NICKEL INDUSTRIES

ACN 127 510 589

ASX ticker: NIC

ASX release: 29 April 2026

Shares on issue: 4.34B

Market capitalisation: A$4.41B (@ A$1.015)

Board of Directors

Executive Chairman
Norman Seckold

Managing Director
Justin Werner

Executive Director and CFO
Chris Shepherd

Non-Executive Directors
James Crombie
Emma Hall
William Shangjaya
Muliady Sutio
Haijun Wang
Yuanyuan Xu

Substantial shareholders
(as per last substantial holder notices)

Shanghai Decent	22.7%
PT DTN	20.0%
L1 Capital	9.1%

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NICKEL INDUSTRIES

QUARTERLY ACTIVITIES REPORT

For the quarter ended 31 March 2026

US$135.6m Adjusted EBITDA from Operations

RKEF operations

Key reporting metrics	Units	Q4 2025	Q1 2026	Variance
Production	Ni tonnes	31,561	30,264	(4%)
Sales	Ni tonnes	31,429	30,193	(4%)
Cash costs	US$/t Ni	10,088	10,453	4%
Adjusted EBITDA	US$m	35.0	85.8	145%
Adjusted EBITDA/t	US$/t Ni	1,114	2,842	155%

HPAL operations

Key reporting metrics	Units	Q4 2025	Q1 2026	Variance
Attributable production	Ni tonnes	2,144	2,153	0%
Cash costs	US$/t Ni	8,371	10,182	22%
Adjusted EBITDA	US$m	17.2	20.7	21%
Adjusted EBITDA/t	US$/t Ni	8,307	9,992	20%

Mining operations

Key reporting metrics	Units	Q4 2025	Q1 2026	Variance
Ore production	wmt	1,666,073	3,959,084	138%
Ore sales	wmt	945,631	3,042,663	222%
Unit operating cost	US$/wmt	40.4	15.7	(61%)
Adjusted EBITDA	US$m	(14.9)	29.0	294%
Adjusted EBITDA/wmt	US$/wmt	(15.8)	9.5	160%

Highlights

- Receipt of 14.3 million 2026 RKAB licence at Hengjaya Mine, an approximate 60% increase on prior year
- Acquisition of additional 2% interest in ENC project for $46 million
- ENC HPAL pre-commissioning of major processes and infrastructure
- Subsequent to quarter end, executed US$450m unsecured loan facilities

[1]Adjusted EBITDA is defined as profit/(loss) before tax for the period plus the following adjustments: depreciation and amortisation costs, impairment, foreign exchange gains/(losses), net finance cost, withholding tax expense and the proportionate share of these adjustments in equity accounted associates. Adjusted EBITDA reconciliation included on page 9.

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The Directors are pleased to present the March 2026 Quarterly Activities Report for Nickel Industries Limited (**Nickel Industries** or **the Company**) and its controlled entities (**the Group**).

For the quarter under review, the Company held an 80% interest in the Hengjaya Nickel (**HNI**), Ranger Nickel (**RNI**), Angel Nickel (**ANI**) and Oracle Nickel (**ONI**) rotary kiln electric furnace (**RKEF**) projects, an 80% interest in the Hengjaya Mine and a 51% interest in the Siduarsi nickel ore resource project (**Siduarsi**), a 10% interest in the Huayue Nickel Cobalt HPAL project (**HNC**) and moved from a 44% to a 46% interest in the Excelsior Nickel Cobalt HPAL project (**ENC**), which is under construction and nearing production. Additionally, the Company has entered into binding agreements to acquire a 60% interest in the Sampala nickel ore resource project (**Sampala**).

Commenting on the March 2026 quarter's activities, Managing Director Justin Werner said:

"We are pleased to announce our strongest earnings from operations since December 2023, driven by our Hengjaya Mine operations delivering in excess of 3 million wmt of ore sales for the quarter, increased quarterly margins across our NPI operations, which rose 155% from US$1,114/t in the December 2025 quarter to US$2,842/t and increased margins at our HPAL operations, which also increased 20% from US$8,307/t to US$9,992/t.

