



UNLOCKING OUR FULL POTENTIAL

BMO Global Metals & Mining Conference, 25 February 2019



Real Mining. Real People. Real Difference.

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Alternative Performance Measures

Throughout this presentation a range of financial and non-financial measures are used to assess our performance, including a number of financial measures that are not defined or specified under IFRS (International Financial Reporting Standards), which are termed ‘Alternative Performance Measures’ (APMs). Management uses these measures to monitor the Group’s financial performance alongside IFRS measures to improve the comparability of information between reporting periods and business units. These APMs should be considered in addition to, and not as a substitute for, or as superior to, measures of financial performance, financial position or cash flows reported in accordance with IFRS. APMs are not uniformly defined by all companies, including those in the Group’s industry. Accordingly, it may not be comparable with similarly titled measures and disclosures by other companies.

2018 – CONTINUED DELIVERY

Production volumes¹

↑ 6%

EBITDA²

\$9.2bn

EBITDA margin³

42%

Dividend

100cps

Net debt

\$2.8bn

ROCE⁵

19%

OUR TAILINGS SAFETY MANAGEMENT

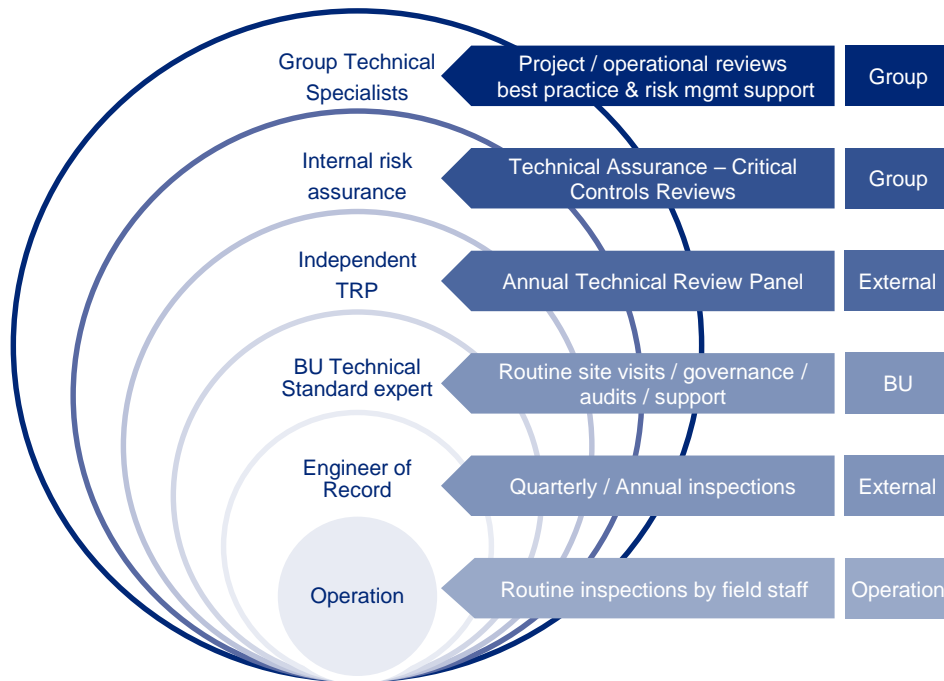
Dam safety management

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

56 tailings storage facilities, comprising 79 dams.

32 dams (41%) built by the upstream method of construction: 21 in South Africa, 10 in Botswana, 1 in Australia.

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).

Minas-Rio (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.

