

# THE POWER OF COPPER

## FCX ESG Presentation

Q4 2023

FCX  
LISTED  
NYSE



ICMM  
Member



**FREEPORT**  
*FOREMOST IN COPPER*

fcx.com

# Cautionary Statement

This presentation contains forward-looking statements in which FCX discusses its potential future performance, operations and projects. Forward-looking statements are all statements other than statements of historical facts, such as plans, projections, expectations, targets, objectives, strategies or goals relating to environmental, social, safety and governance performance, operations, risks and projects, including expectations regarding execution of FCX's energy and climate strategies, and the underlying assumptions and estimated impacts on FCX's business and stakeholders related thereto; FCX's approach to lower carbon and reduced emissions; FCX's plans and expectations in relation to FCX's future clean energy transition, including targeted reductions of greenhouse gas (GHG) emissions, implementation of technologies and emissions reduction projects, achievement of its 2030 climate targets and its 2050 net zero aspiration; FCX's operational resiliency and climate scenarios; FCX's expectations regarding risks and future risk mitigation; FCX's continuing commitment to safe and reliable operations; FCX's commitment to human rights and creating a diverse and inclusive workplace; and FCX's commitment to deliver responsibly produced copper and molybdenum, including plans to implement, validate and maintain validation of its operating sites under specific frameworks. The words "anticipates," "may," "can," "commitments," "plans," "pursues," "believes," "estimates," "expects," "endeavors," "efforts," "seeks," "goal," "predicts," "strategy," "objective," "projects," "targets," "intends," "aspires," "likely," "will," "should," "could," "to be," "potential," "opportunities," "assumptions," "guidance," "forecasts," "future," "initiatives" and any similar expressions are intended to identify those assertions as forward-looking statements. FCX cautions readers that forward-looking statements are not guarantees of future performance and actual results may differ materially from those anticipated, expected, projected or assumed in the forward-looking statements. Important factors that can cause FCX's actual results to differ materially from those anticipated in the forward-looking statements include, but are not limited to, the factors described under the heading "Risk Factors" in FCX's Annual Report on Form 10-K for the year ended December 31, 2022, filed with the U.S. Securities and Exchange Commission (SEC), as updated by FCX's subsequent filings with the SEC, and available on FCX's website at [fcx.com](http://fcx.com).

Many of the assumptions upon which FCX's forward-looking statements are based are likely to change after the forward-looking statements are made. Further, FCX may make changes to its business plans that could affect its results. FCX cautions investors that it undertakes no obligation to update any forward-looking statements, which speak only as of the date made, notwithstanding any changes in its assumptions, changes in business plans, actual experience or other changes.

While certain matters discussed in this presentation may be significant and relevant to FCX's investors, any significance should not be read as rising to the level of materiality for purposes of complying with the U.S. federal securities laws and regulations or the disclosure requirements of the SEC. The goals and projects described in this presentation are aspirational; as such, no guarantees or promises are made that these goals and projects will be met or successfully executed.

Further, the data, statistics and metrics included in this presentation are non-audited estimates (with the exception of certain financial information and the GHG Scope 1, 2 and 3 emissions data, which have been third-party verified in accordance with ISO 14064 (Specifications 1 and 3) to a reasonable level of assurance), not prepared in accordance with U.S. generally accepted accounting principles, continue to evolve and may be based on assumptions believed to be reasonable at the time of preparation, but should not be considered guarantees and are subject to future revision.



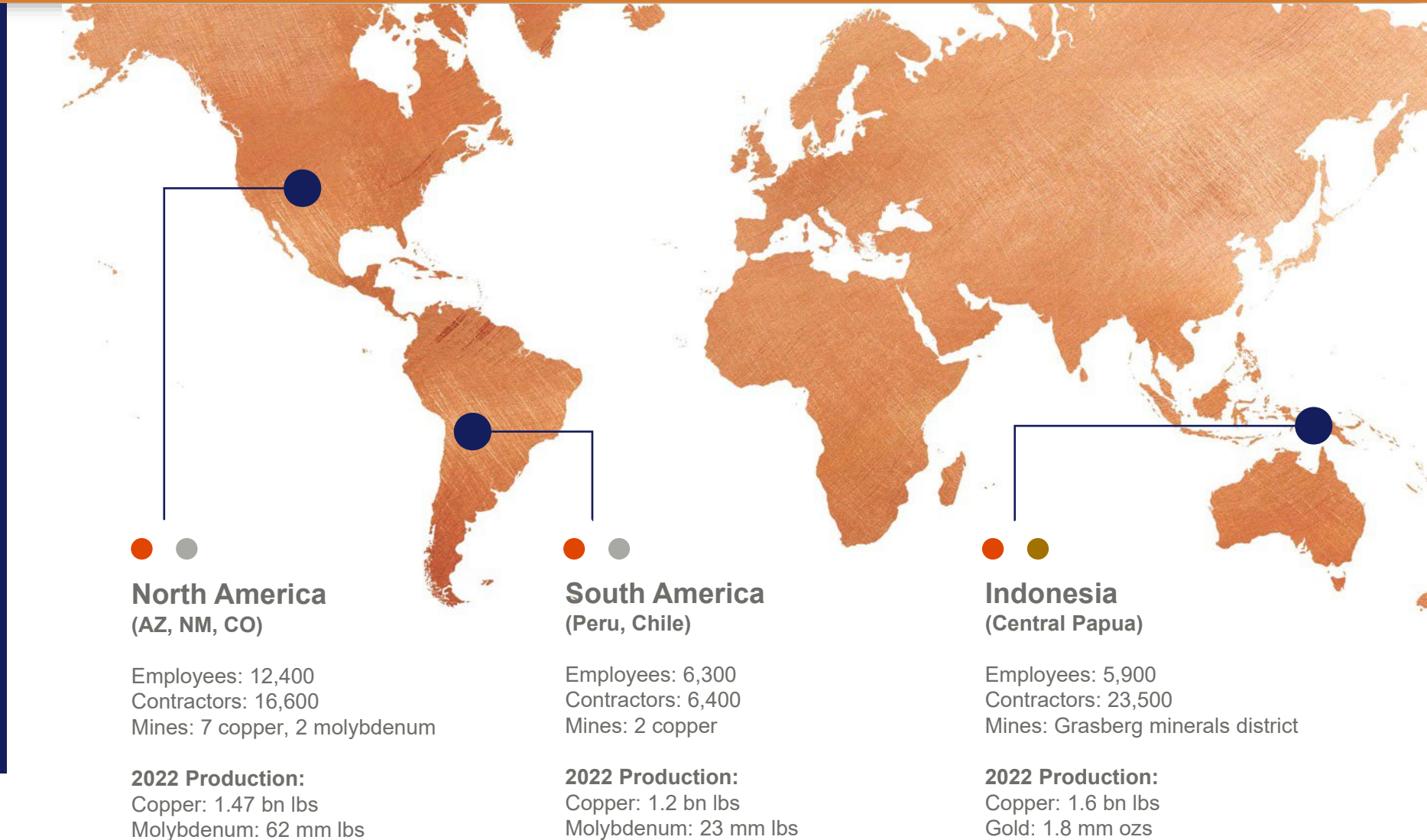
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# Freeport: Foremost in Copper

- ▶ High Quality Assets
- ▶ Control & Operate All Major Assets
- ▶ Experienced Leadership
- ▶ Demonstrated Operational & ESG Track Record
- ▶ 25+ year Implied Reserve Life for Copper\*



● Copper ● Molybdenum ● Gold

\*Excludes mineral resources

Note: At December 31, 2022, we had approximately 1,000 employees and 2,400 contractors in Europe and other locations not reflected on this slide.

