



Annual Financial Results

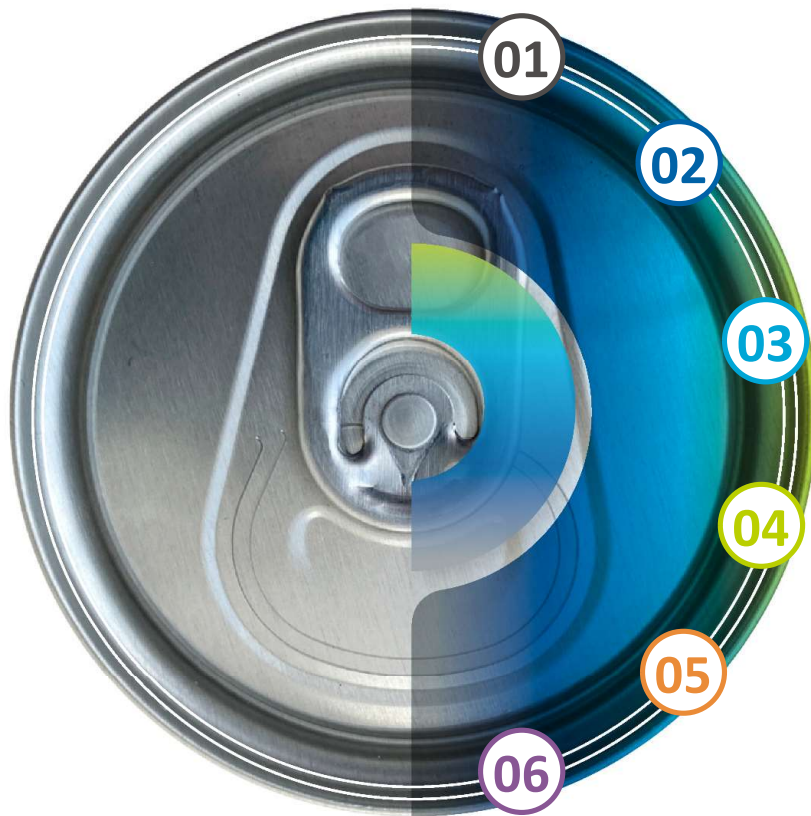
for the year end 31 December 2024



HULAMIN

Think future. Think aluminium.

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Group operational review

Mark Gounder – CEO

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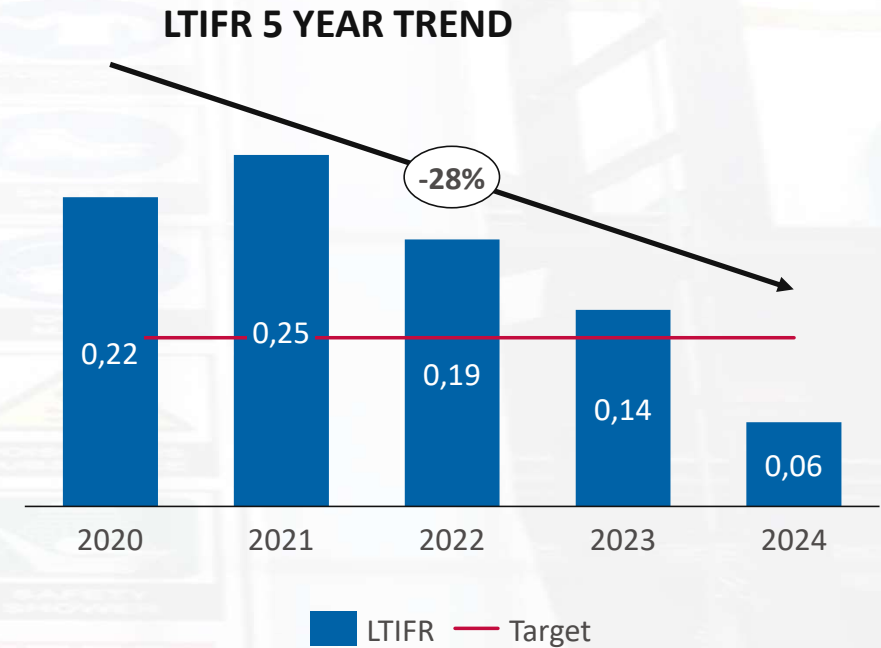
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Safety Always!

