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MORE FOOD TO
MORE PEOPLE,
MORE OFTEN



www.rclfoods.com



OUR PLACE

“Not only has ‘Our Place’ united our national teams in a common, connected space, but it is helping us cultivate an irresistible RCL FOODS culture, ‘Our Way’.”

Miles Dally, CEO



OUR BUSINESS PROFILE

RCL FOODS is a leading South African food manufacturer, producing a wide range of branded and private label food products which we distribute through our own route-to-market supply chain specialist, Vector. With R11 billion in market capitalisation and over 21 000 employees, we are one of the top 100 companies listed on the JSE in terms of market capitalisation.

Our strategy is founded on a clear sense of who we are and where we are going as a business. We aim to create the future Our Way – driven by Our Passion and Our Ambition and guided by Our Values.

OUR PASSION

MORE FOOD TO MORE PEOPLE, MORE OFTEN

We believe in doing more... with a single-minded passion to provide more food to more people, more often. We believe that by nourishing people while sustaining our resources, everyone wins. Communities will be enriched, employees inspired and our customers and shareholders will enjoy the benefits.

OUR AMBITION

To build a profitable business of scale by creating food brands that matter:

The key to our strategy is to build brands that people love – brands that make an impact on their lives and cater to their needs.



OUR STRATEGIC THRUSTS

Our Passion and Ambition are enabled by six strategic thrusts:

- Grow through strong brands
- Inspire great people
- Partner with strategic customers
- Expand into the rest of Africa
- Extend our leading value chain
- Drive sustainable business

OUR VALUES

Four powerful values drive the way we do business:

- Respect for people
- Uncompromising integrity
- Seeing and doing things differently
- Act responsibly

OUR WAY

Inspired by Our Passion and Our Values:

Our unique RCL FOODS culture is at the heart of our strategy, brought to life in Our Way – the key behaviours that inspire the way we work and create value.

- MORE IMPACT
- MORE OPEN
- MORE CURIOUS
- MORE BRAVE
- MORE SPEED
- MORE YOU





OUR BUSINESS MODEL

Guided by Our Passion and underpinned by Our Values, we strive to create value for our stakeholders through the manufacture and distribution of a wide range of branded and private label food products. In line with our business model, our business activities centre on growing our revenue and profit across both our core and added-value categories, through the effective and balanced use of our capitals.



MAXIMISE PROFIT IN OUR CORE CATEGORIES

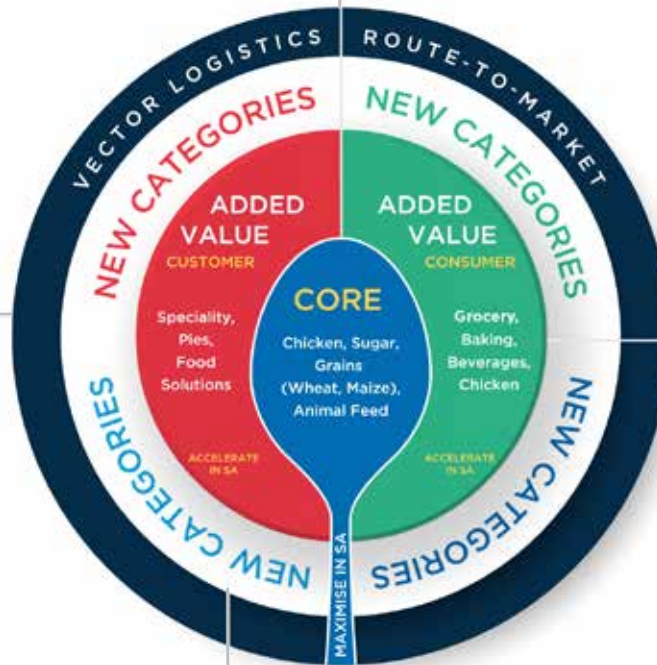
(Chicken, Sugar, Grain (Millbake) and Animal Feed)

These provide us with a wide range of consumer touch points and are the main staples on which we build our added-value portfolio.



ROUTE-TO-MARKET

Provide our products with an integrated route-to-market solution through our Logistics division.



ACCELERATE GROWTH IN OUR ADDED-VALUE CATEGORIES

(Speciality, Pies, Foodsolutions, Grocery, Baking, Beverages and Added-value Chicken)

Enable higher margins through brand differentiation and bring higher growth through innovation and brand penetration.



NEW CATEGORIES

Expand into new added-value categories which will facilitate our move towards a more balanced, higher-margin, higher-growth portfolio.

OUR HISTORY

The businesses that form RCL FOODS share deep South African roots, dating back over 120 years.



1891

A small family-owned flour mill was established in Pretoria. Today it is the centre of our Milling operation.



1916

Our first animal feed mill was built. Today we are one of the leading manufacturers of animal feeds.



1960

Rainbow Chicken started its operation on a humble farm in Hammarsdale, with its first processing plant being commissioned soon after.



1965

Our first sugar mill began processing sugarcane in Malalane. Today we are one of the largest sugar producers in South Africa.



