

An aerial night photograph of a city, likely in East Asia, featuring a complex multi-level highway interchange. The image is characterized by long-exposure light trails from vehicles, creating vibrant streaks of white, yellow, and red light that curve and loop through the frame. The surrounding urban landscape is densely packed with buildings, many of which are illuminated with warm interior lights, contrasting with the cool blue tones of the twilight sky. The overall scene conveys a sense of dynamic movement and modern infrastructure.

# BHP

Social value briefing: *from licence to value*



# Disclaimer

## Forward-looking statements

This presentation contains forward-looking statements, including statements which may include: 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; productivity gains; cost reductions; 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 such as '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 the operating environment or provide other 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 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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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, Underlying return on capital employed (ROCE) (all references to return on capital employed refer to Underlying return on capital employed), and 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: 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.

## No offer of securities

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## BHP and its subsidiaries

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 apply only to our operated assets unless otherwise stated.

# Social value underpins everything we do

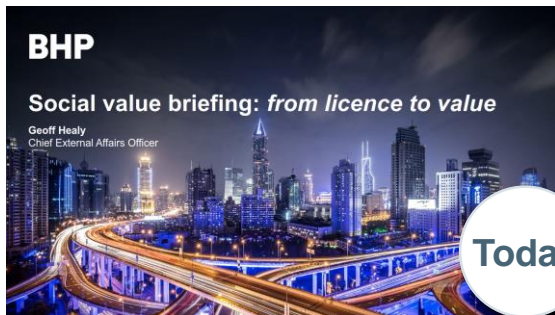
Today's briefing follows our capital allocation briefing in November 2018 and strategic briefing in May 2019



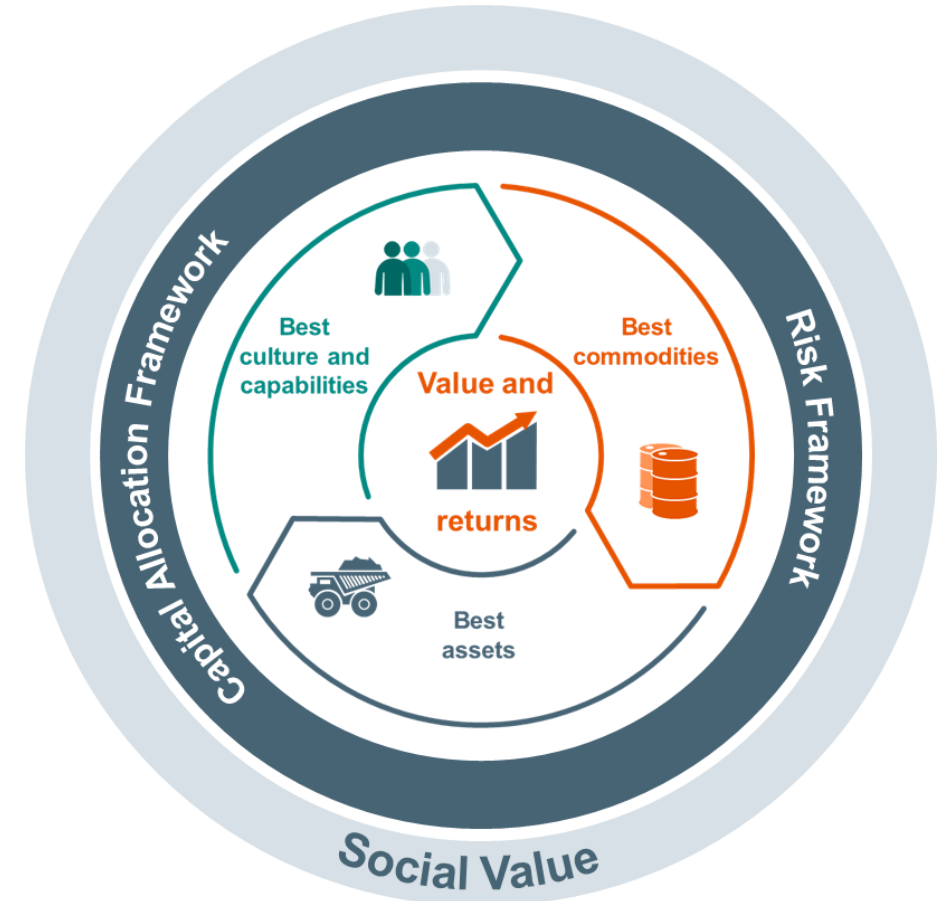
- Our **Strategy** defines our portfolio focus and the culture and capabilities we require to maximise value and returns



