

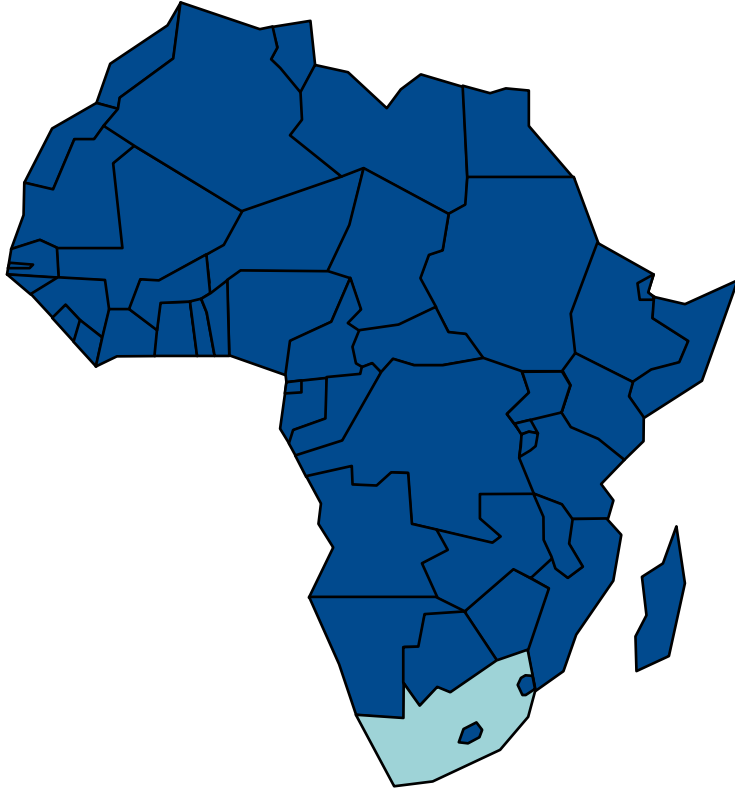
Big 5 Investor Conference

September 2011

- **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



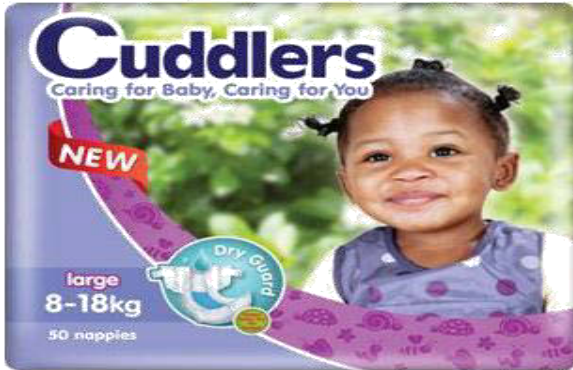
Paper & Flexibles Packaging



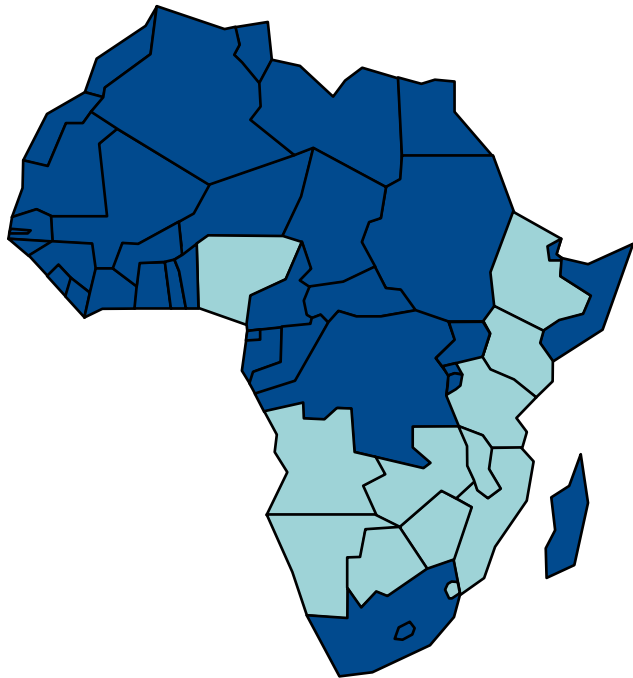
Plastic Packaging



