



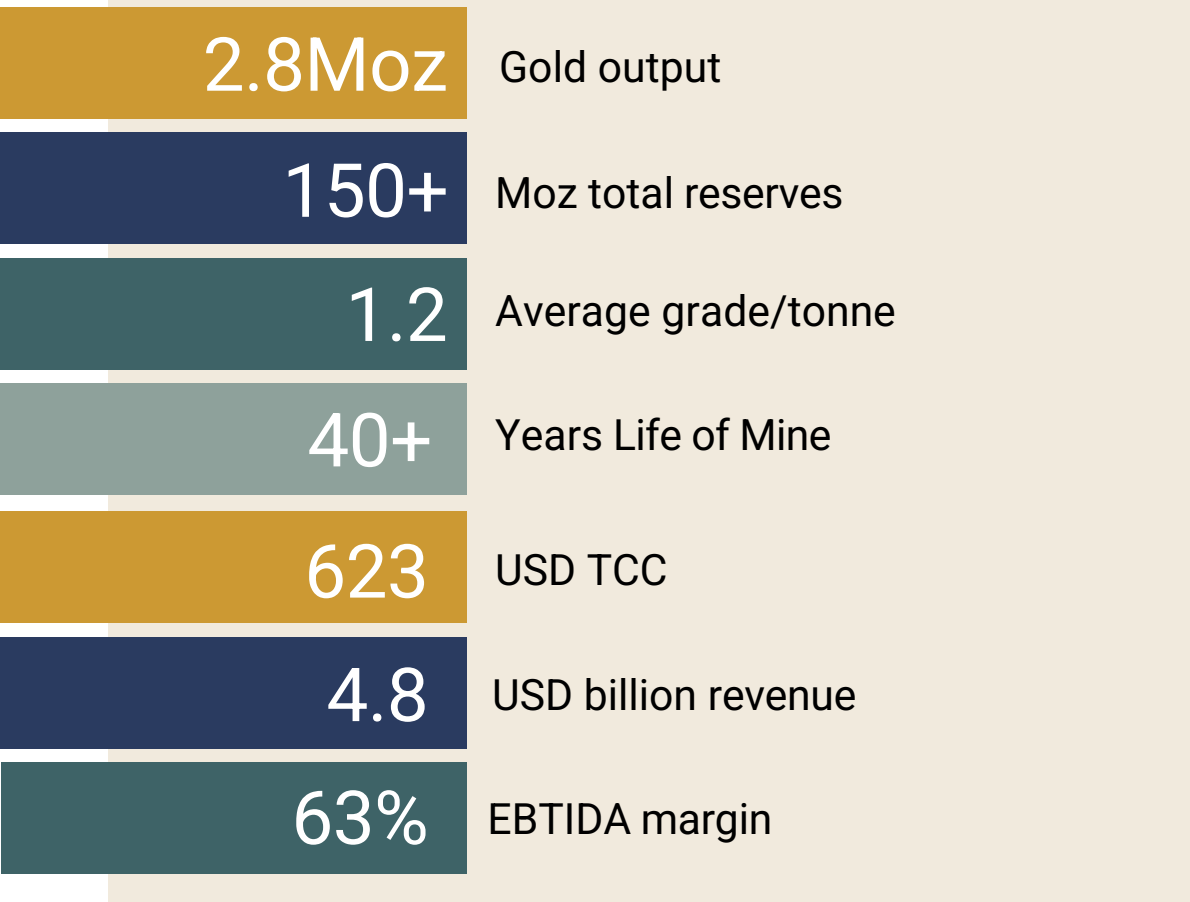
# NAVOI GOLD

PDAC CONFERENCE  
March 2023

*A TOP 4 GLOBAL PRODUCER POISED  
FOR FURTHER GROWTH*

# NAVOI GOLD AT A GLANCE

## TOP-4 GOLD PRODUCER GLOBALLY



## LOCATION

Established in 1958, Navoi Gold is the largest enterprise in Uzbekistan, currently state owned, contributing c. 7.9% to GDP



