



Annual General Meeting

Stuart Chambers Chairman





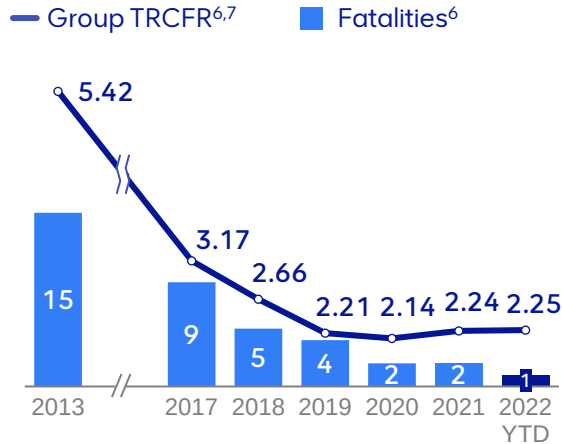
Annual General Meeting

Mark Cutifani
Chief Executive



SHE performance – drive for a safe & healthy future

Safety



Elimination of Fatalities Taskforce

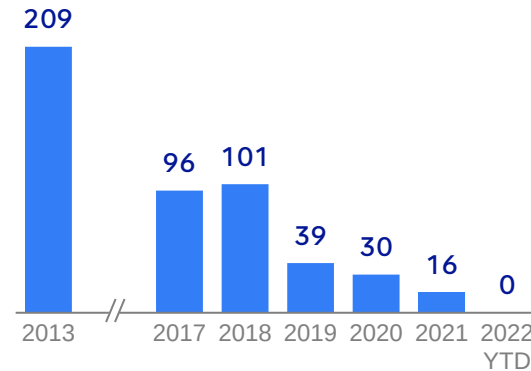
...driving our improvement journey

Covid and managing its impact

...re-established downward trend

Health

Occupational health – new cases^{6,8}



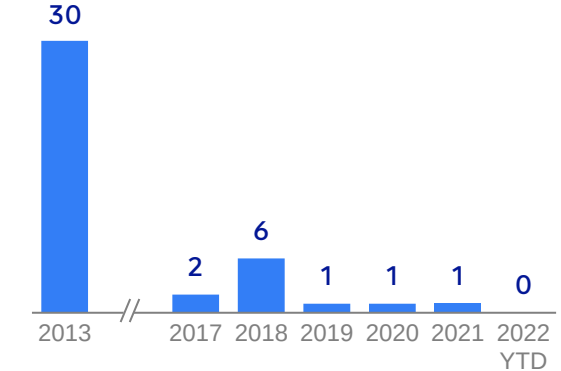
Elimination of hazards at source

...key focus for sustainable improvement

Record low exposures ...upgraded work environments & controls

Environment

Level 3 & above significant incidents^{6,9}



Upgraded planning & controls

...supports continuous improvements

Sustainability factors integration in asset plans ...support effective social engagement

'WeCare' approach: Covid & resilience

Responsible & holistic approach protecting
lives & livelihoods in our workforce & communities

