

Edgar Filing: RIO TINTO PLC - Form 425

RIO TINTO PLC  
Form 425  
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and BHP Billiton Limited

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Subject Company: Rio Tinto plc

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The following are slides comprising a presentation that was first given on October 7, 2008.

Resourcing the Future  
7 October 2008  
Don Argus  
Chairman  
Citi  
Smith Barney Special Company Presentation  
SHANGHAI

Slide 2

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Factors that could cause actual results or performance to differ materially from those expressed or implied in the forward-looki successfully combine the businesses of BHP Billiton and Rio Tinto and to realise expected synergies from that combination, th of any conditions to any proposed transaction, including the receipt of required regulatory and anti-trust approvals, Rio Tinto completion of any transaction, and the risk factors discussed in BHP Billiton's and Rio Tinto s filings with the U.S. Securities 20-F for the fiscal years ended 30 June 2008 and 31 December 2007, respectively) which are available at the SEC's website (ht Listing Authority and the London Stock Exchange, the UK Takeover Panel, or the listing rules of ASX Limited, BHP Billiton this presentation.

Slide 3

Disclaimer  
(continued)

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

Information Relating to the US Offer for Rio Tinto plc

In connection with the offer and sale of securities BHP Billiton would issue to Rio Tinto plc US shareholders and Rio Tinto plc US investors, BHP Billiton has filed a Statement on Form F-4 (the Registration Statement), which contains a preliminary prospectus (the Prospectus), and will not be a substitute for the Registration Statement or the Prospectus that BHP Billiton has filed, or any amendments or supplements to those documents. U.S. INVESTORS AND U.S. HOLDERS OF RIO TINTO PLC SECURITIES AND ALL HOLDERS OF RIO TINTO PLC SECURITIES SHOULD CAREFULLY READ THE PROSPECTUS AND ANY OTHER DOCUMENTS MADE AVAILABLE TO THEM AND/OR FILED WITH THE SEC REGISTRATION STATEMENT AND ANY AMENDMENTS AND SUPPLEMENTS TO THOSE DOCUMENTS, WHEN THEY BECOME AVAILABLE BECAUSE THOSE DOCUMENTS CONTAIN IMPORTANT INFORMATION. Investors and security holders are able to obtain a free copy of the Registration Statement and the Prospectus as well as other information about the securities being offered (<http://www.sec.gov>). Copies of such documents may also be obtained from BHP Billiton without charge.

Information for US Holders of Rio Tinto Limited Shares

BHP Billiton Limited is not required to, and does not plan to, prepare and file with the SEC a registration statement in respect of the securities being offered. US shareholders should carefully consider the following:

The Rio Tinto Limited Offer will be an exchange offer made for the securities of a foreign company. Such offer is subject to the laws of the United States. Financial statements included in the document will be prepared in accordance with foreign accounting standards and may not be comparable to United States companies.

Information Relating to the US Offer for Rio Tinto plc and the Rio Tinto Limited Offer for Rio Tinto shareholders located in the United States  
It may be difficult for you to enforce your rights and any claim you may have arising under the U.S. federal securities laws, since the officers and directors may be residents of foreign countries. You may not be able to sue a foreign company or its officers or directors in a U.S. court. It may be difficult to compel a foreign company and its affiliates to subject themselves to a U.S. court's judgment.

You should be aware that BHP Billiton may purchase securities of either Rio Tinto plc or Rio Tinto Limited otherwise than in an open market purchase.

Slide 4

0  
2  
4  
6  
8  
10

12

14

Short-term global economic challenges exist

Source: IMF, Data: IMF, IMF Forecasts.

Gross domestic production

(% growth, constant 2006 US\$)

Asian Banking

Crisis

Technology

Correction

Current US

Financial Crisis

China

Emerging Economies

Developed Economies



Slide 5  
Housing  
Structural  
Reform  
High Value  
Manufacturing  
Rising Incomes

Rural Development

Urbanisation

However in the long-term China remains on the steep part of the development curve supported by six growth drivers

Slide 6  
Growth in crude steel production (CY2000-2007)  
(mt)  
73%  
5%  
3%  
4%

15%

Japan

Europe

China

Other

India

Urbanisation and industrialisation is expected to continue

to drive demand for steelmaking raw materials

Source: IISI and BHP Billiton estimates.

