



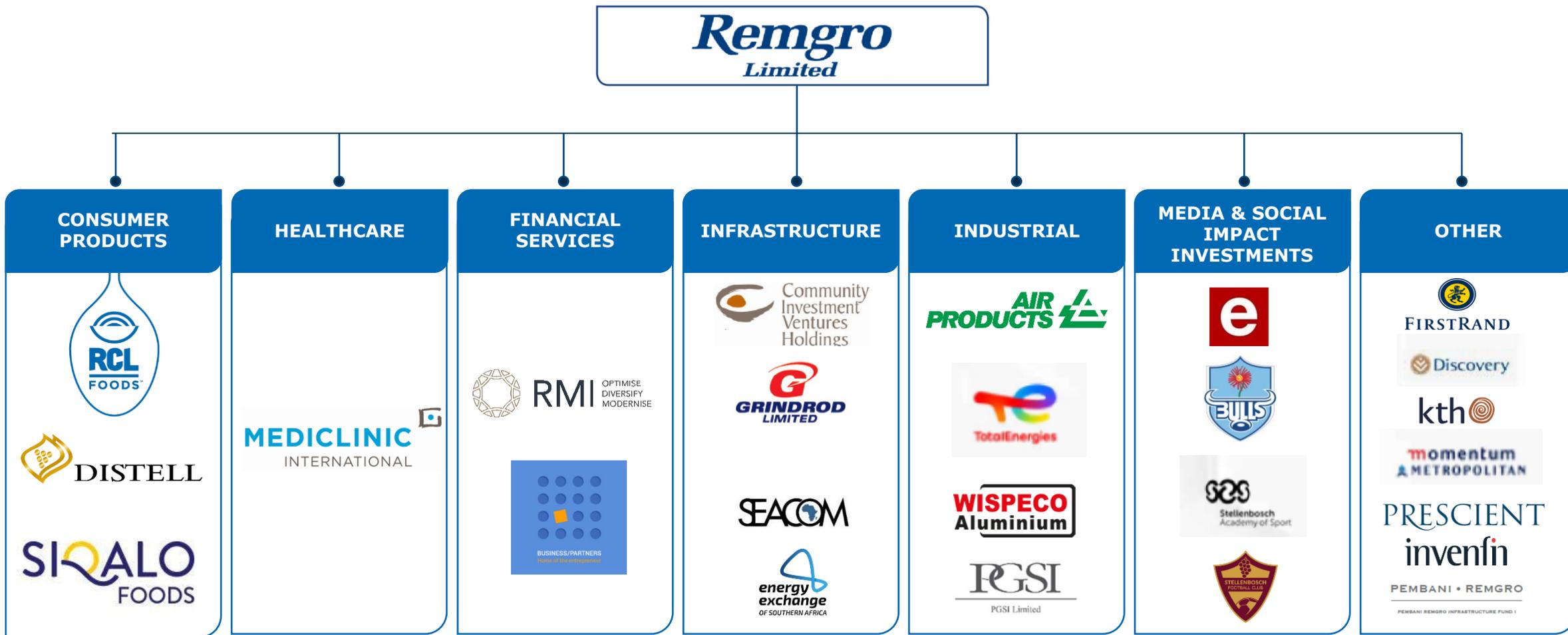
2022

**INVESTOR PRESENTATION APPENDICES
05 SEPTEMBER 2022**

RESULTS FOR THE YEAR ENDED JUNE 2022



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

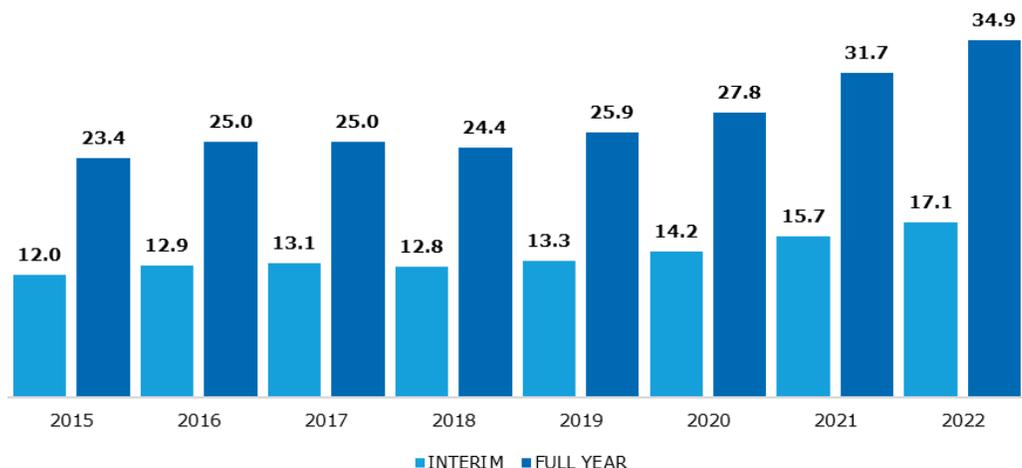


MATERIAL FINANCIAL IMPACTS (EBITDA)

