



2021

**INVESTOR PRESENTATION
APPENDICES**

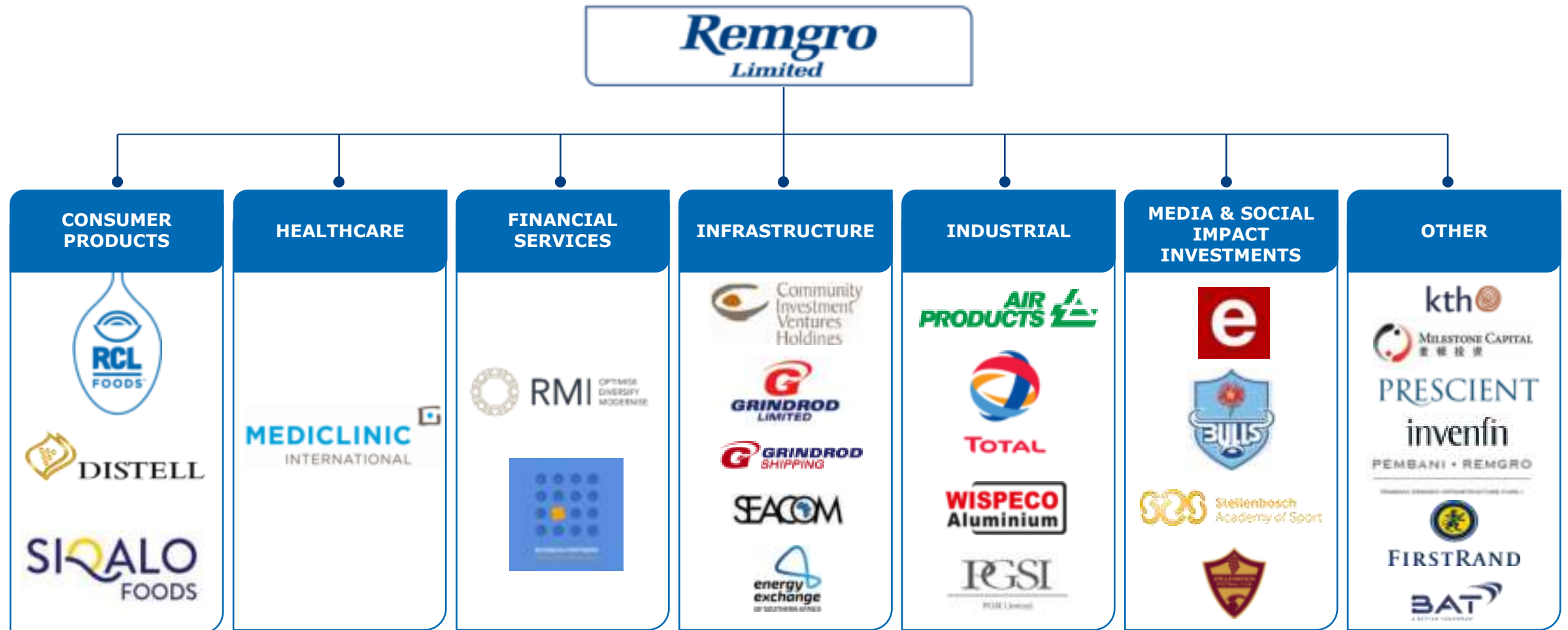
06 SEPTEMBER 2021

RESULTS FOR THE YEAR ENDED JUNE 2021





RCL FOODS IN CONTEXT





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 **R121.3 million negative impact** arising from **COVID-19 direct costs** incurred (2020: R266.8 million)

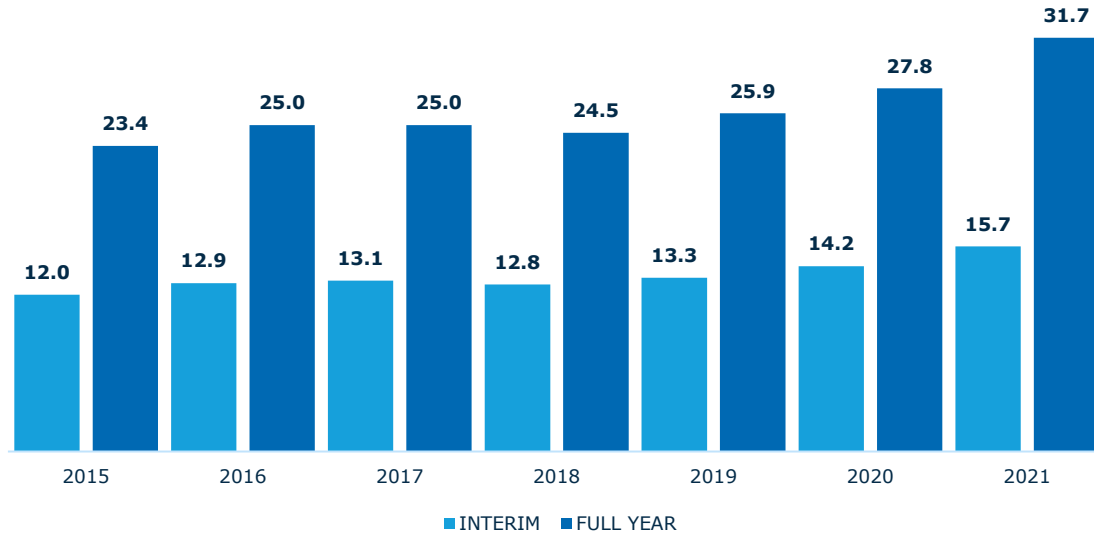


Gain on bargain purchase in the prior period resulting from the Vector Logistics acquisition of the Imperial Logistics South Africa's cold-chain business of **R110.0m** (R79.2m post-tax)

