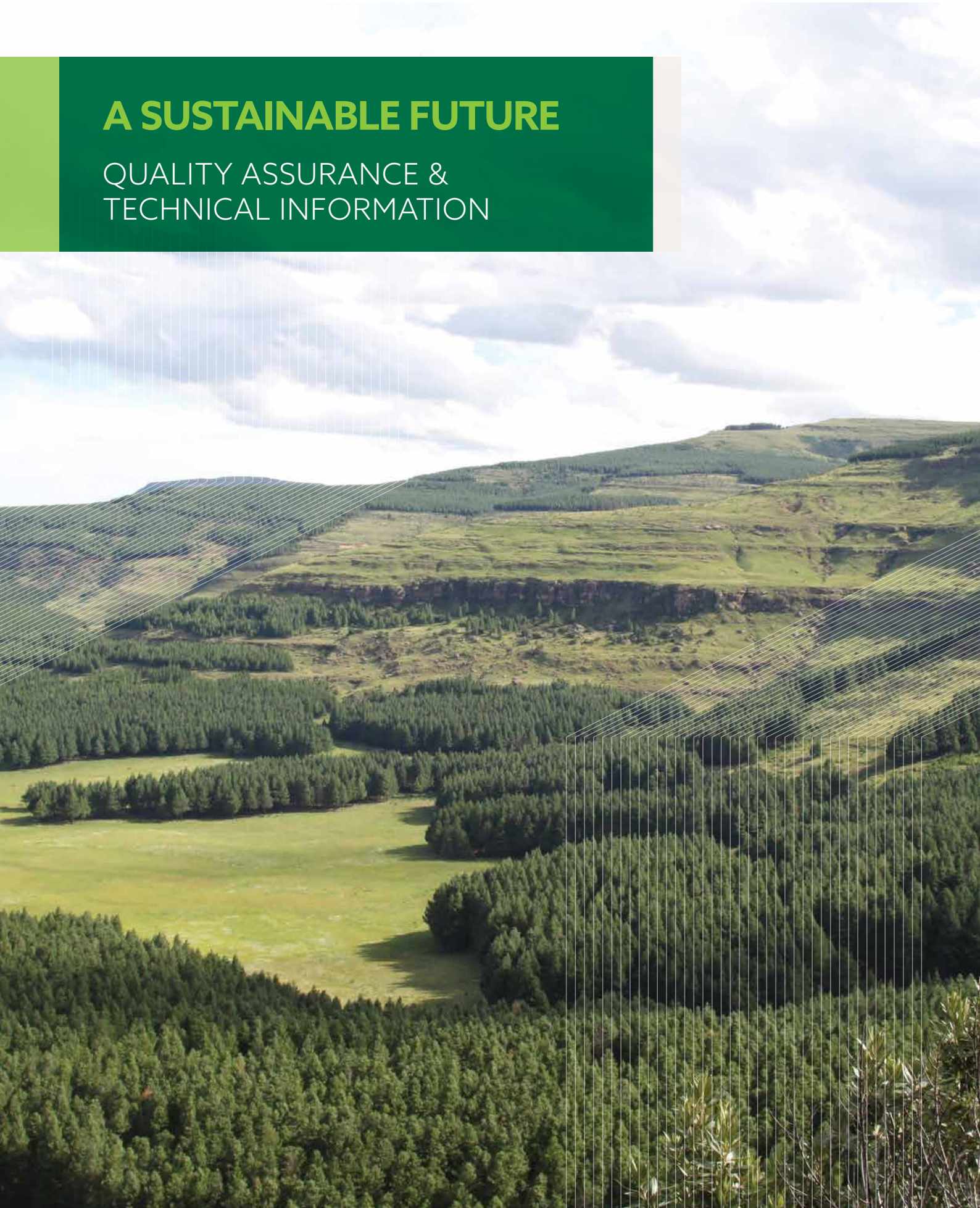


# A SUSTAINABLE FUTURE

QUALITY ASSURANCE &  
TECHNICAL INFORMATION







## WELCOME TO PG BISON

Our story started over a hundred years ago in 1897.

From day one, we've been intent on building our reputation for excellence.

Today, we're one of sub-Saharan Africa's largest manufacturers of wood-based panel products and decorative surfacing materials.