Tissue Products

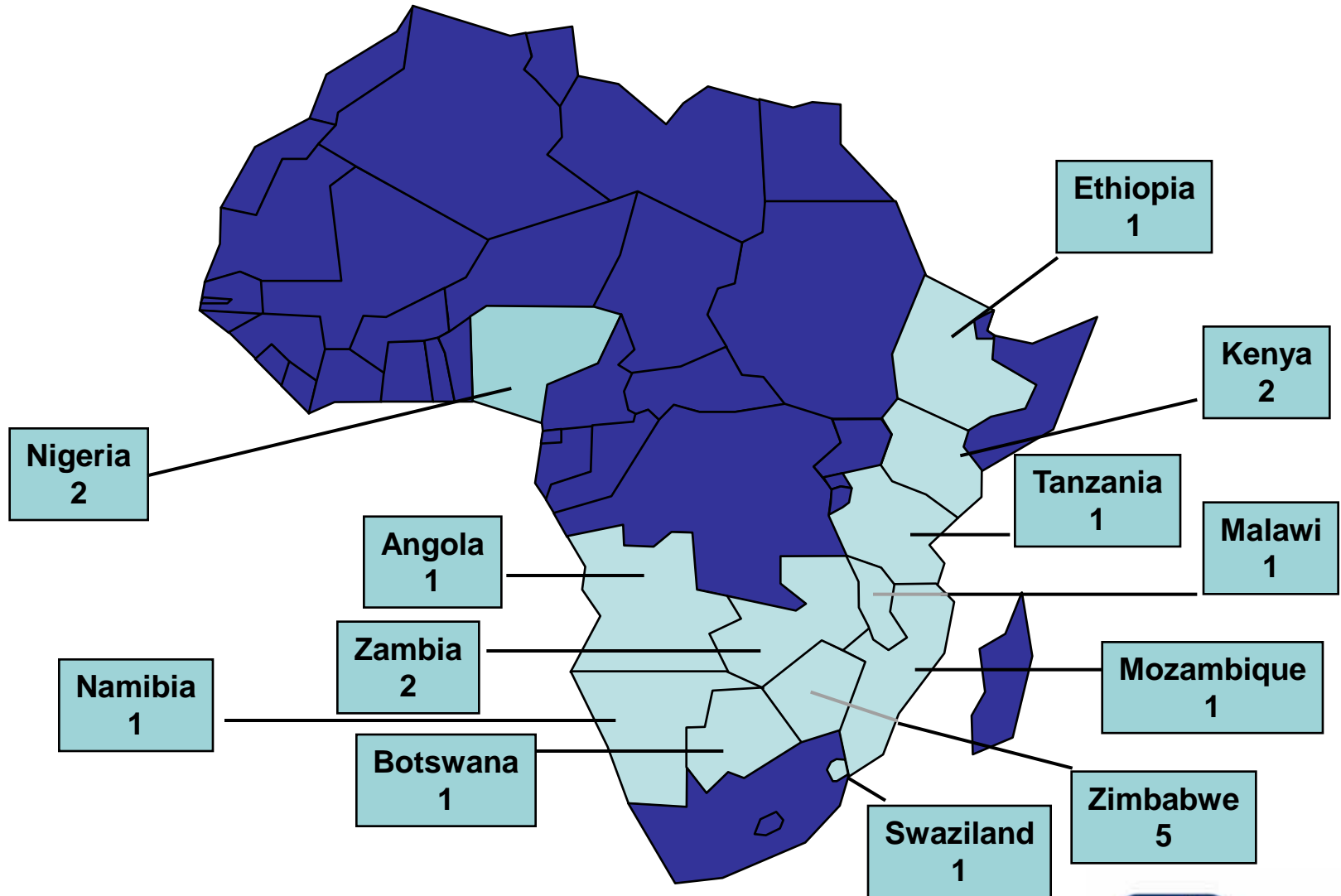


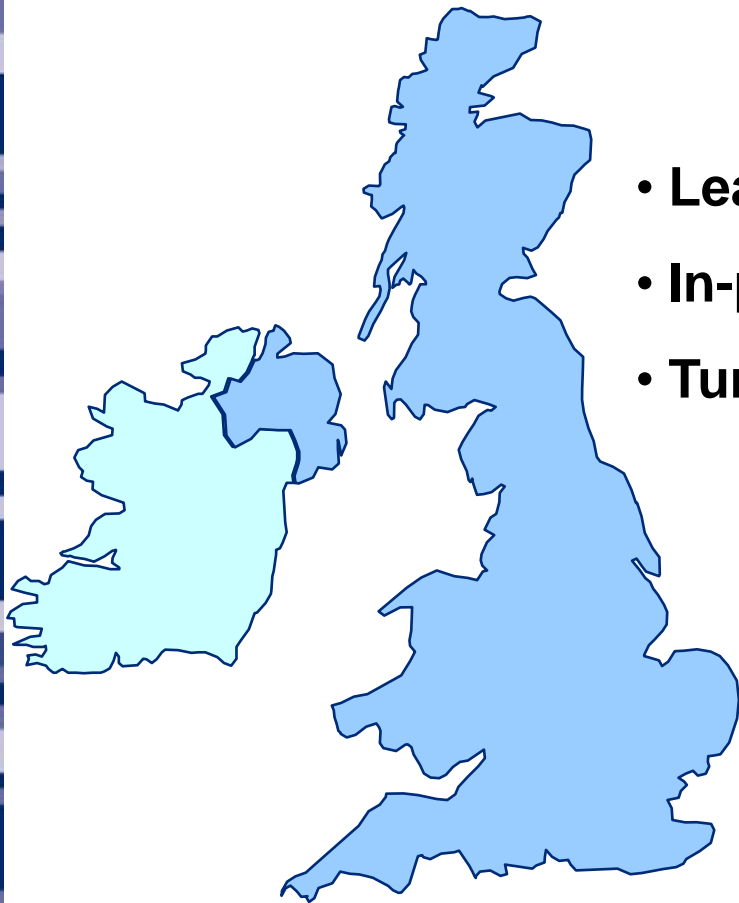
Rest of Africa



- 20 manufacturing operations in 12 countries
- R1.9bn turnover (inc Zimbabwe)
- Exports of a further R1.7bn
- Major player in most countries

