A world class business with superior growth potential

Western Australia Iron Ore site tour

Ian Ashby
President, BHP Billiton Iron Ore
27 September 2011
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Exploration results and mineral resources

This presentation includes information on Exploration Results (Potential Mineralisation), Mineral Resources (inclusive of Ore Reserves) and Ore Reserves. The range of Potential Mineralisation is estimated from geological information including boreholes, outcrops and geophysical information, and is shown as a range (black bars). The potential quantity is conceptual in nature, there has been insufficient exploration to define a Mineral Resource and it is uncertain if further exploration will result in the determination of a Mineral Resource.

This data has been compiled by: P Whitehouse (MAusIMM) – Western Australian Iron Ore (WAIO). This is based on information in the BHP Billiton Annual Reports from 2007 to 2011 and other investor presentations which can be found at www.bhpbilliton.com, except for Potential Mineralisation figures for 2007, 2009 and 2011 which are reported here for the first time and are compiled by J Knight (MAIG) – WAIO.

All information is reported under the ‘Australasian Code for Reporting of Exploration Results, Mineral Resources and Ore Reserves, 2004’ (the JORC Code) by the following Competent Persons who were employed by BHP Billiton at the time of reporting (unless otherwise stated) and have the required qualifications and experience to estimate and report Exploration Results, Mineral Resources and Ore Reserves under the JORC Code.

Exploration results - WAIO:
- FY2007 to FY2011: J Knight (MAIG)

Mineral resources - WAIO:
- FY2011: P Whitehouse (MAusIMM); D Reid (MAusIMM); V Osterholt (MAusIMM); M Smith (MAusIMM); S Nag (MAIG); C Williams (MAIG); D Stephens (MAIG)
- FY2010: H Arvidson (MAusIMM); P Whitehouse (MAusIMM); D Reid (MAusIMM); A Voortman (MAusIMM) (currently employed by CSA Global); S Harrison (MAIG); M Smith (MAusIMM); S Nag (MAIG); C Williams (MAIG); D Stephens (MAIG)
- FY2009: H Arvidson (MAusIMM); P Whitehouse (MAusIMM); D Reid (MAusIMM); S Harrison (MAIG); M Smith (MAusIMM); S Nag (MAIG); C Williams (MAIG)
- FY2008: H Arvidson (MAusIMM); M Wozga (MAusIMM); D Reid (MAusIMM); S Harrison (MAIG); M Smith (MAusIMM); C Williams (MAIG)
- FY2007: H Arvidson (MAusIMM); M Wozga (MAusIMM); D Reid (MAusIMM); J Richardson (MAusIMM); M Smith (MAusIMM); C Williams (MAIG)

Mineral resources - Samarco:
- FY2011: JP da Silva (MAusIMM); L Bonfioli (MAusIMM); employed by Samarco Mineracao S.A.
Exploration results and mineral resources (continued)

Ore reserves - WAIO:
FY2011: J Kirk (MAusIMM); A Cockerill (MAusIMM); K Risnes (MAusIMM)
FY2010: J Kirk (MAusIMM); A Cockerill (MAusIMM)
FY2009: J Kirk (MAusIMM); R Pasyar (MAusIMM)
FY2008: J Kirk (MAusIMM); R Pasyar (MAusIMM)
FY2007: J Kirk (MAusIMM); R Pasyar (MAusIMM)

Ore reserves - Samarco:
FY2011 Samarco: L Rezende (MAusIMM); employed by Samarco Mineracao S.A.

The Compiler verifies that this report is based on and fairly reflects the Exploration Results, Mineral Resources and Ore Reserve information in the supporting documentation and agrees with the form and context of information presented.

Ore Reserve, Mineral Resource classification and Potential Mineralisation Ranges for WAIO and Samarco are contained in Table 1.

Table 1

<table>
<thead>
<tr>
<th></th>
<th>Proved Reserve (Bt)</th>
<th>Probable Reserve (Bt)</th>
<th>Measured Resource (Bt)</th>
<th>Indicated Resource (Bt)</th>
<th>Inferred Resource (Bt)</th>
<th>Exploration Result Range of Potential Mineralisation1</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td>Low</td>
</tr>
<tr>
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<td>6.8</td>
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<tr>
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<td>1.1</td>
<td>1.7</td>
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<td>4.2</td>
</tr>
<tr>
<td>Samarco</td>
<td>FY2011</td>
<td>1.1</td>
<td>0.9</td>
<td>2.2</td>
<td>2.3</td>
<td>1.6</td>
</tr>
</tbody>
</table>

1. The range of Potential Mineralisation is estimated from geological information including boreholes, outcrops and geophysical information, and is shown as a range (black bars). The potential quantity is conceptual in nature, there has been insufficient exploration to define a Mineral Resource and it is uncertain if further exploration will result in the determination of a Mineral Resource.
## Agenda

### Day 1: Tuesday, 27 September 2011

<table>
<thead>
<tr>
<th>Topic</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>Ian Ashby</td>
</tr>
<tr>
<td>Market outlook: China and beyond</td>
<td>Michiel Hovers</td>
</tr>
<tr>
<td>Resources and stages of WAIO development</td>
<td>Tony Ottaviano</td>
</tr>
<tr>
<td>WAIO growth projects</td>
<td>Michael Wortham</td>
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<tr>
<td>Samarco and international growth options</td>
<td>Chris Campbell</td>
</tr>
<tr>
<td>Performance overview</td>
<td>Uvashni Raman</td>
</tr>
<tr>
<td>People</td>
<td>Andrew Carey</td>
</tr>
</tbody>
</table>

