Nampak Flexible
An introduction
Our History

ORIGINAL NAMPACK & KOHLER

FLEXIBLE PMB  FOIL PMB  L&CP ISITHEBE  POLYFOIL SPARTAN  POLYFOIL BELVILLE  TUFBAG

NAMPACK KOHLER MERGER CREATES FLEXIBLE CLUSTER

FLEXIBLE PMB  FOIL PMB  FLEXIBLE PINETOWN  FLEXIBLE NDABENI  L&CP ISITHEBE  TUFBAG

POLYFOIL BELVILLE  POLYFOIL SPARTAN  FLEXPAK GAUTENG  FLEXPAK PE  CARTONS FLEXIBLE EL

2005: PROJECT SHREK COMBINES KZN SITES, POLYFOIL SPARTAN CLOSED DUE TO BAG LEGISLATION, TUFBAG SOLD, POLYFOIL & FLEXPAK MERGE

FLEXIBLE PINETOWN  FLEXIBLE NDABENI  FOIL PMB  L&CP ISITHEBE

POLYFOIL BELVILLE  FLEXPAK GAUTENG  FLEXPAK PE  CARTONS FLEXIBLE EL

2006/7: POLYFOIL SOLD. INTEGRATE FLEXIBLE MANAGEMENT, IBM PROCESS INTRODUCED

CENTRAL MANAGEMENT, SALES, SC, FINANCE

FLEXIBLE PINETOWN  FLEXIBLE NDABENI  FOIL PMB  L&CP ISITHEBE  FLEXPAK GAUTENG  FLEXPAK PE

2008: FOIL INTEGRATED INTO PINETOWN. FLEXPAK JOINS CLUSTER, EAST LONDON INTEGRATED, FOAM LAUNCHED

CENTRAL MANAGEMENT, SALES, SC, FINANCE

FLEXIBLE PINETOWN  FLEXIBLE NDABENI  FLEXPAK GAUTENG  FLEXPAK PE  FOAM

2009: FLEXPAK GAUTENG SOLD, FLEXIBLE EXPANSION AT PINETOWN, PE INTEGRATED, FOAM CLOSED

CENTRAL MANAGEMENT, SALES, SC, FINANCE

FLEXIBLE PINETOWN  FLEXIBLE NDABENI  FLEXIBLE PE  L&CP ISITHEBE

2010: L&CP SOLD
Certifications

**Empowerdex**
- Level 3 - Group

**Standards**
- ISO 9001
- ISO 14001
- ISO 18001
- BRC
- AIB (American Institute of Bakeries international)
- H.A.C.C.P. standards are applied as part of AIB certification
- Occupational health and safety program & Waste management listed in the ISO 9001 program
- Oliver White – A Class business - IBM
- Sedex accreditation
Strategic Plan Summary

**INTERNATIONAL TRENDS**
- Consolidation of Multinational Companies
- Africa as part of AMET Region
- Poor returns for Commodity Suppliers
- Sustainability agenda
- Competitive environment
- Innovation and Technology

**STRATEGIC OBJECTIVES**
- Flexible Packaging Leader in Africa
  - Partnership with A Customers
  - Pouch Leader in South Africa
- World Benchmarked Performance
  - Lean operations with 1-week lead time
  - Oliver Wight A-Class
  - Technology for Growth
- The Place to Be

**Market Leadership**
- A-Customers
- Customer Intimacy
- Argil & KAM based
- Aim for 70% of A’s + Selected B & C’s
- Margin and Profit driven

**Investment Focus**
- Extrusion & Extrusion Lamination
- Printing & NOC
- Pouch Strategy
- Green Compliance
- Innovation Pipeline

**STRATEGIC PLAN**
- **Place to Be**
  - Culture Process & Grid
  - Technical Skills
  - Recruitment
  - Succession and Development

**Operational Excellence**
- Planning and Control Lean
- Modern Shopfloor
- Benchmarked Performance
- Accreditations

**Africa & Export**
- Clear Strategic Focus into Africa
- Flexible driven
- Footprint Expansion
- Investment & Footprint
- Other Markets
Future Strategy

- Continued strong focus on major multinational customers
- Protect and grow niche markets
- Africa growth
Current Issues and Threats

- Multi-nationals doing global procurement (off shore competition)
- Commoditization of key products & general international overcapacity
- Local market dependence, exports below 10% of total.
FIGURE 2. LEADING FLEXIBLE PACKAGING PRODUCERS IN MIDDLE EAST & AFRICA 2008

Source: PCI Films Consulting Ltd / Industry sources
### Major Flexible Customers

<table>
<thead>
<tr>
<th>Company</th>
</tr>
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<tbody>
<tr>
<td>Unilever</td>
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<tr>
<td>Simba</td>
</tr>
<tr>
<td>Tiger</td>
</tr>
<tr>
<td>Cadburys</td>
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<tr>
<td>Mars</td>
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<tr>
<td>AVI (National Brands)</td>
</tr>
<tr>
<td>Distell</td>
</tr>
<tr>
<td>Nestle</td>
</tr>
<tr>
<td>Inter Group (Nampak Tissue)</td>
</tr>
<tr>
<td>Colgate</td>
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</tbody>
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#### Top 10 Share of Total Turnover

- **Top 10**: 64%
- **Other**: 29%
- **Exports**: 7%
Recent Product Launches

- Bubbly Dairy Milk
- Doritos Roulette Corn Chip
- Knorr Oxtail and Chakalaka Soup
Bag in Box and Liquid Bags
Stand Up Pouches
Growth Opportunities

- Regional & Global FMCG customers
- Niches
  - Pouches
  - Liquids
  - Foil
  - Rubber Release
  - Exports
- African Expansion
The Ndabeni Site

- Turnover: R 300m
- Volume: 4300 Tons
- 262 Employees

- Flexo & Gravure printed laminated, preformed bags, stand-up pouches, block bottom & gusseted bags & pouches, shaped pouches, extrusion lamination.
- Bags with fitments for BIB wine & fruit juice business
- Liquid / Beverage Packaging
- Aseptic Bags
- Reel Stock
- Currently developing Retort
The Ndabeni Site: Site Rules and Regulations

- In case of emergency, follow your hosts instructions.
- Wear PPE provided.
- No jewelry other than wedding bands and closed loop earrings.
- No smoking, chewing gum and food or drink.
- No glass or ceramic items.
- Wash hands on entry or after visiting ablutions.
- Advise your host of any of the following medical conditions:

<table>
<thead>
<tr>
<th>Asthma</th>
<th>Diarrhea</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vomiting</td>
<td>Flu-like symptoms</td>
</tr>
</tbody>
</table>