

BHP | 140

ESG Roundtable

30 September 2025



Escondida, Chile

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The information in this presentation is current as at 30 September 2025.

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This presentation may contain forward-looking statements, which involve risks and uncertainties. Forward-looking statements include all statements other than statements of historical or present facts, including statements regarding: our strategy, our values and how we define success; our expectations of a competitive advantage for our business or certain products; our commitment to generating social value; our commitments under sustainability frameworks, standards and initiatives; our intention to achieve certain sustainability-related targets, goals, milestones and metrics; trends in commodity prices and currency exchange rates; demand for commodities; global market conditions; reserves and resources estimates; development and production forecasts; guidance; expectations, plans, strategies and objectives of management; climate scenarios; assumed long-term scenarios; potential global responses to climate change; the potential effect of possible future events on the value of the BHP portfolio; approval of certain projects and consummation of certain transactions; closure, divestment, acquisitions or integration of certain assets, ventures, operations or facilities (including associated costs or benefits); anticipated production or construction commencement dates; capital costs and scheduling; operating costs, and availability supply of materials and skilled employees; anticipated productive lives of projects, mines and facilities; the availability, implementation and adoption of new technologies, including artificial intelligence; provisions and contingent liabilities; and tax, legal and regulatory developments.

Forward-looking statements may be identified by the use of terminology, including, but not limited to, 'intend', 'aim', 'seek', 'project', 'ensure', 'see', 'anticipate', 'estimate', 'plan', 'objective', 'believe', 'expect', 'desire', 'commit', 'may', 'should', 'need', 'must', 'will', 'likely', 'may', 'would', 'could', 'continue', 'annualised', 'forecast', 'guidance', 'outlook', 'prospect', 'target', 'goal', 'ambition', 'aspiration', 'pathway', 'plan', 'strategy', 'milestone', 'schedule', 'trend' or similar words. These statements discuss future expectations or performance, or provide other forward-looking information.

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For example, our future revenues from our assets, projects or mines which may be described in this presentation will be based, in part, upon the market price of the commodities 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 our future operations and performances, including the actual construction or production commencement dates, revenues, costs or production output and anticipated lives of assets, mines or facilities include our ability to profitably produce and deliver products extracted to applicable markets; the development and use of new technologies and related risks; the impact of economic and geopolitical factors, including foreign currency exchange rates on the market prices of the commodities we produce and competition in the markets in which we operate; 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 and royalties or implementation or expansion of trade or export restrictions; changes in environmental and other regulations; political or geopolitical uncertainty and conflicts; labour unrest; weather, climate variability or other manifestations of climate change; and other factors identified in the risk factors discussed in section 8.1 of the Operating and Financial Review in the BHP Annual Report 2025 and 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.

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Presentation of information and data

Numbers presented may not add up precisely to the totals provided due to rounding. All footnote content is contained on slide 24.

Due to the inherent uncertainty and limitations in measuring greenhouse gas (GHG) emissions and operational energy consumption under the calculation methodologies used in the preparation of such data, all GHG emissions and operational energy consumption data or references to GHG emissions and operational energy consumption volumes (including ratios or percentages) in this presentation are estimates. Emissions calculation and reporting methodologies may change or be progressively refined over time resulting in the need to restate previously reported data. There may also be differences in the manner that third parties calculate or report GHG emissions or operational energy consumption data compared to BHP, which means that third-party data may not be comparable to our data. For information on how we calculate our GHG emissions and operational energy consumption data, refer to the BHP GHG Emissions Calculation Methodology 2025, available at bhp.com.

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In this presentation, the terms 'BHP', the 'Company', the 'Group', 'BHP Group', 'our business', 'organisation', 'we', 'us', 'our' and 'ourselves' refer to BHP Group Limited and, except where the context otherwise requires, our subsidiaries. Refer to Note 28 'Subsidiaries' of the Financial Statements in the BHP Annual Report 2025 for a list of our significant subsidiaries. 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.

Agenda

Item	Presenters
Introduction	Camille Simeon Practice Lead ESG, Australia and Asia
Social value at BHP	Caroline Cox Chief Legal, Governance and External Affairs Officer
Operational decarbonisation	Graham Winkelman Group Sustainability and Social Value Officer Daniel Heal Vice President Operational Decarbonisation (Session 1) Gabrielle Sycamore Head of Power Decarbonisation (Session 2)
Scope 3 steelmaking	Nigel Tame Head of Steel Decarbonisation
Indigenous partnerships	Allan James Head of Indigenous Engagement, Minerals Australia
Samarco	Emir Calluf Country President Brazil
Q&As	All presenters

