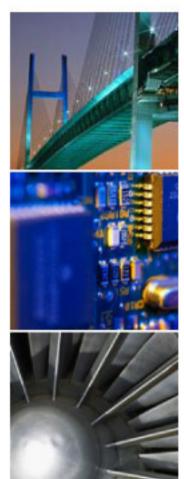


# Advanced Metallurgical Group N.V.



**HSBC SRI 2008 Conference - Frankfurt** 

Arthur R. Spector

Deputy Chairman of the Management Board



### Disclaimer

Certain statements in this presentation constitute forward-looking statements, including statements regarding the company's financial position, business strategy, plans and objectives of management for future operations. These statements, which contain the words "believe," "expect," "anticipate," "intends," "estimate," "forecast," "project," "will," "may," "should" and similar expressions, reflect the beliefs and expectations of the directors of AMG Advanced Metallurgical Group N.V. (the "Company") and are subject to risks and uncertainties that may cause actual results to differ materially. These risks and uncertainties include, among other factors, the achievement of the anticipated levels of profitability, growth, cost and synergy of the Company's recent acquisitions, the timely development and acceptance of new products, the impact of competitive pricing, the ability to obtain necessary regulatory approvals, and the impact of general business and global economic conditions. These and other factors could adversely affect the outcome and financial effects of the plans and events described herein.

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This document has not been approved by any competent regulatory or supervisory authority.

### AMG at a Glance

Preeminent global specialty metals company organised in two business units

Advanced Materials: develops and produces a number of different niche and complex specialty metals

Engineering Systems: designs and produces advanced vacuum furnace systems

Market leadership in both segments based on superior technologies

Customers include world leading metals producers and consumers in high growth end-markets

Global presence with operations in 12 countries on 5 continents

LTM<sup>(1)</sup> revenue of \$1,011m and EBITDA of \$90m with attractive growth potential

(1) As per 30 June 2007



## AVG Company Overview





### Complementary Business Units



#### Advanced Materials Unit

- Approx. 79% and 56% of AMG's LTM<sup>(1)</sup> revenues (\$797m) and EBITDA (\$51m), respectively
- Selected products:
- Ferrovanadium
- Silicon metal including solar grade
- Specialty alloys for titanium and super alloys

#### **Engineering Systems Unit**

- Approx. 21% and 44% of AMG's LTM<sup>(1)</sup> revenues (\$214m) and EBITDA (\$39m), respectively
- Selected vacuum furnace systems and services:
- Solar silicon melting and crystallisation furnace systems
- Remelting systems
- Heat treatment services

**Industries Served Include:** 

Solar Energy Aerospace Energy Transportation

Infrastructure Superalloys Electronics

Unique combination of metallurgical product and process expertise

(1) As per 30 June 2007

### Advanced Materials Unit – Selected Products

Product	Application	Competitive Position & Growth Potential	Selected Customers
Ferrovanadium	High performance alloying agent in steel	<ul> <li>Largest producer of ferrovanadium in North America supplying more than 25% of North American requirements</li> </ul>	ΜΙΠΛL
	<ul> <li>Improves steel strength to weight ratio</li> </ul>	<ul> <li>Demand driven by growing steel production and increasing vanadium content in steel</li> </ul>	NUCOR
		<ul> <li>Process utilising secondary raw materials – recycling of spent oil refinery catalysts and power plant residues</li> </ul>	
		<ul> <li>Expansion plans in progress driven by strong market fundamentals</li> </ul>	Steel Dynamics, Inc:
Silicon metal	Regular silicon metal:	<ul> <li>2<sup>nd</sup> largest independent producer of silicon metal in North America</li> </ul>	
including solar grade	- Chemicals (lubricants)	Solar grade silicon metal production	ALCON ALCAN
grade	- Aluminium (alloying age	nt) - Production commenced on schedule in December 2007 from the company's new facility	REC
	<ul><li>Electronics (semiconductors)</li></ul>	Low-cost proprietary production technology (patent pending)	degussa. WACKER
	High purity silicon:	- Four long-term contracts signed for solar grade material (up to	
	- Energy (solar cells)	26,400 tonnes total over next five years)	MOMENTIVE performance materials
Specialty alloys for titanium and superalloys	Improves strength and functionality of metals	One of few certified producers globally for certain aerospace alloys	Allegheny Technologies
	Increases fuel efficiency	Strong customer relationship as product reliability is critical	AVISMA
	<ul> <li>Components for the aerospace, energy and automotive industries</li> </ul>	Solid market fundamentals driven by demand from aerospace and energy sectors	TIMET  © CARPENTER

