RioTinto Chartbook



Contact details

Investor Relations, EMEA/ North America John Smelt Office: +44 (0) 20 7781 1654 Mobile: +44 (0) 787 964 2675

john.smelt@riotinto.com

David Ovington Office: +44 (0) 20 7781 2051 Mobile: +44 (0) 7920 010 978 david.ovington@riotinto.com

Grant Donald Office: +44 (0) 20 7781 1262 Mobile: +44 (0) 7920 587 805 grant.donald@riotinto.com

Investor Relations, Australia/ Asia

Christopher Maitland Office: +61 (0) 3 9283 3063 Mobile: +61 (0) 459 800 131 chris.maitland@riotinto.com

Rachel Storrs Office: +61 (0) 3 9283 3628 Mobile: +61 (0) 417 401 018 rachel.storrs@riotinto.com

Galina Rogova Office: +852 2839 9208 Mobile: +852 6978 3011 galina.rogova@riotinto.com

Rio Tinto overview

- 1 Cautionary statement
- 2 Title slide
- 3 Safety performance
- 4 Rio Tinto's strategy
- 5 A world leader in mining
- 6 Where we operate
- 7 >80% of assets in OECD
- 8 Revenue by destination and commodity
- 9 Delivering shareholder value
- 10 Earnings reconciliation
- 11 Product group earnings
- 12 Exceeded cost targets
- 13 High quality assets
- 14 Strong operating cash flows
- 15 Capital allocation priorities
- 16 Reduced capital expenditure
- 17 Delivering high quality projects
- 18 Value creating divestments
- 19 Strengthened balance sheet
- 20 Rio Tinto commitment

Market outlook

- 21 Title slide
- 22 Long term demand curves, saturation vs GDP
- 23 China's share of market demand
- 24 Chinese steel production and iron ore imports
- 25 Chinese aluminium production and bauxite & alumina imports
- 26 China's coal production and net exports/imports
- 27 Thermal coal exports by country
- 28 China steel demand and intensity
- 29 China crude steel demand and production
- 30 China's forecast power generation mix
- 31 China's bauxite and alumina imports
- 32 India's thermal coal imports
- 33 Titanium dioxide demand development
- 34 Diamonds & Minerals markets
- 35 Rio Tinto continues to benefit from China's rapid growth rates

Product group information Iron ore

- 36 Title slide
- 37 H1 2014 financial results
- 38 The Pilbara assets
- 39 Pilbara performance H1 2014
- 40 Pilbara breakthrough growth pathway to 360 Mt/a
- 41 Industry leading margins
- 42 Lowest cost producer
- 43 290Mt/a ramp up complete
- 44 Continuous improvement realise significant value
- 45 Relentless focus on cost-outs
- 46 Sustaining projects realising value
- 47 Mine of the Future programme
- 48 Pilbara iron ore: mines, products and product specs
- 49 High quality growth in iron ore
- 50 Delivering value through marketing leadership
- 51 Sales breakdown by pricing mechanism
- 52 Iron ore position on cost curve
- 53 IOC integrated mine to port production system

Aluminium

- 54 Title slide
- 55 H1 2014 financial results
- 56 RTA strategic focus on transforming the business
- 57 Earnings improved through cost and productivity
- 58 Strengthening the portfolio
- 59 Lower functional costs and headcount
- 60 Best bauxite resource offering strong growth options
- 61 Unparalleled position in renewable power

Copper

- 62 Title slide
- 63 H1 2014 financial results
- 64 Declining grades and increasingly challenging supply
- 65 Copper strategy to focus on long-term shareholder value
- 66 23% volume growth and 71% earnings improvement

- 67 Cost reduction and productivity improvements
- 68 Copper production profile
- 69 KUC recovery well underway
- 70 Escondida and Grasberg investment
- 71 Grasberg metal strip
- 72 Oyu Tolgoi
- 73 Oyu Tolgoi commenced shipments
- 74 La Granja
- 75 Resolution

Energy

- 76 Title slide
- 77 H1 2014 financial results
- 78 Energy getting back to basics
- 79 RTCA reducing costs while increasing production
- 80 Improving cost curve position
- 81 Coal market outlook
- 82 Uranium portfolio

Diamonds & Minerals

- 83 Title slide
- 84 H1 2014 financial results
- 85 Strong assets in strong sectors
- 86 Long-term demand robust

- 87 Reducing costs and improving productivity
- 88 Demand led philosophy with market response flexibility
- 89 TiO2 diverse and flexible asset and product portfolio
- 90 Diamonds well positioned for profitable growth
- 91 Aligning borates production to market demand
- 92 Simandou development

Corporate information

- 93 Title slide
- 94 Earnings sensitivities
- 95 Principal corporate activity 2005-09
- 96 Principal corporate activity 2010-12
- 97 Principal corporate activity 2013
- 98 Major capital projects (1)
- 99 Major capital projects (2)
- 100 Market capitalisation of major listed mining companies
- 101 Geographical analysis of Rio Tinto shareholders
- 102 Rio Tinto Executives
- 103 Rio Tinto Board (1)
- 104 Rio Tinto Board (2)

Cautionary statement

This presentation has been prepared by Rio Tinto plc and Rio Tinto Limited ("Rio Tinto") and consisting of the slides for a presentation concerning Rio Tinto. By reviewing/attending this presentation you agree to be bound by the following conditions.

Forward-looking statements

This document contains certain forward-looking statements with respect to the financial condition, results of operations and business of the Rio Tinto Group. These statements are forward-looking statements within the meaning of Section 27A of the US Securities Act of 1933, and Section 21E of the US Securities Exchange Act of 1934. The words "intend", "aim", "project", "anticipate", "estimate", "plan", "believes", "expects", "may", "should", "will", "target", "set to" or similar expressions, commonly identify such forward-looking statements.

Examples of forward-looking statements include those regarding estimated ore reserves, anticipated production or construction dates, costs, outputs and productive lives of assets or similar factors. Forward-looking statements involve known and unknown risks, uncertainties, assumptions and other factors set forth in this presentation that are beyond the Rio Tinto Group's control.

For example, future ore reserves will be based in part on market prices that may vary significantly from current levels. These may materially affect the timing and feasibility of particular developments. Other factors include the ability to produce and transport products profitably, demand for our products, changes to the assumptions regarding the recoverable value of our tangible and intangible assets, the effect of foreign currency exchange rates on market prices and operating costs, and activities by governmental authorities, such as changes in taxation or regulation, and political uncertainty.

