

Edgar Filing: RIO TINTO PLC - Form 425

RIO TINTO PLC  
Form 425  
May 19, 2008

Filed by: BHP Billiton Plc

and BHP Billiton Limited

Pursuant to Rule 425 under the Securities Act of 1933

Subject Company: Rio Tinto plc

Commission File No.: 001-10533

The following are slides comprising a presentation that was first given by Alberto Calderon, Chief Commercial Officer, BHP Billiton on May 14, 2008 and subsequently revised.

Sales Desk Update  
Alberto Calderon, Chief Commercial Officer  
14 May 2008  
Sales Desk Update  
Alberto Calderon, Chief Commercial Officer  
14 May 2008

Page 2  
Page 2  
Disclaimer  
This  
document  
has  
been

prepared  
by  
BHP  
Billiton  
Limited  
and  
BHP  
Billiton  
Plc  
( BHP  
Billiton")  
and  
comprises  
the  
written  
materials/slides  
for  
a  
presentation  
concerning  
BHP  
Billiton's  
offers  
for  
Rio  
Tinto  
Limited  
and  
Rio  
Tinto  
plc  
( Rio  
Tinto ).  
By  
reviewing/attending  
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presentation  
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to  
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bound  
by  
the  
following  
conditions.  
The  
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of  
BHP

Billiton  
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responsibility  
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information  
contained  
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presentation.  
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taken  
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reasonable  
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of  
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Billiton  
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employees  
or  
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fairness,  
accuracy  
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officers,  
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person  
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therewith.  
This  
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is  
for  
information  
purposes  
only  
and  
does  
not  
constitute  
or  
form  
part  
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any  
offer  
or  
invitation  
to  
acquire,  
sell  
or  
otherwise  
dispose  
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solicitation

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or  
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of,  
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or  
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for,  
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bid  
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of  
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any  
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sale  
of  
securities  
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offer,  
solicitation  
or  
sale  
would  
be  
unlawful  
prior  
to  
registration  
or  
qualification  
under

the securities laws of any such jurisdiction (or under an exemption from such requirements). No offering of securities shall be made into the United States except pursuant to registration under the US Securities Act of 1933, as amended, or an exemption therefrom. Neither this presentation nor any copy of it

may  
be  
taken  
or  
transmitted  
or  
distributed  
or  
redistributed  
(directly  
or  
indirectly)  
in  
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The  
distribution  
of  
this  
document  
in  
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jurisdictions  
may  
be  
restricted  
by  
law  
and  
persons  
into  
whose  
possession  
this  
document  
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should  
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themselves  
about,  
and  
observe,  
any  
such  
restrictions.  
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Rio  
Tinto  
is  
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information  
which  
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not  
been  
independently  
verified.  
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is  
directed  
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at  
persons  
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are  
persons  
falling  
within  
Article  
49(2)(a)  
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worth  
companies,  
unincorporated  
associations  
etc.")  
of  
the  
Financial  
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and  
Markets  
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Promotion)  
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(the  
"Order")  
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(ii)  
have  
professional  
experience  
in  
matters  
relating  
to  
investments  
falling  
within  
Article  
19(5)  
of  
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or  
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outside  
the  
United  
Kingdom  
(all  
such  
persons  
being  
referred  
to  
as  
"relevant  
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This  
presentation  
must  
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or  
relied  
on  
by  
persons  
who  
are  
not  
relevant  
persons.  
Certain

statements  
in  
this  
presentation  
are  
forward-looking  
statements.

The  
forward-looking  
statements  
include  
statements  
regarding  
contribution  
synergies,  
future  
cost  
savings,  
the  
cost  
and  
timing  
of  
development  
projects,  
future  
production  
volumes,  
increases  
in  
production  
and  
infrastructure  
capacity,  
the  
identification  
of  
additional  
mineral  
Reserves  
and  
Resources  
and  
project  
lives  
and,  
without  
limitation,  
other  
statements

typically  
containing  
words  
such  
as  
"intends",  
"expects",  
"anticipates",  
"targets",  
"plans",  
"estimates"  
and  
words  
of  
similar  
import.  
These  
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statements  
speak  
only  
as  
at  
the  
date  
of  
this  
presentation.  
These  
statements  
are  
based  
on  
current  
expectations  
and  
beliefs  
and,  
by  
their  
nature,  
are  
subject  
to  
a  
number  
of  
known  
and  
unknown

risks  
and  
uncertainties  
that  
could  
cause  
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results,  
performance  
and  
achievements  
to  
differ  
materially  
from  
any  
expected  
future  
results,  
performance  
or  
achievements  
expressed  
or  
implied  
by  
such  
forward-looking  
statements.  
The  
forward-looking  
statements  
are  
based  
on  
numerous  
assumptions  
regarding  
BHP  
Billiton's  
present  
and  
future  
business  
strategies  
and  
the  
environments  
in  
which

