Agenda

• Overview of Nampak

• Growth strategy
  – South Africa
  – Rest of Africa
OVERVIEW OF NAMPAK
South Africa

- R13bn annual turnover
- >80% of Group revenue
- Largest packaging company
- Leading toilet tissue company
- Metals, glass, paper and plastics
- 10,000 permanent employees
Metals & Glass Packaging
Paper & Flexibles Packaging
Tissue Products
Rest of Africa

- 20 manufacturing operations in 12 countries
- R1.9bn turnover (inc Zimbabwe)
- Exports of a further R1.7bn
- Major player in most countries
<table>
<thead>
<tr>
<th>Country</th>
<th>Count</th>
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<tbody>
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<td>Nigeria</td>
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<td>Angola</td>
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<td>Zimbabwe</td>
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Europe

- Leading supplier of plastic milk bottles in UK
- In-plant model with long-term contracts
- Turnover R1.3bn (£120m)
GROWTH STRATEGY
SOUTH AFRICA
Grow Core Businesses

- 80% of Nampak operations are profitable and have sustainable competitive advantages in markets in which they operate
- Need to grow these core businesses
New Slimline Beverage Cans
Glass Furnace Rebuild
Print Modernisation
Print Modernisation
Ends manufacture: Old 314 Presses
5th Aerosol Can Manufacturing Line
Semi-Automatic Aerosol Can Packing System
Shaped Aerosol Cans
Range of New Aerosol Cans
2-ply Tissue Expansion
Flexibles Pouch Equipment
Flexibles 7 Layer Coex Extruder
Coffee Pouches
Soup Pouches
New Wine Closure Equipment
New Wine Closures Equipment
New Wine Closures
New Wine Closures
Nampak Employees

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<tr>
<th>Year</th>
<th>Employees</th>
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<td>1990</td>
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<td>1992</td>
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<td>2008</td>
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<td>2010</td>
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Malbak
Growth Strategy

• 20% of Nampak operations were loss-making or earning returns less than hurdle rates, had been in this position for a number of years and had no sustainable competitive advantages

• Need to fix/sell/close these operations
Closed or Sold

Europe Cartons & Healthcare
Foam
Flexpak
Redibox
Disaki
Carmoc Mozambique
L & CP
Containers
Tubs
Interpak Books
REST OF AFRICA
Revenue in Major Countries

Rm

Nigeria | Zambia | Kenya | Malawi | Tanzania

430
300
200
100
0
Nigeria Metals Manufacturing Equipment
Nigeria Products
Angola

GDP Growth

%  0  2  4  6  8  10  12

Angola Beverage Can Factory

- Greenfield expansion
- $160m beverage can plant
- 700m cans per annum capacity
- Market estimated to be >1bn cans
GDP Growth

Zambia
Zambia: Mini Nampak

- Liquid Paper & Plastic
- Steel drums
- Paper & Board
- Crowns
- Plastic crates
Zambia Liquid Packaging Products
Zambia Rigid Plastics Products
Zambia Folding Cartons
Zambia Sugar Bags
Zambia Crowns
Liquid Cartons Exports
Liquid Cartons Exports
## Products Manufactured in the rest of Africa

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<thead>
<tr>
<th>Country</th>
<th>Bev cans</th>
<th>Food &amp; other cans</th>
<th>Crowns</th>
<th>Cart</th>
<th>Corru</th>
<th>Sacks</th>
<th>Liquid carton</th>
<th>Plastic bottles</th>
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Revenue Target in 5 Years

- **South Africa**: 75%
- **Rest of Africa**: 20%
- **Europe**: 5%
Growth Strategy

South Africa

Grow with major customers and the overall SA economy

Rest of Africa

Significant growth opportunities

United Kingdom

Potential new dairy in-plant
THANK YOU