Financial results
Year ended
30 June 2020
Disclaimer

Forward-looking statements
This presentation contains forward-looking statements, including statements regarding: trends in commodity prices and currency exchange rates; demand for commodities; production forecasts; plans, strategies and objectives of management; closure or divestment of certain assets, operations or facilities (including associated costs); anticipated production or construction commencement dates; capital costs and scheduling; operating costs and shortages of materials and skilled employees; anticipated productive lives of projects, mines and facilities; provisions and contingent liabilities; and tax and regulatory developments.

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

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

For example, our future revenues from our assets, projects or mines described in this release will be, in part, upon the market price of the minerals, metals or petroleum produced, which may vary significantly from current levels. These variations, if materially adverse, may affect the timing or the feasibility of the development of a particular project, the expansion of certain facilities or mines, or the continuation of existing assets.

Other factors that may affect the actual construction or production commencement dates, costs or production output and anticipated lives of assets, mines or facilities include our ability to profitably produce and transport the minerals, petroleum and/or metals extracted to applicable markets; the impact of foreign currency exchange rates on the market prices of the minerals, petroleum or metals we produce; activities of government authorities in the countries where we sell our products and in the countries where we are exploring or developing projects, facilities or mines, including increases in taxes; changes in environmental and other regulations; the duration and severity of the COVID-19 pandemic and its impact on our business; political uncertainty; labour unrest; and other factors identified in the risk factors discussed in BHP’s filings with the U.S. Securities and Exchange Commission (the ‘SEC’) (including in Annual Reports on Form 20-F) which are available on the SEC’s website at www.sec.gov.

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

Presentation of data
Unless specified otherwise: variance analysis relates to the relative performance of BHP and/or its operations during the 2020 financial year compared with the 2019 financial year; operations includes operated assets and non-operated assets; total operations refers to the combination of continuing or discontinued operations; non-operating refers to data presented excluding the impacts of South32 from the 2014 financial year onwards, and Onshore US from the 2017 financial year onwards; copper equivalent production based on 2020 financial year average realised prices; references to Underlying EBITDA margin exclude third party trading activities; data from subsidiaries are shown on a 100 per cent basis and data from equity accounted investments and other operations is presented, with the exception of net operating assets, reflecting BHP’s share; medium term refers to our five year plan.

Queensland Coal comprises the BHP Mitsubishi Alliance (BMA) asset, jointly operated with Mitsubishi, and the BHP Mitsui Coal (BMC) asset, operated by BHP. Numbers presented may not add up precisely to the totals provided due to rounding. All footnote content (except in the Annexures) is contained on slide 48.

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

No offer of securities
Nothing in this presentation should be construed as either an offer or a solicitation of an offer to buy or sell BHP securities in any jurisdiction, or be treated or relied upon as a recommendation or advice by BHP.

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

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

Financial results
18 August 2020
BHP

Financial results
Year ended 30 June 2020

Mike Henry Chief Executive Officer

Nickel West
Resilient results in extraordinary times

Performance underpinned by reliable operational delivery and continuous improvement

- Dynamic and effective response to COVID-19
- Safer, lower cost and more reliable
- Strong free cash flow ensuring net debt at the low end of our target range
- Delivering strong and consistent shareholder returns: 55 US cps final dividend, 72% payout
- Managing portfolio for sustainable value creation

Western Australia Iron Ore
Response to COVID-19

Great people, strong relationships and clear priorities supported continued operational performance

<table>
<thead>
<tr>
<th><strong>Operational resilience</strong></th>
<th>Underpinned by financial strength, structure, culture, safety focus and social value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Diversified portfolio with balanced commodity exposure</td>
</tr>
<tr>
<td><strong>Stakeholders</strong></td>
<td>Swift response enabled through partnership with governments, suppliers and customers</td>
</tr>
<tr>
<td></td>
<td>Working closely with communities and Traditional Owners; US$50m in COVID-19 community support</td>
</tr>
<tr>
<td><strong>Looking forward</strong></td>
<td>More connected, flexible, focused and fast</td>
</tr>
<tr>
<td></td>
<td>Strengthened relationships underpinning value creation for all shareholders</td>
</tr>
</tbody>
</table>

Note: COVID-19 community support (US$50 million) excludes US$25 million to support contracting partners whose activities at sites have been interrupted due to workforce demobilisation.
FY20 financial highlights

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

<table>
<thead>
<tr>
<th>Earnings</th>
<th>Margin</th>
<th>Free cash flow</th>
</tr>
</thead>
<tbody>
<tr>
<td>US$22.1 bn</td>
<td>53%</td>
<td>US$8.1 bn</td>
</tr>
<tr>
<td>Underlying EBITDA down 5%</td>
<td>Underlying EBITDA margin</td>
<td>free cash flow</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net debt</th>
<th>Shareholder returns</th>
<th>ROCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>US$12 bn</td>
<td>55 US cps</td>
<td>17%</td>
</tr>
<tr>
<td>net debt</td>
<td>dividend determined, payout ratio of 72%</td>
<td>ROCE</td>
</tr>
</tbody>
</table>

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

Financial results
18 August 2020
## FY20 operational highlights

**Safer, lower cost, more reliable**

<table>
<thead>
<tr>
<th>Safety</th>
<th>Production</th>
<th>Unit costs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Safer</strong></td>
<td><strong>Records</strong></td>
<td><strong>Lower</strong></td>
</tr>
<tr>
<td>Zero fatalities</td>
<td>at WAIO, Caval Ridge, Broadmeadow and Poitrel</td>
<td>by 9% across major assets¹</td>
</tr>
<tr>
<td>23% decrease in HPI¹</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11% decrease to 4.2 TRIF</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Reliability</strong></td>
<td><strong>Minerals exploration</strong></td>
<td><strong>Major projects</strong></td>
</tr>
<tr>
<td><strong>Improved</strong></td>
<td><strong>Advancing</strong></td>
<td><strong>On track</strong></td>
</tr>
<tr>
<td>No major operational disruptions</td>
<td>Oak Dam phase 3 drilling complete; Honeymoon Well acquisition</td>
<td>with minimal delays despite COVID-19</td>
</tr>
<tr>
<td>WAIO car dumper MTBF up 28%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes: HPI – High Potential Injury frequency; TRIF – Total Recordable Injury Frequency, WAIO – Western Australia Iron Ore; MTBF = Mean Time Between Failure.
FY20 social value highlights

Social value integrated into all we do

**Inclusion & diversity**

- Female workforce participation
  - FY16: 18%
  - FY17: ~4,000 to 27%

**Local spend**

- 12% of total external expenditure paid directly to local suppliers

**GHG emissions**

- FY20: 15.8 Mt CO₂-e

**Social investment**

- US$150 m
  - Invested largely in regional communities

**Water**

- FY20: ↓19% from FY17

**Economic contribution**

- US$9.1 bn
  - Global tax, royalty and other government payments

Note: Work is progressing on the implementation of the climate change initiatives announced in July 2019. We are setting a 2030 science-based target for Scope 1 and 2 emissions, to set the trajectory towards our 2050 goal of net zero operational emissions, as well as setting Scope 3 emissions goals. We are implementing the US$400 million Climate Investment Program, are updating our climate portfolio analysis, and clarifying and strengthening the link between performance against emissions targets and BHP’s executive pay plans. We will announce these in our Climate Change Report to be published on 10 September 2020.
Financial results
Year ended 30 June 2020

Peter Beaven Chief Financial Officer
Financial performance

EBITDA margin 53% and continued earnings per share growth

<table>
<thead>
<tr>
<th>Summary income statement</th>
<th>FY20</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Underlying EBITDA</td>
<td>22.1</td>
<td>↓ 5%</td>
</tr>
<tr>
<td>Underlying EBITDA margin</td>
<td>53%</td>
<td></td>
</tr>
<tr>
<td>Underlying EBIT</td>
<td>15.9</td>
<td>↓ 7%</td>
</tr>
<tr>
<td>Adjusted effective tax rate(^3)</td>
<td>33.2%</td>
<td></td>
</tr>
<tr>
<td>Adjusted effective tax rate incl. royalties(^3)</td>
<td>42.2%</td>
<td></td>
</tr>
<tr>
<td>Underlying attributable profit (total ops.)</td>
<td>9.1</td>
<td>↓ 1%</td>
</tr>
<tr>
<td>Net exceptional items</td>
<td>(1.1)</td>
<td></td>
</tr>
<tr>
<td>Attributable profit</td>
<td>8.0</td>
<td></td>
</tr>
<tr>
<td>Underlying basic earnings per share (total ops.)</td>
<td>179.2 US cps</td>
<td>↑ 2%</td>
</tr>
<tr>
<td>Dividend per share</td>
<td>120 US cps</td>
<td>↓ 10%</td>
</tr>
</tbody>
</table>