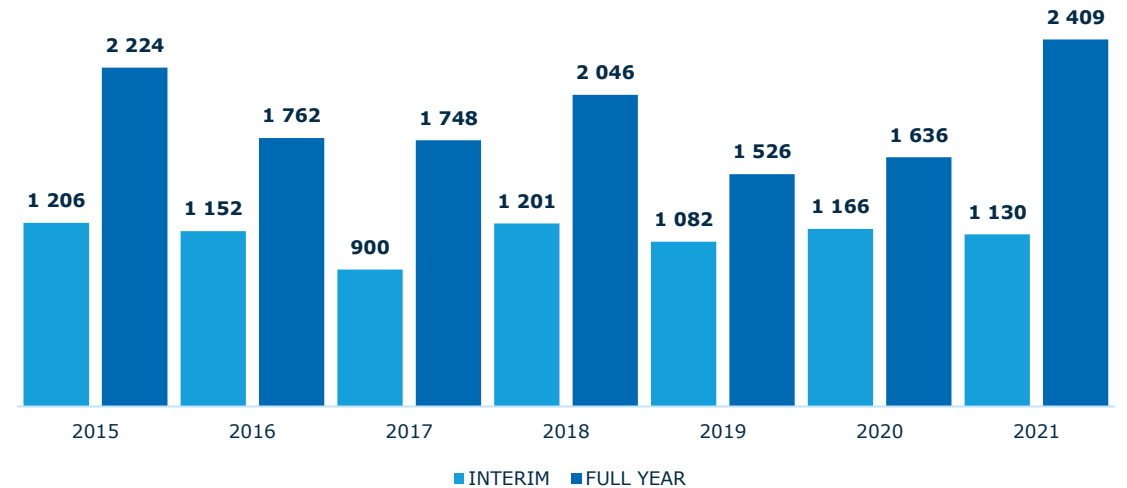


PERFORMANCE

REVENUE (Rbn)



EBITDA (Rm)



**OVER
21 000
EMPLOYEES**



**AROUND
760 000
TONS OF
SUGAR PER YEAR**



**121 TONS
OF MAYONNAISE
SOLD DAILY**



**MORE THAN
1 000
DELIVERY
VEHICLES**



**349 000 TONS
OF FLOUR AND
MAIZE MILLED
PER YEAR**



**OVER
304 000
PIES PER DAY**



**1.2 MILLION
TONS OF
ANIMAL FEED
PER YEAR**



**MORE THAN 30
WELL KNOWN
& MUCH LOVED
BRANDS**



**570 000
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



"Relative sales (12 Months to June 2021)"



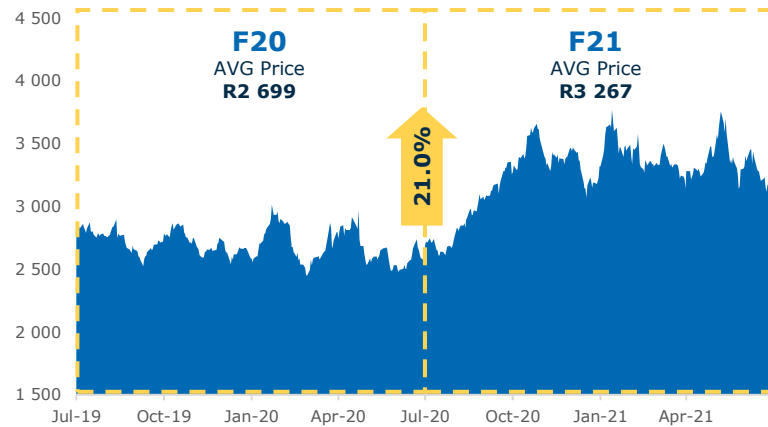
MARKET SHARE

VOLUME SHARE % FOR THE PERIOD	6MM JUN 21	12MM JUN 21	12MM JUN 20	SOURCE
Dogfoods (RCL Brands)	29.5	28.6	29.4	Aztec*
Catfoods (RCL Brands)	35.7	33.9	29.9	Aztec
Yum Yum Peanut Butter	25.8	33.9	26.0	Aztec
Nola Mayonnaise	42.0	42.4	40.9	Aztec
Sorghum (RCL FOODS Brands)	32.6	31.8	29.4	Aztec
Ouma Rusks	39.4	38.4	42.6	Aztec
Mageu	60.7	62.4	66.7	Aztec
Freezer to Fryer	32.9	35.1	36.6	Aztec
Polony (RCL FOODS Brands)	10.4	10.0	9.4	Aztec
Viennas (RCL FOODS Brands)	21.9	21.0	15.3	Aztec
Selati Sugar	28.7	27.9	29.5	Aztec
Pies and Rolls (RCL FOODS Brands)	2.6	2.5	1.9	Aztec
Flour	14.0	13.6	12.8	SAGIS**
Sunbake	8.6	8.6	8.9	SAGIS

