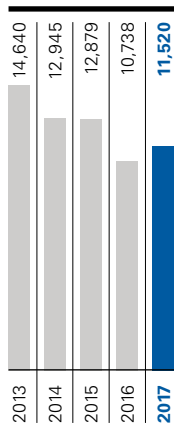


KEY PERFORMANCE INDICATORS

WE MEASURE OUR PERFORMANCE AGAINST A RANGE OF FINANCIAL AND NON-FINANCIAL KEY PERFORMANCE INDICATORS ALIGNED TO OUR STRATEGY, WHICH IS FOCUSED ON DELIVERING GROWTH, LONG-TERM VALUE AND SUSTAINABLE DEVELOPMENT.

GROWTH

REVENUE (US\$ MILLION)



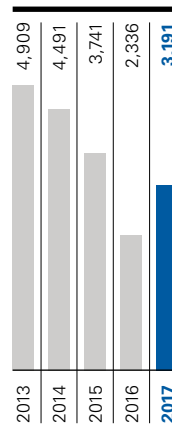
DESCRIPTION

Revenue represents the value of goods and services provided to third parties during the year.

COMMENTARY

In FY2017, overall revenue was up by 7% to US\$11.5 billion compared with US\$10.7 billion in FY2016. The increase was primarily driven by firmer prices and volume ramp up.

EBITDA (US\$ MILLION)



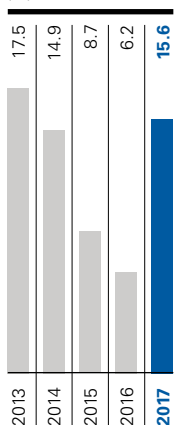
DESCRIPTION

Earnings before interest, tax, depreciation and amortisation (EBITDA) is a factor of volume, prices and cost of production. This measure is calculated by adjusting operating profit for special items, and adding depreciation and amortisation.

COMMENTARY

EBITDA for FY2017 was up by 37% at US\$3.2 billion. This was primarily due to increase in LME and Brent prices, strong operating performance, cost savings initiatives and local currency depreciation.

ROCE (%)



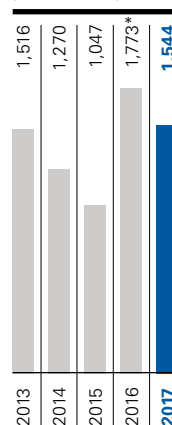
DESCRIPTION

This is calculated on the basis of operating profit before special items and net of tax, as a ratio of capital invested in operations as at the balance sheet date, and excludes investment in project capital work in progress and exploration assets. The objective is to earn a post-tax return above the weighted average cost of capital consistently. To have consistency of comparison, the effects of one-time non-cash impairment charges have been taken out in calculating ROCE.

COMMENTARY

ROCE in FY2017 (without project work in progress and exploration assets) was 15.6% compared to 6.2% in the previous year.

FCF POST CAPEX (US\$ MILLION)



DESCRIPTION

This represents net cash flow from operations after investing in expansion projects. This measure ensures that profit generated by our assets is reflected by cash flow in order to de-lever or maintain future growth.

COMMENTARY

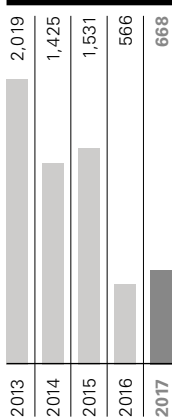
We generated free cash flow of US\$1.5 billion, driven by operational performance and optimisation of operational and capital expenditures.

* Restated



LONG-TERM VALUE

GROWTH CAPEX (US\$ MILLION)



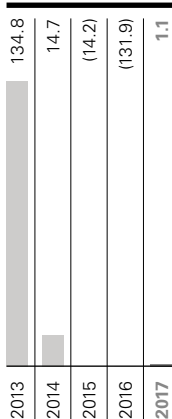
DESCRIPTION

This represents the amount invested in our organic growth programme during the year.

COMMENTARY

Our strategy was one of disciplined capital allocation on high-return, low-risk projects. Expansion capital expenditure during the year was at US\$0.7 billion, with most of this invested in ramping up our Aluminium and Power businesses, expansion of Zinc India, the Mangala EOR programme at Oil & Gas, and the Gamsberg project at our Zinc International business.

UNDERLYING EPS (US CENTS)



DESCRIPTION

This represents the net profit attributable to equity shareholders and is stated before special items and their attributable tax (including taxes classified as special items) and minority interest impacts.

COMMENTARY

In FY2017, underlying EPS was at 1.1 US cents per share, higher than the previous year loss per share of 131.9 US cents. This reflects increased commodity prices, resulting in higher EBITDA.

DIVIDEND (US CENTS PER SHARE)



DESCRIPTION

Dividend per share is the total of the final dividend recommended by the Board in relation to the year, and the interim dividend paid out during the year.

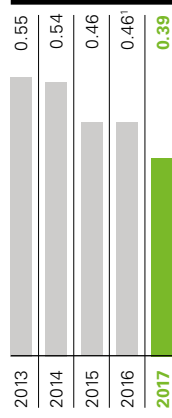
COMMENTARY

The Board has recommended a final dividend of 35 US cents per share this year compared with 30 US cents per share in the previous year.



SUSTAINABLE DEVELOPMENT

LTIFR (MILLION MAN HOURS)



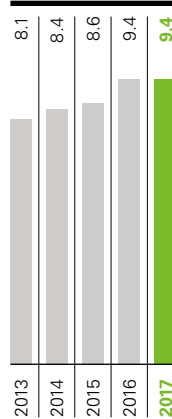
DESCRIPTION

The Lost Time Injury Frequency Rate (LTIFR) is the number of lost time injuries per million man hours worked. This includes our employees and contractors working in our operations and projects.

COMMENTARY

We have been able to reduce the LTIFR to 0.39 this year. The continuous fall in LTIFR can be attributed to our efforts in training and coaching our employees on workplace safety practices.

GENDER DIVERSITY (%)



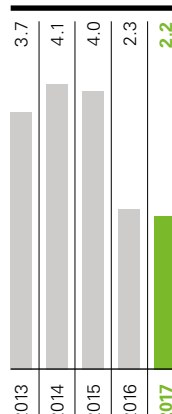
DESCRIPTION

The percentage of women in the total permanent employee workforce.

COMMENTARY

We provide equal opportunities and safe workplaces to men and women. During the year, the ratio of female employees remained 9.4% of total employees.

CSR FOOTPRINT (MILLION BENEFICIARIES)



DESCRIPTION

Total number of beneficiaries through our community development programmes across all our operations.

COMMENTARY

We benefited around 2.2 million people this year through our community development projects comprising community health, nutrition, education, water and sanitation, sustainable livelihood, women empowerment and bio-investment.

1 As per revised ICMM definition, LTIFR stands at 0.50.