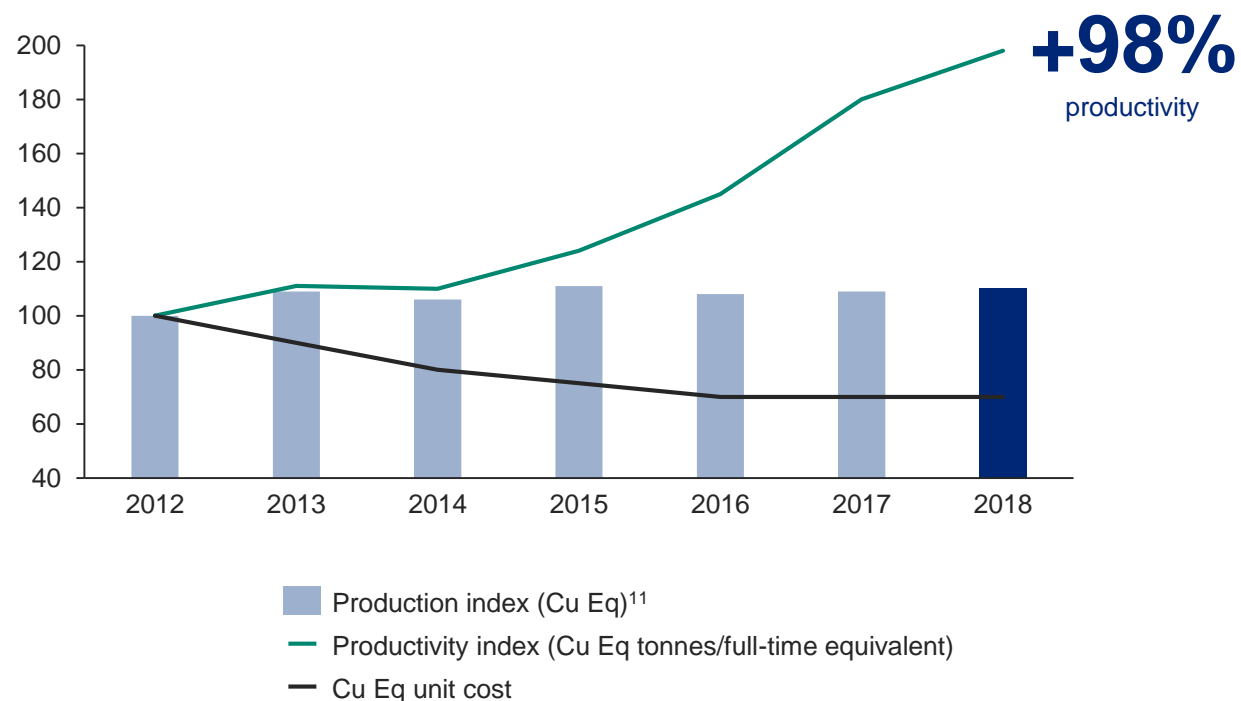
Built with compacted earthfill material, and selected granular materials for drainage and filter zones, making it best-in-class.

