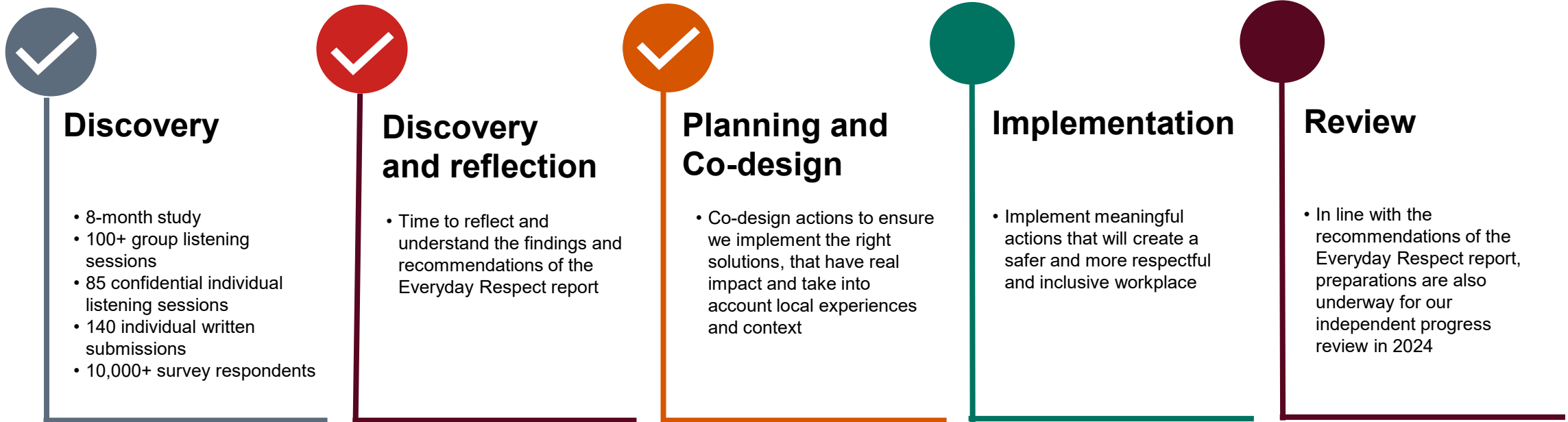
Established 3 global employee resource groups including gender equality, neurodiversity and LGBTQ+, with over 600 people joining so far

Commenced **contractor listening sessions**

Continue partnership with stakeholders to keep the momentum beyond Rio Tinto

- Partnering with BHP and Fortescue to launch an industry-first pilot programme aimed at educating new entrants to the sector
- Sharing learnings with other stakeholders including our engagement results, cases, training and third-party culture assessments

Everyday Respect – looking ahead



2024 Review

- Committed to the progress review, with release of the outcomes likely in Q4
- We are again using independent expert Elizabeth Broderick
- We continue to commit to transparency and will share the progress report

Safety share - culture

Molly Singline

Break



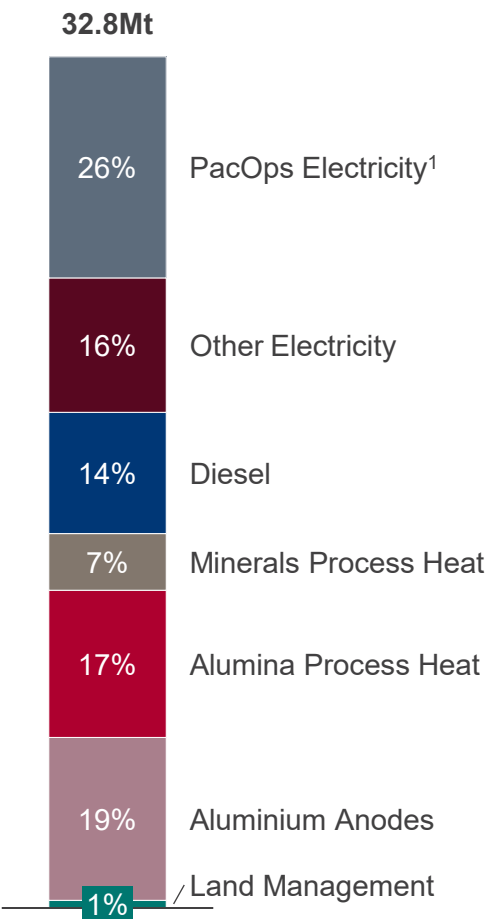
Our decarbonisation in action

Mark Davies

Our project commitments are taking hold

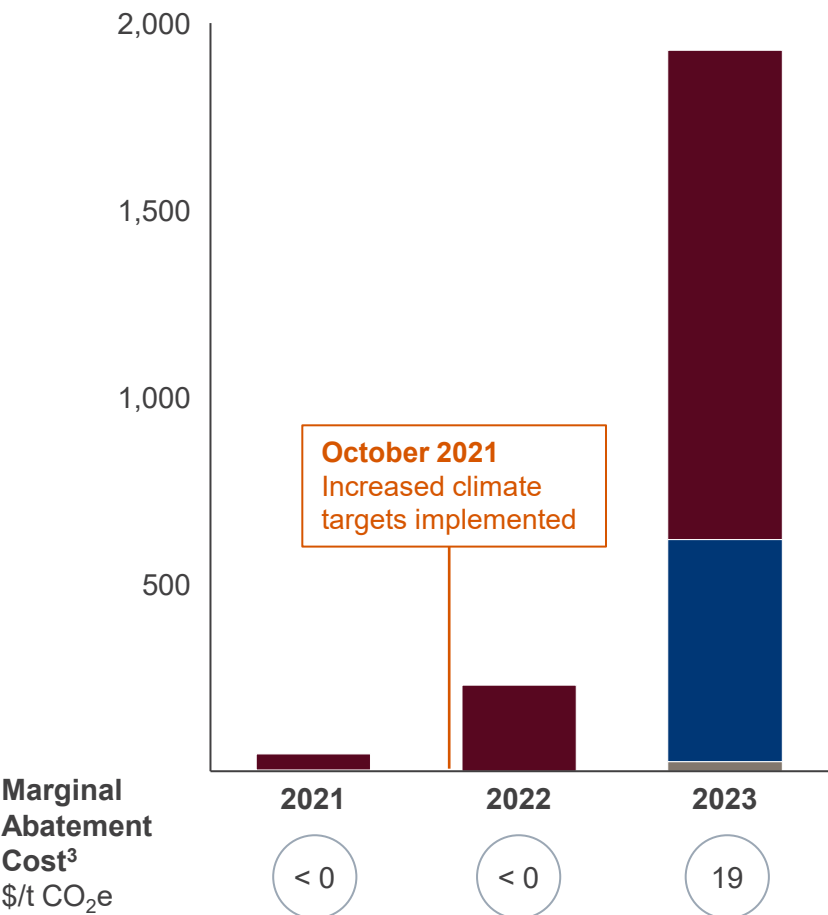
2022 emissions

% by source



Commitments to abatement projects²

tCO₂e equity basis



2023 outcomes

We have momentum in the portfolio

- Converting our targets into actions, with an expected increase in activity in 2024

We have evolved our programme-based approach

- Appointed Chief Decarbonisation Officer
- Strengthened investment approach

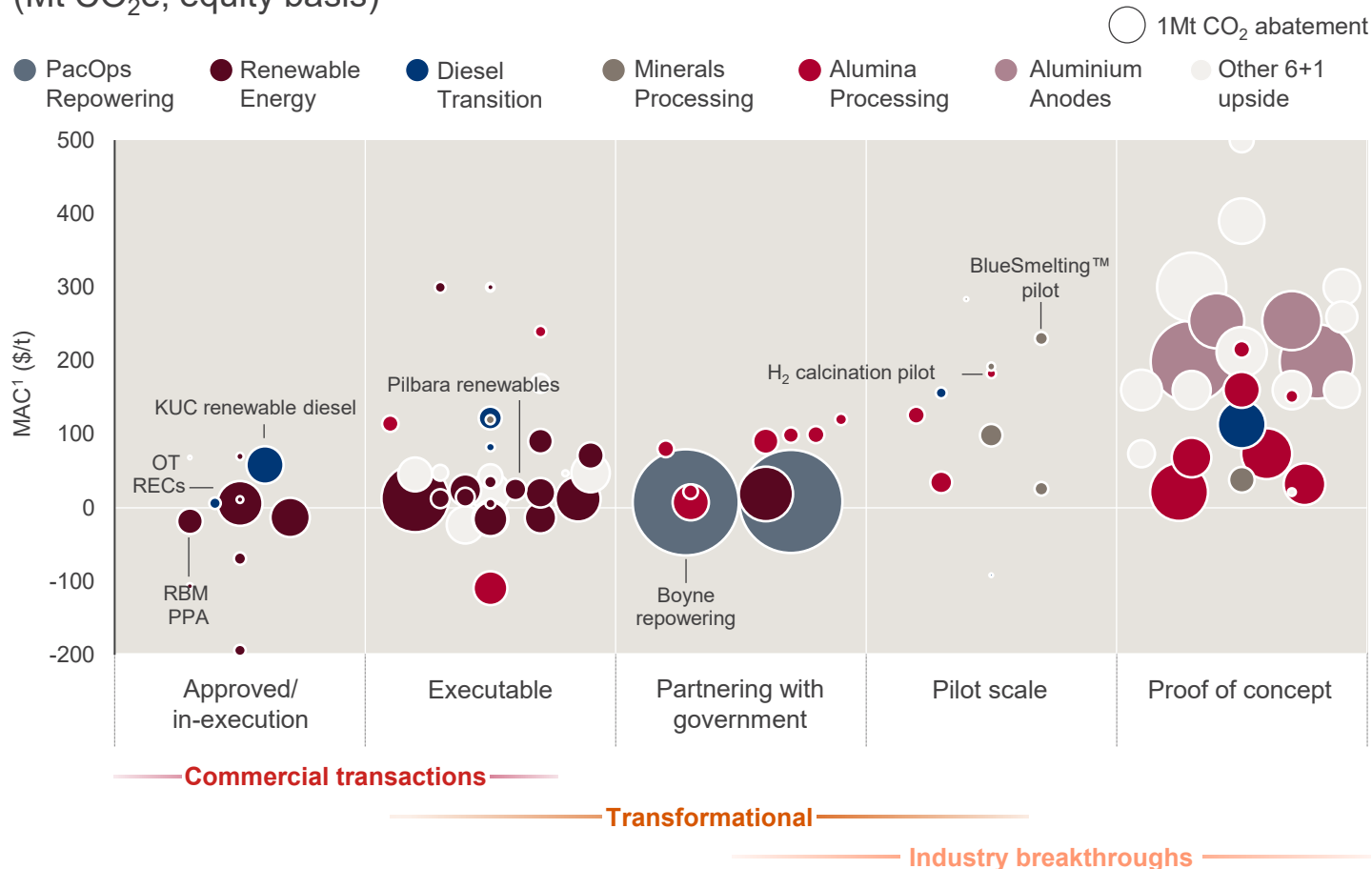
2023 commitments

- Renewable energy in Australia and Africa
- Biofuels including 100% use at Boron and Kennecott
- Piloting low-carbon heat and use of hydrogen in processing emissions

Responsible investment today and a technology focus for the future

Decarbonisation project pipeline

(Mt CO₂e, equity basis)



Robust evaluation approach

- Our path to 2030 is built on defined projects with value assessed in different future scenarios
- Projects progress through pipeline using abatement cost and schedule considerations

PacOps repowering

- Working with the evolving Australian energy market for an industry-competitive, low-carbon energy solution

R&D focus

- Half our emissions will require technology breakthroughs to develop viable solutions
- We continue to invest in our industry leadership position to address hard to abate processing emissions

2023 pipeline progress

Commercial transactions

Renewable energy

- Committed renewable energy and certificates in Australia, South Africa and Mongolia
- Yindjibarndi Energy Corporation partnership

Drop-in biofuels

- Boron and Kennecott replace its entire fossil diesel consumption with renewable diesel

Transformational

Repowering Pacific Operations

- Low-carbon energy solutions progressing with key stakeholders

Reducing baseload energy requirements

- Piloting double digestion at QAL refinery

Electric fleet development and trials

- Pilbara battery-electric haul truck pilots

Industry breakthroughs



ELYSIS™ carbon-free aluminium anodes



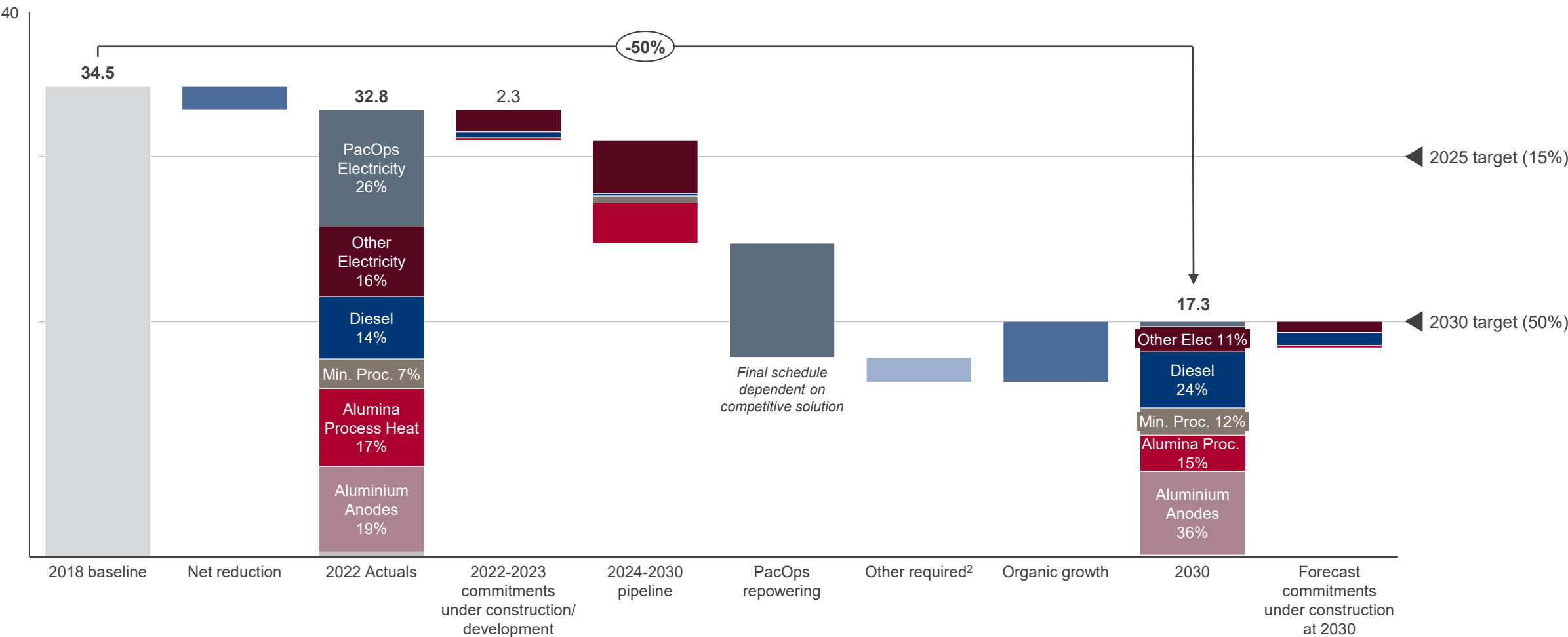
Yarwun hydrogen calcination



RTIT BlueSmelting™ demonstration plant

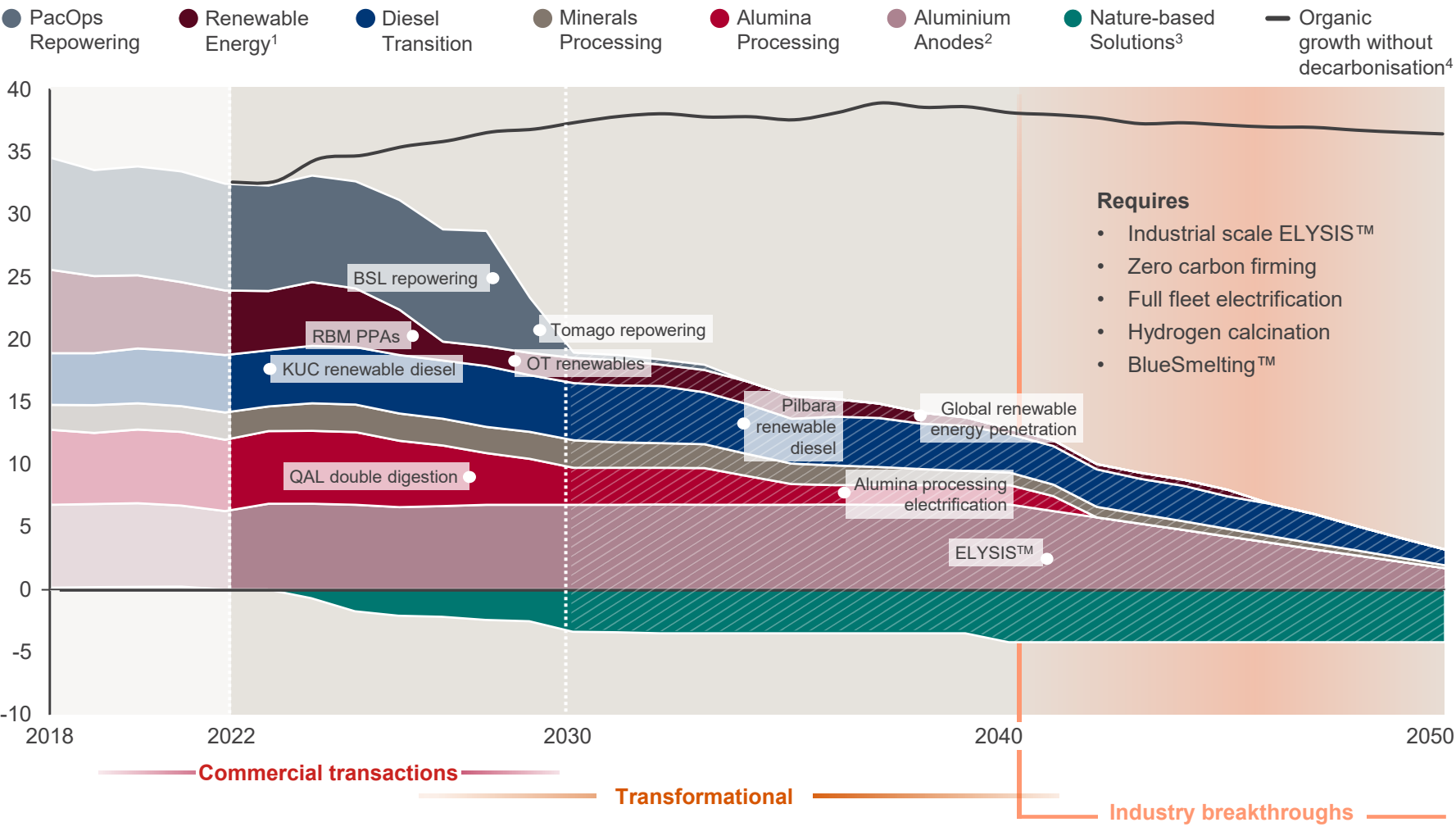
Pathway to 2030 target under our decarbonisation programmes

