

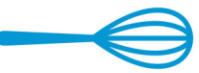


2021

INVESTOR PRESENTATION APPENDICES 1 MARCH 2021

RESULTS FOR THE SIX MONTHS
ENDED DECEMBER 2020





RCL FOODS IN CONTEXT

Remgro
Limited

HEALTHCARE

MEDICLINIC

CONSUMER PRODUCTS



DISTELL

SIQALO
FOODS

FINANCIAL SERVICES



RMI
OPTIMISE
DIVERSIFY
MODERNISE

INFRASTRUCTURE

GRINDROD
LIMITED

GRINDROD
SHIPPING

SEACOM

Community
Investment
Ventures
Holdings

INDUSTRIAL



TOTAL

PGSI
PGSI Limited

WISPECO
Aluminium

AIR
PRODUCTS

MEDIA & SPORT



CAXTON&CTP



Stellenbosch
Academy of Sport



OTHER



FIRSTRAND

kth BAT
A BETTER TOMORROW

PEMBANI • REMGRO

PEMBANI REMGRO INFRASTRUCTURE FUND I

MILESTONE CAPITAL
麦顿投资

invenfin
PRESCIENT



OUR BRANDS



OUR IMPACT

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 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.

1.2 MORE NUTRITIONAL THOUGHT LEADERSHIP

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



②

Enriching communities

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 more than 20 000 people.

2.2 MORE ECONOMICALLY DEVELOPED COMMUNITIES

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

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.



③

Sustaining resources

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.

3.2 MORE WATER-SMART OPERATIONS

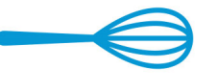
We will invest in water-smart operations and influence local government and other key stakeholders for collective solutions in the higher risk areas.

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.

UNDERPINNED BY NEW DISRUPTIVE MODELS

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



MATERIAL FINANCIAL IMPACTS



A **R119.6 million negative impact** arising from **COVID-19 direct costs** incurred (mostly in the Chicken Division)



An **IFRS 9 fair value loss of R95.2m** (December 2019: R84.4m loss). Current year adjustments relate to the fair value gains and losses on commodity contracts entered into as part of the Group's raw material procurement strategy

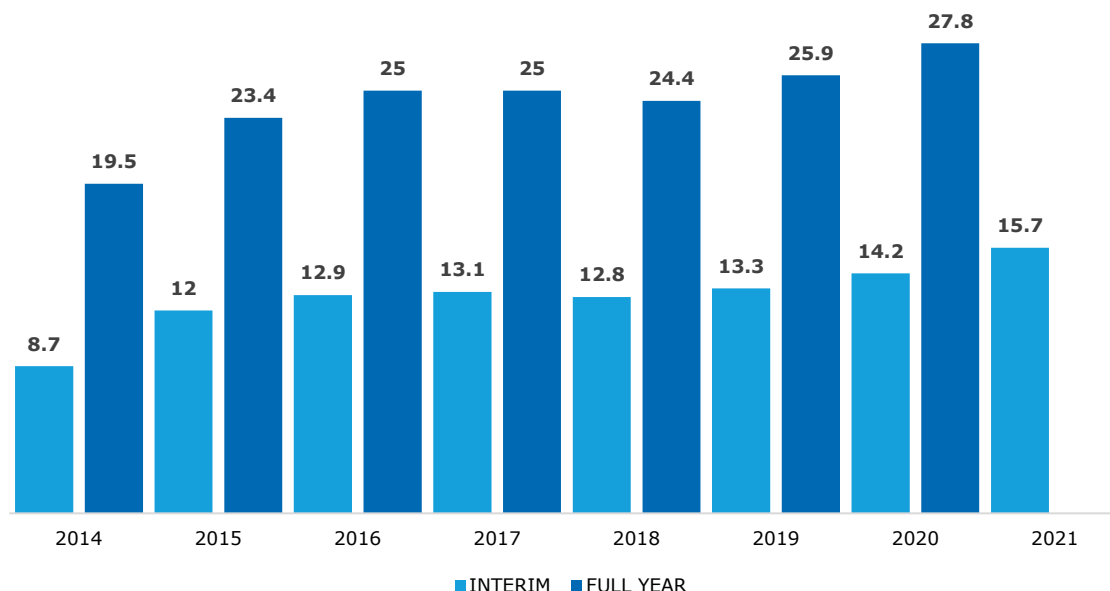


Gain on bargain purchase in the prior period resulting from the Vector Logistics acquisition of the Imperial Logistics South Africa's cold-chain business of **R110.0m** (R79.2m post-tax)