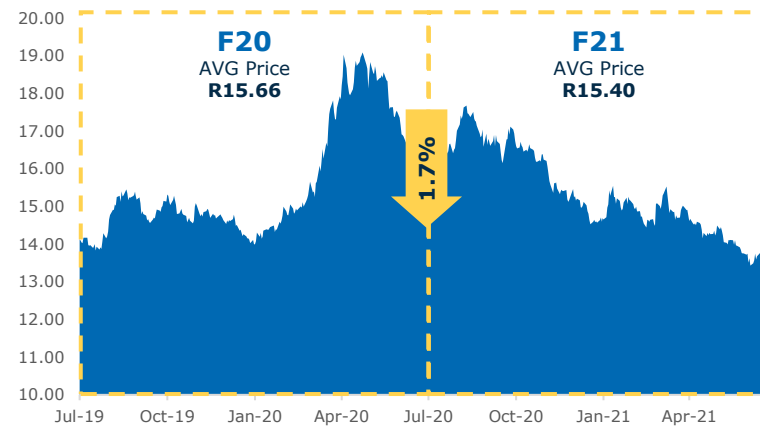


COMMODITY PRICES

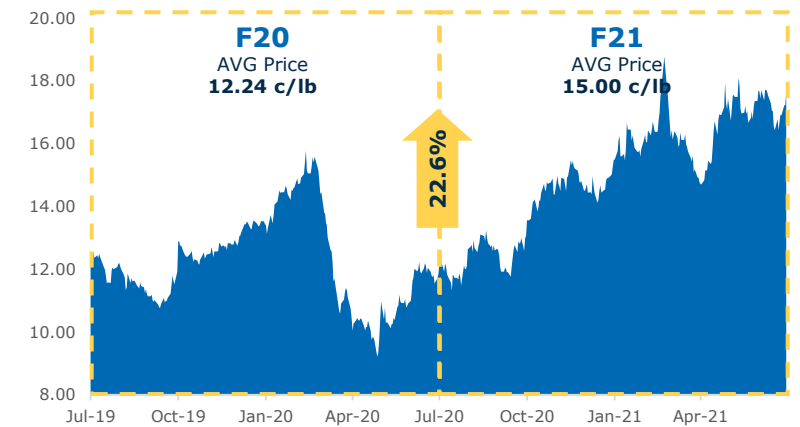
SAFEX YELLOW MAIZE PRICE (R/Ton)



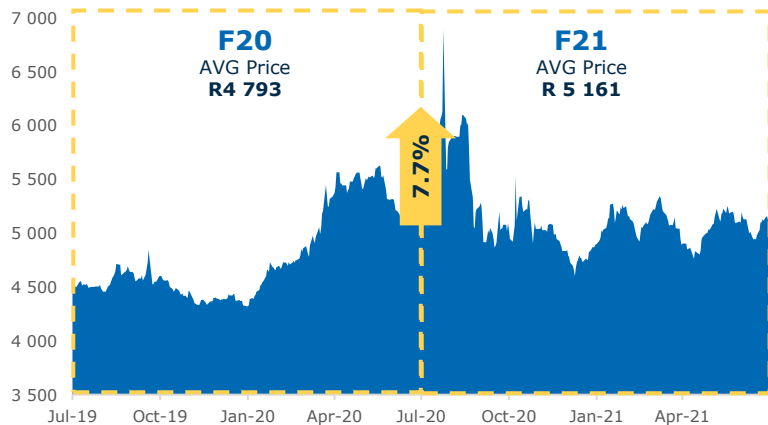
RAND/USD



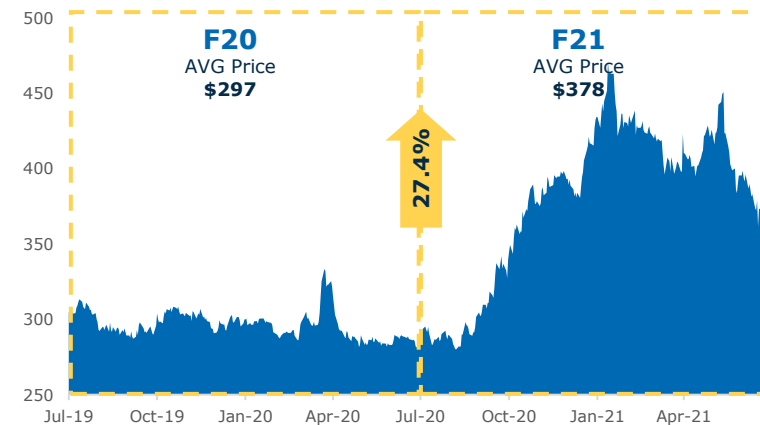
NO.11 WORLD SUGAR PRICE (RAW SUGAR)



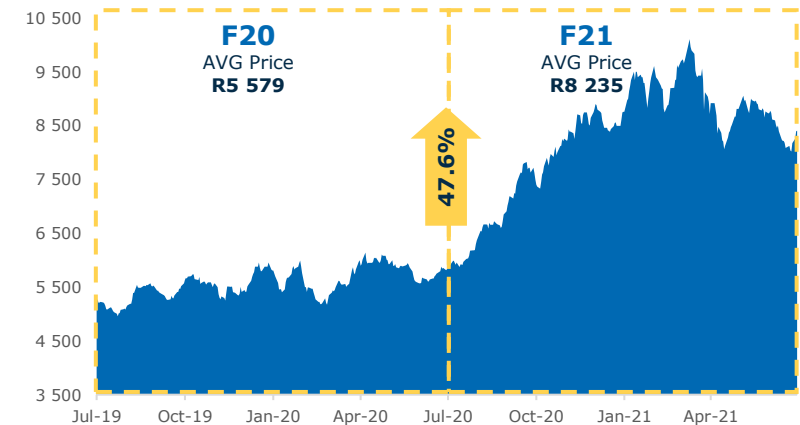
SAFEX WHEAT PRICE (R/Ton)



CME SOYA PRICE (\$/Ton)



