



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 Logistics. We have over 21 000 employees and are one of the top 100 companies listed on the JSE, with a market capitalisation of R11 billion.

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.

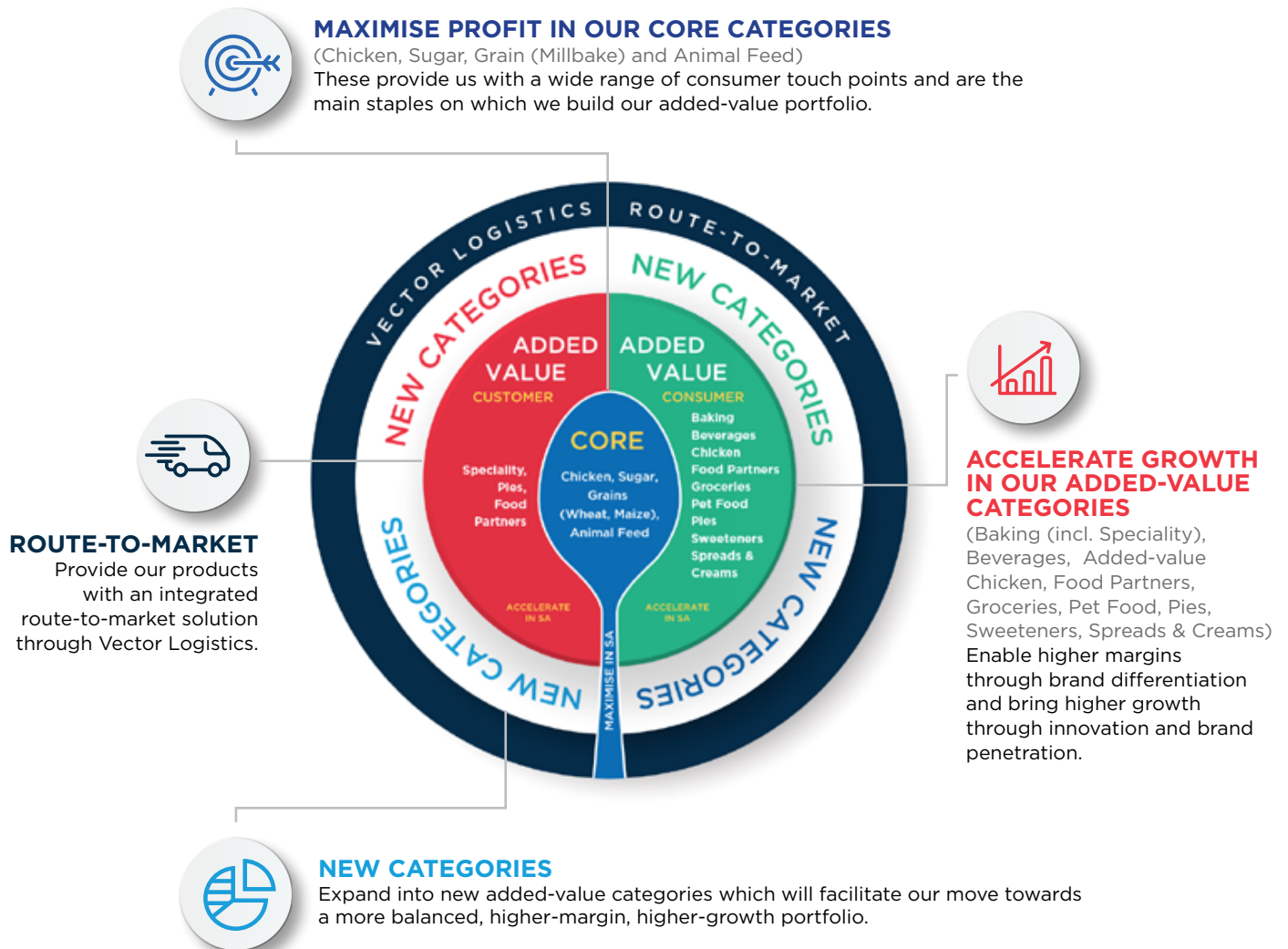
- MORE IMPACT
- MORE OPEN
- MORE CURIOUS
- MORE BRAVE
- MORE SPEED
- MORE YOU



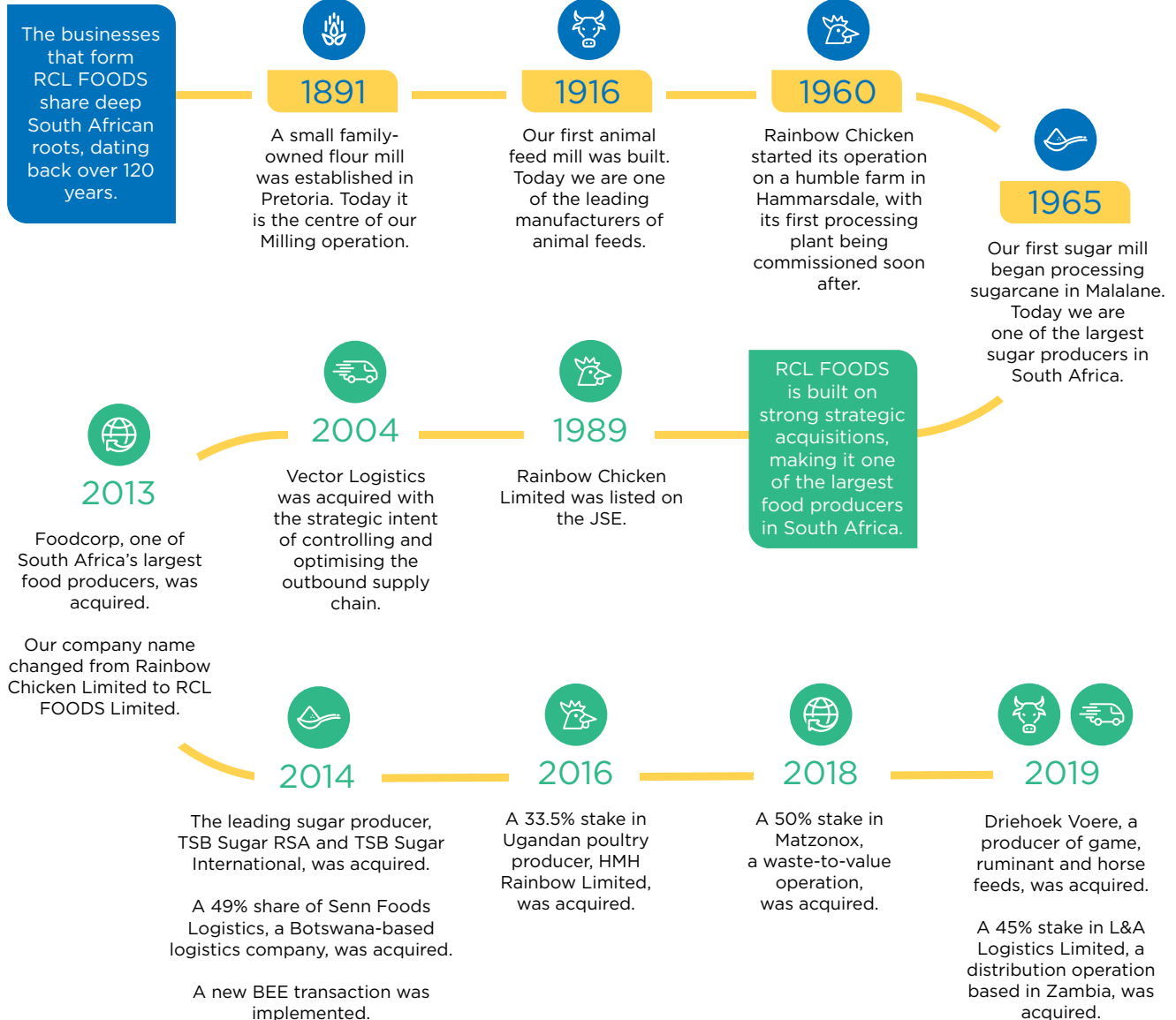


OUR BUSINESS MODEL

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.



