



HULAMIN

ANNUAL RESULTS PRESENTATION

For the year ended 31 December 2009



An Abnormal Year 2009

- Weakest global demand in decades
- Actions and improvements in second half undermined by unplanned hot mill shutdown
- Aluminium price volatility
- BHP Billiton signal major change in local strategy
- Rolled Products expansion project successfully completed
- Fourth quarter sales volumes rebound

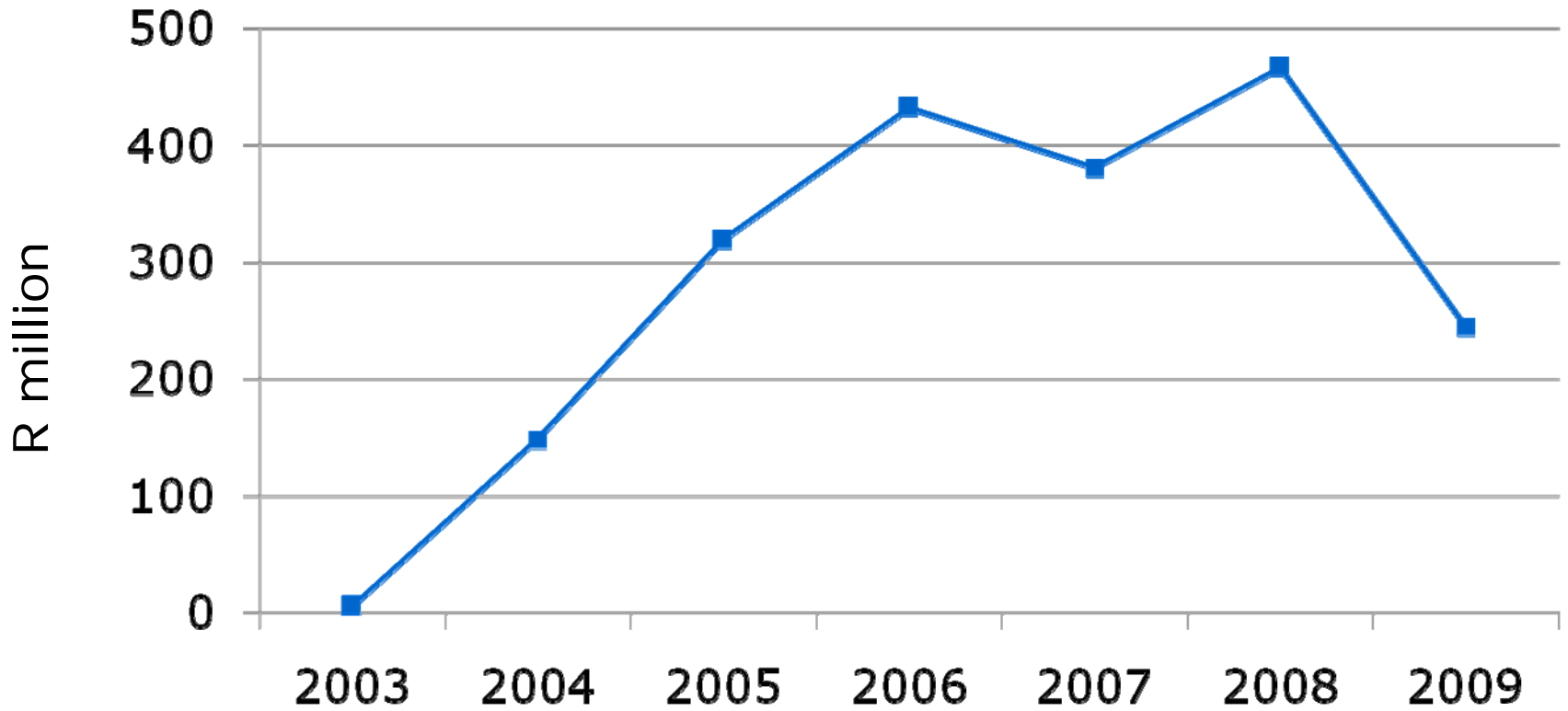


Income Statement

R'million	2009	2008
Average exchange rate	8.42	8.27
Revenue	4 500	7 120
Operating profit	244	465
Finance costs	(113)	(118)
Share of profits of associates and joint ventures	-	1
Profit before tax	131	348
Tax	(41)	(79)
Net profit	90	269
Basic headline earnings per share (cents)	42	124
Dividend per share (cents)	-	41