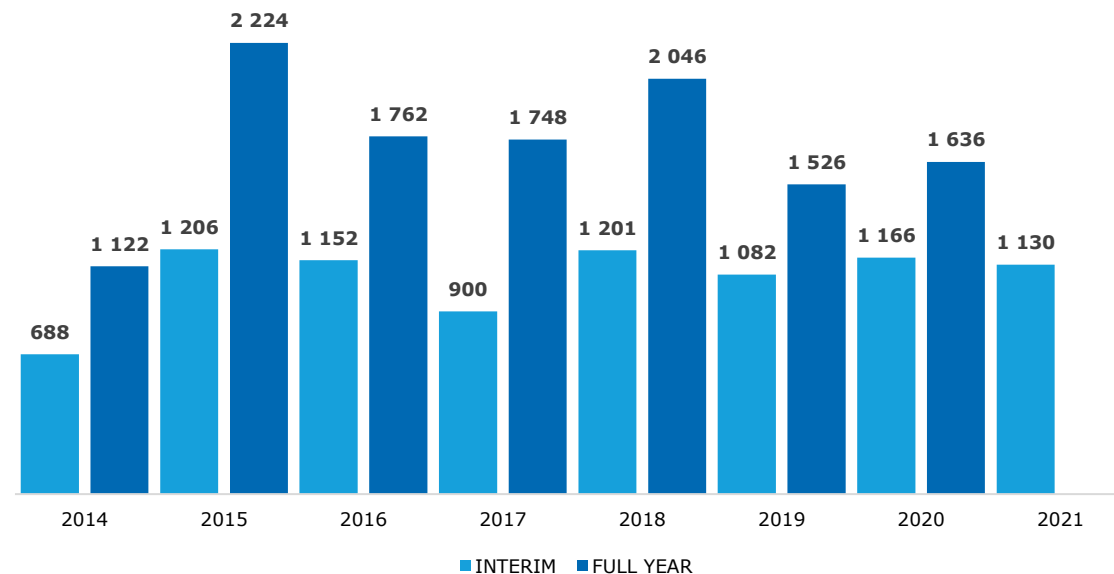


PERFORMANCE

REVENUE (Rbn)



EBITDA (Rm)



OVER
20 000
EMPLOYEES



AROUND
640 000
TONS OF
SUGAR PER YEAR



131 TONS
OF MAYONNAISE
SOLD DAILY



MORE THAN
1 500
DELIVERY
VEHICLES



550 000 TONS
OF FLOUR AND
MAIZE MILLED
PER YEAR



OVER
300 000
PIES PER DAY



1.2 MILLION
TONS OF
ANIMAL FEED
PER YEAR



MORE THAN 30
WELL KNOWN
& MUCH LOVED
BRANDS



720 000
LOAVES OF
BREAD PER DAY



20 MILLION
CHICKENS ON
THE GROUND AT
ANY TIME





OUR BRANDS

A FEW OF SOUTH AFRICA'S MUCH LOVED BRANDS PRODUCED BY RCL FOODS

6 BRANDS
OVER R1bn

RAINBOW



4 BRANDS
OVER R400m
and under R1bn



OUMA

NUMBER 1
MAGEU



5 BRANDS
OVER R100m
and under R400m

YUM YUM

RAINBOW
Simply Chicken

Bobtail

loves cats
catmor



17 BRANDS
Under R100m



MNANDI
AMAHEWU



RAINBOW
SPICES



OPTIMIZOR



CANINE CUISINE

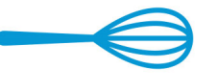


FELINE CUISINE



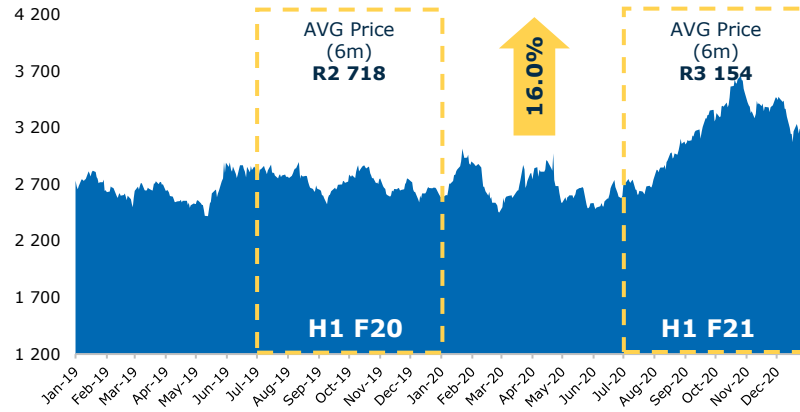
MARKET SHARE

VOLUME SHARE % FOR THE PERIOD	6MM DEC 20	12MM DEC 20	12MM DEC 19	SOURCE
Dogfoods (RCL Brands)	27.8	28.9	28.3	Aztec*
Catfoods (RCL Brands)	32.2	31.6	27.6	Aztec
Yum Yum Peanut Butter	26.8	27.5	26.5	Aztec
Nola Mayonnaise	42.8	42.0	42.3	Aztec
Sorghum (RCL FOODS Brands)	31.0	30.5	30.0	Aztec
Ouma Rusks	37.5	40.5	44.2	Aztec
Mageu	44.9	47.7	51.1	Aztec
Spices	1.6	1.4	0.2	Aztec
Freezer to Fryer	35.4	35.7	32.9	Aztec
Polony (RCL FOODS Brands)	9.5	9.3	10.3	Aztec
Viennas (RCL FOODS Brands)	19.8	17.8	7.1	Aztec
Selati	27.5	28.4	30.4	Aztec
Pies and Rolls (RCL FOODS Brands)	2.4	2.2	2.1	Aztec
Supreme Flour	8.5	10.7	12.6	SAGIS**
Sunbake	8.6	8.9	8.6	SAGIS

