

FY21 Sustainability Report



People

ORE: Orocobre Group SDJ: Sales de Jujuy (Olaroz Lithium Facility) BRX: Borax Argentina.

Key Performance Indicators (KPIs)*

*Information corresponding to Sales de Jujuy and Borax Argentina, unless otherwise indicated. Data does not currently include employees on the Advantage Lithium S.A payroll. (acquired by ORE in FY20).

General KPIs

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|--------------------------------------|----------|------|------|------|------|
| Headcount | | | | | |
| ORE Corporate Headcount ¹ | Quantity | 16 | 16 | 18 | 24 |
| Total SDJ Headcount | Quantity | 309 | 467 | 474 | 492 |
| Total BRX Headcount | Quantity | - | - | 309 | 285 |

1- Corresponds to Orocobre employees located in Australia and Buenos Aires (Argentina), with corporate functions and whose salaries are paid by a corporate cost centre different from those of SDJ and BRX.

- : No information. Data for BRX was included in this disclosure in FY20 for the first time.

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------------------------|-------|-------|------|------|------|
| Diversity & Inclusion | | | | | |
| Orocobre⁴ | | | | | |
| Women on the ORE Board | % | 13% | 13% | 13% | 25%✓ |
| Women in ORE executive roles ² | % | 14.3% | 9.1% | 18% | 22%✓ |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Women in SDJ senior management roles ³ | % | 18% | 22% | 29% | 29% |
| Local Community Employment | % | 45% | 39% | 41% | 40% |
| Borax Argentina | | | | | |
| Women in Borax senior management roles ³ | % | - | - | 14% | 14% |
| Local Community Employment | % | - | - | 66% | 82% |

2 - Executive roles refers to members of the ORE leadership team

3 - Senior management roles refer to members of the management teams in SDJ and BRX.

4 - There are no ORE executives from local communities. ✓

- : No information. Data for BRX was included in this disclosure in FY20 for the first time.

Performance Data

Workforce Data

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|--------------------------------------|----------|------|------|------|------|
| Headcount | | | | | |
| ORE Corporate Headcount ¹ | Quantity | 16 | 16 | 18 | 24 |
| Total SDJ Headcount | Quantity | 309 | 467 | 474 | 492 |
| Total BRX Headcount | Quantity | - | - | 309 | 285 |

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|-------------------------------------------------|-----------------|------------|------------|------------|------------|
| Workforce breakdown by activity | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Operations | Quantity | 293 | 425 | 428 | 453 |
| Expansion | Quantity | 16 | 42 | 46 | 39 |
| TOTAL | Quantity | 309 | 467 | 474 | 492 |

Signed for identification purposes with our report dated November 15th, 2021
 PISTRELLI, HENRY MARTIN Y ASOCIADOS S.R.L.
 C.P.C.E.C.A.B.A. T° 1 - F° 13

GABRIEL RODRÍGUEZ
 Partner
 Public Accountant U.C.A.
 C.P.C.E.C.A.B.A. T° 398 - F° 1

| Borax Argentina ² | | | | | |
|------------------------------|----------------|---|---|-----|-----|
| Operations | Quantity | - | - | 309 | 238 |
| Administration | Quantity | - | - | - | 47 |
| | TOTAL Quantity | - | - | - | 285 |

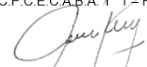
Note: The following data only correspond to SDJ and BRX, which we centralize our report.

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|-------------------------------------------------|----------|------|------|------|------|
| Contract Type | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Full Time Contract | Quantity | 309 | 467 | 474 | 492 |
| - <i>Permanent</i> | Quantity | 289 | 422 | 418 | 411 |
| - <i>Fixed Term</i> ³ | Quantity | 20 | 45 | 56 | 81 |
| Part Time Contracts | Quantity | 0 | 0 | 0 | 0 |
| Borax Argentina | | | | | |
| Full Time Contract | Quantity | - | - | 309 | 285 |
| - <i>Permanent</i> | Quantity | - | - | 297 | 279 |
| - <i>Fixed Term</i> | Quantity | - | - | 12 | 6 |
| Part Time Contracts | Quantity | - | - | 0 | 0 |

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|-------------------------------------------------|----------------|------|------|------|------|
| Employment Category by Gender | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Managers | Quantity | 11 | 16 | 21 | 24✓ |
| Men | Quantity | - | - | 15 | 17✓ |
| Women | Quantity | - | - | 6 | 7✓ |
| Middle Management | Quantity | 92 | 105 | 257 | 275✓ |
| Men | Quantity | - | - | 205 | 214✓ |
| Women | Quantity | - | - | 52 | 61✓ |
| Operators | Quantity | 206 | 344 | 196 | 193✓ |
| Men | Quantity | - | - | 182 | 178✓ |
| Women | Quantity | - | - | 14 | 15✓ |
| | TOTAL Quantity | 309 | 467 | 474 | 492✓ |
| Borax Argentina | | | | | |
| Managers | Quantity | - | - | 7 | 7✓ |
| Men | Quantity | - | - | 6 | 6✓ |
| Women | Quantity | - | - | 1 | 1✓ |
| Middle Management | Quantity | - | - | 106 | 102✓ |
| Men | Quantity | - | - | 81 | 82✓ |
| Women | Quantity | - | - | 25 | 20✓ |
| Operators | Quantity | - | - | 196 | 176✓ |
| Men | Quantity | - | - | 183 | 164✓ |
| Women | Quantity | - | - | 13 | 12✓ |
| | TOTAL Quantity | - | - | 309 | 285✓ |

