AVI

AVI Limited presentation to shareholders & analysts for the six months ended 31 December 2016

GROWING GREAT BRANDS

AGENDA

- Key features and results history
- Group financial results
- Performance and prospects
- Questions and answers

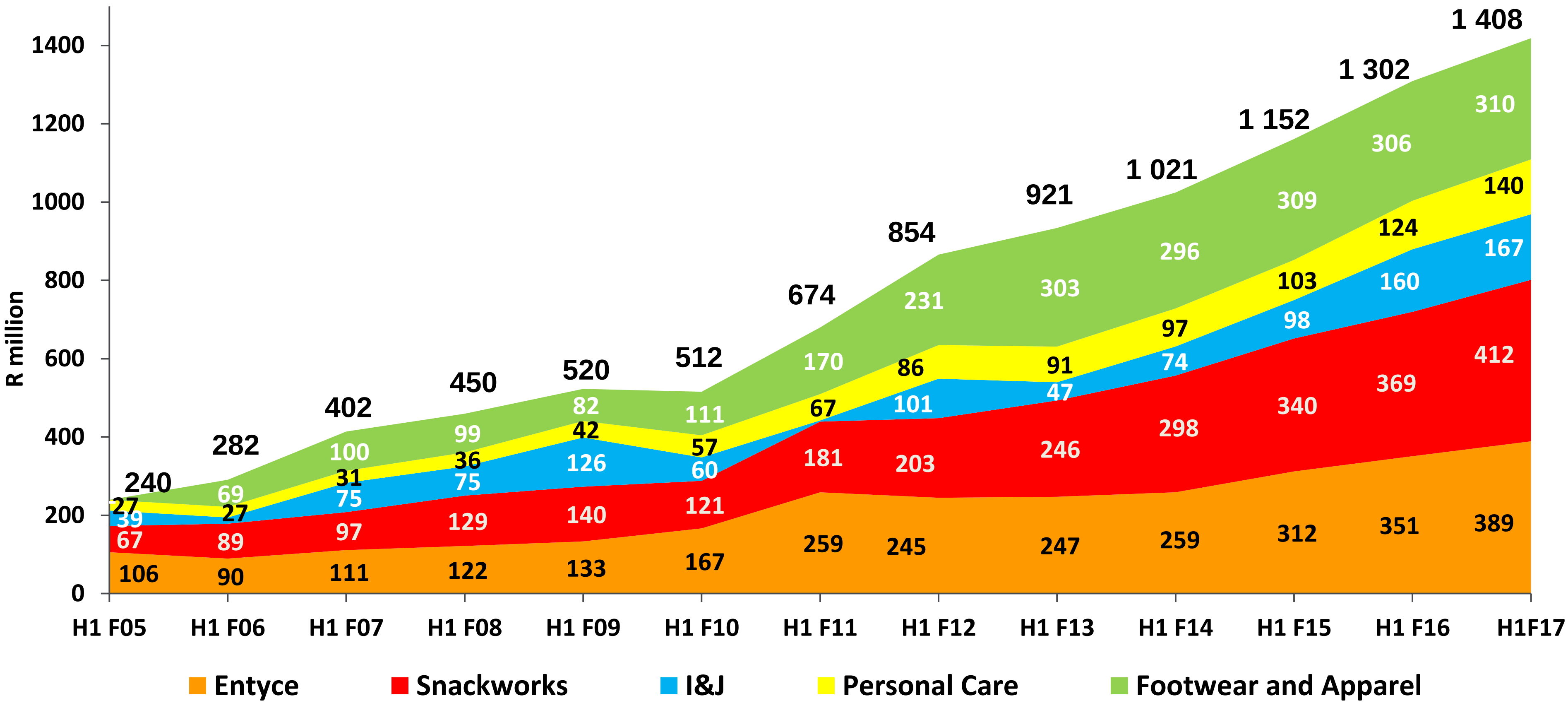

AV | GROWING GREAT BRANDS

KEY FEATURES

- Sound performance in a challenging environment;
- Revenue up 11,6% to R7,13 billion;
- Operating profit up 8,1% to R1,41 billion;
- Gross margin pressure from weaker Rand and rising raw material prices;
- Cash from operations up 11,5% to R1,67 billion;
- Capital expenditure of R284,0 million on efficiency, capacity and retail stores;
- Return on capital employed of 27,0% for 12 months to December;
- Headline earnings per share up 7,6% to 302,9 cents;
- Interim dividend up 8,0% to 162 cents per share

RESULTS HISTORY

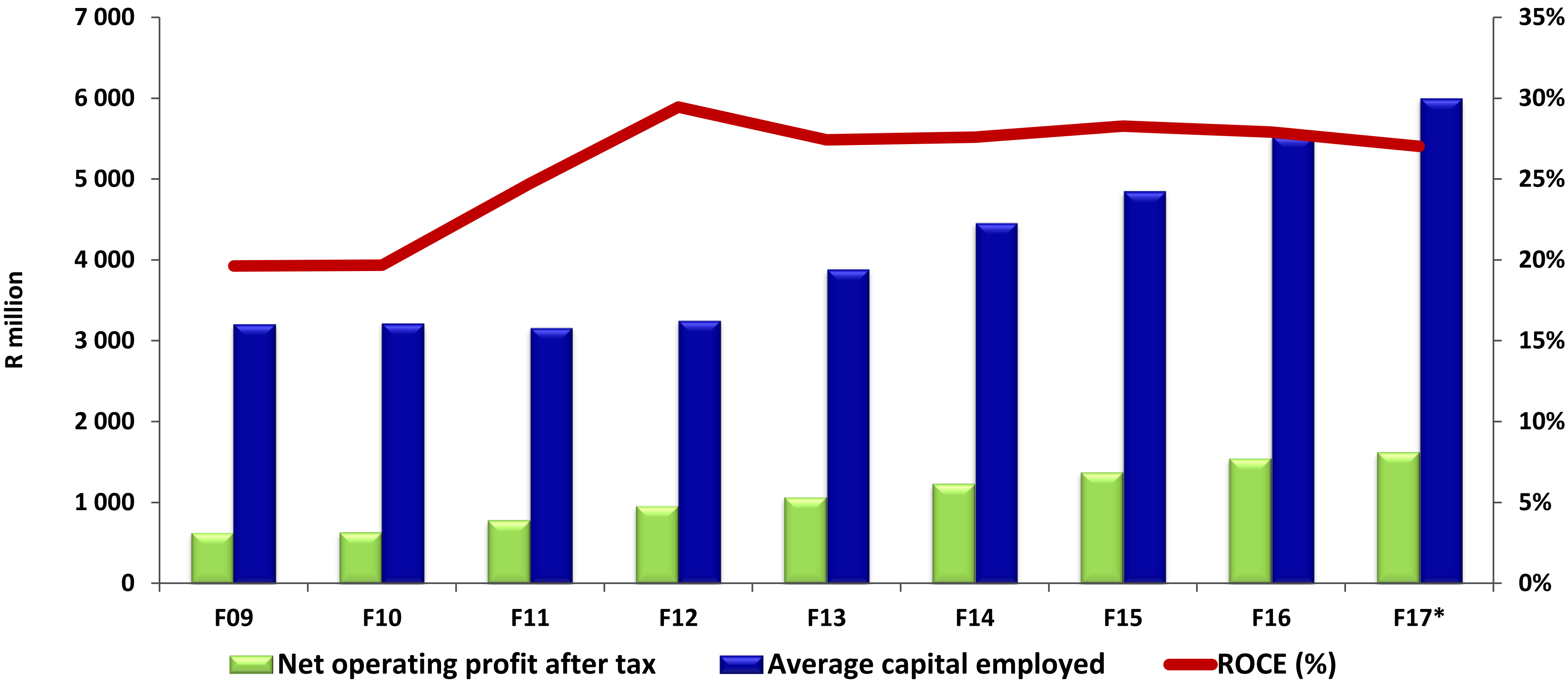
Operating profit history



- Compound annual growth rate from H1 F05 to H1 F17 of 15,9%
- Operating profit margin increased from 10,0% in H1 F05 to 19,7% in H1 F17

RESULTS HISTORY

Return on capital employed

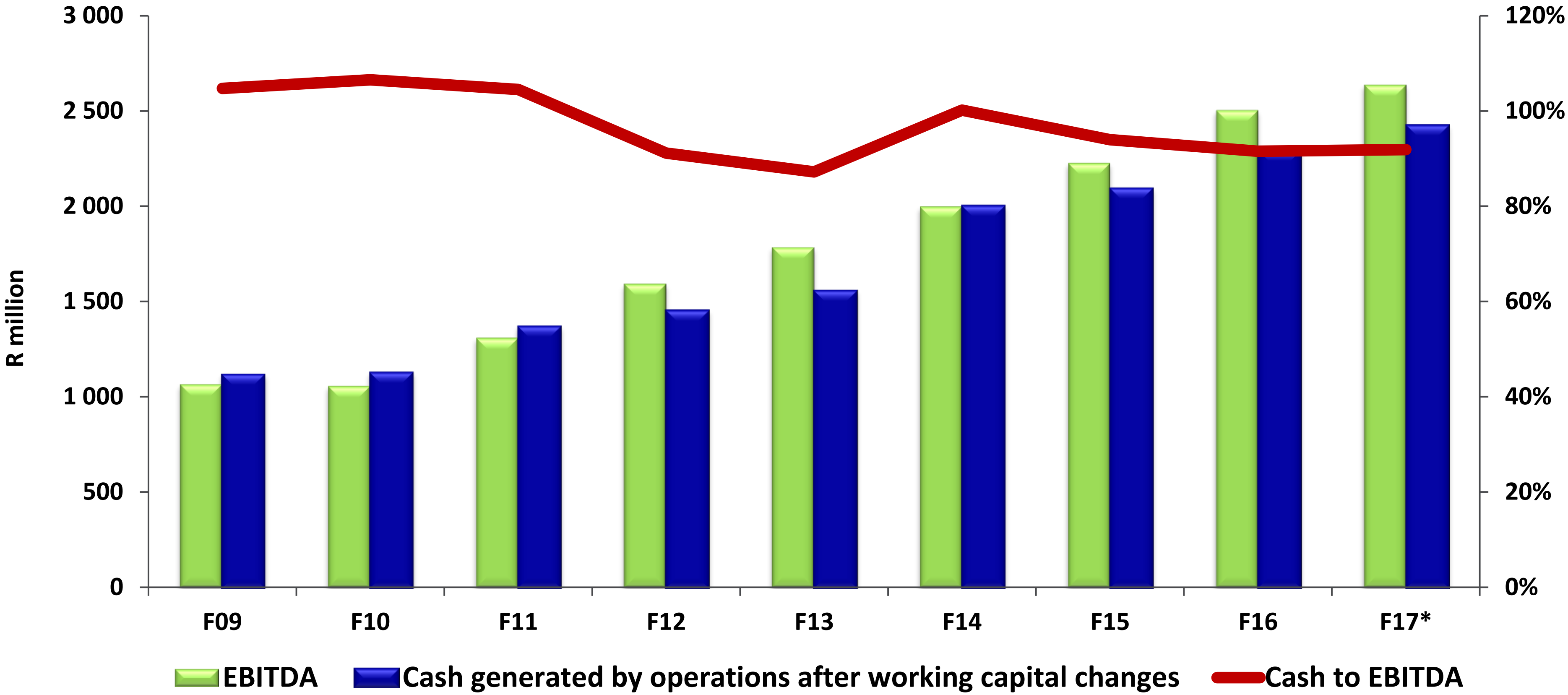


* F17 represents a rolling 12 month period to 31 December 2016

- Sustained returns including increasing capital expenditure to support long term growth and efficiency

