Darryll Castle - CEO

Merrill Lynch Conference Sun City

15 - 17 March 2016

Agenda

Introduction

Corporate Update

Operational Overview

Projects Update

Outlook & Questions

Overview of PPC operations

DEMOCRATIC REPUBLIC OF THE CONGO

- 1mtpa
- Limestone reserves 76 Mt; 54 years
- Project cost: US$280 million
- Commissioning end CY2016
- 69% subsidiary of PPC Ltd

ZIMBABWE

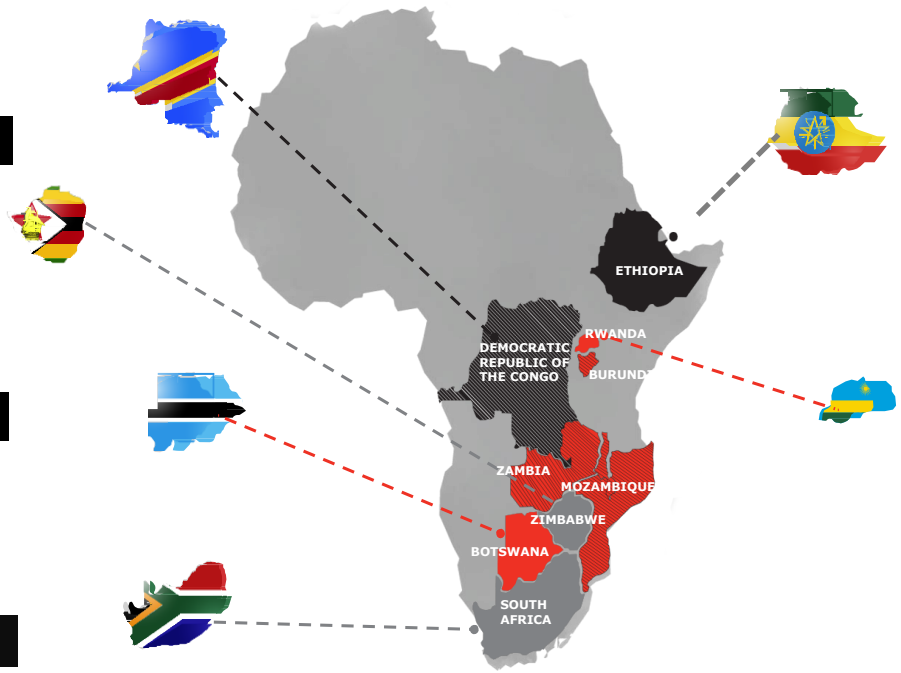
- 1mtpa
- Limestone reserves 43 Mt; 41 years
- Constructing a 700 000tpa mill for US$85 million
- Commissioning end of CY2016
- 70% subsidiary of PPC Ltd

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

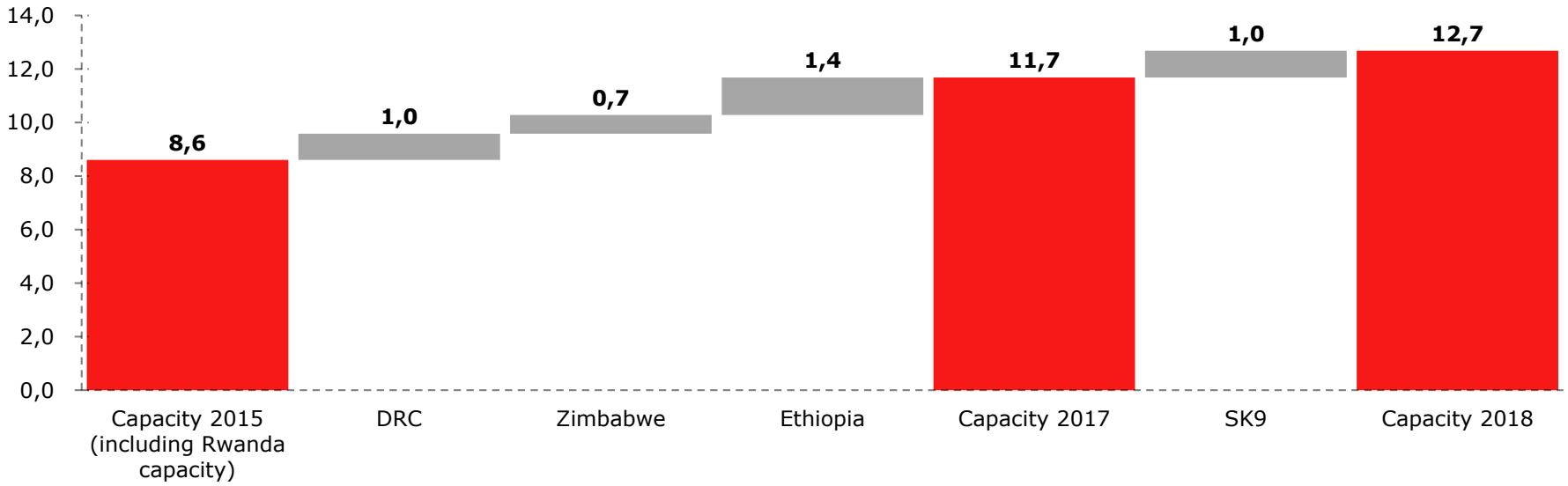
- 600 000 tpa
- Limestone reserves 7 Mt; 13 years
- Project cost: US$165 million
- Commissioned August 2015
- 51% subsidiary of PPC Ltd

- Current operation
- Current operation and current project
- Current project and export market
- Export markets
- Current project

373 years of limestone reserves

PPC capacity

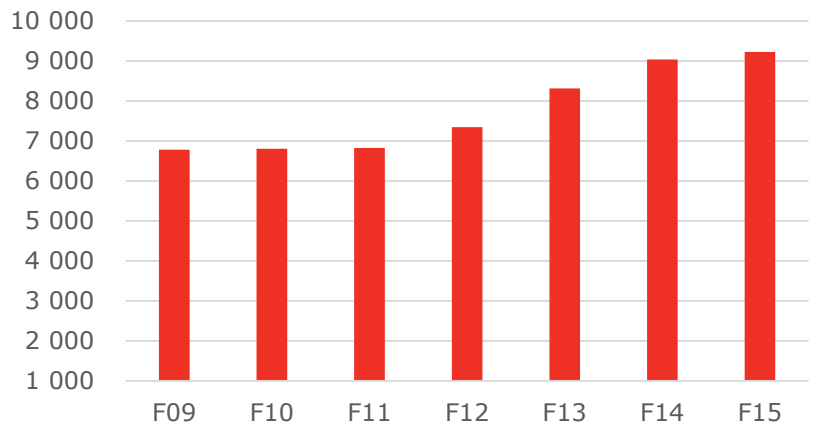
Capacity build up 2015 – 2018 (mt)



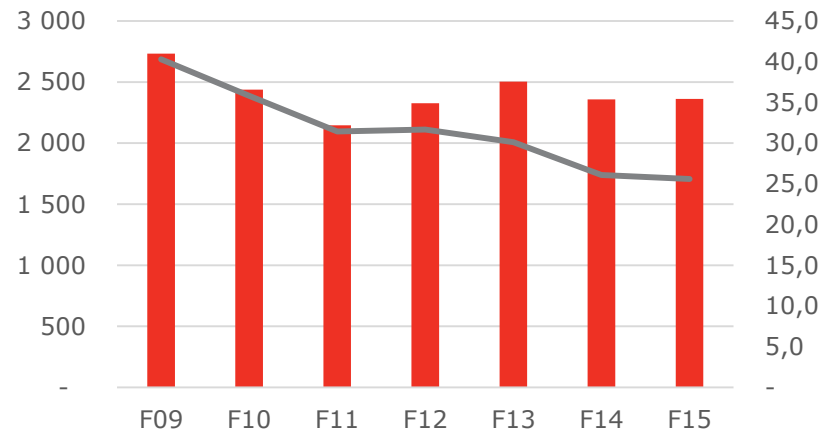
~ 50% increase in capacity by 2018

Historical performance

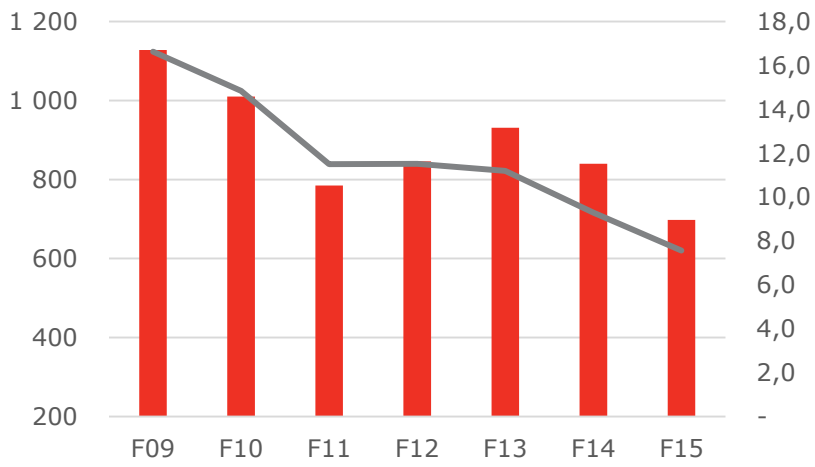
Revenue (Rm)