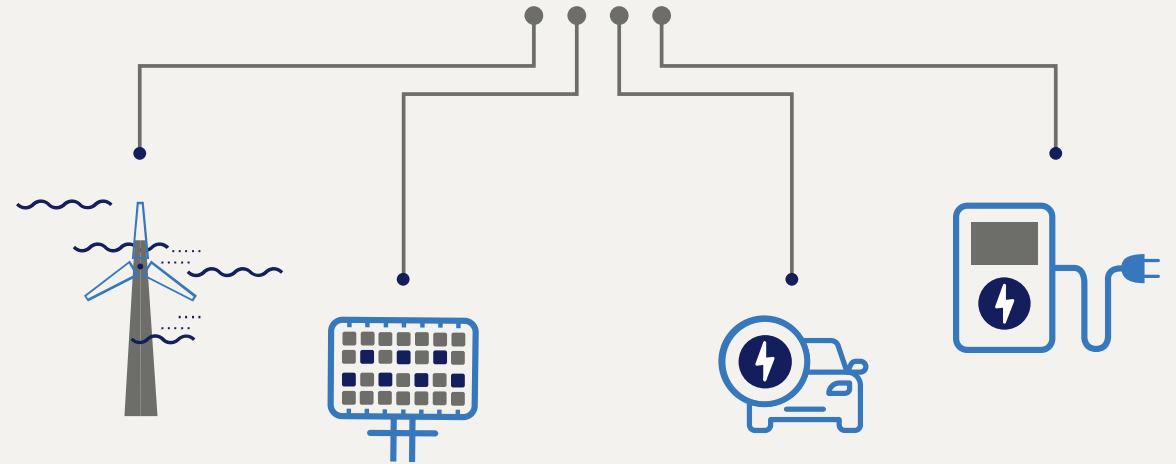
# Copper — Metal of the Future

Copper is critical to support the global transition to a low-carbon economy

- Essential to the technologies necessary to deliver clean energy, including electric vehicles, charging stations, high-efficiency motors and renewable energy
- Global decarbonization is expected to drive intensity of copper use
- By 2030, copper could support reduction of global carbon emissions by 16%
- Over 65% of the world's copper is used in applications that deliver electricity

## THE POWER OF **COPPER**

IN THE ENERGY TRANSITION



Renewable energy technologies use 4-5x more copper than fossil fuel power generation.

Electric vehicles use up to 4x more copper than internal combustion engines.

# FCX is a Leading Responsible Copper Producer



We are *Accelerating the Future, Responsibly*

## FCX's Sustainability Strategy



FCX is a leading responsible copper producer — supplying ~9% of the world's mined copper.

As global decarbonization accelerates, demand for copper is expected to increase. FCX is committed to meeting growing demand through our sustainability strategy — **Accelerate the Future, Responsibly.**

Our sustainability strategy recognizes the critical role our products play in global progress and underlies our commitment to continue to advance the responsible production of our products.

# ESG Strategy Aligned with International Best Practices

## Voluntary Memberships & Commitments:



## Sustainability Reporting Frameworks:



Note: As of April 21, 2023: 12 FCX sites have been awarded the Copper Mark: Atlantic Copper smelter & refinery, Bagdad, Cerro Verde, Chino, El Abra, El Paso refinery & rod mill, Miami smelter, mine & rod mill, Morenci, PT-FI, Safford, Sierrita, and Tyrone.

# The Copper Mark

Recognition for Responsible Production



- Assurance framework developed to demonstrate the copper industry’s responsible production practices
- Producers participating in the Copper Mark are committed to adhering to internationally recognized responsible operating practices
- Copper Mark governed by independent board including NGO participation and multi-stakeholder advisory council
- Framework covers 32 issue areas across 5 ESG categories developed by the Responsible Minerals Initiative’s Risk Readiness Assessment
- The Copper Mark recently extended its framework to other base metals including molybdenum (“the Molybdenum Mark”)
- FCX has achieved the Copper Mark at all 12 of its copper producing sites globally and has achieved the Molybdenum Mark at its two primary molybdenum mines, four copper mines that produce by-product molybdenum and at its molybdenum conversion facilities
- Requires third-party assurance of site performance and independent Copper Mark validation every three years

## AWARDED SITES

Atlantic Copper smelter & refinery (Spain)	Henderson mine (CO)
Bagdad mine (AZ)	Miami smelter, mine & rod mill (AZ)
Cerro Verde mine (Peru)	Morenci mine (AZ)
Chino mine (NM)	PT-FI mine (Indonesia)
Climax mine (CO)	Rotterdam (Netherlands)
El Abra mine (Chile)	Safford mine (AZ)
El Paso refinery & rod mill (TX)	Sierrita mine (AZ)
Fort Madison (IA)	Stowmarket (UK)
	Tyrone mine (NM)

*Note: Status as of 10/19/2023. FCX’s copper producing sites that produce by-product molybdenum have received both the Copper Mark and the Molybdenum Mark.*





# 2022 ESG Highlights

**12 sites**

awarded Copper Mark, including 4 in 2022 and 1 in early 2023

**\$177 million**

invested in our communities

**2030**

GHG emissions reduction targets established for Atlantic Copper and our primary molybdenum sites\*

**Global Tailings Standard**

progressed implementation at applicable tailings storage facilities in the Americas

**89%**

total water use efficiency achieved

*Accelerating the Future, Responsibly.*

**99%**

of our employees are from the countries where we operate

**6 sites**

awarded Molybdenum Mark, including 4 in 2022 and 2 in early 2023

**HRIAs**

completed for all 5 Arizona sites and initiated at PT-FI\*\*

**41.7%**

of our Board of Directors are women\*\*\*

**WHC**

15 of our sites certified gold by the Wildlife Habitat Council for our biodiversity programs



AMERICA'S MOST  
**JUST**  
COMPANIES  
CNBC  
2023

Top 100 JUST companies in the U.S. by JUST Capital rankings

**Sustainability  
Yearbook Member**

2023 S&P Global Sustainability Yearbook Member



100 Best Corporate Citizens in the U.S. in 2022 by 3BL Media in partnership with Institutional Shareholder Services



Points of Light 2022 The Civic 50 list, recognizing the 50 most community-minded companies in the U.S.

\* In addition to the 2030 intensity reduction targets established for our Americas copper business in 2020 and PT-FI in 2021, and now covering nearly 100% of our Scope 1 and 2 GHG emissions; \*\*HRIA stands for Human Rights Impact Assessment; \*\*\* At year-end 2022, 36.4% of FCX's Board of Directors were women, and following the appointment of Kathleen L. Quirk to the Board in February 2023, FCX currently has 41.7% women representation on the Board.



EMPOWERED  
PEOPLE &  
RESILIENT  
COMMUNITIES

# Health & Safety

Focused on empowering safe work behaviors across the global business

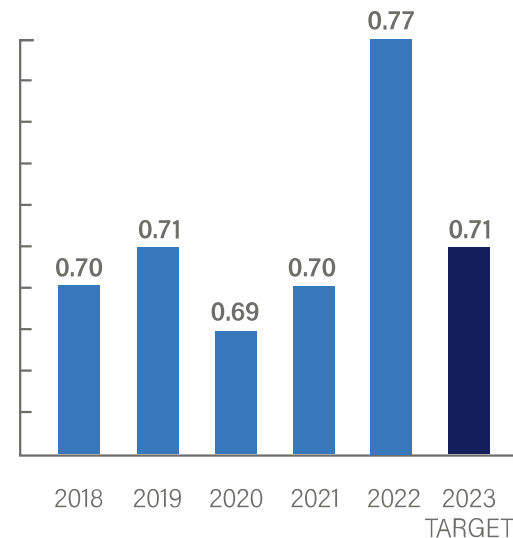
- Safe Production Matters strategy focused on fatality prevention and eliminating high-risk incidents
- Our robust root cause analysis program aims to eliminate systemic causes of incidents, identify and verify corrective actions and work towards sustained improvement
- Following an increase in safety incidents in 2022, data analysis is being used to identify trends and effectively address emerging challenges
- Re-emphasizing active engagement and visibility by supervisors and leaders in the field to promote culture of safety and promote safety accountability
- Dedicated to providing our people, with a particular focus on newer employees, the appropriate training and safety education to support safety success

## SAFE PRODUCTION MATTERS



**Supporting safe behavior through technology**

**Total Recordable Incident Rate**  
(per 200,000 hours worked)



*TRIR = [(Fatalities + Lost-time Incidents + Restricted Duty Incidents + Medical Treatment) x 200,000] / Total Hours Worked. TRIR presented here may differ from reported TRIR in FCX's Form 10-K filings because data have been adjusted to exclude disposed assets for comparison purposes or for other stated reasons. TRIR includes employees and contractors.*

Our ambition is to put safety first—for ourselves, for each other and for our communities—by championing a culture of health, safety and well-being wherever we do business.

