BHP

Our strategy delivers value and returns

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Chief Executive Officer
14 May 2019

Western Australia Iron Ore

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Presentation of data

Unless specified otherwise: value represents BHP share of risked discounted cash flows at consensus prices; copper equivalent production based on 2018 financial year average realised prices (as published in BHP’s Results for the year ended 30 June 2018 on 21 August 2018); data from subsidiaries are shown on a 100 per cent basis and data from equity accounted investments and other operations are presented 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. References to disciplined supply refer to lower levels of investment across the industry. All footnote content contained on slide 24.

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BHP's investment proposition

We have the assets, options, capabilities and discipline to sustainably grow long-term shareholder value and returns

Maximise cash flow

Low-cost producer
efficiency, technology, culture

Volume growth
productivity, project delivery

Constructive outlook
for our commodities,
solid demand, disciplined supply

Capital discipline

US$10-15 bn net debt
range to be maintained

<US$8 bn capex
per annum to FY20

Organic opportunities
rich option set across commodities
and time periods

Value and returns

ROCE to ~20%
by FY22 (at FY17 prices)[1]

Optimised portfolio
post Onshore US divestment

Shareholder returns
>US$25 bn returned
since 1 January 2016

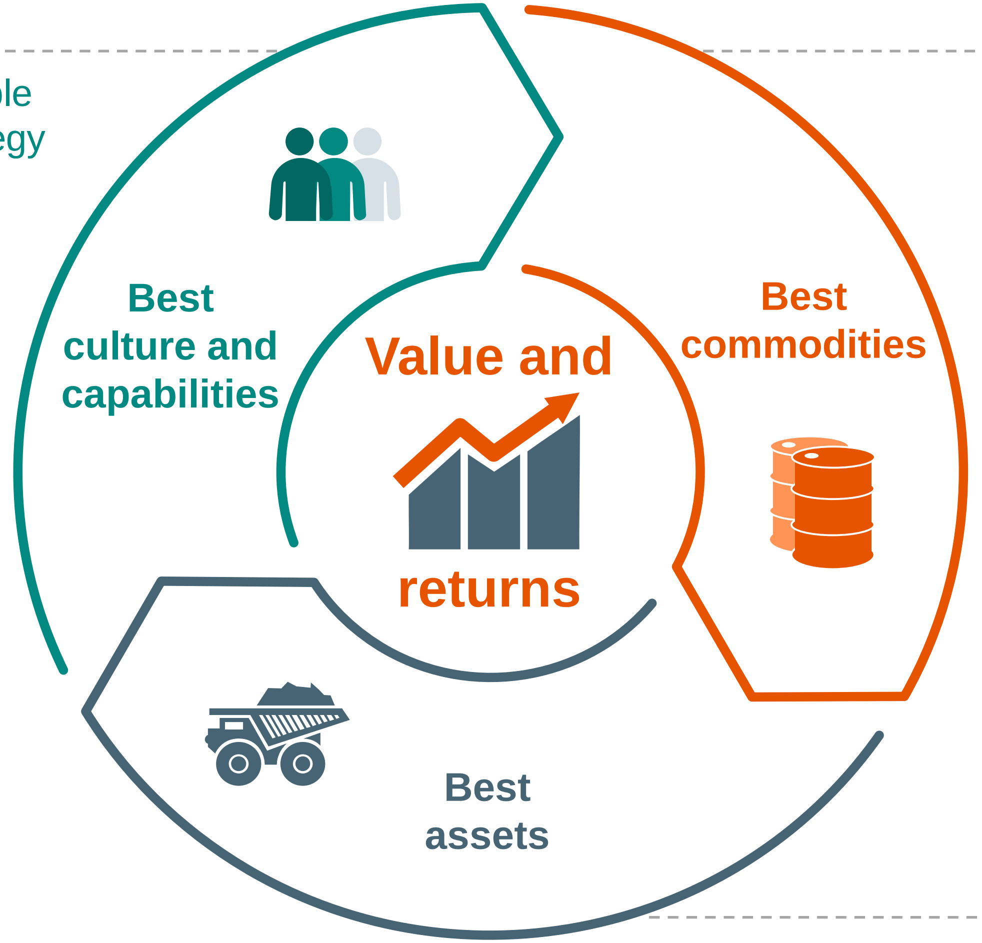
Note: Disciplined supply: reflects lower levels of investment across the industry. Net debt range and ROCE: do not consider impact of IFRS 16 Leases which is still being assessed. Shareholder returns: includes dividends determined since 1 January 2016 and Onshore US proceeds.

Our strategy to maximise value and returns

We aspire to have industry-leading capabilities applied to a portfolio of world-class assets in the most attractive commodities

Culture and capabilities that enable the execution of our business strategy

Commodities with high economic rent potential that match our capabilities



Assets that are resilient through the cycle, have embedded growth options and match our capabilities

Driven by a commitment to transformation, capital discipline and social value

Social value secures our strategy

Drives transformation and the shift from social 'licence' to 'value'

Social licence Manage risk	**Social value** Create opportunity
• Approach is grounded in risk management • Protect our licence to operate by meeting commitments to our workforce, partners, communities and governments – Health and safety – Scope 1 and 2 emissions reductions – Water permits – Native title agreements – Social investment of 1% of pre-tax profits per annum[2]	• Build long-term societal value through deep and authentic relationships with local, regional and global stakeholders • Collaborate and advocate to effectively address challenges, and pursue opportunities, of importance to our communities • Place a high value on the long-term needs of society and the environment – Carbon Capture Storage – Water stewardship – Indigenous peoples advocacy

