DRIVING VALUE
UNDERSTANDING THE POTENTIAL

Investor Presentation, 12 December 2013

Real Mining. Real People. Real Difference.


1918-2013

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AGENDA

Setting context	Mark Cutifani
Asset reviews & operational priorities	Duncan Wanblad, Tony O’Neill, Mark Cutifani
Q&A	
Break	
Commercial model	Peter Whitcutt
Focus on capital	René Médori
Safety, sustainability & engagement	Mark Cutifani
Conclusion	Mark Cutifani
Q&A	

PRESENTERS

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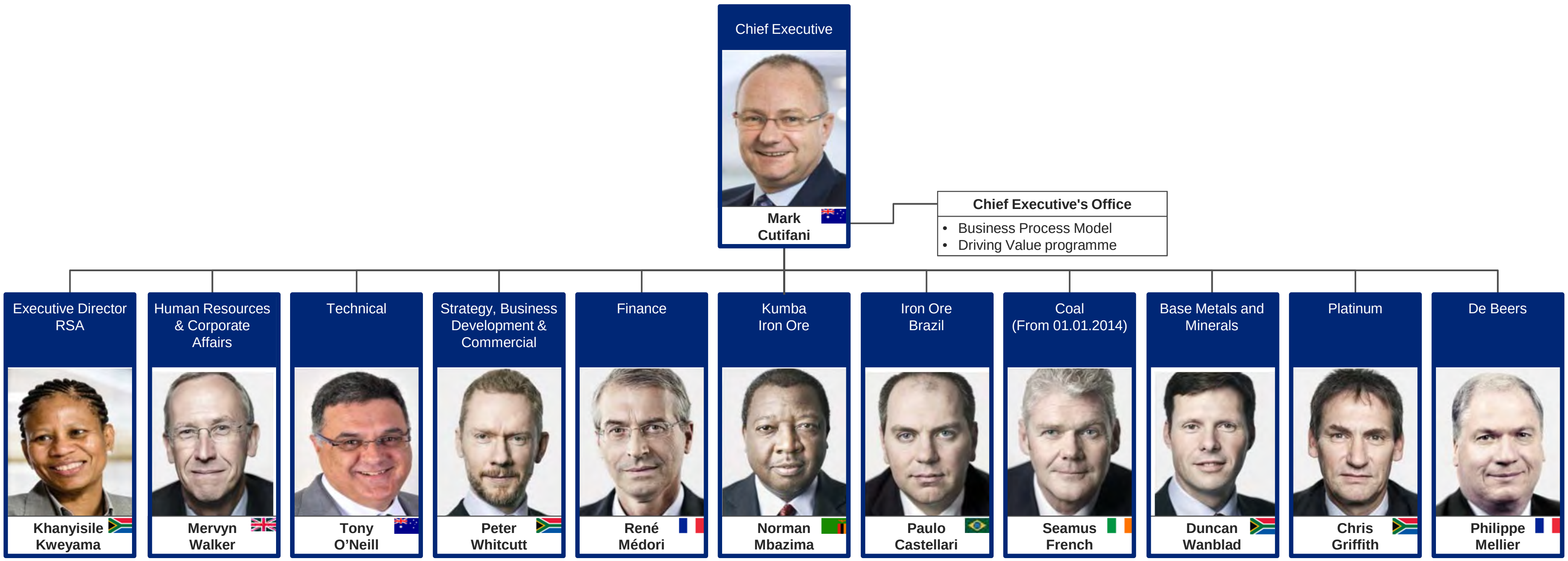
Group Director
Strategy, Business
Development &
Commercial

Duncan Wanblad

CEO Base Metals and
Minerals

ORGANISATION

We have implemented a new organisation structure …



- Leadership team in place………..a diverse group with experience and capability.
- Building our technical and commercial skills………………to support our strategy.
- Now building our next layer of skills…………..to support planning and execution.

… and focus on results already delivering measurable operating gains.

WHAT ARE YOU GOING TO HEAR?

We have focused our discussions around those assets and issues…

1. The BIG TICKET asset opportunities

- **Sishen** recovery and optimisation
- **Platinum** restructuring and reconfiguration approach
- **Moranbah North** and process improvement approach

2. Asset recovery projects

- **Copper** recovery and development strategy
- **Jwaneng** recovery update
- **Thermal** coal asset reconfiguration and recovery approach
- **Nickel** – furnace recovery and rebuild

3. Major project progress report

- **Minas-Rio** update

4. New development opportunities

- **Niobium/phosphate** approach

5. Commercial reconfiguration

- **Singapore** opportunities

6. Focus on capital

- Capital allocation
- Balance sheet and dividend

7. The pathway to 15%

- Risks and opportunities

…that will underpin our drive to deliver improving returns and cash flow.

ANGLO AMERICAN - WORLD CLASS ASSET BASE…

Iron Ore – Sishen, Kolomela

Copper – Los Bronces

Copper – Collahuasi

Diamonds – Jwaneng

Platinum – Mogalakwena

Met. Coal – Moranbah North

…AND WORLD CLASS PEOPLE

SECOND IMPRESSIONS…UNDERSTANDING THE DETAIL

We have now completed the review of our asset portfolio...

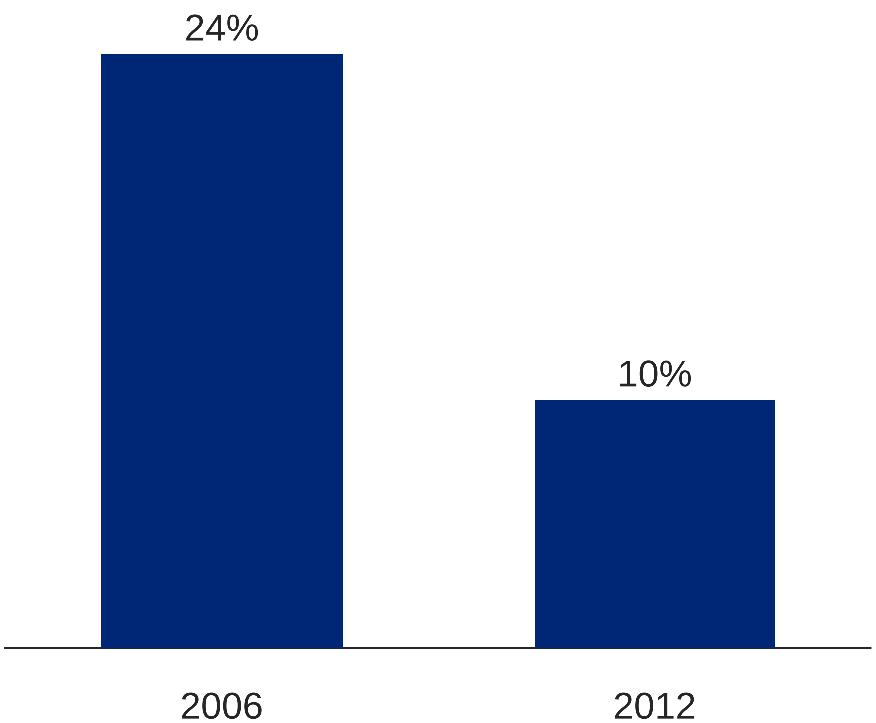
- **Large, scalable resources** across diversified commodity portfolio…………………a unique set of options.
- **High quality assets** with potential to deliver better margins and returns:
  - Opportunities to better "work" our resource base..…...scale and quality supports different approaches.
  - Installed infrastructure capable of increasing ore extraction rates…..…to better utilise installed capital.
  - Development can be used to help improve productivities……..……supporting execution consistency.
  - We have a range of commercial opportunities………..………………..…to improve margins and returns.
- **Capital deployment** will be focused on priority projects………..to support building cash flow and returns.
- **We have good people**……………………………….determined to improve performance and our credibility.

… and we are clear in our understanding of what has to be done.

SETTING INDUSTRY CONTEXT

Since 2006 industry ROCE has dropped significantly...

Estimated mining industry ROCE



- Commodity prices have dropped from 10 year highs
- Companies over capitalised their assets in pursuing growth at any cost
- Takeovers “at any price” driven by desire to dominate markets
- Operating costs increasing reflecting:
    - Deeper operations and lower mining grades
    - Lack of planning and execution discipline
    - Lack of control on discretionary spending
- Projects overspent and behind schedule as detail lost in “need for speed”

…and we have lost the trust of our investor base.

Source: BoAML

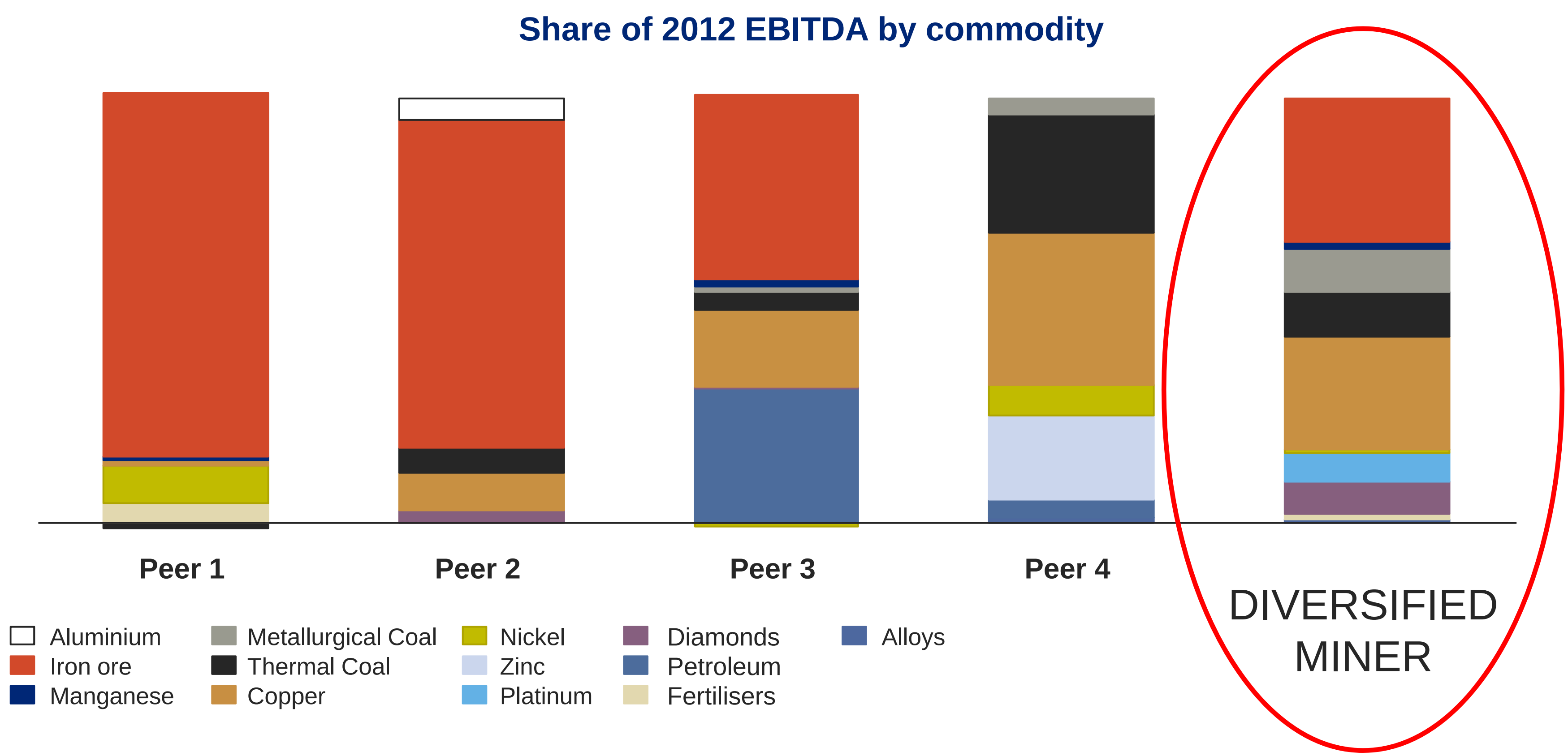
SETTING OUR STRATEGIC CONTEXT

We need to focus on what we have to do well in resources...

…to ensure we can deliver returns and cash on a sustainable basis.

DIVERSIFIED COMMODITY MIX

We have a diversified and high quality commodity portfolio...



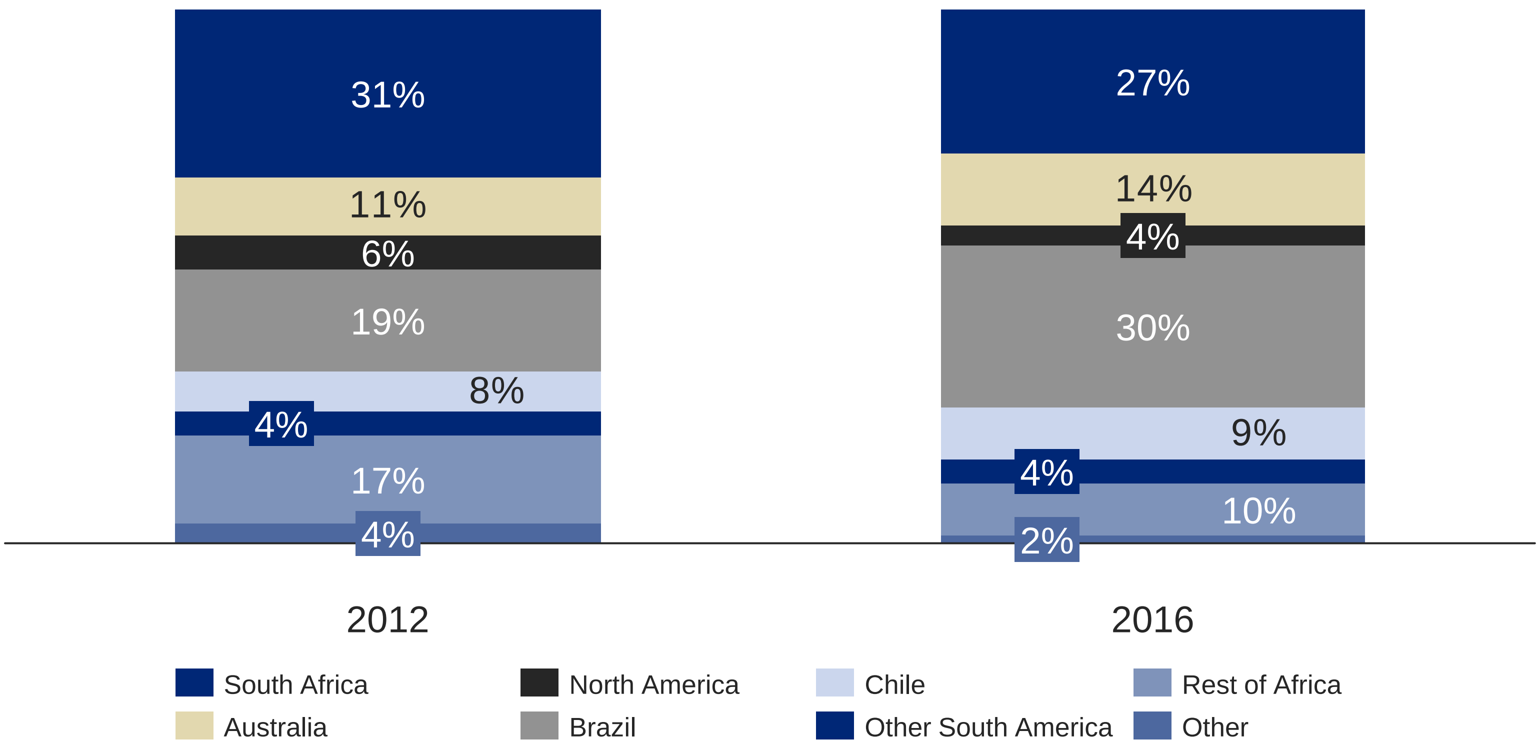
...that sets us apart from our competitors.

Note: All data is CY2012. Source: Company annual reports

DIVERSIFIED GEOGRAPHIC BASE

Our asset base is geographically diversified...

Average attributable capital employed by geography

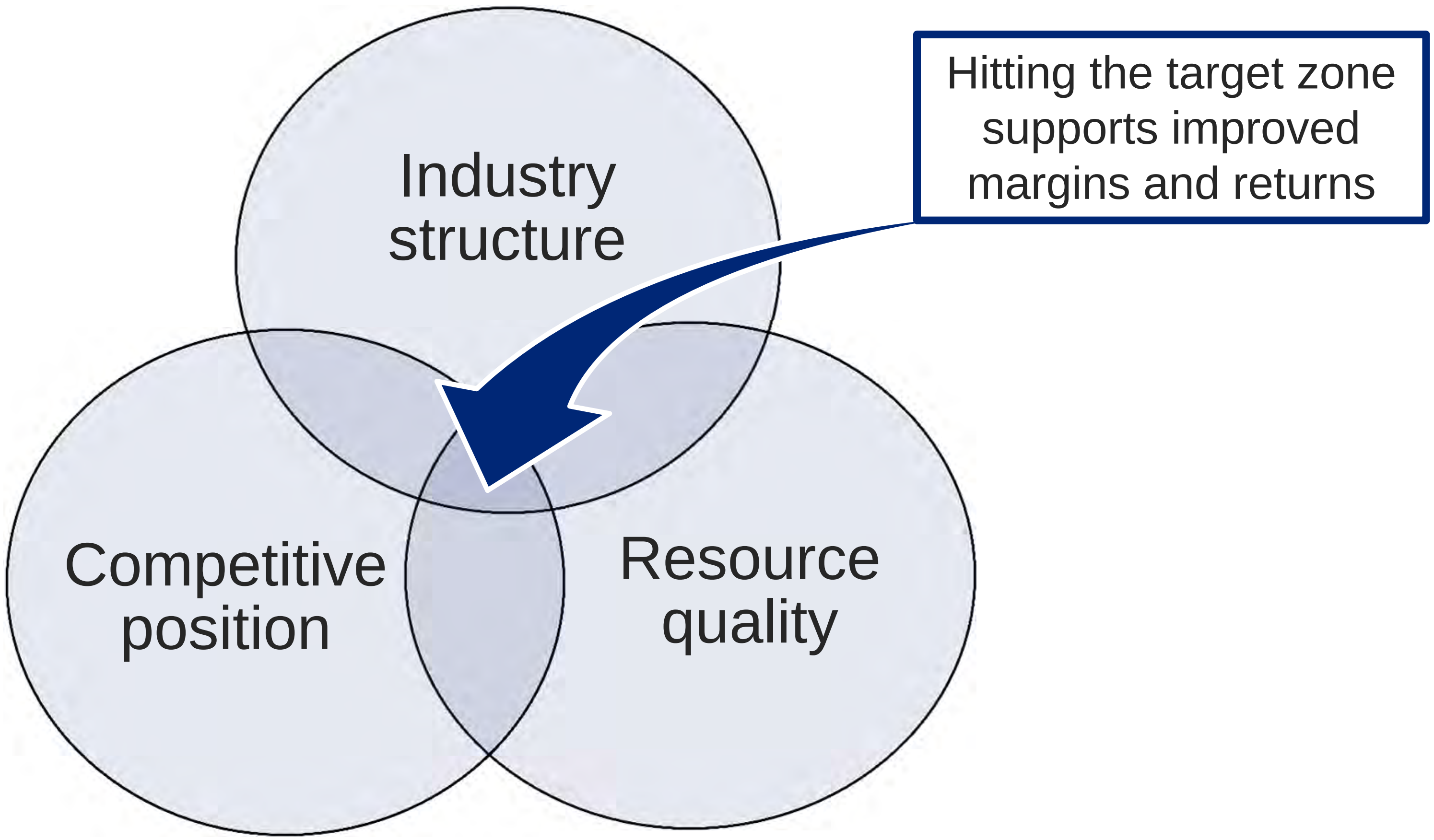


…and will continue to rebalance as we grow in South America and Australia.

Source: Company internal analysis

ASSET FOCUS – MARGINS AND RETURNS

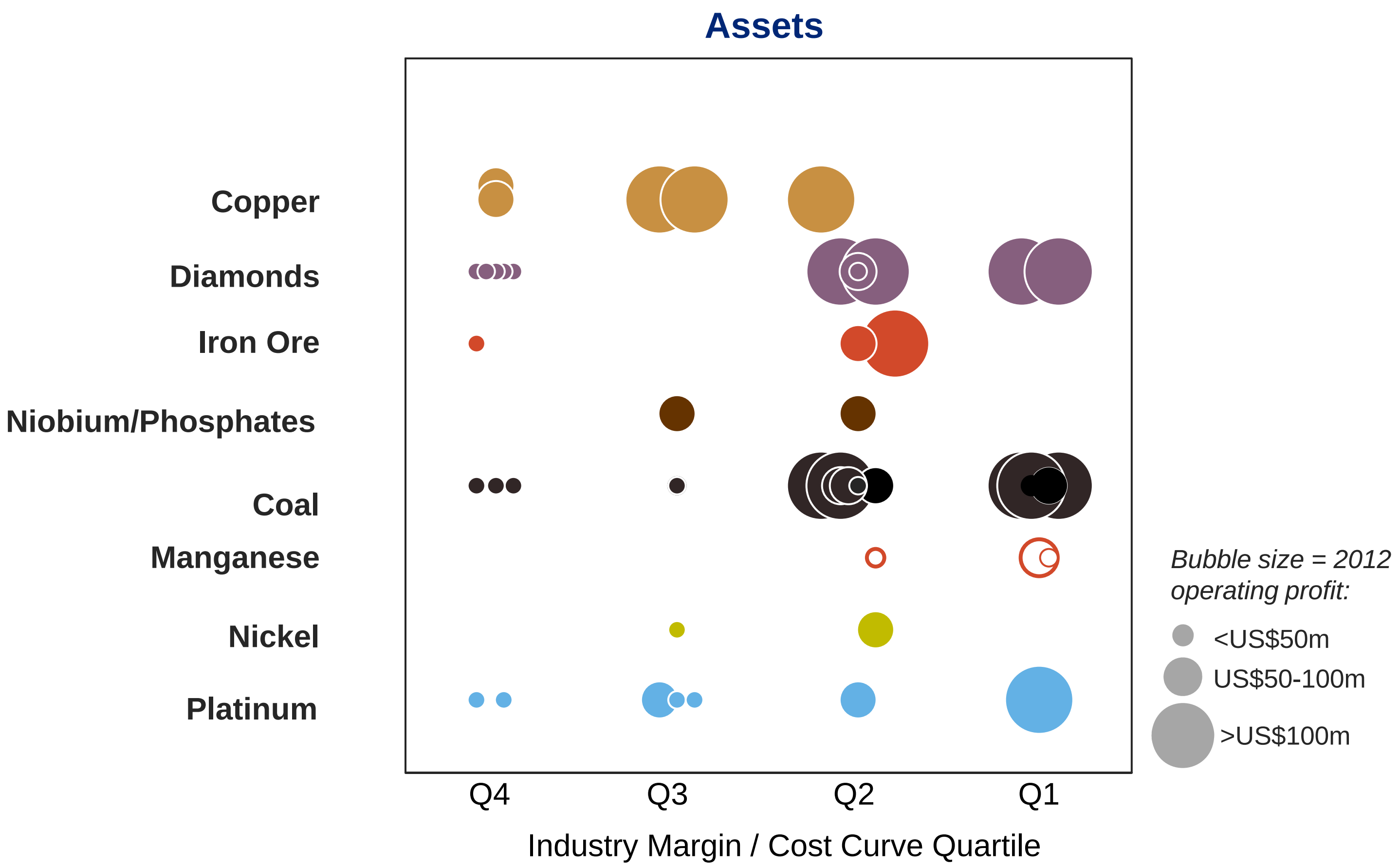
We are focused on assets and associated industry positioning...



…to help focus our capital allocation decisions.

PORTFOLIO POSITION – ASSET PERFORMANCE

Structured approach to asset driven portfolio strategy…



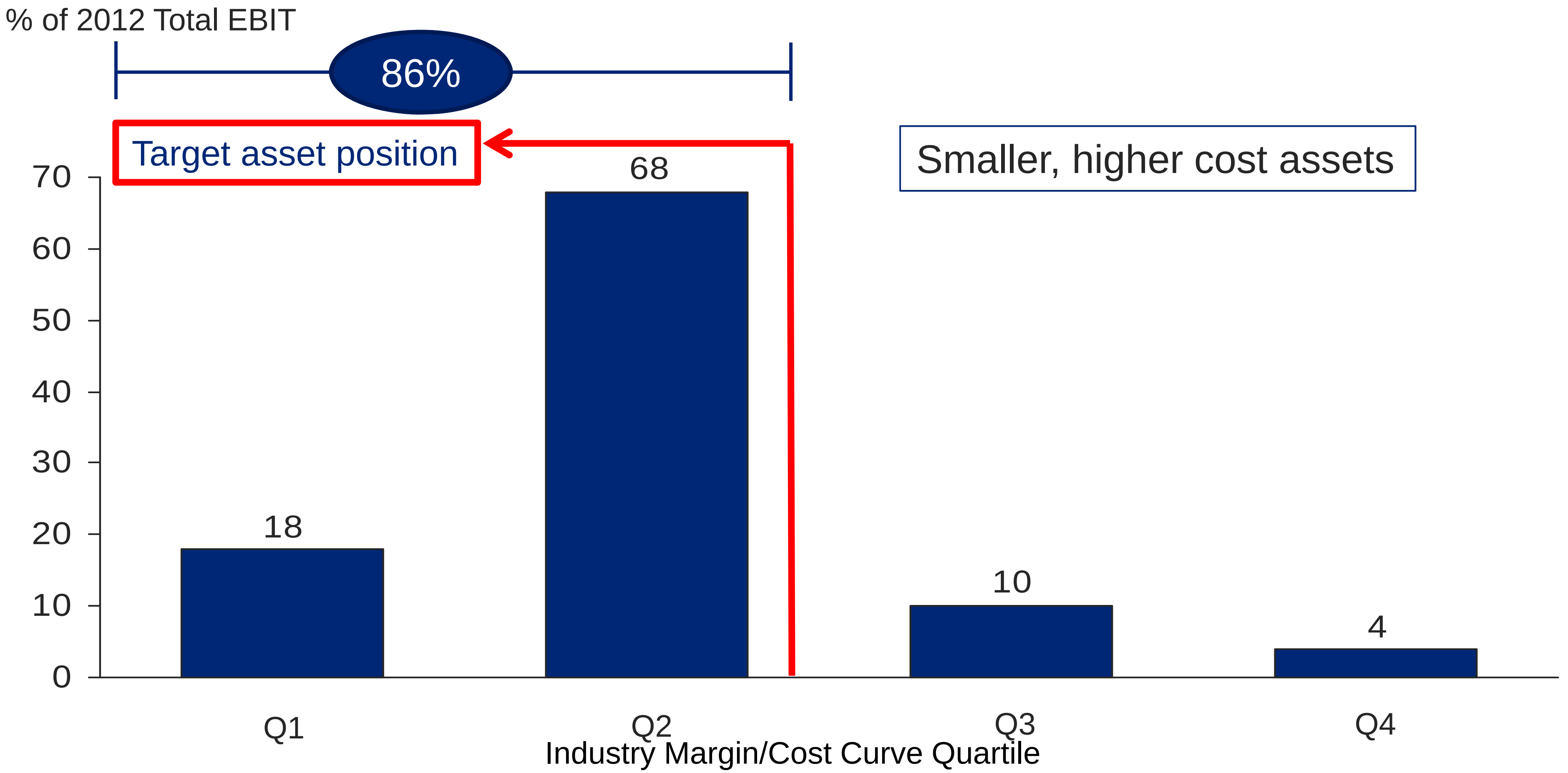
…where capital goes to quality…and laggards will be monetised.