- 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

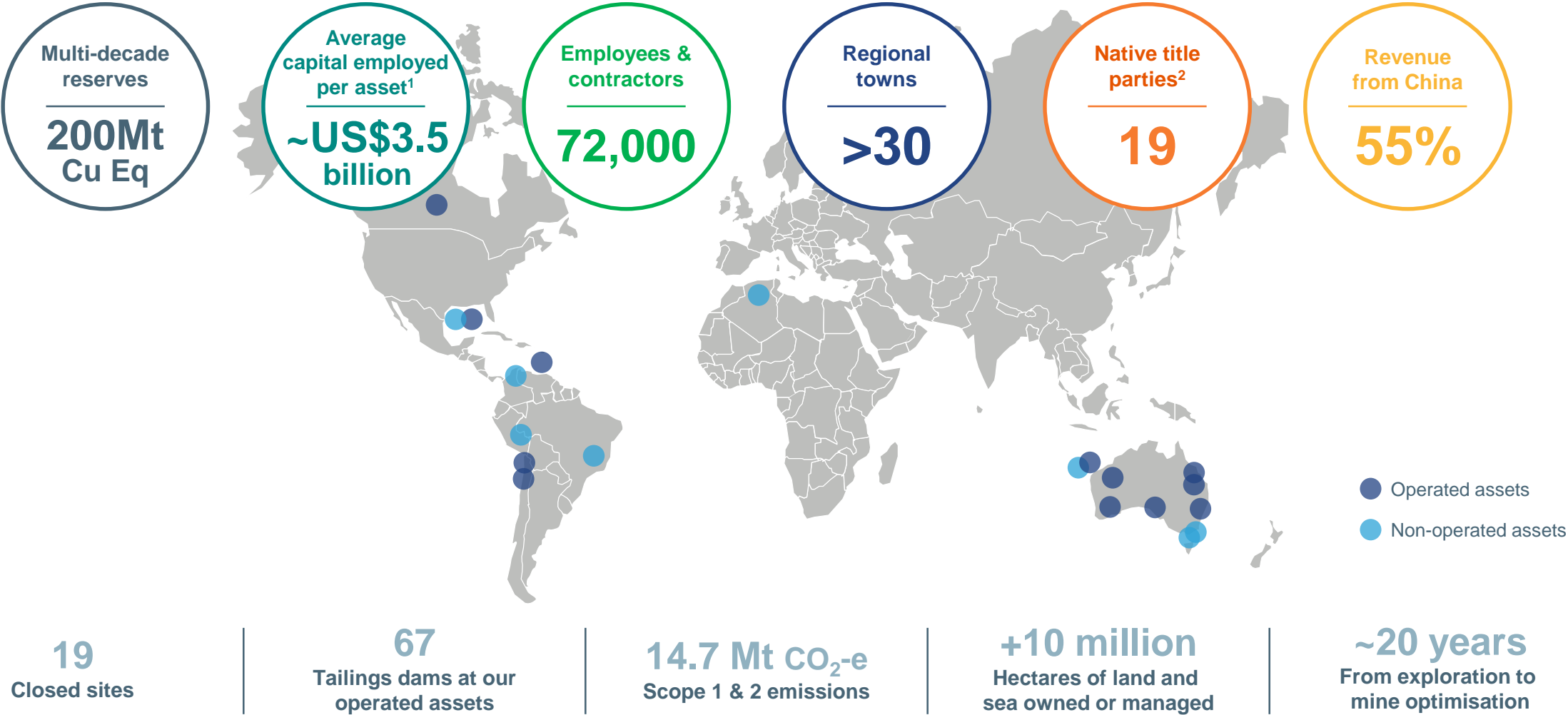
We constantly evolve our approach so we can deliver them sustainably into the future



|                         |  |                             |   |                            |                              |
|-------------------------|--|-----------------------------|---|----------------------------|------------------------------|
|                         | <b>Our people</b>                          | <b>Communities</b>          | <b>Customers and suppliers</b>                                | <b>Society</b>             | <b>Investors and lenders</b> |
| <b>FY2019</b><br>(US\$) | <b>\$4bn</b>                               | <b>\$2bn</b>                | <b>\$15bn</b>   | <b>\$9.1bn</b>             | <b>\$18bn</b>                |
|                         | wages, salaries and<br>employee incentives | payments to local suppliers | payments to suppliers (incl.<br>local) for goods and services | taxes, royalties and other | dividends and interest       |

# We take a long-term view

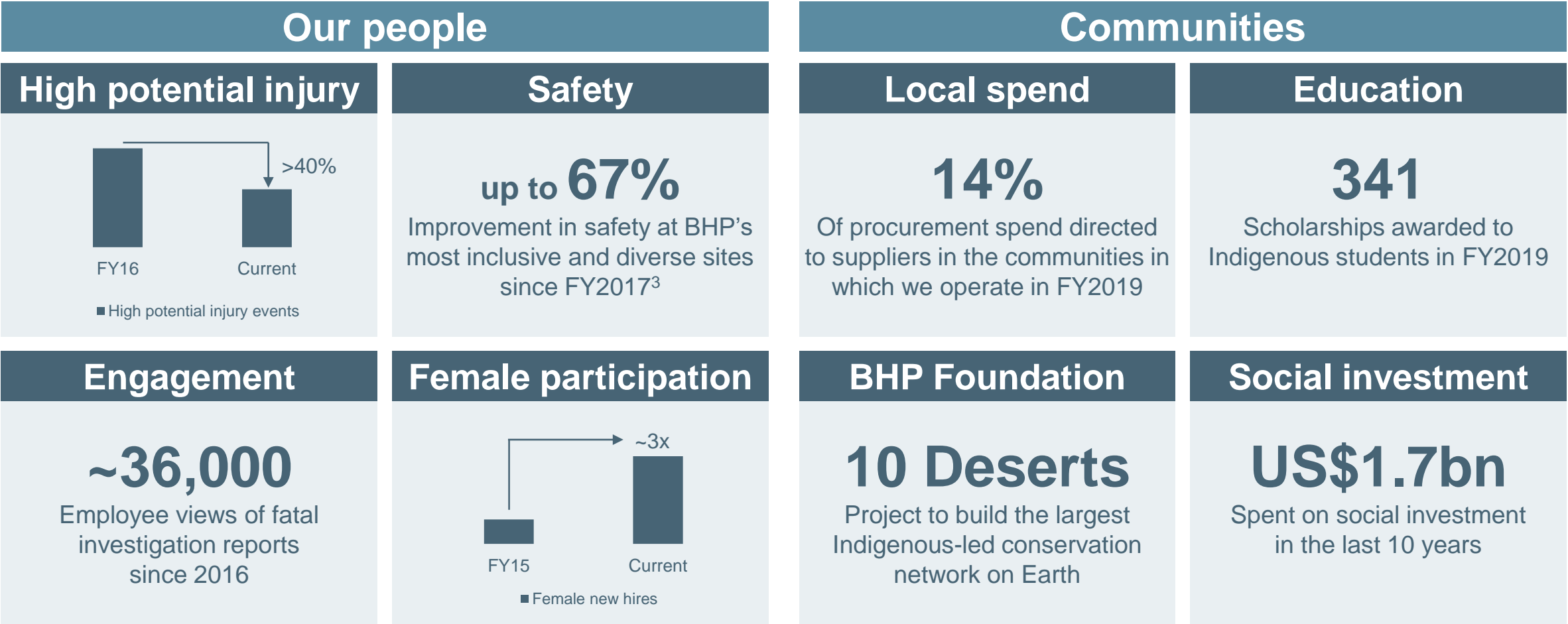
Our commitment to regions and communities is measured in decades – local engagement is critical