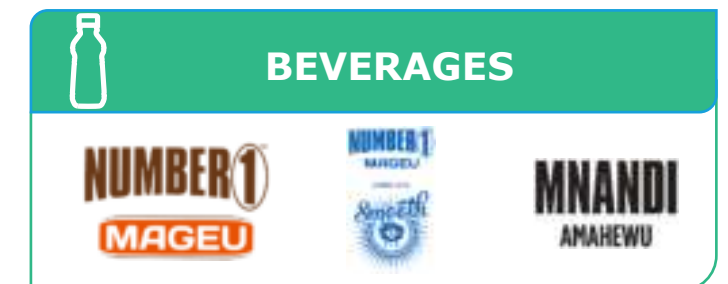
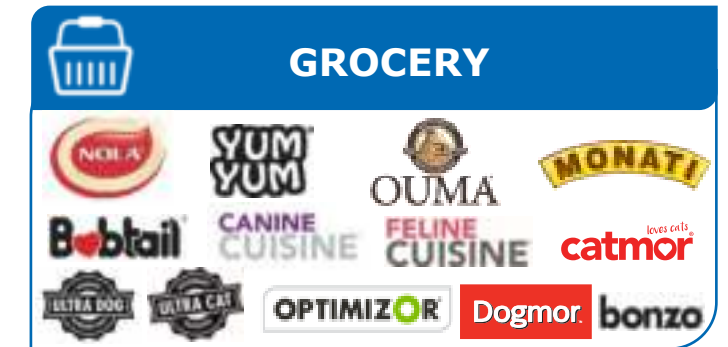
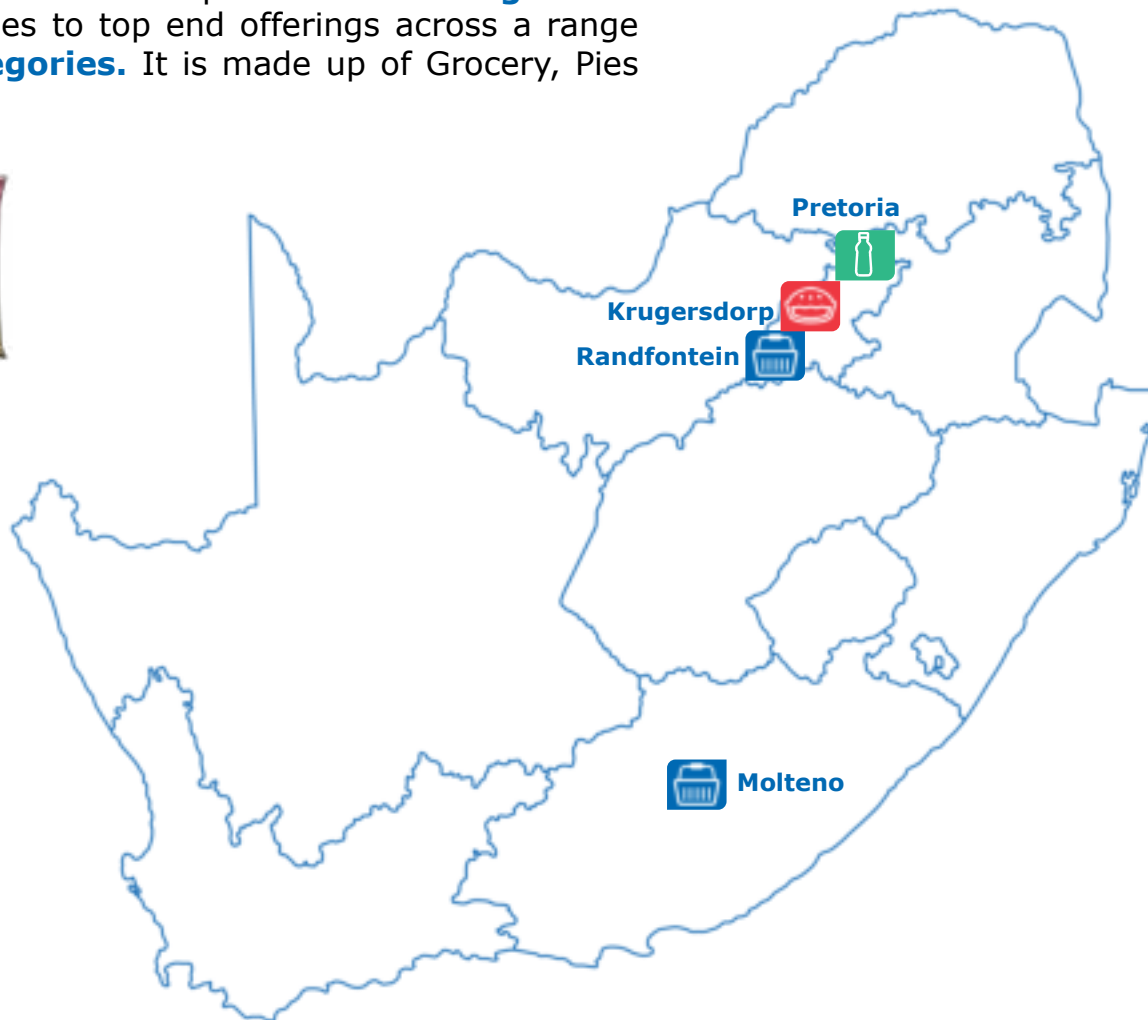
SAFEX SUNFLOWER PRICE (R/Ton)





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 pet product categories**. It is made up of Grocery, Pies and Beverages.





