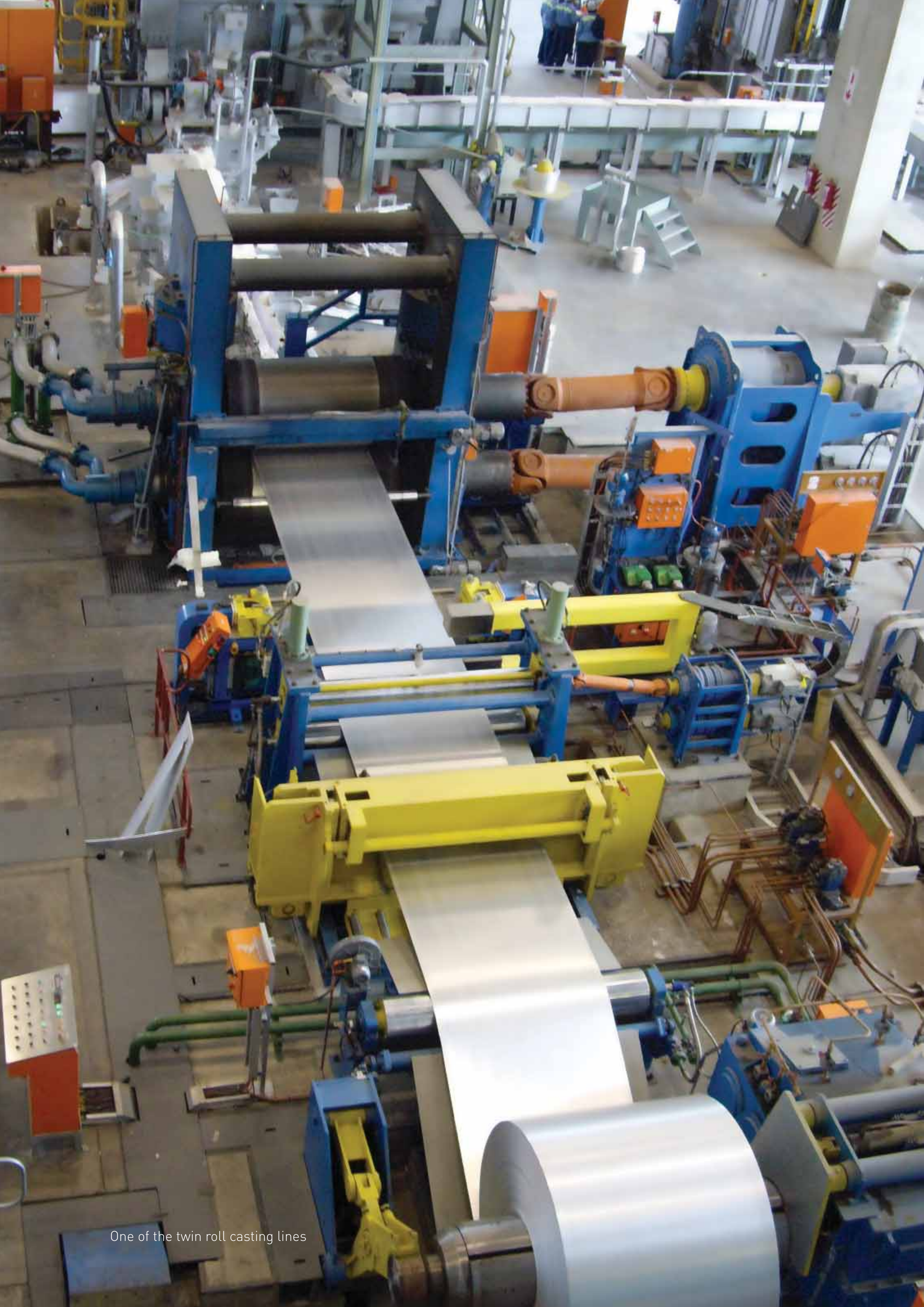
HULAMIN

2009 ANNUAL REPORT



One of the twin roll casting lines

Introduction

Hulamin is an independent semi-fabricator and fabricator of aluminium products. We are a primary metal beneficiator situated in South Africa where there are large quantities of aluminium produced, much of it exported at little added value. Hulamin is focused on the South African and other product specific end-use markets around the world.

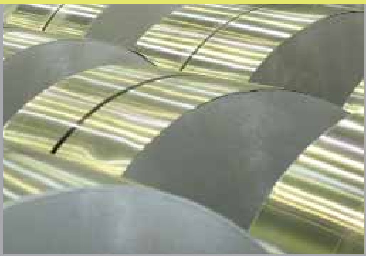
We create value through meeting our customers' needs for high-value aluminium semi-fabricated products. In doing so, we bring economic activity to our province of KwaZulu-Natal, stimulating business activities, creating employment and contributing to the upliftment of this impoverished region.

Although we are the only major aluminium rolling operation in sub-Saharan Africa, we export to customers around the globe. We are committed to contributing to the upliftment of manufacturing in South Africa, through our role as both supplier and customer; and to our role as a responsible leader in sustainable development in Southern Africa.

Each of our businesses shares a passion for aluminium, a unique metal with a superior range of benefits, and endless application possibilities.

Contents

Group operations



Hulamin Rolled Products

Hulamin Rolled Products supplies a range of niche and standard aluminium rolled products to customers in South Africa and in all major markets around the globe. We produce a range of technologically sophisticated aluminium rolled products for the packaging, transport, automotive, engineering and construction markets.

Hulamin Extrusions

Hulamin Extrusions is the leading supplier of aluminium extrusions to the demanding engineering and architectural markets in Southern Africa.

Hulamin Building Systems

Hulamin Building Systems provides aluminium extrusion based fenestration, curtain-walling and cladding systems to the architectural market.

Hulamin Containers

Hulamin Containers is South Africa's leading producer of rigid aluminium foil containers for the catering industry. It also supplies related branded household items such as foil and confectionary dishes.

Hulamin Roofing Solutions

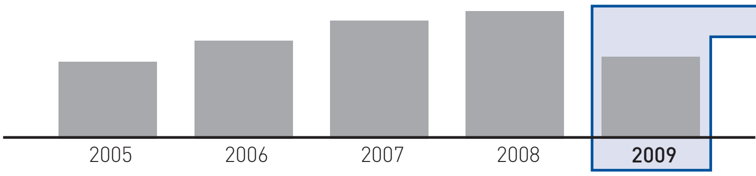
HRS is the only producer of aluminium standing seam roofing and cladding systems in Southern Africa and produces a unique range of aluminium roofing and cladding systems for the architectural market.

Richards and Barlow (50% with Duro Pressings (Pty) Limited)

Richards and Barlow is a manufacturer of aluminium windows and doors supplied to the "ready-to-install" market through builders' merchants and other trade channels.

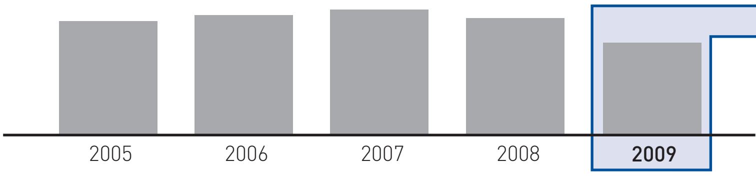
Hulamin at a glance

Revenue (R million)



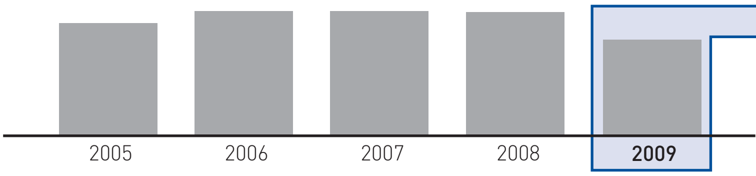
2009	**4 500**
2008	7 120
2007	6 568
2006	5 476
2005	4 163

Sales volumes (tons)



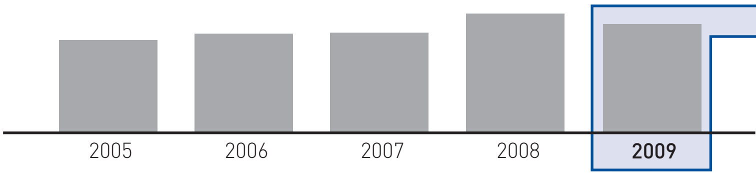
2009	**159 349**
2008	200 294
2007	213 475
2006	203 331
2005	191 716

Index of Rolled Products local sales volumes



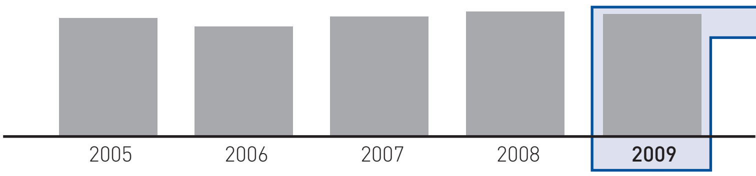
2009	**85**
2008	109
2007	110
2006	111
2005	100

Index of Rolled Products manufacturing costs inflation adjusted



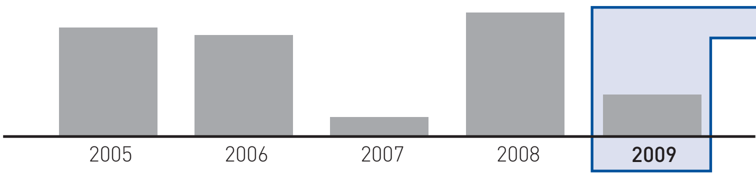
2009	**112**
2008	129
2007	109
2006	105
2005	100

Index of US$ rolling margins per ton



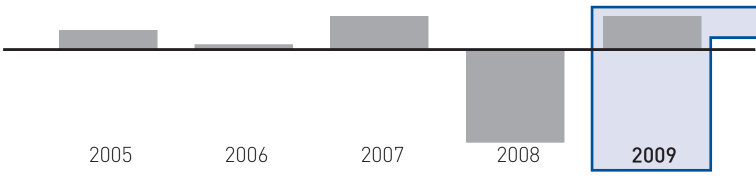
2009	**103**
2008	106
2007	102
2006	92
2005	100

Headline earnings per share (cents)



2009	**42**
2008	124
2007	18
2006	100
2005	107

Net cash flow before borrowings (R million)



2009	**338**
2008	(918)
2007	322
2006	43
2005	139

Hulamin statement of value

Our philosophy
Through the commitment to a common purpose we can forge our own destiny. Knowledge and attitude gives us power over our business challenges and personal circumstances.

Our business
We manufacture and market high quality rolled and extruded aluminium products which meet the needs of our customers in South Africa and internationally.

Our core purpose
Our core purpose is to consistently meet or exceed the reasonable expectations of our major stakeholders (which specifically include our employees, customers, suppliers, shareholders and the communities that surround us). We do this by creating value through the manufacture of high-value aluminium semi-fabricated products. In doing so, we contribute to the upliftment of the standard of living in the region. We achieve this by stimulating business activities associated with adding value to the large quantities of primary aluminium produced in the region and through pursuing related business opportunities within which we can further apply our capabilities.

Our vision
We continually seek to grow our business by satisfying the demands of our customers and supporting the growth of aluminium usage in our chosen market sectors. We aim, in our first ten years as a listed company, to double the size of our business. Our logo, the circle of synergy, shows our commitment to partnerships with our suppliers, customers and the communities in which we operate.

Our statement of value
We deliver on our promises.

Our promises
- Earn a reputation for excellent customer service;
- Generate respectable profits in our operations;
- Set the benchmark in our industry for safe and responsible manufacturing; and
- Assist all employees to uplift their skill levels.

Mutual respect
We treat each other as we would like ourselves to be treated. We respect the rights and fair expectations of others – this has particular importance in our diverse society.

Working safely and responsibly
Every employee has the right to work without fear or risk of personal injury and has the responsibility to work in ways that give the same right to fellow workers. Furthermore, every employee has the additional responsibility to ensure zero harm to our environment.

Honesty and integrity
We behave in ways that are ethical and result in trust, openness and fairness.

Customer value
We strive to exceed our customers' expectations.
We recognise that our customers have alternatives.
We strive to be our customers' first-choice supplier.

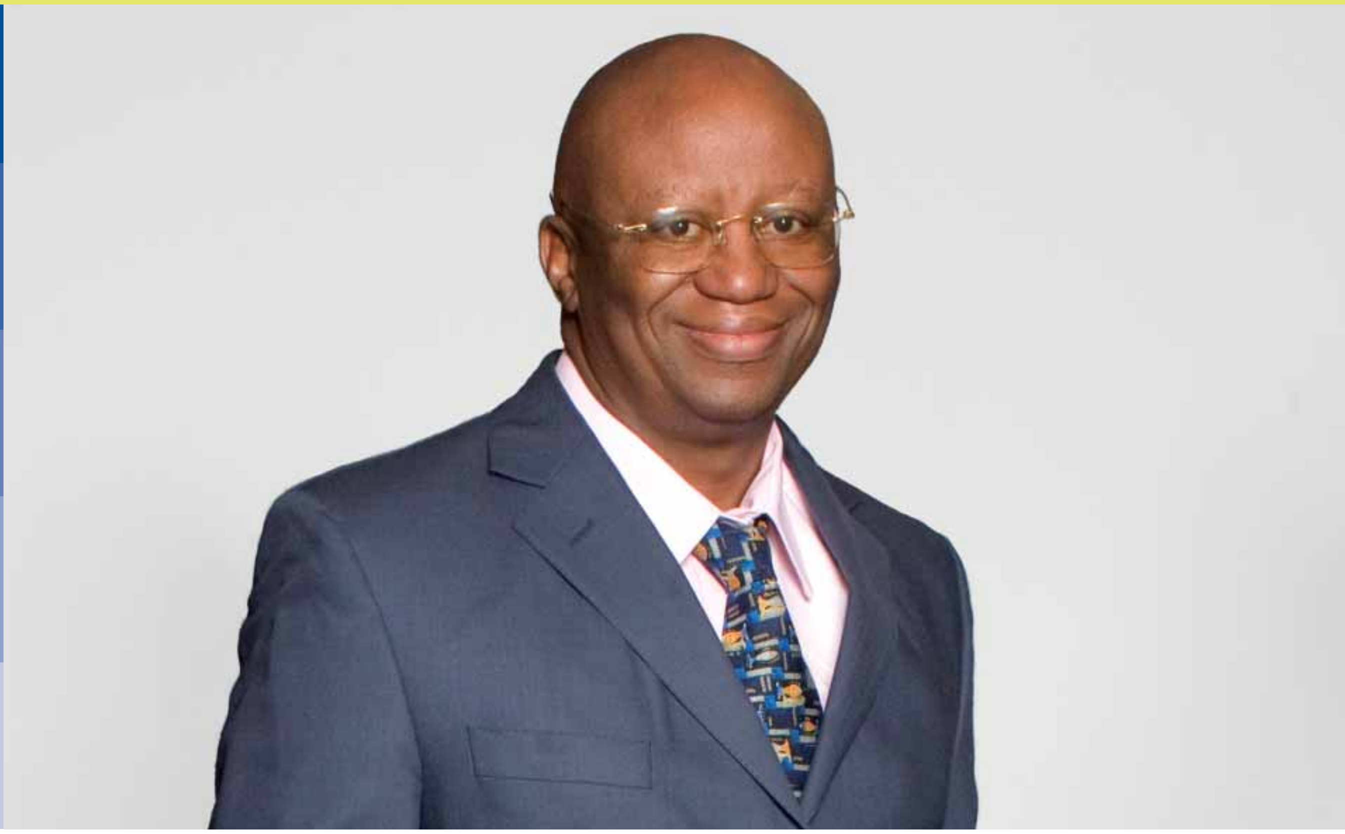
Teamwork
We are all team players. We achieve more working together than the total of everyone's efforts working alone. Our logo symbolises our commitment to teamwork.

The standards we set ourselves
Our success will be measured by the extent to which:
- We are respected and admired by all our stakeholders;
- We are regarded as an employer of choice;
- We are filled with pride in our achievements; and
- We make the world a better place.

Business objectives and deliverables

Business objective	Achievement
Achieve a return that exceeds the cost of capital	Hulamin's ROCE reduced from 7,9% in 2008 to 3,9% in 2009. The company expects to achieve a ROCE of 16% in the medium term.
Grow Rolled Products sales volumes	Although sales volumes declined from 180 000 tons in 2008 to 142 000 tons in 2009, the business remains well positioned to increase sales to full capacity of 250 000 tons in the medium term.
Enhance product mix	Rolled Products saw a deterioration in its mix of high value products from 63% of its sales in 2008 to 58% of its sales in 2009. The mix improvement trend, in place since 2003, is expected to resume in 2010.
Maintain a competitive cost structure	Specific cost reduction projects have generated sustainable cost savings approaching R80 million per annum.
Grow the local market	Hulamin's sales of rolled and extruded aluminium products in the local market declined by 20% in 2009 as a result of sharply weaker economic conditions.

Chairman's statement



Hulamin has again demonstrated its responsiveness and resilience in the face of the severe global recession that has had profound and wide ranging consequences since the second half of 2008. There is still much uncertainty regarding the likely extent and duration of a recovery in global economic activity. What changes will appear in the new world order post-2009 remains uncertain and Hulamin will have to remain focused and resourceful in order to regain lost ground and meet and exceed stakeholder expectations.

Hulamin exports approximately 70% of its output and was therefore significantly exposed to the impact of the recession. Most of Hulamin's markets have shown a moderate recovery and the company is again operating at levels close to those prevailing prior to the recession. This improved demand and the successful completion of its major expansion project towards the end of 2009 has therefore paved the way for Hulamin to regain its growth momentum achieved in recent years.

Shareholding

Anglo American had for many years held an indirect interest in Hulamin through its shareholding in Tongaat Hulett and in addition acquired a direct shareholding in 1996. This was a measure to support Hulamin's major expansion programme and evolution into a successful global player in the aluminium rolling industry. In July 2009, Anglo American disposed of its shareholding in Hulamin as part of its portfolio focusing process. The board wishes to record its appreciation for the valuable contribution that Anglo made as a shareholder in Hulamin for many years and also wishes to thank its new shareholders for their support and the confidence which they have shown in the business.

Sustainability
Hulamin continues to afford a very high priority and allocates increasing resources to all aspects of its sustainability initiatives.

Corporate social investment was at a record level in 2009 in spite of the impact of the global recession. Transformation and human resource development activities continued unabated and the investment in training again exceeded 4% of the payroll which is amongst the highest level in the country. Pipeline activities incorporating bursary schemes, learnerships and trainee development programmes were also expanded. The proportion of black managers increased to 56% of total management and there was sustained improvement in the employment of females and people with disabilities.

A new safety record of 2,4 million man hours without a lost time injury was achieved during the year while the expansion project was completed with an exemplary safety performance. Numerous initiatives to improve employee health are in place and the company allocates significant resources to the prevention and treatment of HIV/AIDS. Environmental improvement programmes are being continually enhanced and all the manufacturing sites meet the environmental requirements of the ISO 14001 standard.

Corporate governance
The directors of Hulamin are fully committed to the principles of sound corporate governance and, in particular, to engaging with all stakeholders with integrity, transparency, responsibility, fairness and accountability. In addition to its existing governance processes, Hulamin has started implementing the necessary processes to ensure compliance with the King III Report on Corporate Governance that was published in 2009.

During 2009, we completed a review of the terms of reference of a number of board committees and a performance review of each director, including the chairman, to ensure ongoing improvement in board effectiveness.

The full report on corporate governance for 2009 is found on pages 34 to 39.

Aluminium beneficiation
During 2009, BHP Billiton discontinued the supply of extrusion billet and announced their intention to discontinue the supply of rolling slab at the end of 2010. We are concerned and disappointed about the negative impact that these developments, together with similar other developments in recent years, will have on the prospects of developing a vibrant and growing downstream aluminium beneficiation sector which is a potential source of much needed employment and value creation in the region.

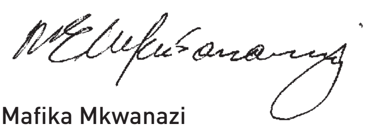
Appreciation
During the year, Messrs Philip Baum and John Williams resigned from the Hulamin board and we would like to record our acknowledgement of the valuable contribution that they made to the board. We were also pleased to announce the appointment of Mr Peter-Paul Ngwenya as a full member of the board and that of Ms Gonda Matyumza who will join the board with effect from 1 March 2010.

On behalf of the board I would like to thank the Hulamin team for their resilience through a very difficult period and for successfully re-positioning the business for further growth.

I would also like to thank my fellow board members for their support and guidance during the year.

Our Chief Executive Officer, Alan Fourie, has indicated his intention to retire during 2010. The Nomination Committee of the board has therefore commenced a process of appointing a suitable successor and I am confident there will be a smooth change of leadership.

Outlook
Hulamin remains well positioned to exploit the many opportunities available to it and to deliver attractive returns to shareholders and other stakeholders in the years ahead. It is however important for the business to optimise its capital structure to fund its growth and this matter is being reviewed taking into account a number of scenarios. Against this background, I look forward to a year of strong recovery and further progress.



Mafika Mkwanazi
Chairman

Chief executive's review

Hulamin is a competitive supplier of aluminium rolled and extruded products into the local and international markets. The company's consistent growth momentum in recent years was interrupted by the meltdown in the global economy, starting in the second half of 2008 and continuing throughout 2009. This sharp reduction in market demand necessitated a number of actions to rapidly reduce costs together with concerted efforts to rebuild sales. In order not to undermine the company's future skills requirements, the cost reduction measures successfully avoided retrenchments and other long-term negative impacts. As a result, Hulamin has been able to resume its growth trajectory in the final quarter of 2009 and continuing into 2010. Sales volumes and operating levels are being increased to levels achieved prior to the downturn, with the intention to fully utilise the additional capacity of the recently expanded facilities in the next three years.

Hulamin's competitive position is underpinned by its ability to operate at high levels of capacity utilisation with an attractive product mix, and by operating in a lower cost environment than many other players in the industry. The company expects further improvements in its profitability towards its ROCE target of 16% as it continues to grow its volumes while improving its sales mix and cost structure.

2009 financial performance

Market conditions for Hulamin's products in all market sectors were challenging in 2009, although some improvement was noted in international markets towards the end of the year. Sales were also affected to the extent of approximately 10 000 tons as a result of an unscheduled interruption to production at the Camps Drift hot mill in July due to the premature failure of a critical component.

Local demand and the global plate and brazing sheet markets remained weak throughout 2009, which led to a deterioration in the overall product mix. As a result, additional standard, distributor type product sales were taken on to replace weak demand for niche, high value products. Total sales volumes for the year reduced by 20% to 159 000 tons. This, together with the effect of a lower Rand aluminium price, resulted in turnover reducing from R7,1 billion to R4,5 billion.

Operating profit reduced from R465 million to R244 million. Earnings in the second half of the year showed some improvement over the first half despite the pronounced strengthening of the Rand against the US Dollar and the interruption to production. Attributable earnings for the year reduced from R268 million to R90 million and headline earnings per share reduced from 124 cents to 42 cents.

Operating cash flow of R962 million benefited from a R599 million reduction in working capital mainly as a result of inventory reductions, despite the recovery in sales volumes and a higher LME aluminium price, which rose sharply towards the end of the year.

The net cash flow after dividends and capital expenditure, which included the Rolled Products expansion that was completed during the year, amounted to R338 million. Net borrowings reduced from R1 747 million to R1 409 million, which amounts to 38% of equity.

The Hulamin board is assessing a number of alternatives to optimise the company's capital structure. This may include raising equity capital as more appropriate longer-term funding to support the continuing growth in rolled products sales. Consequently, the board has decided not to declare a dividend for the 2009 financial year.

Industry trends

Global demand for aluminium semi-fabricated products reduced sharply in most countries other than China, where demand increased by approximately 20%. This growth was driven by China's economy growing surprisingly robustly and the effect of stimulus measures in a wide range of sectors. Western world demand fell by approximately 17% and, having also fallen in the previous two years, 2009 demand was approximately 25% below the levels prevailing three years ago.

Against the background of this demand pattern, there is very little investment occurring in aluminium rolling capacity outside of China, where the increase in consumption is exceeding the growth in domestic supply.

The reduction in global demand in the last three years has placed severe pressure on Western producers, resulting in plant closures and rationalisation of facilities. Several of the major players have experienced operating losses in 2009, and remain unable to cover their cost of capital, a situation that is not sustainable.

In spite of weak end-use demand, the price of primary aluminium remains firm but has also shown considerably increased volatility. Global production at 38 million tons in 2009 exceeded consumption by approximately 3,5 million tons resulting in considerably higher inventories. Much of this metal appears to be locked up in financing contracts which is underpinning the firmer price bias.

The volatility in the aluminium price has also increased significantly in the last three years with prices fluctuating by more than 60% in the last two years compared with annual fluctuations in the order of 10% to 20% previously. This has necessitated increasingly sophisticated measures to protect earnings against the metal price volatility and has also had short-term consequences associated with the impact on working capital funding requirements.

Hulamin's strategy remains to target selected market sectors where it is able to compete successfully based on its technological capability and competitive cost position. It is one of the few Western suppliers that has expanded its capacity in recent years and the business is well positioned to benefit from improving global demand. Having withstood the severe contraction in demand in 2009 the business has resumed its growth momentum as a niche supplier in its chosen markets.

Rolled Products

The Hulamin Rolled Products strategy is to remain the preferred supplier in the Southern African region and to implement initiatives to grow regional demand for its products. The business is also a major supplier to a number of focused and niche export markets where it has a good reputation and where it has created opportunities to further grow its customer base.

Rolled Products sales in 2009 amounted to 142 000 tons, which was 21% below the 2008 level. Sales for the first three quarters were adversely affected by the sharp contraction in global demand, coupled with the effects of the unscheduled interruption to production at the Camps Drift hot mill in July. This interruption, caused by the failure of a drive coupling, affected sales by approximately 10 000 tons. Sales for the first nine months averaged an annualised rate of 130 000 tons, while sales in the final quarter increased sharply to an annualised rate of 190 000 tons. Capacity is fully committed for several months into 2010.

Sales of many high value products were severely affected and there was thus a significant shift in the overall product mix with a higher proportion of lower value standard products. Actions have been taken to reverse this trend, which remains a very high priority for the business.

Operating costs were reduced in response to the weaker demand but were not able to fully compensate for the lower volumes and adverse product mix, with the result that operating profit reduced from R453 million to R250 million.

Sales in the local market were severely affected by the difficult economic climate and reduced by 22%. Demand from the packaging sector reduced by 7% while sales into all other sectors reduced by 31%. There was some improvement in the final quarter with sales exceeding the corresponding period in 2008 by 24%.

Exports of can-end stock weakened as the year progressed and finished 22% below the previous year. The reduction was a consequence of gradually softening demand and the impact of the hot mill interruption. The global supply and demand for this product remains finely balanced and the medium-term outlook is encouraging. Contracts already secured for 2010 suggest that sales volumes will reach record levels this year. Measures are being implemented to create incremental capacity to accommodate further growth beyond 2010.

Sales of heat treated plate fell sharply as a consequence of weaker demand and increased global supply capacity coming on stream. The Hulamin M61 brand is, however, well recognised by the market, being superior in quality and processability. While the overall demand for heat treated plate remains weak, the M61 brand is gaining market share as customers seek to improve efficiencies.

Sales of foil products were slightly lower in 2009 as a consequence of interruptions associated with the installation and commissioning of the new foil mills. Foil sales are expected to increase sharply over the next three years as the new capacity is brought into operation.

The recently launched sales offices in the USA and Europe are now well established, enabling the business to take more control over its distribution channel, securing higher prices and gaining improved market intelligence. These structures also provide scope to enhance service levels and secure more profitable sales for the increased capacity from the recently expanded manufacturing facility.

Manufacturing performance suffered in the first half of the year as the reduced sales volumes necessitated disruptions to manufacturing continuity and changes in shift systems as well as other working arrangements. This situation was compounded by the hot mill interruption which necessitated changes in operating practices once the repair was concluded, pending redesign and further modification which will be completed in the first quarter of 2010.

Manufacturing costs reduced in 2009 as a consequence of lower volumes coupled with the continuing programme of sustainable cost improvements. This programme has been expanded into a wider operational excellence programme to improve manufacturing performance and consistency. While the current focus is primarily on process control, equipment maintenance and continuous improvement, the programme also addresses performance measurement, business processes, and operational management. The allocation of resources to this programme has been increased and widespread training has been carried out in respect of the objectives, tools and methodologies being applied in improvement initiatives. The cumulative benefits from this programme are approaching R80 million per annum and further benefits of similar magnitude are expected.

In recognition of its integrated approach to quality management, Hulamin received the overall SABS President's Award in October. This award is presented annually to the company which uses its SABS standardisation and certification services to best effect, with the intention of growing or improving, meeting business objectives and satisfying its customers' requirements. Hulamin has been certified by the SABS to ISO 9001, ISO 14001, OHSAS 18001 and ISO/TS 16949 standards, and is currently undergoing certification to ISO 22000 for its food packaging products.

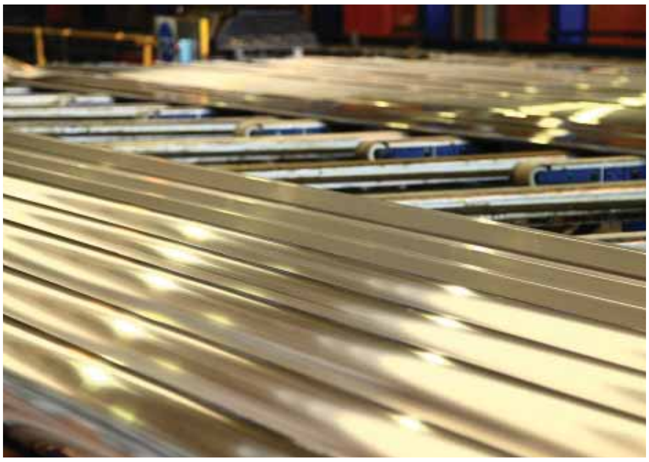
Scrap recycling issues that arose in 2009 have been resolved with sustainable improvements in place. As a result, Rolled Products inventory reduced in physical terms by 5 900 tons, which together with the lower Rand aluminium price resulted in a 25% reduction in inventory value. Debtors continue to reflect improvements following the changes to trading terms implemented during the last two years.

The growth and positioning of the local distributor network enabled Hulamin to conclude its sale of Hulamin Engineering Solutions during the year. This was a strategic disinvestment which has eased potential conflict with its loyal distributors who are playing a key role in growing the local market. Hulamin Containers and Hulamin Roofing Solutions continue as strategic investments and both achieved satisfactory sales and earnings.

