

Rio Tinto Limited
Annual General Meeting
5 May 2022

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[VIDEO]

Simon Thompson ([00:04:17](#)):

Good morning to everyone here in Melbourne, and to those of you joining us virtually. My name is Simon Thompson, and I'm the Chairman of Rio Tinto. It's my pleasure to welcome you to our 2022 annual general meeting. And it's a particular pleasure to see so many of our shareholders here in person. We start as always with safety, our top priority. So please take a moment to listen to this short safety announcement.

[Emergency evacuation briefing] ([00:04:44](#)):

Simon Thompson ([00:06:04](#)):

In the same way that safety is critically important to us, so too is our respect for the communities that host our operations around the world. So it gives me great pleasure to introduce Auntie Di, who is a senior elder of the Wurundjeri People, the traditional owners of the land on which we meet today. Auntie Di is accompanied by Eric Edwards on the didgeridoo.

[Welcome to Country] ([00:08:35](#)):

Simon Thompson ([00:12:43](#)):

Thank you. Thank you, Auntie Di for your very wise welcoming words, and to you and Eric for a wonderful opening to our AGM. We're holding this year's AGM as a hybrid meeting. Shareholders who are unable to attend in person can view the meeting live via the Lumi platform. They will be able to ask questions either orally or in writing and to cast their votes through the platform. In addition, a video recording of today's proceedings will be available on our website after the meeting.

A quorum is present, and I now formally open the meeting. It's my pleasure to introduce my fellow members of the Rio Tinto Board, starting from my left, Tim Paine, our Australian Company Secretary, Simon McKeon, Senior Independent Director of Rio Tinto Limited, Megan Clark, Chair of our Sustainability Committee, Peter Cunningham, our Chief Financial Officer, Jakob Stausholm, our Chief Executive, Dominic Barton, my successor as Chair of the Board, Simon Henry, Chair of our Audit Committee, Jennifer Nason and Ngaire Woods.

Unfortunately, Ben Wyatt and Sam Laidlaw, Senior Independent Director of Rio Tinto PLC and Chair of our Remuneration Committee, they are in Melbourne, but they're unable to attend in person because both have tested positive for COVID. We also have with us Trevor Hart, our external auditor from KPMG. We've had a number of changes to the board over the past year. Michael L'Estrange retired at the conclusion of the Rio Tinto Limited AGM in May 2021, and last month, Hinda Gharbi retired from the board at the conclusion of the Rio Tinto PLC Annual General Meeting on the 8th of April. I'm very grateful to both Michael and Hinda for their contributions to Rio Tinto.

In June, we appointed Peter Cunningham as our Chief Financial Officer, and in September 2021, we welcomed Ben Wyatt to the board. Ben's knowledge of finance, public policy, trade and indigenous affairs has already proved to be invaluable. And it's a great pity he can't be here today. As previously announced, I will step down as chairman at the conclusion of this meeting. I'm delighted that the board has announced the appointment of Dominic Barton as my successor. Dominic has extensive business and international relations experience, as well as a deep understanding of the linkages between business, governments and society. And I wish him every success. Dominic, perhaps I could ask you to say a few words.

Dominic Barton (00:15:28):

Thank you, Simon. Let me first acknowledge the Wurundjeri People, the traditional owners of the land in which we meet today. Simon, I also want to just express my personal thanks to you for your leadership at Rio Tinto over the last eight years as a member of the board, but also the last four years as chair, and also, for your coaching and advice over the last several months. It's deeply appreciated.

I'm very excited to be joining Rio Tinto and be joining as the chair. I fundamentally believe that Rio Tinto has the opportunity to make a significant contribution to society by providing the materials that will enable the world to transition to a lower-carbon economy. I'm also very excited about the future specifically that lies ahead for us. And I think the strategic direction that was laid out in 2021 with the four key objectives will allow us to pursue growth and deliver attractive returns to shareholders, while also enabling a decarbonizing world. Further strengthening our relationships with customers, partners, and local communities, and incorporating a broad range of views in our decision-making is something I'm particularly passionate about.

Over the next few months, I'm planning to meet with as many of our employees and partners as possible, as well as of course investors. One of my key priorities is to ensure that we create a safe, respectful and inclusive work environment. I think it's a credit to Jakob and the management team that they've commissioned and published the recent review into the company's culture. And I fully support them and the implementation of the recommendations and our new values. There's no doubt we have some work ahead; navigating complex geopolitics, a shifting competitive landscape and some other societal challenges, and we are also resetting and strengthening our partnerships, including with the traditional owners of the land in which we operate. And our people are working very hard to improve our operational performance, despite challenging operating conditions from prolonged COVID-19 disruptions. But I'm very encouraged by the company's resolve

and direction. I know Jakob, Peter and my colleagues on the board recognise we're at a pivotal moment and we are all committed to building long-term sustainable growth for Rio Tinto, our shareholders and our wider stakeholders. Thank you.

Simon Thompson (00:18:14):

Thanks very much, Dominic. As I reach the end of my eight years on the board, it has been a privilege to be part of the leadership team of this great company. I'm proud of the direction that Rio Tinto is taking and of the talent, resilience and commitment of our employees and contractors around the world. I'll say more about this in a moment, but first, let's deal with some of the formalities for the meeting.

In order to make today's proceedings as efficient as possible, I declare that voting on all resolutions is now open. As usual, resolutions will be decided by poll. For those attending online, if you are eligible to vote at this meeting, a polling icon will appear on your screen. Selecting that icon will bring up a list of resolutions and present you with voting options. To cast your vote, simply select one of the options. There's no need to hit a submit or enter button as the vote is automatically recorded. For those shareholders here at the meeting itself, if you have already sent in your proxy forms, you do not need to vote again. But for proxy holders in the room and those shareholders who have not appointed a proxy and are eligible and wish to vote, you may complete your voting card at any time and they will be collected at the end of the meeting.

I will now make some introductory comments before handing over to Jakob for his review of the year. 2021 was a year of transition. We appointed a new CEO, a new CFO, and nine members of Exco took on new roles. Following this unprecedented period of management change, we focused on rebuilding relationships and strengthening our social licence, while setting out a new strategy that seeks to reestablish Rio Tinto as a leader in an industry that has a critical role to play in creating a sustainable and prosperous future for people and for the planet.

Following engagement with management and the board, the new senior management team led by Jakob has established four objectives. In the opening video, you saw some of the important work going on around the business globally in pursuit of these objectives, and Jakob will speak further about our progress shortly. In addition, we rolled out three new values; care, courage, and curiosity, and a new strategy with the energy transition at its heart. We're now focused on delivering the strategy in collaboration with our partners and other stakeholders.

In 2021, we achieved our third fatality-free year in a row. This achievement reflects the hard work and dedication of our employees and contractors worldwide. Sadly however, people are still getting injured at work, so we must remain vigilant and focused. While some countries adapted to life with COVID-19, the pandemic continued to exact a heavy toll during 2021, particularly in some of the developing countries where we operate. I'm very proud of the resilience and care shown by everyone in the business for each other and for their local communities.

Our responsibility for the wellbeing of our employees and contractors extends beyond the traditional areas of health and safety. In 2021, we launched the Everyday Respect Initiative

to help us create a safer, more respectful and more inclusive environment by preventing and improving how we respond to unacceptable behaviour in the workplace. I'm grateful to Liz Broderick, former Australian Sex Discrimination Commissioner for advising the Everyday Respect Taskforce that we set up to drive this initiative, and to the more than 10,000 employees and contractors worldwide, who participated in the listening sessions and surveys as part of our discovery phase. The findings in the report are deeply confronting and we are determined to implement all 26 recommendations set out in the report. It is clear both from the findings of the Everyday Respect Taskforce and the tragedy at Juukan Gorge that we must create a work environment where everyone feels safe and empowered to speak up if something is not right.

Our 2021 operating and project development performance was negatively impacted by COVID-related travel restrictions, labour shortages, supply chain disruptions, and the transition to improved communities and heritage management processes in the Pilbara and elsewhere. Nevertheless, we achieved record financial results on the back of high commodity prices, with earnings of US\$21.4 billion and free cashflow of US\$17.7 billion. The group's direct economic contribution to the countries where we operate, including payments to our employees, our suppliers, governments, local communities and our shareholders amounted to US\$67 billion. We paid US\$13.3 billion in taxes and royalties globally, including A\$14.8 billion here in Australia. In view of this strong financial performance, we have paid a final dividend of 417 US cents per share, and a special dividend of 62 US cents per share. This represents our highest ever total dividend of some US\$16.8 billion or 14 Australian dollars and 23 cents per share.

I'm now going to focus on climate change, which is the defining issue of our age and is at the heart of our new strategy. Rio Tinto has a critical role to play in the energy transition, supplying essential materials, including copper, lithium, high grade iron ore and aluminium, all of which are vital for the transition to a low-carbon economy. Our new strategy sets out our plans to grow production in each of these metals. And we've made significant progress in this area with the acquisition of Rincon Lithium Project in Argentina and the commencement of underground mining at Oyu Tolgoi in Mongolia.

Most recently, the board has given in principle approval of the path forward for the development of the Simandou Iron Ore Project in Guinea, in line with international ESG and compliance standards. We also have a responsibility to reduce the Scope 1 and Scope 2 carbon emissions from our operations. The materials we produce already have a much lower carbon intensity than most of our competitors. And we have set ambitious new targets for a 15% reduction by 2025 and a 50% reduction by 2030. To thrive in the long term, we also need to be part of net-zero value chains, particularly for steel and aluminium. Our fourth TCFD-aligned climate change report published in February this year sets out our goals, working in collaboration with our customers and suppliers to reduce our indirect Scope 3 emissions. In recognition of the urgent need for action on climate change by business, governments, consumers and investors. We are for the first time this year putting our climate action plan to our shareholders for an advisory vote in resolution 17.

We continue to implement the recommendations arising from the Juukan Gorge tragedy in May 2020. In September last year, we published our interim report on our communities and

social performance commitments. And there is a huge amount of work going on to improve our processes and build mutually-beneficial and respectful partnerships with traditional owners and other First Nations People around the world. It is a multi-year journey, but we are making good progress, such as the agreement with the Yinhawangka Aboriginal Corporation. The first of our new generation of agreements with Australian traditional owners, which sets out our approach to the co-management of culture and heritage and offers a template for future agreements in the Pilbara.