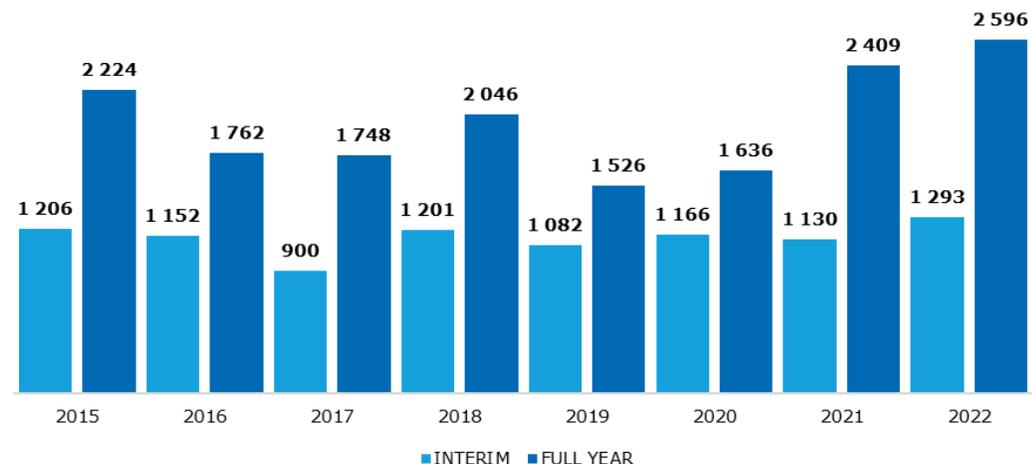
- **R16.6 million net negative impact** arising from **COVID-19 direct costs** incurred (2021: R121.3 million)
- **R57.4 million net positive impact** arising from cash-generating unit (CGU) impairments. The impairments number is partially offset by a gain recognised on the reversal of a previously recognised impairment loss relating to a subsidiary acquired with a view to resale.
- **R25.4 million negative impact** in respect of the **fire at the Sugar warehouse in Komatipoort**

PERFORMANCE

REVENUE (Rbn)



EBITDA (Rm)



**OVER
20 000
EMPLOYEES**



**AROUND
677 000
TONS OF SUGAR SOLD
PER YEAR**



**131 TONS
OF MAYONNAISE
SOLD DAILY**



**MORE THAN
1 000
DELIVERY
VEHICLES**



**350 000 TONS
OF FLOUR MILLED
PER YEAR**



**OVER
134 000 LITRES
OF BEVERAGES SOLD
PER DAY**



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



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



**658 000
UNITS OF
BREAD, BUNS AND
ROLLS SOLD PER DAY**



**232 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 JUN 22

12MM JUN 22

12MM JUN 21

SOURCE

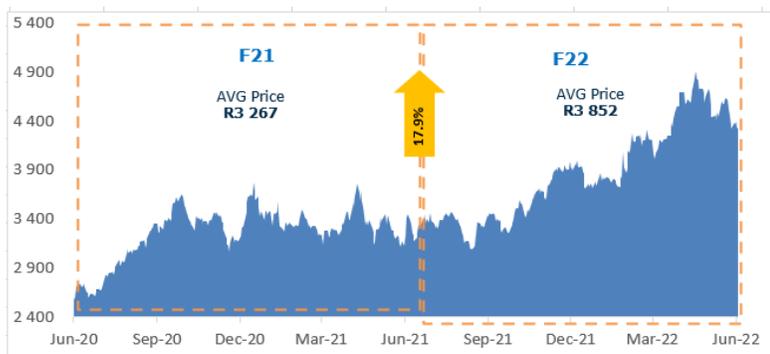
Dogfoods (RCL Brands)	29.4	29.2	28.6	Aztec*
Catfoods (RCL Brands)	34.0	35.6	33.9	Aztec
Yum Yum Peanut Butter	29.4	30.0	26.3	Aztec
Nola Mayonnaise	41.9	42.8	42.4	Aztec
Sorghum (RCL FOODS Brands)	39.1	31.2	31.8	Aztec
Ouma Rusks**	51.2	50.9	49.6	Aztec
Mageu	54.3	55.7	62.4	Aztec
Freezer to Fryer	27.7	26.1	32.2	Aztec
Polony (RCL FOODS Brands)	13.6	13.6	10.1	Aztec
Viennas (RCL FOODS Brands)	25.2	25.9	20.9	Aztec
Selati Sugar	31.8	30.8	27.9	Aztec
Pies and Rolls (RCL FOODS Brands)	5.3	3.4	2.5	Aztec
Supreme Flour	14.0	12.8	13.6	SAGIS***
Sunbake	8.9	9.1	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)