Note crude steel production growth calculated based on the change in annual production between 2000 and 2007.

Mount Newman

Illawarra Coal

Slide 7  
and energy consumption  
36%  
9%  
5%  
50%  
China

Other

Europe

North America

Growth in energy consumption CY2000-2007

(mmtoe)

Source: BP Statistical Review of World Energy 2008.

Notes:

Primary

energy

comprises

commercially

traded

fuels

only.

Oil

consumption

measured

in

million

tonnes,

other

fuels

converted

to

million

tonnes

of

oil

equivalent

as

detailed

in

the

Appendices

of

the

Review.

North West Shelf

Greater Angostura

Slide 8  
Outstanding performance  
Neptune  
Gulf of Mexico

Slide 9

Our core strategy sets us apart in our industry

Focus on Tier 1 assets that are large, low-cost and expandable

Focus on the extraction of upstream natural resources



Portfolio diversified by commodity, customer and geography  
reducing the volatility of cash flows

Maintenance of a deep diversified inventory of 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 10

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-2007

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

EBIT per employee

(US\$ '000)

Pre-Alcan

Post-Alcan

Despite our size, simplicity is a core element of this strategy

Slide 11  
Outstanding FY2008 result driven by strategy and execution

Achieved record profit for the 7  
th  
consecutive year

Attributable profit up 12%, EPS up 18%

Dividend rebased upwards a signal of our outlook confidence

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

Strong performance demonstrates the power of our diversified and high margin portfolio

Underlying EBIT margin

(a)

(FY2008)

48%

67%

30%

31%

62%

51%

58%

24%

58%

20%

Iron Ore

Manganese

Energy Coal

Metallurgical Coal

Diamonds and

Specialty Products

Base Metals

Petroleum

Stainless Steel

Materials

Aluminium

Group

Slide 12  
%  
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  
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.

The benefits of diversification across a high margin portfolio



Slide 13

0

2,000

4,000

6,000

8,000

10,000

12,000

14,000

CY2007

CY2008F

CY2009F

CY2010F

CY2011F

CY2012F

We are accelerating growth from a diversified project 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

Specialty Products operation and all bauxite production. All energy coal businesses are included. Alumina volumes reflect only

units completed using long term consensus price forecasts, plus BHP Billiton assumptions for diamonds, domestic coal and metallurgical

Expected production growth

(Copper equivalent tonnes '000s)

45%

37%

18%

Steelmaking

Materials

Energy

Non-Ferrous

Slide 14

Focused on low risk volume growth from existing assets and in our own backyard

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 Specialty Products operation and all bauxite production. All energy coal businesses are included. Alumina volumes reflect only equivalent units completed using long term consensus price forecasts, plus BHP Billiton assumptions for diamonds, domestic c

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 15  
Example Olympic Dam

Slide 16  
The Rio Tinto Offer

Slide 17

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

Overview of the offer for Rio Tinto

Notes:

a)

Australian CGT rollover relief will be available for Australian resident shareholders accepting the Rio Tinto Ltd Offer if comp  
Tinto plc shareholders if there are at least 70 per cent acceptances under the Rio Tinto plc Offer.

b)

Estimated incremental EBITDA based on publicly available information. To be read in conjunction with the notes in Appendix

c)

Premium based on the combined volume-weighted market capitalisation of Rio Tinto based on the volume-weighted average c  
Tinto Ltd respectively and volume-weighted average closing share prices over the month ended 31-Oct-2007 of BHP Billiton L  
ordinary shares outstanding (excluding Treasury shares and cross shareholdings eg. Rio Tinto plc s shareholding in Rio Tinto  
NOTE: Consistent with the UK City Code on Takeovers and Mergers, the offer represents a 21% discount based on the combin  
Nov-2007 and Rio Tinto Ltd of A\$113.40 on 8-Nov-2007 and closing share prices of BHP Billiton Plc and BHP Billiton Ltd o  
shares outstanding (excluding Treasury shares and cross shareholdings eg. Rio Tinto plc s shareholding in Rio Tinto Ltd) as a

b)

The offer is conditional on more than 50% acceptances of the publicly held shares in each of Rio Tinto plc and Rio Tinto Ltd.

c)

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.

