



Annual General Meeting

Stuart Chambers Chairman

April 2023





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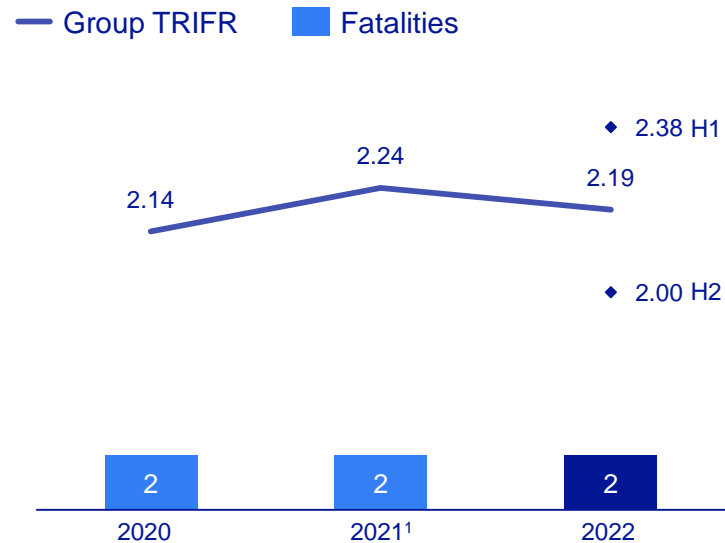
Duncan Wanblad Chief Executive

April 2023



Safe & healthy operations are our first priority

Safety

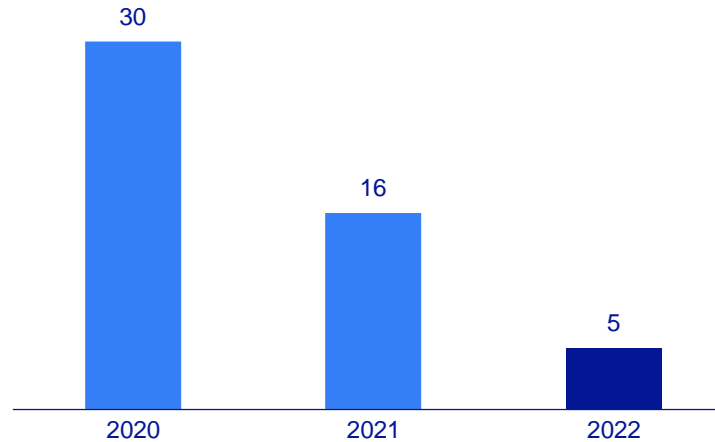


Bi-weekly leadership engagements
Safety reset & call to action in H2 led to significant improvement

Planned work drives safer outcomes
operational stability refocus also benefited H2

Health

Occupational health – new cases

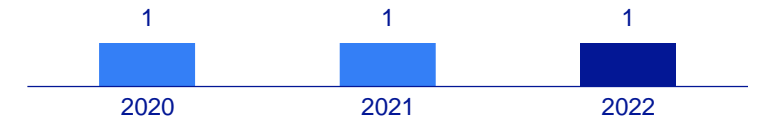


Elimination of hazards at source - key focus is removing people from harm's way

Focus on work environments & digital controls supported by Operating Model adherence

Environment

Level 3 & above significant incidents



Digitalised planning & controls supports predictive analysis & improvement

Proactive hazard & risk assessment tools facilitate real-time, data-led decision-making