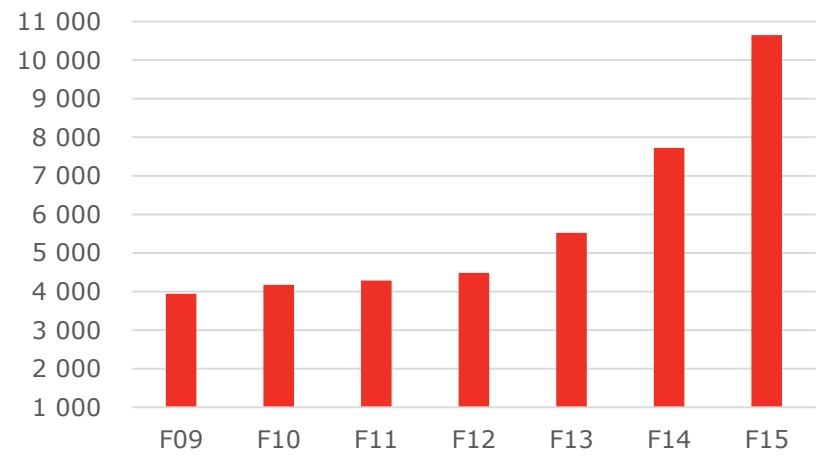
EBITDA (Rm) and EBITDA margin % (rhs)



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

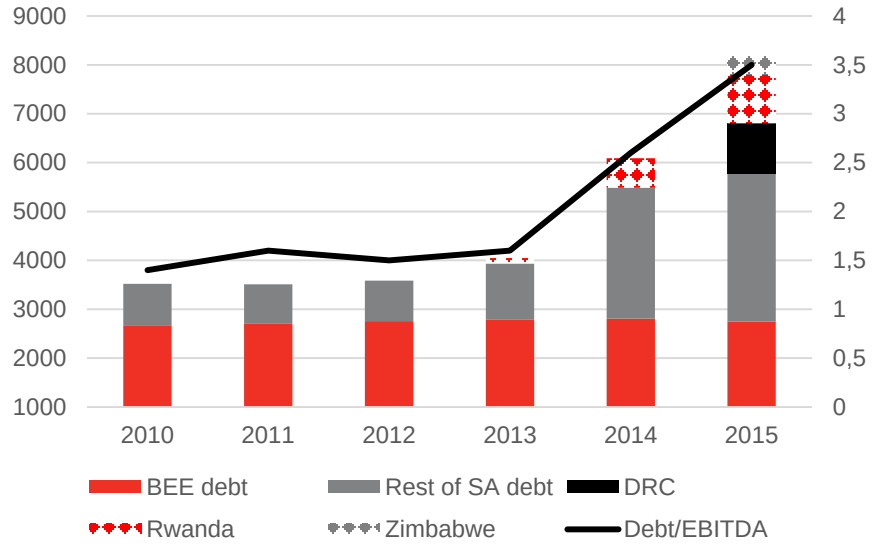


PPE (Rm)



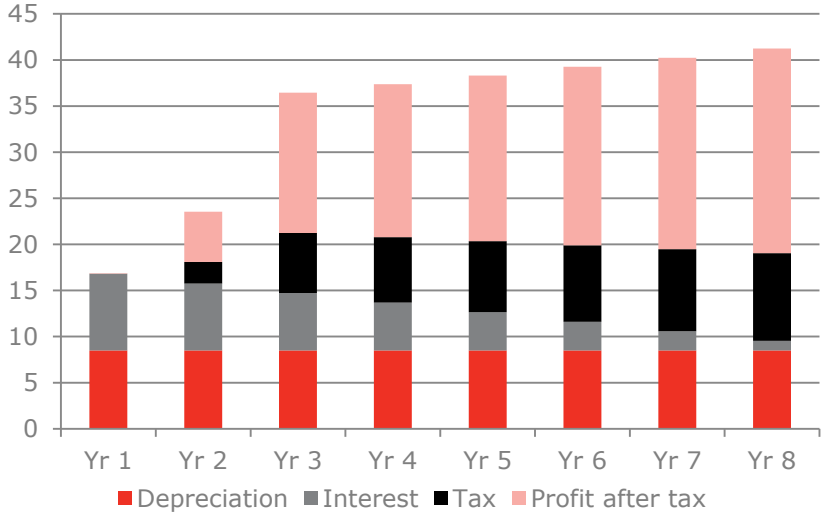
Debt and EBITDA evolution

PPC group debt evolution (Rm)



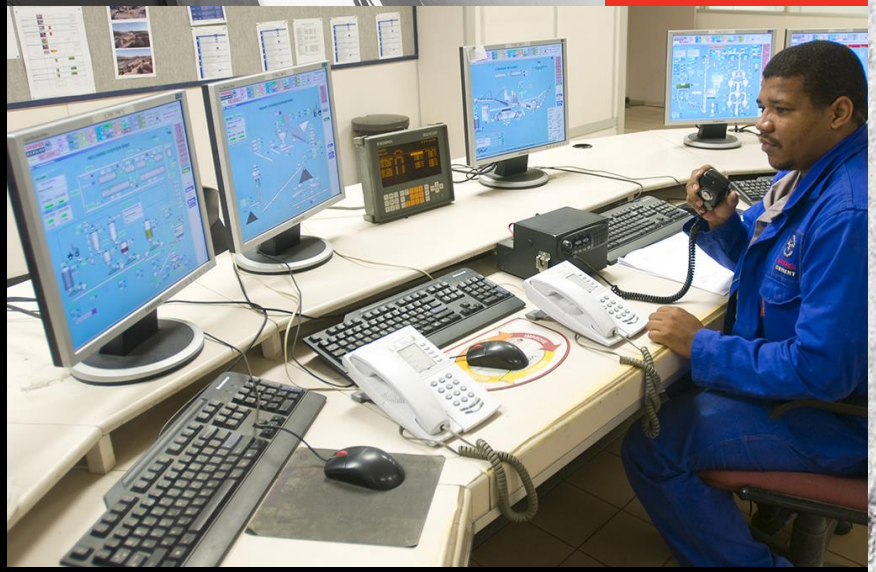
- F15 Debt/EBITDA of covenant group at 2.6 times
- Group debt set to peak at between R10bn – R12bn in F2017