We have emerged from the challenges of the past few years with a firm commitment to become a more inclusive, respectful and caring company that creates value for all stakeholders. We have set out a new strategy that will reestablish Rio Tinto as a leader in an industry that has a uniquely important and challenging role to play in creating a sustainable and prosperous future for people and the planet. With the new senior management team and the new strategy in place, 2022 is all about delivering our strategy in collaboration with our partners and other stakeholders.

Let me finish by thanking my colleagues on the board, and especially Jakob, for their hard work and commitment and dedication to Rio Tinto the past year, and for their insights, advice and support during my time as chairman. I'll now ask Jakob, our Chief Executive to give us an update on the business.

Jakob Stausholm ([00:28:17](#)):

Thank you, Simon. Well, first, I'd like to acknowledge and pay my respect to the Wurundjeri People, the traditional owners of the land on which we meet today, and all traditional owners and First Nations People that host our operations around the world. 2021 was a defining year. When I became chief executive, it was clear that we needed a reset. We needed a clear sense of purpose, putting respect for people, communities and land at the heart of our contribution. And we needed to listen. We produce materials vital for the energy transition, but that's not enough. The way we produce these essential materials is what will make the difference to our customers, to host communities and governments, and to you, our shareholders. We must align our business priorities with society's expectations and ensure all of our stakeholders benefit from our success. We have a lot of work to do, but we are on the right path. We implemented the biggest management change in our history and set four objectives essential to our success. Being the best operator, achieving impeccable ESG credentials, excel in development, and strengthening our social licence. We launched our new strategy, including ambitious climate change targets, setting a new direction for us to contribute to and thrive in a decarbonizing world. And we set simple new values that connect us all as human beings: care, courage and curiosity.

Let me now talk for a moment about the humanitarian crisis in Ukraine, which has caused enormous suffering for innocent people. I join the world in condemning the violence and hoping for a peaceful and rapid end to this conflict. We have no operational assets or employees located in Russia and Ukraine. However, we are taking actions in a few areas. Firstly, overall, we are in the process of terminating all commercial relationships we have with Russian businesses. Most recently, we have now the hundred percent capacity of the Queensland Alumina Limited, which was previously operated through a joint venture with Rusal. We remain committed to ensuring the continued safe operation of QAL as a

significant employer and contributor to the local Gladstone and Queensland economies. In 2021, we maintained our commitment to safety first. The ongoing pandemic has touched all of us in some way. Sadly, we have lost colleagues, family, and friends around the world to the virus. I'd like to take this opportunity to sincerely thank our people for their commitment, resilience, and sacrifices during another COVID constrained year. They've done a superb job. I'm really very proud. We continue to prioritise controls, support government vaccination campaigns, and clinics near our operations and working to help our colleagues and communities with the vital supplies. Despite the ongoing pandemic, we delivered a strong safety performance with zero fatalities for the third consecutive year. While this is great news, being able to go home to family at the end of a shift should be a given, not an achievement. The independent study on workplace culture conducted by the former Australian Sex Discrimination Commissioner, Liz Broderick, allows us to understand the experience of our workforce and how we can prevent and respond to harmful behaviours. The findings are deeply disturbing. Many of our employees have experienced bullying, racism and sexism. I offer my heartfelt apology to every team member, past and present, who has suffered because of these behaviours. This is not the kind of company we want to be. The report also contained 26 detailed recommendations. We will implement all of them. We have already upgraded some site facilities and launched our new confidential reporting programme, MyVoice. With the executive team's commitment, we can make a positive and lasting change and make Rio Tinto a less hierarchical, more humane place to work.

Our financial performance in 2021 was very strong and demonstrated both the quality of our assets and the strength of our business model. The recovery of the global economy driven by industrial production and high demand for our products resulted in significant price trends for our major commodities. As Simon noted, we have achieved record financial results in 2021 with EBITDA of US\$38 billion and net earnings of US\$21 billion. Each of our four product groups was highly profitable. Our iron ore business continues to be the primary contributor, but we also benefited from an increased contribution from the other three product groups. Aluminium, for example, recorded 20% return on capital employed in the second half of 2021 up from just 3% in 2020.

A highlight for me comes when you compare the results of 2021 with a similar period of strong demand and prices exactly a decade ago. Last year, we converted a far higher proportion of prices into earnings and because of our strict capital allocation, we converted those earnings into higher free cash flow of 17.7 billion. This enabled us to declare record dividends of US\$16.8 billion, a 79% payout ratio. In 2021, we made progress against each of our objectives, but we know we have a lot ahead of us. One of our objectives is to restore our reputation as the best operator. The Rio Tinto Safe Production System will empower our people to achieve consistent operational performance and unlock real and sustainable improvement at each of our assets. We have deployed it at five sites and we will be rolling it out at many more with up to 30 deployments at 15 sites over the coming months. Our second objective is to have impeccable ESG credentials. We provide materials to help the world progress. We have a responsibility to produce these materials in the right way. Society is demanding a greater commitment on climate change. Our new strategy includes ambitious climate change targets. The first step is to address our own footprint. We have

brought forward our 15% reduction target for our Scope 1 and 2 emissions from 2030 to 2025. And we have more than tripled the target for 2030, seeking to reduce our carbon footprint by 50%. Rio Tinto is amongst the biggest electricity users in the Western world and also has significant land holdings. This provides a great opportunity, but it also comes with a great responsibility.

Our new climate targets are underpinned by an intention to invest seven and a half billion US dollars. We will be disciplined and these investments will in aggregate be value or creative at modest carbon prices. We are mobilising the organisation, unleashing the skills and creativity of many engineers to identify opportunities to decarbonize our assets and invest in renewable power. As you saw earlier, construction of our first 34 megawatt solar plant at the Gudai-Darri mine and 45 megawatt battery system at Tom Price continued in 2021 and marks an important step in reducing our carbon footprint in the Pilbara. The solar plant will deliver approximately one third of Gudai-Darri's average electricity demand. It is just a first step in a broader programme to leverage the Pilbara's natural advantages in solar and wind resources and deploy renewable power at scale.

We recognise that processing our products also generates materials, indirect Scope 3 emissions. We are partnering on a number of potential technologies to decarbonize our value chains, including with BlueScope and POSCO to explore low carbon steel making pathways. And we have committed to increasing our R&D spend to speed up the development of technologies to enable our customers to decarbonize. In aluminium, our Elysis joint venture with Alcoa, supported by Apple and the governments of Canada and Quebec, have already produced aluminium with zero direct carbon emissions at a fairly large scale. We are now scaling up to full commercial size cells in 2023 and commercialization of this groundbreaking technology remains on track from 2024 onwards. We are investigating iron making with Pilbara Fines using sustainable raw biomass to replace coking coal and microwaves as a supplementary energy source. Initial test results are promising. We're now progressing the design of a larger scale continuous pilot plant.

The third objective is to excel in development. All the materials we produce today are fundamental for the energy transition and beyond, including iron ore. We are well placed to grow and meet the increased demand. In the past year, we had meaningful progress on creating a pipeline of options that will create value for our shareholders in the years to come. Our ambition is to increase our investment in growth capital up to US\$3 billion annually by 2023 and 2024, and to prioritise commodities that are essential to drive to net zero. And we have demonstrated our willingness to grow via acquisitions. The Rincon lithium project in Argentina brings growth in a commodity essential to the energy transition, while at Oyu Tolgoi, our proposal to acquire full ownership of Turquoise Hill will simplify the ownership structure and provide additional exposure to copper. We believe the terms of proposal are compelling for Turquoise Hill shareholders, and Rio Tinto will remain disciplined in pursuing this opportunity.

Without a doubt the most significant development in terms of growth was resetting the relationship with the government of Mongolia and Turquoise Hill. One of the highlights of my career was to stand side by side with the Prime Minister of Mongolia, as we commenced underground mining earlier this year. It was the culmination of years of hard work and

dedication to develop such a complex greenfield project. We continue to look for new options and innovative ways of developing projects faster, but we will only do this in line with our ESG standards while maintaining our absolute commitment to capital discipline. An example of this approach in action is Simandou. This project will deliver the high-grade iron ore essential to decarbonizing the world's steel industry. Last month, the board gave its in principle approval to the path forward for the project. The framework agreement recently signed with the government of Guinea and our Chinese joint venture partner sets out co-development of the port and rail infrastructure, which will occur in line with international ESG and compliance standards.

We look forward to working together to develop this nation transforming project, and I am personally committed to ensure that the people of Guinea benefit from Simandou along with our shareholders and customers. In 2021, we committed US\$2.4 billion to the Jadar lithium borates project, one of the world's largest greenfield lithium projects. In January 2022, the government of Serbia cancelled the spatial plan for the project and required all related permits to be revoked. We remain committed to exploring all options and are reviewing the implications for our activities and our people in Serbia. The fourth objective is to strengthen our social licence. We are focused on listening and resetting relationships. This takes time, but we are moving forward on a model which is respectful and looks to provide certainty of protection for cultural heritage and mining. In February this year, we announced an agreement with the Yinhawangka Aboriginal Corporation. The co-designed management plan will ensure protection of significant social and cultural heritage values at the Western Range iron ore project in the Pilbara. We are continuing to improve our approach and we are engaging with other traditional owner groups in the Pilbara to develop similar plans.

The discovery of the Yirra rock shelter, which confirmed the presence of the Yinhawangka people in the region for more than 50,000 years is incredible news. We are working with traditional owners to support the work at this sacred site, as our first traditional owner lead heritage excavation. We will continue to support more of these significant research projects to ensure we celebrate and care for cultural heritage. As the major shareholder, we were very disappointed to learn of the material cost and schedule overruns on the Ranger rehabilitation project in the Northern Territory announced by Energy Resources of Australia earlier this year. We remain committed to ensuring the rehabilitation project is completed to a standard that will establish an environment similar to the adjacent Kakadu National Park. We also acknowledge the Mirrar people's concern around the future of the undeveloped Jabiluka deposit and restate our full support for ERA's commitment that this deposit will not be developed without their consent.

