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## Who We Are

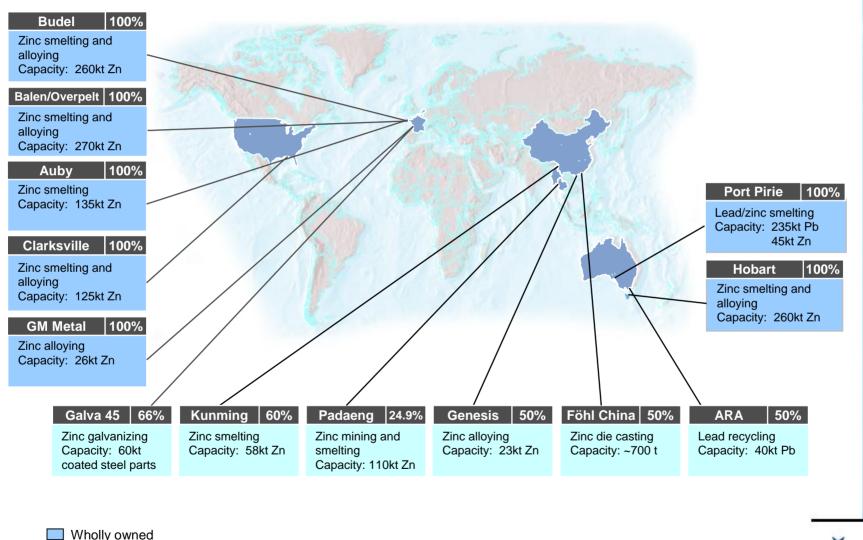


- Largest smelter of zinc and a major smelter of lead
  - 1.1 million tonnes of zinc
  - 220,000 tonnes of lead
- Operations on four continents
  - Europe, US, Australia and Asia
  - Approx 4500 employees
  - Corporate and regional offices in London, Belgium and Australia



