

28 July 2021

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## 2021 Half year results presentation

Attached is the Rio Tinto 2021 half year results presentation to be given at 9.30am (GMT) / 6.30pm (AEST) today by Rio Tinto Chief Executive Jakob Stausholm and Chief Financial Officer Peter Cunningham. The presentation slides are also available at <https://www.riotinto.com/invest/presentations/2021/half-year-results>.

The live webcast will be available at <https://www.riotinto.com/invest/presentations/2021/half-year-results>.

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RioTinto

2021

# Half Year Results

28 July 2021

Karratha's Red Earth Arts Precinct, the Pilbara. Rio Tinto is a funding partner

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# Jakob Stausholm

## Chief Executive

# Four areas of focus for an even stronger Rio Tinto

## Best operator

### Room to improve

Rio Tinto Safe Production System

### COVID-19 resilience

Significant impact on operations and functions

## Impeccable ESG credentials

### Partnerships

ELYSIS™, InoBat, ARENA, Charge On Challenge

### Heritage

Building capability and cultural competence

## Excel in development

### Jadar

New commodity entry; large, low cost

### Projects

Agile and adapting during COVID-19

## Social Licence

Significant engagement (>130 YTD for Chief Executive)<sup>1</sup>

Rebuilding relationships in the Pilbara and beyond

## H1 2021 Financials

**\$21.0bn**

EBITDA

**50%**

Underlying ROCE

**FCF of \$10.2bn**

Net cash of \$3.1bn

**\$7.3bn<sup>2</sup>**

Taxes & government royalties

**\$9.1bn**

Dividends declared to shareholders

<sup>1</sup>Excluding engagements with financial markets | <sup>2</sup>Taxes of \$5.6bn and government royalties of \$1.7bn in respect of the first half 2021



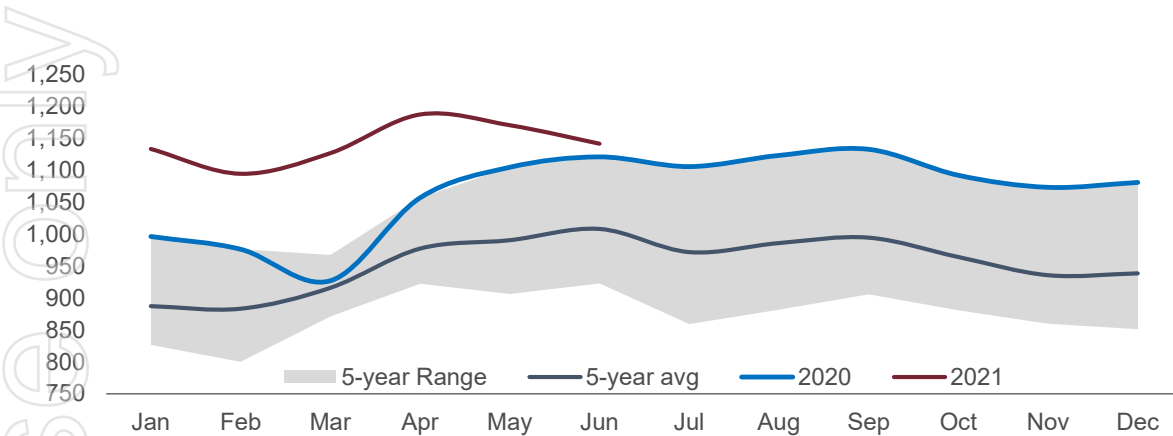


# Peter Cunningham

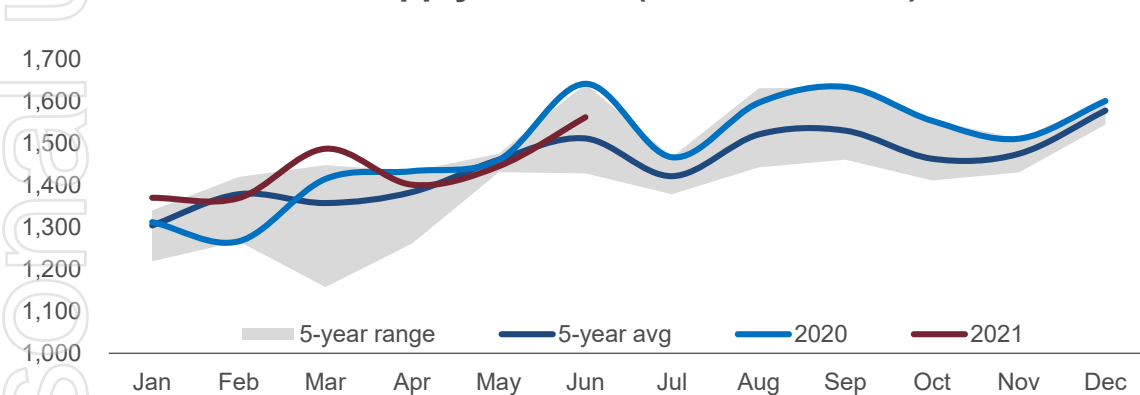
## Chief Financial Officer

# Continued supportive global conditions in iron ore

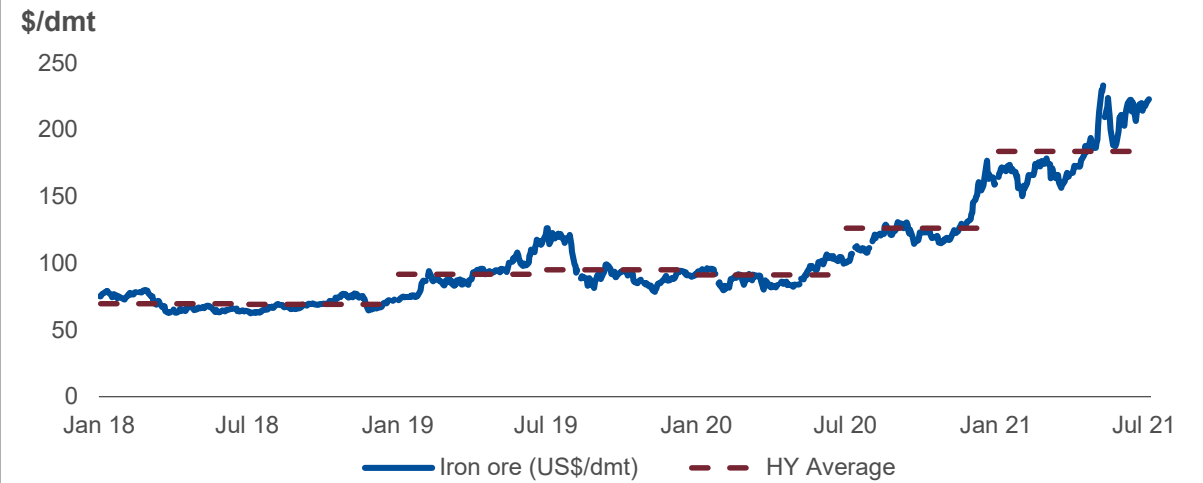
China's crude steel production (Mt annualised)



Seaborne Iron Ore supply run rate (Mt annualised<sup>2</sup>)



Iron Ore <sup>1</sup> (+101% YoY)



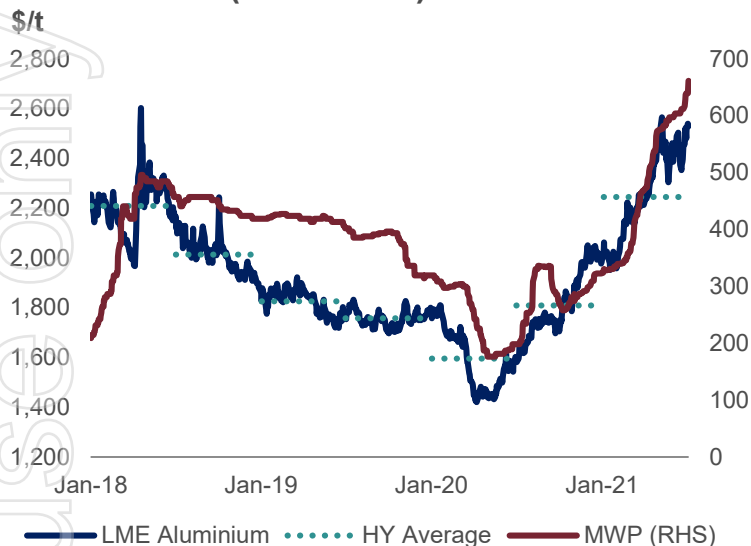
- Strong demand in China and sharp recovery in RoW. Focus on environmental controls
- Credit conditions, cooling exports and softer housing market in China main risks to demand
- Shipments by major producers and China domestic supply only modestly higher YoY. Gap filled by higher cost iron ore supply
- Significant recovery in the use of scrap from low base in 2020

<sup>1</sup>Monthly average Platts (CFR) index for 62% iron fines | <sup>2</sup>Total seaborne suppliers annualised, reported at 100%. Sources: Rio Tinto, Mysteel, World Steel Association, Kpler | YoY change reflects change in average price during first half



# Robust demand supports aluminium, copper and TiO<sub>2</sub>

## Aluminium<sup>1</sup> (+41% YoY)



Strong global demand for semis, up 8% YoY

Supply disruptions in China. Limited restarts and commissioning of smelting capacity in RoW

Tight physical markets and freight distortions driving elevated regional and product premia

## Copper (+66% YoY)

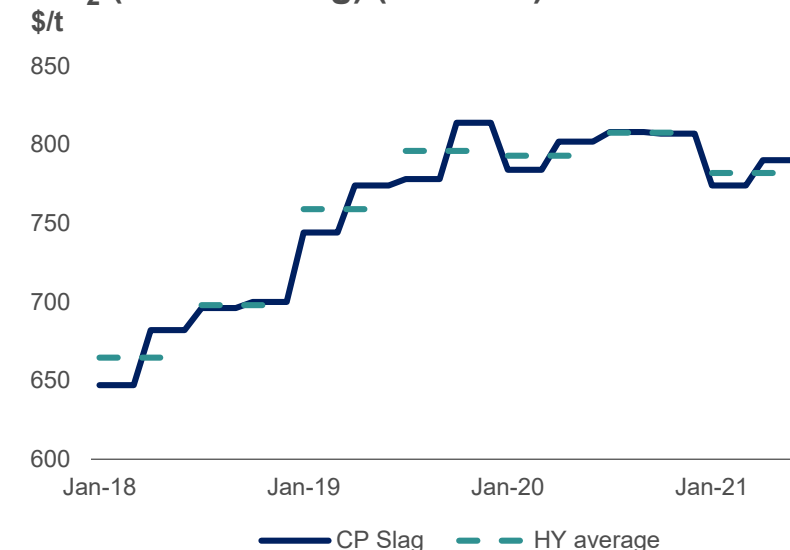


Broad based demand support with growth accelerating outside China

Unwinding of net-long investor positions from a peak of 2Mt copper equivalent to net long in Feb21 to 1Mt currently on LME and COMEX

2021 mine supply growth remains relatively weak only recovering gradually post COVID-19

## TiO<sub>2</sub> (chloride slag) (-1% YoY)



Strong end use TiO<sub>2</sub> demand across all regions

TiO<sub>2</sub> pigment prices and utilisation rates increased

Tight high grade supply amplified by production disruptions from key producers

<sup>1</sup>Average LME price. MWP = Mid-West premium | Sources: Rio Tinto, TZMI chloride slag assessment average for the first half, excluding UGS | YoY change reflects change in average price during first half

# Outstanding financial results

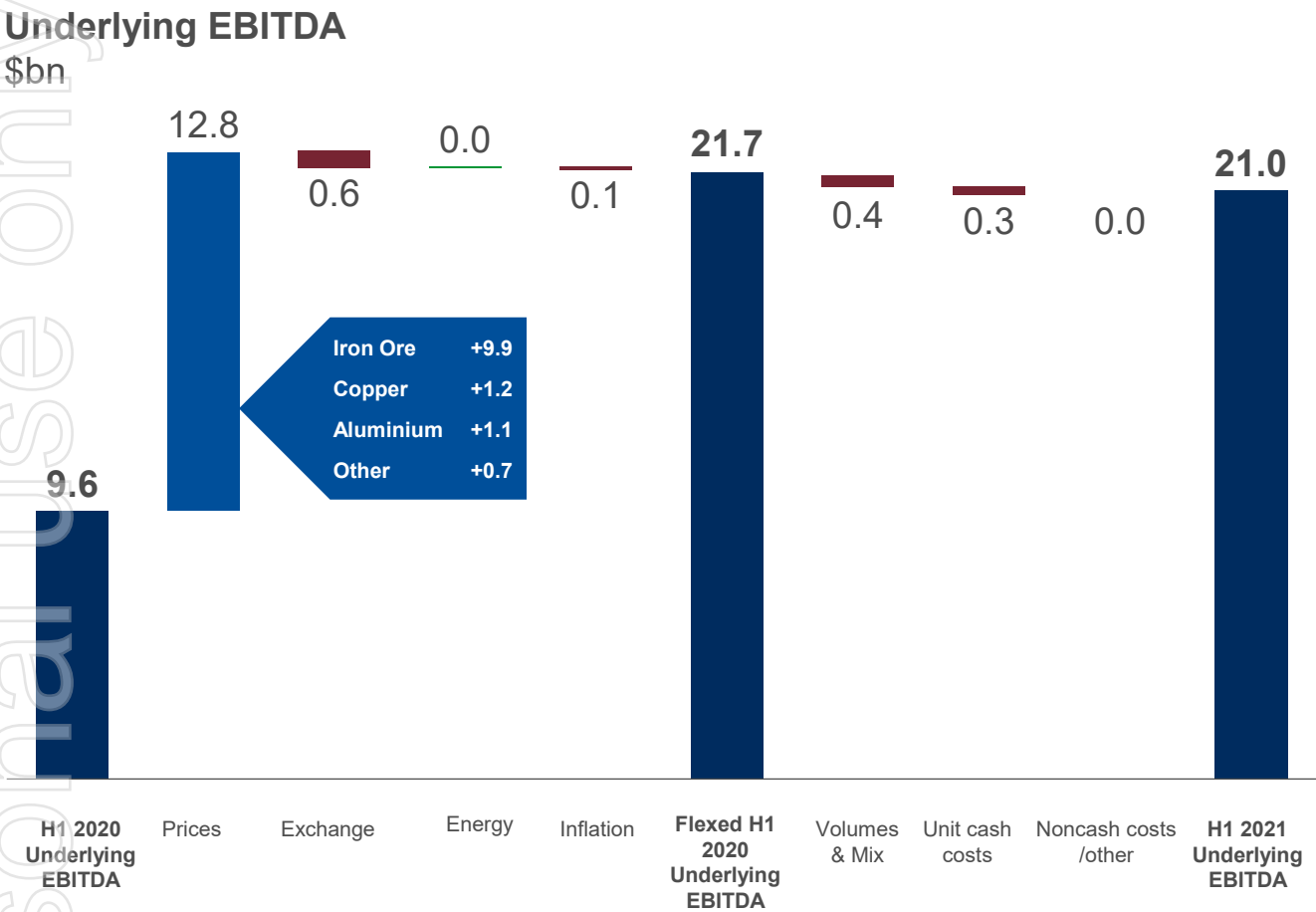
(\$bn, except for per share data)