Source: Anglo American estimates (illustrative 2012 industry margin / cost curve by quarter), 2012 Operating Profit per asset (excl. corporate costs & exploration)

Note: Positioning of assets within the industry margin / cost curve quartile is for illustrative purposes only

PORTFOLIO POSITION – ASSET PERFORMANCE

Structured approach to asset driven portfolio strategy…



…majority of profits from low cost assets.

Source: Anglo American estimates based on 2012 Operating Profit per asset (excl. corporate costs & exploration)
Note: Positioning of assets within the industry margin / cost curve quartile is for illustrative purposes only

FROM OUR LAST CONVERSATION - BUSINESS EXECUTION

We talked about our immediate challenges...

Platinum restructure	✓ Implementation now in process
Kumba revitalisation	• Rebuilding pit development strategy…….in progress ✓ AMSA dispute resolved
Copper production delivery	✓ Collahuasi and Los Bronces performing to targets
Barro Alto	• Furnace rebuild programme….design in progress ✓ Process tonnes improve with new operating strategy
Minas-Rio project	• Focus on operational ramp up ✓ Project hits key milestones – pre-stripping commences
De Beers delivery	✓ Jwaneng and Venetia recovery projects delivered
Metallurgical Coal costs	✓ Productivity and cost improvements delivered

…and we have made significant progress.

THE PLAN TO ADDRESS THE HEADWINDS...

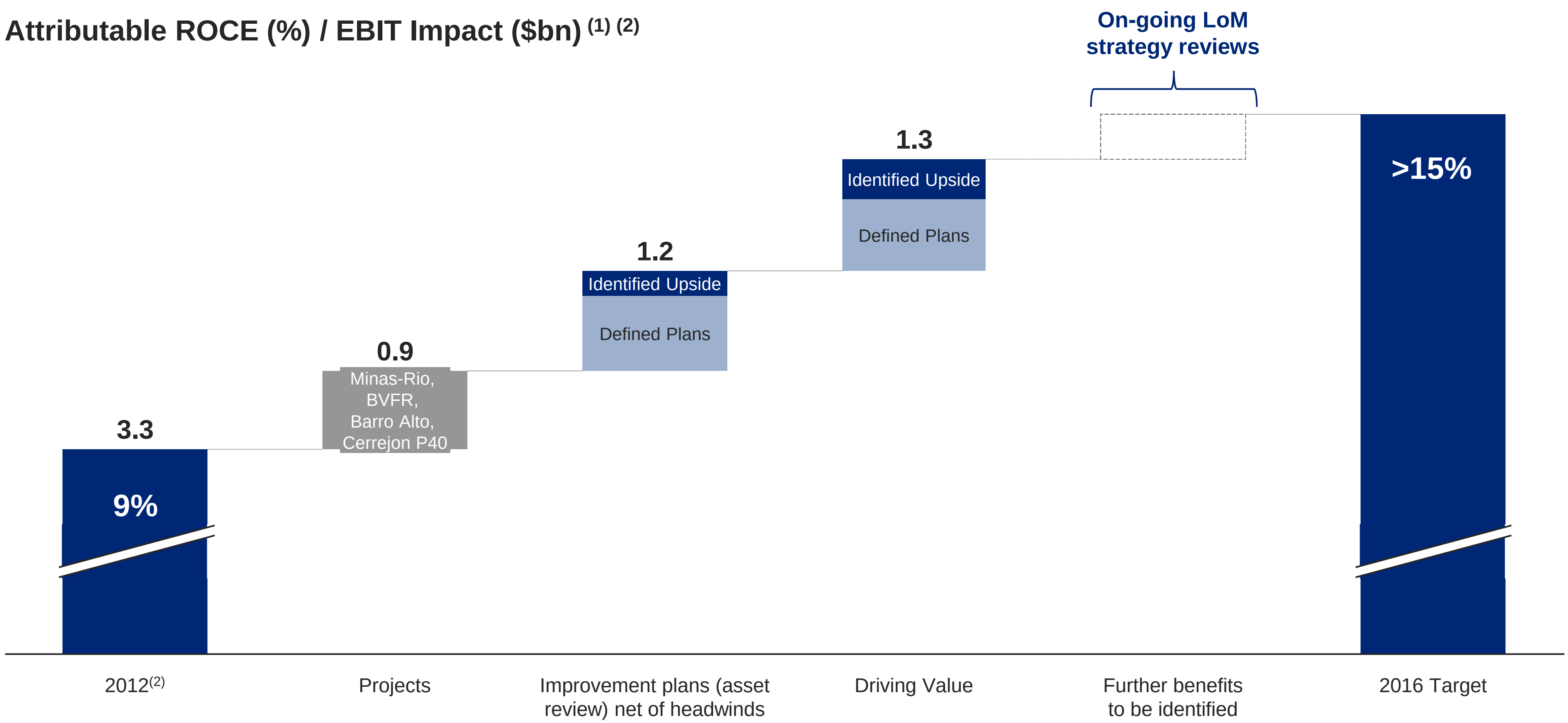
Copper	→	Los Bronces grades/El Soldado fault impacting production	~50-60kt lower production
	Plan	*Los Bronces and El Soldado stripping and process debottlenecking* *Collahuasi stripping to access higher grade ore / increased throughput*	*~150kt higher production*
Iron ore	→	Sishen mining rates constrained by inadequate waste stripping	~3-0-3.5Mt lower prod.
	Plan	*Redesign of Sishen pit and core operating processes* *Kolomela optimisation*	*~9.0-9.5Mt higher prod.*
Thermal/ Met coal	→	Depleting South African resource base Infrastructure commitments in Australia limit industry flexibility	~4-5Mt lower production Not quantified
	Plan	*Optimise thermal product mix and yields* *Improved equipment productivity (open cut and longwall performance)*	*~3.0-3.5Mt higher prod.* *~3.0-3.5Mt higher prod.*
Platinum	→	Unsettled labour environment and cost inflation pressures	Production unchanged
	Plan	*Delivery of restructuring programme and improved labour productivity*	*~100-125koz higher prod.*
Diamonds	→	Lower revenue per carat at Venetia from K2 and K3 pipes and tailings	
	Plan	*Improved plant productivity at Jwaneng and Orapa*	*~3.0Mct higher production*
Minas-Rio	→	Increased operating cost: forecast +$3/t and ramp-up schedule	Production unchanged
	Plan	*Open up mining areas and debottleneck wet plant*	
Barro Alto	→	Furnace operating below nominal production capacity	~14-15kt lower production
	Plan	*Rebuild two furnaces to deliver reliable performance*	*~14-15kt higher production*

Notes: Headwind production impacts estimated against 2012 production levels (except Barro Alto which is against prior plan)
Net production impact in 2016 calculated as planned improvement less headwind impact

FOCUS ON RETURNS – A KEY MEASURE OF PERFORMANCE

We are making good progress in identifying the steps to achieving our ambition…

Attributable ROCE (%) / EBIT Impact ($bn) (1) (2)



…but we realise more is to be done to achieve our goal of exceeding a ROCE of 15% by 2016.

(1) Attributable ROCE defined as operating profit attributable to AA plc shareholders divided by attributable average capital employed
(2) ROCE and EBIT impact based on commodity prices and exchange rates at 30 June 2013 and including structural changes to portfolio

…AND CAPITAL ALLOCATION

We have applied a more stringent capital allocation model...

- ✓ **Pebble project withdrawal**
- ✓ **Non-core asset sales deliver c.$400m cash returns**
- ✓ **Sustaining capital controls tightened…“Investco” criteria rebuilt**
- ✓ **Project pipeline recalibration – focus on exploration and study costs**
- ✓ **Quellaveco – re-scoping to enhance the economic case for the project**
- ✓ **Mine development optimisation at major open pit operations in progress**

…with 2014 delivery of our $300m pipeline cost reduction target.

KEY MESSAGES

We have defined where we are going and what needs to be done…

- ✓ **Asset review completed and opportunities identified**
  - Key risks have planned mitigation plans in place
  - Improvement opportunities are in planning and execution
  - Commercial model in place and delivering improved margins
- ✓ **Capital allocation model rebuilt**
- ✓ **Leadership team rebuilt and accountable for delivery**

Asset performance improvements are being planned and implemented…

- ✓ **$400m cash realised** from asset sales
- ✓ **~85% of additional EBIT opportunities identified** to achieve **15% ROCE by 2016**

… and identified the pathway to increase earnings potential by 2016

ASSET REVIEW

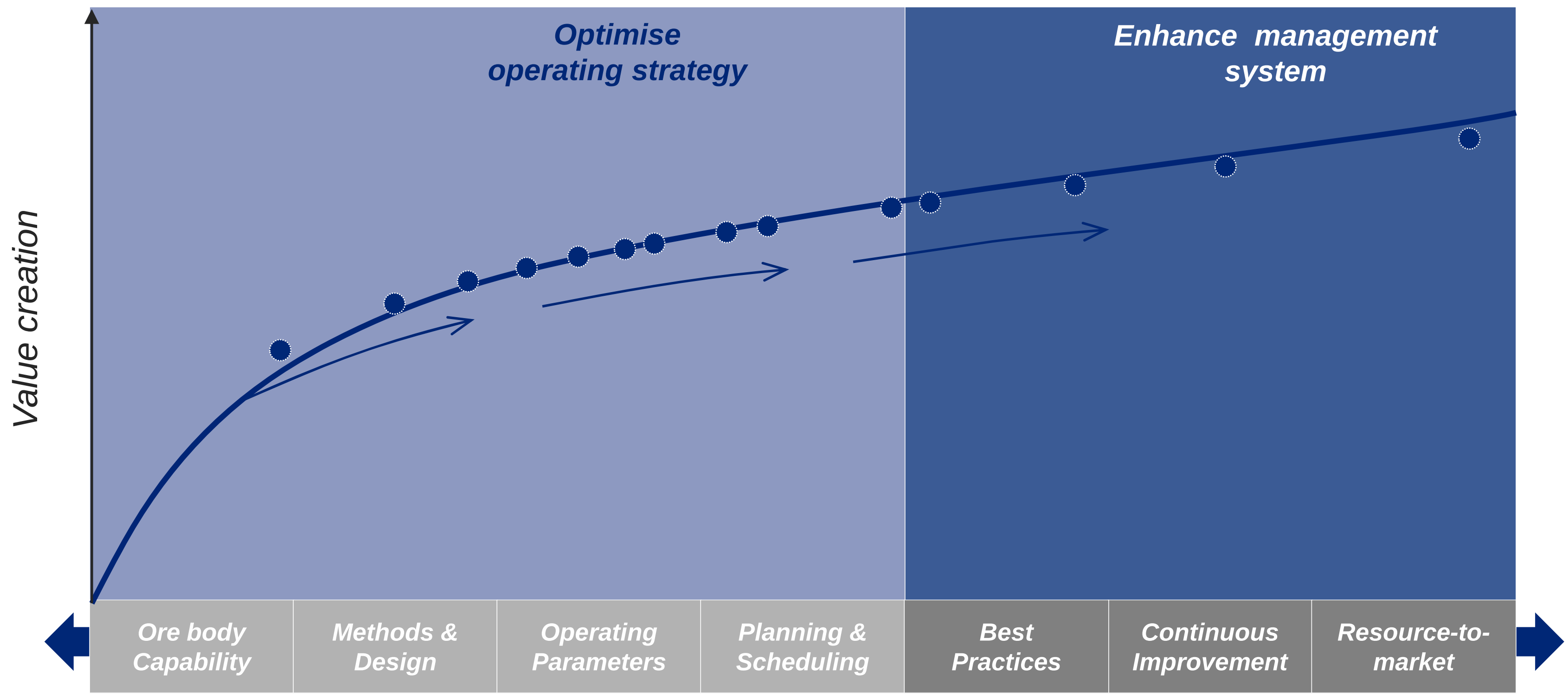
DUNCAN WANBLAD

- Approach
- Process and methodology
- Findings

THE PATHWAY TO VALUE

Improvement efforts cover the full pathway to value curve…

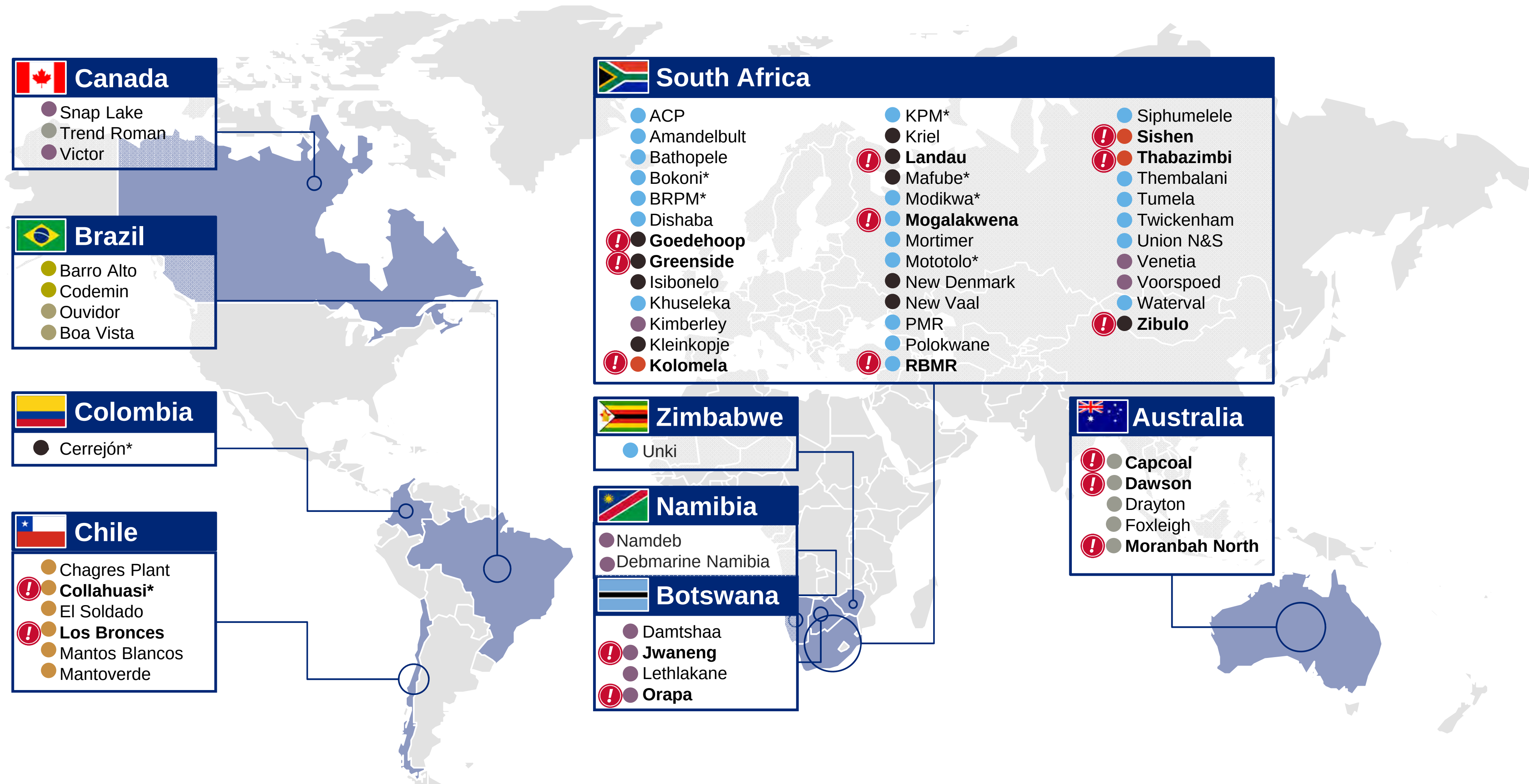
Pathway to value*



…improvement focus of asset varies according to position on curve.

Note: Assets mapped to curve based on largest impact for improvement
* Sustainable cash flows

WE REVIEWED ALL OUR OPERATING ASSETS

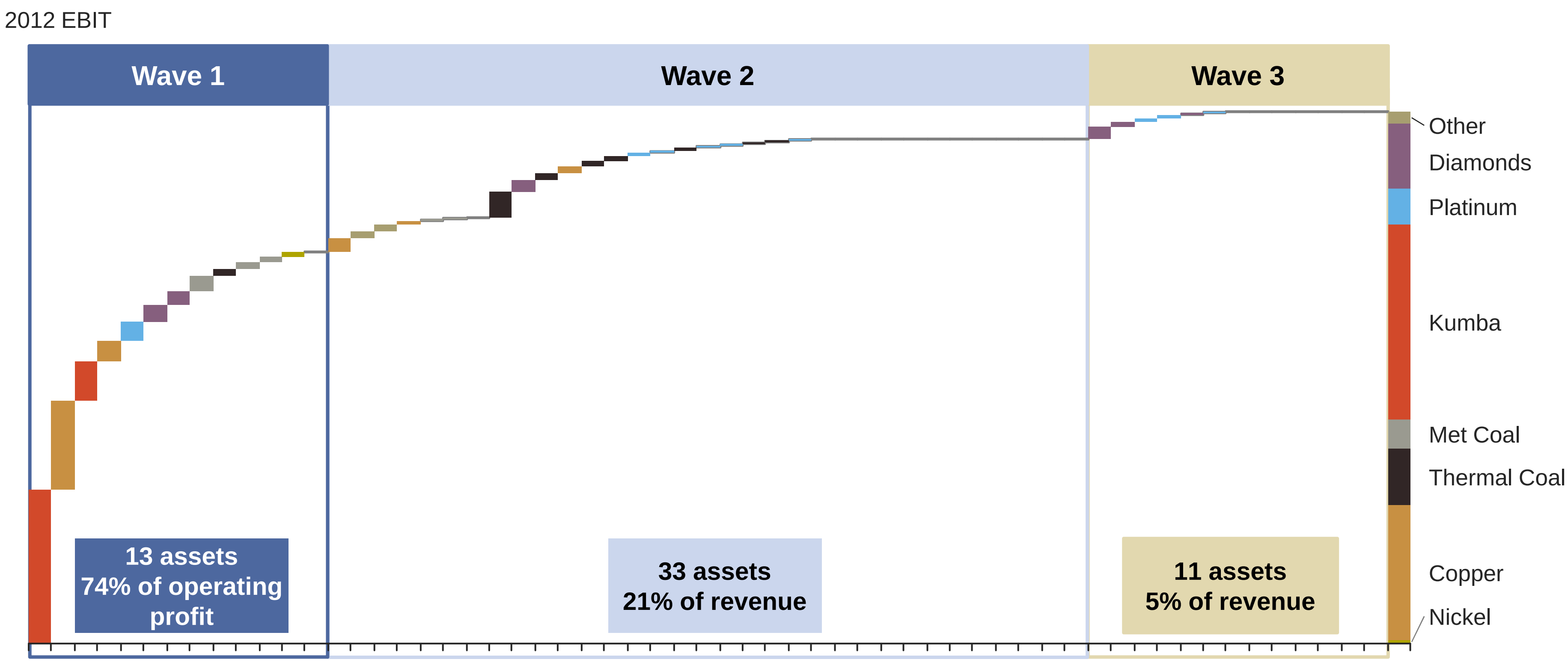


Kumba IO · Copper · Diamonds · Met Coal · Phosphate/Niobium

Platinum · Thermal Coal · Nickel · In focus for Benefit Realisation (~60% of revenue covered)

* Non-managed JV

20 ASSETS REPRESENT ~80% OF EBIT

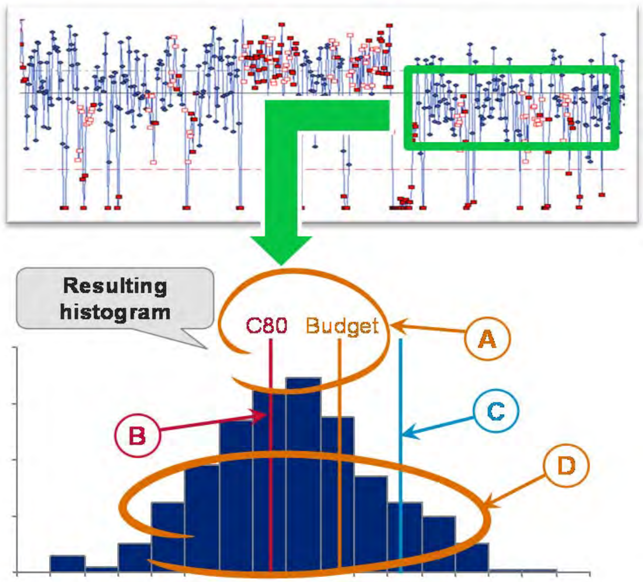


Note: For illustrative purposes only

APPROACH FOLLOWED

Five key questions have been addressed in the Asset Reviews…

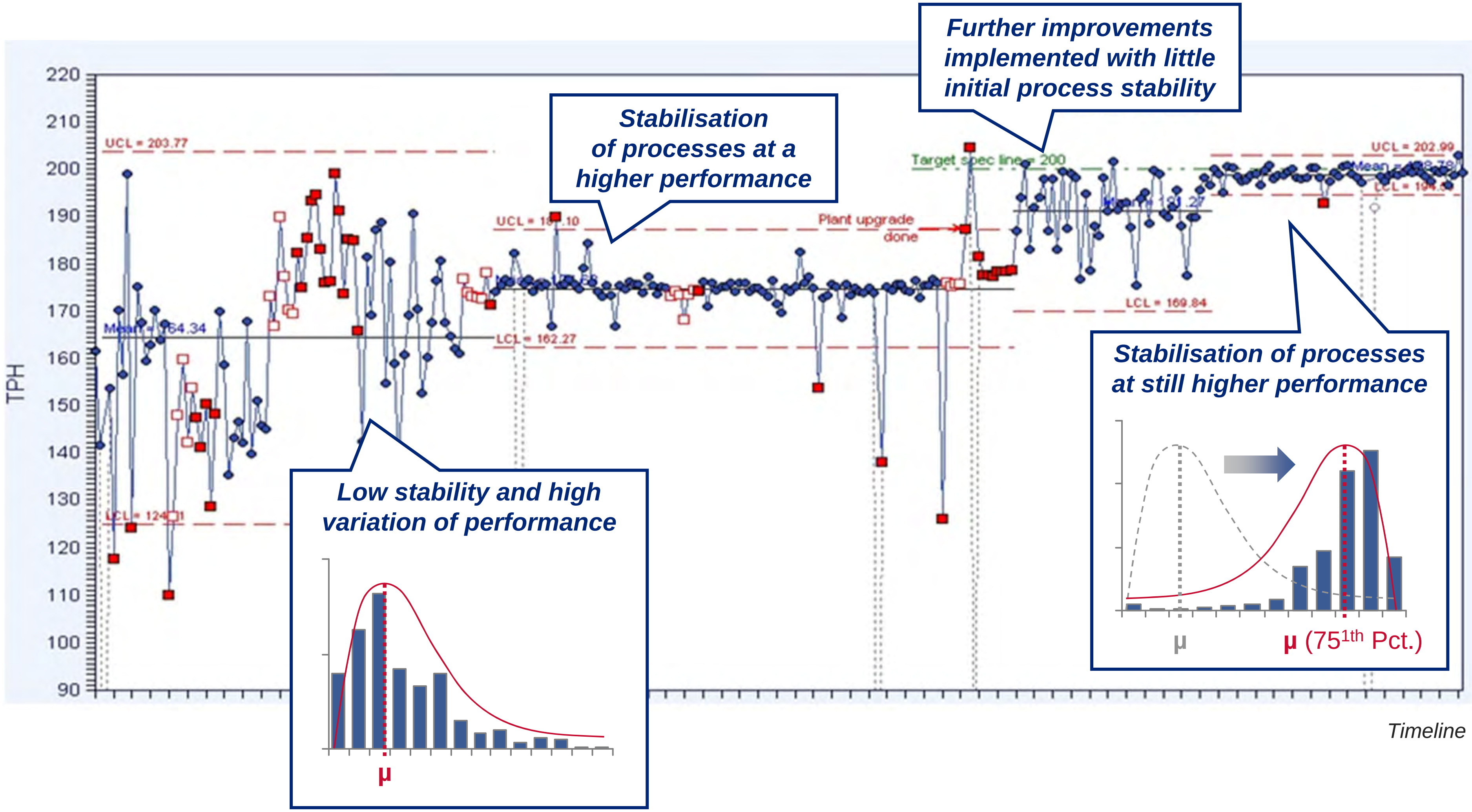
1	What is the likelihood of meeting the 2013 Budget ?
2	Is there a material delivery risk to budgets in 2014 and 2015?
3	What are the key risks faced by the assets?
4	What is the asset's full potential?
5	How should the asset be strategically positioned?



- **A** **Capability vs. budget:** Determine gap between current capabilities (C80) and budget
- **B** **Likely production (C80):** Level which will be achieved on average with a confidence level of 80%, assuming **no changes** to the process
- **C** **Potential incremental improvement (P75):** A production level that could be achieved in the future if the process is **stabilised and optimised** (aspirational)
- **D** **Distribution shape:** Indication of required effort to improve output

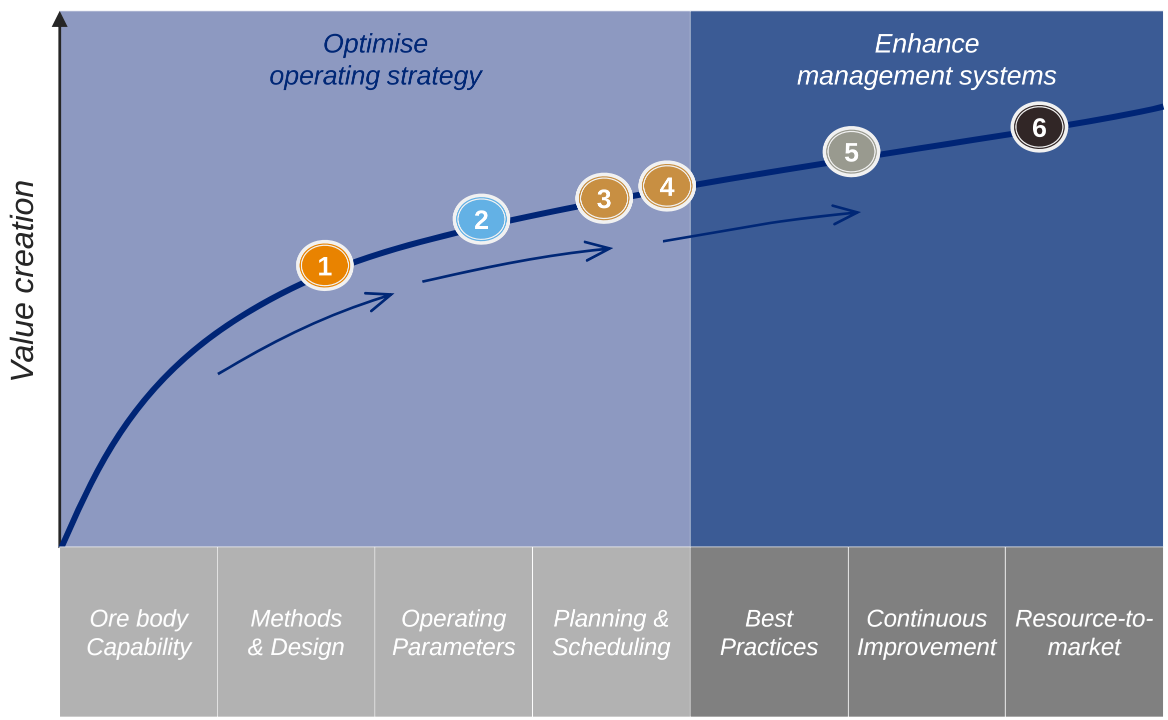
…plus statistical analysis of operational KPI's.

