

# Driven by Returns

BARRICK



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Scotiabank Mining Conference

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# CAUTIONARY STATEMENT ON FORWARD-LOOKING INFORMATION



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We disclaim any intention or obligation to update or revise any forward-looking statements whether as a result of new information, future events or otherwise, except as required by applicable law.

# Barrick at a Glance

## Capital discipline

Pascua-Lama suspension reduces 2014 capex guidance by up to **\$1B**

Optimizing portfolio: **~\$700M** of non-core asset sales to date in 2013

## High quality assets

**+55%** of 2013 production from 5 large mines at AISC of **~\$700/oz**

Lowest all-in sustaining costs of senior producers

## Cost reduction

**~\$2B** of reductions; lowered 2013 gold and copper cost guidance

**\$500M** of targeted annual savings

# High Quality Portfolio

- 5 mines contributed ~55% of production in first nine months 2013 at AISC of ~\$660/oz<sup>(1)</sup>

9 months ended  
Sept. 30, 2013



	CORTEZ	GOLDSTRIKE	LAGUNAS NORTE	VELADERO	PUEBLO VIEJO	TOTAL/AVG
Production <sup>(2)</sup>	1,093 Koz	650 Koz	411 Koz	499 Koz	331 Koz	2,984 Koz
AISC	\$416/oz	\$955/oz	\$633/oz	\$785/oz	\$743/oz	\$660/oz
Gold Reserves <sup>(3)</sup>	15.1 Moz	12.3 Moz	5.8 Moz	10.0 Moz	15.0 Moz	58.2 Moz

(1) See final slide #1

(2) Barrick's share of production

(3) As of December 31, 2012. See final slide #3

# Pueblo Viejo: Ramping Up

- 2013E production: ~500koz<sup>(1,2)</sup> at AISC of \$700-\$750/oz<sup>(2)</sup>
- Power plant commissioned in Q3 on schedule
- Full capacity expected in H1 2014
- Revised SLA finalized and ratified by Congress

(1) Barrick's 60% share. (2) Actual results will vary depending on how the ramp up progresses.



# Plans to Maximize Cash Flow



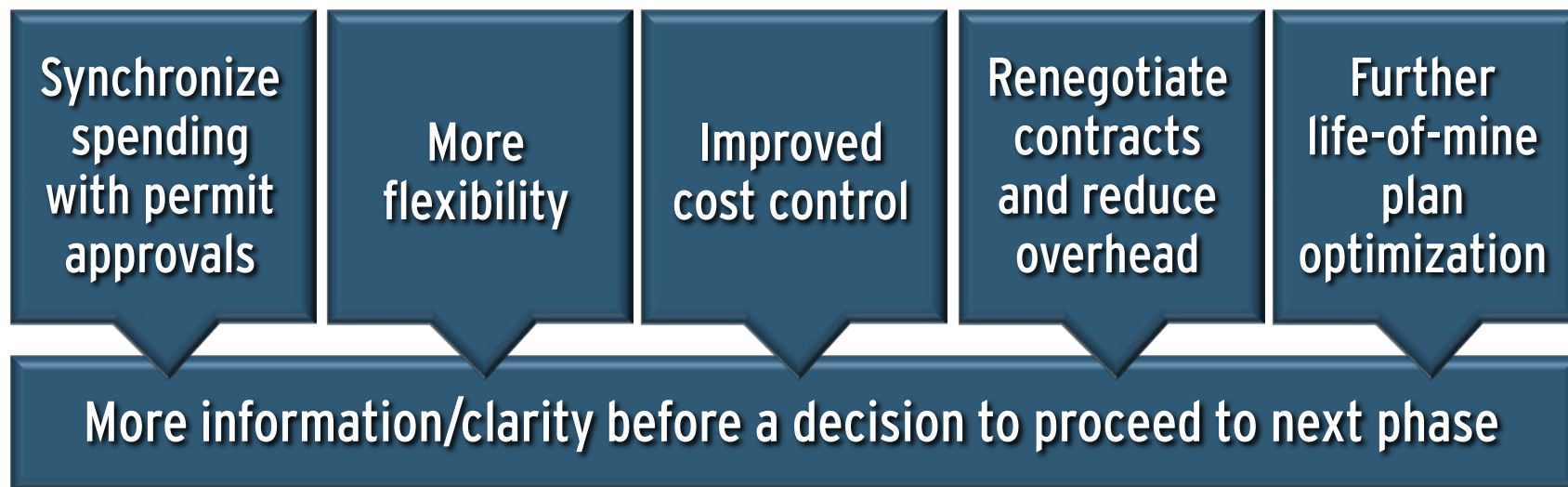
ASSET	THIRD QUARTER 2013 PROGRESS
<b>Bald Mountain</b>	✓ Implementing mine plan changes
<b>Yilgarn South mines</b>	✓ Sold
<b>Plutonic</b>	✓ Sale process underway for Plutonic and Kanowna
<b>Pierina</b>	✓ Initiated closure
<b>Hemlo</b>	✓ Deferred open pit expansion; evaluating changes to underground mine plan
<b>African Barrick Gold (73.9%)</b>	✓ Improved 2013 operating outlook, positive grade reconciliations and changes to North Mara mine plan; targeting \$185M of annual savings going forward
<b>Lumwana</b>	✓ Sustained operating improvements, evaluating further plant efficiencies
<b>Marigold (33%)</b>	✓ Smaller pit and fleet, mining higher grade benches
<b>Round Mountain(50%)</b>	Optimizing mine plan with JV partner – in progress
<b>Porgera</b>	Evaluate mine plan/alternatives – in progress