# Workforce

- Flexible, highly engaged workforce prioritized across our organization
- Working to support the ongoing training, development and retention of our workforce to ensure we have the right people with the necessary skills to safely deliver on our business strategy
- Focused on attracting and retaining employees with the technical expertise required to achieve our strategic objectives despite continued tight labor markets in 2022
- Continued to advance global pay equity analysis and living wage assessments in 2022
- Continuing efforts to better understand the unique challenges and opportunities that will help us to promote a more inclusive and diverse workforce

**Global Workforce**  
(as of December 31, 2022)



North America	48%
South America	25%
Indonesia	23%
Europe/Other	4%



Indonesia	48%
North America	34%
South America	13%
Europe/Other	5%



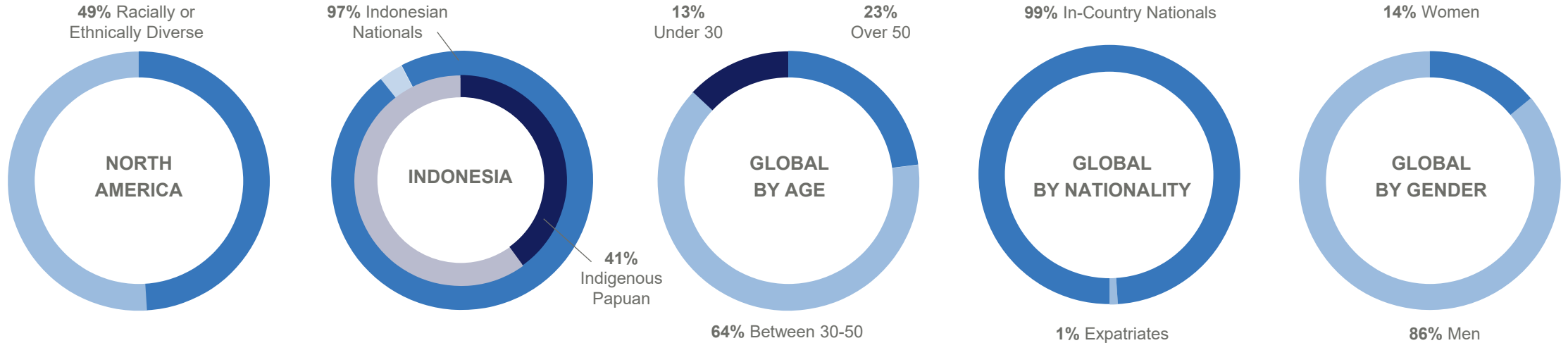
Our safety-focused, respectful and inclusive culture empowers our workforce to innovate, adapt and succeed.



# Inclusion & Diversity

*Committed to a culture that is inclusive and representative of the communities where we operate*

## Global Employees (as of December 31, 2022; excludes contractors)



FCX believes an inclusive, diverse and representative workforce offers a broad range of experience, knowledge, background, culture and heritage, which can drive innovation, enhance our operational performance and improve our relationships with stakeholders.

# Communities & Indigenous Peoples



Community resilience focus areas seek to support our overarching effort to support long-term resilience across our three pillars:



Women’s empowerment as a cross-cutting area of focus across all of our community engagement and investment efforts

We work in partnership with our host communities and Indigenous Peoples to earn and maintain their trust and to contribute to long-term shared value and resilience.

**\$2.3 BILLION**  
CUMULATIVE INVESTMENT SINCE 2009

2022 TOTAL COMMUNITY INVESTMENT  
**\$177 MILLION**

# Indigenous Peoples & Cultural Heritage

- Dedicated to the continued strengthening of our relationships with Indigenous Peoples across all of our sites
- We have formal interactions with Indigenous Peoples in Central Papua, Indonesia; Native Americans in the United States; and the traditional communities of Alto El Loa in Chile
- Our approach is underpinned by understanding the values and cultural needs of each Indigenous group and is focused on developing and maintaining long-term relationships
- We seek to avoid, minimize or mitigate negative impacts to cultural heritage through advanced planning and ongoing engagement with Indigenous and other impacted communities, including providing opportunities for stakeholders to identify any assets or resources that are culturally or traditionally significant at our sites

FCX is guided by a fundamental commitment to respect and appreciate the cultural heritage of people in the communities where we operate.





THRIVING ENVIRONMENTS



# Environmental Stewardship

*FCX spent approximately \$400 million on our environmental programs in 2022*

THE POWER OF  
COPPER

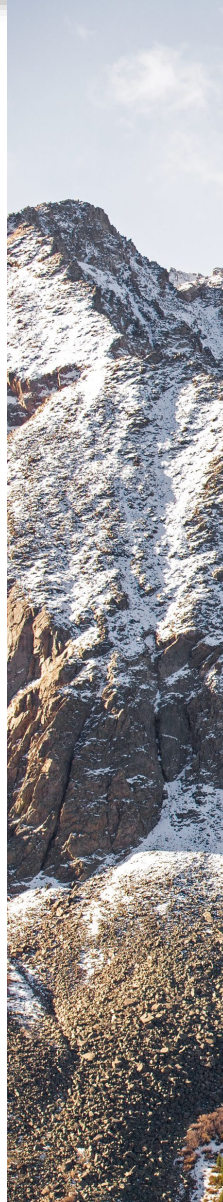
- Committed to sound environmental practices at our operations and seek continuous improvement
- All operations' Environmental Management Systems certified to ISO 14001
- Environmental focus areas include climate, water stewardship, biodiversity and land use, tailings management, reclamation and waste management
- Seek to avoid and minimize the adverse impacts of our operations on the environment while promoting opportunities to conserve and enhance resources in the areas where we operate
- Committed not to explore or mine at any United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage Sites
- Stewardship initiatives aim to produce benefits for the environment and people, build trust and support our social license to operate



# Climate Strategy Progress — At a Glance

## Climate Strategy Pillars:

- 1 REDUCTION**  
 Reduce GHG emissions including achieving our 2030 GHG reduction targets
- 2 RESILIENCE**  
 Enhance resilience to climate change risks for our operations, our host communities and our stakeholders
- 3 CONTRIBUTION**  
 Contribute responsibly produced copper to support the global energy transition, including collaborating with industry and value chain partners to develop solutions



## Climate Achievements 2020-2023

### Establishing our Climate Strategy

- Formalized climate strategy of reduction, resilience and contribution
- Established 2030 GHG emissions reduction targets and 2050 net zero aspiration
- Committed to Task Force on Climate-related Financial Disclosures

### Embedding Climate Considerations

- Added climate expertise to the Board
- Incorporated climate performance into annual executive compensation
- Completed global climate scenario analysis and follow-on studies
- Integrated climate into risk management tools
- Established an internal carbon shadow price

