Executing the Strategy and Providing for a Growth Economy

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Merrill Lynch Conference, Boston

12 May 2004

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The world's largest diversified resources company

Petroleum

Aluminium

Base Metals

Carbon Steel Materials

Diamonds & Spec Prod

Energy Coal

Stainless Steel Materials

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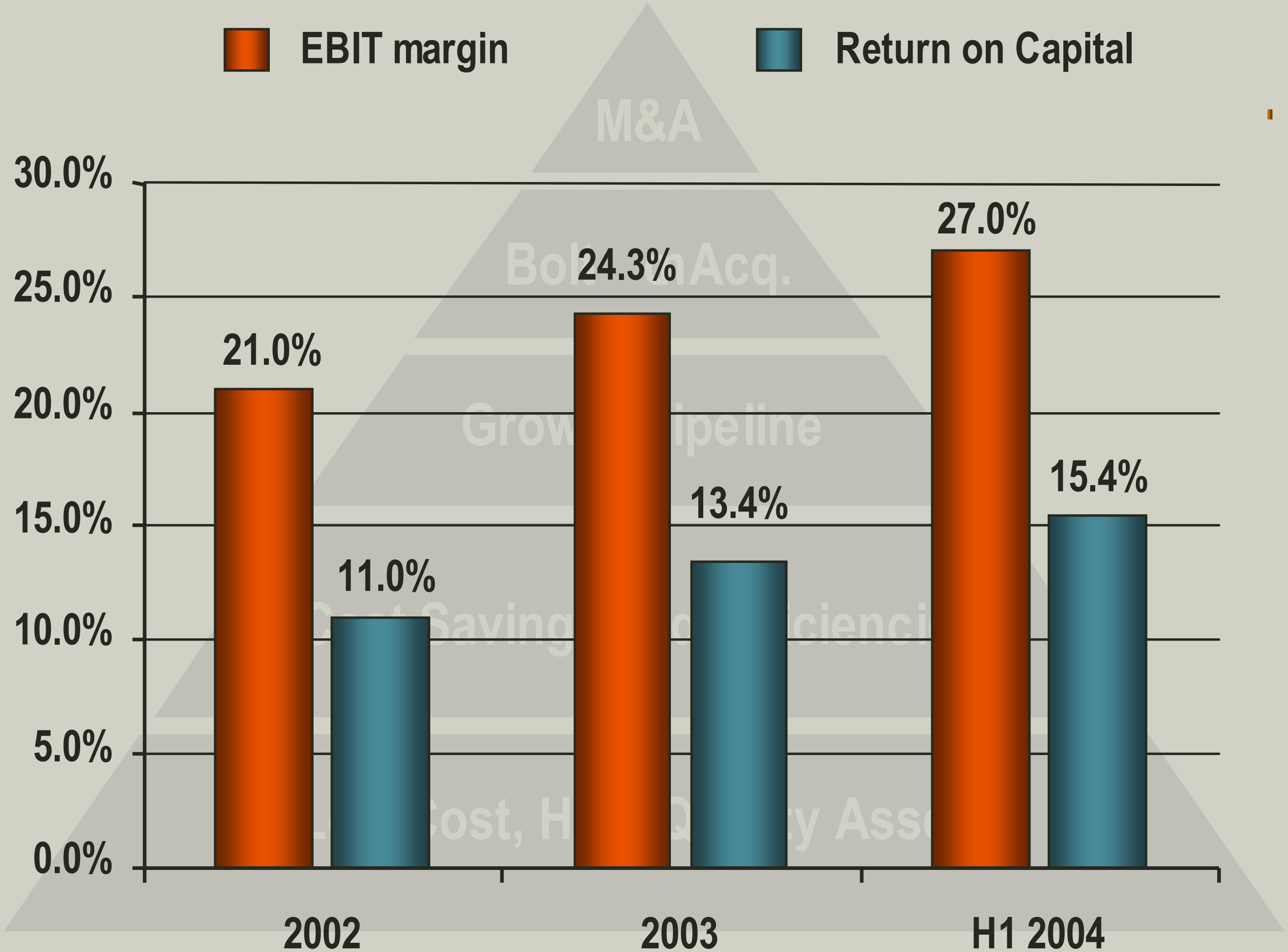
The BHP Billiton strategic focus