In light of these risks, uncertainties and assumptions, actual results could be materially different from projected future results expressed or implied by these forward-looking statements which speak only as to the date of this presentation. Except as required by applicable regulations or by law, the Rio Tinto Group does not undertake any obligation to publicly update or revise any forward-looking statements, whether as a result of new information or future events. The Group cannot guarantee that its forward-looking statements will not differ materially from actual results.

RioTinto

©2014, Rio Tinto, All Rights Reserved

1



Safety is critical to operating effectively





Safety assessment at Yandicoogina

RioTinto

©2014, Rio Tinto, All Rights Reserved

4

3

A consistent strategy with clear priorities



Rio Tinto – a world leader in mining





Strength in diversity



Gross sales revenue in H1 2014 = \$25.6 billion



RioTinto

8

Delivering greater value for shareholders



21% increase in underlying earnings as volume growth and cost improvements offset lower prices



Product group earnings were higher, driven by increases in Iron Ore, Copper and Aluminium

Underlying earnings (\$m)	H1 2013	H1 2014	Change	Key drivers
Iron Ore	4,273	4,683	+10%	Volume growth offsetting lower prices
Aluminium	214	373	+74%	Cost reductions and higher market and value-added premiums
Copper	348	594	+71%	Volume improvement and cost reductions
Energy	(52)	(19)	+63%	Cost reductions offsetting price weakness
Diamonds & Minerals	192	160	(17%)	Cost reductions and diamonds partly offsetting lower prices
Other ops./ other items/ exploration/ interest	(746)	(675)	+10%	
Underlying earnings	4,229	5,116	+21%	

RioTinto

©2014, Rio Tinto, All Rights Reserved

11

Exceeded our full year operating cost reduction targets ahead of schedule



- \$3.2 billion of operating cash cost improvement vs. \$3 billion target
- Exceeded target six months ahead of schedule
- \$1 billion of additional cash cost savings targeted by the end of 2015
- Operational excellence is now culturally embedded
- \$1.2 billion reduction in exploration & evaluation spend compared to 2012 in addition to \$3.2 billion operating cost reductions

A leading portfolio of high quality assets



- High quality, low cost assets reduce volatility of earnings and cash flow
- Almost half of our sales generate EBITDA margins in excess of 60%
- Businesses earning lower margins are poised to benefit from price recovery
 - Low cost bauxite and aluminium smelting
 - Extensive thermal coal resources
 - Industry leading titanium dioxide

RioTinto

©2014, Rio Tinto, All Rights Reserved

14

Strong cash flows from operations



Cash flows from operations includes cash flow from consolidated operations and dividends from equity accounted units but is before deduction of interest, tax and dividends to minorities.

- 8% increase in cash flows from operations vs. H1 2013
- Cash flows from operations affected in H1 2014 by:
 - Lower dividend from Escondida
 - Increase in working capital
- · Significant potential for growth
 - High quality low cost assets
 - Operational excellence
 - 8% copper equivalent growth from 2012 to 2015
- Strong and sustainable operating cash flows from core assets
- Allocating capital based on conservative price assumptions





We have reduced capital expenditure



Consolidated capex, excluding capex attributable to Equity Accounted Units. Forecast capex is subject to variation in future exchange rates.

- 2014 guidance lowered by \$2 billion to around \$9 billion, 30% lower than 2013
- 2015 guidance remains ~\$8 billion
- Expect capex beyond 2015 to remain at around \$8 billion

Delivering the highest quality projects



Copper equivalent production calculated at long-term consensus price forecasts.

RioTinto

· Growth to 2015 includes:

- Pilbara ramp-up towards 360 Mt/a capacity
- Oyu Tolgoi open pit
- Kitimat modernisation
- Continued ramp-up of Kestrel
- Second crusher at Argyle
- Future growth options under evaluation across all product groups
- Only highest quality projects will attract capital to deliver attractive returns to shareholders

©2014, Rio Tinto, All Rights Reserved

18

Value creating divestments has been a continuous process

Major divestments from 2008 to 2014	US\$bn
Greens Creek	0.8
Cortez	1.7
Kintyre	0.5
Potasio Rio Colorado	0.9
Corumbá	0.8
Jacobs Ranch	0.8
Alcan Composites	0.3
Cloud Peak	1.3
Alcan Packaging Food Americas	1.2
Alcan Packaging global pharma	2.0
Talc	0.4
Kalahari Minerals-Extract Resources	0.4
Simandou – Chalco earn-in	1.4
Eagle	0.3
Palabora Mining Company	0.4
Altynalmas	0.2
Northparkes	0.8
Clermont	1.0
Other including exploration properties	1.9
Total to date	17.1

We have strengthened our balance sheet



- Net debt reduced to \$16.1 billion
 - In line with 'mid-teens' target
- Reduced adjusted total borrowings by \$2.5 billion since 31 Dec 2013
- Robust liquidity
 - \$9.6 billion of cash at 30 June 2014
 - \$7.5 billion of undrawn, committed bank facilities
- "A- / A3" rating with "stable outlook" confirmed by S&P and Moody's

RioTinto

©2014, Rio Tinto, All Rights Reserved

20

The Rio Tinto commitment



Product Groups

RioTinto Market outlook



Demand growth strength in later stages of economic development



*Saturation level – point at which consumption per capita does not increase with income levels Source: Rio Tinto

RioTinto

22

China's share of market demand



RioTinto

©2014, Rio Tinto, All Rights Reserved

24

Chinese steel production and iron ore imports



Source: World Steel Association /GTIS/RTIO Analysis

Implied Domestic Iron Ore Production (import equivalent): Pig Iron Consumption implied Fe unit demand less imports, plus stock changes and transformed to equivalise to imported ore characteristics (moisture and Fe content).

23

Chinese aluminium production and bauxite & alumina imports



RioTinto

©2014, Rio Tinto, All Rights Reserved

China's coal production and net exports/imports



Source: BP Statistical Review, SX Coal, IHS CERA/McCloskey

Thermal coal exports



RioTinto

©2014, Rio Tinto, All Rights Reserved

Chinese steel growth still has a long way to run²⁸



Source: Correlates of War, Maddison, Global Insight, Rio Tinto Note: Steel stock refers to the level of cumulative steel consumed within an economy over a 20-year period



Note: Stylistic representation Source: Correlates of War, Maddison, Global Insight, Rio Tinto 27

Long-term fundamentals for Chinese iron ore demand remain strong



RioTinto

©2014, Rio Tinto, All Rights Reserved

Despite emergence of substitutes, China's power will remain predominantly coal generated



Source: IEA World Energy Outlook 2012

Chinese aluminium trade – upstream imports continue to support downstream





Note: Bauxite imports are on an alumina equivalent basis

RioTinto

©2014, Rio Tinto, All Rights Reserved

32

31

India's thermal coal imports will likely increase by 75% by 2020 to meet power demand

India coal-fired electricity generation capacity and thermal coal imports



 As domestic production struggles to keep pace with demand imports will increase to as much as 18% of total consumption



Source: Wood Mackenzie, Nov 2012

Titanium dioxide to follow a similar development path to steel



RioTinto

©2014, Rio Tinto, All Rights Reserved

34

Diamonds & Minerals products are in attractive markets









*Assumes 85% capacity utilisation

CAGR figures are for demand growth over the period Source: Rio Tinto estimates ©2014, Rio Tinto, All Rights Reserved

Rio Tinto continues to benefit from China's rapid growth rates



* H1 2014 data annualised.

