Bank of America Merrill Lynch 2019 Global Metals, Mining & Steel Conference

## **CODELCO PRESENTATION**

Barcelona • May, 2019



CODELCO

A DOWN ON THE REAL PROPERTY OF

and have been a

ALTON BOLLET & CALLER

The fight the first state of the state of th

### Disclaimer

This presentation does not constitute a prospectus, and nothing in this presentation is intended to be taken by, or should be taken by, you as investment advice, a recommendation to buy, hold or sell any security, or an offer to sell or a solicitation of offers to purchase any security any security in any jurisdiction, including the United States, in which it is unlawful for such person to make an offer or solicitation. Such an offer or solicitation can only be made way of an effective registration statement or prospectus in accordance with the applicable securities laws.

The information contained in this presentation has not been independently verified. No representation or warranty, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information or the opinions contained herein. The information set forth herein does not purport to be complete, should be considered in the context of the circumstances prevailing at the time, and CODELCO is not responsible for error and/or omissions with respect to the information contained herein. None of CODELCO or any of its respective affiliates shall have any liability whatsoever (in negligence or otherwise), for any loss howsoever arising from any use of this presentation, its contents or otherwise arising in connection with it.

This presentation includes 'forward-looking statements', containing the words "anticipate", "believe", "intend", "estimate", "expect" and other words of similar meaning. All statements other than historical facts covered in this presentation, including, without limitation, those regarding CODELCO's financial position, business strategy, plans and objectives of management for future operations (including development plans and objectives related to CODELCO's products and services) are forward-looking statements. Such forward-looking statements involve known and unknown risks, uncertainties and other important factors that could cause the actual results, performance or achievements of CODELCO to be materially different from future results, performance or achievements expressed or implied by such forward-looking statements. Such forward-looking statements are based on numerous assumptions regarding CODELCO's present and future business strategies, and the environment in which CODELCO will operate in the future. These forward-looking statements speak only as at the date of this presentation, and CODELCO expressly disclaims any obligation or undertaking to disseminate any updates or revisions to any forward-looking statements contained herein, to reflect any change in CODELCO's expressly disclaims with regard thereto or any change in events, conditions or circumstances on which any of such statement is based.

As an industry standard, Codelco divides its mineral holdings into two categories, reserves and resources. Resources are ore bodies of economic value that have been identified and evaluated through exploration, reconnaissance and sampling. Reserves are the portion of the resource that can be extracted based on an economic, environmental and technological analysis set forth in the mining plan. Reserves and resources are both subdivided further, based on the degree of knowledge that Codelco has of their extent and composition. The system used by Codelco for categorizing mineral ore is according to the Chilean law (N° 20.235), which is in accordance with others systems widely used within the mining industry. The "Comisión Calificadora de Competencias en Recursos y Reservas Mineras" is the independent Chilean entity who regulates this and it is part of the Committee for Mineral Reserves International Reporting Standards (CRISCO).

The non-GAAP financial measures included in this presentation (including, without limitation, Adjusted EBIT, Adjusted EBITDA, cash cost, total costs and expenses and financial debt) are not GAAP measures of our liquidity and operating performance and should not be considered alternatives to cash flow from operating activities as a measure of liquidity or net income or operating income as measures of operating performance or any other measure derived in accordance with GAAP. The Company has prepared reconciliations of comparable GAAP to Non-GAAP measures in tables included at the end of this presentation.

## Codelco at a Glance - FY2018

St worldwide copper producer



worldwide molybdenum producer

million tons copper production\*



cents per pound C1 cash cost

**100%** owned by the **Republic of Chile** (A+/A1/A)



contributor to the **Chilean treasury** 

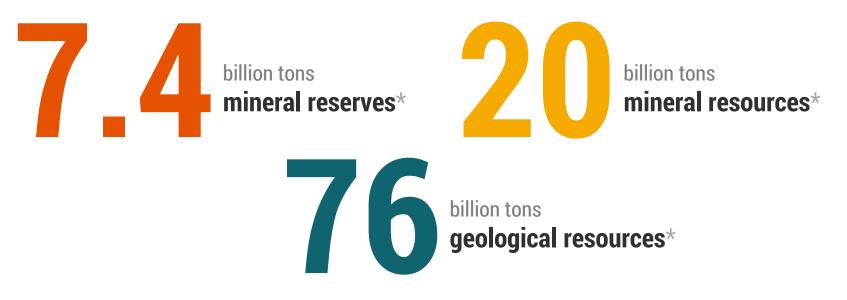
\*Includes El Abra and Anglo American Sur attributable production to Codelco's share