Secures access to capital, resources, markets and talent

Balance sheet strength and capital allocation are critical

Our Capital Allocation Framework is transparent and embeds discipline

Operating productivity | Capital productivity

Net operating cash flow

Maintenance capital

Strong balance sheet

Minimum 50% payout ratio dividend

Excess cash flow

Debt reduction | Additional dividends | Buy-backs | Organic development | Acquisitions/ divestments

Maximise value and returns

>**US$25 billion** cash returns to shareholders announced since 1 January 2016

We navigate future uncertainty through scenario analysis

Maximise the value of our existing assets and optimise our portfolio to meet the evolving needs of markets

Drivers of competitive advantage

- Culture and capabilities
- Commodities
- Assets

Present portfolio

Competitive advantage assessment

Value-conversion, de-risking and exercising options

BHP

Competitive portfolio of options and assets

Future portfolio

New commodity entries

Asset acquisitions/ disposals

Development of core strategic capabilities

Hypothesis testing

Examples of strategic themes

- Electrification of transport
- Circular economy
- Decarbonisation of stationary power
- Biosphere: water stewardship and food (in)security
- Licence to operate

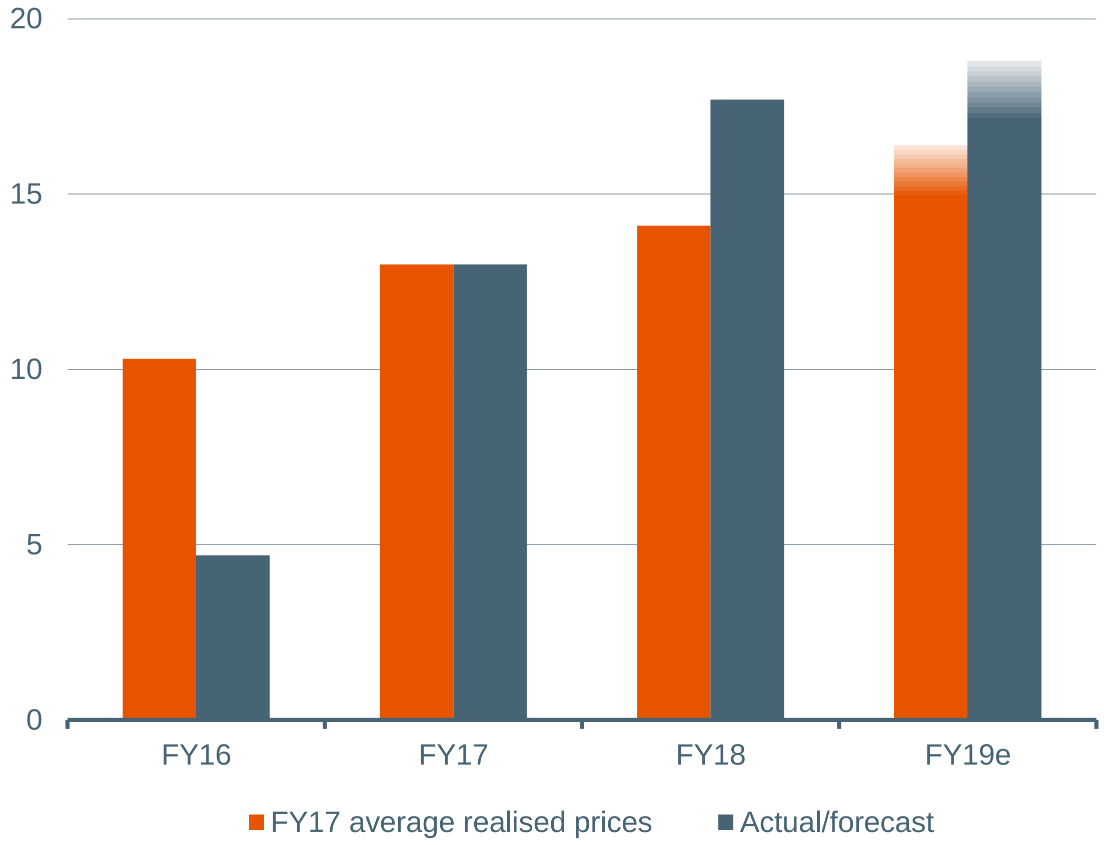
Our plans have delivered

Our actions deliver a ~50% uplift in ROCE[1] from FY16 to FY19e

Transformation	
Cost efficiencies	~5% unit cost reduction[3] across our portfolio
Latent capacity	4 projects completed and 3 projects underway[4], with average returns[5] of >60%
Technology	Remote Operations Centre replication ongoing with Santiago CIO online early-FY20; innovation mine at Eastern Ridge established to prove technologies
Future options	4 projects completed and 3 projects underway[6], in favoured commodities (copper and oil)
Exploration	10 of 13 successful petroleum exploration and appraisal wells[7]; Oak Dam discovery; Trion interest, SolGold stake and Orphan Basin licences acquired
Onshore US	Clean, timely exit completed for US$10.8 billion, with net proceeds returned to shareholders

Returns

(ROCE[1] excluding Onshore US, nominal %)



Note: CIO – Copper Integrated Operations.