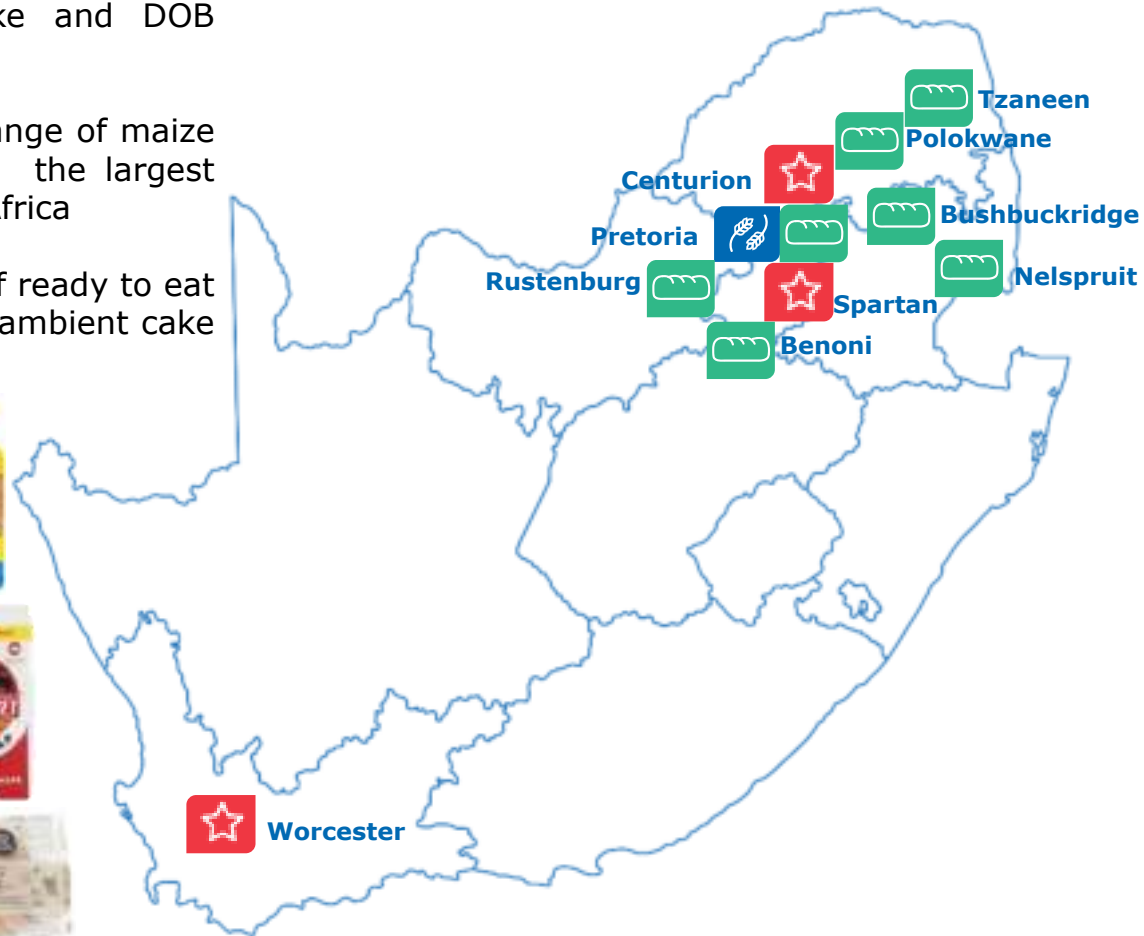
BAKING

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

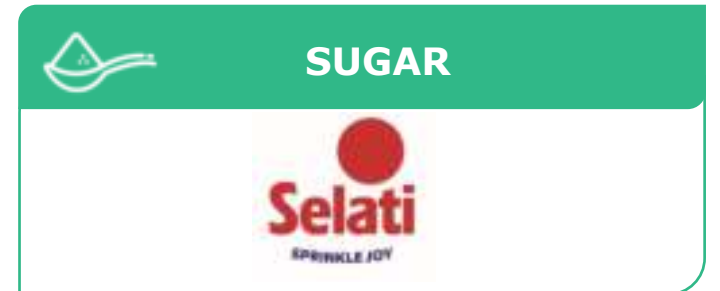
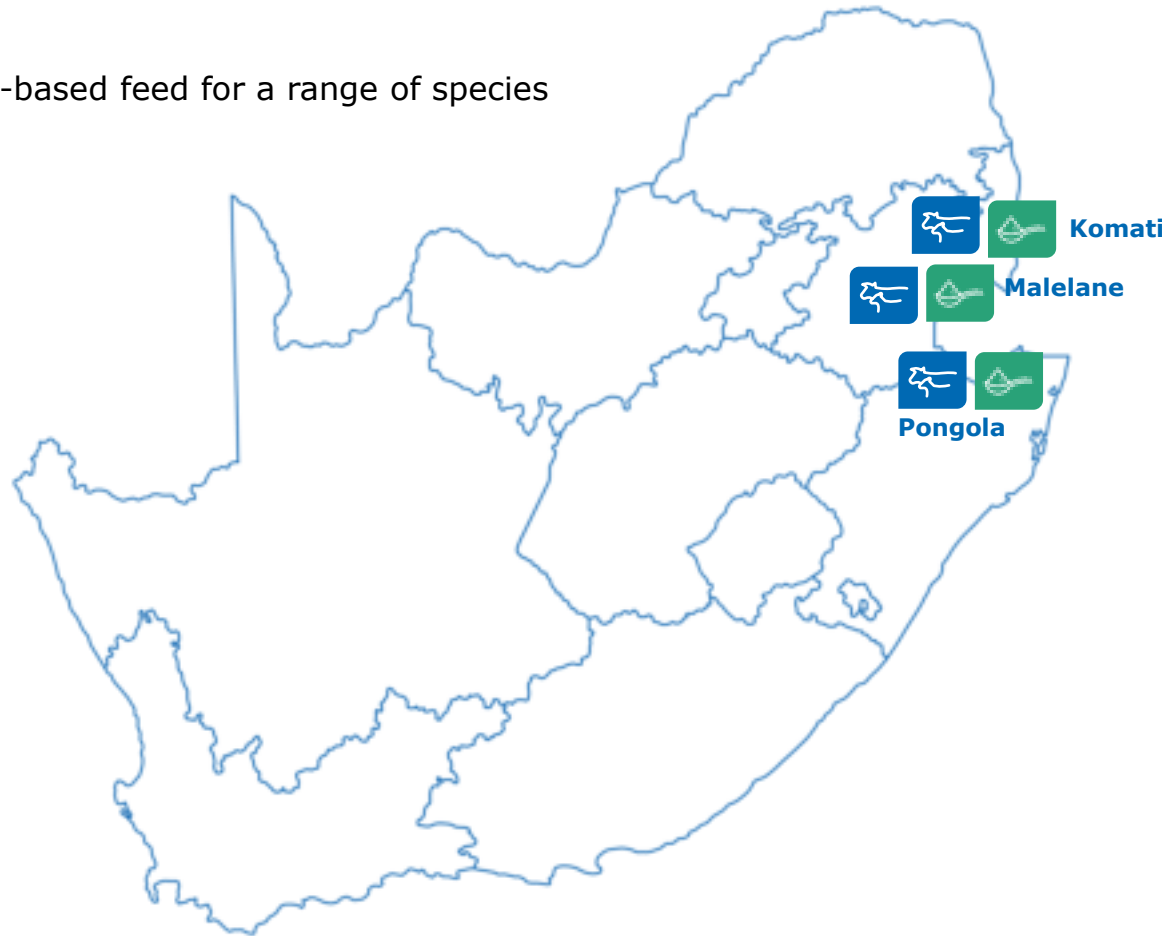