Strong earnings delivery

(US cents per share)

(Index, FY16=100)

Note: Presented on a total operations basis.
**Group EBITDA waterfall**

Strong underlying performance across the portfolio, despite COVID-19 headwinds

<table>
<thead>
<tr>
<th>Underlying EBITDA variance (US$ billion)</th>
<th>External US$0.2 billion</th>
<th>Controllable US$(1.3) billion</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY19</td>
<td>23.2 (1.1)</td>
<td></td>
</tr>
<tr>
<td>Price ^4</td>
<td>1.0 (0.3)</td>
<td>0.1 (0.5)</td>
</tr>
<tr>
<td>Foreign exchange</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inflation</td>
<td>0.6 (0.4)</td>
<td>0.1 (0.6)</td>
</tr>
<tr>
<td>IFRS 16 leases</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sub-total</td>
<td>23.4 (0.4)</td>
<td>22.1</td>
</tr>
</tbody>
</table>

**FY20 volume and cash cost variance (US$bn)**

- Escondida productivity: 0.4
- WAIO productivity: 0.6
- Copper grade decline: (0.2)
- Natural field decline: (0.3)
- Weather: (0.4)
- Other: (0.4)
- Controllable cash costs: 0.6
- Fuel & energy: (0.2)
- Non-cash (inc. deferred stripping): (0.3)
- Other (inc. P&L from EAI): (0.4)
- Volumes: 0.6

Note: EAI – equity accounted investment.

Financial results

18 August 2020
## Segment performance

**Strong underlying performance, offset planned maintenance, natural field decline and grade decline**

### Iron Ore

- **300 Mtpa run rate, a quarterly record**
- **% of Group EBITDA**
  - 64%
- **EBITDA**
  - US$14.6 bn
- **EBITDA margin**
  - 70%
- **ROCE**
  - 56%

### Copper

- **Record throughput at Escondida**
- **% of Group EBITDA**
  - 19%
- **EBITDA**
  - US$4.3 bn
- **EBITDA margin**
  - 45%
- **ROCE**
  - 7%

### Metallurgical Coal

- **Record volumes Broadmeadow, Caval Ridge and Poitrel**
- **% of Group EBITDA**
  - 9%
- **EBITDA**
  - US$1.9 bn
- **EBITDA margin**
  - 36%
- **ROCE**
  - 12%

### Petroleum

- **Resilient portfolio with valuable growth options**
- **% of Group EBITDA**
  - 10%
- **EBITDA**
  - US$2.2 bn
- **EBITDA margin**
  - 55%
- **ROCE**
  - 6%

### Performance drivers:

- **Iron Ore**
  - FY20 strong inflow performance despite two tropical cyclones
  - Uplift in car dumper reliability enabled by improved maintenance strategies
  - FY21 unit cost reflects higher FX and longer Yandi haul times

- **Copper**
  - FY20 record concentrator throughput, strong cost management, higher deferred stripping, lower by-product credits and lower grade
  - FY21 unit cost reflects reduced workforce and lower grade offset by lower stripping costs

- **Metallurgical Coal**
  - FY20 significant wet weather impacts, higher stripping costs, and wash plant and port shut down maintenance
  - FY21 unit cost reflects higher strip ratios, increased contractor stripping costs and tailings and risk spend, partly offset by higher volumes and improved productivity

- **Petroleum**
  - FY20 lower price-linked costs, cost efficiencies and lower maintenance activities
  - FY21 unit cost reflects impact of lower volumes and forecast lower price-linked costs

---

**Financial results**

18 August 2020
Cash generation

Attractive free cash flow while continuing to invest through the cycle

Note: Presented on a total operations basis.
Capital allocation

Investing in value growth; disciplined adherence to our Capital Allocation Framework

FY20

Operating productivity

Capital productivity

Net operating cash flow

US$15.7 bn

Maintenance capital

US$1.9 bn

Strong balance sheet

Minimum 50% payout ratio dividend\(^\text{12}\)

US$5.0 bn

Excess cash

US$7.7 bn

Includes net cash outflow of US$1.1 bn

Balance sheet

US$0.1 bn

Additional dividends\(^\text{11}\)

US$1.9 bn

H2 FY19 and H1 FY20

Buy-backs

US$0.0 bn

Organic development

US$5.7 bn

Acquisitions/ (Divestments)

US$0.0 bn

Note: Excess cash includes total net cash outflow of US$1.1 billion (FY19: US$1.3 billion) which comprises dividends paid to non-controlling interests of US$1.0 billion\(^\text{12}\) (FY19: US$1.2 billion); net investment and funding of equity accounted investments of US$0.6 billion (FY19: US$0.6 billion) and an adjustment for exploration expenses of US$0.5 billion (FY19: US$0.5 billion) which is classified as organic development in accordance with the Capital Allocation Framework.

Financial results
18 August 2020
Maximise value and returns

Net debt US$12.0 billion at lower end of the range; since 2016 ~US$35 billion reinvested; ~US$36 billion returned to shareholders

Net debt at low end of target range
(Net debt, US$ billion)

<table>
<thead>
<tr>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>30</td>
<td>20</td>
<td>10</td>
<td>6</td>
<td>9</td>
</tr>
</tbody>
</table>

Disciplined investment
(Capital and exploration expenditure, US$ billion)

<table>
<thead>
<tr>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21e</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
</tr>
</tbody>
</table>

Returns to shareholders
(Dividends determined and share buy-backs, US$ billion)

<table>
<thead>
<tr>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21e</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>18</td>
<td>18</td>
<td>18</td>
<td>18</td>
<td>18</td>
<td>18</td>
</tr>
</tbody>
</table>

Note: Net debt target range after IFRS 16 Leases adjustments. Capital and exploration expenditure presented on a total operations basis.

Financial results
18 August 2020
Return on Capital Employed

**FY20 ROCE 17%; strong underlying performance despite challenging operating and market conditions**

**ROCE by asset (%)**

- **WAIO**: 18%
- **Antamina**: 16%
- **Escondida**: 16%
- **Queensland Coal**: 15%
- **Pampa Norte**: 15%
- **Cerrejón**: 15%
- **Petroleum**: 15%
- **Olympic Dam**: 15%
- **NSWEC Potash**: 15%
- **Exploration**: 15%

**Average capital employed (US$ billion)**

**External factors**

- Supportive iron ore price
- COVID-19 disruptions to operations
- COVID-19 demand impacts
- Excess global supply and COVID-19 demand impacts

**Returns (ROCE excluding Onshore US, %)**

**Actual**

- FY16: 20%
- FY17: 15%
- FY18: 15%
- FY19: 15%
- FY20: 15%

**FY17 average realised prices**

- FY16: 50%
- FY17: 50%
- FY18: 50%
- FY19: 50%
- FY20: 50%

Note: ROCE represents profit after tax excluding exceptional items and net finance costs (after tax) divided by average capital employed. Average capital employed is net assets less net debt for the last two reporting periods.

