

## Hulamin supplies Smelter Projects in the Middle East

by Sheet and Plate Team

Hulamin is committed to growing its supply of speciality aluminium rolled products to international markets. After cutting our teeth on the Bayside and Hillside smelters in Richard's Bay, Hulamin has successfully supplied some 16000 tons of aluminium plate and coil as used in the fabrication of busbar components to all the new aluminium smelters constructed in the U.A.E. since 2005.

In the recent past, diversification away from a heavy reliance on oil and natural gas industries has been underway in the Middle East and this has led to the expansion and development of aluminium smelters in the region. The production of primary aluminium has been made possible due to the region's low cost gas and hydro-electric power generation. Gulf States such as Dubai, Bahrain, Oman and Qatar are now significant producers of primary aluminium. A joint venture between Alcoa and Ma'aden will see the construction of a \$10,8bn. fully integrated



Aluminium coils, 1mm thick as used for busbar flexes.



12mm thick plates that are used for joining the busbars together.

aluminium complex in Saudi Arabia which will include a 700 000 ton aluminium smelter; a power station, a bauxite mine, an alumina refinery and a rolling mill. Emirates Aluminium (Emal) will shortly embark on doubling-up of their recently completed Abu Dhabi smelter. Collectively, these smelters in the Middle East will have combined capacity of between 5 and 6 million tons of primary aluminium on an annual basis.

Hulamin Rolled Products has supplied all the major aluminium smelters in the region namely DUBAL in Dubai; Sohar in Oman, Qatalum in Qatar and Emal in Abu Dhabi in recent years. Our most recently completed project was for the supply of some 8000 tons of coil and plate to the 700 000 ton Emirates smelter in Abu Dhabi with our final shipment having left this month.

Hulamin Rolled Products intends building on our successes in the G.C.C. region, being well positioned to now secure additional contracts for new smelters and smelter expansions worldwide.

JANUARY /  
FEBRUARY

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## Message from the Chief Executive Officer

The year 2010 has started with indications that the global economy is showing some signs of improvement. There are however increasing concerns that this improvement may not be sustainable as Governments around the world are forced to reduce the stimulus packages that were implemented in 2009. It is therefore quite possible that the global economy may re-enter a phase of recession or very slow growth.

There are also some indications of an improvement in the local economy while the world cup will also have some benefit in the first half of the year. At the same time there is increasing evidence of serious mis-management at local government level and the frequency and severity of service delivery protests is increasing. This will certainly impact negatively on the local economy.

Hulamin's financial results for 2009 have been finalised and our operating profit showed a reduction of approximately 50%. We need to recover that shortfall as quickly as possible and then grow our earnings to more acceptable levels in order to be able to fund further growth in the future. It is clear that we are going to have to do this in a difficult economic climate but that should not deter us as there are several important factors that will enable us to improve our earnings and they are under our control.

Following the completion of our expansion project we now have the capacity to increase our rolled products sales to 250 000 tons per annum compared with our current level of approximately 190 000 tons. There are many actions required in order to achieve this growth but the performance of the Camps Drift hot mill, the twin roll casters and the new foil mills are of critical importance and will require considerable attention.

BHP Billiton will discontinue the supply of rolling slab at the end of 2010 and we need to replace that supply by increasing our own output of rolling slab. This will require continued improvement in the performance of the Camps Drift remelt while the planned upgrade of the FRR will also have to be completed against a tight schedule. The successful re-commissioning and operation of the Edendale remelt will also be very important.

We also need to improve our product mix and simplify our product offering. The front end and planning teams have been doing a lot of work in that regard and we expect to see considerable improvement in the mix going forward.

We also need to increase the focus on managing our costs. There are several controls and structures which have been put in place in the last two years and which are starting to generate some cost savings. The cost reduction projects that will be implemented through the IMA program will be an important factor and in this regard it is encouraging to see the progress that is being made as is outlined elsewhere in this Aluminate.

Hulamin Extrusions has adapted to having to import much of its billet requirements and continues to increase its market share. Further strategic improvements are planned while the mission-directed work teams are also contributing to improved operating performance.

While these broad areas of focus will help restore our earnings to more acceptable levels, we must not lose sight of the importance of our values and in particular maintaining a safe working environment. In 2009 we experienced 10 lost time injuries which is a big improvement from the level of approximately 40 injuries per annum incurred ten years ago. This improvement has been the result of concerted actions by many people in the business and in this regard I would like again to congratulate the recipients of the Pietermaritzburg Safety Awards which are covered elsewhere in this Aluminate. At the same time I encourage all employees to support all the safety improvement initiatives as we target to reduce our lost time injuries to no more than 7 in 2010.

I would like again to acknowledge everybody's contribution in helping us come through a difficult 2009 and look forward to a concerted team effort as we take the business forward in 2010.

