



**HULAMIN**

**Unaudited Interim Results**  
for the half year ended 30 June 2010

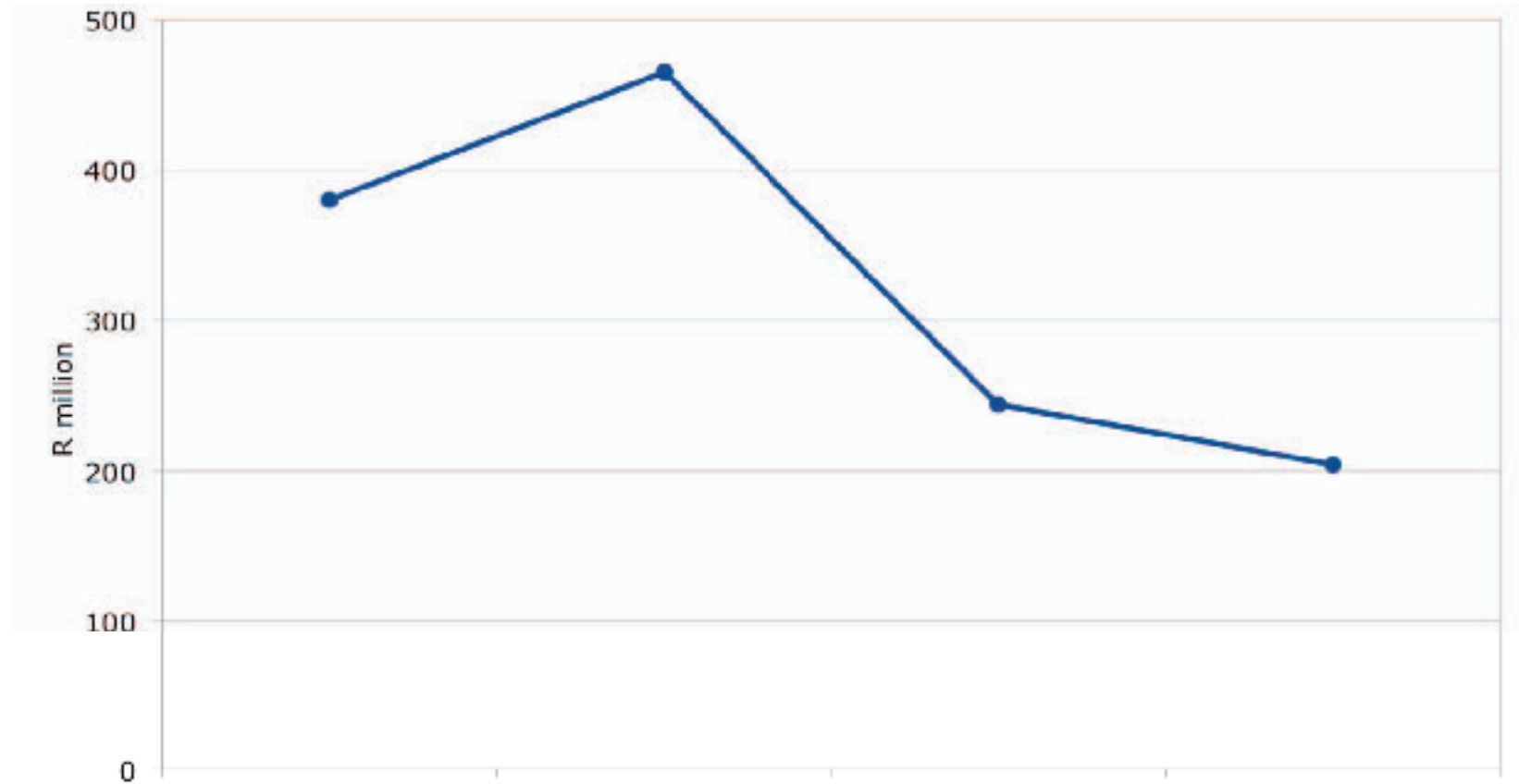
## Headwinds Remain

- Sales volumes recover, up 33%
- Strong Rand offsets recovery in demand and mix improvement
- Headline earnings in line with previous year
- Extraordinary increase in working capital
- Rights offer successfully completed
- Inflationary pressures remain

