

# RIO TINTO

**Graham Foyle-Twining**

10<sup>th</sup> December 2004

## Rio Tinto's Competitive Advantages

**Quality asset base**

Long life, low cost, large scale

**Operational excellence**

Making the most of our quality assets

**Consistent strong cashflow**

Diverse and high quality assets

**Proven management**

Strong and experienced team

**Strong portfolio of options**

Opportunities across most commodities

**Bob Adams**  
**Director Planning & Development**  
RTHQ Business Evaluation  
RTHQ Economics  
RTHQ Legal  
RTHQ Marketing Services



**Guy Elliott**  
**Finance Director**  
Business Process Improvement  
Group Risk Management  
Procurement  
RTHQ Controllers  
RTHQ Investor Relations  
RTHQ Taxation  
RTHQ Treasury  
Rio Tinto Services  
Rio Tinto Shipping



**Oscar Groeneveld**  
**Chief Executive COPPER**  
Kennecott Land  
Kennecott Minerals  
Kennecott Utah Copper  
Minera Alumbreira  
Minera Escondida  
Northparkes Mines  
Palabora Mining  
PT Freeport Indonesia



**Keith Johnson**  
**Chief Executive DIAMONDS**  
Argyle Diamonds  
Djaviik Diamonds  
Rio Tinto Diamonds NV  
Rio Tinto Zimbabwe



**Andrew MacKenzie**  
**Chief Executive INDUSTRIAL MINERALS**  
Dampier Salt  
Luzenac Group  
QIT Fer et Titane  
QMM Madagascar Minerals  
QMP  
Richards Bay Minerals  
Rio Tinto Borax  
Rio Tinto Iron & Titanium



**Leigh Clifford**  
**Chief Executive**



**Preston Chiaro**  
**Chief Executive ENERGY**  
Energy Resources of Australia  
EWL Sciences  
Rio Tinto Coal Australia  
Rio Tinto Energy Marketing Services  
Rossing Foundation  
Rossing Uranium



**Tom Albanese**  
**Head of EXPLORATION**  
Bougainville Copper  
Kennecott Canada Exploration  
Kennecott Exploration  
PT Kelian Equatorial Mining  
Rio Tinto Mining & Exploration



**John O'Reilly**  
**Head of TECHNOLOGY**  
Health Safety & Environment  
Lihir Gold & Lihir Management Co  
Office of the Chief Technologist  
Project Management Group  
Rio Tinto Technical Services  
Technical Evaluation Group



**Chris Renwick**  
**Chief Executive IRON ORE**  
Hammersley Iron  
Hismelt  
IOC  
Rio Tinto Iron Ore  
Robe River Mining



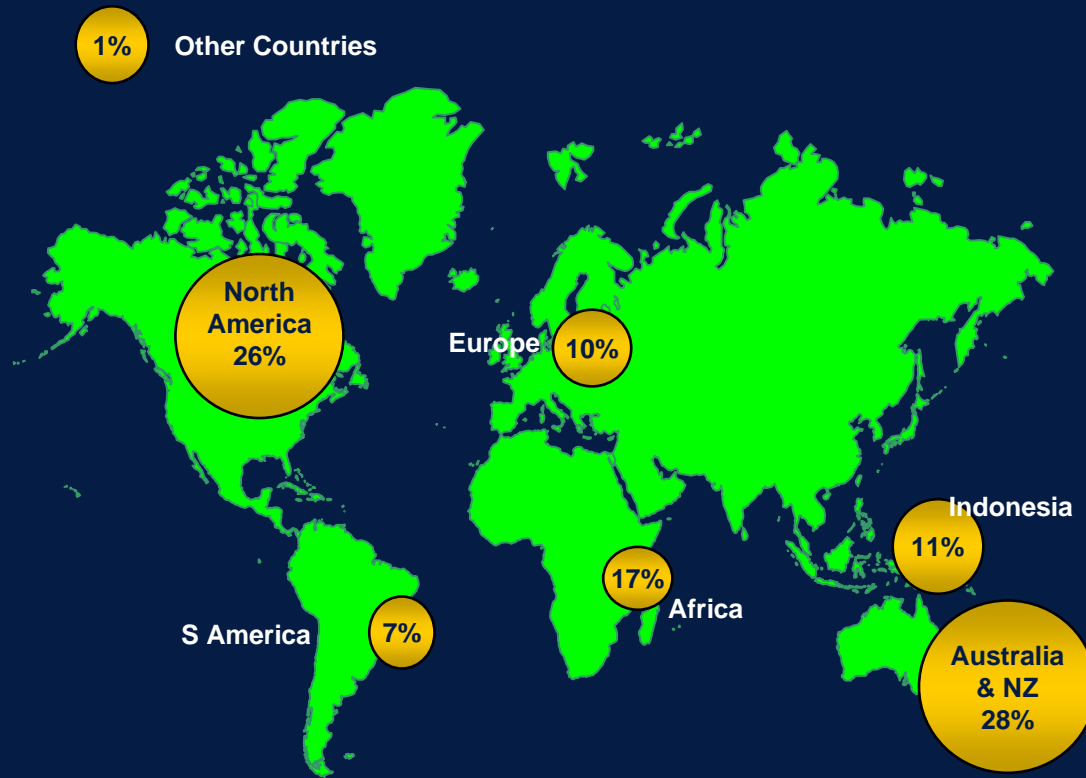
**Sam Walsh**  
**Chief Executive ALUMINIUM**  
Anglesey Aluminium Metal  
Comalco Alumina Refinery  
Comalco Aluminium  
Comalco Mining & Refining  
Comalco New Zealand  
Comalco Services & Strategy  
Comalco Smelting  
CRTS  
Eurallumina  
Italumina  
NZAS