Slide 18

Notes:

a)

Estimated incremental EBITDA based on publicly available information. To be read in conjunction with the notes in Appendix

expected by year 7.

The benefits of the combination

Optimising mineral basin positions and infrastructure

Lower cost, more efficient production

Unlocking volume through matching reserves with infrastructure

Enhanced platform for future growth

Deployment of scarce resources to highest value opportunities

Greater ability to develop the next generation of large scale projects in new geographies

Better positioned as partner of choice with governments and stakeholders

Efficient exploration and infrastructure development

Unique synergies and combination benefits

Quantifiable synergies of US\$3.7bn per annum  
(a)

Economies of scale  
especially procurement

Avoid duplication, reduce corporate and divisional non-operating costs

Accelerate tonnage delivered to market  
WA Iron Ore operations (Central & East Pilbara)

BHP Billiton's Tenements

Rio Tinto's Tenements

BHP Billiton Railway

Rio Tinto Railway

Goonyella

Riverside

Broadmeadow

48

Gregory

26

Kestrel

48

Norwich

Park

48

Saraji

48

Peak Downs

26

Blair Athol

48

48

48

48

48

26

Hail Creek

South

Water Creek

Poitrel

Blackwater

48

BHP Billiton

Rio Tinto

Queensland Coal

Hay Point

Slide 19  
3.4:1 offer represents compelling value  
Source:  
Datastream  
(as  
at  
3-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

1-Oct-2008

ACCC clears proposed

acquisition

of Rio Tinto

Slide 20  
Comparative dividend per share  
Rio Tinto  
BHP Billiton  
A\$25.92  
(2.6% yield)  
A\$19.16



(1.9% 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  
3-Oct-2008  
and  
using  
the  
dividend  
for  
the  
respective  
periods  
as  
paid  
in  
A\$  
by  
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 21  
Combination is about reducing risk, not increasing it  
BHP  
Billiton  
Ltd  
vs  
Rio

Tinto  
Ltd  
relative  
performance

(a)  
(Price performance relative to Jun-2001 = 100)

Notes:

a)  
For the period 29-Jun-2001 to 31-Oct-2007.

0  
100  
200  
300  
400  
500  
0  
100  
200  
300  
400  
500

Rio Tinto Indexed Share Price Performance

Increased size does not mean increased complexity

simplicity of the business model remains key

Operating as 1 company results in

More diversified asset portfolio, lower risk

An enhanced portfolio of growth opportunities

Reduced risk of large scale investments

Operating and capital cost efficiencies

More production, faster and at lower cost

Key management positions will be filled by drawing  
on the best of both management teams

High share price correlation means similar portfolio  
concentration, whether the companies are combined  
or separate

Slide 22  
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  
preconditions being  
satisfied)

Slide 23  
Summary

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

BHP Billiton is focused on executing its strategy, benefits of this were proven in the FY2008 result

Future production growth 6.9% is expected to be delivered from lower risk projects and high margin products

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

Formal offer documents will be distributed to shareholders following this

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



Slide 24  
Questions and Answers

Slide 25

BHP Billitons

senior management team

Notes:

a)

Andrew Mackenzie's appointment to BHP Billiton was announced on 20-Nov-2007, he has not yet commenced his new role as  
Diamonds and Industrial Minerals.

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  
Andrew Mackenzie

(a)

Chief Executive Non Ferrous

30 years resources experience

Previously worked at Rio Tinto

Slide 26

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](http://www.bhpbilliton.com)

BHP Billiton's offer for Rio Tinto:

[www.bhpbilliton.com/RioTintoOffer](http://www.bhpbilliton.com/RioTintoOffer)

Or Email:

[investor.relations@bhpbilliton.com](mailto: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

Services

-

Computershare

For information about your shareholding contact:

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