

TRANSFORMATION AT A GLANCE

1998

1999

October

Transformation Strategy announced.

January

Streamlining/restructuring of service departments at AECI's Group Office.

Unbundling of Kynoch Limited into independent operating companies. Simultaneously, infrastructure and services at Modderfontein are **restructured** and absorbed into site businesses.

Heartland Properties established to realise land and property surplus to operational needs.

May

Conclusion of a long-term supply agreement for Sasol to supply AECI's total ammonia requirements. Results in the immediate closure of the Group's ammonia production facility at Milnerton, Western Cape, and the closure of the ammonia/urea complex at Modderfontein in March 2000.

September

Sale of AECI's 40 per cent stake in Polifin to Sasol. Proceeds from this amounted to some R2.2 billion. A substantial portion returned to shareholders via a special dividend of R6.00 per share in November.

November

Finalisation of a 50:50 **joint venture** with Norsk Hydro in Kynoch Fertilizer.



2000 | 2001

January

Sale of AECI's 50 per cent shareholdings in both Resinkem and Specialty Minerals SA to Chemserve for R40 million. Payment made through the issue of 3.33 million additional Chemserve shares to AECI.

Disposal of Autoplastic to SAI Automotive AG, the automotive activity of the Sommer Allibert Group.

Sale of AECI's 50 per cent share in Goldchem to its partner, Rand Refinery Limited.

Sale of AECI's 50 per cent share in Alliance Peroxide to Degussa-Hüls AG of Germany.

February

Announcement by SANS Fibres of a **R60 million investment** to double PET polymer production at Bellville.

April

Joint venture in technical coatings with PPG Industries of the USA. The technical coatings unit of Dulux becomes a separate company, AECI Coatings, with AECI holding 80 per cent of the equity.

June

Conclusion of the sale of AECI's acrylics business to UK-based Ineos Acrylics for R70 million.

August

SANS Fibres announces **R40 million investment** in a new spinning platform for Bellville.

September

SANS Fibres will **expand its global position** in light industrial yarns through the investment of some R80 million in the USA.

October

Agreement reached in principle between AECI and Chemserve for Chemserve to purchase Industrial Urethanes, Kynochem and AECI Coatings from AECI.

AECI and Sasol Chemical Industries (SCI) reach **agreement** for SCI to acquire AECI's 50 per cent interest in the Fedmis Phalaborwa partnership.

Redundant ammonia/urea plants at Modderfontein **sold for R21 million** for re-erection in China.

November

AECI publishes a **cautionary announcement advising shareholders that it had reached agreement in principle** with Anglo South Africa ("Anglo") for a potential repurchase by AECI of 40 per cent of its shares from Anglo.

10 January

AECI share buy-back approved.