

ANNUAL GENERAL MEETING

30 April 2019



STUART CHAMBERS

Chairman



Palladium grain

UNLOCKING OUR FULL POTENTIAL

Mark Cutifani



2018 – CONTINUED DELIVERY

Production volumes

↑6%

EBITDA

\$9.2bn

Mining margin

42%

Underlying EPS

\$2.55/sh

Free cash flow

\$3.2bn

ROCE

19%

DELIVERING RETURNS TO SHAREHOLDERS

2018 dividend

\$1.3bn

\$2.6bn returned since H1 2017

Payout per share

100c

H1: 49c, H2: 51c

Payout policy

40%

of underlying earnings

REMEMBERING THOSE WE HAVE LOST AT WORK

Johannes Maimela

Dishaba Mine

12 February 2018

Dimakatso Maggie Semata

Venetia Mine

25 March 2018

David Mandla Masango

Goedehoop Colliery

5 July 2018

Emmanuel Thato Segale

Dishaba Mine

18 October 2018

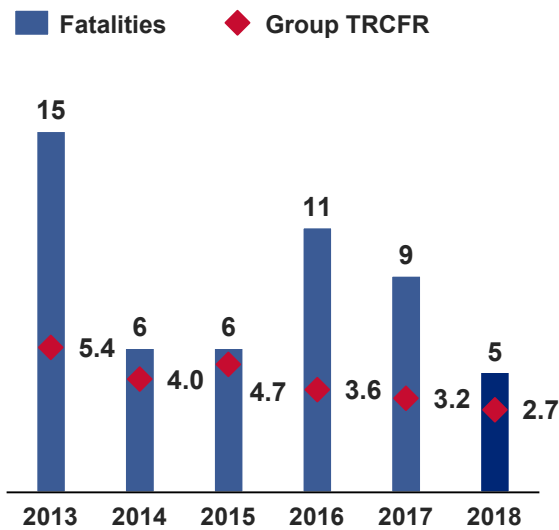
Andrew Molehe Molamaso

Zibulo Colliery

22 October 2018

SAFETY, HEALTH & ENVIRONMENT

Safety

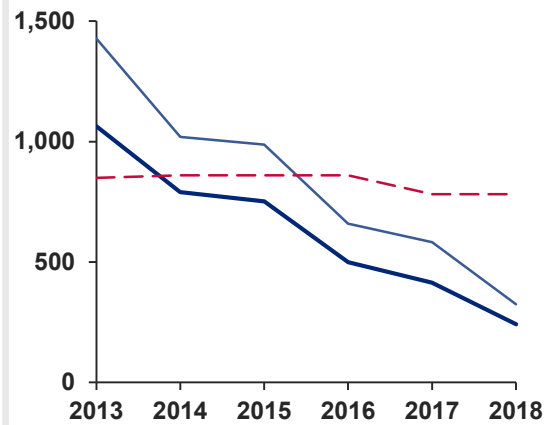


Focus on high potential hazards supporting improvements.

Elimination of Fatalities Taskforce.

Health

TB incident rate relative to the South African national average (per 100,000 employees)



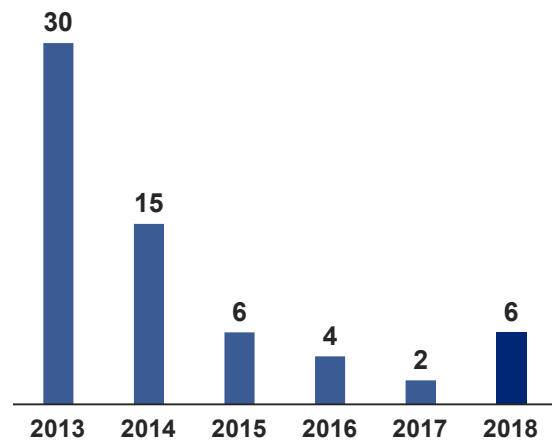
— Anglo American (All SA)