Welcome and introduction

Caroline Cox | Chief Legal, Governance and External Affairs Officer



Our commitment to social value

A continued evolution as we grow

Our approach to sustainability



Social value

Drives business outcomes and is a key enabler for growth

Opens up
opportunities

Increases
resilience

Reduces risk



Access to resource

- ✓ Be a partner-of-choice to governments and communities
- ✓ Obtain and retain rights to operate and expand our asset base



Access to markets

- ✓ Be a supplier of choice for customers
- ✓ Sell our products to a diverse range of customers



Access to partners

- ✓ Secure our choice of commercial partners to drive value creation
- ✓ Form strong local community partnerships in support of our operations for the long-term



Access to talent

- ✓ Attract best-in-class talent to our company
- ✓ Increase workforce engagement and productivity



Access to capital

- ✓ Enhance access to equity and debt capital markets

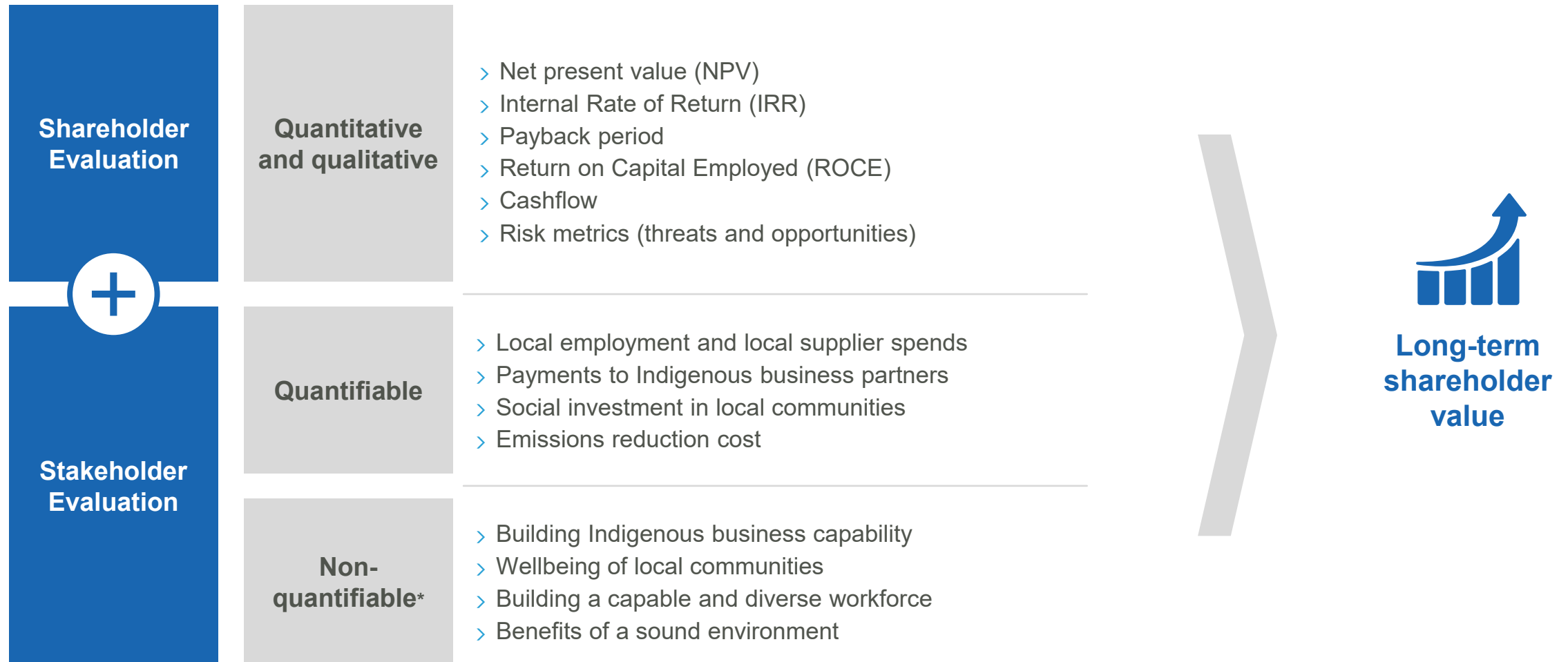
Our all of business approach to social value

