PPC LIME – 100%

PPC CEMENT – 100%

Mooiplaas Dolomite – 100%

One of the main suppliers of quality construction materials and readymix concrete, Mooiplaas Dolomite is committed to the production of quality aggregates and sands to meet customers' requirements in the most cost effective manner.

Porthold – 100%

Registered in Zimbabwe, UNICEM is a cement made at the Bulawayo Factory from high quality raw materials. Clinker is interground with gypsum and an appropriate amount of extender.

PPC Botswana – 100%

The PPC Botswana operation has been open for over 50 years. Along with the cement blending operation, the sales office is situated in Gaborone and supplies cement throughout Botswana.

Kgale Quarries – 100%

Situated at Kgale Hills, is a granite quarry, where granite is processed into concrete aggregates and sands.

Performance Highlights

- Regional cement demand grows 10%.
- Cement demand supplemented with import of cement to meet customer needs.
- Strong cash generation allows change of dividend policy and payment of special dividend.
- A R604 million inland cement milling upgrade and expansion project in progress.
- Dwaalboom Batsweledi project within budget and on time with commissioning planned for 2nd calendar quarter 2008.

The promise of a single drop mirrors the promise in every child.
By harnessing that promise, we unleash the power of a nation. PPC is there.

R604 million inland cement milling upgrade expansion project announced

Chairman's Report

R5,6 billion
a 19% growth in revenue

Long hours, dedication and commitment by the PPC team have been hallmarks of 2007; with the processes of running a tight production schedule, progressing the capacity expansion projects, an empowerment transaction and unbundling from the parent company, Barloworld.

PPC's unbundling from the Barloworld group was completed in July this financial year. The process went smoothly and numerous services previously provided by Barloworld are now being undertaken in-house at PPC. In addition, staff and pensioners were moved to new group medical aid schemes. Further, the share split of 10 for 1 was completed and PPC now trades with significant free float and has positioned itself as an "infrastructure share" internationally.

I indicated at the annual general meeting held in January, that I intended to step down as chairman as soon as the company's broad-based black economic empowerment transaction was completed and a black chairman could be appointed.

A self imposed tight deadline of 30 September 2007 was set for the completion of the empowerment transaction. The broad-based nature, complexity and number of parties involved in the transaction, and the approaching holiday season means that shareholder approval of the scheme will only be sought in 2008 and I will remain as chairman pending the completion of this transaction.

- Cement growth -

The past year has seen a solid performance by the company; characterised by continued cement volume growth, albeit somewhat slower, manufacturing output which almost reached capacity and the regular import of cement, ensuring that customer needs were met. Operating profit increased 17% to R2 174 million with headline earnings per share of 263 cents per share, a 16% rise.

All cement kilns ran hard for the year, with some of the older equipment requiring significantly more maintenance. Maintenance crews were stretched to undertake repairs in record time whilst factory and distribution staff worked long hours to ensure our customer delivery promises were met.

Cement demand continues to climb locally, and whilst higher interest rates will inevitably temper demand in the residential sector, this could well be offset by an increased government infrastructure spend. Investment by government continues with tenders for major roads, ports, electricity plants, airports, stadiums and dams being awarded or in the pipeline. The ongoing need for low-cost housing in South Africa will also account for growing cement demand locally.

To meet demand, Surebuild cement manufactured to PPC's specifications was imported from China and supplied to the South African coastal markets and Mozambique. In addition, our Porthold Zimbabwe plant also supplied clinker and cement to South Africa and Botswana which alleviated some of the pressures in the Inland market. Imports were restricted to the lower end of the volume range predicted last year as particularly wet weather conditions in the Western Cape curtailed cement demand during the winter months. Whilst there has been significant media coverage related to cement imports into South Africa, our imports represented only 5% of total sales.

Additional logistical costs were incurred with the movement of cement around the country, so that product was available in the correct

> "PPC is at the forefront of developing distinctively better ways to anticipate and respond to imminent challenges."

markets, thereby meeting our customer delivery promises. The Batsweledi expansion project will increase capacity in the Inland region, and provide cement to a region where it is most needed.

- Economic growth -

The Reserve Bank's interest rate increases, while aimed at restricting inflation to the 3 – 6% band, could curb GDP growth in the short term. The infrastructure spend mentioned previously, along with delivery pressure from 2010 FIFA World Cup projects, still bodes well for the construction and cement industry, which we believe should allow for significant cement growth to at least 2014.

The South African cement industry continues its phase of expansion to accommodate current and projected future demand. PPC, Lafarge and Cimpor all have major expansion projects in place. In addition, the industry saw a new entrant when Orascom announced a 2 million ton per annum facility planned for the North West for completion by the end of 2010.

- Capital projects -

Progress on capital projects is going according to plan and the Batsweledi cement kiln at our Dwaalboom facility is on track to be commissioned early in 2008. After the ramp-up phase, it will have a capacity of 1,25 million tons per annum. It is testament to the hard work and dedication of the PPC team that this major project is on time and within budgeted cost. The new mill project at our Hercules plant in Pretoria is also on track. The civil work is under construction, and the mill itself has been ordered and is in the process of being manufactured. The Riebeeck West expansion and modernisation project study for the Western Cape is progressing well but has been delayed by the environmental impact assessment and regulatory approval process. Whilst this delay is unfortunate, we have continued with the specification of equipment, plant layout and engineering design. Over the past year there has been no growth in cement demand in the Western Cape and therefore this delay should not have any major impact on either the project or our ability to supply the cement requirements in the province over the medium term.

- Zimbabwe -

PPC has faced many challenges in the past year, and our team has tackled them with determination and commitment. We have been faced with increasingly difficult trading conditions. Price controls imposed by the government across the board in June are placing additional strain on the company. Whilst there has been some relaxation to the harsh pricing measures initially introduced, ongoing shortages of production inputs and a Zimbabwe selling price which is insufficient to cover production costs, require us to focus increasingly on exports to sustain operations. On a positive note, the ability to earn foreign exchange from these exports has allowed the company to continue with capital projects that will address production bottlenecks in the future. We extend our thanks to the team for their ongoing support and perseverance under very difficult circumstances. We remain committed to our Zimbabwe operation.

- Other operations -

Our lime business has enjoyed a good year. We are seeing benefits from re-negotiated supply contracts, which have had a positive impact on performance. Our team is well placed to pursue export opportunities in Zambia and the DRC, following growth in the mining sector in those regions.

The aggregate business performed strongly and the board approved an expansion to the Laezonia quarry at a cost of R39 million in August. This will add a further 340 000 tons of capacity in the coming year.

- Broad-based black economic empowerment -

The company remains committed to transformation and fully embraces the objectives of the Department of Trade and Industry BBBEE transformation guidelines. The company is proud of its progress and track record in this regard.

In line with the transformation goals of the company, the board has approved an empowerment scheme which allows the company to meet the Mining Charter's 15% initial equity ownership target allowing conversion of "old order" mining rights to "new rights".

The scheme comprises two elements, namely equity ownership by employees, communities and industry associations through the establishment of various trusts, and a strategic partner element by a number of strategic black partners. The board has approved the details pertaining to the structure, and legal and funding agreements are currently in the process of finalisation.

Discussions with selected strategic black partners are at an advanced stage and the legal and funding formalities together with final board approval should be capable of completion shortly. It is anticipated that the complete empowerment scheme will be presented to shareholders for approval early in 2008.

- Governance -

Strong corporate governance continues to be a priority. I welcome Ntombi Langa-Royds and Zibusiso Kganyago to the board as independent non-executive directors. Further non-executive director appointments are to be made and will allow more diverse representation at the board. This will also enable us to ensure the appropriate skills mix and that all sub-committees to the board are appropriately structured in accordance with the principles of good corporate governance.

- Safety, environment and social upliftment -

Safe working conditions and wellbeing of staff in all areas continue to be a priority for PPC, and we re-committed the company to improving safety in the past year. Our safety record for 2007 has been very pleasing and we extend thanks to all our staff that put safety first. We aim to be incident- and injury-free at all operations within the group.

The past few years have seen increasingly stringent environmental legislation being introduced to South African industry. PPC embraces the high standards set by government, and is continually assessing operations and implementing measures to comply with – and in some cases exceed – standards. Regulations governing emission levels have tightened recently, requiring us to invest further to ensure compliance.

Our long-term commitment to uplifting and investing in communities in South Africa continued in 2007, with involvement in numerous new and existing enterprise development projects. We support and invest in sustainable projects and programmes that have lasting benefits to communities, rather than adopting a hand-out approach. PPC can be justifiably proud of its legacy of community work in South Africa.

61 cents per share special dividend for shareholders

A notable achievement this year was the launching of the operations leg of the technical and apprentice academy with 21 learners benefiting during the first half of the year. These candidates embarked on the first and only accredited cement manufacturing qualification in South Africa. The academy's mission is to build future leaders and to transform the company and its people through life-long learning and skills development. The company also opened a sales and marketing academy to provide learners with the ability to obtain national certificates in the areas of sales and customer relationship management. In addition, the company was awarded the Deloitte "Best Manufacturing Company to Work For" award for the 5th consecutive year.

- Cash flow and dividends -

Continuing positive market conditions and the company's strong cash generation has enabled the company to once again distribute excess cash resources to shareholders by way of special dividend. A special dividend of 61 cents per share and a final ordinary dividend of 166 cents per share were declared by the board.

- The future -

Growing demand for cement will require that additional capacity and more frequent equipment replacement be undertaken by the company. These investments are inherently large and the company will introduce increased levels of external debt to fund this expenditure.

Whilst new capacity, such as the Batsweledi project have lower cash production costs, the benefit of this is likely to be off-set by increased energy, operating and logistics costs in other parts of the business and will possibly limit a further widening of the cash operating margin.

The incremental cement capacity available on the Batsweledi project will impact earnings positively in the second half of the 2008 financial year but is dependent on how long the ramp-up to full production takes, after planned commissioning in April 2008. This, together with positive market conditions, should enable the company to continue to report improved performance and strong operating cash flows for the coming year.

