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# BHP Billiton Limited Annual General Meeting 2018

# Disclaimer

**Forward-looking statements**

This presentation contains forward-looking statements, including statements regarding: trends in commodity prices and currency exchange rates; demand for commodities; plans, strategies and objectives of management; closure or divestment of certain operations or facilities (including associated costs); anticipated production or construction commencement dates; capital costs and scheduling; operating costs and shortages of materials and skilled employees; anticipated productive lives of projects, mines and facilities; provisions and contingent liabilities; tax and regulatory developments.

Forward-looking statements can be identified by the use of terminology including, but not limited to, ‘intend’, ‘aim’, ‘project’, ‘anticipate’, ‘estimate’, ‘plan’, ‘believe’, ‘expect’, ‘may’, ‘should’, ‘will’, ‘continue’, ‘annualised’ or similar words. These statements discuss future expectations concerning the results of operations or financial condition, or provide other forward-looking statements.

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For example, future revenues from our operations, projects or mines described in this presentation will be based, in part, upon the market price of the minerals, metals or petroleum produced, which may vary significantly from current levels. These variations, if materially adverse, may affect the timing or the feasibility of the development of a particular project, the expansion of certain facilities or mines, or the continuation of existing operations.

Other factors that may affect the actual construction or production commencement dates, costs or production output and anticipated lives of operations, mines or facilities include our ability to profitably produce and transport the minerals, petroleum and/or metals extracted to applicable markets; the impact of foreign currency exchange rates on the market prices of the minerals, petroleum or metals we produce; activities of government authorities in some of the countries where we are exploring or developing these projects, facilities or mines, including increases in taxes, changes in environmental and other regulations and political uncertainty; labour unrest; and other factors identified in the risk factors discussed in BHP’s filings with the US Securities and Exchange Commission (the ‘SEC’) (including in Annual Reports on Form 20-F) which are available on the SEC’s website at www.sec.gov.

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Past performance cannot be relied on as a guide to future performance.

**Non-IFRS and other financial information**

BHP results are reported under International Financial Reporting Standards (IFRS). This presentation may also include certain non-IFRS (also referred to as alternate performance measures) and other measures including Underlying attributable profit, Underlying EBITDA (all references to EBITDA refer to Underlying EBITDA), Underlying EBIT, Adjusted effective tax rate, Controllable cash costs, Free cash flow, Gearing ratio, Net debt, Net operating assets, Operating assets free cash flow, Principal factors that affect Underlying EBITDA, Underlying basic earnings/(loss) per share, Underlying EBITDA margin and Underlying return on capital employed (ROCE) (all references to return on capital employed refer to Underlying return on capital employed), Underlying return on invested capital (ROIC). These measures are used internally by management to assess the performance of our business and segments, make decisions on the allocation of our resources and assess operational management. Non-IFRS and other measures have not been subject to audit or review and should not be considered as an indication of or alternative to an IFRS measure of profitability, financial performance or liquidity.

**Presentation of data**

Unless specified otherwise: variance analysis relates to the relative performance of BHP and/or its operations during the 2018 financial year compared with the 2017 financial year; operations includes operated assets and non-operated assets; total operations refers to the combination of continuing and discontinued operations; continuing operations refers to data presented excluding the impacts of South32 from the 2014 financial year onwards, and Onshore US from the 2017 financial year onwards; copper equivalent production based on 2017 financial year average realised prices; references to Underlying EBITDA margin exclude third party trading activities; data from subsidiaries are shown on a 100 per cent basis and data from equity accounted investments and other operations is presented, with the exception of net operating assets, reflecting BHP’s share; medium term refers to our five year plan. Queensland Coal comprises the BHP Billiton Mitsubishi Alliance (BMA) asset, jointly operated with Mitsubishi, and the BHP Billiton Mitsui Coal (BMC) asset, operated by BHP. Numbers presented may not add up precisely to the totals provided due to rounding.

