



ESG Roadshow

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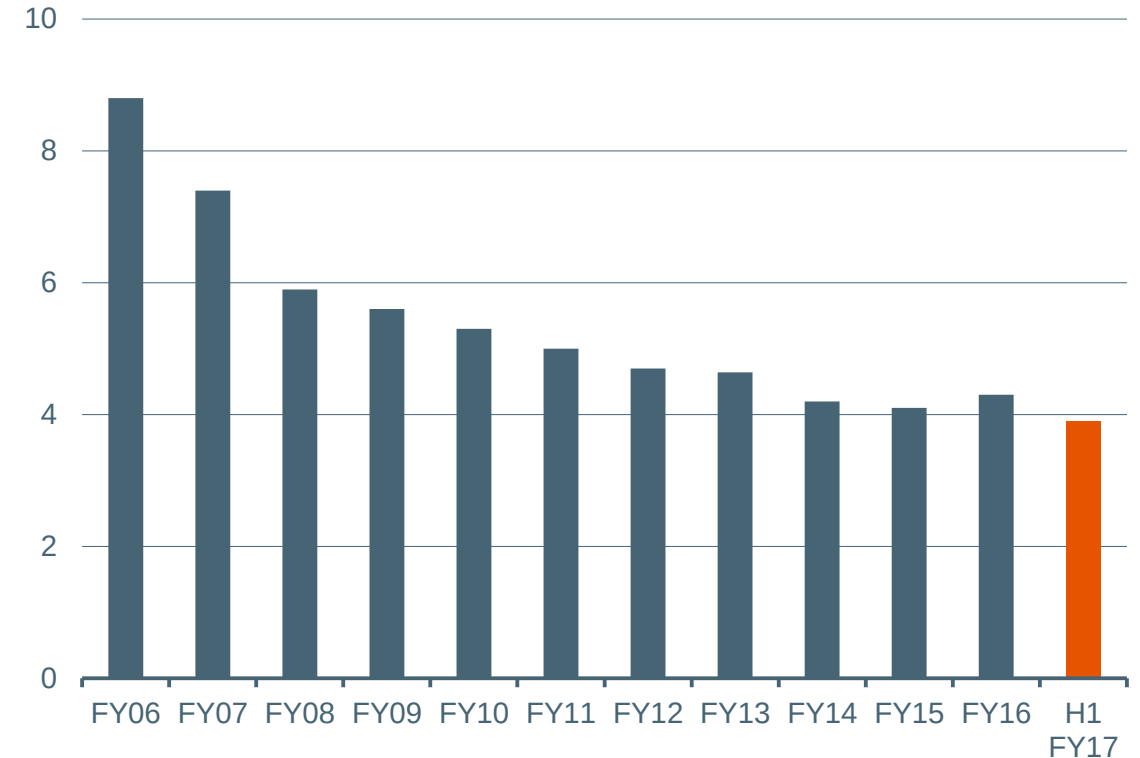
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Safety performance H1 FY2017

- On 21 October 2016 a team member was fatally injured at Escondida
- An independent team was established to complete an investigation of the event and the findings were shared with all employees
 - Led by Minerals Australia Asset President with a leading external facilitator and subject matter expert
 - Identified root cause and lessons from broader organisational factors for application in all assets
 - Key findings, actions and lessons to be shared were reviewed and discussed at the Sustainability Committee
 - Robust process for disseminating lessons and to track specific actions on lessons in each asset
- 11% decrease in high potential safety incidents
- TRIF of 3.9 per million hours worked, nine per cent lower than FY2016¹
 - Lowest on record for a half year

TRIF performance at operated sites

(Number of recordable injuries per million hours worked²)