Rolled Products expansion project

The Rolled Products expansion project was completed during the year and was officially opened by the Premier of KwaZulu-Natal, the Honourable Dr Zweli Mkhize on 24 November 2009.

The project was completed on schedule at a cost of R970 million, which was 2% over the original budget. The safety performance on this project was commendable, particularly as it was implemented in the midst of the



ongoing operations. Regrettably, there was one lost time accident in the two million hours worked which equates to an exceptionally low lost time injury frequency rate of 0,10.

The project addressed two major requirements, namely to increase total capacity and to improve the product mix. The investment in two twin roll casters and the upgrades of a hot and cold mill will result in the total Rolled Products capacity reaching 250 000 tons. The investment in two foil mills and a plate stretcher will increase capacity for sales of foil and plate products in order to improve the overall product mix.

The project assets are now fully integrated with the existing operations and are having a positive impact on the overall plant performance. The remaining tasks are associated with the ramp up of the foil mills to full capacity and the simultaneous migration towards higher volumes of light gauge foil. The project will also contribute to a reduction in unit costs thereby further enhancing Hulamin's competitive position.

Extrusions

Domestic demand for extruded products reduced sharply in almost all market sectors and particularly in the areas of residential and commercial construction. Total local demand is estimated to have reduced by more than 20%. Hulamin Extrusions has a number of initiatives in progress to increase its market penetration, and limited the reduction in local sales to 17%. Operating profit reflected a decline from R12 million to R5 million.

In September 2009, BHP Billiton discontinued the supply of extrusion billet from the Bayside smelter resulting in the need for local extruders to import their extrusion billet requirements. As a consequence, it is no longer viable to export value added extruded products and Hulamin Extrusions has accordingly discontinued its export activities.

Hulamin Extrusions remains the first choice supplier in those market sectors requiring more complex and larger extrusions and is also increasing its presence in the architectural sector where a number of growth initiatives are progressing well.

The local extrusion industry continues to be plagued by imports from China which are subsidised through an array of structures benefiting Chinese producers. This is a global problem and several countries in North America and Europe, as well as Australia, are now applying anti-dumping duties against imports of Chinese extrusions. By contrast the import duty into South Africa has now been reduced from 5% to 0% with effect from 24 July 2009. The local extrusion industry is therefore submitting applications to ITAC for an increase in the local import duty.

Supply of rolling slab and extrusion billet

As indicated above, BHP Billiton has discontinued the supply of extrusion billet to local extruders. They have also notified Hulamin of their intention to discontinue the supply of rolling slab from the Bayside smelter at the end of 2010. Thereafter, BHP Billiton will only produce aluminium in formats least suitable for further downstream processing.

In order to meet its requirement for rolling slab, Hulamin has therefore commenced an investment project at its Camps Drift site which will replace approximately forty percent of the rolling slab previously supplied from BHP Billiton by the end of 2010. Several other projects, including the recommissioning of older slab casting facilities, are at various stages of design and these projects, together with the possibility to import a limited quantity of rolling slab, will enable Hulamin to continue to grow its Rolled Products sales to its target level of 250 000 tons per annum.

Prospects

Following the completion of the Rolled Products expansion project, Hulamin is now well positioned to further grow its sales volumes, improve its product mix and achieve further cost improvements in pursuit of its drive to achieve an attractive return on capital employed. The company expects improvements in this regard in 2010. The longer-term rate of growth in sales and earnings will be impacted by the strength of the global economic recovery, the final resolution of the rolling slab supply issues, and the relative value of the Rand against the major currencies.

Alan Fourie
Chief Executive Officer

Directorate

Mafika Mkwanazi

Lungile Cele

Vusi Khumalo

Thabo Leeuw

JB Magwaza

Mafika Edmund Mkwanazi (55)
Independent Non-executive Chairman
Member of the Remuneration and Nomination Committee
Businessman and director of companies
BSc (Mathematics); BSc (Engineering);
Management Development Programme (MDP);
Strategies of Successful Business Management

Mafika has held various business positions including chief executive officer of Metro Rail Services from 1995 to 1996, executive director of Spoornet from 1996 to 1998, managing director of Transnet from 2000 to 2003, chairman of Western Areas, Letseng Diamonds and Orlyfunt Holdings from 2003 to 2006, and he is also the chairman of the BEE entity Shamsko Investment Holdings. Other directorships he holds include Stefanutti & Stocks and the South African Bureau of Standards. He was appointed to the Hulamin board in 2007.

Lungile Constance Cele (56)
Independent Non-executive Director
Chairman of the Transformation Committee
Member of the Audit Committee
Businesswoman
BCom; Post Grad. Dip Tax; MAcc (Taxation);
Executive Leadership Development Programme (ELDP)

Zee practices as a tax consultant and financial accountant and has been running her Durban-based business, Tax Solutions CC, since 1989. She serves on the boards of Eskom, Combined Motor Holdings, Three Cities Investments Limited and Sport For All Franchising. Zee is a commercial member of the Tax Court and is a member of the Standing Advisory Committee on Company Law. She was appointed to the Hulamin board in 2007.

Vusi Noel Khumalo (47)
Non-executive Director
Member of the Remuneration and Nomination Committee
Senior manager: Industrial Development Corporation
BCom; BCompt (Hons); CA (SA);
Global Executive Development Programme

Vusi joined the IDC in 1998 and in his current position is responsible for managing IDC's investment portfolio. His directorships include Atlantis Forge, Ernani Investments and Golden Frontiers Citrus. He was appointed to the Hulamin board in 2006.

Thabo Patrick Leeuw (46)
Independent Non-executive Director
Chairman of the Audit Committee
Executive director: Thesele Group
BCom (Accounting); BCompt (Hons);
Management Advancement Programme (MAP)

Thabo is the executive director and founder shareholder of Thesele. He served articles at Deloitte & Touche, and has held financial management positions in Afric Oil (a subsidiary of Worldwide Africa Investment Holdings), Oceana Fishing, National Sorghum Breweries and Old Mutual Employee Benefits. He joined Cazenove SA in 1998 as a research analyst, in 2002 he became a director of Cazenove SA and in 2004 became a director of Cazenove Group Plc. He also serves as non-executive director of Sentech Limited and of Prudential Portfolio Managers SA and is also a member of the Eskom Pension and Provident Fund's Strategic Investment Committee. He was appointed to the Hulamin board in 2007.

Johannes Bhekumuzi Magwaza (67)
Non-executive Director
Chairman of the Remuneration and Nomination Committee
Member of the Transformation Committee
Director of companies
BA (Psychology & Social Anthropology); MA (IR); Dip (IR); Dip (PM)

JB joined Hulett Sugar in 1975, becoming personnel director for Hulett Refineries in 1988. He was appointed personnel director for Hulamin in 1992 until he became an executive director of Tongaat Hulett in 1994. He retired in 2003 but remained on the board in a non-executive capacity and was appointed Chairman in 2009. His directorships include Nedbank, Dorbyl, Rainbow Chickens, Mutual and Federal, Imbewu Capital Partners and Anlgo American South Africa. He was appointed to the Hulamin board in 2007.

Nomgando Matyumza Peter-Paul Ngwenya Peter Staude Alan Fourie Charles Hughes Moses Mkhize

Nomgando Nomalungelo Angelina Matyumza (46)
Independent Non-executive Director
Member of the Audit Committee
BCom; BCompt (Hons); CA (SA); LLB
Ordained Minister of Religion

Nomgando has held various positions in financial and general management and was employed between 1994 and 2004 at Petronet, firstly as financial manager and then as deputy CEO from 1999 to 2004. From 2004 to 2008 she was employed at Eskom Distribution as general manager for the Eastern Region.

Nomgando is presently an ordained Minister of the African Methodist Episcopal Church at Umlazi, KwaZulu-Natal. She is a director on a number of boards, including Transnet Limited, Wilson Bayley Holmes-Ovcon Limited and, with effect from 1 February 2010, Cadiz Holdings Limited. She was appointed to the Hulamin board with effect from 1 March 2010.

Sibusiso Peter-Paul Ngwenya (56)
Non-executive Director
Executive chairman: Makana Investment Corporation
BCom (Hons)

Following his release from Robben Island in 1991, Peter-Paul joined Engen and later South African Breweries. In 1997 he joined Makana Trust, where he is a founding trustee and former chairman. He later co-founded Makana Investment Corporation of which he is the current executive chairman. Peter-Paul is the treasurer of the Ex-Political Prisoners Committee. He is also the chairman of South African Airlink, Heart 104.9 and Igagasi 99.5 radio stations and Sebenza Forwarding and Shipping Consultancy. He was appointed to the Hulamin board in 2007 as an alternate to Johannes Bhekumuzi Magwaza and a full director of Hulamin in October 2009.

Peter Heinz Staude (56)
Independent Non-executive Director
Chief executive officer: Tongaat Hulett Limited
BSc (Ind Eng) (Hons) (cum laude); MBA.

Peter lectured at the University of Pretoria before joining Hulamin in 1978. In 1990 he became managing director of Hulamin Rolled Products and in 1996 managing director of Hulamin.

He was appointed chief executive officer of Tongaat Hulett in 2002. Peter was chairman of the Hulamin board from 2002 to July 2007. He is also chairman of Trade and Investment KwaZulu-Natal.

Alan Fourie (60)
Chief Executive Officer
Member of the Transformation Committee
BCom; BCompt (Hons); CA (SA); MBA

Alan joined the Tongaat Group in 1979 and became financial director of Hulamin in 1985, managing director in 2002 and chief executive officer in 2007. He was appointed to the Tongaat Hulett board in 2002, from which he resigned following the unbundling of Hulamin in 2007. He is also a director of a number of subsidiaries of Hulamin.

Alan has indicated his intention to retire as Chief Executive Officer of Hulamin during 2010. The process to appoint a successor has commenced under the auspices of the Remuneration and Nomination Committee of the board and will incorporate a suitable transitional period. The date of Alan's retirement and the appointment of his successor will be announced in due course.

Charles Daniel Hughes (54)
Chief Financial Officer
BAcc; CA (SA)

Charles joined Hulamin in 1979 and was appointed financial director of Hulamin in 2003 and chief financial officer in 2007. Charles is also director of a number of Hulamin subsidiaries.

Moses Zamani Mkhize (48)
Executive Director: Foil Products
BCom (Hons); Higher Diploma (Electrical Engineering)

Moses joined Hulamin in July 1982, was appointed Hot Mill production manager in 1989 and Foil Mill manager in 1994. In 1997 he became a director of Hulamin Rolled Products and in 2000 he was appointed a director of Hulamin. He is also a director of a number of subsidiaries of Hulamin.

Executive Committee

Alan Fourie | Charles Hughes | Moses Mkhize | Frank Bradford | Richard Jacob

Alan Fourie (60)
BCom; BCompt (Hons); CA (SA); MBA

After four years with the Tongaat Group, Alan became financial manager of Hulamin in 1983 and financial director in 1985. He assumed responsibility for the Commercial Products businesses in 1997, was appointed managing director in 2002 and chief executive officer in 2007. He is also a trustee of the Tongaat Hulett Pension Fund.

Charles Hughes (54)
BAcc; CA (SA)

Charles has been with Hulamin since 1979 and was appointed to the board in 2003 and as chief financial officer in 2007. He is responsible for the financial, information technology and procurement affairs of the company and is on the board of Hulamin Extrusions and is a trustee of the Tongaat Hulett Pension Fund.

Moses Mkhize (48)
BCom (Hons); Higher Diploma (Electrical Engineering)

Moses started his career with Hulamin in 1982, and was appointed to the board in 2000. Moses is responsible for the foil operation of Hulamin Rolled Products and for the downstream business, Hulamin Containers. Moses has held a broad range of operational management positions.

Frank Bradford (49)
BSc (Engineering); Graduate Diploma in Engineering (GDE); MBA

Frank's career at Hulamin spans 17 years. He is responsible for sheet and plate products in Hulamin Rolled Products. This includes responsibility for brazing sheet, heat treated plate and general engineering products. Also in Frank's portfolio is responsibility for metal contracts, distribution, logistics and commercial contracts.

Richard Jacob (44)
BSc (Engineering); MBA

Richard joined Hulamin in 1990, and is responsible for the coated products business in Hulamin Rolled Products, which includes responsibility for can-end stock and painted products. Richard is also responsible for the communication and investor relations functions at Hulamin and for Hulamin Roofing Solutions.

Colin Little Kenneth Mshengu Wolfgang Ortner Doug Timmerman

Colin Little (53)
BSc (Engineering); Pr Eng; MBA

Colin joined Hulamin in 1998 and is responsible for Hulamin Extrusions as well as for Hulamin Building Systems, the downstream stocking and building products business. He also oversees Hulamin's interests in Almin Metal Industries in Zimbabwe (a joint venture with Zimbabwe's IDC) and in Richards & Barlow (a joint venture with Duro Pressings in the architectural finished products market).

Kenneth Mshengu (57)
BA; HDPM; Industrial Relations Diploma (IRD); Executive Business Programme (EBP)

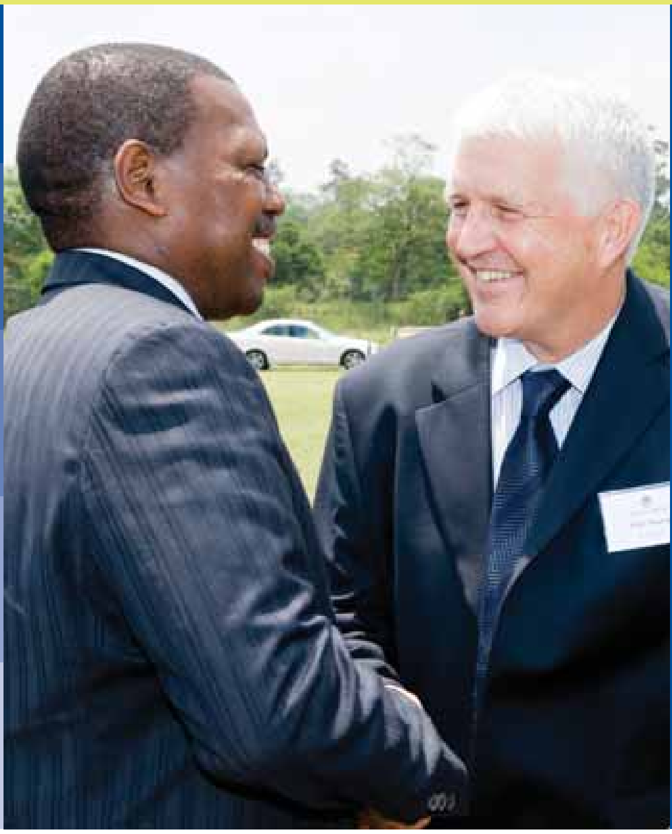
Kenneth's career at Hulamin started 19 years ago, in the Human Resources function of Hulamin, for which he now has responsibility. He is also on the board of Hulamin Extrusions. Kenneth is also responsible for the Corporate Social Investment portfolio and is a Trustee of the Tongaat Hulett Pension Fund.

Wolfgang Ortner (49)
Metallurgist; Management Development Programme (MDP)

Wolfgang joined Hulamin in October 2007. He is responsible for Hulamin's international marketing activities in Europe and North America. Wolfgang has held a broad range of management positions at ALCOA and then AMAG Rolled Products, where he was a senior executive. He currently resides in Austria.

Doug Timmerman (55)
Mechanical Engineer; T4 Diploma; Government Certificate of Competency (GCC); Management Development Programme (MDP)

Doug started working for Hulamin in 1978 and his core responsibilities are the remelt, hot and cold rolling operations in Rolled Products. Doug is also responsible for engineering, planning, technology, the integration of all the manufacturing areas of Rolled Products, and leading the expansion project approved in 2006.



Message from the Chief Executive

As the world emerges from the economic crisis of 2008 and 2009, the importance of sustainability issues continues to gain momentum. This past year has been particularly challenging, yet through it all, we have remained true to our values and most importantly, we have increased our focus on value for all our stakeholders.

Hulamin plays many significant roles in our industry, our community and in our country. Not only is our own sustainability important, but we recognise that we impact on the sustainability of many of our stakeholders. We understand the gravity of these responsibilities and are committed to making positive contributions in all the roles we play.

We have taken a number of important steps forward in our sustainability endeavours as we progress towards meeting and exceeding the expectations of stakeholders. We are therefore proud to present our third sustainability report as a JSE listed company.

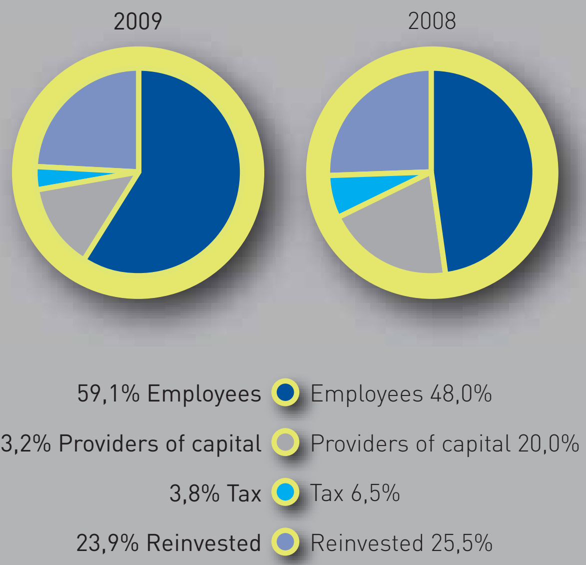
Alan Fourie

ECONOMIC VALUE

Value-added analysis

	2009 R'000	2008 R'000
Turnover	**4 499 582**	7 119 973
Bought-in materials and services	**3 422 944**	5 893 548
Value added by operations	**1 076 638**	1 226 425
Applied as follows:		
To pay employees		
Salaries, wages and benefits	**636 140**	588 965
To pay providers of capital	**142 350**	245 520
Interest on borrowings	**113 813**	118 253
Dividends to ordinary shareholders	**28 537**	127 267
Taxation	**40 911**	79 527
Re-invested in business	**257 237**	312 413
Depreciation	**197 733**	176 354
Retained earnings	**59 504**	136 059
	1 076 638	1 226 425

ANALYSIS OF VALUE DISTRIBUTED



STATEMENT OF VERIFICATION

Hulamin recognises the importance of the sustainability report and therefore requires all content and quantitative data included in this report to be approved by the senior management of each department supplying the information, prior to review and approval by certain executive committee and board members. Particular emphasis has been placed on ensuring that the report reflects a complete and fair picture of sustainability issues impacting the group.

The information provided in this report has been subject to an internal verification process which has been based on the following objectives:

- Accuracy and completeness of data; and
- Reliability of ratios and computations compiled from underlying data.

Information on financial performance, to the extent that it is included in the group financial statements, has formed part of the external audit of the group's financial accounts.

SOCIAL RESPONSIBILITY

Enterprise development

Hulamin's enterprise development (ED) objective is to facilitate the development of sustainable businesses that will create jobs and add stimulus to the local economy. Hulamin is committed to this process by providing business opportunities to new enterprises and support for Small, Medium and Micro Enterprises (SMMEs) through the provision of professional, financial and logistical support as well as various startup support services. An important element of enterprise development is the emphasis on the value chain, where Hulamin has influence to create roles for new businesses as customers or suppliers.

Responsibilities

The Black Economic Empowerment (BEE) Review Committee coordinates activities of enterprise development as well as procurement activities and reports to the Transformation Committee, which is a sub-committee of the board. AQRate, an accredited verification agency, verifies records of enterprise development activities.

Strategy

Enterprise development strategies and activities are mandated by the BEE Review Committee at quarterly reviews, where feedback is provided on ED performance against targets, resources are allocated and fresh mandates are provided. While ED is a core element of Hulamin's BEE efforts, the company also recognises the practical difficulties this entails and specialist skills it requires. As a result, Hulamin has developed a long-term partnership with the Business Support Centre (BSC), a non-governmental organisation which is well equipped to facilitate ED, providing a far broader impact than Hulamin can achieve on its own. Hulamin supported the BSC to the extent of R275 000 in 2009, and a cumulative total of almost R600 000 since 2006.

Targets and performance against targets

Targets for 2009:

- Establish five new black business enterprises to provide Hulamin with goods and services; and
- Provide business support to existing Hulamin contractors to maintain or increase business with Hulamin.

Five enterprises were established during 2009, viz:

- Mobeni Welding – engineering;
- Bheka Phambili – industrial floor cleaning;
- Khulani Trading – industrial floor cleaning;
- Ziyanda Construction – construction; and
- Dudu Chacha Canteen (30% stake in Capital Caterers).

In 2009, Hulamin also developed, nurtured and mentored 22 SMMEs whose collective turnover is in excess of R28 million, an increase from R25 million in 2008. These beneficiary businesses employ 320 workers on a permanent basis which corresponds to 12% of Hulamin's total complement.

Successful Enterprise Development facilitated by Hulamin in 2009

- Mobeni Welding was initially contracted by Hulamin to fabricate up to eight magnesium cages per month, yielding an estimated turnover of R400 000 per annum. The contract has resulted in Mobeni Welding employing three additional staff members and relocating to larger production premises in close proximity to Hulamin.

- Hulamin has facilitated the business working relationship between HB Interiors and John Majola, who provides various services including aluminium fabrication, design and interior decoration services. He has increased his staff complement from six to fifteen between 2006 and 2009 and turnover to more than R500 000 per month in the same period.
- TWDM (founded and operated by Thokozani Dlamini and William Mworosi from New Hanover, near Pietermaritzburg) is a supplier of pallets and boxes to Hulamin, largely destined for our export markets. Established in 2004, TWDM faced a number of challenges which almost led to their closure in 2007. TWDM was awarded initial contract work amounting to R110 000, increasing to R1,2 million in 2009. TWDM now employs 16 people.

Business Support Centre (BSC) 2009 achievements

- The BSC supported over 50 small businesses to become compliant with statutory requirements. This included initiating quality management systems, human resource contracts and payroll systems.
- The BSC registered over 90 new businesses in 2009, attending to all their statutory requirements.
- The BSC coordinated in excess of 20 BEE Verification Certificates for SMMEs.

2009 SABS President's Award presented to Hulamin Rolled Products

Preferential procurement

Hulamin's policy is to encourage the economic empowerment of black South Africans and support business relationships with other companies, which actively pursue sound employment equity and black economic empowerment programmes. These objectives are achieved through the preferential procurement programme.

Hulamin promotes the development of black owned businesses and in particular African wholly owned entities as preferred suppliers. Expenditure with these businesses is tracked over time, from which targets are set and performance is managed.

To achieve its Preferential Procurement objectives, Hulamin ensures that:

- Black businesses are sought as suppliers of choice;
- Hulamin subsequently works closely with these suppliers to assist them to achieve their goals;
- Non-BEE suppliers are encouraged to improve their own BEE ratings with the objective of becoming BEE suppliers to Hulamin; and
- All suppliers are also encouraged to seek opportunities to create partnerships or other interactions, in order to affect a skills and knowledge transfer to BEE enterprises.

In addition to its objective of developing black business in general, Hulamin actively seeks African entrepreneurs who have the potential to grow into successful suppliers.

All contracts with preferred suppliers, including African SMEs (Small and Medium Enterprises), are concluded on regular commercial terms, ensuring that all suppliers meet Hulamin's requirement for the best value package, comprising price, quality, service, delivery performance, Safety, Health and Environment and payment terms.

In order to achieve the objective of developing African SMEs, Hulamin commits to the following:

- In assessing competing suppliers, Hulamin gives preference to African SMEs which present a value package that is equivalent to non-African SMEs. This applies particularly to African SMEs from the communities within which Hulamin operates;
- Hulamin actively seeks out African SMEs and encourages them to become suppliers to Hulamin. This is achieved through a database of potential suppliers, as well as working through organisations such as the Business Support Centre; and

Hulamin Operations Director,
Doug Timmerman, receives the 2009
President's Award from CEO of SABS,
Dr Bonakele Mehlomakulu

- Hulamin seeks to work closely with African SME suppliers who would benefit from exposure to Hulamin's technical and management skills, with the goal of encouraging skills transfer and a more competitive supplier base.

Responsibilities

The Procurement Review Committee, chaired by an executive director, oversees the company's progress in preferential procurement.

The committee is responsible for strategy and planning, approving suitable supply opportunities, reviewing results and supplier performance, approving additional suppliers and any preferential terms.

AQRate, a SANAS approved accredited BBBEE rating agency, verifies Hulamin's preferential procurement records.

Strategy

Hulamin's objective of developing African SMEs is pursued through the involvement of all Hulamin's employees. The procurement department consults broadly in all areas in identifying and structuring supply opportunities that will suit African SMEs and in the further development of these suppliers.

Major contracts included in Hulamin's preferential procurement programme include liquid petroleum gas, dross processing, road transportation, information technology systems management, export containerisation, freight forwarding and clearing services.

2009 Performance

Due to the nature of its business, Hulamin sources 53% of its purchases in the form of aluminium metal from the local aluminium smelter, BHP Billiton. This amounted to R2,5 billion in 2009. During this period BHP Billiton was a level 8 supplier, allowing 10% of the invoice amount to be classified as BEE expenditure.

In 2009, Hulamin spent R1,14 billion in total with BBBEE enterprises. Of this total, R195 million was spent with Qualifying Small Enterprises (QSEs), R132 million on black enterprises and R16 million with black woman owned businesses.

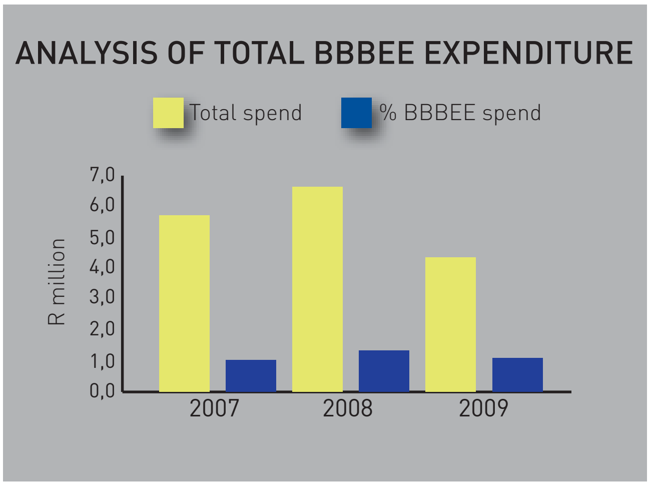
BBBEE expenditure now represents 26% of total expenditure for 2009 (after exclusions such as imported goods and services) and shows a significant increase on the 18% in 2007 and the 22% in 2008.

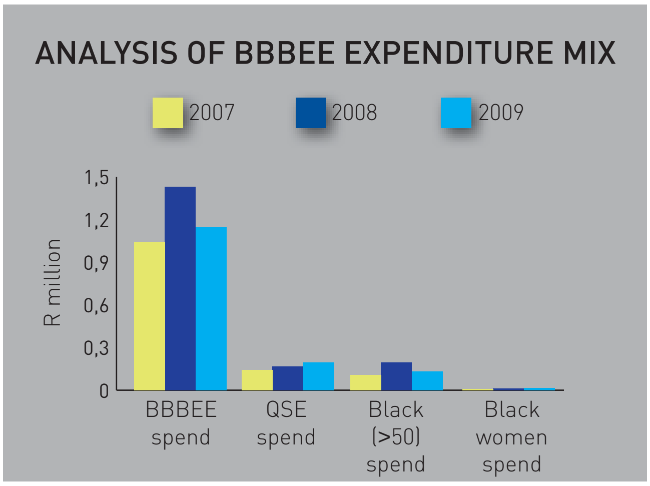
Notwithstanding the significantly lowered overall expenditure, Hulamin grew QSE expenditure by 17,25%, and with black women by 31% in 2009.

As a result of the lowered overall expenditure, Hulamin's 2009 target of R42 million to be spent with wholly African owned entities was reduced to R32 million. Expenditure with wholly owned African entities at year 2009 stood at R25,2 million, representing a target shortfall of R6,8 million.

Hulamin BBBEE expenditure report – 2009

Total spend	All BBBEE spend	QSE spend	Black (>50%) spend	Black woman spend	% of BBBEE spend
4 363 952 601	1 144 748 016	195 624 159	132 032 320	16 105 813	26,23%





Corporate Social Investment (SCI)

Hulamin contributes to improving the quality of life of the people who live in the communities in which it operates, with particular focus on historically disadvantaged communities. Its efforts are focused on education, HIV/AIDS and health, skills development, poverty alleviation and welfare, environment and crime prevention. Hulamin regards itself as a partner, cooperating with communities in order to make an impact in selected projects.

Responsibilities

The Chief Executive is ultimately responsible for CSI, but delegates responsibility to the Human Resources executive, who leads the portfolio.

CSI is verified by an independent and accredited verification agency, AQRate. In this regard AQRate has been re-appointed to conduct a verification exercise for the year 2010.

A CSI Committee meets quarterly to facilitate the implementation of CSI strategies, set targets and review progress.

Strategy

The Hulamin board, employees, their families, local and national community-based organisations (CBOs) and non-governmental organisations (NGOs) and surrounding communities are the CSI stakeholders.

Hulamin frequently engages with local stakeholders, most often receiving requests for assistance from local organisations. Following initial assessment, members of the CSI team consult with potential beneficiaries to evaluate needs, the impact on the community, and to ensure their requests are feasible, and fall within the Hulamin CSI strategy. Hulamin is an integral part of its communities. Its employees generally live in surrounding areas and engagement with and investment in the local community is thus an important symbiotic relationship.

2009 Contributions

Hulamin contributed R1,5 million towards CSI projects in 2009, which represents 1,6% of profit after tax against a target of 1,0%. Of this, R735 000 or 49% was spent on major projects or donations, with the balance 15% on education, 6% on community development and the remaining 30% spread between various sectors including HIV/ AIDS, poverty alleviation and other health-related organisations.

Hulamin also supported major projects in partnership with or made major donations to the following organisations: Lifeline and Rape Crisis, Pietermaritzburg Community Chest, Business Fighting Crime, Business Support Centre and Protec (Programme for Technological and Engineering Careers).

Employee donations

Voluntary payroll deductions are processed in respect of employees who wish to make a donation to the Community Chest.

Employees also offer their expertise and services to community-based organisations such as the Business Support Centre, Community Chest and Protec.

Hulamin employees participate in the collection of toys for needy children during December. The toys that are collected are distributed to children in the greater Pietermaritzburg region only, predominantly in the informal settlement area known as "France".

