



AVI

PRESENTATION TO ANALYSTS
for the year ended 30 June 2007

Agenda

- Key features
- Group financial results
- Operational performance
- Prospects



AVI

ENTYCE
BEVERAGES

snackworx



DENNY



indigo cosmetics

SPITZ



Key features

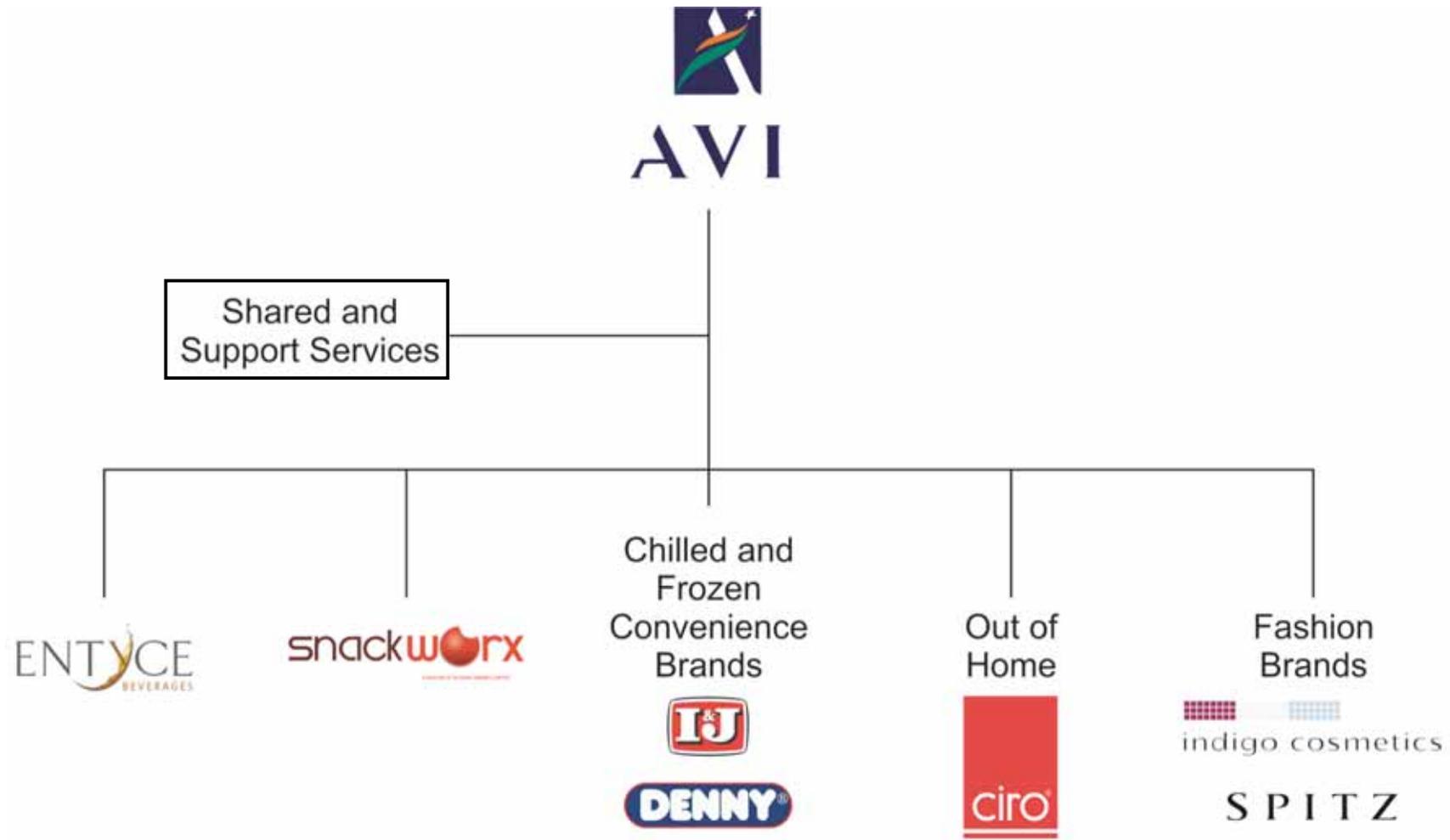
- Revenue from continuing operations up 18% to R6,3bn
- Operating profit up 42% to R735m
- Sound result from all business units despite cost pressures
- Sustained recovery in I&J's financial performance
- HEPS of 146,8c up 37% on prior year of 107,2c
- Total dividend up 38% to 73 cents per share
- R500m to be returned to shareholders in the short term