Maximise the value of our present portfolio

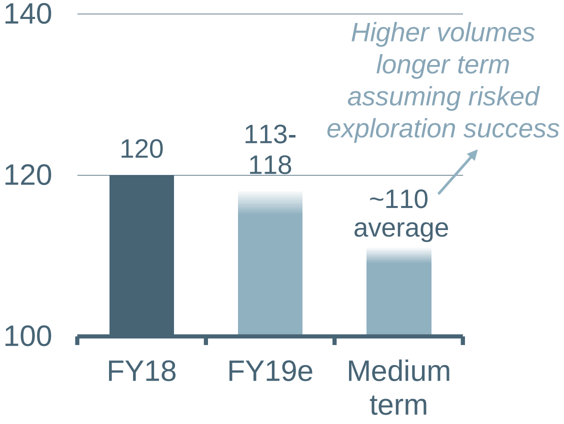
Petroleum

- Brownfield and major projects support average annual production of ~110 MMboe in medium term (decline of ~1.5% p.a.)
- Advanced seismic imaging and ocean bottom node surveys to expand existing fields and unlock potential future opportunities
  - West Barracouta: FY21 first gas, with FY23 peak
  - Atlantis Phase 3: FY21 first oil, with FY24 peak
  - Mad Dog Phase 2: FY22 first oil, with FY23 peak

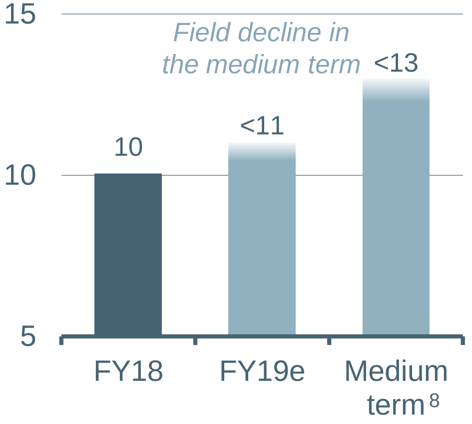
Escondida

- Remote Operations Centre to unlock bottlenecks and support throughput target of ~375 ktpd
- Pilot rollout of autonomous trucks and drills to deliver further load and haul efficiencies
- Three concentrator strategy to underpin production of ~1.2 Mtpa in medium term; unit costs flat despite higher power and water costs

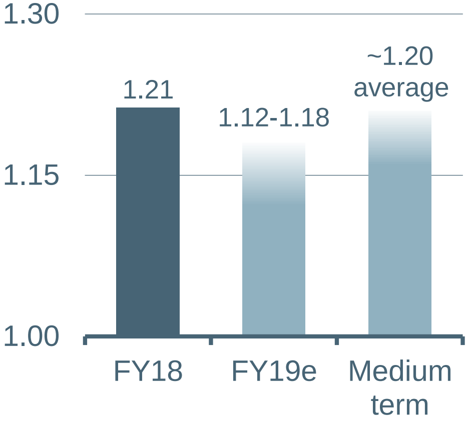
Volume
(Petroleum production, MMboe)



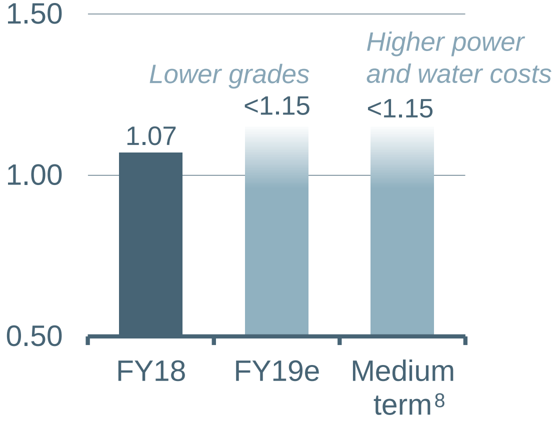
Cost
(Petroleum unit costs, US$/boe)



Volume
(Escondida production, Mt)



Cost
(Escondida unit costs, US$/lb)



Note: Petroleum volume and cost guidance includes projects which are yet to be sanctioned, including Ruby where we expect an investment decision in CY19. Total boe conversions are based on 6 bcf of natural gas equals 1 MMboe. Escondida unit costs expected to be impacted by lower by-product credits (compared to FY19) in the short term.

Maximise the value of our present portfolio

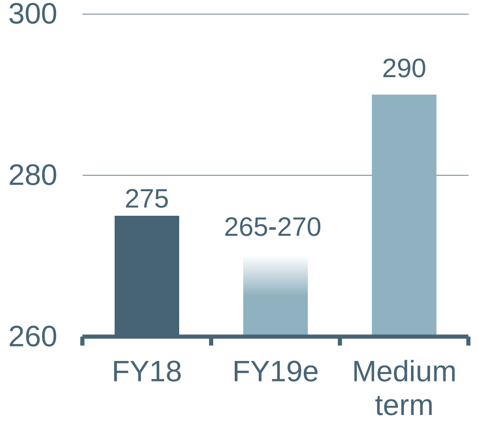
Western Australia Iron Ore

- Phased roll-out of autonomous haul trucks to replicate improvement in haulage costs seen at Jimblebar
- Utilising moving block technology reduces distance between trains, increasing rail capacity
- South Flank mine increases average product quality from CY21
  - – higher price realisations offset higher costs (relative to Yandi)

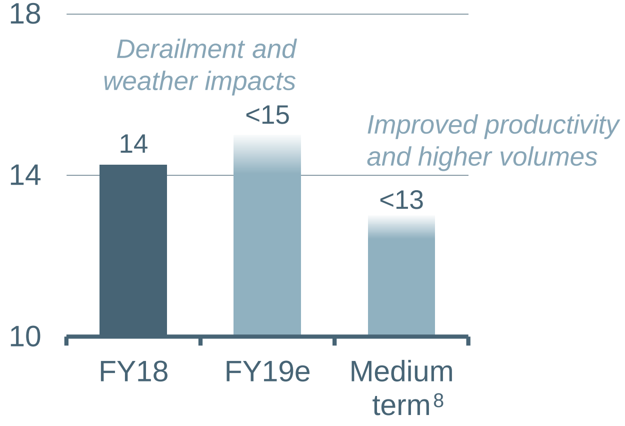
Queensland Coal

- Improved equipment productivity through increased availability and utilisation; reduced turnover and improved labour performance through BHP Operations Services
- Reversion down to long-term strip ratio[9] of ~11:1 bcm (24:1 tonnes)
- Blending optimisation across sites to improve yield
- Significant growth optionality at Blackwater