ENVIRONMENT

Hulamin's Safety, Health and Environmental (SHE) Policy is based on the philosophy of continuous improvement. This policy is widely communicated via notice boards, meeting rooms, on the intranet, and other media. In line with the increasing prominence of global warming and climate change issues, Hulamin's environmental policy has shifted towards a more holistic approach, with a focus on carbon footprinting, consumption reduction and emission prevention. This revised strategy has progressed significantly during 2009, with the development of a strategic framework for carbon, water and waste footprints.

Responsibilities

Although environmental issues are the responsibility of all employees, management responsibility is coordinated through the Hulamin Safety, Health and Environment Committee, which is an Executive Committee and which meets on a quarterly basis. The Hulamin SHE Committee sets targets, monitors performance and allocates resources. Hulamin is ISO 14001 certified and is audited annually by the SABS on this environmental management system to ensure compliance with the statutory requirements and alignment with best practices.

Strategy

Hulamin recognises both the short and long-term risks inherent in environmental performance. The ISO 14001 environmental management system forms the framework for Hulamin's approach to environmental issues and includes the following processes:

- Impact assessment;
- Legal review;
- Incident management;
- Training;
- Emergency preparedness;
- Corrective and preventive action;
- Inspection and audits; and
- Management review.

Verification
Hulamin employs the services of environmental consultants to conduct audits and establish a legal register.

Environmental training
Hulamin runs specific environmental training programmes tailored to its needs and risks, including managing spills and general environmental awareness. The training course on spills was conducted ten times in 2009 and environmental awareness training conducted four times.

Environmental incidents
Hulamin records both environmental incidents and non-conformances. Environmental incidents occur when spills take place, emission levels are exceeded etc., whereas non-conformances are unplanned events that could, but have not, led to incidents. During 2009, 26 incidents and 12 non-conformances were recorded. No prosecutions, fines or similar official sanctions were received by Hulamin in 2009.

The following are key environmental parameters for Hulamin and are closely measured and/or monitored:

Effluent discharge
Effluent is treated on site before being discharged into the municipal sewer pipelines. The discharges are monitored according to local bylaws, schedules and permit requirements. The major focus area in 2009 was the reduction of sulphate levels, where first-time targets were set for both Edendale and Camps Drift sites of 500 mg/litre and 1 000 mg/litre respectively. Against these targets, Hulamin achieved 1 000 mg/litre and 900 mg/litre respectively. A number of steps were taken to reduce sulphur content including changes to the chemical make-up of coagulants/flocculants as well as other process variables.

Storm water oil contamination
This involves the control of offloading, transportation and filling/decanting practices in order to prevent any spillages and consequent contamination into storm water systems. A target of 20 mg/litre was set, but on publication of the National Water Act in November 2009, this was revised down to 2,5 mg/litre. An average contamination rate of 17 mg/litre was achieved. As a result, a number of projects were initiated, including a four interceptor pit system, designed as catchment pits for skimming any soluble substances. This project was started in 2009 and is due for completion in 2010. Hulamin works closely with DUCT (Duzi Umngeni Conservation Trust, an NGO working for the renewal of the Msundusi and Mgeni rivers) and also sponsors and participates in its annual cleanup project.

Air quality
The rising profile of climate change has resulted in Hulamin initiating a formal carbon footprint programme in 2009 across all business units thus replacing the historical focus on direct emissions from stacks. Hulamin subscribes to the Carbon Disclosure Project for providing carbon dioxide equivalent emissions information and is a member of the Pietermaritzburg Environmental Forum, managed through the Pietermaritzburg Chamber of Commerce.

Fuel usage
Hulamin's primary energy source is gas. Usage of LPG (liquid petroleum gas) and LSO (low sulphur oil) is measured and converted by means of recognised emission factors into sulphur dioxide and carbon dioxide equivalents.

	Energy consumption rate	Total emissions (CO_2 equivalent)
LPG		
2009	**2,20 GJ/ton**	**69 277 MT**
2008	2,55 GJ/ton	91 680 MT
LSO		
2009	**3,22 GJ/ton**	**6 110 MT**
2008	4,24 GJ/ton	23 721 MT

Career development programme aligns
individual aspirations with business needs

A number of projects were implemented in 2009 to reduce energy consumption, including:

- Real time gas consumption measurement to identify energy losses;
- A focus on operational procedures including metal charging, alloying and melting cycles in order to reduce heat loss;
- Revised maintenance procedures for burners; and
- Although not only driven by energy consumption objectives, closure of the less efficient Edendale rolling slab casting facility also contributed to lower LSO consumption.

Electrical consumption

Consumption is measured to determine opportunities for improving energy efficiency and to determine the impact on the carbon footprint.

Hulamin's four-year electricity consumption is shown in the graph below. This represents the Pietermaritzburg sites of both Hulamin Rolled Products and Hulamin Extrusions, representative of over 90% of Hulamin's consumption.

Energy consumption is measured per unit of output. Due to the low demand for aluminium rolled products in 2009 and the consequent drop in manufacturing throughput, the increase in unit electricity consumption was driven by fixed base electricity demand across a number of machine centres.

The energy efficiency improvements shown above are due to a large number of small initiatives, larger capital expenditure projects and some structural changes in the business, which were completed or undertaken in 2009:

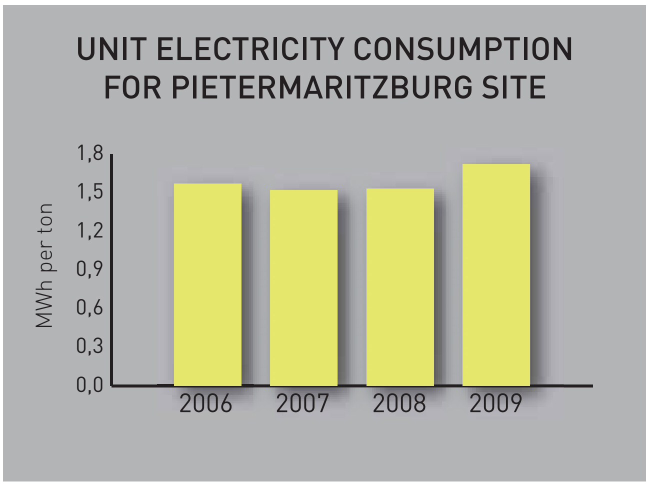
- Small projects include timers to switch off factory lights during the day, and reduced use of air conditioning, water heaters and cooling fans;
- Examples of capital expenditure projects are: the replacement of reciprocating compressors with much more efficient screw type compressors, installation of variable speed drives on large pumps and fans so that they only run as needed by the process and not continually, and a major project to replace factory lighting with energy efficient flourescent fittings;
- The installation of continuous casters during the recent expansion project saves electricity by eliminating the energy intensive scalping, ingot preheating, and hot rolling processes; and
- A new electricity consumption management system was installed on site that provides detailed electricity usage data by machine centre.

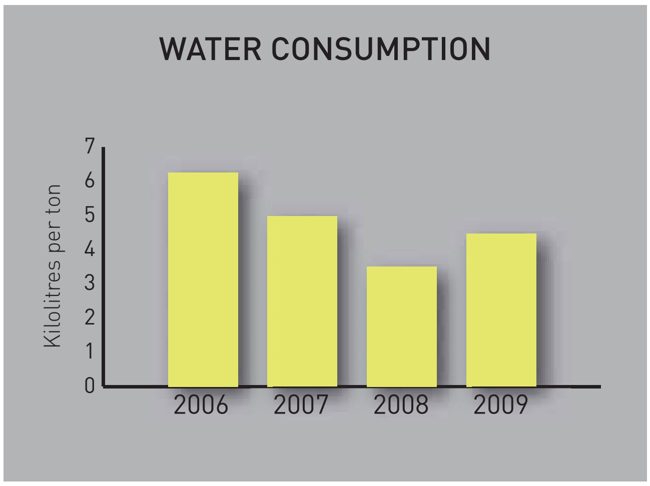
Water consumption

Based on 2009 production volumes, Hulamin's consumption of water was 4,47 kl/ton produced. Usage over the past four years is shown in the graph below.

The disruption to continuous operation in 2009 (due to the reduced demand effects of the financial crisis and the start up of Hulamin's expansion project) resulted in an increase in unit water usage, although this is expected to improve again in 2010.

Focus for 2010 will also be placed on departmental water measurement in order to measure individual water saving projects.





Waste disposal

The management of all solid waste streams leaving site for disposal or recycling is outsourced. Progress was made in 2009 in the reduction of aluminium hydroxide skip disposal from the central effluent plant, reducing from 200 tons per month in 2008 to 128 tons per month in 2009.

A total of 60 tons of waste was recycled in 2009 with a CO_2e saving of 116 tons.

EMPLOYEE PARTICIPATION AND REPRESENTATION

Employees are key to all aspects of Hulamin's performance and future success. Hulamin's employee representation strategy is based on open communication and consultation with its employees and their representatives.

Responsibilities and structures

Responsibility for employee relations lies jointly with the Human Resources executive and line management. Communication with employees and their representatives takes place regularly and at various levels, including the Departmental Action Forums (DAFs), where employees meet with line management, and the Employee Relations Committee where employee representatives meet with senior management.

Policies and procedures

Hulamin's grievance and disciplinary policies and procedures are in place. These are guidelines for both employees and management when dealing with disciplinary and grievance procedures in the workplace and are given to all employees on commencement of employment.

Strikes and disruptions

No time was lost due to work stoppages, strikes or stay-aways during 2009.

EMPLOYMENT EQUITY

Hulamin believes in the development of all employees regardless of race, colour, creed, disability or gender, with additional emphasis on people from designated groups. Employment equity is regarded as a special intervention required to address the historical situation resulting from blacks having been previously disadvantaged in South Africa. Employment equity is an integral component of Hulamin's business strategy and is focused on the following:

- Elimination of unfair discrimination within the workplace; and
- Implementation of affirmative action measures to achieve equitable representation of designated groups across all occupational levels within the organisation.

Responsibilities

The CEO is responsible for employment equity within the organisation, with the Human Resources executive as the appointed senior employment equity manager driving its implementation. Employment equity is prioritised in the organisation through management's individual key performance areas. Employment equity progress is monitored through departmental Employment Equity Committees, which report to the Hulamin Employment Equity Committee, which in turn reports to the Transformation Committee (a board committee).

Verification is done by an external agency, AQRate, which has been re-appointed for 2010.

Strategy

Hulamin recognises that improving black and female representation at senior and middle management levels is a critical objective due to the historical reality of South African society. Hulamin's strategy is based on development and retention initiatives to increase, develop and retain black and female employees at these levels. Consultation is a key element of Hulamin's Employment Equity strategy and covered broadly, inter alia, the Hulamin board, executive committee, employee representatives and employees. The following meet regularly:

- The Transformation Committee is a board committee and is chaired by an independent non-executive director. Its mandate is to recommend strategy for the approval of the board, review the implementation of approved strategies, to review and report on legal compliance matters and ensure appropriate communication on matters of employment equity;
- The Hulamin Employment Equity Committee (HEEC) is the senior operational forum for employment equity, and is chaired by the Chief Executive. The HEEC is responsible for setting strategic direction on employment equity matters, monitoring progress and removing of constraints and allocating resources and recommending actions; and
- Departmental employment equity committees, comprising employees in positions of both management and operational levels, continue to monitor and evaluate progress on employment equity issues at quarterly meetings.

Targets were set in 2008 according to a three-year horizon, to be achieved by 31 December 2010. These include:

Criterion	Target	Status in 2009
Black representation at senior management	42%	35%
Black representation at middle management	64%	64%
Black representation at skilled and supervisory level	80%	89%
Women at senior management	17%	8%
Women at middle management	20%	17%
Women at skilled and supervisory level	17%	16%
People with disabilities	1,3%	1,5%

The following measures are in place to ensure targets are reached:

- Talent and performance management systems;
- Mentorship and coaching programmes;
- Career development programmes;
- Development programmes for technologists;
- Development plans for women;
- Diversity management programmes;
- Targeted recruitment and selection for people from designated groups;
- Learnership programmes for people with disabilities;
- Strategic partnerships with universities and universities of technology; and
- Retention strategies.

Progress in 2009:

- Black representation at management level increased from 54% to 56%;
- During the past four years to 2009, the number of women employed at Hulamin has increased by more than 100%;
- Over the past three years to 2009, the number of female technologists has increased from 12 to 28;
- Nine women apprentices have qualified as artisans in less than the required four-year training period ending in 2009;
- The 2010 in-service trainee intake, selected in 2009, is made up of 76% women compared to 50% in 2009. An additional seven women progressed their apprenticeships in 2009 in order to write their trade tests during 2010;
- As of end 2009, there are nine women apprentices out of a total of 34;
- There are 177 women at shop floor level compared to 151 in January 2009; and
- The internal target for people with disabilities for December 2009 was exceeded by four people.

In terms of section 22 of the Employment Equity Act, Hulamin is required to publish a summary of its employment equity report. The table below was submitted to the Department of Labour in 2009 and reflects Hulamin's employee profile.

	Male				Female				Foreign nationals		
Occupational levels	A	C	I	W	A	C	I	W	Male	Female	Total
Top management	2			6							8
Senior management	9	2	9	35	1	1	1	2	3		63
Professionally qualified and experienced specialists and mid-management	40	10	62	60	13	1	6	19	11		222
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	369	76	302	68	61	19	28	40	3	1	967
Semi-skilled and discretionary decision making	735	102	190	18	118	28	19	7			1 217
Unskilled and defined decision making					4	1					5
Total permanent	1 155	190	563	187	197	50	54	68	17	1	2 482
Temporary											
Grand total	1 155	190	563	187	197	50	54	68	17	1	2 482

Key: A = African, C = Coloured, I = Indian, W = White

One of Hulamin's beneficiaries, Mpophomeni Family Centre, provides care and support for child-headed families and vulnerable children in the Mpophomeni and Howick areas

HEALTH

Hulamin shares responsibility for employee wellness with its employees. In this regard the company equips employees with the appropriate education and health care facilities in order for them to best manage their own health. The good health of employees is essential to ensure they remain motivated, capable and productive and likewise offers benefits for employees' families and friends. The enhancement of employee health also contributes to reduced absenteeism and promotes good working relationships.

Responsibilities

Employer responsibilities for employee health are delegated to the Human Resources executive, who leads this portfolio. The South African Bureau of Standards conducts an annual audit of the Health Care Centre in line with Hulamin's ISO 14001 certification, the Environmental Management System and OHSAS 18001, (Health and Safety Management System). The purpose of this audit is to ensure compliance to these codes of practice.

Strategy

A broad range of stakeholders are involved in employee health, including: the Hulamin board, management, employee representatives, employees' families, health practitioners and employees. Employee health and the Health Charter affect stakeholders who are involved in decision making, through consultation, which takes place regularly. Hulamin is dependent on its workforce which has valuable skills and experience, and thus the consequence of poor health affects Hulamin's performance across all indicators.

Hulamin provides on-site Health Care Centres in Pietermaritzburg, Midrand and Cape Town and these are manned by qualified health care practitioners and visiting doctors. Several health care programmes are in place including: risk assessment and control measures; hygiene surveys and medical surveillance programmes which include lung function tests, audiograms and eyesight tests. Biological monitoring is also conducted where appropriate. Health and wellness education programmes form a vital component of occupational health. Such programmes are also linked to Wellness Days which are run twice a year. The key elements of these programmes include health and lifestyle education and personal health assessments which includes Voluntary Counselling and Testing (VCT).

HIV/AIDS

Hulamin's HIV/AIDS policy provides guidelines for addressing HIV/AIDS related issues in the workplace. These include inter alia:

- Preventing unfair discrimination based on HIV status;
- Promoting a non-discriminatory environment in which employees living with HIV/AIDS are able to be open about their status without fear of stigmatisation or rejection;
- Promoting appropriate and effective ways of managing HIV/AIDS, which includes the following core elements:
  - ensure appropriate structures, plans and programmes are in place to manage HIV/AIDS in the workplace;
  - provide awareness, education and prevention programmes;
  - provide treatment, care and support for HIV positive employees;
  - monitor and address the impact of HIV/AIDS on business operations;
  - participate in community initiatives and partner with community initiatives; and
- Creating a balance between the rights and responsibilities of all parties.

Hulamin's goal for HIV is to reach a state whereby all employees know their HIV status. In order to achieve this, employees are encouraged to undergo VCT at the Health Care Centres, which is on offer daily and also forms an important part of the bi-annual Wellness Day programmes. An average of 66% of Hulamin employees have undergone VCT over the past three years.

- As at end 2009, 11% of Hulamin workforce is known to be HIV positive;
- Of the 251 HIV positive employees, 65 are receiving antiretroviral (ARV) support from Hulamin; and
- Expenditure on ARV for 2009 amounted to R515 000.

Progress is monitored through the reviews conducted by the Hulamin Safety, Health and Environment Committee, the Hulamin Risk Management Committee and the Health Care Centre, all of which meet quarterly.

HIV/AIDS related support to community organisations

In 2009, Hulamin supported the following organisations that are involved in HIV/AIDS related activities:

- *Ethembeni HIV/AIDS Ministry*
  Established in 2000 by the Howick Community Church, Ethembeni HIV/AIDS Ministry provides practical, spiritual and emotional assistance to families affected by HIV and AIDS in the Howick/Mpophomeni area through the provision of related services to meet their basic and ongoing needs. The Ministry provides care to those who are dying alone, malnourished and without hope.
- *Masibumbane Project, Mpophomeni*
  The Masibumbane HIV/AIDS Mission was established in 1999 by the Hilton Methodist Church and provides sustainable, holistic care for the Mpophomeni community which is being ravaged by AIDS. The Mission also seeks to empower AIDS affected families and orphans to become self-reliant.
- *Thandanani Children's Foundation*
  Thandanani Foundation is a registered non-profit organisation based in Pietermaritzburg which facilitates community based care and support for orphans and other vulnerable children in the KwaZulu-Natal Midlands, particularly those affected and infected by HIV and AIDS, in an effort to provide safe and nurturing environments within their communities.

TRAINING, LEARNING AND DEVELOPMENT

Hulamin adopts a blended, competency driven learning approach, which combines training with business projects and mentoring and coaching to develop workplace competencies. Through coaching and mentoring as well as regular consultations and quarterly reviews, management involvement in workforce training is optimised.

Responsibilities

To ensure a consistent approach, the Human Resources (HR) executive assumes overall responsibility for Hulamin's training and development strategies. Manufacturing area management is responsible for leading the training and development effort within each manufacturing area, supported by training and development specialists who report to the HR executive. Training progress is monitored quarterly at the Hulamin Learning and Development Review, attended by line management and executives.

Verification

Hulamin subscribes to the National Qualification Framework (NQF), an integrated national framework for learning achievements. Company training is additionally verified by AQRate, the contracted BEE verification agency.

Strategy

The Hulamin training and development objective is to ensure that all employees are equipped with the appropriate skills and knowledge to contribute meaningfully to the achievement of company objectives. Opportunities are provided for employees to interact with management on the advancement of their careers. These include forums such as the Training Committee as well as the coaching and mentoring programme.

Targets for 2009

- Ensure that effective training is carried out in all Hulamin operations at a level exceeding 4% of payroll cost;
- Goal Orientated Learning (GOL) will be rolled out to all areas in Rolled Products;
- Eight employees to participate in the Technical Development Programme; and
- Structured employee rotation measures to be implemented at artisan, technician and management levels.

Overall indicators for 2009	
Expenditure as a percentage of payroll	4,5%
Training cost per employee for 2009	R9 035
Percentage of employees trained	78%
Total number of hours of formal learning activities provided	32,6 hours per employee

Learning programmes

Learning is facilitated through a range of initiatives including on-the-job training, in-house development projects and career development engagement activities. Two learning programmes were implemented during 2009, namely Goal Oriented Learning (GOL) in Hulamin Rolled Products and Mission Directed Works Teams (MDWT) in Hulamin Extrusions.

Goal Oriented Learning™ (GOL™) is a learning system emphasising learning rather than training. The visible elements of GOL™ are Learning Units and the feedback process of Verification and Assessment ensures competent and capable employees as the primary resource for passing on knowledge.

Achievements in 2009 include:

- GOL™ rollout to all operations areas in Rolled Products;
- 238 employees trained through the GOL™ system in 2009 resulting in a total of 904 to date;
- Four employees completed the module development programme in 2009 with a further six employees near completion; and
- Eight new learning units completed and being rolled out.

Mission Directed Work Teams (MDWT)

The MDWT programme is line-driven and provides leaders and their teams with skills to benchmark themselves against recognised world-best practices thereby providing opportunities for improvement. MDWT was piloted in 2008 at the Hulamin Extrusion operations in Gauteng for 112 employees and was rolled out to the KwaZulu-Natal operations in 2009. By end 2009, 396 employees covering all levels were trained.

Learnerships

Hulamin has aligned its training programmes with the National Qualification Framework (NQF), ensuring national recognition for successful learners. Hulamin NQF training is driven through learnership and skills programmes in the following:

- Metal Production;
- Metal Engineering;
- Production Technology (the operation of finishing machines and rolling mills); and
- Supervision.

Achievements in 2009 include:

- Nine learners who are People living With Disability (PWD) completed the Business Administration learnership and a further 11 have been enrolled;
- 12 employees completed a Metal Engineering skills programme, and further skills programmes in Metal Production have been registered with the manufacturing, engineering and related services SETA (MERSETA);
- 24 learners enrolled in a two-year Principles of Supervision programme aimed at training all shift and team leaders to NQF 4 competency level; and
- A mentoring learnership programme was implemented for 22 learners with special focus on gender challenges facing women in a manufacturing environment. Interventions include peer to peer mentoring and one-on-one coaching.

Talent management

Talent management at Hulamin is an important responsibility for all employees in management positions. Individual employees with potential are identified by robust diagnostic assessment and developed with customised tools and techniques.

Strategy

Hulamin regards career development as a shared responsibility between the employee and the organisation, aimed at aligning individual aspirations with business needs.

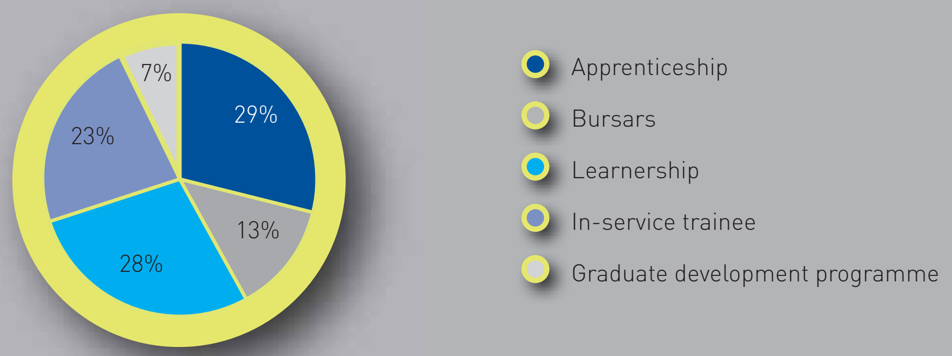
During 2009, 174 employees underwent competence and potential for advancement assessments. In addition, 48 employees attended a four-day management development programme addressing skills gaps indentified during the competence assessment process.

Coaching and mentoring

Hulamin offers professional coaching and mentoring skills to managers, individuals and teams. Coaching and mentoring is employed as a tool to facilitate knowledge sharing throughout the organisation. In 2009, 35 employees undertook the programme.

Dispatchers tarping a truck with plate products

PIPELINE MANAGEMENT PROGRAMMES – 2009



Pipeline management
The pipeline management programme is Hulamin's main strategy for succession planning. At year-end 2009, 116 candidates participated in pipeline management programmes.

Technology transfer
Knowledge management is a key tool for technology transfer. Hulamin, in partnership with a UK based metallurgical consulting company, offers a graduate mentoring programme and basic metallurgy course. In 2009, 21 Hulamin employees were trained through this programme.

A second strategy for technology transfer is to work with suppliers. For purposes of contributing to Hulamin's expansion project, which was completed in 2009, 19 employees from the Foil and Twin Roller Caster manufacturing areas were sent for training in Germany and China respectively.

Integrated manufacturing approach (IMA)
In 2008, Hulamin initiated a manufacturing excellence programme consisting of four core elements: process control, equipment reliability, business processes and improvement projects and requiring broad skills training. In 2009, a total of 271 employees participated in IMA training initiatives.

SAFETY
Hulamin's philosophy and Safety, Health and Environmental Policy is based on continuous improvement. This involves measuring and monitoring both leading and lagging indicators which are aligned to industry best practice.

Responsibilities
All executives are accountable for safety in the organisation. This is formally structured through the Hulamin Safety, Health and Environment Committee, which meets quarterly. Top management is actively involved through the monthly Visible Felt Leadership (VFL) programme. Although safety is the responsibility of all employees, management provides the direction, culture and structure. Employees are encouraged to take ownership and actively participate in reducing risks at all times. Line management is responsible for safety in their respective areas and is centrally supported with specialist skills. Being OHSAS 18001 certified, Hulamin is audited annually, for verification and compliance.

Strategy
The safety strategy involves both formal and informal systems. The OHSAS 18001 safety management system addresses the formal approach through processes such as:

- Risk assessment;
- Legal review;
- Incident management;
- Training;
- Emergency preparedness;
- Corrective and preventive action;
- Inspection and audits; and
- Management review.

In addition to this programme, Hulamin also employs a behaviour-based safety (BBS) programme, which addresses behaviour change through:

- Visible felt leadership;
- Behaviour observations;
- Coaching;
- Pact agreements;
- Attitude surveys; and
- Annual safety awards.

The main lagging indicators (targets) are the Lost Time Injury Frequency Rate (LTIFR) and the Total Recordable Incident Frequency Rate (TRCFR).

Performance against targets is measured on a monthly – and year-to-date basis per business unit and also departmentally. A monthly report i s distributed.

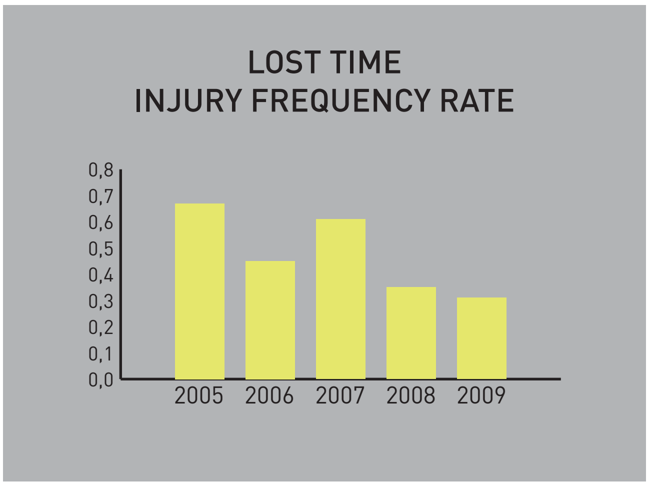
Safety performance – 2009

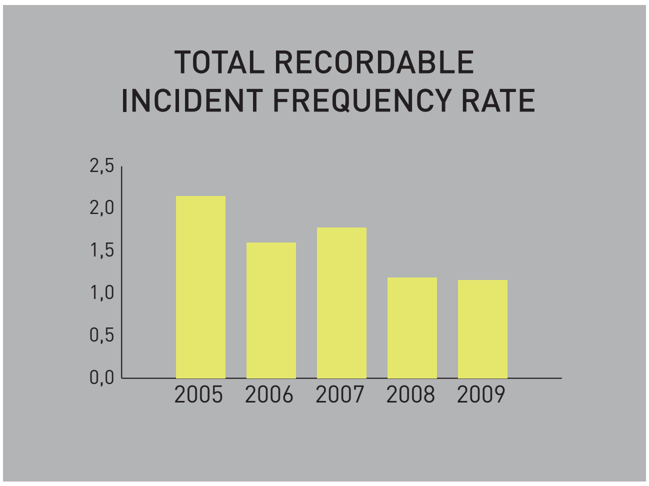
	Target		Actual	
	Rate	Number of incidents	Rate	Number of incidents
LTIFR	0,26	9	0,31	10
TRCFR	1,00	34	1,16	37

In 2009, additional emphasis was placed on safety training. Practical training sessions included:

- Fire fighting;
- Height safety and rescue;
- Gas detection analysis;
- Lifting tackle;
- Fire awareness;
- Health and Safety representative training;
- Hazard clearance;
- Supervisory middle management workshops; and
- Behaviour-based safety workshops.

In excess of fifty workshops and training sessions, covering the above, were held in 2009.





Corporate governance

Hulamin views the implementation of good corporate governance practices as integral to its business and recognises the need to conduct its business with openness, integrity and accountability.

The board of directors believe that it has complied, in all material respects, with the provisions of the King II Report and Listings Requirements of the JSE Limited during the period under review. The board of directors is committed to comply in all material respects with the King III principles and best practice recommendations. Various initiatives are in progress to ensure that Hulamin will be able to report compliance with King III by the end of December 2010.

Board of directors

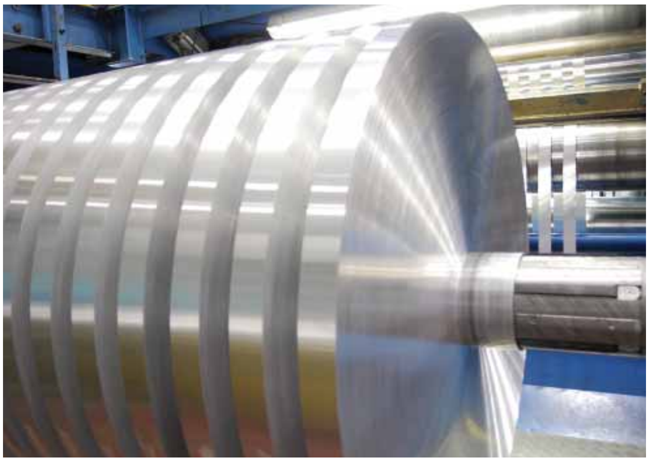
As set out in its Charter, the board's objective is to provide responsible business leadership to the group with due regard to the interest of all stakeholders.

Hulamin has a unitary board consisting of three executive directors and seven non-executive directors of whom four are independent. Following the resignations of P M Baum and J G Williams, S P Ngwenya was appointed as a full director and N N A Matyumza has been appointed to the board with effect from 1 March 2010. Details of the directors are listed on pages 12 and 13 together with a brief resume of each director. The roles of M E Mkwanazi as an independent non-executive Chairman and A Fourie as the Chief Executive Officer are separate with a clear division of responsibilities.

At board level there is a clear division of responsibilities to ensure a balance of power and authority, such that no one individual has unfettered powers of decision making.