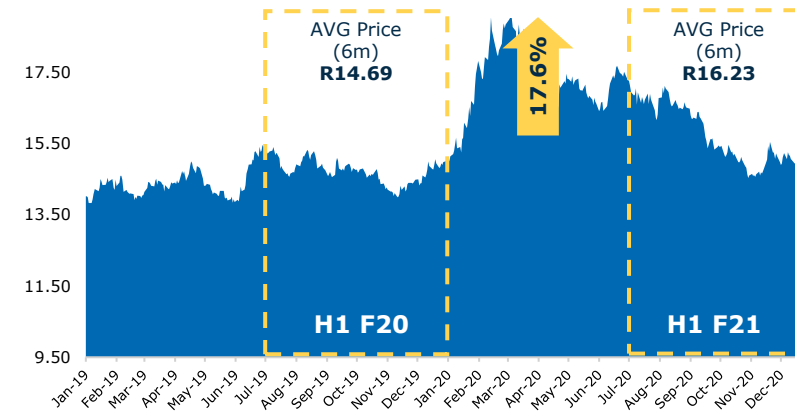


COMMODITY PRICES

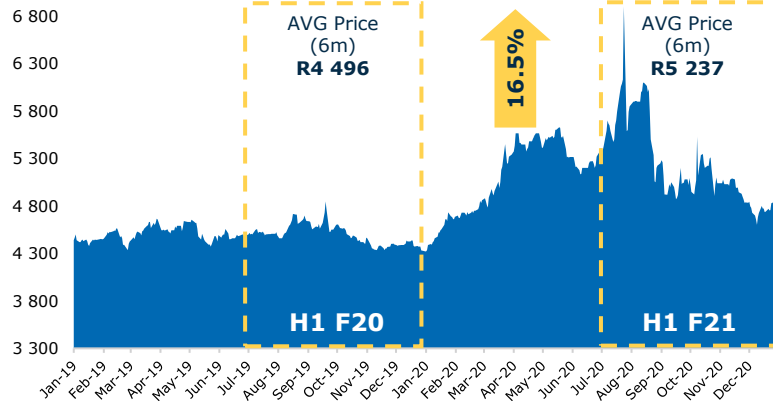
SAFEX YELLOW MAIZE PRICE (R/Ton)



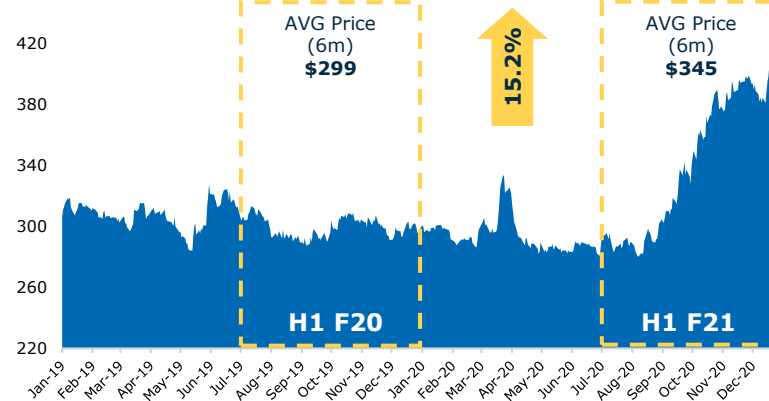
RAND/USD



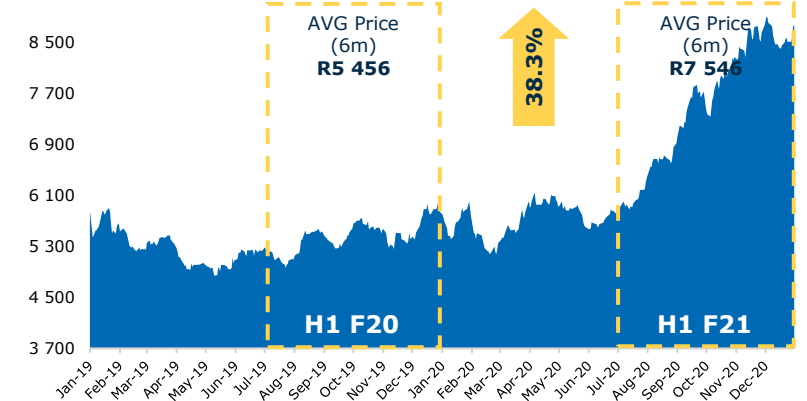
SAFEX WHEAT PRICE (R/Ton)



CME SOYA PRICE (\$/Ton)