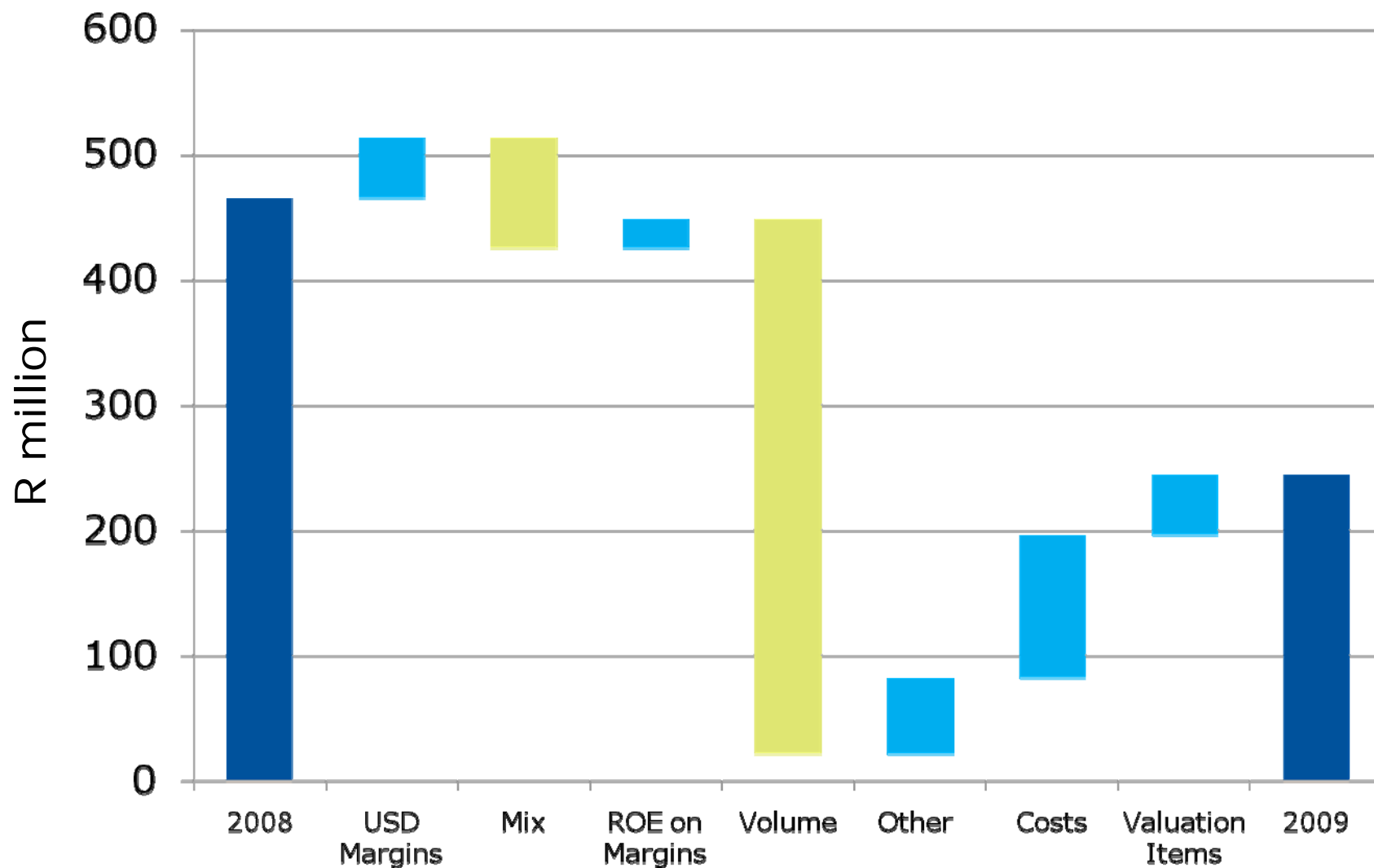
Operating Profit



	2003	2004	2005	2006	2007	2008	2009
Ave R/\$	7.56	6.45	6.37	6.77	7.05	8.26	8.44



Year-on-Year EBIT Comparison



Balance Sheet

R'million	2009	2008
Non-current assets	5 034	4 815
Current assets	1 745	2 473
Inventories	1 015	1 325
Trade and other receivables	695	1 060
Net derivatives, held for sale and other	35	88
TOTAL ASSETS (excluding cash)	6 779	7 288
Total equity	3 744	3 760
Total net borrowings	1 409	1 747
Deferred income tax liabilities	913	926
Retirement benefit obligations	133	119
Current liabilities	580	736