Financial results
18 August 2020
Financial results
Year ended 30 June 2020

Mike Henry Chief Executive Officer
### External environment

Near-term uncertainty continues, attractive medium-term fundamentals, with long-term strategic themes intact and accelerating

<table>
<thead>
<tr>
<th>Short term</th>
<th>Medium term</th>
<th>Long term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Society in flux</td>
<td>Uneven recovery</td>
<td>Growth in population, wealth</td>
</tr>
<tr>
<td>Demand volatility</td>
<td>Policy uncertainty</td>
<td>Electrification of transport</td>
</tr>
<tr>
<td>Price uncertainty</td>
<td>Sustainable productivity</td>
<td>Decarbonisation of power</td>
</tr>
<tr>
<td>Opportunity and risk</td>
<td>Climate action</td>
<td>Biosphere stewardship</td>
</tr>
</tbody>
</table>

Note: Further information on BHP’s economic and commodity outlook can be found at www.bhp.com/prospects.
Growing value in a dynamic world

Building on our strong foundations to prosper in uncertain times and create value in the longer term

Consistent strategy to own and operate the best assets in the best commodities

Strategy to be underpinned by reliable, safe delivery of leading operational performance

Rich set of options to grow value and deliver high returns over the next 5 – 10 years

Active portfolio management to support value growth across multiple time horizons

Focus on increasing exposure to future facing commodities
Approach to portfolio

Strategic scenarios inform management of portfolio for value and returns over time

Value

Electrification of transport
- Policy support (e.g. pro-EV & anti-ICE)
- Cost competitiveness of EVs
- Infrastructure charging speed and availability

Decarbonisation of stationary power
- Early retirement of non-renewable resources
- Standalone renewable cost competitiveness
- Grid flexibility solutions become economic

Response to Climate Change
- Effects of global responses to climate change
- Rapid roll out of renewable energy and electrification
- Decarbonisation of industry, including via carbon offsets

Licence to operate
- Decline in trust between governments, citizens and corporations
- Fluid policy environment at the global, national, regional and sectoral levels

Biosphere
- Globally coordinated regulatory intervention to resolve land and water competition
- Food security threatened\textsuperscript{18}
- Steep disincentive pricing\textsuperscript{19}

Circular economy
- Policy changes (i.e. imported waste bans)
- Emergence of cost competitive substitutes for single-use plastics
- Breakthrough in household recycling
- Consumers reject unsustainable options

Note: Represents possible impact on our portfolio if no action is taken to mitigate against risks or seize opportunities. Themes are not mutually exclusive or exhaustive, outcomes from one theme could impact our view on severity, timeframes, or strategic considerations for other themes.

Financial results
18 August 2020
Enhancing portfolio to unlock value and growth

Demonstrated track record and well positioned to maximise long-term value and deliver high returns

**Metallurgical Coal: premium franchise**
- World’s leading metallurgical coal assets
- Value growth: focus on quality, productivity and capital disciplined volume creep
- Simplify portfolio to focus on higher quality steel-making products
- Divest: BMC, NSWEC and Cerrejón
  – large-scale assets with robust margins that support good cash flow generation

**Iron ore: competing on cost and quality**
- BHP is the lowest cost producer with high margins
- No new hub required for at least a decade, with >100 years of optionality
- South Flank enhances fines grade and lump share
- Focus on productivity and creep to 290 Mt and options for growth only if market conditions warrant

**Petroleum: oil high margin with optionality**
- High-quality portfolio: valuable growth options
- Invest in opportunities that are resilient to long-term uncertainty
- Continued portfolio optimisation and some capital recycling
  – targeted divestments (e.g. Bass Strait)
  – partnerships and farm-downs
  – potential counter-cyclical acquisitions
Enhancing portfolio to unlock value and growth

Demonstrated track record and well positioned to maximise long-term value and deliver high returns

Copper: multiple attractions

- Large resource base with high-quality deposits
- Securing more resources through exploration and early stage entry options
- Technical innovation to unlock value
- Development options provide further growth

Nickel: battery revolution underway

- Transitioning to new Nickel West mines
- Focus on higher margin products
- Securing more resources:
  - exploration, acquisition of Honeymoon Well and early stage options
  - technical innovation to unlock value

Potash: feeding the world

- Highly attractive resource base
- Shaft lining progressing
- Expected to be presented to the Board for FID in mid-CY21

Financial results
18 August 2020
Strengthening safety, performance and portfolio

Five levers to enable BHP to become the best operator and reliably deliver leading financial returns and social value

| Bedrock of Culture | • Right workforce; inclusive and diverse  
|                    | • Strengthening leadership; increasing time in field  
|                    | • Pace and urgency  
| Depth in Capability | • Enhancing technical excellence  
|                    | • Operations Services & BHP Operating System deployments  
|                    | • Streamlined accountabilities  
| Disciplined and dynamic Capital allocation | • Market responsive approach to protect and grow value  
|                    | • COVID-19 impact on projects mitigated  
|                    | • Counter-cyclical investing  
| Technology enabled operational excellence and growth | • Restructured, refocused and streamlined  
|                    | • Further autonomous haulage deployments  
|                    | • Digital and data strategy defined  
| Asset centric performance focus | • Operations Committee  
|                    | • Consolidated technical teams to support assets  
|                    | • Lessons learnt through COVID-19  

Financial results  
18 August 2020
Team aligned to strategy

Experienced team to lead culture, performance and growth

Chief People Officer
Athalie Williams

President Petroleum
Geraldine Slattery

Chief Executive Officer
Mike Henry

Chief Financial Officer
David Lamont

Chief Commercial Officer
Vandita Pant

Chief External Affairs Officer
Caroline Cox

President Minerals Australia
Edgar Basto

Chief Technical Officer
Laura Tyler

President Minerals Americas
Ragnar Udd

Chief Development Officer
Johan van Jaarsveld

Operations Committee
Investment proposition

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

Maximise cash flow

- Low-cost producer efficiency, technology, culture
- Volume growth performance, project delivery
- Positive long-term outlook with nearer-term COVID-19 uncertainty for our commodities

Capital discipline

- Net debt targeting lower end of US$12-17 bn range
- ~US$7 bn capex in FY21 and ~US$8.5 bn in FY22
- Organic opportunities rich option set across commodities and time periods assessed on risk and return metrics

Value and returns

- 20% FY20 ROCE at spot prices
- Portfolio creating and securing options
- Shareholder returns US$6.1 bn dividends determined in FY20

Note: FY20 ROCE is based on spot prices as at 3 August 2020.

Financial results
18 August 2020
BHP

Appendix
# Social Value scorecard

We transparently track our performance on our social value commitments and we are making good progress

<table>
<thead>
<tr>
<th>Category</th>
<th>Key indicators</th>
<th>FY19</th>
<th>H1 FY20</th>
<th>H2 FY20</th>
<th>FY20</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Safety &amp; Health</strong></td>
<td>Safety score: fatalities</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>Zero work-related fatalities</td>
</tr>
<tr>
<td></td>
<td>High Potential Injury (HPI)</td>
<td>0.31</td>
<td>0.32</td>
<td>0.14</td>
<td>0.24</td>
<td>Year-on-year improvement of our HPI frequency</td>
</tr>
<tr>
<td></td>
<td>frequency (per million hours</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>worked)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total Recordable Injury</td>
<td>4.7</td>
<td>4.6</td>
<td>3.7</td>
<td>4.2</td>
<td>Year-on-year improvement in TRIF</td>
</tr>
<tr>
<td></td>
<td>Frequency (per million hours</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>worked)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Environment</strong></td>
<td>Operational greenhouse gas</td>
<td>15.32</td>
<td>7.9</td>
<td>7.9</td>
<td>15.8</td>
<td>Maintain FY22 operational GHG emissions at or below FY17 levels³</td>
</tr>
<tr>
<td></td>
<td>(GHG) emissions (Mt CO₂-e)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fresh water withdrawals (GL)</td>
<td>155.6</td>
<td>75.0</td>
<td>52.0</td>
<td>127.0</td>
<td>Reduce FY22 fresh water withdrawal by 15 per cent from FY17 levels⁴</td>
</tr>
<tr>
<td><strong>Community</strong></td>
<td>Social investment (US$m)</td>
<td>93.5</td>
<td>29.8</td>
<td>119.8</td>
<td>149.6</td>
<td>No less than one per cent of pre-tax profit (three-year rolling average)</td>
</tr>
<tr>
<td></td>
<td>Local procurement spend (US$m)</td>
<td>1,903</td>
<td>949</td>
<td>972</td>
<td>1,922</td>
<td>Support the growth of local businesses in the regions where we operate</td>
</tr>
<tr>
<td><strong>Inclusion &amp; Diversity</strong></td>
<td>Female workforce participation (%)</td>
<td>24.5</td>
<td>24.8</td>
<td>26.5</td>
<td>26.5</td>
<td>Aspirational goal for gender balance by CY25</td>
</tr>
<tr>
<td></td>
<td>Australia Indigenous workforce participation (%)</td>
<td>5.6</td>
<td>5.8</td>
<td>6.5</td>
<td>6.5</td>
<td>Aim to achieve 5.75 per cent by the end of FY20⁵</td>
</tr>
<tr>
<td></td>
<td>Chile Indigenous workforce</td>
<td>5.9</td>
<td>6.3</td>
<td>6.6</td>
<td>6.6</td>
<td>Increase representation from prior year⁶</td>
</tr>
<tr>
<td></td>
<td>participation (%)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. FY19 presented on a total operations basis, except for operational GHG emissions, fresh water withdrawals and local procurement spend.
2. Operational GHG emissions have been revised subsequent to the FY19 annual report following an HSE data audit, resulting in an improvement to emissions reporting methodology for our operations in Chile; previously reported as 14.2 Mt CO₂-e.
3. In FY17, our operational GHG emissions were 14.6 Mt CO₂-e (excluding Onshore US). Greenhouse gas emissions are subject to final sustainability assurance review.
4. In FY17, our fresh water withdrawals were 156.1 GL (on an adjusted basis, excluding Onshore US).
5. Work is underway to establish medium term targets for Indigenous workforce participation in Australia and Chile.

