Social value briefing: from licence to value
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Forward-looking statements
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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 marketed 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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Presentation of data
Unless specified otherwise: value represents BHP share of risked discounted cash flows at consensus prices; copper equivalent production based on 2019 financial year average realised prices (as published in BHP’s Results for the year ended 30 June 2019 on 20 August 2019); 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 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.

Any references to disciplined supply refer to lower levels of investment across the industry. All footnote content (except in the Annexures) is contained on slide 33.

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In this presentation, the terms ‘BHP’, the ‘Company’, the ‘Group’, ‘our business’, ‘organisation’, ‘we’, ‘us’, ‘our’ and ‘ourselves’ are used to refer to BHP Group Limited, BHP Group Plc and, except where the context otherwise requires, their respective subsidiaries as defined in note 13 ‘Related undertaking of the Group’ in section 5.2 of BHP’s Annual Report on Form 20-F. Notwithstanding that this presentation may include production, financial and other information from non-operated assets, those terms do not include non-operated assets and statements regarding our operations, assets and values only to our operated assets unless otherwise stated.
Social value underpins everything we do

Today's briefing follows our capital allocation briefing in November 2018 and strategic briefing in May 2019

- Our **Strategy** defines our portfolio focus and the culture and capabilities we require to maximise value and returns

- Our **Capital Allocation Framework** provides a rigorous and transparent process for cash prioritisation

- **Social value** embeds a holistic approach to decision making to benefit all stakeholders and drive better business outcomes
Social value briefing: from licence to value

Geoff Healy
Chief External Affairs Officer
We start with our purpose

A strong sense of purpose drives better outcomes for all stakeholders

Our new purpose
To bring people and resources together to build a better world
The materials we provide are central to modern life

We constantly evolve our approach so we can deliver them sustainably into the future

Our people
$4bn
wages, salaries and employee incentives

Communities
$2bn
payments to local suppliers

Customers and suppliers
$15bn
payments to suppliers (incl. local) for goods and services

Society
$9.1bn
taxes, royalties and other

Investors and lenders
$18bn
dividends and interest

FY2019 (US$)
We take a long-term view

Our commitment to regions and communities is measured in decades – local engagement is critical

- **Multi-decade reserves**: 200Mt Cu Eq
- **Average capital employed per asset**: ~US$3.5 billion
- **Employees & contractors**: 72,000
- **Regional towns**: >30
- **Native title parties**: 19
- **Revenue from China**: 55%

19 Closed sites
67 Tailings dams at our operated assets
14.7 Mt CO₂-e Scope 1 & 2 emissions
+10 million Hectares of land and sea owned or managed
~20 years From exploration to mine optimisation

Note: Mineral Assets - Reserve base (100 per cent basis) is converted to copper equivalent tonnes using FY2019 average realised prices and does not include Petroleum Reserves; refer to disclaimer on slide 34

Social value briefing
8 October 2019
We have a strong record of responsible business practice

The health and safety of our people and the wellbeing of our communities is essential

### Our people

<table>
<thead>
<tr>
<th>High potential injury</th>
<th>Safety</th>
<th>Communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY16</td>
<td>Current</td>
<td>BHP Foundation</td>
</tr>
<tr>
<td>&gt;40%</td>
<td>up to 67% Improvement in safety at BHP’s most inclusive and diverse sites since FY2017³</td>
<td>14% Local spend</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Education</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Social investment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>341 Scholarship awards to Indigenous students in FY2019</td>
</tr>
</tbody>
</table>

### Communities

<table>
<thead>
<tr>
<th>Engagement</th>
<th>Female participation</th>
<th>BHP Foundation</th>
<th>Social investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>~36,000</td>
<td>~3x</td>
<td>10 Deserts</td>
<td>US$1.7bn</td>
</tr>
<tr>
<td>Employee views of fatal investigation reports since 2016</td>
<td>FY15 Female new hires</td>
<td>Project to build the largest Indigenous-led conservation network on Earth</td>
<td>Spent on social investment in the last 10 years</td>
</tr>
</tbody>
</table>