# Income Statement

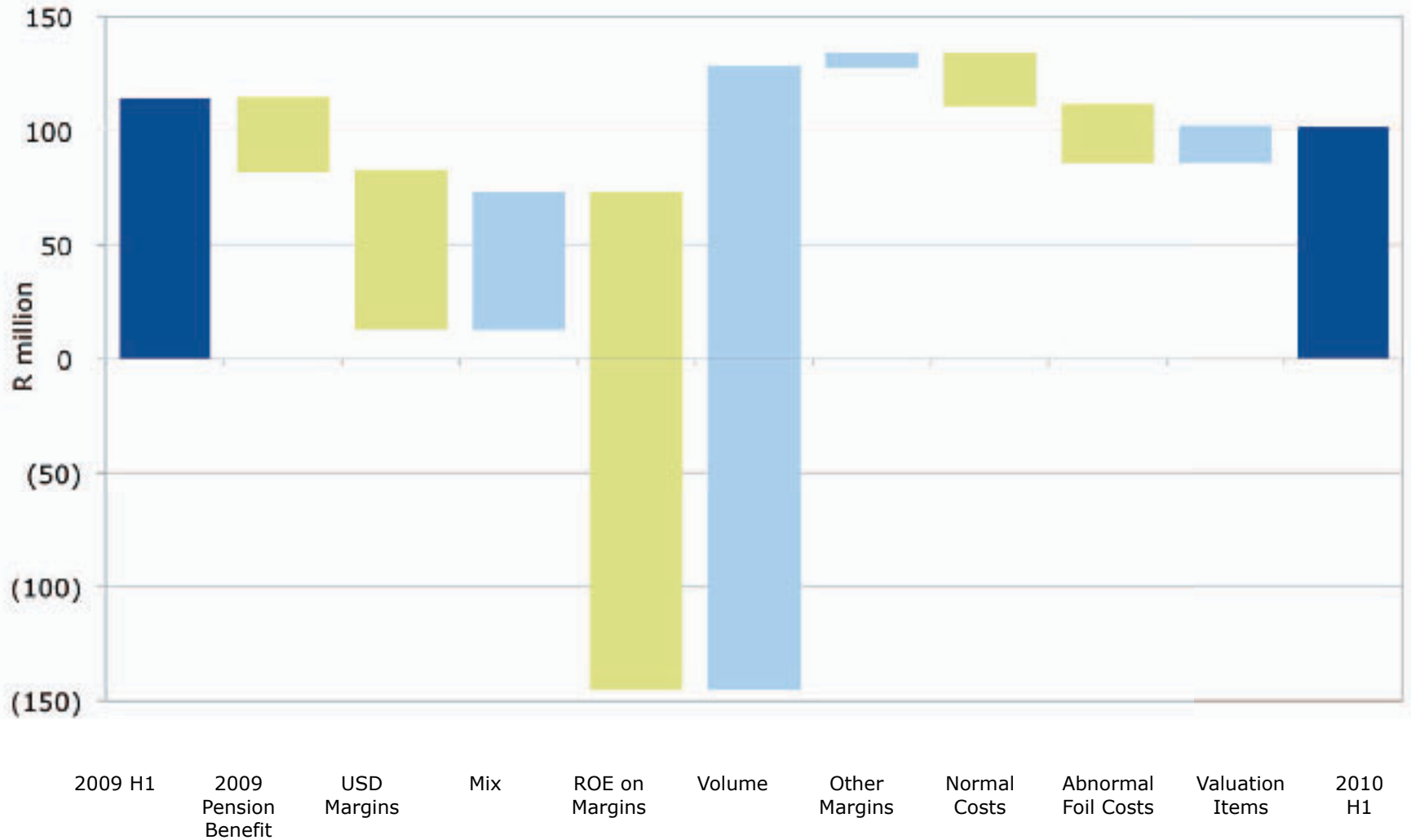
<b>R'million</b>	<b>2010 H1</b>	<b>2009 H1</b>
Average exchange rate	<b>7.54</b>	9.23
<b>Revenue</b>	<b>2,705</b>	2,115
<b>Operating profit</b>	<b>101</b>	114
Finance costs	<b>(69)</b>	(74)
<b>Profit before tax</b>	<b>32</b>	40
Taxation	<b>(6)</b>	(15)
<b>Net profit</b>	<b>26</b>	25
<b>Basic headline earnings per share (cents)</b>	<b>11</b>	10
<b>Dividend per share (cents)</b>	-	-

# Operating Profit



Ave. R/\$	2007	2008	2009	H1 2010 (ann.)
	7.05	8.26	8.42	7.54

# Year-on-Year EBIT Comparison



# Cash Flow

R'million	2010 H1	2009 H1
<b>EBITDA</b>	<b>195</b>	215
<b>Changes in working capital</b>	<b>(364)</b>	716
Inventories	<b>(337)</b>	504
Debtors	<b>(168)</b>	415
Creditors	<b>141</b>	(203)
Changes in derivatives	<b>25</b>	(186)
Tax payments	<b>(11)</b>	(48)
Non-cash items	<b>13</b>	26
<b>Cash flow from operations</b>	<b>(142)</b>	723
Capital expenditure - normal and start up costs	<b>(62)</b>	(106)
- project	<b>(32)</b>	(117)
Shares issued	<b>737</b>	1
Investments and other	<b>(33)</b>	2
<b>Cash flow before interest and dividends</b>	<b>468</b>	503
Interest	<b>(81)</b>	(100)
Dividends	<b>0</b>	(29)
<b>Net cash flow</b>	<b>387</b>	374