1. BHP Billiton operated assets, from FY16.

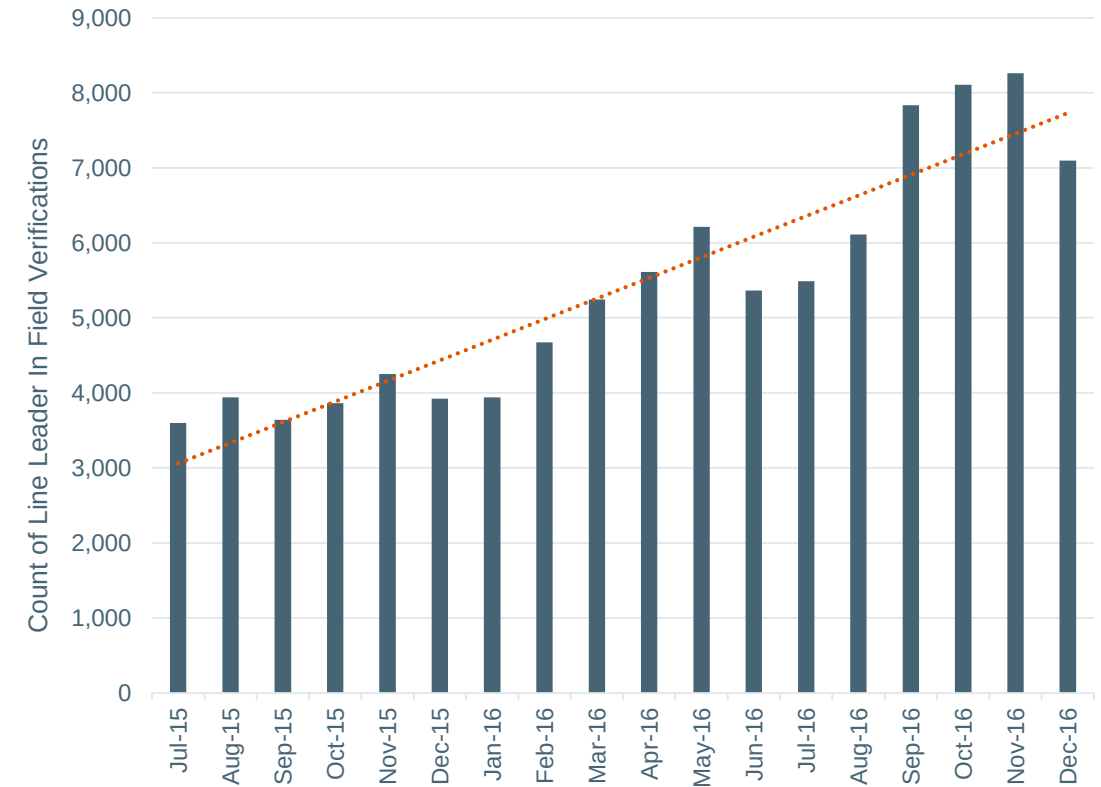
2. FY06 to FY14 presented on a total operations basis.

Safety performance FY2016

Improving our approach to managing our highest safety risks and reaching our goal of zero fatalities at our operated assets

- While we had no fatalities at our operated sites in FY2016, tragically 19 people died as a result of the dam failure at Samarco
- 20% decrease in high potential safety incidents
- TRIF of 4.3 per million hours worked, a slight increase from FY2015
- Increased leadership engagement in verification activities in the field and improved the quality and sharing of event investigations
 - Leader-led in field verification activities for fatal and material risks have doubled in 18 months

Minerals Australia & Minerals Americas in-field Critical Control Observations and verifications¹