RESULTS HISTORY

Historical cash conversion

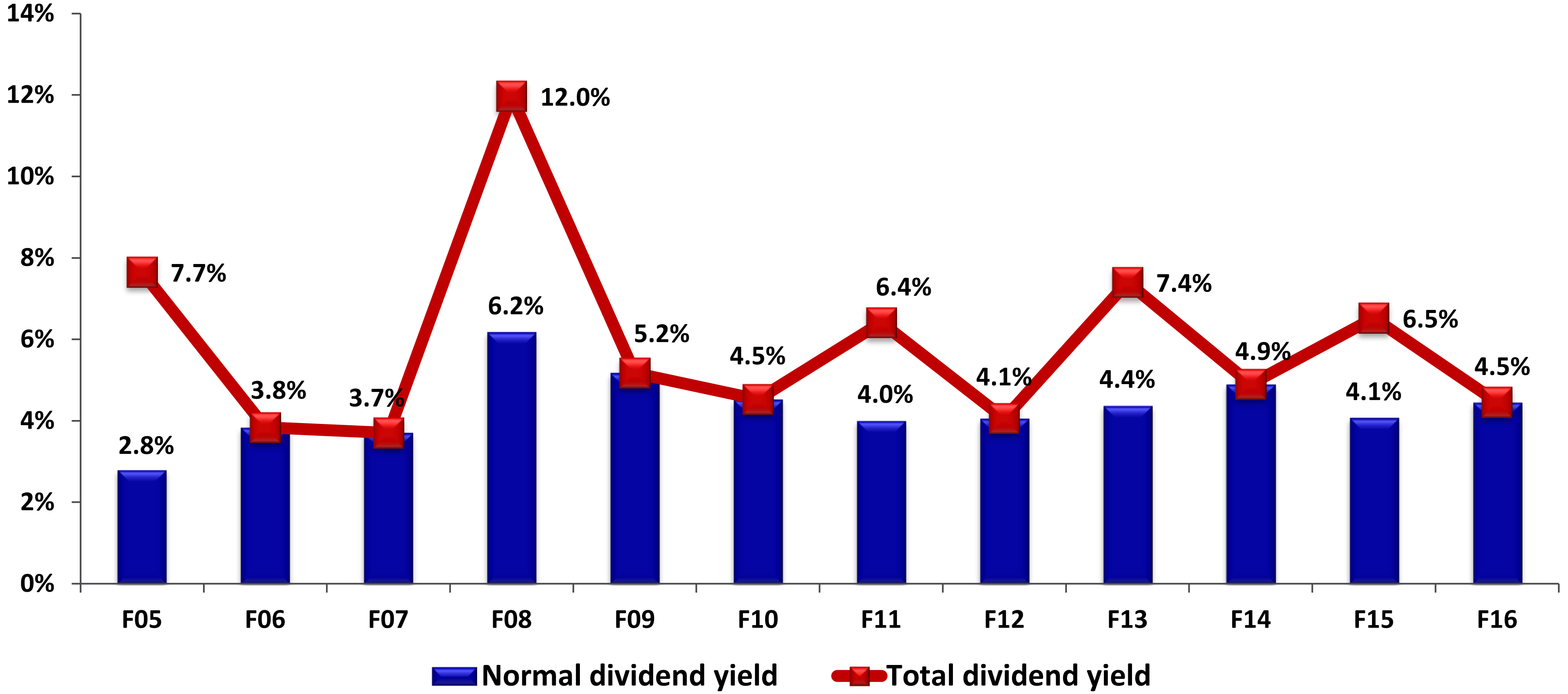


* F17 represents 12 months to 31 December 2016

- Sustained strong conversion of earnings into cash

RESULTS HISTORY

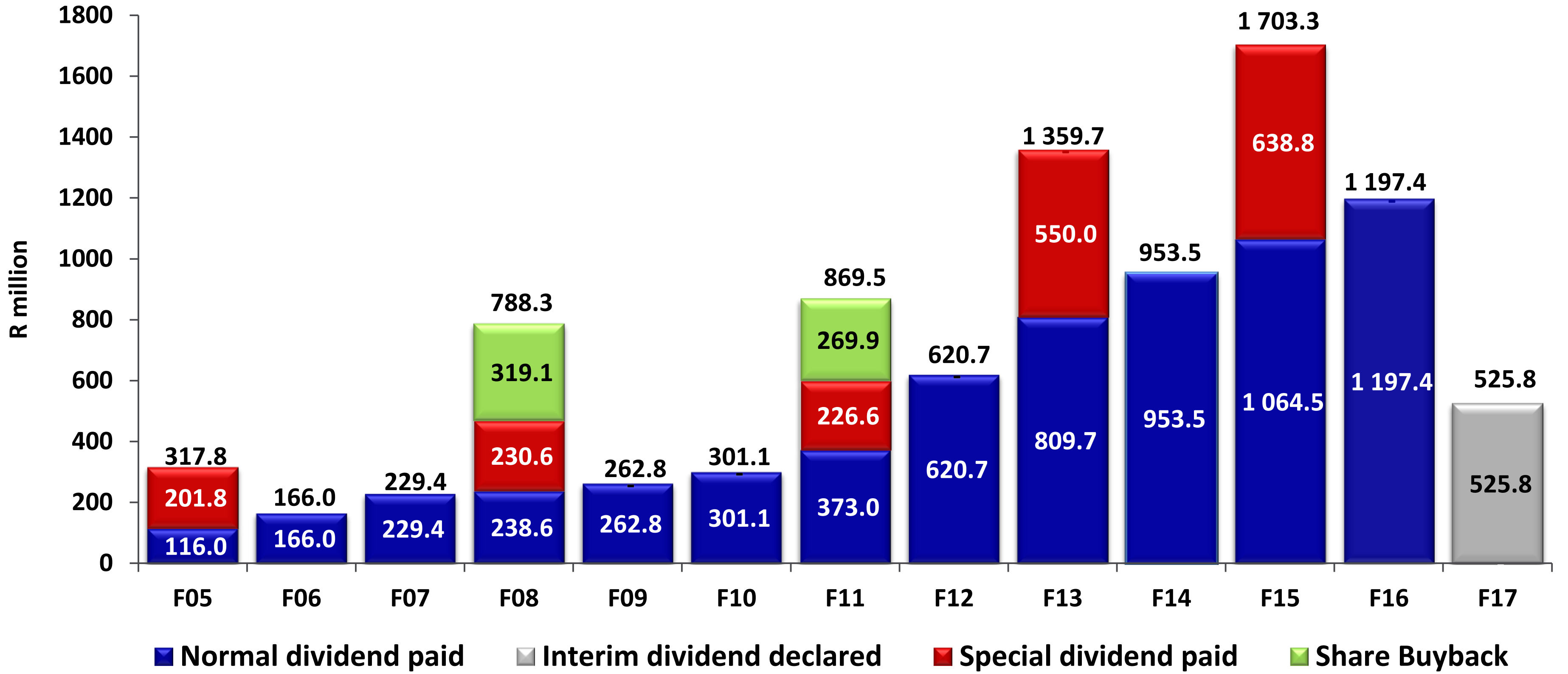
Dividend yield (Year end)



- Based on share price at end of each year
- Total dividend yield includes payments out of share premium and special dividends
- Excludes share buy-backs

RESULTS HISTORY

Returns to shareholders



- Effective payout ratio from F05 = 87,0% of headline earnings

AVI

Group Financial Results

GROWING GREAT BRANDS

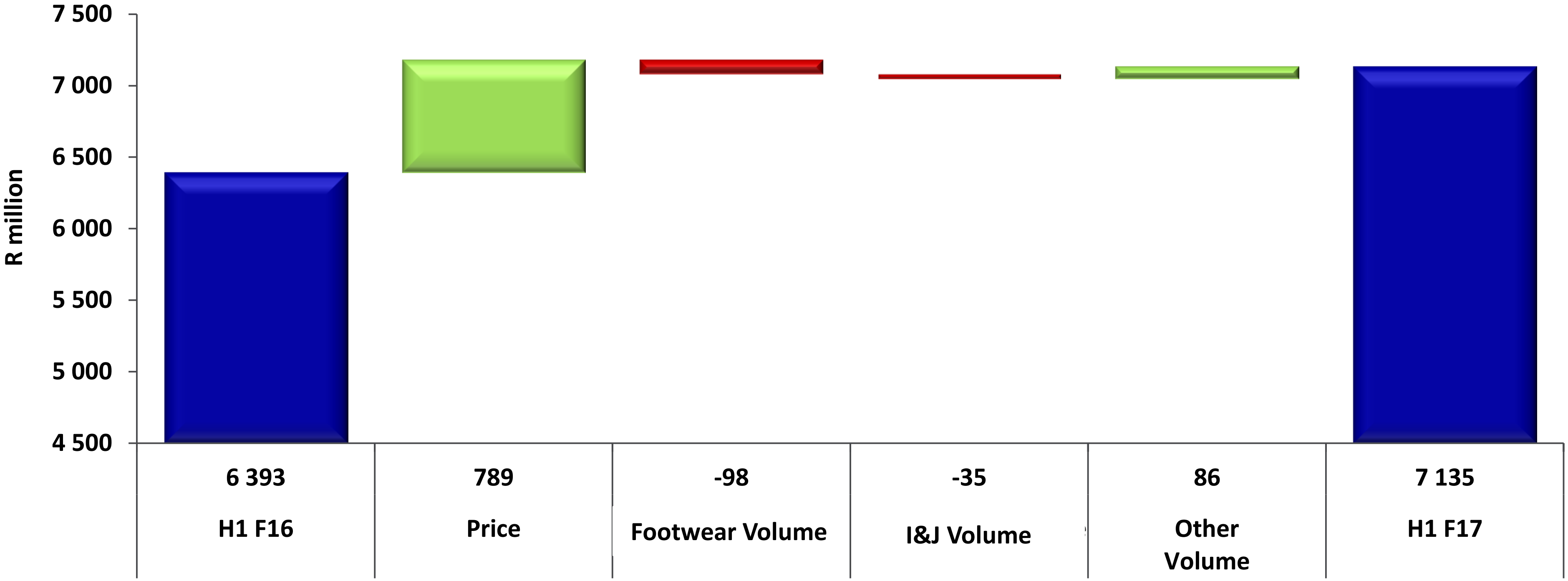
GROUP FINANCIAL RESULTS

Income statement

	H1 F17 Rm	H1 F16 Rm	%Δ
Revenue	7 134,6	6 393,0	11,6
Gross profit	3 123,6	2 892,8	8,0
Gross profit margin %	*43,8*	*45,3*	*(3,3)*
Operating profit	1 407,7	1 302,1	8,1
Operating profit margin %	*19,7*	*20,4*	*(3,4)*
Net financing cost	(79,9)	(54,9)	45,5
Share of Joint Ventures	42,2	16,1	162,1
Capital items	11,9	(7,4)	
Effective tax rate %	*28,4*	*28,5*	
Headline earnings	979,8	903,4	8,5
HEPS (cps)	*302,9*	*281,6*	*7,6*

GROUP FINANCIAL RESULTS

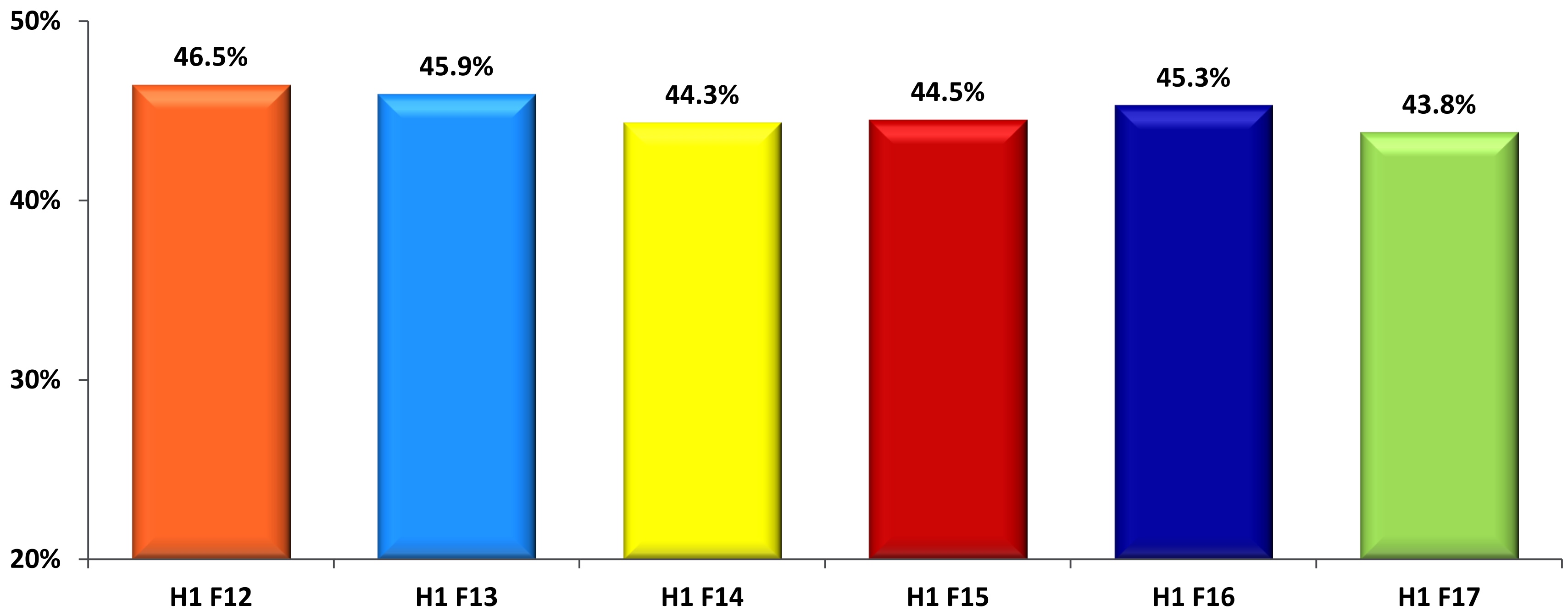
Movement in group revenue



- Price increases in all categories taken to offset weaker Rand and higher raw material costs
- Volume pressure in constrained environment with higher selling prices
- I&J impacted by illegal strike and lower catch rates
- Volume growth in Coffee, Snacks, Biscuits and Tea

GROUP FINANCIAL RESULTS

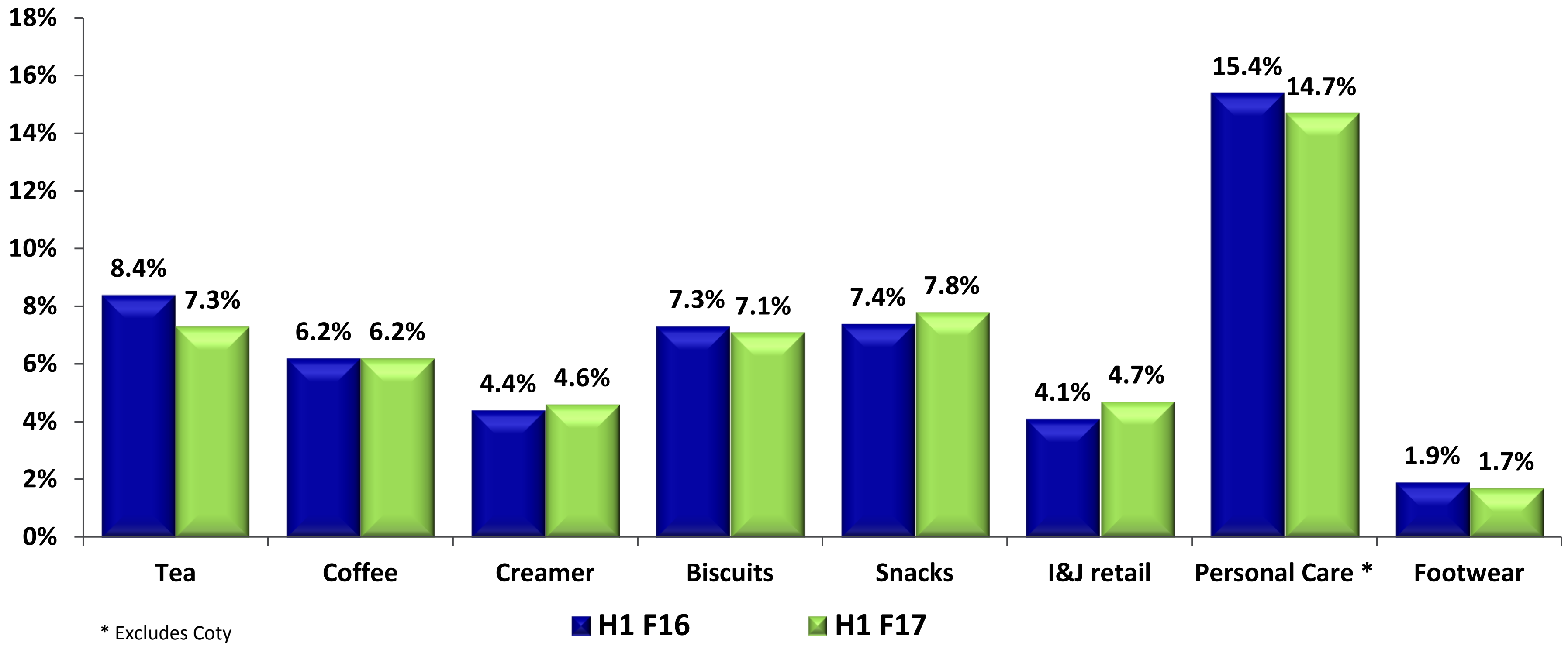
Gross profit margin history



- Price increases unable to fully recover accumulated cost pressure in food and beverages
- Ongoing focus on cost and efficiencies to protect gross profit margin
- Rand at current levels will assist margin going into F18