In accordance with the company's articles of association, non-executive directors are subject to retirement by rotation at intervals of three years and may be re-elected at the annual general meeting at which they retire. Newly appointed directors hold office until the next annual general meeting at which they retire. The appointment and removal of directors, as well as changes to the composition of the board, is based on the recommendations of the Remuneration and Nomination Committee. There are no term contracts of service between any of the directors and the company or any of its subsidiaries.

Newly appointed directors are introduced to the group via a formal induction programme. In order to improve the



board's effectiveness, evaluations of the board, individual directors, board committees and the Chairman are carried out annually.

The board normally meets five times a year, with special/additional meetings convened as circumstances dictate. The responsibilities of the board are set out in the board charter.

The board's key responsibilities are:

- Review and approve corporate strategy, including business plans and budgets;
- Monitor management's implementation of the approved strategies;
- Approve major acquisitions and disposals;
- Oversight of the group's systems of internal control, governance and risk management;
- Appointment of the Chairman and Chief Executive Officer, nomination of directors and review of directors' and senior management's remuneration, appointments and succession plans; and
- Approval of the authorities assigned to the board, its committees and management.

The quorum for board meetings is a majority of the directors.

The board is supplied with all relevant information and has unrestricted access to the management of the group and all group information which enables the directors to adequately discharge their responsibilities. All directors and board committees have full access to the Company Secretary and may, in appropriate circumstances, take independent professional advice at the company's expense.

Attendance of directors at board and committee meetings during the year ended 31 December 2009:

	Board	Audit	Remuneration and Nomination	Transformation
Director				
Total meetings	5	3	7	3
Non-executive				
P M Baum (note 1)	1		4	
L C Cele*	5	3		3
V N Khumalo	5	3	7	
T P Leeuw*	5	3		
J B Magwaza	4		7	3
M E Mkwanazi* (note 3)	5		4	
P H Staude*	4			
S P Ngwenya (note 2)	3			
J G Williams (note 1)	3	2		
Executive				
A Fourie	5		7	3
C D Hughes	5	3		
M Z Mkhize	5			3

* *Independent non-executive director*

Note 1
Resigned as a director of Hulamin with effect from 28 July 2009 following the sale by Anglo of its shareholding in Hulamin.

Note 2
Appointed a full director of Hulamin with effect from 6 October 2009 to fill a vacancy left following the resignation of Messrs P M Baum and J G Williams.

Note 3
Appointed as a member of the Remuneration and Nomination Committee with effect from 23 April 2009.

Board committees

The board has delegated, through formal terms of reference, specific matters to a number of committees whose members and Chairman are appointed by the board. There is full disclosure of matters handled by the committees to the board.

The board has an Audit Committee, a Remuneration and Nomination Committee and a Transformation Committee.

Audit Committee

In early 2008, the group Audit Committee was reconstituted to consist solely of independent non-executive directors to comply with the Corporate Laws Amendment Act. Its members are T P Leeuw (Chairman) and L C Cele.

N N A Matyumza has been appointed a member of the Audit Committee with effect from 1 March 2010. The Chief Financial Officer as well as V N Khumalo and representatives of the internal and external auditors attend committee meetings by invitation. The Company Secretary, W Fitchat is the secretary of this committee. The committee normally meets three times a year.

The group Audit Committee's key responsibilities are:

- Ensuring the integrity of the financial reporting process, including sound systems of internal control and financial risk management;
- Review of Annual Reports, Interim Reports and other financial announcements, including the accounting principles and policies adopted therein and compliance to JSE regulations;
- Monitor the performance and effectiveness of the external auditors and evaluate the qualifications, expertise, resources, fees, scope of work and independence of the external auditors prior to recommending their appointment to the board and shareholders;
- To approve the internal audit work plan and oversee the conduct of the internal audit and the implementation of internal control enhancements;
- Annually review the committee's terms of reference;
- Approve any non-audit services provided by the external auditors; and
- Consider the appropriateness of the expertise and experience of the Chief Financial Officer.

An internal audit charter is in place which defines the function, responsibility and authority of the group's internal audit activity.

The group Audit Committee exercises its functions through liaison and communication with management and the internal and external auditors. The group Audit Committee has confirmed that it is satisfied with the independence of the external auditor for the 2009 financial year, and with the expertise and experience of the Chief Financial Officer.

The Audit Committee has had its responsibilities expanded and in 2010 will become the Audit and Risk Management Committee in compliance with the recommendations of King III.

Remuneration and Nomination Committee

The Remuneration and Nomination Committee consists of non-executive directors of whom one is an independent director. Its current members are J B Magwaza (Chairman), V N Khumalo and M E Mkwanazi (who was appointed a member of the Remuneration and Nomination Committee with effect from 23 April 2009).

The Chief Executive Officer and T K Mshengu (Human Resources executive) are invited to attend. M A Janneker (Human Resources Manager) is the secretary of this committee. The committee normally meets three times a year.

The Remuneration and Nomination Committee's key responsibilities are:

- Formulation of employment and reward strategies to attract and retain executives and senior management;
- Recommend to the board the remuneration of directors and senior management; and
- Recommend to the board changes in the composition of the board and the appointment and the removal of directors. The nomination of board members to be considered at the annual general meeting of shareholders is the responsibility of the board as a whole and with a relatively small board Hulamin believes it is appropriate in its circumstances that the majority of the directors on the committee are not independent, and that the board Chairman does not act as chairman of this committee.

Aluminium coils at the hot rolling mill

Transformation Committee

The Transformation Committee consists of an equal number of non-executive and executive directors of whom the Chairman is an independent director. Its members are L C Cele (Chairman), J B Magwaza, A Fourie and M Z Mkhize. T K Mshengu (Human Resources executive) and F B Bradford (executive for sheet and plate products) attend committee meetings by invitation.

N Mthembu (Communications Manager) is the secretary of this committee. The committee normally meets three times a year. The Transformation Committee's key responsibilities are:

- Recommend to the board the strategies and policies to be adopted to ensure the group's transformation targets are achieved;
- Align the group's transformation strategy with its overall business strategy; and
- Monitor the implementation and efficacy of the employment equity, black management development, black equity ownership, preferential procurement, skills and enterprise development and socio-economic initiatives of the group.

Group executive committees

The group has a number of executive committees consisting of executive directors and other senior executives, with formal terms of reference approved by the board.

Executive Committee

The Executive Committee consists of the executive directors and other senior executives. The current members are A Fourie (Chairman), F B Bradford, C D Hughes, R G Jacob, C J Little, W Ortner, M Z Mkhize, T K Mshengu and D F Timmerman. The Company Secretary, W Fitchat is the secretary of this committee. The committee normally meets on a monthly basis.

The objective of the committee is to assist Hulamin's board in discharging its responsibilities, while acting within the parameters of the authority limits agreed by the board.

The Executive Committee's key responsibilities are:

- Recommend the business strategy, business plans and budgets to be adopted by the group;
- Manage the implementation and execution of the business strategies and plans approved by the board;
- Recommend major acquisitions and disposals as part of the group's business strategy;
- Ensure the group's systems of internal control, governance and risk management are both robust and well managed;
- Implement the approved authorities matrix within the organisation and approve the appointment of senior managers and the members of the group's executive committees; and
- Approve the capital expenditure plans of the group, within the budget approved by the board.

Risk Management Committee

The members of the Risk Management Committee are drawn from the group's senior executives. The current members are C D Hughes (Chairman), F B Bradford, A Fourie, R G Jacob, A P Krull, C J Little, M Z Mkhize, T K Mshengu and D F Timmerman. The Company Secretary, W Fitchat is the secretary of this committee. The committee normally meets four times a year.

While the board is ultimately accountable for risk management, the implementation of the group's risk management policies and systems of internal control are an integral part of management of the group's operations. The risk management activities of the group are reviewed by the board at least twice a year.

The Risk Management Committee's key responsibilities are:

- Recommend to the board the risk management strategies and policies of the group;
- Review the integrity and appropriateness of the group's systems of risk assessment and management;
- Identifying new or emerging risks related to all aspects of the business, including financial, operational and compliance risks;
- Monitor risk reduction actions; and
- Review the internal controls that have been implemented to manage significant risks, and the assurance provided in respect of those controls.

The Risk Management Committee will in 2010 report on its activities to the Audit and Risk Management Committee in compliance with the recommendations of King III.

Employment Equity Committee

The Employment Equity Committee members are drawn from the group's senior managers. Its current members are A Fourie (Chairman), F B Bradford, V Dukhee, C D Hughes, R G Jacob, M A Janneker, C J Little, M M F Mabe, M Z Mkhize, T K Mshengu, N Mthembu, R N Nyandeni and D F Timmerman. M A Janneker (Human Resources Manager) is the secretary of this committee. The committee normally meets four times a year.

The Employment Equity Committee's key responsibilities are:

- Formulate strategy, policies and targets related to employment equity;
- Monitor the implementation of the agreed strategies for employment equity; and
- Involve a diverse range of employees in employment equity decision making.

Safety, Health and Environment Committee

The Safety, Health and Environmental (SHE) Committee members are drawn from the group's senior managers. Its members are A Fourie (Chairperson), M Aldworth, F B Bradford, B Henderson, R G Jacob, M Z Mkhize, T K Mshengu and D F Timmerman. The Company Secretary, W Fitchat, is the secretary of this committee. The committee normally meets on a quarterly basis.

The Safety, Health and Environment Committee's key responsibilities are:

- Review SHE performance;
- Review major SHE risks;
- Monitor actions to reduce SHE related risks;
- Identify new or emerging risks related to SHE; and
- Review of the internal controls to manage SHE risks.

Investor relations and shareholder communication

The group communicates its strategy, performance and vision through regular presentations to investors, analysts, employees and other stakeholders. In addition, management regularly meets with investors and institutional stakeholders on a one-to-one basis. The group website (www.hulamin.co.za) is also used for this purpose.

Code of ethics

The group's code of ethics requires all directors and employees to be committed to fair dealing, honesty and integrity in the conduct of its business. The code of ethics has been actively endorsed by the board and distributed to all employees in the group.

The code is designed to raise ethical awareness, act as a guide in day-to-day decisions and to assure customers and other stakeholders of the group's commitment to ethical behaviour.

An important element of the induction process is to communicate to new employees the code of ethics, the group's core values and its compliance procedures.

Compliance by all employees to the high moral, ethical and legal standards of the code is mandatory, and if employees become aware of, or suspect, a contravention of the code, they must promptly and confidentially report it in the prescribed manner. Appropriate action has been taken in respect of all reported instances of non-compliance with the code by employees.

Whistle-blowing

Hulamin adopted a whistle-blowing policy during 2009 and has installed an anonymous reporting facility (the Vuvuzela Ethics Line), enabling employees and other stakeholders to report fraudulent, corrupt or unethical behaviour related to any of the group's activities, without fear of victimisation and retribution. Anonymity is guaranteed and the facility is managed in compliance with the Protected Disclosures Act, No 26 of 2000.

Contact details of the Vuvuzela Ethics Line are as follows:

Toll free number: 080 225 5688

E-mail: Hulamin@hotline.co.za

Website: www.thehotline.co.za

Price-sensitive information

No director, officer or employee may deal either directly or indirectly in the company's shares on the basis of unpublished price-sensitive information regarding the company's business or affairs. In addition, no director, officer or employee in possession of price-sensitive information may trade in the company's shares during closed periods. Closed periods are from the end of the interim and annual reporting periods to the announcement of financial and operating results for the respective periods, and while the company is under a cautionary announcement.

Five-year review

	2009 R'000	2008 R'000	2007 R'000	2006# R'000	2005# R'000
FINANCIAL STATISTICS					
Trading results					
Revenue	**4 499 582**	7 119 973	6 568 371	5 476 140	4 162 695
Operating profit before corporate structuring costs	**243 974**	465 451	380 036	432 427	318 743
Corporate structuring costs			(168 389)	(10 000)	
Operating profit	**243 974**	465 451	211 647	422 427	318 743
Net finance costs	**(113 813)**	(118 253)	(85 262)	(222 119)	(140 047)
Share of profits/(losses) of associates and joint ventures	**383**	1 111	216	(310)	
Profit before tax	**130 544**	348 309	126 601	199 998	178 696
Taxation	**(40 911)**	(79 527)	(89 131)	11 379	46 812
Non-controlling interests		(610)	3 291	(7 305)	(8 300)
Net profit attributable to shareholders	**89 633**	268 172	40 761	204 072	217 208
Headline earnings attributable to shareholders	**91 599**	267 666	39 875	204 142	219 768
Balance sheet					
Property, plant, equipment, intangibles and investments	**5 019 615**	4 802 890	4 196 933	3 964 232	3 899 381
Deferred tax asset	**13 899**	11 697	16 373		
Current assets	**1 880 688**	2 855 925	2 116 899	2 170 837	1 495 561
Total assets	**6 914 202**	7 670 512	6 330 205	6 135 069	5 394 942
Equity holders' interest	**3 744 279**	3 760 146	3 494 151	2 912 318	2 518 877
Non-controlling interests			35 142	38 433	31 128
Borrowings – non-current and current	**1 473 318**	1 813 060	920 653	1 213 674	1 233 606
Deferred tax liability	**912 876**	926 359	894 203	899 815	929 976
Retirement benefit obligations	**132 946**	119 512	107 505	98 632	91 451
Current liabilities (excluding current borrowings)	**650 783**	1 051 435	878 551	972 197	589 904
Total equity and liabilities	**6 914 202**	7 670 512	6 330 205	6 135 069	5 394 942
Cash flow					
Net cash inflow/(outflow) from operating activities	**724 257**	(34 321)	339 896	110 565	334 594
Net cash outflow from investing activities	**(351 831)**	(753 041)	(403 046)	(237 232)	(143 765)
Net cash (outflow)/inflow from financing activities	**(374 187)**	761 390	91 770	149 334	(183 590)
Net cash (decrease)/increase for the year	**(1 761)**	(25 972)	28 620	22 667	7 239

		2009 R'000	2008 R'000	2007 R'000	2006# R'000	2005# R'000
RATIOS AND STATISTICS						
Earnings						
Earnings per share	(cents)	**42**	124	19	100	106
Headline earnings per share	(cents)	**42**	124	18	100	107
Dividend per share*	(cents)		41	48		
Dividend cover*	(times)		3,02	0,38		
Profitability						
Operating margin (1)	(%)	**5,4**	6,5	5,8	7,9	7,7
Return on capital employed (2)	(%)	**3,9**	7,9	7,3	8,8	6,8
Return on equity attributable to shareholders (3)	(%)	**2,4**	7,4	1,2	7,5	9,1
Financial						
Net debt to equity (4)	(%)	**37,6**	46,5	23,5	39,0	46,8
Current ratio (5)		**2,89**	2,72	2,41	2,23	2,54
Liquidity ratio (6)		**1,33**	1,46	1,31	1,22	1,34

Definitions

(1) Operating profit before corporate structuring costs expressed as a percentage of revenue.
(2) Operating profit before corporate structuring costs expressed as a percentage of average capital employed.
(3) Headline earnings expressed as a percentage of average equity.
(4) Current and non-current borrowings less cash divided by total equity.
(5) Current assets divided by current liabilities.
(6) Current assets (excluding inventories) divided by current liabilities.
The results for 2005 and 2006 are the combined results of Hulamin Limited and The Hulamin Joint Venture.
* No dividends were declared in 2009 and prior to 2007.

Financial statements
for the year ended 31 December 2009

Directors' approval of annual financial statements
for the year ended 31 December 2009

The directors are responsible for the preparation and integrity of the annual financial statements of the company and the group, which have been prepared in accordance with International Financial Reporting Standards.

The directors, supported by the Audit Committee, are of the opinion, based on the information and explanations given by management and the internal auditors and on the comment by the independent auditors on the results of their statutory audit, that Hulamin's internal accounting controls may be relied upon for preparing the financial statements and maintaining accountability for assets and liabilities. Nothing has come to the attention of the directors to indicate that any material breakdown in the functioning of these controls has occurred during the year.

In preparing the financial statements, the company and the group have used appropriate accounting policies, supported by reasonable and prudent judgements and estimates, and have complied with all applicable accounting standards. The directors are of the opinion that the financial statements fairly present the financial position of the company and the group at 31 December 2009 and the results of their operations for the year then ended. The directors have considered the group's past results, expected future performance and reasonable changes thereto, and access to its funding, material and other resources, and are of the opinion that the company and the group will continue as a going concern.

The company's independent external auditors, PricewaterhouseCoopers, have audited the financial statements and their unqualified report appears on page 44.

The annual financial statements were approved by the board of directors on 11 February 2010 and are signed on its behalf by:

Mafika Mkwanazi
Chairman

Pietermaritzburg, KwaZulu-Natal

Alan Fourie
Chief Executive Officer

11 February 2010

Certificate by Company Secretary

I certify that the company has lodged with the Registrar of Companies all returns that are required of a public company in terms of the Companies Act in respect of the year ended 31 December 2009 and that all such returns are true, correct and up to date.

W Fitchat
Company Secretary

Pietermaritzburg, KwaZulu-Natal
11 February 2010

Report of the independent auditors
to the members of Hulamin Limited

We have audited the group annual financial statements and annual financial statements of Hulamin Limited which comprise the consolidated and separate balance sheets as at 31 December 2009, and the consolidated income statement, consolidated and separate statements of comprehensive income, consolidated and separate statements of changes in equity, and consolidated and separate cash flow statements for the year then ended, and a summary of significant accounting policies and other explanatory notes, and the directors' report, as set out on pages 45 to 111.

Directors' responsibility for the financial statements

The company's directors are responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards and in the manner required by the Companies Act of South Africa. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the consolidated and separate financial position of Hulamin Limited as at 31 December 2009, and its consolidated and separate financial performance and its consolidated and separate cash flows for the year then ended in accordance with International Financial Reporting Standards and in the manner required by the Companies Act of South Africa.

PricewaterhouseCoopers Inc

PricewaterhouseCoopers Inc
Director: H Ramsumer
Registered Auditor

Durban, KwaZulu-Natal
11 February 2010

Directors' statutory report

Dear shareholder
The directors have pleasure in presenting their annual report which forms part of the annual financial statements of the company and the group for the year ended 31 December 2009.

Nature of business
The Hulamin group consists of two operations: Hulamin Rolled Products and Hulamin Extrusions. Their activities are dealt with separately in the annual report.

Financial results
The net profit attributable to shareholders of the group for the year ended 31 December 2009 amounted to R89,6 million (2008: R268,2 million). This translates into a headline earnings per share of 42 cents (2008: 124 cents) based on the weighted average number of shares in issue during the year.

The financial statements on pages 45 to 111 set out the financial position, results of operations and cash flows of the group and company for the financial year ended 31 December 2009.

Dividends
No interim or final dividend for the year ending 31 December 2009 was declared.

Share capital
There was no change in the authorised share capital of the company for the year ended 31 December 2009.

During the year, 450 976 (2008: 132 294) ordinary par value shares of ten cents each were issued in terms of employee share schemes which existed at the time of unbundling from Tongaat Hulett Limited (no shares were issued to directors). This resulted in the total issued ordinary share capital (including A ordinary shares and B ordinary shares) rising to R25 254 107, comprising of 252 541 066 ordinary par value shares of ten cents each.

Details of the unissued ordinary shares and the group's share incentive schemes are set out in pages 79, 90 to 99 and 109.

Shareholders will also be asked to consider an ordinary resolution at the forthcoming annual general meeting to adopt amendments to the following share schemes:

1) Hulamin Share Appreciation Right Scheme 2007;

2) Hulamin Long Term Incentive Plan 2007; and

3) Hulamin Deferred Bonus Plan 2007.

The amendments to the share schemes, which have been approved by the JSE, are necessary in order to ensure compliance to the revised provisions of Schedule 14 of the JSE Listings Requirements.

Subsidiary companies and joint ventures
The principal subsidiaries and joint ventures of the group are reflected in note 32 of the group financial statements.

The attributable interest of the company in the results of its consolidated subsidiaries and joint ventures for the year ended 31 December 2009 is as follows:

In the aggregate amount of:		2009	2008
Net profit	(R million)	**47,3**	241,5
Net losses	(R million)	**(11,3)**	(44,1)

Special resolutions
Name of subsidiary: Hulamin Extrusions (Pty) Limited
Registration number: 1996/017023/07

The following special resolution was passed at a shareholders' meeting held on 6 April 2009:

1. The company's name was changed from Hulett-Hydro Extrusions (Pty) Limited to Hulamin Extrusions (Pty) Limited.

No other special resolutions have been passed by any other subsidiaries of Hulamin, the nature of which might be significant in respect of the state of affairs of the group.

Directorate

Brief curricula vitae of the directors appear on pages 12 and 13. Details of directors' remunerations appear on pages 47 to 49.

Mr P M Baum and Mr J G Williams resigned as non-executive directors on 28 July 2009 following the sale by Anglo of its shareholding in the company. Mr S P Ngwenya, who was previously an alternate director to Mr J B Magwaza, was appointed a full director to the board with effect from 6 October 2009. Ms N N A Matyumza has been appointed to the board on 1 March 2010.

Directors retiring at the annual general meeting in accordance with the articles of association are:

Ms L C Cele

Mr V N Khumalo

Ms N N A Matyumza

Mr S P Ngwenya

Mr P H Staude

These directors are all eligible and offer themselves for re-election.

Directors' shareholdings

At 31 December 2009, the present directors of the company beneficially held a total of 224 347 ordinary par value shares equivalent to 0,104 percent in the company (2008: 142 985 ordinary par value shares equivalent to 0,066 per cent were held by directors). Their associates also held a total of 8 000 ordinary par value shares equivalent to 0,004 percent in the company (2008: 8 000 ordinary par value shares equivalent to 0,004 per cent were held by associates of the directors). Details of the directors' shareholdings and interests in the share incentive schemes are set out in pages 50 to 54.

There has been no change in the directors' shareholdings between 31 December 2009 and 11 February 2010.

Holding company

Hulamin Limited has no holding company at 31 December 2009.

Auditors

Shareholders will be asked to confirm the appointment of PricewaterhouseCoopers for the ensuing year.

Secretary

The name and address of the Company Secretary appears in the corporate information on the inside back cover.

Post balance sheet events

On 11 February 2010, the board resolved to restructure the group's debt funding and pursue the raising of capital with the purpose of significantly reducing borrowings and creating flexibility in the group's funding structure. There were no other material events between the balance sheet date and the date of this report.

Approval

The annual financial statements of the group and company set out on pages 45 to 111 have been approved by the board.

Signed on behalf of the board of directors by:

Mafika Mkwanazi
Chairman

Alan Fourie
Chief Executive Officer

Pietermaritzburg, KwaZulu-Natal

11 February 2010

Directors' remuneration and shareholding

1. REMUNERATION PHILOSOPHY AND POLICY

Hulamin's aim is to attract, retain and motivate directors and senior management of the calibre needed to enhance and maintain the group's reputation and to achieve its strategic objectives.

1.1 Executive directors' remuneration

Basic salary

The cash package of the executive directors is subject to annual review by the Remuneration and Nomination Committee and the board, and is set with reference to relevant external market data.

Annual performance incentive bonus scheme

The annual performance incentive bonus scheme is based on a combination of the achievement of corporate financial and safety targets and a general assessment of the individual's overall performance.

Share incentive schemes

The unbundling of Hulamin from Tongaat Hulett has resulted in the conversion of the existing rights of Hulamin employees to Tongaat Hulett shares, under Tongaat Hulett share incentive schemes, into rights to Hulamin shares. The value of these rights to Hulamin shares will however be based partly on the future Tongaat Hulett share price and partly on the Hulamin share price. The original strike price established for the Tongaat Hulett schemes for these incentives was apportioned between the Tongaat Hulett and Hulamin elements of these awards. This has been covered in more detail in note 31 to the annual financial statements.

The Tongaat Hulett share incentive schemes consist of the Tongaat-Hulett Employees Share Incentive Scheme, The Tongaat-Hulett Group Limited 2001 Share Option Scheme, the Tongaat-Hulett Group Limited Share Appreciation Right Scheme 2005, the Tongaat-Hulett Group Limited Long Term Incentive Plan 2005 and the Tongaat-Hulett Group Limited Deferred Bonus Plan 2005.

Hulamin has adopted three new share incentive schemes, namely, the Hulamin Share Appreciation Right Scheme 2007 (SARS), Hulamin Long Term Incentive Plan 2007 (LTIP) and Hulamin Deferred Bonus Plan 2007 (DBP). Executive directors and employees of the company are awarded rights to receive shares in the company based on the value of these awards (after the deduction of employees' tax) when performance conditions have been met, the awards have vested, and, in the case of the SARS, when the share appreciation rights have been exercised.

The performance conditions governing the vesting of the above scheme instruments are related to growth in earnings per share, share price, total shareholder return and return on capital employed, relative to targets that are intended to be challenging but achievable. Targets are linked, where applicable, to the company's medium term business plan, over three-year performance periods, with actual grants being set each year considering the position held by the participating employee, their individual performance, and the expected combined value of the awards.

As part of the introduction of broad-based Black Economic Empowerment ownership of the group's shares, in 2007 Hulamin created an Employee Share Ownership Plan (ESOP) for all employees up to middle management and a Management Share Ownership Plan (MSOP) for senior black managers. Black executive directors are eligible to participate in the MSOP, which consists of share appreciation rights (SARS) and grant awards. Both the share appreciation awards and grant awards under the MSOP scheme are exercisable five years after the grant date.

Other benefits

Membership of The Tongaat-Hulett Pension Fund is compulsory for all senior management and disability and life insurance benefits are also provided to members of the fund. Medical aid benefits and a gratuity at retirement are also provided.

1. **REMUNERATION PHILOSOPHY AND POLICY continued**

1.2 Non-executive directors' remuneration

Non-executive directors receive fees for their services on the board and board committees. Directors' fees are based on relevant external market data and are recommended by the Remuneration and Nomination Committee and submitted to the board and the shareholders for approval at each annual general meeting. Non-executive directors do not participate in the group's performance incentive bonus plan or share incentive schemes.

J B Magwaza and S P Ngwenya, through their interests in Imbewu Consortium and Makana Investment Corporation respectively, are participants in the Hulamin BEE entity. See page 99 for further details on the Hulamin BEE equity transaction.

1.3 Directors' remuneration

a) Directors' remuneration during the 2009 financial year was as follows:

Director	Fees Rand	Cash package Rand	Performance bonus and related payments^ Rand	Retirement and medical contri-butions Rand	Subtotal Rand	Share option gains Rand	Total Rand
Non-executive							
M E Mkwanazi	295 718				295 718		295 718
P M Baum*°	88 325				88 325		88 325
L C Cele	223 267				223 267		223 267
V N Khumalo*	154 533				154 533		154 533
T P Leeuw	206 069				206 069		206 069
J B Magwaza	211 800				211 800		211 800
S P Ngwenya	125 933				125 933		125 933
P H Staude	125 933				125 933		125 933
J G Williams*°	71 975				71 975		71 975
Subtotal	1 503 553				1 503 553		1 503 553
Executive							
A Fourie		3 188 616	792 690	429 354	4 410 660	2 028 505	6 439 165
C D Hughes		1 905 600	357 872	286 896	2 550 368	215 060	2 765 428
M Z Mkhize		1 748 400	323 454	287 334	2 359 188	598 978	2 958 166
Subtotal		6 842 616	1 474 016	1 003 584	9 320 216	2 842 543	12 162 759
Total	1 503 553	6 842 616	1 474 016	1 003 584	10 823 769	2 842 543	13 666 312

^ The bonuses reflected above are in relation to the 2009 year and are to be paid in 2010.

* Directors' fees due to shareholder nominees on the Hulamin board are paid to the employer organisation and not to the nominees.

° Anglo nominated directors resigned with effect from 28 July 2009.

1. **REMUNERATION PHILOSOPHY AND POLICY continued**

1.3 **Directors' remuneration** continued

b) Directors' remuneration during the 2008 financial year was as follows:

Director	Fees Rand	Cash package Rand	Performance bonus and related payments^ Rand	Retirement and medical contributions Rand	Subtotal Rand	Share option gains Rand	Total Rand
Non-executive							
M E Mkwanazi	246 667				246 667		246 667
P M Baum*	142 200				142 200		142 200
L C Cele	197 210				197 210		197 210
V N Khumalo*	142 056				142 056		142 056
T P Leeuw	189 600				189 600		189 600
J B Magwaza	190 700				190 700		190 700
P H Staude	115 867				115 867		115 867
J G Williams*	119 890				119 890		119 890
S P Ngwenya**	170 867				170 867		170 867
Subtotal	1 515 057				1 515 057		1 515 057
Executive							
A Fourie		2 834 328	1 327 350	313 512	4 475 190	648 798	5 123 988
C D Hughes		1 732 116	570 143	217 884	2 520 143	243 904	2 764 047
M Z Mkhize		1 589 472	510 793	214 222	2 314 487	264 172	2 578 659
Subtotal		6 155 916	2 408 286	745 618	9 309 820	1 156 874	10 466 694
Total	1 515 057	6 155 916	2 408 286	745 618	10 824 877	1 156 874	11 981 751

^ The bonuses reflected above are in relation to the 2008 year and were paid in 2009.

* Directors' fees due to shareholder nominees on the Hulamin board are paid to the employer organisation and not to the nominees.