2013

Foodcorp, one of South Africa's largest food producers, was acquired.



2004

Vector Logistics was acquired with the strategic intent of controlling and optimising the outbound supply chain.



1989

Rainbow Chicken Limited was listed on the JSE.

RCL FOODS is built on strong strategic acquisitions, making it one of the largest food producers in South Africa.

Our company name changed from Rainbow Chicken Limited to RCL FOODS Limited.



2014

The leading sugar producer, TSB Sugar RSA and TSB Sugar International, was acquired.

A 49% share of Senn Foods Logistics, a Botswana-based logistics company, was acquired.

A new BEE transaction was implemented.



2016

A 33.5% stake in Ugandan poultry producer, HMH Rainbow Limited, was acquired.



2018

A 50% stake in Matzonox, a waste-to-value operation, was acquired.



2019

Driehoek Voere, a producer of game, ruminant and horse feeds, was acquired.

A 45% stake in L&A Logistics Limited, a distribution operation based in Zambia, was acquired.



OUR BUSINESS STRUCTURE

In line with our strategy, we have transformed from four separate businesses (TSB Sugar, Rainbow Chicken, Foodcorp and Vector Logistics) into a single, integrated RCL FOODS with two divisions supported by common functions.



WHERE WE ARE

RCL FOODS operations span across South Africa, Swaziland, Namibia, Botswana, Uganda and Zambia. We have a strong footprint across South Africa with our farms, mills, factories, bakeries and plants which are detailed below.





FOOD DIVISION

Our Foods division produces a wide range of quality culinary, pet food and beverage products through its five business units – Chicken, Grocery, Speciality, Pies, Beverages, Food Partners, Sugar, Millbake and Animal Feed



Baking



Chicken



Groceries



Sugar



Spreads

WE OFFER OVER 30 BRANDS





LOGISTICS DIVISION

Our Logistics division (Vector) provides RCL FOODS and numerous third parties with multi-temperature warehousing and distribution, supply chain intelligence and sales solutions. In addition to facilitating our own integrated supply chain, Vector has partnered with several leading food manufacturers, foodservice customers and retailers to distribute food products on their behalf across South Africa.



Sales
Solutions



Supply Chain
Intelligence



Warehousing



Distribution



Imports/
Exports



Credit
Management

OUR FOOTPRINT

With 22 multi-temperature distribution centres in South Africa, Namibia and Botswana, Vector has a unique reach across the Southern African market. In line with our strategy, we plan to continue expanding further afield to meet the growing demand for supply chain expertise and logistics services on the African continent.



349 991 CASES
delivered daily

91 MILLION CASES
delivered per annum

13 030

Customer sold to points



351
Vehicles



4099
Employees



104 542
Pallet positions



25
multi-temperature distribution centres in
South Africa, Namibia and Botswana.



637 294

Tons transported per annum

R2.18 billion

Distribution Revenue (F19)





OUR IMPACT

Our Sustainable Business Drive, framed in the model below, is aligned to our business strategy and addresses our sixth strategic thrust – “Drive Sustainable Business”.

OUR SUSTAINABLE BUSINESS DRIVE is about CREATING THE FUTURE. Underpinned by OUR PASSION, it sets out OUR RESPONSE to the most critical social and environmental challenges we face. OUR SUSTAINABLE BUSINESS DRIVE enables us to SECURE THE FUTURE for our business, whilst establishing COMPETITIVE ADVANTAGE in a fast-changing world.



① NOURISHING PEOPLE

MORE FOOD

More nutritionally creative solutions

1.1 MORE NUTRITIOUS PRODUCTS

We will provide more nourishing food, better value and greater choice to all people – educating our consumers on the benefits of a balanced diet.

Ambition

To lead the promotion of nutrition with innovative product solutions in the context of a balanced diet.

1.2 MORE NUTRITIONAL THOUGHT LEADERSHIP

We will strive to become a trusted source of influence in food policies, regulation and food labelling development.

Ambition

To lead the promotion of nutrition through influencing policy development.

1.3 MORE BASIC NUTRITION FOR CHILDREN

We will drive awareness of the basic nutrition challenges for children through collaborative multi-stakeholder partnerships aimed at addressing nutritional stunting.

Ambition

To lead the promotion of nutrition for children through collective action against stunting.

② ENRICHING COMMUNITIES

MORE PEOPLE

More socially creative solutions

2.1 MORE INSPIRED EMPLOYEES

We will build a unique organisation where work is safe, fun, meaningful and enriching in a way that unlocks the potential and creativity of our 21 000+ people.

Ambition

To become THE place to work by building a compelling RCL FOODS culture.

2.2 MORE ECONOMICALLY DEVELOPED COMMUNITIES

We will drive an inclusive business agenda through land reform and new inter-connected business models.

Ambition

To become THE trusted business partner for economic development in the communities in which we operate.

2.3 MORE SOCIALLY DEVELOPED COMMUNITIES

We will drive social upliftment of our communities through a dialogue approach – understanding their needs and partnering with like-minded organisations to find solutions.