GROUP FINANCIAL RESULTS

Marketing expenditure

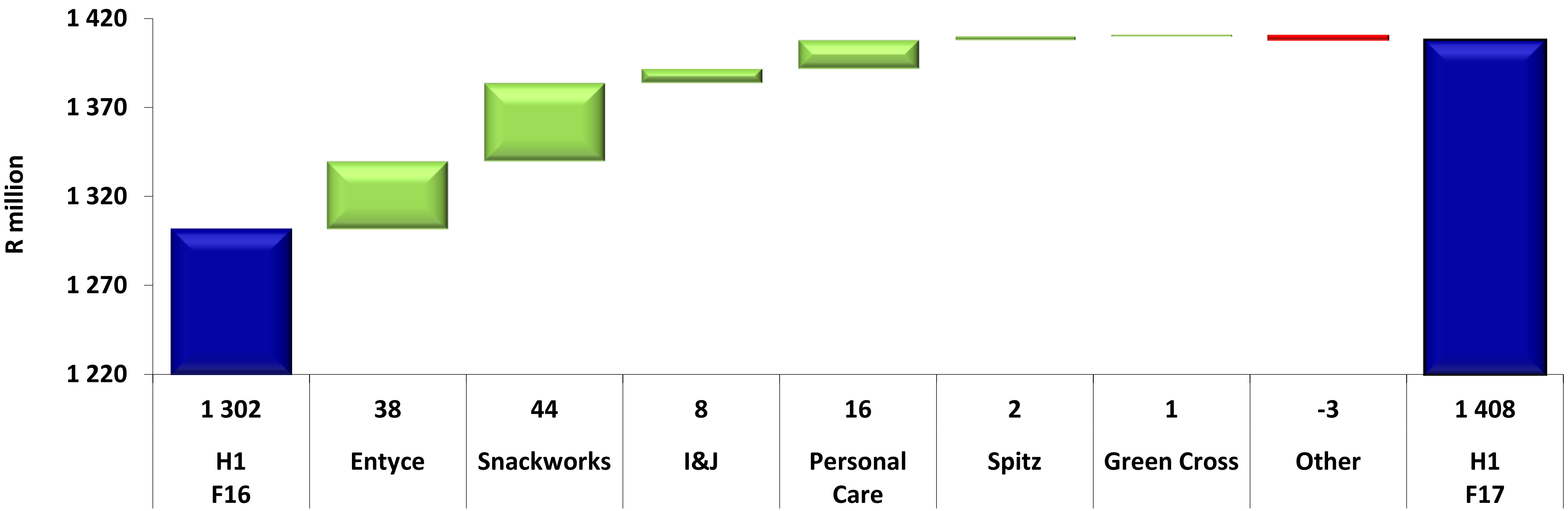


* Excludes Coty

- Includes advertising and promotions, co-operative expenditure with customers and marketing department costs
- Total expenditure for H1 F17 of R386,5m compared to R356,4m in H1 F16

GROUP FINANCIAL RESULTS

Operating profit 8,1% up



- Entyce: Higher selling prices and coffee volume growth
- Snackworks: Higher selling prices; snacks and sweet biscuit volume growth
- I&J: Benefit of weaker Rand and lower fuel price offset by illegal strike in August 2016
- Personal Care: Higher selling prices; strong owned brands performance, particularly exports
- Spitz: Constrained demand at higher price points
- Green Cross: Retail sales growth

GROUP FINANCIAL RESULTS

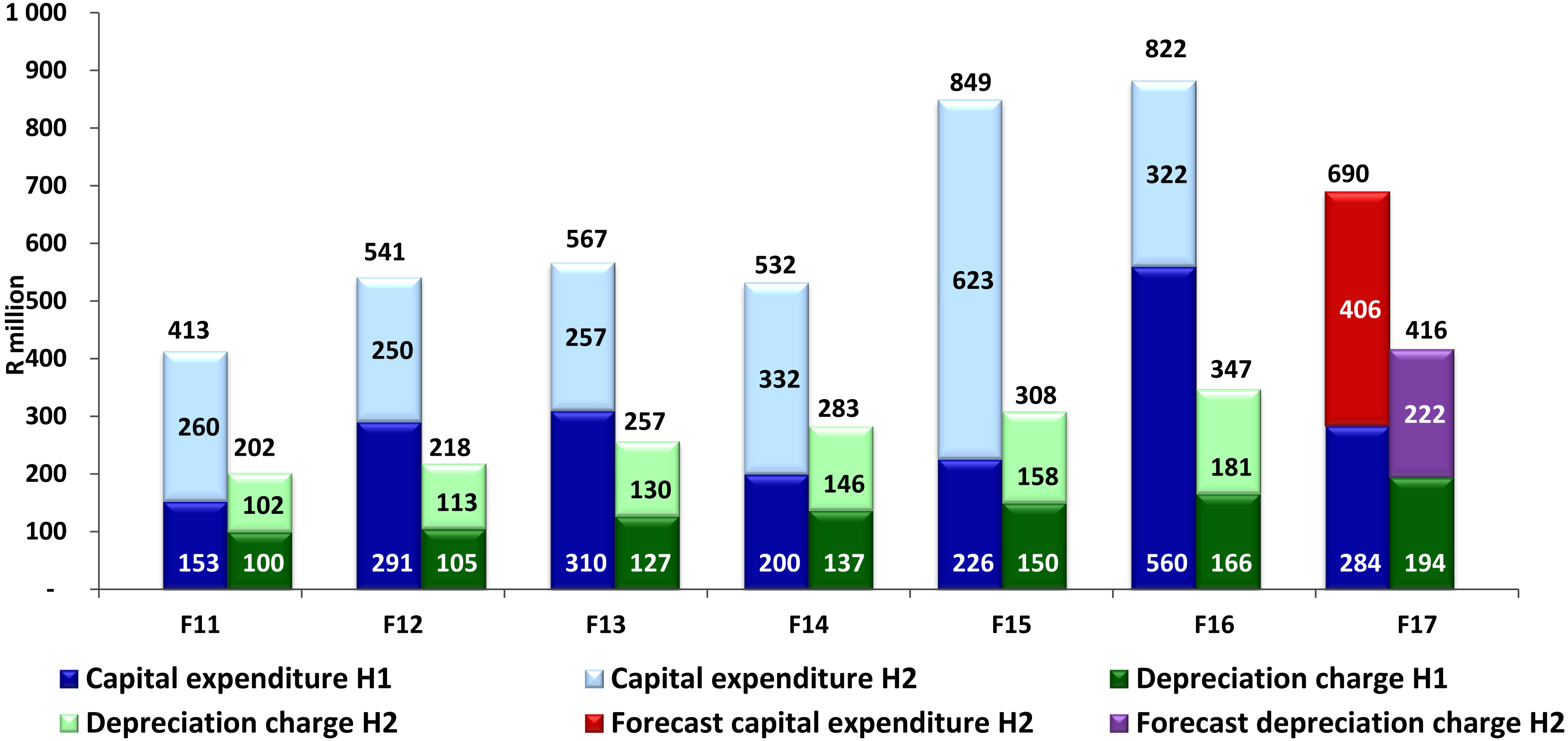
Cash generation and utilisation

	H1 F17 Rm	H1 F16 Rm	%Δ
Cash generated by operations	1 669,3	1 497,2	11,5
Working capital to revenue %	*21,8*	*21,8*	-
Capital expenditure	284,0	559,8	(49,3)
Depreciation and amortisation	195,7	168,3	16,3
Net debt	1 489,2	1 549,5	
Net debt / capital employed %	23,7	26,4	
Interim dividend – cps	162	150	8,0

- Good conversion of earnings to cash
- Prior year capital expenditure includes I&J vessel payments
- Gearing in targeted range

GROUP FINANCIAL RESULTS

Capital expenditure and depreciation



- Continued investment in manufacturing capacity, efficiency and retail stores
- Expenditure in respect of new I&J vessels of R100,9m in F15 and R259,9m in F16

GROUP FINANCIAL RESULTS

Key capital projects spend summary

	H1 F17 Actual Rm	H2 F17 Planned Rm	F17 Total Planned Rm
Tea packaging line replacements and upgrades	14	13	27
Biscuit line capacity and process improvements	44	57	101
I&J vessel dry-docks and upgrades	16	25	41
Woodstock processing plant replacements and upgrades	18	33	51
Abalone farm expansion and upgrades	13	5	18
Indigo distribution centre upgrade	16	14	30
Retail store additions and refurbishments	20	17	37
Logistics vehicle fleet replacement	-	38	38
Bryanston campus extension	24	2	26
Backup power generation	13	9	22
	178	213	391
Total capital expenditure	284	406	690

GROUP FINANCIAL RESULTS

Foreign exchange hedges

	March 2017 to June 2017	July 2017 to December 2017	January 2018 to June 2018
	% Cover	% Cover	% Cover
USD imports	95%	62%	19%
EUR imports	91%	70%	17%
EUR exports	84%	75%	18%

- Consistent hedging philosophy provides stability to manage gross margins
- Benefit to I&J's export earnings diminishing in line with Rand strengthening
- Recent Rand stability will provide relief on import costs towards the end of F17 and into F18 if sustained

ENTYCE
BEVERAGES

FIVE ROSES · Freshpak · frisco · TRINCO · Koffiehuis · House of Coffees · Ellis Brown · Boardroom Coffees · ciro · LAVAZZA

Performance and Prospects

GROWING GREAT BRANDS

ENTYCE BEVERAGES

Income statement

	H1 17 Rm	H1 16 Rm	%Δ
Revenue	*1 987,8*	*1 728,1*	*15,0*
Operating profit	*389,0*	*351,0*	*10,8*
Operating profit margin %	*19,6*	*20,3*	*(3,4)*

- Good tea performance despite significant cost inflation
  - Selling price increases taken to protect margin
  - Volumes under pressure at higher price points
  - Rooibos category contraction
    - Significant input cost pressure from rooibos and weaker Rand
    - Demand resilient at high prices
  - Some consumers switching to our lower price points
  - Operating profit and margin up, despite gross profit margin pressure

ENTYCE BEVERAGES

Income statement

	H1 F17 Rm	H1 F16 Rm	%Δ
Revenue	*1 987,8*	*1 728,1*	*15,0*
Operating profit	*389,0*	*351,0*	*10,8*
Operating profit margin %	*19,6*	*20,3*	*(3,4)*

- Strong coffee performance in competitive category
  - Selling price increases taken to protect margin
  - Volume gains in mixed instant and speciality coffee range (Hug In A Mug)
  - Input cost pressure from weaker Rand and higher coffee bean prices
  - Good operating profit growth, despite lower margins

ENTYCE BEVERAGES

Income statement

	H1 F17 Rm	H1 F16 Rm	%∆
Revenue	*1 987,8*	*1 728,1*	*15,0*
Operating profit	*389,0*	*351,0*	*10,8*
Operating profit margin %	*19,6*	*20,3*	*(3,4)*