Strong long-term customer relationships built on product quality and technical service

### Engineering Systems Unit – Selected Products

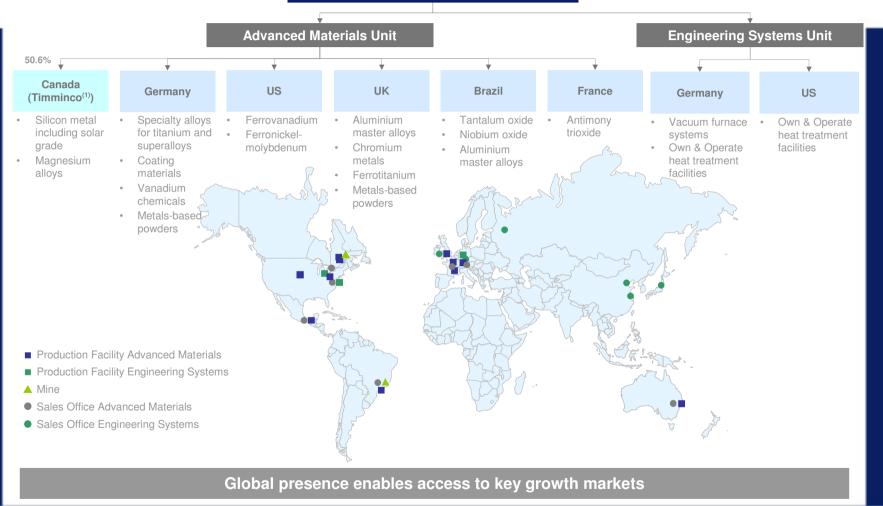
Product	Application	Competitive Position & Growth Potential	Selected Customers
Remelting systems	Refines raw materials, removes impurities and increases homogenisation	<ul> <li>Estimated market share of approx. 55%<sup>(1)</sup></li> <li>Growth driven by strong development of titanium industry:         <ul> <li>Increase in aerospace components</li> <li>Increase in lighter, stronger and more fuel efficient transportation materials and components</li> <li>Increase in emerging market energy and infrastructure demand</li> </ul> </li> </ul>	ThyssenKrupp  Allegheny Technologies  DAIDO STEEL  CORPORATION  AVISMA
Solar silicon     melting and     crystallisation     furnace systems	Solar wafer production	<ul> <li>Estimated market share of approx. 25%<sup>(1)</sup></li> <li>Global leader in design of solar silicon furnace systems</li> <li>Significant increase in demand for solar energy reflected in fast growing order backlog</li> </ul>	REC REC
Vacuum heat treatment services ("Own & Operate")	Heat treatment of automotive gears and fuel injectors to increase stress- tolerance levels	<ul> <li>Outsourcing by OEMs of non-core activities reducing capital costs and benefiting from AMG's vacuum furnace expertise</li> <li>Growth driven by increasing demand from transportation sector fo high performance components in high-stress applications</li> </ul>	GM
			SIEMENS VDO A u t o m o t i v e

Industry leading vacuum furnace system technology makes AMG a valued partner

(1) 2006 market share estimate

### **Global Operations**

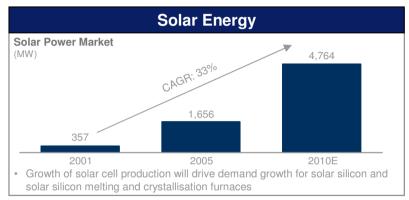
AMG Advanced Metallurgical Group N.V. (Netherlands)



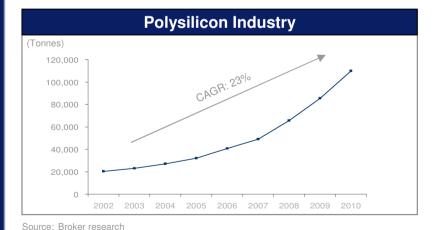
Note: This chart is a simplified depiction of AMG's organisational structure

