



FCEV fleet deployment – Lessons from H2 Moves Berlin

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Who are Anglo American?

Leading global mining company with products that are essential ingredients in almost every aspect of modern life

Our business at a glance



90,000
People we
employ globally



\$35.1 bn
Revenue 2022

\$14.5 bn
EBITDA 2022

Our purpose

Re-imagine mining to improve people's lives

Our values



Safety



Care & respect



Integrity



Accountability



Collaboration



Innovation

Our products

Diamonds

Copper

Platinum
Group Metals

Iron ore

Steelmaking
coal

Nickel and
manganese

Polyhalite

Where we are



London, UK
Headquarters



Europe, Southern
Africa, North &
South America
and Australia
Mining Operations
and Projects



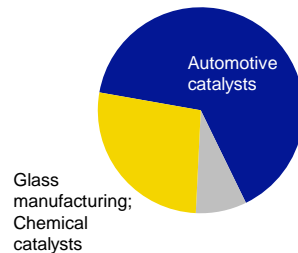
Listed on the
London and
Johannesburg
Stock Exchanges

What is Market Development trying to do?

PGMs are a key part of our Group's product portfolio

Ru 44 Ruthenium 101.1	Rh 45 Rhodium 102.9	Pd 46 Palladium 106.4
Os 76 Osmium 190.2	Ir 77 Iridium 192.2	Pt 78 Platinum 195.1

But they are heavily dependent on catalytic converters used in cars with internal combustion engines (ICEs)



Market Development therefore seeks out new sources of demand for PGMs

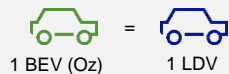
PGMs for a better world: today and tomorrow

PGMs for Green Transition

Scale fuel cell (*Green H₂ & Mobility*)



- **Develop Pd / Pt-using lithium batteries** (*Battery & Storage*)



- **Commercialise PGM-using technologies** (*Carbon-Neutral Feedstock*)



- **Scale PGM-using electrolyzers** (*Green H₂ & Mobility*)

PGMs for Modern Life

- **Commercialise food preservation tech** (*FoodTech*)



Fridges



Hygiene

- **Improve existing cancer drug to alleviate patient suffering & more** (*MedTech*)



Pharma



Healthcare

- **Develop memory chips to improve storage and processing** (*Low-Loss Computing*)



Data centers



Electronics

- **Convert wastewater into high value chemicals** (*Waste and pollution control*)

PGMs for Wealth & Growth

- **Re-define the possibilities for jewellery design** (*Jewellery*)



Alloy



Manufacturing

- **Test new commercial concepts and capture untapped consumer segments** (*Investments & Jewellery*)



Business model



Marketing approach

- **Leverage industry expertise** (*Investments & Jewellery*)



H2 Moves Berlin – proving the case for passenger cars powered by hydrogen fuel cells





Why Berlin?



- Aligned ecosystem of (different) partners
- Attractive airport-city corridor use case with high visitor footfalls
- Good (and improving) HRS infrastructure
- Purchase subsidy regime
- Nationally significant events calendar



H2 Moves Berlin will be the foundation for future efforts in Germany to drive fuel cell adoption



- Reach FOC, leveraging media and other outreach to amplify effects with audiences
- Continue to identify opportunities whether locally/nationally (or further afield) to get more FCEVs on the road
- Inspire spill-over effects into new markets / changed OEM perceptions



Thank you