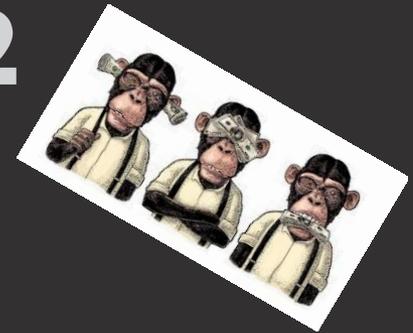




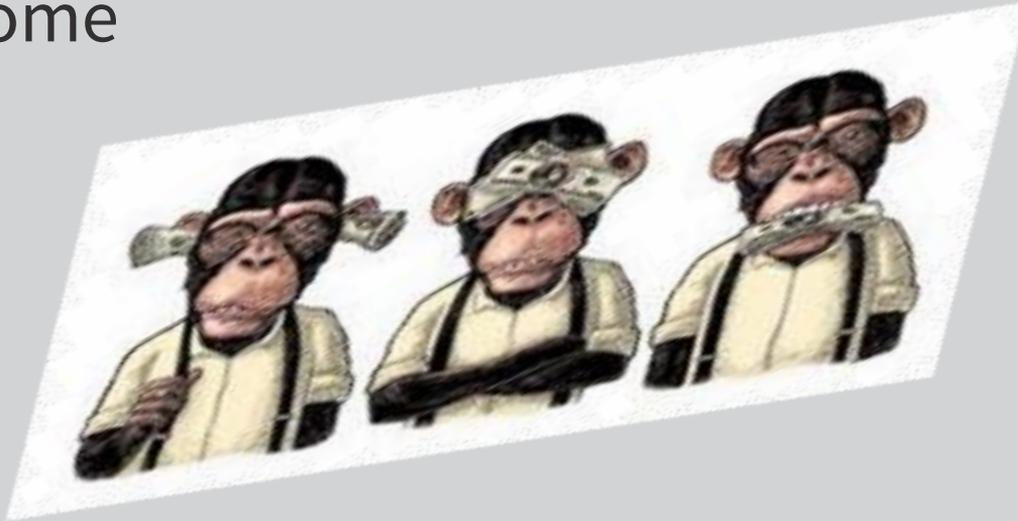
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**Interim Results Presentation
December 2022**



Agenda

- Welcome



- Group Interim Results
- Packaging Interim Results & Overview
- What Lies Ahead?



Group Interim Results

R'm	Dec'22	Dec'21
HEPS (cents)	48,39	59,37
	<i>Decrease of 18%</i>	
Headline Earnings (R'm)	R33,9	R42,5
	<i>Decrease of 20%</i>	

- HEPS positively impacted by share buy-backs
- Packaging segment results – discuss later
- Property segment results - flat year-on-year
- Holdings segment (Bowler Metcalf) results – slight increase on the back of higher interest rates, but lower average cash holdings



Group Interim Results (continued)

- Capex
 - Plant & Equipment R18,4m (combination of moulds and machines, both replacement and new capacity)
 - Capital commitments of R12,2m
- Working Capital
 - Inventory flat
 - Trade Receivables lower (slower trading in November and December)
 - Trade Payables lower (normal seasonal fluctuation)
- Cash flow
 - Impacted by lower trading results, but continued capex and continued the return to shareholders, including R11,4m in Treasury Share acquisitions
 - Evidence of ‘cash bounce back’ at the start of 2023
- Dividend
 - Ordinary dividend declared reflects reality of trading conditions





