Board of directors
2016 a year of change
Strong financial performance

Underlying earnings of US$5.1 billion

Operating cashflow of US$8.5 billion

Loading iron ore, Cape Lambert, Pilbara, Western Australia
Our balance sheet – a competitive strength

Net debt was **US$9.6 billion** at 31 December 2016
Shareholder returns of **US$3.6 billion** for 2016

Since 2012, more than **US$20 billion** returned to shareholders
Taxes paid

Since 2012, we have paid more than US$32 billion in corporate taxes and royalties

Community investment, Cape Lambert, Pilbara, Western Australia
Climate change report

We own **4,000MW** of hydropower

**68%** of our electricity is from hydro, solar and wind

Chute-du-Diable dam, Jonquière, Quebec, Canada
Active governance
Confident in our future
J-S Jacques
Chief executive
Strategy will deliver value through the cycle

Superior cash generation

World-class assets
Portfolio

Operating excellence
Performance

Capabilities
People & Partners

Disciplined capital allocation

Balance sheet strength

Superior shareholder returns

Compelling growth
CRM system rolled out across 60+ sites

More than 1.8 million safety verifications

CRM check, Dampier Salt, Western Australia
Chief Executive Safety Awards 2016

Most Improved Award: Arvida Smelter, Quebec, Canada

Best Contractor Award: Austral Construction

Chief Executive Safety Award: Boyne Smelters, Queensland, Australia
Strong cash performance from world-class assets

<table>
<thead>
<tr>
<th>Iron Ore</th>
<th>Aluminium</th>
<th>Copper &amp; Diamonds</th>
<th>Energy &amp; Minerals</th>
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<tbody>
<tr>
<td>Cash flows from operations of US$5.6 billion</td>
<td>Cash flows from operations of US$2.1 billion</td>
<td>Cash flows from operations of US$1.0 billion</td>
<td>Cash flows from operations of US$1.4 billion</td>
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<tr>
<td>Pilbara operations FOB EBITDA margin 63%</td>
<td>Integrated operations EBITDA margin 28%</td>
<td>Operating EBITDA margin 35%</td>
<td>Operating FOB EBITDA margin 30%</td>
</tr>
</tbody>
</table>

Pilbara, Western Australia  
Kitimat, British Columbia, Canada  
Oyu Tolgoi, Mongolia  
QMM, Madagascar
Driving productivity

An additional US$5 billion of free cash flow from productivity over the next five years

Trucks in open pit, Oyu Tolgoi, Mongolia
75% of our world class portfolio in Australasia/Pacific selling ~70% of total revenue to Asian customers.
Quality growth to build our world-class business

- **Oyu Tolgoi**
  - underground copper
  - Around 3,000 construction jobs

- **Silvergrass**
  - iron ore
  - Around 500 construction jobs

- **Amrun**
  - bauxite
  - Around 1,200 construction jobs
People with purpose

Build commercial and technical expertise

The way we work guides our actions

Employees at Operations Centre, Perth, Western Australia
Strengthening our partnerships

**World-class assets**
low-cost, long-life, expandable

**Superior shareholder returns** -
Iron Ore average EBITDA margin of 50% since 1966

**Innovative partnerships** -
10 Land Agreements with Traditional Owners
Looking to the future
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<tr>
<th>Resolution</th>
<th>Description</th>
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<tbody>
<tr>
<td>Resolution 1</td>
<td>Receipt of 2016 Annual Report</td>
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<td>Resolution 2</td>
<td>Approval of the Directors’ Report on Remuneration</td>
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<td>Resolution 3</td>
<td>Approval of the Remuneration Report</td>
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<td>Resolution 4</td>
<td>Approval of potential termination benefits</td>
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<td>Resolutions 5-16</td>
<td>Election and re-election of directors</td>
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<td>Resolution 17</td>
<td>Re-appointment of auditors</td>
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<td>Resolution 18</td>
<td>Remuneration of auditors</td>
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<td>Resolution 19</td>
<td>Authority to make political donations</td>
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<td>Resolution 20</td>
<td>General authority to allot shares</td>
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<td>Resolution 21</td>
<td>Disapplication of pre-emption rights</td>
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<td>Resolution 22</td>
<td>Authority to purchase Rio Tinto plc shares</td>
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<tr>
<td>Resolution 23</td>
<td>Notice period for general meetings other than annual general meetings</td>
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</table>
John Varley

Remuneration Committee chairman
2017 Annual general meeting

12 April 2017