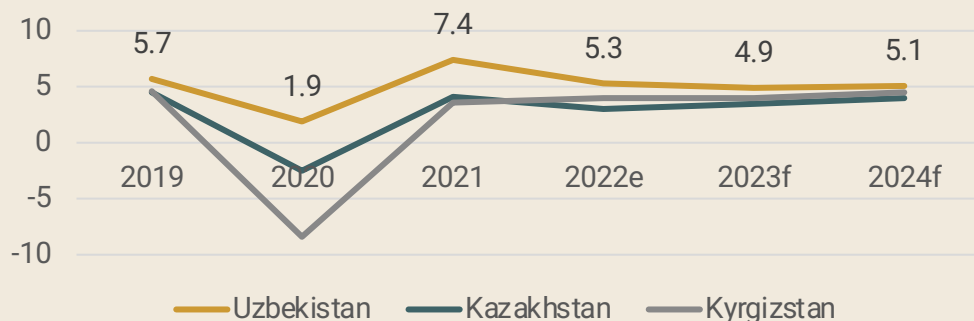
Sources: Company estimates for the full year of 2022

# UZBEKISTAN ECONOMY

The fastest growing economy in Central Asia

**69.2** bln USD Nominal GDP 2021 **35.2** mln population

## GDP growth highest and most stable in Central Asia

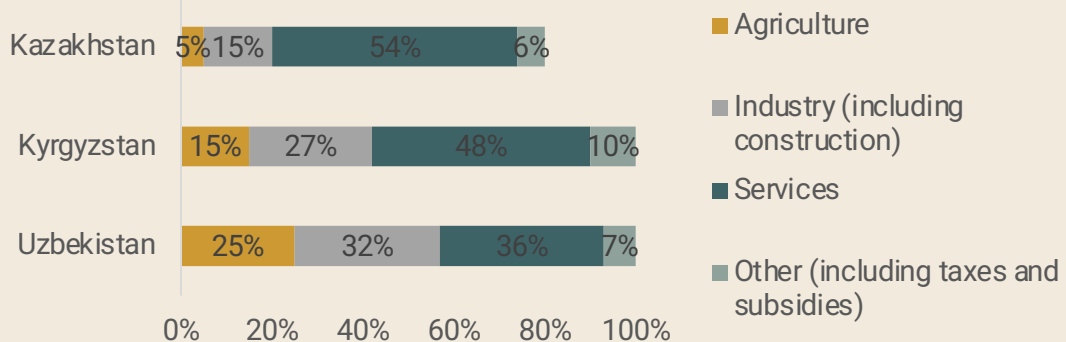


Source: World Bank, Economic Outlook, Nov 22

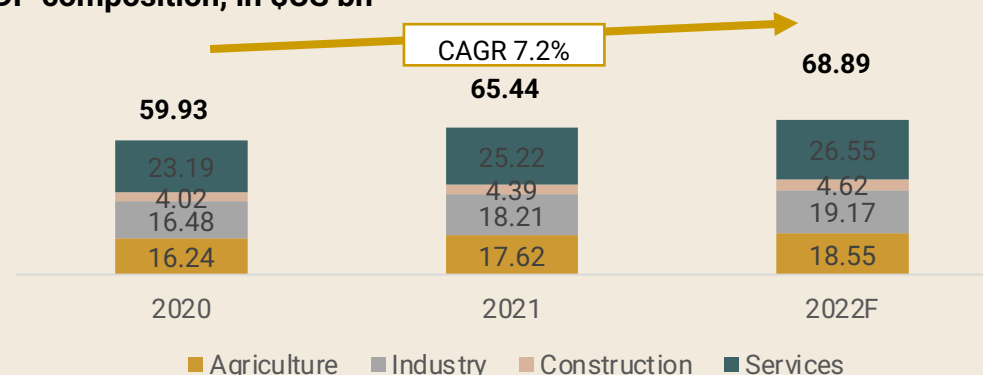
## Abundant natural resources, but diversified economy limits dependence on resources sector

Natural resources	
Mineral Resource	Reserves
Gold (t)	5000
Natural gas (bcm)	2240
Coal (mt)	1950
Oil and gas condensate (Mt)	178
Uranium (kt)	97
Copper (mt)	40