** Included in the 2008 fees is an amount of R55 000 in respect of 2007 fees backdated to July 2007.

2. INTEREST OF DIRECTORS OF THE COMPANY IN SHARE-BASED INSTRUMENTS

The interest of the directors in share options of the company are shown in the table below:

2.1 The Original Tongaat Hulett Share Option Schemes

a) Options related to the Tongaat Hulett share price

Executive director	Adjusted option price	Expiring ten years from	Number of options at 31 Dec 2008	Options exercised	Number of options at 31 Dec 2009	Options time constrained
A Fourie	R30,55	16 May 2001	10 000	10 000		
	R37,88	13 May 2002	35 000	15 000	20 000	
	R24,37	14 Apr 2003	12 600		12 600	
	R35,90	21 Apr 2004	30 000		30 000	
			87 600	25 000	62 600	
C D Hughes	R26,35	1 Oct 2003	4 500		4 500	
	R35,90	21 Apr 2004	4 800		4 800	
			9 300		9 300	
M Z Mkhize	R35,90	21 Apr 2004	3 400	3 400		
			3 400			
Total			100 300	28 400	71 900	

b) Options related to the Hulamin share price

Executive director	Adjusted option price	Expiring ten years from	Number of options at 31 Dec 2008	Options exercised	Number of options at 31 Dec 2009	Options time constrained
A Fourie	R9,45	16 May 2001	10 000		10 000	
	R11,72	13 May 2002	35 000		35 000	
	R7,53	14 Apr 2003	12 600		12 600	
	R11,10	21 Apr 2004	30 000		30 000	
			87 600		87 600	
C D Hughes	R8,15	1 Oct 2003	4 500		4 500	
	R11,10	21 Apr 2004	4 800		4 800	
			9 300		9 300	
M Z Mkhize	R11,10	21 Apr 2004	3 400		3 400	
			3 400		3 400	
Total			100 300		100 300	

2. **INTEREST OF DIRECTORS OF THE COMPANY IN SHARE-BASED INSTRUMENTS continued**

2.2 Tongaat-Hulett Group Limited Share Appreciation Right Scheme (SARS) 2005

Rights apportioned at unbundling

a) Rights relating to the Tongaat Hulett share price

Executive director	Number of rights granted in 2005	Number of rights granted in 2006	Number of rights at 31 Dec 2008	Rights exercised	Number of rights at 31 Dec 2009	Rights time constrained
A Fourie	37 381	23 249	60 630		60 630	
C D Hughes	4 549	7 441	11 990		11 990	
M Z Mkhize	4 927	7 736	12 663	7 736	4 927	
	46 857	38 426	85 283	7 736	77 547	
Adjusted grant price	R43,98	R 73,39				
Expiring seven years from	10 May 2005	25 Apr 2006				

b) Rights relating to the Hulamin share price

Executive director	Number of rights granted in 2005	Number of rights granted in 2006	Number of rights at 31 Dec 2008	Rights exercised	Number of rights at 31 Dec 2009	Rights time constrained
A Fourie	37 381	23 249	60 630		60 630	
C D Hughes	4 549	7 441	11 990		11 990	
M Z Mkhize	4 927	7 736	12 663		12 663	
	46 857	38 426	85 283		85 283	
Adjusted grant price	R13,60	R22,70				
Expiring seven years from	10 May 2005	25 Apr 2006				

2.3 Tongaat-Hulett Group Limited Long Term Incentive Plan 2005

Conditional awards at unbundling

a) Conditional awards related to Tongaat Hulett share price

Executive director	Number of conditional awards granted in 2005	Number of conditional awards granted in 2006	Number of conditional awards at 31 Dec 2008	Conditional awards exercised	Number of conditional awards at 31 Dec 2009	Number of conditional awards time constrained
A Fourie	5 637	6 153	6 153	6 153		
C D Hughes	2 118	2 609	2 609	2 609		
M Z Mkhize	2 294	2 697	2 697	2 697		
	10 049	11 459	11 459	11 459		
Adjusted grant price	R43,98	R73,39				
Expiring three years from	10 May 2005	25 Apr 2006				

2. **INTEREST OF DIRECTORS OF THE COMPANY IN SHARE-BASED INSTRUMENTS continued**

2.3 **Tongaat-Hulett Group Limited Long Term Incentive Plan 2005** continued

Conditional awards at unbundling continued

b) Conditional awards related to Hulamin share price

Executive director	Number of conditional awards granted in 2005	Number of conditional awards granted in 2006	Number of conditional awards at 31 Dec 2008	Conditional awards exercised	Number of conditional awards at 31 Dec 2009	Conditional awards time constrained
A Fourie	5 637	6 153	6 153	6 153		
C D Hughes	2 118	2 609	2 609	2 609		
M Z Mkhize	2 294	2 697	2 697	2 697		
	10 049	11 459	11 459	11 459		
Adjusted grant price	R13,60	R22,70				
Expiring three years from	10 May 2005	25 Apr 2006				

2.4 **Hulamin Limited Share Appreciation Right Scheme 2007**

Executive director	Number of rights granted in 2007	Number of rights granted in 2008	Number of rights at 31 Dec 2008	Number of rights granted in 2009	Number of rights at 31 Dec 2009	Rights time constrained
A Fourie	88 000	118 323	206 323	255 226	461 549	461 549
C D Hughes	40 000	56 241	96 241	122 024	218 265	218 265
M Z Mkhize	37 500	51 609	89 109	111 958	201 067	201 067
	165 500	226 173	391 673	489 208	880 881	880 881
Grant price	R22,87	R21,99		R11,50		
Expiring seven years from	20 Aug 2007	30 Apr 2008		24 Jul 2009		

2.5 **Hulamin Limited Long Term Incentive Plan 2007**

Executive director	Number of conditional awards granted in 2007	Number of condtional awards granted in 2008	Number of conditional awards at 31 Dec 2008	Number of conditional awards granted in 2009	Number of conditional awards at 31 Dec 2009	Conditional awards time constrained
A Fourie	36 500	52 588	89 088	127 613	216 701	216 701
C D Hughes	16 000	24 103	40 103	61 011	101 114	101 114
M Z Mkhize	15 000	22 118	37 118	55 978	93 096	93 096
	67 500	98 809	166 309	244 602	410 911	410 911
Issue price	R23,51	R21,99		R11,50		
Expiring three years from	20 Aug 2007	30 Apr 2008		24 Jul 2009		

2. INTEREST OF DIRECTORS OF THE COMPANY IN SHARE-BASED INSTRUMENTS continued

2.6 Hulamin Limited Deferred Bonus Plan 2007

Executive director	Number of conditional awards granted in 2007	Number of conditional awards granted in 2008	Number of conditional awards at 31 Dec 2008	Number of conditional awards granted in 2009	Number of conditional awards at 31 Dec 2009	Conditional awards time constrained
A Fourie	11 100	14 119	25 219	29 119	54 338	54 338
C D Hughes		4 316	4 316	9 707	14 023	14 023
M Z Mkhize		3 781	3 781	14 560	18 341	18 341
	11 100	22 216	33 316	53 386	86 702	86 702
Issue price	R23,50	R22,25		R10,17		
Expiring three years from	1 Mar 2007	25 Feb 2008		27 Feb 2009		

The deferred bonus shares were purchased by the participating employees and the transactions were concluded on 6 March 2008 in respect of the 2008 award.

2.7 MSOP Share Appreciation Right Plan

Executive director	Number of rights granted in 2007	Number of rights granted in 2008	Number of rights at 31 Dec 2008	Number of rights granted in 2009	Number of rights at 31 Dec 2009	Conditional rights time constrained
M Z Mkhize	218 930		218 930		218 930	218 930
	218 930		218 930		218 930	218 930
Grant price	R21,44					
Expiring five years from	31 Aug 2007					

2.8 MSOP Share Grant Plan

Executive director	Number of conditional awards granted in 2007	Number of conditional awards granted in 2008	Number of conditional awards at 31 Dec 2008	Number of conditional awards granted in 2009	Number of conditional awards at 31 Dec 2009	Conditional awards time constrained
M Z Mkhize	73 110		73 110		73 110	73 110
	73 110		73 110		73 110	73 110
Issue price	–					
Expiring five years from	31 Aug 2007					

3. INTEREST OF DIRECTORS OF THE COMPANY IN SHARE CAPITAL

The aggregate holdings as at 31 December 2009 of those directors of the company holding issued ordinary shares of the company amounting to 232 347 shares (2008: 150 985 shares) are detailed below:

As at 31 December 2009	Direct beneficial shares	Indirect beneficial shares	Held by associates	Shares total
Executive				
A Fourie	135 796			135 796
C D Hughes	14 023			14 023
M Z Mkhize	18 341			18 341
	168 160			168 160
Non-executive				
J B Magwaza	5 760			5 760
M E Mkwanazi			8 000	8 000
P H Staude	50 427			50 427
	56 187		8 000	64 187
Total	224 347		8 000	232 347

There have been no changes in the above interests between the year-end and 30 March 2010.

As at 31 December 2008	Direct beneficial shares	Indirect beneficial shares	Held by associates	Shares total
Executive				
A Fourie	78 701			78 701
C D Hughes	4 316			4 316
M Z Mkhize	3 781			3 781
	86 798			86 798
Non-executive				
J B Magwaza	5 760			5 760
M E Mkwanazi			8 000	8 000
P H Staude	50 427			50 427
	56 187		8 000	64 187
Total	142 985		8 000	150 985

Accounting policies of the group and company

BASIS OF PREPARATION

1. **Compliance with International Financial Reporting Standards (IFRS)**

   The group (consolidated) and company financial statements are prepared in compliance with IFRS, interpretations of those standards and applicable legislation.

   1.1 **Standards and interpretations affecting current year financial statements**

   The following new and revised accounting standards adopted in the current year have affected the amounts reported in the current year group and company financial statements:

   IAS 1 (revised) – Presentation of Financial Statements. This standard requires non-owner changes in equity to be presented separately from owner changes in equity in a separate performance statement. In terms of this standard, entities can choose whether to present one performance statement (the statement of comprehensive income) or two statements (the income statement and statement of comprehensive income). The group has elected to present two performance statements in the group financial statements, and a single performance statement in the company financial statements. Comparative information has been re-presented so that it also is in conformity with the revised standard. The change in accounting policy only impacts the presentation of results and there is no impact on earnings per share.

   IFRS 8 – Operating Segments. IFRS 8 replaces *IAS 14 – Segment Reporting*. This new standard requires the segment information to be presented on the same basis as that used for internal reporting purposes. The operating segments determined in accordance with IFRS 8 are the same as the business segments previously identified under IAS 14. The change in accounting policy only impacts disclosures and the presentation of results and there is no impact on earnings per share.

   Amendments to IFRS 7 – Financial Instruments: Disclosures. The amendments require enhanced disclosures on fair value measurement and liquidity risk. In particular, the amendments require disclosure of fair value measurements within a fair value measurement hierarchy. As the change in accounting policy only results in additional disclosures, there is no impact on earnings per share.

   Amendments to IAS 27 – Consolidated and Separate Financial Statements: Cost of an Investment in a Subsidiary, Jointly Controlled Entity or Associate. The amendments deal with the recognition of dividend income from subsidiaries in a parent's separate financial statements and measurement of cost of an investment when a reorganisation results in a new parent being established, including the establishment of an intermediate parent within a group.

   1.2 **Standards and interpretations which do not affect current year financial statements**

   The following revised accounting standards, which are effective in the current year, do not impact on the current year group or company financial statements, but may affect the accounting for future transactions or arrangements:

   Amendments to IFRS 2 – Share-based Payment. The amendments clarify the definition of vesting conditions for the purposes of IFRS 2, introduce the concept of "non-vesting" conditions, and clarify the accounting treatment for cancellations.

   AC 503 (revised) – Accounting for Black Economic Empowerment (BEE) Transactions. Revisions have been made to AC 503 to take into account the amendments to IFRS 2, in particular the amended definition of vesting conditions and the accounting treatment of non-vesting conditions.

1. **Compliance with International Financial Reporting Standards (IFRS)** continued

   1.3 **Standards and interpretations in issue not yet effective**

   The following new and revised accounting standards and interpretations that will impact on the financial statements of the group or company, or may affect the accounting for future transactions or arrangements, have not yet become effective and have not been adopted prior to their commencement:

   IAS 27 (revised) – Consolidated and Separate Financial Statements (effective from 1 July 2009);

   IFRS 3 (revised) – Business Combinations (effective from 1 July 2009) ;

   IFRS 9 – Financial Instruments (effective from 1 January 2013);

   IFRIC 17 – Distributions of Non-cash Assets to Owners (effective from 1 July 2009);

   IASB Annual Improvements Project: Improvements to International Financial Reporting Standards 2008 and 2009 (various effective dates);

   Amendments to IFRS 2 – Group Cash-settled Share-based Payment Transactions (effective from 1 January 2010); and

   AC 504 – IAS 19 (AC 116) – The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction in the South African Pension Fund Environment (effective from 1 April 2009).

   The group intends to comply with these standards from the effective dates. Adoption of these standards by the group in future reporting periods is not expected to have a significant impact on the financial statements of the group or company.

2. **Underlying concepts**

   The financial statements are prepared using the historical cost convention, as modified by the revaluation of financial assets and financial liabilities (including derivative instruments) at fair value through profit or loss, and are prepared on the going concern basis.

   The financial statements are prepared using accrual accounting whereby the effects of transactions and other events are recognised when they occur rather than when the cash is received.

   Assets and liabilities and income and expenses are not offset unless specifically permitted by an accounting standard.

   Financial assets and financial liabilities are offset and the net amount reported only when a currently legally enforceable right to set off the amounts exists and the intention is either to settle on a net basis or to realise the asset and settle the liability simultaneously.

   Accounting policies are the specific principles, bases, conventions, rules and practices applied in preparing and presenting financial statements. Changes in accounting policies resulting from the initial application of a Standard or an Interpretation are accounted for in accordance with the transitional provisions in the accounting standard. If no such guidance is given, they are applied retrospectively.

   Changes in accounting estimates resulting from new information or new developments are recognised in the income statement in the period they occur.

   Prior period errors are retrospectively restated unless it is impracticable to do so, in which case they are applied prospectively.

3. **Judgements made by management**

   There were no material judgements made by management, in the application of accounting policies, that could have had a significant effect on the amounts recognised in the financial statements other than those dealt with below.

4. **Recognition of assets and liabilities**

   Assets and liabilities are recognised when it is probable that future economic benefits associated with them will flow to and from the group respectively, and when their costs or fair values can be measured reliably.

   Financial instruments are recognised when the company becomes a party to the contractual provisions of the instrument.

   Financial assets are recognised based on trade dates.

5. **Derecognition of assets and liabilities**

Financial assets or parts thereof are derecognised, when the contractual rights to receive the cash flows have expired or been transferred and substantially all the risks and rewards of ownership or control have passed.

All other assets are derecognised on disposal or when the substantial risks and rewards associated with ownership have passed to another party, or when no future economic benefits are expected from their use.

Financial liabilities are derecognised when the relevant obligation has either been discharged or cancelled or has expired.

6. **Foreign currencies**

The functional currency of each entity within the group is determined based on the currency of the primary economic environment in which that entity operates. Transactions in currencies other than the entity's functional currency are recognised at the exchange rates ruling on the dates of the transactions, i.e. dates on which the transactions first qualify for recognition. Foreign exchange gains and losses resulting from the settlement of these transactions and from translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the income statement in the period in which they arise, except when deferred in equity as qualifying cash flow hedges. The company and group's functional and presentation currency respectively is South African Rand.

Gains and losses arising from changes in the fair value of foreign exchange contracts (except cash flow hedges when deferred in equity) as well as gains and losses arising on translation are recognised in the income statement in the period in which they arise.

7. **Hedge accounting**

Hedge accounting is adopted when all the IFRS requirements are fulfilled, which includes documenting at the inception of the transaction the relationship between hedging instruments and hedged items, as well as its risk management objectives and strategy for undertaking various hedging transactions. In addition, the group documents the assessment, both at hedge inception and on an ongoing basis, of the hedge effectiveness.

A fair value hedge is a hedge of the exposure to changes in the fair value of a recognised asset, liability or firm commitment. The gain or loss on the hedged item attributable to the hedged risk in a fair value hedge is included in the carrying amount of the hedged item and recognised in the income statement. The gain or loss on the hedged instrument is also recognised in the income statement.

A cash flow hedge is the hedge of the exposure to variability in cash flows that is attributable to a particular risk associated with an asset or a liability that could affect profit or loss or a highly probable forecast transaction that could affect profit or loss. The portion of the gain or loss on the hedging instrument in a cash flow hedge that is determined to be effective is recognised directly in other comprehensive income, whilst the ineffective portion is recognised in the income statement.

If an effective hedge of a forecast transaction subsequently results in the recognition of a financial asset or financial liability, the associated gains or losses previously recognised in other comprehensive income and accumulated in equity are recognised in the income statement in the same period in which the asset or liability affects the income statement.

If a hedge results in the recognition of a non-financial asset or non-financial liability, any associated gains or losses previously recognised in other comprehensive income and accumulated in equity are included in the initial measurement of the acquisition cost or other carrying amount of the asset.

Hedge accounting is discontinued on a prospective basis when the hedge no longer meets the hedge accounting criteria (including when it becomes ineffective), when the hedge instrument is sold, terminated or exercised when, for cash flow hedges, the forecast transaction is no longer expected to occur or when the hedge designation is revoked.

The hedging reserve accumulates all movement in the fair value of financial instruments designated as hedges of transactions that have yet to be recognised on the balance sheet. When the underlying transaction is recognised, the related accumulated hedging reserve is released to the income statement.

8. Post balance sheet events

Recognised amounts in the financial statements are adjusted to reflect events arising after the balance sheet date that provide evidence of conditions that existed at the balance sheet date.

9. Comparative figures

Comparative figures are restated in the event of a change in accounting policy, prior period error or change in presentation or classification of items in the financial statements.

10. Segment reporting

The group determines and reports operating segments based on internal information that is provided to the Hulamin Executive Committee, which is the group's most senior operating decision-making body.

BASIS OF CONSOLIDATION

11. Subsidiaries

Subsidiaries are all entities (including special-purpose entities) over which the group has the power to govern the financial and operating policies generally accompanying a shareholding of more than one half of the voting rights.

The consolidated financial statements incorporate the assets, liabilities, income, expenses and cash flows of the subsidiaries. The results of subsidiaries acquired or disposed of during the year are included in the consolidated income statement from the date the group exercises control, or up until the point it ceases to exercise control. Inter-company transactions, balances and unrealised gains and losses on transactions between group entities are eliminated on consolidation. Accounting policies of subsidiaries are changed where necessary to ensure consistency with the policies adopted by the group.

The group applies a policy of treating transactions with non-controlling interests as transactions with equity holders of the group. Gains or losses arising from these transactions are recorded in equity.

The company financial statements recognise interests in subsidiaries, which include loans granted to subsidiaries by the company, at cost, except in the case of certain limited group reorganisations where net assets are disposed. In these instances, interests in subsidiaries will be based on the carrying amount of the net assets disposed.

12. Associates

Associates are accounted for using the equity method from the date on which they become an associate. The use of the equity method is discontinued from the date that the group ceases to have significant influence over an associate.

13. Joint ventures

The group accounts for joint ventures using the equity method of accounting where the investment is carried at cost plus post-acquisition changes in the group's share of net assets of the joint venture, less any provision for impairment.

14. Business combinations

Business combinations – IFRS 3

The cost of an acquisition, which is within the scope of IFRS 3 – Business Combinations, is measured as the fair value of the assets given, equity instruments issued and liabilities incurred or assumed at the date of exchange, plus costs directly attributable to the acquisition.

Any excess of the cost over the group's share in the fair value of the assets, liabilities and contingent liabilities acquired is recognised as goodwill and any excess of the fair value of the assets, liabilities and contingent liabilities over the cost is recognised in the income statement.

Business combinations – common control transactions

Common control transactions are accounted for using the predecessor values method. Application of the predecessor values method results in the recording of the transaction and the results of operations as if it had taken place at the beginning of the earliest period presented.

The assets and liabilities of the acquired entity are recorded at book values. The predecessor values are adjusted to ensure uniform accounting policies.

The difference between the consideration given and the aggregate book value of the assets and liabilities (as of the date of the transaction) of the acquired entity are recorded as an adjustment to retained earnings.

ASSETS

15. Property, plant and equipment

Items of property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. Cost includes the estimated cost of dismantling and removing the assets.

Depreciation is calculated so as to write off the depreciable amount of the assets, other than land, over their estimated useful lives, using a method that reflects the pattern in which the asset's future economic benefits are expected to be consumed by the entity. Depreciation is charged from the dates the assets are available for use. The property, plant and equipment acquired under finance leases are depreciated over the shorter of the useful life of the asset and the lease term.

Where the useful lives of significant parts of an item are different from the item itself, these parts are depreciated over their useful lives.

The methods of depreciation, useful lives and residual values are reviewed annually.

Gains and losses on disposals are recognised within other income/expenses in the income statement.

16. Intangible assets

The group's only intangible asset is computer software. Research costs are expensed when incurred. Software license and development costs are capitalised, provided that all the asset recognition criteria are met, and amortised over their useful lives.

17. Impairment of non-financial assets

At each reporting date, the carrying amount of the tangible and intangible assets are assessed to determine whether there is any indication that those assets may have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss. Where it is not possible to estimate the recoverable amount of an individual asset, the recoverable amount of the cash-generating unit to which the asset belongs is estimated. Value in use is estimated based on discounted future cash flows expected to be derived from an asset or cash-generating unit.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, its carrying amount is reduced to the higher of its recoverable amount and zero. Impairment losses are recognised in the income statement. Subsequent to the recognition of an impairment loss, the depreciation or amortisation charge for the asset is adjusted to allocate its remaining carrying value, less any residual value, over its remaining useful life.

If an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount but limited to the carrying amount that would have been determined had no impairment loss been recognised in prior years. A reversal of an impairment loss is recognised in the income statement.

18. Leasing

A finance lease is a lease that transfers substantially all the risks and rewards incidental to ownership of an asset. Title may or may not eventually be transferred. An operating lease is a lease other than a finance lease.

Leases are classified as finance leases or operating leases at the inception of the lease.

Finance leases are recognised as assets and liabilities at the lower of the fair value of the asset and the present value of the minimum lease payments at the date of acquisition, being payments over the lease term, excluding contingent rent, costs for services and taxes to be paid by and reimbursed to the lessor including any amounts guaranteed by the company or by a party related to the company.

Finance costs represent the difference between the total leasing commitments and the fair value of the assets acquired. Finance costs are charged to the income statement over the term of the lease at interest rates applicable to the lease on the remaining balance of the obligations.

Rentals payable under operating leases are recognised in the income statement on a straight-line basis over the term of the relevant lease or another basis if more representative of the time pattern of the user's benefit.

19. Inventories

Inventories are stated at the lower of cost and net realisable value. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated cost of completion and costs necessary to make the sale.

The specific identification basis is used to arrive at the cost of items that are not interchangeable. The weighted average method, in the case of consumables, and the first-in-first-out method, in the case of all other inventories, is used to arrive at the cost of items that are interchangeable.

20. Financial assets

Financial assets are initially measured at fair value plus transaction costs. However, transaction costs in respect of financial assets classified as at fair value through profit or loss are expensed.

Financial assets classified as at fair value through profit or loss are measured at fair value with gains or losses being recognised in profit or loss. Fair value, for this purpose, is market value if listed or a value arrived at by using appropriate valuation models if unlisted.

Financial assets classified as held-to-maturity financial assets are measured at amortised cost less any impairment losses recognised to reflect irrecoverable amounts.

Loans and receivables, which include trade receivables, are measured at amortised cost less impairment losses, which are recognised in the income statement. The fair value of loans and receivables approximate their carrying value.

Available-for-sale financial assets are measured at fair value with gains or losses being recognised in other comprehensive income. Fair value, for this purpose, is market value if listed or a value arrived at by using appropriate valuation models if unlisted. Cumulative gains and losses, including that deferred in equity, are recognised in the income statement on impairment. Any reversal of impairment losses on equity instruments is recognised directly in equity.

Financial assets carried at amortised cost are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. In particular, the trade receivables provision is established where there is objective evidence that the group will not collect all amounts due according to the original terms of receivables.

The fair value of derivative assets is calculated as the difference between the contracted value and the value to maturity at the balance sheet date. The value to maturity of forward foreign exchange contracts is determined using quoted forward exchange rates at the balance sheet date. The value to maturity of commodity futures is determined by reference to quoted prices at the balance sheet date. The value to maturity of interest rate swaps is determined by reference to quoted swap rates at the balance sheet date.

21. Non-current assets (or disposal groups) held for sale

Non-current assets (or disposal groups) are classified as assets held for sale when their carrying amount is to be recovered principally through a sale transaction and a sale is considered highly probable. Upon initial classification as held for sale, non-current assets and disposal groups are recognised at the lower of carrying amount and fair value less cost to sell.

22. Contingent assets and liabilities

Contingent assets and liabilities are not recognised, although contingent liabilities are disclosed.

EQUITY AND LIABILITIES

23. Equity

Transactions relating to the acquisition and sale of shares in the company, together with their associated incremental direct costs, are accounted for in equity. Other transactions are accounted for directly in equity only if permitted by the standards.

24. Consolidated shares

Consolidated shares represent the A class ordinary shares issued to the BEE investors and the B class ordinary shares issued to the ESOP and MSOP share trusts.

25. Deferred tax

Deferred tax is provided in full using the liability method, on temporary differences arising between tax bases of the assets and liabilities and their carrying amounts in the financial statements.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on the tax laws that have been enacted or substantively enacted by the end of the reporting period.

A deferred tax asset is only recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised, unless specifically exempt.

Deferred tax liabilities arising on investments in subsidiaries, associates and joint ventures are recognised except where the group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exists to set off current tax assets against current income tax liabilities, and the deferred taxes relate to the same taxable entity and the same taxation authority.

26. Financial liabilities

Financial liabilities are initially measured at fair value net of transaction costs. However, transaction costs in respect of financial liabilities classified as at fair value through profit or loss are expensed.

Gains and losses arising from changes in the fair value of financial liabilities at fair value through profit or loss are presented in the income statement within other operating income.

Financial liabilities (excluding liabilities designated in a hedging relationship) that are not designated on initial recognition as financial liabilities at fair value through profit or loss are measured at amortised cost.

The fair value of derivative liabilities is calculated as the difference between the contracted value and the value to maturity at the balance sheet date. The value to maturity of forward foreign exchange contracts is determined using quoted forward exchange rates at the balance sheet date. The value to maturity of commodity futures is determined by reference to quoted prices at the balance sheet date. The value to maturity of interest rate swaps is determined by reference to quoted swap rates at the balance sheet date.

27. Employment benefit obligations

Post-employment benefit obligations

Certain employees of the group are members of The Tongaat-Hulett Pension Fund, which is a defined benefit fund, as are certain employees of Tongaat Hulett.

This fund is classified as a multi-employer plan and, although the trustees to the fund have commenced a process to apportion the fund between the employers, the parties to the fund have not yet agreed on the basis for allocating the defined benefit obligation, plan assets and costs of the fund to the individual employers. The fund has therefore been accounted for as if it were a defined contribution plan.

Contributions to defined contribution plans are recognised in the income statement as they accrue.

Post-retirement medical aid benefits and retirement gratuities

Provisions for post-retirement medical aid benefits and gratuities payable on retirement are calculated on an actuarial basis, being present value of future liability, for services rendered to date. Actuarial gains and losses are recognised over the lesser of ten years or the employees' average remaining working lives.

Employee benefit costs

The cost of short-term employee benefits, including the expected cost of short-term accumulating compensated absences, is recognised in the income statement in the period in which the service is rendered and is not discounted.

The expected cost of profit-sharing and bonus payments is recognised as an expense when there is a legal or constructive obligation to make such payments as a result of past performance.

28. Shareholders for equity dividends

Dividends to equity holders are only recognised as a liability when declared and are included in the statement of changes in equity. Secondary tax on companies in respect of such dividends is recognised as a liability when the dividends are recognised as a liability and are included in the tax charge in the income statement.

29. Provisions

Provisions are recognised when the group has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will be required to settle the obligation, and a reliable estimate can be made for the amount of the obligation.

Provisions are measured as the expenditure required to settle the present obligation. Where the effect of discounting is material, provisions are measured at their present value using a pre-tax discount rate that reflects the current market assessment of the time value of money and the risks for which future cash flow estimates have not been adjusted.

INCOME STATEMENT

30. Revenue

Revenue is recognised to the extent that it is probable that economic benefits will flow to the group or company, and when the amount of the revenue and the related costs can be reliably measured.

Revenue of the group comprises revenue from the sale of goods. Revenue of the company comprises interest income and agency fees.

Revenue from the sale of goods is recognised when the significant risks and rewards of ownership have been transferred to the buyer, and is shown net of returns, rebates and discounts, and after eliminating sales within the group.

Agency fees are recognised as the services are performed.

Interest income is accrued on a time basis using the effective interest rate method.

31. Borrowing costs

Borrowing costs include interest and other costs incurred in connection with the borrowing of funds.

Borrowing costs directly attributable to the acquisition, construction or production of assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. All other borrowing costs are expensed in the period in which they are incurred.

32. Taxation

The tax expense for the period comprises current and deferred tax. Tax is recognised in the income statement, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case the tax is also recognised in other comprehensive income or directly in equity, respectively. The charge for current tax is computed on the results for the year, as adjusted for income that is exempt and expenses that are not deductible, using tax rates and tax laws that are enacted or substantively enacted by the reporting date.

33. Share-based payments

The group's employee share incentive schemes, including the Employee Share Ownership Plan and the Management Share Ownership Plan, are accounted for as equity-settled share-based payments. The fair value of the incentives at the grant date is expensed on a straight-line basis over the period during which the incentive vests.

Fair value is determined based on an estimate of the incentives that will vest and any non-market conditions, using the Black-Scholes and binomial tree valuation models, and these estimates are reviewed annually.

For those schemes where the group purchases shares (or where in the past Tongaat Hulett has purchased shares) in order to settle the benefit granted, any cost in excess of the fair value of the benefit granted is recognised in equity.

The transaction for the introduction of broad-based BEE investors will result in the participants acquiring Hulamin Limited shares and is accounted for as an equity-settled share-based payment. The fair value of the transaction at the grant date was expensed in 2007. Fair value was determined using a Monte Carlo valuation model.

SOURCES OF ESTIMATION UNCERTAINTY

34. Sources of estimation uncertainty

The key assumptions and sources of estimation uncertainty at the balance sheet date that could have a significant risk of causing material adjustment to the carrying amounts of the assets and liabilities within the next financial year are:

Useful lives and residual values of assets

Items of property, plant and equipment are depreciated over their useful lives taking into account residual values. The estimated lives and residual values are assessed annually taking into account technological innovation, product life cycles, maintenance programmes and projected disposal values.

Post-employment benefit obligations

Actuarial valuations of post-retirement benefit obligations are based on assumptions which include employee turnover, mortality rates, discount rate, expected long-term rate of return on retirement plan assets, healthcare costs, inflation rates and salary increments.

Share-based payment transactions

The critical estimates and assumptions used in the IFRS 2 calculations are disclosed in note 31.

Impairment of non-financial assets

The recoverable amounts of the assets (or cash-generating units to which they belong) disclosed in notes 2 to 4 of the group financial statements, and note 2 of the company financial statements, were estimated at period end in terms of IAS 36. It was determined that no impairment of the carrying values of these assets would be required.

