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Analyst Site Visit Nyrstar Auby smelter



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- > **Overview**
 - Production process
 - Safety & Environment
 - Strategy into Action

Fast facts

Location

- Auby, France, approximately 35 km south of Lille
- Adjacent to Canal de la Deule, connects to seaports of Calais and Antwerp
- Well connected to several motorways

Technology

- Roast, leach, electrolysis (RLE) smelting

Main products

- Special high grade (SHG) zinc, sulphuric acid, indium metal

Employees

- 276 (at end of 2011)

2011 production

- 164,000 tonnes zinc metal

Total area

138 hectares (plant: 45 ha, ponds: 55 ha)



History of the Auby smelter



1869

The Auby plant is created by the CRAM (*Compagnie Royale Asturienne des Mines*, Royal Asturian Mines Company).

The plant treats calamine ores (zinc-carbon binding) through a thermal process



1896

Calamine is replaced by zinc-blend (zinc - sulphur binding)



1954

The plant get new equipment: “New Jersey” type vertical hearths



1975

Use of the hydrometallurgical process (electrowinning) to refine zinc
Production capacity reach 100,000 tonnes of zinc per annum



1987

Asturienne France becomes part of Vieille Montagne
Production capacity is doubled to 200,000 tonnes of zinc per annum



2003

First production of ALP (Auby Leach Product), consequently less waste in ponds

History of the Auby smelter continued



Production capacity reduced to 135,000 tonnes of zinc per annum with closure of cellhouse 1 and a roaster in Calais



The site is classed SEVESO



Smelter comes under Nyrstar ownership
Start of the production of Indium concentrate

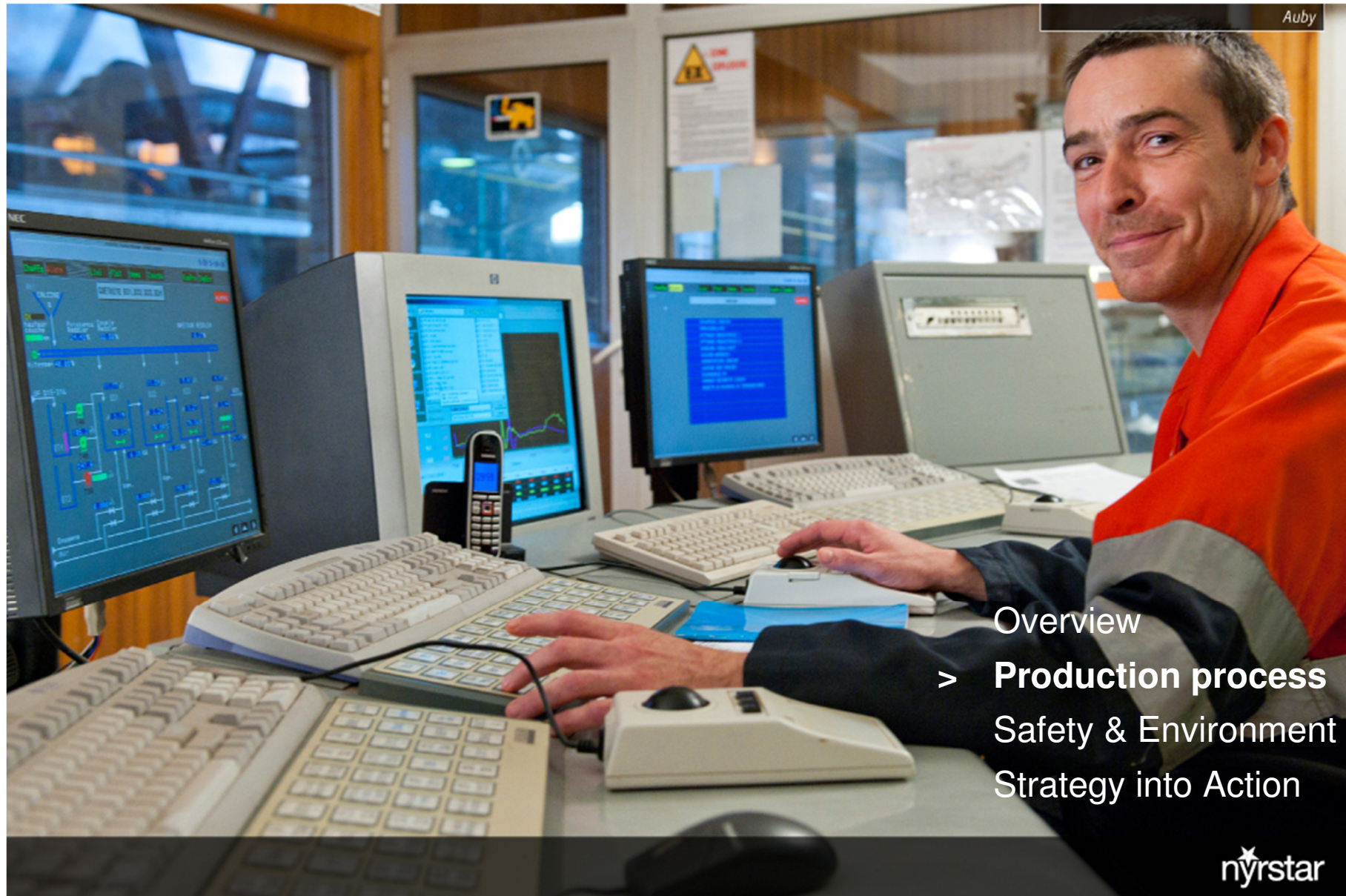


Production capacity is increased to 160,000 tonnes of zinc per annum
Commissioning of pond compacting, which has extended the pond life time