A significant catalyst for our mine operations was announced during the quarter with our 2026 RKAB sales licence increasing almost 60% from 9 million wmt to 14.3 million wmt per annum, a significant achievement given the vast majority of our Indonesian mining peers RKABs were cut significantly. The Indonesian Government's intervention to reduce and more closely control RKAB licence volumes has already had a significant impact on the LME price, which rose 16% from an average price of US$14,892/t in the December 2025 quarter to US$17,338/t for the March 2026 quarter. The increased LME nickel price has translated into both NPI and MHP prices increasing by 19% and 15% respectively, with costs increasing only modestly at our NPI operations by 4%.

Subsequent to the quarter end, the Indonesian Government announced changes to the Indonesian nickel ore Benchmark Price (HPM). The new pricing formula will see saprolite ore trading below the recent saprolite market price which attracted significant premiums to the old HPM pricing due to RKAB cuts. Under the new formula, the biggest impact could be felt in the limonite market, where the recent market price of US$26/wmt for 1.1% limonite ore could increase to US$41/wmt. At present, all Indonesian HPAL producers have not adopted the new limonite price and the Company will continue to monitor the market situation.

Good progress continues to be made in the development of our Sampala and Siduarsi nickel projects. The recent market RKAB cuts combined with the new HPM pricing regime highlight the importance and value that will be unlocked in the development of these assets.

We were saddened by the death of an FMI contractor who was working on high voltage transmission lines between ENC and the Hengjaya Mine slurry and dry stack tailings facilities. Full support has been given to the victim's family and the relevant authorities have completed comprehensive investigations, with all areas including Hengjaya Mine operations and slurry plant and dry stack tailings construction being allowed back to work. We anticipate that work on the transmission lines will recommence shortly following completion of a number of corrective actions.

During the quarter, pre-commissioning of major processes and infrastructure progressed well. Commissioning has been slightly delayed to May with full ramp up targeted for the end of October 2026. Whilst the war in the Middle East has created a lot of volatility in the sulfur market, which is a key cost to the HPAL process, ENC had stockpiled sulfur in anticipation of commissioning which was purchased at an average price of US$450t which compares favourably to the current spot price of approximately $1,000/t.

The Company remains focused on the successful commissioning of the ENC HPAL and refinery facilities during the June quarter and looks forward to delivering another strong quarter from its existing operations."

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Safety[2]

The Company-wide 12-month lost time injury frequency rate (**LTIFR**) as at the end of March 2026 was 0.00, with no lost time injuries (**LTI**) recorded during the quarter, against 4.8 million safe man hours registered. For the twelve months to 31 March 2026, there were 17.7 million safe man hours registered, with no LTIs occurring.

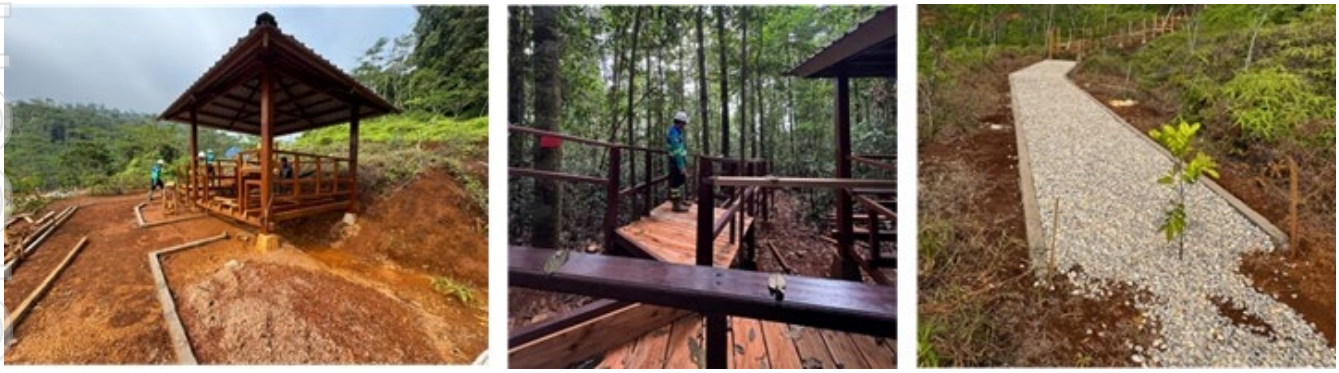
The Company-wide 12-month rolling total recordable injury frequency rate (**TRIFR**) as at the end of March 2026 was 0.45.

