

Antofagasta plc 2020 HY Results

Iván Arriagada Chief Executive Officer

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DEVELOPING MINING FOR A BETTER FUTURE

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## Agenda

# **1** Overview

# 2 Financial review

# **3** Growth opportunities and investment case





# **Overview**

**Iván Arriagada** Chief Executive Officer

## **Operating discipline** Maintaining safe operations

### Safety: our first priority

- 22 months with no fatalities (to August 2020)
- Lost Time Injury Frequency Rate (LTIFR) decreased in 2020 HY to 0.88 from 1.01
- Mining Division and Transport Division's LTIFRs falling to 0.67 and 3.35 respectively

#### Building a robust and proactive safety culture

- Continuing to develop ways to ensure there are no fatal accidents
- Implementing critical control management and promoting operational discipline
- Extending safety management's discipline to health zero occupational diseases

### Safety performance





## 2020 HY highlights

## Strong operating and cost performance in a challenging environment

### Safety is the Group's top priority



The Group continued its period of no fatalities
LTIFR<sup>1</sup> down to 0.88

### **Operating performance resilience**

- al.
- 371,700 tonnes, 4.0% lower than 2019 HY as expected
- In line with guidance

### EBITDA of \$1,013m and margin<sup>2</sup> of 47.4%



• EBITDA down 22%, reflecting lower realised copper price and copper sales volumes, partially offset by lower cost of sales

### Strong cost and operating performance

- Net cash costs down \$0.07/lb to \$1.12/lb
- CCP<sup>3</sup> savings of \$78m, again ahead of target



#### **Robust balance sheet and consistent dividend policy**

- Net debt/EBITDA decreased to 0.15x
- Interim dividend of 6.2c/share



#### **Brownfield projects largely suspended**

• Will restart in stages during H2, fully integrating new COVID-19 health protocols



- 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 44.1%
- 3 Cost and Competitiveness Programme

## **Copper production in line with plans** Group production of 371,700 tonnes at \$1.12/lb



## **COVID-19 response**

## Maintaining a safe and healthy environment

### **COVID-19 situation in Chile:**

- Rate on infections peaked in June
- Some local lockdowns still in place
- Health system has responded well
- High levels of testing and tracking

### Health of our people and local communities

- Social distancing and additional PPE
- Preventative controls
- Dedicated air and road transport for shift changes
- High health risk employees working from home
- Launched a \$6 million community fund to:
  - Provide medical equipment and supplies, and financial support to local suppliers
  - Sanitise public spaces





## **COVID-19 response** Sustaining operational continuity

### Impact on operations

- All sites have kept operating
- Operating with two-thirds of workforce. The rest are working from home or in preventive quarantine
- Mine development and maintenance resumed as operations have adjusted to the new working conditions

### **Growth projects update**

- Los Pelambres expansion, Esperanza Sur pit and Zaldívar Chloride Leach projects have largely been suspended since March with some limited work continuing
- Restarting projects in stages during H2 fully integrating new COVID-19 health protocols into the revised project execution plans





## 2020 guidance



### **Copper production (kt)**

#### **Copper production**

 Lower end of the original 725-755,000t guidance range, assuming no COVID-19 related shutdowns during the rest of the year

#### Net cash costs

 \$1.20/lb, assuming production guidance is achieved and the Chilean peso averages 800 pesos to the US dollar for the year

#### **Capital expenditure**

 Less than \$1.3 billion, assuming the work on the Los Pelambres Expansion and Zaldívar Chloride Leach projects ramps-up in H2





# **Financial review**

Mauricio Ortiz Chief Financial Officer

## **2020 HY financial overview**

	REVENUE	2020 HY	v. 2019 HY
	Lower realised copper prices and expected sales volumes, partially offset by the increase in the realised gold price	\$2,139 million	(15.3)%
	NET CASH COSTS		
<u>ılı.</u>	Reflects tighter cost control, weaker Chilean peso and lower input prices, despite lower production volumes and by-product credits	\$1.12/lb	(5.9)%
	EBITDA		
Ģ	Lower revenue partially offset by lower operating costs EBITDA margin was 47.4% <sup>2</sup>	\$1,013 million	(22.4)%
	UNDERLYING EARNINGS PER SHARE <sup>3</sup>		
	Lower EBITDA and higher depreciation and amortisation, partially offset by lower net interest expenses and lower tax	17.8c/share	(42.0)%
	FINANCIAL POSITION		
	Net debt / EBITDA ratio reduced on lower net debt Net debt of \$320m (2019 FY: \$563m)	0.15x	0.05x reduction
	DIVIDENDS PER SHARE		
С	Equivalent to a payout ratio of 35% of underlying net earnings, consistent with our dividend policy	6.2c/share	(42.0)%
alculated as EBI	itiveness Programme TDA/Group revenue. If Associates and JVs revenue is included EBITDA margin was 44.1% e (including exceptional items) 13.7cps compared with 30.7cps in 2019 HY		$\mathbf{\lambda}$

