



# 2022

## INVESTOR PRESENTATION APPENDICES

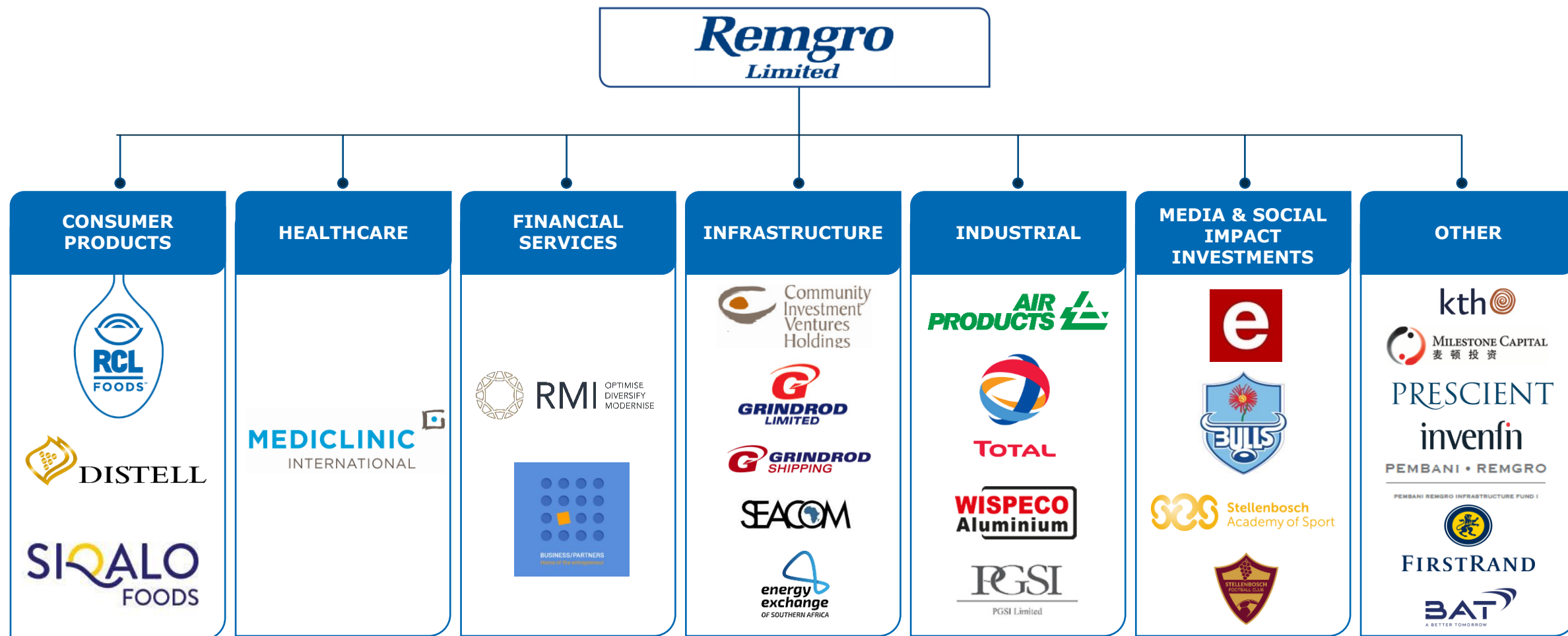
### 28 FEBRUARY 2022

RESULTS FOR THE SIX MONTHS  
ENDED DECEMBER 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

 **R4.2 million net negative impact** arising from **COVID-19 direct costs** incurred (2020: R119.6 million)

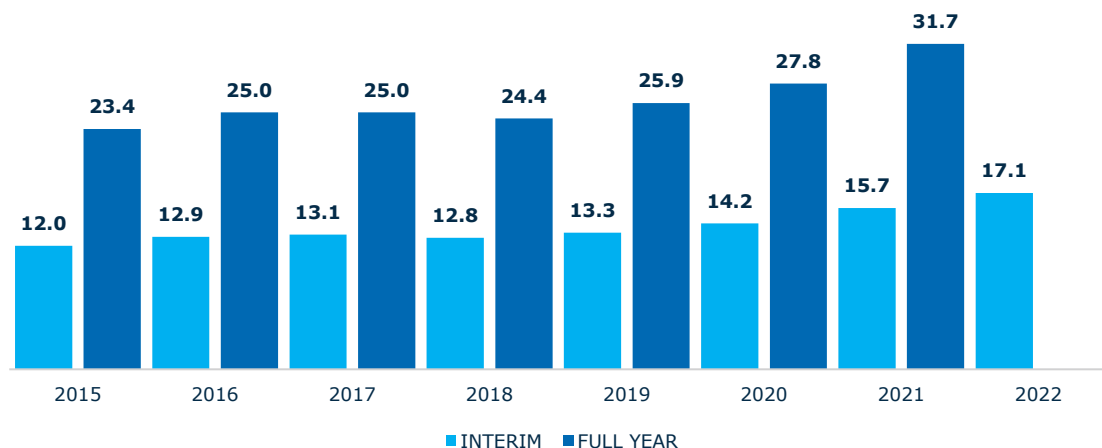
 **R44.7 million negative impact** arising from the **civil unrest** in KwaZulu-Natal and Gauteng in July 2021

