

# 2015 Results Presentation

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ANTOFAGASTA PLC

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# Agenda





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## 2015 Overview



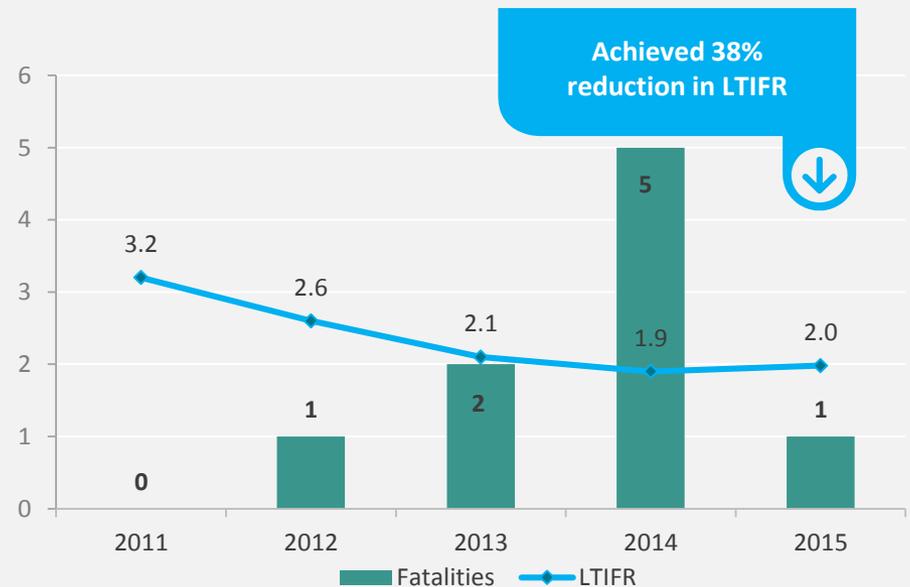
# Safety First Culture

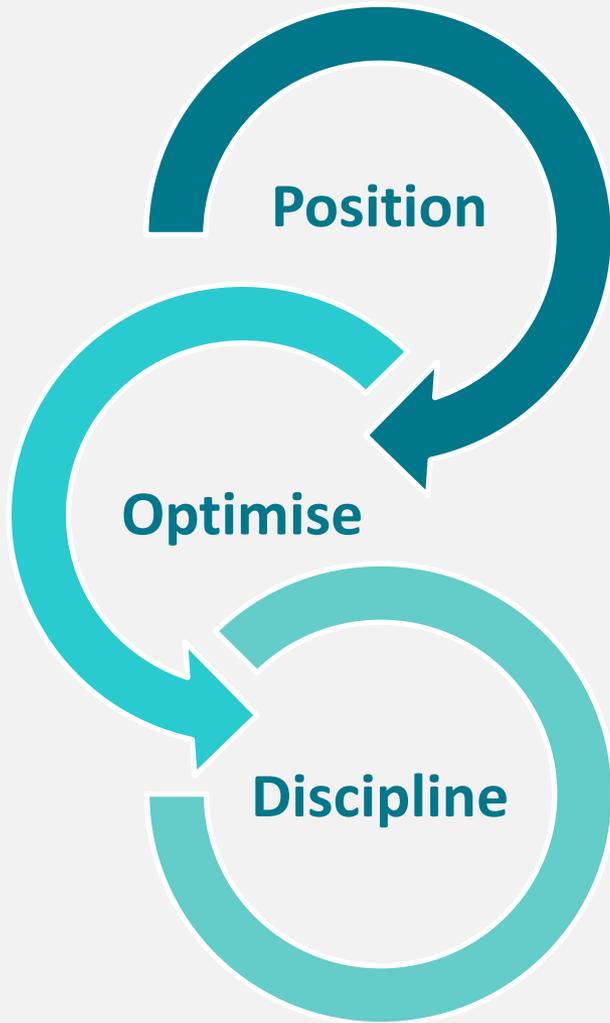
- Unacceptably, a fatality occurred at Michilla during the year
- Committed to zero fatalities
- 38% improvement in injury rate
- New safety and occupational health model being extended to contractors

## Focus on:

- Early identification of key fatality and serious injury risks
- Reporting and investigating high-potential near misses
- On-the-ground senior safety leadership

## Safety Performance





## The Group's position in a challenging environment

- Strong balance sheet
- Competitive operating cost position
- Re-setting community engagement
- Preserving growth projects

## Optimise our portfolio

- Sale of water division
- Bring Antucoya to full production
- Purchase of TMM and stake in Zaldívar
- Closure of Michilla

## Maintain our discipline and flexibility

- Cost control without increasing risk
- Reduce development capital expenditure without compromising future growth