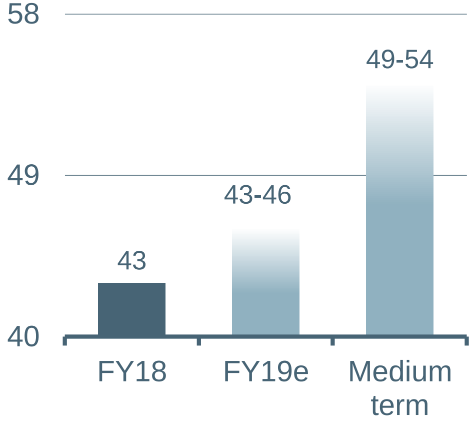
Volume
(WAIO production, Mt)



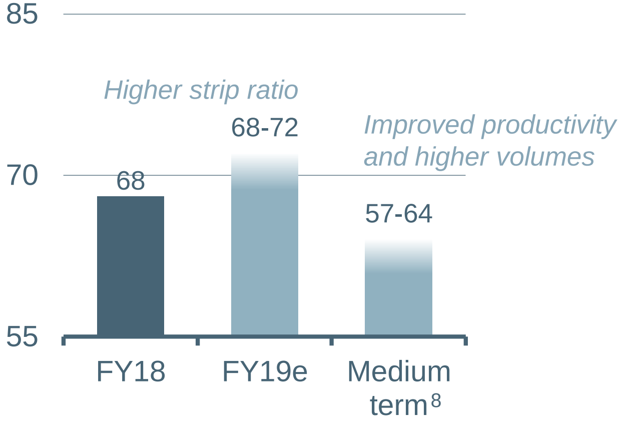
Cost
(WAIO unit costs, US$/t)



Volume
(Queensland Coal production, Mt)



Cost
(Queensland Coal unit costs, US$/t)



Note: Phased roll-out of autonomous haul trucks remains subject to Board approval.

Transforming BHP

The world is undergoing significant change… we will be bolder and adapt faster to take advantage of this

Transformation

Ways of work

Culture and capabilities

Strategic and innovative partnerships

Current programs

World Class Functions
- Reduce bureaucracy, fewer silos
- 30% reduction in overhead costs[10]

BHP Operating System
- Front-line-led continuous improvement
- Deployed across seven locations by end-FY19

Value Chain Automation
- Automating equipment
- Decision automation
- Automation of processes

Centres of Excellence
- Centrally defined global best practice
- Equipment consistently to exceed benchmark

Enhancing our access to capability
- Flexible partnerships to access talent
- Technical and engineering excellence

Innovative solutions for operations
- Address sustainability challenges (e.g. carbon capture, water, tailings)

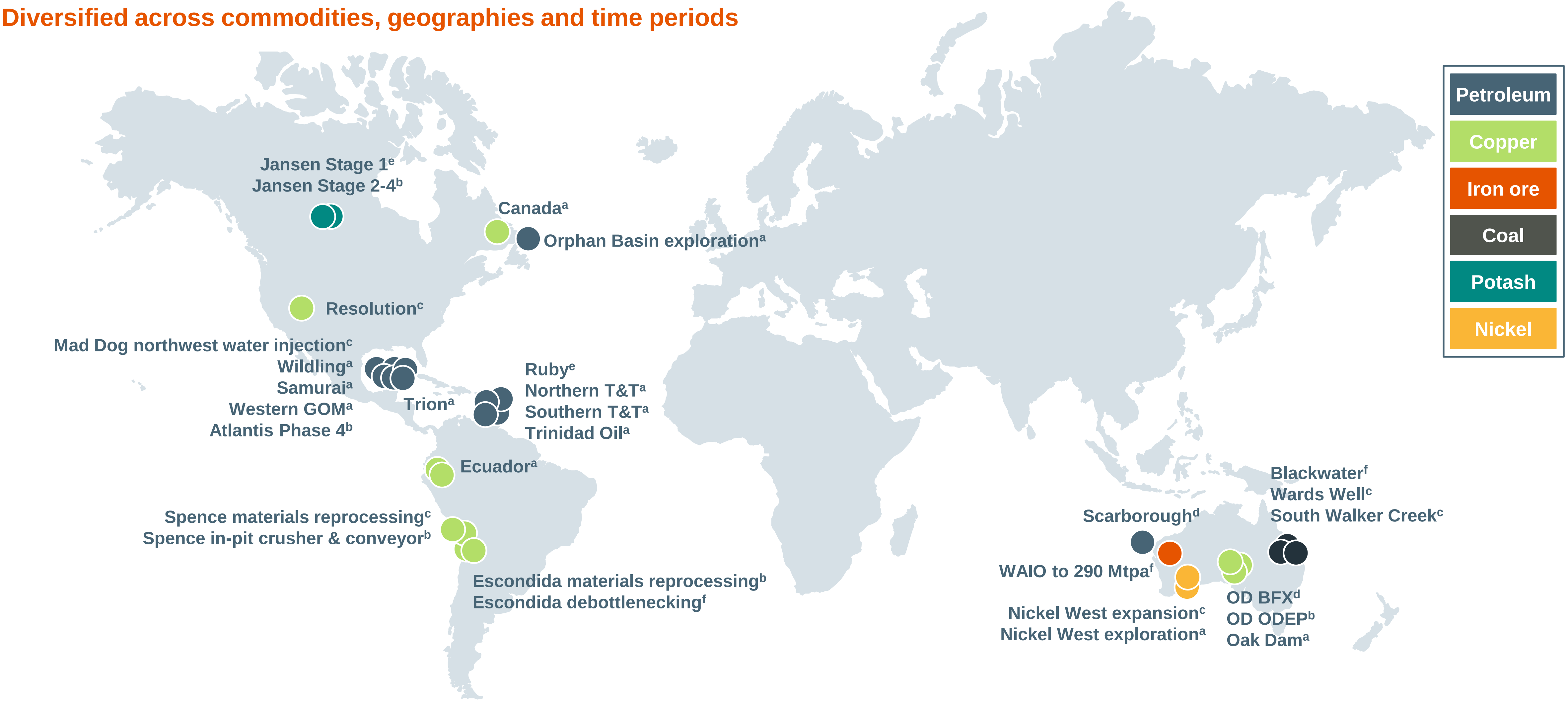
Shared social and environmental value
- Strategic partnerships for mutual benefit

