

Sustainability Performance

26 April 2021



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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.

Agenda

2020 Performance and Progress

Mark Cutifani

E – Healthy Environment

Mark Cutifani

S – Thriving Communities

Anik Michaud

G – Trusted Corporate Leader

Stephen Pearce



Health & Safety Share

Anik Michaud

Group Director - Corporate
Relations & Sustainable Impact



Comprehensive Covid-19 response

Responsible & Holistic Approach

“WeCare”

Lives & Livelihoods

Operations Recovery

Safe & Disciplined

Operating Practices

Prevention & Care

2020 Performance and Progress

Mark Cutifani

Chief Executive



Re-imagining mining to improve people's lives

Effectiveness

Efficiency

Sustainability

>10%
Free Cash Flow¹

15-20%
ROCE²

7 Pillars of Value
embedded



Safety



Care and Respect



Integrity



Accountability



Collaboration



Innovation

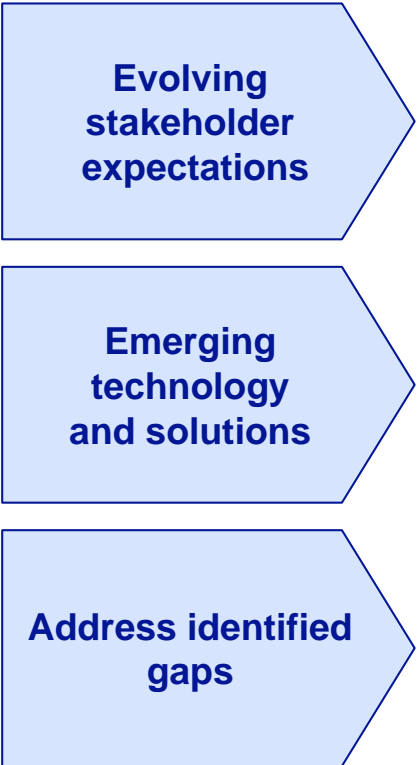
Purpose...to re-imagine mining to improve people's lives



Sustainable Mining Plan (SMP): Ensuring stretch and relevance

2016-18

2021+

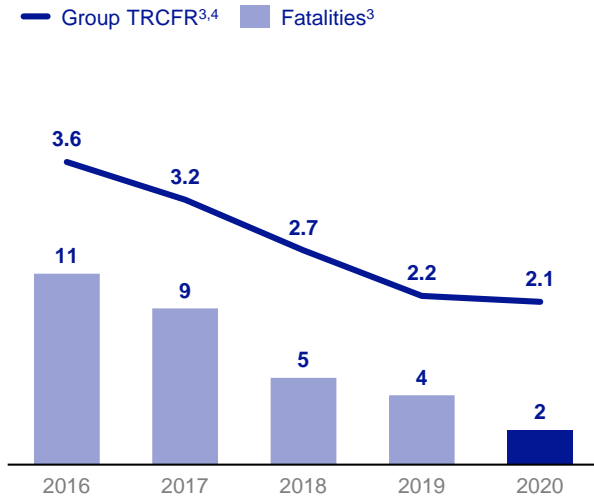


ESG integrated in decision making

2020 Management Scorecard							
Safety & health	Fatal Injuries ³ 2	Recordable injury rate ^{3,4} 2.14	New cases occupational disease ^{3,5} 30	Noise exposure ^{3,6} 72%	Inhalable hazards exposure ³ 6%	HIV status known 89%	HIV+ employees undergoing ART 93%
	Environment				Energy savings ⁷ 8%	GHG savings ⁷ 34%	Level 4-5 environmental incidents ^{3,8} 0
Socio-political				Social Way compliance 23% (on track)	Local procurement \$10.0bn	Jobs supported by Enterprise Dev. initiatives 137,777	Businesses supported by Enterprise Dev. initiatives 66,625
People				Women in senior management 27%	Women in management positions 27%	Voluntary turnover 1.5%	
Production							
Cost							
Finance							