## GDP by industry more balanced and diversified



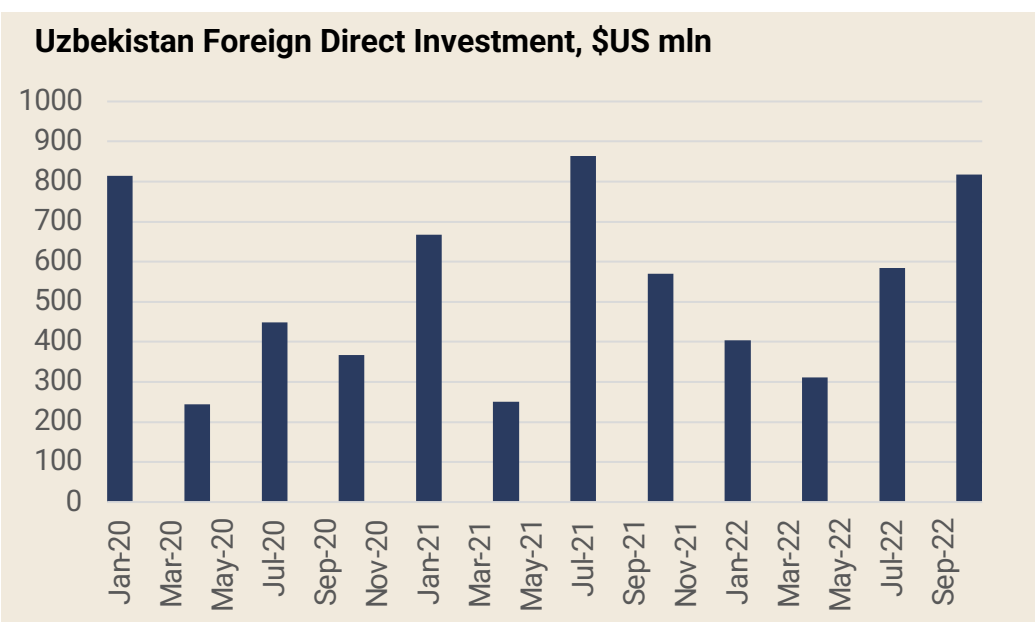
## GDP composition, in \$US bn



# UZBEKISTAN – A INVESTMENT & MINING FRIENDLY JURISDICTION

Strategic market location between Europe and Asia, stable macroeconomic environment & significant mining potential coupled with Uzbek government’s tax liberalization for the mining sector, make it an exciting investment destination

Foreign Direct Investment increased by \$817.58 Million in Q3 2022



Source: Central Bank

## Tax reduction roadmap

	2019	2020	2021	2022	2023F+
Income tax rate	12%	15%	15% <sup>1</sup>	15% <sup>1</sup>	15% <sup>1</sup>
Profitability level for income tax above 15%	5%	15%	15%	15%	15%
Income tax above 15%	90%	75%	75%	50%	25%
<b>Mineral extraction tax</b>	<b>25%</b>	<b>20%</b>	<b>15%</b>	<b>10%</b>	<b>10%</b>

Notes: (1) 2020 standard income tax rate will remain unchanged, unless revised by the government; (2) 30% for 1H2018 and 32% for 2H2018. MET provided for gold mining sector specifically and will vary for other minerals e.g. lower for copper.

## Reforms and privatisation:

Uzbekistan has announced a series of market-oriented economic reforms to transform leading industries, attract foreign investment and privatise state-owned assets. By 2025, the share of state-owned enterprises is planned to reduce by 75% with 1500+ assets sold\*.