Robust operating protocols &
controls

Rigorous testing approach

Mental health & gender-based
violence support

Successful vaccine programme
delivered

FY 2021 results

Production

↑ 5%

EBITDA

\$20.6bn

Mining EBITDA margin

56%

Unit cost, FX neutral

↑ 10%

Up 16% including FX

EPS

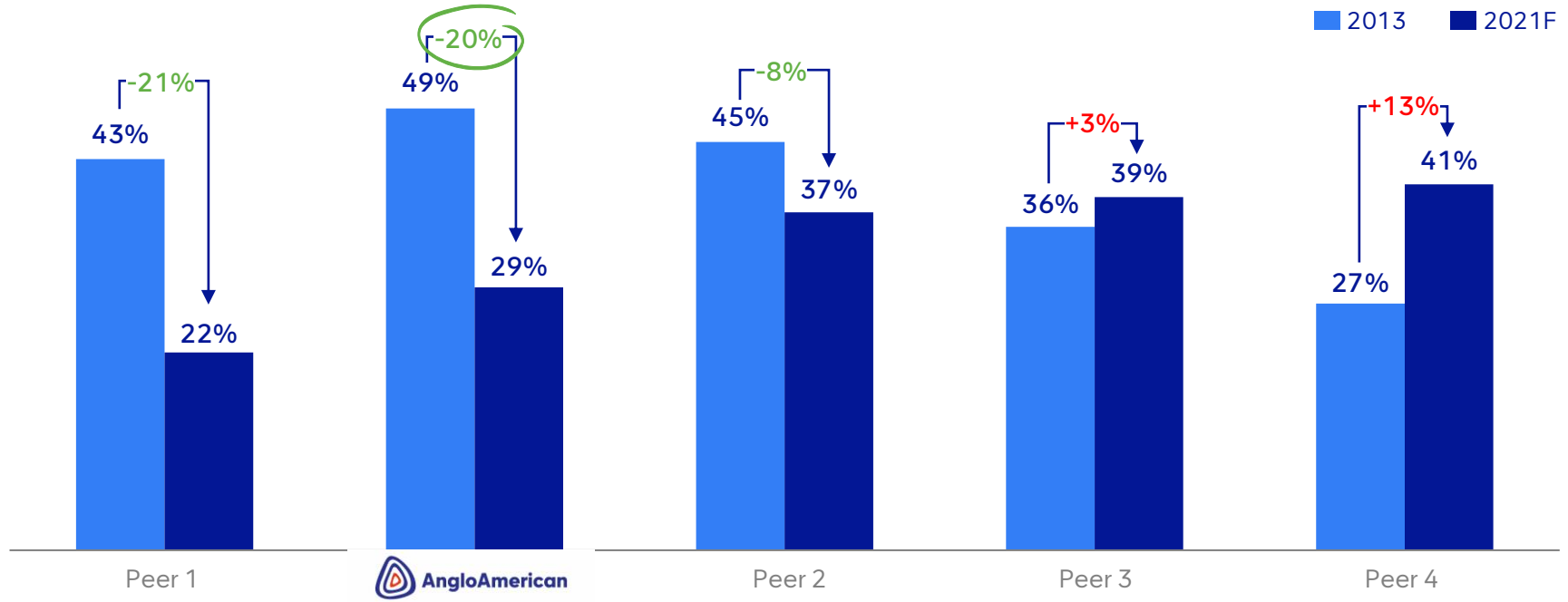
\$7.22/sh

ROCE

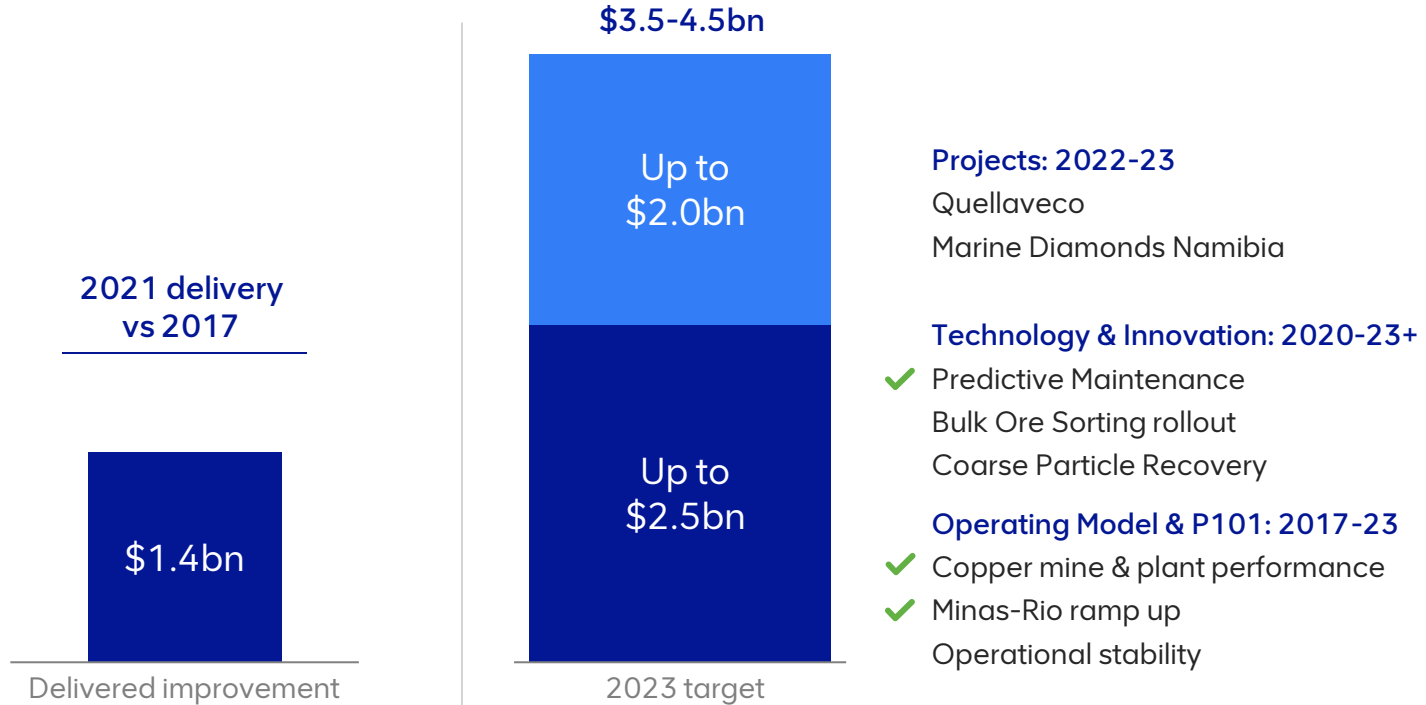
43%

Significant improvement in our cost curve position

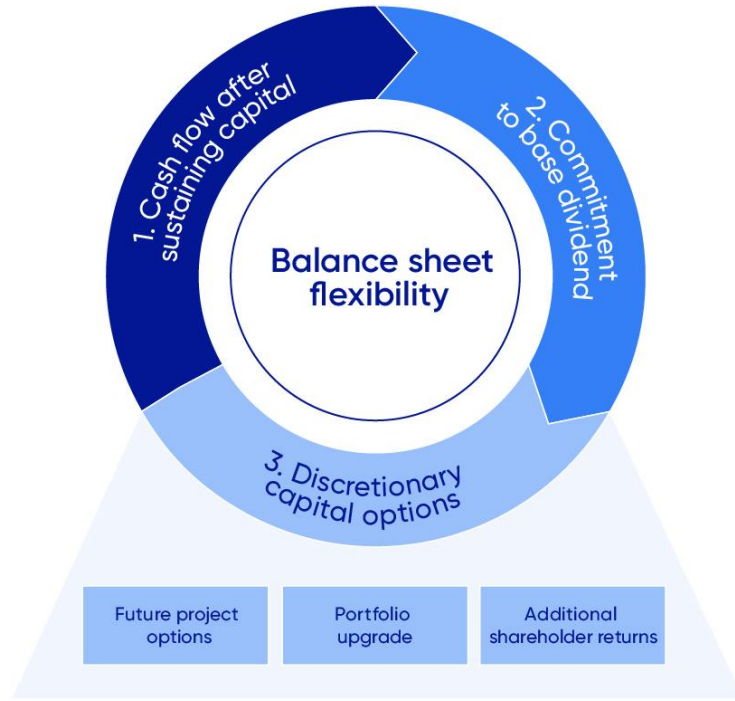
Average margin adjusted cost curve position over time