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^{10,11}



2012 to 2018

Number of assets

↓ 50%

Production volumes^{10,11}

↑ 10%

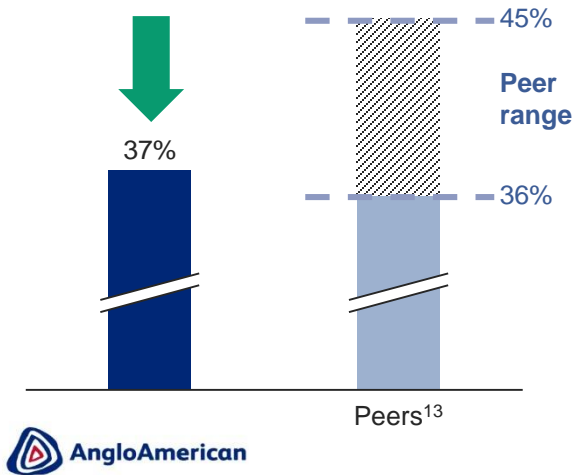
Unit costs¹¹

↓ 26%

LEADING COMPETITIVE POSITION

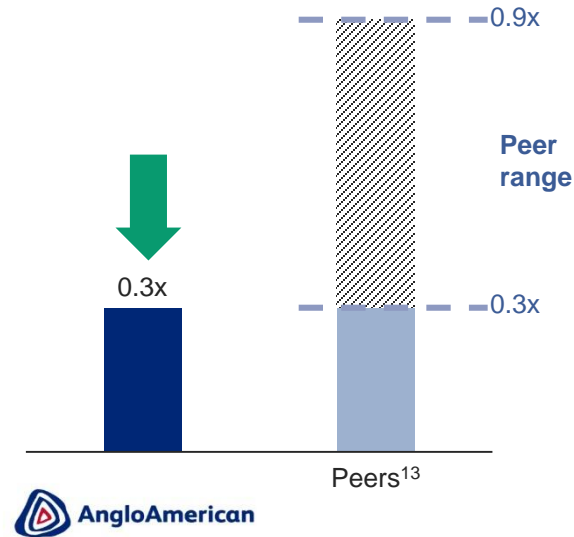
Improved operating leverage

Average margin adjusted cost curve position¹²



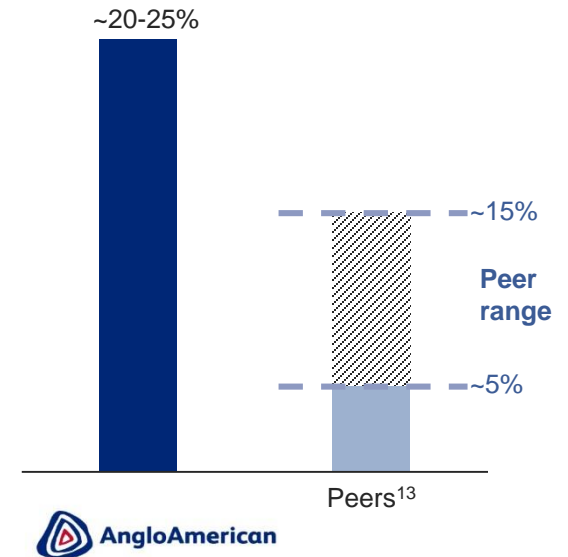
Improved financial leverage

Net debt:EBITDA²



Inherent growth prospects

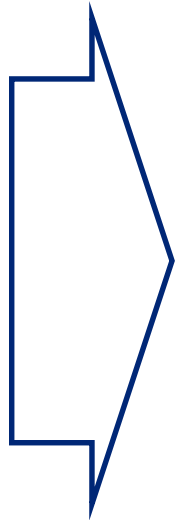
Cu Eq growth¹⁴ 2018-2023



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

STEP-CHANGE BEYOND OPERATING MODEL

P101

Exceeding industry best-in-class process & equipment performance



Copper processing

PGM shovels and productivity

Venetia acceleration

Longwall performance

FutureSmart Mining™

Game-changing technology; data analytics; sustainability