First production of Indium metal (99.998% grade)

Auby



Overview

- > **Production process**
- Safety & Environment
- Strategy into Action

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Auby smelter process flow

INPUTS

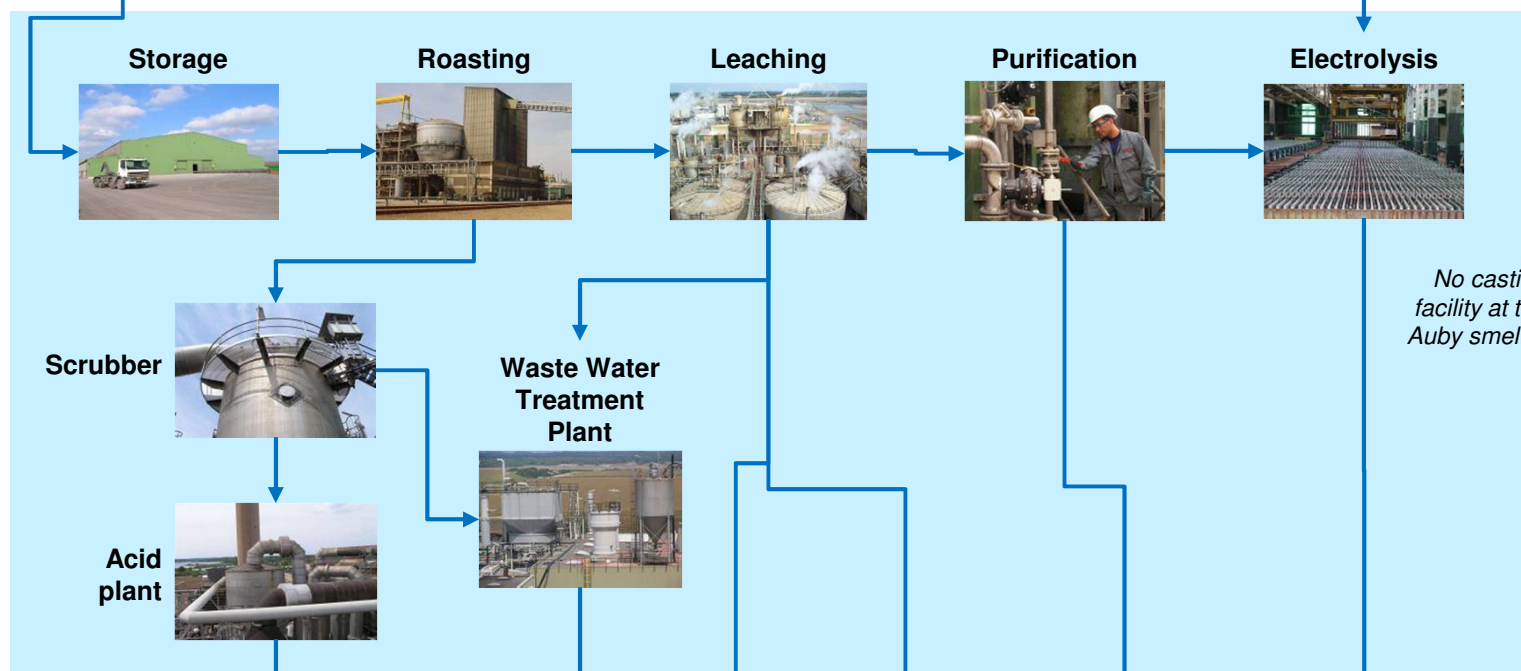


Zinc concentrates and oxides

Electricity



PROCESS



No casting facility at the Auby smelter

PRODUCTS

Sulphuric acid



Water

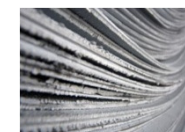
Indium



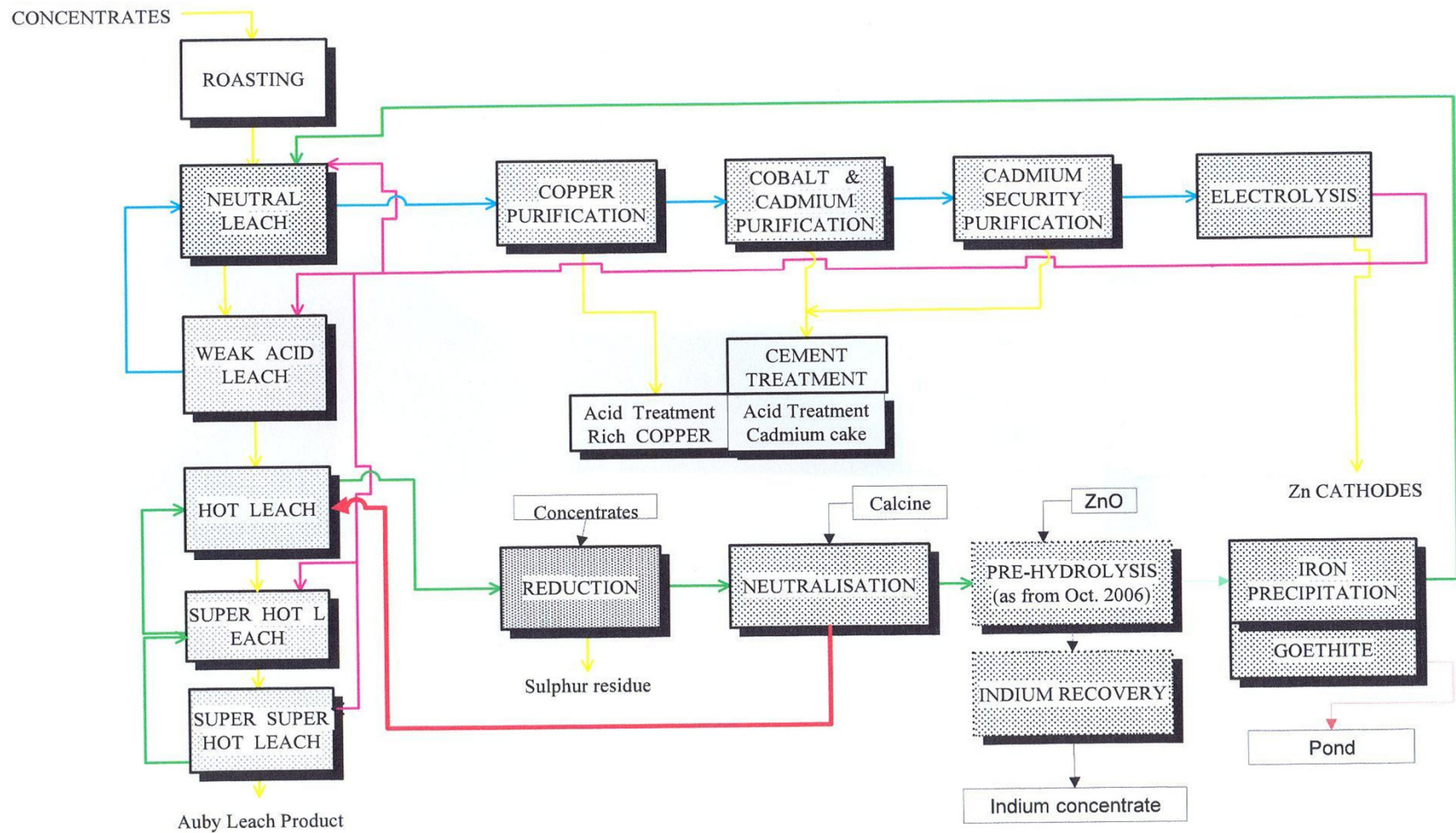