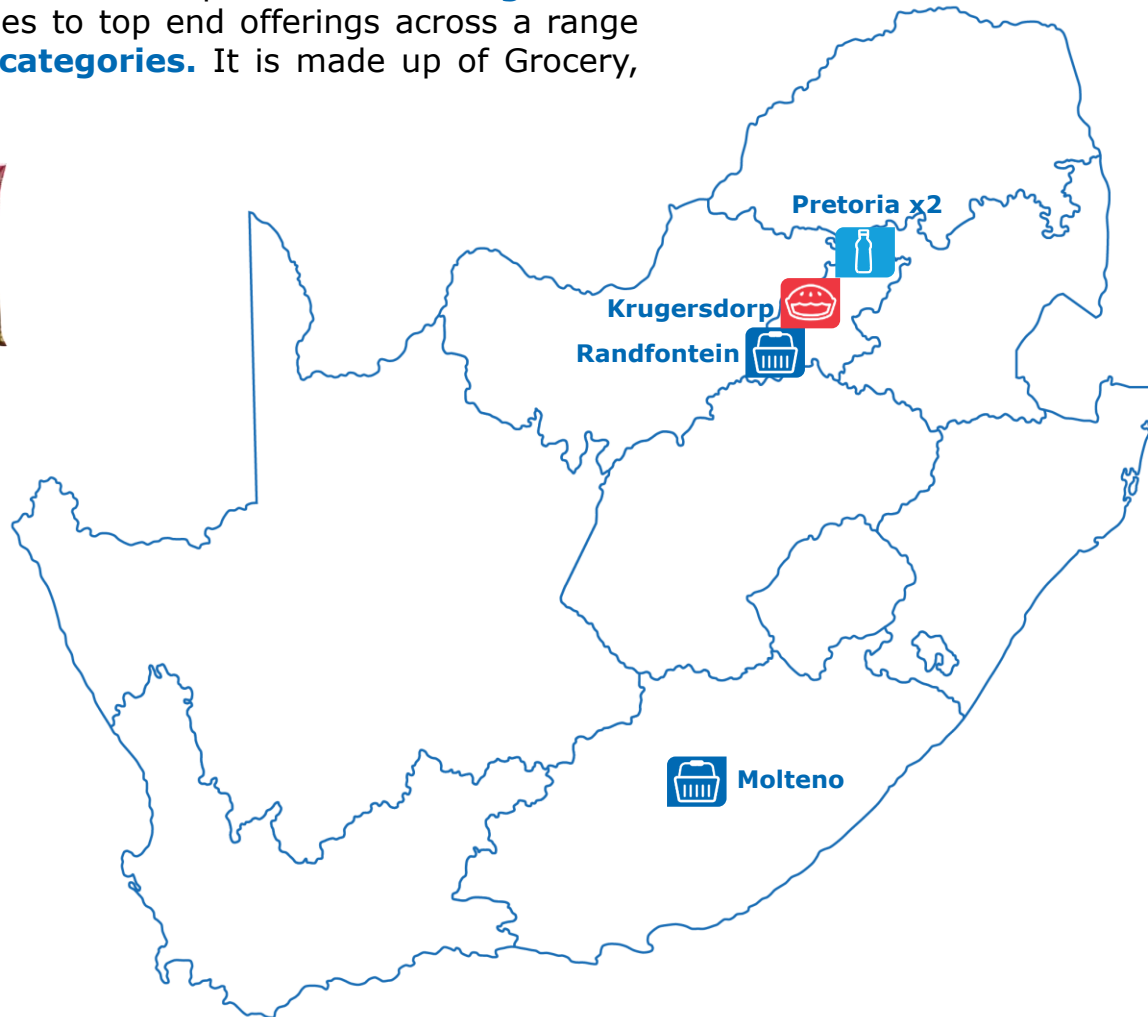
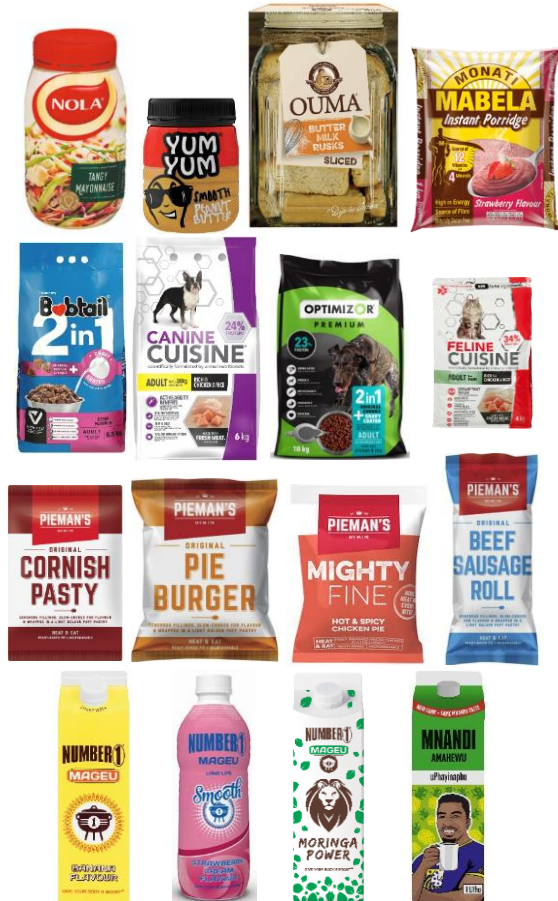
SAFEX SUNFLOWER PRICE (R/Ton)