**Alan**



Alan Fourie -  
CEO

## Umyalezo ovela kuMqondisi Omkhulu

Lonyaka ophezulu ubukeka unezinkomba zokuthi isimo somnotho emhlabeni jikelele sesiyasimama nakuba kunezinto ezingase ziphazamise lokusimama ezifana nokuthi nje ohulumeni bamazwe ngamazwe sebeqala ukuhoxisa izinsiza ababezenzile ukusimamisa umnotho. Lokhu kungase kusifakele incindezi futhi kungadala ukuthi ukuntengantenga kwesimo somnotho kuphinde kubuye futhi.

Nalapha eMzansi sezikhona izinkomba zokusimama komnotho ikakhulukazi kwisigamu sokuqala sonyaka okuyinto encike nasemqhudelwaneni webhola lomhlaba, ozodala amathuba amahle kwezomnotho. Okungajabulisi neze lapha eMzansi ukubona iziphithiphithi kanye neziteleka eziqondene nokunganeliseki kwabantu indlela abanye oMasipala abaphethe ngayo nako okungadala ukuphazamiseka kwesimo somnotho kuleli.

Inzuzo yalemboni yonyaka ophelile u-2009 yehle kakhulu yabayisigamu saleyo eyenziwa ngonyaka ondulelayo (2008). Kuzomele sisebenze ngokuzimisela ukuze sibuyisele inzuzo endaweni eyayikuyo ukuze sikwazi ukuyiqhuba phambili imboni. Loku kuzomele sikwenze nakuba izimo zomnotho zingakabuyeli kahle endaweni yazo kodwa konke loku akumele kusivimbe empumelweleni.

Njengoba sekuqedwe ukunwetshwa kwemboni yethu esisesimeni sokukhiqiza ifike ku 250 000 wamathani ngonyaka uma kuqhathaniswa namathani acishe abe ngu 190 000 esikwazi ukuwakhqiza okwamanje. Ziningi izinto ekumele sizenze ekufinyeleleni kulelizinga lokukhiqiza elisha neliphezulu, okuningi kwaloku kuncike ekusebenzeni kahle kwe Camps Drift Hot Mill, ama twin roll casters nemishini emisha yase foil.

UBHP Billiton uhlele ukugcina ukusikhiqizela ama-ingot ngokuphela kwalonyaka ophezulu 2010, lokho kuzodala ukuthi ama-ingot ethu sizenzele thina ingakho sizokhulisa i-FRR sisebenzise ne Edendale Remelt loku kuchaza ukuthi zonke izindawo zethu zokukhiqiza ama-ingot kuzomele zikhiqize kakhulu ukuzama ukuhlangabezana nalesimo.

Kuzomele sidayise kakhulu lemikhiqizo enenzuzo eningi futhi sinciphise kuleyomkhiqizo esidalela izingqinamba.

Laba abasidayisela insimbi kanye nalabo abahlela umkhiqizo banezinhlalo eziningi zokukufezekisa lokhu.

Kuzomele futhi sigxile ekunciphiseni izindleko. Kunezinhlalo eziningi eziqaliswe eminyakeni emibili eyedlule ezibhekene nako ukunciphisa izindleko eseqala ukukhombisa impumelelo. Nezinhlalo ze - IMA zokunciphisa izindleko seziqalile ukukhombisa umehluko njengoba nizobona eminye imibhalo kwi - Aluminate.

U-Hulamin Extrusions useqala ukujwayelake nokho ukusebenza ngensimbi (billets) evela phesheya futhi iphokophelele ekwandiseni umkhiqizo wayo. Zikhona - ke nezinye izinhla zokukhulisa inzuzo yakwa Hulamin Extrusions kanye nezindlela - nje zokusebenza njenge Mission Directed Work Teams.

Nokuba zonkeke lezinhlalo esizibalile ziqonde ukukhuphula inzuzo ibuyele esimeni esamukelekayo nesihle akumele-ke sikhohlwe ama - Values ethu ikakhulukazi leyokuthi kumele sisebenze ngokuphepha. Ngonyaka odlule sibe nezingozi ezimbi (LTIs) eziyishumi nje vo okujabulisayo nokho-ke uma uqhathanisa nezazingamashumi amane ngonyaka eminyanike elishumi eyedlule. Lempumelelo engaka idalwe ukusebenza kwawo wonke umuntu ngokuphepha nangokuzimisela, siselapho nje ngifisa ukubongela lawomaqembu nabantu abazuze imivuzo yokuphepha (safety awards) nako enizofunda ngako kulelibhuku. Ngicela ukuthatha lelithuba ukuhlaba umkhosi kuwo wonke umsebenzi ukuthi akabhukule kakhulu kwezokuphepha ngoba kulonyaka sifuna ukwehlisa izinga lezingozi libe ngaphansi kwesikhombisa ngonyaka.

