

BofA-ML Global Metals, Mining & Steel Conference



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May 12th, 2020

Public content

Ground Zero Brumadinho
Project for environmental recovery



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Disclaimer

Our strategic pillars remain solid...



Safety and operational excellence



New pact with society



Maximize flight to quality in Iron Ore



Base Metals transformation



Discipline in capital allocation



Geotechnical Monitoring Center

... as well as our commitments

People



Renata Nogueira, maintenance coordinator at a pelletizing plant, Tubarão

Safety



Sul Superior back-up dam structure

Reparation



Ground Zero Brumadinho Project for environmental recovery



On a journey to become *one of the safest and most reliable* mining companies in the world

Dam de-characterization plan is on track

- 8B dam de-characterization in 2019
- Fernandinho dam¹ de-characterization by Dec/20
- 2 backup dams concluded, 1 expected for 2H20

Tailings Management System review

- Following global best practices
- Engineer of Record (EoR)
- Continuous monitoring of structures

Safety and Operational Excellence Office

- VPS – 72,000+ trained employees
- Safe Work Permit standard²
- HIRA³ – global risk assessment in 28 sites

COVID-19 pandemic

- World-class safety standards in all operations, including **massive testing** and **GPS-based contact tracing**





We are advancing with the *reparation* of Brumadinho

R\$ 3.7 billion
in indemnifications¹

	Emergency aid	Civil	Labour
People	+106,000	+5,210	+1,600

Communities of Minas Gerais receive additional support in the pandemic



Family healthcare unit and nursery under construction at Parque da Cachoeira, one of the districts affected by the Dam 1 rupture

¹ Approximate figures, referring to signed agreements (paid and payable, civil and labour), labour indemnification paid for collective damages and emergency aid paid, updated on May 11th, 2020.



We are *honoring our new pact with society* in the COVID-19 pandemic

R\$ 500 million in measures to fight the pandemic



5 million detection kits for Brazil



30 million PPEs¹



Construction of field hospitals



Support to almost **3,000 suppliers** in Brazil





Active listening shows our commitment

PUBLIC CONSULTATION

We heard that is best practice to have public consultations on policies

We responded by having public consultations on our Human Rights, Climate Change and Sustainability policies

BOARD DIVERSITY

We heard that our diversity should evolve

We responded by adding six new members with different backgrounds

COMPENSATION

We heard that our C-level should be committed to our 2030 goals

We responded by adding 20% ESG factors to our long-term compensation

ESG DISCLOSURE

We heard that our ESG disclosure could improve

We responded by launching a Portal to address the needs for greater ESG transparency

AUDIT COMMITTEE

We heard that we should have an audit committee

We responded by establishing the committee in March 2020, composed of experts

BOARD NOMINATION

We heard that a board election should follow Nomination Committee

We responded by promising to establish a Nomination Committee by 2021

GENDER BALANCE

We heard that we should increase the % of women in the workforce

We responded by defining a goal to double female presence from 13% to 26% by 2030

CLIMATE CHANGE

We heard that we should be bold in our climate change resolutions

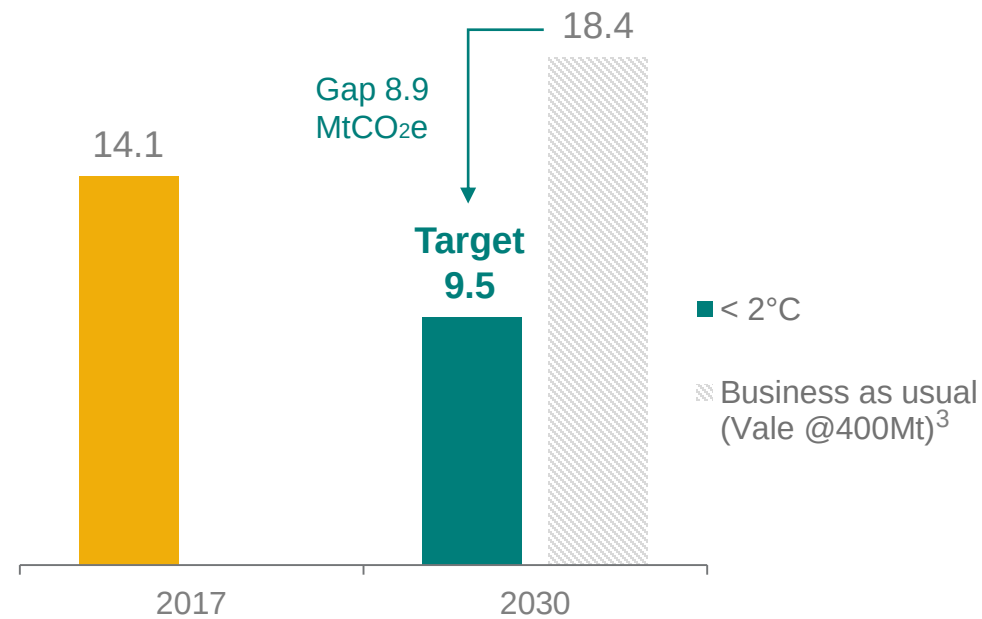
We responded by aligning our goal with the Paris Agreement and targeting carbon neutrality by 2050 (scope 1 and 2)



