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METALLURGICAL COAL

Tyler Mitchelson, CEO

Bulks Seminar & Site Visit: Brisbane, 12 November 2019

Grosvenor longwall

Real Mining. Real People. Real Difference.

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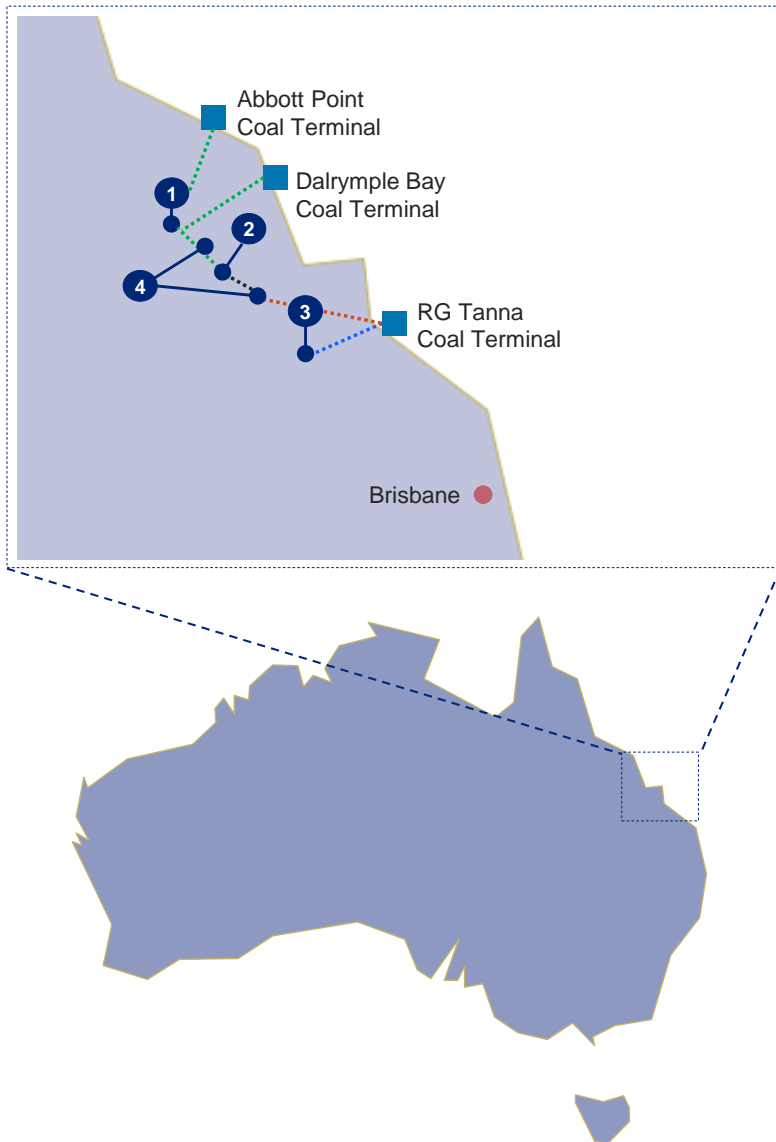
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OUR HIGH QUALITY ASSETS

Abbott Point
Coal Terminal

Dalrymple Bay
Coal Terminal

RG Tanna
Coal Terminal

Brisbane

❶ Moranbah-Grosvenor (88%/100%)

Underground longwall, high quality HCC

❷ Capcoal (70%)

Grasstree underground longwall, high quality HCC

Open cut operations, HCC, PCI & thermal

❸ Dawson (51%)

Open cut, HCC, PCI & thermal

❹ Jellinbah (23% JV, non-managed & independently marketed)
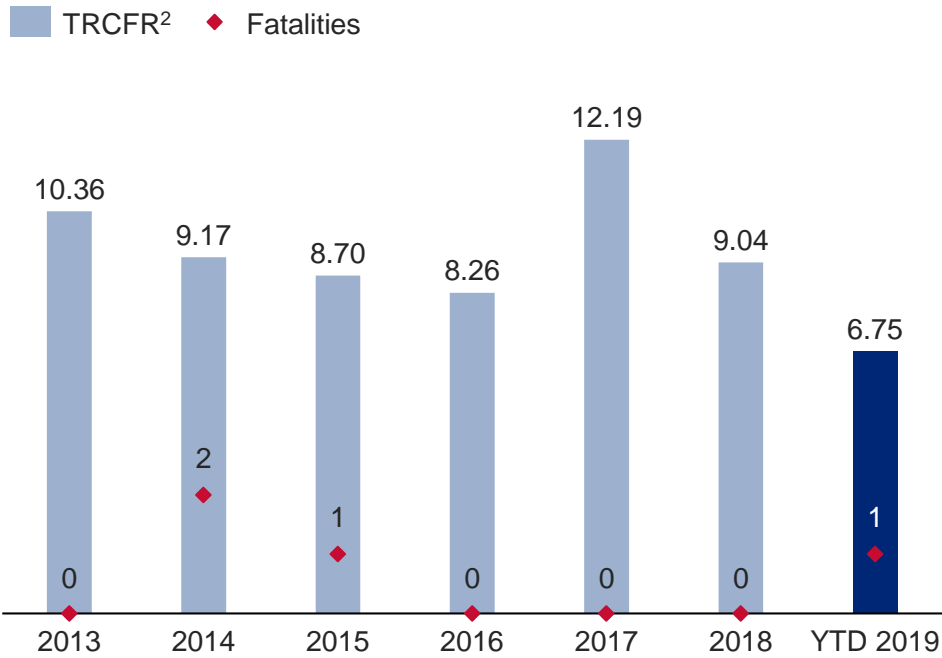
Open cut, HCC, PCI & thermal

2019F met coal production

22-24Mt

~85% HCC

2019F FOB unit cost[1]

~$62/t

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SAFETY IS OUR PRIMARY VALUE

Performance

■ TRCFR[2] ◆ Fatalities

Elimination of Fatalities Taskforce

Sharing of learnings key to reducing high potential incidents

Operating Model delivering safer outcomes through planned work

Elimination of Fatalities

LEADERSHIP

CARING CULTURE

PLANNING & SCHEDULING

RISK & CHANGE MANAGEMENT

MONITORING & ASSURANCE

LEARNING ORGANISATION

Focus areas

Cultural and behavioral change through leadership development and employee engagement

All work planned and scheduled across all operations, with focus on compliance to plan, including contractor work

Improving critical control management and compliance

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RELENTLESS FOCUS DRIVES GROWTH

Transformed portfolio

Product & asset quality

Operational excellence
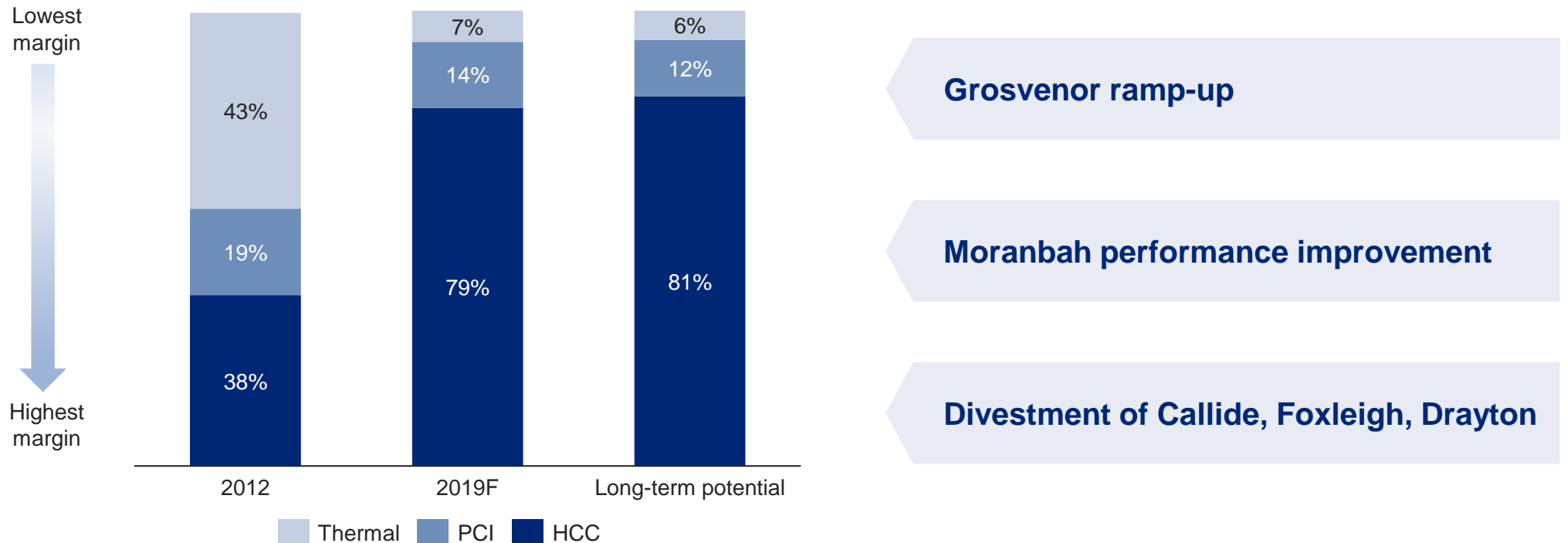
Industry leader

Value adding growth

~30% growth potential

5

A TRANSFORMED BUSINESS

Capcoal

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PORTFOLIO SHIFT TOWARDS QUALITY

Increasing contribution from high margin products

Lowest margin

Highest margin

2012	2019F	Long-term potential
43%	7%	6%
19%	14%	12%
38%	79%	81%

Thermal · PCI · HCC

Grosvenor ramp-up

Moranbah performance improvement

Divestment of Callide, Foxleigh, Drayton

Anglo American share (including our share of Jellinbah)

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VALUE ADDING QUALITY GROWTH

Quality production targeted to double in 10 years

Met Coal production (Mt)[3]

+108%

Closed & divested: 3

2012	2019F	2022F	Long-term potential
14	22-24	26-28	30
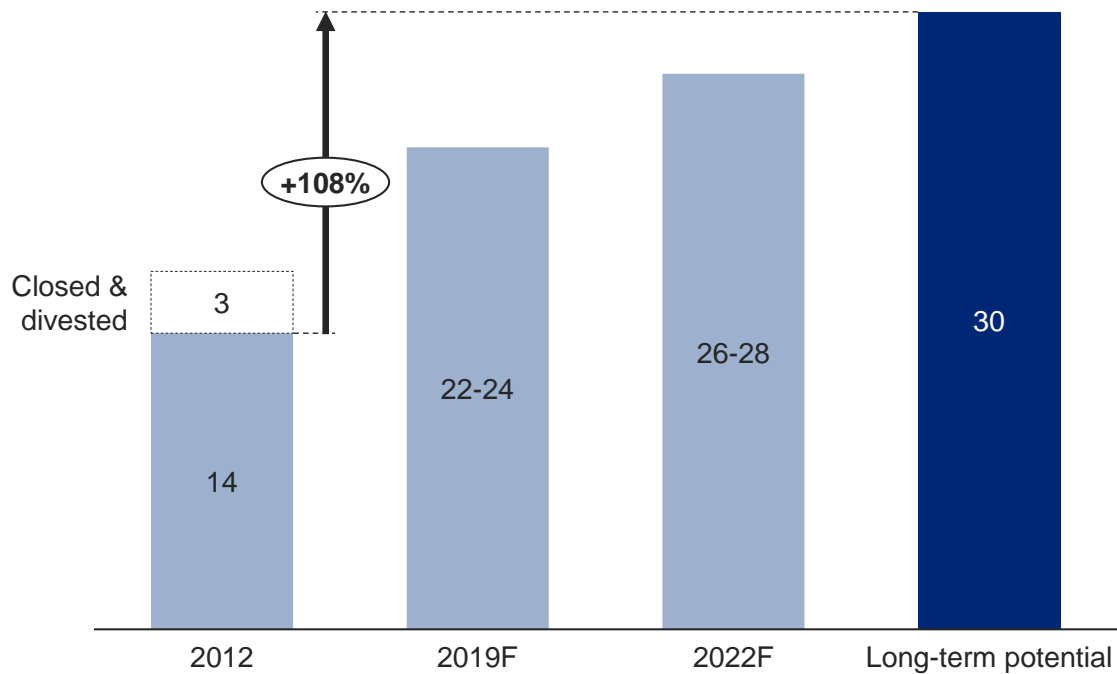
Operating Model & 'Longwall 100'

P101

Moranbah-Grosvenor debottlenecking

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MAXIMISING POTENTIAL OF BENCHMARK PRODUCER

Moranbah ROM (Mt)

- 2012: 5
- 2019F: 9 (+68%)
- 2023F: 14 (+57%)
- US Benchmark: 12
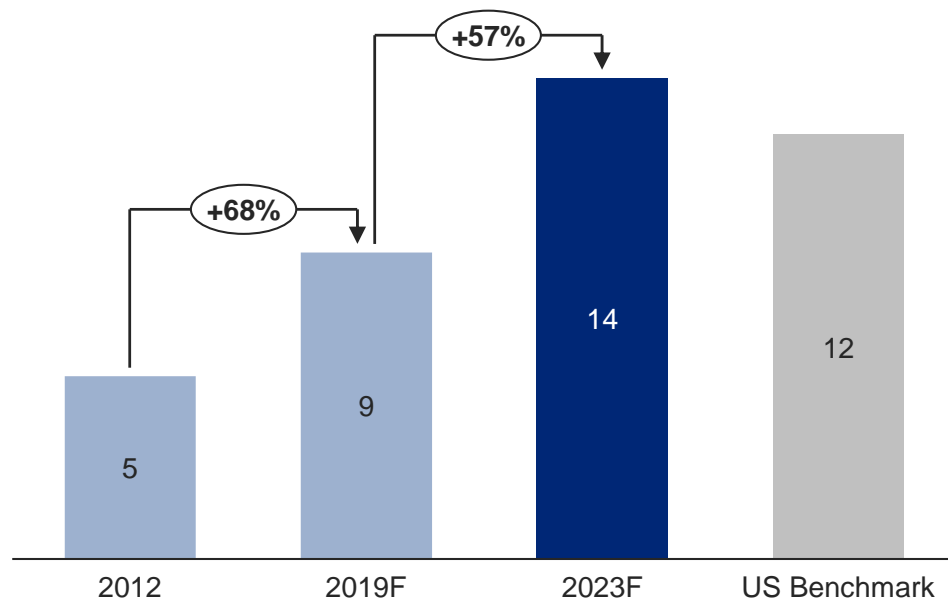
Moranbah Grosvenor ROM[4] (Mt)

Post debottlenecking

H2 2019 rate 19.2Mt post upgrade

- 2012: 5
- 2019F: 16
- 2023F: 22
- Long-term potential: 24

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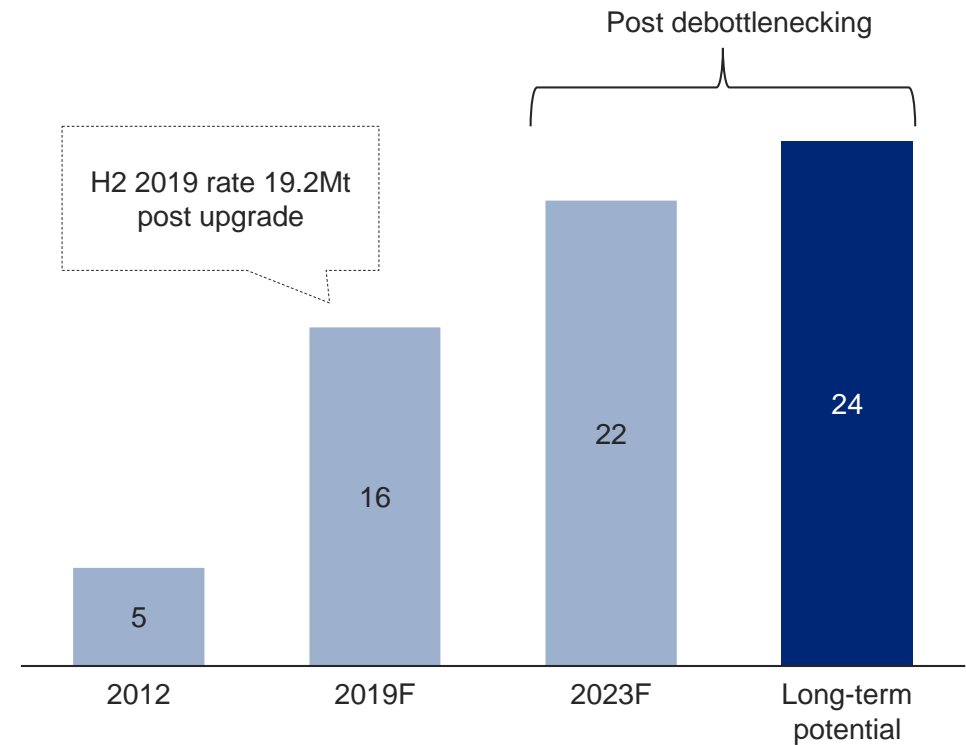
P101 FOCUSED ON KEY COST DRIVERS
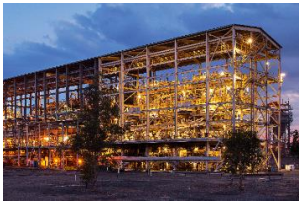
Underground longwall mining

