

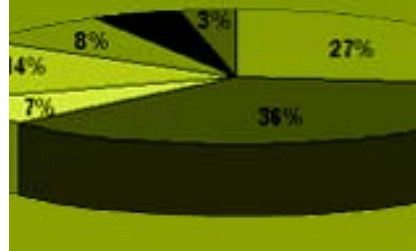
BHP Billiton

A different type of resources  
company

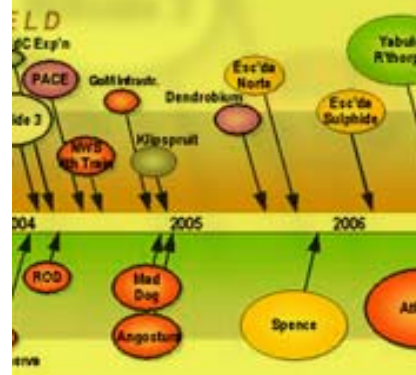


# Investment Proposition

## Stability



## Growth

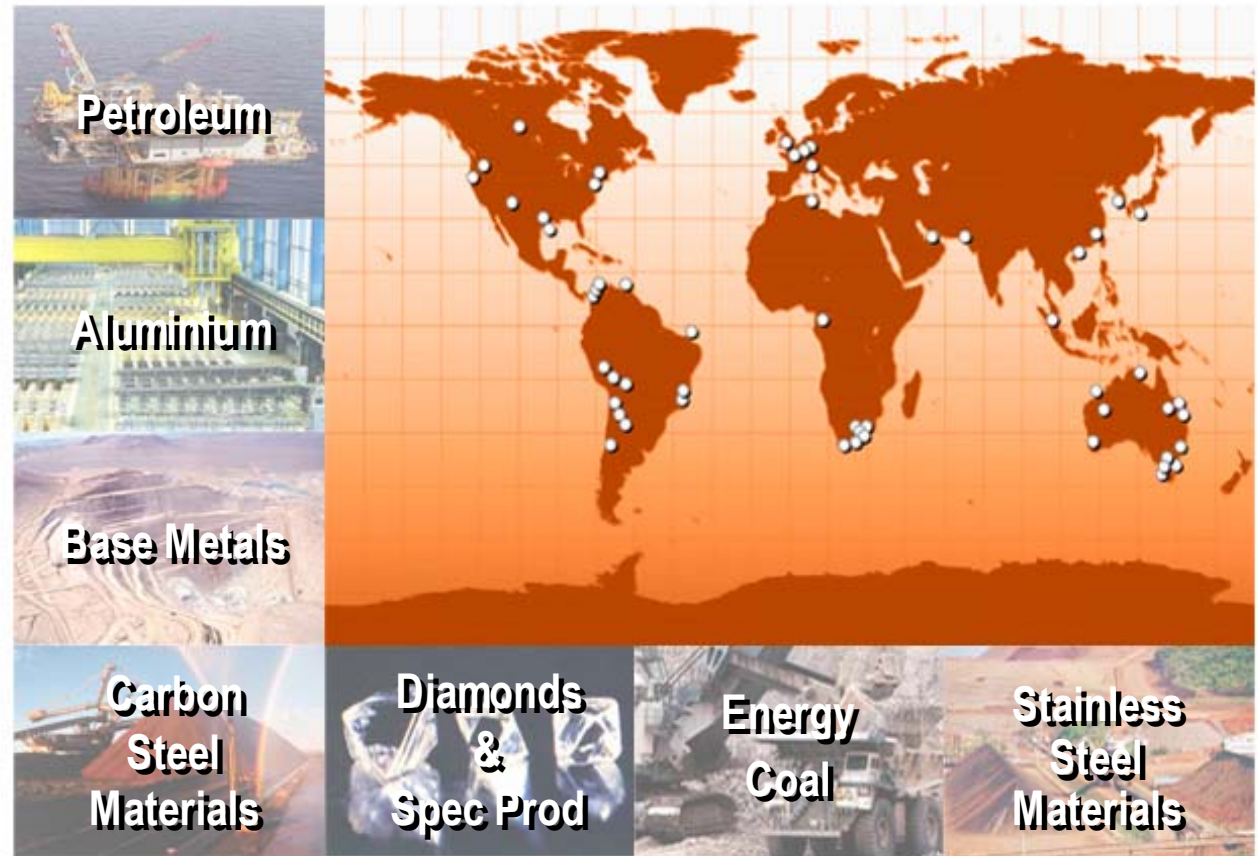


## Value



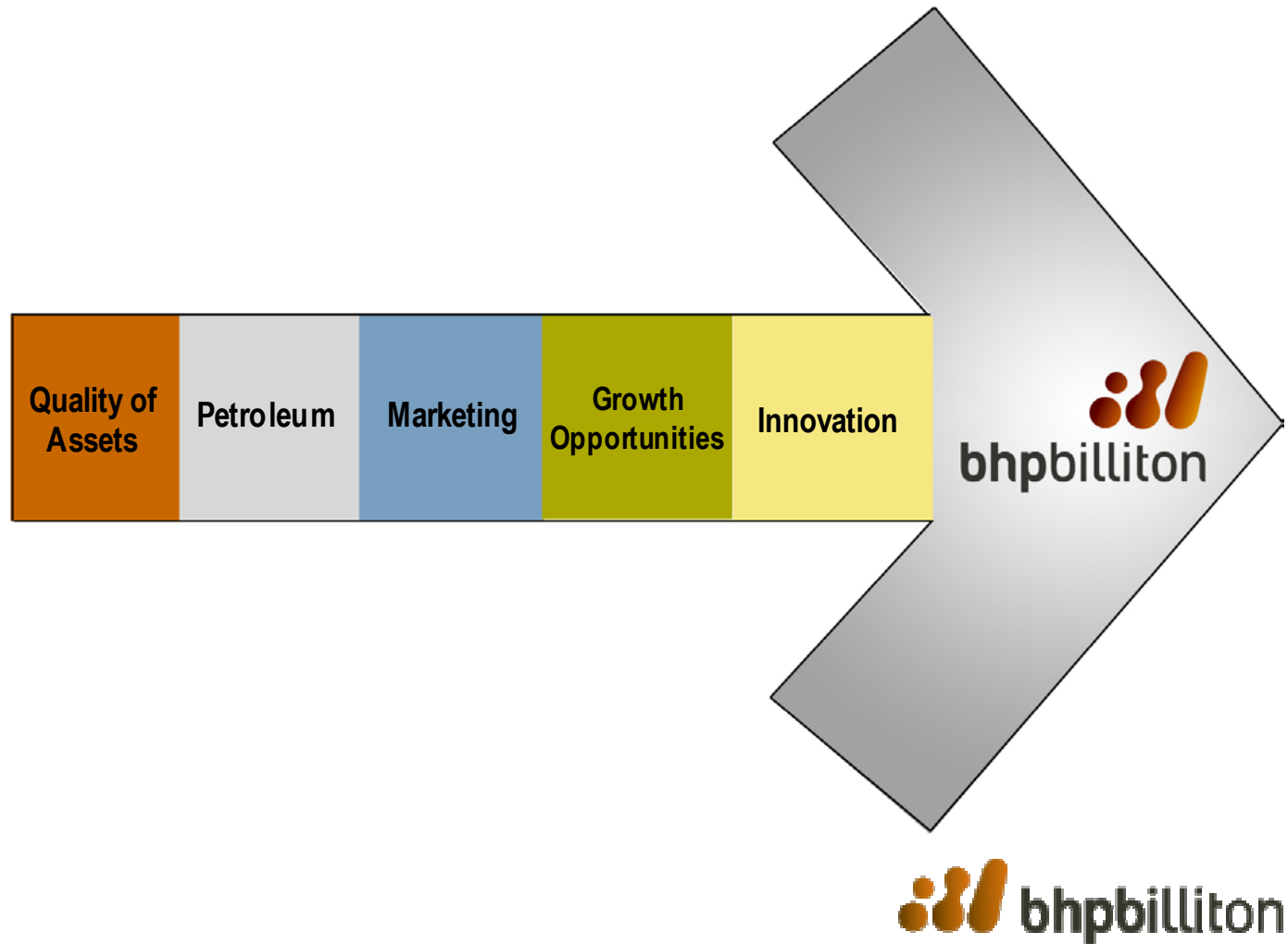


# A global footprint





# Why are we different?







# Quality of assets

- **Large**
- **Low cost**
- **Long life**



WA Iron Ore, Australia



# Petroleum – A good business in its own right

“Top quartile performance: Returns, profit margins and finding and development costs.”