Financial results
18 August 2020
**Asset performance and plans**

**Low cost operations, commercial agility, growth options**

**Flexible options within current portfolio to suit market conditions**

- Resilient even in a low price environment
  - testing confirms no asset impairments even at US$55/bbl
- Value based deferrals in FY21: several brownfield projects, Scarborough FID delayed to FY22, optimisation work ongoing and lower exploration spend
- Trion feasibility study phase on track as planned

**Capex (US$ billion)**

<table>
<thead>
<tr>
<th>Capex</th>
<th>Production (MMboe)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY20</td>
<td>1</td>
</tr>
<tr>
<td>FY21e</td>
<td>2</td>
</tr>
<tr>
<td>FY22e</td>
<td>3</td>
</tr>
<tr>
<td>MT</td>
<td>~100 MMboe in FY25</td>
</tr>
</tbody>
</table>

**Medium term Petroleum projects**

**Attractive opportunities with execution flexibility**

- Competitive pipeline of brownfield and greenfield options
- Continue to progress exploration and appraisal discoveries
  - Trinidad and Tobago discovery appraisal and development studies
  - secured and expanded positions in central and western GoM
  - progressed and de-risked Wildling opportunity in GoM
- Enhancing portfolio through counter-cyclical investments, strategic partnership farm-downs and targeted divestments

**Financial results**

18 August 2020
Asset performance and plans

Escondida throughput record; Spence Growth Option progressing on budget

### Escondida

**New concentrator throughput record of 371 ktpd**
- Strong cost management
- Lower volumes in FY21 and likely in FY22 as reduced workforce will restrict material movement
  - average annual 1.2 Mt medium term guidance maintained

#### Sustainability advantage
- Ceased water drawdown from aquifers, 10 years ahead of target; water consumption efficiency at concentrators increased by almost five per cent
- New more cost efficient renewables power contracts to start in FY22

### Pampa Norte

**Consistent performance**
- Spence: strong leaching result, partially offsetting grade decline
- BOS to be fully embedded during FY21 to further improve operating performance and to offset grade decline of 7% at Pampa Norte

#### Spence Growth Option on budget
- First copper: December 2020 to March 2021; ramping up over 12 months
- Will support ~300 ktpa at Spence for first four years, including current leaching operations
- Exploring options to unlock latent capacity at leaching operations

### Mine development strategy to support access to higher grade

(Copper production, kt) (Concentrator head grade, expit mine movement, FY14=100)

**Spence volumes expected to increase to ~300 ktpa with SGO**

(Copper production, kt) (Average grade, expit mine movement, FY14=100)

---

Note: BOS – BHP Operating System; SGO – Spence Growth Option.

18 August 2020
**Asset performance and plans**

**Olympic Dam and Nickel West sustainably increasing production and returns**

**Focused on operational stability**
- Multi-year asset integrity program progressing well and tracking to plan
- Reliability to drive runtime and cost reductions across the value chain

**Safe and reliable performance in the medium term**
- Draw down of surplus stockpiles in FY21 following strong mine development
- Completed 400 km of underground drilling to inform resource optionality plans
- Scheduled major smelter maintenance (SCM21) in H1 FY22 will lift smelter bottleneck in latter part of five year plan

**Strong Mine Performance will underpin increased production**

<table>
<thead>
<tr>
<th>Olympic Dam</th>
<th>Nickel West</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Focused on operational stability</strong></td>
<td><strong>Building strong foundations</strong></td>
</tr>
<tr>
<td>• Multi-year asset integrity program progressing well and tracking to plan</td>
<td>• Estimate of Ore Reserves increased by over 90% since FY17</td>
</tr>
<tr>
<td>• Reliability to drive runtime and cost reductions across the value chain</td>
<td>• Major planned maintenance and transition to Venus and Yakabindie mines complete</td>
</tr>
<tr>
<td></td>
<td>• Undercut at B11, BHP’s first block cave development, will be completed in Q1 FY21</td>
</tr>
<tr>
<td></td>
<td><strong>Future options</strong></td>
</tr>
<tr>
<td></td>
<td>• Honeymoon Well acquisition in progress</td>
</tr>
<tr>
<td></td>
<td>• Commence ~5,000 m of exploration drilling at Seahorse in FY21</td>
</tr>
</tbody>
</table>

**Financial results**

18 August 2020

Note: Refer to disclaimer on slide 2 and detailed tables for Nickel West Ore Reserves in the Appendix slides 45 to 46.
Asset performance and plans

Value growth through continuous improvement; South Flank on track for first production in mid-CY21

Reliable delivery of record production and lower costs

- Record annualised run rate >300 Mtpa Q4 FY20
- Uplift in car dumper reliability enabled by BOS, improved maintenance strategies and mine performance
- Autonomous truck roll-out underway at Newman East
- Continuous improvement in supply chain reliability to enable 290 Mtpa

South Flank progressing on track (76% complete)

- First production expected mid-CY21

Unit costs below $13/t in medium term, with South Flank online

<table>
<thead>
<tr>
<th>WAIO</th>
<th>Queensland Coal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strip ratio headwinds to unwind to 2025</td>
<td></td>
</tr>
<tr>
<td>(Unit Costs, US$/t)</td>
<td>(Prime to product strip ratio)</td>
</tr>
<tr>
<td>FY14</td>
<td>FY15</td>
</tr>
<tr>
<td>30</td>
<td>60</td>
</tr>
<tr>
<td>FY14</td>
<td>FY15</td>
</tr>
<tr>
<td>30</td>
<td>60</td>
</tr>
</tbody>
</table>

Notes: BOS – BHP Operating System; FY21 and medium-term unit cost guidance are based on exchange rates of AUD/USD 0.70
### Samarco and Renova Foundation

**Resettlement remains a priority social program but progress slowed by COVID-19**

<table>
<thead>
<tr>
<th>Communities</th>
<th>Resettlement</th>
<th>Samarco restart</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Compensation</strong></td>
<td>• Bento Rodrigues and Paracatu: construction of key public buildings and houses is progressing; Gesteira: urban plan being discussed with community</td>
<td>• Received LOC (Corrective Operating Licence) in October 2019 - key licence required to progress to restart with one concentrator</td>
</tr>
<tr>
<td>• BRL$2.5 billion indemnification and financial aid paid to June 2020</td>
<td></td>
<td>• Works for construction of filtration plant slowed by COVID-19</td>
</tr>
<tr>
<td>• More than 10,000 general damages claims resolved</td>
<td></td>
<td>• Plan to restart after filtration plant completion, provided all safety requirements are met and final Samarco shareholders’ approval is received</td>
</tr>
<tr>
<td><strong>Local support initiatives</strong></td>
<td></td>
<td>• Decommissioning plan for the two upstream dams in the Germano complex ongoing; works started in April 2020</td>
</tr>
<tr>
<td>• BRL$600 million in new funding for local health and infrastructure around Doce River basin, to help diversify economy, create access to local tourist hubs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Fund to fight COVID-19 of BRL$275 million in the communities affected by the Samarco dam failure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Creation of &gt; 6,500 jobs and prioritisation of local workforce</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Exceptional items