Underground development

Cost capitalised

Longwall

Washplant

Distribution

Open pit mining

Drill & blast
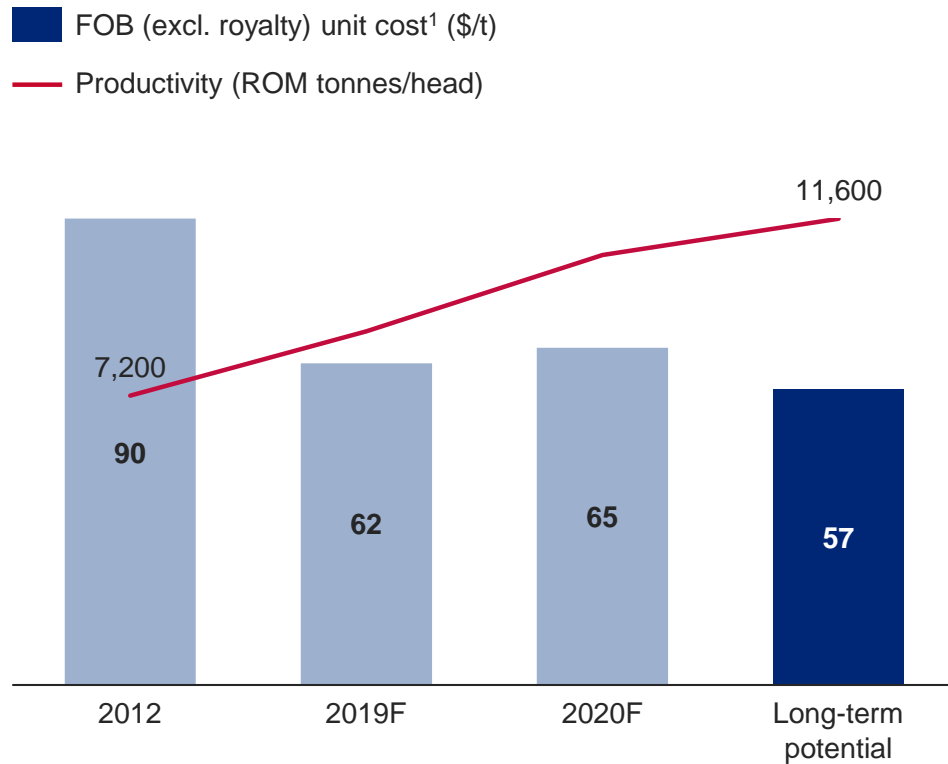
Truck, shovel & dragline

Washplant

Distribution

~5% unit cost

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DISCIPLINED COST MANAGEMENT

Ongoing cost discipline

■ FOB (excl. royalty) unit cost[1] ($/t)

—— Productivity (ROM tonnes/head)

11,600

7,200

90	62	65	57
2012	2019F	2020F	Long-term potential

Driving improved competitive position

Portfolio average improved by 20pp on margin adjusted cost curve

2013
43%

2019
23%

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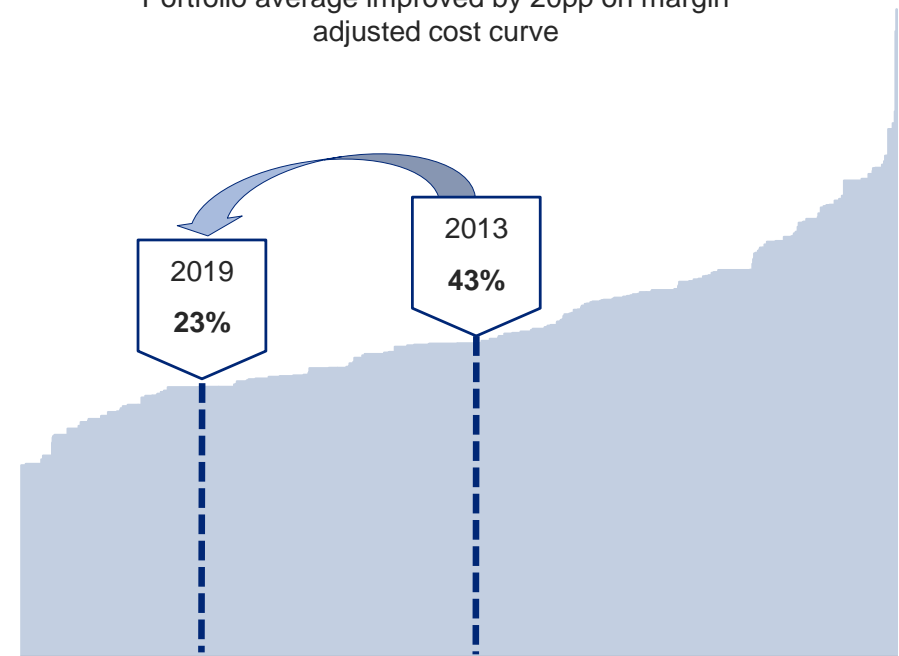
EFFICIENT CASH CONVERSION AND BALANCED CAPITAL ALLOCATION

2012	
$0.6bn	Cash generated (post-tax)
$0.8bn	Sustaining capital
$0.3bn	Growth capital

2019F	
$1.2bn	Cash generated (post-tax)
$0.7bn	Sustaining capital
$0.1bn	Growth capital

2012

9% ROCE

22% Mining EBITDA margin

$210/t Ave HCC price

2019F

~45% ROCE

~55% Mining EBITDA margin

$185/t Ave HCC price YTD

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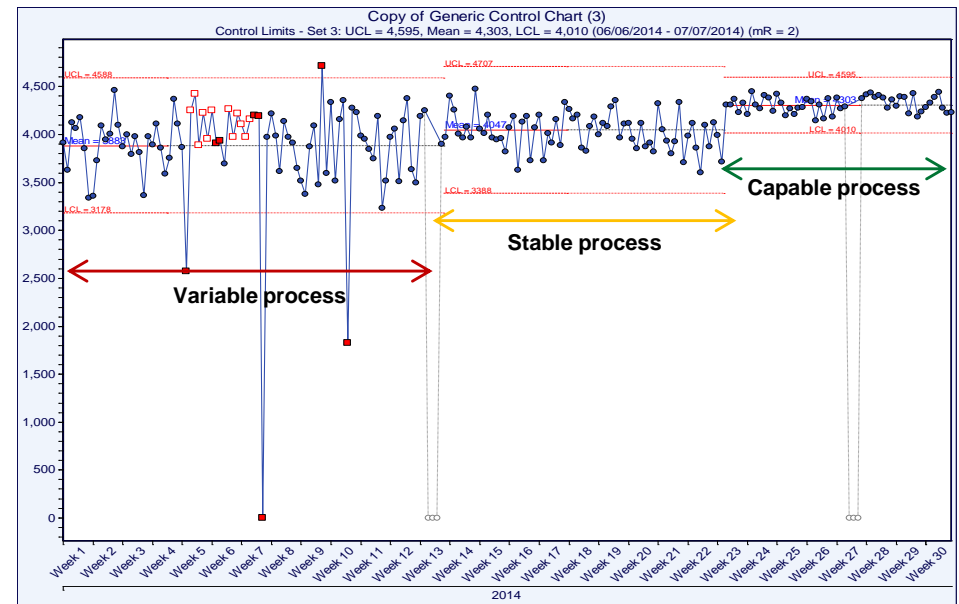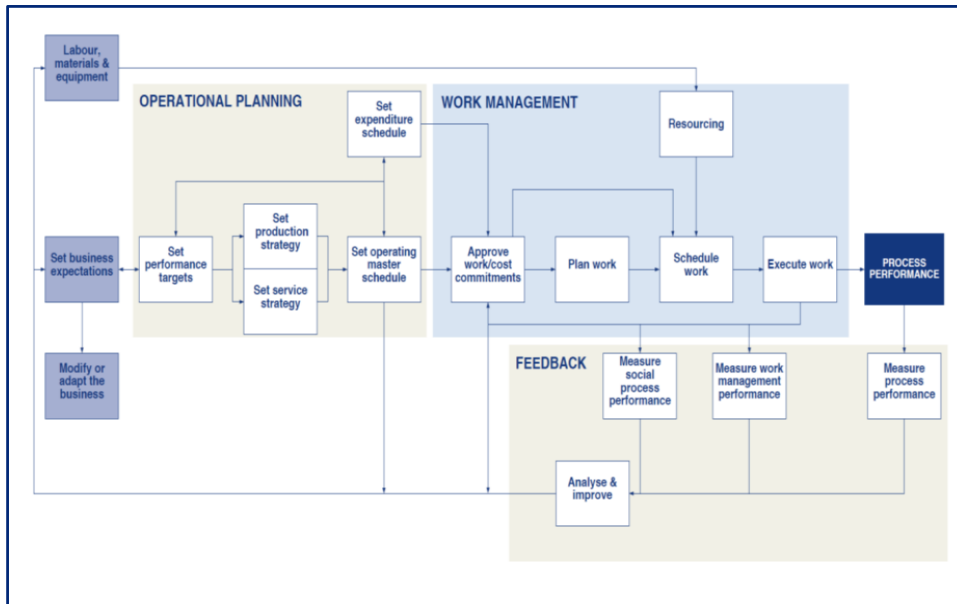# SUSTAINABLE IMPROVEMENT

Grosvenor Mine Control
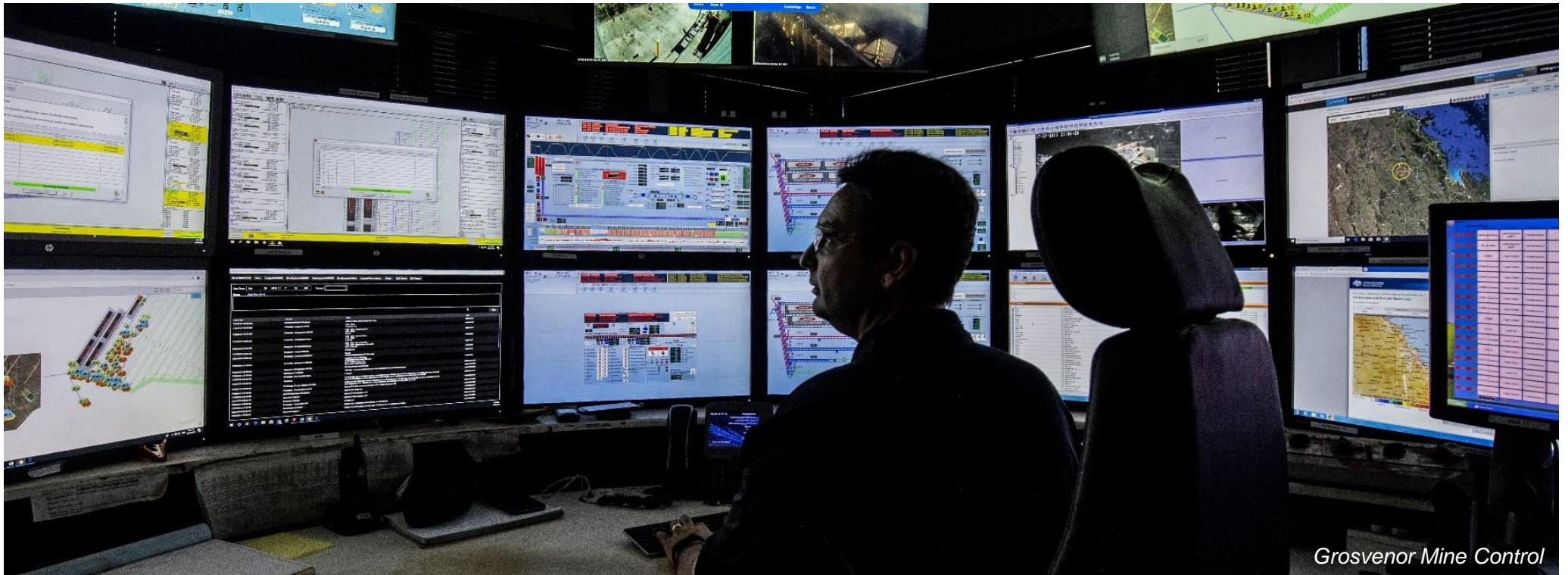
Real Mining. Real People. Real Difference.

OPERATING MODEL DRIVES SUSTAINABLE IMPROVEMENT

Stable and predictable processes

Reduce variability

Foundation for improved performance

DRIVING SUSTAINABLE IMPROVEMENT

Operating Model: A foundation for improvement

2012	2017	2018	Target
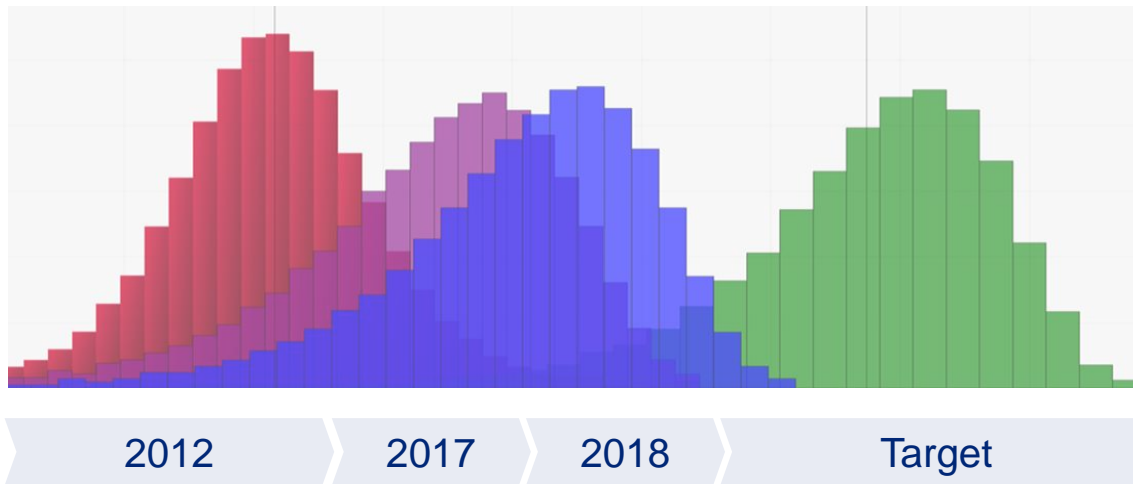
Operational planning

Work management

Feedback & data analysis

Automation of longwalls drives improvement

Reduced variability

Greater control

ROM vs % Automation. Data points: 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019[5]

15

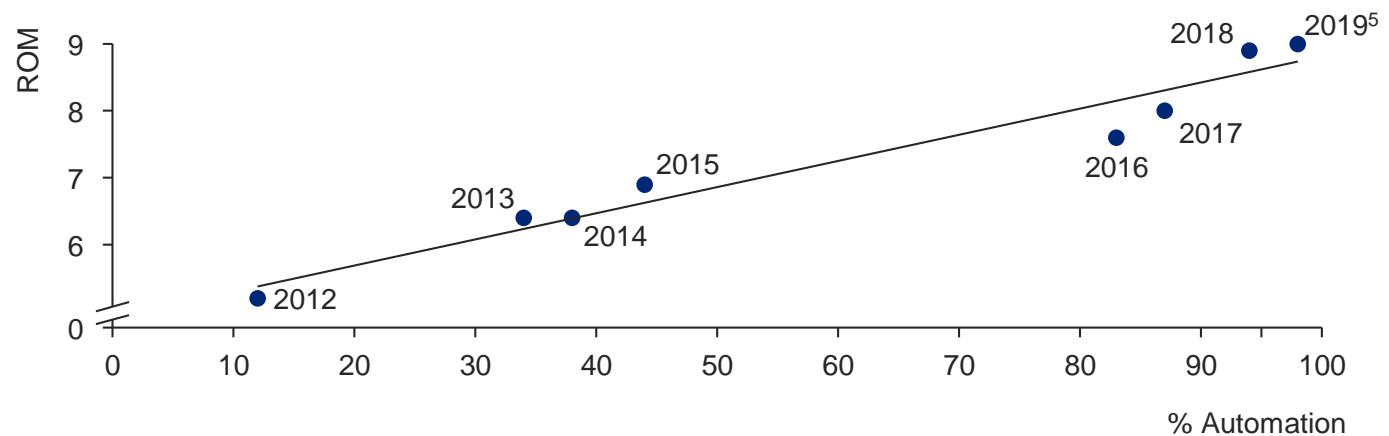# ON THE STEP-CHANGE JOURNEY: MORE TO COME

P101

Exceeding industry best-in-class process & equipment performance

Longwall face extension	Remote operation of longwalls
Shovel and dragline dig geometries	Gas and strata management