Note: The BHP Foundation is a charitable organisation funded by BHP

Social value briefing
8 October 2019

<table>
<thead>
<tr>
<th>FY16</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>High potential injury events</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>FY15</th>
<th>Current</th>
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<tbody>
<tr>
<td>Female new hires</td>
<td></td>
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<tr>
<th>FY15</th>
<th>Current</th>
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<tbody>
<tr>
<td>Female new hires</td>
<td></td>
</tr>
</tbody>
</table>
We have a strong record of responsible business practice

Our focus on action, risk management and transparency across multiple issues demonstrate our commitment

<table>
<thead>
<tr>
<th>Environment</th>
<th>Ethics and transparency</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public targets</strong></td>
<td><strong>Disclosure</strong></td>
</tr>
<tr>
<td><strong>1990s</strong></td>
<td>“A” rating</td>
</tr>
<tr>
<td>We started setting public targets to reduce GHG emissions</td>
<td>Only company in sector to achieve this rating for climate disclosures (CDP)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Water</th>
<th><strong>Business conduct</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image" alt="Graph showing water withdrawal reduction" /></td>
<td>~40,000</td>
</tr>
<tr>
<td>FY17</td>
<td>Employees completed Business Conduct training</td>
</tr>
<tr>
<td>FY18</td>
<td></td>
</tr>
<tr>
<td>FY19</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Climate</th>
<th>Land</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image" alt="Graph showing climate emissions" /></td>
<td>&gt;440,000 hectares</td>
</tr>
<tr>
<td>FY17</td>
<td>Of biodiversity conservation projects since 2011 – more than 3x our disturbed land footprint</td>
</tr>
<tr>
<td>FY18</td>
<td></td>
</tr>
<tr>
<td>FY19</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><img src="image" alt="Graph showing carbon emissions" /></th>
<th>Contributions</th>
<th>Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY17</td>
<td>44.7%</td>
<td>17 years</td>
</tr>
<tr>
<td>FY18</td>
<td></td>
<td>CEO remuneration has been linked to safety performance</td>
</tr>
<tr>
<td>FY19</td>
<td>Effective tax and royalty rate in FY2019 – two decades of transparent tax reporting</td>
<td></td>
</tr>
</tbody>
</table>
But the world is changing
To remain competitive we must adapt; we consider these emerging opportunities and threats in our scenario analysis

Corporations are facing heightened societal expectations…

<table>
<thead>
<tr>
<th>Populist politics</th>
<th>SME pressure</th>
<th>Advocacy</th>
<th>Communities</th>
<th>Changing register</th>
</tr>
</thead>
<tbody>
<tr>
<td>5x</td>
<td>40%</td>
<td>67%</td>
<td>21%</td>
<td>80%</td>
</tr>
<tr>
<td>Increase in number of populists in power globally between 1990-2018⁴</td>
<td>Of SMEs claim large companies are the worst offenders for late payment⁵</td>
<td>Of employees seek employers who advocate on social issues⁶</td>
<td>Income disparity between non-metropolitan and metropolitan areas⁷</td>
<td>Of asset managers consider ESG when making investment decisions⁸</td>
</tr>
</tbody>
</table>

The resources sector faces significantly greater challenges than other industries

<table>
<thead>
<tr>
<th>Resource nationalism</th>
<th>Decarbonisation</th>
<th>Failure to attract talent</th>
<th>Increasing concern</th>
<th>Investor scrutiny</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>65%</td>
<td>47</td>
<td>68%</td>
<td>61%</td>
</tr>
<tr>
<td>The year Indonesia will cease exports of all nickel ore⁹</td>
<td>Reduction in steel emissions required to align with IEA 2°C scenario by 2050¹⁰</td>
<td>People projected to enrol in mining engineering courses in Australia in 2020¹¹</td>
<td>Believe the best days of the mining industry are in the past¹²</td>
<td>Of fund managers believe evidence of ESG execution to be very important¹³</td>
</tr>
</tbody>
</table>
Social value: licence to operate is not enough

We are now focused on creating social value to grow shareholder value and returns

Society profits when we do
(Example: water management approach)

<table>
<thead>
<tr>
<th>Social value</th>
<th>Shareholder value</th>
</tr>
</thead>
<tbody>
<tr>
<td>PHILANTHROPY</td>
<td>BHP Foundation</td>
</tr>
<tr>
<td>(Low business motive)</td>
<td></td>
</tr>
<tr>
<td>SOCIAL VALUE</td>
<td>Global Water Stewardship</td>
</tr>
<tr>
<td>(Collaborative growth)</td>
<td></td>
</tr>
<tr>
<td>COMPLIANCE</td>
<td>Desalination</td>
</tr>
<tr>
<td>SOCIAL LICENCE</td>
<td>Water permits obtained</td>
</tr>
<tr>
<td>(Preservation)</td>
<td></td>
</tr>
</tbody>
</table>

