24 February 2025

The Manager, Companies
ASX Limited
20 Bridge Street
SYDNEY NSW 2000

(93 pages)

Dear Sir/Madam,

ANNUAL REPORT AND APPENDIX 4E

I attach the Nickel Industries Limited and its controlled entities (**Nickel Industries Group**) Annual Report for the year ended 31 December 2024 and Appendix 4E, Preliminary Final Report.

Highlights:

	12 Months to 31 December 2024 US$M	12 Months to 31 December 2023 US$M
• Nickel Industries Group Results:		
○ Sales revenue:	1,744.5	1,880.1
○ Gross profit:	186.7	338.0
○ Impairment expense	(236.6)	-
○ Operating loss/(profit):	(78.5)	301.3
○ (Loss)/Profit after tax:	(189.8)	176.2
○ Adjusted EBITDA:	296.8	406.7

	31 December 2024 US$M	31 December 2023 US$M
• Nickel Industries Group Balance Sheet:		
○ Total assets:	3,896.2	4,071.3
○ Net assets:	2,548.2	2,906.7

- A record 135,602 tonnes of finished nickel metal produced in NPI, nickel matte and MHP
- A record 19 million tonnes of saprolite and limonite ore mined at the Hengjaya Mine
- Acquired an additional 30.25% interest in the Excelsior Nickel Cobalt HPAL
- Acquisition Agreements and FID for the Sampala Project
- Acquisition of 51% interest in Siduarsi Project
- Final Dividend of 1.5 cents per share

Yours sincerely

Richard Edwards
Company Secretary

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Appendix 4E

Preliminary final report

Name of entity

NICKEL INDUSTRIES LIMITED

ABN or equivalent company reference	Financial year ended ('current period')
44 127 510 589	**31 DECEMBER 2024**

Results for announcement to the market

Revenues from ordinary activities	Down	7.2%	to	US$1,744.5M
(Loss)/Profit from ordinary activities after tax attributable to members	Down	N/A	to	(US$168.6M)
Net (loss)/profit for the period attributable to members	Down	N/A	to	(US$168.6M)

Dividends (distributions)	Amount per security	Franked amount per security
Final dividend Interim dividend	A$0.015 A$0.025	Nil Nil
Previous corresponding period Final dividend Interim dividend	A$0.025 A$0.02	Nil Nil

Record date for determining entitlements to the dividend. | 28 February 2025

Brief explanation of any of the figures reported above and short details of any bonus or cash issue or other item(s) of importance not previously released to the market:

Refer attached audited financial reports for the year ended 31 December 2024.

NTA backing	Current period	Previous corresponding period
Net tangible asset backing per ordinary security	US$0.58	US$0.66

The attached Annual Report which forms part of this Appendix 4E has been audited.

NICKEL INDUSTRIES LIMITED
and its controlled entities

A.B.N. 44 127 510 589

ANNUAL REPORT

FOR THE YEAR ENDED
31 DECEMBER 2024

NICKEL INDUSTRIES LIMITED
and its controlled entities

CONTENTS

CHAIRMAN'S LETTER

Dear Fellow Shareholders,

It is with great pleasure I present to you the Nickel Industries Limited Annual Report for 2024.

The year proved to be a challenging one across global nickel markets with slower growth in demand for electric vehicles and concerns of oversupply of nickel from Indonesia combining to result in compressed margins across the nickel sector.

In recent years there has been a structural change in global nickel markets, with Indonesia now firmly established as the predominant supplier of nickel globally. Ongoing advances in processing technologies have opened up Indonesia's huge natural endowment of lateritic ores to nickel markets that were previously reliant on dwindling sulphide ores. This, combined with Chinese-led construction and project execution capabilities, has resulted in many established western nickel producers being unable to compete leading to broad shutdowns and the abandonment of previously announced projects. Nickel Industries has positioned itself within this industry as a low-cost, diversified nickel producer. Our ability to vertically integrate our operations, in collaboration with our partner, Tsingshan, has us uniquely positioned among industry peers to fund, build and operate though the commodity cycle and consolidate our status as a globally significant nickel producer.

Having already established ourselves as the world's largest listed pure-play nickel producer, we look forward to the completion and commissioning of our Excelsior Nickel Cobalt (ENC) HPAL Project in the second half of 2025. With a nameplate capacity of 72kt nickel per annum, ENC will further expand our MHP production profile in addition to adding nickel cathode and sulphate to our product offering. ENC is expected to operate with materially higher operating margins, while also significantly reducing our carbon footprint for every tonne of nickel produced.

Our mining operations have continued to go from strength to strength. A more stringent renewal process for RKAB mining licences in Indonesia was a dominant macro theme throughout 2024 and served to underpin the importance of controlling large quantities of insitu resources and highlights the benefits of the vertical integration of our mining and processing operations.

The Company completed a direct haul road from our Hengjaya Mine to the IMIP in 2023 to fully unlock the strategic value of that resource. In 2024 we signed agreements for the acquisition of the Sampala Project, an additional series of contiguous mining licences in close proximity to the IMIP. This acquisition has the potential to more than double our contained nickel tonnes and ensure we become fully self-sufficient in supplying both our RKEF and HPAL operations. Self-sufficiency in ore resources will deliver important operational and strategic benefits to our business and largely immunise us against the future nickel ore price movements, which are the largest input cost to our processing operations.

Once again, I would like to thank our management team led by Managing Director Justin Werner for their ongoing hard work and dedication to growing and securing the long-term viability of our operations. In the face of a challenging macro environment. we are continually seeking to protect our business from external shocks, while at the same time promoting responsible and sustainable mining practices in Indonesia. Looking to the year ahead we have much to be enthused about. Having continued to grow our mining and processing production capacity during a time where much of the industry has been unable to navigate the current price environment, we are extremely well positioned to capitalise on any future improvement in pricing and deliver enhanced returns for our shareholders.

Yours sincerely

Norman Seckold
Executive Chairman

Principal Activities and Review of Operations
(All amounts in US$ unless otherwise stated)

Nickel Industries Limited (**the Company** or **Nickel Industries**) was incorporated on 12 September 2007, under the laws of the State of New South Wales, Australia. Nickel Industries and its controlled entities (together **the Group**) has become a globally significant, low-cost producer of nickel pig iron (**NPI**), a key input in the production of stainless steel. Additionally, the Group has diversified into the production of nickel matte and acquired interests in high pressure acid leach (**HPAL**) projects, producing mixed hydroxide precipitate (**MHP**) for use in the electric vehicle (**EV**) supply chain. The Group's principal operations, located in Indonesia, are the Hengjaya Nickel, Oracle Nickel and Ranger Nickel rotary kiln electric furnace (**RKEF**) projects located within the Indonesia Morowali Industrial Park (**IMIP**), the Angel Nickel RKEF Project within the Indonesia Weda Bay Industrial Park (**IWIP**) and the Hengjaya Mine, a large tonnage, high grade nickel laterite deposit in close proximity to the IMIP. At year end, the Company held an 80% interest in each of the Angel Nickel, Hengjaya Nickel, Oracle Nickel and Ranger Nickel projects and the Hengjaya Mine, a 10% interest in the Huayue Nickel Cobalt HPAL project (**HNC**) and a 44% interest in the Excelsior Nickel HPAL project (**ENC**).

The loss of **the Group** for the year ended 31 December 2024 after income tax was $189,796,366 (31 December 2023: $176,203,376 profit). The loss includes post tax impairment charges of $204,695,078.

During the year ended 31 December 2024 significant milestones were achieved as set out below.

- The Company's processing operations produced a combined 135,602 tonnes of nickel metal. 125,518 tonnes of this was nickel in NPI, 1,743 tonnes was nickel in nickel matte and 8,341 tonnes of nickel in MHP. Adjusted EBITDA[1] from the year was $187.2M for RKEF operations and $25.3M from the Company's 10% interest in the HNC HPAL and its share of gain in equity accounted investees.
- A record 19,028,181 wet metric tonnes (**wmt**) of nickel ore were mined at the Hengjaya Mine (5,017,222 wmt of saprolite ore and 14,010,959 wmt of limonite ore) and 9,000,000 wmt of nickel ore were sold. Adjusted EBITDA from the Hengjaya Mine for the year was $100.9M.
- The Company completed the acquisition of a further 30.25% equity interest in the ENC Project by cash payment of $695.8M, taking the Company's interest to 44%.
- In August 2024, the Company signed definitive agreements for the acquisition of the Sampala Project, three contiguous nickel IUPs (mining licences) covering 6,654 hectares and published an initial Mineral Resource for the project.
- In September 2024 the Company completed the acquisition of an initial 51% of the Siduarsi project and published an initial Mineral Resource for the project.
- In January 2024, the Company declared a final dividend for 2023 of A$0.025 per share, being a distribution of A$107.1M ($69.9M). In August 2024, the Company declared a A$0.025 interim dividend, totalling A$107.1M ($72.8M).

[1] Adjusted EBITDA is defined by the Company as profit/(loss) for the period, plus depreciation and amortisation costs, plus impairment, plus foreign exchange gains/(losses), plus interest income/(expenses), plus withholding tax expense. This non-IFRS financial measure, which is referred to throughout the directors' report, is used internally by management to assess the performance of the Group's business and make decisions on allocation of resources. This non-IFRS measure has not been subject to audit or review.

Group Safety

The Company-wide lost time injury frequency rate (**LTIFR**) for 2024 was 0.11, with 2 lost time injuries (**LTI**) recorded during the year. The total recordable injury frequency rate (**TRIFR**) for 2024 was 1.43, with 3 medical treatment injuries and 22 first aid treatment injures recorded during the year, against 17.4 million work hours.

The Hengjaya Mine has recorded over 18.2 million work hours since the last reported LTI in November 2021. The Company will continue to strengthen its 'best practice' mining and processing standards. All the operations are focused on safety training, risk assessments and change management. The Company is committed to continuous improvement in all operations and will continue to work collaboratively with stakeholders to drive positive environmental, safety, social, and governance outcomes.

Nickel Industries' processing and mining operations

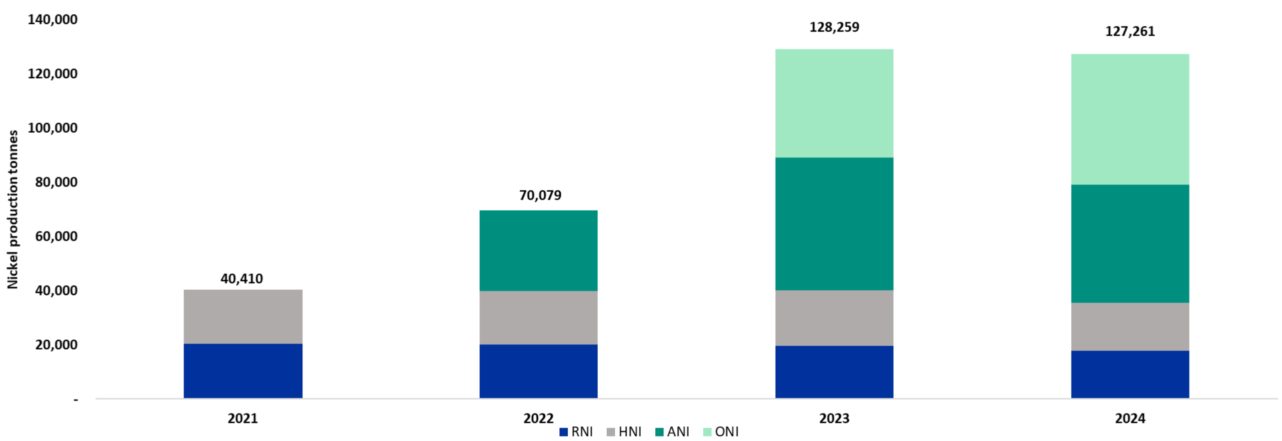
RKEF operations (80% indirect interest held by Nickel Industries)

The Company's RKEF operations delivered record production of 1,042,655 tonnes of NPI with 127,261 tonnes of nickel metal, just below 2023's record of 128,259 nickel metal. The change in production and grade was predominately driven by the Company shifting HNI from nickel matte in 2023 to NPI in 2024. RKEF sales were negatively impacted by licencing and weather issues in the first half of the year, partially offset by a full year of operations at ONI. Adjusted EBITDA from RKEF operations was $187.2M for the year ended 31 December 2024 (31 December 2023: $343.4M). The decrease in Adjusted EBITDA was driven by a 12.5% decrease in sale price, partially offset by 10.2% decrease in cash costs, predominately driven by lower nickel ore and coal costs, as Group RKEF cash costs return to 2021 levels.

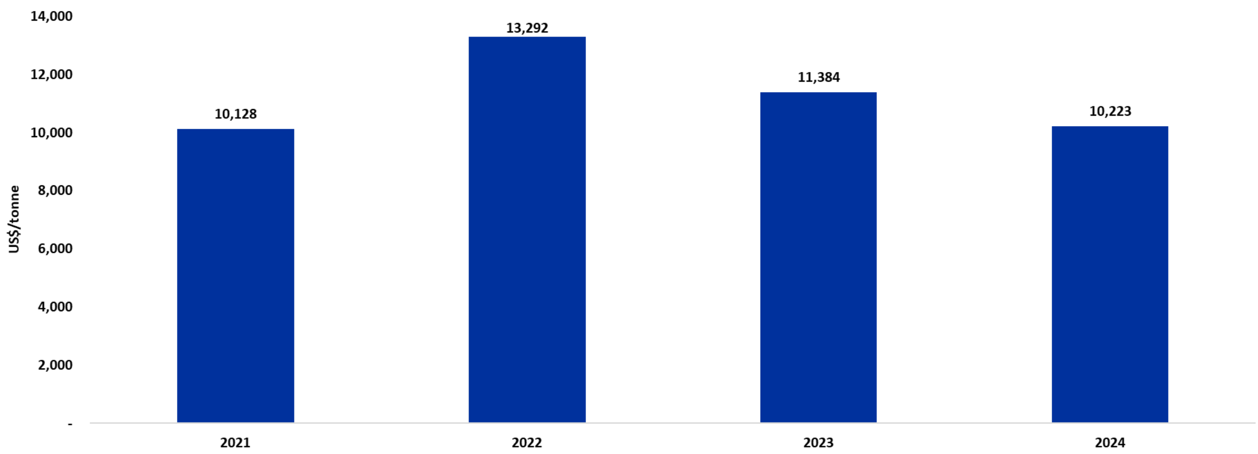
Production	Units	2023	2024
NPI production	tonnes	954,014	1,042,655
Nickel grade	%	13.4	12.2
Total nickel production	**tonnes**	**128,259**	**127,261**
Cash costs	$/t Ni	11,385	10,223

Sales	Units	2023	2024
Wtd. Avg contract price	$/t Ni	14,021	12,265
Sales	tonnes	128,327	128,418
Revenue	$M	1,810.8	1,575
Adjusted EBITDA	**$M**	**343.4**	**187.2**
Adjusted EBITDA p/t sold	$/t Ni	2,676	1,458

RKEF production



RKEF operating cash costs



Nickel Industries' RKEF operations control room

HPAL operations

Huayue Nickel Cobalt Project (10% indirect interest held by Nickel Industries)

During the year, the Huayue Nickel Cobalt (**HNC**) Project produced 83,410 tonnes of nickel and 7,687 tonnes of cobalt in mixed hydroxide precipitate (**MHP**). Nickel Industries' attributable share of HNC production was 8,341 tonnes of nickel and 769 tonnes of cobalt.

Whilst HNC undertakes its own sales of MHP, offtake is also distributed to Tsing Creation for sale. The Adjusted EBITDA of HNC for the year on 100% basis (with Nickel Industries holding a 10% interest) was $351.3M[2]. The Adjusted EBITDA for Tsing Creation ('TC') (with Nickel Industries holding a 100% interest) was $11.5M and the Company's 10% profit from equity accounted investment in HNC of $13.9M.

Key reporting metrics	Units	2023	2024
Attributable production (10%)	Ni tonnes	2,868	8,341
Cash cost	$/t Ni	N/A	7,115
TC Adjusted EBITDA/HNC equity accounted profit	**$M**	**5.2**	**25.4**

Nickel Industries' HPAL operations

[2] At a group level the Company is required to report in EBITDA the profit/loss of an equity accounted investee as EBITDA. This amount includes financing expenses and amortisation of the fair value step up in the Company's investment in HNC.

HPAL construction

Excelsior Nickel Cobalt Project (44% indirect interest currently held by Nickel Industries)[3]

In April 2024, the Company completed the acquisition of a further 13.75% equity interest in the ENC Project by cash payment of US$316.3M. This was followed in July 2024 by the acquisition of a further 16.5% equity interest, increasing the Company's equity interest to 44%, via a cash payment of $379.5M (which was made early to assist in the acceleration of the construction and commissioning of the Project's nickel cathode and sulphate plants).

Construction at the ENC Project continued to make strong progress throughout the year. By year end all three autoclaves and the absorption tower were on site. The circular pads and mounts have been prepared to install the thickeners, reactors and storage tanks in the HPAL plant during the first quarter of 2025. Supporting infrastructure has been installed in preparation for the crystallisers and electrolysis cells.

ENC HPAL construction progressing well

ENC sulphate and cathode refinery construction ahead of schedule

[3] The Company is scheduled to move to a 55% equity interest in ENC by 1 October 2025.

Mining operations

Hengjaya Mine (80% interest held by Nickel Industries)

The Company's Hengjaya Mine delivered recorded production of 19,028,181 wmt of nickel ore (5,017,222 wmt of saprolite and 14,010,959 wmt of limonite), an increase of 42.0% versus 2023's 13,401,289 wmt and record sales of 9,000,000 wmt under the existing Rencana Kerja dan Anggaran Biaya (**RKAB**) annual mining quota. The change in nickel ore grade sold was predominately driven by the Company increasing the proportion of limonite sales in 2024. The result of this increased production and sales was an EBITDA contribution of $100.9M from the Hengjaya Mine in 2024, compared to the $87.9M EBITDA contribution from the mine in 2023.

Key reporting metrics	Units	2023	2024
Saprolite mined	wmt	3,832,833	5,017,222
Limonite mined	wmt	9,568,456	14,010,958
Nickel ore mined	**wmt**	**13,401,289**	**19,028,180**
Overburden mined	BCM	1,338,464	2,162,342
Strip ratio	BCM/wmt	0.10	0.11
Nickel ore sold	**wmt**	**5,593,908**	**9,000,000**
Nickel ore grade	%	1.46	1.38
EBITDA	**$M**	**87.9**	**100.9**

Nickel Industries' Hengjaya Mine operation

SAMPALA PROJECT (Nickel Industries with rights to acquire a 60% interest)

The Company announced the signing of binding acquisition agreements for the Sampala Project in September 2024. The Sampala Project consists of three highly prospective, advanced and contiguous nickel-cobalt projects covering 6,654 hectares (**ha**), with an initial JORC-compliant Mineral Resource of 187 million dry metric tonnes (**dmt**) at 1.2% nickel and 0.09% cobalt (**containing 2.3 million tonnes of nickel** and **0.2 million tonnes of cobalt**) covering just 900ha[4].

The IUPs are located in close proximity (just 36.9km) to the Company's existing RKEF and HPAL operations within the IMIP and immediately north of Sulawesi Cahaya Minerals, which is 49% owned by the Company's largest shareholder, Shanghai Decent, and has reported resources of 1,139 million dmt[5] at 1.2% nickel for 13.9 million tonnes of contained nickel metal, making it one of the world's largest known nickel resources. Development of the Sampala Project will allow the Company to become self-sufficient in nickel ore supply for its IMIP downstream operations.

During 2024, a total of 48,646 metres (1,844 holes) were drilled, covering an area of 1,600ha on mostly 100m spacing. Drilling results returned peak nickel grades of 5.76% in limonite and 7.41% in saprolite, as well as a peak cobalt grade of 1.37%.

Further details on the Sampala acquisition can be found on the Company's website (ASX Announcement – 17 September 2024) and (ASX Announcement – 5 February 2025).

SIDUARSI PROJECT (51% interest held by Nickel Industries, with rights to move to 100%)

In September 2024, the Company completed the acquisition of an initial 51% interest in the Siduarsi Project for four million shares in the Company and the meeting of expenditure earn-in requirements, in-line with the MoA signed in September 2021. At the same time the Company announced an initial JORC-compliant Mineral Resource of 52 million dmt[6] at 1.1% nickel and 0.1% cobalt (**561 thousand tonnes of contained nickel metal** and **31 thousand tonnes of cobalt**) within a 1,614ha area has been estimated.

The Siduarsi Project CoW covers 16,470ha along geo-tectonic strike from the Ramu nickel-cobalt project in neighbouring Papua New Guinea. Over 167km of ground penetrating radar (**UltraGPR**) with 200m spacing, covering 1,850ha has been completed to date. The considerable exploration has indicated an average limonite thickness of 3.2m (maximum 18m) and average saprolite thickness of 9.4m (maximum 32m). There has been 31,066m of drilling in 2,078 holes completed and 33,182 sample assays received from the Siduarsi CoW. The drilled areas include peak grades of 3.7% nickel and 0.8% cobalt.

Further details on the Siduarsi acquisition can be found on the Company's website (ASX Announcement – 23 September 2024).

[4] 55 million dmt Indicated at 1.1% Ni and 132 million dmt Inferred at 1.3% Ni. Nickel Industries is not aware of any new information that materially affects the information included in the relevant market announcement and all materials assumptions and technical parameters continue to apply.
[5] 11 million dmt Measured, 280 million dmt Indicated, 849 million dmt Inferred (cut-off grade 0.7% Ni).
[6] 16 million dmt Indicated at 1.1% Ni and 36 million dmt Inferred at 1.1% Ni. Nickel Industries is not aware of any new information that materially affects the information included in the relevant market announcement and all materials assumptions and technical parameters continue to apply.

REVIEW OF OPERATIONS

SAFETY, ENVIRONMENT, COMMUNITY AND SOCIAL GOVERNANCE

HNC CO2 intensity

The HNC HPAL Project, in which the Company holds a 10% interest has released a review of its carbon intensity. As determined by Skarn Associates Limited, HNC's carbon intensity is only 6.9 tonnes of CO_2 per tonne of nickel produced (Scope 1 & 2), positioning it as one of the lowest carbon emitting nickel processors globally, below most remaining Australian operations. The ENC Project will replicate the HNC Project's MHP product, with the addition of nickel sulphate and cathode. With the assistance of the SESNA solar project, our target is for ENC to significantly improve on this CO_2, intensity as part of our efforts to achieve the Company's stated emission targets.

EV haul truck fleet

Following the successful trial of EV haul trucks at the Hengjaya Mine in 2023, the Company has continued to work towards scaling up our EV truck fleet in 2024. The EV truck fleet will include a battery charging and change-out facility.

University Scholarship Program

The Company, in partnership with Hasanuddin University, established a university scholarship program as part of our broader ongoing social initiatives within the local communities in which it operates. The scholarship program will provide full financial support to 10 local indigenous students per year from the Central Sulawesi, North Maluku and West Papua Provinces to pursue 4-year undergraduate degrees across the fields of metallurgical engineering, environmental engineering and mining engineering. It is envisaged this program will help foster the next generation of leaders in the local mining industry.

University scholarship selection test in June in Morowali

Students' first day of university

Conservation Area

During the September quarter, the Hengjaya Mine in Morowali received formal endorsement from the Central Sulawesi Natural Resources Conservation Agency to develop a high conservation biodiversity area within the Hengjaya Mine mining concession. The conservation area will further solidify Nickel Industries as a leader in responsible and sustainable mining in Indonesia.

Preparation for the establishment of the in-situ biodiversity conservation zone started in 2022, with research focusing on biodiversity hotspots around the Hengjaya Mine mining concession to determine the locations of high conservation value. Within the Hengjaya Mine concession, the Company has selected an initial area of 197ha, which includes a primary forest of large trees with a relatively closed canopy. This area will not only protect and maintain the biodiversity of flora and fauna but also help it grow for years to come.

