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CHRISTINE RAMON**

**INVESTOR STRATEGY DAY  
"PORTFOLIO MANAGEMENT AND FINANCE"  
AS DELIVERED**

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Good morning ladies and gentlemen.

We have prioritised our mega projects and have steadily begun to advance our growth strategy, as David has already pointed out in quite some detail. In December of last year, we announced that we have advanced into the FEED phase on a world-scale ethane cracker and derivatives plant as well as an integrated gas-to-liquids and chemicals facility in the US.

The market has expressed interest in how we plan to execute on and fund our growth strategy and how it will impact our balance sheet and progressive dividend policy going forward.

My presentation today will therefore focus on our strategic capital allocation, capital governance and portfolio management processes as well as our funding plans and how we intend to manage our long-term gearing within our targeted range.

This should provide you with comfort in our capital processes and that we are focused on managing our long-term gearing within our targeted range, taking into account the phasing of our US growth projects, our progressive dividend policy as well as a buffer for volatility.

### **Slide 13 – Value-enhancing strategic allocation of cash**

Before I move into the specifics of our capital governance and portfolio management processes, I would like to touch more holistically on our value-enhancing strategic capital allocation processes.

Our healthy cash generating ability has allowed us to successfully sustain our current operations and fund our growth aspirations whilst still delivering attractive returns to our shareholders, without the need to dispose of assets.

Our track record on strategic allocation of capital has resulted in returns on invested capital consistently ahead of our weighted average cost of capital and also ahead of our internal hurdle rates, with the exception of financial year 2009 during which time the entire market was affected by the unprecedented global economic crisis. This demonstrates our proven ability to sustainably grow long-term shareholder value through our solid strategic capital allocation processes, which I will touch on in more detail in the next slide.

### **Slide 14 – Solid strategic capital allocation process**

As demonstrated on the previous slide, we have a proven track record of value-enhancing strategic capital allocation.

We have solid processes in place to ensure that we allocate capital optimally, with our ultimate goal to sustainably grow long-term shareholder value.

The first clear use of group capital is investing back into the business to support the group's strategic agenda. We consider not only the allocation of capital between sustenance and growth capex, but also between business and geographic diversification. I will touch on this in more detail a bit later.

Our M&A activities are on a case by case basis, although this is not a big focus as we are focussed on funding organic growth. You will remember that two years ago we invested into our upstream acquisition in Canada. At this stage no further upstream acquisitions are being pursued as we are comfortable with our 2/3 upstream feedstock price hedge for the US GTL projects.

Other uses of group capital include returning cash to shareholders in the form of dividends and share buybacks, as well as retaining cash in the group as a buffer for volatility, given that we are exposed to commodity prices. Share buy-backs will be considered if we believe we have excess cash. In the past we have executed share buy-backs to mitigate the dilutionary effect of corporate actions and returned value to shareholders.

We continually rank and prioritise the various uses of cash based on available group capital to ensure that we sustainably grow long-term shareholder value, which we already have proven quite successful at delivering on.

Looking forward, we will continue to focus on improving and optimising our strategic allocation of capital to ensure we continue to maximise long-term shareholder value.

### **Slide 15 – Robust portfolio management process**

I will now move into the specifics of our capital governance and portfolio management processes.

Through our Capital Excellence program, we are applying world class practices in the areas of portfolio management, project execution support which Andre de Ruyter will talk more about as it specifically relates to our US projects and establishing a project academy. Our overall objective is to improve the allocation of capital towards projects that are aligned with the Sasol Group strategy and that deliver the highest return for our shareholders.

We continue to review and improve the way we allocate capital, and have implemented a more robust and streamlined capital governance process, which I will talk to in the next few slides.

## **Slide 16 – Prioritising our strong project pipeline**

All capital projects are categorised as either sustenance or growth in nature, where sustenance projects have either mandatory or discretionary characteristics. This allows the initial phase of project prioritisation to take place.

Enhancing operational performance and accelerating sustainable growth requires that we prioritise mandatory sustenance and economically justifiable growth capital, and aim to minimise discretionary sustenance projects that do not meet our hurdle rate. This allows us to efficiently maximise the amount of capital that can be allocated to strategic, value-enhancing growth projects.

Projects are thereafter ranked based on a risk versus return approach. Financial returns are weighed up against various prioritisation criteria including project risk and execution capability, robustness of the business case, project maturity and Sasol's competitive advantage in terms of technology, feedstock and markets. This allows us to select the optimal portfolio of projects within the constraints of available capital and people resources.

Over the next 10 years, just over 70% / approximately two thirds of our projected capital spend is related to growth projects, with the balance to mandatory and discretionary sustenance projects; while approximately 60% is related to downstream projects, which is aligned to our accelerated GTL growth ambitions, and the balance to upstream and chemical projects.