# Pascua-Lama: Decision to Suspend

- Decision to suspend in light of:
  - prolonged lower metal prices
  - continued uncertainty and risks facing the project today
- A new phased approach to development
- Aligns with disciplined capital allocation framework and improves near term cash flow
  - 2014 capex guidance further reduced by up to \$1B
- Better positioned since significantly demobilized with re-sequencing plan
- Many ramp-down activities already well underway

# Pascua-Lama: Phased Approach

- To resume construction under a **phased approach** when conditions warrant
- Benefits:



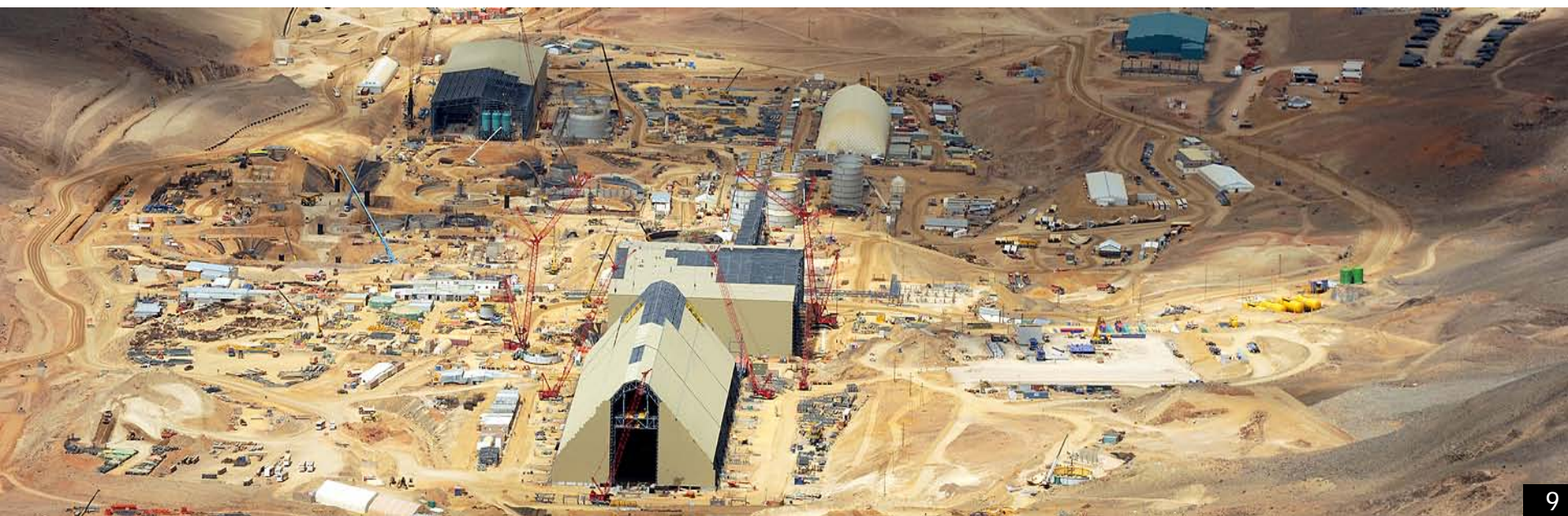
- Also evaluating further opportunities to improve project's risk-adjusted returns:
  - strategic partnerships, royalty/streaming deals



# Pascua-Lama: Ramp-down

- Ramp-down to be carried out for an efficient re-start when conditions warrant
- 2014 estimated costs of \$0.25-\$0.30B<sup>(1)</sup>
- Actual 2014 expenditures will be dependent on a number of factors, including regulatory requirements