ESG Awards

During the period, the Company’s Hengjaya Mine received the top Community Social Responsibility Award and the Indonesia Social Responsibility Award for preparing school students for the industry. Nickel Industries was the recipient of the Best Overall Sustainable Performance Award at the 2024 World CSR Day Indonesia Leadership Awards, held in Jakarta on 7 October 2024. The Indonesia Leadership Awards serve to recognise leaders who have implemented positive change to support sustainable growth. In October, the Company was also honoured with the Best Climate Reporting & Transparency Award at the 2024 ESG GRIT Awards. This award recognises the Company's transparency in environmental reporting and its approach to climate action. In December, the Company’s dedication to green energy and sustainability was recognised at the Indonesia Stock Exchange Channel Anugerah Inovasi Indonesia 2024. This achievement reflects the Company's commitment to supporting the sustainable energy transition in Indonesia.

Award ceremonies in 2024

CORPORATE

Increase to a 44% equity interest in ENC HPAL Project

In April 2024 completed the acquisition of an additional 13.75% interest in the ENC Project for $316.3M, increasing its equity interest in ENC to 27.5%. In July 2024 the Company completed the acquisition of a further 16.5% equity interest for $379.5M, increasing its interest in ENC to 44.0%. The payment of $379.5M was made ahead of the scheduled 1 October 2024 payment date to assist in the acceleration of the construction and commissioning of the nickel cathode and sulphate plants.

The acquisition payment schedule for ENC is set out below.

Date	$M	Equity acquired	Cumulative equity
Invested to date	1,012.0	44.0%	44.0%
By 1 July 2025	126.5	5.5%	49.5%
By 1 October 2025[7]	126.5	5.5%	55.0%
Total	**1,265.0**	**55.0%**	

Successful syndication of $400M BNI loan facilities

During the period, the Company announced the successful syndication of its $400M of bank loan facilities provided by PT Bank Negara Indonesia (Persero) Tbk (**BNI**). The loan facilities, established with BNI in October 2023 to support the Company's ENC funding obligations, were successfully syndicated across an additional eight banks comprising a mix of Asian, European and global banking institutions. This broad-based support is indicative of the Company's growing regional reputation and an industry leader in responsible and sustainable mining in Indonesia.

Successful establishment and syndication of $250M loan facilities

During the period, the Company announced the successful syndication of its $250M of bank loan facilities provided BNI and DBS Bank LTD (**DBS**). The loan facilities, established with BNI and DBS in May 2024 to support the Company's ENC funding obligations, were successfully syndicated across a mix of banking institutions from Asia, Europe, the Middle East and India.

Declaration and payment of maiden interim and final dividends

In January 2024, the Company declared a final dividend for 2023 of A$0.025 per share, being a distribution of A$107.1M ($69.9M). In August 2024, the Company declared a A$0.025 interim dividend, totalling A$107.1M ($72.8M).

[7] The latter of this date and commissioning of line 1 of the ENC Project.

Resources

Mineral Resource in accordance with JORC Code 2012

Project	Mineral Resource Category	Million wmt	Million dmt	Ni (%)	Co (%)	Nickel metal (million tonnes)	Report date
Hengjaya Mine	Measured	134	85	1.3%	0.1%	1.1	Sep-22
	Indicated	205	130	1.2%	0.1%	1.6	
	Inferred	134	85	1.2%	0.1%	1.0	
	Total	**473**	**300**	**1.2%**	**0.1%**	**3.7**	
Sampala Project	Indicated	99	55	1.1%	0.1%	0.6	Aug-24
	Inferred	218	132	1.3%	0.1%	1.7	
	Total	**317**	**187**	**1.2%**	**0.1%**	**2.3**	
Siduarsi Project	Indicated	25	16	1.1%	0.1%	0.2	May-24
	Inferred	58	36	1.1%	0.1%	0.4	
	Total	**84**	**52**	**1.1%**	**0.1%**	**0.6**	

The above nickel resources use a cut-off grade of 0.8% nickel. Figures shown represent 100% of total resources at this time. Nickel Industries owns 80% of the Hengjaya Mine, 51% of the Siduarsi Project with definitive agreements to move to 100% in 2025 and definitive agreements to acquire 60% of the Sampala Project in 2026.

Key updates from previous reporting period

The Company has acquired the Siduarsi Project and signed definitive agreements to acquire the Sampala Project. Since September 2022, Hengjaya Mine has sold 16.5m wmt at 1.42% nickel grade and drilled 8,775 infill holes (215,431 metres) to facilitate mine planning. Nickel Industries is not aware of any new information that materially affects the information included in the Mineral Resource Statement above and all material assumptions and technical parameters continue to apply.

Governance and internal controls

The Mineral Resource estimates have been prepared by external consultants independently from the Company. Exploration at our projects follows standard operating procedures in the field to ensure JORC Code Compliance. This includes photography of all drill cores for future reference. Drill core samples are sent to the Hengjaya Mine internal laboratory or independent certified laboratories for analysis. All assays are subject to stringent quality assurance and control protocols. A program of data verification is included in all exploration programs to confirm the validity of the exploration and assay data. Nickel ore sales are weighed at the mining concession weighbridge and again at the customers location to ensure all products sent are delivered and can be reconciled. Additionally, surveys are completed monthly to audit the production volumes.

Competent Persons Statement

The information in this report that relates to Mineral Exploration and Mineral Resources is based on data compiled by Daniel Madre of PT Danmar Explorindo. Mr Madre is a member of the Australian Institute of Mining and Metallurgy (**AusIMM**) and has sufficient experience which is relevant to the style of mineralisation and type of deposit under consideration and to the activities which are being undertaken to qualify as a Competent Person as defined in the 2012 edition of the "Australian Code for Reporting Mineral Resources and Ore Reserves". Mr Madre is an independent consulting geologist and consents to the inclusion of the matters based on this information in the form and context in which it appears. Mr Madre has more than 20 years' experience in exploration and mining of nickel laterites in Indonesia.

Task Force on Climate-Related Financial Disclosures (TCFD)

Introduction

Nickel Industries recognises its responsibility to support the global effort to transition to a low-carbon economy whilst ensuring that its operations reduce its exposure to climate risks. The Company adopts the TCFD recommendations to ensure transparent, reliable, and actionable climate disclosures, reinforcing our commitment to sustainable nickel production and environmental stewardship. In the future, the Company will align its report with the International Financial Reporting Standards for Climate-related Disclosures (IFRS S2) and the Australian Accounting Standards Board for Climate-related Disclosures (AASB S2).

Governance

The Sustainability Committee at Nickel Industries oversees climate-related risks and opportunities, reporting to the Board of Directors quarterly. The Committee monitors and integrates climate considerations into strategic decisions and risk management whilst engaging external experts when required. The Company is committed to fostering an environmentally conscious culture through leadership, training, and stakeholder engagement. Employees, contractors, and suppliers receive climate awareness education to ensure the sustainability strategy is embedded at every operational level.

The Committee at Nickel Industries Limited derives its governance and authority from the Board of Directors, with its responsibilities outlined in the Sustainability Committee Charter. It is tasked with supporting the Board in formulating, implementing, and overseeing sustainability policies, ensuring these align with the Company's long-term ESG commitments. The Committee provides a critical advisory role, making recommendations to the Board on sustainability strategies and disclosure practices. The Committee possesses several key authorities, including the ability to conduct evaluation into sustainability-related matters and retain external consultants or legal advisors at the Company's expense. Additionally, it has the right to request information from employees and external parties, ensuring transparency and accountability in sustainability reporting. To maintain oversight, the Committee meets at least four times a year, with additional meetings convened as needed to address emerging ESG issues.

In alignment with the TCFD recommendations, Nickel Industries ensures that climate-related risks and opportunities are embedded in its governance structure. The Committee, along with senior management, plays a central role in monitoring and reporting on climate risk strategies. These risks are integrated into investment decisions, operational planning, and long-term sustainability initiatives. Management is responsible for identifying and mitigating physical risks, such as extreme weather events, and transition risks, including regulatory changes like carbon taxation.

Strategy

Nickel Industries is committed to supporting the global transition to a low-carbon economy while effectively managing climate risks and taking advantage of opportunities. The Company has conducted climate scenario analysis to assess the resilience of its strategy under different climate futures. The Company evaluates both physical and transition risks by referencing projections from the Intergovernmental Panel on Climate Change (IPCC) and the International Energy Agency (IEA), incorporating models such as the Representative Concentration Pathway (RCP) 4.5 and 8.5 scenarios as well as the IEA's Sustainable Development Scenario.

Over the short term, the Company has developed a comprehensive greenhouse gas (GHG) inventory, identified key emission sources (coal combustion and electricity use), and prioritised energy efficiency improvements. In 2024, the Hengjaya Mine installed solar panel capacity was 396kWp with a 250kWh storage system. This solar energy system currently supplies ~20% of the mine's electricity demand, reducing its reliance on fossil fuels and contributing to a lower carbon footprint. In conjunction with the solar program, the mine has initiated a plan to reduce energy use by transitioning to EV trucks in a staged approach. During 2024, 10 EV trucks were integrated into the mining operations to reduce GHG emissions. The Oracle Nickel RKEF improved resource efficiency in energy production by substituting traditional coal with recycled furnace gas for its dryer and grinding operations, reducing coal consumption by more than 10kt a year. Hengjaya and Ranger Nickel RKEF's transitioned to electric loaders, replacing traditional diesel-powered models. The electric loaders are recharged at designated stations within the facilities and are used for loading and unloading of ore. The electric loaders use 3.6 times less energy than diesel-powered ones, reducing fuel consumption.

Our medium-term strategy focuses on the implementation of carbon-related regulations, proactively investing in renewable energy (200 MW solar project), and optimising low-carbon technologies to meet emerging standards. The HPAL technology was adopted to process nickel ores with significantly reduced emissions and energy intensity by using power from the captive waste heat boiler system from the acid plant. The new technology can process limonite nickel ore, which can be transported by slurry pipeline rather than traditional truck hauling methods. The ENC HPAL expansion alone is expected to reduce the Group's emissions intensity by approximately 40%.

Our long-term strategy focuses on net-zero emissions by 2050 by increasing renewable energy capacity, fully integrating sustainability into the Company's operational framework, substituting fossil fuels in nickel smelting through innovative low-carbon technologies. The Company is also focused on expanding water recycling and improving waste management.

Risk Management

Nickel Industries employs a structured climate risk identification and assessment process that integrates scientific data, regulatory trends, and stakeholder engagement. The Company collaborates with experts to refine its risk identification framework and ensure alignment with TCFD recommendations. Nickel Industries has assessed the materiality of climate-related risks by conducting scenario analysis and modelling. These risks include both physical risks, such as extreme weather events and long-term climate shifts, and transition risks, such as carbon pricing, regulatory changes, and shifts in market demand. In short, the risk identification process involves:

- GHG Emissions Inventory & Materiality Analysis: the Company maps its emissions profile and prioritises financially significant risks, particularly those related to coal combustion and electricity consumption. This inventory helps quantify and track Scope 1 and Scope 2 emissions;
- Scenario-Based Risk Assessments: Nickel Industries applies IPCC RCP 4.5 & 8.5 scenarios to evaluate physical risks, such as temperature increases, extreme weather, and water availability challenges at operational sites. The Company integrates IPCC and IEA WEO models to assess physical and transition risks under different climate scenarios; and
- Regulatory and Market Risk Tracking: the Company monitors climate-related policies, carbon pricing mechanisms, and technological shifts in the nickel sector to anticipate financial impacts. The Company is developing a decarbonisation roadmap, which includes renewable energy integration, such as a 200MWp solar project at IMIP.

Physical Risk

Nickel Industries operates in regions vulnerable to climate-related changes, including rising temperatures, shifting precipitation patterns, and extreme weather events. The scenario analysis for IMIP and IWIP sites indicates a projected temperature increase of 0.6°C, which may impact working conditions and water resource demand. Meanwhile, precipitation levels are expected to increase in North Maluku but decrease in Central Sulawesi, posing potential challenges for water availability. Some other physical risks are as follows:

- Extreme weather events: continuous monitoring, data collection, and annual risk assessments ensure resilience against adverse weather conditions. The Company has implemented water management plans, including monitoring and recycling initiatives;
- Temperature and precipitation changes: implementation of adaptive measures to safeguard operational continuity, such as advanced cooling systems and efficient water management practices. The Company has implemented Infrastructure resilience measures, such as flood control and emergency response planning; and
- Sea-level rise and natural disasters: infrastructure reinforcement and contingency planning to protect coastal operations. The Company has implemented operational contingency strategies, ensuring minimal disruptions from extreme weather.

Transition Risk

Nickel Industries recognises the financial and regulatory risks posed by the global transition to a low-carbon economy. In the 2°C scenario, the Company anticipates increased regulatory pressure, carbon pricing, and the need for technological adaptation in its energy-intensive nickel production processes. Some other transition risks that the Company considers include:

- Policy & Regulation: proactive compliance with emerging carbon taxes and emissions policies;
- Technology: investment in EV trucks, renewable energy projects, and alternative fuel use to ensure long-term sustainability;
- Market & Reputation: strengthening positioning in low-carbon nickel supply for EV batteries, reinforcing commitments to responsible mining practices.

The risks above are also considered as opportunities by the Company. Hence, Nickel Industries is leveraging market opportunities in the global shift towards electric vehicle (EV) battery production. The rising demand for battery-grade nickel aligns with both the 2°C transition scenario and the Company's expansion into HPAL projects, which produce lower-carbon nickel for EV supply chains.

Overall, once risks are identified, they are evaluated based on their financial and operational significance, using a quantitative and qualitative assessment framework that factors in the probability and severity of impact, adaptation and feasibility, as well as strategic response options, such as renewable energy deployment and decarbonisation pathways. Nickel Industries integrates climate-related risks into its corporate risk management framework by embedding sustainability into investment decisions, operational planning, and governance structures.

Metrics and targets

Nickel Industries acknowledges its responsibility to support the global transition to a low-carbon economy while mitigating climate risks across its operations. The Company is committed to a 50% reduction in carbon intensity by 2035 and achieving net-zero emissions by 2050, using 2022 as a baseline (64 tCo2-e/t/Ni).

Corporate Governance Statement

The Board is committed to maintaining standards of Corporate Governance. Corporate Governance is about having a set of core values and behaviours that underpin the Company's activities and ensure transparency, fair dealing and protection of the interests of stakeholders. The Company has reviewed its corporate governance practises against the Corporate Governance Principles and Recommendations (4th edition) published by the ASX Corporate Governance Council.

The Corporate Governance Statement is dated as at 24 February 2025, reflecting the corporate governance practises throughout the 2024 financial year and was approved by the Board of Directors of the Company on 24 February 2025. A description of the Company's current corporate governance practises is set out in the Company's Corporate Governance Statement, which can be viewed at www.nickelindustries.com.au/corporate-governance/.

DIRECTORS' REPORT

The Directors present their report together with the financial report of Nickel Industries Group, being Nickel Industries Limited ('the Company' or 'Nickel Industries') and its controlled entities ('the Group'), for the year ended 31 December 2024 and the auditor's report thereon:

Directors

The names and particulars of the Directors of the Company at any time during or since the end of the year are:

Norman Alfred Seckold – Executive Chairman
Executive Chairman to 16 April 2018 and again from 31 December 2023. Director since 12 September 2007.

Norman Seckold graduated with a Bachelor of Economics degree from the University of Sydney and has spent more than 40 years in the full time management of natural resource companies, both in Australia and overseas.

Mr Seckold has been the Chairman of a number of publicly listed companies including Moruya Gold Mines (1983) N.L., which acquired the Golden Reward heap leach gold deposit in South Dakota, USA, Pangea Resources Limited, which acquired and developed the Pauper's Dream gold mine in Montana, USA, Timberline Minerals, Inc. which acquired and completed a feasibility study for the development of the MacArthur copper deposit in Nevada, USA, Perseverance Corporation Limited, which discovered and developed the Nagambie gold mine in Victoria, Valdora Minerals N.L., which developed the Rustler's Roost gold mine in the Northern Territory and the Ballarat East Gold Mine in Victoria, Viking Gold Corporation, which discovered a high grade gold deposit in northern Sweden, Mogul Mining N.L., which drilled out the Magistral and Ocampo gold deposits in Mexico and Bolnisi Gold N.L, which discovered and developed the Palmarejo and Guadalupe gold and silver mines in Mexico.

Mr Seckold is currently Chairman of ASX-listed companies Alpha HPA Limited, Sky Metals Limited and Fulcrum Lithium Ltd.

Justin Charles Werner – Managing Director
Director since 23 August 2012.

Mr Werner holds a Bachelor of Management from the University of Sydney and has been involved in the mining industry for 20 years. He was a founding partner of PT Gemala Borneo Utama, a private Indonesian exploration and mining company, which developed a heap leach gold mine in West Kalimantan and also discovered the highly prospective Romang Island with then ASX-listed Robust Resources Limited.

Prior to developing projects in Indonesia, Justin worked as a consultant, leading many successful turnaround projects for blue chip mining companies around the world including Freeport McMoran (Grasberg deposit, Indonesia where he spent 2 years), Lihir Gold (Lihir mine, Papua New Guinea), Placer Dome (Nevada, USA), BHP Billiton (Ingwe Coal, South Africa), Rio Tinto (West Angeles Iron Ore, Australia), Nickel West (Western Australia) and QNI Yabulu refinery (Queensland, Australia). He was a Director of ASX listed Alpha HPA Limited until November 2023.

Mr Werner is currently non-executive chairman of ASX-listed Far East Gold Limited.

Christopher Shepherd – Director and Chief Financial Officer
Chief Financial Officer since 15 November 2021. Director since 23 December 2022.

Chris Shepherd is a Chartered Accountant who holds Bachelor degrees in Applied Finance and Commerce. Prior to joining the Company, Chris was a Partner and Managing Director of The Pallinghurst Group in London and has over 20 years' experience in private equity, investment banking and corporate finance, advising on more than $30 billion in transactions across Australasia, North America, Europe and Africa.

Prior to The Pallinghurst Group, Chris was an investment banker at Merrill Lynch and Deutsche Bank gaining extensive experience in transaction origination, structuring and execution across the mining, industrial and consumer sectors.

James Crombie – Non-Executive Director
Director since 23 May 2008.

Jim Crombie graduated from the Royal School of Mines, London, with a B.Sc. (Hons) in Mining Engineering, having been awarded an Anglo American Scholarship. Mr. Crombie held various positions with DeBeers Consolidated Mines and the Anglo American Corporation in South Africa and Angola between 1980 and 1986. He spent the next thirteen years as a Mining Analyst and Investment Banker with Shepards, Merrill Lynch, James Capel & Co. and finally with Yorkton Securities. Mr Crombie was the Vice President, Corporate Development of Hope Bay Mining Corporation Inc. from February 1999 through May 2002 and President and CEO of Ariane Gold Corp. from August 2002 to November 2003. Mr Crombie was President, CEO and a director of Palmarejo Silver and Gold Corporation until the merger with Coeur d'Alene Mines Corporation, one of the world's leading silver companies, in December 2007. He was a director of Sherwood Copper Corporation until its business combination with Capstone Mining Corp. in November 2008. Currently, Mr Crombie is President and CEO of Odyssey Resources Corp.

Dasa Sutantio – Non-Executive Director
Director since 29 May 2020.

Mr Sutantio graduated with a Bachelor of Commerce degree from the Australian National University in 1987 and has been involved in the Asian financial sector for more than 20 years, holding various senior positions at Citibank N.A., Bank Tiara Asia Tbk., the Indonesian Bank Restructuring Agency and PT Bank Mandiri Tbk. He joined the Indonesian Tanito Group in 2010 and is currently a Director and CFO responsible for overseeing the Tanito Group's investments in the financial, mining support, marine logistics/shipping, property and hospitality sectors. Mr Sutantio is a director-appointee of PT Karunia Bara Perkasa, currently the Company's third largest shareholder.

Muliady Sutio – Non-Executive Director
Director since 21 September 2023.

Mr Sutio has a Bachelor of Industrial Engineering degree from Trisakti University in 1994. His career began at PT Astra International Tbk in 1994 as an Efficiency Division Analyst. Mr Sutio was appointed as Team Leader for PT Pamapersada Nusantara's business processes in 2000. In 2004, he was appointed as Corporate Planning and System Development Head and in 2007, he was appointed as Head of Supply Management. In 2014, he was appointed as President Director of PT Energia Prima Nusantara, as well as the Director of PT Pama Indo Mining. From 2015 until 2017, he was also appointed President Director of PT Unitra Persada Energia.

Mr Sutio currently serves as the President Director of DTN, President Director of PT Agincourt Resources which operates the world class 6.5 million ounces resources Martabe gold mine and is Commissioner of the following companies: PT Energia Prima Nusantara (a renewable energy company with interests in solar- and hydro-power operations), PT Persada Tambang Mulia, PT Sumbawa Jutaraya, PT Bhumi Jepara Services and PT Unitra Nusantara Persada, all of which are subsidiaries companies of the United Tractors group.

Haijun Wang – Non-Executive Director
Director since 1 November 2023.

Mr Wang has a Degree from Beijing University of Aeronautics and Astronautics, majoring in Solid Rocket Engines, as well as post graduate degree from the China Academy of Launch Vehicle Technology majoring in Liquid Rocket Engines. Mr Wang was the CEO of Shanghai Decent from 2008 and then became President Director of Shanghai Decent in 2023. He has worked in various senior roles with Tsingshan since 2004, including as CEO of Ruipu Technology Group from 2013 to 2016.

William Shangjaya – Non-Executive Director
Director since 9 May 2023.

Mr Shangjaya has been a key member of the rapid development of Tsingshan since 2000. His previous experience spans many senior roles and operations including head of AOD Department of Zhejiang Tsingshan Special Steel Company Limited, the General Manager of Zhejiang Tsingshan Steel Company Limited, the Chairman of Zhejiang Ruipu Machinery Company Limited, the Vice President of Ruipu Technology Group Company Limited, the Chairman of Fujian Dingxin Nickel Company Limited and the Vice Chairman of Tsingtuo Group Company Limited.

Mr Shangjaya has already played a key role in the development of the Company's RKEF operations, as a Shanghai Decent nominee to the Board of the Company's Indonesian RKEF entities, as well as director of the Company's Singaporean subsidiary holding companies.

In his current role as Chairman of Eternal Tsingshan he has successfully led the management, development and operations of the IMIP and the IWIP, which are the world's largest integrated nickel processing industrial parks with nearly 100,000 employees.

Yuanyuan Xu – Non-Executive Director
Director since 26 April 2018.

Ms Yuanyuan Xu graduated with a Bachelor Degree in Fashion Business and Fashion Design from Instituto Marangoni and then obtained a Masters Degree in Economics from the Business Institute of Pennsylvania. After graduation, Ms Xu worked on marketing, public relations and procurement activities in the fashion industry before joining the financial industry, working for Pin An Securities and IDG Capital, particularly in macro policy analysis, new energy industry research, investment and mergers and acquisitions.

She is currently an Executive Director of Shanghai Wanlu Investment Co., Ltd.

Emma Hall – Non-Executive Director
Director since 11 June 2024.

Ms Hall has held senior executive level positions at several multi-national companies in the critical minerals industry. These companies specialised in mining, as well as downstream processing, where Emma led strategy, marketing and business development functions. Prior to this, Emma's earlier career was in investment banking in Sydney and London. Emma has over 10 years' experience in the global battery metals industry including wide-ranging commercial and technical engagements with battery manufacturers and OEMs in USA, Europe, Japan, China and South Korea. This experience includes 5 years as Vice President Corporate Development at Tianqi Lithium Corporation during which the company significantly grew its presence in Australia, Chile and North Asia. Emma holds Bachelor of Commerce and Bachelor of Laws (Hons) degrees from the University of Western Australia and a Masters of Applied Finance from Macquarie University and is a graduate of the Australian Institute of Company Directors.

Management

Richard James Edwards – Company Secretary
Company Secretary since 28 March 2012.