Merrill Lynch, July 2002

“BHP Billiton has an upstream ROCE of 29% v. an industry average of 17%”

PFC Energy, November 2002

“On a three year basis our profit margin is \$6.94/boe, thus maintaining our consistent top quartile performance”

BHP Billiton (based on SEC reported data)



# Petroleum – A good business in its own right

“Only 5 companies create value on a 15% discount rate scenario...”

Wood Mackenzie – Feb 2003

“The top 5 companies for absolute value creation are: Shell, BP, ExxonMobil, BG and BHP Billiton.”

Wood Mackenzie – Feb 2003

“It does seem that a focused exploration strategy... leads to a higher return on exploration investment. BP and BHP Billiton, ranked 1st and 2nd for their return on exploration expenditure.”

Wood Mackenzie – Feb 2003

“BHP Billiton ranks 1st amongst its peer group (and 2nd overall) with a rate of return on its exploration expenditure of just over 15% nominal... this is an excellent performance.”

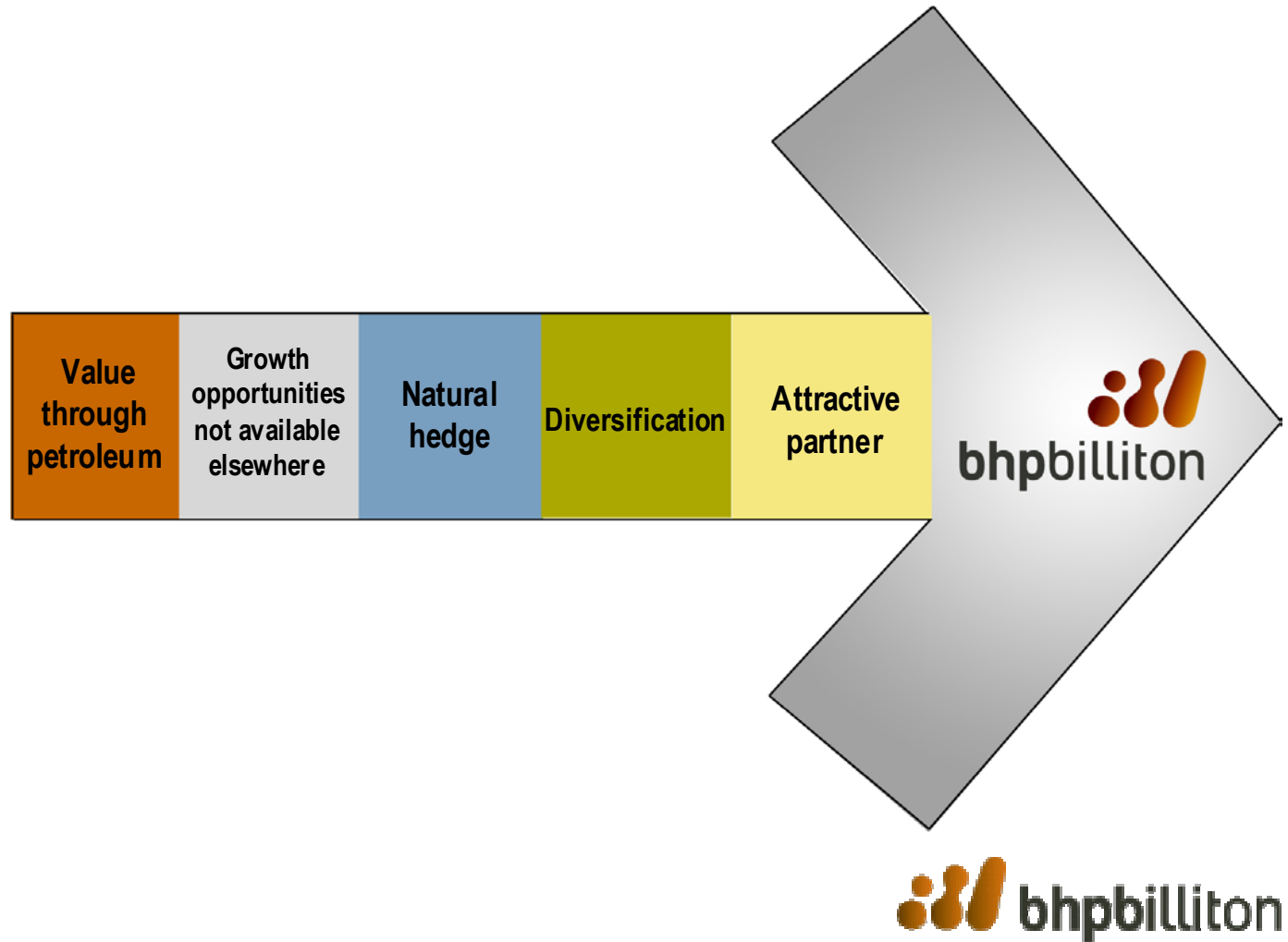
Wood Mackenzie – Feb 2003

Source: Wood Mackenzie 'Value Creation through Exploration' multi client study, Feb 2003





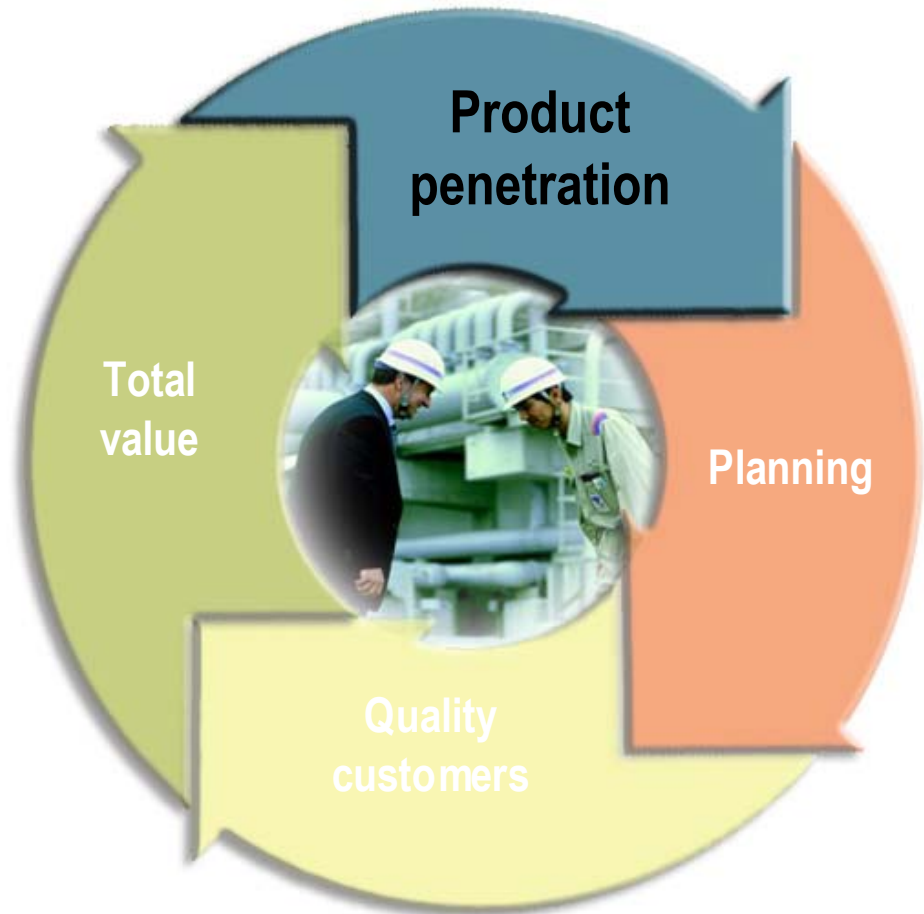
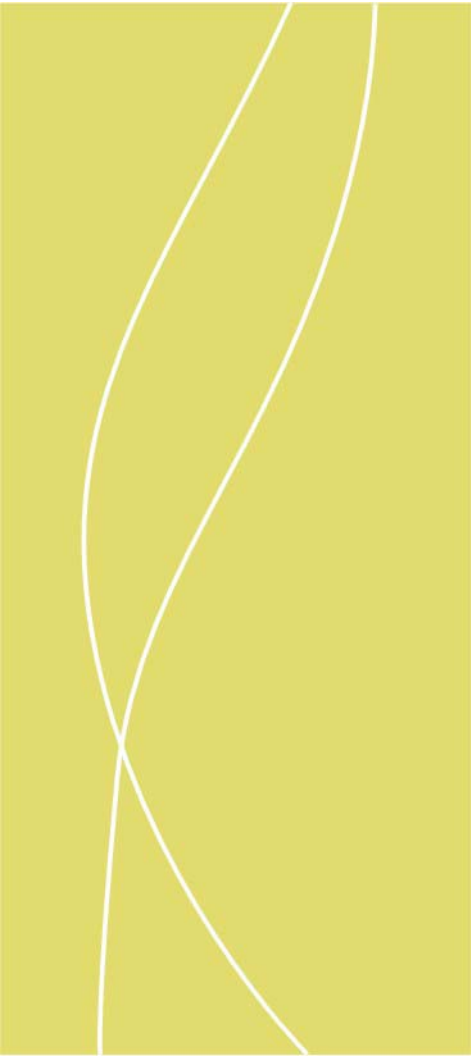
# Petroleum within BHP Billiton