At PG Bison, our timber is always responsibly sourced from sustainably-managed plantations in close proximity to our production facilities in South Africa.

We proudly distribute our products across Southern Africa, East Africa, West Africa and even as far as Australia, always complying with stringent product performance requirements.

It doesn't matter whether our products are put to work in the home or industry, one thing remains consistent:

**PG Bison manufactures to international standards, using sustainably-managed timber and high-quality resins, guaranteeing consistent quality through its industry experience and continued investment, so our customers never have to worry.**



120 YEARS OF QUALITY  
YOU CAN COUNT ON



**WE ARE PROUD THAT THE JOINT INVESTMENT IN KENYAN MANUFACTURING VALUE ADDITION HAS LED TO INCREASED LOCAL EMPLOYMENT OPPORTUNITIES AND JOBS.**

## **PG BISON IN KENYA**

PG Bison has more than 16 years of history in Kenya through our partnership with Kenyan Nationals, in the joint venture, PG Bison Kenya.

As a foreign investor in Kenya, we see this 16-year partnership as testament to our long-term commitment to investing in the country. More evidence of our commitment can be seen in the scaling up of our investments over the years, to include large-scale manufacture of value-add furniture components in Nairobi and Mombasa.

These investments have been informed by our local partners, the growth in the Kenyan economy and the long-term outlook of the Government's Vision 2030 agenda for manufacturing growth in Kenya

We are proud that the joint investment in Kenyan manufacturing value addition has led to increased local employment opportunities and jobs.

PG Bison Kenya is a long-standing member of the Kenya Association of Manufacturers (KAM) through its Timber & Furniture sector. The company has been actively involved through this membership in contributing toward industry policy guidelines to various government bodies and agencies.

## **COMMITTED TO KENYA'S AGENDA FOR GROWTH**

PG Bison Kenya was appointed as an Authorised Economic Operator (AEO) in Kenya. Under the program the Kenya Revenue Authority gives preferential treatment to operators (while dealing with their transactions) who have over a period of time proven to be reliable and compliant partners of the Customs and Border Control Department.

PG Bison, being a long-term investor in Kenya, appreciates the Kenyan Government's commitment to manufacturing as one of the four pillars in their Big 4 Agenda for Growth. Together with their recent announcements regarding the role of foreign investors in the Big 4, PG Bison finds this a very positive message for the future of the country and our role in it through the joint venture partnership.





## VALUE-ADD

# FURNITURE COMPONENTS

PG Bison Kenya has continued to invest in state of the art European precision machinery for the processing of wood based panels into furniture components.

Our customers are able to design their furniture components to the local and exacting needs of the Kenyan marketplace. Placing of their component orders is on a seamless software platform that translates their order sizes from sales directly to our machine platforms.

Panels are cut to size on large format CNC (computer numerically controlled) beam saws and nested routing tables that are specifically built to work with 6' and 7' wide and 9' to 12' length high quality performance MDF and particle boards.

The advanced technology on our edgebanders makes it possible to manage endless machining positions and finishes depending on the edge's thickness and material, creating parts that are edged in perfect harmony with the panel.

3D surface finishing of routed and profiled MDF panels with thermoplastic foils is carried out on a vacuum press. Heat reactivated dispersion glues ensures superior bonding of the foil to the substrate. 3 Dimensional definition of the foil into the desired design is achieved by a combination of heat, high-pressure air and the use of rubber or silicone membranes.

Drilling and grooving of parts for insertion of furniture fittings for cabinet assembly or hinges, runners and stays is done on numerical control processing centres. A convenient range of ready-to-assemble cabinets is manufactured with the exacting precision requirements for the fittings to align correctly and perform.

Our customers are able to design their furniture components to the local and exacting needs of the Kenyan marketplace.



# QUALITY

PG Bison Kenya is aligned to customers and suppliers that value quality. Our clients continuously demand long lasting performance characteristics from the products that they source, and in turn our suppliers must offer the same.

Sourcing of wood based panels, adhesives, edge banding, foils and fittings are from well renowned global industry players in South Africa, Europe and China.

Another vital requirement is that the dimensional, technical and performance characteristics of the raw materials are aligned to the technologies employed in PG Bison Kenya’s manufacturing investments and processes.