— Anglo American Platinum only

— South African national

Environment

Major incidents



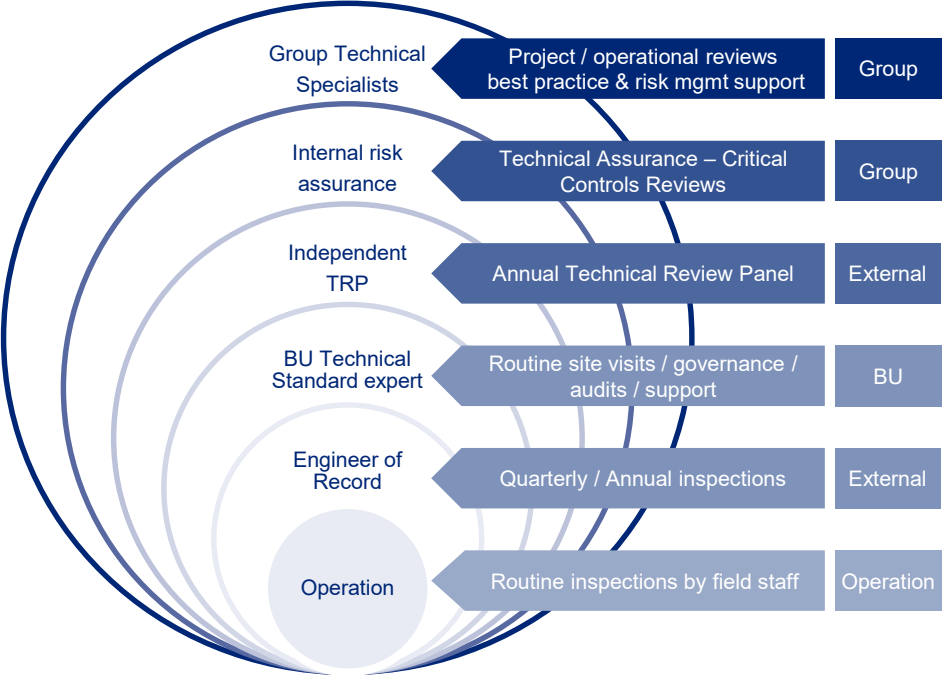
Planning and operating discipline supporting change.

Minas-Rio pipeline leaks impact 2018.

OUR TAILINGS SAFETY MANAGEMENT

Dam safety management

- Our mandatory Group Technical Standard exceeds ICMM and regulatory requirements in all jurisdictions.
- Sets requirements for classification, competencies, Engineer of Record, and Independent Reviews.
- Sets minimum requirements for design criteria, monitoring, inspection and surveillance.
- Best-in-class, peer-reviewed by international specialists.



Tailings dams in our portfolio

Southern African regions are well suited to upstream dams due to low rates of rise, sunny and dry environment, with high evaporation rates, as well as low seismic risk and suitable topography.

No upstream constructed dams in Chile or Peru (due to seismic risk), Brazil or Colombia (due to tropical weather with increased rainfall), or Canada (due to freeze-thaw cycles).

Brazil

We have one tailings dam in Brazil, at Minas-Rio.

This dam is designed as a ‘water-retaining’ construction, one of the most robust designs for tailings storage.