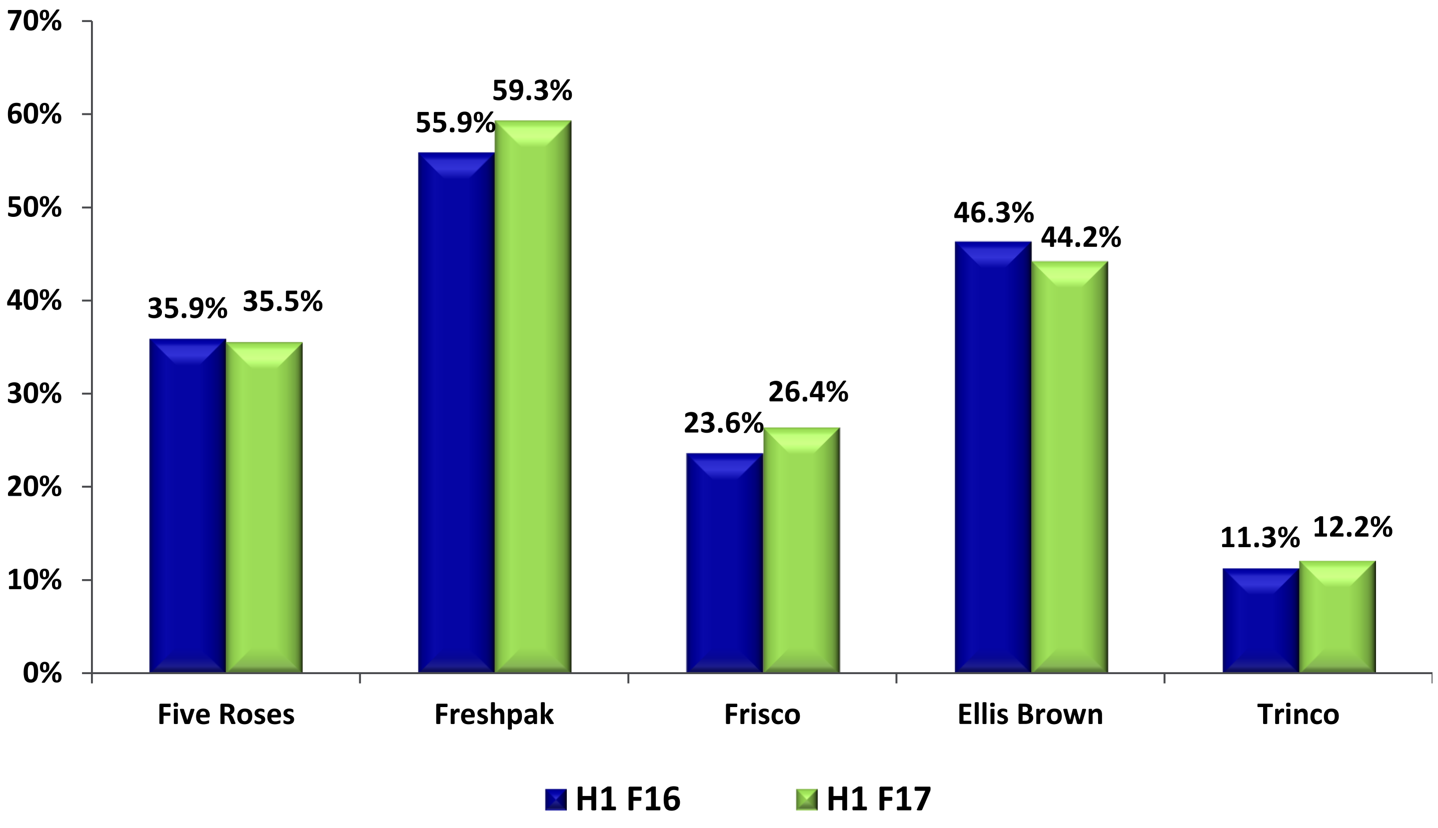
- Constrained creamer performance
  - Volume and market share decline due to aggressive competitor pricing and new pack size
  - Selling prices constrained
  - Significant input cost pressure from drought (glucose) and weaker Rand (palm oil)
  - Profit margins lower, but healthy
  - Operating profit decline

ENTYCE BEVERAGES

Sales volume and selling prices

	% Δ H1 F17 vs H1 F16	Comments
Tea revenue growth	***19,9***	
Sales volume	*0,1*	*Marginal growth despite rooibos and black tea category declines; growth in value-for-money teas*
Ave. selling price	*19,8*	*Increases in response to cost pressures, mainly rooibos raw material and weaker Rand*
Coffee revenue growth	***19,3***	
Sales volume	*8,3*	*Growth in mixed instant and speciality coffee range (Hug In A Mug)*
Ave. selling price	*10,2*	*Price increases in response to cost pressure, mainly weaker Rand and coffee bean prices*
Creamer revenue growth	***4,0***	
Sales volume	*(0,7)*	*Decline due to aggressive competitor pricing and new pack size*
Ave. selling price	*4,7*	*Price increases partly offset by higher levels of discounting in constrained market*

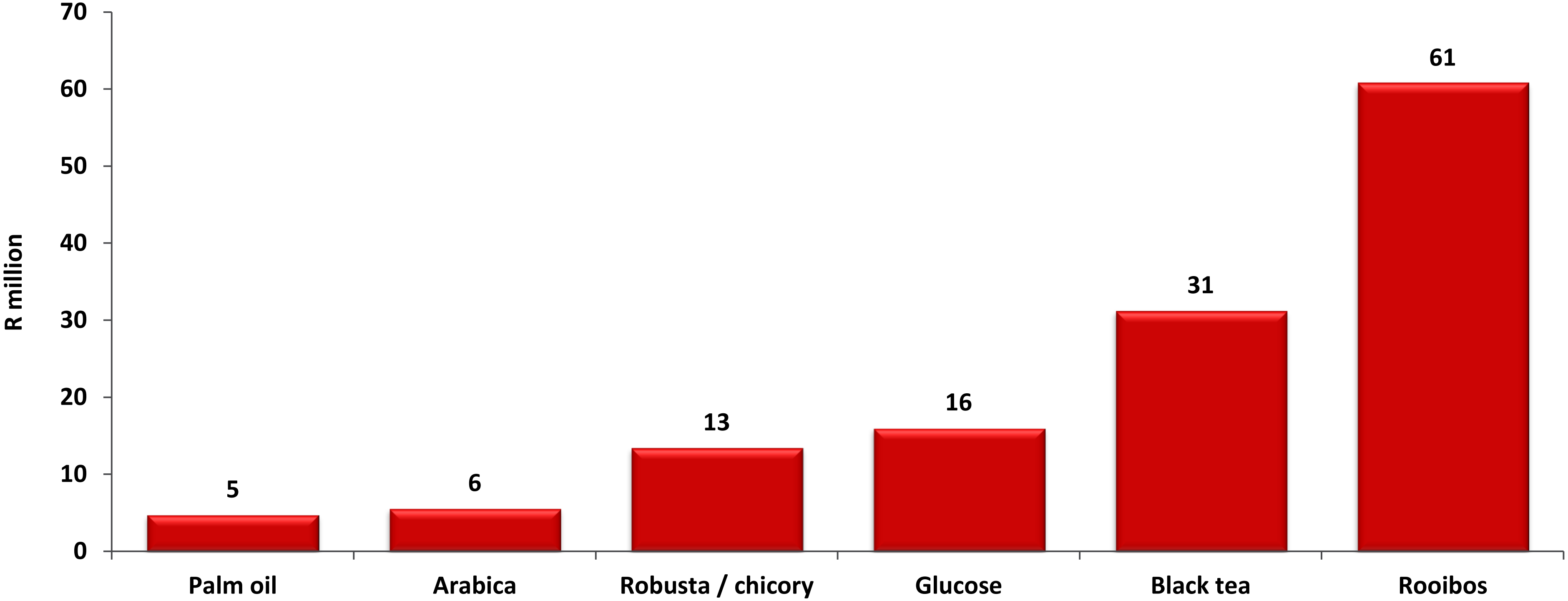
Market shares – value



- Creamer market share decline due to aggressive competitor pricing and new pack size


Raw material costs

Cost impact of raw materials and commodities consumed in the period (H1 F17 vs H1 F16):



- Tea cost increase from higher rooibos prices due to constrained supply and export pricing opportunity, and impact of weaker Rand on black tea

ENTYCE BEVERAGES

Prospects for H2

- Careful price / volume management in constrained and competitive market
  - Protect Five Roses premium positioning
  - Rooibos input costs and selling prices at record levels
- Further increase in rooibos raw material cost for CY17
- Destructive competitor activity in Creamer category – double digit volume risk
- Incremental innovation and continued support for Hug In A Mug
- Protect and grow export business in constrained regional markets
- Ongoing upgrade of tea packing lines – capacity and efficiency

Snackworks

That's Good Times!

Performance and Prospects

GROWING GREAT BRANDS

Snackworks

Income statement

	H1 F17 Rm	H1 F16 Rm	%Δ
Revenue	*2 195,1*	*1 954,2*	*12,3*
Operating profit	*412,4*	*368,7*	*11,9*
Operating profit margin %	*18,8*	*18,9*	*(0,1)*

- Sound biscuits performance in constrained environment
  - Selling price increases taken in response to input cost pressure from weaker Rand and higher raw material costs
  - Volume constrained by higher price points
  - Volume growth from sweet biscuits
  - Project activity impacted savoury biscuit volumes
  - Good operating profit growth, despite lower margins

Snackworks

Income statement

	H1 F17 Rm	H1 F16 Rm	%Δ
Revenue	*2 195,1*	*1 954,2*	*12,3*
Operating profit	*412,4*	*368,7*	*11,9*
Operating profit margin %	*18,8*	*18,9*	*(0,1)*

- Strong snacks performance
  - Selling price increases taken in response to input cost inflation from weaker Rand
  - Corn volume growth due to line extensions
  - Potato chip volumes suppressed by constrained potato supply
  - Margin improvement from higher selling prices and change in sales mix
    - Initial target operating profit margin achieved
  - Continued factory focus on upgrading potato and corn lines

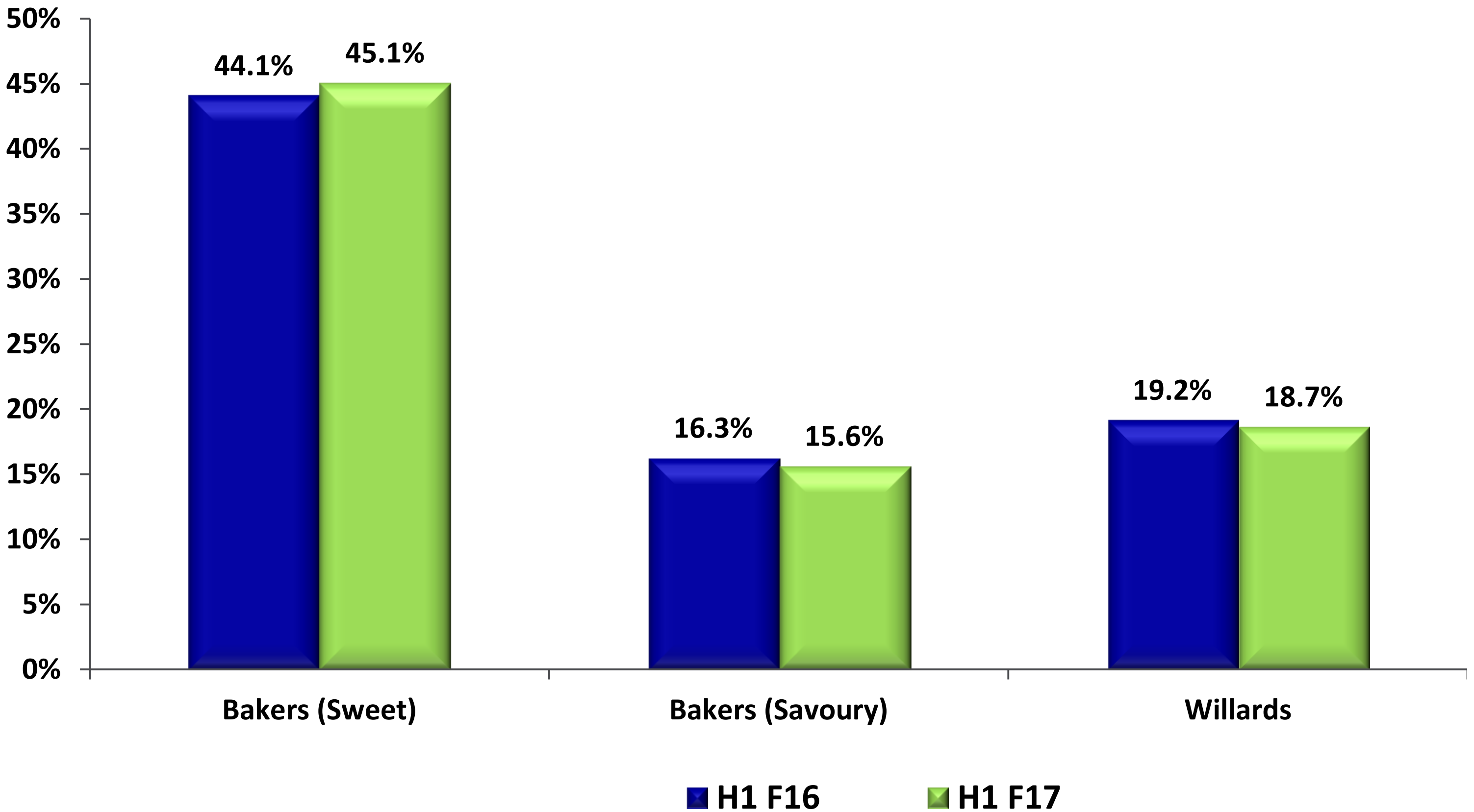
Snackworks

Sales volume and selling prices

	% Δ H1 F17 vs H1 F16	Comments
Biscuits revenue growth	***12,6***	
Sales volume	*1,8*	*Sweet biscuit volume growth, particularly Topper, partly offset by lower savoury biscuit volumes*
Ave. selling prices	*10,6*	*Price increases to recover input cost pressure*
Snacks revenue growth	***11,3***	
Sales volume	*3,7*	*Corn volume growth due to line extensions offset by potato chips decline due to constrained potato supply*
Ave. selling prices	*7,4*	*Price increases to recover input cost pressure*

