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RIO TINTO PLC
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The following are slides comprising a presentation that was given by Marcus Randolph, Chief Executive Ferrous and Coal, BHP Billiton on November 6, 2008.

Resourcing the Future
6 November 2008
Marcus Randolph
Group Executive and Chief Executive
Ferrous and Coal
Macquarie Private Wealth Special Presentation
SHANGHAI

Slide 2

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Slide 3

Disclaimer

(continued)

No statement concerning expected cost savings, revenue benefits (and resulting incremental EBITDA) and EPS accretion in the earnings per share of the enlarged BHP Billiton group for current and future financial years will necessarily match or exceed the actual estimated cost savings and revenue benefits (and resulting EBITDA enhancement) may be materially greater or less. References in this presentation to \$ are to United States dollars unless otherwise specified.

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Information

Relating

to

the

US

Offer

for

Rio

Tinto

plc

Information

Relating

to

the

US

Offer

for

Rio

Tinto

plc

and

the

Rio

Tinto

Limited

Offer

for

Rio

Tinto

shareholders

located

in
the
US
Information
for
US
Holders
of
Rio
Tinto
Limited
Shares

Slide 4

0
2
4
6
8
10

12

14

Short-term global economic turmoil

Source: IMF, IMF Forecasts October 2008

Gross domestic production

(% growth, constant 2006 US\$)

Asian Banking

Crisis

Technology

Correction

Current

Financial Crisis

China

Emerging Economies

Developed Economies

Slide 5

China's response

1.

Loosen credit controls

2.

Tax rebates increased by US\$36 billion

3.

Economic stimulus package of US\$450 billion

4.

Increase Fixed Asset Investment

5.

Stimulate the domestic economy; 90% of GDP

Slide 6
Simplicity, accountability and effectiveness
Neptune
Gulf of Mexico

Slide 7

Our core strategy is unchanged

World-class, upstream natural resource assets that are large,
low-cost and expandable

Diversified by commodity, customer and geography

Deep inventory of diversified growth options

Focus on export orientated products

Overriding commitment to ethics, safety, environmental practice and community engagement

Employer of choice, and a preferred partner for countries and customers

Simplicity

Accountability

Effectiveness

Slide 8

0
100
200
300
400
500

600

700

BHP Billiton

Rio Tinto(a)

Vale

Xstrata

Anglo American

Note:

EBIT and Employees as per last published Annual Report, data does not include contractors. BHP Billiton as at 30-Jun-2008; I

Anglo American as at 31-Dec-2007.

a)

Rio Tinto Post Alcan EBIT based on CY2007 full year proforma results.

EBIT per employee

(US\$ 000)

Pre-Alcan

Post-Alcan

Simplicity can be measured: earnings per employee

Slide 9

0.0

0.5

1.0

1.5

2.0

2.5

3.0
BHP Billiton
Rio Tinto (a)
Vale
Xstrata
Anglo American

Note:

Underlying EBIT and Net Debt as at 30 June 2008 for BHP Billiton, Rio Tinto, Vale, Xstrata and Anglo American. Figures as a)

If Rio
Tinto
Net
Debt
was
based
on
average
of
30
June
2007
and
30
June
2008
figures
(weighted
by
number
of
days
pre-
and
post-Alcan
acquisition),
ratio
would
be 0.512.
\$ EBIT per \$ of Net Debt
Ratio
Very strong balance sheet

Slide 10
Outstanding FY2008 result driven by strategy and execution

Record profit for the 7
th
consecutive year

Attributable profit up 12%, EPS up 18%

Full year dividend of 70 US cents per share, 49% increase

Production increases in 13 commodities, records in 7

10 major growth projects completed

A further 7 major projects sanctioned by the Board

Underlying

EBIT

margin

(a)

(FY2008)

Iron Ore

Manganese

Energy Coal

Metallurgical Coal

Diamonds and

Specialty Products

Base Metals

Petroleum

Stainless Steel

Materials

Aluminium

Group

Notes:

EBIT Margin excludes third party trading activities.