RioTinto

©2014, Rio Tinto, All Rights Reserved



Iron ore: achieving record sales in H1 2014 while delivering expansions on time and budget



- Record sales from the Pilbara in H1 2014 following the commencement of shipping from Cape Lambert B in August 2013 and cash cost reductions more than offset lower prices.
- Expansion of the Pilbara infrastructure to annual capacity of 360 Mt continues on time and budget for expected completion by the end of H1 2015.
- Iron Ore Company of Canada saleable production was lower than in H1 2013 due to an unusually cold winter. Sales were constrained by frozen material: as a result, pellet sales were ten per cent lower and concentrate sales were 20 per cent lower than in 2013 first half.
- Pilbara iron ore revenues include \$635 million of freight in H1 2014 (\$322 million in H1 2013), of which \$547m relates to Hamersley and \$88m relates to Robe.

RioTinto

©2014, Rio Tinto, All Rights Reserved

38

The Pilbara – high quality assets, fully owned and operated, with great optionality



Assets

- 15 mines
- 1,600kms of rail
- 4 independent port terminals, with 11 berths,
- 3 power stations
- System fully integrated via Operations Centre
- All product blending undertaken at port
- Strong resources & reserves position provides optionality

Rio Tinto Pilbara operations RioTinto

Pilbara performance key to delivering strong H¹ 2014 financial results



Iron ore results Global H1 2013 vs H1 2014					
	H1'13	H1'14	Change		
Production (100%) <i>Mt</i>	127.2	139.5	+10%		
Underlying EBITDA <i>US\$m</i>	7,635	8,092	+6%		
Underlying earnings US\$m	4,273	4,683	+10%		

 290Mt/a system capacity reached in May 2014

- H1 2014 mine production of 132Mt (YoY +11%)
- 69.1Mt mine production and 71.8Mt shipping in Q2 2014
- Strong contribution to EBITDA and underlying earnings

Source: Rio Tinto

RioTinto

©2014, Rio Tinto, All Rights Reserved

40

Low-cost, brownfields Pilbara growth pathway extracts significant value



- A rapid, low-cost pathway to increase mine production capacity by more than 60Mt/a by 2017
- Utilises brownfield mine options opportunities at existing operations
- US\$3 billion saving in growth capital over the next 3 years
- Capital intensity reduced from mid \$150s/t to \$120-130/t (100% basis)

Our Pilbara iron ore business delivers industry-leading margins



- H1 2014 cash unit cost in the Pilbara was US\$20.40/t, 11% lower than H1 2013
- H1 2014 Pilbara EBITDA margin of 66% (2013: 71%) as a result of lower iron ore prices in 2014
- Low cost advantage has been sustained over many years
- Geographic proximity to customers with unrestricted access to ports and rail

RioTinto

©2014, Rio Tinto, All Rights Reserved

42

Improvements are maintaining the business as the Pilbara's lowest cost producer



Source: Rio Tinto ; BHPB; and FMG lodged financial statements Note: RTIO results exclude Dampier Salt and RT Marine Tonnage based on attributed shipments (adjusted for Robe River at 65% as per financial results). Results as reported. All publically available information

- Strong H1 2014 Pilbara EBITDA margin of 66% (2013: 71%), despite lower iron ore prices
- Retaining best margin of Pilbara producers
- H1 2014 cash unit cost in the Pilbara was US\$20.40/t, 11% lower than H1 2013

290Mt/a infrastructure complete and ramped up to full capacity



- 290Mt/a first ore on ship 24 August
 - 4 months ahead of schedule
 - \$US400M under budget
- 290Mt/a Pilbara system nameplate capacity achieved in May 2014, two months ahead of schedule
- Nammuldi below water table mine completion on target for Q4 2014
- Expansion to 360 Mt/a capacity continues on time and budget for expected completion by the end of H1 2015.

Cape Lambert expansion

RioTinto

©2014, Rio Tinto, All Rights Reserved

44

Continuous improvement outcomes realise significant value





Reclaimer RioTinto

Mine

- "Right- sizing" the fleet initiative optimising cycle times and payload management
 - 6 out of 55 West Angelas haul trucks redeployed to other mines
 - Reductions to occur at other mines

Rail

- Continued train cycle improvements with electronic controlled pneumatic brakes and additional trains
- Payload increases through new train specs and mass and volumetric loading controls
 - 2013 new train payload record of 27kt

Port

- Parker Point outload capacity increased 12Mt/a
 - Changes to reclamation control program and stockpile profiling
 - Dual reclaiming to maximise ship loading

Relentless focus on cost-outs to also continue





- Improved crane scheduling and alignment of maintenance shuts
 - \$1.4M saved at Brockman 4

45

- Rationalised training and streamlined delivery
 - Cost savings ~\$20M per year
 - Over 200,000 person hours* returned to the business
- Hire car expenditure savings ~ \$4m
- Centralised administration function savings over \$5 million per annum

©2014, Rio Tinto, All Rights Reserved

46

Stockpile RioTinto

*December 2013 annualised

Further value opportunities being realised in sustaining tonnage projects



- Western Turner Syncline phase 2 approved in February 2014
- Additional 7Mt/a to replace Tom Price ore to commence in mid 2015
- A new WTS phase 1 mine plan allows extension of trucking model
- At least 3 year deferral of primary crusher construction and linking to Phase 1 conveyor
- ~\$500M in deferred capital expenditure
- NPV unchanged

Western Turner Syncline - 1

Mine of the Future[™] programme continues to turn competitive advantage into real business value



Autonomous haul trucks



AutoHaul®

RioTinto

· Autonomous Haulage System update

- >2000Mt autonomously moved between 2008-2014.
- · Improved safety and control
- Reduced truck numbers
- Expect 10-15% increase in effective utillisation in mature operation
- AutoHaul[®]
 - First heavy haul network in the world to be fully automated
 - Scheduled to be operational in 2015
 - Safety, cycle time and capacity improvements
 - · Eliminating driver changeovers
- High performing teams
 - Cohesive culture is fundamental
 - United focus, creative solutions and excellent performance

©2014, Rio Tinto, All Rights Reserved

48

Our world-class Pilbara iron ore product



Optimising the value of our high quality iron ore growth



Note: percentages show increase in H1 2014 against H1 2011.