## **Slide 17 – Targeted returns compensate for investment risks**

Financial returns are a key consideration when assessing projects. We require that targeted investment returns compensate for potential risks to ensure that projects are economically viable and provide for a buffer for volatility.

We target a standard hurdle rate, on an unlevered basis, of 1,3x WACC for all discretionary sustenance and growth projects. We do not apply a hurdle rate to sustenance capex on existing operations, in particular environmental projects that are typically difficult to demonstrate economic viability such as the Clean Fuels II specifications project. Rationing of capital is important to make capital available for step out growth projects.

Sasol's group WACC is currently 12,95% in South African rand terms and 8,0% in Europe and in the US in US dollar terms, taking the standard hurdle rate on growth projects to 16,84% and 10,4%, respectively. Group WACC includes independently-calculated country risk premium adjustments and therefore adequately compensate for specific country risk, in particular for high risk countries.

In general, approximately 80% of all our new capital investment projects are required to meet hurdle rate.

Other mechanisms are contemplated and often introduced into project structures to further compensate for project investment risk. These can include project financing, investment structures, lump sum EPC contracts, long term feedstock arrangements and where it makes business sense, the introduction of JV partners.

We actively look to minimise and mitigate investment risks where possible to ensure that project returns are maximised. We take capital allocation seriously and robust systems are in place to govern capital allocation with both Group Executive Committee and Limited Board oversight at the appropriate qualitative and materiality thresholds.

### **Slide 18 – Project execution delivered through rigorous capital governance processes**

Through our Capital Excellence program, we have implemented a more robust and streamlined capital governance process, which aims to improve the group's IRR on capital projects by reducing capital costs and optimising project timelines.

Our BD&I model, which is used for the execution of all our projects, is most likely something you are already familiar with, having been in existence for more than a decade in its current form. It is based on the traditional stage gate approach associated with project life cycles, using internationally accepted terminology and methodologies, and is routinely benchmarked against our peers.

We have standardised the format of economic evaluations and capital applications to improve the efficiency of the gate governance process by ensuring the necessary information is available to enable sound decision-making. At each decision gate, a more rigorous, disciplined process is followed to ensure that business cases are robust, reliable and optimised in terms of direct or indirect returns. The gate approval process has been optimised to reduce the impact on project schedule with several weeks at each decision gate.

We have increased our focus on improving front-end loading, as well as project controls and quality assurance between decision gates. We are pleased to note significant early gains, based on a large sample of projects executed from 2007 onwards, especially in terms of lower capital costs at more competitive schedules.

### **Slide 19 – Enabling robust investment decision-making**

I have already touched on our Capital Excellence program and the significant early gains that have already been achieved to date, especially in terms of avoiding costs and improving project benefits.

In addition to establishing world-class practices in the areas of project execution, delivery and portfolio management, we are optimising returns through procurement and contracting in the form of best country sourcing.

We also continually review the progress and performance on our portfolio of projects to determine if our strategic objectives have been realised and whether any adjustments are required.

Our capital scrubbing and optimisation conducted by our Corporate Finance team with a good balance of engineers and accountants, ensures we remain focused on higher return projects. Detailed reviews are performed to ensure that project business cases remain robust, which involves the review of project drivers, checking the reliability of project valuations and verifying and stress testing project assumptions over the long-term.

We expect continued gains going forward as we focus on enhancing the returns from our portfolio of projects.

### **Slide 20 – prudent long term oil price view supported by fundamentals**

Our 10-year nominal oil price assumption is at the middle of the range of the panel view. The 10-year real oil price assumption used in our project economics is below US\$100/bbl.

When stress-testing project assumptions; we use a real oil price closer to US\$90/bbl driven by the marginal cost of production. At a real oil price below US\$90/bbl, real supply will be constrained, thus creating a floor. This is supported by the marginal cost of production of Venezuelan crudes, Canadian tar sands and the Saudi oil budget.

We sell diesel not oil, therefore as will be elaborated by Andre de Ruyter the Brent crude oil price incorporates a refining margin, which is more applicable to our product pricing.

Recently the Brent oil price got caught up in the downward spiral and has fallen to a nine-month low of below US\$100/bbl. As indicated by the US their disappointed retail sales is a clear reflection that the demand in both of the leading oil consumer countries is currently weaker than anticipated.

However, this should have already been taken into account in the latest downward revisions of demand forecasts issued by the oil agencies.

Taking into account that more oil was consumed this year than last year, there is thus no fundamental explanation for the US\$10/bbl price slide we have seen over the past two weeks. Therefore other factors including market sentiment and short-term momentum plays into the current oil price slide.