(1) Timminco Limited is listed on the Toronto stock exchange (TIM CN / TIM.TO)

### Focus on High Growth Markets - Solar



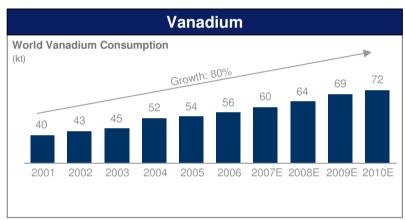
Source: Solarbuzz



- Timminco's development remains on-track
  - 3,600 tonnes per year at full capacity, expected by end of Q1 2008 (production from new facility started on schedule in Dec 2007)
  - Up to 26,400 tonnes sold over next 5 years through initial three contracts
  - Effectively books out and exceeds capacity for initial plant expansion
- Key demand drivers:
  - Rising conventional energy prices
  - Concerns over global warming
  - Energy security
- Demand for silicon used in solar PV still growing explosively
  - Most new polysilicon capacity expansions backstopped with long-term contracts
  - 5–10 year contracts being signed at approx.
     \$60/kg
- China is a growing consumer of polysilicon solar cell capacity of ~3GW by year-end, more than triple year-end 2006 capacity

### Focus on High Growth Markets - Infrastructure

 Worldwide infrastructure projects continue to create significant demand for high strength vanadiumbearing steel



Source: Xstrata investor presentation

- Cambridge (Ohio) vanadium expansion project completed on-time and on-budget
  - Successful restart completed in August
  - Incremental throughput from 4.0 million lbs to 4.5 million lbs

Vanadium pricing has remained stable and strong



Source: Ryan's Notes

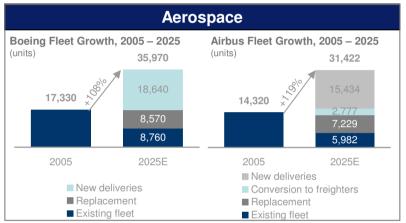
Production of vanadium from 100% secondary sources of raw materials, incl. spent catalysts from the oil industry

### Focus on High Growth Markets – Aerospace

- Airbus and Boeing production rates will increase through at least 2010 based on existing backlog
- Up-cycle driven largely by low-cost, Asian and Middle Eastern carriers as well as new model introductions
- · Titanium demand has surged
  - Higher production rates
  - Requirements for increased fuel efficiency
  - Significant further growth as titanium-rich 787 goes into production



Source: Boeing and Airbus



Source: Boeing and Airbus



 Strong expected growth of airplane fleet and increasing proportion of titanium in new builds will drive demand for high-end furnace systems, specialty alloys for titanium, chromium metal and high-end superalloys

Source: Allegheny Technologies investor presentation

## Leadership in Specialty Metals and Vacuum Furnace Markets

#### Leadership in Specialty Materials



#### Ferrovanadium

- Largest producer in North America
- World's largest producer from secondary sources



#### Silicon metal

 Second largest independent producer in North America



Specialty alloys for titanium and superalloys

· Largest global producer



Aluminium master alloys

Largest global producer

#### **Leadership in Vacuum Furnace Systems**



#### Vacuum remelting systems

- Largest global producer
- Integral in production of metal alloys for high-intensity applications including jet engines and airframes



#### **Turbine blade coating systems**

- Largest global producer
- Used in production of jet turbines



#### **Induction melting systems**

- One of the largest global producers
- Developed the largest vacuum induction melting furnace



#### **Technological leadership**

 Outstanding reputation for technological and service excellence in vacuum furnace systems

Market leadership through technology leadership

## Converting Strategy into Sustainable Growth

#### **Engineering Systems**

- Leading solar silicon melting and crystallisation furnaces large backlog (Berlin)
- Supplying significant portion of global titanium industry furnaces – large backlog
- Own & Operate expansion

#### Solar Grade Silicon Metal

- Contracts recently signed for up to 26,400 tonnes over next 5 years
- New facility expected to be at full capacity by end of Q1 2008 --- production commenced in Dec 2007

#### **Specialty Alloys for Titanium and Superalloys**

- Focused on aerospace industry's need for weight reduction to improve fuel efficiency
- Capacity expansion

