

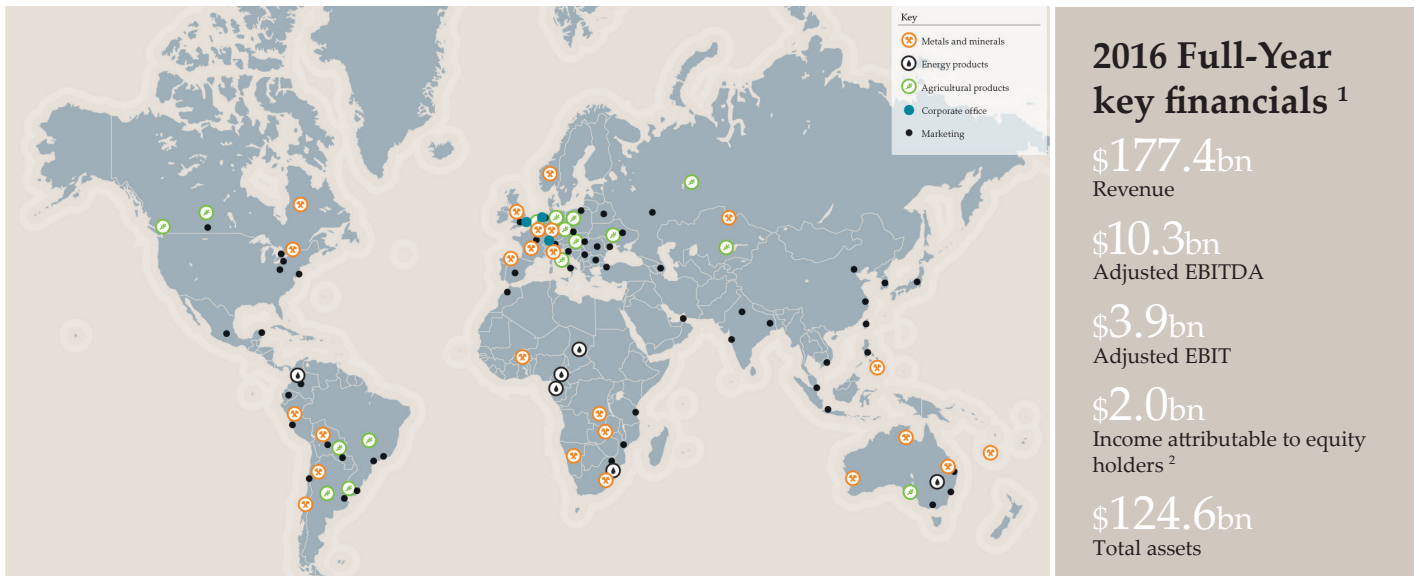
GLENCORE

Glencore is one of the world's largest global diversified natural resource companies and a major producer and marketer of more than 90 commodities. Our operations comprise around 150 mining and metallurgical sites, oil production assets and agricultural facilities.