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|-------------------------------------------------|----------------|------|------|------|------|
| Workplace Breakdown by Gender | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Male | Quantity | 263 | 396 | 402 | 409✓ |
| Female | Quantity | 46 | 71 | 72 | 83✓ |
| | TOTAL Quantity | 309 | 467 | 474 | 492✓ |
| Borax Argentina | | | | | |
| Male | Quantity | - | - | 270 | 252✓ |
| Female | Quantity | - | - | 39 | 33✓ |
| | TOTAL Quantity | - | - | 309 | 285✓ |

Signed for identification purposes with our report dated November 15th, 2021
 PISTRELLI, HENRY MARTIN Y ASOCIADOS S.R.L.
 C.P.C.E.C.A.B.A. T° 1 - F° 13



GABRIEL RODRÍGUEZ
 Partner
 Public Accountant U.C.A.
 C.P.C.E.C.A.B.A. T° 398 - F° 1

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 | |
|-------------------------------------------------|----------|----------|------|------|------|------|
| Workforce Breakdown by Region | | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | | |
| Local ⁴ | Quantity | 138 | 180 | 195 | 195✓ | |
| Regional ⁵ | Quantity | 88 | 146 | 158 | 170✓ | |
| National ⁶ | Quantity | 77 | 129 | 110 | 124✓ | |
| International ⁷ | Quantity | 6 | 12 | 11 | 3✓ | |
| | TOTAL | Quantity | 309 | 467 | 474 | 492✓ |
| Borax Argentina | | | | | | |
| Local ⁴ | Quantity | - | - | 203 | 195✓ | |
| Regional ⁵ | Quantity | - | - | 72 | 61✓ | |
| National ⁶ | Quantity | - | - | 31 | 27✓ | |
| International ⁷ | Quantity | - | - | 3 | 2✓ | |
| | TOTAL | Quantity | - | - | 309 | 285✓ |

| INDICATOR | Units | 2018 | 2019 | 2020 | 2020 | |
|-------------------------------------------------|----------|----------|------|------|------|------|
| Workforce Breakdown by Age | | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | | |
| <30 | Quantity | 96 | 163 | 140 | 109✓ | |
| 30-50 | Quantity | 193 | 268 | 302 | 339✓ | |
| >50 | Quantity | 20 | 36 | 32 | 44✓ | |
| | TOTAL | Quantity | 309 | 467 | 474 | 492✓ |
| Borax Argentina | | | | | | |
| <30 | Quantity | - | - | 41 | 32✓ | |
| 30-50 | Quantity | - | - | 210 | 209✓ | |
| >50 | Quantity | - | - | 58 | 44✓ | |
| | TOTAL | Quantity | - | - | 309 | 285✓ |

1- Corresponds to Orocobre employees located in Australia and Buenos Aires (Argentina), with corporate functions and whose salaries are paid by a corporate cost centre different from those of SDJ and BRX.

2- There were no expansion activities associated with Borax Argentina operations. This figure identifies employees associated with administration of Borax Argentina.

3- For SDJ, fixed term contracts increased during FY21 due to specific, short term requirements of the expansion project at Olaroz.

4- Employees from communities in the direct and indirect influence area of operations. Criteria is the same for SDJ and BRX. *SDJ Local Communities: Olaroz Chico, Susques, Hauncar, Pastos Chicos, Puesto Sey, Catua, Jama, El Toro, Coranzuli, and San Juan de Quillaques.

*BRX Local Communities: Campo Quijano, San Antonio de los Cobres and Santa Rosa de los Pastos Grandes.

5- Employees from the province where operations are located, except for those already considered "local". Jujuy Province for SDJ and Salta Province for BRX.

6- Argentine employees from provinces other than those indicated in note 5.

7- Employees not from Argentina.

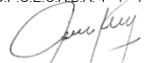
- : No information. New indicator or data for BRX prior to FY20.