- Appreciation -

In a year that held much excitement and challenge, the PPC team once again displayed the outstanding qualities that have made the company what it is today. From unbundling to on-time delivery and logistics planning, the people at PPC strove to be the best and my thanks go to them and our board of directors, especially Eddie Theron who retired at the last meeting, for another excellent year.

MJ Shaw
Chairman

Chief Executive Officer's Report

PPC now has over

35 000 shareholders

This 2007 annual report is our first annual report following PPC's unbundling from parent Barloworld Limited which came into effect from 16 July 2007. Barloworld acquired control of PPC in 1977 and after almost 30 years PPC is once again an independently listed company.

The theme of this report is delivering on our commitments and many of this year's achievements are described in more detail throughout the report. They include achievements in delivering on our commitments to our customers, our shareholders and of course the employees who make up our wonderful Team PPC. Any company that thrives for 115 years can attribute that longevity and success to the people who have built the company, both past and present and the company's values and culture will ensure that it continues to grow into the future. This has not been an easy year and has required an almost Herculean effort from everybody in the PPC team right from the factory floors up to the executive team.

- Significant new milestones -

It has been a year of many new milestones apart from the unbundling.

It has been a year of unprecedented demand in the history of the South African cement industry and an unprecedented year in PPC's history, of running all 13 production lines in South Africa for the entire year at demanding production levels.

At the same time as running all our operations flat out, our management team and particularly our project team have been extremely busy with the various expansion projects.

Through all of this we had to keep our customers supplied whilst also experiencing pressure to supply non-traditional customers when our competitors could not.

It was also a year of unprecedented earnings, cash flow and dividends for our shareholders.

- Unbundling -

In terms of the normal day to day running of PPC, the unbundling has made very little difference to the majority of our employees. It means that they now merely have a wider spread of shareholders for whom they have to concentrate on creating increasing value every day.

The process of unbundling a listed company is not complex but involves many regulatory procedures and issues and attendant documentation and took five months to complete.

In terms of the unbundling agreement concluded with Barloworld, we had to assume responsibility for several of the services provided previously by the group. The company has appointed a new legal adviser/group company secretary and is in the process of appointing an investor relations manager. The company has also appointed certain external service providers. The related additional costs will be offset by the savings in fees previously paid to Barloworld Limited for services.

We implemented new employment contracts for all ex-Barloworld employees who did not have PPC contracts and effected their transfers between retirement funds. We also arranged new medical aid cover for all employees historically on the Barloworld medical aid scheme. This change took place almost seamlessly and resulted in slightly lower costs to the company and members for very similar or slightly better benefits.

We have implemented a new Long-Term Incentive Plan (LTIP) to incentivise senior management and executives into the future through a cash-settled rights appreciation scheme based on the growth in the PPC share price. The Short-Term Incentive Scheme (STIS) was revised to be more appropriate to the conditions of PPC and in line with current best practices in South Africa. Both the LTIP and STIS are covered in more detail in the remuneration committee section of the corporate governance report.

We now have over 35 000 shareholders and a current total of 22% international ownership. The company will become more proactive both locally and internationally in communication with shareholders and prospective shareholders as that role is no longer played by Barloworld Limited.

“We are on track to commission the new Batsweledi capacity early in 2008 on time within budget.”

- Unprecedented cement demand -

Cement volumes continued to reflect good growth as the South African economy entered a fifth consecutive year of growth, driving regional demand to a record 15,3 million tons per annum. The compound growth rate over this period has been almost 10% per annum and is reflected in the history of regional cement demand growth reflected on the graph on page 17. The cumulative volume growth over the six years since 2001 is likely to reach almost 100% increase by the end of 2007.

Gauteng remained the powerhouse driver of demand accounting for nearly 40% of domestic volumes whilst the Eastern Cape market also exhibited double-digit growth. The Western Cape was flat year on year as the higher than usual winter rainfall disrupted construction activities. The Botswana market grew by 20% as that economy showed signs of recovering after several years of decline.

The government’s stated intent to triple the number of low-cost houses built annually could minimise the impact of any interest rate induced slow-down in private housing cement demand in the medium term.

The increased infrastructural investment planned by government, Eskom and other sectors is gathering momentum and we therefore expect continued demand growth in the year ahead. The bulk to bag ratio has begun to show signs of the anticipated swing toward bulk as the large infrastructural projects are gaining momentum.

Most of the five new 2010 FIFA World Cup stadium projects, existing stadium upgrades and the Gautrain metro contract have commenced and are drawing increasing cement volumes. The Gauteng Province recently announced a R22 billion motorway upgrade project to be completed before 2010. We understand that the commencement of the two new thermal power station projects for Eskom and the new R6,8 billion KwaZulu-Natal “King Shaka international airport” will be announced shortly.

- Delivering on our commitments to customers -

To meet the increased demand in the Inland market, we imported 330 000 tons of Surebuild cement we had manufactured in China. 220 000 tons of this cement supplemented our coastal cement supply and the balance was supplied to Mozambique. This effectively freed up 330 000 tons of our Inland production for the Inland and Botswana markets. In addition, we supplied the Inland market with 120 000 tons of cement from our Western Cape factories and a further 140 000 tons supplied from our Zimbabwean operations.

- Delivering new capacity and technology -

The company has not built a new production line since 1983/4, so it has been necessary to re-build our engineering and project management expertise and capacity to cope with our expansion and modernisation programme over the next decade or so. During the year we have made significant progress with our two major Inland expansion projects. Both projects are running on time and within budget and considering the difficult conditions currently prevailing in the infrastructural arena in South Africa, this underscores the professionalism of our projects team.

Commissioning of the 1,25 million ton Batsweledi expansion at Dwaalboom is planned during the second calendar quarter of 2008. Consequently the benefit of additional cement production will be limited to the second half of the year and will depend on how quickly ramp-up to full production is achieved. In the meantime, we will continue to supply any cement demand shortfall with imported Surebuild product.

Construction of the state-of-the-art cement milling facility in Pretoria is well underway and will come on stream mid 2009 in the Inland region. It will not only replace old equipment, but will allow us to mill our total Inland kiln output with all the old production lines running, and also increase product blending effectively adding a further 350 000 tons of cement capacity to the Inland region.

We anticipate that together with some additional output from existing capacity, these two projects will add a possible 700 000 tons to our manufactured output in 2008, an additional 450 000 tons in 2009 and a further 900 000 tons in 2010. This assumes that all the old production lines are still being run to help minimise imports for the country until other new industry capacity comes on stream.

It is important to note that these old plants are significantly less energy efficient and are more maintenance costly than new technology plants. They therefore cannot run indefinitely and also cannot economically be made to comply with future environmental emissions standards and will thus have to be permanently retired when the supply and demand situation permits.

The Riebeeck West capacity expansion and modernisation project for the Western Cape market is progressing well and the environmental impact assessment report and 13 supporting specialist studies will be submitted for approval during December 2007. We are hopeful that the necessary regulatory approvals can be obtained in the second quarter of 2008 to enable us to submit this project to the board for approval.

Pre-feasibility studies are under way for the next Inland capacity expansion and modernisation project where we are fortunate enough to have the choice of four possible strategic options; two brown-field and two green-field options. We must stress that it is unlikely that any board decisions to proceed will be made before 2009 at the earliest and will be dependent on regional market growth rates.

- Operations review -

All factory kilns and mills ran at very high utilisation levels, resulting in the need for increased maintenance costs as a result of both equipment age and higher stress on machinery operating continuously at this pace.

- Other operations -

The Lime and Aggregates operations had another year of strong operating profit growth. The expansion projects underway at the Laezonia and Mooiplaas quarries will make them two of the biggest in the region.

- Zimbabwe -

We commenced a R90 million project for a new cooler to de-bottleneck the Colleen Bawn kiln for the future. Utilising our Zimbabwe cash resources, we obtained the necessary foreign exchange and have paid for the equipment being imported.

- Delivering on our shareholder commitments -

We are focused on delivering superior cash flow returns to shareholders and 2007 has been another year of achievement in that regard. We have discontinued the use of HOLT metrics and are currently evaluating various alternative value metrics for the future as we remain committed to creating real value returns which recognise the replacement cost of our long-life fixed assets.

- Delivering on our health and safety commitments -

As in previous years, we had a huge focus on health and safety this year. Following the launch of the company's Behavioural-Based Safety initiative in October 2006, the safety environment has shown a dramatic overall improvement. Our Lost Time Injury Frequency Rate (LTIFR) for the year declined to only 0,4, which compares very favourably to international benchmarks. Most importantly there were no fatalities, and we continue to implement complementary safety initiatives aimed at driving our LTIFR even lower. During October 2007 there was not one single lost time injury in the whole of the PPC group. We are proud of this achievement given the pressures the team has been working under this past year, and safety within PPC remains "not negotiable."

- Delivering on the care and growth of our employees -

Through the philosophy and practices of our Kambuku people programme, we continue to make great progress in the care and growth of our employees. Significant strides have been made yet again in employment equity especially considering the extremely challenging shortage of technical skills in our country currently. Of the

Behavioural-based safety

initiative shows improved safety record

1 072 employees in the semi-skilled and trainee category, 92% are employment equity (EE) employees, almost 50% of the 662 employees in the skilled and upper technical category, and nearly 33% of those in the middle management and professional category are EE. Our progress this past year is covered in detail in the social report section of the sustainability review.

It is indeed pleasing that all of the development programmes and processes that we have been building over the past years are bearing fruit. It is also pleasing that the major part of the employment equity advancement is benefiting our existing very loyal and long serving value creating PPC people.

- Delivering on our social responsibilities -

We continue to broaden our community corporate social investment, enterprise development and affirmative procurement activities. This year a total of over R900 million or 40% of our procurement was from Historically Disadvantaged South Africans, an increase of almost 50% over the previous year.

Progress on achieving our commitments under the Mining Charter is contained in the sustainability review and is commended to your reading.

- Delivering on our environmental responsibilities -

We invested just over R30 million this past year to reduce dust emissions at several of our cement and lime factories.

We are currently involved in discussions with the cement industry and our National Department of the Environment in preparing a proposed phasing and capital costs of retrofits to our older plants to reduce particle emissions to meet customised South African standards derived from the European Union air quality standards. This will not apply to the very old production lines that we propose retiring permanently once market conditions permit over the next two or three years.

