Final results for the year ended 30 September 2014

18 November 2014

Bheki Sibiya – Executive Chairman
Tryphosa Ramano – CFO
Azola Lowan – Investor Relations
Kevin Odendaal – International Business Development
Agenda

- Context
- Financial Overview
- Divisional Overview
- Strategy & Outlook
- Questions
• **Compelling investment case**
  
  • Delivering stable results in difficult conditions
    • Solid operational performance
    • Cash conversion > 1 times
  
  • Cementing African expansion strategy
    • Increasingly diverse geographic revenue streams
    • Increasing access to high growth African countries
    • Represented in seven different African countries
  
  • Creating value for all stakeholders
    • Taxes paid R336 million
    • Salaries paid R 1.2 billion
    • Donations and social labour plan expenditure of R13.5 million
    • Dividends paid to BBEEE beneficiaries of R12.5 million
    • R100 million value of shares vested in the hands of employees
  
  • PPC continues to drive and unlock shareholder value
## Progress with Strategy

### Keeping the Home Fires Burning strategy
- Channel management strategy embedded by the acquisition of:
  - Safika Cement and
  - Pronto Readymix
- Progress with 3 mega plant strategy

### Rest of Africa Expansion strategy:
- 40% of revenues by 2017

#### Rwanda:
- 600,000 tpa plant to be commissioned in the first half of 2015

#### Ethiopia:
- Stake in 1.4 mtpa plant to rise to 51%
- Construction underway

#### Democratic Republic of the Congo:
- Construction on 1 mtpa plant underway

#### Zimbabwe:
- Construction of 700,000 tpa Harare mill underway

### Sustainable Balance Sheet
- Net debt : EBITDA remains below 3x
- Investment grade rating affirmed by S&P
- Project finance of >R4 billion secured
• PPC’s total cement sales volumes up 2% for F2014
• Good sales volume growth was recorded by Zimbabwe operations
• Slowdown in SA economic growth has negatively impacted industry cement sales
• PPC’s SA cement sales decreased by 2%
• Economic growth outlook for SA remains muted
• Investing in African countries with high growth prospects
African expansion journey

- Good progress with expansion strategy
- Four signed EPC contracts in four different countries
- International business development team continues to investigate further opportunities
Women sort coffee beans in Addis Ababa, Ethiopia

Financial Overview
Solid financial metrics

PPC key metrics: 2004 - 2014

- Average revenue growth 10.3%
- Average EBITDA margin 36.7%
- Average pay-out ratio 76%
# F2014 – Financial overview

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>%</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>R9.04bn</td>
<td>9%</td>
<td>[R8.32bn]</td>
</tr>
<tr>
<td><strong>EBITDA #</strong></td>
<td>R2.37bn</td>
<td>5%</td>
<td>[R2.50bn]</td>
</tr>
<tr>
<td><strong>EBITDA margin</strong></td>
<td>26.3%</td>
<td></td>
<td>[30.1%]</td>
</tr>
<tr>
<td><strong>Cash generated from operations</strong></td>
<td>R2.58bn</td>
<td>10%</td>
<td>[R2.88bn]</td>
</tr>
<tr>
<td><strong>Normalised operating profit #</strong></td>
<td>R1.76bn</td>
<td>11%</td>
<td>[R1.98bn]</td>
</tr>
<tr>
<td><strong>Normalised earnings per share #</strong></td>
<td>170 cps</td>
<td>21%</td>
<td>[214 cps]</td>
</tr>
<tr>
<td><strong>Headline earnings per share</strong></td>
<td>179 cps</td>
<td></td>
<td>[179 cps]</td>
</tr>
<tr>
<td><strong>Full year dividend</strong></td>
<td>114 cps</td>
<td></td>
<td>[156 cps]</td>
</tr>
<tr>
<td><strong>Net debt to EBITDA</strong></td>
<td>2.4 times</td>
<td></td>
<td>[1.5 times]</td>
</tr>
</tbody>
</table>

# Excluding BBBEE IFRS 2 charges, Zimbabwe indigenisation costs and restructuring costs
## F2014 – Summary income statement