TOTAL EQUITY AND LIABILITIES	6 779	7 288
Net debt to equity	37.6%	46.5%



Cash Flow

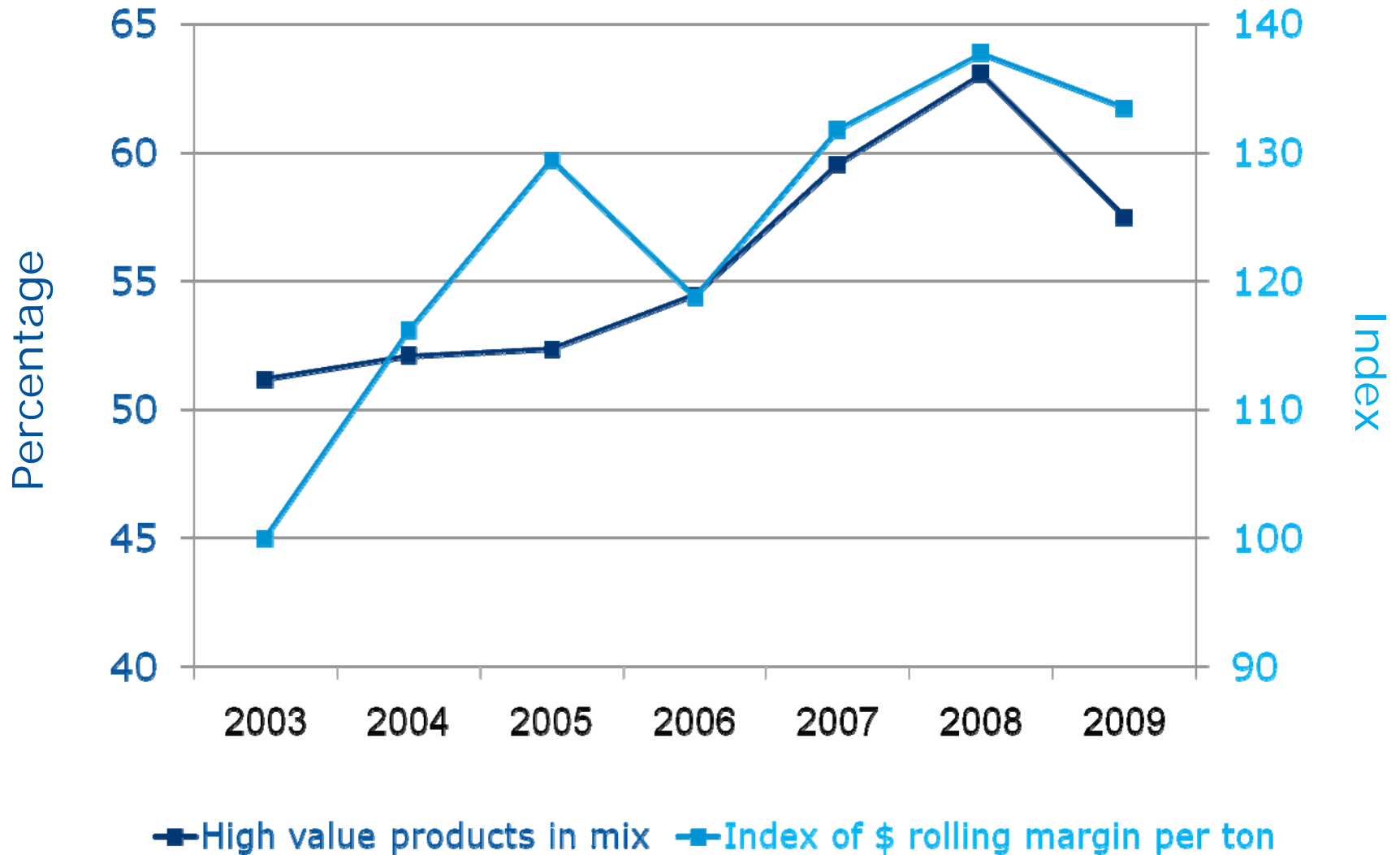
R million	2009	2008
EBITDA	442	642
Changes in working capital	599	(486)
Inventories	346	(397)
Debtors	365	(46)
Creditors	(112)	(43)
Changes in derivatives	(125)	95
Tax payments	(67)	(137)
Non-cash items	46	41
Cash flow from operations	895	155
Capital expenditure – normal and start-up costs	(203)	(228)
– project	(152)	(486)
Investments and other items	(3)	(43)
Cash flow before interest and dividends	537	(602)
Interest	(170)	(189)
Dividends	(29)	(127)
Net cash flow	338	(918)