We raised our climate ambition to *drive the transition to a net zero emission* company by 2050

Medium-term target to reduce 33%¹ of scope 1 and 2 emissions by 2030

Absolute emissions (MtCO₂e)²



Alignment with the Paris Agreement

Roadmap for 2030 based on NPV+ projects

US\$ 2 bn investments in renewable energy

Renewable power and forest as competitive advantages

¹ Baseline 2017.

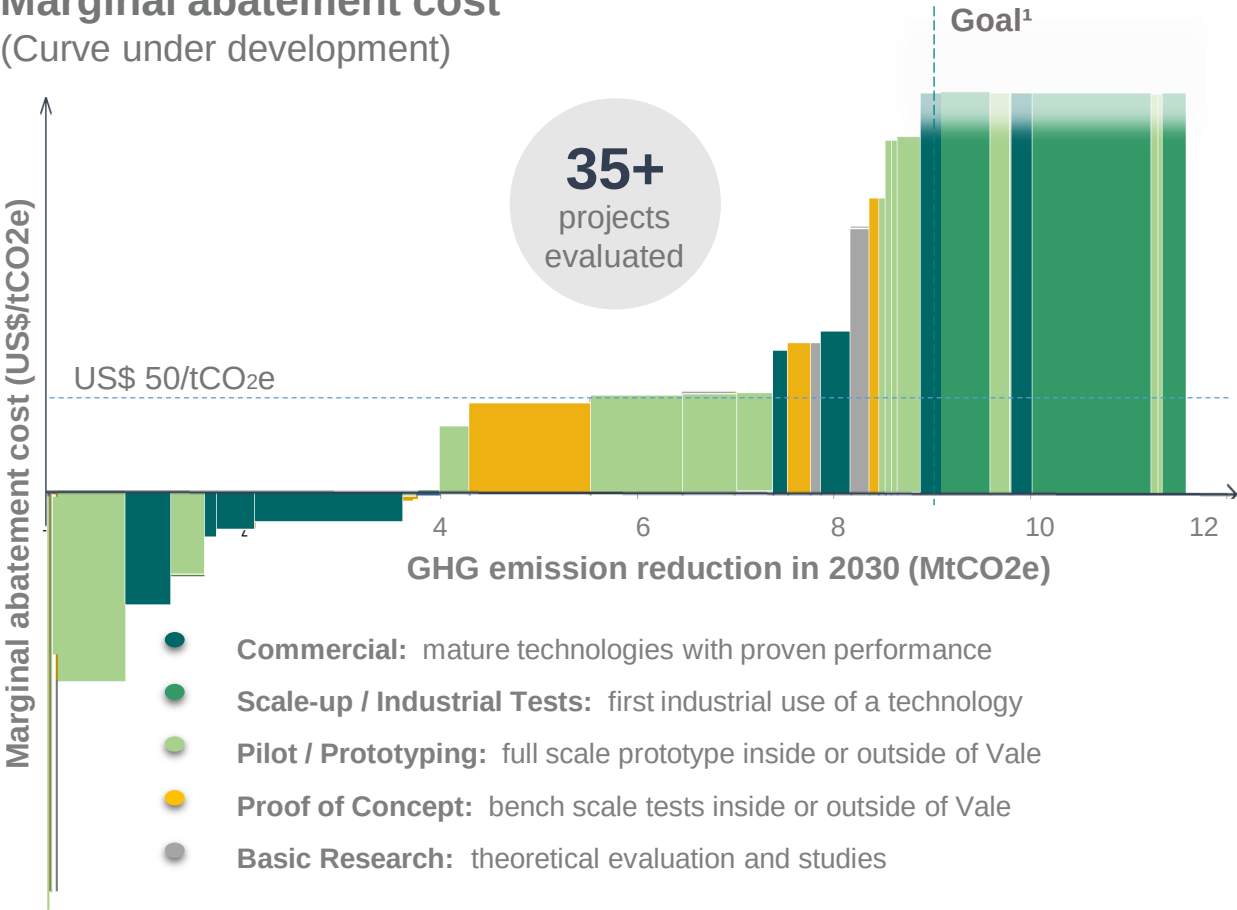
² Scopes 1 and 2 trajectory, aligned with the UN Environment “Emissions Gap” range for limiting global temperature rise to 1,5°-2°C.