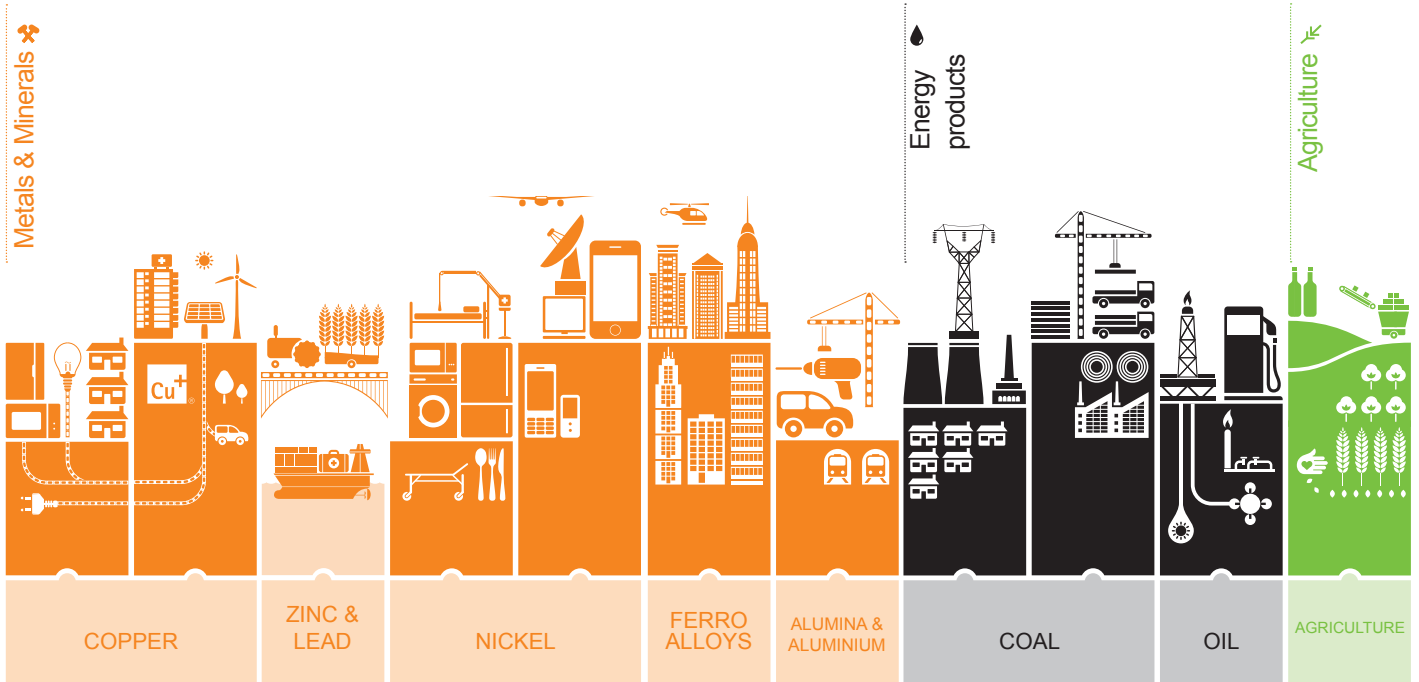
With a strong footprint in both established and emerging regions for natural resources, our industrial and marketing activities are supported by a global network of more than 90 offices located in over 50 countries.

Our customers are industrial consumers, such as those in the automotive, steel, power generation, oil and food processing. We also provide financing, logistics and other services to producers and consumers of commodities. We employ around 155,000 people, including contractors.

Glencore is proud to be a member of the Voluntary Principles on Security and Human Rights and the International Council on Mining and Metals (ICMM). We are an active participant in the Extractive Industries Transparency Initiative (EITI).



Our products in society



Key commodities: copper, zinc, lead, nickel, cobalt, ferroalloys, alumina, aluminium and iron ore.

Underpinned by: producing, smelting, refining, mining, processing and storage related operations.

Key commodities: thermal coal, metallurgical coal, coke, crude oil and oil products.

Underpinned by: extensive investments in coal mining and oil production operations, ports, vessels and storage facilities.

Key commodities: wheat, corn, barley, rice, oil seeds, meals, edible oils, biofuels, cotton and sugar.

Underpinned by: investments in farming, storage, handling, processing and port facilities.

¹ See Glencore plc announcement dated 23 February 2017

² Pre significant items

Group structure

| Board of Directors | | | | | | | |
|-------------------------|--|-----------------------|---------------------------|----------------------------------|-------------------|--------------------|----------------|
| Non-Executive Chairman | | | | | | | |
| Non-Executive Directors | | | | | | | |
| CEO Ivan Glasenberg | CFO Steven Kalmin | | Remuneration Committee | Nomination Committee | HSEC Committee | Audit Committee | |
| Risk management | Corporate finance, IR & Communications | Legal & compliance | Sustainability | Treasury, accounting & tax | IT | Human resources | Internal audit |

