Merrill Lynch Conference
Sun City
15 - 17 March 2016
Darryll Castle - CEO
Overview of PPC operations

**DEMOCRATIC REPUBLIC OF THE CONGO**
- 1mtpa
- Limestone reserves 76 Mt; 54 years
- Project cost: US$280 million
- 69% subsidiary of PPC Ltd

**ZIMBABWE**
- 1mtpa
- Limestone reserves 43 Mt; 41 years
- Constructing a 700 000tpa mill for US$85 million
- Commissioning end of CY2016
- 70% subsidiary of PPC Ltd

**BOTSWANA**
- Milling operation
- Kgale quarries and Aggregates Botswana
- 100% subsidiary of PPC Ltd

**SOUTH AFRICA**
- 7mtpa
- Limestone reserves 759 Mt; 240 years
- 7 cement plants
- Aggregates quarries and Lime factory
- Subsidiaries: Pronto Ready-mix, Ulula Ash and Safika Cement

**ETHIOPIA**
- 1.4mtpa
- Limestone reserves 27 Mt; 25 years
- Project cost: US$170 – US$180 million
- Commissioning second quarter of CY2017
- 31% associate of PPC Ltd

**RWANDA**
- 600 000 tpa
- Limestone reserves 7 Mt; 13 years
- Project cost: US$165 million
- Commissioned August 2015
- 51% subsidiary of PPC Ltd

373 years of limestone reserves
PPC capacity

Capacity build up 2015 – 2018 (mt)

~ 50% increase in capacity by 2018
Historical performance

**Revenue (Rm)**

- F09: [Value]
- F10: [Value]
- F11: [Value]
- F12: [Value]
- F13: [Value]
- F14: [Value]
- F15: [Value]

**EBITDA (Rm) and EBITDA margin % (rhs)**

- F09: [Value]
- F10: [Value]
- F11: [Value]
- F12: [Value]
- F13: [Value]
- F14: [Value]
- F15: [Value]

**Net Profit (Rm) and Net profit margin % (rhs)**

- F09: [Value]
- F10: [Value]
- F11: [Value]
- F12: [Value]
- F13: [Value]
- F14: [Value]
- F15: [Value]

**PPE (Rm)**

- F09: [Value]
- F10: [Value]
- F11: [Value]
- F12: [Value]
- F13: [Value]
- F14: [Value]
- F15: [Value]
As PPC has advanced its expansion strategy, the full debt of the various projects has been consolidated onto the balance sheet – this is despite:

- Shares held by minorities
- Project finance being ring-fenced to the specific projects

As new projects begin production, full depreciation and interest charges expensed on income statement

In initial ramp up phase, EBITDA will be generated, however contribution to bottom line earnings marginally positive

Key Assumptions
- EBITDA = profit after tax + tax + interest + depreciation
- 60% debt with 8 year principal repayment
- 35% EBITDA margin, 30% tax rate
- Assumes production ramp up of 62%, 75% then 100% for first three years
Our new vision

"To be a world class provider of materials and solutions into the basic services sector, taking a strategic approach to more than doubling our business every 10 years"
Our new strategic aspiration

HIGHER PURPOSE

OUR STRATEGIC ASPIRATION

Exceeding the expectations of all stakeholders on a sustainable basis

Achieving this strategic aspiration requires fundamentally changing our corporate culture
Our new strategy

1. **WORLD CLASS EXCELLENCE IN ALL THAT WE DO**
   - We will ensure a sustainable competitive advantage by committing to world class standards in all that we do
   - We strive for technical excellence that will manifest itself in a cost leadership philosophy
   - Constantly monitoring global best practices and solutions
   - Constantly measuring and monitoring our business

2. **PROVIDER OF MATERIALS AND SOLUTIONS**
   - In manufacturing cement we have the ingredients and IP to provide products and solutions to a wider clientele without taking the focus off our core cement making business
   - Cement is an intermediate physical product. We have IP and expertise relevant to our customers that differentiate us and enable us to offer solutions
   - Adjacent and transformational businesses related to our inputs, processes and products are important growth vectors to insure against changes in our industry

3. **INNOVATION CULTURE**
   - We recognise that innovation is more than just ideas
   - In order to harness the benefits of innovative ideas we will create an innovation process
   - We will create an innovation culture as the core driver of the business