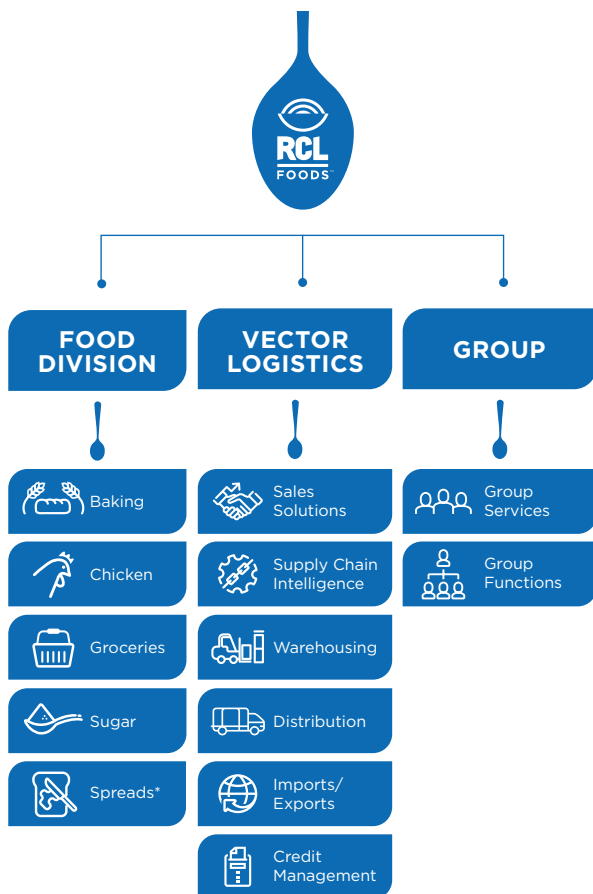
OUR HISTORY





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.



*Managed on behalf of Remgro by RCL FOODS



WHERE WE ARE

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





Our Food division produces a wide range of quality culinary, pet food and beverage products through its five business units.



Baking



Chicken



Groceries



Sugar



Spreads*

*Managed on behalf of Remgro by RCL FOODS

WE OFFER OVER 30 BRANDS





VECTOR LOGISTICS

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.



100 million

Over 100 million cases delivered annually



10

10 plant-based
cold stores



425

Distribution
vehicles

6 100

Over 6 100 customer
drop points



19

Distribution sites

2

Bulk storage sites
(Midrand and Roodepoort)



2

Integrated
Service Centers



139 000

Storage capacity for
over 139 000 pallets

Responsible for

100%

of Pick n Pay and Shoprite's
frozen product distribution



708 000

Over 708 000 tons
transported annually



5 100

Over 5 100
employees





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.



NOURISHING PEOPLE



ENRICHING COMMUNITIES



SUSTAINING RESOURCES

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 self-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



THE FOUNDATION, TOGETHER WITH 50 CORPORATE PARTNERS ACROSS SA,
MADE HISTORY ON WORLD FOOD DAY (16TH OCTOBER 2019)

BY
MAKING



107,418

SANDWICHES
IN ONE HOUR.

THESE YUM YUM, RAMA & SUNBAKE BREAD SANDWICHES WERE THEREAFTER
DONATED TO OVER 200 ECD ORGANISATIONS ACROSS SA.



WE WERE AWARDED THE "COLLABORATION/PARTNERING FOR
CHANGE AWARD" BY FIRSTRAND AT THE BEYOND PAINTING
CLASSROOMS CONFERENCE.



231,680

WE PROVIDE 231,680 HEALTHY SNACKS OF MONATI PORRIDGE
AND YUM YUM PEANUT BUTTER ON A MONTHLY BASIS TO YOUNG
CHILDREN ACROSS SA.



5,400,000

IN 2019, WE DONATED OVER 5,4 MILLION MEALS ACROSS SA,
LARGELY THROUGH FOOD FORWARD SA.



971

ABALIMI PHAMBILI PROJECT IN NKOMAZI GENERATES INCOME THROUGH
VEGETABLE SALES FOR OVER 971 INDIVIDUAL GROWERS AND THEIR FAMILIES.



23

#DOMORE4HAMMARSDALE COMMUNITY INITIATIVE HAS ENABLED
23 COMMUNITY GARDENS AND LINKED THESE GARDENS TO FORMAL
MARKETS SUCH AS SPAR.



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 JJ 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



RCL FOODS
10 The Boulevard,
Westway Office Park,
Westville, 3629,
P.O. Box 2734,
3635, KZN, South Africa



TEL +27 31 242 8600
www.rclfoods.com