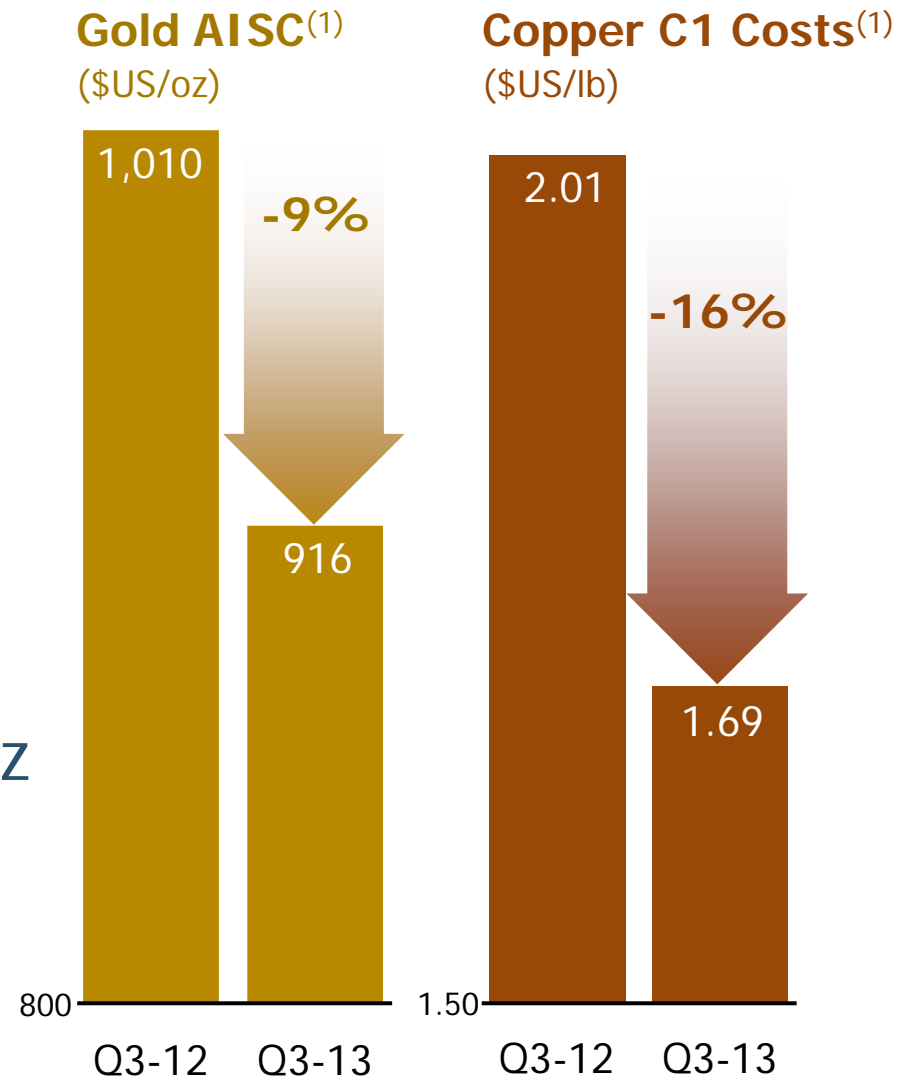
(1) ~50% expected to be capitalized



# Third Quarter Results



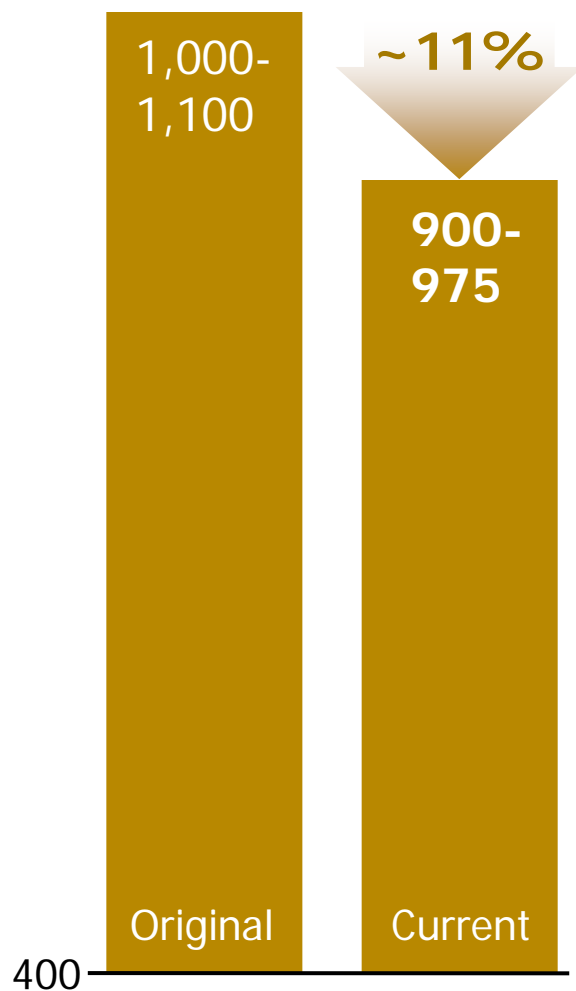
- Adjusted net earnings of \$0.58B (\$0.58/sh)<sup>(1)</sup>
- Net earnings of \$0.17B (\$0.17/sh)
- Operating cash flow (OCF) of \$1.23B
- Adjusted OCF of \$1.30B<sup>(1)</sup>
- Gold production of 1.85 Moz
- Copper production of 139 Mlbs