Auby Leach Product

Cadmium, Copper, Cobalt

Zinc cathode



Detailed leaching process



Main products



Zinc

Special high grade (SHG) cathode

Capacity: 160,000 tonnes per annum



Sulphuric acid

Merchant grade acid: 98% and 96%

Capacity: 200,000 tonnes per annum

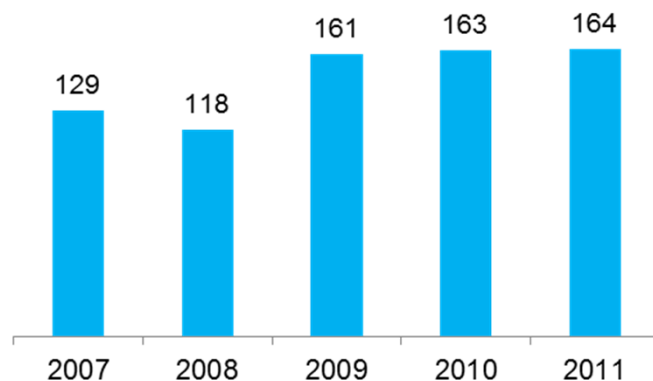


Indium metal

4N8 grade (99.998% purity) / ITO grade (used in flat panel displays)

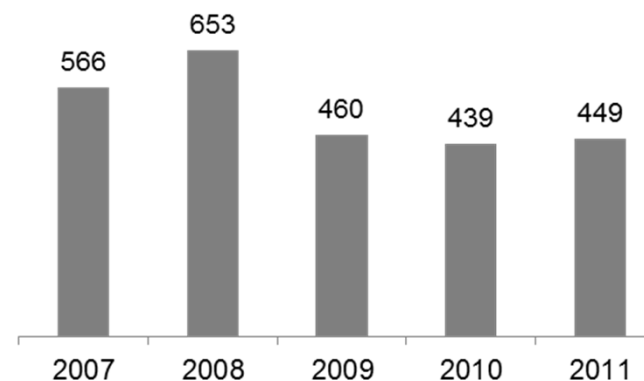
Operational and Cost Performance

Annual zinc metal production
(tonnes)