Snackworks

Market shares – value



Snackworks

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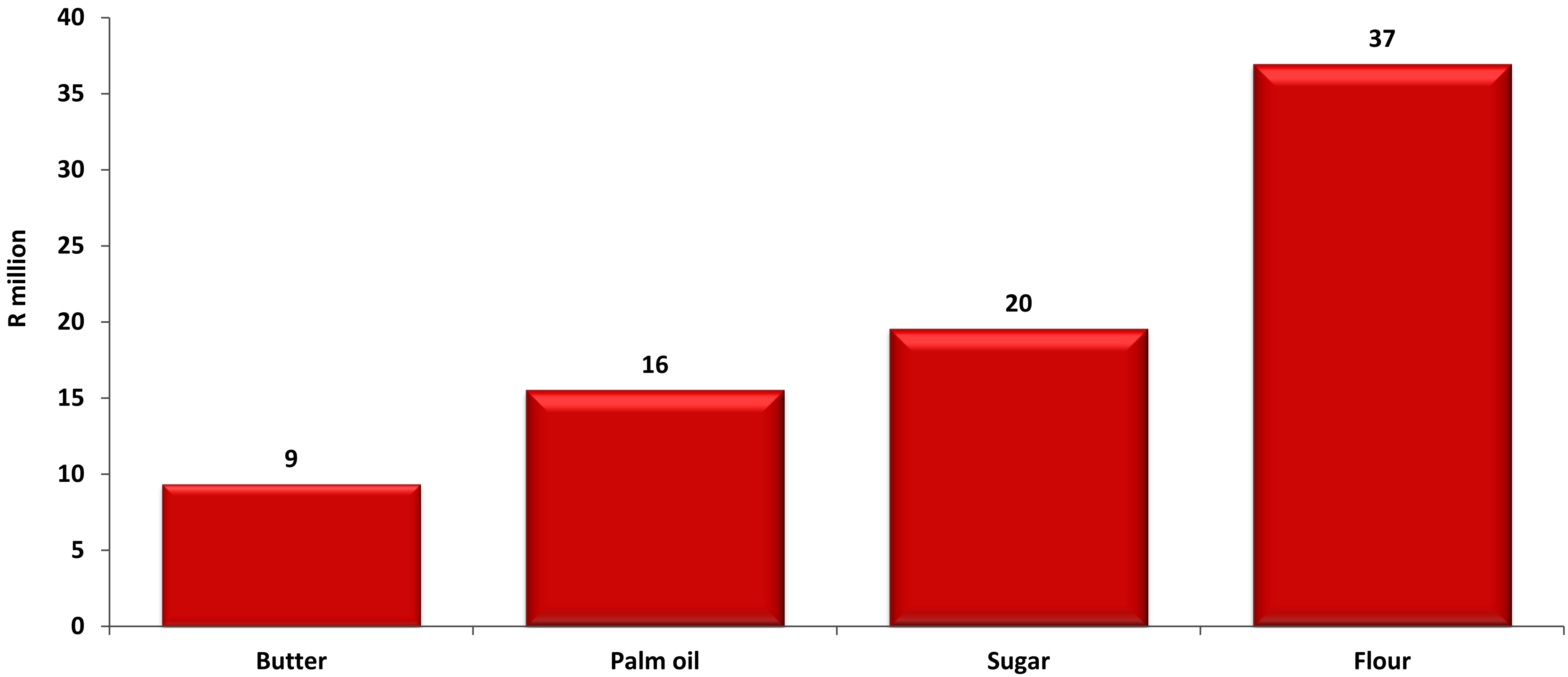


Snackworks

Prospects for H2

- Careful price / volume management in constrained and competitive market
- Innovation
  - Continuing program of product extensions to support volumes
  - New product launch in H2
- Ongoing raw material cost pressure from rising sugar and butter prices
- Protect and grow export business in constrained regional markets
- Capital projects - replacement / capacity upgrades at Isando, Westmead and Rosslyn

Performance and Prospects



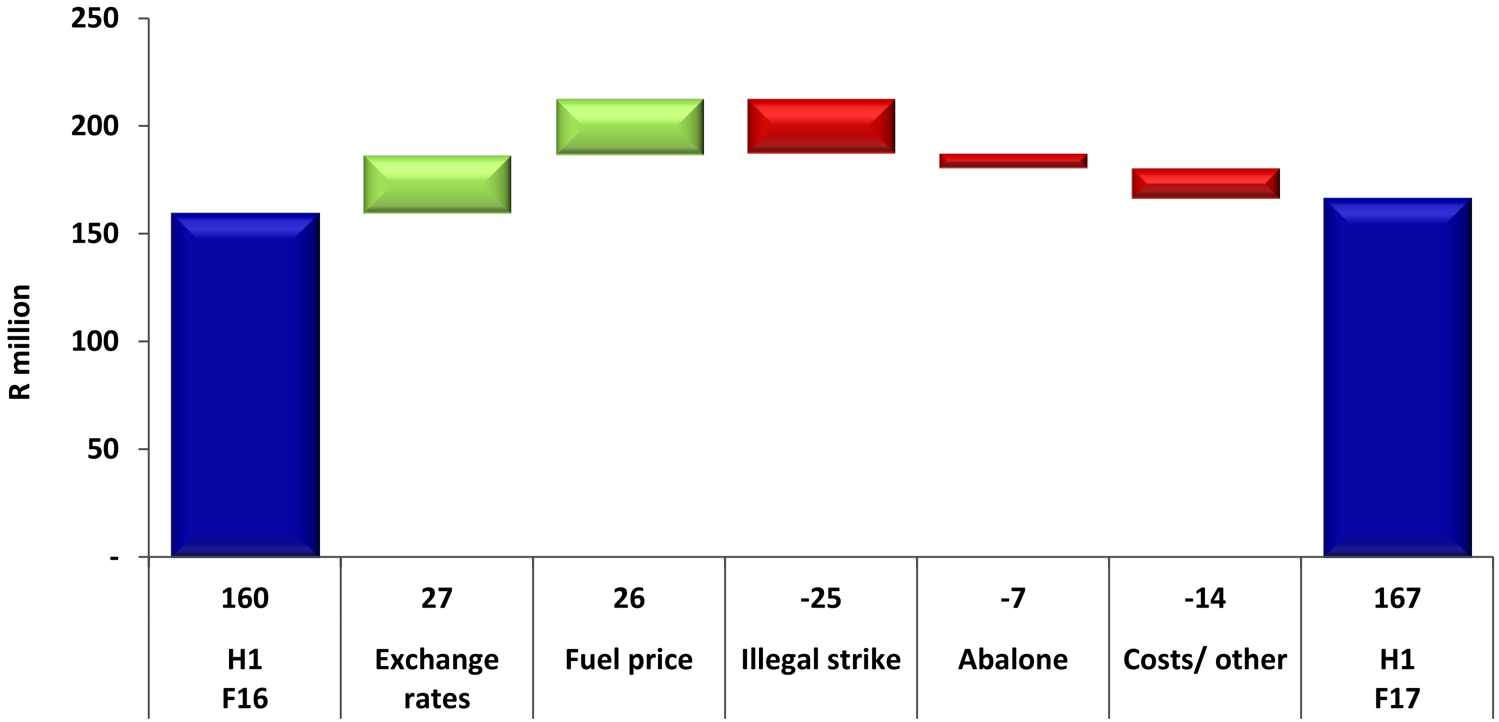



Income statement

	H1 F17 Rm	H1 F16 Rm	%Δ
Revenue	*1 143,3*	*1 000,8*	*14,2*
Operating profit	*167,4*	*159,7*	*4,8*
Operating profit margin %	*14,6*	*16,0*	*(8,8)*

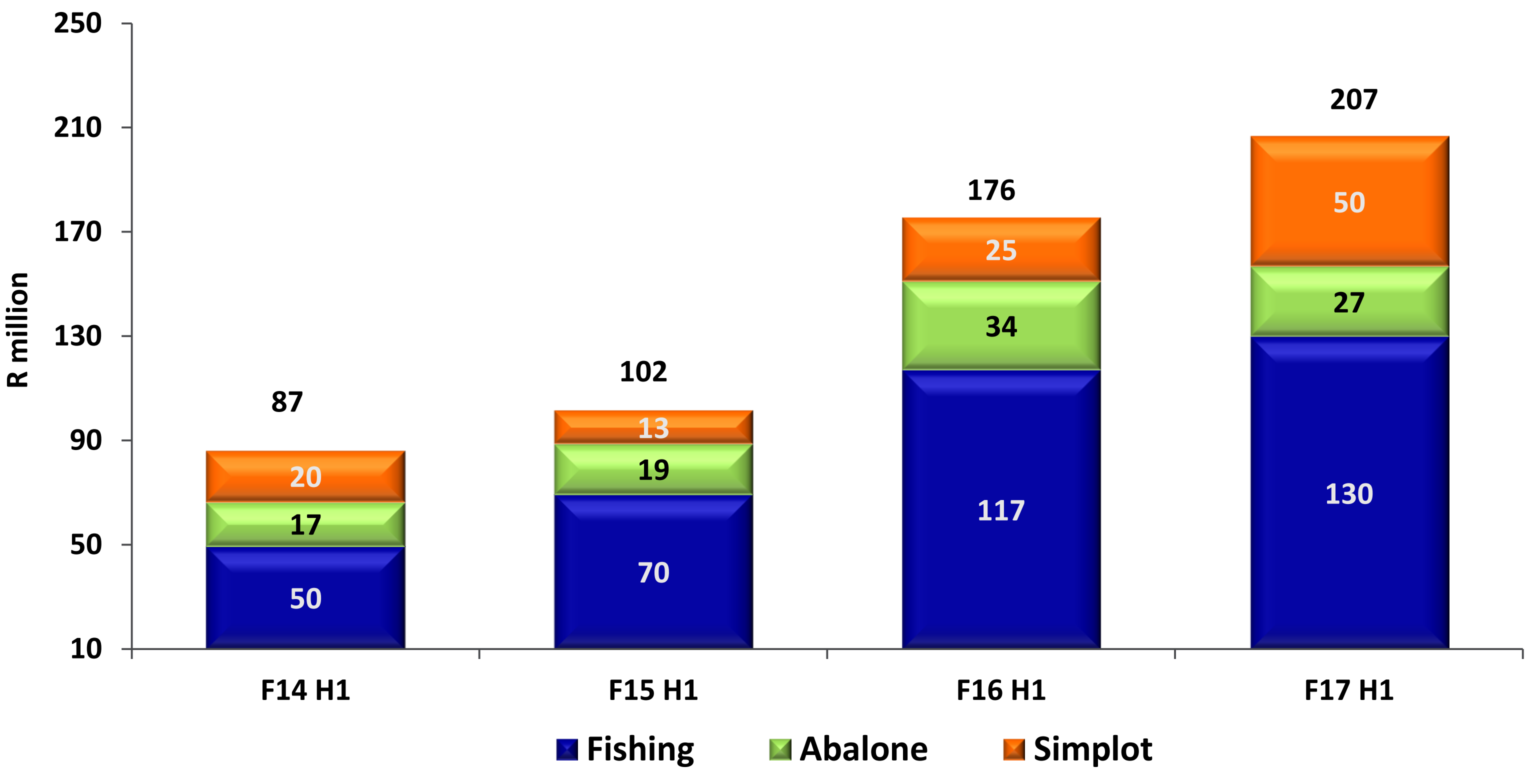
- Revenue growth due to weaker Rand on export sales and selling price increases in domestic and export markets
  - Portion of foreign exchange impact recorded in S&A costs
- Illegal strike at trawling operations in August 2016 – R25 million impact
- Lower sales volumes due to illegal strike and lower catch rates
- Lower fuel prices
- Processing performance negatively impacted by lower volumes
- Abalone contribution reduced by stock fair value adjustment in line with stronger closing Rand

Operating profit



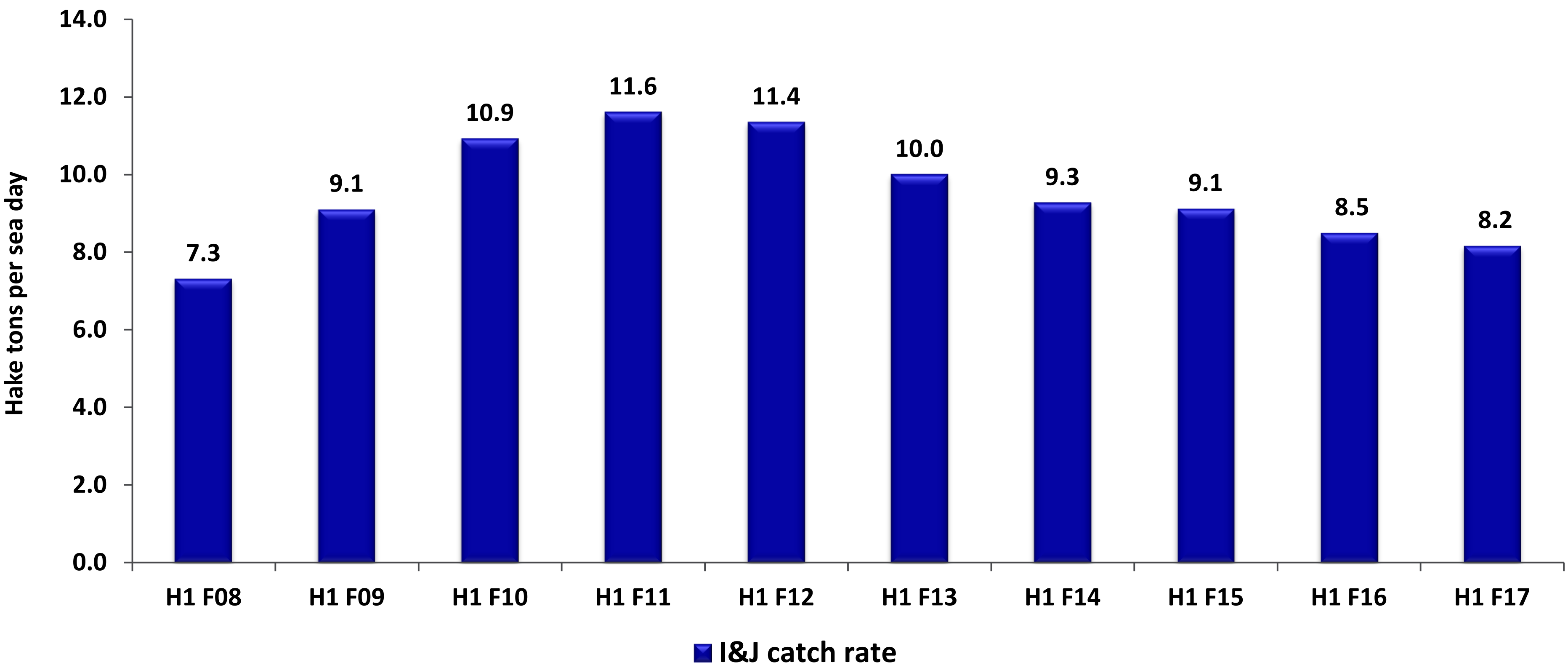
- Abalone decrease in F17 due to stock fair value adjustment in line with stronger closing Rand