During the quarter, there was a fatal accident involving a contractor engaged by PT Fajar Metal Industry (**FMI**), for the construction of transmission lines for the slurry plant and dry stacked tailings facility infrastructure of the Company's equity-accounted ENC project.

Sustainability

Nickel Industries continued to strengthen its environmental stewardship through the development of a biodiversity conservation area within the Hengjaya Mine concession. The Company has designated approximately 197 hectares of primary forest with dense canopy coverage to protect and enhance local flora and fauna. Beyond preservation, the area is designed to serve as a centre for education, research, eco-tourism, nursery development, and the conservation of genetic diversity, providing long-term value for both the environment and surrounding communities. As of March 2026, construction has surpassed 50% completion and remains on track for delivery ahead of World Environment Day in June 2026.

Community investment also progressed, with the University Scholarship Program entering its third year in partnership with Hasanuddin University, supporting 20 scholars from Morowali and expected to expand to 30 by year-end. The quarter also saw the publication of the Company's first AASB S2-aligned climate disclosure and continued preparation of the 2025 Sustainability Report.



Biodiversity area construction progress

[2] The Company reports controlled entity's working hours and injuries, with equity accounted associates not included in safety reporting metrics.

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

Production	Units	Q4 2025	Q1 2026	Variance
NPI production	tonnes	269,528	274,086	2%
Nickel grade	%	11.7	11.0	(6%)
Total nickel production	**tonnes**	**31,561**	**30,264**	**(4%)**
Cash costs	US$/t Ni	10,088	10,453	4%

Sales	Units	Q4 2025	Q1 2026	Variance
Sale price	US$/t Ni	11,100	13,201	19%
Sales	tonnes	31,429	30,193	(4%)
Revenue	US$m	350.3	396.2	13%
Adjusted EBITDA	**US$m**	**35.0**	**85.8**	**145%**
Adjusted EBITDA/t	US$/t Ni	1,114	2,842	155%

RKEF NPI production of 274,086 tonnes was up 2% from the December quarter whilst production in nickel tonnes of 30,264 tonnes was down 4% from the December quarter due to a decrease in the grade of nickel ore. Combined operating cash costs of $10,453/t Ni were 4% higher quarter on quarter, primarily due to lower nickel grade and higher electricity costs.

Realised NPI contract pricing of US$13,201/t was up 19% from the December quarter resulting in Adjusted EBITDA/t increasing 155% during the quarter. During the quarter, the ONI RKEF delivered 81% of volume to PT Glory Metal Industry (49% owned by Jindal Steel) via PT Indonesia Tsingshan Stainless Steel, supporting customer diversification through exposure to a leading Indian stainless-steel producer.

Further RKEF detail is contained in Appendix A.



RKEF nickel ore conveyor belt

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HPAL operations

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

Production	Units	Q4 2025	Q1 2026	Variance
Attributable HNC production (10%)	Ni tonnes	2,144	2,153	0%
	Co tonnes	230	237	3%
Cash costs[3]	US$/t Ni	8,371	10,182	22%

Sales	Units	Q4 2025	Q1 2026	Variance
Sale price	US$/t Ni	17,110	19,690	15%
Attributable HNC sales (10%)	Ni tonnes	2,069	2,073	0%
	Co tonnes	221	228	3%
Attributable HNC Adjusted EBITDA (10%)	US$m	12.9	16.6	29%
NIC trading division Adjusted EBITDA	US$m	4.3	4.1	(5%)
Total Adjusted EBITDA	**US$m**	**17.2**	**20.7**	**21%**
Total Adjusted EBITDA/t	US$/t Ni	8,307	9,992	20%

During the quarter, HNC produced 21,526 tonnes of nickel and 2,370 tonnes of cobalt in MHP, outperforming nameplate capacity (60,000 tonnes of nickel per annum) by 44%. Combined operating cash costs increased by 22% quarter on quarter, due to higher sulfur costs and nickel ore costs. Indonesian sulfur prices increased from approximately US$460/t in the December 2025 quarter to approximately US$570/t in the March quarter due to the conflict in the Middle East.