Ambition

To become THE respected business partner for social development in the communities in which we operate.

③ SUSTAINING RESOURCES

MORE OFTEN

More environmentally creative solutions

3.1 MORE ENERGY SELF-SUFFICIENT OPERATIONS

We will invest in energy sufficient operations and support the generation of renewable resources at a rate greater than we consume them.

Ambition

To become an energy self-sufficient business.

3.2 MORE WATER-SMART OPERATIONS

We will invest in water-smart operations and influence local government and other key stakeholders for collective solutions in the higher risk areas.

Ambition

To become a water-smart business that continually seeks new ways to reduce, reuse and “create” water.

3.3 MORE WASTE-FREE OPERATIONS

We will invest in new business opportunities that turn our waste into value (through circular economy principles), and minimise our waste to landfill.

Ambition

To become a waste-free business that continually seeks new ways to turn waste into value.

UNDERPINNED BY NEW DISRUPTIVE MODELS

ACHIEVED AND SUSTAINED BY STRONG WIN-WIN MULTI-STAKEHOLDER PARTNERSHIPS



SOCIAL DEVELOPMENT

Together we can “create better tomorrows” for the young children of South Africa.



#DoMore
FOR YOUNG CHILDREN



#DoMore
TO EASE HUNGER



#DoMore
TO SUPPORT YOUTH



DO MORE ACHIEVEMENTS



R862,00

GRANT FUNDING RECEIVED FROM SUGAR INDUSTRIES TRUST FUND FOR EDUCATION (SITFE) TO SUPPORT ECD CENTRES (BETWEEN 2017-2019)



69 people

FROM THE LEAVE NO CHILDREN BEHIND INITIATIVE HAVE BEEN TRAINED ON ECD RELATED ISSUES TO DATE



445

YOUNG CHILDREN IN NKOMOAZI BENEFITED FROM A HEALTHY DAILY SNACK OF MONATI PORRIDGE AND YUM YUM PEANUT BUTTER



5,298,537

DELICIOUS MEALS DONATED IN 2018



1666

CHILDREN BENEFITED FROM RECEIVING HEALTHY SNACKS IN PONGOLA



144 Youth

HAVE BEEN SUPPORTED THROUGH THE ABALIMI PHAMBILI SMALLHOLDER VEGETABLE FARMER SUPPORT PROGRAMME



ECONOMIC DEVELOPMENT

We are leading the transformation agenda in our sugar operations in the Nkomazi area through the following initiatives:

Sugar Joint Ventures (JV):

Sugar Joint Ventures (JV):

Three community based JV companies deliver meaningful mutual impact

Service Joint Ventures

Small-scale Growers (SSG):

SSG's further increase our cane production, whilst contributing to sustainability of rural communities

Development Finance – Akwandze Agricultural Finance (AAF)

provides emerging farmers with access to unsecured credit at reduced interest rates

Farming and Business Support Services – TSGRO

provides farming and business support services to small growers enabling them to overcome key challenges

Land Reform: In 2012 RCL FOODS Sugar business unit was appointed as a mentor by the Department of Rural Development and Land Reform (DRDLR). Since then, RCL FOODS has helped to benefit 160 land reform beneficiaries through the DRDLR's Recapitalisation and Development Programme.





BOARD OF DIRECTORS



Jannie Durand

Non-Executive
Chairman



Roy Smither

Lead
Independent
Non-Executive
Director



Cindy Hess

Independent
Non-Executive
Director



Peter Mageza

Independent
Non-Executive
Director



Penny Moumakwa

Independent
Non-Executive
Director



Derrick Msibi

Independent
Non-Executive
Director



Manana Nhlanhla

Independent
Non-Executive
Director



George Steyn

Independent
Non-Executive
Director



Hein Carse

Non-Executive
Director



Pieter Louw

Non-Executive
Director



Gcina Zondi

Non-Executive
Director



Paul Neethling

Alternate
Non-Executive
Director to JJ
Durand

EXECUTIVE DIRECTORS



MILES DALLY
**Chief Executive
Officer**

Appointed
Feb 2003

Directorships
RCL FOODS Limited
and its subsidiary
companies.



ROB FIELD
**Chief Financial
Officer**

Appointed
Jul 2004

Directorships
RCL FOODS Limited
and its subsidiary
companies.



RCL FOODS EXECUTIVE TEAM

CEO



MILES DALLY
Chief Executive Officer

Appointed
Feb 2003

Directorships
RCL FOODS Limited
and its subsidiary
companies.

DIVISIONAL HEADS



PAUL CRUICKSHANK

Chief Operations Officer



CHRIS CREED

Managing Director - Logistics Division

FUNCTIONAL HEADS



Rob Field
Chief Financial Officer



Wayne Hoare
Chief Human Resources Officer



Trevor Harding
Chief Information Officer



Jason Livesey
Chief Customer Officer



Deena Naicker
Chief Ethics & Compliance Officer



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