Profit history



- Abalone decrease in F17 due to stock fair value adjustment in line with stronger closing Rand

Fishing performance



- Continued evidence of good recruitment into the resource with high proportion of small fish

Sales volume and selling prices (hake)

	% Δ H1 F17 vs H1 F16	Comments
I&J Domestic revenue growth	***(2,5)***	
Sales volume	*(15,2)*	*Lower retail and whole fish volumes; increase in export volumes*
Ave. selling prices	*15,0*	*Price increases taken to mitigate cost pressure*
I&J Export revenue growth	***21,1***	
Sales volume	*9,6*	*Increased fillets from higher freezer vessel sea days; higher processed fish from wet vessel landings*
Ave. selling prices	*10,5*	*Benefit of weaker Rand and price increases*

- Local retail market share increased to 47,7% from 46,1% in H1 F16

Prospects for H2

- Utilise currency hedges taken when Rand was weaker
  - Diminishing impact through the semester if Rand strength persists
- Fuel costs well hedged
- Capacity tight at current catch rates
- As always, exposed to fishing catch rates and size mix
  - Impact of global weather patterns
  - Preponderance of small fish signals good recruitment into the resource
- TAC for 2017 calendar year reduced by 5%
  - Deep sea allocation in line with TAC
  - In-shore allocation reduced – subject to legal process
- Abalone aquaculture expansion to 500 tons proceeding well
  - Additional 500 ton expansion being evaluated

indigo brands

YARDLEY LONDON · LENTHÉRIC LONDON · PARIS · COTY PARIS · NEW YORK · RIMMEL LONDON · adidas · nailene · Sally Hansen #1 USA Nail Expert

Performance and Prospects

GROWING GREAT BRANDS

Income Statement

	H1 F17 Rm	H1 F16 Rm	%Δ
Revenue	*620,9*	*569,1*	*9,1*
Operating profit	*140,1*	*124,0*	*13,0*
Operating profit margin %	*22,6*	*21,8*	*3,7*

- Revenue from owned brands grew by 10,2%
- Strong performance from core ranges and innovation
- Lower commissions from Coty – R12,4 million
- Strong profit growth from AVI International
    - Successful product launches in key markets

Sales volume and selling prices

	% Δ H1 F17 vs H1 F16	Comments
Personal Care revenue growth*	***10,2***	
Sales volume	*0,9*	*Increase in fragrances, roll ons and body care, and export aerosol growth*
Ave. selling price	*9,2*	*Price increases to recover input cost pressure; sales mix*

*** Like-for-like comparison excluding Coty**

- Body spray market share improved slightly from 29,9% to 31,1% in H1 F17

Prospects for H2

- Pressure on selling prices in competitive environment
- Product ranges positioned to benefit from constrained environment
- Further traction from new ranges in Export markets
- New product launches to benefit local and export demand

SPITZ

SPITZ CARVELA KURT GEIGER LACOSTE GANT nina roche TOSONI

Performance and Prospects

GROWING GREAT BRANDS

SPITZ

Income statement

	H1 F17 Rm	H1 F16 Rm	%Δ
Revenue	*969,7*	*942,8*	2,9
Operating profit	*290,4*	*288,6*	1,0
Operating profit margin %	*29,9*	*30,6*	(2,3)

- Core brands performed well considering higher price points
  - Price increases in F16 H2 to recover rising, Rand driven, input costs
- Volume decline
  - Consumers under pressure to absorb higher prices
  - Less shoes to clear on July sale with improved buying / ranging
- Good support of "easier" lay by terms – increase from 20% to 26% of sales units
- Reached December targets with effective sales support
- Trading density improved in Spitz and Kurt Geiger



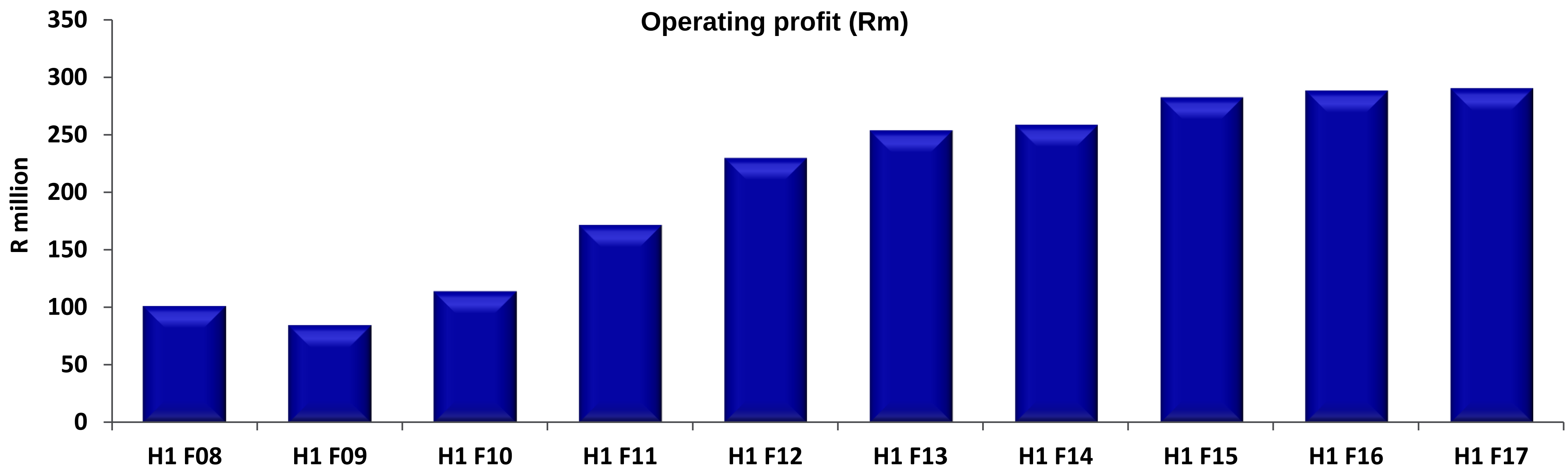

SPITZ

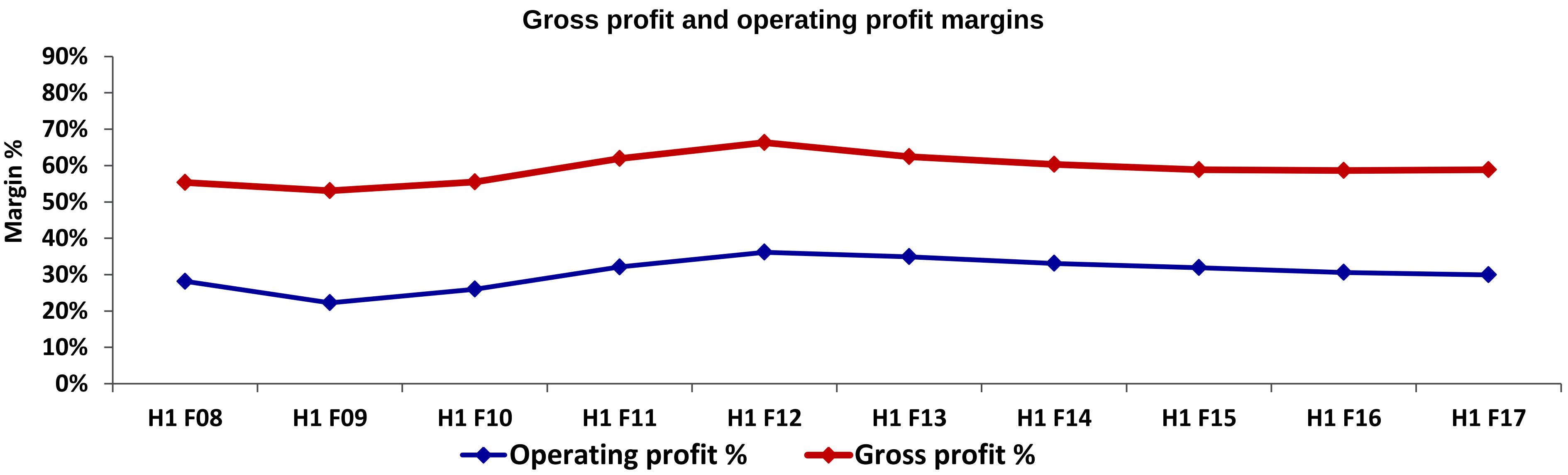
Sales volume and selling prices

	% Δ H1 F17 vs H1 F16	Comments
Spitz & KG Footwear revenue growth	***1,2***	
Sales volume – Total	*(13,9)*	
– Normal price	*(6,3)*	*Constrained demand at higher price points*
– Discounted on sale	*(7,6)*	*Tighter buying / product ranging*
Ave. selling price	*17,5*	*Price increases and lower July sales volumes*
KG Clothing revenue growth	***10,9***	*Price increases*

SPITZ

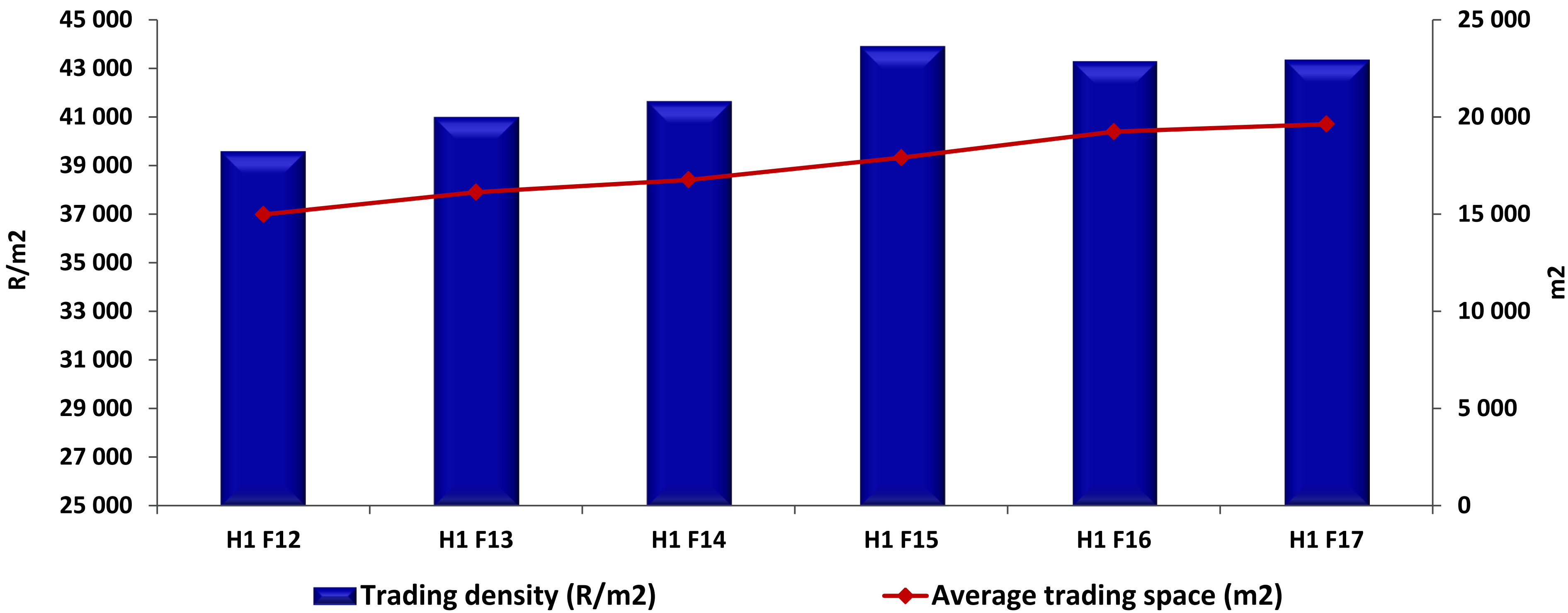
Spitz and Kurt Geiger





SPITZ

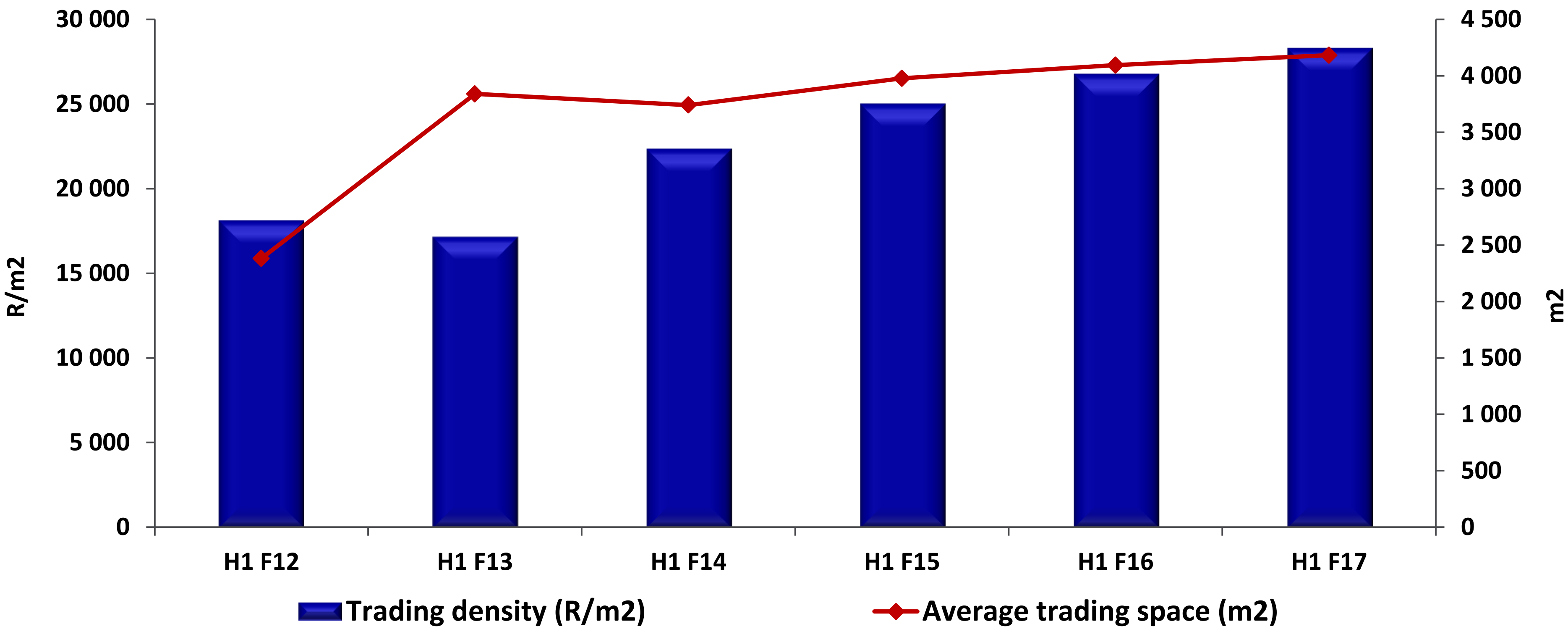
Trading density – Spitz



- Closed 1 Spitz store in sub-optimal location
- Refurbished 4 Spitz stores

SPITZ

Trading density - Kurt Geiger



- Opened 1 new Kurt Geiger store
- Closed 3 Kurt Geiger stores in sub-optimal locations
- Refurbished 2 Kurt Geiger stores