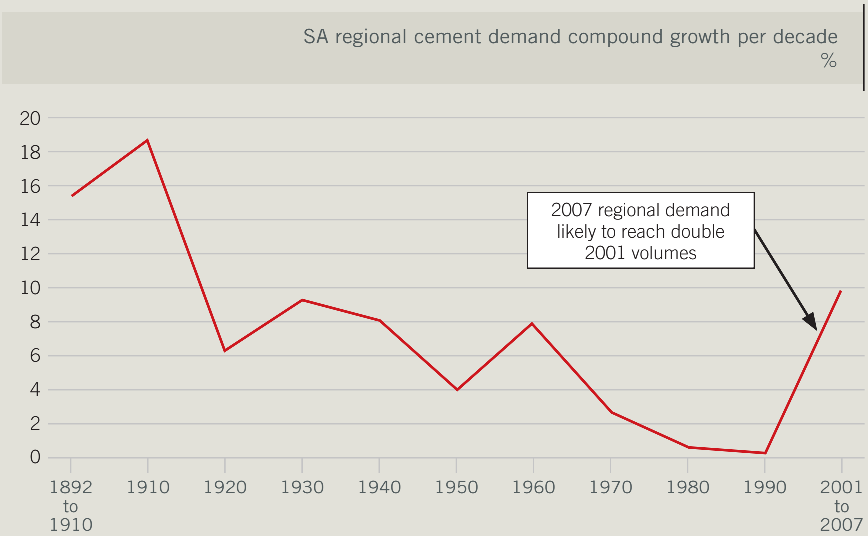
We refer you to the extensive coverage contained in the environmental report section of the sustainability review.

- Conclusion -

In summary this has been a challenging and busy year, but I believe that all stakeholders can look back on the year with the satisfaction that it was another year of major milestones in our long and unique history.

My sincerest thanks go to all the members of our dedicated and proud Team PPC.

JE Gomersall
Chief executive officer



Behind the flick of a switch that powers a nation's dreams lies a vast framework that stretches to every corner of the country, built by PPC.

Continued growth

in cement volumes saw all our production units running to meet customer demand

Board of Directors

COMMITTEES

Audit committee
MJ Shaw (Chairman)
JE Gomersall
J Shibambo

Risk management and compliance committee
J Shibambo (Chairman)
O Fenn
JE Gomersall
RH Dent
MJ Shaw

Black economic empowerment and transformation committee
JE Gomersall (Chairman)
MJ Shaw
J Shibambo
AJ Lamprecht

Remuneration committee
MJ Shaw (Chairman)
NB Langa-Royds
J Shibambo

Nominations committee
J Shibambo (Chairman)
NB Langa-Royds
MJ Shaw

MANAGEMENT

Trevor Barnard (41)
Managing Director, Portland Holdings Limited, Zimbabwe
BEng (Mech), MEng (Mech)

Johan Claassen (48)
Executive, Lime Operations
BEng (Mech), Pr Eng

Brian Graumann (44)
Executive, Finance – Treasury & Compliance
BCom, BAcc, CA (SA)

Colin Jones (54)
Executive, Group Technical Services
BSc (Hons), BCom

Pepe Meijer (47)
Executive, Cement Operations
BEng (Mech), MBA

Kevin Odendaal (40)
Executive, Group Supply Chain Services
BSc (Mech Eng), Pr Eng

Riaan Redelinghuys (37)
Executive, Aggregates
NHD Industrial Engineering

Koos Taljaard (49)
Executive, Projects
BEng (Mech), Pr Eng

Jacques van Jaarsveld (41)
Executive, Group Finance
BAcc, BCom (Hons), CA (SA)

Craig Waterson (48)
Executive, Cement Sales and Marketing
BSc (Civ Eng), MBL, Pr Eng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Board of Directors

EXECUTIVE DIRECTORS

1. **JE Gomersall** (61) (British)
CA (SA)
Chief executive officer

John Gomersall joined Barloworld in 1971 and has completed in excess of 35 years in capital-intensive commodity businesses. He started his career in the stainless steel and ferrochrome industries, culminating in his appointment as group managing director of Middelburg Steel and Alloys (Pty) Ltd in 1986. He joined the Barloworld board in 1989 and moved into the cement and lime business segment as group managing director of Pretoria Portland Cement in 1992. In 1990 he led the business team that created the Middelburg Peace Forum, which was the role model for the National Peace Accord in South Africa. He is a past deputy president of the International Chrome Development Association, headquartered in Paris, and past chairman of the South African Cement and Concrete Institute.

2. **S Abdul Kader** (37)
BSc, BB & A (Hons), MBA (Cum laude)
Director, organisational performance and transformation

Salim Abdul Kader was appointed to the PPC board in May 2005 as executive director responsible for organisational performance. In addition, during 2007, he also assumed executive responsibility for transformation. He joined the PPC group in 2004 as organisational performance director, cement division and was thereafter appointed an alternate director on the PPC board in November 2004.

Prior to joining PPC he was the organisational effectiveness executive for the Tiger Brands group responsible for human resources development. Salim started his career with Tiger Food Brands in the technical and operations functions before moving into human resources.

3. **RH Dent** (56)
BSc (Hons), BCom, Dip Datametrics
Director, Lime, Aggregates and strategic projects

Harley Dent was appointed to the PPC board in 1993 as director, strategic projects. He joined Cape Portland Cement Company Limited, a subsidiary of PPC, in 1978 and has been with the group for 29 years. He is a fellow of the South African Chemical Institute, the South African Institute of Mining and Metallurgy and the Institute of Quarrying of Southern Africa. He is a past chairman of the Institute of Quarrying of Southern Africa and is currently chairman of the Aggregate & Sand Producers Association of South Africa (APASA).

4. **P Esterhuysen** (51)
BCom, BAcc, CA (SA)
Chief financial officer

Peter Esterhuysen was appointed to the PPC board in December 2003. He has prior experience in cement, having been a divisional director of the cement division of PPC from 1996 to 2001. He was group financial director in the Coatings division of Barloworld until rejoining PPC in 2003.

Prior to joining PPC in 1996, he held various executive directorship positions in a number of South African manufacturing and retailing companies, including major corporates. He has extensive experience in all aspects of manufacturing, corporate finance and taxation.

5. **O Fenn** (53) (British)
BSc (Hons) Eng, MPhil Eng, Dr Eng
Chief operating officer

Orrie Fenn was appointed chief operating officer in May 2005. He was appointed to the PPC board in March 2004 as managing director, cement division. He joined the PPC group in 1999, initially to lead the global technical benchmarking of the cement division facilities. Later in that same year he was appointed operations director of the cement division, with responsibility for the South African cement factories and quarries. In 2002 he was appointed sales and marketing director of the cement division.

Prior to joining PPC, he spent seven years at the Chamber of Mines Research Organisation (COMRO) and obtained a doctorate in the field of underground rock boring. He was also projects director of the Murray & Roberts cement, aggregate and ready mix division.

He is a member of The SA Institute of Mining & Metallurgy, a fellow of the SA Institute of Quarrying and has a government Certificate of Competency (Mines and Works).

NON-EXECUTIVE DIRECTORS

6. **AJ Lamprecht** (55)
BCom, LLB, PED-IMD

André Lamprecht was appointed to the PPC board in 1997. He practised as an advocate of the High Court of South Africa prior to being invited to join the Barloworld group in 1981. From 1983, he played a leading role in steering the group through a turbulent decade of political transition into a post-apartheid South Africa. He was appointed to the Barloworld Limited board in 1993, assuming responsibility for the company's interests in Namibia and Botswana in addition to human resources, social investment and other responsibilities. Currently he is chief executive officer of Barloworld Coatings. He has served on behalf of Barloworld on numerous public bodies and is a past chairman of Business South Africa, past president of AHI and past chairman of its Board of Trustees and Chairman of the Standing Committee on Corporate and Public Governance. He is also a director of the National Business Initiative (NBI), trustee of the Business Trust and former business convenor of the Trade and Industry Chamber of the National Economic Development and Labour Advisory Council (Nedlac), a member of its executive council, a member of the BUSA and CHAMSA councils and a member of the Retirements Funds Advisory Committee of the Minister of Finance. He was also a long-standing senior member of the Standards Committee of the International Labour Organization (ILO).

INDEPENDENT NON-EXECUTIVE DIRECTORS

7. **ZJ Kganyago** (41)
BCom

Zibusiso Kganyago was appointed to the PPC board in October 2007. She is the executive director of gaming developments at Tsogo Sun. Zibusiso has been involved with property development and construction management over the past thirteen years.

She is a non-executive director of the Johannesburg Property Company, a member of the National Land Affairs Board and a member of the Institute of Black Property Practitioners.

She is a member of the Estate Agents Board and has an Advanced Diploma in Property Planning, Development and Management, University of Nevada Executive Development Programme.

8. **NB Langa-Royds** (45)
BA (Law), LLB

Ntombi Langa-Royds was appointed to the PPC board in October 2007. She owns Nthake Consulting, a human resources consulting firm specialising in human resources management and allied services. She has twenty-one years' experience in the human resources environment, with previous positions as Director of Human Resources at Independent Newspapers Holdings Limited, South African Broadcasting Corporation and Bevcan division of Nampak Limited.

She is a non-executive director of Exhibitions for Africa, Momentum Group Limited, Momentum Health (Pty) Limited, Primedia Publishing (Pty) Limited, Respiratory Care Africa Limited and Human Capital Institute (Africa).

9. **MJ Shaw** (69)
CA (SA)
Chairman

Martin Shaw was appointed to the PPC board in 2001. He served as managing partner, chief executive and chairman of Deloitte & Touche in South Africa until his retirement from the firm in 2001. He was president of the Natal Society of Chartered Accountants from 1977 to 1978 and president of the South African Institute of Chartered Accountants from 1982 to 1983.

He is chairman of Reunert Limited and a director of Illovo Sugar Limited, JD Group Limited, Liberty Group Limited, Liberty Holdings Limited, Murray & Roberts Holdings Limited, Standard Bank Group Limited and Standard Bank of South Africa Limited.