### Current operations

FY 2018 • Copper production and C1 cash cost



Codelco´s project portfolio rests upon a vast, high-quality resource base, ensuring a long life



# However, in order to capture this opportunity, we will need to **execute the project pipeline**.

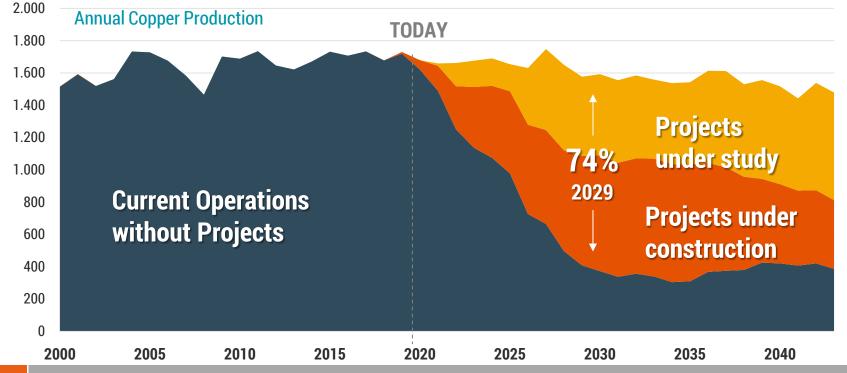
\*Includes contribution from subsidiaries. Resource base disclosed in annual report 2018

# Codelco's project portfolio extends the life of mine of its main operations up to 50 years

Construction and start-up periods

Project	2019 - 2023	2024 - 2028 2029 - 2033 2034 - 2038 2039 ·	- 2043 LOM*
Chuquicamata <b>Underground Mine</b>	387 ktCuf / year	330 ktCuf / year	2057
Andina Mine-Plant Transfer System	200 ktCuf / <mark>year</mark>	208 ktCuf / year	2059
El Teniente New Mine Level	397 ktCuf / year	410 ktCuf / year	2072
Salvador Inca Mine	50 ktCuf / year	86 ktCuf / year	2064
Radomiro Tomic Sulfides II	334 ktCuf / year	257 ktCuf / year	2065
Andina Andina Future Development	225 ktCuf / year	348 ktCuf / year	2046
LEGEND: Approved Start-u	Under Study	Start-up *LOM: Life of Mine	

## Codelco's investment program is key to the company's future to maintain its production Projects account for 3/4 of the expected output 10 years from now



ktmf



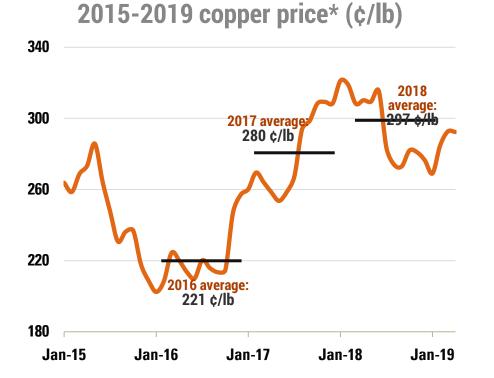
### Highlights

- Chuquicamata Underground ramp-up began on April 30<sup>th</sup> and 8 kt have been extracted.
- Smelters upgrade completed at Ventanas and El Teniente and commissioning are being completed at Chuquicamata and Salvador during May.
- **22 collective bargaining agreements** achieved since the beginning of 2018, involving nearly 70% of the total workforce.
- Labor productivity reached 51.7 t/p in 2018, increasing by 20% since 2014.
- Strong owner support through US\$1 billion capital injection (US\$600 million in Dec '18 and US\$400 million in Feb '19).