| Our businesses | | | | | | | |
|-----------------------------------|--|------------------------------------|-----------------------------------|----------------------|--|--|--|
| Metals & minerals ✨ | | Energy products ⚡ | | Agriculture 🌱 | | | |
| Copper | Ferroalloys | Coal | Agriculture | | | | |
| Marketing & industrial | Marketing – Stuart Cutler | Marketing – Tor Peterson | Marketing & industrial | | | | |
| Telis Mistakidis | Industrial – Gary Nagle | Industrial – Peter Freyberg | Chris Mahoney | | | | |
| Zinc | Nickel | Oil | | | | | |
| Marketing – Daniel Mate | Marketing – Kenny Ives | Marketing & industrial | | | | | |
| Industrial – Chris Eskdale | Industrial – Marc Boissonneault | Alex Beard | | | | | |
| Aluminium | Iron Ore | | | | | | |
| Marketing & industrial | Marketing & industrial | | | | | | |
| Robin Scheiner/David Streule | Jyothish George | | | | | | |

Our Values

Safety

Our first priority in the workplace is to protect the health and well-being of all of our people. We take a proactive approach to health and safety; our goal is continuous improvement in the prevention of occupational disease and injuries.

Entrepreneurialism

Our approach fosters the highest level of professionalism, personal ownership and entrepreneurial spirit in all our people while never compromising on their safety and well-being. This is important to our success and the superior returns we aim to achieve for all our stakeholders.

Simplicity

We aim to achieve our key deliverables efficiently as a path to industry-leading returns, while maintaining a clear focus on excellence, quality, sustainability and continuous improvement in everything we do.

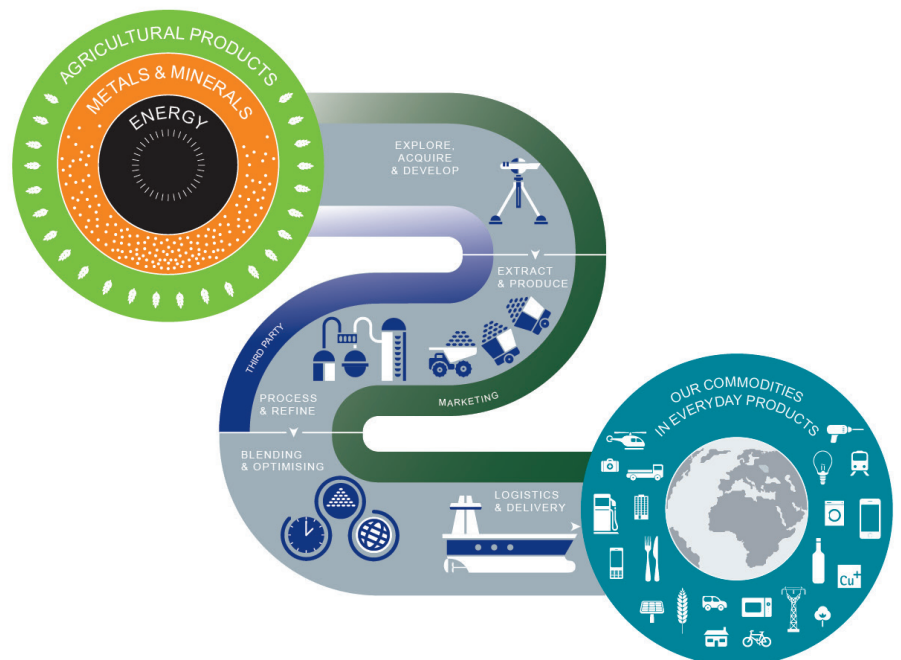
Responsibility

We recognise that our activities can have an impact on our society and the environment. We care profoundly about our performance in relation to environmental protection, human rights and health and safety.

Openness

We value open relationships and communication based on integrity, co-operation, transparency and mutual benefit, with our people, our customers, our suppliers, governments and society in general.

Our business model



Contact us

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Disclaimer: This fact sheet has been prepared as at 23 February 2017. It speaks as of such date only and is strictly limited to the matters explicitly stated herein. Glencore assumes no obligation to review or update this fact sheet.