 **R39.6 million negative impact** in respect of the **fire at the Sugar warehouse in Komatipoort**



## PERFORMANCE

REVENUE (Rbn)



EBITDA (Rm)



**OVER  
20 000  
EMPLOYEES**



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



**121 TONS  
OF MAYONNAISE  
SOLD DAILY**



**MORE THAN  
1 000  
DELIVERY  
VEHICLES**



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



**OVER  
152 000 LITRES  
OF BEVERAGES SOLD  
PER DAY**



**1.3 MILLION  
TONS OF  
ANIMAL FEED  
PRODUCED PER  
YEAR**



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



**570 000  
LOAVES OF  
BREAD SOLD  
PER DAY**



**82 000 TONS  
OF PET FOOD  
SOLD DAILY**







## OUR BRANDS

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

R1 billion +

**RAINBOW**



R400m - billion



R100 – R400 million



R100million & under





## MARKET SHARE

## VOLUME SHARE % FOR THE PERIOD

6MM DEC 21

12MM DEC 21

6MM DEC 20

SOURCE

Dogfoods (RCL Brands)	28.9	29.2	27.8	Aztec*
Catfoods (RCL Brands)	37.3	36.4	32.2	Aztec
Yum Yum Peanut Butter	29.5	28.7	26.8	Aztec
Nola Mayonnaise	42.8	43.1	42.8	Aztec
Sorghum (RCL FOODS Brands)	33.4	33.0	31.0	Aztec
Ouma Rusks**	50.7	50.9	45.7	Aztec
Mageu	56.7	58.7	44.9	Aztec
Freezer to Fryer	28.9	30.3	38.7	Aztec
Polony (RCL FOODS Brands)	13.4	11.8	9.6	Aztec
Viennas (RCL FOODS Brands)	26.6	18.1	20.2	Aztec
Selati Sugar	30.0	29.4	27.5	Aztec
Pies and Rolls (RCL FOODS Brands)	3.8	3.2	2.4	Aztec
Supreme Flour	12.8	13.3	8.5	SAGIS***
Sunbake	9.1	8.9	8.6	SAGIS

\*Aztec is a provider of market measurement and related services for consumer packaged goods | \*\* Ouma Rusks relates to mainstream rusks only

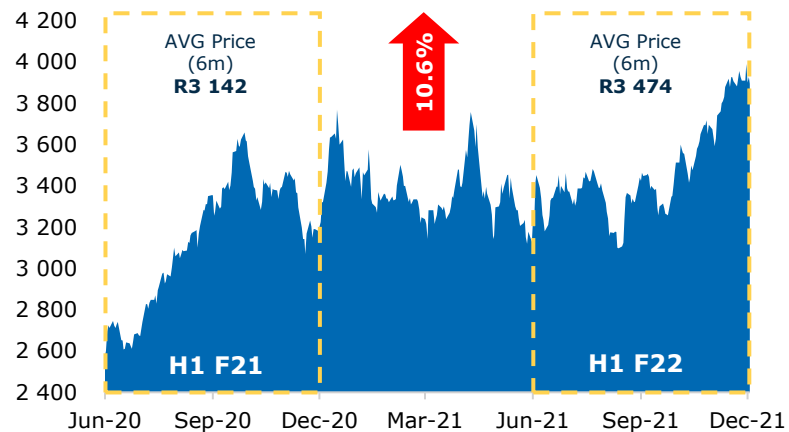
\*\*\* SAGIS is a South African grain information service that supplies market information to the grain and oil seeds industry



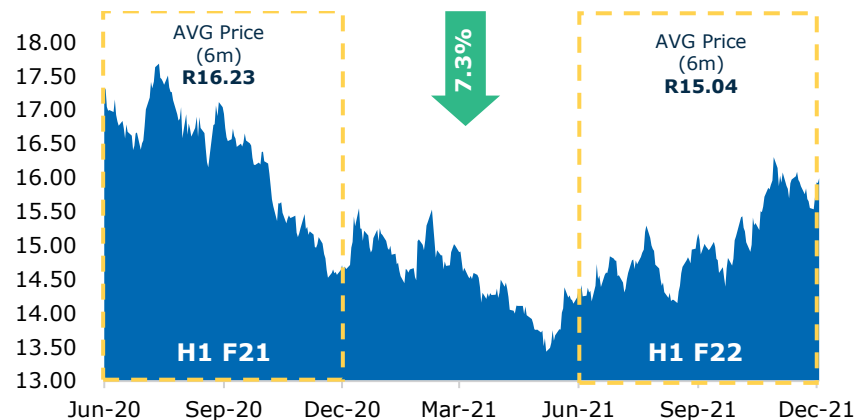


## COMMODITY PRICES

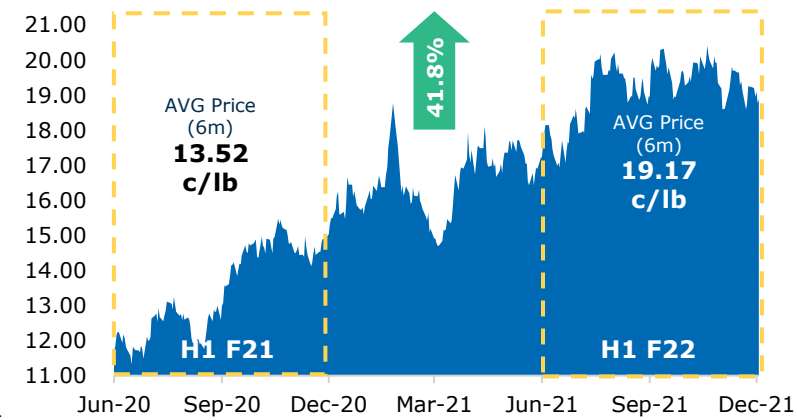
SAFEX YELLOW MAIZE PRICE (R/Ton)