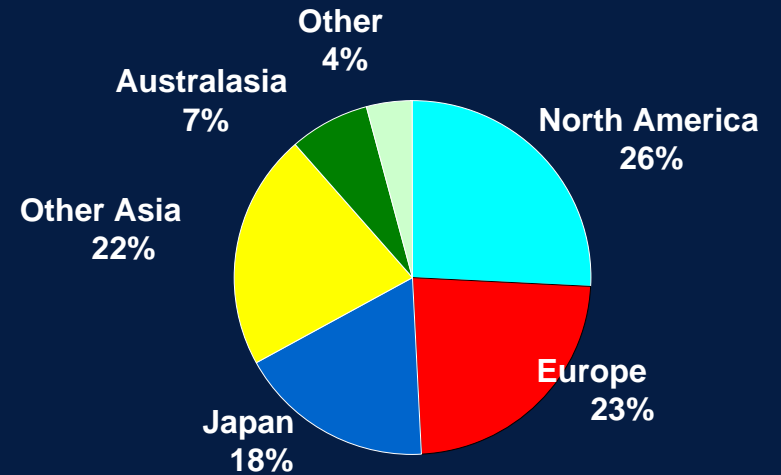
## How Diverse Is Rio Tinto As a Business?

- Rio Tinto is a diverse (but not diversified) business\*
  - Diverse portfolio of 18 primary products housed in 7 product groups
  - Diverse structure of 26 business units and 8 Group Functions
  - Diverse customer base in excess of 8000 accounts
  - Diverse community, political and environmental stakeholders
  - Diverse geographies in over 20 countries
  - Diverse operating conditions, technologies and processes

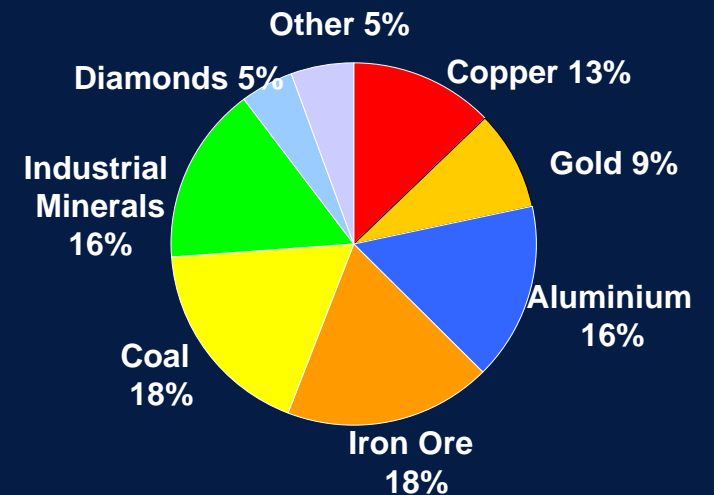
**RIO TINTO 2003 EMPLOYEES - BY REGION**



**Revenue - by geographical destination**



**Revenue - by commodity**



# **Behavioural Competencies – Senior Leaders**

## **Specific Skills**

**Strategic Effectiveness**  
**Operational Effectiveness**  
**Managing External  
Relationships**

## **Generic Skills**

**Driving Change**  
**Developing Talent**  
**Leading Teams**  
**Living the Values**  
**Business Focused  
Collaboration**