\*Source: UzSAMA







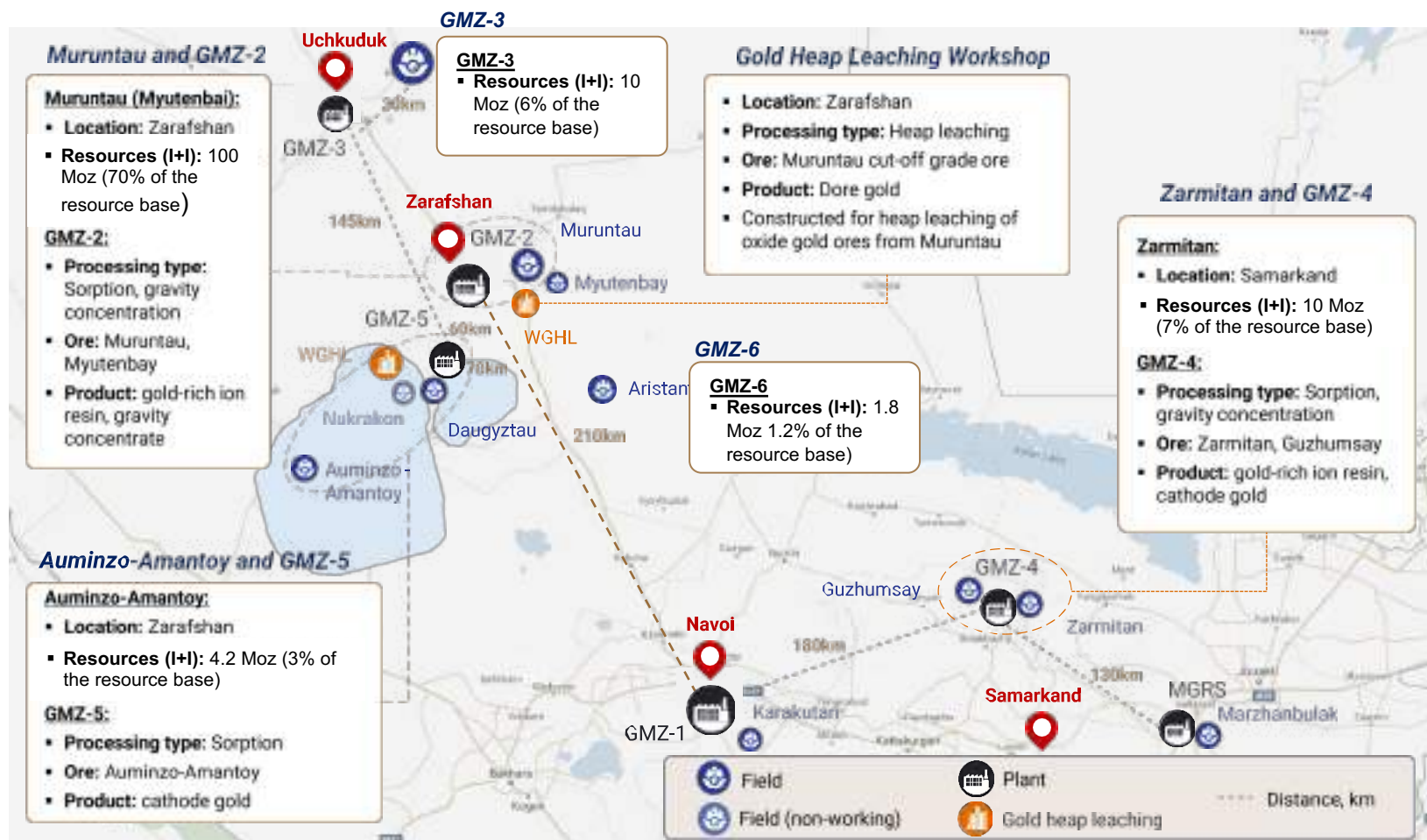
# NAVOI GOLD OVERVIEW

Navoi Gold's strategy is to grow output to 3Moz by 2026, while retaining cost leadership



