

BHP Group Limited Annual General Meeting

11 November 2021



BHP

Ian Hunter, Wurundjeri Elder

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.

The forward-looking statements are based on the information available as at the date of this presentation and/or the date of the Group's planning processes or scenario analysis processes. There are inherent limitations with scenario analysis and it is difficult to predict which, if any, of the scenarios might eventuate. Scenarios do not constitute definitive outcomes for us. Scenario analysis relies on assumptions that may or may not be, or prove to be, correct and may or may not eventuate, and scenarios may be impacted by additional factors to the assumptions disclosed.

Additionally, forward-looking statements in this presentation are based on the information available as at the date of this presentation 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 materially from those expressed in the statements contained in this presentation. 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 presentation will be based, 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. Past performance cannot be relied on as a guide to future performance.

Presentation of data

Unless specified otherwise: variance analysis relates to the relative performance of BHP and/or its operations during the year ended 30 June 2021 compared with the year ended 30 June 2020; operations includes operated assets and non-operated assets; total operations refers to the combination of continuing and discontinued operations; continuing operations refers to data presented excluding the impacts of Onshore US from the 2017 financial year onwards; copper equivalent production based on 2021 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.

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

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BHP and its subsidiaries

In this presentation, the terms 'BHP', the 'Company', the 'Group', 'our business', 'organization', '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 3.2 of BHP's Annual Report and Form 20-F. Those terms do not include non-operated assets. This presentation includes references to BHP's assets (including those under exploration, projects in development or execution phases, sites and closed operations) that have been wholly owned and/or operated by BHP and that have been owned as a joint venture operated by BHP (referred to as 'operated assets' or 'operations') during the period from 1 July 2020 to 30 June 2021. Our functions are also included.

BHP also holds interests in assets that are owned as a joint venture but not operated by BHP (referred to in this presentation as 'non-operated joint ventures' or 'non-operated assets'). Our non-operated assets include Antamina, Cerrejón, Samarco, Atlantis, Mad Dog, Bass Strait and North West Shelf. 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. References in this presentation to a 'joint venture' are used for convenience to collectively describe assets that are not wholly owned by BHP. Such references are not intended to characterise the legal relationship between the owners of the asset.

A woman with dark hair, wearing a white BHP hard hat with a green headlamp, clear safety glasses, and an orange high-visibility shirt, is looking over her shoulder towards the camera. The background shows a vast mining or construction site with piles of material and distant structures under a blue sky with light clouds.

Ken MacKenzie, Chair

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FY21 financial highlights

A strong set of results enables higher shareholder returns

Earnings

US\$ **37.4 bn**

Underlying EBITDA ↑ 69%

EBITDA margin

64%

↑ 11% points

Free cash flow

US\$ **19.4 bn**

↑ 140%

Net debt

US\$ **4.1 bn**

↓ 66%

Shareholder returns

200 US cps

Final dividend determined,
payout ratio of 92%

ROCE

32.5%

↑ 15.6% points

Note: All comparisons are against FY20. Net debt excludes vessel lease contracts that are priced with reference to a freight index.

A silhouette of a person stands in the foreground, looking out over a landscape. In the distance, a line of wind turbines is silhouetted against a bright, hazy sky, suggesting a sunset or sunrise. The overall mood is contemplative and focused on sustainable energy.

Driven by our purpose

BHP

Unlocking value and positioning for the future



Unification



Portfolio



Climate change



Social value

BHP

Your Board



Ken MacKenzie



Terry Bowen



Malcolm Broomhead



Xiaoqun Clever



Ian Cockerill



Anita Frew



Gary Goldberg



Mike Henry



Susan Kilsby



John Mogford



Christine O'Reilly



Dion Weisler



The future is clear

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A wide-angle photograph of a bridge at sunset. The bridge has a blue steel arch structure and a paved walkway made of light-colored bricks. Several people are walking away from the camera towards the horizon where the sun is setting. The sun is low on the horizon, creating a strong orange glow and lens flare. In the background, a city skyline with various buildings is visible under the orange sky. The bridge's railing is on the right side, and the water is visible below it.

Mike Henry, Chief Executive Officer

BHP

A photograph of three female workers in a mining environment. They are wearing white hard hats, safety glasses, and high-visibility orange vests over grey shirts. The worker in the foreground is smiling and looking to the right. She has a headlamp on her helmet and a Motorola radio clipped to her vest. Her vest has a name tag that reads 'VIVIAN Molina' and a logo for 'MINERA ESCONDIDA Operada por BHP Billiton'. The background is slightly blurred, showing an industrial setting.

Strong operational and financial results

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Creating significant value

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A wide-angle photograph of a solar farm at sunset. The sun is a bright, glowing orb on the horizon, casting a warm orange and yellow light across the sky and the solar panels. In the foreground, rows of solar panels stretch towards the horizon. A person wearing a high-visibility yellow jacket is seen from behind, standing near a white pickup truck. The overall scene conveys a sense of sustainable energy production.

Advancing decarbonisation

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**Reshaping our portfolio
for a changing world**





Creating competitive
advantage through our
people and culture



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The future is clear

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