# 2015 overview

## Reducing costs and building a platform for long-term growth

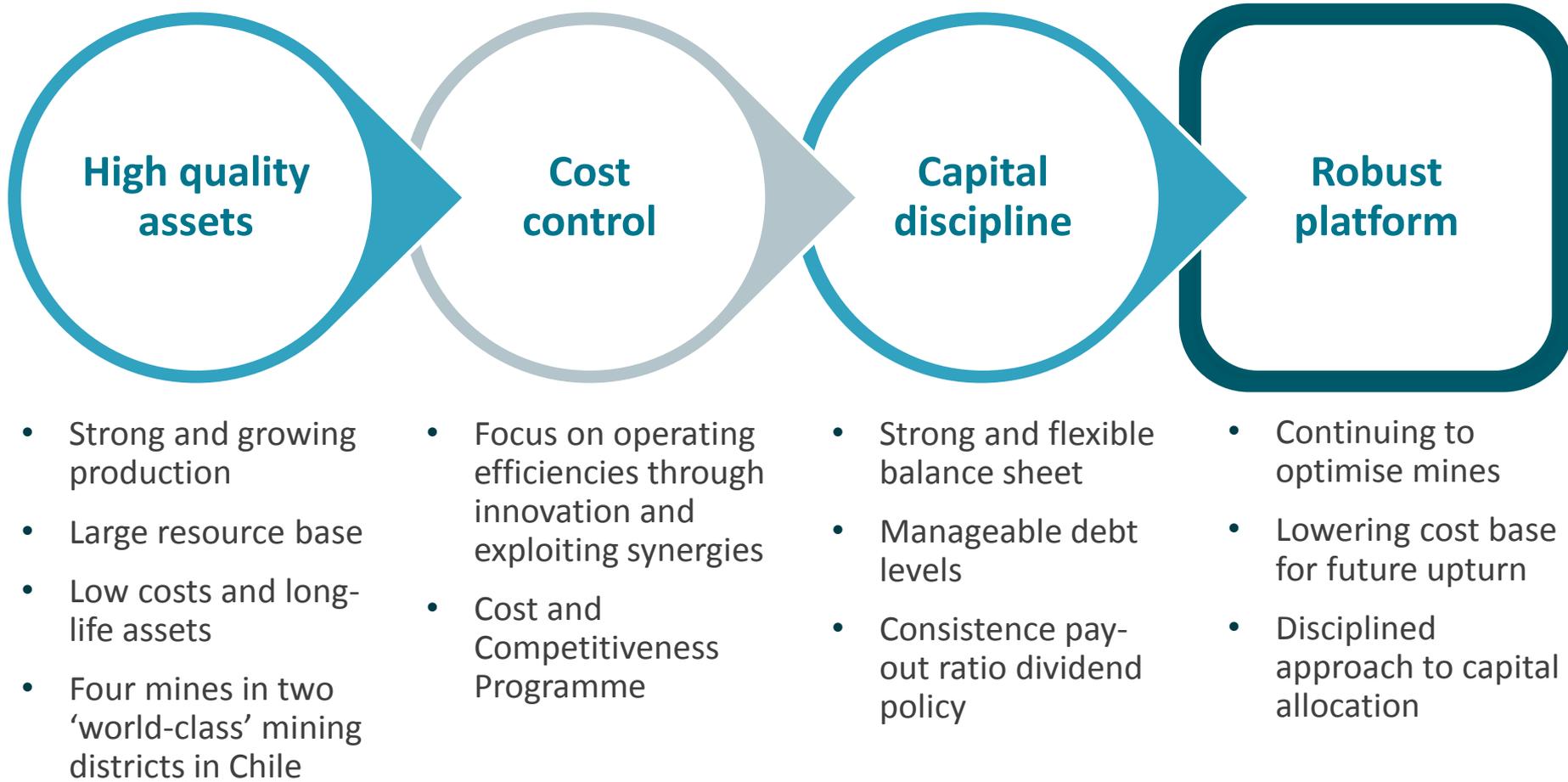


	vs. 2014	2015 <sup>(1)</sup>	
<b>Revenue</b>	(34.0)%	\$3,394.6m	<ul style="list-style-type: none"><li>Lower realised copper prices (24% decline), disruptions to production in Q1 and heavy rains in the Atacama Desert in Q2</li></ul>
<b>EBITDA</b>	(58.4)%	\$890.7m	<ul style="list-style-type: none"><li>Revenues declined and lower production lead to higher unit costs</li></ul>
<b>Net earnings per share</b>	(98.6)%	0.6c	<ul style="list-style-type: none"><li>Lower realised copper price and sales, partly offset by lower tax payable</li></ul>
<b>Operating cash flow</b>	(65.8)%	\$858.3m	<ul style="list-style-type: none"><li>Operations continue to generate significant cash despite the fall in revenue</li></ul>
<b>Copper production</b>	(10.6)%	630.3kt	<ul style="list-style-type: none"><li>Lower production at Los Pelambres due to disruptions in Q1 as well as lower grades. Lower production at Centinela and delayed ramp-up at Antucoya</li></ul>
<b>Net cash costs</b>	4.9%	\$1.50/lb	<ul style="list-style-type: none"><li>Lower gold production and lower realised molybdenum prices</li></ul>

1. FY 2015 financials and comparatives for continuing operations

# Investment Case

## Responding to uncertain times



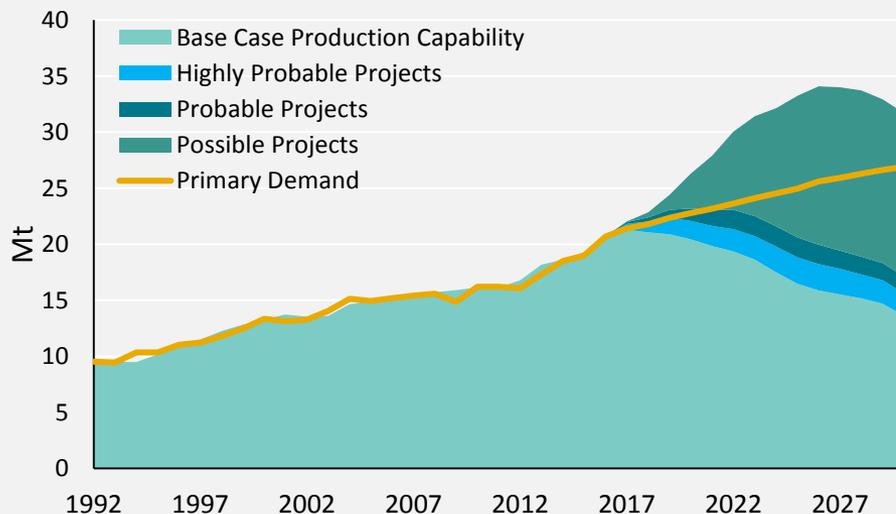
Creating value for shareholders



# Copper market outlook

- LME copper price averaged \$2.50/lb 2015 (2014: \$3.11/lb)
- Price remains under pressure as mine supply grows modestly
  - Small surpluses expected in 2016 and 2017
  - Market tightens from 2018 onwards
- Cost curve pushed down and flattened as producers cut costs
  - external factors (FX and Oil) provide additional relief
- Benchmark TC/RCs set lower 9% than in 2015
- Optimistic in medium and long term, supported by copper fundamentals

## Global Supply and Demand



Source: Wood Mackenzie Q4 2015 Copper Outlook

## China

### “New Normal” in China?

- Consumption led economy
- Slower sustained growth
- Investment in power grid
- Spending to support geopolitical ambitions
- One Belt, One Road
- Resources to prevent a hard landing
- 13<sup>th</sup> five-year plan – limited fiscal stimulus