Richard Edwards graduated with a Bachelor of Commerce degree from the University of New South Wales, is a Fellow of the Governance Institute of Australia, a member of CPA Australia and holds a Graduate Diploma of Applied Finance and Investment from FINSIA. Mr Edwards has worked for over twenty years providing financial reporting and company secretarial services to a range of publicly listed companies in Australia with a focus on the mining sector. He is also Company Secretary of ASX-listed Alpha HPA Limited and Prospech Limited.

Simon Miller – General Manager Battery Materials
General Manager Battery Materials since 14 October 2024.

Mr Miller graduated from Deakin University with a Bachelor of Engineering Technology and Bachelor of Commerce, with an additional postgraduate Master of Commerce in International Finance and Trade. Mr Miller spent 10 years in Australia and Europe in the mining and smelting industries (Copper and Zinc) before moving downstream into lithium-ion battery cell manufacturing, where he spent the last five years leading the department commercially responsible for raw materials, precursors and cathode active materials (Lithium, Nickel, Cobalt and Manganese). He has previously sat on LME committees for Lithium and Cobalt and currently sits on the LME Nickel advisory committee.

Muchtazar – Sustainability Manager
Sustainability Manager since 16 August 2021.

Muchtazar holds a Bachelor of Engineering degree from the Bandung Institute of Technology (ITB) and a Master of Environmental Science from the University of Indonesia. In 2019, he was honoured with the SDG Pioneer award from the United Nations Global Compact, becoming the second Indonesian to receive this distinguished accolade. Since his appointment as Head of Sustainability in 2021, Muchtazar has effectively led the company's Sustainability Department, focusing on the development and implementation of various ESG programs. His efforts have resulted in significant ESG milestones, including the announcement of corporate commitment to achieving net zero emissions by 2050 and a reduction in carbon intensity by 50% by 2035 at the United Nations Climate Change Conference 2023 (COP28) in Dubai. Furthermore, the Hengjaya Mine has been recognised as a model for sustainable mining operations in Indonesia, having received the prestigious Green PROPER rating from the Indonesia Ministry of Environment and Forestry since 2022.

Directors' Meetings

The number of Directors' meetings held and number of meetings attended by each of the Directors of the Company, while they were a Director, during the year are:

Director	Board meetings		Audit Committee meetings		Remuneration Committee meetings		Sustainability Committee meetings	
	Held	Attended	Held	Attended	Held	Attended	Held	Attended
Norman Seckold	7	7	-	-	2	2	1	1
Justin Werner	7	7	-	-	-	-	2	2
Chris Shepherd	7	7	-	-	-	-	2	2
James Crombie	7	6	2	2	2	2	-	-
Emma Hall[(1)]	3	3	1	1	-	-	-	-
Dasa Sutantio	7	6	-	-	-	-	-	-
Muliady Sutio	7	7	-	-	-	-	-	-
Haijun Wang	7	7	2	2	-	-	-	-
William Shangjaya	7	7	-	-	-	-	2	2
Yuanyuan Xu	7	7	-	-	-	-	-	-

[(1)] Appointed as a Director on 11 June 2024.

Directors' Interests

The beneficial interests of each Director of the Company in the issued share capital of the Company are:

Director	1 January 2024	Purchased	Sold	Date of this report
Norman Seckold	113,715,661	-	-	113,715,661
Justin Werner	32,611,228	-	-	32,611,228
James Crombie	6,580,000	-	-	6,580,000
Chris Shepherd	57,723	-	-	57,723
Dasa Sutantio	-	-	-	-
William Shangjaya	-	-	-	-
Muliady Sutio	-	-	-	-
Haijun Wang	-	-	-	-
Yuanyuan Xu	119,075,237	-	-	119,075,237
Emma Hall	-[(1)]	-	-	-

[(1)] Number held on date of appointment as a Director on 11 June 2024.

Dividends

The Company paid an interim unfranked dividend of A$0.025 per share during the year and a final unfranked dividend for 2023 of A$0.025 during the year ended 31 December 2024 amounting to $142,731,425. Total dividends of A$0.05 per share were paid or declared during the year ended 31 December 2024.

Significant Changes in State of Affairs

In the opinion of the Directors, significant changes in the state of affairs of the Group that occurred during the year ended 31 December 2024 were as follows:

- the Company completed the acquisition of a further 30.25% equity interest in the ENC Project by cash payment of $695.8M, taking the Company's interest in the ENC project to 44%;
- in August 2024, the Company signed definitive agreements for the acquisition of the Sampala Project, three contiguous nickel IUPs (mining licences) covering 6,654 hectares; and
- in September 2024, the Company completed the acquisition of an initial 51% of the Siduarsi project.

In the opinion of the Directors, there were no other significant changes in the state of affairs of the Group during the year ended 31 December 2024 other than as disclosed in this Directors' Report, or in the financial statements.

Impact of Legislation and Other External Requirements

On 12 January 2014 the Indonesian Government introduced a ban on the export of unprocessed minerals. As a consequence, the mining operations at the Hengjaya Mine ceased. Whilst the ban on the export of unprocessed minerals remains in place, mining operations were recommenced in October 2015 following the signing of a series of offtake agreements to supply ore to Tsingshan group companies within the IMIP. There were no environmental or other legislative requirements during the year that have significantly impacted the results or operations of the Group.

As disclosed in the Business Risks section of this report the Company is also monitoring the tax implications and risks resulting from the Base Erosion and Profit Shifting (BEPS) Pillar 2.0 requiring multinational enterprises to pay a minimum effective corporate tax rate of 15%.

Environmental Regulations

The Group's operations are subject to environmental regulations in the Republic of Indonesia.

The Board of Directors, the Sustainability Committee of the Company and its Sustainability Manager regularly monitors compliance with environmental regulations. The Directors are not aware of any significant breaches of these regulations during the period covered by this report.

The Group's third Sustainability Report was published in June 2024.

Likely Developments

Information as to likely developments in the operations of the Group and the expected results of those operations in subsequent years has not been included in this report because disclosure of this information would be likely to result in unreasonable prejudice to the Group.

Indemnification of Officers and Auditors

During or since the end of the year, the Company has not indemnified or made a relevant agreement to indemnify an officer or auditor of the Company against a liability incurred by such an officer or auditor. In addition, the Company has not paid or agreed to pay, a premium in respect of a contract insuring against a liability incurred by an officer or auditor.

Non-audit Services

During the year ended 31 December 2024 KPMG, the Company's auditor, has performed other services in addition to their statutory audit duties.

	2024	2023
Auditors of the Company	**$**	**$**
Audit and review of financial reports – KPMG Australia	540,656	388,483
Audit and review of financial reports – KPMG Indonesia	290,995	254,567
Other assurance services – KPMG Australia	54,783*	250,515
Other assurance services – KPMG Indonesia	27,996	13,413
Advisory services – KPMG Australia	117,218	-
Advisory services – KPMG Indonesia	3,211	-
	1,034,859	906,978

* Additionally, KPMG was paid $152,046 for other assurance services undertaken on behalf of PT Danusa Tambang Nusantara, for which the Company was reimbursed.

The Directors are satisfied that the provision of non-audit services, during the 2024 year, by the auditor, or by another person or firm on the auditor's behalf, is compatible with the general standard of independence for auditors imposed by the Corporations Act 2001 (Cth). The Directors are of the opinion that these services, do not compromise the external auditor's independence for the following reasons:

- all non-audit services have been reviewed and approved to ensure that they do not impact the integrity and objectivity of the auditor; and
- none of the services undermine the general principles relating to auditor independence, as set out in Code of Conduct APES 110 Code of Ethics for Professional Accountants issued by the Accounting Professional & Ethical Standards Board, including reviewing or auditing the auditor's own work, acting in a management or decision-making capacity for the Company, acting as advocate for the Company or jointly sharing economic risks and rewards.

Events Subsequent to Balance Date

There has not arisen in the interval between the end of the financial year and the date of this report any other item, transaction or event of a material and unusual nature likely, in the opinion of the Directors of the Company, to affect significantly the operations of the Group, the results of those operations, or the state of affairs of the Group, in future financial years.

Business Risk Disclosures

Risk	Description	Mitigant
Commodity price fluctuations	As a producer of NPI, nickel matte and MHP, the earnings of Nickel Industries are correlated to the price of NPI and nickel matte, and Nickel Industries' cash costs are correlated to the price of other commodities including coal and nickel ore. Commodity prices, including NPI, nickel matte, coal and nickel ore can fluctuate rapidly and are affected by numerous factors beyond the control of the Company. These factors include world demand for commodities, production cost levels, macroeconomic factors such as expectations regarding inflation, interest rates and global and regional demand for, and supply of, commodities, general global economic conditions, and short positions taken by traders, miners and processors. A decline in the market price of NPI, nickel matte or MHP, and price fluctuations for other commodities may have an adverse effect on the Company's revenues and operations and the Company's ability to fund those operations. At 31 December 2024 the Company has impaired the carrying value of its Hengjaya Nickel and Ranger Nickel RKEF operations. Should margins remain low for a prolonged period, further impairment of carrying values may be required in the future.	The Company continues to focus on minimising the cost of production, which we believe provides a level of cash flow protection through the cycle. The Company's continued diversification of its product offering, including once the ENC is in production increased MHP as well as nickel cathode and nickel sulphate - these products all have different price drivers that over the medium to long-term, should increase the stability of the Company's earnings.
Reliance on Tsingshan group	The continued operations of Hengjaya Nickel, Ranger Nickel, Angel Nickel and Oracle Nickel and the development of HPAL and potential nickel matte converter projects are reliant on the relationship between the Company and Tsingshan, and Tsinghan's role in developing and constructing those projects. ***Sales*** All sales of NPI and MHP are currently sold to Tsingshan group companies and the Company has heavy reliance on the Tsingshan group as a purchaser of NPI produced from Hengjaya Nickel, Ranger Nickel, Angel Nickel and Oracle Nickel. There may be a materially adverse effect on the Company's financial performance and that of Hengjaya Nickel, Ranger Nickel, Angel Nickel, Oracle Nickel and Tsing Creation if Shanghai Decent fails to purchase all of the offtake and alternative customers are not found. ***Supply of ancillary services within the IMIP and IWIP*** The Company and the Group Entities do not have any formal contractual agreements for the supply of ancillary services within the IMIP or IWIP that support the operations of Hengjaya Nickel, Ranger Nickel, Angel Nickel and Oracle Nickel (for example, power and access to port). The operations of the Company and the Group Entities may be affected if these services are not supplied as in the past. ***Design and construction of the ENC Project*** Additionally, Shanghai Decent is responsible for the design and construction of the Excelsior Nickel Cobalt project, and currently holds a 56% interest in the project.	To facilitate the operations of Hengjaya Nickel, Ranger Nickel and Oracle Nickel within the IMIP, and Angel Nickel within the IWIP, Shanghai Decent entered into formal collaboration agreements with the Company in which: • Shanghai Decent has committed to purchase all of the Company's NPI production. The production of nickel products other than NPI may be sold to third parties (which Shanghai Decent encourages) providing customer diversification; • IMIP/IWIP provides such services to the relevant Group Entity in accordance with the 'principle of non-discrimination', substantially the same manner, with the same degree of care and at the same price without discrimination of any kind (such as priority of entry) as it does for users within the IMIP or IWIP (as the case may be); and • Shanghai Decent has provided a nameplate (i.e. production level) and commissioning guarantee to the Company, and Shanghai Decent has an extensive history of successfully doing as such. Finally, the Board of Directors believes the interests of Shanghai Decent are closely aligned with that of the Company, given Shanghai Decent's major shareholding in the Company (directly) and its ownership interests in each of the Company's RKEF projects.
Environmental, social and governance risk	Mining for ore and processing NPI , nickel matte and MHP can be potentially environmentally hazardous and may give rise to	The Company seeks to minimise these risks by conducting its activities

Risk	Description	Mitigant
	potentially substantial costs for environmental rehabilitation, damage control and losses. Significant liability could be imposed on the Hengjaya Mine, Hengjaya Nickel entities, the Ranger Nickel entities, the Angel Nickel entities, the Oracle Nickel entities, and the ENC and HNC HPAL projects for damages, clean-up costs, or penalties in the event of certain discharges into the environment, environmental damage caused by previous occupiers or non-compliance with environmental laws or regulations. Further, the failure of the Company or its related entities to engage with the local communities would risk disaffection on the part of the communities, which may have adverse implications for the Company's operations.	(including its operating entities where within its control) in an environmentally responsible manner, in accordance with applicable laws and regulations and where possible, by carrying appropriate insurance coverage. Further, the Company maintains strong community relations to ensure that the local stakeholders are supportive of the Company's operations in Indonesia.
Management and key personnel risk	The Company's business and future success heavily depends upon the continued services of a small group of executive management and other key personnel. If one or more of the Company's management or key personnel were unable or unwilling to continue in their present positions, the Company might not be able to replace them easily or at all. The Company's business may be severely disrupted, its financial condition and results of operations may be materially adversely affected, and it may incur additional expenses to recruit, train and retain personnel.	Remuneration consultants have been engaged by the Group during the year ended 31 December 2024, but their final reporting to the Company remains outstanding.
Climate risk	The Hengjaya Mine and the IMIP, where the Hengjaya Nickel, Ranger Nickel and Oracle Nickel RKEF lines and the HNC and ENC Projects are located, is located in the Indonesian province of Central Sulawesi. The IWIP, where the Angel Nickel RKEF lines are located, is located in Halmahera Island in Indonesia's North Maluku province. The Hengjaya Mine. Hengjaya Nickel, Ranger Nickel, Angel Nickel Oracle Nickel and HNC operations are therefore subject to the local climate of Central Sulawesi and North Maluku. Exploration, mining production and transportation activities may be susceptible to risks and hazards resulting from sustained precipitation or other weather conditions. If these risks do occur, they may result in production delays, increased costs and increased liabilities. Further, changes in laws and policies, including in relation to carbon pricing, greenhouse gas emissions and energy efficiency, may adversely impact operations. Technological changes, including increasing use of renewable energy, may affect operations.	For a discussion on the Company's current strategy to mitigate these risks, please refer to 'TCFD section' of this report.
Cyber risk	The Company and its Group Entities rely on IT infrastructure and systems and the efficient and uninterrupted operation of core technologies. The Company's core technologies and other systems and operations could be exposed to damage or interruption from system failures, computer viruses, cyber-attacks, power or telecommunication provider's failure or human error. These events may cause one or more of the Company's core technologies to become unavailable. Any interruptions to these operations would impact the Company's ability to operate and could result in business interruption, loss of customers and revenue, damaged reputation and weakening of competitive position and could therefore adversely affect the Company's operating and financial performance.	The Company engages a reputable third-party IT firm to manage its IT infrastructure and cyber-security. In early 2024 the Company changed IT firms with the aim of enhancing its cyber-security levels.
Changes in taxation laws and policies	Changes to tax laws may affect the Company and its shareholders, and the Group Entities. There may be tax implications arising from ownership of the Company's shares, the receipt of dividends (if any) from the	The Company, with its advisors, monitors developments in this respect and would seek to engage the relevant authorities should any of these risks emerge.

Risk	Description	Mitigant
	Company, receiving returns of capital and the disposal of the shares. Taxation concessions available to any Group Entity may change or cease to be applicable over time. Further, there may be further potential tax implications and risks resulting from the Base Erosion and Profit Shifting (BEPS) Pillar 2.0. Broadly, the rules are on new global minimum tax and aim to ensure that multinational enterprises (MNEs) pay a minimum effective corporate tax rate of 15%. This has been legislated in Australia commencing 1 January 2024, in Indonesia and Singapore from 1 January 2025 and is anticipated to be enacted by Hong Kong. Additionally, the rules are expected to heighten the level of reporting and compliance to evaluate the impact on the Company's financial statements, and report to the relevant tax authorities where required.	Further, the Company continues to diversify its production mix which may provide some protection against the effects of any changes in tax laws and policies that affect any one nickel product. With respect to BEPS Pillar 2.0, the Company has taken measures to analyse the potential impact on the Company's future financial and tax position.

Remuneration Report - (Audited)

All amounts in this remuneration report are in Australian Dollars unless otherwise stated.

Principles of Compensation - (Audited)

Key management personnel have authority and responsibility for planning, directing and controlling the activities of the Group. Key management personnel comprise the Directors of the Company. No other employees have been deemed to be key management personnel. The policy of remuneration of Directors and senior executives is to ensure the remuneration package properly reflects the person's duties and responsibilities, and that remuneration is competitive in attracting, retaining and motivating people of the highest quality. Compensation levels have been, and will be, set to be in line with Australian listed entities of equivalent size and comparable operations in order to attract and retain suitably qualified and experienced key management personnel but also having regard to the prevailing financial capacity of the Company.

The Board is responsible for reviewing and evaluating its own performance. The evaluation process is intended to assess the Group's business performance, whether long term strategic objectives are being achieved and the achievement of individual performance objectives.

Remuneration generally consists of salary payments and no share-based payments have been made. The remuneration disclosed below represents the cost to the Group for the services provided under these arrangements.

Consultancy Agreements with key management personnel

The Company has entered into an executive consultancy agreement with a company associated with Norman Seckold. Under this executive consultancy agreement, the consultancy company of Mr Seckold agrees to make Mr Seckold available to perform the duties and responsibilities of the position of Executive Chairman. During the year the Company received a fee of A$33,333 per month, equating to A$400,000 per annum. The consultancy agreement commenced on 1 May 2018 and continues until terminated in accordance with its terms.

The Company has entered into an executive consultancy agreement with a company associated with Justin Werner. Under this executive consultancy agreement, the consultancy company of Mr Werner agrees to make Mr Werner available to perform the duties and responsibilities of the position of Managing Director. During the year the consultancy company received a fee of US$29,533 per month, equating to US$354,396 per annum, the equivalent of A$539,251. Additionally, Mr Werner is paid a salary by PT Hengjaya Mineralindo, which combined with his consultancy fee received by the Company is to take his underlying salary to US$500,000. His gross compensation shown in the table below includes amounts paid to him directly in Indonesia for travel allowance, taxes and an operational bonus equivalent to A$61,594, which combined took his total remuneration by the group to the equivalent of A$941,506. The consultancy agreement commenced on 1 April 2018 and continues until terminated in accordance with its terms, the employment agreement with PT Hengjaya Mineralindo being ongoing until terminated in accord with its terms.

Remuneration Report - (Audited)

Principles of Compensation - (Audited) (Cont.)

The Company has entered into an employment agreement with Director and Chief Financial Officer Chris Shepherd. Under this agreement, Mr Shepherd received A$50,000 per month, including superannuation, equating to A$600,000 per annum, inclusive of superannuation. From 1 August 2024, Mr Shepherd received A$75,000 per month, including superannuation, equating to A$900,000. The agreement commenced on 1 August 2021 and Mr Shepherd assumed the position of Chief Financial Officer on 15 November 2021. Additionally, Mr Shepherd was awarded a discretionary performance bonus of A$600,000 during this financial year as approved by the Remuneration Committee.

Each Executive Director is entitled to be reimbursed for reasonable travel and other expenses incurred in connection with attending meetings of the Board and any committee on which he or she serves. The consultancy and employment agreements may be terminated by the Company or the consultancy company by either party giving three months' notice. The Company may in its absolute discretion make a payment in lieu of all or part of such notice and the employment would terminate on the date that the Company notifies the Director of the termination. The Company may terminate the consultancy agreements without notice in certain circumstances, including but not limited to a breach of contract, criminal activity or serious misconduct by the consultancy company or the key management personnel.

Each of the Company's Non-Executive Directors have entered into Letters of Appointment with the Company to serve as Non-Executive Directors. During the year, each of the Non-Executive Directors James Crombie, Dasa Sutantio, Muliady Sutio, William Shangjaya, Haijun Wang, Yuanyuan Xu and Emma Hall received a fee of A$8,333 per month, equating to A$100,000 per annum.

Each Non-Executive Director receives a fee of A$10,000 per annum for each Board committee on which they serve; that is, James Crombie and Emma Hall two committees, Haijun Wang and William Shangjaya one committee.

No Directors or senior executives received performance related remuneration during the year ended 31 December 2024, other than the bonuses outlined for Mr Shepherd and Mr Werner above. Remuneration consultants were engaged by the Group during the year ended 31 December 2024 and this work was not yet finalised. During 2024 they were paid A$112,875.

Consequences of performance on shareholder wealth

In considering the Group's performance and benefits for shareholder wealth, the Board has regard to the following information in respect of the current year ended 31 December 2024 and the previous five financial periods.

US$	2024 $	2023 $	2022 $	2021 $	2020 $	6 Months to 31 December 2019 $
Net profit/(loss) attributable to owners of the Company	(168,589,135)	121,597,563	158,978,977	137,938,917	110,610,841	56,504,374
Dividends paid	142,731,425	85,569,052	72,724,697	75,088,707	15,441,648	-

The Board also considers non-financial indices in assessing the Group's performance and the shareholders wealth. This includes obtaining the permits and approvals to further develop the mining operations, identifying and opportunities for potential strategic business partnerships and ventures and the success of fund raising activities.

Remuneration Report - (Audited)

Details of Remuneration for the Year Ended 31 December 2024 - (Audited)

Details of Director remuneration and the nature and amount of each major element of the remuneration of each Director of the Company are set out below. All balances included are denominated in Australian dollars.

Remuneration for year ended 31 December 2024:

Key management personnel	Short term	Post-employment	Share based payments				
	Salary and fees A$	Superannuation A$	Shares A$	Other Benefit[7] A$	Total A$	Proportion of remuneration performance related %	Value of options as a proportion of remuneration %
Executive Directors							
Norman Seckold	400,000	-	-	-	400,000	-	-
Justin Werner	879,912	-	-	61,594	941,506	6.5	-
Christopher Shepherd[1]	650,885	73,587	-	608,270	1,332,742	45.6	-
Non-Executive Directors							
James Crombie	120,000	-	-	-	120,000	-	-
Dasa Sutantio	100,000	-	-	-	100,000	-	-
Muliady Sutio	100,000	-	-	-	100,000	-	-
Haijun Wang	110,000	-	-	-	110,000	-	-
William Shangjaya	100,000	-	-	-	100,000	-	-
Yuanyuan Xu	100,000	-	-	-	100,000	-	-
Emma Hall[2]	66,667	-	-	-	66,667	-	-
Total	**2,627,464**	**73,587**	**-**	**669,864**	**3,370,915**		

[1] Other benefit includes bonuses paid and increase in annual leave balance accrued carried forward.

[2] Appointed as a Director on 11 June 2024.

Remuneration for year ended 31 December 2023:

Key management personnel	Short term	Post-employment	Share based payments				
	Salary and fees A$	Superannuation A$	Shares A$	Other Benefit[7] A$	Total A$	Proportion of remuneration performance related %	Value of options as a proportion of remuneration %
Executive Directors							
Norman Seckold	400,000	-	-	-	400,000	-	-
Justin Werner	855,037	-	-	51,484	906,521	5.7	-
Christopher Shepherd[7]	538,641	61,359	-	38,385	638,385	6.0	-
Non-Executive Directors							
Robert Neale[1]	200,992	21,508	-	-	222,500	-	-
James Crombie	112,500	-	-	-	112,500	-	-
Weifeng Huang[2]	84,167	-	-	-	84,167	-	-
Mark Lochtenberg[3]	92,929	10,754	-	-	103,683	-	-
Dasa Sutantio	92,500	-	-	-	92,500	-	-
Muliady Sutio[4]	27,778	-	-	-	27,778	-	-
Haijun Wang[5]	16,667	-	-	-	16,667	-	-
William Shangjaya[6]	58,333	-	-	-	58,333	-	-
Yuanyuan Xu	92,500	-	-	-	92,500	-	-
Total	**2,572,044**	**93,621**	**-**	**89,869**	**2,755,534**		

[1] Resigned as a Director on 31 December 2023.

[2] Resigned as a Director on 1 November 2023.

[3] Resigned as a Director on 8 November 2023.