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

# We have a strong record of responsible business practice

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

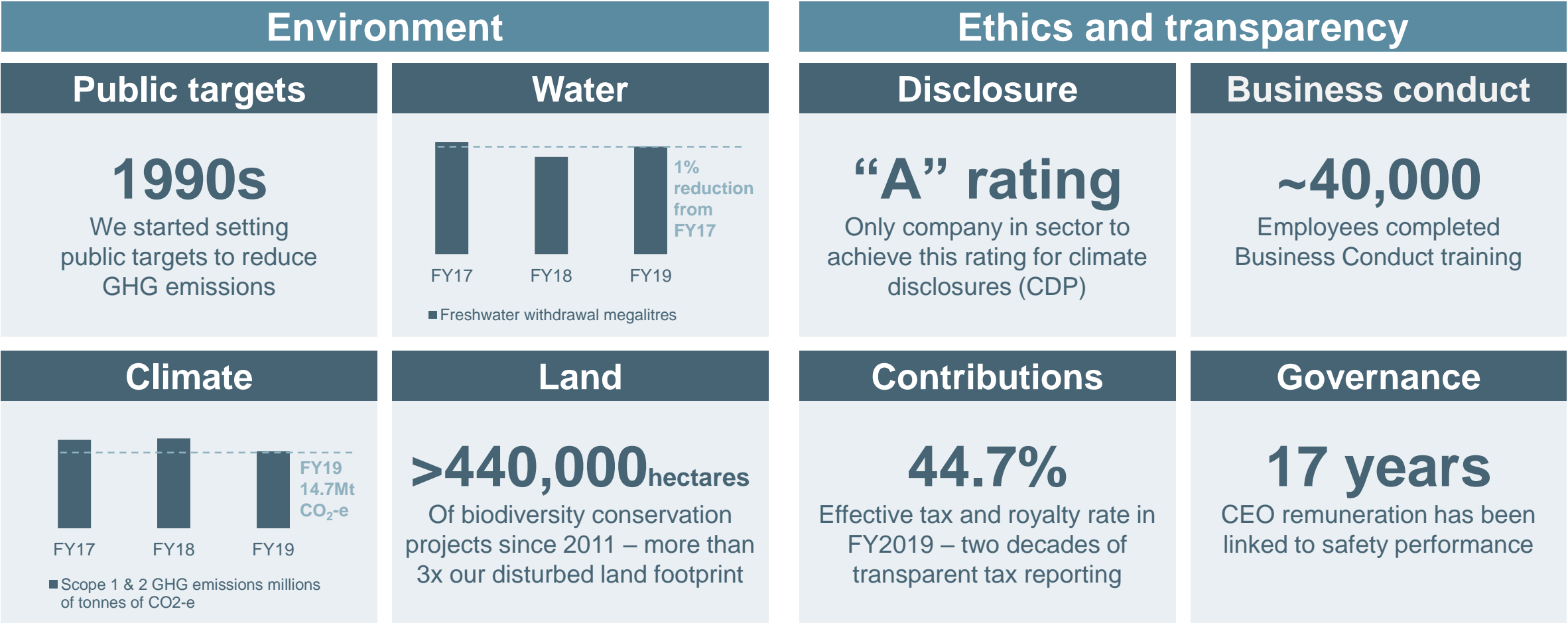


Note: The BHP Foundation is a charitable organisation funded by BHP



# We have a strong record of responsible business practice

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



# 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...

| Populist politics   | SME pressure  | Advocacy   | Communities   | Changing register  |
|---|---|--|---|--|
| <b>5x</b><br>Increase in number of populists in power globally between 1990-2018 <sup>4</sup> | <b>40%</b><br>Of SMEs claim large companies are the worst offenders for late payment <sup>5</sup> | <b>67%</b><br>Of employees seek employers who advocate on social issues <sup>6</sup> | <b>21%</b><br>Income disparity between non-metropolitan and metropolitan areas <sup>7</sup> | <b>80%</b><br>Of asset managers consider ESG when making investment decisions <sup>8</sup> |

## The resources sector faces significantly greater challenges than other industries

| Resource nationalism  | Decarbonisation  | Failure to attract talent   | Increasing concern   | Investor scrutiny   |
|---|--|---|--|---|
| <b>2020</b><br>The year Indonesia will cease exports of all nickel ore <sup>9</sup> | <b>65%</b><br>Reduction in steel emissions required to align with IEA 2°C scenario by 2050 <sup>10</sup> | <b>47</b><br>People projected to enrol in mining engineering courses in Australia in 2020 <sup>11</sup> | <b>68%</b><br>Believe the best days of the mining industry are in the past <sup>12</sup> | <b>61%</b><br>Of fund managers believe evidence of ESG execution to be very important <sup>13</sup> |