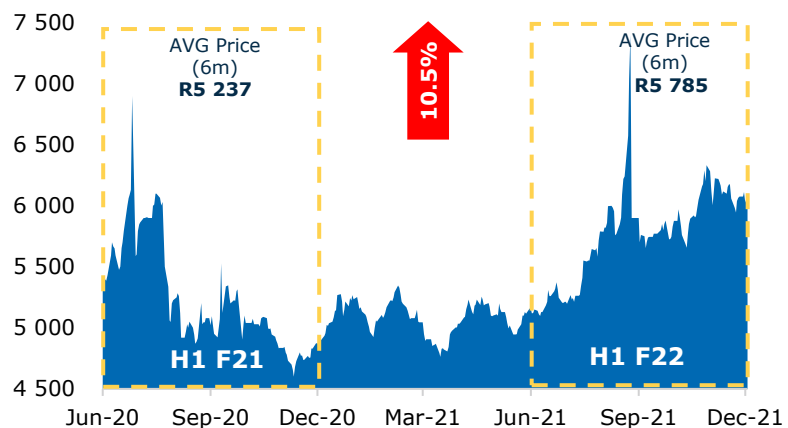
RAND/USD



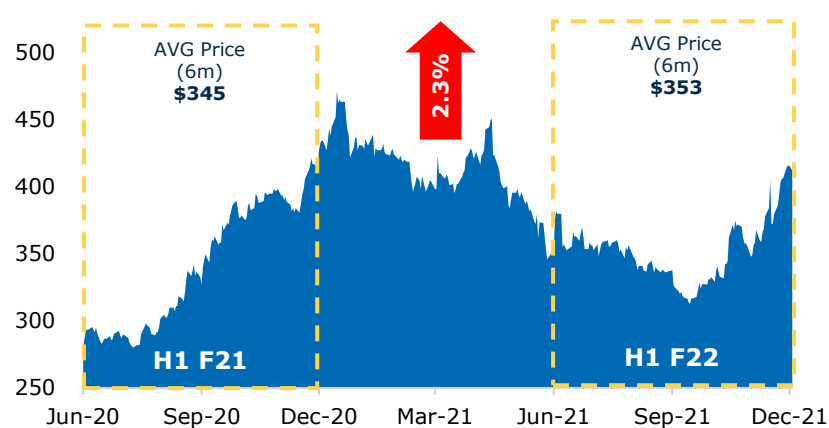
NO.11 WORLD SUGAR PRICE (RAW SUGAR)



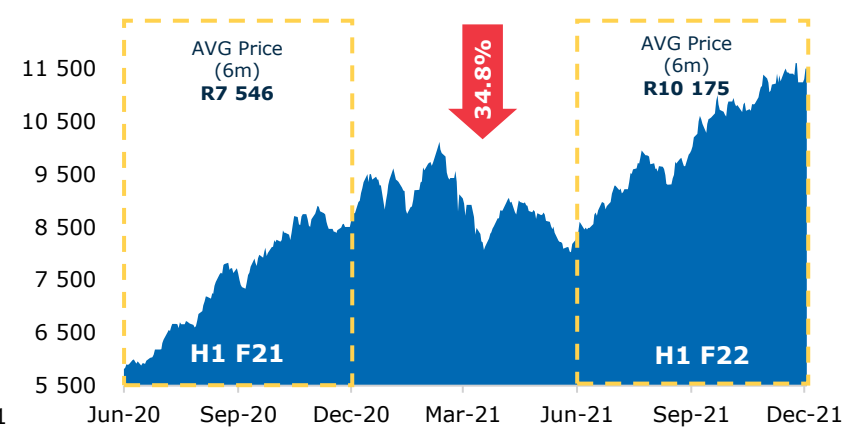
SAFEX WHEAT PRICE (R/Ton)



CME SOYA PRICE (\$/Ton)