Ngifisa ukubonga kakhulu wonke umuntu ngemisebenzi emihle nangokuzimisela okwenze sakwazi ukudlula enyakeni obunzima ka 2009 futhi ngiyazi ukuthi ngokuzimisela kwenu, unyaka ka 2010 uzoba nomehluko omkhulu.

**Ngu-Alan**

## Word from Noma

Welcome to first edition of Aluminate for 2010!

Aluminate kick starts 2010 with a new flavour to the design, incorporating a touch of green to illustrate the eco-friendliness of aluminium, the metal of choice due to it being 100% recyclable, durable, versatile and being virtually maintenance-free.

Apart from regular information on Corporate Social Involvement, Skills Development, Safety, Markets, New Faces and Long Service Achievers, in 2010 we are delighted to bring on board two new regular items: news about the IMA and a column on the Community Voluntary Programme so be on the look out!

In this issue we feature one of our company values, mutual respect, (page 7) and the company's statement

against sexually explicit materials (on this page). We also highlight Hulamin's partnership with the Midlands Community College (page 5) and report on the achievement of One million hours worked without a Lost Time Injury by Rolled Products' Circles Department (page 6). There's a lot more to keep you abreast with recent happenings.

From myself and the editorial team, we wish you abundant blessings in 2010!

### Noma

Contact us: [hulamin@hulamin.co.za](mailto:hulamin@hulamin.co.za) or fax 033 342 7811.



## Information Technology Security Policy on sexually explicit materials

by Noma Kanyile

### What are sexually explicit materials?

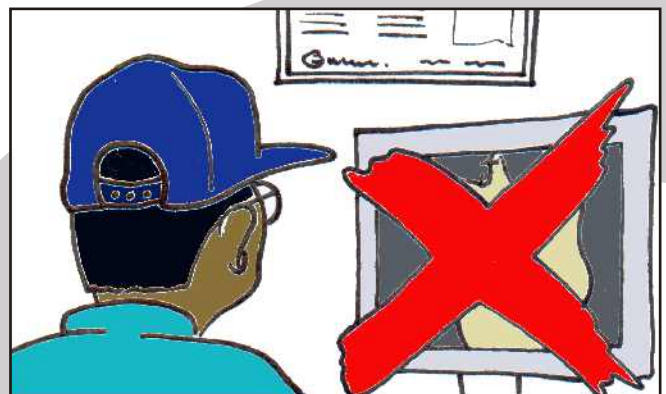
This term is used here in preference to the word pornographic material (textual, graphic or pictorial) of an explicit sexual nature and which has been classified by Hulamin as a restricted publication to persons accessing the company's computer networks.

### Why do we have this policy in place?

This policy is to ensure that no "prohibited materials" are published or carried over any facility provided by the company. Prohibited materials also include, but are not limited to materials or statements which are prohibited by any legislation (national or otherwise); or may reasonably be seen as being, or have previously been determined by the company in its discretion to be fraudulent, sexually explicit, profane, obscene, intimidating, defamatory, discriminatory, harassing, religiously or racially prejudicial (discrimination on the grounds of race, religion, colour, ethnic or social origin), or constitute an infringement of a third party's intellectual property rights.

### To whom is the policy applicable?

To any computer system owned or operated by Hulamin and all employees, consultants and temporary staff who access Hulamin's computer networks.



### What are unacceptable practices by users?

Display of any kind of sexually explicit images or documents. Furthermore no sexually explicit material may be archived, stored, distributed, edited or recorded using any of the company's resources.

The IT department shall have the right to block access to all sites or emails identified as inappropriate. If any user is connected to a site which contains sexually explicit or otherwise offensive material, such user must immediately disconnect from the site concerned, regardless of whether such site has previously been deemed acceptable by any screening or rating programmers.

### What are the consequences of not adhering to these rules?

Any user who fails to obey this policy will face disciplinary actions.

## Hulamin gives Maths and Science students another chance

by Noma Kanyile

One of Hulamin's corporate social investment beneficiaries for 2009 was the Midlands Community College (MCC) and Hulamin was delighted to be able to donate funds towards their Maths, Science and Technology Programme Recovery project. The aim of this project is to give a second chance to those matriculants who wish to pursue careers in engineering or related fields, but didn't achieve high enough marks to qualify for entry into their chosen college or university. Students on the recovery project are given intensive training throughout the year in Mathematics, Physical Science and English or Life Sciences, and then are able to rewrite their examinations at year end. For seven consecutive years, MCC has maintained a 100% pass rate with more than 80% of students accepted in tertiary institutions with full bursaries or offered financial aid.