	H1 2021	H1 2020	Comparison
Consolidated sales revenue	33.1	19.4	+71%
Underlying EBITDA	21.0	9.6	+118%
Underlying ROCE	50%	21%	n/a
Cash flow from operations	13.7	5.6	+143%
Free cash flow	10.2	2.8	+262%
Underlying earnings	12.2	4.8	+156%
Underlying earnings per share (\$)	7.52	2.94	+156%
Net earnings	12.3	3.3	+271%
Total dividend per share (\$)	5.61	1.55	+262%
Net cash / (debt)	3.1	(0.7)	





# Significant support from higher prices





# Iron Ore

## Strong financial result despite operational challenges

### Operating metrics

	H1 2021	H1 2020 comparison	2021 guidance
Average realised price <sup>1, 3</sup>	\$168.4/t	+ 97%	
Shipments <sup>3</sup> (100% basis)	154.1mt	- 3%	325-340Mt Low end
Unit cost <sup>2, 3</sup>	\$17.9/t	+ 23%	\$18.0-18.5/t

### Financial metrics (\$bn)

Revenue	21.7	+ 89%	
EBITDA	16.1	+ 109%	
Margin (FOB) <sup>3</sup>	79%	+ 7 pp	
Operating cash flow	11.0	+ 102%	
Sustaining capex	0.7	+ 19%	1.2-1.6
Replacement and growth capex	1.2	+ 99%	
Free cash flow	9.1	+ 114%	
Underlying ROCE	121%	+ 57 pp	

Production impacted by weather, tie-in of replacement mines, plant availability and cultural heritage management

COVID-19 and tight labour market impacted access to experienced contractors and particular skills

A\$0.3bn or 4% increase in underlying cost for the full year relative to prior guidance due to diesel and labour, COVID-19 costs (A\$0.1bn in H1) and heritage management

Risk for H2 includes COVID-19 disruptions, tie-in of new and replacement mines (133mt of combined capacity) and management of cultural heritage

<sup>1</sup>Dry metric tonne, FOB basis | <sup>2</sup>Unit costs are based on operating costs included in EBITDA and exclude royalties (state and third party), freight, depreciation, tax and interest. Operating cost guidance based on A\$:US\$ FX rate of 0.77 | <sup>3</sup>Pilbara only. All other figures reflect Pilbara operations, portside trading and Dampier Salt.



# Pilbara iron ore a stronger business beyond 2021

Average Pilbara shipments has been 331mt a year (100% basis) over the last 5 years

The completion of 90mt of replacement mine capacity and the commissioning of Gudai-Darri (43mt), our first new mining hub in nearly a decade<sup>1</sup>, will significantly strengthen our system and will provide optionality

We will now focus on optimising system capacity with Gudai-Darri at full capacity in 2023 through:

1. Debottlenecking and productivity improvement across the integrated system: mines, plants, rail and port
2. Full integration of heritage management
3. Development plans for next phase of mine replacement capacity from 2023

System capacity will increase with Gudai-Darri, but the full potential will only be determined with experience and delivery of planned improvements

<sup>1</sup>Nammuldi below water table which came on stream in 2014





# Aluminium

## Solid operating performance in recovering markets

### Operating metrics

	H1 2021	H1 2020 comparison	2021 Guidance
Average aluminium price <sup>1</sup>	\$2,626/t	+ 42%	
Average alumina price <sup>2</sup>	\$ 288/t	+ 9%	
Production – bauxite	27.3Mt	- 4%	56-59Mt Low end
Production – alumina	4.0Mt	+ 1%	7.8-8.2Mt
Production – aluminium	1.6Mt	+ 3 %	3.1-3.3Mt
Canadian smelters – hot metal cash costs <sup>3</sup>	\$1,262/t	+ 6%	Refer to p49

### Financial metrics (\$bn)

Revenue	5.9	+ 32%	
EBITDA	1.9	+ 108%	
Margin (integrated operations)	36%	+ 13 pp	
Operating cash flow	1.4	+ 27%	
Sustaining capex	0.4	- 4%	
Replacement and growth capex	0.1	+ 84 %	
Free cash flow	0.9	+ 41%	
Underlying ROCE	12%	+ 9 pp	

<sup>1</sup>LME plus all-in premiums (product and market) | <sup>2</sup>Platts Alumina PAX FOB Australia | <sup>3</sup>Operating costs defined as hot metal cash costs for the Canadian smelters (alumina at market price) | <sup>4</sup>Australian Renewable Energy Agency

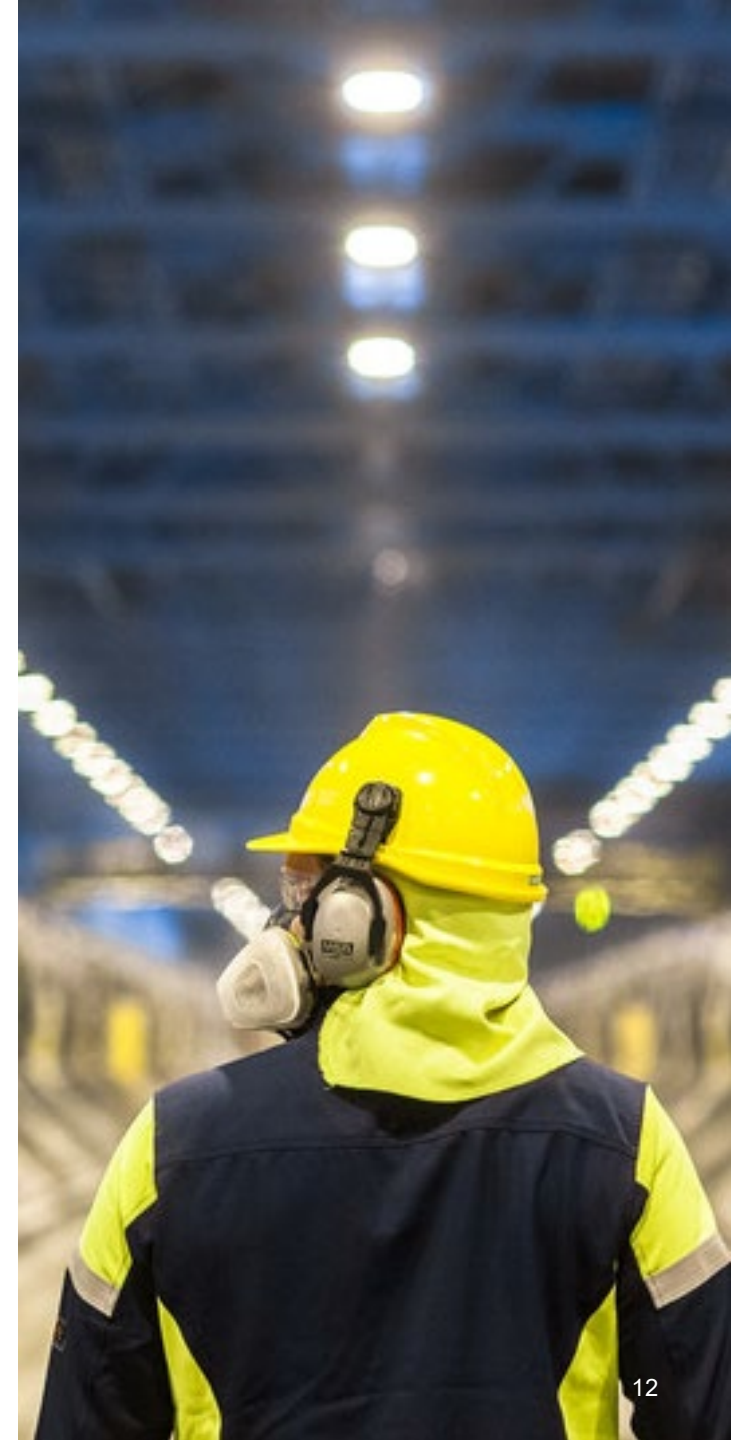
FCF of \$0.9bn matches full year 2020.  
All PacAI smelters FCF positive

EBITDA doubles on higher sales prices  
and heightened demand for value-added  
product (VAP)

Stable production and operational  
performance in aluminium and alumina.  
Bauxite operations struggled with system  
stability

ELYSIS - construction of commercial size  
prototype cells has commenced at Alma  
smelter

Partnership with ARENA<sup>4</sup> to study  
hydrogen as replacement for natural gas  
in alumina refineries in Gladstone





# Copper

## Strong financial results despite COVID-19 and other challenges

Operating metrics	H1 2021	H1 2020 comparison	2021 Guidance
Copper realised price <sup>1</sup>	415c/lb	+ 66%	
Production – mined copper	236kt	- 11%	500-550kt Low end
Production – refined copper	111kt	+ 50%	210-250kt
Unit cost <sup>2</sup>	71c/lb	- 43%	60-75c/lb
Financial metrics (\$bn)			
Revenue	3.8	+ 91%	
EBITDA	2.0	+ 199%	
Margin (product group ops)	61%	+ 18pp	
Operating cash flow	1.2	+ 1,132%	
Sustaining capex	0.2	+ 47%	
Replacement and growth capex	0.5	- 36%	
Free cash flow	0.6	n/a	
Underlying ROCE <sup>3</sup>	13%	+ 11 pp	

<sup>1</sup>Average realised price for all units sold. Realised price does not include the impact of the provisional pricing adjustments, which positively impacted revenues in the first half by \$202mn (first half 2020 negative impact of \$26mn). | <sup>2</sup>Unit costs for Kennecott, OT and Escondida utilises the C1 unit cost calculation where Rio Tinto has chosen Adjusted Operating Costs as the appropriate cost definition. C1 costs are direct costs incurred in mining and processing, plus site G&A, freight and realisation and selling costs. Any by-product revenue is credited against costs at this stage | <sup>3</sup>Total Product Group including evaluation projects/other

Strong recovery in prices of copper, gold, silver and molybdenum

OT underground – achieved key technical milestones for undercut despite COVID-19 restrictions. All stakeholders remain committed to moving project forward

Kennecott (RTK) - successful relocation of in-pit crusher enables access to additional ore and reduces risk to key mining infrastructure

RTK - no injuries nor damage to equipment from anticipated slope failure. Mining in area resumed in June at slightly lower rate than planned

Cost guidance unchanged with higher by-product prices offsetting volumes



# Minerals

Strong demand across all products especially high grade iron ore

Operating metrics	H1 2021	H1 2020 comparison	2021 guidance
IOC pellets price <sup>1</sup>	\$218/t	+ 86%	
TiO <sub>2</sub> slag price <sup>2</sup>	\$782/t	- 1%	
Production – IOC	5.1Mt	- 5%	10.5-12.0Mt
Production – TiO <sub>2</sub>	0.6Mt	+ 4%	N/A <sup>3</sup>
Production – Borates	0.2Mt	- 4%	~0.5Mt
Production – Diamonds	1.9Mct	+ 2%	3.0-3.8Mct <sup>4</sup>
Financial metrics (\$bn)			
Revenue	3.3	+ 41%	
EBITDA	1.4	+ 96%	
Margin (product group ops)	46%	+ 13 pp	
Operating cash flow	0.6	+ 47%	
Sustaining capex	0.2	+ 25%	
Replacement and growth capex	0.1	+ 133%	
Free cash flow	0.4	+ 50%	
Underlying ROCE <sup>5</sup>	19%	+ 11 pp	

<sup>1</sup>Wet metric tonne | <sup>2</sup>TZMI chloride slag assessment average for the first half estimate, excluding UGS | <sup>3</sup>Full year titanium dioxide slag production guidance has been removed as a result of risks around the timing of resumption of operations due to an escalation in the security situation at our Richards Bay Minerals operation in South Africa |

<sup>4</sup>2021 diamonds guidance is for Diavik only following the closure of Argyle in 2020 | <sup>5</sup>Total Product Group including evaluation projects/other

\$2.4bn commitment to fund Jadar. Low cost, long life asset, entry into battery materials at scale

IOC - prices boost financials but labour and equipment availability impacted production

RBM significantly hampered by security issues. Operations ceased until safety of our people and assets can be guaranteed