What is social value

- Social value is an essential precondition to shareholder value
- It is our contribution to society – to our people, partners, shareholders, the economy, the environment and local communities
- By embedding social value into our business processes – we make better business decisions
- We build social value through deep and authentic relationships with local, regional and global stakeholders
- To deliver sustainable financial value, our stakeholders must be ‘better off’ for our presence, beyond the economic contributions we make

Society profits when we do

We are now focused on creating social value to grow shareholder value and returns
Social value creation drives our competitive advantage

Social value protects our business today and positions us to take advantage of future opportunities

**Access to resource**
- Obtain and retain rights to operate and expand our current asset base
- Be partner-of-choice to governments and communities in new and existing jurisdictions

**Access to markets**
- Be the supplier of choice for the best customers
- Sell our products into the widest range of countries

**Access to best talent**
- Attract best-in-class talent to our Company
- Develop skills in our workforce to drive productivity gains

**Access to best partners**
- Secure our choice of commercial partners to drive value creation
- Form strong local community partnerships in support of our assets for the long term

**Access to capital**
- Achieve widest access to equity and debt capital markets

Best commodities
Best assets
Best culture and capabilities
We are embedding social value at every level of BHP

We are hardwiring our approach into our structures, processes and culture

Our Purpose

Board and management

Our planning

Remuneration and incentives

Organisation structure

External forum and sources

• In our Charter and our Board governance

• In our Executive Leadership Team meeting agendas

• In Group targets, policies and investments

• In our Corporate Alignment Planning

• In our risk management approach

• In the Company scorecard

• In internal and external reporting (GRI, ICMM, TCFD)

• In personal KPIs – e.g. 25% of CEO pay tied to HSEC

• All our people are accountable for creating social value

• Through our Forum of Corporate Responsibility

Social value briefing
8 October 2019
Ground-up: each asset has a social value plan

Social value considerations are now embedded in asset planning cycle – drives local ownership and accountability

1. Engage
   Frequent and broad engagement

2. Prioritise
   Establish focus areas

3. Plan
   Incorporate into core planning cycle

4. Execute
   Initiate and measure progress to inform future actions

Social value considerations:
- Stakeholder input
- Materiality
- Timing
- Ability to influence

Social value assessment:
- Community dialogue
- Employee surveys
- UN Sustainable Development Goals
- BHP Forum on Corporate Responsibility
- Investor feedback

Measure → Report → Review

Life of Asset plans

Approval → Social value planning

Social value briefing
8 October 2019
## Top-down: a global focus on the issues that matter most

Our priorities reflect those areas that can make the greatest positive difference to our stakeholders and our business.

<table>
<thead>
<tr>
<th>People</th>
<th>Environment</th>
<th>Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keeping people safe at work</td>
<td>Positioning for decarbonisation</td>
<td>Respecting Indigenous peoples</td>
</tr>
<tr>
<td>Over 72,000 employees and contractors globally</td>
<td>&gt;80% of our products emit significant CO₂ in use</td>
<td>All mines on or adjacent to Indigenous peoples’ land</td>
</tr>
<tr>
<td>Zero</td>
<td>Net zero (Scope 1 &amp; 2)</td>
<td>Indigenous</td>
</tr>
<tr>
<td>Work-related fatalities</td>
<td>Operational emissions by 2050</td>
<td>Action Plans – supporting economic</td>
</tr>
<tr>
<td></td>
<td>Scope 3 goals to be set in 2020</td>
<td>empowerment, advocacy, culture</td>
</tr>
<tr>
<td>Attracting the best talent</td>
<td>Protecting critical resources</td>
<td>Building stronger communities</td>
</tr>
<tr>
<td>Inclusive and diverse sites are safer and more productive</td>
<td>64% of assets in medium-high water sensitive areas</td>
<td>We are part of the communities where we operate</td>
</tr>
<tr>
<td>50%</td>
<td>2030</td>
<td>at least 1%</td>
</tr>
<tr>
<td>Gender balance by 2025</td>
<td>Target date for implementing UN SDG water objective</td>
<td>Pre-tax profits invested every year</td>
</tr>
</tbody>
</table>