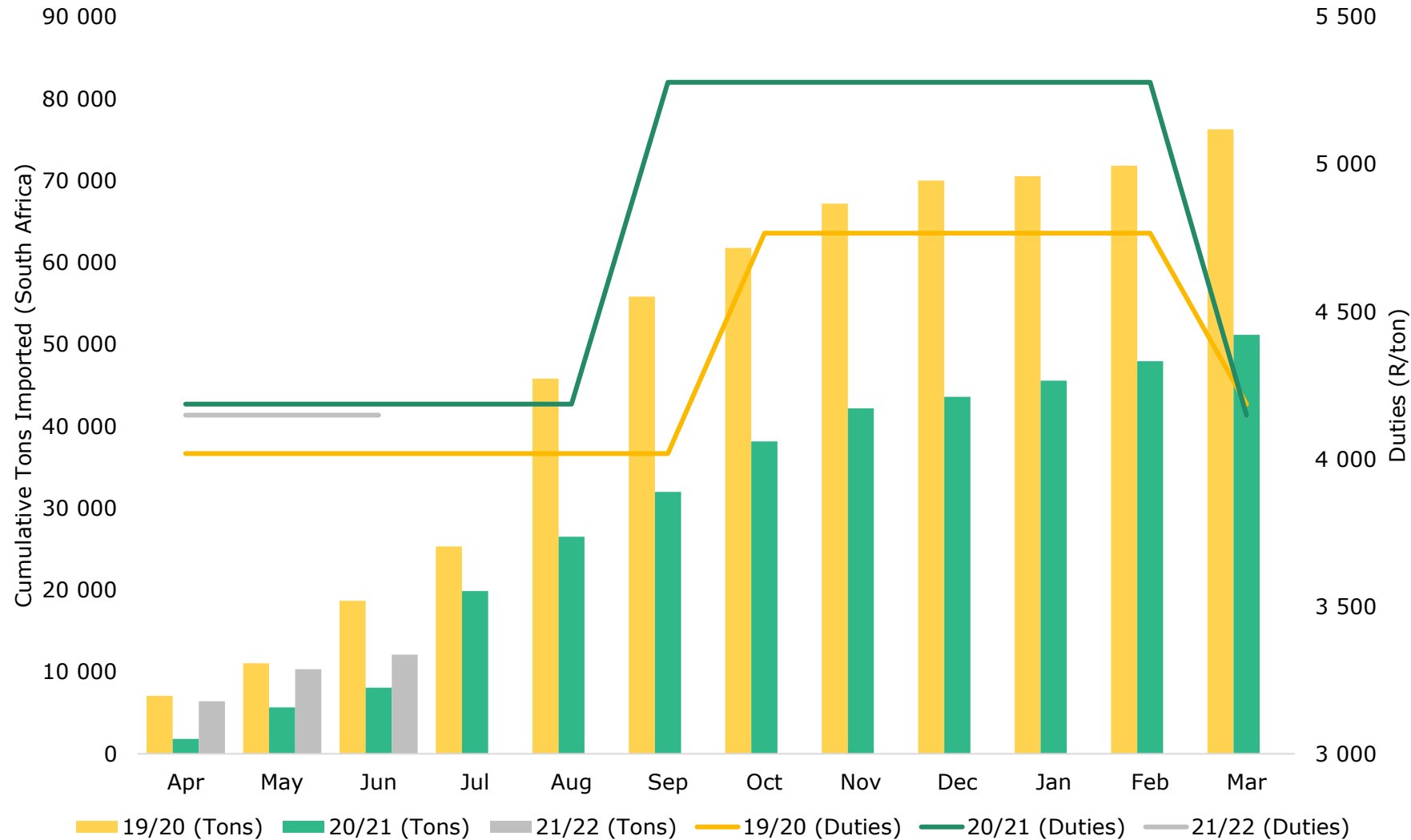
SUGAR

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



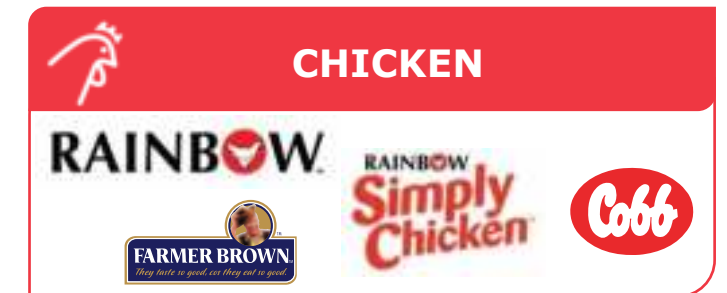
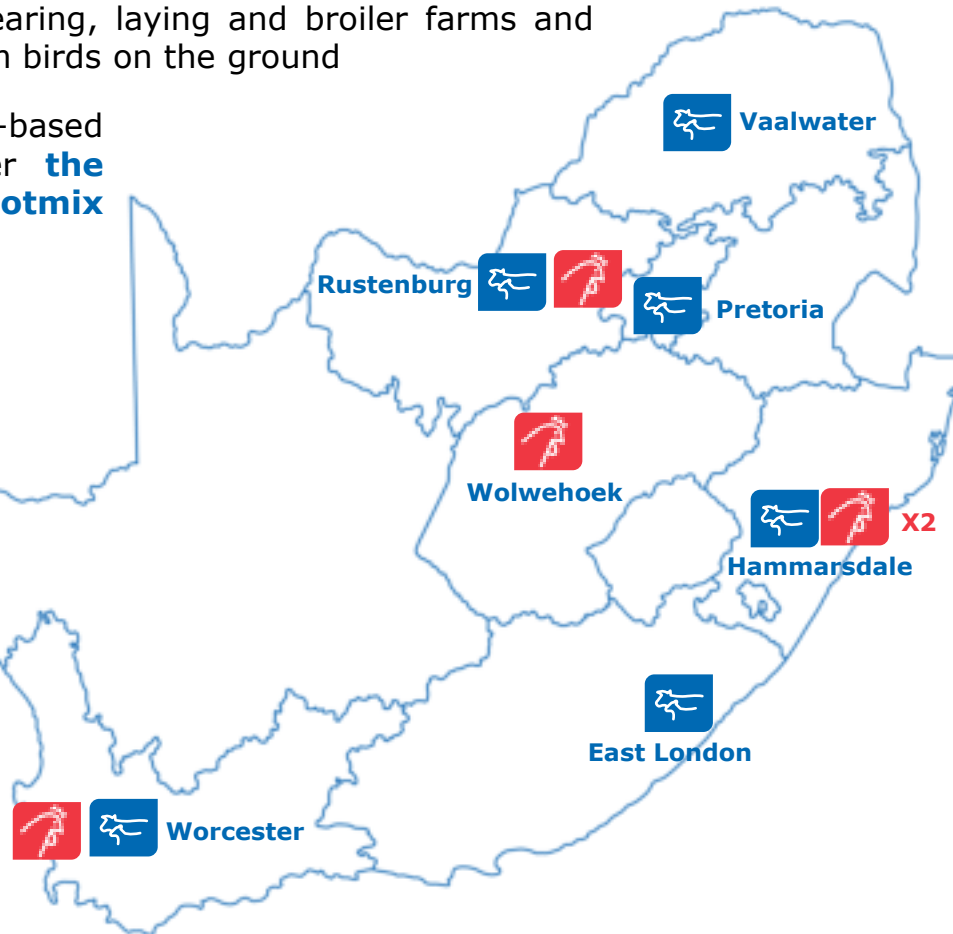
- Cumulative tons imported from 1 April 2019, 2020 and 2021 (start of industry year)
- A total of 55 212 tons have been imported for the twelve month period ended June 2021, down 16% (June 2020: 65 686 tons)