Driving towards a safe & healthy future

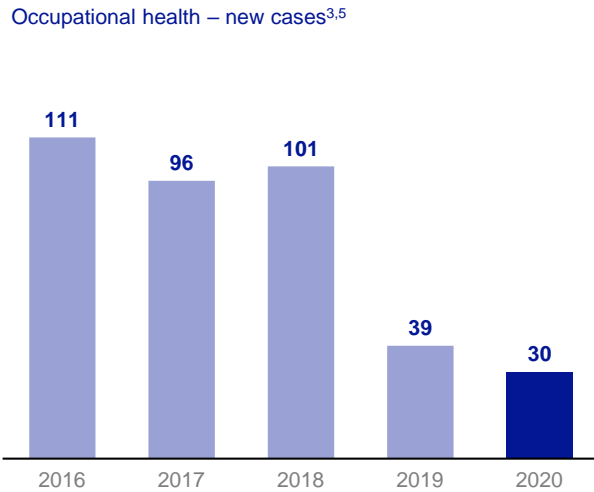
Safety



Elimination of Fatalities Taskforce
...driving our improvement journey

Culture focus on behaviours
...required for step to zero and sustainability

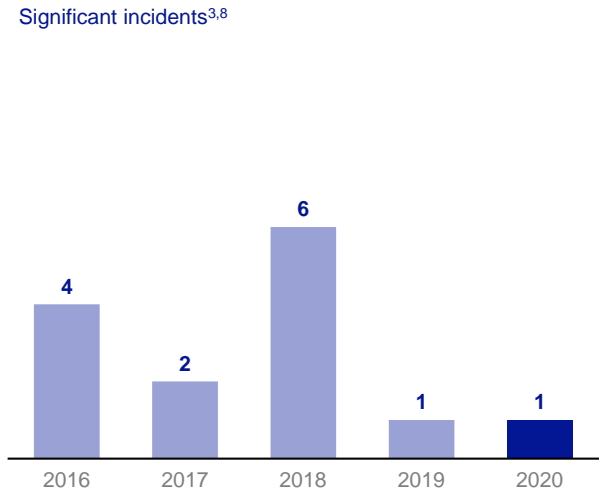
Health



Elimination of Hazards at Source
...key focus for sustainable improvement

Best ever health results
...upgraded work environments & controls

Environment

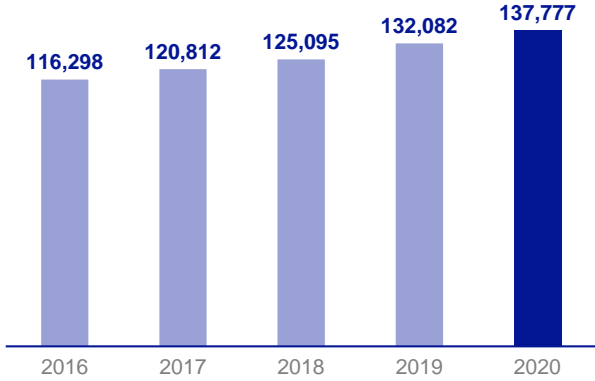


Upgraded Planning & Controls
...supports continuous improvements

Environmental factors integrated in asset plans
...support effective social engagement

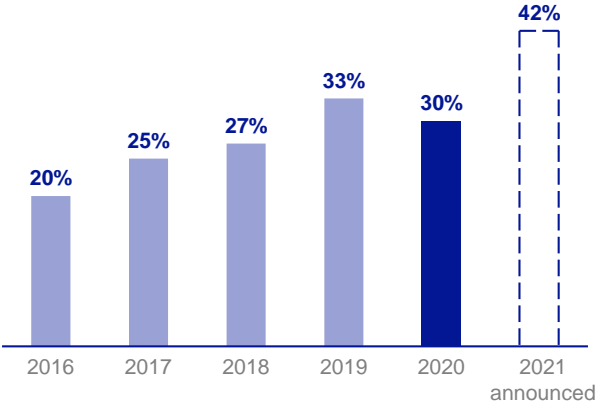
Working to deliver value to all stakeholders

Enterprise development jobs



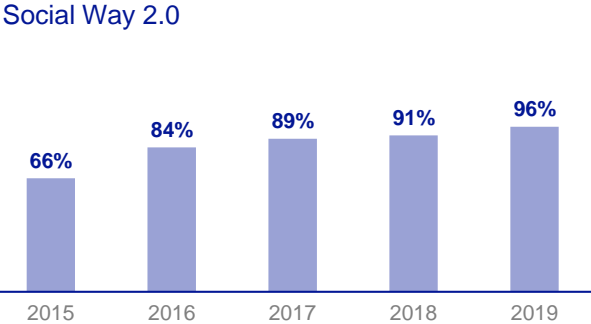
SMP targeting 5 jobs in the community for every job on the mine