2022 summary

EBITDA

\$14.5bn

Mining EBITDA
margin

47%

Production

↓ 2%

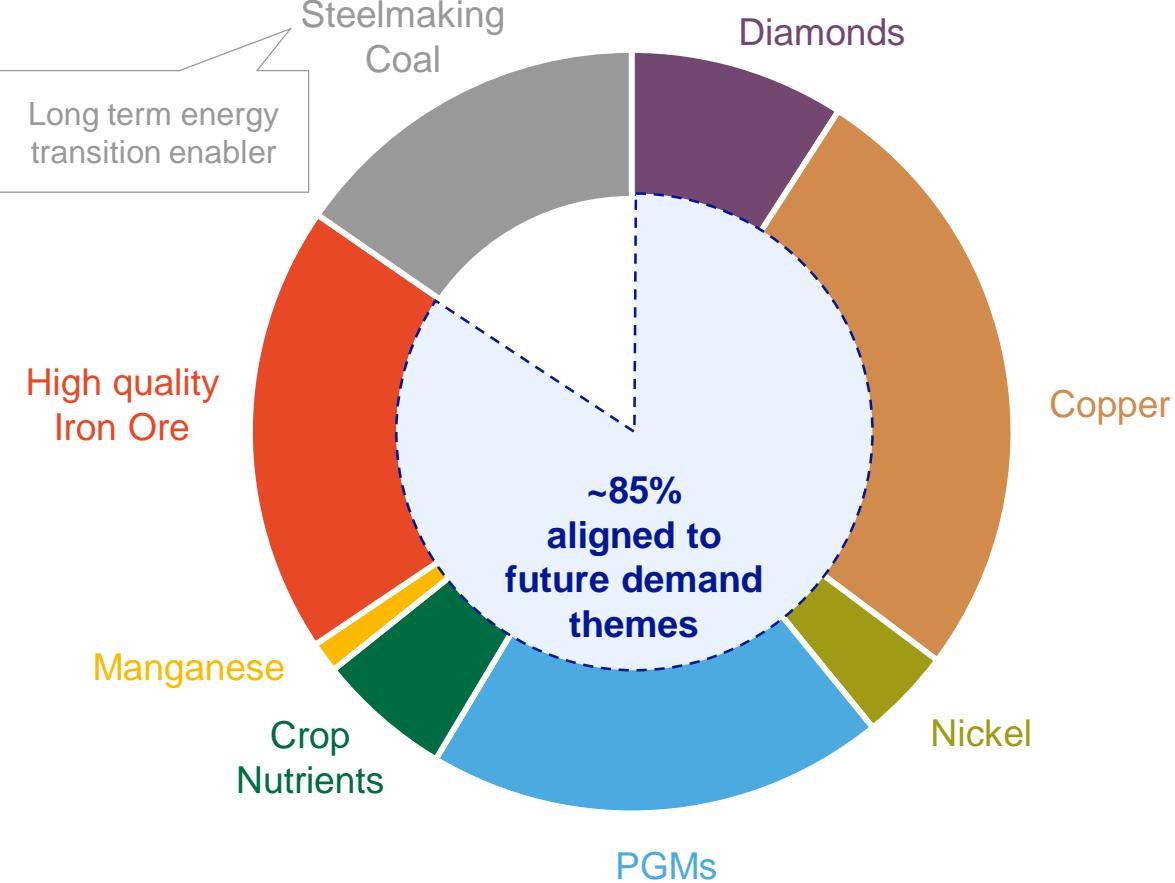
Unit cost

↑ 15%



Diversified product suite aimed at the two major demand trends

Copper equivalent production



Our balanced, disciplined & sustainable approach

**Strong
balance sheet**

0.5x

2022
net debt:EBITDA⁷

**Attractive
shareholder returns**

40% payout

base, through the cycle
dividend

**Quality
organic growth**

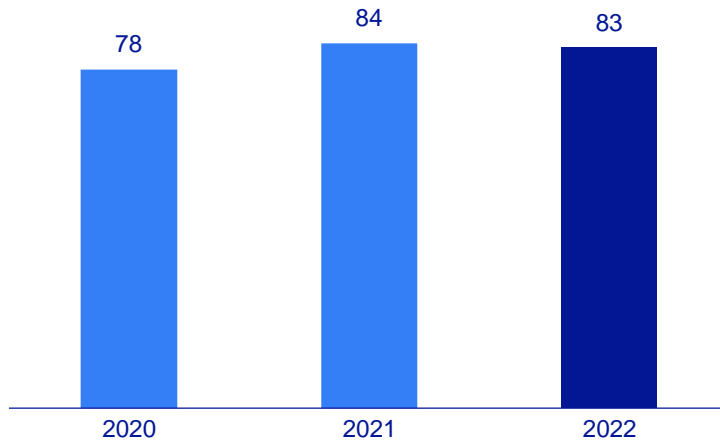
>90%

growth capex aligned to future demand
themes in high margin products²²

Striving for a healthy environment & thriving communities

Energy

MGJ

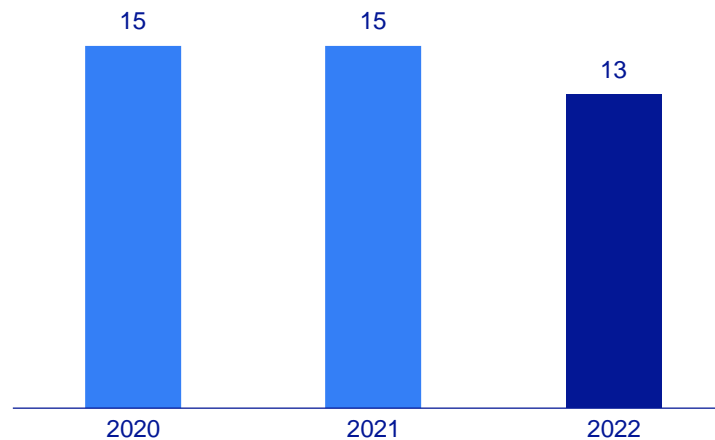


Operational performance impacting energy consumption

Efficiency, technology & innovation drive longer term improvements

GHG emissions

Mt CO₂ equivalent emissions

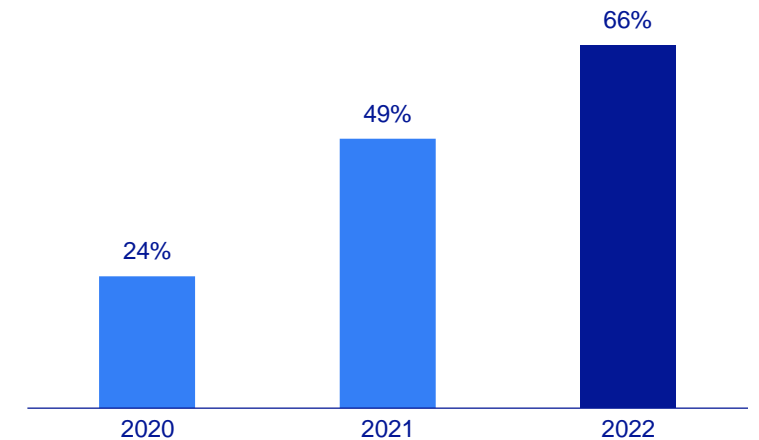


South America - 100% renewable electricity supply from 2023; Australia from 2025

Partnership with EDF Renewables to develop solar & wind farms in South Africa

Social

Social Way 3.0 Implementation



Social Way 3.0 is the industry's highest bar for social performance

Targeting 5 jobs off-site for every job on-site by 2030

2022 sustainability highlights

nuGen™ hydrogen truck



World's largest H₂ powered haul-truck

Key step to decarbonising mining fleet

Now combined with First Mode

Los Bronces water solution



Desal water offtake from 2025

Meets >45% of the mine's need

Phase 2 water swap to benefit communities

Envusa Energy: SA renewable energy ecosystem



600MW initial project pipeline

Equates to ~2Mtpa emission reduction

Supports region's energy transition

South Africa Living with Dignity hub



Supports our inclusion & diversity strategy

Victim-centric first responder support

Independent reporting channel

Our investment proposition

**Competitive
assets**

Strong cost position

**Long-term growth
options**

**Differentiated
capabilities**

Technology-led

Sustainability leader

**Sustainable
returns**

**Disciplined capital
allocation**

Robust EBITDA margins



Thank you