RioTinto

 Demand for steel remains strong in China: 3-4% increase expected in 2014

- ~125 Mt of high cost global iron ore supply expected to exit in 2014
- Marketing is a key driver in our integrated business
- Pilbara Blend products are key references for 62% Fe indices
- Pilbara Blends offer our customers reliable, long-term supply of stable product quality

©2014, Rio Tinto, All Rights Reserved

50

Delivering significant value through marketing leadership



- \$99 per wet metric tonne (FOB) average realised price in H1 2014
- Pilbara Blend fines spot sales consistently achieve a premium above the Platts 62% Fe index
- Relative value of our other non-Pilbara Blend iron ore products have remained consistent

Source: Platts and Rio Tinto

Commercially and technically attuned to the needs of customers





Source: Rio Tinto

RioTinto

©2014, Rio Tinto, All Rights Reserved

52

Our assets will remain well-positioned on the contestable market cost curve



Source: Rio Tinto, Wood Mackenzie

Note: Includes shipping and sustaining capital expenditure and is adjusted for inflation and FX

Iron Ore Company of Canada - fully integrated mine to port system



• Mine, rail and port network whollyowned by IOC (Rio Tinto 58.7%)

53

- Consistently high quality products with the lowest phosphorous in the industry
- 2013 saleable production of 15.4Mt, 9% higher than 2012
- CEP project adds mining fleet, ore delivery, grinding and spiral capacity and power infrastructure

©2014, Rio Tinto, All Rights Reserved

Iron Ore Company of Canada operations

RioTinto

<text>

Aluminium:⁽¹⁾ cost improvements and exchange⁵⁵ rates more than offset lower prices



- Nine per cent lower LME price period-on-period, lowering earnings by \$265 million, was more than offset by cost improvements and the impact of a weaker Canadian and Australian dollar.
- Strong market premiums supported by growing demand and tight physical markets, impacting LME inventories which have begun to decline.
- · Cost savings of \$162 million across the segment in H1 2014 compared to H1 2013.
- Alumina production was up nine per cent, reflecting stronger production at Yarwun and Queensland Alumina which had both been impacted by ex-tropical cyclone Oswald in the first half of 2013.

⁽¹⁾ Excludes the Gove alumina refinery which is reported under Other operations and was moved to care and maintenance in May 2014.

RioTinto

©2014, Rio Tinto, All Rights Reserved

56

Transforming Rio Tinto Alcan through reducing cost, improving productivity and strengthening the portfolio



Bauxite and alumina results H1 2013 vs H1 2014

	H1'13	H1'14	Change
Production - Bauxite Mt - Alumina	20,522 3,363	20,188 3,650	-2% +9%
Underlying EBITDA <i>US\$m</i>	166	189	+14%
Underlying earnings US\$m	(26)	2	+108%

Primary metal results

H1 2013 vs H1 2014

	H1'13	H1'14	Change
Production (100%) <i>Mt</i>	1,677	1,671	-
Underlying EBITDA US\$m	591	784	+33%
Underlying earnings US\$m	164	296	+80%

Aluminium: earnings improved through cost reductions and productivity gains



- Well positioned to take advantage of attractive outlook for bauxite and aluminium
- · Record market premiums
- >60% of products benefit from both market and value-added premiums
- Underlying earnings up 74% compared to H1 2013
- Cost savings of \$802 million compared to 2012
- 79% of our smelters in the first quartile of the cost curve*

* Assumes completion of the Kitimat smelter expansion expected to complete in H1 2015. ©2014, Rio Tinto, All Rights Reserved

RioTinto

Strengthening the portfolio: continuing to focus on moving to the low quartile cost assets

Dives	tments	
Biroc		
2009	Ningxia smelter	China
2010	Brockville specialty alumina	Canada
	Ghana Bauxite mine	Ghana
2012	3 Specialty alumina plants	France & Germany
	Gardanne alumina refinery	France
	Lynemouth power station	UK
2013	Vigeland power station & refinery	Norway
	Sebree smelter	US
	Constellium sell-down	Global
	St-Jean-de-Maurienne smelter & Castelsarrazin facility	France
2014	SØRAL JV interest**	Norway



** Sale announced 3 July 2014 with completion expected in H2 2014.

RioTinto

58

Substantially lower functional costs and reduced global employee headcount





• 28% decrease in costs from support functions since 2011

- 26% reduction in the global aluminium work force since 2009
- Over 5,000 people exited the business in the last four years
 - 3,800 as a result of asset divestments
 - 2,700 as a result of active headcount reduction measures
 - 1,500 employees were added over this period during ramp up of projects

©2014, Rio Tinto, All Rights Reserved

60

Bauxite: unrivalled resource position offering strong growth options



- Strong growth in bauxite demand from China
- Rio Tinto has the strongest bauxite position in the industry
- Interests in three of world's four largest bauxite mines
- Gove bauxite exports expected to ramp up to 8 Mt/a by end of 2015
- South of Embley provides a Tier 1 growth opportunity (22.5 Mt/a)

RioTinto

Unparalleled position in renewable power





RioTinto

- Lowest cost quartile globally for energy production
- Rio Tinto Alcan generates 51% of its own power requirements (industry average of 38%)
- 44% of our secured energy sources from third parties are long-term power contracts and only 5% from short/ medium term contracts
- Around 80% of our total energy
 usage comes from clean sources
- In 2014, coal will supply nearly 85% of total domestic Chinese smelters' energy supply (up from 50% in 2010)

©2014, Rio Tinto, All Rights Reserved



Copper: cost focus and improved volumes more than offset lower prices



- During the half the Copper group continued to focus on three key areas: enhancing productivity across all operations, improving cost performance and simplifying the portfolio.
- Mined copper production up 23 per cent following sustained recovery in grades at Kennecott Utah Copper and the ramp-up of customer collections at Oyu Tolgoi, which more than offset the impact of divestments completed in 2013.
- Cash cost reductions achieved through fixed cost efficiencies and cost reduction initiatives more than offset lower prices during the period.
- Oyu Tolgoi shipments exceeded production in the first half, with inventories expected to return to appropriate levels by the end of 2014.
- Other items include the absence of earnings at divested operations of \$104m and \$22m loss on disposal of the Pebble project in Alaska