# Market conditions have improved despite volatility

LEFAE

#### Copper not devoid of market volatility in the short-term...



Short-term drivers

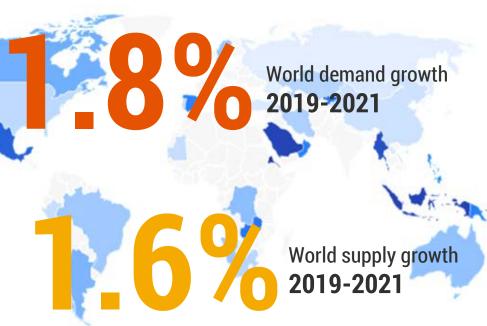
- Policy and economy uncertainties in Europe, Asia, and the USA.
- Fears about trade war impacting world growth, especially China.
- Real vs. expected production disruptions.
- Interest rate expectations and dollar strength.
- Mixed sentiments driving financial investment decisions.

\* Data until 4/30/2019; London Metal Exchange.

#### But the world needs more copper according to fundamentals

Even in a "cautious mode"

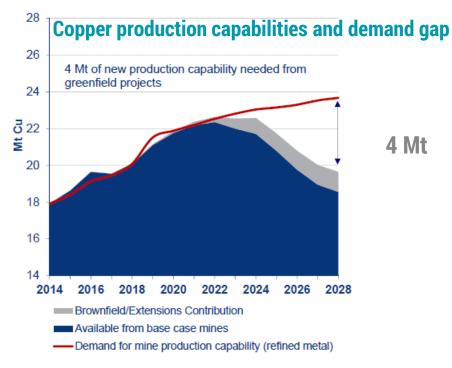
- China and Emerging Asia leading world consumption to sustain growth.
- China scrap policy helping refined copper consumption in the short-term.
- Electrical networks and urbanization driving the demand.
- Small short-term projects pipeline.
- Producers facing increasing operational and construction challenges.
- Challenges of operating in mining developing geographies.
- Exploration initiatives being less successful.



Source: Wood Mackenzie.

### New projects do not seem to be enough...

Even in a longer period of time



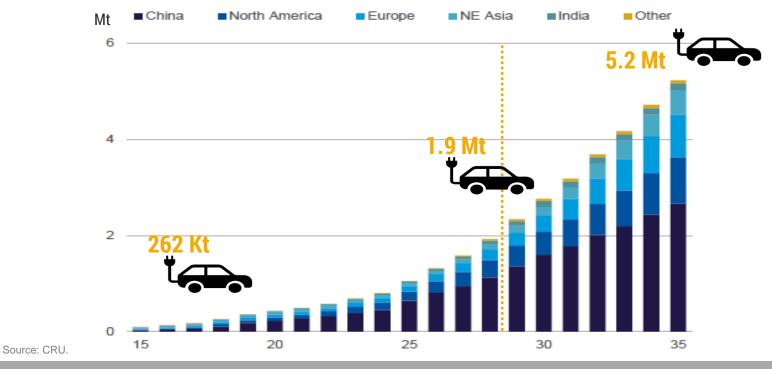
- Projects need to fill a **4 Mt demand gap**, but there are few 'probable' ones.
- Moreover, only five with the capacity over 100kt/a, and not exempt from challenges.
- Even developing all 'probable' projects, would not be sufficient to close the gap.
- Nonetheless, there are plenty 'possible' projects, incentives should improve to encourage producers to develop them.

#### Projects need to be developed now to close the supply gap.

Source: Wood Mackenzie.

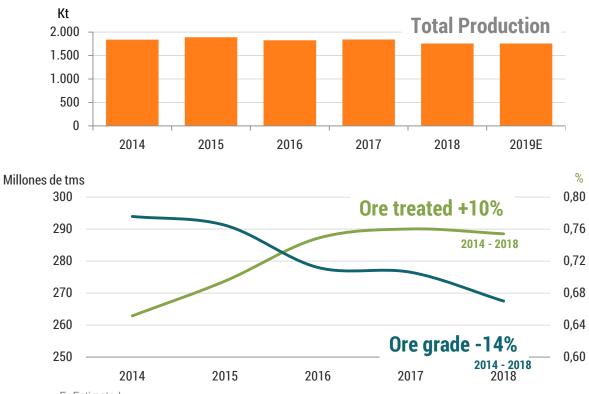
# ... and demand will keep strong due to the decarbonization commitments and new trends