4. **TAKING A STRATEGIC APPROACH**
   - We will understand the drivers, risks and trends in each of our regions and businesses, especially in the longer term and act accordingly
   - Defensive strategies are as important as offensive strategies

5. **DOUBLING OUR BUSINESS EVERY 10 YEARS**
   - Recognising that Africa presents a unique growth opportunity in our time we will ensure that we at least maintain our Africa market share
   - We will have a deep understanding of the locations, owners and influencers of all relevant inputs, businesses and markets, and will leverage our position in order to maintain and extend our influence
   - Ultimately we will utilise our strength to become a major global cement player growing out of Africa
Our new strategy

BECOMING A MAJOR PLAYER

In Africa then Globally

OUR AMBITION

ENTER
DEFEND
GROW
CONTROL
MONITOR
In the next 35 years, Africa will have to accommodate another ~900 million new urban dwellers.

This is equivalent to what USA, Europe and Japan combined have done in the last 265 years.

In 2050, Africa is expected to host nearly a quarter of the global urban population.

Source: Mo Ibrahim Foundation
Cement industry business models

- PPC has a very high exposure to cement revenue relative to other global cement players.
- The contribution of cement revenue to other global players ranges from as low as ~35% to 67%.
- Other cement revenue typically includes aggregates, readymix, asphalt etc.

Source: PPC research and estimates
Materials division

Materials and solutions business strategy

• Expand product and service offering through materials and solutions
• Diversification of products
• Vertical integration
• Channel management
• Protect and grow cement volumes

Materials division

- Lime
- Aggregates
- Readymix
- Ash
Acquisition – 3Q Mahuma Concrete

- PPC intends to conclude an asset for shares agreement with 3Q Mahuma Pty Ltd
- This is to further progress PPC’s readymix channel management strategy
- 3Q Mahuma is the largest independently owned readymix concrete supplier in Southern Africa and has been in business for the past 11 years
- The company has branches in Limpopo, Northwest, Northern Cape, Mpumalanga and Mozambique
- This acquisition will complement PPC’s Pronto Readymix business that only has a footprint in the Gauteng province
- The purchase consideration will be to a maximum of R183 million at an EV/EBITDA multiple of ~4 times
- Final purchase consideration is based on fulfilment of certain performance conditions at the date of the transaction
Profit Improvement Programme

- Deliver short term reliable results
- Drive cultural and behavioural change that benefits all stakeholders
- Support strategic positioning of the business
- Deliver solutions for sustainable long term value creation
Case study – overheads

F2015 overheads of R1,13 bn - ~80% relate to RSA

- RSA cement and Sales & Marketing
  - Natural attrition and reduction in consultants
  - Optimising marketing budgets
- Corporate overheads
  - Reduction in consultants and temporary positions
  - Improved budgeting and monitoring
  - Optimised internal processes (e.g. SAP travel mgmt. system)
  - Reduction in general discretionary spend (e.g. entertainment)
  - Legal spend streamlined accordingly

- RSA Cement
- Sales & Marketing
- Corporate overheads
- Other

PIP contribution to overheads saving 2015
Case study - logistics

Western Cape Logistics YOY Spend Improvement

Western Cape Fleet Utilisation

- 60% in 1st Quarter FY15
- 80% in 1st Quarter FY16
Operating update

• Group cement sales volumes down 1% for the first five months of F2016
  • 2% volume growth recorded in the SA cement business supported by strong volume growth in the coastal regions
  • 3% volume declines in the key international businesses (-9% including low margin exports to DRC and other countries)
  • Volumes in Rwanda have more than doubled at the expected EBITDA margin

• Significant pressure on selling prices in most regions with declines of 5% recorded in the SA cement business

• Overall margins under pressure despite good cost control, exchange rate gains and contributions from the profit improvement programme

• Continued pressure in the steel and alloys industry has weighed on the Lime division’s performance

• The South African aggregates and readymix division has seen an improvement in performance

• Finance costs up markedly due to the commissioning of the CIMERWA plant

• Concluding disposals of some non-core assets, will lead to inflows of >R100 million by March 2016
South African operating environment

Cement demand vs. GFCF vs. GDP growth 2011 – 2018F

GFCF consists of:

<table>
<thead>
<tr>
<th>Component</th>
<th>% breakdown (2014)</th>
</tr>
</thead>
<tbody>
<tr>
<td>GFCF computer and transfer costs</td>
<td>7.5%</td>
</tr>
<tr>
<td>GFCF machinery and equipment</td>
<td>36.4%</td>
</tr>
<tr>
<td>GFCF transport equipment</td>
<td>10.9%</td>
</tr>
<tr>
<td>GFCF construction</td>
<td>27.7%</td>
</tr>
<tr>
<td>GFCF non-residential</td>
<td>8.9%</td>
</tr>
<tr>
<td>GFCF residential</td>
<td>8.6%</td>
</tr>
</tbody>
</table>

Cement demand vs. GFCF building and construction 2011 -2018F

Source: The BMI-BRSCU Strategic Forum, South African Reserve Bank
• Research suggests that cement use is split roughly evenly between building and construction activity
• Within the building segment, 50% is used on unrecorded additions and alterations
• Reflecting the importance of household disposable income
• Within the construction segment, 29% is general construction like roads, streets and bridges etc. while 32% is private sector construction activity
South African operating environment

**Imported cement volumes by port of entry (tons)**

- Cement imports down 62% yoy in the fourth calendar quarter of 2015
- Similarly, imports down 46% in the Western Cape over the same period
- In 2015 as a whole, cement imports have fallen 38% to 820,000 tons
- Over 90% of imports originated from Pakistan in 2015
- Final dumping duties imposed in December 2015; in force for five years
- Freight rates from Karachi (Pakistan) to Cape Town have halved in the recent past however the weakening exchange rate has countered this

**Freight rates and exchange rates**

- Karachi to CT Freight rate, $/t
- USD/ZAR Weekly Exchange Rate (Rhs)

Source: South African Revenue Services, I-Net Bridge
South African operating environment

- PPC’s average selling price down 5% for the first five months of the financial year
- More stable pricing in the last few months

Average retail selling price of 42.5 cement (Rands)

PPC’s cement pricing on Rand per ton basis (based to 100)

Source: PPC Research
• SA volumes up 2% for first five months of financial year
• New product strategy and deeper use of analytics starting to bear fruit
• Successfully activating PPC’s inherent brand equity
• Volumes in the Western Cape up significantly
• However, volumes in the inland region, particularly Mpumalanga and Limpopo remain under pressure
### Zimbabwe, Botswana and Rwanda

#### Zimbabwe
- Local cement sales volumes down double digits due to:
  - Regional competition increasing on the back of weakening domestic currencies
  - Imports into Zimbabwe growing despite a number of barriers to entry
  - Local economy under pressure, exacerbated by the impact of the drought
  - Reduction in remittances following SA Rand weakness
- Together with the deflationary environment there is increased pressure on pricing
- Domestic retail prices have declined by ~10%
- The strengthening of the US dollar has curtailed exports to neighbouring countries
- Margins under pressure; likely to breach 30% in the short to medium term
- Sales and marketing initiatives will be focused on distribution channels and pricing
- Continued focus on product quality and service delivery as differentiators, especially in the bulk market

#### Botswana
- After good volume gains in the previous reporting period, cement volumes are down over 10%
- EBITDA has declined materially for the first five months of the reporting period

#### Rwanda
- Over 100 000 tons of cement have now been sold from newly commissioned plant
- Exports to neighbouring countries however below expectations
- An EBITDA margin of between 30% - 35% is being achieved
Lime, Aggregates and Readymix

Lime
• Burnt product volumes have declined due to reduced supply into the steel and alloys industry
• Good cost management is expected to reduce some of the negative impact on margins

Aggregates and Readymix
• Total aggregates volumes up in double digits despite a slowdown in the Botswana division
• Readymix volumes also up in double digits due to increased supply to new projects
• Consequently, EBITDA is up materially with the EBITDA margin also showing a pleasing improvement
### Capex guidance

<table>
<thead>
<tr>
<th>Capex guidance</th>
<th>F2016 (6 months to March 2016)</th>
<th>F2017 (12 months to March 2017)</th>
<th>F2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>RSA</td>
<td>R200m – R300m</td>
<td>R800m – R1bn</td>
<td>R400m – R600m</td>
</tr>
<tr>
<td>ROA</td>
<td>R700m – R1bn</td>
<td>R900m – R1.2bn</td>
<td>R100m – R300m</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>R900m – R1.3bn</strong>*</td>
<td><strong>R1.7bn – R2.2bn</strong>*</td>
<td><strong>R500m – R900m</strong>*</td>
</tr>
</tbody>
</table>