Mt CO₂e equity basis¹



Roadmap to net zero

Mt CO₂e equity basis



We remain committed to our 2030 targets, with the repowering of our Australian aluminium assets to play a significant role

Trajectory to net zero driven by ability to prove and scale-up technology breakthroughs for hard to abate processes

We believe nature-based solutions play a role in addressing climate change and nature loss

Aluminium – in focus

Jérôme Péresse

We are the world's leading low-carbon aluminium producer, with options to grow



4

Bauxite Mines¹



4

Alumina
Refineries¹



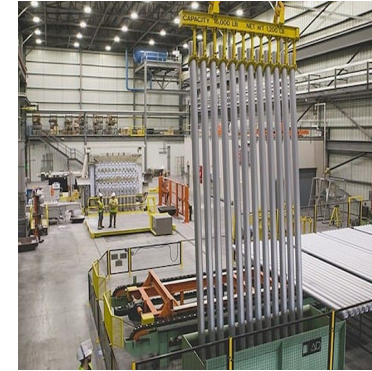
7

Hydropower
Plants



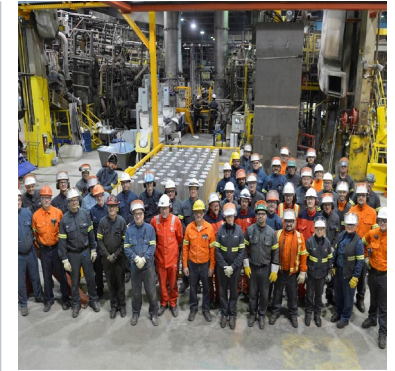
14

Aluminium
Smelters¹



8

Recycling
Centres²



3

R&D Centres and
ELYSIS JV

Best positioned for an industry in transition

Critical metal to enable the energy transition

Western re-industrialisation and industrial policies

Consumer demand for green products

Increasing aluminium scrap supply

Cost of firm green energy (hydro advantage)

China 45Mt capacity cap

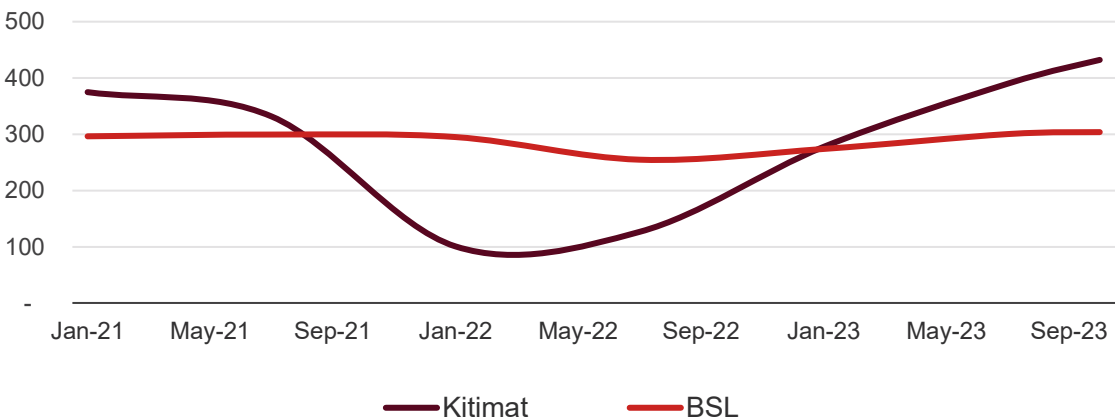
Our strategy to deliver sustainable competitive advantage through the cycle



Best operator: restoring the base for a stronger business

Kitimat at full capacity and Boyne cells recovered

Annualised production rate
kt, Rio Tinto share



Boyne - 'Best Operator'

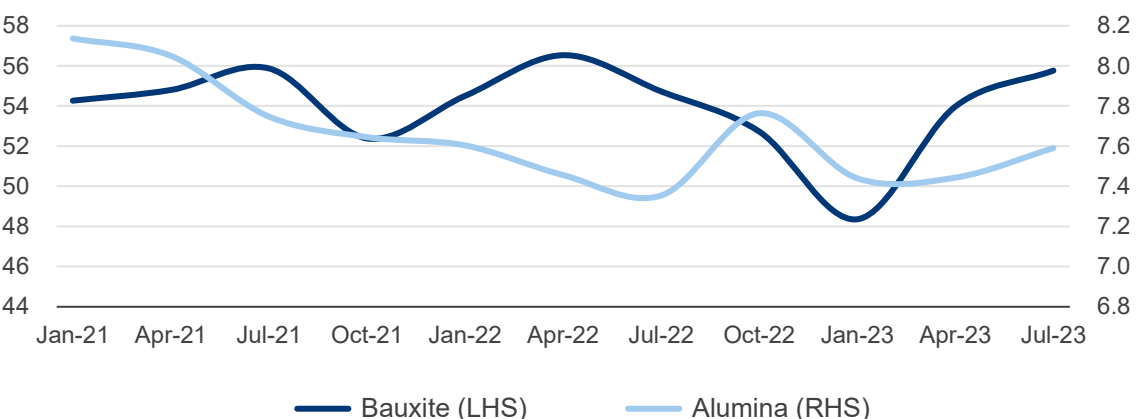
- ✓ Metal pad 'noise'¹ down 40%
- ✓ Anode 'noise'¹ down 30%
- ✓ Carbon dust down 50%
- ✓ Bath temperature deviation down 25%



**Delivering stability on
Line 3 into 2024**

Stability improving in Bauxite & Alumina

Annualised production rate
mt, Rio Tinto share



Weipa – Safe Production System in mining and refining

**People
6%**
Improvement in engagement

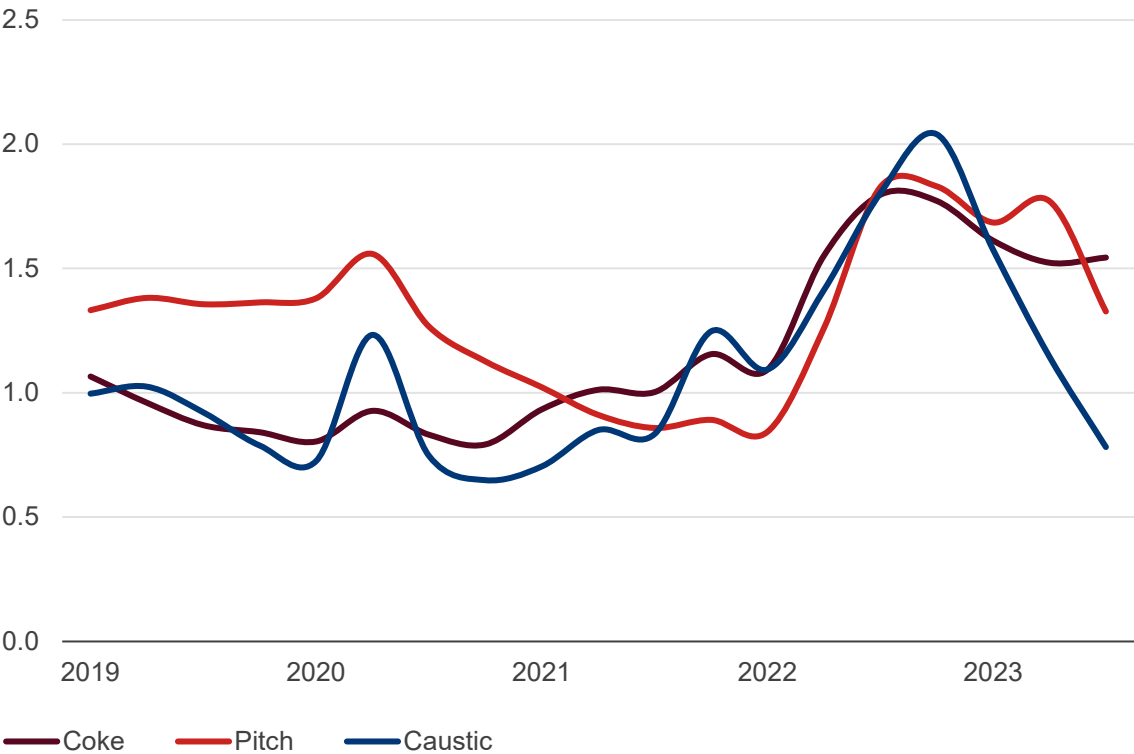
**Variability
6%**
Process variability reduction

Raw material prices trending downwards and inflation subsiding

Input prices down from cyclical high

Raw material prices

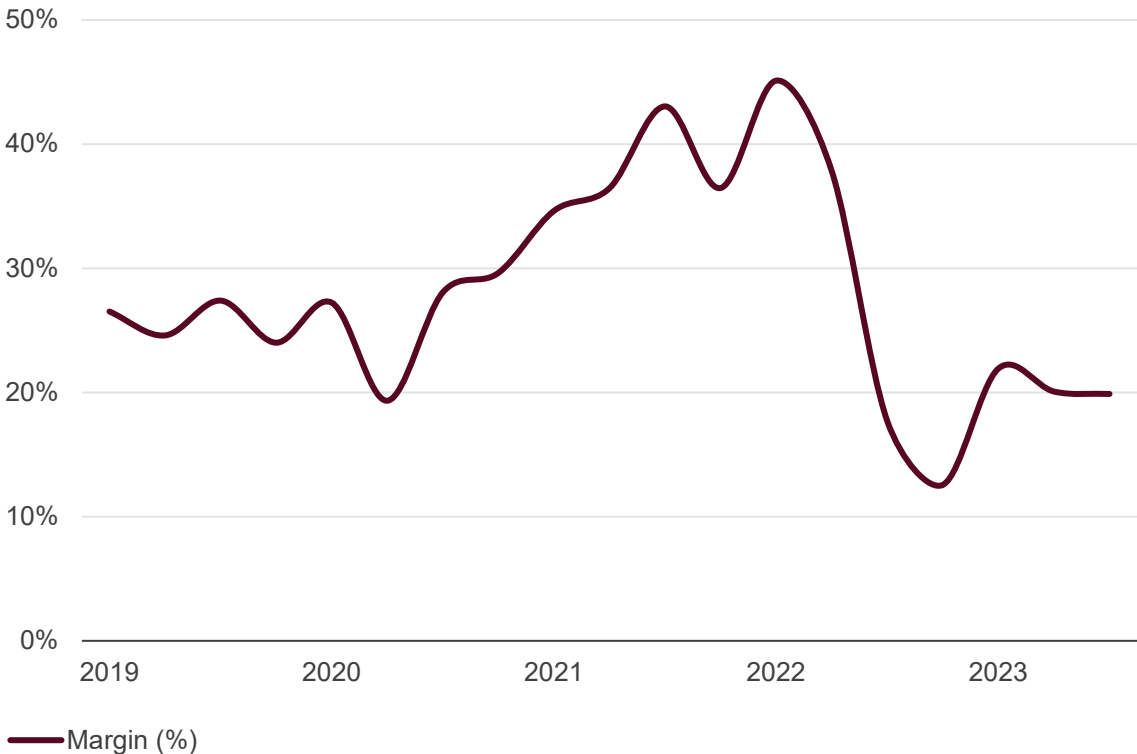
as a % of LME (indexed to historical 2014-2021 average)¹



Cyclical margin pressure subsiding

Rio Tinto Aluminium EBITDA margin

Quarterly %



Delivering on our North America conviction

Recycling

Growing in North America with Matalco JV

\$0.7bn Investment in high-quality aluminium recycling	50% JV with Giampaolo Group
~\$65m (for 8 months) EBITDA on \$700m revenue ¹	400kt (for 8 months) Shipments ¹
900ktpa Annual capacity	100% Rio Tinto responsible for sales & marketing

Potential for future growth beyond existing 7 facilities - underpinned by a complete product offering, improving the customer value proposition and scrap supply from Triple M Giampaolo group subsidiary

Low-carbon Primary Metal

Investing in Canada with AP60

\$1.1bn AP60 state of the art smelter technology	\$113m Quebec Government financial support
96 New AP60 pots (Total 134 AP60 pots)	160kt New capacity (220Kt total AP60 capacity)
1.6t CO₂e/t Al Approx. 50% less carbon emissions than Arvida	2026 Fully ramped-up, matched with progressive Arvida closure

Continuing ELYSIS™ development to move towards zero carbon aluminium with major steps towards demonstration

Supplier of choice of low-carbon, fully traceable aluminium, with future access to zero-carbon ELYSIS™

Partnering to capture the energy transition opportunity

Customers

- Prysmian – supply energy transition material
- OEMs – partnerships for low emission vehicles

Industrial partners

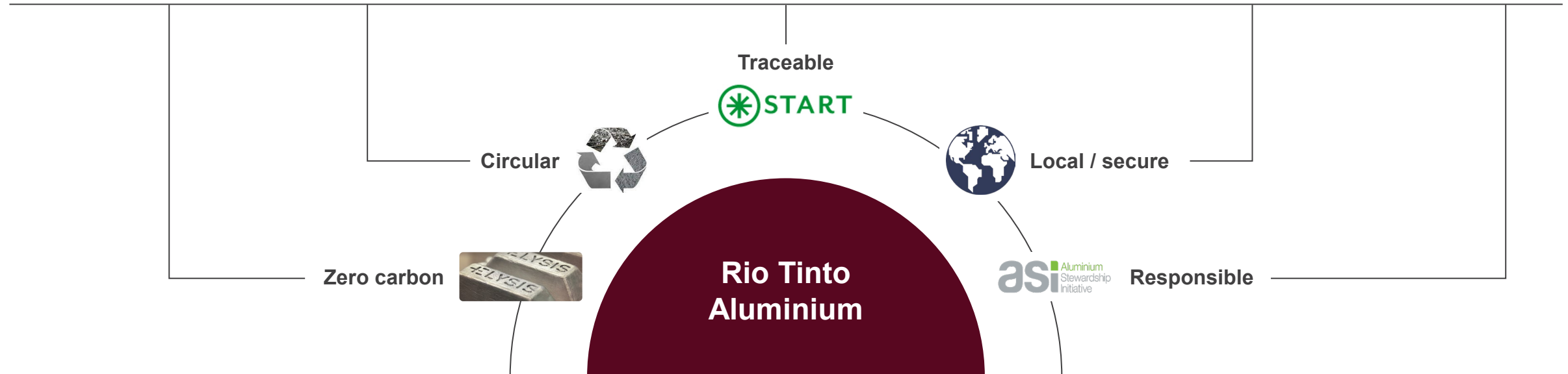
- Matalco – new recycling JV
- ARENA & Sumitomo – hydrogen calcination pilot at Yarwun

Government

- Governments of Australia and Canada – exploring opportunities for clean energy
- Governments of Canada & Quebec – collaboration on AP60 and ELYSIS™

First Nations

- Kuessilueu (“wind is turning”) agreement; Saguenay-Lac-Saint-Jean region
- Continuous engagements



Our Aluminium business

Improving our margins
with Kitimat and Boyne recovery

Setting **Matalco JV** up for success

Progress **AP60** expansion
and **ELYSIS™** development



Care | Courage | Curiosity





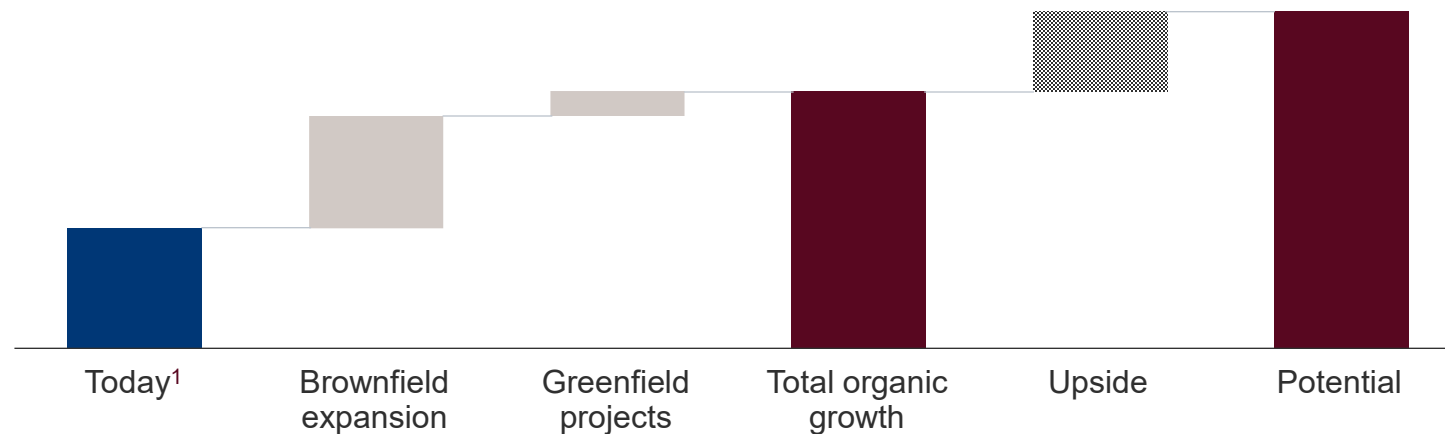
Copper - in focus

Bold Baatar

On track for 1Mt of mined copper production within 5 years

~90% of the growth capital already spent

Our portfolio of assets



Ownership interest in 4 large world class ore bodies:

Asset	Ownership	Mine life ³	Ore Reserves ²	Mineral Resources ²
Escondida	30%	2070+	6.7Bt @ 0.59% Cu	19.3Bt @ 0.50% Cu
Oyu Tolgoi	66%	2070+	1.1Bt @ 0.87% Cu	4.4Bt @ 0.69% Cu
Resolution	55%	2070+	-	1.9Bt @ 1.52% Cu
La Granja	45%	2070+	-	4.32Bt @ 0.51% Cu

- **Rio Tinto is expected to account for 25%** of the growth in global copper supply in the next 5 years⁴
- **Oyu Tolgoi underground ramp-up on track** to deliver over 500ktpa² as a world class Tier 1 asset with **multiple expansion options**
- **Well positioned to support US energy transition**
 - **Kennecott expansion pathways include** underground and open pit
 - Revival of US copper position, **Resolution** in established Arizona copper triangle
- **Nuton™ bioleaching** could unlock substantial volumes with up to 85% recoveries
- **La Granja** joint venture with First Quantum
- **Winu is a promising project** in the Paterson region of Western Australia
- **Nuevo Cobre JV** with Codelco, to explore and potentially develop in Chile's Atacama region