Results of strategic focus
Increasing margins and return on capital



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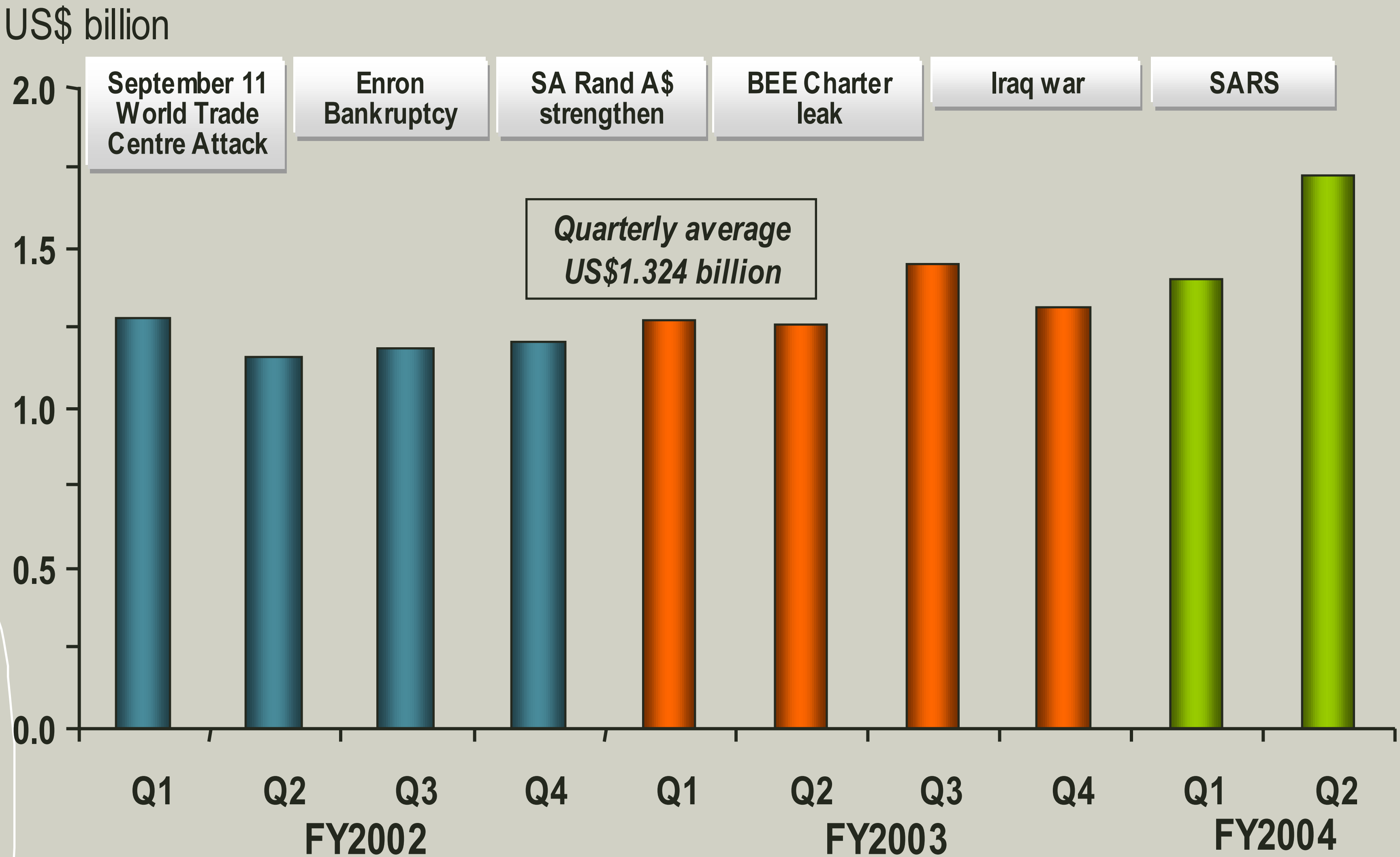
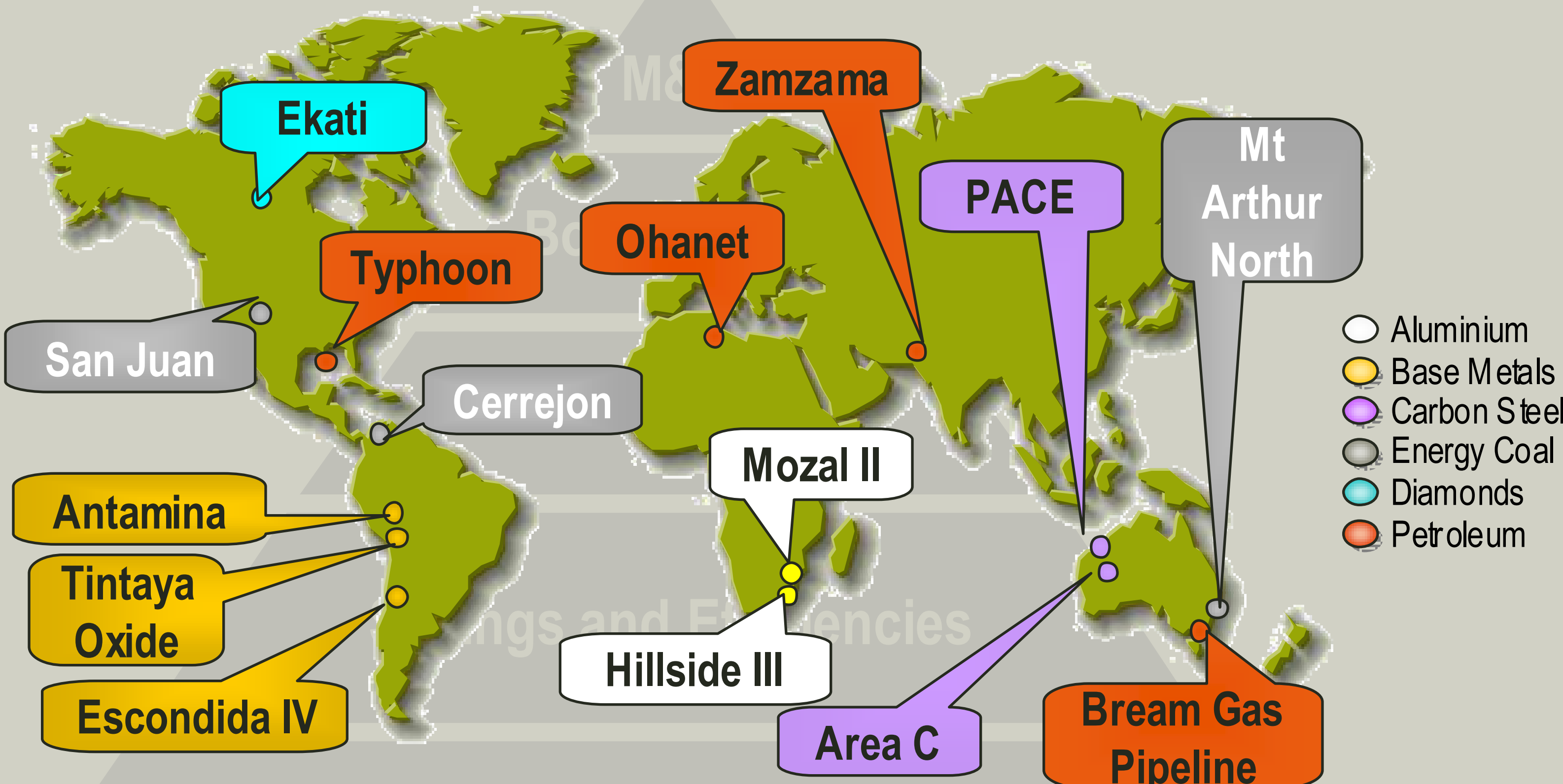
Results of strategic focus
Steady increases in EBITDA[1]