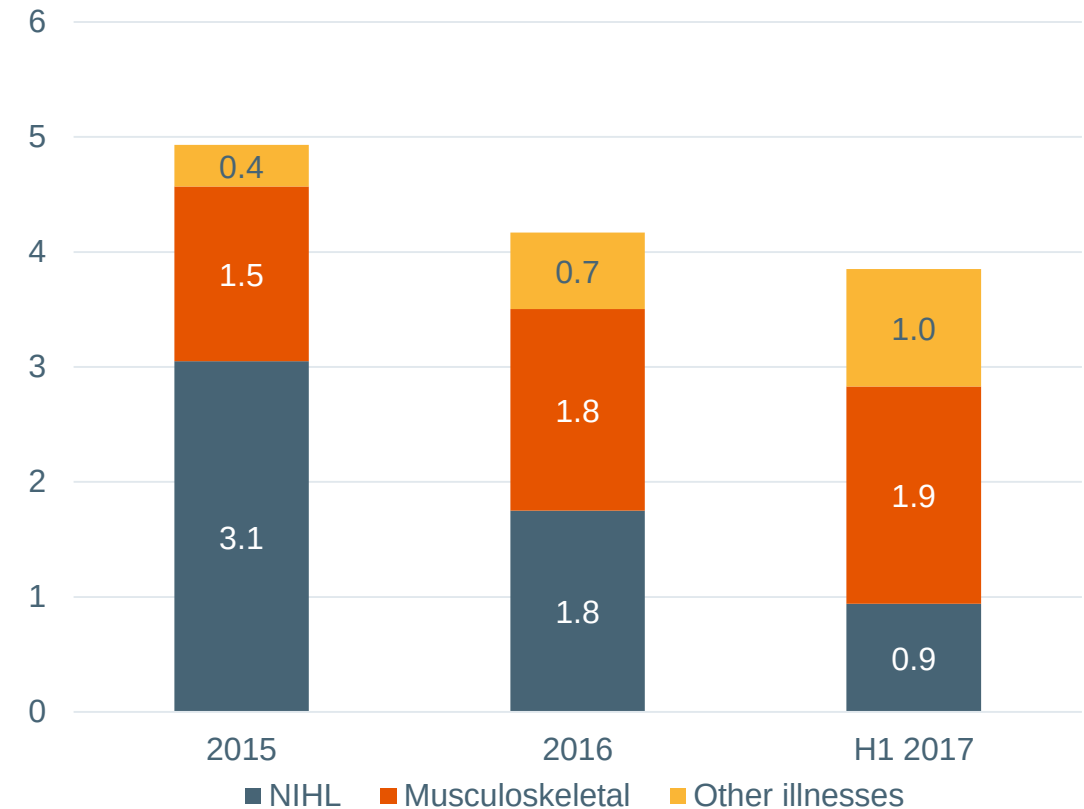
1. These figures do not include data from Petroleum. The region has been focused on replicating filed leadership and maintaining their current field engagement process, which is tracked separately.

Health performance FY2016

Protecting the health and wellbeing of our people

- 14% reduction in employee occupational illness rates
- 70% reduction in worker exposures compared with our 2012 baseline
- Implemented a company-wide mental health framework with four priority areas – culture, capacity, prevention and recovery
- Adopted a sector leading position on diesel exhaust and silica exposures
 - Now managing diesel exhaust exposures to one-third of the Australian regulatory standard
 - All assets implementing exposure reduction project pipelines – electrification underground, lower emitting diesel engines

Employee occupational illness rates (per million hours worked)



Note: Noise Induced Hearing Loss (NIHL).

Environment and community

HSEC Public Targets update

- At the end of FY2017, BHP Billiton will conclude its current five-year HSEC Public Targets
- These targets also form the basis for HSEC KPIs in annual ELT scorecards
- New targets are under development for the next five-year period FY2018 – FY2022
- **Safety** – TRIF remains the metric most commonly used by peers and allows for effective benchmarking across the sector. Zero fatalities will also be maintained
- **Health** – the Health target is being designed to focus on our most material exposures and consider the current technical feasibility of achieving current and potential future Occupational Exposure Limits (OEL)
- **Environment** – recognise the importance of GHG targets as a demonstration of our commitment to the Paris Agreement, and the increasing importance of water as a focus for stakeholders. We expect this scrutiny to increase over the five-year period. Numerical targets and aspirational goals aligned to the UN SDGs are being developed to drive performance and strategic direction

FY2016 performance

Dedicated to responsible stewardship of our natural environment

- All operations developed land and biodiversity management plans to manage our biodiversity and ecosystem impacts
- Progressed a number of projects in support of our water target and remain on track to meet the five year target at the end of FY2017
 - Desalination in Chile; groundwater management plans and recycling in North American Shale; Pilbara Water Resource Management Strategy
- Contributed US\$27.5 million to programs supporting environmental resilience