Continued investment at our high-quality operations



Kennecott

\$1bn of investment committed

Smelter rebuild completed, expect to be fully ramped up by **Q1 2024**

Improved stability and returns following investment in the smelter rebuild



Oyu Tolgoi

83 drawbells blasted¹, ahead of plan

Underground project **92% completed** with **95%** of the capital committed²

Expected to average **500ktpa**³ of copper production from 2028 to 2036



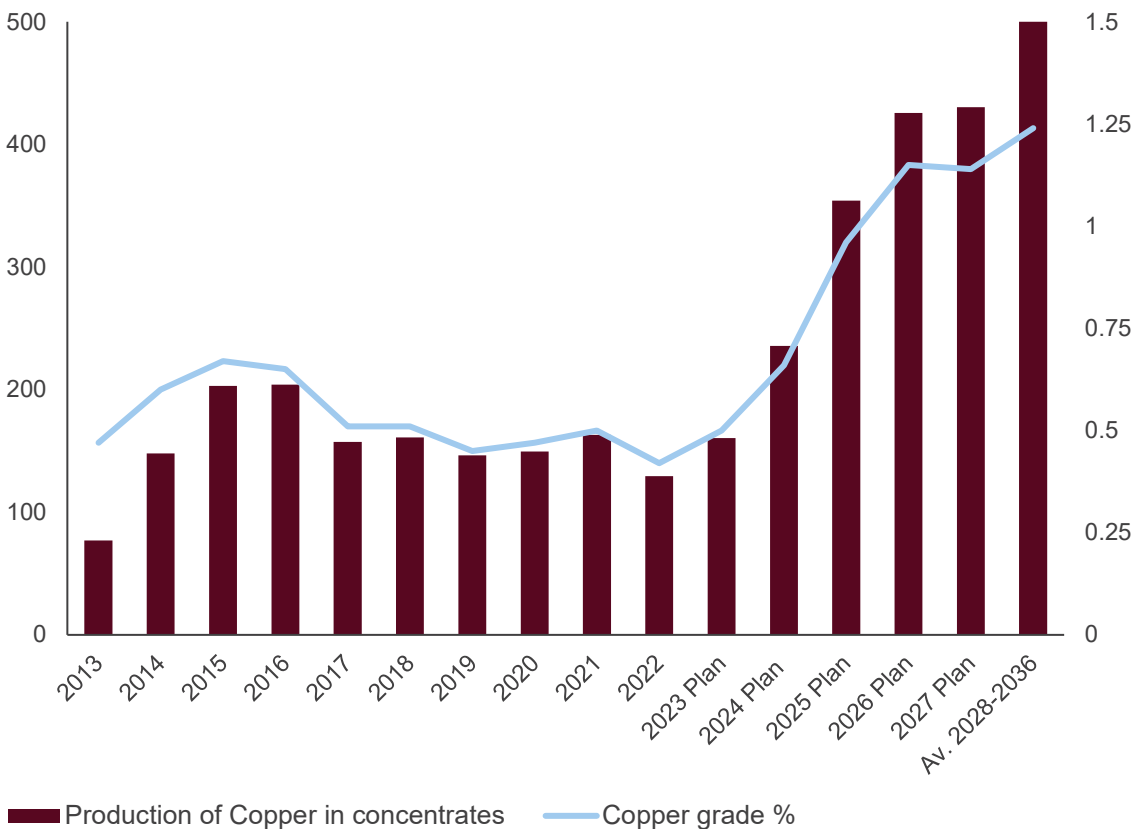
Escondida

Significant investment over the next 10 years to maintain production

Growth options - **concentrator and leaching** currently under evaluation

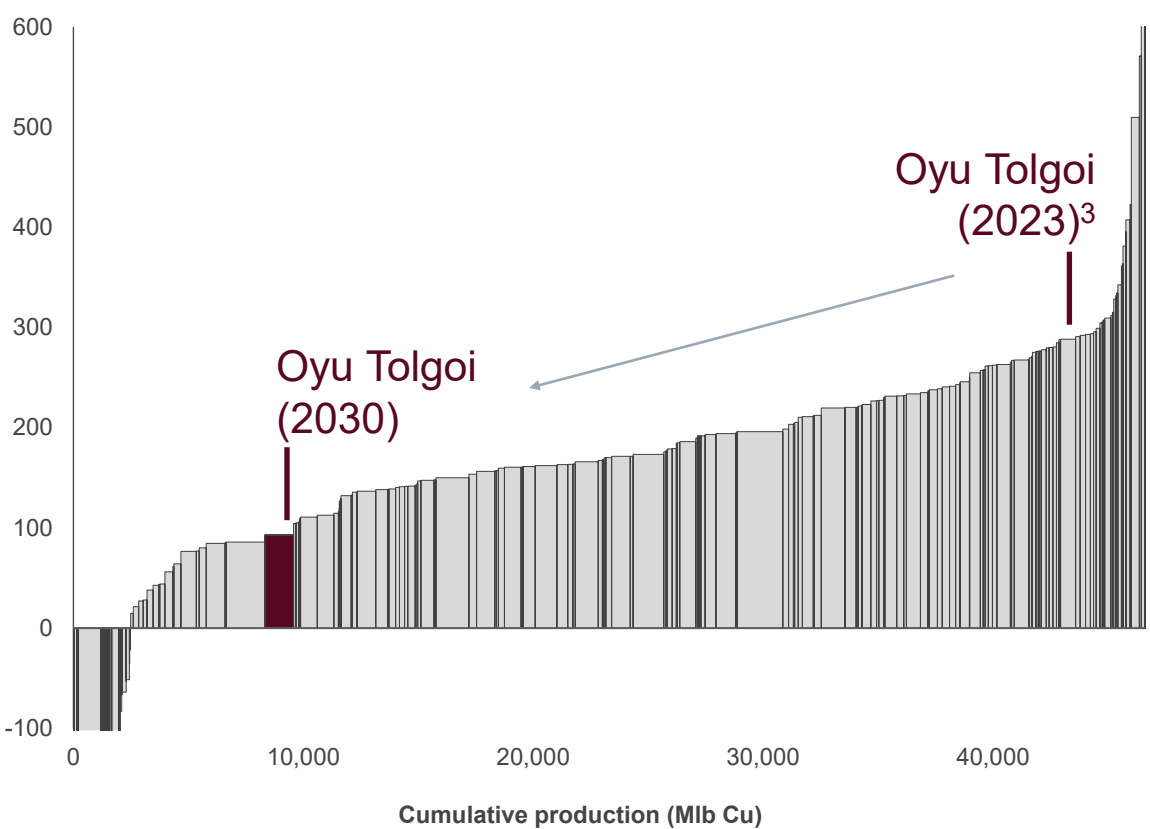
Oyu Tolgoi expected to move to first quartile of the 2030 cost curve

Copper in concentrates (LHS)/ head grade (RHS)¹



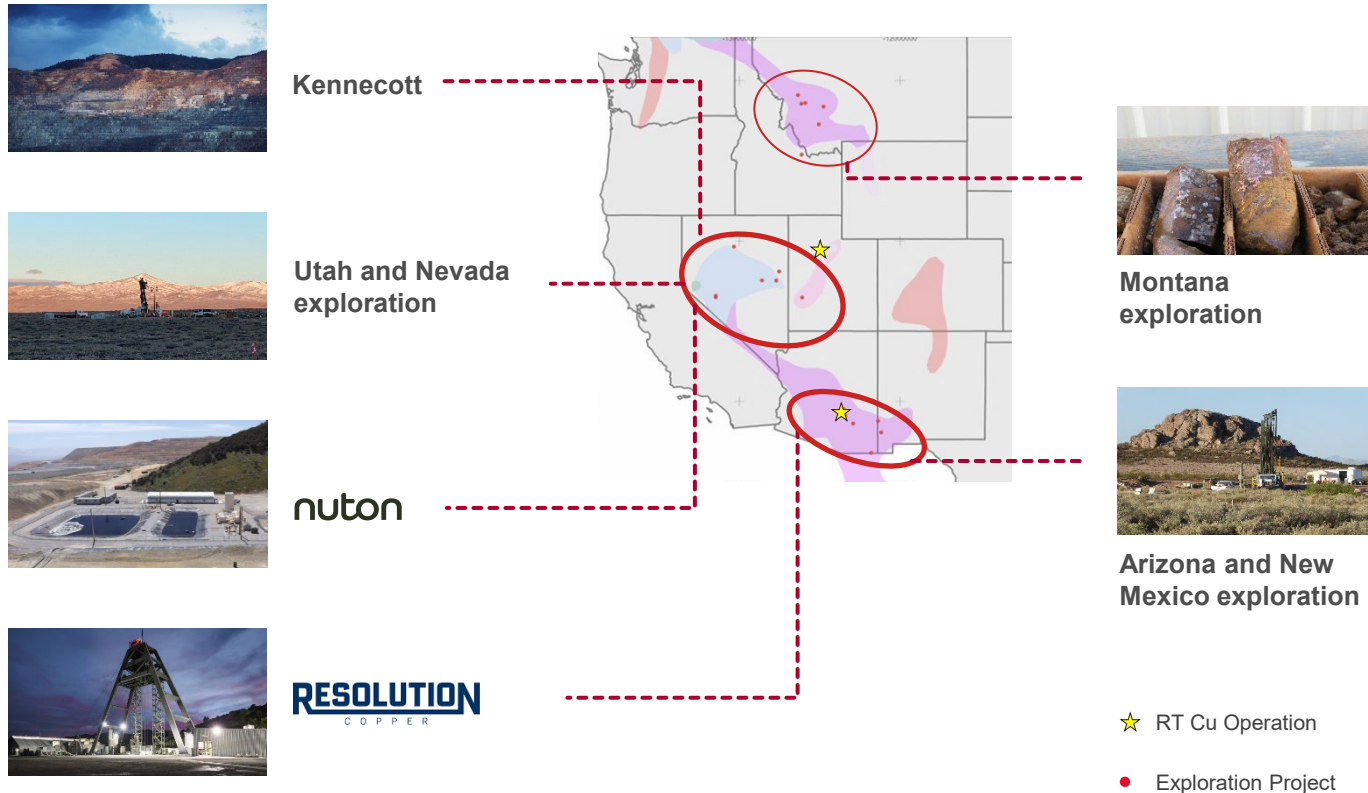
2030 Copper equivalent cost curve²

Copper equivalent unit cost including sustaining capex (c/lb)



Well positioned to support the US energy transition

Our US footprint



- US demand expected to double over next decade from 2Mt to 4Mt, with growing import dependence¹
- Kennecott is 1 of 2 operating smelters and potential for life of mine beyond 2040²
- Investment in Kennecott underground expansion and smelter rebuild, with further growth optionality
- Supplier of critical minerals, such as tellurium
- Rebuilding the copper triangle with potential to supply ~25% of US domestic supply through Resolution¹
- Reducing our environmental footprint through our bioleaching technology Nuton
- Advancing our regional exploration portfolio

Nuton™ - a high-recovery and low-footprint technology nuton | A Rio Tinto venture

Key differentiators

01
High-performing technology:
Outstanding copper recovery rates:
up to 85% on primary copper sulphide ore bodies

Multiple applications

02
Partnership approach:
Partnering with resource holders to access copper volumes

Portfolio today



Leading sustainability credentials

Aim to produce world's lowest footprint copper across our five pillars, and stretch to have a positive impact in at least one:



Nuton's performance¹
vs. conventional concentrating/smeltering

CO2e emissions	up to 60% lower
Water consumption	>80% more efficient
Tailings requirement	None
Capital intensity	>40% lower

Our copper business

Oyu Tolgoi ramping up

Improving stability and returns at
Kennecott

Scaling up **Nuton™**



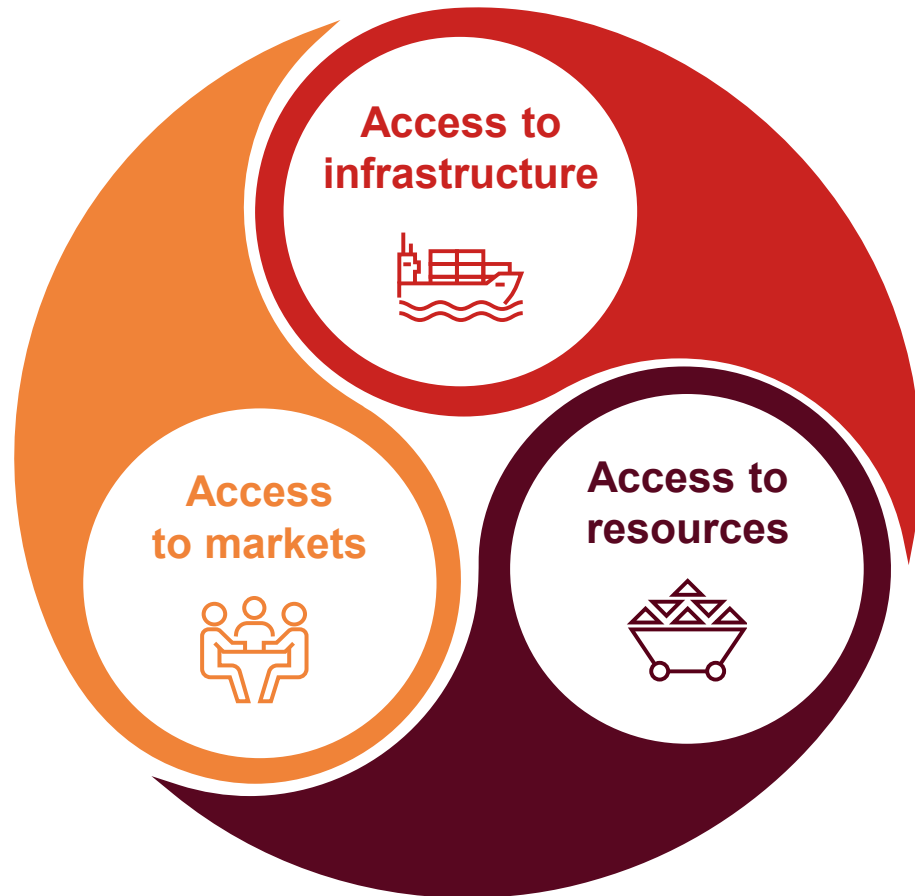
Care | Courage | Curiosity



Iron Ore - in focus

Simon Trott

A portfolio compatible with the environmental and heritage values of the region



Port and rail - our competitive advantage

- >360 Mtpa of port capacity
- 350 – 360Mtpa of rail capacity

Co-design and co-management of mines

- Investing in genuine engagement and partnership with Traditional Owners
- Protecting culturally significant areas

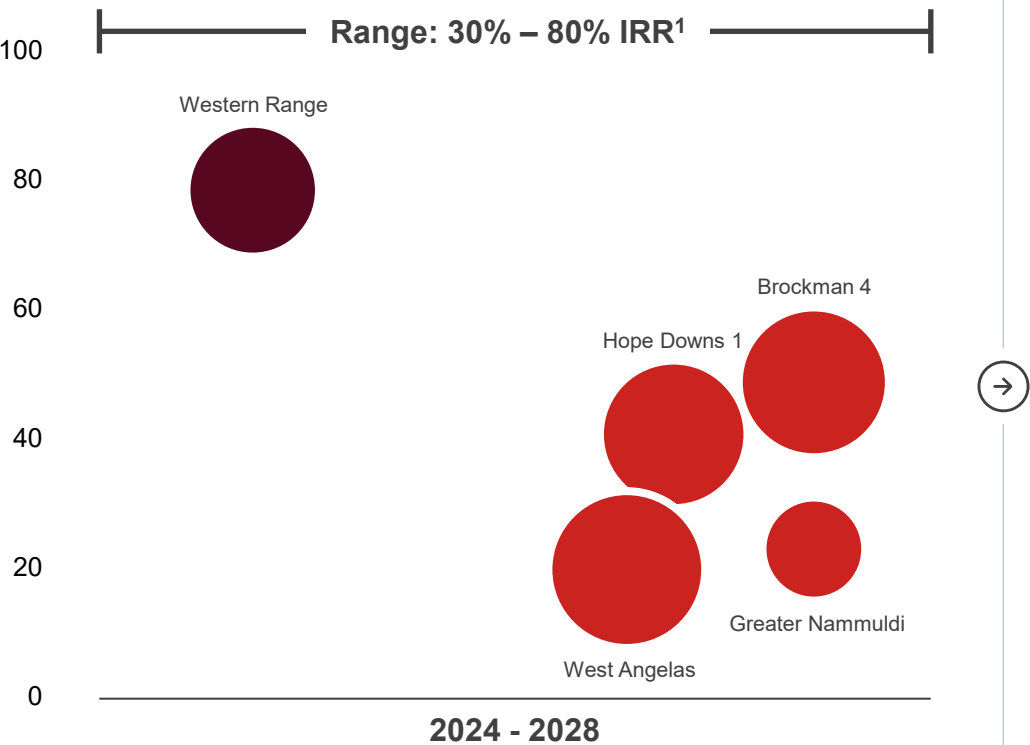
Strong strategic relationships

- Joint Ventures provide access to markets
- Cracking the code for Pilbara ores in a green steel world

Robust returns through disciplined investment

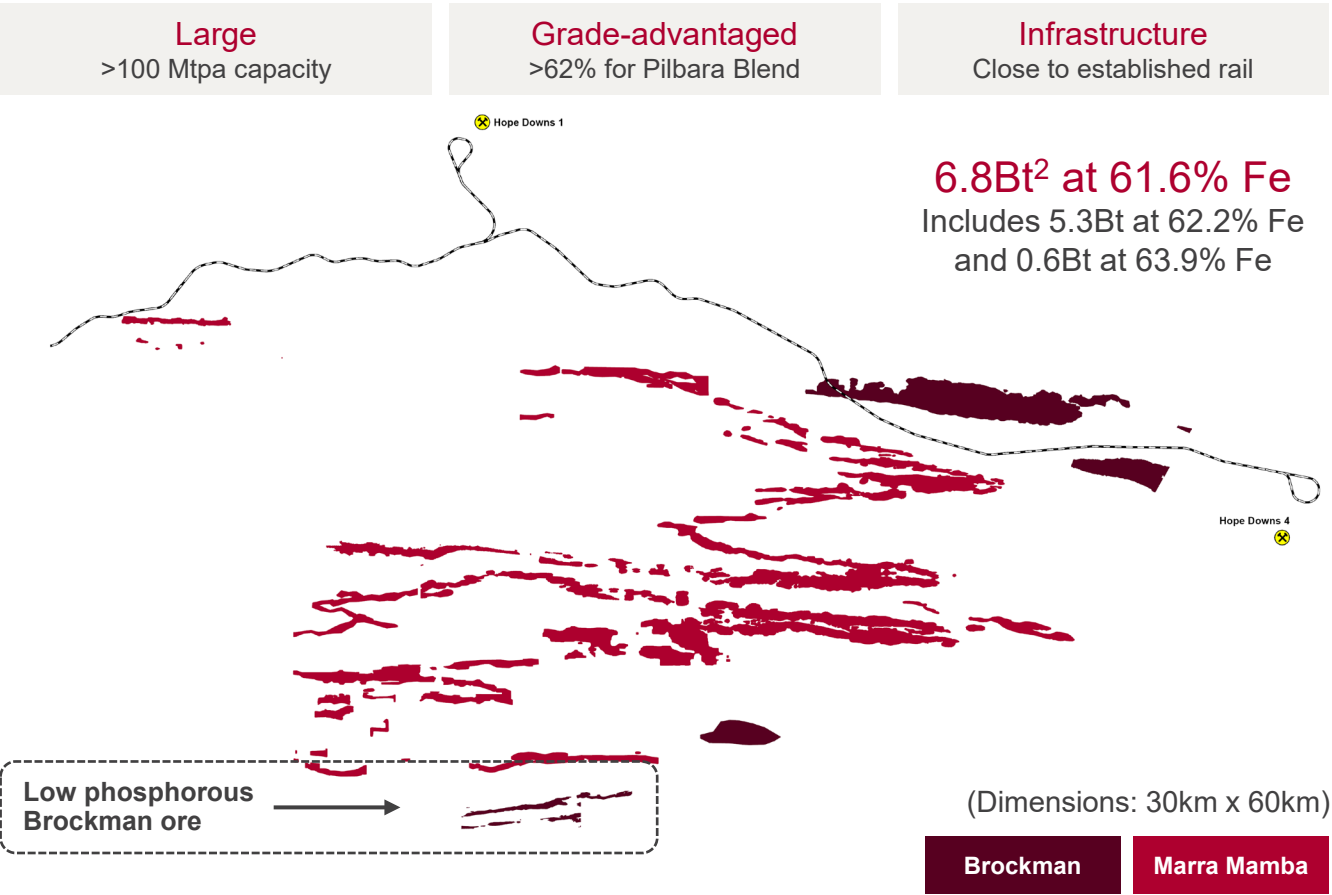
Mine capital intensity outlook

(\$/t installed capacity)



