Antofagasta plc 2019 half year results 22<sup>nd</sup> August 2019 Santiago

Iván Arriagada Chief Executive Officer

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Alfredo Atucha Chief Financial Officer

### ANTOFAGASTA PLC

Developing mining for a better future

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# **Overview**

Iván Arriagada **Chief Executive Officer** 

於與國際設

FAGASTA MINERALS

MOLIBDENO

# Sustainability is central to everything we do











People	Economic Performance	Social Development	Environment	Transparency and Corporate Governance
<ul> <li>Zero fatalities</li> <li>Strong labour relations</li> <li>Diversity and inclusion</li> </ul>	<ul> <li>Long-life assets and large resource base</li> <li>Focus on value over volume</li> <li>Disciplined capital allocation</li> </ul>	<ul> <li>From mitigating impacts to shared development</li> <li>Well established community engagement and relationship model</li> </ul>	<ul> <li>Environmental compliance and risk management</li> <li>Use of renewable energy</li> <li>Seawater use</li> <li>Greenhouse gas emissions target</li> </ul>	<ul> <li>Updated risk management &amp; appetite</li> <li>Active Ethics Committee</li> <li>Group values</li> </ul>

# Safety is the Group's top priority



- Safety and health are at the core of all our decisions
- No fatalities during the period
- Mining Division LTIFR<sup>1</sup> 0.97



<sup>1</sup> Lost Time Injury Frequency Rate. The number of injuries resulting in time lost from work during the period, per million hours worked

# Strong HY 2019 – Highlights



### Safety is the Group's top priority



The Group continued its period of no fatalities LTIRF<sup>1</sup> down to 1.27

#### **Record year of copper production on track**



387,300 tonnes, 22% higher than 1H 2018 2019 guidance unchanged

#### **Expansion projects advanced**



Los Pelambres expansion under construction Esperanza Sur pit opening approved EBITDA of \$1,306m and margin<sup>2</sup> of 52%

Reflects strong copper production and lower cash costs



#### Strong cost and operating performance

Net cash costs down \$0.33/lb to \$1.19/lb 2019 guidance reduced to \$1.25/lb

#### Robust balance sheet and increased dividend



Net debt/EBITDA reduced to 0.2x Interim dividend of 10.7 c/share, increased by 57%

1 Lost Time Injury Frequency Rate. The number of injuries resulting in time lost from work during the period, per million hours worked

2 EBITDA Margin calculated as EBITDA/Group revenue. If associates and JVs revenue is included EBITDA margin was 48%

# **Capital allocation drives decision making**





2019 interim dividend of \$105 million representing 35% of net earnings

1 Operating cash flow before income tax paid. Includes the one-off impact of \$275 million VAT refund in January 2019

# HY 2019 – production increased at all mines





8

### Guidance





### Group copper production (kt)

### **Copper production**

- Record year expected
- Guidance unchanged 750-790kt
- Gradual decline expected in 2020 on lower grades at Centinela, partially reversed in 2021

### Net cash costs

• Guidance reduced by 5c/lb to \$1.25/lb

### **Capital expenditure**

- Unchanged at \$1.2bn
- Includes c.\$300m on Los Pelambres expansion

# **Our priorities are unchanged**







Continuing our record of zero fatalities



Sustainable long term operations

Delivering on guidance



Maintaining operating reliability and efficiency

- Surther cost savings → Further cost savin
- Advancing growth projects
- **Progress innovation portfolio**





# **Financial review**

### Alfredo Atucha Chief Financial Officer

# HY 2019 financial highlights



	REVENUE	HY 2019	v. HY 2018
	Strong copper sales volumes and by-products revenues, offset by lower realised copper price	\$2,526 million	19%
	NET CASH COSTS		
<u>dı.</u>	Higher production and higher by-product credits	\$1.19/lb	-22%
	EBITDA		
Ģ	Reflects stronger copper production and lower unit costs EBITDA margin <sup>1</sup> increased to 52%	\$1,306 million	44%
	UNDERLYING EARNINGS PER SHARE <sup>2</sup>		
	Higher EBITDA, partially offset by higher depreciation and amortisation	30.7 ¢/share	55%
	STRONG FINANCIAL POSITION		
	Net debt / EBITDA ratio reduced on higher LTM EBITDA Net debt of \$517m	<b>0.20</b> x	0.12x reduction
	DIVIDENDS PER SHARE		
С	Representing a 35% pay-out ratio of \$302m net earnings	10.7 ¢/share	57%