10. **J Shibambo** (59)
Dip Bus Econ, Dip Bus Admin, Dip Estate Agency

Joe Shibambo was appointed to the PPC board in May 2005. He has been involved in the construction industry since 1979, and has gained invaluable knowledge in building construction, construction management, property development and the implementation of BEE development programmes. He is the managing director of Hlamalane Investment Holdings, a holding company established in 2005. Through his organisation, he helps historically disadvantaged individuals in the basic management principles of the construction industry and the effective management thereof. He was the first black independent residential developer to start a "green fields" township development and the first independent contractor to build a shopping centre, both of which were in Soweto.

Chief Financial Officer's Report

R2,2 billion

a 17% growth in operating profit

– Financial results –

Group revenue increased 19% to R5,6 billion whilst operating profit rose 17% to R2,2 billion.

Cement margins were impacted by the dilutionary effect of imports at little or no margin, and by increased energy, transport and maintenance costs.

Lime revenue and operating profit improved significantly over the prior year as the benefits of renegotiated long-term sales supply agreements flowed through for the full year.

The aggregates operations experienced another year of strong volume growth and both Gauteng quarries approached full capacity.

In line with IFRS 5 (Non-current assets held for sale and discontinued operations), Afripack (Pty) Limited was consolidated as an asset classified as held for sale for the year ended 30 September 2006. During October 2006, the preference shares were redeemed and Afripack (Pty) Limited's results deconsolidated.

Consistent with 2006, the results of Porthold, a wholly-owned Zimbabwean subsidiary, have not been consolidated into the group.

– Cash flow –

The cash generation ability of the group remained strong. Cash generated from operations increased by 8% to R2,2 billion (2006: R2,0 billion; 2005: R1,7 billion).

– Working capital management –

Inventory levels increased as higher levels of maintenance and consumable stores, coal and raw materials and imported cement stocks are necessary at this time of higher output levels and logistics complexities.

Carrying value of trade receivables increased on higher revenues. The last day of September 2007 was a Sunday and many customers only transferred funds on 1 October 2007, increasing the value of receivables as at the balance sheet date.

– Dividends –

The directors have declared an increased final dividend of 166 cents per share (2006: 110 cents per share; 2005: 84 cents per share). In addition, the board approved the payment of a special dividend of 61 cents per share (2006: 77 cents per share; 2005: 80 cents per share), effectively distributing all current year earnings of the company to shareholders.

The directors have reviewed and amended the target dividend cover to a range of 1,2 to 1,5 times, up from the historical cover of between 1,5 and 1,6 times. In addition, in any given year, the directors will consider an additional distribution to the shareholders of cash that is surplus to requirements.

– Capital expenditure –

The cash impact of capital expenditure was:

	2007 Rm
Dwaalboom (Batsweledi) expansion project	**635**
Hercules (Ntshafatso) expansion project	**39**
Other expansion projects	**151**
Expansion projects	**825**
Other replacement projects	**129**
TOTAL	**954**
Projected cash flows for 2008	
– Dwaalboom (Batsweledi) expansion project	**339**
– Hercules (Ntshafatso) expansion project	**268**
Expected average annual replacement capital expenditure	**200 – 250**

> "Strong cash flows and the current low level of borrowings will enable the company to take on higher levels of debt."

Capital expenditure including interest capitalised of R8 million (2006: Nil; 2005: Nil) amounted to R962 million (2006: R395 million; 2005: R177 million) and related mainly to the Batsweledi expansion. There were also a number of plant upgrades of an environmental nature and expenditure on quarries, the balance being attributable to plant replacements.

– Banking facilities –

Following the unbundling from Barloworld Limited, the group has increased its short-term borrowing facilities with external financial institutions. These facilities were utilised to fund capital expansion programmes and investment in working capital.

– Incentivisation accounting –

Post unbundling from Barloworld, PPC re-imbursed Barloworld R30 million in full and final settlement of the equity-settled share incentive scheme liability relating to the number of unexercised Barloworld share options held by PPC executive directors and senior executives. This payment was charged against equity compensation reserves.

A total of R3 million (2006: R1 million; 2005: R3 million) was expensed in terms of IFRS 2, relating to the equity-settled share option scheme referred to above, and also the recently introduced cash-settled long-term share option scheme. This scheme is the replacement to the Barloworld share option scheme which previously incentivised PPC executive directors and senior management on a long-term basis.

– Share buyback –

The directors have general authority to buy back a maximum of 7,5% of the issued share capital of PPC. A special resolution will be put forward at the next annual general meeting for approval to renew this authority and to increase it to 10%. Share buybacks will be considered on an ongoing basis, where appropriate.

– Capital structure –

Balance sheet structuring is a key focus, and the strong cash flows and current low levels of borrowings will enable the group to take on higher levels of debt. Future capital expenditure will be funded through borrowings. As the equity of the group has been eroded by special dividends, a debt to equity ratio is not an appropriate measurement and the board has determined that gross debt/EBITDA and interest cover are more appropriate. Target debt levels of around two times gross debt/EBITDA multiple and around five times interest cover has been established that will, at current levels, allow for approximately R5 billion debt.

Several options for capital restructuring and optimisation of the weighted average cost of capital are being evaluated with advisers.

– Segmental information –

Although IFRS 8 (Operating Segments) has not yet been adopted by the company, and only becomes effective for financial years after 1 January 2009, business and geographical information has been included on pages 156 – 157 of this annual report.

– Market conditions –

Cement

South Africa

Cement volumes continued to reflect good growth as the South African economy entered a fifth year of sustained economic growth. Regional cement sales volumes grew 10% over last year with the residential and non-residential construction sectors performing strongly. The Inland market experienced particularly strong growth, with cement supply supplemented by the PPC factories in Zimbabwe and the Western Cape.

330 000 tons of cement manufactured to Surebuild specifications was imported from China, which supplemented the Coastal markets of Mozambique, Port Elizabeth and Cape Town. Imports represented approximately 5% of total sales.

Botswana

The Botswana economy has shown steady growth after several years of decline, with cement volumes increasing by over 20% on last year. Demand is being driven by high business confidence and numerous small to medium contracts supplied through the retail chain.

Zimbabwe

Operating and trading conditions became increasingly more difficult as the country reeled under inflation rates increasing into the thousands, together with price "roll-back" and freeze. Declining domestic demand and a selling price which is insufficient to cover production costs require us to increasingly focus on exports to sustain operations.

The ongoing inability to exercise effective control justifies the continued non-consolidation of this company's results.

Lime

Local demand was down slightly on that of the prior year, affected by extended planned maintenance shutdowns at some major customers. However, this was offset to some degree by exports to Zambia.

Aggregates

Local volumes were at similar levels to last year, whereas the volume at the Kgale quarry in Botswana increased substantially following the closure of a competitor. All operations benefited from the continued focus on price optimisation.

Unfortunately due to prevailing market conditions, the readymix business in Gaborone was exited.

– Operations –

Cement

South Africa

All factory kilns and mills ran at very high utilisation levels, resulting in the need for increased maintenance costs as a result of both equipment age and higher stress on machinery. The logistics associated with the movement of product around the country increased costs, which in many instances was further exacerbated by having to resort to road transport due to a shortage of rail capacity.

Rail and coal energy cost increases also continued substantially above PPI inflation with pithead prices on some coal contracts increasing dramatically.

Electricity costs are also expected to rise significantly as Eskom embarks on its capital-intensive drive to add much needed capacity.

Growing international energy demand will continue to put pressure on the availability of the appropriate coal quality for cement manufacture. The spiralling international fossil fuel prices and the concerns over the consequent upward pressure on global cement prices are being voiced internationally.

Zimbabwe

Operating conditions remain difficult.

There are an increasing number of power cuts by the electricity provider, ZESA, impacting on operations, whilst ongoing supply constraints on raw materials, particularly coal, make regular running of kilns and related equipment very demanding.

Balance sheet
structuring under review

PPC

The deteriorating economic situation in Zimbabwe is such that many skilled workers are leaving the country in search of a better future in the neighbouring countries, particularly South Africa, and the ability to retain staff has become a key focus.

Lime

The operation performed well during the year. The kiln 9 filter upgrade was successfully completed at a cost of R20 million whilst development of the Bowden North quarry continued and is substantially complete. Significant input cost increases, particularly coal and railage will impact margins in the short term, until such time as they are recovered in terms of annual contractual sales price adjustments.

Aggregates

As both Gauteng quarries approached full capacity, a 340 000 ton per annum expansion project costing R39 million is underway at Laezonia which will make it, along with Mooiplaas, one of the biggest aggregate quarries in the country. In addition, a 400 000 ton per year mobile crushing plant which was used to supply stone to the Batsweledi expansion project has been relocated to Mooiplaas and will supplement capacity.

– Prospects –

The current cement demand forecast will necessitate the continued high utilisation of older equipment until it can be replaced by new, more efficient plant, and will require increased maintenance cost and capital expenditure to achieve operating efficiencies. Production shortfalls will be supplemented with imported Surebuild cement at little or no margin.

Whilst the incremental manufactured volume from the Batsweledi project as it comes on stream in the second half of 2008 will result in a lower cash cost of production, this benefit is only expected to be realised when regular plant operation is achieved sometime after commissioning. In addition, increased energy, operating and logistics cost in other parts of the business is likely to prevent further widening of the operating margin in the coming year.

The Lime and Aggregate businesses are expected to continue to maintain margins and report improved performance.

Positive market conditions and continued growth in cement volumes should enable the company to report improved performance and operating cash flows for the ensuing year.