48%

67%

30%

31%

62%

51%

58%

24%

25%

20%

Slide 11

%

Underlying EBIT margin

(a)

FY2002

FY2003

FY2004

FY2005

FY2006

FY2007

FY2008

0

10

20

30

40

50

60

70

80

H1

H2

H1

H2

H1

H2

H1

H2

H1

H2

H1

H2

H1

H2

Petroleum

Aluminium

Base Metals

D&SP

SSM

Iron Ore

Manganese

Met Coal

Energy Coal

BHP Billiton

Notes:

a)

FY2002

to

FY2005

are

calculated

under

UKGAAP.

Subsequent

periods

are

calculated

under
IFRS.

All
periods
exclude
third
party
trading
activities.

Diversification delivers sustainable margin growth

Slide 12

0

2,000

4,000

6,000

8,000

10,000

12,000

14,000

CY2007

CY2008F

CY2009F

CY2010F

CY2011F

CY2012F

Growth is expected to accelerate across the portfolio

% of growth CY2007-2012

(Estimated & unrisked)

Note: Growth in production volumes on a copper equivalent units basis between CY2007 and CY2012 calculated using BHP Billiton's Specialty Products operation and all bauxite production. All energy coal business

tonnes available for external sale. Conversion of production forecasts to copper equivalent units completed using long term commodity price

assumptions for

diamonds,

domestic

coal

and

manganese.

Prices

as

at

July

2008.

Expected production growth

(Copper equivalent tonnes '000s)

45%

37%

18%

Steelmaking

Materials

Energy

Non-Ferrous

Slide 13

Focused on low risk countries where we already operate

By project type

(b)

87%

13%

Brownfield

Greenfield

By region

(c)

Existing

New

3%

97%

63%

Notes:

a)

Growth in production volumes on a copper equivalent units basis between CY2007 and CY2012 calculated using BHP Billiton

Production volumes exclude BHP Billiton's Specialty Products operation and all bauxite production. All energy coal business

tonnes available for external sale. Conversion of production forecasts to copper equivalent units completed using long term con

assumptions for

diamonds,

domestic

coal

and

manganese.

Prices

as

at

July

2008.

b)

Brownfield includes growth from existing operations as at 31-Dec-2007, as well as expansions and additional developments of

c)

Existing regions represents those countries in which BHP Billiton already has asset operating as at 31-Dec-2007.

Expected production growth

(a)

(Copper equivalent tonnes, CY2007-CY2012)

Slide 14
Large, expandable assets

Largest uranium deposit in the
world

World's 4

th
largest copper
deposit

World's 4
th
largest gold
deposit

Major expansion in pre-
feasibility

World's leading supplier of
seaborne metallurgical coal

Major expansions underway

Third largest supplier

Tripling of capacity expected
between 2007 & 2015

Well located with China as
largest customer

Olympic Dam
Queensland Coal
WA Iron Ore
Mt Newman
BMA
Olympic Dam

Slide 15
Our offer for Rio Tinto

Slide 16

Pre-conditional offer, capable of acceptance by shareholders following completion of regulatory processes and posting of offer documents

Regulatory processes anticipated to be completed around the end of 2008

Rio Tinto
shareholders
are
being
offered
3.4
BHP
Billiton
shares
for
every
Rio
Tinto
share
held

All share offer

No shareholder forced to exit

Ability to participate in the synergies as well as the premium

CGT
rollover
relief
for
eligible
shareholders
(a)

Unlocks
US\$3.7bn
per
annum
of
quantifiable
synergies
(b)

The
offer
represents
a
45%
premium
to
the
undisturbed
price
(c)

50%
minimum
acceptance
condition
(d)

Proposed
share
buyback
of
up
to
US\$30bn
following
completion
if
the
offer
is
successful
(e)

BHP Billiton believes this offer is compelling for Rio Tinto shareholders, and value enhancing for BHP Billiton shareholders

Notes:

a)

Australian CGT rollover relief will be available for Australian resident shareholders accepting the Rio Tinto Ltd Offer if comp

rollover

provisions

will

apply

to

accepting

Rio

Tinto

plc

shareholders

if

there

are

at

least

70

per

cent

acceptances

under

the

Rio

Tinto
plc
Offer.

b)

Estimated incremental EBITDA (nominal) based on publicly available information. To be read in conjunction with the notes in
6-Feb-2008. Full run rate synergies expected in the seventh full year following completion.

c)

Premium based on the combined volume-weighted market capitalisation of Rio Tinto based on the volume-weighted average c
of £43.09 and A\$109.20 for Rio Tinto plc and Rio Tinto Ltd respectively and volume-weighted average closing share prices ov
and BHP Billiton Ltd of £17.99 and A\$45.77 respectively. Based on BHP Billiton and Rio Tinto issued ordinary shares outstar
shareholdings eg.