Bulk Sorting

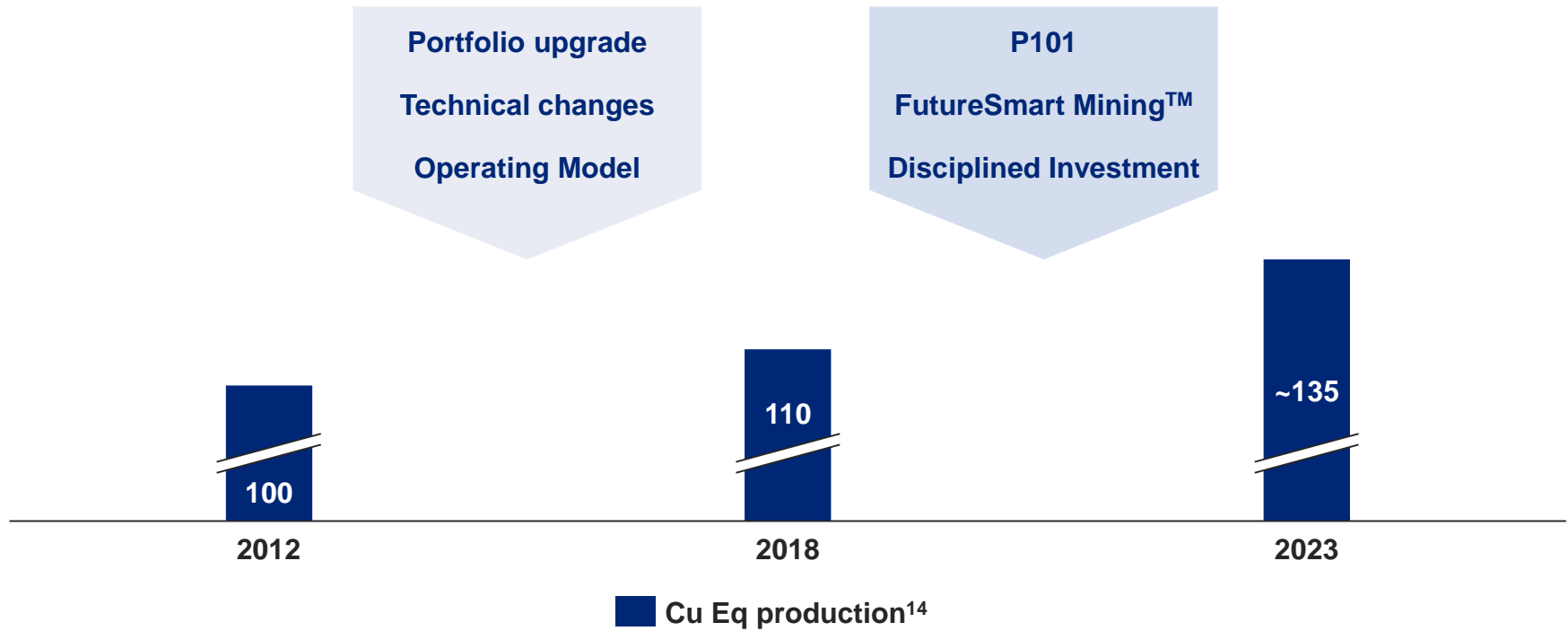
Water & energy savings

Coarse Particle Recovery

Data analytics

Step-change

INHERENT GROWTH AND HIGHER MARGINS



30%

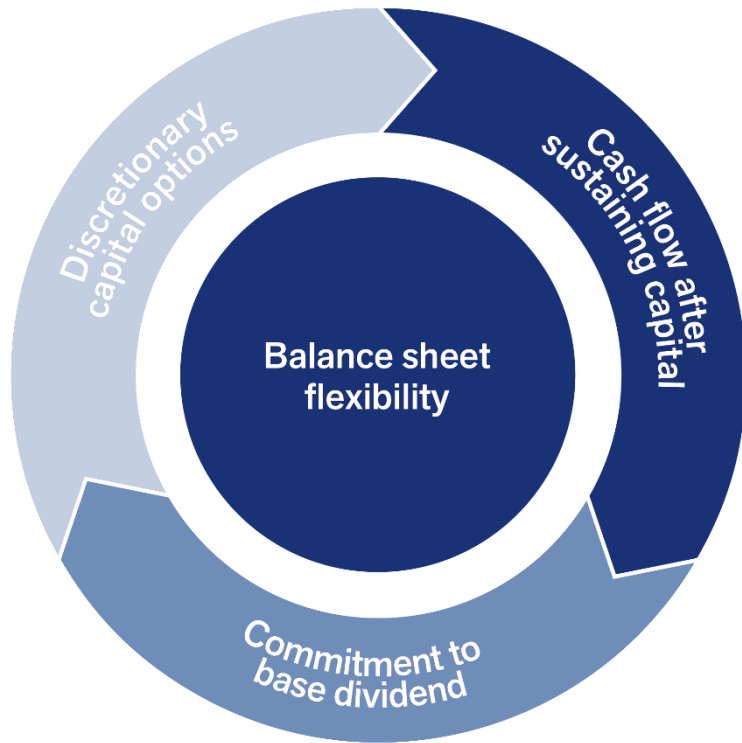
42%

~45-50%



BALANCED CAPITAL ALLOCATION

Capital allocation framework²²



Discretionary capital options

Portfolio upgrade

Future project options

Additional shareholder returns

2018 (\$bn)

3.8

Attributable free cash flow⁴ of \$3.2bn
Add back discretionary spend

(3.3)

Reduced net debt¹⁷ by \$1.7bn
Paid dividends of \$1.3bn
Other adjustments
(H2 2018 dividend declared: \$0.7bn)

(0.5)

\$0.6bn discretionary spend (growth capital, exploration/evaluation)
Portfolio upgrading

IMPROVED CAPITAL EFFICIENCY

Sustaining capex ~\$3.2bn pa (2019-21) - attractive lifex projects adding ~10 years at ~500ktpa Cu Eq



