



BHP

‘Think Bigger’ Port Hedland

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Acknowledgement of country

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'Think Bigger' for Port Hedland

- Adopting a long term view to enable not just operational requirements but importantly, the enablers to our growth plan.
- Brings Port, Rail and Community together to create a great place to work and live.
- Mobilise the scale of the WAIO business to enable a sustainable pathway to 330mtpa.
- Our joint success fuels BHP's success; supporting the organisation to deliver our purpose.

 **Think Bigger**
FOR PORT HEDLAND

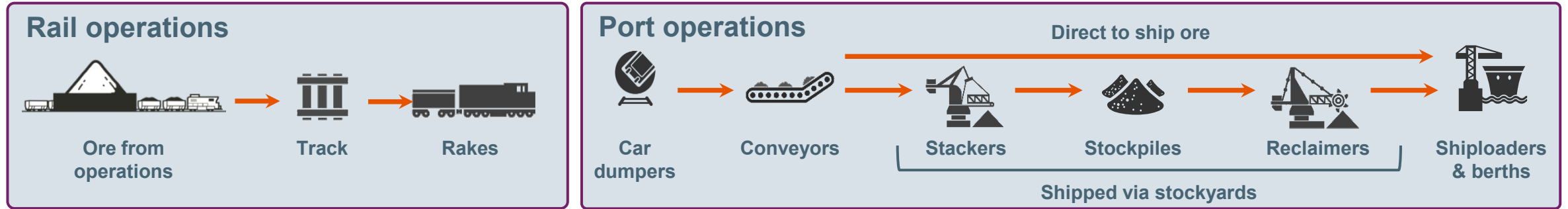


Port Hedland – It's a great place to live!

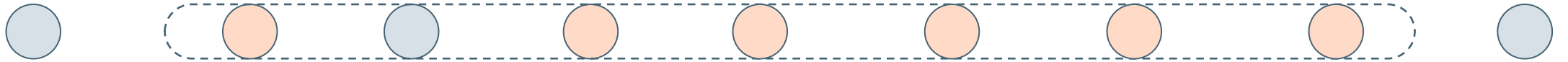


Think Bigger - reliable and stable system enabling growth

Low capital intensity investment enabling growth beyond 300 Mtpa



Current (284 Mtpa – FY23 guidance mid-point) – Reduce Port/Rail interface delays, TES, Port Availability Improvement Program



Mid term (>300 Mtpa): PDP1, RTP, Port Availability Improvement Program



Studies (330 Mtpa): Additional car dumper and routes to shift system bottleneck to outflow (shiploaders)



● Step in supply chain ● Capital investment in the bottleneck ● Desired notional bottleneck

Note: PDP – Port Debottlenecking Project; RTP – Rail Technology Project; TES – Total Equipment Strategy.

PHIC Community Industry Forum

15 March 2023

Think Bigger - improving Port and Rail everyday

Enabling uplift in performance through four key areas

BHP Operating System

Improved delivery of value initiatives

Reducing TSRs in the system bottleneck

Technology and automation

Enabling increased capacity

RTP moving block technology
Ship loader automation

MECoE

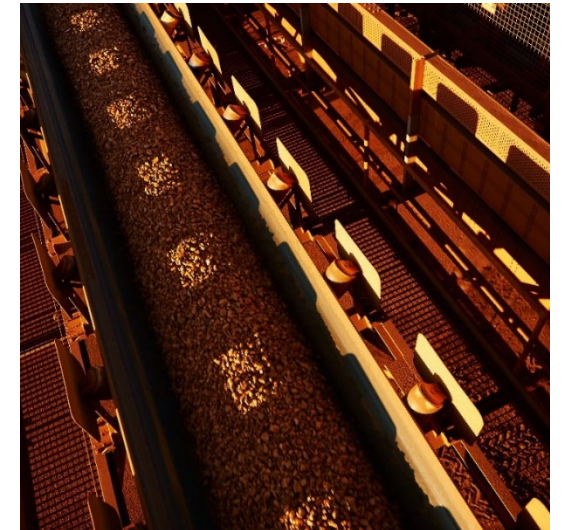
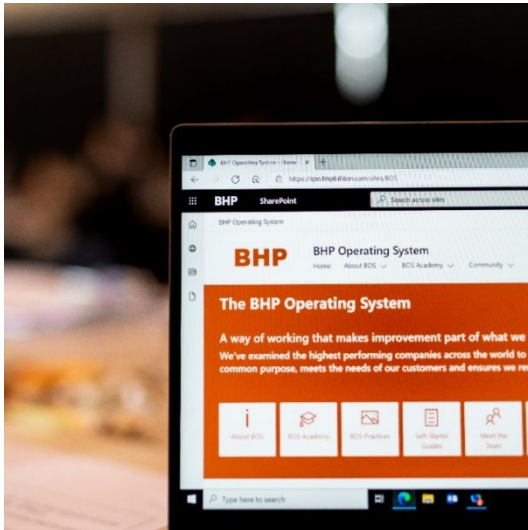
Standardising maintenance planning and scheduling

Major car dumper maintenance campaign

Operations Services

Maintenance safety, mastery and productivity

Port conveyor deployment



Note: MECoE – Maintenance Engineering Centre of Excellence, TSR – Track Speed Restrictions, RTP – Rail Technology Project.

Think Bigger - creating social value

Our positive contributions to our people, partners, the economy, the environment and local communities

|  <p>Decarbonisation</p> |  <p>Healthy environment</p> |  <p>Indigenous partnerships</p> |  <p>Safe, inclusive and future ready workforce</p> |  <p>Thriving, empowered communities</p> |  <p>Responsible supply chains</p> |
|--|---|---|---|---|--|
| <p>Reducing carbon emissions from rail and port</p> <p>Renewable PPA¹ in Port Hedland signed to deliver ~50% reduction in reported port emissions from electricity²</p> <p>Trials for electric trains commencing 2024</p> | <p>Industry leading dust management</p> <p>Australia-first wind fences</p> <p>Comprehensive real time dust monitoring network</p> <p>Vegetation barriers</p> | <p>Working with the Kariyarra Traditional Owners</p> <p>Contract awards to Traditional Owner businesses</p> <p>Kariyarra Aboriginal Corporation staff housing and office accommodation support</p> | <p>Rail Train Driver Academy</p> <p>200 new train drivers over the next three years</p> <p>Of the 60 recent graduates, >70% are female and 20% are Indigenous</p> | <p>Providing community opportunities with Hedland Collective</p> <p>Provides opportunities to engage directly with stakeholders</p> <p>Ensures BHP is aware of emerging issues and can work collaboratively with the community</p> | <p>Supporting ethical, sustainable and transparent supply chains</p> <p>Working closely with customers, including our partnerships on Scope 3 emissions</p> |

Think Bigger - what's next for Port and Rail?

Concepts being framed through Think Bigger program.



Infrastructure

- Flex Centre
- The Toybox
- Port & Rail HUB / Workshop



Community

- NPI Housing & Future Demographic Strategy



People

- Functional & Contracting Partner strategy and support
- Work Ready Program
- Critical role review and retention planning

Questions

BHP