Embedding social value in our strategy and daily operations



Social value in decision-making

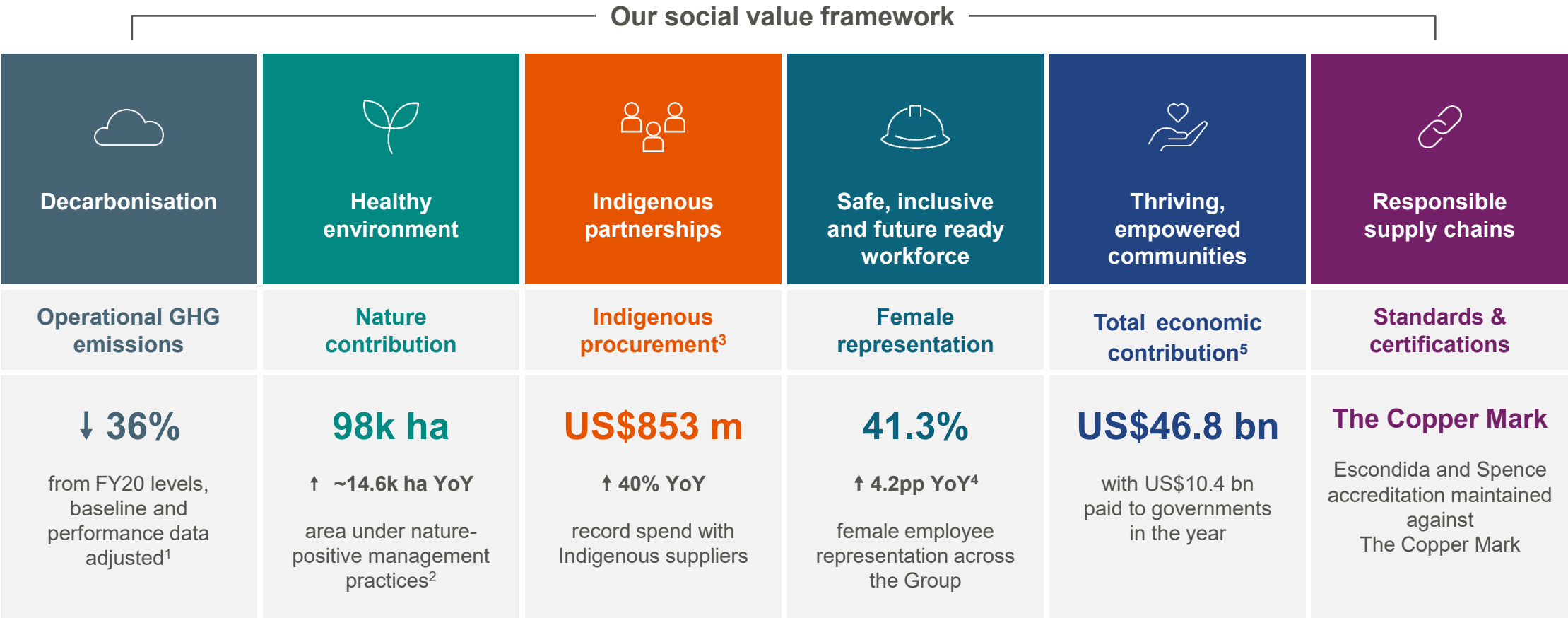
Framework to evaluate financial and non-financial considerations to deliver optimal results



*or not easily quantifiable.

Social value framework

Delivering tangible impact and measuring what matters



Note: Data is for FY2025 (1 July 2024 to 30 June 2025).



Operational decarbonisation

Graham Winkelman | Group Sustainability and Social Value Officer

Daniel Heal | Vice President Operational Decarbonisation (Session 1)

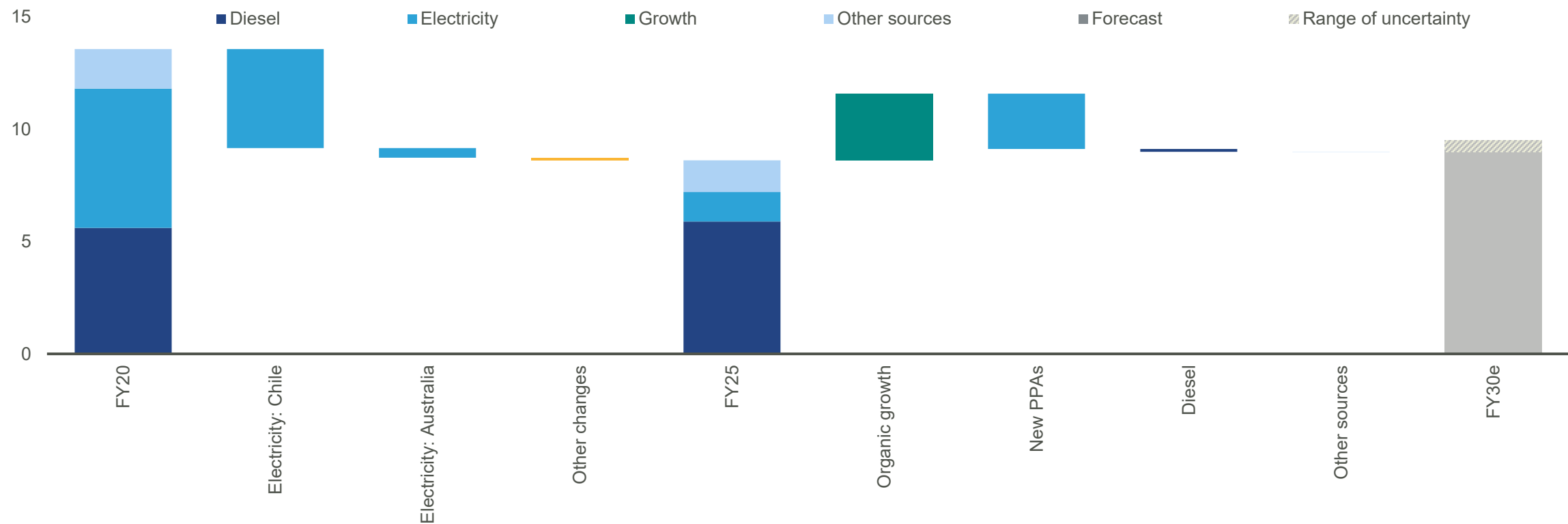
Gabrielle Sycamore | Head of Power Decarbonisation (Session 2)