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## Ken MacKenzie
## Chairman

# Your Board

Australian-based Directors

Ken MacKenzie

Andrew Mackenzie

Carolyn Hewson

Malcolm Broomhead

Terry Bowen

Lindsay Maxsted

UK-based Directors via video link

John Mogford

Anita Frew

Shriti Vadera

# Welcome to Kaurna Country, Adelaide

Karrawirra Parri – Redgum Forest River – Torrens River


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# Set for success

Simpler

Stronger

More efficient

More disciplined

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## Safety

## Portfolio

## Capital discipline

## Capability and culture

## Social licence

# Safety

# Portfolio

## We're focused on high quality, low cost assets that generate strong cash flows through the cycle

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# Petroleum

## Conventional petroleum remains an important part of our portfolio

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# Capital discipline

Capital Allocation Working Group

Capex below US$8 billion for FY2019 and FY2020

Net debt range of US$10-15 billion in the medium term

Returned US$6.3 billion to shareholders

Announced return of US$10.4 billion from US Onshore divestment

# Capability and culture

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# Your Board

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Ken MacKenzie


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UK-based Directors via video link


John Mogford


Anita Frew


Shriti Vadera

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## Wayne Murdy

# Social licence

## Trust is at the core of social licence


Community
When we succeed, the communities in which we operate should also succeed
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# Samarco

New Bento Rodrigues

Tailings remediation

River remediation

New Bento Rodrigues

## Safety

## Portfolio

## Capital discipline

## Capability and culture

## Social licence

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Andrew Mackenzie
Chief Executive Officer


Strong foundations
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# Safety

## Safety is our top priority

# Safety

## >1 million field leadership interactions

## 8% reduction in high potential injuries

## TRIF at operated assets of 4.4

High potential injuries - injury events where there was the potential for a fatality.
TRIF - Total recordable injury frequency is calculated based on the number of recordable injuries per million hours worked.

# Samarco


# Sustainability

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# Water Report

# Strong FY2018 results

Free cash flow of US$12.5 billion

Underlying profit increased by 33 per cent to US$8.9 billion

Record final dividend of US63 cents per share

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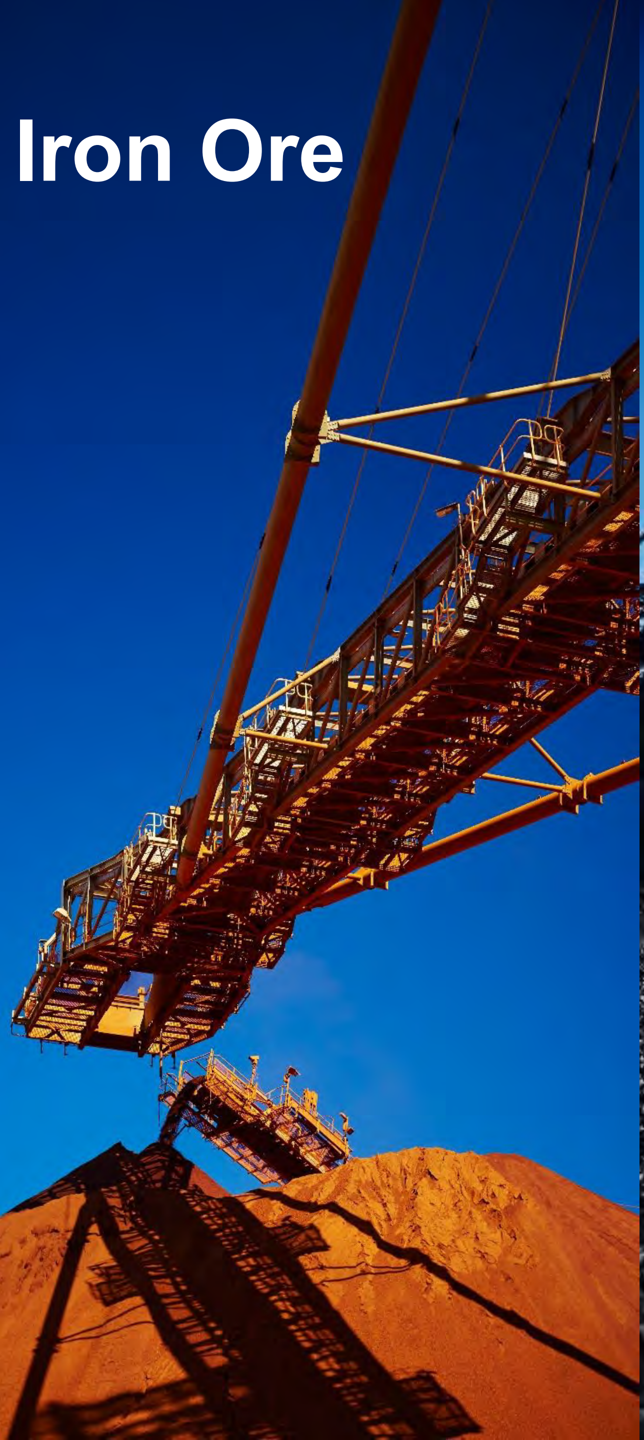
Iron Ore


Coal


Petroleum


Copper
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# Nine significant projects


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# Future of demand


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# Our people


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# Technology


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