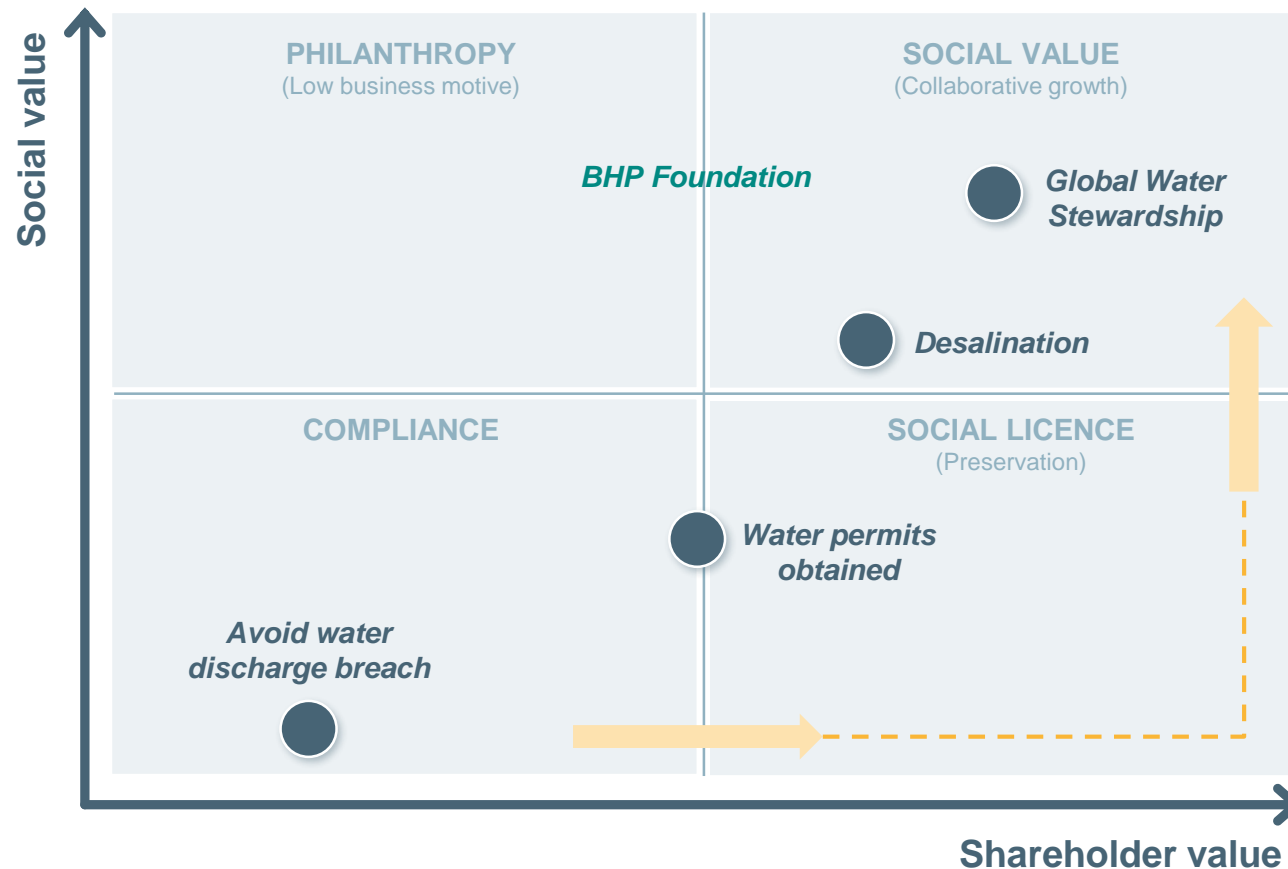


# Social value: licence to operate is not enough

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

## Society profits when we do

(Example: water management approach)