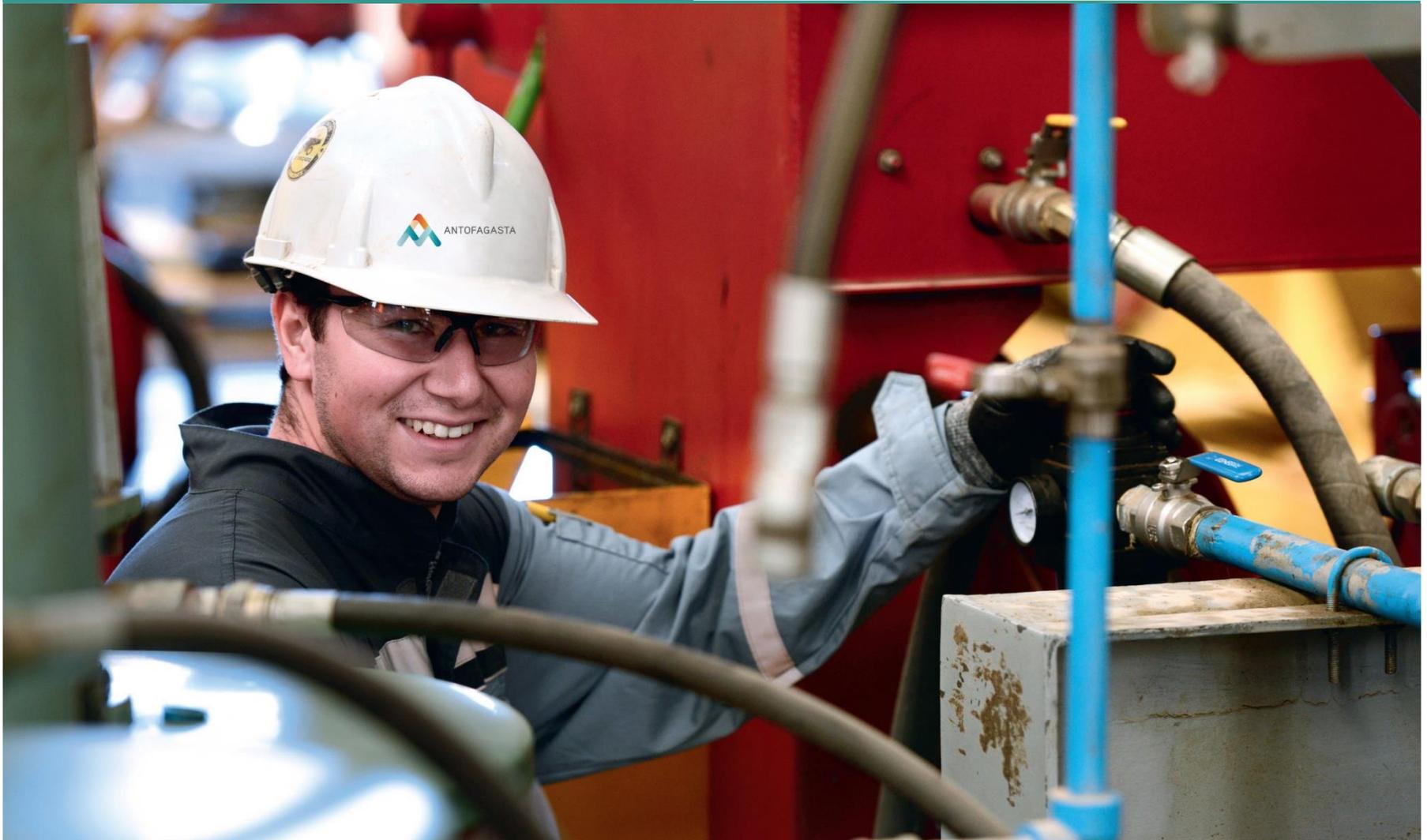
### Our Experience

First hand experience suggests China demand growth has slowed, but we still see meaningful increases of copper imports into China



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## Operations review and growth opportunities



## 1 Existing core business

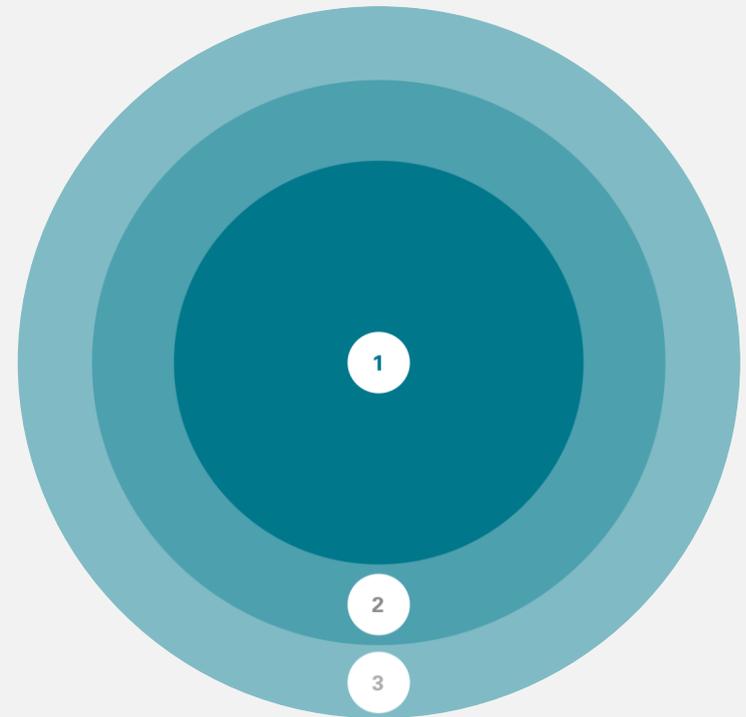
- Constant focus on cost management and compliance
- Delivery of production and cash cost guidance
- Continue to get the best possible performance from existing assets
- Proactive new approach with community and other stakeholders

## 2 Organic & sustainable growth of the core business

- Complete Antucoya on budget
- Complete Centinela 105 ktpd expansion
- Progress Encuentro Oxides
- Complete Centinela Second Concentrator and Los Pelambres Incremental Expansion feasibility studies and advance permitting

## 3 Growth beyond the core business

- Progress international exploration activities
- Continue optimisation of Twin Metals Minnesota pre-feasibility study
- Monitor potential acquisition opportunities



# Operations overview

## Los Pelambres



2014	2015
391,300t Cu	363,200t Cu
C1 \$1.18/lb	C1 \$1.23/lb

Lower throughput due to harder ore zone of the mine

Highest molybdenum production since 2012

Protests in Q1 2015

## Centinela



2014	2015
266,600t Cu	221,100t Cu
C1 \$1.63/lb	C1 \$1.85/lb

Lower grade

Throughput expansions progressing

## Michilla



2014	2015
47,000t Cu	29,400t Cu
C1 \$2.38/lb	C1 \$2.14/lb

Placed on care and maintenance at the end of 2015

## Group



2014	2015
<b>704,800t Cu</b>	<b>630,300t Cu<sup>(1)</sup></b>
<b>C1 \$1.43/lb</b>	<b>C1 \$1.50/lb</b>

Lower production at Los Pelambres and Centinela

Completed construction of Antucoya, with commissioning in Q2 2016

1. Includes 4.4kt from Zaldívar and 12.2kt from Antucoya

# Growth opportunities



1. Feasibility study figures
2. Estimated figures for the first five years
3. Pre-feasibility study figures
4. Including desalination plant

- Ramp-up
- Construction
- Feasibility study

# Zaldívar acquisition

- 50% from Barrick for \$1.0 billion closed in Q4 2015,
- Antofagasta operator of the mine
- Rare opportunity to acquire good-quality copper asset in familiar jurisdiction
- Production growth as grade increases
- \$15-20 million of synergies and cost savings targeted
- Upside potential through exploration of mine's resources
- Capital intensity of \$17,000/t annual production