In conclusion, we have a clear direction and strategy for the company to grow and decarbonize. We are rebuilding relationships and evolving our culture supported by simple human values. I'm proud of the progress we made in 2021, but most of all, I'm proud of the talented, energetic and committed people across Rio Tinto, like those who saw on the video earlier, who are working hard to make our company even better. It is through working together and listening to the perspectives of all stakeholders, including our customers, host communities and you, our shareholders, that we will achieve our objectives. Our

business is strong and we are all committed to make Rio Tinto even stronger. Finally, I'd like to take this opportunity to thank you, Simon, for your guidance and mentorship since I joined the board. Through your support for transitioning the business to thrive in a low carbon world, your legacy will be felt long into the future. Thank you.

Simon Thompson ([00:46:42](#)):

Thank you, Jakob. Let's now move to the formal business of the meeting. The notice of meeting containing the text of each resolution to be put to this meeting was published on our website and made available to shareholders on the 8th of March. I will take the notice as read. Resolutions one to 17 and 19 will be dealt with under the joint electorate procedure with Rio Tinto PLC shareholders who cast their votes on these resolutions at the corresponding meeting in London on the 8th of April. Resolutions one and four to 15 relate to the routine business of the annual general meetings, such as the receipt of the annual report, the election and reelection of directors and the reappointment and remuneration of the auditors. You'll see that the business of the meeting includes two resolutions relating to remuneration. The first, resolution two, relates to the approval of the implementation report, which describes the remuneration arrangements in place for members of the board and of the executive committee during 2021.

This vote is advisory and is required for UK law purposes. The second, resolution three, relates to the approval of the director's remuneration report. This vote is also advisory and is required for Australian law purposes. In addition, as a result of our 2020 remuneration report receiving a first strike at last year's AGMs, a further conditional resolution, resolution 19, appears on this year's notice of meeting. If we receive a second strike this year with more than 25% of shareholders voting against resolution three, in relation to our 2021 remuneration report, the votes on resolution 19 would be valid. If resolution 19 is passed, we would be required to convene a separate general meeting to consider fresh elections for directors. If however, the 2021 remuneration report receives a vote of 75% or more in favour, then there will be no second strike and the poll on resolution 19 will not be required.

As in past years, we have included resolution seeking authority for Rio Tinto to make political donations. We have no intention of altering our policy, which is not to make donations to political parties or to political candidates. However, the UK law on this issue is very broadly drafted so we are seeking this authority as a precautionary measure. In addition, for the first time this year, we are putting forward a non-binding advisory resolution in resolution 17, giving shareholders the opportunity to vote on the climate action plan set out in our 2022 climate change report. Finally, resolution 18 will be voted on by Rio Tinto Limited shareholders only and has been proposed as a special resolution.

It is a routine resolution which comes up every year to allow Rio Tinto Limited to buy back its own shares. Your directors are unanimously of the opinion that all the resolutions proposed in this notice except for resolution 19, which is the conditional resolution regarding the holding of fresh elections for directors, are in the best interests of shareholders and of Rio Tinto as a whole. Accordingly, we recommend that you vote in favour of all the resolutions except resolution 19, where we recommend that you vote against. We will now take questions from shareholders on any matters relevant to the

business of the meeting. Only shareholders or their representatives or proxy holders are entitled to ask questions.

If you have joined the meeting online and are entitled to ask a question, you can submit your question by clicking on the questions icon. Then go to the ask a question box at the bottom of your screen, compose your question and select the red send icon. Alternatively, you can ask a question live at the meeting by using the audio function. To use this service, pause the broadcast before clicking on the link under asking audio questions. A new page will open for you to input your information. Please enter the requested details and click submit request to join the queue for audio questions. You can listen to the meeting while you wait to ask your question. When it is your turn, you will be called on to speak and the operator will unmute your device. For those of you in the room holding a blue or green admission card, if you wish to ask a question, please raise your admission card and an attendant will bring a microphone to you. Please state your name and if you represent an organisation, the name of your organisation. As many people usually wish to speak, please keep your questions short and to the point. In order to give as many shareholders as possible, the opportunity to speak, I will discourage supplementary questions from those who have already asked one. If we receive multiple questions online on the same topic we may aggregate and summarise them and provide a single answer to avoid repetition and ensure the smooth running of the meeting. It's possible that we may not be able to answer all questions today. If we are unable to answer every question, after the AGM we will endeavour to contact those shareholders to provide responses. Let's start with a question from the floor. There's a lady there in the middle.

Shareholder/Proxyholder representing OT Watch (00:52:57):

Hi, thanks for the opportunity to ask a question. This is a question to Jakob Stausholm, who's the Rio Tinto Chief Executive. I'm asking this question on behalf of Mongolian NGO, Oyu Tolgoi Watch, or OT Watch, and it relates to the Oyu Tolgoi, which is the subsidiary majority owned by, and copper mining project operated by Rio Tinto in the South Gobi Province, in Mongolia. Major unforeseen changes since 2012 provide a basis for supplementing the old out of date ESIA. Firstly, the underground operation went through a multiyear delay due to poorly described ground instability problems that required a multi-billion dollar design change. Secondly, the tailings from the operation will go in a completely different type of disposal facility, a dam with downstream raises using a technology rejected in the 2012 ESIA. Both the underground mine and future tailing facilities will extend beyond the current licence area.

And thirdly, the 2017 IEP identified the need for the improved baseline to address defects in the information used in 2012. This expansion beyond the present mine licence area and larger than expected subsistence zones affect active pastures presently used by nomadic herders. The substandard social impact assessment resulted in an inadequate and poorly managed resettlement programme causing the affected herders to file complaints with the compliance advisory ombudsman office in relation to IFC and MIGA participation. The five year mediation of claims of potential loss of nomadic livelihoods through OT's use of land and water resulted in the 2017 IEP and MDT reports, which recommend individual and community compensation for damages caused to their traditional resources.

Agreed complainant resolution agreement for the past damages has not been fully implemented. On behalf of the complainant herders, OT Watch is asking Rio Tinto to one, expand the scope of its proposed supplemental EISA, for Oyu Tolgoi to address the full range of surface and subsurface operations and associated permanent impacts, environmental and human of future operations, integral to and coordinated with the planned block cave. And secondly, establish a collaborative team, including nomadic pastoralists and investors to generate an appropriately broad scope for the proposed supplemental ESIA. our question is what will Rio Tinto do in response to the herder's demands? Thank you.

Jakob Stausholm (00:55:39):

Yeah. Thank you for the question. You are, in setting up your question, rightly say so that this is one of the world's largest mining projects in a very remote place in the South Gobi desert. Very pristine area where a number of things needs to be handled very carefully. It's not a surprise that there has been developments throughout the development of the project. I was there in late January when we opened the underground mine. And I have to say it is a tremendous industrial development. I will say it's a quite complex question you are asking and I need to work further on this. I'm going to spend a full week in July where I will meet the communities, the herders, to make sure I hear all aspects around it. This is a mine for the next hundred years, and we need to be sure we really understand how we work with all parts of the communities.

I would though say, I feel very good about the technical solutions we have in place now. And I'm very proud of that because for example, water is a quite scarce resource there, so that we have managed to get a very high degree of circularity of the water, et cetera. But look, there might be aspects I don't understand. The only thing I can do is I can engage with people and understand. I certainly will. I have an open mind and I will listen carefully to it, and we will act according to our second objective of impeccable ESG credentials. Thank you for the question.

Simon Thompson (00:57:24):

Yeah. Thanks. Thanks for the question. And if I could just pick up on it, it was a very complicated question, but if I could pick up on just one aspect, you did refer to the herder complaint being referred to the IFC ombudsman. And that was back in 2017. And as a result of that, we did set up the tripartite commission, which has representatives from the Governor's Office of Hamburg, as well as elected herd representatives and representatives from OT. And that is the multi-stakeholder group, which has been overseeing the compensation payments, which you referred to. And I think that the tripartite council has made very, very significant progress. All of the claims for compensation, my understanding is all of those have now been resolved. Not all of them been settled, but they have been resolved.

The community monitoring of water is now functioning well. And we've had 60 wells that have been repaired and restored. 23 of those wells now driven by solar powered pumps so there is significant progress taking place, I think within that framework and that may well be the appropriate framework to address some of the issues you raised. But no doubt, when

you are visiting the country, Jakob, you'll be able to follow up. Thank you very much for the question. Can we take another question? Yes. There's a... I can't see who it is. I'm sorry. Yes, thank you.

Joy Llewellyn-Smith ([00:58:51](#)):

Thank you, chair, the board and the shareholders participating in present, virtual and real. My name is Joy Llewellyn-Smith. I have a background as a socioeconomic researcher and by passion, I continue to do that on behalf of the universe for \$0. I have entered the seventh chapter of my life and it's actually very exciting. One of my poet friends says that we now have enough life experience to see the bigger, bigger picture.

And just to introduce the area that I have travelled from to come to Victoria to be at this AGM on, well, the Christian Easter Sunday just gone. I did my first skydive over Lake Macquarie and the Pacific Ocean. That's the lighthearted part of it.

The heavy responsibility as a citizen of planet earth, I take very seriously. An 80 year old woman, more than 15 years ago said to me, "Joy, you are wasting your time unless you get to talk to the people at the top table," which we have before us today, "And the ones that are making the big decisions." Finally, I do see some movement from knocking our heads against brick walls. I have the courage to stand up and speak because I believe that it is right, that we aim for what Auntie Di spoke of. And that is that we walk and talk together and that the white minds try to understand the black minds way of thinking. And that the black minds find the courage to continue to interact with our white minds.

To do that, I went to Newcastle's Tighes Hill TAFE for two semesters at the beginning of the new millennium. I can tell you two days a week for two semesters was enough for me because I learned about living two days a week with reverse racism. But somewhere along that journey, because I stuck it out, the male nurse who wanted to understand his patients, couldn't take it. But I stuck it out and one day I had the biggest lesson of my life to that point.