#### **Chromium Metal**

- Recent supply tightness, related to continued strong demand, has led to a 21% price increase since 30 Sep 2007
- China instituted export tax on 1 Nov 2006 resulting in a 47% price appreciation since 1 Jan 2007<sup>(1)</sup>

Near-Term

(2008)

#### **Tantalum**

- Favourable supply / demand dynamics post US government stockpile sale
- Expansion to double annual mining capacity
- Expansion of hydro-electric power plant

#### **Engineering Systems**

- Own & Operate expansion
- Current backlog for 2008–2009 which extends to 2010
- Sintering furnaces for nuclear applications

#### Solar Grade Silicon Metal

- Continuation of contracts for up to 26,400 tonnes over next 5 years
- Capacity expansion funded by Timminco's equity capital raisings in 2007

#### **Coating Materials**

- New products for thin film solar market
- Plasma coatings

#### Ferrovanadium and Ferronickel-Molybdenum

Capacity expansion in 2009–2010

#### Ferrovanadium and Ferronickel-Molybdenum

- Increasing capacity to coincide with refinery expansion in Alberta oil sands
- Electric arc furnace expansion 2011– 2012
- Double ferrovanadium production capacity

#### Solar Grade Silicon Metal

Further expansion

#### **Plasma Coating**

Further expansion

Mid-Term (2009–2010) Long-Term (2010+)



<sup>(1)</sup> As per 4 January 2008

### Growth-Oriented Capital Programme

Ca	pex Pro	grammes Focused on Attractive Growth Opportunities	
Product	Amount	Purpose	Timing
Ferrovanadium	\$30m	First phase of expansion to enable doubling of capacity in line with major supplier's Canadian oil sands expansion	2007–2009
Silicon <sup>(1)</sup>	\$22m	Expansion of Timminco's high purity silicon metal facility	2007–2008
Specialty alloys for titanium and superalloys	\$5m	New furnace for production expansion	2008
Own & Operate	\$15m	New facility in Mexico	2007–2008
Tantalum	\$7m	Expansion of tantalite mine and hydro-electric powerplant in Brazil	2007–2008
Plasma coatings	\$4m	Expansion into new coating products	2008
Maintenance capex	\$8–\$10m	Maintenance of facilities and equipment	Annual basis

<sup>(1)</sup> Excludes further expansion projected in context with Timminco's equity offering on 30 September 2007

## Experienced Growth-Oriented Management Team



Heinz Schimmelbusch CEO and Chairman of the Management Board

- Founded Safeguard International as Managing Partner in 1997
- · Currently Chairman of Timminco and Director of Norilsk Nickel
- Former Chairman of Metallgesellschaft and Methanex Corporation and Director of MMC (now Inmet Mining)



**Arthur Spector** Deputy Chairman of the Management Board

- Founded Safeguard International as Managing Partner in 1997
- · Currently Vice Chairman of Timminco
- · Former Chairman or CEO of Neoware Systems, State National Bank of Maryland and Abraham Lincoln Federal Savings Bank



Eric Jackson President Advanced Materials and Member of the Management Board

- COO of Metallurg since 2002
- Senior Vice-President of Metallurg's North and South American operations since 1998



**Reinhard Walter** President Engineering Systems and Member of the Management Board

- Chairman of ALD since July 2004; joined 2001
- Deputy Chairman and CFO of VBH Holding AG from 1997 to 2001



William J. Levy CFO and Member of the Management Board

- · Vice President and CFO of Metallurg since November 2005
- Former CFO of PQ Corporation
- With Imperial Chemicals Industries PLC in the UK and US from 1984 to 1996
- · Certified public accountant

Proven leadership with extensive experience in metallurgical and finance industries

### Strong Supervisory Board



Pedro-Pablo Kuczynski Chairman

- Prime Minister of Peru (2005 & 2006)
- Peru's Minister of Economy and Finance (2001–2002 & 2004–2005)
- Peru's Minister of Energy and Mines (1980-1982) and Deputy Director General of the Peruvian Reserve Bank, late-1960s
- Founded the Latin American Enterprise Fund, a private equity firm, in 1992; Chairman of First Boston International, 1982–1992
- Senior advisor to the Rohatyn Group