“Zero harm to employee remains our primary focus, with continued efforts to enhance safety”

	FY 2024	FY 2023	Target
Fatality	Nil	Nil	Nil
Lost Time Injury	2	4	< 4
Lost Time Injury Frequency Rate (LTIFR)	0.06	0.14	≤ 0.12



- Driving zero harm culture through proactive approach
- Focus on continued risk assessments to identify and highlight high-risk safety areas to deliver strong safety performance

Business performance review

“Whilst demand improved the fire at the can end finishing line limited the business’s ability to fully seize opportunities”



173 167t ↑2%

- PY Includes 8kts displaced Hotband

Rolled Products Sales Volumes



Record Can Body Sheet and Plate

- > CBS 51 587t (2023: 38 274t)
- > Plate 31 040t (2023: 24 393t)

Demand



Prioritised CAPEX R569m

Normalised EBITDA	R544m
Inventory Holdings	44 155t
Net Debt 31 Dec 2024	R1 328m

Local vs Export

51%

Local

49%

Export



55%

Local

45%

Export

Operational and Markets

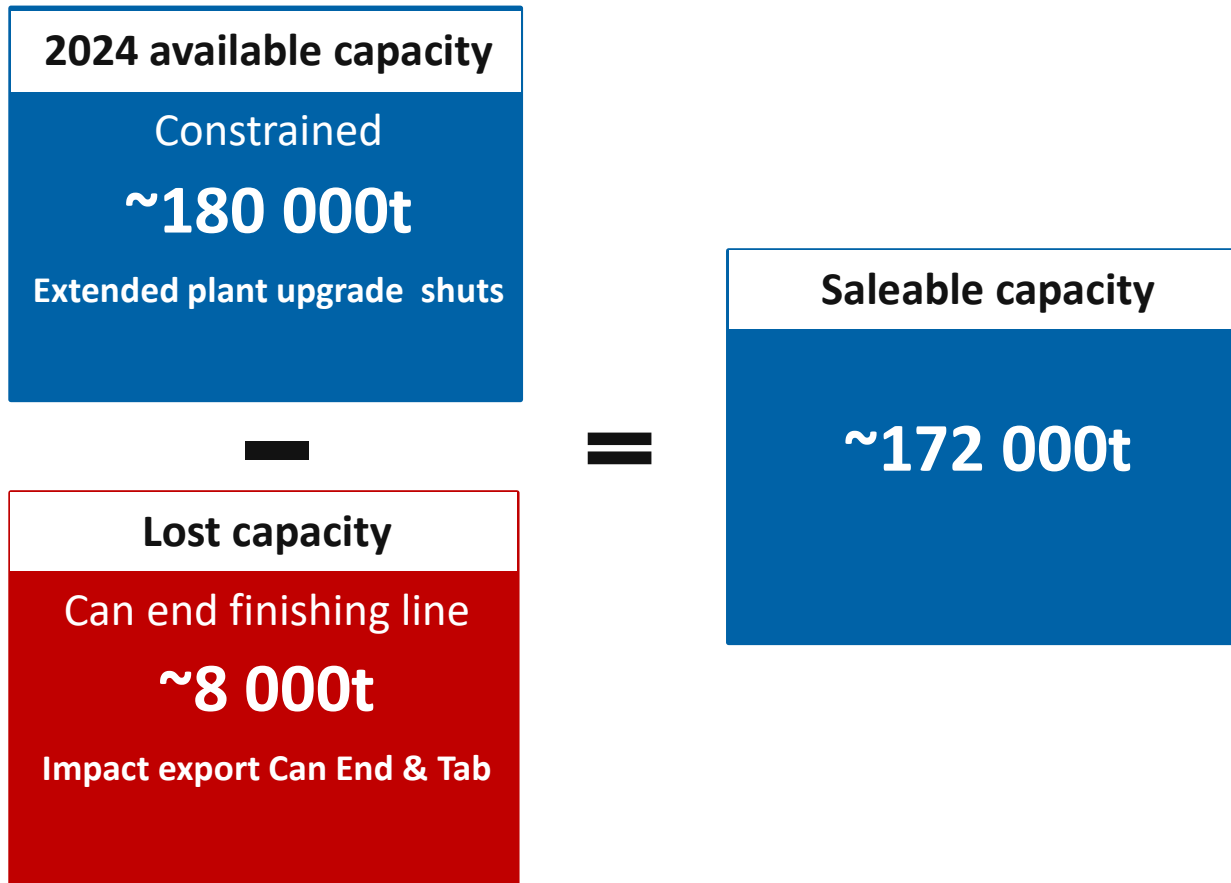
- Export pricing pressure persisted in EU for Cold Rolled Standards and Plate
- Coil Coating Line 2 fire - Insurance claim finalised
- Poor performance from Extrusions strategic review underway
- Prioritise capex execution

Strategy execution

- ✓ Local market a priority
- ✓ Protect can stream
- ✓ Execute phase 1 & 2 of wide CBS investment
- ✓ Improved CBS demand enabled increased scrap utilisation ↑5% at 22.3%

Rolled Products capacity allocation

“8kt lost due to fire, product simplification continues to increase in primary streams.”