1 Calculated as EBITDA/Group revenue. If associates and JVs revenue is included EBITDA margin was 48%

2 From continuing operations

# **Production and cash costs**





1 Cost and Competitiveness Programme

### **EBITDA**



#### EBITDA<sup>1</sup> and margin<sup>2</sup> HY 2018 versus HY 2019

\$ million and %



1 Results of continuing operations only and includes EBITDA from Associates and JVs

2 Calculated as EBITDA/Group revenue. If Associates and JVs' revenue is included the EBITDA margin was 48% in HY 2019 and 40% in HY 2018





### Net earnings<sup>1</sup> HY 2018 versus HY 2019

\$ million



2 Includes foreign exchange adjustments



Figures are based on cash flow and exclude Zaldívar (2016, 2017, 2018 & 2019). Attributable Zaldívar capital expenditure was \$58m in 2016, \$51m in 2017, \$52m in 2018 and \$12m in HY 2019

# Net debt

# ANTOFAGASTA PLC

#### Net debt and ND/EBITDA ratio

\$ million and times



1 Net debt/EBITDA ratio

2 Includes the one-off impact of \$274 million VAT refund in January 2019

3 \$131m on date of adoption of IFRS 16 Leases, plus \$33m from new leases during HY 2019

# **Cost discipline, productivity and efficiency improvements**

\$61 million

saved in half year 2019



Improved productivity, based on greater throughputs and recoveries



Through contract and energy prices negotiations, improved inputs consumption rates and better use of maintenance resources

**\$100 million** Target for 2019



Wood Mackenzie Q2 2019

2

Includes Zaldívar on a 50% basis

3 As if no Cost and Competitiveness Programme savings had been achieved

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# Growth opportunities and investment case

**Iván Arriagada** Chief Executive Officer



# **Copper market**



### **Current market position**

- Long term fundamentals remain strong
- Market in balance
- US/China trade negotiations
- Limited supply growth in 2019 and 2020
- Rate of disruptions increasing to average levels
- TC/RCs falling

#### Copper exchange stocks Stocks LME Stocks CMX Stock Shanghai 0 Stock stock stock Stock Stock Stock Shanghai 0 Stock Stock

Dec 15 Jun 16 Dec 16 Jun 17 Dec 17 Jun 18 Dec 18 Jun 19



# Low risk organic growth





1 2014 Prefeasibility study

2 2015 Prefeasibility study

3 2018 Feasibility study; 4 100%; 5 2018 Prefeasibility study

4 100%

5 2018 Prefeasibility study

# **Innovation road map**



### Transformational innovation, key component of Antofagasta's strategy

Strategic Initiatives	<ul> <li>Leaching of primary sulphides – now in industrial scale testing</li> <li>Low cost material movement technologies</li> <li>Thickened tailings and real time monitoring</li> </ul>
Digital Collaboration Platform	<ul> <li>Open digital collaboration platform- with over 20 efficiency and cost reduction initiatives in execution</li> </ul>
Real Time IM & Analytics (Digital Mind)	<ul> <li>Integrated Remote Operations Centre for Centinela</li> <li>Use of Data Analytics for plant optimisation</li> <li>Digital transformation of key support functional processes</li> </ul>
Automation & Robotics (Digital Arm)	<ul> <li>Remote drilling operations at Los Pelambres</li> <li>Autonomous trucks at Esperanza Sur pit, Centinela</li> <li>Maintenance execution robots</li> </ul>





# **Tethyan Copper arbitration**



- ICSID<sup>1</sup> arbitration award announced 12 July
- \$5.8 billion<sup>2</sup> award (50/50 Antofagasta/ Barrick Gold)
- Limited grounds for challenging the award under the ICSID Convention
- TCC<sup>3</sup> will pursue commercial interests & legal rights until conclusion of dispute

### History of the case

1993	JV between BHP and Govt. of Balochistan <sup>4</sup> signed
2000	BHP transferred it's JV interest to TCC <sup>3</sup>
2006	Antofagasta & Barrick Gold (50/50) acquired TCC <sup>3</sup>
2010	Reko Diq <sup>(5)</sup> feasibility study completed
2011	Pakistan denied Reko Diq's <sup>(5)</sup> mining lease application TCC initiated arbitration proceedings