Suppliers are also carefully selected in their ability to provide product and raw materials that are certified for quality and conform to environmental standards.

All our international suppliers adhere to the PVoC (Pre-Export Verification of Conformity) program as stipulated by the Kenya Bureau of Standards (KEBS). The objective of these regulations is to assure Kenyan consumers of the product’s safety and conformity to the Kenyan standards or approved specification.

PG Bison’s wood based panels are licensed for import through Route C of the PVoC program. This is open only to manufacturers who can demonstrate existence of a quality management system in their production/ manufacturing process. It involves auditing of such production processes and licensing of products manufactured thereof by authorized PVoC Agent(s) in line with ISO Guide 28: 2004.

Accordingly, all our imported products and raw materials carry the distinctive Import Standardisation Mark (ISM) of quality where applicable.

Further to this our major raw materials in our production undergo local testing against the relevant Kenyan Standards. KEBS accordingly issues a Kenyan Standard (KS) permit for locally manufactured products derived from these materials.

This allows PG Bison Kenya the use of the Standardization Mark (SM) to certify that our locally produced furniture components conform to requirements in a Standard.



Suppliers are also carefully selected in their ability to provide product and raw materials that are certified for quality and conform to environmental standards.



**SM # 24656**

Standardisation Mark (SM)



**UCR201801215722**  
 Import Standardisation Mark (ISM)





## PEOPLE

Carpenters, joiners, contractors and furniture manufacturers have benefited from the transfer of skills and knowledge through collaborative training programmes funded and run by PG Bison and its key suppliers.

People have been at the core of PG Bison's history in Kenya. Strengthening our relationship with our employees, customers and stakeholders is paramount in delivering exceptional quality and service to our end-customers.

Continuous up-skilling and training of our employees has been a key aspect toward the success of investing in state of the art wood based panel machining technologies.

Our sales and support staff are highly conversant and knowledgeable with the characteristics of the products that we offer to the market.

We carry a strong belief in developing partnerships with our clients that will also allow them to be profitable and grow along side PG Bison. Our role of a supplier of wood based panels, furniture components and/or ready-to-assemble cabinetry allows our customers to further develop their value chains to their end customers.

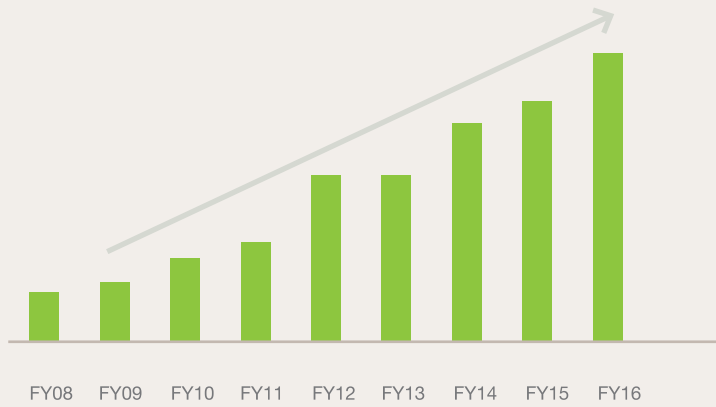
This gives our customers room to operate further up the value chain to create, design, build, fabricate and install cabinets in applications such as kitchens, wardrobes, shop fitting and office furniture, that is ultimately delivered to the end-customer.

Hands on training seminars are continuously provided to all our market segments on correct applications of our products; on machining and assembly techniques; uses of hand tools and jigs; inserting and aligning furniture fittings and a variety of best practices required to operate up the value chain.

Carpenters, joiners, contractors and furniture manufacturers have benefited from the transfer of skills and knowledge through collaborative training programmes funded and run by PG Bison and its key suppliers.

Through these initiatives PG Bison has made significant contributions to direct employment growth in Kenya.

**DIRECT EMPLOYMENT GROWTH**



Indirectly PG Bison Kenya has enabled the creation of numerous Small Medium Enterprises (SME's) who operate as interior design and fit out companies in the furniture industry.

The specification fraternity which include Architects, Quantity Surveyors, Project Managers and Interior Designers are key decision makers in the use of materials in the industry.