Attributable profit of US$8.0 billion includes an exceptional loss of US$1.1 billion

<table>
<thead>
<tr>
<th>Year ended 30 June 2020¹</th>
<th>Gross US$M</th>
<th>Tax US$M</th>
<th>Net US$M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exceptional items by category</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Samarco dam failure</td>
<td>(176)</td>
<td>-</td>
<td>(176)</td>
</tr>
<tr>
<td>Cancellation of power contracts²</td>
<td>(778)</td>
<td>271</td>
<td>(507)</td>
</tr>
<tr>
<td>COVID-19 related costs³</td>
<td>(183)</td>
<td>53</td>
<td>(130)</td>
</tr>
<tr>
<td>Cerro Colorado impairment⁴</td>
<td>(409)</td>
<td>83</td>
<td>(492)</td>
</tr>
<tr>
<td>Total</td>
<td>(1,546)</td>
<td>241</td>
<td>(1,305)</td>
</tr>
<tr>
<td>Attributable to non-controlling interests</td>
<td>(291)</td>
<td>90</td>
<td>(201)</td>
</tr>
<tr>
<td>Attributable to BHP shareholders</td>
<td>(1,255)</td>
<td>151</td>
<td>(1,104)</td>
</tr>
</tbody>
</table>

Notes:
1. Additional commentary is included within Results for the year ended 30 June 2020, Financial information, note 2.
2. Cancellation of power contracts reflects an onerous contract provision in relation to the cancellation of power contracts at the Group’s Escondida and Spence operations, as part of the shift towards 100 per cent renewable energy supply contracts.
3. COVID-19 related costs include additional costs incurred at our operated assets such as temporary relocation costs, screening and hygiene. Costs related to the impact from COVID-19 are reported as an exceptional item and are not included in unit costs for the 2020 financial year. At our major assets these additional costs were: US$0.37 per tonne at Queensland Coal, US$0.30 per tonne at WAIO and US$0.01 per pound at Escondida. The impact on Petroleum unit costs was immaterial.
4. The impairment charge in relation to Cerro Colorado reflects the decision taken by the Group to reduce Cerro Colorado’s throughput for the remaining period of its current environmental licence, which expires at the end of the 2023 calendar year.

Financial results
18 August 2020
Working capital and balance sheet

Net debt of US$12.0 billion and gearing of 18.7%

Movements in working capital

(US$ billion)

<table>
<thead>
<tr>
<th></th>
<th>FY19</th>
<th>FY19 restated</th>
<th>IFRS 16 initial recognition</th>
<th>Free cash flow</th>
<th>Dividends paid</th>
<th>Dividends paid to NCI</th>
<th>Other movements</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chile power contracts</td>
<td>0.8</td>
<td>0.6</td>
<td>(0.7)</td>
<td>(0.2)</td>
<td>(0.1)</td>
<td>(0.4)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Closed sites rehabiliation</td>
<td>9.2</td>
<td>0.2</td>
<td>9.4</td>
<td>1.8</td>
<td>(8.1)</td>
<td>6.9</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td>Inventory build</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WAIO royalty</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Price related impacts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Includes employee provision movements, timing of operational payments and embedded derivative movements.
Split broadly between increasing operational stability and maintenance strategies.

Movements in net debt

(US$ billion)

<table>
<thead>
<tr>
<th></th>
<th>FY19</th>
<th>FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY19</td>
<td>9.2</td>
<td>12.0</td>
</tr>
<tr>
<td>FY19 restated</td>
<td>0.2</td>
<td>0.0</td>
</tr>
<tr>
<td>IFRS 16 initial recognition</td>
<td>9.4</td>
<td>6.9</td>
</tr>
<tr>
<td>Free cash flow</td>
<td></td>
<td>1.0</td>
</tr>
<tr>
<td>Dividends paid</td>
<td></td>
<td>1.0</td>
</tr>
<tr>
<td>Dividends paid to NCI</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other movements</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Financial results
18 August 2020

Notes:
1. NCI: dividends paid to non-controlling interests of US$1.0 billion predominantly relate to Escondida.
2. Other: Non-cash fair value movement relates to foreign exchange variance due to the revaluation of local currency denominated cash and debt to USD, movements in interest rates and impact of new and renewed leases in FY20.
3. Debt maturity profile: all debt balances are represented in notional USD values and based on financial years; as at 30 June 2020; subsidiary debt is presented in accordance with IFRS 10 and IFRS 11.
4. Debt maturity profile: includes hybrid bonds (28% of portfolio: 14% in USD, 10% in Euro, 4% in Sterling) with maturity shown at first call date.
Net debt: definition and IFRS 16

Operating lease commitments brought onto balance sheet from 1 July 2019

**Net debt definition**
- **Net debt target range US$12-17 bn**
  - changes in net debt definition to include debt-related derivatives of ~US$0.2 bn on 1 July 2019 (unrelated to IFRS 16)
  - reviewed definition and, from 1 January 2020, excluded vessel lease contracts (arising from IFRS 16) that are priced with reference to a freight index to reduce net debt volatility for decision making in relation to the Capital Allocation Framework (31 December 2019 restated for comparative purposes)

**IFRS16**
- Removes distinction between operating and finance leases; introduces new identification criteria
- Results in operating leases being recognised on balance sheet; no change to treatment of existing finance leases
- No change to underlying cash flows
- Short term, variable payment and low-value leases will remain off-balance sheet and continue to be recorded as operating expenses

**Key impacts of IFRS 16 on Net Debt**

**No material impact on NPAT; calculation of minimum dividend unaffected**

- **Lease liability FY20 – US$1.6 bn increase**
  - initial recognition of ~US$1.8 bn on 1 July 2019
  - additional new leases commencing in FY20 ~US$0.4 bn increase
  - lease payments ~US$0.5 bn decrease

- **Lease Liability FY21**
  - additional new leases commencing in FY21 and renewals of existing lease arrangements (~US$1.3 bn increase, including the SGO desalination plant lease of ~US$0.6 bn)
  - lease payments ~US$0.6 bn decrease

Note:
1. Excludes existing finance leases and index-priced vessel leases (including Continuous Voyage Charter contracts that reference the volatile C5 Dry Baltic freight index and are remeasured at each period end).

Financial results
18 August 2020
# IFRS 16 Leases: FY20 impacts

**Accounting change only; no impact to net cash flows**

### Balance sheet
- **Right of use assets (PP&E)**
  - US$2.8 bn
- **Lease liabilities**
  - (Interest bearing liabilities)
  - US$2.8 bn

### Income statement
- **Operating costs**
  - US$0.6 bn
- **EBITDA**
  - US$0.6 bn
- **Depreciation**
  - US$0.6 bn
- **Interest**
  - US$0.04 bn

### Cash flow statement
- **Operating cash outflow**
  - US$0.6 bn
- **Investing cash flow**
  - no impact
- **Financing cash outflow**
  - US$0.6 bn
- **No impact on net cash flows**

### Disclosures
- **Operating lease commitments (IAS 17)**
  - ~US$1.9 bn
- **Short term, variable, low value leases**
- **Operating lease commitments (IAS 17)**
  - ~US$1.9 bn
- **No material impact on income statement**

### Financial metrics
- **Net debt**
  - US$1.6 bn
- **Gearing**
  - 2%
- **EBITDA margin**
  - 2%
- **Unit cash costs**
  - 2-4%
- **ROCE**
  - negligible impact

---

**Notes:**
1. As at 30 June 2020. Excludes decrease for change in classification of onerous lease provisions on implementation of IFRS 16 and reclassification to receivable of sub-leased assets.
2. Includes index-priced vessel liabilities of ~US$1.2 bn.
3. Gearing at 30 June 2020 adjusted to exclude IFRS 16 is 16.6%.
### IFRS 16 Leases: FY20 impacts

