Modern asset base offers...  
...solid base for continued growth

1. **Agbara, Nigeria**  
   Alu cans 900m (1 line)

2. **Viana, Angola**  
   Alu cans 1 000m (1 line)  
   Steel cans 700m (1 line)

3. **Rosslyn**  
   Alu cans 1 900m (2 lines)

4. **Springs**  
   Alu cans 2 900m (3 lines)  
   Can ends 6 500m (8 lines)

- Size changes on swing lines reduce available time
- Dedicated lines allow for efficient production
In the medium term a domestic competitor will give customers a realistic reference point for price and service. Allocations to competitors as anticipated.
## Operating leverage from previous capital expenditure

No major new capex envisaged in medium term

<table>
<thead>
<tr>
<th>South Africa</th>
<th>Angola</th>
<th>Nigeria</th>
</tr>
</thead>
</table>
| › No major capital spend planned  
  » Small capex only to drive continuous improvement and cost efficiencies | › Line 1 conversion to aluminium with slender capability  
  » To be fully funded out of local cash balances | › Capital spend planned  
  › Line 2 dependent on demand  
  › Small capex only to drive continuous improvement and cost efficiencies |
| › Focus on cost reductions  
  » Flexible labour and potentially crew reductions | › Reduced labour by 32% in response to reduced market demand |
Key focus areas

- Defending market share
- Customer service
- Leverage existing asset base
- Continuous improvement programmes
  - Exceptional safety performance
  - Can DO! excellence
  - Technical skills
  - Maintenance practices
  - Process improvements
- Overhead costs
  - Reduction of complexity
  - Capacity optimisation
Can DO! Marketing
Think future, choose cans

Think future, choose cans

ABOUT CAN DO
CAN DO! is the consumer facing brand for Nampak Bevcan which is one of Africa’s largest can manufac...
Bevcan - Operations Excellence

Praveen Balgobind
Can DO! Excellence

Bevcan Rosslyn

Factory of the year in South Africa
## Bevcan Rosslyn LTIFR

### YTD 2019 – 0.43

**683 421 work hours**

### LTIs and LTIFR Summary

<table>
<thead>
<tr>
<th>Month</th>
<th>LTIs 2019</th>
<th>LTIs 2018</th>
<th>LTIFR 2019</th>
<th>LTIFR 2018</th>
<th>LTIFR tolerance level</th>
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<tbody>
<tr>
<td>Oct</td>
<td>1</td>
<td>0</td>
<td>0.50</td>
<td>0.15</td>
<td>0.30</td>
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<tr>
<td>Nov</td>
<td>0</td>
<td>1</td>
<td>0.37</td>
<td>0.28</td>
<td>0.30</td>
</tr>
<tr>
<td>Dec</td>
<td>1</td>
<td>0</td>
<td>0.58</td>
<td>0.28</td>
<td>0.30</td>
</tr>
<tr>
<td>Jan</td>
<td>0</td>
<td>0</td>
<td>0.58</td>
<td>0.28</td>
<td>0.30</td>
</tr>
<tr>
<td>Feb</td>
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<td>1</td>
<td>0.39</td>
<td>0.28</td>
<td>0.30</td>
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<tr>
<td>Mar</td>
<td>0</td>
<td>0</td>
<td>0.40</td>
<td>0.29</td>
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<tr>
<td>Apr</td>
<td>0</td>
<td>0</td>
<td>0.41</td>
<td>0.29</td>
<td>0.30</td>
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<tr>
<td>May</td>
<td>0</td>
<td>0</td>
<td>0.41</td>
<td>0.30</td>
<td>0.30</td>
</tr>
<tr>
<td>Jun</td>
<td>0</td>
<td>0</td>
<td>0.41</td>
<td>0.32</td>
<td>0.30</td>
</tr>
<tr>
<td>Jul</td>
<td>0</td>
<td>0</td>
<td>0.42</td>
<td>0.32</td>
<td>0.30</td>
</tr>
<tr>
<td>Aug</td>
<td>0</td>
<td>0</td>
<td>0.43</td>
<td>0.32</td>
<td>0.30</td>
</tr>
<tr>
<td>Sep</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
</tbody>
</table>

**Note:** The LTIFR chart shows the number of LTIs and LTIFR for each month from October to September. The LTIs and LTIFR values are depicted with bars and lines, respectively. The LTIFR tolerance level is indicated at the bottom of the chart.
Strategic context

**Nampak Strategy**
- Unlock further value from base business
- Business process improvement: Make better
- Accelerate Africa growth

**Bevcan Strategic building blocks**
- Invest in people
- Deliver operations excellence
- Optimise customer service
- Build our brand
- Defend and grow our market