### Day 2: Wednesday, 28 September 2011

<table>
<thead>
<tr>
<th>Topic</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mines</td>
<td>Eddy Haegel</td>
</tr>
<tr>
<td>Technology and innovation</td>
<td>Tony Ottaviano</td>
</tr>
<tr>
<td>Licence to operate</td>
<td>Carl Binning</td>
</tr>
</tbody>
</table>

### Day 3: Thursday, 29 September 2011

<table>
<thead>
<tr>
<th>Topic</th>
<th>Presenter</th>
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</thead>
<tbody>
<tr>
<td>Rail and port</td>
<td>Pete Wilshaw</td>
</tr>
</tbody>
</table>

### Day 4: Friday, 30 September 2011

<table>
<thead>
<tr>
<th>Topic</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Steelmaking materials briefing</td>
<td></td>
</tr>
</tbody>
</table>
Safety performance

Total Recordable Injury Frequency and significant incidents
(TRIF 12 month moving average)
Developing Western Australia Iron Ore (WAIO) to its full potential: 450mtpa is the ultimate objective

Growing strongly and investing throughout the cycle is a strategic imperative that we will deliver on

WAIO production profile
(million tonnes, 100%)

- Historical
- Forecast
- CAGR 8%
- CAGR 10%
- 155mtpa to +220mtpa investment¹
- Future growth options
- ~350
- ~450

FY00 FY01 FY02 FY03 FY04 FY05 FY06 FY07 FY08 FY09 FY10 FY11 FY12 FY13 FY14 FY15 FY16 FY17 FY18 FY19 FY20

1. Including approved expansion to 220mtpa and debottlenecking incremental investment to 240mtpa.
Growth Master Plan: Roadmap to 350mtpa and beyond

Board approved +220mtpa expansion

Fully utilise Inner Harbour:
- Additional two berths at Burgess Point
- Car Dumper 5 at Finucane Island
- Mooka marshalling yards
- Inner Harbour optimisation to 240mtpa currently under study

Growth tonnes:
- Jimblebar mine expansion

Study phase: 350mtpa expansion

Outer Harbour development:
- Optionality for port blending
- Supporting rail expansions

Growth tonnes:
- Jinidi, Marillana I and II, Southern Flank

Ultimate objective: 450mtpa
- Expand the Outer Harbour
- Greenfield portfolio of mines
### Inner Harbour development: Fulfilling our allocated capacity

- **US$7.4 billion**\(^1\) to relieve the bottleneck at port, unlocking latent capacity at mine and rail

<table>
<thead>
<tr>
<th>Mine</th>
<th>US$3.4 billion</th>
<th>Delivers additional mining capacity</th>
<th>Jimblebar mine expansion and associated infrastructure to deliver 35mtpa of additional mining capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Embedded options for expansion to 55mtpa(^2) for marginal incremental capital investment</td>
</tr>
<tr>
<td>Port</td>
<td>US$2.3 billion</td>
<td>Increases port system capacity</td>
<td>Two additional berths and shiploaders at Burgess Point (Nelson Point) and additional car dumper capacity at Finucane Island</td>
</tr>
<tr>
<td>Optimisation</td>
<td>US$1.7 billion</td>
<td>Increases resource utilisation and facilitates further growth</td>
<td>Port blending facilities at Nelson Point and Finucane Island</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Rail marshalling yards at Mooka</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Enables ore blending</td>
</tr>
</tbody>
</table>

All figures quoted in 100% terms.

1. Approved March 2011. Excludes pre-commitment funding and investment in debottlenecking.
2. Relates to expansion from 220mtpa to 240mtpa.
Outer Harbour development: Unlocking the next phase of growth

- Designed as a robust, scalable operating system to be constructed over four stages
- Boodarie stockyards enable the port blending strategy at higher tonnages to support resource optimisation
- Marine capacity (channel and harbour) supports the ultimate growth objective to 450mtpa
- Strong support from State Government
- Public Environmental Review / Draft Environmental Impact Statement submitted in FY11
Taking a long-term view

Program of Work
- Deliver growth through a portfolio of enabling and growth investments

Standardise and replicate
- Standardised processes and replicable designs for rapid deployment

Scalable
- Organise and build for increased scale of business

Owner operated
- Owner operate for improved safety, cost management and business de-risking

Technology
- Drive productivity and efficiency through technology
Deliver Samarco expansion and secure resource options in Brazil and West Africa
Supply likely to under perform, steep cost curve underwrites growth plans

Seaborne traded supply growth has failed to meet expectations (mtpa)

Iron ore cost curve
(US$/t, 62-63% Fe, CIF China equivalent basis)

Note: Aspirational iron ore supply based on BHP Billiton analysis as of early 2008.
Source: BHP Billiton.

Note: Includes seaborne traded and China domestic.
Source: Macquarie Research.
Ideally positioned on the cost curve

**Iron ore cost curve – fines**
(US$/t, CIF China equivalent basis)

Supply shortages have resulted in high cost marginal producers filling the supply base.

Retained a favourable position on the cost curve despite industry wide cost pressures.

Competitive position is underscored by the quality of our resources.