³ Considering the highest CO₂ emissions level according to Vale’s current production master plan (assuming no actions for reduction of emissions) and the 2030 goal.



Over 80% of projects are NPV+ at a carbon pricing of US\$ 50/t

Marginal abatement cost
(Curve under development)



Main processes



Mining



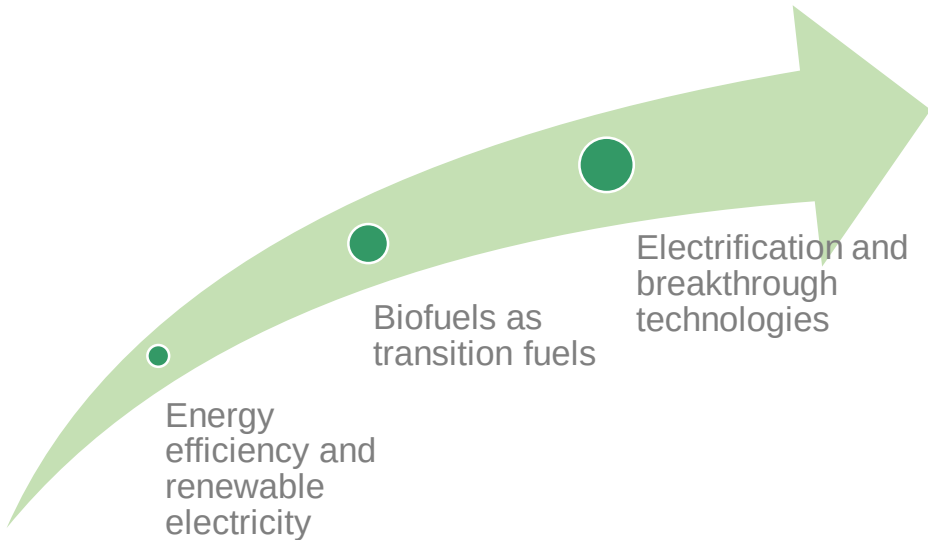
Railway



Generation and Distribution



Mill and furnaces

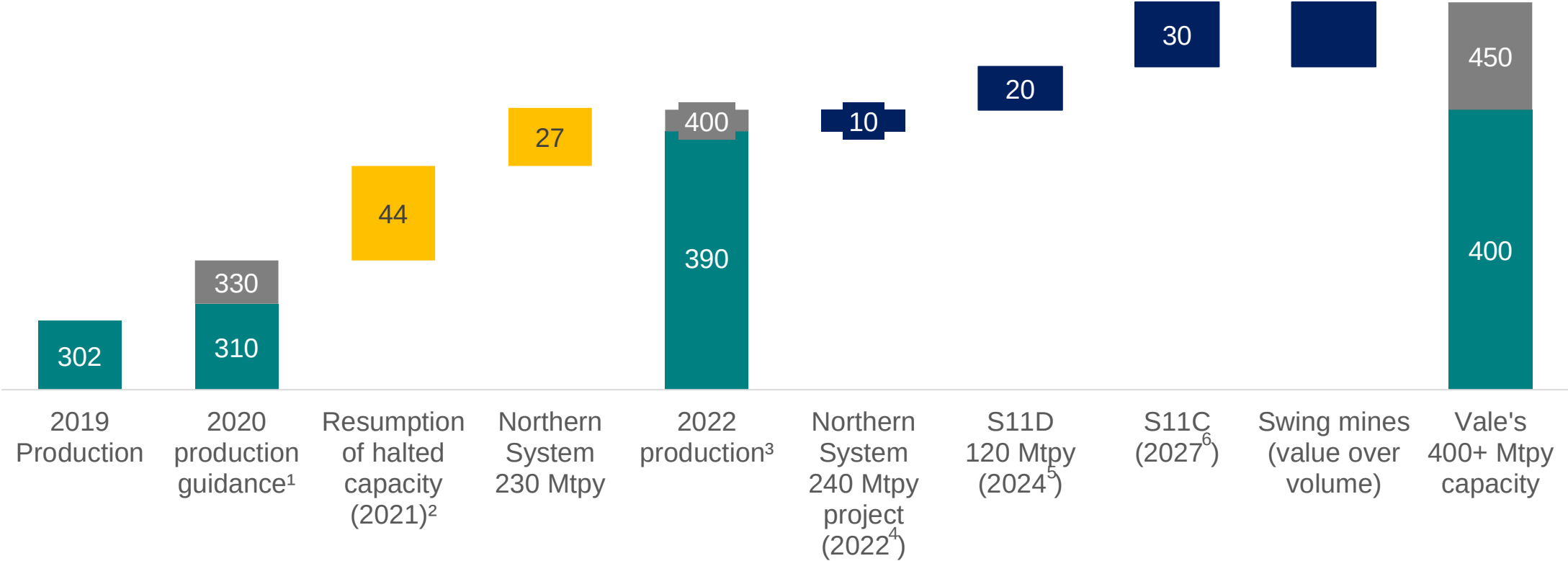


¹ The reduction goal is based on the highest CO₂ emissions level according to Vale's current production master plan (assuming no actions for reduction of emissions) and the 2030 goal, as detailed in the previous slide. Note: Some projects are in early stage of maturity with technologies under development. The assumptions and scenarios could be redefined, and therefore, change the estimates given in the graph.