**Accounting changes only, no impact to net cash flows**

#### Balance sheet

<table>
<thead>
<tr>
<th>Group</th>
<th>Lease liabilities (US$bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>WAIO²</td>
<td>US$0.12</td>
</tr>
<tr>
<td>Queensland Coal²</td>
<td>US$0.15</td>
</tr>
<tr>
<td>Escondida²</td>
<td>US$0.06</td>
</tr>
<tr>
<td>Petroleum²</td>
<td>US$0.41</td>
</tr>
<tr>
<td>Other</td>
<td>US$0.32</td>
</tr>
<tr>
<td>Marketing/G&amp;U³</td>
<td>US$1.78</td>
</tr>
</tbody>
</table>

#### Income statement

<table>
<thead>
<tr>
<th>Group</th>
<th>Depreciation¹ (US$bn)</th>
<th>EBITDA¹ (US$bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>WAIO²</td>
<td>US$0.05</td>
<td>US$0.08</td>
</tr>
<tr>
<td>Queensland Coal²</td>
<td>US$0.12</td>
<td>US$0.12</td>
</tr>
<tr>
<td>Escondida²</td>
<td>US$0.01</td>
<td>US$0.03</td>
</tr>
<tr>
<td>Petroleum²</td>
<td>US$0.03</td>
<td>US$0.02</td>
</tr>
<tr>
<td>Other</td>
<td>US$0.08</td>
<td>US$0.07</td>
</tr>
<tr>
<td>Marketing/G&amp;U³</td>
<td>US$0.33</td>
<td>US$0.29</td>
</tr>
</tbody>
</table>

#### Unit cost

- WAIO²: 3%
- Queensland Coal²: 4%
- Escondida²: 2%
- Petroleum²: 2%
- Other: 2%

#### Notes:

1. Difference between depreciation impact and EBITDA reflects interest impact and differences between profile of depreciation and lease payments.
2. Impact primarily relates to other leases (including mining and other equipment, rigs and accommodation). There is no change to the treatment of intercompany freight expenses that are allocated from G&U.
3. Impact primarily relates to freight contracts and office buildings. Freight costs are no longer included in underlying EBITDA for G&U, as operating leases are now recognised on the balance sheet with associated depreciation and interest charges expensed over the term of the lease. There is no change to how the expense is allocated to and recorded within assets.

---

**Financial results**

18 August 2020
# Projects in feasibility

<table>
<thead>
<tr>
<th></th>
<th>Jansen Stage 1</th>
<th>Scarborough</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Saskatchewan, Canada</td>
<td>Australia</td>
</tr>
<tr>
<td>Description</td>
<td>Shaft equipping, mine development, processing facility, site infrastructure and outbound logistics</td>
<td>13 subsea wells tied back to a semisubmersible FPU(^2); dry gas pipeline ~435 km in length transports dry gas from the FPU to the onshore LNG plant at Pluto</td>
</tr>
<tr>
<td>Operator</td>
<td>BHP</td>
<td>Woodside (73.5%)</td>
</tr>
<tr>
<td>BHP ownership</td>
<td>100%</td>
<td>26.5%</td>
</tr>
<tr>
<td>Capex (US$m)</td>
<td>5,300 – 5,700</td>
<td>1,400 – 1,900 (BHP share)</td>
</tr>
<tr>
<td></td>
<td>Sustaining capital ~US$15/t (real) long term average; +/- 20% in any given year</td>
<td></td>
</tr>
<tr>
<td>Phase / timing</td>
<td>Feasibility study phase</td>
<td>Feasibility study phase</td>
</tr>
<tr>
<td></td>
<td>Final investment decision expected mid-CY21</td>
<td>Final investment decision expected H2 CY21</td>
</tr>
<tr>
<td>First production / Project delivery</td>
<td>~5 years construction timeframe</td>
<td>FY25 onwards</td>
</tr>
<tr>
<td></td>
<td>~2 years from first production to ramp up</td>
<td></td>
</tr>
<tr>
<td>Volumes</td>
<td>4.3 – 4.5 Mtpa (Potassium chloride, KCL)</td>
<td>6.5 Mtpa (100% basis, LNG); and 160 MMscf/d (100% basis at peak, domestic gas)</td>
</tr>
<tr>
<td>Other considerations</td>
<td>6% royalty</td>
<td>Non-binding Heads of Agreement signed in November 2019, which, amongst other terms, includes agreement on a competitive tariff for gas processing through the Pluto LNG facility.</td>
</tr>
</tbody>
</table>

1. Tax consideration for Jansen Stage 1 project includes Royalties, Federal and Provincial Corporate income taxes, and Potash Production Tax\(^1\). Withholding tax on dividend payments under the current corporate structure is 5%.
2. FPU: Floating production unit.

---

47 Financial results 18 August 2020
Streamlined, more effective and nimble function leading charge to solve asset challenges

<table>
<thead>
<tr>
<th>Effectiveness</th>
<th>Remote operating</th>
<th>Testing grounds</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Restructured</strong></td>
<td><strong>Integration</strong></td>
<td><strong>Innovation</strong></td>
</tr>
<tr>
<td>Reorientated to apply technology more effectively – more quickly and at scale. 30% reduction in overhead costs and 35% reduction in workforce</td>
<td>CIO live in Santiago in July 2019; follows centres in coal and iron ore</td>
<td>Best of technologies to improve performance and safety trialled at BHP Innovation Centre in Newman, rolled out at scale</td>
</tr>
<tr>
<td><strong>Partnerships</strong></td>
<td><strong>Machine learning</strong></td>
<td><strong>Automation</strong></td>
</tr>
<tr>
<td><strong>Collaboration</strong></td>
<td><strong>Asset centric</strong></td>
<td><strong>4 sites</strong></td>
</tr>
<tr>
<td>Shift to strategic partnerships to access cross-industry expertise, with focus on technology, manufacturing, mining services and start-ups</td>
<td>Digital centres focused on advanced analytics, decision automation being rolled out. First launched in coal, 3 more planned for major assets by end CY21</td>
<td>3 more approved across iron ore, coal for conversion to autonomous haulage since late 2019. Drills being converted, trucks under study at Escondida and Spence</td>
</tr>
</tbody>
</table>

Note: CIO - Copper Integrated Operations.
### Improving through standardisation and ways of working

Empowering our people to continuously improve through standardised systems, processes and ways of working

**Maintenance and Engineering Centre of Excellence (MECoE)**

Combines advanced planning capability, defect elimination and value analytics to deliver exceptional performance

MECoE partnered with Iron Ore Port and Rail teams to optimise supply chain performance
- Enabled 300 Mtpa inflow run-rate in Q4 through availability uplift and improved process cycle time (+10%)
- 5% increase in maintenance plan adherence, removing rework and improving stability
- 35% improvement in shutdown duration compliance over past two years
- Unlocked Port capacity by utilising more reliable and higher performing product pathways, identified through advanced analytic techniques

**Advanced maintenance practices lifting iron ore throughput**

(Mtpa run rate)

<table>
<thead>
<tr>
<th></th>
<th>Q1 FY19</th>
<th>Q2 FY19</th>
<th>Q3 FY19</th>
<th>Q4 FY19</th>
<th>Q1 FY20</th>
<th>Q2 FY20</th>
<th>Q3 FY20</th>
<th>Q4 FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inflow run-rate</td>
<td>220</td>
<td>245</td>
<td>270</td>
<td>295</td>
<td>310</td>
<td>320</td>
<td>320</td>
<td>320</td>
</tr>
<tr>
<td>Car dumper availability</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Operations Services (OS)**

Established in 2018 with a focus on culture and sustainability improvements
- Diverse hiring focus with 34% female representation, up 8% in FY20
- OS specific training increased hazard identification by up to 25%

**Enabler for operational excellence through focus on skills uplift**
- 13% reduction in average unscheduled equipment downtime
- 5% reduction in key production equipment delays and variability in delays
- 7% increase in truck utilisation compared to non-OS operations
- Lower cost through local hiring and productivity improvements

**Improved labour productivity at operations with OS deployed**

(Indexed non-OS baseline, $/equivalent movement)

- Coal: Maintenance
  - Baseline: 110, OS: 95 (↓ 22%)
- Iron Ore: Maintenance
  - Baseline: 110, OS: 94 (↓ 16%)
- Coal: Production
  - Baseline: 110, OS: 98 (↓ 12%)
- Iron Ore: Production
  - Baseline: 110, OS: 93 (↓ 17%)

Note: Equivalent movement represents material moved (i.e. tonnes of iron ore or BCM of coal).