PROCESS STABILITY IS KEY TO IMPROVED PERFORMANCE



OPERATIONAL PRIORITIES: PATHWAY APPROACH

Asset Review benefits realisation examples exploiting different aspects of the Pathway to Value



Focus of improvements per mine

1. **Sishen:** optimise ***mine design*** to ensure optimal waste stripping; plus mining fleet efficiency improvements
2. **Mogalakwena:** improve overall ***equipment effectiveness*** plus plant throughput
3. **Los Bronces:** set up optimal ***mine development*** and increase mining operation efficiencies
4. **Collahuasi:** operation stabilised during 2013 but stripping backlog & equipment planning deficit
5. **Moranbah N:** demonstrate how longwall mining ***best practice*** is being rolled-out across other operations
6. **Thermal Coal:** demonstrate ***enterprise value optimisation*** as well as continuous improvement of operations

WE FOUND SOME SYSTEMIC AND SPECIFIC OPPORTUNITIES

Comprehensive view on systemic opportunities and root causes developed…

	Description	Our approach to improve
Systemic opportunities	*Opportunities and themes identified across all our operations* *Mostly related to process control and management of operations*	*Identify root causes and overall organisation and business process model*
Asset specific opportunities	*Asset specific potential to improve output and reduce costs* *Often related to technical matters, geology or operational set-up*	*Define asset specific improvement plans addressing opportunities and mitigating risks identified*

…operational opportunities addressed and tackled asset by asset.

COPPER

DUNCAN WANBLAD

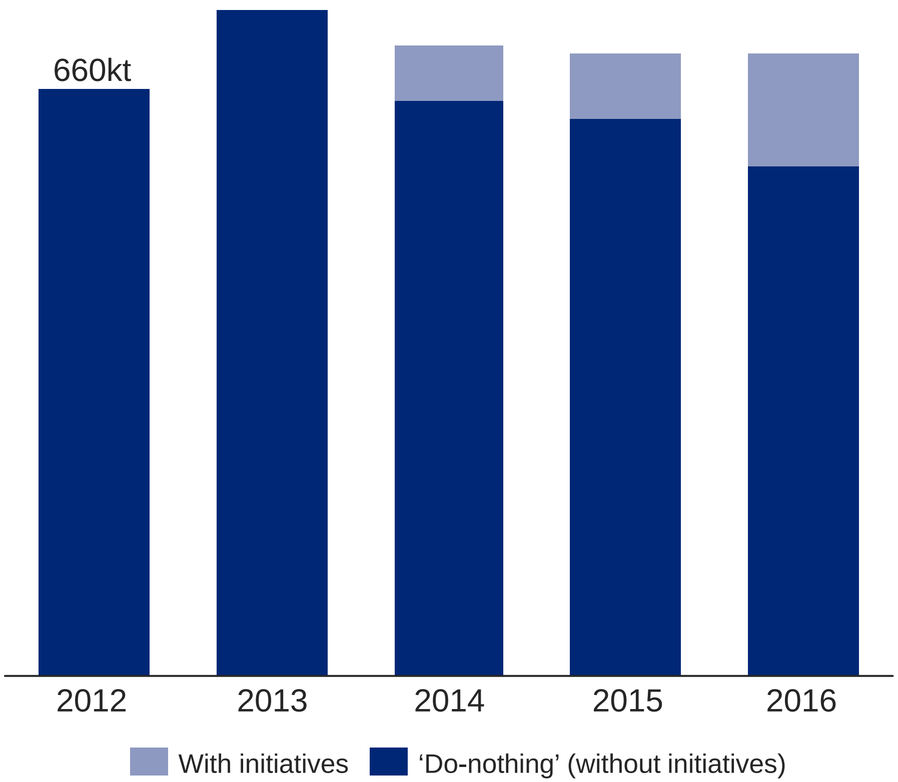
LOS BRONCES

- **Location:** Chile
- **Ownership:** 50.1% Anglo; 29.5% Codelco and Mitsui JV; 20.4% Mitsubishi
- **Product:** Copper (Moly by-product)
- **Mining method:** Open pit
- **Processing:** Concentrate, Cathode
- **LoM:** 36 yrs (2049 – LOM plan)

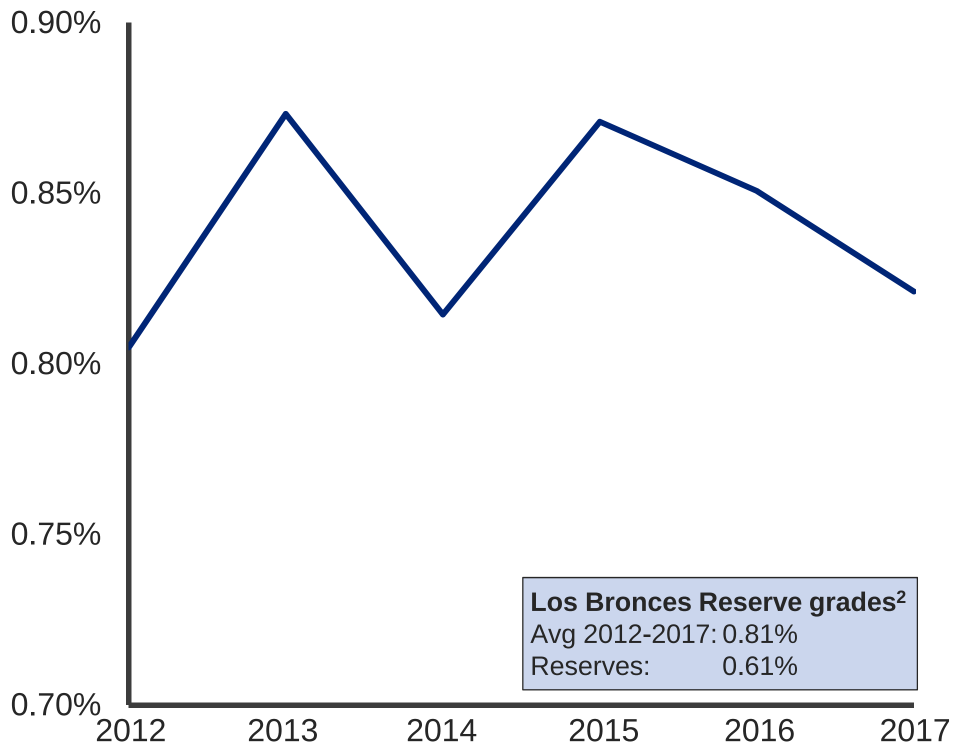
COPPER: PRODUCTION AND GRADES

Grade variability and increasing ore hardness would…

Copper production maintained to 2016



Variable copper grades in the near term (% Cu)[1]



…result in falling production without initiatives.

1) Grade shown is the weighted average grade for sulphide flotation ore across all assets; Collahuasi at 44%.
2) Source: 2012 Ore Reserve and Mineral Resource Statement. Grades shown are for Proven and Probable Reserves, sulphide flotation.

LOS BRONCES

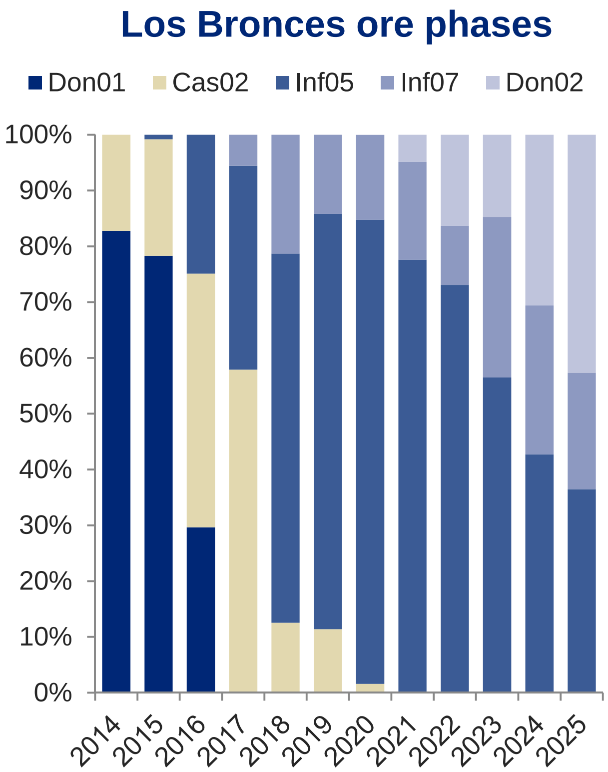
Challenges we are facing at Los Bronces…

Los Bronces challenges in 2010...

- Mine development behind plan
- Mining operation inefficiencies
- Plant processing constraints
- Recovery challenges
- Variation in ore grade

…are being fixed

- Increase material extraction
- Improve ore flow continuity
- Debottleneck plants and increase total throughput
- Increase flotation residence time

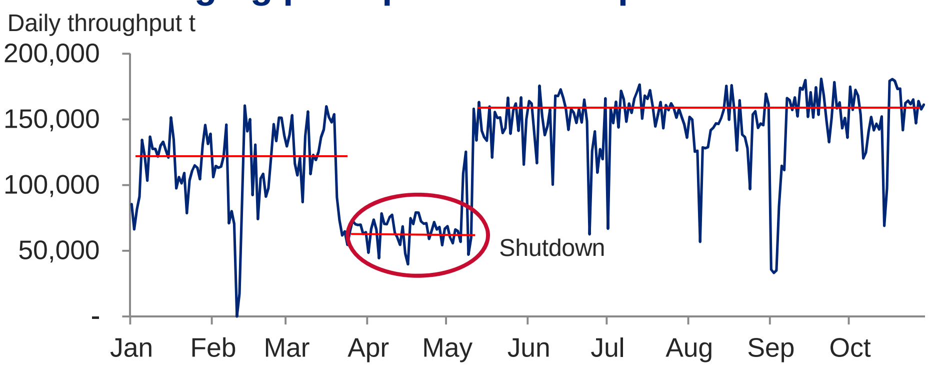


…actions we are taking to address the key challenges.

COLLAHUASI

Improved performance at Collahuasi….

Encouraging plant performance post shutdown



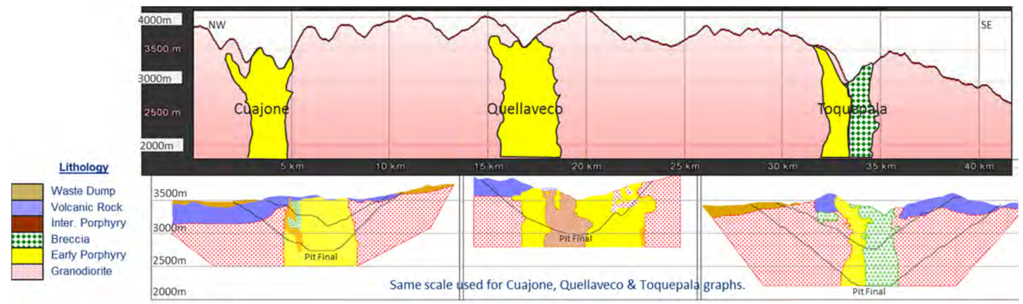
- Focus on operational stability and maximising existing asset potential given current production limitations (largely governed by water supply and the existing plant)
- Less variability and higher throughput achieved through improved mine to plant coordination, stator change and better plant operational control
- Throughput increase of 25% and operating costs 28% below 2012
- Cathode production stops from 2015, economic decision to stop Rosario Sur
- Need to build a stable platform for future expansions given the size of the Resource

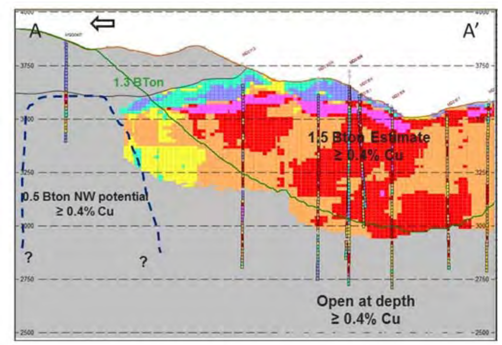
…with increased throughput and higher grades.

QUELLAVECO PROJECT

Very large ore body with attractive grades…

- Located in Southern Peru in an established mining district
- Resources of 1.5Bnt at 0.60% Cu and 0.020% Mo, remaining open at depth and to the north west
- Feasibility Study and related permit modifications for a larger scale project being advanced
- 30 year LOM with production of 215ktpa (281ktpa during the first five years) and significant further expansion potential
- Strong political and community support following the stakeholder Dialogue Table process and on-going engagement and investment
- Construction early works commenced in 2010





…Peru is fundamental to our copper portfolio.

SISHEN MINING STRATEGY

TONY O'NEILL

Location: South Africa

Ownership: 51.5% (73.9% by Kumba Iron Ore)

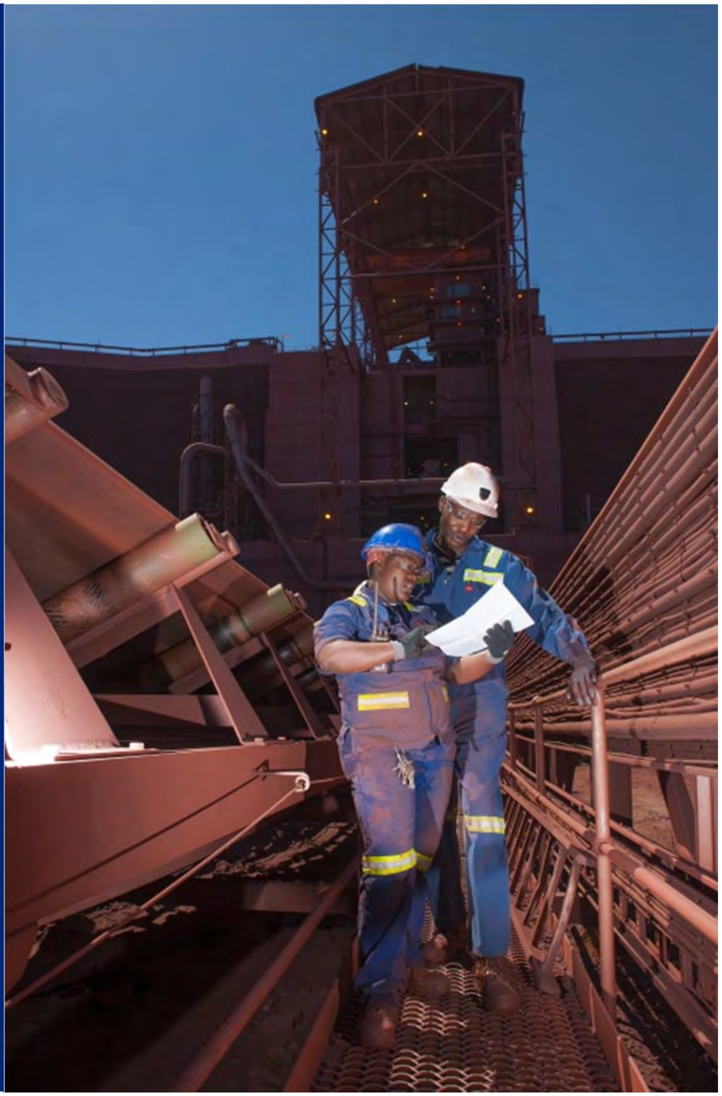
Product: Iron Ore

Mining method: Open pit

Processing: Open pit feeding DMS & JIG plants

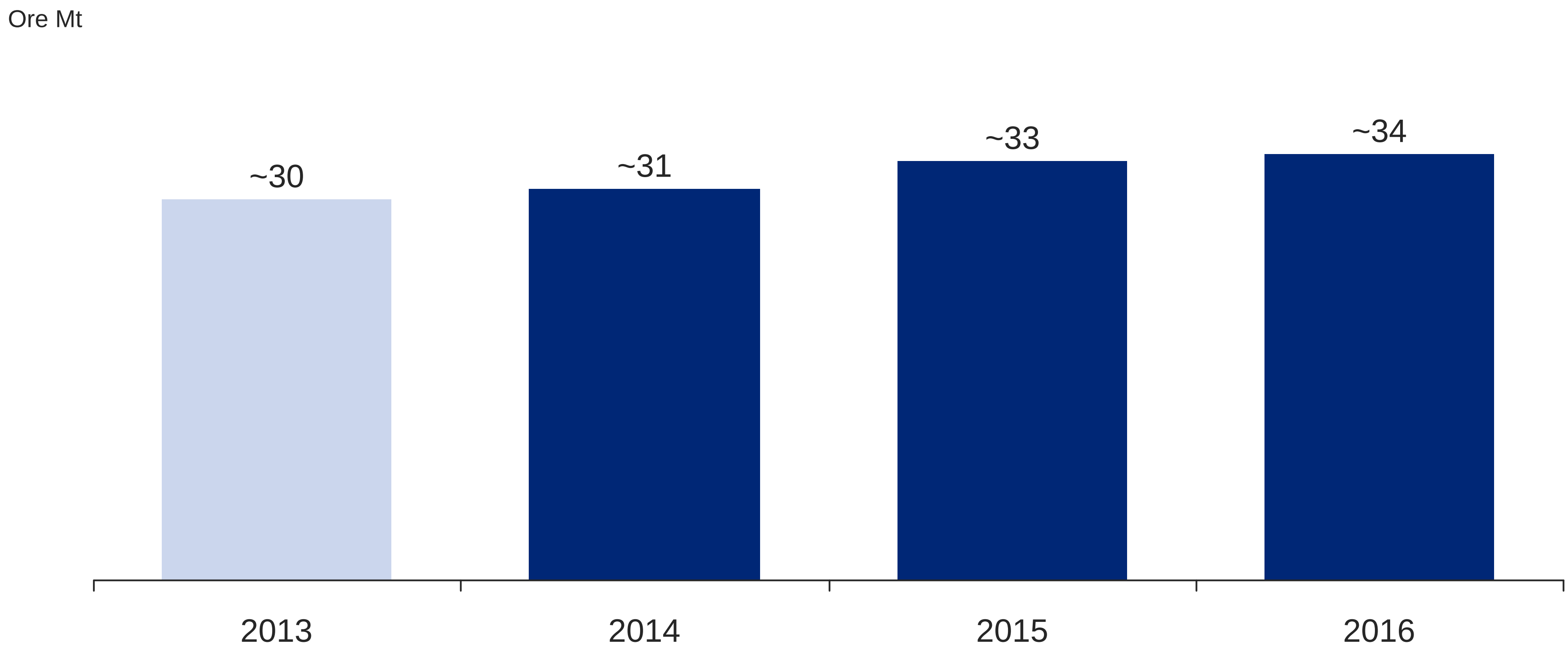
LoM: +17 years

Costs: Second quartile



SISHEN MINE

“Business as usual” ore produced



Waste profile (Mt)

175	220	255	270

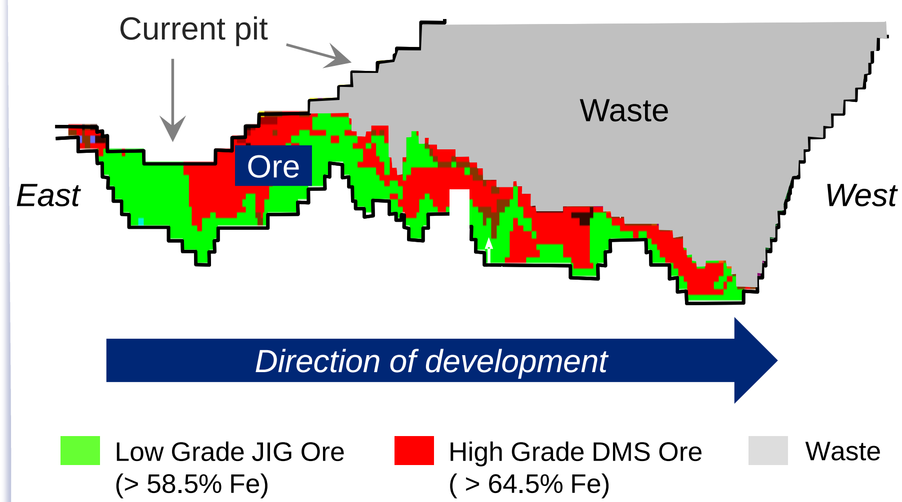
SISHEN MINE CURRENT STATUS

Ore Exposure Status at Sishen

- Sishen **ore body dips and thins** to the west, resulting in a rising strip ratio
- Sishen now has an accumulated waste stripping deficit and reduced 'exposed' ore over plan
- Business as usual results in slower ore produced recovery and requires waste stripping of up to 270 Mtpa for production of 37 Mtpa at specification

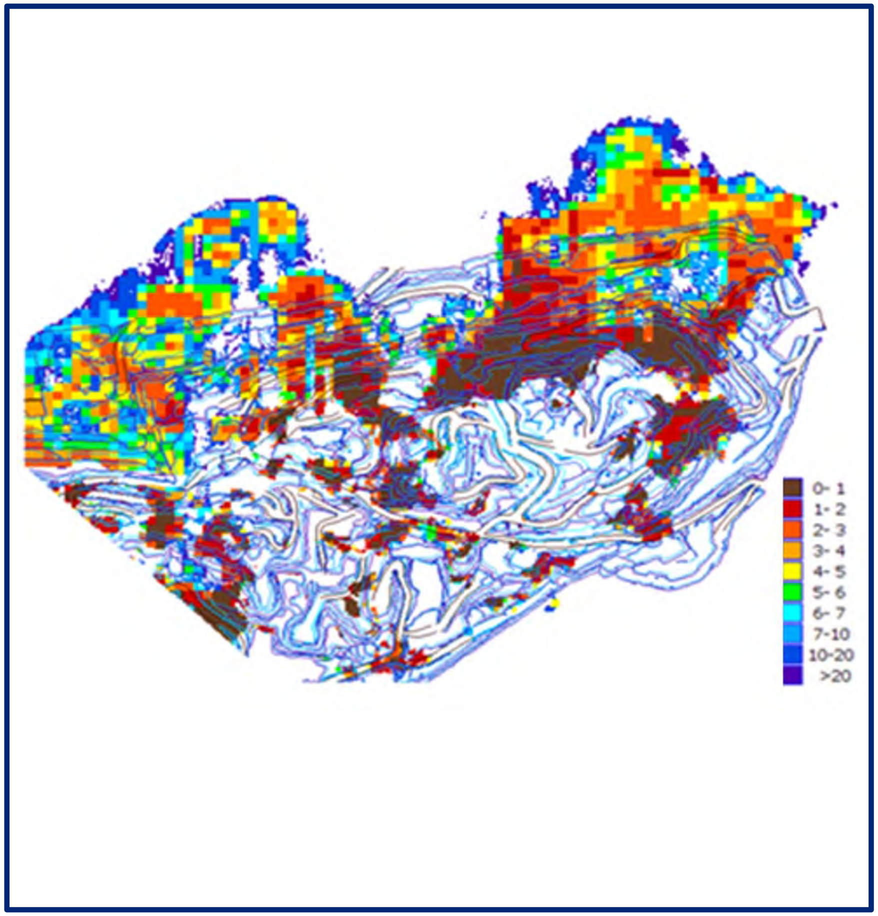
Profile of Sishen pit

Profile of Sishen pit – current pit and remaining ore/waste

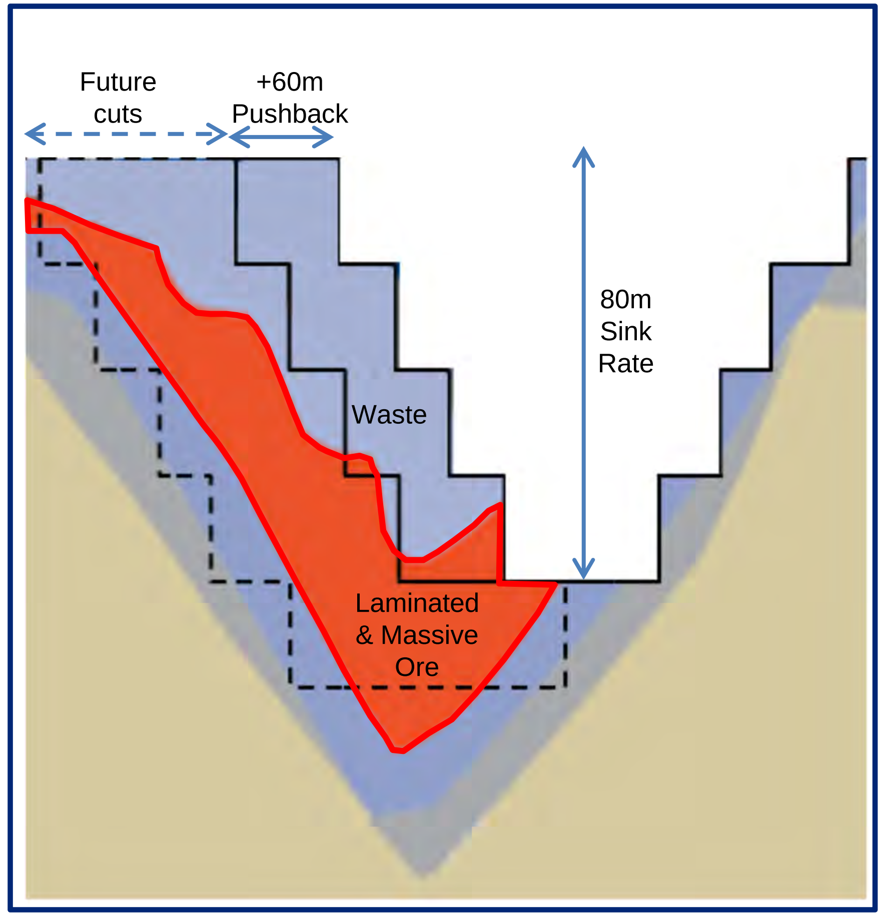


SISHEN MINE: RESCHEDULE KEY INPUTS

Spatial waste to ore ratio

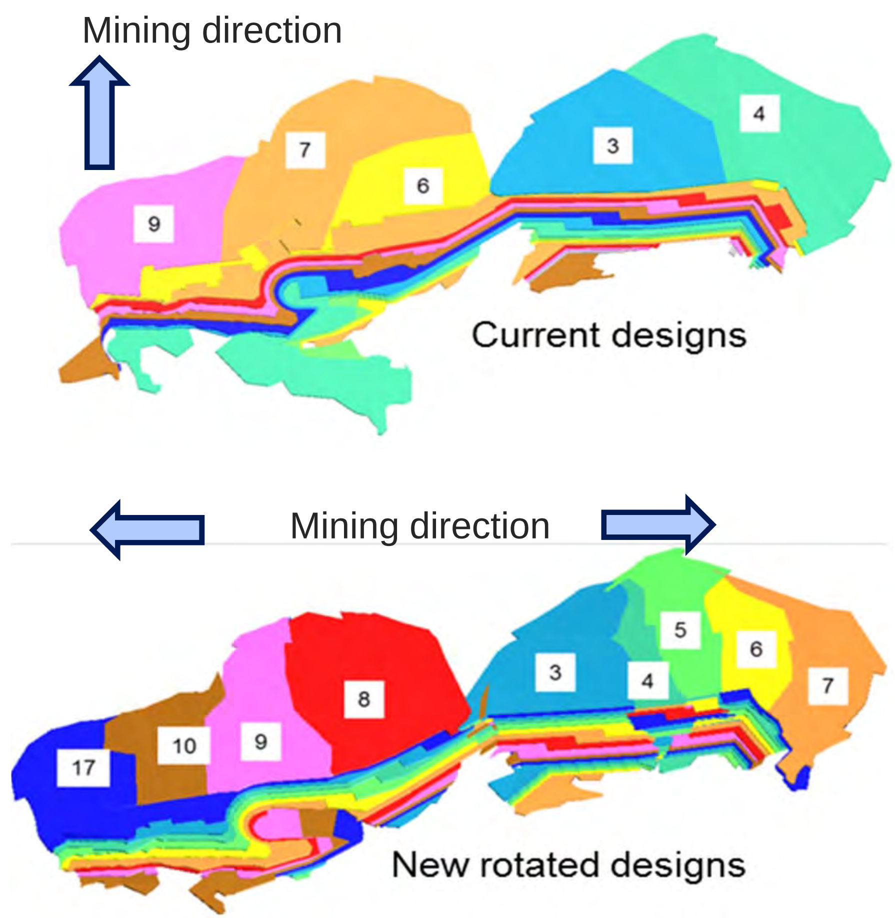


Push back sink ratio



SISHEN MINE: PUSH BACK RE-DESIGN & PUSH BACK 2 FOCUS AREA

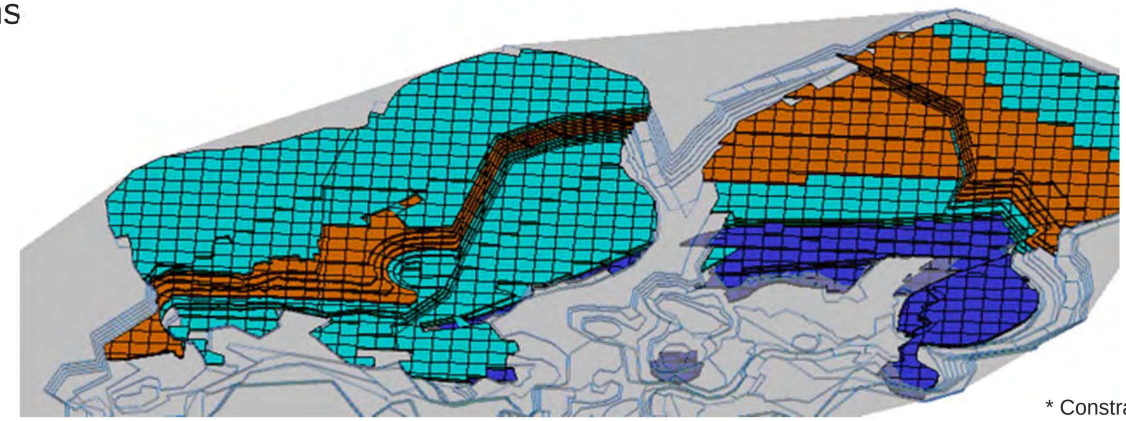
- Pit design re-optimised to take into account ore "written off"
- Push backs re-designed including rotating mining direction in some areas through 90 degrees
- Optimised "smaller" push backs and design changes enables faster sink rates to expose ore
  - Increased fleet efficiency through shorter haul cycles
  - Haul road ore "lock up" minimised