**2019** Award amount announced by ICSID

- 1 World Bank Group's International Center for Settlement of Investment Disputes
- 2 Including interest of \$1.8bn, TCC's<sup>3</sup> legal costs and ICSID's costs
- 3~ Tethyan Copper Company Pty. Limited, which held 75% of the Reko Diq  $^5$  project
- 4 Province in southwest Pakistan
- 5 A \$3.3 bn (2010) capex project processing 2.2 bn tonnes at 0.53% Cu and 0.3g/t Au over a 56 year mine life

### **Investment case**





### High quality assets

- Large resource base
- Low cost and long-life assets
- Four mines in "world-class" districts in Chile
- Low risk open pit expansion alternatives

### Operating efficiency and cost control

- Cost and competitiveness programme
- Continuous productivity improvement
- Innovation for long term gains

### **Capital discipline**

- Low net debt
- Disciplined approach to acquisitions and disposals
- Consistent dividend policy

### **Robust platform**

- Continuing to optimise mines
- Protecting margins and profitability
- Returning cash to shareholders

### **CREATING VALUE FOR SHAREHOLDERS**



# Appendix

-

hands

1

# Antofagasta at a glance

#### Group

- 65% owned by Luksic Group, 35% free float
- Market cap: \$9.7 billion (August 21<sup>st</sup> 2019)
- FTSE 100

### Mining division<sup>1</sup>

- Top 10 copper producer
- High quality assets with significant potential production growth
- Copper production: 725,300 tonnes
- Gold production: 210,100 oz
- Molybdenum production: 13,600 tonnes
- Net cash costs: \$1.29/lb
- All operations in Chile, one of the world's most developed and stable mining locations

#### Transport division<sup>1</sup>

- Transport division provides rail and road cargo services in Chile's Antofagasta Region
- Total tonnage transported: 6.1 million tonnes

#### Antucoya

- 70% owned
- Copper production<sup>1</sup>: 72,200 t
- Remaining mine life<sup>2</sup>: 21 years
- Reserves<sup>3</sup>: 641 million t @ 0.34% Cu

#### Centinela

- 70% owned
- Copper production<sup>1</sup>: 248,000 t
- Remaining mine life<sup>2</sup>: 49 years
- Reserves<sup>3</sup>: 2.2 billion t @ 0.42% Cu

Santiago

#### Zaldívar

- 50% owned, operator
- Copper production<sup>1</sup>: 94,600 t (100%)
- Remaining mine life<sup>2</sup>: 12 years
- Reserves<sup>3</sup>: 468 million t @ 0.46% Cu

#### **Los Pelambres**

- 60% owned
- Copper production<sup>1</sup>: 357,800 t
- Remaining mine life<sup>2</sup>: 20 years
- Reserves<sup>3</sup>: 1.1 billion t @ 0.60% Cu, 0.019% Mo and 0.05g/t Au

- 1 2018
- 2 From 31 December 2018
- 3 As of 31 December 2018 on 100% basis

# Antofagasta's tailings dams

#### Group operates two major concentrators producing tailings

- Los Pelambres: El Mauro dam designed for extreme weather and severe earthquakes. Reviewed twice a year by a panel of international experts
- **Centinela**: Thickened tailings. Low population, low vegetation location

#### Chile has very strict regulations governing dam construction

- Prohibits upstream construction method
- Requires continuous stability analysis
- Safety measures and emergency plans required for all dams



Antofagasta's TSF <sup>1</sup>	Active	Inactive
Northern Chile <sup>2</sup>	2	-
Central Chile <sup>3</sup>	2	-

#### Case study: Programa Tranque<sup>4</sup>

- Public-private and community initiative promoting transparency
- Physical and chemical stability monitoring system providing real-time information to mine, communities and authorities
- Being piloted at El Mauro. Fully implemented end 2019



- 1 Tailings Storage Facilities
- 2 Centinela and Zaldívar
- 3 Los Pelambres
- 4 Tailings Programme: Online Monitoring of Tailings Dams



### 28% of global copper production

29% of global copper reserves

50% copper

### **Strengths**

- Largest copper endowment in the world
- Copper key contributor to the economy
- History of stability with robust institutions
- OECD country

•

**GDP**<sup>1</sup>

\$474 bn

(PPP)

Solid public finances and low national debt

### Challenges

- Moving from middle to high income economy
- Increasing social expectations and demands on companies
- To decrease income inequality

**Key Indicators** 

**Poverty rate<sup>3</sup>** 

1989: 47.0%

2017: 8.6%



- 2018 World Bank
- 2 Censo 2017 Instituto Nacional de Estadísticas (INE)

**Population<sup>2</sup>** 

18.4

million

**Per Capita GDP** 

1970: \$2,300

2018: \$25,800

(PPP)