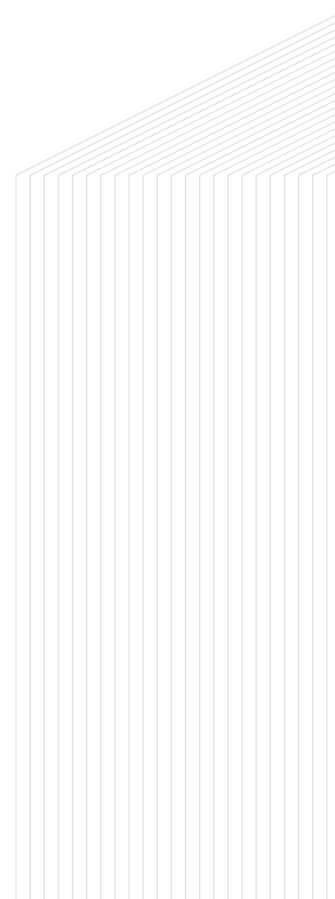
PG Bison Kenya works closely to provide professionals with relevant information on product ranges available and their associated quality and environmental standards, applications, and performance expectations.

This is important to an increasingly growing base of quality and environmentally conscious customers.

**SERVICE**

PG Bison Kenya actively measures its service level to the market. The measures enable us to strive to ensure our orders are delivered on time and in full to our customers. A strict process of establishing root cause and finding solutions to improve service is at the heart of our people and processes.

PG Bison also offers automated tool sharpening. Customers that work with our wood based panels, through training have been given guidelines on the tooling required to machine PG Bison's wood based panels. The sharpening of teeth on saw blades by automated machines maintains tooth angle which is critical to ensuring precision quality cutting of panels.



Finding solutions to improve service is at the heart of our people and processes.



## RESPONSIBILITY AND SUSTAINABILITY

Around the world, and even closer to home, there is a growing awareness of the importance of forestry and the need for its sustainability.

March 21 is recognised as International Day of Forests. Proclaimed by the United Nations (UN) General Assembly, the day celebrates and raises awareness of the importance of forests. That's because forestry plays a massive role, not only in the environment but, in everyday human life. And these two elements are inextricably linked.

The world's population is projected to exceed nine billion people by 2050. In order to meet food security needs, Global agricultural output needs to grow by 60 percent. Yet, in many places, escalating food, fibre and fuel demand is already resulting in deforestation, destroying ecosystems and reducing water availability.

Africa has had one of the highest population growth rates in the world, resulting in the accelerated clearance of forestry for agriculture. Grabbing of forestry land after felling, the lack of re-planting, poor management, the use of wood charcoal for fuel and illegal logging have all aggravated the situation.

There is a growing realisation that something must be done.

To help do something about increasing forest cover, communities across Africa are actively involving themselves in tree planting and charity fund raising activities.

But you can help in another way...

### SUPPORTING PG BISON

Many parts of our continent continue to face forest degradation and deforestation issues as socio-economic pressures grow. Infrastructure constraints also hamper the proper management and control of the forests.

But when you buy wood-based panel products from and support PG Bison, you help towards stopping further degradation and destruction of poorly managed forests.

That's because PG Bison prides itself on sourcing the timber for its products from sustainable and responsibly-managed plantations within South Africa.

But when you buy wood-based panel products from and support PG Bison, you help towards stopping further degradation and destruction of forests.



## WHY DO WE REFER TO THEM AS PLANTATIONS?

South Africa is a water-scarce country. A large percentage of the land is covered by arid and semi-arid desert. Although the lush eastern regions are covered in semi-tropical and tropical landscapes, there is negligible natural forestry that could sustain commercial forestry operations.

Therefore, any timber or fibre required for commercial purposes, such as saw and paper mills as well as particleboard production, must be sourced from commercially planted and maintained “man-made-forests” or plantations.

This ensures availability of resource that does not lead to the degradation of precious forests.

To avoid the inappropriate use of land, no commercial forest can be planted in South Africa without a permit issued by the governmental Department of Agriculture, Forestry and Fisheries (DAFF). Land that is zoned for forestry continues to yield timber and fibre through sustainable forestry practices.