Female board representation



Ahead of Hampton-Alexander targets

Social Way Compliance



From 2020:
Social Way 3.0
 Raising the bar

Meeting society's ever-increasing expectations

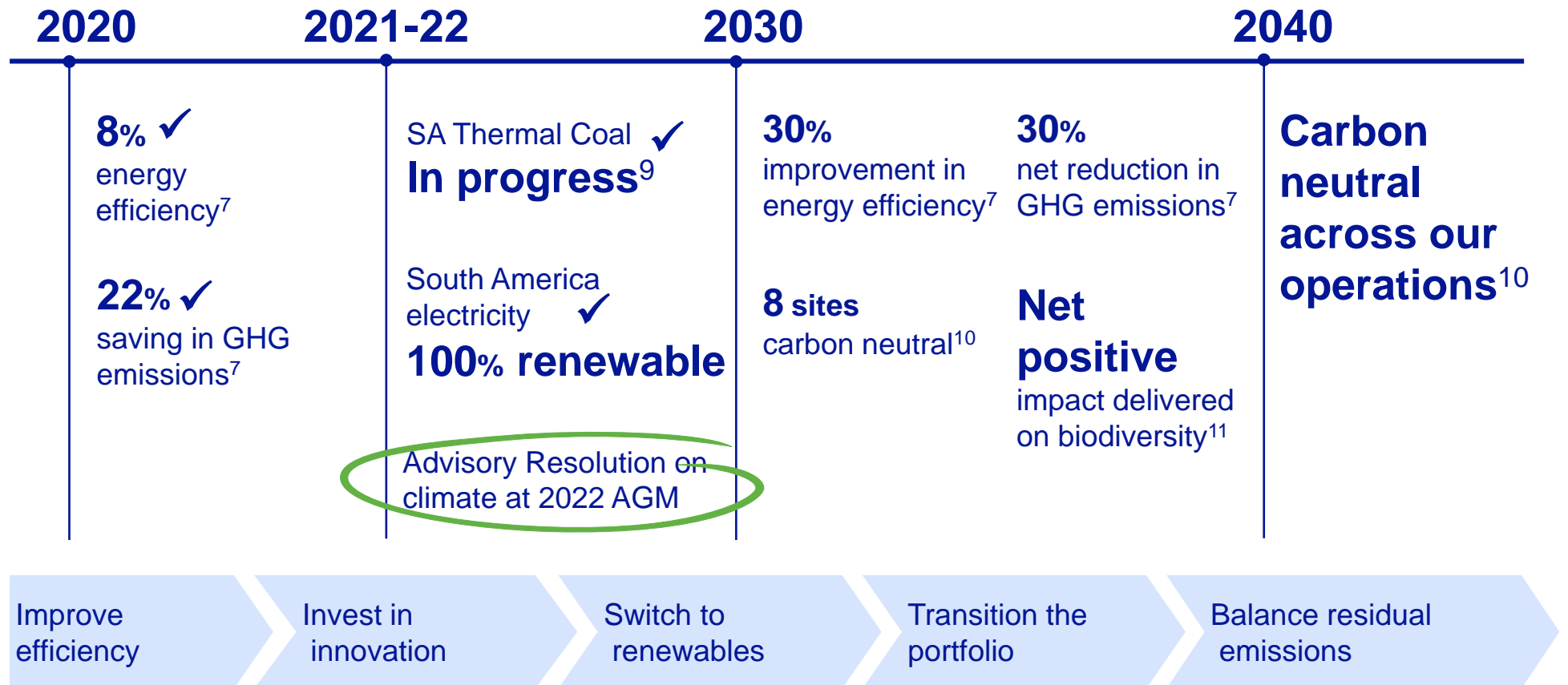
E - Healthy Environment

Mark Cutifani

Chief Executive



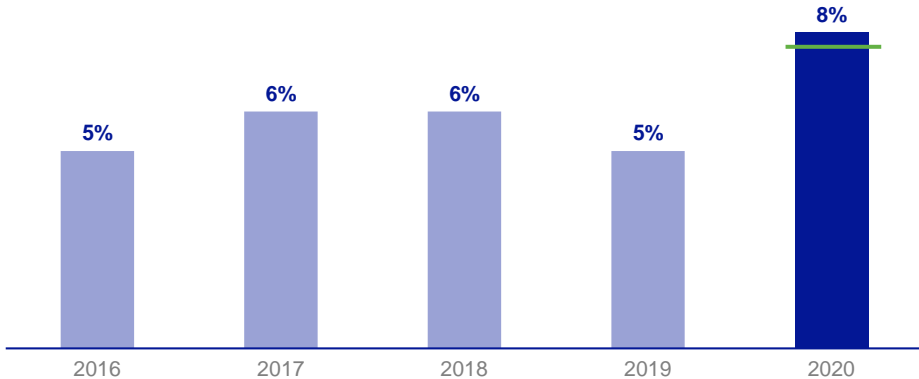
Active route to a greener world



Progress towards a greener future

Energy Efficiency Improvements⁷

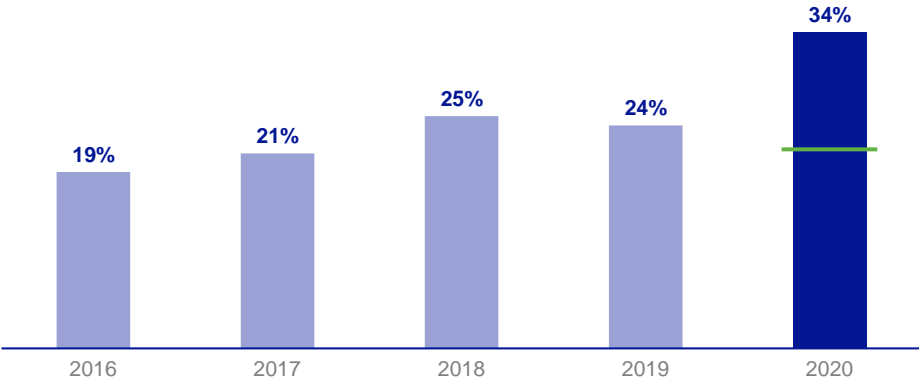
— 2020 target



Driven by operational efficiency and innovation ✓

GHG Savings⁷

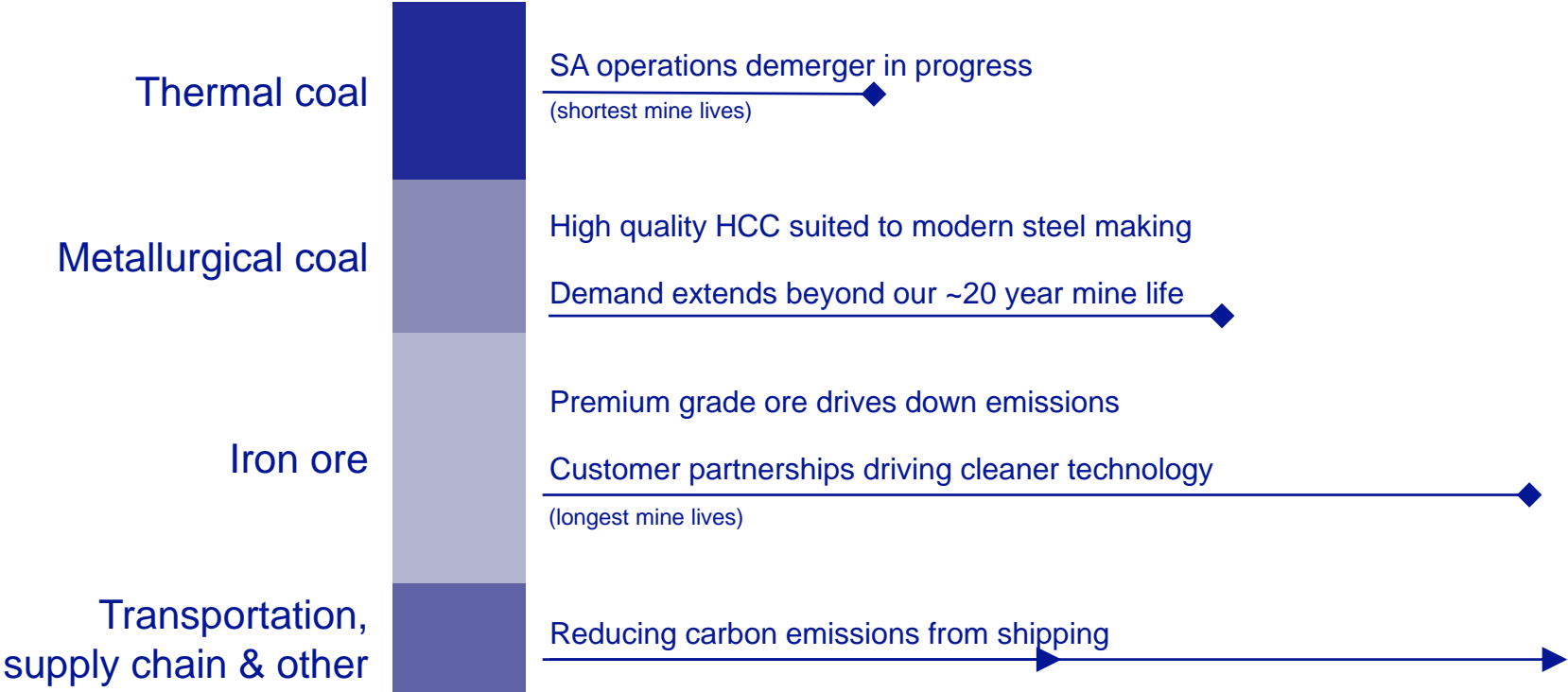
— 2020 target



On track for 30% net reduction⁷ in GHG emissions by 2030 ✓

Pathways to scope 3 reductions

Scope 3 GHG emissions



Thermal coal – a responsible transition

Portfolio evolution

Future-enabling products

Unlocking value

Capital discipline

Competition for capital

Growing greener products

Sustainable success

Transparency & accountability

Set business up for success

South Africa Thermal Coal: a responsible transition

Proposed transfer of South African thermal coal assets to
Thungela Resources
a responsible operator with a robust ESG framework

Environmental stewardship

Efficient use of resources
Climate risk management
Biodiversity & land stewardship