Key features

- Revised operating structure effective - business unit focus underpins innovation and growth plans for F08
- BEE proposal approved by shareholders and positively received by employees
- Good progress in shared and support services – annual savings of R30m targeted in F08

Operating structure



Group financial results



AVI

ENTYCE
BEVERAGES

snackworx



DENNY



indigo cosmetics

SPITZ



Group financial results Continuing operations

| Income statement | 07 Rm | 06 Rm | %Δ |
|-----------------------------|------------------|------------------|-----------|
| Revenue | 6 332,4 | 5 375,6 | 17,8 |
| Operating profit | 735,4 | 517,3 | 42,2 |
| Operating margin % | 11,6 | 9,6 | 20,8 |
| Net financing cost | (32,6) | (33,2) | 1,8 |
| Share of JVs and associates | (21,4) | (12,3) | (74,0) |
| HEPS | 146,8 | 107,2 | 36,9 |
| Total dividend (cps) | 73,0 | 53,0 | 37,7 |

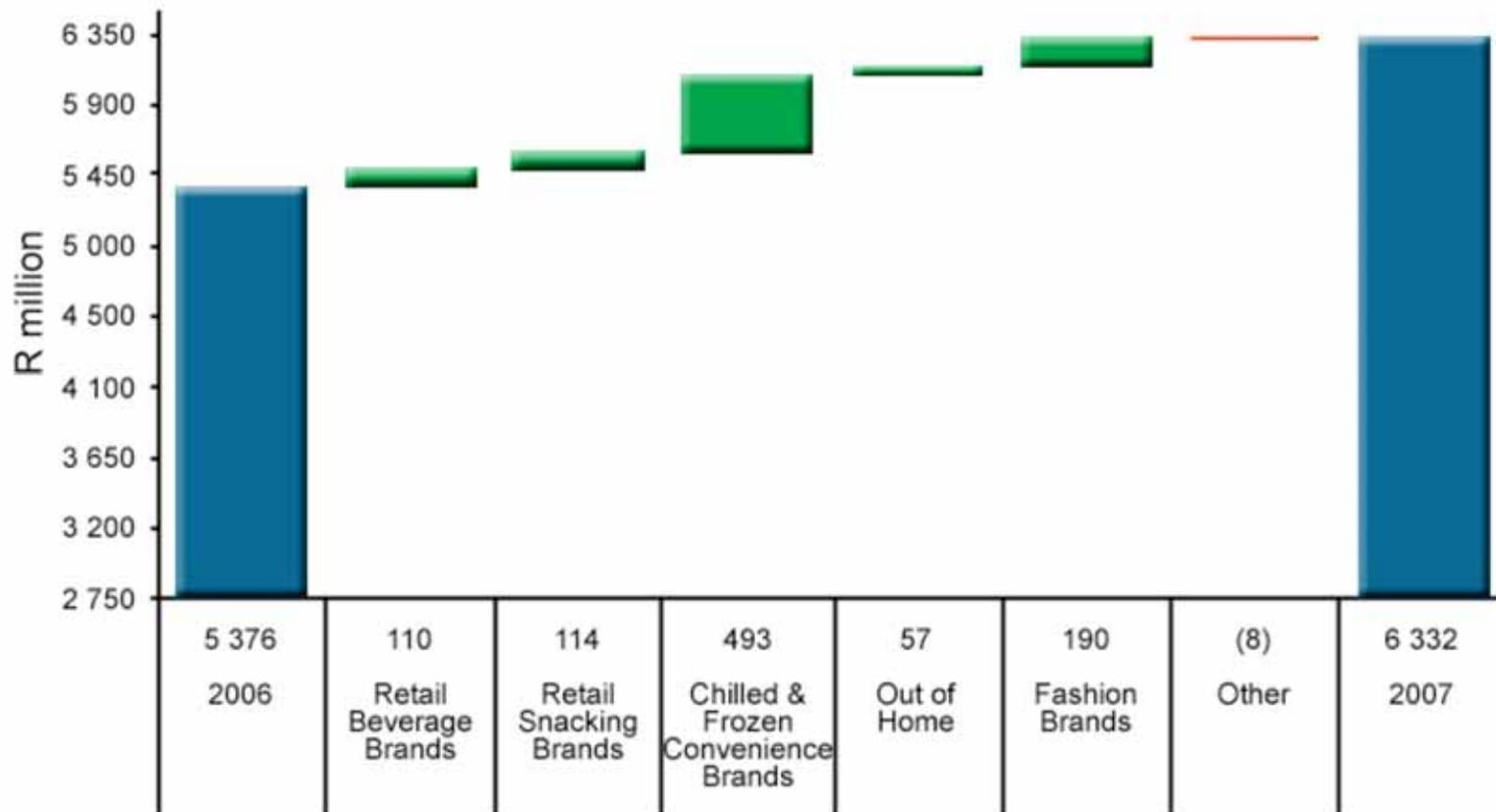


AVI Limited – Year Ended 30 June 2007

Group financial results

Revenue – 18% improvement

Movement in Group Revenue



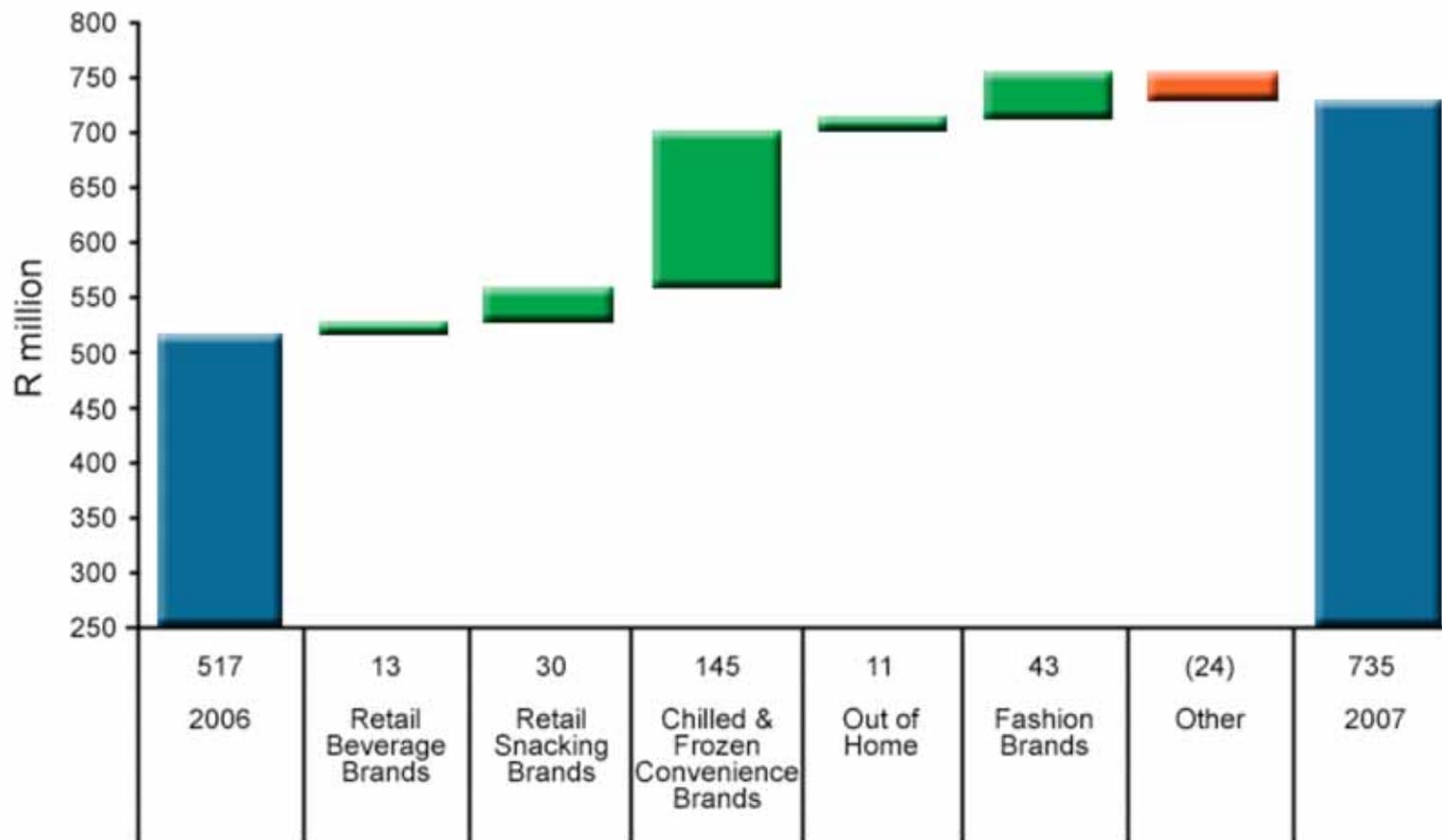


AVI Limited – Year Ended 30 June 2007