SISHEN VIDEO

SISHEN MINE: VIDEO CLIPS ON CURRENT DESIGN & RE-DESIGN PUSH BACKS

- Current designs



Final Pit Outline

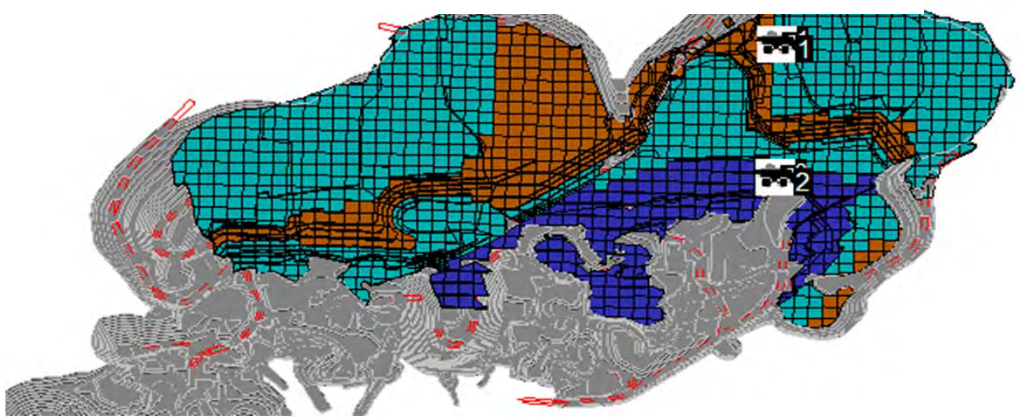
Waste Material

Clay Material

Constraint Material (Ore and Waste)

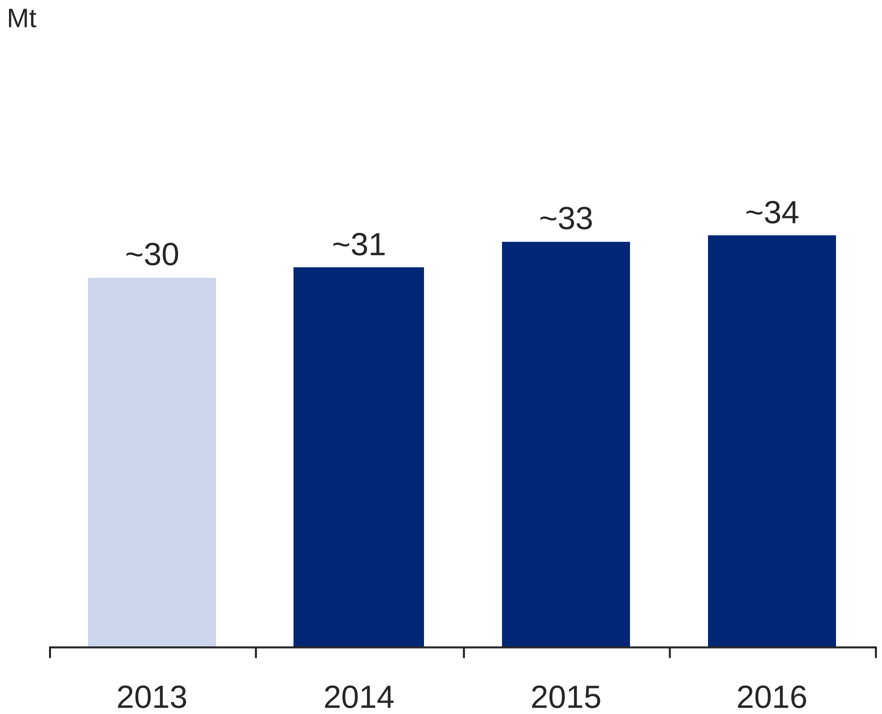
* Constraint Material : different loading rates - the loading rates is generally lower than the waste or clay material above it

- Re-designed push backs



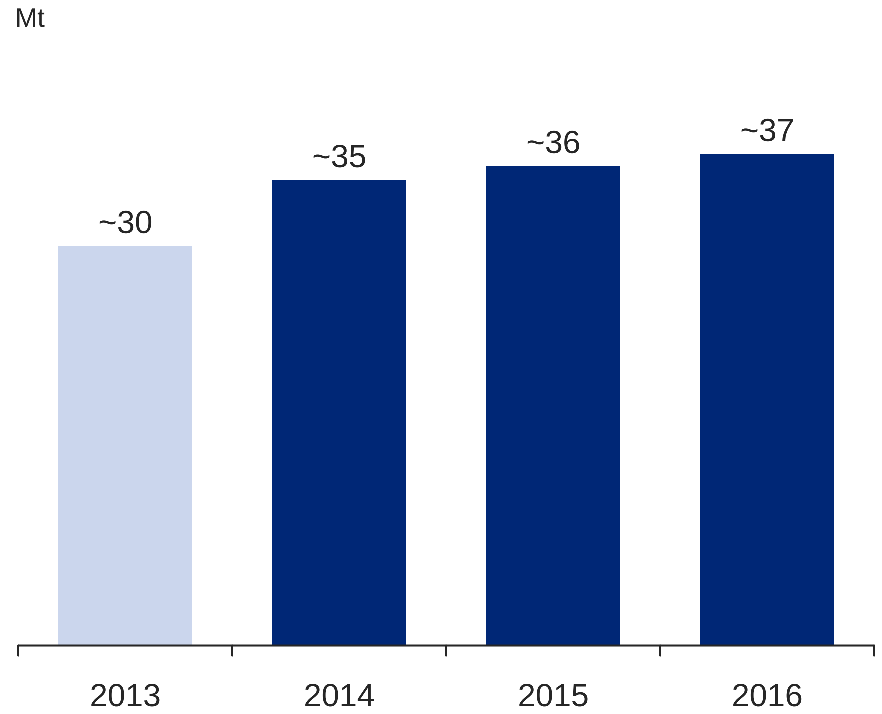
SISHEN MINE: THE SCENARIOS

Production profile of long term do nothing



Waste Profile (Mt)	175	220	255	270

Production profile incorporating re-design and optimisations of push backs



Waste Profile (Mt)	175	220	255	270

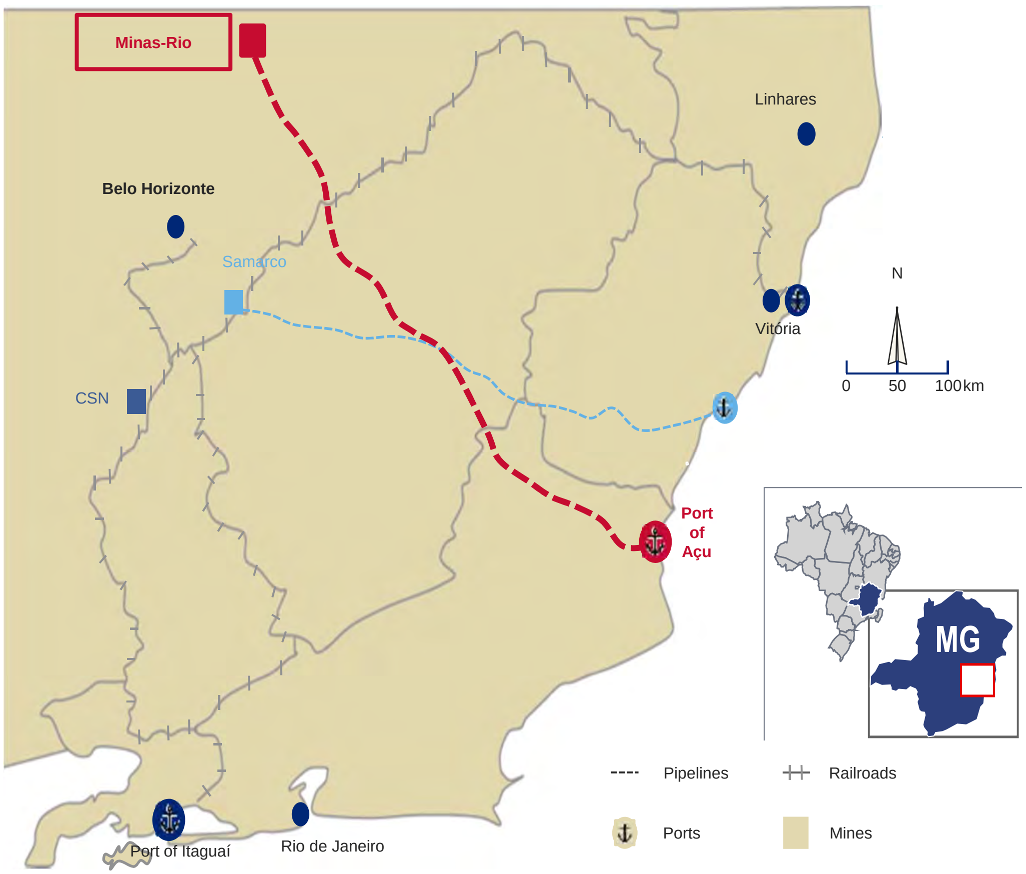
MINAS-RIO

TONY O'NEILL

- **Location:** Brazil
- **Ownership:** Mine 100%; Port 49%
- **LoM:** ~60 years
- **Production:** Phase 1 26.5 Mtpa (wet)
- **Resource** of 5.7Bt
- **Mining method:** Open cut – truck & shovel
- **Product:** Iron Ore (68% Fe), low contaminant pellet feed
- **Cash unit costs**: c.US$33-35/t (wet)
- **First Ore on Ship:** end 2014
- **Capex:** $8.8bn

MINAS-RIO PROJECT

Fully integrated mine and infrastructure…



- Total Resource of 5.7 Bt
- Life of Mine: ~60 years
- Fully integrated mine-to-ship infrastructure
- Design capacity of 26.5Mt (wet)
- High grade (68% Fe), low contaminant pellet feed


MINAS-RIO VIDEO

MINAS-RIO PROGRESS

82% complete in November…

Mine

- Operational readiness preparation
- Pre-stripping activities **finalised**
- Application to convert from LI to LO **on-going**
- **Over 600** operational employees already hired

Beneficiation Plant

- **80%** overall progress
- **100%** transmission line towers erected
- Tailings Dam structure **completed**
- **~8,000** people mobilised

Pipeline

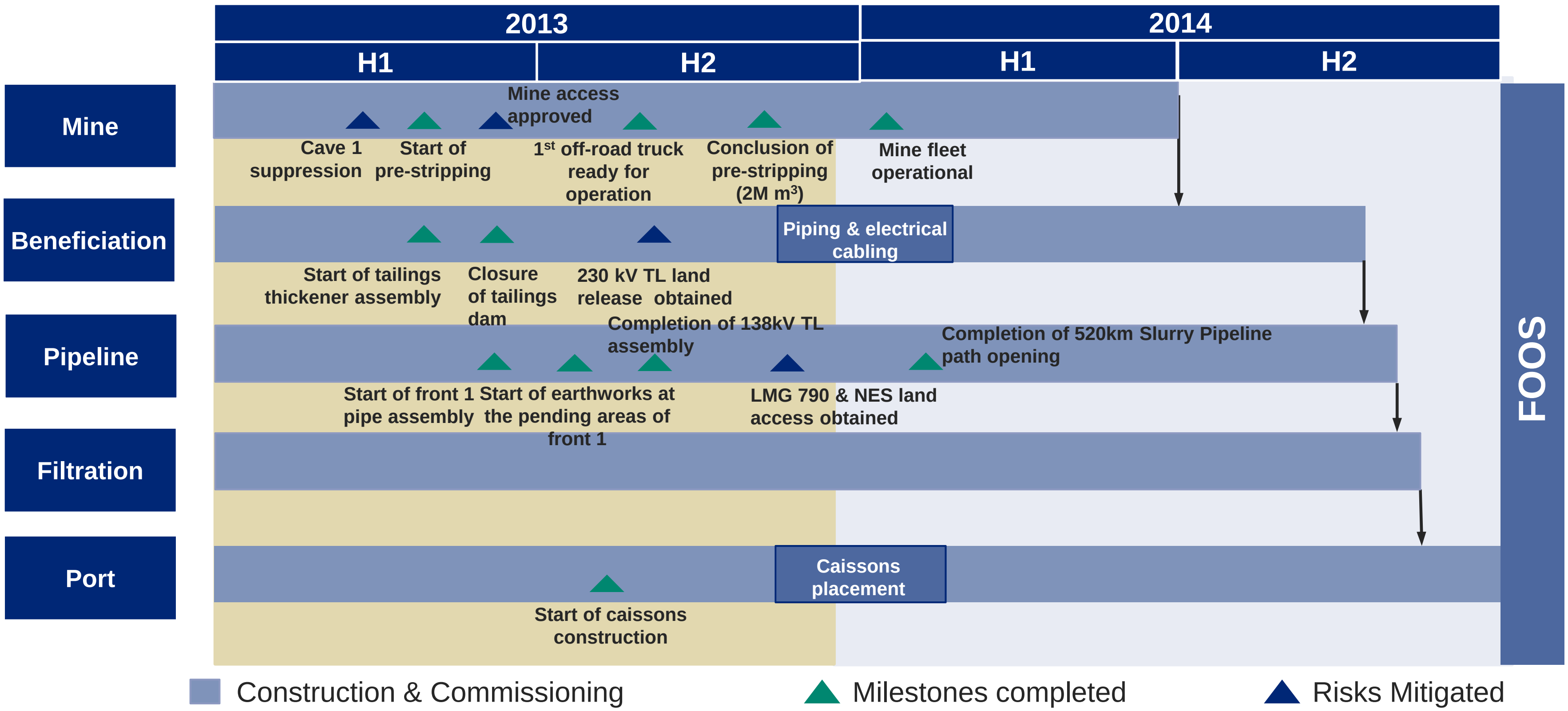
- **90%** overall progress
- Land access virtually concluded
- **440 km (~85%)** of pipe installed
- **~9,000** people mobilised

Port

- **73%** overall progress
- Filtering plant structure **delivered**
- **18** of **37** of breakwater caissons built: 2 placed
- **~2,200** people mobilised

MINAS-RIO UPDATE

Project schedule for first ore on ship (FOOS) remains end 2014…



Remaining issues	Risk
Area	**Risk**
• **Mine and Beneficiation Plant**	- Plant cabling - Plant piping
• **Port**	- Placement of the caissons to finalise the breakwater
• **Implemenation to Operating Licence**	- Permitting

MINAS-RIO FINANCIALS

Cash unit cost up $3/t…

FOB cash cost

1st 18 yrs Avg. (Real 2014 terms)

$10/t - $11/t
Mine

$9/t
Beneficiation

$2/t
Pipeline

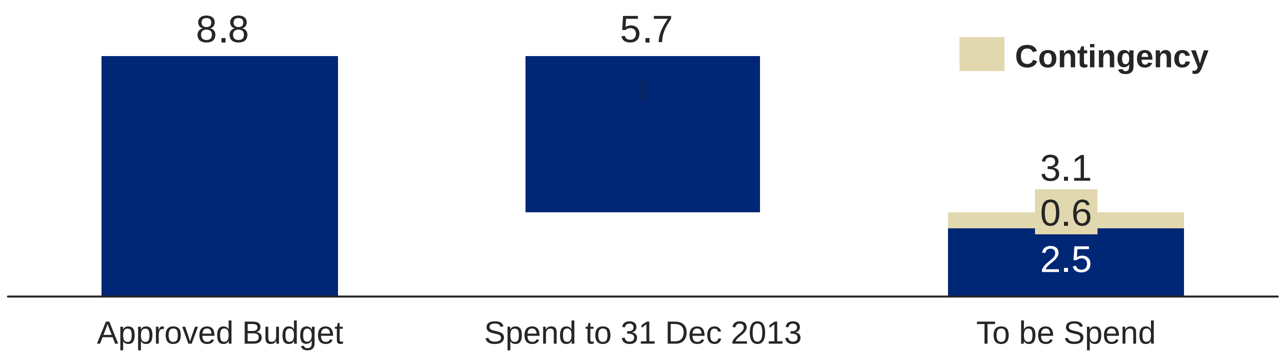
$1/t
Filtration

$5/t
Net Port tariff

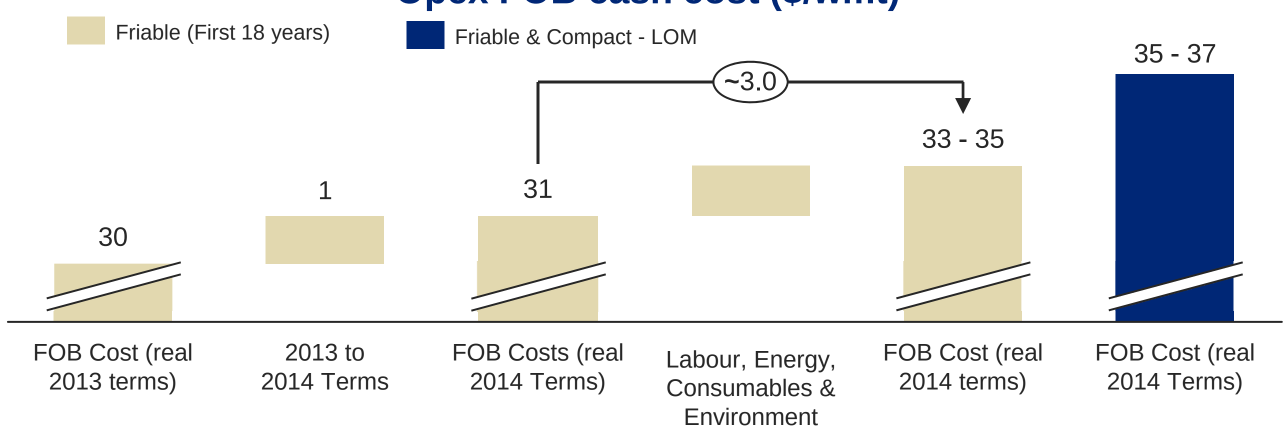
$6/t - $7/t
Other

$33/t – $35/t
Total (US$/wmt)

To be spent breakdown ($bn)



Opex FOB cash cost ($/wmt)



…capex guidance maintained at $8.8 bn.

PLATINUM RESTRUCTURING UPDATE

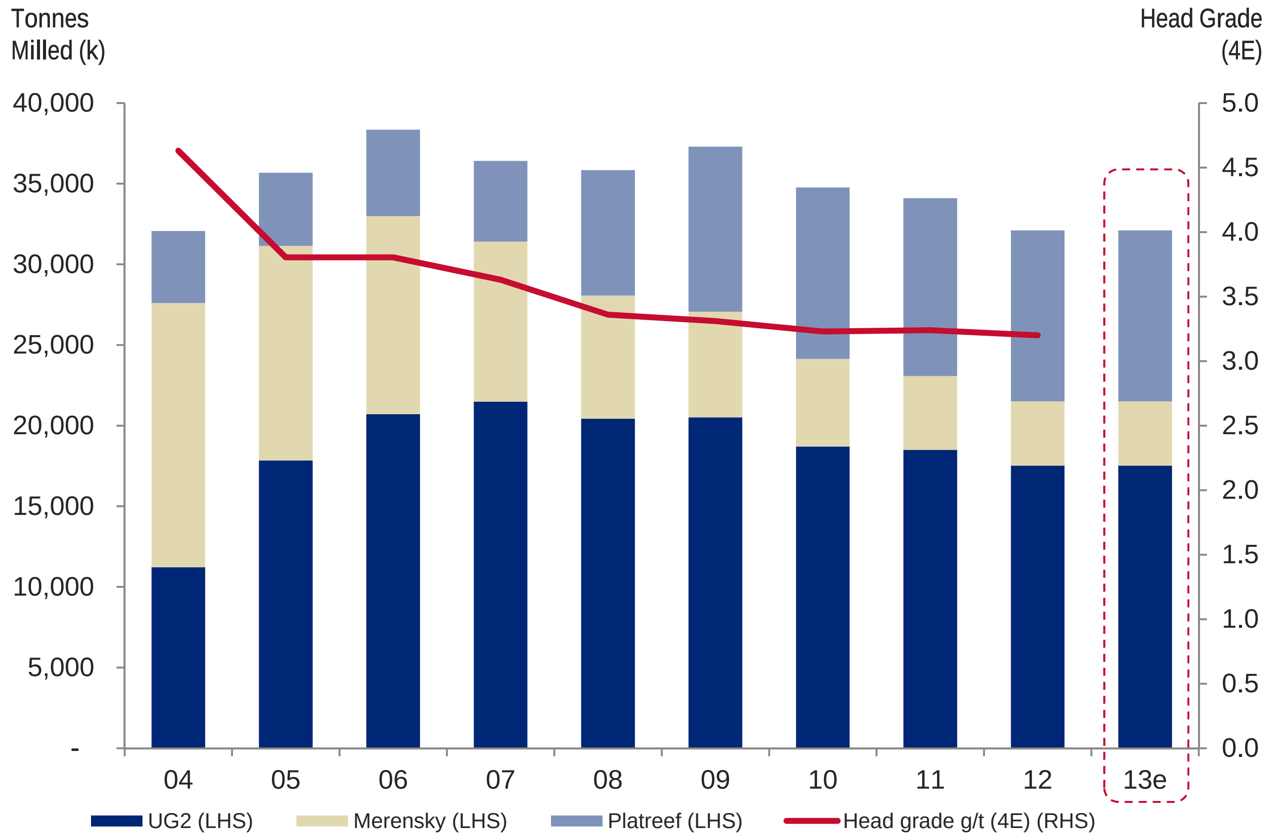
MARK CUTIFANI

- Current
- Future possibilities

THE STRATEGY IN CONTEXT

We need to reconstruct the business to ensure returns in a weak platinum pricing environment…

2004 - 2012	2013-2016	2016 & beyond
	RESTRUCTURE	RECONFIGURE



2013-2016: RESTRUCTURE

- Focus on operations and efficiencies.
- Deliver on margins to support returns.
- *Reconfiguration of Rustenburg is short term step – to stop cash outflows.*
- *Reduction of structural cost base is key.*
- *Remove high-cost volumes.*

2016 & beyond: RECONFIGURE

- Drive growth from high productivity underground operations.
- Increase production from Mogalakwena.
- Sell and JV the lower margin assets.
- Process operations to produce more copper and nickel.

From being…Focused on growth → To being…Focused on margins and returns

RESTRUCTURING – PROGRESS UPDATE

We are executing our restructuring plan…

✓**Rationalise Rustenburg operations into 3 mines**
- Blasting stopped at Khomanani 1 & 2 and Khuseleka 2 in August 2013
- Reduction of 7,450 positions by the end of 2013
- Reductions comprise 5,150 employees leaving the organisation and 2,300 redeployed within the organisation by the end of 2013 – on track
- Limited capital at Khuseleka, Khomanani, Siphumelele & Thembelani

✓**Rationalise Union mines into one and prepare for disposal**

✓**JV Portfolio review under way**

✓**Baseline production to 2.2-2.4 million ounces per annum**
- Reduction of high cost annualised production of 50 koz in 2012 and 250 koz in FY13

✓**Savings of R1.5bn of total R3.8bn targeted EBIT benefits in place as at December 2013**

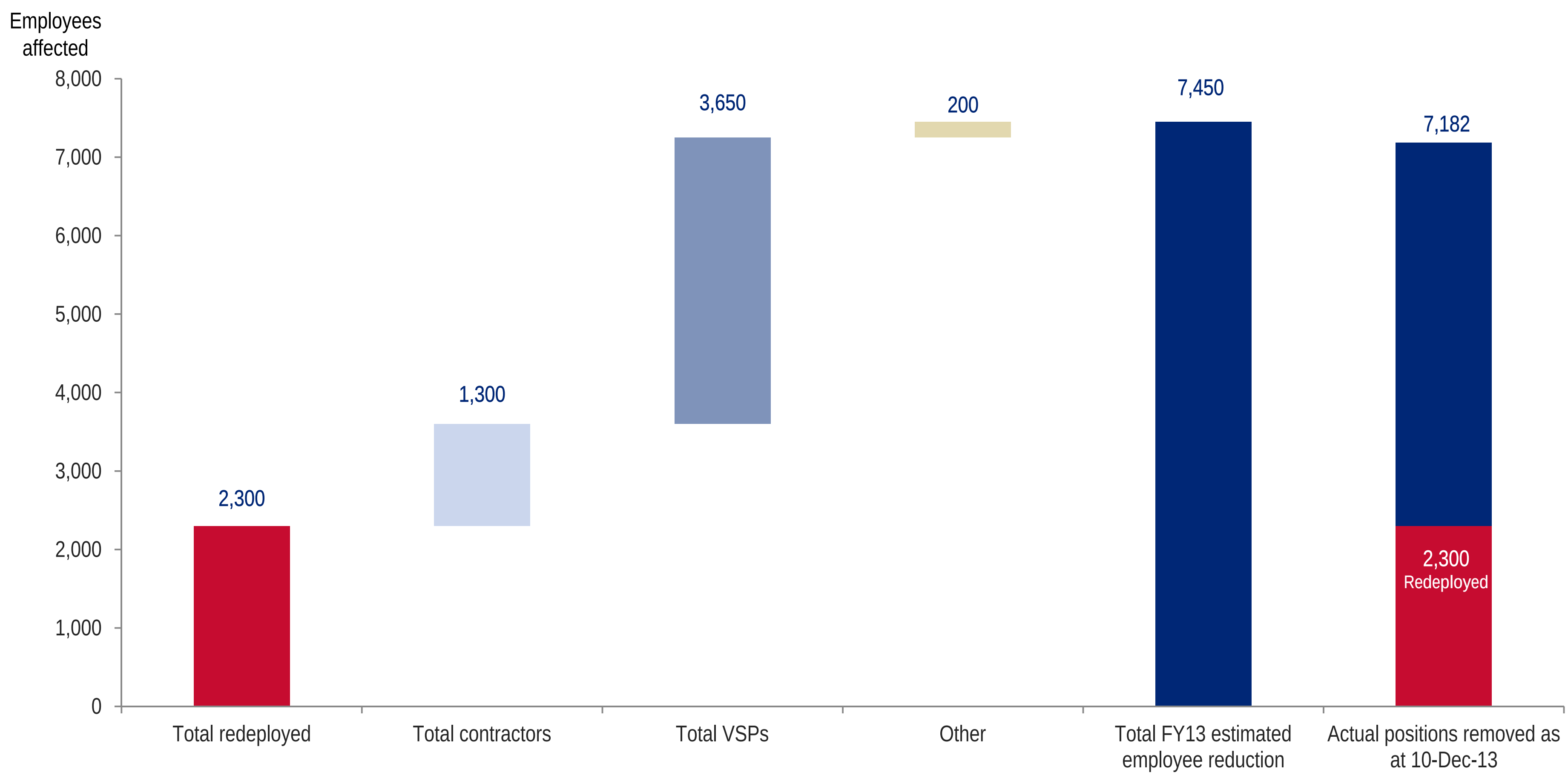
✓**Major organisational changes in progress**

✓**Gross commercial savings of >R1bn enabled**

…and we have made significant progress since July 2013.