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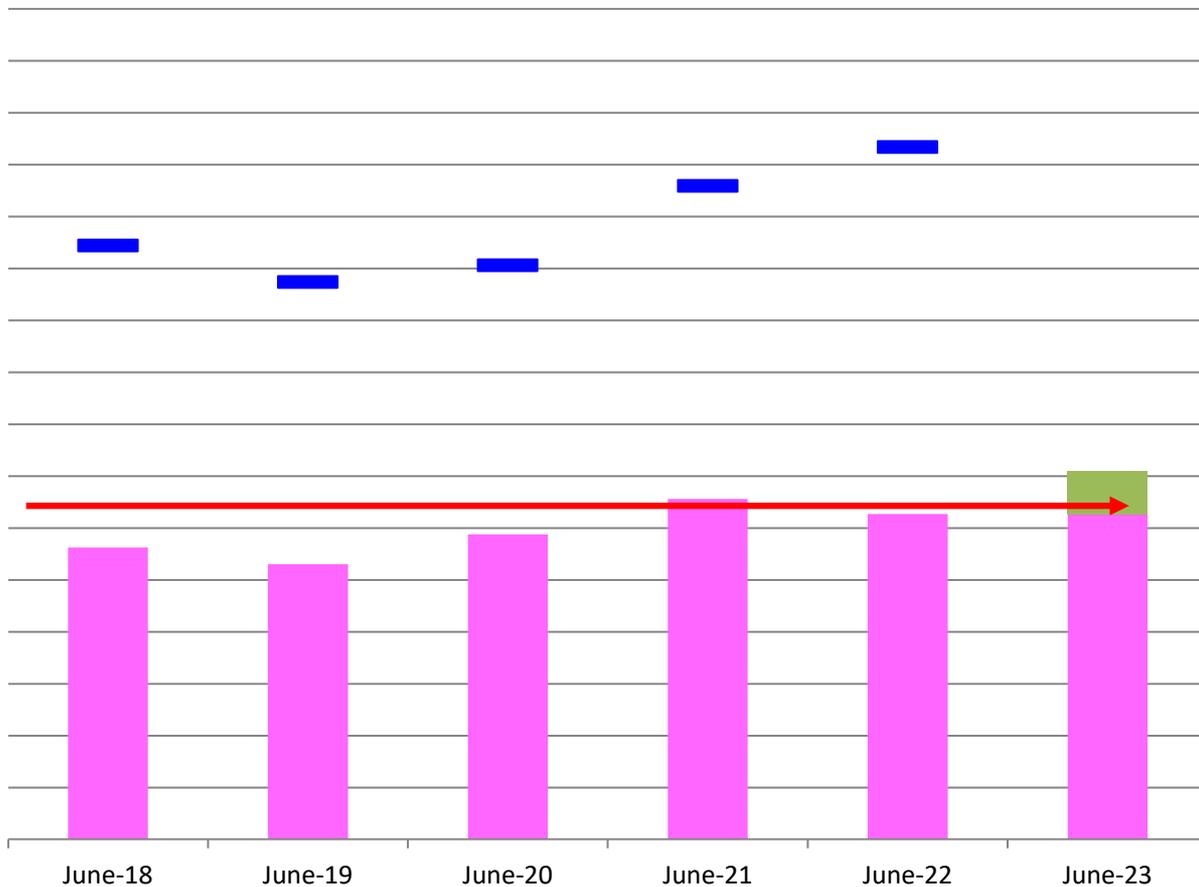
PACKAGING

Results and Overview



Packaging Interim Results - Topline

Packaging Revenue R'm



■ Interim Revenue - Bowler ■ Interim Revenue - Skye — Annual Revenue

Revenue increase of 13%

- ❖ Bowler flat, with lower volumes compensated by material recoveries
- ❖ Skye lower than budget, but 'realistic'
- ❖ Loadshedding Impact leading to non-supply- lost sales
- ❖ Trading environment subdued
- ❖ Some LS unaffected alternative suppliers
- ❖ Project launches delayed