## PG BISON AND THE FOREST STEWARDSHIP COUNCIL (FSC)

PG Bison actively strives to operate in an environmentally responsible and sustainable manner. This ensures the long-term sustainability of the Company and leads to a stable and consistent product supply, allowing our customers to plan and develop with confidence.

Our BisonBord® particleboard and SupaWood® medium density fibreboard (MDF) are manufactured using timber from sustainably managed sources.

PG Bison manufactures BisonBord® at two sites. 65% of the fibre requirement is sourced from its own FSC certified plantations. The remaining 35% is sourced from other sustainably managed and post-industrial sources.

PG Bison manufactures SupaWood® at one site, sourcing fibre from sustainably managed and post-industrial sources.

The fibre content for all three sites is locally sourced in South Africa.

PG Bison makes use of SGS to audit its operations annually.

As a mark of PG Bison's commitment to sustainably managed raw materials, our North Eastern Cape Forests (NECF) plantation is certified according to the requirements of the FSC.

Our BisonBord®  
particleboard  
and SupaWood®  
medium density  
fibreboard (MDF)  
are manufactured  
using timber  
from sustainably  
managed sources.

### OUR FSC CERTIFICATE DETAILS:

License Number	FSC-C139494
Certificate Code	SGS-FM/COC-011207
Certificate Status	Valid
License Status	Yes
Issue Date	2018-01-26
Expiry Date	2023-01-25
Organisation Name	NECF PG Bison a division of KAP Diversified Industrial (Pty) Ltd
Site/Member Country	South Africa

### WHAT IS THE FSC?

The FSC is a global not-for-profit organisation that sets the standards for responsibly managed forests on both an environmental and social level, ensuring FSC certified companies meet best practice standards, thereby helping forests to remain thriving environments.

The FSC does this by providing overarching principles, relating to the:

- Recognition and respect of indigenous peoples' rights
- Reduction of environmental impact of logging activities
- Maintenance of the ecological functions and integrity of the forest
- Appropriate monitoring and assessment activities to assess the condition of the forest, management activities and their social and environmental impacts

For more information on FSC, please visit: <https://ic.fsc.org/en>



## WHAT DOES THIS MEAN TO YOU, THE CUSTOMER?

By choosing timber products from environmentally friendly and sustainable managed plantations, you are helping towards ensuring:

- Forests and plantations are being conserved and managed sustainably
- Forests critical to the regions' watersheds are being conserved
- Local communities in and around the sustainably managed forests and plantations are respected
- Forestry has long-term social and economic benefit for its community

Our customers can help carry these attributes into their end products being locally manufactured. Whether you produce kitchens, wardrobes, bedroom furniture, office furniture or any form of cabinetry, you can keep it environmentally friendly when you source through PG Bison.

Please remember, simply buying a product that carries the FSC mark does not entitle you to sell your product with the FSC mark on it or claim that your product is FSC certified. Your products may only be sold under the FSC mark if you are in possession of a valid FSC Chain Of Custody Certificate and have undergone the required verifications and audits.

## BECAUSE QUALITY MATTERS

PG Bison manufactures BisonBord® and SupaWood®, at three sites, all of which use the world's latest Conti-Press technology from German company, Siempelkamp.

- The Ugie press was commissioned in 2007
- The Boksborg press was commissioned in 2015
- The Piet Retief press was commissioned in 2017

For a better particleboard, the face and core must be constructed in a precise manner, so as to manage costs without adversely affecting performance characteristics. Our continued investment in technology means we are able to manage our costs and still meet the required performance standards.

The performance characteristics of particleboard are the result of consistency.

The benefit of using state-of-the-art technology is that we are able to achieve and maintain that consistency by having greater control over:

- consistent chip geometry
- consistent face to core ratio
- consistent flake and particle size in core and face layers
- consistent resin blending
- consistent resin coverage

## WHY ARE 9'X6' AND 12'X6' BOARD FORMATS A BETTER OPTION?

In the studies of ergonomics and anthropometry, human dimensions and scale are considered in creating optimal furniture and workspace designs.

Most dimensions required for these designs are multiples of 300mm, 450mm and 600mm. These sizes therefore give the best yield when the width of the motherboard is in a multiple of all three dimensions.