ORGANISATION TRANSFORMATION – ON TRACK

96% progress made, and on track to meet FY13 plan…



MOGALAKWENA

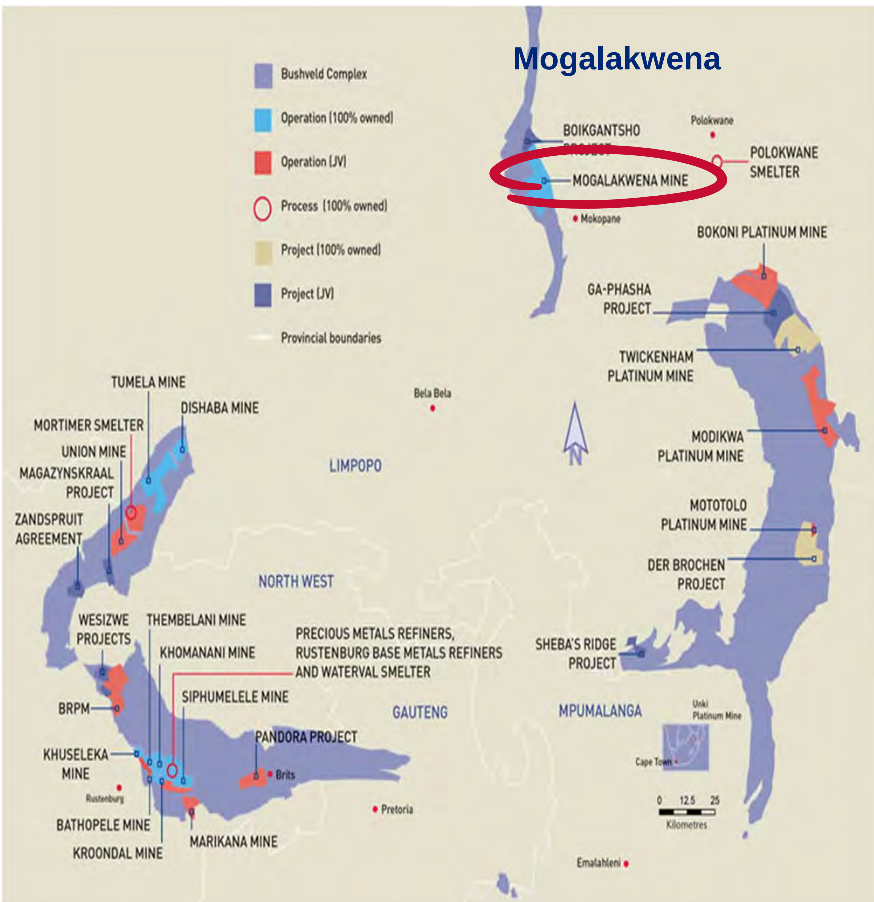
MARK CUTIFANI

- **Location:** South Africa
- **Ownership:** 80% (100% owned by Anglo American Platinum)
- **Product:** PGMs, nickel, copper
- **LoM:** 60+ years
- **Mining method:** Open pit
- **Processing:** Two concentrators on site
- **Reserves (4E):** ~89.1 Moz
- **Indicative Nickel and Copper content:** Nickel ~1.7 Mt; Copper ~0.9 Mt

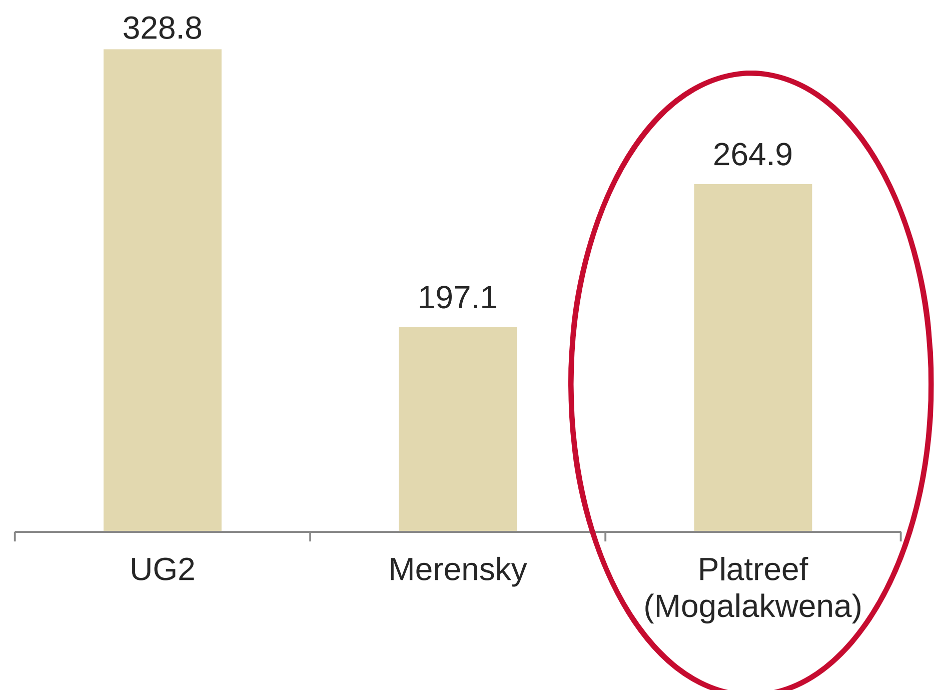
OVERVIEW

A large scale platinum resource that provides new possibilities…

Only operating Platinum mine on Northern Limb



Mineral Resources by Reef Type[1]

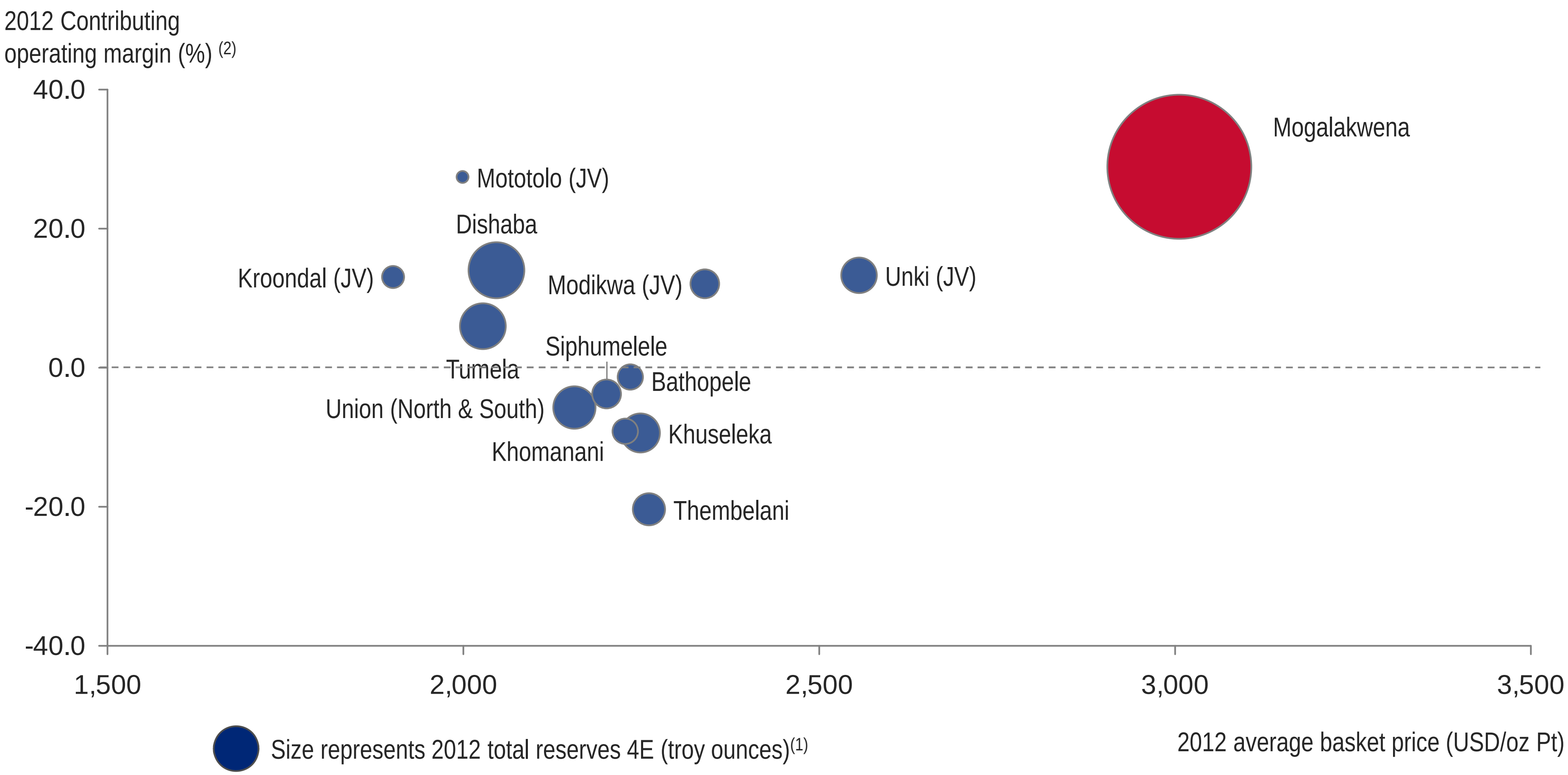


- Platreef can support open pit mining deeper than 400m
- Contains more palladium, nickel and copper than UG2 and Merensky

(1) Mineral Resources are reported inclusive of Reserves. As per the 2012 Anglo American Platinum annual report.

MOGALAKWENA – A SIGNIFICANT RESOURCE

A resource of size and quality provides a range of development options…



(1) For JVs, represents Anglo American Platinum's attributable interest
(2) 2012 Operating margins negatively impacted by post-Marikana strike action (Tumela, Dishaba, Union, Bathopele, Siphumelele, Khomanani, Khuseleka, Thembelani)
Note: Average 2012 exchange rate used 1 USD = 8.47 ZAR

...BUT HAS NOT MET PLAN IN RECENT YEARS

Several key issues were identified during the Asset Reviews…

- **Mining strategy can be optimised……………….**to reduce waste stripping
- **Extraction strategy can be improved……………**to reduce cost structures
- **Mining productivities across all processes……………..**can be improved
- **Utilisation/availability on equipment………………**targeted with new fleet
- **Reliability at concentrators……………..……….**to improve metal extractions
- **Front-line supervisory skills gap………**we must support a new approach

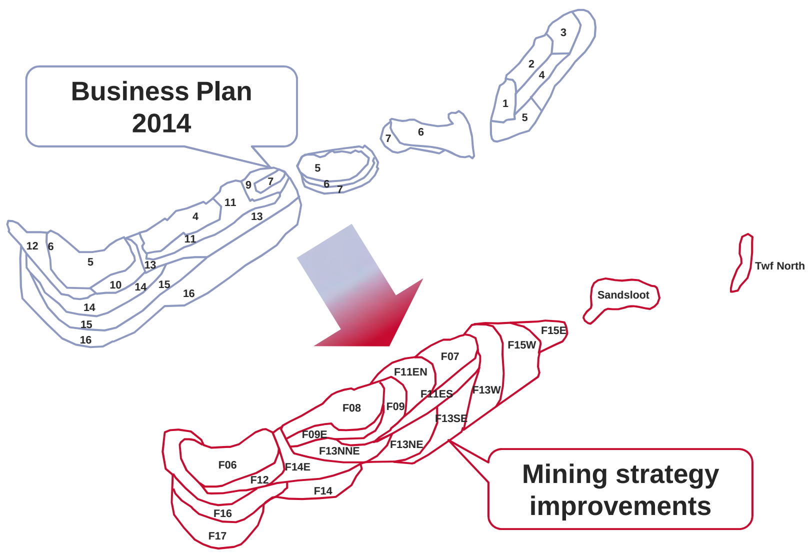
…and the team is working on improving each of these key areas.

Note: Mogalakwena has mined more FGO (full grade ore above 1.7g/ton cut off), than milled and does not have a waste stripping backlog. Stripping needs to increase to create flexibility

MINING STRATEGY IMPROVEMENTS

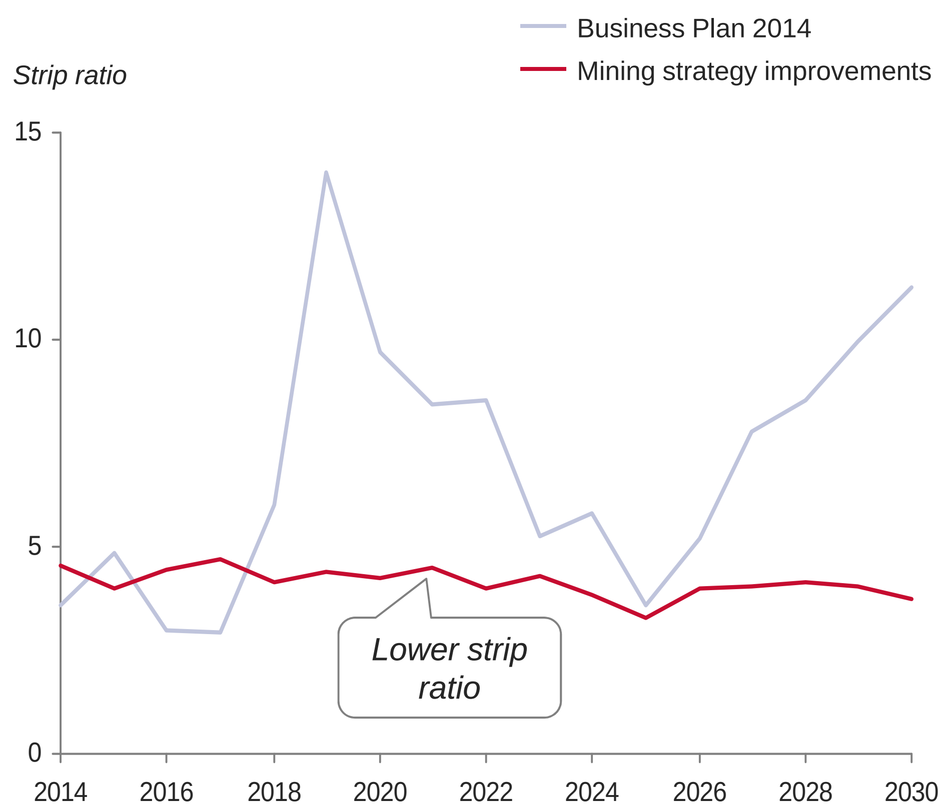
Mining strategy improvements materially impact potential…

Improved design and optimised scheduling



- Improved stockpiling approach
- Optimised cut-back layout and schedule
- Simultaneous consecutive bench mining philosophy
- Faster drop down rate

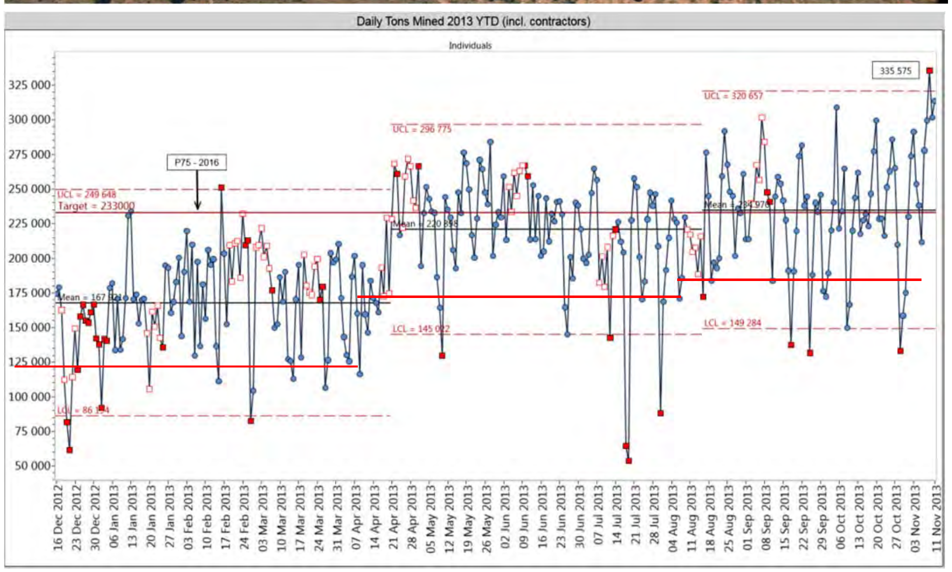
Decreased strip ratio[1]



(1) Indirect strip ratio

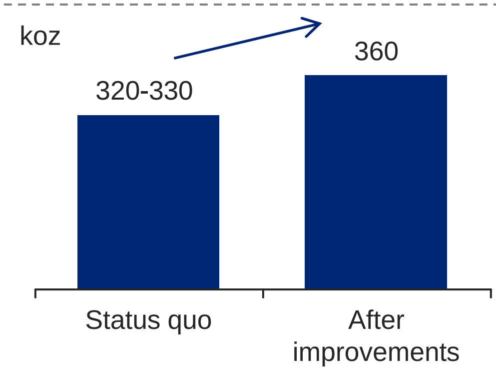
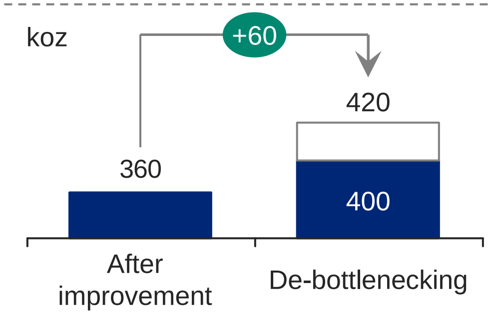
PROCESS IMPROVEMENTS

…and improvement in key processes is already enhancing flexibility



- Pit layout can deliver higher productivity
- Production in 2013 now on track for record platinum ounces…early improvements in drill and blast has driven the increase
- Mean daily tons mined rate up 38% YTD, now operating at 2014 plan production rates
- Significant further improvement potential through BPF implementation in 2014

OPTIMISATION: STEPS TO DELIVERY

Improvement steps	Description	Production volume impact
Mining strategy improvements	• Improved stockpiling approach • Optimised cut-back layout and schedule • Simultaneous consecutive bench mining philosophy	***Cost reduction impact*** *Improvements in underlying efficiencies will help reduce costs further*
Ongoing operational improvements	• Significant improvements already under way (availability, utilisation, productivity, enablers) • Increased production volume at stable cost	
Debottlenecking	• Additional crushing and storage (crushing area) and hydrodynamic upgrades (milling area) • Concentrating capacity increase	

Note: Increase in production volume depending on replacement requirement after Rustenburg divestment, overall volume strategy and market development

TARGETS – 2014 MILESTONES

We are looking to incrementally increase Mogalakwena in the mix…

- Resource / Reserve update in March
- Commissioning new rope shovel
- 15m bench heights support productivity improvements in the South pit
- Process upgrades improve sink rates
- Design and implement change to mining strategy
- Commence pre-stripping to support 2017 400 koz/pa mining rate post confirmation of waste stripping revisions

…and the team is already improving each of the key processes.

MORANBAH NORTH

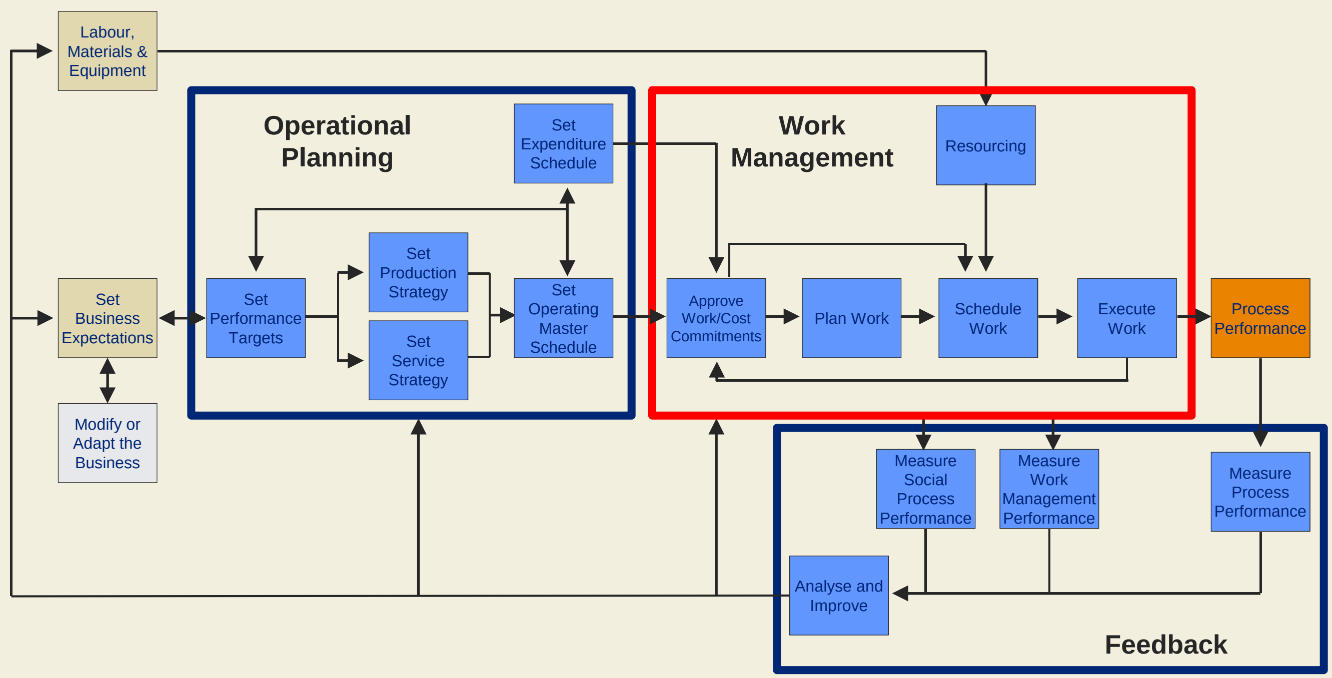
MARK CUTIFANI

- Ownership: 88% Anglo American
- LoM: 35 years
- Location: Australia
- Product: Metallurgical Coal
- UG/OC: Underground
- Mining method: Longwall

BUSINESS EXECUTION – THE FOUNDATIONS FOR DELIVERY

We are using a structured approach to improve our performance…

Key Components of the Business Process Framework



Purpose: to deliver the business expectations established by management

Underlying theory:

1. Doing the right work, at the right time in the right way
2. Appropriately planning, scheduling and resourcing work
3. Promoting a culture of caring
4. Reinforcing positive values and beliefs in the workplace
5. Securing employee commitment through involvement and engagement

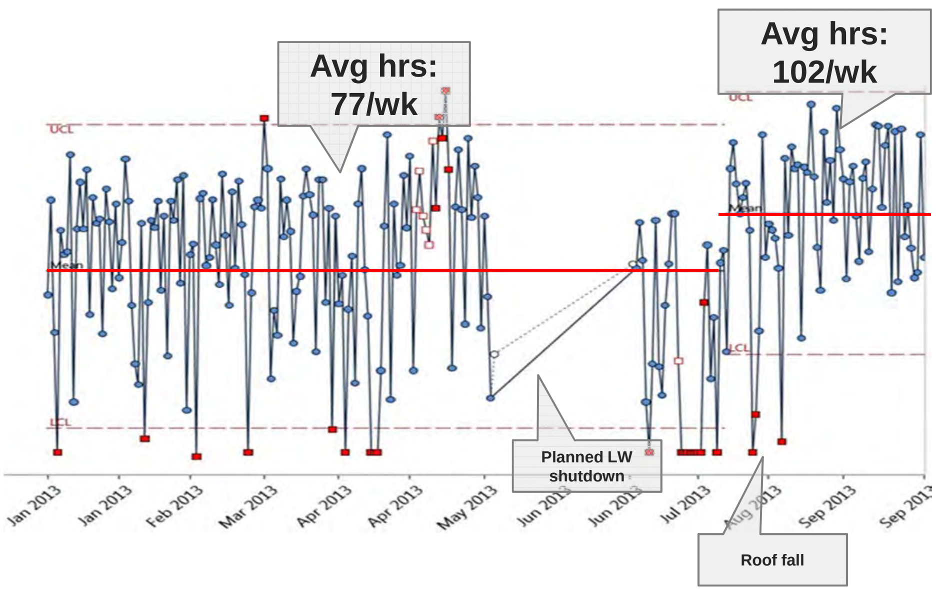
…to enable consistent delivery against expectations

LONGWALL PERFORMANCE IMPROVEMENTS

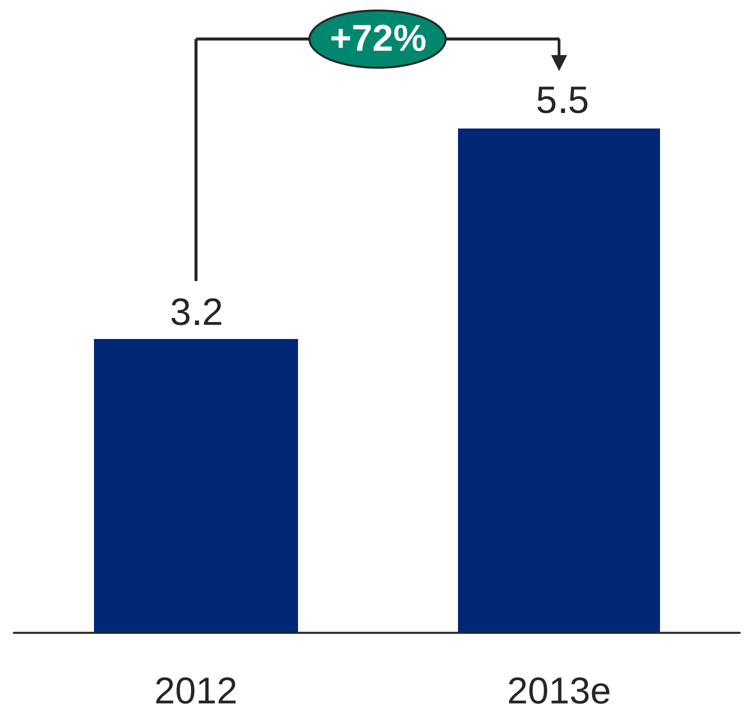
New leadership team implemented processes to address key issues and risks...