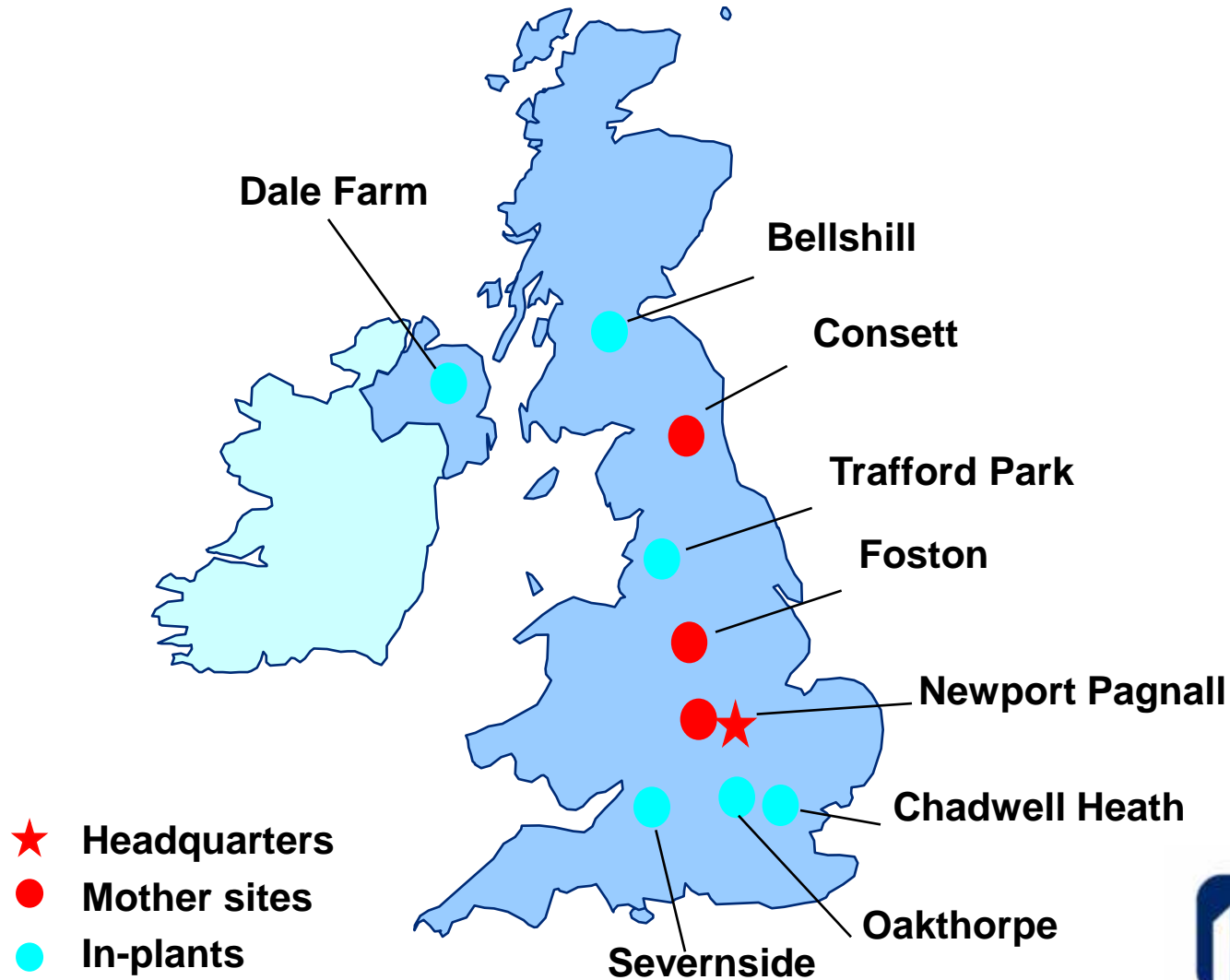
Operations in Africa





- **Leading supplier of plastic milk bottles in UK**
- **In-plant model with long-term contracts**
- **Turnover R1.3bn (£120m)**

