



Strategy

Capital Markets Day 6 September 2011

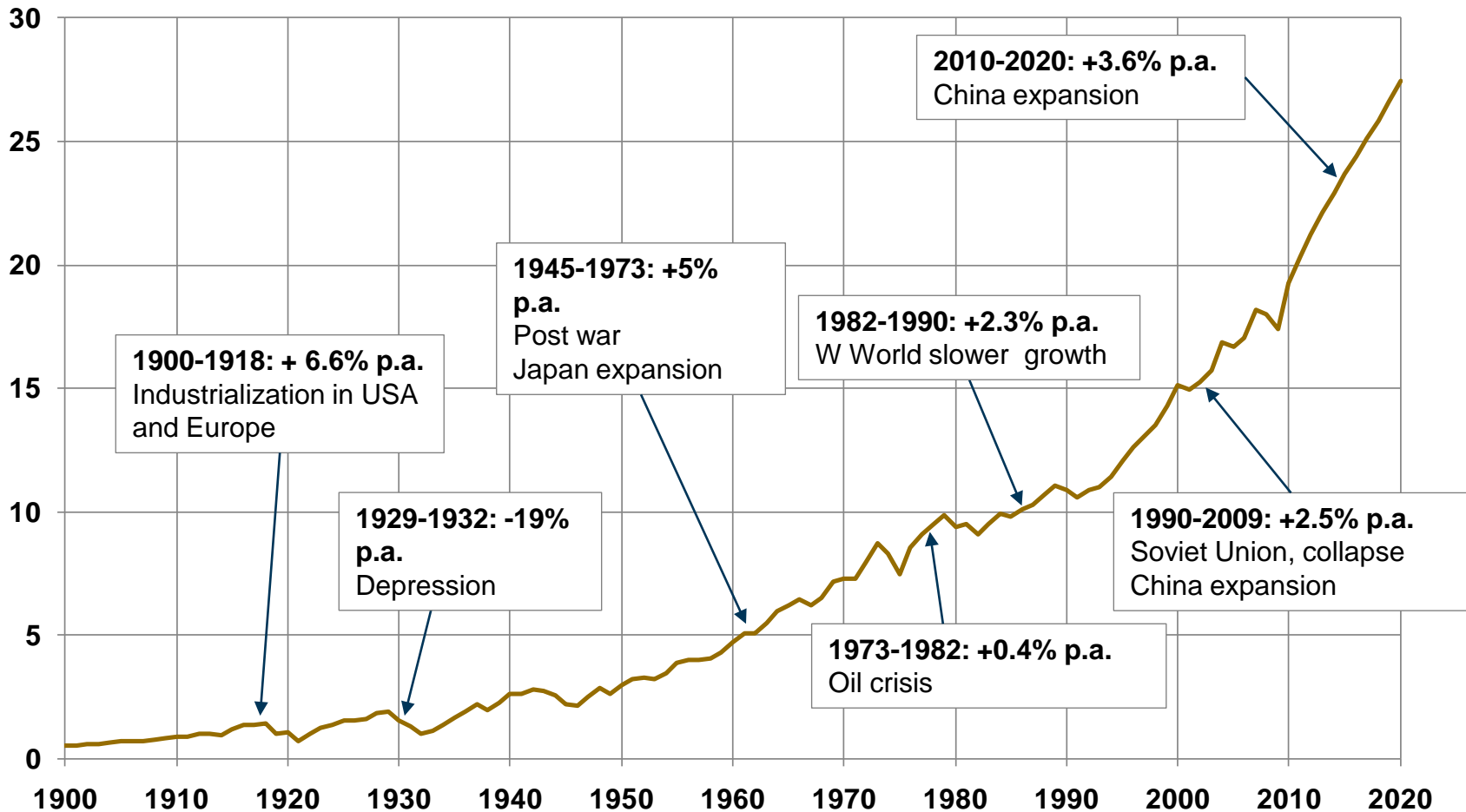
Lennart Evrell
President & CEO

Favourable market through 2025

Short term volatility

World Copper Demand