Andrei **Bouarov** Director

- · Board member of International Bank for Reconstruction and Development, the International Development Association and the International Finance Corporation (between 1993–2002)
- Adviser to the European Bank for Reconstruction and Development in the UK (between 1991-1993) and an adviser to the Directorate for International Economic Organisations, Ministry for Foreign Affairs, The Soviet Union (between 1979-1982)
- Director of I / ST Equity Partners, Norilsk Nickel and Rosbank

Weslev Clark Director

- United States Army, ranked a four-star general; Supreme Allied Commander, Europe, of NATO (1997–2000)
- · Candidate for the Democratic nomination for the President of the United States
- · Chairman of Rodman & Renshaw investment bank



Jack L. Messman **Director** 

- Former President and CEO of Novell Inc.
- Former CEO of Union Pacific Resources Company
- · Director of Union Pacific Corporation, Warner Amex Cable Communications, Inc. and MTV Networks, Inc.
- Member of the board of directors of Safeguard Scientifics Inc., Radio Shack Corporation and Timminco Limited



Norbert Quinkert Director

- Chairman of Motorola GmbH (1995)
- · Vice-president of Central European operations for GE Medical Systems Central Europe and President of General Electric Deutschland
- · Member of the supervisory board of PFW Aerospace and Motorola GmbH both based in Germany.
- · Member of the advisory council of Dresdner Kleinwort Benson, Frankfurt



Guy De Selliers Director

- · Chairman of HB Advisors, a corporate finance advisory firm focused on metals and mining industry
- · Former Board Member and Chairman of Robert Fleming & Co. Limited, Eastern Europe
- · Director of Solvay, S.A., Norilsk Nickel and several other Russian companies

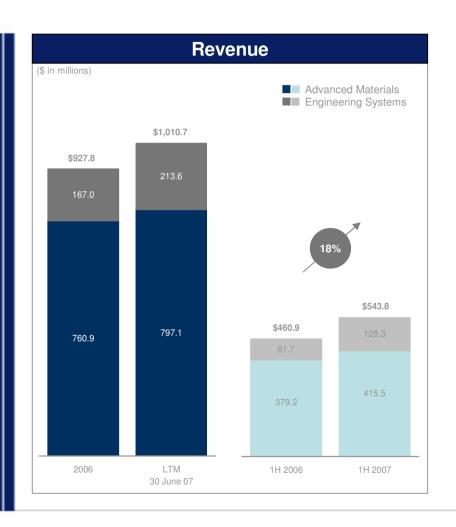


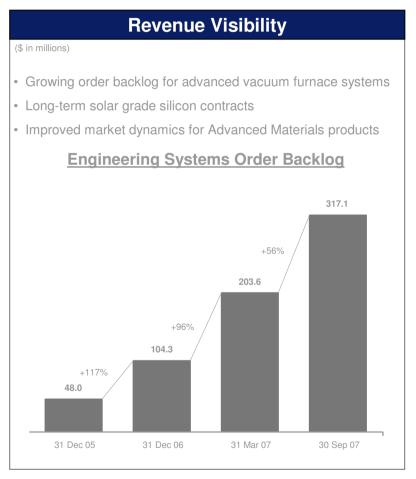
## AVG Financial Performance



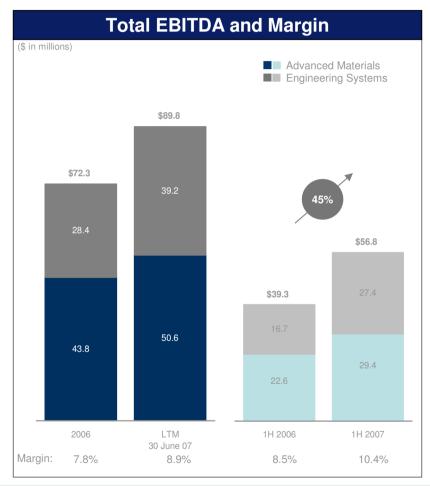


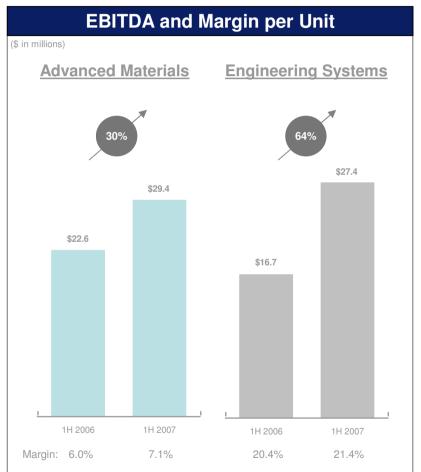
## Top-Line Revenue Growth Accelerating and Good Revenue Visibility