Schematic evolution of EBITDA for projects



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

- 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



CORPORATE UPDATE

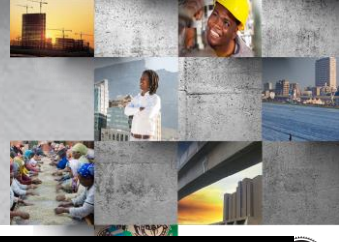
Our new vision

Old Vision
To grow PPC into a leading emerging market business

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

Why we exist

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

THE FIVE PILLARS OF OUR STRATEGY

1 WORLD CLASS EXCELLENCE IN ALL THAT WE DO

2 PROVIDER OF MATERIALS AND SOLUTIONS

3 INNOVATION CULTURE

4 TAKING A STRATEGIC APPROACH

5 DOUBLING OUR BUSINESS EVERY 10 YEARS

OUR APPROACH

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

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

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

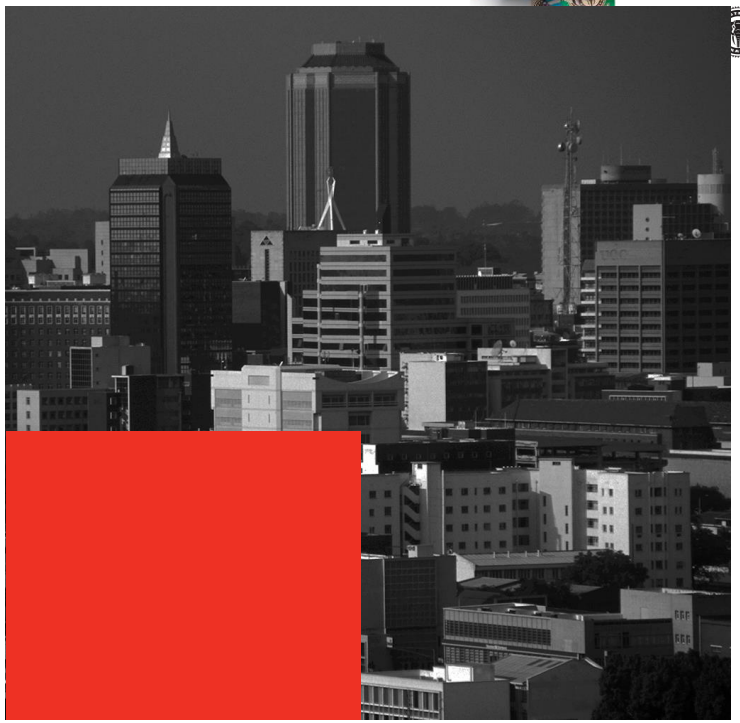
TAKING A STRATEGIC APPROACH

- 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

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



OUR AMBITION

BECOMING A MAJOR PLAYER

In Africa then Globally

ENTER

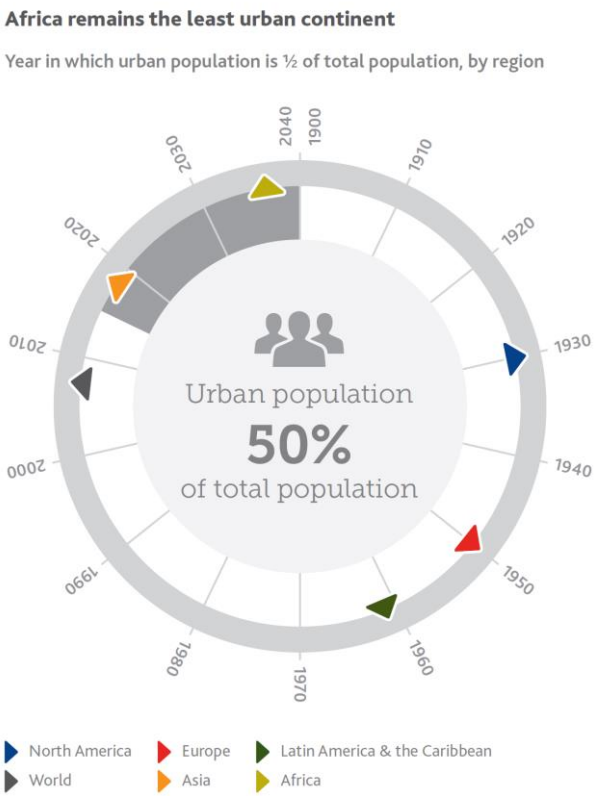
DEFEND

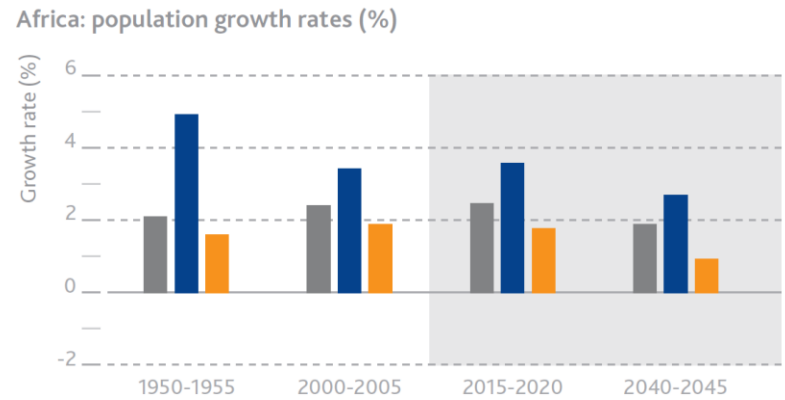
GROW

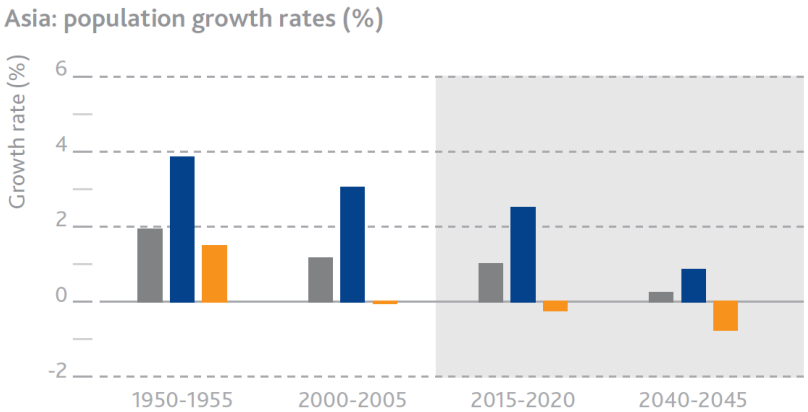
CONTROL

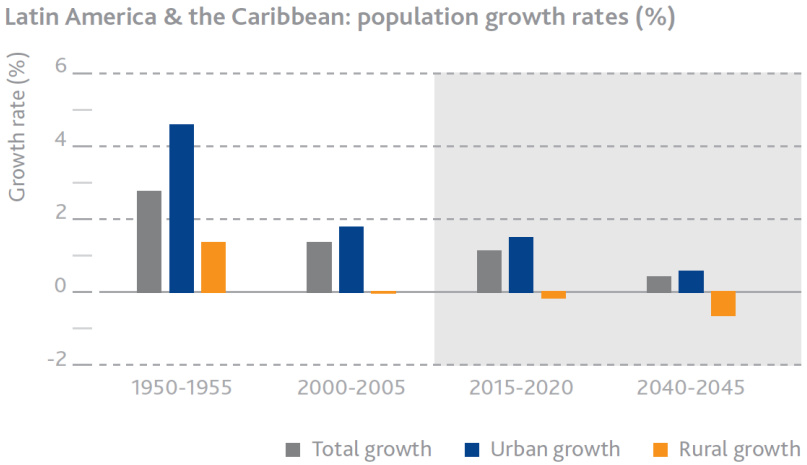
MONITOR

Focus on Africa









- 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

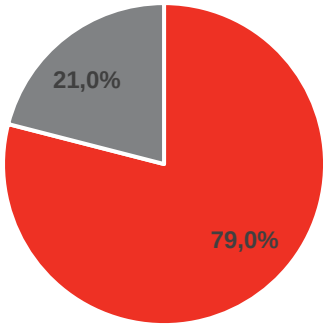
Source: Mo Ibrahim Foundation

Cement industry business models

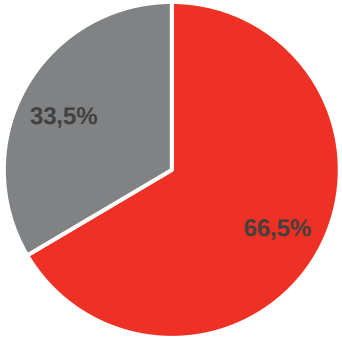
- PPC has a very high exposure to cement revenue relative to other global cement players
- The contribution of cement revenue to other global players ranges from as low as ~35% to 67%
- Other cement revenue typically includes aggregates, readymix, asphalt etc.