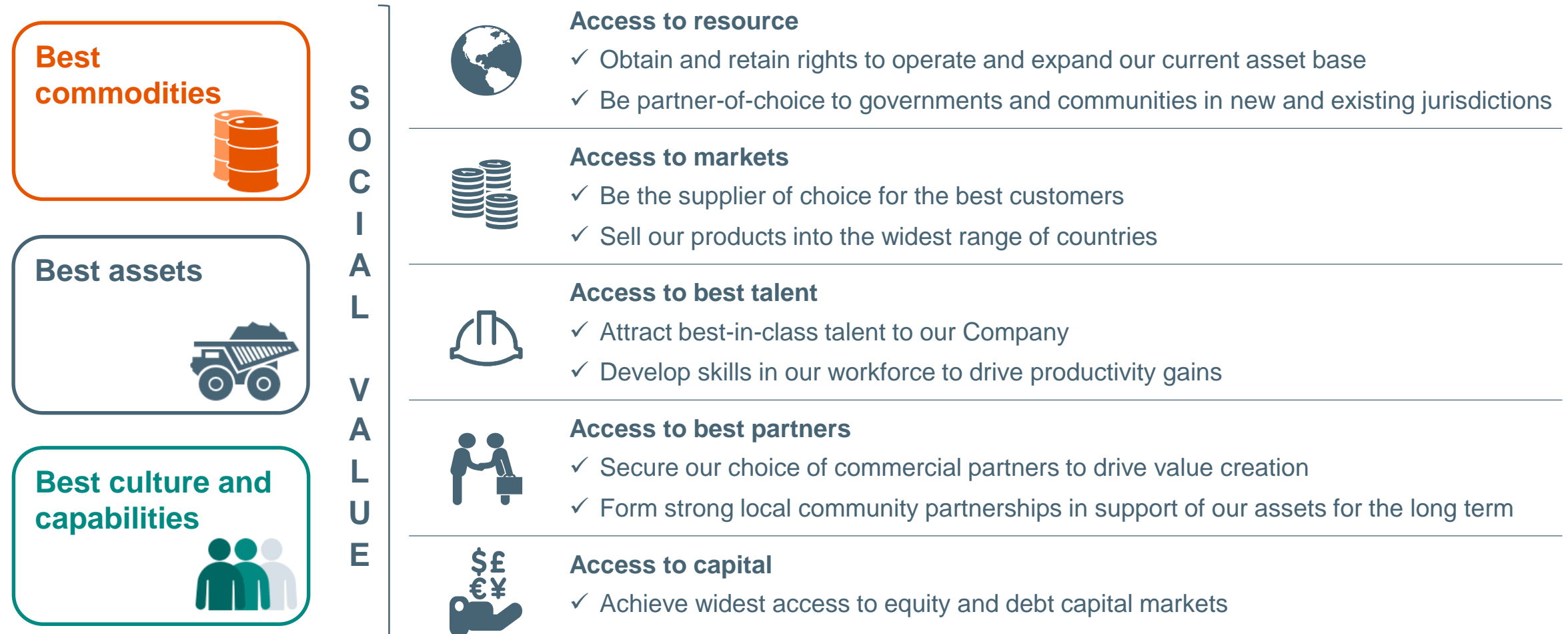


## What is social value

- 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

# Social value creation drives our competitive advantage

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





# We are embedding social value at every level of BHP

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



# Ground-up: each asset has a social value plan

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





# 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

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

← **Transparency** →

# Our Climate Investment Program

Our US\$400 million CIP is targeted at reducing our operational greenhouse gas (GHG) emissions and supporting long-term demand for our products by working with customers, suppliers and other value chain participants to help them lower their GHG emissions

## Overview

|                               |   |
|-------------------------------|---|
| <b>Challenge</b>              | Our scenario analysis indicates significant financial exposure to both operational and value-chain GHG emissions  |
| <b>Capital</b>                | US\$400 million over five years   |
| <b>Mandate</b>                | To develop options to reduce emissions from our own operations (Scope 1 & 2), and those generated from our value chain (Scope 3), and generate carbon offsets   |
| <b>Approach</b>               | <ul style="list-style-type: none"><li>• Managed on a portfolio-basis to maximise impact</li><li>• Financial, emissions and other value criteria applied</li></ul>   |
| <b>Investable universe</b>    | Global mandate, covering: <ul style="list-style-type: none"><li>• Internal initiatives</li><li>• Direct investments in emerging companies</li><li>• Industry and academic partnerships</li><li>• Co-development of new technologies</li></ul> |
| <b>Process and governance</b> | <ul style="list-style-type: none"><li>• Dedicated team with appropriate skillsets</li><li>• Individual investments subject to rigor of Investment Committee approval</li></ul>  |

## 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

|                               |  |
|-------------------------------|--|
| <b>Challenge</b>              | Rehabilitating social and environmental impacts and supporting the affected people and communities   |
| <b>Capital</b>                | US\$872 million spent on Renova programs, with provision for further US\$1.65 billion  |
| <b>Approach</b>               | <p>Execute through the Renova Foundation:</p> <ul style="list-style-type: none"><li>• 530 employees, supported by 6,200 contractors</li><li>• 42 remediation and compensatory programs</li><li>• Overseen by representatives from government, local municipalities, environmental agencies, impacted communities who monitor, guide and assess Renova's progress</li></ul> |
| <b>BHP Tailings Taskforce</b> | <ul style="list-style-type: none"><li>• Team of BHP technical experts to oversee improvement and assurance for our operated tailings dams</li><li>• Reports to the Executive Leadership Team and Board</li><li>• Assists ICMM Tailings Working Group to contribute to improvements in tailings management across the industry</li></ul>                                    |

Note: All spend is at 30 June 2019

Social value briefing  
8 October 2019

## 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

# People

## 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



### ***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

## Operations Services



### ***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



# 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 CO<sub>2</sub> 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***

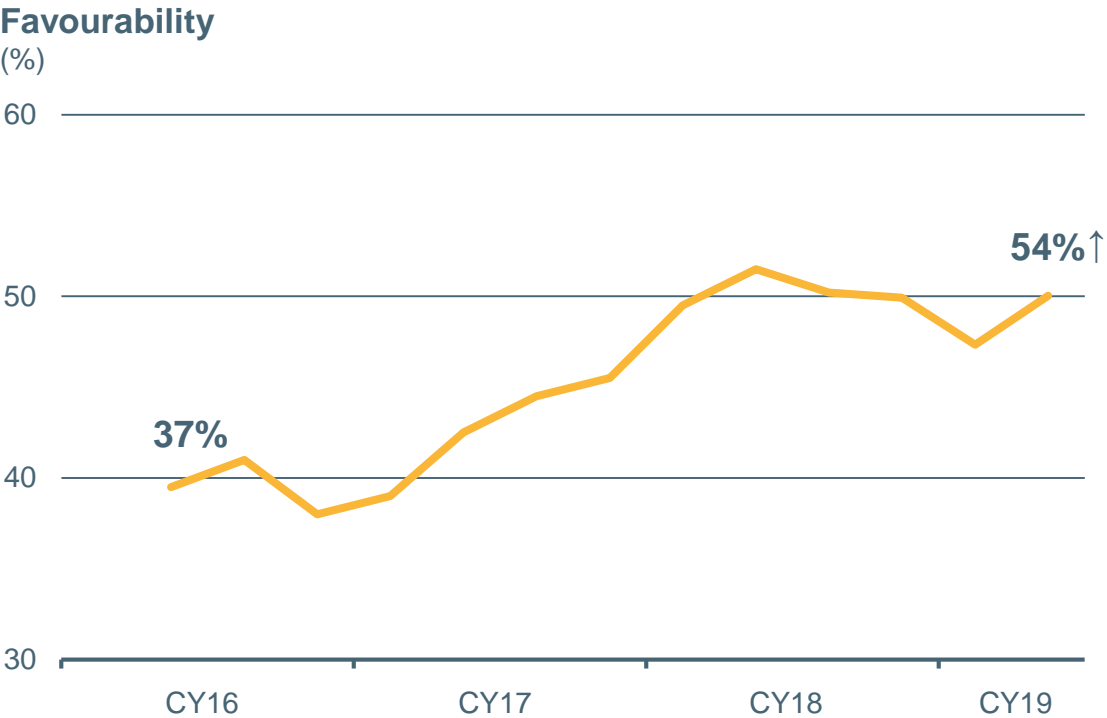
- More than A\$330 million spent with over 1,000 small local suppliers on less than 21 day payment terms since 2012
- Builds community trust and improves state government and other local relations