### Improved Profitability





### Capital Structure Will Facilitate Growth

- Net IPO proceeds of \$275m together with new \$175m credit facility used to repay substantially all outstanding debt
- Revolving credit facility will support working capital requirements and facilitate quick reaction to opportunities
- Debt-related interest expense will be down significantly
- Earnings will be retained to finance growth dividend policy to be reviewed from time to time

Pro Forma Capital Structure				
in millions)				
	30-JUNE-07	30-JUNE-07 PF		
Cash	\$77	\$178 <sup>(1)</sup>		
Customers' deposits	(134)	(134)	\$144 million of liquidity (revolver	
Available cash	(57)	44	availability plus cash-on-hand)	
Short-term debt	73	26		
Long-term debt	216	107		
Total debt	\$289	\$134		
Net debt	\$346	\$90	Net Debt of only 1.0x LTM EBITDA <sup>(2)</sup>	
Shareholders' equity	4	256		
Total capitalisation	\$294	\$389		

<sup>(1)</sup> Excludes Timminco equity capital raising on 27 September 2007

<sup>2)</sup> Pro forma as per 30 June 2007

### **AMG Investor Summary**



### AMG Advanced Metallurgical Group N.V.

### Thank you very much for your attention!

AMG Advanced Metallurgical Group N.V.

**Investor Relations** 

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### Advanced Materials Unit Niche Specialty Metals Overview

PRODUCT	FUNCTIONALITY	APPLICATIONS	END-MARKETS	2006 REVENUE
Ferrovanadium	<ul> <li>Improves strength to weight ratio and ductility of steel</li> </ul>	<ul> <li>High strength steel, rebar and piping</li> </ul>	<ul> <li>Infrastructure, energy and transportation</li> </ul>	\$67m
Ferronickel- molybdenum	Corrosion resistance	Stainless steel	Aerospace	\$20m
Silicon metal including solar grade	<ul> <li>Improves conductivity</li> <li>Provides corrosion resistance</li> <li>Increases hardness</li> </ul>	Semiconductors, fibre optic cables, solar cells, sealants, lubricants, cosmetics	Electronics, solar-photovoltaic, chemical and aluminium	\$90m
Aluminium master alloys / compacted alloying products	<ul> <li>Improves surface appearance, strength and ductility of aluminium</li> </ul>	Aluminium billets, extrusions, sheet, foil, electrical cables and beverage cans	<ul> <li>Transportation, construction, aerospace and packaging</li> </ul>	\$139m
Chromium metal	<ul> <li>Improves high temperature, wear and corrosion resistance of super alloys</li> </ul>	<ul> <li>Jet engines, gas turbines, pumps and pipes used in petrochemical refineries</li> </ul>	Aerospace, energy and transportation	\$36m
Magnesium extrusions and fabricated products	Corrosion protection, weight reduction	<ul> <li>Water heater anodes, photo engraving, construction tools and sporting goods</li> </ul>	<ul> <li>Durable goods, construction, printing and leisure goods</li> </ul>	\$65m

### Advanced Material Unit Complex Metals Products Overview

PRODUCT	FUNCTIONALITY	APPLICATIONS	END-MARKETS	2006 REVENUE
Specialty alloys for titanium and superalloys	<ul> <li>Improve strength and functionality of metals</li> </ul>	Turbine components	Aerospace, energy and automotive	\$54m
Coating materials	<ul> <li>Improve wear resistance, anti- reflecting coatings, provides transparent and conductive layers</li> </ul>	<ul> <li>Tools, component parts, decorative, optics, photovoltaics</li> </ul>	<ul> <li>Infrastructure, electronics and energy</li> </ul>	\$29m
Tantalum and niobium oxides	<ul> <li>Improve conductivity, resistance to heat and corrosion in nickel and cobalt- based superalloys</li> </ul>	Electronic capacitors	Electronics and construction	\$10m
Antimony trioxide	Flame retardant	Cable housings, plastics, textiles	Electronics, building materials and transportation	\$60m
Metals-based powders	<ul> <li>Improve biocompatibility, improve alloying, improve conductivity</li> </ul>	Medical implants, paints, magnets	<ul> <li>Medical</li> </ul>	\$59m