RioTinto

©2014, Rio Tinto, All Rights Reserved

64

Strong long term fundamentals driven by supply gap and increasing demand





Supply drivers

- Declining ore grades at existing mines
- Higher costs (opex & capex) for new mines
 - Greater depth
 - Increasing ore hardness
 - Rising labour costs
 - Increasing utility costs (electricity, water)
- New supply in difficult jurisdictions

Demand drivers

- China and other emerging markets (India, South East Asia)
- · Non-traditional energy sources
- · Energy efficiency and safety requirements

Strategy set to create substantial and sustainable value for Rio Tinto shareholders





Copper industry has strong long-term fundamentals with short-term volatility

- Create long term value by focusing on "4 + 2 asset strategy"
- Material progress made towards executing the strategy
 - Solid safety improvements
 - Disposals of \$1.8 billion
 - Disciplined and prioritised capital expenditures
 - Material productivity improvement and cost savings (c.\$800 million cash cost savings achieved since 2012)
- Clear road map to become a first quartile producer

©2014, Rio Tinto, All Rights Reserved

Copper delivers 23% volume growth and 71% improvement in underlying earnings



Haul trucks at Kennecott Utah Copper



Oyu Tolgoi concentrator control room

- Significant earnings improvement driven by almost \$290 million of cash cost reductions in H1 2014
- Kennecott Utah Copper
 - Concentrator recoveries improved following flotation circuit expansion
 - 65-day smelter shut in H2 2014
 - >45 Mt of slide material moved with further 100 Mt expected by end 2015
- Oyu Tolgoi
 - Acceleration in ramp-up of customer collections
 - Shipments exceeded production in the second quarter

RioTinto

Strong focus on cost management and productivity improvements



Copper results H1 2013 vs H1 2014			
	H1'13	H1'14	Change
Production <i>Mt</i>	263.0	323.0	+23%
Underlying EBITDA US\$m	896	1,177	+31%
Underlying earnings US\$m	348	594	+71%
* Managed operations RioTinto			

- Replace high cost operations with low cost operations
 - Asset portfolio management \$1.8 billion of divestments achieved
 - Productivity improvements 15% increase in mined copper in 2013 with 12% decrease in costs
 - Mine plan optimisation
- Aggressive cost reduction
 programme continues
 - Delivered \$802 million of cost improvements to 30 June 2014
 - On track to deliver further savings in 2014

©2014, Rio Tinto, All Rights Reserved

68

Five key priorities for 2014



Production data excludes Palabora from July 2013 & excludes Northparkes from January 2014

- 1. Continue to drive safety agenda
- 2. Embed and sustain productivity gains and cost savings
- 3. Maximise value from operating assets:
 - Maximise value from open pit operations at Oyu Tolgoi and manage outbound logistics
 - Continue recovery at KUC and manage smelter maintenance shut
- 4. Agree pathway forward at Oyu Tolgoi
- 5. Continue phased and structured investment at La Granja and Resolution to maintain optionality

Kennecott recovery well underway with a focus on improving long term cost position



Heavy haul road completed ahead of schedule



Value drivers

- 1. Bingham Canyon recovery advancing
 - Concentrator at full capacity
 - New heavy haul road completed and opened in Q4 2013
 - Removal of slide material largely completed by the end of 2015
- 2. Focus on cash generation
 - Productivity improvements: unit cost improvements at smelter and refinery; increase utilisation of equipment
 - Cost reductions: reduced external services spend, headcount reduced by 345 in 2013
 - Disciplined and prioritised capital allocation process – MAP paused
- 3. Extension of life of mine:
 - Cornerstone progressing
 - Underground development strategy under review – North Rim Skarn paused

©2014, Rio Tinto, All Rights Reserved

70

RioTinto

Escondida and Grasberg investments drive long term value for Rio Tinto

Escondida

- Investments to sustain production levels & increase life of mine
 - Organic Growth 1 Project (\$1.2bn)
 - Oxide Leach Area Project (\$0.2bn)
 - Escondida Desalination Plant (\$1bn)
- Significant influence in decision making process



Note: All investments are Rio Tinto's share

Grasberg

- Investment in the transition to a major underground operation
 - 40% of production from 2022
 - Grasberg project funding for 2012 to 2016 (\$0.9bn)
- Actively engaged with Freeport on social and environmental issues



Grasberg metal strip thresholds*					
	Cu (m Ibs)	Au (000 oz)	Ag (000 oz)		
2014	1,066	1,461	4,277		
2015	1,057	1,493	4,156		
2016	1,044	1,529	3,768		
2017	1,008	1,589	3,359		
2018	1,008	1,589	3,359		
2019	1,024	1,589	3,396		
2020	1,027	1,593	3,405		
2021	470.6	648.3	1437		

* Reference numbers may be adjusted for various events over time

RioTinto

• Rio Tinto is entitled to 40% of all production in excess of the metal strip

· Entitled to 40% of all production from 2022

©2014, Rio Tinto, All Rights Reserved

72

Oyu Tolgoi, a world class copper business



Concentrator complex



• Tier one asset with first quartile net unit cash costs

- Average annual production of 430 kt of copper and 425 koz of gold*
- Underground reserves of 491mt at 1.8% copper and 0.39 g/t gold with open pit reserves of 1049mt at 0.46% copper and 0.31 g/t gold
- Additional underground and open pit resources of 3.1bt at 0.79% copper and 0.34 g/t gold
- · Building a sustainable economic footprint

*Source: Turquoise Hill Resources 2013 Oyu Tolgoi Technical Report, annual average production for first 20 years.