million tonnes



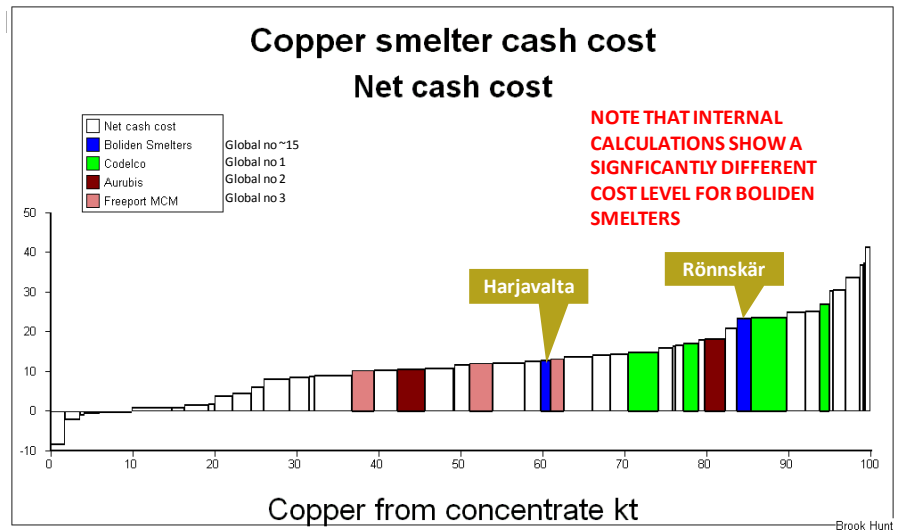
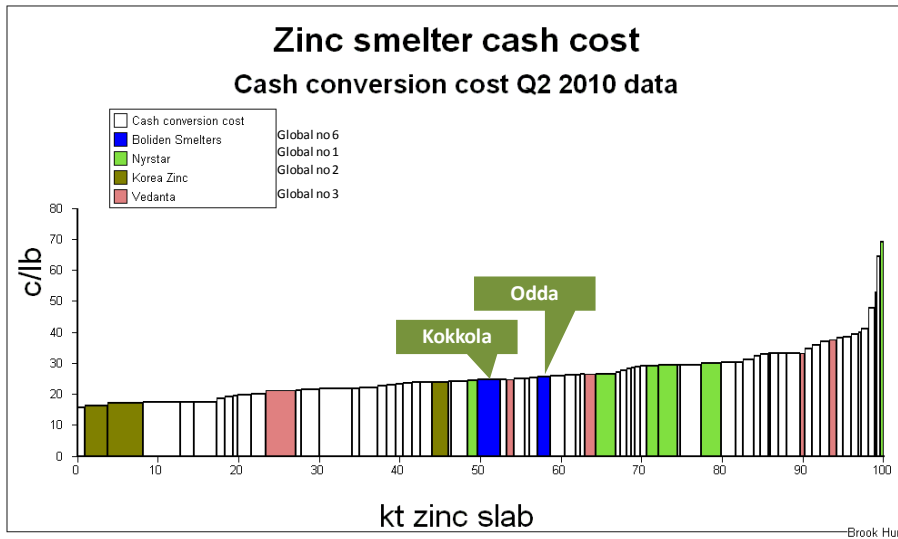
Source: Historic data: International Copper Study Group, Forecast: Brook Hunt - A Wood McKenzie company