Situated in Nottingham Road, MCC runs a Mobile Laboratory project which assists 2,800 learners from 38 predominantly rural and under-resourced schools with educational experiments. Laboratory technicians visit these schools and demonstrate experiments to students who then conduct the experiments themselves using the borrowed equipment. This gives students first-hand experience and also assists educators in accumulating



practical marks as part of their continuous assessment. The Mobile laboratory project also benefits 40 Physical Science educators from the project schools.

The late MCC Rector, Mr S. M. Buthelezi said the donation received from Hulamin was used to train the Recovery project students in computer skills providing a necessary skill for tertiary level instruction.

We congratulate all the matriculants of 2009 and wish the 2010 matric students all the best in the coming year!

Some information from this article was contributed by Mr S. M. Buthelezi before he sadly passed away.

## SMME manufactures magnesium cages for Hulamin

By Reginald Nyandeni

Sipho Ndlovu, who has fifteen years welding experience, was given the opportunity to manufacture magnesium cages for Hulamin through its Enterprise Development programme. Currently Sipho produces six to eight cages every month; these are used in the critical aluminium mixing process. Sipho's success has enabled him to purchase a steel cutting machine and an arc welding machine - useful tools because not only do they improve the quality of each cage, but they also reduce the time it takes to manufacture his cages. With this increased workload and income, Sipho has been able to employ two people from the local community Hopewell, in Pietermaritzburg. The Business Support Centre (BSC) has helped Sipho in many aspects of his venture, including: costing, compliancy with Government Legislation,



bookkeeping, negotiating of materials and securing a suitable workshop that meets the safety requirements of this Hulamin contract.

## Business Support Centre continues to evolve with Hulamin's backing

by Noma Kanyile

Hulamin and other PMB companies, notably BSi Steel and Aberdare Cables, are proud to offer support to the Business Support Centre (BSC), which was established in Pietermaritzburg in 1996. As an independent, non-governmental business organization, the BSC provides expert business training, advice and business networking opportunities to Small Micro Medium Enterprises (SMMEs), and has assisted and supported many successful ventures in the greater Pietermaritzburg region.

Last year the BSC's Enterprise Development (ED) programme made great progress in its focus on the creation and growing of existing SMMEs as well as Broad Based Black Economic Enterprises (BBBEE) in the local economy. Some highlights were:

- Supported over 50 small businesses to become compliant with statutory requirements. This included initiating Quality Management Systems, Human Resource contracts and Payroll systems.
- Facilitated advertising in a popular local trade magazine in an effort to help grow SMMEs businesses. Approximately 20 BSC members began advertising regularly in this publication during 2009.

- Registered over 90 new businesses in 2009, attending to all their statutory requirements.
- Coordinated in excess of 20 BEE Verification Certificates for SMMEs.
- Facilitated 5 business linkages valued at over R3million, employing 15 permanent staff.
- Secured a column in a local newspaper called Edendale Eyethu (readership +45,000) in order to communicate and share business knowledge within the community.
- Formed an SMME forum in the Greater Edendale area, holding SM monthly meetings to discuss, debate, plan, and execute matters affecting them and where external expert speakers speak.
- Held its second Annual Seminar officially opened by First Lady of KwaZulu-Natal, May Mkhize. A number of national speakers spoke including BSi Steel Chairman, William Battershill and Hulamin's Procurement Manager, Mervin Webb. All speakers provided innovative approaches and tools to SMMEs development and growth with an aim of assisting the SMMEs to thrive.

We wish the BSC even greater success in 2010.

## Rolled Products' Circles Department achieved over 1 million hours worked without a Lost Time Injury. Well done Circles team!

L-R - back to front:

S.Mthembu;A.Speirs;M.Ngubane ;C.Govindasamy;I.Govender;T.Chetty;S.Makhatini;M.Bhengu.

D.Khuzwayo;F.Hoosen;M.Myende;M.Felix;M.Hlongwa,S.Ngcobo; W.Sokhela;B.Makhathini;D.Phungula.

I.Desai; A.Sheik; J.Ndlovu; J.Nzimande; P.Ngcobo; M.Zondi; N.Ngcobo.

Insert: J. Khoza



# The Remelt is scoring GOL's in 2010

by Gus Hornsby

Since embracing Goal Oriented Learning (GOL) as the training methodology of choice, the remelt team has been in the forefront of developing and rolling out specific Learning Units covering various safety and process areas. The remelt employees were recently awarded with their certificates of competency. It is also pleasing to note that some employees received up to three certificates for various Learning Units successfully assessed. These included 'Molten Aluminium Explosion Prevention', 'Ingot Casting Operations', 'Horizontal Maintenance', 'Furnace Operations', 'Maintenance Safety', 'Go Verify' and 'Go Assess'.