Following Oyu Tolgoi's first shipment to customers, priority is now to maximise value



Celebration of first concentrate shipment





Value drivers

- 1. Maximise value from open pit operations
 - · Concentrator at nameplate capacity
 - Manage outbound logistics
- 2. Unlock value from underground development pending:
 - · Resolution of remaining shareholder issues
 - Agreement of a comprehensive funding plan including project finance
 - Completion of a feasibility study approved by all stakeholders
 - · Receipt of required permits
- 3. Establish sustainable licence to operate
 - · Community development
 - Vocational training
 - Local supplier program

©2014, Rio Tinto, All Rights Reserved

73

RioTinto

La Granja project is one of the largest undeveloped greenfield copper projects in Latin America



La Granja, Peru



La Granja core sample

Value drivers

- 1. Unlock value from world's seventh largest undeveloped copper resource
 - Inferred resource of 3.6 billion tonnes at 0.51% copper
 - · Anticipated mine life of 40 years
 - Average peak production over 500 ktpa
- 2. Phased & structured development pathway
 - Work continues to develop a commercially attractive initial phase with the ability to ramp-up quickly at the right time
 - Several development pathway options
 - Pre-feasibility on Phase 1 to be completed in 2014/ early 2015
- 3. Establish sustainable licence to operate
 - Focus is on securing social consensus throughout resettlement period, mitigating key project risks

Resolution project is the world's third largest undeveloped copper resource





RioTinto

Value drivers

- 1. Unlock value from low cost Resolution project
 - High quality resource 1.7 billion tonnes at 1.52% copper with significant molybdenum content
 - · Anticipated mine life of more than 40 years
 - Average peak production over 640 ktpa
- 2. Starter mine, phased development with optionality
 - Phased production options to optimal production rate of 120kt/day
 - Focus on lower capital and lower operating risk starter case
 - · Project permitting (NEPA) has commenced
 - Robust social licence to operate locally and regionally

©2014, Rio Tinto, All Rights Reserved



Energy: lower prices and volumes partly offset by exchange rates and cost saving initiatives



- The Energy group continued its focus on cost and productivity improvements and benefited from weaker currencies but this was partially offset by significantly lower prices and a reduced contribution from ERA.
- At the end of H1 2014, thermal coal prices had declined to the lowest level since October 2009 and uranium spot prices were at levels not experienced since June 2005.
- Production of hard coking coal was nine per cent and thermal coal five per cent higher, offset by lower semisoft production being 16 per cent lower than H1 2013.
- The record increase in Australian thermal coal production was driven by productivity improvements in the Hunter Valley and additional volumes from a processing plant by-product stream at Hail Creek.
- Uranium production declined 77 per cent on the same period of 2013 with both ERA and Rössing experiencing leach tank failures in December 2013, and a maintenance shut in the second quarter at Rössing.

RioTinto

©2014, Rio Tinto, All Rights Reserved

78

77

Rio Tinto Energy is getting back to basics by reducing costs and delivering value



Hail Creek, Australia

Energy res H1 2013 vs H	ults I1 2014			
_		H1'13	H1'14	Change
Production <i>Mt</i>	- HCC - SS & thermal	3.6 13.2	3.9 13.5	+9% +2%
Underlying E <i>US\$m</i>	BITDA	402	211	-48%
Underlying e US\$m	arnings	(52)	(19)	+63%

- "Run it like you own it"
 - Fostering a culture of performance and cost control
- \$774m of savings to 30 June 2014
- Rigorous program to increase productivity and reduce costs
- >1,000 initiatives delivering value in Energy
- Technology to leverage resource base
- · Optimising the portfolio
 - Sale of Clermont mine and sale agreement for Blair Athol mine
 - Mount Pleasant Project studies
 - Hail Creek Mine Transition studies
 - Ramp up of Kestrel Mine extension

Rio Tinto Coal Australia has reduced unit cash costs to below 2010 levels while increasing productivity





- Unit cash costs are now 27% below December 2010 (31% lower in US\$ terms)
- Further cost reductions are expected in H2 2014
- Record first half thermal coal production, up 5% on H1 2013
- Driven by Transformation programme of productivity improvements

©2014, Rio Tinto, All Rights Reserved

We are improving our position on the cost curve





Mount Thorley Warkworth, New South Wales

- Mount Thorley Warkworth, Bengalla mines and Hunter Valley operations are moving down the cost curve
- Improved productivity and lower unit costs through:
 - reduction in goods and services expenditure through reduced prices and volumes
 - increased labour productivity
 - increased truck utilisation
 - using emerging market suppliers
 - whole-of-business transformation programme to maximise unit productivity and minimise overhead costs

RioTinto

Short term coal market challenges with strong long term fundamentals



The long-term outlook for uranium is positive within the global energy mix



Rössing Mine, Namibia



ERA, Australia (Ranger 3 Deeps)

- Uranium has an important part to play in the global energy mix
- Our portfolio is:
 - Geographically diverse
 - Includes high grade projects at Ranger 3 Deeps (Australia) and Roughrider (Canada)
- Current market conditions are weak but strong demand growth is forecast over next decade

RioTinto

81

82

RioTinto Diamonds and Minerals

Diamonds & Minerals: cost reductions partially offset lower prices and higher taxes



- Underlying earnings 17 per cent lower than H1 2013 reflecting lower prices for zircon, titanium dioxide feedstocks, borates and metallics and tax settlements relating to prior years. This was partly offset by diamond prices, which moved up by eight per cent across the industry.
- Titanium dioxide feedstock production was 14 per cent lower, reflecting soft market demand.
- Borates production was four per cent higher in response sales demand and in preparation for commissioning of the new modified direct dissolving of kernite (MDDK) process plant.
- Investment Framework signed and ratified by the Government of Guinea for Simandou, blocks 3 and 4.
- The Argyle underground mine remains on track to reach full capacity in 2015 with the second crusher being commissioned in July this year.
- The Zulti South feasibility study for Richards Bay Minerals is expected to be completed by the end of 2014.

Strong assets in strong sectors

Iron & Titanium	Diamonds	Minerals	Salt	Simandou
 Well placed to supply growing demand for pigment Conditions for price and volumes improvements emerging Strong focus on technology and market development 	 Well positioned for profitable growth Argyle & Diavik mines now fully underground and in cash generation phase 	 Strong underlying position in borates Options for expansion into complementary markets of potash and lithium carbonate 	 Supplying the growing Asian salt market 3 mines strategically located in north Western Australia with excellent infrastructure position 	 World-class with ratified investment framework Advancing on a risk managed basis focussed on mine investment Excellent development options for decades as part of iron ore strategy

RioTinto

©2014, Rio Tinto, All Rights Reserved

86

Long-term demand fundamentals are robust



- Geared to demand growth in later stages
 of economic development
- Urban population in China expected to grow by 150 million people, and urbanisation rates to increase from 55% to 65% by 2025
- Movement towards consumer-driven growth in emerging economies supportive of demand growth
- Chinese private consumption expected to rise from ~40% to ~50% of GDP by 2025
- By 2030 this equates to the equivalent of
 - 7 RBM-sized TiO₂ operations
 - 1.5 Boron sized operations

and analysis

Driving operating performance by improving productivity, reducing costs and managing capital



Diamonds & Minerals results H1 2013 vs H1 2014

	H1'13	H1'14	Change
Prod'n - Diamonds (mct) - TiO2 (kt) - Borates (kt)	7,370 888 248	7,482 762 259	+2% -14% +4%
Underlying EBITDA <i>US\$m</i>	550	567	+3%
Underlying earnings US\$m	192	160	-17%