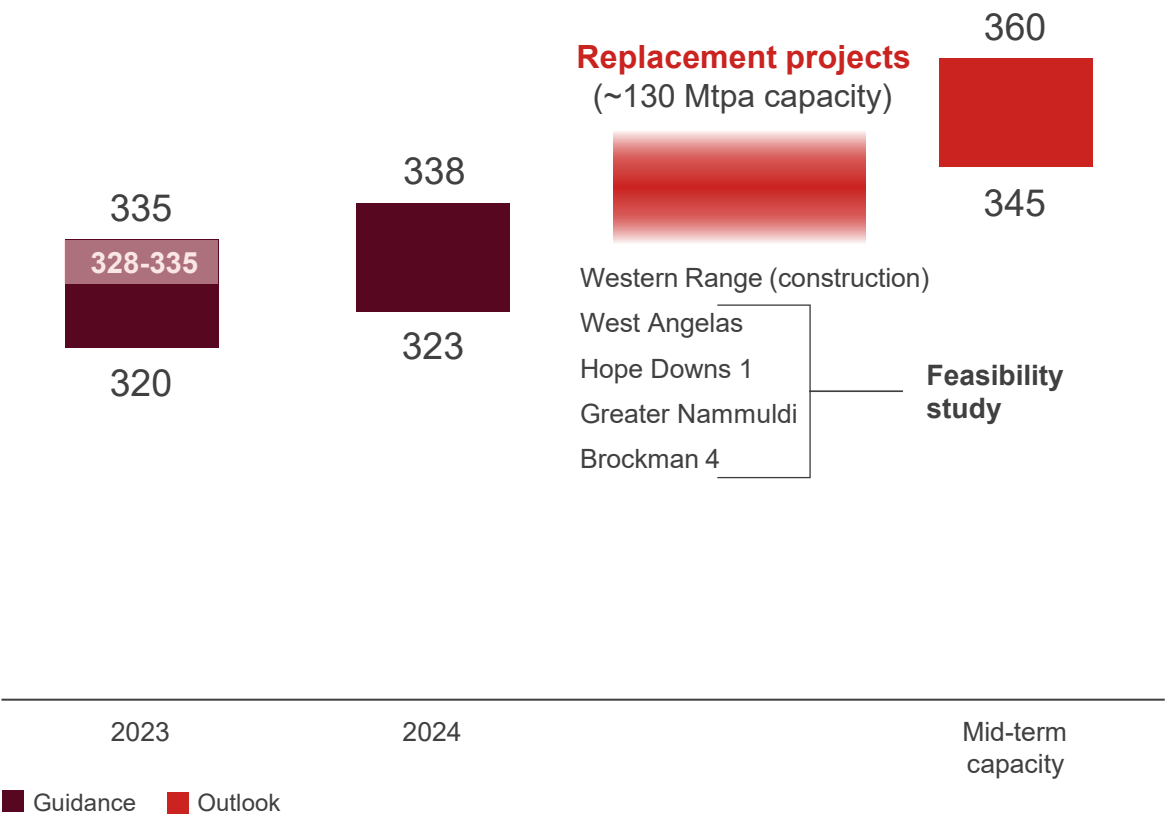
● In development ● Study phase

Rhodes Ridge: the best undeveloped project in the Pilbara



Clear pathway to mid-term system capacity of 345 – 360 Mt

Shipping guidance (Mt, 100% basis)



5 mines in the pipeline (~130 Mtpa capacity in total)

- Western Range (25 Mtpa¹), first ore 2025
- West Angelas, first ore 2027
- Hope Downs 1, first ore 2027
- Greater Nammuldi, first ore 2028
- Brockman 4, first ore 2028

Productivity and mine capacity depletion

- Safe Production System: 5 Mt in 2023 and 5Mt in 2024
- Depletion: ~18 Mt in 2023 and ~12 Mt in 2024 (~90 Mt 2023 to mid-term)

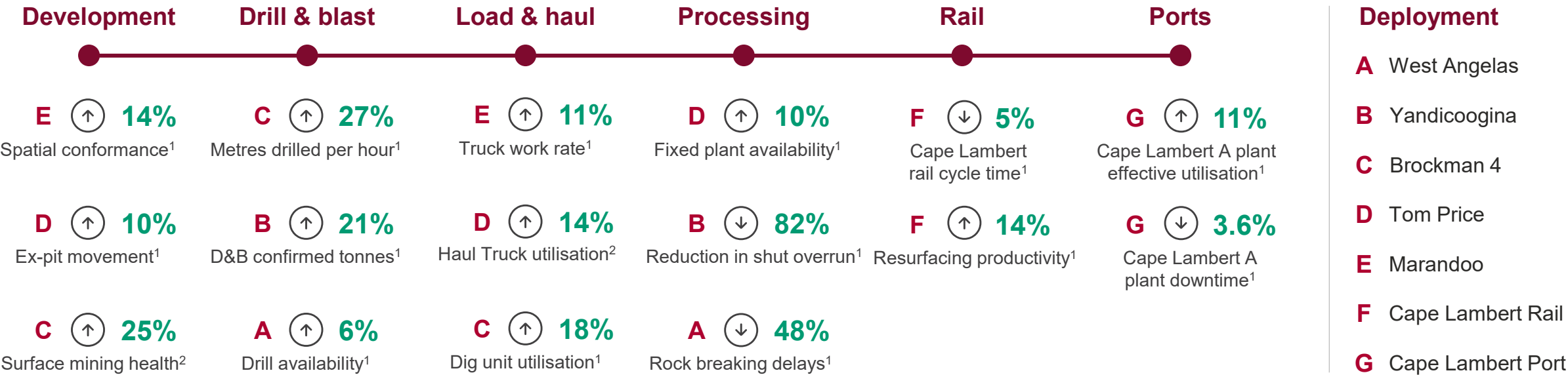
Rhodes Ridge

- >100 Mt of capacity, staged development with first ore this decade
- Re-orientes Pilbara Blend to >85% of shipments

Equity share and product mix

- SP10 45 – 50 Mt in 2023 and elevated until replacement projects delivered
- Effective equity share of free cashflow stable at >85%²

Safe Production System to deliver 5Mt production uplift in both 2023 and 2024



Focus on front line engagement is delivering results

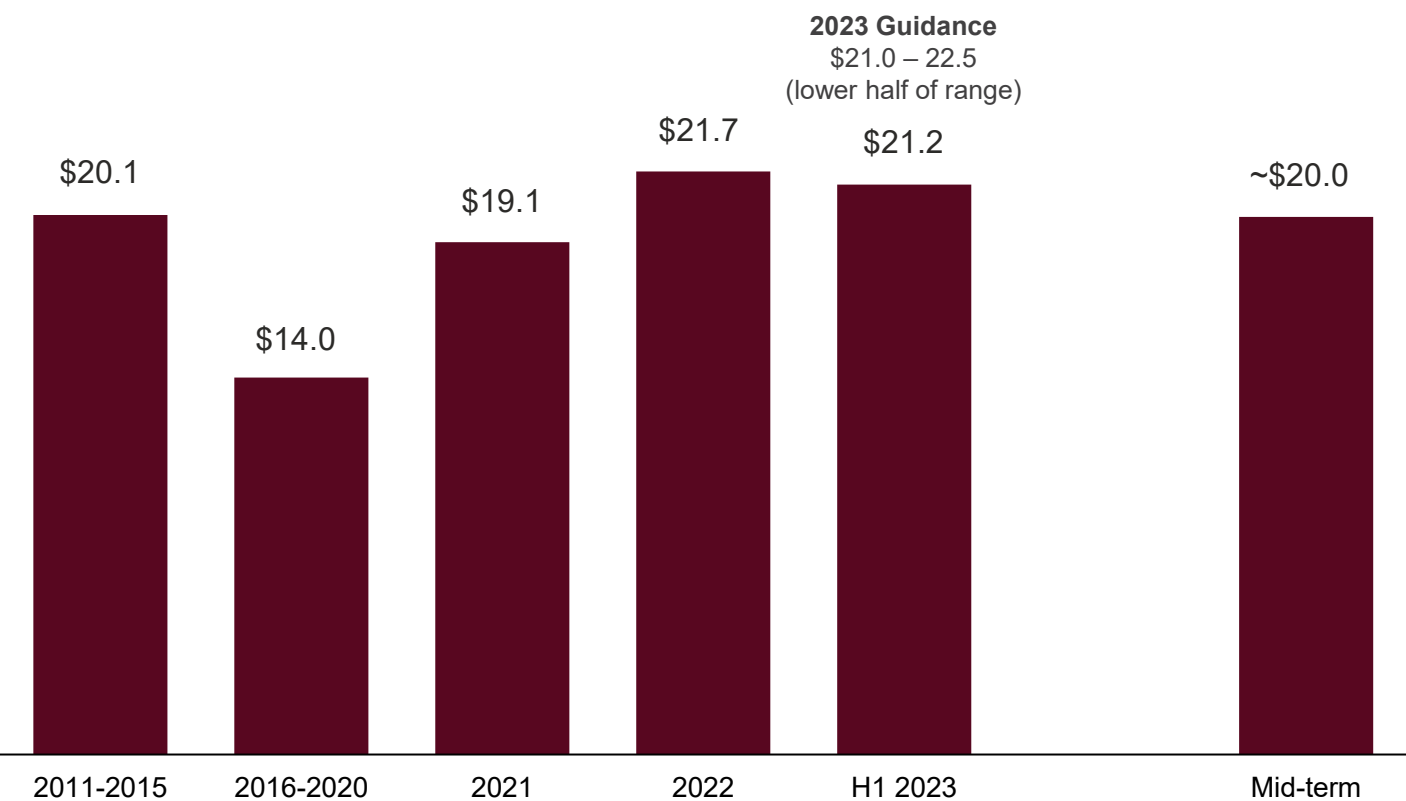


- 4,332 Increase in ideas from front line²
 - 2,196 Increase in ideas actioned²
 - 4% reduction in all injury frequency rate¹
- 25% increase in People Survey participation²
 - Highest employee satisfaction since survey began in 2018
 - 4% increase in employee² productivity per tonne of saleable ore¹

Increased volume and productivity to drive down mid-term costs

Unit costs

\$/tonne shipped



~\$20/t mid-term unit cost target¹

Volumes increasing



Productivity improvements



Work index rising



Reduces unit costs from current



Increases unit costs from current

Our Iron Ore business

Prioritising **safety** and **culture**

Embedding ‘**Most Valued**’ mindset

Capital efficient **growth**

“Cracking the code” on green steel



Simandou

Bold Baatar
Mark Davies

Unlocking¹ the world's largest known high-grade iron ore resource

 A financially attractive, Tier 1 resource: IRR² in low double digits anticipated for Simfer mine and combined infrastructure through ownership of Compagnie du TransGuinéen (CTG)

 Diversification of iron ore portfolio – complements our Pilbara and Iron Ore Company of Canada products

 Positioning for decarbonisation of the steel industry

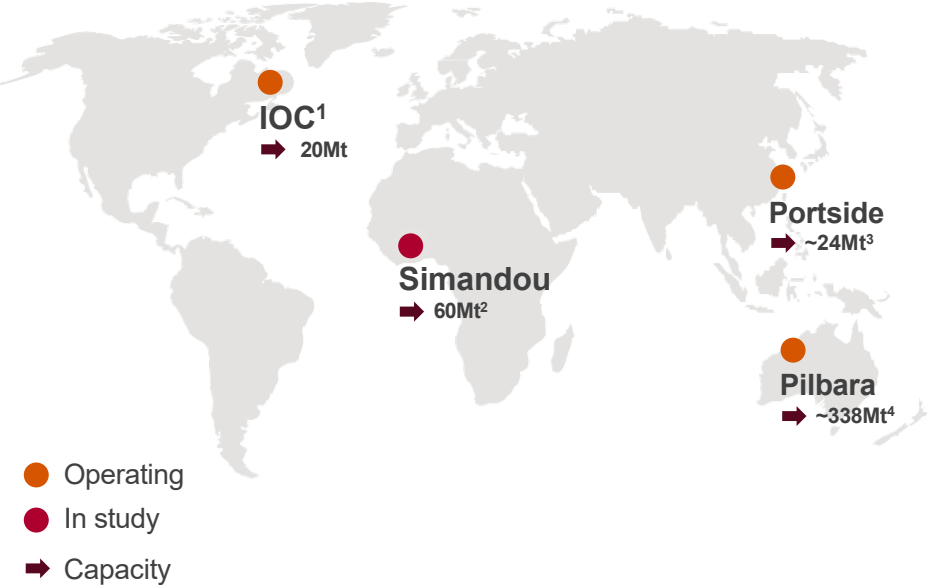
 Co-development model a prototype for the future

 Strategic partnership with Guinea and China



Simandou complements our Pilbara and IOC¹ portfolio

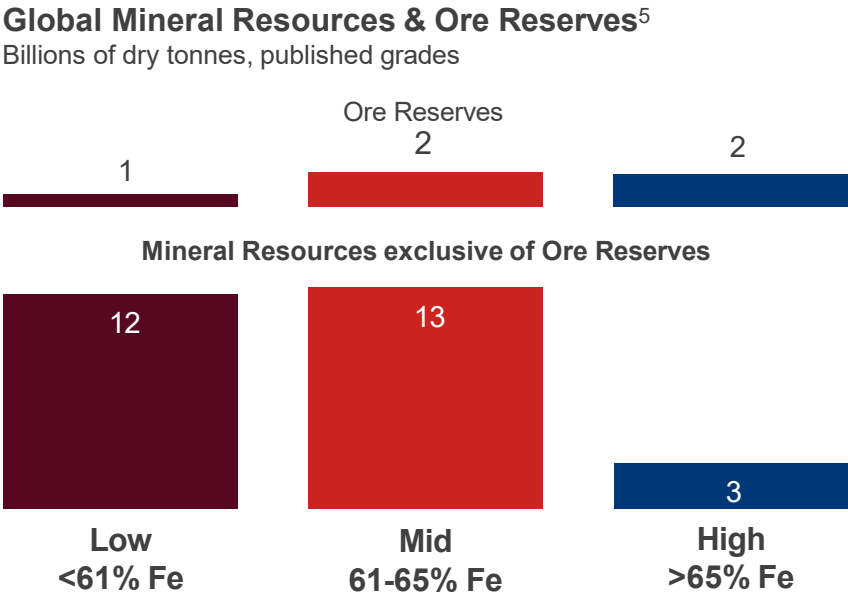
Unrivalled global portfolio



Strategic differentiators

- World class infrastructure
- Joint Venture partnerships
- Scale and resilience
- Product grade spread

High quality Ore Reserves



Pilbara Pilbara Blend Green steel application pathways	Simandou Blast furnace feed or Direct Reduction Iron products (~65% Fe)	Iron Ore Company of Canada High-grade, low-impurity products with Direct Reduction Iron market presence	China Portside Global blending capability providing greater customer access
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Three dimensions to the Simandou project

01

**Compagnie du TransGuinéen
(CTG) Infrastructure¹**

Funded:

50% by Simfer InfraCo (53% Rio Tinto,
47% CIOH Consortium²)

50% by WCS InfraCo

Ownership:

15% Government of Guinea

42.5% Simfer InfraCo (53% Rio Tinto,
47% CIOH Consortium²)

42.5% WCS InfraCo (51% Winning
Consortium³, 49% Baowu)

02

**Simfer Mine
– blocks 3 & 4**

Funded:

53% by Rio Tinto

47% by CIOH Consortium²

Ownership:

15% Government of Guinea

85% Simfer Jersey (53% Rio Tinto,
47% CIOH Consortium²)

03

**WCS Mine
– blocks 1 & 2**

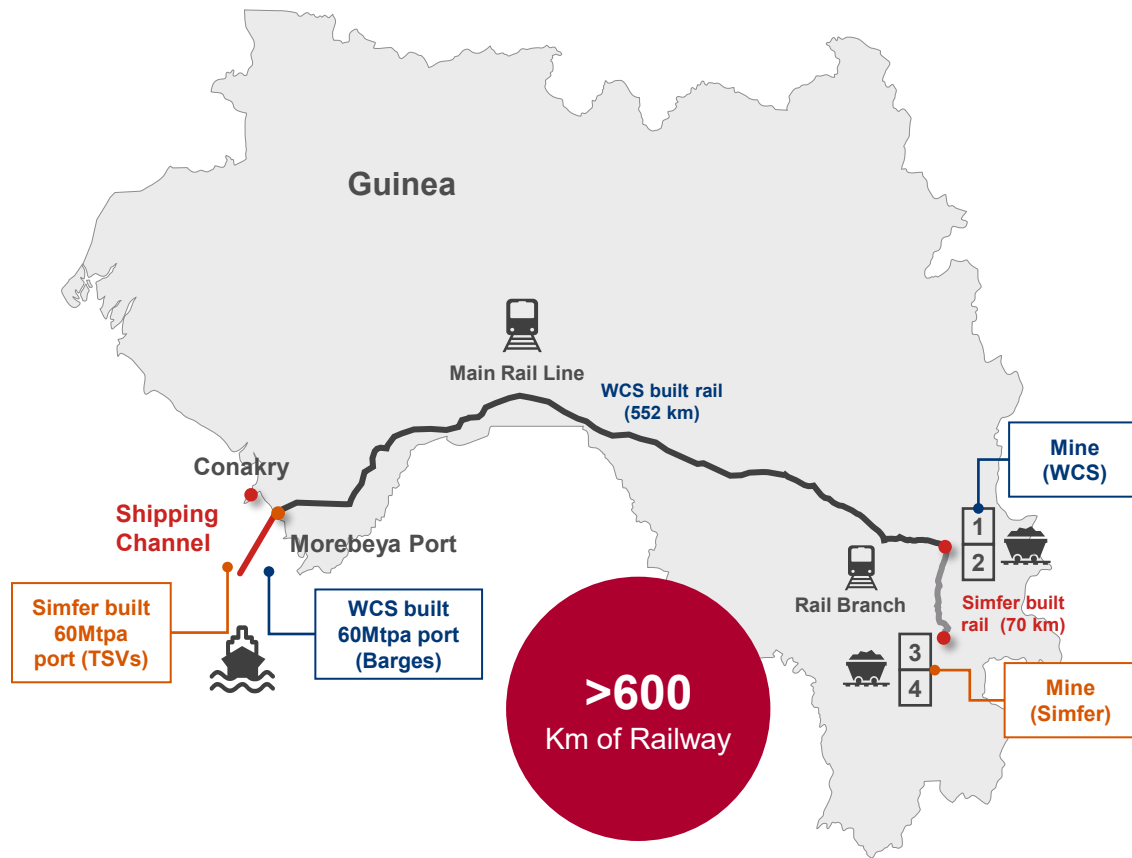
Ownership:

51% Winning Consortium³

49% Baowu – with a stated option to
increase to 51%

Simfer's project scope

Simfer will construct a 60Mtpa mine¹, rail spur and transshipment vessel (TSV) port, and will own an equal share of CTG with WCS on completion



Mine

60Mtpa with expansion options – average grade of **65.3% Fe** - **26-year** mine life²



Port – TSVs³

Self-propelled and dual navigation system - **40k dwt** - **5 TSVs** to deliver **60Mtpa**



Rail Spur

70km – **25t** axle load – **5** bridges – **1** tunnel – connecting to **552km⁴** main rail line (WCS)

1. Mine constructed on blocks 3 and 4
2. See supporting references for the production target on slide 4
3. Simfer sole funds the TSVs (capital is not shared with WCS unlike the rest of the infrastructure). Simfer will retain ownership (less a possible 15% State interest) and operation of the TSVs throughout the operations period. The TSV wharf and channel will be owned and operated by CTG
4. Comprised of a 536km mainline and a 16km spur

Construction progress: enabling works underway

Scopes of work to support contractor mobilisation and construction are progressing

Accommodation availability and site facilities have been the focus across Q3 and Q4 2023

Camp strategy involves several temporary construction camps adjacent to the central office facility to accommodate 2,620 people initially

4 remote camps to support rail spur construction are mechanically complete



Simfer capital expenditure summary

Final Rio Tinto Board approval is subject to the remaining conditions being met, including joint venture partner and regulatory approvals from China and Guinea¹

	Simfer capex	Rio Tinto share
Mine and TSVs, owned and operated by Simfer:		
Development of an initial 60Mtpa mine ² at Simandou South (blocks 3 & 4) to be constructed by Simfer	\$5.1 billion	\$2.7 billion
Co-developed infrastructure, owned and operated by CTG once complete ³ :		
Simfer scope Rail: a 70 km rail-spur from Simfer mine to the mainline, including rolling stock Port: construction of a 60Mtpa TSV port	\$3.5 billion	\$1.9 billion
WCS scope Port and rail infrastructure including a 552 km trans-Guinean heavy haul rail system ⁴	\$3.0 billion	\$1.6 billion
Total capital expenditure (nominal terms)	\$11.6 billion	\$6.2 billion⁵

1. Investments into the WCS infrastructure project companies, that will serve as the joint venture vehicles for construction of the co-developed infrastructure, remain subject to a number of conditions including governmental approvals from Guinea and China

2. See supporting references for the production target on slide 4

3. A true-up mechanism will apply between Simfer and WCS to equalise their out of pocket costs of constructing the co-developed rail and port infrastructure

4. Comprised of a 536km mainline and a 16km spur

5. By the end of 2023, Rio Tinto expects to have invested \$0.5 billion (Rio Tinto share) to progress critical path works. Rio Tinto's share of capital investment remaining to be spent from 1 January 2024 is expected to be \$5.7 billion

Commitment to globally recognised ESG standards and best practices

Key Risks



Health and safety



Biodiversity



Project-induced migration



Resettlement and land access



Human Rights

Key Opportunities



Regional economic development



Economic contribution



Job creation



Co-development model



Climate change resilience

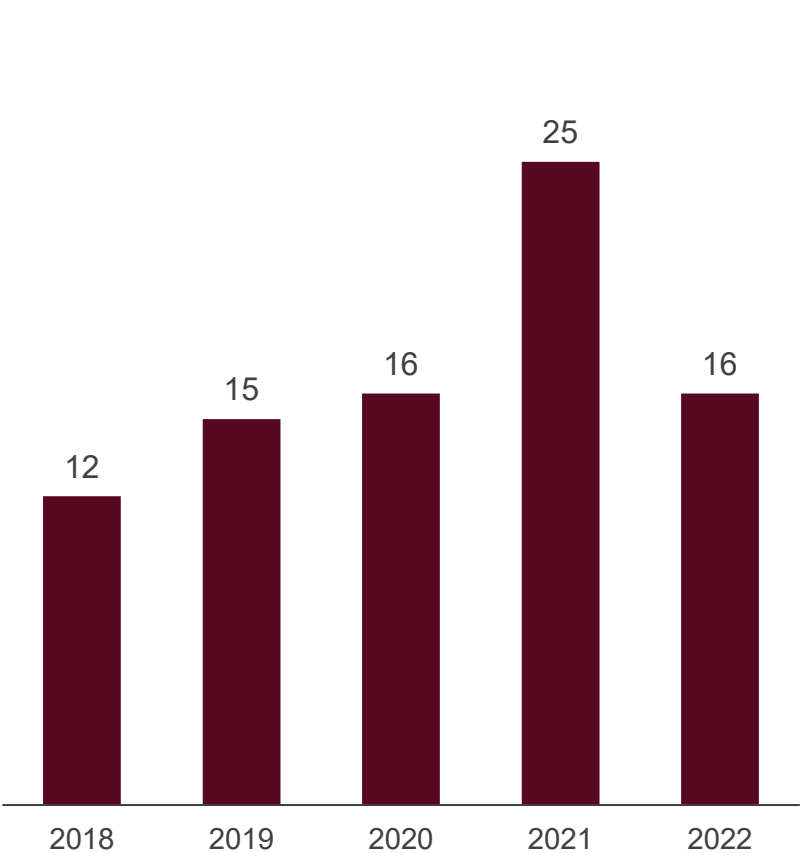


Capital allocation and financials

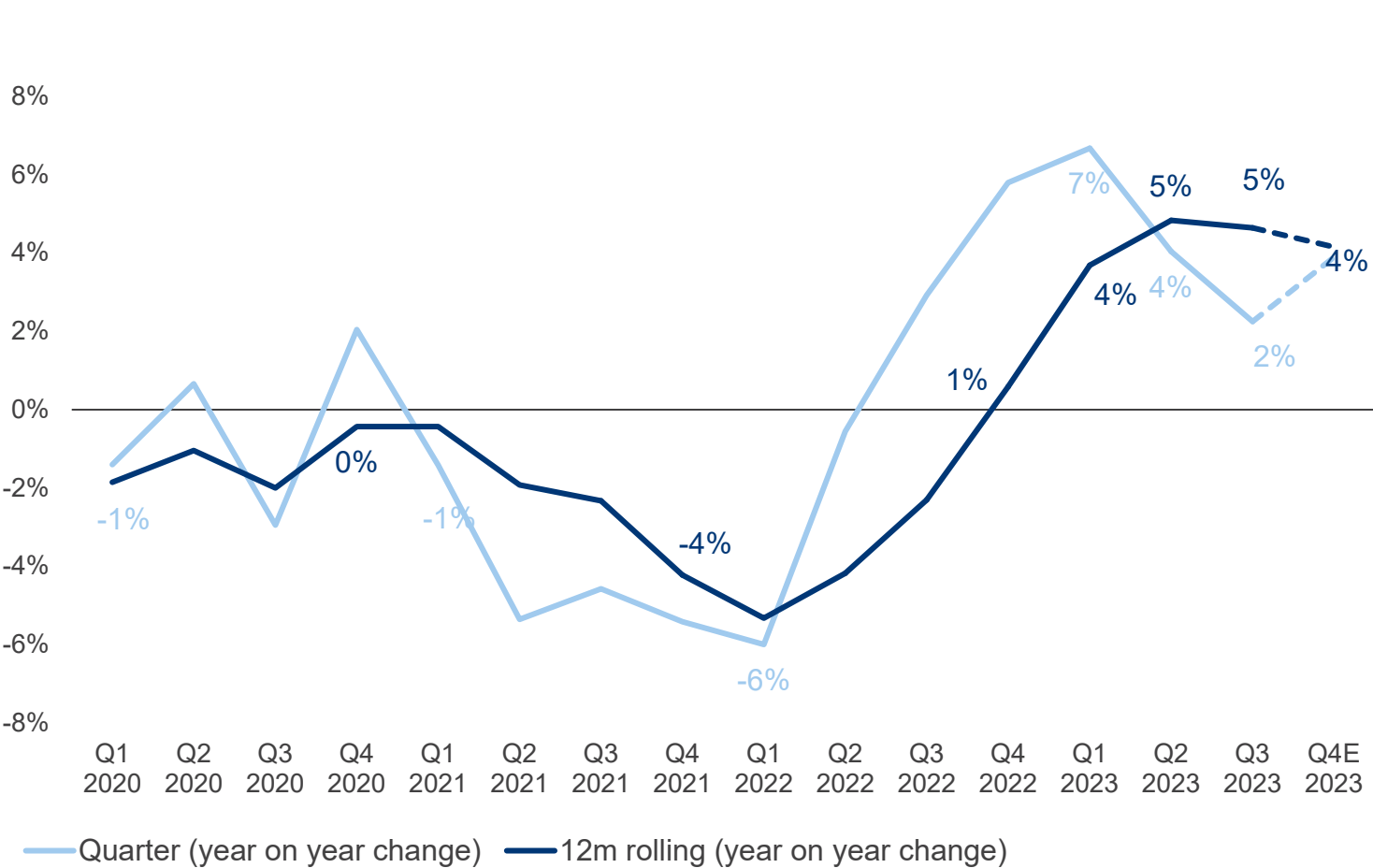
Peter Cunningham

Focus on operational performance uplift and consistently strong cash flows

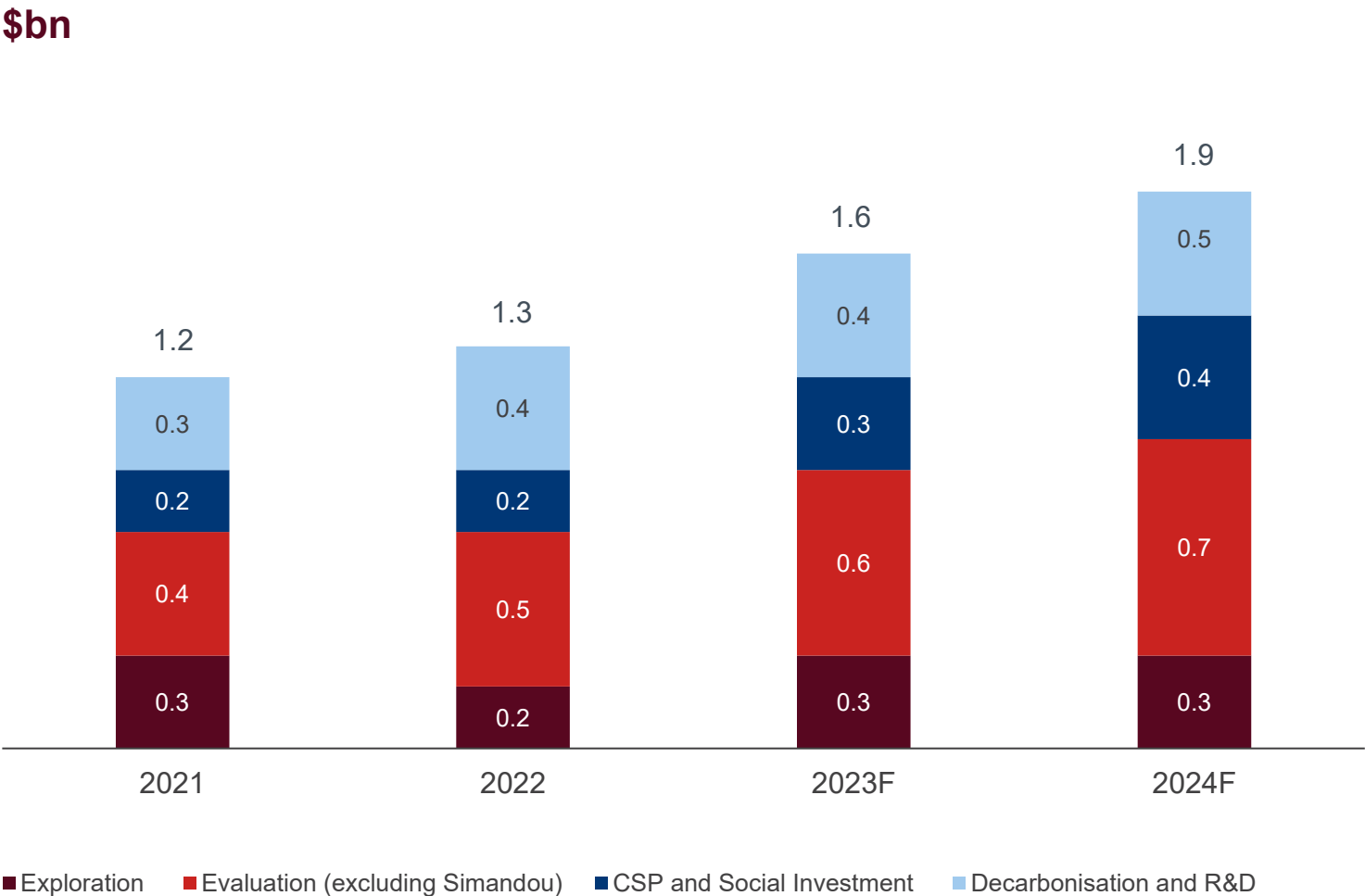
Operating cash flow¹ (\$bn)



Production growth CuEq² (Rio Tinto share)



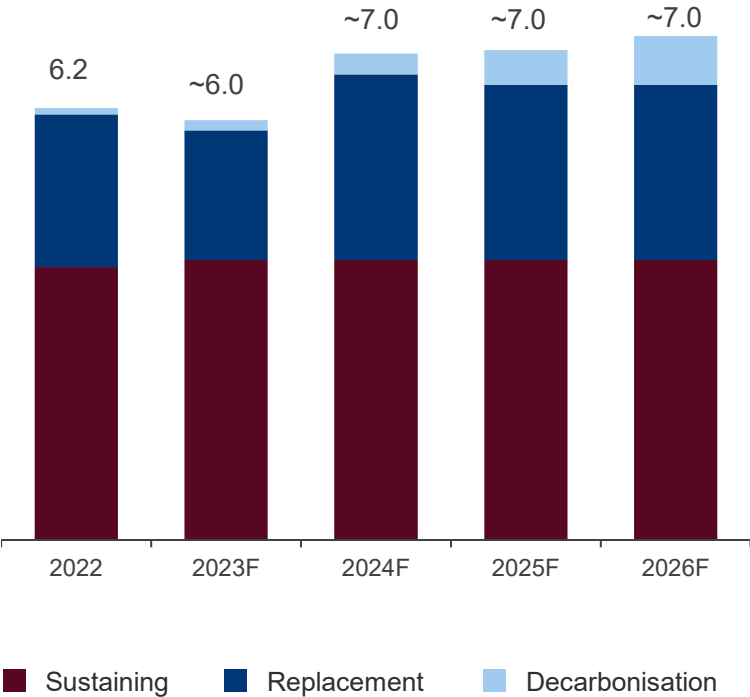
Operating cash flow includes investment for creating growth options and strengthening social licence



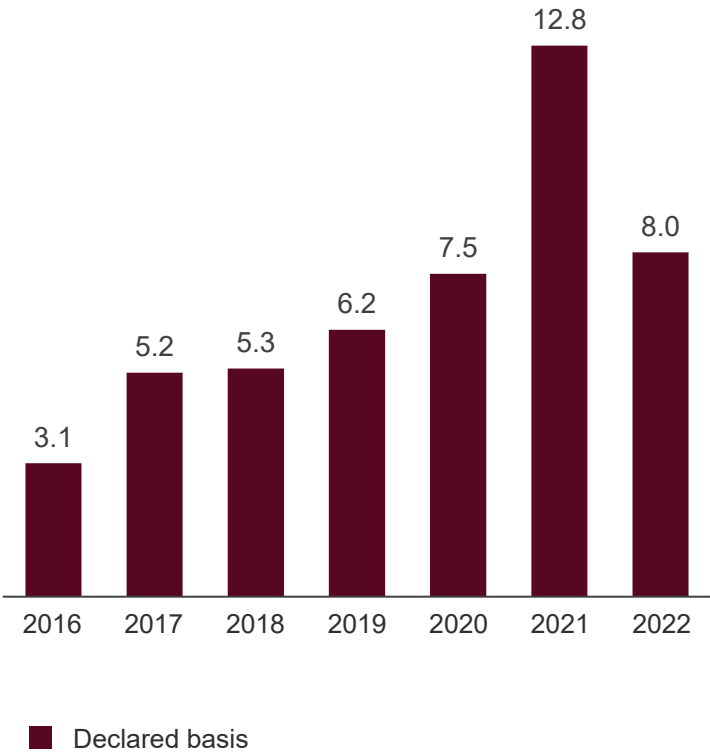
- Expenditure rising in line with development of project portfolio
- Fully expensed via the P&L
- Includes \$250m per year of central greenfield exploration
- R&D includes Nuton™, ELYSIS, decarbonisation and other projects
- Progressing studies on Rincon, Resolution, Pilbara replacement and Rhodes Ridge in 2023/24

Consistent capital allocation, balancing essential capex with shareholder returns and growth

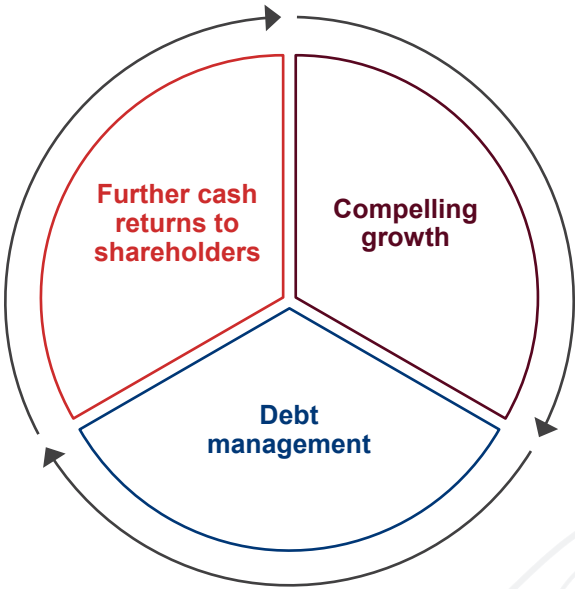
01 Essential capex (\$bn) Integrity, Replacement, Decarbonisation