## Rights Offer Fully Subscribed

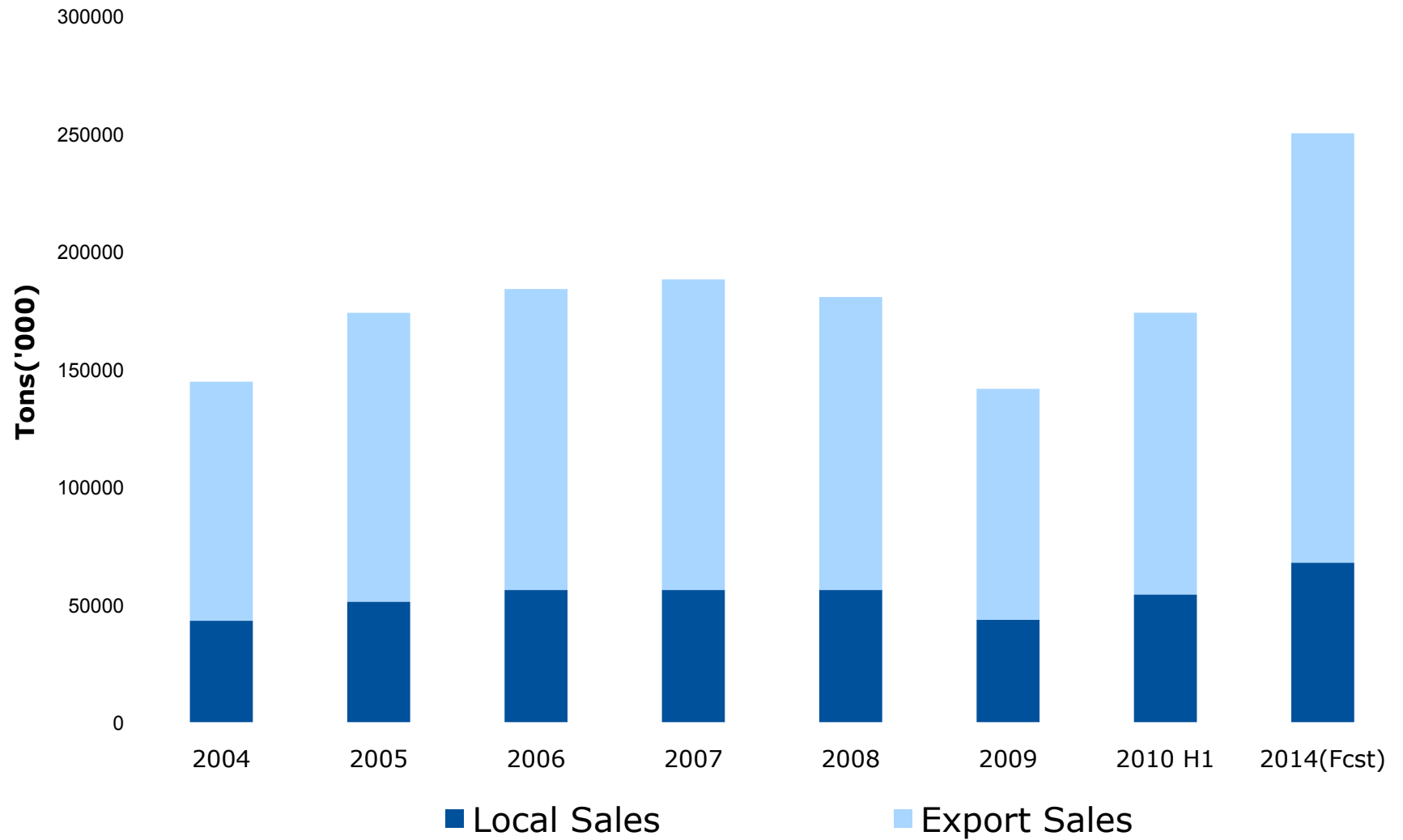
- Proceeds applied to loan repayment :
  - Long term
  - Short term
- No further capital repayments until 2013
- Additional headroom created
- Facilities currently R1380 million