Outcomes

- ✓ **Operational stability**
- ✓ **Quantum shift in safety, performance and value**
- ✓ **Continued increase in productivity**
- ✓ **Flexibility to rapidly capture opportunities**

Options provide ability to meet evolving market needs

Diversified across commodities, geographies and time periods



Note: Only selection of opportunities shown on map. BFX – Brownfield Expansion; GOM – Gulf of Mexico; ODEP – Olympic Dam Expansion Project; T&T – Trinidad and Tobago.
a. Exploration; b. Pre-concept study phase; c. Concept study phase; d. Pre-feasibility study phase; e. Feasibility study phase; f. Latent capacity.

Broad suite of attractive opportunities

Comprehensive approach to evaluate and rank opportunities based on returns, risk and optionality

Optionality

In execution

Higher return

Lower return

Higher return, higher risk

- Orphan Basin exploration (Petroleum)
- Ecuador and South Australia exploration (Copper)
- Trion appraisal (Petroleum)
- Nickel West expansion (Nickel)

Higher return, lower risk

- South Flank (Iron ore)
- Atlantis Phase 3 (Petroleum)
- Spence Materials Reprocessing (Copper)
- Mad Dog Phase 2 (Petroleum)

Lower return, higher risk

- Resolution (Copper)
- Wards Well (Metallurgical coal)
- South Walker Creek (Metallurgical coal)
- Olympic Dam Expansion Project (Copper)

Lower return, lower risk

- Spence Growth Option (Copper)
- Scarborough (Petroleum)
- Jansen Stage 1 (Potash)
- Autonomous Haulage Australia (Minerals Australia)

Higher risk

Lower risk

Note: Olympic Dam Expansion Project refers to heap leach technology development option.

Value and returns are at the centre of everything we do

Our plans deliver ROCE[1] of ~20% in FY22 (at FY17 prices) and further improvement in value

Transformation

- >10% unit cost reductions[11] at bulk operations
- Escondida unit costs flat in medium term, despite higher power and water costs
- Petroleum unit costs reflect field decline
- ~2% p.a. volume growth[12] over medium term

Future options

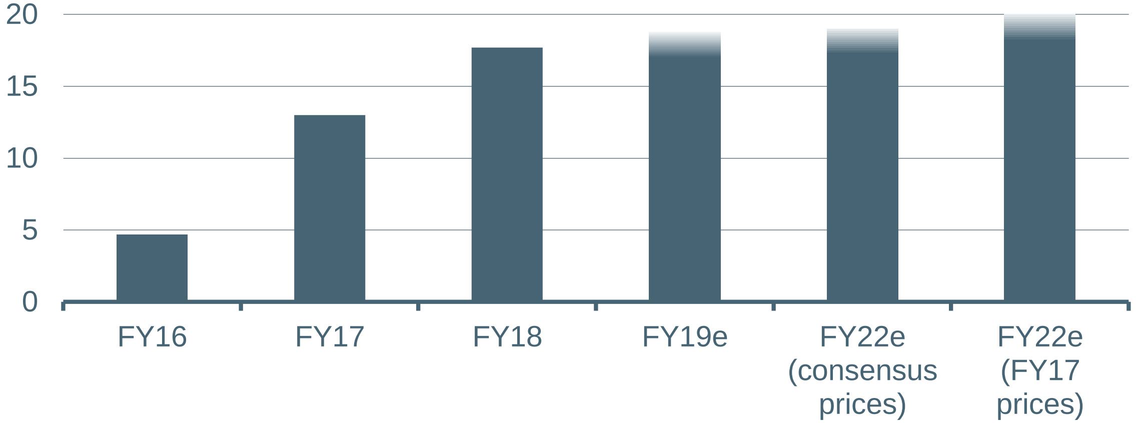
- ~17% returns from our longer-term opportunities[13]
- Unrisked value of ~US$14 bn spanning commodities and time periods[13]

Exploration

- Petroleum wells continually de-risked with meaningful production expected mid-2020s
- Actively growing our copper exploration prospects
- Unrisked value of up to US$15 bn[15]

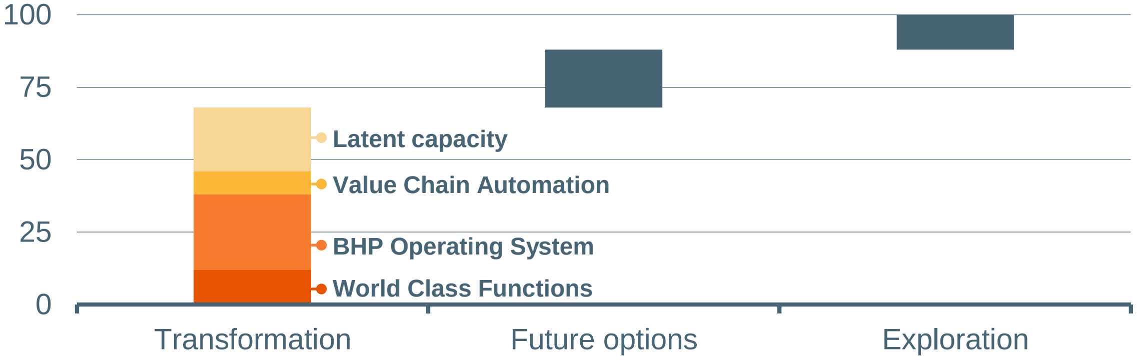
Returns

(ROCE[1] excluding Onshore US, nominal %)



Value

(% contribution to risked value uplift[14])



Note: Volume growth includes production from future options which remain subject to Board approval.