	2024	2023	% Δ
Primary Streams ¹	84%	81%	↑3%
Secondary streams ²	15%	14%	↑1%
Core Rolled Products	99%	95%	
Hotband	1%	5%	↓4%
Total capacity allocation	100%	100%	

Key:

¹ Canbody, Can End& Tab, Plate, Foil and automotive

² Cold rolled standards, Tread, Painted and other



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Financial results

Pravashni Nirghin – CFO

Financial highlights

“Demand recovery opportunities constrained by operational challenges and fire”

Sales volumes

173 167t

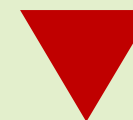
(2023: 169 149t)



Normalised EBIT*

R379m

(2023: R486m)



HEPS

64 cps

(2023: 88 cps)



Net debt to equity

35.6%

2023: 24.5%

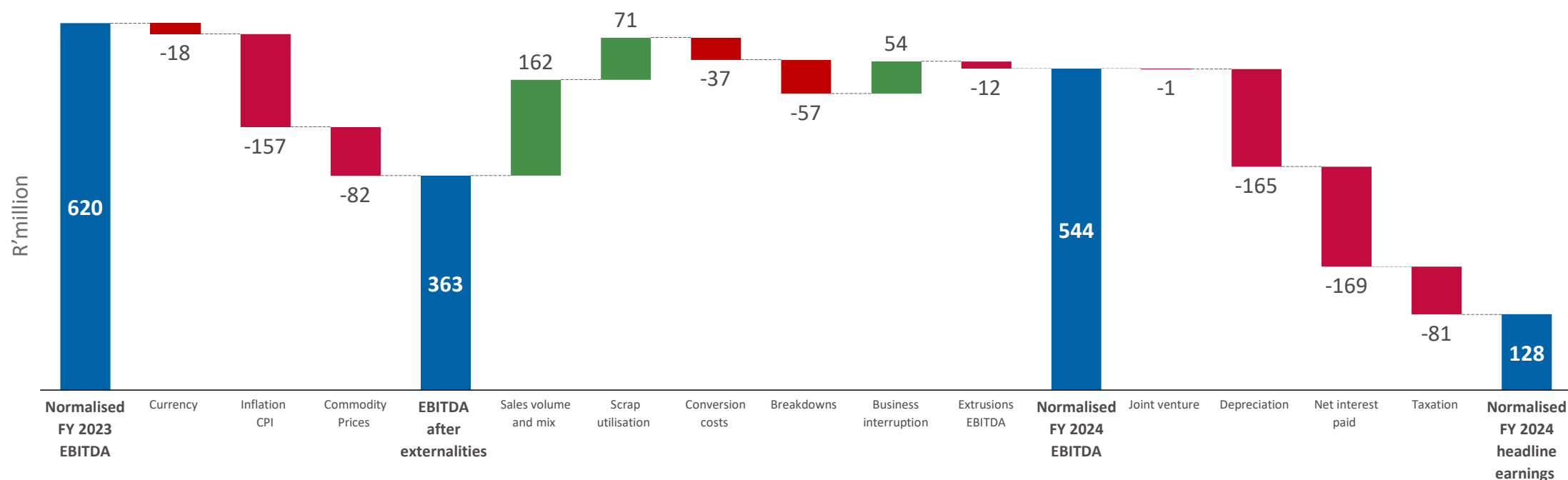


*Normalised earnings excludes metal price lag and other non trading item

Earnings impact

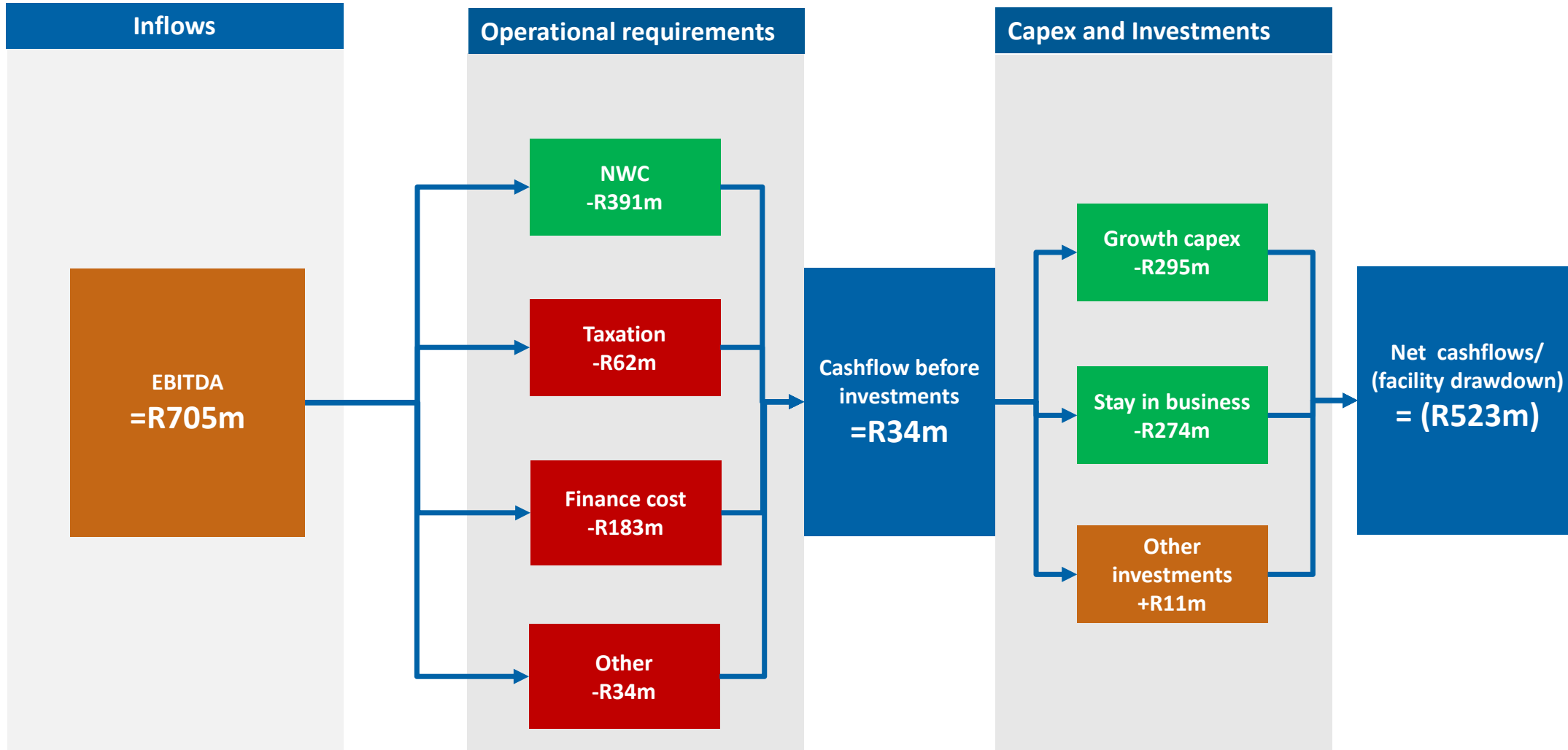


External impact	Controllable	EBITDA to HEPS
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CPS	201	-6	-51	-26	118	+53	+23	-12	-19	+18	-4	177	-1	-54	-55	-26	42
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Cash flow highlights





Strategy update

Mark Gounder – CEO

Key strategic priorities into the future

“Our strategy remains unchanged, critical focus for 2025 is liquidity protection & delivery of wide CBS capex to enable unlock of margins from 2026”

Business model

1. Simplification
2. On time delivery
3. Focus on local market
4. Can stream a priority
5. Align cost base to benchmark
6. Create capacity through continuous improvement
7. Investment in reliable plant performance
8. Sustainability – recycled content & decarbonisation



Stabilise and strengthen the core business

- Wide canbody investment to capture growing local demand
- Increase UBC absorption to 15kts
- Align cost base to benchmark
- Develop Carbon Border Adjustment Tax (CBAM) resiliency strategy
- Stabilise plant reliability



Increase UBC melting capacity

- Invest in additional UBC melting and de-coating capacity
- Drive increased cost competitiveness



Business of the future

- Implement strategic changes to business model
- Invest in capability to support additional product range