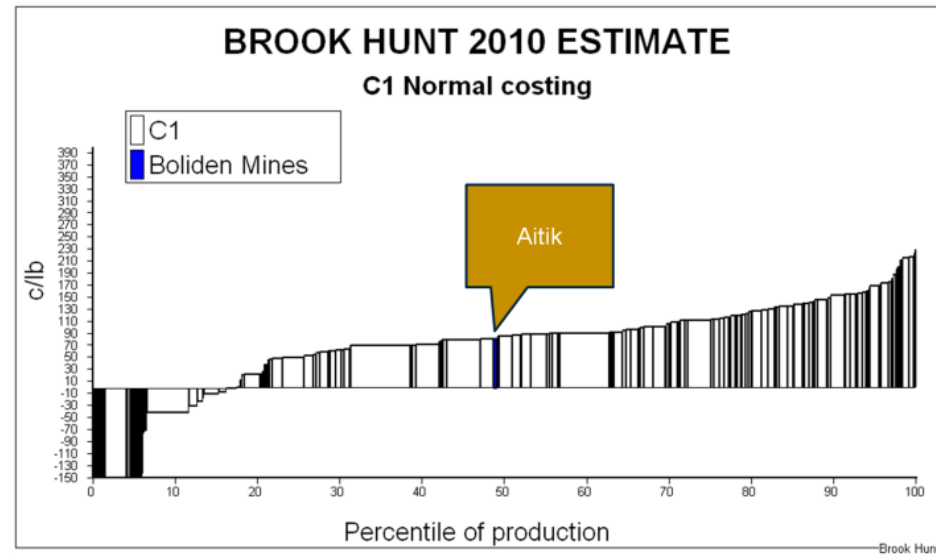
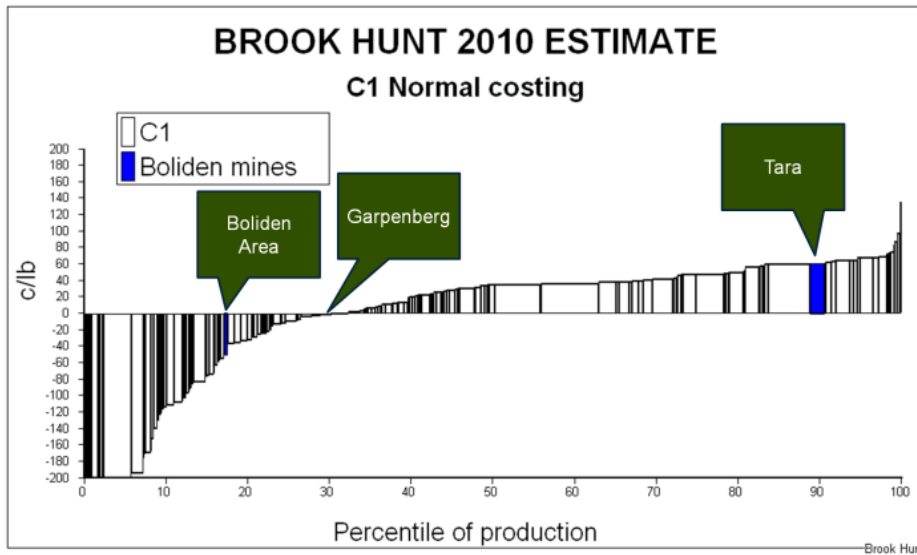
Boliden Position

BOLIDEN

Smelters – Cost Position



Mines – Cost Position



Boliden rank

Zinc mining 2010

		kt
1	Glencore	743
2	Hindustan Zinc	718
3	Xstrata (free float)	666
4	MMG	664
5	Teck Cominco	646
6	Anglo American	360
7	Volcan	338
8	Boliden	294
9	Sumitomo	289
10	Votorantim	233

Zinc smelting 2010

		kt
1	Nyrstar	1,077
2	Korea Zinc Group	940
3	Hindustan Zinc	669
4	Votorantim	488
5	Boliden	456
6	Xstrata (free float)	439
7	Glencore	438
8	Teck Cominco	278
9	Peñoles	233
10	Mitsui	210

Copper mining 2010

		kt
1	Codelco	1757
2	Freeport-McMoRan	1436
3	BHP Billiton	1135
4	Xstrata	907
5	Rio Tinto	701
6	Anglo	645
7	Grupo Mexico	589
8	Glencore	509
9	SCC	476
10	KGHM	426
35-40	Boliden	76

Copper refining 2010

		kt
1	Codelco	1864
2	Aurubis	1132
3	Freeport-McMoRan	1012
4	Jiangxi Copper	901
5	Xstrata	753
6	Nippon Mining	613
7	Glencore	591
8	BHP Billiton	578
9	Sumitomo	550
10	Grupo Mexico	550
~15	Boliden	303

Source CRU

Zinc

- A leading position both in mines and smelter

Copper

- Significant part of Boliden
- Small in the world

Electronic recycling

- Global market leader

Strengths and weaknesses - Boliden Group

Strengths

- High productivity
- High quality Metals and Mining company
- Favourable Cash-cost position
- Low political risk

Weaknesses

- Short Life of Mine in Tara
- Exposed to weak concentrate market
- Northern Europe issues
 - Energy
 - Distance to end-market

Strength and weaknesses - Smelters

Strengths

- Strong market position in Northern Europe
- Diversification in copper smelters
- High productivity in Kokkola
- Long-term energy contracts
- Environmental performance

Weaknesses

- Exposed to weak copper concentrate market
- Process stability Odda and Harjavalta
- High cost energy exposure in Finland

Strength and weaknesses - Mines

Strengths

- Mine design
- Knowledge AG milling
- High productivity
- Competitive mines
- Long-term energy contracts
- Environmental performance