Group financial results

Operating profit – 42% improvement

Movement in Group Operating Profit





Group financial results

AVI Limited – Year Ended 30 June 2007

| | 07 Rm | 06 Rm | %Δ |
|-------------------------------|------------------|------------------|-----------|
| Cash generated by operations | 932,7 | 660,2 | 41,3 |
| Working capital to revenue % | 16,0 | 14,7 | |
| Capital expenditure | 251,5 | 215,1 | 16,9 |
| Depreciation and amortisation | 177,0 | 168,2 | 5,2 |
| Net debt | 197,6 | 268,5 | 26,4 |



Group financial results

- Loss from JVs R21,4m due to poor Simplot operating performance
- Working capital increase
 - 2 day delay in certain debtors payments at year end
 - Increased inventories in line with volumes and at Spitz for expanded range and early introduction of Summer range
- Return of capital to shareholders
 - R500m in the short term
 - Buy-back up to 5% using general authority
 - Specific payment out of share premium, subject to shareholder approval

Operational performance



AVI

ENTYCE
BEVERAGES

snackworx



DENNY



indigo cosmetics

SPITZ

ENTYCE
BEVERAGES



Operational performance Financial results



| | 07 Rm | 06 Rm | %Δ |
|--------------------|------------------|------------------|-----------|
| Revenue | 1 339,1 | 1 228,2 | 9,0 |
| Operating profit | 160,6 | 147,2 | 9,1 |
| Operating margin % | 12,0 | 12,0 | - |

Operational performance F07 Key features

- Revenue growth in all categories
- Creamer volumes up 13%
- Margins maintained at 12%
- Tea market-share increases – overall market leadership
- Black tea prices not as favourable as prior year – margins still excellent
- Juice sales growth excellent – innovation and service levels
- Juice distribution and manufacturing cost improvement in last quarter

snackworx





Operational performance Financial results

snackworld
rx

| | 07 Rm | 06 Rm | %Δ |
|--------------------|------------------|------------------|-----------|
| Revenue | 1 394,2 | 1 279,7 | 8,9 |
| Operating profit | 156,8 | 127,0 | 23,5 |
| Operating margin % | 11,2 | 9,9 | 13,1 |

- On a like-for-like basis, adjusting for R82m revenue and R5m profit from the Stimorol gum agency business terminated at the end of 2006, revenue rose by 16% and operating profit rose by 29%.