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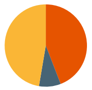
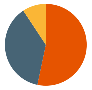
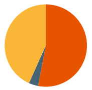
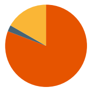
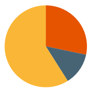
Appendix

Transformation – delivers significant value

Increase in productivity, reduction in costs and application of technology

Initiatives	Value[13]	Timing[16]	Capex over 5-years (US$m)	Description
WAIO		~5 years	<800	- BHP Operating System: piloted at Port Hedland and Perth Repair Centre - Value Chain Automation: focused on haulage, shiploaders, rail, integrated mine platforms and decision systems - Latent capacity: supply chain debottlenecking initiatives at the port and rail to increase production sustainably to 290 Mtpa
Queensland Coal		~5 years	~1,000	- BHP Operating System: piloted at Peak Downs and Caval Ridge - Value Chain Automation: focused on haulage, integrated mine platforms and decision systems - Latent capacity: focused on pre-strip productivity through equipment availability (including better maintenance strategies), utilisation and rate
Olympic Dam		~10 years	<300	- BHP Operating System: piloted at Olympic Dam surface operations - Value Chain Automation: replicate Integrated Remote Operations Centre - Latent capacity: continued development into the Southern Mine Area to access higher grade ore and refinery debottlenecking
Escondida		Various	<200	- BHP Operating System: piloted at Escondida concentrators - Value Chain Automation: focused on haulage and precision mining - Latent capacity: debottlenecking and extending infrastructure life
Spence		Various	<200	- BHP Operating System: piloted at leaching operations - Value Chain Automation: focused on haulage, drills and precision mining - Latent capacity: reprocessing of ripios dumped since the beginning of operations
World Class Functions		<5 years	~300	- Increased focus on the most important activities and cross-functional ways of working to drive world-class performance across culture, effectiveness and efficiency
Aggregate			**~US$3 bn**	**Potential aggregate NPV[13] in the tens of billions of dollars**

BHP Operating System
Value Chain Automation
Latent Capacity

Future options – worked for value, timed for returns

Investment decisions made in accordance with our Capital Allocation Framework and fully consider the broader market impact

Options	Description	Potential execution timing	Capex (US$m)	Tollgate	IRR[13]	Risk[17] (1-5)	Investment considerations	
Ruby Petroleum	Tie back into existing processing facilities in Trinidad & Tobago	<1 year	>250	Feasibility	>15	●●	- Similar scope to existing tie backs - Utilisation of existing facility capacity	- Early life sensitivity to oil price
Mad Dog northwest water injection Petroleum	Incremental production of existing A-Spar production wells in Mad Dog field	<5 years	>250	Pre-feasibility	*	Non Operated	- Resilient to price - Low risk, robust economics	- Non-operated JV
Scarborough Petroleum	Tie back development to existing LNG facility	<5 years	<2,000	Pre-feasibility	*	Non Operated	- Tier 1 resource - Ability to process through existing infrastructure	- Oversupply of LNG driving low price market environment - Remote field location, deep water, severe metocean conditions
Olympic Dam BFX[18] Copper	Development into the Southern Mine Area, debottlenecking of existing surface infrastructure to increase production capacity to 240-300 ktpa	<5 years	Up to ~2,500	Pre-feasibility	12-25	●●	- Access to additional resource in Southern Mine Area - Accelerated additional production	- Continued resource definition - Power network instability
Resolution Copper	Underground block cave with attractive grade profile and competitive cost curve position	>5 years	<3,000	Concept	~15	Non Operated	- High copper grades - Resilient to price	- Non-operated JV - Technical risk due to caving at the resource depth and tailings options - Permitting requirements
Jansen Stage 1[19] Potash	Tier 1 resource with potential initial capacity of 4.3-4.5 Mtpa, with valuable expansion optionality	<5 years	5,300-5,700	Feasibility	14-15	●●●	- Tier 1 resource, stable jurisdiction - Operating costs of ~US$100/t (FOB Vancouver, excluding royalties) - Unrivalled position of land	- Risk of market oversupply - New commodity entry - Sensitive to price - High capital cost and long payback
Jansen Stage 2-4[19] Potash	Sequenced brownfield expansions of up to 12 Mtpa (4 Mtpa per stage)	>15 years	~4,000 per stage	Opportunity assessment	~20	●●	- Long term growth optionality and value generation - Adds diversification to BHP's portfolio	- Risk of market oversupply - Complexities from project size - Significant capital requirement - Further de-risking required
Aggregate					**~17**		**Aggregate unrisked value[13] of ~US$14 billion spanning commodities and time periods**	

Note: * Mad Dog northwest water injection and Scarborough IRRs under review with joint venture partners.