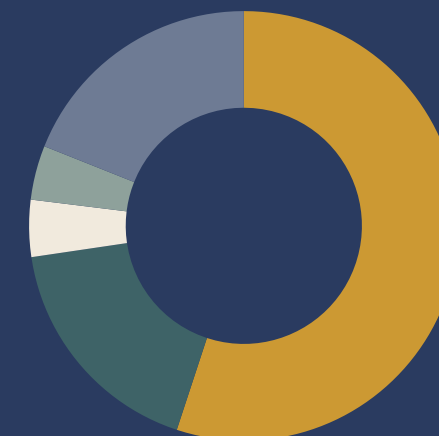


# NAVOI GOLD KEY ASSETS



## NAVOI GOLD RESOURCES SPLIT BY ASSET\*

as at December 31, 2021, Moz



51.5%	Muruntau
3%	Chukurkuduk
15%	Myutenbai
4%	Besapantau
19%	Others



# FLAGSHIP ASSET - MURUNTAU MINE

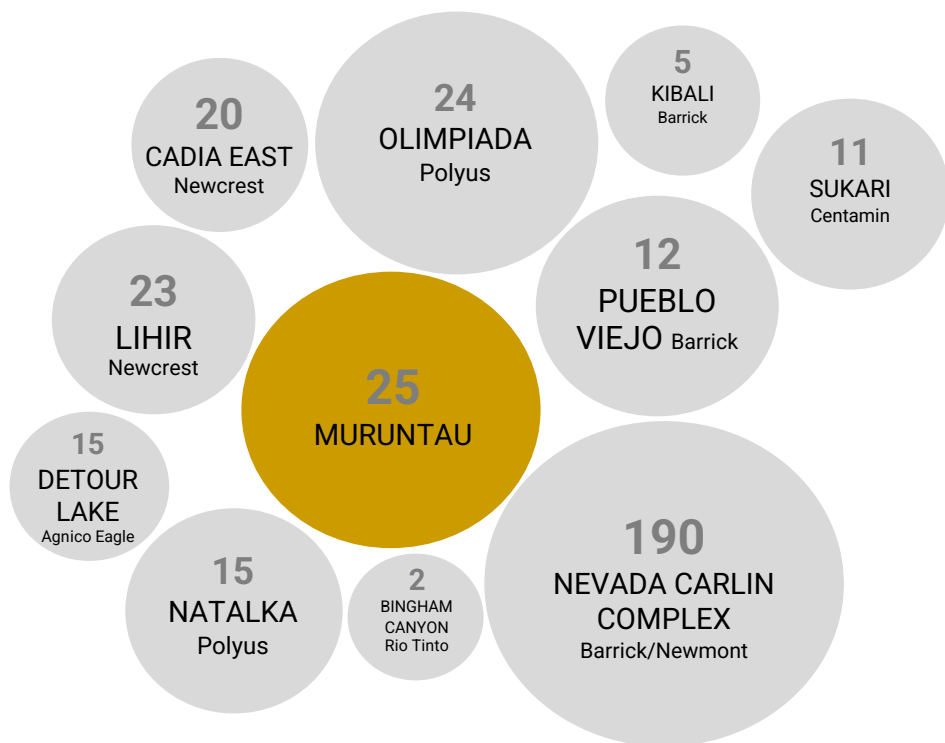
1.7 Moz gold - Annual production

68% - of Navoi's resource base

100 Moz – Mineral resources

40 years - Life of Mine

One of the largest open-pit mines globally: P&P Moz Reserves



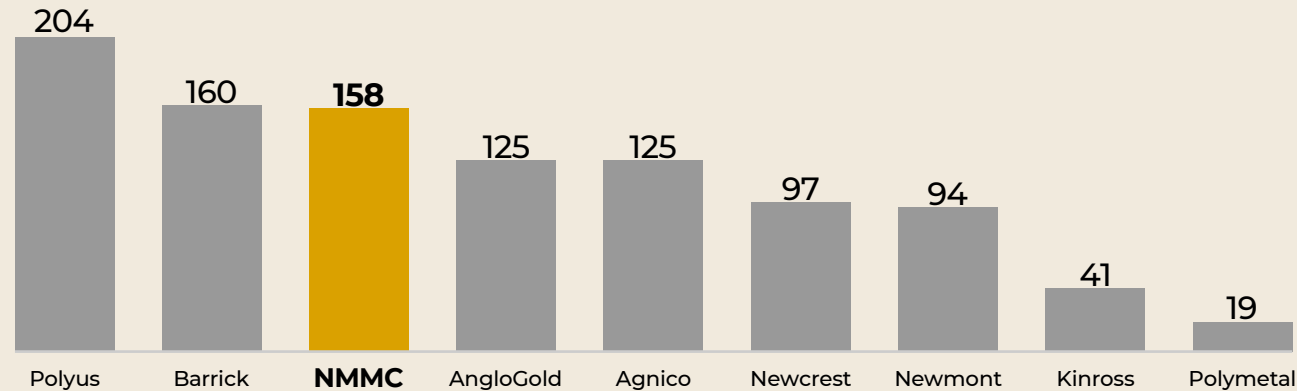
**Muruntau, the largest gold deposit globally with JORC Indicated resources – 59 Moz**

- Located in Kyzyl Kum desert, part of Southern Tiaan-Shan metallogenic belt
- Ore processed at HMP-2 plant with 50 Mtpa throughput
- Ore Reserve re-estimation underway
- Mine expansion underway