Rio
Tinto
plc s
shareholding
in
Rio
Tinto
Ltd)
as
at
9-Nov-2007
and
exchange
rates
of
2.077
US\$/£
and
0.927
US\$/A\$
as
at
31-Oct-2007.

NOTE: Consistent
with
the
UK
City
Code
on
Takeovers
and
Mergers,
the
offer
represents
a
48%
discount

based
on
the
combined
market
capitalisation
of
Rio
Tinto
based
on
the
closing share prices of Rio Tinto plc of £43.50 on 7-Nov-2007 and Rio Tinto Ltd of A\$113.40 on 8-Nov-2007 and closing share prices of Rio Tinto plc of A\$24.70 on 23-Oct-2008 and Rio Tinto Ltd of A\$24.70 on 23-Oct-2008 respectively.
Based
on
BHP
Billiton
and
Rio
Tinto
issued
ordinary
shares
outstanding
(excluding
Treasury
shares
and
cross
shareholdings
eg.
Rio Tinto plc's
shareholding
in
Rio
Tinto
Ltd)
as
at
23-Oct-2008
and
exchange
rates
of
1.622
US\$/£

and
0.668
US\$/A\$
as
at
23-Oct-2008.

d)
The offer is conditional on more than 50% acceptances of the publicly held shares in each of Rio Tinto plc and Rio Tinto Ltd.
e)
i.e. if BHP Billiton acquires 100% of the shares in Rio Tinto Limited and Rio Tinto plc on the 3.4:1 announced offer terms.
Overview of our offer for Rio Tinto

Slide 17

Significant synergies expected from operations

Selected existing BHP Billiton and Rio Tinto assets, projects and concessions.

3

6

35

36

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16
15
19
2021
22
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3230
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33
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40
41
34
35
36
39
1415
16
37
38
40
21
20
3
11
10
12
45
29

31
19
4
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7
23
21
22
28
24
26
1
18
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9
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5
27
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47
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52
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57
58
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61
62
63
64
65
66
67
68
13

BHP Billiton

Rio Tinto
Queensland
Coal
Resolution, Pinto Valley
and Kennecott
Hunter
Valley
Coal
26
26
26
26
26
48
Mt Thorley
Warkworth
Hunter Valley Ops
Mt Arthur Coal
Bengalla
Mt Pleasant
Gladstone
Hay Point
Mineral Sands
Ekati
and Diavik
48
26
Ekati
Diavik
48
26
Pinto Valley
Resolution
48
Corridor Sands
48
26
26
QMM
WA
Iron Ore
Port Hedland
Dampier
Cape Lambert
48
Mt Goldsworthy
48
48
48
Mining Area C

Yandi
26
Hamersley IO
26
Robe River
Goonyella
Riverside
Broadmeadow
Dalrymple
48
Blackwater
48
Gregory
26
Kestrel
48
Norwich
Park
48
Saraji
48
Peak Downs
26
Blair Athol
4848
48
48
48
26
Hail Creek
Mt Newman
26
Kennecott
Joint
South
Water Creek
Poitrel
26
24

Slide 18
3.4:1 offer represents compelling value
Source:
Datastream
(as
at
23-Oct-2008).

a)
Exchange
ratio
assumes
100%
BHP
Billiton
Ltd
shares
for
each
Rio
Tinto
Ltd
share
and
BHP
Billiton
shares
for
each
Rio
Tinto
plc
share
consisting
of
80%
BHP
Billiton
Plc
shares
and 20% BHP Billiton Ltd shares.
Rio
Tinto
vs
BHP
Billiton
historical
share
exchange
ratio
(a)
2.2 : 1
2.4 : 1
2.6 : 1
2.8 : 1
3.0 : 1
3.2 : 1
3.4 : 1

3.6 : 1
Jul-2007
Sep-2007
Nov-2007
Jan-2008
Mar-2008
May-2008
Jul-2008
Sep-2008
BHP
Billiton's
offer
for
Rio
Tinto

Slide 19
Comparative dividend per share
Rio Tinto
BHP Billiton
A\$31.92
(3.2% yield)
A\$25.45

(2.5% yield)

Rio Tinto

BHP Billiton

US\$8.5bn

US\$42.1bn

FY2008

dividends

per

A\$1,000

of

shares

(a)

Net

debt

(c)

Notes:

a)

Calculated based on Rio Tinto Ltd and BHP Billiton Ltd share prices as at 23-Oct-2008 and using the dividend for the respective BHP

Billiton and Rio Tinto.

b)

Dividends per share on a US\$ basis. Rio Tinto's ordinary dividends per share restated to June year end.

c)

As at 30-Jun-2008.