On track to achieve our FY2030 target

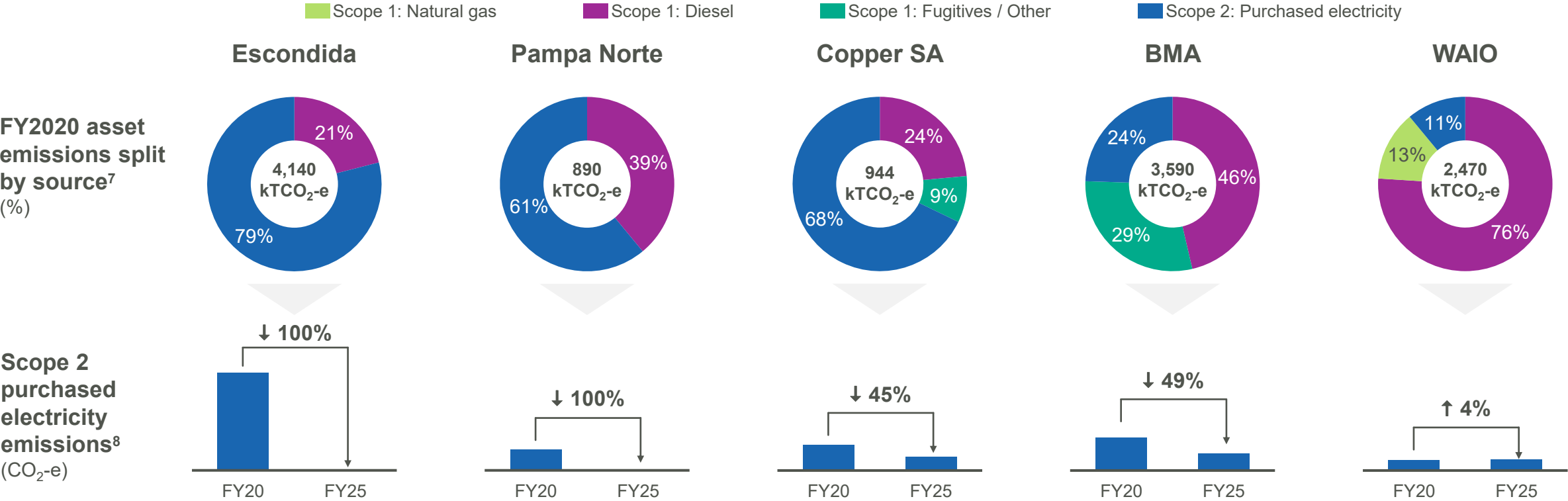
Unchanged focus on delivery for operational decarbonisation

Projected pathway to operational GHG emissions (Scopes 1 and 2 from our operated assets) medium-term target
GHG emissions (MtCO₂-e)⁶



We continue to make solid progress in renewable power

Renewable energy provides the foundation for our operational GHG emission reductions to date and for FY2030



Ongoing focus on operational decarbonisation

Anticipated US\$0.5 bn decarbonisation spend in decade to FY2030, US\$4 bn+ in the 2030s



Diesel

- Liebherr 9400 electric excavator trial is continuing
- Caterpillar Early Learner battery electric trucks to arrive at Jimblebar this year
- Battery electric locomotives from Wabtec and Progress Rail expected to arrive early next year



Additional options

- Established new partnerships with Chinese OEMs and battery makers (CATL, BYD, XCMG)
- Exploring biofuels, if they can be lower cost and sustainable
- Phased approach using hybrids or trolley



Methane

- At our only underground mine – Broadmeadow, methane is captured and flared
- Gas resource characterisation drilling program began recently to improve understanding
- Partnering with Loop to trial novel methane capture in an operating open-cut coal mine



Gas resource and reservoir characterisation program drilling underway at BMA

Note: CATL – Contemporary Amperex Technology Co Limited; BYD – Build Your Dreams; XCMG - Xuzhou Construction Machinery Group.