*Excludes Ethiopia

- Reduction in capex guidance over medium term
- Previously expected:
  - F2016 range of R1.1 bn – R1.5 bn and
  - F2017 range of R1.9 bn – R2.3 bn
- Lower range due to reduction in discretionary capex

### F2015 Maintenance capex

<table>
<thead>
<tr>
<th></th>
<th>Rm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintenance capex</td>
<td>574</td>
</tr>
<tr>
<td>SK9 expansion</td>
<td>241</td>
</tr>
<tr>
<td>DRC</td>
<td>1721</td>
</tr>
<tr>
<td>Rwanda</td>
<td>280</td>
</tr>
<tr>
<td>Zimbabwe</td>
<td>453</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3269</strong></td>
</tr>
</tbody>
</table>
The year end results will be reported as follows:

- As per above, in line with listings requirements
- Additionally, PPC to provide rolling 12 months reporting:
  - 12 months to March 2016 vs. 12 months to March 2015
• PPC announced intention to progress towards a BBBEE solution for implementation in 2016 that would resolve our BBBEE structure

• Despite significant efforts, this was not resolved; consequently, BBBEE 1 to run its course and mature in December 2016

• From December 2016, compulsory subscription of shares will result in R800m – R900m inflow

• ~R100 million of finance costs, which were not tax deductible, will no longer recur and therefore improve effective tax rate

• Will eliminate financial leakage on the balance sheet and improve it

• Maturity of BBBEE 1 will be EPS positive however introduction of BBBEE 3 will potentially negate this benefit

About BBBEE 1 Transaction

• In 2008, PPC implemented its first black ownership initiative
• 15% shareholding by broad based partners
• Of this, SBPs and CSGs hold 48.5 million shares
• On maturity, PPC will buy back 48.5 million shares at a nominal rate and cancel them
• Subscription agreement requires consortium of SBPs and CSGs to subscribe for 48.5 million shares at compulsory subscription price of R66.84 over 18 months
• Cash inflow to PPC of R800m – R900m, which will be used to retire debt

Maturity profile post BEE maturing in Dec 2016
CIMERWA Ltd, Rwanda

Legend:

- EAPC – 0.8mtpa (I)
- Bamburi – 1mtpa (G)
- National Cement – 0.9mtpa (G)
- Savannah – 1.5mtpa (G)
- ARM – 1mtpa (I)

- Bamburi – 2.2mtpa (I)
- Mombasa – 1.7mtpa (I)
- ARM – 1mtpa (I)

- Afrisam – 1.3mtpa (I)
- ARM – 1.3mtpa (I)

- Twiga – 1.9mtpa (I)
- Lake Cement – 0.5mtpa (I)

- Dangote – 3mtpa (I)

- Heidelberg Interlacs – 0.1mtpa (I/G)

- Lafarge Mbeye – 0.3mtpa (I)

- ARM – 0.1mtpa (G)

- CIMERWA – 0.6mtpa (I)

- Hima – 0.85mtpa (I)

- Tororo – 1.7mtpa (I)

- Buceco – 0.1mtpa (G)

Legend: I – Integrated plant  G – Clinker grinding plant

Regional target market
CIMERWA Ltd, Rwanda

• 600 000 ton per annum plant successfully completed within budget of US$170 million - final project cost ~$165 million

• Most provisional acceptance tests have been concluded; all provisional acceptance certificates to be issued by 31 March 2016

• At steady state, exports are expected to contribute ~25% of total volume sales for CIMERWA given USD costs are a significant proportion of total costs

• Any USD shortfall from exports will be met by purchases of forex from the local formal market; discussions underway with key institutions

• Loan value equivalent of $88 million with USD:RWF ratio of 55:45; USD interest at LIBOR +7.25%; local currency interest rate fixed at 16%

• First instalment payment on the principal is due 31 March 2016
At end of 2015, Rwanda’s cement market was ~570,000 tons; achieved a growth rate of ~10% p.a. over the last 3 years.