<table>
<thead>
<tr>
<th></th>
<th>2014 R million</th>
<th>2013 R million</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of sales</td>
<td>6 266</td>
<td>5 546</td>
<td>(13)</td>
</tr>
<tr>
<td><strong>Gross profit</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration and other operating expenditure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operating profit before items listed below</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BBBEE IFRS 2 charges</td>
<td>37</td>
<td>48</td>
<td></td>
</tr>
<tr>
<td>Zimbabwe indigenisation costs</td>
<td>1</td>
<td>93</td>
<td></td>
</tr>
<tr>
<td><strong>Operating profit</strong></td>
<td>1 705</td>
<td>1 776</td>
<td>(4)</td>
</tr>
<tr>
<td>Net finance costs</td>
<td>414</td>
<td>357</td>
<td>(16)</td>
</tr>
<tr>
<td>Exceptional items</td>
<td>(110)</td>
<td>(1)</td>
<td></td>
</tr>
<tr>
<td>Earnings from equity accounted investments</td>
<td>24</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td><strong>Profit before taxation</strong></td>
<td>1 205</td>
<td>1 438</td>
<td>(16)</td>
</tr>
<tr>
<td>Taxation</td>
<td>356</td>
<td>507</td>
<td>30</td>
</tr>
<tr>
<td><strong>Profit for the year</strong></td>
<td>849</td>
<td>931</td>
<td>(9)</td>
</tr>
<tr>
<td>Non-controlling interest share of profits</td>
<td>9</td>
<td>-</td>
<td>(9)</td>
</tr>
<tr>
<td><strong>Profit attributable to PPC shareholders</strong></td>
<td>840</td>
<td>931</td>
<td>(10)</td>
</tr>
<tr>
<td><strong>EPS (cents)</strong></td>
<td>160</td>
<td>178</td>
<td>(10)</td>
</tr>
<tr>
<td><strong>HEPS (cents)</strong></td>
<td>179</td>
<td>179</td>
<td></td>
</tr>
<tr>
<td><strong>Normalised EPS (cents)</strong></td>
<td>170</td>
<td>214</td>
<td>(21)</td>
</tr>
<tr>
<td><strong>DPS (cents)</strong></td>
<td>114</td>
<td>156</td>
<td></td>
</tr>
</tbody>
</table>

1. New businesses acquired accounted for 7% of growth
2. New business acquired (R171m) and increased marketing spend
3. Additional borrowings for RSA and rest of Africa initiatives
4. Impairment related to amongst others, accelerated depreciation on the 100 000 tpa CIMERWA plant, Rwanda
5. Tax refund

# Excluding BBBEE IFRS 2 charges, Zimbabwe indigenisation costs and retrenchment costs
F2014 – Summary balance sheet

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2014 R million</th>
<th>2013 R million</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Non-current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>7 223</td>
<td>5 522</td>
</tr>
<tr>
<td>Intangibles</td>
<td>949</td>
<td>333</td>
</tr>
<tr>
<td>Other non-current assets</td>
<td>766</td>
<td>556</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inventories</td>
<td>894</td>
<td>923</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>1 180</td>
<td>1 050</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>563</td>
<td>492</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>11 575</td>
<td>8 876</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EQUITY AND LIABILITIES</th>
<th>2014 R million</th>
<th>2013 R million</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital and reserves</td>
<td>1 815</td>
<td>1 564</td>
</tr>
<tr>
<td>Non-controlling interest</td>
<td>603</td>
<td>578</td>
</tr>
<tr>
<td><strong>Non-current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred taxation</td>
<td>1 030</td>
<td>1 063</td>
</tr>
<tr>
<td>Long-term borrowings</td>
<td>5 740</td>
<td>3 462</td>
</tr>
<tr>
<td>Provisions and other non-current liabilities</td>
<td>416</td>
<td>375</td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Short-term borrowings</td>
<td>351</td>
<td>584</td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>1 620</td>
<td>1 250</td>
</tr>
<tr>
<td><strong>TOTAL EQUITY AND LIABILITIES</strong></td>
<td>11 575</td>
<td>8 876</td>
</tr>
</tbody>
</table>