(1) Excluding exceptional items.

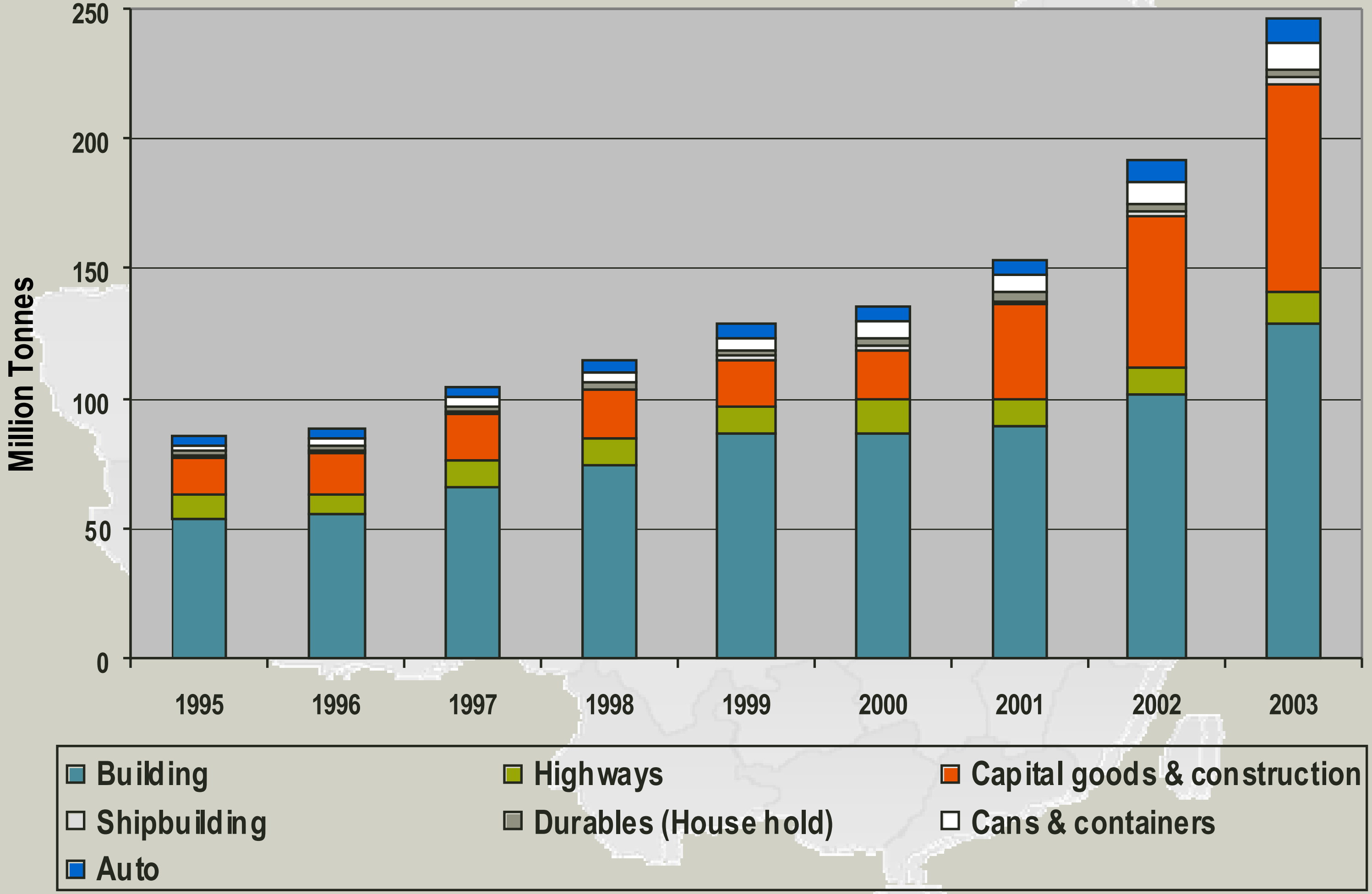
Reinvested for growth
Growth projects delivered since July 2001