Maintenance improvement achieved through an uplift in equipment availability to deliver higher volumes.

Financial results
18 August 2020
BHP guidance

<table>
<thead>
<tr>
<th>Group</th>
<th>FY21e</th>
<th>FY22e</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital and exploration expenditure (US$bn)</td>
<td>~7</td>
<td>~8.5</td>
<td>Cash basis.</td>
</tr>
<tr>
<td>Including:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance</td>
<td>2.1</td>
<td></td>
<td>Includes non-discretionary capital expenditure to maintain asset integrity, reduce risks and meet compliance requirements. Also includes capitalised deferred development and production stripping (FY21e: US$0.8 billion). Includes US$0.1 billion for petroleum.</td>
</tr>
<tr>
<td>Improvement</td>
<td>2.5</td>
<td></td>
<td>Includes Petroleum infill drilling and South Flank.</td>
</tr>
<tr>
<td>Latent capacity</td>
<td>0.2</td>
<td></td>
<td>Includes WAIO to 290 Mtpa and West Barracouta.</td>
</tr>
<tr>
<td>Major growth</td>
<td>1.5</td>
<td></td>
<td>Includes Spence Growth Option, Mad Dog Phase 2, Jansen, Ruby and Atlantis Phase 3.</td>
</tr>
<tr>
<td>Exploration</td>
<td>0.7</td>
<td></td>
<td>Includes US$0.45 billion Petroleum and ~US$60 million Copper exploration programs planned for FY21.</td>
</tr>
</tbody>
</table>

#### Petroleum

<table>
<thead>
<tr>
<th>Petroleum production (MMboe)</th>
<th>FY21e</th>
<th>Medium term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decline of ~1.5% p.a. over medium term includes projects yet to be sanctioned. ~104 MMboe represents average over medium term. ~100 MMboe is expected in FY25</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Capital expenditure (US$bn)</th>
<th>1.2</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sanctioned</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capex (BHP share)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>First production</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Production (100% basis at peak)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>FY21e</th>
<th>FY22e</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mad Dog Phase 2</td>
<td></td>
<td></td>
<td>February 2017</td>
</tr>
<tr>
<td>West Barracouta</td>
<td></td>
<td></td>
<td>December 2018</td>
</tr>
<tr>
<td>Atlantis Phase 3</td>
<td></td>
<td></td>
<td>February 2019</td>
</tr>
<tr>
<td>Ruby</td>
<td></td>
<td></td>
<td>August 2019</td>
</tr>
</tbody>
</table>

| Exploration expenditure (US$m)                                       | ~450  |       | Focused on Trinidad & Tobago and the US Gulf of Mexico.              |
| Unit cost (US$/boe)                                                  | 11 – 12| <13 | Costs to increase in medium term as a result of natural field decline. Excludes inventory movements, embedded derivatives movements, freight, third party product purchases and exploration expense. Based on exchange rate of AUD/USD 0.70. |
## BHP guidance (continued)

### Copper

<table>
<thead>
<tr>
<th>Copper</th>
<th>FY21e</th>
<th>Medium term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Copper production (kt)</td>
<td>1,480 – 1,645</td>
<td>Escondida: 940 – 1,030 kt; Olympic Dam: 180 – 205 kt; Pampa Norte 240 – 270 kt; Antamina: 120 – 140 kt (zinc 140 – 160 kt).</td>
</tr>
<tr>
<td>Capital and exploration expenditure (US$bn)</td>
<td>2.3</td>
<td>Includes ~US$60 million exploration expenditure.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Escondida</th>
</tr>
</thead>
<tbody>
<tr>
<td>Copper production (kt, 100% basis)</td>
</tr>
<tr>
<td>Unit cash costs (US$/lb)</td>
</tr>
</tbody>
</table>

### Iron Ore

<table>
<thead>
<tr>
<th>Iron Ore</th>
<th>FY21e</th>
<th>Medium term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Iron ore production (Mt)</td>
<td>244 – 253</td>
<td>Excludes production from Samarco. Major maintenance campaign on car dumper 3 planned for September 2020 quarter.</td>
</tr>
<tr>
<td>Capital and exploration expenditure (US$bn)</td>
<td>1.6</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Western Australia Iron Ore</th>
</tr>
</thead>
<tbody>
<tr>
<td>Iron ore production (Mt, 100% basis)</td>
</tr>
<tr>
<td>Unit cash costs (US$/t)</td>
</tr>
<tr>
<td>Sustaining capital expenditure (US$/t)</td>
</tr>
</tbody>
</table>
## BHP guidance (continued)

<table>
<thead>
<tr>
<th>Coal</th>
<th>FY21e</th>
<th>Medium term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metallurgical coal production (Mt)</td>
<td>40 – 44</td>
<td>46 – 52</td>
</tr>
<tr>
<td>Energy coal production (Mt)</td>
<td>22 – 24</td>
<td></td>
</tr>
<tr>
<td>Capital and exploration expenditure (US$bn)</td>
<td>0.7</td>
<td></td>
</tr>
</tbody>
</table>

### Queensland Coal

<table>
<thead>
<tr>
<th></th>
<th>FY21e</th>
<th>Medium term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production (Mt, 100% basis)</td>
<td>71 – 77</td>
<td></td>
</tr>
<tr>
<td>Unit cash costs (US$/t)</td>
<td>69 – 75</td>
<td>58 – 66</td>
</tr>
<tr>
<td>Sustaining capital expenditure (US$/t)</td>
<td>~9</td>
<td></td>
</tr>
</tbody>
</table>

### Other

<table>
<thead>
<tr>
<th></th>
<th>FY21e</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other capex (US$bn)</td>
<td>0.6</td>
</tr>
</tbody>
</table>

Including: Jansen current scope (US$m) ~285

Includes Nickel West and Jansen.
## Key Underlying EBITDA sensitivities

### Approximate impact on FY21 Underlying EBITDA of changes of:

<table>
<thead>
<tr>
<th>Change</th>
<th>Impact (US$ million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>US$1/t on iron ore price²</td>
<td>233</td>
</tr>
<tr>
<td>US$1/bbl on oil price³</td>
<td>32</td>
</tr>
<tr>
<td>US$1/t on metallurgical coal price</td>
<td>37</td>
</tr>
<tr>
<td>US¢1/lb on copper price²</td>
<td>32</td>
</tr>
<tr>
<td>US$1/t on energy coal price²</td>
<td>16</td>
</tr>
<tr>
<td>US¢1/lb on nickel price</td>
<td>1.6</td>
</tr>
<tr>
<td>AUD (US¢1/A$) operations⁴</td>
<td>124</td>
</tr>
<tr>
<td>CLP (US¢1/CLP) operations⁴</td>
<td>32</td>
</tr>
</tbody>
</table>

**Notes:**

1. EBITDA sensitivities: assumes total volume exposed to price; determined on the basis of BHP’s existing portfolio.
2. EBITDA sensitivities: excludes impact of equity accounted investments.
3. EBITDA sensitivities: excludes impact of change in input costs across the Group.
4. EBITDA sensitivities: based on average exchange rate for the period.
Ore Reserves - Competent Person Statement

Competent Person Statement

The information in this presentation that relates to Nickel West Ore Reserves estimate as at 30 June 2020 is based on information prepared by the Competent Persons for each deposit in accordance with the Australian Securities Exchange Listing Rules Chapter 1 2014 and Australasian Code for Reporting of Exploration Results, Mineral Resources and Ore Reserves, December 2012 (JORC Code). The Competent Persons are C Barclay for Leinster, Cliffs and Venus; D Brosztl and C Barclay for Mt Keith and Yakabindie.

M Menichelli is the Competent Person compiling the BHP Nickel West Ore Reserve figures from FY2011 to FY2019. The FY2011 and FY2012 Ore Reserves were first reported by the Company in accordance with the ‘Australasian Code for Reporting of Exploration Results, Mineral Resources and Ore Reserves, 2004 and from FY2013 to FY2019 were first reported by the Company in accordance with the ‘Australasian Code for Reporting of Exploration Results, Mineral Resources and Ore Reserves, December 2012’ in the respective BHP and BHP Billiton Annual Reports, available to view on www.bhp.com.