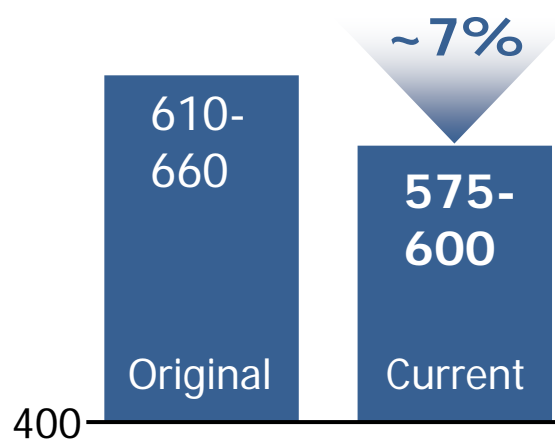
(1) See final slide #1

# 2013 Guidance Improvements

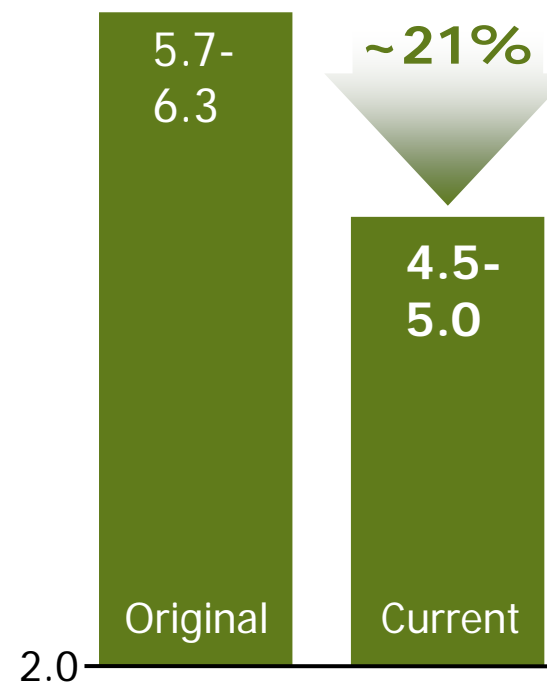
## Gold AISC<sup>(1)</sup> (\$/oz)



## Gold Adjusted Operating Costs<sup>(1,2)</sup> (\$/oz)



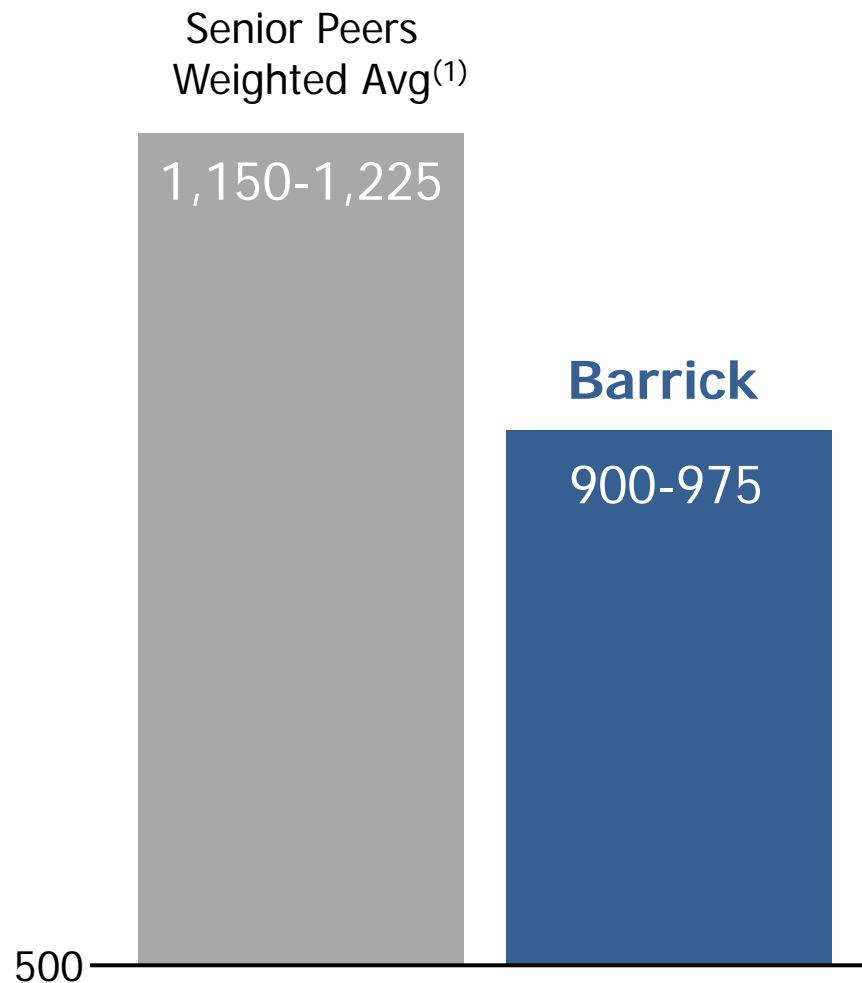
## Total Capex<sup>(1)</sup> (\$B)