Operations in UK



UK Milk Bottles



GROWTH STRATEGY

SOUTH AFRICA

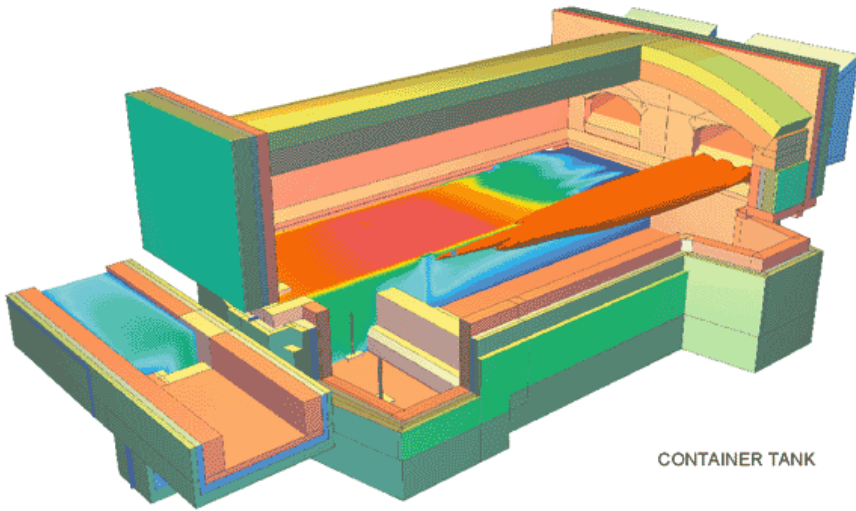
Grow Core Businesses

- **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



CONTAINER TANK



Glass Cullet Project



Print Modernisation



Print Modernisation



Ends manufacture: Old 314 Presses



END O MAT Line