- Cost & productivity improvements will enhance structural position of business as volumes return.
- 2014 capital programme focused only on necessary sustaining, replacement and completion of major projects
- Increasing integration and flexibility:
 - High quality & reliability
 - System and process optimisation
 - Market to mine integration
 - Working capital optimisation across the supply chain
- Early transformation intervention and capital rationalisation expected to deliver an over 100% uplift in free cash flow in 2014 vs 2013
- * Operating businesses, does not include Simandou ^ Development capital includes Zulti South

©2014, Rio Tinto, All Rights Reserved

88

RioTinto

Demand-led operating philosophy with the flexibility to respond to market changes





- Integrated planning to achieve alignment between production and market demand
- Centralised production planning for multiple mining and smelting operations
- Close interaction between commercial and operational teams
- Production flexed to maximise overall RTIT efficiency and value
- Production actively aligned with demand
 - RTFT furnace (SF5) remains shut and all rebuilds aligned to market demand forecast
 - UGS plant running at reduced utilisation
 - Zircon and rutile production at RBM adjusted to manage inventories and match market demand

Titanium dioxide: diverse and flexible asset and product portfolio





- · Align capacity utilisation to market demand
- Continue to replace fixed price multi-year TiO₂ contracts
- No legacy contracts remaining beyond 2014
- Diverse and flexible asset and product portfolio gives variable exposure to chloride and sulphate feedstock demand
- World class technology and technical capability with continuous product development
- Customer focused commercial strategy with emphasis on reliability and quality
- Flexible product mix to meet customers' specifications
- Expanding commercial, technical and operational presence in China
- Pro-active collaboration across the value chain to decrease environmental impact

©2014, Rio Tinto, All Rights Reserved

90

RioTinto

RioTinto

Diamonds are well positioned for profitable growth





- Supply base is being depleted and not replenished at the same rate
- Sustained demand growth from both established and emerging markets
- Ramp up of production from Argyle & Diavik and structural cost savings deliver step change in unit costs
- Second crusher at Argyle operational by 2015 with total production ramping up to 20mctpa
- All three underground mining pipes at Diavik at capacity
- Undergoing incremental production capacity improvement work

Aligning borates production to market demand



Tier one orebody at Boron, California

91

- Borates demand growth driven by US housing, Chinese industrials and global agriculture
- Supplying high quality products to high demand end-users
- Options for incremental capacity expansions in response to market conditions
- MDDK* process maximises mine life, product quality and maintains ability to meet market demand
- Jadar lithium-borate project in PFS
- Potash development joint venture in Saskatchewan. Canada

*MDDK - Modified Direct Dissolving of Kernite

RioTinto

Simandou: has the potential to contribute to the sector's most valuable iron ore portfolio



- One of the largest undeveloped high grade iron ore deposit in the world
- 100Mtpa phased mine development
- High-grade: reserve & resource of 2.6 billion tonnes at least 65.5% Fe
- Mine has >40 year life in first quartile cost position
- Complements Rio Tinto's high-value iron ore portfolio with high quality sinter feed
- Ratified Investment Framework provides strong legal and commercial foundation
- Focusing on mine development

Simandou, Guinea

RioTinto

©2014, Rio Tinto, All Rights Reserved

92

RioTinto Corporate information



Modelling earnings

Earnings sensitivity	2013 first half average price/ rate	2014 first half average price/ rate	10% change in 2014 average	Impact on 2014 full year underlying earnings (\$m)
Copper	343c/lb	312c/lb	+/-31c/lb	322
Aluminium	\$1,919/t	\$1,753/t	+/-\$175/t	444
Gold	\$1,523/oz	\$1,290/oz	+/-\$129/oz	51
Iron ore (62% Fe FOB)	\$129/t	\$103/t	+/-\$10/t	1,215*
Coking coal (benchmark)	\$169/t	\$132/t	+/-\$13/t	90
Thermal coal (average spot)	\$90/t	\$76/t	+/-\$8/t	121
A\$	102USc	91USc	+/-US9.1c	515
C\$	99USc	91USc	+/-US9.1c	251

Note: The sensitivities give the estimated effect on underlying earnings assuming that each individual price or exchange rate moved in isolation. The relationship between currencies and commodity prices is a complex one and movements in exchange rates can affect movements in commodity prices and vice versa. The exchange rate sensitivities include the effect on operating costs but exclude the effect of revaluation of foreign currency working capital.

RioTinto

94

Principal corporate activity 2005 to 2009

2005	
 Buy-back of Rio Tinto Limited shares (off-market) 	\$774m
Buy-back of Rio Tinto Plc shares	\$103m
2006	
 Buy-back of Rio Tinto Plc shares (up to 31st December 2006) 	\$2,370m
 Purchase of 9.95% shareholding in Ivanhoe Mines 	\$303m
Special dividend	\$1,500m
2007	
 Buy-back of Rio Tinto Plc shares 	\$1,624m
Acquisition of Alcan	\$37,481m
2008	
 Sale of 70.3% interest in Greens Creek 	\$750m
 Sale of 40% interest in Cortez gold mine 	\$1,695m
 Sale of Kintyre uranium project 	\$495m
2009	
 Sale of potash projects in Argentina (Potasio Rio Colorado) and Canada 	\$850m
Sale of Corumbá mine in Brazil	\$814m
 Sale of Jacobs Ranch coal mine in US 	\$764m
 Cloud Peak IPO and related debt offering 	\$741m
 Net equity raised via rights issues to shareholders 	\$14,800m
 Increase in stake in Ivanhoe Mines to 19.7% 	\$388m
 Sale of Alcan Composites 	\$349m

RioTinto

©2014, Rio Tinto, All Rights Reserved

96

95

Principal corporate activity 2010 to 2012

2010			
 Sale of majority of Alcan Packaging to Amcor 	\$1,948m		
 Sale of Coal & Allied undeveloped properties (Maules Creek and Vickery) – Rio Tinto share 	\$306m		
 Sale of Alcan Packaging Food Americas to Bemis Inc 	\$1,200m		
 Increase in stake in Ivanhoe Mines to 40.1% 	\$1,591m		
 Sale of remaining 48% stake in Cloud Peak Energy 	\$573m		
2011			
 Increase in stake in Ivanhoe Mines to 42.1% and participation in rights offering 	\$751m		
 Increase in stake in Ivanhoe Mines to 46.5% 	\$502m		
 Acquisition of Riversdale Mining Ltd (net of cash acquired) 	\$3,690m		
 Sale of talc business to Imerys – enterprise value 			
 Increase in stake in Ivanhoe Mines from 46.5% to 49% 	\$607m		
 Increase in holding in Coal and Allied from 75.7% to 80% 	\$266m		
 Acquisition of Hathor 	\$536m		
 Buy-back of Rio Tinto plc shares (up to 31 December 2011) 	\$5,500m		
2012			
 Purchase of remaining shares in Hathor 	\$76m		
 Increase in stake in Ivanhoe Mines from 49% to 51% 	\$308m		
Buy-back of Rio Tinto plc shares (up to 26 March 2012)			
Rio Tinto completes formation of Simandou JV with Chalco \$1			
Increase in stake in Richards Bay Minerals from 37% to 74%	\$1,700m		

Note: only selected transactions are shown.