# NAVOI GOLD VS PEERS: PRODUCTION & RESOURCE

Resources base benchmark as of December 31, 2021, Moz\*

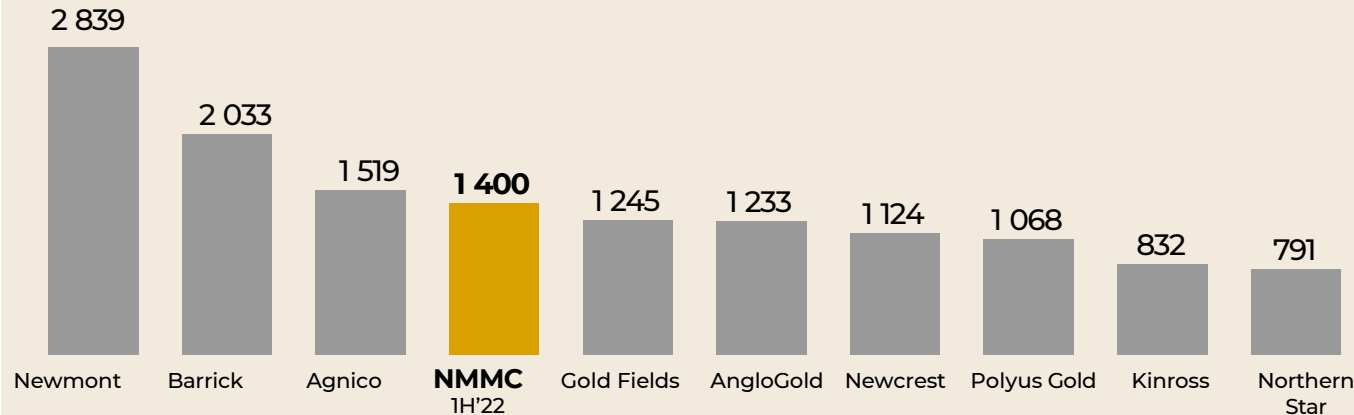


## RESOURCE BASE

Navoi Gold’s resource base of 158 Moz is amongst the largest globally, with 55% attributable to Muruntau

*\*To date Navoi Gold has revaluated and audited ~75% of resources in accordance with JORC. 15% of resources were assessed by AusIMM competent persons*

Global gold producers by output, koz 1H'22



## OUTPUT

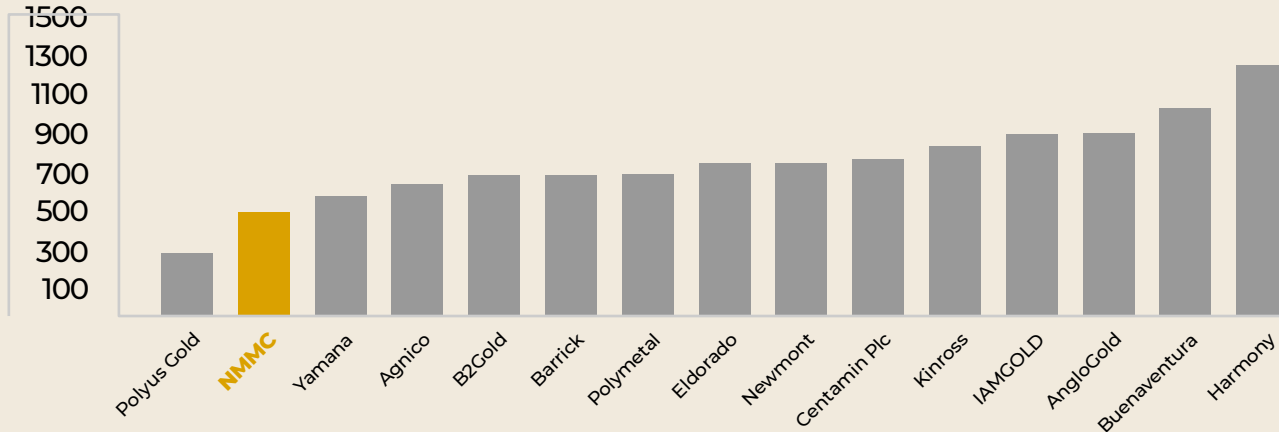
During 1H'22 Navoi Gold produced c. 1.4Moz (2.6 Moz for FY'21) of gold and ranked 4<sup>th</sup> amongst global gold peers