- Capex of R2 119m, with rest of Africa strategy accounting for the majority
- Impacted by acquisition of businesses (R657m)
- Includes R1.75bn bond issuances and R500m drawn down on Rwanda facilities
## F2014 – Summary cash flow statement

<table>
<thead>
<tr>
<th>Activity</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flow from operating activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating cash flows before movement in working capital</td>
<td>2 472</td>
<td>2 486</td>
</tr>
<tr>
<td>Net investment in working capital</td>
<td>111</td>
<td>399</td>
</tr>
<tr>
<td>Net finance costs paid</td>
<td>(373)</td>
<td>(247)</td>
</tr>
<tr>
<td>Taxation paid</td>
<td>(499)</td>
<td>(525)</td>
</tr>
<tr>
<td><strong>Cash available from operations</strong></td>
<td>1 711</td>
<td>2 113</td>
</tr>
<tr>
<td>Capital investment in PPE and intangible assets</td>
<td>(2 182)</td>
<td>(955)</td>
</tr>
<tr>
<td>Acquisitions in terms of business combination</td>
<td>(662)</td>
<td>(140)</td>
</tr>
<tr>
<td>Other investing activities</td>
<td>4</td>
<td>(124)</td>
</tr>
<tr>
<td>Net funding raised</td>
<td>1 898</td>
<td>94</td>
</tr>
<tr>
<td><strong>Net cash flow before dividends paid</strong></td>
<td>769</td>
<td>988</td>
</tr>
<tr>
<td>Dividends paid</td>
<td>(880)</td>
<td>(770)</td>
</tr>
<tr>
<td><strong>Net cash (outflow)/inflow for the year</strong></td>
<td>(111)</td>
<td>218</td>
</tr>
</tbody>
</table>
**F2014 – Effective tax rate**

- The effective taxation rate was 30%

<table>
<thead>
<tr>
<th></th>
<th>2014 Rm</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Effective taxation rate</strong></td>
<td>30.1%</td>
</tr>
<tr>
<td>Add back prior year tax adjustments</td>
<td>5.9%</td>
</tr>
<tr>
<td>Less net impairments</td>
<td>(1.6%)</td>
</tr>
<tr>
<td><strong>Tax rate before indigenisation &amp; IFRS 2 costs</strong></td>
<td>34.4%</td>
</tr>
<tr>
<td>Less indigenisation &amp; IFRS 2 costs</td>
<td>(0.8%)</td>
</tr>
<tr>
<td>Less finance costs on BBBEE funding transaction</td>
<td>(2.4%)</td>
</tr>
<tr>
<td>Less other non-deductible expenditure</td>
<td>(1.5%)</td>
</tr>
<tr>
<td><strong>Adjusted effective taxation rate</strong></td>
<td>29.7%</td>
</tr>
<tr>
<td>Less withholding taxation</td>
<td>(1.7%)</td>
</tr>
<tr>
<td><strong>Normal taxation rate</strong></td>
<td>28%</td>
</tr>
</tbody>
</table>
F2014 – Capital expenditure

**Capex 2014**

<table>
<thead>
<tr>
<th></th>
<th>2014 R million</th>
<th>2013 R million</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital expenditure before expansion projects</td>
<td>495</td>
<td>434</td>
</tr>
<tr>
<td>DRC</td>
<td>445</td>
<td>-</td>
</tr>
<tr>
<td>Zimbabwe</td>
<td>275</td>
<td>141</td>
</tr>
<tr>
<td>Rwanda</td>
<td>695</td>
<td>388</td>
</tr>
<tr>
<td>Total</td>
<td>1 910</td>
<td>963</td>
</tr>
</tbody>
</table>