Diversity and Inclusion

Gender Diversity

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|-------------------------------------------------|----------|-------|-------|------|------|
| Women in Workforce (by contract type) | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Full Time Contracts | % | 14.9% | 15.2% | 15% | 17%✓ |
| <i>Permanent</i> | % | 13.8% | 13.5% | 13% | 14%✓ |
| <i>Permanent</i> | Quantity | 40 | 57 | 53 | 59✓ |
| <i>Fixed Term</i> | % | 30.0% | 31.1% | 34% | 30%✓ |
| <i>Fixed Term</i> | Quantity | 6 | 14 | 19 | 24✓ |
| Part Time Contracts | % | 0% | 0% | 0% | 0%✓ |
| Total Female Full Time Employees | Quantity | 46 | 71 | 72 | 83✓ |
| Total Female Part Time Employees | Quantity | 0 | 0 | 0 | 0✓ |

Signed for identification purposes with our report dated November 15th, 2021
 PISTRELLI, HENRY MARTIN Y ASOCIADOS S.R.L.
 C.P.C.E.C.A.B.A. T° 1 - F° 13


 GABRIEL RODRÍGUEZ
 Partner
 Public Accountant U.C.A.
 C.P.C.E.C.A.B.A. T° 398 - F° 1

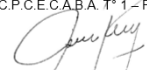
| Borax Argentina | | | | | |
|----------------------------------|----------|---|---|-----|------|
| Full Time Contracts | % | - | - | 13% | 12%✓ |
| <i>Permanent</i> | % | - | - | 12% | 12%✓ |
| <i>Permanent</i> | Quantity | - | - | 36 | 33✓ |
| <i>Fixed Term</i> | % | - | - | 25% | 0%✓ |
| <i>Fixed Term</i> | Quantity | - | - | 3 | 0✓ |
| Part Time Contracts | % | - | - | 0% | 0%✓ |
| Total Female Full Time Employees | Quantity | - | - | 39 | 33 |
| Total Female Part Time Employees | Quantity | - | - | 0 | 0✓ |

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|---------------------------------------------|----------|-------|-------|------|------|
| Women in Workforce (by employment category) | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Managers | % | 18.2% | 22.2% | 29% | 29%✓ |
| Managers | Quantity | 2 | 4 | 6 | 7✓ |
| Middle Management | % | 15.2% | 16.2% | 20% | 22%✓ |
| Middle Management | Quantity | 14 | 17 | 52 | 61✓ |
| Operators | % | 14.6% | 14.5% | 8% | 8%✓ |
| Operators | Quantity | 30 | 50 | 15 | 15✓ |
| Total Female Employees | Quantity | 46 | 71 | 73 | 83✓ |
| Borax Argentina | | | | | |
| Managers | % | - | - | 14% | 14%✓ |
| Managers | Quantity | - | - | 1 | 1✓ |
| Middle Management | % | - | - | 24% | 20%✓ |
| Middle Management | Quantity | - | - | 25 | 20✓ |
| Operators | % | - | - | 7% | 7%✓ |
| Operators | Quantity | - | - | 13 | 12✓ |
| Total Female Employees | Quantity | - | - | 39 | 33✓ |

Cultural Diversity

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|--------------------------------------------------|----------|-------|-------|------|------|
| Local Community Employees (by contract type) | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Full Time Contracts ¹ | % | 44.7% | 38.5% | 41% | 40%✓ |
| - <i>Permanent</i> | % | 47.8% | 40.5% | 45% | 47%✓ |
| - <i>Permanent</i> | Quantity | 138 | 171 | | 195✓ |
| - <i>Fixed Term</i> | % | 0% | 20.0% | 14% | 0%✓ |
| - <i>Fixed Term</i> | Quantity | 0 | 9 | | 0✓ |
| Part Time Contracts | % | 0% | 0% | 0% | 0✓ |
| Total full time employees from local communities | Quantity | 138 | 180 | 195 | 195✓ |
| Total part time employees from local communities | Quantity | 0 | 0 | 0 | 0✓ |
| Borax Argentina | | | | | |
| Full Time Contracts ¹ | % | - | - | 66% | 68%✓ |
| - <i>Permanent</i> | % | - | - | 67% | 70%✓ |
| - <i>Permanent</i> | Quantity | - | - | | 195✓ |
| - <i>Fixed Term</i> | % | - | - | 33% | 0%✓ |
| - <i>Fixed Term</i> | Quantity | - | - | | 0✓ |
| Part Time Contracts | % | - | - | 0% | 0%✓ |
| Total full time employees from local communities | Quantity | - | - | 203 | 195✓ |
| Total part time employees from local communities | Quantity | - | - | 0 | 0✓ |

Signed for identification purposes with our report dated November 15th, 2021
 PISTRELLI, HENRY MARTIN Y ASOCIADOS S.R.L.
 C.P.C.E.C.A.B.A. T° 1 - F° 13



GABRIEL RODRÍGUEZ
 Partner
 Public Accountant U.C.A.
 C.P.C.E.C.A.B.A. T° 398 - F° 1

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|----------------------------------------------------|----------------|-------|-------|------|------|
| Local Community Employees (by employment category) | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Managers | % | 0% | 0% | 0% | 0%✓ |
| Managers | Quantity | 0 | 0 | 0 | 0✓ |
| Middle Management | % | 5.4% | 4.8% | 12% | 12%✓ |
| Middle Management | Quantity | 5 | 5 | 31 | 32✓ |
| Operators | % | 64.6% | 50.9% | 84% | 84%✓ |
| Operators | Quantity | 133 | 175 | 164 | 163✓ |
| | TOTAL % | 45% | 39% | 41% | 40%✓ |
| | TOTAL Quantity | 138 | 180 | 195 | 195✓ |
| Borax Argentina | | | | | |
| Managers | % | - | - | 0% | 0%✓ |
| Managers | Quantity | - | - | 0 | 0✓ |
| Middle Management | % | - | - | 43% | 48%✓ |
| Middle Management | Quantity | - | - | 46 | 49✓ |
| Operators | % | - | - | 80% | 83%✓ |
| Operators | Quantity | - | - | 157 | 146✓ |
| | TOTAL Quantity | - | - | 203 | 195✓ |