BHP  
Billiton  
and  
Rio  
Tinto  
will  
operate  
in  
the  
future  
and  
such  
assumptions  
may  
or  
may  
not  
prove  
to  
be  
correct.  
There  
are  
a  
number  
of  
factors  
that  
could  
cause  
actual  
results  
or  
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to  
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or  
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forward-looking  
statements.  
Factors  
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could  
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actual  
results  
or  
performance  
to  
differ  
materially  
from  
those  
described  
in  
the  
forward-looking  
statements  
include,  
but  
are  
not  
limited  
to,  
BHP  
Billiton's  
ability  
to  
successfully  
combine  
the  
businesses  
of  
BHP  
Billiton  
and  
Rio  
Tinto  
and  
to  
realise  
expected  
synergies  
from  
that  
combination,  
the  
presence  
of  
a  
competitive  
proposal  
in  
relation

to  
Rio  
Tinto,  
satisfaction  
of  
any  
conditions  
to  
any  
proposed  
transaction,  
including  
the  
receipt  
of  
required  
regulatory  
and  
anti-trust  
approvals,  
Rio  
Tinto's  
willingness  
to  
enter  
into  
any  
proposed  
transaction,  
the  
successful  
completion  
of  
any  
transaction,  
as  
well  
as  
additional  
factors  
such  
as  
changes  
in  
global,  
political,  
economic,  
business,  
competitive,  
market

or  
regulatory  
forces,  
future  
exchange  
and  
interest  
rates,  
changes  
in  
tax  
rates,  
future  
business  
combinations  
or  
dispositions  
and  
the  
outcome  
of  
litigation  
and  
government  
actions.  
Additional  
risks  
and  
factors  
that  
could  
cause  
BHP  
Billiton  
results  
to  
differ  
materially  
from  
those  
described  
in  
the  
forward-looking  
statements  
can  
be  
found  
in  
BHP

Billiton's  
filings  
with  
the  
US  
Securities  
and  
Exchange  
Commission  
(the  
"SEC"),  
including  
BHP  
Billiton's  
Annual  
Report  
on  
Form  
20-F  
for  
the  
fiscal  
year-ended  
June  
30,  
2007,  
and  
Rio  
Tinto's  
filings  
with  
the  
SEC,  
including  
Rio  
Tinto's  
Annual  
Report  
on  
Form  
20-F  
for  
the  
fiscal  
year-ended  
December  
31,  
2007,  
which  
are

available  
at  
the  
SEC's  
website  
(<http://www.sec.gov>).  
Other  
unknown  
or  
unpredictable  
factors  
could  
cause  
actual  
results  
to  
differ  
materially  
from  
those  
in  
the  
forward-looking  
statements.  
The  
information  
and  
opinions  
expressed  
in  
this  
presentation  
are  
subject  
to  
change  
without  
notice  
and  
BHP  
Billiton  
expressly  
disclaims  
any  
obligation  
(except  
as  
required  
by  
law

or  
the  
rules  
of  
the  
UK  
Listing  
Authority  
and  
the  
London  
Stock  
Exchange,  
the  
UK  
Takeover  
Panel,  
or  
the  
listing  
rules  
of  
ASX  
Limited)  
or  
undertaking  
to  
disseminate  
any  
updates  
or  
revisions  
to  
any  
forward-looking  
statements  
contained  
herein  
to  
reflect  
any  
change  
in  
BHP  
Billiton's  
expectations  
with  
regard  
thereto  
or

any  
change  
in  
events,  
conditions  
or  
circumstances  
on  
which  
any  
such  
statement  
is  
based.