Operational performance

F07 Key features



- Strong revenue growth supported by consumer demand
- Gains in biscuit and snack market shares
- Operating margin improvement of 13%
- Commodity costs stable due to long forward positions
- Crisp and maize extrude selling prices remain constrained
- Exceptional demand for key lines impacted service levels

**Chilled and
Frozen
Convenience
Brands**





Operational performance Financial results



| | 07 Rm | 06 Rm | %Δ |
|--------------------|------------------|------------------|-----------|
| Revenue | 2 171,3 | 1 678,7 | 29,3 |
| Operating profit | 172,2 | 27,3 | 530,8 |
| Operating margin % | 7,9 | 1,6 | 393,8 |



Operational performance

F07 Key features – Seafood products



| Fishing resource | Revenue | | | Operating profit | |
|------------------|----------------|----------------|-------------|------------------|------------|
| | 07 Rm | 06 Rm | %Δ | 07 Rm | 06 Rm |
| South Africa | 1 322.9 | 1 035.1 | 27.8 | 103.9 | (1.2) |
| Argentina | 480.6 | 309.6 | 55.2 | 33.1 | (1.0) |
| Other | 104.2 | 87.8 | 18.7 | 9.0 | 8.1 |
| Total | 1 907.7 | 1 432.5 | 33.2 | 146.0 | 5.9 |



Operational performance

F07 Key features – Seafood products



- Strong recovery in I&J SA operations despite quota cuts
 - Prices 24% higher on average
 - Higher local and international selling prices
 - Optimised sales mix
 - Weaker Rand on exports
 - SA operational efficiency progress
 - Fleet reduction of 5 vessels
 - Reduction of 378 people at Trawlers / Woodstock
 - SA unit cost of landed fish 18% lower at year end



Operational performance

F07 Key features – Seafood products

- Argentina
 - Strong operating performance
 - Wage increase 16%
 - Shrimp - good volumes; volatile prices
 - Business review completed – options being considered
- Simplot JV performance disappointing - business improvement plan presented to JV partner
- Chilean abalone farm held for disposal – impairment of R16m



Operational performance

F07 Key features – Denny



- Revenue up 7% and operating profit up 22% to R26,2 million
- Mushroom prices 13% higher on average due to short supply
- Improved production performance in H2
- Good growth in sale of Denny value-added products

Out of Home



Operational performance Financial results



| | 07 Rm | 06 Rm | %Δ |
|--------------------|------------------|------------------|-----------|
| Revenue | 344,9 | 288,1 | 19,7 |
| Operating profit | 53,5 | 42,5 | 25,9 |
| Operating margin % | 15,5 | 14,8 | 4,7 |

Operational performance

F07 Key features



- Solid volume gains in coffee and juice
- Important Wimpy contract retained through long term agreement
- Operating profit leverage from increased volumes and improved sale /rental of vending equipment
- Out of home juice business (Sir Juice) integrated

Fashion Brands



indigo cosmetics

SPITZ





Operational performance Financial results

indigo cosmetics

S P I T Z

| | 07 Rm | 06 Rm | %Δ |
|--------------------|------------------------|------------------------|-----------|
| Revenue | 1 058,1 | 868,6 | 21,8 |
| Operating profit | 208,4 | 165,6 | 25,8 |
| Operating margin % | 19,7 | 19,1 | 3,1 |

Operational performance

F07 Key features

- Strong revenue growth due to higher volumes in both Indigo & Spitz
- Indigo Cosmetics market share gains driven by excellent innovation
- Spitz operating profit R145 million
 - Gross margin resilient despite weaker Rand
 - Same store growth 16%
 - 7 new stores opened – total of 39 stores
 - Aggressive refurbishment programme in second semester
 - Nina Roche acquired giving access to new premium brands (Tod's, Hogans)

Prospects



AVI

ENTYCE
BEVERAGES

snackworx



DENNY



indigo cosmetics

SPITZ

Prospects – Entyce



- Recovery in juice margin driven by innovation and efficiencies
 - “The Real Juice Co” re-launch in trade in November
- Innovation and packaging upgrade across all brands
- Investment in coffee extraction technology
- Investment in expanded creamer capacity

Prospects - Snackworx



- Introduction of premium biscuit product lines
- Introduction of adult snacking products under biscuit brands
- Technology and product alliance with United Biscuits (UK)
- Capacity expansion
 - New high speed biscuit line in Isando Jan 08 – R34m
 - Optimisation of existing capacity
 - Improved scheduling
 - Product rationalisation
- Relocation of maize snack lines
- Severe commodity cost pressures – selling price increases October 2007