[4] Appointed as a Director on 21 September 2023.

[5] Appointed as a Director on 1 November 2023.

[6] Appointed as a Director on 9 May 2023.

[7] Other benefit includes bonuses paid and increase in annual leave balance accrued carried forward.

Remuneration Report - (Audited)

Details of Remuneration for the Year Ended 31 December 2024 - (Audited)

The total remuneration expense for the year ended 31 December 2024 of A$3,370,915 (December 2023: A$2,755,534) has been recognised in the Statement of Profit or Loss at the US$ equivalent of $2,192,117 (December 2023: $1,828,572).

Movement in shares - (Audited)

The movement during the reporting year in the number of ordinary shares in the Company held directly, indirectly or beneficially, by each key management person, including their related parties, is as follows:

	1 January 2024	Purchased	Sold	31 December 2024
Norman Seckold	113,715,661	-	-	113,715,661
Justin Werner	32,611,228	-	-	32,611,228
Christopher Shepherd	57,723	-	-	57,723
James Crombie	6,580,000	-	-	6,580,000
Emma Hall[(1)]	-	-	-	-
Dasa Sutantio	-	-	-	-
Muliady Sutio	-	-	-	-
Haijun Wang	-	-	-	-
William Shangjaya	-	-	-	-
Yuanyuan Xu	119,075,237	-	-	119,075,237

(1) Appointed as a Director on 11 June 2024.

	1 January 2023	Purchased	Sold	31 December 2023
Robert Neale[(1)]	10,700,000	-	-	10,700,000
Norman Seckold	113,715,661	-	-	113,715,661
Justin Werner	29,765,228	2,846,000	-	32,611,228
James Crombie	6,580,000	-	-	6,580,000
Christopher Shepherd	57,723	-	-	57,723
Weifeng Huang	3,510,000	350,000	-	3,860,000[(2)]
Mark Lochtenberg[(3)]	37,538,584	2,000,000	-	39,538,584[(3)]
Dasa Sutantio	-	-	-	-
Muliady Sutio[(4)]	-[(2)]	-	-	-
Haijun Wang[(5)]	-[(3)]	-	-	-
William Shangjaya[(6)]	-[(1)]	-	-	-
Yuanyuan Xu	97,258,258	21,816,979	-	119,075,237

(1) Resigned as a Director on 31 December 2023.
(2) Resigned as a Director on 1 November 2023.
(3) Resigned as a Director on 8 November 2023.
(4) Appointed as a Director on 21 September 2023.
(5) Appointed as a Director on 1 November 2023.
(6) Appointed as a Director on 9 May 2023.

Remuneration Report - (Audited)

Transactions with Key Management Personnel - (Audited)

Director Norman Seckold holds a beneficial interest in an entity, MIS Corporate Pty Limited, which provided full administrative services, including administrative, accounting and company secretarial staff both within Australia and Indonesia, rental accommodation, services and supplies to the Group. Fees charged by MIS during the year amounted to A$600,000 (31 December 2023: A$456,000). As at 31 December 2024 A$50,000 (31 December 2023: A$0) remained outstanding.

Lead Auditor's Independence Declaration under Section 307C of the Corporations Act 2001

The lead auditor's independence declaration is set out on page 33 and forms part of the Directors' Report for the year ended 31 December 2024.

Signed at Sydney this 24th day of February 2025 in accordance with a resolution of the Board of Directors:

Norman Seckold	**Justin Werner**
Chairman	**Managing Director**

Lead Auditor's Independence Declaration under Section 307C of the Corporations Act 2001

To the Directors of Nickel Industries Limited

I declare that, to the best of my knowledge and belief, in relation to the audit of Nickel Industries Limited for the financial year ended 31 December 2024 there have been:

i. no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and

ii. no contraventions of any applicable code of professional conduct in relation to the audit.

KPMG

KPMG

Adam Twemlow

Partner

Brisbane

24 February 2025

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2024

US$	Notes	31 December 2024 $	31 December 2023 $
Sales revenue	24	1,744,452,733	1,880,104,794
Cost of sales		(1,429,798,345)	(1,430,421,113)
Depreciation and amortisation expense	12, 17	(127,978,181)	(111,656,383)
Gross profit		186,676,207	338,027,298
Directors' fees and consultants' expenses		(15,350,381)	(12,443,641)
Exploration and evaluation expenditure		(1,317,061)	(3,483,240)
Gain/(loss) of equity accounted investees	17	7,235,507	(2,560,590)
Other expenses[8]	4	(19,125,238)	(18,195,163)
Impairment expense	18	(236,582,302)	-
Results from operating activities		(78,463,268)	301,344,664
Financial income	5	13,202,476	13,520,610
Financial expense	5	(108,198,973)	(90,897,416)
Net financial expense		(94,996,497)	(77,376,806)
(Loss)/profit before income tax		(173,459,765)	223,967,858
Income tax expense	11	(16,336,601)	(47,764,482)
(Loss)/profit for the year		(189,796,366)	176,203,376
Other comprehensive income			
Items that may be classified subsequently to profit or loss		(19,493)	(98,781)
Total comprehensive (loss)/profit for the year		(189,815,859)	176,104,595
(Loss)/profit attributable to:			
Owners of the Company		(168,589,135)	121,597,563
Non-controlling interest	18	(21,207,231)	54,605,813
(Loss)/profit for the year		(189,796,366)	176,203,376
Total comprehensive (loss)/profit attributable to:			
Owners of the Company		(168,604,729)	121,518,538
Non-controlling interest	18	(21,211,130)	54,586,057
Total comprehensive (loss)/profit for the year		(189,815,859)	176,104,595
Earnings per share			
Basic and diluted (loss)/profit per share (cents) for the year	10	(3.93)	3.57

The above consolidated statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes.

[8] Refer to Note 2 for reclassification of prior period expenses.

NICKEL INDUSTRIES LIMITED
and its controlled entities

CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2024

US$	Notes	31 December 2024 $	31 December 2023 $
Current assets			
Cash and cash equivalents	20	210,953,629	284,053,495
Term deposits and cash reserve	6	11,514,444	494,753,107
Trade and other receivables	7	345,632,514	328,505,849
Inventory	9	139,818,686	199,448,465
Other current assets	8	36,002,832	37,911,368
Total current assets		743,922,105	1,344,672,284
Non-current assets			
Other non-current assets	8	68,243,467	41,242,609
Trade and other receivables	7	49,498,824	101,374,795
Inventory	9	53,035,397	12,667,046
Property, plant and equipment	12	1,572,652,484	1,836,771,098
Exploration and evaluation assets	13	56,211,778	24,884,921
Investment in equity accounted investees	17	1,230,274,917	527,239,410
Intangible Assets	17	75,065,789	79,745,215
Goodwill	18	47,343,509	102,748,404
Total non-current assets		3,152,326,165	2,726,673,498
Total assets		3,896,248,270	4,071,345,782
Current liabilities			
Trade and other payables	14	194,768,408	192,758,925
Current tax payable	11	21,571,187	26,092,246
Provision – employees' benefit obligation		2,256,151	1,761,767
Borrowings	15	136,381,806	257,269,448
Total current liabilities		354,977,552	477,882,386
Non-current liabilities			
Provision – rehabilitation		921,522	1,845,273
Deferred income tax liability	11	64,212,593	96,099,816
Other non-current liability		9,726,283	1,122,739
Borrowings	15	918,180,614	587,753,980
Total non-current liabilities		993,041,012	686,821,808
Total liabilities		1,348,018,564	1,164,704,194
Net assets		2,548,229,706	2,906,641,588
Equity			
Share capital	16	2,035,227,454	2,032,927,026
Reserves	16	19,050,346	19,065,940
Retained profits		61,739,540	373,060,100
Total equity attributable to equity holders of the Company		2,116,017,340	2,425,053,066
Non-controlling interest	18	432,212,366	481,588,522
Total equity		2,548,229,706	2,906,641,588

The above consolidated statement of financial position should be read in conjunction with accompanying notes.

NICKEL INDUSTRIES LIMITED
and its controlled entities

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2024

US$	Notes	Share capital $	Retained profits $	Reserves $	Total $	Non- controlling Interest $	Total equity $
Balance at 1 January 2023		942,442,827	337,031,589	19,144,965	1,298,619,381	515,925,058	1,814,544,439
Total comprehensive income for the year							
Profit for the year		-	121,597,563	-	121,597,563	54,605,813	176,203,376
Remeasurement of defined benefit obligation		-	-	(79,025)	(79,025)	(19,756)	(98,781)
Total comprehensive income for the year		-	121,597,563	(79,025)	121,518,538	54,586,057	176,104,595
Transactions with owners, recorded directly in equity							
Issue of shares	16	1,098,929,850	-	-	1,098,929,850	-	1,098,929,850
Costs of issue	16	(8,445,651)	-	-	(8,445,651)	-	(8,445,651)
Dividends	16	-	(85,569,052)	-	(85,569,052)	-	(85,569,052)
Transaction with non-controlling interest without a change of control	18	-	-	-	-	(50,071,431)	(50,071,431)
Distributions to non-controlling interest		-	-	-	-	(38,851,162)	(38,851,162)
Balance at 31 December 2023		2,032,927,026	373,060,100	19,065,940	2,425,053,066	481,588,522	2,906,641,588
Balance at 1 January 2024		2,032,927,026	373,060,100	19,065,940	2,425,053,066	481,588,522	2,906,641,588
Total comprehensive income for the year							
Loss for the year		-	(168,589,135)	-	(168,589,135)	(21,207,231)	(189,796,366)
Remeasurement of defined benefit obligation		-	-	(15,594)	(15,594)	(3,899)	(19,493)
Total comprehensive loss for the year		-	(168,589,135)	(15,594)	(168,604,729)	(21,211,130)	(189,815,859)
Transactions with owners, recorded directly in equity							
Issue of shares	16	2,300,428	-	-	2,300,428	201,154	2,501,582
Dividends	16	-	(142,731,425)	-	(142,731,425)	-	(142,731,425)
Non-controlling interest change on acquisition	16	-	-	-	-	3,028,627	3,028,627
Distributions to non-controlling interest		-	-	-	-	(31,394,807)	(31,394,807)
Balance at 31 December 2024		2,035,227,454	61,739,540	19,050,346	2,116,017,340	432,212,366	2,548,229,706

The above consolidated statement of changes in equity should be read in conjunction with the accompanying notes.

NICKEL INDUSTRIES LIMITED
and its controlled entities

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2024

US$	Notes	31 December 2024 $	31 December 2023 $
Cash flows from operating activities			
Cash receipts from customers		1,805,677,055	1,763,110,738
Cash payments to employees and suppliers		(1,481,759,638)	(1,485,241,508)
Interest received		14,232,475	11,729,421
Taxes and fees paid		(55,293,324)	(56,359,558)
Payments for exploration and evaluation		(1,463,231)	(3,483,240)
Net cash from operating activities	20	281,393,337	229,755,853
Cash flows from investing activities			
Receipts/(payments) from/(for) term deposit	6	490,913,689	(490,913,669)
Payments for exploration and evaluation assets	13	(18,414,666)	(24,884,921)
Payments for property, plant and equipment	12	(54,188,935)	(19,109,620)
Payments for construction in progress	12	(3,704,714)	(179,880,251)
Payments for investments	17	(695,800,000)	(341,300,000)
Payments for other non-current assets	8	-	(15,000,000)
Payments for additional interest in controlled entity	18	-	(75,000,000)
Cash on acquisition of controlled entity	18	601,151	-
Advancement of loan monies	8	(8,311,781)	(7,000,000)
Net cash used in investing activities		(288,905,256)	(1,153,088,461)
Cash flows from financing activities			
Proceeds from issue of shares	16	-	828,929,850
Costs of issue	16	-	(8,445,651)
Dividend distributions	16	(142,731,425)	(85,569,052)
Payments for cash reserve amount	6	(7,675,026)	(3,839,438)
Proceeds from borrowings, net of borrowing costs	15, 20(c)	454,762,003	580,530,280
Repayment of borrowings	15, 20(c)	(252,718,000)	(315,482,000)
Payment of interest charges	20(c)	(84,253,942)	(51,008,068)
Payment of financing expenses	5	-	(18,476,640)
Distributions to non-controlling interest		(31,394,807)	(38,851,162)
Contributions by non-controlling interest		-	173,380,988
Net cash from/(used in) financing activities		(64,011,197)	1,061,169,107
Net increase in cash and cash equivalents		(71,523,116)	137,836,499
Effect of exchange rate adjustments on cash held		(1,576,750)	1,974,639
Cash and cash equivalents at the beginning of the year		284,053,495	144,242,357
Cash and cash equivalents at the end of the year		210,953,629	284,053,495

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2024

Non-cash financing and investing activities:

The acquisition of an investment disclosed in Note 18 included a non-cash transaction of $2,300,428 which was funded through the issue of $2,300,428 in shares.

Non-cash investing activities			
Payment for acquisition of interest in equity accounted investee		-	(270,000,000)
Payment for acquisition of controlled entity	18	2,300,428	-
Total non-cash investing activities		2,300,428	270,000,000
Non-cash financing activities			
Proceeds from issue of shares	16	2,300,428	270,000,000
Total non-cash investing activities		2,300,428	270,000,000

The above consolidated statement of cash flows should be read in conjunction with the accompanying notes.

NOTE 1 - REPORTING ENTITY

Nickel Industries Limited (the 'Company') is a company domiciled in Australia. The consolidated financial report for the year ended 31 December 2024 comprises the Company and its subsidiaries (together referred to as the 'Group'). The Group is a for-profit entity and is involved in nickel ore mining, nickel pig iron and nickel matte production operations and now the production of mixed hydroxide precipitate for use in the electric vehicle supply chain.

NOTE 2 - BASIS OF PREPARATION

Statement of compliance

The financial report is a general purpose financial report which has been prepared in accordance with Australian Accounting Standards ('AASBs') adopted by the Australian Accounting Standards Board ('AASB') and the Corporations Act 2001. The consolidated financial report of the Group complies with International Financial Reporting Standards ('IFRS') and interpretations adopted by the International Accounting Standards Board ('IASB').

The financial report was authorised for issue by the Directors on 24 February 2025.

Basis of measurement

The consolidated financial statements have been prepared on the historical cost basis except for certain financial instruments which are measured at fair value.

Functional and presentation currency

These consolidated financial statements are presented in United States dollars, which is the Company's functional currency.

Use of estimates and judgements

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

In particular, information about significant areas of estimation uncertainty and critical judgements in applying accounting policies that have the most significant effect on the amount recognised in the financial statements are described in the following notes:

- Note 11 – Income tax expense and the recoverability of deferred tax assets: The Group only recognised deferred tax assets where it's expected that the availability of future taxable profit against which deductible temporary differences and tax losses carried forward can be utilised.
- Note 12 – Depreciation of property, plant and equipment. The Group allocates depreciation expenses to its property, plant, and equipment based on their assessed useful lifespans, which involves estimating the appropriate duration.
- Note 13 – Exploration and evaluation assets: The Group capitalises expenditures relating to exploration and evaluation where it is considered likely to be recoverable or where the activities have not reached a stage which permits a reasonable assessment of the existence of reserves. While there are certain areas of interest from which no reserves have been extracted, the Directors are of the belief that such expenditure should not be written off since feasibility studies in such areas have not yet concluded.
- Note 17 – Investments in equity accounted investees: The Group exerts judgements related to the determination of the level of influence exercisable over the investees.

NOTE 2 - BASIS OF PREPARATION (Cont.)
Use of estimates and judgements (Cont.)

- Note 18 – Impairment of carrying values of cash generating units (CGUs) including goodwill: The Group assesses impairment at the end of each reporting period for each CGU by evaluating conditions and events specific to the Group that may be indicative of impairment triggers. Recoverable amounts of relevant assets are reassessed using the higher of fair value less costs of disposal or value-in-use calculations which incorporate various key assumptions. The preparation of annual impairment models involves the use of key estimates.

In forming views on these significant areas of estimation uncertainty, management have also had regard to the broader macroeconomic environment. In the current year, whilst nickel prices improved marginally across year, operating margins remained well below historical averages. Management have had regard to these factors when assessing the short-term to medium-term outlook for nickel pricing, and the impacts this may have on financial performance of the Group as a result.

Reclassification of prior period expenses
Certain types of expenses have been reclassified within the Consolidated Statement of Profit or Loss and Other Comprehensive Income to more appropriately reflect the underlying nature of the expenses. The impact of this change on the previously reported comparative period includes withholding taxes on dividend distributions of $20,676,650 being reclassified from other expenses to income tax expense.

NOTE 3 - MATERIAL ACCOUNTING POLICIES

Basis of consolidation
Business combinations
The Group accounts for business combinations using the acquisition method when the acquired set of activities and assets meets the definition of a business and control is transferred to the Group. In determining whether a particular set of activities and assets is a business, the Group assesses whether the set of assets and activities acquired includes, at a minimum, an input and substantive process and whether the acquired set has the ability to produce outputs.

The Group has an option to apply a 'concentration test' that permits a simplified assessment of whether an acquired set of activities and assets is not a business. The optional concentration test is met if substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or group of similar identifiable assets.

The consideration transferred in the acquisition is generally measured at fair value, as are the identifiable net assets acquired. Any goodwill that arises is tested annually for impairment. Any gain on a bargain purchase is recognised in profit or loss immediately. Transaction costs are expensed as incurred, except if related to the issue of debt or equity securities.

The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognised in profit or loss.

Any contingent consideration is measured at fair value at the date of acquisition. If an obligation to pay contingent consideration that meets the definition of a financial instrument is classified as equity, then it is not remeasured and settlement is accounted for within equity. Otherwise, other contingent consideration is remeasured at fair value at each reporting date and subsequent changes in the fair value of the contingent consideration are recognised in profit or loss.

NOTE 3 - MATERIAL ACCOUNTING POLICIES (Cont.)

Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases.

Non-controlling interest

The Group measures any non-controlling interest at its proportionate interest in the identifiable net assets of the acquiree. Acquisitions of non-controlling interests are accounted for as transactions with equity holders in their capacity as equity holders and therefore no goodwill is recognised as a result of such transactions.

Transactions eliminated on consolidation

Intragroup balances and any unrealised gains and losses or income and expenses arising from intragroup transactions, are eliminated in preparing the consolidated financial statements. Where a controlled entity issues shares to minority interests which does not result in loss of control by the Group, any gain or loss arising on the Group's interest in the controlled entity is recognised directly in equity.

Investments in equity-accounted investees

The Group's interests in equity-accounted investees comprise interests in associates.

Associates are those entities in which the Group has significant influence, but not control or joint control, over the financial and operating policies. A joint venture is an arrangement in which the Group has joint control, whereby the Group has rights to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities.

Interests in associates and joint ventures are accounted for using the equity method. They are recognised initially at cost, which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include the Group's share of the profit or loss and other comprehensive income of equity-accounted investees, until the date on which significant influence or joint control ceases.

Nickel ore and nickel pig iron and nickel matte sales revenue

Saprolite and limonite nickel ore, low grade matte and nickel pig iron sales revenue is measured based on the consideration specified in a contract with a customer. The Group recognises revenue when it transfers control over goods or a service to a customer, based on the seller's loading position.

Invoices for saprolite nickel ore sales are generated on a per barge basis and are usually payable within 10 working days. Limonite ore sales were on the same basis but following the completion of the haul road from September 2023 invoicing for limonite ore is now done on a monthly basis.

Invoices for sales of nickel pig iron within the Indonesia Morowali Industrial Park (IMIP) in Indonesia (Hengjaya Nickel, Ranger Nickel and Oracle Nickel) are generated at the end of each month of production, based on a pricing formula referencing the average nickel pig iron price on the Shanghai Metal Exchange of the delivery month. Payment is due within one month from the last delivery in the month.

Invoices for sales of low grade nickel matte within the IMIP (Hengjaya Nickel) are generated at the end of each month of production, based on a pricing formula referencing the average nickel price on the London Metal Exchange of the delivery month. A down payment of 85% is made against the original contract amount, with the final settlement amount paid with reference to the invoice raised at the end of the delivery month.

NOTE 3 - MATERIAL ACCOUNTING POLICIES (Cont.)
Nickel ore and nickel pig iron and nickel matte sales revenue (Cont.)

Invoices for sales of nickel pig iron exported from the Indonesia Weda Bay Industrial Park in Indonesia (Angel Nickel) are generated based on the loading inspection report and a final invoice is issued based on the nickel content delivered, following receipt of third party assay results. The price is based on average nickel pig iron price on the Shanghai Metal Exchange of the month prior to delivery. A 20% upfront payment is made prior to shipment based on a provisional contract with the price based on the ten day average of the Shanghai Metal Exchange prior to delivery, with the balance usually payable within 60 days.

Invoices for high grade nickel matte sales were generated once a month, originally on a provisional basis based on until final assay results undertaken at the port of discharge have been received. When the final pricing is received, which happens approximately three months after the original invoice any adjustment is taken up in the month in which the amended final pricing is received.

Cash and cash equivalents
Cash and cash equivalents comprise cash balances and call deposits with an original maturity of three months or less.

Foreign currency
Foreign currency transactions
Transactions in foreign currencies are translated at the foreign exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are translated to United States dollars at the foreign exchange rate ruling at that date. Foreign exchange differences arising on translation are recognised in the income statement. Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction. Non-monetary assets and liabilities denominated in foreign currencies that are stated at fair value are translated to United States dollars at foreign exchange rates ruling at the dates the fair value was determined.

The Group transacts in the following foreign currencies: Australian dollars (A$ or AUD), Indonesian Rupee (IDR) and Singapore Dollars (SGD).

Financial statements of foreign operations
The assets and liabilities of foreign entities are translated to United States dollars at the foreign exchange rates ruling at the reporting date. The revenues and expenses of foreign operations are translated to United States dollars at rates using a monthly average rate for the month in which the transaction occurred. Foreign exchange differences arising on retranslation are recognised directly in the foreign currency translation reserve (‘FCTR’), a separate component of equity.

Foreign exchange gains and losses arising from a monetary item receivable or payable to a foreign operation, the settlement of which is neither planned nor likely in the foreseeable future, are considered to form part of a net investment in a foreign operation and are recognised directly in the FCTR.

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on acquisition, are translated to United States dollars at exchange rates at the reporting date. The income and expenses of foreign operations are translated to United States dollars using a monthly average rate for the month in which the transaction occurred. When a foreign operation is disposed of, in part or in full, the relevant amount in the FCTR is transferred to profit or loss as part of the profit or loss on disposal.

At 31 December 2024, the functional currency of all components in the Group is United States dollars, with the exception of two intermediary holding companies acquired in 2024 as part of the acquisition of the Siduarsi project. The functional currency of these two entities is Indonesian Rupiah and Singapore dollars.

NOTE 3 - MATERIAL ACCOUNTING POLICIES (Cont.)

Property, plant and equipment

Owned assets

Items of property, plant and equipment are stated at cost less accumulated depreciation and impairment losses.

Construction in progress

The Group recognises plant construction in progress costs at cost in a construction in progress account. Once construction has been completed and the plant is in service, costs recognised as construction in progress will be transferred to the appropriate assets category within property, plant and equipment and depreciation charges will commence.

Depreciation and amortisation

Mining properties' amortisation rate is applied on a straight-line basis over the remaining term of the mining licence, inclusive of the option periods to extend. The amortisation is included in the costs of conversion of inventories.

Depreciation is charged to the income statement using a reducing balance method from the date of acquisition using the following rates:

- Furniture and fittings are depreciated at 25%.
- Buildings and infrastructure are depreciated at 5%.
- Mine infrastructure assets are depreciated at 5%.
- Office equipment is depreciated at rates of between 25% and 40%.
- Plant and machinery are depreciated at rates of between 5% and 25%.
- Motor vehicles are depreciated at 25%.

Impairment

Financial assets

The Group recognises expected credit losses (ECLs), where material, on financial assets measured at amortised cost.

The Group measures loss allowances at an amount equal to lifetime ECLs, except for the following, which are measured at 12-month ECLs:

- Other debt securities and bank balances for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.