Scope 3 emissions: steelmaking

Nigel Tame | Head of Steel Decarbonisation

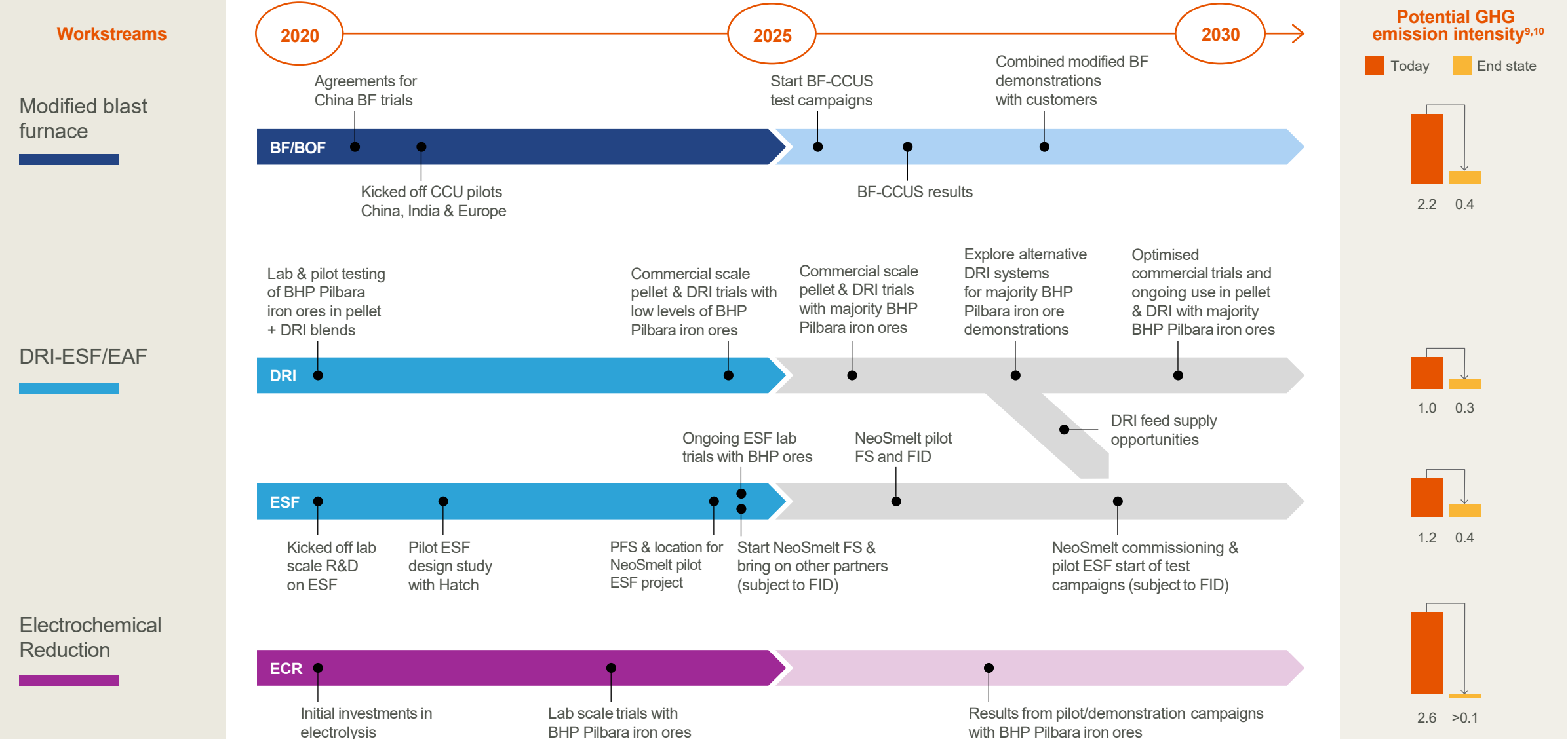


Scope 3 steelmaking: our strategic approach

A multi pathway approach to support the steel sector's transition



Progressing delivery of Scope 3 CY2030 goal for steelmaking





Indigenous partnerships

Allan James | Head of Indigenous Engagement
Minerals Australia



Indigenous partnerships

Changing the way we engage

Incorporating Indigenous voices

Global policy and processes for listening to understand Indigenous aspirations and concerns