END O MAT



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



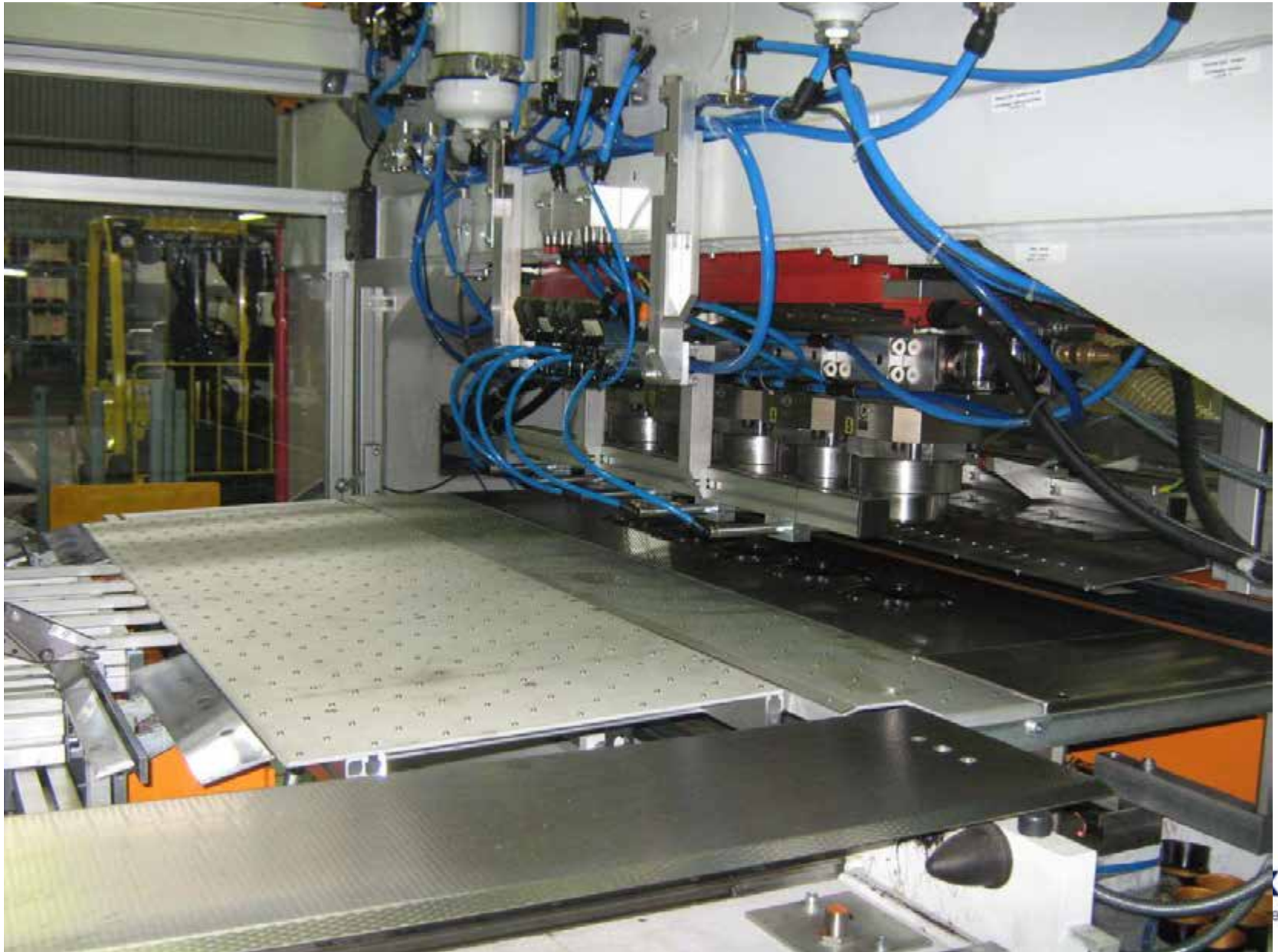
Coffee Pouches



Soup Pouches



New Wine Closure Equipment



New Wine Closures Equipment



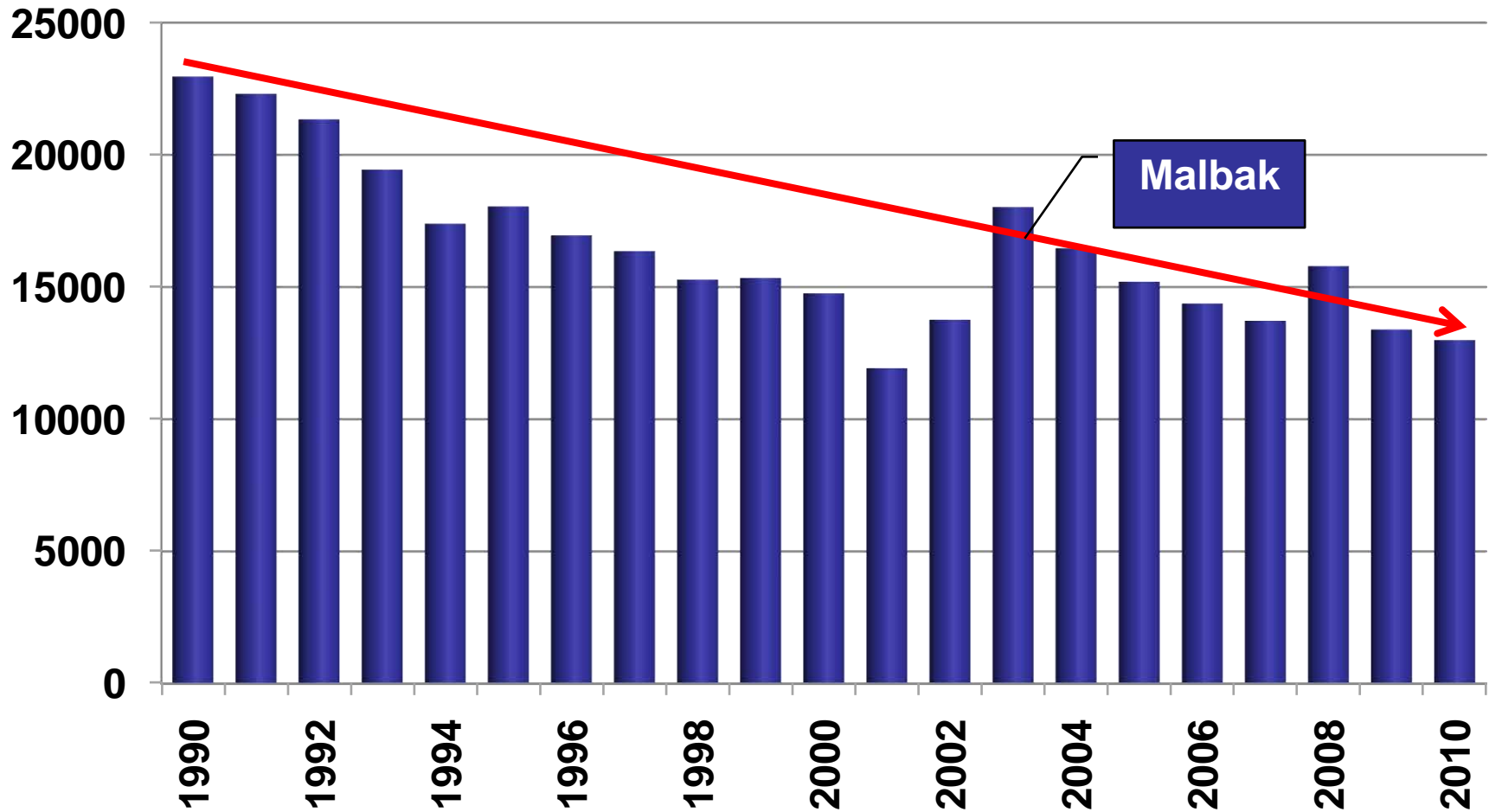
New Wine Closures



New Wine Closures



Nampak Employees