The key assumptions used to determine the recoverable amount of the relevant assets (or cash-generating units) are as follows:

Margins – Based on internal market forecasts which take into account margins for the current year and anticipated changes in market conditions, adjusted for inflation in the group's target markets and the estimated mix of products sold;

Sales volumes – Volumes in 2010 and 2011 are based on levels prior to the economic downturn that began in late 2008 followed by steady growth for the remainder of the forecast period, taking into account estimated production capacity and market demand;

Currency exchange rates – Based on consensus forecasts of the major South African financial institutions;

Aluminium price – Based on internal market forecasts which take into account the Dollar aluminium price at the reporting date, changes in the Rand/Dollar exchange rate and US inflation forecasts; and

Discount rate – The weighted average cost of capital is based on independent market data, except for the share beta which is derived from an appropriate basket of proxy companies.

Changes in the above key assumptions that are viewed as being reasonable would not cause the carrying values of these assets (or cash-generating units) to exceed their recoverable amounts.

The above key assumptions relating to margins, sales volumes, currency exchange rates and aluminium prices, employed in the determination of the recoverable amounts of the relevant assets (or cash-generating units), are consistent with those used in the budgets and medium-term forecasts considered by the directors in assessing the future performance of the group.

Group balance sheet
as at 31 December 2009

	Notes	2009 R'000	2008 R'000
ASSETS			
Non-current assets			
Property, plant and equipment	2	**4 979 278**	4 763 295
Intangible assets	3	**29 874**	29 515
Investments in associates and joint ventures	4	**10 463**	10 080
Deferred tax asset	5	**13 899**	11 697
		5 033 514	4 814 587
Current assets			
Inventories	6	**1 015 029**	1 325 284
Trade and other receivables	7	**695 228**	1 060 013
Derivative financial assets	8	**97 970**	360 022
Income tax asset		**8 048**	
Cash and cash equivalents	9	**64 413**	66 174
Assets of disposal group classified as held for sale	10		44 432
		1 880 688	2 855 925
Total assets		**6 914 202**	7 670 512
EQUITY			
Share capital and share premium	11	**992 555**	990 916
BEE reserve		**174 686**	174 686
Employee share-based payment reserve		**74 097**	48 933
Hedging reserve		**(522)**	101 652
Retained earnings		**2 503 463**	2 443 959
Total equity		**3 744 279**	3 760 146
LIABILITIES			
Non-current liabilities			
Non-current borrowings	12	**763 496**	898 595
Deferred tax liability	13	**912 876**	926 359
Retirement benefit obligations	14	**132 946**	119 512
		1 809 318	1 944 466
Current liabilities			
Trade and other payables	15	**580 420**	692 180
Current borrowings	16	**709 822**	914 465
Derivative financial liabilities	8	**70 363**	315 589
Income tax liability			43 666
		1 360 605	1 965 900
Total liabilities		**3 169 923**	3 910 366
Total equity and liabilities		**6 914 202**	7 670 512

Group income statement
for the year ended 31 December 2009

		Notes	2009 R'000	2008 R'000
Revenue			**4 499 582**	7 119 973
Cost of sales		18	**(3 895 842)**	(6 235 460)
Gross profit			**603 740**	884 513
Other gains and losses		17	**53 968**	60 312
Selling and marketing expenses		18	**(323 438)**	(355 859)
Administrative expenses		18	**(90 296)**	(123 515)
Operating profit			**243 974**	465 451
Net finance costs		19	**(113 813)**	(118 253)
Share of profits of associates and joint ventures			**383**	1 111
Profit before tax			**130 544**	348 309
Taxation		20	**(40 911)**	(79 527)
Net profit for the year			**89 633**	268 782
Attributable to:				
Equity holders of the company			**89 633**	268 172
Non-controlling interests				610
			89 633	268 782
Earnings per share attributable to the equity holders of the company		21		
Basic	(cents)		**42**	124
Diluted	(cents)		**41**	123

Group statement of comprehensive income
for the year ended 31 December 2009

	2009 R'000	2008 R'000
Net profit for the year	**89 633**	268 782
Other comprehensive (loss)/income for the year	**(102 174)**	100 664
Cash flow hedges transferred to income statement	**(141 183)**	(1 372)
Cash flow hedges created	**(725)**	141 183
Income tax effect	**39 734**	(39 147)
Total comprehensive (loss)/income for the year	**(12 541)**	369 446
Attributable to:		
Equity holders of the company	**(12 541)**	368 836
Non-controlling interests		610
	(12 541)	369 446

Group statement of changes in equity
for the year ended 31 December 2009

	Share capital R'000	Share premium R'000	Consolidated shares R'000	Hedging reserve R'000
Balance at 31 December 2007	25 196	1 056 079	(91 783)	988
Total comprehensive income for the year				100 664
Shares issued	13	1 411		
Value of employee services				
Settlement of employee share incentives				
Tax on employee share incentives				
Purchase of non-controlling interest				
Dividends paid				
Balance at 31 December 2008	25 209	1 057 490	(91 783)	101 652
Total comprehensive (loss)/income for the year				(102 174)
Shares issued	45	1 594		
Value of employee services				
Settlement of employee share incentives				
Tax on employee share incentives				
Dividends paid				
Balance at 31 December 2009	**25 254**	**1 059 084**	**(91 783)**	**(522)**

Employee share-based payment reserve R'000	BEE reserve R'000	Retained earnings R'000	Shareholders' interest R'000	Non-controlling interest R'000	Total equity R'000
21 085	174 686	2 307 900	3 494 151	35 142	3 529 293
		268 172	368 836	610	369 446
			1 424		1 424
29 670			29 670		29 670
(1 822)		(3 352)	(5 174)		(5 174)
		(2 246)	(2 246)		(2 246)
		752	752	(35 752)	(35 000)
		(127 267)	(127 267)		(127 267)
48 933	174 686	2 443 959	3 760 146		3 760 146
		89 633	(12 541)		(12 541)
			1 639		1 639
29 492			29 492		29 492
(4 328)		(3 219)	(7 547)		(7 547)
		1 627	1 627		1 627
		(28 537)	(28 537)		(28 537)
74 097	**174 686**	**2 503 463**	**3 744 279**		**3 744 279**

Group cash flow statement
for the year ended 31 December 2009

	Notes	2009 R'000	2008 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash generated before working capital changes	23	**362 282**	777 516
Changes in working capital	24	**599 333**	(486 088)
Cash generated from operations		**961 615**	291 428
Net interest paid		**(170 409)**	(189 088)
Income tax payment		**(66 949)**	(136 661)
Net cash inflow/(outflow) from operating activities		**724 257**	(34 321)
CASH FLOWS FROM INVESTING ACTIVITIES			
Additions to property, plant and equipment		**(351 811)**	(707 870)
Additions to intangible assets		**(3 554)**	(6 193)
Proceeds on disposal of property, plant and equipment		**3 534**	1 207
Increase in investment in associates and joint ventures			(5 185)
Acquisition of non-controlling interest in subsidiary			(35 000)
Net cash outflow from investing activities		**(351 831)**	(753 041)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from borrowings		**6 277**	914 996
Repayment of borrowings		**(346 019)**	(22 589)
Shares issued		**1 639**	1 424
Settlement of share options net of reversals		**(7 547)**	(5 174)
Dividends paid	25	**(28 537)**	(127 267)
Net cash (outflow)/inflow from financing activities		**(374 187)**	761 390
Net decrease in cash and cash equivalents		**(1 761)**	(25 972)
Cash and cash equivalents at beginning of year		**66 174**	92 146
Cash and cash equivalents at end of year	9	**64 413**	66 174

Index to the notes to the group financial statements

1. OPERATING SEGMENT ANALYSIS

The group is organised into two major operating divisions, namely Hulamin Rolled Products and Hulamin Extrusions. The divisions, which offer different products, are the basis on which the group reports its primary segment information. The Hulamin Rolled Products segment manufactures and supplies rolled semi-fabricated aluminium products, which include heat treated plate, can-end stock, closure sheet, thin gauge foil and superior finish painted and clad products. The Hulamin Extrusions segment manufactures and supplies extruded aluminium products, which include small, large and complex extruded sections. These reportable segments are comprised of a number of aggregated operating segments. Both reportable segments are based and managed in South Africa.

Inter-segment transfers or transactions are entered into under normal commercial terms and conditions that would also be available to unrelated third parties.

	2009			2008		
	Hulamin Rolled Products R'000	**Hulamin Extrusions R'000**	**Group total R'000**	Hulamin Rolled Products R'000	Hulamin Extrusions R'000	Group total R'000
Revenue						
Segment revenue	**3 890 943**	**625 148**	**4 516 091**	6 347 458	848 071	7 195 529
Inter-segment revenue	**(9 550)**	**(6 959)**	**(16 509)**	(59 301)	(16 255)	(75 556)
Revenue from external customers	**3 881 393**	**618 189**	**4 499 582**	6 288 157	831 816	7 119 973
Results						
Depreciation and amortisation	**174 853**	**22 880**	**197 733**	155 985	20 369	176 354
Net finance costs	**93 131**	**20 682**	**113 813**	92 462	25 791	118 253
Tax	**45 660**	**(4 749)**	**40 911**	83 492	(3 965)	79 527
Share of associate company's profit	**383**		**383**	1 111		1 111
Operating profit	**239 377**	**4 597**	**243 974**	453 510	11 941	465 451
Total assets	**6 554 198**	**360 004**	**6 914 202**	7 296 674	373 838	7 670 512
Total liabilities	**2 908 602**	**261 321**	**3 169 923**	3 641 321	269 045	3 910 366
Other disclosures						
Investments in associates and joint ventures	**10 463**		**10 463**	10 080		10 080
Additions to property, plant and equipment and intangible assets	**333 534**	**21 831**	**355 365**	688 321	25 742	714 063

Geographical analysis of revenue	**2009 R'000**	2008 R'000
South Africa	**2 033 111**	2 852 150
North America	**867 059**	1 202 862
Europe	**580 531**	954 159
Asia	**322 956**	859 307
Middle East	**512 305**	810 046
Australasia	**74 248**	269 525
South America	**65 058**	120 888
Rest of Africa	**44 314**	51 036
	4 499 582	7 119 973

All non-current assets of the group are located in, or are attributable to, operations in South Africa.

	Total R'000	Land and buildings R'000	Plant and machinery R'000	Vehicles, equipment and other R'000	Capital works under construction R'000
2. PROPERTY, PLANT AND EQUIPMENT					
2009					
At cost					
Balance at beginning of year	**5 964 698**	**795 683**	**4 343 879**	**125 609**	**699 527**
Transferred from disposal group (note 10)	**15 654**		**8 838**	**6 816**	
Additions	**351 811**		**157 057**	**434**	**194 320**
Borrowing costs capitalised	**56 596**				**56 596**
Capitalised from capital works under construction		**105 342**	**310 451**	**3 482**	**(419 275)**
Disposals	**(16 352)**		**(9 267)**	**(7 085)**	
Balance at end of year	**6 372 407**	**901 025**	**4 810 958**	**129 256**	**531 168**
Accumulated depreciation					
Balance at beginning of year	**1 201 403**	**73 983**	**1 051 159**	**76 261**	
Transferred from disposal group (note 10)	**7 275**		**2 415**	**4 860**	
Charge for the year (note 18)	**194 538**	**16 894**	**165 161**	**12 483**	
Disposals	**(10 087)**		**(4 770)**	**(5 317)**	
Balance at end of year	**1 393 129**	**90 877**	**1 213 965**	**88 287**	
Carrying value at 31 December 2009	**4 979 278**	**810 148**	**3 596 993**	**40 969**	**531 168**
2008					
At cost					
Balance at beginning of year	5 202 456	555 299	3 940 667	122 171	584 319
Additions	707 870		17 780	1 891	688 199
Borrowing costs capitalised	70 835				70 835
Capitalised from capital works under construction		240 384	394 557	8 885	(643 826)
Disposals	(809)		(287)	(522)	
Transferred to disposal group (note 11)	(15 654)		(8 838)	(6 816)	
Balance at end of year	5 964 698	795 683	4 343 879	125 609	699 527
Accumulated depreciation					
Balance at beginning of year	1 035 469	61 232	904 958	69 279	
Charge for the year (note 18)	173 514	12 751	148 673	12 090	
Disposals	(305)		(57)	(248)	
Transferred to disposal group (note 10)	(7 275)		(2 415)	(4 860)	
Balance at end of year	1 201 403	73 983	1 051 159	76 261	
Carrying value at 31 December 2008	4 763 295	721 700	3 292 720	49 348	699 527

Property, plant and equipment with a book value of R4 860 017 000 (2008: R4 646 366 000) is encumbered as security for borrowing facilities from Standard Bank and Rand Merchant Bank (note 12).

Plant and machinery with a book value of R10 603 000 (2008: R16 585 000) is encumbered as security for secured finance lease obligations (note 12).

The weighted average interest rate used for borrowing costs capitalised is 11,6% (2008: 13,0%).

A register of land and buildings is available for inspection at the company's registered office.

The group applied the following methods and rates during the year:

Buildings	Straight-line	30 to 50 years
Plant and machinery	Straight-line	4 to 40 years
Vehicles	Straight-line	4 years
Equipment	Straight-line	5 to 10 years
Furniture	Straight-line	5 to 10 years

		2009 R'000	2008 R'000
3.	**INTANGIBLE ASSETS**		
	Software costs – internally generated and capitalised		
	At beginning of year	25 555	21 732
	Additions	3 491	3 823
	At end of year	29 046	25 555
	Accumulated amortisation		
	At beginning of year	2 260	841
	Charge for the year	1 420	1 419
	At end of year	3 680	2 260
	Carrying value at end of year	25 366	23 295
	Software costs – other external		
	At beginning of year	13 910	11 540
	Additions	63	2 370
	At end of year	13 973	13 910
	Accumulated amortisation		
	At beginning of year	7 690	6 269
	Charge for the year	1 775	1 421
	At end of year	9 465	7 690
	Carrying value at end of year	4 508	6 220
	Total software costs		
	Cost	43 019	39 465
	Accumulated amortisation	13 145	9 950
	Carrying value at end of year	29 874	29 515

Intangible assets are amortised over their useful lives (currently five to fifteen years) on the straight-line basis.

		2009 R'000	2008 R'000
4.	**INVESTMENTS IN ASSOCIATES AND JOINT VENTURES**		
	At beginning of year	10 080	3 784
	Loans		5 185
	Cumulative share of post-acquisition profit	383	1 111
	At end of year	10 463	10 080

Details of associates and joint ventures are included in note 32.

The above loans are unsecured, interest-free and have no fixed terms of repayment.

	2009 R'000	2008 R'000
5. DEFERRED TAX ASSET		
At beginning of year	**11 697**	16 373
Accounted for in equity		(4 863)
Transfer from deferred tax liability	**1 691**	
Income statement		
Current year relief on earnings	**511**	584
Rate change adjustment		(397)
At end of year	**13 899**	11 697
Deferred income tax asset analysed as follows:		
Provisions	**12 208**	11 697
Assessed loss	**1 691**	
	13 899	11 697
6. INVENTORIES		
Raw materials	**256 783**	522 908
Work-in-progress	**274 040**	337 217
Finished goods	**378 551**	326 510
Consumable stores	**105 655**	138 649
	1 015 029	1 325 284

Inventories with a carrying value of R904 875 064 (2008: R1 204 234 215) are encumbered as security for borrowing facilities (note 12).

	2009 R'000	2008 R'000
7. TRADE AND OTHER RECEIVABLES		
Financial assets		
Trade receivables	**618 876**	1 013 979
Less: provision for impairment of receivables	**(11 443)**	(7 140)
	607 433	1 006 839
Sundry receivables	**75 630**	44 774
	683 063	1 051 613
Non-financial assets		
Prepayments	**12 165**	8 400
	695 228	1 060 013

One debtor comprises 22% (2008: 14%) of trade debtors. There is no other significant concentration of risk related to particular customer or industry segments.

Trade and other receivables with a book value of R617 384 291 (2008: R955 041 104) (including inter-company debtors) has been ceded as security for borrowing facilities (note 12).

	2009 R'000	2008 R'000
Trade receivables that are neither overdue nor impaired	**540 772**	893 378
Trade receivables overdue	**66 661**	113 461
Overdue by less than 60 days	**31 512**	83 019
Overdue by more than 60 days	**35 149**	30 442
Total trade receivables, net of provision for impairment	**607 433**	1 006 839

	2009 R'000	2008 R'000
7. TRADE AND OTHER RECEIVABLES continued		
Trade receivables that are impaired are provided for in full. No collateral is held on these receivables. Export receivables and the majority of local receivables are insured at 90% of invoice value. The movement in the provision for impairment is as follows:		
At 1 January	**7 140**	9 530
Written off or reversed during the year	**(7 140)**	(9 530)
Impaired trade receivables – provided for in full	**11 443**	7 140
At 31 December	**11 443**	7 140

The fair values of the trade and other receivables approximate their carrying value.

The group had the following uncovered export trade debtors at the period end:

	2009 Foreign amount 000	2009 Rand amount R'000	2008 Rand amount R'000
Pound Sterling			4 099
Euro	**283**	**3 022**	20
US Dollar	**4 979**	**36 771**	143
		39 793	4 262

8. DERIVATIVE FINANCIAL INSTRUMENTS

	Note	Determination of fair value	2009 R'000	2008 R'000
Forward foreign exchange contracts – designated as hedging instruments	8.1	Observable inputs	**28 634**	(40 537)
Forward foreign exchange contracts – not designated as hedging instruments	8.1	Observable inputs	**14 117**	43 787
Commodity futures – designated as hedging instruments	8.2	Quoted market prices	**1 846**	62 042
Interest rate swaps – designated as hedging instruments	8.3	Observable inputs	**(16 990)**	
Interest rate swaps – not designated as hedging instruments	8.3	Observable inputs		(20 859)
			27 607	44 433
Grouped as:				
Financial assets			**97 970**	360 022
Financial liabilities			**(70 363)**	(315 589)
			27 607	44 433

The credit quality of all derivative financial assets is sound. None are overdue or impaired and the group does not hold collateral on derivatives. The group's maximum exposure to counterparty credit risk on derivative assets at 31 December 2009 amounted to R36 327 762 (2008: R62 429 121).

8. **DERIVATIVE FINANCIAL INSTRUMENTS** continued

8.1 Foreign currency management

The following forward foreign exchange contracts were designated as hedging instruments at the period end.

	2009 Foreign amount 000	2009 Rand amount R'000	2009 Fair value asset/ (liability) R'000	2008 Foreign amount 000	2008 Rand amount R'000	2008 Fair value asset/ (liability) R'000
Forward purchases						
Pound Sterling	400	4 933	(152)	1 015	15 764	(1 850)
Euro	2 829	31 689	(1 268)	7 460	96 385	2 524
US Dollar	20 681	170 101	(13 202)	16 885	154 674	8 934
Swiss Franc	594	4 348	(90)	4 179	36 182	605
Other					3 604	(237)
		211 071	(14 712)		306 609	9 976
Maturing in:						
2009					306 609	9 976
2010		211 071	(14 712)			
		211 071	(14 712)		306 609	9 976
Forward sales						
US Dollar	(124 353)	(984 948)	43 346	(158 550)	(1 485 156)	(50 513)
		(984 948)	43 346		(1 485 156)	(50 513)
Maturing in:						
2009					(1 485 156)	(50 513)
2010		(984 948)	43 346			
		(984 948)	43 346		(1 485 156)	(50 513)
Net total included in cash flow hedges		(773 877)	28 634		(1 178 547)	(40 537)
Grouped as:						
Financial assets			47 052			114 871
Financial liabilities			(18 418)			(155 408)
			28 634			(40 537)

8. DERIVATIVE FINANCIAL INSTRUMENTS continued

8.1 Foreign currency management continued

The following forward foreign exchange contracts have been entered into to cover foreign currency risk, but were not designated as hedging instruments for accounting purposes at the period end.

	2009 Foreign amount 000	**2009** Rand amount R'000	**2009** Fair value asset/ (liability) R'000	2008 Foreign amount 000	2008 Rand amount R'000	2008 Fair value asset/ (liability) R'000
Forward sales						
US Dollar	**(39 145)**	**(303 443)**	**11 352**	(72 636)	(729 937)	38 806
Euro	**(4 075)**	**(45 408)**	**1 546**	(10 266)	(137 799)	2 103
Pound Sterling	**(1 688)**	**(21 750)**	**1 219**	(1 755)	(26 654)	2 878
		(370 601)	**14 117**		(894 390)	43 787
Maturing in:						
2009					(894 390)	43 787
2010		**(370 601)**	**14 117**			
		(370 601)	**14 117**		(894 390)	43 787
Grouped as:						
Financial assets			**15 025**			92 455
Financial liabilities			**(908)**			(48 668)
			14 117			43 787

8. **DERIVATIVE FINANCIAL INSTRUMENTS** continued

8.2 Commodity price management

The following futures contracts were designated as hedging instruments at the period end:

	2009			2008		
	Tons	Contracted value R'000	Fair value asset/ (liability) R'000	Tons	Contracted value R'000	Fair value asset/ (liability) R'000
Net aluminium futures (sales)/purchases						
Maturing in:						
2009				(14 200)	(271 610)	62 174
2010	6 550	125 765	1 846	75	1 306	(132)
	6 550	125 765	1 846	(14 125)	(270 304)	62 042
Grouped as:						
Financial assets			35 893			152 696
Financial liabilities			(34 047)			(90 654)
			1 846			62 042
Cash flow hedges			(5 612)			96 932
Fair value hedges			7 458			(34 890)
			1 846			62 042

8.3 Interest rate management

The following interest rate swaps were designated as hedging instruments at period end. They were not designated as hedging instruments for accounting purposes in 2008:

	2009			2008		
	Notional amount R'000	Rand amount R'000	Fair value asset/ (liability) R'000	Notional amount R'000	Rand amount R'000	Fair value asset/ (liability) R'000
Interest rate swaps						
Maturing in:						
2010	600 000	130 697	(16 990)	600 000	130 697	(20 859)
Grouped as:						
Financial liabilities			(16 990)			(20 859)

Fair value is calculated as the difference between the contracted value and the value to maturity at the period end.

		2009 R'000	2008 R'000
9. CASH AND CASH EQUIVALENTS			
Bank balances		**63 742**	60 504
Cash on hand		**671**	5 670
		64 413	66 174
Effective interest rates	(%)	**4,50**	9,00

Cash of R6 664 709 (2008: R17 677 117) has been ceded as security for borrowing facilities (note 12).

10. ASSETS OF DISPOSAL GROUP CLASSIFIED AS HELD FOR SALE

The assets of Hulamin Engineering Solutions were classified as held for sale at 31 December 2008. This business, which previously formed part of the Hulamin Rolled Products segment, was sold during 2009.

	2009 R'000	2008 R'000
Property, plant and equipment		8 379
Inventory		36 053
		44 432

11. SHARE CAPITAL

11. 1 Authorised

	2009 R'000	2008 R'000
240 000 000 ordinary shares of 10 cents each (2008: 240 000 000 ordinary shares of 10 cents each)	**24 000**	24 000
34 000 000 A ordinary shares of 10 cents each (2008: 34 000 000 A ordinary shares of 10 cents each)	**3 400**	3 400
21 000 000 B ordinary shares of 10 cents each (2008: 21 000 000 B ordinary shares of 10 cents each)	**2 100**	2 100
Total authorised share capital	**29 500**	29 500

The B ordinary shares consist of 8 000 000 B1 shares, 10 000 000 B2 shares and 3 000 000 B3 shares.

11.2 Issued

	2009 R'000	2008 R'000
Share capital:		
Opening balance (252 090 090 ordinary shares of 10 cents each) (2008: 251 957 796 ordinary shares of 10 cents each)	**25 209**	25 196
Issued during year (450 976 ordinary shares of 10 cents each) (2008: 132 294 ordinary shares of 10 cents each)	**45**	13
Closing balance (252 541 066 ordinary shares of 10 cents each) (2008: 252 090 090 ordinary shares of 10 cents each)	**25 254**	25 209
Share premium:		
Opening balance	**1 057 490**	1 056 079
Premium on shares issued	**1 594**	1 411
Closing balance	**1 059 084**	1 057 490
Consolidated A and B shares	**(91 783)**	(91 783)
Share capital and share premium	**992 555**	990 916

11. **SHARE CAPITAL** continued

11.3 A ordinary shares and B ordinary shares

The A ordinary shares and B ordinary shares are unlisted and carry full voting rights. The A ordinary shares have no entitlements to any dividends or other shareholder distributions. The A ordinary shares are eliminated in the group accounts as they are held by an entity related to the introduction of broad-based BEE investors, and this entity is consolidated into the group results. The B ordinary shares are held in employee trusts, which trusts are consolidated and thus the shareholding eliminated on consolidation.

11.4 Unissued

Under option to employees:
In terms of the Tongaat-Hulett Employees Share Incentive Scheme and The Tongaat-Hulett Group Limited 2001 Share Option Scheme, employees have been granted options to subscribe for 1 341 734 Hulamin shares. The weighted average exercise price for these options is R20,18 per share.

Details of the employee share incentive schemes are set out in note 31.

Under the control of the directors:
At 31 December 2009, 9 416 730 unissued ordinary shares were under the control of the directors for the purpose of the original Tongaat-Hulett Share Option Schemes (specific authority granted in April 2008 for 5 000 000 shares less 2008 issues of 132 294 shares and 2009 issues of 450 976 shares). An additional 5 000 000 unissued ordinary shares were placed under the control of the directors in April 2009 for the purpose of the Hulamin Limited Share Appreciation Right Scheme 2007, the Hulamin Limited Long Term Incentive Plan 2007 and the Hulamin Limited Deferred Bonus Plan 2007. No other unissued ordinary shares were under the control of the directors at 31 December 2009.

At 31 December 2008, 24 256 140 unissued ordinary shares were under the control of the directors, of which the maximum that could have been issued for the purpose of the employee share schemes was 21 134 484 (21 300 000 less 2007 issues of 33 222 shares and 2008 issues of 132 291 shares).

At 31 December 2009, 9 653 777 unissued B ordinary shares (2008: 9 653 777) were under the control of the directors, for the purpose of the Hulamin Employee Share Ownership Plan and the Hulamin Management Share Ownership Plan.

12. **NON-CURRENT BORROWINGS**

	Effective interest rates (%)	**2009 R'000**	2008 R'000
Secured loans:			
Finance leases	11,30	**1 642**	2 271
Standard Bank	10,63	**766 761**	806 346
Rand Merchant Bank	10,51	**85 195**	90 000
		853 598	898 617
Less: current portion included in short-term borrowings		**(90 102)**	(22)
		763 496	898 595
Borrowing payments by financial year (including interest):			
2010		**173 356**	202 562
2011		**164 426**	191 113
2012		**155 447**	179 144
2013		**146 719**	176 962
Thereafter		**543 317**	596 198
Book value of assets encumbered as security for finance lease obligations (note 2).		**10 603**	16 585

The facilities with Standard Bank and Rand Merchant Bank referred to above and the amounts owing in respect of the bank overdraft, First National Bank call loan and Standard Bank call loan (note 16) are collectively secured by mortgage and notarial bonds over the moveable and immoveable assets of Hulamin Operations (Pty) Limited, and the cession of book debts, cash and material investments in and claims against wholly-owned subsidiaries, and the provision of a guarantee by the company.

In terms of the company's articles of association, the borrowing powers of the group are subject to any regulations made by the company in a general meeting to restrict the borrowing powers, failing which they are at the discretion of the directors. To date no such regulation has been imposed.

The fair values of the non-current borrowings approximate their carrying value.

		2009 R'000	2008 R'000
13.	**DEFERRED TAX LIABILITY**		
	At beginning of year	**926 359**	894 203
	Accounted for in equity	**(41 360)**	41 374
	Transfer to deferred tax asset	**1 691**	
	Income statement		
	Current year charge	**16 430**	19 093
	Prior years' charge	**9 756**	2 592
	Rate change		(30 903)
	At end of year	**912 876**	926 359
	The deferred tax liability is analysed as follows:		
	Accelerated tax depreciation	**994 740**	937 903
	Provisions and leave pay accruals	**(43 767)**	(42 895)
	Assessed loss	**(42 214)**	(9 193)
	Share schemes	**(4 836)**	(1 977)
	Hedging reserve	**(203)**	39 531
	Other	**9 156**	2 990
		912 876	926 359
14.	**RETIREMENT BENEFIT OBLIGATIONS**		
	Post-retirement medical aid provision	**112 092**	101 600
	Retirement gratuity provision	**20 854**	17 912
		132 946	119 512
	The movement of these provisions is detailed in note 26.		
15.	**TRADE AND OTHER PAYABLES**		
	Trade payables	**397 904**	535 611
	Leave pay and bonus accruals	**53 552**	48 063
	Sundry accruals and other payables	**128 964**	108 506
		580 420	692 180

The fair values of the trade and other payables approximate their carrying value.

		2009 R'000	2008 R'000
16. CURRENT BORROWINGS			
Current portion of long-term loans		**90 102**	22
Bank overdrafts		**75 720**	69 443
First National Bank call loan		**275 000**	510 000
Standard Bank call loan		**269 000**	335 000
		709 822	914 465
Effective interest rates are as follows:			
Bank overdrafts	(%)	**9,00**	14,50
First National Bank call loan	(%)	**8,80**	13,50
Standard Bank call loan	(%)	**8,40**	12,90

R75 720 000 hereof will be repaid during 2010. The remaining current borrowings have no fixed repayment dates.

The bank overdrafts and call loans are secured (note 12).

The fair values of the current borrowings approximate their carrying value.

