



# Positioned for a sustainable future

Bank of America 2021 Global Metals & Mining  
conference

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# An industry driving development and de-carbonisation

Infrastructure & emerging wealth

Decarbonisation & electrification

Feeding a growing population

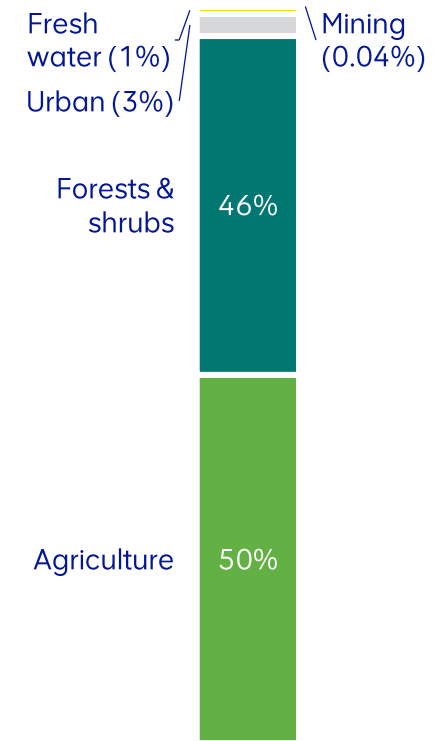


Responsible stewardship of land and resources

Reducing our environmental footprint

Catalyst for creating thriving local communities

## Use of global habitable land



# Re-imagining mining to improve people's lives

**Effectiveness**

**>10%**

Free Cash Flow

**Efficiency**

**15-20%**

ROCE

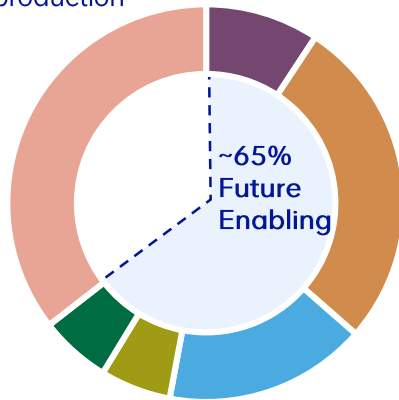
**Sustainability**

**7 Pillars of Value  
embedded**

# Positioned for a sustainable future

Portfolio for a greener, electrified, consumer world

Cu Eq production



Holistic & integral Sustainability

Evolving Sustainable Mining Plan

Carbon neutrality by 2040

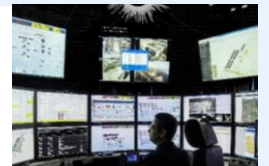
Leading Social Way 3.0

Technology & operating excellence

Operating Model



P101



FutureSmart Mining™



# Growth in future-enabling products

## Quellaveco

Greenfield copper project



On track for 2022 and on budget

~10% cu eq growth (~300ktpa<sup>1</sup>)

First fully digital mine with renewable electricity

## Woodsmith

Greenfield crop nutrients project



Technical review confirms project quality

Adjusting shaft schedule & ventilation to AA standards

Update at H1 – capex & schedule finalised Feb 2022

## Collahuasi

Brownfield copper expansion



~5% cu eq growth, with significant optionality

High margin, low cost

Renewable electricity supply



# Our investment proposition

**Competitive  
assets**

**Strong cost position**  
**+35% long term growth**

**Differentiated  
capabilities**

**Technology-led**  
**Sustainability leader**

**Sustainable  
returns**

**\$3-4bn EBITDA improvement**  
**Disciplined capital allocation**