## Zaldívar



Start of operation:  
**1998**

Remaining mine life:  
**14 years**

Reserves (P+P)<sup>(1)</sup>:  
**455mt @ 0.55% Cu**

	2015 <sup>(2)</sup>	First 5 years <sup>(2)</sup>
Copper production (t)	103,300	100-150,000
Cash costs (\$/lb)	1.74	1.30-1.70

Note: Attributable production for 2015 was 4,400 tonnes

1. As of 31 December 2015

2. Full year figures. 100% of production.



# Antucoya – ramp-up

## Delivering growth on budget

- First cathode in Q3 2015
- Commissioning issues in the crushing circuits caused delay in ramp-up
- Approximately 7m tonnes of crushed material on the leach pads as at 31 December 2015
- Reach design capacity by mid-2016



### Antucoya



Start of operation:  
**2015**

Remaining mine life:  
**18 years**

Reserves (P+P)<sup>(1)</sup>:  
**686.6mt @ 0.34% Cu**

	2015	2016
Copper production (t)	12,200	65-75,000
Cash costs (\$/lb)	n/a	1.65



1. As of 31 December 2015

# Centinela Mining District

## Under construction

### Centinela debottlenecking

- Debottlenecking concentrates plant to increase throughput to 105 ktpd
- Front-end completed in 2015
- Installation of tailing thickeners in 2016

### Molybdenum plant

- Construction underway
- Completion in 2017

### Encuentro Oxides

- Next stage in development of Centinela District
- Revised construction time line to conserve cash
- Commence production in 2017
- 8-year mine life
- Provides feed for existing SX-EW plant
- Full production 50,000 tonnes of copper per annum
- Focusing on critical items in project development



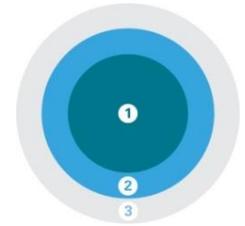
# Centinela Mining District

## Future development



### Centinela Second Concentrator

- Planned 2<sup>nd</sup> concentrator 7 km from current facilities
  - Throughput: 90 ktpd
  - Annual production:
    - 140 kt copper
    - 150 koz gold
    - 3.0 kt molybdenum
- Two-phase growth:
  - Phase 1 - 90 ktpd
  - Phase 2 - +50 ktpd
- EIA submitted to authorities in Q2 2015
- Slowed feasibility study, focusing on critical path items
- Earliest investment decision 2017



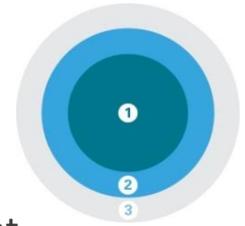
# Los Pelambres Incremental Expansion

## Phased development



### Phase 1

- Maximising throughput under existing permits
- Throughput capacity to 190 ktpd + desalination plant
- New grinding and flotation circuit to counter the increasing hardness of the ore
- Estimated capex of \$1.1 billion including desalination plant and water pipeline
- Desalination and water pipeline EIA submission in 2016
- Earliest investment decision in late 2017



### Phase 2

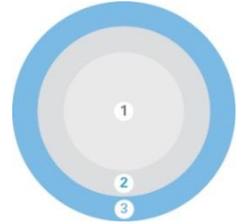
- Throughput expansion to 205 ktpd
- Mine life extension beyond 2037 with increases in capacity of tailings facility and waste rock dumps
- Repower conveyors from primary crusher to concentrator
- Estimated capex of \$500 million
- EIA submission in 2018

# Further growth opportunities Beyond 2020



## Twin Metals Minnesota Project

- 2.4 billion tonne resource containing copper, nickel and PGMs
- Optimising pre-feasibility study
- Consolidated ownership of project
- Advancing permitting process



## Exploration and evaluation

- Chile and internationally
- Reduced exploration and evaluation as part of cost savings programme



# 2015 Performance and Guidance



## Production and cost improvements to offset another challenging year

Cu	Au	Mo	\$/lb
<b>2015 Production</b>	<b>2015 Production</b>	<b>2015 Production</b>	<b>2015 Net Cash Cost</b>
630,300 t	213,900 oz	10,100 t	1.50/lb
<b>2016 Guidance</b>	<b>2016 Guidance</b>	<b>2016 Guidance</b>	<b>2016 Guidance</b>
710,000 - 740,000 t	245,000- 275,000 oz	8,000 – 9,000t	1.35/lb



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## Financial review

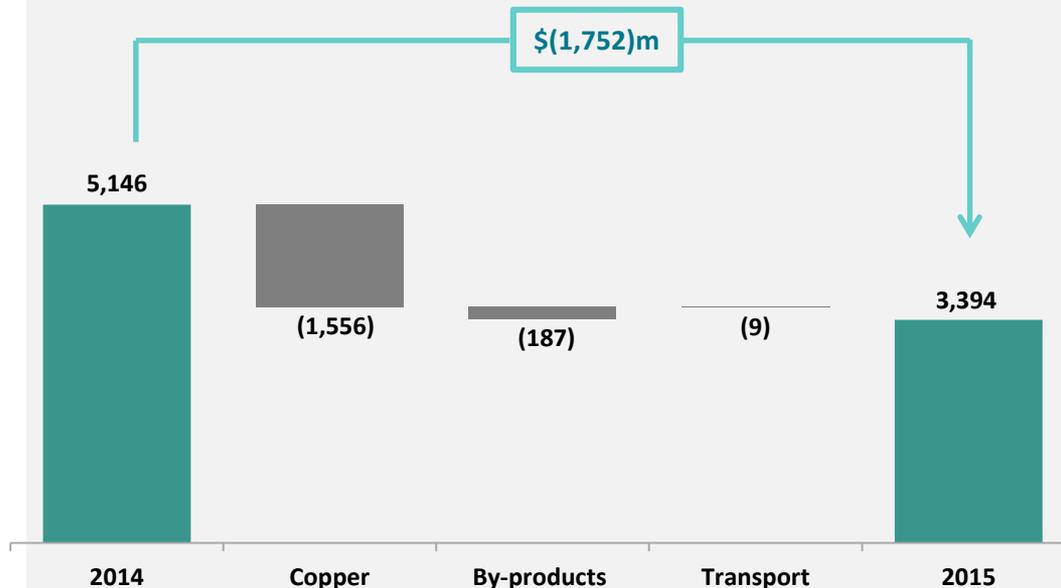


# Weaker commodity price environment

Revenue declined by 34.0%

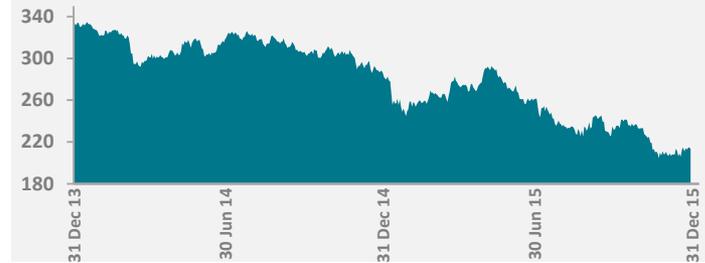
- Mainly as a result of lower copper prices and sales volumes
- Lower gold price and volumes
- Lower realised moly price (> 50% lower), partly offset by higher volumes