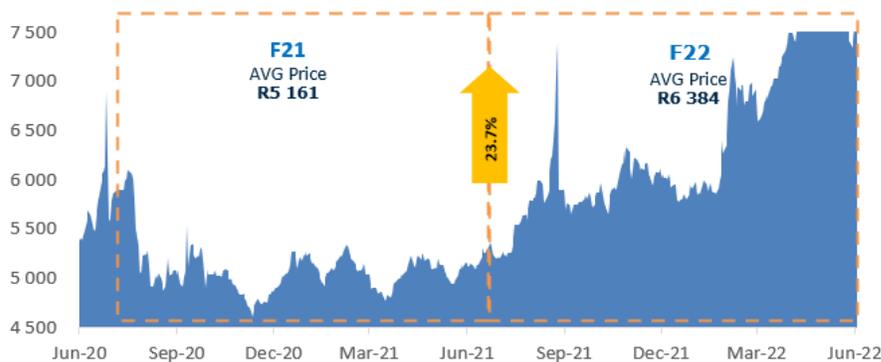
RAND/USD



NO.11 WORLD SUGAR PRICE (RAW SUGAR)



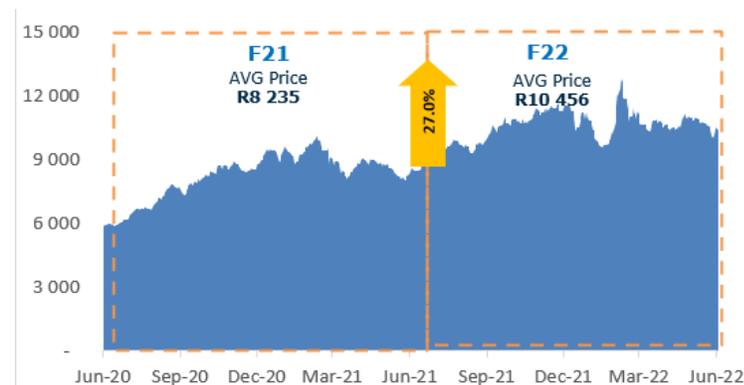
SAFEX WHEAT PRICE (R/Ton)



CME SOYA PRICE (\$/Ton)



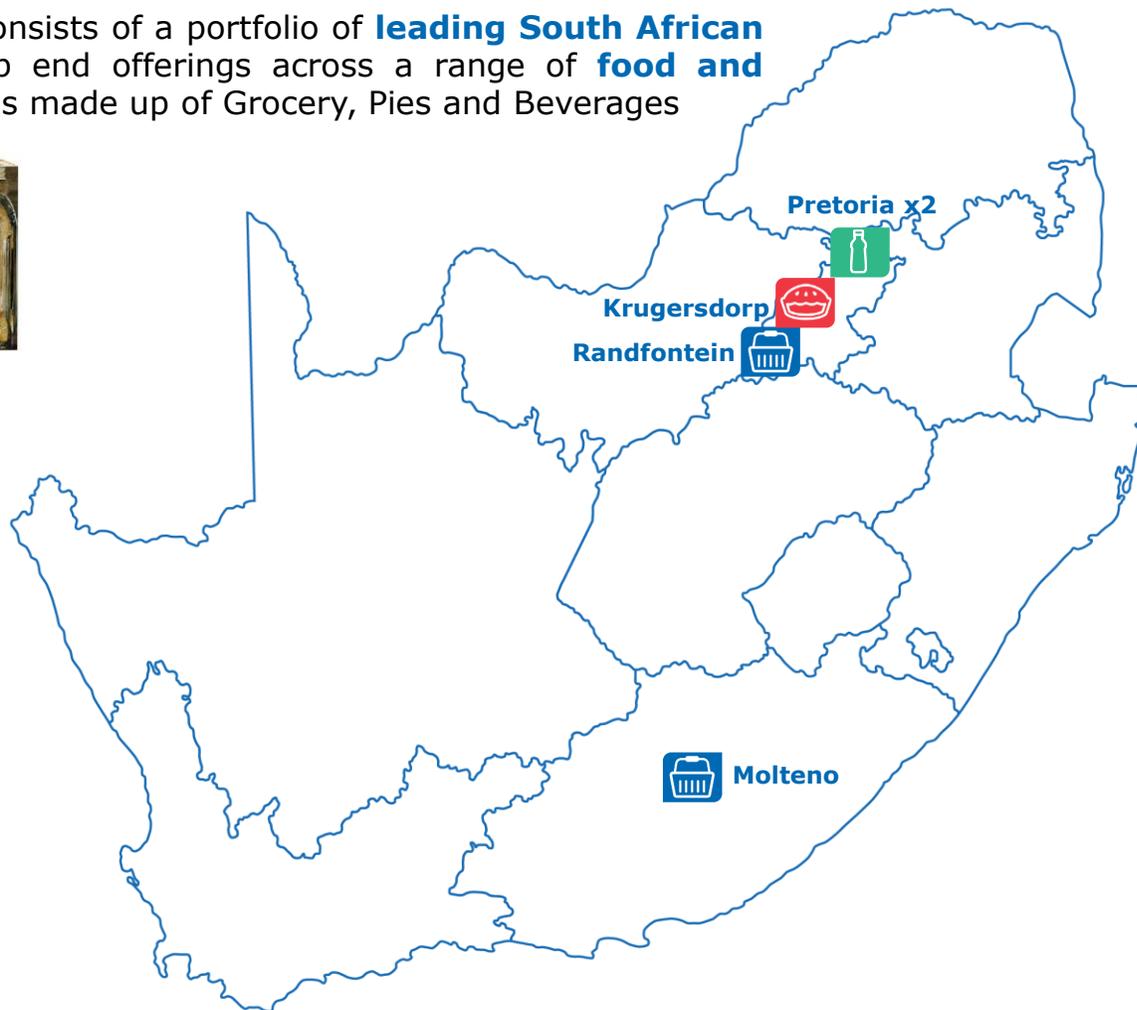
SAFEX SUNFLOWER PRICE (R/Ton)