# **Global Operations**

Joint venture

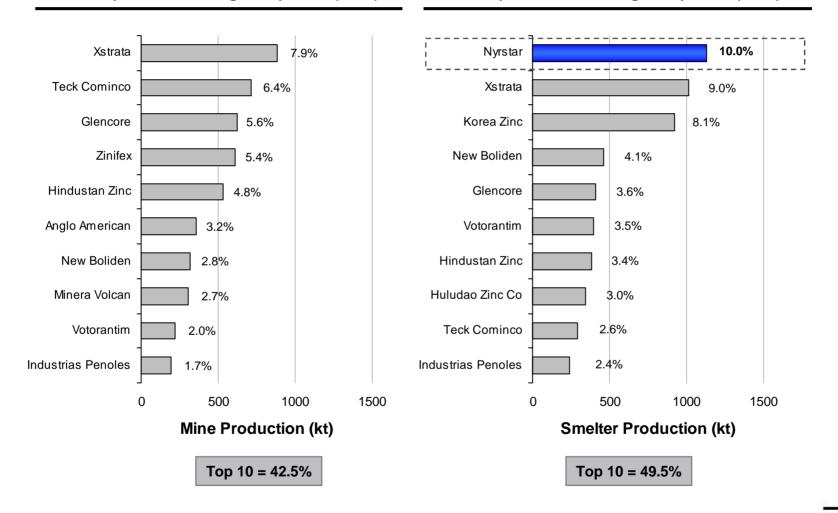




## Nyrstar has 10% of the zinc smelting market

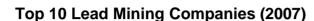
**Top 10 Zinc Mining Companies (2007)** 

**Top 10 Zinc Smelting Companies (2007)** 

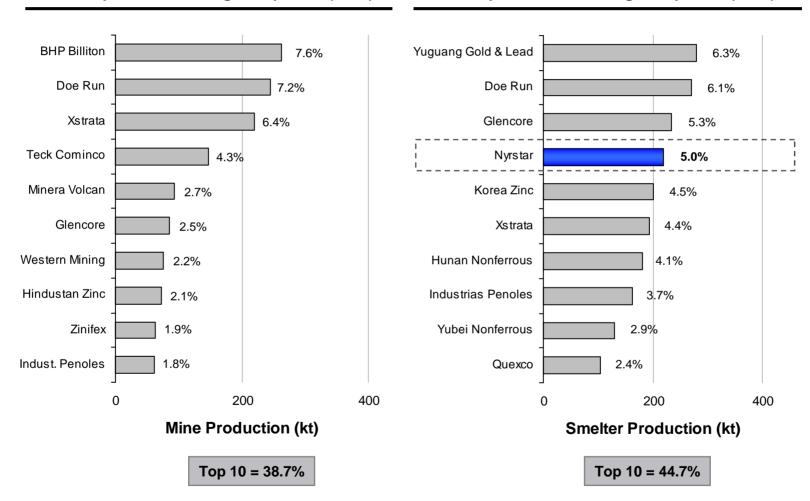




## Nyrstar has 5% of the lead smelting market



**Top 10 Lead Smelting Companies (2007)** 



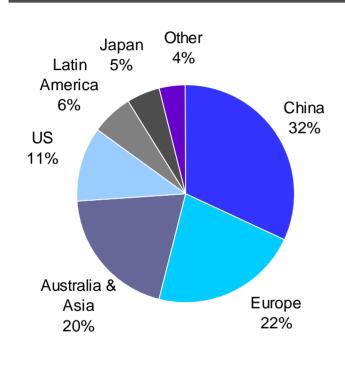
Source: Brooke Hunt February 2008

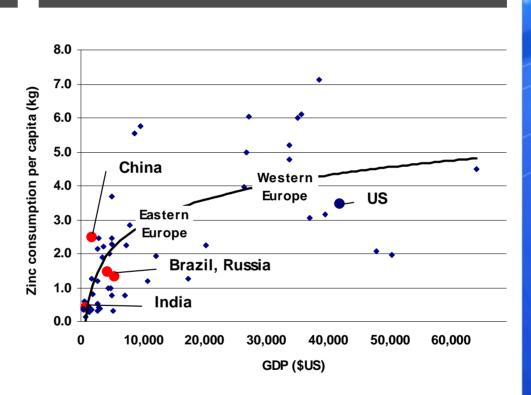


# Zinc consumption is linked to economic growth and leveraged to emerging BRIC markets

### **Global zinc consumption** (2007)

### Zinc consumption per capita

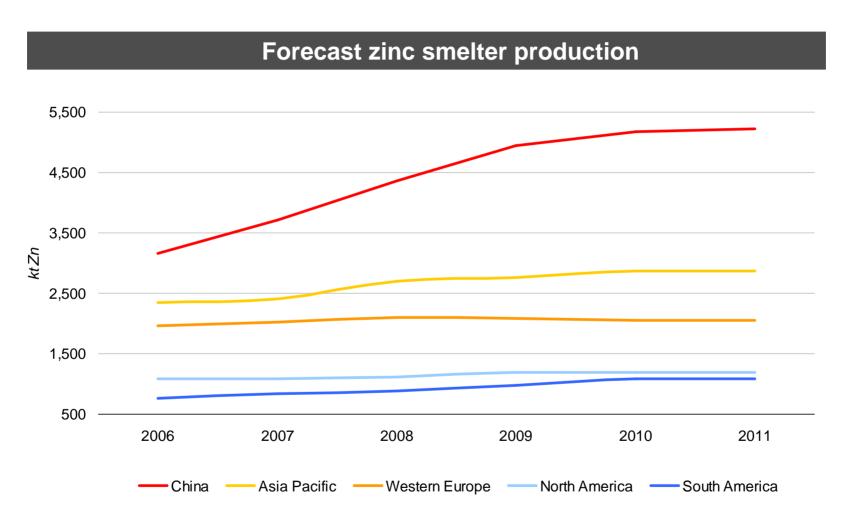




Source: Brook Hunt, broker analysis



## Zinc smelter production growth driven by China

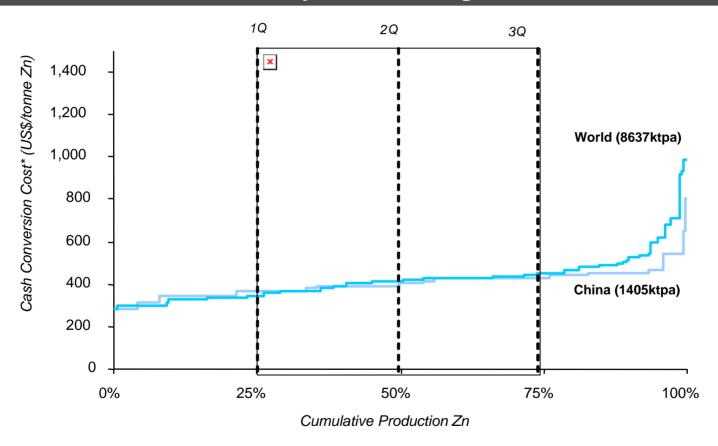






## China's cost curve is no different to the rest of the world

## **Primary zinc smelting cost curve**

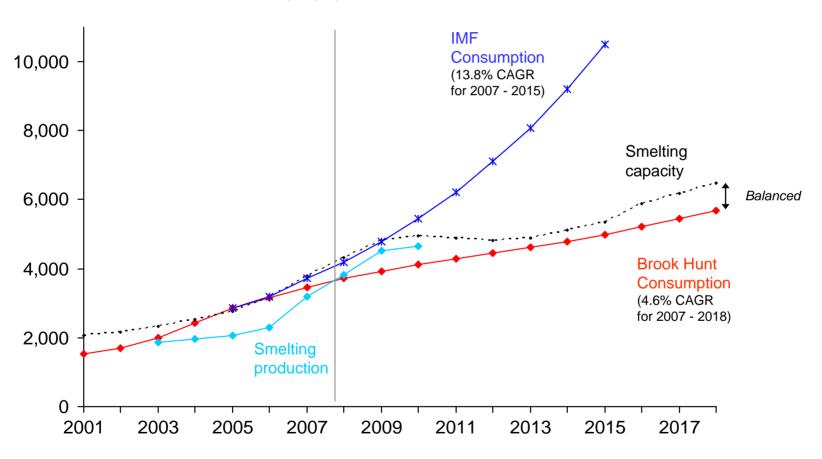


Note: \*Cash conversion cost includes labour, energy, maintenance materials, consumables and other on site costs Source: Brook Hunt (2005), Pacific Strategy Analysis



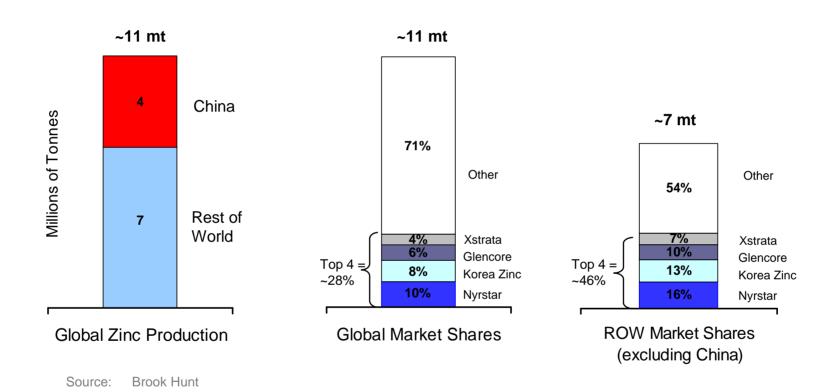
# China's zinc consumption and smelting capacity are forecast to be balanced, or maybe not?

#### **China Zinc METAL Balance (mtpa)**





# Are there two separate markets developing?



Which takes us to the concept of consolidation...