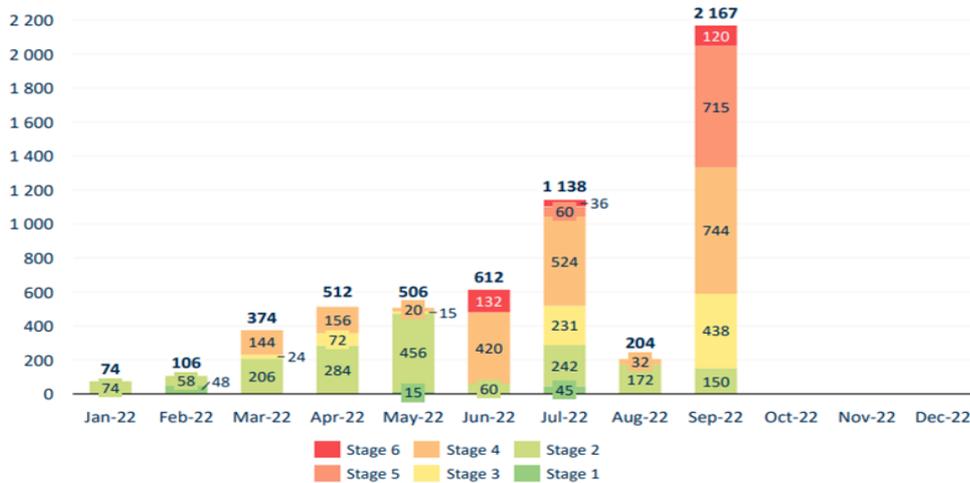


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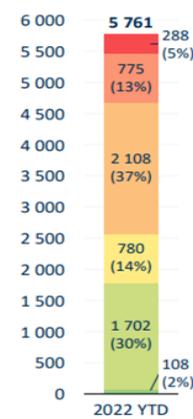
Packaging Interim Results – Loadshedding

Stage 6 loadshedding has far surpassed 2019, the only other year with Stage 6

Monthly loadshedding (upper-limit) [GWh]



Annual loadshedding (upper limit) [GWh]



Stage	Efficiencies-General
0	80%
1	71%
2	62%
3	54%
4	45%
5	40%
6	36%

Western Cape – 104/165 days of loadshedding, 46 days stage 4 and above

Isando – 122 days of loadshedding.....



Packaging Interim Results – LS Impacts

Direct impact of loadshedding on operations....

- ❖ Reduced production hours Loadshedding time + 50%
- ❖ Process spoilage explosion
- ❖ Enduring employee stress – work and financial
- ❖ Social pressures = unstable work environment
- ❖ Overall cost creep – inefficiencies , errors, failures
- ❖ Customer OTIF low → requiring intense customer relationship and ‘stress management’
- ❖ Lost sales
- ❖ Non-recovery of costs – unfair competitive space



“

Desperation is the
best innovator

”

— Tony Cleaver



B O W L E R

Packaging Interim Results - Next Level Action

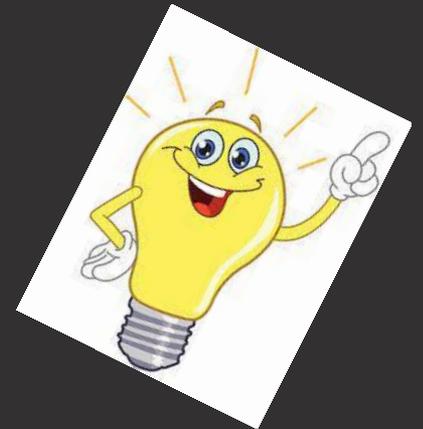
- ❖ Power supply stability -> blended 'basket'
- ❖ Smart Power Consumption
- ❖ Productivity -> micro-focus in Operations
- ❖ Capacity expansion now
- ❖ Labour flexibility & increased operating hours
- ❖ Cost control -> double down on every front
- ❖ Customer management -> increased intensity at all levels





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What Lies Ahead ?



Matters in Hand

❖ Group Focus

- Share buy-backs
- Opportunity discussions

❖ Packaging Focus

- Mastering energy crises and production performances
- Regain Business growth momentum .
 - Skye Plastics
 - Product launches
 - 3 R&D projects for personal care , midsize container market and pharmaceutical market
- Margin retention

❖ Property Focus

- Warehouse expansion
- Roof maintenance

❖ Human Capital Focus





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Questions?



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Thank You