QMM in Madagascar operating well delivering consistent production

Borates: robust demand for products. Diavik: strong price recovery during Q2



# Disciplined allocation of capital

1

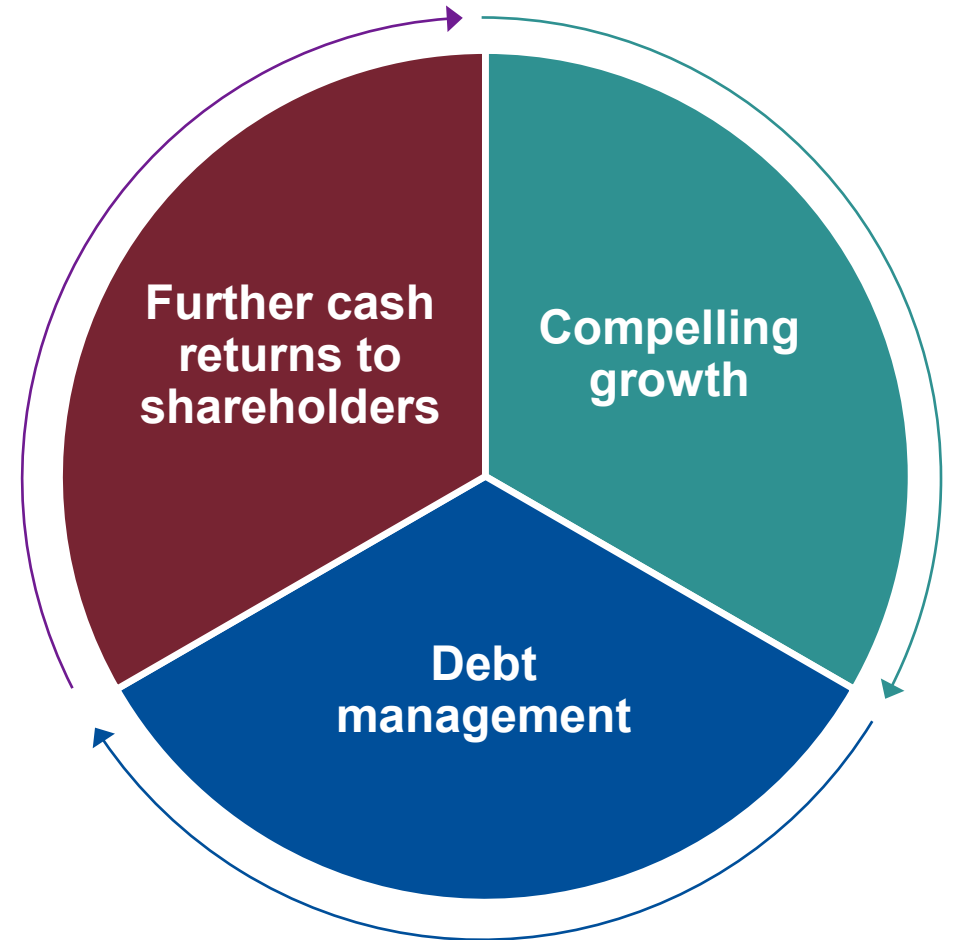
Essential  
sustaining capex

2

Ordinary  
dividends

3

Iterative  
cycle of

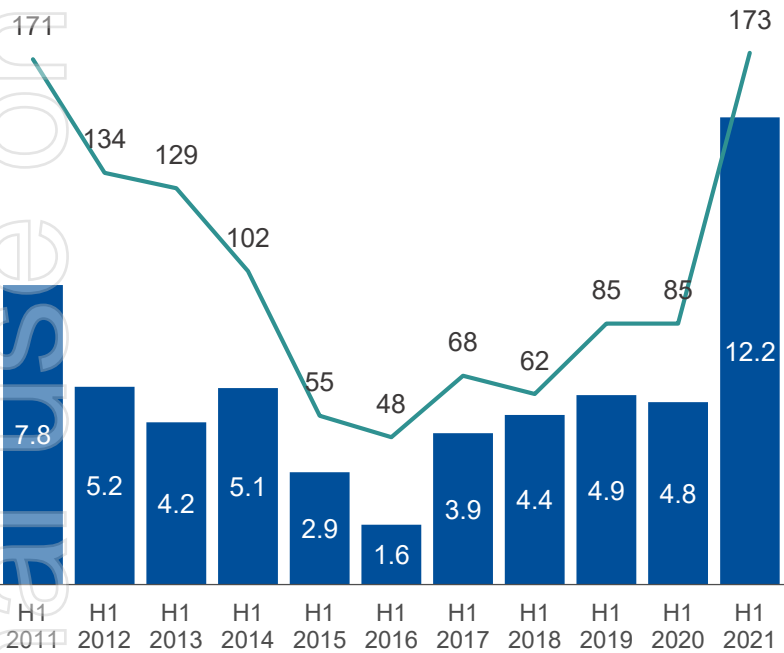




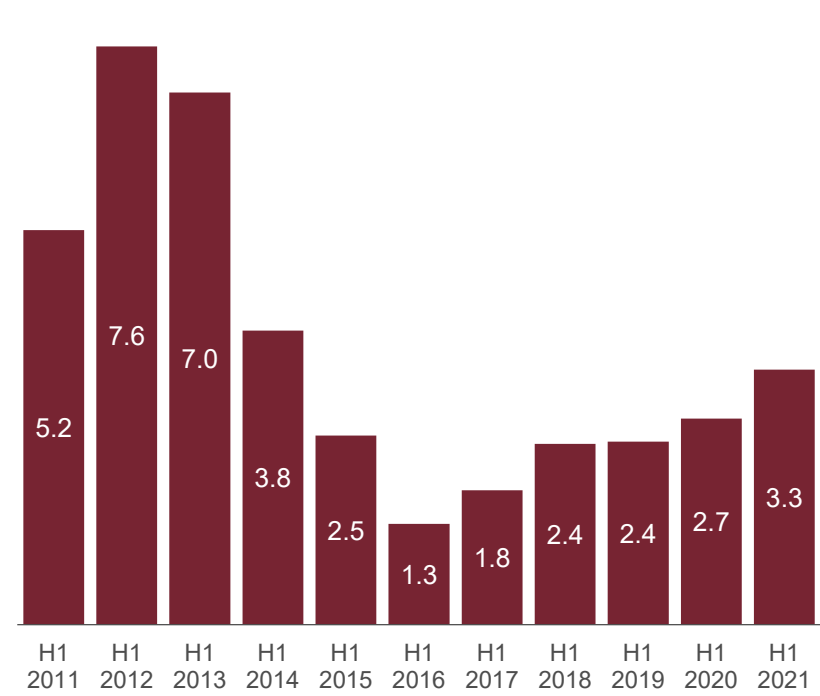
# Discipline maintained under strong price conditions

Underlying earnings, \$bn

Platts Price - 62% Fe, \$/dmt



Total capital expenditure, \$bn



Growth is about value not volume

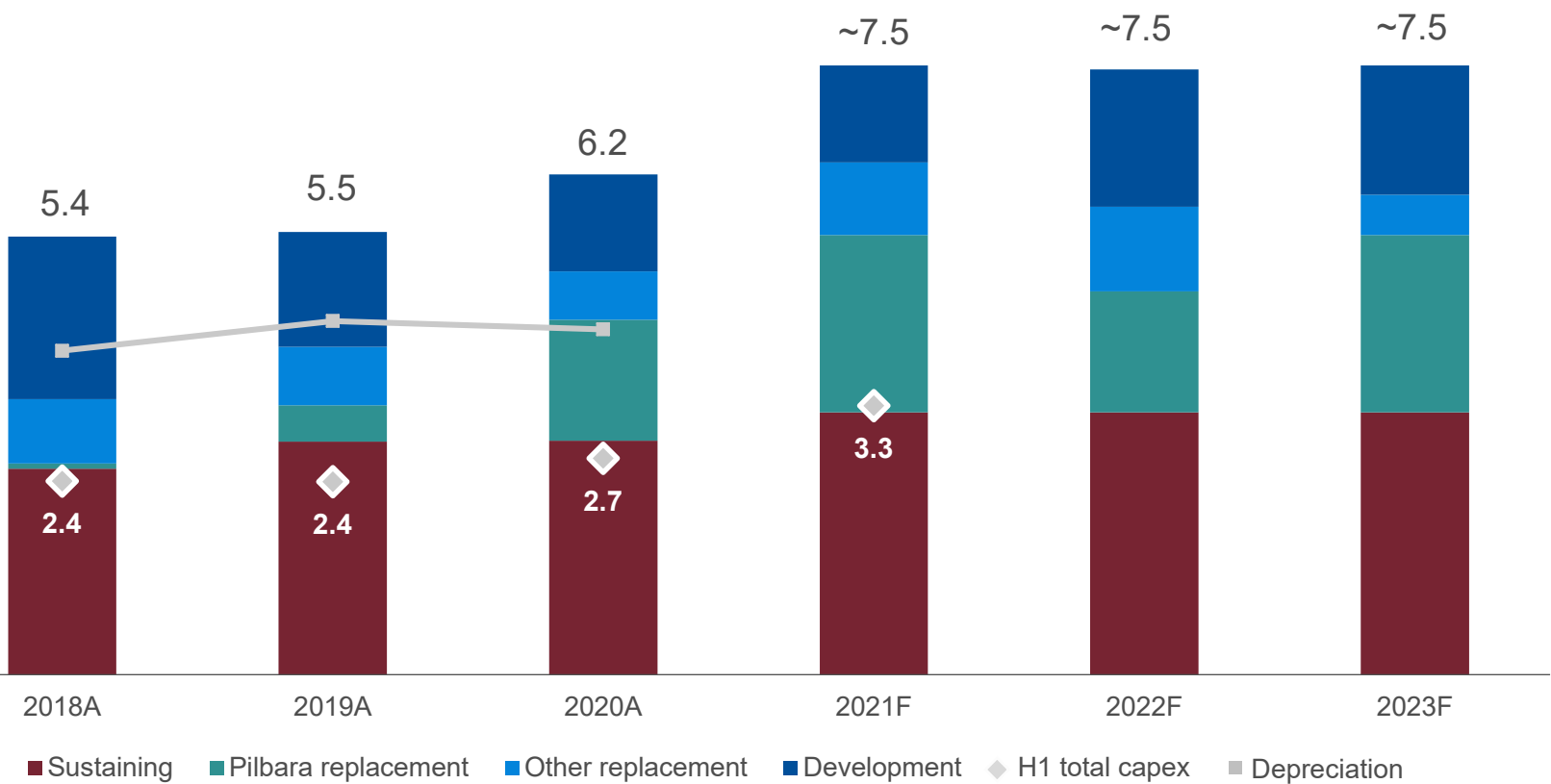
Investing to sustain our assets

Developing projects that deliver additional supply of the commodities that meet the demands for decades to come

Investing in decarbonising our assets

# Measured ramp-up continues

Capital expenditure profile  
\$bn



Capex of \$3.3bn comprised \$1.4bn sustaining and \$1.9bn replacement and growth

24% higher YoY as we ramp up our projects

Guidance for 2021 - 2023 unchanged ~\$7.5bn

Jadar funding commitment of \$2.4bn to commence in 2022

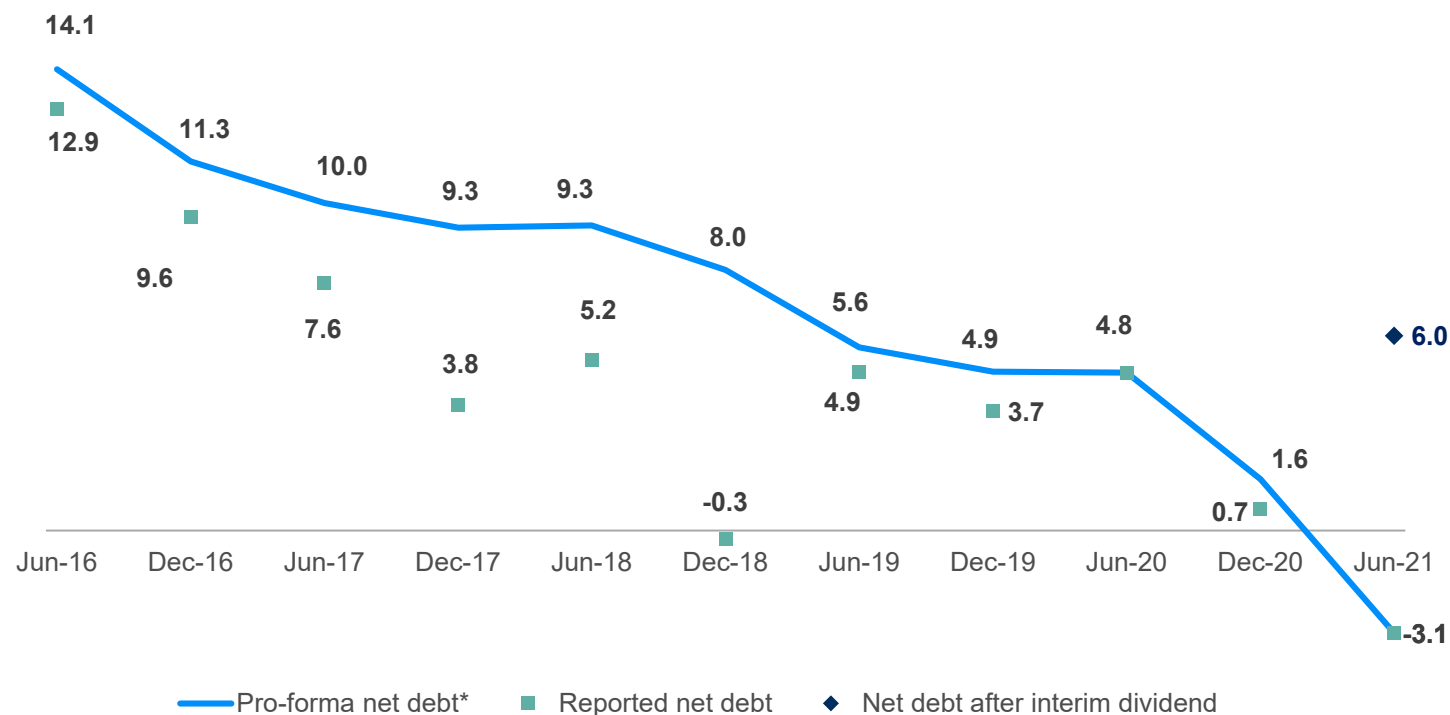
Sustaining capex of \$3.0-3.5bn per year including Pilbara Iron Ore sustaining capex at \$1.2-1.6bn

Managing COVID-19 challenges with interstate and international border access ongoing, impacting the availability of people, most notably in Australia, Canada and Mongolia