## Engineering Systems Unit Products Overview

FURNACE TYPE	SPECIFIC PRODUCT	APPLICATIONS	END-MARKETS	2006 REVENUE
Remelting	<ul><li>Vacuum arc remelting furnaces</li><li>Electro slag remelting furnaces</li></ul>	Tool steels, titanium ingots and superalloys ingots	Aerospace, chemical, energy, transportation and medical	\$66m
Solar silicon melting and crystallisation	Silicon melting and crystallisation furnaces	High purity solar silicon ingots used in the production of wafers	Energy (solar photovoltaic)	\$19m
Vacuum induction melting	Vacuum induction degassing and pouring furnaces	<ul><li>Superalloys and specialty alloys for tools</li><li>Steel and rods</li></ul>	Aerospace, transportation and chemical	\$17m
Vacuum heat treatment with high pressure gas quenching	<ul> <li>Vacuum case in hardening furnaces</li> <li>Plasma carburising furnaces</li> </ul>	Gears, diesel fuel injectors and tools	Transportation, aerospace and tooling	\$16m
Vacuum precision casting	Precision casting furnaces for equiax casting and DS/SC casting	Components for aerospace engines and industrial gas turbines, golf clubs and medical implants	Aerospace, energy, medical and leisure	\$10m
Turbine blade coating	Electron beam physical vapour deposition furnaces	Coatings for turbine blade components for aerospace engines and industrial gas turbines	Aerospace and energy	\$9m
Sintering	<ul><li>Vacuum sintering furnaces</li><li>High pressure sintering furnaces</li></ul>	Tools, magnets and nuclear fuels	Tooling, nuclear energy, and metals	\$8m
Own & Operate	Vacuum carburizing applications	Gears and injectors	Transportation, aerospace and tools	\$22m

### Combined Income Statement

(\$ in thousands)	YEAR ENDED 31	DECEMBER	SIX MONTHS EN	DED 30 JUNE
	FY 2005	FY 2006	1H 2006	1H 2007
Continuing operations				
Revenue	906,711	927,808	460,921	543,853
Cost of sales	728,834	777,203	385,742	445,672
Gross profit	177,877	150,605	75,179	98,181
Selling, general and administrative expenses	100,095	97,236	47,294	53,406
Restructuring and asset impairment expense	20,961	19,341	4,183	30
Environmental Expenses	199	11,044	5,882	202
Other expenses	2,988	1,324	_	-
Pension Curtailment Gain	_	(15, 159)	_	_
Other income	(6,413)	(1,264)	(565)	(1,182
Operating profit	60,047	38,083	18,385	45,725
Loss on extinguishment of debt	10,234	-	-	-
Interest expense	33,207	36,559	_	_
Interest Income	(3,968)	(3,544)	_	_
Net finance costs	39,473	33,015	14,323	14,367
Share of profit of associates	447	(2,372)	(1,287)	(1,085
Profit before income tax	21,021	2,696	2,775	30,273
Income tax expense	16,332	8,383	3,776	11,639
Profit for the year	4,689	(5,687)	(1,001)	18,634
Attributable to:				
Shareholders of the Company	16,874	4,507	(15)	19,158
Minority interests	(12,185)	(10, 194)	(986)	(524