- Zinc production capacity approximately 160,000 tonnes per annum
- Production capacity is increased from 135,000 tonnes per annum in 2009
- Also increasing the production of value-adding by products, such as indium metal which commenced in 2012

Operating cost per tonne
(EUR/tonne zinc)



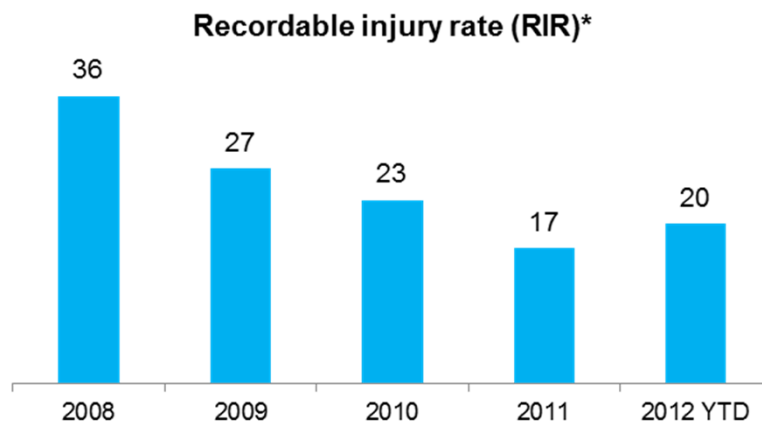
- Operating costs (EUR/tonne) have been at low and stable levels since 2009
- Cost per tonne performance is one of the best amongst Nyrstar's smelters (although no casting costs incurred at Auby)
- Operational excellence will support our ability to make further improvements



Overview
Production process
> **Safety & Environment**
Strategy into Action

Safety First: progression to world class standards

- Nyrstar and the Auby smelter is committed to respecting the highest standards in hygiene and safety
- We will never put at risk the safety or the health of our employees, our contractors and our neighbours
- Hygiene and safety at work are a shared responsibility
- Therefore employees and contractors are made accountable for their performance and behaviour



* Recordable Injury Rate (RIR) are 12 month rolling averages of the number of lost time injuries and recordable injuries (respectively) per million hours worked, and include all employees and contractors at all operations

Nyrstar SAFETY FIRST Standard



Nyrstar is committed to the highest standard of safety & health. We will not jeopardize the safety & health of our people.

Therefore:

- Employees and contractors will comply with all site safety & health requirements, exercise caution and sound judgment in the absence of such requirements, and take immediate action whenever an unsafe act or condition is identified.
- Leadership will set an example through their own safety-oriented behaviour, and will promptly address safety & health concerns, empower their people to do the same, and consistently hold their people accountable for behaviour and performance.
- The company will implement programs and action plans aimed at eliminating unacceptable risks and providing its people with a safe & healthy work environment.

Safety & health at the workplace is a shared responsibility and therefore all personnel and contractors will be held accountable for their performance and behaviour.

- All unsafe behaviour will be addressed. Intentional violation of safety & health requirements or any persistent unsafe behaviour will result in formal discipline. Intentionally endangering life or health of self or others will result in dismissal, subject only to mitigating circumstances.
- Leaders will be regularly assessed and held accountable for their team's safety & health performance. Satisfactory safety leadership is a condition for role retention or advancement within the company.