(1) Percentages calculated based on mid-point of guidance ranges. (2) See final slide #1

# Lowest Cost Senior Producer

## 2013e All-In Sustaining Costs (US\$/oz)



- High quality portfolio
- Successful cost reduction and portfolio optimization efforts

(1) See final slide #2.

# Lumwana Performance Improvements



- 193 Mlbs of copper production in first nine months of 2013
  - C1 cash costs: \$2.34/lb
  - C3 fully allocated costs: \$3.04/lb<sup>(1)</sup>
- Significant cost reductions:
  - changed mine plan and reduced waste stripping
  - terminated major mining contractor
  - improved fleet productivity



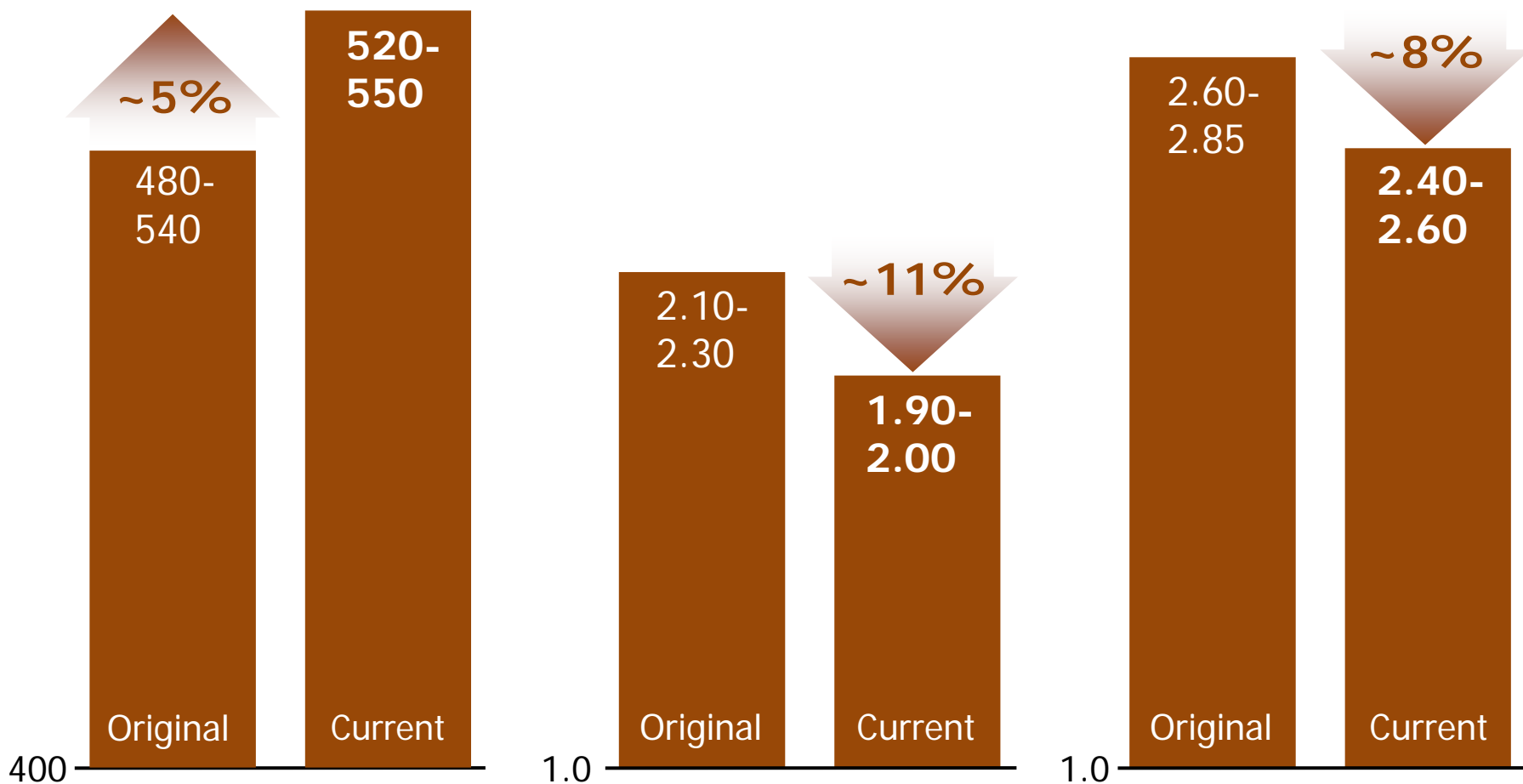
(1) See final slide #1

# Improved 2013 Copper Guidance

## Production<sup>(1)</sup> (Mlbs)

## C1 Cash Costs<sup>(1)</sup> (\$US/lb)

## C3 Fully Allocated Costs<sup>(1)</sup> (\$US/lb)



(1) Percentages calculated based on mid-point of guidance ranges.

# Cost Reduction Initiatives

Total annual savings target – **\$500M**

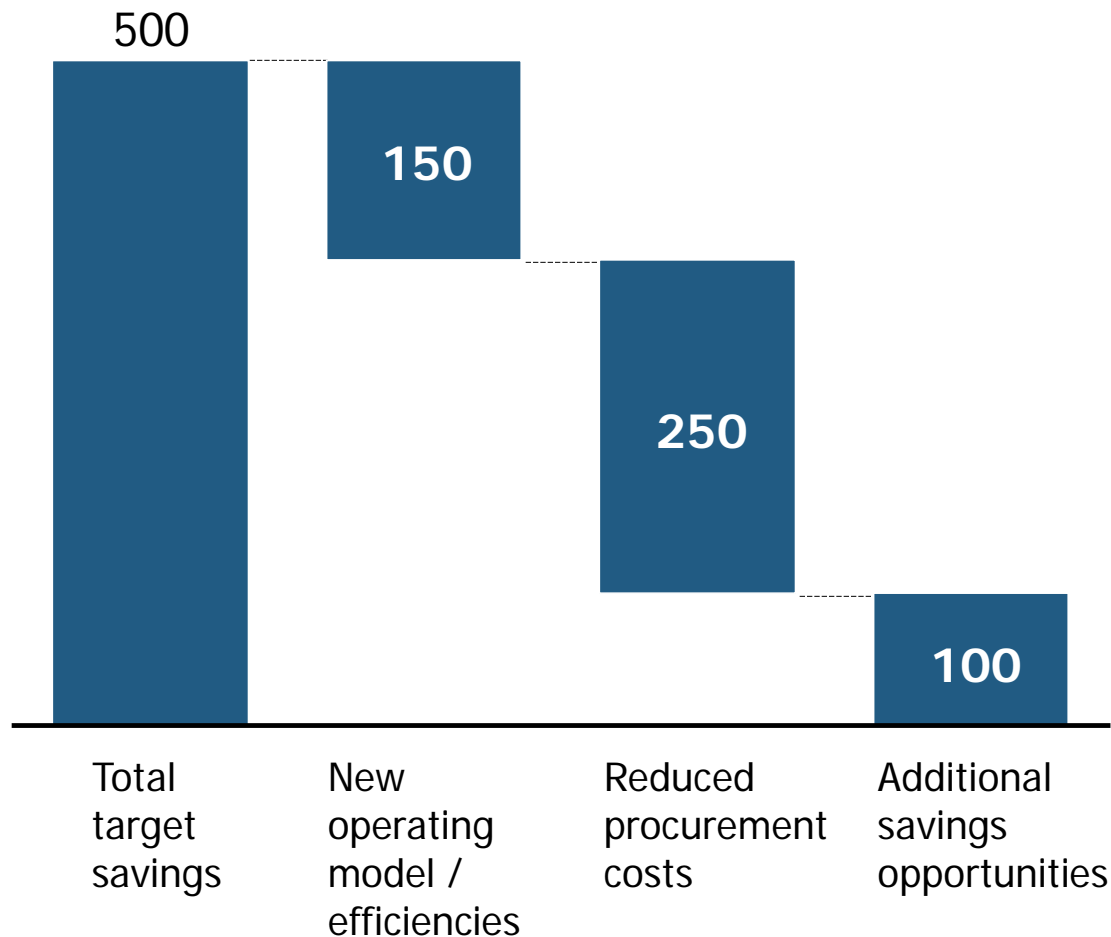
## Cost reduction programs well underway