### **Combined Balance Sheet**

(\$ in thousands)	YEAR ENDED 31 DECEMBER		SECOND QUARTER
	FY 2005	FY 2006	30 JUNE 2007
Assets			
Property, plant and equipment	105,792	101,256	_
Intangible assets	42,367	44,898	_
Investments in associates	11,734	13,303	_
Deferred tax assets	16,639	21,731	_
Other assets	4,596	4,981	_
Total non-current assets	181,128	186,169	212,303
Inventories	153.332	159.651	168,617
Trade and other receivables	128,010	140,976	182,450
Derivative financial instruments	1,896	2,448	_
Other current assets		_,	45,531
Prepayments	31,221	26.784	_
Cash and cash equivalents	50,317	54,610	178,075
Total current assets	364,776	384,469	574,673
Total assets	545,904	570,638	786,976
Equity		-	
Issued capital	_	59	_
Share premium	129,131	129,986	_
Other reserves	(3,593)	(15,313)	_
Retained earnings	(153,347)	(148,840)	_
Equity attributable to shareholders of the Company	(27,809)	(34,108)	225,284
Minority interests	18,984	10,367	30,434
Total equity	(8,825)	(23,741)	255,718
Liabilities			
Loans and borrowings	199,280	185,386	107.173
Related party debt	3,881	721	_
Employee benefits	105,485	94,245	_
Provisions	14,491	5,835	_
Other liabilities	8,031	9,579	136,423
Deferred tax liabilities	10,562	12,989	_
Total non-current liabilities	341,730	308,755	243,596
Loans and borrowings	7,779	22,659	26,481
Short-term bank debt	41,749	53,180	_
Related party debt	5,457	14,815	_
Trade and other payables	78,414	93,841	122,197
Other liabilities	40,095	44,417	71,764
Derivative financial instruments	1,950	1,303	_
Advance payments	18,952	29,739	67,220
Current taxes payable	7,716	13,126	_
Provisions	10,887	12,544	_
Total current liabilities	212,999	285,624	287,662
Total liabilities	554,729	594,379	531,258
Total equity and liabilities	545,904	570,638	786,976

Note: 30 June 2007 Balance Sheet is pro forma for the IPO and debt refinancing

### Combined Cash Flow Statement

(\$ in thousands)	YEAR ENDED 31	DECEMBER	SIX MONTHS END	
	FY 2005	FY 2006	1H 2006	1H 2007
Cash flows from operating activities				
Profit for the period	4,689	(5,687)	(1,001)	18,634
Adjustments for:				
Depreciation and amortization	18,272	18,529	8,461	9,278
Pension curtailment gain	_	(15,159)	-	_
Restructuring expense and impairment losses	20,961	19,341	_	_
Environmental expense	151	11,844	_	_
Net finance costs	29,239	33,015	-	_
Share of loss (profit) of associates	(447)	2,372	-	_
Loss on sale or disposal of property, plant and equipment	692	2,617	-	_
Equity-settled share-based payment transactions	282	386	_	_
Income tax expense	16,332	8,383	_	_
Change in working capital	1.418	(16.255)	(28,334)	4
Other	(4,276)	(1,644)	135	(1,865)
Interest paid	(22,012)	(28,650)		( )/
Income tax paid	(6,692)	(5,799)	(15,131)	(21,522)
Cash paid for dividends	(6,692)	(5,799)	(13,131)	(21,022)
Non-cash expenses	_	- )	30.283	27.113
Net cash flows from operating activities	58,609	23,353	(5.587)	31,642
	00,000		(0,00.)	0.,0.=
Cash flows used in investing activities  Proceeds from sale of property, plant and equipment	191	420		
Cash received for note receivable	1,353	420	_	_
Acquisition of associates	(382)	(4,003)	_	_
Acquisition of associates Acquisition of property, plant and equipment	(13,659)	(4,003)	(10,458)	(18,174)
Acquisitions, net of cash	(13,639)	(24,292)	(10,436)	(10,174)
Related party loans	(14,312)	(11.046)	_	_
Other	(14,312)	(11,046)	(4,282)	(112)
Net cash flows used in investing activities	(26,809)	(38,921)	(14,740)	(18,286)
9	(20,009)	(30,921)	(14,740)	(10,200)
Cash flows from (used in) financing activities	000.000		4.000	(40.500)
Proceeds from issuance of debt	209,893	26,619	4,893	(18,590)
Payment of transaction costs	(13,487)	(207)	_	_
Repayment of borrowings	(219,883)	(11,878)	_	_
Issuance of Shares	_	59	_	
Capital infusion			_	26,599
Other	(4)	(121)	135	- 0.000
Net cash flows from (used in) financing activities	(23,481)	14,472	4,763	8,009
Net decrease in cash and cash equivalents	8,319	(1,096)	(15,564)	21,365
Cash and cash equivalents at 1 January	45,827	50,317	50,317	54,610
Effect of exchange rate fluctuations on cash held	(3,829)	5,389	2,646	1,402
Cash and cash equivalents at 31 December	50,317	54,610	37,399	77,377