15 projects, US$3.8 billion of capital expenditure
Delivered on time and on budget

Meeting China’s Demand Growth

China – steel consumption by sectors



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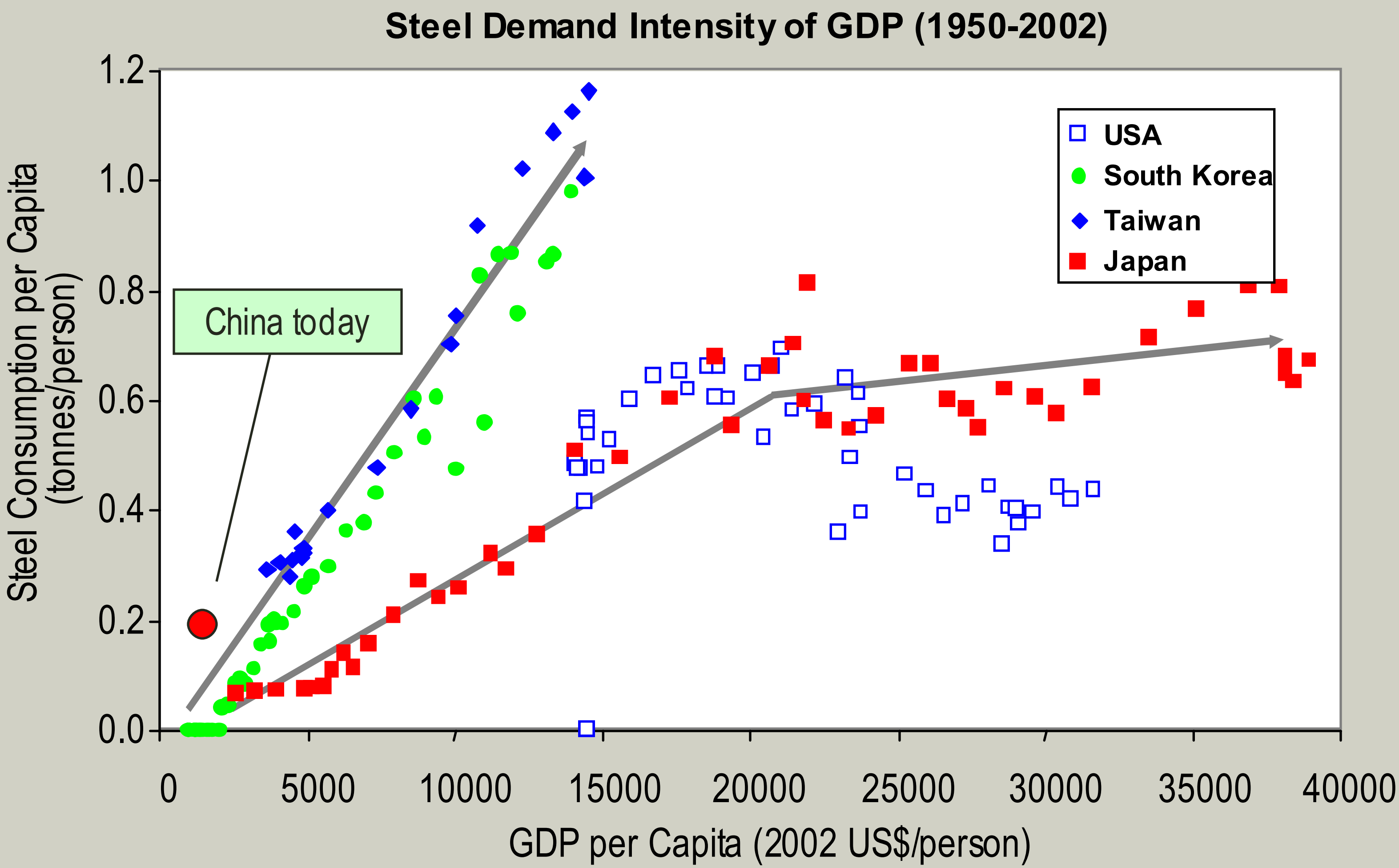
China is still only in the early stages of modernisation. Steel demand – which path will China take?