# Balance Sheet

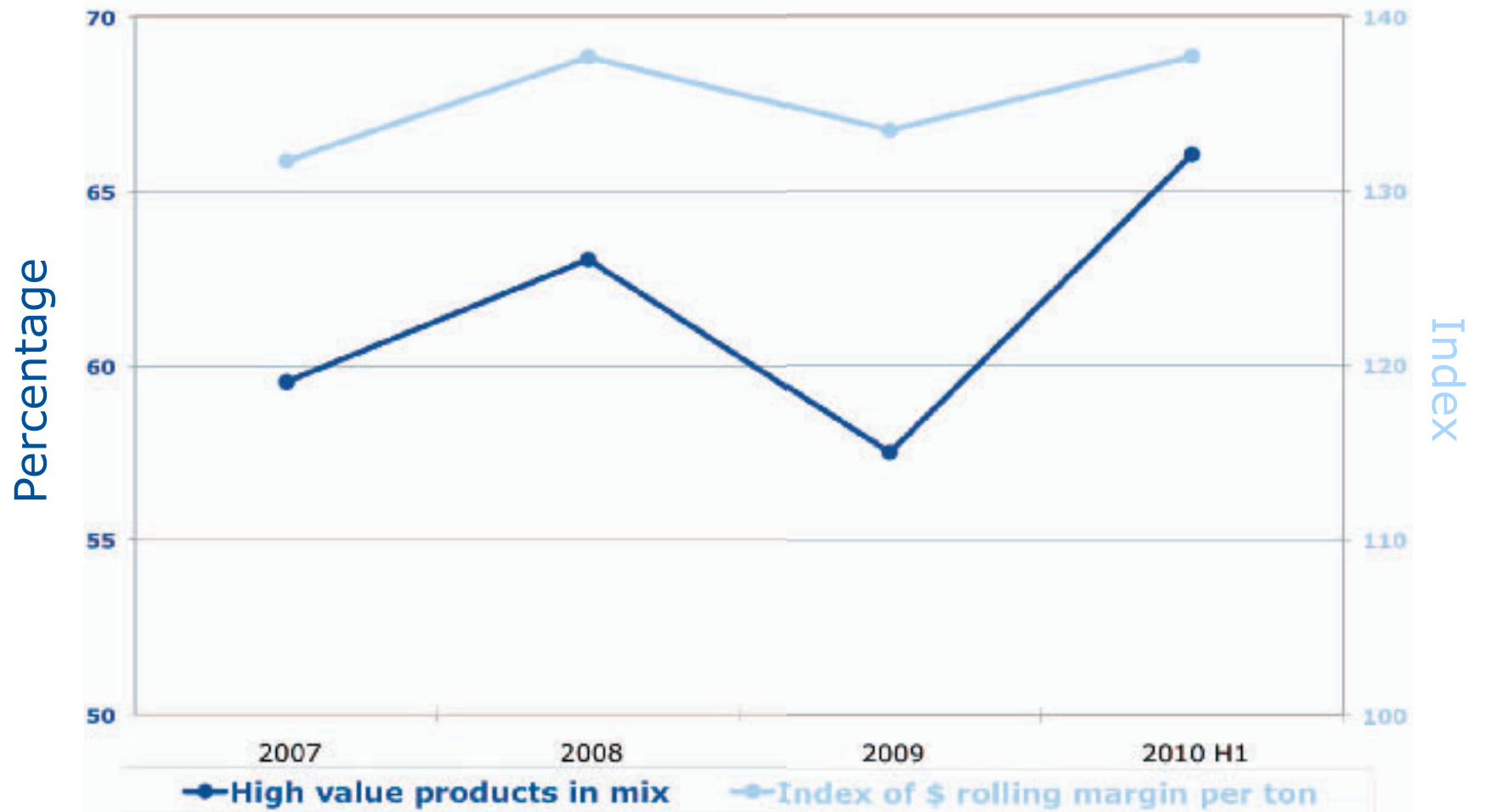
R'million	2010 H1	2009 H1
<b>Non-current assets</b>	<b>5,080</b>	4,963
<b>Current assets</b>	<b>2,222</b>	1,628
Inventories	<b>1,352</b>	849
Trade and other receivables	<b>863</b>	645
Net derivatives and other current assets	<b>7</b>	134
<b>TOTAL ASSETS (excluding cash)</b>	<b>7,302</b>	6,591
<b>Total equity</b>	<b>4,507</b>	3,694
<b>Total net borrowings</b>	<b>1,022</b>	1,373
<b>Deferred income tax liabilities</b>	<b>910</b>	891
<b>Retirement benefit obligations</b>	<b>142</b>	129
<b>Current liabilities</b>	<b>721</b>	504
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>7,302</b>	6,591
<b>Net debt to equity</b>	<b>22.7%</b>	37.2%



# Rolled Products Sales Volumes



# Mix and Margins



# 2010 H1 Manufacturing Performance

- Production improvements:
  - H1 2009 – 135 000 tons
  - H2 2009 – 160 000 tons
  - Q1 2010 – 178 000 tons
  - Q2 2010 – 188 000 tons
- Costs inflated by
  - Project start up – R24 million excluding R11 million capitalised
  - Energy and payroll costs increase