Source: Macquarie Research, March 2011.
Market Outlook: China and beyond

Michiel Hovers
Vice President, Marketing
27 September 2011
Emerging economies will lead next decade’s GDP growth

GDP growth has two main drivers

- **Demographic** factors including the size and age profile of a population and degree of urbanisation
- **Productivity** factors including education, infrastructure and the efficiency of capital allocation

China will become increasingly influential

- Despite the global financial crisis, global growth rates improved over the last decade
- Decelerating Chinese growth rates are expected to be offset by the larger size of the Chinese economy

Global GDP growth rate (% per annum)

Urbanisation and industrialisation drive long-term commodity demand

Projected urbanisation of India, China and Rest of World
(billion people)

<table>
<thead>
<tr>
<th>Year</th>
<th>India</th>
<th>China</th>
<th>Rest of World</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>0.9</td>
<td>0.9</td>
<td>0.9</td>
</tr>
<tr>
<td>2010</td>
<td>1.1</td>
<td>1.4</td>
<td>4.3</td>
</tr>
<tr>
<td>2030F</td>
<td>1.5</td>
<td>1.5</td>
<td>5.4</td>
</tr>
<tr>
<td>2050F</td>
<td>1.6</td>
<td>1.4</td>
<td>6.1</td>
</tr>
</tbody>
</table>

Total Population (billion people)
- India: 0.9, 1.1, 1.5, 1.6
- China: 0.9, 1.4, 1.5, 1.4
- Rest of World: 0.9, 4.3, 5.4, 6.1

Urbanisation (%)
- India: 25%, 30%, 40%, 54%
- China: 27%, 47%, 62%, 73%
- Rest of World: 53%, 57%, 63%, 71%

Many large Chinese provinces are still in the early stages of the steel intensity curve

Chinese steel intensity by province vs. GDP per capita
Finished steel consumption per capita 2010 (kg)

Note: Bubble size reflects 2010 population of each province.
Source: DRC Report, NBS, BHP Billiton.
China will continue to lead steel production growth well into the next decade.

Global crude steel production (million tonnes)

- **Historical growth**: 849 million tonnes in 2000, forecast to increase to 1,426 million tonnes in 2010, indicating a CAGR of 5%.
- **Forecast growth**: Projected to reach 2,440 million tonnes by 2025F, with a CAGR of 4%.

**Country Contributions**:
- **China**: 512 million tonnes in 2010, expected to increase to 473 million tonnes by 2025F.
- **India**: 40 million tonnes in 2010, forecast to grow to 141 million tonnes by 2025F.
- **Other**: 440 million tonnes in 2010, projected to reach 25 million tonnes by 2025F.

Source: BHP Billiton forecast.
Despite strong growth, China’s 2025 projections still lag current US comparables

**China annual car production**
- (million units)
- 2010: 11
- 2015F: 15
- 2020F: 21
- 2025F: 28 (155% increase)

**Car penetration density**
- (number of cars per thousand persons)
- China 2010: 32
- China 2025F: 120
- US 1916: 32
- US 1923: 120
- US 2010: 423

**China urban residential floor space**
- (year-end stock, billion square metres)
- 2010: 20
- 2015F: 27
- 2020F: 34
- 2025F: 40 (100% increase)

**Urban residential floor space per capita**
- (square metres/capita)
- China 2010: 32
- China 2025F: 43
- US 2010: 73

Sources: Global insight, BHP Billiton.

Iron Ore seaborne demand growth to outpace China’s consumption as domestic grades fall

China total domestic ROM versus implied concentrate (62% Fe eq.) production (million tonnes) (ROM average Fe grade)

Note: Total ROM production is calculated from implied concentrate production back calculated from the average ROM grade and Average Fe recovery rate of 71%. ROM grade started to decline from 2005 as the increase in the iron ore price triggered the development of lower grade iron ore.
Source: NBS, China Customs, BHP Billiton.

Iron Ore Consumption¹
(Seaborne demand 2000=100)

<table>
<thead>
<tr>
<th>CAGR</th>
<th>2000-2010</th>
<th>2010-2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total iron ore consumption</td>
<td>6%</td>
<td>4%</td>
</tr>
<tr>
<td>Seaborne demand</td>
<td>8%</td>
<td>5%</td>
</tr>
</tbody>
</table>

¹. China iron ore production basis 62% equivalent Fe.
Source: China Customs, CISA, BHP Billiton.
Short-term pricing provides more transparency and efficiency

BHP Billiton contract structure

Before
- Annual priced LTC
- Spot

Now
- Monthly index LTC
- Quarterly index LTC
- Spot

100% of long-term contracts converted to index linked pricing

Market evolution

- BHP Billiton is an active participant in spot market
- We remain committed to long-term contracts
- BHP Billiton is supportive of the establishment of physical trading platforms, such as globalOre, which will bring increased transparency to the spot market
Resources and stages of WAIO development

Tony Ottaviano
Vice President, Planning
27 September 2011
Putting the power into Planning

- **Resources**: Explore, define and sequence a world class resource base
- **Supply chain infrastructure**: Analyse infrastructure capacity and optimise operating models
- **Growth planning**: Establish growth architecture. Develop and validate integrated growth options
- **Technology**: Drive productivity and efficiency through technology
- **Business planning**: Convert strategy into action
WAIO is in a phase of unprecedented growth

**Planned growth in WAIO Pilbara system capacity**

(mtpa, 100%)

- Current capacity (FY11): 155
- Board sanctioned projects: 65
- Study phase projects: 130
- Scaling the Outer Harbour: 100
- Ultimate objective: 450

**Ultimate objective**
Supported by a world class resource base

Mineral resource more than doubled in 5 years...

