

# ARM OPERATIONAL OVERVIEW

ARM's "We do it better" management style brings entrepreneurial flair to the businesses it manages and is invested in. ARM's partners provide access to markets, skills and value-generating growth opportunities.

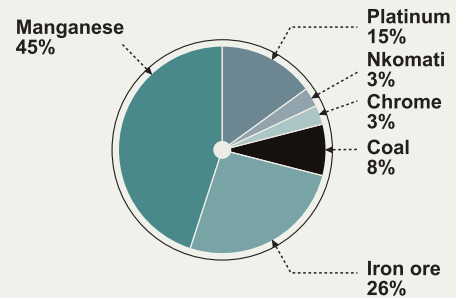
## ARM Total

		F2009	F2008	% change
Headline earnings	Rm	2 317	4 013	(42)
EBITDA margin	%	44	57	
EBITDA	Rm	4 484	7 229	(38)

<b>Total capex:</b> <b>R3.3bn</b>	<b>Total labour*</b> <b>16 777</b>
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\* Excludes ARM Coal.

## F2009 Cash generated from operating activities



## ARM Platinum

**ARM Partners**  
Anglo Platinum | Norilsk Nickel | Impala Platinum

		F2009	F2008	% change
Headline earnings contribution	Rm	(319)	1 347	(124)
EBITDA margin	%	(8)	61	
EBITDA	Rm	(180)	2 996	(106)

### Attributable capital expenditure:

**R1.4bn**

Key investments during the year:

- ▶ Nkomati
- ▶ Two Rivers

### Total labour in F2009

**10 187**

## ARM Ferrous

**ARM Partner**  
Assore Limited

		F2009	F2008	% change
Headline earnings contribution	Rm	3 150	2 775	14
EBITDA margin	%	67	56	
EBITDA	Rm	5 146	4 366	18

### Attributable capital expenditure:

**R1.3bn**

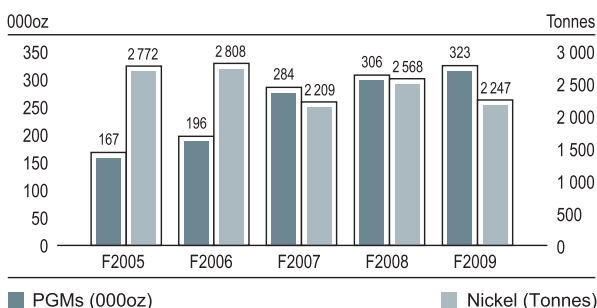
Key investments during the year:

- ▶ Khumani Iron Ore
- ▶ Nchwaning Plant

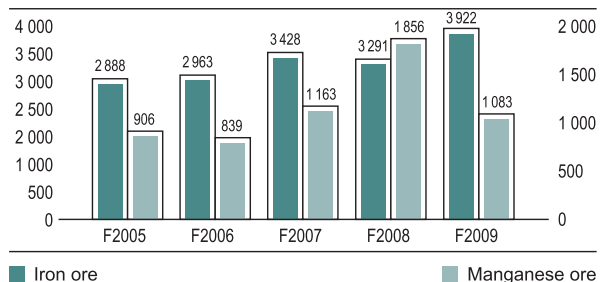
### Total labour in F2009

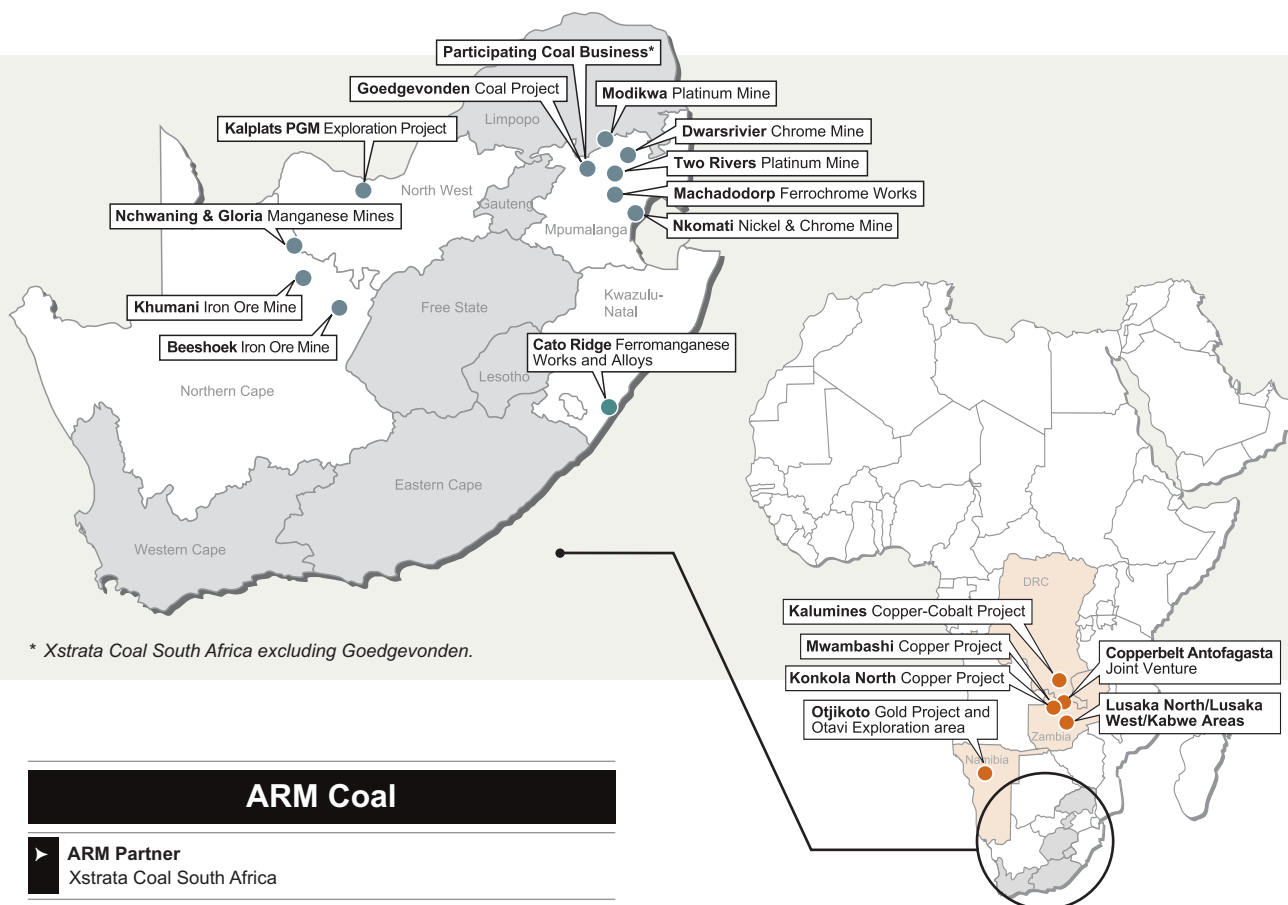
**6 417**

## Key attributable operational production volumes



## Key attributable operational sales volumes (000t)





\* Xstrata Coal South Africa excluding Goedgevonden.

## ARM Coal

ARM Partner  
Xstrata Coal South Africa

		F2009	F2008	% change
Headline earnings contribution	Rm	135	175	(23)
EBITDA margin	%	60	53	
EBITDA	Rm	73	51	(43)

Attributable capital expenditure:

# R0.6bn

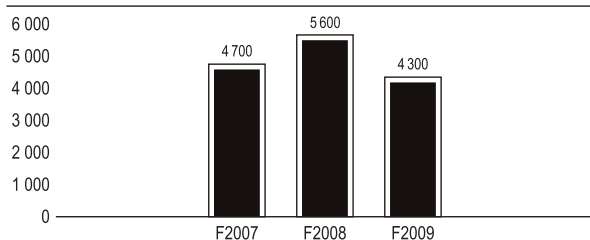
Key investments during the year:

- Goedgevonden

Total labour in F2009

# 5 657

Attributable operational sales volumes  
(000t)



■ Thermal coal

## ARM Exploration

ARM Partner  
Vale

2005 – 2006

- TEAL listed to raise funding to further African exploration
- ARM creates TEAL to develop African prospecting rights.
- ARM dilutes ownership to 65% to facilitate TSX listing and fund raising.

2006 – 2008

- TEAL invests US\$130 million to further exploration in Africa and moves assets up the value curve; debt funding supported by ARM.

Dec 2008 – Feb 2009

- ARM announces proposed JV with Vale
- 15 December 2008: TEAL minorities offered a 123% premium based on 120-day volume-weighted average price.
- 13 Feb 2009: TEAL shareholders vote in favour of transaction – TEAL delisted.
- ARM effectively sells 15% to Vale.
- Future funding shared by 50% JV partner, Vale.

1 March 2009 – current

- Transaction concluded
- ARM receives R137 million for 15% sale.
- Debt repaid by partners of US\$85 million.
- Konkola North project is JV's near-term focus.