I did not understand that I was debating with a respected elder. She was my teacher. And I said, "I don't know why I bothered to come because every time I ask a question, you just don't answer me. I was expecting a direct answer. That's not how it works. And so, I'm alerting you that it will not be just, 'Oh, 12 months down the track.' I have been, since 2006, consulting with my Aboriginal teacher on protocol, right way to do things."

And she said to me recently, if she'd charged me for the hours, she's put into me, I wouldn't own a house or a car. She, in her retirement, did a PhD in the Western system, which she said comes nowhere near her qualifications as an elder. I'll give you the simple solution for the visual. Take the pyramid and turn it on its head. That is the absolute opposite way of thinking. So that from the grassroots, the ideas come up. If they are accepted at the middle range, then they will be passed up to the elders for assessment. In my classroom all those years ago, when I was challenging the elder and didn't understand how inappropriate it was, one of the girls at the back of the room stood up and says, "Whilst you're in this room with us, you're just one of us." The minute I put one foot outside that classroom door, I wasn't. And I knew what it felt like. They had to do it every day of their lives.

So, I just have a lot of care, a lot of courage and a lot of curiosity. I don't know how many lives humans get. I hope it's more than cats do because otherwise, I haven't got long to go and I want another three decades. So, all the things that I was going to talk about have not come out as a question, but as a, earnest request to all of the people at the top table, those who will depart, and those who will remain, to go on a very long journey and to work it out. You'll each have to find your own way.

I can tell you that it is a fascinating journey. And I think that if we do. By coincidence, you're holding this AGM in the state of Victoria. And two days ago on the corner of top of Collins Street, a tram came by and said that this state is on the pathway to treaty.

I encourage you to come on board and not offload to other people because it's a journey worth going on. And I'll leave it at that for the meeting but I'm happy to talk to any of the members of the board after the meeting. Thank you.

Simon Thompson ([01:05:41](#)):

Well, thank you very much for those comments and congratulations on your skydiving. That's a remarkable achievement. I'm very envious. I mean, I think, as Jakob said in his opening remarks, and I'm going to pass this to you, Jakob, in a moment, because I know this is a subject you feel very passionately about, but the whole of Rio Tinto, all 45,000 employees, is on a journey, on the journey that you are describing. And Jakob, you just want to say a little bit about.

Jakob Stausholm ([01:06:13](#)):

Look, thank you. It's quite touching actually the way you describe it because ultimately, as a company, we are on a journey, but as individuals, we are also on a journey. And I think sometimes one just has to recognise we all come, we all have our own upbringing.

I happen to be from Denmark. And if I look back on my first year as CEO, some of the moments where I've learned the most is when I have been with people with a very different upbringing. The most difficult and touching moment was just when I became CEO. I went up to the Pilbara to meet the PKKP people and we visited Juukan Gorge. And quite frankly, I needed to meet the elders before I could understand the perspectives around it. Yes, it's actually one of the very rewarding things of Rio Tinto. The fact that we are touching First Nations people all around the world, indigenous people here in Australia. It's I have a lot to learn, but I think we are in a very, very good learning journey. But it's not something you learn from one day to another. Thank you.

Simon Thompson (1:07:32)

Yeah. Thank you very much. Let's take another question. There's a gentleman there just near the central aisle. Where are the microphones? There we are.

Will van de Pol ([01:07:47](#)):

Thank you. It's Will van de Pol here from Market Forces. It's nice to see you in person, Simon and Jakob. Just a quick question on the climate change report and the interactions with institutional investors and proxy advisors around that report.

Obviously, we've had conversations about the expectations for increasing ambition and detail around the intent for Scope, bringing down Scope 3 emissions. I just wondered if that's been a common thread of conversations with institutional investors and proxy advisors when trying to get support for the current climate change report.

Simon Thompson ([01:08:24](#)):

Yeah. Look, I mean, of course, I don't have to tell you that our Scope 3 emissions are, I mean, significantly larger than our Scope 1 and 2 emissions. And as I said, in my opening remarks, we've set some very clear and ambitious targets to reduce our Scope 1 and Scope 2 emissions by 15% by 2025 and 50% by 2030. Very much aligned with the Paris Agreement.

The Scope 3 emissions are clearly more challenging because they're not in our direct control. Now, the control that we have over those Scope 3 emissions varies. With our suppliers, I think we do have very significant influence because frankly, they want our money. We can, for example, say to Caterpillar and Komatsu, that we're not going to buy diesel trucks beyond 2030. That's sending a very clear market signal to those companies that they have to come up with a technological solution which is going to enable us to have a heavy mobile fleet, which is not powered with fossil fuels.

The level of influence that we have with our customers is significantly less. When we're selling iron ore to steel mills, we can, as we have done set up partnerships with them to look at technologies that will enable them to decarbonize their businesses. But actually, the speed of deployment of those technologies is simply out with our control. That is something that they can do.

However, I think we take a lot of comfort from the fact that something like 70% of our customers are located in countries that have now set a net zero target by mid-century. It varies slightly from 2050 to 2060 in China. But the vast majority of our customers are now in countries that have effectively signed up to the ambitions of the Paris agreement. And something like 23% of our steel customers have set Scope 1 and Scope 2 emissions targets. Which of course, are our Scope 3 emissions – our indirect emissions.

And we've set out in the climate change report that we are going to engage with all of our customers and encourage them to start setting out their climate change policies. And I think the other step, which again, you'll be aware of is we have now put within our climate change report projections for how the steel industry might decarbonize based on our current knowledge of technologies that are available to them.

And by the time we produce our report next year, we hope to have a very similar projection for how the aluminium industry may decarbonize based on the work we're doing with the Aluminium Institute. So, I think the feedback we've had from shareholders has recognised all of those challenges. I think the level of disclosure that we've given this year is significantly more than the disclosure that we gave last year. And that was very much in response to the engagement we have with shareholders.

We, of course, await the outcome of the vote on the climate action plan. But my sense is that the overwhelming majority of our shareholders really do support the climate change

strategy that Jakob and the team have proposed and been approved by the board. Can I take? Yes, there's a gentleman there.

Dave Sweeney ([01:11:55](#)):

Yeah. Thanks, good morning. My name's Dave Sweeney. I represent today the Australian Conservation Foundation and many civil society groups that have a keen interest in the rehabilitation of the former Ranger Uranium Mine in Kakadu.

I note and appreciate the comments made by Jakob Stausholm in his address about the commitment to full rehabilitation and the commitment to the Mirrar consent over any future at Jabiluka. A future that they've made clear that they don't want to see happen as a mining operation.

In that context and against the shadow of Juukan Gorge, I'm pleased to see the social licence effort because this, from the part of many civil society groups, is a key test of Rio Tinto's corporate responsibility. You'll be closely watched and long judged. In that context, I'd like to ask two specific questions. One is that despite your statement about Jabiluka, Mr. Stausholm, I note that ERA in its most recent annual statement said about classified Jabiluka as an undeveloped property, so still listing as a book asset. And said that it had potential through either successful development or on sale.

Now, are you prepared today to just state unequivocally Rio's commitment to support the longstanding position of the Mirrar people, the land owners, that Jabiluka can never be mined and instead be incorporated into Kakadu National Park? That's my first question.

My second one is without Jabiluka, and given the very significant cost overruns, ERA is not a cash generating company. There's a lot of uncertainty about its viability in some aspects. And I note that ERA's tenure at Ranger expires without option of renewal in January 2026. And any future arrangement for rehabilitation is open for negotiation with Rio Tinto. And so again, I'd ask you if you can provide a commitment that the full rehabilitation of Ranger will be met by Rio, even if ERA is no longer an operating company.

I'd like to just close by saying there has been a long history of conflict, contest, controversy, three more C's, over this project, uranium mining in Kakadu. We have moved in the last few years from conflict to cooperation and shared value alignment of wanting to see this chapter ended and ended well. And Rio meet his statutory obligations and exceed them in relation to the post-mining economy in the region. That is happening. We welcome that, but we seek some real clarity and unequivocal commitments to provide that certainty now. Thanks very much.

Simon Thompson ([01:15:07](#)):

Yes. Thanks. Thanks, David. Nice to see you again after a long while because of the pandemic. And let me. I mean, the first question you asked was in relation to Jabiluka. And I can give an absolute commitment on the part of Rio Tinto that Jabiluka will not be developed without the consent of the Mirrar people. And it is our very clear understanding that consent will not be given. And that's an undertaking that was given by a chief executive many years ago, and which has been repeated by everybody, including me when I last met the Mirrar people. And most recently it's unfortunate Ben Wyatt is not with us

because Ben is actually the director who most recently visited ERA. And he repeated that undertaking to the Mirar people when he met them. That is straightforward.

So far as the rehabilitation is concerned, I mean as Jakob said in his opening remarks, we were disappointed with the very significant cost overruns announced by ERA. Nevertheless, we give our absolute undertaking as Rio Tinto, that we will ensure that the rehabilitation is done to the appropriate standard. But we will clearly have to make sure we have appropriate governance arrangements around that. As you know, ERA is a separate list of company. I cannot speak on behalf of ERA. I can only speak on behalf of Rio Tinto.

And so far as whether that will be achieved by 2026, I think it's unlikely, which is why we will need an amendment of the law. But I think everybody, including the Mirarr people, want that to happen in order to sure that the rehabilitation takes place appropriately. That is something that we very much want to push for. As we continue to review the arrangements the DRA are proposing for the rehabilitation, but I can give you an assurance on both of the two points that you asked me to.

Dave Sweeney ([01:17:03](#)):

Thank you very much.

Simon Thompson ([01:17:06](#)):

Can we take another question? Sorry. Has someone got a mic? There's a question there. Can we? Yes.

Louis Steven ([01:17:22](#)):

Thank you. My name's Louis Steven also with Market Forces. This is something of a follow up from my colleague's question about Scope 3 emissions. Given that there is rapid change in green steel technology and increasing investor expectations, but also peer company commitments. Will Rio commit to updating the ambition, but importantly, the detail of its Scope 3 emissions within the next year, rather than waiting for the next say on climate vote in three years time?