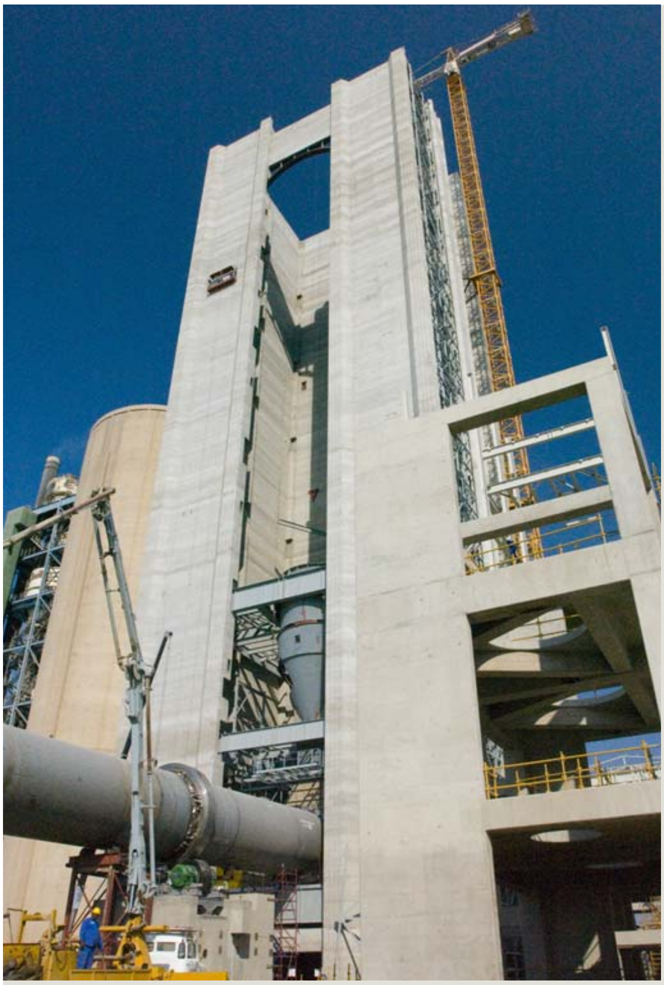
P Esterhuysen
Chief financial officer

Management Review

Sustainability Review

Financial Review

Corporate Governance Structure and Management Systems



The company is incorporated in South Africa under the provisions of the Companies Act, 1973, as amended. PPC and its subsidiaries are fully committed to the principles of fairness, discipline, independence, accountability, transparency and social responsibility associated with good corporate governance.

The company accepts the principles and firm recommendations set out in the 2002 King Code of Corporate Practices and Conduct (King II), and complies with the additional requirements of the JSE Limited. Non-compliance is noted and reasons given.

In terms of non-financial aspects, the company complements these extended reporting requirements by adopting the Global Reporting Initiative's Sustainability Reporting (GRI) guidelines on economic, environmental and social performance. The company has also continued to meet the criteria of the JSE Limited's Social Responsibility Index since its inception in 2004.

PPC's systems of corporate governance are continually evolving as the needs and expectations of stakeholders develop.

Key achievements during the period to meet these needs and expectations include:

- The board of directors appointed an independent non-executive director as chairman of the board of directors from the conclusion of the annual general meeting on 23 January 2007 until the company has completed its black economic empowerment equity transaction, whereupon the board intends appointing a black chairman;
- Two new black female independent non-executive directors have been appointed to the board of directors; and

Formal board

performance evaluation conducted

- A formal board performance evaluation exercise was carried out during the period under review.

- Board accountability and delegated functions -

The general powers of the directors of PPC are conferred by the provisions of the company's articles of association and by the South African Companies Act.

In accordance with a formal charter the board has the following responsibilities:

- Approval of the strategic plan and rolling forecasts;
- Monitoring the implementation of board plans and strategies against the background of economic, environmental and social issues relevant to the company;
- Approving objectives and performance targets;
- Reviewing key risks, especially in respect of technology and systems;
- Appointment of the chief executive officer and other directors;
- Maintenance of succession plans; and
- Determination of overall policies and processes to ensure the integrity of the company's internal controls.

The charter expresses the board's philosophy in regard to excellence in customer satisfaction, quality and safety of products and services; optimisation in the use of assets and employee development; respect for human dignity and observance of fundamental human rights; national and international corporate citizenship, including sound relationships with regulatory authorities.

Whilst retaining overall accountability and subject to matters reserved to itself, the board has delegated to the chief executive officer and the other executive directors, authority to run the day-to-day affairs of the company.

Audit, risk management and compliance, black economic empowerment and transformation, nominations and remuneration committees assist the board in the discharge of its duties. Each committee acts within written terms of reference, under which certain functions of the board are delegated with clearly defined purposes and membership requirements. Board committees may take independent professional advice at the company's expense when necessary. The performance and effectiveness of the committees are subject to regular evaluation by the board. Chairmen of the board committees and the lead client service partner of the external auditors of the company are required to attend annual general meetings to answer questions raised by shareholders.

A formal self-evaluation of the board and its committees' performance and effectiveness was carried out during the period under review. This exercise was conducted by means of individual questionnaires completed by each board and committee member. All responses were treated confidentially. The group company secretary collated the results of all the questionnaires and reported the findings to the chairman of the board who advised the board of the results. The exercise has ensured that the board remains effective and relevant to the business objectives of the company. Whilst recognising progress made, the board will strive to adopt measures which will continually enhance the effectiveness of its function.

- Board of directors -

At year-end, there were five executive and four non-executive directors. Messrs WAM Clewlow, AJ Phillips and CB Thomson resigned from the board on 23 January 2007. Mr DG Wilson resigned from the board on 16 July 2007. Ms ZJ Kganyago and Ms NB Langa-Royds were appointed to the board on 17 October 2007. Mr EP Theron retired from the board following the board meeting on 29 October 2007.

The curriculum vitae of each director of the company is published on page 21.

The PPC board considers that Mr AJ Lamprecht who is currently an executive director of Barloworld Limited is a non-executive director of PPC but not independent.

Ms ZJ Kganyago and Ms NB Langa-Royds and Messrs MJ Shaw and J Shibambo are independent non-executive directors of PPC as contemplated in sub-paragraph 2.4.3 of the King Code of Corporate Practices and Conduct and paragraph 3.84(f) of the JSE Limited's listing requirements.

Once the company's black economic empowerment transaction has been finalised, the company plans to appoint further black non-executive directors to the board and a black non-executive chairman.

Considerable thought is given to board balance and composition and collectively the board believes that the current mix of knowledge, skill and experience meets the present requirements to lead the company effectively. The selection and nomination of directors takes place according to well-defined procedures to ensure the professional qualification and business experience required to meet the company's objectives.

The non-executive directors are considered to have the skill and experience to bring balanced and independent judgement to bear on board business.

The agenda and supporting papers are distributed to all directors prior to each board meeting. Explanations and motivations for items of business requiring decisions are given in the meeting by the appropriate executive director. This ensures that all the relevant facts and circumstances are brought to the attention of directors. When necessary, decisions are also taken by the directors between meetings by written resolution as provided for in the company's articles of association. Directors have unrestricted access to all company property, information and records.

Seven board meetings were held during the period under review. All the directors attended these meetings, except as indicated in the table below:

Date	Apologies tendered
18.12.2006	WAM Clewlow AJ Phillips
23.01.2007	CB Thomson
28.02.2007	No apologies
17.04.2007	AJ Lamprecht
07.05.2007	No apologies
08.08.2007	No apologies
29.10.2007	ZJ Kganyago NB Langa-Royds

The meeting held on 18 December 2006 was convened at short notice and the directors who were unable to attend were fully briefed on the business before the meeting and provided their input and decisions to the chief executive officer who referred these to the board at the meeting. The meeting held on 29 October 2007 had been re-scheduled at short notice and Ms ZJ Kganyago and Ms NB Langa-Royds were unable to change their business schedules and were thus unable to attend.

Any proposed new appointment of a director is considered by the board as a whole, on the

“The company plans to appoint further black independent directors to the board.”

recommendation of the nominations committee. The selection process involves consideration of the existing balance of skills and knowledge and a continual process of assessing the needs of the company. Other significant personal and/or business commitments of potential candidates for appointment are considered by the nominations committee as part of the selection process and are disclosed to the board. Non-executive directors are also required to advise the board of any subsequent changes to commitments from time to time. These changes must have the chairman’s approval if material.

The company arranges an induction programme for new directors. This includes an explanation of their fiduciary duties and responsibilities, director development programmes arranged through the Institute of Directors and visits to the main operations, where discussions with management facilitate an understanding of the company’s affairs and operations.

Directors are appraised, whenever relevant, of any new legislation and changing risks that may affect the business interests of the company.

In certain circumstances it may become necessary for a non-executive or independent director to obtain independent professional advice in order to act in the best interests of the company. Such a director also has unrestricted access to the chairman, executive directors and the group company secretary. Where a non-executive or independent director takes reasonable action and costs are incurred, these are borne by the company.

By convention, executive directors retire from the board at 63 years of age whilst non-executive and independent directors retire at the next annual general meeting following their 70th birthday.

In terms of the company’s articles of association, at every annual general meeting, at least one-third of the directors retire from the board. In addition, a director appointed by the board to fill a vacant seat must retire from that office at the next annual general meeting. Directors retiring in this manner may offer themselves for election or re-election, as the case may be, subject to recommendation from the nominations committee.

At the forthcoming annual general meeting, Ms ZJ Kganyago and Ms NB Langa-Royds, having been appointed as directors by the board during the year, are required to retire and Messrs S Abdul Kader, MJ Shaw and J Shibambo are required to retire by rotation in terms of the articles of association. All have offered themselves for election and re-election respectively at that meeting and the nominations committee has recommended their re-election.

There are no contracts of service between any directors and the company or any of its subsidiaries that are terminable at periods of notice exceeding three months and requiring payment of compensation with the exception of a fixed-term contract with Mr JE Gomersall that expires on 31 January 2010, after the annual general meeting and four months after his 63rd birthday. As the company had been unbundled from Barloworld, and was in the middle of a major capital expenditure programme until 2010, it was deemed to be in the company’s best interests that the services of the current chief executive officer were secured to lead the company through this important phase. Mr JE Gomersall has an option to take early retirement with six months’ notice.

Fees payable to non-executive and independent directors are recommended by the board and fixed by the shareholders at the annual general meeting.

Monthly meetings of the executive directors and senior executives were held during the period under review in order to assist the chief executive officer and the chief operating officer to guide and control the overall direction of the business of the company, monitor business performance and to act as a medium of communication and co-ordination between business units, group companies and the board.

- Chairman and chief executive officer -

No individual has unfettered powers of decision-making. Responsibility for running the board and executive responsibility for conduct of the business are differentiated. Accordingly, the roles of the chairman of the board and chief executive officer are separate.

