

NEWCREST

# T2 –The Second Transformation

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Managing Director and Chief Executive Officer



# Disclaimer

## Forward Looking Statements

This presentation includes forward looking statements. Forward looking statements can generally be identified by the use of words such as “may”, “will”, “expect”, “intend”, “plan”, “estimate”, “anticipate”, “continue”, “outlook” and “guidance”, or other similar words and may include, without limitation, statements regarding plans, strategies and objectives of management, anticipated production or construction commencement dates and expected costs or production outputs. The Company continues to distinguish between outlook and guidance. Guidance statements relate to the current financial year. Outlook statements relate to years subsequent to the current financial year.

Forward looking statements inherently involve known and unknown risks, uncertainties and other factors that may cause the Company’s actual results, performance and achievements to differ materially from statements in this presentation. Relevant factors may include, but are not limited to, changes in commodity prices, foreign exchange fluctuations and general economic conditions, increased costs and demand for production inputs, the speculative nature of exploration and project development, including the risks of obtaining necessary licences and permits and diminishing quantities or grades of reserves, political and social risks, changes to the regulatory framework within which the Company operates or may in the future operate, environmental conditions including extreme weather conditions, recruitment and retention of personnel, industrial relations issues and litigation.

Forward looking statements are based on the Company’s good faith assumptions as to the financial, market, regulatory and other relevant environments that will exist and affect the Company’s business and operations in the future. The Company does not give any assurance that the assumptions will prove to be correct. There may be other factors that could cause actual results or events not to be as anticipated, and many events are beyond the reasonable control of the Company. Readers are cautioned not to place undue reliance on forward looking statements. Forward looking statements in these materials speak only at the date of issue. Except as required by applicable laws or regulations, the Company does not undertake any obligation to publicly update or revise any of the forward looking statements or to advise of any change in assumptions on which any such statement is based.

## Non-IFRS Financial Information

Newcrest results are reported under International Financial Reporting Standards (IFRS) including EBIT and EBITDA. This presentation also includes non-IFRS information including Underlying profit (profit after tax before significant items attributable to owners of the parent company), All-In Sustaining Cost (determined in accordance with the World Gold Council Guidance Note on Non-GAAP Metrics released June 2013), AISC Margin (realised gold price less AISC per ounce sold (where expressed as USD), or realised gold price less AISC per ounce sold divided by realised gold price (where expressed as a %)), Interest Coverage Ratio (EBITDA/Interest payable for the relevant period), Free cash flow (cash flow from operating activities less cash flow related to investing activities), EBITDA margin (EBITDA expressed as a percentage of revenue) and EBIT margin (EBIT expressed as a percentage of revenue). These measures are used internally by Management to assess the performance of the business and make decisions on the allocation of resources and are included in this presentation to provide greater understanding of the underlying performance of Newcrest’s operations. The non-IFRS information has not been subject to audit or review by Newcrest’s external auditor and should be used in addition to IFRS information.



# Newcrest Mining Limited



# 2014 The First Transformation

**Safety and  
Operational  
Discipline**

**Cash Generation**

**Profitable  
Growth**

**Culture of Accountability and Personal Ownership**

# 2018 – T2 The Second Transformation

Safety and  
Operational  
Discipline



**Safety & Sustainability**



**People**

Cash Generation

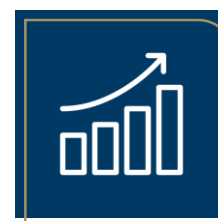


**Operating Performance**

Profitable  
Growth



**Technology & Innovation**



**Profitable Growth**

# Our 5 Pillars and 2020 Aspirations



## Safety & Sustainability

Everybody going home safe and healthy every day; we care for communities and the environment

**Zero fatalities and industry-leading TRIFR by 2020**



## People

Capable and engaged people delivering superior returns

**First quartile Organisational Health by 2020**



## Operating Performance

We safely operate our assets to their full potential

**First quartile Group AISC per ounce by 2020**



## Technology & Innovation

We deliver audacious breakthroughs

**Five breakthrough successes by 2020**



## Profitable Growth

We grow the value of our business

**Exposure to five tier 1 orebodies by 2020  
(operations, development projects or equity investments)**

# 5 Pillars Propel Newcrest's Investment Proposition



Long  
reserve life



Low cost  
production



Do what  
we say



Organic growth  
options  
*(at Cadia, Lihir  
and Wafi Golpu)*



Strong exploration  
& technical  
capabilities



Financially robust



# Miner of choice™

Careers at Newcrest

Home About us Investors Careers Our business Sustainability Resources and reserves News

## Announcements

**December 2017 Quarterly Report**  
30 January 2018

**December 2017 Exploration Report**  
30 January 2018

**Newcrest agrees to divest Bonikro for \$81m**  
13 December 2017

**Extension to electricity contract for Cadia**

## Profile

Newcrest is one of the world's largest gold mining companies and operates mines in four countries.

We focus on long-term value creation with an emphasis on three key value drivers: maintaining low costs, growing reserves and production and using capital efficiently.

Newcrest's mission is to deliver superior returns from finding, developing and operating gold/copper mines. Our vision is to be the Miner of choice™. We will lead the way in safe, responsible, efficient

## Share price

AU\$22.64 as at 31/1/2018 14:25

Open AU\$22.60 High AU\$22.86

Close AU\$22.64 Low AU\$22.46

Change ▲ \$0.05 / 0.20%

Volume 1,207,086



Find out more:  
[www.newcrest.com.au](http://www.newcrest.com.au)



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