



# ANNUAL GENERAL MEETING

8 MAY 2018



Real Mining. Real People. Real Difference.



# MARK CUTIFANI

## CHIEF EXECUTIVE



## 2017 – DELIVERING ON OUR COMMITMENTS

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### Operating performance

Production volumes

 **5%**

Cost & volume improvements

**\$1.1bn**

### Earnings and cash flow

EBITDA

**\$8.8bn**

Free cash flow

**\$4.9bn**

### Margins and returns

EBITDA margin

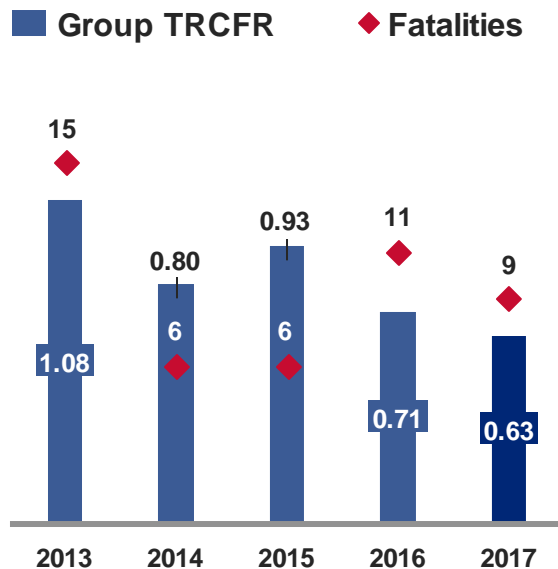
**40%**

ROCE

**19%**

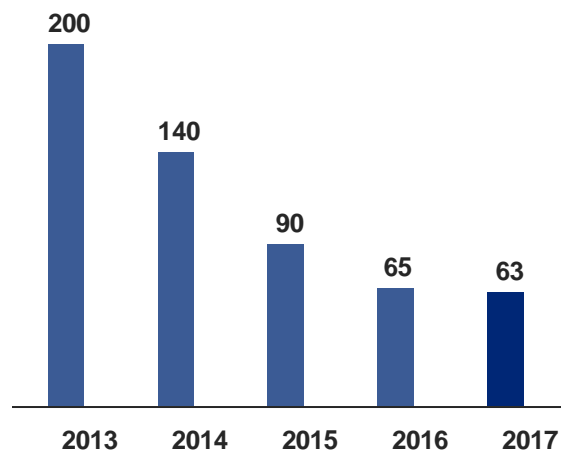
# SAFETY, HEALTH & ENVIRONMENT

## Safety



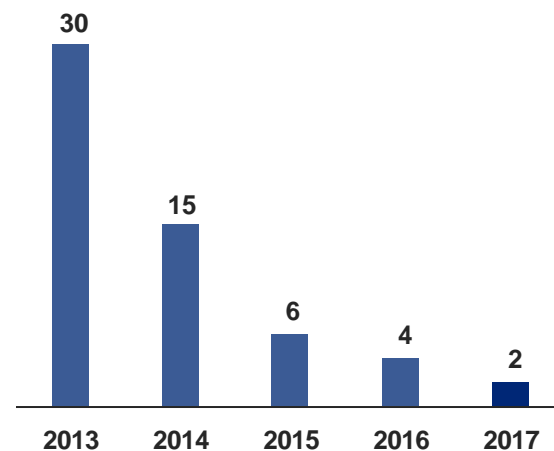
## Health

### Occupational health – new cases



## Environment

### Major incidents



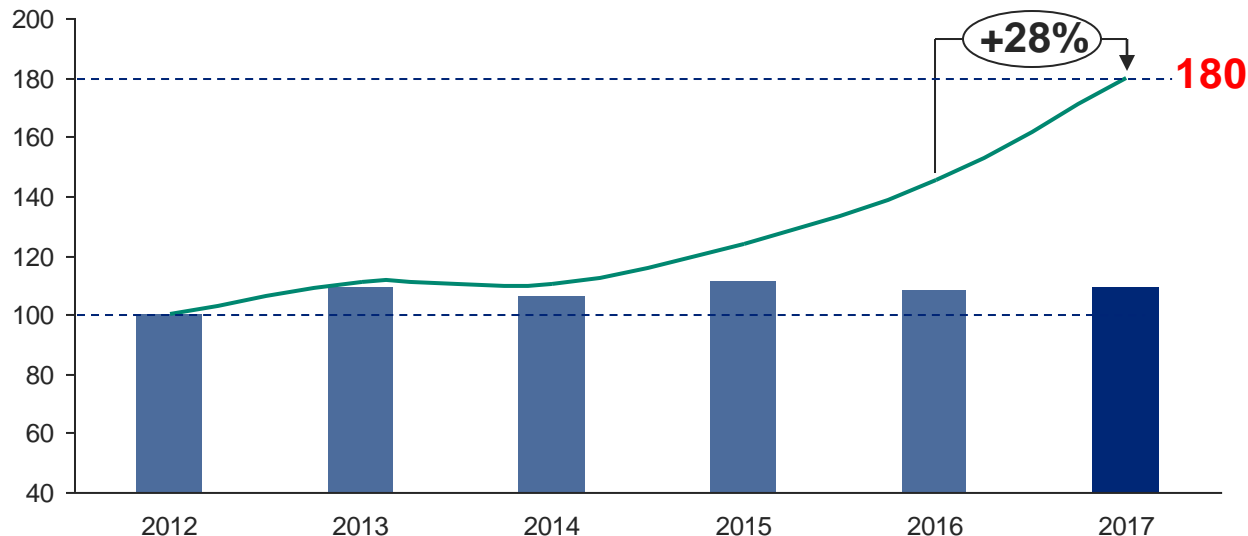
# **BUILDING ON FIRM FOUNDATIONS**

## **CONSISTENT DELIVERY**



# A FUNDAMENTALLY DIFFERENT BUSINESS

## Copper equivalent production and productivity



■ Copper equivalent Production Index

— Copper equivalent Productivity Index (tonnes/full-time equivalent)

