



**BHP**

**BHP Billiton Plc  
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.

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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](http://www.sec.gov).

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## 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





**BHP**



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**BHP**

**Set for success**

**Simpler**

**Stronger**

**More efficient**

**More disciplined**



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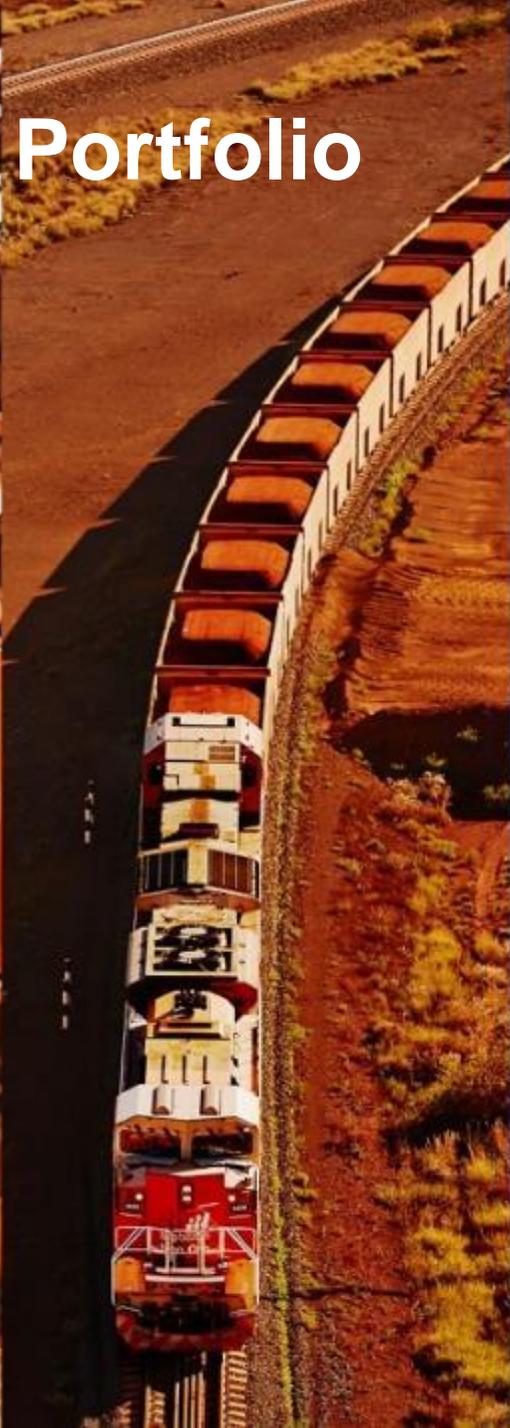


**BHP**

**Safety**



**Portfolio**



**Capital discipline**



**Capability and culture**



**Social licence**



**BHP**

# Safety



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# Portfolio

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

# Petroleum

Conventional petroleum remains an important part of our portfolio



# 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



# Capability and culture



# Your Board



Ken  
MacKenzie



Andrew  
Mackenzie



Carolyn  
Hewson



Malcolm  
Broomhead



Anita  
Frew



Shriti  
Vadera



Lindsay  
Maxsted



Wayne  
Murdy



Terry  
Bowen



John  
Mogford

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# BHP

Wayne Murdy



# Social licence

Trust is at the core of  
social licence



# Community

A man in a light blue shirt and tie is taking a selfie with a group of school children in a classroom. The children are wearing grey school uniforms and are smiling and cheering. The classroom has red tables and large windows.

**When we succeed, the communities in which we operate should also succeed**

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# Samarco



New Bento Rodrigues



Tailings remediation



River remediation

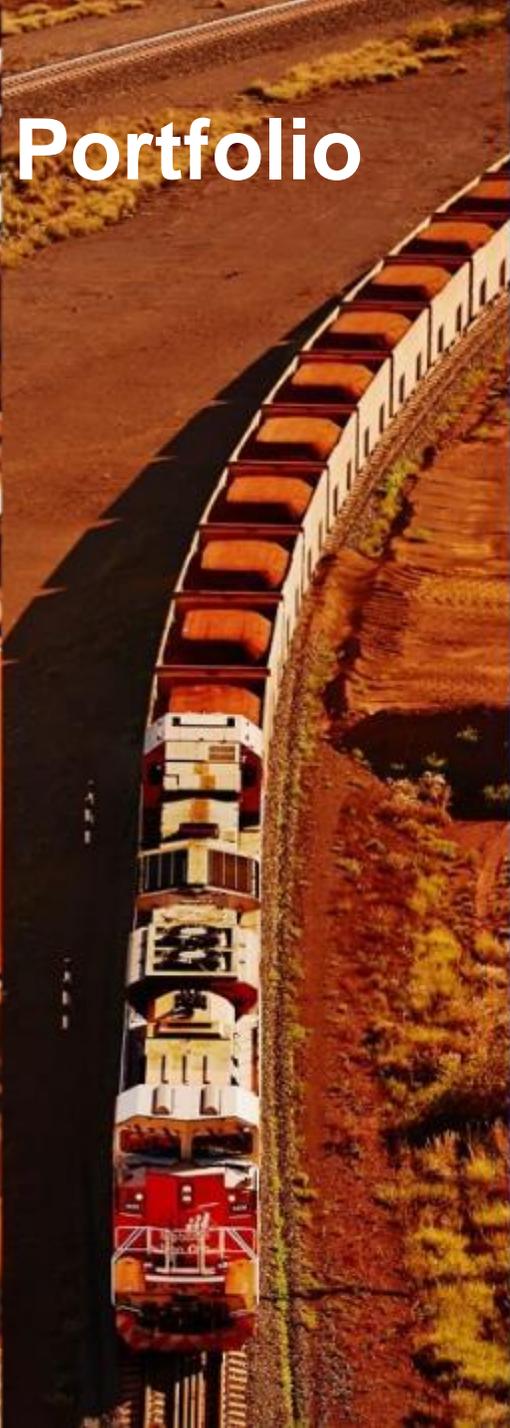


New Bento Rodrigues

**Safety**



**Portfolio**



**Capital discipline**



**Capability and culture**



**Social licence**



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# BHP

**Andrew Mackenzie**  
**Chief Executive Officer**



# Strong foundations



# Safety

Safety is our top priority



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# 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.

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# Samarco



# Sustainability



# 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

**Iron Ore**



**Coal**



**Petroleum**



**Copper**



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# Nine significant projects



# Future of demand



# Our people



# Technology



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