The lengths of 9' and 12' allow endless possibilities for ceiling height furniture applications and large furniture parts.

In addition, production cycle times and output is greatly improved on machinery that can accommodate these board size formats.

PG Bison manufactures its BisonBord® and SupaWood® in **2750mm x 1830mm (9'x6')** and **3660mm x 1830mm (12'x6')** formats.

These two sheet formats have been found to produce the best yields with the least amount of waste, when optimised for cutting lists.

**AND THIS CONTROL AND CONSISTENCY MEANS OUR BOARD PERFORMS EXACTLY AS YOU WOULD EXPECT, TIME AFTER TIME.**



**BISONBORD**

## BISONBORD TECHNICAL DETAILS

<b>BRAND NAME:</b>	BisonBord
<b>GENERIC NAME:</b>	Particleboard; chipboard
<b>PRODUCT DEFINITION:</b>	A panel product consisting of wood particles of various sizes, bonded together with a synthetic resin under heat and pressure
<b>COMPOSITION:</b>	Wood particles (majority pine and some eucalyptus) Binder or synthetic resin (urea formaldehyde [UF]) Additives (wax, hardeners, retarders, accelerators)

### MANUFACTURING PROCESS:

#### LOGS ARE:

Chipped:	Chips $\pm$ 19mm x 19mm x 4mm thick
Flaked:	0.4 – 0.7mm thickness
Dried:	2% Moisture content
Screened:	Core flakes and face flakes
Blended with resin:	Core $\pm$ 7%; Face $\pm$ 10%
Formed:	Flakes air sifted on belt in 3 layers
Pressed:	200°C, 30kg/cm <sup>2</sup> , 9 seconds/mm thickness
Cooled:	20 minutes in Star Cooler
Sanded:	Coarse to fine grit
Sawn:	Cut to size

#### STANDARD

Particle Board – BisonBord: SANS 50312: 2015 (EN 312: 2010) – Boards for interior fitments (including furniture) for use in dry conditions (Type P2)



**ATTRIBUTES:**

High density, smooth surface, good screw holding, low dimensional movement, low tool wear, low formaldehyde emission, low dimensional tolerances, high strength, low deviation to flatness, good creep resistance, good paintability, good machinability, availability and price advantages.

**APPLICATIONS:**

Furniture and fitments for the domestic, office and building industry. Substrate for Formica HPL, veneers, foils (vinyl and paper), printing and painting. (See Typical Application List)

**LINKED TO:**

MelaWood and BisonLam	BisonBord with melamine-impregnated decorative paper surface
DecoBord	BisonBord with decorative paper foil surface
Board 13 composite board	BisonBord with Formica HPL or Deccon CPL surface
Formica Lifeseal Worktops	BisonBord with Formica HPL postformed surface
Veneered board	BisonBord with natural timber veneer surface

**SHEET SIZES:**

2,750mm x 1,830mm (9'x6')  
3,660mm x 1,830mm (12'x6')

**THICKNESS:**

9mm  
12mm  
16mm  
18mm  
22mm  
25mm  
32mm

**VARIANTS:**

BisonBord Supreme	A-grade, superior product
BisonBord Select	Fit-for-purpose, commercial grade
BisonBord MR	Slower swell rate, ideal for higher moisture applications
BisonBord E1	Low formaldehyde emissions (European standard)





**SUPAWOOD®**

## SUPAWOOD

# TECHNICAL DETAILS

<b>BRAND NAME:</b>	SupaWood
<b>GENERIC NAME:</b>	Medium density fibreboard; MDF
<b>PRODUCT DEFINITION:</b>	A panel product consisting of wood fibre, bonded together with a synthetic resin under heat and pressure
<b>COMPOSITION:</b>	Wood fibre (mostly eucalyptus aka gum tree) Binder or synthetic resin (urea formaldehyde [UF]) Additives (wax, hardeners and retarders)

## MANUFACTURING PROCESS:

### LOGS ARE:

Chipped:	Chips ± 19mm x 19mm x 4mm thick
Washed:	Sand removed
Digested:	Softened by steam 170°C @ 9 Bar pressure
Refined:	Chips rubbed between discs to form fibres
Blended with resin:	Resin added in blowline
Flash Dried:	Excess moisture removed to 12-18% MC
Cyclone:	Air extracted from fibres
Stored:	Fibre bin storage area
Formed:	Fibres spread on screen belt conveyor
Pressed:	150°C, 72kg/cm <sup>2</sup> , 9 seconds/mm thickness
Cooled:	20 minutes in Star Cooler
Sawn:	6.4M x 1.83M cut to 3660/2745/2135 x 1830
Sanded:	Coarse to fine grit

### STANDARD

MDF – SupaWood: EN 622 – 5: 2009 – Fibreboards: Requirements for general purpose boards in dry conditions, particularly interior fitments including furniture.