Principal corporate activity 2013

2013	
 Sale of Eagle to Lundin Mining 	\$315m
 Sale of Palabora Mining Corporation 	\$373m
Sale of Northparkes	\$820m
 Sale of Altynalmas Gold (held by Turquoise Hill subsidiary) 	\$235m
Sale of Clermont	\$1,015m
Sell-down of interest in Constellium	\$670m

Note: only selected transactions are shown.

RioTinto

RioTinto

©2014, Rio Tinto, All Rights Reserved

98

Ongoing major capital projects (1 of 2)

All numbers on 100% basis (US\$)	Approved capital cost	Status
Iron ore – Expansion of the Pilbara port and rail capacity to 360 Mt/a. Rio Tinto's share of capex is \$3.5 bn.	\$5.9bn	The phase two expansion to 360Mt/a includes investment in the port, rail and power supply and an investment in autonomous trains.
Iron ore – Investment to extend the life of the Yandicoogina mine in the Pilbara to 2021 and expand its nameplate capacity from 52 Mt/a to 56 Mt/a.	\$1.7bn	Approved in June 2012, the investment includes a wet processing plant to maintain product specification levels and provide a platform for future potential expansion.
Iron ore – Investment to develop the Deposit B ore body at West Angelas in the Pilbara to sustain production levels and enable an expansion from 29 Mt/a to 35 Mt/a. Rio Tinto's share of capex is \$317m.	\$0.6bn	The investment includes a low capital intensity option to increase capacity by 6 Mt/a as part of the breakthrough plan announced in November 2013.
Aluminium – Modernisation and expansion of Kitimat smelter in British Columbia	\$4.8bn	Approved in December 2011, the modernisation will increase capacity from 280ktpa to 420ktpa. The pace of the project has been slowed in response to increasingly challenging market conditions. Further capital of \$1.5 billion was approved by the Board in August 2014. First production is now expected during the first half of 2015.

Ongoing major capital projects (2 of 2)

All numbers on 100% basis (US\$)	Approved capital cost	Status
Copper – Development of Organic Growth Project 1 and the Oxide Leach Area Project at Escondida (RT share 30%), Chile.	\$1.4bn (RT share)	Approved in February 2012, OGP1 primarily relates to replacing the Los Colorados concentrator with a new 152 kt per day plant, allowing access to high grade ore. Initial production is expected in the first half of 2015. OLAP maintains oxide leaching capacity.
Copper – Construction of a desalination facility to ensure water supply and sustain operations at Escondida (RT share 30%), Chile.	\$1.0bn (RT share)	Approved in July 2013, the project will provide a sustainable supply of water for the new OGP1 copper concentrator. Commissioning is scheduled in 2017.
Copper – Grasberg project funding for 2012 to 2016	\$0.9bn (RT share)	Investment to continue the pre-production construction of the Grasberg Block Cave, the Deep Mill Level Zone underground mines, and the associated common infrastructure. Rio Tinto's final share of capital expenditure will in part be influenced by its share of production over the 2012 to 2016 period.
Copper - Investment over next four years to extend mine life at Kennecott Utah Copper, United States from 2018 to 2029.	\$0.7bn	The project was approved in June 2012. Ore from the south wall push back will be processed through existing mill facilities. The investment will enable production at an average of 180kt of copper, 185koz of gold and 13.8kt of molybdenum a year from 2019 through 2030.

RioTinto

©2014, Rio Tinto, All Rights Reserved

100

Market capitalisation of major listed mining companies





Geographical analysis of Rio Tinto shareholders



RioTinto

©2014, Rio Tinto, All Rights Reserved

102

Rio Tinto executives



Rio Tinto Boards – diverse, operational experience

Finance – former chairman of BAT plc Rio Tinto since 1991, CEO since Jan 2013, CEO Rio Tinto Iron Ore 2004-2013, CEO Aluminium 2001-2004 CFO since Apr 2013 (Non-executive director Sep 2011-Mar 2013), CEO of Transurban Group 2008-2012 former CEO of BHP Billiton
Rio Tinto since 1991, CEO since Jan 2013, CEO Rio Tinto Iron Ore 2004-2013, CEO Aluminium 2001-2004 CFO since Apr 2013 (Non-executive director Sep 2011-Mar 2013), CEO of Transurban Group 2008-2012 former CEO of BHP Billiton
CFO since Apr 2013 (Non-executive director Sep 2011-Mar 2013), CFO of Transurban Group 2008-2012 former CFO of BHP Billiton
and formerly group president Carbon Steel Materials. Prior to this he spent 20 years with Alcoa Inc.
Aerospace – Chairman of AMIA Inc. Non-executive Director since Apr 2010
rick Finance – Founder and former director of Hastings Fund Management
 Finance – former CFO of Swiss Re. Non-executive Director since Feb 2010. Chairman of the Audit committee
anson Chemicals – ex COO of DuPont
ſ

RioTinto

©2014, Rio Tinto, All Rights Reserved

104

Rio Tinto Boards – diverse, operational experience (cont'd)

Role	Name	Sector experience
	Lord Kerr	Govt/Foreign Affairs – former Head of UK Diplomatic Service, Ambassador in USA/EU. Deputy Chairman of Royal Dutch Shell plc 2005-2012
	Anne Lauvergeon	Energy / Government – former CEO of AREVA Group. Adviser on international economic affairs at the French Presidency and as deputy chief of staff.
	Paul Tellier	Aluminium / Government – former non-executive director of Alcan, former CEO of Bombardier and Cabinet Secretary to Government of Canada
	Simon Thompson	Mining – former executive director at Anglo American and investment banking with NM Rothschild and SG Warburg.
	John Varley	Finance – former CEO of Barclays. Chairman of the Remuneration Committee. Current non-executive directorships at AstraZeneca plc and BlackRock Inc. He remains a senior advisor to Barclays