- F2015 group capex guidance of ~R3 billion
• Net return above WACC of 6% - 10% from 2015 - 2021
Net debt and funding
- F2014 net debt to EBITDA of 2.4x, committed to keeping it <3.0x
- Credit rating affirmed at SA national scale long-term and short-term zaA+ and zaA-2 respectively by Standard & Poor’s
- Three successful bond issues totaling R1.75 billion, all oversubscribed

Funding for expansion projects
- Rwanda funding of $94 million secured
- Ethiopia funding of $85 million secured
- DRC funding of $168 million secured
- Zimbabwe funding of $75 million secured

Dividend policy
- F2014 full year dividend cover at 1.5 times
- Dividend policy cover changed to 1.8 – 2.5 times

BBBEE I restructure
- Finalisation of transaction funding arrangements underway
Divisional Overview

Chitungwisa Market, Harare, Zimbabwe
F2014 – Segmental analysis

Revenue split per division

- Cement: 85%
- Lime: 9%
- Aggregates & readymix: 6%

Revenue split per region

- South Africa: 73%
- International: 27%

<table>
<thead>
<tr>
<th>Revenue (R million)</th>
<th>Sept 2014</th>
<th>Sept 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cement</td>
<td>7 646</td>
<td>7 183</td>
</tr>
<tr>
<td>Lime</td>
<td>817</td>
<td>798</td>
</tr>
<tr>
<td>Aggregates &amp; readymix</td>
<td>576</td>
<td>335</td>
</tr>
<tr>
<td>Group</td>
<td>9 039</td>
<td>8 316</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EBITDA margin</th>
<th>Sept 2014</th>
<th>Sept 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cement</td>
<td>28%</td>
<td>32%</td>
</tr>
<tr>
<td>Lime</td>
<td>18%</td>
<td>20%</td>
</tr>
<tr>
<td>Aggregates &amp; readymix</td>
<td>16%</td>
<td>14%</td>
</tr>
<tr>
<td>Group</td>
<td>26%</td>
<td>30%</td>
</tr>
</tbody>
</table>

Revenue from outside SA rising from 24% to 27%
South African operating environment

- 2011 – 2013 GDP average of 2.7%
- 2014 GDP set to drop to 1.4%
- 2015 – 2017 GDP forecast of 2.8%

Well below SA’s potential GDP growth estimated at 3.6% by the OECD

Source: National Treasury, SA Reserve Bank, OECD
• Imported cement now accounts for an estimated 12% of national demand as at June 2014

• In August 2014, the International Trade Administration Commission announced an investigation into the alleged dumping of cement from Pakistan

• A dumping margin of 48% was calculated for cement giving rise to *prima facie* proof of dumping

Source: South African Revenue Services
PPC’s South African cement market

- Cement industry sales volumes fell 5.1% to June 2014
- Industrial action on the platinum belt and steel sector and above average rainfall have exacerbated slowdown in demand
- Strike action predominantly affected Gauteng and North West regions but drop in remittances to other provinces also had a negative impact
- Consequently, PPC’s SA cement volumes have contracted 2% in F2014
- Despite these challenges, volume growth was experienced in the Eastern Cape and Limpopo provinces
- Notable projects in the Eastern Cape include the Bay West Mall and Coega IDZ
- Also supplied wind farm projects in the Eastern and Western Cape provinces
- Rising imports and unsatisfactory capacity utilisation levels in the industry have constrained selling prices
- PPC achieved a 3% selling price increase in F2014
**PPC cement SA input costs**

- **Input costs up 8% on a rand per ton basis.**
- **Energy related costs:** diesel + coal + electricity = 30% of all input costs.