3 Earnings per share (including exceptional items) 13.7cps compared with 30.7cps in 2019 HY

1

2

## **Production and cash costs**



## **EBITDA**

#### EBITDA<sup>1</sup> and margin<sup>2</sup> 2019 HY versus 2020 HY

\$ 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 44.1% in 2020 HY and 47.8% in 2019 HY

## **Net earnings**

#### Net earnings 2019 HY versus 2020 HY

\$ million



1 Excludes Associates and JVs' EBITDA

2 Includes foreign exchange adjustments

## **Capital expenditure**



Figures are based on cash flow and exclude Zaldívar. Attributable Zaldívar capital expenditure was \$58m in 2016, \$51m in 2017, \$52m in 2018, \$45m in 2019 and \$29m in 2020 HY

## Net cash/(debt)

#### Net cash / (debt) and Net debt/EBITDA ratio

\$ million and times



2 Subordinated debt of \$598 million at end of 2019 FY and \$400 million at end of 2020 HY

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## **Capital allocation**



2020 interim dividend of \$61 million representing 35% of net earnings





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NO IN

# **Growth opportunities and investment case**

**Iván Arriagada** Chief Executive Officer

## **Copper market recovering**

### **Current market position**

- Supply disruptions during COVID-19 limited c.500 tonnes
- No Group shipments cancelled
- Rapid recovery in China, weaker USD and expected recovery in North America and Europe driving strong copper price recovery
- Long trading in copper very high
- Unknowns are US/China relations and COVID-19
- Exchange stocks low and cathode premiums strong
- Expect small surplus in 2020

### **Copper exchange stocks**



### Longer-term factors unchanged





## Low risk organic growth opportunities



## **Growth projects update**

### **Los Pelambres Expansion - Phase I**

### 60,000 tonnes of additional copper

- Construction suspended since March and now restarting in stages
- Original capacity of desalination plant being reviewed to facilitate a phased future expansion from 400 to 800 l/s. Additional environmental permits required
- Preliminary works (extra pumping capacity and infrastructure) included in Phase 1 at an additional capex of c.\$150m
- Suspension of activities to date has delayed schedule by six months to H1 2022 at an additional cost of c.\$50m

### **Centinela Second Concentrator**

### **180,000** tonnes of additional copper equivalent

- Optimised feasibility study expected by the end of 2020
- Lower opex HPGR (high pressure grinding roll) milling technology selected in preference to SAG
- Throughput capacity of approximately 90,000 tonnes per day and expandable to 150,000 tonnes per day
- Capex of \$2.7bn
- Expected to be presented to Board for approval in 2022

### Zaldívar Chloride Leach

### 10-15,000 tonnes of additional copper

- Construction suspended since March and now restarting in stages
- Delayed by approximately six months to H1 2022
- Impact of delay expected to be absorbed within original \$190m estimated project cost

### Esperanza Sur pit

### 10-15,000 tonnes of additional copper

- Project start delayed. First production expected H1 2022
- Estimated capital cost unchanged at \$175m



## 100% renewable energy from 2022

### **Energy strategy**

- Four pillars: supply security, price, source and energy efficiency
- Negotiated supply contracts to decarbonise electricity supply, taking advantage of the lower price of renewable energy
- Contribute towards the Group's target to reduce  $CO_2$ emissions by 300,000 tonnes<sup>1</sup>

#### New contracts

- New energy supply contracts agreed at all mining operations over the last three years, encouraging investment in new renewable power generation
- From 2022 all mining operations will use only renewable energy
- Zaldívar started using 100% renewable power in July 2020