Provisional MHP contract prices increased by 15% to US$19,690/t Ni during the quarter supported by higher metal payability and stronger cobalt prices with the cobalt byproduct increasing to roughly US$5,000/t Ni. Adjusted EBITDA/t for the quarter of US$9,992/t Ni was 20% higher than the December quarter.



HNC HPAL Smelter MHP collection

[3] Cash costs do not include the benefit of credits from byproducts. The cobalt byproduct increased from ~US$3,700/t Ni in the December quarter to ~US$5,000/t Ni in the March quarter.

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Excelsior Nickel Cobalt Project (46% indirect interest currently held by Nickel Industries)

During the quarter, ENC completed pre-commissioning of major processes and infrastructure including the power, water, acid plant, counter current decantation circuit, thickeners, precipitation tanks, storage tanks and autoclaves at the HPAL smelter (**Smelter**). Additional resources were allocated to infrastructure located at Hengjaya Mine where the primary limonite feed preparation plant, slurry pipelines, tailings filtration and dry stack tailing areas are located. The Hengjaya Mine commenced deliveries of limonite ore to the feed preparation plant in anticipation of commissioning later in the June quarter.

At the sulfate and cathode refinery (**Refinery**), pre-commissioning was completed and commissioning of end-to-end cathode is ready to commence, soon followed by sulphates. The Refinery is expected to ramp up production once the Smelter commences commissioning in order to utilise internally produced MHP.

Commissioning of the integrated HPAL operation (using NIC's Hengjaya Mine's ore) is expected to commence in May and carry through to July as we sequentially commission the pipeline, feed preparation plant, Smelter, tailings neutralisation, and filtration. The commissioning process will be repeated and ramped up for each series of the autoclaves until we reach full nameplate production after approximately 3-4 months, which we now expect to reach by the end of October 2026. While our HPAL operations are exposed to sulfur price movements, the ENC HPAL has sulfur inventory for ramp-up until September 2026, acquired for an average price of US$450/t. Preparations are also underway to register ENC's nickel cathodes on the London Metal Exchange (**LME**) and Shanghai Futures Exchange (**SHFE**) following ramp-up, to maximise product liquidity and production flexibility.

During the quarter, Sphere completed the deferred payments for the acquisition of a 10% interest in the ENC project, at a US$2.4 billion valuation. Sphere is a key accredited supplier to SpaceX, and its investment represents a strong external validation of both NIC and ENC as global showcases for sustainable, high quality, low carbon nickel production. Nickel Industries also reached agreement with its largest shareholder, Shanghai Decent, to revise the ENC acquisition schedule. Under the revised arrangement, NIC acquired a final additional 2% interest in ENC, increasing its shareholding from 44% to 46% and becoming the largest shareholder in the project.



ENC HPAL Smelter



ENC integrated sulfate and cathode Refinery

A video filmed in April 2026 showing an overview of the ENC Project can be seen by clicking here.

Mining operations

Hengjaya Mine (80% interest held by Nickel Industries)

Production	Units	Q4 2025	Q1 2026	Variance
Saprolite production	wmt	445,902	1,312,762	194%
Limonite production	wmt	1,220,171	2,646,322	117%
Total production	**wmt**	**1,666,073**	**3,959,084**	**138%**
Overburden	BCM[4]	259,654	796,104	207%
Strip ratio	BCM/wmt	0.16	0.20	29%

Sales	Units	Q4 2025	Q1 2026	Variance
Saprolite sales[5]	wmt	818,782	1,617,067	97%
Limonite sales	wmt	126,849	1,425,596	1,024%
Total ore sales	**wmt**	**945,631**	**3,042,663**	**222%**
Saprolite grade	%	1.47	1.48	1%
Limonite grade	%	1.14	1.12	(2%)
Saprolite sale price	US$/wmt	25.5	29.9	17%
Limonite sale price	US$/wmt	18.8	19.9	6%
Average sale price	**US$/wmt**	**24.6**	**25.2**	**3%**
Unit operating costs[6]	US$/wmt	40.4	15.7	(61%)
Adjusted EBITDA	**US$m**	**(14.9)**	**29.0**	**294%**
Adjusted EBITDA/wmt	US$/wmt	(15.8)	9.5	160%