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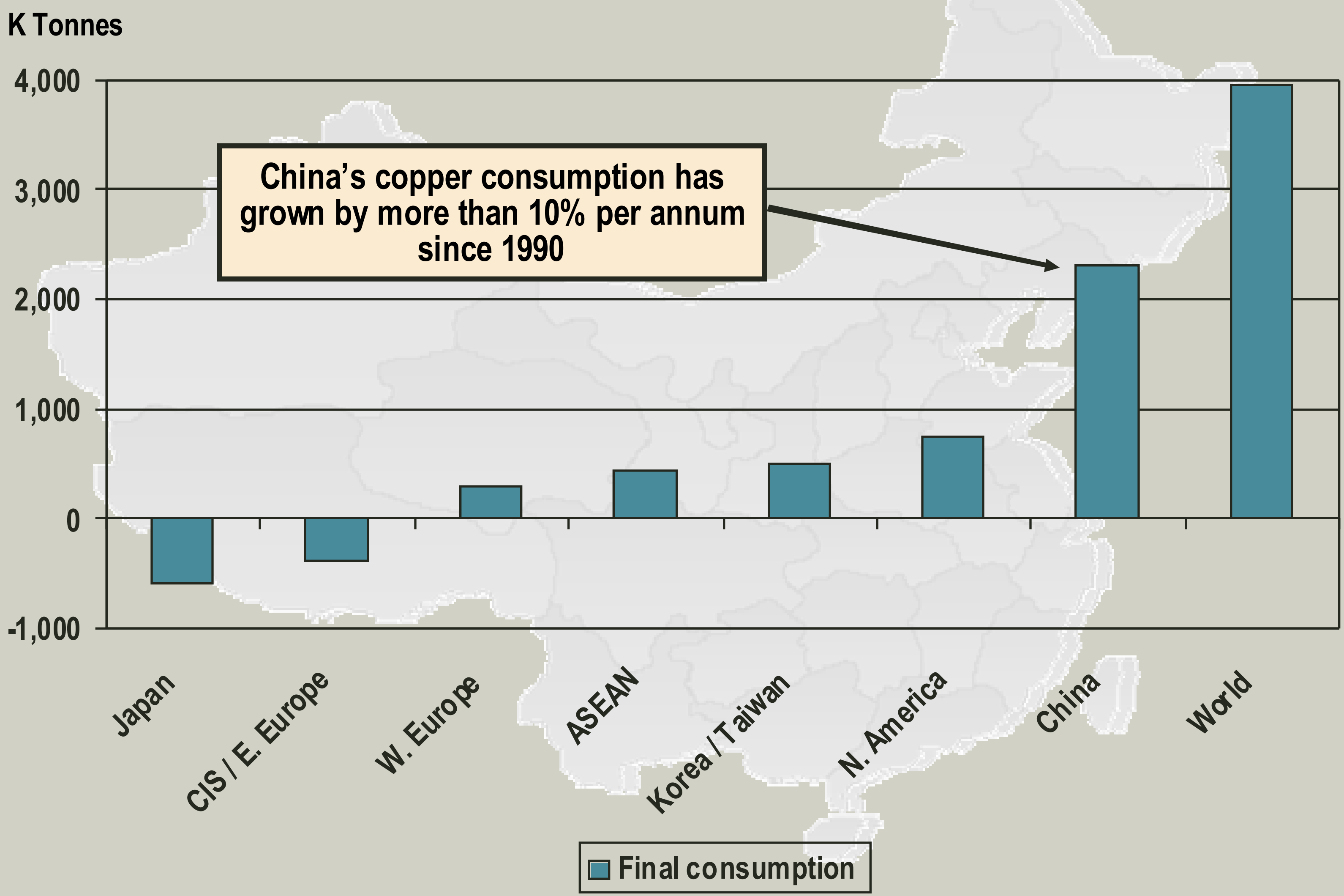
China's copper demand growth from 1990 to 2002