FutureSmart Mining™

Game-changing technology; data analytics; sustainability

Exploration	Longwall mine of the future
Opencut automation and technology	Coal processing innovation
Digitalisation	

Incremental improvement   **Step-change**

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TECHNOLOGY INITIATIVES KEY LEVER TOWARDS STEP-CHANGE GROWTH
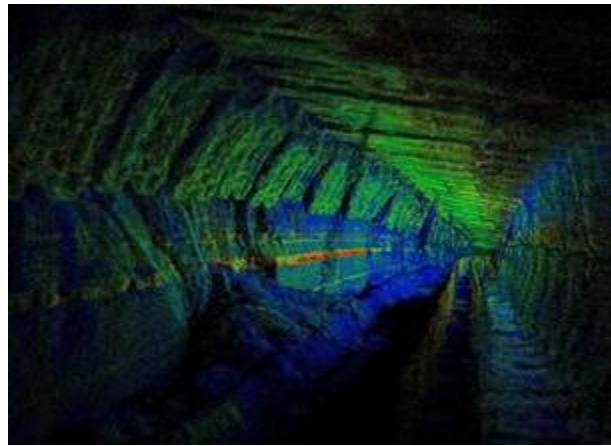
Remote longwall operations

Advanced machine learning and steering technology

Reduces exposure to underground operational hazards by ~50,000 hr/yr

Additional 3 hours operations and +/- 150tph increased rate

LIDAR 3D scanning

Improved mapping, real time monitoring and dilution

~3% recovery increase through precise mining and horizon control

Removes people from frontline operations by ~6,000 hr/yr

Underground tablets & tech
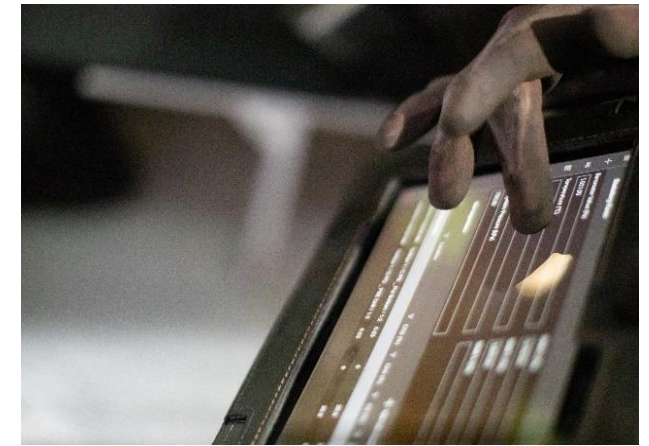
Underground wireless connectivity

Real time communication and access to safety and hazard information

Increased productivity through >25% reduction in repair times

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SUSTAINABILITY AT THE HEART OF THE BUSINESS

20% reduction in water abstraction by 2020

~$160m mine rehabilitation plan

Reduce net GHG emissions by 30% by 2030

Best practice social performance

Our Sustainability approach is integral to FutureSmart Mining™

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DISCIPLINED GROWTH POTENTIAL
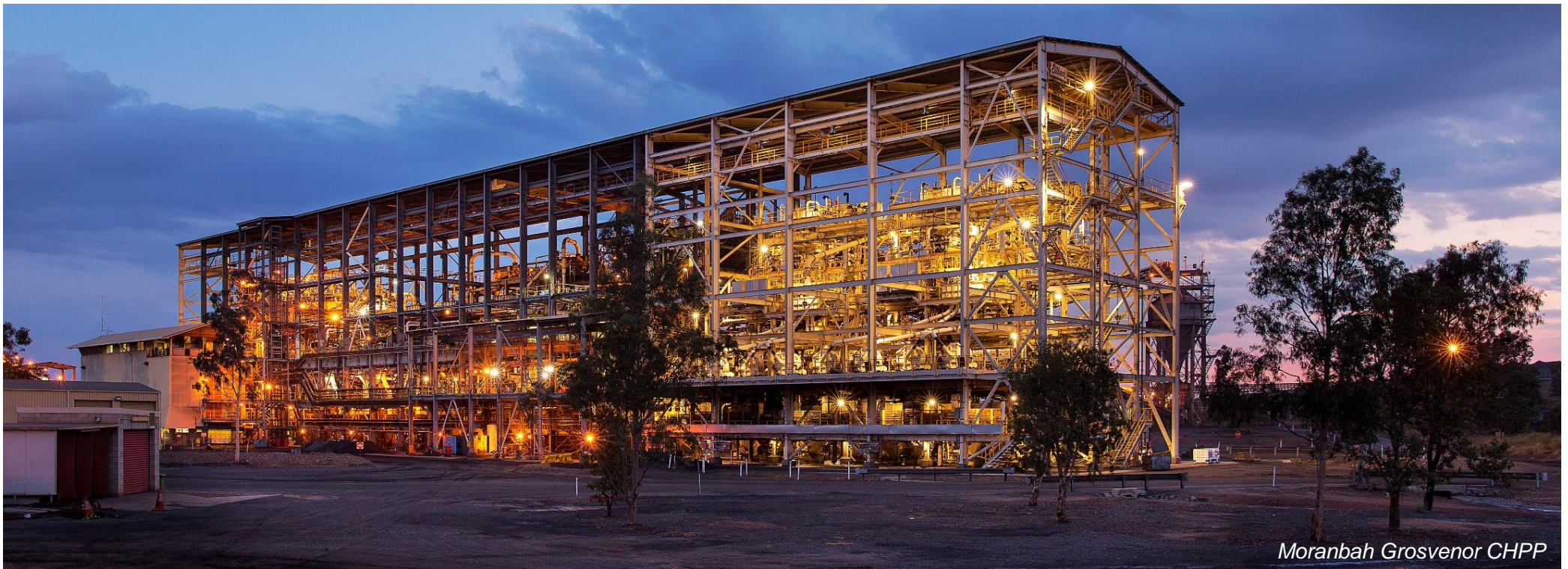
Moranbah Grosvenor CHPP
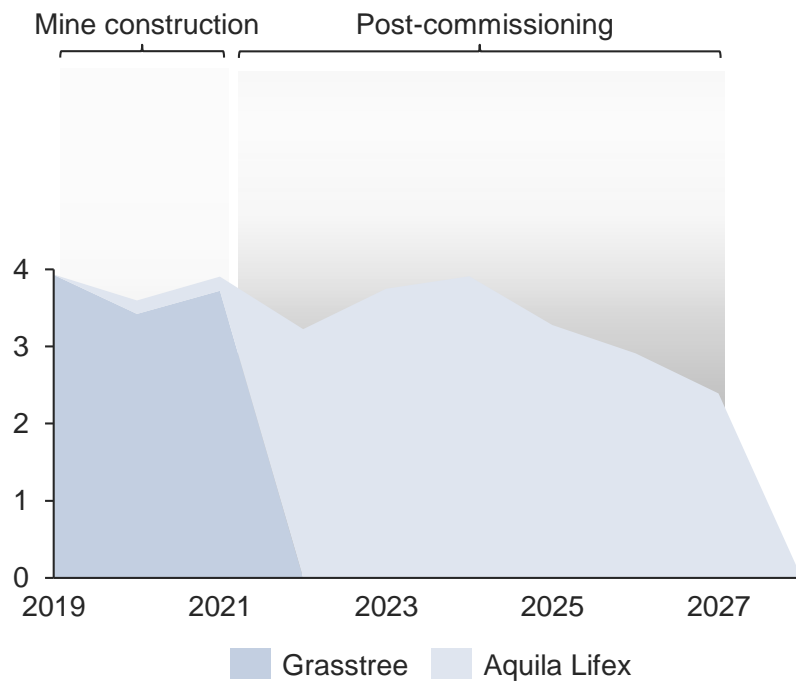
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AQUILA: QUALITY GRASSTREE LIFEX

Saleable (Mtpa)

Mine construction   Post-commissioning

4

3

2

1

0

2019   2021   2023   2025   2027

■ Grasstree   ■ Aquila Lifex

Approved July 2019

Grasstree lifex, high quality metallurgical coal

~2.5 year construction leveraging existing infrastructure

Saleable production

3.5Mtpa

IRR

>30%

Mine life

6 years

Margin

>40%

Capex

$226m

(Anglo American 70% share)

20

UNLOCKING POTENTIAL OF MORANBAH-GROSVENOR
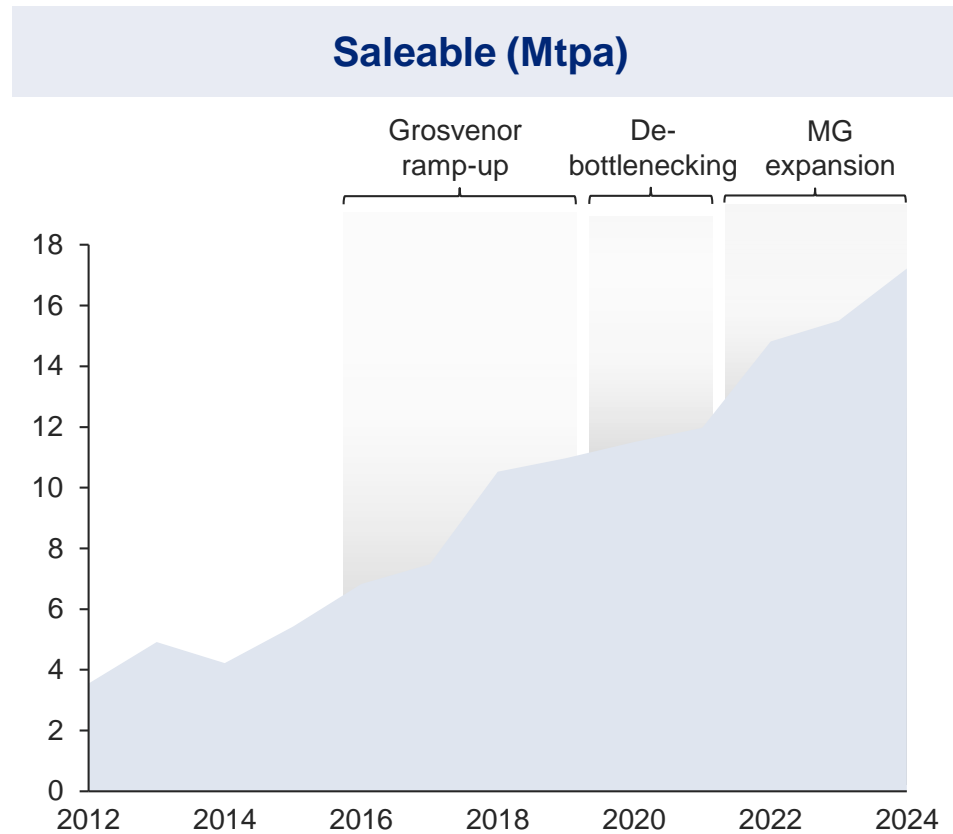
Saleable (Mtpa)

Plant upgrade, stockpile extension & load out expansion

Approval targeted mid-2020[6]

~12-18 months construction

Saleable production

4-6Mtpa

IRR

>30%

Payback

~3-4 years

Margin

>50%

Capex

$0.3-0.4bn

(Anglo American share)

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MORANBAH HUB: MULTIPLE OPPORTUNITIES OF SCALE

Moranbah South

2.3bt HCC deposit adjacent to Moranbah Grosvenor

50% Anglo American share

Concept study incorporating Grosvenor learnings

Environmental approvals in place

Moranbah secondary seams

4 additional seams of premium HCC

Low cost, low risk, lifex projects

Reinforces Q1 cost position
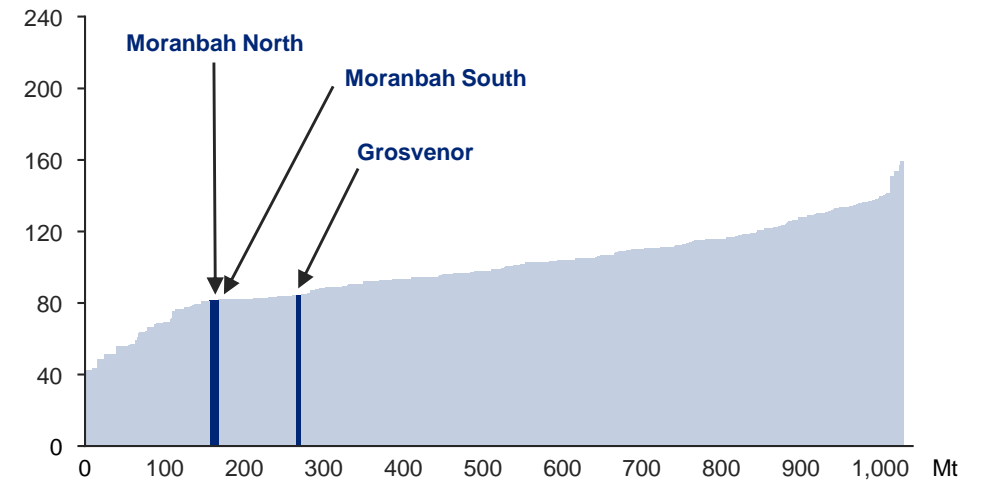
Inverse margin cost curve (2029)
real 2019 US$/t FOB AUS

PRC BASIN COMPARABLE TO BOWEN BASIN

Peace River Basin - Canada
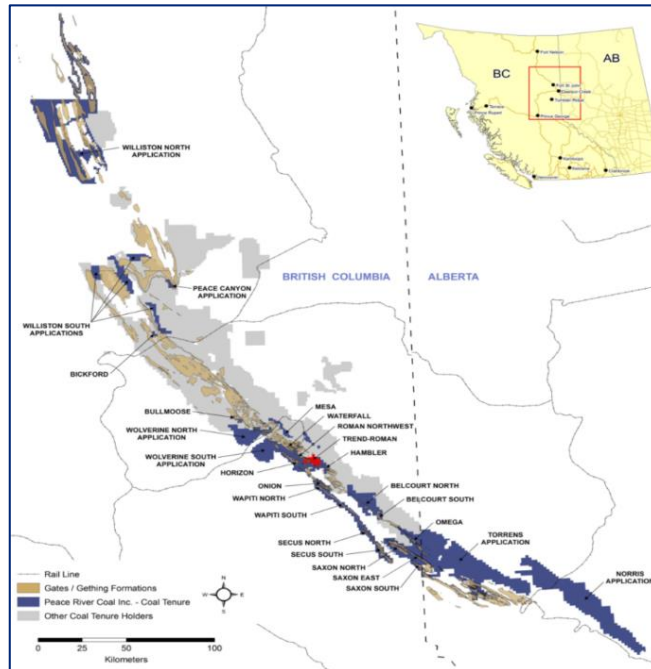
Existing large footprint in PRC Basin

Currently on care & maintenance

Logistics infrastructure in place

Similar in scale to Bowen Basin

Studies underway

Anglo American tenure

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QUALITY BUSINESS WITH POTENTIAL FOR GROWTH

Assets	Capabilities	Returns
High quality product	Operating Model	Low cost producer
Growth potential	FutureSmart Mining™	Capital discipline
Attractive jurisdictions	Integrated marketing	Sustainable cash generation

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FOOTNOTES

1. Unit costs exclude royalties, depreciation, study costs and include direct support only.
2. Total Recordable Cases Frequency Rate per million hours. Please note that in 2017 there was a redefinition of TRFCR, which resulted in a significant increase through 2017, 2018 and 2019.
3. Anglo American share including our share of Jellinbah. In 2012, the annual tonnages exclude amounts attributable to operations that have since been divested or placed into care and maintenance.
4. Moranbah Grosvenor combined complex total feed. 2012 comprises Moranbah feed only with Grosvenor commencing production in 2016.
5. Excluding dyke at the beginning of panel.
6. Subject to Board and joint venture partner approval.