During the quarter, the Hengjaya Mine rebounded strongly following the RKAB disruption that impacted the December quarter. Nickel ore production and sales increased 138% and 222% respectively back to a level consistent with the sales of 3,094,230 wmt achieved in the September quarter. Despite the improvement, operations were suspended for 6 days during the quarter due to the fatality (reported to the ASX on 25 March) and incurred US$1.8m in contractor standby costs.

Sale prices increased during the quarter due to the LME nickel price increasing. Unit operating costs decreased 61% to US$15.7/wmt.

On 15 April 2026, the Indonesian Government announced changes to the nickel ore Mineral Benchmark Price (HPM), increasing limonite and saprolite HPM to approximately US$41/wmt (1.1% Ni) and US$49/wmt (1.5% Ni) respectively compared to recent market prices of US$24/wmt and US$57/wmt[7]. Further detail on the updated HPM formula is in Appendix B.

The Hengjaya Mine is partially exposed to diesel price movements arising from geopolitical tensions in the Middle East. Approximately 35% of the mine fleet is electric, with the remaining 65% diesel-powered; however, diesel usage is expected to reduce significantly once the limonite slurry pipeline commences supplying ENC.

[4] BCM represents 'bank cubic metres'.
[5] Sales of saprolite ore by Hengjaya Mine to HNI, RNI and ONI are intra-group transactions and are eliminated on consolidation. Profit from saprolite ore sales is recognised on a consolidated level as a reduction in the cost of operations, once the saprolite ore has been consumed.
[6] Unit operating costs include mining, transport, royalty and administration costs.
[7] HPM calculations below based on Quarterly Report Ni grades, Hengjaya Mine JORC grades and April HMA prices.

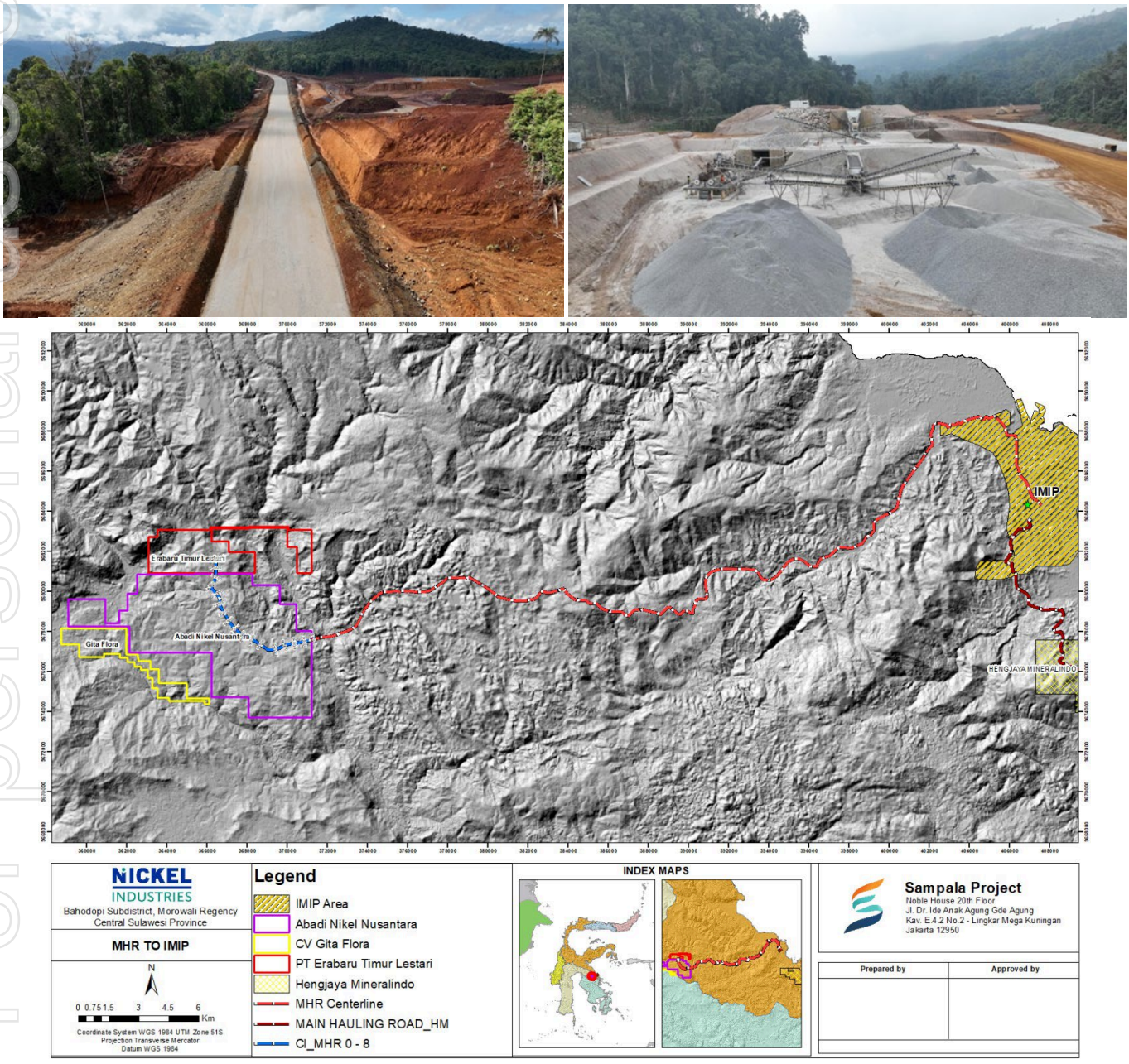
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Sampala Project (Nickel Industries with a right to acquire a 60% interest)