Source: BME, CRU

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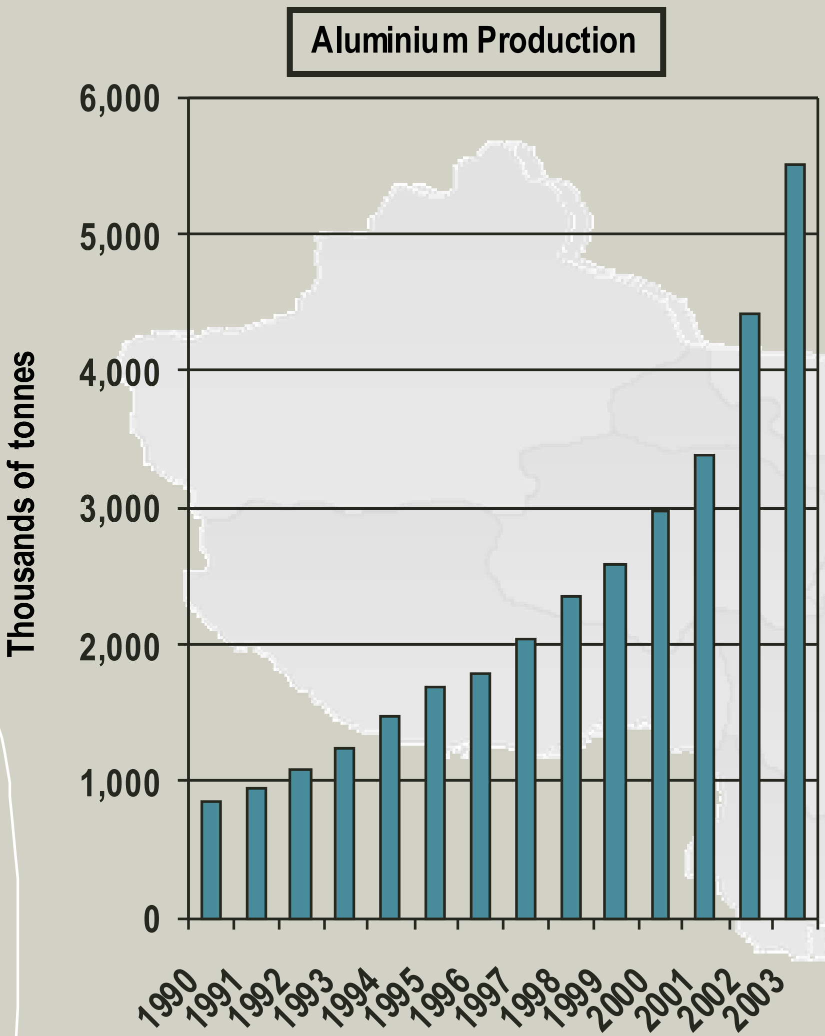
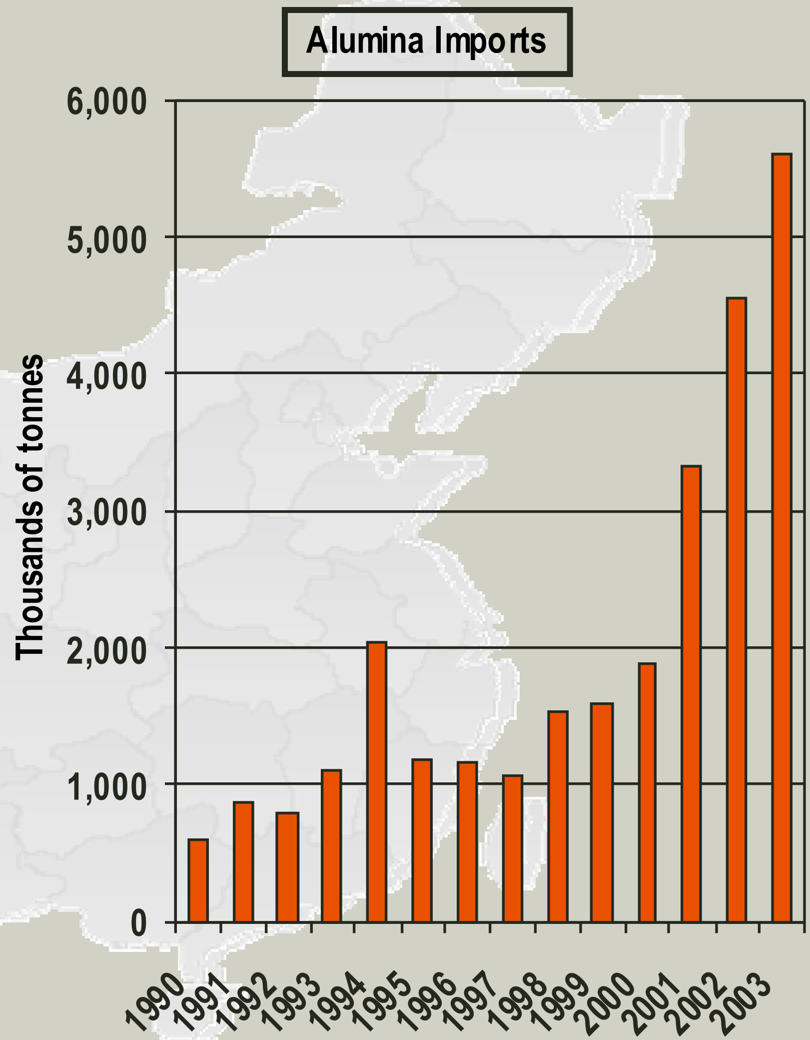
Chinese aluminium production vs. alumina imports





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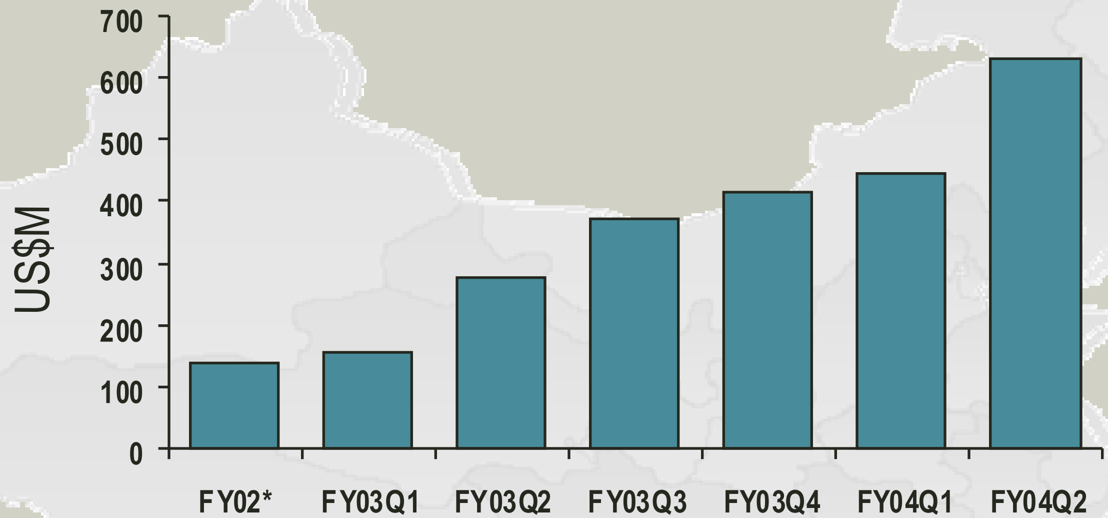
Global growth translates to opportunity for BHP Billiton

- **China**
  - Currently 10% of company revenues, up from 5% a year ago



*FY02 average quarter sales

	Annual sales to China (US$B)	% of total BHPB sales
FY02	0.6	3.6
FY03	1.2	6.9
FY04 (H1 annualised)	2.2	9.8