Loss allowances for trade receivables and contract assets are measured at an amount equal to lifetime ECLs. At each reporting date, the Group assesses whether financial assets carried at amortised cost and debt securities at fair value through profit or loss are credit impaired.

The gross carrying amount of a financial asset is written off when the Group has no reasonable expectations of recovering a financial asset in its entirety or a portion thereof.

NOTE 3 - MATERIAL ACCOUNTING POLICIES (Cont.)

Non-financial assets

The carrying amounts of the Group's assets, other than deferred tax assets and inventories, are reviewed at each balance sheet date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. Goodwill, being an indefinite life intangible asset, is subject to annual impairment testing, in which the goodwill is allocated to a cash generating unit ('CGU') for impairment testing and the value-in-use is compared to the carrying value of assets and liabilities in that CGU.

An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. Impairment losses are recognised in the consolidated profit or loss and other comprehensive income, unless an asset has previously been revalued, in which case the impairment loss is recognised as a reversal to the extent of that previous revaluation with any excess recognised through profit or loss.

Calculation of recoverable amount

The recoverable amount of assets is the greater of their fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

Reversals of impairment

An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised. Impairment charges against the carrying value of goodwill cannot be reversed.

Intangible assets

Intangible assets, including customer relationships and discounted offtake arrangements, that are acquired by the Group and have finite useful lives are measured at cost less accumulated amortisation and any accumulated impairment losses.

Share capital

Transaction costs

Transaction costs of an equity transaction are accounted for as a deduction from equity, net of any related income tax benefit.

Dividends

Dividends are recognised as a liability in the period in which they are declared.

NOTE 3 - MATERIAL ACCOUNTING POLICIES (Cont.)

Finance income and finance costs

The Group's finance income and finance costs include:

- interest income;
- interest expense;
- dividend income;
- the foreign currency gain or loss on financial assets and financial liabilities; and
- the gain on the remeasurement to fair value of any pre-existing interest in an acquiree in a business combination.

Interest income or interest expense is recognised using the effective interest method. Dividend income is recognised in profit or loss on the date on which the Group's right to receive payment is established.

The 'effective interest rate' is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument to:

- the gross carrying amount of the financial asset; or
- the amortised cost of the financial liability.

In calculating interest income and interest expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability. However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortised cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the income statement over the period of the borrowings using the effective interest method.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

Income tax

Income tax on the income statement for the year comprises current and deferred tax. Income tax is recognised in the income statement except to the extent that it relates to items recognised directly in equity, in which case it is recognised in equity.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantially enacted at the balance sheet date, and any adjustment to tax payable in respect of previous years.

Deferred tax is provided using the balance sheet liability method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes.

NOTE 3 - MATERIAL ACCOUNTING POLICIES (Cont.)
Income tax (Cont.)

The following temporary differences are not provided for:

- the initial recognition of assets or liabilities that affect neither accounting nor taxable profit and differences relating to investments in subsidiaries to the extent that they will probably not reverse in the foreseeable future.

The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantively enacted at the balance sheet date.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the asset can be utilised. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

Additional income taxes that arise from the distribution of dividends are recognised at the same time as the liability to pay the related dividend.

The Organisation for Economic Co-operation and Development (OECD)/G20 Inclusive Framework on Base Erosion and Profit Shifting previously published the Pillar Two model rules designed to address the tax challenges arising from the digitalisation of the global economy, including the implementation of a global minimum tax. The Group has a presence in jurisdictions that have enacted or substantively enacted legislation in relation to the OECD/G20 BEPS Pillar Two model rules. The Group continues to monitor and evaluate the domestic implementation of the Pillar Two rules in the jurisdictions in which it operates.

The Group has determined that the global minimum top-up tax – which it is required to pay under Pillar Two legislation – is an income tax in the scope of IAS 12. The Group has applied a temporary mandatory relief from deferred tax accounting for the impacts of the top-up tax and accounts for it as a current tax when it is incurred.

Goods and services tax and Value Added Tax
Revenues, expenses and assets are recognised net of the amount of goods and services tax (‘GST’) or value added tax (‘VAT’), except where the amount of GST or VAT incurred is not recoverable from the taxation authority. In these circumstances, the GST or VAT is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated with the amount of GST or VAT included. The net amount of GST or VAT recoverable from, or payable to taxation authorities is included as a current asset or liability in the statement of financial position.

Cash flows are included in the statement of cash flows on a gross basis. The GST or VAT components of cash flows arising from investing and financing activities which are recoverable from, or payable to taxation authorities are classified as operating cash flows.

Employee benefits
Wages, salaries, annual leave, sick leave and non-monetary benefits
Liabilities for employee benefits for wages, salaries, annual leave and sick leave that are expected to be settled within 12 months of the reporting date represent present obligations resulting from employees' services provided to reporting date, are calculated at undiscounted amounts based on remuneration wage and salary rates that the Group expects to pay as at reporting date including related on-costs, such as workers compensation insurance and payroll tax.

NOTE 3 - MATERIAL ACCOUNTING POLICIES (Cont.)

Inventories

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is based on average costs over the relevant period of production, and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their existing location and condition.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

Inventories are classified as current or non-current assets based on whether the inventory is expected to be sold within 12 months of the reporting date.

Provisions

A provision is recognised in the balance sheet when the Group has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, when appropriate, the risks specific to the liability. It has been assessed that no such obligations exist presently in relation to the Company's RKEF operations which are undertaken within the confines of the IMIP and IWIP.

Site restoration

In accordance with the Group's environmental policy and applicable legal requirements, a provision for site restoration in respect of disturbed land, and the related expense, is recognised when the land is disturbed. Site restoration and rehabilitation at the Company's Hengjaya Mine is conducted on a continual basis and as mining operations move from one area of operation to the next. Additionally, under the Company's forestry licence obligations pursuant to the Company being granted access to new areas, the Company is then obliged to plant equivalent acreage of new forest in an area designated by the local Indonesian authorities.

Determination of fair values

A number of the Group's accounting policies and disclosures require the determination of fair value, for both financial and non-financial assets and liabilities. Fair values have been determined for measurement and/or disclosure purposes by refencing the acquisition cost of assets and liabilities on the date of acquisition and if available the findings of Independent Expert's Reports who prepared a valuation on a recent comparable transaction basis. Where applicable, further information about the assumptions made in determining fair values is disclosed in the notes specific to that asset or liability.

Exploration, evaluation and development expenditure

Exploration and evaluation costs, including the costs of acquiring licences, are capitalised at cost or fair value, as exploration and evaluation assets on an area of interest basis. Costs incurred before the Group has obtained the legal rights to explore an area are recognised in the statement of comprehensive income.

Exploration and evaluation assets are only recognised if the rights of the area of interest are current and either:

- the expenditures are expected to be recouped through successful development and exploitation of the area of interest; or
- activities in the area of interest have not at the reporting date, reached a stage which permits a reasonable assessment of the existence or other wise of economically recoverable reserves and active and significant operations in, or in relation to, the area of interest are continuing.

NOTE 3 - MATERIAL ACCOUNTING POLICIES (Cont.)
Exploration, evaluation and development expenditure (Cont.)

Exploration and evaluation assets are assessed for impairment if sufficient data exists to determine technical feasibility and commercial viability and facts and circumstances suggest that the carrying amount exceeds the recoverable amount. For the purposes of impairment testing, exploration and evaluation assets are allocated to cash-generating units to which the exploration activity relates. The cash generating unit shall not be larger than the area of interest.

Once the technical feasibility and commercial viability of the extraction of mineral resources in an area of interest are demonstrable, exploration and evaluation assets attributable to that area of interest are first tested for impairment and then reclassified from exploration and evaluation expenditure to mining property and development assets within property, plant and equipment.

Financial instruments
Non-derivative financial assets

The Group initially recognises loans and receivables on the date that they are originated. All other financial assets (including assets designated at fair value through profit or loss) are recognised initially on the trade date at which the Group becomes a party to the contractual provisions of the instrument.

The Group derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows on the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred. Any interest in such transferred financial assets that is created or retained by the Group is recognised as a separate asset or liability.

Financial assets and liabilities are offset and the net amount presented in the Statement of Financial Position when, and only when, the Group has a legal right to offset the amounts and intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

On initial recognition, a financial asset is classified as measured at:

- amortised cost;
- fair value through other comprehensive income ('FVOCI') – equity investment; or
- fair value through profit or loss ('FVTPL').

Financial assets are not reclassified subsequent to their initial recognition unless the Company changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

A financial asset is measured at amortised cost if it meets both the following conditions and is not designated as fair value through profit or loss if:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Company may irrevocably elect to present subsequent changes in the investment's fair value through other comprehensive income. This election is made on an investment-by-investment basis.

NOTE 3 - MATERIAL ACCOUNTING POLICIES (Cont.)
Financial instruments (Cont.)
Non-derivative financial assets (Cont.)

All financial assets not classified as measured at amortised cost or fair value through other comprehensive income as described above are measured at fair value through profit or loss. This includes all derivative financial assets. On initial recognition, the Company may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at fair value through other comprehensive income as at fair value through profit or loss if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Subsequent measurement and gains and losses

Financial assets at amortised cost	These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.
Equity instruments at FVOCI	These assets are subsequently measured at fair value. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in other comprehensive income and are never reclassified to profit or loss.
Financial assets at FVTPL	These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in profit or loss.

Changes in material accounting policies

All new standards and interpretations effective for periods commencing 1 January 2024 have been adopted by the Group in the preparation of these financial statements. The policy for recognising and measuring income taxes has been impacted by the below:

The Group has adopted AASB 2023-2 Amendments to Australian Accounting Standards – International Tax Reform – Pillar Two Model Rules which provides a temporary mandatory exception from deferred tax accounting effective immediately. The Company has assessed the implications of the Pillar Two global minimum tax rules under IAS12 and recognised an estimated tax expense and corresponding liability in relation to earnings in the jurisdiction of Hong Kong in 2024. See Note 11 for further details.

The Group also applied *Classification of Liabilities as Current or Non-Current (Amendments to AASB 101*) and *Non-current Liabilities with Covenants (Amendments to AASB 101*) for the first time in the current year. The amendments clarify certain requirements for determining whether a liability is classified as current or non-current and introduce new disclosures for non-current loan liabilities that are subject to covenants within 12 months after the end of the reporting period. Adopting the amendments resulted in a change in the accounting policy for classifying liabilities that can be settled in a Group entity's own shares. See Note 15 for disclosures about the Group's non-current loans that are subject to covenants.

New standards and interpretations

A number of new standards, amendments to standards and interpretations are able to be early adopted for annual periods beginning after 1 January 2024 and have not been applied in preparing these consolidated financial statements. None of these are expected to have a significant effect on the financial statements of the Group.

	31 December 2024 $	31 December 2023 $
NOTE 4 - OTHER EXPENSES		
Audit fees – KPMG audit of financial reports	833,438	656,463
Travel	462,054	590,050
Legal fees	1,846,892	1,726,813
Withholding tax expense*	10,724,042	12,142,786
Other	5,258,812	3,079,051
	19,125,238	18,195,163

* Refer to Note 2 for reclassification of prior period expenses.

NOTE 5 - FINANCIAL INCOME AND FINANCE EXPENSE		
Interest income	13,202,476	13,520,610
Interest expense*	(91,748,931)	(69,101,465)
Foreign exchange loss	(16,450,042)	(3,319,311)
Financing expenses^	-	(18,476,640)
	(94,996,497)	(77,376,806)

* Includes bond and debt issue costs of $8,016,056 which are being expensed under the effective interest rate method. Refer to Note 15 for further details.

^ As detailed in Note 15, during the prior period the Company completed a $400M issuance of senior unsecured notes, and at the same time purchased and cancelled the Company's $225M senior secured notes and completed a tender offer for $80.082M of the $325M senior unsecured notes which matured in April 2024, with the costs associated with the repurchasing shown above.

NOTE 6 – TERM DEPOSITS AND CASH RESERVE

Term deposits	-	490,913,669
Cash reserve amount^	11,514,444	3,839,438
	11,514,444	494,753,107

^ Under the terms of the Company's bank facilities with PT Bank Negara Indonesia (Persero) Tbk (BNI) and DBS Bank Ltd (DBS), the Company is required to hold a Debt Service Reserve Amount (DSRA), equivalent to an estimated three months of interest, with BNI and DBS.

	31 December 2024 $	31 December 2023 $
NOTE 7 – TRADE AND OTHER RECEIVABLES		
Current		
Sales taxes receivable*	119,526,900	41,175,913
Trade receivables^	226,105,614	287,329,936
	345,632,514	328,505,849
Non-current		
Sales taxes receivable*	49,498,824	101,374,795
	49,498,824	101,374,795

* The four RKEF entities have the following sales tax receivable (VAT) amounts outstanding at 31 December 2024: PT Hengjaya Nickel Industry $9.9M, PT Ranger Nickel Industry $5.7M, PT Angel Nickel Industry $77.9M and PT Oracle Nickel Industry $75.5. PT Hengjaya Nickel Industry and PT Ranger Nickel Industry are receiving VAT refunds regularly in the normal course of operations. Subsequent to the end of the year PT Angel Nickel Industry received its VAT refund for 2022 of $36.4M). The non-current portion has been determined with reference to expected timing to receive based on the Group's current understanding of Government processing times.

^ Trade receivables are in the ordinary course of business and at 31 December 2024 are comprised as follows: Hengjaya Mine $4.7M (excludes saprolite ore receivables which are eliminated on consolidation), Hengjaya Nickel Project $39.0M, Ranger Nickel Project $35.0M, Angel Nickel Project $40.1M, Oracle Nickel Project $96.3M, and Tsing Creation $10.9M.

NOTE 8 - OTHER ASSETS

	31 December 2024 $	31 December 2023 $
Current		
Prepayments	34,939,009	35,807,947
Interest receivable*	1,063,823	2,103,421
	36,002,832	37,911,368
Non-current		
Prepayments	27,650,080	12,431,157
Loans*	23,103,774	12,500,000
Other	2,489,613	1,311,452
Advance payment^	15,000,000	15,000,000
	68,243,467	41,242,609

* Commencing in August 2021 the Company executed a series of facility agreements with PT Sinar Inti Pembangunan (PT SIP) and the Company's Indonesian partner at the Hengjaya Mine Adi Wijoyo, pursuant to which the Company has advanced funds to PT SIP to assist in funding the development and acquisition of the Sampala project. In August 2021 the Company advanced $3.5M to PT SIP. Interest is calculated at a rate of 8.5% p.a. The loan is secured and management assessed that no provision for impairment is required. In July 2022 the Company advanced to PT SIP an additional $2.0M to further advance the development of the Sampala project. Interest is calculated at a rate of 10.0% p.a. In April 2023 the Company advanced an additional $2.0M, in August 2023 $5.0M and in November 2024 $3.35M. Additionally, PT Hengjaya Mineralindo has advanced $4,961,781 for the development of the project, bringing the total funds advanced to develop the project to $20.8M.

^ Option to invest in and construct a low-grade to high-grade nickel matte converter at Oracle Nickel.

NOTE 9 - INVENTORY

	31 December 2024 $	31 December 2023 $
Current		
Inventory – Hengjaya mine nickel ore stockpiles	10,614,764	23,589,678
Inventory – nickel pig iron production raw materials	121,021,810	119,985,773
Inventory – nickel matte production raw materials	-	27,420,805
Inventory – nickel pig iron	8,182,112	20,461,078
Inventory – nickel matte	-	7,991,131
	139,818,686	199,448,465
Non-current		
Inventory – Hengjaya mine nickel ore stockpiles*	53,035,397	12,667,046
	53,035,397	12,667,046

* The carrying value of limonite ore not forecast to be delivered in the next 12 months has been classified as non-current.

During the year ended 31 December 2024, the Company's 80% subsidiary PT Hengjaya Mineralindo supplied nickel saprolite ore to the Company's subsidiaries PT Hengjaya Nickel Industry, PT Oracle Nickel Industry and PT Ranger Nickel Industry under monthly contracts to supply a minimum of between 80,000 to 100,000 wmt per month to each entity for the year ended 31 December 2024. During 2024 PT Hengjaya Mineralindo also the supplied limonite ore to the HNC and QMB HPAL projects operating within the IMIP, under monthly contracts to supply a minimum of between 20,000 to 200,000 wmt per month to each entity for the year ended 31 December 2024.

Nickel pig iron production raw materials include nickel ore acquired by PT Hengjaya Nickel Industry, PT Oracle Nickel Industry and PT Ranger Nickel Industry from PT Hengjaya Mineralindo, operator of the Hengjaya Mine. This continues to be valued at the PT Hengjaya Mineralindo cost of production.

Inventories are measured at the lower of cost and net realisable value.

NOTE 10 - PROFIT PER SHARE

Basic and diluted profit per share have been calculated using:

	31 December 2024 $	31 December 2023 $
Net (loss)/profit for the year attributable to equity holders of the Company	(168,589,135)	121,597,563

Weighted average number of ordinary shares (basic and diluted)	**Nº of shares**	**Nº of Shares**
Issued ordinary shares at the beginning of the year	4,285,809,880	2,731,273,497
- Effect of shares issued on 24 January 2023	-	242,776,562
- Effect of shares issued on 3 March 2023	-	28,217,975
- Effect of shares issued on 28 July 2023	-	9,113,303
- Effect of shares issued on 3 August 2023	-	158,597,835
- Effect of shares issued on 22 September 2023	-	237,142,466
- Effect of shares issued on 20 September 2024	1,125,683	-
Weighted average number of shares at the end of the year	4,286,935,563	3,407,121,639

	31 December 2024 $	31 December 2023 $
NOTE 11 - INCOME TAX EXPENSE		
(Loss)/profit before tax – continuing operations	(173,459,765)	223,967,858
Prima facie income tax expense/(benefit) at the Australian tax rate of 30% (31 December 2023: 30%)	(52,037,929)	67,190,357
Increase in income tax expense/(benefit) due to:		
- Effect of tax rates in foreign jurisdictions*	(6,659,883)	(61,017,348)
- Effect of change in tax rates in foreign jurisdictions	-	-
- Non-deductible/non-assessable income	56,854,888	22,298,662
- Effect of deferred tax assets for tax losses not brought to account	2,626,942	(7,880)
- Effect of net deferred tax assets not brought to account	1,516,075	(857,644)
- Global minimum top-up tax^	1,726,130	-
- Effect of foreign currency conversion	(2,766,647)	(518,315)
- Tax on remitted foreign earnings	15,077,025	20,676,650
Income tax expense – current and deferred	16,336,601	47,764,482

* The current Indonesian company tax rate is 22% but each of the Company's four RKEF projects currently operate under a holiday from Indonesian Company income tax.

^ The top-up tax relates to the Group's operations in Hong Kong, where the profit is not subject to Hong Kong profits tax and reduces its effective tax rate to below 15 percent. See Global minimum top-up tax section below for further details.

Deferred tax liabilities have been recognised in respect of the following items:		
Opening balance	96,099,816	96,099,816
Reversal of deferred tax liability due to impairment of property plant and equipment*	(31,887,224)	-
	64,212,593	96,099,816

* See Note 18 for further details.

Deferred tax assets have not been recognised in respect of the following items:		
Net deductible temporary differences	1,713,502	1,588,031
Tax losses	20,549,429	11,239,486
	22,262,931	12,827,517

The deductible temporary differences and tax losses do not expire under the current tax legislation. Deferred tax assets have not been recognised in respect of these items because it is not probable that future taxable profit will be available against which the Company can utilise the benefits of the deferred tax asset. The Company does not have any franking credits.

NOTE 11 - INCOME TAX EXPENSE (Con't)

Global minimum top-up tax

The Group is subject to the global minimum top-up tax under Pillar Two tax legislation in Australia. The top-up tax relates to the Group's operations in Hong Kong, where the profit is not subject to Hong Kong profits tax and reduces its effective tax rate to below 15 percent. The Group recognised a current tax expense of $1,726,130 related to the top-up tax which is levied on the Company under the Income Inclusion Rule.[9]

As of 31 December 2024, Hong Kong was still undergoing legislative processes to implement domestic Pillar Two tax legislation. It is expected that Hong Kong's Pillar Two legislation which will implement a domestic minimum top-up tax will be effective from 1 January 2025 and therefore, from 2025 Tsing Creation International Holding Limited will be liable for the top-up tax in relation to its operations instead of the Company.

No top-up tax is required in relation to the Group's operations in Australia, Singapore and Indonesia. This is on the basis that Australia and Singapore satisfy the Routine Profits Test under the Transitional CbCR Safe Harbour Tests, deeming the jurisdictional top-up tax to be zero, whilst Indonesia has an effective tax rate above 15 percent.

The Group has applied a temporary mandatory relief from deferred tax accounting for the impacts of the top-up tax and accounts for it as a current tax when it is incurred.

Current tax payable:		
Income taxes payable	16,665,182	21,264,936
Indirect taxes payable		
Value added taxes payable	731,100	1,792,249
Withholding taxes payable	3,376,729	1,725,042
Other taxes payable	798,176	1,310,019
	21,571,187	26,092,246

[9] Calculated as 15% of the Profit before Tax of $11,507,533.

NOTE 12 - PROPERTY, PLANT AND EQUIPMENT	31 December 2024 $	31 December 2023 $
Furniture and fittings		
Furniture and fittings – cost	666,908	627,671
Accumulated depreciation	(556,218)	(450,878)
Net book value	110,690	176,793
Mine infrastructure assets		
Mine infrastructure assets – cost	34,047,169	33,926,262
Accumulated depreciation	(4,608,294)	(2,765,748)
Net book value	29,438,875	31,160,514
Buildings and land		
Buildings – cost	369,896,777	360,046,559
Accumulated depreciation	(50,837,315)	(32,958,469)
Net book value	319,059,462	327,088,090
Mining properties		
Mining properties – cost	34,498,562	34,490,356
Accumulated amortisation	(10,944,428)	(9,397,582)
Net book value	23,554,134	25,092,774
Office equipment		
Office equipment – cost	2,853,731	2,377,321
Accumulated depreciation	(1,906,736)	(1,511,019)
Net book value	946,995	866,302
Plant and machinery		
Plant and machinery – cost	1,523,723,313	1,680,189,315
Accumulated depreciation	(328,490,058)	(228,432,408)
Net book value	1,195,233,255	1,451,756,907
Motor vehicles		
Motor vehicles – cost	1,177,160	1,125,289
Accumulated depreciation	(790,560)	(713,330)
Net book value	386,600	411,959
Construction in progress		
Construction in progress	3,922,473	217,759
Accumulated depreciation	-	-
Net book value	3,922,473	217,759
Total property, plant and equipment	1,572,652,484	1,836,771,098

NOTE 12 - PROPERTY, PLANT AND EQUIPMENT (Cont.)

Impairment

The Directors completed impairment assessments over the carrying value of the Group's property, plant and equipment assets at 31 December 2024, and concluded that impairment charges in relating to the carrying value of goodwill and property plant and equipment for the Hengjaya Nickel and Ranger Nickel projects was warranted. The Company recognised an impairment of $97,697,777 against the carrying value of property, plant and equipment at the Hengjaya Nickel Project and $83,479,629 against the carrying value of property, plant and equipment at the Ranger Nickel Project.

Further details on the impairment testing of the cash generating units which contain goodwill is outlined in Note 18.

Reconciliations of the carrying amounts for each class of property, plant and equipment are set out below.