- All costs under review
- Specific savings targets established
- Majority of 1,850 identified positions eliminated

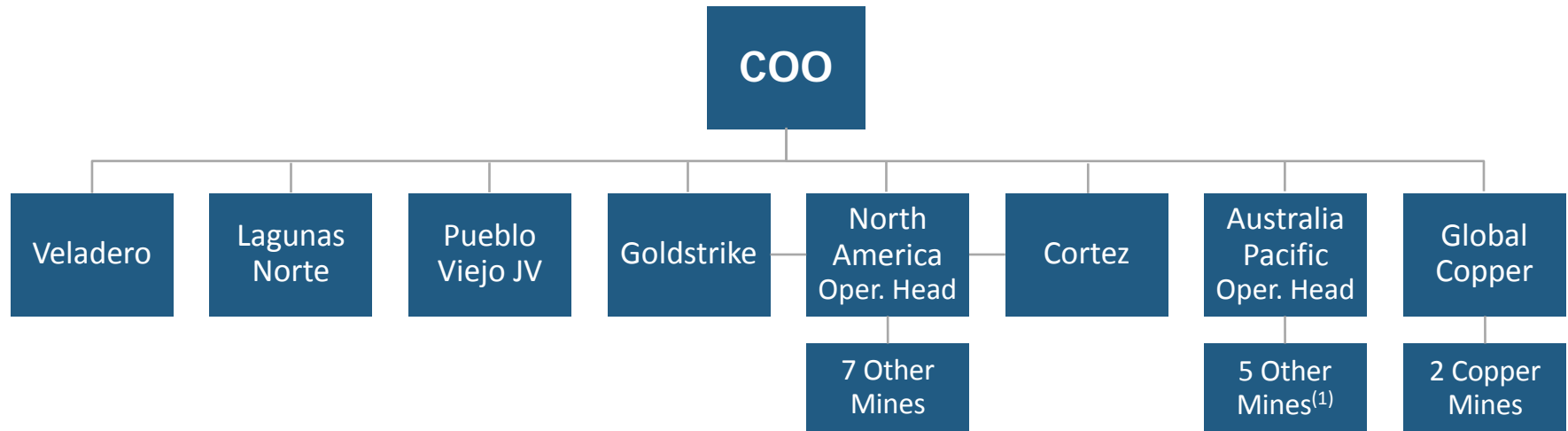
## New operating model being phased in

- Focus on both efficiency and effectiveness

## Annual Savings Targets (\$M)



# New Operating Reporting Structure



- Core mines will report directly to COO
- Brings senior management closer to mines
- Allows mine managers to focus solely on core business of mining

(1) Sale process underway for Plutonic and Kanowna.