1st row -sitting: Sholin Deair, Pamela Polo, Jotham Thusi and Thabi Sokhela.  
2nd row - standing: Thegs Naidoo, Xolani Khanyile, Gus Hornsby, Ginger Crocker, Fernando Williams, Wellington Row, Mahendra Dayanand and Stella Shezi.

## Why Goal Oriented Learning?

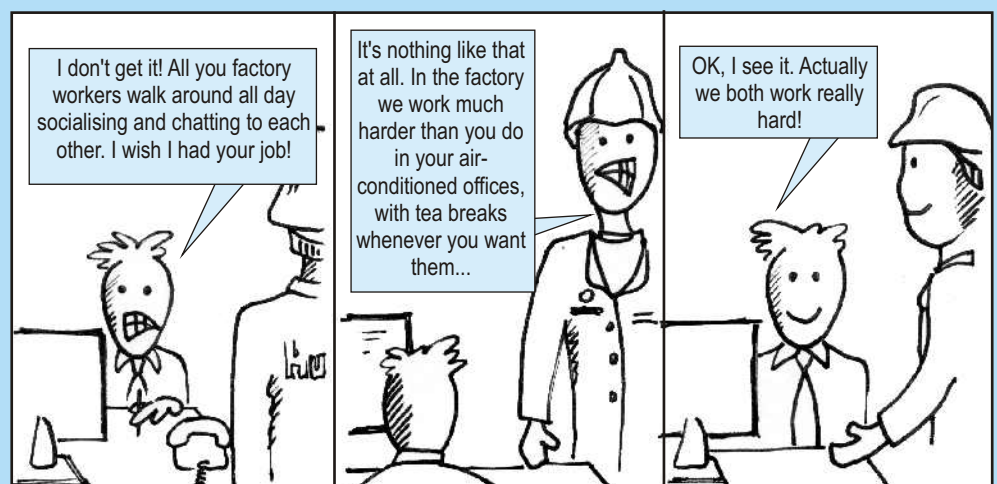
If one looks at world-class manufacturing, we certainly have the technology of choice. We have one of the most modern remelts in the world, but too often the way we utilize our assets is lacking in that our approach is too fragmented. For example we try and change habits and behaviour by amendments to SOP's or developing new SOP's. All this does is create lengthy, cumbersome documents that never get used. To be world-class we need to integrate many values such as customer expectations and satisfaction, employee motivation and performance, safety, quality and environmental performance, with the technology as an overall strategy.

In training we need to use different approaches that are aimed at changing habits and entrenching behaviour to match the operational requirements. The remelt system

by nature is a heavily people driven process, and the value of the employee as a cog in the system cannot be overemphasized. We understand that a highly trained staff is a company's most valuable mobile asset. This is because most companies can match products, processes and technology but it is much more challenging to match a highly skilled, motivated and productive workforce. This is where GOL fits in, since it is a system founded on the principle of enhancing human judgement and reasoning.

We certainly believe that this initiative will translate into higher levels of SHE performance, quality, productivity, improved skill levels and overall job satisfaction.

## Mutual Respect



## Cervical Cancer can be stopped

by Noma Kanyile

On 4th February 2010, the world commemorated Cancer Day. First organised in 2005 by the International Union Against Cancer, World Cancer Day was created with the aim of lowering the global burden of cancer. Following on this year's theme of awareness and reducing risk, in this issue of Aluminate we discuss the causes, symptoms and treatment options of cervical cancer.

### How does cervical cancer develop?

Cervical cancer develops gradually. It begins as a pre-cancerous condition called dysplasia or "cervical intraepithelial neoplasia (CIN)" and is graded according to how deep it has spread into the cells lining the cervix. This may take years, but once established can quickly spread through the body.

### What causes cervical cancer?

The following are the most common risk factors that may increase the possibility of CIN development:

- Sexually transmitted infections (STI), such as Human Papilloma Virus (HPV) which causes genital warts and abnormalities in cervical cells.
- Unsafe sexual practices, such as sexual intercourse at a young age or multiple partners.
- Having an immune deficiency such as HIV/AIDS
- Poor or unhealthy standard of living, such as smoking or poor nutrition.

### What are the symptoms of cervical cancer?

- Vaginal irregularity, such as persistent discharge or

abnormal bleeding after intercourse.

- Loss of appetite and/or weight.
- Pelvic, back or leg pain.
- Leaking of urine or faeces.
- Bone fractures (broken bones).

### What tests can be taken?

- Pap smear, which may be followed by a cervix examination, called a colposcopy, to check any abnormalities.
- Biopsy, a small piece of cervix is cut out to establish a final diagnosis.
- If cancer is found, further procedures can be undertaken to determine the extent of cancerous spread to other organs; such as a cystoscopy (examination of the bladder) or a colonoscopy (examination of the rectum and bowel).