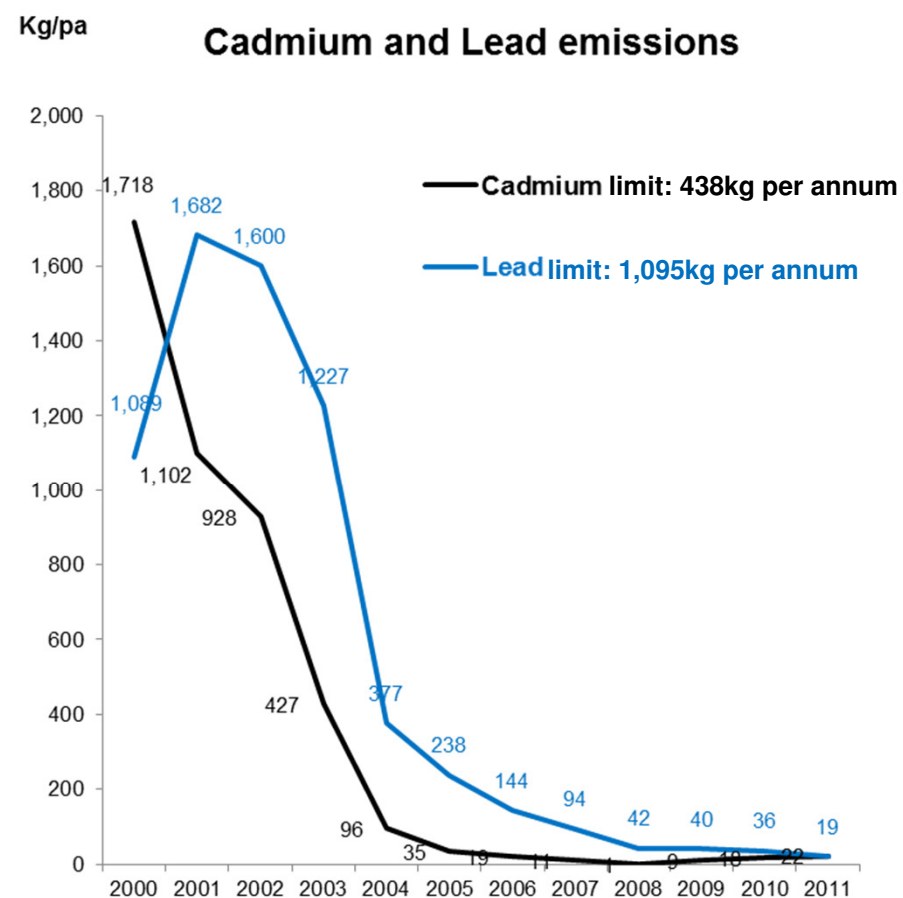
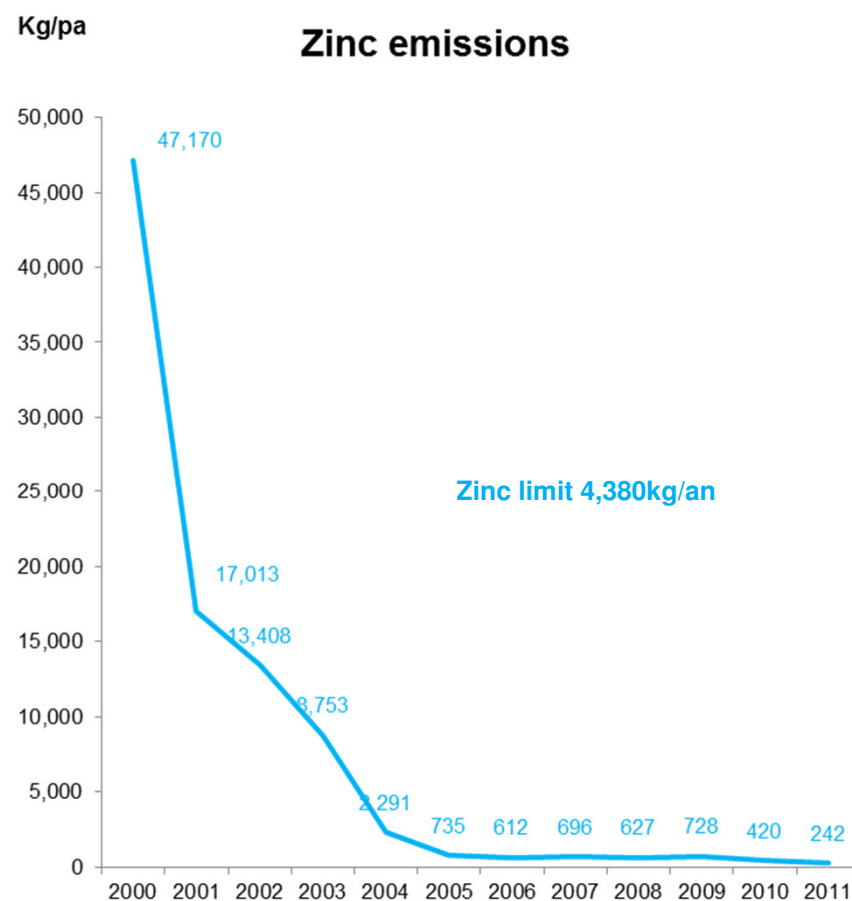
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Roland Junck - Chief Executive Officer
May 2009