All Competent Persons listed above are full-time employees of BHP and are current Members of the Australasian Institute of Mining and Metallurgy (MAusIM). All Competent Persons 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 a Competent Person as defined in the 2012 Edition of the ‘Australasian Code for Reporting of Exploration Results, Mineral Resources and Ore Reserves’. All Competent Persons consent to the inclusion in this presentation of the matters based on their information in the form and context in which it appears.

Ore Reserves

Ore Reserves as presented are estimates reported in 100 per cent terms. All tonnes and quality information have been rounded, hence small differences may be present in the totals. No metallurgical recoveries have been applied to the calculation of contained nickel metal. Drill spacing used to define Ore Reserves classification and metallurgical recoveries are presented in footnotes (1) and (3) respectively. Total Ore Reserves presented in the graph on slide 31 is based on totals tabled on slide 46.

Nickel West Ore Reserves as at 30 June 2020

<table>
<thead>
<tr>
<th>Deposit (1) (2)</th>
<th>Cut-off</th>
<th>Ore Type</th>
<th>Proved Ore Reserves</th>
<th>Probable Ore Reserves</th>
<th>Total Ore Reserves</th>
<th>Reserve Life (years)</th>
<th>BHP Interest %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Mt</td>
<td>%Ni</td>
<td>Mt</td>
<td>%Ni</td>
<td>ktNi metal</td>
</tr>
<tr>
<td>Leinster (4)(5)</td>
<td>≥0.40%Ni</td>
<td>OC</td>
<td>3.5</td>
<td>0.74</td>
<td>1.8</td>
<td>0.66</td>
<td>5.3</td>
</tr>
<tr>
<td></td>
<td>≥0.90%Ni</td>
<td>UG</td>
<td>–</td>
<td>–</td>
<td>5.1</td>
<td>1.6</td>
<td>5.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SP</td>
<td>–</td>
<td>–</td>
<td>0.89</td>
<td>0.75</td>
<td>0.89</td>
</tr>
<tr>
<td>Mt Keith (6)</td>
<td>Variable between 0.35%Ni and 0.40%Ni and ≥ 0.18% recoverable Ni</td>
<td>OC</td>
<td>65</td>
<td>0.57</td>
<td>19</td>
<td>0.55</td>
<td>64</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SP</td>
<td>6.2</td>
<td>0.58</td>
<td>0.90</td>
<td>0.45</td>
<td>7.1</td>
</tr>
<tr>
<td>Cliffs (7)</td>
<td>≥1.2%Ni</td>
<td>UG</td>
<td>0.10</td>
<td>1.9</td>
<td>1.0</td>
<td>2.0</td>
<td>11.1</td>
</tr>
<tr>
<td>Yakabindie (8)</td>
<td>≥0.35%Ni</td>
<td>OP</td>
<td>119</td>
<td>0.56</td>
<td>44</td>
<td>0.61</td>
<td>163</td>
</tr>
<tr>
<td>Venus (9)</td>
<td>≥0.9%Ni</td>
<td>UG</td>
<td>–</td>
<td>–</td>
<td>9.3</td>
<td>1.5</td>
<td>9.3</td>
</tr>
</tbody>
</table>

(1) Approximate drill hole spacings used to classify the reserves were:

- Leinster: 25m x 25m
- Mt Keith: 40m x 40m
- Cliffs: 25m x 25m (and development)
- Yakabindie: 40m x 60m
- Venus: 25m x 25m

(2) Ore delivered to the process plant.

(3) Metallurgical recoveries for the operations were:

- Leinster: Leinster UG: Approximately 88%, Leinster OC: Approximately 80%
- Cliffs: 83%
- Yakabindie: 63%
- Venus: 88%

Financial results

18 August 2020
Nickel West Total FY2011 to FY2020 Ore Reserves (100% basis)

<table>
<thead>
<tr>
<th>Deposit</th>
<th>Financial Year</th>
<th>Proved Ore Reserves (Mt)</th>
<th>Probable Ore Reserves (Mt)</th>
<th>Total Ore Reserves</th>
<th>BHP Interest %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Mt</td>
<td>Mt</td>
<td>Mt</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>%Ni</td>
<td>%Ni</td>
<td>%Ni</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>ktNi</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nickel West</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td></td>
<td>194</td>
<td>0.57</td>
<td>82</td>
<td>0.78</td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td>182</td>
<td>0.57</td>
<td>77</td>
<td>0.73</td>
</tr>
<tr>
<td>2018</td>
<td></td>
<td>78</td>
<td>0.60</td>
<td>52</td>
<td>0.73</td>
</tr>
<tr>
<td>2017</td>
<td></td>
<td>86</td>
<td>0.62</td>
<td>49</td>
<td>0.74</td>
</tr>
<tr>
<td>2016</td>
<td></td>
<td>42</td>
<td>0.64</td>
<td>7</td>
<td>0.77</td>
</tr>
<tr>
<td>2015</td>
<td></td>
<td>53</td>
<td>0.65</td>
<td>5</td>
<td>0.76</td>
</tr>
<tr>
<td>2014</td>
<td></td>
<td>97</td>
<td>0.63</td>
<td>14</td>
<td>0.64</td>
</tr>
<tr>
<td>2013</td>
<td></td>
<td>106</td>
<td>0.68</td>
<td>21</td>
<td>0.90</td>
</tr>
<tr>
<td>2012</td>
<td></td>
<td>115</td>
<td>0.64</td>
<td>27</td>
<td>0.89</td>
</tr>
<tr>
<td>2011</td>
<td></td>
<td>141</td>
<td>0.62</td>
<td>17</td>
<td>1.36</td>
</tr>
</tbody>
</table>
Footnotes

1. Slide 7: High Potential Injury frequency: number of injuries from events where there was the potential for a fatality per million hours worked, presented on a total operations basis.
2. Slide 7: Based on the copper equivalent for major assets (Queensland Coal, WAIO, Petroleum and Escondida).
3. Slide 10: Adjusted effective tax rate and Adjusted effective tax rate incl. royalties: excludes the influence of exchange rate movements and exceptional items.
5. Slide 11: Controllable cash costs: Strong cost performance driven by consumption efficiencies at Escondida, net favourable inventory movements across our assets in line with mine plans and planned rebuilds for operational stability following drawdowns in the prior year supported by further reduction in overheads. This was partially offset by increased planned maintenance activities at a number of our assets during the year.
6. Slide 12: Segment EBITDA: percentage contribution to Group Underlying EBITDA, excluding Group and unallocated items (GAU includes Potash, Nickel West and closed mines previously reported in Petroleum reportable segment). Energy coal and Nickel have not been presented.
7. Slide 12: Iron ore: unit cost, C1 unit cost excluding third party royalties, EBITDA margin and ROCE refer to Western Australia Iron Ore.
8. Slide 12: WAIO C1 cost: excludes third party royalties, exploration expenses, depletion of production stripping, demurrage, exchange rate gains/losses, net inventory movements and other income.
9. Slide 12: Petroleum: EBITDA margin excludes closed mines which is now reported within Group and unallocated items. ROCE excludes exploration and closed mines which is now reported within Group and unallocated items.
10. Slide 12: FY21 and medium-term unit cost guidance are based on exchange rates of AUD/USD 0.70 and USD/CLP 769. Average exchange rates for FY20 of AUD/USD 0.67 and USD/CLP 771. FY20 unit costs at guidance exchange rates of AUD/USD 0.70 and USD/CLP 683.
12. Slide 14: NCIs: dividends paid to non-controlling interests of US$1 billion predominantly relate to Escondida.
14. Slide 15: Prior period comparatives have been restated to reflect the change in net debt calculation. Net debt was restated from US$9.2 billion to US$9.4 billion as at 30 June 2019.
16. Slide 16: Antamina and Cerrejón: equity accounted investments; average capital employed represents BHP’s equity interest.
17. Slide 16: External factors is not a comprehensive list of possible drivers for ROCE balances. Assets may have several external factors that impact the balance; this key is highlighting the largest external influence to the ROCE balance in FY20.
19. Slide 20: Steep disincentive pricing (e.g. carbon price, taxes on non-sustainable forestry, nitrogen fertiliser run-off).
BHP