...within a concentrated geography

**WAIO resources and reserves 2007-2011**
(wet billion tonnes)

<table>
<thead>
<tr>
<th>Year</th>
<th>Resource (billion tonnes)</th>
<th>Reserve (billion tonnes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY07</td>
<td>8.0</td>
<td>2.4</td>
</tr>
<tr>
<td>FY08</td>
<td>11.7</td>
<td>3.0</td>
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<td>FY09</td>
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<td>FY10</td>
<td>16.1</td>
<td>3.3</td>
</tr>
<tr>
<td>FY11</td>
<td>19.3</td>
<td>3.5</td>
</tr>
</tbody>
</table>

Note: Refer to disclaimer on slides 3 and 4 presented on 27 September 2011.
Large scale drilling program to support growth

WAIO drilling metres
(drill metres ‘000s)

CAGR 9%

Exploration drilling
Sustaining and growth drilling

Exploratory drilling focus identified growth options
Definition drilling readying options for development
Balanced exploration and growth focus

BHP Billiton Iron Ore, Western Australia Iron Ore site tour, 27 September 2011
Exploration is delivering a strong portfolio of options

Strong exploration results

WAIO mineral inventory 2007-2011 (billion tonnes)

<table>
<thead>
<tr>
<th></th>
<th>FY07</th>
<th>FY11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential Mineralisation</td>
<td>24</td>
<td>32</td>
</tr>
<tr>
<td>Resource</td>
<td>8</td>
<td>19</td>
</tr>
</tbody>
</table>

Note: The range of Potential Mineralisation is estimated from geological information including boreholes, outcrops and geophysical information, and is shown as a range (black bars). The potential quantity is conceptual in nature, there has been insufficient exploration to define a Mineral Resource and it is uncertain if further exploration will result in the determination of a Mineral Resource.

Clear options for sustainable growth

Options in potential mineralisation:
- Coondewanna
- Prairie Downs
- Tandanya
- Homestead
- West Ridge
- Mudlark
- Roy Hill
- Mindy
- Jinidi
- Jimblebar
- South Flank

Options in resource:
- Marillana I
- Marillana II

In production:
- MAC
- SOB
- Yandi
- WB
- ~250mtpa

Note: Not an exhaustive list of options.
A high quality mineral inventory sustains a low cost position

Managing quality through blending delivers resource extension and lower costs

- Production strip ratio of 2:1 for the next 30 years
- Below water table mining expected to fall as a percentage of overall production
- Concentrated resources allows hub blending to optimise infrastructure (>30 yrs)
- Resource life and increased efficiency is optimised through port blending
- Beneficiation will be deployed where it adds value to the business

1. No change to product specification in the short to medium term.
Note: Graph shows average Al and P for a sample of resources and potential mineralisation of varying sizes.
Business Planning focused on key enablers

Comprehensive business planning....

- Business environment
- Supply / Demand outlook
- Labour market outlook
- Key services and infrastructure requirements

Business Planning processes

.... enables us to work on the right things

- Workforce planning
  - Requirements out to 450mtpa under study
- Airports
  - Key airport study completed
- Accommodation
  - Increasing short-term supply, long-term requirements under study
- Water
  - Long-term water plan being developed
- Power
  - Scalable, energy efficient plan to 450mtpa determined
A clear, well defined path to deliver the growth plan

Fully utilise allocated Inner Harbour capacity

Portfolio growth mines and launch of the Outer Harbour

Scale the Outer Harbour

---

WAIO System Capacity
(million tonnes, 100%)

- Approved
- Currently under study

<table>
<thead>
<tr>
<th>155mtpa to +220mtpa¹</th>
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<tbody>
<tr>
<td>CD5 Burgess Mooka</td>
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<tr>
<td>Yard extensions</td>
</tr>
<tr>
<td>Jimblebar</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Port infrastructure</th>
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<tbody>
<tr>
<td>Boodarie</td>
</tr>
<tr>
<td>Outer Harbour 1</td>
</tr>
<tr>
<td>Outer Harbour 2</td>
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<td>Outer Harbour 3</td>
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<td>Outer Harbour 4</td>
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<table>
<thead>
<tr>
<th>Growth mines</th>
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<tbody>
<tr>
<td>Jinidi</td>
</tr>
<tr>
<td>Southern Flank</td>
</tr>
<tr>
<td>Marillana I</td>
</tr>
<tr>
<td>Marillana II</td>
</tr>
</tbody>
</table>

1. Inner Harbour optimisation to 240mtpa currently under study.
Note: Dates are indicative of first production or commissioning of infrastructure.
WAIO growth projects

Michael Wortham
Vice President, Projects
27 September 2011
Delivered numerous projects on schedule and within budget

WAIO major capital projects performance

Note: Budget measure in AUD.
1. Scope review completed and integrated into subsequent expansion approvals that will increase WAIO capacity to 220 mtpa.
Yandi Mining Hub:
- Remote primary crushers
- Ore handling plant 3 (OHP3)
- Stockpiling facilities
- Non-process infrastructure including accommodation village, offices, and workshops to support mining activities
Mainline duplication:

- 285km+ of double tracking
- Ore cars and locomotives
- Upgrades to railroad signalling, controls and communication systems
Finucane Island
As at 27 July 2011

155 to +220mtpa port (Finucane Island):
- 2 new berths and shiploaders at Harriet Point
- New car dumper 5
- New stockyards to support port blending
Nelson Point (Burgess Point)
As at 27 July 2011

155 to +220mtpa port (Nelson Point):
- 2 new berths and shiploaders at Burgess Point
- New stockyards to support port blending
- Rail yard facilities (at Mooka)
Jimblebar mine expansion:
- Remote primary crusher
- Ore handling plant
- Stockpiling facilities
- Mining equipment and rolling stock