	2009 R'000	2008 R'000
17. OTHER GAINS AND LOSSES		
Valuation adjustments on non-derivative items (note 17.1)	**(85 126)**	194 538
Valuation adjustments on derivative items (note 17.2)	**139 094**	(134 226)
	53 968	60 312
17.1 Valuation adjustments on non-derivative items		
Export receivables	**(88 714)**	256 508
Import payables	**7 462**	(6 650)
Foreign currency denominated cash balances	**(3 874)**	(55 320)
	(85 126)	194 538
17.2 Valuation adjustments on derivative items		
Forward foreign exchange contracts: not designated as hedging instruments	**138 647**	(219 882)
Forward foreign exchange contracts: cash flow hedges, transfer from equity	**(30 466)**	88 574
Forward aluminium purchase and sale contracts: fair value hedges	**80 060**	17 941
Forward aluminium purchase and sale contracts: cash flows hedges, transfer from equity	**(49 147)**	
Interest rate swaps: not designated as hedging instruments		(20 859)
	139 094	(134 226)
17.3 The ineffective portion of all hedges is recognised in profit or (loss)		
Cash flow hedges	**1 658**	4 460
Fair value hedges	**(2 067)**	(2 549)
	(409)	1 911

	2009 R'000	2008 R'000
18. EXPENSES BY NATURE		
Raw materials and other costs	**3 434 778**	5 924 913
Employee benefit expense (note 18.3)	**636 140**	588 965
Depreciation (note 2)	**194 538**	173 514
Amortisation of intangible assets (note 3)	**3 195**	2 840
Write-down of inventories	**21 415**	13 938
Operating leases (rental on leased premises)	**9 475**	10 991
Increase/(decrease) in provision for impairment of debtors	**4 303**	(2 390)
Auditors' remuneration (note 18.1)	**3 001**	2 766
Loss/(profit) on disposal of property, plant and equipment	**2 731**	(703)
	4 309 576	6 714 834
Classified as:		
– cost of sales	**3 895 842**	6 235 460
– selling and marketing expenses	**323 438**	355 859
– administrative expenses	**90 296**	123 515
	4 309 576	6 714 834
18.1 Auditors' remuneration		
Audit fees	**2 718**	2 463
Fees for other services	**80**	160
Prior year under provision	**58**	40
Expenses	**145**	103
	3 001	2 766
18.2 Directors' emoluments		
Executives		
– Cash package	**6 842**	6 156
– Retirement, medical and insurance benefits	**1 004**	746
– Bonus	**1 474**	2 408
Non-executives		
– Fees	**1 504**	1 515
	10 824	10 825
18.3 Employee benefit expense		
Salaries and wages	**551 049**	509 030
Retirement benefit costs:		
Defined contribution scheme (note 26)	**6 647**	6 245
Defined benefit scheme (note 26)	**29 561**	26 643
Post-retirement medical aid costs (note 26)	**15 554**	14 056
Staff gratuities (note 26)	**3 837**	3 321
Share incentive costs (note 31)	**29 492**	29 670
	636 140	588 965

		2009 R'000	2008 R'000
19. NET FINANCE COSTS			
Interest paid			
Long-term loan interest		**114 822**	116 306
Short-term loan interest		**58 595**	72 782
Interest capitalised		**(56 596)**	(70 835)
Interest received		**(3 008)**	
Net finance costs		**113 813**	118 253
20. TAXATION			
South African normal taxation:			
Current			
– current year		**21 396**	80 159
– prior year over provision		**(9 014)**	(3 904)
Deferred			
– current year (note 13)		**16 430**	19 093
– current year (note 5)		**(511)**	(584)
– prior year under provision		**9 756**	2 592
– rate change adjustment (note 13)			(30 903)
– rate change adjustment (note 5)			397
Secondary tax on companies		**2 854**	12 677
		40 911	79 527
South African income tax is levied on the company and its subsidiaries and not the group.			
Estimated assessable losses available for set-off against future taxable income are as follows:			
Total assessable losses		**156 767**	32 834
Normal rate of taxation	(%)	**28,0**	28,0
Adjusted for:			
BEE and IFRS 2 costs	(%)	**0,1**	0,1
STC	(%)	**2,2**	3,7
Other non-allowable items	(%)	**1,0**	
Rate change adjustment	(%)		(8,9)
Effective rate of taxation	(%)	**31,3**	22,9

21. EARNINGS PER SHARE

Basic earnings per share is calculated using the weighted average number of ordinary shares in issue during the year. For purposes of diluted earnings per share, the weighted average number of shares in issue is adjusted for the dilutive effect of employee share options.

Reconciliation of denominators used for basic and diluted earnings per share

	2009 Number of shares	2008 Number of shares
Basic EPS – weighted average number of shares	**215 931 041**	215 668 708
Share options	**2 897 707**	2 248 287
Diluted EPS – weighted average number of shares	**218 828 748**	217 916 995

		2009 R'000	2008 R'000
22. HEADLINE EARNINGS			
Net profit for the year attributable to equity holders of the company		**89 633**	268 172
Adjusted for loss/(profit) on sale of property, plant and equipment		**1 966**	(506)
– Gross		**2 731**	(703)
– Tax effect		**(765)**	197
Headline earnings attributable to equity holders of the company		**91 599**	267 666
Headline earnings per share			
Basic	(cents)	**42**	124
Diluted	(cents)	**42**	123
23. CASH GENERATED BEFORE WORKING CAPITAL CHANGES			
Operating profit		**243 974**	465 451
Depreciation		**194 538**	173 514
Amortisation of intangible assets		**3 195**	2 840
Loss/(profit) on disposal of property, plant and equipment		**2 731**	(703)
Movement in retirement benefit obligation		**13 434**	12 006
Employee share-based costs		**29 492**	29 670
Movements in derivatives		**(125 082)**	94 738
		362 282	777 516
24. CHANGES IN WORKING CAPITAL			
Decrease/(increase) in inventories		**346 308**	(397 193)
Decrease/(increase) in trade and other receivables		**364 785**	(46 410)
Decrease in trade and other payables		**(111 760)**	(42 485)
		599 333	(486 088)
25. DIVIDENDS			
Final for 2008 year, paid 9 March 2009: 13 cents (2008: 30 cents)		**28 537**	65 790
Interim for current year: nil (2008: 28 cents)			61 477
		28 537	127 267

26. RETIREMENT BENEFITS

Retirement benefit schemes

The group contributes towards retirement benefits for substantially all permanent employees who are required to be a member of either the Tongaat-Hulett Pension Fund or the Metal Industries Provident Fund. These schemes are governed by the relevant fund legislation. Their assets consist primarily of listed shares, fixed income securities, property investments and money market instruments and are held separately from those of the group. The scheme assets are administered by boards of trustees, each of which includes elected representatives.

Defined contribution scheme

Contributions to the Metal Industries Provident Fund scheme for the group amounted to R6 647 000 (2008: R6 245 000) and were expensed during the year.

Defined benefit pension scheme

There is one funded defined benefit scheme (The Tongaat-Hulett Pension Fund) for employees of Tongaat Hulett Limited and Hulamin Limited and their subsidiaries. Hulamin continues to account for the fund on a defined contribution basis, pending agreement between the parties to the fund on the basis for allocating the obligation, plan assets and costs to the individual employers participating in the fund. Accordingly, the assets and the liabilities of the entire fund are disclosed in this note. The group's contribution is based on 14,3% of the actual employee pensionable emoluments. Contributions of R29 561 000 (2008: R26 643 000) were expensed during the year. The employer companies have, during the current financial year, agreed on the basis of division of the actuarial surplus at 31 December 2007. The group has fully utilised the surplus allocation of R37 600 000 allocated by the trustees as at 31 December 2009.

The fund is actuarially valued at intervals of not more than three years using the projected unit credit method. In the statutory actuarial valuation of the scheme as at 31 December 2007, the fund was certified by the reporting actuary to be in a sound financial position.

An actuarial valuation of liabilities, based on the existing benefits, carried out as at 31 December 2009 in accordance with IAS 19, showed the present value of obligations to be adequately covered by the fair value of the scheme assets.

		2009 R'000	2008 R'000
26. RETIREMENT BENEFITS continued			
Defined Benefit Pension Scheme continued			
Details of the valuation of The Tongaat-Hulett Group Pension Fund are as follows:			
Fair value of plan assets			
Balance at beginning of year		**5 537 200**	6 544 000
Expected return on scheme assets		**395 400**	520 100
Employer contributions		**86 900**	51 800
Members' contributions		**45 900**	40 900
Benefits paid		**(289 100)**	(548 500)
Disposals		**(11 800)**	(24 200)
Actuarial gain/(loss)		**443 900**	(1 046 900)
Balance at end of year		**6 208 400**	5 537 200
Present value of defined benefit obligation			
Balance at beginning of year		**4 455 400**	4 444 300
Current service cost		**133 600**	117 700
Interest cost		**318 600**	349 600
Members' contributions		**45 900**	40 900
Benefits paid		**(289 100)**	(548 500)
Disposals		**(11 800)**	(24 200)
Actuarial loss		**109 600**	75 600
Balance at end of year		**4 762 200**	4 455 400
Fund assets less member liabilities, before reserves		**1 446 200**	1 081 800
Asset information			
Equities		**3 812 500**	3 541 500
Property		**106 400**	101 200
SA bonds, cash and other		**1 950 500**	1 616 400
International bonds, cash and other		**339 000**	278 100
		6 208 400	5 537 200
Actual return on scheme assets		**839 300**	(526 800)
The principal long-term actuarial assumptions are:			
Discount rate	(%)	**9,25**	7,25
Future salary inflation rate	(%)	**7,00**	5,00
Future pension increase rate	(%)	**5,50**	3,50
Expected rate of return on assets	(%)	**7,25**	8,25
Experience gains and (losses) on:			
Plan liabilities:		**(106 400)**	(137 200)
Percentage of the present value of the plan liabilities	(%)	**(2,4)**	(3,1)
Plan assets		**443 900**	(1 046 900)
Percentage of plan assets	(%)	**15,2**	(8,1)

Estimated contributions, payable by the group in 2010, are R37 700 000 (2009: R57 500 000).

		2009 R'000	2008 R'000
26. RETIREMENT BENEFITS continued			
Post-retirement medical aid benefits			
The group has undertaken to contribute to the medical aid costs after retirement of employees engaged prior to 30 June 1996. The obligation is unfunded.			
Amounts recognised in the balance sheet:			
Present value of unfunded obligations		**139 878**	125 980
Unrecognised actuarial losses		**(27 786)**	(24 380)
Liability in the balance sheet		**112 092**	101 600
The liability can be reconciled as follows:			
Balance at beginning of year		**101 600**	92 024
Total expense accrued		**15 554**	14 056
Benefit payments		**(5 062)**	(4 480)
Balance at end of year		**112 092**	101 600
Amounts recognised in the income statement are as follows:			
Interest costs		**9 145**	8 751
Current service costs		**2 515**	2 141
Actuarial loss recognised		**3 894**	3 164
		15 554	14 056
The principal actuarial long-term assumptions are:			
Discount rate	(%)	**9,25**	7,25
Future medical inflation rate	(%)	**7,00**	5,00
Sensitivity of future medical inflation rate:			
1% increase in future medical inflation rate			
– effect on the aggregate of the service and interest costs		**2 766**	2 132
1% increase in future medical inflation rate			
– effect on the obligation		**22 348**	20 457
1% decrease in future medical inflation rate			
– effect on the aggregate of the service and interest costs		**(2 222)**	(1 701)
1% decrease in future medical inflation rate			
– effect on the obligation		**(18 129)**	(16 536)
Estimated benefits payable by the group in the next financial year		**5 663**	4 703
Experience loss on plan liabilities		**7 094**	9 146
Experience loss as a percentage of liabilities	(%)	**5,07**	7,26

26. RETIREMENT BENEFITS continued

Retirement gratuities

The group has in the past made discretionary payments, on retirement, to eligible employees who have remained in service until retirement age, and have completed a minimum service period.

The obligation is unfunded.

		2009 R'000	2008 R'000
Amounts recognised in the balance sheet:			
Present value of unfunded obligations		**25 959**	22 827
Unrecognised actuarial losses		**(5 105)**	(4 915)
Liability in the balance sheet		**20 854**	17 912
The liability can be reconciled as follows:			
Balance at beginning of year		**17 912**	15 481
Total expense accrued		**3 837**	3 321
Gratuity payments		**(895)**	(890)
Balance at end of year		**20 854**	17 912
Amounts recognised in the income statement are as follows:			
Interest costs		**1 727**	1 576
Service costs		**1 389**	1 116
Actuarial loss recognised		**721**	629
		3 837	3 321
The principal actuarial assumptions are:			
Discount rate	(%)	**9,25**	7,25
Future salary inflation rate	(%)	**7,00**	5,00

Estimated retirement gratuities, payable by the group during the next financial year, are R746 000.

	2009 R'000	2008 R'000
27. LEASE COMMITMENTS		
Amounts payable under finance leases		
Minimum lease payments due:		
Not later than one year	**903**	910
Later than one year and not later than five years	**1 055**	1 972
	1 958	2 882
Less: future finance charges	**(324)**	(620)
Present value of lease obligations	**1 634**	2 262
Payable:		
Not later than one year	**711**	631
Later than one year and not later than five years	**923**	1 631
	1 634	2 262
Book value of plant and equipment encumbered as security for finance lease obligations (note 2)	**10 603**	16 585
Operating lease commitments, amounts due:		
Not later than one year	**6 922**	10 514
Later than one year and not later than five years	**14 168**	25 538
	21 090	36 052
In respect of:		
Property	**14 600**	27 507
Plant and machinery	**6 490**	8 545
	21 090	36 052

The group leases offices and warehouses under non-cancellable operating lease agreements. The leases have varying terms, escalation clauses and renewal rights.

	2009 R'000	2008 R'000
28. CAPITAL EXPENDITURE COMMITMENTS		
Capital expenditure contracted for at the end of the reporting period but not yet incurred is as follows:		
Property, plant and equipment	**112 557**	302 273

Capital expenditure will be funded by a combination of external borrowings and cash flow from operations.

29. RELATED PARTY TRANSACTIONS

During the year the group, in the ordinary course of business, entered into various related party sales, purchases and investment transactions. These transactions occurred under terms that are no less favourable than those arranged with third parties. Intra-group transactions are eliminated on consolidation.

Key management personnel compensation (refer note 18.2).

30. CONTINGENT LIABILITIES

The Department of Trade and Industry has raised a dispute with the group relating to previous GEIS claims in the amount of R4 794 000 (2008: R4 671 000). A date for a court hearing of this matter has still to be set.

Sahara Aluminium Works, a toll processor of the company's coated scrap, has claimed that there existed a long-term constructive contract with Hulamin Limited, formerly Hulett Aluminium (Pty) Limited, which would require a ten-year notice period be given before this contract could be terminated. Sahara has thus claimed R17,8 million from Hulamin, largely in respect of the loss of profits that Sahara would have earned over ten years, arising from the early termination of the purported constructive contract. A liability has not been raised for this amount as there is only a remote possibility that Sahara will succeed in its claim.

31. SHARE-BASED PAYMENTS

31.1 Employee share incentive schemes

Details of awards in terms of the company's share incentive schemes are as follows:

THE TONGAAT-HULETT EMPLOYEES SHARE INCENTIVE SCHEME AND THE TONGAAT-HULETT GROUP LIMITED 2001 SHARE OPTION SCHEME (THE ORIGINAL TONGAAT-HULETT SHARE OPTION SCHEMES)

Participating employees were originally awarded share options over Tongaat Hulett shares. On vesting, the employee was entitled to exercise the options and purchase the shares at the option price.

As a result of the unbundling from Tongaat Hulett, participants in these share option schemes who had not exercised their options at the unbundling date converted their existing Tongaat Hulett options into two options: a Tongaat Hulett option and a Hulamin option. Hulamin is obliged to settle all benefits under these share schemes in relation to its own employees using Hulamin shares which will be purchased in the market or issued by Hulamin. The benefit for the Hulamin option will be determined with reference to the Hulamin share price, and the Tongaat Hulett option with respect to the Tongaat Hulett share price.

The original exercise price of each Tongaat Hulett option was apportioned between the Tongaat Hulett and Hulamin options with reference to the volume weighted average prices (VWAP) of both companies for the first 22 trading days after the unbundling. The 22-day VWAPs were R93,89 and R29,04 respectively, with the expiry date being the same as that of the original options. The modification did not result in any incremental fair value being granted to option holders.

No further awards to Hulamin employees will be made under these schemes.

31. **SHARE-BASED PAYMENTS** continued

31.1 **Employee share incentive schemes** continued

THE TONGAAT-HULETT EMPLOYEES SHARE INCENTIVE SCHEME AND THE TONGAAT-HULETT GROUP LIMITED 2001 SHARE OPTION SCHEME (THE ORIGINAL TONGAAT-HULETT SHARE OPTION SCHEMES) continued

Tongaat Hulett modified grant price	Estimated weighted average fair value per option	Expiring ten years from	Number of options at 31 Dec 2008	Options exercised in 2009	Options forfeited in 2009	Number of options at 31 Dec 2009	Options time constrained
R25,13		5 Mar 1999	13 000	10 000	3 000		
R30,63		7 May 1999	11 600	11 600			
R22,91		19 May 2000	900	900			
R30,55		16 May 2001	33 700	13 450		20 250	
R37,88		13 May 2002	66 300	17 000	1 700	47 600	
R24,37	R8,48	14 Apr 2003	58 400	10 500	1 000	46 900	
R26,35	R8,44	1 Oct 2003	4 500			4 500	
R35,90	R11,03	21 Apr 2004	135 080	38 670		96 410	
			323 480	102 120	5 700	215 660	

Hulamin modified grant price	Estimated weighted average fair value per option	Expiring ten years from	Number of options at 31 Dec 2008	Options exercised in 2009	Options forfeited in 2009	Number of options at 31 Dec 2009	Options time constrained
R7,77		5 Mar 1999	19 000	10 000	9 000		
R9,47		7 May 1999	11 600	11 600			
R7,09		9 May 2000	900	900			
R9,45		16 May 2001	33 700	3 450		30 250	
R11,72		13 May 2002	66 300	2 000	1 700	62 600	
R7,53	R2,62	14 Apr 2003	58 700	4 500	1 000	53 200	
R8,15	R2,61	1 Oct 2003	4 500			4 500	
R11,10	R3,60	21 Apr 2004	139 100	5 500		133 600	
			333 800	37 950	11 700	284 150	

The estimated fair value of the share options at grant date was determined using a binomial tree valuation model. Options were exercised on a regular basis throughout the year. The volume weighted average share prices during the year for Tongaat Hulett and Hulamin shares were R86,50 and R12,07 respectively.

31. **SHARE-BASED PAYMENTS** continued

31.1 **Employee share incentive schemes** continued

THE TONGAAT-HULETT EMPLOYEES SHARE INCENTIVE SCHEME AND THE TONGAAT-HULETT GROUP LIMITED 2001 SHARE OPTION SCHEME (THE ORIGINAL TONGAAT-HULETT SHARE OPTION SCHEMES) continued

The significant inputs into the model for the 2003/4 awards were:

Share price at grant date	The share price at the date on which the share option is issued, as noted above
Grant price	The grant price as noted above
Expected option life	114 months (assumed leaving percentage of 5%)
Risk-free interest rate	9,02%
Expected volatility	35% – based on historical volatility
Expected dividends	A continuous dividend yield of 3,9% was used
Expected early exercise	Early exercise is taken into account on an expectation basis
Vesting conditions – Time	Service obligations of between two to four years
– Non-market	None
– Market	None
Weighted average remaining life:	
– Expected	40 months (2008: 48 months)
– Contractual	120 months

THE TONGAAT-HULETT GROUP SHARE APPRECIATION RIGHT SCHEME (SARS) 2005

Under the Tongaat-Hulett Share Appreciation Right Scheme, participating employees were awarded rights to receive shares equal to the difference between the exercise price and the grant price. The vesting of the SARS was conditional on the achievement of performance conditions by Tongaat Hulett over a three-year period.

Following on the unbundling from Tongaat Hulett, participants in the Share Appreciation Right Scheme who had not exercised their rights at the unbundling date or whose rights had not vested, converted their existing Tongaat Hulett rights into two rights, a Tongaat Hulett right and a Hulamin right with adjusted exercise prices. The original exercise price of each Tongaat Hulett right was apportioned between Tongaat Hulett and Hulamin rights with reference to the volume weighted average prices (VWAP) of both companies for the first 22 trading days after the unbundling. The 22-day VWAPs were R93,89 and R29,04 respectively. Replacement SARS are not subject to any performance conditions. The vesting and lapse dates of both new SARS are the same as that of the original SARS. Hulamin is obliged to settle all benefits under these SARS in relation to its own employees using Hulamin shares which will be purchased in the market. The benefit for the Hulamin right will be determined with reference to the Hulamin share price, and the Tongaat Hulett right with respect to the Tongaat Hulett share price. The modification did not result in any incremental fair value being granted to option holders.

No further awards to Hulamin employees will be made under this scheme.

31. **SHARE-BASED PAYMENTS** continued

31.1 **Employee share incentive schemes** continued

THE TONGAAT-HULETT GROUP SHARE APPRECIATION RIGHT SCHEME (SARS) 2005 continued

Tongaat Hulett modified grant price	Estimated weighted average fair value per right	Expiring seven years from	Number of rights at 31 Dec 2008	Rights exercised in 2009	Rights forfeited in 2009	Number of rights at 31 Dec 2009	Rights time constrained
R43,98	R13,52	10 May 2005	164 659	27 696		136 963	
R73,39	R23,81	25 Apr 2006	247 856	55 200	3 125	189 531	
			412 515	82 896	3 125	326 494	

Hulamin modified grant price	Estimated weighted average fair value per right	Expiring seven years from	Number of rights at 31 Dec 2008	Rights exercised in 2009	Rights forfeited in 2009	Number of rights at 31 Dec 2009	Rights time constrained
R13,60	R4,18	10 May 2005	179 647			179 647	
R22,70	R7,36	25 Apr 2006	254 396		5 032	249 364	
			434 043		5 032	429 011	

Options were exercised on a regular basis throughout the year. The volume weighted average share prices during the year for Tongaat Hulett and Hulamin shares were R86,50 and R12,07 respectively.

The estimated fair value of these share appreciation rights at grant date was determined using a binomial tree valuation model and non-market performance conditions based on the following significant inputs:

Share price at grant date	The price at which the share appreciation right is issued, as noted above
Grant price	The grant price as noted above
Expected option life	80 months (assumed leaving percentage of 5%)
Risk-free interest rate	2006 award: 7,22% (2005 award: 8,09%)
Expected volatility	35% – based on historical volatility
Expected dividends	A continuous dividend yield of 4,0% was used for the 2006 award (2005 award: 3,9%)
Expected early exercise	Early exercise is taken into account on an expectation basis
Vesting conditions – Time	Three years
– Non-market	Headline earnings per share (replacement SARS are not subject to any performance conditions)
– Market	None
Weighted average remaining life:	
– Expected	2006 award: 40 months (2005 award: 28 months)
– Contractual	84 months

31. SHARE-BASED PAYMENTS continued

31.1 Employee share incentive schemes continued

THE TONGAAT-HULETT GROUP LONG TERM INCENTIVE PLAN (LTIP) 2005

Under the Tongaat-Hulett Long Term Incentive Plan, participating employees were granted conditional awards to receive Tongaat Hulett shares, subject to the achievement of performance conditions by Tongaat Hulett over a three-year period.

Following on the unbundling from Tongaat Hulett, that portion of the Tongaat Hulett conditional awards that did not vest early were converted into two conditional awards, a Tongaat Hulett conditional award and a Hulamin conditional award with adjusted strike prices.

The original exercise price of each Tongaat Hulett conditional award was apportioned between the Tongaat Hulett and Hulamin conditional awards with reference to the volume weighted average prices (VWAP) of both companies for the first 22 trading days after the unbundling. The 22-day VWAPs were R93,89 and R29,04 respectively. The replacement conditional awards are not subject to any performance conditions and will be subject to the original vesting dates. Hulamin is obliged to settle all benefits under these LTIPs in relation to its own employees using Hulamin shares which will be purchased in the market. The benefit for the Hulamin conditional award will be determined with reference to the Hulamin share price, and the Tongaat Hulett conditional award with respect to the Tongaat Hulett share price. The modification did not result in any incremental fair value being granted to option holders.

No further awards will be made and the settlement of all benefits will be in Hulamin Limited shares.

Tongaat Hulett modified issue price	Estimated weighted average fair value per conditional award	Expiring three years from	Number of conditional awards at 31 Dec 2008	Conditional awards exercised in 2009	Conditional awards forfeited in 2009	Number of awards at 31 Dec 2009	Conditional awards time constrained
R73,39	R52,76	25 Apr 2006	28 009	28 009			
			28 009	28 009			

Hulamin modified issue price	Estimated weighted average fair value per conditional award	Expiring three years from	Number of conditional awards at 31 Dec 2008	Conditional awards exercised in 2009	Conditonal awards forfeited in 2009	Number of conditional awards at 31 Dec 2009	Conditional awards time constrained
R22,70	R16,32	25 Apr 2006	28 009	28 009			
			28 009	28 009			

Options were exercised on a regular basis throughout the year. The volume weighted average share prices during the year for Tongaat Hulett and Hulamin shares were R86,50 and R12,07 respectively.

31. **SHARE-BASED PAYMENTS** continued

31.1 **Employee share incentive schemes** continued

THE TONGAAT-HULETT GROUP LONG TERM INCENTIVE PLAN (LTIP) 2005 continued

The estimated fair value of each of these conditional share awards at grant date was determined using a Monte Carlo Simulation model and non-market performance conditions based on the following significant inputs:

Share price at grant date	The price at which the conditional share award is issued, as noted above
Expected option life	34 months (assumed leaving percentage of 5%)
Risk-free interest rate	2006 award: 7,01% (2005 award: 7,44%)
Expected volatility	25,60% for the 2006 award (2005 award: 27,02%)
Expected dividends	A continuous dividend yield of 3,8% was used for the 2006 award (2005 award: 3,9%)
Expected early exercise	Early exercise is taken into account on an expectation basis
Vesting conditions:	
– Time	Three years
– Non-market	Return on capital employed (ROCE) (replacement LTIPs are not subject to any performance conditions)
– Market	Total shareholder return (TSR) (replacement LTIPs are not subject to any performance conditions)
Weighted average remaining life:	
– Expected	2006 award: Vested
– Contractual	36 months

HULAMIN LIMITED SHARE APPRECIATION RIGHT SCHEME 2007

Under the Share Appreciation Right Scheme, participating employees are awarded the right to receive shares equal to the difference between the exercise price and the grant price.

The vesting of the right is conditional on the achievement by Hulamin of performance condition over a three-year period.

Grant price	Estimated weighted average fair value per right	Expiring seven years from	Number of rights at 31 Dec 2008	Rights granted in 2009	Rights forfeited in 2009	Number of rights at 31 Dec 2009	Rights time constrained
R22,87	R8,04	20 Aug 2007	1 561 500		47 000	1 514 500	1 514 500
R21,99	R7,39	30 Apr 2008	2 017 760		56 809	1 960 951	1 960 951
R11,50	R4,11	24 Jul 2009		4 278 523		4 278 523	4 278 523
			3 579 260	4 278 523	103 809	7 753 974	7 753 974

31. SHARE-BASED PAYMENTS continued

31.1 Employee share incentive schemes continued

HULAMIN LIMITED SHARE APPRECIATION RIGHT SCHEME 2007 continued

The estimated fair value of these share appreciation rights at grant date was determined using a binomial tree valuation model, based on the following significant inputs:

Share price at grant date	2009 award: R13,05 (2008 award: R21,90; 2007 award: R23,51)
Grant price	The grant price as noted above
Risk-free interest rate	2009 award: 8,73% (2008 award: 9,18%; 2007 award: 8,19%)
Expected volatility	2009 award: 41,80% (2008 award: 38,59%; 2007 award: 34,25%)
Expected dividends	2009 award: 6,54% (2008 award: 3,44%; 2007 award: 2,3%)
Exercise multiple	2,2
Vesting conditions:	
– Time	Three years
– Non-market	An increase in Hulamin Limited headline earnings per ordinary share as determined by the Remuneration Committee. Retesting of the performance condition is allowed
– Market	None
Weighted average remaining life:	
– Expected	2009 award: 79 months (2008 award: 64 months; 2007 award: 56 months)
– Contractual	84 months

HULAMIN LIMITED LONG TERM INCENTIVE PLAN 2007

Under the long-term incentive plan, participating employees are granted conditional awards. These awards are converted into shares in Hulamin on the achievement of ROCE and TSR performance conditions over a three-year period.

Issue price	Estimated weighted average fair value per award	Expiring three years from	Number of awards at 31 Dec 2008	Conditional awards granted in 2009	Conditional awards forfeited in 2009	Number of conditional awards at 31 Dec 2009	Conditional awards time constrained
R23,51	R7,23	20 Aug 2007	240 000		7 500	232 500	232 500
R22,25	R13,02	30 Apr 2008	309 883		9 222	300 661	300 661
R11,50	R3,87	24 Jul 2009		751 713		751 713	751 713
			549 883	751 713	16 722	1 284 874	1 284 874

The estimated fair value of these conditional share awards at the grant date was determined using a Monte Carlo Simulation model, based on the following significant inputs:

Share price at grant date	2009 award: R13,05 (2008 award: R21,90: 2007 award: R23,51)
Risk-free interest rate	2009 award: 8,31% (2008 award: 9,74%; 2007 award: 8,94%)
Expected volatility	2009 award: 41,42% (2008 award: 38,59%; 2007 award: 34,25%)
Expected dividends	2009 award: 3,35% (2008 award: 3,44%; 20007 award: 2,3%)
Vesting conditions:	
– Time	Three years
– Non-market	Return on capital employed (ROCE)
– Market	Total shareholder return (TSR)
Weighted average remaining life:	
– Expected	2009 award: 31 months (2008 award: 16 months; 2007 award: 8 months)
– Contractual	36 months

31. SHARE-BASED PAYMENTS continued

31.1 Employee share incentive schemes continued

HULAMIN LIMITED DEFERRED BONUS PLAN 2007

Under the deferred bonus plan, participating employees purchase shares in Hulamin with a portion of their after tax bonus. These pledged shares are held in escrow for a qualifying period, after which Hulamin awards the employee a number of shares in Hulamin Limited which matches those pledged shares released from escrow.

Issue price	Estimated weighted average fair value per award	Expiring three years from	Number of awards at 31 Dec 2008	Conditional awards granted in 2009	Conditional awards forfeited in 2009	Number of conditional awards at 31 Dec 2009	Conditional awards time constrained
R23,44	R22,09	1 Mar 2007	11 100			11 100	11 100
R22,25	R20,03	25 Feb 2008	42 000			42 000	42 000
R10,17	R9,30	27 Feb 2009		104 813		104 813	104 813
			53 100	104 813		157 913	157 913

The estimated fair value costing of these deferred bonus share awards was based on the following significant inputs:

Share price at grant date	2009 award: R10,50 (2008 award: R22,20; 2007 award: R23,44)
Expected dividends	The measurement of the fair value of the deferred bonus shares did not take into account dividends, as no dividend payment was expected
Expected early exercise	Early exercise is taken into account on an expectation basis
Vesting conditions:	
– Time	Three years
– Non-market	None
– Market	None
Weighted average remaining life:	
– Expected	2009 award: 26 months (2008 award: 14 months; 2007 award: 2 months)
– Contractual	36 months

The deferred bonus shares were purchased by the participating employees on 8 August 2007, 6 March 2008 and 10 March 2009 in terms of the 2007, 2008 and 2009 awards respectively.