...which led to significant performance improvement compared to historical performance

Longwall cutting hours / week



Saleable production single longwall (Mtpa)

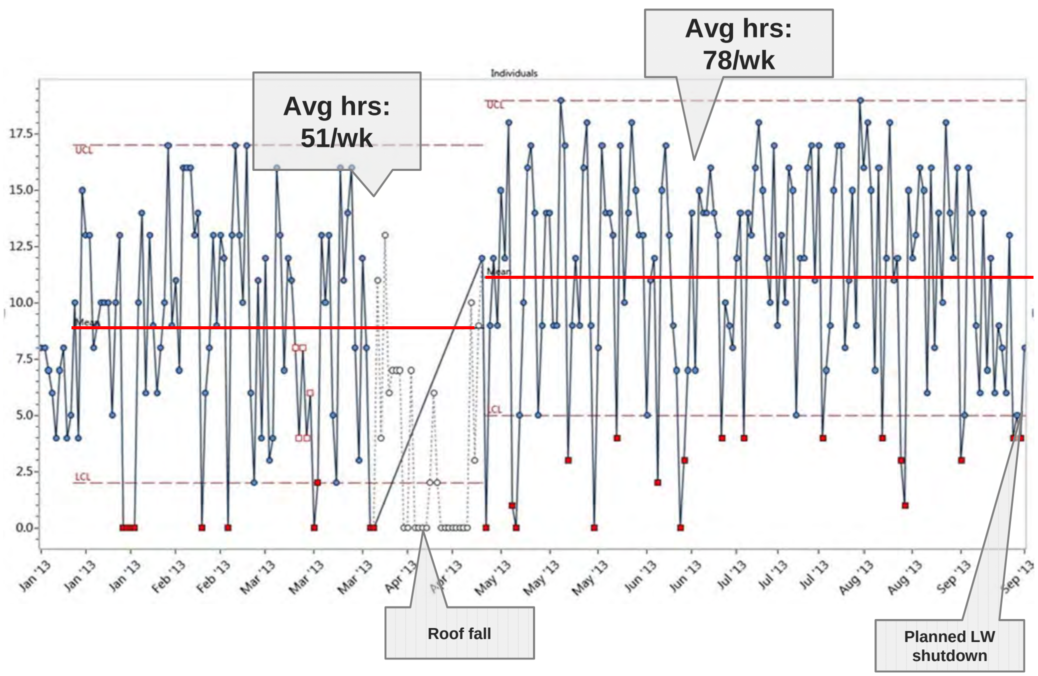


…the team had already identified the potential business process work.

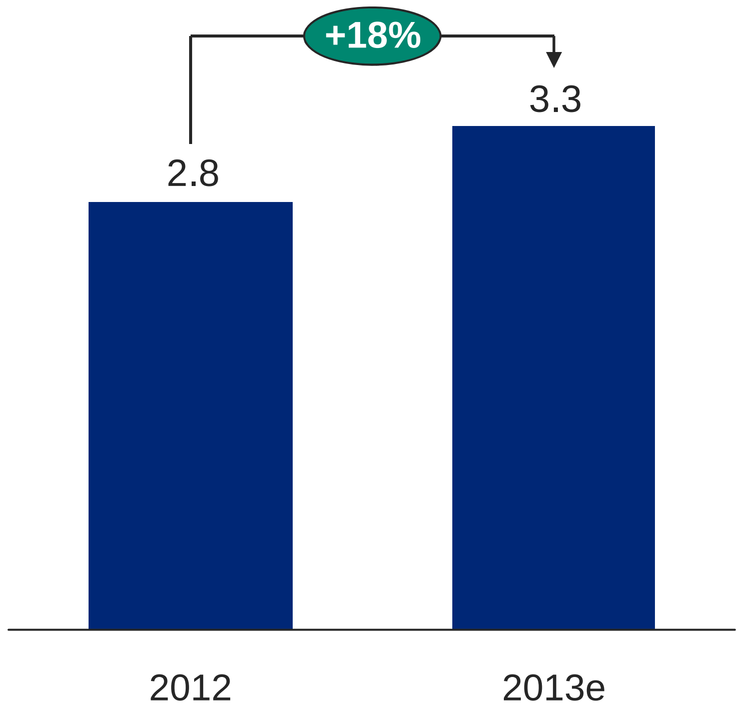
GRASSTREE MINE: LEARNINGS REPLICATED

…and we are extending the process in coal…

Longwall cutting hours/week



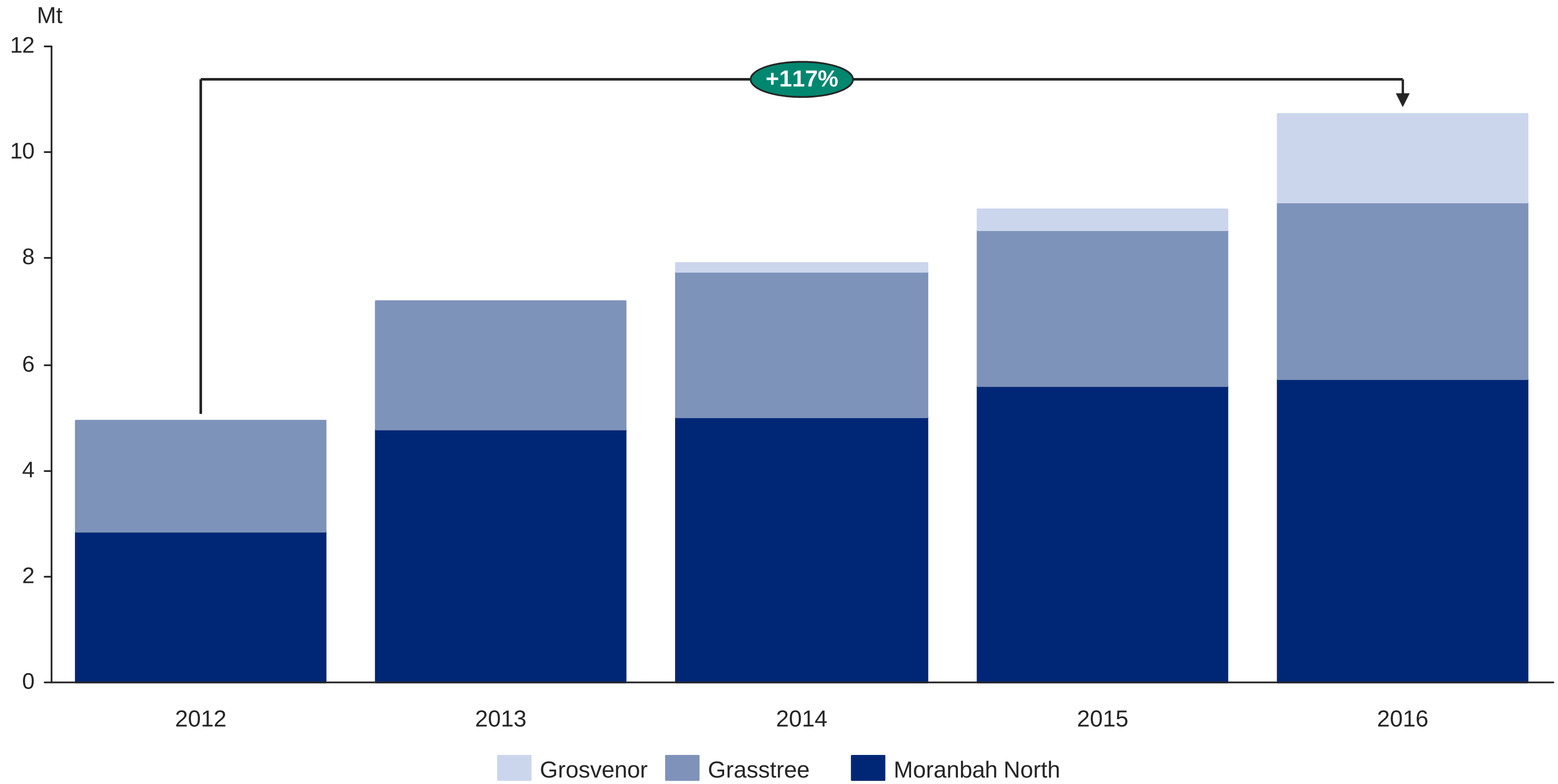
Saleable production (Mtpa)



…with Grasstree already showing material improvement.

TARGET PRODUCTION GROWTH

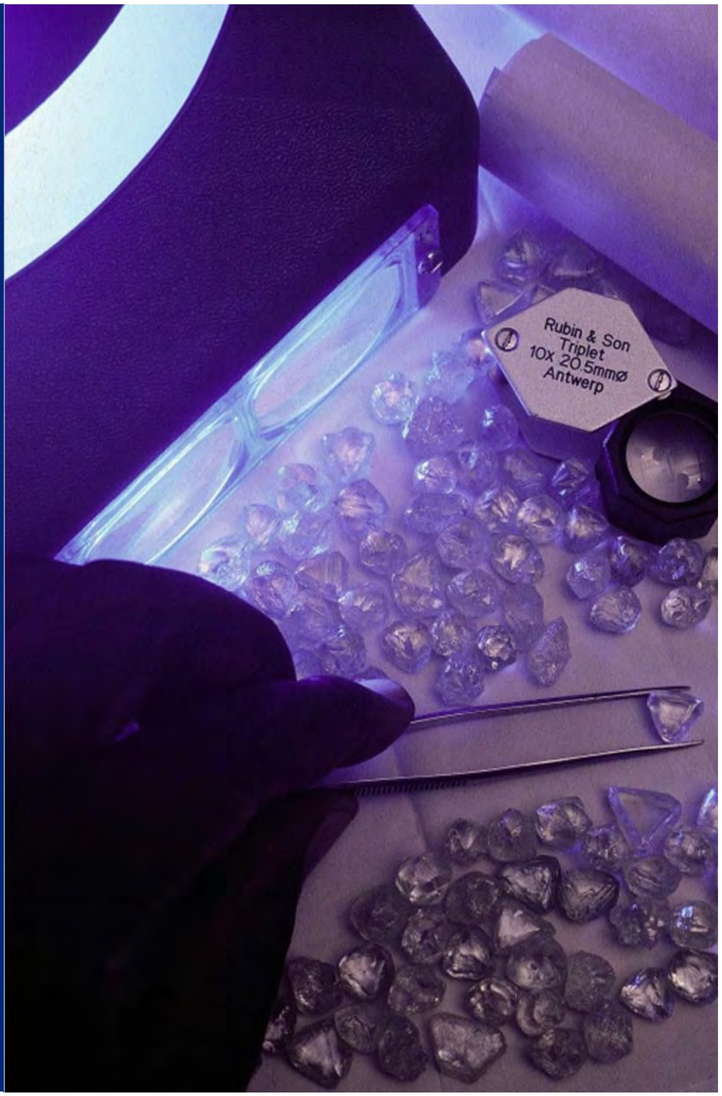
We can see continuing improvements…



…as we apply our learnings to current and new projects in coal.

SNAPSHOTS:
DIAMONDS
THERMAL COAL
NIOBIUM & PHOSPHATES
NICKEL

MARK CUTIFANI



JWANENG JOURNEY TO PERFORMANCE RECOVERY

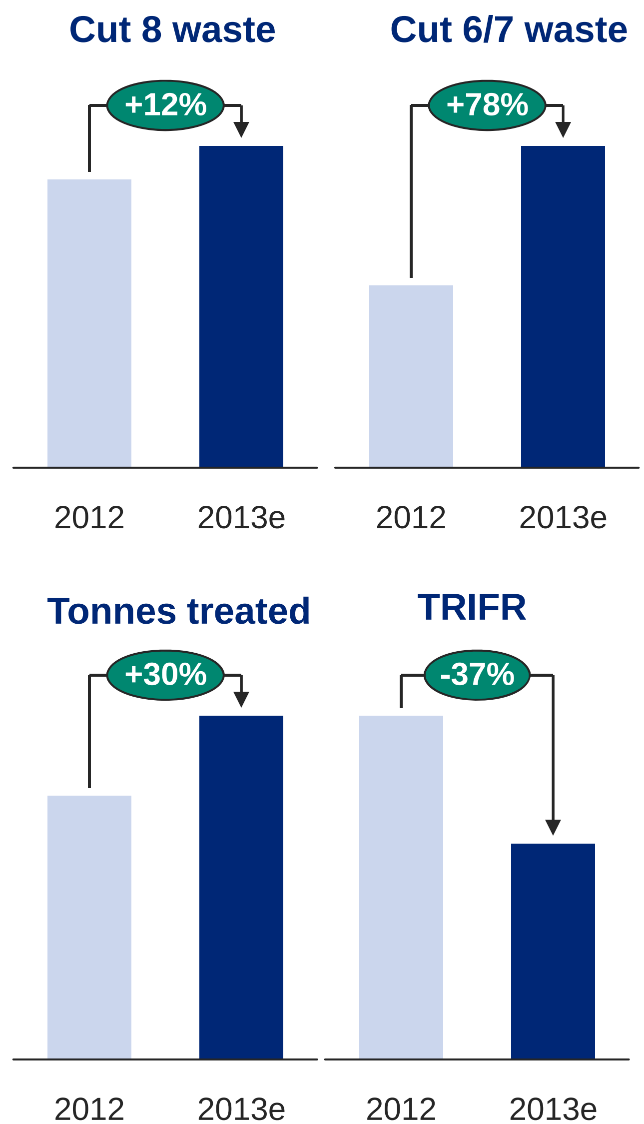
2012 waterlogged ore

2013 prepared for rain

2012 Challenges
- Uncontrolled side wall failure
- Fatality results in low morale and productivity
- Pit floods in rainy season

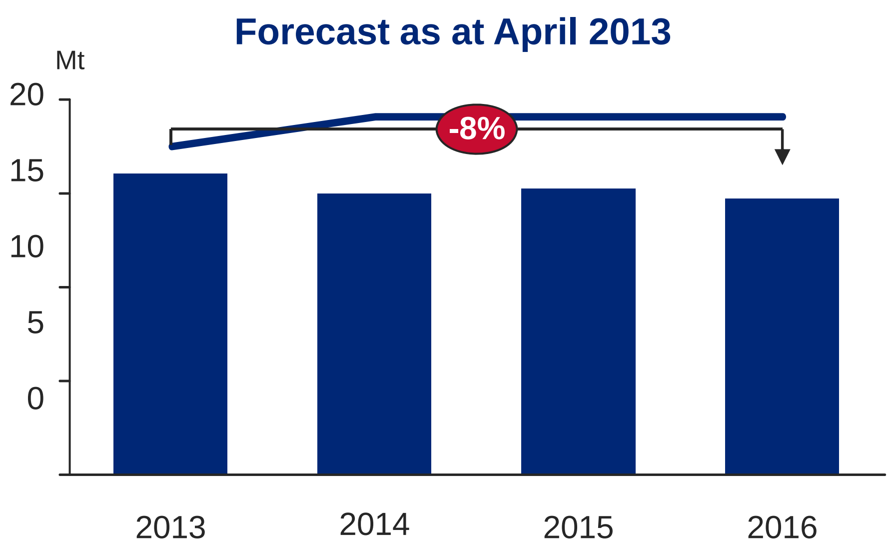
2013 Turnaround
- Reconfigure team
- Back to basics
- Second slope failure with zero impact
- Employee confidence regained

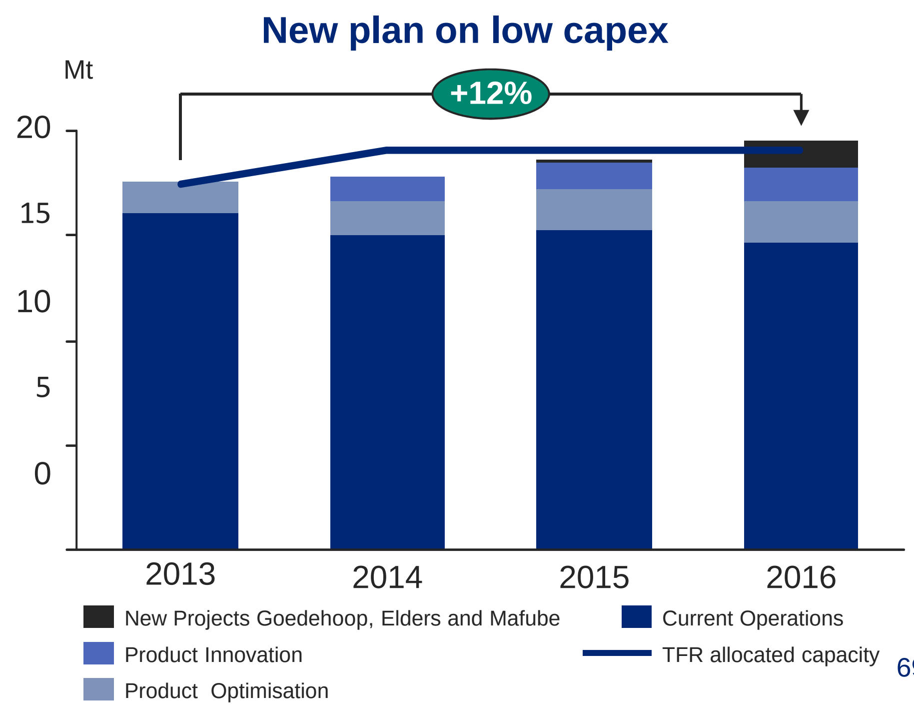
2014 and beyond focus on:
- Consistent delivery
- Maintenance efficiency improvement
- Enforcement of standards
- Mining options beyond Cut 8
- Tailings treatment options



THERMAL COAL – OPTIMISING THE RESOURCE

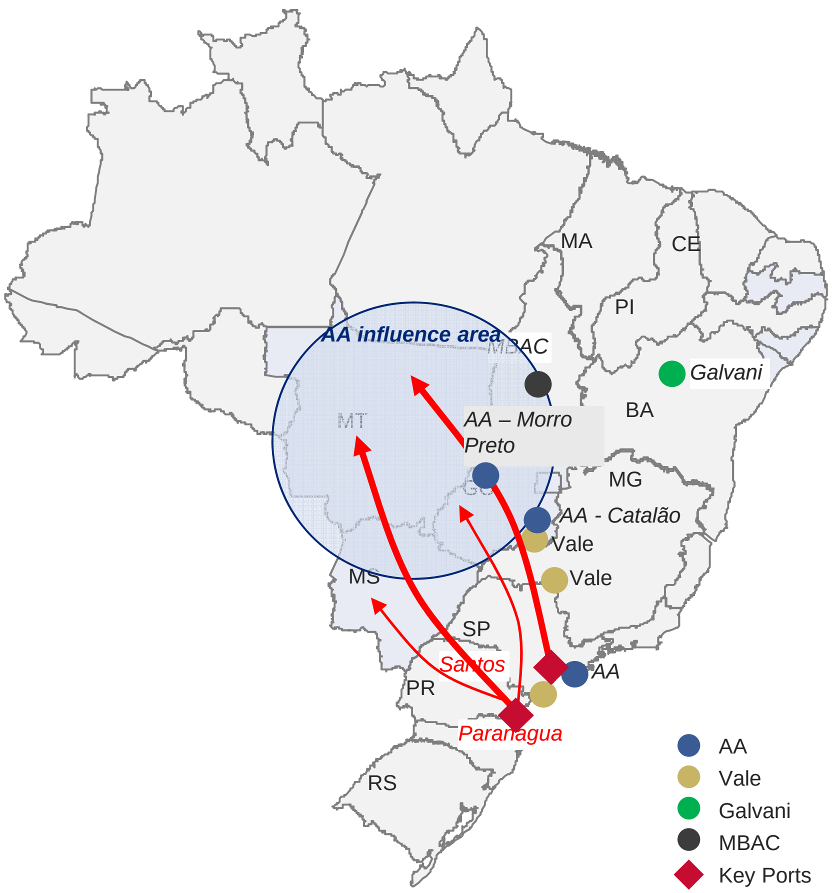
- Natural quality decline impacts production forecasts
- Plan focuses on lower calorific coal…at low incremental cost
- Low capex and low cost maintains margins and returns





NIOBIUM & PHOSPHATES: AN EVOLVING STORY

Phosphates presents excellent positioning…



Managerial focus

Projects

"Divestment; Retention; Reintegration to AA group" (2010)

- Selling process
- Decision to retain business and reintegrate to the Group
- Business restructuring
- AA reintegration
- BFVR FEL 3 development

"Fast growing, high return Business Unit " (2012)

- S&SD and operational excellence focus
- Organic growth, AO
- Long-term growth preparation
- Cost discipline
- Consolidated strategy
- BVFR I
- Goias II

"The next step" (2018)

- Planning and execution of selected value creating initiatives
- Innovation focus
- First-tier performance on S&SD, operations

2010 — 2012 — 2018 — 2023

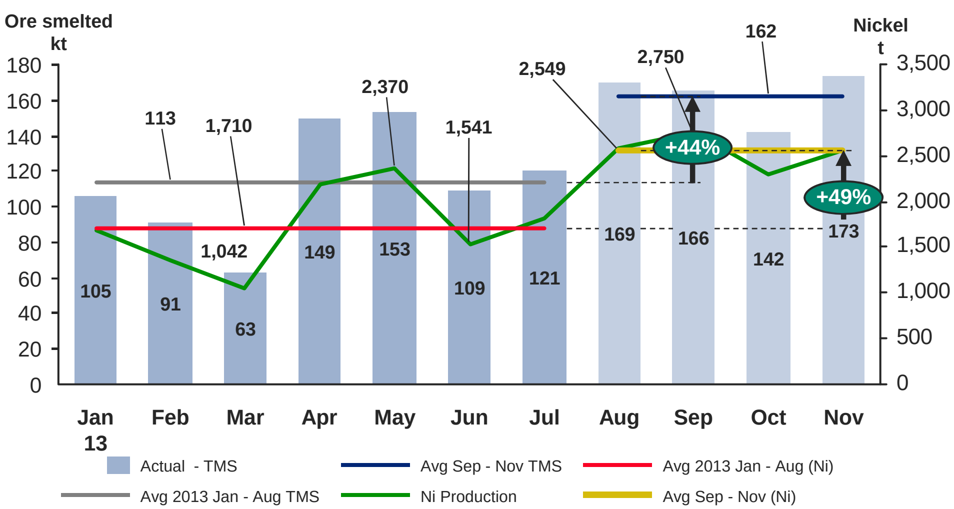
…when compared to competitors.

BARRO ALTO: GETTING THE BASICS RIGHT

Production improvement and operational stability…

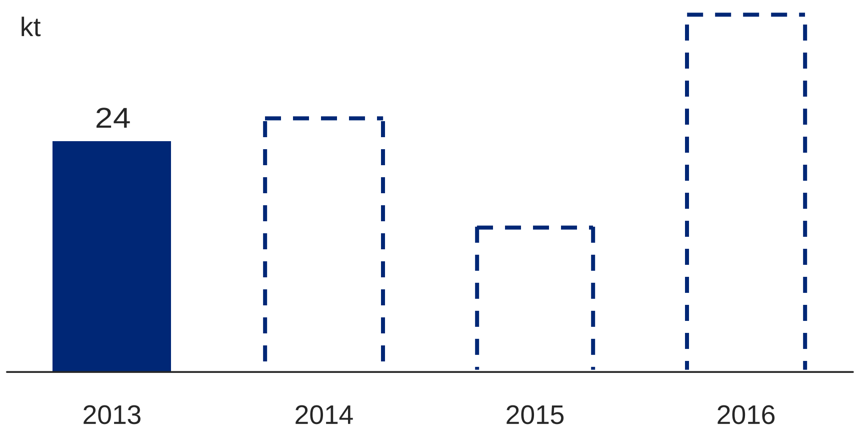
- A series of shorter-term improvements made and an increased level of monitoring put in place are already starting to yield results
- Throughput improvement of 36% H2 to date compared to H1
  - H2 average (as a percentage of nominal capacity) of 77% with a notable number of days above 80%

TMS vs Ni Production



- Engineering is under way for the furnace rebuilds which will commence in H2 2014 with initial focus on EF2

Forecasted Barro Alto production reflecting furnace rebuild



…the furnace rebuild is the next step change.

AngloAmerican

COMMERCIAL OVERVIEW

PETER WHITCUTT

ANGLO AMERICAN'S COMMERCIAL TRANSFORMATION

We are transforming our commercial activities…

2011-2013 | 2013-2014 | 2014 | 2015 and beyond

1 *Commercial coordination*

- Establish two Commercial hubs
- Function by function professionalisation through 5 competency centres

2 *Strengthen functional focus*

- Consolidate BU marketing activities into a single central commercial function

3 *Ensure integrated value delivery*

- Move closer to end customers
- Roll out consistent risk and performance management standards

4 *Achieve customer-centric commercial excellence*

- Further develop downstream activities for future growth, e.g. shipping
- Explore business model innovation opportunities

…to extract the full value from the commercial value chain.

TRANSITION TO CENTRAL COMMERCIAL UNIT

We have created one commercial business unit…

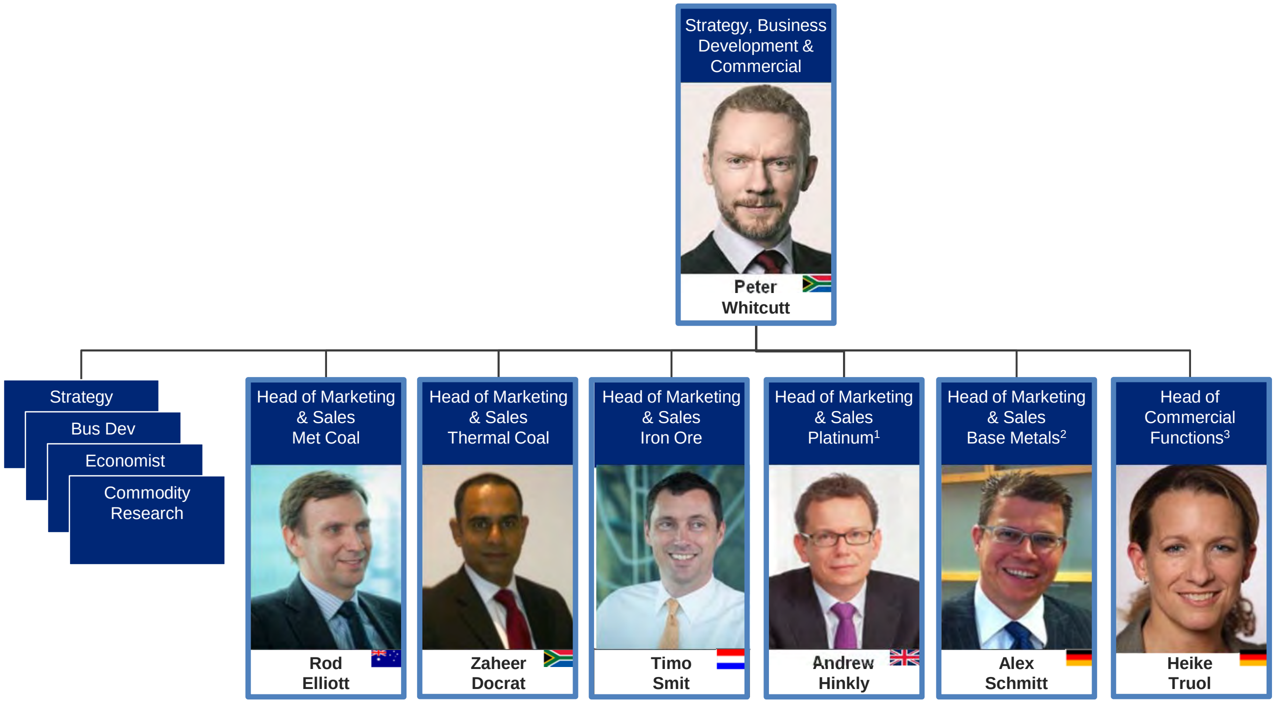
We have moved from nine separate export marketing offices…

…to a central Commercial business unit marketing all our commodities from two main hubs

…to leverage best practice and drive commercial excellence.