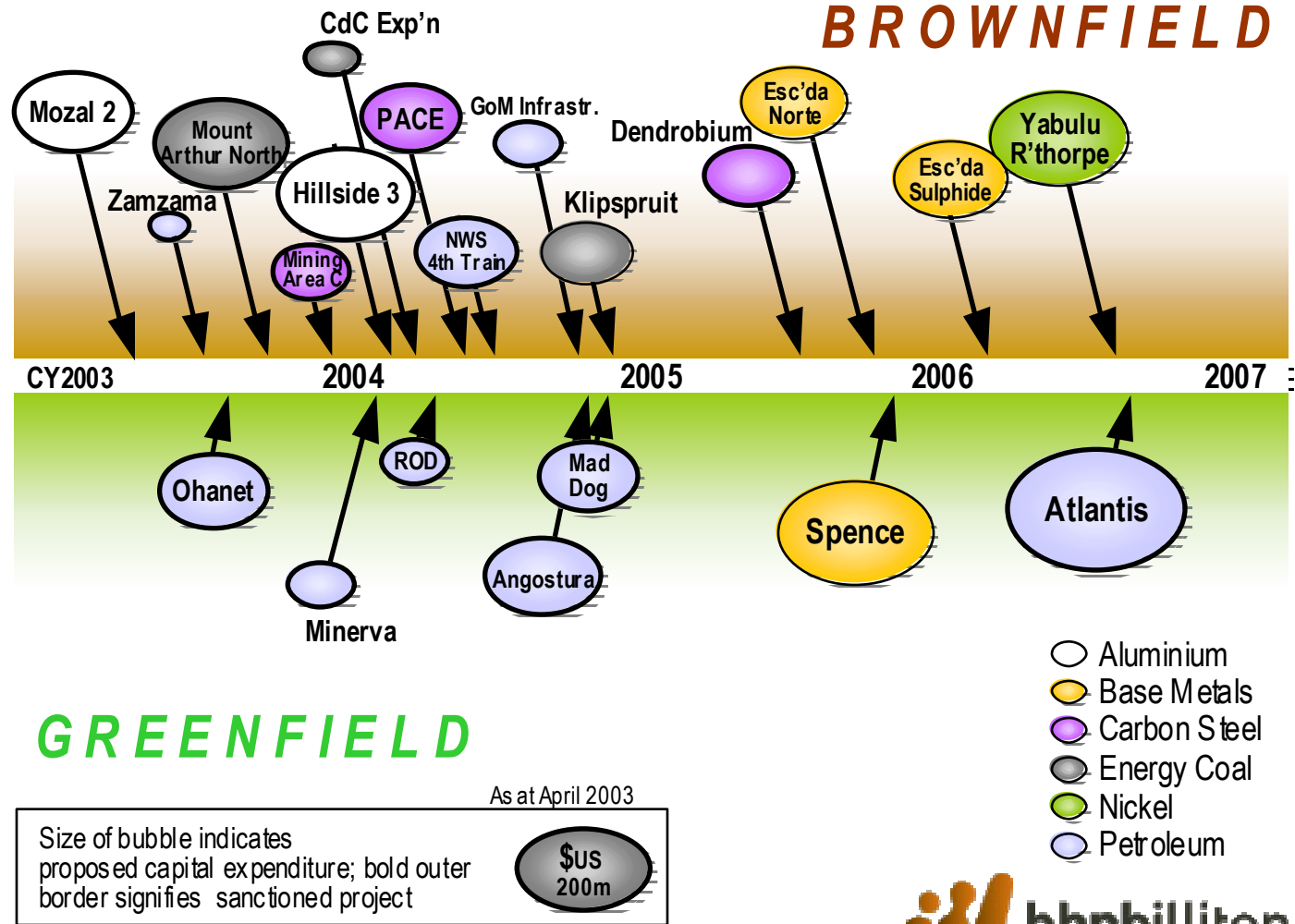


# Marketing





# Growth - organic





# Growth – external opportunities

## External growth focus

- Critical mass required
- Opportunity to restructure industry
- Asset fit





# Growth – external opportunities

## Transaction opportunities

- Focus on value
- Availability of synergies
- Innovative approach
  - Asset swaps
  - JVs





# Growth – external opportunities

## Constraints to growth?

- Myth or reality?





# Innovation

## **Falcon™**

- **Innovative Technology**
- **Resulted from a 10 year, \$30m development project between BHP Billiton and the holder of AGG technology patents**
- **Commenced flying in 1999**
- **Applications**
  - **Diamonds**
  - **Base Metals**
  - **Coal**
  - **Oil & Gas**
- **Innovative structuring**
  - **Junior partners bear costs of flying**
  - **BHP Billiton has back in rights**