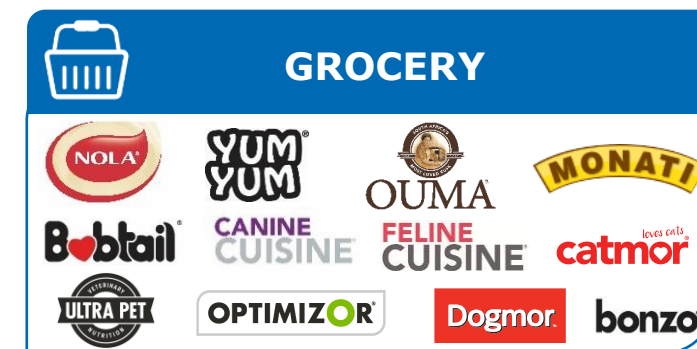
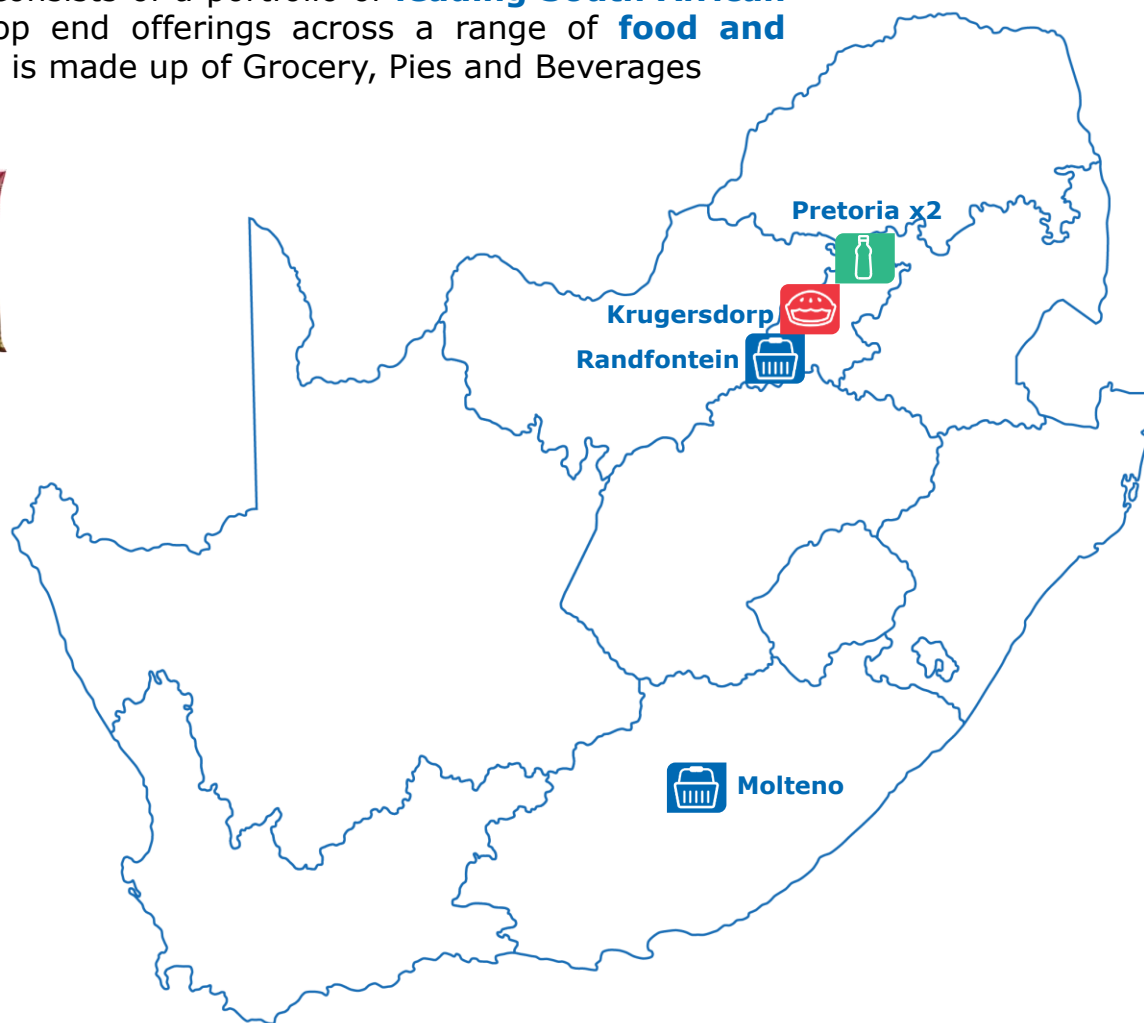


SAFEX SUNFLOWER PRICE (R/Ton)