In Iron Ore, *resuming and stabilizing production* are essential

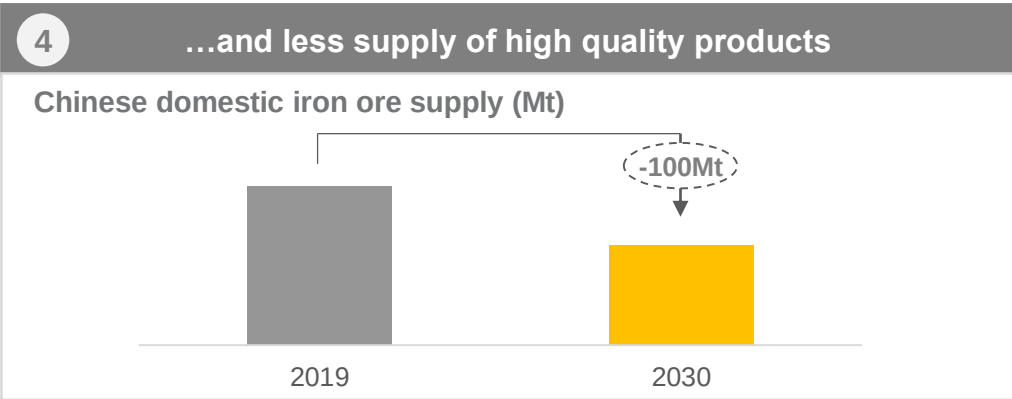
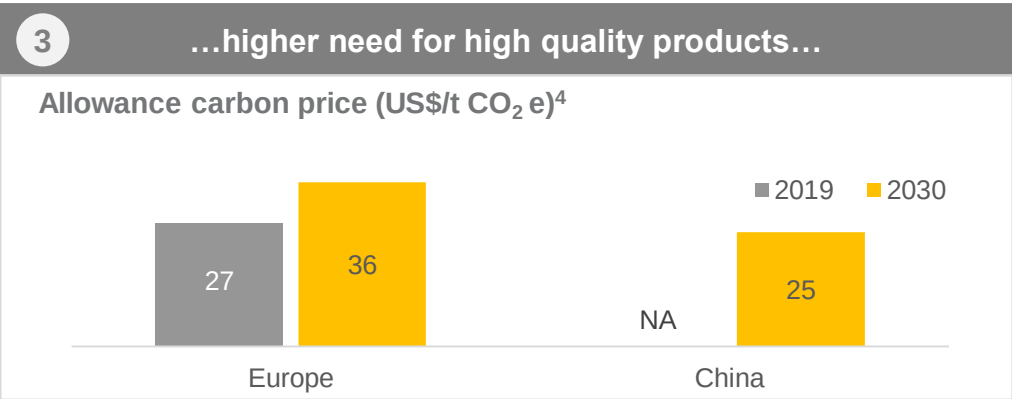
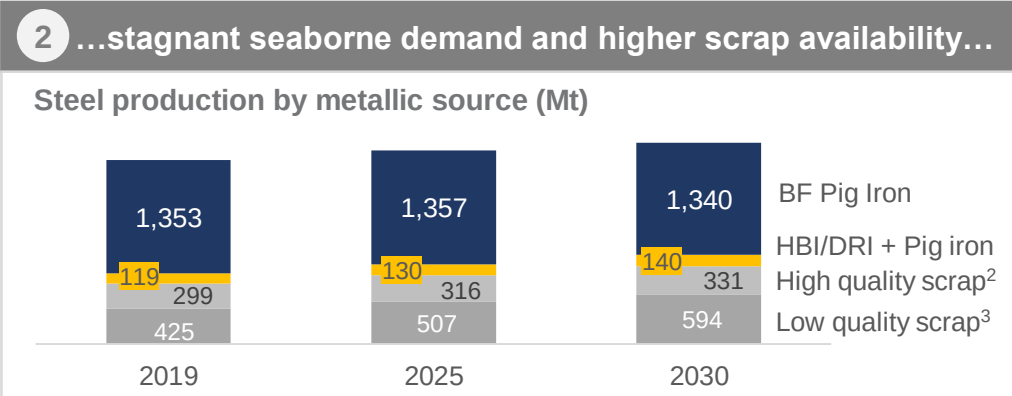
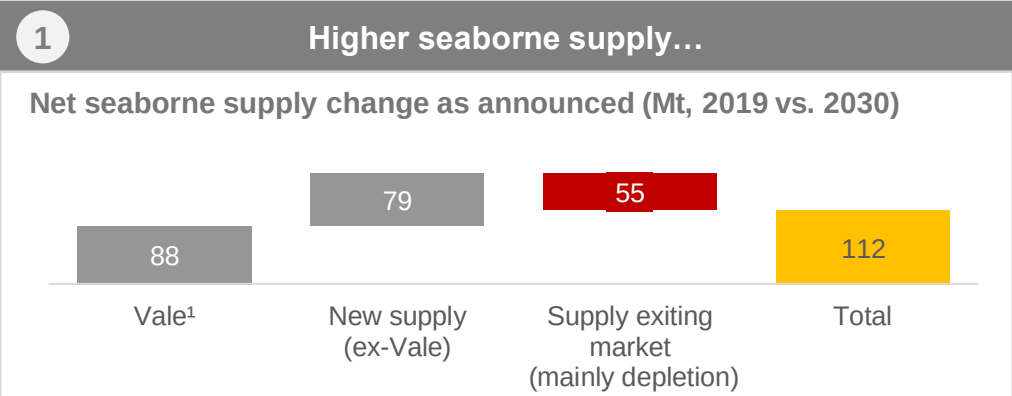
Iron ore production capacity (Mtpy)



¹ Upper guidance range does not consider COVID-19 production potential impact risks (~15Mt) and considers the Brucutu site running at 80% capacity in 2H20 (6Mt, on top of 12Mt). ² Considering the additional production from the Vargem Grande, Fábrica and Timbopeba sites running a full year (~32 Mt) and the Brucutu at full capacity (on top of upper guidance range of 2020, which considers 18 Mt), achieving 30 Mt. ³ As announced during the Vale Day 2019. ⁴ Expected start-up date. Project approved and under construction ⁵ Expected start-up date. Project pending approval. ⁶ Expected start-up date. Project pending approval. Requires logistics solution.