Source: PPC research and estimates

PPC, 2015

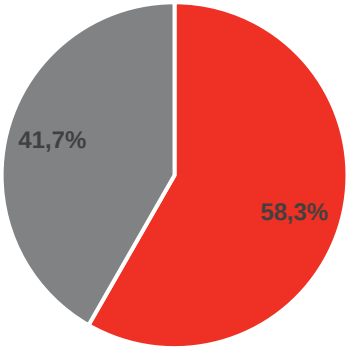


Lafarge, 2014



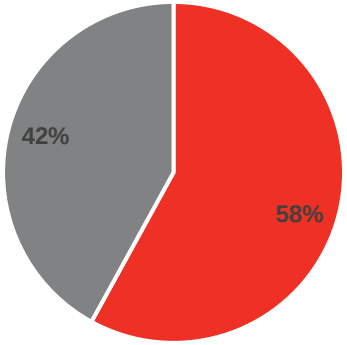
Cement revenue ▪ Other revenue

Holcim, 2014



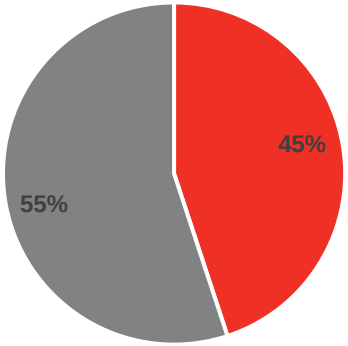
Cement revenue ▪ Other revenue

Cementir, 2014



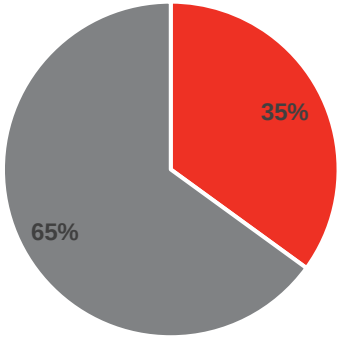
Cement revenue ▪ Other revenue

Heidelberg, 2014



Cement revenue ▪ Other revenue

CRH, 2014

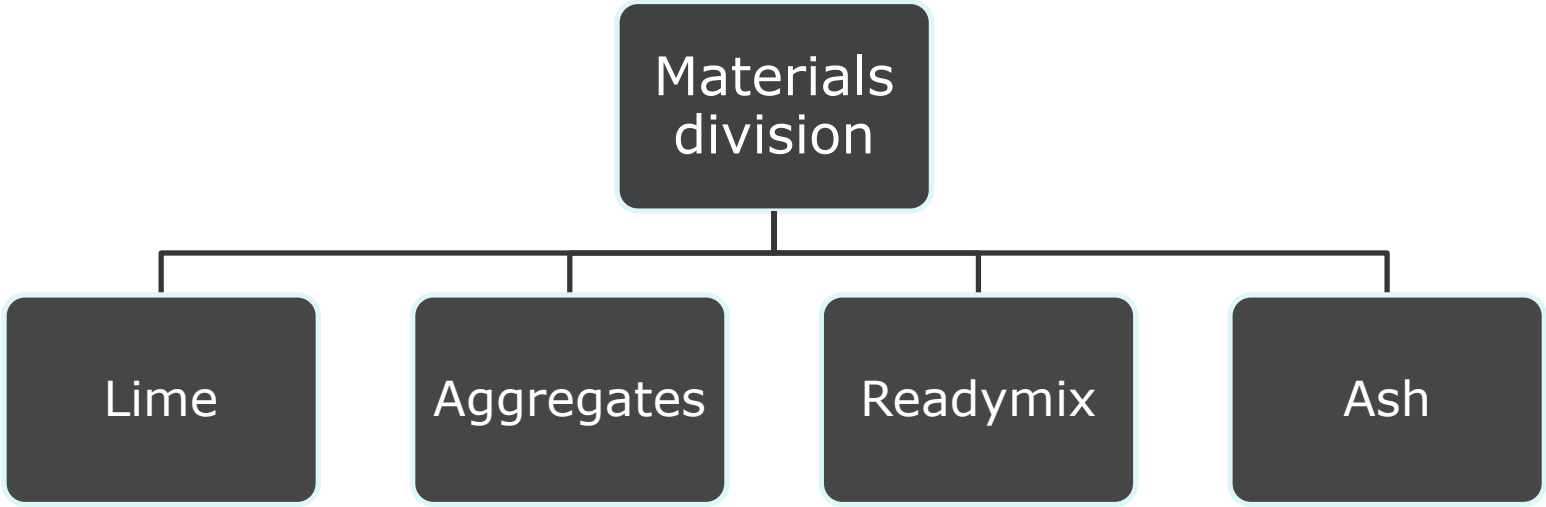


Cement revenue ▪ Other revenue

Materials division

Materials and solutions business strategy

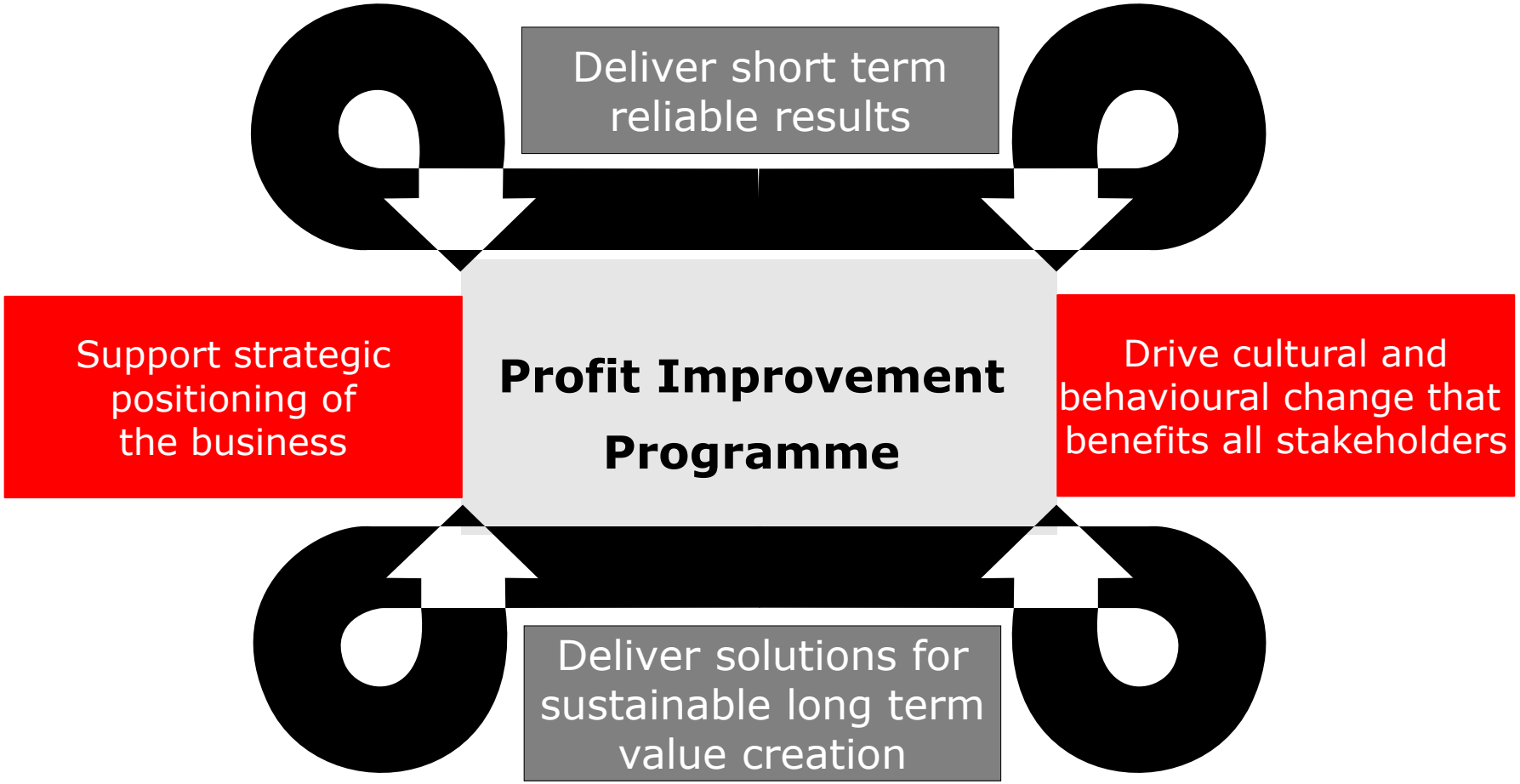
- Expand product and service offering through materials and solutions
- Diversification of products
- Vertical integration
- Channel management
- Protect and grow cement volumes



Acquisition – 3Q Mahuma Concrete

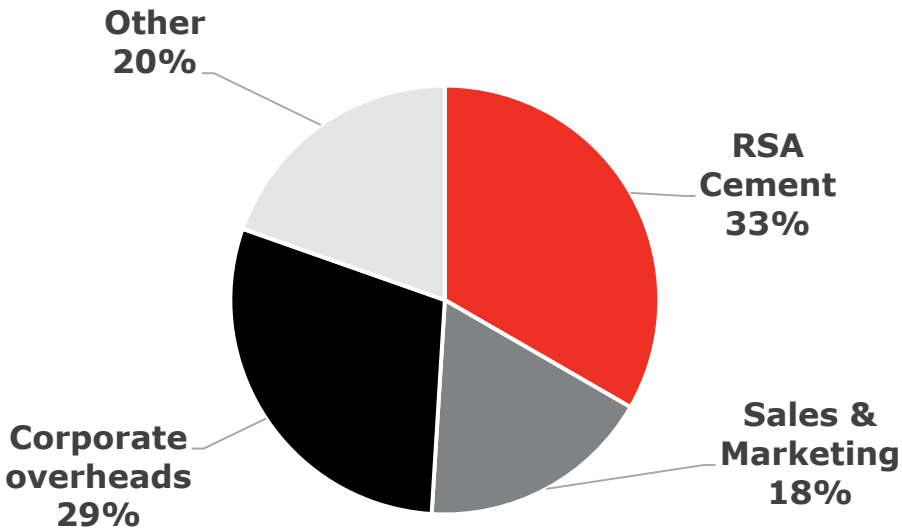
- PPC intends to conclude an asset for shares agreement with 3Q Mahuma Pty Ltd
- This is to further progress PPC's readymix channel management strategy
- 3Q Mahuma is the largest independently owned readymix concrete supplier in Southern Africa and has been in business for the past 11 years
- The company 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



Case study – overheads

PIP contribution to overheads saving 2015



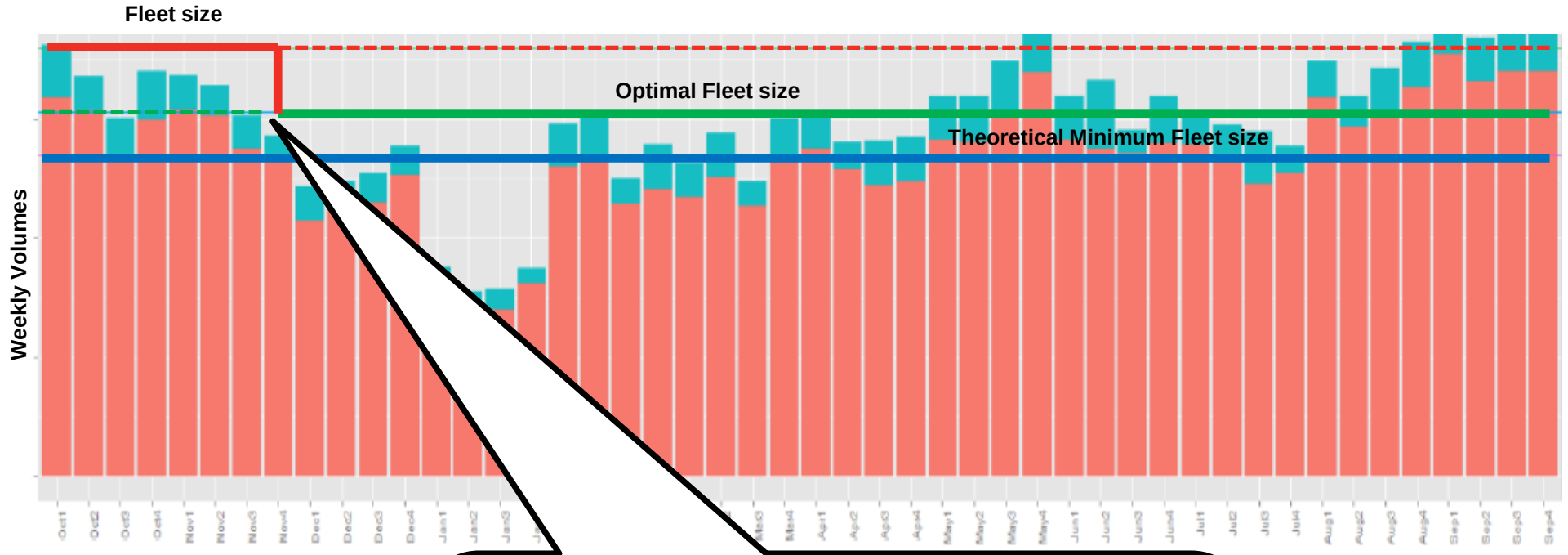
■ RSA Cement ■ Sales & Marketing ■ Corporate overheads ■ Other