As at 25 July 2011
Planning for 350mtpa and beyond is well advanced

**Scope**
- Development of new mines at Jinidi, South Flank and Marillana I and II
- Mainline expansion and spur lines
- Boodarie rail connection
- Car dumpers
- Stockyards
- Infrastructure corridor to Outer Harbour
- Up to 8 berths and 4 shiploaders
- 34km channel
- 4km jetty

**Approvals and studies**
- Environmental and heritage surveys in progress
- Resource drilling accelerated
- Pre-feasibility study for Jinidi near completion
- Rail alignment options identified
- Approvals and studies being completed as part of the Mines and Port projects
- Environmental approval documents released in April 2011
- Response to public comment submissions being prepared
- Targeting approval H2 CY12
- Pre-feasibility studies near completion
- Feasibility study expected to complete in H2 CY12

**Early funding to accelerate schedule**
- Early engineering
- Procurement of long lead items
- Dredging
- Enabling works – camps, roads, power, etc
Industry wide capital cost pressures are real

**Australian iron ore project conveyor belt**
(capital intensity, US$ per tonne)

**Component escalation rate**
(index 2000 = 100)

Source: Company announcements and BHP Billiton.
Note: Bubble size represents annual production capacity.

Source: Australian Bureau of Statistics; Energy Information Administration; Datastream; BHP Billiton.
Project delivery capability

Reduce work
- Standardise
- Replicate
- Modularise
- Pre-assemble

Secure capability
- Strategic procurement
- Strategic contracting
- Multiple EPCMs
- Workforce capability

Maximising domestic content and utilisation of domestic labour
Samarco and international growth options

Chris Campbell
Vice President, Strategy and Development
27 September 2011
Expanding world class pellet operations

Samarco - 50:50 JV with Vale

- Fully integrated pellet producer: 22mtpa current capacity, 8mtpa approved fourth pellet plant (P4P) expansion
- Large resource base of 6.1 billion tonnes, including 2.0 billion tonnes of reserves¹
- Well positioned for key pellet demand in Europe and the Middle East
- High quality premium product and embedded future growth options

¹. 2011 BHP Billiton Annual Report.
Note: Refer to disclaimer on slides 3 and 4 presented on 27 September 2011.
Seeking to establish a broader base in Brazil

BHP Billiton active exploration licences

- 100% owned by BHP Billiton
- QF (Iron Quadrangle) location: Highly productive and prospective iron ore region
- 13 exploration licences with four active project areas

Company
- BHP Billiton
- Samarco

Lithology
- Caue formation
- Gandarela formation
Seeking to establish a West African iron ore business

- Two country cluster in Guinea and Liberia
- Contains high grade ore with low impurities
- Currently in pre-feasibility phase
- Close to existing rail and port infrastructure
- Defining resource potential
  - Airborne geophysical survey undertaken
  - Approximately 45,000m drilled to date and approximately 20,000m drilling planned for FY12
- Securing necessary approvals
  - Engaging with Governments of Guinea and Liberia regarding transportation options
- Maintaining our licence to operate
  - Community engagement
  - Environmental assessments

BHP Billiton West Africa iron ore interests

Legend
- 100% BHP Billiton
- SMFG
- Railway

SMFG = Societe des Mines de Fer de Guinea.

BHP Billiton Iron Ore, Western Australia Iron Ore site tour, 27 September 2011

Slide 46
Performance overview

Uvashni Raman
Vice President, Finance
27 September 2011
Highlights – Financial year 2011

Sales & prices
- WAIO shipments rose to a record annualised rate of 155mtpa (100% basis) in the June 2011 quarter
- Average realised prices for both lump and fines increased by 80% - 90% from FY10

Production
- Eleventh consecutive annual production record in Iron Ore
- WAIO benefited from the dual tracking of rail infrastructure and Samarco continued to operate above nameplate capacity during the period

Cost pressures
- Cost increases predominantly due to adverse foreign exchange movements and higher price linked costs

EBIT
- 122% increase in Underlying EBIT to US$13.3 billion from FY10 primarily due to higher prices and strong production
Increase in average realised prices driving revenue

80% - 90% increase in average realised prices

Revenue
(US$ billion)

Average WAIO FOB price
(US$/wet metric tonnes)

WAIO
Samarco
WAIO average selling price

FY06 FY07 FY08 FY09 FY10 FY11
WAIO FY11 cost breakdown

- Royalties increased following the non-binding Heads of Agreement signed with the Government of Western Australia
- Contractor costs includes mining services provided by HWE Mining
Strong EBIT growth

- Higher prices and record production, dampened marginally by increases in contractor rates, price related costs (royalties) and weaker US dollar

![Graph showing EBIT and EBIT margin from FY06 to FY11.](image)
Significant investment in capital expenditure underpinning growth plans

Capital expenditure
(%, indexed to FY06)

EBIT ROC
(%)

Note: Includes WAIO and Samarco.
People

Andrew Carey
Vice President, Human Resources
27 September 2011
Significant growth in labour demand

- 55 major resource and energy projects planned in WA
- WA represents 34% of total national demand for operational labour
- BHP Billiton Iron Ore’s exposure to the Western Australia labour market is not unique

1. Linear infrastructure includes road, rail, pipeline-type infrastructure.
2. Static infrastructure includes projects such as refineries, power stations, desalination plants and port infrastructure.