**Impact area**
- Cost management
- Continuous improvement
- Safety, health and environment

**Strategic choice**
- Differentiation
- Focus
- Cost leadership
Bevcan recapitalised the entire business since 2012:

» New can line: Angola line 1
» New can line: Springs line 1
» New can line: Nigeria line 1
» Can line conversions to aluminium: Springs lines 2 and 3
» **New can lines: Rosslyn line 1 and 2**
» New can line: Angola line 2
» New ends module: Springs ISE
Continuous improvement programmes

Launched the CAN DO! Excellence Programme in all plants, including Angola and Nigeria

- Excellent progress in Nigeria
- Angola, Rosslyn and Springs showing progress

Launched comprehensive asset management programme

People development

- Can maker programmes
- Apprenticeships
- Graduates
- Management Development Programmes
Cost optimisation initiatives

- **Improved line efficiencies:**
  - Improved efficiencies in Rosslyn and Springs
  - Angola showing very good improvement
  - Nigeria performing at world class standards

- Line speeds have increased in Springs, Rosslyn and Angola
- Asset management processes leading to better maintenance of equipment
- Loss reduction projects currently underway in all plants
Sustainability added as an area of focus

SUSTAINABLE DEVELOPMENT GOALS

1. NO POVERTY
2. ZERO HUNGER
3. GOOD HEALTH AND WELL-BEING
4. QUALITY EDUCATION
5. GENDER EQUALITY
6. CLEAN WATER AND SANITATION
7. AFFORDABLE AND CLEAN ENERGY
8. DECENT WORK AND ECONOMIC GROWTH
9. INDUSTRY, INNOVATION AND INFRASTRUCTURE
10. REDUCED INEQUALITIES
11. SUSTAINABLE CITIES AND COMMUNITIES
12. RESPONSIBLE CONSUMPTION AND PRODUCTION
13. CLIMATE ACTION
14. LIFE BELOW WATER
15. LIFE ON LAND
16. PEACE, JUSTICE AND STRONG INSTITUTIONS
17. PARTNERSHIPS FOR THE GOALS
# Sustainability implementation status

## Environmental Sustainability

<table>
<thead>
<tr>
<th>Actions</th>
<th>ES vision shared</th>
<th>ES baseline assessment completed</th>
<th>ES awareness training completed</th>
<th>ES committees in place and functional</th>
<th>ES tracker developed and active</th>
</tr>
</thead>
<tbody>
<tr>
<td>Angola</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Nigeria</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Rosslyn</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Springs</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>
Sustainable practices

Reduce
Light-weighting programme initiated

Reuse
Reverse osmosis water recycling plants installed

Recycle
All aluminium scrap recycled

All effluent disposed of responsibly
Divfood
2-piece can line

Christiaan Burmeister
DivFood South African manufacturing footprint

1 Rosslyn
- Products: 2-piece food cans

2 Vanderbijlpark
- Products: Range of cans and ends

3 Mobeni
- Products: Monoblocs, paint and shoe polish cans

4 Epping
- Products: 2-piece food cans

5 Paarl
- Products: Food can assembly
Metal food cans – the pack of choice

› After filling and processing, the product offers shelf-life storage value in excess of 3-years

› Metal cans systems are impermeable to gases, UV light which may spoil the product, micro-organisms, insects, rodents, and totally tamper proof due to its strong mechanical strength

› Metal is 100% recyclable with magnetic properties for ease of separation
2-piece can – a proven concept

› Sold around 10bn 2-piece cans to RSA market over the past 20 years
› 2-piece Food line established in Rosslyn in 1998
  » Supply entire RSA market from Rosslyn for 11 years
› Second 2-piece Food line established in Epping in 2009
› Total crewed capacity approx. 500m cans p.a.
› Our 2-piece technology is able to run at 1 200 cpm
# 2-piece cans inherently superior (1M)

<table>
<thead>
<tr>
<th>Properties</th>
<th>3-piece can</th>
<th>2-piece can (0.29mm)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing process</td>
<td>Flat sheet welding</td>
<td>Draw and wall-ironing</td>
</tr>
<tr>
<td>Weight</td>
<td>44.95g</td>
<td>38.25g</td>
</tr>
<tr>
<td>Internal lacquer</td>
<td>Various, depending on product</td>
<td>One universal system</td>
</tr>
<tr>
<td></td>
<td>– roller coated</td>
<td>– sprayed post manufacture</td>
</tr>
<tr>
<td>Product range</td>
<td><strong>All</strong> (with careful lacquer selection)</td>
<td><strong>All</strong> (except fruit)</td>
</tr>
<tr>
<td>Double seams</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Side seam</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Stackability</td>
<td>Optional if required, two different size ends</td>
<td>Yes</td>
</tr>
</tbody>
</table>
Manufacturing of 2-piece cans

1. Steel strip arrives at the can manufacturing plant in large coils.

2. The strip is lubricated with a thin film of liquid and then fed continuously through a cupping press, which blanks and draws thousands of shallow cups every minute.