## Benefits of Industry Consolidation

#### **Theory**

"When the industry is highly concentrated ... the leaders can impose discipline as well as play a coordinative role in the industry ..."

Porter

#### Research

"The Structure – Conduct – Performance (SCP) model, predicts that the **structure of the market** in which the firm operates will be the most important **determinant of its profits**"

"Firm's profits are positively and significantly related to the structures of their markets ... A firm's market share in contrast, is found to be uncorrelated with its profitability"

#### **Perception**

"Concentration is a positive development ... concentration of production in the hands of fewer, more financially able companies should result in greater price and production discipline:

- More likely to resist overexpansion at the peak and trough of the cycle
- Should result in less volatility in sales and profits through the course of the business cycle"

Standard and Poor's

Structure

Measured by consolidation (e.g. HHI, CR4)

Drives

Conduct

Delivers

Through discipline

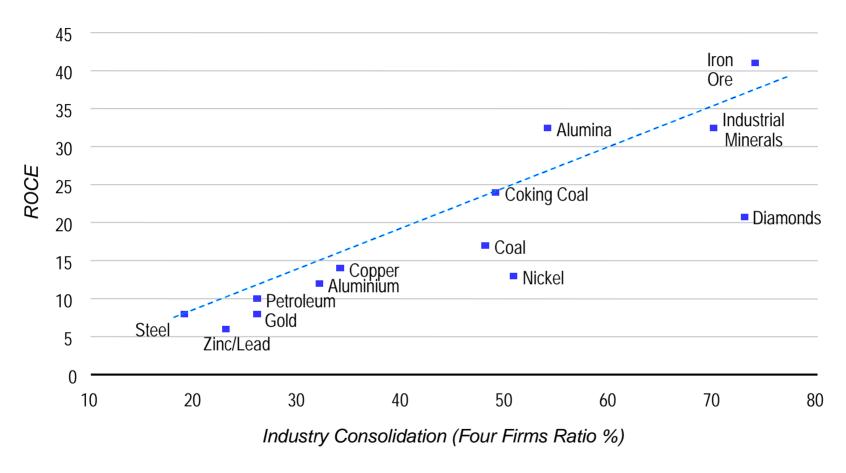
- Volume allocation
- Capacity management
- Price efficiency

Performance

Measured by return (e.g. TSR, ROE)



# The evidence supports the theory



Note: Four Firms Ratio consists of the market share, as a percentage, of the four largest firms in the industry

Source: Citigroup analysis



# In summary