- The group company secretary -

The group company secretary provides the board as a whole and directors individually with detailed guidance on the discharge of their responsibilities. He is also a central source of information and advice to the board and within the company on matters of ethics and good governance. Appointment and removal of the group company secretary are matters for the board as a whole. The group company secretary maintains and regularly updates a corporate governance manual, copies of which are distributed to all newly appointed directors.

The group company secretary ensures that the proceedings and affairs of the board, its committees, the company itself and, where appropriate, owners of securities in the company are properly administered in accordance with the pertinent laws. He ensures compliance with the rules and listing requirements of the JSE Limited and the Zimbabwe Stock Exchange on which the company's securities are listed. The group company secretary also administers the statutory requirements of the company and its subsidiaries in South Africa.

All directors have direct access to the group company secretary at all times. Directors and officers of the company keep him advised of all their dealings in securities of the company, and a report is tabled at the board meeting following any such dealings.

- Insider trading -

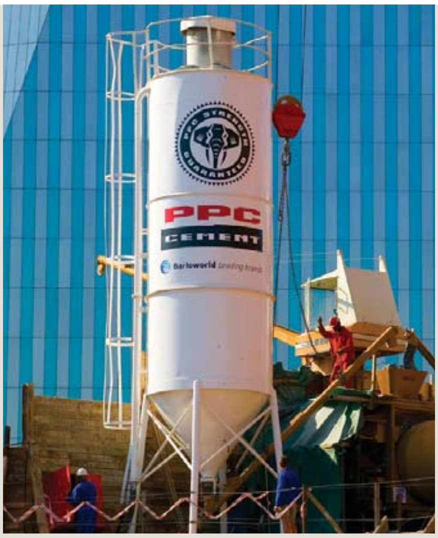
The Securities Services Act regulates transactions by directors and officers in securities issued by the company and the company has issued a set of guidelines and rules for its directors, officers and employees.

No employee, his/her nominee or members of their immediate family, may deal either directly or indirectly, at any time, in the securities of the company on the basis of unpublished price-sensitive information regarding the company's business or affairs. No director or officer of the company may deal in the securities of the company during the closed periods determined by the board in terms of a formal policy controlled by the group company secretary. Closed periods are from the end of the interim and annual reporting periods until 24 hours after the announcement of financial and operating results for the respective period. From time to time, additional periods may be declared "closed" if circumstances warrant this action.

Dealing in the securities of the company at any other time is permitted but approval must be obtained in advance of any transaction from the chief executive officer.

When any director or officer wishes to buy, sell or take a position in securities of the company, they

Seven consecutive years of recognition for financial reporting



must notify the group company secretary of their intentions prior to the transaction and record in writing immediately after the transaction the details thereof and deliver a detailed written record thereof to the group company secretary within 24 hours.

A list of persons who are restricted for this purpose has been approved by the board and is revised from time to time. A register of directors and officers is available for inspection at the company's registered office in Sandton, South Africa.

The listing requirements of the JSE Limited extend obligations regarding transactions in the securities of the company to be disclosed to the market within 48 hours and specifically include all group directors and the group company secretary and also any associate of the group's directors or group company secretary or any independent entity or investment managers through which the group directors or group company secretary may derive a present or future beneficial or non-beneficial interest.

- Accounting and reporting -

The board places strong emphasis on achieving the highest standards of financial management, accounting and reporting to shareholders.

PPC's annual report for 2006 earned a seventh consecutive placing in the excellent and good categories from Ernst & Young for "Excellence in Financial Reporting".

- Audit committee -

MJ Shaw (chairman), JE Gomersall, J Shibambo. During the period under review Messrs WAM Clewlow, CB Thomson and DG Wilson retired from the board and the committee. Mr JE Gomersall was appointed to the committee on 3 October 2007.

The audit committee consists of two independent directors and one executive director. Its chairman, Mr MJ Shaw is an independent non-executive director, however he is also the temporary chairman of the board of directors until the company has completed its black economic empowerment transaction. King II recommends that the chairman of the board of directors should not also be the chairman of the audit committee. However, the board has decided that Mr MJ Shaw's appointment as chairman of the board of directors is temporary and he should continue his important function as chairman of the audit committee. For reasons of good corporate governance, Mr MJ Shaw has not additionally been appointed as chairman of the nominations committee, although the temporary holding of this chairmanship by a non-executive director other than the chairman of the board is contrary to the JSE Limited's listing requirements.

Mr JE Gomersall's appointment to the audit committee is also of a temporary nature until further independent non-executive directors have been appointed to the board and new board committee members identified to fill this role.

Barloworld Group Internal Audit Services were contracted to provide internal audit services to the company until the end of the calendar year, whereafter the company has appointed Ernst & Young to provide this service.

The head of internal audit and the lead client service partner in charge of the external audit are invited to attend all meetings. They have unrestricted access to the chairman and other members of the audit committee. The chief financial officer and any other executives may, at the discretion of the chairman of the audit committee, also be invited to attend and be heard. No such invited attendee has voting rights.

The audit committee has written terms of reference. Its duties relate to the safeguarding of assets, the operation of adequate systems and control processes, noting of exposure to significant risks as reported by the risk and compliance committee and the presentation of accurate and balanced financial statements and reports complying with all relevant corporate disclosure requirements and accounting standards.

The board places strong emphasis on maintaining appropriate systems of internal control. An internal control scorecard is reported to the audit committee for each business operation twice a year. All defalcations above R1 000 are also reported.

The audit committee met on:

- 2 May 2007, to consider reports from the internal and external auditors and the interim report for the half-year ended 31 March 2007. The committee was satisfied that the interim financial information and the interim report were accurate and resolved that the chairman recommend approval by the board on 7 May 2007. The committee also considered the status of the company's tax risk management so that procedures could be implemented to minimise any exposure identified.
- 28 October 2007, to consider reports from internal and external auditors and the financial statements for the year ended 30 September 2007. The committee was satisfied that the financial statements and the preliminary report were accurate and resolved that the chairman recommend approval by the board on 29 October 2007. The Deloitte principal engagement partner and technical manager responsible for the audit were present. The committee also considered the company's ability to continue as a going concern, exceptional items, outstanding litigation and claims, judgements and sources of estimation and uncertainty as well as business continuity plans and information security.

All members attended these meetings.

PPC has implemented a formal policy to limit and regulate the use of external auditors in so far as provision of non-audit services is concerned. In particular, external auditors cannot be used in the provision of internal audit or such other services which could in any way impair their audit independence.

The company requires the external auditors to carry out their audit with due regard for the findings and work of the internal audit function. To this end, the audit committee encourages consultation between the external and internal auditors and ensures that meetings are held periodically to discuss matters of mutual interest and that working papers, management letters and reports are exchanged so that there is a common understanding of audit techniques, methods and terminology.

The external auditors attend the audit committee meetings of PPC and its principal

“Strong emphasis on maintaining appropriate systems of internal control.”

subsidiaries. They are required to demonstrate the highest level of professionalism, ethics and commitment, and that their independence has in no way been impaired.

At these meetings the company also assesses whether the auditors have complied with these requirements. The engagement partner is currently required to rotate from the audit after a period of seven years' service.

The audit committee has taken cognisance of the pending legislative change to rotate the external audit partner after a period of less than seven years' service and will review the company's policy once applicable South African legislation becomes effective.

The audit committee has recommended that the external auditors be re-appointed at the forthcoming annual general meeting.

The board has determined that the audit committee, which has no executive powers, has satisfied its responsibilities for the period under review in compliance with its terms of reference.

- Risk management and compliance committee -

J Shibambo (chairman), RH Dent, O Fenn, JE Gomersall, MJ Shaw

During the period under review Mr AJ Phillips retired from the board and the committee and Mr GT Heyns resigned from the committee. Mr RH Dent was appointed to the committee on 28 February 2007 and Mr J Shibambo was appointed chairman of the committee on 1 April 2007.

The chairman of the committee is an independent non-executive director.

The primary function of the committee is assisting the board in the assessment and management of risk and legal compliance across the PPC group; ensuring the requisite risk management culture, practices, policies, resources, systems and controls are in place and functioning effectively to provide reasonable assurance that the company is in compliance with those laws and regulations to which it is subject.

It primarily addresses health, safety, statutory, legal, environmental, mining, production and engineering risks. During 2007 this committee reviewed developments in high level risks and their potential impact on the business, disaster recovery and business continuity management, land rights claims, the company's HIV/Aids strategy, the insurance programme and legislation applicable to PPC. The risk management, and compliance committee acts within written terms of reference approved by the board.

Other than for external audit, the company has merged its auditing activities under one umbrella referred to as the “joint audit process” (JAP) with the group-wide objective of fostering:

- Audit methodologies and the avoidance of duplication;
- A holistic view of the business and its related risks;
- Internal and external line specialists' involvement;
- The sharing of operational best practice and knowledge;
- Encouraging continual improvement;
- Adherence to company policies; and
- Compliance with legislation.

The head of the JAP is invited to attend all meetings. He has unrestricted access to the chairman and other members of the risk management and compliance committee. At the discretion of the chairman, other executives may also be invited to attend and be heard. No attendee so invited has voting rights.

In the period under review, the committee met on 18 April and 25 October 2007. All committee members attended these meetings.

The board has determined that the risk management and compliance committee, which has no executive powers, has satisfied its responsibilities for the period under review in accordance with its terms of reference.

- Black economic empowerment (BEE) and transformation committee -

JE Gomersall (chairman), AJ Lamprecht, MJ Shaw, J Shibambo

During the period under review Mr DG Wilson retired from the board and the committee. Mr AJ Lamprecht was appointed as a full member of the committee with effect from 17 July 2007.

The committee fulfils an executive function by assisting the board in adopting a holistic approach to transformation and in complying with all relevant legislation or charters in this regard.

In accordance with the authority delegated to it, the committee's objectives are to:

- Ensure that management embraces the principles of transformation on an enterprise-wide basis across all facets of the group's activities;
- Develop and implement an appropriate transformation strategy;
- Ensure that equity ownership of PPC conforms to the requirements of the Mining Charter:
  - To achieve an effective 15% empowerment by 2009 for the conversion of existing mining rights and
  - To achieve an effective 26% empowerment by 2014 to qualify for new mining rights
- Design, implement and regularly review policies, plans and processes aimed at facilitating transformation in the group;
- Implement integrated annual reporting to stakeholders on aspects of transformation; and
- Provide an objective forum dedicated to policy recommendations to the board and guiding significant matters relating to transformation within the group.