### What treatment options exist for cervical cancer?

Without treatment, 95% of women with full blown cervical cancer will die within 2 years. The actual treatment of cervical cancer will depend on the type of cancer present. However, in the early stages cancerous spread may be prevented by removing or destroying the affected area. In this way, often the uterus can be saved; if not, a hysterectomy (removal of the uterus) may be necessary. Anticancer medication can also be taken in conjunction with a treatment plan.

## Long Service Achievers January - February 2010

### 10 years

Veeven Naidoo  
Mduduzi Sililo  
Dylan Naidoo  
Yasellen Ramsay  
Malusi Dlamini  
Lungisani Mkhize  
Kirath Harrimohun  
Tommy Terrence  
Blessing Mkhize  
Sibusiso Zuma  
Sumesh Mahabeer  
Wiseman Nzimande  
Sipho Mnyadi  
Minenhle Mngadi  
Perumal Moodley  
Alvin Francis  
Bheki Dlamini  
Mthandeni Mkhize

Sipho Mlotshwa  
Dumisani Makhaye  
Sibusiso Gabela  
Anton Mlaba  
Preven Naidoo  
Thokozani Zondi  
Phumlani Ngubane  
Romano Pillay  
Pooven Govender  
Rajen Dukhi  
Salvarajan Pentiah

### 15 Years

Kumkaran Kalicharan  
Rahendra Rubychand  
Simanga Simelane  
Maxwell Kheswa  
Sagaren Pillay

### 20 years

Julius Casteller  
Zandisile Marawu  
Kenneth Mshengu  
Lee Daniels  
Sabelo Dlungwane  
Nagesh Behareelall  
Jerome Ngcobo  
Sthembiso Jali  
Saagran Pillay  
Dumisani Moyo  
Rudi Driemeyer  
Dumisani Zondi  
Sibongiseni Zondi  
Cyril Shange  
Sipho Dlamini  
Mbongiseni Nzimande  
Kuben Naidu  
Nhlanhla Kheswa  
James Ntshangase  
Norman Nene  
Frank Bradford

Richard Jacob  
Reginald Nyandeni

### 25 years

Zwe Sibisi  
Ephraim Khoza

### 30 years

Richard Nene  
Maqhawe Ndwandwe  
Gus Hornsby  
Sipho Langa  
Jaggeth Singh  
Bhekuyise Khuzwayo  
Suren Behari  
Biatius Madonda  
Isaac Sithole  
Narmadaparsad Ramdhani  
Sipho Kweyama  
Naresh Singh

### 35 Years

Lall Bucktwar

## New route to the taxi shelter

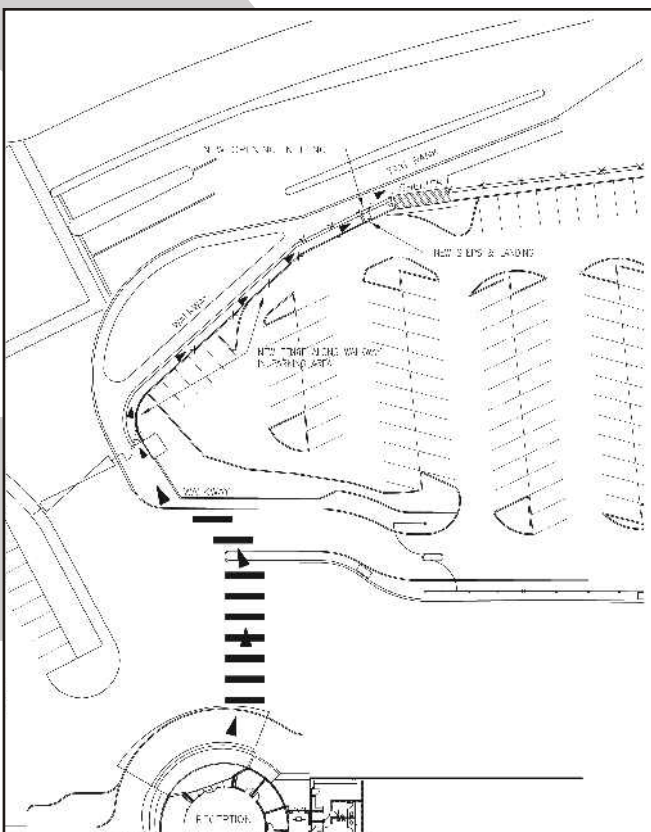
by Noma Kanyile

In previous issues of Aluminate, we communicated information about the bus shelter next to the Edendale site. Apart from providing shelter and a permanent zone for those employees using public transport, another purpose for the shelter is to stop taxis from entering Hulamin's premises to collect passengers, as this caused traffic congestion and potential danger to employees entering and leaving the building.