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



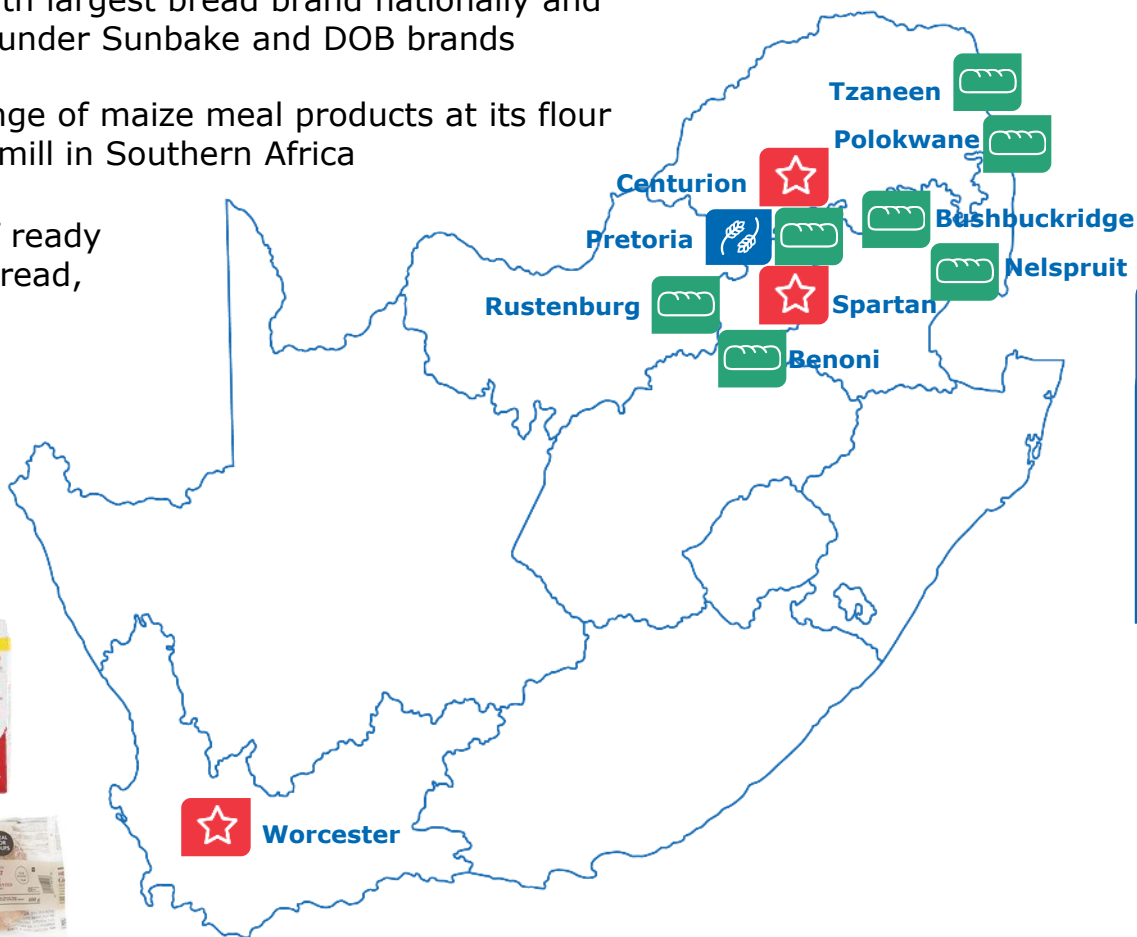
## BAKING

### 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

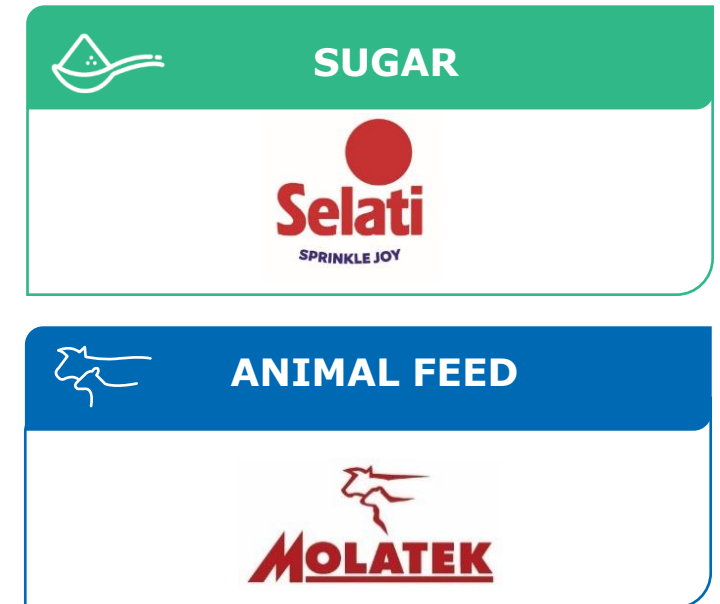
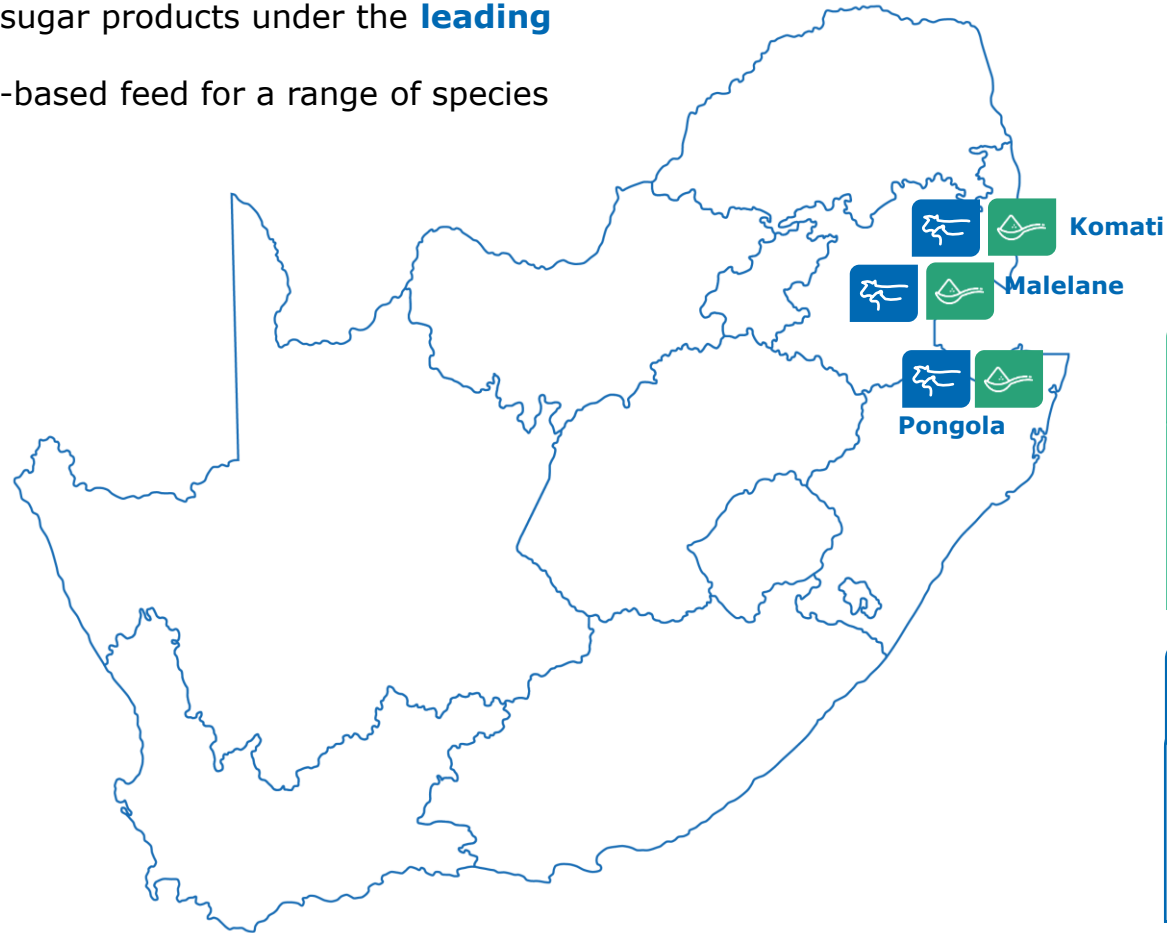