Simon Thompson ([01:17:54](#)):

We are continuously updating our ambitions on Scope 3 as we enter into more and more partnerships with, with our customers and other technology partners to try and address this issue. And we're also, of course, seeing increasing ambitions coming through from our customers, who are facing exactly the same challenges.

I mean, the reason that we have gone for a three year cycle for the advisory vote on the climate action plan is simply that this is a strategy. And strategies should not change every year. We've set some long term targets for Scope 1 and Scope 2. We've set out some goals for Scope 3, and we will be pursuing those. And we will be reporting on our progress against those targets annually. But we didn't think it was appropriate to have a vote on our strategy every year.

If however, there is a very material change in our climate change strategy we will, of course, come back to shareholders and again, and seek their endorsement of that via an advisory resolution but we think three years is the correct cycle.

Are there any more questions on the floor? Yes, there's a gentleman there.

Peter Forsyth ([01:19:25](#)):

Hello, chairman. My name is Peter Forsyth. I've just got a question about the Serbian lithium mine. Why has the government stopped the project? And is there any foreseeable future reactivation of that?

Simon Thompson ([01:19:41](#)):

Yeah. Well, I think as Jakob mentioned, we were disappointed by the decision of the government of Serbia to revoke the licences. And I should emphasise that we have always acted completely in accordance with Serbian law and we continue to meet our commitments to our employees and local community in Serbia.

I mean, the reason it was revoked was because of concerns about the environmental impact on the local community. And I just want to emphasise that the project has been designed absolutely to the highest international standards. One of the unusual aspects of Serbian law is that you are not allowed to publish an environmental and social impact assessment until it has been approved by the government.

And of course, our inability to publish the full environmental and social impact assessment that we have done, including extensive consultation with the local communities has created a bit of a vacuum. And unfortunately, that gave rise to quite a lot of misinformation circulating in the run up to the recent election in Serbia. And look, we certainly understand the concerns of the local community, but it's our belief that actually those concerns are very largely addressed by the environmental and impact assessments that we've carried out.

This is a very important project. It's an important project because it's one of the largest greenfield lithium projects. And lithium is absolutely essential for the energy transition. It's a vital component of electric vehicles. It's also a very important project for Serbia because this project actually has the potential to add 4% to their GDP, as well as opening up opportunities for them to develop a downstream business, providing green technology to the European automotive market. It's an important project for all kinds of reasons.

And as Jakob said, we very much hope that we will be able to discuss all of the options with the government of Serbia now the elections are out of the way, to see whether we can progress this project. I'm going to take a question from the line. Do we have any audio questions waiting, Tim?

Tim Paine ([01:22:11](#)):

We have some written questions. We don't have an audio question on the line at the moment.

Simon Thompson ([01:22:17](#)):

Yeah. Let's take a written question then.

Tim Paine ([01:22:20](#)):

We have questions submitted separately by Mr. John Spencer and Mr. Peter Flynn as follows. What measures are in place to protect Aboriginal rock art and sacred sites? And how is the company now working with the indigenous people in Australia?

Simon Thompson ([01:22:39](#)):

Yeah, that's a good question. Jakob, do you want to take that one?

Jakob Stausholm ([01:22:43](#)):

Yeah, there's a very, very comprehensive course of actions listened learned from Juukan Gorge. I think I cannot emphasise how much it starts off with a couple of very basic things such as it's not one department in Rio Tinto. It's our whole organisation. It's a line management responsibility. And I cannot overemphasise how important it is to build the relationships because one thing is how we might see it.

We got a similar question here from the floor, but it's also a matter of understanding how the traditional owners look at the cultural heritage. What we have done is we have significantly increased our engagement. We have also built a lot of competencies. We have built our new CSP organisation, indigenous affairs organisation to help support the line management because it's really about training the line management.

We've done an awful lot of training in this area here. Whereas we have put in place a number of procedures and structural controls, I would argue the biggest controls is around building competencies in the company and above everything, engage and create relationships. Thank you.

Simon Thompson ([01:24:08](#)):

Thanks. Thanks, Jakob. Let's take another. Oh, I think we've got a question in the room at the back there. Can we take just on the aisle?

Nellie Malseed ([01:24:24](#)):

Hello. My name's Nellie Malseed from Market Forces. Released earlier this year, the IPCC's sixth assessment report gave yet more insight into the dire state of our climate and the scale and urgency of the emissions reductions required to avoid catastrophic climate change impacts.

Rio Tinto's annual Scope 3 emissions are larger than Australia's national emissions, demonstrating how critical a role has to play in the rapid emissions reductions effort required. In releasing the IPCC report, UN Secretary-General, António Guterres, said, "Some government and business leaders are saying one thing, but doing another. Simply put, they are lying."

Rio has improved its rhetoric on climate change and its Scope 1 and 2 targets, but still has no clear measurable targets to assess whether it is effectively playing its role in bringing down the vast majority of emissions caused by its business. My question to you is without clear targets to reduce Scope 3 emissions, how can shareholders and the public determine whether Rio is living up to its climate rhetoric or lying?

Simon Thompson ([01:25:48](#)):

Yeah. Well, it's a similar question I think to the question that your two colleagues from Market Forces asked earlier on, but I don't accept the word rhetoric and I certainly don't accept the word lying. The reason that we have not set quantifiable targets for Scope 3 is because we cannot control the pace at which our customers, the steel mills, decarbonize their operations.

If we were to put targets out there, that to me would be close to lying. It would be greenwashing because it would be setting hard quantifiable targets for something we don't control. And what we want to do is be very clear about what we can do and set ambitious targets for what we can do, to work very hard with our customers and suppliers to encourage them to do the same. But it doesn't seem appropriate to me to be setting targets unless you have influence and the ability to actually deliver against those targets. I think it's frankly, undermining the credibility the other targets that we have very clearly set and committed to.

I mean, I would say this as well. That it is important to distinguish between the influence that you have when you are buying something from a supplier versus the influence that you have when you are selling. So I said earlier, I gave the example of suppliers to us like Caterpillar and Komatsu. I mean, if they want us to purchase their products, then they need to help us decarbonize our business because we have significant leverage there. You have less leverage as a customer. Ultimately, one of the ways that the steel industry will decarbonize is if the customers of the steel industry, the big customers of the steel industry such as the automotive industry, insist upon the steel industry producing green steel.

What we need to do as a mining company is make sure that we work collaboratively with our customers to help design the technology that will enable them to decarbonize their business. And equally importantly, we need to make sure that we supply the products that will enable them to meet their climate change targets. But actually, I think the answer to your question is that far from rhetoric in line, we're being very transparent, very honest about what we can do, and we're setting very ambitious targets.

There's a gentlemen, I think, yes, just near the aisle. Could you put your hand up again, just so that microphone can see you? There we go.

Joy Llewellyn-Smith ([01:28:20](#)):

Chair, I'd have to stand and speak to on the ground experience. I know it's a small piece in a big picture, but this is Joy Lewellen Smith from the Wallarah Peninsula south of Newcastle. We proceeded to participate in the planning process as requested, and we also did submissions on behalf of the environment. The environment can't do submissions, but we ground truthed it. It was very, very disappointing to have Rio Tinto get the concept plan approval with all the conditions of consent to then sell on to Yancoal.

For my particular village, I met at the request of a former chair from Perth's meeting, and they would not even give us a slightly bigger buffer between the highway and the clear filled residential site. I looked at the land and I said to them, "That does not look like despoiled land to me. It's habitat." But no, and Tim Paine has on record our correspondence in which the second letter said, "Don't write to us anymore. We've sold on at Nords Wharf

to Yancoal Australia." I understand that is under the umbrella of the Chinese government, but I stand to be corrected. And the people that they sold to have pushed the boundaries way beyond the original memorandum of understanding with the state government. They-

Simon Thompson (01:30:16):

Sorry, if I may interrupt. I absolutely understand your concerns, but-

Joy Lewellen Smith (01:30:22):

No, I'm sorry, chair, but you said that you are honest and that these people are not giving any specifics. Well, I'm giving you a specific where Rio Tinto in the negotiations agreed in camera with the Aboriginal peoples to a hundred metres from the Lake Macquarie foreshore to the east, but did not buy back just over 20 metres of crown road. And now somehow the new owners through a sell on from Yancoal Australia have acquired and reduced the small public park, the only thing that could be negotiated, down by 20 odd metres. Thank you.

Simon Thompson (01:31:15):

No, look, I do have a vague recollection of this issue from many years ago, but as you rightly said, we sold all of our fossil fuel assets in 2018, if I'm not mistaken, four years ago. And I just have no knowledge, I'm afraid, of the subject you are talking about, so I'm not able to answer your concern. But I'm sure that they are subject to the same environmental permitting consents and approvals that we were. Can we take a question... Sorry, I'll come back to you in just a moment. I think I'm going to take a question online, but I've noted you.

Tim Paine (01:32:00):

We have a live audio question from Yvonne Orengo. Please go ahead and ask your question.

Yvonne Orengo (01:32:11):

Good morning, Mr. Thompson, Mr. Stausholm, and the board, shareholders. Thank you for this opportunity to ask questions. I'm dialling in from the UK about the QMM mine in Madagascar. I'm a director of the Andrew Lees trust charity that serves the people of Madagascar. And we've been in prolonged dialogue, actually, with Rio Tinto for some five years on issues arising most recently around water problems and contamination. And I'm very grateful just to say this ahead to Sinead Kaufman in the time she's been given to address some of the issues that we've been bringing to the table. My question is in relation to recent events that have been taking place in Anosy region where the QMM mine is situated, which has seen hundreds of villages protesting against QMM mine with legitimate grievances from over 3,500 villages, following a mine tailings dam failure, which resulted in hundreds of dead fish floating in the local lake where local people fish and draw their drinking water. The ensuing fishing ban left villages deprived of food and livelihoods for two months and led to significant conflict, which culminated in roadblock and mine closure last week.

And it was brought to head Rio Tinto's QMM failure to deal respectfully with local communities' concerns for decades. And I know efforts are being made, but I want to just elaborate some of these failures before I put the question to you. So this includes failure to

compensate fisher folk for direct losses to subsistence fisheries of the direct result of the QMM construction for over 10 years. Failure to compensate fully for land loss and other livelihood impacts. Failure to deliver coherent monitoring and trusted reporting of its environmental impact especially on water quality. A failed water management system, failure to ensure mine waters are compliant with Malagasy regulatory limits. Failure to contain micros [inaudible 01:34:21] waters in states of heavy rain, so multiple spills. Failure to respect mine boundaries, including a breach of the environmental buffer burn by more than a hundred metres.