Productivity

↑ 80%

Unit costs

↓ 26%

Production volumes

↑ 9%

# PORTFOLIO UPGRADING CONTINUED

**Gahcho Kué**



**Grosvenor**



**Minas-Rio**



## 2017/18 disposals and closures ensure effective capital deployment

- **Union, Platinum**, sale completed
- **Pandora, Platinum**, sale completed
- **Dartbrook, Met Coal**, sale completed
- **SA domestic, Thermal coal**, sale completed
- **Drayton, Met Coal**, sale completed
- **New Largo, SA Domestic Thermal coal**, sale announced
- **Voorspoed, De Beers**, sale process under way
- **Elizabeth Bay (Namibia Land), De Beers**, sale process under way
- **Bokoni, Platinum**, care & maintenance





# DELIVERING A SUSTAINABLE FUTURE

## FUTURESMART MINING™







## Innovation

Shock Break has the potential to radically reduce our energy consumption.

Comminution accounts for over half of the total energy consumed at an average mine site.

Tests at Mogalakwena indicate >50% saving in power consumption.

## Outcome

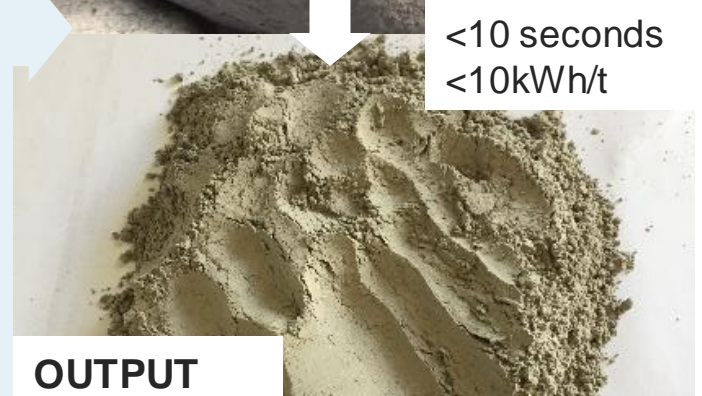
The potential to eliminate SAG mills

**Vision: Carbon-neutral mining**

INPUT



<10 seconds  
<10kWh/t



OUTPUT



# THE WATER-LESS MINE

Mining without fresh water

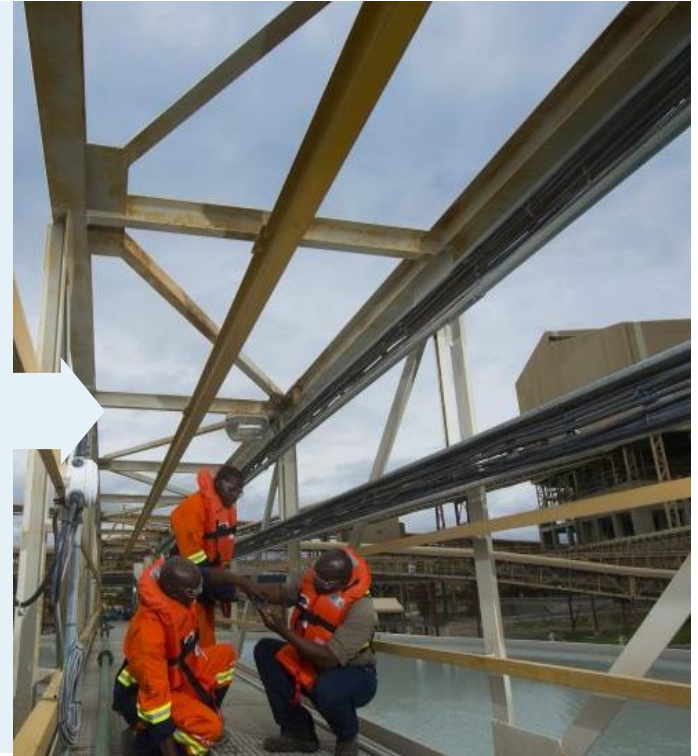
## Challenge

Around 75% of our current portfolio is located in high-water-risk regions

## Approach

- Dry processing
- Rapid de-watering
- Data-rich technologies  
e.g. pervasive sensors
- Evaporation control

**Vision:** Eliminate fresh water from our mining processes



# SUSTAINABILITY LEADERSHIP

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 **Trusted Corporate Leader**



 **Thriving Communities**



 **Healthy Environment**



# OUR INVESTMENT PROPOSITION

## Assets

Focus on quality

Diversified portfolio

Low cost growth



## Capabilities

Operating Model

Innovation leader

Marketing quality products



## Returns

Strong balance sheet

Capital discipline

Dividend payout ratio





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