Source: Pitcrew Management Consulting Services and BHP Billiton.
HR function is structured to support growth

- In house resourcing function structured to support large scale recruitment activity
- Understanding of labour demand and supply
- In house training and on-boarding function
- Clear strategy to mitigate supply risk

Iron Ore HR is well positioned to support the delivery of growth workforce requirements
Summary

Ian Ashby
President, BHP Billiton Iron Ore
27 September 2011
### Overview – Day 1

#### Safety
- Continuing the pursuit of Zero Harm
- Intense focus on critical risks and fatality prevention
- Decreasing trend in number of significant incidents
- Accident rates should improve with insourcing

#### Resources
- World class resource base - 50Bt mineral inventory in the Pilbara
- High quality mineral inventory enables and sustains a low cost position

#### Growth
- Investing throughout the cycle is a strategic imperative
- WAIO Growth Master Plan in place and being executed
- Grow the Samarco pellet business
- Pursuing international opportunities

#### Long-term view
- Program of Work approach to developing projects
- Owner operate to improve safety, manage costs and de-risk the business
- Operate a flexible, scalable system that can be ramped up quickly

#### People
- Cornerstone of the business and critical growth enabler
- Structure and plans in place to secure people to build and operate
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## Agenda

**Day 1: Tuesday, 27 September 2011**
- Introduction
- Market outlook: China and beyond
- Resources and stages of WAIO development
- WAIO growth projects
- Samarco and international growth options
- Performance overview
- People

<table>
<thead>
<tr>
<th>Topic</th>
<th>Speaker</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>Ian Ashby</td>
</tr>
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<td>Michiel Hovers</td>
</tr>
<tr>
<td>Resources and stages of WAIO development</td>
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<td>Michael Wortham</td>
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<td>Uvashni Raman</td>
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<td>People</td>
<td>Andrew Carey</td>
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**Day 2: Wednesday, 28 September 2011**
- Mines
- Technology and innovation
- Licence to operate

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<tr>
<td>Technology and innovation</td>
<td>Tony Ottaviano</td>
</tr>
<tr>
<td>Licence to operate</td>
<td>Carl Binning</td>
</tr>
</tbody>
</table>

**Day 3: Thursday, 29 September 2011**
- Rail and port

<table>
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<tr>
<th>Topic</th>
<th>Speaker</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rail and port</td>
<td>Pete Wilshaw</td>
</tr>
</tbody>
</table>

**Day 4: Friday, 30 September 2011**
- Steelmaking materials briefing
### Site visit program

<table>
<thead>
<tr>
<th>Time</th>
<th>Program:</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.45</td>
<td>Mines, Technology and License to operate presentations including safety induction</td>
</tr>
<tr>
<td>9.30</td>
<td>Morning tea</td>
</tr>
<tr>
<td>10.00</td>
<td>Depart for site tour of Mt Whaleback</td>
</tr>
<tr>
<td>12.00</td>
<td>Lunch at Mt Whaleback main administration building hub area</td>
</tr>
<tr>
<td>12.45</td>
<td>Depart for coach transfer from Mt Whaleback mine to Newman airport</td>
</tr>
<tr>
<td>13.50</td>
<td>Charter flight from Newman airport to Yandi airport</td>
</tr>
<tr>
<td>14.30</td>
<td>Coach transfer from Yandi airport to Yandi mine site administration office</td>
</tr>
<tr>
<td>15.10</td>
<td>Afternoon tea. Safety induction and distribution of PPE</td>
</tr>
<tr>
<td>15.30</td>
<td>Depart for site tour of Yandi mine</td>
</tr>
<tr>
<td>17.00</td>
<td>Coach transfer from Yandi mine to Spinifex Village</td>
</tr>
<tr>
<td>18.30</td>
<td>Dinner with BHP Billiton management at Spinifex Multi Function Room</td>
</tr>
</tbody>
</table>
Visitor safety induction – on site

- Stay with your escort at all times – especially if an emergency occurs

- You will be advised when to wear:
  - Reflective vest and safety helmets
  - Safety glasses (fit over prescription glasses)
  - Face mask

- Use handrails when on stairs

- Keep clear of all machinery

- We have a no smoking policy inside buildings and vehicles

- Cameras can be used outside buildings
Total Recordable Injury Frequency and significant incidents (mines) (TRIF 12 month moving average)

Significant incidents
TRIF (Contractors)
TRIF (Employees)
TRIF (Combined)
Fatality

(number of incidents)
Addressing high risk activities in a practical manner

10% target was exceeded in March 2011

Mines average risk reduction
(% risk reduction)

- Maintain ‘up-to-date’ risk profiles with risk reduction measures focused on high risk areas
- Monitor and measure compliance to the critical control performance standards
Significant acceleration of system capacity in recent months

Annualised total ore for rail tonnage
(mtpa, 90 day moving average)

Note: Data 1 December 2006 to 1 September 2011.
Newman Hub is complete and running well

OHP4 at Newman Hub
As at 14 December 2010
Newman Hub: good example of efficient infrastructure utilisation
Safety: No reportable injuries or significant incidents
Costs: On plan
People: Take up of 98% from HWE
Production: Ahead of ramp up schedule since takeover by 138%. Currently running at over 80% of installed capacity
Time: 57 days from decision to takeover
The transition to owner operator enables more efficient operations

- **Enables growth**
  - Provides the people capability platform to leverage for further growth

- **Operational control**
  - Provides greater control over operations
  - Improves ability to manage costs, safety and growth
  - Provides greater flexibility to optimise assets and resources in an unconstrained manner

- **Simplicity**
  - Removes a layer of cost and complexity from BHP Billiton’s business
  - Enhances transparency of and accountability for operational performance

- **Scalability**
  - Brings expertise and talent in-house
  - Enhances the ability to leverage knowledge and expertise to grow the business in a sustainable and value accretive manner
Strategic acquisition of HWE will de-risk the transition to an owner operated business