Other Diversity Indicators

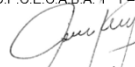
| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|------------------------------------------|----------|------|------|------|------|
| Employees with Disabilities ² | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Employees with Disabilities | Quantity | - | - | - | 0 |
| Borax Argentina | | | | | |
| Employees with Disabilities | Quantity | - | - | - | 0 |

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|----------------------------------------------------|----------|------|------|------|------|
| Employees from Indigenous Communities ² | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Employees from Indigenous Communities ³ | Quantity | - | - | - | 195✓ |
| Borax Argentina | | | | | |
| Employees from Indigenous Communities ³ | Quantity | - | - | - | 48✓ |

Parental Leave

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|----------------------------------------------------|----------|------|------|------|------|
| Parental leave | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Employees eligible for Parental Leave ⁴ | Quantity | 24 | 22 | 12 | 17✓ |
| - Male | Quantity | 22 | 19 | 10 | 11✓ |
| - Female | Quantity | 2 | 3 | 2 | 6✓ |
| Employees that took Parental Leave | Quantity | 24 | 22 | 12 | 17✓ |
| - Male | Quantity | 22 | 19 | 10 | 11✓ |
| - Female | Quantity | 2 | 3 | 2 | 6✓ |
| Borax Argentina | | | | | |
| Employees eligible for Parental Leave ⁴ | Quantity | - | - | 18 | 9✓ |
| - Male | Quantity | - | - | 16 | 6✓ |
| - Female | Quantity | - | - | 2 | 3✓ |
| Employees that took Parental Leave | Quantity | - | - | 18 | 9✓ |
| - Male | Quantity | - | - | 16 | 6✓ |
| - Female | Quantity | - | - | 2 | 3✓ |

Signed for identification purposes with our report dated November 15th, 2021
 PISTRELLI, HENRY MARTIN Y ASOCIADOS S.R.L.
 C.P.C.E.C.A.B.A. T° 1 - F° 13


 GABRIEL RODRÍGUEZ
 Partner

Public Accountant U.C.A.
 C.P.C.E.C.A.B.A. T° 398 - F° 1

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|-------------------------------------------------|----------|------|------|------|-------|
| Parental Leave - Rate of Return | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Returned from Parental Leave | Quantity | 24 | 22 | 12 | 17✓ |
| - Male | Quantity | 22 | 19 | 10 | 11✓ |
| - Female | Quantity | 2 | 3 | 2 | 6✓ |
| Left following Parental Leave | Quantity | 0 | 0 | 0 | 0✓ |
| - Male | Quantity | 0 | 0 | 0 | 0✓ |
| - Female | Quantity | 0 | 0 | 0 | 0✓ |
| Return Rate (6 months) | % | 100% | 100% | 100% | 100%✓ |
| - Male | % | - | - | 100% | 100%✓ |
| - Female | % | - | - | 100% | 100%✓ |
| Retention Rate (12 months) | % | 100% | 100% | 100% | 100%✓ |
| - Male | % | - | - | 100% | 100%✓ |
| - Female | % | - | - | 100% | 100%✓ |
| Borax Argentina | | | | | |
| Returned from Parental Leave | Quantity | - | - | 18 | 9✓ |
| - Male | Quantity | - | - | 16 | 6✓ |
| - Female | Quantity | - | - | 2 | 3✓ |
| Left following Parental Leave | Quantity | - | - | 0 | 0✓ |
| - Male | Quantity | - | - | 0 | 0✓ |
| - Female | Quantity | - | - | 0 | 0✓ |
| Return Rate (6 months) | % | - | - | 100% | 100%✓ |
| - Male | % | - | - | 100% | 100%✓ |
| - Female | % | - | - | 100% | 100%✓ |
| Retention Rate (12 months) | % | - | - | 100% | 100%✓ |
| - Male | % | - | - | 100% | 100%✓ |
| - Female | % | - | - | 100% | 100%✓ |

1- All local employees are on permanent contracts.

2 - New indicator reported for the first time in FY21

3 - All of the 10 local communities near SDJ are considered indigenous Atacama communities. Selected BRX local community employees belong to indigenous communities.

4 - This includes all employees who formally requested parental leave

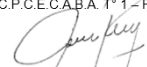
- : No information. New indicator or data for BRX prior to FY20.

