



**MOZAL S.A.R.L**

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MAPUTO

Mozambique

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Beloluane, 12 September 2005

To whom it may concern:

**Subject: Reference letter for services provided to Mozal by Dr. Lígia de Noronha (Clinical and Counselling Psychologist, Director of Psi-co-estar)**

Mozal is a World Class Primary Aluminium Smelter situated in Maputo Mozambique. This smelter is a BHPBILLITON subsidiary with Mitsubishi, IDC and the Government of Mozambique being substantial shareholders. As one of the biggest Aluminium Smelters in the world, Mozal currently employs more than 1,000 workers (both Mozambicans and expatriates), and has reached high levels of production striving for excellence in its Health, Safety, Environment and Community Policies.

Since we are aware of the fact that our success is directly linked to our employees' well-being, and that to assist them in that regard we require professional help, it is a great honour for us to inform you that we have found invaluable help in the services rendered by Dr. Noronha for the past 3 years (October 2002 to August 2005).

During this period, she counseled more than 30 employees (and some of their spouses), successfully helping them (with surprisingly few sessions) to overcome and resolve their individual and marital issues, as well as their work related problems (both behavioural and health related). It is also important to mention that Dr. Noronha has shown competence and excellence in:

- providing us with accurate and professional reports when necessary;
- innovative assessment of work related problems;
- inspiring our employees not only to get the most out of their personal lives but also to integrate their insights into their work environment (this has contributed significantly to more harmonious and close working relationships between colleagues);
- maintaining ethical standards and confidentiality.

For all the abovementioned reasons (and others which can be requested from us directly), the professional work of Dr. Noronha comes highly recommended. We are extremely grateful to her for her professional services and hold her in very high regard. We trust that you can also benefit from her contribution.

Please feel free to contact us should you require any additional information.

Kind regards,

Bhabhalazi Bulunga  
Manager Human Resources

DIRECTORS: A Vansilva (Chairman), M Salamon, HX Mkhawanazi, JRP de Carvalho, MG Qhena, HN Giyose, K Shinohara, T Shimamura