Market will be more *balanced: cost and quality* will be key

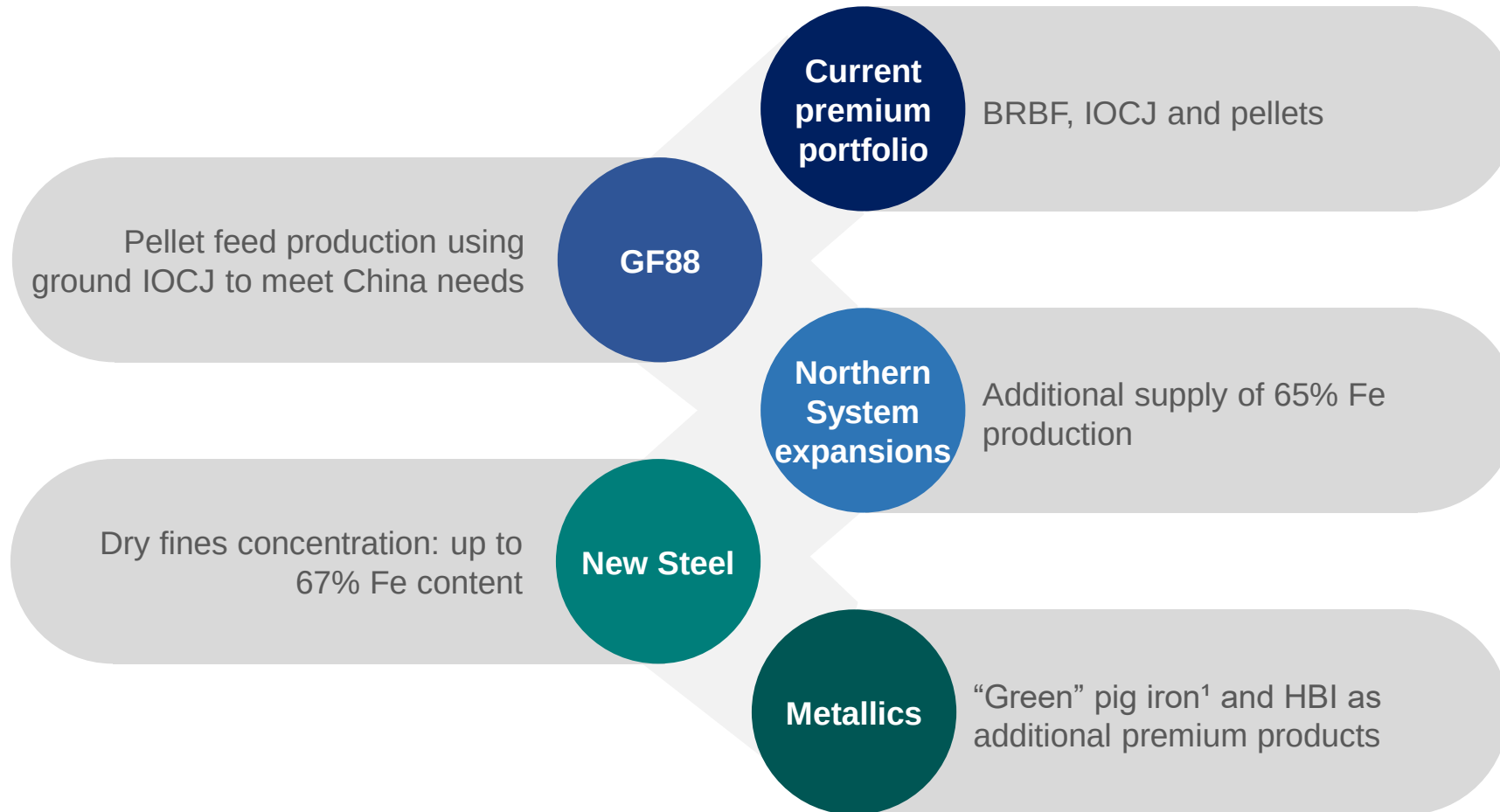


High quality products as a key driver for competitiveness

Source: Vale Market Intel
¹ Vale at 400Mt production level less 2019' sales (312Mt). ² Prompt and home scrap. ³ Obsolete scrap. ⁴ Scenarios by CRU Consulting.