Weaknesses

- Declining mine production in Tara
- Low grade in Aitik



Goal

Future position

Position

- Base metals company with a focus on sustainability with core expertise in exploration, mining, smelting and metal recycling

Perceived as

- Best company among medium-sized base metals company with at least maintaining market share

By creating

- Strong mines, efficient smelters and be the first choice as supplier and partner

And be

- A natural buyer of zinc mines
- A natural buyer of projects, copper and zinc

About balance

- Balance between mining and smelting capacity, not a primary target but create synergy

Financial Goals

- Return on capital employed exceeding 10 % over a business cycle.
 - 21% 2010
- Net debt/equity ratio in an economic upturn below 20% in order to maintain a reasonable financial ability in a recession.
 - 24% 2010
- Dividend one third of net profit.
 - 5 SEK 2010



CSR goals

- **Social responsibility**
 - Securing tomorrow's skill pool
 - Diversity and equal opportunity
 - Implementation of New Boliden Way
 - Create a safe working environment

- **Environmental responsibility**
 - Minimise emissions to air and water
 - Limit impact on the physical environment
 - Responsible management of waste

- **Financial responsibility**
 - A positive economic and social impact on the local community



Target by business area

Smelters

- New Boliden Way
 - Production stability
 - Productivity improvement
 - Cost reduction
 - Quality
- Raw Material
 - Competitive prices and conditions
 - Improved technology complex materials
 - Expand electronic waste

Mines

- New Boliden Way
 - Production stability
 - Productivity improvement
 - Cost reduction
- Increased Production
 - Organic growth
 - Acquisitions



Strategy

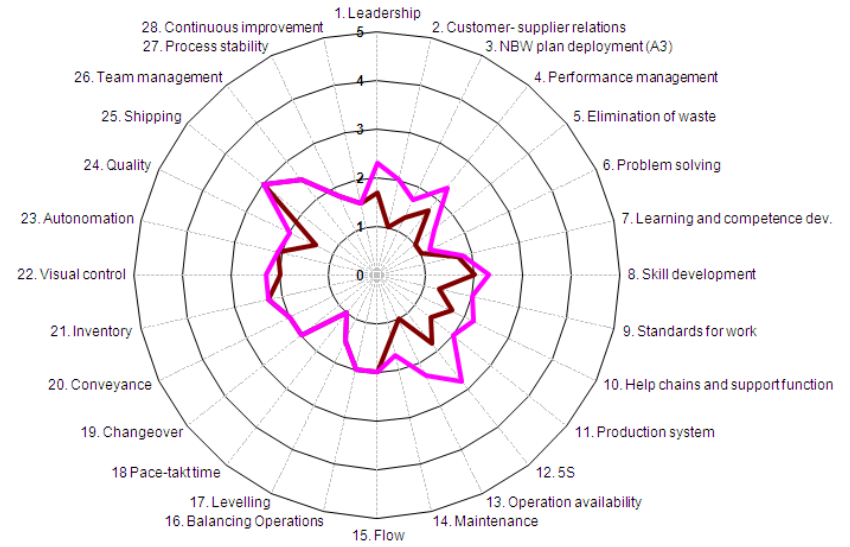
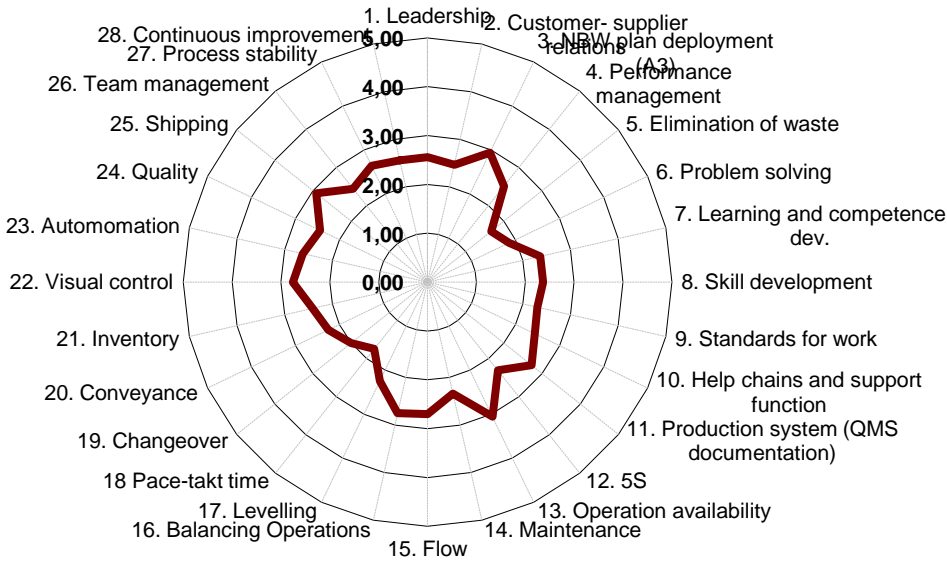
Boliden strategy

