

# FACTSHEET 2016

## ABOUT NAMPAK

We offer packaging across major packaging substrates of metal, glass, paper and plastic in South Africa and the rest of Africa, and make plastic bottles in the United Kingdom.

We mainly operate in South Africa where we have 28 operations, contributing 49% of trading profit, while our rest of Africa and United Kingdom operations contribute 52% and 5% of trading profit from 16 and 10 operations respectively.

The group participates in extensive collection and recycling initiatives and continues to invest significant time and resources in the development of more sustainable products.

Our world-class research and development facility based in Cape Town provides technical and product development support to our businesses, as well as to our customers.

We have been listed on the JSE Limited (Johannesburg Stock Exchange) under the symbol NPK since 1969.

## STRATEGY

### Unlock further value from base business

- › Active portfolio management, including possible divestitures
- › Stringent cost management
- › Working capital management
- › Business process improvement
  - » **Buy better** — streamline procurement process
  - » **Make better** — operational excellence, safety and efficiency
  - » **Sell better** — margin expansion, customer portfolio management
- › Invest to compete

### Accelerate African growth

- › Growth through greenfield investment and acquisitions in metals, glass and plastics
- › Growth at reasonable and sustainable return
- › Partner with major multinational customers
- › Sensibly manage and grow presence in current jurisdictions
  - » Building market base through exports
  - » Diversifying manufacturing to other Nampak products
  - » Building on existing hubs

## WE ARE LISTED ON THE FOLLOWING INDICES:

1 CDP — SOUTH AFRICA CLIMATE CHANGE 2016

2 FTSE/JSE RESPONSIBLE INVESTMENT INDEX

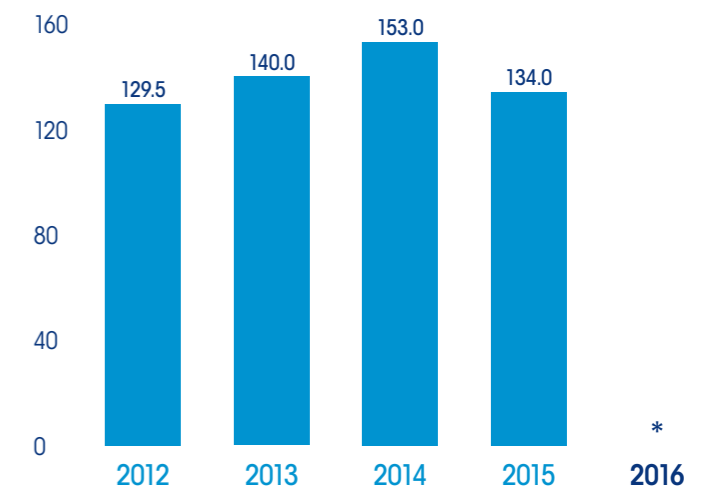
## FINANCIAL PERFORMANCE

Rm	2016	2015
Market cap*	<b>13 388</b>	18 124
Revenue	<b>19 139</b>	17 291
Operating profit	<b>2 163</b>	1 681
EPS (cents)	<b>254.5</b>	228.3
HEPS (cents)	<b>107.6</b>	208.2
Cash generated from operations	<b>2 825</b>	1 726
Net gearing (%)	<b>49</b>	72
Employees	<b>6 678</b>	6 663

The financial results above are for the financial years ended 30 September 2016 and 2015.  
\* Based on year-end market price.

## DIVIDEND PAY-OUT HISTORY

Dividend per share (cents)



\* After many years of applying a constant dividend policy of 1.55 times cover with a pay-out ratio of 64.5% of HEPS, driven primarily by corporate action rather than cash generation, in 2016 the board made the difficult decision to suspend the payment of both the interim and full year dividend. The decision was part of the group's balance sheet restructuring programme given the high historic gearing levels that arose from aggressive capital expenditure and corporate finance activities over the preceding five years and liquidity issues in Nigeria and Angola. Future dividends, which will be resumed, if appropriate, from the 2017 financial year, will be linked to cash generated in non-cash restricted countries after net interest paid and will be based on a 40% pay-out ratio taking into account replacement capital expenditure requirements.

## INVESTMENT PROPOSITION

### Solid foundation business

- › Strong cash flow from base business
- › Offer packaging **across the major substrates** (metal, glass, paper and plastic)
- › Number one supplier of beverage cans in Africa
- › Managed through a two-pronged strategy
  - » Unlock further value from base business
  - » Accelerate growth in the rest of Africa

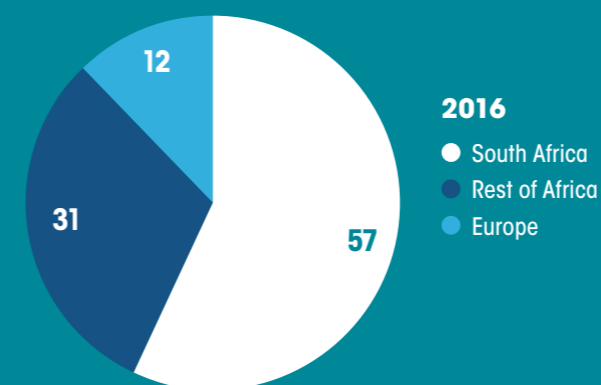
### Compelling African growth story

- › **Africa's leading packaging manufacturer** with operations in South Africa and 10 countries in the rest of Africa
- › Strong project pipeline to capture further **growth opportunity** in the rest of Africa
- › Strong relationships with multinational corporates reduces market risk and enhances growth prospects
- › First mover advantage in key African markets