The Sampala Project continues to progress well. The Company submitted the feasibility study for the ANN IUP during the quarter and expects to receive the ETL feasibility study approval during the June quarter. Limestone clearing for haul road construction has been utilised through the use of an on-site crusher to supply construction materials, reducing external dependency and supporting cost efficiency.

Internal haul roads (8 km) between ETL and ANN are 90% complete and the bridge is fully complete while the remaining 16 km of haul road is ready to commence construction once the necessary approvals are received. During the quarter, drill rigs completed 453 drill holes for 17,100 metres. Infill drilling progress focused on the ANN area to support detailed mine planning.



Sampala Mine construction activities and map

Siduarsi Project (51% interest held by Nickel Industries, with a right to acquire a 100% interest)

During the quarter, limonite ore hydrometallurgical test results were received for 4 samples returning positive results suggesting suitability with the Company's HPAL operations. Siduarsi is well advanced in gaining approval for a feasibility study covering approximately 2 million wmt per annum.

Finance[8]

Balance sheet – 31 March 2026

	Units	Cash and cash equivalents	Trade receivables	Inventories	Trade payables
RKEF	US$m	81.3	217.8	169.9	(102.7)[9]
HPAL	US$m	7.9	15.0	-	(20.4)
Mining	US$m	29.7	16.2[9]	119.5	(46.1)
Head office	US$m	92.8	-	-	-
Total	**US$m**	**211.8**	**229.0**	**303.6**	**(169.3)**

During the quarter, Angel RKEF entity made a distribution of US$10.3m to Nickel Industries and Shanghai Decent (and its associates), in proportion to the respective ownership interests. Nickel Industries received US$8.3m, and Shanghai Decent received US$2.0m.

Cash and cash equivalents decreased during the quarter as Management prioritised the purchase and stockpiling of saprolite ore inventory in response to industry-wide RKAB cuts, and due to the timing of HPAL product shipments. RKEF trade receivables increased by US$38.1m following a 19% increase in NPI prices, while HPAL trade receivables increased due to the timing of product shipments and total trade payables decreased approximately US$71.8m from US$241.1m at the end of December. The RKEF saprolite stockpiling strategy resulted in building several months of stockpiles.