SPITZ

Prospects for H2

- Constrained spending environment impacting demand
- Gross profit margin stable if Rand strength continues
- Ongoing focus on product planning and store tiering
- Retail space
    - 1 new store
    - 3 refurbishments
- Projects
    - Development and rollout of refreshed store designs
    - Italian office to strengthen design and quality
    - Fixed cost reduction

GREEN CROSS

Performance and Prospects

GROWING GREAT BRANDS

GREEN CROSS

Income Statement

	H1 F17 Rm	H1 F16 Rm	%Δ
Revenue	*193,8*	*174,3*	*11,1*
Operating profit	*18,7*	*17,8*	*5,1*
Operating profit margin %	*9,6*	*10,2*	*(5,9)*

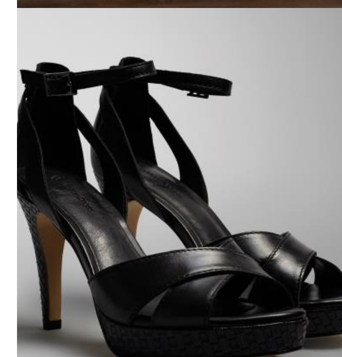
- Retail revenue growth of 17,3%
  - Price increases in response to weaker Rand
  - Increased trading space
  - Improved assortment and stock replenishment
- Wholesale revenue decline of 1,9% from volume pressure offset by prices
- Trading space
  - 1 new store in H1 F17 (8 new stores in F16)
  - 6 stores refurbished




GREEN CROSS

Prospects for H2

- Benefits from increased space and improved product ranges
- Continue investing in retail stores
  - 4 new doors
- Fixed cost reduction
- Constrained consumer spending
- Stabilise wholesale volumes



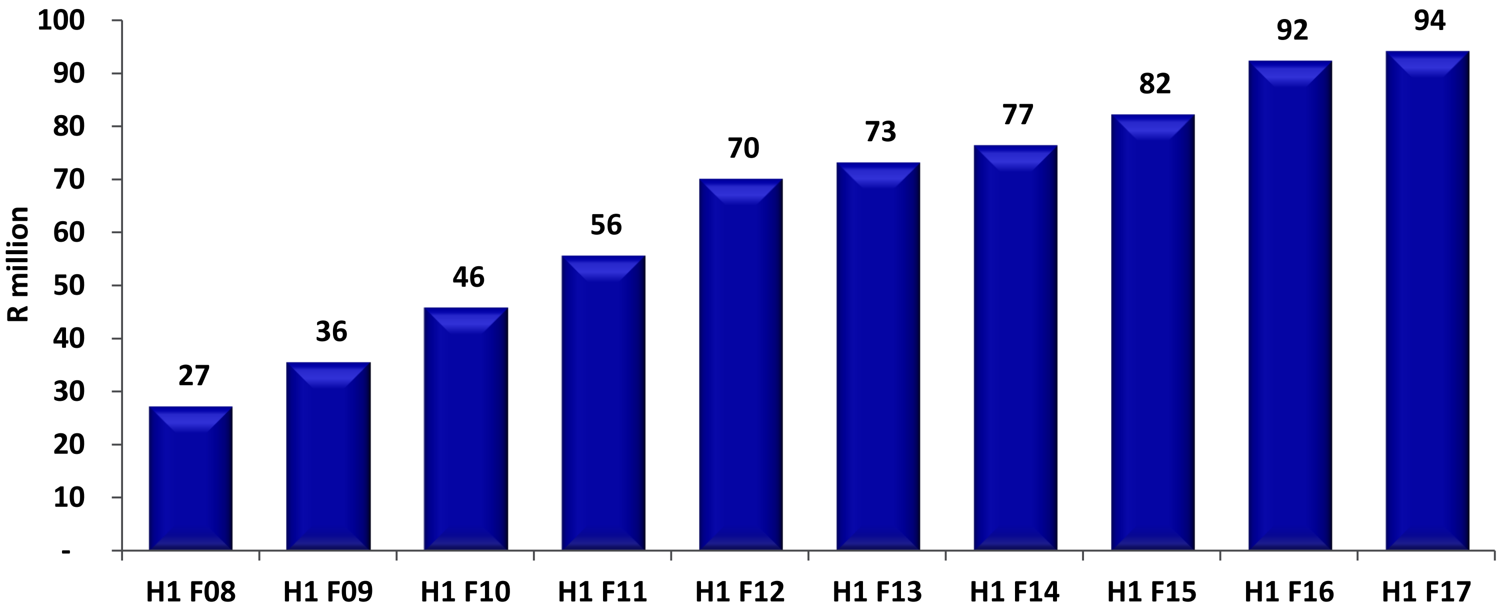
AVI

INTERNATIONAL

GROWING GREAT BRANDS

AVI INTERNATIONAL

Operating profit history



- Revenue growth in most markets, notably Zambia, Namibia and Mauritius
- Demand weakness in Mozambique and Zimbabwe
- Price increases to recover input cost pressure
- Double digit profit growth in Personal Care and Coffee
- Profit decline in Creamer due to aggressive competitor pricing
- Investing to build long-term brand positions

AVI INTERNATIONAL

Entyce, Snackworks and Indigo – Non RSA sales

	H1 F17 Rm	H1 F16 Rm	%Δ
International Revenue	520,9	473,7	10,0
% of Grocery and Personal Care brands	*10,8*	*11,1*	*(2,7)*
International Operating Profit	94,3	92,5	2,0
% of Grocery and Personal Care brands	*10,0*	*11,0*	*(9,1)*
International Operating Margin	18,1	19,5	(7,2)
Grocery and Personal Care brands Operating Margin	*19,6*	*19,8*	*(1,0)*

AVI GROUP

Prospects for H2

- Sustain Entyce, Snackworks and Indigo profit growth in volatile environment
  - Tactile price / volume management
  - Constrained consumer spending
  - Input cost pressure from raw materials
  - Aggressively streamlining management structures
  - Innovation to gain market share
  - Continued project activity to improve efficiency and capacity
  - Potential profit margin relief if Rand strength continues

AVI GROUP

Prospects for H2 continued

- I&J performance dependent on catch rates
  - Key export markets healthy
  - Upside from Rand hedge positions to diminish through the semester
  - Fuel well hedged
  - Improved abalone contribution
  - Fishing sector evaluation and options



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Prospects for H2 continued

- Footwear and Apparel
  - Improved product planning and buying
  - Impeccable retail execution
    - Store design, tiering and refurbishment
    - Kurt Geiger brand evolution
    - Appropriate promotional retailing support
  - Price relief for customers if Rand strength sustained
  - Meaningful reduction in fixed overheads and store costs
  - Green Cross retail sales growth
  - Net trading space growth

- Group initiatives
  - Fixed cost review in response to lower growth environment
  - Ongoing focus on cost savings and efficiency
  - Power and water back up plans

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Investor proposition

- Manage our unique brand portfolio to its long term potential
- Organic earnings growth; target >10% HEPS growth p.a.
- High dividend yield – maintain normal dividend payout ratio of 80%
- Sustain high return on capital employed
  - Effective capital projects
  - Leverage domestic manufacturing capability to grow export markets
  - Return excess cash to shareholders efficiently
- Replicate our category market leadership in selected regional markets
- Acquisition of high quality brand opportunities if available
  - Increased potential for acquisitions if environment deteriorates

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Questions

GROWING GREAT BRANDS

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Information slides

GROWING GREAT BRANDS

INFORMATION SLIDE

Business unit financial results

	Segmental Revenue			Segmental Operating Profit			Operating Margin	
	H1 F17 Rm	H1 F16 Rm	Δ %	H1 F17 Rm	H1 F16 Rm	Δ %	H1 F17 Rm	H1 F16 Rm
Food & Beverage Brands	**5 326,2**	**4 683,1**	**13,7**	**968,8**	**879,4**	**10,2**	**18,2**	**18,8**
Entyce Beverages	1 987,8	1 728,1	15,0	389,0	351,0	10,8	19,6	20,3
Snackworks	2 195,1	1 954,2	12,3	412,4	368,7	11,9	18,8	18,9
I&J	1 143,3	1000,8	14,2	167,4	159,7	4,8	14,6	16,0
Fashion Brands	**1 808,4**	**1 707,2**	**5,9**	**449,7**	**429,6**	**4,7**	**24,9**	**25,2**
Personal Care	620,9	569,1	9,1	140,1	124,0	13,0	22,6	21,8
Footwear & Apparel	1 187,5	1 138,1	4,3	309,6	305,6	1,3	26,1	26,9
Corporate	**-**	**2,7**	**(100,0)**	**(10,8)**	**(6,9)**	**(56,5)**		
Group	**7 134,6**	**6 393,0**	**11,6**	**1 407,7**	**1 302,1**	**8,1**	**19,7**	**20,4**

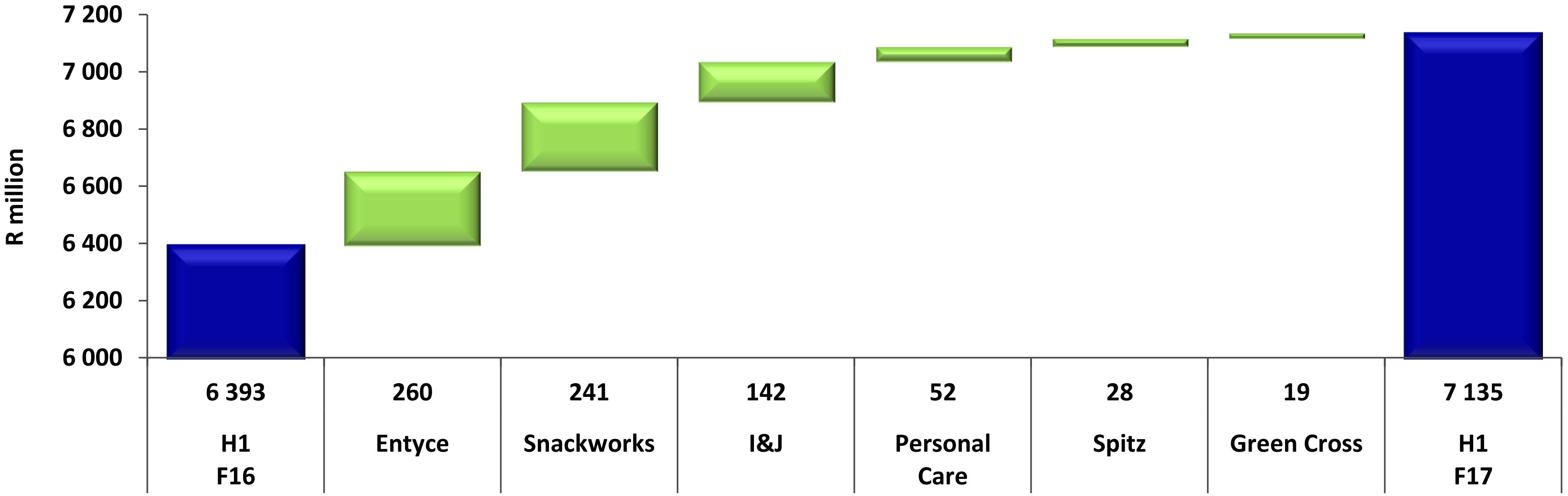
INFORMATION SLIDE

Footwear & apparel financial results

	Segmental Revenue			Segmental Operating Profit			Operating Margin	
	H1 F17 Rm	H1 F16 Rm	Δ %	H1 F17 Rm	H1 F16 Rm	Δ %	H1 F17 Rm	H1 F16 Rm
Footwear & Apparel	**1 187,5**	**1 138,1**	**4,3**	**309,6**	**305,6**	**1,3**	**26,1**	**26,9**
Spitz	969,7	942,8	2,9	290,4	288,6	0,6	30,0	30,6
Green Cross	193,8	174,3	11,2	18,7	17,8	5,1	9,7	10,2
Gant	24,0	21,0	14,3	0,5	(0,8)	162,5	2,1	(3,8)

