



Annual General Meeting

Stuart Chambers Chair

April 2025





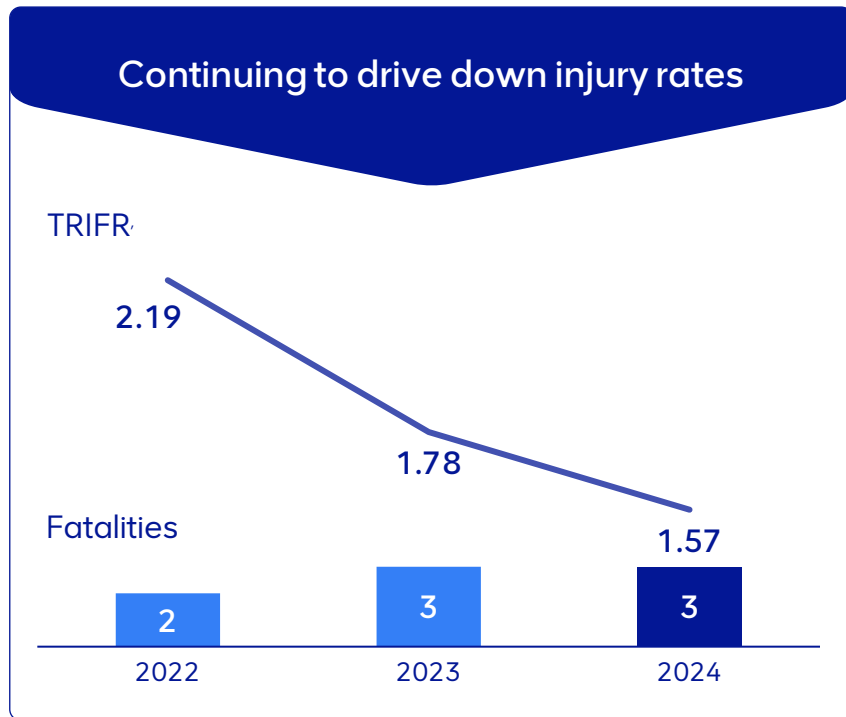
Annual General Meeting

Duncan Wanblad Chief Executive

April 2025



Safety is our No.1 value and first priority



Optimising planned work to deliver stable and capable operations

Supporting operational leaders to spend more time in the field having quality interactions

Effective implementation of technical standards reinforced through the right level of assurance

Fully integrating our Contractor Performance Management framework through the business

Financial results for 2024

Group basket price

↓10%

Production

↓7%

Unit costs

Flat

Revenue

\$28.6bn

↓12% (\$3.9bn)

EBITDA

\$8.5bn

↓15% (\$1.5bn)

Cash conversion

97%

↑43pp

EBITDA margin

30%

↓1pp

ROCE

12%

↓4pp

EPS

\$1.60/share

↓34%

FY24 dividend

64 cents

↓33%

Net debt

\$10.6bn

Unchanged
1.3x net debt:EBITDA

Accelerating the delivery of our strategy

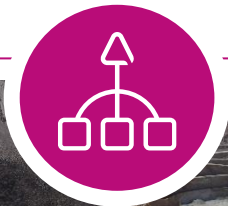
Operational excellence

Reset mine plans
& organisation design



Portfolio simplification

Focus on copper,
premium iron ore
& crop nutrients



Growth

Outstanding
growth potential across
the three businesses



Creating a leading, future-enabling mining company

Excellent progress on portfolio simplification

Portfolio simplification now well advanced,
unlocking significant shareholder value

Steelmaking Coal Divestment



Sale agreed, gross
proceeds of up to
\$4.8 billion

Completion expected
by Q3 2025

Nickel Divestment



Sale agreed, gross
proceeds of up to
\$0.5 billion

Completion expected
by Q3 2025

PGMs Demerger



Completed two
bookbuilds of
~\$0.9 billion

Clear pathway for
demerger June 2025

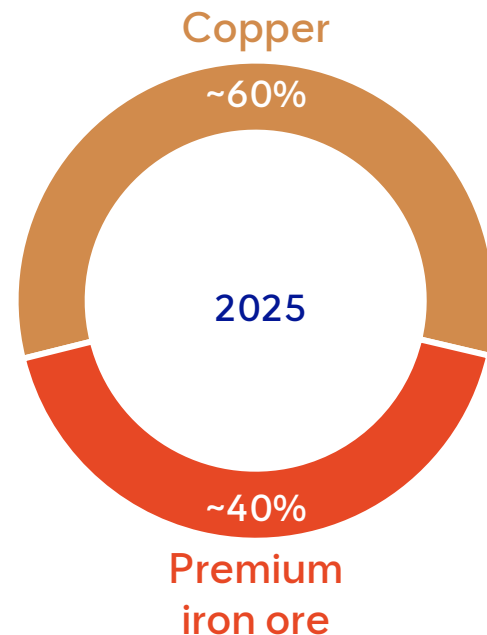
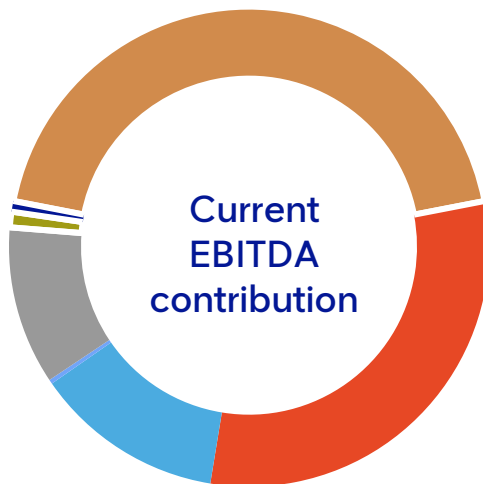
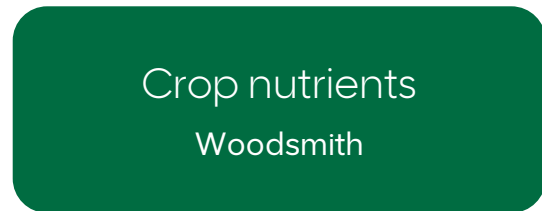
De Beers Divestment or demerger



Challenging diamond
market conditions

Committed
to responsible
separation for value

A simplified portfolio daylights value of world class assets in future-enabling products





Thank you