

A photograph of two BHP workers, a man and a woman, wearing white hard hats and clear safety glasses. They are both smiling and looking towards the camera. The man is on the left, wearing an orange shirt. The woman is on the right, also wearing an orange shirt. The background is a blurred industrial site with yellow railings and a large orange structure.

BHP

BHP Group Limited Annual General Meeting 2020

14 October 2020

Disclaimer

Forward-looking statements

This presentation contains forward-looking statements, including statements regarding: trends in commodity prices and currency exchange rates; demand for commodities; production forecasts; plans, strategies and objectives of management; closure or divestment of certain assets, 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; and tax and regulatory developments.

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

These forward-looking statements are based on the information available as at the date of this release and are not guarantees or predictions of future performance, and involve known and unknown risks, uncertainties and other factors, many of which are beyond our control, and which may cause actual results to differ materially from those expressed in the statements contained in this release. BHP cautions against reliance on any forward-looking statements or guidance, particularly in light of the current economic climate and the significant volatility, uncertainty and disruption arising in connection with COVID-19.

For example, our future revenues from our assets, projects or mines described in this release 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 assets.

Other factors that may affect the actual construction or production commencement dates, costs or production output and anticipated lives of assets, 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 the countries where we sell our products and in the countries where we are exploring or developing projects, facilities or mines, including increases in taxes; changes in environmental and other regulations; the duration and severity of the COVID-19 pandemic and its impact on our business; political uncertainty; labour unrest; and other factors identified in the risk factors discussed in BHP's filings with the U.S. 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.

Except as required by applicable regulations or by law, BHP does not undertake to publicly update or review any forward-looking statements, whether as a result of new information or future events.

Presentation of data

Unless specified otherwise: variance analysis relates to the relative performance of BHP and/or its operations during the 2020 financial year compared with the 2019 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 2020 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 Mitsubishi Alliance (BMA) asset, jointly operated with Mitsubishi, and the BHP Mitsui Coal (BMC) asset, operated by BHP. Numbers presented may not add up precisely to the totals provided due to rounding. All footnote content (except in the Annexures) is contained on slide 48.

Alternative performance measures

We use various alternative performance measures to reflect our underlying performance. For further information please refer to alternative performance measures set out on pages 51 - 62 of the BHP Results for the year ended 30 June 2020.

No offer of securities

Nothing in this presentation should be construed as either an offer or a solicitation of an offer to buy or sell BHP securities in any jurisdiction, or be treated or relied upon as a recommendation or advice by BHP.

Reliance on third party information

The views expressed in this presentation contain information that has been derived from publicly available sources that have not been independently verified. No representation or warranty is made as to the accuracy, completeness or reliability of the information. This presentation should not be relied upon as a recommendation or forecast by BHP.

BHP and its subsidiaries

In this presentation, the terms 'BHP', the 'Company', the 'Group', 'our business', 'organization', 'Group', 'we', 'us' and 'our' refer to BHP Group Limited, BHP Group Plc and, except where the context otherwise requires, their respective subsidiaries set out in note 13 'Related undertaking of the Group' in section 5.2 of BHP's Annual Report on Form 20-F. Those terms do not include non-operated assets. Notwithstanding that this presentation may include production, financial and other information from non-operated assets, non-operated assets are not included in the Group and, as a result, statements regarding our operations, assets and values apply only to our operated assets unless otherwise stated. Our non-operated assets include Antamina, Cerrejón, Samarco, Atlantis, Mad Dog, Bass Strait and North West Shelf.

BHP

Ken MacKenzie
Chair



Temperature screening at Moranbah Airport, Queensland

FY20 financial highlights

Resilient margins, strong earnings, net debt at the bottom of our target range

Earnings

US\$ **22.1 bn**

Underlying EBITDA down 5%

Margin

53%

Underlying EBITDA margin

Free cash flow

US\$ **8.1 bn**

free cash flow

Net debt

US\$ **12 bn**

net debt

Shareholder returns

120 US cps

dividend determined,
payout ratio of 67%

ROCE

17%

ROCE

Note: Net debt excludes vessel lease contracts that are priced with reference to a freight index.



Peak Downs, Queensland





Shenzhen, China

BHP



BHP

Your Board



**Ken
MacKenzie**



**Terry
Bowen**



**Malcolm
Broomhead**



**Gary
Goldberg**
*Effective 01
February 2020*



**Dion
Weisler**
*Effective 01
June 2020*



**Susan
Kilsby**



**John
Mogford**



**Mike
Henry**
*Effective 01
January 2020*



**Xiaoqun
Clever**
*Effective 01
October 2020*



**Christine
O'Reilly**
*Effective 12
October 2020*



**Ian
Cockerill**



**Anita
Frew**



**Shriti
Vadera**
*Retiring 15
October 2020*



Shriti
Vadera



Lindsay
Maxsted



Sydney, New South Wales



Jamestown, South Australia

BHP



Olympic Dam, South Australia



Caval Ridge, Queensland



Escondida, Chile



Mining Area C, Western Australia

BHP

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Mike Henry
Chief Executive Officer



Family Day at South Flank, Western Australia



Martu Rangers, KJ and BHP community partnership



iCutter Industries, supplier through BHP's Local Buy Program



Copper sheets at Escondida, Chile

BHP



On board a seismic vessel, Gulf of Mexico



Solar panels in the Atacama Desert, Chile



Electric vehicle at a charging station



Shanghai, China



South Flank, Western Australia

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