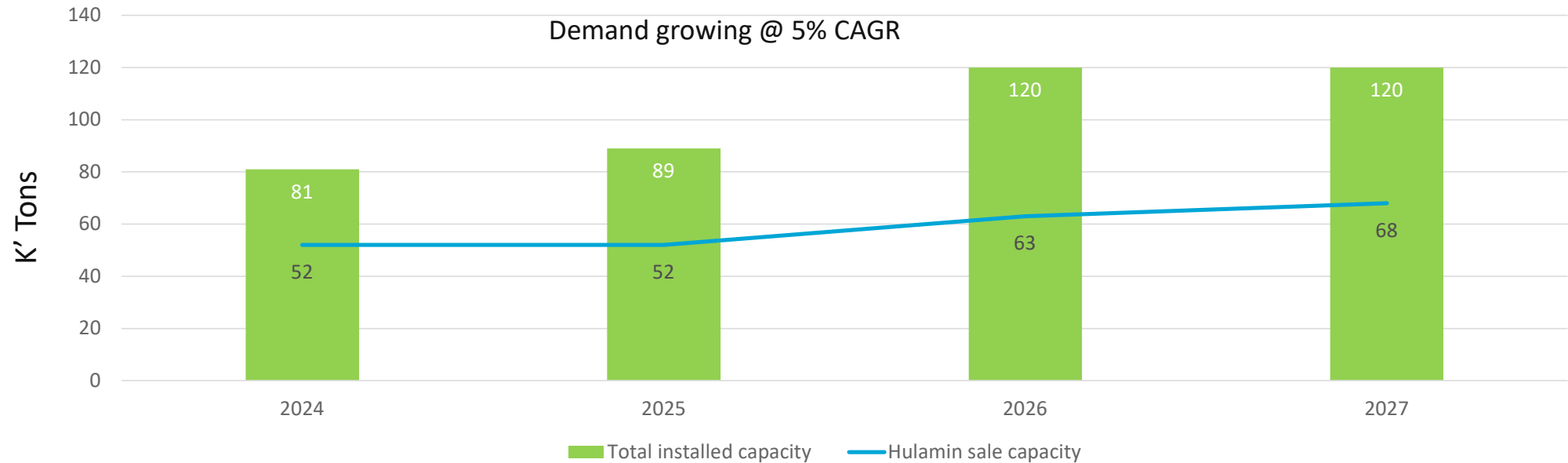
Executing against strategic objectives



- **Temporary set back on financial performance due to fire**
 - Completed comprehensive fire and asset risk assessment
 - Rebuilt Coil Coating Line 2 on time and within budget, Insurance claim completed
- **Focussing on can body capability and scrap utilisation**
 - Phase 1 & phase 2 of wide CBS investment successfully completed. Final phase to be completed in 2025
 - Phase 1 & 2 focus on speed and capacity to handle increased volumes
 - Phase 3 is the actual mill widening and slitting
 - Scrap utilisation capacity to 15kts through additional bailing and screening
 - Plant capacity continues to move towards higher margin products
- **Strategic review and decisions on non performing investments**
 - Binding offer signed for specified assets of Containers
 - Conducting strategic review of Extrusions

Can Body market driven capital Investment

“Capitalising on growing can body consumption”