EV plays a key role for long-term growth in copper demand



# **Operating performance**

# Ore grade reduction has been compensated through higher productivity



Challenge:

*Sustain business profitability even in less favorable conditions* 

**Deposits deterioration** 

Shortage of critical inputs

Productivity: new workers profile

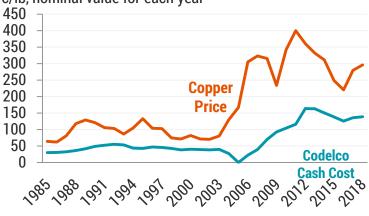
Regulatory, social and environmental impact

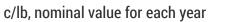
Market volatility

E: Estimated

# Despite costs reductions, further efforts are needed to return to the cost podium

**COPPER PRICE & CODELCO CASH COST C1** 







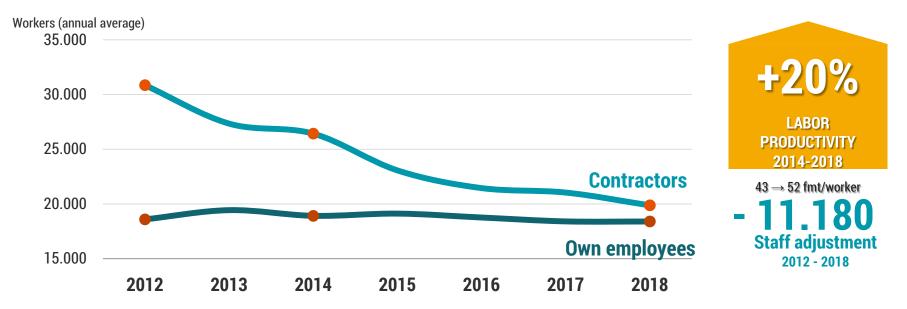


- Price recovery boosts our margins, but also pressures cost.
- Codelco has demonstrated discipline in terms of cost reductions

E: Estimated Source: Wood Mackenzie and Codelco.

# On track: Labor productivity goal committed for the 2014-2018 period was fulfilled

**OPERATIONAL STAFF** 



### Labor relations: Successful 2018 but challenges are not over yet

#### 2018 - YTD

- 22 collective bargaining agreements (more than 11k employees, ≈70% workforce).
- 1-1.5% real terms wage increase.
- Considerably reduced bonuses compared to the previous cycle.
- 36-month contract term.

#### 2019 remaining labor negotiations **Real Wage** Contract Division Bonus (US\$k) Union Date change Salvador Supervisors Mar 19 Workers (3 Chuquicamata Apr – Jun 19 unions: 70%)

Anticipated negotiation with 30% of Chuquicamata workforce is a good base for coming negotiations

Responsible dialogue, aligning expectations to productivity

### Codelco has implemented an innovation model with direct impact on business

Remote Integrated Operation Center

Autonomous Mine equipment

.

- El Teniente (2018): plant and transportation system fully remotely and automated operated, and mine making the transition.
- Chuguicamata: will start operating remotely next June.
- Gabriela Mistral, Andina, Salvador, and RT: in the process to be implemented during the next year.
- Ministro Hales (2016): operated remotely and automated from 1,500 km away, increase operational stability.
- Gabriela Mistral: autonomous truck fleet (since 2008 and updated and expanded in 2012).
- **El Teniente:** semi-autonomous LHD equipment to extract ore in high-risk areas (2018) and a unique hybrid LHD equipment has been added recently (2019).





The future of Codelco is being played right now

And the second s

A REAL PROPERTY AND A REAL PROPERTY A REAL PROPERTY AND A REAL PROPERTY AND A REAL PRO

and the fact that the lase have b

A BUTTER AND A DOTAL ON THE REAL

NERIE ADECESSION PO

A REPORT OF THE REPORT OF

AND ALL PLANE AND ALL AND

State Barris and States

THE PARTY AND THE FAILED

### Over the last decade, Codelco has been developing six structural projects

Which will allow Codelco to significantly extend the life of its main operations

\* Physical progress as March 2019.

