Global Trends in the Natural Resource Sector

C W Goodyear    Chief Executive Officer
10th St. Petersburg International Economic Forum
St. Petersburg, 13 June 2006
In 1990 the top five companies accounted for less than 25% of total resource equity market value.

Market value of minerals industry: US$150 bn
Value of Top Five: US$36 bn
BHP Billiton is now the world’s largest diversified resource company

Petroleum

Aluminium

Base Metals

Carbon Steel Materials

Diamonds & Spec Prod

Energy Coal

Stainless Steel Materials
10 year historical Chinese demand

**Chinese refined copper consumption**
- Data: BHP Billiton

**Chinese primary nickel consumption**
- Data: NSG

**Chinese aluminium consumption**
- Data: BH, CRU

**Chinese crude steel consumption**
- Data: ISI, CISA, BHP Billiton (NB: 05 is based on estimate figures as final figures are not yet released)
Steel intensity of use

Steel Intensity per Capita

Kg Steel/Capita

USA (1900-2004)
Japan (1950-2004)
Taiwan (1970-2004)
China (1970-2004)

Source: World Bank, OECD (GDP at Purchasing Power Parity), IISI
Energy intensity of use

Energy Intensity per Capita

Energy Use per Capita (Oil Equivalent tonnes)

GDP/Capita (PPP, Jan. 2006 US$'000)

Source: World Bank, OECD (GDP at Purchasing Power Parity), BP Statistical Review
Today the top five companies account for over 40% of total resource equity market value.
Deep inventory of growth projects

B R O W N F I E L D

As at 15 February 2006
Size of bubble indicates proposed capital expenditure; bold outer border signifies sanctioned project.

$US
200M

B M A Phase 2
Worsley DCP
Blackwater CPP
Esc'da Sulphide
Worsley E&G

Zamzama Phase 2
BMA Phase 2

Yabulu
Samarco
Alumar

Aluminum
Iron Ore
Base Metals
Met. Coal
Energy Coal
Nickel
Petroleum

CY2006
2007
2008
2009
2010
2011

Samarco
Worsley E&G

Spence
Stybarrow
Neptune
Pyrenees
Shenzi
Maruwai

Atlantis South
Ravensthorpe

WA Iron Ore
RGP 3

WD Iron Ore
RGP 2

WD Iron Ore
RGP 4+

Worsley E&G

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Mozal
Olympic Dam

- World-class copper-uranium-gold-silver mineral resource.
- 34% of world’s uranium reserves.
- BHP Billiton ideally placed to meet increasing demand for uranium.

The world’s top twenty uranium deposits by remaining resources

Source: Internal Global Deposit Database
BHP Billiton-Norilsk Nickel Alliance

- Alliance between world's largest diversified resources company and Russia's largest mining company
- Significant growth opportunities - geographical diversification for BHP Billiton and commodity diversification for Norilsk Nickel
- Initial focus on exploration - an area that has received insufficient attention in recent years

**A win-win relationship building on strengths of both partners:**
- Norilsk Nickel is Russia’s leading mining company and has the in-country knowledge and experience that is essential for success in Russia.
- BHP Billiton offers global exploration and project development expertise, world-class technology and global marketing organisation
A sustainable future

What BHP Billiton brings to Russia:

- A model based on developing and sustaining relationships with both local businesses and local communities
- A track record of in-country expansion and re-investment ensuring long term prosperity for all partners

A long term partnership based on sustainable development
Conclusion

Market Needs

+ 

Norilsk Nickel

+ 

BHP Billiton

+ 

Communities

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