Subsequent to quarter end, the Company executed US$450m syndicated loan facilities to repay the Company's existing US$398m of bank loans. The refinancing provides the Company with a lower cost of interest and an increased maximum leverage covenant, maintaining flexibility to operate in a cyclical industry. Post the refinancing, the Company will have a net debt of approximately US$994m (for further information, refer ASX release 28 April 2026).

EBITDA from operations reconciliation

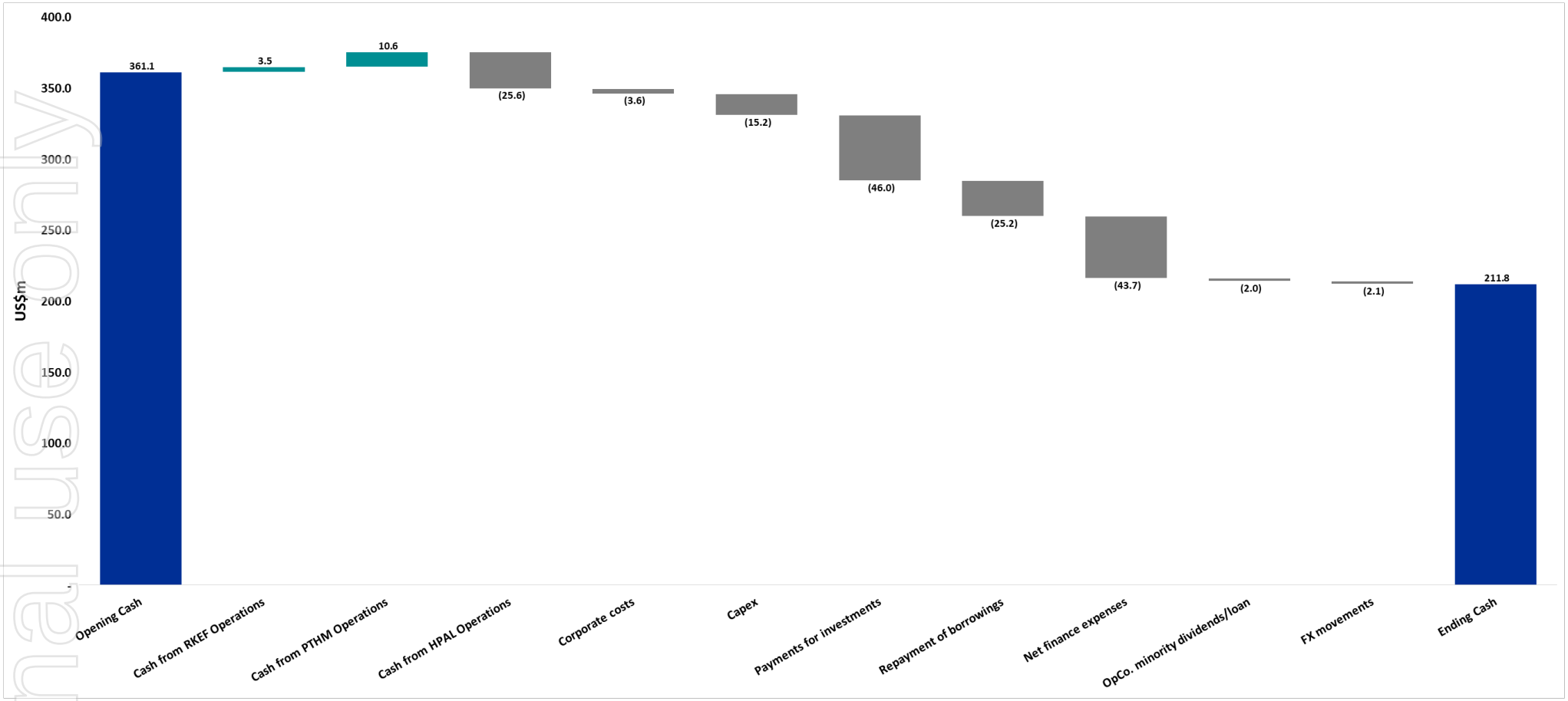
	Units	Q4 2025	Q1 2026	Variance
RKEF Adjusted EBITDA	US$m	35.0	85.8	145%
HPAL Adjusted EBITDA	US$m	17.2	20.7	21%
Mining Adjusted EBITDA	US$m	(14.9)	29.0	294%
Adjusted EBITDA	**US$m**	**37.3**	**135.6**	**264%**
Non-controlling interest	US$m	(4.0)	(23.0)	(472%)
Attributable EBITDA	**US$m**	**33.3**	**112.6**	**239%**

[8] Unaudited numbers from monthly operating entity financial reporting.
[9] Trade receivables and payables exclude saprolite ore receivables and payables which are eliminated on consolidation.