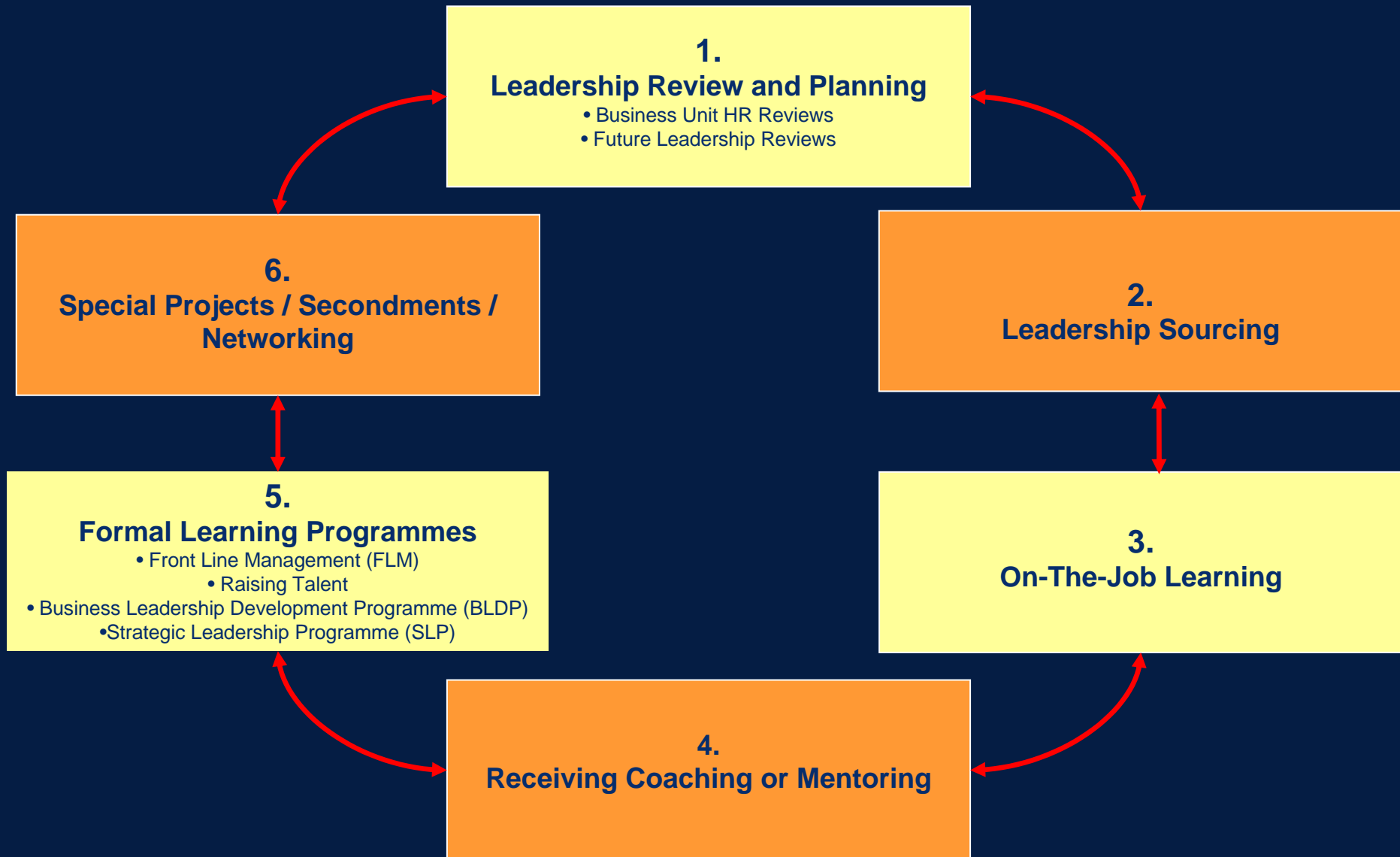
**KEY**

- Primary competence
- Secondary competence
- Limited/No competence

# What Makes a Competent Leader in Rio Tinto

|  | Supervisor /<br>Superintendent        | Manager                             | General<br>Manager /<br>Vice President | Product Group CEO /<br>/ Managing Director<br>Functional Head |
|--|---------------------------------------|-------------------------------------|--|---|
| <b>Strategic Effectiveness</b>         | <span style="color: cyan;">●</span>   | <span style="color: cyan;">●</span> | <span style="color: yellow;">●</span>  | <span style="color: red;">●</span>                            |
| <b>Operational Effectiveness</b>       | <span style="color: red;">●</span>    | <span style="color: red;">●</span>  | <span style="color: red;">●</span>     | <span style="color: red;">●</span>                            |
| <b>Managing External Relationships</b> | <span style="color: cyan;">●</span>   | <span style="color: cyan;">●</span> | <span style="color: yellow;">●</span>  | <span style="color: red;">●</span>                            |
| <b>Business Focused Collaboration</b>  | <span style="color: cyan;">●</span>   | <span style="color: red;">●</span>  | <span style="color: red;">●</span>     | <span style="color: red;">●</span>                            |
| <b>Driving Change</b>                  | <span style="color: yellow;">●</span> | <span style="color: red;">●</span>  | <span style="color: red;">●</span>     | <span style="color: red;">●</span>                            |
| <b>Living The Values</b>               | <span style="color: red;">●</span>    | <span style="color: red;">●</span>  | <span style="color: red;">●</span>     | <span style="color: red;">●</span>                            |
| <b>Leading Teams</b>                   | <span style="color: red;">●</span>    | <span style="color: red;">●</span>  | <span style="color: red;">●</span>     | <span style="color: red;">●</span>                            |
| <b>Developing Talent</b>               | <span style="color: red;">●</span>    | <span style="color: red;">●</span>  | <span style="color: red;">●</span>     | <span style="color: red;">●</span>                            |

## The Key Elements of Our Leadership Development Approach



## **FORMAL LEADERSHIP DEVELOPMENT PROGRAMMES**

**Strategic Leadership  
Programme**  
(Launch February 2004)

**Business Leadership Development  
Programme**  
(Launch November 2003)

**Raising Talent Programme**  
(End year 3)

**Front Line Leadership  
Programme**

**TALENT POOL MANAGEMENT ACCOUNTABILITIES**