Supplier of choice for *high quality products* and progressing in *new solutions*



¹ Using Tecnoired technology.



We have a portfolio of initiatives to *improve Base Metals business* ahead of growing EV demand

North Atlantic

- Stabilize and improve productivity
- Recover production capacity (VBME and CCM¹)
- Victor project: partnership with Glencore - 4Q20E (+ 30 kt of Cu)²

Indonesia

- PTVI divestment
- Pomalaa and Bahodopi JVs: + 110 kt of Ni
- Hu'u project: exceptional geology, + 250 kt of Cu
- Process to find a partner

South Atlantic

- Salobo: + 30-40 kt of Cu, 2022E
- Alemão: + 60 kt of Cu, approval by 2021E, start-up by 2024E
- Onça Puma 2nd Furnace (+ 20 kt of Ni)³
- Mini mines (with OZ Minerals)

New Caledonia

- Refinery closure
- Potential investors: non-binding offers received

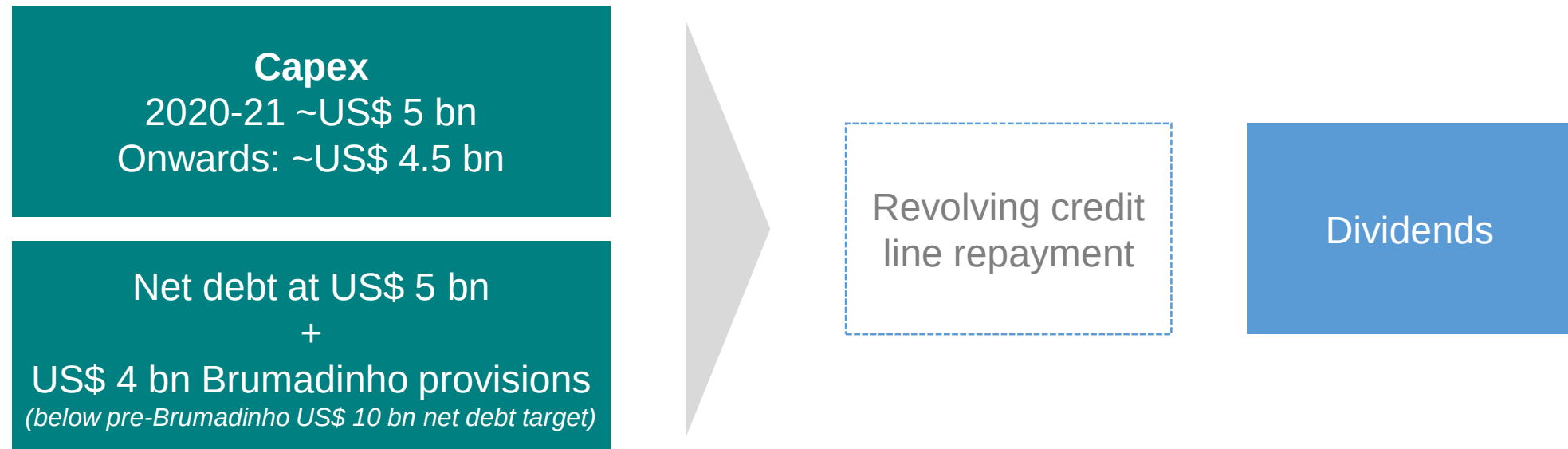
¹ Voisey's Bay Mine Expansion and Copper Cliff Mine replacement projects.

² Expected final signing of the agreement. Start-up 2025+.

³ Expected approval by 4Q20, start-up by 2023E.



On track to *resume* our *dividend policy*



We are *de-risking* Vale



Reparation of Brumadinho



Assuring dam safety



Stabilization of iron ore production



Resumption of dividends payments