Page 3  
Page 3  
Disclaimer (continued)  
Cautionary  
Note  
to  
US

Investors

The  
SEC  
permits  
oil  
and  
gas  
companies,  
in  
their  
filings  
with  
the  
SEC,  
to  
disclose  
only  
proved  
reserves  
that  
a  
company  
has  
demonstrated  
by  
actual  
production  
or  
conclusive  
formation  
tests  
to  
be  
economically  
and  
legally  
producible  
under  
existing  
economic  
and  
operating  
conditions.  
BHP  
Billiton  
uses  
certain  
terms  
in

this  
presentation,  
such  
as  
probable  
reserves  
and  
"contingent  
resources",  
that  
the  
SEC's  
guidelines  
strictly  
prohibit  
oil  
and  
gas  
companies  
from  
including  
in  
filings  
with  
the  
SEC.  
US  
Investors  
are  
urged  
to  
consider  
closely  
the  
disclosure  
in  
BHP  
Billiton  
Annual  
Report  
on  
Form  
20-F  
for  
the  
year  
ended  
June  
30,  
2007,

File  
No.  
001-09526  
(for  
BHP  
Billiton  
Limited)  
and  
File  
No.  
001-31714  
(for  
BHP  
Billiton  
Plc),  
available  
from  
BHP  
Billiton  
at  
BHP  
Billiton  
Limited,  
180  
Lonsdale  
Street,  
Melbourne,  
Victoria,  
3000  
Australia  
or  
at  
BHP  
Billiton  
Plc,  
Neathouse  
Place,  
Victoria,  
London,  
United  
Kingdom.  
You  
can  
also  
obtain  
the  
BHP  
Billiton s  
Annual  
Report

from  
the  
SEC  
by  
calling  
1-800-SEC-  
0330  
or  
by  
visiting  
the  
SEC's  
website  
(<http://www.sec.gov>).

The  
SEC  
generally  
permits  
mining  
companies  
in  
their  
filings  
with  
the  
SEC  
to  
disclose  
only  
those  
mineral  
deposits  
that  
the  
company  
can  
economically  
and  
legally  
extract.  
Certain  
terms  
in  
this  
presentation,  
including  
"resource",  
would  
not  
generally

be  
permitted  
in  
an  
SEC  
filing.  
The  
material  
denoted  
by  
such  
terms  
is  
not  
proven  
or  
probable  
Reserves  
as  
such  
terms  
are  
used  
in  
the  
SEC's  
Industry  
Guide  
7,  
and  
there  
can  
be  
no  
assurance  
that  
BHP  
Billiton  
will  
be  
able  
to  
convert  
such  
material  
to  
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or  
probable  
Reserves

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BHP

Billiton

urges

investors

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refer

to

its

Annual

Report

on

Form

20-F

for

the

fiscal

year

ended

June

30,

2007,

for

its

most

recent

statement

of

mineral

Reserves

calculated

in

accordance

with

Industry

Guide 7.

Information Relating to the US Offer for Rio Tinto plc

BHP Billiton plans to register the offer and sale of securities it would issue to Rio Tinto plc US shareholders and Rio Tinto plc

Registration Statement (the "Registration Statement"), which will contain a prospectus (the "Prospectus"), as well as other re

substitute

for

any

Registration

Statement

or

Prospectus

that  
BHP  
Billiton  
may  
file  
with  
the  
SEC.  
U.S.  
INVESTORS  
AND  
U.S.  
HOLDERS  
OF  
RIO  
TINTO  
PLC  
SECURITIES  
AND  
ALL  
HOLDERS  
OF  
RIO  
TINTO  
PLC  
ADRs  
ARE  
URGED  
TO  
READ  
ANY  
REGISTRATION  
STATEMENT,  
PROSPECTUS  
AND  
ANY  
OTHER  
DOCUMENTS  
MADE  
AVAILABLE  
TO  
THEM  
AND/OR  
FILED  
WITH  
THE  
SEC  
REGARDING  
THE  
POTENTIAL

TRANSACTION,  
AS  
WELL  
AS  
ANY  
AMENDMENTS  
AND  
SUPPLEMENTS  
TO  
THOSE  
DOCUMENTS,  
WHEN  
THEY  
BECOME  
AVAILABLE  
BECAUSE  
THEY  
WILL  
CONTAIN  
IMPORTANT  
INFORMATION.