A failed grievance procedure, QMM cannot evidence compensation given how much when I've had over 300 villager complaints outstanding. Failure to consult villages, which has been significantly reported in the Publish What you Pay Madagascar report, which you will have had a chance to read by now. And failed communications for over two decades, all of which have resulted in a deficit of trust with local communities. So I have two questions related. So since QMM is expected under the provisions of its agreement with the government of Madagascar to take responsibility for the impact of the QMM wear on local communities, when will Rio Tinto address expansively and compensate for communities' losses? And the second question is with regard to wider environmental impact, since the trust in QMM has been lost and there are some serious disjoints between what is said and lived experience, and we can edit it all of these quite substantially, as we have done over the last five years. Will Rio Tinto commit to an independent verification process about dam safety, water quality, fish death, incremental exposure to radioactivity levels, and community grievances, please? Thank you.

Simon Thompson (01:35:57):

Yeah. So thanks for that question. And that follows three similar questions that we had at the London AGM on this subject from you and other NGOs. I mean, by way of background for the audience here who may not be familiar with some of the issues in Madagascar, the mine, it is a mineral sands mine on the south coast of Madagascar. The mine was always designed to release water into the environment when there was heavy rains, and those releases to the environment are always sampled to make sure that they do not exceed the health standards set by the WHO. In the past we did have some exceedances of aluminium and cadmium in those releases. And as a consequence, we took a decision that we would build a water treatment plant to ensure that any water released into the environment was at least as good as the receiving environment and actually probably better. That water treatment plant is in construction as we speak.

And while that, while that water treatment plant was being constructed, we took a decision not to release water into the environment if it was possible. And for the last 18 months up until February, we had not released any water into the environment. However, after a rather extended drought, Madagascar suffered a series of very severe storms, cyclones, in February. Not quite as severe as the devastating floods that occurred in KwaZulu-Natal in South Africa, but very, very severe indeed. And those storms flooded the mine, and we were obliged to release some water from the mine into the receiving environment. And we sought the permission of the Minister of Water and the environmental regulator in Madagascar, the National Office for the Environment to release that water. And the

regulator was present as we were releasing the water as were representatives of the community.

Following that release of water into the environment, there were reports of some fish deaths, and naturally we investigated those together with the regulator to try and understand whether they were connected in any way with the releases that were taking place from the mine. All of the sampling that we took, all of the sampling that the regulator took, and in fact, samples which were validated by a completely independent laboratory confirmed that there were no exceedances. And in fact, the volume of water that we released into the environment probably represented about 0.001% of the water flowing down through this water channel, in part because of the extreme flooding, which has occurred. There was a huge volume of water flowing down the water channel.

Nevertheless, as a precautionary measure, we provided drinking water to the communities near this water course so that they would not be obliged to take water from the rather sediment laden water, which was coming down the water channel. And we also... Sorry, I've missed a step. The government, because of the fish deaths, imposed a fishing ban. They also said that they would compensate the fishing community. This was before they'd received the results of the samplings of the water from their regulator. They said they would compensate the fishing community for their inability to fish in the lake. That compensation was delayed, and that resulted in a protest taking place at the prefecture, the governor's office in the nearest town in Fort Dauphin. That demonstration was dispersed by the police, and the demonstrators then moved to the mine, to QMM, and put a roadblock in place to pursue their demands for compensation. It is a very difficult situation for the fishing community. We fully acknowledge that, and we have been providing basic food stuffs to them, and now the government, I believe, is also providing compensation to them. But we continue to work to try and get the fishing ban lifted because there is no scientific basis for that ban. So we really hope that that will happen. I think there is a broader issue here because the question referred to a loss of trust as between QMM and the community. And I think there is some truth in that, that we need to work much harder, even harder, at building our relationships with the local community. We have done an enormous amount of work in this area, but we need to do still more.

I think again, if I may, and I know this is a long answer, but this is a complicated issue. It is important to put this a little bit in context. I mean, Madagascar is one of the poorest countries in the world. It is a country that has an exceptionally high birth rate. So on average, every woman in Madagascar has 4.1 children. As a consequence, the population of Madagascar doubles roughly every 25 years. Certainly the population around where our mine is, and we've been there for about 25 years, has more than doubled - it's more than doubled because there has been in migration to the area. And the reason there's been in migration to the area is because of the jobs we've created, because in addition to the 2,000 very well paid jobs on the mine itself, there's obviously a huge multiplier effect for businesses supplying goods and services to the mine and to our employees. And actually the town of Fort Dauphin, which is the nearest town to us, is certainly wealthier, significantly wealthier than it was before the mine was developed.

But that influx, that huge population growth coupled with in migration has put enormous pressure on the environment. There's no question about that. This is a very young population. The average age of the population in Madagascar is about 19. And as those children grow up, they seek work. And when they cannot get work there, their only choice is subsistence farming. And typically they use slash and burn agriculture, which, of course, damages the environment, causes deforestation, causes soil erosion. On top of which, they are coping with the impacts of climate change, which is creating more and more extreme weather events. So we have a very distressed population. So what are we doing about all of this? Well, I've talked about the temporary measure of providing fresh drinking water for the community as a precautionary measure. We are going to put permanent water supplies into the three communities nearest to us.

When we developed the project, we provided clean drinking water to the town of Fort Dauphin, which has a population of about 80,000. We also supply power to the town of Fort Dauphin, and we are currently converting that power from diesel to renewable energy. And when we do that, we will be linking in two of the communities nearest to the mine, again, to that renewable power, which will give them an alternative source of energy rather than firewood, which of course is very destructive of the environment. We have worked extraordinarily hard to try and encourage economic development around our mine. So we've provided something like 7,000 scholarships or entrepreneurial training programmes to local people to encourage the development of local industry.

Jakob will remember when we last visited Madagascar, which was quite a while ago now because of the pandemic, but we had a round table meeting with the fishing community, the farming community, with local business leaders, with the world bank, with other aid representatives, to talk about how we could try and stimulate alternative livelihoods around the mine. Because the truth is that we are creating very well paid jobs for probably tens of thousands of people directly and indirectly by our presence there, but we cannot solve all of the problems of Madagascar. And we absolutely understand the pressures that that population is under. My understanding is that there was a very good meeting yesterday with the protestors, representatives of the protestors, using actually a very well established grievance mechanism that we have facilitated by the governor and the prefecture to enable dialogue to take place.

And I understand there was some constructive discussions, and certainly we will continue to pursue those. But this is a complex situation, and I apologise for the long answer, but I would, I guess, just wind up by saying the solution to Madagascar's problems is not less industry. It is more, and it is more developed, more economic development. We need to get it right. We need to solve the water problems fully and finally, which we will do when we implement the new water treatment plant. And we need, as the questioner said, to build trust with the community. But this is a complex situation and one where we will continue to work hard. Can we take, I think there was a question, wasn't there, on the floor? There. Yes, thank you.

Unidentified shareholder (01:46:11):

Thank you for allowing me to speak. My question is how and why was poor behaviour allowed to manifest or be overlooked to such a degree that you needed to make a cultural

shift to workplace relationships? Shouldn't care already be a pillar of Rio Tinto's core business values and morals?

Simon Thompson ([01:46:32](#)):

Yeah, it's a very good question. I'm going to ask Jakob to comment, but before he does so, let me just make absolutely clear, there is no place for racism, sexism, or bullying in Rio Tinto. And I apologise on behalf of the board for all of those victims of the really shocking behaviours that were revealed by the Everyday Respect taskforce. But we are absolutely committed, we are absolutely supportive of the action that management are taking to implement all 26 recommendations set out in the Liz Broderick report. And Jakob, perhaps you can talk a bit about how we're progressing that.

Jakob Stausholm ([01:47:13](#)):

Yeah, thank you. I mean, the answer is yes, of course. And it's not that we haven't had cases in the past, and it's not that we haven't dealt with cases in the past. It's the extent to which you really understand what really goes on in your company. And I'm just very, very grateful for what Liz Broderick had done to us, because she has really been able to get us to see things and get people into a safe environment to speak up on these sort of topics. My focus is 100% on Rio Tinto, but of course there are some wider societal issues here. And no matter how confronting the findings are, I'm actually quite proud of that. We as an organisation are daring to look into it to bring it forward. It's been quite a big personal learning journey for myself just to see how much it actually takes to really find out what is really going on in a company or at society in any organisation.

So your question is absolutely right. Of course, in the past, when we have learned about issues, we have dealt with issues. The real issue is that there is a lot of stuff we haven't understood, and I think we as an organisation have come a long way now with the clarity that the Liz Broderick report have uncovered, and we've started on a very important journey. It's quite similar to a journey that we have been through over the last 20, 25 years - a safety journey, which starts with recognising the importance of the topic, recognising the need to talk about things, to be transparent about things. And when you get that transparency, people start getting the self confidence to interact and take actions. And if something is not safe today, it goes without saying, you stop the plant. Anyone has the right to do so. And we need to see the same thing developing in our company.

So what I find fascinating, yes, we got our 26 action points. Of course we'll implement that, but this is on top of that. The outcome is really about changing the culture. And what I've been encouraged about is when I have been around talking at town halls and talking to staff is how serious people are taking, how much they actually appreciate and wants to be part of the solution, because I can't change the culture. We can change the culture together.

And I think with the kind of things we have done now and been very transparent about it, we have a perfect starting point for all of us to take responsibility and build an absolutely terrific future culture at Rio Tinto. So asking about progress, I just have to say is only a couple of months ago, we announced a report, and you are not going to change the culture from one day to another. But I will say, ever since we disclosed the report, I've been very,

very encouraged on how staff have come forward and reacted to it. So I'm very hopeful we will succeed on this journey, and I'm certainly not let it go on it. Thank you.

Simon Thompson ([01:50:50](#)):

Thank you. Should we take a question online? I see there's another audio question. Let's take that if we can.