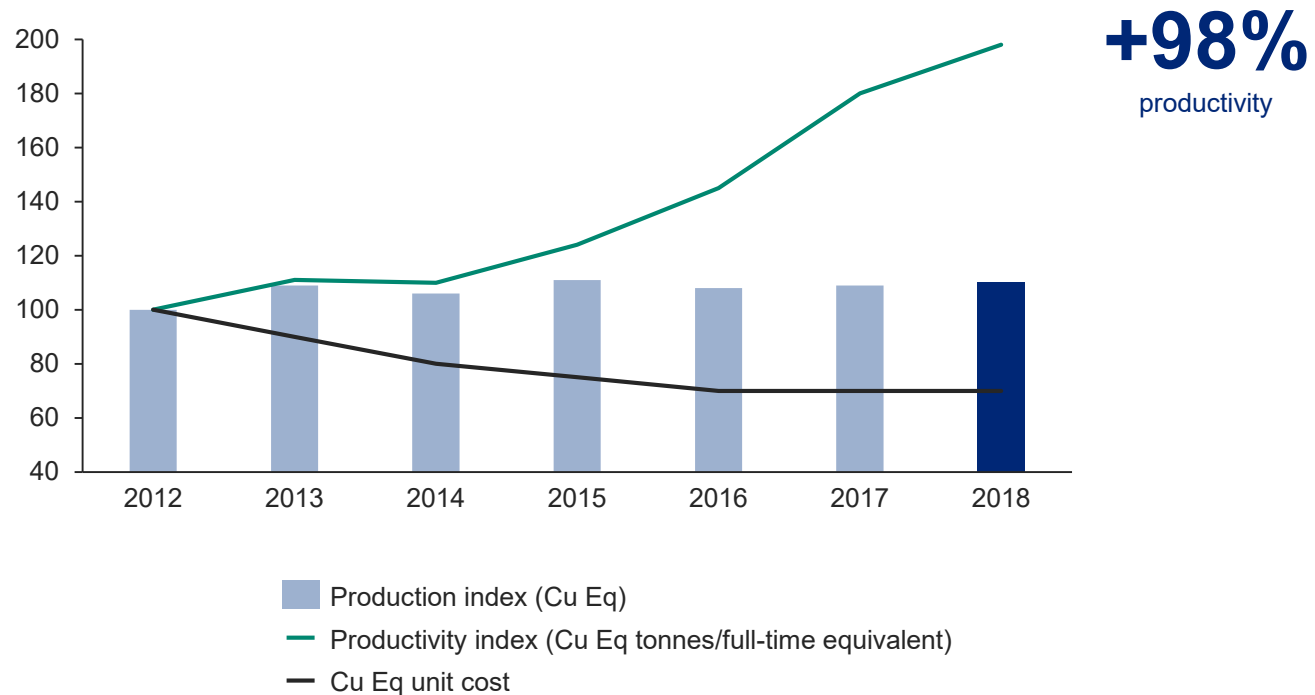
Built with compacted earthfill material, and selected granular materials for drainage and filter zones, making it best-in-class.

Raising of current dam under way under an ‘installation licence’ – expected to convert to ‘operating licence’ following construction work completion.

Capacity to operate at current production levels through to the end of 2019 under existing tailings dam ‘operating licence’.