**Transparency**

- Over 72,000 employees and contractors globally
- At least 1% pre-tax profits invested every year

8 October 2019

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Social value briefing

8 October 2019
## Overview

<table>
<thead>
<tr>
<th><strong>Challenge</strong></th>
<th>Our scenario analysis indicates significant financial exposure to both operational and value-chain GHG emissions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Capital</strong></td>
<td>US$400 million over five years</td>
</tr>
<tr>
<td><strong>Mandate</strong></td>
<td>To develop options to reduce emissions from our own operations (Scope 1 &amp; 2), and those generated from our value chain (Scope 3), and generate carbon offsets</td>
</tr>
</tbody>
</table>
| **Approach**  | • Managed on a portfolio-basis to maximise impact  
               • Financial, emissions and other value criteria applied |
| **Investable universe** | Global mandate, covering:  
                           • Internal initiatives  
                           • Direct investments in emerging companies  
                           • Industry and academic partnerships  
                           • Co-development of new technologies |
| **Process and governance** | • Dedicated team with appropriate skillsets  
                             • Individual investments subject to rigor of Investment Committee approval |

## Example investment types

### Operational emissions
Collaboration with vehicle vendors to convert site vehicles from diesel to electric

### CCS: Industrial application
Steel sector CCS roadmap in China, investigating the policy, technical and economic barriers to wide-scale deployment

### Nature-based solutions
Commitment to Alto Mayo in Peru, managed by Conservation International and protecting around 182,000 hectares of threatened forest
Our Samarco response

Committed to remediation and compensation through the Renova Foundation

Overview

<table>
<thead>
<tr>
<th>Challenge</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Rehabilitating social and environmental impacts and supporting the affected people and communities</td>
<td></td>
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<table>
<thead>
<tr>
<th>Capital</th>
<th></th>
</tr>
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<tbody>
<tr>
<td>US$872 million spent on Renova programs, with provision for further US$1.65 billion</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Approach</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Execute through the Renova Foundation:</td>
<td></td>
</tr>
<tr>
<td>• 530 employees, supported by 6,200 contractors</td>
<td></td>
</tr>
<tr>
<td>• 42 remediation and compensatory programs</td>
<td></td>
</tr>
<tr>
<td>• Overseen by representatives from government, local municipalities, environmental agencies, impacted communities who monitor, guide and assess Renova’s progress</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BHP Tailings Taskforce</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Team of BHP technical experts to oversee improvement and assurance for our operated tailings dams</td>
<td></td>
</tr>
<tr>
<td>• Reports to the Executive Leadership Team and Board</td>
<td></td>
</tr>
<tr>
<td>• Assists ICMM Tailings Working Group to contribute to improvements in tailings management across the industry</td>
<td></td>
</tr>
</tbody>
</table>

Example investment types

- **Resettlement - Bento Rodrigues**
  Constructing more than 230 houses, plus school and public infrastructure (at a community selected location)

- **Compensation**
  Paid compensation and financial aid of US$425 million, including:
  - US$244 million in emergency financial aid to over 13,000 families
  - ~9,000 families fully compensated
  - ~268,000 people compensated for water damages

- **Sustainable tailings management**
  Reducing tailings dam failure risk by accelerating technology for safer, more sustainable tailings management

Note: All spend is at 30 June 2019

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8 October 2019
Permanent employment offers for traditional contract labour roles

- Improves safety outcomes by up to 50 per cent and productivity by 20 per cent
- Reduces high turnover rates prevalent in contract workforce
- Increases employment opportunities and provides greater stability for local communities

Modified shift cycles to attract local ‘stay at home’ parents back to work

- Increases female representation
- Ensures greater local community participation in the workforce
- Delivers productivity benefits from a more stable local workforce

WAIO Apprenticeships

203 apprenticeships in WAIO

- Provides employment pathways and prepares our workforce for the future
- Focuses on diversity: 40 per cent female; 23 per cent indigenous and multiple age demographics
- Targets candidates via local recruitment centres in Port Hedland and Newman