### Ongoing Progress

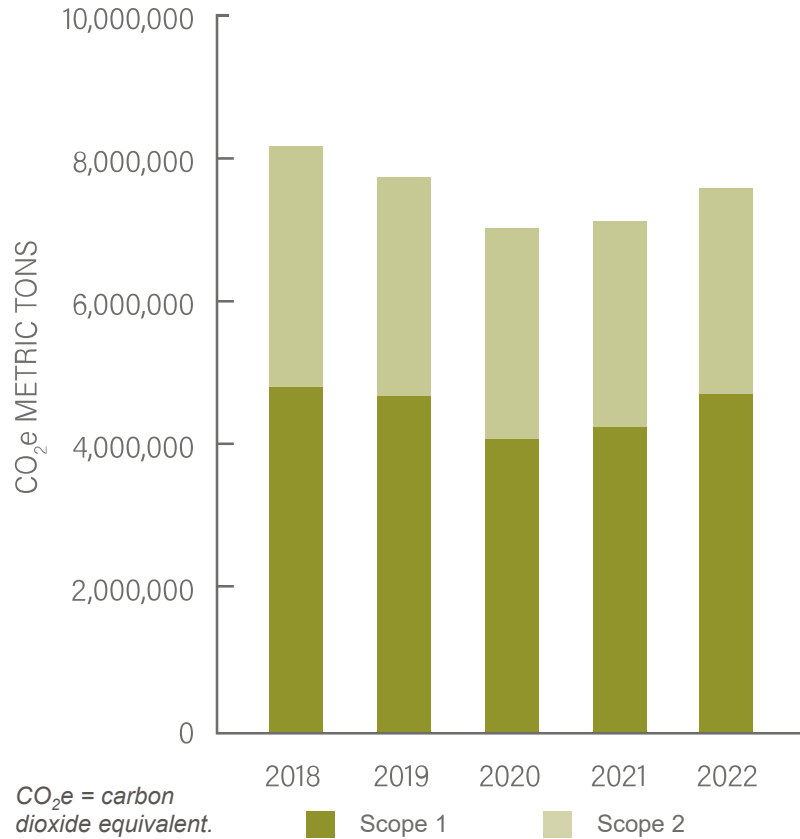
- Progressing plans to replace PT-FI's coal-fired power plant
- Integrating additional renewable energy sources
- Investing in innovation to advance heavy equipment electrification
- Actively participating with Caterpillar and Komatsu to advance zero-emissions mining trucks, supporting technologies and infrastructure
- Engaging with industry peers to establish science-based targets for the copper sector based on the SBTi's Sectoral Decarbonization Approach.
- Enhancing Scope 3 emissions estimates
- Participating in efforts to understand copper's carbon footprint
- Collaborating with host communities to strengthen resilience



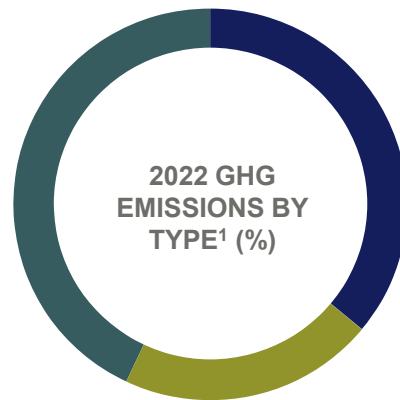
# Climate Performance Update

Our 2022 absolute GHG emissions (Scope 1 & 2) were 6% lower than 2018 baseline year levels

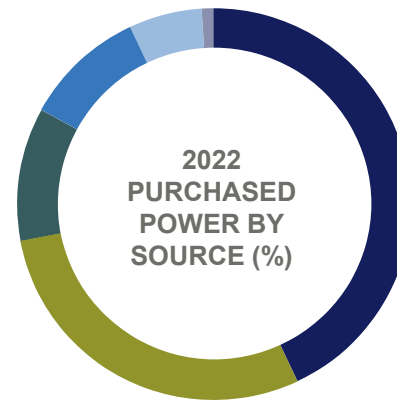
**5-Year Global Absolute GHG Emissions (Scope 1 & 2)**



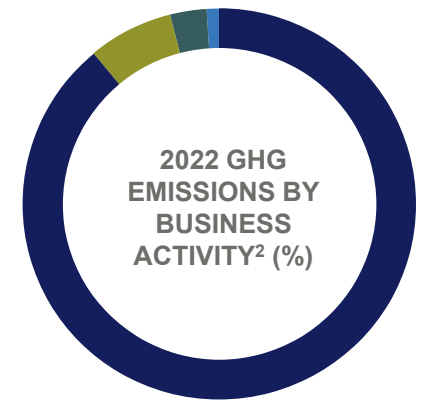
**2022 Global GHG Emissions**



Scope 1	36%
Scope 2	21%
Scope 3	43%



Natural Gas	43%
Hydro	29%
Coal, Other Fossil Fuels	11%
Solar, Wind, Geothermal	10%
Nuclear	6%
Other	1%



Copper Mining	89%
Smelting & Refining	7%
Molybdenum Mining	3%
Other	1%

1. 2022 Scope 3 data has been revised since the publication of the 2022 Annual Sustainability Report in April 2023. At that time, Categories 1 to 8 (excluding Category 6) were based on spend data from the 2021 Climate Report, published in September 2022. We have since been able to update the data based on 2022 spend data.

2. Reflects Scope 1 and 2 emissions only.

Note: GHG emissions data have been prepared in accordance with the WRI/WBCSD Greenhouse Gas Protocol. FCX reports GHG emissions on a 100% operational basis. FCX's GHG emissions verification statement is available on the Sustainability section of FCX's website.

# Long-Term Decarbonization Plan

FCX aspires to participate in – and positively contribute to – a 2050 net zero economy

## ILLUSTRATIVE NET ZERO PATHWAY<sup>1</sup>

2020 —————> 2030 —————> 2050

### Decarbonization Levers



### 2030 Targets (Scope 1 & 2)

- Americas Copper 15% GHG emissions intensity reduction target
- PT-FI 30% GHG emissions intensity reduction target
- Atlantic Copper 50% GHG emissions reduction target
- Primary Molybdenum Sites 35% GHG emissions reduction target

**ASPIRING TOWARDS  
NET ZERO IN 2050** (SCOPE 1 & 2)

<sup>1</sup> This is a high-level, initial illustrative net zero pathway only. As we develop our understanding and make plans for our 2050 net zero aspiration, we anticipate that we will need to balance residual GHG emissions with offsets and removals and plan to explore a variety of opportunities to achieve our net zero aspiration.

# Water Stewardship

## Our global water management program goals:

- 1 Optimize water use efficiency in our processes
- 2 Minimize use of new freshwater at our operations
- 3 Reduce our water footprint by transitioning to renewable, recycled and/or lower quality water sources
- 4 Monitor our impact on the surrounding communities and environment by continually reviewing our water supplies
- 5 Evaluate new technologies and innovations that can support the reduction of future water requirements at our operations

As responsible water stewards, we focus on minimizing our impacts on shared resources, while supporting the long-term resilience of our operations, host communities and the environment.



We utilized  
**5X MORE**  
recycled water  
than new water  
in 2022.

**89%**  
water use  
efficiency  
in 2022.

# Biodiversity



FCX aims to avoid or minimize the adverse impacts of our operations on biodiversity and contribute positively to the conservation of biodiversity beyond our operational boundaries.