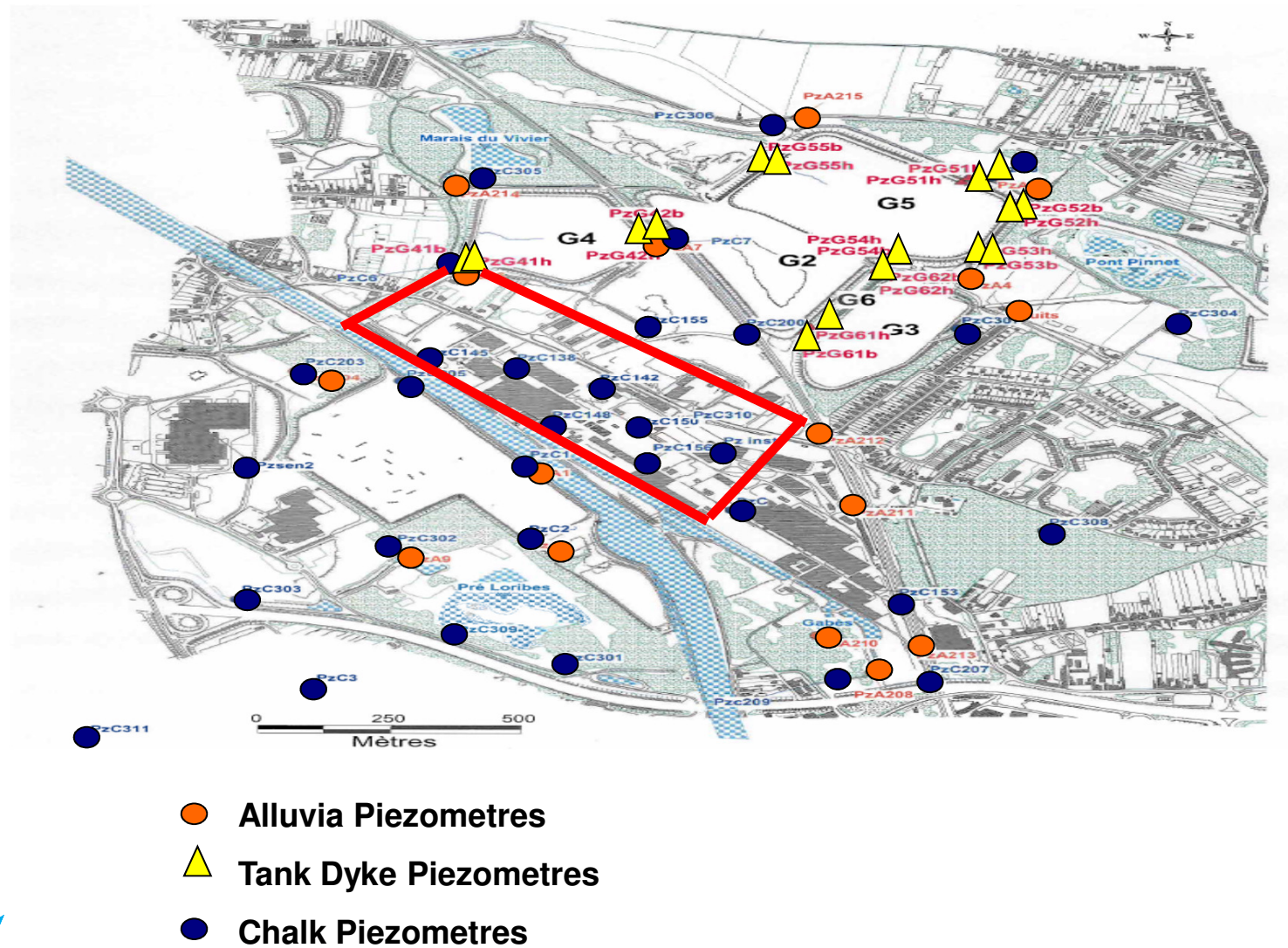
SEVESO compliant

- The Seveso Directive is the main piece of EU legislation that deals specifically with the control of on-shore major accident hazards involving dangerous substances
- The Auby smelter has been classed SEVESO since May 2006
- This means that the site has to determine the major risks, which could have an impact on the external environment, namely:
 - Hydrogen explosion in the roaster
 - SO₂ leakage during the sulphuric acid production
 - Explosion or fire on the gas line
 - Fire at the 227,000v post (domino effect)
- As part of the process the site has developed the following:
 - Internal Operational Plan (IOP)
 - Real-time exercises of “Mise en situation”
- The SEVESO procedures in Auby are part of the site’s Integrated Management system