Exploration – extending our conventional reserve life

Investment decisions made in accordance with our Capital Allocation Framework and fully consider the broader market impact

Options	Location	Ownership	Maturity	Earliest first production	Description	Planned future activity
Trion Petroleum	Mexico - Gulf of Mexico	60% Operator	Appraisal	Mid 2020s	Large oil discovery in the Mexican deepwater Gulf of Mexico.	Additional appraisal well approved; expected to spud in December 2019 half
Wildling Petroleum	US - Gulf of Mexico	80+% Operator	Appraisal	Mid 2020s	Large oil resource across multiple horizons near operated infrastructure in US Gulf of Mexico	Complete appraisal to optimise development plan
Samurai Petroleum	US - Gulf of Mexico	50%	Appraisal	Early 2020s	Oil discovery in the Wildling mini basin	Operator has commenced pre-FEED activities following Samurai-2 discovery in 2018
Northern Gas Petroleum	Trinidad and Tobago	70% Operator	Exploration	Mid 2020s	Potential material gas play in Deepwater Trinidad, well positioned to the Atlantic LNG plant onshore T&T	Currently drilling to test exploration prospects following the recent Bongos-2 success and Bele-1 encountered hydrocarbons
Magellan Southern Gas Petroleum	Trinidad and Tobago	65% Operator	Exploration	Mid 2020s	Potential material gas play in Deepwater Trinidad, well positioned to the Atlantic LNG plant onshore T&T	Rig completed 2 well exploration program in October 2018; incorporating results
Western GOM Petroleum	US - Gulf of Mexico	100% Operator	Frontier	Early 2030s	Acquired a significant acreage position in Western Gulf of Mexico	Completed acquisition of Ocean Bottom Node seismic survey[20]; process & analyse seismic and incorporate into ongoing analysis
Trinidad Oil Petroleum	Trinidad and Tobago	65-70% Operator	Frontier	Late 2020s	Potential oil play in deepwater Trinidad	Geologic analysis ongoing
Orphan Basin Petroleum	Canada	100% Operator	Frontier	Early 2030s	Recent bid success for blocks with large oil resource potential in the offshore Orphan Basin in Eastern Canada	Geologic analysis ongoing

Multi-billion barrel equivalent risked potential; unrisked NPV of up to US$15 billion[15]

BHP

BHP guidance

Group	FY19e	
Capital and exploration expenditure (US$bn)	<8.0	Cash basis. FY20e: <US$8 billion.
Including:		
Maintenance	2.1	Includes non-discretionary capital expenditure to maintain asset integrity, reduce risks and meet compliance requirements. Also includes capitalised deferred stripping (FY19e: US$1.0 billion).
Improvement	2.2	Includes North West Shelf Greater Western Flank-B, Conventional Petroleum infill drilling, South Flank and transformation initiatives.
Latent capacity	0.6	Includes EWSE, Caval Ridge Southern Circuit, Olympic Dam SMA, WAIO to 290 Mtpa and West Barracouta.
Major growth	1.8	Includes Spence Growth Option, Mad Dog Phase 2, Jansen and Atlantis Phase 3.
Exploration	0.9	Includes US$750 million Petroleum and ~US$70 million Copper exploration programs.
Onshore US	0.4	Includes expenditure to the end of October 2018 to operate five rigs in Onshore US.

Conventional Petroleum	FY19e	Medium term	
Petroleum production (MMboe)	113 – 118	~110	FY19 volumes expected to be top end of the range. Decline of ~1.5% p.a. over medium term includes projects yet to be sanctioned.
Capital expenditure (US$m)	730		See project table below
Exploration expenditure (US$m)	750		Focused on Mexico, the Gulf of Mexico and the Caribbean.
Unit cost (US$/boe)	<11	<13	Excludes inventory movements, embedded derivatives movements, freight, third party product purchases and exploration expense. Based on exchange rates of AUD/USD 0.75.

	Sanctioned	Capex (BHP share)	First production	Production (100% basis at peak)
Mad Dog Phase 2	February 2017	US$2.2 bn	FY22	140,000 boe/d
West Barracouta	December 2018	~US$120 m	FY21	104 MMscf/d
Atlantis Phase 3	February 2019	~US$700 m	FY21	38,000 boe/d
Ruby	Decision in CY19	~US$330 m	FY22	16,000 bopd (oil) and 80 MMscf/d (gas)

Note: All guidance is in nominal terms.

BHP guidance (continued)

Copper	FY19e	Medium term					
Copper production (kt)	1,645 – 1,740		Escondida: 1.12 – 1.18 Mt; Olympic Dam: 170 – 180 kt; Spence: 160 – 175 kt; Cerro Colorado: 60 – 70 kt; Antamina: 135 kt (zinc 35kt).				
Capital and exploration expenditure (US$bn)	2.9		Includes US$70 million exploration expenditure.				
				Sanctioned	Capex (BHP share)	First production	Production (100% basis)
			EWSE	March 2018	US$308 m	FY20	1,300 l/s of water
			Spence Growth Option	August 2017	US$2.46 bn	FY21	~185 ktpa of copper (over first 10 years)
Escondida							
Copper production (Mt, 100% basis)	1.12 – 1.18	~1.20	FY19 volumes expected to be towards lower end of range.				
Unit cash costs (US$/lb)	<1.15	<1.15	Excludes freight and treatment and refining charges; net of by-product credits; includes costs to settle labour negotiations; based on an exchange rate of USD/CLP 663. Unit costs expected to be impacted by lower by-product credits (compared to FY19) in the short term. Medium term units costs flat despite higher water and power costs.				

Iron Ore	FY19e	Medium term					
Iron ore production (Mt)	235 – 239		Excludes production from Samarco.				
Capital and exploration expenditure (US$bn)	1.8			Sanctioned	Capex (BHP share)	First production	Production (100% basis)
			South Flank	June 2018	US$3.1 bn	CY21	80 Mtpa sustaining mine
Western Australia Iron Ore							
Iron ore production (Mt, 100% basis)	265 – 270	290					
Unit cash costs (US$/t)	<15	<13	Excludes freight and royalties; based on an exchange rate of AUD/USD 0.75.				
Sustaining capital expenditure (US$/t)		4	Medium term average; +/- 50% in any given year. Includes South Flank; excludes costs associated with Value Chain Automation.				