Cost and volume improvements on track



Balanced capital allocation framework



2021 allocation of capital

1) \$9.6bn

Sustaining attributable free cash flow

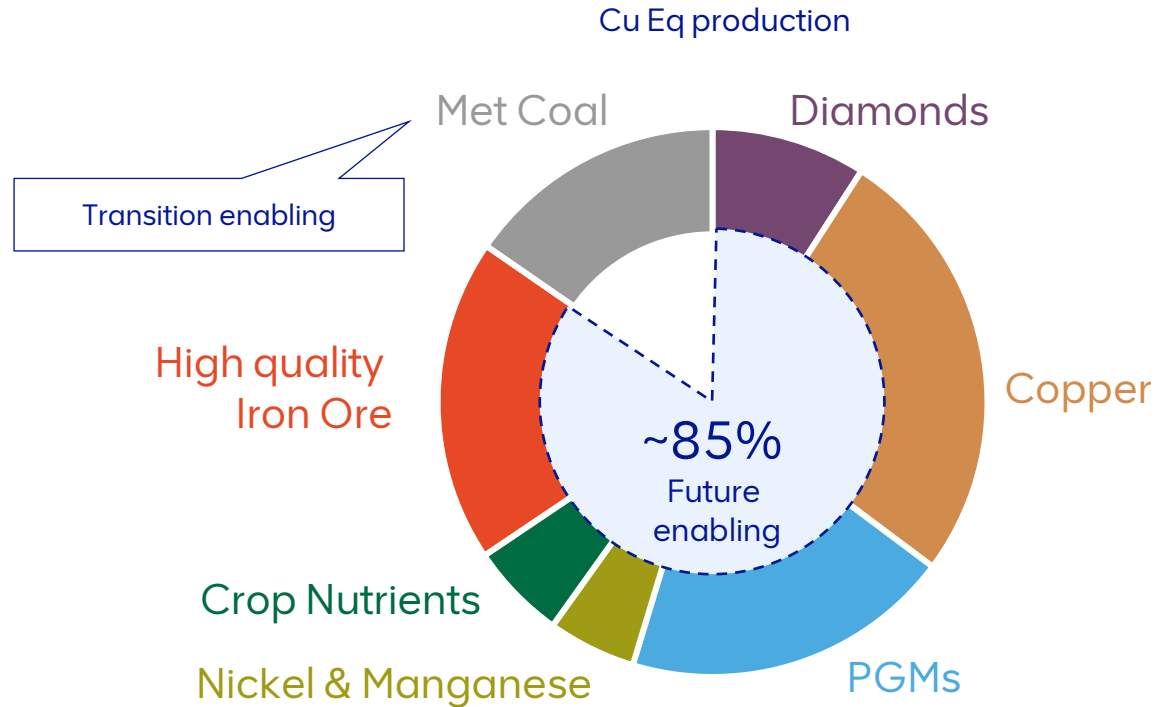
2) \$3.6bn

2021 dividend at 40% of underlying earnings

3) \$4.4bn

Growth capex (\$1.8bn) &
additional shareholder returns (\$2.6bn)

Driving towards a sustainable future



Innovation: a safer, cleaner, smarter future



People: promoting an inclusive and diverse work environment

Holistic strategy to attract, retain and develop talent



Inclusive leadership

Top 50 most inclusive companies in the UK

Valued & respected colleagues

Listed in Bloomberg Gender Equality Index

Safe & enabling environment

Awareness & action on female & gender based violence

Fair & supportive workplace

Comprehensive approach to mental health & wellbeing

Purpose: to re-imagine mining
to improve people's lives

Effectiveness

>10%

Free Cash Flow

(on capital employed)

31%

Efficiency

15-20%

ROCE

2021

43%

Sustainability

7

Pillars of Value

Embedded

Thank you



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