GROCERIES

The **Groceries business unit** consists of a portfolio of **leading South African brands** spanning staples to top end offerings across a range of **food and animal product categories**. It is made up of Grocery, Pies and Beverages



GROCERY



PIES



BEVERAGES





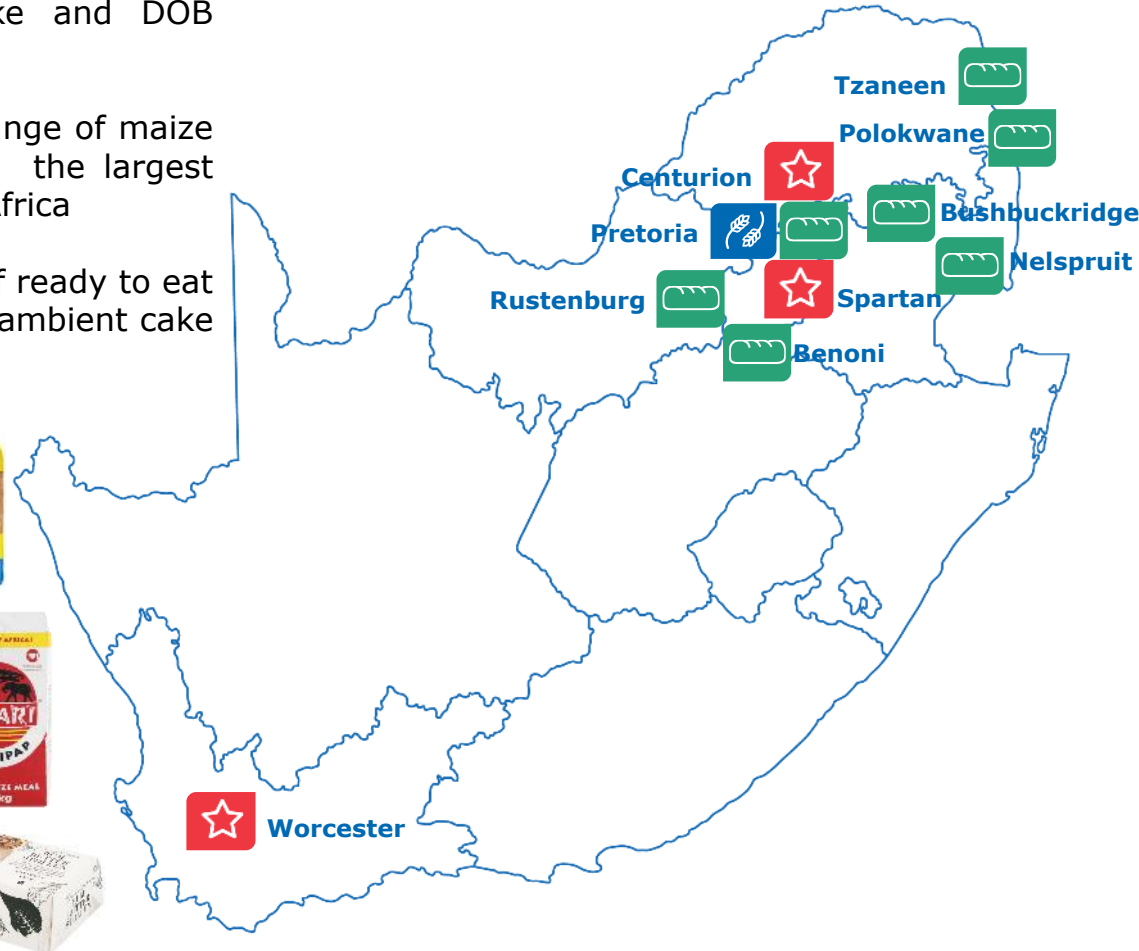
BAKING

BAKING IS MADE UP OF THE FOLLOWING CATEGORIES:

Bread, buns and rolls – the fourth largest bread brand nationally and produces a range of baked goods under Sunbake and DOB brands

Milling – produces flour and a range of maize meal products at its flour mill - the largest single site flour mill in Southern Africa

Speciality – produces a range of ready to eat products across speciality bread, ambient cake and chilled cakes & desserts