The prime focus of the committee has been the progressing of the BEE transaction and the issues related thereto in respect of both the Mining Charter and DTI codes. Significant progress has been made by the committee in finalising detailed negotiations with the strategic partners who are likely to participate in the company's broad-based black equity transaction. The empowerment transaction, once complete, will incorporate these strategic partners as well as construction sector associations, employees and members of communities in which the company operates and will effectively place 15% of the company's equity in the hands of black people. Funding for the transaction will incorporate a combination of owner equity, third party institutional loans and vendor facilitation by PPC. The company plans to seek shareholder approval early next year.

The committee met six times during the period under review to consider funding structures, strategic partner selection and evaluation and transaction documentation. All committee members attended these meetings except Mr DG Wilson was unable to attend the meeting on 6 December 2006, Mr AJ Lamprecht was unable to attend the meeting on 9 February 2007, Messrs J Shibambo and DG Wilson were unable to attend the meeting on 25 February

Key focus is the progressing of the BEE transaction

2007 and Mr AJ Lamprecht was unable to attend the meeting on 25 October 2007.

The board has determined that the black economic empowerment and transformation committee has satisfied its responsibilities for the period under review in compliance with its terms of reference.

- Nominations committee -

J Shibambo (chairman), NB Langa-Royds, MJ Shaw

During the period under review Messrs WAM Clewlow and AJ Phillips retired from the board and the committee. Mr J Shibambo was appointed to the committee on 28 February 2007 and Ms NB Langa-Royds on 25 October 2007. Mr EP Theron retired from the committee following the meeting on 29 October 2007.

The nominations committee makes recommendations to the board on the composition of the board and the balance between executive and non-executive directors. Skill, experience, and diversity are taken into account in this process.

The committee is responsible for identifying and nominating candidates for the approval of the board as additional directors or to fill any board vacancies when they arise, in terms of a policy detailing the procedures for such appointments and which requires these to be formal and transparent. It also advises the board on succession planning, especially in respect of the chairman of the board and chief executive officer.

In addition, the committee recommends for re-election directors who retire in terms of the company's articles of association.

During the period under review, the committee met on 7 May, 8 August, 20 September and 29 October 2007 to consider the role of the chairman and the future composition and structure of the board in the light of Barloworld unbundling its strategic shareholding in the company and the subsequent resignation of certain Barloworld-nominated directors. The committee also met to discuss and recommend to the board the appointment of Ms ZJ Kganyago and Ms NB Langa-Royds to the board as independent non-executive directors.

The committee also considered the directors who were standing for re-election at the forthcoming annual general meeting. In accordance with the committee's findings, the board recommends to shareholders the election of Ms ZJ Kganyago and Ms NB Langa-Royds and the re-election of Messrs S Abdul Kader, MJ Shaw and J Shibambo to the board.

The committee also noted that the board was committed to appointing further black directors to the board and a black chairman once the black economic empowerment transaction was completed.

All committee members attended these meetings except Ms NB Langa-Royds who was unable to attend the meeting on 29 October 2007.

The board has determined that the nominations committee, which has no executive powers, has satisfied its responsibilities for the period under review in compliance with its terms of reference.

- Remuneration committee -

MJ Shaw (chairman), NB Langa-Royds, J Shibambo

During the period under review Messrs WAM Clewlow and AJ Phillips retired from the board and the committee.

Mr J Shibambo was appointed to the committee on 28 February 2007 and Ms NB Langa-Royds on 25 October 2007. Mr EP Theron retired from the committee following the meeting on 29 October 2007.

This committee is composed entirely of independent non-executive directors. It is mandated, within agreed terms of reference, to deal with remuneration policy in general and to approve the salaries and benefits of the executive directors and senior management. The committee also advises with regard to non-executive directors' fees, and fees for those directors who are members of board committees, for onward recommendation to shareholders at the annual general meeting.

The company's philosophy is to set remuneration which is appropriate, taking into account levels of responsibility and the need to attract, motivate and retain directors, executives and individuals of high calibre.

Basic guaranteed packages are normally reviewed once a year and take into account external market practices and conditions as well as the achievement of targeted individual performance. Annual salary increases are not guaranteed.

The committee appointed Pricewaterhouse-Coopers to provide advice and recommendations as the corporate governance requirements in respect of executive remuneration have become more onerous.

Following the unbundling of the company from Barloworld, the committee sought advice from these advisers regarding the appropriate level of pay for the executive directors. As a result of the review the committee recommended, for approval by the board, increases in the guaranteed packages of the executive directors to match the median of the peer group. These were approved by the board and would be phased in over the period under review and the next year as the executive directors took on higher levels of responsibility after the company's unbundling.

The chief executive officer, Mr JE Gomersall, relinquished his Barloworld responsibilities during the year, and was appointed a full-time executive of PPC. Accordingly, although the value of his cost-to-company package as paid by Barloworld remained unchanged as it was in line with the median of the peer group, a proportionally larger component of his total remuneration is now reflected in the PPC annual financial statements, and the full cost will be reflected from next year.

A new short-term incentive bonus scheme has been implemented which is operated at the discretion of the remuneration committee and the chief executive officer. Its purpose is to incentivise nominated executives and management to achieve targets in excess of the standard performance requirements of their job models and shareholder value creation expectations. The incentive percentage shall be determined on the basis of the company achieving a financial driver target, in the case

“Introduction of cash-settled share incentive scheme encourages shareholder value creation.”

of 2007-growth in earnings before interest, taxation, depreciation and amortisation (EBITDA) of 20%, and the individual exceeding a threshold of personal objectives set at the beginning of the financial year. These are aimed at improving performance while at the same time striking a balance between short, medium and long-term company objectives, and include minimum standards, company values, performance improvement, people development and employment equity. The annual bonus is capped at 125% of basic salary for all the executive directors.

A long-term incentive plan has been implemented to recognise services rendered, to encourage long-term shareholder value creation and as an incentive for current and prospective employees to benefit from growth in value of the company.

This incentive takes the form of cash-settled share appreciation rights, which confer a conditional right to the appreciation in the market value of one PPC ordinary share from grant date to exercise date. The maximum total allocation of rights is set at the equivalent of 5% of shares in issue and the maximum total allocation of rights to an individual is set at the equivalent of 0,5% of shares in issue.

Share appreciation rights as shown on page 38 were approved by the board on the recommendation of the remuneration committee and granted on 8 August 2007 at R43 per PPC share-equivalent, being the volume weighted average price of a PPC share for the five trading days prior to that day. One third of the rights may be exercised after each of the third, fourth and fifth anniversaries of the grant date subject, for executive directors and executive management, to fulfilment of the following performance condition: cumulative headline earnings per ordinary share over the two financial years following the financial year ending September 2007 exceeding 2% real growth per annum. If the performance condition is not met for the two financial years, re-testing is subsequently permitted for the three, four or five financial years, with the rights being forfeited thereafter if the performance condition has not been met. Rights may not be exercised during a closed period, and must be exercised before the tenth anniversary of the grant date, failing which they will lapse.

Executive directors and selected key executives had, until the unbundling by Barloworld Limited of its strategic shareholding in the company, participated in the share option scheme of the parent company. Under this scheme, allocations of share options were generally made annually at market value and could be exercised, subject to the rules of the scheme, only after periods of between three and ten years (three and six years for options granted after 2003). Barloworld had, at the time of the unbundling, undertaken to treat shareholders and option holders equally in terms of the unbundling and had accordingly advised that it would offer PPC options to holders of Barloworld options under the Barloworld Share Option Scheme, which have not yet vested, or that have vested but have not yet been exercised.

As no new Barloworld options had been allocated to executives or management since May 2004, the share appreciation rights issued during the current year include a top-up portion as an acknowledgement of employee efforts towards the shareholder value created over the last three years and redress for the failure of awarding them any form of long-term incentive since May 2004.

For this reason, also, although rights will not generally be granted to employees with less than 36 months of service before retirement, the remuneration committee recommended waiving this requirement in the 2007 grant in respect of certain long-serving employees, whose services and motivation are essential for the next few years. Rights granted to these employees comprise 350 000 to the chief executive officer, 20 000 to executive management, and 30 000 to senior management.

The 2007 grant, before the top-up allocation, was based on multiples of basic salary used in companies operating in similar industries. The terms governing future long-term incentive awards are likely to be substantially similar to the 2007 award, with annual grant values set each year in line with market benchmarks for long-term incentives, although the remuneration committee may change certain aspects such as the vesting period, the lapse period and performance conditions at its discretion to ensure new awards are in line with market trends, and remain fair and motivating long-term rewards.

All rights immediately lapse if a participant resigns or is dismissed for disciplinary reasons. In the case of retirement, a participant's rights will be subject to the same conditions as if he had continued to be an employee. In the case of retrenchment, or termination of employment due to ill health, disability or any other circumstances which the committee may consider appropriate, a participant must exercise vested rights within three months. The committee also has absolute discretion to allow a portion of the unvested rights to vest.

In the case of transactions involving restructuring of the company, variations in share capital, capital distributions and similar events, the committee will take such action as it considers appropriate to protect the interests of participants. In the event of a reconstruction or takeover leading to a change of control, the committee is obliged to deem as vested a portion of the rights of executive participants pro rata to the performance period lapsed, if, in their reasonable opinion, they consider that the performance conditions have been substantially met.

The company will periodically recommend to the remuneration committee which employees it intends to incentivise by the making of grants of share appreciation rights, the quantum of the awards to be made, the vesting dates and the nature of the performance conditions. The committee, after review and due consideration, will recommend such allocations as it deems fit to the board for approval.