- Committed to contributing to the conservation of biodiversity; explicit commitment not to explore or mine at any UNESCO World Heritage sites
- Extensive conservation programs globally; 17 operating sites and facilities currently are certified through Wildlife Habitat Council for our biodiversity programs, 15 of which are recognized with gold-tier certifications
- Working to formalize and publicly disclose biodiversity management plans at Cerro Verde, El Abra, Morenci and PT-FI (Grasberg operations) by the end of 2023
- In 2022, across all of its sites globally, FCX adopted the mitigation hierarchy approach — a framework that emphasizes best practices for managing biodiversity and ecosystems through the avoidance, minimization, restoration and offsetting of impacts
- Long-term ambition is for No Net Loss for new mines and major expansion projects at existing mines

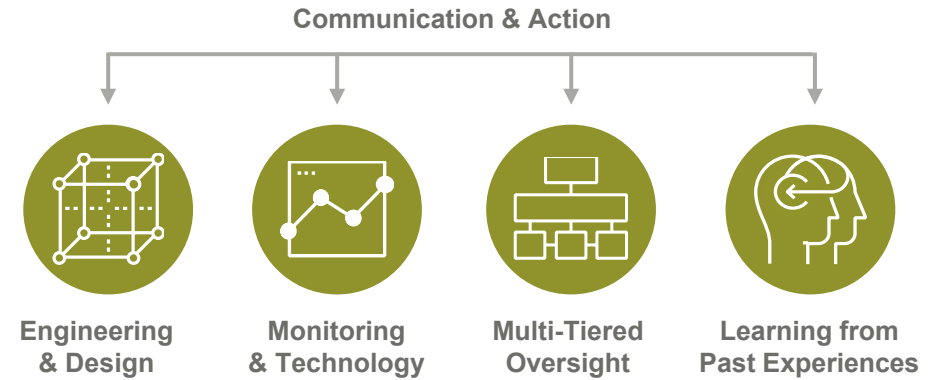


# Tailings Management

*Safety is at the foundation of our tailings management approach*



- Our Tailings Stewardship program launched in 2004
- Our program has a foundation in independent third-party reviews, including third-party expert Independent Tailings Review Boards
- Comprehensive measures to ensure tailings storage facilities (TSFs) are designed, built, operated, closed and monitored to minimize risk to employees, neighboring host communities and the environment
- Currently in the process of implementing the Global Industry Standard on Tailings Management (the Tailings Standard)
  - Met August 2023 conformance deadline for TSFs with Extreme or Very High potential consequences (based on credible failure modes)
  - Progressing conformance for all other TSFs that have not been deemed Safely Closed ahead of the August 2025 timeline



**Our objective is to have zero fatalities, zero catastrophic failures, and zero unplanned discharges from any of our TSFs.**



# PT-FI Controlled Riverine Tailings

*Best site-specific management alternative with lowest risk to people and the environment*



PT-FI expects to spend approximately \$100 million annually for the next five years to monitor and manage the controlled tailings system.

- PT-FI's controlled system was selected after extensive evaluations by international experts given the extreme terrain and site-specific conditions of the operating area
- A large-scale conventional tailings management system would not be safe, stable or effective
- 25+ year history of performing safely and in line with design plans
- Nearly three decades of engineering analyses, extensive monitoring and data collection, and computer modelling continue to indicate that the current tailings management system poses the lowest risk to people and the environment
- Conduct extensive, ongoing monitoring and testing; approximately 90 active monitoring programs currently
- Monitoring programs confirm that natural revegetation occurs and, with the exception of elevation changes, environmental impacts are reversible at the end of the mine life





ROBUST  
GOVERNANCE

# Human Rights

*We are committed to respecting the rights of all people*



- Committed to the International Bill of Human Rights and to implementing the United Nations Guiding Principles on Business and Human Rights and participating in the Voluntary Principles on Security and Human Rights
- Conduct human rights due diligence through third-party human rights impact assessments
- The most recent Corporate Human Rights Benchmark Assessment in 2020 ranked FCX’s human rights program and performance 2nd among all companies assessed (all sectors) in North America and 5th among all 57 extractive companies assessed globally

We are an enabling partner for the respect and promotion of human rights within our own operations and across our value chain.



## Human Rights Impact Assessment Status

YEAR CONDUCTED	2013	2017	2018	2021	2021-22	2022-23	2023-24
Site / Region	Corporate	Cerro Verde	New Mexico sites	El Abra	Arizona sites	PT-FI—Grasberg	Cerro Verde <sup>1</sup> , Colorado sites, PT-FI—Manyar smelter
Status	Complete	Complete	Complete	Complete	Complete	In Progress	Planned

1. The political and security situation in the region of Arequipa may impact the timing of the HRIA at Cerro Verde.

# Responsible Value Chains

*Dedicated to delivering responsibly produced copper to markets around the world*

OECD 5-Step Framework\*



- Responsible value chain program focuses across three key areas:
  - Responsible Sourcing (Goods & Services and Minerals & Metals)
  - Product Stewardship
  - Understanding our Product Footprint
- Standalone Responsible Sourcing of Minerals Policy
- Implemented the OECD 5-step framework and publish annual OECD Step 5 Due Diligence reports
- Dedicated due diligence processes in place across the value chain
- Collaborate up and downstream to enhance human rights, decarbonization and overall responsible production practices with business partners

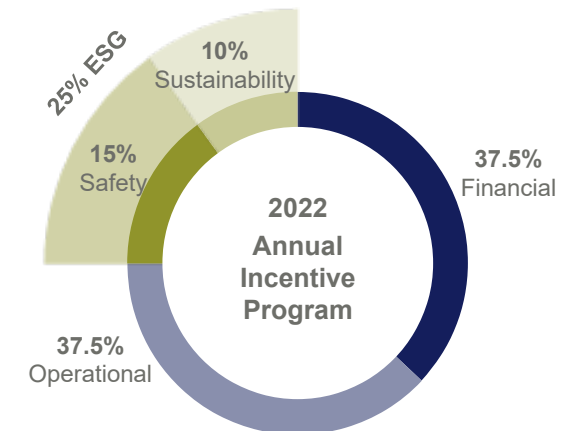
\* [www.oecd.org](http://www.oecd.org)

# Sustainability Governance

*Strong governance is foundational to our sustainability strategy*



- Active oversight from FCX’s Board of Directors and dedicated Board-level Corporate Responsibility Committee
- Sustainability embedded in values and business strategy and cascades to leadership at the sites
- Seek to promote a culture of sustainability leadership and responsibility at all levels
- Executive compensation aligned with ESG metrics (25% of annual incentive program)
- Dedicated to highest level of ethical and legal conduct in all business activities
- Zero tolerance for corruption and bribery and expect the same from our employees and business partners
- Continuously striving to embrace evolving stakeholder expectations and implement best practices



# Board of Directors

*Exceptional and highly engaged Board focused on FCX's continued success*



**RICHARD C. ADKERSON**  
Chairman of the Board and  
Chief Executive Officer



**DUSTAN E. MCCOY**  
Lead Independent Director  
of the Board



**DAVID P. ABNEY\***



**MARCELA E. DONADIO\***



**ROBERT W. DUDLEY\***



**HUGH GRANT\***



**LYDIA H. KENNARD**



**RYAN M. LANCE\***



**SARA GROOTWASSINK  
LEWIS\***



**KATHLEEN QUIRK\***



**JOHN J. STEPHENS**



**FRANCES FRAGOS  
TOWNSEND**

FCX is proud to be named to Fortune's Modern Board 25 for 2023, a list that recognizes the 25 most innovative corporate boards among S&P 500 companies. FCX has added seven new directors since 2021, enhancing the skills, experience and diversity of the Board.