- **Operational excellence**
 - Production stability and productivity
 - New Boliden Way
- **Organic growth**
 - Eliminating production bottlenecks
 - Long-term growth investments
 - Near-mine exploration
- **Acquisitions**
 - Focus on zinc
 - Boliden's competence offers excellence opportunities to create value



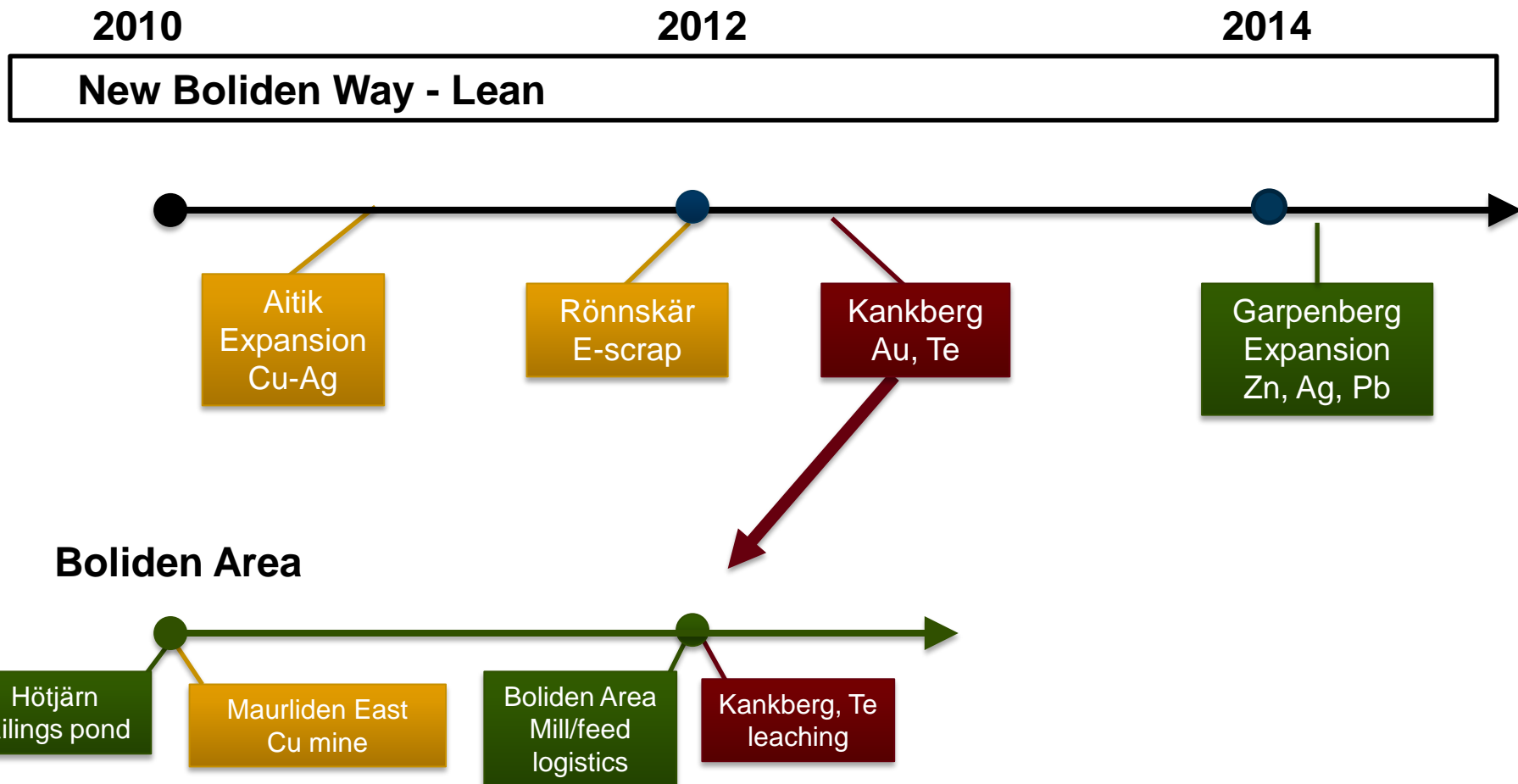
Operational excellence

Follow up NBW



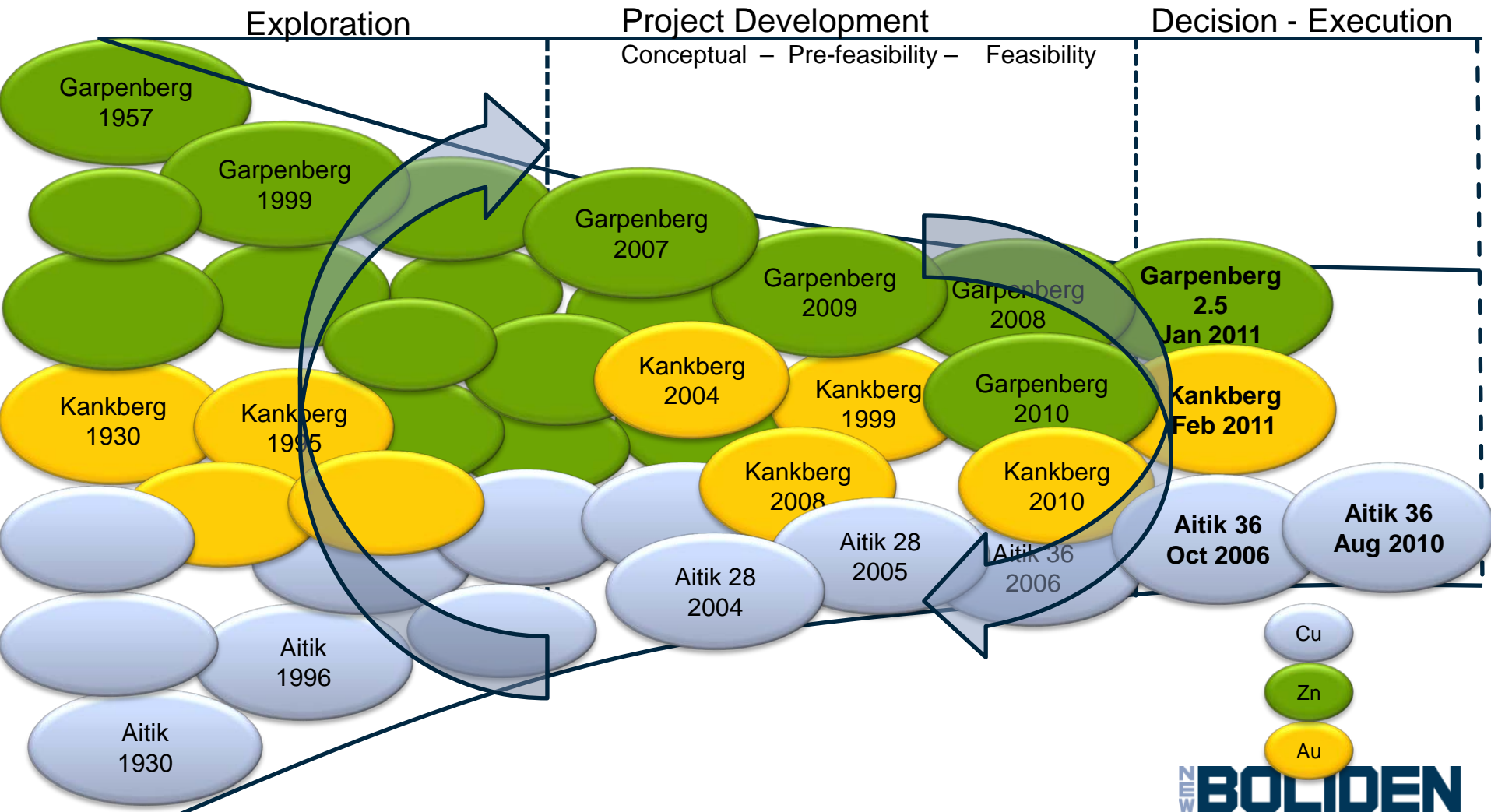
Organic growth

Project portfolio



Organic growth

Exploration





**Boliden produces metals that
make modern life work**