Compensation*

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|-------------------------------------------------------------------------------|-------|--------------|--------------|--------------|--------------|
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Total compensation paid to employees/payroll, including benefits ¹ | USD | \$15,314,652 | \$15,143,414 | \$13,515,633 | \$13,559,551 |
| Borax Argentina | | | | | |
| Total compensation paid to employees/payroll, including benefits ¹ | USD | - | - | \$7,582,294 | \$7,560,907 |

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------|------|-------|------|
| Executive - Employee Ratio | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Ratio of annual total compensation for highest paid individual in the country to the median annual total compensation for all employees in the country | Quantity | 4.78 | 5.98 | 10.68 | 8.34 |

Signed for identification purposes with our report dated November 15th, 2021
 PISTRELLI, HENRY MARTIN Y ASOCIADOS S.R.L.
 C.P.C.E.C.A.B.A. T° 1 - F° 13



GABRIEL RODRÍGUEZ
 Partner
 Public Accountant U.C.A.
 C.P.C.E.C.A.B.A. T° 398 - F° 1

| | | | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------|------|------|------|
| Ratio of percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees | Quantity | 0.68 | 0.43 | 0.39 | 0.27 |
| Borax Argentina | | | | | |
| Ratio of annual total compensation for highest paid individual in the country to the median annual total compensation for all employees in the country | Quantity | - | - | 6.06 | 5.72 |
| Ratio of percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees | Quantity | - | - | 1.67 | 1.40 |

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|-------------------------------------------------|-------|------|------|------|-------|
| Female Salary Ratio² | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Managers | Ratio | 0.91 | 0.86 | 0.82 | 0.79✓ |
| Middle Management | Ratio | 0.97 | 0.89 | 0.97 | 0.88✓ |
| Operators | Ratio | 0.92 | 1.03 | 1.02 | 0.90✓ |
| Ratio Total Employees | Ratio | 0.93 | 0.93 | 1.14 | 0.97✓ |
| Borax Argentina³ | | | | | |
| Managers | Ratio | - | - | 0.78 | 1.18✓ |
| Middle Management | Ratio | - | - | 0.91 | 1.04✓ |
| Operators | Ratio | - | - | 0.90 | 0.93✓ |
| Ratio Total Employees | Ratio | - | - | 0.82 | 1.13✓ |

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------------------------------------------------|-------|------|------|------|-------|
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Average male starting wage ratio to local minimum wage value ⁴ | Ratio | - | - | - | 3.44✓ |
| Average female starting wage ratio to local minimum wage value ⁴ | Ratio | - | - | - | 3.44✓ |
| Borax Argentina | | | | | |
| Average male starting wage ratio to local minimum wage value ⁴ | Ratio | - | - | - | 3.52✓ |
| Average female starting wage ratio to local minimum wage value ⁴ | Ratio | - | - | - | 3.40✓ |

* Benefits during the reporting period apply to full time, part time and temporary employees. ✓

1 - Fluctuations in these values are largely associated with changes in the value of the Argentine Peso during the reporting period

2 - These ratios are calculated based on average female salary divided by average male salary for each employment category

3 - Data for FY20 has been restated due to improvements in data management processes

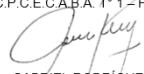
4 - Ratio calculated against the local minimum wage value for June 2021.

- : No information. New indicator or data for BRX prior to FY20.

Turnover

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|-------------------------------------------------|----------|------|------|------|------|
| Workforce | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Number of Employees | Quantity | 309 | 467 | 474 | 492✓ |
| Borax Argentina | | | | | |
| Number of Employees | Quantity | - | - | 309 | 285✓ |

Signed for identification purposes with our report dated November 15th, 2021.
PISTRELLI, HENRY MARTIN Y ASOCIADOS S.R.L.
C.P.C.E.C.A.B.A. T° 1 - F° 13


GABRIEL RODRÍGUEZ
Partner
Public Accountant U.C.A.
C.P.C.E.C.A.B.A. T° 398 - F° 1

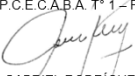
| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|-------------------------------------------------|----------|-------|------|-------|--------|
| Turnover | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Overall turnover | Quantity | 41 | 34 | 49 | 31✓ |
| Overall turnover rate ¹ | % | 13.3% | 7.3% | 10.3% | 6.3%✓ |
| Voluntary turnover | Quantity | 20 | 24 | 22 | 25✓ |
| Voluntary turnover rate | % | 6.5% | 5.1% | 4.6% | 5.1%✓ |
| Involuntary turnover | Quantity | 21 | 10 | 27 | 6✓ |
| Involuntary turnover rate | % | 6.8% | 2.1% | 5.7% | 1.2%✓ |
| Borax Argentina | | | | | |
| Overall turnover | Quantity | - | - | 16 | 54✓ |
| Overall turnover rate ¹ | % | - | - | 5.2% | 18.9%✓ |
| Voluntary turnover ² | Quantity | - | - | 8 | 53✓ |
| Voluntary turnover rate ² | % | - | - | 2.6% | 18.6%✓ |
| Involuntary turnover | Quantity | - | - | 8 | 1 |
| Involuntary turnover rate | % | - | - | 2.6% | 0.4%✓ |