3. Each cup is rammed through a series of tungsten carbide rings. This is the drawing and ironing process which redraws the cup to a smaller diameter and thins the walls, whilst increasing the height.

4. Trimmers remove the surplus irregular edge and cut each can to a precise specified height. The surplus material is recycled.

5. The trimmed can bodies are passed through highly efficient washers and then dried. This removes all traces of lubricant in preparation for coating internally and externally.

6. The cans are coated externally by passing them under a waterfall of clear lacquer which protects the surface against corrosion.
Manufacturing of 2-piece cans

7. Lacquered external surfaces are dried in an oven.

8. The cans are passed through a flanger, where the tops of the cans are flanged outwards to accept the ends after the cans have been filled.

9. The cans are passed through a beader, where the walls of the cans have circumferential beads formed in them to give added strength.

10. Every can is tested at each stage of manufacture. At the final stage they pass through a tight tester which automatically rejects any cans with pinholes or fractures.

11. The inside of each can is sprayed with lacquer. This special lacquer is to protect the can itself from corrosion and from any possibility of interaction between the contents and the metal.

12. Lacquered internal surfaces are dried in an oven.
Manufacturing of 2-piece cans
Manufacturing of 3-piece cans

1. Steel strip arrives at the can manufacturing plant in large coils.

2. Steel strip is cut into large sheets.

3. Lacquer is applied to the side of the sheets that will become the internal surfaces of the finished cans. This special lacquer is to protect the can itself from corrosion and from any possibility of interaction between the contents and the metal.

4. The lacquered sheets are dried in an oven.

5. The large sheets are slit into small sheets, one for each can body.

6. Each small sheet is rolled into a cylinder.
Manufacturing of 3-piece cans

7. The cylinder edges are welded by squeezing them together whilst passing an electric current through them. This heats up the metal sufficiently for a sound joint to be made.

8. The inside surface of the weld is sprayed with lacquer and then cured by blowing heated air on to the outside of the cans.

9. The cans are passed through a flanger where the top and bottom of the can are flanged outwards to accept the ends.

10. Plain ends are seamed to the can bodies to close one end of every can.

11. The cans are passed through a beader where the walls of the cans have circumferential beads formed in them to give added strength.

12. Every can is tested at each stage of manufacture. At the final stage they pass through a pressure tester, which automatically rejects any cans with pinholes or fractures.
# 2-piece can manufacturing process simple and high speed

<table>
<thead>
<tr>
<th>2-piece Food can</th>
<th>3-piece Food can</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufactured by cupping and draw and wall ironing</td>
<td>Manufactured by cutting blanks from flat sheet, rolling and welding</td>
</tr>
<tr>
<td>Design of bottom enables a stacking feature for nesting</td>
<td>Optional in 3-Piece with necking station (different size ends)</td>
</tr>
<tr>
<td>Universal internal coating compatible with most products</td>
<td>Individual coating systems for groups of products</td>
</tr>
<tr>
<td>No separate bottom component required</td>
<td>Separate bottom component requiring double seaming construction</td>
</tr>
<tr>
<td>No welded side-seam and protection required</td>
<td>Welded cylinder with weld protection required</td>
</tr>
<tr>
<td>High speed manufacturing – 1 200cpm</td>
<td>Same – 800cpm</td>
</tr>
<tr>
<td>Material optimisation – thinner gauge in beaded area</td>
<td>Material gauge consistent from top to bottom</td>
</tr>
</tbody>
</table>
Rosslyn plant overview

Braam Cloete
Rosslyn site overview
Evolutionary timeline

- **1973**: Commenced production of 3-piece 340ml and 450ml cans and ends
- **1976**: Commenced production of 2-piece 340ml cans
- **1981**: Commenced production of 2-piece 450ml cans
- **1983**: Production of all 3-piece cans ceased
- **1985**: Commenced production of aluminium tidy/eco end
- **2003-2007**: Various different can sizes introduced – 500ml, 200ml slim, 250ml slim, 275ml slim as well as 300ml and 330ml slender
- **1995**: Commenced production of 200ml squat can
- **1996**: Commenced production of 2-piece food cans
- **2007-2008**: Ceased production of 200ml squat, 330ml and 440ml cans
- **2015**: Replaced steel Line 4 with current aluminium Line 1 manufacturing 440ml and 500ml cans
- **2016**: Replaced remaining steel Lines 2 and 3 with current aluminium Line 2 manufacturing 440ml and 500ml cans
- **1995**: Closure of Press Department – centralisation of end making at Springs plant
Bevcan Rosslyn plant structure organogram

General manager
Ryan Cowley

- Financial manager
  J Van Zyl

- HR manager
  J Mohlala

- QA manager
  K Ndlovu

- Technical manager
  P Mosehane

- BI manager
  M Dhlamini

- Logistics manager
  M Mabaso

- Production manager
  B Cloefe

- SHER manager
  Y Sitshange
Thank you