Tim Paine ([01:50:57](#)):

Yes. We have a live audio question from Mr. Justin Dhu from Gumala Aboriginal Corporation. Please go ahead and ask your question.

Justin Dhu ([01:51:11](#)):

Good morning, everyone. I am asking a question on behalf of Gumala Aboriginal Corporation that represents the rights and interests of the Yinhawangka, Banjima and Nyiyaparli people specific to the Rio Tinto Yandicoogina mine. This year, we made our 25 years of the final of the Yandi land use agreement. And more specifically, I'm going to ask the two questions that were submitted in writing. So basically why two years after the Juukan Gorge disaster has Rio Tinto not achieved any significant progress on repairing its relationships with traditional owners of the land where its mines operate? Can you explain to the shareholders why you continue to ignore calls for transparency in dealing with the disputed under payments and calculating royalty payments for traditional owners?

Simon Thompson ([01:52:06](#)):

Jakob?

Jakob Stausholm ([01:52:07](#)):

Yeah. Thank you, Justin. And good to hear your voice. We have only exchanged emails. Thank you very much for recognising. It was a groundbreaking agreement we made with the Gumala people 25 years ago. But of course, time moves on, and we need to renew that. You should be aware of certainly from our perspective, this is an absolute top priority to build and deepen the relationships, not just with the Gumala people, but with all the traditional owners in the Pilbara. We are working very hard on it, and it has a top priority. Our CEO for iron ore, Simon Trott, as you know, have had a number of meetings with you. And as late as last week, I was in Perth last week, and I'm going back to Perth tonight. And I have offered as you know, to meet with your elders in the next couple of days, and I hope that will be possible because I can assure you there's nothing we would like more than making new agreements.

Specifically in this case, I am aware of that there are some commercial outstandings, which is regrettable, and you should be aware of that we are very, very keen on finding a commercial solution on that. But the most key thing is, of course, to when we find the right relationship, I know we can overcome those things. But I think it's a very fair question, why does it have taken such a long time, but rest assured we are doing everything we can to try to be able to rebuild these and get agreements in place. So I remain very hopeful, Justin, and I hope that there's an opportunity for us to meet in the not too distant future. I hope that 25 years from now, people will celebrate a new agreement the same way as you did

just a few months ago with the agreement that Leon Davs made many years back. Thank you.

Thank you. Can I just check whether there are any questions in the room? If you put up a hand... There's a question there.

Unidentified shareholder ([01:54:32](#)):

Hey, I'm an engineering student from Monash. I was just wondering, have you considered giving the land back to the Aborigines and save all this trouble by transforming our business into a space borne mining company? Thank you.

Simon Thompson ([01:54:48](#)):

Jakob?

Jakob Stausholm ([01:54:51](#)):

Sorry.

Simon Thompson ([01:54:54](#)):

Did you hear the question?

Jakob Stausholm ([01:54:54](#)):

I didn't capture the last part. Sorry.

Simon Thompson ([01:54:56](#)):

Yeah. Could you repeat the question? Sorry.

Unidentified Shareholder ([01:55:02](#)):

Just wondering, is it possible to transform a business into a space borne mining company? I'm sure Elon Musk can help with that.

Jakob Stausholm ([01:55:11](#)):

Yeah. Look, to be very serious about the topic, you can kind of look at different ways of mining. And I do think one has to... First of all, there is plenty of minerals around in the world and ultimately comes down to what has most impact. And the traditional way of doing mining, we are trying to have less impact. But the next stage you could say, for example, in very Arctic areas, cost goes up and impact increases. The next stage I would say is if you start going offshore and do mining offshore. We have stayed away from that for a couple of reasons. First of all, we are very worried about what would be the environmental impact.

First of all, we are very worried about what would be the environmental impact of that. And secondly, from cost issues. And when you then talk about space, you're dealing with completely new risks that I'm probably not capable to answer you fully, but I can certainly foresee that the cost issue is something very, very difficult to overcome.

So I've seen a couple of movies in this area here and I would say Rio Tinto is a very innovative company, but you kind of exceeded probably our force of innovation. So maybe you should go to Tesla's Annual General Meeting and ask the question. Thank you.

Simon Thompson ([01:56:45](#)):

Very good. Let's take a couple of questions online.

Tim Paine ([01:56:52](#)):

We have a written question from Mr. Mike Roby from the Australian Shareholders Association. Good morning, Mr. Chairman. My name is Mike Roby and I am a volunteer monitor for the ASA. Today I hold proxies for around 600,000 shares from 545 retail shareholders in Rio Tinto.

My question concerns the business implications of the increasing geopolitical tension between Australia with Russia and China. You have on orders of the federal government taken control of the share of your Russian partner Rusal, but as yet Rusal is I understand not yet subject to sanctions. What is the plan if Rusal is sanctioned and what provisions have Rio Tinto made in your books?

Simon Thompson ([01:57:46](#)):

Yeah, so Mike, we met up a couple of days ago as we always do ahead of the Australian AGM, which was good. So yes, you are right at the moment, two of the major shareholders in Rusal that's Oleg Deripaska and Viktor Vekselberg are subject to sanctions. Rusal the company itself is not currently subject to sanctions, but as Jakob said earlier on as part of our decision to sever ties with Russian businesses, we have taken control of QAL until further notice. If Rusal was to be sanctioned, that would certainly cause pretty significant disruption in the aluminium market, because Rusal is a very big exporter of aluminium, particularly to Europe.

I actually think the impact on Rio Tinto would probably be positive in the sense that the aluminium price would likely go up. I mean, ultimately the metal would probably find its way to market via the Pacific. But if Europe and the U.S. were to impose sanctions on Rusal, it would certainly cause very major market disruption. And clearly in those circumstances, Rio would do what it could to supply aluminium metal into the market. But I don't think it would require any provision on our part. Jakob, I don't know whether you want to add to that. No?

Jakob Stausholm ([01:59:25](#)):

No.

Simon Thompson ([01:59:25](#)):

No. Let's take the next question.

Tim Paine ([01:59:29](#)):

We have a written question from Mr. Stephen Mayne, given the Juukan Gorge fiasco, which showed London headquartered Rio Tinto was so out of touch with Australia. Why don't you move the head office to Australia and commit to having a majority of Australian based directors. Could the English chairman Simon Thompson, please allow the Australian directors to comment on this issue, including our first ever indigenous director, Ben Wyatt could incoming chair, Dominic Barton also outline his connections to Australia.

Simon Thompson ([02:00:05](#)):

Yeah, I think the dual listed company structure that we have has worked extremely well for Rio Tinto. The majority of our shareholders are in London, 73%, roughly, with the balance here in Australia, but it is extremely important to us that we have a primary listing in both countries because Australia is by far and away the most important country of operation for us. And we maintain very, very close ties to this country and are very proud of the investments that we've made here.

And as we mentioned earlier on the taxes that we pay here, A\$14.8 billion last year. We also have always had a significant number of Australian directors on the board, including Simon McKeon who's our Senior Independent Director for Rio Tinto Limited. Dominic, do you want to comment on your connections to Australia?

Dominic Barton ([02:01:09](#)):

Sure. Just for those who don't know, I'm Canadian, so I'm, I'm not Australian, but I think I have two sets of connections with Australia. One is professional. When I began my career in the late 1980s, the formative years were actually in Australia with Australian mentors. I spent a year from 1989 to 1990, working in Sydney, Melbourne and Canberra, and then have ever since then basically been in Australia at least 10 times a year. When I was running the Asia region for McKinsey, I was in Australia sort of every two weeks.

So working with businesses and have a lot of relationships so that way and as I said many mentors. The second dimension is personal. My wife's Australian, two of my four kids are Australian. So I feel some connection that way. And that's one of the attractions to me of joining this company was actually the Australia connection and to be able to spend significant time here.

Simon Thompson ([02:02:12](#)):

And I should add that actually Canada is our second most important country of operation with a very, very significant workforce. I think 14,000. I think that's roughly correct. So a very important part of our business as well. And actually until Dominic joined the board, sadly, we did not have a Canadian director on the board and traditionally we have had Canadian representation on the board. So it's excellent that Dominic brings that as well as all of his other qualifications. Can we take another written question, Tim?

Tim Paine ([02:02:45](#)):

We have a written question from Mr. Kennen Herkuloglu. What's your plan for the next 30 years at a very high level?

Simon Thompson ([02:02:55](#)):

Excellent. Well, I'm retiring at the end of today, so I'm probably not the right person to ask that question, Jakob, over to you.

Jakob Stausholm ([02:03:04](#)):

Well, thank you. And honestly, this is an excellent question because this is Rio Tinto. Rio Tinto is not about the next quarter and the next quarter. It is really a long term business

and wow, 30 years from now, we are the best operator in the mining industry. We have impeccable ESG credentials, and you know what? The bar will only go up.

30 years from now is 2052. By then we will be net zero. That means that all the materials we are producing will have zero impact on the climate. We will be heavily engaged in the next wave to come, namely the circularity of the economy, impeccable ESG credentials. Wow, 2052 is going to... I mean, it was rightly said by Market Forces we have a big impact right now, but that is going to change 30 years from now. And we will have to do an awful lot of work in between. We will excel in development. We will be able to grow our business. It's going to be an impressive business in 2052.

We will have a strong social licence. People will recognise that we are a miner and processor of choice. So I'm quite excited about all that. I should say on a personal note, the sad thing is I, by then for sure will either have been fired or have resigned. But I hope to be a happy, retired person who is proudly looking at Rio Tinto and lives well, because I will be receiving a lot of dividends from my Rio Tinto shares. Thank you very much for the question.

Simon Thompson ([02:04:54](#)):

Excellent. There's a 30 year forecast for you. Can we take another written question?

Tim Paine ([02:05:04](#)):

We have pre-submitted written questions submitted separately by Mr. David Bryce and Mr. Bama in Basilan. How long do you expect the iron ore deposits in Western Australia to last at current levels of production, allowing continued payment of these great dividends? And when can we expect an increase in iron ore production?

Simon Thompson ([02:05:29](#)):

Jakob?