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**

Europe Cartons & Healthcare

Foam

Flexpak

Redibox

Disaki

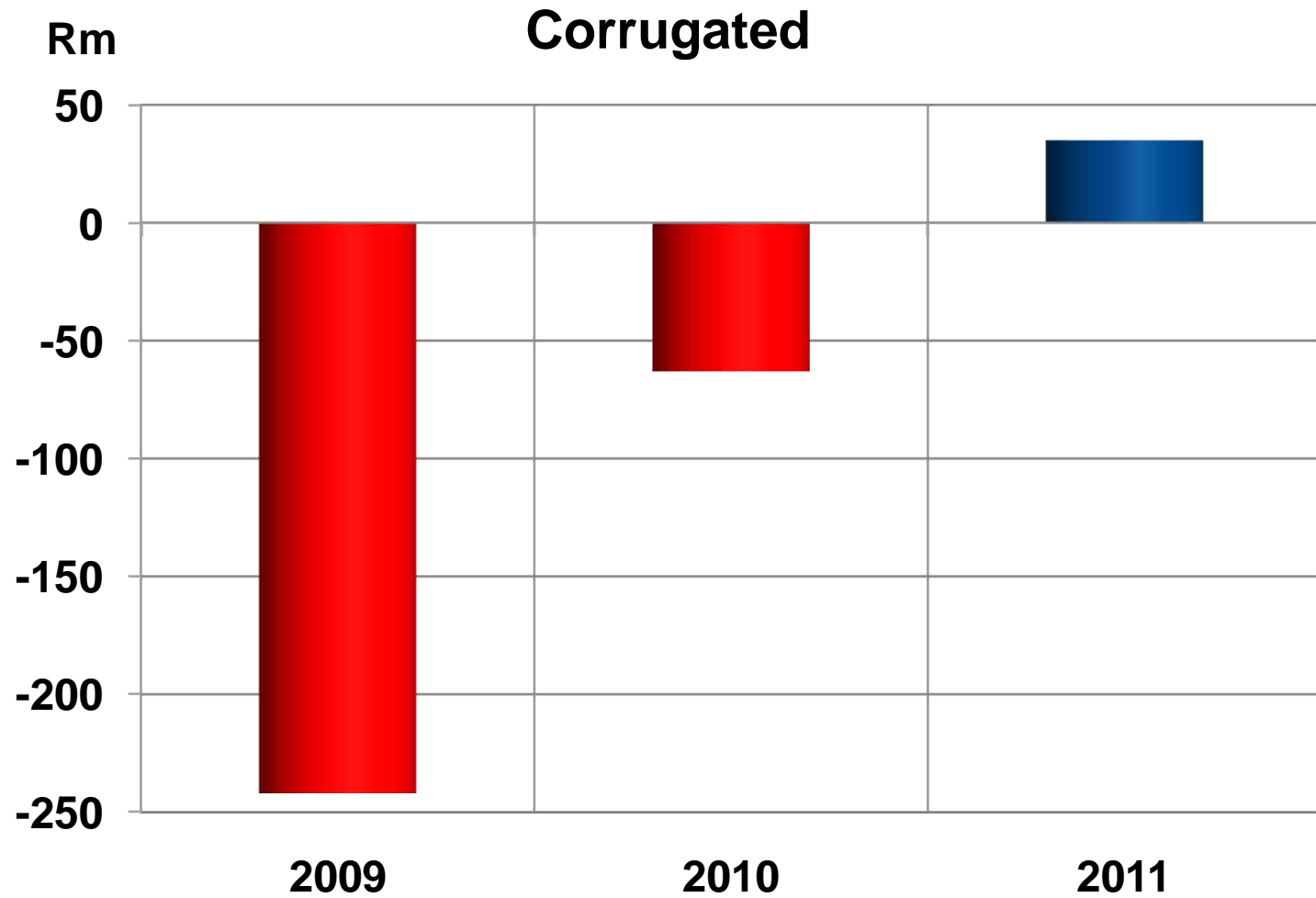
Carmoc Mozambique

L & CP

Containers

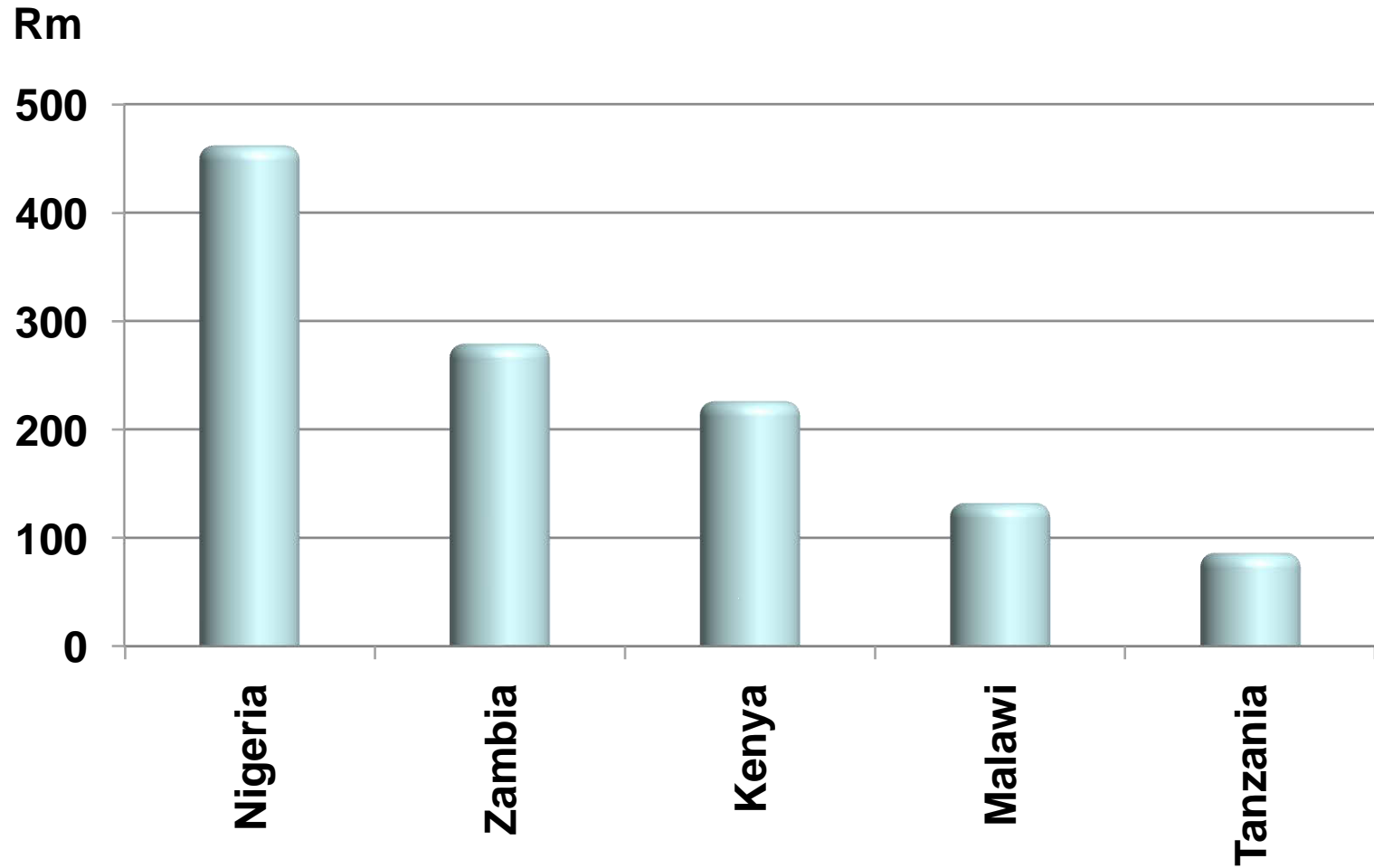
Tubs

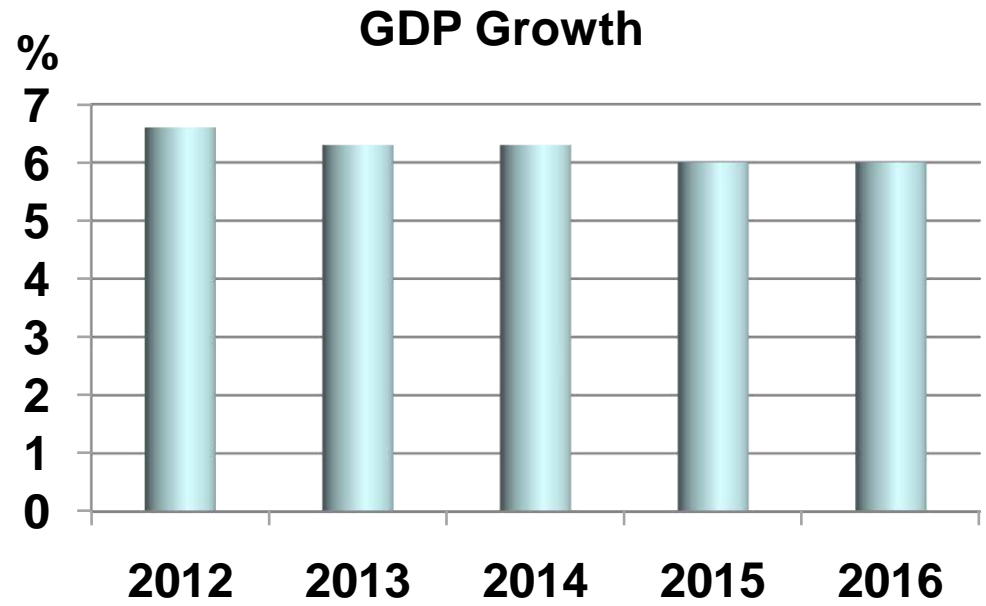
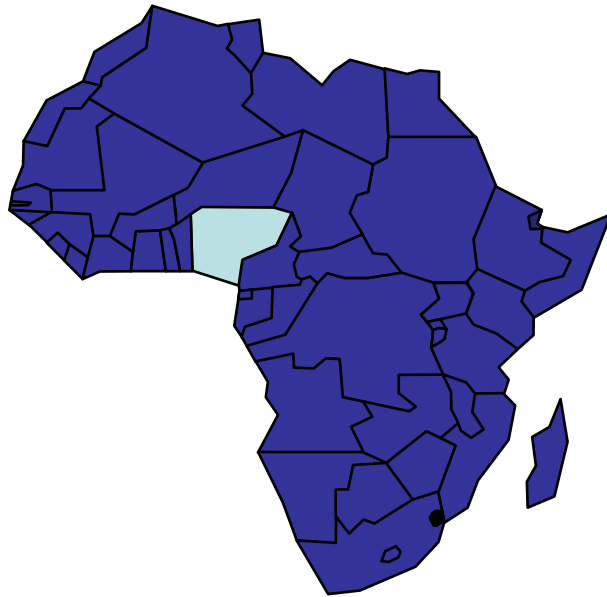
Interpak Books