## Turnover 2015 vs 2014 (\$m)



1. Restated to include results of continuing operations only

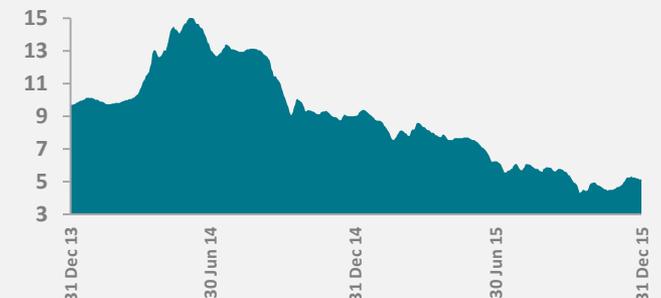
### Copper price



### Gold price

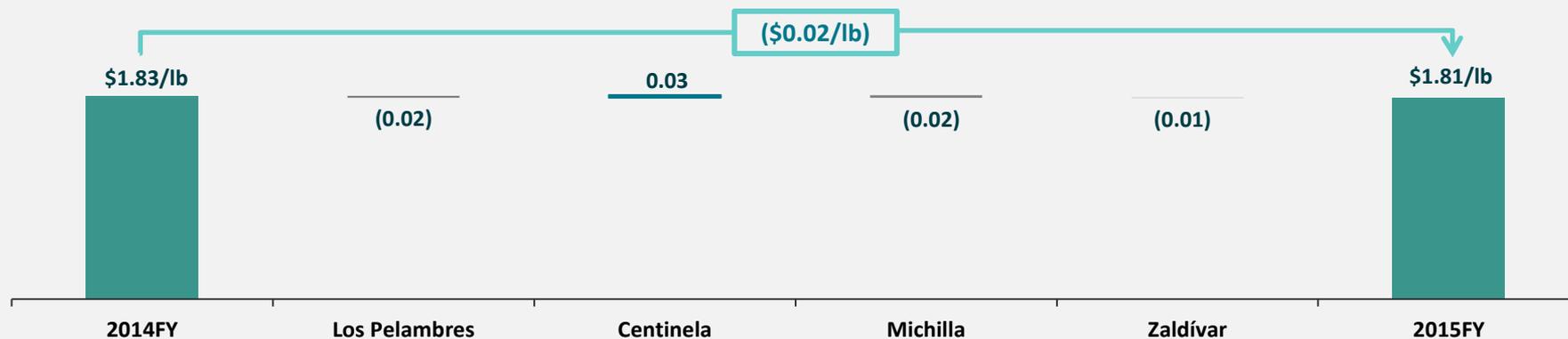


### Molybdenum price

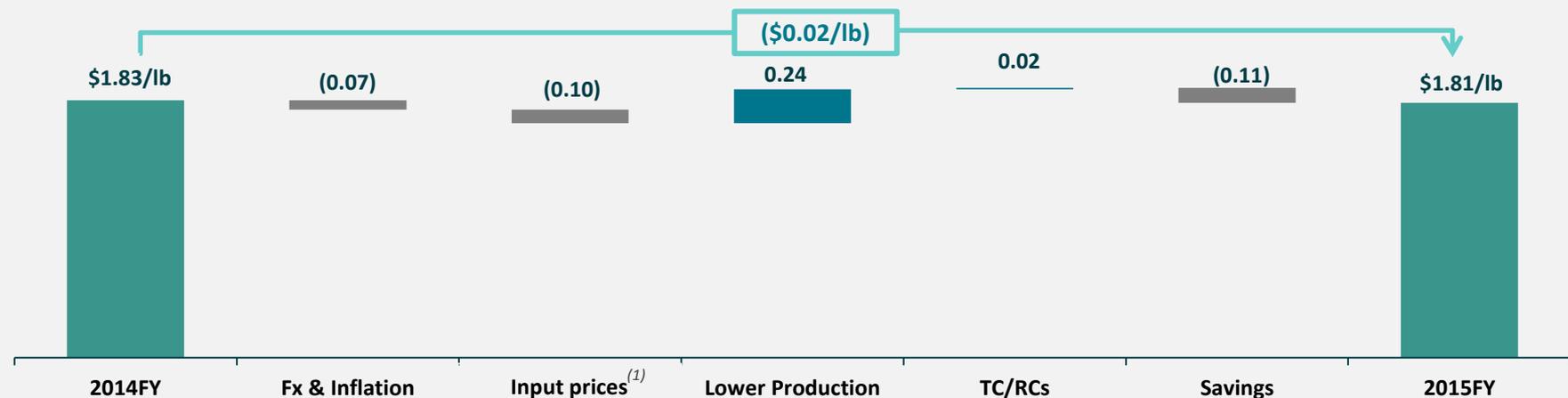


