

GROUP PROFILE

Excludes product recall and civil unrest

Our core business is providing everyday branded food products to large and growing markets. We target best-in-class profitability, underpinned by a cost-conscious culture, and ESG principles to create and share value.



GRAINS

+5%

REVENUE

R14,6bn

2020: R13,9 billion

+11%

OPERATING INCOME

R1,4bn

2020: R1,2 billion

MILLING AND BAKING

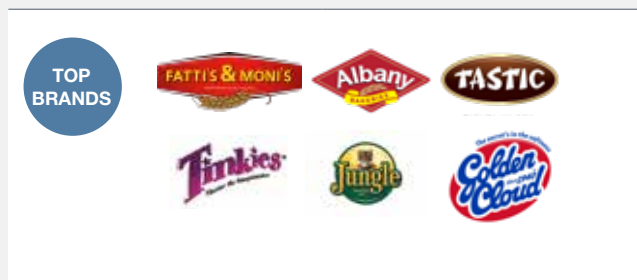
- › Baking

MILLING

- › Flour
- › Maize
- › Sorghum

OTHER GRAINS

- › Pasta
- › Oat-based breakfast (Jungle)
- › Rice



MARKET SHARE (%)*

Grains	27
Maize	12
Flour	24
Cereals	20
Rice	42
Dry pasta	42
Bread	33

* Market share limited to South Africa

Source: IRI.



CONSUMER BRANDS

+4%

REVENUE

R11,1bn

2020: R10,7 billion

+20%

OPERATING INCOME

R1,1bn

2020: R941 million

GROCERIES

- › Condiments and ingredients
- › Spreads
- › Canned fruit and vegetables

SNACKS & TREATS

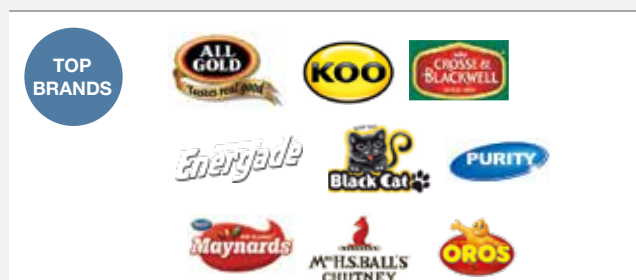
- › Sugar
- › Chocolate

BEVERAGES

- › Concentrates
- › Sports drinks
- › Ready-to-drink

BABY

- › Nutrition and wellbeing



MARKET SHARE (%)*

Groceries	40
Spreads	36
Condiments	44
Canned fruit & vegetables	54
Snacks & Treats	21
Chocolate	12
Candy	44
Beverages	47
Dilutables	53
Sports drinks	45
Ready-to-drink	18
Baby nutrition	62

* Market share limited to South Africa

Source: IRI.

We have leading positions in most categories and our iconic brands are well-entrenched with consumers in South Africa, as illustrated by the percentage share of market.



HOME AND PERSONAL CARE

+6%

REVENUE

R2,0bn

2020: R1,8 billion

+8%

OPERATING INCOME

R433m

2020: R400 million

HOME CARE

- › Sanitary cleaners
- › Insecticides

PERSONAL CARE

- › Camphor cream and lotions
- › Hair care

TOP BRANDS



MARKET SHARE (%)*

Home Care (Pest) 60

Personal Care 9



EXPORTS AND INTERNATIONAL

+7%

REVENUE

R3,6bn

2020: R3,4 billion

-7%

OPERATING INCOME

R96m

2020: R103 million

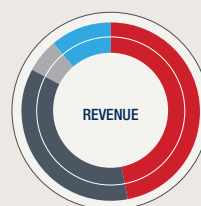
EXPORTS

INTERNATIONAL OPERATIONS

- › Central Africa (Chococam)

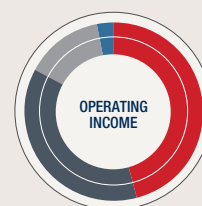
DECIDUOUS FRUIT

- › Langeberg & Ashton Food (LAF)



47%
2020: 47%

Grains



46%
2020: 46%

Consumer Brands

36%
2020: 36%

Home and Personal Care

6%
2020: 6%

Exports and International

11%
2020: 11%

3%
2020: 4%