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|-------------------------------------------------|-------|------|------|------|--------|
| Turnover by Gender | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Men | % | 9.1% | 5.8% | 8.7% | 5.1%✓ |
| Voluntary turnover rate | % | 5.5% | 4.1% | 3.8% | 4.1%✓ |
| Involuntary turnover rate | % | 3.6% | 1.7% | 4.9% | 1%✓ |
| Women | % | 4.2% | 1.5% | 1.7% | 1.2%✓ |
| Voluntary turnover rate | % | 2.9% | 1.1% | 0.8% | 1%✓ |
| Involuntary turnover rate | % | 1.3% | 0.4% | 0.8% | 0.2%✓ |
| Borax Argentina | | | | | |
| Men | % | - | - | 3.9% | 15.8%✓ |
| Voluntary turnover rate | % | - | - | 2.3% | 9.8%✓ |
| Involuntary turnover rate | % | - | - | 1.6% | 5.9%✓ |
| Women | % | - | - | 1.3% | 3.2%✓ |
| Voluntary turnover rate | % | - | - | 0.3% | 2.5%✓ |
| Involuntary turnover rate | % | - | - | 1.0% | 0.7%✓ |

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|-------------------------------------------------|-------|------|------|------|-------|
| Turnover by Region | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Local | % | 1.9% | 1.7% | 0.8% | 1%✓ |
| Regional | % | 5.5% | 1.9% | 2.7% | 1.8%✓ |
| National | % | 5.5% | 2.8% | 4.6% | 2%✓ |
| International | % | 0.3% | 0.9% | 2.1% | 1.4%✓ |
| Borax Argentina | | | | | |
| Local | % | - | - | 2.9% | 8.4%✓ |
| Regional | % | - | - | 1.3% | 7.4%✓ |
| National | % | - | - | 0.6% | 2.5%✓ |
| International | % | - | - | 0.3% | 0.7%✓ |

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|-------------------------------------------------|-------|------|------|------|-------|
| Turnover by Age | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| <30 | % | 8.7% | 1.3% | 1.5% | 1.6%✓ |
| 30-50 | % | 4.2% | 5.4% | 7.8% | 4.5%✓ |
| >50 | % | 0.3% | 0.6% | 1.1% | 0.2%✓ |

Signed for identification purposes with our report dated November 15th, 2021
 PISTRELLI, HENRY MARTIN Y ASOCIADOS S.R.L.
 C.P.C.E.C.A.B.A. T° 1 - F° 13


 GABRIEL RODRÍGUEZ
 Partner

Public Accountant U.C.A.
 C.P.C.E.C.A.B.A. T° 398 - F° 1

| Borax Argentina | | | | | |
|-----------------|---|---|---|------|-------|
| <30 | % | - | - | 1.0% | 2.8%✓ |
| 30-50 | % | - | - | 3.2% | 9.5%✓ |
| >50 | % | - | - | 1.0% | 6.7%✓ |

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|--------------------------------------------|-------|------|------|------|-------|
| Turnover by Employee Category ³ | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Managers | % | - | - | - | 1.6% |
| Middle Management | % | - | - | - | 3.7% |
| Operators | % | - | - | - | 1.0% |
| Borax Argentina | | | | | |
| Managers | % | - | - | - | 1.1% |
| Middle Management | % | - | - | - | 7.7% |
| Operators | % | - | - | - | 10.2% |

1 - Inclusive of turnover related to restructuring

2 - Inclusive of turnover related to restructuring

3 - New indicator implemented during FY21

- : No information. New indicator or data for BRX prior to FY20.

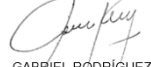
New Hires

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|------------------------------------------|----------|-------|-------|-------|--------|
| New Hires | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Total new hires | Quantity | 63 | 175 | 63 | 51✓ |
| Vacancies filled internally ¹ | Quantity | - | - | - | 25✓ |
| Hire rate ² | % | 20.4% | 37.5% | 13.3% | 10.4%✓ |
| Borax Argentina | | | | | |
| Total new hires | Quantity | - | - | 38 | 28✓ |
| Vacancies filled internally ¹ | Quantity | - | - | - | 6✓ |
| Hire rate ² | % | - | - | 12.3% | 9.8%✓ |

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|------------------------------------------|----------|-------|-------|-------|-------|
| New Hires by Gender | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Male hires | Quantity | 47 | 147 | 53 | 35✓ |
| Male hire rate | % | 15.2% | 31.5% | 11.2% | 7.1%✓ |
| Female hires | Quantity | 16 | 28 | 10 | 16✓ |
| Female hire rate | % | 5.2% | 6.0% | 2.1% | 3.3%✓ |
| Borax Argentina | | | | | |
| Male hires | Quantity | - | - | 30 | 26✓ |
| Male hire rate | % | - | - | 9.7% | 9.1%✓ |
| Female hires | Quantity | - | - | 8 | 2✓ |
| Female hire rate | % | - | - | 2.6% | 0.7%✓ |

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|------------------------------------------|----------|------|-------|------|-------|
| New Hires by Region | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Local hires | Quantity | 18 | 51 | 21 | 8✓ |
| Local hire rate | % | 5.8% | 10.9% | 4.4% | 1.6%✓ |
| Regional hires | Quantity | 23 | 55 | 22 | 15✓ |
| Regional hire rate | % | 7.4% | 11.8% | 4.6% | 3%✓ |