Investors  
and  
security  
holders  
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be  
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a  
free  
copy  
of  
the  
Registration  
Statement  
and  
the  
Prospectus  
as  
well  
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other  
relevant  
documents  
filed  
with  
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SEC

at  
the  
SEC's  
website  
(<http://www.sec.gov>),  
once  
such  
documents  
are  
filed  
with  
the  
SEC.  
Copies  
of  
such  
documents  
may  
also  
be  
obtained  
from  
BHP  
Billiton  
without  
charge,  
once  
they  
are  
filed  
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Information for US Holders of Rio Tinto Limited Shares

BHP  
Billiton  
Limited  
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required  
to,  
and  
does  
not  
plan  
to,  
prepare  
and  
file  
with

the  
SEC  
a  
registration  
statement  
in  
respect  
of  
the  
Rio  
Tinto  
Limited  
Offer.  
Accordingly,  
Rio  
Tinto  
Limited  
shareholders  
should  
carefully  
consider  
the  
following:  
The  
Rio  
Tinto  
Limited  
Offer  
will  
be  
an  
exchange  
offer  
made  
for  
the  
securities  
of  
a  
foreign  
company.  
Such  
offer  
is  
subject  
to  
disclosure  
requirements  
of  
a

foreign  
country  
that  
are  
different  
from  
those  
of  
the  
United  
States.  
Financial  
statements  
included  
in  
the  
document  
will  
be  
prepared  
in  
accordance  
with  
foreign  
accounting  
standards  
that  
may  
not  
be  
comparable  
to  
the  
financial  
statements  
of  
United  
States companies.  
Information  
Relating  
to  
the  
US  
Offer  
for  
Rio  
Tinto  
plc  
and  
the

Rio  
Tinto  
Limited  
Offer  
for  
Rio  
Tinto  
shareholders  
located  
in  
the  
US  
It  
may  
be  
difficult  
for  
you  
to  
enforce  
your  
rights  
and  
any  
claim  
you  
may  
have  
arising  
under  
the  
US  
federal  
securities  
laws,  
since  
the  
issuers  
are  
located  
in  
a  
foreign  
country,  
and  
some  
or  
all  
of  
their

officers  
and  
directors  
may  
be  
residents  
of  
foreign  
countries.  
You  
may  
not  
be  
able  
to  
sue  
a  
foreign  
company  
or  
its  
officers  
or  
directors  
in  
a  
foreign  
court  
for  
violations  
of  
the  
US  
securities  
laws.  
It  
may  
be  
difficult  
to  
compel a  
foreign  
company  
and  
its  
affiliates  
to  
subject  
themselves  
to

a  
US  
court's  
judgment.  
You  
should  
be  
aware  
that  
BHP  
Billiton  
may  
purchase  
securities  
of  
Rio  
Tinto  
plc  
and  
Rio  
Tinto  
Limited  
otherwise  
than  
under  
the  
exchange  
offer,  
such  
as  
in  
open  
market  
or  
privately  
negotiated  
purchases.  
References  
in  
this  
presentation  
to  
\$  
are  
to  
United  
States  
dollars  
unless  
otherwise

specified.

Page 4  
Resourcing  
the future  
BHP Billiton Petroleum update  
Merrill Lynch conference  
Update on growth  
Page 4

Page 5

BHP Billiton Petroleum

Reserve misconceptions corrected

These assets can be very long life

BHP Billiton Petroleum targets +20 year life assets

Proved Reserves 1,353 mmboe PLUS probable Reserves plus 2C Contingent Resources 2,241 mmboe =  
Total Resources 3,594 mmboe

With capital and expertise any competent E&P company can replace  
reserves for <\$20/bbl,

BHP Billiton Petroleum 3 year average <US\$15/bbl

Greater than 100% reserve replacement expected in FY08

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Source: BHP Billiton.

Notes: Historical information. Future production is mid point estimate based on an array of future scenarios.

BHP Billiton attributable production

(Annual production, mmboe)

History

Projected

Bass Strait

NWS



Page 6

Page 6

BHP Billiton Petroleum

Operating performance is strong

Significant improvements in safety performance

3 LTIs YTD (9 mos) vs. 20 in FY06

Significant improvement in uptime performance

3QFY08: 93.5% vs. 1QFY07: 89.0%

Well into new projects coming on line

Average daily production for Apr-08 was 378 kboed  
vs. ~318 kboed FY06/FY07

Industry leading deepwater drilling performance

GOM 7 year average 3.29 days/1000 feet, 45%  
better than peer average

Unit operating costs holding steady ~US\$5.00/boe

Rising to ~US\$6.00/boe over next 4 years

Unit DD&A at ~US\$6.00/boe worldwide

Expected to rise as major projects come on-line

1H 08 Underlying EBIT US\$1,972m

0

5

10

15

20

25

2005  
2006  
2007  
1H08

0  
5  
10  
15  
20  
25

2005  
2006  
2007  
1H08

Cash operating costs

(US\$/boe)

DD&A

(US\$/boe)

Peers

Peers

a) Peer group includes: Anadarko, Apache, Devon, Hess, Murphy, Noble, Talisman, and Woodside.