### **Energy consumption by mine**

## **Progress on improving water efficiency**

#### **Los Pelambres**

- 2019 was the driest year of a 10-year drought in Choapa Valley
- Rainfall in H1 2020 was greater than the whole of 2019
- 85% of water used is recirculated and improved by:
  - <sup>-</sup> Tight pipeline leakage maintenance
  - Covering water storage ponds
  - Less use of the dust suppression system
- Currently building a desalination plant

### Centinela

- 86% of water used is raw sea water
- Produces thickened tailings that allow water recovery of 73%, compared to 62% in conventional tailings

### Antucoya

100% water is sourced from the sea

### Zaldívar

- Applying for extension of water permits from 2025 to 2031
- Permitting process delayed by COVID-19





## **Transformational innovation - key to strategy**







Online Collaboration Platform• Open online collaboration platform• Over 20 efficiency and cost reduction initiatives in executionReal Time Information Management & Analytics• Accelerating implementation of Remote Operations Centre in the city of Antofagasta • Use of data analytics for operations and business optimisation • Digital transformation of operation and maintenance processes, and key support functionsAutomation & Robotics• Autonomous drilling at Los Pelambres in production • Autonomous trucks at Esperanza Sur pit, Centinela in feasibility • Maintenance execution robots	Strategic Initiatives	<ul> <li>Leaching of primary sulphides (Cuprochlor-T) industrial scale testing underway</li> <li>Low cost bulk material movement technologies</li> <li>Thickened tailings and real time monitoring</li> </ul>
Real Time Information Management & Analyticscity of AntofagastaUse of data analytics for operations and business optimisation 	Collaboration	·
Automation & Robotics Autonomous trucks at Esperanza Sur pit, Centinela in feasibility	Information Management &	<ul> <li>city of Antofagasta</li> <li>Use of data analytics for operations and business optimisation</li> <li>Digital transformation of operation and maintenance processes,</li> </ul>
		<ul> <li>Autonomous trucks at Esperanza Sur pit, Centinela in feasibility</li> </ul>

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## Our priorities for 2020 and beyond



- Continuing our record of zero fatalities
- Protecting employees and communities from COVID-19
- Maintaining operating resilience and flexibility
  - Further cost savings
- Advancing growth projects
  - Progressing innovation portfolio
- Returns to shareholders



## **Investment case**

### **Sustainability**

- Zero fatalities culture
- Safety and health model
- Environment stewardship
- Community relations and shared development
- Culture and labour relations
- Robust governance



- Strong and growing production
- Large resource base
- Low cost and long-life assets
- Four mines in two "worldclass" districts in Chile

### **Operating efficiency**

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

### **Financial position**

- Strong balance sheet
- Healthy cash flows
- Protecting margins and profitability
- Disciplined capital allocation and shareholder returns













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# Appendix

## Sustainability is central to everything we have and will achieve





## Antofagasta at a glance

#### Group

- 65% owned by Luksic Group, 35% free float
- Market cap: \$14.6 billion (August 18<sup>th</sup> 2020)
- FTSE 100

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

- Top 10 copper producer
- High quality assets with significant potential production growth
- Copper production: 770,000 tonnes
- Gold production: 282,300 oz
- Molybdenum production: 11,600 tonnes
- Net cash costs: \$1.22/lb
- All operations in Chile, one of the world's most developed and stable mining locations

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

- Provides rail and road cargo services in Chile's Antofagasta Region
- Total tonnage transported: 6.5 million tonnes

#### Antucoya

- 70% owned
- Copper production<sup>1</sup>: 71,900 t
- Remaining mine life<sup>2</sup>: 20 years
- Reserves<sup>3</sup>: 687 million t @ 0.33% Cu

#### Centinela

- 70% owned
- Copper production<sup>1</sup>: 276,600 t
- Remaining mine life<sup>2</sup>: 48 years
- Reserves<sup>3</sup>: 2.2 billion t @ 0.41% Cu

Santiago

#### Zaldívar

- 50% owned, operator
- Copper production<sup>1</sup>: 58,100 t (50%)
- Remaining mine life<sup>2</sup>: 11 years
- Reserves<sup>3</sup>: 569 million t @ 0.43% Cu

#### Los Pelambres

- 60% owned
- Copper production<sup>1</sup>: 363,400 t
- Remaining mine life<sup>2</sup>: 15 years
- Reserves<sup>3</sup>: 1.1 billion t @ 0.60% Cu, 0.019% Mo and 0.05g/t Au