Agreement making

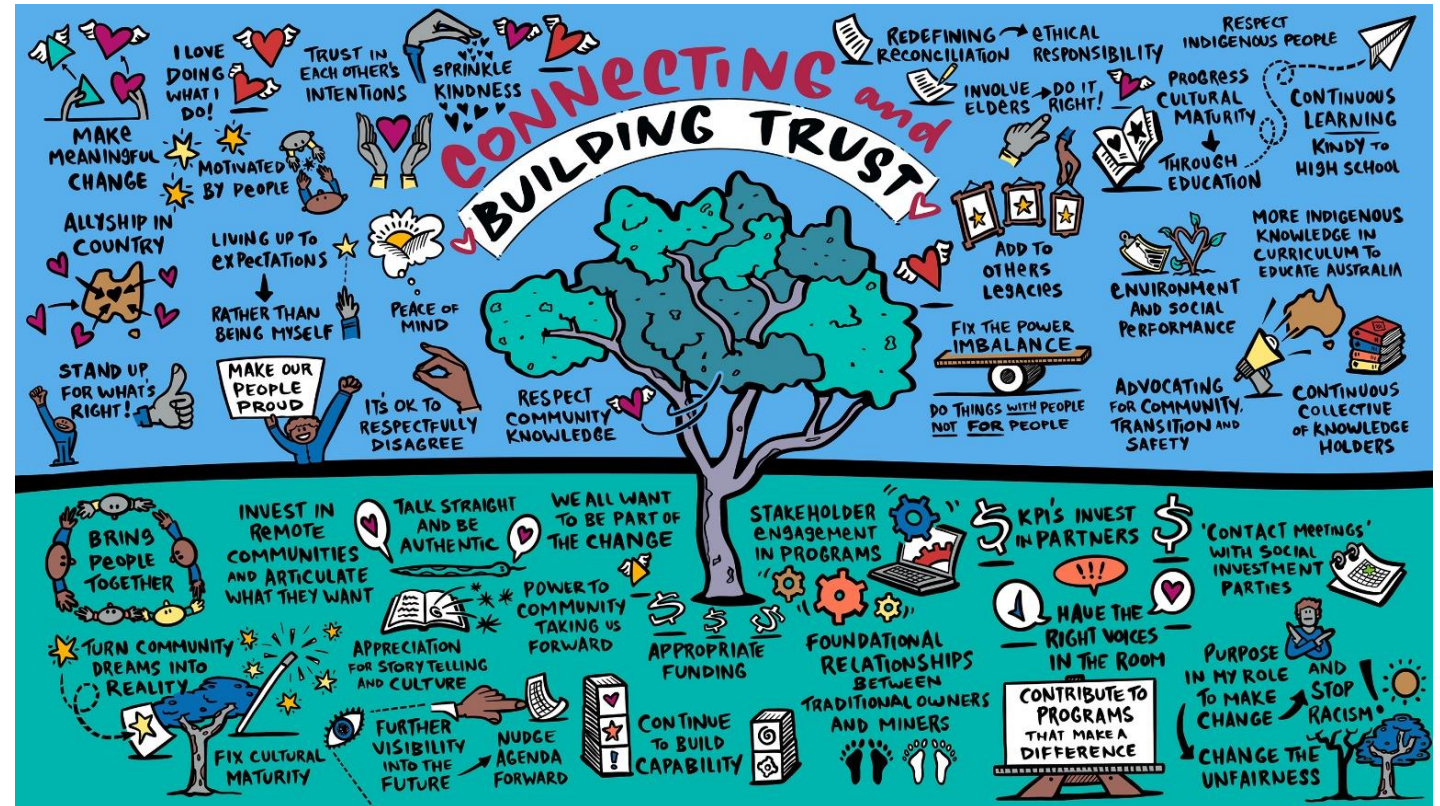
Proactive agreement making program underway in Australia with Traditional Owner groups

Heritage reform

Going beyond compliance, with a more thoughtful and proactive approach to cultural heritage management

Free Prior and Informed Consent (FPIC)

Embedding our approach to FPIC through regionally tailored implementation plans and mandatory standards for capital projects



Scribes developed by Tania Simcic Designs (Tania Simcic and Rachel Dight) at BHP's 2nd Annual Indigenous Social Investment Partner Symposium in Naarm (Melbourne), capturing insights directly from the 60+ external partners and internal practitioners across the two-day event.