- **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

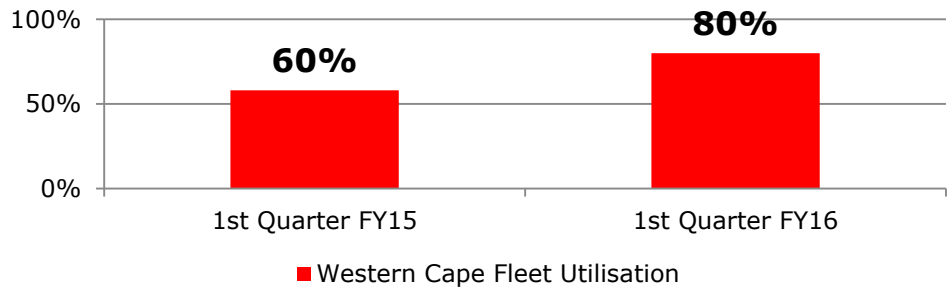
F2015 overheads of R1,13 bn - ~80% relate to RSA

Case study - logistics

Western Cape Logistics YOY Spend Improvement



Western Cape Fleet Utilisation



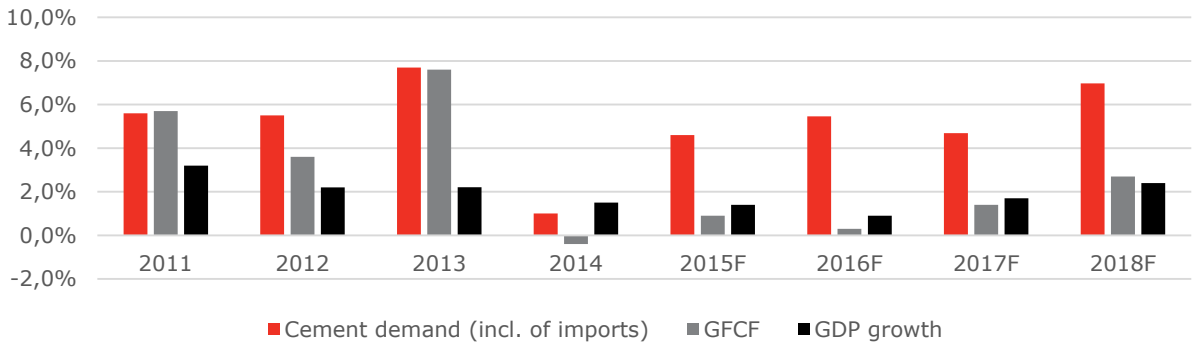
OPERATIONAL OVERVIEW

Operating update

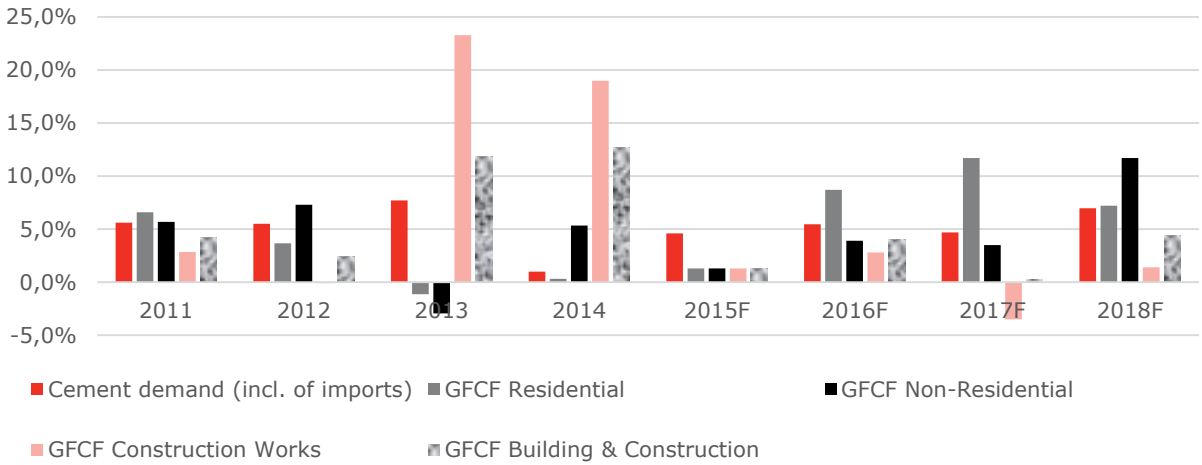
- Group cement sales volumes down 1% for the first five months of F2016
  - 2% volume growth recorded in the SA cement business supported by strong volume growth in the coastal regions
  - 3% volume declines in the key international businesses (-9% including low margin exports to DRC and other countries)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



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



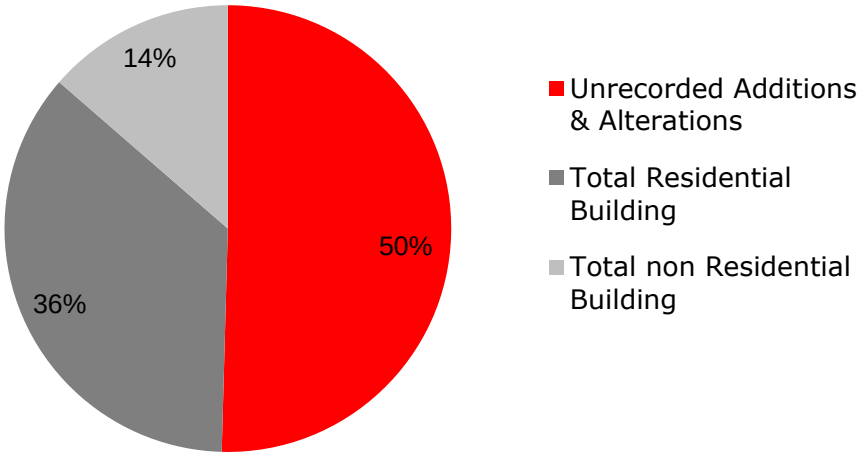
GFCF consists of:	% breakdown (2014)
GFCF computer and transfer costs	7.5%
GFCF machinery and equipment	36.4%
GFCF transport equipment	10.9%
GFCF construction	27.7%
GFCF non-residential	8.9%
GFCF residential	8.6%

Economy + **Imports** + **Competitive landscape** = **PPC Performance**

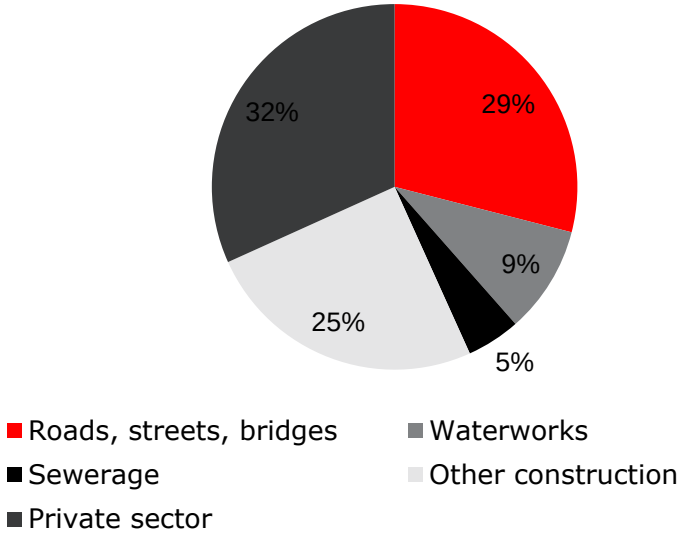
Source: The BMI-BRSCU Strategic Forum, South African Reserve Bank

South African operating environment

Residential and non residential building



Construction activity



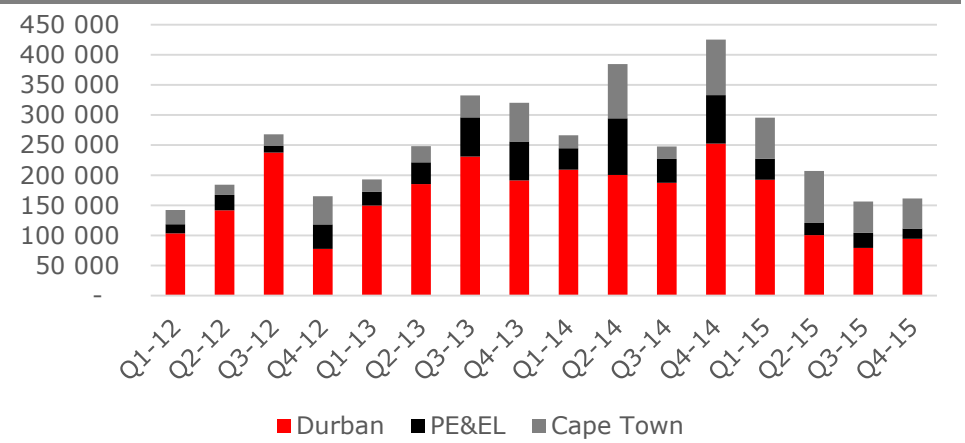
- Research suggests that cement use is split roughly evenly between building and construction activity
- Within the building segment, 50% is used on unrecorded additions and alterations
- Reflecting the importance of household disposable income
- Within the construction segment, 29% is general construction like roads, streets and bridges etc. while 32% is private sector construction activity