02 Ordinary dividends (\$bn) 60% of underlying earnings paid out in each of past 7 years¹



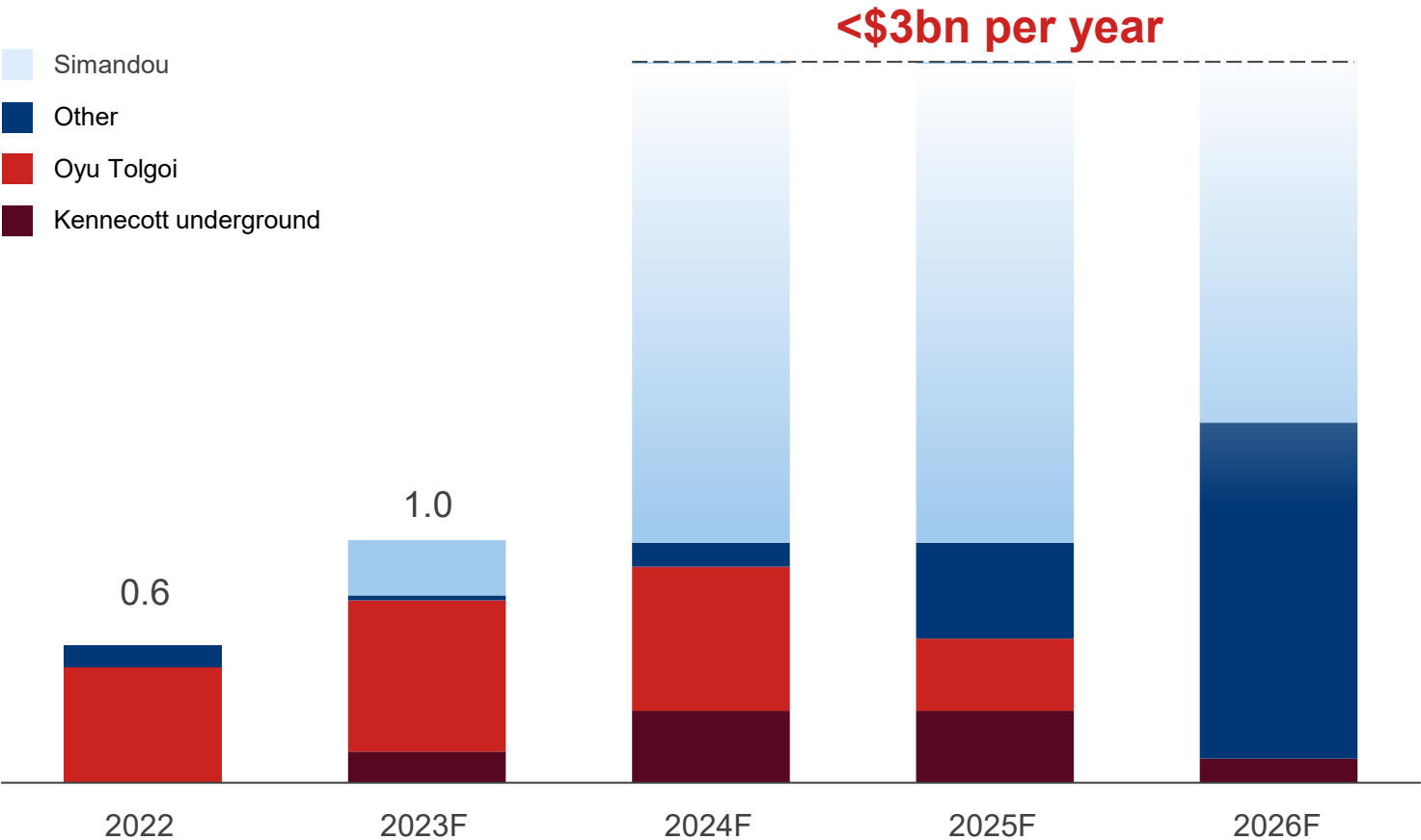
03 Iterative cycle of...



Shaping our portfolio for the future

Growth capex¹
\$bn

- Simandou
- Other
- Oyu Tolgoi
- Kennecott underground



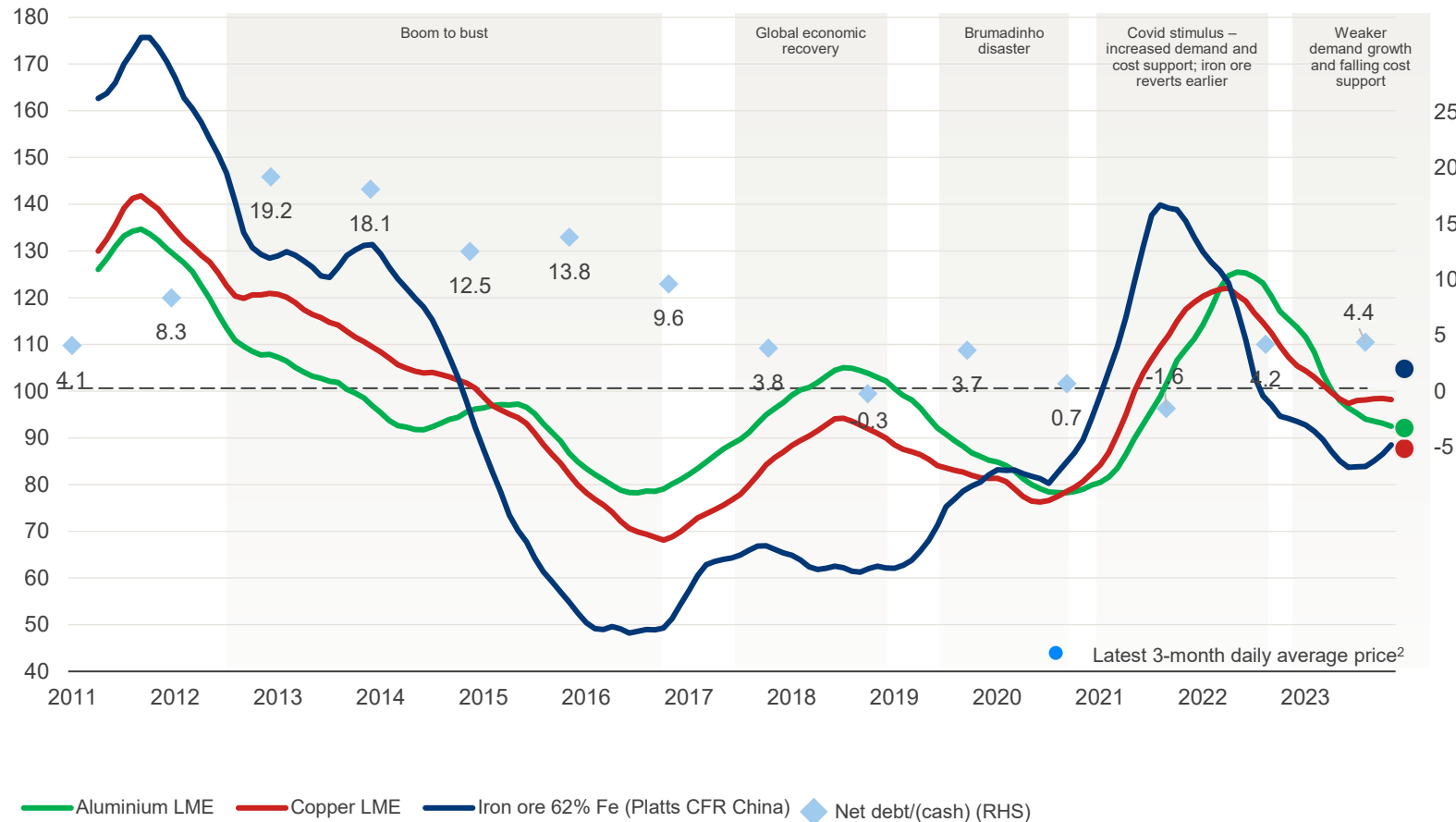
Simandou the key driver of growth capex

Oyu Tolgoi underground spend to wind down from 2024 as infrastructure is completed

Other includes yet to be approved copper and lithium projects

Financial strength remains a key asset in volatile markets

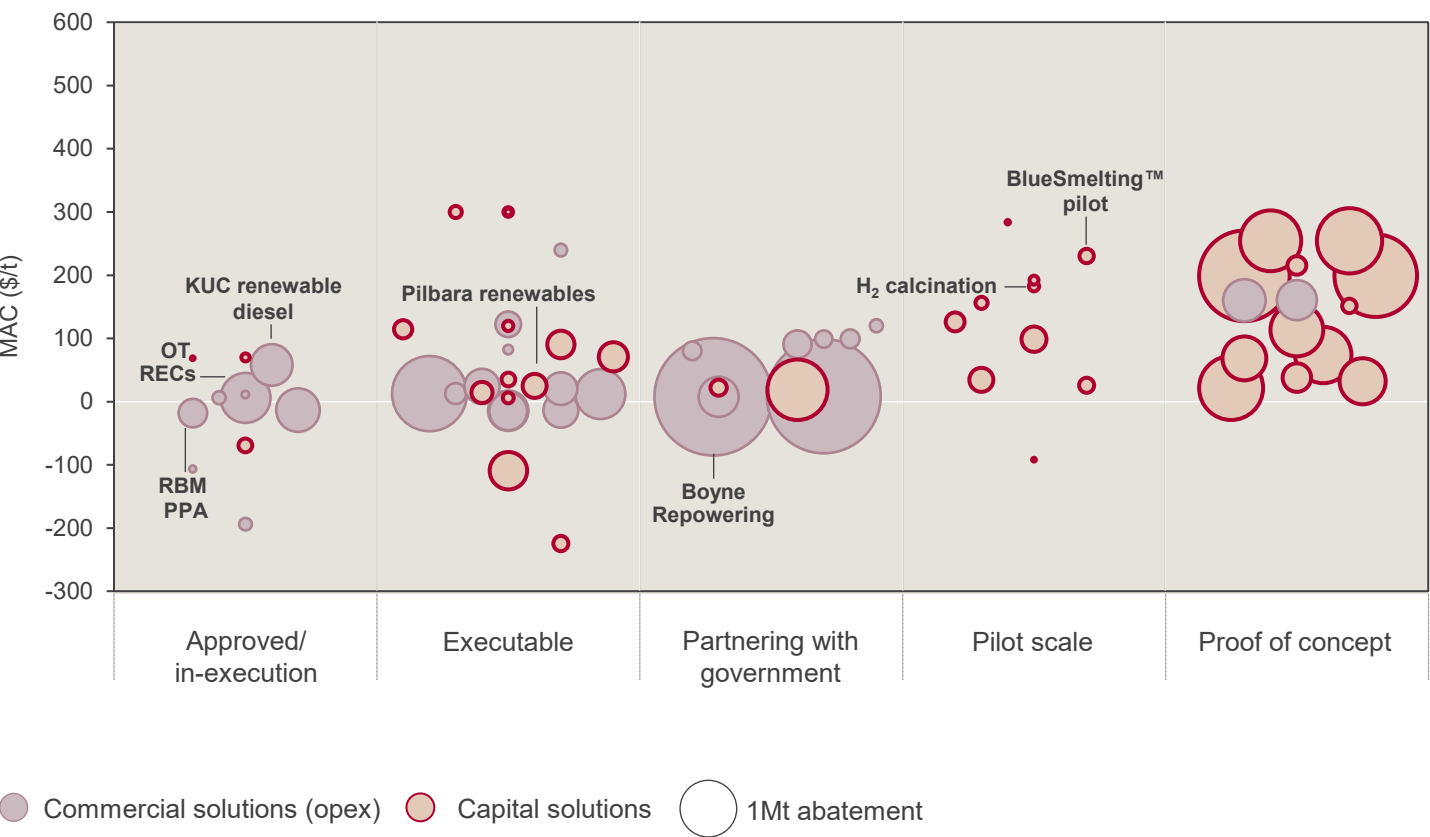
Major commodity prices (real \$2023, 12-month moving average¹)



- Near-term demand more subdued with services driving GDP growth post-Covid and supply bottlenecks fading
- Commodity prices stabilised in H2 2023 at close to or just below historical averages since 2010
- Balance sheet strength is an asset. Offers resilience and creates optionality

Decarbonisation investment pathways continue to evolve

Decarbonisation pipeline
(Mt CO₂e, equity basis)



Total capex guidance to 2030
revised to \$5-6bn^{1,2}

	2030 CO ₂ e abatement %	2023-2030 capex %
Commercial solutions - PPAs, VPPAs, RECs - Biofuels	~65-70%	~10%
Capital solutions - Onsite renewables - Alumina process heat - Renewable diesel	~25-30%	~90%
Nature-based solutions Development connected to our operating regions	~5%	~% ¹

Capital allocation driven by NPV/MAC, execution readiness, asset strength

Greater use of commercial solutions and partnerships are easing capex requirements this decade

Major fleet electrification expected post-2030

Investment to de-risk from carbon legislation and reduce opex

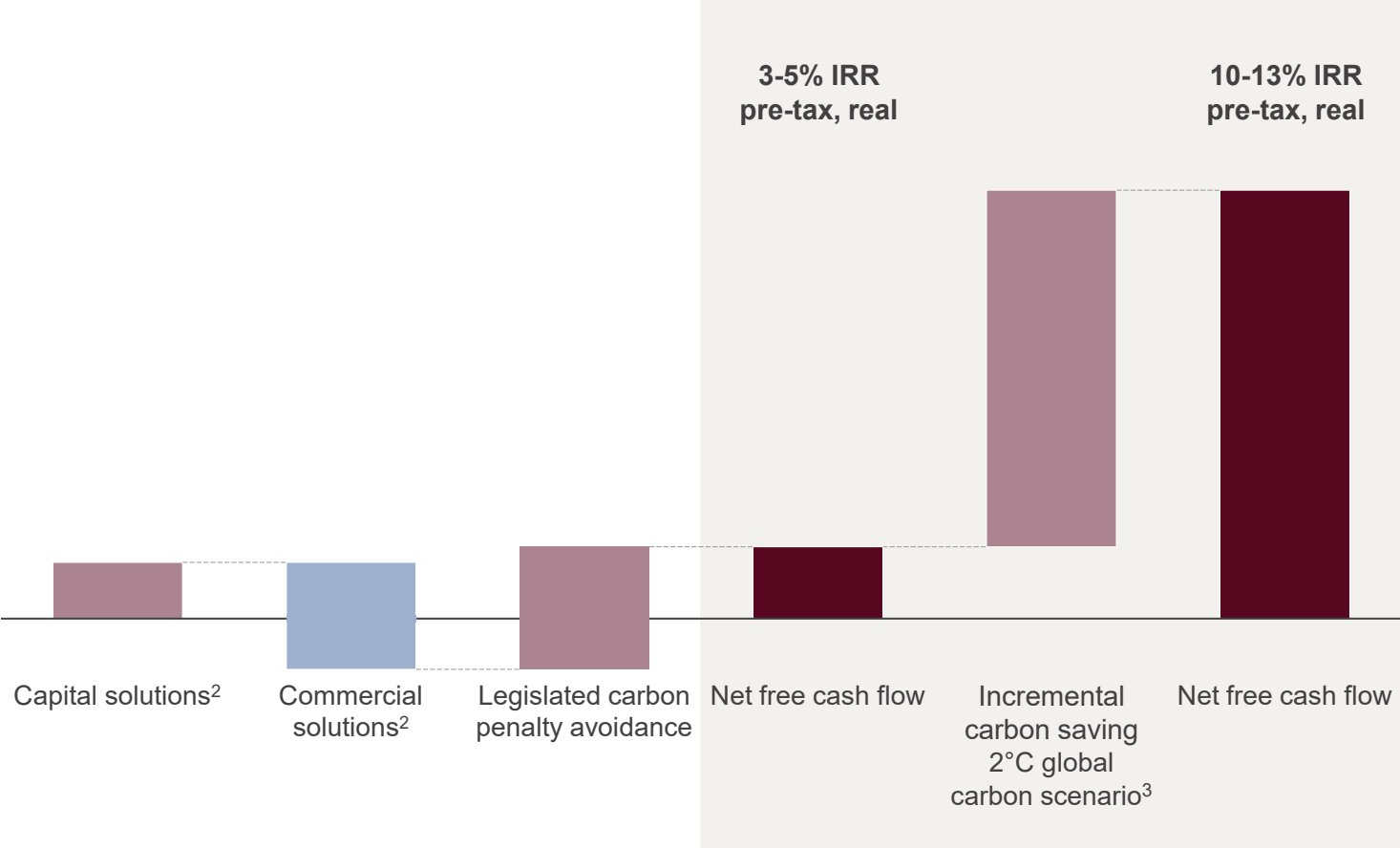
Increasing influence of carbon taxes

- ~50% of our emissions are now in scope for legislated carbon penalties
- Costs not material in 2023, but will have greater impact as transitional arrangements unwind
- Uncertain future carbon pricing provides enhanced returns for decarbonised assets

Reducing cost volatility

- Fossil fuels account for ~16% of operating costs
- Decarbonisation provides an opportunity to replace this volatility with long term stability

Annual average net operating costs (\$m) from decarbonisation programme¹

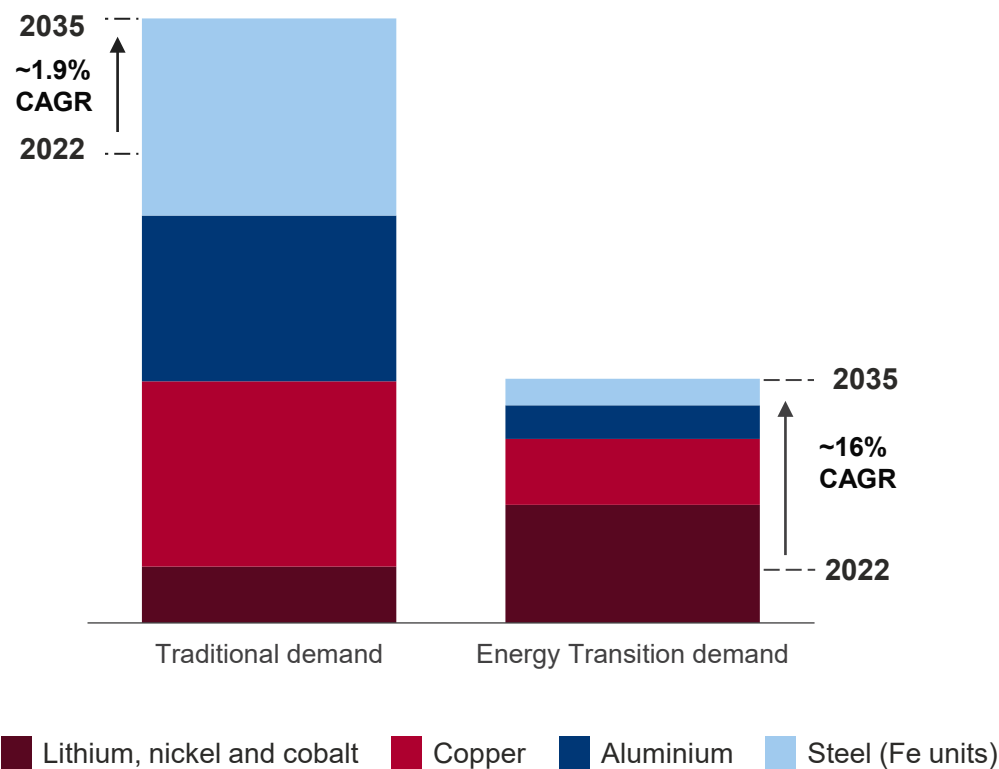


¹ Annual average net operating costs reflect average cost savings / incremental costs over the period 2024-2039, recognising timing differences in delivery of projects and variability in underlying cash flows
² Capital solutions relate to portfolio projects with large-scale upfront capital investment. Commercial solutions relate to projects delivered through contractual mechanisms
³ Modelled using Rio Tinto's Competitive Leadership scenario

Outlook underpins a strong Rio Tinto for the long term

Total commodity demand by 2035 (<2°C scenario, CuEq)¹

Total demand growth of ~4% CAGR between 2022 and 2035 with net demand uplift from Traditional and Energy Transition broadly equal