Evolving approach delivering greater impact

Regional Indigenous Peoples Plans providing opportunities for employment, training, procurement and support for Indigenous enterprises

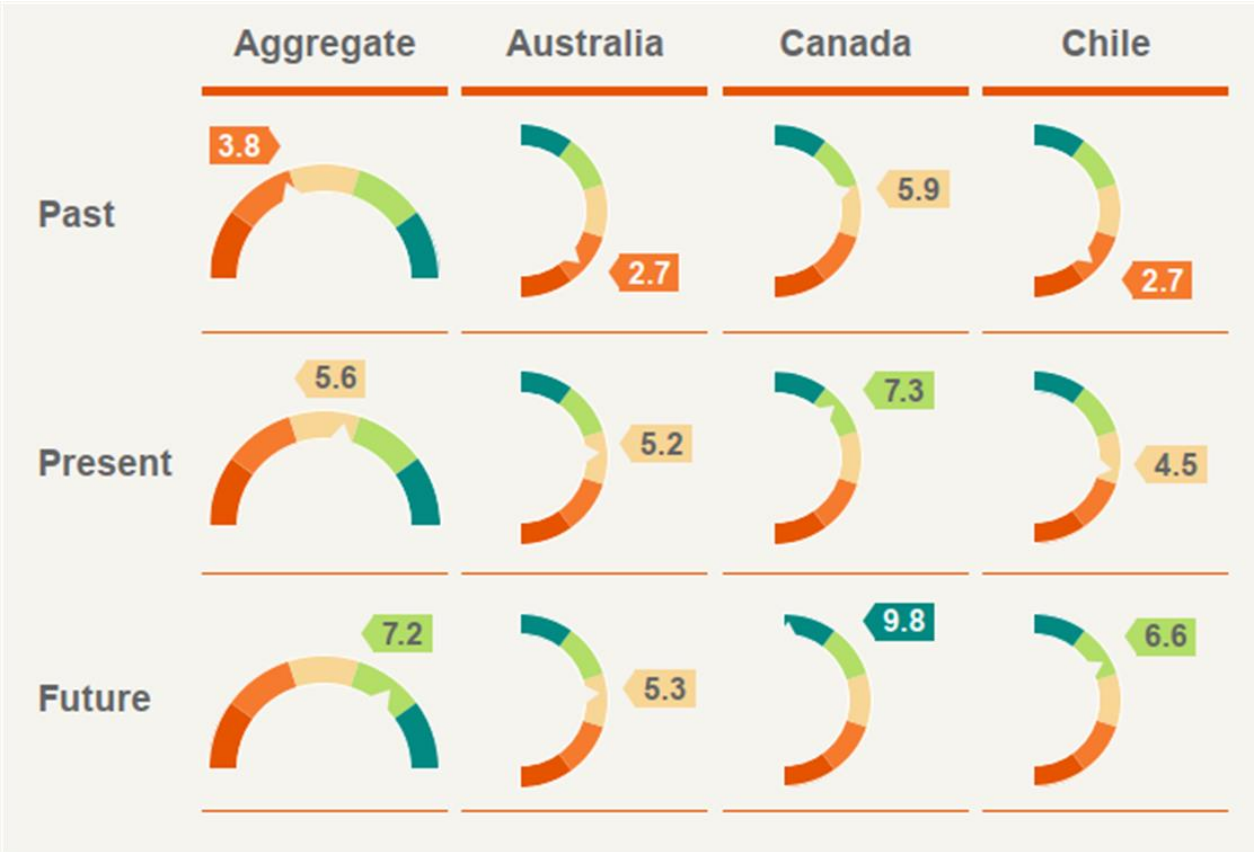


Note: Data is for FY2025 (1 July 2024 to 30 June 2025)

How we listen and measure performance

Inaugural Indigenous Relationship Health Assessment with a range of our Indigenous partners

- An independent assessment was completed with 17 Indigenous partner organisations, as a key metric of our social value framework
- The aim of the survey is to hear how Indigenous partners perceive the strength of our relationship
- Results were published in 2024 Annual Report
- Feedback is being used to guide actions in each region
- We plan to report on relationship health every three years with next report scheduled for FY2027



Note: Indigenous partners who participated in the relationship health check project in FY2024 considered and provided feedback on social, cultural and commercial aspects of their relationship with BHP and provided a rating on a 0-10 scale on the health of their relationship with BHP – 0 is very poor, 5 is average, and 10 is very good. For more information refer to BHP’s Annual Report 2024, Operating and Financial Review 6.12 – Indigenous Peoples.