Continuous improvements achieved in environmental performance



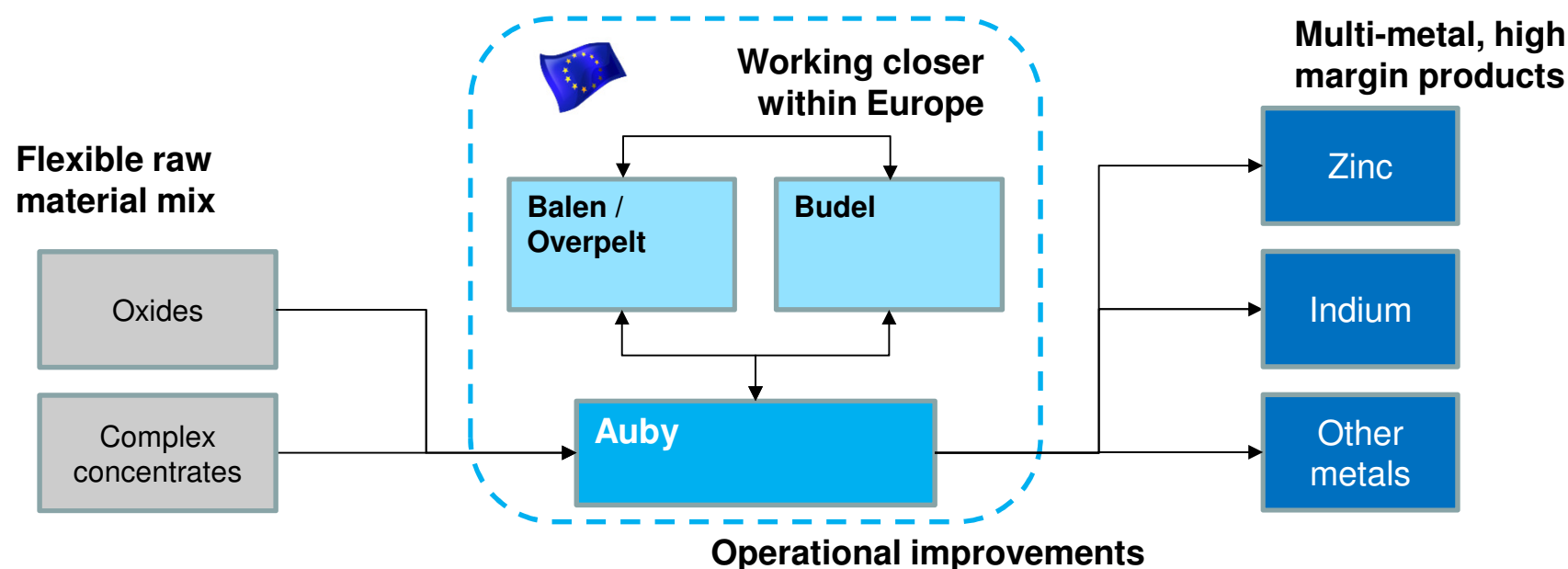
Comprehensive groundwater control monitoring to operate within internal and external environmental standards





Overview
Production process
Safety & Environment
> **Strategy into Action**

The Auby smelter's contribution to delivering Nyrstar's strategy: putting the vision into action



- Supported by Strategy into Action
- Disciplined approach to taking the strategy into every part of the business, embedding annual plans and giving ownership of the group strategy to each operation and their management teams
- Auby's 2012 Balanced Business Plan is integral to all levels of the organisation; from management to operators

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Auby
**Balanced Business
Plan 2012 (plan d'actions)**

Notre Vision
Nous sommes la référence mondiale en matière de produits et services de haute qualité, innovants et respectueux de l'environnement.

Notre Mission
Fournir des produits et services de haute qualité, innovants et respectueux de l'environnement, tout en assurant la sécurité et la satisfaction de nos clients.

Notre ambition à 5 ans (2016)
Devenir la référence mondiale en matière de produits et services de haute qualité, innovants et respectueux de l'environnement.

Le Nyrstar Way
Notre philosophie d'entreprise est basée sur les valeurs suivantes :
- Intégrité
- Responsabilité
- Innovation
- Sécurité
- Satisfaction client
- Respect de l'environnement

Notre engagement
Nous nous engageons à être la référence mondiale en matière de produits et services de haute qualité, innovants et respectueux de l'environnement.

Priorités stratégiques:

Vivre le Nyrstar Way	Exceller dans toutes nos activités actuelles	Développer des nouvelles releases innovantes	Créer de manière durable	Éléments financiers attendus
<p>1. Sécurité</p> <p>Assurer la sécurité de nos employés, des visiteurs et de la communauté.</p> <p>2. Qualité</p> <p>Assurer la qualité de nos produits et services.</p> <p>3. Innovation</p> <p>Assurer l'innovation de nos produits et services.</p> <p>4. Responsabilité</p> <p>Assurer la responsabilité de nos produits et services.</p> <p>5. Satisfaction client</p> <p>Assurer la satisfaction de nos clients.</p> <p>6. Respect de l'environnement</p> <p>Assurer le respect de l'environnement.</p>	<p>1. Sécurité</p> <p>Assurer la sécurité de nos employés, des visiteurs et de la communauté.</p> <p>2. Qualité</p> <p>Assurer la qualité de nos produits et services.</p> <p>3. Innovation</p> <p>Assurer l'innovation de nos produits et services.</p> <p>4. Responsabilité</p> <p>Assurer la responsabilité de nos produits et services.</p> <p>5. Satisfaction client</p> <p>Assurer la satisfaction de nos clients.</p> <p>6. Respect de l'environnement</p> <p>Assurer le respect de l'environnement.</p>	<p>1. Sécurité</p> <p>Assurer la sécurité de nos employés, des visiteurs et de la communauté.</p> <p>2. Qualité</p> <p>Assurer la qualité de nos produits et services.</p> <p>3. Innovation</p> <p>Assurer l'innovation de nos produits et services.</p> <p>4. Responsabilité</p> <p>Assurer la responsabilité de nos produits et services.</p> <p>5. Satisfaction client</p> <p>Assurer la satisfaction de nos clients.</p> <p>6. Respect de l'environnement</p> <p>Assurer le respect de l'environnement.</p>	<p>1. Sécurité</p> <p>Assurer la sécurité de nos employés, des visiteurs et de la communauté.</p> <p>2. Qualité</p> <p>Assurer la qualité de nos produits et services.</p> <p>3. Innovation</p> <p>Assurer l'innovation de nos produits et services.</p> <p>4. Responsabilité</p> <p>Assurer la responsabilité de nos produits et services.</p> <p>5. Satisfaction client</p> <p>Assurer la satisfaction de nos clients.</p> <p>6. Respect de l'environnement</p> <p>Assurer le respect de l'environnement.</p>	<p>1. Sécurité</p> <p>Assurer la sécurité de nos employés, des visiteurs et de la communauté.</p> <p>2. Qualité</p> <p>Assurer la qualité de nos produits et services.</p> <p>3. Innovation</p> <p>Assurer l'innovation de nos produits et services.</p> <p>4. Responsabilité</p> <p>Assurer la responsabilité de nos produits et services.</p> <p>5. Satisfaction client</p> <p>Assurer la satisfaction de nos clients.</p> <p>6. Respect de l'environnement</p> <p>Assurer le respect de l'environnement.</p>