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Cashflow

The following cashflow waterfall provides a reconciliation of cash movements for the Group during the March 2026 quarter.



Cash flow waterfall – March 2026 quarter

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Expenditures

Expenditure on mine production and development activities at the Hengjaya Mine during the quarter totalled US$56.4m, of which US$1.8m was capex.

Exploration expenditure at the Sampala Project was US$7.5m and the Siduarsi Project totalled US$0.2m.

Related party expenditures

During the quarter, the aggregate amount of payment to related parties and their associates totalled US$0.5m, comprising US$0.4m of payments to Directors or Director-related entities for Directors' consulting fees and US$0.1m in fees were paid to The Trustee for Mining Services Trust (**MIS**), an entity in which Director Norman Seckold has a controlling interest. MIS provides full administrative services, including administrative, accounting and company secretarial staff both within Australia and Indonesia, office premises, services and supplies to the Group.

Corporate highlights

28 April 2026 – New US$450m Loan Facilities

1 April 2026 – Completion of ENC Acquisition

25 March 2026 – 2026 RKAB Received and Ore Supply Agreement

19 February 2026 – Hengjaya Mine Resource Update

30 January 2026 - Completion of ENC 10% Acquisition by Strategic Partner

Contact information

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Appendix A

RKEF operations – additional details

Production	Units	HNI	RNI	ANI	ONI	Total
Total nickel production	**tonnes**	**4,089**	**4,168**	**10,560**	**11,447**	**30,264**
- December quarter	tonnes	3,942	3,953	11,591	12,076	31,561
Cash costs	**US$/t Ni**	**11,111**	**10,696**	**11,005**	**9,621**	**10,453**
- December quarter	US$/t Ni	11,341	11,932	9,449	9,688	10,088

Sales	Units	HNI	RNI	ANI	ONI	Total
Tonnes sold	**tonnes**	**4,089**	**4,168**	**10,489**	**11,447**	**30,193**
- December quarter	tonnes	3,942	3,953	11,458	12,076	31,429
Adjusted EBITDA	**US$m**	**8.3**	**10.2**	**23.5**	**43.8**	**85.8**
- December quarter	US$m	(1.4)	(3.5)	20.8	19.2	35.0
Adjusted EBITDA/t	**US$/t Ni**	**2,032**	**2,444**	**2,242**	**3,671**	**2,842**
- December quarter	US$/t Ni	(363)	(897)	1,814	1,592	1,114

Appendix B

Revised formula

Metal	Previous Formula (Single Metal)	New Formula (Multi Metal)	Notes
Nickel	HPM = (1-MC) x % Ni x CF x HMA	HPM = (1-MC) x [(% Ni x CF x HMA)	Previously CF=20% when % Ni = 1.9% Now CF = 30% when % Ni =1.6%. Adjusts by ±1% per ±0.1% % Ni change
Cobalt	Not included	+ (% Co x CF x HMA)	Only relevant when % Co ≥ 0.05%; CF = 30% fixed
Iron	Not included	+ (% Fe x CF x HMA x 100)	Only relevant when Fe content ≤35%, CF = 30% fixed
Chromium (oxide)	Not included	+ (% Cr x CF x HMA x 100)]	CF = 10% fixed

Source: ESDM and Wood Mackenzie

Definitions

MC: moisture content

%: metal grade

CF: correction factor, a multiple which reflects deviation of % Ni from reference point; fixed for other metals

HMA: reference price issued by Kementerian Energi dan Sumber Daya Mineral Republik Indonesia (**ESDM**) for individual metals

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