Shared value for stakeholders

Safety, health & wellbeing
Inclusion & empowerment
Community partnerships

Responsible decision-making & leadership

Ethical culture
Governance & disclosure
Integrated risk management

S – Thriving Communities

Anik Michaud

Group Director – Corporate
Relations & Sustainable Impact

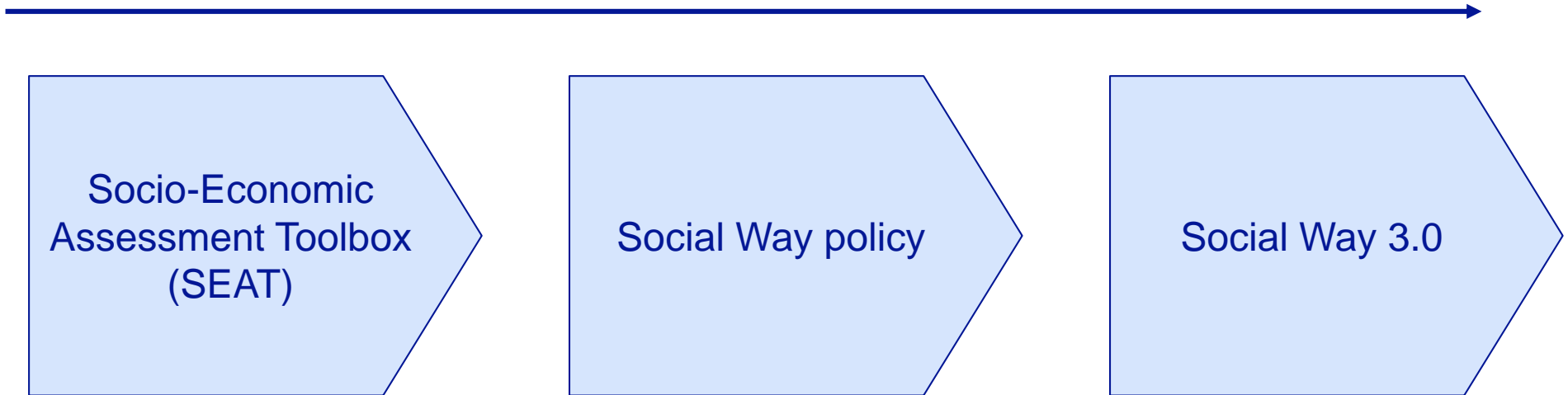


Continuous evolution of social performance practice

2003

2009

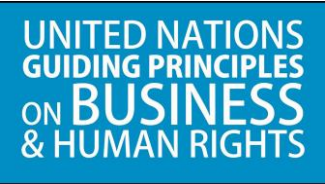
2021



Social Way 3.0: Raising the Bar

Management system integrating Social Performance

Embeds leading international standards



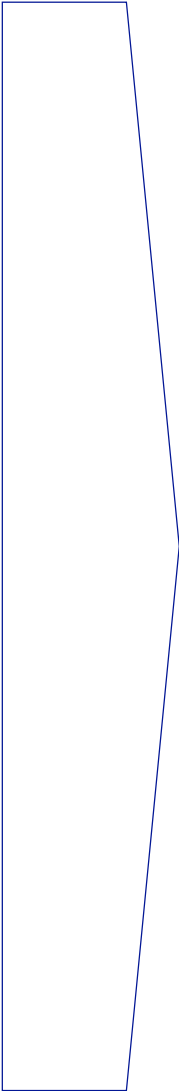
Social performance across the full life-cycle

Policy

Toolkit

Assurance framework

Comprehensive coverage of social performance



Mindset and culture shift in organisation

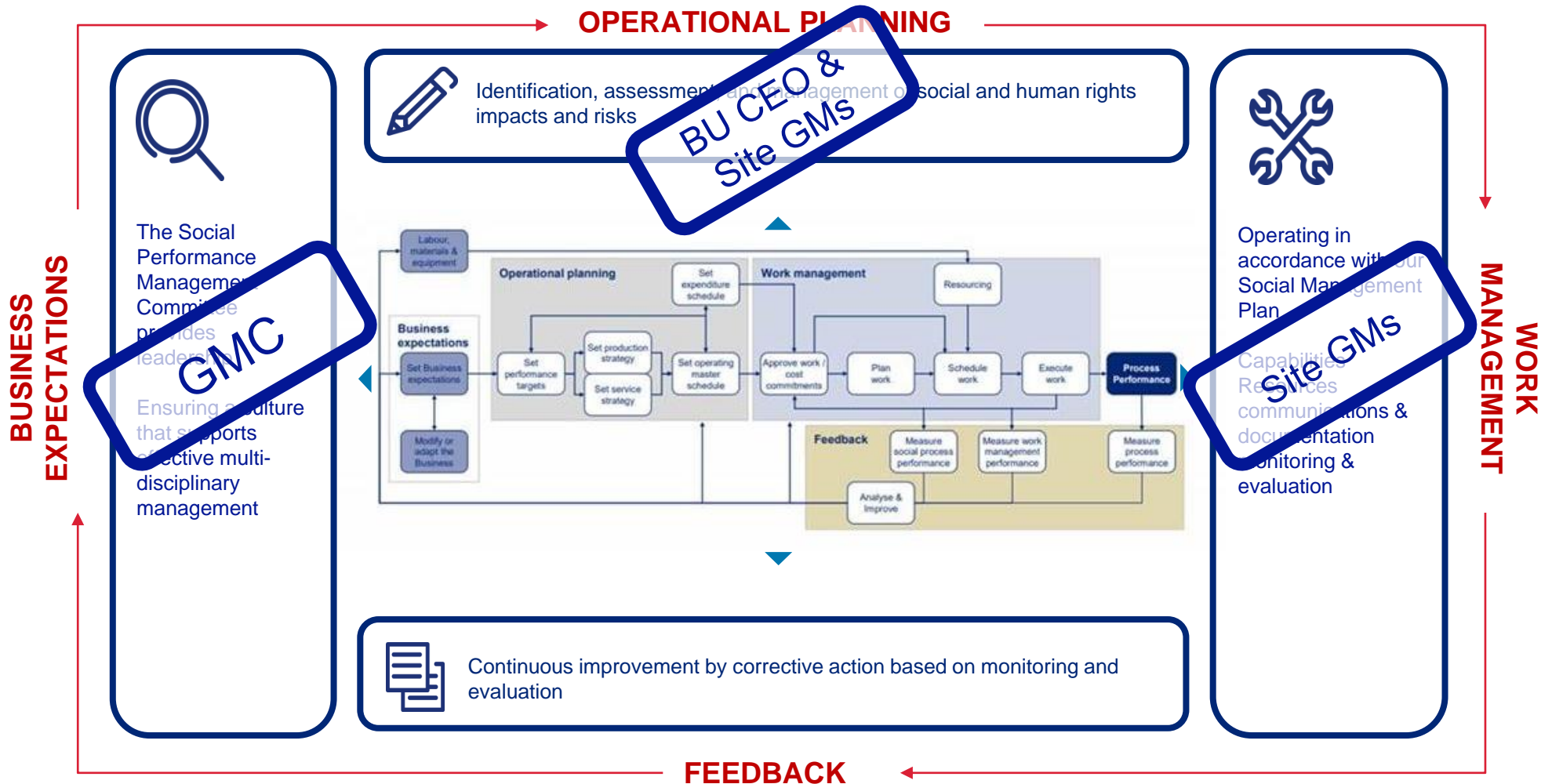
Lasting, positive contribution to communities and those affected by our activities