BREAD, BUNS & ROLLS



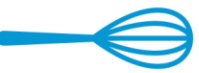
MILLING



SPECIALITY



WOOLWORTHS



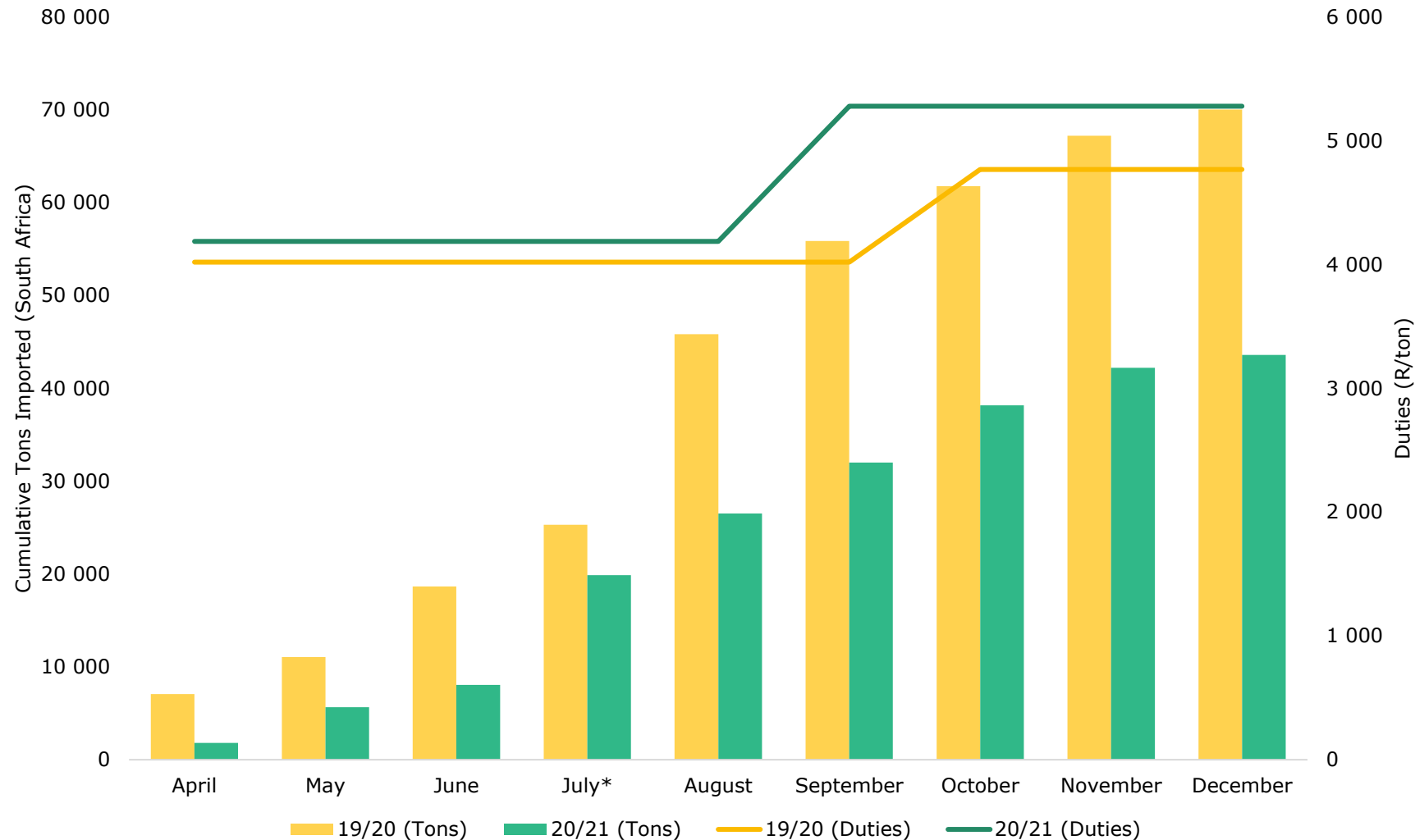
SUGAR

The **Sugar business unit** is made up of the following categories:

- Sugar – produces a range of sugar products under the **leading sugar brand Selati**
- **Molatek** – produces molasses-based feed for a range of species