CHICKEN DIVISION

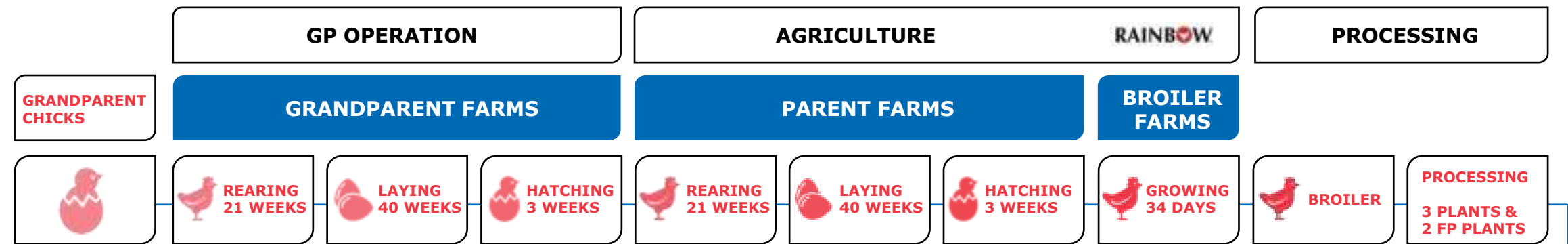
The **Chicken category** produces a **wide range of chicken products** under **3 well established brands; Rainbow, Simply Chicken and Farmer Brown**. In addition to 3 primary processing plants and 2 further processing plants, Chicken has 180 rearing, laying and broiler farms and hatcheries across the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