RCL FOODS VALUE-ADDED BUSINESS

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

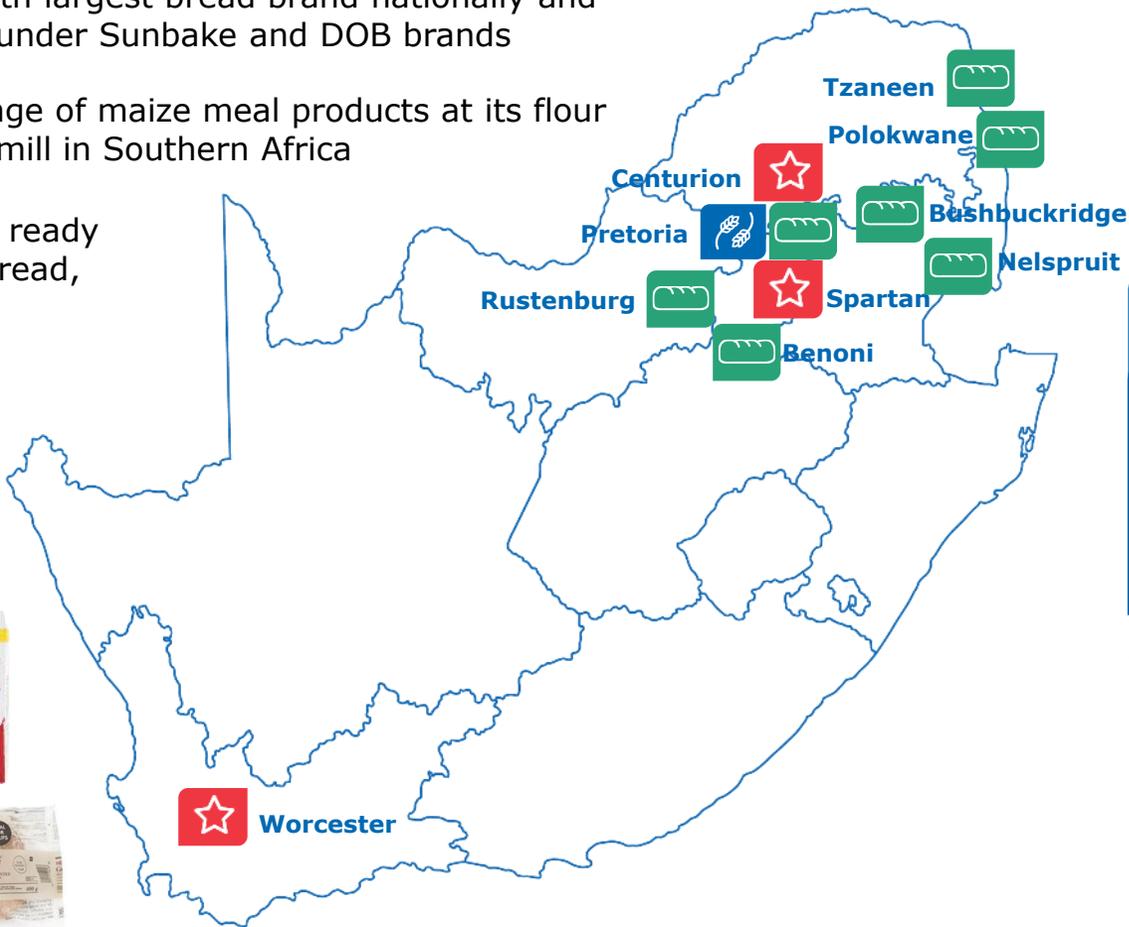
RCL FOODS VALUE-ADDED BUSINESS CONTINUED