Impact and risk management, relationship management and procedural fairness

Tools enabling social performance

Focus on measuring outcomes

Social Way 3.0 integrated with Operating Model



Social Way in action: Covid-19 Community Response

Social Way driving Community Response Plans for our sites.



Stakeholders
(regional and national)



Communities
(local)



Workforce
(employees and contractors)

Understand context

Rapidly assess impacts & identify community needs

Align and engage with affected stakeholders

Develop action plans and track activities

Anglo American shared all Covid-19 Community Response guidance publicly on the Social Way website

Plan

Prevent

Respond

Recovery

Social Way in action: Covid-19 Community Response

Social Way driving Community Response Plans for our sites.



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

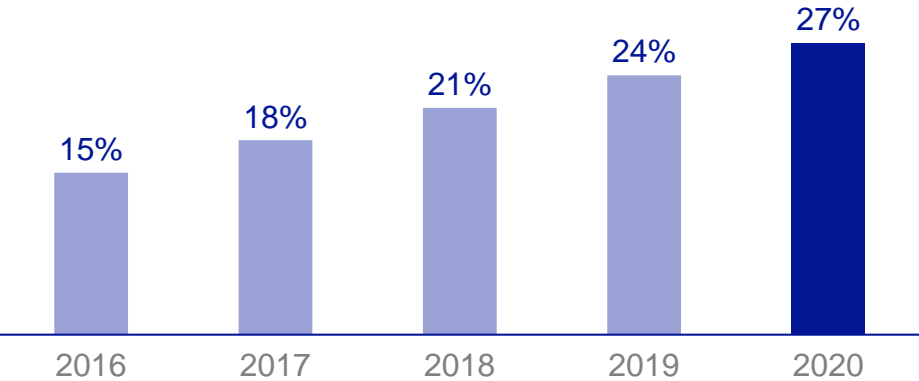
Fair & supportive workplace

Comprehensive approach to mental health & wellbeing

Inclusion & Diversity: good progress but still work to do

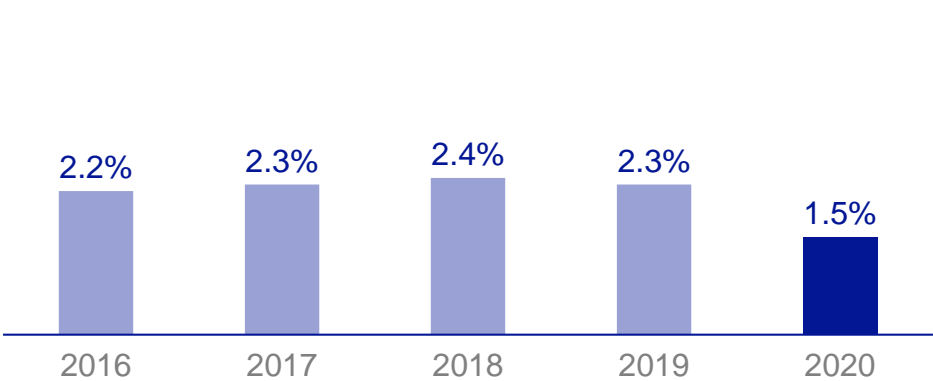
Creating an environment where people bring their best selves to work