# Balance sheet strength adds to our resilience

## Net debt (cash)

\$bn



Balance sheet strength is an asset.  
Offers resilience and creates optionality

Gearing -6%

Operating cash flow of \$13.7bn

Invested \$3.3bn and distributed \$6.4bn to  
shareholders

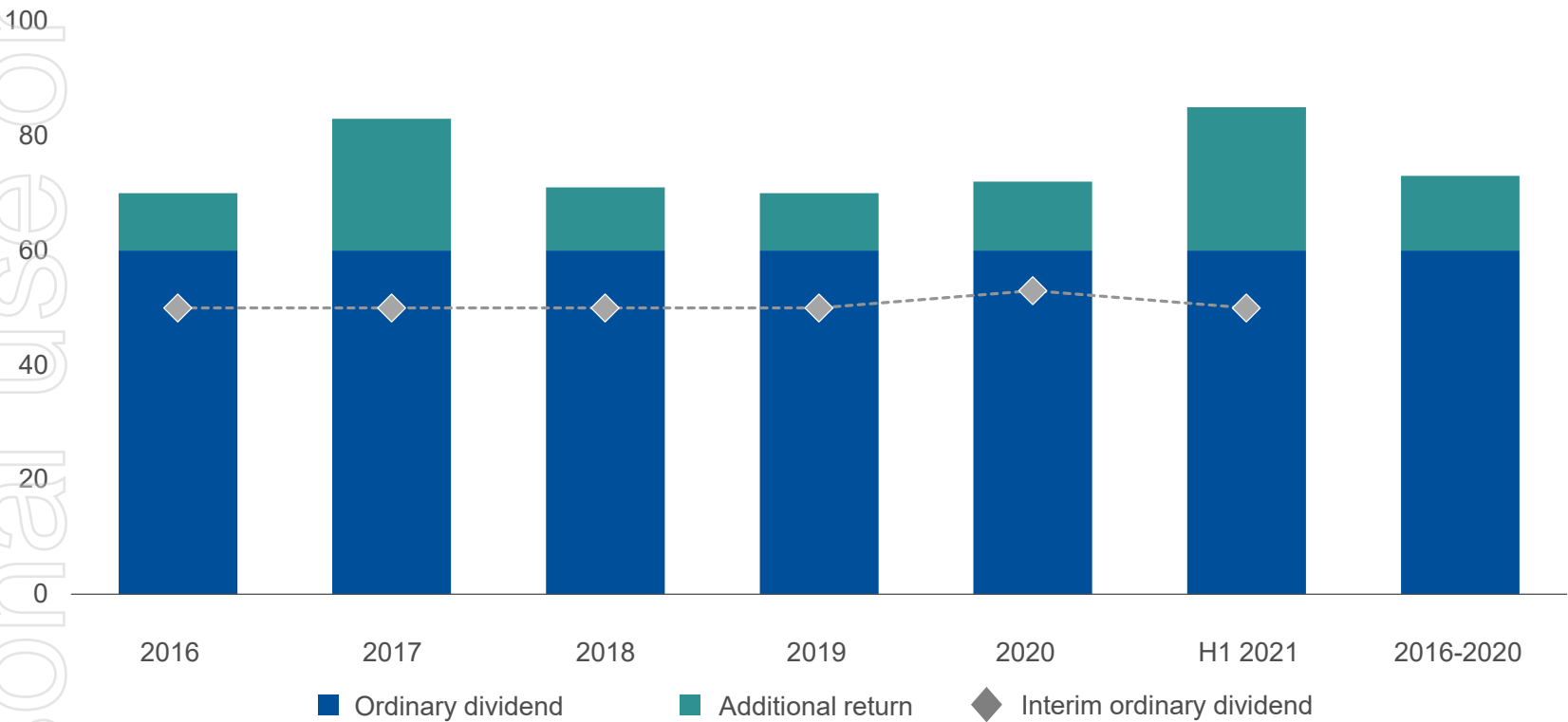
Net debt adjusted for interim dividend is  
\$6.0bn

\*Pro-forma net debt (cash) adjusts for the remainder of previously announced buy-backs from operations, lags in shareholder returns from disposal proceeds, Australian tax lag (December only) and disposal-related tax lag and the impact of IFRS 16 Leases accounting change for the prior periods. This lease accounting change is reflected in the June and December 2019 reported net debt ^LTM = Last Twelve Months



# Stable five-year record of shareholder returns

Shareholder returns of 40-60% of underlying earnings on average through the cycle  
Pay out ratio (%)



\$6.1bn ordinary interim dividend,  
\$3.76 per share, 50% pay-out ratio

\$3.0bn special dividend, \$1.85 per  
share

75% total pay-out ratio

\*Excluding divestment proceeds returned to shareholders

# Jakob Stausholm

## Chief Executive



# We produce materials essential for a low-carbon future



<b>Cu</b> Copper 29
<b>Al</b> Aluminum 13
<b>Fe</b> Iron 26



<b>Cu</b> Copper 29
<b>Al</b> Aluminum 13
<b>Fe</b> Iron 26



<b>Cu</b> Copper 29	<b>Ti</b> Titanium 22
<b>Al</b> Aluminum 13	<b>Li</b> Lithium 3
<b>Fe</b> Iron 26	<b>B</b> Boron 5



<b>Al</b> Aluminum 13	<b>Cu</b> Copper 29
<b>Fe</b> Iron 26	<b>Li</b> Lithium 3



<b>Fe</b> Iron 26
<b>Cu</b> Copper 29
<b>Ti</b> Titanium 22



# Four areas of focus for an even stronger Rio Tinto

## Best operator

Expand capability and leadership

## Impeccable ESG credentials

Strengthen track record and transparency

## Excel in development

Deliver organic & inorganic growth

## Social Licence

Earn trust by building meaningful relationships and partnerships



# Becoming more outward looking

New Executive Committee effective 1 March. Embed for the long term. CEO Australia on Executive Committee

A period of deep engagement. Over 130 meetings<sup>1</sup> by the CEO across governments, civil society, Indigenous leaders, Traditional Owners and others

Leadership development and culture awareness coaching. Tripled Indigenous leadership in the company

Community consultation on Indigenous Advisory Group in Australia in Q3

Appointed Ben Wyatt as non-executive director

<sup>1</sup>Excluding engagements with investors and financial markets



# Working towards impeccable ESG credentials



## Everyday Respect Initiative

- Building a safer, more respectful and inclusive workforce
- Continued commitment to improve female representation by 2 percentage points per year

## Building on our transparency

- 2020 Statement on Modern Slavery: 5th report in line with UK legislation, 1st under Australia's new legislation
- Additional heritage disclosures in September



## Embedding communities & heritage in daily operations

- Adjustments to 2021 mine plans, Agreement modernisation, Building capability via virtual reality training, Indigenous Advisory Group

## Improving practices to minimise our environmental impact

- Contributed to and endorsed framework for the Taskforce on Nature-related Financial Disclosures
- Updated details of global tailings facilities



## Decarbonising our business and value chain

- New partnerships: ARENA, POSCO, Schneider Electric, Charge On Innovation Challenge

## ELYSIS™

- Construction of first commercial size prototype cells

## Extracting full value from our resources

- Commenced operations at RTFT scandium demonstration plant





# Building on our strengths

**Safety** always our priority

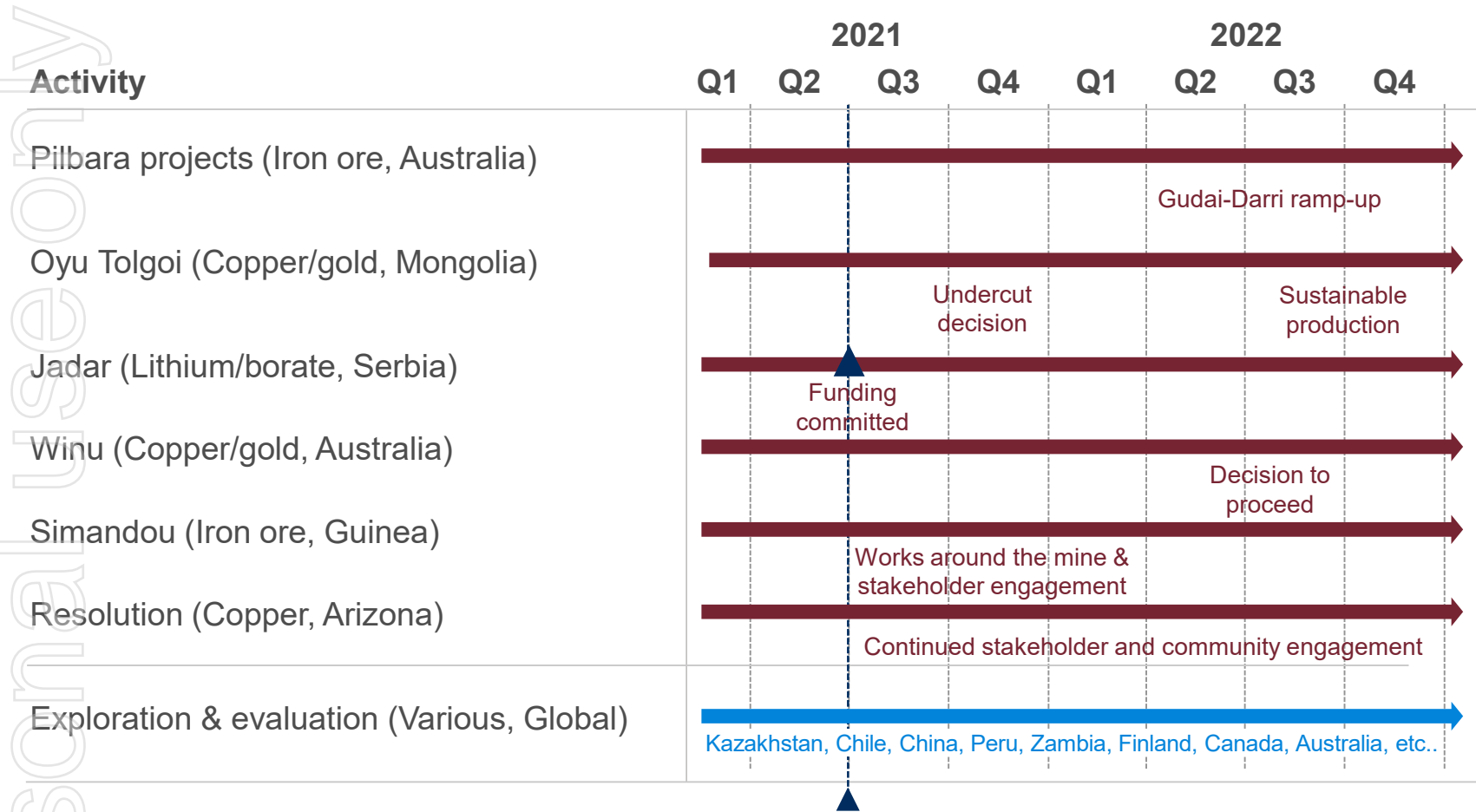
**Rio Tinto Safe Production System** a bottom-up, people centric approach

**COO organisation** established including governance, scope and people at the assets

Focus on **long term sustainable benefits** measured as combined impact on safety, engagement, productivity and financial value

**Identified first pilot sites for design and deployment** to prove value and build momentum. Also addressing specific processes across several product groups

# Controlled risk taking; disciplined progress



Jadar funding committed

8% equity stake in Western Copper and Gold

Continue to use Minimum Viable Project (MVP) methodology to assess quick-start options for each asset

Continue to build early stage pipeline: Casino Cu-Au in Canada; Tamarack Ni-Cu-Co in US; Calibre Magnum Cu-Au in Australia; Pribrezhniy Cu in Kazakhstan

Monitoring external opportunities



# Oyu Tolgoi Underground

## Technical progress despite COVID-19 restrictions

Material Handling System 1 is 90% complete; **technical criteria achieved to support undercut commencement** despite site operating as low as 25% manning levels due to COVID-19

Other milestones are in progress, **critical** to project delivery

One of the **largest** block cave mines. Globally competitive **safety performance**; highest **water use efficiency** per tonne, **89% average water recycling rate**

Talented & committed workforce: **12,000** employees of which **96%** are Mongolian nationals

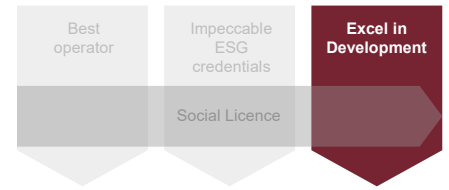
**>\$12bn** spent since 2010, COVID-19 support, **70%** of FDI\*, 1/3rd of GDP\*\*

<sup>1</sup>This estimate is at a better than feasibility study level of accuracy. The definitive estimate assumes restrictions in 2021 that are no more stringent than those experienced in September 2020. Mongolia implemented further restrictions at the end of 2020 in response to a re-emergence of COVID-19. Should COVID-19 constraints be maintained at December 2020 levels, escalate further in 2021 leading to tougher restrictions, or continue beyond 2021, additional costs and schedule impacts will arise. | \*Foreign direct investment \*\*Gross domestic product





# Strengthening our portfolio with commitment to fund Jadar



## Continue to work closely with stakeholders in Serbia.

Subject to award of final permits and approvals, construction will commence in **2022**, with first saleable production expected in **2026**

Capital investment expected to be **\$2.4bn; Low cost (1<sup>st</sup> quartile), long life (~40 years)**

Full ramp-up expected in **2029 to ~58kt** of battery-grade lithium carbonate<sup>1</sup>, **160kt of boric acid** (B<sub>2</sub>O<sub>3</sub> units) and **255kt** of sodium sulphate<sup>2</sup>. **25-35% p/a demand growth** over next 10 years

**Jadar could supply** all necessary lithium carbonate for 71 GWh of batteries, **powering over one million EVs per year<sup>3</sup>**

**1% direct and 4% indirect** contribution to **GDP of Serbia**. **~2,100 jobs** in construction and **1,000** ongoing jobs when operational

<sup>1</sup>This production target was previously reported at 55,000 tonnes of battery grade lithium carbonate in a release to the ASX dated 10 December 2020, "Rio Tinto declares maiden Ore Reserve at Jadar". All material assumptions underpinning the production target continue to apply and have not materially changed. | <sup>2</sup>These production targets were previously reported in a release to the ASX dated 10 December 2020, "Rio Tinto declares maiden Ore Reserve at Jadar". All material assumptions underpinning the production targets continue to apply and have not materially changed. | <sup>3</sup>Assuming 60kWh battery size