BAKING

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

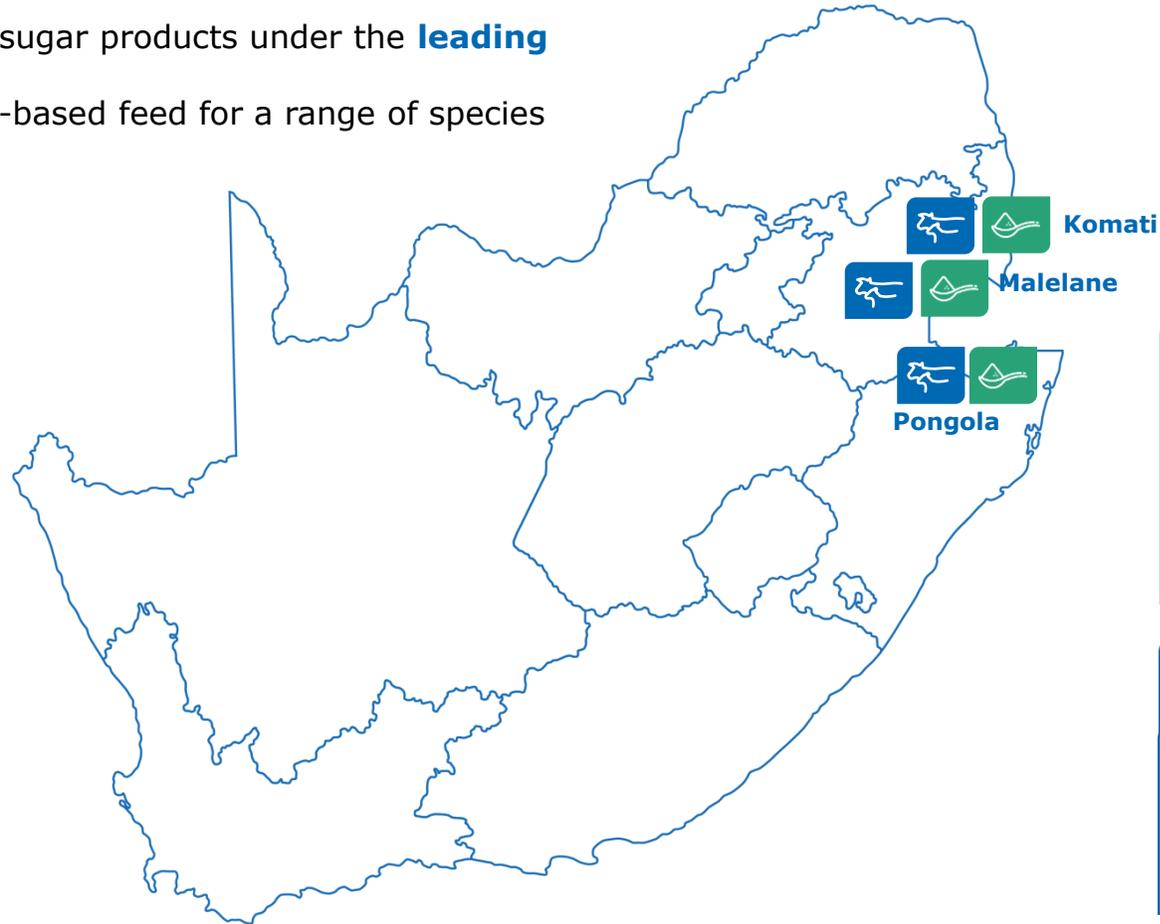


RCL FOODS VALUE-ADDED BUSINESS CONTINUED