Strategic rationale for the HWE acquisition:

- **Business continuity**
  - Minimises business continuity risks associated with the transition to owner operated

- **Faster transition**
  - Shortened transition period through minimal disruption to operational status-quo and without delays for purchasing fleet and hiring labour in constrained markets

Workforce split pre-acquisition

<table>
<thead>
<tr>
<th></th>
<th>Contractors</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yandi</td>
<td>1,050</td>
<td>60</td>
</tr>
<tr>
<td>Mining Area C</td>
<td>1,212</td>
<td>67</td>
</tr>
<tr>
<td>Newman Joint Venture</td>
<td>959</td>
<td>1,006</td>
</tr>
</tbody>
</table>
One Mine

- Standardised
  - Equipment
  - Systems
  - Processes
  - Safety through well known and understood practises

- Simple
  - De-coupled
  - Safe

- Scalable
  - Enabling growth
  - Sustaining growth

- Forward looking
  - Port blending
  - Centralisation of roles to Perth
  - Remote operations
  - Automation

- Highly capable
  - Flexibility
  - Engaged workforce
One Mine will be delivered using a series of initiatives across mines

- Designed to enable and sustain standard equipment, systems and processes across all mines
- A set of simple, standardised, replicable mines will create lower cost operations capable of rapid growth

---

**Organisation designs**

- Simple and accountable
- Supports future strategies and technologies
- Aligned
- Scalable

**Rosters**

- Standardised within sites
  - Simple
  - Scalable
- Variable across sites
  - Providing flexibility and choice
  - Maximising attraction and retention

**Mining fleet**

- Transferability of people and equipment
- Improved safety
- Greater cost effectiveness

**Systems of work**

- Improves operational efficiency
- Improves effectiveness
- Allows easy transfer of people across the mines
Technology and innovation

Tony Ottaviano
Vice President, Planning
28 September 2011
Mining technology provides options to drive productivity and efficiency

<table>
<thead>
<tr>
<th>Mine</th>
<th>Rail</th>
<th>Port</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automated drill</td>
<td>Autonomous trains</td>
<td>Semi-automated shiploader</td>
</tr>
<tr>
<td>Semi-automated excavator</td>
<td>Automated train load out</td>
<td></td>
</tr>
<tr>
<td>Autonomous haul trucks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tele remote graders</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tele remote dozers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3D visualisation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In 2008, the 1st Generation Rail and Port Operations Centre was commissioned in Port Hedland

Integrated Remote Operations Centre (IROC)
Planning is well underway for an IROC located in Perth

IROC will have full visibility across our supply chain

- Improved coordination
- Better recovery from deviations
- Roll-out of best practice
- Knowledge retention

<table>
<thead>
<tr>
<th>Stage</th>
<th>Expected completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-feasibility phase study</td>
<td>June 2011</td>
</tr>
<tr>
<td>Feasibility phase study</td>
<td>Approx December 2011</td>
</tr>
<tr>
<td>Execution/Go-Live</td>
<td>End December 2012</td>
</tr>
<tr>
<td>Full deployment</td>
<td>Early CY 2013</td>
</tr>
</tbody>
</table>

Slide 18: BHP Billiton Iron Ore, Western Australia Iron Ore site tour, 28 September 2011
Autonomous haul trucks are an attractive opportunity

Currently trialling autonomous Caterpillar haul trucks at BHP Billiton operations in Navajo, New Mexico

- Safety
  - Fewer people exposed to production areas

- Production
  - Improved asset utilisation

- Cost
  - Reduced maintenance costs

Note: Photograph supplied by Caterpillar.
Licence to operate

Carl Binning
Vice President, HSEC
28 September 2011
Licence to operate underpins the capacity to deliver growth

- Safety of our people
  - Reduction in injuries
  - Reduction in significant incidents

- Community engagement and support
  - YoY reduction in community complaints
  - All approvals supported

- Traditional owners support
  - Comprehensive agreement with traditional owners

- Environmental footprint understood and managed
  - Dust/noise industry taskforce
  - Outer Harbour approval ahead of schedule

- Community infrastructure
  - Health, accommodation, schools and community safety
Environmental performance

FY11 performance and key achievements

- 100% environmental approvals obtained on or ahead of schedule
- FY11 dust event: 4 days against regulated target of ≤ 11 days
- Water use efficiency: 20.4 litres/tonne shipped against target of 27.5 litres/tonne

FY12 key targets

- Continued delivery of environmental approvals on or ahead of schedule
- Regional groundwater monitoring network established
- Rehabilitation trials underway
- Develop biodiversity project of national significance
Communities and Indigenous affairs

FY11 performance and key achievements

- Large scale infrastructure projects in partnership with government:
  - Port Hedland multi-purpose recreation centre
  - Newman Town Centre retail redevelopment
  - South Hedland Youth Centre
- Over 115 Indigenous students participating in dedicated enrichment centres in Port Hedland and Newman

Future aspirations

- New community infrastructure projects:
  - Hedland Aquatic centre
  - Australian Institute of Management expansion
  - Jigalong Community
- Indigenous education to employment pipeline
Indigenous economic development

FY11 performance and key achievements

- A$115 million direct spend on Indigenous contractors (up 22%)
- 25 local Indigenous entrepreneurs engaged through Business Support Program
- 791 Indigenous employees (311 direct and 480 indirect)

FY12 key targets

- A$150 million spend on Indigenous Contractors
- 27 Indigenous contracts with 10 new contracts
- At least one new Indigenous contract in Perth