\* Represents directors that joined the Board since 2021

# Board of Directors

Strong balance of tenure, diversity, skills and experience to support effective oversight and long-term value creation

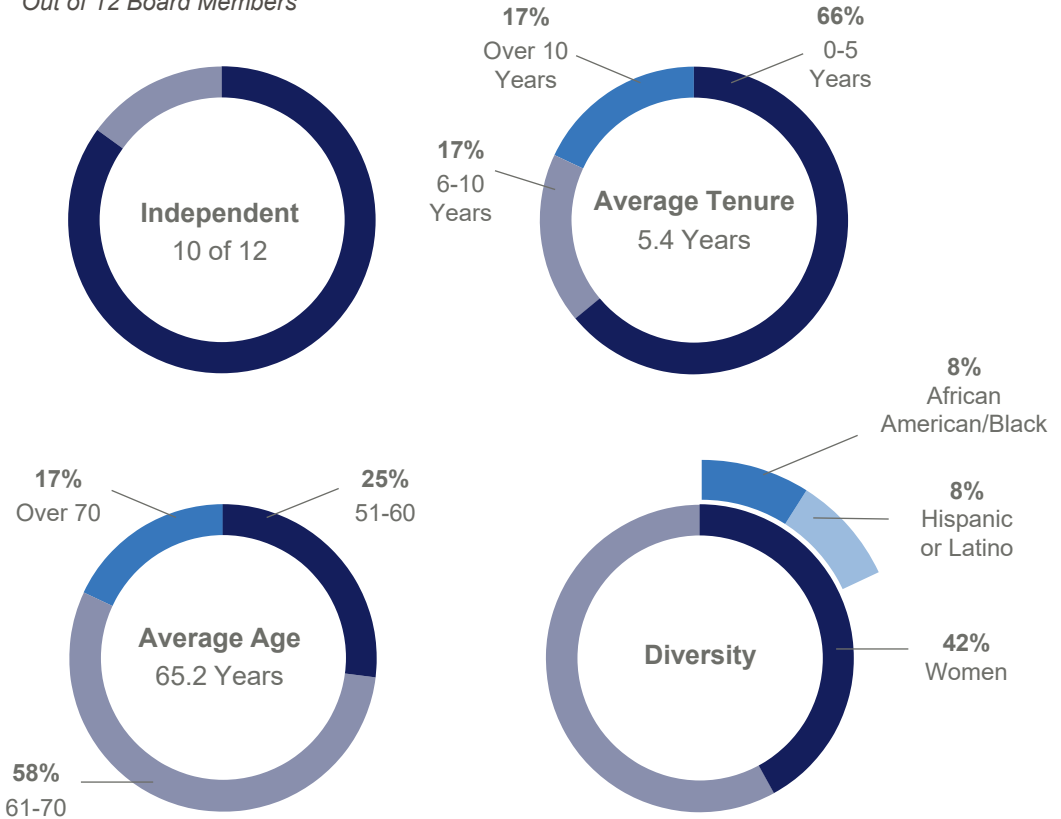
## Diverse Experience, Qualifications & Skills

Out of 12 Board Members



## Board Composition

Out of 12 Board Members



# Effective Independent Board Oversight

Current Board leadership structure is in the best interest of FCX and its shareholders at this time



Balance between strong company leadership, and appropriate safeguards and oversight by independent directors



**RICHARD C. ADKERSON**  
Chairman of the Board and  
Chief Executive Officer

## Responsibilities of Chairman of the Board\*

- Presides at meetings of the Board, and, unless another person is designated, meetings of stockholders
- Oversees the management, development and functioning of the Board
- Plans and organizes the schedule of Board meetings and establishes the agendas for Board meetings



**DUSTAN E. MCCOY**  
Lead Independent  
Director of the Board

## Responsibilities of Lead Independent Director\*

- ▶ Presides at meetings of the Board at which the chairman is not present, including executive sessions of the independent directors, and serves as a liaison between the chairman and independent directors
- ▶ Authorized to call meetings of the independent directors and, if requested by significant shareholders, available for consultation and direct communication with such shareholders
- ▶ Approves information to be sent to the Board, agendas and schedules for meetings of the Board to ensure there is sufficient time for discussion

\* At all times during which the Chairman of the Board is a non-independent chairman, these responsibilities will be carried out with the input and concurrence of the lead independent director.

\* Governance Committee reviews position of Lead Independent Director annually.



# APPENDIX



# Executive & Senior Leadership

*Broad and experienced management expertise*



**RICHARD ADKERSON**  
Chairman of the Board and  
Chief Executive Officer



**KATHLEEN QUIRK**  
President



**DOUGLAS CURRAULT**  
Senior Vice President  
and General Counsel



**STEPHEN HIGGINS**  
Senior Vice President and  
Chief Administrative Officer



**MAREE ROBERTSON**  
Senior Vice President and  
Chief Financial Officer



**MARK JOHNSON**  
Director, Executive Vice President  
and Chief Operating Officer,  
Freeport Indonesia



**JOSH OLMSTED**  
President and Chief  
Operating Officer – Americas



**CORY STEVENS**  
President, Freeport-McMoRan  
Mining Services



**MICHAEL KENDRICK**  
President, Climax  
Molybdenum Co.



**BILL COBB**  
Vice President and Chief  
Sustainability Officer



**PAM MASSON**  
Vice President and Chief  
Human Resources Officer



**BERTRAND ODINET**  
Vice President, Chief Information  
Officer and Chief Innovation Officer



**CLAYTON "TONY" WENAS**  
President Director,  
PT Freeport Indonesia

*Note: Unless otherwise noted, individuals are representatives of Freeport-McMoRan Inc.*

# Management and Board Oversight of Cybersecurity

*Cyber resilience is critical with digital acceleration and the increase in the use of new technologies*



- Audit Committee has oversight of information technology and cybersecurity processes and procedures, with reports from the Chief Information Officer at least annually
- Dedicated cybersecurity personnel focused on preventing, identifying and detecting cybersecurity risks
- IT infrastructure and information security management systems and controls are assessed annually according to National Institute of Standards and Technology (NIST) standards and reviewed multiple times throughout the year by internal audit firm (Deloitte)
- Partner with third-party IT security support (Accenture)
- Conduct annual, company-wide security awareness training for employees, supplemented with periodic phish testing, password strength testing and security testing
- Engage with global supply chain team to enhance the security of our vendors and third-party partners
- Security preparedness-related news and routine communications ensure top-of-mind awareness for employees

Our cybersecurity strategy incorporates a layered portfolio of technology controls including strategic partnerships for our cybersecurity platforms, documented policies and procedures, end user training and dedicated resources to manage and monitor the evolving threat landscape.



# International Council on Mining & Metals (ICMM)



*FCX is a founding member of ICMM*



ICMM aims to continuously set the standard and strengthen ESG performance across the global mining and metals industry.



- International organization dedicated to a safe, fair and sustainable mining and metals industry
- Membership includes 25 companies
- Maintains broad reach across 2,000+ companies through support from national, regional and commodity associations
- ICMM's 10 Mining Principles are a condition of membership and define good ESG practices through a comprehensive set of 39 Performance Expectations and 8 Position Statements
- Implementation of the Mining Principles and Performance Expectations are supported by robust site-level validation, transparent disclosures of the outcomes and third-party assurance

# Our Sustainability Pillars

Our strategy seeks to create greater clarity on the outcomes we are working to achieve across our three pillars



# FCX's Values



*Our culture is the bedrock of our sustainability strategy, aligning our core company values to our work*

- Safety**  
 We put safety first — for ourselves, our co-workers and our communities — by actively promoting safe practices and health and wellness. No job is so important and no schedule so urgent that time cannot be taken to plan and perform work in a safe manner.
- Respect**  
 We treat each other and our stakeholders with respect. We value the diversity, ideas, perspectives and experiences of our employees and our stakeholders.
- Integrity**  
 We are honest, transparent and responsible, and we do what we say we will do.
- Excellence**  
 We pursue excellence in our work by taking pride in what we do and always doing our best. We collaborate to create and implement innovative ideas and to develop solutions to issues and concerns.
- Commitment**  
 We are committed to contributing to the long-term sustainability of the environment and communities where we work. We hold ourselves accountable for our environmental and social performance.

Our core values direct the decisions we make as a company and as individual employees. These values represent who we are and how we work — everyone, everywhere, every day.