COMMERCIAL ORGANISATION

We have implemented a centralised organisation structure …



New leadership team is largely in place and already driving new commercial thinking and value delivery

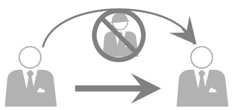
… to ensure an integrated approach to value delivery across the portfolio.

(1) Includes Platinum and Platinum Group Metals
(2) Full title is Head of Marketing Base & Speciality Metals and includes Copper, Nickel and Niobium
(3) Head of Commercial Functions is responsible for Shipping, Logistics, Strategy, Market Intelligence, Skills and Capability Development

CAPTURING COMMERCIAL MARGIN IS OUR PRIORITY

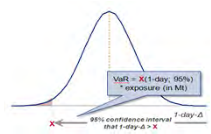
Our commercial strategy is built on four pillars…

Move closer to customers ...



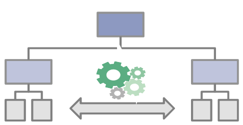
...and utilise all available value levers across the chain

Manage commercial performance and risk exposure ...



...by measuring value creation and implementing robust risk mgmt systems

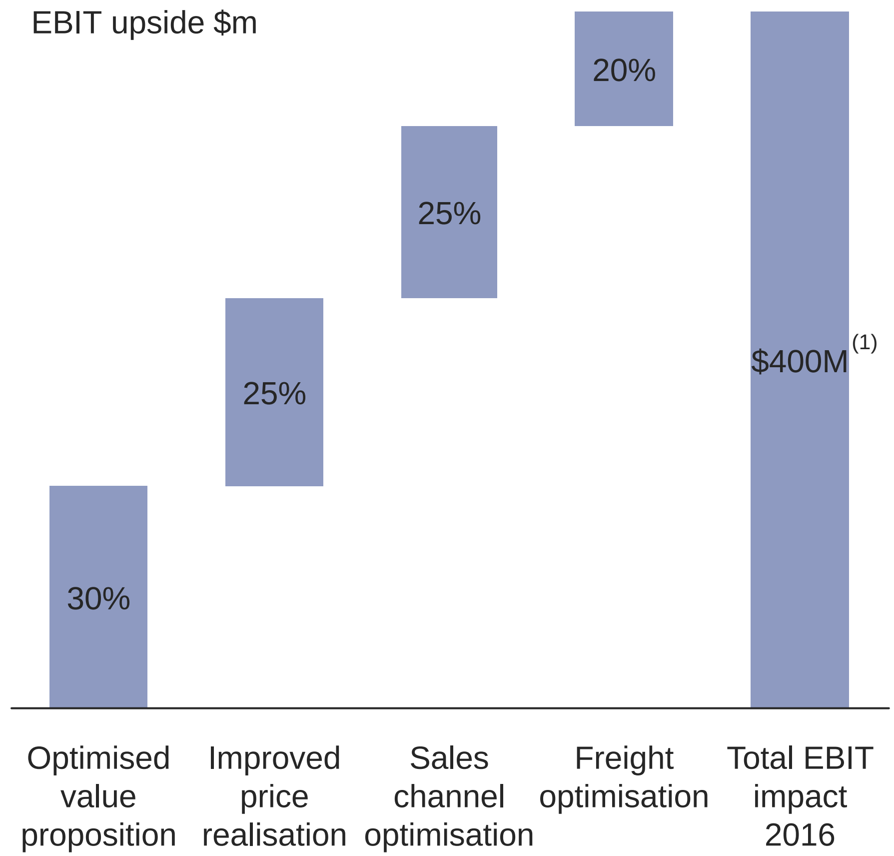
Professionalise all comm. functions...



... and drive cross-commodity collaboration

Drive strategic, market-led thinking...

... across the entire organisation

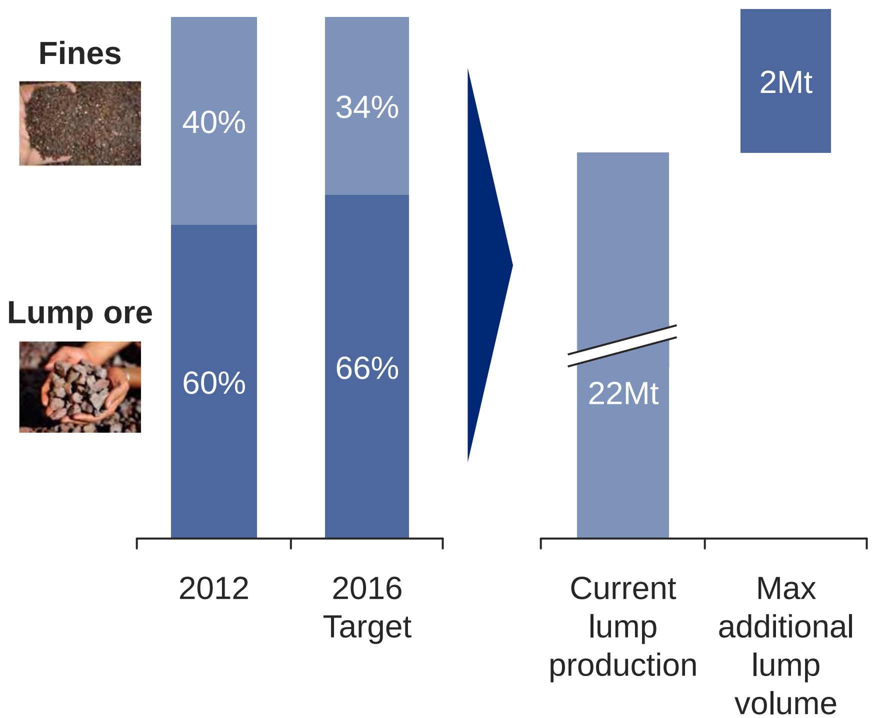


…which will deliver an additional $400 EBIT by 2016.

(1) Incremental EBIT vs. 2012

KUMBA: MAXIMISING THE LUMP : FINE RATIO

We are working closely with operations…



- Phasing out of coarse sinter product for European market creates an opportunity to adjust the product mix
- Resetting of crusher and screen settings produces additional 2 Mt of lump ore as saleable product
- Sizing specifications of the fines and lump were changed to be in line with international sizing conventions
- Project will generate an additional $14m - $33m EBIT per annum

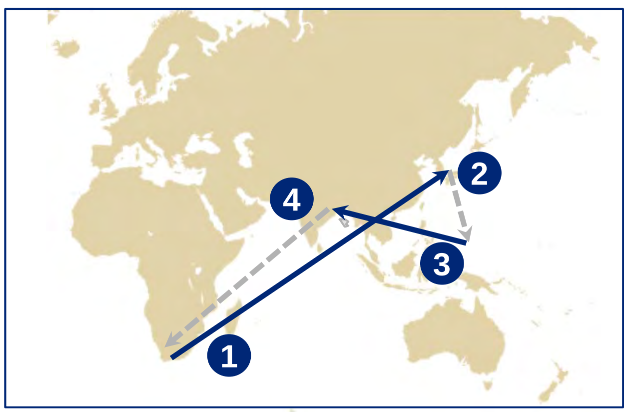
…to maximise the value created from every tonne produced.

Source: Kumba Marketing Team

SHIPPING: BETTER FREIGHT UTILISATION

Our scale and diversified global portfolio…

	Route	Cargo
1	Saldanha-Qingdao	Iron Ore
2	Qingdao-Indonesia	Ballast
3	Indonesia-Mundra	Thermal Coal
4	Mundra-Saldanha	Ballast



- Time chartering a Cape sized vessel is more efficient than freight for the two voyage charters with respective ballast routes
- Linking of trades (iron ore from RSA / thermal coal from Indonesia) minimises ballast legs when compared with standard voyage
- Initial trials run over a 6 month period indicate potential of 8 – 9% cost saving
- Longer routes and / or longer term deals are expected to realise greater savings

… will allow us to fully optimise our freight network.

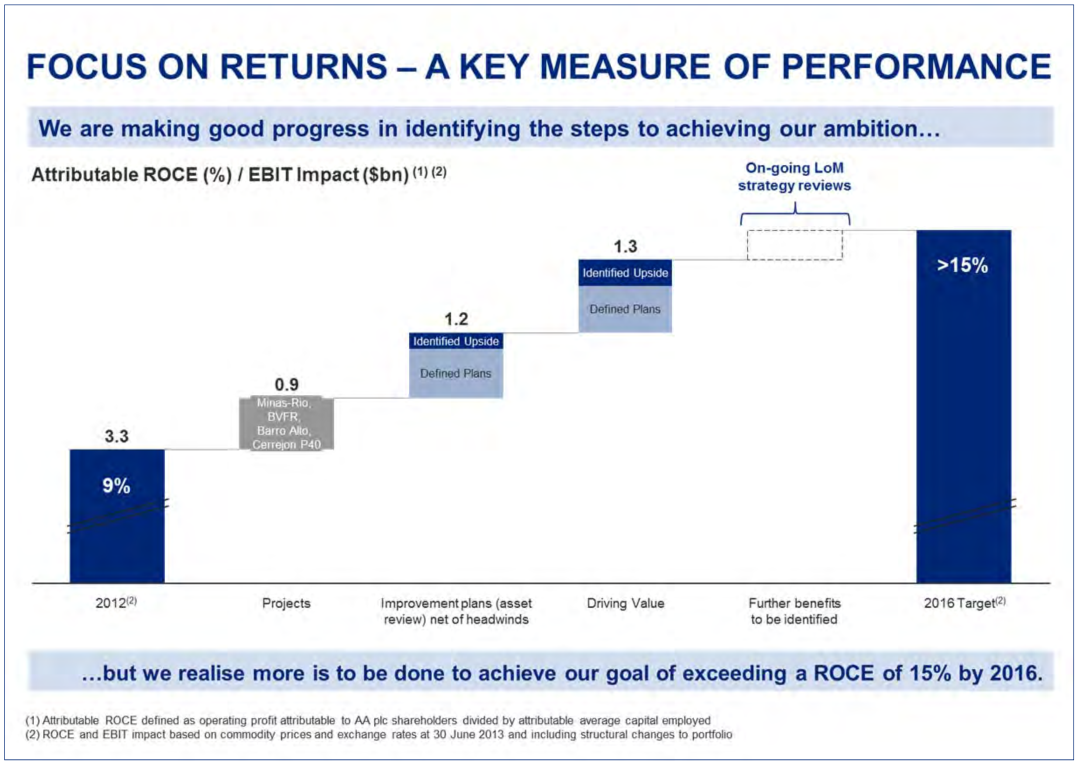
Source: Anglo American Shipping

FOCUS ON CAPITAL

RENÉ MÉDORI

OUR TARGET

We have set ourselves a realistic financial target…



- **Key challenges to ROCE delivery**
  - improving returns on existing assets
  - delivery of committed projects
  - optimising SIB and stripping

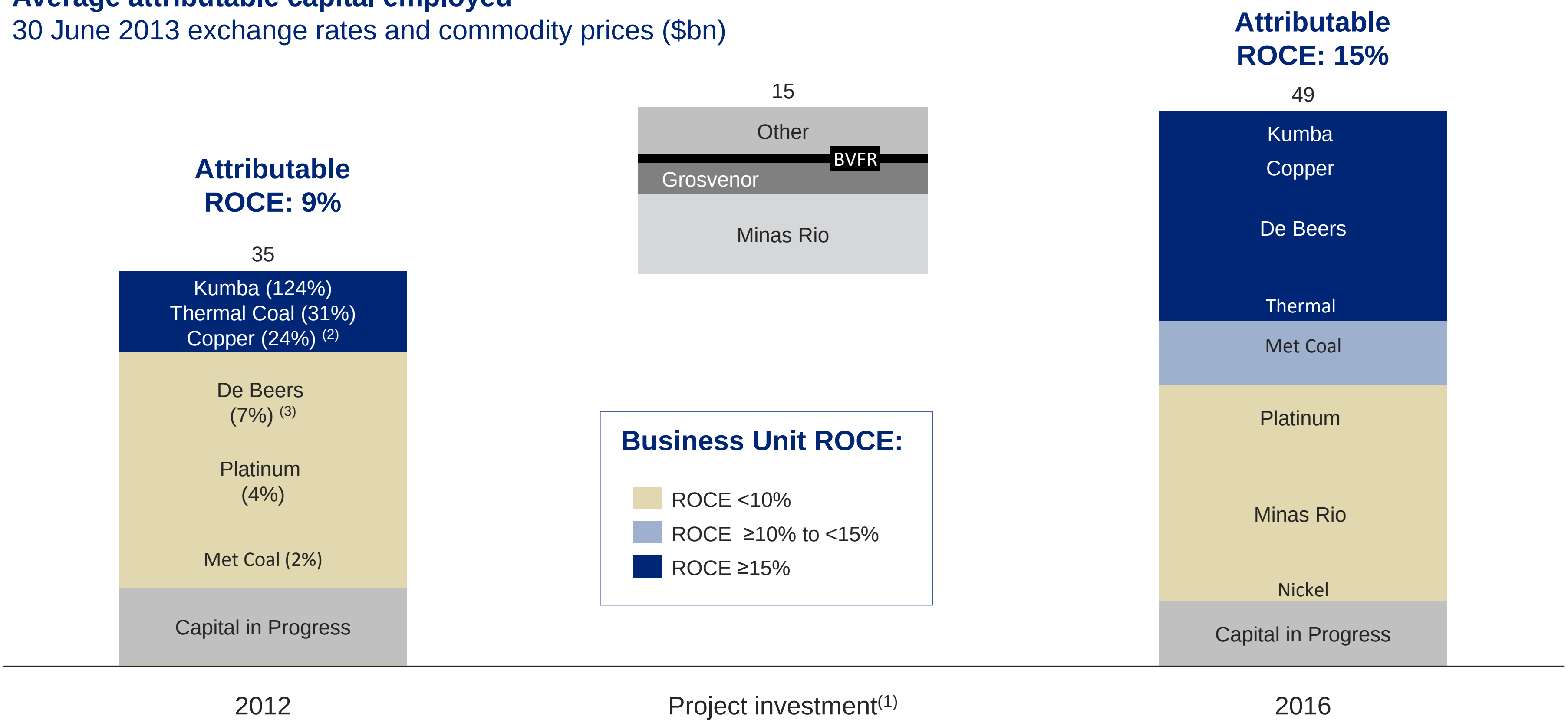
- **Opportunities**
  - focus on capital allocation process to optimise new capex
  - driving value programme to enhance profitability, including:
    - reduced overhead
    - supply chain benefits

…and delivery means a focus on capital discipline and costs.

OUR CAPITAL EMPLOYED

Capital employed will increase as projects in execution are advanced…

Average attributable capital employed
30 June 2013 exchange rates and commodity prices ($bn)



…but ROCE is improving through stronger BU operating performance.

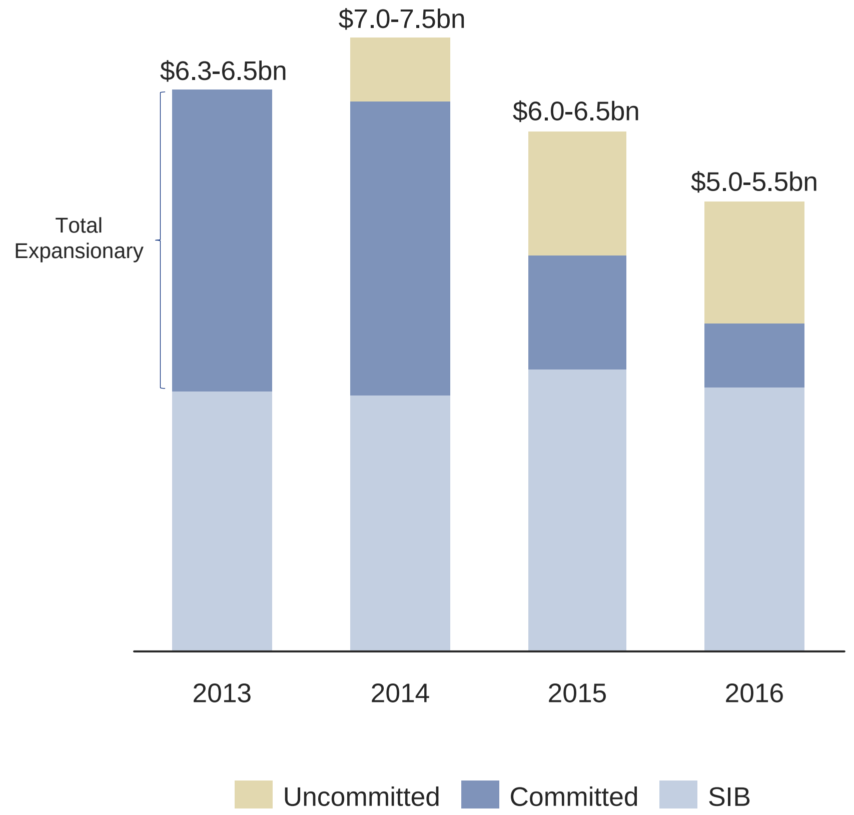
(1) Project capex, interest capitalised and working capital
(2) Pro-forma Copper CE for the disposal of Anglo American Sur from 1 Jan 2012
(3) Pro-forma De Beers CE, including the FV uplift on 45% from 1 Jan 2012

PROJECT PRIORITISATION AND EVALUATION CRITERIA

Investment principles

- **Commodity agnostic** – focus on risk and returns
- **Technically driven** – understand capex, opex, schedule
- **Risk adjusted** – assess hurdle rate and payback required
- **Scenario based** – flex supply/demand and margins
- **Cost focused** – lower cost assets, attractive cost curves
- **Brownfield preferred** – improve commodity cost position
- **Greenfields de-risked** – sequence and/or partner
- **Options rationalised** – retain flexibility at low cost or exit

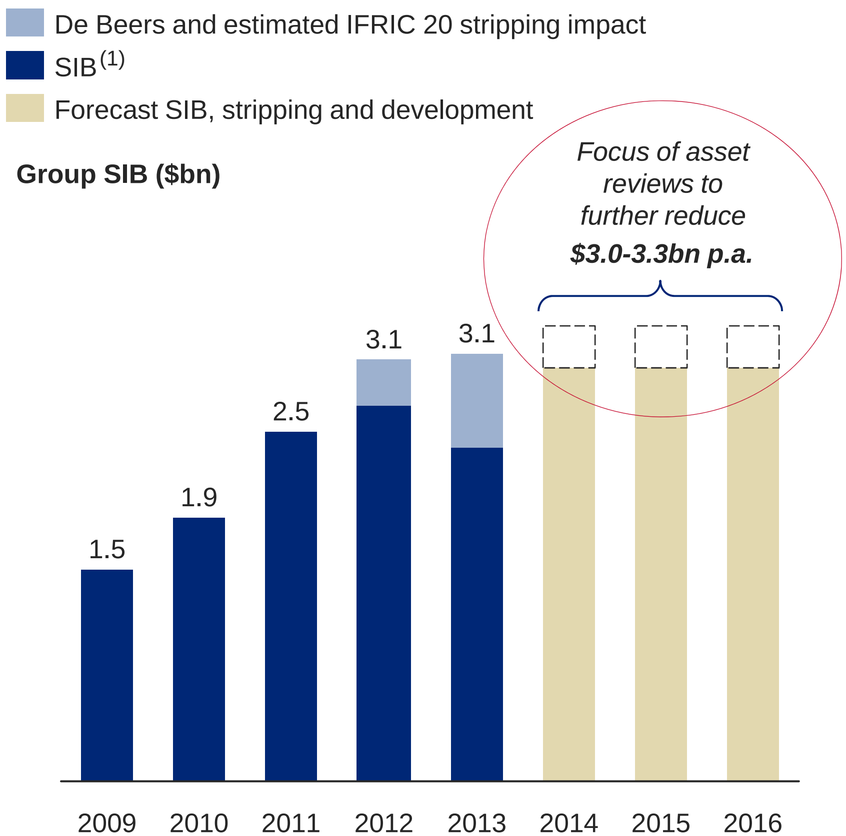
Capex outlook



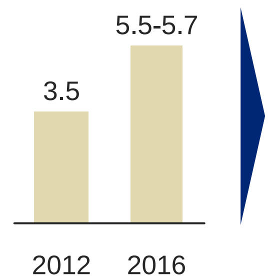
GREATER DISCIPLINE ON SIB CAPITAL

SIB is forecast to remain broadly flat…

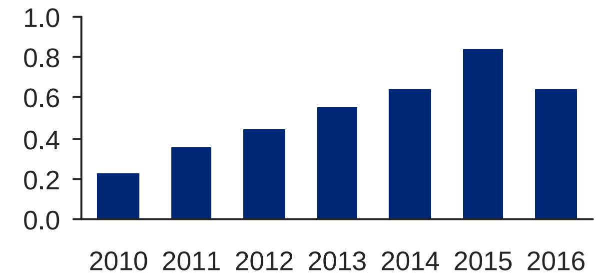
Group SIB ($bn)



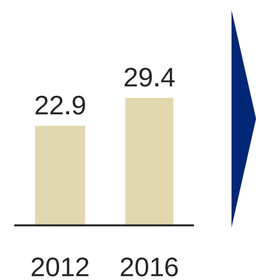
Sishen Strip Ratio



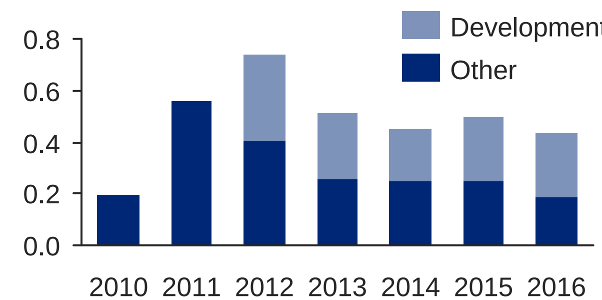
Kumba SIB ($bn)(1)



Longwall development (km)



Met Coal SIB ($bn)(1)



…as Metallurgical Coal reductions offset higher Sishen waste stripping.

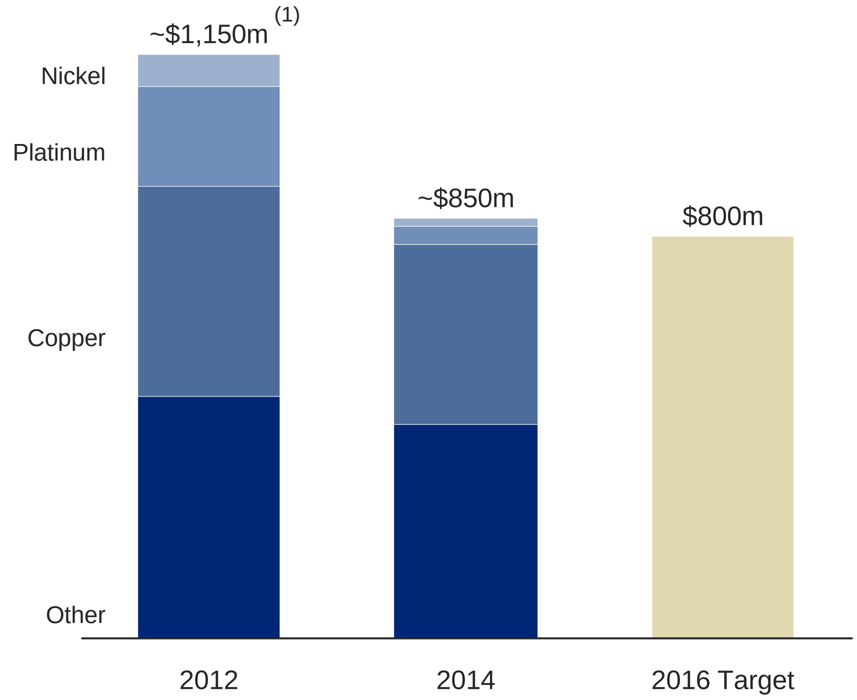
(1) Includes stripping and development spend (before impact of De Beers acquisition and IFRIC 20)

IMMEDIATE STEPS TAKEN TO REDUCE PIPELINE

We have optimised our portfolio of project options…

- Platinum spend optimised to reflect asset review outcomes
- Better sequencing of expansion in Met Coal’s Bowen Basin given coal prices and infrastructure
- Minimising spend on higher risk, longer dated projects (e.g. Nickel, Minas-Rio 90 Mtpa)
- Exiting constrained options (e.g. Pebble)

Study Costs ($m)
Opex + capex for studies (incl. buy-in costs)



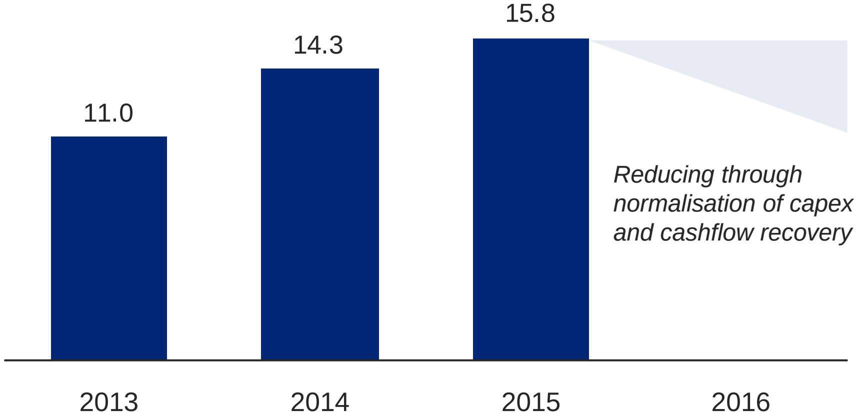
…and are on track to meet our $300m study cost savings target.