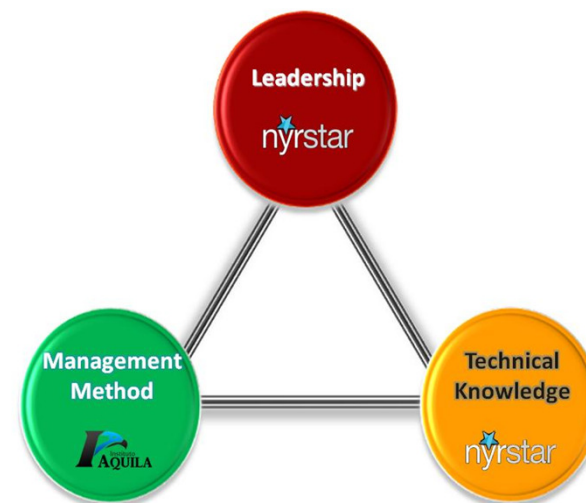
Projets

- Smart vents
- Site safety strategy (stratégie Sécurité de site)
- Reduction de CO2chemine
- Amélioration continue
- Indium Metal
- 1700t via DLO
- 3D Pipeline

Projet
Opération

Achieving excellence in everything we do: Operational Excellence delivers a sustainable effective operation

- Systematic Approach for
 - Continuous Improvement
 - Effective Thinking and Acting
 - Learning By Doing
- Delivering Best Products and Services at Minimum Costs



Areas of focus at Auby

Equipment Reliability

- Leaching reliability study
- Improve equipment reliability
- **Improve Cell House availability**

Process Capability

- Improve stability of roaster operations
- Start Indium metal production
- Focus on sustaining results and process stability in H2 2012
- **Implement roaster health dashboard**
- **Produce Battery Grade Zinc**

Recovery Improvement

- **Incremental improvement in zinc and indium recoveries**

Operational Excellence Case Study

Roaster stability



Plan P

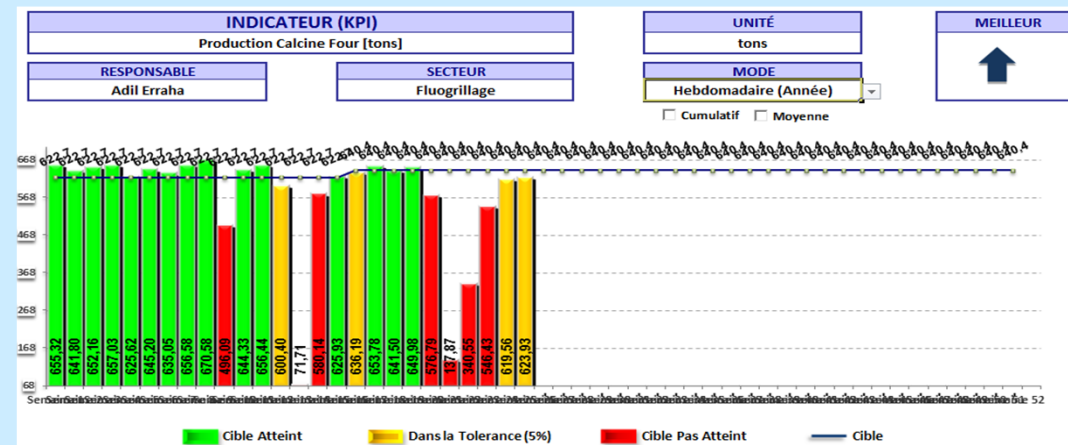
- Increase roaster stability in order to ensure calcine production
- Avoid: unplanned shutdowns due to defluidisation & production rate reduction due to instability
- Cross functional project team



Do D

- Implement roaster health dashboard
- Follow-up routine and analyses of KPIs
- Action plan focusing Roaster main problems (e.g. moisture and grain size)
- Deviation analysis of main parameters (3G Report)
- Sessions with Roaster Experts and Management team to understand root causes of defluidizations

C Check



A Action

- Follow-up routine
- Analysis based on facts and data
- Statistic Process Control
- Strong action plan

Questions