# Mix improvement targeted

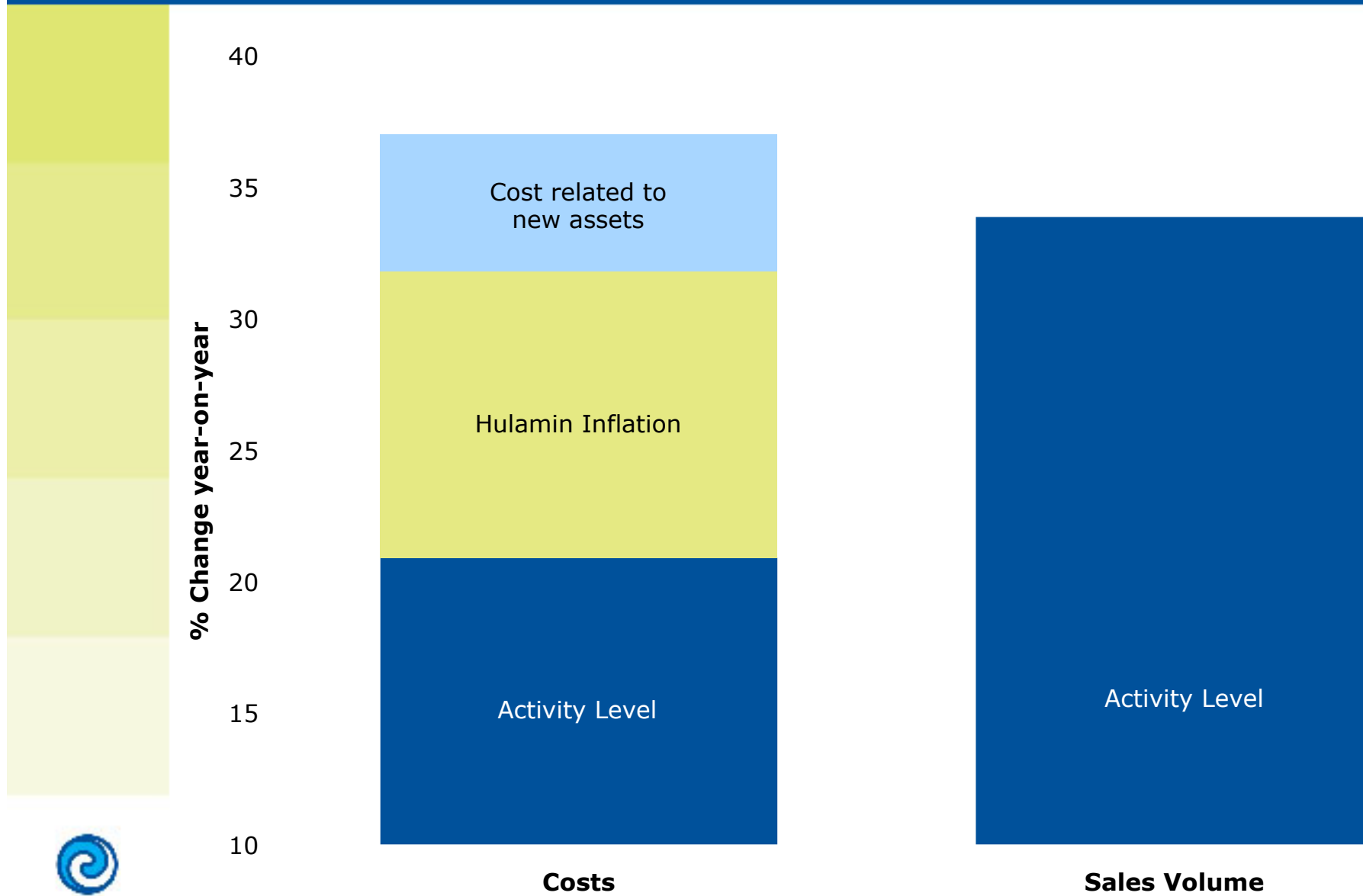
- High value product improvements
  - Can end sales up 20%
  - HT Plate up 174%
  - Brazing sheet up 162%
  - Light Gauge foil up 15%
- Unlocking value from new investment in light gauge foil
- Maximising value from existing assets
  - Optimising existing product streams
  - Seeking new niche products
  - Facilitate efficiency improvement through rationalising product offerings