Source: BHP Billiton, John S. Herold, Inc. and annual reports.

(a)

(a)

Page 7  
0  
50  
100  
150  
200  
FY07

FY08E

FY09E

FY10E

FY11E

Page 7

BHP Billiton Petroleum

Financial outlook is underpinned by growth and price

BHP Billiton net production forecast

(mmboe/yr)

Gas and LNG contracts pricing structure

(Contract breakdown)

Forecast volume growth of ~10% CAGR to FY11, underpinned by projects in execution

Oil

price

environment

expected

to

remain

robust,

excellent

fiscal

regimes

captures

full

upside

LNG market major shift in demand-supply fundamentals and crude price linkages

LNG

contract

reopeners

are

leading

to

large

price

increases

-

tied

to

crude

New, large volume LNG contracts capture current crude price terms

a)

Includes

pricing

structures

closely  
linked  
to  
uncapped  
market  
indices.

Liquid

Gas

0%

20%

40%

60%

80%

100%

FY08E

FY09E

FY10E

FY11E

FY12E

Contracts with NO Reopener

Contracts with reopener (a)

Contracts to expire within 4yrs

Short term sales (0-4yrs)

Page 8  
Page 8  
BHP Billiton Petroleum  
Ahead: Inventory of future projects under design and evaluation  
Petroleum HQ  
Algeria  
UK

Pakistan  
Gulf of Mexico  
Mad Dog West (23.9%)  
Subsea tie-back  
Puma (29.8%)  
Subsea tie-back  
Shenzi  
N (44%)  
Subsea tie-back  
Neptune N (35%)  
Subsea tie-back  
Knotty Head (25%)  
Deepwater development  
Macedon (71.43%)  
Subsea wells and gas plant  
Thebe (100%)  
LNG development  
Scarborough (50%)  
LNG development  
Browse LNG (10.5%)  
LNG development  
Trinidad  
Angostura Gas (45%)  
Gas field development  
W Australia  
OIL  
GAS  
LNG  
Bass Strait  
Turrum  
(50%)  
Gas field development  
NWS CWLH (16.67%)  
Replacement  
of  
FPSO  
and  
associated  
subsea  
facilities  
North West Shelf  
NWS WFGH (16.67%)  
Gas field development

Page 9  
Page 9  
BHP Billiton Petroleum  
An E&P player with the power and reach of a super-major  
Market capitalisation  
(US\$ bn  
April 2007)

Credibility and stature that Petroleum could not secure in its own right

A unique offer to major resource holder governments, NOCs and other potential partners

The corporate stature and financial strength of an oil super-major

A strong track record in building and operating major resource projects

Our domicile is of lower political sensitivity

Petroleum is a credible partner with recognised expertise in key areas

0

50

100

150

200

250

Murphy Oil Corp

Nexen

Talisman

Canadian Oil

OMV AG

Petro-Canada

Chesapeake

Hess

PTT

Anadarko

EOG Resources

XTO Energy

Marathon

Husky Energy

Woodside

Canada Natural

Apache

Repsol YPF

Suncor Energy

Devon Energy

Imperial Oil

Encana

Occidental

BG Group

Statoilhydro

Conocophillips

ENI

Chevron

Total

BP

BHP Billiton

Royal Dutch

Exxon Mobil

Integrated

E&P

(1)

Source: Bloomberg.

Note: Exxon Mobil US\$452bn.

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Resourcing  
the future  
BHP Billiton Petroleum update  
Merrill Lynch conference  
Update on growth

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Merrill Lynch Conference  
Diversified and balanced across high margin commodities  
Underlying EBITDA  
(12 months, US\$bn)  
Underlying EBITDA margin  
(a)

(CY07, 12 months)

Note: Historical financial information has been restated for comparative purposes per note 1 of BHP Billiton's half-year financial statements. FY2002 EBITDA numbers are presented in accordance with UK GAAP whereas CY07 is based on IFRS (so underlying EBITDA numbers are not directly comparable).

a) EBITDA margin excludes third party sales.