## SUGAR

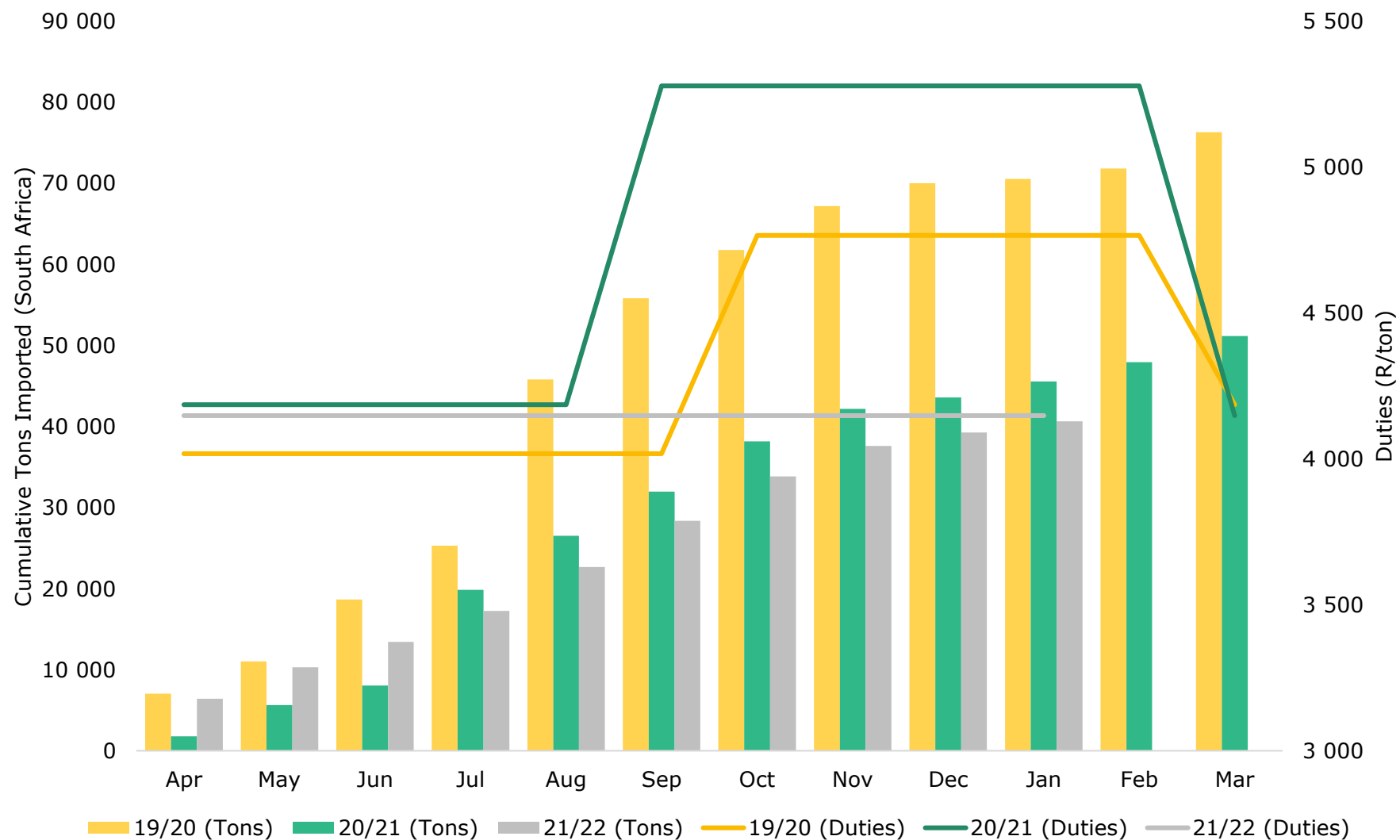
The **Sugar business unit** is made up of the following categories:

- **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

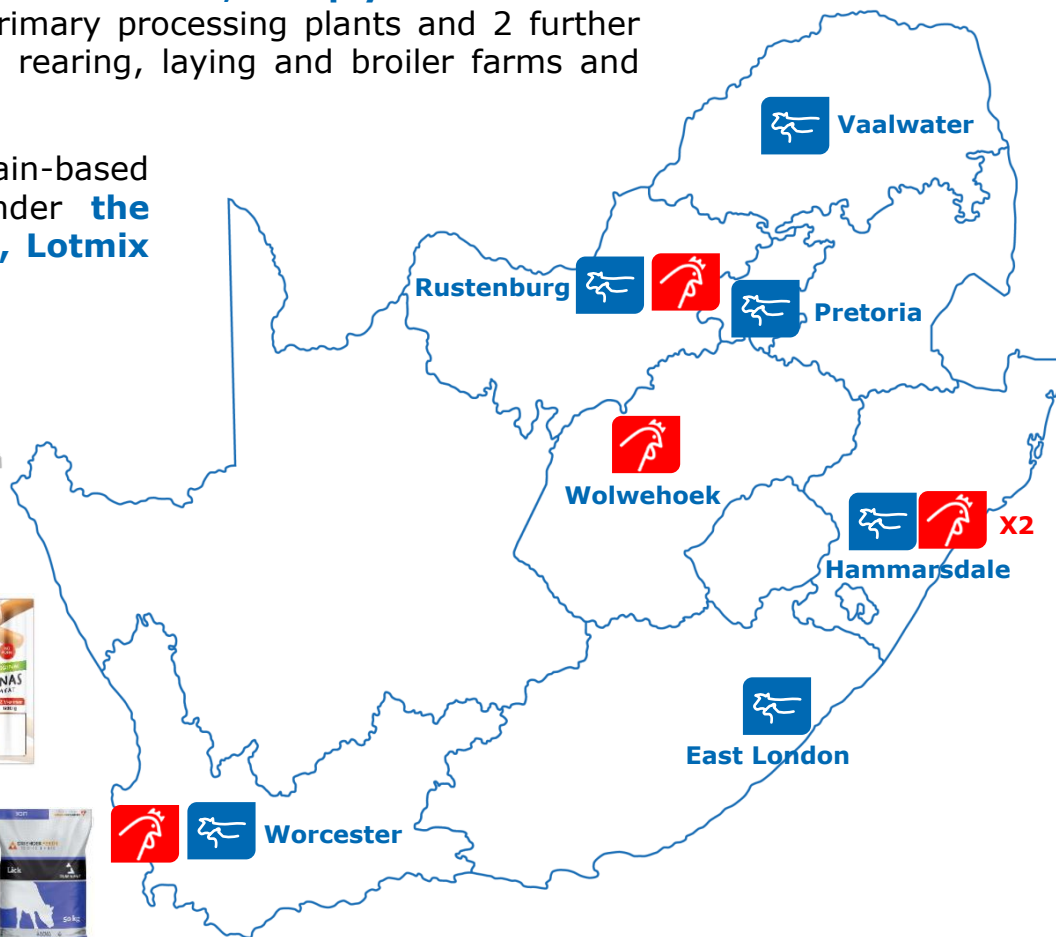


- Cumulative tons imported from 1 April 2019, 2020 and 2021 (start of industry year)
- A total of 25 833 tons have been imported for the six month financial period ended December 2021, down 27% (Dec 2020: 35 537 tons)

## 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 177 rearing, laying and broiler farms and hatcheries across the country