**ATTRIBUTES:** High density, smooth surface, good screw holding, low dimensional movement, low tool wear, low dimensional tolerances, high strength, low deviation to flatness, high internal bond strength, excellent machinability, good creep resistance when surfaced, good moisture resistance, excellent paintability, availability and price advantages.

**APPLICATIONS:** Furniture and fitments in the domestic, office and building industry. Substrate for Formica HPL, veneers, foils (vinyl and paper), printing and painting. (See Typical Application List)

**LINKED TO:**

MelaWood and SupaLam	SupaWood with decorative Melamine-impregnated paper surface
DecoBord	SupaWood with decorative paper foil surface
Board 13 composite board	SupaWood with Formica HPL or Deccon CPL surface
Veneered board	SupaWood with natural timber veneer surface

**FABRICATION:** Similar to solid wood

**SHEET SIZES:** 2,750mm x 1,830mm (9'x6')  
3,660mm x 1,830mm (12'x6')

**THICKNESS:** 3mm  
6mm  
9mm  
12mm  
16mm  
18mm  
22mm  
30mm





## PG BISON'S STRATEGIC PILLARS

Today, PG Bison is fully integrated, all the way from seedling to finished product.

Our business relies heavily on fibre and resin, so one of our key strategic pillars is to ensure the security of both inputs. We do this by owning our own plantations, wherever possible, as well as having our own resin manufacturer within the larger KAP group.

Owning our own plantations allows us the control of maintaining our forests to international standards. Having ownership of the resin manufacturer means we have better control over the supply and quality of the resin.

By having our own forestry, sawmilling, resin and wood-based panel manufacturing, we can also optimise our renewable fibre supply, at every step of the process, ensuring we waste nothing of this valuable resource.

**Our continued investment in technology ensures our assets remain state-of-the-art. This, together with always thinking ahead, helps keep us locally and globally competitive.**

We continually look at how we run the business and the ways in which we can improve it, including thinking smarter about our resources, as well as taking care of our own people and the people in the communities in which we operate. We want to offer better products and services, while ensuring the sustainability of our resources, equipment and human capital.

All this helps us to build strong, household brands, renowned for their consistent quality and that helps give our customers the advantage.

But most importantly, it is about how we engage with our customers. We want to serve our customers better by providing, more than just products but, solutions. We want to help our customers be more profitable, because a profitable customer can grow and when they grow, we grow.



**PRODUCTS AND SERVICES**

**FORESTRY**

Sawlogs, poles, pulpwood

**PRIMARY PROCESSING - TIMBER**

Structural timber (Thesen), poles (Woodline)

**PRIMARY PROCESSING - BOARD**

Particleboard (BisonBord), medium-density fibreboard (MDF) (SupaWood)

**UPGRADING**

Foil (DecoBord), Formica Lifeseal worktops, Melamine-face board (MelaWood), gloss board (MelaWood SupaGloss)

**DISTRIBUTION**

High-pressure laminates (Formica), solid surfacing (Corian)



**KEY FACTS**

Largest and most advanced manufacturing plants in Africa



96 157 ha of land owned



Internal manufacturing of melamine face board (MFB) paper in conjunction with Woodchem



R14.3 million spent on training for the year  
Three bursaries 255 learnerships/ apprenticeships



110 000 tonnes wood fibre recycled into energy



## OUR SHAREHOLDERS - KAP INDUSTRIAL HOLDINGS

# KAP

**DIVERSIFIED  
INDUSTRIAL**

**DIVERSIFIED  
LOGISTICS**

**AUTOMOTIVE**

**BEDDING**

**CHEMICAL**

**TIMBER**

**UNITRANS  
LOGISTICS**

**PASSENGER**

KAP's strategic intent is to profitably grow revenue, provide solid returns on capital employed and strong cash generation. In implementing its strategy, the group takes cognisance of stakeholder expectations, its responsibility to the environment and its impact thereon, the necessity to ensure the sustainability of the group and the long-term creation of sustainable value.