SUGAR

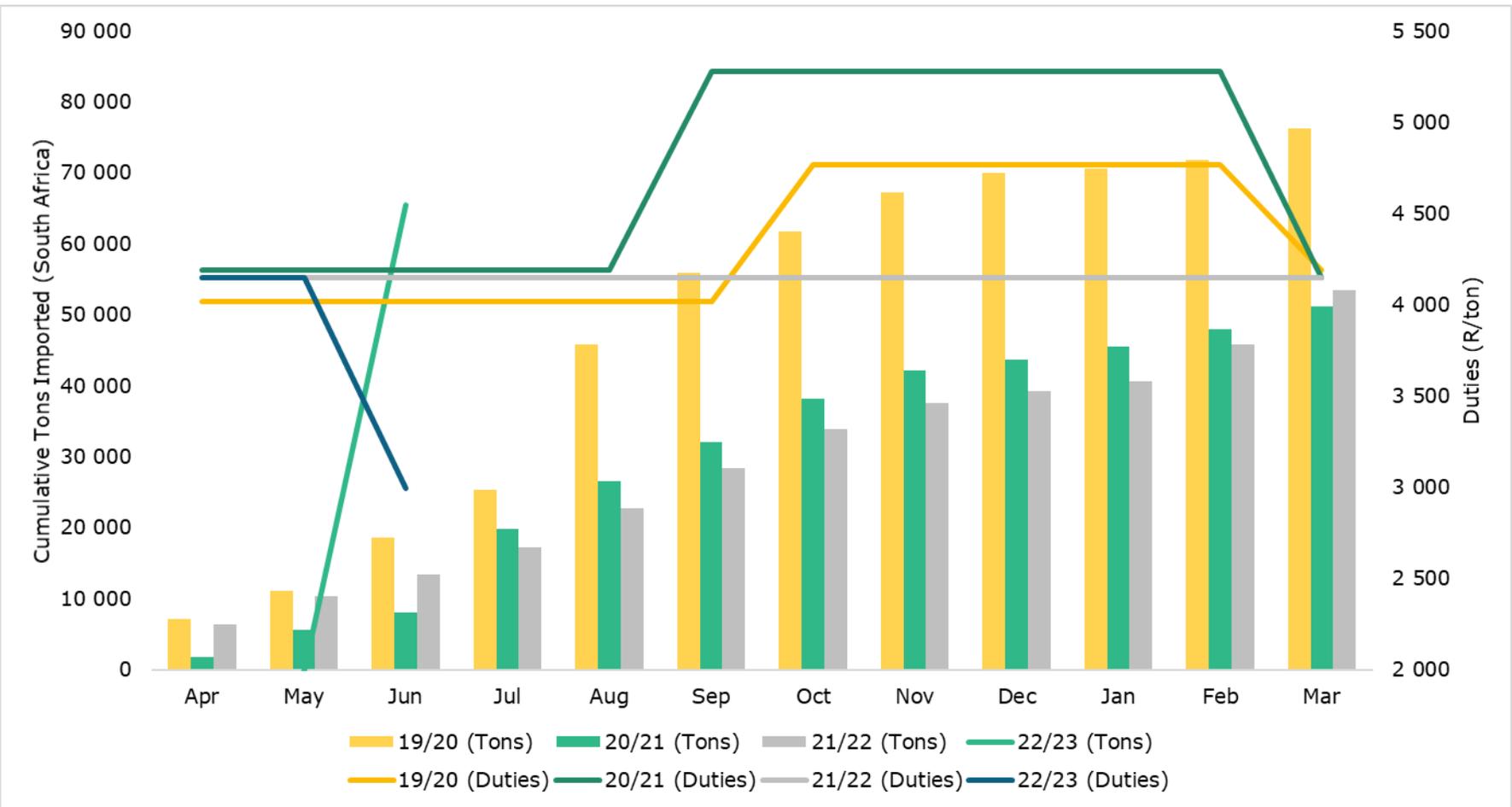
The **Sugar business unit** is made up of the following categories:

- **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

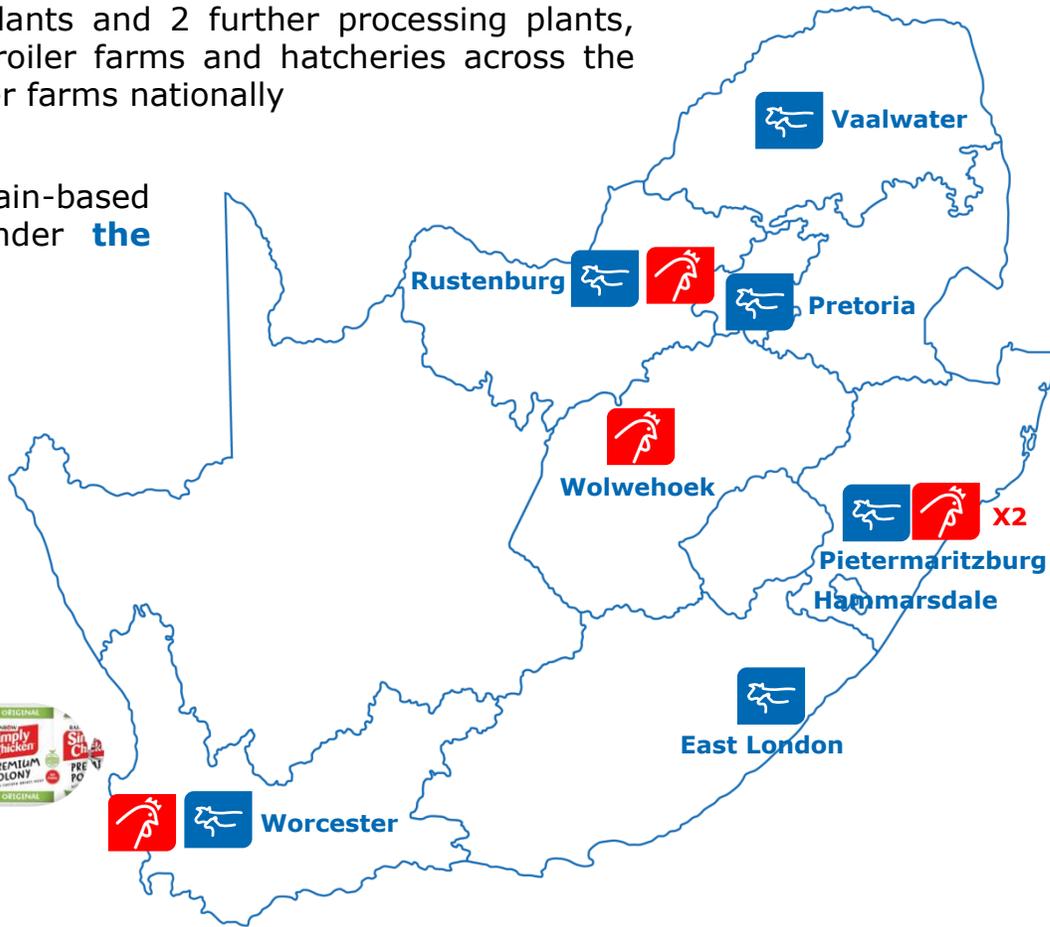


- Cumulative tons imported from 1 April 2019, 2020, 2021 and 2022 (start of industry year)
- A total of 44 485 tons have been imported for the financial period ended June 2022, down 21% (June 2021: 56 566 tons)

RAINBOW

Rainbow 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 125 rearing, laying, broiler farms and hatcheries across the country as well as 72 contract grower farms nationally

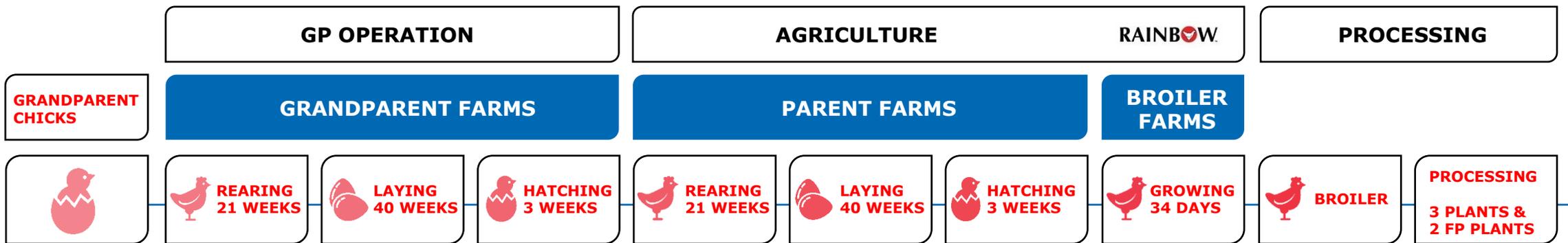
The Feed category produces grain-based feeds for a range of species under **the brands of Epol and Driehoek.**



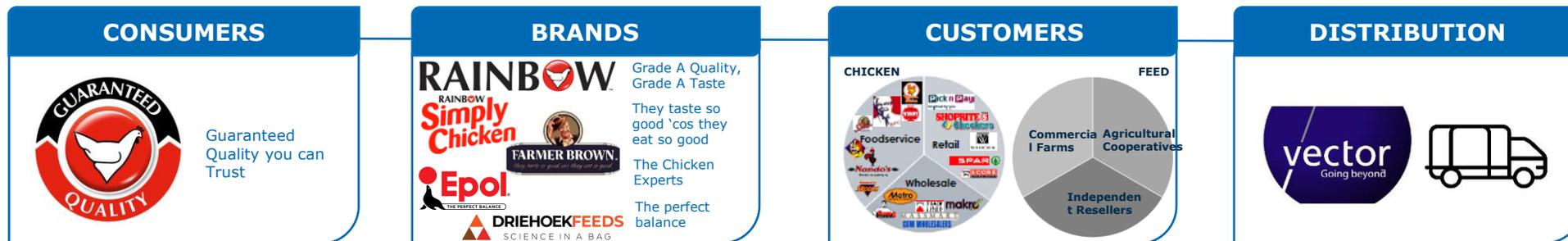
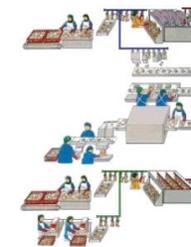
RAINBOW