Signed for identification purposes with our report dated November 15th, 2021
 PISTRELLI, HENRY MARTIN Y ASOCIADOS S.R.L.
 C.P.C.E.C.A.B.A. T° 1 - F° 13


 GABRIEL RODRÍGUEZ
 Partner

Public Accountant U.C.A.
 C.P.C.E.C.A.B.A. T° 398 - F° 1

| | | | | | |
|-------------------------|----------|------|-------|------|-------|
| National hires | Quantity | 21 | 62 | 14 | 28✓ |
| National hire rate | % | 6.8% | 13.3% | 3.0% | 5.7%✓ |
| International hires | Quantity | 1 | 7 | 6 | 0✓ |
| International hire rate | % | 0.3% | 1.5% | 1.3% | 0%✓ |
| Borax Argentina | | | | | |
| Local hires | Quantity | - | - | 19 | 13✓ |
| Local hire rate | % | - | - | 6.2% | 4.6%✓ |
| Regional hires | Quantity | - | - | 16 | 11✓ |
| Regional hire rate | % | - | - | 5.2% | 3.9%✓ |
| National hires | Quantity | - | - | 1 | 3✓ |
| National hire rate | % | - | - | 0.3% | 1.1%✓ |
| International hires | Quantity | - | - | 2 | 1✓ |
| International hire rate | % | - | - | 0.6% | 0.4%✓ |

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|-------------------------------------------------|----------|-------|-------|------|-------|
| New Hires by Age | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Number of hires <30 | Quantity | 17 | 66 | 15 | 16✓ |
| Hire rate <30 | % | 5.5% | 14.1% | 3.2% | 3.3%✓ |
| Number of hires 30-50 | Quantity | 44 | 97 | 42 | 29✓ |
| Hire rate 30-50 | % | 14.2% | 20.8% | 8.9% | 5.9%✓ |
| Number of hires >50 | Quantity | 2 | 12 | 6 | 6✓ |
| Hire rate >50 | % | 0.6% | 2.6% | 1.3% | 1.2%✓ |
| Borax Argentina | | | | | |
| Number of hires <30 | Quantity | - | - | 9 | 8✓ |
| Hire rate <30 | % | - | - | 2.9% | 2.8%✓ |
| Number of hires 30-50 | Quantity | - | - | 28 | 18✓ |
| Hire rate 30-50 | % | - | - | 9.1% | 6.3%✓ |
| Number of hires >50 | Quantity | - | - | 1 | 2✓ |
| Hire rate >50 | % | - | - | 0.3% | 0.7%✓ |

| | | | | | |
|-------------------------------------------------|----------|---|---|---|------|
| New Hires by Employment Category | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Managers | Quantity | - | - | - | 9 |
| Manager Hire Rate | % | - | - | - | 1.8% |
| Middle Management | Quantity | - | - | - | 39 |
| Middle Management Hire Rate | % | - | - | - | 7.9% |
| Operators | Quantity | - | - | - | 3 |
| Operator Hire Rate | % | - | - | - | 0.6% |
| Borax Argentina | | | | | |
| Managers | Quantity | - | - | - | 4 |
| Manager Hire Rate | % | - | - | - | 1.4% |
| Middle Management | Quantity | - | - | - | 11 |
| Middle Management Hire Rate | % | - | - | - | 3.9% |
| Operators | Quantity | - | - | - | 13 |
| Operator Hire Rate | % | - | - | - | 4.6% |

1 - New indicator reported for the first time in FY21

2 - New hires as a % of total workforce

- : No information. New indicator or data for BRX prior to FY20.

Freedom of Association and Collective Bargaining

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|-------------------------------------------------------------------|-------|------|------|-------|-------|
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Percentage of workers covered by Collective Bargaining Agreements | % | 36% | 41% | 41.4% | 39.6% |

Signed for identification purposes with our report dated November 15th, 2021
 PISTRELLI, HENRY MARTIN Y ASOCIADOS S.R.L.
 C.P.C.E.C.A.B.A. T° 1 - F° 13


 GABRIEL RODRÍGUEZ
 Partner

Public Accountant U.C.A.
 C.P.C.E.C.A.B.A. T° 398 - F° 1

| Borax Argentina | | | | | |
|-------------------------------------------------------------------|---|---|---|-------|-------|
| Percentage of workers covered by Collective Bargaining Agreements | % | - | - | 63.4% | 61.8% |

- : No information. New indicator or data for BRX prior to FY20.