# Unleashing our potential

## Our priorities

Best operator | Impeccable ESG credentials | Excel in development with controlled risk taking |  
Be more outward looking to strengthen social licence

### Attractive assets

- Strong safety record
- Great people
- World class assets
- Capital discipline
- Strong balance sheet

### A focused team

- New Exco started 1 March
- Taking a bottom-up people centric approach
- Focus on long-term sustainable improvements

### Clear ambition

- Invest in sustaining and growing our portfolio
- Deliver superior returns to shareholders
- Make a broader contribution to society

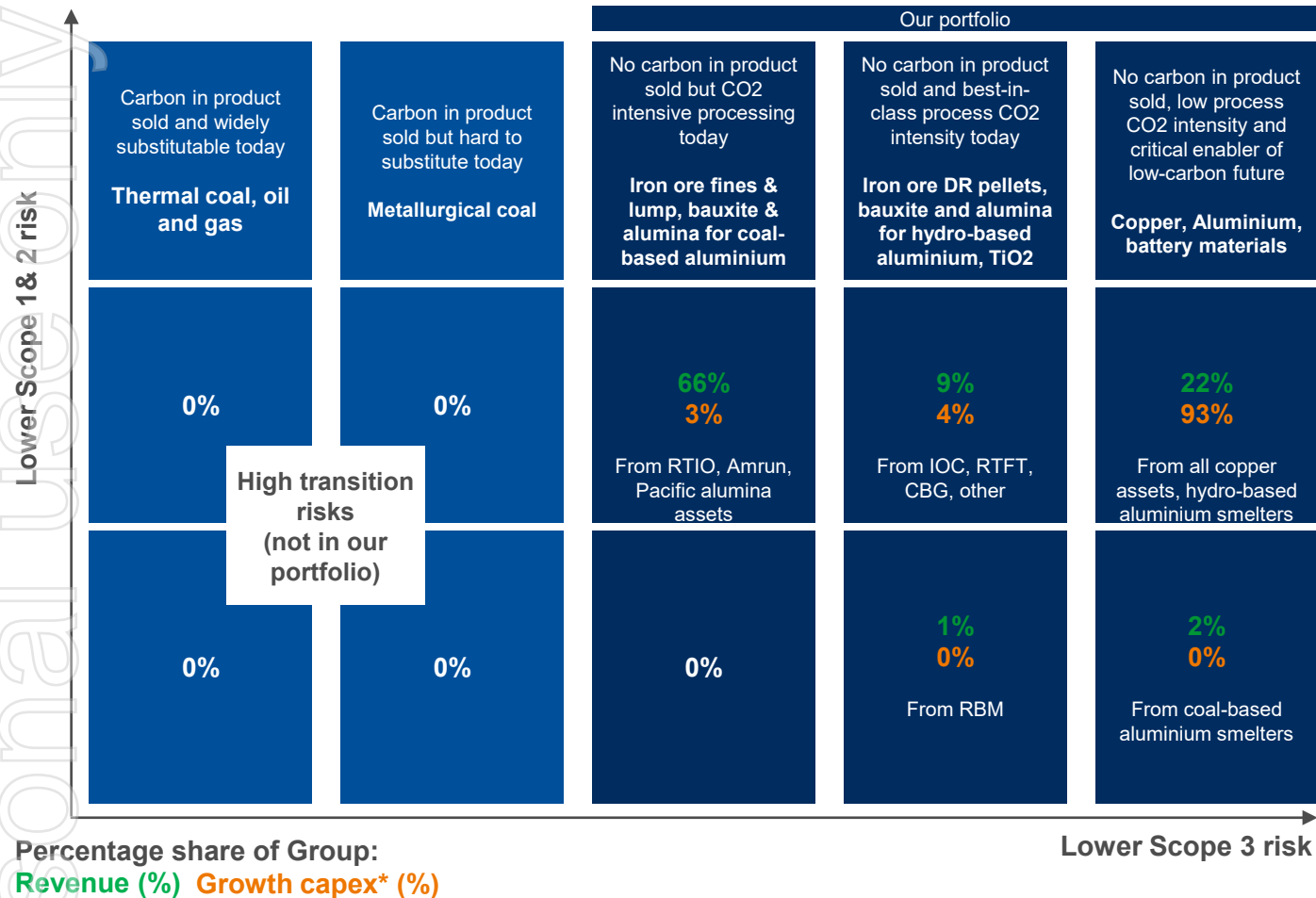


# Appendices





# Our portfolio is well positioned for the low-carbon transition



Over **95%** of our 2020 revenues are from assets with favourable operational carbon intensities

Around **22%** of our revenues and **93%** of our growth capital in 2020 are in the segment with the least low-carbon transition risk

2020 Climate change report includes **detailed scenario analysis** including specific CO<sub>2</sub> prices

\*Excludes sustaining and replacement capex. 2020 full year. The 2020 Climate report can be found at [riotinto.com](https://www.riotinto.com)

# Our portfolio to perform strongly in scenarios with proactive climate action

## Our Scope 3 goals to guide our partnerships

- Technology for reductions in steelmaking carbon intensity of at least **30% from 2030**
- Breakthrough technologies to deliver **carbon neutral steelmaking pathways** by 2050
- Develop breakthrough technology enabling of **zero-carbon aluminium smelting**
- Ambition to reach **net zero emissions** from shipping of our products by 2050

## Our targets<sup>1</sup>

- **30% reduction** in emissions intensity by 2030 from 2018 levels
- **15% reduction** in absolute emissions by 2030 from 2018 levels
- Our growth, overall, between now and 2030 will be **carbon neutral**

## 2020 Highlights

- Reduced emissions by **1.1Mt CO<sub>2</sub>e or 3%** vs 2018 baseline, though flat in 2020
- **\$98m, 34MW** solar plant at Gudai-Darri approved
- **\$14.5m** Baowu-Tsinghua partnership & Tsinghua University
- **\$140m committed** of the \$1bn announced for climate-related projects

## Governance

- The Board intends to put the **climate report to an advisory vote** at 2022 AGMs
- Strengthened link between **executive remuneration & our ESG** performance forming 35%<sup>2</sup> of Short Term Incentive Plans

Underpinned by approximately **\$1bn climate-related spend**  
Ultimately our ambition is for **net zero emissions** from our operations by **2050**

<sup>1</sup>Targets are for scope 1 and 2 GHG emissions, for managed and non-managed operations on an equity basis <sup>2</sup>Short Term Incentive Plan: 20% weighting to safety (unchanged) and 15% to ESG performance.

The 2020 Climate report can be found at [riotinto.com](https://www.riotinto.com)

# ELYSIS zero carbon metal meets new market demand



## Scaling up ELYSIS™ technology

- ELYSIS has achieved stable cell operation, producing commercial metal grade
- Completed construction of new Industrial R&D Center in Saguenay-Lac-St-Jean for next steps in technology scale-up
- Commissioning in full swing to produce metal at scale similar to small, industrial-sized smelting cells
- Technology expected to reach commercial maturity in 2024

## Strong market demand emerging

- **Q3 2020:** Apple's 16" MacBook Pro is world's first device manufactured using ELYSIS metal, delivered through Rio Tinto's commercial network.
- **Q4 2020:** Rio Tinto supplied ELYSIS metal to AB InBev as part of partnership to produce their most sustainable can – piloted with Michelob ULTRA
- **Q2 2021:** Selected our Alma smelter in Saguenay-Lac-Saint-Jean, Quebec, for the first installation and demonstration of its inert anode technology at a commercial size of 450 kiloamperes (kA) and start of construction of the first prototype cells.



# Oyu Tolgoi delivers substantial economic value to Mongolia

**FDI:** OT accounts for **one-third of Mongolia's GDP**; 70% of Foreign Direct Investment

**Jobs:** Country's largest private-sector employer, workforce of 12,000 is 96% Mongolian

**Taxes:** Since 2010, OT has spent **US\$12.7bn in-country** in the form of salaries, payments to Mongolian suppliers, taxes and other payments to the Government of Mongolia.

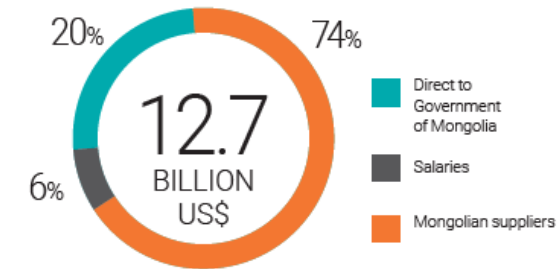
Since 2010, **OT has paid US\$3.4bn in taxes, fees and other payments.**

**Local spend:** **\$3.7bn on national procurement spend since 2010**; National procurement spend reached 72% of total spend in 2020. 770 suppliers of which 499 are national businesses.

Source: World bank

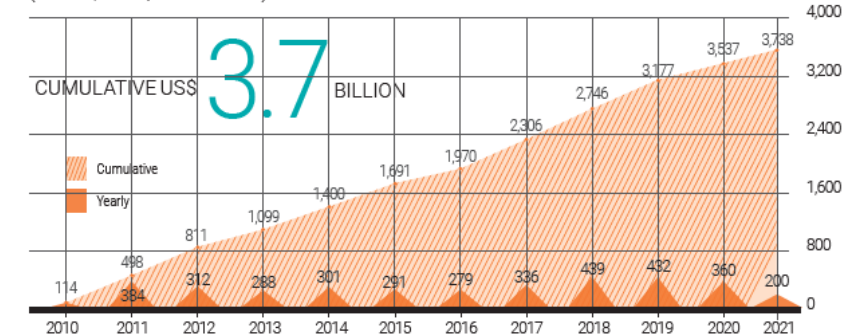
## Total in-country spend (2010 – Q2 2021)

Between 2010 and the second quarter of 2021, Oyu Tolgoi spent US\$12.7 billion in-country in the form of salaries, payments to Mongolian suppliers, taxes and other payments to the Government of Mongolia.



## National procurement (2010 – 2021, in US\$ millions)

**NATIONAL PROCUREMENT**  
(2010 - Q2 2021, in US\$ millions)



Oyu Tolgoi operations procurement team collaborated with 628 suppliers in the first half of 2021, of which 407 are national businesses that account for 75 per cent of total operations procurement spend. Between 2010 and the second quarter of 2021, Oyu Tolgoi spent US\$3.7 billion on national procurement.

# Resolution Copper: potential to produce up to 25% of US copper demand; critical to a low carbon future

**We are continuing to work with the US Forest Service** to review the Final Environmental Impact Statement (EIS) and draft Record of Decision. Mine studies continue to progress in parallel.

**More than \$2bn has been spent on the project** from voluntary reclamation, sinking a second shaft, rehabilitating the existing shaft and deepening to mining depth, ore body study and evaluation, and the federal approval and public engagement

**We are committed to ongoing stakeholder engagement in our effort to seek consent from Native American Tribes** consistent with the International Council on Mining and Metals (ICMM) Statement on Indigenous Peoples and Mining

**Resolution Copper has the potential to produce up to 25% of US copper demand each year**, a critical step toward delivering a low-carbon future. The project has the potential to create approximately 3,700 direct and indirect jobs in Arizona process



Emory Oak Restoration & Conservation Program recognizes the importance of this species to the Western Apache



15 year \$75M Magma Copper Mine reclamation project

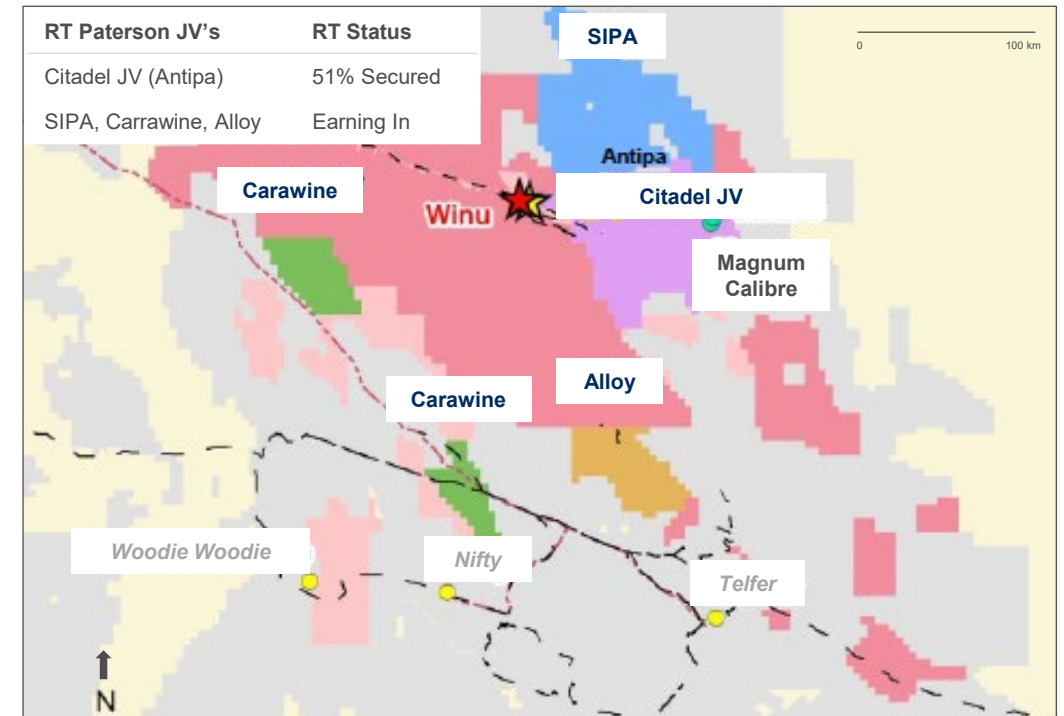
# Significant Paterson footprint with potential beyond Winu

Extensive portfolio of 100% owned tenure, majority owned joint venture (JV) tenure, and active earn-in opportunities