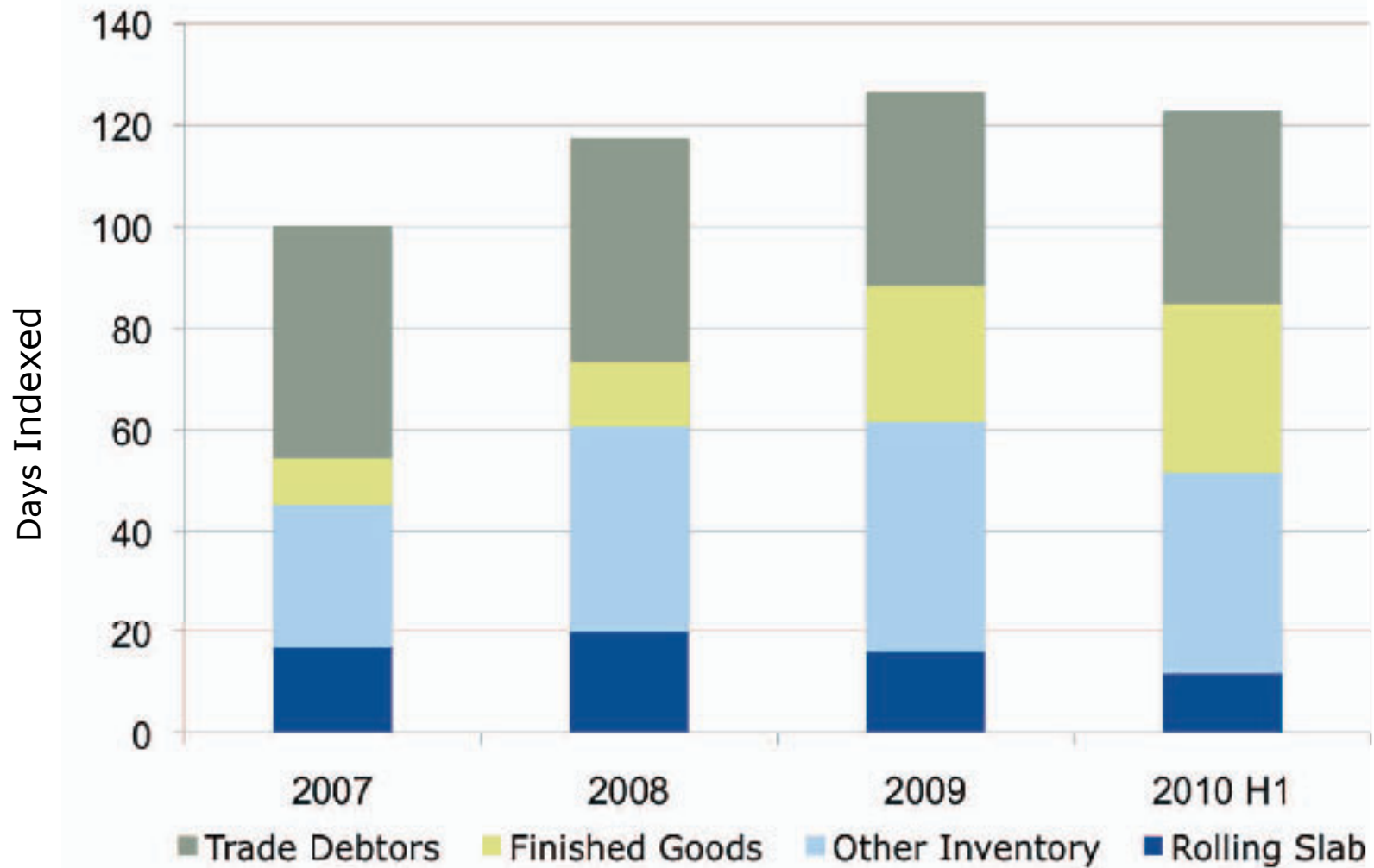
# Unit Costs Under Pressure

- Hulamin weighted average inflation +10.9%
  - Gas increase year-on-year +35%
  - Electricity increase +22.3%
  - Manpower inflation +8%
  - Balance increase at SA inflation
- Net increase from project start-up costs +R24m
- Rolled Products sales volumes increase +34%
  - H1 2009 - 63 000 tons
  - H2 2010 - 84 000 tons
- Consumption increase (cost) +21%

# Year-on-year Manufacturing Cost Comparison



# Changes In Inventory



# Focus On Working Capital

- Total inventory increased by 14 000 tons from H2 2009
  - Transnet strike and subsequent port congestion
  - Scrap processing disruption due to expansion
- Growth impact:
  - 6000 tons inventory + debtors
- Permanent impact from direct route to market of 5 to 10 days over 2 years
- Debtors payment days improved:
  - 55 days in 2008
  - 47 days in 2010



# Capital Expenditure

- Project expenditure R32 million
  - Rolling slab capacity expansion underway
  - Residual expenses from Rolled Products expansion
- Normal capital expenditure reduced by 42%
  - Rotating assets priority
  - Stay in business replacements under focus
  - Attractive improvements being prioritised

# Rolled Products Expansion Update

- Focus on light gauge foil rolling qualifications
- Plate and Twin Roll Casters on improvement curve
- Edendale hot mill idled until plate demand returns
- Cold rolling opportunities

# Hulamin Extrusions

- Recessionary environment, some improvement
- Sales volumes up 25%
  - Driven by automotive growth
- Billet import implications:
  - Margin squeeze
  - Logistics risks materialise - port congestion



# Hulamin Extrusions Outlook

- Building industry only expected to recover in 2011
- Partnership with Mazor Ltd in Hulamin Building Systems showing benefits
- Extruders ITAC application submitted by AFSA