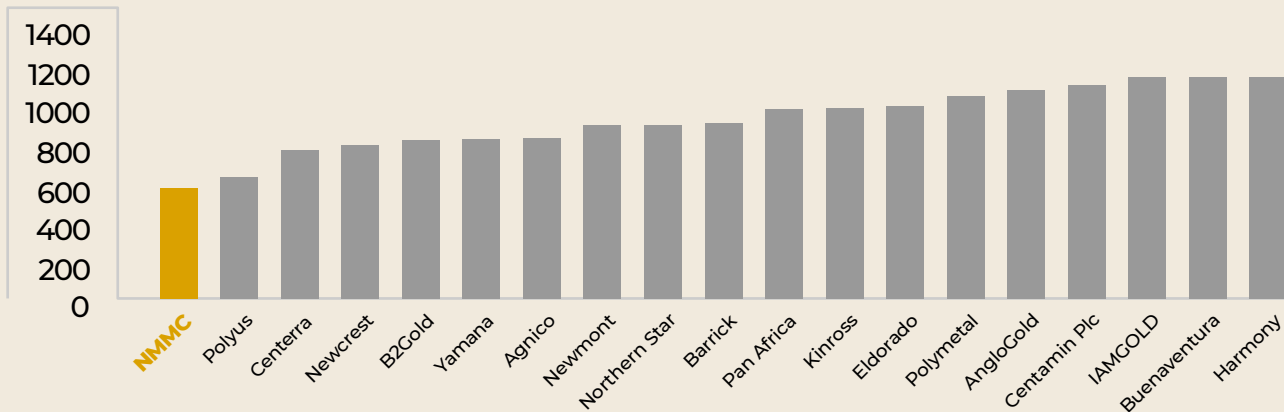


# NAVOI GOLD VS PEERS: COST PROFILE

Total cash costs per tonne (TCC) benchmark 1H'22\*, \$/oz



All-in sustaining costs (AISC) benchmark 1H'22, \$/oz



## GLOBAL COST LEADERSHIP

Well-invested infrastructure coupled with low labour costs and a high-quality reserve base ensures Navoi Gold has one of the lowest production costs globally.

For 1H'22, Navoi Gold was the global TCC leader AT \$623 and with the second lowest AISC world-wide at \$751.

Sources: Company's IFRS financial statements for 1H 2022, management reporting, Bloomberg, companies' presentations and reporting



# OUR PEOPLE

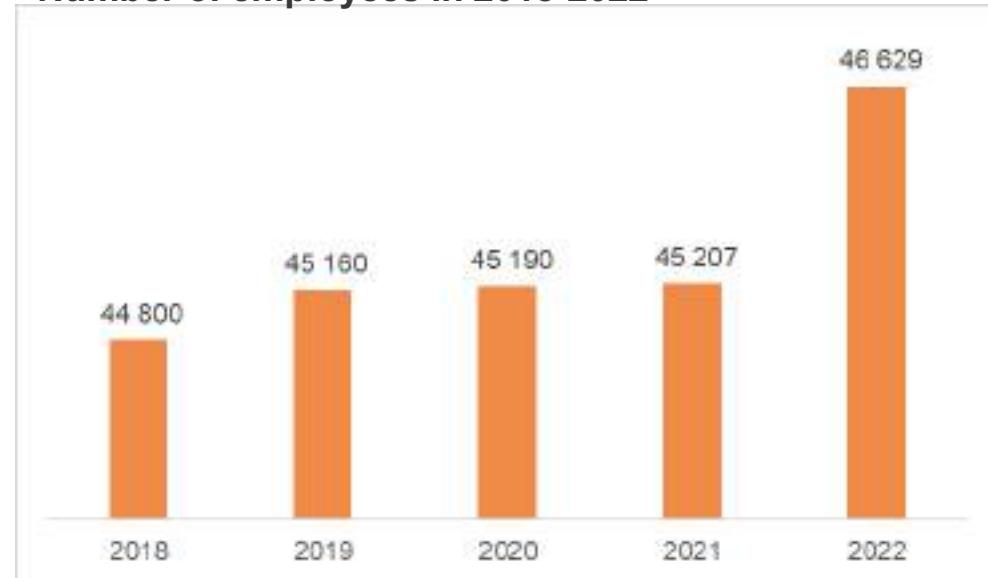
NAVOI MINING AND  
METALLURGICAL COMPANY



# NMMC JSC is the main employer in the country

- Uzbekistan is the country with the largest population in Central Asia (36 million at the beginning of 2022). By comparison, other countries in the region have a total population of 40 million.
- Uzbekistan's population is relatively young (the median age is 28), with 72% of the population under 40 years old.
- Along with the largest population in Central Asia, Uzbekistan also has the largest labor force in the region - 20.3 million people (as of July 1, 2022). These demographic factors increase the attractiveness of Uzbekistan's labor-intensive industries: mining, textiles and agriculture.
- Navoi Mining Metallurgical Company is the main employer of Uzbek labor market with 46 629 employees as for today. Over 65 years of development NMMC has formed more than one generation of highly qualified managers of various levels. The average age of the company's employees is 37 years.
- Our people is the most important asset and our human resources strategy is constantly invest in enhance the knowledge and skills of our employees to ensure we can meet our business and operational goals, both now and in the future.