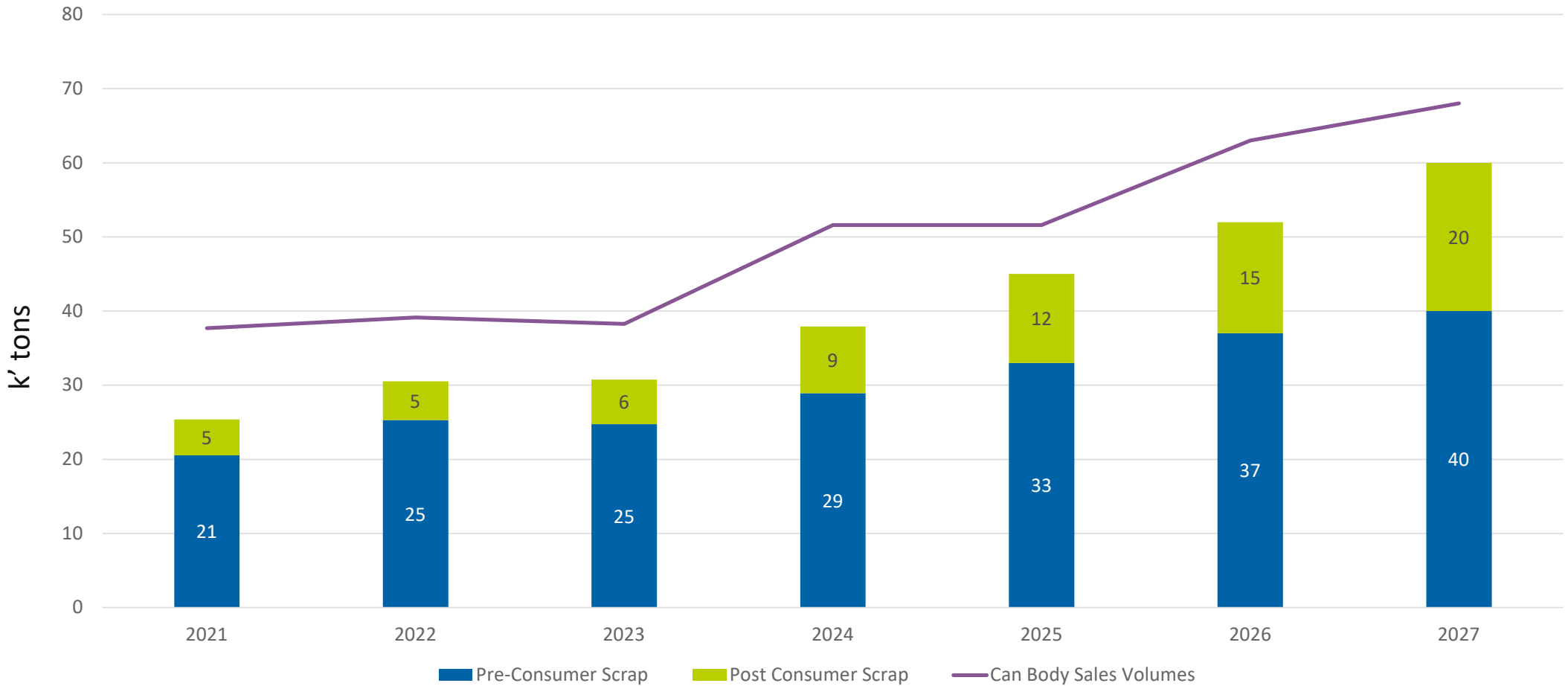


Capital Investment Overview:

- Current installed capacity of can makers in SA is 81kts and expect to grow to 120kt post new lines commissioning of 3 can makers
- Current demand consumption at ~67kts expected to continue growing at 5% CAGR
- Completion of wide CBS investment will allow Hulamin to increase market share by displacing wide imports

Growing scrap utilisation

“Investing in scrap absorption to displace expensive primary metal”

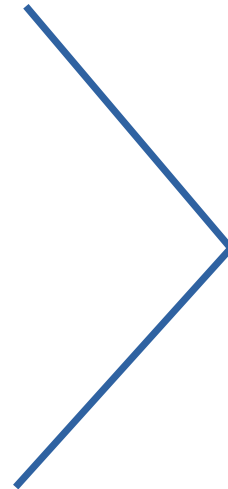


Investments to unlock margins by 2027

“Bridging the return on equity gap”

Investments

- Wide Can body capability by 2026
- Increased scrap absorption capacity by 2027
- Reliability spend minimum R250m per annum to ensure optimal plant performance
- Internal projects to drive improved efficiencies and reduce costs in line with benchmarks



Performance Drivers

- Volumes (available capacity)
- Sales mix (CBS, CES, Plate)
- External scrap utilisation (Pre-consumer and Post consumer scrap)
- Reliable plant performance
- Cost reduction and operational efficiencies

Performance driver milestones to unlock return on equity

“Bridging the return on equity gap”



Performance Driver		2 Year In! (YTD)	2025	2026	2027
Capital expenditure	R'm	R880m	R719m	R440m	R380m
Strategic	R'm	R218m	R369m	R120m	
Wide CBS	R'm	R173m	R339m		
External scrap utilisation	R'm	R45m	R30m	R120m	
Stay in business and other	R'm	R685m	R350m	R320m	R380m
Sales capacity	Kt	181kt	181kt	200kt	210kt
Can body	Kt	52kt	52kt	63kt	68kt
Can end & Tab	Kt	40kt	52kt	54kt	58kt
Plate	kt	31kt	31kt	32kt	33kt
Scrap utilisation	Kt	38kt	45kt	52kt	60kt
Pre consumer	Kt	29kt	33kt	37kt	40kt
Post consumer	Kt	9kt	12kt	15kt	20kt