US\$176.9 million voluntarily invested in community programs

Progress at Samarco

Committed to social and environmental rehabilitation

Avenida Beira Rio – Barra Longa



Rehabilitation

- Renova Foundation fully functional
- Rehabilitation and compensation programs making good progress
- Resettlements, land purchases underway
- Dam stabilised, containment dykes in place
- River bank remediation on track

Legal developments

- Constructive Preliminary Agreement with Federal Prosecutors
- Technical advisors appointed to review remediation program
- Bottom-up, community-focused, cost-based approach
- Criminal cases ongoing

Mine restart

- Restart important but must be safe and economically viable
- Require state and federal approvals and community support
- Negotiations for use of Vale's Timbopeba pit underway
- Debtholder negotiations

Climate change

Clear position supported by tangible actions

Mitigation

- GHG emissions were 18MT, 13% lower than the adjusted FY06 baseline
- Announced REDD+¹ project in Peru managed by Conservation International

Adaptation

- All businesses required to consider physical impacts as part of planning
- Community and ecosystem resilience projects delivered

Technology

- Working in partnership to accelerate development of technologies that can materially reduce global emissions
- Announced investments in carbon capture and storage, and renewables

Stakeholder engagement

- Welcomed the Paris Agreement which provides a long-term foundation for further progress
- Committed to transparent reporting and disclosure and cross-sectoral engagement
- Participated in the Financial Stability Board Taskforce on Climate Related Disclosures

1. REDD+ Reducing Emissions from Deforestation and Forest Degradation.

Portfolio evaluation

- Climate change is integrated into our scenario analysis and planning processes
- We continue to monitor climate change signals and assess the potential implications of these on our portfolio
- Signals in the last 12 months are supportive of an orderly transition to 2°C
- Our portfolio remains resilient

Our actions – low emissions technologies

The Lakeland solar and battery project

- A 10.8MW solar PV plus 5.3 MW-hr battery installation in Queensland, Australia
- The Knowledge Sharing Partnership will test network conditions, simulating the types of conditions that the resources sector might demand in order to make batteries genuinely viable
- Construction has started on the project and commissioning is likely to occur in April 2017



Peking University Partnership on CCS in the Steel Sector

- The work program is underway and the Advisory Board for the partnership, comprising eminent individuals from government, industry and academia, will meet for the first time in May 2017 in Beijing

International CCS Knowledge Centre – Boundary Dam CCS Project

- Recent activity has focussed on finalisation of the strategic plan, and the 2017 Operating Plan



1. Image published and supplied by Lakeland Solar & Storage Pty Ltd – A Conergy Group company.

2. Image supplied by SaskPower.

Governance and transparency

Board and committee appointments update

- Ken MacKenzie – new appointment, joined Sustainability Committee
- Malcolm Brinded – new Sustainability Committee Chairman
- John Schubert – retired after the 2016 AGMs
- Grant King – new appointment on 1 March 2017
- Pat Davies – will retire on 6 April 2017

Remuneration

- FY2016 was a challenging year for the Company and our shareholders – this has been reflected in pay outcomes
- CEO did not receive any performance-related pay – STI and LTI were both zero
- LTI award for FY2017 capped at FY2016 number – a reduction of 26 per cent in the number of awards that would have been granted ‘formulaically’

Tax and transparency

- We have released our second *Economic Contribution and Payments to Governments Report*
- Public interest in corporate structures and the integrity of tax regimes increased in FY2016, including disclosure of beneficial ownership of assets and income and the use of companies in so called ‘tax haven’ jurisdictions
- We do not engage in aggressive tax planning. Our global adjusted effective tax rate in FY2016 was 35.8 per cent (58.6 per cent once royalties are included) and 30.3 per cent in Australia (56.6 per cent once royalties and PRRT are included)



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