Attractive long-term demand fundamentals

Primary demand ² , Mtpa	2003-2022	2023-2035	Uplift
Copper	20.5	29.8	+45%
Aluminium	49.0	77.0	+57%
Lithium	0.22	2.34	+945%
Iron Ore	1,862	2,200	+18%

¹ Copper equivalent demand uses average annual prices from 2018-22 with finished steel demand in iron ore equivalent units. Energy Transition demand calculated on a gross basis. Based on Rio Tinto's Competitive Leadership scenario. The contribution to growth is based on a net basis, for example, electric vehicles generate incremental demand for copper but actually contain less steel than internal combustion engines

² Wood Mackenzie, CRU; average primary market demand over the period. Iron ore refers to global iron ore demand

RioTinto

Appendices



Guidance

Production guidance

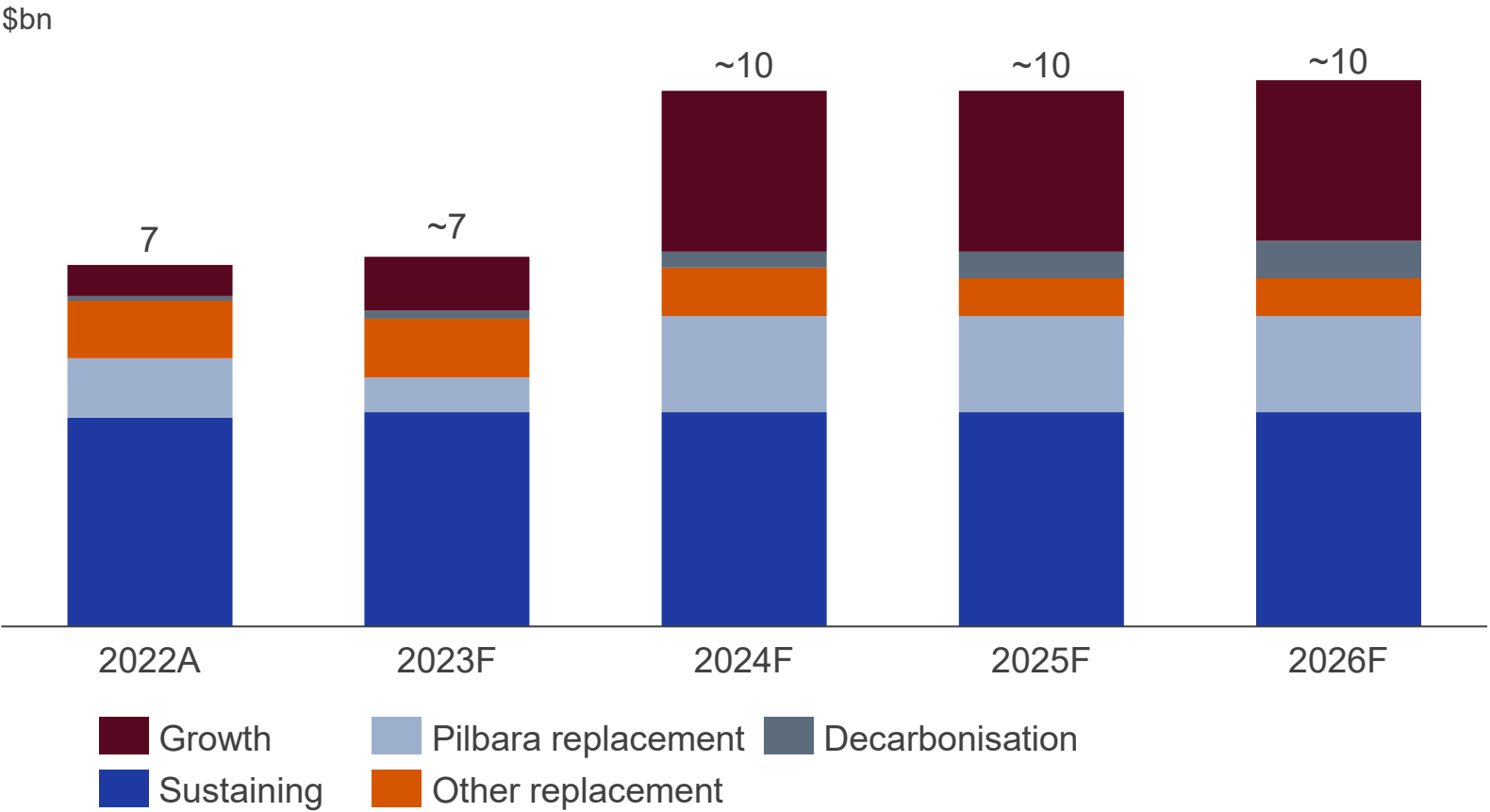
	2023 Guidance	2024 Guidance
Pilbara iron ore shipments¹ (100% basis)	320 – 335Mt ²	323 – 338Mt
Copper		
Mined Copper (consolidated basis) ³	590 – 640kt	660 – 720kt
Refined Copper	160 – 190kt	230 – 260kt
Aluminium		
Bauxite	54 – 57Mt ⁴	53 – 56Mt
Alumina	7.4 – 7.7Mt	7.6 – 7.9Mt
Aluminium	3.1 – 3.3Mt	3.2 – 3.4Mt
Minerals		
TiO ₂	1.1 – 1.4Mt ⁴	0.9 – 1.1Mt
IOC pellets and concentrate ⁵	9.3 – 9.8Mt	9.8 – 11.5Mt
B ₂ O ₃	~0.5Mt	~0.5Mt

Group level financial guidance

	2023	2024-2026 (per year)
Capex		
Total Group ¹	~\$7.0bn	~\$10.0bn
Growth capital	~\$1.0bn ²	Up to \$3bn
Sustaining capital	~\$4.0bn	~\$4.0bn
<i>Including Pilbara sustaining³</i>	<i>~\$2.0bn</i>	<i>~\$1.8bn</i>
Replacement capital	~\$1.7bn	~\$2 to \$3bn
Decarbonisation capital	~\$0.15bn	~\$1.5bn cumulative
Effective tax rate	~30%	
Shareholder returns	Total returns of 40 – 60% of underlying earnings through the cycle	

Disciplined investing for growth and decarbonisation

Capital expenditure profile (Rio Tinto share)

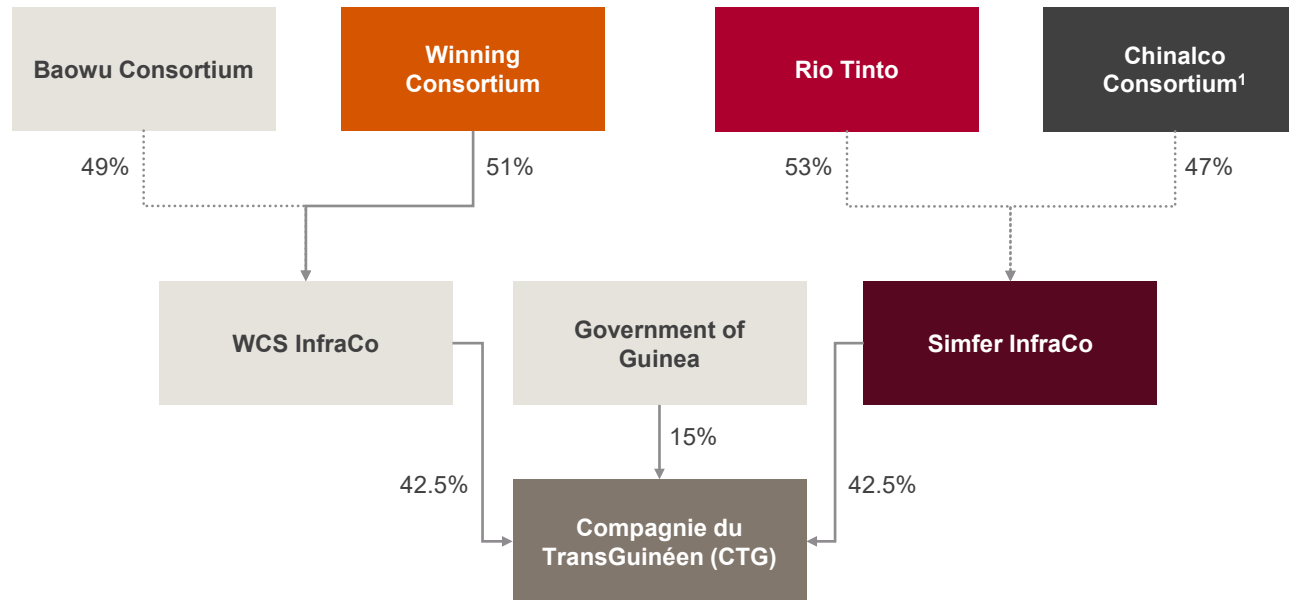


- We expect our share of capital investment to be around \$7.0bn (previously \$7.5bn) in 2023
- Sustaining capex of around \$4.0bn per annum from 2024 to 2026, includes Pilbara of \$1.8bn per annum on average
- Replacement capex of around \$1.7bn in 2023 increasing to \$2 to \$3bn per year from 2024 to 2026
- Growth capex of around \$1.0bn in 2023 rising to up to \$3.0bn from 2024 to 2026

Simandou

WCS and Simfer have separate scopes to leverage expertise, and reduce risk and costs

Structure during operations



Infrastructure assets will be funded 50/50 overall by WCS and Simfer in a co-development arrangement of focused scopes². During construction, Simfer will hold **34%** of WCS entities responsible for construction

Simfer InfraCo will construct on behalf of CTG:

- **70 km** Simfer spur line
- **60 Mtpa** transhipment vessel (TSV) port

WCS InfraCo will construct on behalf of CTG:

- **552 km³** main rail line and WCS spur line
- **60 Mtpa** barge wharf

Once infrastructure is complete, CTG will own and, with independent management team, operate all port and rail assets, excluding the WCS barges and Simfer TSVs

CTG shareholders: **42.5%** Simfer InfraCo, **42.5%** WCS InfraCo and **15%** Government of Guinea (during construction and operation)

Compagnie du TransGuinéen co-development model

Robust governance structure



7-member CTG
Board of Directors



Guinean Chairman
appointed by the State



Transitional arrangements
during construction
to comply with existing
conventions



Simfer and WCS have
equal rights including
capacity share split



Sustainability
committee to oversee
ESG / HSSEC
performance

Leverages expertise of Winning Consortium Simandou (WCS) know-how in Guinea and Rio Tinto ESG capability

The Co-Development Agreement (CDA) with the State sets the project scope for WCS and Simfer and links the existing conventions and investment frameworks

The Compagnie du TransGuinéen (CTG) Shareholders Agreement provides for a robust governance model (including rights to appoint directors and senior managers), an HSSEC, business integrity and quality assurance regime, regular independent audits, HSSEC secondees and regular KPI reporting.

Other transaction documents that are currently being negotiated will provide for a true-up mechanism between Simfer and WCS, to equalise the costs of constructing the rail and port infrastructure; and shareholders agreements to implement that governance model, including HSSEC, to the WCS and Simfer project companies that are undertaking construction.

Simandou project life of mine key statistics¹

IRR² in low double digits anticipated for Simfer mine and combined infrastructure through ownership of CTG

Simfer Mine

Overview	Mine	Open pit, 1.5Bt Ore Reserves, Block 3 only
	Ownership	Rio Tinto (45%), Chinalco Iron Ore Holdings (40%) Government of Guinea (15%)
Construction	Construction time	~3 years
	First Production	2025
	Ramp-up	~30 months
	Capex (Mine and TSVs)	\$5.1bn nominal (100% basis); \$2.7bn RT share ³
Operation	Throughput rate	60 Mtpa
	Product specification	Testing underway for dual fines product – for blast furnace and direct feed: ~65.3% Fe and low impurities
	Mine life	26 years
	Operating cost (LOM ⁴)	\$10/wmt (mine gate)
	Sustaining capex (LOM ⁴)	\$1/wmt
	Accounting treatment ⁵	Simfer Jersey (53% owned by Rio Tinto) owns 85% of mine (fully consolidated)

Simfer / CTG Infrastructure

Overview	Scope	Dual track, multi-user railway and transshipment port
	Ownership	Simfer (42.5%), WCS (42.5%) Government of Guinea (15%)
Construction	Construction time	~30 months
	Commissioning	Rail and port: ~30-42 months post signing
	Capex	Investment in WCS rail & port: \$3.0bn nominal (Simfer, 100% basis); \$1.6bn RT share ³
		Simfer InfraCo port and rail spur: \$3.5bn nominal (Simfer, 100% basis); \$1.9bn RT share ³
Operation	Capacity	120 Mtpa (of which 50% is for Simfer's use)
	Concession life	35-year operating period to cover investment repayment
	Operating cost (LOM ⁴)	Rail: \$8/wmt; Port: \$7/wmt
	Sustaining capex (LOM ⁴)	\$2/wmt
	Accounting treatment ⁵	Simfer Jersey (53% owned by Rio Tinto) owns 42.5% of infrastructure (expected to be proportionally consolidated)

1. See supporting references for categorisation and reporting of Simandou's Mineral Resources and Ore Reserves as well as the production targets underpinning the financial information on slide 4

2. IRR of 11-13% reported on a post-tax, real basis. Based on Wood Mackenzie and CRU average pricing for iron ore (65% grade), with a premium applied for DR product

3. By the end of 2023, Rio Tinto expects to have invested \$0.5 billion (Rio Tinto share) to progress critical path works. Rio Tinto's share of capital investment remaining to be spent from 1 January 2024 is expected to be \$5.7 billion

4. Life of mine, provided in real terms

5. Accounting treatment remains subject to full review of the final transaction agreements, assessment represents our current expectation during operation

Tax settings will provide a sustainable sharing of benefits between partners

Key Tax Settings	Simfer Mine	Simandou Infrastructure
Governing framework	Simfer Convention Modified by the Bipartite Agreement	WCS Port and Rail Conventions Modified by the Co Development Agreement
Corporate tax	Year 1-8: 15% Year 9+: 30%	Year 1-17: 15% Year 18+: 25%
Mining tax	3.5% ¹ on exports	N/A
Transshipping royalty	N/A	\$0.50/t royalty on tonnes shipped Royalty can be partially offset by other taxes paid ⁴ (reducing over time ⁵)
Local development contribution	0.25% of turnover ²	n/a
Dividend withholding tax	n/a	Year 1-17: 0% Year 18+: 5%
Interest withholding tax	n/a	10% on related party loans 4% on third party loans
Customs	5.6% customs duty on imports used in mining process during operation ³	1% registration/administrative levy & 5.6% customs duty on imports required for the project during operation ⁶

1. FOB value. 0% on products used for local steel production

2. Annual turnover of Simfer SA after deducting fees for services in relation to the port and rail infrastructure

3. Examples of affected imports include inter alia plant, equipment, vehicles, fuels etc. Registration duty capped at US\$100k is also payable. Exemption for imports directly involved in operating the mining infrastructure and port and rail

4. Interest withholding tax and corporate tax

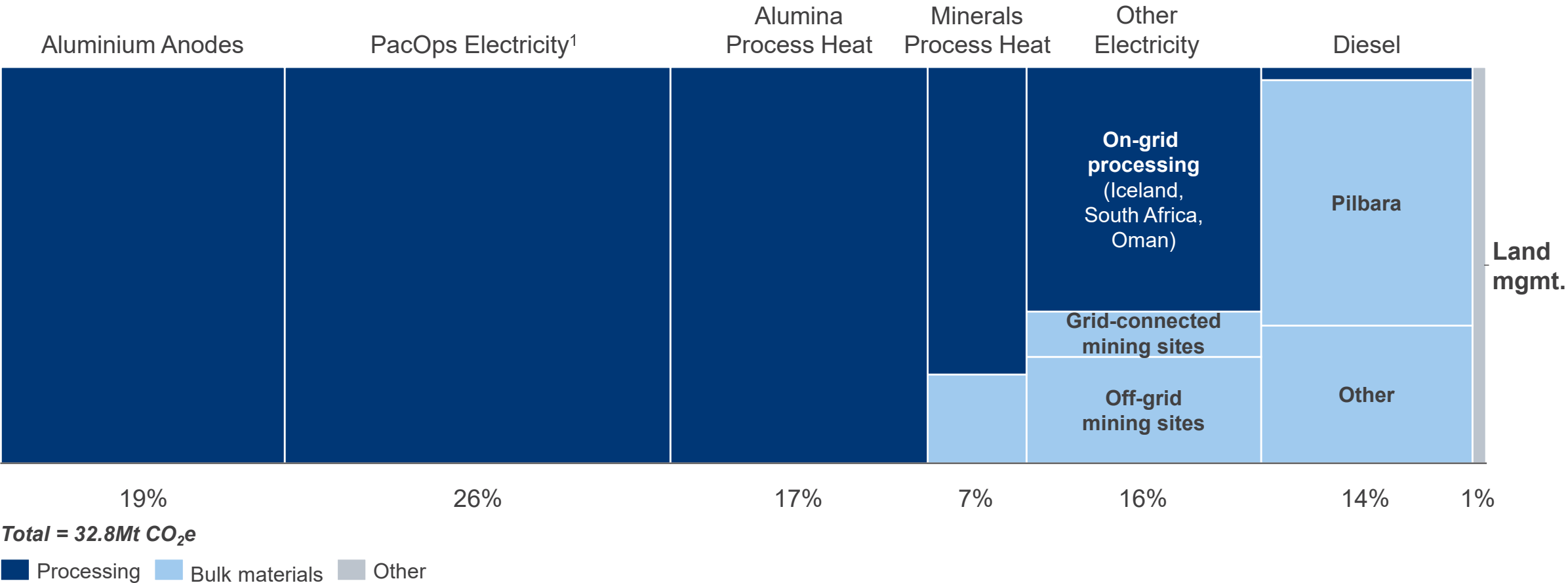
5. Total possible offset: Year 1-10 \$0.40/t; Year 11-15 \$0.35/t; Year 16-30 \$0.34/t-\$0.20/t; Year 31+ \$0.20/t

6. Examples of affected imports include inter alia materials, machinery, certain fuels etc. Excludes essence/gasoline (instead subject to 20% customs duty)

Decarbonisation

Our emissions differ from our peers: ~80% arise from processing metals and minerals which are in hard to abate sectors