Economy + **Imports** + **Competitive landscape** = **PPC Performance**

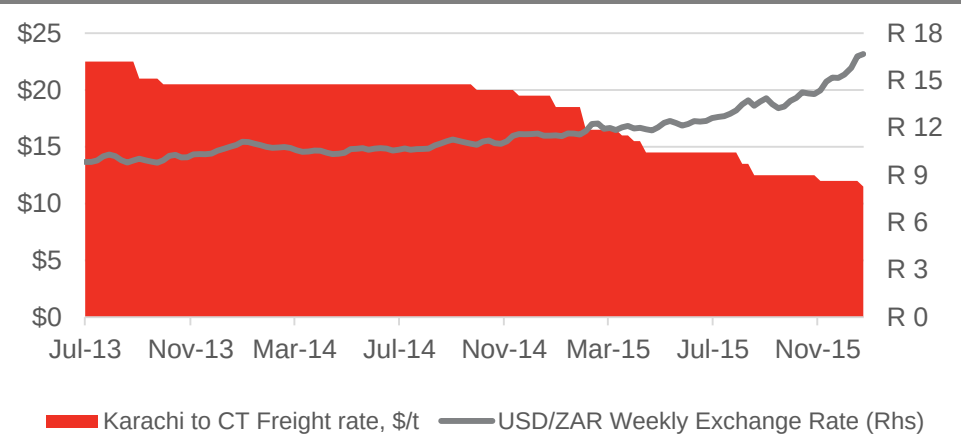
Source: The BMI-BRSCU Strategic Forum

South African operating environment

Imported cement volumes by port of entry (tons)



Freight rates and exchange rates



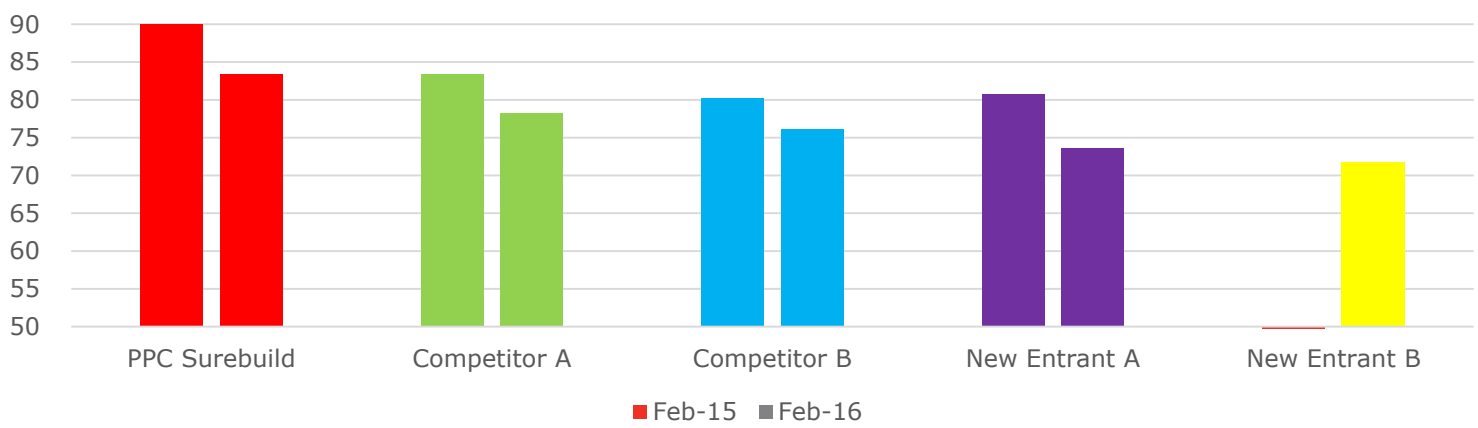
- Cement imports down 62% yoy in the fourth calendar quarter of 2015
- Similarly, imports down 46% in the Western Cape over the same period
- In 2015 as a whole, cement imports have fallen 38% to 820 000 tons
- Over 90% of imports originated from Pakistan in 2015
- Final dumping duties imposed in December 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

Economy + **Imports** + **Competitive landscape** = **PPC Performance**

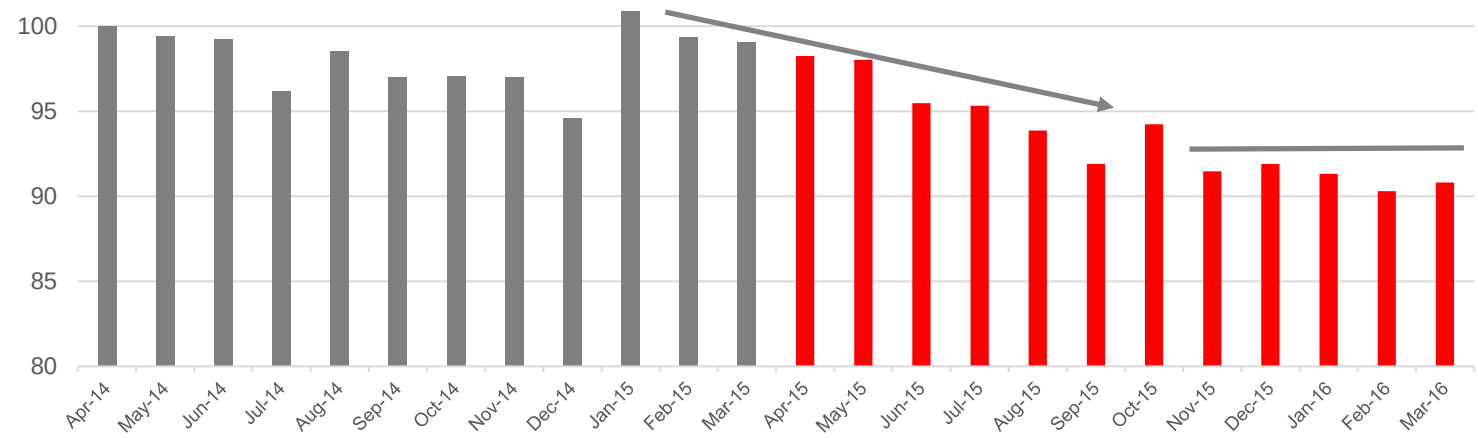
Source: South African Revenue Services, I-Net Bridge

South African operating environment

Average retail selling price of 42.5 cement (Rands)



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



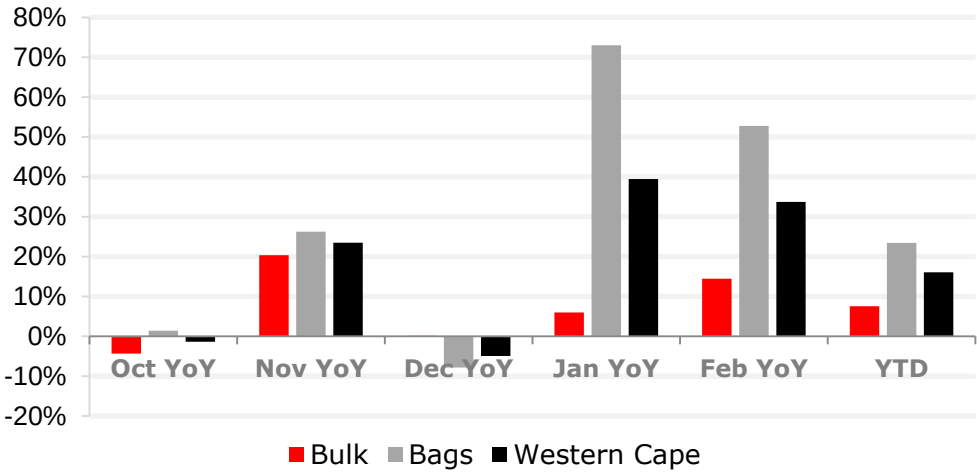
- PPC's average selling price down 5% for the first five months of the financial year
- More stable pricing in the last few months

Economy + **Imports** + **Competitive landscape** = **PPC Performance**

Source: PPC Research

South African operating environment

Western Cape sales volumes, Oct – Feb 2016



- 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

Economy + **Imports** + **Competitive landscape** = **PPC Performance**

Zimbabwe, Botswana and Rwanda

Zimbabwe

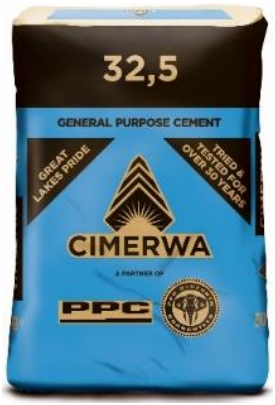
- Local cement sales volumes down double digits due to:
  - Regional competition increasing on the back of weakening domestic currencies
  - Imports into Zimbabwe growing despite a number of barriers to entry
  - Local economy under pressure, exacerbated by the impact of the drought
  - Reduction in 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

CAPEX guidance (2016 – 2018)			
Capex guidance	**F2016 (6 months to March 2016)**	**F2017 (12 months to March 2017)**	**F2018**
RSA	R200m – R300m	R800m – R1bn	R400m – R600m
ROA	R700m – R1bn	R900m – R1.2bn	R100m – R300m
Total	**R900m – R1.3bn***	**R1.7bn – R2.2bn***	**R500m – R900m***

*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	Rm
Maintenance capex	574
SK9 expansion	241
DRC	1 721
Rwanda	280
Zimbabwe	453
Total	**3 269**

Guidance on new reporting cycle

Reporting Cycle for new year-end March 2016			
6 months to March 2016 Audited Rm	**6 months to March 2015 Unaudited Rm**	**% Change**	**12 months to Sept 2015 Audited Rm**