Iron ore

75%

Manganese

Energy coal

Metallurgical coal

52%

52%

Diamond and

specialty products

Base metals

40%

43%

36%

Petroleum

70%

Stainless

steel materials

Aluminium

34%

23%

0

6,000

12,000

18,000

24,000

FY02

CY07

4,677

23,623

Iron Ore

Manganese

Met. Coal

Petroleum

Energy Coal

Aluminium

Base Metals

Stainless

Steel

Diamond & Specialty

Products

Non

ferrous

(56%)

Energy

(21%)

Carbon

Steel  
Materials  
(22%)

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Merrill Lynch Conference  
Significant price increases across all product groups  
552%  
512%  
337%  
Met. Coal

Manganese

Iron Ore

421%

228%

90%

Copper

Nickel

Aluminium

491%

346%

163%

Uranium

Oil

Energy Coal

a) Hard

coking

coal

based

on

Peak

Downs/Goonyella/Hay

Point

FOB.

JFY2008

forecast

prices

calculated

based

on

206-240%

increase

above

JFY2007

benchmark

per

BHP

Billiton

announcement

9-Apr-2008.

b) Manganese based on GEMCO lump ore contract FOB. JFY2008 prices based on recent manganese spot price settlement rep

c) Iron ore

based

on

benchmark

FOB

prices.

JFY2008

forecast

prices

calculated  
based  
on  
65-71%  
increase  
above  
JFY2007  
benchmark

per  
Vale  
settlement  
for  
Itabira  
fines.

d) Copper listed on the London Metal Exchange (LME).

e) Nickel listed on the London Metal Exchange (LME).

f) Aluminium

listed on the London Metal Exchange (LME).

g) Uranium NEUXCO spot prices.

h) WTI Crude Oil listed on the New York Mercantile Exchange (NYMEX).

i) Energy Coal (Powder River Basin).

Carbon Steel Materials

Non-Ferrous

Energy

(a)

(b)

(c)

(d)

(e)

(f)

(g)

(h)

(i)



2008  
Interim  
Financial  
Results  
Announcement,  
Goldman  
Sachs  
JBUere  
Research.  
a) Iron  
equivalent  
production  
based  
on  
coking  
coal  
and  
manganese  
production  
converted  
to  
iron  
ore  
equivalent  
tons.  
Prices  
estimated  
by  
dividing  
CY07  
revenue  
by  
CY07 production.  
Includes  
production  
and  
EBIT  
from  
Iron  
Ore,  
Coking  
Coal  
and  
Manganese.  
Production  
calculated  
on  
BHP  
Billiton  
figures

for  
the  
last  
twelve  
months,  
calendarised  
to  
31-Dec-2007.

Merrill Lynch Conference

Our Carbon Steel Materials assets are Tier 1

Iron Ore

Coking Coal

Manganese

27.4

103.5

62.5

Iron ore equivalent production

(a)

(CY07, mt)

193.3

1.1

0.6

3.0

4.7

Underlying EBIT

(12 months, US\$bn)

Carbon Steel Materials (Iron Ore,  
Coking Coal and Manganese)

Resource and mineralisation that  
supports production for more than 50  
years in both Coking Coal and Iron Ore

Large high grade ore bodies,  
concentrated around key infrastructure

Very low cost curve position and close  
proximity to Asian growth market

Project development and production  
growth record, the equal of its peers

Page 14

0

200

400

600

800

1,000

1,200  
1,400  
1,600  
FY91  
FY92  
FY93  
FY94  
FY95  
FY96  
FY97  
FY98  
FY99  
FY00  
FY01  
FY02  
FY03  
FY04  
FY05  
FY06  
FY07  
FY08

Escondida Norte +  
Sulphide Leach  
Phase IV + Laguna  
Seca Concentrator  
Oxide Plant Expansion  
Phase 3.5 +  
Oxide Plant  
Phase III  
Phase I + II

Copper production at Escondida  
(Tonnes, 000)

Source: BHP Billiton estimates.

Merrill Lynch Conference

Escondida demonstrates the true value of Tier 1 assets

Original plan: 320kt of copper a year

Tier 1 Assets

Tier 1 assets are large, long-life,  
low-cost and expandable resources  
that generate exportable  
commodities

This means that they can deliver  
more value for longer. They are  
robust in the down-cycle

But the real value of Tier 1 is  
revealed during times of high prices  
when they can be expanded as

needed to meet increased demand

Sometimes several times

Staged development maximises  
return

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Merrill Lynch Conference

Staged development of Olympic Dam appears the key

a) Does not include silvers approximate \$1 per tonne.