Note: All guidance is in nominal terms.

BHP guidance (continued)

Coal	FY19e	Medium term	
Metallurgical coal production (Mt)	43 – 46	49 – 54	
Energy coal production (Mt)	28 – 29		NSWEC: 18 – 19 Mt; Cerrejón: 10 Mt.
Capital and exploration expenditure (US$bn)	0.6		
Queensland Coal			
Production (Mt, 100% basis)	75 – 81		FY19 volumes expected to be towards lower end of range.
Unit cash costs (US$/t)	68 – 72	57 – 64	Excludes freight and royalties; based on an exchange rate of AUD/USD 0.75.
Sustaining capital expenditure (US$/t)		8	Medium term average; +/- 50% in any given year.

Other	FY19e	
Other capex (US$bn)	1.2	Includes Nickel West and Jansen. FY19 also includes US$0.4 billion for Onshore US.
Including: Jansen current scope (US$bn)	~0.2	US$2.7 billion; completion in early 2021.

Note: All guidance is in nominal terms.

Footnotes

1. Slides 3,8,14,15: ROCE: Represents annualised attributable profit after tax excluding exceptional items and net finance costs (after tax) divided by average capital employed. Capital employed is net assets before net debt. Presentation of future Return on Capital Employed (ROCE) does not constitute guidance and represents outcomes based on differing price and other scenarios; does not consider impact of IFRS 16 Leases which is still being assessed.
2. Slide 5: Social investment: Our voluntary social investment is calculated as 1% of the average of the previous three years' pre-tax profit.
3. Slide 8: Unit cost: Represents weighted average change in unit costs for Conventional Petroleum, Escondida, Western Australia Iron Ore and Queensland Coal between FY16 and FY19e.
4. Slide 8: Latent capacity projects completed: Spence Recovery Optimisation (Copper), Los Colorado Extension (Copper), Caval Ridge Southern Circuit (Coal) and Southern Mine Area (Copper). Latent capacity projects underway: WAIO 290 Mtpa (Iron Ore), Escondida Water Supply Extension (Copper) and West Barracouta (Petroleum).
5. Slide 8: Average returns: Returns as presented in prior Bank of America Merrill Lynch Conference presentations.
6. Slide 8: Future options completed: Greater Western Flank A (Petroleum), Longford Gas Conditioning Plant (Petroleum), Escondida Water Supply (Copper) and Greater Western Flank B (Petroleum). Future options underway: Mad Dog Phase 2 (Petroleum), Spence Growth Option (Copper) and Atlantis Phase 3 (Petroleum).
7. Slide 8: A successful well is an exploratory or extension well that is not a dry well or met its exploration or appraisal objective. Successful wells include wells in which hydrocarbons were encountered and the drilling or completion of which has been suspended pending further drilling. Excludes wells that had mechanical issues (Burrokeet-1 and Wildling-1 in FY17 and Bongos-1 in FY19) where the opportunities were tested by a subsequent well. Successful wells: Shenzi North-2, Ruby-3, LeClerc-1, Caicos-1, Wildling-2, Samurai-2, Victoria-1, Bongos-2, Trion-2DEL and Bélé-1. Unsuccessful wells: Burrokeet-2, Scimitar and Concepcion-1.
8. Slides 9,10: Medium-term unit cost guidance: Based on an exchange rate of AUD/USD 0.75 and USD/CLP 663. Unit costs are in nominal terms.
9. Slide 10: Strip ratio: Represents prime excluding rehandle (bcm) to product (tonnes).
10. Slide 11: Reduction in overhead costs: Represents potential reduction from FY18 in scope Global Function costs.
11. Slide 14: Represents unit cost reduction from FY19e to medium term.
12. Slide 14: Volume growth: Copper equivalent production based on FY18 average realised prices.
13. Slides 14,18,19: Returns (IRR) and value (NPV): Calculated at 2019 analyst consensus price forecasts (except Potash which are at CRU and Integer (Argus Media) price forecasts); ungeared, post-tax, nominal rates.
14. Slide 14: Risked value uplift: Represents total potential increase in base value from the addition of upside opportunities.
15. Slides 14,20: Petroleum exploration and appraisal NPV: Unrisked values at BHP long-term price forecasts.
16. Slide 18: Timing: Represents ramp-up to steady state.
17. Slide 19: Risk: Based on a BHP assessment of each project against defined quantified and non-quantified risk metrics rated out of 5; 5 represents more risk.
18. Slide 19: Olympic Dam: IRR of 12-25% represents different development options of varying levels of certainty. The upper end of range relates to investment in a potential lower capital and production development towards BFX.
19. Slide 19: Jansen: Based on CRU and Integer (Argus Media) price assumptions (2025-2035 average mid-case: CRU US$325/t and Integer (Argus Media) US$342/t, rebased). Jansen Stage 1 IRR of 14-15% reflects capex range and excludes remaining funded investment of ~US$0.3 billion for completion of the shafts and installation of essential service infrastructure and utilities. Jansen Stages 2-4 capex is presented in real terms (July 2019) – those options would be brownfield and predominately require surface infrastructure, with shorter construction schedules and less risk than Stage 1. The execution of future stages would be subject to our review of supply and demand fundamentals and successful competition for capital under our Capital Allocation Framework. However, we expect that each subsequent expansion would be approved for development after the previous expansion had reached 3 to 4 years of full production. The existing shafts are capable of supporting production for Stages 2-4.
20. Slide 20: WGOM OBN 2018 Seismic Permit is OCS Permit T18-010.

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