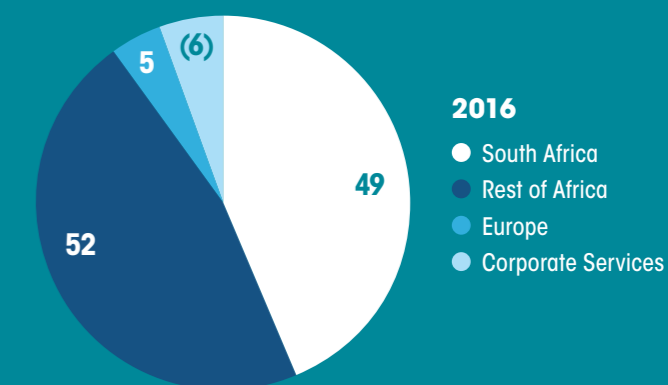
# BUSINESS ACTIVITIES AND 2016 CONTRIBUTIONS



REVENUE (GEOGRAPHICAL) (%)



TRADING PROFIT (GEOGRAPHICAL) (%)



## Metals

### South Africa

#### Bevcan

Preferred beverage can manufacturer in SSA. Maker of cans for alcoholic and carbonated soft drinks; fruit and vegetable juices. Shapes and sizes:

**Regular** – 330ml, 440ml and 500ml;  
**Slimline** – 200ml, 250ml and 275ml; and  
**Slender** – 300ml and 330ml.

#### DivFood

Leading food and diversified can supplier in South Africa. Maker of twopiece and three-piece food cans, plain and lacquered ends, full aperture ends and easy-open and peel-off ends. Also makes aluminium and tinplate aerosols and cans for polish, fuels and lubricants.

Managing Directors

Erik Smuts

Christiaan Burmeister

### Rest of Africa

#### Bevcan

Manufacturer of beverage cans in Angola and Nigeria

#### General Metal Packaging

Supplier of three-piece cans, general line cans, tinplate aerosol cans and metal crowns in Nigeria, Kenya, Tanzania, Zambia and Zimbabwe

Managing Directors

Peter Mashangu  
Angola

Andrew Loggie  
Nigeria

Ian Randall  
Kenya and  
Tanzania

Terry Wilson  
Nigeria

Stewart Lamb  
Zambia

John van Gend  
Zimbabwe

## Plastics

### South Africa

#### Liquid Packaging

Supplier of plastic products to the alcoholic and non-alcoholic beverage markets; chemical industry; household detergents; and food sectors. Products include mono-layer HDPE bottles, HDPE jars, PET bottles for the fruit juice, dairy and water industries. Also makes paper cartons for sorghum beer and extended shelf life milk.

Maker of drums for the chemicals and agrochemical markets.

#### Closures and Tubes

**Closures – plastics:** Maker of specialised plastic closures designed and engineered to achieve maximum product integrity and filling line efficiencies.

**Closures – metal:** Maker of a highquality range of metal lids, metal caps and metal closures, supplied to the processed foods, sauces, baby foods, wine and spirits, carbonated soft drinks, cordials and concentrates markets.

**Tubes:** Maker of thin-wall, injection-moulded, high-quality tubes.

Maker of crates for the brewing, dairy, bread and agriculture sectors.

Managing Directors

Willem Pienaar

David Smith

### Rest of Africa

Manufacturer of PET bottles and jars, HDPE bottles, closures, caps, crates and drums in Ethiopia and Zimbabwe.

Managing Directors

Ian Randall  
Ethiopia

John van Gend  
Zimbabwe

## Plastics

### Europe

Major supplier of plastic bottles to the UK dairy industry. We also supply juice bottles.

Managing Director

Arnold Mitterer

## Paper

### Rest of Africa

Maker of self-opening bags, cigarette and food cartons, sorghum beer cartons and corrugated boxes for Kenya, Malawi, Nigeria, Zambia and Zimbabwe.

Managing Directors

Ian Randall  
Kenya

Simon Itaye  
Malawi

Stewart Lamb  
Zambia

David Bain  
Zimbabwe

Mike Samson  
Cartons Nigeria

## Glass

### South Africa

Maker of returnable and non-returnable glass bottles for the beverage and food industry in South Africa, i.e. wine, carbonated soft drinks, flavoured alcoholic beverages, spirits, beer and processed foods. Product size range from 250ml to 1.5l.

Managing Director

Pieter van den Berg

	Metals	Plastics	Paper	Glass
Group revenue contribution (Rm)	10 510	5 557	1 749	1 323
Group trading profit contribution (Rm)*	1 285	392	236	105
Margin (%)	12.2	7.1	13.5	7.9
Number of employees	3 314	2 048	702	435

\* -6% of trading profit is from Corporate Services.

## INVESTOR RELATIONS CONTACT

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