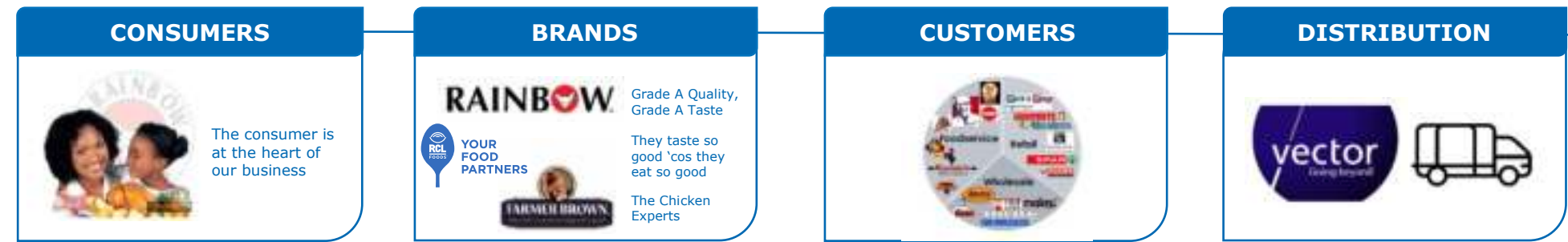
INTEGRATED SUPPLY CHAIN FROM “FARM TO FORK”



- 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

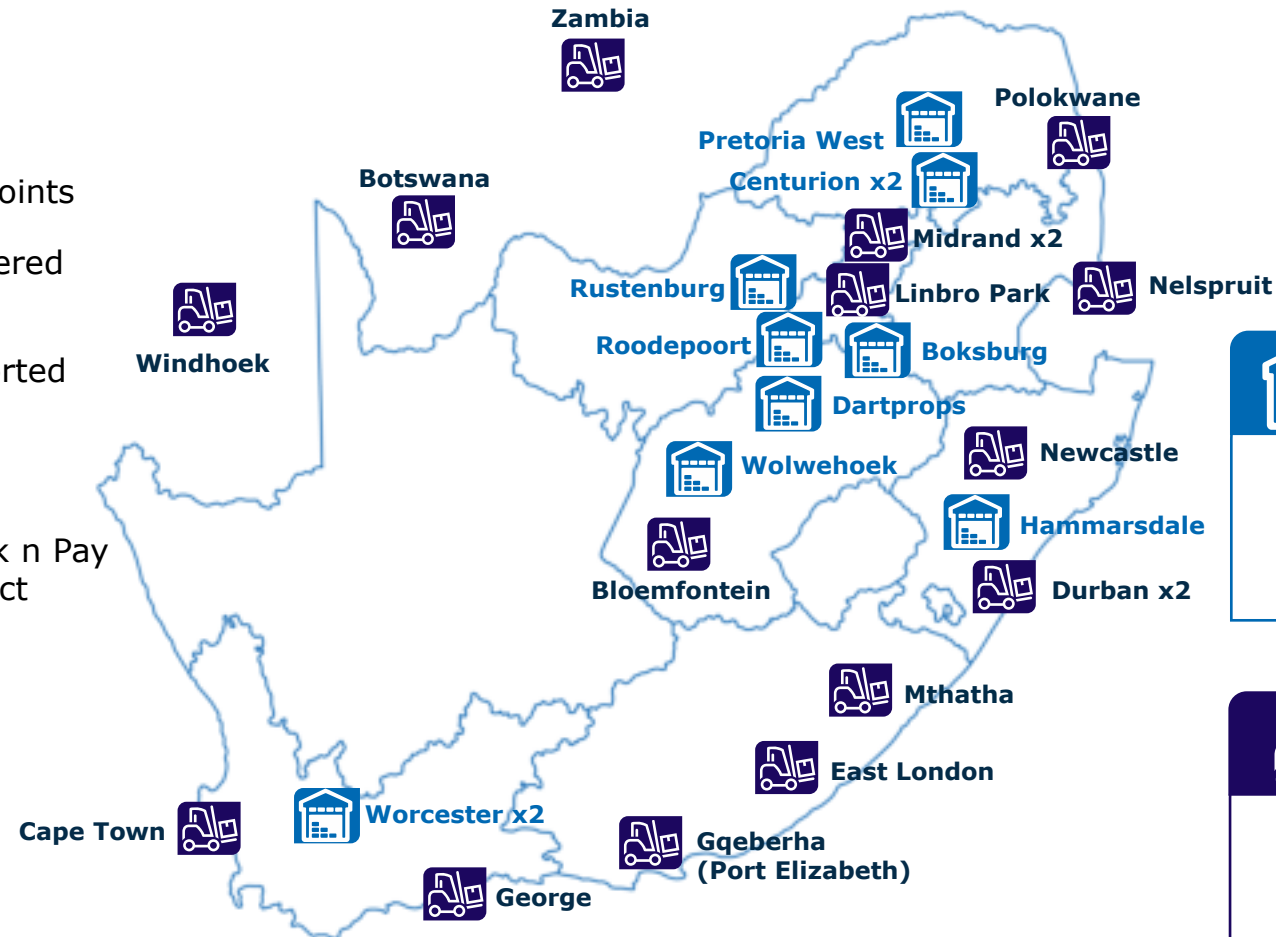




VECTOR LOGISTICS

NATIONAL FOOTPRINT EXTENDING INTO NAMIBIA, BOTSWANA AND ZAMBIA

- Storage capacity for over 120 000 pallets
- Over 5 550 employees
- Over 6 100 customer drop points
- Over 122 million cases delivered annually
- Nearly 890 000 tons transported annually
- 550 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

17 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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