# 2015 Unit cash costs

## Cash costs before by-product credits (\$/lb) - by operation



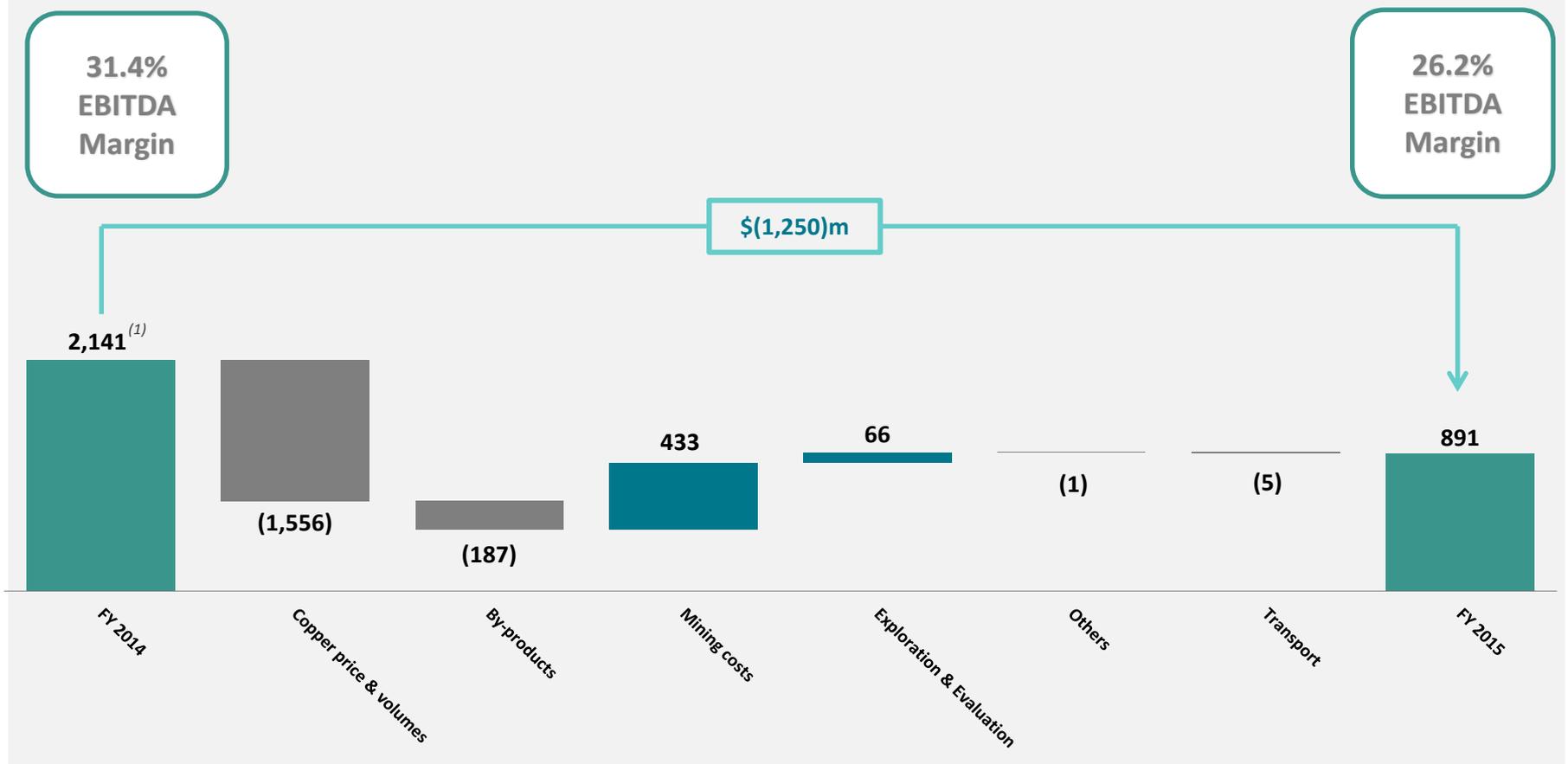
## Cash costs before by-product credits (\$/lb) - by cost type



1. Energy, diesel and acid

# EBITDA

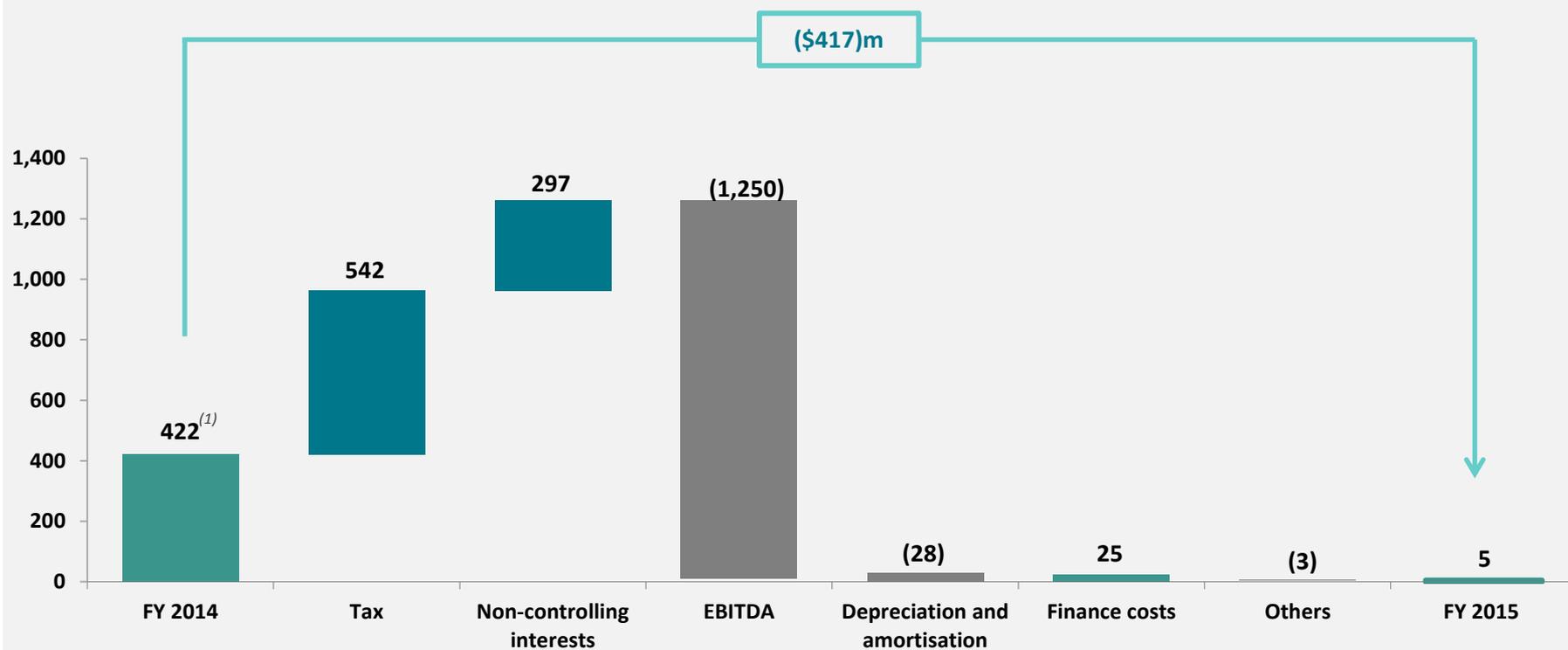
## EBITDA FY 2015 vs FY 2014 (\$m)