# Global Demand Growth

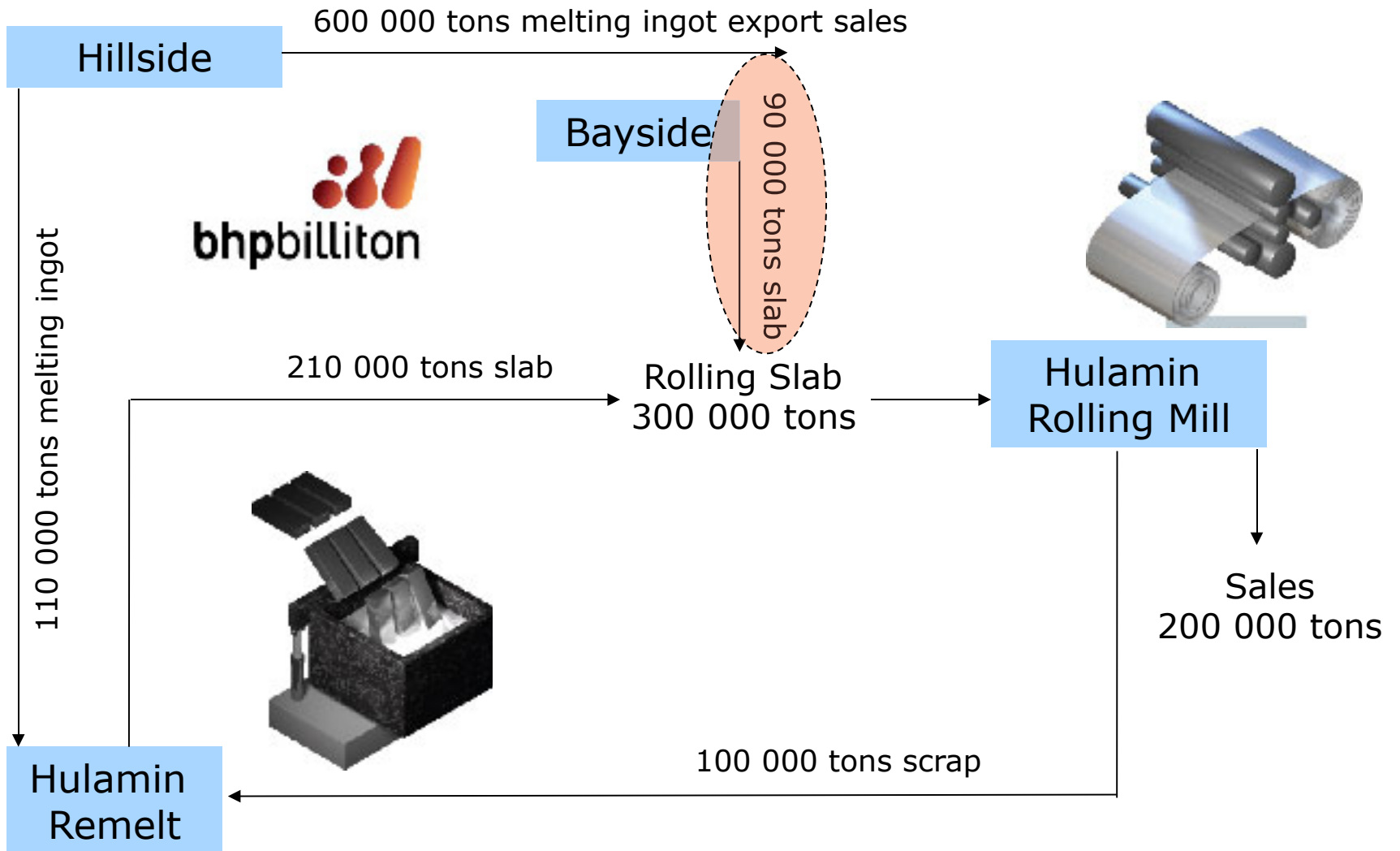
- 43 new can lines in Asia/ Brazil in 5 years
  - 370 00 tons total aluminium rolled products
  - Includes 65 000 can end stock
- Automotive demand sharply up:
  - 1990 – 68kg/ vehicle
  - 2010 – 158 kg/ vehicle