- 2 From 31 December 2019
- 3 As of 31 December 2019 on 100% basis



### 28% of global copper production

**29%** of global copper reserves

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

China 28%

**USA 14%** 

EU 13%

### Strengths and challenges

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

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

\$463 bn

(PPP)

- Solid public finances and low national debt
- Moving from middle to high income economy

Population<sup>2</sup>

18.4

million

**Per Capita GDP** 

1970: \$2,300

2018: \$25,154

(PPP)

More even distribution of income and social rights

#### Social situation and following steps

- Oct 2019: Social unrest and demonstrations
- Oct 2020: National vote on rewriting constitution
- \* Apr 2021: Election constitutional assembly members
- \* 12 months to propose a new constitution

Mining<sup>4</sup>

10.0% of

GDP

- \* 2022: National vote to approve new constitution
- \* If the electorate agree to rewrite the constitution in October 2020



2019: 3.0%

LTM: 2.5%

29 FTAs

(66 markets)

1 2019 World Bank

2 Censo 2017 Instituto Nacional de Estadísticas (INE)

3 Ministerio de Desarrollo Social (Encuesta Casen 2017)

4 Banco Central de Chile

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

1989: 47.0%

2017: 8.6%

**Key Indicators** 

5 Dirección General de Relaciones Económicas Internacionales Chile

6 CPI 2019: Instituto Nacional de Estadísticas (INE)

## Revenue

#### Revenue 2019 HY versus 2020 HY<sup>1</sup>

\$ million





## **Cash flow**

Cash flow in 2020 HY<sup>1</sup>

\$ million



## 2020 HY production cost breakdown



## **Production and metals prices**

#### **Group production**

	2017	2018	2019	2020 HY	2020 E <sup>1</sup>
Copper ('000 tonnes)					
Los Pelambres	343.8	357.8	363.4	183.2	350-360
Centinela Concentrates	163.9	155.5	195.5	74.8	240-250
Centinela Cathodes	64.5	92.5	81.1	46.8	240-250
Antucoya	80.5	72.2	71.9	40.4	80-85
Zaldívar	51.7	47.3	58.1	26.5	55-60
Group total	704.3	725.3	770.0	371.7	<b>725-755</b> <sup>2</sup>

	2017	2018	2019	2020 HY	2020 E <sup>1</sup>
Gold ('000 ounces)					
Los Pelambres	55.4	63.2	59.7	29.1	50-60
Centinela	157.0	146.9	222.6	82.0	130-140
Group total	212.4	210.1	282.3	111.1	180-200

	2017	2018	2019	2020 HY	2020 E <sup>1</sup>
Molybdenum ('000 tonnes)					
Los Pelambres	10.5	13.3	11.2	5.2	10.0-11.0
Centinela	-	0.3	0.4	0.3	2.5-3.0
Group total	10.5	13.6	11.6	5.5	12.5-14.0

#### **Metal prices**

	2017	2018	2019	2020 HY
Copper (\$/lb)				
Realised	3.00	2.81	2.75	2.46
LME	2.80	2.96	2.72	2.49

	2017	2018	2019	2020 HY
Gold (\$/oz)				
Realised	1,280	1,256	1,416	1,680
Market	1,258	1,270	1,393	1,647

	2017	201
Molybdenum (\$/lb)		
Realised	8.7	12.4
Market	8.2	11.9

2017	2018	2019	2020 HY
8.7	12.4	10.8	8.7
8.2	11.9	11.4	9.0



#### 1 Guidance January 2020

2 Guidance April 2020. Group copper production at the lower end of the original 725-755,000 tonnes guidance range, on the basis that no COVID-19 related shutdowns are required

## **Unit cash costs**

### Group cash costs

	2017	2018	2019	2020 HY	2020 E <sup>1</sup>
Group cash costs (\$/lb)					
Los Pelambres	1.44	1.52	1.40	1.20	1.45
Centinela	1.81	1.89	1.83	1.84	2.00
Antucoya	1.68	1.99	2.17	1.73	1.90
Zaldívar	1.62	1.94	1.75	1.72	1.70
Cash costs before by-products credits (\$/lb)	1.60	1.72	1.65	1.51	1.70
By-products credits (\$/lb)	(0.35)	(0.43)	(0.43)	(0.39)	(0.40)
Net cash costs (\$/lb)	1.25	1.29	1.22	1.12	<b>1.20</b> <sup>2</sup>