INFORMATION SLIDE

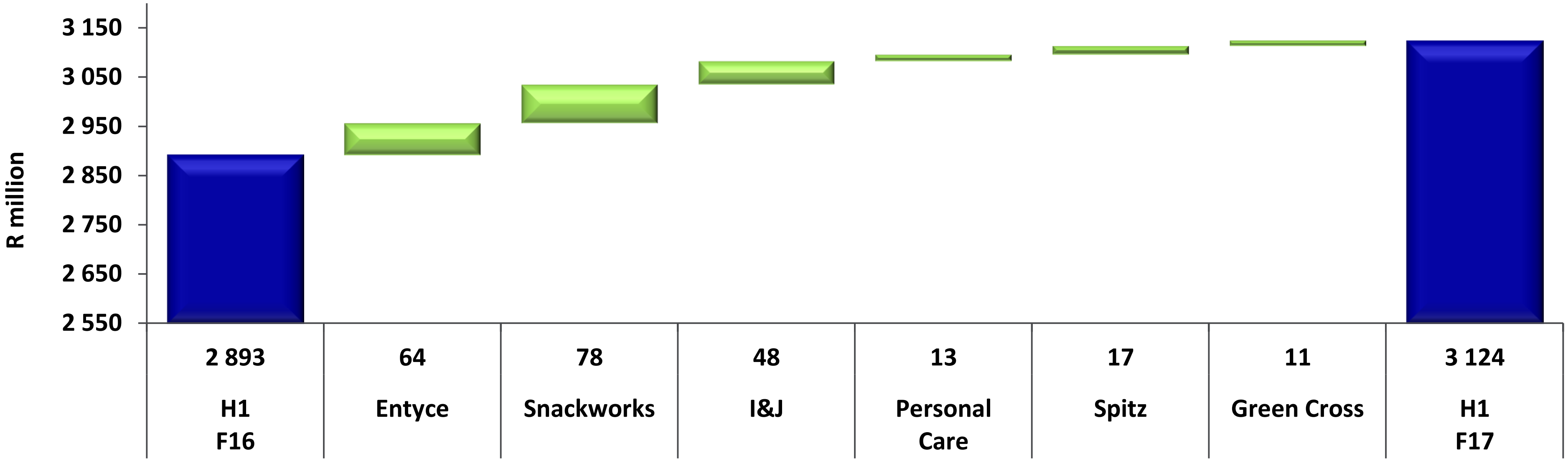
Revenue 11,6% up



- Entyce: Price increases in tea, coffee and creamer together with coffee volume growth
- Snackworks: Price increases and volume growth in biscuits and snacks
- I&J: Weaker Rand and price increases in domestic and export markets
- Personal Care: Strong growth in owned brands offset by decline in Coty commission
- Spitz: Higher selling prices offset by footwear volume decline
- Green Cross: Price increases offset by lower volumes

INFORMATION SLIDE

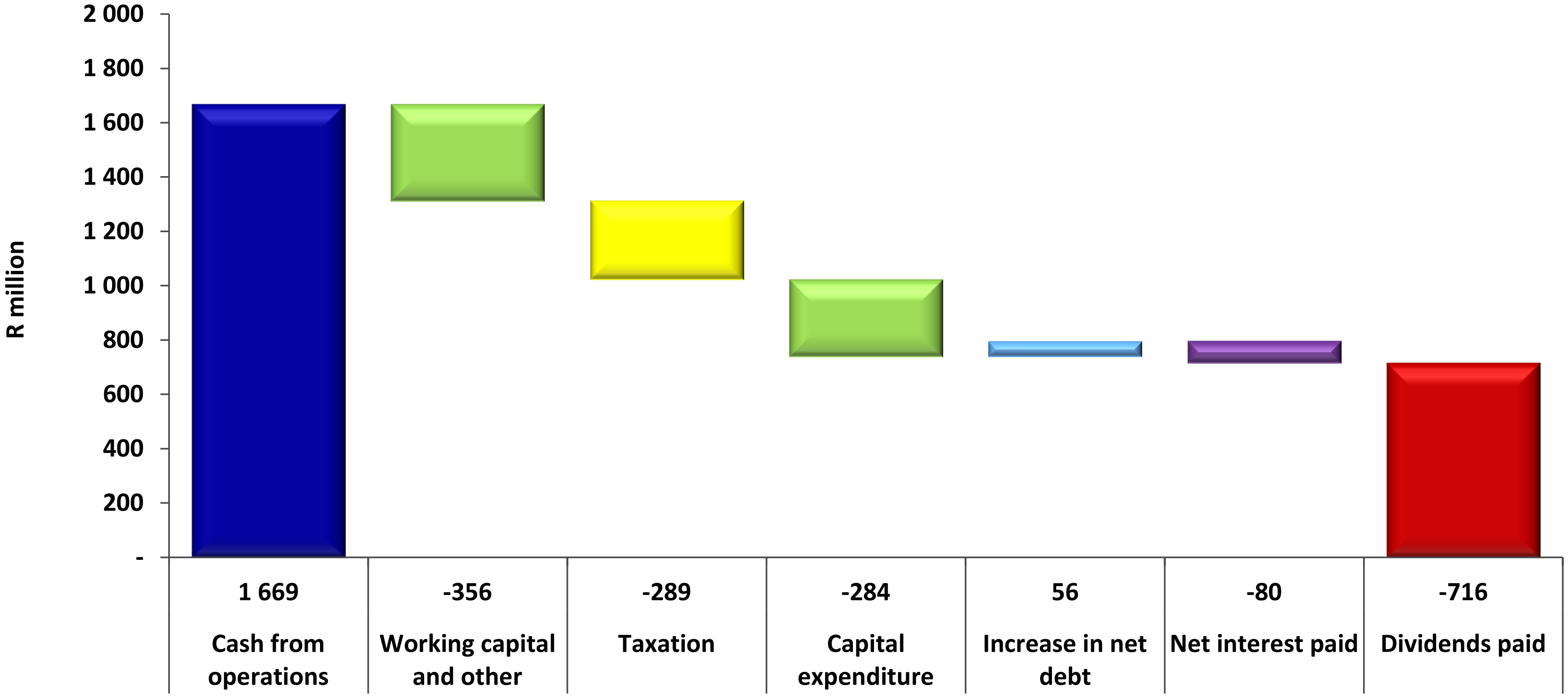
Gross profit 8,0% up



- Entyce: Revenue growth offset by higher input costs, mostly rooibos and weaker Rand
- Snackworks: Revenue growth offset by higher input costs, mostly weaker Rand
- I&J: Benefit of weaker Rand and lower fuel costs
- Personal Care: Revenue growth offset by higher input costs, mostly weaker Rand
- Spitz: Revenue growth offset by pressure from weaker Rand
- Green Cross: Revenue growth offset by pressure from weaker Rand

INFORMATION SLIDE

Cash flows



INFORMATION SLIDE

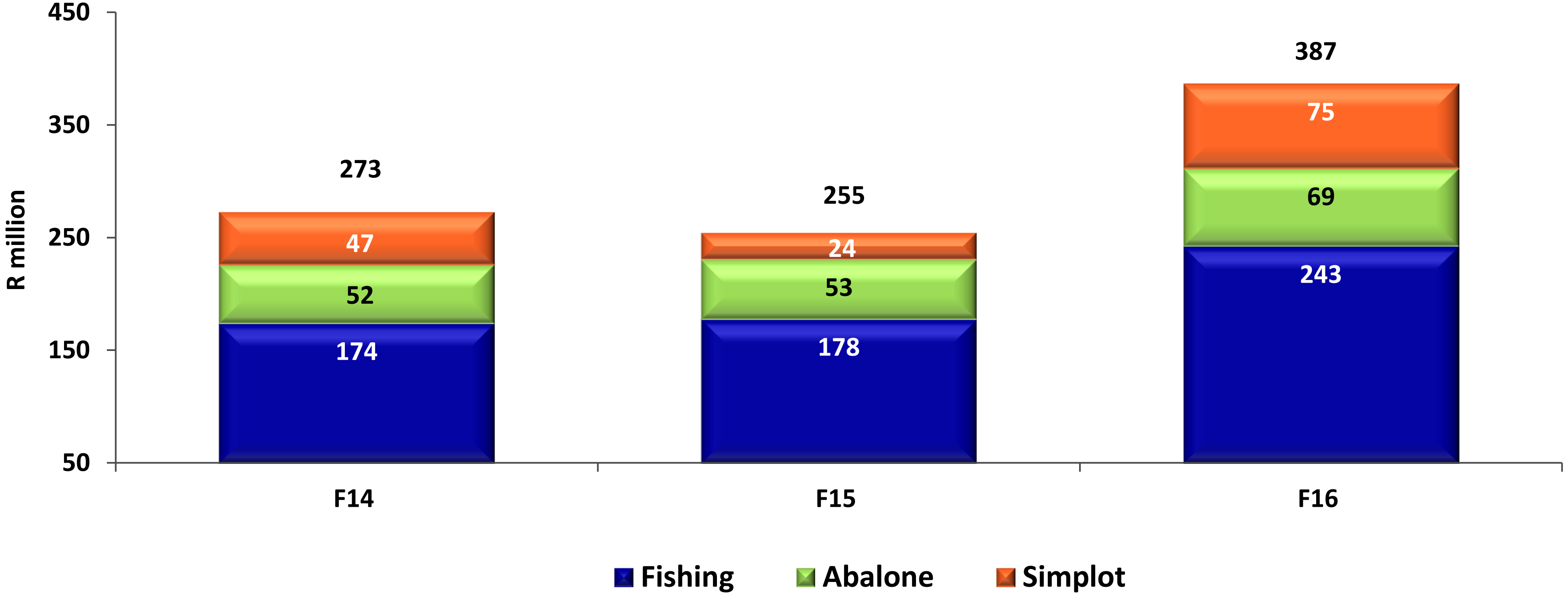
I&J revenue growth

	H1 F17 Rm	H1 F16 Rm	%Δ
Revenue as stated	*1 143,3*	*1 000,8*	*14,2*
Foreign exchange (losses)/gains recorded in S&A costs	*(12,1)*	*32,8*	*(136,9)*
	1 131,2	*1 033,6*	*9,4*



INFORMATION SLIDE

I&J profit history – financial years



- Simplot includes equity earnings and royalties for use of I&J brand

INFORMATION SLIDE

I&J fishing quota

Quota (tons)	CY11	CY12	CY13	CY14	CY15	CY16	CY17
South African Total Allowable Catch (TAC)	131 847	144 742	156 088	155 308	147 500	147 500	139 561
% change in TAC	10,0	9,8	7,8	(0,5)	(5,0)	-	(5,4)
I&J	36 906	40 515	43 689	43 471	41 223	41 245	37 125
%	28,0	28,0	28,0	28,0	27,9	28,0	26,6

- CY17 reduction attributable to lower TAC (2 000 tons) and lower allocation of inshore rights (2 120 tons)

INFORMATION SLIDE

Trading space and trading density

Spitz	H1 F17	H1 F16
Number of stores	75	75
Turnover (Rm)	851,1	832,9
Average m^2	19 633	19 239
Trading Density (R /m^2)	43 353	43 298
Closing m^2	19 544	19 376

Like-for-like metrics*	H1 F17	H1 F16
Number of stores	70	70
Turnover (Rm)	819,3	811,1
Average & closing m^2	18 108	18 203
Trading Density (R/m^2)	45 247	44 558

* Based on stores trading for the entire current and prior periods.

INFORMATION SLIDE

Trading space and trading density

Kurt Geiger	H1 F17	H1 F16
Number of stores	33	33
Turnover (Rm)	118,5	109,9
Average m^2	4 183	4 095
Trading Density (R /m^2)	28 338	26 816
Closing m^2	4 087	4 156

Like-for-like metrics*	H1 F17	H1 F16
Number of stores	28	28
Turnover (Rm)	103,3	100,6
Average & closing m^2	3 511	3 612
Trading Density (R/m^2)	29 413	27 864

* Based on stores trading for the entire current and prior periods.

INFORMATION SLIDE

Trading space and trading density

Green Cross	H1 F17	H1 F16
Number of stores #	39	34
Turnover (Rm)	138,6	118,1
Average m²	4 839	3 941
Trading Density (R /m²)	28 640	29 973
Closing m²	4 896	4 097

Like-for-like metrics*	H1 F17	H1 F16
Number of stores #	29	29
Turnover (Rm)	111,9	108,0
Average m²	3 586	3 574
Trading Density (R/m²)	31 200	30 224
Closing m²	3 586	3 574

including value stores

* Based on stores trading for the entire current and prior periods

INFORMATION SLIDE

Closing number of stores and trading space at the end of each period

Period End	Spitz		Kurt Geiger		Green Cross	
	# of stores	Closing m²	# of stores	Closing m²	# of stores	Closing m²
June 2007	38	10,397	1	128		
December 2007	46	12,974	3	346		
June 2008	51	14,095	3	346		
December 2008	57	15,448	3	346		
June 2009	56	15,595	3	346		
December 2009	56	15,220	3	346		
June 2010	56	15,012	3	346		
December 2010	57	15,124	7	1,047		
June 2011	57	14,991	15	1,910		
December 2011	59	15,240	22	2,922	29	3,304
June 2012	61	15,662	26	3,507	30	3,382
December 2012	64	16,586	31	4,113	30	3,382
June 2013	64	16,586	30	3,751	30	3,382
December 2013	67	17,156	32	3,960	30	3,382
June 2014	70	17,813	32	3,880	31	3,517
December 2014	72	18,342	33	3,978	30	3,423
June 2015	74	19,144	29	3,677	30	3,529
December 2015	75	19,376	33	4,156	34	4,097
June 2016	76	19,726	34	4,266	38	4,697
December 2016	75	19,544	33	4,087	39	4,896

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