Construction will soon be underway for a new route to the taxi shelter. This will lead from reception to the parking area, alongside the security house by the gate and along to the shelter (see diagram).

We urge all pedestrians to make use of this new route as well as the bus shelter to reduce the risk of accidents. In this way we are acknowledging Hulamin's consideration of its employees' safety; by making our work environment conducive to our safety at all times.

Let safety become a way of life inside and outside our working environment!



## Certification of our first Lean Six Sigma Green Belts

by Noma Kanyile

As part of Hulamin's IMA, John Ashton and Ben Hefer did their Lean Six Sigma Green Belt Training, wrote a four hour international examination and successfully completed a Green Belt Project to qualify for Lean Six Sigma Certification. The certificates were handed over to John and Ben by CEO - Alan Fourie.



John Ashton, Alan Fourie & Ben Hefer.



Attendants at the Lean Six Sigma Certification Ceremony  
L-R: Danie Joubert, Doug Timmerman, John Ashton, Ben Hefer, Johan Oelofse (BMGi), Alan Fourie, Rishab Rao (BMGi USA), Deepak Muthreja (BMGi India).

### DID YOU KNOW?

"aluminium is the **green metal** of choice"

Recycled aluminium building materials reduce pollution and energy use, using only 5% of the energy to produce raw aluminium.

# How Coil Coating SCORE'd under IMA

by Lori Booth

Last year Hulamin introduced the Integrated Manufacturing Approach or "IMA" in Aluminate, explaining the methods of this systematic programme which will enable us to attain and maintain operational excellence in all departments. An integral part of the IMA is a SCORE event. SCORE is an acronym for the five steps to implement a continuous improvement event (also known as KAIZEN):

- |              |   |                              |
|--------------|---|------------------------------|
| S = SELECT   | } | - planning phase             |
| C = CLARIFY  |   |                              |
| O = ORGANISE |   |                              |
| R = RUN      |   | - execution of new processes |
| E = EVALUATE |   | - evaluation of impact       |

The philosophy of SCORE is built on the principle of adding **VALUE** by reducing **WASTE**.

- Value = All activities and changes to the product for which the customer is prepared to pay.
- Waste = Everything else!

The Coil Coating department was one of the first to run a SCORE event and below is an insider's report on this successful SCORE event.

**BACKGROUND:** The Coil Coating department produces Can end stock, which is one of Hulamin's most profitable products. It could however be even more profitable, excepting the current rate of production does not meet demand. An expensive hindrance to the throughput of can stock is metal loss due to process defects.

**PROBLEM:** A reduction in the scrap rate at coater 2 will reduce scrap and increase throughput of product. Defects due to the applicator rolls were the biggest reason for scrap at coater 2.

**EVENT OBJECTIVE:** From the RUN week reduce metal

losses and defects generated at Coater 2 by 75 tons/year - from 147 tons/year - amounting to a 50% improvement.

Team Leader Pieter Grobler of the Coil Coating department, along with co-leader Ivan Chetty, event champion Rodney Green-Thompson and process owner Nischal Bandu were responsible for the implementation of the SCORE event with assistance from team members Rafek Mustan, France Mkhize, Leroy Sewele, Mark Mastro, Juan Pieterse, and Sandile Madlala.

With the help of Score facilitator Rishab Rao (from BMGI) the crux of the problem was identified: the Roll Grinding area needed to be rearranged in order to make the flow of the grinding process smoother and easier, thus improving the handling of the rolls (see illustration). Once the flow of the area was simplified there was reduced human impact on the roll grinding process, resulting in fewer defects on the applicator rolls and consequently a higher quality throughput.

The impact of reaching the event objective - reducing metal losses and defects generated at Coater 2 by 75 tons per year - amounted to benefits of over R1million! Imagine what results we can achieve by implementing more SCORE events on Hulamin's business processes.

And last, but by no means least, Pieter Grobler emphasises the importance of these lessons learnt:

1. Engage the entire team right from the start - changing behaviour is a team approach.
2. Murphy's Law exists and problems happen - deal with them.
3. PLAN, PLAN, PLAN, DO, vs DO, FIX, FIX, FIX. 75% is planning, 25% is doing.