The group remains focused on managing its long-term sustainability for the benefit of:

- its shareholders and investors, who expect acceptable returns on investment;
- its customers and suppliers, who rely on its ability as a group to remain competitive;
- its employees and their communities;
- and the environment and its ability to manage its impact thereon.

Each division is encouraged to innovate and function in a way that is responsive, responsible and within the group's centralised governance structures. The empowerment of divisional management and employees enhances and sustains the entrepreneurial culture that ultimately adds value to the group.

### KAP'S STRATEGIC OBJECTIVES

#### PROFITABLE REVENUE GROWTH

The group aims to grow revenue in a responsible and sustainable manner and on the basis of mutually beneficial long-term partnerships with strategic customers. Revenue growth will be achieved through expansion of existing operations, products and services, through growth in market share and through entry into new markets

#### SOLID RETURNS ON CAPITAL EMPLOYED

Long-term contracts, owning strategic industrial properties and key raw materials, and a continued focus on driving efficiencies sustain the long-term cost structures of the group and support sustainable and improved returns on capital employed.

#### STRONG CASH GENERATION

Operational strategies are directed towards cash generation, and growth and expansion are focused towards investment in businesses with consistent strong cash flows.

#### THE PLATFORM FROM WHICH STRATEGY IS EXECUTED SUSTAINABILITY

The group regularly reviews and adapts its policies and processes to reinforce its ability to be economically viable, socially responsible and environmentally sound, while still remaining competitive.

#### SOCIAL AWARENESS

The group supports the development of the consumer in African countries by contributing to economic growth through its active involvement in infrastructural services and general business in these countries. The group also supports the communities in which it operates, through various community development and employment programmes.

#### TRANSFORMATION

The group observes and proactively aligns day-to-day business practices in South Africa with the broad-based black economic empowerment (B-BBEE) codes. Commitment to the principles of B-BBEE, to make it real and tangible for the group and its employees, is a key priority.

#### SKILLS AND TALENT MANAGEMENT

Multifunctional skills and experience are required for specialised and diverse employment in each business. Access to skills, actively managing talent and employee retention enhance the group's ability to provide value and quality products and services at competitive prices.




**STRATEGIC INTENT / ENVIRONMENTAL PERSPECTIVE**

The group’s strategic objectives and drivers include the management of material issues of an environmental nature. The group’s operations are dependent on access to:

**STRATEGIC AREAS OF FOCUS**

 **SCARCE RAW MATERIALS**

Raw materials are scarce and in certain instances subject to commodity and import price fluctuations. Ownership and effective management of some raw materials in manufacturing processes secure the long-term supply and pricing thereof.

 **FUEL**

Significant fuel usage and fluctuations in fuel prices necessitate the management of fuel consumption and drive cost efficiencies to ensure profitability and competitiveness in the market. Investment in new technology reduces fuel consumption and emissions.

 **ENERGY**

Energy usage in manufacturing industries influence cost of products and requires optimisation and evaluation of alternative energy sources to ensure profitability and competitiveness in the market.

 **WASTE**

Waste production and cost of waste management in upstream and downstream processes impact profitability. Reducing waste and using recycled materials increases efficiencies and margins on manufactured products.

 **WATER AND LAND**

Manufacturing processes are dependent on water, which is in scarce supply. The group aims to reduce and manage water usage and protect natural resources and areas of biodiversity.





## WARRANTY

Subject to our standard terms and conditions of sale, PG Bison warrants only the performance properties of its products as set out in the technical data sheets.

The information contained herein regarding any process associated with the handling, storing, fabricating and installation is not to be construed as a warranty or representation of any kind for which PG Bison would assume responsibility, legal or otherwise.

Users should undertake sufficient verification and testing to determine the suitability for their own particular purpose of any information or products referred to herein.

### PG BISON KENYA LIMITED

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