	2017	2018	2019	2020 HY	2020 E <sup>1</sup>
Los Pelambres cash costs (\$/lb)					
Cash costs before by-products credits (\$/lb)	1.44	1.52	1.40	1.20	1.45
By-products credits (\$/lb)	(0.42)	(0.61)	(0.49)	(0.40)	(0.45)
Net cash costs (\$/lb)	1.02	0.91	0.91	0.80	1.00

	2017	2018	2019	2020 HY	2020 E <sup>1</sup>
Centinela cash costs (\$/lb)					
Cash costs before by-products credits (\$/lb)	1.81	1.89	1.83	1.84	2.00
By-products credits (\$/lb)	(0.45)	(0.38)	(0.57)	(0.58)	(0.50)
Net cash costs (\$/lb)	1.36	1.51	1.26	1.26	1.50

1 Guidance January 2020

2 Guidance April 2020. Assumptions: revised production guidance is achieved and the Chilean peso averages 800 pesos to the US dollar for the year



## Market data



## **Reserves and resources as of 31 December 2019**



	Tonnage (millions tonnes)		Copper (%)		Molybdenum (%)		Gold (g/t)		Attributable Tonnage (millions tonnes)	
	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018
Ore reserves										
Los Pelambres	1,072.0	1,132.2	0.60	0.60	0.020	0.019	0.05	0.05	643.2	679.3
Centinela Concentrates (Esperanza Sulphides, including Esperanza Sur)	1,829.4	1,845.2	0.42	0.42	0.012	0.012	0.14	0.14	1,280.6	1,291.6
Centinela Cathodes	325.5	326.0	0.41	0.40	-	-	-	-	227.9	228.2
Centinela Total	2,154.9	2,171.2	0.41	0.42	-	-	-	-	1,508.4	1,519.8
Antucoya	687.0	640.7	0.33	0.34	-	-	-	-	480.9	448.5
Encuentro	-	-	-	-					-	-
Total	3,913.9	3,944.1	0.45	0.46	-	-	-	-	2,632.5	2,647.6
Group Joint Ventures										
Zaldívar	568.5	467.5	0.43	0.46					284.2	233.7
Total Group Ore Reserves	4,482.4	4,411.6	0.45	0.46	-	-	-	-	2,916.8	2,881.4
Mineral resources (including ore reserves)										
Los Pelambres	6,061.5	6,113.4	0.50	0.50	0.017	0.017	0.05	0.05	3,636.9	3,668.0
Centinela Concentrates (Esperanza Sulphides & Esperanza Sur)	4,191.6	3,962.0	0.38	0.39	0.012	0.012	0.13	0.13	2,934.1	2,773.4
Centinela Cathodes (El Tesoro)	519.2	551.8	0.39	0.40	-	-	-	-	363.4	386.3
Antucoya	1,200.8	1,253.7	0.31	0.30	-	-	-	-	840.6	877.6
Encuentro <sup>1</sup>	-	-	-	-					-	-
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	68.5	86.4	0.30	0.32	-	-	-	-	63.5	78.5
Los Volcanes	1,904.2	1,904.2	0.50	0.50	-	-	-	-	971.1	971.1
Llano-Paleocanal <sup>1</sup>	-	-	-	-	-	-	-	-	-	-
Brujulina	87.2	87.2	0.49	0.49	Nickel (	94)	Total precious		44.5	44.5
Sierra	52.0	52.0	0.69	0.69	Nickel (	/0]	(g/t Au+Pt	+Pd)	52.0	52.0
Twin Metals	2,509.1	2,509.1	0.52	0.52	0.171	0.171	0.473	0.473	2,085.0	2,085.0
Group Joint Ventures										
Zaldívar	1,323.0	818.6	0.40	0.41	-	-	-	-	661.5	409.3
Total Group										
Measured + Indicated	10,987.0	10,566.8	0.46	0.46	-	-	-	-	7,586.6	7,385.6
Inferred	8,784.6	8,626.4	0.43	0.43	-	-	-	-	5,753.9	5,648.3
Total Group Mineral Resources (including ore reserves)	19,771.6	19,193.2	0.44	0.45	-	-	-	-	13,340.5	13,033.8

## Antofagasta contacts









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