Ministerio de Desarrollo Social (Encuesta Casen 2015) 3

Banco Central de Chile

Mining<sup>4</sup>

10.0% of

GDP

Dirección General de Relaciones Económicas Internacionales Chile 5

**Principal Markets<sup>5</sup>** 

China 30%

**USA 17%** 

EU 14%

6 IPC June 2019 Instituto Nacional de Estadísticas (INE)





#### Revenue HY 2018 versus HY 2019<sup>1</sup>

\$ million



#### 1 Includes the one-off impact of \$275 million VAT refund in January 2019

30



#### Cash flow in period

\$ million





# HY 2019 production cost breakdown





# **Growth projects progress**



### **Esperanza Sur pit opening**

- Additional feedsource for Centinela concentrator. Will later feed the second concentrator
- Pre-stripping will start by year-end
- \$175 million capex
- Additional 10-15ktpa of copper
- Reserves of 1.4 bn tonnes @ 0.4% Cu, 0.13g/t Au & 0.012% Mo



### Los Pelambres expansion

- Construction started in 2019. Project progress 22%<sup>1</sup>
- Additional milling and flotation capacity, water desalination plant and pipeline
- \$1.3 bn (incl. \$0.5 bn desal plant). 100% debt finance
- Daily throughput increase in 15 kt to 190 kt.
   Additional copper of 60 ktpa



### Zaldívar chloride leaching

- Improving copper recoveries from secondary sulphides using proprietary technology
- \$175 million capex<sup>1</sup> (2018 FS)
- Subject to EIA extension of water rights



### **Centinela second concentrator**

- Second concentrator and tailings deposit
- Feasibility to be completed in 2020
- \$2.7 billion capex (2015 PFS)
- Additional 180,000 tonnes of copper equiv.



### Market data











# **Production and metals prices**

#### **Group production**<sup>1</sup>

	2016	2017	2018	HY 2019	<b>2019E</b> <sup>1</sup>
Copper ('000 tonnes)					
Los Pelambres	355.4	343.8	357.8	180.4	360-370
Centinela Concentrates	180.4	163.9	155.5	100.1	260-280
Centinela Cathodes	55.8	64.5	92.5	41.8	200-280
Antucoya <sup>(2)</sup>	66.2	80.5	72.2	37.5	75-80
Zaldívar <sup>(3)</sup>	51.7	51.7	47.3	27.5	55-60
Group total	709.4	704.3	725.3	387.3	750-790

	2016	2017	2018	HY 2019	<b>2019E<sup>1</sup></b>
Gold ('000 ounces)					
Los Pelambres	57.8	55.4	63.2	29.8	50-60
Centinela	213	157.0	146.9	119.3	190-200
Group total	270.9	212.4	210.1	149.1	240-260

	2016	2017	2018	HY 2019	<b>2019E<sup>1</sup></b>
Molybdenum ('000 tonnes)					
Los Pelambres	7.1	10.5	13.3	6.2	9.5-10.5
Centinela	-	-	0.3	0.2	2.0
Group total	7.1	10.5	13.6	6.4	11.5-12.5



#### **Metal prices**

	2016	2017	2018	HY 2019
Copper (\$/lb)				
Realised	2.33	3.00	2.81	2.81
LME	2.21	2.80	2.96	2.80

	2016	2017	2018	HY 2019
Gold (\$/oz)				
Realised	1,256	1,280	1,256	1,326
Market	1,248	1,258	1,270	1,308

	20
Molybdenum (\$/lb)	
Realised	6.
Market	6.

2016	2017	2018	HY 2019
6.8	8.7	12.4	12.1
6.5	8.2	11.9	12.0

**Unit cash costs** 



#### **Group cash costs<sup>1</sup>**

	2016	2017	2018	HY 2019	2019E <sup>1</sup>
Group cash costs (\$/lb)					
Los Pelambres	1.06	1.02	0.91	0.89	1.05
Centinela	1.19	1.36	1.51	1.18	1.35
Antucoya	1.83	1.68	1.99	2.26	2.00
Zaldívar	1.54	1.62	1.94	1.79	1.75
Cash costs before by-products credits (\$/lb)	1.54	1.60	1.72	1.66	1.70
By-products credits (\$/lb)	(0.34)	(0.35)	(0.43)	(0.47)	(0.40)
Net cash costs (\$/lb)	1.20	1.25	1.29	1.19	1.25