A FUNDAMENTALLY DIFFERENT BUSINESS

Copper equivalent production and productivity



2012 to 2018

Number of assets

↓ 50%

Production volumes

↑ 10%

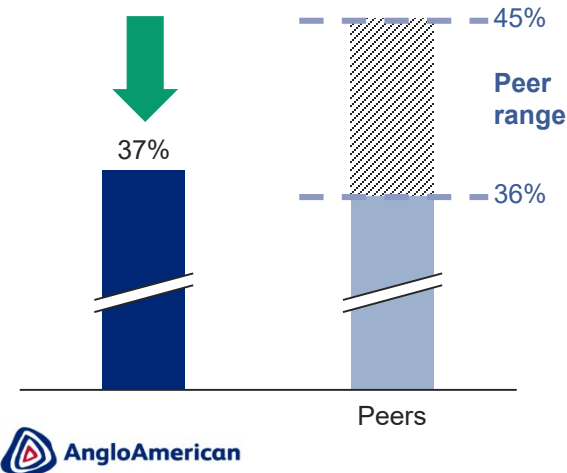
Unit costs

↓ 26%

LEADING COMPETITIVE POSITION

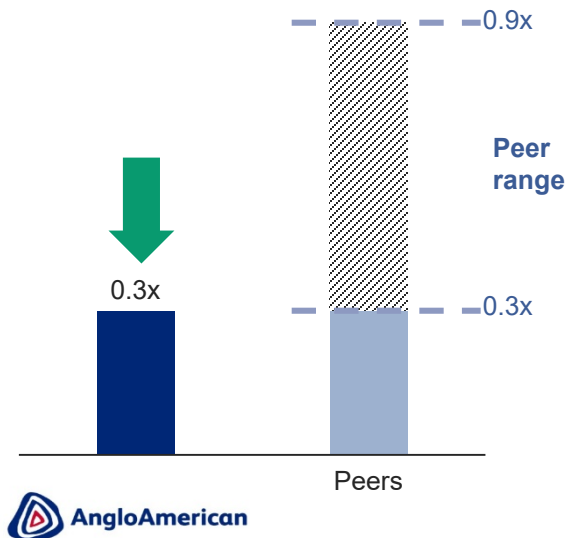
Improved operating leverage

Average margin adjusted cost curve position



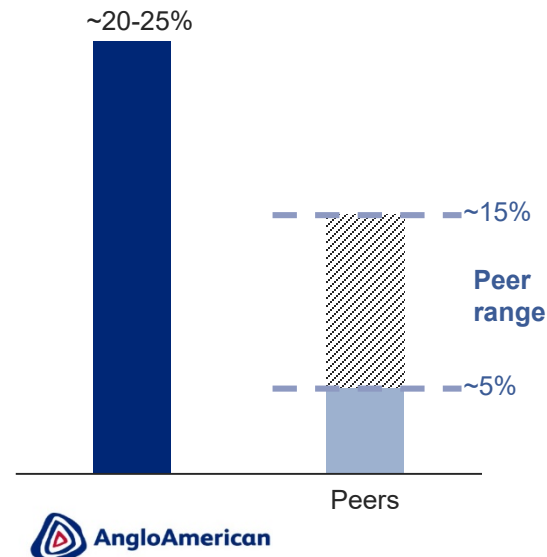
Improved financial leverage

Net debt:EBITDA



Inherent growth prospects

Cu Eq growth 2018-2023



QUELLAVECO – A WORLD-CLASS COPPER PROJECT

Attractive returns

Low cost with significant
further potential

IRR
> 15%

Real, post-tax

ROCE
> 20%

Average over first 10 years

Focus on execution

All key permits in place,
execution benefitting from
early works

Payback
4 years

From first production (2022)

Job creation
~9,000

In construction phase
~2,500 jobs in normal operation

Successfully syndicated

Mitsubishi subscription
\$851m

Additional contingent net payment of \$100m

Implied NPV
\$2.74bn

For 100% of the project

QUELLAVECO – ON-TRACK

2018 achievements



- Asana and Vizcachas river diversions complete
- Main access road complete
- Contracts and procurement significantly progressed
- Earthwork contracts awarded and progressing on-site

2018 construction capex (100%)

\$0.3bn

Our share: Nil (funded from syndication proceeds)

2019 priorities



- Earthworks & concrete placement for plant
- 4,000-bed camp
- Tunnel excavations for overland conveyor
- Progress Vizcachas dam

2019 construction capex (100%)

\$1.3bn to \$1.5bn

Our share: \$0.4bn to \$0.6bn

GROWTH & INVESTMENT ACROSS THE PORTFOLIO

Organic growth opportunities across Australia, Botswana, Chile, Namibia and South Africa.

Multi-generation commitments to host countries:

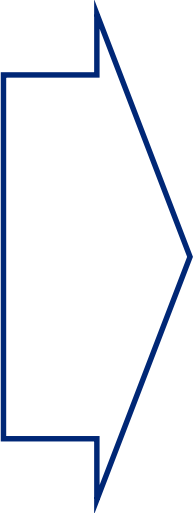
- In South Africa alone, we will invest more than \$5 billion in our businesses over the next 5 years
- Anglo American is the most significant mining investor in South Africa, delivering industry-leading returns
- Total tax & economic contribution of \$8.5 billion or ZAR120 billion in 2018