REST OF AFRICA

Revenue in Major Countries







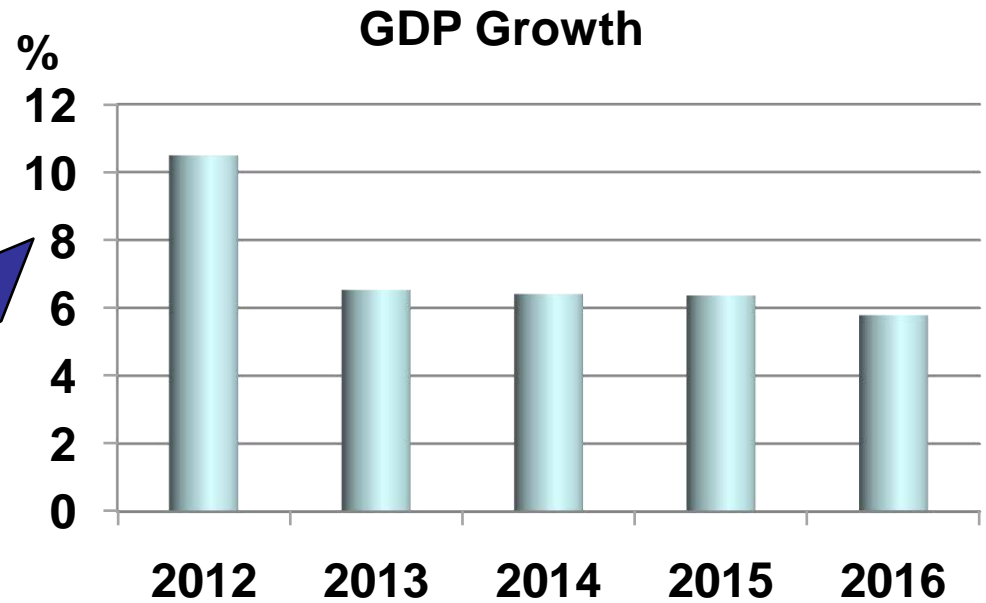
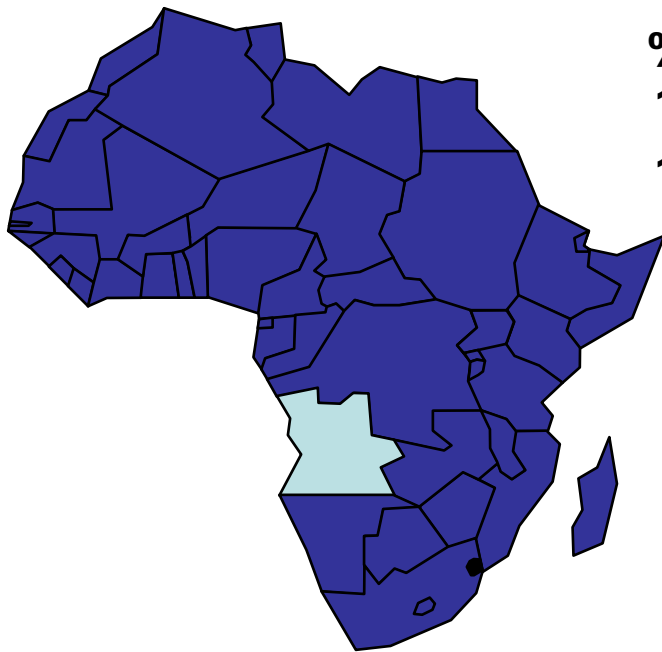


Nigeria Metals Manufacturing Equipment



Nigeria Products





Angola Beverage Can Factory

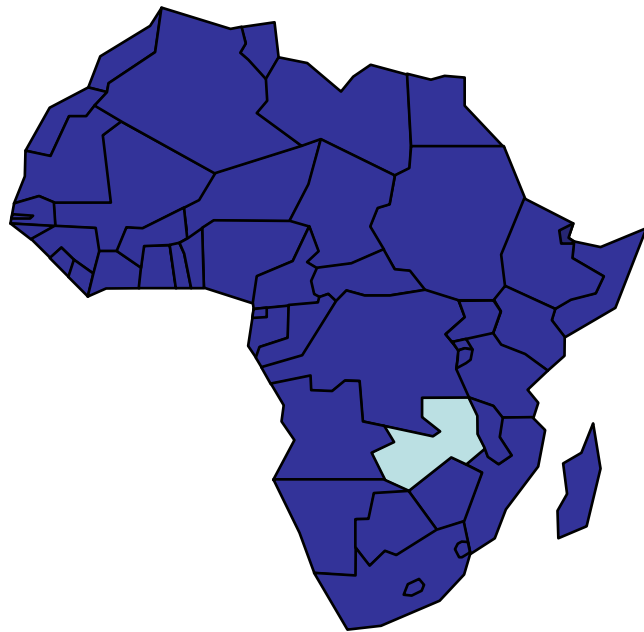
- **Greenfield expansion**
- **\$160m beverage can plant**
- **700m cans per annum capacity**
- **Market estimated to be >1bn cans**



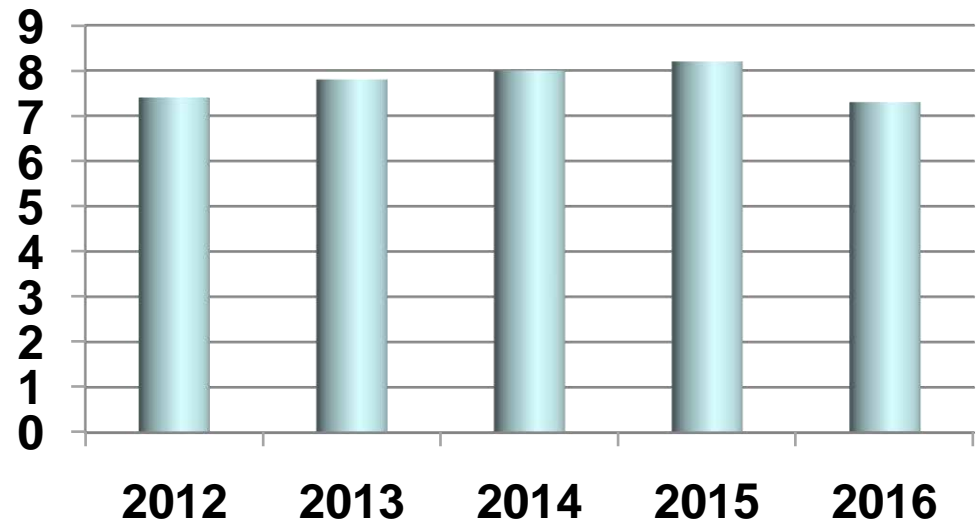


Angola Beverage Cans





GDP Growth



Zambia: Mini Nampak

- **Liquid Paper & Plastic**
- **Steel drums**
- **Paper & Board**
- **Crowns**
- **Plastic crates**