Saraji Crib Relief

Operations Services

People
Environment

Escondida water and power

Transitioning to desalinated water and renewable power

- Sets industry standard in Chile
- Supports cessation of groundwater use by 2030
- Reduces Scope 2 emissions at Escondida
- Potential for material cost savings
- Underpins higher throughput to offset grade decline

Sustainable shipping

World’s first bulk carrier tender for LNG-fuelled transport

- Supports reduction of BHP’s shipping CO₂ footprint by 20 per cent
- Provides a competitive advantage through lower freight costs relative to peers

Port Hedland dust management

Dust abatement and management activities within and beyond the gate

- Enables increased throughput while reducing dust events and meeting regulatory targets
- Strengthens relationships with Port Hedland Industries Council and the community
Communities

**Tjiwarl Land Use Agreement**

- Mutually beneficial relationship with Nickel West Traditional Land Owners
  - Underpins nickel strategy by providing certainty to operate and expand over the life of mine
  - Delivers value to the Tjiwarl people through financial benefits, employment outcomes, procurement opportunities and cultural security for areas of special significance

**Social investment**

- Investing not less than one per cent of pre-tax profits in communities
  - Makes a positive contribution to communities and complements our broader business priorities
  - Delivers outcomes based on local needs assessments
  - Maps to UN Sustainable Development Goals

**Local Buying Program**

- Supporting regional economies and strengthening local relationships
  - More than A$330 million spent with over 1,000 small local suppliers on less than 21 day payment terms since 2012
  - Builds community trust and improves state government and other local relations

8 October 2019
Social value looks outward, not inward

In a break with the past, we decided in 2017 to tell our story – through targeted local and national campaigns – with results.

“Support for small business with great ideas. To me that’s big.”
Justin Deduck, Local BHP supplier, Central Queensland.

“Keeping families together when they need it most. To me that’s big.”
Bec, Gloria, Jenelle and Ross. Ronald McDonald House, Perth.

BHP corporate reputation metrics: Australian favourability

<table>
<thead>
<tr>
<th>Favourability (%)</th>
<th>CY16</th>
<th>CY17</th>
<th>CY18</th>
<th>CY19</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>30</td>
<td>40</td>
<td>50</td>
<td>54↑</td>
</tr>
</tbody>
</table>

Note: All measures are based off the total sample.
Social value briefing: from licence to value

Our sector delivers resources essential for progress – but sometimes with significant environmental and societal impact

We monitor, measure and assess these impacts and have a strong record in sustainable business practices

Stakeholder expectations are evolving – we are transitioning from ‘social licence’ (tolerance and acceptance) to ‘social value’ (trust and partnership)

Social value embeds a holistic approach to decision-making to drive better business outcomes

We have a rigorous framework for embedding social value considerations – locally tailored, globally consistent

We will be transparent and judged on results – by creating value for all our stakeholders, we will deliver better outcomes for shareholders
Health, safety and environment

Rob Telford
Group Health, Safety and Environment Officer
HSE performance provides the base to create social value

**Our priorities**

<table>
<thead>
<tr>
<th>Zero work-related fatalities</th>
<th><strong>Our FY2019 performance</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Tragically, one of our colleagues suffered a fatal injury at the BHP Mitsubishi Alliance’s Saraji Mine (December 2018)</td>
<td>• We continuously monitor and evaluate occupational exposure limits (OELs) for diesel particulate matter (DPM), silica, coal mine dust and other exposures</td>
</tr>
<tr>
<td>• Our investigation identified several areas for improvement – we are sharing the learnings across BHP and the industry</td>
<td>• Exposure reduction projects across the Group has seen number of exposures above our OELs decrease by 28 per cent in FY2019</td>
</tr>
<tr>
<td>• Field Leadership achieved a new record number of safety engagements during the year, up by 29 per cent on FY2018</td>
<td>• Mental wellness has been trending up over the last three years – FY2016 EPS 75 per cent favourable – FY2019 EPS 77 per cent favourable</td>
</tr>
<tr>
<td>• The frequency of high potential injuries (HPI) decreased by 20 per cent</td>
<td><strong>Physical and mental wellness</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Environmental performance</th>
<th><strong>Our FY2019 performance</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• We continuously monitor and evaluate occupational exposure limits (OELs) for diesel particulate matter (DPM), silica, coal mine dust and other exposures</td>
<td>• Rehabilitation and closure strategies delivered just under 20,000 hectares of rehabilitated land in FY2019 in Australia</td>
</tr>
<tr>
<td>• Exposure reduction projects across the Group has seen number of exposures above our OELs decrease by 28 per cent in FY2019</td>
<td>• Scope 1 &amp; 2 GHG emissions three per cent below FY2017 baseline</td>
</tr>
<tr>
<td>• Mental wellness has been trending up over the last three years – FY2016 EPS 75 per cent favourable – FY2019 EPS 77 per cent favourable</td>
<td>• Freshwater withdrawal one per cent below FY2017 baseline and on track to deliver a 15 per cent reduction by end of FY2022</td>
</tr>
</tbody>
</table>
Sustainability is a core Charter value