STEP-CHANGE IN PERFORMANCE AND SUSTAINABILITY

Operating Model

Stability and optimisation



P101

Exceeding industry best-in-class process & equipment performance



FutureSmart Mining™

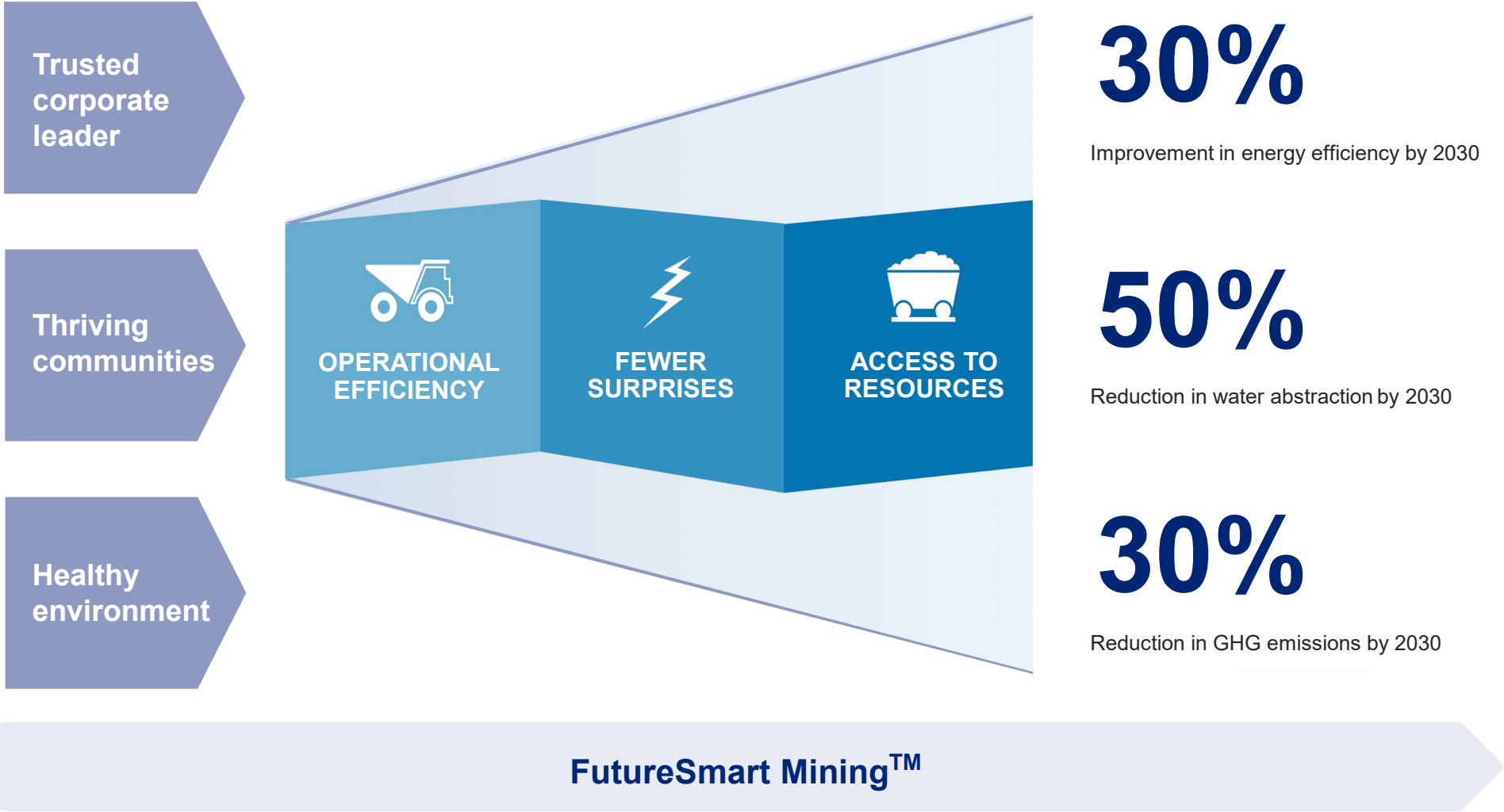
Game-changing technology; data analytics; sustainability