Zambia Liquid Packaging Products



Zambia Rigid Plastics Products



Zambia Beer Labels



Zambia Folding Cartons



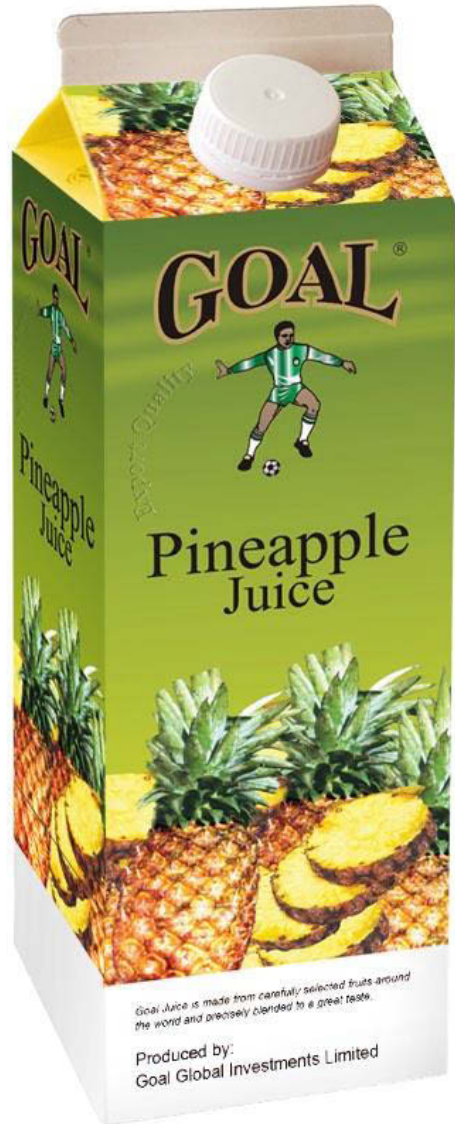
Zambia Sugar Bags



Zambia Crowns



Liquid Cartons Exports



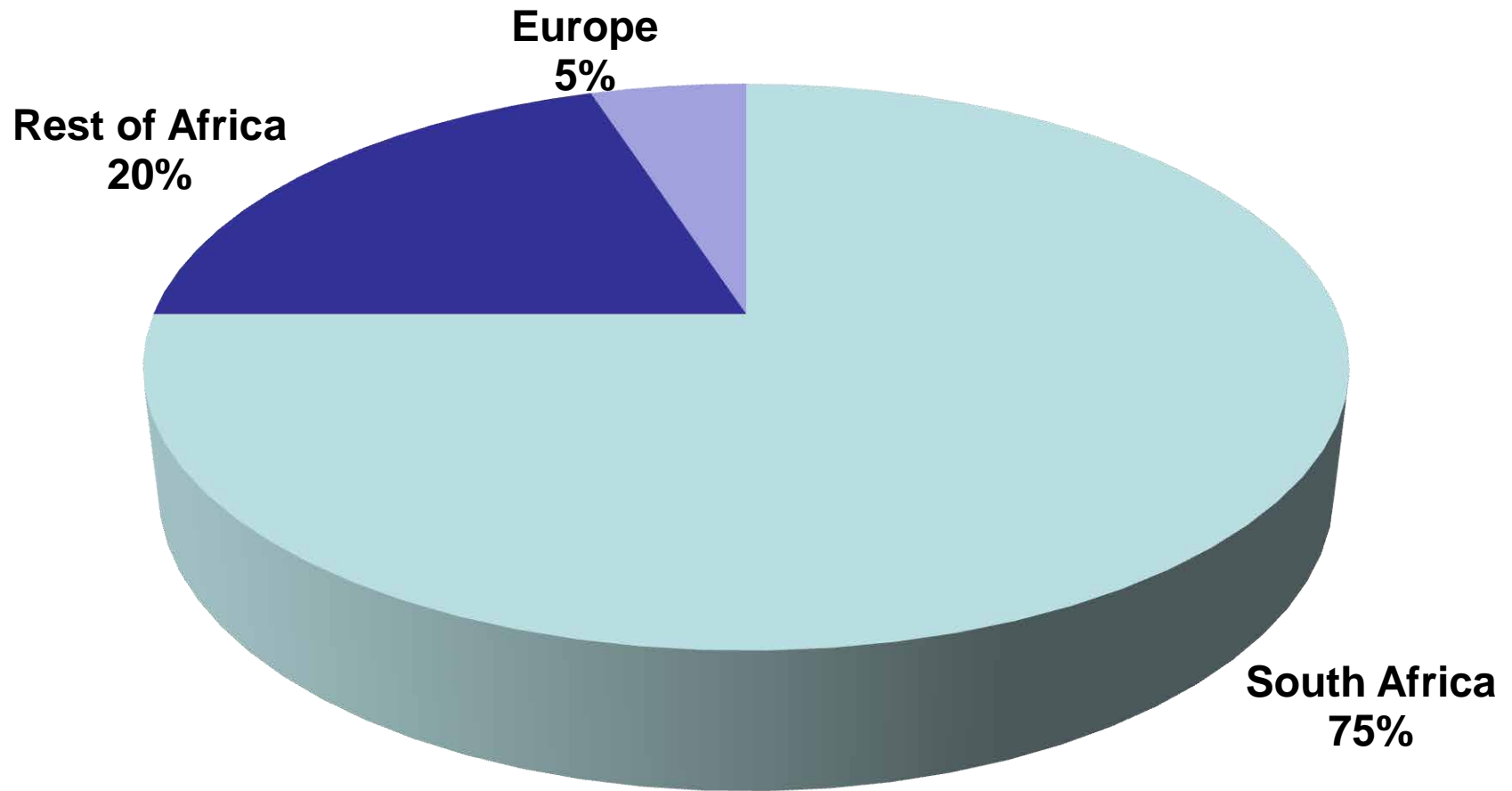
Liquid Cartons Exports



Products Manufactured in the rest of Africa

Country	Bev cans	Food & other cans	Crowns	Cart	Corru	Sacks	Liquid carton	Plastic bottles
Angola	X							
Botswana								X
Kenya		X	X			X		
Malawi					X	X	X	
Moz			X					
Namibia								X
Nigeria		X		X				
Swaziland					X			
Tanzania		X	X					
Zambia		X	X	X			X	X
Zimbabwe		X	X	X	X	X		X

Revenue Target in 5 Years



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