CIMERWA sales have exceeded 100,000 tons to February 2016, further sales, marketing and distribution efforts are expected to improve sales volumes.

Cement retail price per ton (incl VAT) $230 - $270 [previously, $230 - $270]

Retail price = Factory gate price
  + VAT (18%)
  + distribution costs (18%-22%)
  + retailer margin (~3%)

Margin guidance 30% - 35%

Plant depreciated over a weighted average of 20 years.
Democratic Republic of the Congo

Legend

Dangote Madingou 1mtpa 2018
NACEM Diamond; CIMAF Hinda; Forspak SONNACC Total approx 2mpa
CIMKO (Lucky) Songolo 1mtpa 2018
PPC Barnet DRC Kimpese 1mtpa
CILU (Heidelberg) Lukala 450-750ktpa 2017
Nova Cimangola 1.8mta CIF 3.6mtpa Luanda
FCKS 1.4mtpa Cemenfort 1.4mtpa Secil Labito 0.4mtpa
• Construction of the US$280 million, 1 million ton per annum plant ~72% complete

• Hot commissioning planned for end of calendar 2016, with cement sales expected in 2017; operational readiness well advanced

• Major civil works complete, major structures and mechanical installation 80% - 90% complete, electrical installation 45% complete, quarry recently opened and haul road is complete

• Société Nationale d’Electricité (SNEL) agreements and letter of credit concluded - work on the 13km overhead transmission line to supply power has commenced with completion estimated in September 2016

• Margin guidance of 30% – 40%; likely to be on the lower end of guidance

• Cement retail price per ton (incl. VAT) $215 - $250 [previously, $225 - $260]

• Strong cement demand growth of 2014 interrupted by current political uncertainty but expected to recover when conditions improve

• Local cement prices impacted by low cost imports from mainly China, Turkey and Angola
  - Increase in imports from Angola due to poor border control and exchange rate benefits
  - On-going engagement with government for local industry support continues
Zimbabwe

Legend

- PPC Zim new Harare mill (700ktpa)
- PPC Zim Bulawayo milling plant (700ktpa)
- PPC Zim Colleen Bawn clinker plant (650ktpa)
- LafargeHolcim integrated plant (450ktpa) – imports 42.5 ex Zambia
- SinoCement integrated plant (250ktpa)
- Pacstar milling plant (100 ktpa) (Possible upgrade planned to 250 ktpa)
Zimbabwe

- Construction of the 700,000 ton per annum mill in Harare is proceeding well, project ~60% complete and rail siding contract 54% complete.
- Design work is almost complete, with 98% of equipment manufactured and 85% delivered to site, civil & structural construction is 55% complete.
- Plant commissioning is expected towards the end of calendar 2016.
- Operational readiness underway, skills transfers commenced.
- Project currently on budget and fully funded, loan finance of $75m.
- Debt attracting rate of USD 6 month LIBOR + 7%.
- Bi-annual capital repayments commencing Dec 16.
- Tax allowances will result in zero cash tax for FY17.
- Mill depreciated over a weighted average of 20 years.
- Cement retail price per ton (incl. VAT) $160 - $240 [previously, $180 - $270].
- Margin guidance 30% – 35% (through the cycle).
Habesha Cement, Ethiopia
Habesha Cement, Ethiopia

- The 1.4 million ton per annum plant that is forecast to cost between US$170 million and US$180 million remains scheduled for commissioning in the second calendar quarter of 2017.

- The overall project is 59% complete:
  - civil construction is 80% completed
  - 19% of the erection work is completed
  - plant equipment is 91% manufactured and delivered to site

- Contract for the supply and construction of 14km 132 KV transmission line was awarded; tower manufacturing has started.

- The additional capital that is required to complete the project will be sourced from both debt funders and shareholders at a 65:35 target debt: equity ratio.

- Strong growth outlook in Addis Ababa (and surrounding nodes) is expected to absorb additional capacity.

- The South Sudan market will be explored as a potential export target market.

- Cement will be sold in bulk, bags and in future readymix concrete, with aggregates internally sourced.

- Route to market strategy being developed – combined approach of collect, delivered and distributors for specifically identified regions.