Continue to actively engage with the Traditional Owners and we plan to commence discussions on the initial scope and mine design, also in consultation with the Western Australian Environmental Protection Authority

Testing potential to leverage regional synergies with the Winu development

Sanction now targeted for next year and first production in 2025 partly due to COVID-19 constraints. Drilling, fieldwork and study activities continue to progress





# We are committed to the Simandou project and Guinea

One of the world's largest untapped and richest high-grade iron ore deposits, located in Guinea

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High-grade ores can support the transition to lower-carbon steel

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Strengthens Rio Tinto's iron ore portfolio as well as our product offering

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Complements Rio Tinto iron ore operations in the Pilbara, Western Australia

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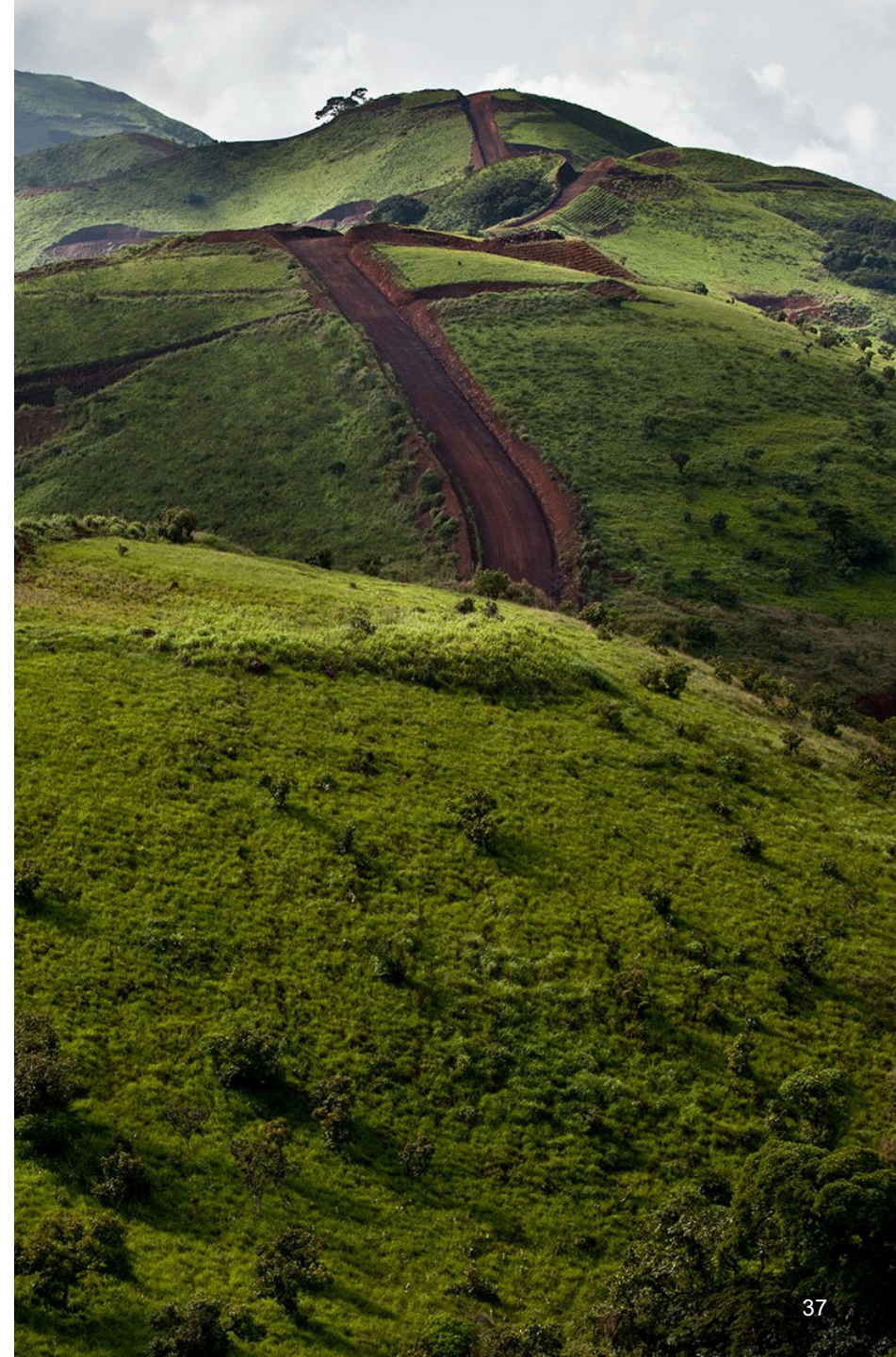
Competitively positioned as a mid-ranking producer on the cost curve

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Diversifies and strengthens the economy of Guinea and local communities

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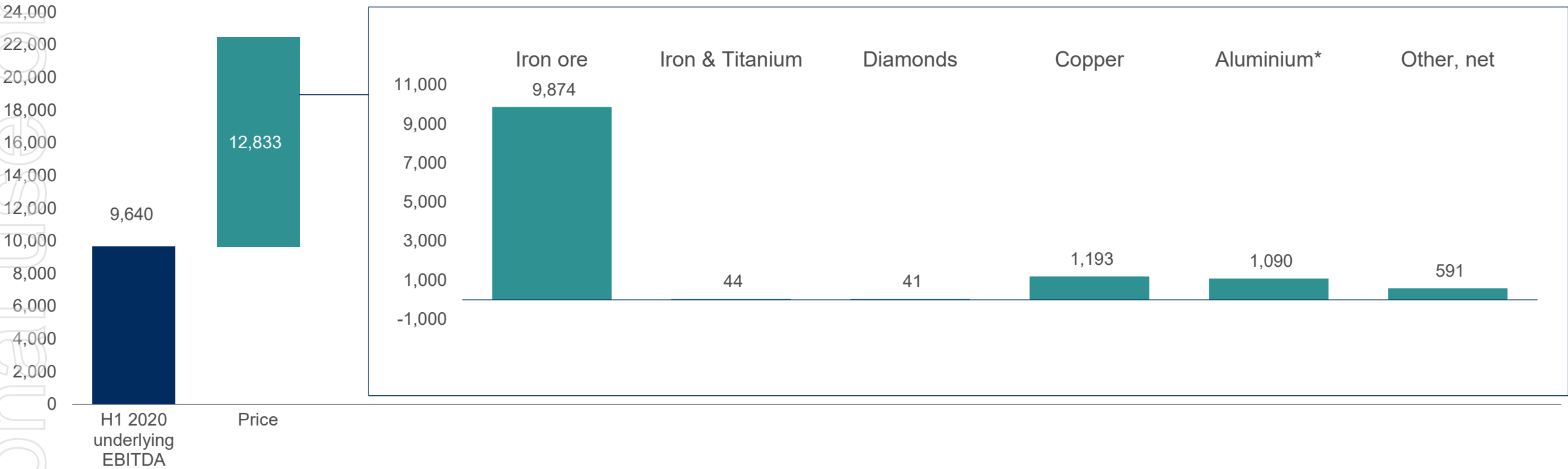
There are factors coming together now to support its development with or without Rio Tinto



# Strong commodity pricing driving EBITDA

Underlying EBITDA H1 2021 vs H1 2020

\$ million

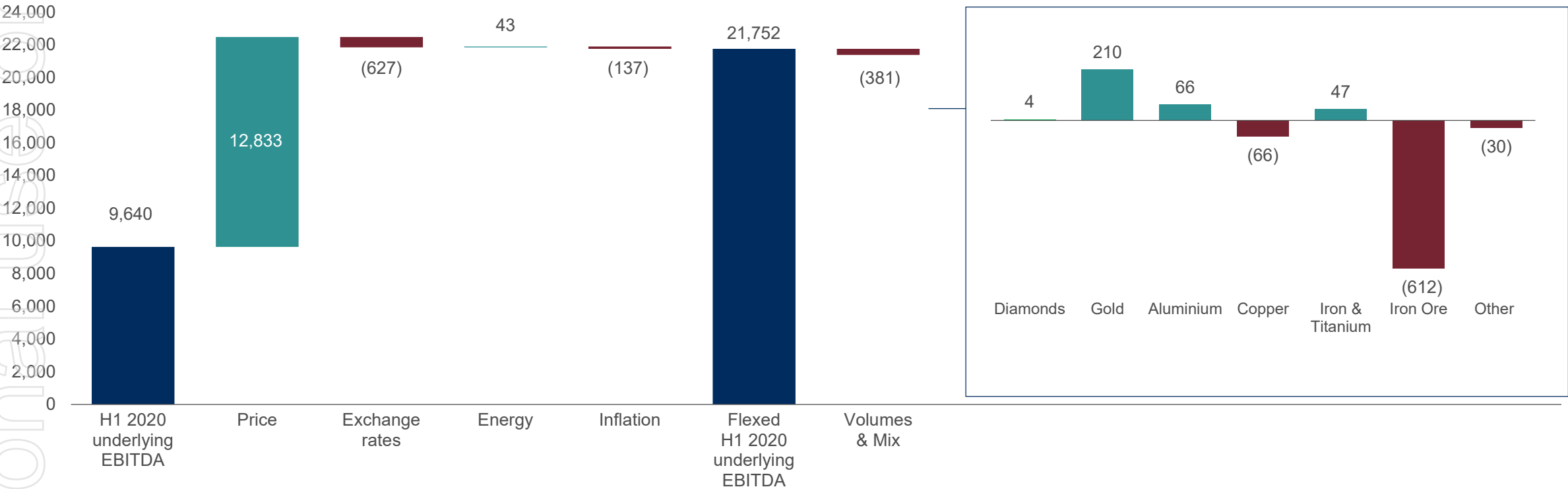


\*Aluminium includes alumina and bauxite and includes movements in market and other premia

# Lower volume in iron ore driven by weather, mine tie-in work, plant availability and heritage management

Underlying EBITDA H1 2021 vs H1 2020

\$ million



The volume variance excludes the profit impact of lost or gained volumes as a result of one-off events that have occurred either in this period or in the comparative period. This includes the pot-lining replacement at the Kitimat aluminium smelter and the impact from curtailment of operations at RBM in early 2020. Aluminium includes alumina and bauxite.

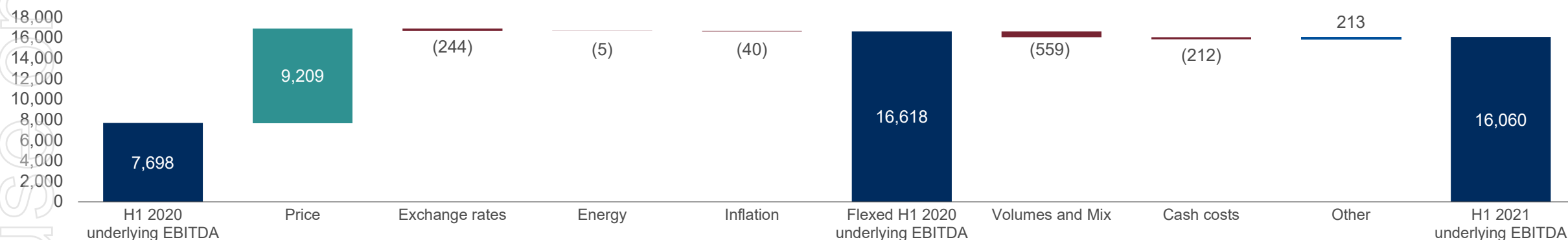


# Iron Ore

## Strong pricing supports EBITDA

### Underlying EBITDA H1 2021 vs H1 2020

\$ million



- Underlying EBITDA of \$16.1 billion was 109% higher than 2020 first half, reflective of higher prices driven by strong global demand and constrained supply. This more than compensated for the lower sales volumes and higher operating costs, which were primarily driven by a stronger Australian dollar.
- Our Pilbara operations delivered an underlying FOB EBITDA margin of 79%.
- Gross product sales for Pilbara operations included freight revenue of \$1.0 billion (2020 first half: \$0.6 billion).
- We price the majority of our iron ore sales (79%) by reference to the average index price for the month of shipment. In 2021 first half, we priced approximately 12% of sales by reference to the prior quarter's average index lagged by one month, with the remainder sold either on current quarter average or on the spot market. We made approximately 71% of our sales including freight and 29% on an FOB basis.
- We achieved an average iron ore price in 2021 first half of \$154.9 per wet metric tonne on an FOB basis (2020 first half: \$78.5 per wet metric tonne). This equates to \$168.4 per dry metric tonne, assuming 8% moisture, (2020 first half: \$85.4 per dry metric tonne) and compares to the monthly average Platts index for 62% fines converted to an FOB basis of \$172.6 per dry metric tonne.

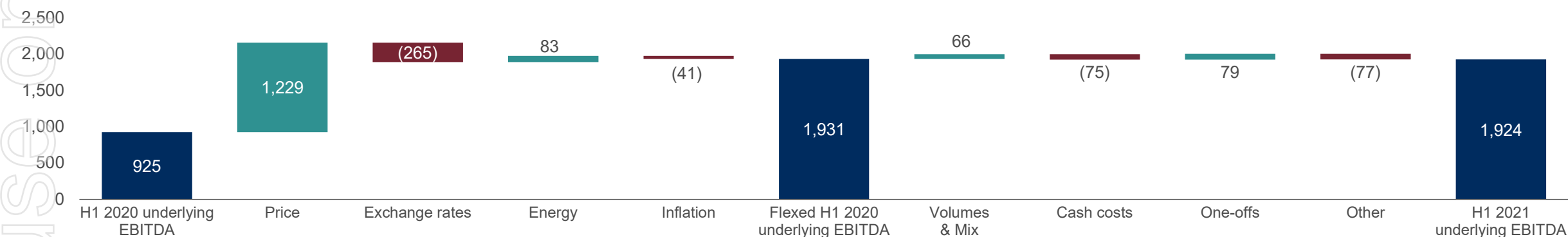
- Our iron ore shipments from the Pilbara decreased by 3% compared with 2020 first half, in line with lower production, which was attributable to sustained wet weather, particularly at the West Pilbara and Robe Valley operations, shutdowns to enable new replacement mines to be tied in, processing plant availability and cultural heritage management.
- 2021 first half Pilbara unit cash costs were \$17.9 per tonne (2020 first half: \$14.5 per tonne). Cost guidance for full year of \$18.0-\$18.5 per tonne represents an underlying cost increase of ~A\$0.3 billion (on a 100% basis) relative to previous guidance of \$16.7-\$17.7 per tonne, or 4%. The updated guidance reflects price escalation of key input costs (diesel and labour), costs related to mine heritage management and COVID-related costs (~A\$100 million, 100% basis, or US\$62 million our share were incurred in 2021 first half; no COVID-19 costs included in previous guidance). It remains based on a A\$:US\$ exchange rate of 0.77.