Source: Resources, metal grades and recover rates obtained from the BHP Billiton FY2007 Annual Report. Prices as at 30 Apr

29

Olympic Dam

Escondida

71

106

6

33

20

180

150

190

190

730

4.0 +

0.5

4.5

5

5

=19

100 +

20

280

200

200

=800

Copper

kt

p.a.

Uranium

kt

p.a.

Gold

koz

p.a.

Gross average revenue yield by  
per tonne of resource

(a)

(US\$)

Staged development concept

-

forecast production at each stage

Expansion stages

1.2&1.3

1.1

2.0

3.0

Today

Full

produc-

tion

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Update on growth

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Update On Growth  
Copper equivalent: care required for future projections  
Approach

Converting all production to a common basis allows volumes of different commodities to be aggregated and compound annual growth rates per annum (CAGR) to be calculated

Copper equivalent conversion achieves this in a simplistic way  
Price used to convert

Long term consensus prices used to convert key commodities to the common basis  
Which projects, what years?

Volumes include attributable production from existing operations, plus new production through  
expansions of existing operations and development of new greenfield projects

Time frame of CY07 to CY12 used

Use of CY07 as base year anchors growth rates on most recent, actual results\*

Five year forecast used as better able to gauge likelihood of projects. Projects beyond the  
five year time frame typically have much greater risks and uncertainty

Index vs absolute?

Indexed does not show scale and scale matters

Unrisked or risked?

Unrisked removes subjectivity, whilst nearer term focus on deliverable volumes reduces  
likelihood  
of  
aspirational  
projects  
Value Considerations

Absolute copper equivalent units show scale, which is a significant driver of project economics

Copper equivalent units do not consider profitability

Note

\*:

Rio

Tinto

adjusted

for

Alcan

acquisition

(full

year

PF

included

for

CY07) .





















capital expenditure

SSM

Energy Coal

D&SP

Iron Ore

Base Metals

Petroleum

Met Coal

CSG

Manganese

Aluminium

2008

Execution

Neptune

Atlantis

North

Klipspruit

GEMCO

Zamzama

Phase 2

2013

Feasibility

Maruwai

Stage 1

Mt Arthur

Coal UG

Future Options

Newcastle

Third Port

Mad Dog

West

Cerrejon

Opt Exp

Angostura

Gas

Update On Growth

BHP Billiton has an attractive growth profile of significant scale

Navajo

Sth

Bakhuis

Maruwai

Stage 2

Antamina

Exp

Maya

Nickel

SA Mn

Ore Exp

Blackwater

UG

Red Hill  
UG  
GEMCO  
Exp  
Shenzi  
Nth  
Kennedy  
<\$500m  
\$501m-\$2bn  
\$2bn+  
Hallmark  
CW Africa  
Exploration  
Knotty  
Head  
NWS  
WFGH  
Puma  
Olympic Dam  
Expansion 2  
Wards  
Well  
MKO  
Talc  
Corridor  
Sands 2  
CMSA  
Pyro  
Expansion  
RBM  
Thebe  
DRC  
Smelter  
Cannington  
Life Ext  
CMSA Heap  
Leach 2  
Nimba  
Goonyella  
Expansions  
Scarborough  
Olympic Dam  
Expansion 3  
Olympic Dam  
Expansion 1  
Angola  
& DRC  
WA Iron Ore  
Quantum 1  
Caroona

Corridor  
Sands 1  
Saraji  
Browse  
LNG  
Eastern  
Indonesian  
Facility  
Resolution  
Samarco  
4  
Peak Downs  
Exp  
KNS  
Exp  
Macedon  
CMSA Heap  
Leach 1  
Ekati  
Neptune  
Nth  
Daunia  
Canadian  
Potash  
Escondida  
3rd Conc  
Turrum  
WA Iron Ore  
RGP 5  
NWS Nth  
Rankin B  
WA Iron Ore  
RGP 4  
NWS  
Angel  
Kipper  
NWS  
T5  
Shenzi  
Worsley  
E&G  
Samarco  
Cliffs  
Douglas-  
Middelburg  
Pyrenees  
WA Iron Ore  
Quantum 2  
Perseverance  
Deeps