We continue to set ourselves challenging targets and strive to meet them

- Further embedding Field Leadership to drive towards a more sustainable and safer operating environment
- Introducing an integrated global contractor management framework that defines how we engage with our contractors to deliver safe, productive outcomes
- Empowering leaders through global sharing of best practice in real time and a company-wide approach to management and measurement of key risks
- Maintaining our momentum in minimising DPM, Coal mine dust and silica exposures
- Maintaining the focus on the mental health of our people – driving awareness up, stigma down and resilience for all
- Recognising the increasing challenges for biodiversity and creating the framework to measure the effectiveness of our actions
- Implementing integrated closure plans to minimise risk over the life of asset
Our approach to water stewardship

Drivers
- Climate change
- Water scarcity
- Water excess
- Societal risk
- Business risk

Outcomes
- Water security
- Social value
- Environmental resilience
- Business resilience

Our vision
- Water Stewardship Position Statement: Water secure world by 2030

Our strategy

Our progress
- 2030 longer-term supporting integrated water resource management
- FY2022 withdrawal reduction target
- Asset-level, context-based targets (in development)

Our standards
- Environment & Climate Change
- Water Management Standards
- Other Group-wide standards e.g. risk, planning

Beyond our operations
- Contributing to improved water governance through transparency, collaboration and knowledge and innovation

Other Group-wide standards e.g. risk, planning
Climate change

Dr Fiona Wild
VP, Sustainability and Climate Change
Our approach to climate change

Climate change is a global challenge that requires a collaborative response

- Expectations of the role that industry should play in contributing to international climate commitments and delivering the transition to a lower carbon economy are increasing

- Responding to climate change is a priority governance and strategic issue for BHP

- We have been taking action since the 1990s, starting with measuring and reporting our operational emissions, setting reduction targets and investing in low emissions technologies

- We regularly review our approach in response to emerging scientific knowledge, changes in global climate policy, developments in low emissions technologies and evolving stakeholder expectations
Climate change strategy

We have an integrated approach to managing climate-related risk

- Reducing operational emissions
- Addressing emissions in our value chain
- Adapting to the physical impacts of climate change
- Evaluating resilience of our portfolio to the low carbon transition
- Supporting development of effective climate and energy policy
- Promoting market mechanisms to reduce global emissions
- Transparent reporting and disclosure
Continuing to evolve our approach

We can and will do more to address climate change

• We will:
  – set a new, medium-term, science-based target to help bridge between our short-term target and long-term goal
  – set goals to address Scope 3 emissions
  – clarify and strengthen the link between performance against commitments and executive remuneration
  – release an updated Portfolio Analysis, including a ‘well below 2 degrees’ scenario
  – invest US$400 million in solutions to reduce emissions across our operations and value chain and through nature-based solutions that generate offsets
# Climate Investment Program – Capital allocation

<table>
<thead>
<tr>
<th>US$400m</th>
<th>over 5 years</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Scope 1 &amp; 2</strong></td>
<td><strong>Offsets</strong></td>
</tr>
<tr>
<td>Applied now in Assets</td>
<td>Future technology optionality</td>
</tr>
</tbody>
</table>

## Potential focus areas

- **Renewable energy**
  - Fuel switching
  - Energy efficiency

- **Electrification**
  - Diesel displacement
  - Mineral carbonation

- **Blue carbon**
  - REDD+
  - BHP land projects

- **CCS**
  - Shipping
  - Direct air capture

- **Future steel-making technologies**
  - Enhanced battery materials
  - Broad-scale carbon utilisation

## Investment toolkit

- Internal innovation and activity
- Industry partnerships
- Customer and supplier partnerships
- Direct equity investments
- Other
Footnotes