# 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



## BHP corporate reputation metrics: Australian favourability



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

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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

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

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





# BHP

## Health, safety and environment

**Rob Telford**

Group Health, Safety and Environment Officer



# HSE performance provides the base to create social value

## Our priorities

**Zero work-related fatalities**

**Physical and mental wellness**

**Environmental performance**

## Our FY2019 performance

- Tragically, one of our colleagues suffered a fatal injury at the BHP Mitsubishi Alliance's Saraji Mine (December 2018)
  - Our investigation identified several areas for improvement – we are sharing the learnings across BHP and the industry
  - Field Leadership achieved a new record number of safety engagements during the year, up by 29 per cent on FY2018
  - The frequency of high potential injuries (HPI) decreased by 20 per cent
- 
- We continuously monitor and evaluate occupational exposure limits (OELs) for diesel particulate matter (DPM), silica, coal mine dust and other exposures
  - Exposure reduction projects across the Group has seen number of exposures above our OELs decrease by 28 per cent in FY2019
  - Mental wellness has been trending up over the last three years – FY2016 EPS 75 per cent favourable – FY2019 EPS 77 per cent favourable
- 
- Rehabilitation and closure strategies delivered just under 20,000 hectares of rehabilitated land in FY2019 in Australia
  - Scope 1 & 2 GHG emissions three per cent below FY2017 baseline
  - Freshwater withdrawal one per cent below FY2017 baseline and on track to deliver a 15 per cent reduction by end of FY2022



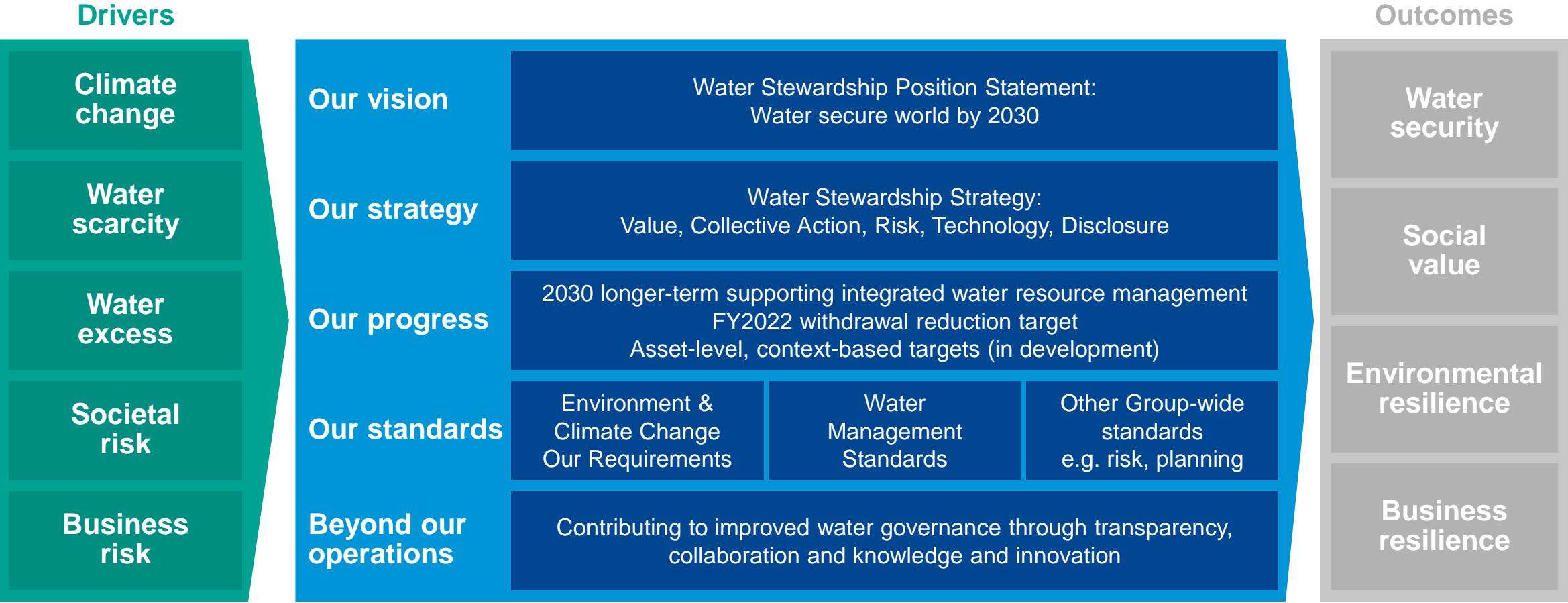
# Sustainability is a core Charter value