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MORANBAH GROSVENOR COMPLEX

The metallurgical coal journey

Coal Face → Conveyor → ROM stockpile → Coal Handling and Preparation Plant → Product stockpile → Train Load Out → Rail → Port → Ship

Coal Handling and Preparation Plant

Grosvenor
ROM Stockpile

Conveyor from Moranbah North Mine

Moranbah North
ROM Stockpile

Train Load Out
3,300 tonnes per hour
10,000 tonnes per train

Coarse Reject Conveyor

Product Stockpiles

Moranbah North
ROM Stockpile

Conveyor from Grosvenor Mine

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MORANBAH GROSVENOR COAL HANDLING AND PREPARATION PLANT

Growth Journey
ROM

- 10.5Mt (1997)
- 15Mt (2016)
- 17.5Mt (2019) — PHASE 1 EXPANSION
- 24Mt (2022) — PHASE 2 EXPANSION

Production Capacity (Mt): 0, 5, 10, 15, 20
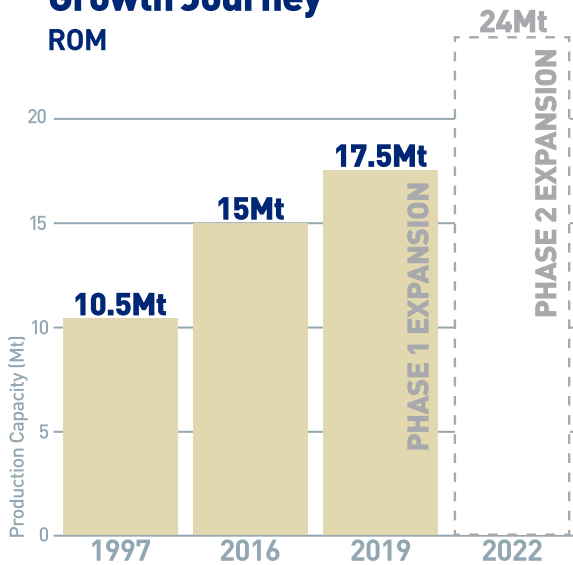
Original Construction

1997

10.5Mt ROM
Production capacity (3-5Mt saleable)

1,500tph
Production rate

Coal Handling and Preparation Plant
- Coal Preparation Plant
- Raw coal handling and product stockpile system
- Train loading facility

Grosvenor Integration

2016

15Mt ROM
Production capacity (8-10Mt saleable)

2,000tph
Production rate

- Construction of overland conveyor and new raw coal handling and product stockpile system
- Upgrade of existing Coal Preparation Plant infrastructure

Phase 1 Expansion
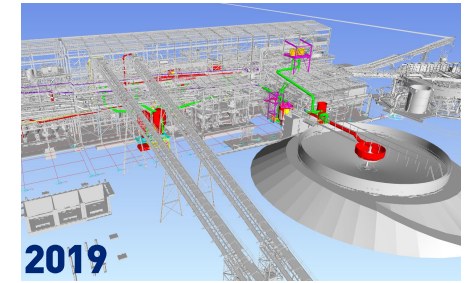
2019

17.5Mt ROM
Production capacity (12-14Mt saleable)

2,250tph
Production rate

US $20m
Capex

- Coal Preparation Plant upgrade to increase the maximum sustained production rate.

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MORANBAH GROSVENOR EXPANSION PHASE 2

Second train loading facility

Existing train loading facility

Existing plant (module one and two)

Extensions to product stockpile
Saleable

You are here

New third integrated plant module

New product stockpile reclaim and dozer-push system
Tying into existing facility
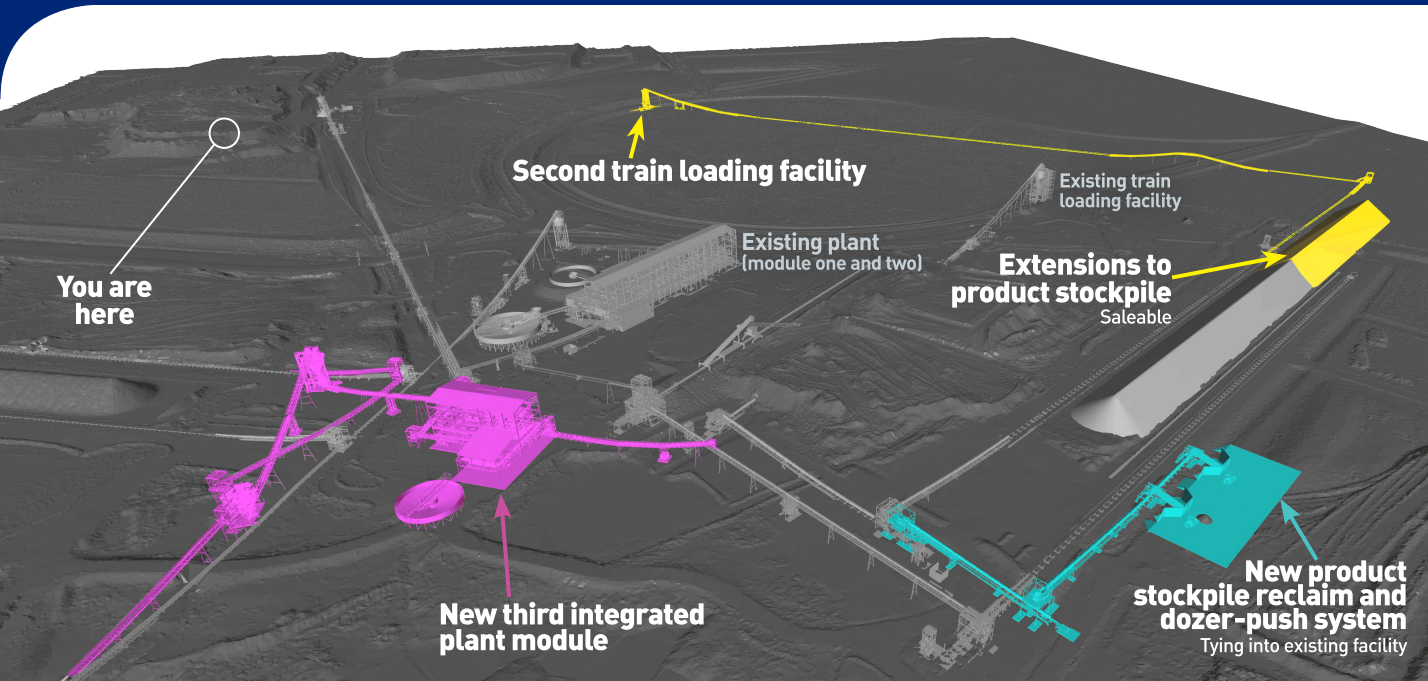
30-40%
Capacity increase

2022	24Mt ROM
Project completion	Production capacity

US $300 - 400m
Capex

18-20Mt	3,450tph
Saleable	Production rate

SUBJECT TO BOARD APPROVAL

METALLURGICAL COAL OPEN CUT EQUIPMENT PERFORMANCE

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SHOVEL PERFORMANCE IMPROVEMENT

Million tonnes

BENCHMARK (P100)

50			
45			
40			
35	CAPCOAL		CAPCOAL
30		DAWSON	
25			DAWSON

2015   2019
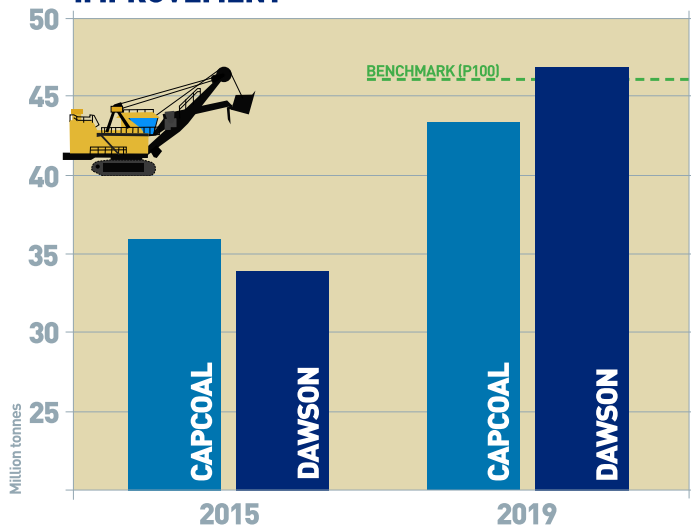
CAPCOAL'S CONTINUOUS IMPROVEMENT JOURNEY

P101 Focus across operation

Optimum dig geometry and fragmentation

Quality recruitment and training

Develop high-performance culture Collaboration across departments

Visible leadership

Operational Management System becoming Anglo American Operating Model

2016   2017   2018   2019   2020   2021
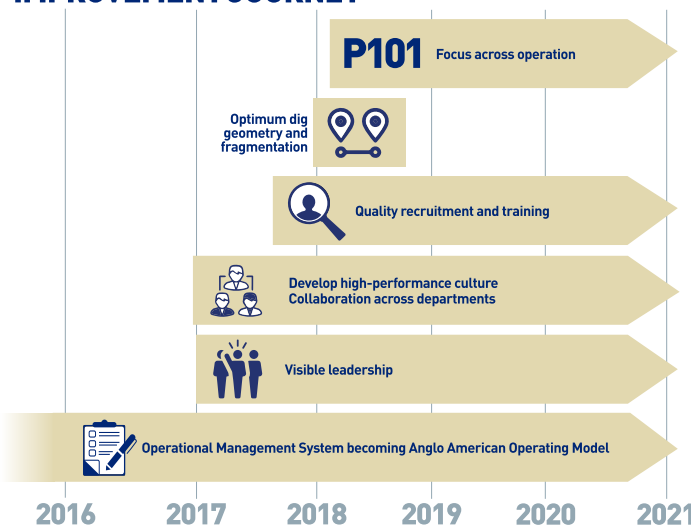
DRAGLINE PERFORMANCE IMPROVEMENT

Percent of benchmark

BENCHMARK

120		
110		
100		
90		
80		

CAPCOAL 8750   DAWSON DL5   CAPCOAL 8050   CAPCOAL 8750   DAWSON DL5   CAPCOAL 8050

2015   2019
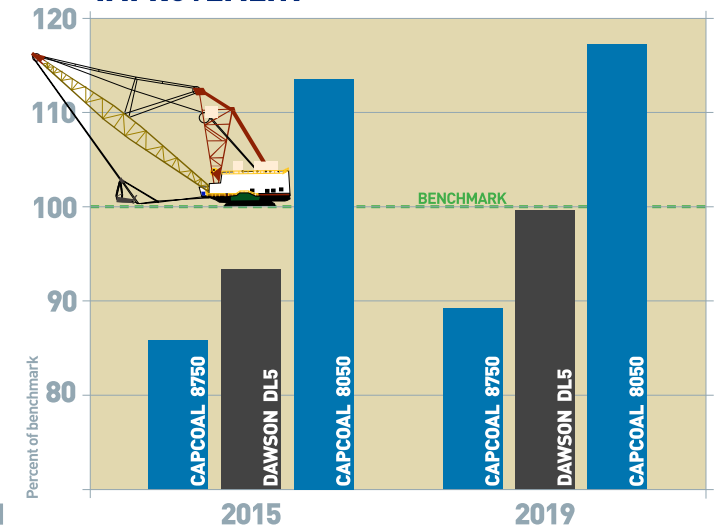
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P101 SHOVEL DELIVERY

ANGLO AMERICAN'S APPROACH

ANALYSIS & IMPROVE
- Benchmarking
- Value driver trees
- Assessments against framework
- P101 improvement plans
- Reconciliation

INTERNAL SUPPORT
- Central expertise
- Embedded support
- Improving site capability
- One solution, one team
- Follow-up

COLLABORATION
- Community of practice
- Sharing best practices and lessons
- Rapid replication
- Constructive competition

KEY SUPPLIERS
- OEM engagement & initiatives
- External expertise
- Technology

TOP 10 LARGE ROPE SHOVEL PERFORMANCE 2019

Site	Performance
DAWSON	102%
BENCHMARK	100%
CAPCOAL	90%
LOS BRONCES	76%
COLLAHUASI	68%
COLLAHUASI	67%
SISHEN	67%
SISHEN	64%
COLLAHUASI	61%
DAWSON	61%
JWANENG	60%
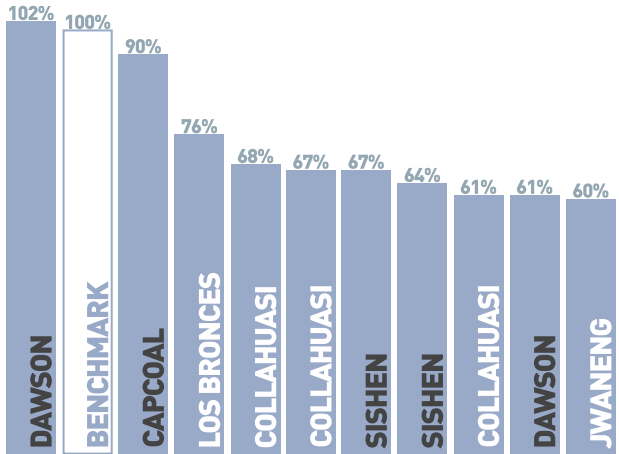
WHAT WE HAVE ACHIEVED

31%

Production increase across Anglo American large rope shovel fleet since 2017

AREAS OF FOCUS

MINE PLANNING
- Design for performance
- Equipment path & schedule
- Interactions
- Bench access
- Collaboration with operations

UTILISATION
- Operating hours
- Shift change & breaks
- Fleet management systems
- Blasting inventory

PRODUCTIVITY
- Fragmentation
- Best operator & team
- Double side loading
- Payload and passes per truck
- Truck speeds
- Execute to plan

EQUIPMENT
- Light weight truck trays
- Shovel buckets
- Shovel/truck match
- Operate for reliability
- Shutdown management

MORANBAH NORTH

Paul Stephan, General Manager

Bulks Seminar & Site Visit: 13 November 2019

Moranbah North surface infrastructure

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MORANBAH NORTH IN NUMBERS

431 Employees

1 Longwall system

136km Roadways

501 Contractors

4 Continuous miners

335m Mining depth

10 yrs[1]
Life of Mine, + 10 yr extension potential[2]

51 Mobile equipment

64MW Gas power generated

2019 key performance indicators

8.93 TRCFR YTD

~7.7 Mt ROM production[3]
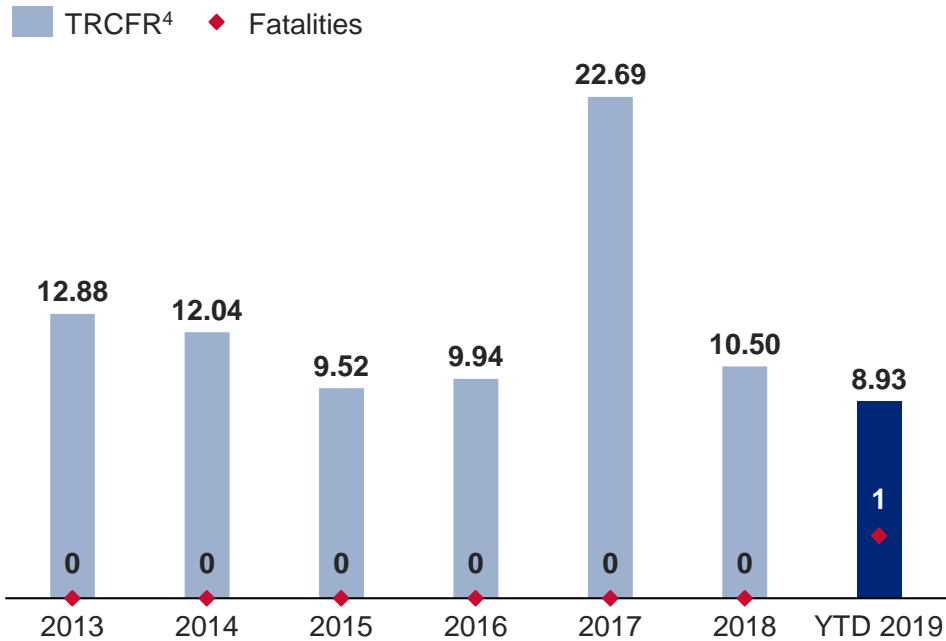
~6.1 Mt Saleable production[3]

~10.8 Mt MG Saleable production[3]

~$51/t FOB unit cost

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SAFETY IS OUR PRIMARY VALUE

Performance

Legend: TRCFR[4] (bar) · Fatalities (diamond)

Year	TRCFR[4]	Fatalities
2013	12.88	0
2014	12.04	0
2015	9.52	0
2016	9.94	0
2017	22.69	0
2018	10.50	0
YTD 2019	8.93	1

Elimination of Fatalities Taskforce

Trialing fully automated Underground In Seam (UIS) drill rig with water recirculation system

Trialing safety systems on tablet and phone on surface and underground

Elimination of Fatalities

LEADERSHIP

CARING CULTURE

PLANNING & SCHEDULING

RISK & CHANGE MANAGEMENT

MONITORING & ASSURANCE

LEARNING ORGANISATION

Focus areas

Cultural and behavioral change through leadership development and employee engagement

Surface zoning plan across all surface activities completed with full integration into planning and scheduling process

Improving critical control management and compliance with alignment across underground sites