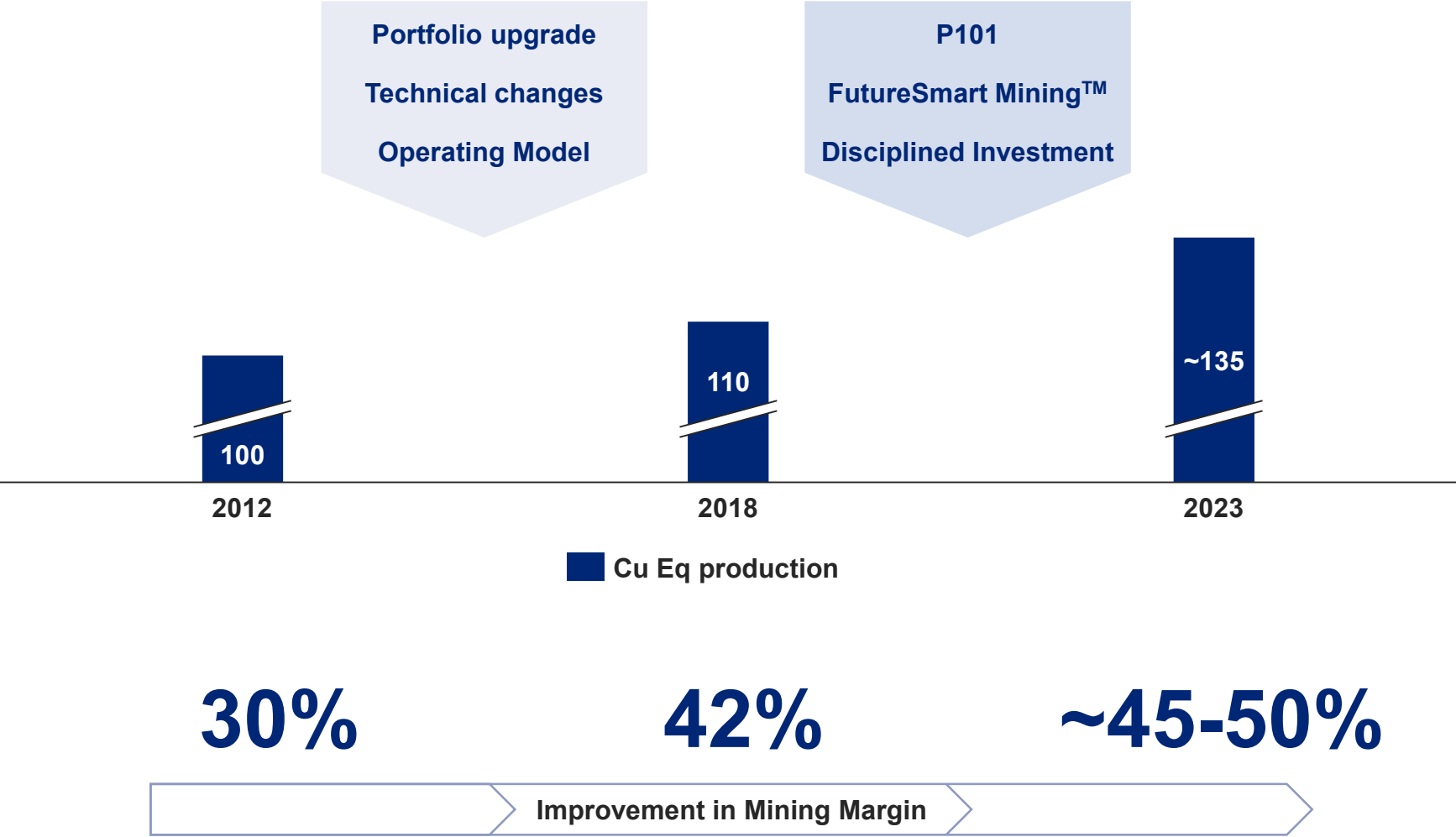
Incremental improvement

Step-change

SUSTAINABILITY AT THE HEART OF OUR BUSINESS



INHERENT GROWTH AND HIGHER MARGINS



ASSET QUALITY PLAYS TO GLOBAL DEMAND THEMES



INVESTMENT PROPOSITION

“Leading capabilities actively improving a world-class asset base to drive sustainable, competitive returns”

Assets	Capabilities	Returns
Focus on quality	Operating Model	Capital discipline
Long life	FutureSmart Mining™ Technology & Sustainability	Dividend payout ratio
Low-cost growth optionality	Marketing Model	Strong balance sheet