  - **But it will have 'ups and downs'**

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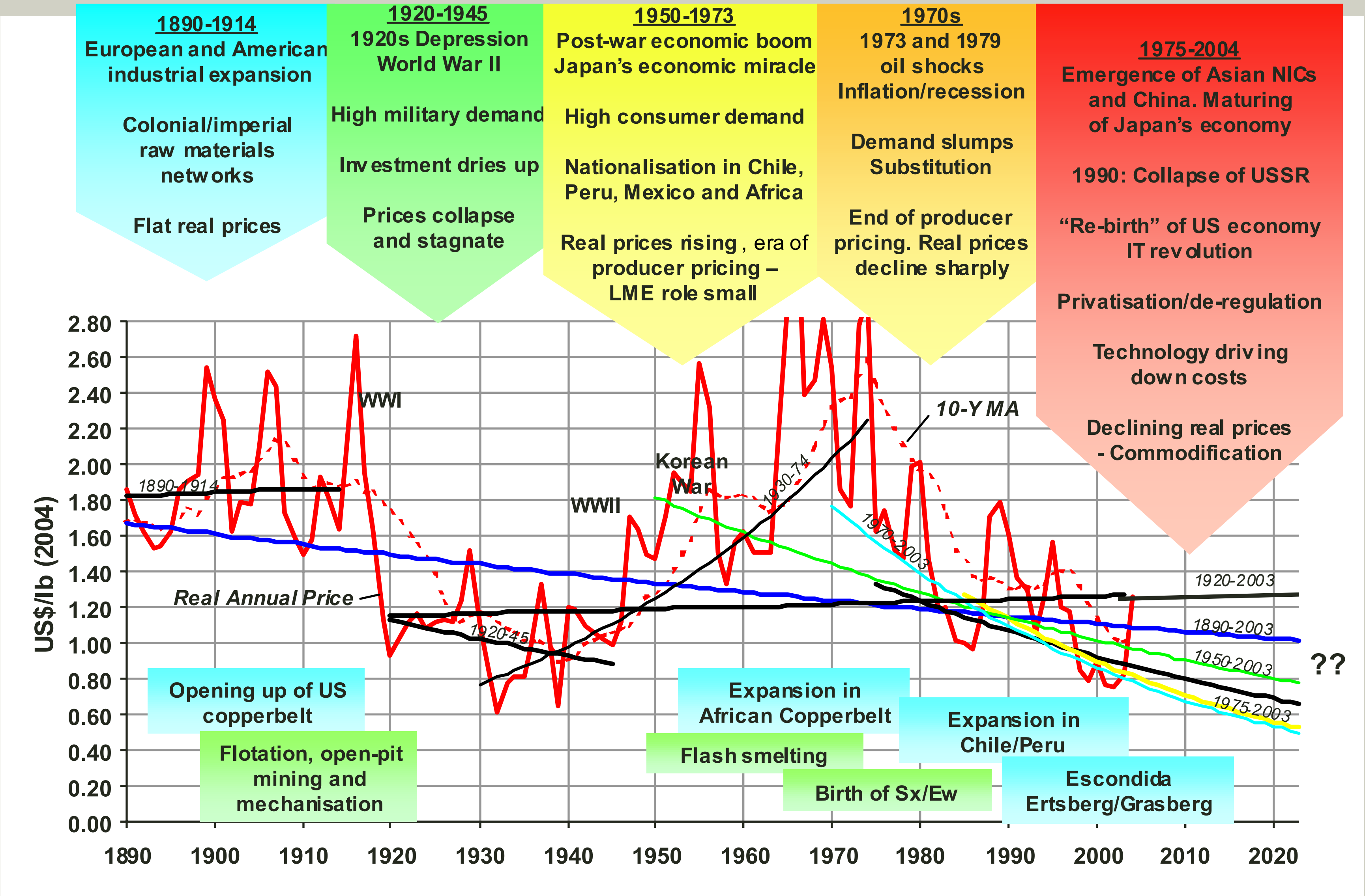
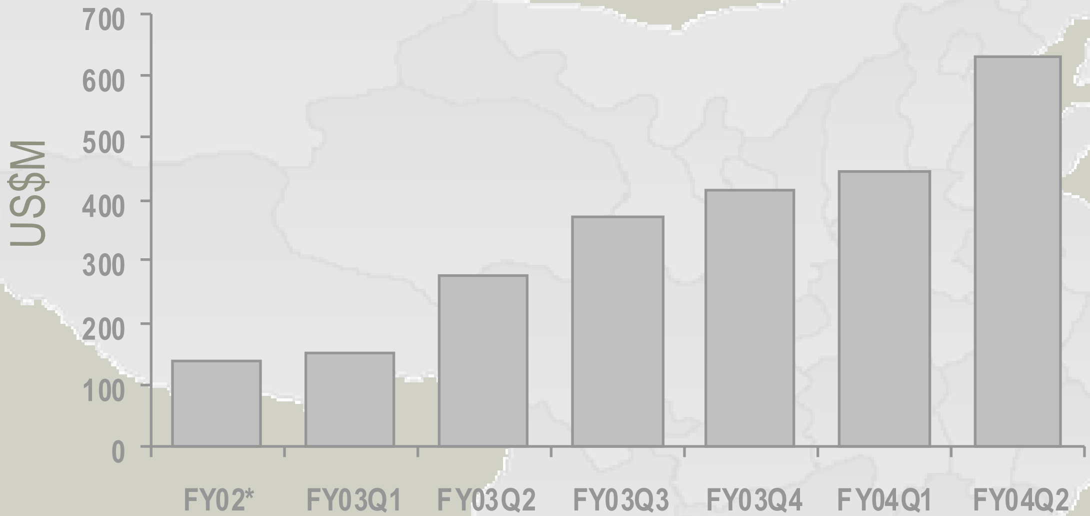
Global Copper Prices – 1890 to 2004