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3

MORANBAH NORTH SITE

INTEGRATED VALUE CHAIN

Mining		Processing	Export	
Development	Longwall	Washing	Rail	Port

Costs capitalised

 ~5% of cost base
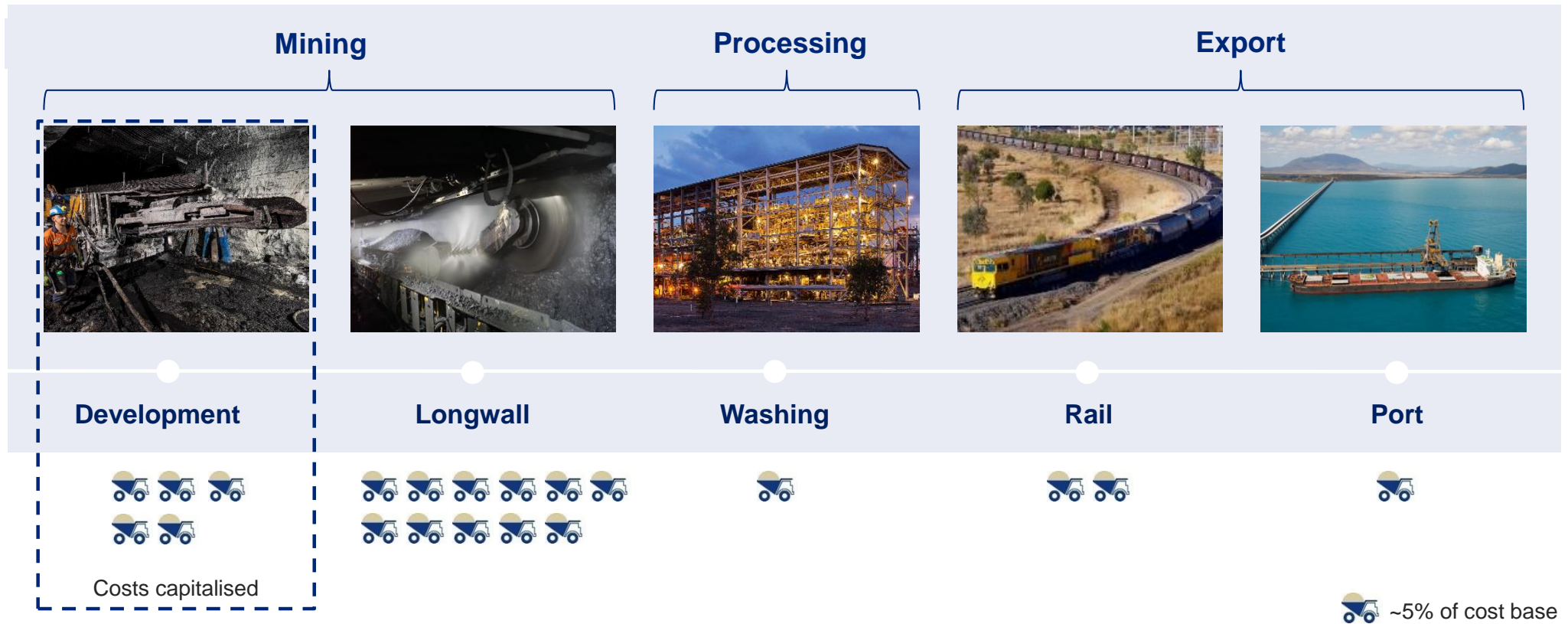
~21km
Development

~7.7Mt
ROM production[3]

~6.1Mt
Saleable production[3]

~6.1Mt
Export sales[3]

AngloAmerican

5

MORANBAH NORTH MINE PLAN

2019
2020
2021
2022
2023
2024

600 Series Panels

Development activity

Development activity

Already mined

Shaded Panels resource has been extracted

Current mining activity
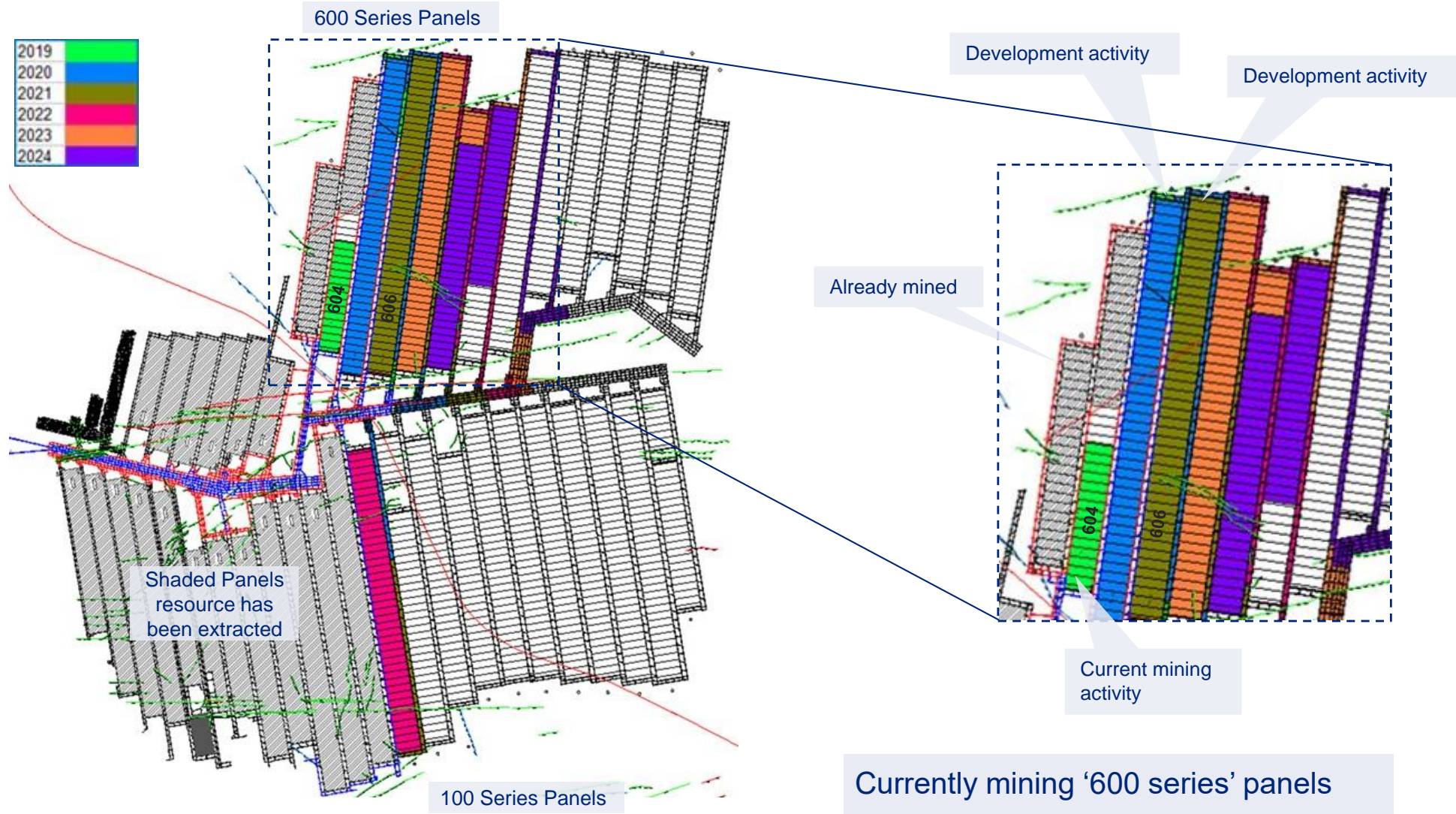
100 Series Panels

Currently mining '600 series' panels

600 series mining continues after 2024

AngloAmerican

UNDERGROUND MINING

Development

Installing roof support

Longwall

Longwall shearer cutting hard coking coal

Preparation for longwall to commence mining

Each development pillar ~120m in length and 60m width. ~45 pillars per panel (4.5 km). Cut height 3.5m with roadway width of 5.4m. 8 x 1.8m roof bolts and 7 x 1.8m rib bolts each metre installed when in optimum mining conditions.

Longwall shearer cuts coal using bi-directional method.

Width of the longwall panel is 300m with 1m advance per shear. Extraction height 4.2m to 4.7m.

AngloAmerican

7

COAL HANDLING AND PREPARATION

Coal Handling and Preparation Plant

Washes coal from both Moranbah North and Grosvenor operations to remove non-coal particles, ensuring quality for customers

Current capacity: 17.5Mt ROM (12–14Mt saleable)

Stockpiles

Grosvenor ROM stockpile capacity of 840kt on-site and 160kt at CHPP

Moranbah North ROM stockpile capacity is 1Mt

Saleable product is stored in stockpiles for train load out and export

Saleable stockpile 1 capacity is 300kt; stockpile 2 is 100kt & stockpile 3 is 300kt

AngloAmerican

OPERATING MODEL

Operating Model drives significant productivity improvements

Fully integrated master schedule of activities, initiatives and work

All work is planned, resourced and scheduled, with risks assessed, therefore safer

Clarity of priorities, targets set using data-driven process

Improved data analytics and effective and efficient feedback loops

Digitisation and automation of work processes and upgrading hardware and software

Right people, right roles, right work.

Foundations introduced in 2010

Final implementation steps underway

LW100

Operating Model implementation

2007

2019

AngloAmerican
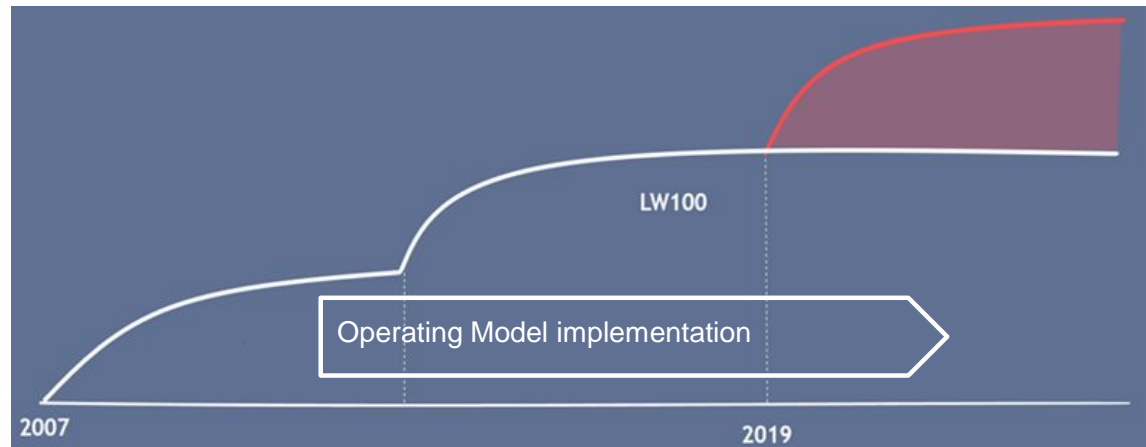
FUTURESMART MINING^{TM} & P101

Variable Speed Drive technology

First Australian longwall to implement Variable Speed Drive (VSD) technology

3 x 1000kW motors that control longwall speed – improved safety, increased productivity and reduced downtime
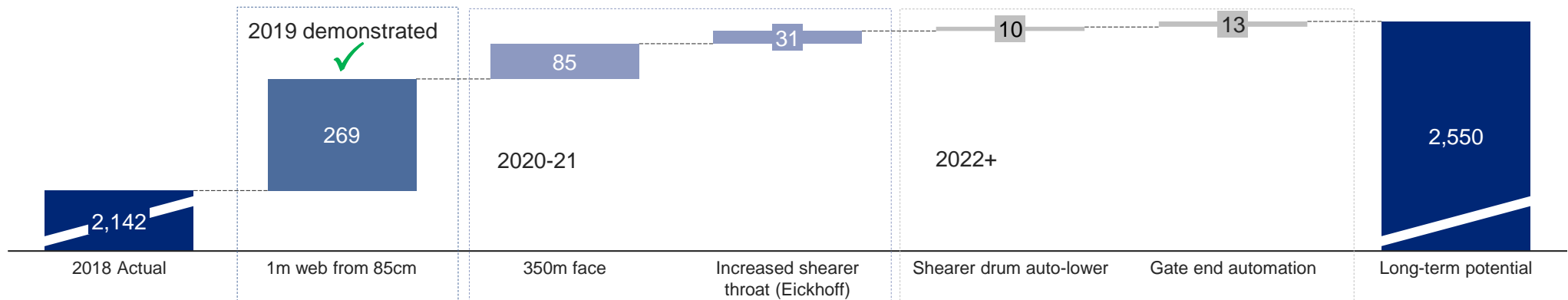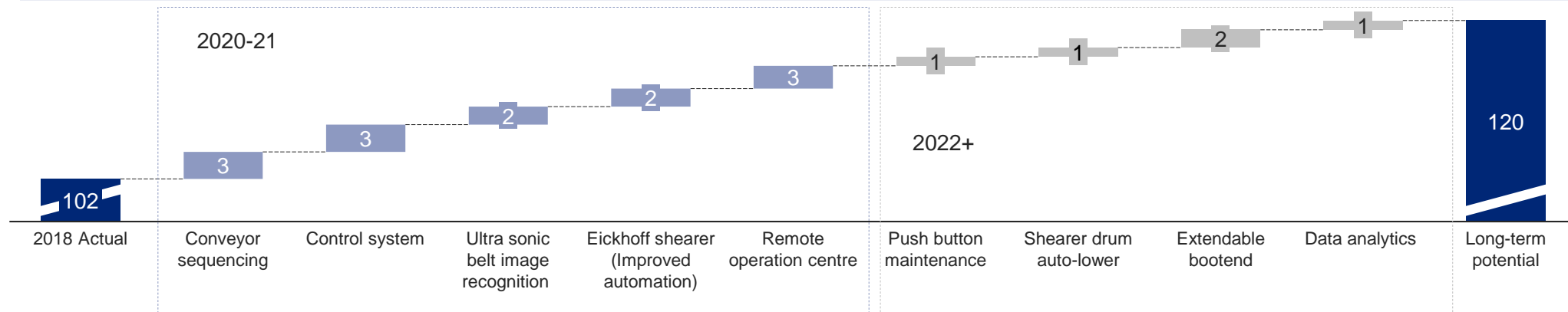
Underground tablet devices

Introduced at Moranbah North Mine in early 2019. Devices capture and share real time safety, production and environmental monitoring data; provide direct access to Safety Health Management System; allow remote video communication; and enable immediate technical advice to be provided reducing downtime

AngloAmerican

RAMPING UP TO BENCHMARK PERFORMANCE

Moranbah North cutting rate (tonnes/hr)

2019 demonstrated ✓

2,142	269	85	31	10	13	2,550

2020-21

2022+

2018 Actual | 1m web from 85cm | 350m face | Increased shearer throat (Eickhoff) | Shearer drum auto-lower | Gate end automation | Long-term potential

Moranbah North longwall operating hours

2020-21

2022+

| 102 | 3 | 3 | 2 | 2 | 3 | 1 | 1 | 2 | 1 | 120 |

2018 Actual | Conveyor sequencing | Control system | Ultra sonic belt image recognition | Eickhoff shearer (Improved automation) | Remote operation centre | Push button maintenance | Shearer drum auto-lower | Extendable bootend | Data analytics | Long-term potential

10Mtpa annualized ROM production | **14Mtpa**

Assumes 45 operating weeks (excl moves and ramp-up)

AngloAmerican

FURTHER IMPROVEMENT TO COME

Real time respirable dust monitoring

PDM 3700 device provides additional functionality and accuracy, allowing workers to make decisions based on real time data

Increased use of automation

Remote operation of longwall from surface will drive improvements in safety, productivity and efficiency

AngloAmerican

12

SUSTAINABLE MINING PLAN

Continuous rehabilitation

297 hectares of rehabilitation this year

Uses of rehabilitated land include agriculture

Waste gas

Waste coal mine gas infrastructure including one power station (with our partner, EDL)

64 MW power generation into grid, powering 65,500 homes

Social performance

Best practice Anglo American social performance system

Local community partnerships including with rescue helicopter service

AngloAmerican

WHAT YOU WILL SEE

Longwall underground operations

Travel down personnel and equipment drift, which is ~900m in length at a grade of 1:8

Travel ~7.6km to view longwall cutting, conveyor and other activities

Cut and bolt sequence in panel 606

Coal Handling and Preparation Plant

Overview of components that feed into CHPP, stockpiles and train loadout

FOOTNOTES

1. Please refer to the AA plc Ore Reserves and Mineral Resources Report 2018 for the tonnes, grades and a breakdown of the classification categories.
2. Potential reserve life extension with Teviot Brook.
3. Attributable share (Grosvenor: 100%; Moranbah North: 88%).
4. Total Recordable Cases Frequency Rate per million hours.

![Anglo American logo]

GROSVENOR

Trent Griffiths, General Manager

Bulks Seminar & Site Visit: 13 November 2019

Grosvenor surface infrastructure

Real Mining. Real People. Real Difference.