#### **CHUQUICAMATA DIVISION** Chuquicamata **Underground Mine**

UNDER OPERATION

- First blasting done and 8 kt of mineral have been already extracted.
- Ore transportation system starting in the second half of 2019.

Capex: US\$5.8b

#### SALVADOR DIVISION

### Inca Mine

**UNDER STUDY** 

- Feasibility study finished.
- Early works and detail engineering started.
- Treatment capacity for 37ktpd at existing facilities.

Feasibility



**Treatment capacity for 100-200ktpd under** analysis.

Prefeasibility

Starting operation: 2021

**Progress\* = 72.5 %** 

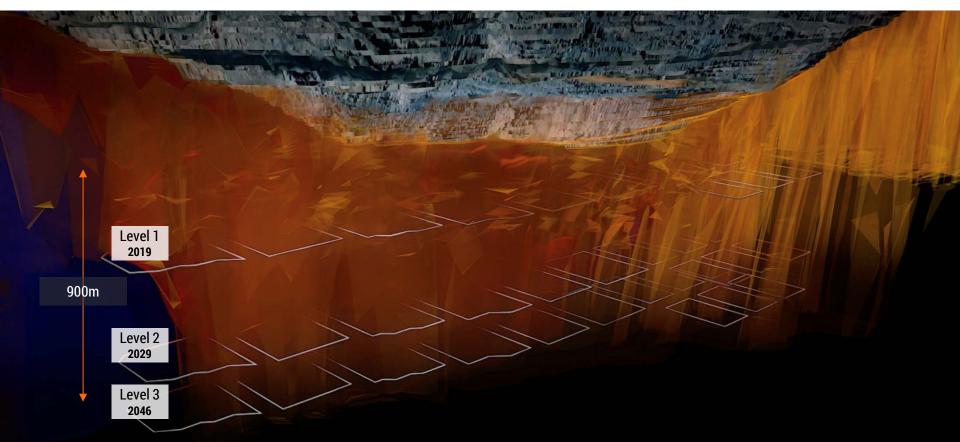
Feasibility

21

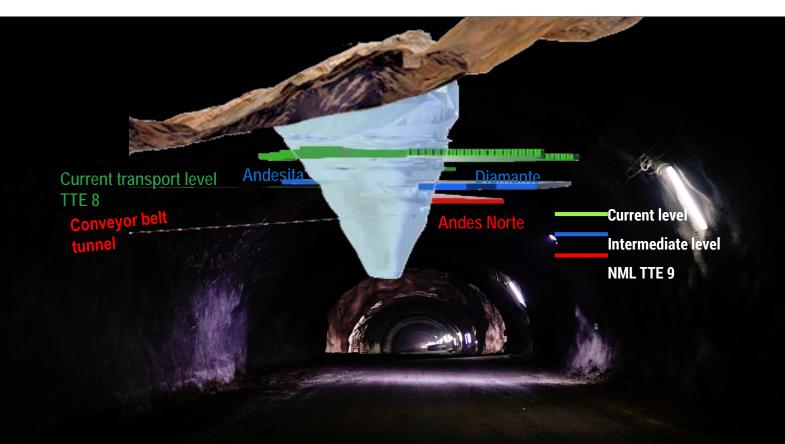
### Andina Future Development

- Treatment capacity for 150ktpd under feasibility studv.
- Request for Board approval scheduled for 2021.

#### Chuquicamata Underground



#### **El Teniente New Mine Level**



### Andina New Mine-Plant Transfer System



### Over the last decade, Codelco has been developing six structural projects

Which will allow Codelco to significantly extend the life of its main operations

#### CHUQUICAMATA DIVISION Chuquicamata Underground Mine

**UNDER OPERATION** 

- First blasting done and 8 kt of mineral have been already extracted.
- Ore transportation system starting in the second half of 2019.

Capex: US\$5.8b

#### SALVADOR DIVISION

#### Inca Mine

**UNDER STUDY** 

- Feasibility study finished.
- Early works and detail engineering started.
- Treatment capacity for 37ktpd at existing facilities.

**Feasibility** 

Progress\* = 82.4 %

#### EL TENIENTE DIVISION New Mine Level

#### UNDER CONSTRUCTION

Capex: US\$5.7b

Starting production: 2023

RADOMIRO TOMIC DIVISION RT Sulphides Phase II UNDER STUDY

- Request for feasibility approval scheduled for December 2019.
- Treatment capacity for 100-200ktpd under analysis.