Rolled Products Sales Volumes



Mix and Margins



Manufacturing Performance

- Q4 production 180 000 tons (annualised)
- Hot Mill breakdown affected Q3 production by 10 000 tons
- Skills complement maintained
 - Normal working arrangements re-established
- Costs reduced by 7%
- Project assets fully integrated with existing operations
- Sustainable improvement projects progressing



Capital Management

- Working capital reduced by R599 million (36%)
 - Inventory reduced by 15 days (20%)
 - Export debtors reduced by 9 days (15%)
 - Impact of DDP shipping terms
 - Metal price reduced by approx. 20%
- Capital expenditure
 - Project expenditure of R261 million, which includes capitalised interest and start-up costs of R109 million
 - Normal capital expenditure reduced by R54 million (26%)



Rolled Products Expansion Project

- Completed on schedule and officially opened in November 2009
- Final cost of R970 million was 2% over budget
- Capacity increase 20% from twin roll casters and mill upgrades
- Scope for mix improvement
 - Foil, plate and surface critical, light gauge products



Rolled Products Expansion Project



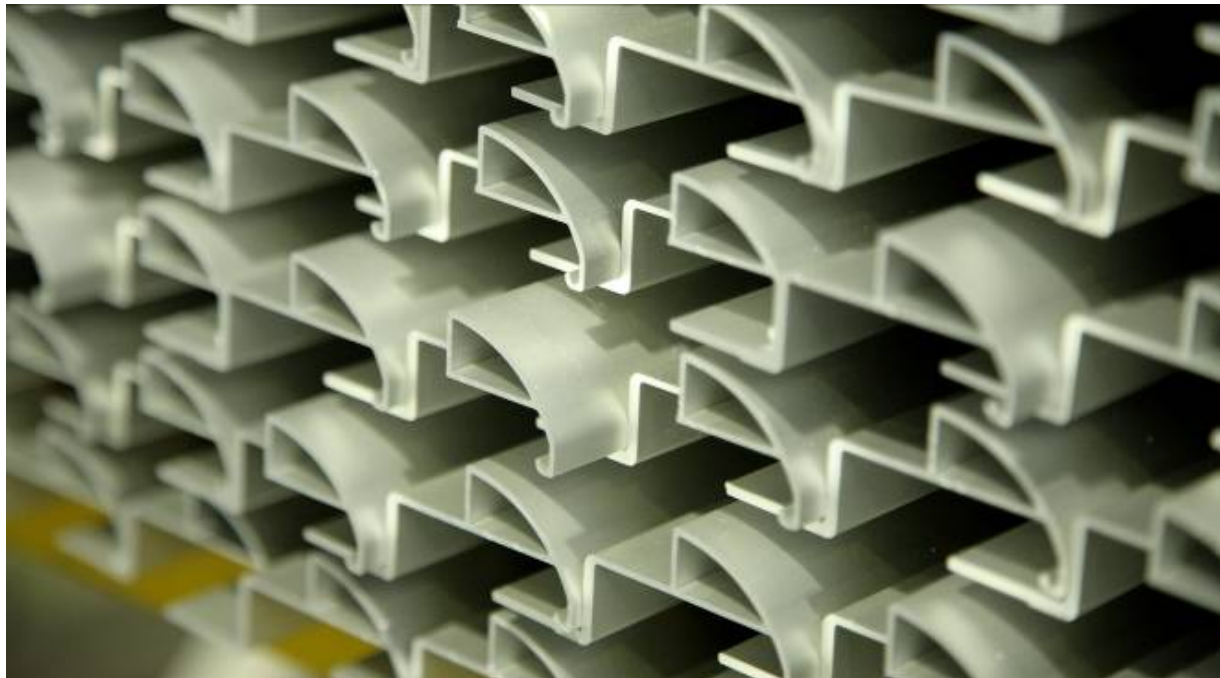
Hulamin Extrusions

- Sales reduced by 17% despite increased market share
- Good recovery after difficult first quarter
- Exports discontinued as a consequence of BHP Billiton billet supply being terminated



Hulamin Extrusions (continued)

- Local import duty reduced to 0%, while Canada, EU and Australia implement anti-dumping duties against China
- Automotive, transport and solar energy opportunities while construction lags



Global Industry Developments

- Long-term demand fundamentals remain positive
- Western world demand 17% below 2008 and 25% below 2007
- Chinese demand up 20%
 - Consumption increase > Supply increase
- Several producers incurring losses
- Reduced capacity utilisation and reluctance to restart
- Increased trade measures against Chinese supply
- Capacity drift towards Middle East and India
- Pressure on EU smelters (Italy, Spain, Greece)