<table>
<thead>
<tr>
<th>Key cost components for F2014</th>
<th>Proportion of cost of sales (R/t)</th>
<th>Movement (R/t)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distribution</td>
<td>28%</td>
<td>+11%</td>
</tr>
<tr>
<td>Electricity</td>
<td>11%</td>
<td>+11%</td>
</tr>
<tr>
<td>Salaries (R)</td>
<td>10%</td>
<td>+7%</td>
</tr>
<tr>
<td>Depreciation (R)</td>
<td>10%</td>
<td>-</td>
</tr>
<tr>
<td>Coal</td>
<td>8%</td>
<td>-6%</td>
</tr>
<tr>
<td>Maintenance</td>
<td>8%</td>
<td>+15%</td>
</tr>
<tr>
<td>Packaging</td>
<td>4%</td>
<td>+11%</td>
</tr>
<tr>
<td>Other</td>
<td>21%</td>
<td>+7%</td>
</tr>
</tbody>
</table>
Environmental upgrades

- De Hoek kiln 5 upgrade of bag house filter – led to dust emissions falling below 10mg/Nm³
- Upgrade has also delivered significant savings (~70%) in water consumption
- Slurry air quality upgrades concluded on finishing mill 1 and 2 to comply with environmental legislation to be introduced in 2020.
Energy projects

- Despite carbon tax introduction delayed to 2016, we are busy with a number of initiatives:
  - Concluded an agreement with REDISA\# to source waste tyres for use at De Hoek
  - To commence usage of waste tyres mid 2015
  - Dwaalboom kiln 2 – commissioned a kiln feed system for carbonaceous spent pot liner, a waste stream from the aluminium smelting industry to replace coal
  - Feasibility study on a waste heat recovery system at Dwaalboom underway
  - 60MW Innowind wind energy project at PPC’s Grassridge quarry in the EC to be commissioned by March 2015

\# Recycling and Economic Development Initiative of South Africa
South Africa channel management strategy

**Acquisition of Safika Cement**
- Following Competition Commission approval in December 2013:
  - 69% shareholding acquired for R377 million
  - Five blending facilities and one milling operation
  - Consolidated from 1 January 2014
  - Favourably impacted net group revenue by R353 million
  - Added R83 million to EBITDA

**Acquisition of Pronto Holdings**
- Final 50% purchased in July 2014:
  - Prominent Gauteng-based readymix and fly ash supplier
  - Nine batching plants
  - Consolidated from 1 July 2014
  - Favourably impacted net group revenue by R136 million
  - Added R29 million to EBITDA
Zimbabwe

- Fifth consecutive year of rising cement demand
  - Slower domestic volume growth due to on-going liquidity challenges and high external debt levels
  - Good export volume growth and selling prices achieved

- Improving margins as costs well maintained

- Modernisation programme
  - Bulawayo plant – commissioned country’s first cement bag palletiser and a new bulk loading facility
  - Colleen Bawn plant – successful crusher and kiln upgrades led to improved reliability and output

- United Nations Development Programme estimates the need for investment of some $18 billion to rehabilitate and modernise infrastructure

- We are optimistic about growth in infrastructure investment
Botswana

- Increasing cement capacity and competitiveness in South Africa has had an adverse impact, with the retail segment becoming increasingly competitive.
- PPC experienced a single digit decline in cement sales.
- Government revenues from diamond sales are however starting to improve.
- Tender activity on new infrastructure projects is starting to increase as emphasis moves from maintenance to investing in new infrastructure.
- We are well placed to participate in this increased construction activity, although we anticipate continued strong price competition from South Africa.

Mozambique

- The southern region remains heavily contested, with new capacity commissioned and aggressive pricing from imported product.
- To better service construction segment, we relocated office from Maputo to Tete.
- Supply of product into the Tete region from Zimbabwe has improved from previous year.
Rwanda

- Production and sales significantly up from the past few years, exceeding the 100,000 tons mark

- Sales achieved due to:
  - strong local demand
  - increased focus on export markets
  - significant improvement achieved with the existing plant’s performance (exceeded design capacity)

- Cost of production was disappointing due to inefficiencies related to the usage of heavy fuel oil for the thermal process

- Old plant to be decommissioned as new facility is completed and commissioned in 1H 2015 – gave rise to accelerated depreciation impairment

- Company’s 30 Year Anniversary Ceremony was held in October 2014.
Lime

- Revenue ended up 2%
  - 20% increase in limestone sales
  - 6% drop in burnt product sales
- Cost of sales rose 11% on a rand per ton basis; negatively impacted by fuel and manpower costs, which included an R11 million restructuring cost
- EBITDA reduced to R136 million (2013: R162 million)
- Successfully converted an electrostatic precipitator to a bag house filter for kiln 6 at a capital cost of R29 million
- All the main production units at Lime Acres are now equipped with state of the art off-gas cleaning equipment