Jakob Stausholm ([02:05:30](#)):

Sorry. Was the last increase in the iron ore production? Well maybe I said it wrong because there is of course something happening from quarter to quarters. And the reality is we have had not a very strong first quarter production because we are in the middle of implementing the biggest renewal of our iron ore business here in the Pilbara at the moment with four major projects being implemented. And we are very close to finalising those projects.

So that means that our production will go up in the second half of this year compared to the first half of the year. But I suppose the major part of the question is for the long haul, we do have a unique set of reserves of iron ore. We have it here in the Pilbara and we continuously work not just on the short term development of production, but also about maturing opportunities over the next five, 10 and 20 years. So there is a very long term future for the Pilbara.

We are also at the moment, I made that point in our speech progressing our development of the Simandou resource, which is equally a massive resource for the long haul. And the perhaps longest resource life we have of iron ore is in Canada, in the IOC Company where I

think the resource life is close to a hundred years. So we have an amazing iron ore business today and we will also have that tomorrow. Thank you.

Can we take, I think we've still got quite a number of written questions. Can I just test whether there are any questions still in the hall? Does anybody... there's a hand going up, a couple of hands. Can we take...

Vikram Malhotra ([02:07:25](#)):

Thank you for the opportunity to ask the question. My name is Vikram Malhotra, I'm a marine engineer by profession and of course, private shareholder. My passion is about technology and I'm very happy to note that there are a number of technological advances adopted by Rio Tinto. There's just one thing that I picked up in a report from one of your competitors, which is Fortescue Metals that they're adopting a train to transport the ore and mineral from the mines to the port using regenerated braking, which is similar to a hybrid car, which I drive exactly. So do you have something similar in the pipeline? This would help with the climate change of course.

Simon Thompson ([02:08:20](#)):

Jakob?

Jakob Stausholm ([02:08:22](#)):

Yeah.

Simon Thompson ([02:08:23](#)):

Or Mark. Can we get a microphone to the front row?

Jakob Stausholm ([02:08:29](#)):

I think we should hear from our Chief Technical Officer Mark Davies here, because we have some exciting developments.

Mark Davies ([02:08:36](#)):

Yeah. Look, thank you very much for your question. And actually we actually have placed some orders for some battery locos that we will actually test in that exact mode. We have to test how they're going to work with our automated train system, but it's definitely something that we're looking at.

We're also looking at how we might deploy batteries in our haul truck fleet. But today the energy density of a battery just isn't enough for a haul truck. So you would have seen we have this competitive challenge where we've gone out to companies all around the world as to how we could actually rapidly charge those haul trucks during the mining cycle. So absolutely we're looking at very similar technology. Thank you.

Simon Thompson ([02:09:19](#)):

I know we've still got quite a number of written questions. We do have multiple questions from a few people on the written questions but I do sense we're getting towards the end of the Q&A session. We can respond to some of these written questions after the meeting, but let's take just a couple more written questions and then I'll check again with the hall, just to see are there any remaining questions here. So can we take the next written question?

Tim Paine ([02:09:45](#)):

We have a written question from Mr. Stephen Mayne, again, Australia's former treasurer and U.S. Ambassador Joe Hockey recently revealed on Sky News that then U.S. President Barack Obama asked him, and then Australian Prime Minister, Tony Abbott to stop sending iron ore to China in 2014.

Australia, China relations have subsequently deteriorated markedly to the point where China has banned many Australian exports. Under what circumstances would London based Rio Tinto, which has a Chinese government controlled entity as its largest shareholder stop sending Australian iron ore to feed China's military machine?

Could the CEO and incoming chair, Dominic Barton, a former Beijing based ambassador for Canada please explain the tools or laws that the federal or WA governments have at their disposal to prevent shipments of our iron ore to China. Would we ever contemplate voluntarily doing that like hundreds of companies have done with Russia after the Ukraine invasion?

Simon Thompson ([02:10:51](#)):

Well, let me start on that. I will invite Dominic to comment, but the first thing to say is that our relationship with China is extremely important and it's multifaceted. I mean, they are our biggest single shareholder is a Chinese state owned enterprise. They're clearly the most important market for us. We have extremely important technological partnerships with educational and technology groups in China. And of course they are an increasingly important supplier to us, but equally it's extremely important to Australia because that is the foundation for the revenues that we are creating and the taxes that we are paying.

And it's enormously important to Australia and Western Australia in particular that those trading relationships continue. I mean, when I have conversations with the chairman of our largest shareholder Chinalco, we do not talk politics. We talk about the commercial relationships that we have and how we can work together for the benefit of both companies. And that I think is the most important thing that business should be doing. Dominic, I don't know whether you want to add to that.

Dominic Barton ([02:12:18](#)):

Just maybe building on, can you hear me? Building on what you're saying. I think first of all, clearly the Russia China relationship with the west, we're in a very different place between the two. And I would just echo everything you said Simon, about the importance of the relationship, we have trade, technology and so forth that's going on. So that's recognised that I think the second point I would say is that if the world ever got to that point, if you think about the integration of the Chinese economy with the world economy, we're in a devastating situation.

I mean, the integration of the economies between China and the rest of the world is so deep, it's completely different than Russia. I think everyone would have to think about going into those sort of consequences, what that would do. I think it would be horrendous. It would be on that. So I don't think we're anywhere near that type of a situation.

I think the other thing to recognise, as you said, Simon is while countries can have some tough relationships and challenges and I experienced that directly myself in the Canada, China relationship for the last three years, our trade and investment actually went up and that was supported by the Prime Minister and the government because they're different. They're different levels of relationships that go on. And I think that Rio Tinto can and will and does play an important role in that relationship.

Simon Thompson ([02:13:54](#)):

Thanks, Dom, look I'm sensing we are getting towards the end of the Qs and As there's a certain restlessness in the hall.

Can I just check whether we have got any more questions on the floor here? I think we have, if I may, we've heard from you already. Can I just see, are there any other questions? So let's take one last written question.

Before we do that we will get back to people who have submitted written questions. We will endeavour to get back to you with answers, but we will do so after the meeting. So let's just take the last written question, if we can.

Tim Paine ([02:14:35](#)):

We have multiple questions relating to board composition submitted by Hannel Proprietary Limited, Mr. Colin Moore, DWS Investment GMBH. The questions are, "Will you review board size composition and diversity? And are there any plans to restructure the sustainability committee? There has been quite a bit of turnover in the board and shareholders look to the spread and depth of skills to give them comfort that the future is covered.

The skills matrix is however not very granular and very high level. As we have discussed, we would appreciate seeing in future a skills matrix which documents considerably more competency level based capabilities. Can we ask that you'll improve this?"

Simon Thompson ([02:15:29](#)):

So there are quite a number of issues there, but I know Dominic as incoming chair will, I think as any new chair would, will be conducting a review of the composition of the board and the skills that the board will need to take Rio Tinto forward over the coming years. So I don't want to preempt that.

I would just say on the question of diversity, that when I took over as chair, there was only one woman on this board, which is pretty shocking and happily I was able to appoint during my time as chair, three women. One of whom Hinda Gharbi resigned for very good reasons that she's becoming a CEO of a major French company. So we are delighted for her to have that appointment, but very sad to lose her.

But I'm sure again, that as part of your review Dominic, you will be looking very carefully at the composition of the board, both in terms of gender, but all other forms of diversity. So I realise there are still some written questions that we haven't answered. We will get back to people who've submitted that, but look, thanks very much for all of your questions.

I think we have covered quite a lot of ground and had a good discussion and the time has now come for us to move to a poll on the resolutions. As I mentioned at the start of the meeting, many of you have already voted by proxy and you do not need to vote again. Those of you who are participating online, who are eligible and wish to vote and have not appointed a proxy, please vote now if you've not already done so.

Just click on the voting icon on your screen, select your preferred voting option and follow the prompts. There is no need to press submit or to click the enter button as the vote is automatically recorded.

If you have any difficulties, please refer to the user guide, which can be accessed through the platform. For those of you here in the room, if you are eligible to vote, have not yet done so and have not appointed a proxy, you should complete your voting card on the back of your blue admission card.

Please cast your votes by filling in your name and voting intentions and signing the voting card. Please either hand your completed card to the registrar staff or post it into one of the ballot boxes at the exits as you leave the room.

If you have any difficulty, one of our attendants will be happy to assist. The polls will close in approximately five minutes after the end of this meeting. Christina Piccolo from Computershare Investor Services has been appointed as the returning officer for the poll.

The results of the polls will be announced as soon as possible after this meeting and will be posted on the Rio Tinto website.

Ladies and gentlemen, that brings us to the end of the meeting.

Simon McKeon ([02:18:26](#)):

Mr. Chairman, that's not quite right. Ladies and gentlemen, we have one more final item for this meeting. This is Simon Thompson's final few moments of service to Rio Tinto. As Auntie Di said at the outset, AGMs are really occasions where we agree on absolutely everything. It's my hope that we can agree on something.

Simon's been a wonderful and absolutely committed chair to this company now for some years. His passion for personal safety, his unambiguous acceptance of the need to respond to the challenges of climate change. His drive for a cultural reset of this company absolutely backing the CEO over the last year or so have been very, very real, but more than that, Simon's always been there when the going has got tough.

He was the steadiest of hands on the Rio Tinto tiller and never deviated from doing his very best for the Rio Tinto family, it's employees, it's customers, the communities, particularly traditional owner communities that we constantly work with. And of course, you, as shareholders.

Simon leaves at a time of obviously a very, very strong financial results, but more importantly, he leaves a company that is more humble, more willing to acknowledge its defects and fundamentally committed to positive change. He also leaves a legacy of a company that is clearer and more unified on where it is going.

Ladies and gentlemen, I invite you to join me in thanking Simon.

Now you can close the meeting.

Simon Thompson ([02:20:28](#)):

Thank you all very much. And thank you Simon for those very, very kind words. And thank you for your participation in today's meeting and continued support for Rio Tinto.

For those of you here in the room, I hope that you will join us and my fellow directors and I for some refreshments in the lounge, there will be signs outside to show you the way. And as you leave, please remember to hand in your completed poll cards.

I now declare the meeting closed. Thank you.

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