- Cement retail price per ton (incl VAT) $115 - $140 [previously, $130 - $140]

- Margin guidance 30% - 35%
Slurry SK9 upgrade project

- PPC is constructing a new 1 million ton per annum kiln for R1.5 billion – R1.7 billion at Slurry (SK9)
- This equates to ~US$105 per ton capacity – cost effective benefit of brownfields investment
- The six stage pre-heater design with fourth generation clinker cooler will include a new ball mill as well as a bag filter
- This modern plant’s operating and control system will result in decreased production cost as well as ensuring dust emissions fall within legislative limits
- Detailed engineering design is ~55% complete and major equipment to be delivered at the end of March 2016
- Onsite fabrication workshop and batching plant is nearing completion
- Installation of construction power is in progress
- Upgrade of the Slurry Eskom substation is in progress and will be commissioned in July 2017
- SK9 to be commissioned in calendar 2018
Questions?

Consistent strength of cement made from the finest raw materials

Now that is Strength beyond the bag.

Find out more about CIMERWA’s New products:
www.cimerwa.rw  3222 (toll free)  sales@cimerwa.rw / info@cimerwa.rw
This document including, without limitation, those statements concerning the demand outlook, PPC’s expansion projects and its capital resources and expenditure, contain certain forward-looking statements and views. By their nature, forward-looking statements involve risk and uncertainty and although PPC believes that the expectations reflected in such forward-looking statements are reasonable, no assurance can be given that such expectations will prove to be correct. Accordingly, results could differ materially from those set out in the forward-looking statements as a result of, among other factors, changes in economic and market conditions, success of business and operating initiatives, changes in the regulatory environment, other government action and business and operational risk management.

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# Experienced Management Team

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Darryll Castle (47)</td>
<td>CEO</td>
</tr>
<tr>
<td>Tryphosa Ramano (44)</td>
<td>CFO</td>
</tr>
<tr>
<td>Johan Claassen (56)</td>
<td>MD – PPC Cement RSA</td>
</tr>
<tr>
<td>Njombo Lekula (48)</td>
<td>MD – International</td>
</tr>
<tr>
<td>Rob Rein (40)</td>
<td>Executive: Sales and Mark.</td>
</tr>
</tbody>
</table>

- **Darryll**: Appointed CEO of PPC in December 2014. Extensive experience in the mining industry, having served as CEO of Trafigura Mining Group and Anvil Mining, as well as COO of Metorex Group. Broad range of skills in corporate management, fund management, financial analysis, mining and engineering. First-hand knowledge of various countries in Africa and emerging markets. Expected to add value.

- **Tryphosa**: Appointed CFO of PPC in 2011. CEO of WIP International (subsidiary of WIPHOLD focused on African expansion). Also served as CFO of SAA, and prior to that, she was requested to join National Treasury, where she set up a business unit with financial oversight of state-owned entities. CA(SA).

- **Johan**: Professional engineer who joined PPC in 1989. Served in various key positions including executive in cement operations and lime. Previously employed by the Department of Water Affairs, progressing to regional engineer. BEng (University of Stellenbosch), EDP (Wits Business School).

- **Njombo**: Chemical engineer who joined PPC in 1990. Joined PPC Zimbabwe from May 2013 in the position of Managing Director. Previously held the position of executive group services where he headed the Technical, Projects, Procurement and Supply Chain divisions. BSc (Chemical) and MBA degree from the University of Stellenbosch.

- **Rob**: Joined PPC in February 2015 on secondment from Safika Cement. Joined IDM’s sales department in 1998 and is now a Director and shareholder. BCom (Accounting).
Experienced Management Team

- Hardie is a professional engineer who joined PPC in 1996
- He has served PPC in a number of key positions including general manager, group health and safety specialist and also as an executive in operations and technical
- BEng (Mech), Master of Business Leadership (UNISA), Govt Certificate of Competence – Mines & Works, Govt Certificate of Competence - Factories

- Appointed Commercial Executive in February 2016
- Neil has worked at various companies such as Anvil Mining as a VP on Development and Sustainability
- Previously he was the General Manager for Development at Trafigura Mining
- BSc(Mechanical), MBA, B.Proc

- Ndivhu has a broad range of experience as country human resource manager at Shell and the Head of Organizational Transformation at Nedbank
- BSocSc Psychology & Sociology (University of Natal) and PGDip Human Resource Management (Wits University Business School)