### **Slide 21 – prudent long term gas price view compares favourably to panel view**

In terms of our gas price assumptions, we forecast an increase in the Henry Hub gas price over the next 10 years broadly in line with the average panel view.

Coupled with our 10-year view on the oil price, the resulting oil to gas ratio remains supportive of our long-term GTL value proposition, which is economically viable at an oil to gas ratio of 16 times. Lean Strauss will elaborate further on the long term sustainable oil to gas ratio view.

The forecast increase in the North American gas price will also clearly have a positive impact on our Canadian shale gas operations. We will continue with our prudent investment decision making. For our GTL ventures we apply a higher gas price to be used and for the upstream developments a lower gas price will be used.

### **Slide 22 – Focused on managing long-term gearing within target**

We have received significant levels of interest from the market as to how we plan to fund our growth strategy and how it will impact our balance sheet.

Our gearing is currently low at 6,6%. However, as we continue to advance our North American growth strategy, which constitutes a significant portion of group capex spend over the next 10 years, gearing is likely to reach our targeted range by FY15.

As indicated in our recent interim results, FID on our US GTL project is now expected to follow 18 to 24 months after that of the ethane cracker. As demonstrated by the dotted red line on the graph, we are confident that we will be able to manage the long-term gearing of the company within our targeted range after taking into account the phasing of our US GTL project, our progressive dividend policy as well as allowing us some flexibility for a buffer for volatility in commodity prices. At a US\$90/bbl oil price we will be able to manage our gearing below 50% and we are prudently confident that the peak funding requirement will be manage over a short time period.

Giving that we will be funding a large portion of these US projects from the offshore debt capital markets; we are acutely aware that we need to manage our long-term gearing within our targeted

range. We are therefore carefully and appropriately managing our funding plans, which I will deal with on the next slide, our credit profile rating, as well as execution and concentration risk.

### **Slide 23 – Maintaining flexibility to fund capital investments**

We are actively considering all alternatives to fund our capital investments.

While internal options, such as the phasing of capex, reduction of capex and enhancing project economics through our Capital Excellence program, as well as cost optimisation, are generally preferred to more expensive debt and equity funding, we are maintaining flexibility in terms of how we plan to fund our capital investments as internal options come attached with their own set of risks and costs, with, for example, the potential loss of synergies following a phase of a capital project.

In respect of debt funding options, we are following a pure project funding strategy for our Uzbekistan GTL project, and are targeting at least 50% project financing.

Given the scale of the US project capital requirements and potential impact on the group's gearing as well as credit rating, all funding alternatives are being considered, including project financing, ECA funding, bank loans as well as corporate and project bonds. Our recent successful US\$1 billion bond offering introduces flexibility into our funding plan, and we may approach the international bond markets on a regular basis to fund our growth projects in North America. Equity funding is expensive until projects are commissioned and therefore is not the preferred option to fund our projects.

We will continue to assess and consider all funding options to ensure that we maintain maximum flexibility in managing our long-term gearing within the targeted range.

### **Slide 24 – Strong track record of delivering consistent returns**

We have a strong track of delivering consistent returns to our shareholders and as demonstrated in our recent interim results, we remain committed to our progressive dividend policy. Despite a 13% decline in interim earnings per share, we maintained the interim dividend in line with the prior year. We have currently an underpin in the full year dividend of R17-50.

As I have already covered in some detail, we are comfortable that we will manage long-term gearing within our targeted range, which will allow us to consistently return sustainable value to our shareholders through our progressive dividend policy. This is a key value driver for our share price.

Our dividend yield of approximately 4,5% and Total Shareholder Return of 29%, as calculated in rand-terms over the past 5 years, positions Sasol competitively with our peer group, which is evident on the next slide.

### **Slide 25 – Delivering leading dividend yield vs. peer indices**

As highlighted on the previous slide, Sasol's dividend yield is competitively positioned, delivering a leading dividend yield relative to peer equity indices. This reinforces our commitment to consistently return sustainable value to our shareholders.

### **Slide 26 – In summary**

In summary:

- We have a solid strategic capital allocation process that has proven to consistently deliver value-enhancing returns for our shareholders;
- Our rigorous and streamlined capital governance and portfolio management processes enable robust investment decision making, with capital allocated towards projects that are aligned with the Sasol Group strategy and that deliver the highest risk adjusted return for our shareholders;
- We are comfortable that we will manage long-term gearing within our targeted range, taking into account the phasing of our US growth projects, our progressive dividend policy as well as a buffer for volatility;
- Allowing us to continue to consistently return superior returns to our shareholders.

On that note, I will now be joined by David to handle any questions on this half of the presentation.

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