31%

49%

Rio Tinto

BHP Billiton

2.2

x

5.4

x

Rio Tinto

BHP Billiton

FY2007

to

FY2008

DPS

growth

(b)

FY2008

vs

FY2002

DPS

(b)

Slide 20
Indicative timetable for the offer
2008
Offer Period
Event
Jul
Aug

Sep
Oct
Nov
Dec
Day 0
(a)
Day 60
Post Day 60
Regulatory Approvals
Satisfaction of regulatory approval
pre-conditions
Offer Documentation
Posting of offer documents for Rio Tinto plc offer
and Rio Tinto Ltd offer to shareholders
Offer Fulfilment
Last date for fulfilment of greater than 50%
minimum acceptance condition in both the Rio
Tinto plc and Rio Tinto Ltd offers
Post Day 60
If
minimum
acceptance
conditions
are
met

offer
continues. (i.e. in order to receive
sufficient acceptances to enable compulsory
acquisition)
Notes:
a)
Date
for
Day
0
may
fall
in
2008
or
2009.
Timetable
is
indicative
only.
(within 28 days of the
pre conditions being
satisfied)

Slide 21

Our offer is more compelling with this financial crisis

Financing secured

Limited liquidity available

Increased commodity diversification /

reduced cost through expected

synergies

Commodity prices declining
Select the best people from the two
companies

Management resources scarce

High

grade

growth

portfolio

select

best

& optimise capital expenditure

Growth projects being cancelled

Expected synergies a higher percentage
of value

Stock prices down

BHP Billiton / Rio Combination

Global Situation

Slide 22
Summary
Our Expectations

Financial market volatility and economic uncertainty to continue in the short-term

China, India and other developing economies to continue to drive demand for commodities in the long-term

Our diversified portfolio of low cost, high quality assets places us at a competitive advantage

Our balance sheet and strong cash flow are a significant advantage

Future production growth is strong

BHP Billiton is working towards completing the regulatory review process for the Rio Tinto offer by around the end of 2008

We believe our offer is compelling for Rio Tinto shareholders, and value enhancing for BHP Billiton shareholders
Cannington

Slide 23
Questions and Answers

Slide 24
BHP Billitons
senior management team
Chairman and Chief Executive Officer
Group Management Committee
Don Argus
Chairman

Chairman of BHP Billiton
Group since June 2001

Chairman of BHP Limited
since April 1999
Marius Kloppers
Chief Executive Officer

15 years resources
experience

15 years at BHP Billiton
Marcus Randolph
Chief Executive Ferrous and Coal

31 years resources experience

9 years at BHP Billiton

Previously worked at Rio Tinto
Alex Vanselow
Chief Financial Officer

19 years resources experience

19 years at BHP Billiton
Karen Wood
Chief People Officer

7 years resources experience

7 years at BHP Billiton
Michael Yeager
Chief Executive Petroleum

27 years resources experience

2 years at BHP Billiton
Alberto Calderon
Chief Commercial Officer

9 years resources experience

2 years at BHP Billiton

Slide 25

More information for shareholders

Internet

More information on BHP Billiton or BHP Billiton's offer for Rio Tinto can be found at either of the following web pages:

BHP Billiton:

www.bhpbilliton.com

BHP Billiton's offer for Rio Tinto:

www.bhpbilliton.com/RioTintoOffer

Or Email:

investor.relations@bhpbilliton.com

BHP Billiton Shareholder Information Helpline

If you have any additional questions you can contact the Shareholder

Information Helpline on the following numbers:

Australia toll free:

1300 766 363

New Zealand toll free:

0800 668 228

For other callers:

+61 3 9415 4365

BHP

Billiton

Shareholder

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-

Computershare

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