# Aluminium

## Higher prices, recovery of VAP demand and volumes

### Underlying EBITDA H1 2021 vs H1 2020

\$ million



- Our aluminium business delivered a significant uplift in underlying EBITDA and a substantial increase in cash flow, with free cash flow already at the same level as full year 2020. This was driven by a rebound in sales prices and heightened demand for value-added product (VAP) as markets recovered from the impact of COVID-19.
- Underlying EBITDA of \$1.9 billion was more than double 2020 first half. The benefit from the stronger pricing environment, in particular for primary metal and alumina, and higher aluminium sales driven by the stability of our Canadian smelting business were only partly offset by the impact of stronger local currencies, lower bauxite shipments and some cost inflation for coke and alloys.
- This increased our industry-leading underlying EBITDA margin to 36%.
- We achieved an average realised aluminium price of \$2,626 per tonne, 42% higher than 2020 first half (\$1,849 per tonne).

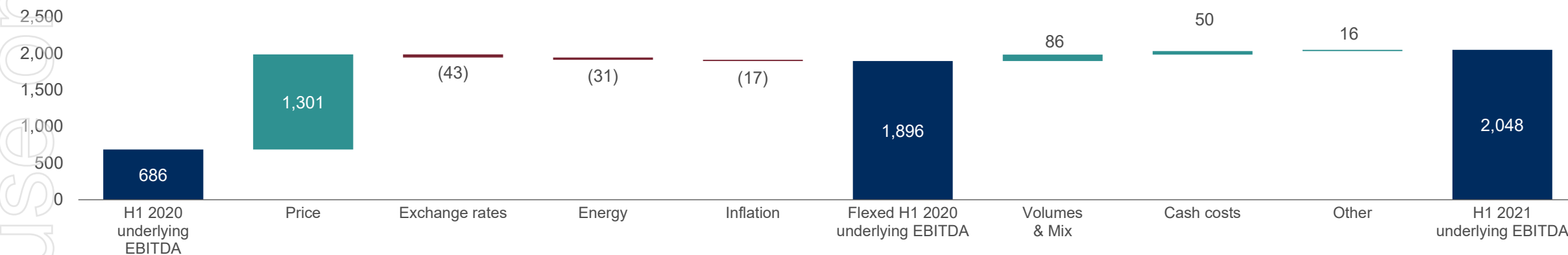
- The cash LME price averaged \$2,245 per tonne, 41% higher than 2020 first half. In our key US market, the mid-West premium duty paid recovered 28% to \$318 per tonne (2020 first half: \$249 per tonne).
- VAP volumes represent 50% of the primary metal we sold (2020 first half: 40%) and generated product premiums averaging \$207 per tonne of VAP sold (2020 first half: \$208 per tonne).
- Although we are broadly balanced in alumina, approximately 2.1 million tonnes of our legacy alumina sales contracts are exposed to a fixed linkage to the LME price. These contracts date back to 2005 or earlier, and the majority expire between 2023 and 2030. The opportunity loss from these legacy contracts was negligible in 2021 first half, compared with around \$50 million in 2020 first half.

# Copper

Higher prices & volume, albeit impacted by COVID-19

## Underlying EBITDA H1 2021 vs H1 2020

\$ million



- The improvement in our financial performance was driven by stronger market conditions and higher refined sales volumes, driven by a solid smelter performance at Kennecott and higher gold grades at Oyu Tolgoi. These compensated for lower volumes at Escondida, where ongoing preventive measures in response to the resurgence of COVID-19 continued to impact workforce availability.
- At \$2.0 billion, our underlying EBITDA was almost three times higher than 2020 first half.
- The stronger market environment, which rebounded from the impact of the global COVID-19 pandemic, drove underlying EBITDA \$1.3 billion higher, with a 66% increase in our realised copper price to 415 US cents per pound, before taking into account the provisional pricing benefit to revenues of \$202 million in 2021 first half.
- Our C1 copper unit costs, at 71 cents per pound in 2021 first half, were 43% lower than in 2020 first half. Lower throughput and grades at Escondida and higher royalties, in line with stronger prices, at Kennecott and Oyu Tolgoi were offset by higher production of copper and, in particular, gold at Oyu Tolgoi, driven by higher grades.

- We incurred additional costs related to our response to COVID-19, higher energy costs, notably in the US driven by weather conditions, and higher royalties at Oyu Tolgoi, in line with higher volumes and prices. These were offset by an improvement in refined copper volumes at Kennecott due to the non-recurrence of two significant events in 2020 - the earthquake in March and the planned smelter shutdown that commenced in May.
- Strong cash from our operating activities of \$1.2 billion benefited from the same drivers as underlying EBITDA and \$0.5 billion higher dividends from Escondida. This was partly offset by a \$0.4 billion tax prepayment which was required by the Mongolian Tax Authority and is being disputed by Oyu Tolgoi through international arbitration.
- Free cash flow of \$0.6 billion was net of \$0.7 billion of capital expenditure, which included ongoing activities at the Oyu Tolgoi underground project and the payment of \$0.4 billion tax to the Government of Mongolia in relation to disputed tax items for the period 2013-2018.

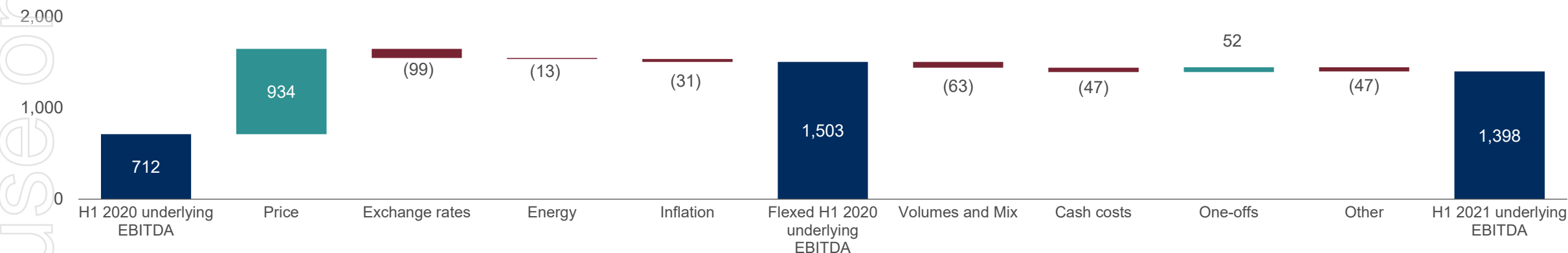


# Minerals

## Strong pricing across portfolio supports EBITDA

### Underlying EBITDA H1 2021 vs H1 2020

\$ million



- The business was generally stable from an operational perspective, while continuing to comply with government-imposed COVID-19 restrictions, notably in Canada.
- The one significant exception was at Richards Bay Minerals (RBM) in South Africa where operations were significantly hampered by a deterioration in the security situation. As a result, we declared force majeure on 30 June, with the cessation of mining activities and curtailment of the smelter.
- On 21 July, we announced that we would shut one of the four furnaces due to depletion of available feedstock. We continue to work with national and provincial governments as well as community structures to find a lasting solution to the current situation. However, if the situation does not improve, then we could be forced to progressively shut down the other furnaces by the end of August.
- At IOC, force majeure declared in April was lifted 9 weeks later following the temporary cessation of ship loading due to a fire in March at one shiploader when the second shiploader was undergoing planned maintenance activities.

- Underlying EBITDA of \$1.4 billion was almost double 2020 first half, primarily reflecting a \$0.9 billion benefit from higher pricing across the portfolio, with prices achieved for iron ore pellets and concentrates for sale being the main contributor.

# Other movements in underlying EBITDA

## Underlying EBITDA impact

\$ million	H1 2020	FX/ price	Energy & Inflation	Volumes	Cash costs	E&E	Non-cash	Other	H1 2021
Other operations	1	260	9	17	6	-	-54	-243	-4
Exploration & Evaluation (net)	-121	-	-	-	18	-17	-	-	-120
Other	-261	-76	-8	72	-58	-	-	62	-269
<b>Total</b>	<b>-381</b>	<b>184</b>	<b>1</b>	<b>89</b>	<b>-34</b>	<b>-17</b>	<b>-54</b>	<b>-181</b>	<b>-393</b>

- Other operations include our 100% interest in the Gove alumina refinery (under rehabilitation), Rio Tinto Marine, and the remaining legacy liabilities of Rio Tinto Coal Australia. These include provisions for onerous contracts, in relation to rail infrastructure capacity, partly offset by financial assets and receivables relating to contingent royalties and disposal proceeds.
- From 1 January 2021, Uranium moved from Minerals to Other operations.
- From 1 January 2021, Argyle Closure is reported as part of Other Operations.
- We have a strong portfolio of projects with activity in 19 countries across 8 commodities in early exploration and studies stages. We have followed government COVID-19 requirements and guidelines at all our projects while focusing on protecting the health and well-being of local communities. The bulk of our central exploration expenditure in the half was prioritised on copper projects in Australia, Canada, Kazakhstan, the United States and Zambia, and diamond projects in Canada.

- Other comprises: central pensions, share-based payments, insurance and derivatives; restructuring, project and one-off costs; other central costs; and inter-segment transactions.
- Central pension costs, share-based payments, insurance and derivatives were a \$119 million credit compared with a \$102 million credit in 2020 first half mainly due to higher insurance premiums in 2021 first half with a lower offset from claims than 2020 first half, coupled with lower costs associated with share based payments.
- Restructuring, project and one-off central costs were 50% lower than 2020 first half mainly due to provisions recognised in 2020 in respect of legacy operations.
- Other central costs of \$346 million (pre-tax) were 27% higher than 2020 first half mainly attributable to stronger local currencies, and also includes a modest increase in costs associated with progressing our CSP and ESG objectives.

# Group level financial guidance

	FY2021	FY2022	FY2023
<b>CAPEX</b>			
Total Group	~\$7.5bn	~\$7.5bn	~\$7.5bn
Sustaining Capex Group	\$3.0 - \$3.5bn	\$3.0 - \$3.5bn	\$3.0 to \$3.5bn
Pilbara Sustaining Capex	\$1.2-\$1.6bn	\$1.2-\$1.6bn	\$1.2-\$1.6bn
<b>Effective tax rate</b>	30%		
<b>Returns</b>	Total returns of 40 – 60% of underlying earnings through the cycle		





# Product group level guidance

	2021 production guidance <sup>1</sup>	2021 costs
<b>Iron Ore Shipments</b>	325 – 340mt <sup>2</sup> (100% basis)	\$18.0-18.5/wmt (FOB), based on an Australian dollar exchange rate of \$0.77
<b>C&amp;D</b>		
Mined Copper	500 – 550kt <sup>3</sup>	C1 Copper unit costs 60-75 US c/lb
Refined Copper	210 – 250kt	
Diamonds	3.0 – 3.8m carats <sup>4</sup>	
<b>Aluminium</b>		
Bauxite	56 – 59mt <sup>3</sup>	Modelling guidance provided for Canadian smelters only (see slide 49)
Alumina	7.8 – 8.2mt	
Aluminium	3.1 – 3.3mt	
<b>Minerals</b>		
TiO <sub>2</sub>	N/A <sup>5</sup>	
IOC	10.5 – 12.0 mt <sup>6</sup>	
B <sub>2</sub> O <sub>3</sub>	~0.5mt	

<sup>1</sup>Rio Tinto share unless otherwise stated.

<sup>2</sup>At the low end of the range and remains subject to COVID-19 disruptions, risks around tie-in of new mines and management of cultural heritage.

<sup>3</sup>At the low end of the range.

<sup>4</sup>2021 diamonds guidance is for Diavik only following the closure of Argyle in 2020.

<sup>5</sup>Full year titanium dioxide slag production guidance has been removed as a result of risks around the timing of resumption of operations due to an escalation in the security situation at our Richards Bay Minerals operation in South Africa.