Number of employees in 2018-2022





# Human resources management at NMMC

- **Training our talent.** The training of employees is among the priority areas for development in the NMMC. Training programs are delivered constantly at three dedicated centers in Navoi and Zarafshan. More than 13,000 employees received a wide range of training during 2022.
- **Health and Safety.** We run wellness programs focusing on creating healthy and safety condition for employees. We create opportunities in regular checks for traces of heavy metals, respiratory and lung function issues, and signs of industrial deafness for our employees. Constant training in occupational health and safety rules through the e-learning system implemented in 202 helps to improve the company's safety culture.
- **Opportunities for innovation and career growth.** NMMC encourages initiatives in the implementation of innovations and improvement of production technologies. The Innovation Center operates in the company where scientific research is carried out to improve and increase the efficiency of production. For example, in February 2023, the company's TOP employees were awarded the State Prize in science and technology for their scientific and practical work "Development and implementation of complex technology of process and refractory gold-bearing ores". Scientific and research paper are regularly published in the world's leading journals.
- **Talent management.** We are committed to all of our employees to play an active role in the success of the business. Our approach is anchored in developing and promoting the right internal talent and hiring the right external talent able to run a large and complex organization.
- **The work with youth.** We closely cooperate with universities to prepare our next generation of leaders. The great contribution in this work makes the Navoi State University of Mining and Technology where studies more than 6000 students of 37 directions. The Navoi State University is the main source of young talent development for the country's mining industry.



# New Challenges of NMMC JSC

## NMMC faces new challenges today:

- Increasing competition for talent, increasing expectations of best international business practices, the need to raise the employer's profile on both internal and external labor markets.



## HR directions of development:

1. **Digitalization of HR processes.** HR analytics and metrics shall be an important introduction into work, which will help to constantly increase efficiency of personnel management processes and make decisions on the basis of data and information analysis.
2. **Transparent remuneration system.** It is necessary to develop a fair, transparent, understandable system of differentiated approach to remuneration taking into account the results of NMMC activities and personal contribution of an employee.
3. **Knowledge transfer.** The company is becoming more open to attracting global talent. These practices are already the standard in the world but are now also being adopted at scale by NMMC. In-depth study of international standards and high proficiency in English are also among the priorities of NMMC's personnel development and talent management.
4. **Succession planning.** We strive to create such a succession planning process which will be designed to develop key strategic and tactical opportunities for each function, to help strengthen the human capital plans for senior leadership and critical roles across the organization.
1. **Diversity and inclusion.** Given the specific nature of the mining industry, the gender structure of the staff is dominated by male workers – 86 %. However, we continue to improve equal working environment for women and men.



# MANAGEMENT

## Highly experienced leadership team with international expertise



**Kuvandik Sanakulov**  
**CEO**

- 40+ years of experience in significant management and governmental positions
- Previously Deputy Prime Minister of Uzbekistan, incumbent Senator of Parliament
- Graduate of Tashkent Polytechnic Institute and Harvard Business School



**Eugene Antonov**  
**Deputy CEO, Chief Transformation Officer**

- 25+ years of international experience in the M&M industry in leadership roles within global majors, most recently as COO and board member of Trans-Siberian Gold Plc
- Previously led financial, commercial and supply chain functions at Kinross Gold
- Graduate of Pace University, New York and holds MBA from University of Toronto



**Shukhrat Aminov**  
**Interim CFO**

- 22+ years of experience in leadership roles within the financial sector
- Previously Deputy Managing Director of Central Bank of Uzbekistan
- Graduate of The University of World Economy and Diplomacy



**Kurbanmurat Taparov**  
**HR Director, NMMC Group**

- 23+ years' experience in politics and human resource management
- Formerly, Deputy Minister of Finance
- Rizumeykan university MBA



**Milana Haitova**  
**Chief Legal Adviser**

- 14+ years of experience in legal advisory
- LLM in Russian University of People



**Atabek Ravshanov**  
**Chief Engineer**

- 18+ years of experience in the M&M industry
- 9+ years of experience leading positions in M&M industry
- Graduated from the bachelor's degree at the Navoi State Mining Institute in 2005, the master's degree of the Navoi State Mining Institute in 2007



**Lyubov Egorova**  
**Head of Resources**

- 20+ years international experience in exploration, resource modeling and geodata management and LIMS/QA-QC
- Formerly, Chief Geologist of SRK CIS, engaged in numerous projects in South Africa, Russia, Kazakhstan, Uzbekistan







Thank you