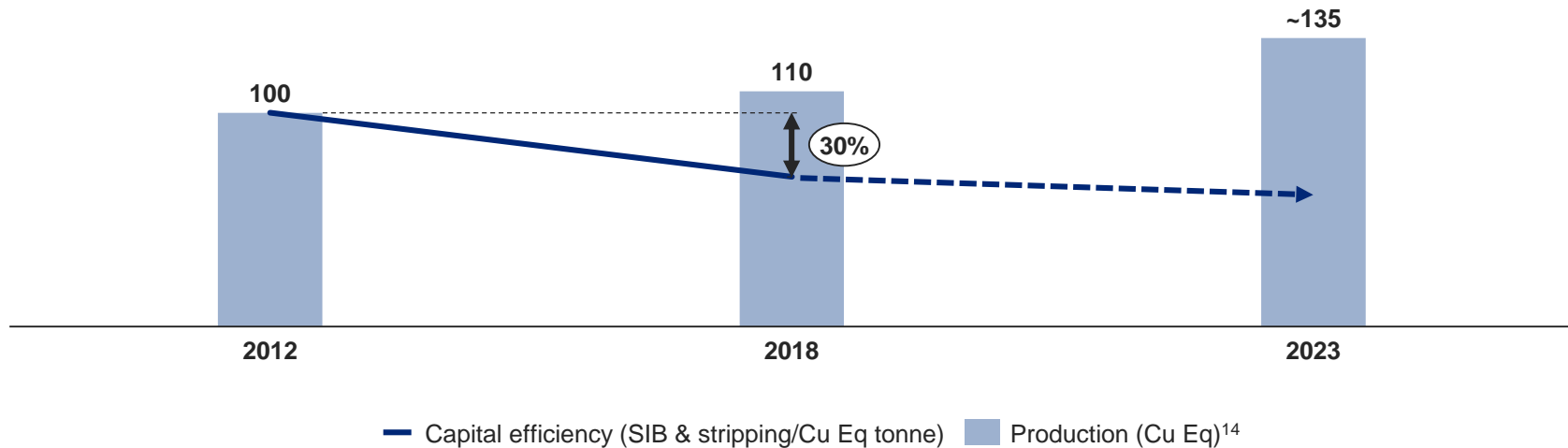
30%

SIB & stripping capex/Cu Eq tonne
2012-2018



~20-25%

Disciplined production growth
2018-2023



HIGH MARGIN, HIGH RETURN, FAST PAYBACK OPTIONS

2019 growth capex¹⁶

\$0.6bn to \$0.9bn

driven by Quellaveco and technology projects

2020-21 growth capex¹⁶

~\$1.5bn to \$2bn pa

subject to board approvals

Disciplined capital allocation framework drives project selection²⁷

		Our share:					
Quellaveco (Copper)	APPROVED	\$2.5bn to \$2.7bn ¹⁶	+180ktpa	from 2022	~4 year payback	>15% IRR	>50% margin
Marine Namibia (Diamonds)	~2019	~\$0.2bn	+0.5Mctpa	from 2022	~3 year payback	>25% IRR	>60% margin
Moranbah-Grosvenor (Met Coal)	~2020	\$0.2bn to \$0.4bn	+4-6Mtpa	from 2021	~3-4 year payback	>30% IRR	>50% margin
Collahuasi (Copper)	~2021	\$0.9bn to \$1.1bn	+80ktpa	from 2024	~4 year payback	>20% IRR	>50% margin
Technology & Innovation	ONGOING	\$0.1bn to \$0.5bn pa					multiple options - rapid payback, low capex

PROJECT UPDATE

Minas-Rio restarted



Pipeline scan complete and independently verified

4km replaced; additional monitoring equipment installed

Step 3 operational licence for mine received December 2018

Re-started in December 2018; FY EBITDA negative ~\$312m

Quellaveco on track



Asana and Vizcachas river diversions and main access road complete

Contracts and procurement significantly progressed

Earthwork contracts awarded and progressing on-site

2019 priorities:

- Earthworks & concrete placement for plant
- Progress Vizcachas dam

Discovery



Brazil Cu-Au: Uniao, >37,000km² granted & under application

Zambia Cu-Co

Australia Cu

Ecuador Cu-Au

Angola Cu-Ni-PGE

ASSET QUALITY PLAYS TO GLOBAL DEMAND THEMES

Diamonds

~37 Mct

Botswana

Namibia

Canada & South Africa

Copper

~1 Mt

Quellaveco

Collahuasi

Los Bronces

PGMs

~5 Moz

Mogalakwena

Amandelbult

Processing

Bulks

~75 Mt iron ore

~30 Mt met coal

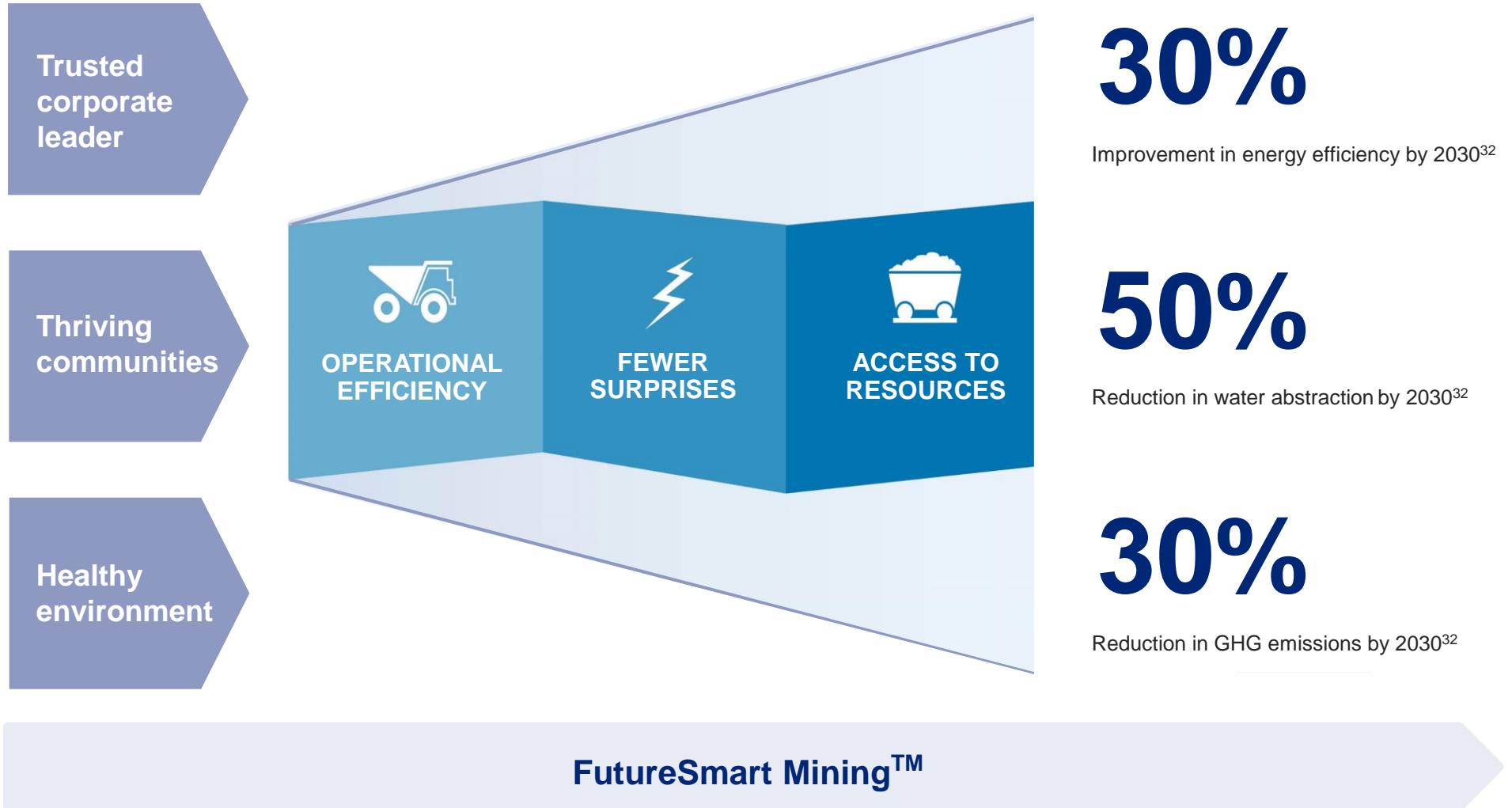
Thermal coal, nickel & manganese

Consumer World

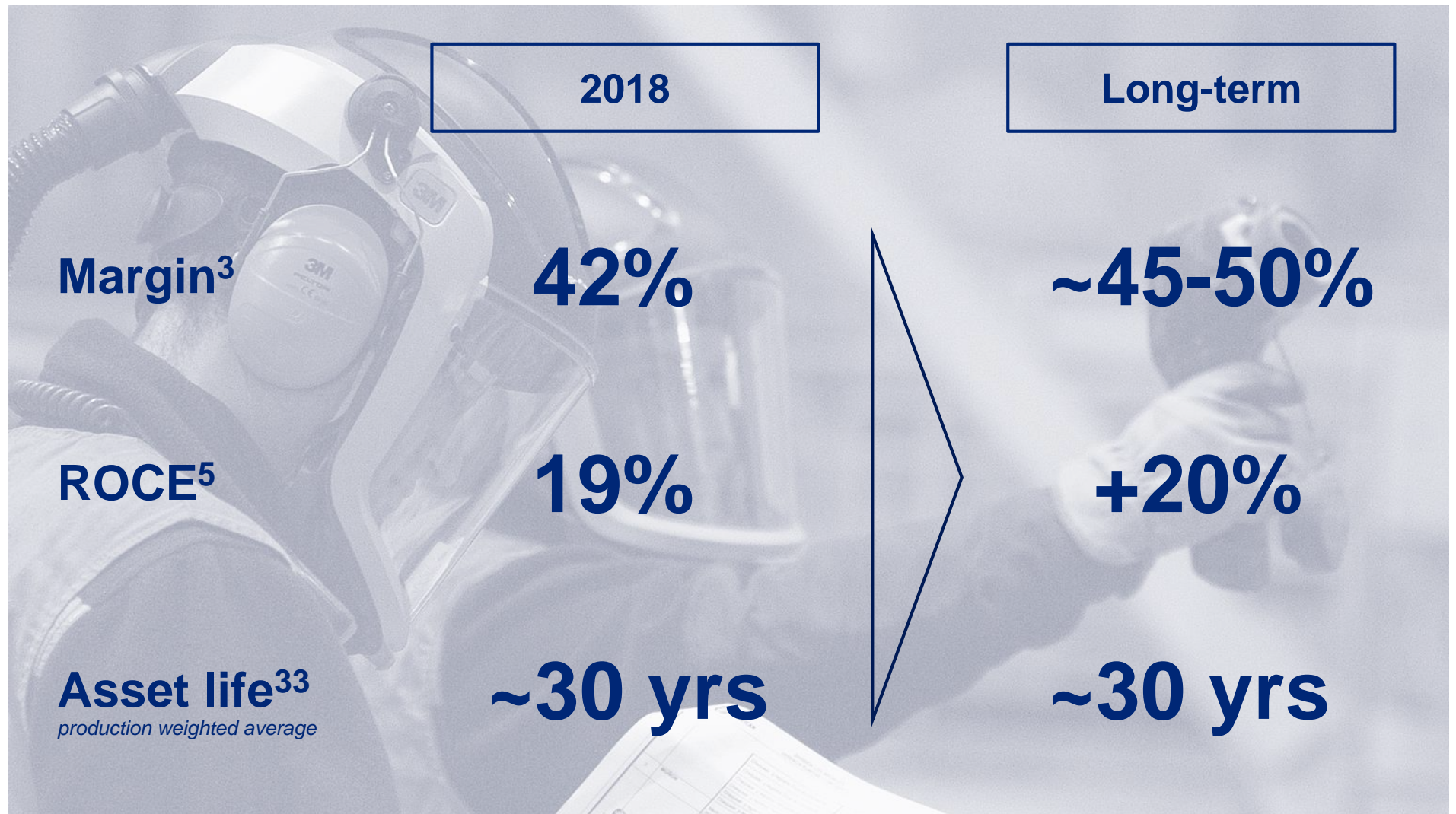
Greener World

Electrified World

SUSTAINABILITY AT THE HEART OF OUR BUSINESS



ATTRACTIVE LONG-TERM MARGINS AND RETURNS



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



Q&A



Copper, nickel, steel (iron ore and metallurgical coal)