## 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





# BHP

## 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

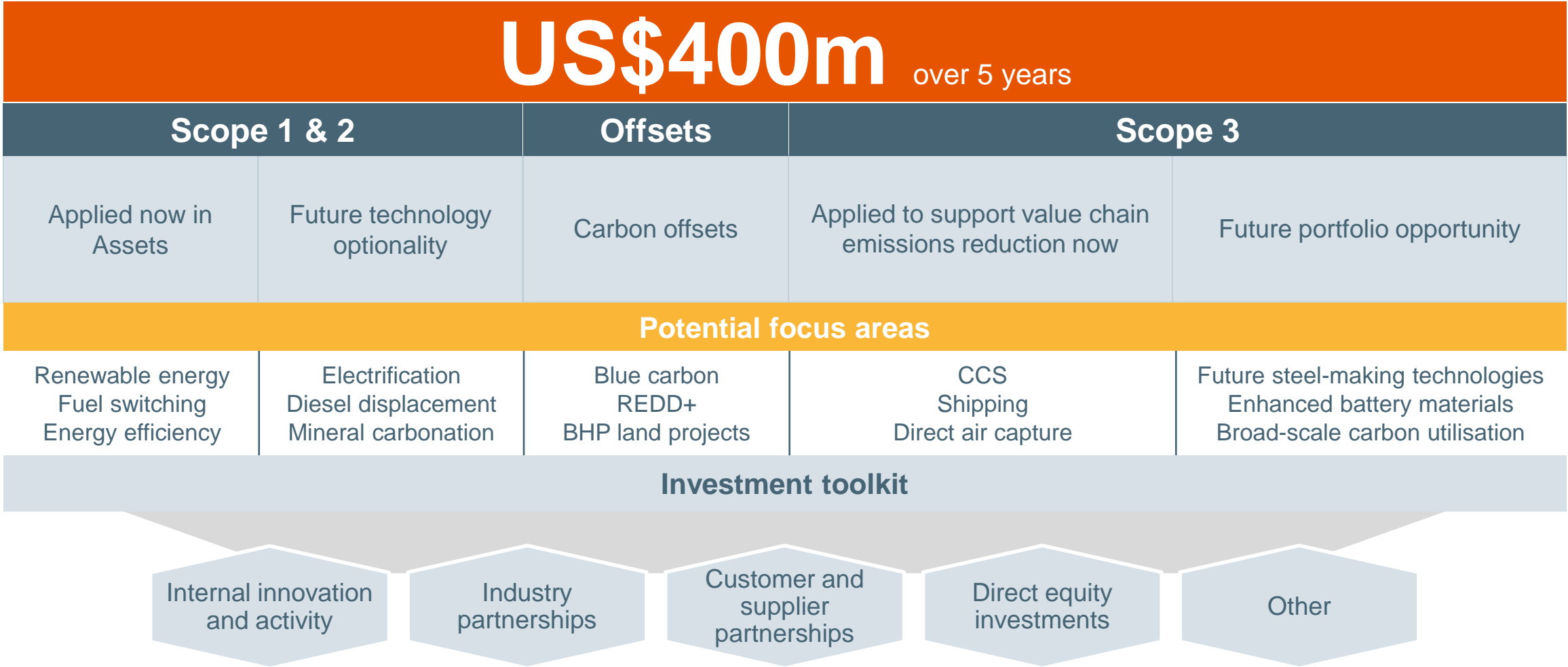
## We can and will do more to address climate change

- 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





**BHP**





# 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
4. Slide 10: (an increase of 4 to 20) Tony Blair Institute for Global Change, Populists in Power Around the World, 2018: <https://institute.global/insight/renewing-centre/populists-power-around-world>
5. Slide 10: BACS, Cost of Collecting Late Payments, 2018: <https://www.bacs.co.uk/NewsCentre/PressReleases/Pages/CostOfCollectingLatePaymentsRockets.aspx>
6. Slide 10: Edelman Trust Barometer, 2019: <https://www.edelman.com/news-awards/2019-edelman-trust-barometer-reveals-my-employer-most-trusted-institution>
7. Slide 10 OECD, Regions and Cities at a Glance, 2018: [https://read.oecd-ilibrary.org/governance/oecd-regions-and-cities-at-a-glance-2018\\_reg\\_cit\\_glance-2018-en#page12](https://read.oecd-ilibrary.org/governance/oecd-regions-and-cities-at-a-glance-2018_reg_cit_glance-2018-en#page12)
8. Slide 10: Harvard Business School, How and Why Investors use ESG Information, 2018: <https://www.hbs.edu/faculty/Pages/item.aspx?num=54146>
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-c70d8ead6ced550b4d987d7c03fcdd1d.ssl.cf3.rackcdn.com/cms/reports/documents/000/004/659/original/CDP\\_Steel\\_2019\\_Executive\\_summary.pdf?1564490803](https://6fefcbb86e61af1b2fc4-c70d8ead6ced550b4d987d7c03fcdd1d.ssl.cf3.rackcdn.com/cms/reports/documents/000/004/659/original/CDP_Steel_2019_Executive_summary.pdf?1564490803)
11. Slide 10: Deloitte, Tracking the Trends Report, 2019: <https://www2.deloitte.com/content/dam/Deloitte/cn/Documents/energy-resources/deloitte-er-tracking-the-trends-2019-en-190129.pdf>
12. Slide 10: Brunswick Research, Mining Industry Perceptions 2018
13. Slide 10: PERE ESG Investor Survey, 2019: [https://www.lasalle.com/images/uploads/PERE\\_ESG\\_Investor\\_Survey\\_2019.pdf](https://www.lasalle.com/images/uploads/PERE_ESG_Investor_Survey_2019.pdf)



# 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](http://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 CQCA-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  $U_3O_8$ , 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](http://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:

$Cueq = (\text{commodity recoverable tonnes} \times \text{commodity price} / \text{copper price})$

The calculation of Ore Reserves in terms of copper equivalent tonnes for the metallic deposits applied the formula listed below:

$Cueq = \sum (\text{contained metal per element} \times \text{recovery} \times \text{element price} / \text{copper price})$ , 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<sup>1</sup>

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



Location and operational status 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](https://www.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.