Future aspirations

- A$250 million direct spend by 2016
- Indigenous contractors to become commercially viable and sustainable
Port Hedland briefing

Pete Wilshaw
Vice President, Production, Logistics & Infrastructure
29 September 2011
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  - Ian Ashby
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  - Michael Wortham
- **Samarco and international growth options**
  - Chris Campbell
- **Performance overview**
  - Uvashni Raman
- **People**
  - Andrew Carey

### Day 2: Wednesday, 28 September 2011
- **Mines**
  - Eddy Haegel
- **Technology and innovation**
  - Tony Ottaviano
- **Licence to operate**
  - Carl Binning

### Day 3: Thursday, 29 September 2011
- **Rail and port**
  - Pete Wilshaw

### Day 4: Friday, 30 September 2011
- **Steelmaking materials briefing**
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<th>Time</th>
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<tbody>
<tr>
<td>14.30</td>
<td>Port presentation at Port Haven theatre room, including distribution of PPE</td>
</tr>
<tr>
<td>15.30</td>
<td>Depart for site tour of Nelson Point port operations</td>
</tr>
<tr>
<td>16.45</td>
<td>Depart for Public Wharf for harbour cruise to view port developments</td>
</tr>
<tr>
<td>18.00</td>
<td>Depart for Courthouse Gallery for light dinner refreshments</td>
</tr>
<tr>
<td>19.00</td>
<td>Depart Courthouse Gallery for Port Hedland airport</td>
</tr>
</tbody>
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Total Recordable Injury Frequency and significant incidents (rail and port) (TRIF 12 month moving average) (number of incidents)

- Significant incidents
- TRIF (Contractors)
- TRIF (Employees)
- TRIF (Combined)
- Fatality

BHP Billiton Iron Ore, Western Australia Iron Ore site tour, 29 September 2011
Addressing high risk activities in a practical manner

- Maintain ‘up-to-date’ risk profiles with risk reduction measures focused on high risk areas
- Monitor and measure compliance to the critical control performance standards
- Engineer risk levels down – 11% reduction in FY11
- New Safe Act Observation (SAO) process requires completion of SAOs on high risk tasks
Rail and Port performance overview

Total tonnes railed/shipped
(mtpa)

- Ability to load six cape vessels simultaneously following the commissioning of Berth G and H on Finucane Island in November 2010
Rail - Transition to dual track mainline completed successfully

Rail capacity unlocked through:
- ~285km double tracking
- Construction of 10 rail bridges
- 664 new ore cars and 18 new locomotives
- Signalling, controls, communication systems upgrade

Infrastructure
- Kilometres of track: Approximately 1,600km including mainline (Newman and Goldsworthy), yards sidings etc
- Locomotives: 40 Dash 8s, 7 AC6000s, 73 SD70s
- Ore cars: 5,458 in service
Port - Plant and equipment overview

- **Berths**: 6 operating and 2 under construction
- **Shiploaders**: 6 operating and 2 under construction
- **Stackers**: 5 at Nelson Point and 4 at Finucane Island
- **Reclaimers**: 3 at Nelson Point and 2 at Finucane Island
- **Dumpers**: 4 operating and 1 under construction
- **Lump re-screening plants**: 1 at Nelson Point and 1 at Finucane Island

220mtpa port capacity will be unlocked via:

- 2 x additional cape size berths at Nelson Point
- 2 x additional shiploaders at Nelson Point
- 1 x additional stockyard complete with 1 x bucket wheel reclaimer and 1 x stacker
- 1 x additional lump re-screen plant at Nelson Point (additional lump)
- 1x additional car dumper on Finucane Island
Significant acceleration of outflow tonnes over the past 12 months

Annualised port outflow tonnage
(mtpa, 90 day moving average)

Dip in outflow due to weather and growth tie-ins

~165mtpa

Note: Data for 1 September 2010 to 1 September 2011.
FY11 Outflow – Highlights

- Shipped 145.6 million tonnes
- Commissioning of Harriet Point
  - November 2010: Shiploader 7
  - December 2010: Shiploader 8
- 850 vessels loaded
- First Wozmax vessel: Bao Fu
  - 241 thousand tonnes loaded in December 2010
- Largest vessel loaded at port
  - Cape Infinity 248 thousand tonnes (June 2011)
- Best monthly shipping – 13.9 million tonnes (March 2011)
- Best daily shipping – 576 thousand tonnes (14 May 2011)
Improvement projects target volume through the system constraints

- **Car dumpers**
  - Additional positioners installed on all four car dumpers
  - Improvement teams eliminate causes of random delays
  - Simpler operations in front of car dumpers, reduced delays, time to dump a rake reduced from 2.1 to 1.9 hours

- **Chutes**
  - Old chutes replaced with new high flow, ceramic lined chutes
  - Increased frequency of wash down of difficult chutes
  - Less frequent chute blockages especially during wet weather

- **Control system**
  - Updated control system logic installed on all automatic bucket wheel reclaimers
  - Increased shiploading productivity with existing infrastructure. Shiploader 1 and 2 net rate increased from 7,000 to 8,000 tph

- **Track and train monitoring**
  - Improved track and rolling stock condition monitoring
  - Improved lightning protection on signalling equipment
  - Fewer coupling failures, increased locomotive availability, fewer storm related disruptions

BHP Billiton Iron Ore, Western Australia Iron Ore site tour, 29 September 2011
Visitor safety induction – on site

- Stay with your escort at all times – especially if an emergency occurs
- You will be advised when to wear:
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