1) Adjusted for full year impact of De Beers acquisition

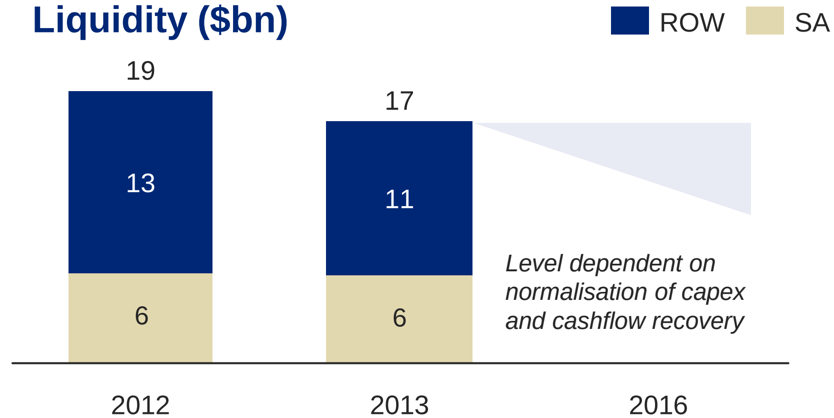
BALANCE SHEET FLEXIBILITY

Cashflows and capex will normalise post completion of Minas-Rio…

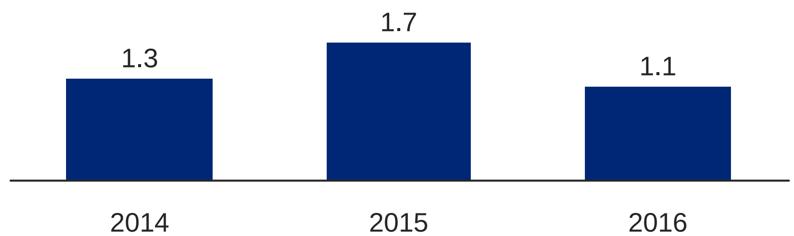
Consensus net debt forecast ($bn)[1]



Liquidity ($bn)



Debt maturity profile (bonds, $bn)



Moody's **Baa2** (Negative)

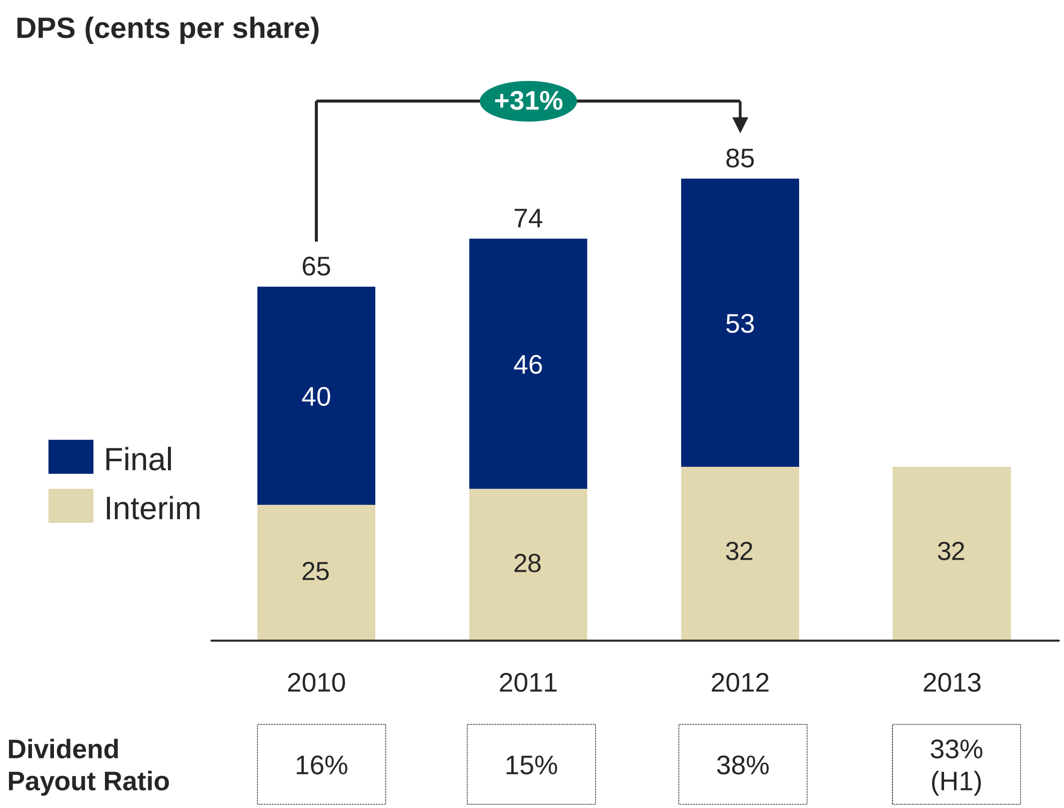
Standard & Poor's **BBB** (Stable)

…with potential to reduce liquidity as net debt falls.

1) Based on consensus of analysts since October 2013, adjusted for capex guidance

DIVIDEND

Dividend profile



- Dividend an important part of our return to investors
- Dividend sustainable at current level through to Minas-Rio completion
- Long term commitment to maintain or grow dividend

OVERHEAD AND SUPPLY CHAIN SAVINGS

Overhead savings progress achieved

($bn)

Examples

Scoping:
- Streamline core processes
- Review office footprint

Committed:
- Consolidation of Nickel, Phosphates & Niobium and move to Belo Horizonte
- Efficiency improvements from organisational redesign
- Review scope of shared services
- Review of Group-wide policies

Identified:
- Procurement reorganisation
- Metallurgical Coal overhead reduction
- Platinum overhead reduction programme - $0.2bn

Example supply chain savings to deliver $100m target

Current annual off-road tyre spend $220m

Actions taken

- ✓ Group tyre demand forecasting
- ✓ Tyre management programmes extend life
- ✓ Renegotiation of global framework agreements, yielding a 6% reduction in tyre unit price

~$10m sustainable EBIT savings by 2014 through supplier discounts

Current annual fuel spend $1.1bn

Actions taken

- ✓ Development of best practice guidelines
- ✓ Roll out of fuel management systems at all significant fuel consuming sites underway
- ✓ Fuel efficiency initiatives trialled in South Africa and Australia – to be rolled out to all mines consuming >15m litres p.a.

~$35m sustainable EBIT savings by 2016

PRODUCTION OUTLOOK

COMMODITY	2012	2013	2014	2015	2016
Copper (1)	660kt	745-755kt	690-710kt	c.700kt	c.700kt
Nickel(2)	31kt	33-34kt	30-35kt	20-25kt	40-45kt
Iron ore (Kumba)(3)	43Mt	~41Mt	44-46Mt	45-47Mt	46-48Mt
Iron ore (Minas-Rio) (4)	-	-	N.M.	11-14Mt	24-26.5Mt
Metallurgical Coal	17.7Mt	18-19Mt	18-20Mt	19 – 21Mt	20-23Mt
Thermal Coal(5)	29Mt	28-29Mt	29-30Mt	28-30Mt	29-31Mt
Platinum(6)	2.3Moz	2.2-2.3Moz	2.2-2.4Moz	2.2-2.4Moz	2.2-2.4Moz
Diamonds	28Mct	29-30Mct	29– 31Mct	-	-

(1) Copper Business Unit. Additional copper in 2012 produced by Platinum Business Unit is 11.4 kt
(2) Nickel Business Unit excluding Loma De Níquel in 2012 Additional nickel in 2012 produced by Platinum Business Unit is 17.7 kt
(3) Excluding Thabazimbi
(4) Minas-Rio 2016 guidance is dependent on the 18 to 24 month ramp-up schedule
(5) Export South Africa and Colombia
(6) Refined production

SUSTAINABILITY AND ENGAGEMENT

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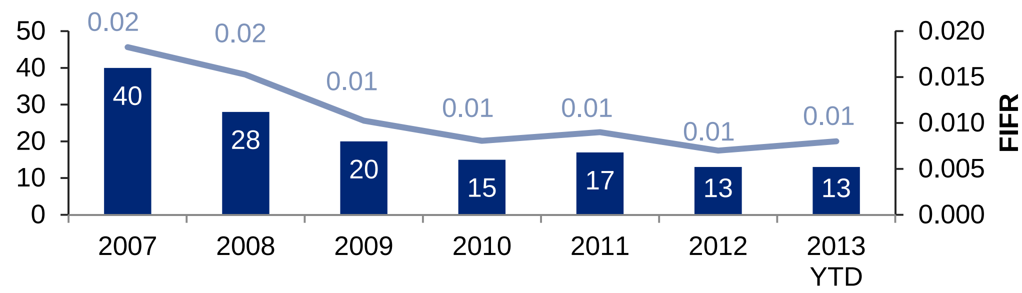
SAFETY PERFORMANCE

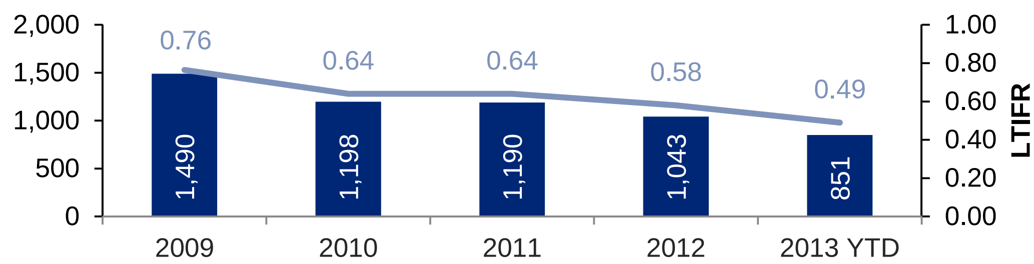
Safe production is our number one priority

- In 2013, 13[1] people lost their lives as a result of work-related incidents (2012: 13)
  - 9 incidents in total (6 people involved in the tragedy at Amapá System; 2 people remain unaccounted for)
- LTIFR dropped to 0.49 YTD (2012: 0.58)
  - Lowest recordable rate since listing in 1999
- TRCFR has shown a 15.5% improvement YTD against full year 2012
- Three key programmes to drive continued improvement:
  - Visible felt leadership
  - Learning from incidents
  - Operational risk management

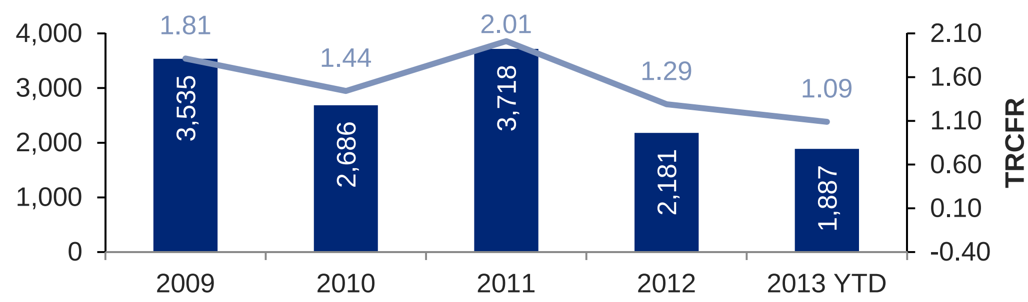
Number of Fatal Injuries



Lost Time Injuries



Total Recordable Cases



(1) Does not include 2 unaccounted for following Amapá incident

FIFR: fatal injury frequency rate
LTIFR: lost-time injury frequency rate
TRCFR: total recordable case frequency rate

STAKEHOLDER ENGAGEMENT – A SUSTAINABLE MODEL

We recognise we must build partnerships across the business…

A POINT ON PHILOSOPHY…

- **Shareholders own the business…** and are entitled to attractive returns reflecting the risks they take in funding the business and the social development programs
- **Employees are the business…** and must be treated with care and respect and compensated fairly for their work
- **Stakeholders are partners in the business…** and are entitled to fair compensation for their contribution to business success

A POINT ON PRACTICAL APPLICATION…

- **A strategic priority is to work together with our stakeholders to empower them to reach their potential. Our ability to build effective and mutually beneficial partnerships with host communities and governments is of particular importance for us and is a pre-requisite for investment**

… and is guiding the development of our strategy and action plan.

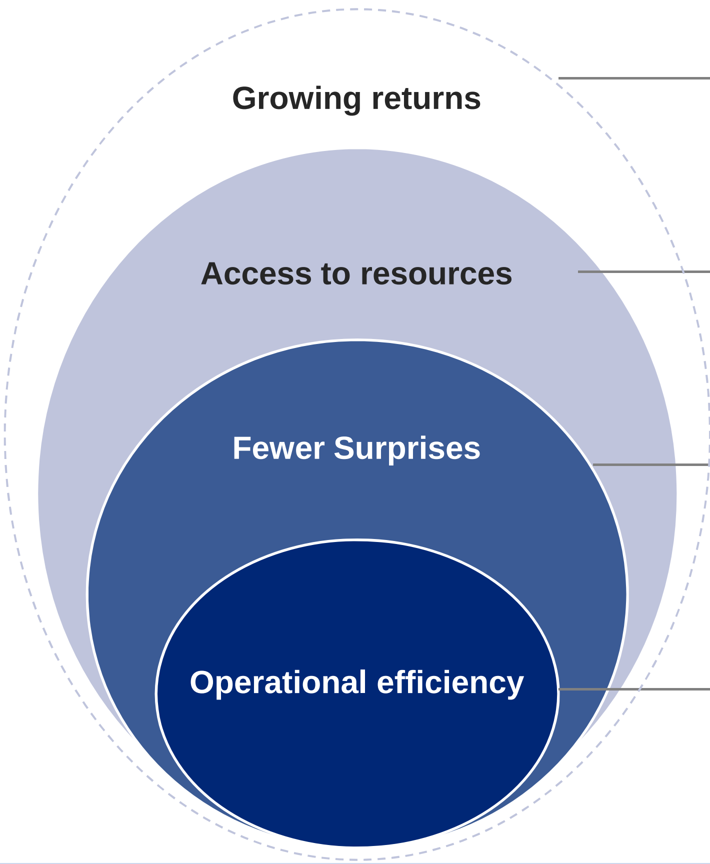
EMERGING GLOBAL PRESSURES CRITICAL TO SUSTAINABILITY

Changing dynamic	What it means for mining
Population growth and urbanisation	• Increased demand for resources • Growing demand for employment • Increased likelihood of needing to undertake resettlements at projects
Poverty and inequality	• Tied to improved awareness, increased instability, demand for benefits from mining (resource nationalism, localism) • Demand for improved mineral revenue transparency
Unsustainable resource use (Finite resource availability)	• Competition for resources, increased input costs and legislative complexity • Increasing need to develop “outside the fence” infrastructure
Climate change	• Uncertainty over future cost of carbon and climate change adaptation • Questions over resource suitability / reputation • Increased technical complexity in mitigating long term future risks
Trust and transparency	• Increased challenges around, and increased need for trust, reputation, licence to operate • Industry reputation impacts individual company reputations
Education, awareness and connectivity	• Improved connectivity and awareness acting as an amplifier for stakeholder activism • Opportunities and need for education on benefits of mining
Socio-political power shifts	• Complexity in gaining license to operate • Increased instability, particularly in less developed countries, where most mines exist

VALUE CAPTURED IN FOUR INDICATORS

Excellence in sustainability programmes…

Value from sustainability



- ✓ **Additional opportunities, such as mine certification facilitating a price premium**
- ✓ **Positioned as development partner of choice, preferential access to human, financial, and mineral resources**
- ✓ **Avoid surprise events, reduce the costs associated with stoppages**
- ✓ **Achieving improvements on water and energy usage results in direct financial benefit**

…delivers tangible benefits to shareholders.

OUR PERFORMANCE

- ✓ For the last two years Anglo American has been recognised as the **sector leader on the Dow Jones Sustainability Index** (DJSI).

- ✓ Anglo American achieved the **best mining performance score** in the Carbon Disclosure Project (CDP) in 2012 and 2013 and has been included on the CDP Global 500 **Carbon Performance Leadership Index** (CPLI) for the past two consecutive years.

- ✓ Anglo American achieved **Platinum Big Tick** status in the Business in the Community (BITC) Corporate Responsibility Index 2013.

- ✓ Anglo American received the Ernst & Young, Excellence in **Integrated Reporting Award** for our last five 2012 reports.

- ✓ Anglo American won PWC's Building Public Trust Award for both our Annual and Sustainable Development 2012 Reports

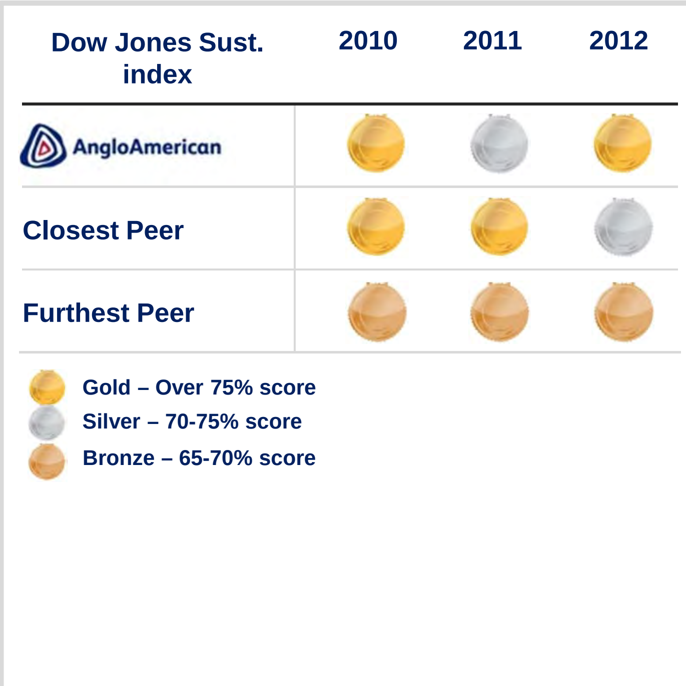
Sector leader

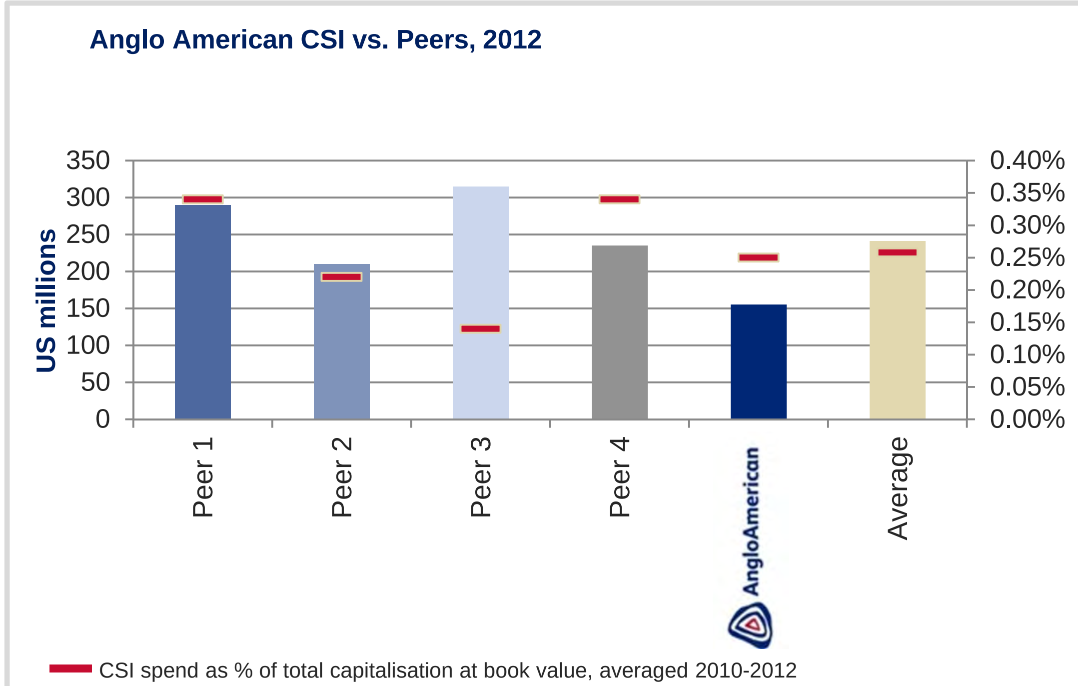
Second in sector

Constituent

RELATIVE PERFORMANCE AGAINST PEER GROUP

Anglo American has ranked well against peers in several sustainability performance indicators over the last 3 years despite a larger proportion of our operations being based in developing countries





By intelligently leveraging our value chain, for example through local procurement and enterprise development, we are regarded as leaders in community development in mining, despite spending materially less than our peers on corporate social investment.

CONCLUSION

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CONCLUSION…AND WHAT YOU HEARD TODAY

We have identified the issues…

The BIG TICKET asset opportunities

- ✓ **Sishen** recovery and optimisation
- ✓ **Copper** recovery and development strategy
- ✓ **Platinum** restructuring and reconfiguration approach
- ✓ **Moranbah North** and Grasstree process improvement approach

Asset recovery projects

- ✓ **Jwaneng** recovery update
- ✓ **Thermal** coal asset reconfiguration and recovery approach
- ✓ **Nickel** – furnace recovery and rebuild

Major Project progress report

- ✓ **Minas-Rio** update

New development opportunities

- ✓ **Niobium/phosphate** strategy

Commercial reconfiguration

- ✓ **Singapore** opportunities

Finance update

- ✓ Key performance metrics
- ✓ Capital allocation model

The Pathway to 15%

- ✓ Asset review completed
- ✓ Leadership team rebuilt

…we are intently focused on delivery of operational performance.

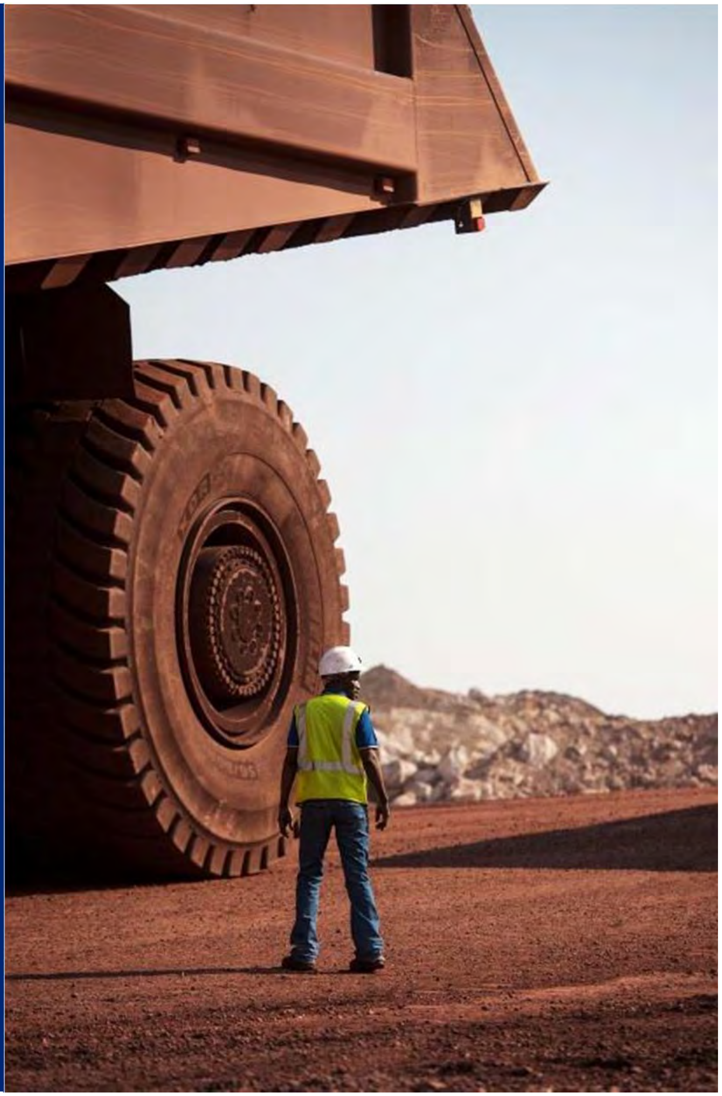
AND SO WHAT MAKES US DIFFERENT?

We provide investors with a balanced portfolio of opportunities…

- **High quality resources**………………………………….development optionality
- **Commodity portfolio**………….consumer market for platinum and diamonds
- **Growing geographic diversity**……………………policy and currency hedge
- **Asset quality**……………...low capital options utilising existing infrastructure

…and a pathway to improving margins and returns.

APPENDIX



COMMITTEE MEMBERS

Investment Committee

René Médori, Finance Director

Tony O'Neill, Group Director – Technical

Peter Whitcutt, Group Director – Strategy, Business Development & Commercial

Nimesh Patel, Head of Corporate Finance

Operations Committee

Tony O'Neill, Group Director – Technical

Mark Cutifani, Chief Executive

Chris Griffith, CEO Anglo American Platinum

Philippe Mellier, CEO De Beers

Norman Mbazima, CEO Kumba Iron Ore

Paulo Castellari, CEO Iron Ore Brazil

Seamus French, CEO Coal (effective 1st January 2014)

Duncan Wanblad, CEO Base Metals and Minerals

Corporate Committee

René Médori, Finance Director

Mark Cutifani, Chief Executive

Tony O'Neill, Group Director – Technical

Mervyn Walker, Group Director – Human Resources & Corporate Affairs

Peter Whitcutt, Group Director – Strategy, Business Development & Commercial

Khanyisile Kweyama, Executive Director Anglo American South Africa

ANGLO AMERICAN ATTENDEES

Mark Cutifani*	Chief Executive
René Médori*	Finance Director
Tony O'Neill*	Group Director – Technical
Peter Whitcutt*	Group Director – Strategy, Business Development & Commercial
Mervyn Walker	Group Director – Human Resources & Corporate Affairs
Duncan Wanblad*	CEO Base Metals and Minerals
Hennie Faul	CEO Copper
Ruben Fernandes	CEO Nickel, Niobium and Phosphates
Paulo Castellari	CEO Iron Ore Brazil
Chris Griffith	CEO Anglo American Platinum
Norman Mbazima	CEO Kumba Iron Ore

Philippe Mellier	CEO De Beers
Gareth Mostyn	CFO De Beers
Ian Botha	Group Head of Finance & Performance Management
Nimesh Patel	Head of Corporate Finance
Heike Truol	Group Head Strategy
Paul Galloway	Investor Relations
Caroline Crampton	Investor Relations
Sarah McNally	Investor Relations
Emma Chapman	Investor Relations
Natalie Payne	Investor Relations

*presenters

ROCE AND ATTRIBUTABLE ROCE – DEFINITION

- **Return on capital employed (ROCE)** is a ratio that measures the efficiency and profitability of a company's capital investments. It displays how effectively assets are generating profit for the size of invested capital
- **ROCE** calculation is annualised underlying operating profit divided by capital employed
- **Adjusted Capital employed** is net assets excluding net debt and financial asset investments, adjusted for remeasurements of a previously held equity interest as a result of business combination and impairments incurred in the current year
- **Adjusted ROCE calculation** is annualised underlying operating profit divided by adjusted capital employed
- **Attributable ROCE** is the return on the adjusted capital employed attributable to equity shareholders of Anglo American, and therefore excludes the portion of the return and capital employed attributable to non-controlling interests in operations where Anglo American has control but does not hold 100% of the equity

RECONCILIATION OF 2012 CAPITAL EMPLOYED TO AVERAGE ATTRIBUTABLE CAPITAL EMPLOYED AT 30 JUNE 2013 EXCHANGE RATES AND COMMODITY PRICES

Capital Employed ($bn)	Period ending 31st Dec 2012	Period ending 31st Dec 2011
Total Closing Capital Employed	**52**[2]	42
Less: Removal of De Beers 45% Fair Value uplift net accumulated depreciation	(2)	-
Adjusted Total Closing Capital Employed	**50**	**42**
Less: Non-Controlling Interest Capital Employed	(7)	(5)
Attributable Closing Capital Employed	**44**	**37**
Average Attributable Capital Employed[1]	**40**	
Less: pro forma adjustments [3]	(5)	
Average Attributable Capital Employed at 30 June 2013 exchange rates and commodity prices	**35**	

(1) Average for capital employed is the arithmetic mean of each period opening and closing capital employed, impairments have only been added back in the year they are incurred

(2) 31 December 2012 capital employed has been pro rated for the period that De Beers has been fully consolidated within AA plc (4 months). The unadjusted capital employed was $55.4bn with the De Beers pro rata of $3.1bn

(3) Being pro forma adjustments to inter alia: (a) reflect Anglo American's shareholding in AA Sur at 51% effective 1 January 2012, (b) reflect Anglo American's shareholding in DeBeers at 85% effective 1 January 2012, (c) translate the Balance Sheet employing exchange rates at 30 June 2013 and (d) embed impairments

UNDERLYING EARNINGS SENSITIVITIES(1)

Commodity / currency	Change in price / exchange	$m
Iron ore(2)	± $10/t	78
Metallurgical coal	± $10/t	48
Thermal coal	± $10/t	105
Copper	± 10c/lb	34
Nickel(3)	± 10c/lb	2
Platinum	± $100/oz	49
Rhodium	± $100/oz	6
Palladium	± $10/oz	3
ZAR / USD	± every 10c movement	21
AUD / USD	± every 10c movement	82
CLP / USD	± every 10 peso movement	6
Oil	± $10/bbl	26

(1) Reflects change on actual results for the six months ended 30 June 2013
(2) Includes Amapá
(3) Includes nickel for both the Nickel and Platinum business units