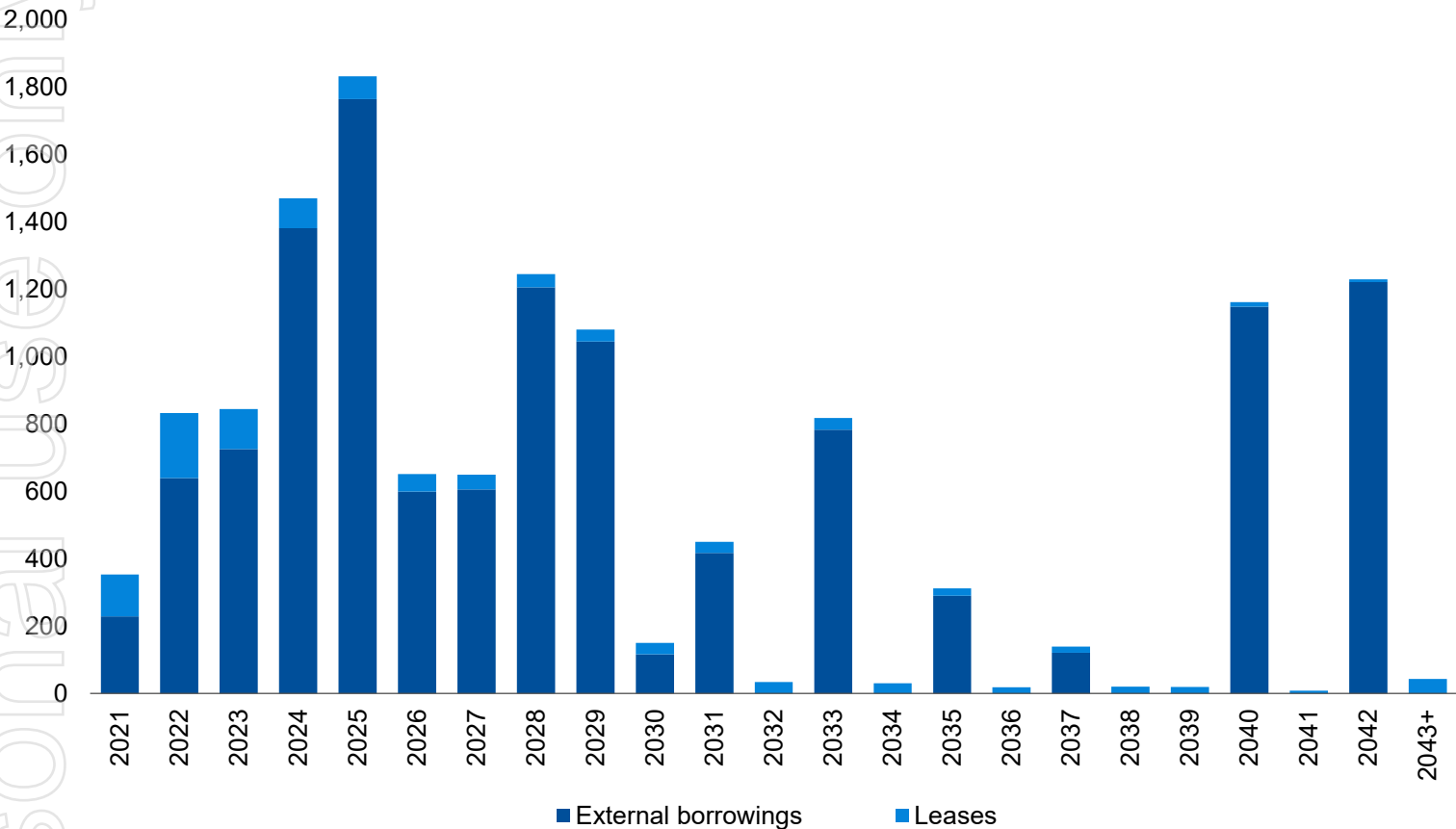
<sup>6</sup>Total production of pellets and concentrates – mix can flex depending on marketing demand.



# Debt maturity profile

30 June 2021 debt maturity profile\*

\$ million



\*Numbers based on June 2021 accounting value. The debt maturity profile shows \$1.1 billion of capitalised leases under IFRS 16.

Average outstanding debt maturity of corporate bonds at ~12 years (~ 9 years for Group debt)

No corporate bond maturities until 2024

Liquidity remains strong under stress tests

\$7.5bn back-stop Revolving Credit Facility extended to November 2023 and remained undrawn throughout the pandemic

# Modelling EBITDA

## Underlying EBITDA sensitivity

	Average published price/exchange rate for 2021 first half	US\$ million impact on full year 2021 underlying EBITDA of a 10% change in prices/exchange rates
Copper	413c/lb	478
Aluminium	\$2,245/t	784
Gold	\$1,805/oz	77
Iron ore realised price (62% Fe CFR freight-adjusted)	\$168.4/dmt	4,180
A\$	0.77US\$	665
C\$	0.80US\$	249
Oil (Brent)	\$65/bbl	112

Note: The sensitivities give the estimated effect on underlying EBITDA assuming that each individual price or exchange rate moved in isolation. The relationship between currencies and commodity prices is a complex one and movements in exchange rates can affect movements in commodity prices and vice versa. The exchange rate sensitivities include the effect on operating costs but exclude the effect of revaluation of foreign currency working capital.



# Modelling aluminium costs

## Canadian\* smelting unit cash\*\* cost sensitivity

(\$/t) Impact a \$100/t change in each of the input costs below will have on our H1 2021 Canadian smelting unit cash cost of \$1,262/t

Alumina (FOB)

\$191

Green petroleum coke (FOB)

\$27

Calcined petroleum coke (FOB)

\$36

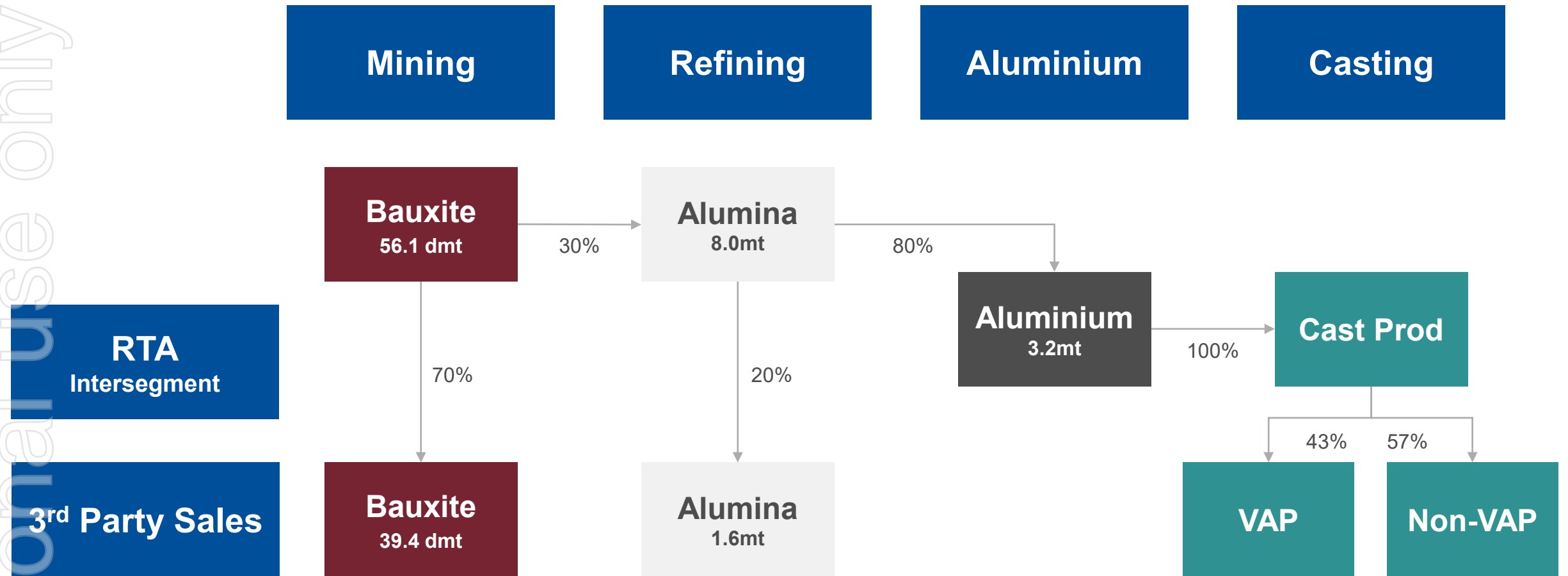
Coal tar pitch (FOB)

\$8

\* Canadian smelters include all fully-owned smelters in Canada (Alma, AP60, Arvida, Grande-Baie, Kitimat, and Laterrière), as well as Rio Tinto's share of the Becancour and Alouette smelters

\*\* The smelting unit cash costs refer to all costs which have been incurred before casting, excluding depreciation but including corporate allocations and with alumina at market price, to produce one metric tonne of primary aluminium.

# RTA Value Chain – 2020 Actuals



# Application of the returns policy

Capital return considerations	Comments
Results for H1 2021	<ul style="list-style-type: none"> <li>– Operating cash flow of <b>\$13.7 billion</b></li> <li>– FCF of <b>\$10.2 billion</b><sup>1</sup></li> <li>– Underlying earnings up 156% to <b>\$12.2 billion</b></li> </ul>
Long-term growth prospects	<ul style="list-style-type: none"> <li>– Focused on Oyu Tolgoi and Jadar</li> <li>– Investing in replacing high quality assets in Pilbara, and Kennecott</li> <li>– Ongoing exploration and evaluation programme – Winu</li> </ul>
Balance sheet strength	<ul style="list-style-type: none"> <li>– Strong balance sheet with net cash of <b>\$3.1 billion</b></li> </ul>
40-60 per cent of underlying earnings through the cycle	<ul style="list-style-type: none"> <li>– <b>Pay-out of 75%</b> based on (i) Record financial performance in H1 2021 (ii) strong balance sheet</li> </ul>
Balanced between growth and shareholder returns	<ul style="list-style-type: none"> <li>– Defined growth pipeline and a strong balance sheet providing capacity for shareholder return</li> </ul>
Outlook	<ul style="list-style-type: none"> <li>– Expect continued global recovery with most key indicators of economic activity back to pre COVID-19 levels. We remain watchful of risks, in particular variant infection and vaccination rates.</li> <li>– China's economic growth is becoming more balanced on fading stimulus-related demand and tightening credit conditions. Consumption and non-real estate demand has continued to recover.</li> <li>– Rising inflation is primarily being driven by the current imbalances in supply and demand, as industry producers adjust activity following some disruption.</li> <li>– Potential for continued price volatility</li> </ul>

<sup>1</sup> Free cash flow is defined as net cash generated from operating activities less purchases of PP&E less lease principal payments plus sales of PP&E.



# Group Income Statement and Cash Flow Statement

	Rio Tinto Group		Oyu Tolgoi and Turquoise Hill <sup>1</sup>		Proforma Rio Tinto Group (excluding OT and TRQ) <sup>2</sup>	
	Jun-21 YTD	Jun-20 YTD	Jun-21 YTD	Jun-20 YTD	Jun-21 YTD	Jun-20 YTD
	US\$m	US\$m	US\$m	US\$m	US\$m	US\$m
<b>Consolidated sales revenue</b>	33,083	19,362	844	409	32,239	18,953
<b>Profit after tax for the period</b>	13,068	3,451	426	(23)	12,642	3,474
– attributable to owners of Rio Tinto (net earnings)	12,313	3,316	215	66	12,098	3,250
– attributable to non-controlling interests	755	135	211	(89)	544	224
<b>Alternative performance measures (as per Financial Information by Business Unit)</b>						
<b>Underlying EBITDA</b>	21,037	9,640	528	89	20,509	9,551
<b>Underlying Earnings</b>	12,166	4,750	152	11	12,014	4,739
<b>Cash flows from operations</b>	18,905	8,826	95	29	18,810	8,797
<b>Capital expenditure</b>	(3,336)	(2,693)	(460)	(548)	(2,876)	(2,145)

Oyu Tolgoi (OT) and Turquoise Hill Resources (TRQ) are fully consolidated in the Rio Tinto accounts – Rio Tinto's economic ownership is 33.5%. These tables are provided to be able to see the OT/TRQ accounts on a stand alone basis.

<sup>1</sup> Represents the amounts shown in the subsidiaries' financial statements prepared in accordance with IFRS under Rio Tinto Group accounting policies, including fair value adjustments, and before intercompany eliminations.

<sup>2</sup> Includes income and expenses arising in other Rio Tinto group companies from transactions with Oyu Tolgoi and Turquoise Hill

# Group Balance Sheet

	Rio Tinto Group		Oyu Tolgoi and Turquoise Hill <sup>(1)</sup>		Proforma Rio Tinto Group (excluding OT and TRQ)	
	Jun-21 YTD	Dec-20 YTD	Jun-21 YTD	Dec-20 YTD	Jun-21 YTD	Dec-20 YTD
	US\$m	US\$m	US\$m	US\$m	US\$m	US\$m
Non-current assets	77,676	76,535	11,789	10,930	65,887	65,605
Current assets	25,765	20,855	1,033	1,496	24,732	19,359
<b>Total assets</b>	<b>103,441</b>	<b>97,390</b>	<b>12,822</b>	<b>12,426</b>	<b>90,619</b>	<b>84,964</b>
Current liabilities	(12,076)	(11,607)	(530)	(540)	(11,546)	(11,067)
Non-current liabilities <sup>(2)</sup>	(33,196)	(33,880)	(4,392)	(4,404)	(28,804)	(29,476)
<b>Total liabilities</b>	<b>(45,272)</b>	<b>(45,487)</b>	<b>(4,922)</b>	<b>(4,944)</b>	<b>(40,350)</b>	<b>(40,543)</b>
<b>Net assets</b>	<b>58,169</b>	<b>51,903</b>	<b>7,900</b>	<b>7,482</b>	<b>50,269</b>	<b>44,421</b>
Equity attributable to non-controlling interests	5,194	4,849	2,600	2,424	2,594	2,425
Equity attributable to owners of Rio Tinto	52,975	47,054	5,300	5,058	47,675	41,996
<b>Total equity</b>	<b>58,169</b>	<b>51,903</b>	<b>7,900</b>	<b>7,482</b>	<b>50,269</b>	<b>44,421</b>
<b>Alternative performance measures (as per Financial Information by Business Unit)</b>						
<b>Operating assets</b>	<b>49,835</b>	<b>47,718</b>	<b>8,854</b>	<b>8,111</b>	<b>40,981</b>	<b>39,607</b>
<b>Net debt</b>	<b>3,140</b>	<b>(664)</b>	<b>(3,554)</b>	<b>(3,053)</b>	<b>6,694</b>	<b>2,389</b>
<b>Equity attributable to owners of Rio Tinto</b>	<b>52,975</b>	<b>47,054</b>	<b>5,300</b>	<b>5,058</b>	<b>47,675</b>	<b>41,996</b>

Oyu Tolgoi (OT) and Turquoise Hill Resources (TRQ) are fully consolidated in the Rio Tinto accounts – Rio Tinto's economic ownership is 33.5%. These tables are provided to be able to see the OT/TRQ accounts on a stand alone basis.

<sup>1</sup> Represents the amounts shown in the subsidiaries' financial statements prepared in accordance with IFRS under Rio Tinto Group accounting policies, including fair value adjustments, and before intercompany eliminations.

<sup>2</sup> Rio Tinto plc has provided a guarantee, known as the completion support undertaking (CSU), in favour of the Oyu Tolgoi LLC project finance lenders. At 30 June 2021 and 31 Dec 2020, US\$4.3bn of project finance debt was outstanding under this facility.