Female senior management representation



Goal of 33% by 2023

Voluntary staff turnover



Target <5% turnover

G – Trusted Corporate Leader

Stephen Pearce

Finance Director



Integrating ESG into governance structures

Accountability

Capital Allocation

Embedded into culture & decision-making

Functional 5-year plans

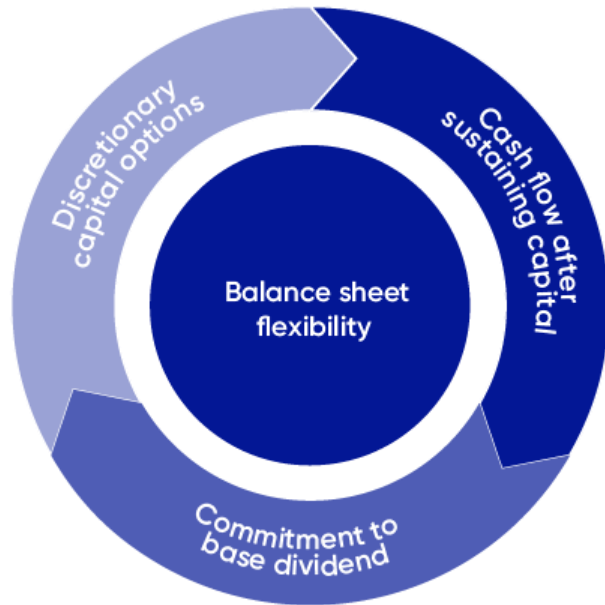
Alignment

Remuneration aligned with targets

Governance framework for SMP

ESG performance metrics

ESG integrated in capital allocation



Discretionary capital options

Portfolio upgrade	Future project options	Additional shareholder returns
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Framework incorporates ESG principles

Growth capital focused on future-enabling products

Carbon pricing embedded¹²

Sustainability criteria and alignment to SMP

Full impact decision making being developed

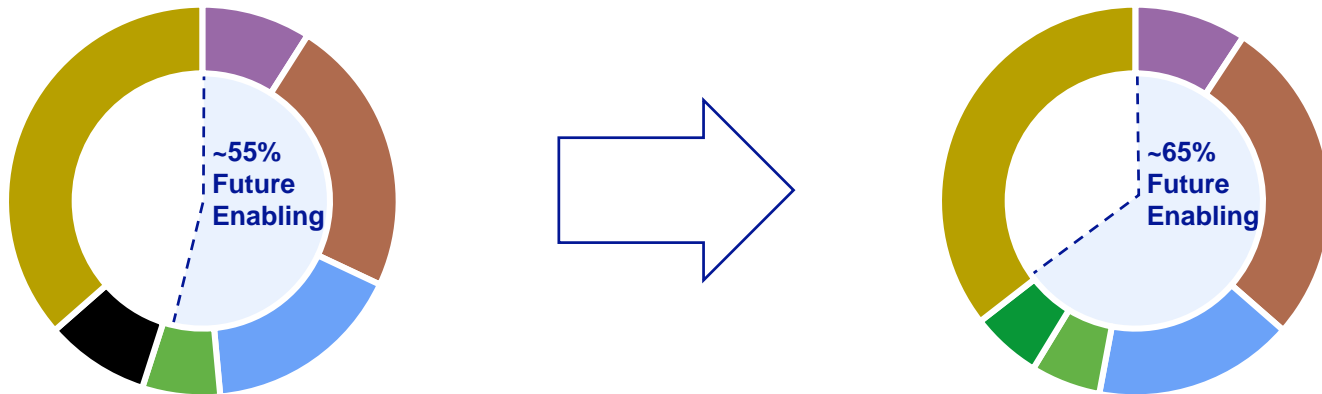
>90% of growth capex on future-enabling products