# Ambitions & Performance Targets

## Robust Governance



FOCUS AREA	AMBITION	PERFORMANCE TARGET	2022 PERFORMANCE UPDATE
<b>Human Rights</b>	We are an enabling partner for the respect and promotion of human rights within our own operations and across our value chain	<span style="color: red;">●</span> Incur zero gross human rights violations <sup>1</sup> at our operations by employees or contractors	PT-FI identified three instances of underage workers employed by subcontractors of our main contractor at the Manyar smelter project; two of the workers were assigned potentially hazardous work, which on that basis were classified as gross human rights violations; FCX and PT-FI take this situation seriously and strictly prohibit underage workers
		<span style="color: green;">●</span> Complete Human Rights Impact Assessment (HRIA) at Arizona sites in 2022	Completed in 2022
		<span style="color: green;">●</span> Complete HRIA at PT-FI in 2023	Progressed HRIA at PT-FI during 2022 and currently on schedule to be completed in 2023
		<span style="color: green;">●</span> Complete HRIA at Cerro Verde, Colorado operations and Manyar smelter project in 2024	Planning stage initiated in 2022
<b>Responsible Supply Chains</b>	We work with our supply chain and business partners to manage and promote responsible and sustainable practices	<span style="color: green;">●</span> Complete supplier sustainability prioritization in 2022	Completed draft prioritization framework
		<span style="color: orange;">●</span> Refine sustainability supplier prioritization and complete engagement process for priority categories in 2023	Engaged with consultant to benchmark best practices; work will continue in 2023
<b>Ethics &amp; Compliance</b>	N/A <sup>2</sup>	<span style="color: green;">●</span> Comprehensive training on Principles of Business Conduct (PBC), including certification of management-level employees	In 2022, 100% of employees were trained, including a 100% certification rate of management-level employees
		<span style="color: green;">●</span> Train 90% of selected employees on anti-corruption laws, regulations and company policies and procedures	In 2022, 100% of the employees selected to participate in the online training completed the course

1. Gross human rights violation — There is no uniform definition under international law; however, FCX's ongoing data collection and review processes is guided by the United Nations Office of the High Commissioner report, "The Corporate Responsibility to Respect Human Rights — An Interpretive Guide," to identify such types of violations. In addition, FCX uses specific interpretation guidance for certain types of violations from various international organizations such as the International Labour Organization (ILO). Please see page 33 of our 2022 Annual Report on Sustainability.

2. Ambition statements were developed for the eight strategic focus areas determined in our materiality assessment and follow-on sustainability strategy update in 2021. Ambition statements were not developed for compliance obligations, which continue to be critically important to our business.

● Achieved/On Track    ● Lagging    ● Missed

# Ambitions & Performance Targets

*Empowered People & Resilient Communities*



FOCUS AREA	AMBITION	PERFORMANCE TARGET	2022 PERFORMANCE UPDATE
<b>Health &amp; Safety</b>	We put safety first — for ourselves, for each other and for our communities — by championing a culture of health, safety and well-being wherever we do business	● Incur zero workforce fatalities (employees + contractors)	For 2022, we regret to report one work-related fatality of a contractor at Morenci
		● 2022 Target: 0.69 Total Recordable Incident Rate (TRIR <sup>1</sup> ) 2023 Target: 0.71 TRIR	Our TRIR was 0.77 for 2022, which was higher than our 0.69 TRIR target for the year
<b>Workforce</b>	Our culture is safety-focused, respectful and inclusive in order to empower our workforce to innovate, adapt and succeed	● Increase the percentage of women employees, including representation in managerial roles, to 15%	At year-end, women represented 14.2% (compared to 13.4% as of year-end 2021) of our global employee population, 22.2% of our executive management team and 12.2% (compared to 12.1% as of year-end 2021) of other managerial roles
		● Continue to assess and enhance equitable pay practices and integrate into annual compensation review	In 2022, we completed an updated analysis of our gender pay equity and living wage assessment, which showed a gender pay equity gap ratio of more than 0.995 to 1 (female employee to male employee) and that compensation meets living wage benchmarks
<b>Communities &amp; Indigenous Peoples</b>	We work in partnership with our host communities and Indigenous Peoples to earn and maintain their trust and to contribute to long-term shared value and resilience	● 2022 Target: \$171 million in community investments 2023 Target: \$203 million in community investments <sup>2</sup>	Invested \$177 million in community programs globally in 2022

1. TRIR = ((Fatalities + Lost-Time Incidents + Restricted Duty Incidents + Medical Treatment) x 200,000) / Total Hours Worked.  
2. Annual community investment target determined by 1% of the average of the previous 3 years' annual mining operations revenues.

● Achieved/On Track   ● Lagging   ● Missed

# Ambitions & Performance Targets

Thriving Environments



FOCUS AREA	AMBITION	PERFORMANCE TARGET	2022 PERFORMANCE UPDATE
<b>Climate</b>	We aspire to participate in — and positively contribute to — a 2050 net zero economy	● Achieve GHG emissions reduction targets by 2030 (vs. 2018 baseline)	Continued to reduce GHG emissions intensity in the Americas (2.5% achieved versus 15% target for 2030) and PT-FI (26% achieved versus 30% target for 2030)
		● Develop GHG emissions reduction targets for primary molybdenum sites and Atlantic Copper smelter and refinery in 2022	Developed absolute GHG emissions reduction targets for primary molybdenum sites (35% target for 2030) and Atlantic Copper smelter and refinery (50% target for 2030)
		● Significantly advance Science Based Targets initiative (SBTi) process for 2030 targets in 2022	Signed SBTi letter of commitment; completed analysis of SBTi target criteria relating to our Scopes 1, 2 and 3 GHG emissions; conducted strategic review with external firm of potential sectoral decarbonization approach for copper
<b>Water Stewardship</b>	As responsible water stewards, we focus on minimizing our impacts on shared resources, while supporting the long-term resilience of our operations, host communities and the environment	● Conduct site-based review of water supply sources and use and improve water models to support target setting by end of 2023	Conducted a cross-functional water strategy development workshop; reviewed site-level water balance; prepared for a site-based pilot program in 2023 to evaluate water-related best practices; began evaluating emerging and existing technologies that could potentially support future target-setting, which is now expected to occur after 2023
<b>Biodiversity &amp; Land Use</b>	We aim to avoid or minimize impacts from our operations on biodiversity, while contributing to the conservation of biodiversity beyond our boundaries	● Formalize and disclose biodiversity management plans at Cerro Verde, El Abra, Morenci and PT-FI (Grasberg operations) by the end of 2023	Progressed the development of biodiversity management plans
<b>Tailings Management</b>	We strive to continuously manage, enhance and innovate our tailings systems in a manner that minimizes impacts to stakeholders and the environment	● Implement the Tailings Standard at tailings storage facilities (TSFs) with “extreme” or “very high” potential consequences by August 2023	In 2022, continued to advance conformance with the Tailings Standard at our Americas TSFs and are currently on track to meet the August 2023 timeline for applicable sites <sup>1</sup>
		● Implement the Tailings Standard at all other TSFs by August 2025	Progressing consequence classification review and Tailings Standard conformance across sites
<b>Environmental Compliance</b>	N/A <sup>2</sup>	● Incur zero significant environmental events (as identified by our risk register process) <sup>3</sup>	Incurred one significant environmental event at El Abra in March of 2022
		● Incur zero penalties in amounts exceeding \$100,000	Achieved in 2022

1. Our 2022 performance rating pertains to FCX's implementation progress on the Tailings Management in alignment with the ICMM compliant timelines. For our Copper Mark and ICMM performance expectation evaluations at each site, we rate ourselves as "Partially Meets" until the site has fully conformed to the Tailings Standard, when it will be rated as "Fully Meets".