Prefeasibility

**Progress\* = 51.4 %** 

#### UNDER CONSTRUCTION Starting operation: 2021 Capex: US\$1.5b Progress\* = 72,5 % ANDINA DIVISION Andina Future

**Mine-Plant Transfer** 

### Development

**UNDER STUDY** 

**ANDINA DIVISION** 

- Treatment capacity for 150ktpd under feasibility study.
- Request for Board approval scheduled for 2021.

Feasibility

\* Physical progress as March 2019.

#### An strategic view: sustainability at the business model center

#### **Responsible use of strategic resources**

CHALLENGE

Access scarce resources:

Water and energy efficiency Waste rock dumps Tailings deposits Environmental compensation



#### Transition to postcommodity copper

CHALLENGE

New social and environmental trends:

Responsible & traceable production

Transparency, ethics, and compliance Equal opportunity and inclusion

COPPER

## Technology as a differentiation factor

CHALLENGE

Miners compete based on costs and productivity:

*Mine equipment and process plants automatization* 

Sulfides leaching

High-stress mining

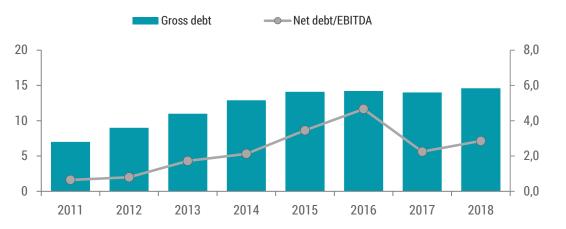


## CODELCO maintains its focus on Balance sheet strength to shape a more profitable future while providing flexibility

#### Capital Discipline: Stable debt levels, despite intense CAPEX program

#### **GROSS DEBT AND DEBT RATIO\***

**INVESTMENT & INDEBTEDNESS** 



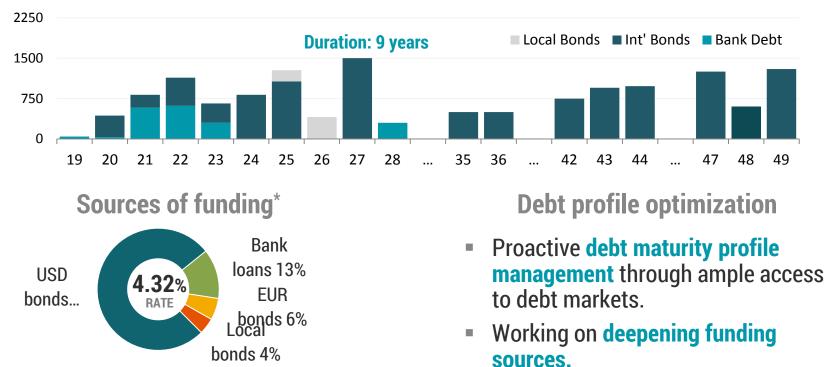
\$15.7 bn CAPEX 2014 - 2018 +\$1.8 bn Gross debt 2014 - 2018 2.9 x Net debt / Ebitda 2018

\*: Excludes Mitsui debt to acquire 20% of Anglo American Sur asset, because it is non-recourse to CODELCO. Debt ratio without export tax.

# *Our financial focus is on maintaining our credit quality through copper price cycle while developing our CAPEX plan.*

### Financial debt profile

#### **Debt maturity profile\***



\* Excludes Mitsui debt to acquire 20% of Anglo American Sur assets, because it is non-recourse to CODELCO. As of February 25, 2019.

### **Summary**

- 1. We firmly believe in **copper as a key element** for industrial, technological and human development in the world.
- 2. Therefore, Codelco's Structural Projects **competitively contribute to the supply of copper** in the short, medium and long-term.
- 3. The projects are **well on track**, with Chuquicamata Underground under operation, as planned.
- 4. **Productivity and cost management** are installed as the cornerstone of the organization culture.
- 5. Strong and flexible balance sheet focus.
- 6. Committed to producing today with tomorrow standards.