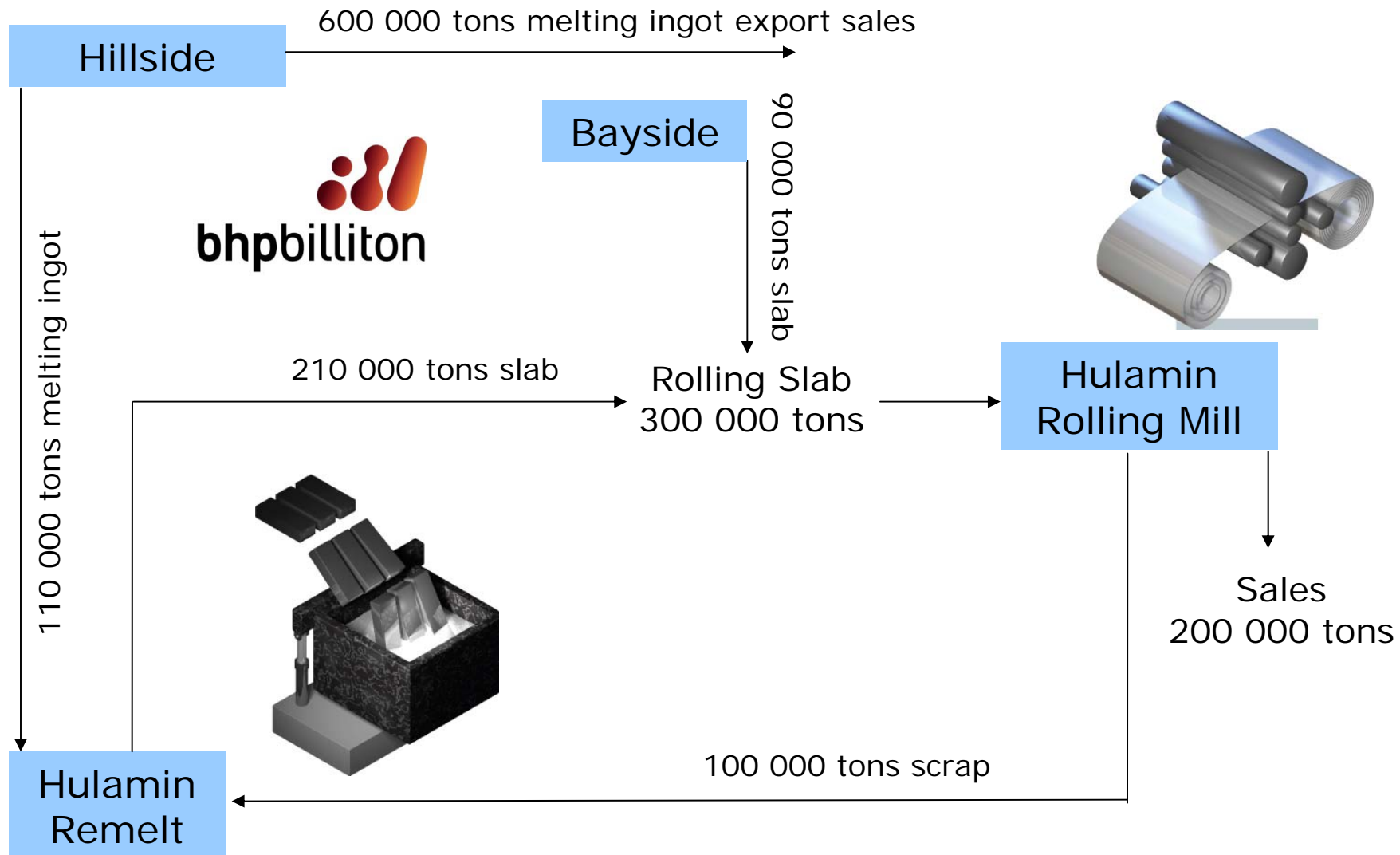


Key Actions to Achieve 16% ROCE

1. Security of competitive slab and billet supply
2. Rebuilding an optimum sales mix
3. Exploiting increased capacity
4. Accelerating sustainable cost and efficiency improvements
5. Manage increased aluminium price volatility
6. Optimise capital structure



Current Metal Supply



Slab and Billet Supply

- 65% of extrusion billet imported
 - Hulamin produces balance
- Rolling slab from BHP-B to be discontinued end 2010
- Actions to replace slab supply
 - Expansion of in-house facilities
 - Interim import arrangements
 - Solutions to longer-term growth requirements



Current Slab Supply Actions

- Actions to increase own slab capacity by 2011
 - Furnace improvements at Camps Drift site
 - Re-commission facilities at Edendale site
 - Combined increase 60 000 tons
- Import requirements being negotiated for 2011
- Further actions to support 250 000 tons sales



Rebuilding the Product Mix

- Heat Treated Plate - sales 65% below 2007 levels
 - General engineering/aircraft manufacturing
 - Increased global capacity on stream
 - Hulamin quality premium
 - Expect approximately 50% increase from 2009 to 2010



Rebuilding the Product Mix (continued)

- Brazing sheet – sales 42% below 2007 levels
 - Sign of recovery in global automotive and transport sectors
 - Expect 2010 sales to be approx. 40% above 2009
- Foil
 - Capacity increase by 23 000 tons
 - Migration to thinner gauges
 - Market opportunities



Rebuilding the Product Mix (continued)

- Can Stock – 14% below 2007 levels
 - Supply and demand finely balanced
 - Strong growth in developing world
 - Several niche markets
 - Expect record sales in 2010
- Regional markets
 - Uncertain outlook for SA economy
 - Opportunities mainly in transport and packaging



Exploiting Increased Capacity

- Market opportunities clearly identified
- 2011 sales may be constrained by slab availability
- Sustainable improvement projects focused on bottlenecks
- Foil capacity proven
 - Light gauge commissioning approaching completion
- Dual constraints being addressed:
 - Market constraints where fully commissioned
 - Equipment ramp-ups in high value streams
- Edendale hot mill available when required