2. Ambition statements were developed for the eight strategic focus areas determined in our materiality assessment and follow-on sustainability strategy update in 2021. Ambition statements were not developed for compliance obligations, which continue to be critically important to our business.

3. Our risk register assessment uses a likelihood and consequence matrix with a scale on each axis from 1 through 4, with 4 being the highest likelihood or consequence. Significant environmental events are defined as those with a rating of 3 or higher on the consequence scale.

● Achieved/On Track    ● Lagging    ● Missed



# Corporate Governance Highlights

*Strong Board oversight and governance practices*



## Board Structure and Governance

- Active Board committee oversight of risk
- Lead Independent Director of the Board with defined responsibilities
- Highly independent and diverse Board and fully independent committees
- Demonstrated Board refreshment and diversity
- Board Diversity Policy
- Limitations on additional public company Board and committee service, including a limitation on Audit Committee service for members of our Audit Committee
- Director Commitment Policy
- Annual Board and committee evaluations led by the Lead Independent Director and chair of Governance Committee
- Regular executive sessions

## Stockholder Rights and Engagement

- Stockholder proxy access
- Majority voting for directors
- Stockholder right to call special meetings (15%)
- Stockholder right to act by written consent
- Robust stockholder engagement program with history of responsiveness to stockholders

## Compensation Governance

- A significant portion of target direct compensation for our executive officers is at-risk and based on measurable performance (72% for our CEO in 2022)
- Robust stock ownership guidelines for executive officers and directors (6x base salary for our CEO and our president; 3x base salary for our other executive officers; 5x annual fee (currently \$125,000) for non-management directors)
- Clawback policy allows us to recover incentive awards paid based on restated financial statements under certain circumstances
  - We are in the process of updating our clawback policy to incorporate the new NYSE listing standards mandated by the Dodd-Frank Wall Street Reform and Consumer Protection Act

# Executive Compensation

Shareholder-informed program drives pay-for-performance alignment

Element	2022 Components												
<p><b>Base Salary</b></p>	<ul style="list-style-type: none"> <li>• Fixed cash compensation</li> <li>• Set at competitive levels and used to attract and retain talent</li> </ul>												
<p><b>Annual Incentive Program (AIP)</b></p>	<ul style="list-style-type: none"> <li>• Annual variable cash compensation based on pre-established performance metrics</li> <li>• Based on achievement of pre-determined financial and operational metrics reflecting our annual business goals and objectives and ESG metrics directly aligning with our commitment to safety and to sustainable and responsible copper mining</li> <li>• Annual cash awards capped at a multiple of base salary</li> </ul> <div data-bbox="1834 485 2369 899" data-label="Figure"> <p><b>2022 Annual Incentive Program</b></p> <table border="1"> <tr> <th>Category</th> <th>Percentage</th> </tr> <tr> <td>Financial</td> <td>37.5%</td> </tr> <tr> <td>Operational</td> <td>37.5%</td> </tr> <tr> <td>ESG</td> <td>25%</td> </tr> <tr> <td>    Safety</td> <td>15%</td> </tr> <tr> <td>    Sustainability</td> <td>10%</td> </tr> </table> </div>	Category	Percentage	Financial	37.5%	Operational	37.5%	ESG	25%	Safety	15%	Sustainability	10%
Category	Percentage												
Financial	37.5%												
Operational	37.5%												
ESG	25%												
Safety	15%												
Sustainability	10%												
<p><b>Long-Term Incentive Program (LTI Program)</b></p>	<p><b>2 primary components:</b></p> <ol style="list-style-type: none"> <li><b>1. Performance Share Units (PSUs)</b> - Largest component of LTI Program <ul style="list-style-type: none"> <li>• Payable in shares of stock after a 3-year performance period</li> <li>• All at risk based on performance measured by a combination of return on investment (ROI) and our relative total stockholder return (TSR)</li> </ul> </li> <li><b>2. Restricted Stock Units (RSUs)</b> <ul style="list-style-type: none"> <li>• Vest ratably over a 3-year period from grant date</li> <li>• Provides retentive elements and alignment with stockholder interests</li> </ul> </li> </ol>												

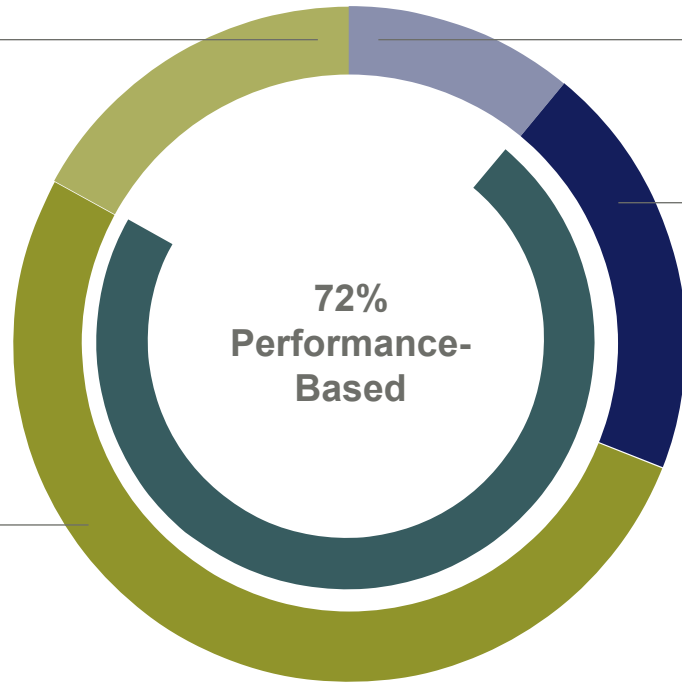
# Executive Compensation

Performance-based program links executive pay, company performance and results for stockholders

## 2022 CEO Target Compensation Mix

### 17% RSUs

- Vest ratably over a three-year period following date of grant, and deliver value equal to the stock price on the vesting date



### 11% Base Salary

- Fixed cash compensation

### 20% AIP

- Annual variable cash compensation based on performance metrics
- Formula-driven plan using pre-determined rigorous goals to determine target and earned awards

### 52% PSUs

- Payable in shares of stock after a three-year performance period based on achievement of ROI and relative TSR goals
- Represent the largest component of our LTIP awards

## Executive Compensation Philosophy:

**1** Pay for performance by linking most of our executive officers' pay to our long-term and short-term performance

**2** Align compensation with the interests of stockholders and our business strategy and key priorities

**3** Discourage imprudent risk-taking by avoiding undue emphasis on any one metric or short-term goal

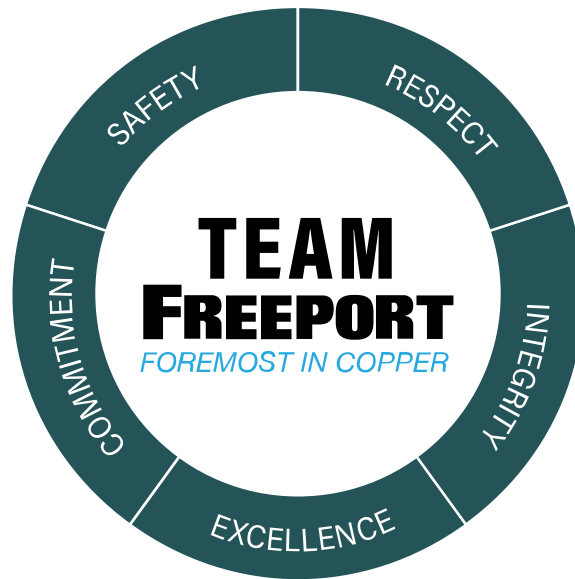
**4** Provide a competitive level of compensation to retain key executive talent\*

\* When performing market assessments to evaluate our executive compensation program and pay levels, the Compensation Committee and FW Cook, the committee's independent compensation consultant, consider data from the S&P 250 and the S&P 500.

# Downstream Business



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