31. SHARE-BASED PAYMENTS continued

31.1 Employee share incentive schemes continued

HULAMIN LIMITED MANAGEMENT SHARE OWNERSHIP PLAN (MSOP) AND EMPLOYEE SHARE OWNERSHIP PLAN (ESOP)

The MSOP and ESOP schemes were implemented in respect of 5% of the issued share capital of Hulamin.

The MSOP scheme consists of two components, namely a share appreciation scheme and a share grant scheme. The ESOP scheme consists of a share appreciation scheme, and participants share in 50% of the dividends payable to ordinary shareholders.

The MSOP Trust and ESOP Trust were established to acquire and hold Hulamin Limited shares for the benefit of its employees and have received contributions from the employer companies within the Hulamin group in order to acquire the shares. Due to these shares having specific repurchase rights, they are a separate class of restricted shares which, other than for the repurchase terms, rank *pari passu* with ordinary shares.

Hulamin has the right to repurchase from the Trust, at maturity (year five) of the scheme, a variable number of shares at one cent per share after which the remaining shares would become unrestricted ordinary shares. The number of shares to be repurchased at maturity is calculated such that the market value of the repurchased shares will be equal to:

- 80% of the market value (at the outset) of the shares issued in terms of the share appreciation right component of the MSOP;
- Rnil in respect of the share grant component of the MSOP; and
- The grant price of the shares allocated, plus the value of cash dividends paid to ESOP participants. At maturity of the scheme, the Trust will distribute the remaining Hulamin shares to the beneficiaries.

The value of the benefits in the MSOP scheme are capped at a level of 10% compounded growth per year.

Grant price	Scheme	Estimated fair value per right	Expiring five years from	Number of rights at 31 Dec 2008	Rights granted in 2009	Rights forfeited in 2009	Number of rights at 31 Dec 2009	Rights time constrained
R21,44	MSOP share appreciation right scheme	R4,46	31 Aug 2007	2 092 460	139 400	157 180	2 074 680	2 074 680
R0,00	MSOP share grant scheme	R14,07	31 Aug 2007	698 610	46 668	52 490	692 788	692 788
R26,80	ESOP share appreciation right scheme	R7,90	31 Aug 2007	7 636 017	348 283	449 047	7 535 253	7 535 253

31. **SHARE-BASED PAYMENTS** continued

31.1 Employee share incentive schemes continued

HULAMIN LIMITED MANAGEMENT SHARE OWNERSHIP PLAN (MSOP) AND EMPLOYEE SHARE OWNERSHIP PLAN (ESOP) continued

The estimated fair value of these share appreciation rights and share grant rights at grant date was determined using the Black-Scholes call option valuation model, based on the following significant inputs:

Share price at grant date	R24,90
Grant price	The grant price as noted above
Risk-free interest rate	8,11%
Expected volatility	30%. As Hulamin's shares have only recently been listed, the valuations of appropriate proxy companies were used to estimate the expected Hulamin share price volatility
Expected dividends	A dividend yield of 2,3% was used
Attrition rate	4,18% per annum
Vesting conditions:	
– Time	Five years
– Non-market	None
– Market	None
Weighted average remaining life:	
– Expected	32 months
– Contractual	60 months

31.2 BEE EQUITY TRANSACTION

During the 2007 financial year, Hulamin concluded agreements with BEE partners to facilitate the acquisition of an effective 10% interest in Hulamin.

The BEE partners have subscribed for 10% of the share capital of Hulamin Operations (Pty) Limited (OPCO) at a cost of R37,5 million and for 25 million A class shares in Hulamin at a cost of R2,5 million. The BEE partners will be entitled to exchange their OPCO shares for shares of an equivalent value in Hulamin seven years after the grant date, and on surrender of the A class shares. For accounting purposes the fair value of the transaction at grant date of R134 686 000, which was expensed in full in the 2007 financial year, has been determined using a Monte Carlo simulation model based on the following significant inputs:

Share price at grant date	R34,10
Grant date	11 June 2007
Expected option life	Seven years
Lock-in period	Further three years
Risk-free interest rate	Forward swap curve
Expected volatility	30%. As Hulamin's shares had only listed a short time before grant date, the valuations of appropriate proxy companies were used to estimate the expected Hulamin share price volatility
Expected dividends	A dividend yield of 2,3% was used

32. DETAILS OF INVESTMENTS IN ASSOCIATES, SUBSIDIARY COMPANIES AND JOINT VENTURES

The financial statements of the group include the financial statements of the company and the associates, subsidiary companies and joint ventures listed in the following table:

	Country of incorporation	% Equity interest 2009	% Equity interest 2008
Subsidiaries			
Hulamin Rolled Products (Pty) Limited*	South Africa	**100**	100
Hulamin Systems (Pty) Limited*	South Africa	**100**	100
Hulamin Operations (Pty) Limited	South Africa	**90**	90
Hulamin Extrusions (Pty) Limited*	South Africa	**100**	100
Hulamin North America LLC*	United States of America	**100**	100

* Subsidiaries of Hulamin Operations (Pty) Limited.

All the investments are unlisted.

	Country of incorporation	% Equity interest 2009	% Equity interest 2008
Associates and joint ventures			
Almin Metal Industries Limited	Zimbabwe	**49**	49
Bemo Systems (Pty) Limited	South Africa		25
Richards and Barlow (Pty) Limited	South Africa	**50**	50

The above associates and joint ventures are held by Hulamin Operations (Pty) Limited.

All the investments are unlisted.

Almin Metal Industries operates under severe long-term restrictions on the transfer of funds to the company. As the above associates are not material, information in respect of assets, liabilities and net income has not been disclosed.

Special-purpose vehicles

The following special-purpose vehicles have also been consolidated:

Hulamin Employee Share Ownership Trust
Hulamin Management Share Ownership Trust
Chaldean Trading 67 (Pty) Limited

Financial risk management

1. Financial risk factors

The group's activities expose it to a variety of financial risks: market risk, credit risk and liquidity risk. The group's financial risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the group's financial performance, and uses derivative financial instruments to hedge certain risk exposures.

Hedging is carried out by a central treasury department (group treasury) under policies approved by the board of directors, and in close co-operation with the group's operating units.

1.1 Market risk

Foreign exchange risk

The group operates internationally and is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the US Dollar.

Foreign exchange risk arises from future commercial transactions or recognised assets or liabilities that are denominated in a currency that is not the group's functional currency, which is South African Rand. The group's risk management policy is to hedge its currency exposure related to import transactions, foreign currency liabilities, foreign currency assets and export transactions. Aluminium purchases and sales are determined with reference to the US Dollar and it is the group's policy to hedge all currency exposure on aluminium, while the value-added portion of export transactions is hedged from invoice date. The group uses foreign exchange contracts, transacted with commercial banks, to manage these risks.

For every 5% weakening or strengthening of the South African Rand against the US Dollar at 31 December, the after tax profit for the year would have been higher or lower by R2 988 000 (2008: R886 000). The sensitivity of profits to changes in exchange rates is a result of foreign exchange gains/losses on translation of US Dollar denominated trade receivables and payables and financial assets and liabilities at fair value through profit or loss that are offset by equivalent gains/losses in currency derivatives. Profit is no more sensitive to movements in currency exchange rates in 2009 than in 2008, as all foreign currency-denominated assets and liabilities are hedged through foreign exchange contracts. The above change in currency-exchange rates would result in equity being lower or higher by R28 280 000 (2008: R41 821 000). The change in equity is mainly from foreign exchange losses/gains on translation of US Dollar-denominated cash flow hedging instruments.

Commodity price risk

The group purchases and sells aluminium at prices that fluctuate with movements in prices on the London Metal Exchange and is thus exposed to commodity price risk. This commodity price risk is hedged by futures contracts.

For every 5% weakening or strengthening of the price of aluminium at 31 December, the effect on after tax profit for the year would have been higher or lower by R704 000 (2008: R335 000). The sensitivity of profits to changes in aluminium prices is a result of commodity price gains/losses on aluminium futures contracts that were all hedge accounted in 2009 and 2008. For this reason profit is no more sensitive to movement in commodity prices in 2009 than 2008. The above change in aluminium prices would result in equity being lower or higher by R3 261 000 (2008: R10 293 000). The change in equity is mainly from gains/losses on cash flow hedging instruments.

Interest rate risk

The group has no significant interest-bearing assets and interest rate risk is solely related to borrowings. The group's borrowings bear interest at variable rates and it has fixed the interest rate on R600 000 000 of these borrowings through interest rate swaps (2008: R600 000 000). As these swaps were designated hedging instruments in 2009, every 0,5 percentage point increase or decrease in the interest rate at 31 December would have no effect on after tax profit for 2009 (2008: R657 000 increase or decrease). The above change in interest rates would result in equity being higher or lower by R846 000 (2008: Rnil).

The group is also exposed to future cash flow risks on the unhedged portion of borrowings. Had interest rates for the year been 0,5 percentage points higher or lower and been applied to the period end net debt, the interest expense for the year would have been higher or lower by R4 127 000 (2008: R5 734 000).

The group analyses the impact on profit and loss of defined interest rate shifts – taking into consideration refinancing, renewal of existing positions, alternative financing and hedging. The analysis is only for liabilities that represent the major interest-bearing positions.

1.2 Credit risk

Credit risk arises from cash and cash equivalents, derivative financial instruments and deposits with banks and financial institutions, as well as credit exposures to customers, including outstanding receivables and committed transactions. All deposits are held with major South African banks and all foreign exchange and interest rate hedging transactions are undertaken with these banks. All aluminium futures are undertaken with major London Metal Exchange broker companies.

Creditworthiness of local trade debtors is assessed when credit is first extended and is reviewed on a monthly basis thereafter. This assessment establishes credit limits that, where felt necessary, are supplemented by credit insurance. Ninety percent of the invoice value of all export trade debtors is covered by insurance.

Quantitative data on credit risk is disclosed in the notes to the annual financial statements on derivative financial instruments (note 8) and trade and other receivables (note 7).

1.3 Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash, the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions. Due to the dynamic nature of the underlying businesses, flexibility in funding is maintained through ensuring availability under committed credit lines. Management monitors rolling forecasts of the group's liquidity reserve being the excess of available facilities over forecast net borrowings.

The group's facility utilisation at the period end was:

	Note	**2009 R'000**	2008 R'000
Total borrowing facilities		**1 605 000**	2 052 271
Less:			
Non-current borrowings	12	**(763 496)**	(898 595)
Short-term borrowings	16	**(709 822)**	(914 465)
Add:			
Bank balances	9	**63 742**	60 504
Committed undrawn facilities		**195 424**	299 715

The total borrowing facilities comprise finance leases of R1,6 million and long-term facilities of R855 million (with repayment profiles as set out in note 12 to the financial statements), a general short-term facility of R550 million (repayable on 360 days' notice) and a short-term facility of R200 million (increased to R250 million in February 2010), repayable on 31 December 2010.

Financial liabilities with contractual maturity dates beyond a year from 31 December 2009 comprise non-current borrowings. Financial liabilities with maturity dates less than one year comprise current borrowings, trade and other payables, sundry accruals and derivative liabilities.

1.3 Liquidity risk continued

The table below summarises the maturity profile of the group's financial liabilities based on contractual undiscounted payments:

	360 days notice R'000	Less than one year R'000	One to two years R'000	Two to three years R'000	Three to four years R'000	Greater than four years R'000	Total R'000
2009							
Non-current borrowings			**173 356**	**164 426**	**155 447**	**690 036**	**1 183 265**
Current borrowings	**544 000**	**165 822**					**709 822**
Trade and other payables		**580 420**					**580 420**
Derivative financial liabilities		**70 363**					**70 363**
	544 000	**816 605**	**173 356**	**164 426**	**155 447**	**690 036**	**2 543 870**
2008							
Non-current borrowings			202 562	191 113	179 144	773 160	1 345 979
Current borrowings	550 000	364 465					914 465
Trade and other payables		692 180					692 180
Derivative financial liabilities		315 589					315 589
	550 000	1 372 234	202 562	191 113	179 144	773 160	3 268 213

2. Capital risk management

The group's objectives when managing capital are to maintain the optimum mix of liquidity and low cost of capital and to be able to finance future growth.

The group does not target specific capital ratios, with current and future borrowings being evaluated against the group's expected operating cash flows and capital investment needs. Capital adequacy and liquidity are managed by monitoring gearing ratios, interest cover and debt service ratios.

The group's gearing at the period end was as follows:

	Note	2009 R'000	2008 R'000
Non-current borrowings	12	**763 496**	898 595
Short-term borrowings	16	**709 822**	914 465
Total borrowings		**1 473 318**	1 813 060
Less: cash and cash equivalents	9	**(64 413)**	(66 174)
Net borrowings		**1 408 905**	1 746 886
Total equity		**3 744 279**	3 760 146
Total capital		**5 153 184**	5 507 032
Net debt to equity ratio	(%)	**38**	46

Management has considered alternatives regarding the group's funding structure and, on 11 February 2010, the board decided to pursue the raising of capital. The expected proceeds from the capital raising exercise will provide the company flexibility in its funding requirements after expiry of the short-term banking facility of R250 million. The group has also arranged the restructuring of its existing long-term borrowings in order to more closely match the planned growth in the company's business over the next three to four years.

Company balance sheet
as at 31 December 2009

	Notes	2009 R'000	Restated 2008 R'000	Restated 1 January 2008 R'000
ASSETS				
Non-current assets				
Investment in subsidiaries	2	**3 490 626**	3 466 440	3 499 486
Deferred tax asset	3	**12 208**	11 697	16 373
Total assets		**3 502 834**	3 478 137	3 515 859
EQUITY				
Share capital and share premium	4	**1 084 338**	1 082 699	1 081 275
BEE reserve		**134 686**	134 686	134 686
Employee share-based payment reserve		**74 097**	48 933	21 085
Retained earnings		**2 163 832**	2 140 366	2 197 050
Total equity		**3 456 953**	3 406 684	3 434 096
LIABILITIES				
Non-current liabilities				
Retirement benefit obligations	5	**43 601**	41 776	39 690
		43 601	41 776	39 690
Current liabilities				
Income tax liability		**2 280**	29 677	42 073
		2 280	29 677	42 073
Total liabilities		**45 881**	71 453	81 763
Total equity and liabilities		**3 502 834**	3 478 137	3 515 859

Company statement of comprehensive income
for the year ended 31 December 2009

	Notes	2009 R'000	2008 R'000
Revenue		**80 388**	115 502
Administrative expenses	6	**(7 721)**	(7 820)
Operating profit		**72 667**	107 682
Finance costs			(6)
Profit before tax		**72 667**	107 676
Tax	7	**(20 664)**	(37 093)
Total comprehensive income for the year		**52 003**	70 583

Company statement of changes in equity
for the year ended 31 December 2009

	Share capital R'000	Share restated R'000	Employee share-based payment reserve R'000	BEE reserve R'000	Retained earnings R'000	Share-holders' interest R'000	Total equity R'000
Balance at 31 December 2007	25 196	1 056 079	21 085	134 686	5 958 022	7 195 068	7 195 068
Effect of change in accounting treatment (refer note 2)					(3 760 972)	(3 760 972)	7 195 068
Restated balance at 31 December 2007	25 196	1 056 079	21 085	134 686	2 197 050	3 434 096	14 390 136
Total comprehensive income for the year					70 583	70 583	70 583
Shares issued	13	1 411				1 424	1 424
Value of employee services of subsidiaries			29 670			29 670	29 670
Settlement of employee share incentives			(1 822)			(1 822)	(1 822)
Dividends paid					(127 267)	(127 267)	(127 267)
Restated balance at 31 December 2008	25 209	1 057 490	48 933	134 686	2 140 366	3 406 684	14 362 724
Total comprehensive income for the year					52 003	52 003	52 003
Shares issued	45	1 594				1 639	1 639
Value of employee services of subsidiaries			29 492			29 492	29 492
Settlement of employee share incentives			(4 328)			(4 328)	(4 328)
Dividends paid					(28 537)	(28 537)	(28 537)
Balance at 31 December 2009	**25 254**	**1 059 084**	**74 097**	**134 686**	**2 163 832**	**3 456 953**	**14 412 993**

Company cash flow statement
for the year ended 31 December 2009

	Notes	2009 R'000	2008 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating profit		**72 667**	107 682
Movement in retirement benefit obligation		**1 825**	2 085
Interest paid			(6)
Income tax payment		**(48 572)**	(44 812)
Net cash inflow from operating activities		**25 920**	64 949
CASH FLOWS FROM INVESTING ACTIVITIES			
Decrease in investments in subsidiaries		**5 306**	62 716
Net cash inflow from investing activities		**5 306**	62 716
CASH FLOWS FROM FINANCING ACTIVITIES			
Shares issued		**1 639**	1 424
Settlement of share options net of reversals		**(4 328)**	(1 822)
Dividends paid	8	**(28 537)**	(127 267)
Net cash outflow from financing activities		**(31 226)**	(127 665)
Net increase/(decrease) in cash and cash equivalents			
Cash and cash equivalents at beginning of year			
Cash and cash equivalents at end of year			

1. RECLASSIFICATION OF ACCOUNTS

The following reclassification of accounts was made in the 2009 financial year in order to provide enhanced presentation of the company statement of comprehensive income:

– Interest income has been reclassified from "finance income" to "revenue".

The reclassification had no impact on earnings. Prior year figures have been restated in line with the current classification.

	2009 R'000	Restated 2008 R'000	Restated 1 Jan 2008 R'000
2. INVESTMENT IN SUBSIDIARIES			
Investment in shares in subsidiaries	**2 965 058**	2 935 723	6 668 836
Difference between sales proceeds and carrying value of the net assets of the business at date of reorganisation (note 2.1)			(3 760 972)
Investment in shares in subsidiaries	**2 965 058**	2 935 723	2 907 864
Loans to subsidiaries	**525 568**	530 717	591 622
	3 490 626	3 466 440	3 499 486

Included in the investment in shares in subsidiaries is an investment in cumulative redeemable preference shares of Hulamin Operations (Pty) Limited.

The effective interest rate on loans to subsidiaries is 15,2%. No fixed repayment terms have been set.

The loans to subsidiaries are subordinated in favour of Standard Bank, FirstRand Bank and Chaldean Trading 67 (Pty) Limited.

In line with the amendments to IAS 27 – Consolidated and Separate Financial Statements which became effective during the current year, the company reassessed the accounting treatment of the sale of the business to Hulamin Operations (Pty) Limited. This has resulted in the restatement of the investment that the company has in Hulamin Operations (Pty) Limited to reflect the carrying value of the net assets of the business sold to Hulamin Operations(Pty) Limited in exchange for shares as part of a group reorganisation during 2007.

This change in accounting treatment has resulted in a reduction in "investment in subsidiaries" of R3 760 972 000 and a corresponding decrease in "retained earnings". These changes are reflected in the revised balance sheet and statement of changes in equity of the company.

	2009 R'000	2008 R'000
3. DEFERRED TAX ASSET		
At beginning of year	**11 697**	16 373
Accounted for in equity		(4 863)
Income statement		
Current year relief on earnings	**511**	584
Rate change adjustment		(397)
At end of year	**12 208**	11 697
Deferred income tax asset analysed as follows:		
Provisions	**12 208**	11 697
	12 208	11 697

	2009 R'000	2008 R'000
4. SHARE CAPITAL		
4.1 Authorised		
240 000 000 ordinary shares of 10 cents each (2008: 240 000 000 ordinary shares of 10 cents each)	**24 000**	24 000
34 000 000 A ordinary shares of 10 cents each (2008: 34 000 000 A ordinary shares of 10 cents each)	**3 400**	3 400
21 000 000 B ordinary shares of 10 cents each (2008: 21 000 000 B ordinary shares of 10 cents each)	**2 100**	2 100
Total authorised share capital	**29 500**	29 500

The B ordinary shares consist of 8 000 000 B1 shares, 10 000 000 B2 shares and 3 000 000 B3 shares.

	2009 R'000	2008 R'000
4.2 Issued		
Share capital:		
Opening balance (252 090 090 ordinary shares of 10 cents each) (2008: 251 957 796 ordinary shares of 10 cents each)	**25 209**	25 196
Issued during year (450 976 ordinary shares of 10 cents each) (2008: 132 294 ordinary shares of 10 cents each)	**45**	13
Closing balance (252 541 066 ordinary shares of 10 cents each) (2008: 252 090 090 ordinary shares of 10 cents)	**25 254**	25 209
Share premium:		
Opening balance	**1 057 490**	1 056 079
Premium on shares issued	**1 594**	1 411
Closing balance	**1 059 084**	1 057 490
Share capital and share premium	**1 084 338**	1 082 699

4.3 A ordinary shares and B ordinary shares

The A ordinary shares and B ordinary shares are unlisted and carry full voting rights. The A ordinary shares have no entitlements to any dividends other than shareholder distributions.

4.4 Unissued

Under option to employees:

In terms of the Tongaat-Hulett Employees Share Incentive Scheme and the Tongaat-Hulett Group Limited 2001 Share Option Scheme, employees of the subsidiaries of the company have been granted options to subscribe for 1 341 734 Hulamin shares. The weighted average exercise price for these options is R20,18 per share.

Details of the employee share incentive schemes are set out in note 31 of the group financial statements.

Under the control of the directors:

At 31 December 2009, 9 416 730 unissued ordinary shares were under the control of the directors for the purpose of the original Tongaat-Hulett Share Option Schemes (specific authority granted in April 2008 for 5 000 000 shares less 2008 issues of 132 294 shares and 2009 issues of 450 976 shares). An additional 5 000 000 unissued ordinary shares were placed under the control of the directors in April 2009 for the purpose of the Hulamin Limited Share Appreciation Right Scheme 2007, the Hulamin Limited Long Term Incentive Plan 2007 and the Hulamin Limited Deferred Bonus Plan 2007. No other unissued ordinary shares were under the control of the directors at 31 December 2009.

At 31 December 2008, 24 256 140 unissued ordinary shares were under the control of the directors, of which the maximum that could have been issued for the purpose of the employee share schemes was 21 134 484 (21 300 000 less 2007 issues of 33 222 and 2008 issues of 132 291).

At 31 December 2009, 9 653 777 unissued B ordinary shares (2008: 9 653 777) were under the control of the directors, for the purpose of the Hulamin Employee Share Ownership Plan and the Hulamin Management Share Ownership Plan.

		2009 R'000	2008 R'000
5. RETIREMENT BENEFIT OBLIGATIONS			
Post-retirement medical aid provision		**43 601**	41 776
		43 601	41 776
The movement of these provisions is detailed in note 9.			
6. EXPENSES BY NATURE			
Post-retirement medical aid costs		**6 360**	6 193
Auditors' remuneration (note 6.1)		**120**	112
Other costs		**1 241**	1 515
		7 721	7 820
Classified as:			
– Administrative expenses		**7 721**	7 820
		7 721	7 820
6.1 Auditors' remuneration			
Audit fees		**106**	100
Expenses		**14**	12
		120	112
6.2 Directors' emoluments			
Non-executives			
– Fees		**1 504**	1 515
		1 504	1 515
7. TAX			
South African normal taxation:			
Current			
– current year		**20 662**	30 733
– prior year over provision		**(2 341)**	(6 044)
Deferred			
– current year (note 3)		**(511)**	(584)
– rate change adjustment (note 3)		**–**	397
Secondary tax on companies		**2 854**	12 591
		20 664	37 093
Normal rate of taxation	(%)	**28,0**	28,0
Adjusted for:			
STC	(%)	**3,9**	11,7
Other adjustments	(%)	**(3,5)**	(5,6)
Rate change adjustment	(%)		0,4
Effective rate of taxation	(%)	**28,4**	34,5
8. DIVIDENDS			
Final for 2008 year, paid 9 March 2009: 13 cents (2008: 30 cents)		**28 537**	65 790
Interim for current year: nil (2008: 28 cents)			61 477
		28 537	127 267

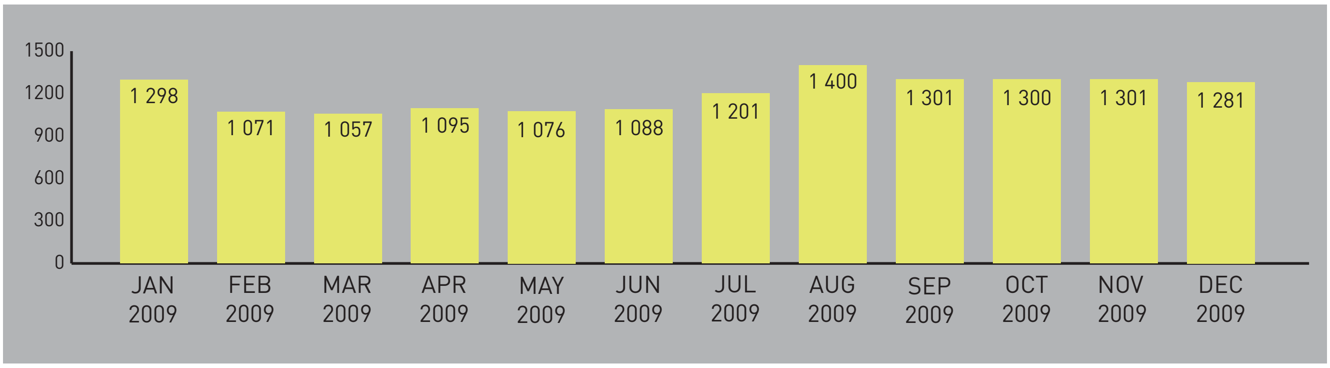
		2009 R'000	2008 R'000
9. POST-RETIREMENT MEDICAL AID BENEFITS			
The company has undertaken to contribute to the medical aid costs after retirement of employees engaged prior to 30 June 1996. The obligation is unfunded.			
Amounts recognised in the balance sheet:			
Present value of unfunded obligations		**58 281**	56 970
Unrecognised actuarial losses		**(14 680)**	(15 194)
Liability in the balance sheet		**43 601**	41 776
The liability can be reconciled as follows:			
Balance at beginning of year		**41 775**	39 690
Total expense accrued		**6 360**	6 193
Benefit payments		**(4 534)**	(4 107)
Balance at end of year		**43 601**	41 776
Amounts recognised in the income statement are as follows:			
Interest costs		**4 081**	4 091
Current service costs			
Actuarial loss recognised		**2 279**	2 102
		6 360	6 193
The principal actuarial long-term assumptions are:			
Discount rate	(%)	**9,25**	7,25
Future medical inflation rate	(%)	**7,00**	5,00
Sensitivity of future medical inflation rate			
1% increase in future medical inflation rate			
– effect on the aggregate of the service and interest costs		**518**	410
1% increase in future medical inflation rate			
– effect on the obligation		**5 597**	5 674
1% decrease in future medical inflation rate			
– effect on the aggregate of the service and interest costs		**(448)**	(353)
1% decrease in future medical inflation rate			
– effect on the obligation		**(4 843)**	(4 890)
Estimated benefits payable by the group in the next financial year		**4 887**	4 313
Experience loss on plan liabilities		**1 710**	4 063
Experience loss as a percentage of liabilities	(%)	**2,93**	7,13
10. RELATED PARTY TRANSACTIONS			
During the year the company, in the ordinary course of business, entered into various related party sales, purchases and investment transactions. These transactions occurred under terms that are no less favourable than those arranged with third parties. Intra-group transactions are eliminated on consolidation.			
Interest received from subsidiaries		**79 441**	115 502
Loan balance owing by subsidiary		**525 568**	530 727
Agency fees received from subsidiary		**576**	

Analysis of ordinary shareholders
as at 31 December 2009

	Number of ordinary shareholders	Percentage of total	Number of ordinary shares	Percentage of total
Size of holdings				
1 – 1 000	4 401	59,1	1 624 769	0,75
1 001 – 10 000	2 412	32,4	8 083 144	3,74
10 001 – 100 000	427	5,7	13 605 875	6,29
100 001 – 1 000 000	176	2,4	51 275 182	23,72
Over 1 000 000 shares	33	0,4	141 605 866	65,50
	7 449	100,0	216 194 836	100,00
Public/non-public shareholders				
Non-public shareholders				
Industrial Development Corporation	1		64 673 503	29,92
Directors	5		224 347	0,10
Associate of director	1		8 000	0,00
The Tongaat-Hulett Pension Fund	1		1 265 145	0,59
Total non-public shareholders	8		66 170 995	30,61
Public shareholders	7 441		150 023 841	69,39
Total listed shareholders	7 449		216 194 836	100,00

	Number of ordinary shareholders	Percentage of total	Number of shares	Percentage of issued shares
Beneficial shareholders holding more than 5% of share capital				
Industrial Development Corporation	1		64 673 503	29,92
Coronation Fund Managers	1		20 386 038	9,43
Public Investment Corporation (Government Employees Pension Fund)	1		16 668 779	7,71
A class ordinary shares				
Chaldean Trading 67 (Pty) Limited	1	100,0	25 000 000	100,00
B1 ordinary shares				
Hulamin Employee Share Ownership trust: No IT 645/2007/PMB	1	100,0	7 998 556	100,00
B2 ordinary shares				
Hulamin Management Share Ownership trust: No IT 644/2007/PMB	1	100,0	2 509 569	100,00
B3 ordinary shares				
Hulamin Management Share Ownership trust	1	100,0	838 105	100,00

Hulamin share price
Hulamin volume weighted average share price by month (cents per share)



Shareholders' diary

Financial year-end			31 December
Annual general meeting			May
Reports and profit statements:		Interim results	July
		Annual results and final dividend declaration	February
		Annual financial statements	March
Dividends:	Interim	Declared	July
		Paid	August
	Final	Declared	February
		Paid	March

Corporate information

Registration number: 1940/013924/06
Share code: HLM
ISIN number: ZAE 000096210

Business address
Moses Mabhida Road
Pietermaritzburg
3201

Postal address
PO Box 74
Pietermaritzburg
3200

Contact details
Telephone: +27 33 395 6911
Facsimile: +27 33 394 6335
Website: www.hulamin.co.za
E-mail: hulamin@hulamin.co.za

Securities exchange listings
South Africa (Primary), JSE Limited

Transfer secretaries
Computershare Investor Services (Proprietary) Limited
70 Marshall Street
Johannesburg
2001
PO Box 61051
Marshalltown
2107

Sponsor
Rand Merchant Bank
(A division of FirstRand Bank Limited)
1 Merchant Place
Corner Fredman Drive and Rivonia Road
Sandton
2196
PO Box 786273
Sandton
2146

Directorate
Non-executive directors
L C Cele
V N Khumalo
T P Leeuw
J B Magwaza
N N A Matyumza (with effect from 1 March 2010)
M E Mkwanazi, Chairman
S P Ngwenya
P H Staude

Executive directors
A Fourie, Chief Executive Officer
C D Hughes
M Z Mkhize