Greener World

Electrified World

Consumer World

Cu Eq production¹³

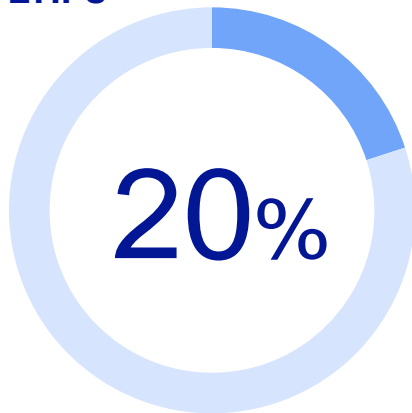


ESG integrated in remuneration

SHE targets in Annual Bonus



ESG targets in LTIPs



All employees incentivised on safety

Critical tasks include safety and ESG

Higher sustainability related weighting vs FTSE 100 average

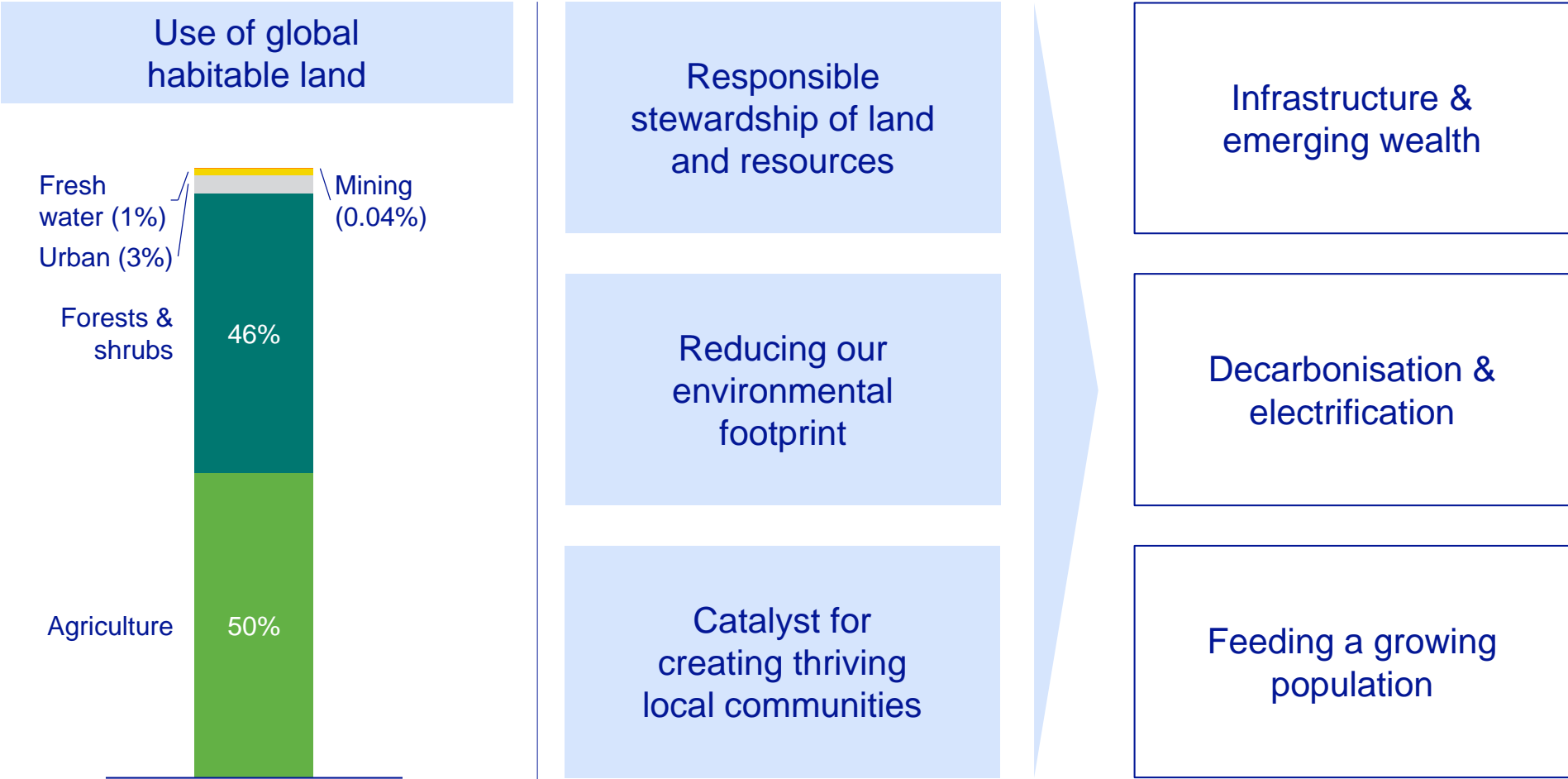
GMC and Board members donated 30% of 2020 salary/fees for 3 months to Covid-19-related causes

Positioned for a sustainable future

Mark Cutifani



Mining driving development and de-carbonisation



Re-imagining mining to improve people's lives

Effectiveness

>10%

Free Cash Flow¹

Efficiency

15-20%

ROCE²

Sustainability

7 Pillars of Value
embedded



Safety



Care and Respect



Integrity



Accountability



Collaboration



Innovation

Q&A



To ask a question, Standard International Dial-in: UK +44 (0) 2071 928338 / SA 0800 014552 / US 1 87787 09135
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Footnotes

1. Long-term target for 'Sustaining attributable free cash flow'/ capital employed.
2. Attributable ROCE is defined as attributable underlying EBIT divided by average attributable capital employed. It excludes the portion of the return and capital employed attributable to non-controlling interests in operations where the Group has control but does not hold 100% of the equity.
3. Recordable incidents. Data relates to subsidiaries and joint operations over which Anglo American has management control. Since 2018 data for fatalities, TRCFR and environmental metrics excludes results from De Beers' joint operations in Namibia and Botswana.
4. Total Recordable Cases Frequency Rate per million hours.
5. New cases of occupational disease.
6. This measure reflects the number employees exposed to noise over the occupational exposure limit as a percentage of the total employees exposed to noise. Employees exposed over the occupational exposure limit are issued with, and trained in the use of PPE.
7. 2020 Energy and GHG (Scope 1 & 2) savings are calculated relative to projected 'business as usual' consumption levels. 2030 target based on a net reduction in GHG emissions across the business vs 2016 baseline adjusted for structural changes.
8. Environmental incidents are classified in terms of a 5-level severity rating. Incidents with medium, high and major impacts, as defined by standard internal definitions, are reported as level 3-5 incidents.
9. It is also our intention to exit from our 33.3% shareholding in the Cerrejón thermal coal operation in Colombia in a responsible way and within three years.
10. Targets and guidance as announced on 7 May 2020.
11. Included within Healthy Environment related Global Stretch Goals in Sustainable Mining Plan (<https://www.angloamerican.com/sustainability/environment>).
12. Scope 1 & 2 emissions.
13. Copper equivalent production is calculated using long-term consensus parameters. Excludes domestic / cost-plus production. Includes assets sold, closed or placed on care and maintenance. Future production levels are indicative.