In 2027, this business is earning a return excess of its cost of capital



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Outlook

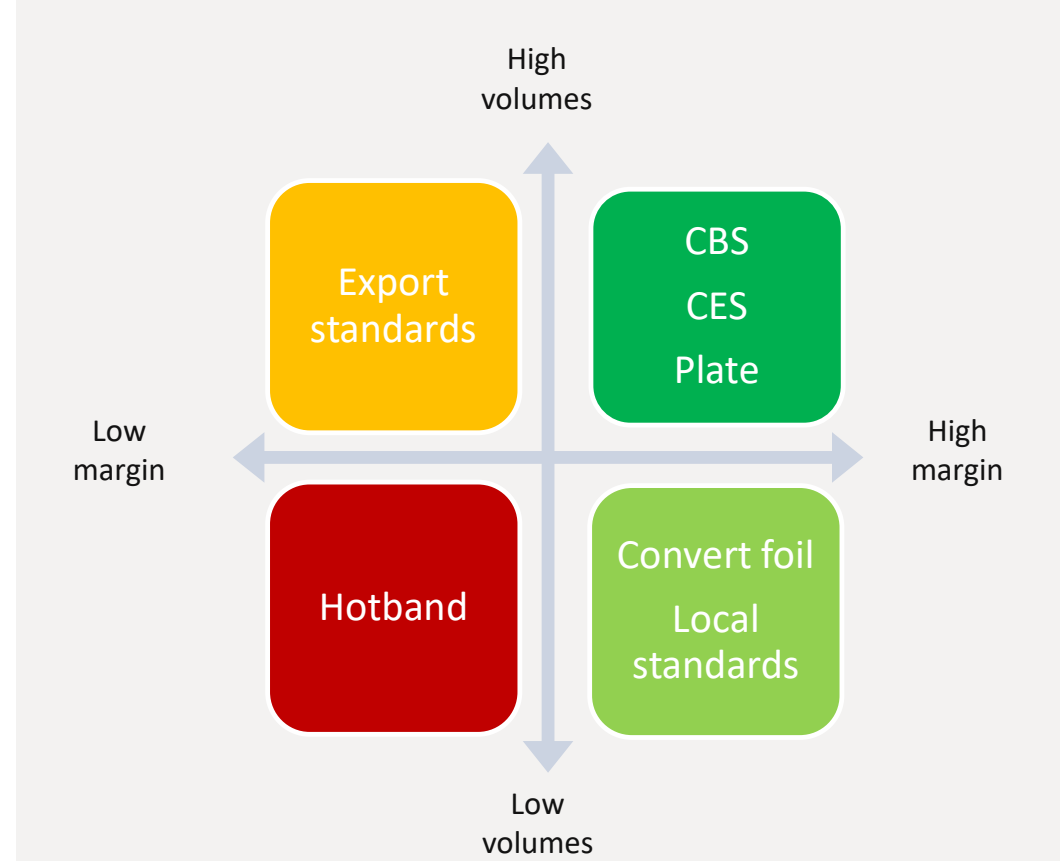
Mark Gounder – CEO

Market positioning into 2025

Market overview

- **Local market demand remains strong, except from automotive segment**
- **Inventory build in H1 to support 25-day in July wide can related integrated shut**
- **North America proposed 25% tariffs risk to primary streams**
 - Plate, foil and can end ~12% volumes
 - Current duty framework not expected to impact Hualamin's market position in USA (in its current form)
- **Long term market risks in EU due to protectionism emerging trends (recycled content and decarbonization)**
 - Customer entering short term contracts for imports
 - Clearly defined implementation roadmap (recycled content and CBAM readiness strategy), to enable retention of EU market

Product positioning



2025 Outlook

Delivery of market driven wide CBS capital execution and commercial production by end of Q4

Proactive monitoring of global market emerging trends

Reliable plant performance

Effective working capital management

Continued focus on operational efficiency and cost reduction

Complete strategic review and decision on non-performing assets by H1 2025



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Additional information

Salient features



		2024	2023	% Change
KEY PARAMETERS AND ACTIVITIES				
Average LME	US\$	2 419	2 249	↑ 8%
Average exchange rate	R/US\$	18.33	18.46	↓ 1%
Group sales volume	Tons	183 103	180 066	↑ 2%
Rolled Products sales volume	Tons	173 167	169 149	↑ 2%
Rolled Products sales volume(Excl Hotband)	Tons	172 106	160 407	↑ 7%
Revenue	R million	13 635	13 796	↓ 1%
PROFITABILITY				
EBIT	R million	540	532	↑ 2%
Normalised ¹ EBIT	R million	379	486	↓22%
Normalised ¹ EBITDA	R million	544	620	↓12%
EPS	Cps	80	88	↓ 9%
HEPS	Cps	64	88	↓28%
Normalised ¹ HEPS	Cps	42	77	↓46%
FINANCIAL POSITION				
Capital expenditure	R million	(569)	(311)	↑83%
Net working capital as % of revenue	%	24	21	↑3%
Net cash flow before operating activities	R million	46	363	↑87%
Closing net debt	R million	1 328	804	↑65%
Debt equity ratio	%	35.6	24.5	↑11.1%

1. Normalised EBIT, EBITDA and HEPS exclude metal price lag and material non-trading items

Condensed statement of profit or loss



	2024	2023	Notes
	Rm	Rm	
Revenue	13 635	13 796	1
Cost of sales	(12 068)	(11 912)	2
Gross profit	1 567	1 884	(17%)
Selling, marketing, distribution and administrative expenses	(1 212)	(1 380)	3
Other gains and losses	185	28	4
Operating profit	540	532	2%
Net interest expense	(169)	(147)	5
Profit before tax	371	385	(4%)
Share of net profit/(loss) of joint ventures accounted for using the equity method	(1)	(4)	
Profit before tax	371	381	
Taxation	(124)	(109)	
Net profit for the period	246	272	(9%)
Normalised EBITDA	544	620	
Normalised EBITDA / Sales (%)	4.0%	4.5%	