SUGAR IMPORTS AND DUTIES



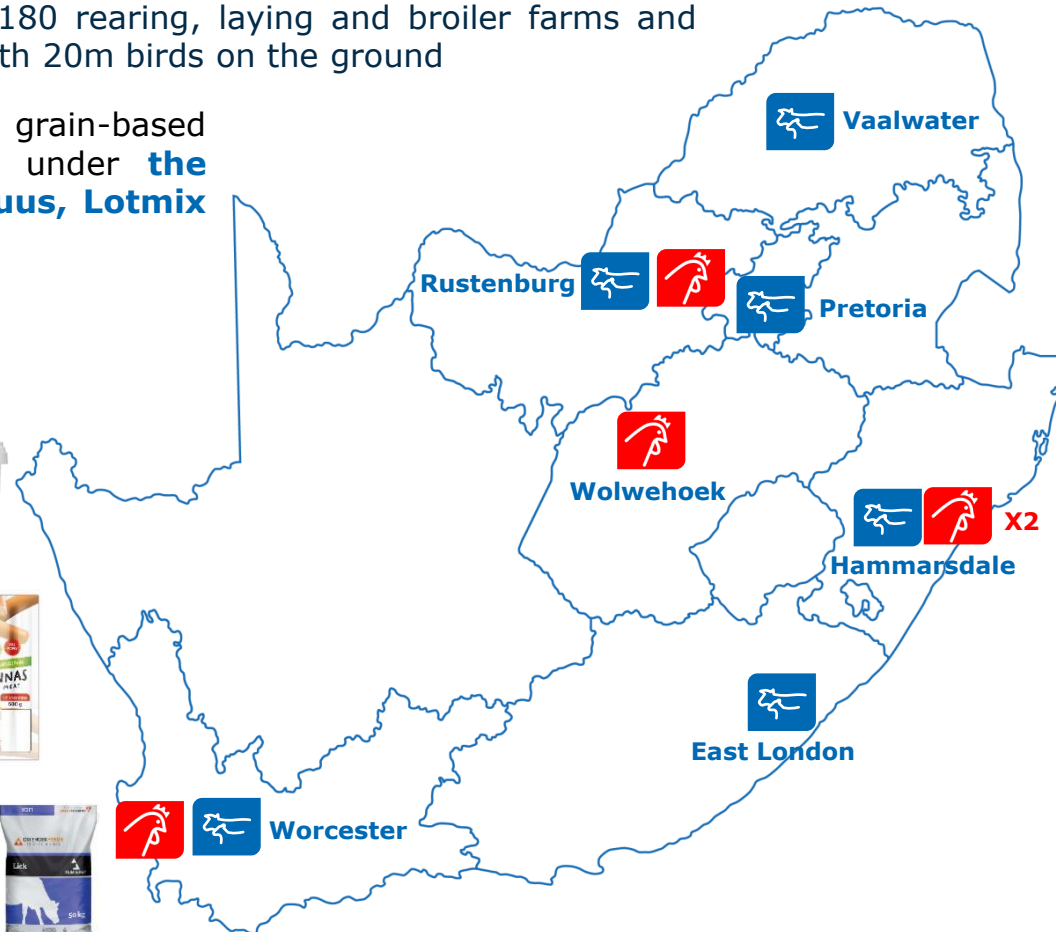
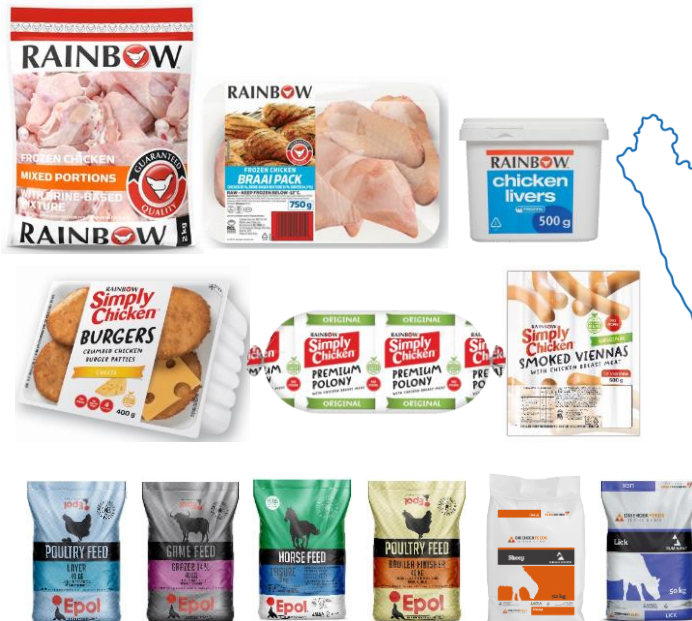
- Cumulative tons imported from 1 April 2019 and 2020 (start of industry year)
- A total of 43 594 tons have been imported for the six month period ended December 2020, down 37.7% (December 2019: 70 013 tons)

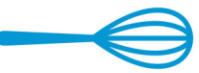


CHICKEN DIVISION

The **Chicken category** produces a **wide range of chicken products** under **3 well established brands; Rainbow, Simply Chicken and Farmer Brown**. In addition to 3 primary processing plants and 2 further processing plants, Chicken has 180 rearing, laying and broiler farms and hatcheries across the country, with 20m birds on the ground

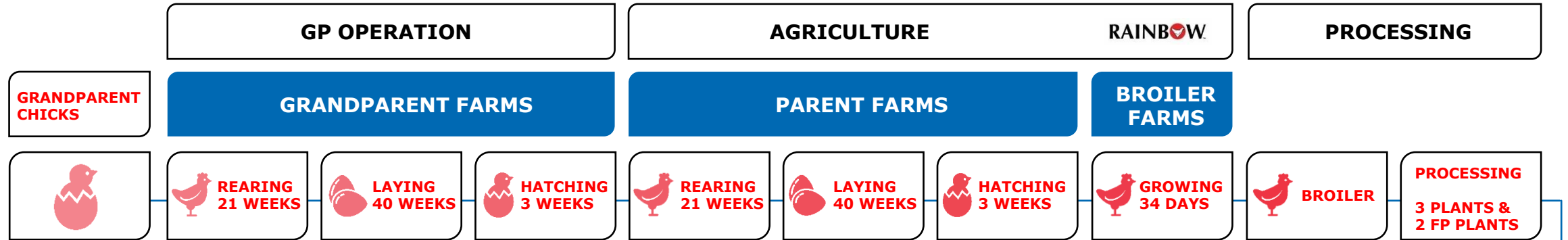
The **Feed category** produces grain-based feeds for a range of species under **the brands of Epol, Driehoek, Equus, Lotmix and Winterveld**



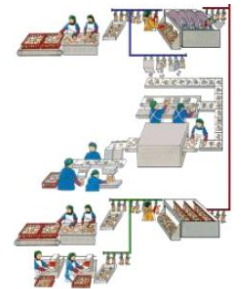


CHICKEN DIVISION

INTEGRATED SUPPLY CHAIN FROM "FARM TO FORK"