1. Slide 7: Average capital employed per asset excludes non-operated mineral assets and includes non-operated conventional petroleum assets.
2. Slide 7: To date, BHP has entered into native title agreements in Australia with approximately 19 native title parties. There is wide variation in the nature and significance of these agreements.
3. Slide 8: Up to 67% increase in safety refers to the total recordable injury frequency (TRIF) statistics.
5. Slide 10: BACS, Cost of Collecting Late Payments, 2018: https://www.bacs.co.uk/NewsCentre/PressReleases/Pages/CostOfCollectingLatePaymentsRockets.aspx
9. Slide 10: FT, Nickel Prices Hit Four-Year High on Indonesia Export Ban, 2019: https://www.ft.com/content/1709b318-cb26-11e9-a1f4-3669401ba76f
10. Slide 10: CDP, (compared to 2014 levels) Melting Point, July 2019: https://6fefcbb86e61af1b2fc4-c70d8ead6ced550b4d987d7c03fdd1d.ssl.cf3.rackcdn.com/cms/reports/documents/000/004/659/original/CDP_Steel_2019_Executive_summary.pdf?1564490803
12. Slide 10: Brunswick Research, Mining Industry Perceptions 2018
Ore Reserves and Competent Persons statement

Competent Person Statement
The information in this presentation that relates to the FY2019 Ore Reserves as were first reported by BHP in accordance with the Australian Securities Exchange Listing Rules Chapter 5 2014 and Australasian Code for Reporting of Exploration Results, Mineral Resources and Ore Reserves, December 2012 (JORC Code) in the 2019 BHP Annual Report, available online at www.bhp.com.

The detailed breakdown of Ore Reserves for all deposits are shown in the 2019 Annual Report on 100% basis, with corresponding BHP interest. Ore Reserves from the 2019 Annual Report have been compiled in this presentation to provide a portfolio overview.

The Company confirms that it is not aware of any new information or data, including assumptions and technical parameters used in determining Ore Reserves that materially affects the Ore Reserves as included in the 2019 Annual Report. The Company confirms that the form and context in which the Competent Persons’ findings are presented have not been materially modified from the original market announcement.

The information in this presentation that relates to Ore or Marketable Reserves is based on information compiled by: P Kumar Chhajer (MAusIMM) for Western Australia Iron Ore (WAIO); R Macpherson (MAIG) for Mt Arthur Coal, Metallurgical Coal Operations - Queensland COCA-JV and BHP Mitsui Coal; C Barclay (MAusIMM) for Nickel West Operations; M Hamilton (MAusIMM) for Olympic Dam and M Williams (MAusIMM) for Escondida, Spence, Cerro Colorado, Antamina and Cerrejón.

All of the people listed above are full-time employees of BHP and have sufficient experience relevant to the style of mineralisation and type of deposit under consideration and to the activity which they are undertaking to qualify as Competent Persons as defined in the JORC Code 2012 and consent to the inclusion in the presentation of the matters based on this information in the form and context in which it appears.

Ore Reserves and metal equivalent calculations
Ore Reserves are converted to copper equivalent (Cueq) tonnes using recoveries provided in the 2019 BHP Annual Report for each deposit with the exception of Spence molybdenum recovery of 56% based on metallurgical test work. FY2019 average realised prices as reported in the BHP Operational Review for the Year Ended 30 June 2019 have been used for Metallurgical Coal, Energy Coal, Iron Ore, Copper and Nickel while commodity prices for U3O8, Au, Ag, Mo and Zn have been sourced from the BHP 2019 US Securities and Exchange Commission Form 20-F. All reports are available to view on www.bhp.com.

The calculation of Ore Reserves in terms of copper equivalent tonnes for Metallurgical Coal, Energy Coal and Iron Ore applied the formula listed below:
Cueq= (commodity recoverable tonnes x commodity price/copper price)

The calculation of Ore Reserves in terms of copper equivalent tonnes for the metallic deposits applied the formula listed below:
Cueq= \sum(\text{contained metal per element} \times \text{recovery} \times \text{element price/copper price}), for each elements reported for the deposits Olympic Dam, Spence, Antamina and Nickel West.