NWS  
CWLH  
Gabon  
Boffa/Santou  
Refinery  
Guinea  
Alumina  
Alumar

Page 19  
0  
2,000  
4,000  
6,000  
8,000  
10,000

12,000  
14,000  
CY07  
CY08  
CY09  
CY10  
CY11  
CY12

Update On Growth

BHP Billiton has an attractive growth profile of significant scale

Copper Equivalent Tonnes '000

Production in copper equivalent tonnes

Simple Copper Equivalent

Focused on deliverable  
growth over the next five  
years

Commence from CY07, a  
year of known production

BHP Billiton 6.9% CAGR,  
and growing from 8.2 million  
tonnes of Cu equivalent to  
11.4 million tonnes of Cu  
equivalent

Rio Tinto on the same basis  
shows a growth rate of 6.0%  
CAGR but of lesser scale

BHP Billiton

Rio Tinto

Note:

Copper  
equivalent  
units  
calculated

using

BHP

Billiton

(BHPB)

estimates

for

BHPB

production;

Rio

Tinto

forecasts

for

Rio

Tinto s  
iron  
ore,  
copper,  
alumina  
and  
aluminium  
production  
per  
Rio  
Tinto  
presentation  
13  
May  
2008,  
with  
Aluminium  
forecast  
adjusted  
to  
exclude  
Coega  
project  
(BHPB  
estimate).  
**BHPB**  
estimates  
used  
for  
Rio  
Tinto s  
production  
in  
other  
commodities.  
Production  
volumes  
exclude  
Rio  
Tinto  
Alcan s  
Engineered  
and  
Packaging  
operations,  
Industrial  
Minerals,  
Lead  
and  
Zinc

businesses;  
BHPB s  
Specialty  
Products  
operation;  
all  
bauxite  
production.  
All  
energy  
coal  
businesses  
are  
included.  
Alumina  
volumes  
reflect  
only  
tonnes  
available  
for  
external  
sale.  
Conversion  
of  
production  
forecasts  
to  
copper  
equivalent  
units  
completed  
using  
long  
term  
consensus  
price  
forecasts,  
plus  
BHPB  
assumptions  
for  
diamonds,  
domestic  
coal  
and  
manganese.  
Rio  
Tinto s  
CY07

production

volumes

include

pro-forma

full

year Alcan alumina and aluminium as per 12 March 2008 announcement.

Estimated &

unrisked

BHB Billiton

Rio Tinto

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Update On Growth

BHP Billiton's growth capital expenditure is focused on high margin commodities

Source: BHP Billiton analysis. EBIT margin excludes third party trading.

Note: BHP Billiton margins are actual CY07 margins.

Carbon Steel Materials

Non-Ferrous  
Energy  
Margins matter

Cu equivalent production is  
based on implied revenue

\$1 million of revenue from  
energy coal  
calculates to the  
same tonnage  
of copper  
equivalent as \$1 million of  
revenue from **petroleum**

One tonne of petroleum  
derived copper is worth more  
than 4 times as much as one  
tonne of energy coal derived  
copper  
Using BHP Billiton CY07  
EBIT margins

Page 21

64%

61%

47%

47%

37%

Copper

Petroleum

Nickel

Iron Ore

Aluminium

Update On Growth

BHP Billiton's growth capital expenditure is focused on high margin commodities

EBIT Margin %

EBIT Margin %

20%

46%

63%

41%

14%

Aluminium

Iron Ore

Copper

Uranium

Energy Coal

Source: BHP Billiton analysis.

Note: BHP Billiton margins are actual CY07 margins excluding third party trading. Rio Tinto margins are actual where reported set at BHPB level.

a) Excluding mean synergies, and excludes Rio Tinto Alcan Engineering and Packaging.

Top 5 Divisional CY07 EBIT Margin by Commodity

BHP Billiton CY07

Rio Tinto CY07

(a)

Ranked by

order of

contribution to

EBIT CY07

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Update On Growth  
Capital cost and risk matter  
Growth in Copper Equivalent Tonnes (CY07-12)  
Production growth from brownfield expansions vs  
greenfield development  
0

500  
1,000  
1,500  
2,000  
2,500  
3,000

BHB Billiton

Rio Tinto

Brownfield

Greenfield

82%

78%

22%

18%

Source: BHP Billiton analysis. Rio Tinto excludes Coega greenfield project development.

Brownfield

Expansions or additional  
developments of, or around  
existing operations

Lower cost and lower risk

BHP Billiton 82% of growth in  
copper equivalent units (CY07-12)

Greenfield

Development of a new operation  
where no operations exist to  
ameliorate risk or cost

BHP Billiton 18% of growth in  
copper equivalent units (CY07-12)