	31 December 2024 $	31 December 2023 $
Furniture and fittings		
Carrying amount at beginning of year	176,793	276,422
Additions	39,237	28,877
Depreciation	(105,340)	(128,506)
Net book value	110,690	176,793
Mine infrastructure assets		
Carrying amount at beginning of year	31,160,514	5,654,422
Additions	120,908	26,371,362
Depreciation	(1,842,547)	(865,270)
Net book value	29,438,875	31,160,514
Buildings and land		
Carrying amount at beginning of year	327,088,090	192,910,955
Additions	10,147,004	150,385,160
Depreciation	(18,175,632)	(16,208,025)
Net book value	319,059,462	327,088,090
Mining properties		
Carrying amount at beginning of year	25,092,774	24,236,775
Additions	8,208	2,463,154
Amortisation	(1,546,848)	(1,607,155)
Net book value	23,554,134	25,092,774
Office equipment		
Carrying amount at beginning of year	866,302	790,648
Additions	476,410	455,314
Depreciation	(395,717)	(379,660)
Net book value	946,995	866,302

NOTE 12 - PROPERTY, PLANT AND EQUIPMENT (Cont.)	31 December 2024 $	31 December 2023 $
Plant and machinery		
Carrying amount at beginning of year	1,451,756,907	985,090,214
Impairment	(181,177,407)	-
Additions	29,008,192	557,183,813
Disposal	(3,318,811)	-
Depreciation	(101,035,626)	(90,517,120)
Net book value	1,195,233,255	1,451,756,907
Motor vehicles		
Carrying amount at beginning of year	411,959	393,003
Additions	159,806	214,818
Depreciation	(185,165)	(195,862)
Net book value	386,600	411,959
Construction in progress		
Carrying amount at beginning of year	217,759	712,756,965
Additions	4,955,424	39,882,355
Disposal	(7,921)	-
Transfers^	(1,242,789)	(752,421,561)
Net book value	3,922,473	217,759
Total property, plant and equipment	1,572,652,484	1,836,771,098

^ Balances in construction in progress are transferred into other categories, as additions, on commissioning of projects, or when available for use in a manner in which management intended.

NOTE 13 - EXPLORATION AND EVALUATION ASSETS

Sampala project	39,426,214	3,246,611
Siduarsi project	16,785,564	21,638,310
	56,211,778	24,884,921

The Company is advancing the exploration, development and acquisition of both the Sampala and Siduarsi nickel ore projects in, Indonesia. The recoverability of the carrying amount of the exploration and evaluation assets is dependent on successful development and commercial exploitation, or alternatively, sale of the respective areas of interest.

NOTE 14 - TRADE AND OTHER PAYABLES

Current		
Creditors	182,038,005	175,627,034
Accruals	8,857,094	12,257,929
Other	3,873,309	4,873,962
	194,768,408	192,758,925

NOTE 15 - BORROWINGS

Current		
Senior Unsecured Notes – April 2024	-	244,345,619
Senior Unsecured Notes – October 2028	44,000,000	-
Interest on Senior Unsecured Notes – October 2028	8,750,000	8,750,000
Interest on BNI loan facility - October 2028	2,332,680	193,911
Interest on BNI loan facility - May 2029	4,211,626	-
Interest on Senior Unsecured Notes – April 2024	-	3,979,918
Bank facility – October 2028	66,150,000	-
Bank facility – May 2029	10,937,500	-
	136,381,806	257,269,448
Non-current		
Senior Unsecured Notes – October 2028	350,904,857	393,406,866
Working Capital Loan – September 2025	-	7,800,000
Interest on Working Capital Loan – September 2025	-	203,320
Bank Facility – October 2028	330,579,115	186,343,794
Bank facility – May 2029	236,696,642	-
	918,180,614	587,753,980

Senior Unsecured Notes October 2028

In April 2023, as part of a refinancing to extend the Company's debt maturity profile, the Company issued $400,000,000 senior unsecured notes ('Senior Unsecured Notes October 2028'). At the same time the Company made a tender offer ('Concurrent Tender Offer') for its existing Senior Unsecured Notes (maturing April 2024) and purchased the outstanding $225,000,000 of Senior Secured Notes. Key terms of the Senior Unsecured Notes October 2028 are as follows:

- Issue size of $400,000,000.
- Coupon interest rate of 11.25% per annum.
- Interest is payable on a semi-annual basis in arrears.
- 11% amortisation in April and October each year commencing on 21 October 2025.
- Final Maturity Date of 21 October 2028.

The Senior Unsecured Notes include a covenant that needs to be complied within 12 months of the reporting date. The covenant states that at the half year and full year reporting period, the Group's Fixed Coverage Ratio (Attributable EBITDA to Fixed Charges) does not exceed 2.5x, otherwise the notes will be repayable on demand. The Group expects to comply with the covenants within 12 months after the reporting date.

Senior Unsecured Notes April 2024

In April 2024 the Company repaid the principal balance of $244,918,000 of the Senior Unsecured Notes April 2024, as well as associated interest.

NOTE 15 - BORROWINGS (Cont.)

Bank facility October 2028

In October 2023 the Company executed financing facilities totalling $400,000,000 with Indonesian bank PT Bank Negara Indonesia (Persero) Tbk (BNI) to support the Company's funding obligations in relation to the ENC Project.

The facilities comprise a 5-year senior term loan facility ('the Facility') of $350,000,000, split across two tranches:

- tranche A: $200,000,000 (secured against the Company's Angel Nickel Project and the Shareholder Loans); and
- tranche B: $150,000,000 (unsecured).

In addition, the facilities include a $50,000,000 revolving credit facility (RCF), for general working capital purposes.

The interest rate applicable on the 2028 Facility is a margin above the Secured Overnight Financing Rate (SOFR) (currently ~5.3%), according to the following schedule: (i) initial 12-month period: 2.00% (ii) months 12 -18: 3.00% and (iii) 18 months onwards: 3.50%.

The margin applicable to the RCF is 3.00%. Amortisation of both tranche A and tranche B will commence 18 months after the signing of the Facility Agreement (i.e. in April 2025), with 6.3% to be paid every three months until the final maturity date of the 2028 Facility in October 2028.

In March 2024, the Company drew down the remaining $10,200,000 of tranche A and the $150,000,000 of tranche B. Transaction costs totalled $6,290,017. In July 2024, the Company drew down the $50,000,000 RCF. Transaction costs totalled $1,132,182.

Bank facility May 2029

In May 2024, the Company executed a $250,000,000, unsecured 5-year term loan facility (the 2029 Facility), jointly provided by tier-1 banks BNI and DBS Bank Ltd (DBS).

Following the repayment in April 2024 of the $245,000,000 balance of the Company's April 2024 notes, the 2029 Facility was established to support the remaining funding requirements for the Company's acquisition of a 55% equity interest in the ENC project.

The interest rate applicable for the 2029 Facility will be a margin above the SOFR, according to the following schedule: (i) initial 12-month period: 2.00% (ii) months 12 -18: 3.00% and (iii) 18 months onwards: 3.50%. Amortisation will commence 6 months after the signing of the Facility Agreement (i.e. in November 2025), with 4.375% to be paid every three months until the final maturity date of the 2029 Facility in May 2029.

In July 2024, the Company drew down the $250,000,000. Transaction costs totalled $3,936,667.

Both bank facilities include covenants that need to be complied within 12 months of the reporting date. The covenants state that at the half year and full year reporting period, the Group's Leverage (Net Debt to Consolidated EBITDA) does not exceed 2.5x, Debt Service Coverage Ratio (Cashflow to Debt Service) is less than 1.3x, Debt to Equity does not exceed 1.5x and Security Coverage Ratio from Angel Nickel Industry for the $250,000,000 bank facility is not less than 1.75x, otherwise the loan will be repayable on demand. The Group expects to comply with the covenants within 12 months after the reporting date.

NOTE 15 - BORROWINGS (Cont.)

Oracle Nickel working capital loans

Commencing in October 2022, the indirect shareholders of Oracle Nickel, Nickel Industries and Decent Resource, have provided working capital loans to Oracle Nickel totalling $26 million to fund operations through the ramp-up commissioning phase of operations. These loans are proportionate to the shareholders interest in Oracle Nickel at the time of the loans i.e. Nickel Industries provided 70% of the total amount, $18.2 million and Decent Resource provided 30%, $7.8 million. Oracle Nickel paid off the loans in August 2024, $18.2 million to Nickel Industries, and $7.8 million to Decent Resource. Interest was charged at a rate of 2.5% per annum up to 31 December 2023 and from 1 January 2024, the interest rate was TERM SOFR 6M minus 50 basis points.

The terms and conditions of the outstanding borrowings are as follows:

	Currency	Nominal interest rate	Year of maturity	Carrying Value 31 December 2024 $	Face Value 31 December 2024 $	Carrying Value 31 December 2023 $	Face Value 31 December 2023 $
Senior Unsecured Notes	US$	6.5%	2024	-	-	248,325,536	244,918,000
Senior Unsecured Notes	US$	11.25%	2028	403,654,857	400,000,000	402,156,866	400,000,000
Bank Facility October 2028	US$	7.51%*	2028	399,061,795	400,000,000	186,537,706	189,800,000
Bank Facility May 2029	US$	6.59%*	2029	251,845,768	250,000,000	-	-
Oracle working capital loan	US$	4.75%	2025	-	-	8,003,320	7,800,000
Total interest-bearing liabilities				1,054,562,420	1,050,000,000	845,023,428	842,518,000

A number of financial and non-financial covenants exist for both the Notes and the Bank Facilities. The Group has assessed that they are in compliance with these covenants at year end.

*Interest rate charged on Facility A as at 31 December 2024.

NOTE 16 - ISSUED CAPITAL AND RESERVES

	Number of shares	$
Ordinary shares on issue at 31 December 2023 - fully paid	4,285,809,880	2,032,927,026
Issue of shares	4,000,000	2,300,428
Ordinary shares on issue at 31 December 2024 - fully paid	4,289,809,880	2,035,227,454

Year ended 31 December 2024

In September 2024, the Company issued 4,000,000 shares to Eloquent Enterprises, valued at A$0.845 per share, based on the market price, as consideration for the acquisition of an indirect interest in 51% of the Siduarsi project.

Year ended 31 December 2023

In January 2023, through a placement to institutional investors the Company issued 259,103,641 shares at A$1.02 per share for cash totalling A$264,285,714 (equivalent to $185,740,000). There were no amounts unpaid on the shares issued and the share issue costs amounts to $4,737,993.

In March 2023, through a Share Purchase Plan the Company issued 33,880,135 shares for cash totalling A$34,557,738 (equivalent to $23,390,208). There were no amounts unpaid on the shares issued and the share issue costs amounts to $206,228.

In August 2023, following shareholder approval at an EGM held in July 2023, the Company issued 381,365,628 at A$1.02 per share to Decent International for a 10% interest in the HNC project. Consideration was equivalent to $270,000,000. Additionally, also following shareholder approval the Company issued 2,000,000 shares to Director Mark Lochtenberg and 21,186,979 shares to Shanghai Wanlu, an entity in which director Yuanyuan Xu has a beneficial interest. The issuances were at A$1.02, equivalent to $15,717,482. There were no amounts unpaid on the shares issued and the share issue costs amounts to $179,935.

In September 2023, through a placement to PT Danusa Tambang Nusantara, the Company issued 857,000,000 shares at A$1.10 per share for cash totalling A$942,700,000 (equivalent to $604,082,160). There were no amounts unpaid on the shares issued and the share issue costs amounts to $3,321,495.

Options

There were no options granted, exercised or lapsed unexercised during the years ended 31 December 2024 or 31 December 2023.

NOTE 16 - ISSUED CAPITAL AND RESERVES (Cont.)

Dividends

The company paid an interim unfranked dividend of A$0.025 per share during the year and a final unfranked dividend for 2023 of A$0.025 during the year ended 31 December 2024 amounting to $142,731,425. Total dividends of A$0.05 was paid or declared during the year ended 31 December 2024.

Ordinary shares

The Company does not have authorised capital or par value in respect of its issued shares. All issued shares are fully paid. The holders of ordinary shares are entitled to receive dividends as declared from time to time.

Reserves

	31 December 2024 $	31 December 2023 $
Opening balance	19,065,940	19,144,965
Remeasurement of defined benefit obligation	(15,594)	(79,025)
	19,050,346	19,065,940

NOTE 17 - INVESTMENTS IN EQUITY ACCOUNTED INVESTEES AND ASSOCIATED INTANGIBLE ASSETS

Investment in Equity Accounted Investee		
HNC		
Opening balance	185,939,410	-
Acquisition of a 10% interest in PT HNC	-	188,500,000
Share of profit/(loss) of associate	13,887,090	(2,560,590)
Carrying value of investment in HNC	199,826,500	185,939,410
Excelsior Nickel		
Opening balance	341,300,000	
Acquired Option to develop Excelsior Nickel	-	25,000,000
Acquisition of a 5.5% interest in Excelsior Nickel	-	126,500,000
Acquisition of an additional 8.25% interest in Excelsior Nickel	-	189,800,000
Acquisition of an additional 13.75% interest in Excelsior Nickel	316,300,000	-
Acquisition of an additional 16.5% interest in Excelsior Nickel	379,500,000	-
Share of loss of associate	(6,651,583)	-
Carrying value of investment in Excelsior Nickel	1,030,448,417	341,300,000
	1,230,274,917	527,239,410
Intangible Asset		
HNC		
Opening balance	79,745,215	-
Acquisition of right to offtake from PT HNC	-	81,500,000
Amortisation	(4,679,426)	(1,754,785)
	75,065,789	79,745,215

NOTE 17 - INVESTMENTS IN EQUITY ACCOUNTED INVESTEES (Cont.)

Excelsior Nickel

In 2023 the Company executed an acquisition agreement (Acquisition Agreement) to acquire a 55% equity interest in the Excelsior Nickel Cobalt HPAL project (ENC) from Decent Resource through the acquisition of shares in a Singaporean incorporated holding company, Excelsior International Investment Pte. Ltd (EII), and shareholder loans (Shareholder Loans) due or owning by EII (and/or its subsidiaries) (ENC Acquisition). EII directly and indirectly owns 100% of the issued share capital of PT Fajar Metal Industry, a private Indonesian company limited by shares which will develop and own the ENC Project, being constructed at the IMIP in Indonesia. See Note 27 for details on the Company's obligations to acquire a 55% interest in the Project.

In 2023, the Company initially paid the $25M option payment for the ENC projects and then as per the terms of the Acquisition Agreement the Company paid US$126.5M to Shanghai Decent and its associates for an initial 5.5% equity interest in the ENC project and in December 2023 the Company paid the $189.8M to move to a 13.75% equity interest in the ENC project. During the year, the Company paid an additional $695.8M to move to a 44% equity interest in the ENC project.

The following table summarises the information relating to Excelsior Investment International Pte Ltd and its controlled entities of which the Group has a 44% ownership interest as at 31 December 2024 under the equity method:

	Excelsior Investment International Pte Ltd and its controlled entities	
	31 December 2024 $	31 December 2023 $
Current assets	570,845,957	994,417
Non-current assets	2,529,049,394	2,481,436,940
Current liabilities	(40,967,131)	(249,539)
Non-current liabilities	(717,000,000)	-
Net assets (100%)	2,341,928,220	2,482,181,818
Group's share of net assets 44% (December 2023: 13.75%)	1,030,448,417	341,300,000
Carrying amount of interest in associate	1,030,448,417	341,300,000

Huayue Nickel Cobalt (HNC)

In August 2023, following shareholder approval at an EGM held in July 2023 the Company completed the acquisition of an indirect 10% interest in the Huayue Nickel Cobalt HPAL project (HNC), located in the IMIP in Indonesia, through the issuance to Shanghai Decent affiliate company Decent Investment International Private Limited 381,365,628 ordinary shares in Company at an issue price of A$1.02, amounting to $270M. Under the acquisition agreement the Company acquired 100% of the issued capital of Tsing Creation International Holding Limited (Tsing Creation) from Newstride Development Limited, an affiliate of Shanghai Decent. Tsing Creation is the holder of a direct 10% interest in PT Huayue Nickel Cobalt, the owner and operator of the HNC project.

Whilst the Group owns less than 20 percent of the equity and present voting rights, the Group has determined that it has significant influence because it has meaningful representation on the Board, and other rights under the Agreement.

NOTE 17 - INVESTMENTS IN EQUITY ACCOUNTED INVESTEES (Cont.)

As part of the acquisition in August 2023 of a 10% interest in the HNC project, the Group also obtained a right to a fixed proportionate share of the MHP offtake of HNC, as per its equity interest, at a discount to the market price which has separately been recognised as an intangible asset. The consideration transferred under the agreement has been allocated as follows:

	Consideration transferred $
Investment in associate – equity method	188,500,000
Other intangible – offtake agreement	81,500,000
	270,000,000

The following table summarises the information relating to PT HNC of which the Group has a 10% ownership interest as at 31 December 2024 under the equity method:

	PT Huayue Nickel Cobalt	
	31 December 2024 $	**31 December 2023 $**
Current assets	555,791,316	474,005,188
Non-current assets	2,242,520,030	2,397,893,104
Current liabilities	(93,914,552)	(149,478,590)
Non-current liabilities	(706,131,794)	(863,025,605)
Net assets (100%)	1,998,265,000	1,859,394,097
Group's share of net assets (10%)	199,826,500	185,939,410
Carrying amount of interest in associate	199,826,500	185,939,410
Revenue	977,465,707	346,298,318
Profit/(loss) from continuing operations (100%)	138,870,899	(25,605,901)
Other comprehensive income (100%)	-	-
Total comprehensive profit/(loss) (100%)	138,870,899	(25,605,901)
Total comprehensive profit/(loss) (10%)	13,887,090	(2,560,590)
Group's share of total comprehensive loss	13,887,090	(2,560,590)

Movement in the intangible asset acquired since date of acquisition is as follows:

Carrying amount at beginning of the year	79,745,215	-
Additions	-	81,500,000
Amortisation	(4,679,426)	(1,754,785)
	75,065,789	79,745,215

Amortisation on the intangible asset has been recorded under Cost of Sales in the Consolidated Statement of Profit or Loss and Other Comprehensive Income.

NOTE 18 - CONTROLLED ENTITIES

Acquisition of controlled entities

Siduarsi project

In September 2024, the Company completed the acquisition of an initial 51% interest in the Siduarsi Project, through the acquisition of a 52.4% interest in Iriana Cendrawana Pte Ltd, PT Mutiara Iriana Minerals and Tanis Resources S.A (collectively 'the Siduarsi Project entities'). The Siduarsi Project entities in turn held a 97.5% interest in PT Iriana Mutiara Mining, the Indonesian operating entity which holds the Siduarsi Contract of Work (CoW).

The Company had originally paid A$500,000 on signing the Definitive Agreement for acquiring the CoW. In moving to a 51% interest, the Company issued four million shares in the Company at an issue price of A$0.845 per share ($2,300,425), and had met the expenditure earn-in requirement (spending A$5 million in exploration on the Siduarsi Project over a 24 month period).

The acquisition has been accounted for as an acquisition of assets rather than a business combination.

Particulars in relation to controlled entities:

	Company incorporation and tax jurisdiction	Ordinary shares – Group interest 31 December 2024 %	Ordinary shares – Group interest 31 December 2023 %
Parent entity			
Nickel Industries Limited	Australia		
Controlled entities			
PT Hengjaya Mineralindo	Indonesia	80	80
Hengjaya Holdings Private Limited	Singapore	80	80
Hengjaya Nickel Private Limited	Singapore	80	80
PT Hengjaya Nickel Industry	Indonesia	80	80
Ranger Investment Private Limited	Singapore	80	80
Ranger Nickel Private Limited	Singapore	80	80
PT Ranger Nickel Industry	Indonesia	80	80
Angel Capital Private Limited	Singapore	80	80
Angel Nickel Private Limited	Singapore	80	80
PT Angel Nickel Industry	Indonesia	80	80
Oracle Development Private Limited	Singapore	80	80
Oracle Nickel Private Limited	Singapore	80	80
PT Oracle Nickel Industry	Indonesia	80	80
Tablasufa Pty Ltd	Australia	100	100
Iriana Cendrawana Pte Ltd	Singapore	52.4	-
PT Iriana Mutiara Mining	Indonesia	51	-
PT Mutiara Iriana Minerals	Indonesia	52.4	-
Tanis Resources S.A	British Virgin Islands	52.4	-
Tsing Creation International Holding Limited	Hong Kong	100	100

NOTE 18 - CONTROLLED ENTITIES (Cont.)

Non-controlling interests

The following table summarises the information relating to the Group's subsidiaries that have a material non-controlling interest, before any intra-group eliminations.

	Hengjaya Holdings Private Limited and its controlled entities		Ranger Investment Private Limited and its controlled entities		Angel Capital Private Limited and its controlled entities		Oracle Development Private Limited and its controlled entities	
	December 2024 $	December 2023 $	December 2024 $	December 2023 $	December 2024 $	December 2023 $	December 2024 $	December 2023 $
Non-controlling interest percentage	20%	20%	20%	20%	20%	20%	20%	20%
Current assets	103,309,979	136,098,544	91,887,643	121,102,309	222,260,014	250,253,744	191,756,040	241,189,948
Non-current assets	137,008,390	271,983,220	136,723,379	256,929,893	604,511,859	645,136,914	744,795,216	710,583,740
Current liabilities	(19,214,011)	(15,384,468)	(17,154,278)	(15,281,375)	(82,816,359)	(86,880,192)	(102,604,775)	(121,074,908)
Non-current liabilities	(8,546,009)	(25,740,818)	(8,379,099)	(23,071,514)	(22,577,269)	(22,577,269)	(24,766,240)	(24,766,240)
Net assets	212,558,349	366,956,478	203,077,645	339,679,313	721,378,245	785,933,197	809,180,241	805,932,540
Carrying amount of non-controlling interest [2]	43,113,959	73,810,988	38,417,031	65,650,864	148,586,439	159,345,976	166,882,158	160,025,857
Revenue[1]	300,498,419	320,229,496	207,053,792	271,914,811	530,184,161	728,895,111	584,548,479	539,089,585
(Loss)/profit	(127,253,322)	27,159,065	(109,744,995)	5,214,687	28,492,047	120,743,394	36,309,825	47,666,525
Other comprehensive income	-	-	-	-	-	-	-	-
Total comprehensive income	(127,253,322)	27,159,065	(109,744,995)	5,214,687	28,492,047	120,743,394	36,309,825	47,666,525
(Loss)/profit allocated to non-controlling interest [2]	(25,450,664)	5,431,813	(21,948,999)	2,625,787	5,698,409	24,148,679	7,261,965	11,004,735
Other comprehensive profit/(loss) allocated to non-controlling interest	-	-		-	-	-	-	-

[1] Includes saprolite nickel ore sales from the Company's controlled entity PT Hengjaya Mineralindo to the Company's controlled entities PT Hengjaya Nickel Industry, PT Oracle Nickel Industry and PT Ranger Nickel Industry.
[2] After intra-group eliminations.

NOTE 18 - CONTROLLED ENTITIES (Cont.)

	PT Hengjaya Mineralindo		Siduarsi Project entities		Total	
	December 2024 $	December 2023 $	December 2024 $	December 2023 $	December 2024 $	December 2023 $
Non-controlling interest percentage	20%	20%	49%	-		
Current assets	84,413,986	101,084,760	633,451	-	694,261,113	849,729,305
Non-current assets	128,219,951	67,274,229	20,316,186	-	1,771,574,981	1,951,907,996
Current liabilities	(43,087,474)	(45,587,663)	(7,841,803)	-	(272,718,700)	(284,208,606)
Non-current liabilities	(1,909,982)	(3,104,819)	(7,119,831)	-	(73,298,430)	(99,260,660)
Net assets	167,636,481	119,666,507	5,988,003	-	2,119,818,964	2,418,168,035
Carrying amount of non-controlling interest [2]	32,330,829	22,754,838	2,881,950	-	432,212,366	481,588,522
Revenue[1]	261,133,320	204,452,613	-	-	1,883,418,171	2,064,581,616
(Loss)/Profit	67,346,955	57,427,273	(308,269)	-	(105,157,759)	258,210,944
Other comprehensive income	(19,493)	(98,781)	-	-	(19,493)	(98,781)
Total comprehensive income	67,327,462	57,328,492	(308,269)	-	(105,177,252)	258,112,163
Profit allocated to non-controlling interest [2]	13,378,736	11,394,799	(146,678)	-	(21,207,231)	54,605,813
Other comprehensive profit/(loss) allocated to non-controlling interest	(3,899)	(19,756)	-	-	(3,899)	(19,756)

[1] Includes saprolite nickel ore sales from the Company's controlled entity PT Hengjaya Mineralindo to the Company's controlled entities PT Hengjaya Nickel Industry, PT Oracle Nickel Industry and PT Ranger Nickel Industry.
[2] After intra-group eliminations.