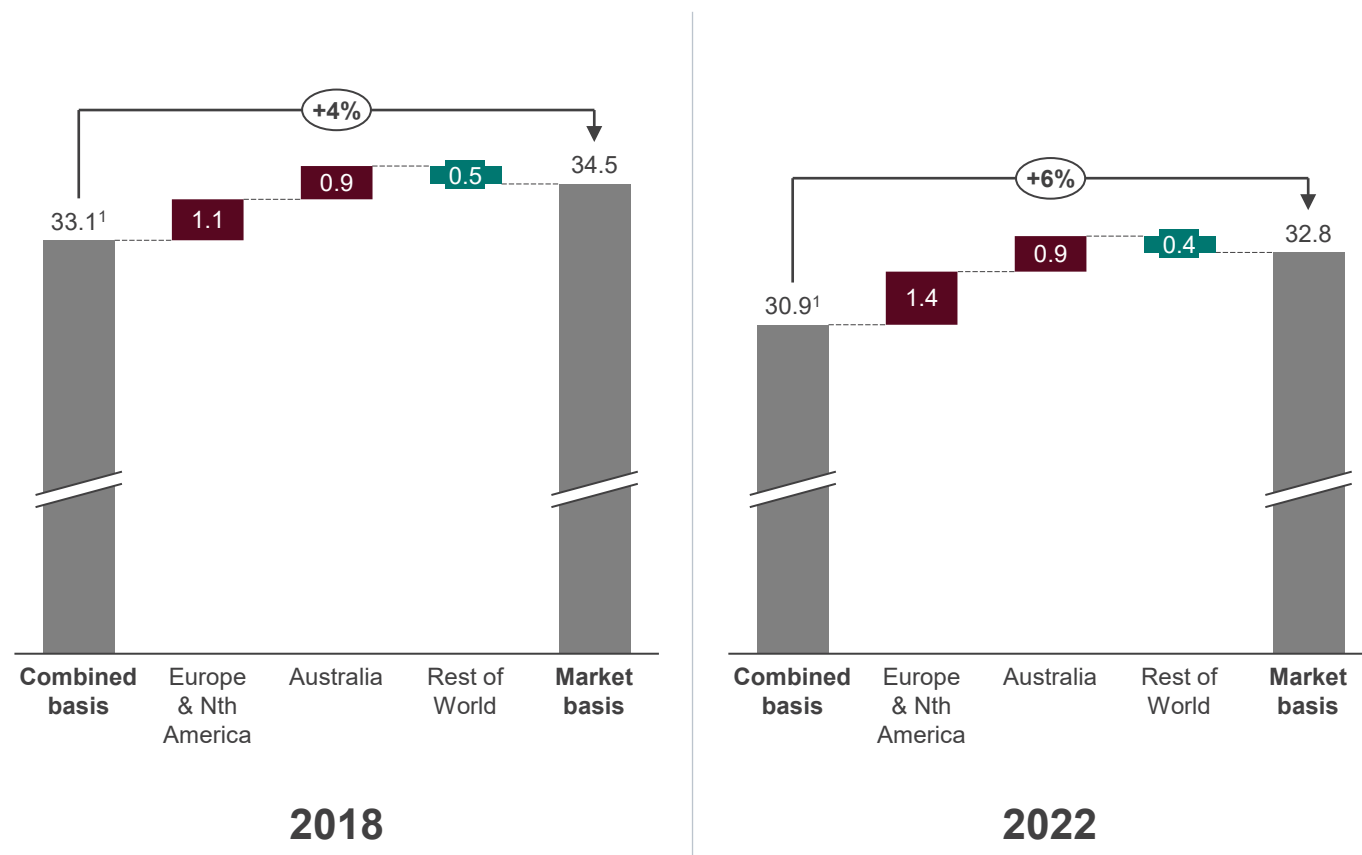
Scope 1 & 2 emissions, 2022 actuals
(Mt CO₂e, equity basis)



Updated emissions reporting methodology

Scope 1 & 2 underlying emissions¹

(Mt CO₂e, equity basis)



Market basis is now our primary measure

- Emissions previously reported on a single measure combining location and market basis
- New dual reporting aligned to GHG Protocol Corporate Standard and emerging best practice

Market basis incentivises addition of renewables

- Recognises new Rio Tinto contracted energy attributes
- No 'free carry' from third party decarbonising of grids

ISAL now recognised in emissions base

- ~1.9Mt of reported emissions as Icelandic renewable credentials sold into European market
- Smelter electricity still sourced from islanded renewable hydro-electric supply

500,000+ hectares of land committed to high integrity nature-based solutions globally by 2025



Developing nature-based solutions in our operating regions

Addressing nature loss, climate change and community challenges

Financing urgent nature protection and restoration

Generating high quality carbon credits to complement our decarbonisation efforts

Building nature-based solutions partnerships

Developing high integrity projects in Guinea, Madagascar and South Africa
Aiming for 1 Mtpa development portfolio by 2030 – pilots advanced in Madagascar, opportunities to replicate in Guinea and South Africa in 2024

Sourcing and investing in high-quality nature-based solutions projects to meet compliance requirements (e.g. Safeguard Mechanism) or complement our development portfolio

Developing long-term partnerships that provide additional support to projects and guarantee credits offtake

In May 2023, our Boron operation became the world's first open pit mine to go 100% biofuel – reducing up to 45kt of CO₂e per annum

Biofuels approach

- **Electrification will be the most efficient and cost-effective pathway** to our zero-emission end state for diesel we believe, with meaningful effect post 2030. In the interim, we need to develop and deploy **alternative abatement solutions available today, such as biofuels**.
- Biofuels critical to our transition and **pivotal in supporting our near-term emission reduction commitments** (2030). It is technically feasible with successful trials at Boron and Kennecott Copper operations.
- Key **challenge is access to sustainable non-edible feedstock** at acceptable product premiums – we must consider the **GHG impact across full life cycle** of the biofuel (both scope 1 and scope 3).
- In current markets, this is challenging and **results in product costs higher than diesel fuels** and we expect sustainable biofuels will likely continue to be relatively expensive outside subsidised regions.
- The pragmatic pursuit of biofuels as an interim decarbonisation solution serves multiple benefits:
 - Protects us against **carbon tax** scenarios;
 - Enables a response to **carbon penalties or subsidy opportunities**; and
 - Affords **time for suppliers, markets, supply chains and regulators to mature future zero-emission electrification technologies** and ensure **safe deployment** in our operations.
- We are exploring **opportunities to support the development of the biofuel value chain**, influence the type of biofuel feedstock and build scale.

Boron case study

- In May, we fully transitioned to renewable biofuel at Boron in the U.S, **reducing up to 45kt of CO₂-e per year**.
- Boron is the **first open pit mine globally to fully transition to renewable biofuel**.
- Trial conducted in 2022 in partnership with Neste and Rolls-Royce to use Neste MY Renewable Diesel™ - 100% renewable raw materials such as used cooking oil and animal fat waste.
- Trial showed trucks with **renewable diesel delivered similar performance and reliability to conventional diesel**.
- Important first step and will lead to further opportunities to decarbonise our operations with biofuels and an excellent example of what can be achieved when **partners (State of California, Neste and Rolls-Royce) collaborate toward a carbon reduction goal**.



Above: Neste MY Renewable Diesel is a Hydrotreated Vegetable Oil (HVO) made from 100% sustainably sourced renewable raw materials – used at Boron

Below: Biofuel powered truck at our Boron operations in California

The transition to renewable power generation in our Pilbara iron ore business will deliver additional value

Gas displacement

Approximately 600 – 700MW of renewable power generation is estimated to be required to displace up to 80% of gas consumption for our Pilbara iron ore operations.

The proposed renewable portfolio to displace the majority of gas usage is value accretive.

Partnerships

We are exploring a number of innovative solutions to accelerate decarbonisation, such as use of existing land access and post-mine closure land for future renewable developments.

This includes collaboration with Traditional Owner groups in the region.

Progressing studies

We are continuing to study and negotiate the development of the proposed coastal solar farm.

We are also pursuing additional opportunities to decarbonise our operations by advancing studies on other sites adjacent to our network (including additional solar/wind and battery solutions).



Potential coastal solar site being studied



Simon Trott with Yindjibarndi Aboriginal Corporation chief executive Michael Woodley

Case Study

Rio Tinto and Yindjibarndi Energy Corporation (YEC) have signed a memorandum of understanding (MOU) to explore opportunities to collaborate on renewable energy projects on Yindjibarndi country in the Pilbara



Accelerated schedule with first operations starting from 2027 - 2030



Initial development of 75 – 150MW_{AC} solar PV



Close proximity to operations, reducing transmission infrastructure spend



Gas displacement of 2.5 – 5.0PJ from existing gas-fired power stations per annum



Carbon savings of 130 – 260kt CO₂e per annum

“This will strengthen our existing partnership and provide long term benefits for our community, while also ensuring that we can protect and preserve the areas of cultural, spiritual and environment significance within our Ngurra.”

Michael Woodley, YEC chief executive

Iron & Titanium has advanced breakthrough decarbonisation options – creating optionality to adjust to a changing environment

Biocarbon

A drop-in/short-term opportunity to implement a proven technology in Canada – to produce sustainable biocarbon a strategic raw material essential to achieve Rio Tinto's decarbonisation commitments within several of our business units.

BlueSmelting™

A technological change combining mature pre-reduction technology from an existing smelter gas-based process, with advanced hydrogen-based technologies under development.

Minerals processing decarbonisation – Rio Tinto Technology and Critical Minerals Centre

The concept was to develop a portfolio of fast pace and agile options in order to accelerate and de-risk future projects and meet decarbonisation targets.

Several of them have been delivered safely in record time, drawing on the skills and experience of the teams based in Canada and globally.



Technology and Critical Minerals Centre in Sorel-Tracy

Biocarbon Case Study – Aymium partnership

Rio Tinto and Aymium have worked together over the past two years to develop a biocarbon product that has demonstrated exceptional efficacy in ilmenite smelting during internal trials at the Iron and Titanium Quebec Operations facilities in Sorel-Tracy, Quebec.

Our recently strengthened partnership marks a significant milestone in our joint efforts to accelerate the transition away from fossil-based energy sources, with the objective of producing renewable biocarbon at scale to help Rio Tinto achieve its 2030 emission reduction targets.



Accelerated development schedule 2022-2024



Successful full-scale trials in May 2023 at RTIT Quebec Operations



Learnings from BlueSmelting™ development and construction project



Significant emissions reduction potential across all business units of Rio Tinto in Canada

“We are delighted to work with Aymium to develop and trial this renewable biocarbon product that has real potential as an alternative, low carbon source for our processes. We are investing to deepen our partnership, as part of our commitment to finding better ways to decarbonise our operations and the supply chains we are part of.”

Sinead Kaufman, Chief Executive Minerals

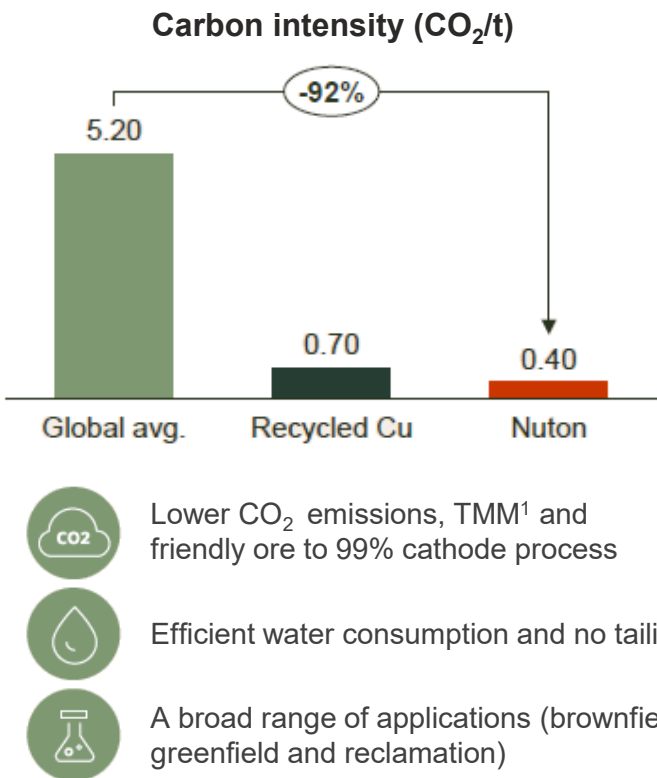
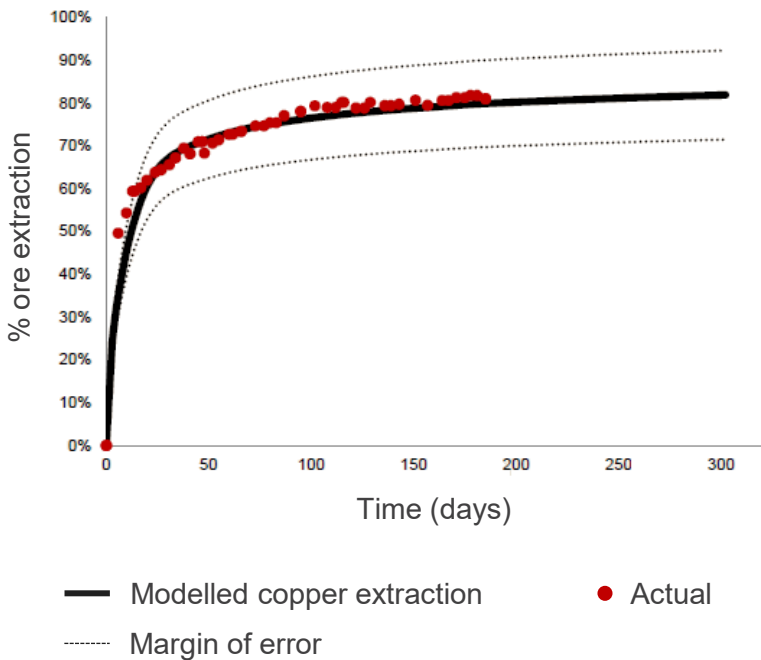
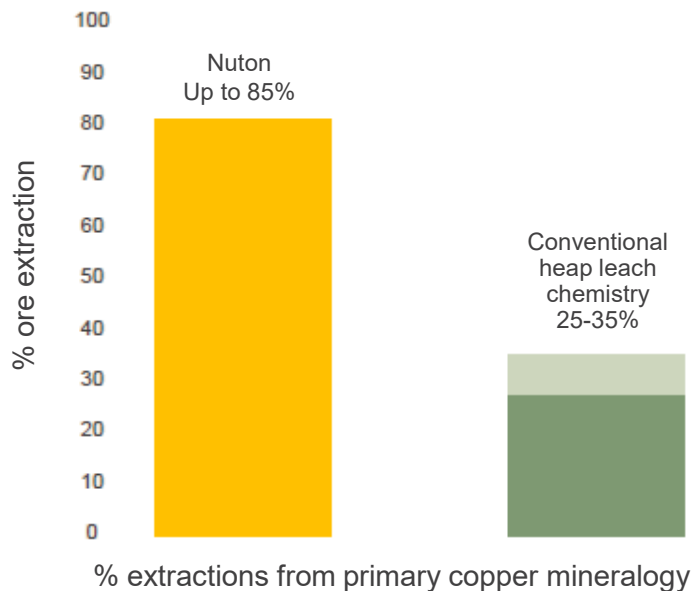
Nuton™

Nuton™ expected to deliver exceptional recovery

Up to 85% recovery from primary copper sulphides, compared to 25-35% from traditional heap leach

Actual test results have supported our modelling work

Nuton delivers leading ESG performance



The Nuton™ portfolio today

nuton | A Rio Tinto venture

Asset/ company	Current investment/agreement	Key terms/ Nuton rights
Johnson Camp Mine, AZ Excelsior Mining Inc. (TSX)	Nuton Collaboration Agreement and option to JV Agreement Agreement with full pathway on demonstration and deployment	• Testing programme underway • Option to earn-in up to 49% at the asset level with 100% marketing rights
Yerington, NV Lion Copper & Gold (TSX)	Option to Earn-in Agreement Stage 2 in progress	• Option to earn up to 75%, with operating and marketing rights
Cactus Mine, AZ Arizona Sonoran (ASCU) (TSX-V)	Own 7.2% ASCU Investor Rights Agreement Testing Agreement	• Testing programme underway • Nuton exclusivity • Tech Committee rep
Los Azules, Argentina McEwen Copper (MEC) (Private)	Own 14.5% McEwen Copper (Private), Nuton Collaboration Agreement	• Testing programme underway • MEC Board seat • Nuton collaboration committee representative • Exclusivity over heap-leach technologies until Feb 2025
AntaKori, Peru Regulus Resources (REG) (TSX-V)	Own 16% Regulus Investor Rights Agreement	• Testing programme underway • REG Board seat, Tech Committee representative

Common acronyms

\$	United States dollar	CuEq	Copper equivalent	km	kilometre	PNG	Papua New Guinea
AIFR	All Injury Frequency Rate	CDA	Co development agreement	Kt	Kilo tonnes	PPA	Power Purchasing Agreement
Al	Aluminium	dmtu	Dry Metric Tonne Unit	Ktpa	Kilo tonnes per annum	QAL	Queensland Alumina Limited
AUD	Australian dollar	DR	Direct Reduction	KUC	Kennecott Utah Copper	R&D	Research and Development
B₂O₃	Boric oxide	DRI	Direct Reduction Iron	LHS	Left hand side	RBM	Richards Bay Minerals
BF	Blast furnace	DWT	Deadweight tonnage	Li	Lithium	REC	Renewable Energy Certificate
bn	Billion	E&E	Exploration and Evaluation	LME	London Metal Exchange	RHS	Right hand side
BOF	Blast Oxygen Furnace	EAF	Electric Arc Furnace	M&A	Mergers and Acquisitions	RMB	Renminbi
BSL	Boyne Smelter Limited	EBITDA	Earnings Before Interest, Taxes, Depreciation and Amortisation	MAC	Marginal Abatement Cost	RT	Rio Tinto
Bt	Billion tonnes	ESG	Environmental, Social, and Governance	MENA	Middle East and North Africa	RT Share	Rio Tinto Share
C	Celcius	EU	European Union	Mlb	Million pounds	RTIT	Rio Tinto Iron and Titanium
c/lb	US cents per pound	F	Forecast	Mt	Million tonnes	RTM	Rio Tinto Marines
CAGR	Compound annual growth rate	Fe	Iron	Mtpa	Million tonnes per annum	SPS	Safe Production System
Capex	Capital expenditure	FOB	Free on board	MW	Megawatt	tCO₂	Tonne of carbon dioxide
CBAM	Carbon Border Adjustment Mechanism	GDP	Gross Domestic Product	MWh	Megawatt hour	tCO₂ e	Tonne of carbon dioxide equivalent
CCS	Carbon Capture and Storage	GHG	Greenhouse gas	Ni	Nickel	TSV	Transshipment vessel
CCUS	Carbon capture, utilisation and storage	GJ	Gigajoules	NPV	Net present value	UG	Underground
CFR	Cost and freight	H₂	Hydrogen	OEM	Original Equipment Manufacturer	US	United States
CIOH	Chinalco Iron Ore Holdings Consortium	HBI	Hot briquetted iron	OT	Oyu Tolgoi	USD	United States dollar
CO₂	Carbon dioxide	HSSEC	Health Safety Security Environment and Community	OTFS20	Oyu Tolgoi Feasibility Study 2020	VPPA	Virtual power purchase agreement
CO₂e	Carbon dioxide equivalent	HMS	Heavy mineral sands	P&L	Profit and loss	WCS	Winning Consortium
CSP	Communities and Social Performance	IOC	Iron Ore Company of Canada	PacOps	Rio Tinto Pacific Operations	YoY	Year on Year
CTG	Compagnie du TransGuinéen	IRR	Internal rate of return	PDR	People's democratic republic	YTD	Year to date
Cu	Copper	JV	Joint Venture	PGE	Platinum group elements		

Definitions

Calculated abatement carbon price

The levelised marginal cost of abatement at a zero carbon price

Calculation:

Discounted sum of all abatement costs over time at a zero carbon price / Discounted sum of all abated emissions over time

Discounted at the hurdle rate RT uses for all investment decisions

RioTinto