Learning and Development

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|--------------------------------------------------|----------|------|----------|----------|----------|
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Hours of training for all employees ¹ | Hours | N/D | 12,951 | 19,521 | 13,260 |
| Average training hours per employee ¹ | Hours | N/D | 27.73 | 41.18 | 27.0 |
| Total investment in training ² | USD | N/D | \$83,333 | \$44,059 | \$65,972 |
| Average investment per employee | USD | N/D | \$178 | \$93 | \$134 |
| Total training courses | Quantity | N/D | 48 | 94 | 75 |
| Borax Argentina | | | | | |
| Hours of training for all employees ³ | Hours | N/D | N/D | 8,805 | 2,085 |
| Average training hours per employee | Hours | N/D | N/D | 28.50 | 7.32 |
| Total investment in training | USD | N/D | N/D | \$15,185 | \$13,804 |
| Average investment per employee | USD | N/D | N/D | \$49 | \$48 |
| Total training courses ⁴ | Quantity | N/D | N/D | 47 | 12 |

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|----------------------------------------------------|-------|------|--------|--------|--------|
| Training and Education by gender | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Male employees total training hours | Hours | - | 11,076 | 15,370 | 11,286 |
| Average training hours per male employee | Hours | - | 27.97 | 38.23 | 27.59 |
| Female employees total training hours | Hours | - | 1,875 | 4,151 | 1,974 |
| Borax Argentina | | | | | |
| Male employees total training hours ³ | Hours | - | - | 6,140 | 1,868 |
| Average training hours per male employee | Hours | - | - | 22.74 | 7.41 |
| Female employees total training hours ³ | Hours | - | - | 2,665 | 217 |
| Average training hours per female employee | Hours | - | - | 68.33 | 6.58 |
| TOTAL | Hours | - | - | 8,805 | 2,085 |

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------------------|---------|------|------|-------|-------|
| Training and Education by Employment Category | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Managers | Hours | - | - | - | 922 |
| Managers | Average | - | - | 96.45 | 38 |
| Middle Management | Hours | - | - | - | 5,706 |
| Middle Management | Average | - | - | 56.19 | 21 |
| Operators | Hours | - | - | - | 6,632 |
| Operators | Average | - | - | 15.56 | 34 |
| Borax Argentina ⁵ | | | | | |
| Managers | Hours | - | - | - | - |
| Middle Management | Hours | - | - | - | - |
| Operators | Hours | - | - | - | - |

| | | 2018 | 2019 | 2020 | 2021 |
|------------------------------------------|---------|------|------|------|-------|
| Training and Education by Age | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| <30 | Hours | - | - | - | 4,888 |
| <30 | Average | - | - | - | 45 |
| 30-50 | Hours | - | - | - | 7,113 |
| 30-50 | Average | - | - | - | 21 |

Signed for identification purposes with our report dated November 15th, 2021
 PISTRELLI, HENRY MARTIN Y ASOCIADOS S.R.L.
 C.P.C.E.C.A.B.A. T* 1 - F* 13



GABRIEL RODRÍGUEZ
 Partner
 Public Accountant U.C.A.
 C.P.C.E.C.A.B.A. T* 398 - F* 1

| | | | | | |
|------------------------------------|---------|---|---|---|-------|
| >50 | Hours | - | - | - | 1,259 |
| 50 | Average | - | - | - | 29 |
| Borax Argentina⁵ | | | | | |
| <30 | Hours | - | - | - | - |
| 30-50 | Hours | - | - | - | - |
| >50 | Hours | - | - | - | - |

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|-------------------------------------------------|---------|------|------|------|------|
| Training and Education by Region | | | | | |
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Local | Average | - | - | - | 36 |
| Regional | Average | - | - | - | 25 |
| National | Average | - | - | - | 13 |
| International | Average | - | - | - | 97 |
| Borax Argentina⁵ | | | | | |
| Local | Hours | - | - | - | - |
| Regional | Hours | - | - | - | - |
| National | Hours | - | - | - | - |
| International | Hours | - | - | - | - |

| INDICATOR | Units | 2018 | 2019 | 2020 | 2021 |
|---------------------------------------------------------------------------|----------|------|------|------|------|
| Sales de Jujuy (Olaroz Lithium Facility) | | | | | |
| Employees who have received a formal performance evaluation | | | | | |
| Quantity of employees who have received a formal performance evaluation | Quantity | - | - | - | 447 |
| Percentage of employees who have received a formal performance evaluation | % | 100% | 100% | 95% | 91% |
| Borax Argentina | | | | | |
| Employees who have received a formal performance evaluation | | | | | |
| Quantity of employees who have received a formal performance evaluation | Quantity | - | - | - | 275 |
| Percentage of employees who have received a formal performance evaluation | % | - | - | - | 96% |

1 - External training courses were limited in FY21 due to COVID-19

2 - Training costs including expenses for the maintenance of digital training platforms, such as the Corporate Classroom, were centralised during FY21 resulting in an increased investment value.

3 - Reduced training hours in FY21 associated with COVID-19 impacts

4 - FY21 value includes only courses conducted by the People Development team.

5 - This information is not available to report for FY21

- : No information.

Signed for identification purposes with our report
dated November 15th, 2021
PISTRELLI, HENRY MARTIN Y ASOCIADOS S.R.L.
C.P.C.E.C.A.B.A. T° 1 - F° 13



GABRIEL RODRÍGUEZ
Partner
Public Accountant U.C.A.
C.P.C.E.C.A.B.A. T° 398 - F° 1