1. Results of continuing operations only

# Net earnings

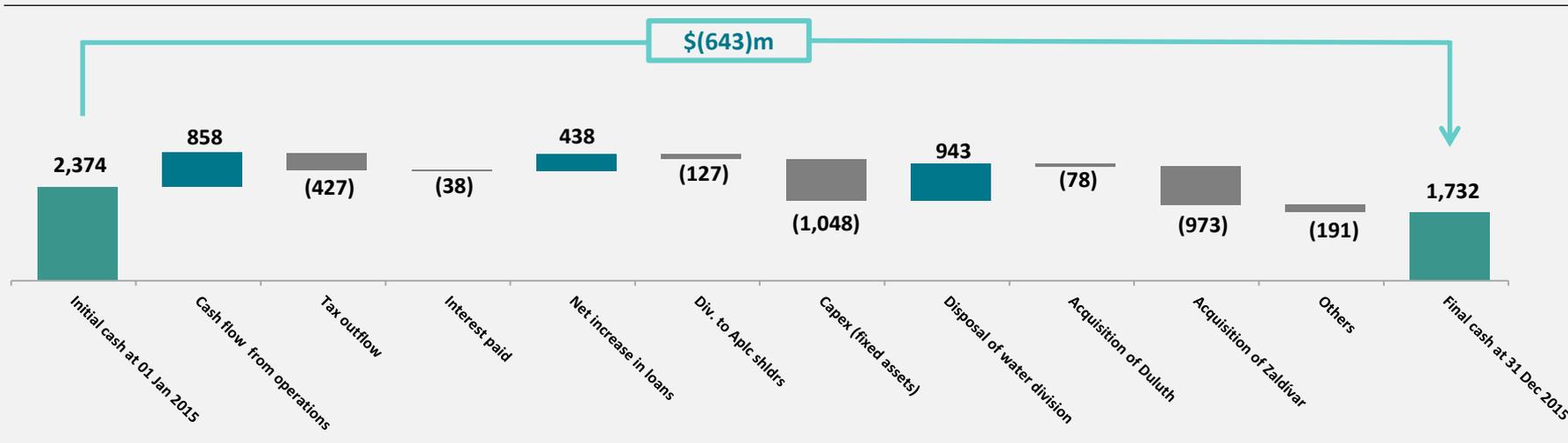
## Net earnings FY 2015 vs FY 2014 (\$m)



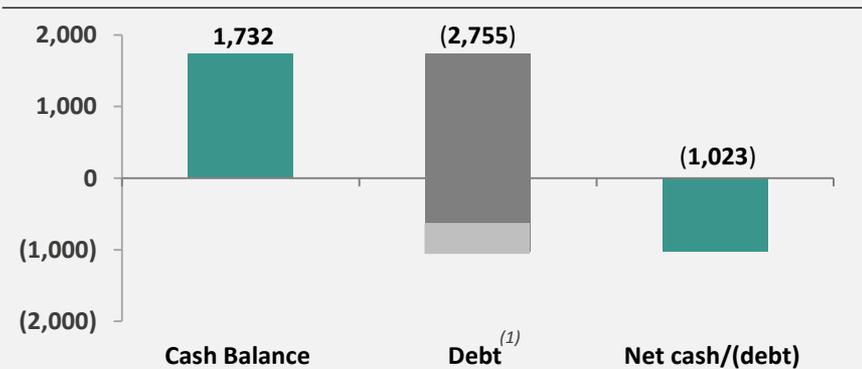
1. Results of continuing operations only

# Operating cash flow

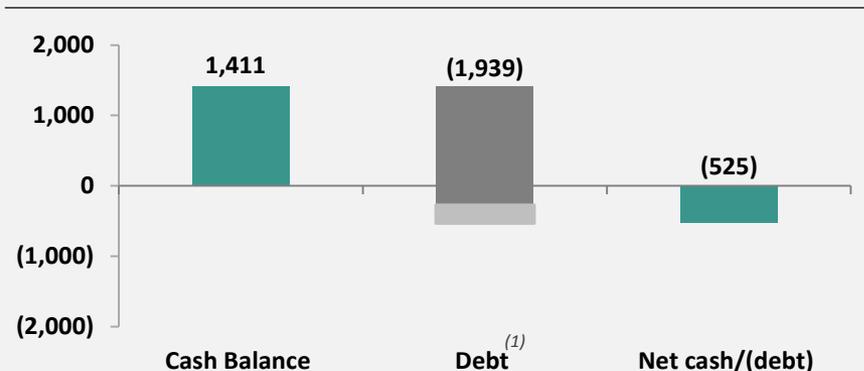
## Cash flow in period (\$m)



## Net Cash/(Debt) Gross Basis 31 Dec 2015



## Net Cash/(Debt) Attributable Basis 31 Dec 2015



1. ■ Subordinated debt of \$483 million on a gross basis and \$338 million on an attributable basis

# Operating cost savings

## 2015 \$246m of savings achieved

## 2016 \$160m of savings targeted

### Mine Site Costs

- \$152m (\$0.11/lb) of savings
- Cumulative savings of \$190m since start of CCP<sup>(1)</sup>

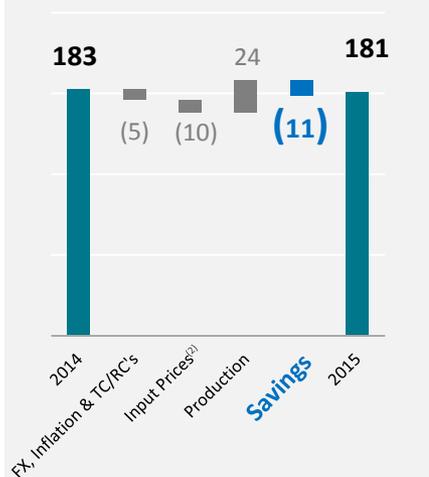
### Corporate Costs

- \$94m of Exploration & Evaluation, and Corporate costs savings
- Cost control without increasing risk

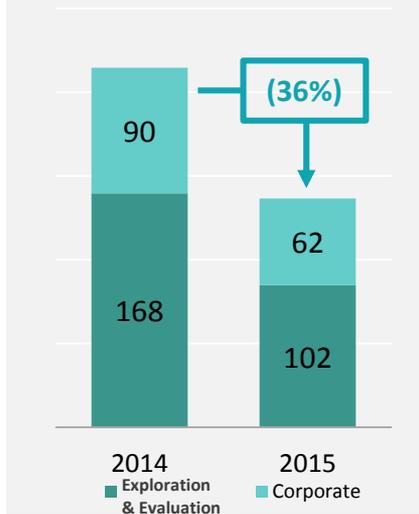
### Target Areas

- Additional \$160 million from mine site costs, +6% of 2015 costs, already included in 2016 guidance
- Target wider group of contractors for cost reduction
- Evaluating organisational structures and effectiveness

### Gross Cash Costs (c/lb)



### E&E and Corp Costs (\$m)



#### Services Productivity:

Improving productivity and quality of contracts while reducing costs



#### Operational & Maintenance Management

Improving performance of critical processes and standardising maintenance management