1. Revenue down 1% despite a 2% improvement in volumes.
 - This was impacted by weaker sales mix in H2 as a result of the Coil Coating Line 2 fire resulting in lost capacity of higher margin can end volumes.
 - Available capacity allocated towards lower margin products
2. Conversion costs impacted by
 - Reversal of savings from 2023 plan shuts in light of lower demand and the strike, however in 2024 the plant operated for the full year with similar production volumes
 - Breakdowns
3. The new route to market for USA volumes and focus of sales mix towards local market positively impacted distribution costs
4. Other gains and losses were positively impacted by:
 - Proceeds from insurance in relation to asset replacement and business interruption claim R128m
 - Bargain purchase gain from acquisition of Isizinda Aluminium (Pty) Ltd's remaining interest R17m
5. Net interest was 15% higher year on year,
 - Working capital pressure in H2, due to loss export can end volumes
 - Longer cash conversion cycle in H2 due to D- terms sales

Condensed statement of financial position



	2024 Rm	2023 Rm	Notes
Capital employed			
Equity	3 788	3 539	
Net debt	1 328	804	1
Lease liability	22	64	
	5 137	4 406	
Employment of capital			
Property, plant and equipment and intangibles	1 947	1 385	2
Non-current asset held for sale	32		
Other investments	12	115	
Net working capital (incl. derivatives)	3 309	2 984	3
Net deferred tax asset	16	72	
Income tax liabilities	(22)	(0)	
Retirement benefit obligations	(158)	(149)	
	5 137	4 406	

1. Higher net debt driven by:
 - Increased capital expenditure at R569m
 - Increased working capital requirements in H2 due to Coil Coating Line 2 fire
1. Focused on strategic capital execution and new Coil Coating Line 2 following the fire
2. Acquisition of 100% stake in Isizinda Aluminium (Pty) Ltd
3. Net working capital impacted by:
 - 4kts higher inventory holding year on year at 44 150t
 - 7% increase in ZAR LME
 - 55% local volumes and reallocation of available capacity towards export D-terms sales in H2

Condensed statement of cashflows



	2 024 Rm	2 023 Rm	Notes
CASH FLOWS FROM OPERATING ACTIVITIES			
Earnings before interest, depreciation and tax (EBITDA)	705	663	1
Net interest paid	(183)	(155)	2
Other non-cash items	(34)	14	
Income tax payment	(62)	(168)	
Changes in working capital, net of movement in derivatives	(391)	(13)	3
	34	340	
CASH FLOWS FROM INVESTING ACTIVITIES			
Net additions to property, plant and equipment and intangibles and investments	(569)	(311)	4
Other investments	11	2	
Cash flows for the period	(523)	31	
	804	836	
Net working capital facilities utilised – beginning of period			
(Net free cashflows)/ facility drawdown	523	(31)	
Net working capital facilities utilised – end of period	1 328	804	

1. EBITDA positively impacted by:
 - Metal price lag +R95m
 - Higher depreciation due to increased capex
 - Net gains from insurance proceeds for asset replacement and business interruption claims +R124m
2. Higher daily average net debt in H2 impacted by Coil Coating Line 2 fire
3. Higher inventory holdings, 7% higher ZAR LME and weaker sales mix in H2
4. Execution of strategic capital expenditure

Analysis of capital expenditure: 2024

“Continued investment in market driven capital to ensure long term sustainable earnings”



R'm	2024	2023		2024	2023
Expansion and improvement capex	295	103		295	103
Expansion and improvement capex	295	103	→	Wide CBS	156
Critical maintenance capex	274	208	→	Scrap utilisation	39
Total operating capex	569	311		Capacity and efficiency enhancement	100
	4%	2%			295
					103
				Critical maintenance	2024
				Safety risk	50
				Critical spares and obsolescence	57
				Stay in business	167
					274
					208

Unpacking emerging USA tariff risk



Plate position

- Plate stream differentiated between Aeronautical plate and Commercial plate capability
- Local US Plate Manufacturing (2024 est. 194k tons) primarily focused on Aeronautical plate
- Plate imports estimated at 80k, primarily into Commercial plate sector
- Hulamin supplied 14k tons of the estimated 41k tons thin gauge demand
- An estimated market share of 34%

Foil position

- Significant deficit in domestic foil supply versus demand
- Simply put they have no alternatives
- Hulamin plans to sell a minimum of 2.5k tons the USA
- The US market have traditionally had hesitations around domestic suppliers due to quality concerns
- Our main customer have asked that we continue to supply despite incremental tariffs

Can Stock position

- US market has a shortfall of 165k tons of Can Sheet
- Hulamin supplying 2k tons to 3k tons into US market
- Following recent tariff announcements, noted customers holding conservative volumes in H1, however H2 volumes remain committed

Conclusion

- Tariffs not expected to impact Hulamin USA position if implemented in their current form (i.e. across all importers into the US)
- USA has excess demand, supported by global imports
- The geopolitical landscape is particularly volatile since President Trump took office earlier this year, with many tariff announcements that have had ripple effects. Hulamin continues to monitor the global landscape in this regard

[Hulamin Full Year Results for the year ended 31 December 2024](#)