BHP

Samarco

Emir Calluf | Country President Brazil



Samarco remediation resettlement, Brazil

Delivering on Brazilian agreement

Samarco has taken over the compensation, resettlement and environmental recovery actions

- Samarco has incurred ~R\$28 bn on reparation, compensation and payment of instalments to Public Authorities since October 2024
- Includes ~R\$11.5 bn paid directly to impacted people
- ~675k people have received ~R\$30 bn in compensation and financial aid since the 2015 Fundão dam failure

Obligation to Pay
R\$100 bn
(100% basis)

- Total of ~R\$11 bn paid in December 2024 and June 2025 instalments
- Socio-economic programs managed by Public Authorities to benefit communities in the impacted regions
- R\$8 bn allocated for eligible Traditional and Indigenous communities

Obligations to Perform
Estimate R\$32 bn
(100% basis)

- ~R\$17 bn incurred in 10 months to August 2025
- ~185k claims under new compensation system have already been paid. No proof of damages required
- Community resettlement 98% complete; 373 families have received the keys to their new properties
- Ongoing environmental work, including promoting reforestation of 50k hectares and restoration of 5k springs



Note: Amounts shown are total disbursements by Samarco on a 100% basis, which includes cash outflows as well as accruals relevant to the period from when the agreement was signed on 25 October 2024 to 31 August 2025. Future financial obligations are shown on a real, undiscounted and 100% basis and will accrue inflation at IPCA inflation rate. Payments are made in Brazilian Reais.

Footnotes

Slide 9: Social value framework

1. Our operational GHG emissions are the Scopes 1 and 2 emissions from our operated assets. GHG emissions data has been adjusted for acquisitions, divestments and methodology changes. This provides the data most relevant to assessing progress against our operational GHG emissions medium-term target and differs from annual total operational GHG emissions inventory (unadjusted for acquisitions, divestments and methodology changes. Excludes former OZ Minerals (OZL) Brazil assets.
2. Area under stewardship that has a formal management plan that includes conservation, restoration or regenerative practices. For more information refer to the BHP ESG Standards and Databook 2025 available at bhp.com/ESGSD2025.
3. Includes former OZL (except former OZL Brazil assets) for FY25 only.
4. Based on a 'point in time' snapshot of employees as at 30 June 2025, including employees on extended absence, as used in internal management reporting for the purposes of monitoring progress against our goals. Excludes former OZL Brazil assets. We define gender balance as a minimum 40% women and 40% men in line with the definitions used by entities such as the International Labour Organization.
5. During the year, we contributed US\$40.5 bn to suppliers, contractors, employees, governments and voluntary investment in social projects across the communities where we operate. This was 87% of our total economic contribution with shareholder payments of US\$6.3 bn (13%). For more information refer to the BHP Economic Contribution Report 2025, available at bhp.com.

Slide 11: On track to achieve our FY2030 target

6. Future GHG emission estimates are based on current annual business plans (excluding OZ Minerals Brazil assets). FY2020 to FY2025 GHG emissions data has been adjusted for acquisitions, divestments and methodology changes. 'Other changes' refers to changes in GHG emissions from energy consumption other than electricity. 'Organic growth' represents the increase in GHG emissions associated with planned activity and growth at our operations. 'Other sources' refers to GHG emissions from fugitive CO2 and methane emissions, natural gas, coal and coke, fuel oil, liquefied petroleum gas or other sources. GHG emissions calculation methodology changes may affect the information presented in this chart. 'Range of uncertainty' refers to higher risk options currently identified that may enable faster or more substantive decarbonisation but which currently have a relatively low technology readiness level or are not yet commercially viable.

Slide 12: We continue to make solid progress in renewable power

7. FY2020 is the baseline year for BHP's Group-level FY2030 operational emissions reduction target. Emissions are presented on a 100% basis as per the operational control approach described by the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. For example, this includes 100% of BMA's emissions (while BHP's ownership is 50%). Excludes projects, exploration, and legacy assets.
8. Percentage reduction figures are estimates based on FY2020 levels and calculated based on FY2025 electricity consumption.

Slide 16: Progressing delivery of Scope 3 CY2030 goal for steelmaking

9. The blast furnace process route GHG emissions intensity 'today' value has been calculated using a baseline reference of 2.2 tonnes of CO2-e per tonne of crude steel, as sourced from IEA Iron and Steel Technology Roadmap (October 2020).
10. The electric arc furnace route GHG emissions intensity 'today' value is sourced from an average of a sample of natural gas-based direct reduced iron electric arc furnace sites utilising up to 25% scrap in CY2023, as well as the CRU Steel Cost Model and BHP analysis. All other GHG emissions intensity values (other than for the blast furnace process route – refer to footnote 9) are sourced from BHP analysis.

Slide 19: Evolving approach delivering greater impact

11. Indigenous procurement data does not include FY2024 data from former OZ Minerals Australian assets for comparative purposes. For definitions for Indigenous businesses in each operating location refer to the BHP ESG Standards and Databook 2025 available at bhp.com/ESGSD2025

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