Prospects – Chilled and Frozen



- Seafood prices expected to remain firm
- Exciting rejuvenation and innovation pipeline in SA
- Sound hake resource performance in SA and Argentina
- SA quota cut of 10% in 2008 may be reduced
- Alpesca results depend on exogenous factors
 - Volatile shrimp prices
 - Wage pressures
 - Punitive fiscal regime
 - Argentinian Peso / US Dollar exchange rate
- Ongoing restructure and efficiency improvements at SA operations
- Improved results from Simplot JV

Prospects – Out of Home



- Well positioned to benefit from growing out of home coffee consumption trend
 - Growing demand for premium vending solutions in business and industry
 - Sustain filter coffee consumption with improved technology
- Leverage growth in Sir Juice volumes
 - Access to coffee customer base

Prospects – Fashion Brands



- Indigo Cosmetics
 - Strong innovation pipeline to maintain market share gains
 - Growth in existing and new export markets
 - Realise opportunities for cost savings
- Footwear & apparel brands
 - Capital investment of R75 million
 - Ongoing investment to support growth – people and IT
 - Spitz roll-out (10 stores) and refurbishment
 - Expand premium brand range in Spitz
 - New mono-brand stores
 - Gant (2) – apparel, footwear & accessories
 - Jimmy Choo (1) – footwear & accessories
 - Kurt Geiger (2) – apparel, footwear & accessories
 - Lacoste (1) - footwear
 - Nina Roche (1) – footwear and accessories
 - Geox (2) - footwear



Prospects

- Consumer demand prospects
 - Evidence of slowing rate of growth in Spitz in tandem with interest rate hikes and NCA
 - However good demand across all categories in July / August 2007
 - Well established defensive characteristics of food and beverage brands
 - Commodity cost driven price increases may impact LSM 1 – 4 consumer demand
 - Overall view remains positive



Prospects

- Simplot JV
 - JV gives I&J access to valuable retail market
 - Viable alternatives to restore profit identified
 - October meeting with JV partner to agree milestones
 - Recent improving trend
- Real Beverage (retail)
 - Category intrinsics remain attractive
 - Recovery underpinned by integration into Entyce beverages and innovation, production and distribution plans



Prospects

- Managing margin
 - Pro-active and responsible pricing
 - Active cost and efficiency management
- Acquisitions
- Innovation & top line growth
 - Well developed innovation and rejuvenation plans in progress

Questions and Answers



AVI

ENTYCE
BEVERAGES

snackworx



DENNY



indigo cosmetics

SPITZ

Supplementary Information



AVI

ENTYCE
BEVERAGES

snackworx



DENNY



indigo cosmetics

SPITZ



Group financial results

Operating results presented in accordance
with the previously reported format

| Legal Entity | Revenue | | Operating Profit | | Operating Margin | |
|--------------|----------------|----------------|------------------|--------------|------------------|------------|
| | 07 Rm | 06 Rm | 07 Rm | 06 Rm | 07 % | 06 % |
| NBL | 2 811,1 | 2 587,0 | 393,8 | 337,0 | 14,0 | 13,0 |
| I&J | 1 907,7 | 1 432,5 | 146,0 | 5,9 | 7,7 | 0,4 |
| Denny | 263,6 | 246,2 | 26,2 | 21,5 | 9,9 | 8,7 |
| RBC | 267,1 | 209,0 | (22,9) | (20,4) | (8,6) | (9,8) |
| Indigo | 555,9 | 476,8 | 63,3 | 50,5 | 11,4 | 10,6 |
| Spitz | 502,2 | 391,8 | 145,1 | 115,1 | 28,9 | 29,4 |
| Other | 24,8 | 32,3 | (16,1) | 7,7 | | |
| Group | 6 332,4 | 5 375,6 | 735,4 | 517,3 | 11,6 | 9,6 |

www.avi.co.za



AVI

ENTYCE
BEVERAGES

snackworx



DENNY



indigo cosmetics

SPITZ