**Watch this space for more examples of SCORE - there are already more than 600 opportunities identified!**

## Waar was jy?

				
Alan Fourie	Richard Jacob	Marlene Janneker	L-R: Moses Mkhize and Reginald Nyandeni	L-R: Stella Shezi and Maku Mzimtsha

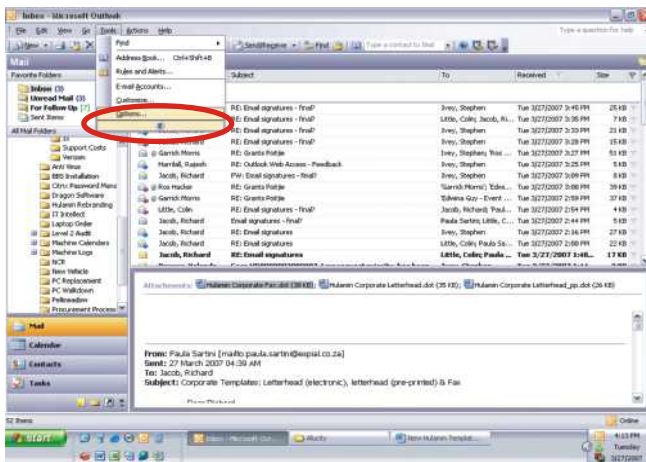
# Tips & Tricks

## How to Format Your Email According to HulamIn's Branding Standards

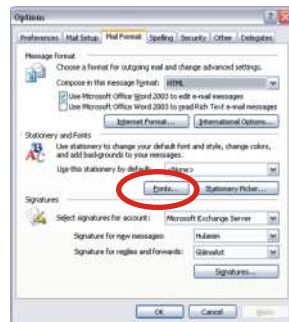
Follow the following easy steps

### For Microsoft Outlook 2003

1. Click on Tools
2. Click on Options



3. Click on Mail Format
4. Click on Fonts



## New Faces Welcome to an AI of a team!



**Hendrik De Villiers**  
Production Service  
Plant Engineer



**Gregg Blomeyer**  
Cold Mills  
ENG IN TRAIN



**Adrian Peckham**  
CDR  
Fitter



**Sugreem Singh**  
CDR  
Electrician



**Keith Charlton**  
CDR  
Fitter



**Bryan Grant**  
HE - PMB  
Engineering Technician



**Nkoko Mabaso**  
Cold Mills Fitter



**Mtomuhle Gasa**  
HE - PMB: Skills  
Development Officer

**Andries Geldenhuys - HBS - GP Regional Manager**

6. Choose Font for the following settings:
  - When composing a new message.
  - When replying and forwarding
  - When composing and reading plain text



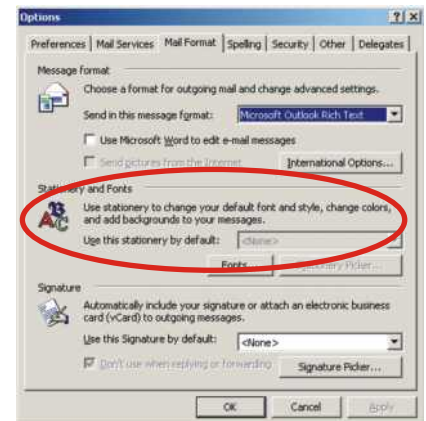
7. Set the following
  - Fonts settings
  - Font - Verdana
  - Font Style - Regular
  - Size - 9
  - Colour - Navy



### For Microsoft Outlook 2000

1. Open Microsoft Outlook
2. Click on Tools
3. Click on Options

4. Choose Font for the following settings:
  - When composing a new message.
  - When replying and forwarding
  - When composing and reading plain text



5. Set the Fonts settings
  - Font - Verdana
  - Font Style - Regular
  - Size - 9
  - Colour - Navy



## Hulamin Annual Safety Awards

by Bryan Henderson

On December 10, 2009 the Hulamin Pietermaritzburg branch conducted its annual safety awards presentation.

Below are winners who were recognised and rewarded for the effort and commitment made during 2009:

**Best overall Department:** Coil Coating line

**Most Improved overall department:** Extrusions

**Best BIA:** V. Nzimande

**Most improved BIA:** (shared) V Augustus & A. Hoosen

**Best overall BBS coach:** T. Naidoo Anodising

**Most Improved BBS coach:** N. Mthembu - Plate

**Best overall team:** Die shop Extrusions

**Most Improved team:** Sipho's team CDR  
**Best department housekeeping:** Circles

**Most improved department housekeeping:** Cold mill (sheet Rolling)

**Best Health & Safety Representative:** S. Dlamini - CCL

**Most Improved Health & Safety Representative:** J. Nzimande Coil Processing

Well done to all the above and everyone for a good year.

**Challenges for 2010 are as follows:**

- Encourage the reporting of near misses
- Encourage teams to apply pressure on those team members not abiding to the BBS principles



Die Manufacturing - Best Overall Team 2009: (Back row L-R) Theo Potgieter, Richard Vogt, Christo Elliot, Johuni Thomas, Brendon Cassels, Alan Fourie (Middle row L-R) Bongani Ntshaba, Tyron Gouws, Japhet Ndlovu, Michael Dlamini, Mark Wildey, Shane Wright (Front row L-R) Andrew Hall, Sipho Hlela, Thegraj Naidoo, Feroz Mahomed, Terron Mabasa, Peggie Naidoo