- 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

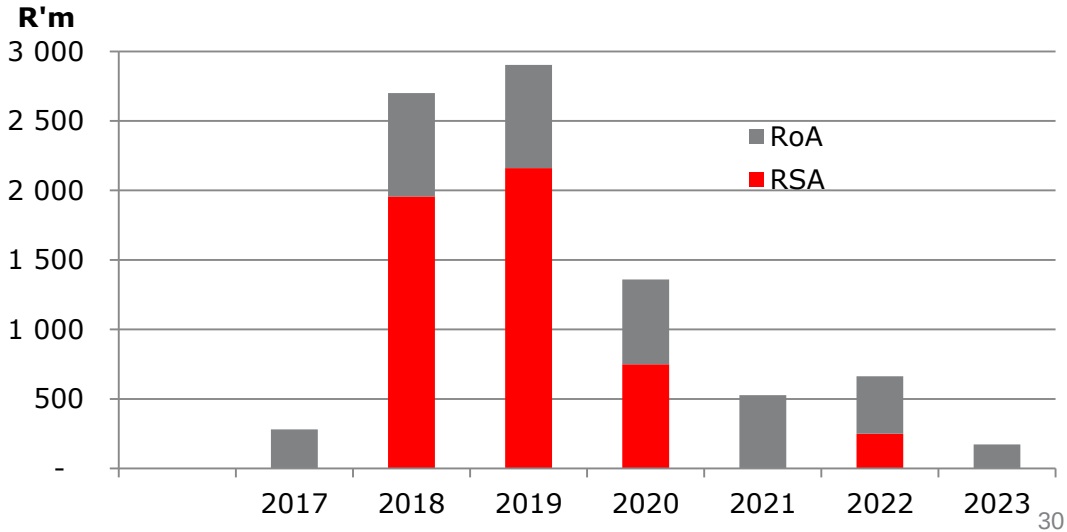
Empowerment transaction

- 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



PROJECTS UPDATE

CIMERWA Ltd, Rwanda

Legend

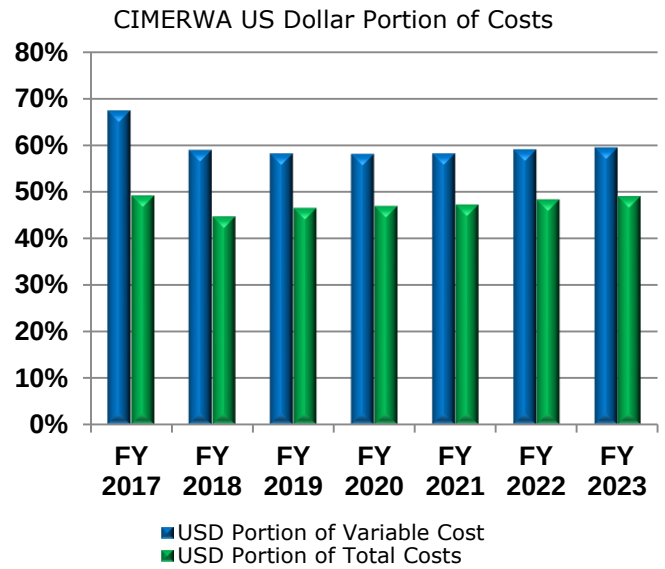
- EAPC – 0.8mtpa (I)
  Bamburi – 1mtpa (G)
  National Cement – 0.9mtpa(G)
  Savannah – 1.5mtpa (G)
  ARM – 1mtpa (I)
- Bamburi – 2.2mtpa (I)
  Mombasa – 1.7mtpa (I)
  ARM – 1mtpa (I)
- Afrisam – 1.3mtpa (I)
  ARM – 1.3mtpa (I)
- Twiga – 1.9mtpa (I)
  Lake Cement – 0.5mtpa (I)
- Dangote – 3mtpa (I)
- 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)

Regional target market

Legend: I – Integrated plant G – Clinker grinding plant

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

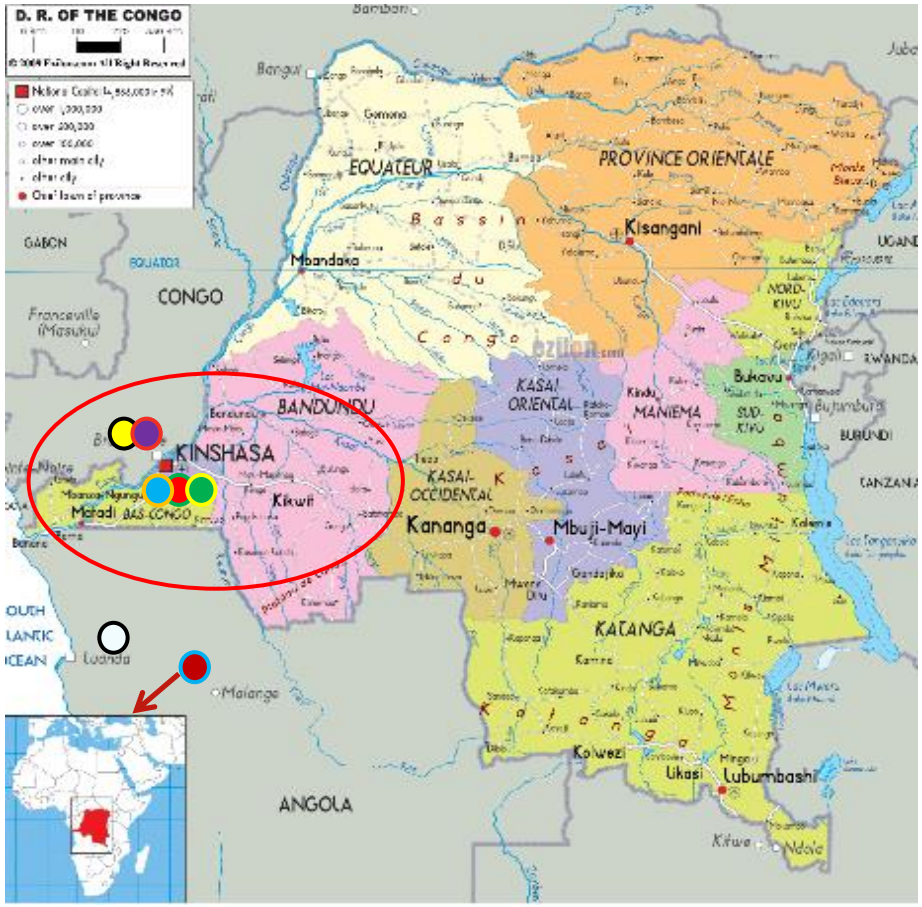


M. Peace Plaza in KIGALI

CIMERWA Ltd, Rwanda

- 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



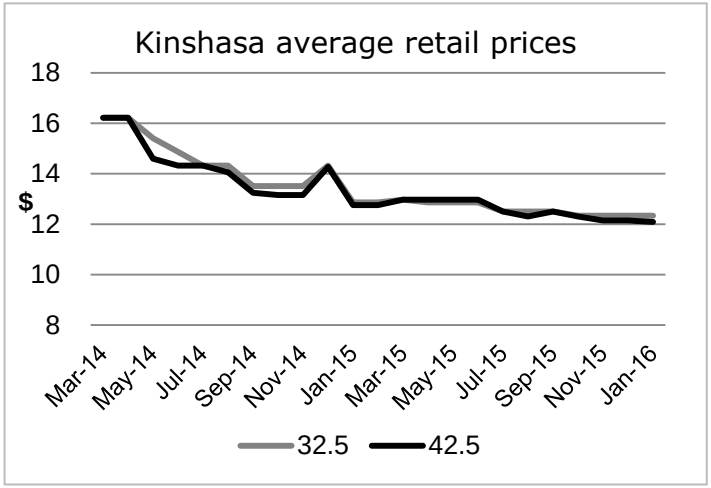
Legend

- Dangote Madingou 1mtpa 2018
- NACEM Diamond; CIMAF Hinda: Forspak SONNACC Total approx 2mpa
- CIMKO (Lucky) Songololo 1mtpa 2018
- PPC Barnet DRC Kimpese 1mtpa
- CILU (Heidelberg) Lukala 450- 750ktpa 2017
- Nova Cimangola 1.8mta CIF 3.6mtpa Luanda
- FCKS 1.4mtp Cemenfort 1.4mtpa Secil Labito 0.4mtpa