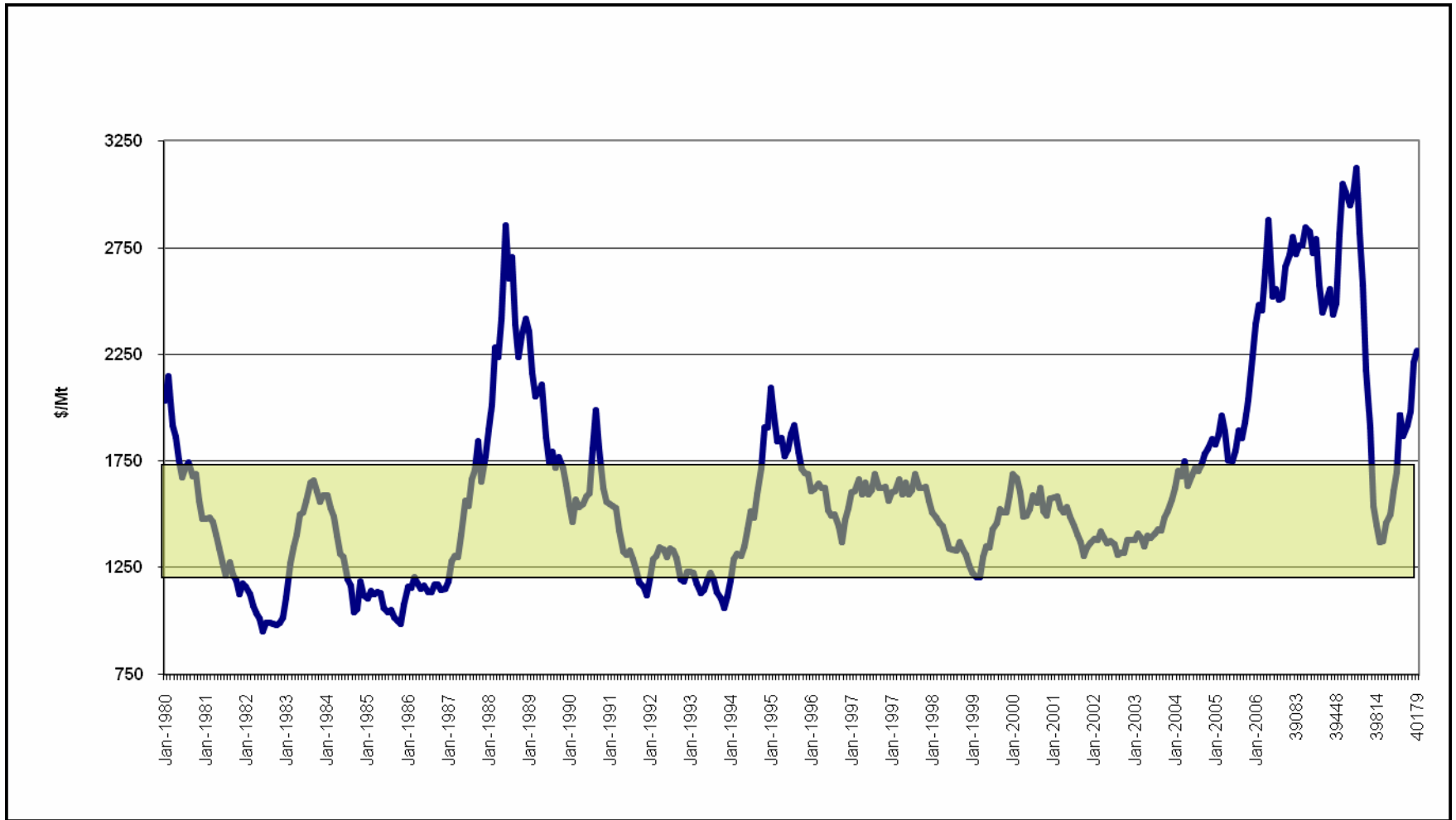


Accelerating Cost and Efficiency Improvements

- Kick-off in 2008 with cost focus
- Cumulative verifiable benefits approaching R80 million annualised
- Scope expanded to include all efficiency projects
- 2009 focus on programme infrastructure and training
 - Increasing payback from 2010



30-Year Aluminium Price History



Managing Aluminium Price Volatility

- US Dollar aluminium price
 - Hedge yields contango benefit but introduces cash flow risk
 - Limiting hedge to 50% limits cash flow risk
- Rand / US Dollar exchange rate
 - Capturing forward rates
 - Reduces earnings volatility
 - Limited cash flow effect
 - 100% hedge being maintained
- Residual cash flow risk has funding implications



Structuring the Balance Sheet for Growth

- Negative cash flow effect of 2008/9 recession exceeds R300 million
- Aluminium price volatility impact on working capital (\$100 equates to R40 million)
- Capital requirements for slab capacity and mix improvement
- Rolled Products volumes expected to reach 250,000 tons in 4 years
- Working capital to increase by R800 million from 2009 (based on LME aluminium \$2 400)



Prospects

Hulamin well positioned for:

- Sales volume growth
- Mix improvement
- Cost improvements

Improvement rate will be influenced by:

- Global economic recovery
- Rates of exchange
- Resolution of rolling slab issues