NOTE 18 - CONTROLLED ENTITIES (Cont.)

	31 December 2024	31 December 2023
Goodwill	**$**	**$**
Opening balance	102,748,404	102,748,404
Impairment	(55,404,895)	-
	47,343,509	102,748,404

The goodwill balance amounting to $47,343,509 pertains to the Angel Nickel and Oracle Nickel RKEF Projects, which are considered to be individual cash generating units (CGUs). As a result of the compressed operating margins and decreased production at Hengjaya Nickel and Ranger Nickel, along with a reduction in market analyst nickel forecasts, a recoverable amount was determined for the Hengjaya Nickel and Ranger Nickel CGUs which resulted in an impairment to the carrying amounts of $126,917,127 and $109,665,175 respectively. The impairment has been allocated as follows:

Hengjaya Nickel: Goodwill ($29,219,349), property plant and equipment ($97,697,777); and
Ranger Nickel: Goodwill ($26,185,545), property plant and equipment ($83,479,629).

As a result of the impairments to property, plant and equipment the deferred tax liability was revalued resulting in an income tax benefit of $31,887,224. The post-tax impairment loss recognised is therefore $204,695,078. The Directors consider there to be no impairment of the Angel Nickel and Oracle Nickel CGUs, on the basis that the recoverable value, is higher than the carrying value of the respective CGUs.

The recoverable amount for each CGU was based on its value-in-use as determined through a discounted cash flow model. The key assumptions used in the underlying cash flows of each CGU (RKEF plant) are set out below. Nickel price and cash cost estimates used in the cash flows are based on a 'steady state' of operations:

CGU	Carrying amount of CGU (inc. impairment)	Carrying amount of goodwill	Impairment (post tax)	Nickel Production	5-yr average NPI price	5-yr average costs	Discount rate - real post tax	Remaining useful life (years)
Hengjaya Nickel	$181,581,156	$-	$109,722,318	18,000t	$12,114/t	$11,080/t	10%	15 years
Ranger Nickel	$183,597,777	$-	$94,972,760	18,000t	$12,114/t	$11,080/t	10%	15 years
Angel Nickel	$711,101,557	$22,577,269	-	48,600t	$12,114/t	$9,560/t	10%	18 years
Oracle Nickel	$825,406,399	$24,766,240	-	48,600t	$12,114/t	$9,560/t	10%	19 years

The cash flow projections include specific estimates for the first five years and a constant margin thereafter for the remaining useful life of the RKEF project. NPI prices have been forecast based on an average of external market analyst forecast nickel prices. The forecast cash costs incorporate savings based on an external market analyst forecast coal prices. Forecasts prices and costs are in real terms.

Hengjaya Nickel and Ranger Nickel CGUs
Following the impairment loss recognised in the Hengjaya Nickel and Ranger Nickel CGUs, the recoverable amount was equal to the carrying amount. Therefore, any adverse movement in a key assumption individually would likely lead to further impairment.

Angel Nickel and Oracle Nickel CGUs
The Angel Nickel and Oracle Nickel CGUs benefit from lower operating costs as a result of newer technology, economies of scale and captive electricity supply. These CGUs have demonstrated comparatively higher margins than Ranger Nickel and Hengjaya Nickel over their operating life to date, which has been factored into the forecast for these CGUs.

NOTE 19 - RELATED PARTIES

Key management personnel of the Group during the year ended 31 December 2024 are the following:

Norman Seckold	Chairman	Justin Werner	Managing Director
Chris Shepherd	Director and Chief Financial Officer	James Crombie	Director (Non-Executive)
Dasa Sutantio	Director (Non-Executive)	Muliady Sutio	Director (Non-Executive)
William Shangjaya	Director (Non-Executive)	Yuanyuan Xu	Director (Non-Executive)
Haijun Wang	Director (Non-Executive)	Emma Hall	Director (Non-Executive)

Refer to the Remuneration Report contained in the Directors' Report for details of the remuneration paid or payable to each member of the Group's key management personnel for the year ended 31 December 2024. The total remuneration paid to key management personnel of the Group during the year is as follows:

Key Management Personnel compensation

	31 December 2024 $	31 December 2023 $
Short term employee benefits	1,751,882	1,768,935
Other benefits	440,235	59,637
	2,192,117	1,828,572

Key Management Personnel transactions

A number of key management persons, or their related parties, hold positions in other entities that result in them having control or joint control over the financial or operating policies of those entities. A number of these entities transacted with the Group during the year. The aggregate value of transactions and outstanding balances (excluding the compensation noted above) relating to key management personnel and entities over which they have control or joint control were as follows:

Transaction with Director related entity

Director Norman Seckold holds an interest in an entity, MIS Corporate Pty Limited ('MIS'), which provided full administrative services, including administrative, accounting, company secretarial and investor relations staff both within Australia and Indonesia, rental accommodation, services and supplies, to the Group. Fees during 2024 were charged at an agreed rate of A$50,000 per month (31 December 2023: A$38,000). Fees charged by MIS during the year amounted to A$600,000 (31 December 2023: A$456,000). As at 31 December 2024 $50,000 (31 December 2023: A$0) remained outstanding.

Transactions with Director of subsidiary company

Adi Wijoyo, the Company's Indonesian operating partner at the Hengjaya Mine is a director of the company operating the mine, PT Hengjaya Mineralindo, in which the Company holds an 80% interest. He is also the vendor of the Sampala Project. The Company has advanced various loan amounts for the development of the Sampala Project. See Note 8 for further details.

NOTE 19 - RELATED PARTIES (Cont.)

Transaction with equity accounted associate

The Company holds a 10% interest in the HNC HPAL project, operating within the IMIP. During the year the Group sold limonite ore totalling $5,498,261 (2023: $12,913,064) to the HNC HPAL project, operating within the IMIP. At 31 December 2024 there were no trade receivables outstanding from HNC (2023: $8,511,079).

As part of the acquisition agreement for the HNC HPAL project, the Company acquired a 100% interest in Tsing Creation. During the year HNC sold mixed hydroxide precipitate (MHP) to Tsing Creation totalling $99,554,089 (2023: $24,611,331). At 31 December 2024 there were $13,675,632 trade payables outstanding from Tsing Creation to HNC (2023: $nil).

Transaction with other related entities

During the year ended 31 December 2024 the Group sold NPI and nickel matte totalling $1,597,916,911 (2023: $1,760,925,421) to Shanghai Decent-related entities and $311,921,105 (2023: $358,900,532) of raw materials and services and fixed assets were purchased from Shanghai Decent-related entities. At 31 December 2024 trade receivables of $205,085,338 (2023: $269,985,290) from Shanghai Decent-related entities remained outstanding and was included in the receivables balance, and trade payables of $50,599,70859,492,537 (2023: $33,535,530) to Shanghai Decent-related entities remained outstanding and was included in the creditor's balance.

Decent Resource, an associate of Shanghai Decent has provided working capital loans to Oracle Nickel totalling $7,800,000 ($4,800,000 in 2023 and $3,000,000 in 2022). Interest was charged at a rate of 2.5% per annum up to 31 December 2023. From 1 January 2024, the interest rate shall be TERM SOFR 6M minus 50 basis points. Total interest incurred by Oracle Nickel on the working capital loan from Decent Resource in 2024 totalled $191,845. During the period Oracle Nickel fully repaid the working capital loan, $7,800,000 of principal and $362,469 of interest.

During the year ended 31 December 2024 dividend, interest and other distributions from the Company's 80% owned subsidiaries Hengjaya Holdings Private Limited, Ranger Investment Private Limited and Angel Capital Private Limited to Shanghai Decent's associates Decent Investment International Private Limited and Decent Resource Limited, totalled $27,394,807.

Shanghai Decent and its associates hold 20% equity interests in the Angel Nickel, Hengjaya Nickel, Oracle Nickel and Ranger Nickel RKEF project, which reflects the non-controlling interest in the Group amounting to $396,999,587 (2023: $436,833,684) as at 31 December 2024.

Shanghai Decent and its associates are the Company's collaboration partner at each of the Hengjaya Nickel, Ranger Nickel, Angel Nickel and Oracle Nickel projects. Shanghai Decent and its associates also have responsibility for the design and construction of the ENC project. Under the terms of the acquisition agreement for the ENC project the Company has committed to acquiring a 55% interest in the ENC project for a total acquisition cost of $1,265M, plus the $25M option fee paid. At 31 December 2024 the Company has acquired a 44% interest for $1,037.1M.

As a result of the above arrangements, the Group is economically dependent on Shanghai Decent and its associates.

Apart from the details disclosed in this note, no Director or other related party has entered into a material contract with the Group during the year and there were no material contracts involving Director's interests subsisting at year end.

	31 December 2024 $	31 December 2023 $
NOTE 20 - STATEMENT OF CASH FLOWS		
(a) Reconciliation of cash and cash equivalents		
Cash and cash equivalents as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:		
Bank balances	210,953,629	284,053,495
(b) Reconciliation of net loss from ordinary activities after tax to net cash used in operating activities		
(Loss)/profit from ordinary activities after tax	(189,796,366)	176,203,376
Adjustments for:		
Depreciation and amortisation	127,978,181	111,656,383
Foreign exchange loss	16,450,041	3,319,311
Borrowing costs	91,748,931	87,578,105
Impairment charges	236,582,302	-
Deferred tax benefit	(31,887,224)	-
Changes in assets and liabilities		
Trade receivables and other assets	85,391,461	(182,119,720)
Inventory	19,261,428	(7,270,212)
Provisions	1,042,065	(1,073,548)
Trade and other payables	(75,377,482)	41,462,158
Net cash from operating activities	281,393,337	229,755,853

(c) Reconciliation of movements of liabilities to cash flows arising from financing activities

	Liabilities Loans and borrowings $	Equity Share capital $	Total $
Opening balance at 1 January 2024	845,023,428	2,032,927,026	2,877,950,454
Changes from financing activities			
Proceeds from issue of shares*	-	2,300,428	2,300,428
Proceeds from borrowings	460,200,000	-	460,200,000
Borrowing costs	(5,437,997)	-	(5,437,997)
Repayment of borrowings	(252,718,000)	-	(252,718,000)
Repayment of interest	(84,253,942)	-	(84,253,942)
Total changes from financing cash flows	117,790,061	2,300,428	120,090,489
Other changes			
Finance expenses	83,732,875	-	83,732,875
Costs of issue expensed – non cash	8,016,056	-	8,016,056
Total other changes	91,748,931	-	91,748,931
Closing balance at 31 December 2024	1,054,562,420	2,035,227,454	3,089,789,874

NOTE 21 - FINANCIAL INSTRUMENTS DISCLOSURE

The Board of Directors has overall responsibility for the establishment and oversight of the risk management framework. Risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. These policies are reviewed regularly to reflect changes in market conditions and the Group's activities.

The main risks arising from the Group's financial instruments are credit risk, liquidity risk, currency risk and interest rate risk. The summaries below present information about the Group's exposure to each of these risks, their objectives, policies and processes for measuring and managing risk, the management of capital and financial instruments.

Credit risk

Credit risk arises mainly from the risk of counterparties defaulting on the terms of their agreements. The carrying amounts of the following assets represent the Group's maximum exposure to credit risk in relation to financial assets:

	Note	31 December 2024 $	31 December 2023 $
Cash and cash equivalents	20	210,953,629	284,053,495
Term deposits and cash reserve	6	11,514,444	494,753,107
Trade and other receivables	7	395,131,338	429,880,644
Loan and interest receivable	8	24,167,597	14,603,421
		641,767,008	1,223,290,667

Cash and cash equivalents

The Group mitigates credit risk on cash and cash equivalents and term deposits and cash reserve by dealing with regulated banks in Australia, China, Hong Kong, Indonesia and Singapore.

Trade and other receivables

Credit risk of trade and other receivables is low as it consists predominantly of saprolite and limonite nickel ore and nickel pig iron and nickel matte sales. Saprolite ore sales are currently all to the Company's 80% owned subsidiaries PT Hengjaya Nickel Industry PT Oracle Nickel Industry or PT Ranger Nickel Industry. Nickel pig iron trade receivables in 2024 were all from sales to three customers, Shanghai Decent, PT Indonesia Tsingshan Stainless Steel or PT Qing Feng Ferrochrome, stainless steel producers operating at the IMIP and related parties of the Group, through Shanghai Decent. Nickel matte trade receivables are from sales to one customer, PT Indonesia Guang Ching Nickel and Stainless Steel Industry, a stainless steel producer operating at the IMIP and a related party of the Group, through Shanghai Decent. Limonite ore sales are to Huayue Nickel Cobalt project and the QMB HPAL project, located within the IMIP. MHP sales are to Golden Harbour International Pte. Ltd., located in Singapore. Additional amounts are recoverable from Australian and Indonesian Taxation Authorities.

Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The Group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation.

NOTE 21 - FINANCIAL INSTRUMENTS DISCLOSURE (Cont.)
Liquidity risk (Cont.)

The following are the contractual maturities of financial liabilities, including estimated interest payments:

Consolidated	Carrying amount $	Contractual cash flows $	Less than one year $	Between one and five years $	More than five years $
31 December 2024					
Trade and other payables (including tax)	216,339,595	216,339,595	216,339,595	-	-
Borrowings	1,054,562,420	1,319,737,094	212,063,864	1,107,673,230	-
	1,270,902,015	1,536,076,689	428,403,459	1,107,673,230	-
31 December 2023					
Trade and other payables (including tax)	218,851,171	218,851,171	218,851,171	-	-
Borrowings	845,023,428	1,105,986,353	312,292,393	793,693,960	-
	1,063,874,599	1,324,837,524	531,143,564	793,693,960	-

Ultimate responsibility for liquidity management rests with the Board of Directors. The Group manages liquidity risk by maintaining adequate funding where possible and monitoring of future rolling cash flow forecasts of its operations, which reflect management's expectations of expected settlement of financial assets and liabilities.

Currency risk

The functional currency in 2024 was assessed as being United States dollars for all group entities. The Group is exposed to foreign currency risks due to the fact that the domestic sales of its subsidiaries PT Hengjaya Mineralindo, PT Hengjaya Nickel Industry, PT Oracle Nickel Industry and PT Ranger Nickel Industry are in Indonesian Rupiah (although the underlying sale price is denominated in US dollars), liabilities of the Group are denominated in both Australian dollars, Indonesian Rupiah and Singapore dollars and the issue of shares during the year was denominated in Australian dollars.

The Group's gross financial position exposure to foreign currency risk at 31 December is as follows:

	31 December 2024		31 December 2023	
	Foreign currency	USD	Foreign currency	USD
IDR				
Cash at bank	IDR1,923,886,615,583	$119,037,592	IDR974,040,604,882	$63,183,759
Accounts receivable	IDR2,837,124,209,427	$175,542,783	IDR3,463,863,892,549	$224,692,780
Other current assets	IDR2,930,800,849,749	$181,338,884	IDR2,896,861,383,941	$187,912,648
Provisions and accrual	IDR180,276,215,192	$11,154,319	IDR221,138,742,138	$14,344,755
Taxes payable	IDR187,193,737,594	$11,582,330	IDR303,658,280,925	$19,697,605
Trade and other payables	IDR1,798,790,405,072	$111,297,444	IDR1,978,211,043,256	$128,321,941
AUD				
Cash at bank	A$1,305,864	$807,938	A$83,480,302	$56,850,086
Receivables	A$91,930	$56,877	A$107,953	$73,516
Provisions and accrual	A495,376	$306,489	A204,166	$139,037
Trade and other payables	A370,333	$229,125	A$166,113	$113,123
SGD				
Cash at bank	SGD$100,618	$73,672	SGD$190,358	$144,320
Loan from Siduarsi NCI	SGD$8,628,870	$6,318,045	-	-

NOTE 21 - FINANCIAL INSTRUMENTS DISCLOSURE (Cont.)

Currency risk (Cont.)

The following significant exchange rates applied during the year:

	Average rate		Reporting date spot rate	
USD	**12 months to 31 December 2024**	**12 months to 31 December 2023**	**31 December 2024**	**31 December 2023**
IDR	15,847	15,255	16,162	15,416
AUD	1.5216	1.507	1.6163	1.468
SGD	1.3381	1.3419	1.3658	1.3191

The following sensitivity analysis is based on the exchange rate risk exposures at balance date. At balance date, if the exchange rate between the United States dollar and the Indonesian Rupiah, the Australian dollar or the Singaporean dollar had moved, as illustrated in the table below, with all other variables held constant, the post-tax loss and equity would have been affected as follows:

	Post tax loss (Higher)/Lower 31 December 2024 $	Total equity (Higher)/Lower 31 December 2024 $	Post tax loss (Higher)/Lower 31 December 2023 $	Total equity (Higher)/Lower 31 December 2023 $
+ 10% higher USD to IDR exchange rate	34,188,516	34,188,516	31,342,487	31,342,487
- 5% lower USD to IDR exchange rate	(17,094,258)	(17,094,258)	(15,671,244)	(15,671,244)
+ 10% higher USD to AUD exchange rate	32,920	32,920	5,667,144	5,667,144
- 5% lower USD to AUD exchange rate	(16,460)	(16,460)	(2,833,572)	(2,833,572)
+ 10% higher USD to SGD exchange rate	(624,437)	(624,437)	14,432	14,432
- 5% lower USD to SGD exchange rate	312,219	312,219	(7,216)	(7,216)

Interest rate risk

The Group's exposure to market interest rate relates to cash assets.

At balance date, the Group had the following mix of financial assets and liabilities exposed to variable interest rate risk:

		31 December 2024 $	**31 December 2023 $**
Financial assets			
Cash and cash equivalents	20	210,953,629	284,053,495
Cash reserve amount		11,514,444	3,839,438
		222,468,073	287,892,933
Financial liabilities			
Borrowings	15	650,000,000	189,800,000

Sensitivity analysis

A change of 100 basis points in interest rates at the reporting date would have increased/(decreased) profit for the period by the amounts shown below. This analysis assumes that all other variables remain constant. The analysis is performed on the same basis for the comparative period.

	31 December 2024 $	**30 December 2023 $**
(Loss)/Profit for the year	(1,728,502)	1,192,479

NOTE 21 - FINANCIAL INSTRUMENTS DISCLOSURE (Cont.)

Capital management

The Board's policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business.

The Board ensures, where possible, costs are not incurred in excess of available funds and if required will seek to raise additional funding through issues of shares or debt for the continuation of the Group's operation.

The Group is not subject to externally imposed capital requirements.

NOTE 22 - PARENT ENTITY DISCLOSURES

As at, and throughout the financial year ended 31 December 2024, the parent entity of the Group was Nickel Industries Limited.

	Parent Entity 31 December 2024 $	Parent Entity 31 December 2023 $
Result of the parent entity		
Net loss	(267,457,225)	(89,360,427)
Other comprehensive income	-	-
Total comprehensive loss	(267,457,225)	(89,360,427)

	31 December 2024 $	31 December 2023 $
Financial position of the parent entity at year end		
Current assets	63,318,715	644,463,864
Non-current assets	2,252,361,919	1,859,271,379
Total assets	2,315,680,634	2,503,735,243
Current liabilities	140,884,315	259,735,357
Non-current liabilities	918,435,313	579,750,660
Total liabilities	1,059,319,628	839,486,017
Net Assets	1,256,361,006	1,664,249,226
Equity		
Share capital	2,035,227,452	2,032,927,026
Retained profits/(losses)*	(778,866,448)	(368,677,800)
Total Equity	1,256,361,006	1,664,249,226

* During 2024 the Company made dividend payments totaling $142,731,425 (2023: $85,569,052) which is included within retained profits/(losses) for the 2024 financial year.

At balance date, the Company has no capital commitments or contingencies (31 December 2023: $nil), other than as outlined in Note 27.

NOTE 23 - SEGMENT INFORMATION

Segment information is presented in respect of the Group's management and internal reporting structure. Segment results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items comprise interest bearing loans, borrowings and expenses, and corporate assets and expenses. Segment capital expenditure is the total cost incurred during the period to acquire segment assets that are expected to be used for more than one period in that geographic region.

Operating segments

For the year ended 31 December 2024, the Group had three segments, being nickel ore mining in Indonesia, the RKEF projects in Indonesia and Singapore and the HPAL projects in Indonesia.

	Nickel ore mining	RKEF Projects[3]	HPAL Projects	Unallocated	Total
31 December 2024	**$**	**$**	**$**	**$**	**$**
External revenues	68,610,586[1]	1,566,448,766	109,393,381	-	1,744,452,733
Reportable segment profit/(loss) before tax	89,888,305	(181,696,953)	14,061,532	(95,712,649)	(173,459,765)
Adjusted EBITDA[4]	100,602,348	187,235,890	18,685,556	(9,702,536)	296,821,256
Share of gain of equity accounted investees	-	-	7,235,507	-	7,235,507
Interest income	363,645	2,479,937	57,485	10,301,409	13,202,476
Interest expense	-	-	-	91,748,931	91,748,931
Depreciation and amortisation[2]	5,519,525	117,777,149	4,681,507	-	127,978,181
Impairment	-	236,582,302	-	-	236,582,302
Losses/(gains) on FX	2,214,605	13,871,895	-	363,541	16,450,041
Withholding tax expense	3,651,897	3,478,306	-	3,593,839	10,724,042
Reportable segment assets	286,401,924	2,227,293,710	1,325,330,109	57,222,527	3,896,248,270
Reportable segment liabilities	52,129,072	221,422,802	13,675,632	1,060,791,060	1,348,018,566
31 December 2023					
External revenues	36,812,648[1]	1,810,713,299	32,578,847	-	1,880,104,794
Reportable segment profit/(loss) before tax[5]	76,093,314	230,076,384	3,490,763	(85,692,603)	223,967,858
Adjusted EBITDA[4]	87,851,525	343,366,213	5,239,447	(29,789,992)	406,667,193
Share of loss of equity accounted investees	-	-	(2,560,590)	-	(2,560,590)
Interest income	95,514	1,427,669	6,101	11,991,326	13,520,610
Interest expense	-	-	-	69,101,465	69,101,465
Depreciation and amortisation	4,166,957	105,734,642	1,754,784	-	111,656,383
Losses/(gains) on FX	(96,234)	6,196,007	-	(2,780,461)	3,319,311
Withholding tax expense[5]	7,794,907	1,043,954	-	3,303,925	12,142,786
Reportable segment assets	182,458,095	2,628,345,372	614,790,862	645,751,453	4,071,345,782
Reportable segment liabilities	48,499,648	275,247,098	-	840,957,448	1,164,704,194

NOTE 23 - SEGMENT INFORMATION (Cont.)

(1) Revenue number for sales of limonite ore only. Sales of saprolite nickel ore are internal to the Group and so are eliminated on consolidation, whilst limonite ore sales are to parties external to the Group.

(2) Includes $42,364,726 (2023: $39,278,058) of amortisation on the fair value uplift of property, plant and equipment resulting from the acquisition of the Angel Nickel, Hengjaya Nickel, Oracle Nickel, and Ranger Nickel RKEF projects.

(3) As disclosed in Note 18, the Group has four separate CGUs (RKEF plants) in the RKEF Projects segment. They are considered as an aggregate portfolio and therefore are included within the one segment here.

(4) Adjusted EBITDA is defined as profit/(loss) for the period, plus depreciation and amortisation costs, plus impairment, plus foreign exchange gains/(losses), plus interest income/(expenses), plus withholding tax expense.

(5) Refer to Note 2 for reclassification of prior period expenses.