GROSVENOR IN NUMBERS

173 Employees

1 Longwall system

39km Roadways

597 Contractors

4 Continuous miners

220m Mining depth

29 yrs Life of Mine[1]

37 Support vehicles

36MW Gas power generated

2019 key performance indicators

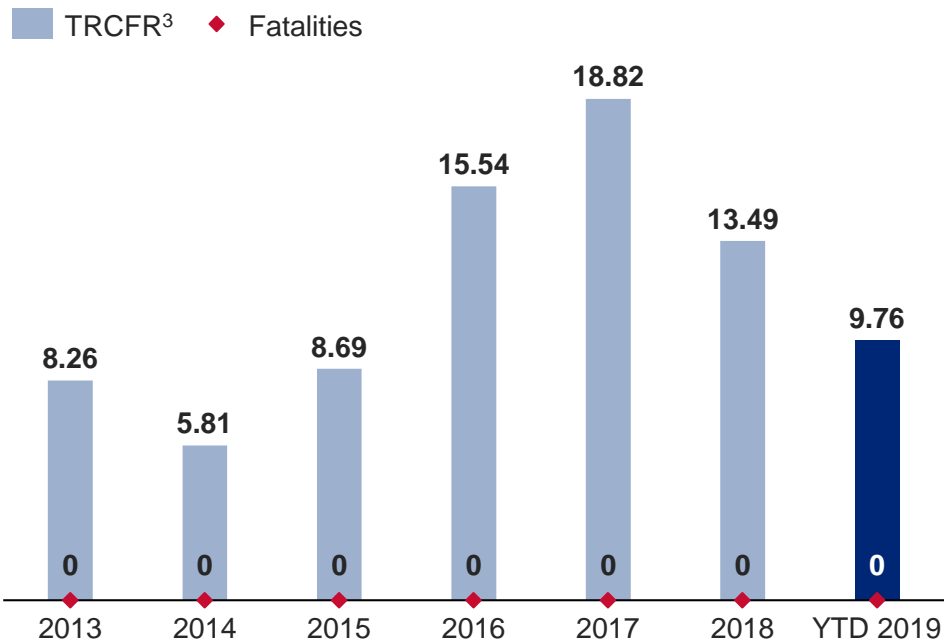**9.76** TRCFR YTD

~7.6 Mt ROM production[2]

~4.7 Mt Saleable production[2]

~$61/t FOB unit cost

AngloAmerican

2

SAFETY IS OUR PRIMARY VALUE

Performance

■ TRCFR[3] ◆ Fatalities

Year	TRCFR	Fatalities
2013	8.26	0
2014	5.81	0
2015	8.69	0
2016	15.54	0
2017	18.82	0
2018	13.49	0
YTD 2019	9.76	0

Elimination of Fatalities Taskforce

Underground laser monitoring of roadway side wall conditions – measures displacement to 3mm accuracy

Grosvenor Mines Rescue Team – 1st place at the Queensland Mines Rescue Competition and the Australian Mines Rescue Competition

Elimination of Fatalities

LEADERSHIP

CARING CULTURE

PLANNING & SCHEDULING

RISK & CHANGE MANAGEMENT

MONITORING & ASSURANCE

LEARNING ORGANISATION

Focus areas

Cultural and behavioural change through leadership development and employee engagement

Implementing surface electronic tag board and personnel monitoring system

Improving critical control management and compliance with alignment across underground sites

AngloAmerican

3

GROSVENOR PROJECT

Tunnel Boring Machine used in construction

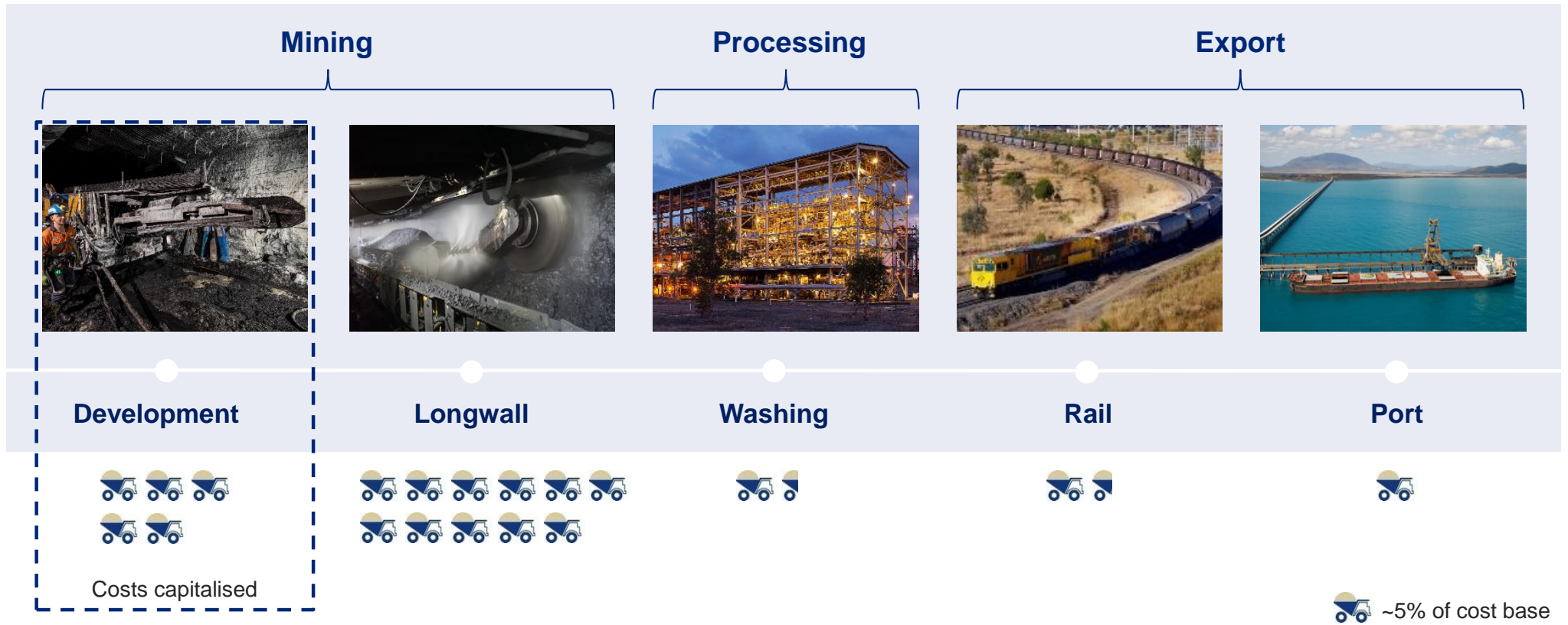**Delivered $100m under budget and 7 months ahead of schedule**

$1.6bn
Capex

54 **months**
Build time

Production in line with investment case

4

GROSVENOR SITE

INTEGRATED VALUE CHAIN

Mining		Processing	Export	

Development	Longwall	Washing	Rail	Port

Costs capitalised

~5% of cost base

~16km	~7.6Mt	~4.7Mt	~4.7Mt
Development	ROM production[2]	Saleable production[2]	Export sales[2]

AngloAmerican

6

GROSVENOR MINE PLAN

Currently mining '100 series' panels

200 series mined from 2032

Already mined

Development activity

Development activity

Current mining activity

Goonyella railway line

Blair Athol railway line

200 Series

100 Series

Legend
2019
2020
2021
2022
2023
2024
2025
2026
2027
2028
2029
2030
2031
2032

AngloAmerican

UNDERGROUND MINING

Development	Longwall

Continuous miner

Longwall shearer cutting hard coking coal

Development roadways are mined 3.7m high by 5.4m wide

Two roadways are mined with cross access roads every 125m so the longwall can be adequately operated and maintained

8 x 2.1m roof bolts and 6 x 1.8m rib bolts each metre installed when in optimum mining conditions (with 2 x 8m roof cable bolts every four metres)

Longwall panels average ~4km long and are 300m wide

Coal is cut by the shearer using primarily bi-directional method with 1m advance per shear

Extraction height ranges from 4.7m to 3.8m

AngloAmerican

OPERATING MODEL

Operating Model drives significant productivity improvements

Fully integrated master schedule of activities, initiatives and work

All work is planned, resourced and scheduled, with risks assessed, therefore safer

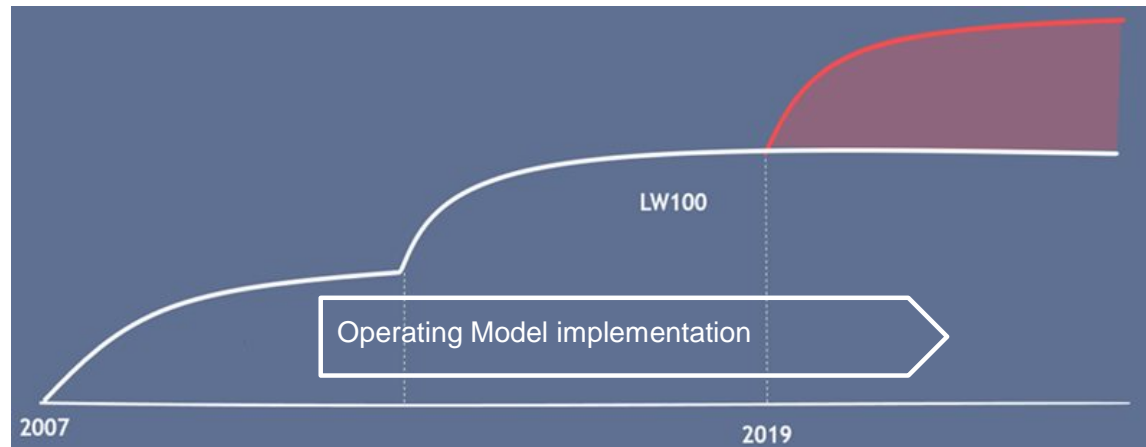Clarity of priorities, targets set using data-driven process

Improved data analytics and effective and efficient feedback loops

Digitisation and automation of work processes and upgrading hardware and software

Right people, right roles, right work.

Foundations introduced in 2010

Final implementation steps underway

LW100

Operating Model implementation

2007

2019

9

FUTURESMART MINING™ & P101

Remote operation

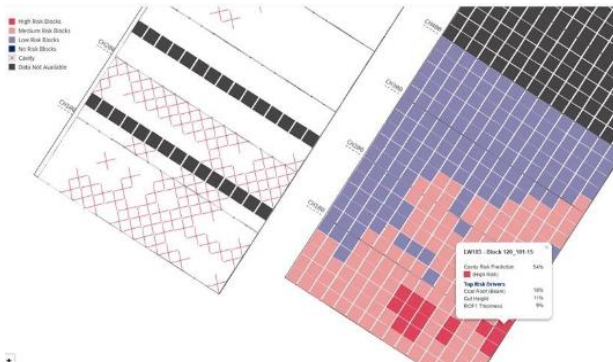Removing personnel from harm's way: dust, heat and equipment interaction

Shotcrete rib support

Remote application of shotcrete to mined roadways to improve strata stability

Airoduster: Stonedust Application

Incombustible content applied with no harm to personnel downstream

Cavity prediction

Data analytics to help predict increased longwall strata risk

3D Laser scanner

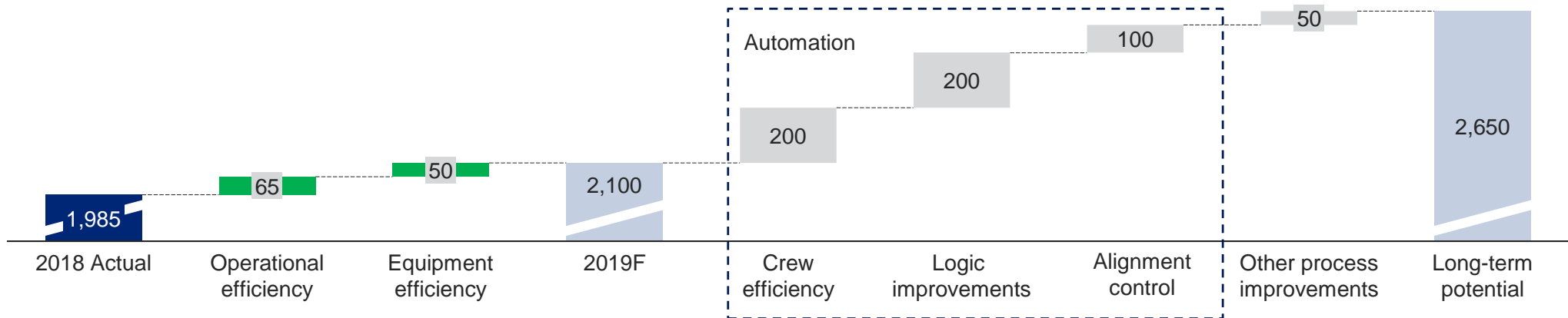3D imaging of underground mined roadways for monitoring deformation

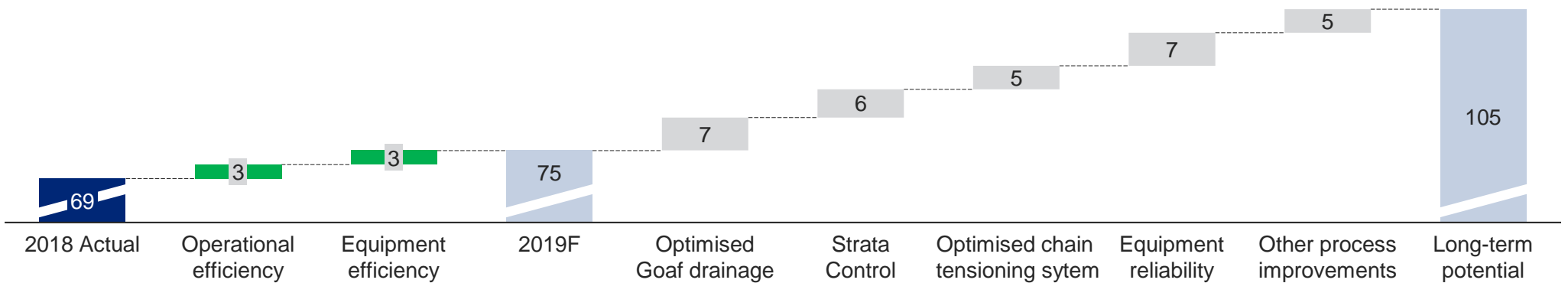**Underground communications and digitisation**

State of the art technology using tablets and wifi phones

AngloAmerican

10

RAMPING UP TO BENCHMARK PERFORMANCE

Grosvenor longwall cutting rate (tonnes/hr)

	65	50		Automation			50	
1,985			2,100	200	200	100		2,650
2018 Actual	Operational efficiency	Equipment efficiency	2019F	Crew efficiency	Logic improvements	Alignment control	Other process improvements	Long-term potential

Grosvenor longwall operating hours

	3	3						5	
69			75	7	6	5	7		105
2018 Actual	Operational efficiency	Equipment efficiency	2019F	Optimised Goaf drainage	Strata Control	Optimised chain tensioning sytem	Equipment reliability	Other process improvements	Long-term potential

6.0Mtpa ROM production   **7.0Mtpa**   **12.5Mtpa**

Assumes 45 operating weeks (excl moves and ramp-up)

AngloAmerican

FURTHER IMPROVEMENT TO COME

Battery-powered UG equipment

Trials to be conducted in 2020 with battery powered underground personnel transporters

Fully battery powered producing no diesel emissions

Proximity detection implementation

Trials to be conducted in 2020 installing proximity detection systems on continuous miners and shuttle cars to minimise risk to personnel

Advancements in automation

Longwall improvements: increased accuracy via horizon control and removing personnel from harm's way

SUSTAINABLE MINING PLAN

Continuous rehabilitation	Waste gas	Social performance

Rehabilitation of ~130 hectares per year

Uses of rehabilitated land include cattle grazing

Waste coal mine gas infrastructure including a power station (with our partner, EDL)

36MW power generation into national electricity grid, powering 37,000 homes

Social investment and community consultation

AngloAmerican

WHAT YOU WILL SEE

3D Laser Scanner

3D scanner setup on the surface allowing personnel to see the full scanner functionality in action and how we have adopted it to our underground operation. A top 10 finalist in the 2019 Queensland Mining Safety Innovation awards

Technology Room

State of the art underground coal mining technology room containing fully certified underground tablets, personal gas detectors and wifi mobile phones

Remote Operating Centre (ROC)

Used to fully operate the longwall from the surface. On 8 November, 5 shears were cut on the longwall face from the surface ROC including shearer, roof support and the longwall coal clearance system operation – an Australian first

FOOTNOTES

1. Please refer to the AA plc Ore Reserves and Mineral Resources Report 2018 for the tonnes, grades and a breakdown of the classification categories.
2. 100% share.
3. Total Recordable Cases Frequency Rate per million hours.

![AngloAmerican]

CAPCOAL

Tom Cobcroft, General Manager

Bulks Seminar & Site Visit: 14 November 2019

Dragline DL105 at Capcoal Open Cut

Real Mining. Real People. Real Difference.