#### Corporate & Organisational Effectiveness

Reducing corporate costs and restructuring corporate functions



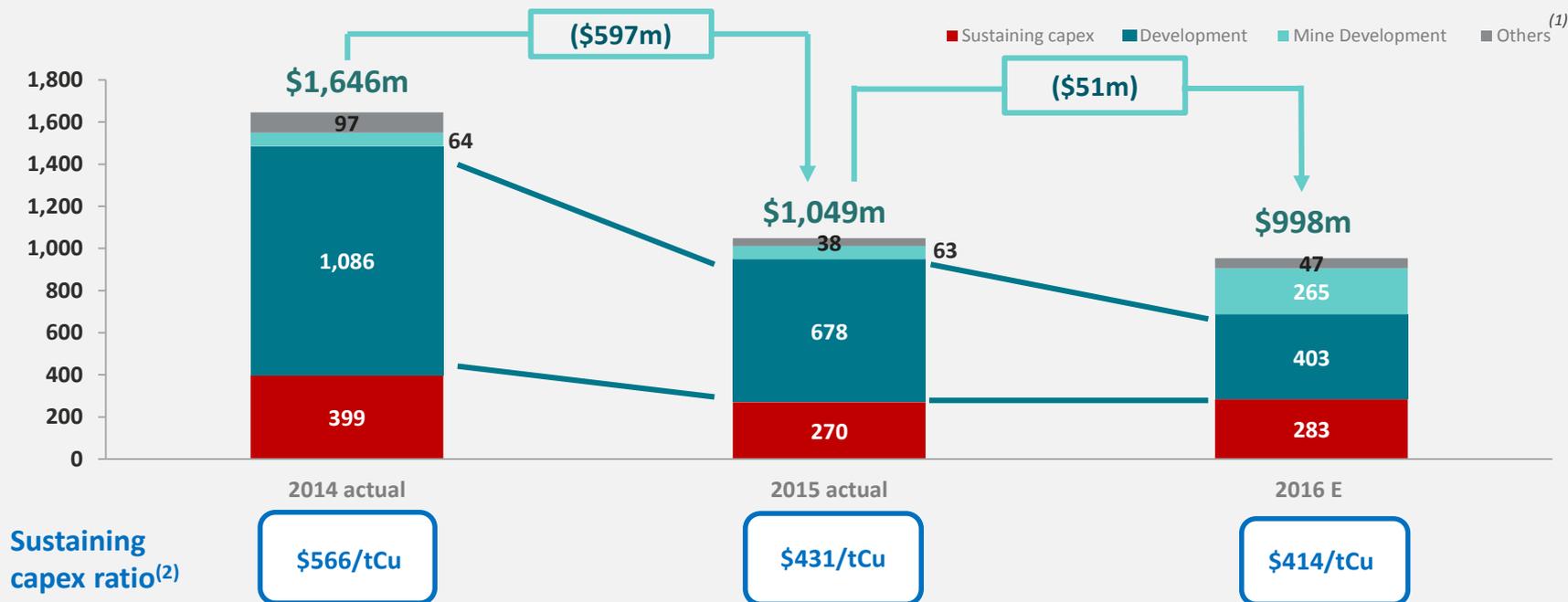
#### Energy Efficiency

Improving energy pricing and consumption efficiency

1. Cost and Competitiveness Programme  
2. Energy, diesel and acid

# Capital expenditures

## 2014 -2016 (\$m)



- Slowing development projects under construction: Encuentro Oxides and the Molybdenum Plant
- Sustaining capex ratio steadily decreasing: \$566/t Cu to \$414/ t Cu

Note: Figures are based on cash flow

1. Others include Transport Division, Water Division and Corporate

2. Sustaining Capex ratio does not include capex or production for Zaldívar

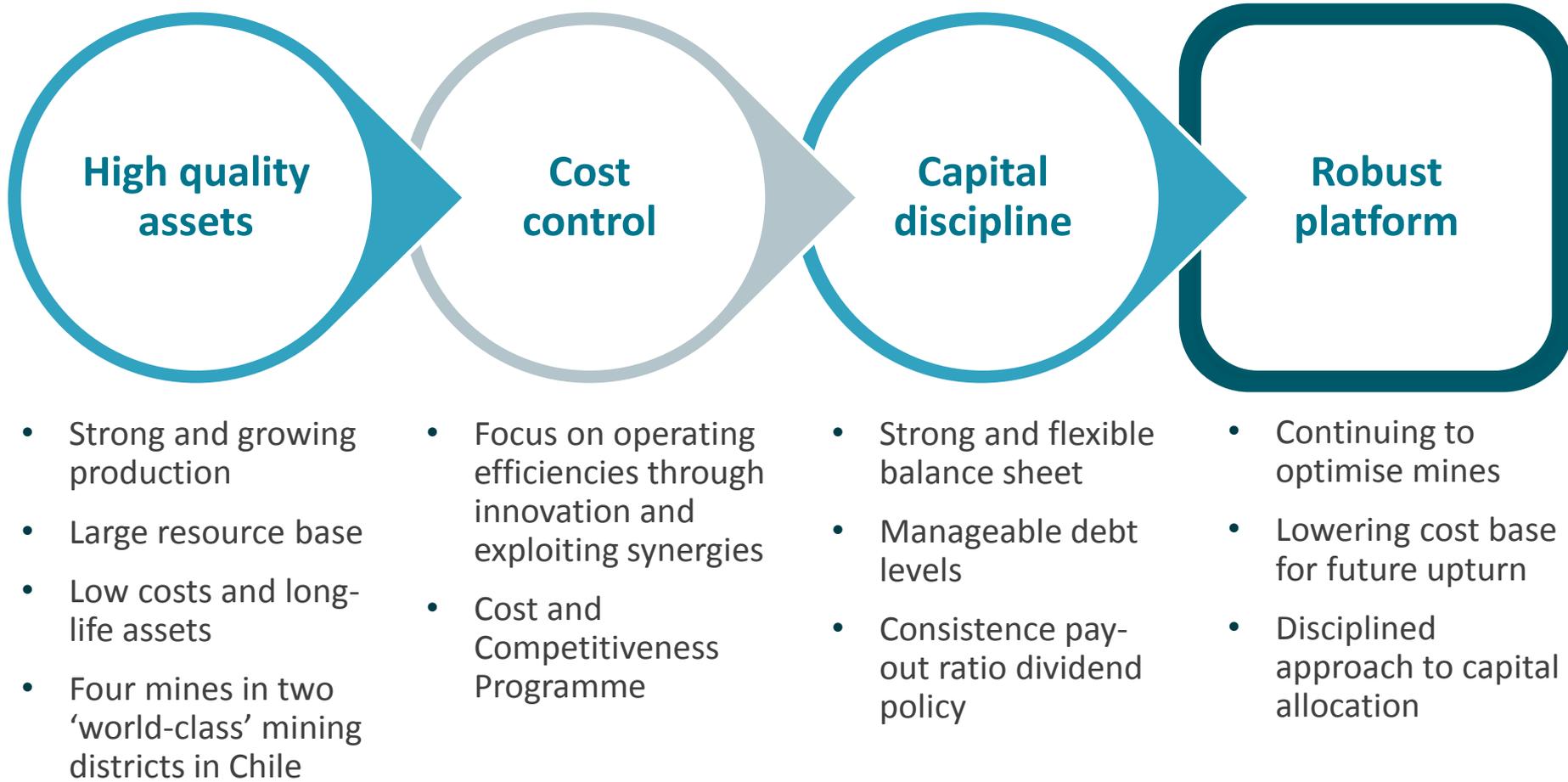


Investment case



# Investment Case

## Responding to uncertain times



Creating value for shareholders





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