	2016	2017	2018	HY 2019	<b>2019E<sup>1</sup></b>
Los Pelambres cash costs (\$/lb)					
Cash costs before by-products credits (\$/lb)	1.36	1.44	1.52	1.44	1.50
By-products credits (\$/lb)	(0.30)	(0.42)	(0.61)	(0.56)	(0.45)
Net cash costs (\$/lb)	1.06	1.02	0.91	0.89	1.05

	2016	2017	2018	HY 2019	<b>2019E<sup>1</sup></b>
Centinela cash costs (\$/lb)					
Cash costs before by-products credits (\$/lb)	1.75	1.81	1.89	1.74	1.85
By-products credits (\$/lb)	(0.56)	(0.45)	(0.38)	(0.57)	(0.50)
Net cash costs (\$/lb)	1.19	1.36	1.51	1.18	1.35

1 Guidance January 2019, except Group net cash costs guidance which was reduced from \$1.30/lb in July 2019

## **Reserves and resources as of 31 December 2018**



	Tonnage (mil	lions tonnes)	is tonnes) Copper (%) Molybdenum (%)		um (%)	Gold (g/t)		Attributable Tonnage (millions tonnes)		
	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017
Ore reserves										
Los Pelambres	1,132.2	1,193.4	0.60	0.60	0.019	0.020	0.05	0.05	679.3	716.0
Centinela Concentrates (Esperanza Sulphides, including Esperanza Sur)	1,845.2	1,873.4	0.42	0.42	0.012	0.012	0.14	0.14	1,291.6	1,311.4
Centinela Cathodes	326.0	191.5	0.40	0.39	-	-	-	-	228.2	134.0
Centinela Total	2,171.2	2,064.9	0.42	0.42	-	-	-	-	1,519.8	1,445.4
Antucoya	640.7	676.4	0.34	0.33	-	-	-	-	448.5	473.4
Encuentro	-	112.2	-	0.53					-	112.2
Total	3,944.1	4,046.8	0.46	0.46	-	-	-	-	2,647.6	2,747.1
Group Joint Ventures										
Zaldívar	467.5	428.5	0.46	0.51					233.7	214.2
Total Group Ore Reserves	4,411.6	4,475.3	0.46	0.47	-	-	-	-	2,881.4	2,961.3
Mineral resources (including ore reserves)										
Los Pelambres	6,113.4	6,024.1	0.50	0.51	0.017	0.016	0.05	0.05	3,668.0	3,614.4
Centinela Concentrates (Esperanza Sulphides & Esperanza Sur)	3,962.0	3,177.7	0.39	0.38	0.012	0.011	0.13	0.12	2,773.4	2,224.4
Centinela Cathodes (El Tesoro)	551.8	307.5	0.40	0.38	-	-	-	-	386.3	215.2
Antucoya	1,253.7	1,291.8	0.30	0.30	-	-	-	-	877.6	904.3
Encuentro <sup>1</sup>	-	1,117.4	-	0.44					-	1,117.4
Polo Sur	1,514.5	1,514.5	0.34	0.34	-	-	-	-	1,514.5	1,514.5
Penacho Blanco	340.2	340.2	0.37	0.37	-	-	-	-	173.5	173.5
Mirador	86.4	95.4	0.32	0.33	-	-	-	-	78.5	85.6
Los Volcanes	1,904.2	1,904.2	0.50	0.50	-	-	-	-	971.1	971.1
Llano-Paleocanal <sup>1</sup>	-	64.2	-	0.46	-	-	-	-	-	49.5
Brujulina	87.2	87.2	0.49	0.49	Niekel /		Total precious	s metals	44.5	44.5
Sierra	52.0	52.0	0.69	0.69	Nickel (%	<b>%</b> )	(g/t Au+Pt	+Pd)	52.0	52.0
Twin Metals	2,509.1	2,371.7	0.52	0.52	0.171	0.173	0.473	0.465	2,085.0	1,967.0
Group Joint Ventures										
Zaldívar	818.6	613.0	0.41	0.48	-	-	-	-	409.3	306.5
Total Group										
Measured + Indicated	10,566.8	10,484.6	0.46	0.47	-	-	-	-	7,385.6	7,663.9
Inferred	8,626.4	8,476.2	0.43	0.43	-	-	-	-	5,648.3	5,576.0
Total Group Mineral Resources (including ore reserves)	19,193.2	18,960.8	0.45	0.45	-	-	-	-	13,033.8	13,239.9

1 Encuentro and Llano-Paleocanal included in Centinela from 2018

### **Antofagasta contacts**









www.antofagasta.co.uk