CAPCOAL IN NUMBERS

464 Employees

525 Contractors

20 yrs Life of Mine[1]

6 Primary production equipment

16 Ancillary equipment

30 Haul fleet

45km Roadways

17Mt CHPP Production Capacity

2019 key performance indicators

3.75 TRCFR YTD

~3.7 Mt ROM production[2]

~2.8 Mt Saleable production[2]

~$75/t FOB unit cost

AngloAmerican

SAFETY IS OUR PRIMARY VALUE

Performance

■ TRCFR[3]   ◆ Fatalities

Year	TRCFR	Fatalities
2013	10.29	0
2014	5.32	0
2015	3.92	0
2016	2.87	0
2017	7.63	0
2018	5.62	0
YTD 2019	3.75	0
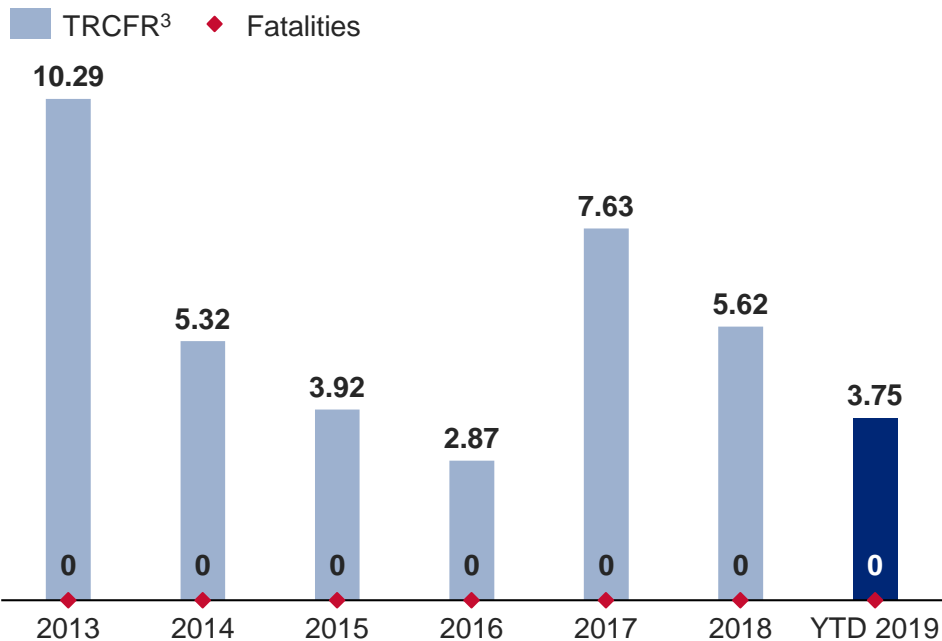
Elimination of Fatalities Taskforce

Winner of "Highly Commended" Award for Innovation at Queensland Mining Industry Health & Safety Conference – Real Time Bund Monitoring

Site electricians 10,700 days LTI free (almost 30 years)

Elimination of Fatalities

LEADERSHIP

CARING CULTURE

PLANNING & SCHEDULING

RISK & CHANGE MANAGEMENT

MONITORING & ASSURANCE

LEARNING ORGANISATION

Focus areas

Cultural and behavioural change through leadership development and employee engagement

Alertness technology implementation for HME fleet

Improving critical control management and compliance – open cut alignment by end 2019

AngloAmerican

CAPCOAL COMPLEX OVERVIEW

INTEGRATED VALUE CHAIN

Mining	Processing	Distribution
Drill & blast Truck, shovel & dragline	Washing	Rail Port

~5% cost base

~3.7Mt
ROM production[2]

~2.8Mt
Saleable production[2]

~2.8Mt
Export sales[2]

AngloAmerican

5

5
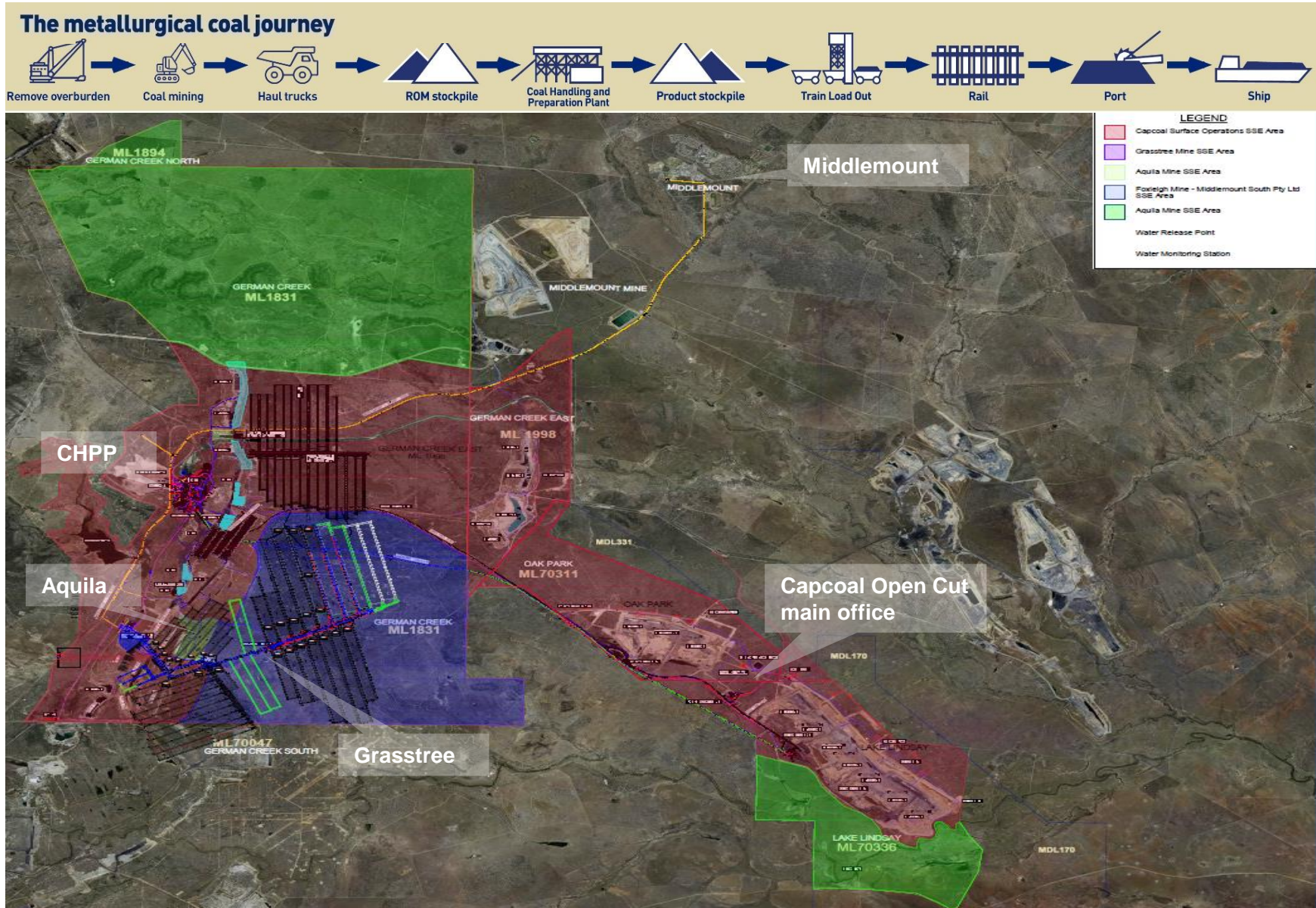
MINING SEQUENCE & EQUIPMENT

Pre-strip mining activities – Rope shovel

MINING SEQUENCE & EQUIPMENT

Drill and blast	Dragline uncovering coal

Drilling to lay explosives

Dragline

Drill holes to a depth of 72m

Explosives laid in overburden

Main dragline (Bucyrus 8750AC) uncovers lower coal seams

Operating weight of 5,613t; bucket capacity of 90-100m^3 to move 100,000bcm per day

AngloAmerican

MINING SEQUENCE & EQUIPMENT

Uncovering coal with excavators

Excavator

RH340 hydraulic excavators support the shovel in pre-strip operations and mine uncovered coal

$34m^3$ bucket moves 32,000bcm per day

Pit set-up by dozers

Dozer with dragline and excavator

Three Caterpillar D11 dozers used for bulk pushing material after blasts in dragline dig areas

AngloAmerican

COAL HANDLING AND PREPARATION

Coal Handling and Preparation Plant

Capcoal Coal Handling and Preparation Plant processes hard coking coal from Grasstree and Capcoal Open Cut.

Current production capacity: 17.5Mt CHPP (100%, our share 70%)

Rail and Export

Saleable Product is railed to Dalrymple Bay Coal Terminal near Mackay and RG Tanna near Gladstone

AngloAmerican

OPERATING MODEL

Operating Model drives significant productivity improvements

Fully integrated master schedule of activities, initiatives and work

All work is planned, resourced and scheduled, with risks assessed, therefore safer

Clarity of priorities, targets set using data-driven process

Improved data analytics and effective and efficient feedback loops

Digitisation and automation of work processes and upgrading hardware and software
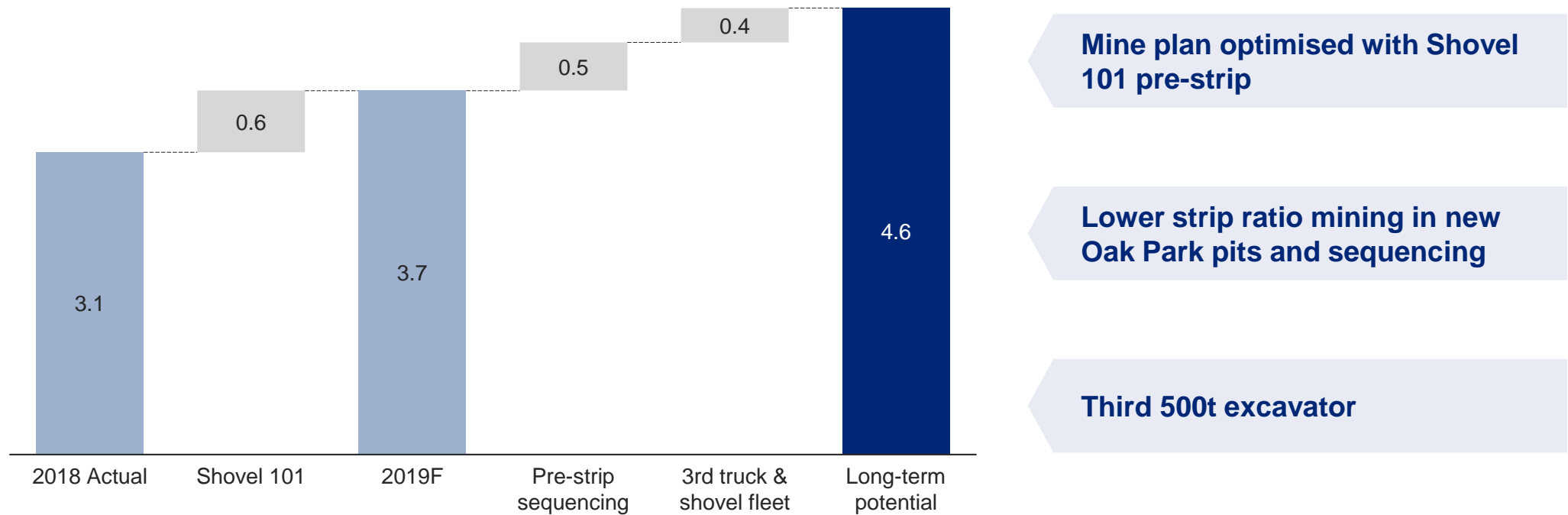
Right people, right roles, right work.

Foundations introduced in 2010

Final implementation steps underway

BEYOND BENCHMARK PERFORMANCE

Capcoal Open Cut ROM (Mt)[2]

2018 Actual	3.1
Shovel 101	0.6
2019F	3.7
Pre-strip sequencing	0.5
3rd truck & shovel fleet	0.4
Long-term potential	4.6

Mine plan optimised with Shovel 101 pre-strip

Lower strip ratio mining in new Oak Park pits and sequencing

Third 500t excavator

AngloAmerican

DRIVING SAFETY & PRODUCTIVITY THROUGH TECHNOLOGY & P101

Real time bund monitoring

Bunds are critical safety control in open pit mining mitigating HME risks. New system using laser sensors provides cost and time efficient solution that monitors and audits bunds compliance to standard in real time.

Alertness technology

In-cab system being installed to reduce alertness and distraction incidents

Hurricane buckets

Advanced bucket technology with refinements in bucket shape, weight and angle of attack gives lower fill time so more material moved per hour
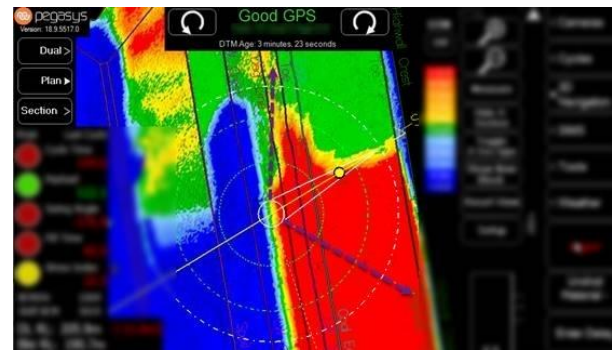
Real time digital terrain mapping

High-definition laser scanners allow real-time digital terrain mapping and feedback to operators, so pits can be dug more precisely to design– limiting rework and rehandle.
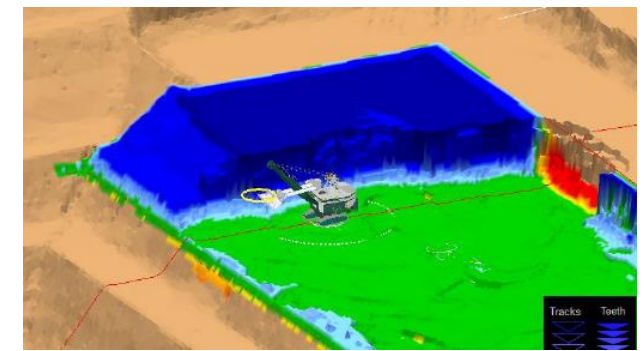
Payload optimisation

Real-time measurement of shovel loads allow operators to target specific payload weights, so haul-trucks filled to capacity with less variation

AngloAmerican

12

SUSTAINABLE MINING PLAN

Continuous mine site rehabilitation	Reducing raw water consumption	Social performance

Progressive, industry-leading mine rehabilitation undertaken across site

Proposed reverse osmosis water treatment plant will reduce usage of imported freshwater by >70%

Schools-based apprenticeships and traineeship programs supporting female & indigenous trainees

AngloAmerican

WHAT YOU WILL SEE TODAY

Open pit tour	2018 'Golden shovel'

Tour of Capcoal's open cut operations

Capcoal's 4100 shovel produced at a 42Mt annualised run rate in 2018 - Anglo American's best performing shovel for the year

FOOTNOTES

1. Please refer to the AA plc Ore Reserves and Mineral Resources Report 2018 for the tonnes, grades and a breakdown of the classification categories.
2. Anglo American 70% share.
3. Total Recordable Cases Frequency Rate per million hours.

AngloAmerican

AQUILA

Marc Kirsten, General Manager & Tony Willmott, Project Director

Bulks Seminar & Site Visit: 14 November 2019

Real Mining. Real People. Real Difference.

SAFETY IS OUR PRIMARY VALUE

Performance

10.91

TRCFR[1] YTD 2019

Safety focus: Removing people from harm's way

Automation technology key to success

Aquila will be most technologically advanced underground operation

Elimination of Fatalities

LEADERSHIP

CARING CULTURE

PLANNING & SCHEDULING

RISK & CHANGE MANAGEMENT

MONITORING & ASSURANCE

LEARNING ORGANISATION

Focus areas

Cultural and behavioral change through leadership development and employee engagement, including through on-boarding

Implement robust planning processes with contractor focus

Improving critical control management and compliance with process alignment across underground sites
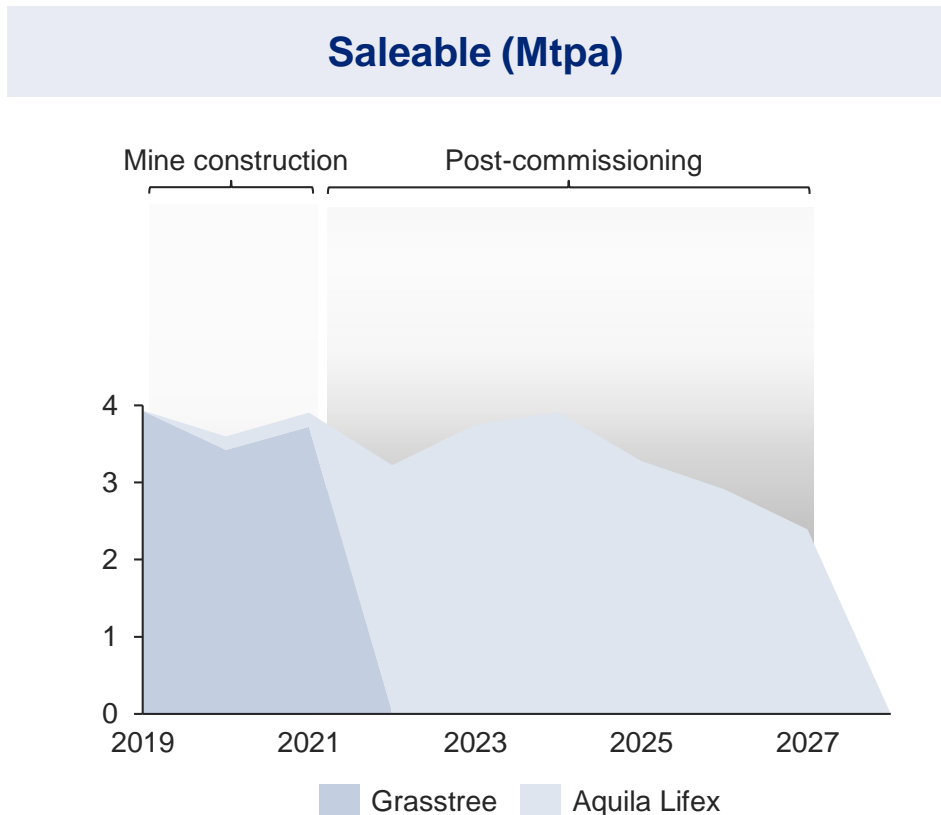
AngloAmerican