- World's oldest pedigree broiler breed
- Located in Carolina and East London to ensure optimal bio-security
- 3 broad agricultural regions: Northern, KwaZulu-Natal and Western Cape



FEED SUPPLY 5 broiler feed mills producing 836 000 tons pa

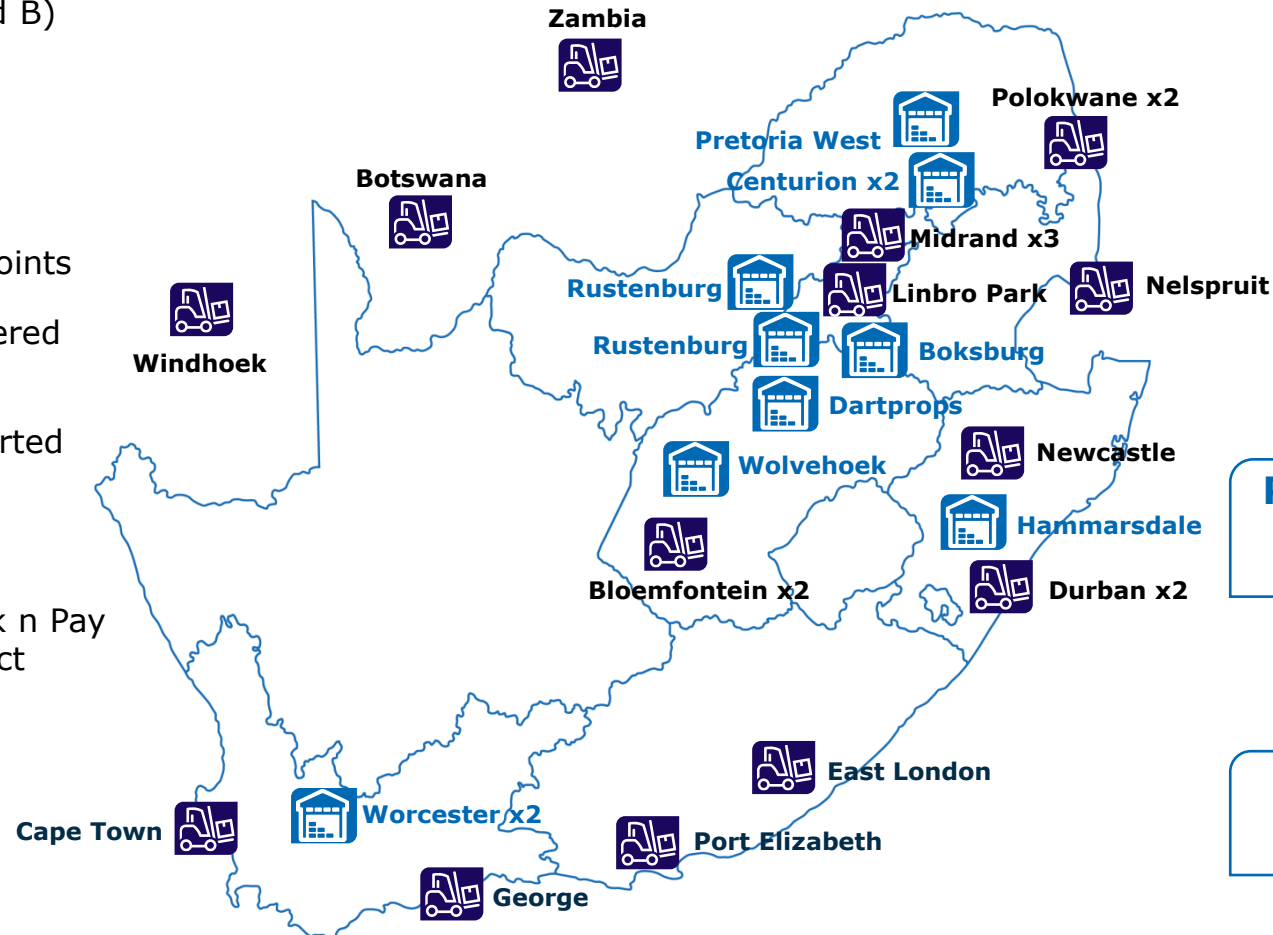




VECTOR LOGISTICS

NATIONAL FOOTPRINT EXTENDING INTO NAMIBIA, BOTSWANA AND ZAMBIA

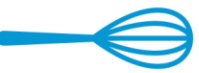
- 1 bulk storage sites (Midrand B)
- Storage capacity for over 137 000 pallets
- Over 5 400 employees
- Over 6 000 customer drop points
- Over 116 million cases delivered annually
- Nearly 840 000 tons transported annually
- 460 distribution vehicles
- Responsible for 100% of Pick n Pay and Shoprite's frozen product distribution
- 1 Integrated Service Centre



PLANT-BASED COLD STORES
11 national locations



DISTRIBUTION SITES
19 locations



VECTOR LOGISTICS

CUSTOMER SECONDARY DISTRIBUTION (CSD)

Vector Logistics is contracted by the customer to deliver their full basket of products directly to the outlets



PRINCIPAL SECONDARY DISTRIBUTION (PSD)

Vector Logistics is contracted by the principal to deliver to all retailers, wholesalers and general trade





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