# Financial Position and Liquidity

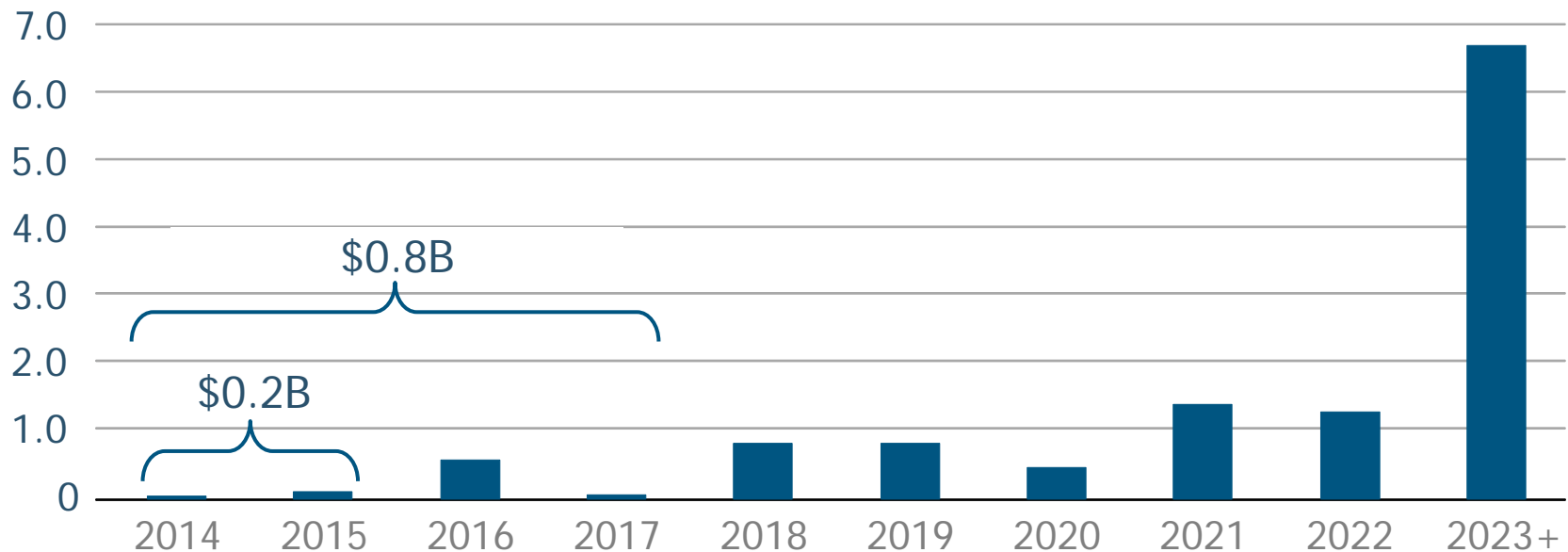


- Generated \$3.2B of operating cash flow in first nine months of 2013
- ~\$2.0B of reductions to 2013 budgeted costs and capex; \$0.5B of targeted future annual cost savings
- \$4.0B undrawn credit facility extended to 2019
- Lower 2014 cash outlay for Pascua-Lama
- Termed out \$3.0B in debt in Q2 2013
- \$3.0B equity offering de-levers balance sheet

# Improved Financial Flexibility

- Reduces net debt by ~21%<sup>(1)</sup>
- Eliminates ~\$2.5B of debt repayments over next 5 years

## Post-Offering Scheduled Debt Repayments<sup>(2)</sup>



(1) Based on debt outstanding as of Sept. 30, 2013. Includes Barrick's share of Pueblo Viejo project financing and excludes capital leases.

(2) Effective as of Dec. 31, 2013.

# Barrick's Framework for Returns



## **Disciplined Capital Allocation**

- ✓ 2014 capex guidance reduced by up to \$1B with Pascua-Lama suspension
- ✓ Portfolio optimization: non-core asset sales

## **High Quality Asset Base**

- ✓ 5 mines to contribute ~55% of production at AISC of ~\$700/oz in 2013E
- ✓ On track with 2013E production of 7.0-7.4 M oz<sup>(1)</sup> at lowest AISC of seniors

## **Significant Cost Reductions**

- ✓ ~\$2.0B of budgeted capital/cost reductions in 2013
- ✓ Improved copper guidance on Lumwana turnaround
- ✓ Targeting \$500M of annual cost savings

## **Enhanced Financial Flexibility**

- ✓ Near term debt maturities significantly reduced
- ✓ \$3.2B in operating cash flow in 9M 2013
- ✓ \$4.0B undrawn credit facility extended to 2019

(1) Due to the sale of Yilgarn South, the company expects to be at the low end of the 2013 production guidance range.

1. Adjusted net earnings, adjusted net earnings per share, adjusted operating cash flow, all-in sustaining costs per ounce ("AISC"), adjusted operating costs per ounce, C1 cash costs per pound and C3 fully allocated cash costs per pound are non-GAAP financial performance measures with no standardized definition under IFRS. In the past, Barrick used the term "total cash costs" to describe its adjusted operating cost measure. Barrick is using the term "adjusted operating costs" to describe this measure but has not changed the manner in which the measure is calculated. See pages 44-50 of Barrick's Third Quarter 2013 Report.
2. Senior peers include Newmont, Goldcorp, Kinross, and Newcrest. Newcrest's AISC figure for fiscal year ending June 2013 converted to USD using average AUD/USD exchange rate for fiscal year ending June 30, 2013. Senior peer weighted average calculation performed on a co-product basis.
3. Calculated in accordance with National Instrument 43-101 as required by Canadian securities regulatory authorities. For United States reporting purposes, Industry Guide 7 (under the Securities Exchange Act of 1934), as interpreted by the Staff of the SEC, applies different standards in order to classify mineralization as a reserve. Accordingly, for U.S. reporting purposes, approximately 1.98 million ounces of reserves at Pueblo Viejo (Barrick's 60% interest) is classified as mineralized material. For a breakdown of reserves and resources by category and additional information relating to reserves and resources, see pages 25-35 of Barrick's Form 40-F.