It is the Company’s opinion that all elements included in the metal equivalent calculation have a reasonable potential to be recovered and sold.
Tailings facilities in the portfolio

Within the tailings facilities portfolio there are 67 operated and 9 non-operated tailings facilities

Inactive includes facilities not in operational use, under reclamation, reclaimed, closed and/or in post-closure care and maintenance.

Location and operational status of operated tailings facilities

- US and Canada: 32
- Chile: 1
- Australia: 21
- Inactive: 12

Location and operational status of non-operated facilities

- US: 4
- Brazil: 1
- Colombia: 1
- Peru: 1

For further details on tailings facilities within the portfolio please see our more detailed disclosure on our website at bhp.com

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1. Includes facilities within BHP operations and Non-operated Joint Ventures. The number of tailings storage facilities is calculated based on the definition agreed by the International Council on Mining and Metals Tailings Advisory Group in response to the Church of England information request which differs to the definition applied to our February disclosure. We keep this definition under review. The reduction in number of facilities in this disclosure compared to the February disclosure is primarily due to the aggregation of individual dams into (integrated) facilities. The majority of these changes are associated with the North American Closed Sites.

2. Inactive includes facilities not in operational use, under reclamation, reclaimed, closed and/or in post-closure care and maintenance.
Tailings facilities in the portfolio

Within the tailings facilities portfolio there are 67 operated and 9 non-operated tailings facilities

Classification is based on the modelled, hypothetical most significant failure mode without controls – not on the current physical stability of the dam.

Location and CDA Classification of operated tailings facilities

Location and CDA Classification of non-operated facilities

For further details on tailings facilities within the portfolio please see our more detailed disclosure on our website at bhp.com

1. Includes facilities within BHP operations and Non-operated Joint Ventures. The number of tailings storage facilities is calculated based on the definition agreed by the International Council on Mining and Metals Tailings Advisory Group in response to the Church of England information request which differs to the definition applied to our February disclosure. We keep this definition under review. The reduction in number of facilities in this disclosure compared to the February disclosure is primarily due to the aggregation of individual dams into (integrated) facilities. The majority of these changes are associated with the North American Closed Sites.

2. The classification of the tailings facilities is based on the most recent classification of the facilities by the Engineer of Record. This is subject to change as ongoing reviews are conducted. For the purposes of this chart, ANCOLD and other classifications have been converted to their CDA equivalent. Two tailings facilities are not considered dams and therefore not subject to classification (labelled Not applicable): Hamburgo TSF at Escondida is an inactive facility where tailings were deposited into a natural depression; and Island Copper TSF in Canada, acquired in the 1980s, also an inactive facility. Tailings at Island Copper were deposited in the ocean under an approved license and environmental impact assessment. This historic practice ceased in the 1990s. BHP has since committed to not dispose of mine waste rock or tailings in river or marine environments.

3. The classification of the tailings facilities is based on the most recent classification of the facilities provided by the operator. The operator is responsible for determining classification in accordance with its internal policies and local guidelines. For the purposes of this chart, the operator’s classifications have been converted to their CDA equivalent. This is subject to change as ongoing reviews are conducted by the operator.
Approach to dam risk management at BHP operations

Maintaining dam integrity requires appropriate engineering design, quality construction, ongoing operating discipline and effective governance processes

BHP’s approach to dam risk management at our operated dams is integrated into our standard approach to risk management, assurance and continuous improvement with particular focus on four key areas:

1. Maintenance of dam integrity;
2. Governance of dam facilities;
3. Monitoring, surveillance and review; and

Supporting this approach to dam risk management at our operated assets are Group-wide processes of technical support and oversight.

1. This approach applies only to BHP-operated dams with the specific details commensurate with risk.
BHP Tailings taskforce

Prior to Brumadinho we already had a significant focus on looking at how we could deliver a step change reduction in tailings risk. Brumadinho however has further strengthened our resolve.

BHP has now established a Tailings Taskforce.

• The Taskforce is particularly focused on:

• delivering short term risk mitigating outcomes;

• delivering longer term outcomes to eliminate or significantly reduce tailings risk;

• improving the management of controls and governance of tailings storage facilities; and

• working with external stakeholders to raise the standard of:
  – tailings storage facilities management practices by actively supporting and contributing to the International Council on Mining and Metals’ (ICMM) independent review to establish an international standard for the safe management of tailings dams; and
  – transparency of tailings management to promote the application of consistent disclosure that informs better tailings dam stewardship.