2

AQUILA: QUALITY GRASSTREE LIFEX

Saleable (Mtpa)

Mine construction   Post-commissioning

Grasstree   Aquila Lifex

Approved July 2019

Grasstree lifex, high quality metallurgical coal

~2.5 year construction leveraging existing infrastructure

Saleable production

3.5Mtpa

IRR

>30%

Mine life

6 years

Margin

>40%

Capex

$226m

(Anglo American 70% share)

AngloAmerican

AQUILA PROJECT OVERVIEW

First longwall production early 2022

Low capital intensity using existing infrastructure from adjacent Grasstree Mine

Staged transition of Grasstree's skilled and award-winning workforce to Aquila

Latest underground innovations and Operating Model in place from outset
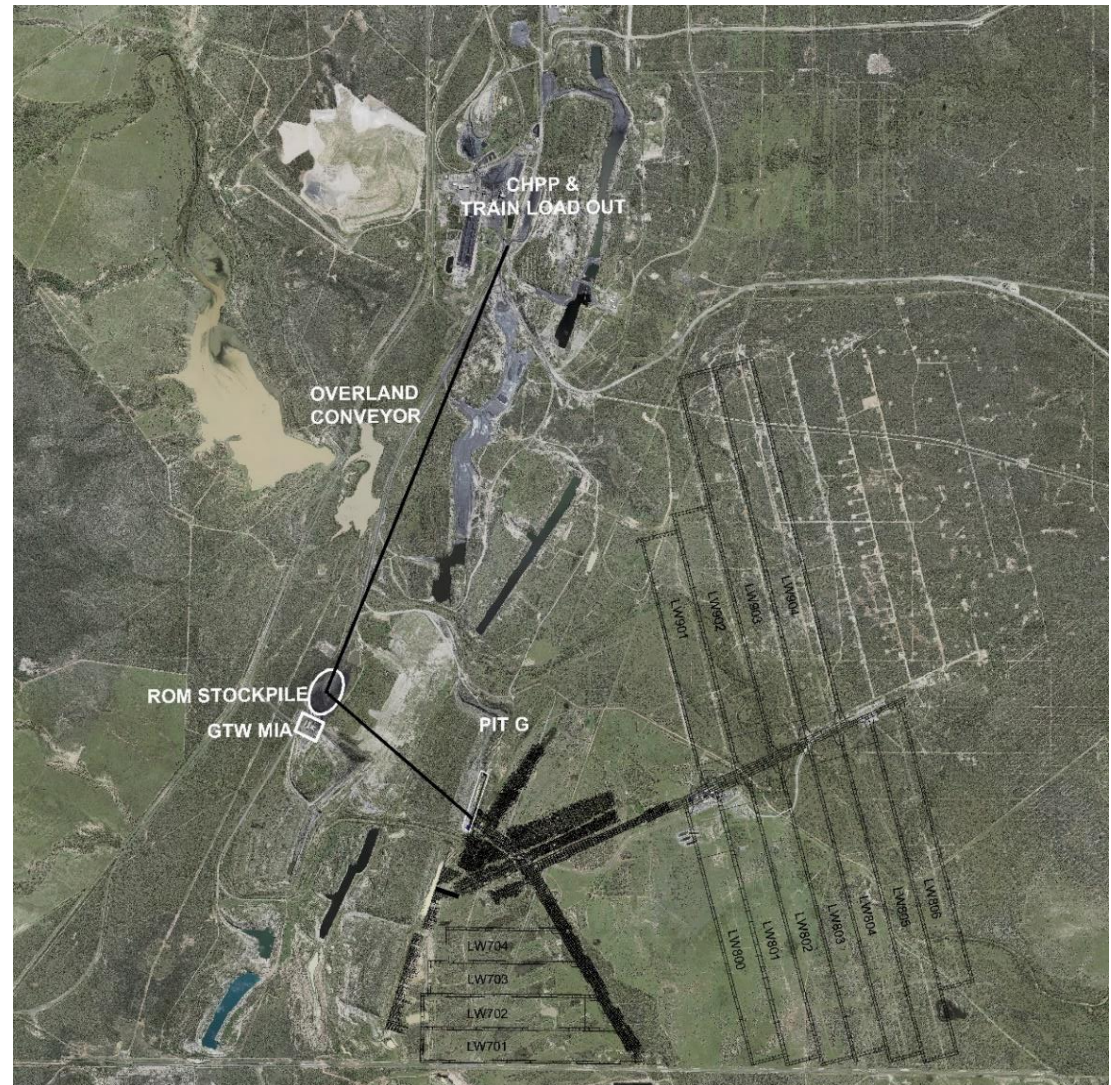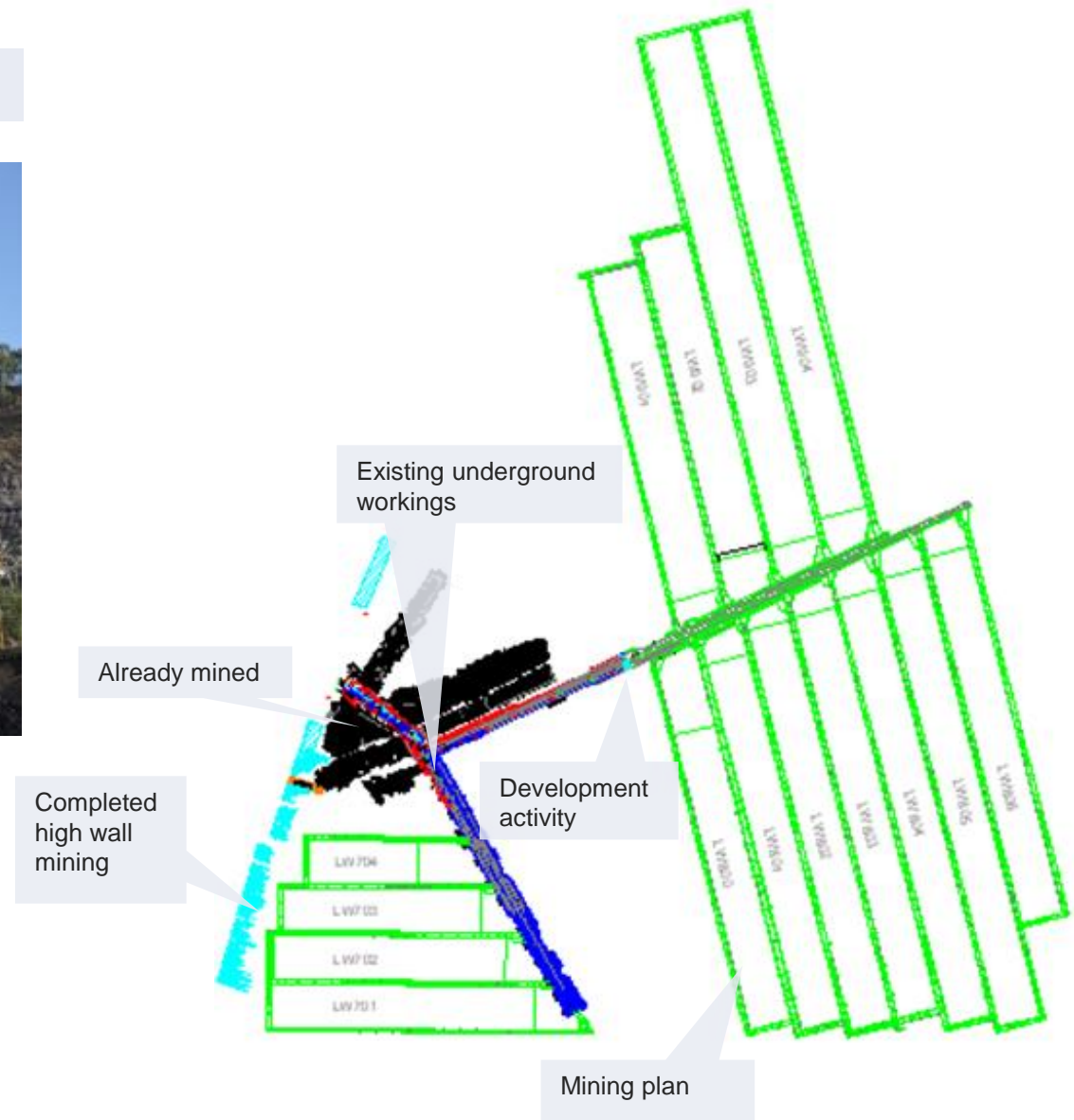
MINING EQUIPMENT

Development activity underway

Continuous miner in place with first coal cut

'Walk on – walk off' longwall: No move time

Operation is ~110m above mined out Grasstree

Existing underground workings

Already mined

Completed high wall mining

Development activity

Mining plan

AngloAmerican

DEVELOPMENT ACTIVITY UNDERWAY

Continuous miner

Continuous miner overhauled and underground for development mining and roadways

Current location of continuous miner

First development unit in place (above), with first coal cut late September 2019

Second unit in place by end 2019 and third unit ~mid-2021

AngloAmerican
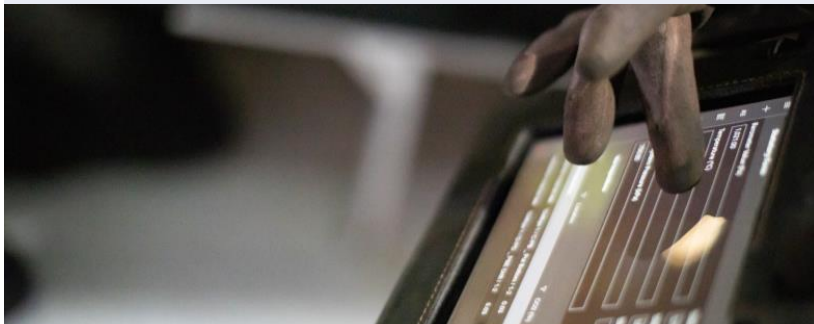
6

FUTURESMART MINING™ & P101

Remote operation

All automation advances from other undergrounds incorporated, including remote operation of longwall

3D Lidar scanning

Real time strata and longwall management

Underground technology

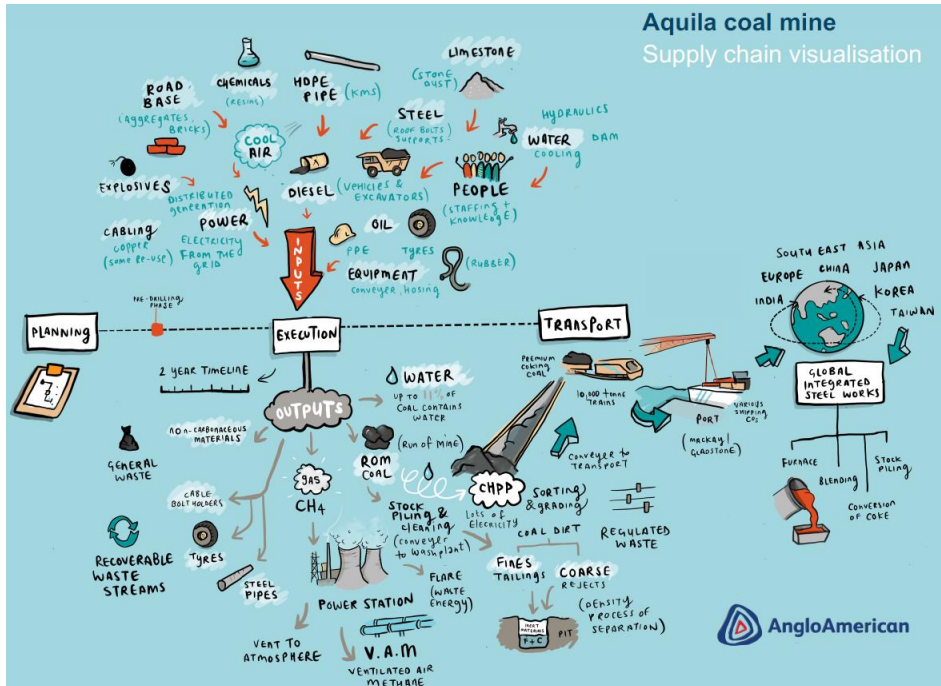Digitisation and sensing technology to provide real time information and equipment location

Dust suppression technology

Featuring revolutionary application of biodegradable foam

AngloAmerican

SUSTAINABLE MINING PLAN
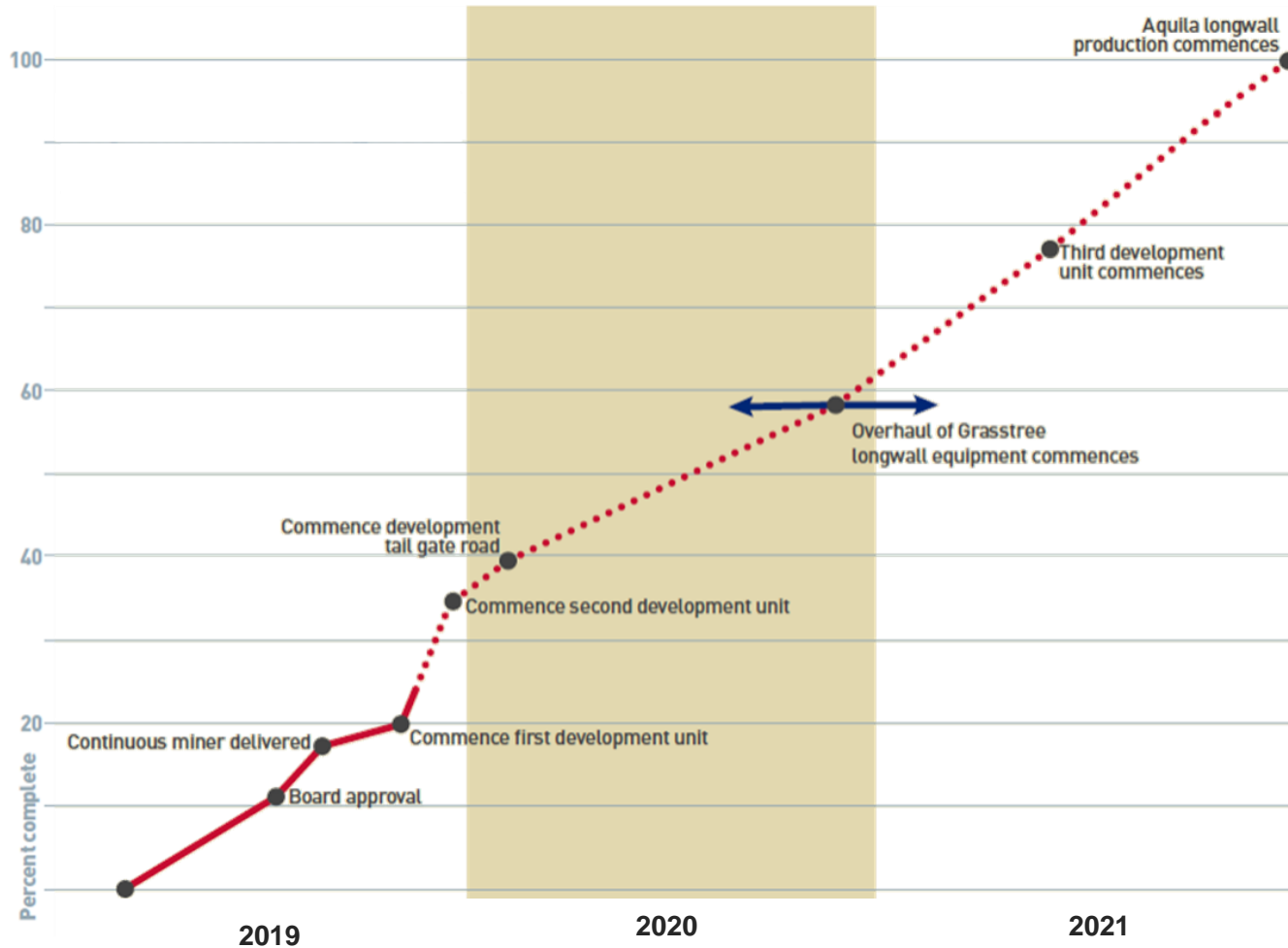
Circular economy

Circular economy lens across the operation, with focus on full value chain and optimal use of resources in operations

Social performance

Best practice Anglo American social performance system, including engagement with communities and supplier networks

PROJECT TIMELINE

No permitting requirement

Key priorities

Planning and alignment – integration with Grasstree

Delivery of major equipment

FOOTNOTES

1. Total Recordable Cases Frequency Rate per million hours.

AngloAmerican