# Innovation

## Bio leaching

- **Recovery of material not accessible or processible from traditional smelting and refining**
- **Building plant at Chuquimata, in a 50/50 JV with Codelco**
- **Impact on conventional extraction techniques**



# Innovation

## Technical marketing

- Product 'value in use' differs widely

### Response:

- Technical marketing inside our customers' steel mills
- Operate one of only 3 test coke ovens in the world (Newcastle, NSW)
- Share proprietary furnace performance model with customers





# Conclusion

## Why Are We Different?

- World class assets
- Value and growth from Petroleum
- Customer centric marketing
- Wider growth opportunities
- Innovation



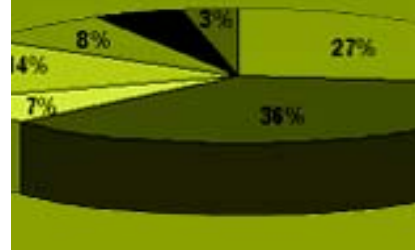
# Conclusion



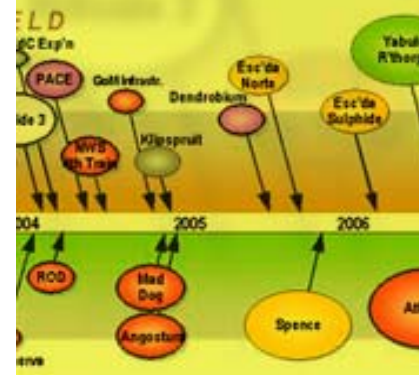


# Conclusion

## Stability



## Growth



## Value





# Conclusion



**bhpbilliton**