	31 December 2024 $	31 December 2023 $
Reconciliations of reportable segment profit or loss		
Profit or loss		
Total (loss)/profit for reportable segments	(77,747,116)	309,660,461
Net other corporate expenses	(95,712,649)	(85,692,603)
Consolidated (loss)/profit before tax	(173,459,765)	223,967,858
Reconciliations of reportable assets and liabilities		
Assets		
Total assets for reportable segments	3,839,025,743	3,425,594,329
Unallocated corporate assets	57,222,527	645,751,453
Consolidated total assets	3,896,248,270	4,071,345,782
Liabilities		
Total liabilities for reportable segments	(287,227,506)	(323,746,746)
Unallocated corporate liabilities	(1,060,791,058)	(840,957,448)
Consolidated total liabilities	(1,348,018,564)	(1,164,704,194)

Geography of reportable segment assets

	Indonesia $	Singapore $	Total $
31 December 2024			
Reportable segment assets	3,815,941,012	23,084,731	3,839,025,743
31 December 2023			
Reportable segment assets	3,414,582,900	11,011,429	3,425,594,329

Revenue

All sales during the year were to customers located in either China, Indonesia, Singapore or Switzerland. All NPI sales by Hengjaya Nickel, Oracle Nickel and Ranger Nickel were in Indonesia, by Angel Nickel were exported to China. The value of total NPI sales to customers based in China was $481.9 million and to customers based in Indonesia was $973.3 million. Sales of nickel matte to a customer based in Indonesia were $25.2 million and exported to a buyer based in Switzerland were $94.9M. Limonite ore revenue totaling $68.3 million was derived from sales to customers located in Indonesia.

NOTE 24 - REVENUE

Major customers

All sales of NPI during the year were either exported sales to Shanghai Decent in China ($472.1M), or sales within Indonesia to PT Indonesia Guang Ching Nickel and Stainless Steel Industry ($6.6M), PT Indonesia Stainless Steel ($451.3M) or PT Qing Feng Ferrochrome ($520.3M), stainless steel producers operating within the IMIP. All exported sales of nickel matte were to Glencore AG ($86.0M), and sales of matte in Indonesia were to PT Indonesia Guang Ching Nickel and Stainless Steel Industry ($30.1M).

All sales of saprolite nickel ore during year ended, were to the Company's subsidiaries PT Hengjaya Nickel Industry, PT Oracle Nickel Industry and PT Ranger Nickel Industry, under a series of offtake agreements to supply between 80,000 to 100,000 wmt per month to each entity. During the year, limonite ore was delivered to two HPAL projects operating within the IMIP, the Huayue Nickel Cobalt project and the QMB HPAL Nickel project.

Disaggregation of revenue from contracts with customers

In the following table, revenue from contracts with customers is disaggregated by major production and timing of revenue recognition. The table also includes a reconciliation of the disaggregated revenue with the Group's reportable segments.

	Nickel pig iron		**Nickel matte**		**Mixed Hydroxide Precipitate**	
	31 December 2024	**31 December 2023**	**31 December 2024**	**31 December 2023**	**31 December 2024**	**31 December 2023**
	$	**$**	**$**	**$**	**$**	**$**
Major products	1,450,344,380	1,490,483,803	116,104,385	320,229,496	109,393,382	32,578,847
Timing of revenue recognition						
Products transferred at a point in time	1,450,344,380	1,490,483,803	116,104,385	320,229,496	109,393,382	32,578,847
Revenue from contracts with customers	1,450,344,380	1,490,483,803	116,104,385	320,229,496	109,393,382	32,578,847

	Saprolite ore*		**Limonite ore**		**Total**	
	31 December 2024	**31 December 2023**	**31 December 2024**	**31 December 2023**	**31 December 2024**	**31 December 2023**
	$	**$**	**$**	**$**	**$**	**$**
Major products	136,974,090	144,332,258	68,610,586	36,812,648	1,744,452,733	1,880,104,794
Timing of revenue recognition						
Products transferred at a point in time	136,974,090	144,332,258	68,610,586	36,812,648	1,744,452,733	1,880,104,794
Revenue from contracts with customers	136,974,090	144,332,258	68,610,586	36,812,648	1,744,452,733	1,880,104,794

* Sales of saprolite nickel ore are internal to the Group and so are eliminated on consolidation.

The extent to which an entity's revenue is disaggregated for the purposes of this disclosure depends on the facts and circumstances of the entity's contracts with customers.

NOTE 25 - AUDITOR REMUNERATION

During the year ended 31 December 2024 KPMG, the Company's auditor, has performed other services in addition to their statutory audit duties.

Details of the amounts charged by the auditor of the Group, KPMG, and its related practices for audit and non-audit services provided during the year and prior period are set out below:

	31 December 2024 $	31 December 2023 $
Auditors of the Company		
Audit and review of financial reports – KPMG Australia	540,656	388,483
Audit and review of financial reports – KPMG Indonesia	290,995	254,567
Other assurance services – KPMG Australia	54,783*	250,515
Other assurance services – KPMG Indonesia	27,996	13,413
Advisory services – KPMG Australia	117,218	-
Advisory services – KPMG Indonesia	3,211	-
	1,034,859	906,978

* Additionally, KPMG were paid $152,046 for other assurance services undertaken on behalf of PT Danusa Tambang Nusantara, for which the Company was reimbursed.

NOTE 26 – SUBSEQUENT EVENTS

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the Directors of the Company, to affect significantly the operations of the Group, the results of those operations, or the state of affairs of the Group, in future financial years.

NOTE 27 – COMMITMENTS AND CONTINGENCIES

There are no contingent liabilities existing at 31 December 2024 (31 December 2023: $nil).

Under the terms of Excelsior Nickel Definitive Agreement, the Company has committed to acquire a 55% equity interest in the Excelsior Nickel Project for $1,265.0M. At 31 December 2024 the Company had acquired a 44% interest for $1,012.0M.

Under the terms of the Definitive Agreement to increase to an 82.5% interest requires the completion of a feasibility study that is accepted by the Indonesian mining department, to allow the Contract of Work (**CoW**) to move into the next phase of its life cycle, which is "production/operation". The feasibility study has been submitted for approval. To acquire the remaining 17.5% interest requires a third party valuation of the economic value of the Siduarsi resource to Valmin Code 2015 standard (the **Valuation**); the vendors may elect to take this consideration as 50% cash and 50% shares based on the 30-day VWAP of Nickel Industries shares on the ASX; and existing aggregate shareholder loans of no more than US$9 million to be paid out as 50% cash and 50% Nickel Industries shares (calculated on the 30-day VWAP on the ASX prior to the announcement of the Valuation).

NOTE 27 – COMMITMENTS AND CONTINGENCIES (Con't)

Under the terms of the agreements for the acquisition of 60% of the Sampala project, for the Abadi Nikel Nusantara (**ANN**) (previously known as Mandiri Jaya Nickel) and Erabaru Timur Lestari (**ETL**) IUPs, following the issuance of a positive due diligence notice, the Company will carry out an agreed initial exploration program (**IEP**) within 18 months and for the purpose of determining the purchase consideration payable to the vendor at completion. After the IEP, Nickel Industries shall pay the Vendor the purchase consideration, calculated as:

60% * the JORC Resource * US$2.50 per dmt above 1.70% nickel grade

For the Gita Flora (GF) IUP, the Company must make a final $2 million cash payment upon the transfer of 60% of GF to Nickel Industries.

CONSOLIDATED ENTITY DISCLOSURE STATEMENT

Consolidated entity disclosure statement for the year ended 31 December 2024

Entity Name	Body corporate, partnership or trust	Place incorporated/ formed	% of share capital held directly or indirectly by the Company in the body corporate	Australian or Foreign tax resident
Nickel Industries Limited	Body corporate	Australia		Australian
PT Hengjaya Mineralindo	Body corporate	Indonesia	80	Indonesian
Hengjaya Holdings Private Limited	Body corporate	Singapore	80	Singaporean
Hengjaya Nickel Private Limited	Body corporate	Singapore	80	Singaporean
PT Hengjaya Nickel Industry	Body corporate	Indonesia	80	Indonesian
Ranger Investment Private Limited	Body corporate	Singapore	80	Singaporean
Ranger Nickel Private Limited	Body corporate	Singapore	80	Singaporean
PT Ranger Nickel Industry	Body corporate	Indonesia	80	Indonesian
Angel Capital Private Limited	Body corporate	Singapore	80	Singaporean
Angel Nickel Private Limited	Body corporate	Singapore	80	Singaporean
PT Angel Nickel Industry	Body corporate	Indonesia	80	Indonesian
Oracle Development Private Limited	Body corporate	Singapore	80	Singaporean
Oracle Nickel Private Limited	Body corporate	Singapore	80	Singaporean
PT Oracle Nickel Industry	Body corporate	Indonesia	80	Indonesian
Tablasufa Pty Ltd	Body corporate	Australia	100	Australian
Iriana Cendrawana Pte Ltd	Body corporate	Singapore	52.4	Singaporean
Pt Iriana Mutiara Mining	Body corporate	Indonesia	51	Indonesian
PT Mutiara Iriana Minerals	Body corporate	Indonesia	52.4	Indonesian
Tanis Resources S.A	Body corporate	British Virgin Islands	52.4	British Virgin Islands
Tsing Creation International Holding Limited	Body corporate	Hong Kong	100	Hong Kong

Determination of Tax Residency

Section 295 (3A) of the Corporation Acts 2001 requires that the tax residency of each entity which is included in the Consolidated Entity Disclosure Statement (CEDS) be disclosed. In the context of an entity which was an Australian resident, "Australian resident" has the meaning provided in the Income Tax Assessment Act 1997. The determination of tax residency involves judgment as the determination of tax residency is highly fact dependent and there are currently several different interpretations that could be adopted, and which could give rise to a different conclusion on residency. In determining tax residency, the consolidated entity has applied the following interpretations:

- Australian tax residency - the consolidated entity has applied current legislation and judicial precedent, including having regard to the Commissioner of Taxation's public guidance in Tax Ruling TR 2018/5; and
- Foreign tax residency - the consolidated entity has applied current legislation and where available judicial precedent in the determination of foreign tax residency. Where necessary, the consolidated entity has used independent tax advisers in foreign jurisdictions to assist in its determination of tax residency to ensure applicable foreign tax legislation has been complied with.

NICKEL INDUSTRIES LIMITED
and its controlled entities

DIRECTORS' DECLARATION

1. In the opinion of the Directors of Nickel Industries Limited ('the Company'):

   (a) the consolidated financial statements and notes set out on pages 34 to 81 and the Remuneration report on pages 28 to 32 in the Directors' report, are in accordance with the Corporations Act 2001, including:

   (i) giving a true and fair view of the Group's financial position as at 31 December 2024 and of its performance for the year ended on that date; and

   (ii) complying with Australian Accounting Standards, (including the Australian Accounting Interpretations) and the Corporations Regulations 2001;

   (b) the financial report also complies with International Financial Reporting Standards as disclosed in note 2;

   (c) the Consolidated entity disclosure statement as at 31 December 2024 set out on pages 81 is true and correct; and

   (d) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

2. The Directors have been given the declarations required by Section 295A of the *Corporations Act 2001* from the chief executive officer and chief financial officer for the financial year ended 31 December 2024.

Signed at Sydney this 24th day of February 2025
in accordance with a resolution of the Board of Directors:

Norman Seckold
Chairman

Justin Werner
Managing Director

Independent Auditor's Report

To the shareholders of Nickel Industries Limited

Report on the audit of the Financial Report

Opinion

We have audited the ***Financial Report*** of Nickel Industries Limited (the Company).

In our opinion, the accompanying Financial Report of the Company gives a true and fair view, including of the ***Group***'s financial position as at 31 December 2024 and of its financial performance for the year then ended, in accordance with the *Corporations Act 2001,* in compliance with *Australian Accounting Standards* and the *Corporations Regulations 2001*.

The ***Financial Report*** comprises:

- Consolidated statement of financial position as at 31 December 2024
- Consolidated statement of profit or loss and other comprehensive income, Consolidated statement of changes in equity, and Consolidated statement of cash flows for the year then ended
- Consolidated entity disclosure statement and accompanying basis of preparation as at 31 December 2024
- Notes, including material accounting policies
- Directors' Declaration.

The ***Group*** consists of the Company and the entities it controlled at the year end or from time to time during the financial year.

Basis for opinion

We conducted our audit in accordance with *Australian Auditing Standards*. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report.

We are independent of the Group in accordance with the *Corporations Act 2001* and the ethical requirements of the *Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the Financial Report in Australia. We have fulfilled our other ethical responsibilities in accordance with these requirements.

Key Audit Matters

The ***Key Audit Matters*** we identified are:

- Consolidation of subsidiaries; and
- Impairment of Cash Generating Units.

Key Audit Matters are those matters that, in our professional judgement, were of most significance in our audit of the Financial Report of the current period.

These matters were addressed in the context of our audit of the Financial Report as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Consolidation of Subsidiaries

Refer to Note 18 Controlled Entities to the Financial Report

The key audit matter	How the matter was addressed in our audit
Nickel Industries Limited consolidates its investments in subsidiaries as outlined in Note 18 to the financial statements. The Group has operations in Indonesia, a corporate head office in Australia and other registered entities overseas. There are also non-controlling interests held in certain subsidiaries of the Group. Consolidation of subsidiaries is a key audit matter due to the complexity of the manual consolidation process, significant number of components in the Group, non-controlling interests held by the Group, diverse accounting systems used by the Group and the consolidation process susceptibility to error, the impacts of which are potentially significant.	Our procedures included: • We assessed the appropriateness of the Group's consolidation accounting policies against the requirements of the accounting standards and our understanding of the business and industry practice; • We obtained an understanding of the components in the Group, and their ownership structure, to scope components into our audit, based on size and level of risk; • We held discussions with management, and used our knowledge of the Group's operations to assess the consolidation process; • We tested manual consolidation journals to underlying documentation given the facts and circumstances of inter-company transactions entered into by the Group; • Obtained the Group's manual consolidation spreadsheet and tested: - the individual financial information for entities included in the consolidation for consistency with the reporting we received from component auditors; - elimination of intercompany balances and transactions; - sources for each journal and relevance for inclusion in the consolidation;

	- and recognition of non-controlling interests journals and compared against the percentage of non-controlling interests held by the Group.

Impairment of Cash Generating Units	
Refer to Note 18 Controlled Entities to the Financial Report	
The key audit matter	**How the matter was addressed in our audit**
A key audit matter for us was the Group's testing of the carrying values for its four Cash Generating Units (CGU) containing indefinite life intangible assets for impairment, namely Hengjaya Nickel Project, Ranger Nickel Project, Angel Nickel Project and Oracle Nickel Project. This is a key audit matter due to the size of the CGUs, the complexity of the impairment models and the nature of the key estimates and assumptions contained within. The Group recorded a pre-tax impairment charge of $236.6m against the goodwill and property, plant and equipment of the Hengjaya Nickel and Ranger Nickel CGUs. This further increased our audit effort in respect of this key audit matter in the current year. We focused on the significant forward-looking assumptions the Group applied in its value-in-use impairment models, including: • forecast cash flows – the Group's profitability for each CGU has declined during the financial year as compared against prior year budgets and/or actual results. The Group's margins are derived from realised nickel prices and costs. Volatility in forecast nickel prices are subject to greater uncertainty in the current economic environment and the impact of declining margins increase the possibility of the carrying value of the CGUs being impaired, plus the risk of inaccurate forecasts or a significantly wider range of possible outcomes for us to consider. We focused on the expected rate of recovery in margins as a result of forecast price	Working with our valuation specialists, our procedures included: • We considered the appropriateness of the value-in-use method applied by the Group to perform its impairment test of the carrying value of the CGUs against the requirements of the accounting standards; • We assessed the integrity of the value-in-use models used, including the accuracy of the underlying calculation formulas; • We compared the forecast cash flows for year one in the value-in-use models to approved forecasts and sought to understand any adjustments included in the impairment models; • We considered the sensitivity of the models by varying key assumptions, such as forecast realised nickel pricing, costs and discount rates, within a reasonably possible range. We did this to identify those assumptions at higher risk of bias or inconsistency in application and to focus our further procedures; • We assessed the accuracy of previous Group forecasts to inform our evaluation of forecasts incorporated in the models; • For each of the four CGUs, we: - challenged the Group's significant forecast cash flow assumptions related to realised nickel prices and costs, in comparison to observed historical and expected future pricing and demand in its products. - assessed these key assumptions for

improvements and cost savings when assessing the feasibility of the Group's forecast cash flows. • forecast nickel pricing and cash costs – in addition to the uncertainties described above, the Group's models are sensitive to reasonable possible changes in these assumptions, indicating increased risk of impairment. This drives additional audit effort specific to their feasibility and consistency of application to the Group's strategy. • discount rates – these are complicated in nature and vary according to the conditions and environment the specific CGU is subject to from time to time, and the model's approach to incorporating risks into the cash flows or discount rates. The Group's modelling is sensitive to changes in discount rates. The Group uses complex models to perform their testing of the carrying values of the CGUs for impairment. The models are largely manually developed, use adjusted historical performance as well as a range of internal and external sources as inputs to the assumptions. Complex modelling, using forward-looking assumptions tend to be prone to greater risk for potential bias, error and inconsistent application. These conditions necessitate additional scrutiny by us, in particular to address the objectivity of sources used for assumptions, and their consistent application. We involved valuation specialists to supplement our senior audit team members in assessing this key audit matter.	consistency with the Group's strategy, our knowledge of the business, industry, recent actual cash flows and against publicly available economic data representing current and expected future market conditions. - assessed cash flow forecasts based on our experience regarding the feasibility of these in the industry/economic environment in which they operate. - applied increased scepticism to forecasts in the areas where previous forecasts were not achieved. • We compared forecast realised nickel prices to published studies of industry trends and expectations and considered differences for the Group's operations. We used our knowledge of the Group, its past and current performance, business and customers, and industry experience; • We analysed the Group's discount rates against publicly available data of a group of comparable entities adjusted for risk factors associated with each CGU; • We recalculated the impairment charge recognised during the year and its allocation to the goodwill and assets of the CGUs in accordance with accounting standards; • We assessed the disclosures in the financial report using our understanding obtained from our testing and against the requirements of the accounting standards.

Other Information

Other Information is financial and non-financial information in Nickel Industries Limited's annual report which is provided in addition to the Financial Report and the Auditor's Report. The Directors are responsible for the Other Information.

Our opinion on the Financial Report does not cover the Other Information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon, with the exception of the *Remuneration Report* and our related assurance opinion.

In connection with our audit of the Financial Report, our responsibility is to read the Other Information. In doing so, we consider whether the Other Information is materially inconsistent with the Financial Report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We are required to report if we conclude that there is a material misstatement of this Other Information, and based on the work we have performed on the Other Information that we obtained prior to the date of this Auditor's Report we have nothing to report.

Responsibilities of the Directors for the Financial Report

The Directors are responsible for:

- preparing the Financial Report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Group, and in compliance with *Australian Accounting Standards* and the *Corporations Regulations 2001*
- implementing necessary internal control to enable the preparation of a Financial Report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Group, and that is free from material misstatement, whether due to fraud or error
- assessing the Group and Company's ability to continue as a going concern and whether the use of the going concern basis of accounting is appropriate. This includes disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they either intend to liquidate the Group and Company or to cease operations, or have no realistic alternative but to do so.

Auditor’s responsibilities for the audit of the Financial Report

Our objective is:

- to obtain reasonable assurance about whether the Financial Report as a whole is free from material misstatement, whether due to fraud or error; and
- to issue an Auditor’s Report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with *Australian Auditing Standards* will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Financial Report.

A further description of our responsibilities for the audit of the Financial Report is located at the *Auditing and Assurance Standards Board* website at: https://www.auasb.gov.au/media/bwvjcgre/ar1_2024.pdf This description forms part of our Auditor’s Report.

Report on the Remuneration Report

Opinion

In our opinion, the Remuneration Report of Nickel Industries Limited for the year ended 31 December 2024, complies with *Section 300A* of the *Corporations Act 2001*.

Directors’ responsibilities

The Directors of the Company are responsible for the preparation and presentation of the Remuneration Report in accordance with *Section 300A* of the *Corporations Act 2001*.

Our responsibilities

We have audited the Remuneration Report included in pages 28 to 32 of the Directors’ report for the year ended 31 December 2024.

Our responsibility is to express an opinion as to whether the Remuneration Report complies in all material respects with *Section 300A* of the *Corporations Act 2001*, based on our audit conducted in accordance with *Australian Auditing Standards*.

KPMG

KPMG

Adam Twemlow

Partner

Brisbane

24 February 2025

ADDITIONAL ASX INFORMATION

Additional information required by the Australian Securities Exchange Limited and not shown elsewhere in this report is as follows. The information is current as at 31 January 2025.

Distribution of Equity Securities

ORDINARY SHARES

Range	Number of Holders	Number of Shares
1 to 1,000	2,948	1,933,192
1,001 to 5,000	4,540	12,619,623
5,001 to 10,000	2,172	17,183,462
10,001 to 100,000	4,335	136,958,351
Above 100,001	603	4,121,115,252
	14,598	**4,289,809,880**

The number of shareholders holding less than a marketable parcel is 1,468.

Twenty Largest Shareholders

The names of the twenty largest holders of quoted shares are:

Nº	SHAREHOLDER	Number of Shares	Total %
1	PT Danusa Tambang Nusantara	857,000,000	19.98
2	Decent Investment International Private Limited	672,647,474	15.68
3	HSBC Custody Nominees (Australia) Limited	579,027,241	13.50
4	Citicorp Nominees Pty Limited	444,764,162	10.37
5	J P Morgan Nominees Australia Pty Limited	282,358,718	6.58
6	PT Harum Energy TBK	178,485,571	4.16
7	BNP Paribas Noms Pty Ltd	173,797,555	4.05
8	Shanghai Decent Investment (Group) Co., Ltd	161,696,446	3.77
9	Decent Resource Limited	108,122,223	2.52
10	Shanghai Wanlu Investment Co Ltd	97,258,258	2.27
11	Tatranji Pty Ltd <Jillieth Margaret S/F A/C>	52,761,313	1.23
12	Altinova Nominees Pty Ltd	49,454,348	1.15
13	HSBC Custody Nominees (Australia) Limited – A/C 2	42,795,668	1.00
14	BNP Paribas Nominees Pty Ltd <IB Au Noms Retailclient>	38,985,450	0.91
15	Rosignol Pty Ltd <Nightingale Family A/C>	22,163,557	0.52
16	Valence Asia Holding Limited	21,816,979	0.51
17	BNP Paribas Nominees Pty Ltd <Agency Lending A/C>	18,419,533	0.43
18	National Nominees Limited	15,552,390	0.36
19	Washington H Soul Pattinson & Company Limited	12,200,000	0.28
20	Lonway Pty Limited	10,200,000	0.24
Total in Top 20		**3,839,506,886**	**89.50**

ADDITIONAL ASX INFORMATION

Substantial Shareholders

Substantial shareholders and the number of equity securities in which it has an interest, as shown in the Company's Register of Substantial Shareholders is:

Shareholder	Number of Shares
Shanghai Decent Investment (Group) Co., Ltd	972,825,079
PT Danusa Nusantara and associates	857,000,000
PT. Karunia Bara Perkasa	366,134,822
L1 Capital Pty Ltd	245,878,808

Class of Shares and Voting Rights

The voting rights attached to ordinary shares, as set out in the Company's Constitution, are that every member in person or by proxy, attorney or representative, shall have one vote when a poll is called, otherwise each member present at a meeting has one vote on a show of hands.

Tenement Schedule

Project	Tenement number	Interest %
Hengjaya Project	540-3/SK.001/DESDM/VI/2011	80%
Siduarsi Project	Contract of Work No. 254.K/30/DJB/2018	51%

NICKEL INDUSTRIES LIMITED
and its controlled entities

CORPORATE DIRECTORY

Directors:

Norman Seckold
Justin Werner
Chris Shepherd
James Crombie
Emma Hall
Dasa Sutantio
Muliady Sutio
William Shangjaya
Yuanyuan Xu
Haijun Wang

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