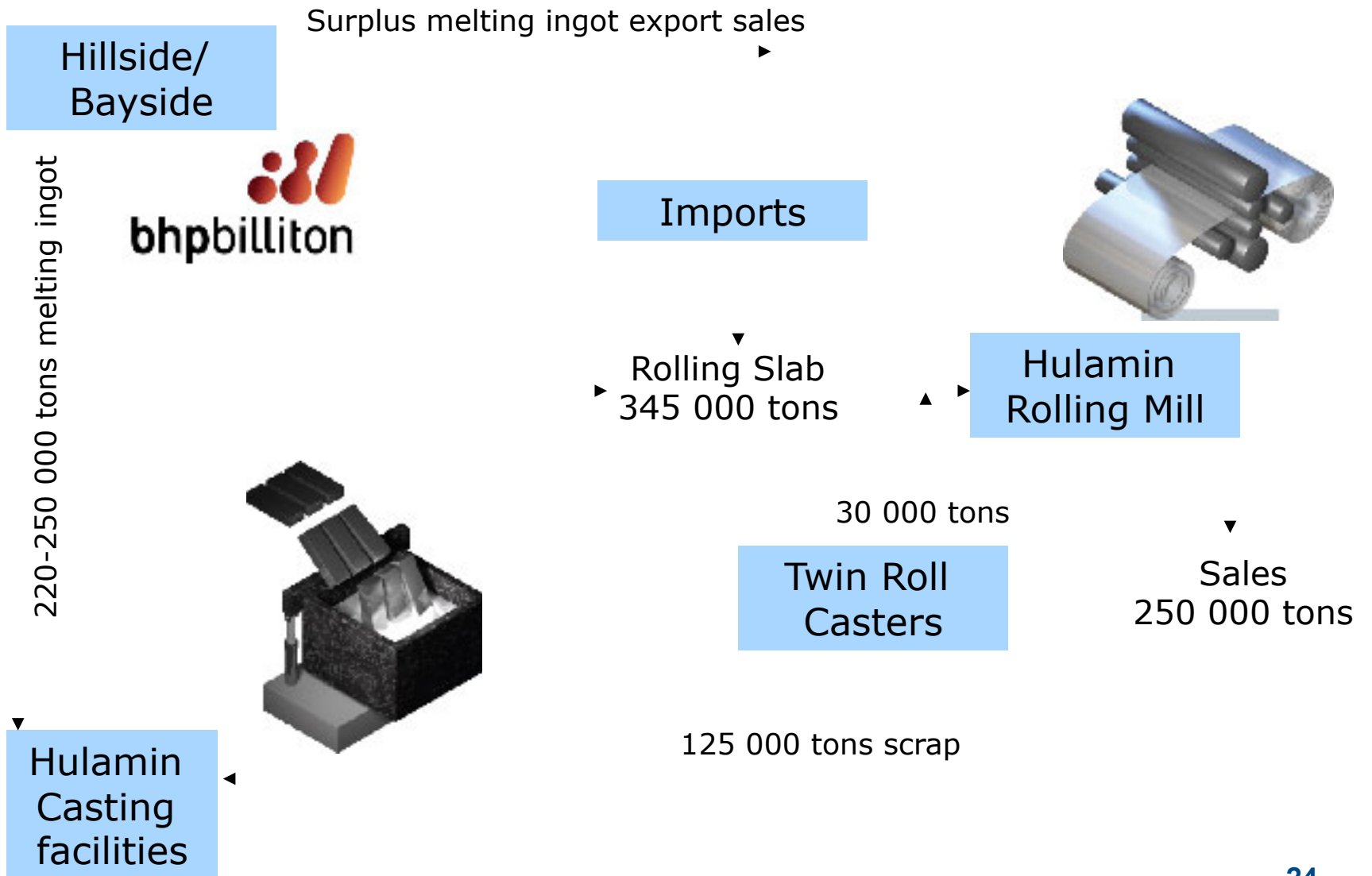
# Supply Dynamics

- Wise Metals withdrawal from global can stock markets after displacing Alcoa in USA domestic can stock contract
- Improving rolling industry profitability
  - Aleris exits Chapter 11
- Ongoing mill closures and uncertainty
  - Texarcana
  - Cap de la Madeleine
  - Ravenswood
- New aluminium complex at Ma'aden in Saudi Arabia
- Novelis capacity expansion in Brazil
- Rise in value of Yuan

# Current Metal Supply



# Future Metal Supply





# Current Status of Slab and Billet Supply

- Rolling slab supply planned to be discontinued July 2011
- Slab supply mitigation
  - Expansion of in-house facilities underway
  - Idled assets started up June 2010
  - First batch imports underway
    - Logistics risks e.g. port congestion
    - Working capital implications
- Billet imports ongoing
  - Qualification disruptions
  - Logistics risks e.g. port congestion

# Team South Africa Responds

- Participate in “Team South Africa” solutions
  - Includes extruders, cable/ wire and casters
- Stakeholders include customers, AFSA, suppliers, government, other role players
- Stock piling current excess slab capacity from Bayside
- Other downstream beneficiation threats

# Key Outcomes to Deliver On

- Sales volume 250 000 tons
- Mix optimisation through sales volumes:
  - Can end stock
  - Heat treated and other plate
  - Light gauge foil
  - Brazing sheet
  - Other new high value products
- Cost control/ eliminating waste
  - Manpower
  - Energy
  - Logistics

## Shared Hualamin vision of success

- R1 Billion EBIT (16% ROCE)
- Working capital days
- Alignment on few, high impact objectives driving profit and working capital
- Performance management (bottom up)
  - Maintenance
  - Process quality
  - Productivity
  - Waste elimination
  - Capability

# Exposure to Rand Aluminium Price

- Metal price lag
  - Timing of buying and selling
  - 100% hedge from 2007 (sold forward)
  - Hedge reduced to 50% in 2009 due to cash flow risk
- Lower current Rand LME impact
  - Profits
  - Cash flow

# Prospects

## Positive outlook....

- Solid market demand
- Additional volume of high value products
- Utilisation of new capacity

## ... with focus on:

- Working capital reduction and cash cycles
- Costs
- Volume growth