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

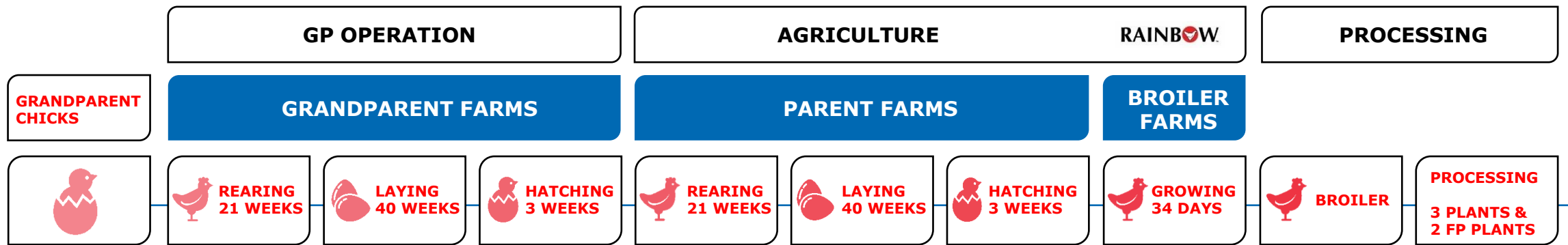




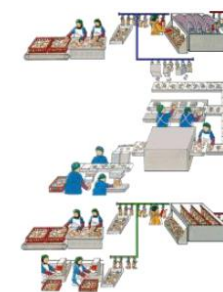


## CHICKEN DIVISION

### 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

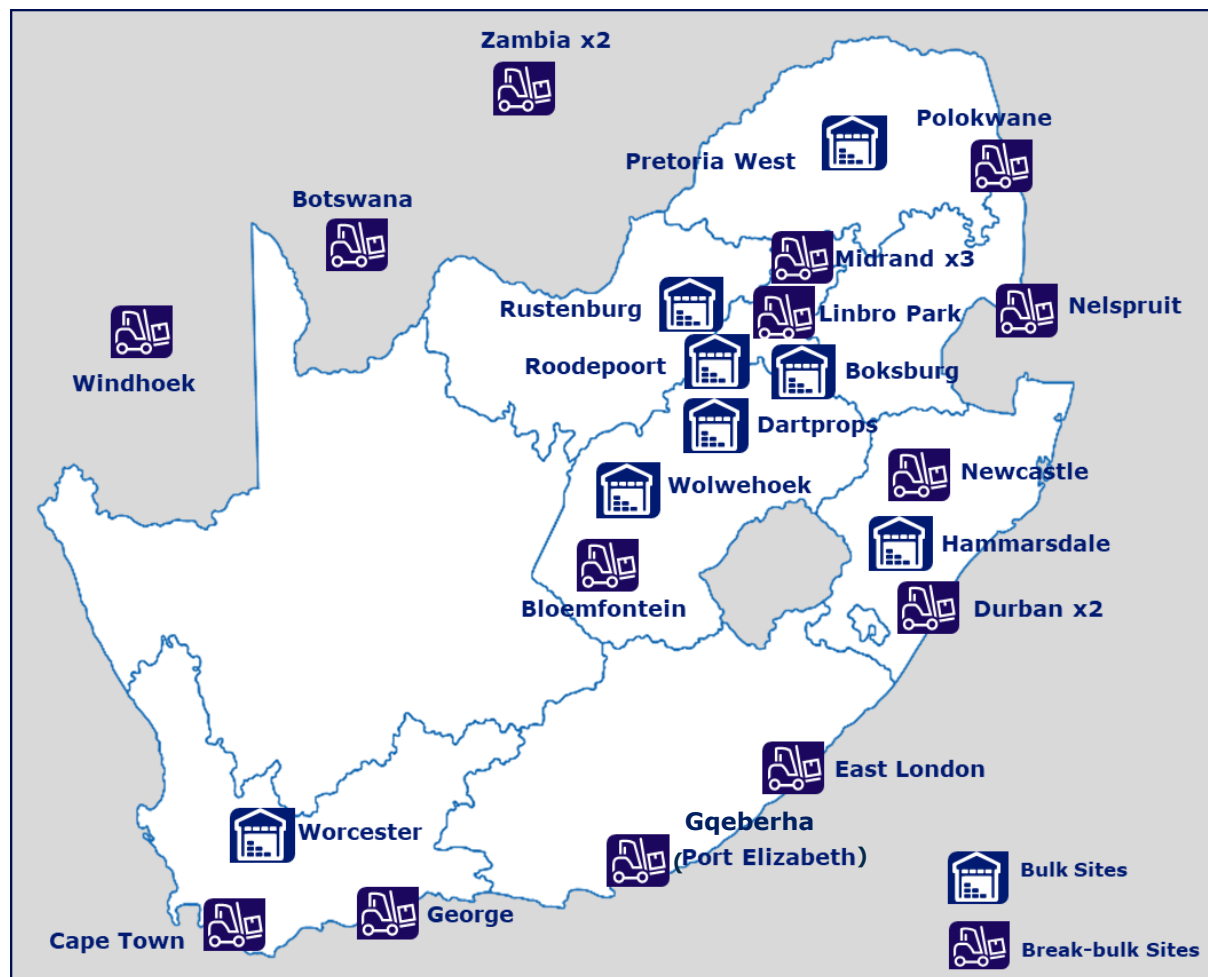


**FEED SUPPLY** 5 broiler feed mills producing 905 671 tons pa



## VECTOR LOGISTICS

### NATIONAL FOOTPRINT EXTENDING INTO NAMIBIA, BOTSWANA AND ZAMBIA



- 26 distribution sites
  - 17 Breakbulk
  - 9 Bulk
- Storage capacity of over 122 000 pallet positions in South Africa and over 12 000 across export sites
- Over 5 000 employees
- Over 6 000 customer drop points
- Over 470 000 cases delivered daily
- Over 890 000 tons transported annually
- 550 distribution vehicles
- 1 National Control Tower
- Responsible for 100% of Pick n Pay and Shoprite's frozen product distribution

## 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

