Key investment theme

Stability
Growth
Value
Stability, Growth, Value

We seek to earn superior returns for our shareholder as the world’s premier supplier of natural resources and related products and services
The largest company in a consolidating sector

Top five companies account for around 50% of resource equity market value – double their share of 10 years ago

Market value of minerals industry   US$235 bn
Value of top five                     US$110 bn
A global footprint
Low cost, high margin asset base

c.80% of operating asset EBIT comes from first quartile cash operating margin assets
World class assets with long reserve lives

EBIT from the above assets represents 64% of EBIT in FY2002
Outstanding diversification – stable cash flows

By Commodity
Customer Sector Group EBIT:

By Geography
Net Operating Assets:

By Market
Sales:

Data for FY2002 (continuing operations)
Deep inventory of projects

Expenditure measured against alternative uses for capital - project pipeline is value enhancing
Petroleum - room for growth

Annual Production (MMboe)

1. EXXONMOBIL
2. SHELL
3. BP
4. CHEVRONTEXACO
5. TOTALFINA ELF
6. CONOCOPHILLIPS
7. ENI
8. REPSOL-YPF
9. ENCANA
10. ANADARKO
11. UNOCAL
12. OCCIDENTAL
13. AMERADA
14. MARATHON
15. TALISMAN
16. BURLINGTON
17. DEVON
18. BHP BILLITON
19. Canadian Nat
20. APACHE
21. BG
22. KERR-MCGEE
23. NEXEN
24. ENTERPRISE OIL
25. HUSKY
26. WINTERSHALL
27. PETRO-CANADA
28. EOG
29. WOODSIDE
30. SUNCOR

18th in terms of production

Oil & Gas and Energy - Market Value (US$M)

1. EXXONMOBIL
2. BP
3. RD/SHELL
4. TOTALFINAELF
5. CHEV-TEXACO
6. ENI
7. PETROCHINA
8. BHP BILLITON
9. E.ON
10. ENEL
11. SCHLUMBERGER
12. DUKE ENERGY
13. SUEZ
14. PETROBRAS
15. TOKYO ELEC
16. PHILLIPS
17. EL PASO
18. RWE
19. YUKOS
20. SOUTHERN
21. CONOCO
22. STATOIL
23. DOMINION
24. EXELON
25. GAZPROM
26. ENDESA
27. REPSOL YPF
28. BG GROUP
29. AEP
30. SURGUTGAZ

8th in terms of Market Cap

Source: Evaluate Energy (excludes companies with significant state ownership)
BHP Billiton based on FY 2002 data (others primarily CY 2001)
Market Values as at August 2002
Slide 10
**Cost savings – margin and bottom line growth**

- **Merger synergies**
  - $270m

- **Further target**
  - $500m

- $220m achieved in FY02

- 2% real p.a. FY03 - FY05
Developing internal growth options

- Market skills
- Technical skills
- Financial skills

Options
- Develop further
- Securitise
- Joint Venture
- Sell

Visibility of opportunities

Company Value

Market Value

Time
Pyramid of opportunity

- Low Cost, High Quality Assets
- Cost Savings
- Growth Pipeline
- Bolt-on Acq.
- M&A
Value Drivers - What distinguishes us from the rest

I. Stability from Outstanding Assets

II. Stability from the Portfolio Effect

III. Stability and Growth from Customer-Centric Marketing

IV. Growth from Deep Inventory of Projects

V. Growth from Petroleum

VI. Growth through Innovation
Strong financial commitments

• Return on Capital > 15% by 2006
• Maintain a strong single A credit rating
• Minimum EBITDA to interest cover of 8x over the cycle
• Maintain net gearing of 35-40%
• Project pipeline funded from internal cash flows
• Merger benefits of $270 million by end FY 2003
• Cost savings total of $500 million by end FY 2005
We seek to earn superior returns for our shareholder as the world’s premier supplier of natural resources and related products and services.

We can do more than this...

We aspire to be one of the world’s premier companies.