Democratic Republic of the Congo

- 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

New 1mtpa plant



Zimbabwe

Legend

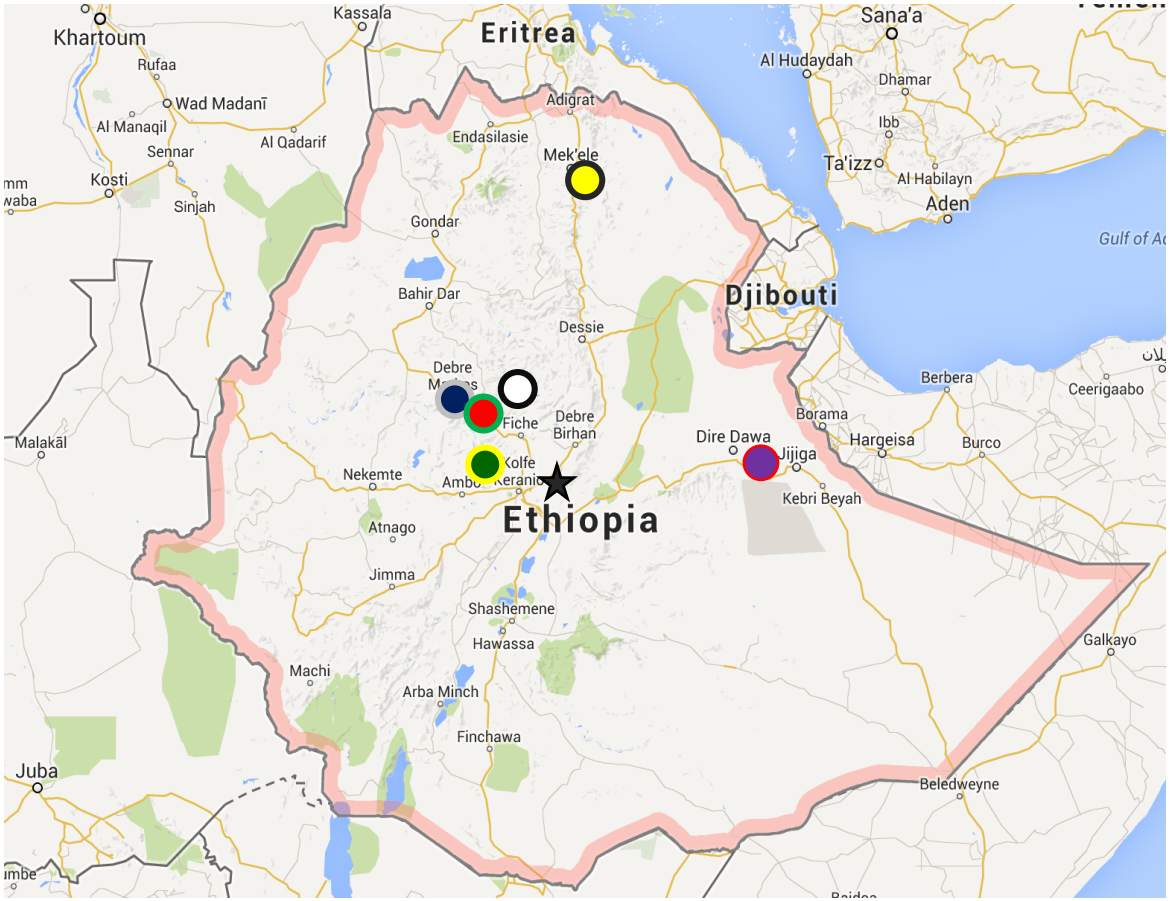
- PPC Zim new **Harare** mill (700ktpa)
- PPC Zim **Bulawayo** milling plant (700ktpa)
- PPC Zim **Colleen Bawn** clinker plant (650ktpa)
- **LafargeHolcim** integrated plant (450ktpa) – imports 42.5 ex Zambia
- **SinoCement** integrated plant (250ktpa)
- **Pacstar** milling plant (100 ktpa) *(Possible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

New 700 000 tpa mill

Habesha Cement, Ethiopia



Legend

Messebo
1.9 mtpa cement
800km to Addis Ababa

National Cement
1.2mtpa cement
520km to Addis Ababa

Mugher Cement
1.9mtpa cement
110km to Addis Ababa

Dangote
1.9mtpa cement
105km to Addis Ababa

Derba Midroc
1.9mtpa cement
70km to Addis Ababa

Habesha
1.1mtpa cement
35 km to Addis Ababa

★ **Addis Ababa**

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%

New 1.4 mtpa plant
Kiln preheater and kiln support sections

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

New 1 mtpa kiln line

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

CIMERWA

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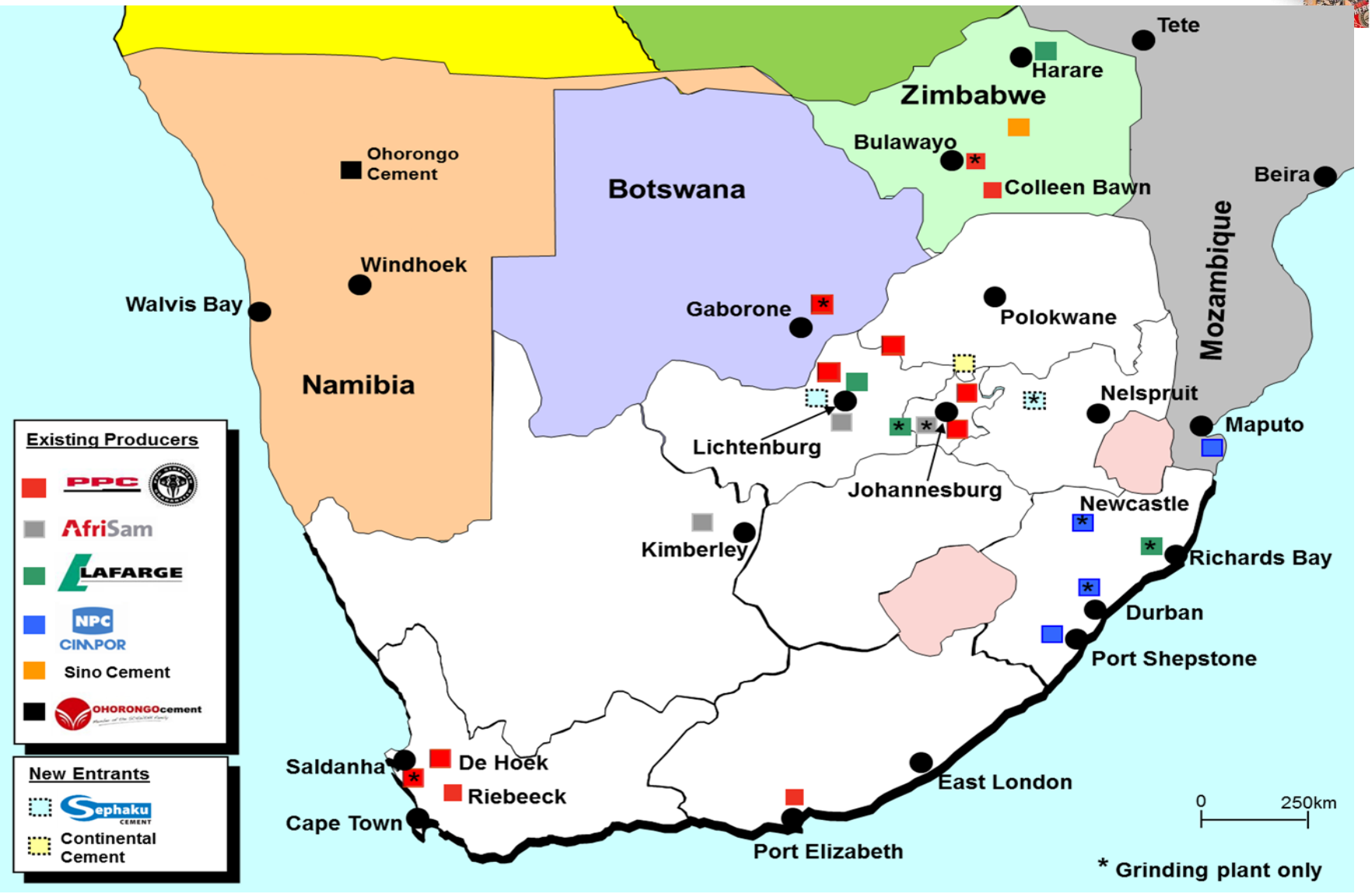
Appendix


Tete
Harare
Zimbabwe
Bulawayo
Colleen Bawn
Beira
Mozambique
Ohorongo Cement
Botswana
Windhoek
Walvis Bay
Gaborone
Polokwane
Namibia
Nelspruit
Maputo
Lichtenburg
Johannesburg
Newcastle
Kimberley
Richards Bay
Durban
Port Shepstone
Saldanha
De Hoek
Riebeeck
Cape Town
East London
Port Elizabeth
0
250km
* Grinding plant only
Existing Producers
PPC
AfriSam
LAFARGE
NPC CIMPOR
Sino Cement
OHORONGOcement
New Entrants
Sephaku CEMENT
Continental Cement

Experienced Management Team

Darryll Castle (47)
CEO

- Appointed CEO of PPC in December 2014
- Darryll has extensive experience in the mining industry and served as a CEO of Trafigura Mining Group and Anvil Mining, as well as COO of Metorex Group
- Darryll has a broad range of skills in corporate management, fund management, financial analysis, mining and engineering.
- Darryll's first hand knowledge of various countries in Africa and emerging markets as well as deep relationships built over the years are expected to add value
- BSc (Civil), BCom, MBA, CFA

Tryphosa Ramano (44)
CFO

- Appointed CFO of PPC in 2011
- Tryphosa was CEO of WIP International (a subsidiary of WIPHOLD focused on African expansion)
- Tryphosa 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 Claassen (56)
MD – PPC Cement RSA

- Johan is a professional engineer who joined PPC in 1989
- He has served PPC in a number of key positions including as an executive in cement operations and lime
- He was previously employed by the Department of Water Affairs, progressing to regional engineer
- BEng (University of Stellenbosch), EDP (Wits Business School)

Njombo Lekula (48)
MD – International

- Njombo is a chemical engineer who joined PPC in 1990
- He joined PPC Zimbabwe from May 2013 in the position of Managing Director
- He 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 Rein (40)
Executive: Sales and Marketing

- Rob joined PPC in February 2015 on secondment from Safika Cement
- He joined IDM's sales department in 1998 and is now a Director and shareholder
- BCom (Accounting)

Experienced Management Team

Neil Caldwell (50)
Executive: Commercial

- 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 Nepfumbada (45)
Group Human Resource Executive

- Appointed Group Human Resource executive in January 2016
- 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)

Hardie De Beer (51)
Executive: Technical

- 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