INTEGRATED SUPPLY CHAIN FROM "FARM TO FORK"

FEED SUPPLY - 6 broiler feed mills producing 1.2m tons p.a

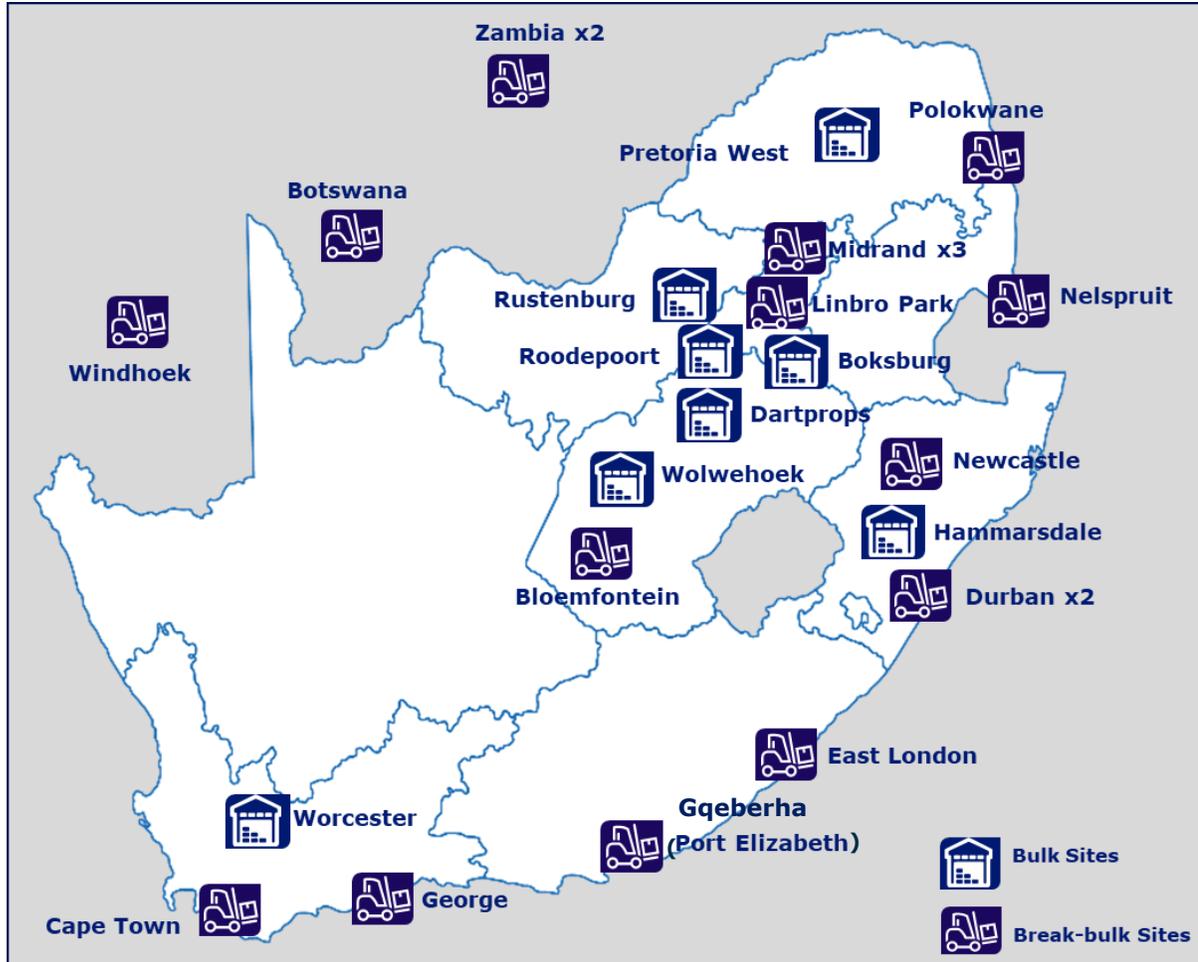


- New pedigree broiler breed introduced
- 3 broad agricultural regions: Northern, KwaZulu-Natal and Western Cape



VECTOR LOGISTICS

NATIONAL FOOTPRINT EXTENDING INTO NAMIBIA, BOTSWANA AND ZAMBIA



- 26 distribution sites
 - 17 Breakbulk
 - 9 Bulk
- Storage capacity of over 134 000 pallet positions (incl JV and 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