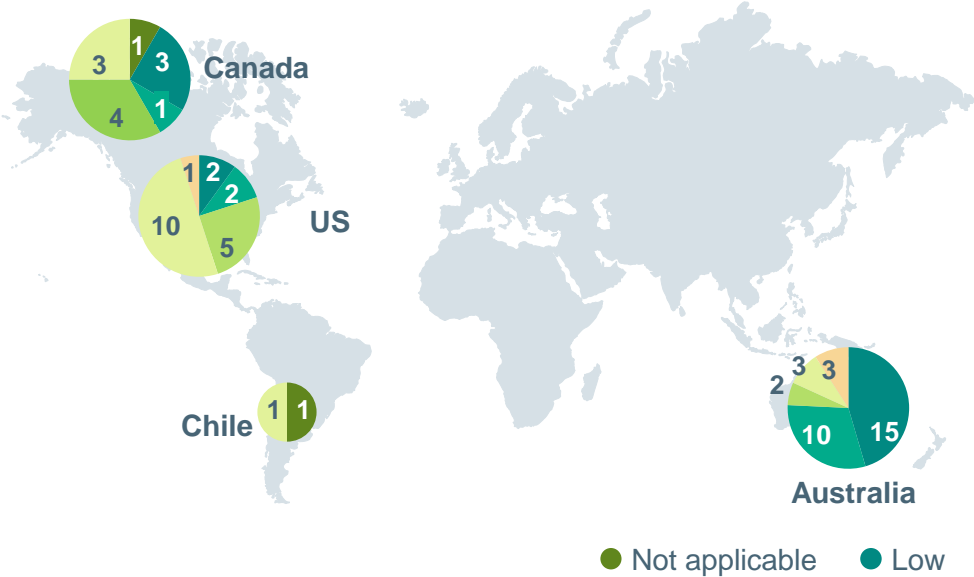
2. Inactive includes facilities not in operational use, under reclamation, reclaimed, closed and/or in post-closure care and maintenance.

# Tailings facilities in the portfolio<sup>1</sup>

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<sup>2</sup>



Location and CDA Classification of non-operated facilities<sup>3</sup>



For further details on tailings facilities within the portfolio please see our more detailed disclosure on our website at [bhp.com](https://www.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.



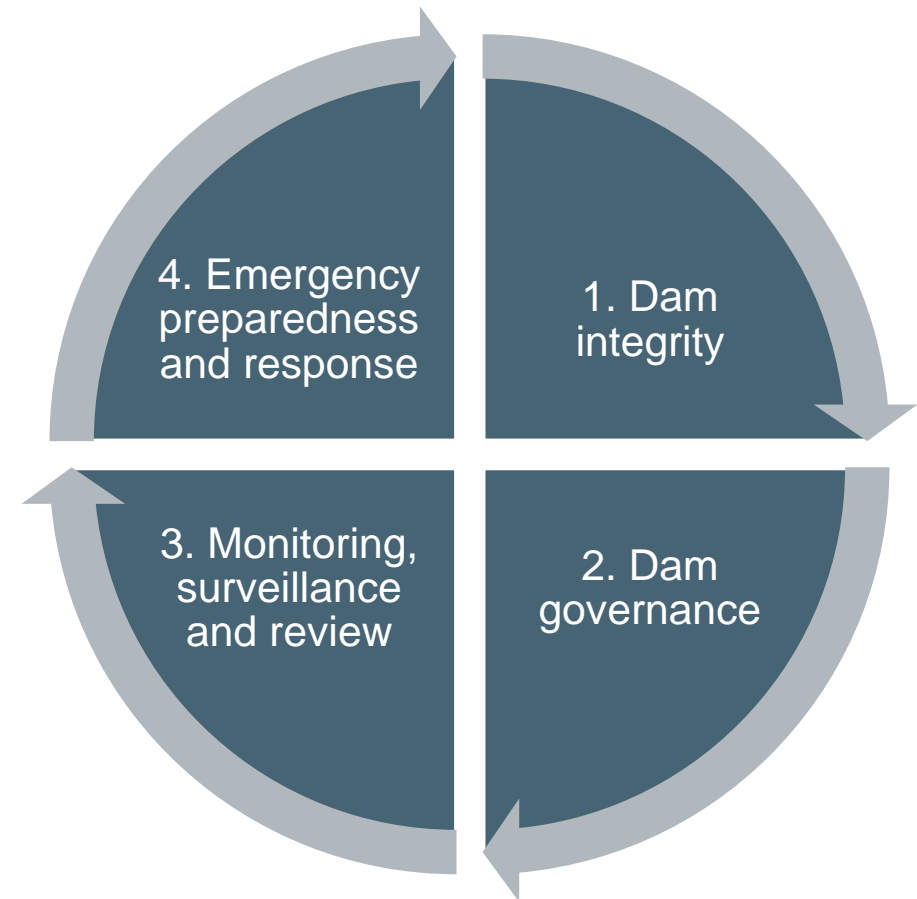
# Approach to dam risk management at BHP operations<sup>1</sup>

**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
4. Emergency preparedness and response.

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



*Group-level oversight and assurance*

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.



# More information

## Presentations

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**Capital allocation briefing**  
21 November 2018



**Strategy briefing**  
22 May 2019



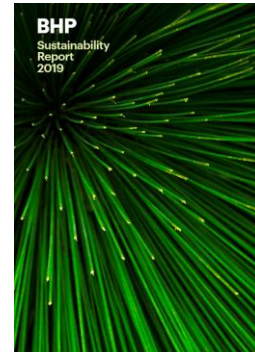
**Tailings dams briefing**  
7 and 10 June 2019

## Annual Reporting

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**Annual Report 2019**



**Sustainability Report 2019**  
(including Water Report)



**Economic Contribution Report 2019**

## Prospects

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**BHP blog**



**BHP**