	2007	
Recipients of share appreciation rights	Standard award	Special top-up
JE Gomersall	175 000	175 000
O Fenn	84 000	144 000
S Abdul Kader	50 000	100 000
RH Dent	50 000	93 000
P Esterhuysen	60 000	100 000
Executive directors (subject to performance conditions)	419 000	612 000
Executive management (subject to performance conditions)	190 000	306 000
Senior management (not subject to performance conditions)	868 500	1 144 500
	1 477 500	2 062 500

The company continues to review the balance between the fixed and variable components of its remuneration with the aim of increasing, subject to

Executive directors take on increased levels of responsibility

company and individual performance, the variable component. The proposed change is motivated by the need to sustain superior performance and increase shareholder value in the long term.

The chief executive officer, Mr JE Gomersall, attends the committee meetings ex officio. He does not participate in discussions regarding his own remuneration, which is set by the PPC remuneration committee.

In respect of each director, details are given in note 37 to the annual financial statements of salary, bonus, retirement and medical aid contributions, gains from Barloworld share options exercised or ceded and other benefits. Details of directors' shareholdings are also disclosed.

Non-executive directors are remunerated for their membership of the board of PPC and its committees. These fees are benchmarked annually against companies of similar size and complexity and take into account the increasing level of responsibilities and risks associated with directorships. Consequent on the unbundling from Barloworld, a number of additional meetings of the board and committees were occasioned resulting in higher levels of fees for meeting attendance. Executive directors of PPC are not entitled to fees. Executive directors of Barloworld Limited are required to cede their fees to Barloworld Limited.

During the period under review, the committee met seven times. All committee members attended these meetings except as follows: Mr EP Theron was unable to attend the meeting on 3 October 2007, although he discussed all the recommendations and decisions taken with the committee chairman on the following day and concurred fully therewith; Ms NB Langa-Royds was unable to attend the meeting on 29 October 2007.

The board has determined that the remuneration committee has satisfied its responsibilities for the period under review in compliance with its terms of reference.

- Internal audit -

The board and the audit committee appointed Barloworld Group Internal Audit Services to fulfil PPC's internal audit requirements until the end of the calendar year, and Ernst & Young to succeed them in this role. The use of group-wide audit professionals fosters independence, standardisation of audit procedures and sharing of best practices.

Internal audit activities principally address the following key issues at each of the business units of the company:

- Appraising systems, procedures and management controls;
- Assessing the effectiveness of risk management processes;
- Evaluating the reliability and integrity of management and financial information;
- Assessing the control over assets and verifying their existence;
- Reviewing compliance with policies and procedures; and
- Recommending improvements in procedures and systems to enhance efficiencies and prevent fraud.

The internal audit function reports to the audit committee on its findings and has unrestricted access to that committee and its chairman.

Audit plans are drawn up annually and take account of changing business needs and risk assessments. Cognisance is taken of issues highlighted by the audit committee and management. Follow-up audits are planned in areas where weaknesses are identified. The audit committee approves the internal audit plan.

During the period under review, no major breakdowns in internal controls were identified.

- Risk management -

In terms of a written risk management philosophy statement issued by the chief executive officer and endorsed by the directorate, the company is committed to managing its risks and opportunities in the interests of all stakeholders. Every business unit and every employee has a responsibility to act proactively in this manner.

An ongoing systematic, multi-tiered and enterprise-wide risk assessment process supports the company's risk management philosophy. This ensures that risks are adequately identified, evaluated and managed at the appropriate level in the business units, and that their individual and joint impact on the company as a whole is taken into consideration.

Risk registers are maintained as part of the risk management process. Where appropriate, internal, external and JAP auditors adapt their audit procedures to include coverage of these risks in their reviews and compliance audits. During the year under review, the risk management process was subject to review by internal audit.

Divisional boards and senior managers carry out detailed annual self-assessments of risk. This process identifies the critical business, operational, financial and compliance exposures facing the company and the adequacy and effectiveness of control factors are reviewed and updated on a monthly basis. Verification of the process is undertaken in alternate years by external risk advisors, Marsh Vikela.

Business recovery plans have been compiled for each operation and are regularly subject to testing.

The audit, risk management and compliance committees regularly review the main risks and risk management processes and advise the board accordingly.

- Third party management -

No part of the company's business was managed during the year by any third party in which any director had an interest.

- Communication -

The company subscribes to the principles of objective, honest, timeous, balanced, relevant and understandable communication of both its financial and non-financial matters. The focus is on substance, not form, and communication with stakeholders with a legitimate interest in the company's affairs is sensitive and systematic. The company regularly enters into dialogue with institutional investors having due regard for statutory, regulatory and other directives prohibiting the dissemination of unpublished price-sensitive information by the company and its directors and officers.

In accordance with the Promotion of Access to Information Act the company has prepared and published the required manual. This is available on the company website and contains all the

“An independent, safe and confidential system enables the reporting of unethical behaviour.”

PPC GROUP MAIN RISKS (in alphabetical order)

KEY RISKS	CATEGORY OF RISK AND MANAGEMENT RESPONSE
- Competitor actions - The risk that competitors will take individual actions, through pricing or other activities, that will erode the company’s competitive position and have a significant impact on the value it creates for shareholders	- Economic risk - • Continually reduce costs by focusing on operational efficiencies and staff training • Maintain cost competitiveness and improve products and service
- Regulatory environment - Many of the company’s activities are regulated by legislation. Staying abreast of the complex and changing nature of these regulations and maintaining full compliance is challenging	- Legislative risk - • Proactively monitor current regulatory developments and changes in policy direction which may be imminent • Where feasible, provide input to influence legislation, engage national and provincial government and find ways to limit negative impacts of legislation
- Safety - The company has embarked on a significant capacity-upgrade programme as well as having to maximise the production of cement to meet the high market demand. Avoidance of accidents involving both contractors and PPC employees is a major concern	- Physical risk - • Group-wide behavioural-based safety initiative • Minimum operating and safety standards reviewed and updated • Safety induction programme and refresher safety training taking place at all levels • All contractors required to adopt health and safety standards for conduct on sites • Risk assessment training at all sites
- Skills retention - Ongoing management of the challenges of skills retention and development	- Human resources risk - • Using competency-based assessments, employees regularly reviewed to ensure appropriate skill sets available to enable performance at optimum levels • Reward and incentive schemes implemented to ensure recognition and retention of high-performing employees • Maintain position as best manufacturing employer in SA

necessary details on how to make a request for information as well as what information is freely available.

The board has also approved a disclosure policy with regard to external communications of the financial and operational performance of the company. The policy takes regard of the requirements of the JSE Limited and global best practice for disclosure by public companies.

The group's disclosure policy is not only in respect of information disclosed to the investment community and the financial media. This policy applies to communication with anyone who would not normally be privy to that information, including suppliers, customers and also employees within the group.

- Company results communications -

Earnings press release – Earnings press releases will be released on the Stock Exchange News Service (SENS) and posted on the corporate website as soon as possible thereafter, prior to the commencement of any discussions or meetings regarding the results.

Earnings presentation – Any earnings presentations will be posted on the PPC website at the time of the commencement of the presentation. There may also be a live broadcast on a South African television business channel and the event will be recorded and subsequently posted on the PPC website. These broadcasts are to assist with fair and timely disclosure to all investors and to act as a record of events.

- Fines and prosecutions -

The company has not been fined or prosecuted in terms of any anti-competitive or governance issues.

- Code of ethics -

All employees are accountable for adherence to the company's code of ethics, and equal opportunity and anti-discrimination policies published by the company. They provide steps to be taken if an employee feels that the letter or intent of the policies is broken. No retaliation may be taken against an employee who files a complaint.

The integrity of new employees is assessed in the company's selection and promotion procedures.

Due care is exercised in delegating discretionary authority to individuals in the company. All new employees are advised, at the time of their induction, about the company's values, standards and compliance procedures.

Employees are consulted with and trained on all policies and practices concerning human rights in the workplace. All employees have an opportunity to provide input and the policies have been amended accordingly. Furthermore, contractors to PPC are entitled to the same privileges and treatment as permanent employees.

As a company that aims to provide fair and equal employment opportunities, PPC continually strives to subscribe to the legislative frameworks and guidelines that address the needs of indigenous people in the countries in which it operates, and as such conditions of employment are adjusted accordingly.

The company's procurement policy ensures that outsourced service providers have policies and procedures to protect the human rights of their employees. Contractor services are secured according to legal compliance practices in the country.

Employees are accountable for adherence to the company's code of ethics

The code of ethics is enforced with appropriate discipline on a consistent basis and action is taken to prevent a recurrence of an offence.

The PPC ethics policy prohibits child, compulsory or forced labour, which is enforced throughout the company. Hiring of labour is aligned to the relevant legislation and standards of the country in which PPC operates.

Freedom of association is another right, which has been enshrined and protected by the PPC ethics policy. PPC has a long-standing tradition of recognising and dealing with trade unions that represent employees at our business units.

The ethics policy also governs bribery and corruption and PPC has applied a zero tolerance stance to this issue. The penalty for an employee found guilty of such practices is dismissal. In addition, a register of gifts received by employees is kept with permissible guidelines.

The ethics policy outlines the principles for relationships with political parties and no contributions are made to fund political parties, election campaigns or electoral candidates. The company has no affiliations with any political parties.

The company has provided an independent, confidential and safe system by which employees or other parties can report unethical or risky behaviour. Such reports can be submitted to the PPC Ethics Line, details of which are set out alongside.

South Africa

PPC Ethics Line	
Deloitte & Touche	
Tip-offs Anonymous	
Telephone	0800 00 67 05
Free fax	0800 00 77 88
Address	PPC Ethics Line
Free post	c/o Tip-offs Anonymous FreePost DN298 Umhlanga Rocks 4320 South Africa
E-mail	ppc@ethics-line.com
International	+27 31 508 6493

or

Zimbabwe

Deloitte & Touche	
Tip-offs Anonymous	
Telephone	0800 4100
Fax	+263 91 8240 921
Address	The Call Centre
Freepost	PO Box HG 883 Highlands Harare Zimbabwe
E-mail	reportszw@tip-offs.com

Tip-offs Anonymous is an independent body within Deloitte & Touche, which provides an opportunity to anyone wishing to report unethical activities or dishonest behaviour that affects the PPC group. Total anonymity, if desired, is assured.

Each incident reported through the ethics line is fully investigated and the risk and compliance committee and audit committee are appraised of the outcome required to address shortcomings if any.