Global growth translates to opportunity for BHP Billiton

- **China**
  - Currently 10% of company revenues, up from 5% a year ago
  - Will have 'ups and downs' but **underlying fundamentals of growth are attractive**
  - **Increasing demand for more raw materials**



*FY02 average quarter sales

How is BHP Billiton going to feed this global demand for resources…

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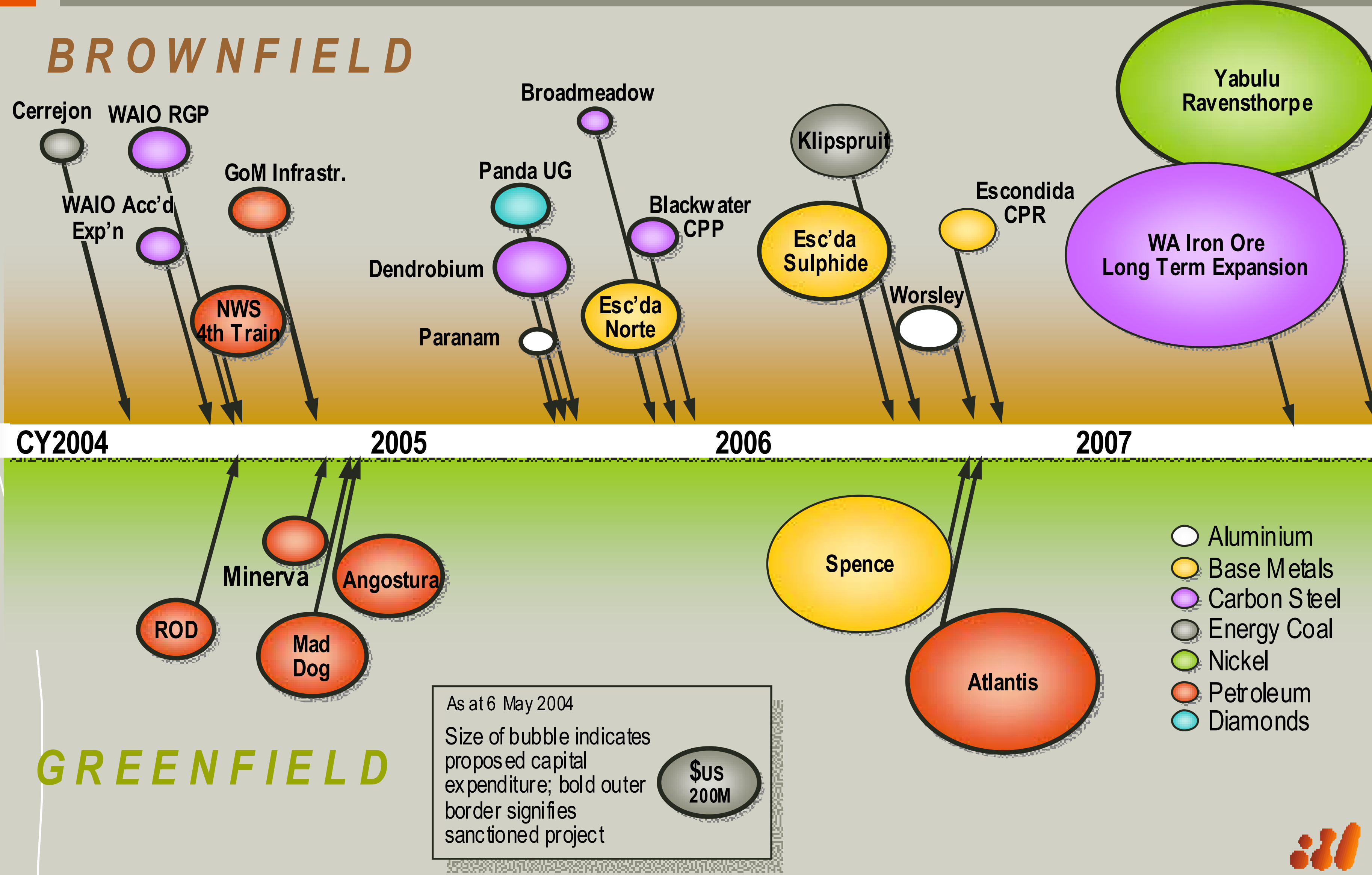
Creating real options from deep inventory of projects



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Consistent execution of the business strategy

- Maximising the performance of operating assets
  - Safety
  - EBIT margins excluding third party product activities grown to 27%
  - Annualised return on capital of 15.4%
- Continued savings and efficiencies
- Reinvestment in growth projects
  - 13 major projects currently in development; 3 in feasibility stage
  - Plus smaller scale, capital efficient expansions based on existing infrastructure

Enables us to meet the challenge of increasing demand from China

AND

Positions us to benefit from recovering global economies

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