Aggregates

- Revenues ended 18% higher at R395 million (2013: R335 million)
- Boosted by increased sales volumes of 9% in South Africa and 10% in Botswana
- EBITDA was 33% higher at R61 million (2013: R46 million)
- Supplying key projects like the Mall of Africa and Steyn City in Gauteng
CIMERWA Ltd, Rwanda

• CIMERWA’s new corporate identity launched

• Sales and marketing strategy for off-take of additional capacity is complete and implementation is in progress

• Construction of the 600 000 tpa plant is nearing completion and the project remains within budget

• Operational readiness:
  • Recruitment and training progressing well
  • Majority of supply contracts secured
  • All services such as supply of power and upgrading of logistics routes resolved

• Plant to be commissioned in first half of 2015
Democratic Republic of Congo

- Construction of 1 mtpa plant in western DRC for ~$280m is progressing well
- Funding is in place
- All property and quarry rights secured
- Sinoma is on site and contractor camp established
- The factory site has been cleared and levelled and civil construction is to start by end November 2014
- Working closely with SNEL to ensure electricity supply is secured timeously
- Commissioning date is on track for end- 2016

# Société Nationale d'Electricité
Democratic Republic of Congo (cont.)

- Operational readiness plans underway – have appointed in-country MD, manufacturing plant GM, construction manager, and sales and marketing staff

- Valuable experience gained from the past 6 months of importing and selling PPC-branded cement in Matadi and Kinshasa

- This has afforded opportunity to gather further detailed market intelligence:
  - Strong growth in cement demand was observed for 2014
  - The largest customer segment is retail (~50%) followed by construction and concrete product manufacturers
  - Locally manufactured cement is viewed as superior to imported cement
  - Cheap imports of cement from the east and Turkey result in price volatility
Zimbabwe

- Construction of a 700 000 tpa cement mill in Harare for ~$85m is proceeding well
- Corporate loan funded against PPC Zimbabwe’s balance sheet has been secured from PTA bank
- EPC contract with Sinoma signed in September 2014 and the construction of basic infrastructure has started
- Sinoma site establishment planned for beginning of 2015
- Commissioning planned for 2016
- Plans to construct a clinker plant on Zimbabwean border and mill in Tete ongoing
Habesha Cement, Ethiopia

- PPC shareholding increasing to 51%
  - Acquisition of the IDC’s 20% stake is expected in December 2014 once all conditions have been satisfied

- Project funding secured from the Development Bank of Ethiopia and PTA Bank

- Equipment manufacture by NHI in China is well advanced and pre-delivery equipment testing has begun

- Commissioning of the ~$140 million, 1.4 mtpa facility to occur in 2016

Inspection of equipment at NHI in China. Kiln shell section (top) and cement mill.
Algeria Project Update

- Algerian cement demand ~22 mtpa with production capacity of ~18 mtpa
- Government committed to roll out major infrastructure investments
- Cement selling prices range between $80 - $120 per ton
- Favourable costs of production due to affordable gas prices and availability of electricity at project location
- Continuing to evaluate the acquisition of 49% shareholding in Hodna Cement Company (HCC)
- HCC to construct a plant with a capacity of up-to 2 mtpa
- Well located raw material components all on site – limestone, gypsum and shale further reduce operational costs
- Feasibility study underway and to be concluded in the first half of 2015
New CIMERWA plant in Rwanda to be commissioned in 2015

Outlook
Outlook

• **2015:**
  - SA – tough year; focus on cost management
  - Zimbabwe – anticipate continued positive performance
  - Rwanda – ramp up production of new plant (increase PPC capacity by 8%)
  - Projects – construction to gain momentum

• **2016:**
  - SA – still tough but improving
  - 3 projects to come on line
  - 3 million tonnes of new projects commissioned
Questions?
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